Franchetti

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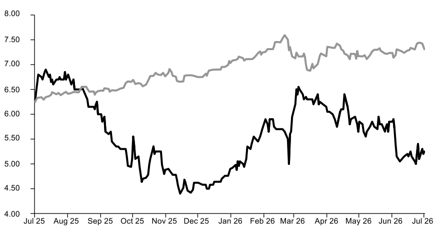
Full Company Report **Reason: Initiation of coverage** ***9 July 2026***

Buy	
Initiating Coverage	
Share price: EUR	**5.25**
closing price as of 08/07/2026	
Target price: EUR	**9.00**
Upside/Downside Potential	**71.4%**
Reuters/Bloomberg	FCH.MI/FCH IM
Market capitalisation (EURm)	**50**
Current N° of shares (m)	9
Free float	**26%**
Daily avg. no. trad. sh. 12 mth (k)	5
Daily avg. trad. vol. 12 mth (k)	7.83
Price high/low 12 months	6.90 / 4.40
Abs Perfs 1/3/12 mths (%)	-10.26/-13.22/-16.00

Key financials (EUR)	**12/25**	**12/26e**	**12/27e**
Sales (m)	13	27	32
EBITDA (m)	4	7	9
EBITDA margin	*28.1%*	*27.7%*	*28.5%*
EBIT (m)	2	6	7
EBIT margin	*16.7%*	*21.0%*	*22.0%*
Net Profit (adj.)(m)	1	3	3
ROCE	9.9%	15.1%	16.8%
Net debt/(cash) (m)	2	15	16
Net Debt Equity	*0.1*	*0.6*	*0.6*
Net Debt/EBITDA	0.6	2.0	1.8
Int. cover(EBITDA/Fin.int)	12.0	7.7	6.7
EV/Sales	3.4	2.6	2.2
EV/EBITDA	12.1	9.6	7.7
EV/EBITDA (adj.)	12.1	9.6	7.7
EV/EBIT	20.3	12.6	10.0
P/E (adj.)	39.5	19.8	16.3
P/BV	2.0	2.1	1.8
OpFCF yield	*-19.5%*	*-6.7%*	*2.9%*
Dividend yield	*0.0%*	*0.8%*	*0.8%*
EPS (adj.)	0.12	0.27	0.32
BVPS	2.33	2.56	2.84
DPS	0.00	0.04	0.04

Shareholders

Franchetti Holding SRL 54%; Axon Partners Group 12%; Algebris Investments Ltd 8%;



Source: FactSet

FRANCHETTI — FTSE All Share (Rebased)

Analyst(s)

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Bridging engineering with technology

Franchetti is a specialist engineering and technology group focused on the inspection, diagnostics and predictive maintenance of critical infrastructure assets. We forecast 45% VoP CAGR (of which c.19% organic) and 69% net profit CAGR in 2025-28 period, while maintaining a sound financial structure. The recently closed acquisition of ECR is instrumental in expanding the company's TAM and substantially improves the cash generation profile. We initiate our coverage with a BUY recommendation, TP EUR 9.0.

- ✓ **Specialist positioning in the knowledge-intensive layers of the infrastructure value chain.** Franchetti operates between infrastructure owners and physical maintenance contractors. Its activities focus on inspection, diagnostics, condition assessment, deterioration modelling and lifecycle planning, with limited exposure to construction execution risk.
- ✓ **An integrated proprietary software ecosystem embedded within engineering services.** The KTEMA suite combines applications supporting data acquisition, inspection quality, structural assessment, deterioration analysis, maintenance budgeting and operational planning.
- ✓ **Data-enabled engineering know-how.** Franchetti has accumulated experience across more than 60,000 equivalent bridges and viaducts. Raw asset-level data remain owned by individual clients, while the Group retains proprietary analytical models, aggregated statistical evidence, derived parameters and algorithmic learning.
- ✓ **Exposure to structural infrastructure-maintenance and digitalisation trends.** Ageing transport networks, increasing safety requirements and the progressive adoption of digital asset management, AI-based diagnostics and digital twins are supporting demand for infrastructure assessment, predictive maintenance and lifecycle-management services.
- ✓ **Acquisitions are central to technological development and international expansion.** Strucinspect strengthened the Group's AI-based inspection and digital-twin capabilities, while the acquisition of 55% of ECR materially increased Franchetti's scale and exposure to the Brazilian infrastructure market. On a FY2025 pro-forma basis, ECR raises aggregate Value of Production to approximately EUR 23.5m and EBITDA to approximately EUR 6.2m, with combined backlog reaching around EUR 90m.
- ✓ **Our estimates imply strong growth and improving cash conversion.** We forecast Value of Production to reach EUR 39.6m by FY2028, corresponding to a c.45% (o/w c.19% organic) CAGR from FY2025, while EBITDA rises to EUR 11.5m with margins approaching 29%. A more favourable geographical mix and lower working-capital intensity should support stronger FCF conversion, with net debt/EBITDA at c.1.3x by FY2028.
- ✓ **Capital structure:** on July 1st, 2026, the EGM authorised the BoD to increase the share capital, in one or more tranches, by up to EUR 10m, including any share premium, within three years and therefore by 1st July 2029.

The Bank provides corporate broking activity and may provide investment services and activities and/or other fee-based services to the issuer resulting in a conflict of interest

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Company Description

Franchetti S.p.A., founded in Arzignano (VI) in 2013 and listed on Euronext Growth Milan since 2022, is an infrastructure intelligence group specialised in the assessment, digitalisation and predictive lifecycle management of critical infrastructure assets. The Group combines engineering expertise, proprietary technology, advanced data management and artificial intelligence to support infrastructure owners, concessionaires and public authorities in assessing asset conditions, ranking intervention priorities and planning maintenance expenditure over multiple time horizons. A distinctive feature of Franchetti's model is its portfolio-based approach. The Group supports the systematic management of infrastructure portfolios through inspections, diagnostics, BIM, digital twins, structural assessment, deterioration modelling, predictive maintenance and long-term asset-management planning. Engineering provides client access, technical validation and infrastructure knowledge, while proprietary technology improves productivity, standardisation, contract value and scalability across assets and geographies.

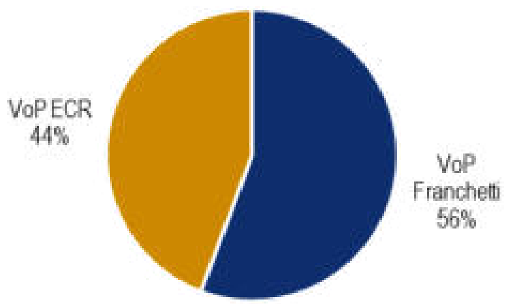
The Group has accumulated experience across approximately 60,000 bridges, viaducts and equivalent structures, according to management. Franchetti operates mainly in Italy and Brazil, with additional activities and commercial relationships in Austria, Germany, Canada, the US and India. In FY2025, Italy generated EUR 9.8m of Value of Production, or approximately 75% of the total, while Brazil contributed EUR 3.3m, or around 25%. Following the acquisition of ECR, Brazil is expected to become the Group's largest geographical market.

Following the IPO, Franchetti accelerated its technological and international development through selective acquisitions. Gallo Technics and Matildi + Partners strengthened its engineering capabilities, while Strucinspect added AI-based inspection and digital-twin expertise. In 2026, Franchetti acquired 55% of ECR for approximately EUR 7.5m, gaining access to a broad Brazilian customer base and more than 400 professionals. On a FY2025 pro-forma basis, the enlarged Group would have generated EUR 23.5m of VoP and EUR 6.2m of EBITDA, with combined backlog of approximately EUR 90m.

The Group is led by Paolo Franchetti, Founder, Chairman and CEO, alongside Alexandre Dittert, General Manager of Franchetti & Merola and CEO of ECR, Omar E. Salustri, CFO of Franchetti Italy, Gianluca Del Fabbro, Chief Integration & Corporate Development Officer, and Michele Frizzarin, Partner and R&D Director.

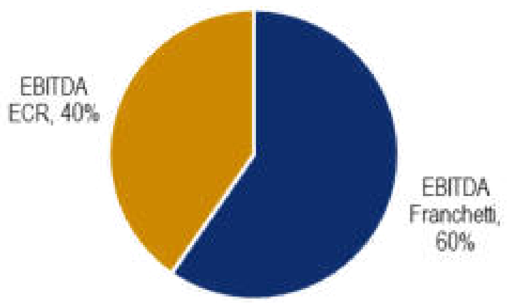
The **shareholding structure** is composed of Franchetti Holding S.r.l. with 54.1%, Axon Partners Group with 11.8%, Algebris Investments Ltd with 7.8% and a free float of 26.3%. Franchetti Holding retains 91.9% of the voting rights.

Value of Production Pro Forma (FY 2025)



Source: Banca Akros on company data

EBITDA Pro Forma (FY 2025)



Source: Banca Akros on company data

SWOT Analysis

Strengths

- ✓ **Proprietary software suite**: Integrated platform supporting predictive maintenance, digital twins, infrastructure monitoring and asset lifecycle management. The suite combines multiple proprietary applications developed to support infrastructure inspection, diagnostics and maintenance planning.
- ✓ **Accumulated infrastructure data experience:** Franchetti has worked on more than 60,000 equivalent bridges and viaducts, building a broad body of engineering experience and aggregated statistical evidence. While asset-level data remain owned by individual clients, the Group retains proprietary analytical models, derived parameters and algorithmic learning that support predictive maintenance and planning activities.
- ✓ **Hybrid engineering and technology positioning:** combination of engineering expertise, proprietary software and data analytics supports differentiated market positioning.
- ✓ **Established relationships with infrastructure operators:** Long-standing relationships with major infrastructure operators support recurring demand and business visibility.

Opportunities

- ✓ **Ageing infrastructure and maintenance demand:** Increasing maintenance requirements across transport networks support long-term demand for predictive maintenance solutions.
- ✓ **Structural shift towards digital and predictive asset management:** many infrastructure operators still lack integrated bridge and asset management systems, while ageing assets, tighter public budgets and increasing safety requirements are accelerating the transition from reactive maintenance to data driven inspection, monitoring and predictive planning.
- ✓ **International expansion:** recent acquisitions provide access to larger infrastructure markets and broaden the Group's client base.
- ✓ **M&A opportunities in adjacent geographies:** acquisitions of locally established engineering platforms could extend Franchetti's presence into Western Europe and the US, leveraging a common technological and analytical platform.
- ✓ **Technology-led cross-selling opportunities:** integration of software, monitoring and engineering capabilities supports increasing wallet share across existing customers.

Weaknesses/Threats

- ✓ **Working capital and customer concentration risk:** large exposure to public infrastructure contracts may result in elevated WIP balances, delayed invoicing and slower cash conversion.
- ✓ **Dependence on specialised personnel**: business execution relies on the availability and retention of highly skilled engineers.
- ✓ **Limited scale and liquidity**: small size and EGM listing may limit visibility among institutional investors.
- ✓ **Execution and integration risk**: future growth depends on successful international expansion and integration of acquisitions.

Company History

Franchetti Group's key milestones

2000s	Franchetti started his academic career in the United States at UC Irvine in 2000 specialisation in the field of existing network infrastructure, culminating in 2005 with a university spin-off.
2011	Franchetti Brazil is founded, marking the beginning of the entrepreneurial journey of Paolo Franchetti.
2013	Franchetti is founded in Arzignano (VI) by Paolo Franchetti, a civil engineer and Professor at the university of Padua with precedent international experience at UC Irvine. The BrazilianBio Franchetti & Merola was also founded.
2015	Franchetti lands the contract for the Rio-Niterói Bridge, the second longest bridge in Latin America
2022	Franchetti's listing on the Euronext Growth Milan raising EUR 2.5m in capital
2023	Acquisition of Gallo Technics SRL to improve its infrastructure maintenance therapy activities
2024	Acquisition of 67% of Matildi + Partners SRL (with an agreement to acquire the remaining stake subsequently). The acquisition expands the Company's engineering services and technological expertise, especially in steel structures
2025	Closing of Austrian Strucinspect GmbH 66.67% acquisition. This strategic acquisition allows Franchetti to leverage innovation thanks to the AI-powered software which enhances the inspection and maintenance activities
2026	Acquisition of the 55% Brazilian ECR, strengthening Franchetti's presence in Brazil and its technical capabilities

Source: Banca Akros elaboration on Company Presentation

Corporate Governance & Management Overview

Franchetti's Board of Directors is composed of 5 members in total (one of whom is independent) with Paolo Franchetti as chairman and CEO. The Board of Directors (BoD) plays a central role in guiding and managing the Group, making the most significant economic and strategic decisions.

The management team at Franchetti brings together decades of experience in engineering, digital technologies, and leadership, developed through extensive work in the infrastructure sector. The composition of the management team is outlined below.

Paolo Franchetti – Founder, CEO & Chairman

Paolo Franchetti is the Founder, CEO and Chairman of Franchetti S.p.A., as well as the Group's controlling shareholder. He is a civil and structural engineer with a PhD in structural engineering and a specialist background in the assessment, diagnostics and lifecycle management of bridges, viaducts and complex infrastructure assets. The original concept behind Franchetti was developed through his international experience in the United States (2002-2010) and subsequently applied in Brazil, before Italy became the Group's industrial, technological and corporate base. Since founding the company in 2013, he has led Franchetti's evolution into a listed international infrastructure-intelligence platform, combining engineering expertise, proprietary technology, predictive maintenance and selective M&A across multiple geographies.

Alexandre Dittert – General Manager, Franchetti Brazil & CEO of ECR

Civil Engineer with 25+ years of expertise in infrastructure, port, industrial and steel projects, as well as bridges and viaducts. Specialized in strategic management and business development, with strong experience in consultancy and EPC contracts. He leads the Brazilian operations, combining technical execution, strategic management, and business development.

Michele Frizzarin – Partner & R&D Director

Michele Frizzarin is a structural engineer specialised in the analysis and verification of existing structures, with experience in the inspection and structural assessment of concrete, steel and masonry infrastructure, as well as historic and monumental buildings. He has further developed his expertise in the study of structural dynamics and seismic behaviour. He leads the Group's R&D - proprietary software, structural monitoring, damage identification, FEM model updating, and maintenance capex optimization - the core technological engine deployed across all countries.

Source: Company Presentation

Gianluca Del Fabbro – Chief Integration & Corporate Development Officer

A management engineer and manager with 25 years of experience in multinational industrial companies. He is responsible for the integration of acquired companies and post-merger integration processes, organizational coordination across geographies, and the Group's corporate development.

Omar Emiliano Salustri – CFO Franchetti Italy

Omar Emiliano Salustri is CFO of Franchetti Italy and is responsible for administration, accounting, finance and control. He is a graduate in Economics and a certified statutory auditor, with extensive experience in financial management, corporate governance, extraordinary transactions, mergers, demergers and M&A processes. He has held senior finance and administration roles in SMEs and multinational companies and supports the Group in financial reporting, compliance and integration processes.

Jacopo Nembro – Head of Finance

Jacopo Nembro is responsible for overseeing the Group's financial structure, financing strategy, financial coordination and control, and capital markets relationships. He has built his career in corporate finance advisory, with a focus on debt advisory, grant advisory and financial analysis. Before joining Franchetti, he worked as Manager at Vitale & Co., where he supported companies on financing strategy and debt & grant advisory projects. He holds a Master's degree in Banking and Finance from Università Cattolica del Sacro Cuore.

Source: Company Presentation

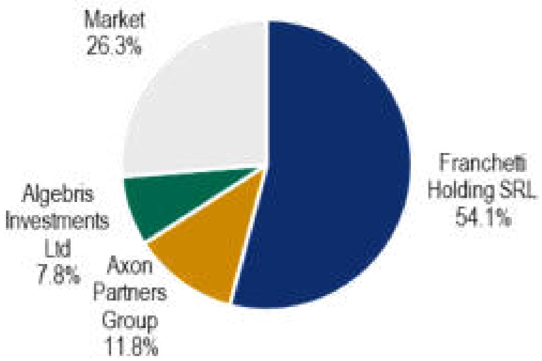
Shareholder Structure

Franchetti has been controlled by Franchetti Holding SRL since its founding. The holding currently owns 54.1% shares of the Company. Yet it currently holds 91.9% of voting rights thanks to shares with 10x voting power. In 2022 the company listed on the Euronext Growth Milan raising EUR 2.5m.

At the IPO stage, Franchetti also issued the “Warrant Franchetti 2022–2025” exercisable in three tranches. In October 2023 the first tranche was exercised, resulting in over 157k new shares issued, 152k of which went to Franchetti Holding SRL. The total of the warrants for Franchetti amounted to more than EUR 500k. The second one was exercised in October 2024 for a total consideration of over EUR 761k for over 209k new ordinary shares issued. The controlling Franchetti Holding SRL exercised more than 82k of them. The third and final tranche was executed in October 2025, resulting in over EUR 3m for the company deriving from more than 765k new ordinary shares issued. Franchetti Holding SRL exercised 250k of them, for a value close to EUR 1m.

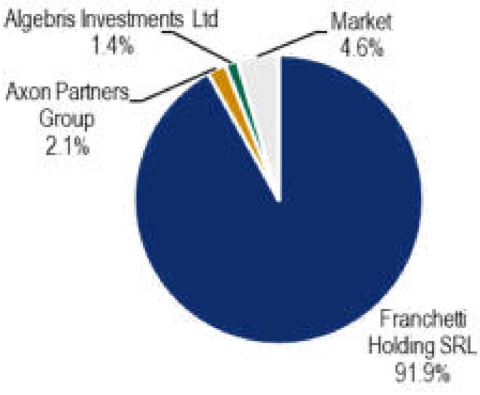
Furthermore, Franchetti carried out two capital increases since its IPO. In July 2024, the company issued over 1m new shares for ~EUR 6m in total to the institutional investors Axon Partners Group and Algebris Investments Ltd via accelerated bookbuilding. These now hold 11.8% and 7.8% of Franchetti’s shares, respectively. In April 2025, a second capital increase followed which resulted in more than EUR 2.8m raised through the issuance of over 450k new shares.

Franchetti: Ordinary Shares



Source: Banca Akros based on company presentation

Franchetti: Voting Rights

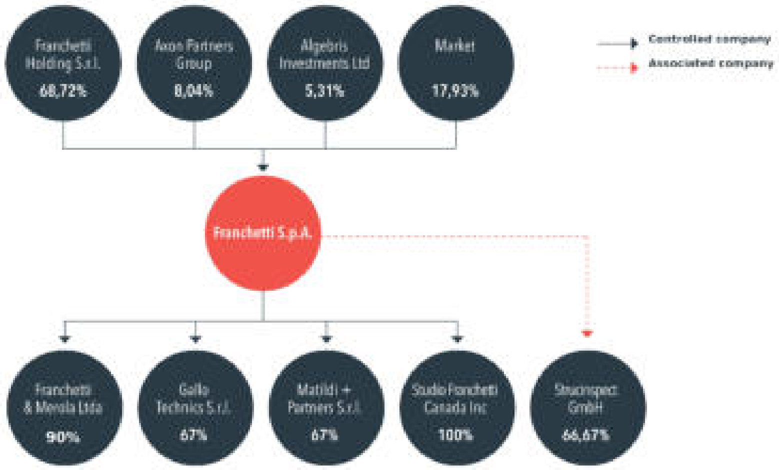


Source: Banca Akros based on company presentation

Corporate Structure

Franchetti operates as an integrated engineering-tech platform focused on the predictive management of existing infrastructure. The Group's **organisational structure** is one of its key strengths, as it combines specialist engineering expertise, proprietary technology and an international operating footprint within a scalable corporate model.

Franchetti: corporate diagram



*Source: Banca Akros on company data. *Note: percentages refer to total share capital, with special/multiple-voting shares counted on a one-share basis.*

At the centre of the Group is Franchetti S.p.A., the listed company, which does not act as a pure holding company but rather as the Group's central industrial platform. Franchetti S.p.A. combines corporate functions, proprietary technology, R&D capabilities and direct operational activities through two main divisions:

- **Corporate Division**, responsible for strategy, finance, capital markets, proprietary technology, R&D, quality, management systems and overall Group coordination;
- **Engineering / Operations Division**, responsible for the technical and operational activities of the listed company in Italy, while also coordinating with the Group's other Italian and international entities on competence centres, technical standards, methodologies, technology and operational synergies.

Around this central platform, Franchetti has built a network of operating subsidiaries and competence centres across Italy, North America, Brazil and Austria. Each entity has a distinct perimeter, specialisation and market positioning, while remaining integrated within the Group's common platform. The Corporate Division has been deliberately designed to be scalable. Its functions are structured to support a growing portfolio of subsidiaries rather than a single operating company. As the Group expands through M&A, including acquisitions such as Gallo Technics, Matildi+Partners, StrucInspect and ECR, or through greenfield expansion into new geographies, newly integrated companies can be connected to the existing corporate backbone and benefit from centrally developed technology. This technology stack includes proprietary software, structural monitoring and damage identification tools, BIM and digital twin capabilities, asset intelligence, AI and predictive analytics. As a result, Franchetti can leverage its central platform to generate incremental revenues and EBITDA from new subsidiaries without a proportional increase in central overheads. This structure creates operating leverage at Group level and differentiates Franchetti from traditional engineering companies. The proprietary technology layer represents a scalable, higher-margin component of the business model and acts as a key enabler for future integration of additional operating companies.

Business Overview

Franchetti is an engineering and technology company specialized in predictive maintenance and lifecycle management of critical transport infrastructure, with a primary focus on the most technically complex infrastructure segments such as bridges, viaducts and transportation networks. Since its foundation in 2013, the Group has developed a proprietary technology platform supporting infrastructure operators in assessing asset conditions, planning maintenance interventions and optimizing long-term capital allocation. The company operates in Italy, Brazil, Canada, and Austria while maintaining commercial relationships in the United States and India through local partnerships.

Strategic Positioning

The Group positions itself as an infrastructure intelligence platform operating across the knowledge-intensive phases of the asset lifecycle. Engineering provides access to clients, technical validation and infrastructure knowledge, while proprietary technology transforms this expertise into standardised analytical tools, predictive models and repeatable workflows. Franchetti supports infrastructure owners in assessing asset conditions, prioritising maintenance interventions and optimising long-term capital allocation, with limited exposure to physical construction and maintenance execution.

Franchetti: strategic pillars

Source: company presentation

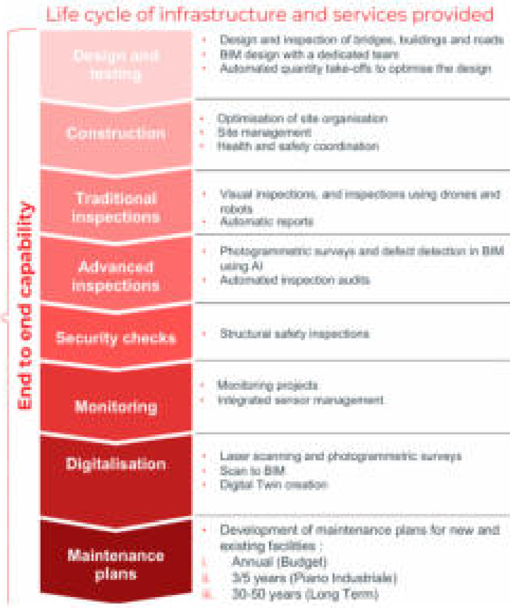
Franchetti's positioning is supported by the integration of engineering expertise, proprietary software, artificial intelligence, BIM, digital twins and advanced data analytics. The Group does not compete primarily on engineering capacity or billable hours: engineering generates client access, data and technical validation, while technology improves productivity, standardisation, contract scope and customer retention. According to management, technology-enabled activities already account for approximately 30% of total contract value, confirming that the technology layer is an existing economic component of the offer.

This places Franchetti between traditional engineering consultancies, infrastructure software providers and inspection-technology companies.

End-to-End Service Offering

Franchetti provides an integrated set of engineering, inspection, monitoring and predictive maintenance services covering the entire infrastructure lifecycle. Unlike traditional engineering firms, which typically focus on specific project phases, the Group supports infrastructure owners from the initial design and assessment stages through long-term maintenance planning and asset lifecycle management. This integrated approach enables clients to manage critical infrastructure assets through a single technological and engineering platform, improving safety, operational efficiency and capital allocation decisions.

Franchetti: services provided along infrastructure life cycle



Source: company presentation

The service offering spans several complementary activities. During the design and construction phase, Franchetti provides engineering design, BIM modelling, quantity take-offs, construction site optimization and health & safety coordination. Once assets become operational, the Group performs traditional and advanced inspections through visual surveys, drones, robotics and photogrammetric technologies, generating digital datasets that form the basis for subsequent analytical activities.

Franchetti: example of bridge BIM modelling

Source: Matildi + Partners company website

A key element of the offering is the progressive digitalization of infrastructure assets. Through laser scanning, photogrammetric surveys and digital twin creation, Franchetti transforms physical infrastructure into structured digital models that can be continuously monitored and analysed. These digital representations are subsequently integrated into the Group's proprietary software suite, allowing engineers to evaluate deterioration processes, assess risks and simulate alternative maintenance scenarios.

Franchetti: digital asset creation workflow

Source: Strucinspect company website

Franchetti: on-site infrastructure survey

Source: Matildi + Partners company website

The final stage of the value proposition consists of predictive maintenance planning. Leveraging inspection data, monitoring information and proprietary algorithms, Franchetti develops maintenance plans across multiple time horizons, ranging from annual budgets and industrial plans to long-term infrastructure lifecycle strategies extending over several decades. This allows infrastructure owners to prioritize interventions, optimize capital expenditure and maintain adequate safety levels while minimizing lifecycle costs.

Franchetti: BIM model of Cremona station

Source: company data

Franchetti: BIM model of Vicenza hospital

Source: company data

From a strategic perspective, Franchetti's end-to-end service model allows engineering expertise, infrastructure data and proprietary digital tools to be combined throughout the asset lifecycle. Digital capabilities are generally embedded within service delivery rather than sold as standalone software products. Each engagement also generates structured data and technical knowledge that can support subsequent monitoring, maintenance-planning and asset-management activities. The economic implications of this technology-enabled model are discussed in the following section.

Technology-Enabled Business Model

Franchetti currently generates revenues mainly through engineering, diagnostics, inspection, design and asset-management services, delivered through project-based contracts, framework agreements and multi-year relationships with infrastructure owners. The Group's proprietary technology is generally embedded within these engineering mandates rather than sold exclusively as a standalone software product. Franchetti should therefore not be viewed as a pure SaaS company, but as a technology-enabled engineering platform in which digital tools improve project execution, standardisation, analytical capabilities and the quality of maintenance-planning decisions.

Franchetti: positioning across the infrastructure value chain

Source: Company IPO's admission document

In other words, Franchetti is building a scalable infrastructure-intelligence platform, combining engineering execution, proprietary software and local operating platforms in high-growth infrastructure markets. The Group supports infrastructure owners in transforming technical knowledge into risk-based maintenance decisions and long-term capital allocation plans.

According to management, technology-enabled activities currently represent approximately 30% of total contract value. This figure does not constitute a separately reported revenue segment but indicates that technology is already an identifiable component of the Group's existing service offering.

How technology creates economic value

Engineering projects generate revenues while also producing infrastructure data, validating technical methodologies and improving the Group's analytical tools. Over time, the resulting knowledge base can support higher productivity, more standardised project delivery and the deployment of technology-enabled services across additional infrastructure portfolios.

For clients, the principal benefit is the transformation of fragmented engineering and inspection information into actionable maintenance and investment decisions. Franchetti's tools support infrastructure owners in assessing asset conditions, comparing risks, prioritising interventions and planning expenditure across multiple time horizons.

Franchetti: transforming engineering data into maintenance and investment decisions

Source: company website

Technology contributes to the economics of the business through four main channels:

- **Higher delivery productivity**: proprietary tools and standardised workflows can allow the Group to process more data and execute engineering activities more efficiently, supporting project margins.
- **Broader contract scope:** the addition of digitalisation, BIM, Digital Twin, predictive analytics and maintenance-planning services increases the range of activities delivered within individual mandates.
- **Stronger customer retention**: clients that integrate Franchetti's data and tools into their asset-management processes are more likely to require recurring inspections, data updates and maintenance-plan revisions.
- **Incremental revenue opportunities:** the installed technology and data layer can support additional modules, portfolio reviews, software-enabled services and multi-year asset-management contracts.

Management's strategy should therefore not be interpreted as the replacement of engineering revenues with software revenues. Rather, it consists of progressively enriching engineering mandates through proprietary technology, with the objective of increasing productivity, average contract value, customer retention and scalability.

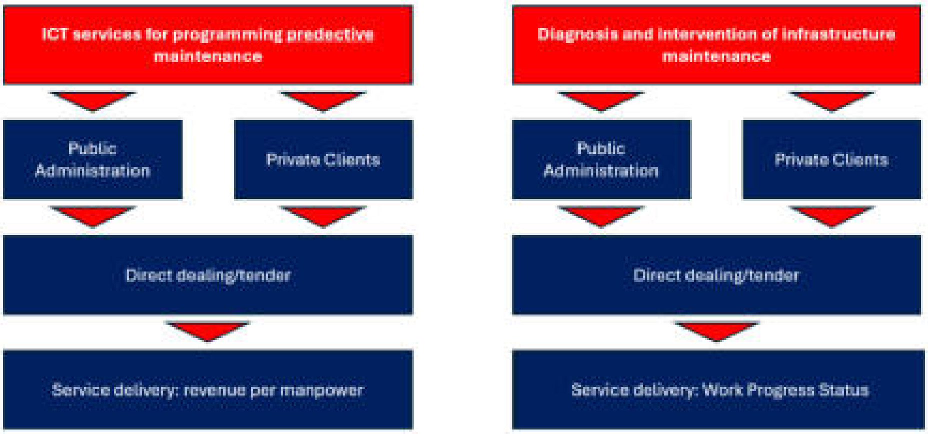
This opportunity is particularly relevant in markets where the Group already has access to large infrastructure portfolios. Following the acquisition of ECR, for example, Franchetti may progressively integrate its digital asset-management, predictive analytics and maintenance-planning capabilities into existing and new contracts across the Americas.

Revenue Model and Cash Conversion

Franchetti operates a predominantly project-based revenue model, supported by framework agreements, multi-year contracts and recurring relationships with public and private infrastructure owners. Contracts are generally awarded through public tenders, negotiated procedures or direct agreements with existing clients.

Technology-enabled activities are generally embedded within broader engineering, inspection, diagnostics and asset-management mandates rather than contracted and reported as a separate software revenue stream. Consequently, the Group's revenues currently reflect an integrated infrastructure-intelligence offering in which engineering execution, data management and proprietary technology are delivered within the same contractual relationship.

Franchetti: revenue model workflow



Source: Banca Akros on company data

The Group's activities are delivered through **two broad contractual models**.

The first comprises professional and technology-enabled services remunerated according to the resources employed, agreed professional rates, specific deliverables or contractual milestones. This model is generally used for selected ICT, engineering-support and specialist consulting activities.

The second comprises engineering, diagnostics, inspection and maintenance-planning assignments whose revenues are recognised over time according to the progress of the underlying work. Revenue recognition is therefore linked to the execution of engineering activities, the completion of technical deliverables and, where applicable, contractual work-progress statements.

Framework agreements and multi-year contracts provide commercial visibility and facilitate repeat business. However, their economic contribution depends on the subsequent activation of individual assignments, work orders or project phases and should not be interpreted as equivalent to recurring subscription revenue.

The timing of revenue recognition, invoicing and cash collection may differ materially.

As engineering activities are performed, the Group may recognise revenue on the basis of work completed even where the corresponding invoice has not yet been issued. The related amounts are recorded as contract assets, work in progress or invoices to be issued until the relevant contractual or administrative requirements for billing are satisfied.

Invoicing may depend on:

- the achievement of contractual milestones;
- client approval of technical deliverables;
- certification of work-progress statements;
- completion of administrative procedures, particularly for public-sector clients.

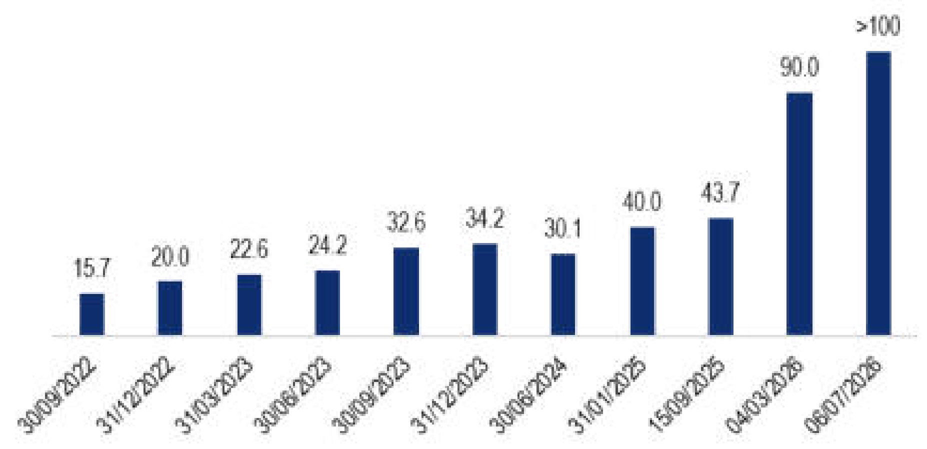
Cash is collected only after the invoice has been issued and the contractual payment period has elapsed. The business therefore presents a natural timing gap between project execution, accounting revenue and operating cash flow.

As a result, revenue growth and operating profitability do not automatically translate into an equivalent increase in cash generation within the same reporting period. Cash conversion depends on the speed of project certification, invoicing and collection, as well as on the mix between public and private clients.

From an accounting perspective, reported Value of Production includes both revenues from sales and changes in inventories related to work in progress. In FY25, revenues from sales amounted to EUR 7.4m, including EUR 5.6m of invoices issued and EUR 1.8m of invoices to be issued, referring to work already completed and delivered but still awaiting formal authorization from the contracting party. In addition, the EUR 5.0m change in inventories reflected estimated revenues from orders still in progress and not yet completed or delivered at year-end.

Revenue visibility is supported by backlog, as many assignments extend over multiple years and are linked to recurring needs for infrastructure assessment, monitoring and maintenance planning. Following the announced acquisition of ECR and the award of additional road-infrastructure contracts in Brazil, the Group’s consolidated backlog exceeded EUR 100m in July 2026, further strengthening visibility on future activity levels.

Franchetti: 2022 - July 2026 backlog evolution (EUR m)



Source: company presentation

Engineering knowledge and Methodology advantage

Franchetti's analytical capabilities are supported by more than two decades of engineering experience in the assessment and lifecycle management of infrastructure assets. The Group has accumulated experience across approximately 60,000 bridges and viaducts, developing a broad body of technical knowledge relating to structural behaviour, deterioration mechanisms, inspection methodologies and maintenance-planning requirements.

Franchetti: Argan technology

Source: company website

This experience should not be interpreted as a single proprietary database containing all historical project information. Instead, Franchetti's advantage lies in the combination of engineering know-how, methodologies validated through field activities, repeatable analytical workflows and proprietary digital tools. Argan is one of the Group's principal predictive maintenance applications. The software supports the simulation of deterioration processes and the preparation of maintenance and capital-expenditure plans across infrastructure portfolios. Its analytical logic has been progressively developed and refined through engineering experience, technical evidence and methodologies validated in the execution of infrastructure projects.

Illustrative asset from the Group's historical infrastructure dataset

Source: company website

Each engagement can also generate new technical information through inspections, photogrammetric surveys, laser scanning, BIM modelling, Digital Twin creation and structural assessments. Subject to the characteristics and contractual framework of each assignment, this information is structured and used to support asset-condition assessment, risk prioritisation and maintenance-planning decisions. The interaction between engineering execution and proprietary technology creates a continuous learning process. Engineering activities generate technical evidence and validate methodologies, while digital tools support greater standardisation, productivity and consistency in project delivery. Over time, this can improve the Group's ability to deploy repeatable technology-enabled services across different clients, geographies and infrastructure portfolios.

In our view, Franchetti's differentiating factor is therefore not ownership of a unique historical infrastructure dataset, but its ability to combine accumulated engineering knowledge, field-validated methodologies and proprietary technology within an integrated infrastructure-intelligence offering.

Client Base

Franchetti serves public authorities, motorway concessionaires, infrastructure owners, rail operators, utilities and industrial groups, with a particular focus on transportation networks and other safety-critical assets. The Group operates across both public- and private-sector markets, which present different procurement, contractual and technology-adoption dynamics.

Franchetti: selected infrastructure clients and partners

Source: Company presentation

Historically, Italy has represented the Group's core market, supported by long-standing relationships with major infrastructure operators such as ANAS, Autostrade per l'Italia and FNM. Over time, Franchetti has expanded its geographical footprint through subsidiaries, acquisitions and partnerships in Brazil, Germany, Austria, Canada and the United States. In particular, the acquisition of ECR has broadened the Group's access to Brazilian infrastructure operators and concessionaires, including EcoRodovias, EPR and Acciona.

Public-sector contracts are generally awarded through tenders, framework agreements and structured procurement procedures. They can provide access to significant volumes and large infrastructure portfolios, but are typically characterised by longer decision-making processes, more rigid contractual requirements and a greater dependence on individual work orders, project milestones and administrative approvals.

Private-sector clients, including motorway concessionaires, utilities, industrial operators and rail infrastructure owners, generally have greater flexibility in adopting digital solutions and integrating technology into their asset-management processes. This can facilitate multi-year relationships, portfolio-wide assessments, recurring data updates and the progressive deployment of technology-enabled services within the client's operating workflow.

The distinction should not be interpreted as suggesting that one customer segment is structurally more attractive than the other. Private clients may enable a faster monetisation of the Group's technology layer, while public clients represent a significant medium-term opportunity as procurement frameworks, technical standards and digital requirements progressively evolve. In both segments, Franchetti's engineering expertise and field execution provide the initial access to the client relationship, while proprietary technology, data management and analytical capabilities can progressively expand the scope, duration and value of individual mandates. The strategic objective is therefore to use engineering as the entry point and technology as the lever to develop broader infrastructure-intelligence relationships.

Growth Strategy

Franchetti's growth strategy is built on the combination of organic expansion, continuous technology development and selective acquisitions. Management's medium-term plan targets growth through the execution of the existing backlog

, the enlargement of the proprietary software ecosystem and the expansion of the Group's international footprint.

Franchetti: growth strategy main pillars

Source: company presentation

A **first pillar** is the conversion of backlog into revenues while leveraging the structural increase in infrastructure maintenance spending. Following the announced acquisition of ECR, the Group indicated an aggregated backlog of approximately EUR 90m, providing visibility on future activity levels and supporting the execution of the 2026–2030 business plan.

A **second pillar** is the continuous expansion of the technology platform. Management aims to enrich its software suite through both internal development and targeted acquisitions, increasing the degree of digitalisation and automation embedded in infrastructure asset management workflows. The acquisition of Strucinspect strengthened the Group's predictive diagnostics capabilities through an AI-based platform already deployed in international infrastructure projects and capable of integrating with third-party asset management systems.

The **third pillar** is international expansion through selective M&A. While Italy and Brazil remain the Group's most established markets, acquisitions are increasingly used to access new geographies, client relationships and technological capabilities. In this context, the announced acquisition of ECR represents a step-change in scale, broadening the Group's presence in the Brazilian infrastructure market and significantly increasing the addressable client base. Management also highlighted the potential benefits of operating in geographies characterised by larger infrastructure programmes and, in certain cases, more favourable contractual and payment dynamics than the domestic market.

Franchetti: M&A track record

		Prevailing markets	Date Operation	Rationale acquisition	Area
GALLO TECHNICS	The transaction has contributed to providing a valuable contribution to the Parent Company by extending the sector of application in the field of large structures through its own technologies based on decades of experience	Italy	March 2023	*Management of assets consisting of large private and public buildings*	Maintenance therapy
ATILDI PARTNERS	The transaction aimed to expand the Group's range of engineering services and technological skills, especially with reference to the management of steel structures.	Italy	December 2024	*Enhancement in steel structure design*	Maintenance therapy
STRUCINSPECT	A strategic operation that has allowed the Group to integrate its offer with one of the few software in the world capable of providing both a highly innovative diagnosis for infrastructures and support for long-term maintenance planning. In addition, the company's location in Austria opens up new growth opportunities in the DACH market (Germany, Austria and Switzerland) and in the USA.	Europe and North / South America	February 2025	*Enhanced software solutions for the analysis of reinforced concrete and steel structures*	ICT services for predictive maintenance
ECR ENGENHARIA	Strategic operation aimed at strengthening the Group's international presence, with a particular focus on the Brazilian market, through the entry into a company with a consolidated positioning in the infrastructure sector and a strong exposure to public customers and concessionaires.	South America	April 2026	*Expansion of the customer base to the Public Administration; repositioning as a local market leader*	Maintenance therapy

Source: company presentation

Our view. We believe Franchetti's growth strategy is primarily driven by the creation of an integrated infrastructure technology platform. Acquisitions such as Strucinspect enhance the software offering and strengthen the Group's competitive positioning, while transactions such as ECR increase scale, expand the addressable market and diversify revenue sources across geographies. Over time, successful integration of these assets could improve the scalability of the business model and reduce dependence on individual domestic contracts.

KTEMA cloud-ready evolution

The Group is executing a multi-year technology roadmap aimed at modernising the KTEMA software suite through the adoption of cloud-ready architecture. Management's objective is to improve scalability, security and processing capabilities while maintaining alignment with evolving customer requirements and increasing adoption of IoT-enabled infrastructure monitoring solutions. In our view, this initiative could enhance the scalability of Franchetti's technology platform and support broader adoption across larger infrastructure portfolios.

Technology Platform & Proprietary Software Suite

Franchetti has developed a proprietary software ecosystem supporting the full infrastructure maintenance lifecycle. Unlike traditional engineering firms, which typically rely on third-party tools, the Group integrates internally developed applications directly into its engineering workflow. These solutions support data acquisition, infrastructure digitalization, predictive modelling, maintenance planning and monitoring activities, allowing Franchetti to transform engineering know-how into scalable analytical capabilities. The software suite is not commercialized as a standalone SaaS product but is embedded within service delivery, enhancing the quality, consistency and efficiency of engineering outputs.

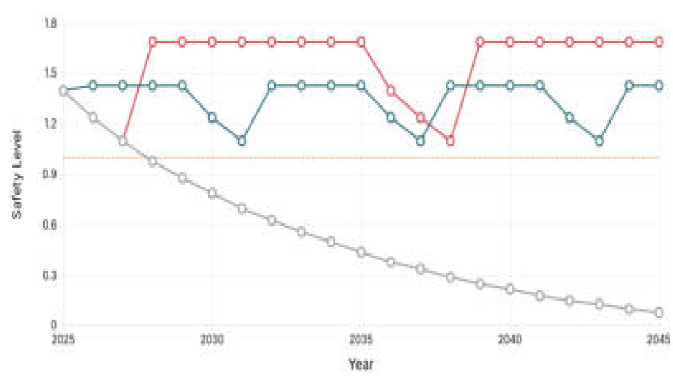
Franchetti: kTema software suite

Source: company presentation

Argan

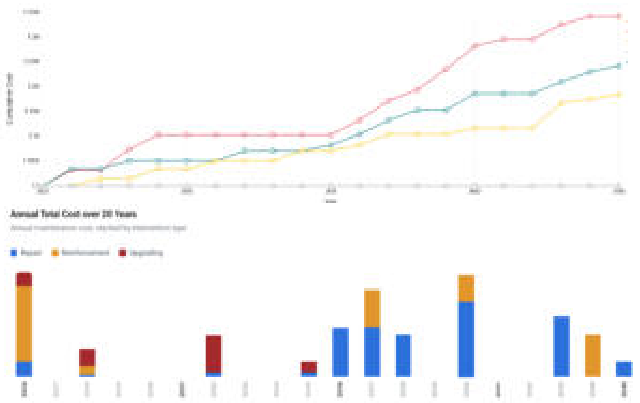
Argan represents the Group's flagship proprietary application and the technological core of its infrastructure asset management platform. Developed on the back of more than two decades of engineering experience and registered in 2018, the software combines structural engineering know-how, deterioration modelling and artificial intelligence algorithms to support predictive maintenance decisions across complex infrastructure networks. By integrating inspection data, monitoring information, engineering assessments and asset inventories, Argan enables infrastructure operators to evaluate the evolution of structural conditions over time and identify the optimal sequence of maintenance interventions.

Argan: safety levels projection over time



Source: Product front end

Argan: maintenance plan and budget allocation



Source: Product front end

Unlike traditional engineering approaches that focus on assessing the current condition of a single asset, Argan adopts a network-level perspective. The platform simulates infrastructure deterioration under different maintenance assumptions, evaluates alternative intervention scenarios and quantifies their impact on safety levels, lifecycle costs and capital allocation requirements. Through proprietary optimization algorithms, the software identifies maintenance strategies that satisfy predefined safety thresholds while minimizing the economic resources required over the asset life cycle.

A key differentiating feature of the platform is its ability to combine technical and financial planning. Beyond engineering assessments, Argan supports long-term budgeting decisions by estimating the timing and cost of future interventions and comparing alternative investment scenarios on a risk-adjusted basis. This allows infrastructure operators to optimize maintenance expenditure, extend asset useful life and improve resource allocation across large and geographically dispersed infrastructure portfolios.

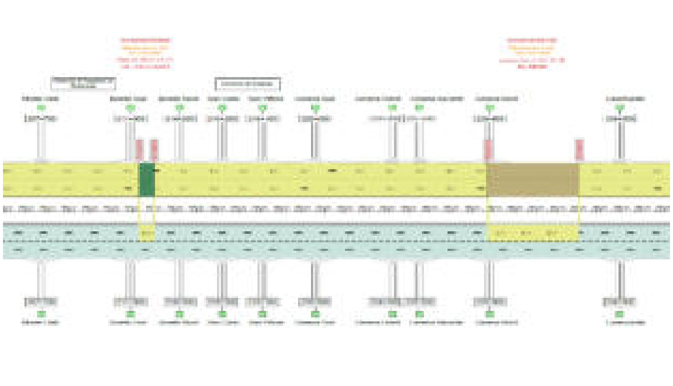
The platform therefore acts as a decision-support system rather than a standalone engineering tool, transforming large volumes of inspection and monitoring data into actionable maintenance plans. In our view, this capability represents one of Franchetti's most important competitive advantages, positioning the Group upstream of the infrastructure maintenance value chain where investment decisions are made and maintenance budgets are allocated.

Pathwork

Pathwork is the Group's proprietary platform dedicated to maintenance planning and worksite optimization across transport infrastructure networks. While Argan focuses on identifying the optimal maintenance strategy at portfolio level, Pathwork supports the operational implementation of such interventions by optimizing their timing, location and execution sequence.

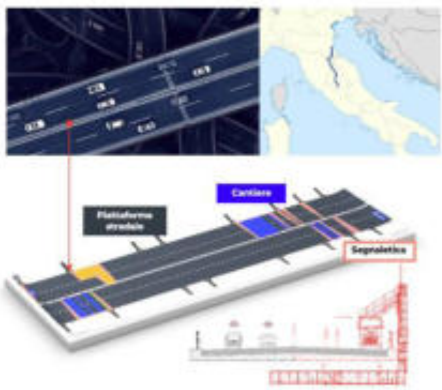
The software was developed to address one of the most complex challenges faced by infrastructure operators: coordinating multiple maintenance activities across large transportation networks while minimising operational disruption and ensuring compliance with safety and traffic constraints. By integrating information on infrastructure conditions, planned interventions, traffic flows, resource availability and operational restrictions, Pathwork generates optimized maintenance schedules and construction site configurations.

Pathwork: example of output



Source: Product front-end

Pathwork: overview



Source: product front end

A key feature of the platform is its ability to evaluate alternative execution scenarios and quantify their operational impact. The software allows infrastructure managers to assess different planning solutions, identify potential conflicts among concurrent projects and optimize the allocation of maintenance resources over time. This contributes to reducing traffic disruption, improving operational efficiency and enhancing the overall effectiveness of maintenance programs.

From a strategic perspective, Pathwork complements Argan within the Group's technology ecosystem. While Argan determines where and when investments should be allocated, Pathwork translates these decisions into executable maintenance plans. The integration of the two platforms allows Franchetti to support infrastructure operators throughout the entire maintenance decision-making process, from long-term capital allocation to day-to-day operational planning.

Sidecheck

Sidecheck is a proprietary application designed to evaluate the effectiveness and consistency of infrastructure inspection processes. The software leverages machine learning and neural network algorithms to analyze inspection activities and benchmark their quality, helping infrastructure owners and operators improve asset assessment procedures. By providing an objective evaluation framework, Sidecheck supports more consistent inspection standards and enhances the reliability of the data feeding maintenance decision-making processes.

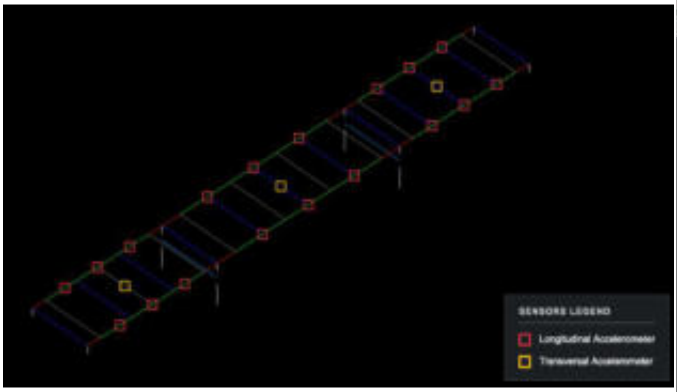
Sidecheck: example of auditing reports

Source: Product front-end

Sightzero

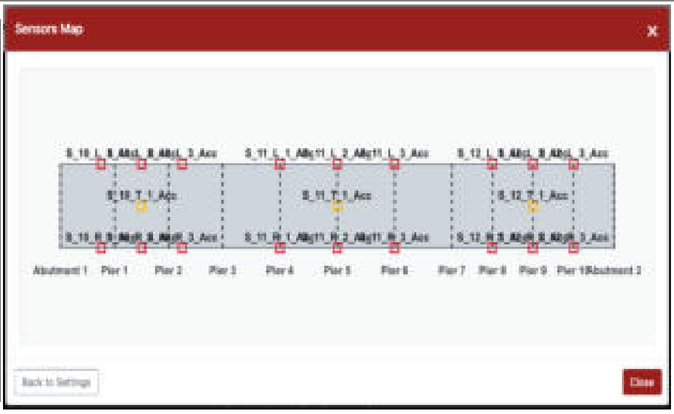
SightZero supports the design and configuration of structural monitoring systems before installation. The platform helps engineers determine the optimal monitoring architecture, sensor positioning and data acquisition strategy, improving the effectiveness of monitoring campaigns while reducing implementation costs. The software therefore acts upstream of monitoring activities, supporting planning decisions before sensors are deployed in the field.

Sightzero: Sensor Localization



Source: Product front-end

Sightzero: Sensor map



Source: Product front-end

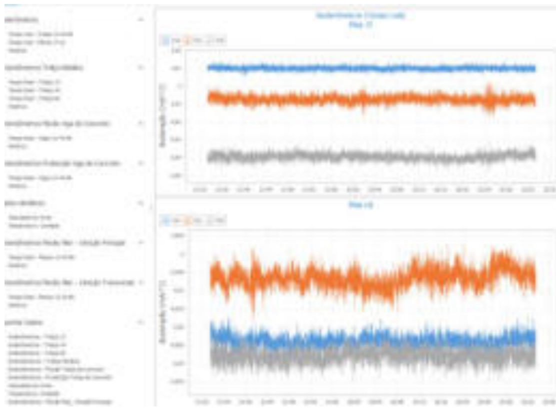
Lens

Lens is the Group's platform for the integrated management of sensors deployed across infrastructure assets. The application centralizes monitoring information, supports anomaly detection and facilitates lifecycle management activities through the continuous collection and analysis of field data. By consolidating information from multiple monitoring systems, Lens contributes to the creation of a unified digital view of infrastructure conditions over time.

Lens: dashboard

Source: Product front-end

Lens: example of sensor data analysis

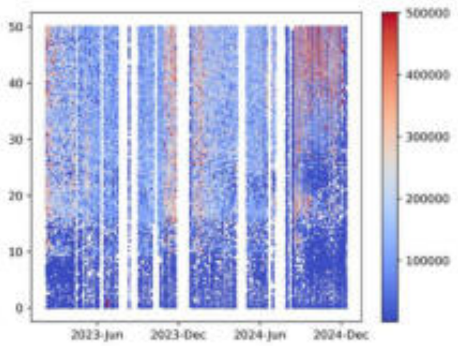


Source: Product front-end

F2D2

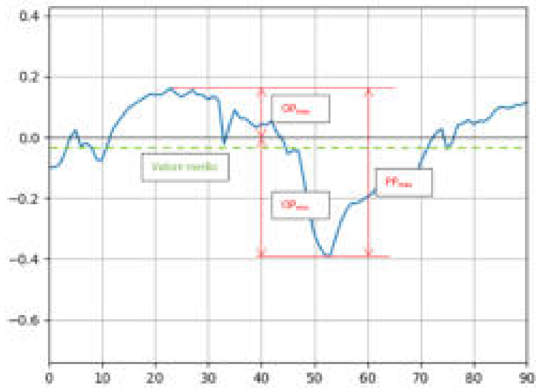
F2D2 processes acceleration data collected from in-field sensors to identify the dynamic behavior of infrastructure assets. The software analyses modal characteristics and structural responses, supporting engineers in understanding asset performance and detecting abnormal behavior patterns. These capabilities complement the Group's broader monitoring and predictive maintenance activities by providing advanced structural diagnostics based on real-world measurements.

F2D2: Dynamic Data Analysis Example



Source: company presentation

F2D2: Trend Analysis Example



Source: company presentation

Strucinspect

Strucinspect represents one of the most strategic additions to Franchetti's technology ecosystem. Acquired in 2025 through the purchase of a 66.67% stake, the company strengthens the Group's capabilities in infrastructure digitalization, automated inspections and AI-driven asset management while also providing a direct foothold in the DACH region and supporting expansion in North America.

Strucinspect: AI-powered infrastructure digitalisation workflow

Source: company website

The platform is designed to digitalise the infrastructure inspection process through the integration of artificial intelligence, photogrammetry, laser scanning and drone-based surveys. By processing large volumes of visual and geometric data, Strucinspect automatically identifies, quantifies and monitors structural defects over time, creating digital twins that allow infrastructure managers to track deterioration mechanisms and prioritise maintenance interventions.

Strucinspect: drone defect detection

Source: company website

Strucinspect: 3D asset digitalization

Source: company website

Beyond defect detection, the software is designed to integrate seamlessly with Bridge Management Systems (BMS), ERP platforms and Franchetti's proprietary applications, creating a connected digital workflow from inspection and data acquisition to predictive maintenance planning. In our view, this capability materially strengthens the Group's data collection layer and enhances the quality of inputs feeding predictive applications such as Argan and the broader KTEMA ecosystem.

Strucinspect: BIM based infrastructure model

Source: company website

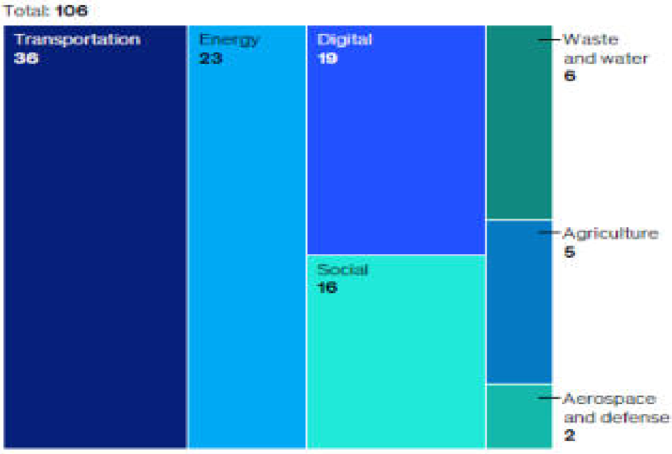
The technology has already been deployed on high-profile infrastructure projects, including the Los Angeles Metro network and the Clunie Dam in Scotland, providing external validation of its technical capabilities and international relevance.

Market & Competitive Landscape

Infrastructure investment cycle supports long-term demand

According to McKinsey, global infrastructure investment requirements are expected to reach approximately USD 106tn by 2040, driven by the need to modernize ageing assets, support urbanization, expand digital infrastructure and accelerate the energy transition. Transportation and logistics represent the largest investment category, accounting for USD 36tn of cumulative spending, followed by energy and power (USD 23tn) and digital infrastructure (USD 19tn). In our view, these trends provide a supportive backdrop for companies operating in infrastructure monitoring, diagnostics and lifecycle management, as the growing stock of infrastructure assets requires increasingly sophisticated inspection and maintenance capabilities.

Total infrastructure investment through projected 2040 by sector (USD tn)



Source: McKinsey "The Infrastructure Moment" (September 2025)

Large addressable market

After outlining total infrastructure investment requirements, management estimates that consultancy, engineering and digital services could account for approximately 1-3% of cumulative infrastructure spending. Applying this range to the infrastructure verticals most relevant to Franchetti suggests a potential addressable market of approximately USD 1.0-3.1tn globally through 2040. Transportation and logistics represent the largest opportunity set, followed by energy, digital and social infrastructure, all segments where asset monitoring, diagnostics and lifecycle management capabilities are becoming increasingly important. In our view, these estimates should be interpreted as an indication of market potential rather than a directly addressable revenue pool, but they highlight the scale of the opportunity relative to Franchetti's current size.

Estimated consultancy and digital engineering opportunity by infrastructure vertical (USD bn)

Category	Estimated global investment (1.000 billion USD)	Potential share for consulting services	Range of opportunities for Franchetti (miliardi USD)	Examples of activities relevant to Franchetti
Transport and logistics	36	1–3%	360 – 1.080	*Structural diagnostics of bridges and tunnels, digital twins, predictive maintenance, resilience plans and retrofits.*
Energy, power and resources	23	1–3%	230 – 690	*Consultancy on smart grids, energy efficiency, monitoring of renewable energy systems, and structural risk analysis for grids and power stations.*
Digital infrastructure	19	1–3%	190 – 570	*Digital twins for the planning and optimisation of infrastructure maintenance processes*
Social infrastructure (healthcare, education, public housing, etc.)	16	1–3%	160 – 480	*Consultancy services for sustainable construction, energy monitoring, diagnostics and predictive maintenance of public buildings.*
Waste & Water	6	1–3%	60 – 180	*Consultancy on water resilience, leak management, digitalisation and predictive maintenance of networks.*
Defence and security	2	1–3%	20 – 60	*Consultancy on critical infrastructure, seismic and cyber-physical resilience, and structural monitoring of bases and logistics.*
Estimated total (up to 2040)	**102**		**1.020 – 3.060**	

Source: company presentation

Focus on the relevant geographies

While Asia represents the largest infrastructure market globally, Franchetti's current strategic focus is centered on Europe and the Americas, where the Group already operates through established subsidiaries and client relationships. Based on management estimates, these geographies could represent a consultancy and engineering opportunity of approximately USD 280-840bn through 2040. Europe benefits from structural demand linked to infrastructure renovation, climate-compliance investments and ageing transport networks, while the Americas are supported by infrastructure renewal programs, digitalization initiatives and increasing private-sector participation in infrastructure ownership and management. In our view, concentrating expansion efforts on regions where the Group already possesses local expertise and reference projects reduces execution risk while preserving a sizeable growth runway.

Estimated consultancy opportunity in Franchetti's target markets (USD bn)

Area	Percentage of the total	Prudential *(redemption 1%)*	Favourable *(redemption 3%)*
Asia	66%	673	2020
Americas	15%	155	463
Europe	12%	125	375
Africa e Oceania	7%	67	202
	Estimated total (up to 2040)	1.020 billion USD	3.060 billion USD

THE VALUE OF THE CONSULTANCY BUSINESS IS ESTIMATED TO BE BETWEEN ≈280 AND ≈840 BILLION USD

Source: company presentation

Europe: ageing infrastructure and the shift towards digital lifecycle management

Europe represents a core market for Franchetti, supported by a large installed base of ageing infrastructure assets, increasingly stringent safety requirements and the need to extend the useful life of existing transportation networks. According to Global Market Insights, the global bridge inspection and maintenance services market amounted to approximately USD 5.6bn in 2024 and is expected to reach USD 8.2bn by 2034, implying a CAGR of approximately 4.1%. Europe represented approximately USD 1.5bn of the market in 2024.

The relevant opportunity for Franchetti extends beyond traditional inspection services but should not be identified exclusively with the Structural Health Monitoring market. The Group does not primarily install and operate continuous monitoring systems. Instead, it combines engineering assessment, inspections, diagnostics, BIM, Digital Twins, data management and predictive analytics to assess asset condition, determine whether additional monitoring is required, rank intervention priorities and develop maintenance plans across different time horizons.

Italian digital & smart infrastructures market by segment 2024-2025 (EUR m)

Source: Osservatorio Digital & Smart Infrastructures, Politecnico di Milano, June 2026

The broader digitalisation of infrastructure management provides an additional structural driver. According to the Digital & Smart Infrastructures Observatory of Politecnico di Milano, Italian expenditure on digital technologies for major infrastructure assets reached EUR 1.36bn in 2025, increasing by 16% year on year. Within this market, Smart Road expenditure amounted to approximately EUR 240m, up 17%, while Smart Bridge & Tunnel expenditure reached approximately EUR 175m, up 13%.

This evolution reflects a progressive shift from fragmented, asset-specific technical activities towards more integrated and data-driven infrastructure management. Infrastructure owners increasingly need to standardise heterogeneous information, compare risks across large portfolios, prioritise maintenance expenditure and support multi-year investment decisions. This trend is consistent with Franchetti’s positioning as an infrastructure intelligence provider combining engineering execution and proprietary technology.

The market figures cited above should be considered indicators of the broader addressable ecosystem rather than a direct estimate of Franchetti’s total addressable market, as they include services, hardware and digital technologies that fall outside the Group’s current offering.

Focus on Brazil

In the Brazilian market, the gradual ageing of infrastructure and the increase in traffic volumes on strategic networks and hubs have, over time, heightened the need for maintenance work and advanced tools for the planning and operational management of infrastructure. In many cases, the development of the system has been based not on the replacement of existing assets, but on their expansion, doubling and functional adaptation using a brownfield approach, to keep pace with the evolution of logistics and production flows.

According to market analysis, the Brazilian infrastructure construction sector is expected to grow from around USD 41 billion in 2025 to over USD 53 billion in 2030 (CAGR ~5.5%), driven by the expansion of concessions and public programmes such as the Novo PAC (source: Mordor Intelligence). At the same time, the sector is evolving towards increasingly advanced asset management models: on the one hand, it is already a large and well-established market, with qualified operators and a growing focus on process modernisation; on the other, there is still significant scope for development in the large-scale application of advanced technologies for maintenance, monitoring and O&M analysis, signalling a structural transition towards smart asset management.

Brazil infrastructure construction industry leaders

Source: Mordor Intelligence

In this context, Franchetti's expansion in Brazil, through the signing of the agreement to acquire a majority stake in the ECR Group, is a natural continuation of the development strategy the Group has already embarked upon in the country. The transaction enables Franchetti to strengthen its position in a phase of the value chain that is becoming increasingly central to the infrastructure market that of advanced maintenance and asset monitoring by extending to the public sector a technology and consultancy platform already well-established in the private sector.

Market context

The Brazilian infrastructure market continues to benefit from a significant investment pipeline, driven by the expansion of concessions and public development programmes. Within the scope already formalised, the Ministry of Transport has identified 35 new concession projects for the road sector, worth a total of 396 billion reais over the next four years, whilst the 2026 rail portfolio envisages 8 tenders, covering over 9,000 kilometres and involving around 140 billion reais in investment. Meanwhile, the Ministry of Ports and Airports has outlined a schedule of 40 tenders for 2026 in the port, airport and waterway sectors, alongside a 2026-2027 public investment plan worth approximately 1.8 billion reais for 31 airports across 16 states

Franchetti: Rio-Niterói bridge in Rio de Janeiro

Source: company presentation

Brazil is one of the world's largest infrastructure markets, with more than 200 million inhabitants, a road network of more than 1.7 million kilometers and a system based on concessions and public-private partnerships. Federal and state programs for investment in transportation infrastructure and the water sector have total commitments of more than Euro 150 billion (over R$ 900 billion) over the medium to long-term.

In this context, market growth is not limited to the construction of new projects, but also encompasses the growing importance of infrastructure maintenance, refurbishment and monitoring throughout its lifecycle, increasingly supported by digital tools and advanced analytical systems. At the same time, institutional and industry sources highlight how the sector is currently experiencing a phase of strong attraction of international capital (according to Mordor Intelligence, private capital has already accounted for over 70% of recent infrastructure investment), driven by long-term concessions and a greater regulatory focus. This trend is further reinforced by the Growth Acceleration Programme (GAP), which provides for total investments of over 1.7 trillion reais, with a significant portion earmarked for the transport sector.

Strategic positioning of the Franchetti Group

In this scenario, the Franchetti Group is strengthening its position in the Brazilian market, where it already operates in the private sector, and is extending its presence to the public sector through the acquisition of ECR. The transaction forms part of a segment that is becoming increasingly central to the infrastructure market: advanced maintenance, monitoring and sophisticated asset management.

Given the extraordinary scale of infrastructure needs, even highly ambitious investment plans risk falling short of the problem's magnitude. In this context, the issue is not merely to increase the available resources, but above all to utilise and allocate them effectively. This is where Franchetti can demonstrate its distinctive value: by supporting concessionaires and institutions in the technical assessment of assets, in setting priorities, and in developing intervention programmes that are more efficient, measurable and sustainable over time. The integration of specialist engineering, diagnostics, data analysis and digital tools enables capital to be directed towards interventions with the greatest impact, improving the balance between expenditure, safety, operational continuity and value creation.

Franchetti: inspection of Anita Garibaldi bridge

Source: company website

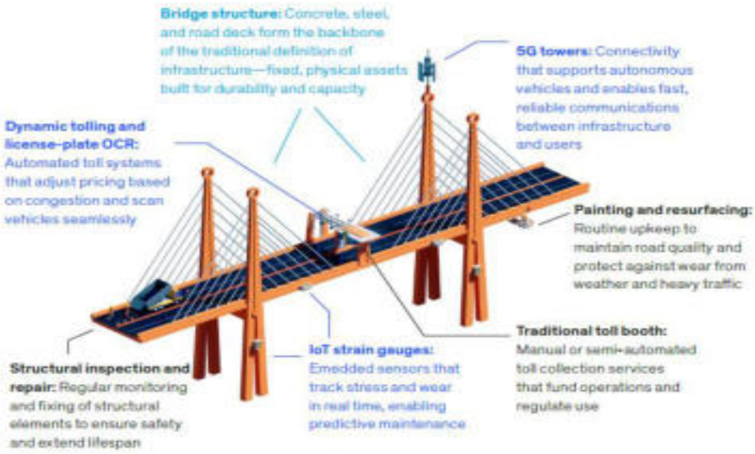
Franchetti has established itself as a Group with a robust and advanced end-to-end technological platform that can be deployed on a large scale in the Brazilian market, reinforcing the scalability of the business model and contributing to increasing revenue quality and recurring income. This platform is implemented across various markets through local companies, which enable tools, expertise and operating methods to be adapted to the specific characteristics of each local context. This aspect is particularly important in dealings with public sector clients and major infrastructure operators, for whom the technical quality of the proposed solution must be accompanied by an effective local presence, knowledge of the regulatory and administrative framework, and the ability to interact continuously with the client's organisations. In these areas, in fact, the service normally requires a local presence, both operationally and in terms of client relations.

From this perspective, the Franchetti model combines a shared technological and engineering foundation with local implementation capabilities, enabling the company to serve clients directly in individual markets, particularly public sector clients, in ways that are consistent with the institutional, procedural and technical requirements specific to each country. This approach also encompasses a focus on organisations with strong local roots, capable of ensuring cultural and operational affinity and facilitating the effective application of the model across different market contexts.

Digitalization of infrastructure maintenance

The infrastructure sector is progressively shifting from reactive maintenance models towards data-driven asset management. Advances in artificial intelligence, sensors, digital twins and predictive analytics are enabling infrastructure operators to monitor asset conditions in real time and optimize maintenance expenditure over the asset lifecycle. As highlighted by McKinsey, maintenance, inspection, compliance and remote-monitoring services are becoming an increasingly important component of modern infrastructure ecosystems. We believe this trend directly supports demand for Franchetti's software-enabled engineering offering, which combines structural diagnostics, monitoring and predictive maintenance planning within a single platform.

From traditional inspections to predictive maintenance



Source: McKinsey "The Infrastructure Moment" (September 2025)

Predictive maintenance and digital twin market

Beyond the broader infrastructure spending cycle, Franchetti is exposed to the structural growth of predictive maintenance and digital twin applications. According to Visiongain estimates cited by the Company, the global predictive maintenance and digital twin market was worth approximately USD 24bn in 2023 and is expected to grow at a CAGR of around 46% through 2034, supported by increasing infrastructure investment and wider adoption of AI- and machine learning-based monitoring technologies. While these estimates include industrial applications beyond transportation infrastructure, they illustrate the strong secular growth potential of the technologies underpinning Franchetti's software ecosystem.

Estimated number of main network bridges by geography

WorldRanking	Country	Estimated No. of main network bridges
1	US (FHWA)	617,000
2	India	187,600
3	China	164,300
4	Brazil	94,900
7	Canada	54,200
15	Italy	27,000

Source: company presentation

Predictive maintenance and digital twin market CAGR

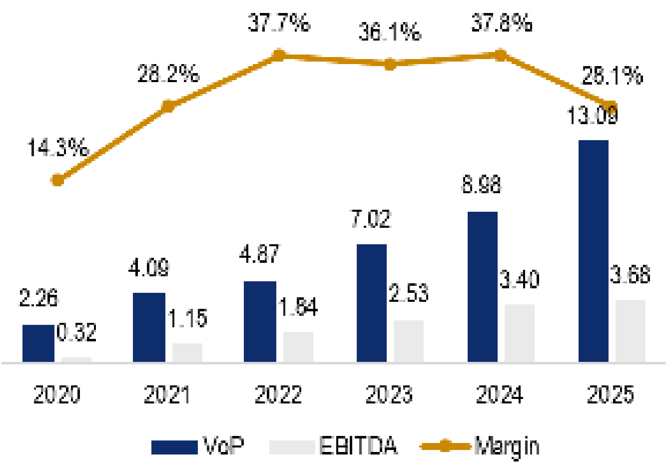
Source: company presentation

Historical Financial Analysis

The 2020-2025 period marks a period of impressive growth for Franchetti, with a Value of Production CAGR of ~42% and an EBITDA CAGR higher than 60%.

In the last five years Franchetti benefitted from the rising demand for infrastructural structural safety boosted by the ageing of infrastructures. The company's business model combines traditional engineering expertise with predictive digital solutions, enabling Franchetti to secure high value-added contracts while maintaining a highly scalable operating model.

Franchetti 2020-2025 Revenues and margins (EURm)



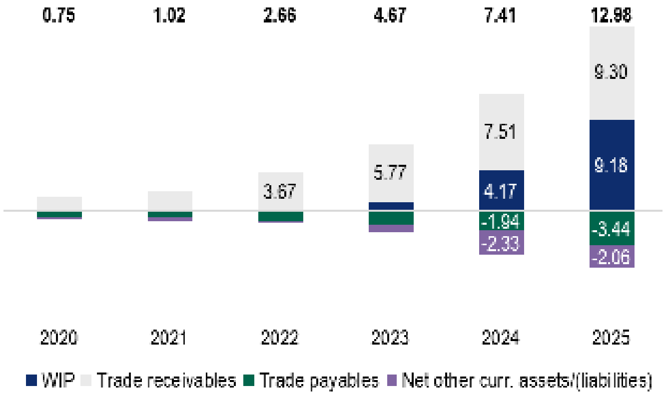
Source: Banca Akros on company data

The company invested cumulated ~EUR 14m in FY22-25, mainly to develop its proprietary industrial and technological platform as well as to pursue some strategical M&As to scale operations, access new clients or markets and acquire complementary technologies. These investments caused an acceleration in D&A, which temporarily contained the EBIT and Net income expansion.

	FY 20	FY 21	*Δ% Y/Y*	FY 22	*Δ% Y/Y*	FY 23	*Δ% Y/Y*	FY 24	*Δ% Y/Y*	FY 25	*Δ% Y/Y*	*CAGR FY 20/25*
VoP	**2.3**	**4.1**	***81%***	**4.9**	***19%***	**7.0**	***44%***	**9.0**	***28%***	**13.1**	***46%***	***42%***
EBITDA	**0.3**	**1.2**	***257%***	**1.8**	***59%***	**2.5**	***38%***	**3.4**	***34%***	**3.7**	***8%***	***63%***
As a % of VoP	*14.3%*	*28.2%*	*1392%*	*37.7%*	*954%*	*36.1%*	*-164%*	*37.8%*	*171%*	*28.1%*	*-973%*	
D&A & provisions	(0.0)	(0.0)	*-7%*	(0.2)	*526%*	(0.5)	*137%*	(1.1)	*122%*	(1.5)	*32%*	*109%*
EBIT	**0.3**	**1.1**	***291%***	**1.6**	***45%***	**2.0**	***25%***	**2.3**	***12%***	**2.2**	***-4%***	***50%***
As a % of VoP	*12.6%*	*27.4%*	*1472%*	*33.3%*	*599%*	*28.9%*	*-447%*	*25.3%*	*-357%*	*16.7%*	*-859%*	
Net financial costs	(0.1)	(0.1)	*129%*	(0.1)	*-30%*	(0.2)	*90%*	(0.4)	*131%*	(0.7)	*98%*	*69%*
EBT	**0.2**	**1.0**	***327%***	**1.5**	***54%***	**1.9**	***21%***	**1.9**	***2%***	**1.5**	***-23%***	***44%***
Income taxes	(0.1)	(0.3)	*498%*	(0.3)	*6%*	(0.6)	*84%*	(0.4)	*-36%*	(0.6)	*48%*	*62%*
Tax rate	*23%*	*32%*		*22%*		*34%*		*21%*		*41%*		
Net profit	**0.2**	**0.7**	***276%***	**1.2**	***77%***	**1.2**	***3%***	**1.5**	***21%***	**0.9**	***-42%***	***37%***

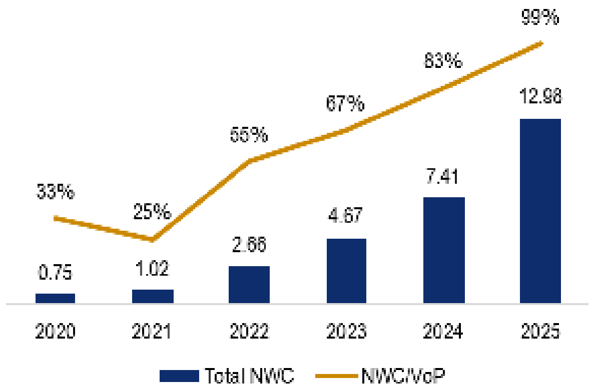
Franchetti's strong growth was accompanied by a marked increase in net working capital. Total NWC rose from EUR 0.8m in 2020 to EUR 13.0m in 2025, with the NWC/VoP ratio increasing from 33% to 99%. This mainly reflected rapid business growth, the timing of backlog execution and the administrative approval process preceding invoicing on Italian public-sector contracts. The increase was concentrated in WIP and Trade receivables, which reached EUR 9.2m and EUR 9.3m respectively in 2025. Trade payables also increased in absolute terms, reaching EUR 3.4m in 2025, but only partially offset the higher capital absorbed by work performed and amounts awaiting invoicing or collection.

Franchetti: FY20/25 NWC evolution and breakdown (EUR m)



Source: Banca Akros on company data

Franchetti: FY 20/25 NWC evolution (Eur m)



Source: Banca Akros on company data

In FY22-25, the cash generation was affected by NWC and by the capex related to the development of proprietary software. These cash needs were financed mainly through the injection of ~EUR 16.5m new share capital, including the listing on the EGM stock market and the conversion of warrants.

Cumulated EBITDA amounted to EUR 11.4m over the period, but this was absorbed by a cumulative increase in NWC of EUR 12.0m and capex of EUR 11.6m, leading to cumulated free cash flow of negative EUR 14.9m. As a result, the Group relied on equity financing to support expansion and M&A, while maintaining net debt broadly stable and close to zero.

Franchetti FY 20/25 cash flow bridge

EUR m	FY 22	FY 23	FY 24	FY 25	Cumulated 22-25
EBITDA	1.8	2.5	3.4	3.7	11.4
-/+ change in NWC	(1.6)	(2.0)	(2.7)	(5.6)	(12.0)
Capex	(1.4)	(1.0)	(3.2)	(5.9)	(11.6)
As a % of VoP	-29%	-15%	-36%	-45%	(1.2)
Taxes	(0.3)	(0.6)	(0.4)	(0.6)	(2.0)
Net interest	(0.1)	(0.1)	(0.4)	(0.3)	(0.9)
Free cash flow	**(1.7)**	**(1.3)**	**(3.3)**	**(8.7)**	**(14.9)**
Acquisitions & other investments	0.0	0.0	(2.0)	(0.9)	(2.9)
Dividends & buybacks	0.0	0.0	0.0	0.0	0.0
Equity financing	2.6	0.7	6.8	6.4	16.5
Other	(0.2)	(0.0)	(0.0)	(0.0)	(0.2)
Change in net debt	(0.8)	0.6	(1.5)	3.2	1.5
Net Debt (cash)	**(0.2)**	**0.4**	**(1.1)**	**2.1**	
Leverage	**(0.1)x**	**0.2x**	**(0.3)x**	**0.6x**	

Source: Banca Akros elaboration on company data

Recent M&As

Franchetti pursued an M&A strategy aimed at strengthening its engineering capabilities, enlarging its technological offering and supporting international expansion. The latest operations closed by the group include:

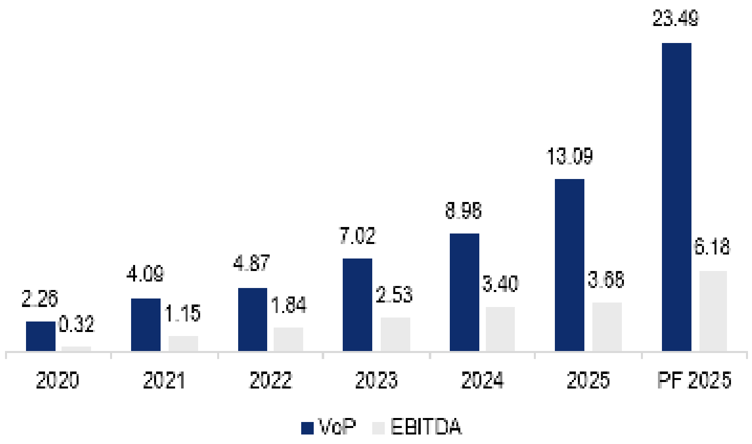
- ✓ **Gallo Technics:** In May 2023 the Group acquired a 67% stake in Gallo Technics, a Padua-based civil and structural engineering company focused on large public and private real estate assets.

- ✓ **Matildi + Partners:** in December 2024, Franchetti signed a binding agreement for the acquisition of 100% of Matildi + Partners, a Bologna-based specialist in bridge and steel structure design. The agreement implies a maximum total enterprise value of EUR 4.24m on top of an additional earn-out linked to the EBITDA reached in 2026/27 of up to EUR 1m.
  The agreement established an initial payment of EUR 2m for the acquisition of a 67%, followed by a variable amount of up to EUR 0.85m based on Matildi + Partners net debt to be paid by June 2026 and by the final purchase of the remaining 33% stake for EUR 1.39m to be closed in June 2027.
  In FY23, the target company generated total revenues of ~EUR 1.5m, with an EBITDA of 0.49m (EBITDA margin of 33%) and EUR 0.44m net profit.

- ✓ **Strucinspect:** the Group invested EUR 1.9m to acquire a 67% stake in Strucinspect, an Austrian joint venture with Palfinger which focuses on AI-based infrastructure inspection solutions. This acquisition was consolidated using the Equity method as the control of the target was maintained by Palfinger. The deal establishes an initial EUR 0.874m capital increase in Strucinspect reserved to Franchetti and closed in January 2025, followed by another injection of EUR 1m by January 2026.

- ✓ **ECR:** in April 2026, Franchetti completed the acquisition of a 55% stake in the Brazilian ECR Group, comprising ECR Engenharia and ECR Tecnologia e Engenharia. The transaction represents the Group's largest international deal to date and materially increases its scale, with backlog reaching ~EUR 90m and combined value of production of ~EUR 23.5m.
  ECR's EBITDA was ~EUR 2.5m in FY 25. The initial consideration paid at closing amounted to EUR 7.5m (implying an EV of ~EUR 7.2m), with a potential earn-out of up to EUR 3.2m linked to certain EBITDA targets. Beyond the immediate contribution to scale and backlog, ECR provides Franchetti with local engineering capabilities, execution capacity and established customer relationships in the Brazilian infrastructure market. This creates a potential channel for progressively embedding the Group's digital asset-management, BIM, Digital Twin, predictive analytics and maintenance-planning capabilities within larger engineering mandates, expanding the technology-enabled content and duration of client relationships.

Franchetti 2020-2025 Pro-Forma Revenues and EBITDA (EURm)



Source: Banca Akros on company data

FY 2025 Results

Franchetti reported FY2025 revenues of EUR 7.4m, up 32.4% YoY, while Value of Production increased to EUR 13.1m (+45.7% YoY), mainly reflecting higher work in progress and changes in inventories related to contracts under execution. EBITDA amounted to EUR 3.7m (+8.2% YoY), corresponding to a margin of 28.1% on Value of Production, compared with 38.0% in FY2024.

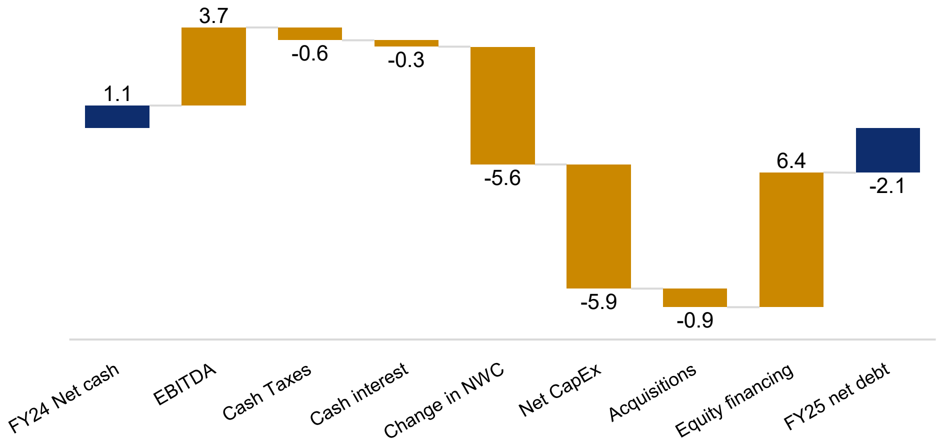
Franchetti: FY25 vs FY24 P&L (EURm)

	2024	2025	Δ% Y/Y
VoP	9.0	13.1	46%
o/w Italy	7.0	9.8	40%
o/w Brazil	2.0	3.3	65%
EBITDA	3.4	3.7	8%
As a % of VoP	38%	28%	-26%
D&A & provisions	-1.1	-1.5	32%
EBIT	2.3	2.2	-4%
As a % of VoP	25%	24%	-4%
Net financial costs	-0.4	-0.7	98%
EBT	1.9	1.5	-23%
Income taxes	-0.4	-0.6	48%
Tax rate	0.2	0.4	93%
Minorities	0.0	0.0	Nm
Net profit	1.5	0.9	-42%

Source: Banca Akros on company data

The gap between revenue growth and EBITDA growth mainly reflected the strengthening of the organisational structure, additional engineering resources and continuing investments in the development of the Group's proprietary software suite. EBIT amounted to EUR 2.2m, broadly stable YoY, while net profit declined to EUR 0.9m from EUR 1.5m in FY2024. The bottom line was also affected by a EUR 0.4m impairment related to the investment in Strucinspect.

Franchetti: FY25 vs FY24 cash flow bridge (EURm)

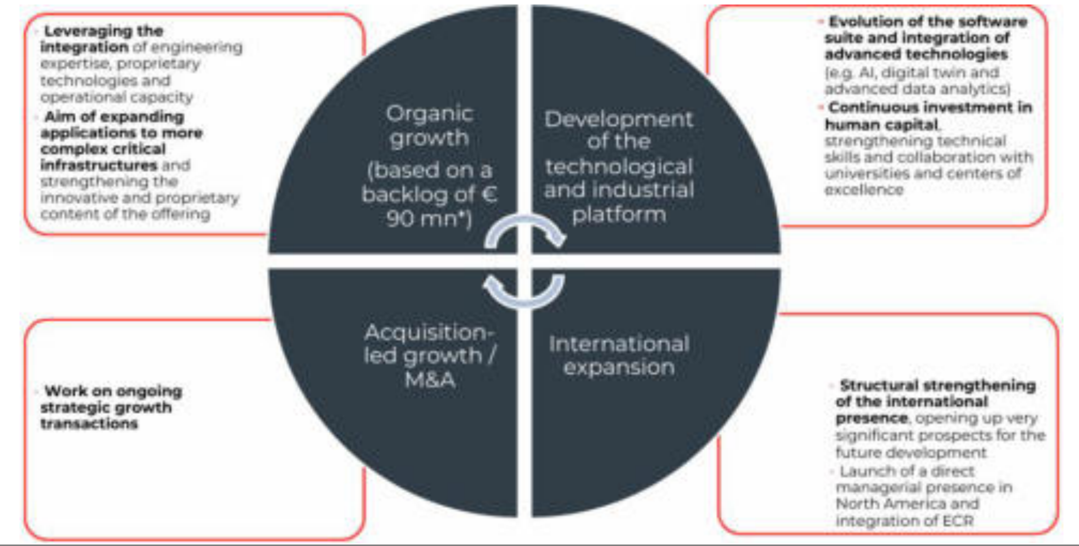


Source: Banca Akros on company data

From a cash-flow perspective, FY2025 EBITDA generation was more than offset by working-capital absorption and investment outflows. Capex was mainly directed to the continued development and modernisation of the Group's proprietary software suite, with additions concentrated on industrial patent and intellectual-property rights and in assets under development, alongside the broader digitalisation of internal systems. These cash outflows were partly offset by equity financing, mainly related to the March private placement and the exercise of the third and final warrant tranche in October. Overall, the Group moved from EUR 1.1m of net cash at FY2024 to EUR 2.1m of net debt at FY2025. The Board also proposed a dividend of EUR 0.04 per share.

Business Plan

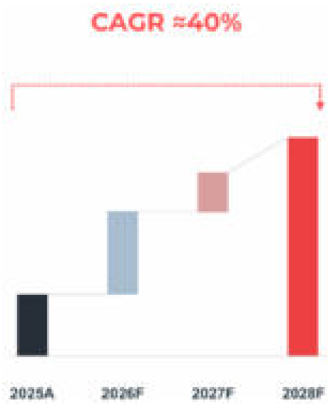
Franchetti: 2026-2028 business plan guidelines



Source: company presentation

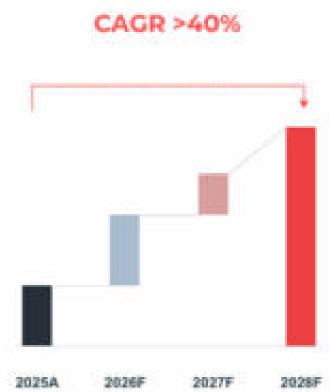
The strategic plan is built around four key pillars: (i) organic growth supported by an aggregate backlog of around EUR 90m (including ECR), (ii) further development of the Group's technological and industrial platform, (iii) international expansion and (iv) selective acquisition-led growth. Management intends to continue investing in proprietary software and advanced technologies, including AI, digital twins and data analytics, while strengthening technical capabilities and collaborations with universities and centres of excellence. In parallel, the Group aims to reinforce its international footprint, particularly in North America, and extract synergies from recently completed acquisitions and future M&A opportunities. These priorities are consistent with management's ambition to position Franchetti as an integrated high-tech platform in infrastructure diagnostics and predictive maintenance.

Franchetti Targeted VoP (EURm)



Source: Company Presentation

Franchetti Targeted EBITDA (EURm)



Source: Company Presentation

Management targets a Value of Production CAGR of approximately 40% over 2025-2028, calculated from the FY2025 reported base, which does not include ECR. The consolidation of ECR therefore represents a material component of the targeted growth, with the FY2025 pro-forma Value of Production already increasing to approximately EUR 23.5m from EUR 13.1m reported. EBITDA is expected to grow at a CAGR above 40% over the same period, implying a gradual improvement in profitability. Net financial debt/EBITDA is targeted at approximately 1.5x at the end of the plan.

The targets incorporate a significant initial step-up from the consolidation of ECR, followed by further organic growth, development of the technological platform and international expansion in selected geographies (Brazil and North America) over the remainder of the plan.

Estimates

Our estimates incorporate the full consolidation of ECR for 12 months in FY2026 and reflect the enlarged geographical perimeter of the Group. We model Value of Production separately for Italy and Brazil, while EBITDA, working capital and cash flow are estimated on a consolidated basis.

Franchetti: 2026-2028 P&L estimates (EUR m)

	2024A	2025A	Δ% Y/Y	2026E	Δ% Y/Y	2027E	Δ% Y/Y	2028E	Δ% Y/Y	CAGR 25/28e
VoP	**9.0**	**13.1**	**46%**	**27.0**	**106%**	**32.2**	**19%**	**39.6**	**23%**	**45%**
o/w Italy	7.0	9.8	40%	11.3	15%	13.3	18%	16.0	20%	18%
o/w Brazil	2.0	3.3	65%	15.8	377%	18.9	20%	23.6	25%	93%
EBITDA	**3.4**	**3.7**	**8%**	**7.5**	**103%**	**9.2**	**23%**	**11.5**	**25%**	**46%**
As a % of VoP	38%	28%		28%		29%		29%		
D&A & provisions	-1.1	-1.5	32%	-1.8	21%	-2.1	16%	-2.2	6%	14%
EBIT	**2.3**	**2.2**	**-4%**	**5.7**	**159%**	**7.1**	**25%**	**9.3**	**31%**	**62%**
As a % of VoP	25%	17%		21%		22%		23%		
Net financial costs	-0.4	-0.7	98%	-1.0	34%	-1.4	40%	-1.4	1%	24%
EBT	**1.9**	**1.5**	**-23%**	**4.7**	**221%**	**5.7**	**22%**	**7.9**	**38%**	**75%**
Income taxes	-0.4	-0.6	48%	-1.6	177%	-2.0	22%	-2.8	38%	67%
Tax rate	21%	41%		35%		35%	0%	35%		
Minorities	0.0	0.0		-0.6	nm	-0.7	22%	-0.9	38%	
Net profit	**1.5**	**0.9**	**-42%**	**2.5**	**188%**	**3.0**	**22%**	**4.2**	**38%**	**69%**

Source: Banca Akros estimates

We forecast **Value of Production** to increase from EUR 13.1m in FY2025 to EUR 39.6m in FY2028e, implying a CAGR of approximately 45%. The initial step-up is mainly explained by the consolidation of ECR, with Brazil becoming the Group's largest geographical market from FY2026. Thereafter, we assume mid-to-high teens organic growth in Italy and high teens-to-low twenties in Brazil, supported by backlog execution, infrastructure-maintenance demand and the progressive extension of Franchetti's technological and engineering cross-offering.

For **Italy**, we forecast Value of Production growth of approximately 18% CAGR over FY2025-2028. This compares with expected growth of around 9% per annum through 2029 for the underlying infrastructure-monitoring market. The higher growth embedded in our estimates reflects the conversion of the existing backlog, continued demand from infrastructure operators and the development of inspection, monitoring and predictive-maintenance activities. We do not incorporate a material contribution from new acquisitions in our organic estimates.

For **Brazil**, we assume organic growth above the underlying infrastructure and engineering-consulting market. The Brazilian infrastructure market is expected to expand at approximately 5% per annum over the medium term, while our forecasts also include backlog conversion, broader exposure to public-sector projects and initial cross-selling of Franchetti's monitoring, digital-twin and predictive-maintenance capabilities through ECR. We forecast Brazilian Value of Production to grow at approximately 93% CAGR over FY2025-2028 including the effect of ECR consolidation, which translates into c.20% organic over PF2025-2028.

At **EBITDA** level, we expect margins to reach approximately 28% in FY2026 and gradually move towards 29% by FY2028. The trajectory reflects the consolidation of ECR, mild operating leverage on a larger revenue base and a progressively higher contribution from technology-enabled services partially offset by ongoing investments. At the same time, we maintain a degree of prudence regarding integration costs, the pace of cross-selling and continued investment in software development and human capital.

Below EBITDA, we expect D&A to increase on an absolute level following the enlarged intangible asset base and the consolidation of ECR, but to roughly halve their incidence on VoP given the asset light business model of ECR. This is also expected to be sustainable in the future as the group's strategy is to centralize investments in the holding company generating operating leverage between EBITDA and EBIT.

Financial charges are expected to rise alongside the acquisition-related funding structure, before gradually reaching a plateau as cash generation improves. We assume an effective tax rate of approximately 35% over the forecast period.

Working capital & cash conversion

Working capital represents one of the main variables affecting Franchetti's cash conversion. The Group's project-based revenue model may generate a timing mismatch between work execution, revenue recognition, invoicing and cash collection, particularly where contracts require formal client approval before invoices can be issued. This has historically resulted in elevated WIP balances and a high ratio of net working capital to Value of Production.

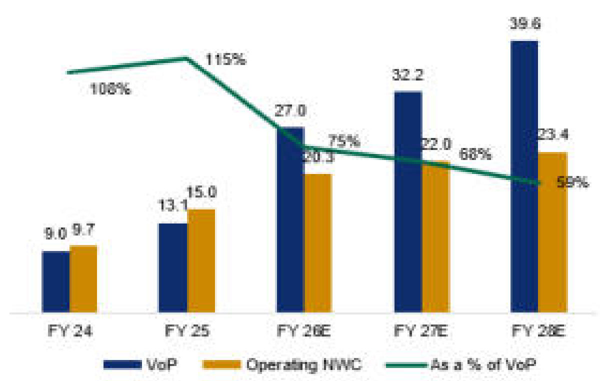
Franchetti: FY24-2028E working capital estimates

	FY 24	FY 25	FY 26E	FY 27E	FY 28E
VoP	9.0	13.1	27.0	32.2	39.6
Inventories	4.2	9.2	12.6	14.6	16.3
As a % of VoP	46.4%	70.1%	46.6%	45.2%	41.1%
Trade receivables	7.5	9.3	14.8	15.9	17.4
As a % of VoP	83.6%	71.0%	54.8%	49.3%	43.8%
Trade payables	1.9	3.4	7.1	8.4	10.3
As a % of VoP	21.6%	26.3%	26.4%	26.1%	25.9%
Operating NWC	9.7	15.0	20.3	22.0	23.4
As a % of VoP	108.4%	114.9%	75.0%	68.4%	59.0%
Total NWC	7.4	13.0	18.2	20.0	21.3
As a % of VoP	82.5%	99.1%	67.3%	62.0%	53.8%
DOI	169	256	170	165	150
DSO	305	259	200	180	160
DPO	178	175	175	175	175
Operating NWC days	296	340	195	170	135

Source: Banca Akros estimates

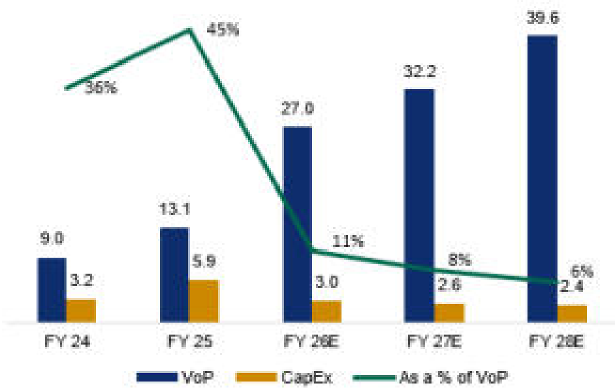
We expect the consolidation of ECR to improve the Group's working-capital profile. Brazil is characterized by shorter payment cycles than Franchetti's historical Italian business, while ECR's project mix is expected to carry lower receivable days and a more favourable conversion of work performed into invoiced revenues. As a result, we forecast consolidated NWC/Value of Production to decline from approximately 99% in FY2025 to c.53.8% by FY28e.

Franchetti: FY24-28e NWC evolution



Source: Banca Akros estimates

Franchetti: FY24-28e CapEx evolution



Source: Banca Akros estimates

The improvement is expected to be gradual. In the first year of consolidation, working capital may remain affected by the rapid increase in consolidated activity and by the timing of backlog execution. From FY2027 onwards, the higher weight of Brazil which is characterized by much more favourable DSO dynamics should support a progressive release of cash tied up in operations.

Franchetti: FY24-2028E cash flow estimates

	FY 24	FY 25	FY 26E	FY 27E	FY 28E	Cumulated 26-28
EBITDA	**3.4**	**3.7**	**7.5**	**9.2**	**11.5**	**28.1**
-/+ change in NWC	(2.7)	(5.6)	(5.2)	(1.8)	(1.3)	(8.3)
Capex	(3.2)	(5.9)	(3.0)	(2.6)	(2.4)	(7.9)
As a % of VoP	-36%	-45%	-11%	-8%	-6%	
Taxes	(0.4)	(0.6)	(1.6)	(2.0)	(2.8)	(6.4)
Net interest	(0.4)	(0.3)	(1.0)	(1.4)	(1.4)	(3.7)
Free cash flow	**(3.3)**	**(8.7)**	**(3.3)**	**1.5**	**3.6**	**1.8**
Acquisitions & other investments	(2.0)	(0.9)	(9.1)	(2.3)	(1.0)	(12.3)
Dividends & buybacks	0.0	0.0	(0.4)	(0.4)	(0.5)	(1.3)
Dividends to minorities			0.0	(0.4)	(0.5)	(0.9)
Equity financing	6.8	6.4	0.0	0.0	0.0	0.0
Other	(0.0)	(0.0)	0.0	0.0	0.0	0.0
Change in net debt (cash)	**(1.5)**	**3.2**	**12.8**	**1.6**	**(1.6)**	**12.8**
Net Debt (cash)	**(1.1)**	**2.1**	**14.9**	**16.5**	**14.9**	
Leverage ratio	**(0.3)x**	**0.6x**	**2.0x**	**1.8x**	**1.3x**	

Source: Banca Akros estimates

We expect cash generation to improve over the forecast period, supported by EBITDA growth and the gradual normalisation of working capital. Capex should remain above historical depreciation in the near term, reflecting continued investment in the proprietary software suite, digital infrastructure and the technological integration of the enlarged Group. We nevertheless assume capex intensity to decline progressively as a percentage of Value of Production, from approximately 11% in FY2026e to 6% by FY2028e as the main proprietary software suite are already operating.

Following the acquisition of ECR, net debt is expected to increase in FY2026 to approximately EUR 14.9m. Thereafter, improving operating profitability, lower working-capital absorption and a gradual reduction in capex intensity should support cash flow generation, although full deleveraging is expected to remain constrained by deferred past acquisitions cash out and related earn outs mechanisms. We estimate net debt to remain at EUR 14.9m by FY28e, corresponding to approximately 1.3x EBITDA.

Our forecasts imply a different profile from the FY2025 cash-flow bridge. In FY2025, EBITDA generation was more than offset by working-capital absorption and investment outflows, with equity financing providing a material source of funding. Over the forecast period, the combination of higher EBITDA, a more favourable geographical mix and improved cash conversion should progressively reduce reliance on external funding.

Valuation: we set a TP based on DCF model

We value Franchetti with a DCF model. The result is a **fair value of EUR 9.0/sh** based on a fully diluted number of shares (9.4m), which we set as target price. We start our coverage with a **Buy rating.**

The model is based on a WACC of 10.3% and a terminal growth rate of 3%.

In our cash flow projection, we prolonged our FY26/28 detailed estimates for nine additional years reflecting the early stage of the BP estimates in the long-term growth run of the business. Consequently, we assumed EBITDA to smoothly reach an absolute long-term value of EUR 27.6m corresponding to a margin of 30.0% on 2037E VoP, broadly in line with the company long term target.

Below EBITDA we assumed D&A and provision of ~EUR 2.3m per year. We also assumed normalised capex of ~EUR 2.4m per year reflecting the intrinsic capital light structure of the business and a normative tax rate of 35% obtaining a terminal cashflow to the firm of ~EUR 9m.

Franchetti: DCF assumptions

Perpetual Growth Rate	3.0%
WACC	10.3%

Source: Banca Akros estimates

Franchetti: DCF analysis

		EURm
A	NPV of FCFs (2027-2037)	43.6
B	NPV of Terminal Value	63.2
C = A+B	**Enterprise Value**	**106.7**
D	Adj. Net Financial Debt (FY 26)	14.9
E	Financial assets (book value)	2.1
F	Minorities (at cost)	5.9
G	Funds & other (book value)	0.2
H	off balance sheet (earn out))	3.2
I = C-D+E-F-G-H	**Equity Market Value (EUR m)**	**84.7**
L	Number of shares (m)	9.4
M = I/L	**Fair Value per share (EUR)**	**9.0**

Source: Banca Akros estimates

We note that the valuation is highly sensitive to rates and terminal growth assumptions, as a significant portion of free cash flow to equity is generated in the later years of the forecast period, while it remains broadly stable to normalised EBITDA margin assumptions.

The central case of the DCF implies a 2027e EV/EBITDA of 11.6x vs peers' group spot multiple of ~10.6x and peers' target multiple of ~13.6x.

Franchetti: DCF sensitivity to WACC and terminal growth rate (EUR)

WACC	Terminal growth rate						
	1.5%	2.0%	2.5%	3.0%	3.5%	4.0%	4.5%
8.8%	10.3	10.9	11.6	**12.5**	13.6	14.8	16.4
9.3%	9.3	9.8	10.4	**11.1**	12.0	13.0	14.2
9.8%	8.4	8.9	9.4	**10.0**	10.7	11.5	12.4
10.3%	**7.7**	**8.1**	**8.5**	**9.0**	**9.5**	**10.2**	**11.0**
10.8%	7.0	7.3	7.7	**8.1**	8.6	9.1	9.8
11.3%	6.4	6.7	7.0	**7.4**	7.8	8.2	8.7
11.8%	5.9	6.1	6.4	**6.7**	7.0	7.4	7.9

Source: Banca Akros estimates

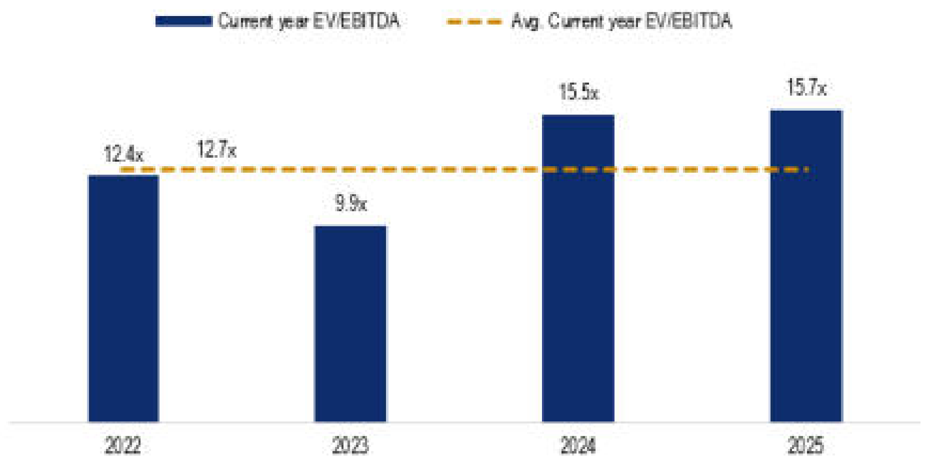
Franchetti: DCF sensitivity to WACC and normalised EBITDA margin (%)

WACC	Normalised EBITDA margin (%)						
	29.4%	29.6%	29.8%	30.0%	30.2%	30.4%	30.6%
11.8%	6.5	6.6	6.6	**6.7**	6.8	6.8	6.9
11.3%	7.1	7.2	7.3	**7.4**	7.4	7.5	7.6
10.8%	7.9	8.0	8.0	**8.1**	8.2	8.3	8.3
10.3%	**8.7**	**8.8**	**8.9**	**9.0**	**9.1**	**9.1**	**9.2**
9.8%	9.7	9.8	9.9	**10.0**	10.1	10.2	10.3
9.3%	10.8	10.9	11.0	**11.1**	11.2	11.3	11.5
8.8%	12.2	12.3	12.4	**12.5**	12.6	12.7	12.9

Source: Banca Akros estimates

As an additional cross-check to our DCF, we analysed Franchetti's historical trading multiples using average annual share prices and reported EBITDA. Over FY2022-25, the stock traded at an average EV/EBITDA of c.12.7x, within a range of 9.9x-15.7x.

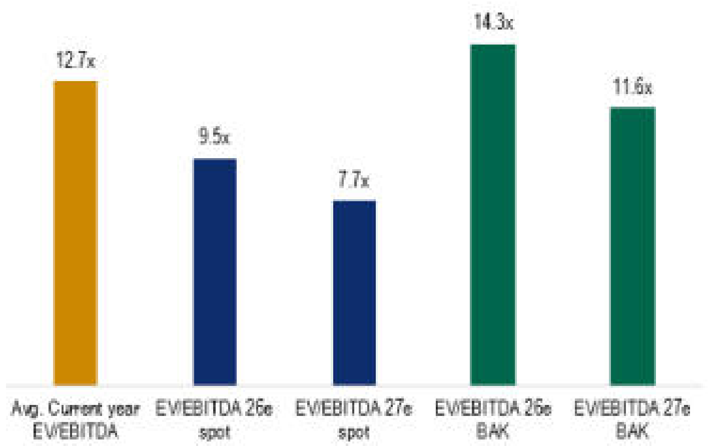
Franchetti: historical current year EV/EBITDA



Source: Banca Akros estimates

We note that our target based on DCF implies a 2026-2027e EV/EBITDA multiple of 14.3x-11.6x which are consistent with the historical range.

Franchetti: spot and target-implied EV/EBITDA vs historical average



Source: Banca Akros estimates

Peer's Analysis

Although we argue there is not a fully comparable peer group for Franchetti we selected three different clusters of listed companies: **(i) infrastructure engineering**, **(ii) infrastructure technology**, **(iii) Testing, inspection, certification (TIC)**.

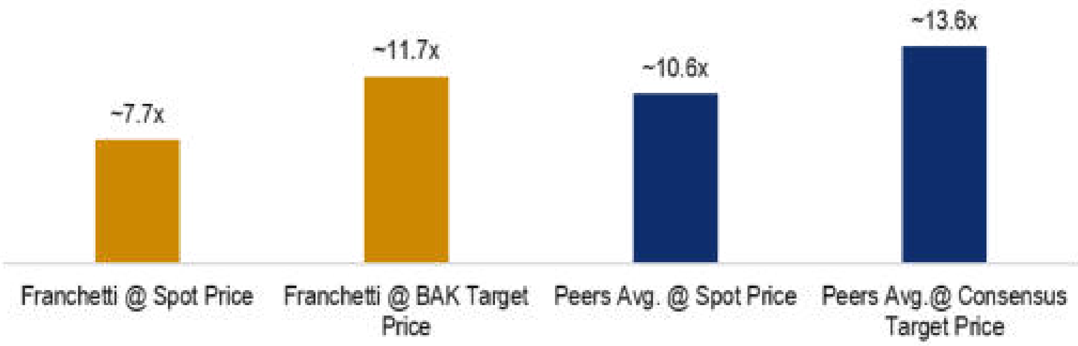
We included in the **infrastructure engineering panel**: **Aecom**, **Jacobs Solutions Inc**, **Stantec Inc**, **Sweco Ab**, and **Wsp Global Inc**. This panel consists of global engineering and technical consulting firms aligned with Franchetti's core business model. Like Franchetti, these companies operate as advisors rather than contractors, providing the intellectual property and management expertise needed for complex infrastructure. However, while Franchetti maintains a high specialization in bridges and viaducts, these larger peers typically have a broader infrastructure portfolio. Therefore, we selected from the engineering consultancy universe some of the players most exposed to the transportation infrastructure industry. These players' margins are substantially lower than Franchetti's, mainly due to the highly specialized, value-added services that Franchetti provides thanks to its proprietary software suite.

The **infrastructure technology** panel comprises global technology leaders providing mission-critical software, data analytics, and digital solutions for infrastructure lifecycle management. In our view, this group serves to capture Franchetti's technological capabilities. It includes **Bentley Systems Inc**, **Octave Intelligence Plc**, and **Trimble Inc**. Players in this panel have a recurring revenue model, based mainly on subscriptions rather than non-recurring software licenses. It is worth noting that Octave Intelligence completed the spin-off from its former parent company Hexagon AB in May 2026. Therefore, we base our analysis on Octave Intelligence. We note that this cluster should be viewed as a positioning benchmark for Franchetti's proprietary-technology component rather than a set of pure operating comparables, as Franchetti is not a standalone SaaS provider and continues to generate revenue mainly through technology-enabled engineering and asset-management services.

The third panel focuses on companies involved in testing, inspection and certification (**TIC**) activities. This panel contains: **Bureau Veritas Sa**, **Eurofins Scientific**, **Intertek Group Plc**, **Sgs Sa-Reg**. This is a mature industry that serves as a secondary benchmark for our analysis, given that a portion of these players' activities overlaps with Franchetti's infrastructure inspection and monitoring services.

We believe that when looking at Franchetti, the more accurate reading can be provided by looking at **EV/EBITDA**. **The aggregate panel is trading at an average consensus FY27e EV/EBITDA multiple of ~10.7x on spot prices and ~13.6x on consensus target prices, while Franchetti is currently trading at ~7.7x spot EV on BAK FY27e EBITDA estimates, and its implied multiple at our target price is ~11.7x.**

Franchetti vs Aggregate peer panel FY27e EV/EBITDA at spot price and at consensus TP



Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

For the purposes of our analysis, we consider the infrastructure engineering and infrastructure technology panels to be the main peer groups, using the TIC panel as a secondary check. Overall, the peers considered for this analysis are larger in size and are in a different phase of their lifecycle; however, we believe they represent a good proxy for market multiples.

Aggregate peer panel (1) – Infrastructure engineering; Infrastructure technology, TIC

Company	Sales CAGR 25-28e	EBITDA CAGR 25-28e	EBIT CAGR 25-28e	EBITDA margin FY27e	EBIT margin FY27e	Capex/VoP FY27e
Infrastructure engineering	9.0%	10.6%	14.7%	14.3%	11.4%	1.2%
Infrastructure technology	8.2%	10.6%	26.0%	33.0%	31.4%	1.0%
TIC	5.8%	6.5%	12.8%	22.4%	16.9%	4.4%
Average	**7.6%**	**9.2%**	**17.8%**	**23.2%**	**19.9%**	**2.2%**
Franchetti	44.6%	46.2%	61.8%	28.5%	22.0%	8.0%

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Aggregate peer panel (2) – Infrastructure engineering; Infrastructure technology, TIC

Company	EV/EBITDA			EV/EBIT			P/E		
	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e
Infrastructure engineering	10.8x	9.9x	9.2x	13.9x	12.3x	11.6x	15.8x	14.0x	12.5x
Infrastructure technology	12.7x	11.6x	10.2x	13.4x	12.2x	11.1x	17.1x	15.6x	13.7x
TIC	11.2x	10.5x	9.8x	15.3x	14.0x	13.0x	19.7x	18.2x	16.7x
Average	**11.6x**	**10.6x**	**9.7x**	**14.2x**	**12.8x**	**11.9x**	**17.6x**	**15.9x**	**14.3x**
Franchetti	**9.5x**	**7.7x**	**6.2x**	**12.5x**	**10.0x**	**7.7x**	**19.6x**	**16.1x**	**11.7x**
Premium/(Disc.) on avg.	**-18%**	**-27%**	**-36%**	**-12%**	**-22%**	**-36%**	**12%**	**1%**	**-18%**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Panel 1 - Infrastructure engineering

We selected five players from the infrastructure engineering industry.

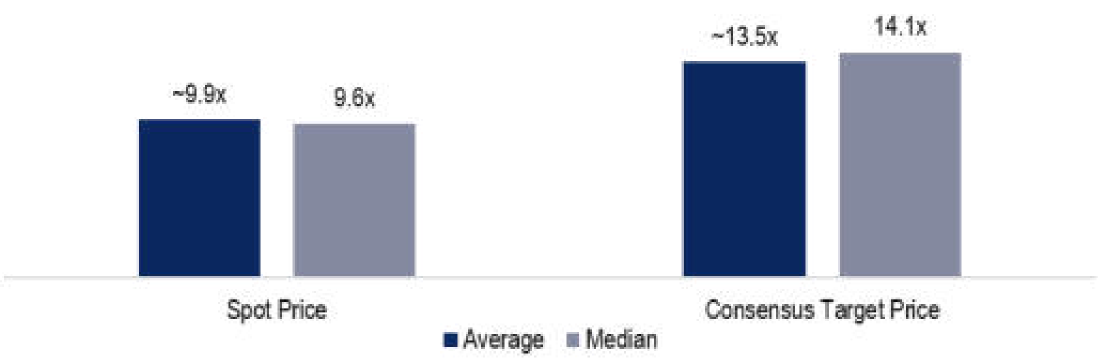
First Peer Panel – Infrastructure engineering

Company		Country	Description (% of Transportation on Total)	EV/EBITDA 27e @ spot price	EV/EBITDA 27e @ css. TP
Aecom	AECOM		Infrastructure engineering (~38%)	7.5x	10.8x
Jacobs Solutions Inc	Jacobs		Infrastructure engineering (n.d.)	11.7x	14.1x
Stantec Inc	Stantec		Infrastructure engineering (~26%)	9.6x	13.8x
Sweco ab	SWECO		Infrastructure engineering (~27%)	11.5x	14.6x
Wsp Global Inc	wsp		Infrastructure engineering (~34%)	9.2x	14.1x

Source: Banca Akros elaboration on consensus data

The infrastructure engineering peers are trading at an average consensus FY27e EV/EBITDA multiple of ~9.9x on spot prices and ~13.5x on consensus target prices.

First Peer panel FY27e EV/EBITDA at spot price vs. at consensus TP



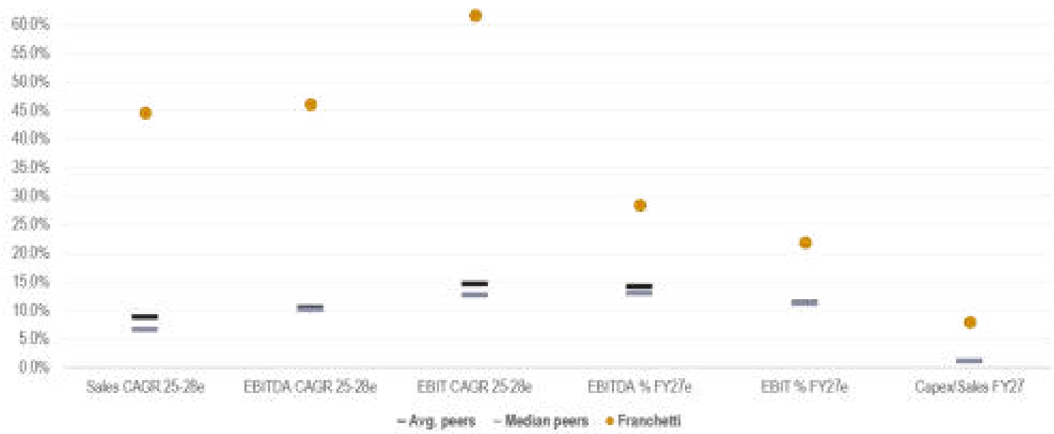
Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

First Peer Panel – Infrastructure engineering (1)

Company	Mkt Cap (EUR m)	Sales CAGR 25-28e	EBITDA CAGR 25-28e	EBIT CAGR 25-28e	EBITDA margin FY27e	EBIT margin FY27e	Capex/VoP FY27e
Franchetti	50	44.6%	46.2%	61.8%	28.5%	22.0%	8.0%
Infrastructure engineering							
Aecom	7,623	4.7%	9.0%	11.9%	8.6%	7.9%	0.9%
Jacobs Solutions inc	13,491	17.1%	11.8%	22.1%	11.9%	11.3%	0.9%
Stantec Inc	6,831	6.7%	8.7%	12.7%	18.3%	13.3%	1.4%
Sweco ab	4,299	5.4%	10.3%	8.9%	13.1%	11.0%	1.2%
Wsp Global Inc	14,540	10.8%	13.4%	17.7%	19.4%	13.3%	1.5%
Average		**9.0%**	**10.6%**	**14.7%**	**14.3%**	**11.4%**	**1.2%**
Median		**6.7%**	**10.3%**	**12.7%**	**13.1%**	**11.3%**	**1.2%**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026.

Franchetti positioning – performance metrics vs. Infrastructure engineering



Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

First Peer Panel – Infrastructure engineering (2)

Company	EV/EBITDA			EV/EBIT			P/E		
	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e
Infrastructure engineering									
Aecom	8.2x	7.5x	6.8x	9.6x	8.6x	7.8x	11.4x	10.1x	8.8x
Jacobs Solutions inc	13.0x	11.7x	10.7x	14.2x	12.6x	11.8x	18.0x	15.8x	14.0x
Stantec Inc	10.4x	9.6x	9.0x	14.2x	13.2x	13.0x	15.7x	14.1x	12.6x
Sweco ab	12.5x	11.5x	10.8x	15.2x	13.7x	12.8x	18.6x	16.6x	15.5x
Wsp Global Inc	10.1x	9.2x	8.5x	16.3x	13.3x	12.7x	15.2x	13.2x	11.7x
Average	**10.8x**	**9.9x**	**9.2x**	**13.9x**	**12.3x**	**11.6x**	**15.8x**	**14.0x**	**12.5x**
Median	**10.4x**	**9.6x**	**9.0x**	**14.2x**	**13.2x**	**12.7x**	**15.7x**	**14.1x**	**12.6x**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Panel 2 – Infrastructure technology

For the second panel we selected three players operating in the infrastructure technology industry, with a focus on transportation applications.

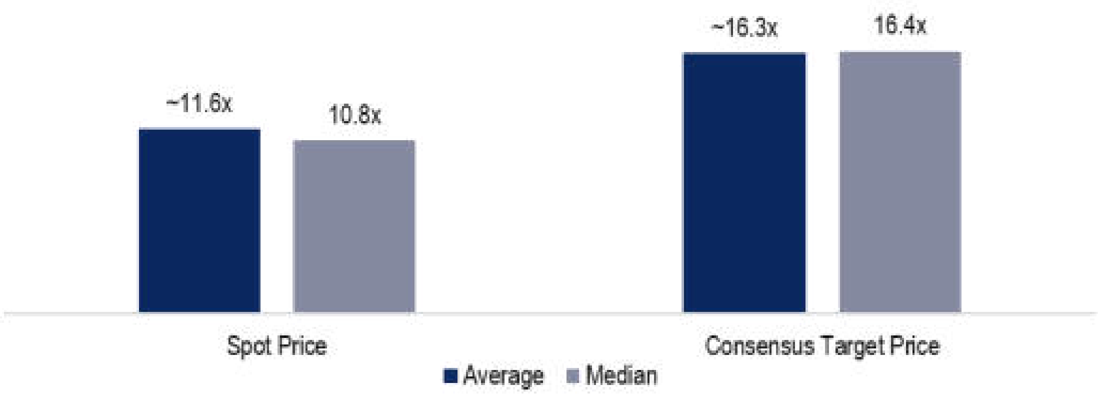
Second Peer Panel – Infrastructure technology

Company		Country	Description	EV/EBITDA 27e @ spot price	EV/EBITDA 27e @ css. TP
Bentley Systems (B)			Infrastructure technology	16.0x	21.7x
Octave Intelligence (B)			Infrastructure technology	7.8x	10.7x
Trimble			Infrastructure technology	10.8x	16.4x

Source: Banca Akros elaboration on consensus data

The infrastructure technology peers are trading at an average consensus FY27e EV/EBITDA multiple of ~11.6x on spot prices and ~16.3x on consensus target prices.

Second Peer panel FY27e EV/EBITDA at spot price vs. at consensus TP



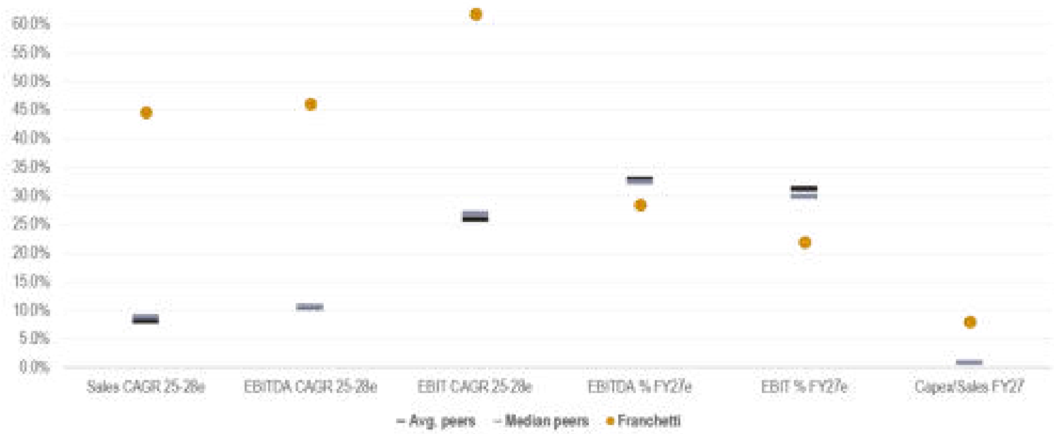
Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Second Peer Panel – Infrastructure technology (1)

Company	Mkt Cap (EUR m)	Sales CAGR 25-28e	EBITDA CAGR 25-28e	EBIT CAGR 25-28e	EBITDA margin FY27e	EBIT margin FY27e	Capex/VoP FY27e
Franchetti	50	44.6%	46.2%	61.8%	28.5%	22.0%	8.0%
Construction Software							
Bentley Systems (B)	8,642	11.5%	15.3%	27.0%	36.1%	35.1%	1.5%
Octave Intelligence (B)	4,096	4.1%	5.7%	18.5%	32.6%	30.0%	0.5%
Trimble	10,983	9.0%	10.7%	32.4%	30.2%	29.0%	0.9%
Average		**8.2%**	**10.6%**	**26.0%**	**33.0%**	**31.4%**	**1.0%**
Median		**9.0%**	**10.7%**	**27.0%**	**32.6%**	**30.0%**	**0.9%**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026.

Franchetti positioning – performance metrics vs Infrastructure technology



Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Second Peer Panel – Infrastructure technology (2)

Company	EV/EBITDA			EV/EBIT			P/E		
	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e
Infrastructure technology									
Bentley Systems (B)	18.0x	16.0x	13.5x	18.6x	16.6x	14.9x	23.6x	20.7x	18.0x
Octave Intell. (B)	8.2x	7.8x	7.5x	9.2x	8.8x	8.3x	12.8x	12.8x	12.0x
Trimble	11.8x	10.8x	9.6x	12.5x	11.2x	9.9x	15.0x	13.2x	11.2x
Average	**12.7x**	**11.6x**	**10.2x**	**13.4x**	**12.2x**	**11.1x**	**17.1x**	**15.6x**	**13.7x**
Median	**11.8x**	**10.8x**	**9.6x**	**12.5x**	**11.2x**	**9.9x**	**15.0x**	**13.2x**	**12.0x**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Panel 3 - TIC

For the third panel we selected four representative players operating in the TIC segment. While the TIC industry encompasses testing, inspection, and certification services that ensure regulatory compliance across virtually every sector of the global economy, we selected players with a more relevant focus on Infrastructure & Construction sub-segment.

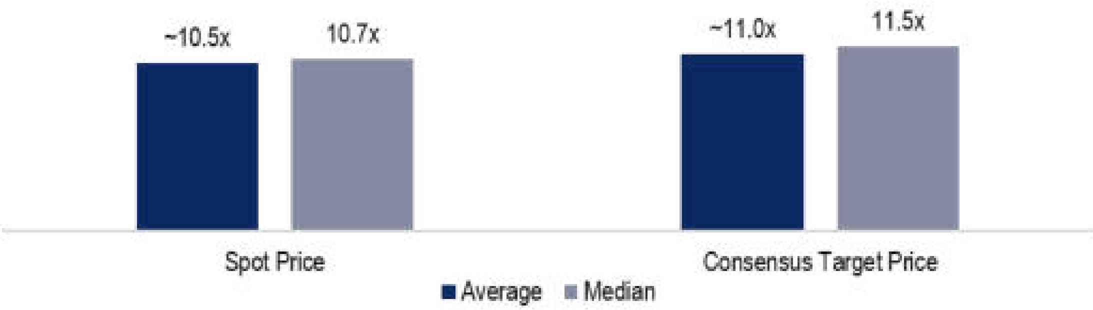
Third Peer Panel – TIC

Company	Country	Description	EV/EBITDA 27e @ spot price	EV/EBITDA 27e @ css. TP
Bureau Veritas		TIC	9.6x	11.0x
Eurofins Scientific		TIC	8.7x	9.0x
Intertek Group		TIC	11.8x	11.9x
SGS		TIC	11.8x	12.1x

Source: Banca Akros elaboration on consensus data

The TIC peers are trading at an average consensus FY27e EV/EBITDA multiple of ~10.5x on spot prices and ~11.0x on consensus target prices.

Third Peer panel FY27e EV/EBITDA at spot price vs. at consensus TP



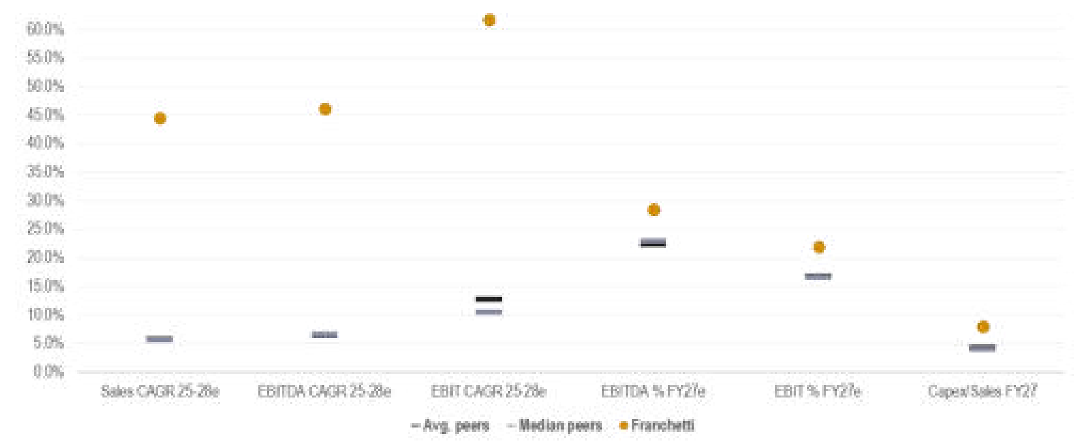
Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Third Peer Panel – TIC (1)

Company	Mkt Cap (EUR m)	Sales CAGR 25-28e	EBITDA CAGR 25-28e	EBIT CAGR 25-28e	EBITDA margin FY27e	EBIT margin FY27e	Capex/VoP FY27e
Franchetti	50	44.6%	46.2%	61.8%	28.5%	22.0%	8.0%
TIC							
Bureau Veritas	12,187	5.6%	4.6%	10.0%	20.2%	17.7%	2.5%
Eurofins Scientific	11,781	5.8%	7.9%	20.4%	23.4%	15.5%	7.0%
Intertek Group	10,470	5.0%	5.6%	11.1%	23.2%	18.6%	4.3%
SGS	20,364	6.8%	7.9%	9.8%	22.7%	15.7%	3.8%
Average		**5.8%**	**6.5%**	**12.8%**	**22.4%**	**16.9%**	**4.4%**
Median		**5.7%**	**6.8%**	**10.5%**	**23.0%**	**16.7%**	**4.0%**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026.

Franchetti positioning – performance metrics vs. TIC



Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

Third Peer Panel – TIC (2)

Company	EV/EBITDA			EV/EBIT			P/E		
	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e	FY26e	FY27e	FY28e
TIC									
Bureau Veritas	10.3x	9.6x	9.0x	12.7x	11.7x	10.9x	17.5x	16.0x	14.9x
Eurofins Scientific	9.5x	8.7x	8.0x	14.9x	13.2x	12.0x	16.8x	15.1x	13.1x
Intertek Group	12.5x	11.8x	11.1x	15.7x	14.7x	13.8x	21.9x	20.2x	18.8x
SGS	12.6x	11.8x	11.1x	18.0x	16.6x	15.3x	22.7x	21.3x	20.1x
Average	**11.2x**	**10.5x**	**9.8x**	**15.3x**	**14.0x**	**13.0x**	**19.7x**	**18.2x**	**16.7x**
Median	**11.4x**	**10.7x**	**10.0x**	**15.3x**	**13.9x**	**12.9x**	**19.7x**	**18.1x**	**16.8x**

Source: Banca Akros elaboration on consensus data. Data as of July 7th, 2026

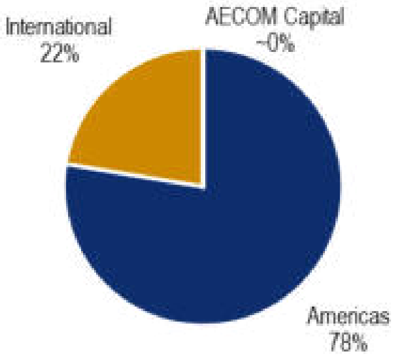
Comparable Companies Description

Infrastructure engineering

AECOM Inc

AECOM Inc is a US-based company providing professional infrastructure consulting and advisory services for governments and private customers. The Company operates with a fee-based model, offering its know-how to help its clients in planning, consulting, and designing in sectors such as transportation, facilities, and energy. The Company operates under 3 segments: Americas, International, and AECOM Capital. The Americas segment comprises services offered in North and South America. International refers to the services offered outside the Americas (EMEA, India, and APAC). AECOM Capital invests and develops real estate projects yet with a marginal impact on the topline.

AECOM Inc: sales by business



Source: Banca Akros on Consensus data

AECOM Inc: historical data and consensus forecasts

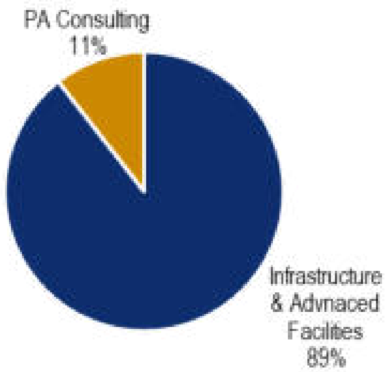
USD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	16,140	16,502	16,474	18,527	*7%*
EBITDA	1,203	1,289	1,415	1,561	*14%*
(%)	*7%*	*8%*	*9%*	*8%*	
EBIT	1,027	1,166	1,306	1,440	*18%*
(%)	*6%*	*7%*	*8%*	*8%*	
Net Income	562	772	851	963	*31%*
Dividend Yield	1.7	2.0	2.2	-3.3	
Net debt	1,776	1,337	703	36	*-86%*
Net Debt/EBITDA	1.5	1.0	0.5	0.0	

Source: Banca Akros on Consensus data

Jacobs Solutions Inc.

Jacobs Solutions Inc. is a US-based company focusing on designing, delivering, and managing complex infrastructure and advanced industrial facilities aided by their proprietary software base. The Company operates in two business areas: Infrastructure & Advanced Facilities and PA consulting. Infrastructure & Advanced Facilities (89% of FY25 revenues) delivers end-to-end solutions for Critical Infrastructure, Water & Environmental, and Life Sciences & Advanced Manufacturing. PA Consulting provides advisory services to accelerate its clients' digital transformation across various industries. The Company operates globally but the domestic market contributes mostly: US (62% of FY25 revenue), Europe (24%), and Rest of the World (14%).

Jacobs Solutions Inc: sales by business



Source: Banca Akros on Consensus data

Jacobs Solutions Inc: historical data and consensus forecasts

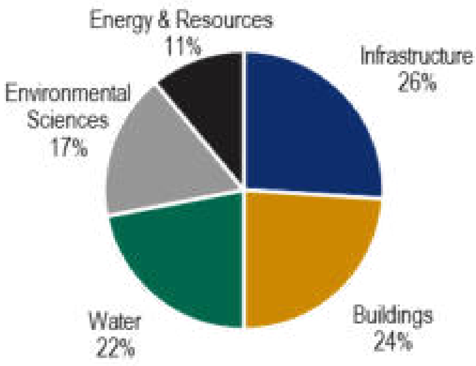
USD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	8,695	12,597	13,301	14,335	*28%*
EBITDA	1,207	1,396	1,545	1,686	*18%*
(%)	*14%*	*11%*	*12%*	*12%*	
EBIT	864	1,311	1,476	1,577	*35%*
(%)	*10%*	*10%*	*11%*	*11%*	
Net Income	289	852	961	1,068	*92%*
Dividend Yield	1.2	1.3	1.3	7.2	
Net debt	1,474	2,204	1,759	1,099	*-14%*
Net Debt/EBITDA	1.2	1.6	1.1	0.7	

Source: Banca Akros on Consensus data

Stantec Inc.

Stantec Inc is a Canada-based engineering and consulting company providing design, planning, and advisory services focused on sustainability for infrastructure and building projects. The Company is structured in 5 business units: Infrastructure, Buildings, Water, Environmental Services, and Energy & Resources. Infrastructure (26% of FY25 net revenues) plans and design infrastructure solutions for transportation and urban development. Buildings plans, designs, and engineers building-related solutions to reduce carbon emissions. Water designs end-to-end solutions to improve sustainability and communities' quality of life. Environmental services minimizes human impact through ESG strategy services and ecosystem restorations. Energy & Resources offers services to accelerate the energy transition, focusing on renewable sources. The Company is international, with major contributors being the US (52% of FY25 net revenues), Canada (24%), and Global (24%).

Stantec Inc: sales by business



Source: Banca Akros on Consensus data

Stantec Inc: sales by business

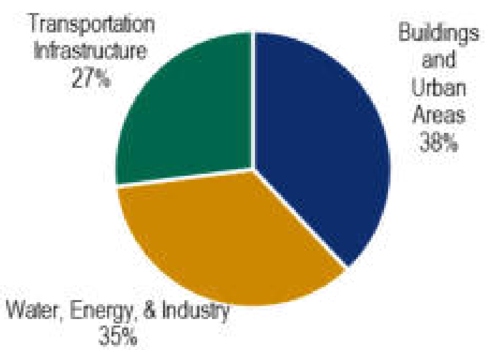
CAD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	6,495	7,101	7,522	7,894	*10%*
EBITDA	1,144	1,282	1,379	1,468	*13%*
(%)	*18%*	*18%*	*18%*	*19%*	
EBIT	714	937	1,002	1,023	*20%*
(%)	*11%*	*13%*	*13%*	*13%*	
Net Income	479	706	772	852	*33%*
Dividend Yield	1.0	1.1	1.1	-10.0	
Net debt	2,149	1,620	1,106	1,049	*-30%*
Net Debt/EBITDA	1.9	1.3	0.8	0.7	

Source: Banca Akros on Consensus data

Sweco AB

Sweco AB is a Swedish-based architecture and engineering consultancy company. It offers multidisciplinary end-to-end services to create sustainable and resilient cities. The Company operates in 3 segments: Buildings and Urban Areas, Water, Energy & Industry, and Transportation Infrastructure. Buildings and Urban Areas delivers integrated buildings and urban development services, combining engineering, environmental, and digital expertise. Water, Energy & Industry supports customers to streamline project flows and optimise capital investments. Transportation Infrastructure helps customers throughout the whole value chain of transportation infrastructure services by leveraging digital tools and data to optimise mobility systems for roads, rails, and public transport. The Company is only active in Europe and especially in Northen Europe, as Scandinavian countries contribute the most: Sweden (30% of FY25 net sales), Norway (11%), and Finland (11%).

Sweco AB sales by business



Source: Banca Akros on Consensus data

Sweco AB: historical data and consensus forecasts

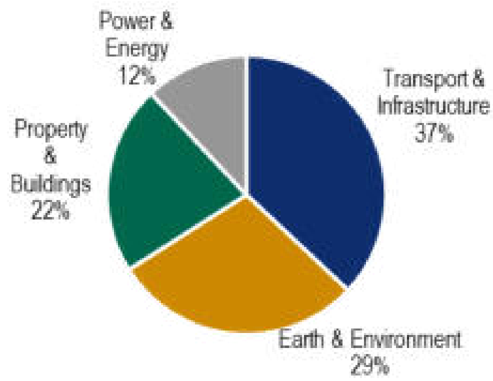
SEK (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	31,586	33,515	35,172	36,764	*8%*
EBITDA	3,661	4,249	4,600	4,888	*16%*
(%)	*12%*	*13%*	*13%*	*13%*	
EBIT	3,203	3,491	3,857	4,145	*14%*
(%)	*10%*	*10%*	*11%*	*11%*	
Net Income	2,226	2,504	2,810	3,043	*17%*
Dividend Yield	2.9	3.2	3.5	8.8	
Net debt	5,092	1,993	680	-1,171	
Net Debt/EBITDA	1.4	0.5	0.1	-0.2	

Source: Banca Akros on Consensus data

WSP Global Inc

WSP Global Inc is a Canada-based company providing end-to-end advisory, engineering and design services. The Company is active in 4 segments: Transport & Infrastructure, Earth & Environment, Property & Buildings and Power & Energy. Transport & Infrastructure (37% of FY25 revenue) provides planning, design, engineering, and project management services for road, rail, and major public infrastructure projects. Property & Buildings delivers multidisciplinary engineering and advisory services for commercial, residential, healthcare, and public buildings. Earth & Environment offers environmental consulting, water management, and sustainability services to support regulatory compliance and long-term resilience. Power & Energy provides engineering, advisory, and project delivery services across power generation, renewables, and energy transition. The Company operates worldwide: Canada (16% of FY25 revenue), Americas (46%), EMEIA (28%), APAC (11%).

WSP Global Inc: sales by business



Source: Banca Akros on Consensus data

WSP Global Inc: historical data and consensus forecasts

CAD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	13,959	16,581	17,835	19,007	*17%*
EBITDA	2,561	3,135	3,458	3,801	*22%*
(%)	*18%*	*19%*	*19%*	*20%*	
EBIT	1,523	1,940	2,379	2,483	*28%*
(%)	*11%*	*12%*	*13%*	*13%*	
Net Income	964	1,560	1,794	2,011	*44%*
Dividend Yield	0.8	0.8	0.8	-4.7	
Net debt	3,415	6,035	5,133	3,845	*6%*
Net Debt/EBITDA	1.3	1.9	1.5	1.0	

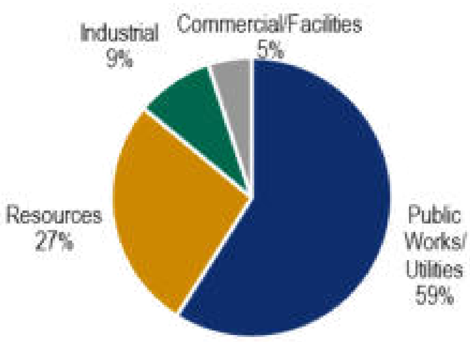
Source: Banca Akros on Consensus data

Infrastructure Technology

Bentley Systems Inc

Bentley Systems Inc is a US-based infrastructure engineering software company. The Company provides their subscription-based proprietary software in order to support enterprises and professionals throughout their infrastructure whole life cycle (from design to maintenance). Bentley Systems Inc provides a wide range of products including AI-powered modelling software, simulation software, digital twin creation, and infrastructure clouds. The company's main clients are in the Public Works/Utilities segment (59% of FY25 annualised recurring revenue), Resources (27%), Industrial (9%), and Commercial/Facilities (5%). The Company is active globally: Americas (53% of FY25 revenues), EMEA (29%), and APAC (18%).

Bentley Systems Inc: sales by business



Source: Banca Akros on Consensus data

Bentley Systems Inc: historical data and consensus forecasts

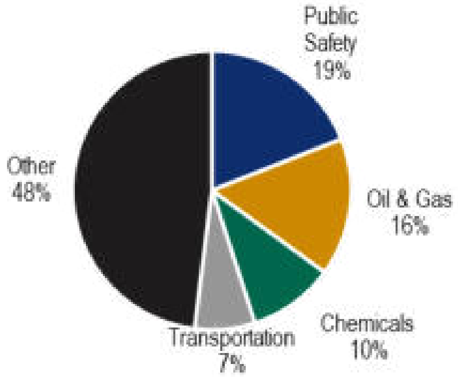
USD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	1,502	1,700	1,877	2,085	*18%*
EBITDA	526	608	683	828	*25%*
(%)	*35%*	*36%*	*36%*	*40%*	
EBIT	363	588	663	755	*44%*
(%)	*24%*	*35%*	*35%*	*36%*	
Net Income	278	439	501	572	*43%*
Dividend Yield	0.8	0.8	0.9	-4.4	
Net debt	1,161	759	251	-412	
Net Debt/EBITDA	2.2	1.2	0.4	-0.5	

Source: Banca Akros on Consensus data

Octave Intelligence Plc

Octave Intelligence Plc is a newly formed Swedish company operating as a subsidiary of the Sweden-based Hexagon AB. The spin-off of the Hexagon's software division occurred at the end of May 2026, originating Octave Intelligence which is listed on the Nasdaq. The Company provides its software base enables customers to connect and integrate their data and workflow processes to better design, build, and protect their physical assets and critical infrastructure. The Company's main industries per revenue in FY25 (when Octave Intelligence Plc was still under Hexagon AB) were Public Safety (19%), Oil & Gas (16%), Chemicals (10%), and Transportation (7%). Similarly, in FY25 the Company served customers globally: Americas (48%), EMEA (34%), Asia (18%).

Octave Intelligence: sales by business



Source: Banca Akros on Consensus data

Octave Intelligence: historical data and consensus forecasts

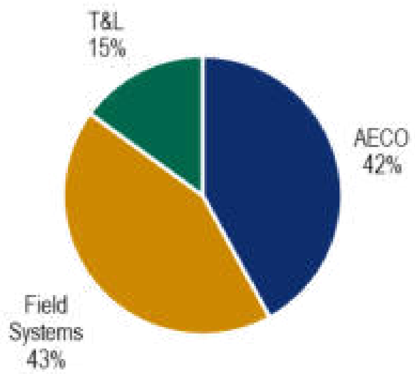
USD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	n.a.	1,678	1,768	1,890	
EBITDA	n.a.	558	587	621	
(%)		*33%*	*33%*	*33%*	
EBIT	337	497	519	554	*28%*
(%)		*30%*	*29%*	*29%*	
Net Income	248	355	345	363	*21%*
Dividend Yield	n.a.	n.a.	n.a.	n.a.	
Net debt	-104	128	-236	-668	*154%*
Net Debt/EBITDA		0.2	-0.4	-1.1	

Source: Banca Akros on Consensus data

Trimble Inc

Trimble Inc is a US-based company that sells its subscription-based software service to accelerate the digital transition, increase productivity, and reducing risks across various industries. The Company operates under three business segments: Architects, Engineers, Construction, and Owners (AECO), Field Systems, Transportation & Logistics (T&L). AECO: this segment consists of AI-assisted software sold to clients in interior design, civil engineering, infrastructure construction, and asset maintenance resulting in productivity boosts and risks reductions. This is achieved through AI-enhanced 3D modelling and Building Information Modelling (BIM). Field Systems provides hardware and software products related to geospatial modelling, civil engineering construction, and positional services. Transportation & Logistics provides software to integrate and connect customers' supply chains more effectively. The company is active worldwide, especially in North America (58% of FY2025 revenues), Europe (28%), Asia Pacific (10%), and the Rest of the World (4%).

Trimble Inc: sales by business



Source: Banca Akros on Consensus data

Trimble Inc: historical data and consensus forecasts

USD (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	3,587	3,883	4,198	4,648	*14%*
EBITDA	1,046	1,155	1,269	1,336	*13%*
(%)	*29%*	*30%*	*30%*	*29%*	
EBIT	592	1,099	1,218	1,378	*53%*
(%)	*17%*	*28%*	*29%*	*30%*	
Net Income	424	842	945	1,081	*60%*
Dividend Yield	n.a.	n.a.	n.a.	-8.5	
Net debt	1,308	755	129	-594	
Net Debt/EBITDA	1.2	0.7	0.1	-0.4	

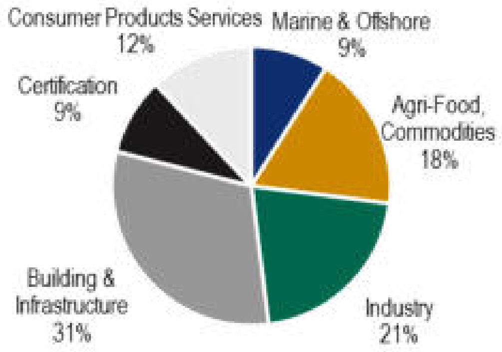
Source: Banca Akros on Consensus data

TIC

Bureau Veritas Sa

Bureau Veritas Sa is a France-based company providing Testing, Inspection, and Certification (TIC) services and operating within numerous industries. The Company operates across 6 business activities: Marine & Offshore, Agri-Food & Commodities, Industry, Buildings & Infrastructure, Certification, and Consumer Products Services. Marine & Offshore ensures that ships and offshore facilities are compliant with rules and regulations. Agri-Food & Commodities ensures safety and efficiency for resource extraction, production, and distribution. Industry supports industrial clients by verifying equipment, assets, and processes meet clients' standards and regulations. Buildings & Infrastructure provides TIC services through the whole life cycle of customers' assets. Certification provides management systems' certifications across a wide array of industries. Consumer Products Services entail quality management solutions and compliance assessments for products sold to consumers.

Bureau Veritas Sa: sales by business



Source: Banca Akros on Consensus data

Bureau Veritas Sa: historical data and consensus forecasts

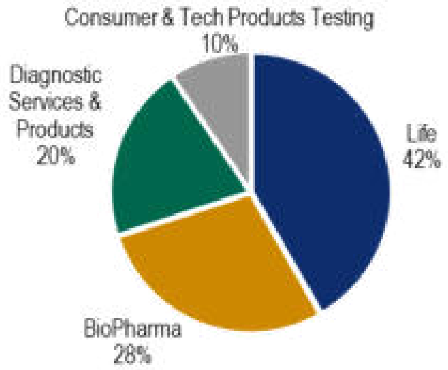
EUR (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	6,466	6,731	7,155	7,563	*8%*
EBITDA	1,352	1,354	1,448	1,535	*7%*
(%)	*21%*	*20%*	*20%*	*20%*	
EBIT	992	1,181	1,265	1,314	*15%*
(%)	*15%*	*18%*	*18%*	*17%*	
Net Income	684	742	796	796	*8%*
Dividend Yield	3.8	4.1	4.4	-1.3	
Net debt	1,710	1,513	1,380	1,322	*-12%*
Net Debt/EBITDA	1.3	1.1	1.0	0.9	

Source: Banca Akros on Consensus data

Eurofins Scientific

Eurofins Scientific is a French group of life sciences companies providing analytical services and testing applied to the food, environment, pharmaceutical, and cosmetics industries. The Company is structured around 4 areas of activity: Life, BioPharma, Diagnostic Services & Products, and Consumer & Technology Products Testing. Life consists of testing services for food, agriculture, and environment sectors. BioPharma covers BioPharma Services, Agrosciences, Genomics, and Forensic Services. Diagnostic Services & Products comprises testing on Clinical Diagnostics and In Vitro Diagnostics. Consumer & Technology Products Testing: this area covers testing on products sold to consumers and Advanced Material Sciences. The Company operates internationally, particularly in Europe (52% of FY25 revenue), North America (37%), and the Rest of the World (11%).

Eurofins Scientific: sales by business



Source: Banca Akros on Consensus data

Eurofins Scientific: historical data and consensus forecasts

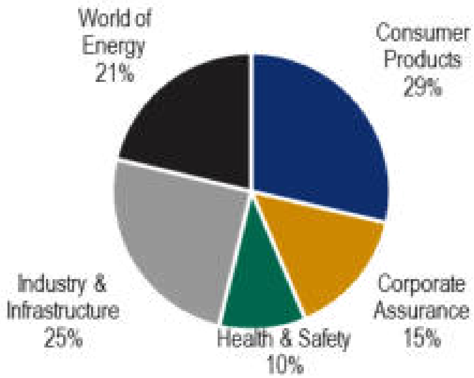
EUR (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	7,296	7,610	8,059	8,627	*9%*
EBITDA	1,641	1,721	1,884	2,058	*12%*
(%)	*22%*	*23%*	*23%*	*24%*	
EBIT	785	1,089	1,232	1,367	*32%*
(%)	*11%*	*14%*	*15%*	*16%*	
Net Income	475	736	793	905	*38%*
Dividend Yield	1.2	1.4	1.6	8.4	
Net debt	3,641	3,246	2,910	2,470	*-18%*
Net Debt/EBITDA	2.2	1.9	1.5	1.2	

Source: Banca Akros on Consensus data

Intertek Group Plc

Intertek Group Plc is a UK-based company providing Assurance, Testing, Inspection, and Certification (ATIC) services. The Company ensures quality, safety, and regulatory compliance for its clients' value chains and is active in 5 operating segments: Consumer Products, Corporate Assurance, Health & Safety, Industry & Infrastructure, and World of Energy. Consumer Products mainly works with retailers, manufacturers, and distributors providing ATIC services for their clients' products. Corporate Assurance provides assurance solutions to improve sustainability and resilience of their customers value chain. Health & Safety mainly supports the agriculture, food, chemicals, and pharma industries with analytical assessments. Industry & Infrastructure (25% of FY25 revenues) provides ATIC services applied to infrastructures, particularly testing, asset integrity management, and certificate issuance. World of Energy delivers ATIC solutions improving sustainability and quality for fuels and renewables. The Company has an extensive global presence: US (29% of FY25 revenues), China (18%), UK (7%), Australia (5%), and others (41%).

Intertek Group Plc: sales by business



Source: Banca Akros on Consensus data

Intertek Group Plc: historical data and consensus forecasts

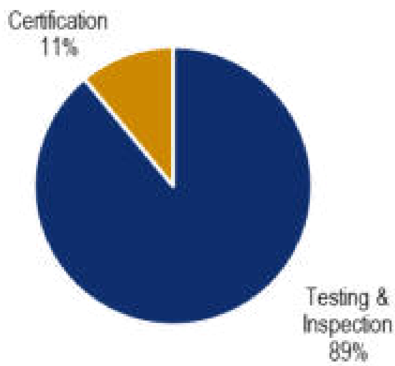
GBp (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	3,432	3,587	3,776	3,973	8%
EBITDA	787	820	873	926	8%
(%)	23%	23%	23%	23%	
EBIT	542	656	703	745	17%
(%)	16%	18%	19%	19%	
Net Income	344	416	449	484	19%
Dividend Yield	3.0	3.3	3.5	1.1	
Net debt	1,319	1,253	1,068	945	-15%
Net Debt/EBITDA	1.7	1.5	1.2	1.0	

Source: Banca Akros on Consensus data

SGS SA

SGS SA is a Swiss-based company, leading in TIC services for consumer and industrial products, energy, natural resources and utilities, infrastructure, transport and public services. The Company has two primary segments: Testing & Inspection, and Certification. Testing & Inspection provides verification of product quality, safety, and performance across different industries increasing reliability of equipment and processes, natural resources sustainability, and regulatory demands conformity. Certification helps SGS's customers with compliance, risk management, and sustainability of their products. The Company offers its services worldwide, particularly in Asia Pacific (34% of FY25 revenue), Europe (33%) North America (13%), Easter Europe, Middle East and Africa (11%), and Latin America (9%).

SGS SA: sales by business



Source: Banca Akros on Consensus data

SGS SA historical data and consensus forecasts

CHF (m)	2025	2026e	2027e	2028e	CAGR 25-28e
Revenue	6,945	7,522	7,968	8,437	10%
EBITDA	1,539	1,691	1,808	1,930	12%
(%)	22%	22%	23%	23%	
EBIT	1,014	1,187	1,283	1,379	17%
(%)	15%	16%	16%	16%	
Net Income	668	798	862	936	18%
Dividend Yield	3.5	3.6	3.7	5.3	
Net debt	2,556	3,264	2,867	2,399	-3%
Net Debt/EBITDA	1.7	1.9	1.6	1.2	

Source: Banca Akros on Consensus data

ESG Focus

ESG principles are closely linked to Franchetti's operating model, with a particular focus on infrastructure safety, predictive maintenance, digital innovation and human capital. The Group is specialized in the planning, diagnosis and design of interventions aimed at improving the safety and maintenance scheduling of infrastructure networks, bridges, viaducts and large real estate assets. Through its engineering expertise and proprietary software solutions, Franchetti supports asset owners in extending the useful life of critical infrastructure and prioritizing maintenance investments more efficiently.

From an environmental perspective, Franchetti's direct footprint is relatively limited, given the asset-light nature of its engineering and software activities. The Group's main environmental contribution is therefore indirect, stemming from the sustainable management of existing infrastructure assets. By applying predictive maintenance methodologies, BIM, digital twins and AI-based algorithms, Franchetti enables clients to optimize intervention planning, reduce inefficient or emergency works, and support the long-term durability of infrastructure assets. This approach is particularly relevant in sectors where replacing or rebuilding infrastructure can be capital-intensive and resource-consuming, while targeted maintenance and structural upgrades can help preserve existing assets for longer periods.

Social considerations are also central to the Group's positioning. Franchetti's activities are directly connected to the safety and reliability of bridges, transport networks, and other strategic buildings, with a clear impact on communities and public mobility. The Group has worked on a significant number of equivalent bridges and major infrastructure assets, including relevant projects in Italy and Brazil, highlighting the practical relevance of its technical know-how for public safety and continuity of essential services. By supporting better monitoring and more timely maintenance planning, Franchetti contributes to reducing infrastructure-related risks and improving the reliability of assets used daily by citizens, businesses and public operators.

The Group's know-how relies heavily on highly qualified engineers, technicians and software specialists, making human capital development, technical training and workplace safety key priorities, particularly for personnel involved in inspections, monitoring and on-site engineering activities.

Overall, Franchetti's sustainability positioning is best understood through its contribution to safer, longer-lasting and more efficiently managed infrastructure. Its ESG relevance is less about direct environmental impact and more about enabling infrastructure owners and concessionaires to adopt predictive maintenance practices, enhance asset resilience and support more responsible investment decisions across the infrastructure lifecycle. This makes Franchetti's business model structurally aligned with key sustainability priorities in infrastructure management, particularly the need to preserve existing assets, improve safety standards and allocate maintenance resources more effectively.

Franchetti: Summary tables

PROFIT & LOSS (EURm)	12/2023	12/2024	12/2025	12/2026e	12/2027e	12/2028e
Sales	**7.0**	**9.0**	**13.1**	**27.0**	**32.2**	**39.6**
Cost of Sales & Operating Costs	-4.5	-5.6	-9.4	-19.5	-23.0	-28.1
Non Recurrent Expenses/Income	0.0	0.0	0.0	0.0	0.0	0.0
EBITDA	**2.5**	**3.4**	**3.7**	**7.5**	**9.2**	**11.5**
EBITDA (adj.)*	**2.5**	**3.4**	**3.7**	**7.5**	**9.2**	**11.5**
Depreciation	-0.5	-1.1	-1.5	-1.8	-2.1	-2.2
Depreciation of Right-of-Use	0	0	0	0	0	0
EBITA	**2.0**	**2.3**	**2.2**	**5.7**	**7.1**	**9.3**
EBITA (adj)*	**2.0**	**2.3**	**2.2**	**5.7**	**7.1**	**9.3**
Amortisations and Write Downs	0.0	-0.0	-0.0	0.0	0.0	0.0
EBIT	**2.0**	**2.3**	**2.2**	**5.7**	**7.1**	**9.3**
EBIT (adj.)*	**2.0**	**2.3**	**2.2**	**5.7**	**7.1**	**9.3**
Net Financial Interest	-0.1	-0.4	-0.3	-1.0	-1.4	-1.4
Other Financials	-0.0	0.0	-0.0	0.0	0.0	0.0
Associates	0.0	0.0	0.0	0.0	0.0	0.0
Other Non Recurrent Items	0.0	0.0	0.0	0.0	0.0	0.0
Earnings Before Tax (EBT)	**1.9**	**1.9**	**1.9**	**4.7**	**5.7**	**7.9**
Tax	-0.6	-0.4	-0.6	-1.6	-2.0	-2.8
Tax rate	*33.6%*	*21.1%*	*31.6%*	*35.0%*	*35.0%*	*35.0%*
Discontinued Operations	0.0	0.0	0.0	0.0	0.0	0.0
Minorities	0.0	0.0	0.0	-0.6	-0.7	-0.9
Net Profit (reported)	**1.2**	**1.5**	**1.3**	**2.5**	**3.0**	**4.2**
Net Profit (adj.)	**1.2**	**1.5**	**1.1**	**2.5**	**3.0**	**4.2**
CASH FLOW (EURm)	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
Cash Flow from Operations before change in NWC	1.8	2.6	2.8	4.9	5.8	7.3
Change in Net Working Capital	-2.0	-2.7	-5.6	-5.2	-1.8	-1.3
Cash Flow from Operations	**-0.2**	**-0.1**	**-2.8**	**-0.4**	**4.0**	**6.0**
Capex	-1.0	-3.2	-5.9	-3.0	-2.6	-2.4
Operating Free Cash Flow	**-1**	**-3**	**-9**	**-3**	**1**	**4**
Net Financial Investments	0	-2	-1	-9	-2	-1
Dividends	0.0	0.0	0.0	-0.4	-0.4	-0.5
Other (incl. Capital Increase & share buy backs)	0.7	6.8	6.3	0.0	0.0	0.0
Change in Net Financial Debt	**-0.6**	**1.5**	**-3.2**	**-12.8**	**-1.2**	**2.1**
NOPLAT	2.0	2.3	2.2	5.7	7.1	9.3
BALANCE SHEET & OTHER ITEMS (EURm)	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
Net Tangible Assets	0.1	0.2	0.4	2.2	2.2	2.2
Net Intangible Assets (incl.Goodwill)	2.3	6.0	8.8	17.2	20.0	21.1
Right-of-Use Assets (Lease Assets)	0.0	0.0	0.0	0.0	0.0	0.0
Net Financial Assets & Other	0.0	0.2	2.1	2.1	2.1	2.1
Total Fixed Assets	**2.4**	**6.5**	**11.3**	**21.5**	**24.3**	**25.5**
Inventories	0.9	4.2	9.2	12.6	14.6	16.3
Trade receivables	5.8	7.5	9.3	14.8	15.9	17.4
Other current assets	1.2	1.1	2.6	2.6	2.6	2.6
Cash (-)	-2.6	-6.2	-6.9	-6.9	-6.9	-6.9
Total Current Assets	**10.5**	**18.9**	**28.0**	**36.9**	**39.9**	**43.1**
Total Assets	**12.9**	**25.4**	**39.3**	**58.4**	**64.3**	**68.6**
Shareholders Equity	6.6	14.8	22.0	24.2	26.8	30.5
Minority	0.0	0.0	0.0	0.6	0.8	1.2
Total Equity	**6.6**	**14.8**	**22.0**	**24.7**	**27.7**	**31.7**
Long term interest bearing debt	0.2	0.1	2.5	6.0	6.4	6.0
Provisions	0.1	0.2	0.2	0.2	0.2	0.2
Lease Liabilities	0.0	0.0	0.0	0.0	0.0	0.0
Other long term liabilities	0.0	0.0	0.0	0.0	0.0	0.0
Total Long Term Liabilities	**0.3**	**0.3**	**2.6**	**6.2**	**6.6**	**6.2**
Short term interest bearing debt	2.8	5.0	6.5	15.8	16.9	15.8
Trade payables	1.3	1.9	3.4	7.1	8.4	10.3
Other current liabilities	1.9	3.4	4.7	4.7	4.7	4.7
Total Current Liabilities	**6.0**	**10.3**	**14.6**	**27.6**	**30.0**	**30.7**
Total Liabilities and Shareholders' Equity	**12.9**	**25.4**	**39.3**	**58.4**	**64.3**	**68.6**
Net Capital Employed	**7.0**	**13.9**	**24.3**	**39.7**	**44.3**	**46.8**
Net Working Capital	**4.7**	**7.4**	**13.0**	**18.2**	**20.0**	**21.3**
GROWTH & MARGINS	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
Sales growth	*44.1%*	*28.0%*	*45.7%*	*106.4%*	*19.2%*	*22.9%*
EBITDA (adj.)* growth	***37.8%***	***34.1%***	***8.2%***	***103.4%***	***22.7%***	***25.1%***
EBITA (adj.) growth*	*24.7%*	*13.8%*	*-4.5%*	*157.6%*	*25.0%*	*30.8%*
*EBIT (adj)*growth*	*24.7%*	*12.1%*	*-3.7%*	*159.3%*	*25.0%*	*30.8%*

Franchetti: Summary tables

GROWTH & MARGINS	12/2023	12/2024	12/2025	12/2026e	12/2027e	12/2028e
Net Profit growth	*3.3%*	*21.4%*	*-25.5%*	*122.8%*	*21.8%*	*37.8%*
EPS adj. growth	*1.0%*	*3.2%*	*-35.1%*	*122.8%*	*21.8%*	*37.8%*
DPS adj. growth				*n.m.*	*-0.6%*	*42.1%*
EBITDA (adj) margin*	*36.1%*	*37.8%*	*28.1%*	*27.7%*	*28.5%*	*29.0%*
EBITA (adj) margin*	*28.9%*	*25.7%*	*16.8%*	*21.0%*	*22.0%*	*23.4%*
EBIT (adj) margin*	*28.9%*	*25.3%*	*16.7%*	*21.0%*	*22.0%*	*23.4%*
RATIOS	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
Net Debt/Equity	0.1	-0.1	0.1	0.6	0.6	0.5
Net Debt/EBITDA	0.2	-0.3	0.6	2.0	1.8	1.3
Interest cover (EBITDA/Fin.interest)	19.3	9.3	12.0	7.7	6.7	8.3
Capex/D&A	205.5%	286.3%	393.8%	164.9%	123.4%	107.6%
Capex/Sales	14.8%	35.8%	44.8%	11.0%	8.0%	6.0%
NWC/Sales	66.5%	82.5%	99.1%	67.3%	62.0%	53.8%
ROE (average)	22.2%	14.1%	6.1%	10.8%	12.0%	14.6%
ROCE (adj.)	28.9%	16.6%	9.9%	15.1%	16.8%	20.8%
WACC	10.3%	10.3%	10.3%	10.3%	10.3%	10.3%
ROCE (adj.)/WACC	2.8	1.6	1.0	1.5	1.6	2.0
PER SHARE DATA (EUR)***	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
Average diluted number of shares	7.0	8.2	9.4	9.4	9.4	9.4
EPS (reported)	0.18	0.18	0.14	0.27	0.32	0.44
EPS (adj.)	0.18	0.18	0.12	0.27	0.32	0.44
BVPS	0.94	1.80	2.33	2.56	2.84	3.23
DPS	0.00	0.00	0.00	0.04	0.04	0.06
VALUATION	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
EV/Sales	4.1	5.9	3.4	2.6	2.2	1.7
EV/EBITDA	11.4	15.5	12.1	9.6	7.7	6.0
EV/EBITDA (adj.)*	**11.4**	**15.5**	**12.1**	**9.6**	**7.7**	**6.0**
EV/EBITA	14.2	22.8	20.2	12.6	10.0	7.4
EV/EBITA (adj.)*	**14.2**	**22.8**	**20.2**	**12.6**	**10.0**	**7.4**
EV/EBIT	14.2	23.2	20.3	12.6	10.0	7.4
EV/EBIT (adj.)*	**14.2**	**23.2**	**20.3**	**12.6**	**10.0**	**7.4**
P/E (adj.)	**22.8**	**35.7**	**39.5**	**19.8**	**16.3**	**11.8**
P/BV	4.3	3.6	2.0	2.1	1.8	1.6
Total Yield Ratio	0.0%	0.0%	0.0%	0.8%	0.8%	1.1%
EV/CE	4.1	3.9	2.0	1.9	1.7	1.5
OpFCF yield	-4.5%	-6.2%	-19.5%	-6.7%	2.9%	7.3%
OpFCF/EV	-4.4%	-6.3%	-19.4%	-4.7%	2.1%	5.3%
Payout ratio	0.0%	0.0%	0.0%	15.1%	12.3%	12.7%
Dividend yield (gross)	0.0%	0.0%	0.0%	0.8%	0.8%	1.1%
EV AND MKT CAP (EURm)	**12/2023**	**12/2024**	**12/2025**	**12/2026e**	**12/2027e**	**12/2028e**
Price** (EUR)	4.05	6.55	4.70	5.25	5.25	5.25
Outstanding number of shares for main stock	7.0	8.2	9.4	9.4	9.4	9.4
Total Market Cap	**28.3**	**53.8**	**44.3**	**49.5**	**49.5**	**49.5**
Gross Financial Debt (+)	3.0	5.1	9.0	21.8	23.4	21.8
Cash & Marketable Securities (-)	-2.6	-6.2	-6.9	-6.9	-6.9	-6.9
Net Financial Debt	**0.4**	**-1.1**	**2.1**	**14.9**	**16.5**	**14.9**
Lease Liabilities (+)	0.0	0.0	0.0	0.0	0.0	0.0
Net Debt	**0.4**	**-1.1**	**2.1**	**14.9**	**16.5**	**14.9**
Other EV components	**0.0**	**-0.1**	**-2.0**	**7.1**	**4.9**	**3.9**
Enterprise Value (EV adj.)	**28.8**	**52.7**	**44.5**	**71.5**	**70.9**	**68.4**

Source: Company, Banca Akros estimates.

Notes
** Where EBITDA (adj.) or EBITA (adj)= EBITDA (or EBITA) -/+ Non Recurrent Expenses/Income and where EBIT (adj)= EBIT-/+ Non Recurrent Expenses/Income*
***Price (in local currency): Fiscal year end price for Historical Years and Current Price for current and forecasted years*
****EPS (adj.) diluted= Net Profit (adj.)/Avg DIL. Ord. (+ Ord. equivalent) Shs. EPS (reported) = Net Profit reported/Avg DIL. Ord. (+ Ord. equivalent) Shs.*

Sector: Materials, Construction & Infrastructure/Engineering & Contracting Services

Company Description: Franchetti S.p.A., founded in Arzignano (VI) in 2013 and listed on the Euronext Growth Milan, is a multinational group focused on planning, diagnostics and interventions to support the safety and predictive maintenance of infrastructure networks and large real estate assets. Franchetti is an Italian engineering company focusing its activities mainly on bridges, viaducts, and other complex infrastructures leveraging their proprietary software. The Company has been operating on more than 40.000 bridges and similar structures and it is active in Italy, Brazil, as well as being present in Canada, the US, Germany, Austria, and India.

European Coverage of the Members of ESN 1/2

Automobiles & Parts	**Mem(*)**	Intercos	BAK	Tip Tamburi Investment Partners	BAK	Airbus Se	CIC
Brembo	BAK	Interparfums	CIC	Wendel	CIC	Alstom	CIC
Cie Automotive	GVC	Kering	CIC	**Fin Svcs Inds**	**Mem(*)**	Antin Infrastructure	CIC
Ferrari	BAK	L'Oreal	CIC	Dovalue	BAK	Arteche	GVC
Forvia	CIC	Lvmh	CIC	Euronext	CIC	Avio	BAK
Gestamp	GVC	Moncler	BAK	Moltiply	BAK	Bae Systems Plc	CIC
Landi Renzo	BAK	Ovs	BAK	Nexi	BAK	Biesse	BAK
Michelin	CIC	Piaggio	BAK	**Food & Beverage**	**Mem(*)**	Bollore	CIC
Opmobility	CIC	Puig	CIC	Ab Inbev	CIC	Bureau Veritas	CIC
Pirelli & C.	BAK	Richemont	CIC	Bonduelle	CIC	Caf	GVC
Renault	CIC	Safilo	BAK	Campari	BAK	Cellnex Telecom	GVC
Stellantis	BAK	Salvatore Ferragamo	BAK	Carlsberg As-B	CIC	Cembre	BAK
Valeo	CIC	Sanlorenzo	BAK	Danone	CIC	Comer Industries	BAK
Banks	**Mem(*)**	Smcp	CIC	Diageo	CIC	Compagnie Chargeurs Invest	CIC
Banca Mps	BAK	Swatch Group	CIC	Ebro Foods	GVC	Corticeira Amorim	CBI
Banco Sabadell	GVC	Technogym	BAK	Fleury Michon	CIC	Ctt	CBI
Banco Santander	GVC	Trigano	CIC	Heineken	CIC	Danieli	BAK
Bankinter	GVC	Ubisoft	CIC	Italian Wine Brands	BAK	Dassault Aviation	CIC
Bbva	GVC	**Energy**	**Mem(*)**	Lanson-Bcc	CIC	Datalogic	BAK
Bcp	CBI	Arverne	CIC	Laurent Perrier	CIC	De Nora	BAK
Bnp Paribas	CIC	Eni	BAK	Ldc	CIC	Desa	GVC
Bper	BAK	Galp Energia	CBI	Lindt & Sprüngli	CIC	Edenred	CIC
Caixabank	GVC	Gas Plus	BAK	Maison Pommery & Associes Sa	CIC	Elecnor	GVC
Credem	BAK	Gtt	CIC	Nestle	CIC	Elis	CIC
Credit Agricole Sa	CIC	Maire	BAK	Orsero	BAK	Enav	BAK
Intesa Sanpaolo	BAK	Maurel & Prom	CIC	Pernod Ricard	CIC	Enogia	CIC
Kbc Group	CIC	Plc	BAK	Remy Cointreau	CIC	Exel Industries	CIC
Societe Generale	CIC	Repsol	GVC	Viscofan	GVC	Figeac Aero	CIC
Unicaja Banco	GVC	Rubis	CIC	**Healthcare**	**Mem(*)**	Fincantieri	BAK
Unicredit	BAK	Saipem	BAK	Abionyx Pharma	CIC	Getlink	CIC
Basic Resources	**Mem(*)**	Technip Energies	CIC	Amplifon	BAK	Global Dominion	GVC
Acerinox	GVC	Tecnicas Reunidas	GVC	Atrys Health	GVC	Haulotte Group	CIC
Altri	CBI	Tenaris	BAK	Biomerieux	CIC	Interpump	BAK
Arcelormittal	GVC	Totalenergies	CIC	Clariane Se	CIC	Legrand	CIC
Ence	GVC	Vallourec	CIC	Diasorin	BAK	Leonardo	BAK
Savannah Resources	CBI	Viridien	CIC	El.En.	BAK	Lisi	CIC
Semapa	CBI	**Fin Svcs Banks**	**Mem(*)**	Emeis	CIC	Logista	GVC
The Navigator Company	CBI	Amundi	CIC	Essilorluxottica	CIC	Magis	BAK
Tubacex	GVC	Azimut	BAK	Eurofins	CIC	Manitou	CIC
Chemicals	**Mem(*)**	Banca Generali	BAK	Fine Foods	BAK	Nbi Bearings Europe	GVC
Air Liquide	CIC	Banca Ifis	BAK	Genfit	CIC	Nexans	CIC
Aquafil	BAK	Banca Mediolanum	BAK	Guerbet	CIC	Nicolas Correa	GVC
Arkema	CIC	Banca Sistema	BAK	Gvs	BAK	Osai	BAK
Sol	BAK	Bff Bank	BAK	Imd	BAK	Prosegur	GVC
Consumer Prods & Svcs	**Mem(*)**	Dws	CIC	Ipsen	CIC	Prosegur Cash	GVC
Abeo	CIC	Finecobank	BAK	Labiana Health	GVC	Prysmian	BAK
Beneteau	CIC	Generalfinance	BAK	Lna Sante	CIC	Rai Way	BAK
Brunello Cucinelli	BAK	Indexa Capital	GVC	Prim Sa	GVC	Redelfi	BAK
De Longhi	BAK	Poste Italiane	BAK	Recordati	BAK	Rexel	CIC
Dexelance	BAK	**Fin Svcs Holdings**	**Mem(*)**	Sanofi	CIC	Rolls-Royce Holdings Plc	CIC
Ferretti	BAK	Eurazeo	CIC	Sartorius Stedim Biotech	CIC	Safran	CIC
Fila	BAK	First Capital	BAK	Vetoquinol	CIC	Samse	CIC
Fope	BAK	Gbl	CIC	Virbac	CIC	Schneider Electric Se	CIC
Givaudan	CIC	Hbm Healthcare Investments	CIC	Vytrus Biotech	GVC	Sgs	CIC
Groupe Seb	CIC	Italmobiliare	BAK	**Ind Goods & Svcs**	**Mem(*)**	Stef	CIC
Hermes Intl.	CIC	Peugeot Invest	CIC	Abb Ltd	CIC	Talgo	GVC

09 July 2026

(*) LEGEND:	BAK: Banca Akros	CIC: CIC CIB	CBI: Caixa-Banco de Investimento	GVC: GVC Gaesco Valores

European Coverage of the Members of ESN 2/2

Teleperformance	CIC	Ipsos	CIC	Txt E-Solutions	BAK
Thales	CIC	Jcdecaux	CIC	Worldline	CIC
Tikehau Capital	CIC	Lagardere	CIC	**Telecommunications**	**Mem(*)**
Verallia	CIC	Louis Hachette Groupe	CIC	Bouygues	CIC
Vidrala	GVC	M6	CIC	Nos	CBI
Zignago Vetro	BAK	Mfe-Mediaforeurope	BAK	Orange	CIC
Insurance	**Mem(*)**	Nrj Group	CIC	Parlem Telecom	GVC
Axa	CIC	Prisa	GVC	Telefonica	GVC
Coface	CIC	Publicis	CIC	Tim	BAK
Generali	BAK	Squirrel	GVC	**Travel & Leisure**	**Mem(*)**
Linea Directa Aseguradora	GVC	Tf1	CIC	Accor	CIC
Mapfre	GVC	Universal Music Group	CIC	Air France Klm	CIC
Revo Insurance	BAK	Vivendi	CIC	Compagnie Des Alpes	CIC
Materials, Construction	**Mem(*)**	Vocento	GVC	Elior	CIC
Abp Nocivelli	BAK	**Personal Care, Drug & Grocery St**	**Mem(*)**	Fdj United	CIC
Acs	GVC	Bic	CIC	Groupe Partouche	IAC
Aena	GVC	Carrefour	CIC	I Grandi Viaggi	BAK
Amrize	CIC	Casino	CIC	Ibersol	CBI
Ariston Holding	BAK	Dia	GVC	Int. Airlines Group	GVC
Buzzi	BAK	Jeronimo Martins	CBI	Lottomatica Group	BAK
Carel Industries	BAK	Marr	BAK	Melia Hotels International	GVC
Cementir	BAK	Sonae	CBI	Pluxee	CIC
Clerhp Estructuras	GVC	**Real Estate**	**Mem(*)**	Sicily By Car	BAK
Eiffage	CIC	Gecina	CIC	Sodexo	CIC
Fcc	GVC	Igd	BAK	**Utilities**	**Mem(*)**
Ferrovial	GVC	Inmobiliaria Colonial	GVC	A2A	BAK
Fluidra	GVC	Inmobiliaria Del Sur	GVC	Acciona	GVC
Groupe Adp	CIC	Merlin Properties	GVC	Acciona Energia	GVC
Heidelberg Materials	CIC	Realia	GVC	Acea	BAK
Holcim	CIC	**Retail**	**Mem(*)**	Audax	GVC
Icop	BAK	Aramis Group	CIC	Derichebourg	CIC
Imerys	CIC	Burberry	CIC	Edp	CBI
Inmocemento	GVC	Fnac Darty	CIC	Edp Renováveis	CBI
Kaufman & Broad	CIC	Inditex	GVC	Enagas	GVC
Molins	GVC	**Technology**	**Mem(*)**	Endesa	GVC
Mota Engil	CBI	74Software	CIC	Enel	BAK
Nexity	CIC	Agile Content	GVC	Engie	CIC
Rising Stone	CIC	Alten	CIC	Erg	BAK
Sacyr	GVC	Amadeus	GVC	Fde	CIC
Saint-Gobain	CIC	Atos	CIC	Hera	BAK
Sergeferrari Group	CIC	Capgemini	CIC	Iberdrola	GVC
Sika	CIC	Dassault Systemes	CIC	Iren	BAK
Spie	CIC	Datrix	BAK	Italgas	BAK
Thermador Groupe	CIC	Gigas Hosting	GVC	Naturgy	GVC
Vicat	CIC	Gpi	BAK	Redeia	GVC
Vinci	CIC	Idntt	BAK	Ren	CBI
Webuild	BAK	Indra Sistemas	GVC	Seche Environnement	CIC
Media	**Mem(*)**	Neurones	CIC	Snam	BAK
Arnoldo Mondadori Editore	BAK	Ovhcloud	CIC	Solaria	GVC
Atresmedia	GVC	Reply	BAK	Terna	BAK
Canal+	CIC	Semco Technologies	CIC	Veolia	CIC
Deezer	CIC	Sesa	BAK	Voltalia	CIC
Digital Bros	BAK	Soitec	CIC		
Fill Up Media	CIC	Sopra Steria Group	CIC		
Gl Events	CIC	Stmicroelectronics	BAK		
Havas Nv	CIC	Technoprobe	BAK		

09 July 2026

(*) LEGEND:	BAK: Banca Akros	CIC: CIC CIB	CBI: Caixa-Banco de Investimento	GVC: GVC Gaesco Valores

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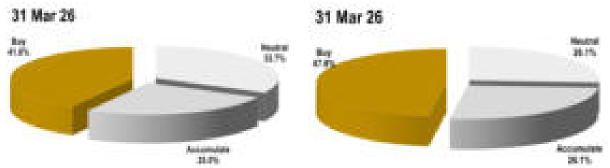
Percentage of recommendations by the 31 March 2026

All recommendations | **Recommendations on stocks under conflict of interest (*)**

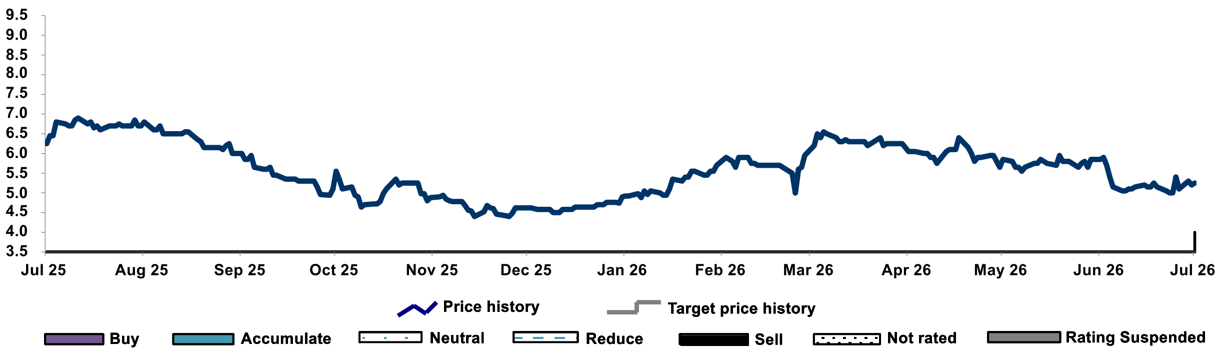


(*) Please note that the rate of issuers who are in potential conflict of interests with Banca Akros is equivalent to 71.2% of all issuers covered

Recommendation history for FRANCHETTI

Date	Recommendation	Target price	Price at change date
08-Jul-26	Buy	9.00	5.25

Source: Factset & ESN, price data adjusted for stock splits.
This chart shows Banca Akros continuing coverage of this stock; the current analyst may or may not have covered it over the entire period.
Current analyst: Francesco Taddei (since 08/07/2026)



ESN Recommendation System

The ESN Recommendation System is **Absolute**. It means that each stock is rated based on **total return**, measured by the upside/downside potential (including dividends and capital reimbursement) over a **12-month time horizon**. The final responsible of the recommendation of a listed company is the analyst who covers that company. The recommendation and the target price set by an analyst on one stock are correlated but not totally, because an analyst may include in its recommendation also qualitative elements as market volatility, earning momentum, short term news flow, possible M&A scenarios and other subjective elements.

The ESN spectrum of recommendations (or ratings) for each stock comprises 5 categories: **Buy (B), Accumulate (A), Neutral (N), Reduce (R) and Sell (S)**.

Furthermore, in specific cases and for a limited period of time, the analysts are allowed to rate the stocks as **Rating Suspended (RS)** or **Not Rated (NR)**, as explained below.

Meaning of each recommendation or rating:

- **Buy**: the stock is expected to generate total return of **over 15%** during the next 12 months
- **Accumulate:** the stock is expected to generate total return of **5% to 15%** during the next 12 months
- **Neutral**: the stock is expected to generate total return of **-5% to +5%** during the next 12 months
- **Reduce**: the stock is expected to generate total return of **-5% to -15%** during the next 12 months
- **Sell**: the stock is expected to generate total return **under -15%** during the next 12 months
- **Rating Suspended**: the rating is suspended due to: a) a capital operation (take-over bid, SPO, etc.) where a Member of ESN is or could be involved with the issuer or a related party of the issuer; b) a change of analyst covering the stock; c) the rating of a stock is under review by the Analyst.
- **Not Rated**: there is no rating for a stock when there is a termination of coverage of the stocks or a company being floated (IPO) by a Member of ESN or a related party of the Member.

Note: a certain flexibility on the limits of total return bands is permitted especially during higher phases of volatility on the markets

Banca Akros Ratings Breakdown

Recommendation	Nr.of stocks covered	%
Buy	48	47%
Accumulate	23	22%
Neutral	30	29%
Reduce	0	0%
Sell	0	0%

of which Sponsored Research

Recommendation	Nr.of stocks covered	%
Buy	19	73%
Accumulate	2	8%
Neutral	4	15%
Reduce	0	0%
Sell	0	0%

ESN Ratings Breakdown

Recommendation	Nr.of stocks covered	%
Buy	217	61%
Accumulate	39	11%
Neutral	95	27%
Reduce	2	1%
Sell	2	1%

of which Sponsored Research

Recommendation	Nr.of stocks covered	%
Buy	44	85%
Accumulate	3	6%
Neutral	4	8%
Reduce	0	0%
Sell	0	0%

For full ESN Recommendation and Target price history (in the last 12 months), please see ESN Website Link

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