NABLA S.p.A.

Consumer Discretionary

KT&PARTNERS

Indie at Scale

ADD | Fair Value: €4.50 | Current Price: €3.02 | Upside: 49%

Initiation of Coverage

October 20th, 2026 – 7.00h

€mn	FY24	FY25	FY26E	FY27E	FY28E	FY29E
Sales Revenues	12.5	14.4	18.9	23.2	27.2	31.0
Total Revenues	12.5	14.8	19.3	23.5	27.5	31.3
EBITDA Adj.	1.9	1.9	2.2	3.0	3.9	4.7
margin (% on Sales)	*15.1%*	*13.0%*	*11.5%*	*13.0%*	*14.4%*	*15.0%*
Net Profit	1.1	1.5	1.3	1.7	2.4	2.9
Free Cash Flows	(1.6)	1.6	(2.2)	1.0	1.7	2.4
Net Debt (Net Cash)	(0.0)	(1.4)	(4.3)	(5.3)	(6.9)	(9.3)

Overview. Nabla is an independent Italian colour cosmetics company built around a digitally native brand and a community of over 1mn followers across Instagram, TikTok and YouTube. Founded in 2013, it operates in the entry prestige segment with an indie brand identity, delivering near luxury quality at accessible prices, fully vegan and cruelty free since inception. The Company runs an asset light, fabless model, retaining concept, formula, design and community management in house while outsourcing manufacturing, logistics and assembly. It serves 540 premium doors across 29 countries (end June 2026) and a proprietary digital ecosystem, with revenues split between B2B wholesale (c.70% of FY25) and B2C (c.30%).

Investment Case. We build the case on three pillars. (i) A community powered omnichannel engine: a proprietary, low CAC community is the primary demand driver, with c.50% of sales occurring online (B2C + online component of B2B), while a Tier 1 wholesale network (Pinalli, Rinascente, Sephora, Douglas) validates demand on shelf. (ii) A capital light, cash generative model: fixed assets of just €1.4mn at FY25, capex of c.3-4% of sales and ROIC of 42% in FY25, with zero leverage and a net cash position that self funds the growth agenda, including selective bolt on M&A. (iii) Organic outperformance, with revenues compounding at 12%+ over FY20-25 against a c.5% Italian make up market, underpinned by entry prestige positioning aligned with the strongest tailwinds (skinification, value for money, momentum in Italian export). Key risks centre on B2B customer concentration (top client c.22% of FY25 revenues) and a moat resting on brand perception rather than patented technology.

1H26 Results. 1H is seasonally the weaker half, as 4Q concentrates holiday season demand. Even so, 1H26 revenues reached €8.0mn, up c.41% YoY, with B2C up 91% and TikTok Shop alone above €0.8mn; we project €18.9mn for FY26E (+32%). 1H26 EBITDA came in at €0.5mn; we expect €2.15mn for the full year, an 11.3% margin broadly in line with last year (11.5%). Nabla closed the semester with net debt of €0.6mn, after €1.9mn working capital absorption. Including c.€5.5mn of IPO gross proceeds (full greenshoe), we forecast FY26E net cash of €4.3mn.

KT&P Estimates. We forecast Sales Revenues growing at a c.21% CAGR over FY25-29E to €31mn, driven by door expansion toward 1,200+ by 2030, with B2C growing broadly in line with B2B. EBITDA margin is set to recover to 15.0% by FY29E (€4.7mn) as logistics efficiencies and operating leverage accrue. Our estimates include the c.€5.5mn of IPO proceeds (full greenshoe) and exclude any future M&A.

Valuation. We initiate coverage on Nabla with ADD rating. Our valuation, based on DCF (3.0% terminal growth rate; 12.5% WACC) and market multiples method (EV/EBITDA, EV/EBIT and P/E from 6 peers, 20% size/liquidity discount), returns an average equity value of €31mn (€4.50 per share), implying 11.3x EV/EBITDA. 49% upside vs current share price.

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Market Data	
Mkt Cap (€ mn)	20.6
EV (€ mn)	16.3
Shares out.	6.8
Free Float	26.8%

Market multiples	2025	2026E	2027E
EV/EBITDA			
KT&P Valuation	14.8x	11.3x	8.1x
Market Valuation	9.9x	7.6x	5.4x
Comps Median	16.4x	10.8x	9.1x
P/E			
KT&P Valuation	20.9x	23.5x	17.9x
Market Valuation	14.0x	15.7x	12.0x
Comps Median	31.0x	23.4x	19.8x

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KT&PARTNERS PREPARED THIS DOCUMENT PURSUANT TO AN ENGAGEMENT LETTER ENTERED INTO WITH BPER BANCA S.P.A. ACTING AS SPECIALIST IN ACCORDANCE WITH ART. 35 OF EGM MARKET RULES FOR COMPANIES

Key Financials

Per Share Data	2024	2025	2026E	2027E	2028E	2029E
Total shares outstanding (mn)	n.a.	n.a.	6.83	6.83	6.83	6.83
EPS	n.a.	n.a.	0.19	0.25	0.35	0.43
Profit and Loss (€mn)	**2024 PF**	**2025**	**2026E**	**2027E**	**2028E**	**2029E**
B2B	*-*	*10.0*	*12.4*	*15.7*	*18.5*	*21.1*
B2C	*-*	*4.4*	*6.5*	*7.5*	*8.6*	*9.9*
Sales Revenues	12.5	14.4	18.9	23.2	27.2	31.0
growth (%)	3.8%	14.7%	32.0%	22.3%	17.3%	14.0%
Total Revenues	12.5	14.8	19.3	23.5	27.5	31.3
EBITDA	1.7	1.6	2.2	3.0	3.9	4.7
EBITDA margin (% on Sales)	13.4%	11.5%	11.3%	13.0%	14.4%	15.0%
EBITDA Adj.	1.9	1.9	2.2	3.0	3.9	4.7
EBITDA Adj. margin (% on Sales)	15.1%	13.0%	11.5%	13.0%	14.4%	15.0%
EBIT	1.6	1.4	1.9	2.4	3.3	4.1
EBIT margin (% on Sales)	12.9%	9.9%	10.0%	10.5%	12.2%	13.1%
Net Income	1.1	1.5	1.3	1.7	2.4	2.9
Net Income margin (% on Sales)	9.0%	10.3%	6.9%	7.4%	8.7%	9.4%
Balance Sheet (€mn)	**2024 PF**	**2025**	**2026E**	**2027E**	**2028E**	**2029E**
Total fixed assets	0.6	1.4	3.1	3.1	3.1	3.2
Trade Working Capital (TWC)	2.5	1.4	3.5	4.2	4.9	5.4
Total Net Capital Employed	3.0	2.7	6.1	6.9	7.6	8.2
Net Debt (Cash)	(0.0)	(1.4)	(4.3)	(5.3)	(6.9)	(9.3)
Total Shareholder's Equity	3.1	4.1	10.4	12.2	14.5	17.4
Cash Flow (€mn)	**2024 PF**	**2025**	**2026E**	**2027E**	**2028E**	**2029E**
Change in NWC	(1.4)	1.1	(1.8)	(0.7)	(0.7)	(0.5)
Operating cash flow	0.1	2.6	(0.2)	1.6	2.3	3.0
Capital expenditure	(0.4)	(0.6)	(1.9)	(0.6)	(0.6)	(0.6)
Free cash flow	(1.6)	1.6	(2.2)	1.0	1.7	2.4
Enterprise Value (€mn)						
Market Cap	n.a.	n.a.	20.6	20.6	20.6	20.6
Net financial position/(Cash)	(0.0)	(1.4)	(4.3)	(5.3)	(6.9)	(9.3)
Enterprise value	n.a.	n.a.	16.3	15.4	13.7	11.3
Ratios	**2024 PF**	**2025**	**2026E**	**2027E**	**2028E**	**2029E**
ROIC	38.0%	41.7%	22.1%	25.3%	31.3%	35.8%
ROE	36.7%	36.4%	12.6%	14.1%	16.3%	16.7%
NFP/EBITDA	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Gearing - Debt/equity	66.4%	32.5%	6.9%	3.4%	0.8%	0.7%
TWC/Sales Revenues	19.7%	9.6%	18.5%	18.3%	18.1%	17.5%
Free cash flow yield	n.a.	n.a.	-10.5%	4.6%	8.0%	11.5%
Multiples (x)						
EV/Sales	n.a.	1.1x	0.9x	0.7x	0.6x	0.5x
EV/EBITDA	n.a.	9.9x	7.6x	5.4x	4.2x	3.5x
P/E	n.a.	14.0x	15.7x	12.0x	8.7x	7.1x

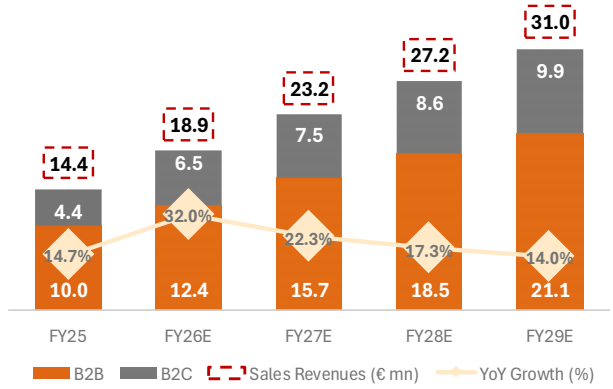
Source: Company Data (2024-2025), KT&Partners' Forecasts (2026-2029)

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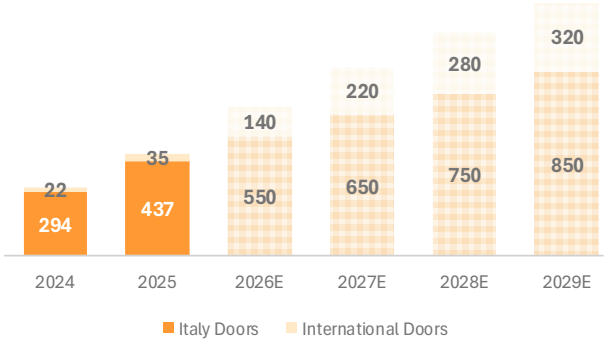
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Key Charts

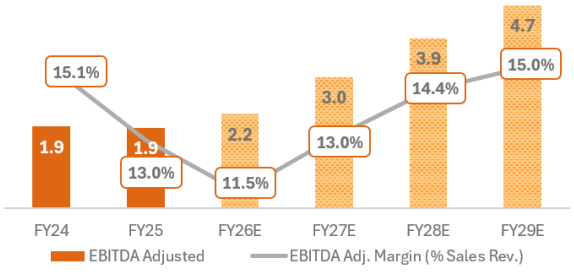
Sales Revenue Breakdown by Business Unit (€mn)- FY25-29E



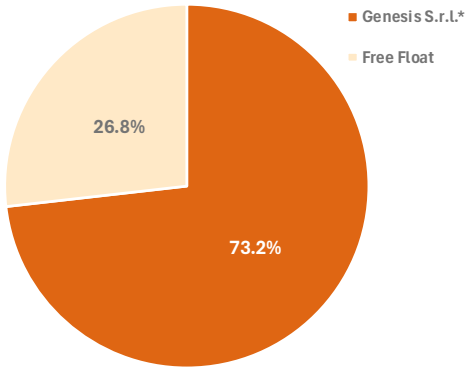
Doors Evolution by Geography – FY24-29E



EBITDA Adj. (€mn) and EBITDA Adj. margin (%) - FY24-29E



Shareholder Structure



NABLA's Business Model

IN-HOUSE – Value Creation

R&D & FORMULA CONCEPT

Product vision, formulations, and packaging design are strictly centralized in Milan.

SOCIAL & COMMUNITY

We identify emerging trends early and amplify them through our 1M+ community, turning signals into demand.

BRAND STRATEGY

Global marketing, artistic direction, and pricing control.

SALES & DISTRIBUTION

Hybrid management of D2C e-commerce and Tier-1 B2B retail accounts.

OUTSOURCED - Operations

MANUFACTURING

Executed by top-tier global partners (predominantly "Made in Italy" cosmetic hub leaders) to ensure quality without D&A.

LOGISTICS & WAREHOUSING

Delegated to specialized 3PL partners for global scalability.

ASSEMBLY

Managed externally to handle volume peaks smoothly.

Made in Italy product concept and design → Outsourced to top-tier specialized partners → Multichannel distribution

Source: KT&Partners' Elaboration on Company Data (2024-2025), KT&P's Estimates (2026-2029)

Investment Case

Community-Powered Omnichannel Engine. Nabla's core competitive advantage is an omnichannel model in which a proprietary, highly engaged community acts as the primary demand engine rather than a marketing accessory. The brand reaches over 1mn followers across Instagram, TikTok and YouTube, generating c.10mn monthly views and a base of recurring customers (c.47% returning rate within FY25), allowing Nabla to acquire customers largely through owned media and user-generated content at a structurally lower cost than the paid-acquisition models that compress D2C margins across the sector. This digitally generated demand is then captured and validated on-shelf through a Tier-1 wholesale network (Pinalli, Rinascente, Douglas), whose physical visibility in turn feeds awareness. The result is a self-reinforcing loop in which c.50% of total sales already occur online (B2C plus B2B marketplace), a level of digital maturity well above average. Moreover, the c.3.5% customer overlap between TikTok Shop and its proprietary e-commerce confirms the two channels are additive rather than cannibalistic.

Capital-Light Fabless Model. Nabla controls the high-value phases of the chain in-house (concept, formula architecture, design, community) while fully outsourcing manufacturing, logistics and assembly to specialised partners. The result is a structurally asset-light profile: fixed assets of just €1.4mn at FY25, D&A below 2% of revenues, and capex of c.3-4% of sales, translating into a ROIC of 42% in FY25. The model converts brand demand into revenues without the fixed-cost burden of owned production, and the company operates with zero financial leverage, closing FY25 in a net cash position of €1.4mn. This combination allows Nabla to self-fund its growth agenda and preserves balance-sheet flexibility to support both organic expansion and selective acquisitions, which can be leveraged by external debt.

Sustained Organic Outperformance. Nabla has compounded revenues at a 35%+ CAGR since inception (2014-2025) and at 12+% over FY20-25, a period that includes a 34% expansion through the 2020 pandemic, when management captured share counter-cyclically as competitors cancelled launches. Growth has consistently outpaced the domestic market (5% FY19-25 CAGR for the Italian make-up market). The gap was most visible in FY25, when Nabla grew 15% YoY against a flat market in Italian makeup (+0.1%), held back by the grocery channel while volume migrated toward the selective formats most relevant to the brand. The track record on B2B retention is equally strong, where Nabla has not lost a single wholesale partner through competitive displacement.

Entry-Prestige Positioning Aligned with Megatrends. Nabla is positioned in the entry prestige segment with an indie brand identity, delivering near luxury formulation quality at accessible price points while remaining fully vegan and cruelty free since inception. The positioning intercepts consumers trading down from luxury legacy brands in search of comparable quality at sustainable prices (value-for-money has become the primary purchasing lens across all tiers), and an increasing consumer requirement for products and packaging sustainability and transparency. The brand is also directly exposed to the strongest category tailwinds, notably skinification, with hybrid make-up products such as Skin Realist combining cosmetic performance with skincare benefits, and benefits from the Made in Italy premium that underpins the country's global export leadership in beauty category (€8.6bn last year, #5 global exporter). In FY25, c.15% of revenues (€2.1mn) were generated outside Italy.

Multiple Growth Vectors and M&A Optionality. Beyond its core, Nabla has several independent levers: deeper penetration toward 1,200+ quality doors by 2030 (540 as June 2026), a structured market-by-market international build-out, the scaling of digital channels through TikTok Shop and a potential Amazon Seller model, and entry into adjacent categories such as skincare, fragrances and bath & body. The IPO proceeds are meant to accelerate this agenda, mainly through international expansion and selective M&A in adjacent beauty categories. Crucially, acquisitions can be plugged into Nabla's already established retail network, supply chain and sourcing platform, unlocking growth and margin for targets that lack distribution scale.

Statement of Risk

Customer Concentration Within the B2B Wholesale Channel. The wholesale channel represents approximately 70% of FY25 revenues (c.€10mn of €14.4mn), with the top client contributing c.22% of total revenues, the top five accounts c.40% and the top ten c.46%, equal to roughly two thirds of B2B billings. While this reflects a deliberate strategy of prioritising a selective network of quality doors over volume, it means a material share of the top line is exposed to partners whose own strategic decisions lie outside Nabla's control.

The track record on client retention is, however, very strong: Nabla has not lost a single B2B partner through competitive displacement. The only accounts to have exited the network are small independent doors, voluntarily discontinued because the resource intensity per point of sale and the underlying economics were insufficiently compelling. Contracts across the network are based on sell in and sell out performance monitored monthly, while the broadening of the account base across FY24 and FY25, with the addition of Naima, Ethos, Douglas, Zalando, Nice One, Galeries Lafayette and Amazon among others, progressively reduces the relative weight of the most concentrated positions.

Brand Perception as the Primary Competitive Moat. Unlike models where defensibility rests on patented technology, Nabla operates in a segment where formulation IP is structurally rare and competitive barriers are built almost entirely on brand perception, community loyalty, and the ability to anticipate consumer trends and constantly innovate. Marketing investment is not discretionary, as it's the primary mechanism through which the competitive position is maintained. A misallocation of budget, a misjudged campaign, or a failure to read a product or aesthetic trend before a competitor does would erode the entry prestige positioning. Nabla spent approximately 10% of revenues on brand activity in FY24-25. The risk intensifies at the two edges of the current growth agenda: expanding the international footprint and launching into adjacent categories such as fragrances and skincare.

However, the mitigants are real. Nabla has had a commercial presence abroad for over a decade, with 35 international doors at FY25 year end that we expect to reach c.140 by the end of 2026. Douglas DACH and Spain were added in 2025, and the B2B international channel is an established, functioning base rather than a greenfield. Moreover, on new categories, the company's track record of disciplined, selective launches, entering with a small number of products built from scratch rather than a broad range, provides a meaningful degree of execution control.

Growth Strategy and Use of Proceeds

Nabla's growth strategy is centred on five pillars: expanding its distribution footprint, enriching its product portfolio, strengthening digital channels, increasing brand awareness, and enhancing operational efficiency. Backing this strategy is a strong financial profile, with €1.4mn of net cash at FY25 year-end and €1.6mn of free cash flow generated in FY25 alone. This provides the financial flexibility and internal resources needed to support execution.

Distribution Footprint Growth. Nabla's physical retail strategy focuses on increasing penetration in Italy, consolidating its presence across existing European and ex-EU markets, and selectively entering new geographies. Starting from 437 domestic and 35 international doors at FY25 year-end, we forecast the domestic door count growing by 100+ doors per year, with international doors reaching c.140 in FY26E and then expanding at 40-80 per year, reaching 1,200+ total doors by 2030.

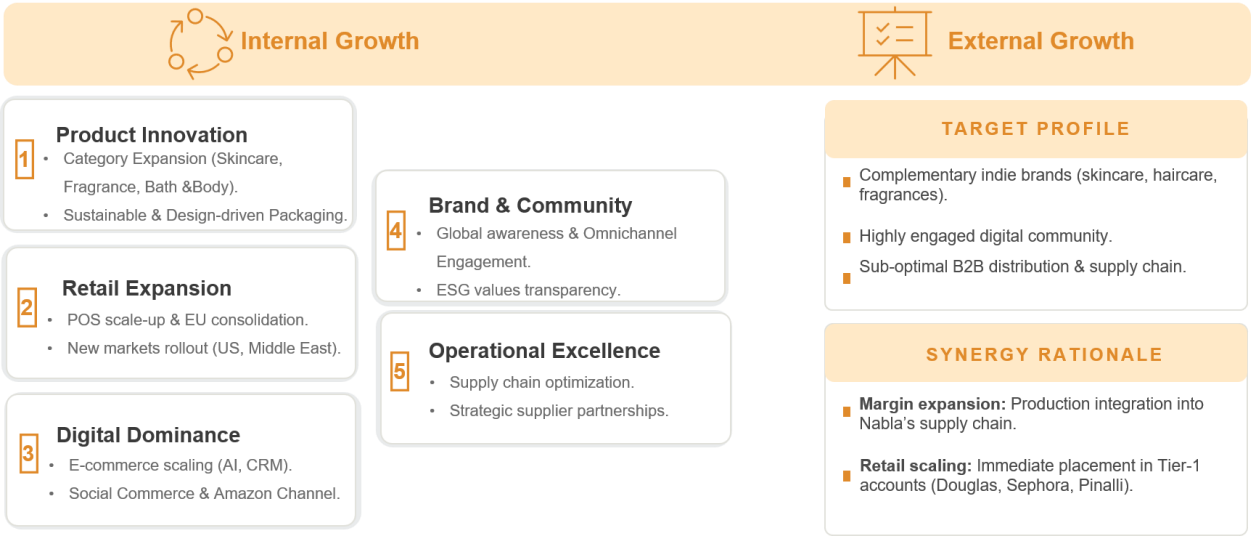
Product Innovation and Category Diversification. With 273 active SKUs (as of FY25 end) across its four core categories (face, lips, eyes, and accessories), Nabla has built a well-established cosmetics platform. The next stage of growth is expected to come from expansion into adjacent beauty segments, notably skincare, fragrances, and bath & body. This expansion can be pursued organically, leveraging Nabla's marketing-led, community-driven product development process, whereby new concepts are developed in close collaboration with trusted contract manufacturers. Alternatively, the Company has indicated a selective appetite for bolt-on M&A targeting complementary brands with strong strategic fit, or a combination of the two approaches.

Digital Leadership and Omnichannel Development. Nabla intends to continue investing in its digital ecosystem through enhancements to its e-commerce infrastructure, AI-driven personalisation and CRM capabilities, while further expanding its presence on Amazon through the Seller model (currently limited to the Vendor model) and continue developing its TikTok Shop. These initiatives should further increase the relevance of digital sales, which already account for c.30% of FY25 revenues (c.50% when including B2B marketplace sales).

Brand Building and Community Power. The Company plans to deepen engagement with its existing customer base while increasing brand visibility internationally through targeted marketing campaigns, events, and loyalty initiatives.

Focus on Profitability. The company is already improving efficiency through a logistics provider transition, procurement optimisation, and supply chain enhancements.

Post-IPO Strategy



Source: KT&Partners' Elaboration on Company Presentation

IPO and Use of Proceeds

Initial Public Offering

On September 21st, 2026, Nabla successfully completed its IPO on Euronext Growth Milan. The offering included 1,594,500 newly issued ordinary shares at an offering price of €3.00 per share, plus 239,250 shares under the greenshoe option, which was subsequently exercised in full. Gross proceeds therefore total c.€5.5mn (c.€4.8mn from the base offering). At the offering price, market capitalisation post greenshoe stands at c.€20.5mn, implying an equity value of €15.0mn before the capital increase and a free float of 26.8%. Genesis, the founders' holding company, retains 73.2% of the share capital and has committed not to sell any of its shares for 24 months.

The offering was split into two tranches. The main one was a private placement reserved to institutional and professional investors. The second was a retail tranche open to the general public in Italy, subscribed directly through Borsa Italiana's trading platform. Industrial partners and sector operators took up c.25% of the total offering. The two anchor investors, Joerg Mingers, former Country CEO of Douglas Italy, and Gruppo DMO, invested €1.5mn in aggregate and joined the Board, DMO through its COO Stefano Tomeo. On the retail side, orders reached 382,950 shares (over €1.1mn) against 190,800 shares allocated (€0.6mn).

The transaction also includes up to 866,750 "Warrant Nabla 2026-2030", assigned free of charge in two tranches at a ratio of 1 warrant every 10 shares. The first tranche of 183,375 warrants went to IPO subscribers at the start of trading. The second, of up to 683,375, will go to all shareholders at a record date to be set by December 31st, 2027. Each warrant gives the right to subscribe one new share. The exercise price steps up from €3.30 in November 2027 to €4.20 in the final 2030 windows, and the last exercise date is November 29th, 2030.

On its first trading day, the stock touched €3.41 in the opening phase and closed at €3.1095, up 3.7% compared to the IPO price. This brought the Company's market capitalisation to approximately €20.5mn.

Use of Proceeds

Management plans to allocate the IPO proceeds between selective M&A in adjacent beauty categories and the acceleration of international expansion. Additional capital would allow the Company to pursue both initiatives with greater speed and scale.

External Growth via M&A. While new categories may be developed organically over time, Nabla also sees acquisitions as an effective way to accelerate its expansion beyond colour cosmetics in adjacent beauty categories, including skincare, haircare, fragrances, and accessories. The Company is targeting independent brands with strong consumer engagement but underdeveloped distribution and operational capabilities, where Nabla's already established retail network, supply chain, and sourcing platform can unlock meaningful growth and profitability. Combined with the group's debt-free balance sheet, which provides additional financing flexibility if required, we believe the Company is well positioned to pursue transactions in the €2mn-€10mn range, which could be also leveraged by external debt.

International Expansion. While Nabla is already growing internationally through the gradual development of its distribution footprint, unlocking the full potential of foreign markets requires a more structured local presence. International revenues accounted for c.15% of FY25 sales (€2.1mn) across 29 countries. However, deeper market penetration increasingly depends on dedicated local teams capable of managing retail relationships, supporting sell-through activities, and strengthening brand awareness on the ground. As this infrastructure requires upfront investment ahead of revenue generation, IPO proceeds should enable Nabla to accelerate the transition from opportunistic international development to a more structured market-by-market expansion strategy.

Company Overview

Founded in 2013 by Cristiano De Simone and Serena Senise, and listed on Euronext Growth Milan since September 2026, Nabla is an independent Italian colour cosmetics company built around a digitally native brand and a community of over one million engaged followers across Instagram, TikTok and YouTube. The brand was born online at a moment when social commerce was in its infancy in Italy, and its early traction within the community of independent beauty enthusiasts anticipated trends that are now reshaping the category at scale: skinification, accessible prestige pricing, social commerce and ethical consumption. Fully vegan and cruelty free since inception, and anchored in Made in Italy design and formulation, Nabla occupies the entry prestige segment of colour cosmetics, positioned above mass market and domestic indie peers on quality and innovation, while remaining structurally more accessible than global luxury.

Following the initial pure digital phase, Nabla entered its first major wholesale account, Pinalli, in 2017, followed by Sephora Italia and Rinascente, with fully outsourced logistics to support growing volumes. Subsequent years saw the addition of Naima, Ethos, Douglas DACH and Spain, and Amazon, and in FY25 the brand became the leading makeup account on TikTok Shop Italia at launch, generating €0.8mn through the platform in its first operating year. The company closed FY25 with Sales Revenues of €14.4mn, up 14.7% YoY, representing a 12%+ CAGR over the last 5 years, consistently outperforming our domestic makeup market. EBITDA stood at €1.6mn (11.5% margin), and the company carries no financial leverage, closing the year with a net cash position of €1.4mn.

The operating model is asset light and fabless. Product concept, formula architecture, packaging design and community management are retained fully in house, while manufacturing is outsourced to specialized partners concentrated in the Italian colour cosmetics district, with primary packaging sourced from international suppliers. With fixed assets of just €1.4mn at FY25 and capex absorbing approximately 4% of revenues, the model converts brand demand into revenues without an owned production infrastructure, generating ROIC of 42%. Revenue is split between B2B wholesale (approximately 70% of FY25) and direct B2C (approximately 30%), a penetration level the broader beauty industry is targeting only by 2030.

The growth strategy is organized around five pillars. (i) Distribution expansion, from 540 doors across 29 countries at end June 2026 toward 1,200+ by 2030. (ii) Category extension into adjacent, high potential segments such as fragrances, skincare and bath and body, leveraging the existing retail network and community without requiring a new commercial infrastructure. **(iii)** Digital channel development, through TikTok Shop and a potential Amazon Seller model alongside the existing Vendor relationship, is expected to continue shifting the B2C mix upward. **(Iv)** Operational efficiency gains from the ongoing logistics provider transition. **(v)** IPO proceeds will support international expansion and fund selective bolt-on M&A, targeting independent brands with strong consumer engagement but underdeveloped distribution, where Nabla's established retail platform and sourcing relationships can unlock value.

Company's History

Digital Native Origins

Founded in Rome in 2013, Nabla emerged as a digital native vertical make-up brand with its own proprietary e-commerce. Initial traction was driven by early social media adopters and a highly engaged niche of independent beauty blogs.

Early Internationalization

Leveraging this strong community engagement, the brand began its wholesale expansion by onboarding its first European independent retailers (Spain, France, Poland) in 2015, followed by extra-EU accounts in 2016.

Retail Entry & Scaling

The 2017-2020 phase marked the company's structural transition into an omnichannel operator. In 2017, Nabla secured its first major physical retail partnership with Pinalli, a leading Italian beauty chain, achieving full distribution across its network and rapidly becoming a top-performing makeup brand within their stores. This was followed by an entry into Sephora Italia (e-commerce) and EsserBella in 2018, which got Nabla to the 50 doors milestone. To support scaling volumes, the company relocated its Headquarters to Milan and fully outsourced its warehouse and logistics operations.

Pandemic Resilience

The brand's robust digital infrastructure and agile business model proved crucial during the 2020 pandemic: while physical retail contracted, Nabla grew its top line by +34% in FY20. Management capitalized on the market dislocation with a counter-cyclical approach, aggressively launching new digital campaigns and capturing market share while most traditional competitors defensively cancelled their product launches.

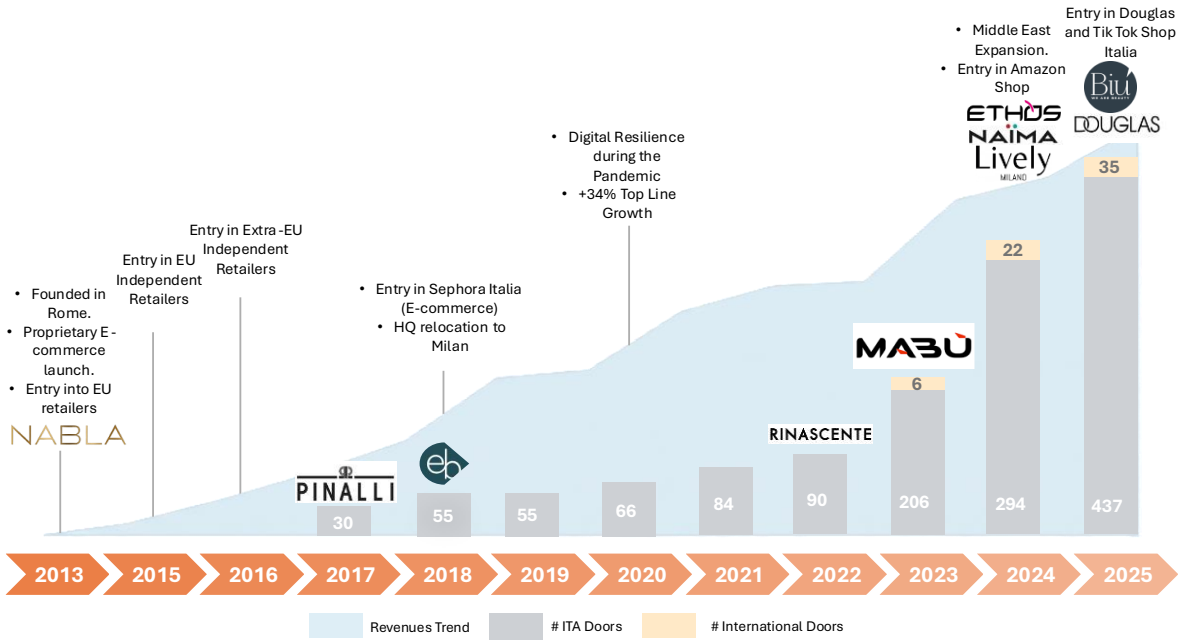
Omnichannel Rollout

Post-pandemic, management accelerated physical expansion via department store like Rinascente (2022), Naima (2024), Ethos (2024), alongside Middle Eastern entries via distributors Alshaya and NS1. Number of doors ramped up quickly from 90 at the end of 2022, 212 in 2023, 316 in 2024. Digitally, Nabla re-platformed to Shopify and launched an Amazon Vendor account with a strictly controlled assortment.

Social Commerce & IPO

Reaching 470+ global doors, FY25 marked a milestone. Nabla became the #1 makeup brand on TikTok Shop Italia (launch partner) and signed a strategic partnership with Douglas, piloting 15 stores in Spain; after 1H26 the brand also entered its first Douglas door in Italy, the start of a progressive roll out across the chain. After strengthening its C-suite with an experienced CFO and executives from Shiseido and Intercos, Nabla listed on Euronext Growth Milan on September 21st, 2026, with a market capitalisation of c.€19.8mn at the IPO price.

Key Milestones



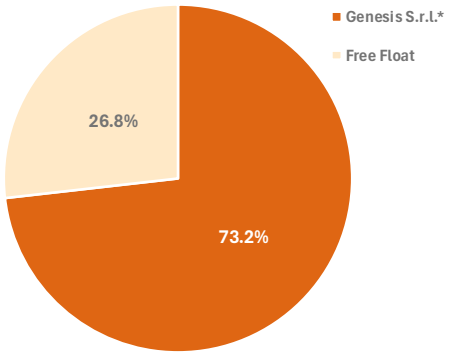
Source: KT&Partners' Elaboration on Company Data

Ownership and Group Structure

Following the full exercise of the greenshoe option, Nabla's share capital amounts to c.6.83mn ordinary shares. The shareholder structure remains founder-controlled. Genesis S.r.l. holds 5.0mn shares, equal to 73.2% of the share capital. The holding company is owned in equal parts by the two founders, Cristiano De Simone (Chairman and CEO) and Serena Senise (Executive Director).

The free float represents 26.8% of the share capital, corresponding to c.1.83mn ordinary shares. It includes the stakes of the two IPO anchor investors, both represented on the Board, Joerg Mingers (c.233k shares, c.3.4%) and Gruppo DMO (stake not disclosed, below the 5% notification threshold), as well as that of Director Marco Ruini (c.33k shares, c.0.5%).

NABLA's Shareholding Structure post Greenshoe



**Company owned 50% by Cristiano De Simone and 50% by Serena Senise*
Source: KT&Partners' Elaboration on Company Data

Nabla S.p.A. also controls Nabla Academy S.r.l. and Nabla Cosmetics Inc. The Company does not prepare consolidated accounts, as both subsidiaries are not material to group revenues and assets.

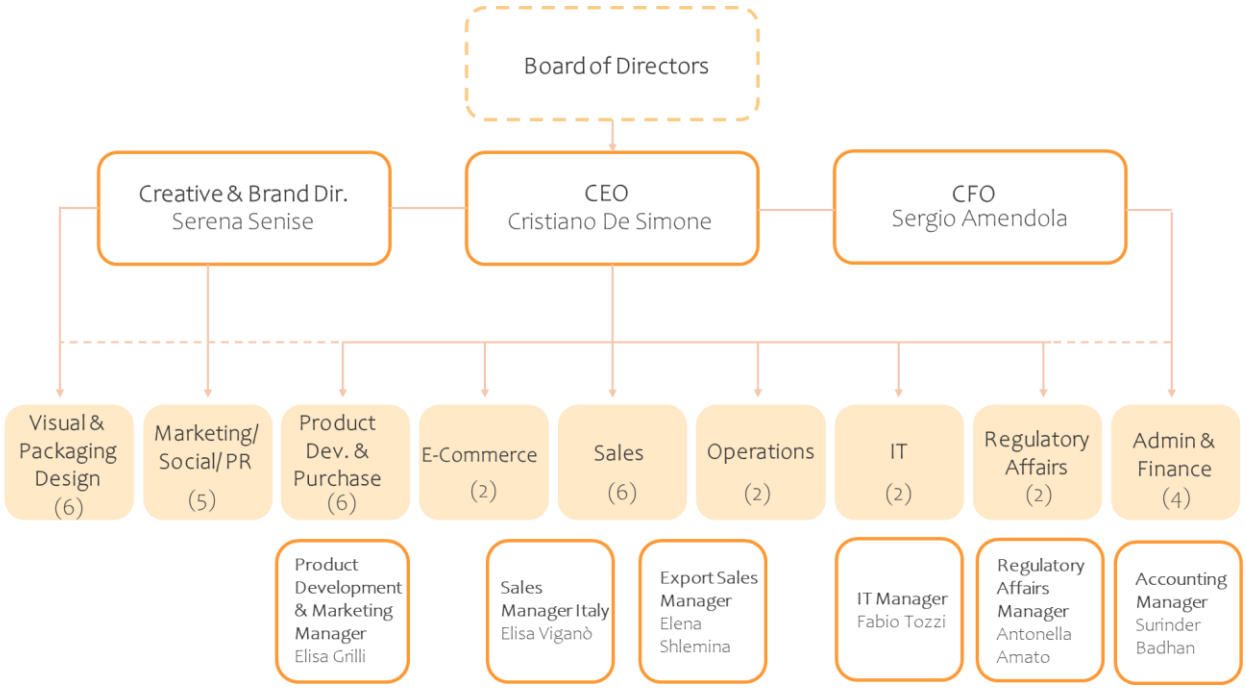
Organizational Structure

As of the IPO date, Nabla operates with a lean team of 38 people (32 at FY25 year-end), organized across nine functional areas reporting to the CEO and CFO: Visual and Packaging Design, Marketing and Social, Product Development and Purchase, E-Commerce, Sales, Operations, IT, Regulatory Affairs and Admin and Finance.

The organization reflects the Company's asset-light model, in which high-value activities are retained in-house while manufacturing, logistics and warehousing are fully outsourced to specialized partners. Following a deliberate build-out phase across FY25 and 1H26, with senior hires across commercial, product and finance functions, the team is expected to grow gradually.

R&D. Nabla's product development is managed entirely in-house by a dedicated team of approximately six professionals operating under the creative direction of the founders. The function is marketing-led and designed to anticipate emerging consumer trends, with each product originating from an internally developed concept before being industrialized in collaboration with external manufacturing partners.

Nabla Cosmetics – Organizational Chart



Source: KT&Partners' Elaboration on Company Data

Management Team and Board of Directors



Cristiano De Simone – Founder, Chairman & CEO – co-founded Nabla Cosmetics in 2013. He is responsible for the company's overall strategic direction, encompassing brand positioning, digital strategy, and commercial development. He directly oversees key retail account management alongside the Head of Sales, coordinates the social commerce and community engagement strategy.



Serena Senise – Founder, Executive Director & Creative Director – is a co-founder of Nabla Cosmetics. Holding a degree in Physics, her scientific background directly underpins the company's research-driven approach to cosmetic formulation. She leads all product conceptualization, creative direction, and formulation architecture, overseeing the in-house R&D team and the development pipeline with external manufacturing partners.



Sergio Amendola – CFO & Investor Relations Manager– brings over 35 years of comprehensive experience in corporate finance. He built a 31-year career at BDO, progressing steadily from Assistant to Senior Manager (1988-2006), before ultimately serving as Partner for over a decade (2006-2019) with a focus on national and international M&A transactions. He then served as Group CFO at Bomi Group (2019-2021), leader in biomedical logistics services, then acquired by UPS. He holds a Degree in Economics from Università degli Studi di Napoli Federico II, and currently serves as CFO at Nabla.

Board of Directors

Nabla's current Board of Directors is composed of 6 members and will remain in office until the approval of the FY28 financial statements. The Board is led by Cristiano De Simone (Chairman, CEO and founder) alongside the other founder, Serena Senise (Executive Director). Marco Ruini (Managing Partner at ABC Company S.p.A. and previously CEO and then Chairman of Bomi Group, c.33k shares, c.0.5% of capital) sits as a non-executive Director. In connection with the IPO, the Board was expanded to include three additional members: Joerg Mingers (former Country CEO of Douglas in Italy and Spain and of GrandVision Italy, holding c.233k shares, c.3.4%) and Stefano Tomeo (COO of Gruppo DMO) as Directors, and Maria Cristina Murelli (lawyer specialised in intellectual property and data protection) as Independent Director.

NABLA's Board of Directors



Source: KT&Partners' Elaboration on Company Presentation

Business Model – Asset-Light Omnichannel Brand

Nabla is an Italian indie beauty company specializing in the development and commercialization of color cosmetics, built around a digitally native brand and a loyal community of +1mn followers. The Company generated Sales Revenues of c.€14.4mn in FY25 (+14.7% YoY), distributing a portfolio of 273 SKUs across four product categories (Eyes, Face, Lips, and Accessories) through an omnichannel network spanning 540 premium doors at end June 2026 and a proprietary digital ecosystem, present in 29 countries. Revenues are split between B2B wholesale (c.70% in FY25) and B2C (c.30%), with Italy representing the core market (85% of FY25 Revenues) alongside a growing international footprint (15%). Nabla operates with a lean structure of c.38 employees, centralized in Milan, led by its two founders.

The Company operates an asset-light business model that controls the high value-added phases of the value chain in-house while fully outsourcing the physical ones. Product concept, formula architecture, design, and creative direction are developed by a c.6-person internal R&D team, working in close coordination with marketing to anticipate consumer trends. Industrialization is then assigned to specialized contract manufacturers, with cosmetic production c.99.5% concentrated in the Italian cosmetics hub and primary packaging sourced from international partners; logistics, warehousing, and assembly are equally delegated to specialized 3PLs. Nabla goes to market through an omnichannel network combining a digitally native B2C engine (proprietary Shopify e-commerce and TikTok Shop) with a Tier-1 wholesale presence (Pinalli, Rinascente, Sephora, Douglas), feeding off the same community.

Nabla's competitive moat rests on two mutually reinforcing pillars. First, a scalable fabless operating model that converts brand demand into revenues without the fixed-cost burden of owned manufacturing: with fixed assets of just €1.4mn at FY25, D&A below 2% of revenues, and capex of c.3-4% of sales, the model delivered a ROIC of 42% in FY25. Second, an omnichannel commercial engine in which a proprietary low-CAC digital ecosystem and a Tier-1 physical retail network reinforce one another. The digital side (c.50% of FY25 Revenues accounting B2C and B2B2C sales) is built on a community of highly engaged followers (c.10mn average monthly views) that translates into a base of active, recurring customers (c.47% returning rate with the year in FY25), allowing Nabla to generate demand through community engagement and owned media at structurally low acquisition cost. The physical side, anchored by Tier-1 accounts, drives in-store traffic and product discovery while feeding brand awareness back into Nabla's direct digital channels.

NABLA's Business Model



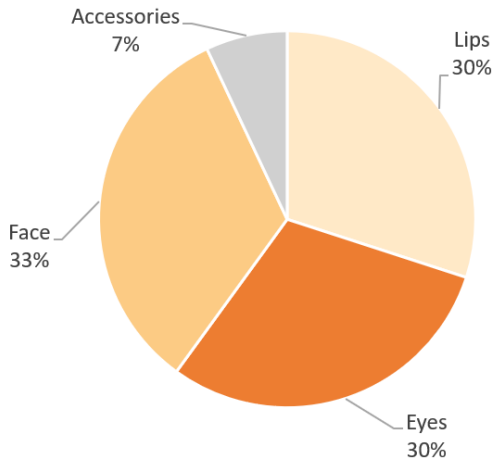
Source: KT&Partners' Elaboration on Company Data

Product Offering

Nabla offers a portfolio of 273 SKUs (as of Dec'25) across four make-up categories: Eyes, Face, Lips, and Accessories. The assortment combines a core of evergreen products with a continuous pipeline of new launches and product evolutions, reducing exposure to short-term beauty trends. All products' concepts are developed in-house following a marketing-led approach, with the brand positioned in the entry-prestige segment, delivering near-luxury quality at accessible price points while remaining fully vegan and cruelty-free.

The portfolio includes products for Eyes (mascara, eye palettes, eyeliner, eyebrow products, and eyeshadow singles), for Face (foundation, concealer, primer, powder, blush, highlighter, and contour), for Lips (lip gloss, lip liner, lipstick, liquid lipstick, and lip care) and Accessories (brushes, sponges, empty refillable palettes, make-up bags, and pencil sharpeners).

Revenue Breakdown by Product Category (%) – FY25



Source: KT&Partners' Elaboration on Company Presentation

Portfolio evolution

Nabla launched in 2013 with a limited number of references, a deliberately narrow entry made possible by the brand's independence and full control over its product roadmap. The portfolio has since been built out methodically: it reached 217 active SKUs in FY24 and 273 in FY25 and is expected to reach 406 in FY26.

The increasing SKU count reflects portfolio depth rather than fragmentation. Growth is primarily driven by the expansion of existing franchises through broader shade ranges, new finishes, and product variations, rather than by the continuous introduction of entirely new product concepts, thus leveraging established formulations

Not all SKUs entail the same degree of in-house development: while the core franchises are custom-developed, a portion of the range consists of products sourced largely as-is from manufacturers (e.g. certain pencils), customized through shade, decoration, and branding rather than reformulation.

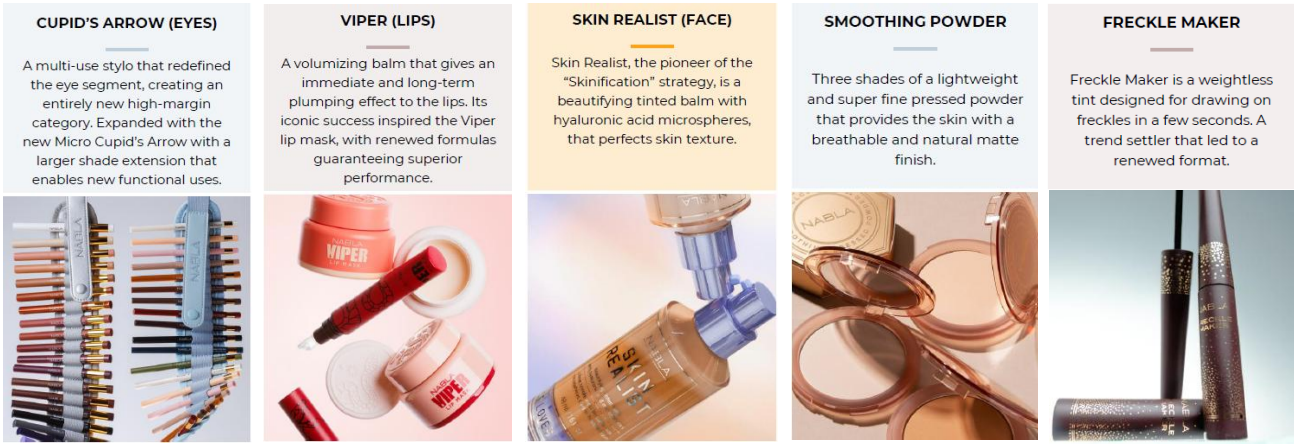
Hero Products

Beyond a growing catalogue, the backbone of Nabla's portfolio economics is its hero-product strategy. Hero products are category-defining items that, once established, generate recurring revenues largely independent of seasonal micro-trends, , and drive discovery and sell-through across the rest of the line.

Nabla has successfully developed five hero franchises, which together accounted for c.43% of FY25 revenues. Cupid's Arrow, the Company's largest product family, contributed c.24% of revenues and has expanded over time through additional formats and shade extensions. Within the Lips category, Viper (3% of FY25 revenues) has generated adjacent line extensions, while Smoothing Powder (7%), one of the Company's longest-standing hero products, has remained commercially relevant since launch and continues to support the development of adjacent products. Finally, Skin Realist (6%) has established itself as one of the Company's key Face franchises, while Freckle Maker (3%) demonstrates Nabla's ability to anticipate and shape emerging beauty trends.

The investment relevance of these products lies in their longevity combined with continued growth. All five franchises were launched between 2019 and 2021 and remain among the Company's key revenue drivers today, demonstrating Nabla's ability to create products that compound through successive extensions.

Nabla's Hero Product Franchises



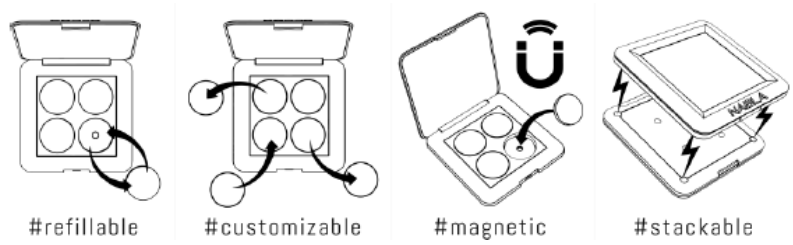
Source: KT&Partners'Elaboration on Company Presentation

Packaging and recognizability

Alongside formula development, packaging represents a key element of Nabla's product differentiation. Although manufacturing is outsourced, the design and identity of the packaging remains fully controlled in-house: Nabla invests in custom-developed packaging supported by proprietary moulds, produced by specialized external partners, which give the products a distinctive and instantly recognizable physical identity.

Sustainability is embedded in the packaging architecture rather than treated as a stand-alone initiative. At the materials level, this translates into FSC-certified paper, compostable PLA, plastic-bag substitutes, and outer cases made from plant-derived materials. At the design level, the most distinctive feature is the refillable palette system, in which individual pans can be replaced without discarding the case: it structurally reduces material consumption per unit sold and, at the same time, builds a recurring purchase relationship with the brand.

Liberty X Packaging System



Source: Company Presentation

Research & Development

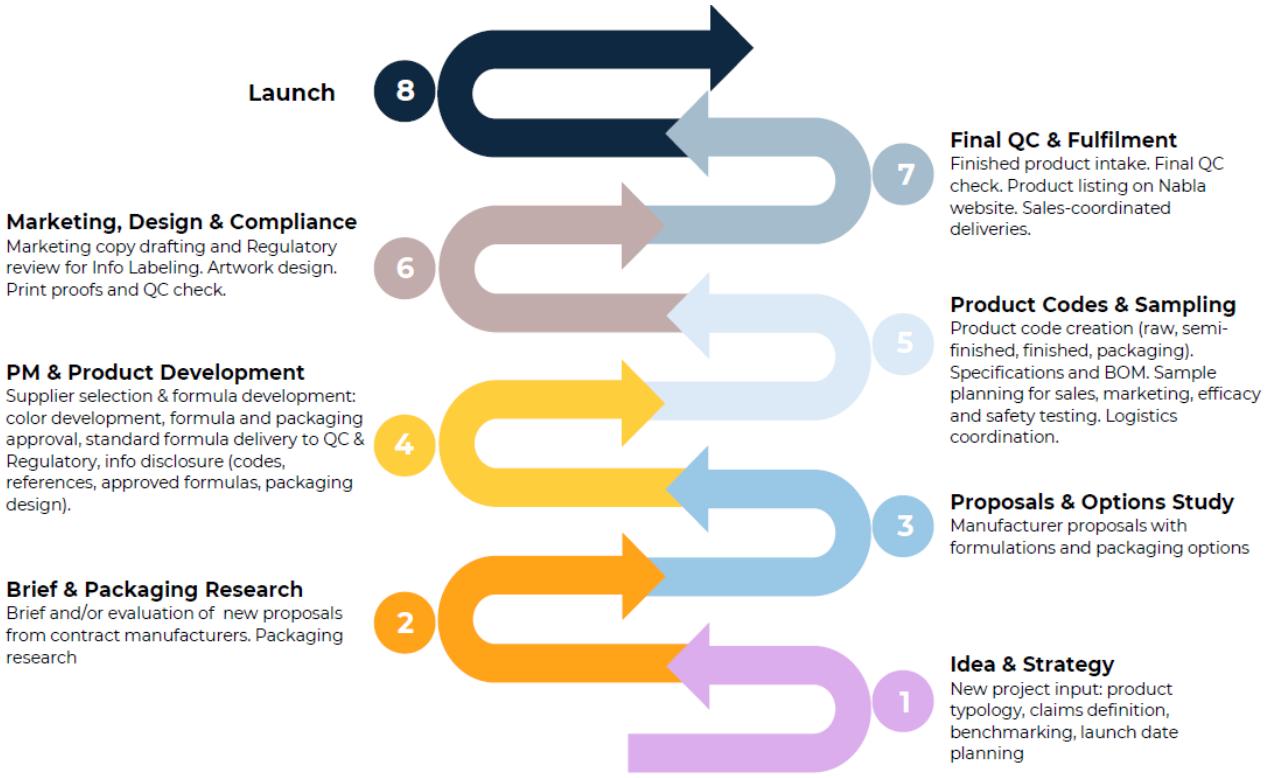
The value chain begins with R&D, at the heart of each product in Nabla's portfolio. Managed entirely in-house, it represents a core element of Nabla's business model. The function is supported by a dedicated team of c.6 professionals, all operating under the creative direction of the founders.

R&D is marketing-led and designed to anticipate emerging beauty trends. Each project originates from an internally developed concept, where product positioning, design, and formula requirements are defined before being translated into a final product in collaboration with external manufacturing partners. Development remains highly hands-on, with Nabla's product team working directly alongside manufacturers to refine formulations, colors, and performance characteristics, followed by internal testing and validation.

The close integration between R&D and marketing allows the Company to rapidly translate consumer trends into commercial launches. The growing convergence between make-up and skincare, commonly referred to as "skinification", is one example of this approach, reflected in hybrid products that combine cosmetic performance with skincare-related benefits. To support these claims, selected products undergo clinical and instrumental testing through external laboratories, complemented by an internal regulatory team of two professionals responsible for compliance and claim validation. While such testing is standard in skincare, it remains relatively uncommon in the make-up segment, where validation is typically limited to performance attributes such as long wear or waterproofing.

Defensibility does not rest on patents, which are rare across make-up. Protection comes from brand strength, distinctive design and packaging, and the trust-based relationship with manufacturers, whereby a product co-developed with a supplier is not replicated for third parties.

Nabla's Product Development Process



Source: Company Presentation

Production and Logistics

Once the product concept and formula are defined in-house, the chain moves to industrialization, which Nabla outsources in full under a Fabless model: the Company owns the brand, the IP, and the product concept, while the entire physical value chain, manufacturing, logistics and warehousing, and assembly, is executed by specialized external partners. With no plants to fund, fixed assets stand at €1.4mn at FY25, split evenly between tangible and intangible assets, with capex absorbing just 3-4% of revenues.

Control over output is retained throughout: quality is presided across every stage rather than only on the finished unit, from initial samples to pre-production batches and range boards, The resulting capital intensity is low, and the business delivered a ROIC of 42% in FY25.

Manufacturing

Production is executed by top-tier partners, predominantly "Made in Italy" cosmetic hub leaders. Cosmetic product manufacturing is c.99.5% Italian, concentrated in the Crema/Cremona colour-cosmetics district, with a limited set of specialties (pencils, brow products) sourced from highly-specialised suppliers from Japan and Korea. Primary packaging on the other hand is largely produced abroad, mainly in China, driven by technological and qualitative superiority. The arrangement gives Nabla access to the capabilities of leading manufacturers without owning plants and without a fixed-cost production base, scaling volumes through its partners.

The same outsourced structure shapes working capital, characterised by a long procurement cycle , while packaging and components are procured internationally and shipped to the manufacturers for final assembly.

Logistics, Warehousing and Assembly

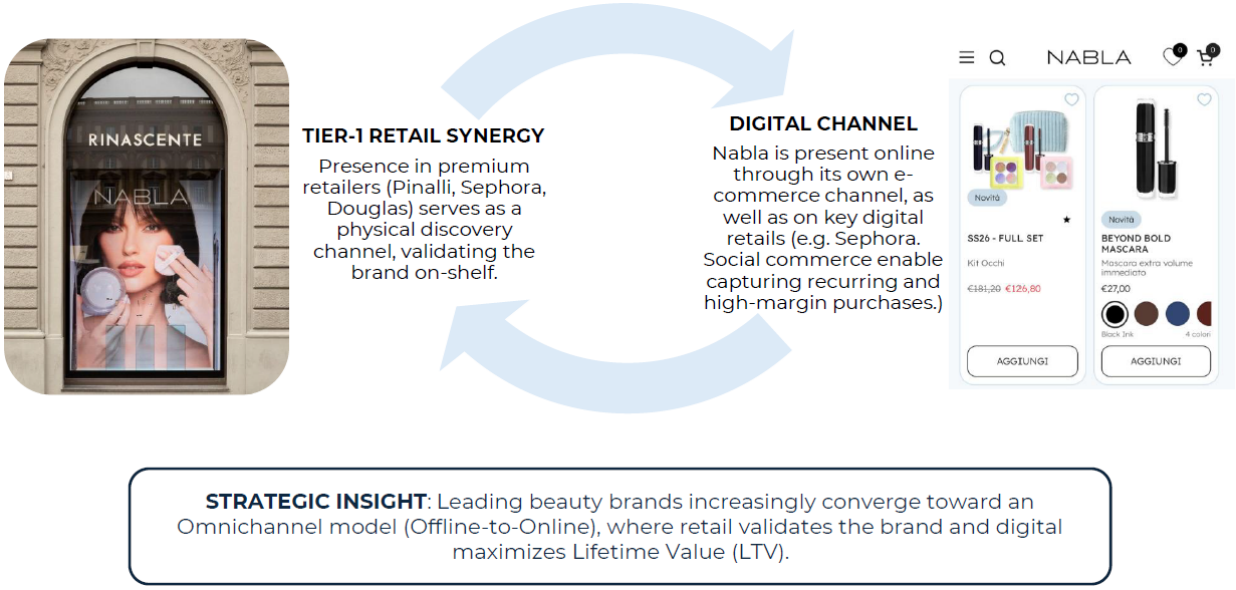
Logistics and warehousing, externalized since 2018-2019, are delegated to specialized 3PL partners, supporting scalability; assembly is likewise managed externally, absorbing volume peaks without internal capacity constraints. In FY25, transports and warehousing together absorbed c.11% of revenues

Go-to-market

Nabla reaches consumers through an omnichannel model combining direct digital channels with a network of premium retailers and distributors. B2B wholesale accounts for c.70% of revenues and B2C for c.30%, and factoring in the share of wholesales revenue ultimately occurring online, c.50% of total brand sales take place online.

The digital channels build the brand and generate demand, the physical retail network captures and validates it on-shelf, and that physical visibility in turn feeds demand back to the digital channels. The model is supported by a proprietary customer-acquisition engine built around the Company's community.

Nabla's Distribution Channels



STRATEGIC INSIGHT: Leading beauty brands increasingly converge toward an Omnichannel model (Offline-to-Online), where retail validates the brand and digital maximizes Lifetime Value (LTV).

Source: Company Presentation

Marketing & Community

Nabla's customer-acquisition engine is its community, which represents one of the Company's key competitive advantages and the primary driver of demand across both direct and wholesale channels. The brand reaches over 1mn followers across Instagram, TikTok, and YouTube, generating c.10mn monthly views and c.200k monthly interactions. Social media activities are managed internally and supported by a network of more than 1,000 creators worldwide and over 500 TikTok affiliate creators, most of whom are ordinary users producing spontaneous user-generated content. Through an affiliate-based remuneration model linked to generated sales, this content creation ecosystem reinforces platform algorithms and allows Nabla to acquire customers at a structurally lower cost than traditional paid advertising models.

The effectiveness of this approach is reflected in the Company's customer economics. Returning digital customers account for 47% of purchases within the year, while the proprietary email channel, active since inception and supported by weekly communications, generates c.25% of e-commerce revenues. The Company's ability to convert community engagement into sales is further evidenced by the success of TikTok Shop, a new channel where Nabla pioneered as first-mover (#1 Italian make up brand, Top 3 among Italian Beauty profiles) and where the launch campaign generated over €10k in revenue during the live event on the platform. By relying primarily on community-driven demand and owned media rather than paid customer acquisition, Nabla limits its exposure to rising digital advertising costs, a growing challenge for many D2C brands.

B2C / Digital

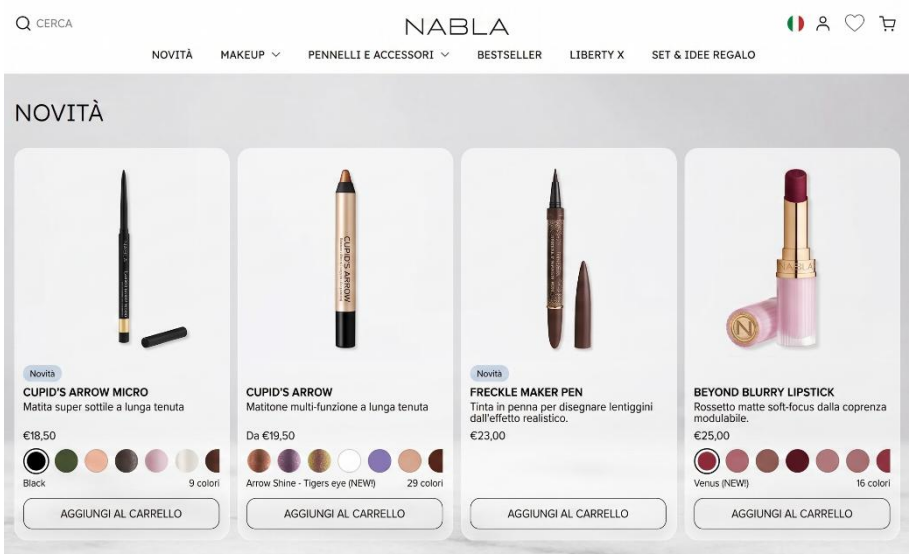
The direct B2C channel is the core and legacy of the business Founded in 2013 as a digital-native pure e-commerce brand, the Company has built a proprietary digital ecosystem that today accounts for c.30% of revenues, higher than the average of the broader beauty industry

Beyond its higher margin profile, the strategic value of the channel lies in Nabla's direct ownership of the customer relationship, allowing the Company to collect first-party data, nurture customer loyalty, and continuously refine its product and marketing strategy.

The proprietary e-commerce, on Shopify since the 2020-2021 re-platforming, is the primary direct channel and the brand's owned storefront, with an AOV* of c.€60 and average customer spend† of c.€80. It is supported by a CRM integrated with the platform and a proprietary email database of c.230k genuinely active subscribers, which on its own drives c.25% of e-commerce revenues through roughly weekly newsletters. Alongside the standard store, it operates a loyalty programme and Nabla Pro, a dedicated channel for make-up artists, professionals and students with reserved pricing and a pre-discounted catalogue.

* total revenues divided by number of orders in a period
† total revenues divided by number of unique customers in a period

Nabla's Website



Source: Nabla's Website

Alongside the proprietary website, TikTok Shop represents Nabla's social-commerce channel and a key customer-acquisition tool. It generated c.€0.8mn in FY25, representing c.6% of overall Sales revenues in FY25, and established the Company as one of the leading make-up brands on the platform in Italy. In 1H26 TikTok Shop generated over €0.8mn, already in line with its full FY25 contribution, and together with digital marketing it was among the main drivers of B2C growth (+91% YoY) and new customer acquisition. With only c.3.5% overlap between TikTok Shop and proprietary e-commerce customers, the channel primarily serves as a source of incremental demand rather than a substitute for the Company's owned platform, creating a funnel through which social engagement can be converted into long-term customer relationships.

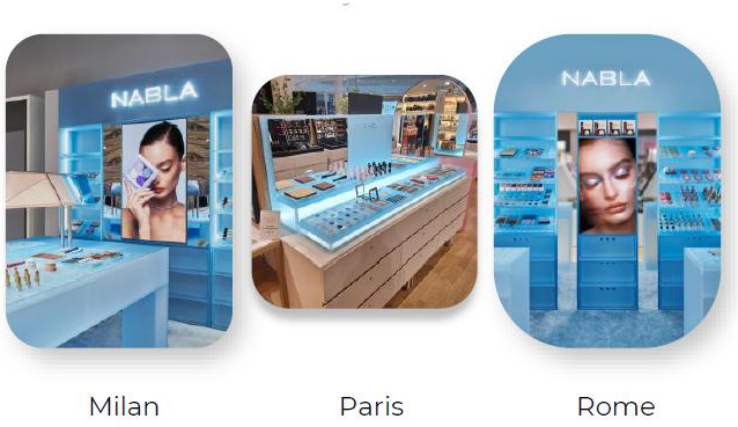
B2B

B2B wholesale is the prevailing route to monetization, accounting for c.70% of revenues. It sells its products to resellers, premium retail chains and groups that purchase the goods, hold them in their own inventory and resell them to the final customer through their stores or websites. This gives Nabla scale, recurring orders and on-shelf validation, in exchange for a lower unit economics than direct sales. The customer base has been built deliberately toward large, structured accounts, with smaller chains exited over time as costly and dispersive to manage.

The channel operates through two routes. Physical B2B is the brand's at-shelf presence in resellers' stores: specialized beauty chains (Pinalli, where Nabla is in full distribution across all points of sale), department stores (Rinascente) and large international groups (Douglas), supported abroad by distributors that resell to local players. Digital B2B is the resale of Nabla on a reseller's own online channel: Sephora carries the brand exclusively online, with only spot and seasonal physical activations. Amazon operates on a Vendor model, purchasing the product and reselling it on its marketplace, even though the company is planning to shift to the Amazon Seller platform where the manufacturer sells directly to individual consumers (B2C). The channel generated €0.7mn in FY25 (€0.4mn in FY24), c.5% of FY25 Revenues, on a deliberately narrow catalogue (c.10% of overall portfolio) to avoid cannibalizing its proprietary channel.

Commercially, the inventory risk sits with the reseller, and relationships are governed by contracts setting sell-in and sell-out targets, monitored monthly. Targets have consistently been met with the principal accounts; on reaching them, resellers earn rebates, a percentage of revenue which has been already netted in the Sales revenues. Displays, in two formats, are provided to new openings on free loan to support the on-shelf presence. The track record on client retention is very strong: Nabla has not lost a single B2B partner through competitive displacement. The only accounts to have exited the network are small independent doors, voluntarily discontinued because the resource intensity per point of sale and the underlying economics were insufficiently compelling.

Nabla In-Store: Selected Locations



Source: Company Presentation

Stakeholders

Suppliers

Despite the fully outsourced production, Nabla is protected from supplier concentration and dependence risk by the structure of its supplier base and the nature of its relationships.

Nabla works with leading players in the cosmetics and packaging industry: the cosmetic production concentrated in the Italian colour-cosmetics district and technically complex packaging sourced from specialized international suppliers. These are long-standing, collaborative relationships: product development takes place in the manufacturers' laboratories, and a product co-developed with a supplier is not passed on to third parties.

The supplier base has been actively de-concentrated over FY23-FY25. The largest supplier fell from 19% of procurement costs in FY23 to 10% in FY25, the second from 9% to 7%, the top-5 from 44% to 33%, and the top 10 from 57% to 46%, on a procurement base of c.€7m at FY25.

Supplier Concentration (FY23-FY25)

€k	FY23	%
1	1.572	19%
3	792	9%
2	589	7%
Top 3 suppliers	**2.953**	**35%**
4	416	5%
6	320	4%
5	288	3%
8	210	2%
7	209	2%
23	205	2%
30	198	2%
Top 10 suppliers	**4.799**	**57%**
Other main suppliers	1.188	14%

€k	FY24	%
3	1.085	9%
1	1.059	9%
22	619	5%
Top 3 suppliers	**2.763**	**23%**
2	614	5%
4	441	4%
12	422	4%
13	411	4%
6	361	3%
5	325	3%
7	298	3%
Top 10 suppliers	**5.635**	**49%**
Other main suppliers	1.891	17%

€k	FY25	%
1	1.229	10%
2	808	7%
3	739	6%
Top 3 suppliers	**2.776**	**23%**
4	613	5%
5	550	5%
6	431	4%
7	350	3%
8	339	3%
9	313	3%
10	255	2%
Top 10 suppliers	**5.626**	**46%**
Other main suppliers	1.709	14%

Source: KT&Partners' Elaboration on Company Presentation

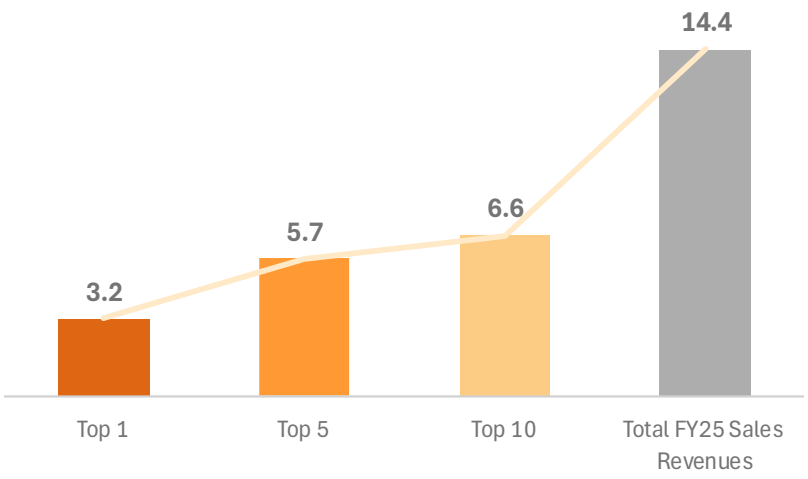
Clients

The B2C side, accounting for c.30% of revenues (c.€4.4mn in FY25), is made of end consumers reached directly through the proprietary e-commerce and the TikTok Shop.

The B2B base has expanded materially between FY23 and FY25. On top of the historical accounts (Sephora, Pinalli, Rinascente, Mabu, BeautyBay), new entries include Douglas, Zalando, Galeries Lafayette, Bloom, Amazon, Nice One and Ethos, supporting a B2B CAGR of c.10% over FY23-FY25.

The top client accounted for c.€3.2mn in FY25, c.22% of total revenues (c.32% of the B2B base); the top five cumulate c.€5.7mn, c.40% of total revenues (c.57% of B2B), and the top ten c.€6.6mn, c.46% of total revenues (c.66% of B2B). The weight of the top client declined from c.24% in FY24, while the top five and top ten remained broadly stable (c.39% and c.45% in FY24). The concentration is mitigated by the long-standing nature of the relationships, with the leading account active since 2017 and several principal accounts since 2018, and by the consistent achievement of the sell-in and sell-out targets contractually set with the principal accounts. The track record on client retention is very strong: Nabla has not lost a single B2B partner through competitive displacement. The only accounts to have exited the network are small independent doors, voluntarily discontinued because the resource intensity per point of sale and the underlying economics were insufficiently compelling.

Top B2B Clients by Revenue (€mn) – FY25



Source: KT&Partners' Elaboration on Company Presentation

The Italian physical footprint has scaled from 30 doors in 2017 in Italy, to 540 across 29 countries as of end of 1H26. The geographical distribution of revenues mirrors the footprint, with Italy at c.85% (€12.3mn) and international markets at c.15% (€2.1mn) of FY25 sales, net of rebates.

Inside Intra-EU, coverage runs primarily through international groups (Sephora in online-only mode and Douglas, present in Germany and Poland, and in Spain since 2025), supported by e-tailers such as Zalando, BeautyBay, Galeries Lafayette and Bloom. Within EU, the DACH region was the main growth vector in FY25, with the local client base counting 14 key accounts, while Extra-EU is currently served through local distributors (Alshaya, NS1, Nice One), keeping Nabla's operating model light.

Market Overview

Global Overview

According to Cosmetica Italia, the global beauty market reached €571bn in consumption in 2025, growing at a historical CAGR of 4.0% over the FY22-FY25 period, and is projected to reach €718bn by 2029 (CAGR 6.2%). This rate outpaces both global GDP growth, forecasted by at +2.6% CAGR([‡]) over the same horizon, and the broader expansion of goods trade (projected at +2.8%([§]) annually).

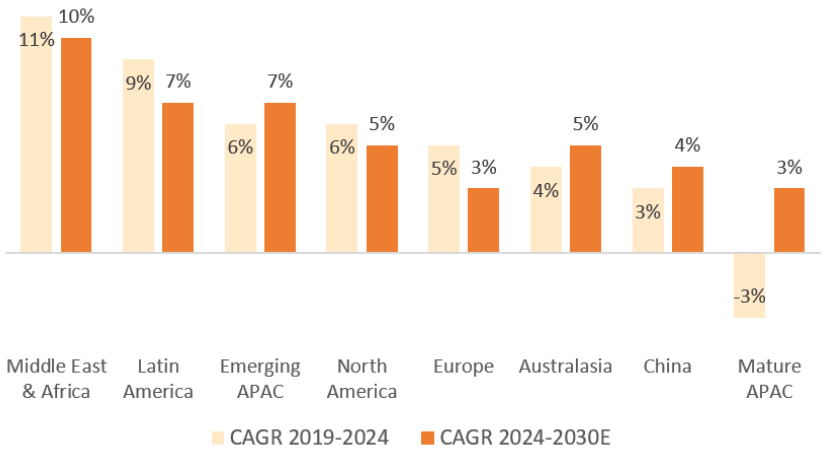
The forward acceleration is not uniform across categories, geographies, or price segments. According to Cosmetica Italia, at the category level, fragrance is forecast to lead at a +8.1% CAGR, followed by sun care (+7.5%) and colour cosmetics (+6.8%).

Geographically, according to McKinsey's State of Fashion: Beauty (June 2025), the most dynamic growth poles are Latin America at an +8.0% CAGR, India at +7.6% and the Middle East and Africa at +10% through 2030. These are regions where rising household wealth, younger demographics, and expanding retail infrastructure are converging to unlock a new cycle of beauty penetration.

Value for money has become the primary purchasing lens across all price tiers After years of volume and pricing tailwinds, geopolitical instability and market saturation are making growth harder to generate for undifferentiated players. From the same McKinsey report, a survey conducted on global beauty executives shows that 75% expect increased consumer scrutiny on perceived value to be the defining theme shaping the industry, while over half identify uncertain consumer confidence as the greatest near-term risk.

At the consumer level, 24% traded down to less expensive products in the twelve months to early 2025, and the rise of dupes, products that replicate premium items at a fraction of the price, has become mainstream, with over 50% of consumers open to purchasing them. Value for money has become the primary purchasing lens across all price tiers.

Global Beauty Market: Regional Growth Dynamics



Source: McKinsey Global Beauty Market Model 2025.

[‡] BoF-McKinsey, "The State of Fashion: Beauty", June 2025.

The European and Italian Beauty Landscape

The European beauty market accounts for approximately 24% of global retail sales (Cosmetica Italia) and has historically grown at 5% CAGR, positioning it alongside the United States and China as one of the three largest beauty markets globally. Growth in 2025 moderated toward 3%, as the post-pandemic pricing tailwind fades and consumer spending remains compressed by five years of cumulative inflation pressure.

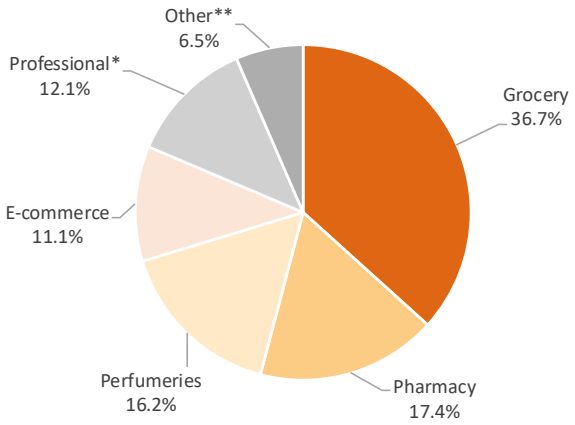
According to Cosmetica Italia [**], the Italy ranks as the 3rd largest European beauty market and 10th globally, with domestic consumption reaching €12.8bn in 2025 (+3.2% YoY), and an average annual growth rate of 6.5% over the three years to 2025, above the global trend of 4.0%.

The Italian cosmetics industry, made of domestic consumption and exports, net of imports, generated total revenues of €18.0bn in 2025, growing 2.9% YoY, with a forward acceleration to approximately 4.0% expected in 2026.

Channel Dynamics: Where Growth Is Happening. The Italian beauty market is growing through its more selective distribution formats, with the divergence between mass and premium channels becoming increasingly pronounced. E-commerce leads the sector at +9.8% YoY (3x overall category growth), reaching €1.4bn. Meanwhile, perfumeries and single-brand stores, the physical channels most relevant to premium and indie brand positioning, grew by 5.1% and 5.7% respectively.

At the other end of the spectrum, the grocery channel, which accounts for €4.7bn, or roughly 37% of total domestic consumption, grew by only 1.6% confirming that volume is migrating toward formats where brand experience and product quality drive the purchase decision.

Italian Beauty Market by Distribution Channel (2025, % of total consumption)



**Includes hairdressing and beauty salons. **Includes herbalist shops and single-brand stores. Source: Cosmetica Italia, Outlook 2025.*

[**] *Cosmetica Italia, "Outlook 2025: Le dinamiche e le prospettive dell'industria cosmetica italiana", March 2026.*

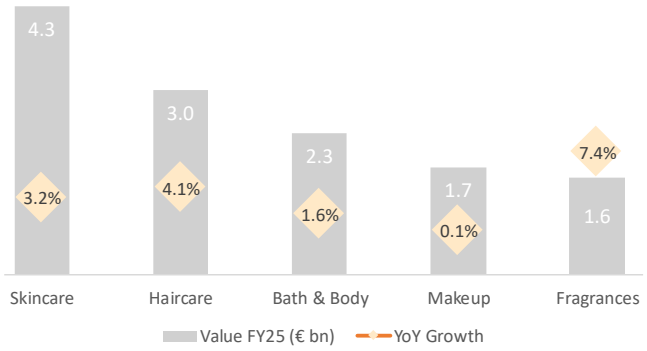
The Italian Makeup Market

At €1.7bn market value in 2025, makeup is the fourth largest category in the Italian beauty market behind skincare (€4.3bn, +3.2% YoY), haircare (€3.0bn, +4.1% YoY) and bath&body (€2.3bn, +1.6% YoY). Over the FY19-FY25 period, the Italian makeup market compounded at +5.0% annually (Cosmetica Italia).

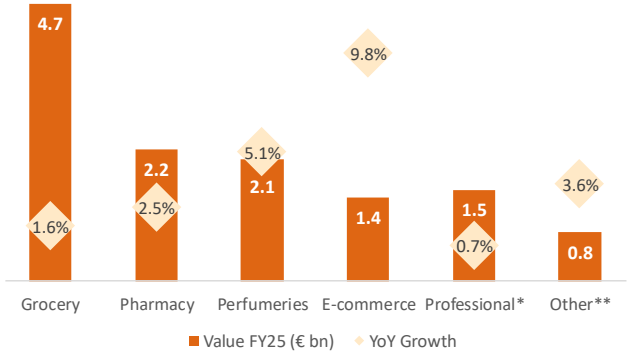
This rate includes a stagnant +0.1% in FY25 YoY, that deserves a few words of the underlying dynamics. The stagnation is concentrated in the grocery channel, where makeup declined 0.6%, while the selective channel tells a different story: makeup in perfumeries grew 4.0%, significantly above the category average.

While e-commerce is the fastest-growing channel at the aggregate level, the category dynamic within makeup is more nuanced: the 13.0% decline in makeup e-commerce reflects a normalization from the elevated digital penetration accumulated during the pandemic years: makeup is structurally less suited to pure online purchasing than haircare or skincare, as product trial and colour matching remain important purchase drivers. Within the same e-commerce channel, skincare grew +11%, haircare +14% and fragrance +25%, confirming that the overall channel remains structurally healthy.

Italian Beauty Market by Category (FY25, €bn)



Italian Beauty Market by Distribution Channel (FY25, €bn)



**Includes hairdressing and beauty salons. **Includes herbalist shops and single-brand stores.*

Source: Cosmetica Italia, Outlook 2025

Italian Beauty Exports: A Structural Growth Engine. Export is the primary driver of revenue growth for the Italian cosmetics industry. According to Cosmetica Italia, in 2025, beauty exports reached €8.6bn, growing at 4.1% YoY and representing 48% of total industry revenues, a share that has grown structurally over time, from a 1:1 export to import ratio in the 1990s to the current 2.5x, reflecting the progressive international affirmation of Italian beauty. Italy ranks as the 5th largest beauty exporter globally with a 5.6% share of world exports, behind France (16.6%), the United States (8.3%), Germany (7.0%) and South Korea (7.0%), and holds leadership positions in specific segments: 1st worldwide in hair colourants and preparations, and 3rd in fragrance.

The trade balance for beauty stands at €5.1bn in 2025, growing 4% YoY and outperforming every other sector including fashion (-3%) , footwear (-3%), jewellery (-20%) and wine (-4%).

Geographically, the United States remains the top destination at €1.2bn, followed by France and Germany, while the most dynamic growth last year came from Spain (+15% YoY), Poland (+15%) and mainland China (+52%), the latter reflecting a structural shift away from imports coming from Hong Kong and Taiwan.

At the category level, fragrance leads with €2.7bn (+6.4% YoY), followed by skincare at €2.18bn (+2.3%) and haircare at €1.57bn (+3.0%). Makeup exports reached €1.25bn, growing 1.8% YoY, with Italian producers holding recognized competitive positions in eye and face makeup globally. For 2026, Cosmetica Italia forecasts export growth accelerating to c.5%.

Mega Trends and Market Drivers

Skinification: When Skincare Logic Pervades Every Category. The boundaries between beauty categories are dissolving. Haircare and makeup are increasingly formulated and marketed with the functional claims historically reserved for the skincare category: hydration, barrier repair, anti-aging and ingredient transparency.

At the product level, the most dynamic sub-categories in makeup are precisely those with the strongest skincare overlap. Products such as blush and foundation, increasingly formulated with active ingredients like hyaluronic acid or SPF, are outperforming more traditional colour items like lipstick or eyeliner that remain purely decorative in their position. In Italy, blush posted +10% YoY, well above the category average (+0-1% YoY), illustrating how functional positioning is becoming a meaningful growth differentiator even within colour cosmetics.

The Fragrance Economy. Fragrance has emerged as the highest growth category in beauty both globally and in Italy, driven by a combination of emotional resonance, premiumization and expanding consumer demographics. In Italy, fragrance consumption reached €1.6bn in 2025 (+7.4% YoY), while on the export side it is already the largest category at €2.73bn. Globally, fragrance is projected to grow at a CAGR of 8% through 2029 (Cosmetica Italia), the fastest of any core beauty category, supported by the entry of younger consumers and the rise of niche and accessible luxury positioning.

The Omnichannel Shift and the Role of Digital. The distribution of beauty is undergoing structural reconfiguration. Online channels are projected to account for approximately one third of global beauty sales by 2030, driven by the growth of marketplaces and social commerce platforms. In Italy, overall beauty e-commerce reached €1.4bn in 2025, growing at 10%, well above the market average. Physical stores remain the primary channel for brand discovery and product trial, while digital drives conversion and replenishment, with consumers moving fluidly between the two depending on the purchase occasion.

Social Commerce and the Evolving Marketing Mix. According to BoF-McKinsey, the role of social media in beauty is shifting from influencer-led discovery toward community-driven engagement. Brand discovery via influencers declined from 16% to 7% of consumers between 2023 and 2025, and now only 18% of global consumers consider influencers the most trusted source of beauty information. Social media retains structural importance as an inspiration platform, particularly for younger consumers, with 64% of Gen-Z citing it among their primary sources of beauty inspiration. Brands are increasingly repositioning their social presence around user-generated content, community building and brand storytelling rather than paid reach.

The Scaling Challenge. The proliferation of founder-led beauty brands over the past decade has created a crowded landscape, but reaching meaningful commercial scale remains the exception rather than the rule. Only three founder-led brands created in the last two decades have crossed the $1bn revenue threshold (Fenty Beauty, Charlotte Tilbury and Rare Beauty). What drives sustained success beyond early traction is well documented: when identifying their primary reasons for repeat purchases, consumers heavily prioritize product performance (39%, from the same McKinsey's survey mentioned above) and affordability (24%), with founder identity trailing significantly at just 13%.

Recap of Drivers

Skinification of Beauty



Skincare claims are expanding into makeup and haircare, making functionality a key growth driver.

The Fragrance Boom



Fragrance is the fastest-growing beauty category, driven by emotion, premiumization and younger consumers.

Omnichannel Fluidity



Beauty shopping is increasingly hybrid, with stores for discovery and digital for conversion.

Community-Driven Marketing



Brands are moving from influencer-led marketing to community, UGC and storytelling.

The Scaling Barrier



Few founder-led brands reach scale; repeat purchase depends mainly on performance and affordability.

Source: Cosmetica Italia, Outlook 2025 and BoF-McKinsey, "The State of Fashion: Beauty", June 2025.

M&A Landscape

What the M&A Market Is Paying For. A recent study by Capstone Partners, an independent investment bank, on M&A beauty markets[††], with a focus on US deals, finds that beauty assets continue to command significant premiums relative to the broader consumer sector. M&A multiples in beauty averaged 14.9x EV/EBITDA in 2025, five turns above the Consumer industry average of 9.8x, and while broader macroeconomic uncertainty and trade policy volatility dampened overall deal activity in 2025, the beauty sector contracted far less in terms of number of deals than the rest of the Consumer industry, confirming that investor appetite for the category remains strong.

Among active buyers, large strategic players, meaning established beauty groups looking to round out their portfolios, have driven most of the activity, acquiring brands that give them access to fast-growing categories, new geographies or distribution channels they do not yet own.

Financial sponsors have been more selective in 2025, due to macroeconomic uncertainty and trade policy volatility weighing on valuation and exit visibility, but a growing number of large beauty conglomerates divesting non-core brands is creating a target-rich environment expected to drive a more active deal market in 2026.

The Profile of an Attractive Target. According to Capstone, in the current environment, acquirers are looking beyond awareness and social following. The assets commanding the strongest interests share a consistent set of characteristics: a clear and defensible position in a high-growth category such as makeup or fragrance, demonstrated ability to operate across both digital and selective physical retail without diluting their positioning, clinically backed product efficacy and a credible path to international expansion.

[††] *Capstone Partners, "Beauty M&A Update", December 2025.*

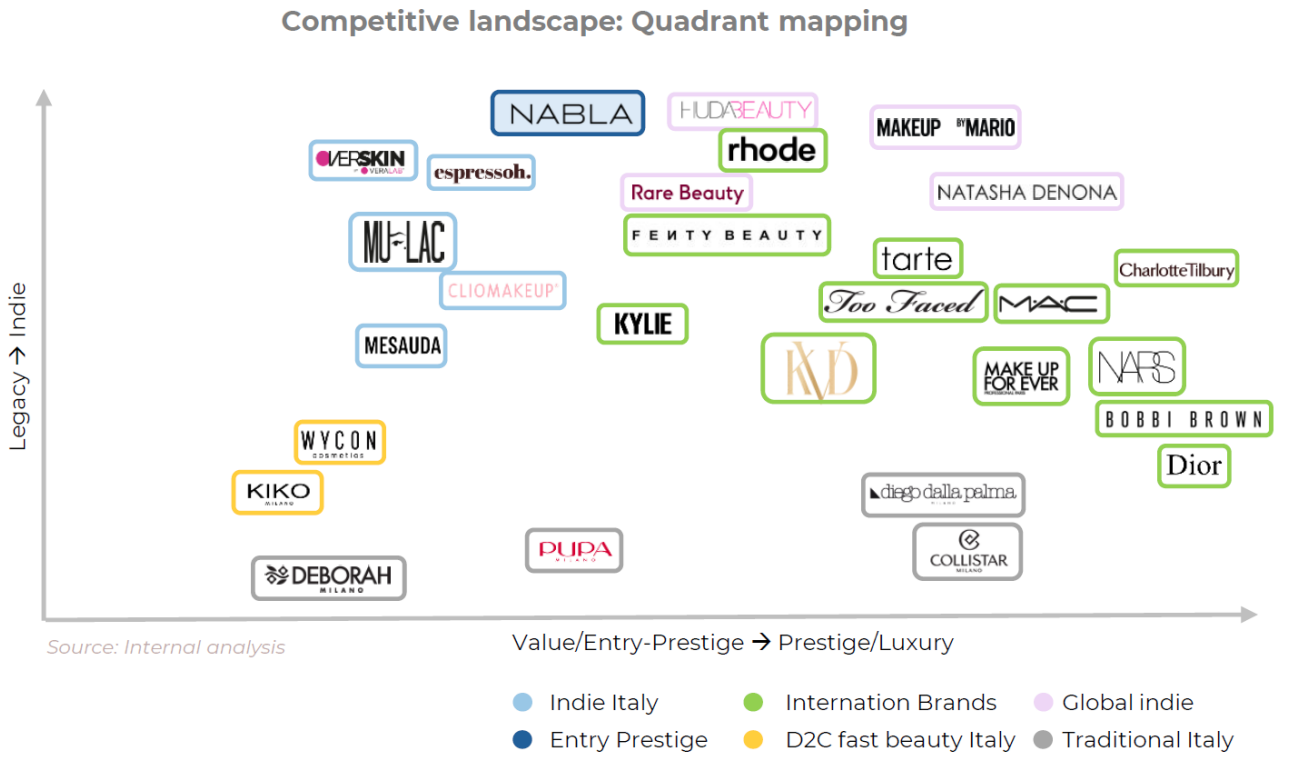
Competitive Arena

The color cosmetics market is not a monolith. At one end, mass market and drugstore brands compete primarily on price and aesthetic appeal, a model structurally exposed to dupes and private label substitution that caps both margins and brand equity over time. At the other end, legacy luxury players command strong pricing power through heritage and distribution, but have increasingly traded innovation for margin preservation, gradually losing relevance with younger consumers without building a credible replacement volume. Between these two poles, dermocosmetic brands occupy a functional niche with genuine clinical credibility, yet the channel's limited social resonance constrains the kind of community-driven growth that defines the most dynamic brands in the market today.

Nabla sits in the interspace where clinical formulation quality meets accessible prestige pricing, distributed through a model where the digital community is not a marketing add-on but the primary commercial engine. This is the Entry Prestige segment, and within it independent brands are where the most compelling growth profiles in color cosmetics are currently being built: high retention, expanding omnichannel reach, and a brand loyalty that legacy players have found structurally difficult to replicate.

The competitive landscape below maps the major players across both axes. Nabla's position at the upper-left of the entry-prestige cluster reflects its combination of indie DNA and omnichannel reach that most domestic peers have not yet built, while remaining structurally more accessible than the global indie brands that have migrated toward premium pricing as they have scaled.

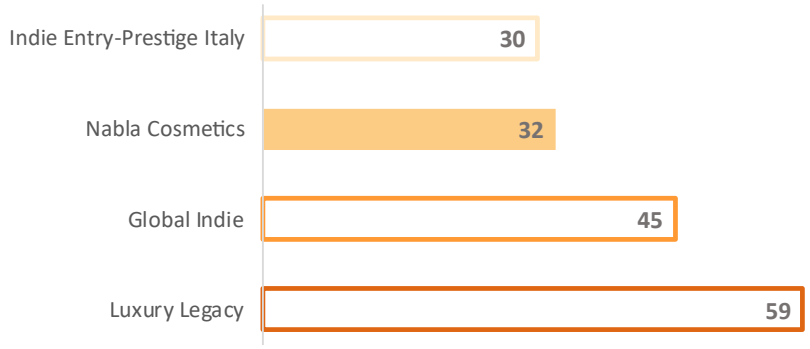
Market Positioning



Source: Company Presentation

The entry-prestige positioning intercepts two structurally distinct demand flows. (i) Consumers trading down from luxury legacy brands are looking for comparable formulation quality at a price point they can sustain across a full routine. (ii) Consumers trading up from mass market are driven by a combination of performance expectations and values alignment, particularly among younger demographics where ingredient transparency and brand ethics are genuine purchase criteria. Nabla's entry-prestige positioning is directly observable in product pricing, using the foundation category as a benchmark.

Foundation Price Benchmark (*)



Source: Company Presentation, (*) Computed as the average of competitors' prices sourced from public websites

To assess Nabla's relative positioning, we focus on Italian peers. The peer set below spans direct indie makeup brands, larger Italian beauty players that frame the scale opportunity, and a digital-native reference point that illustrates the structural ceiling of online-only models.

The digital natives that grew fastest in the past have hit a visible ceiling: ClioMakeUp grew at a 4% CAGR over 2022-25 with an average EBITDA margin of 4%, while VeraLab, once the standout online compounder, was broadly flat over the same period (1% CAGR). This is the structural limit of online models once they saturate their own digital audience.

At the other end, the larger fast-beauty players sustain growth through physical scale, with average margins between 11% (Kiko) and 20% (Wycon), and Astra Make-Up at the top of the range (23%), reflecting a lean wholesale model that carries no direct-to-consumer infrastructure and no proprietary community.

The smaller indie makeup brands, meanwhile, either remain sub-scale (Espressoh at €2.2mn) or operate at low single-digit margins (Clio Makeup).

Nabla occupies the space none of these archetypes fully reach. Its 16% revenue CAGR over 2022-25 is among the highest in the set and, unlike the decelerating digital natives, has not faded, while its 14% average margin places it well above the indie makeup cohort and in line with players many times its size. The combination is the point: Nabla pairs the growth profile of an early-stage indie with profitability closer to that of established players, sustained by a hybrid model that captures digital margin and customer data while building the physical B2B reach that the online-only brands lack.

Nabla Competitive Landscape

Brand	Cluster & profile	Rev '25 (€mn)	Employees '25	Rev CAGR '22-'25	EBITDA margin avg '22-'25
NABLA	**Entry-prestige indie. A digitally native makeup brand built on a social-commerce engine, now layering a physical B2B network onto its DTC core**	**14**	**21**	**16%**	**14%**
espressoh.	Indie makeup, digital-led. A digitally native brand built on an Instagram community, with direct e-commerce generating c.85% of sales alongside a small physical and selective international footprint	2	10	3%	10%
CLIOMAKEUP	Indie makeup, creator-led. A community-native brand built on the social following of its founder, a pioneer of Italian beauty influencing, nad run as a pure DTC e-commerce model until 2025	12	43	4%	4%
ASTRA MAKE-UP	Mass / fast beauty, wholesale-led. An offline-first brand distributed through a broad retail and wholesale network, with no proprietary DTC infrastructure	37	51	17%	23%
WYCON cosmetics	Mass / fast beauty, retail-led. An accessible-price makeup chain distributed through a network of single-brand stores, largely operated under franchising	73	412	9%	20%
KIKO MILANO	Mass / fast beauty, omnichannel. The reference Italian beauty success story at scale, combining a global store network with e-commerce	580	1,770	20%	11%
VERALAB®	Digital-native skincare, DTC. An e-commerce-born skincare brand that has since added physical retail, representing an online-first model at scale	64	139	1%	16%

Source: AIDA (filed accounts); employee figures reflect statutory average annual headcount; Wycon and Kiko: FY24 accounts, latest available (CAGR and average margin over 2022-24)

Financials

Our financial projections for the FY26E to FY29E period incorporate the c.€5.5mn of new equity raised at the September 2026 listing on Euronext Growth Milan (including the greenshoe option, exercised in full) and the faster international roll out these resources are meant to fund. They exclude any potential M&A transaction. Figures refer to Nabla S.p.A. (formerly Nabla Cosmetics S.r.l.) on a standalone basis, as its two subsidiaries are not consolidated.

Revenues Breakdown Analysis

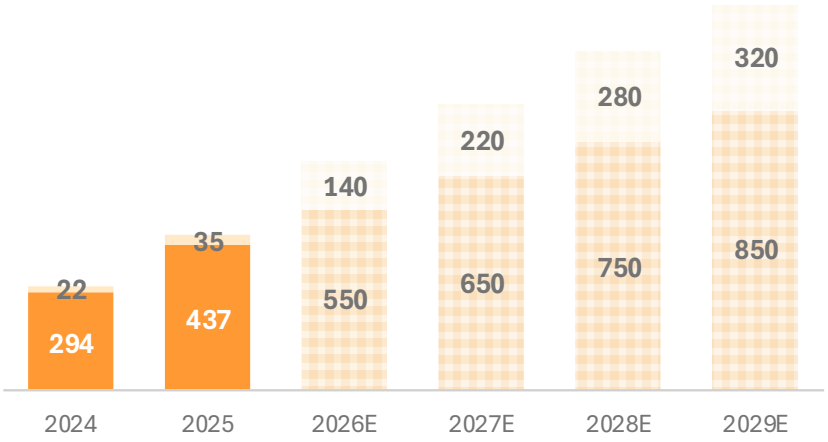
Nabla closed FY25 with Sales Revenues of €14.4mn, up 14.7% YoY from €12.5mn in FY24. The top line is structured across two main segments, B2B and B2C, accounting for 70% and 30% of sales revenues in FY25, respectively. Italy accounted for €12.3mn (85%) and international markets for €2.1mn (15%). We estimate sales revenues reaching €18.9mn in FY26E (+32% YoY), growing at a 21% CAGR through FY29E to €31.0mn. Through the plan, we model B2C and B2B growing at a similar pace.

1H26: growth on both channels, B2C in the lead. The first half is seasonally the lighter one: in FY25 it accounted for c.39% of annual sales, as Black Friday and the Christmas season fall in 4Q. Nabla closed 1H26 with Sales Revenues of €8.0mn, up 40.8% YoY from €5.7mn. Both channels contributed: net of rebates, B2B grew 28% to €5.7mn and B2C 91% to €2.2mn, lifting its weight on sales from 21% to 28%, with TikTok Shop alone above €0.8mn, in line with its whole FY25 contribution. The physical network reached 540 doors at the end of June, from 380 a year earlier, and Nabla opened its first Douglas store in Italy after period end. Domestic revenues rose 46% to €6.8mn (85% of sales) and international 18% to €1.2mn, both net of rebates.

B2B Wholesales: targeting c.1,170 doors by 2029. B2B generated €10.0mn in FY25 (69.7% of sales) on 472 doors at year end, 437 in Italy and 35 abroad. For FY26E we estimate B2B revenues of €12.4mn (+24% YoY), with the network reaching 690 doors at year end: 550 in Italy and 140 abroad. International is where the IPO proceeds make the difference. The Company has identified Germany, Spain and France as priority European markets, alongside the US and a deeper presence in the Middle East, and intends to move from opportunistic development to a structured, market by market approach. We model international doors reaching c.320 by FY29E, c.27% of a network of c.1,170 doors, with Italy at c.850.

Revenue per door, calculated on year-end doors, falls from €21.2k in FY25 to c.€18.0k in FY26E, as a large share of this year's openings lands in the second semester and contributes only marginally to the year, and a denser Italian network implies some cannibalisation. New doors also take time to reach steady state, since the first order often replaces stock the retailer already holds. From FY27E onward we hold revenue per door flat at c.€18.0k, as the ramp up of doors opened in late 2026 broadly offsets the dilution from new openings and from the growing weight of international doors. As a modelling simplification, total B2B revenues, including the online wholesale component such as Amazon Vendor, are allocated across the door count. On this basis B2B grows 26% in FY27E, 18% in FY28E and 14% in FY29E, reaching €21.1mn.

Doors Evolution by Geography – 2024-2029E

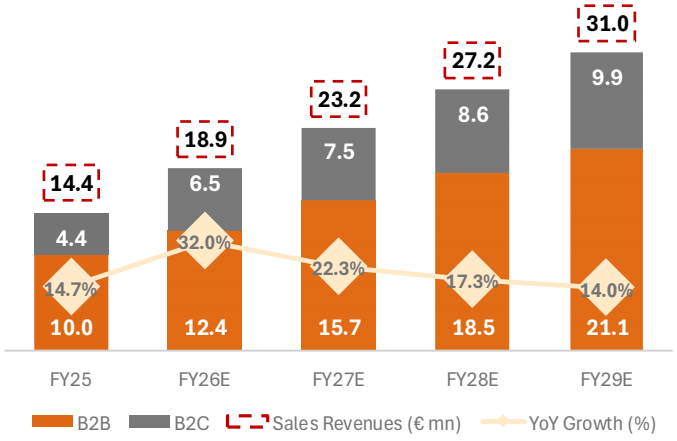


Source: KT&Partners' Elaboration on Company Data and KT&P's Estimates.

B2C - TikTok Shop Momentum and D2C Expansion. The direct channel, comprising the proprietary online store and TikTok Shop, generated €4.4mn in FY25 (30.3% of sales). We estimate €6.5mn in FY26E (+50% YoY). That builds on a 1H26 in which B2C grew 91%, also helped by a soft comparison base, as TikTok Shop was still ramping up after its launch in early 2025. Growth then normalises to 15% per year from FY27E, taking B2C to €9.9mn by FY29E.

Other Income – R&D Capitalizations. Total Revenues also include Other Income, mainly the capitalisation of internal development costs for formulas and packaging (€0.1mn in 1H26). We model this line at c.€0.3mn per year, bringing Total Revenues to €19.3mn in FY26E (+30.3% YoY) and €31.3mn by FY29E.

Sales Revenues Breakdown by Business Unit (€mn) – FY25-FY29E



Source: KT&Partners' Elaboration on Company Data (FY25), KT&P's estimates (FY26-29E)

Profitability Analysis

Nabla reported EBITDA of €1.65mn in FY25 (11.5% margin on Sales Revenues), broadly flat YoY, as the top-line expansion was absorbed by a step-up in operating costs reflecting the investment phase. Adjusting for c.€212k of non-recurring items, primarily costs related to temporary promotional events and one-off tangible expenses, FY25 Adjusted EBITDA stands at €1.9mn, equivalent to a 13.0% margin. We estimate realized EBITDA of €2.15mn in FY26E (11.3% margin), rising to €4.7mn by FY29E (15.0%).

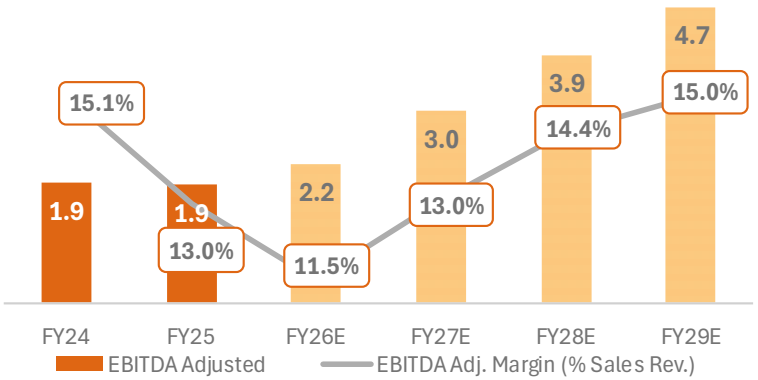
1H26: logistics absorbed the operating leverage. In the seasonally weaker half, EBITDA reached €0.5mn, up 43% YoY, with the margin broadly stable at 6.3% of Sales Revenues (6.2% in 1H25). The headline growth needs one caveat: 1H26 includes €0.15mn of capitalised development costs, absent in 1H25, and excluding them EBITDA was broadly flat despite 41% revenue growth. The reason is logistics. Transport and warehousing costs more than doubled, from €0.5mn to €1.2mn (from c.10% to c.14.5% of sales), on the back of higher shipped volumes. The rest of the cost base was under control. COGS were stable at 36.6% of sales (36.8% in 1H25), advertising grew in line with revenues (€0.9mn, c.11% of sales), and personnel costs fell to 11.8% of sales from 13.6%. The Company has launched a logistics optimisation plan across both channels. In B2C, a new provider has been operational since July 2026, with benefits expected already in 2H26, while interventions on B2B logistics should deliver savings from 2027. EBIT rose 22% to €0.4mn and Net Income more than doubled to €0.2mn.

Gross Margin. Gross margin, calculated as Sales Revenues net of COGS, improved from 62% in FY24 to 65.1% in FY25, driven by a more favourable revenue mix and improving procurement efficiency. In 1H26 it stood at 63.4%, in line with 1H25 (63.2%). We model 64.0% in FY26E, consistent with the 1H run rate, gradually improving to 65.0% by FY29E as purchasing scale builds.

Cost of Services. This is the largest cost line, representing around 40% of Sales Revenues, and mainly encompasses logistics and warehousing (€1.6mn in FY25), brand and marketing activities (€1.5mn in FY25), retailer-related costs (€1.2mn) including trade marketing and in-store staff, and technical consultancy. The line grew from €4.3mn in FY24 to €5.9mn in FY25, with the increase concentrated in two areas: marketing and brand investment, which scaled significantly to support the TikTok launch, new account onboarding and broader brand building activity; and logistics costs. On the latter, the Company has already initiated a logistics provider transition, which is expected to reduce the incidence of this cost line going forward. We model Cost of Services declining from approximately 41% of revenues in FY25 to around 38.5% in FY26E (€7.3mn), progressively reaching 37% by FY29E, as logistics efficiencies materialize and operating leverage accrues.

Personnel Expenses. The cost base stepped up from €1.1mn in FY24 to €1.6mn in FY25, reflecting a structural build-out of the organization with senior hires across commercial, product and finance functions. This investment is largely complete, and we model personnel costs growing from FY26E onward, but less proportionally than revenues, with the average FTE count increasing from 21 in FY25 to approximately 34 in FY26E and 44 by FY29E.

EBITDA Adj (€mn) and EBITDA Adj. margin (on Sales Revenues, %) – FY24-29E



Source: KT&Partners' Elaboration on Company Data (2024-2025), KT&P's Estimates (2026-2029).

EBITDA and Margin Trajectory. We estimate EBITDA of €2.15mn in FY26E (11.3% margin), growing to €4.7mn by FY29E (15.0% margin). The path to 15% rests on three effects: lower Services incidence, as the new B2C logistics provider, operational since July 2026, is followed by B2B logistics savings from 2027; operating leverage on personnel and fixed overheads as revenues scale; and a gradual improvement in COGS as purchasing scale builds. FY26E is a transition year, with logistics savings limited to B2C and reflected only in 2H, and the full benefit visible from FY27E.

Below EBITDA. D&A rises from €0.3mn in FY26E to c.€0.6mn from FY27E, reflecting the five year amortisation of the listing costs capitalised in FY26E alongside development costs, displays and moulds. EBIT grows from €1.9mn in FY26E (10.0% margin) to €4.1mn in FY29E (13.1%). Net financial charges remain marginal as residual bank debt is repaid, and we prudently do not model interest income on the post IPO cash position. With a 28% tax rate, Net Income declines to €1.3mn in FY26E from €1.5mn, as FY25 benefited from €0.5mn of one off financial income, a dividend paid by the non operating US subsidiary. It then rises to €2.9mn by FY29E.

FY24-29E Income Statement (€mn)

€ Million	FY24	FY25	1H26	FY26E	FY27E	FY28E	FY29E
Sales Revenues	**12.5**	**14.4**	**8.0**	**18.9**	**23.2**	**27.2**	**31.0**
B2B	*-*	*10.0*	*5.7*	*12.4*	*15.7*	*18.5*	*21.1*
B2C	*-*	*4.4*	*2.2*	*6.5*	*7.5*	*8.6*	*9.9*
Other Revenues	0.0	0.4	0.2	0.3	0.3	0.3	0.3
Total Revenues	**12.5**	**14.8**	**8.1**	**19.3**	**23.5**	**27.5**	**31.3**
Growth %	*n.m.*	*17.8%*	*43.2%*	*30.3%*	*22.0%*	*17.1%*	*13.9%*
COGS	(4.8)	(5.0)	(2.9)	(6.8)	(8.3)	(9.6)	(10.8)
Gross Profit	**7.8**	**9.8**	**5.2**	**12.4**	**15.2**	**17.9**	**20.5**
Gross Margin (% on Sales Rev.)	*62.0%*	*65.1%*	*63.4%*	*64.0%*	*64.3%*	*64.5%*	*65.0%*
Services	(4.3)	(5.9)	(3.4)	(7.3)	(8.7)	(10.1)	(11.5)
Rent and Leases	(0.4)	(0.6)	(0.3)	(0.8)	(0.9)	(1.1)	(1.2)
Personnel Expenses	(1.1)	(1.6)	(0.9)	(2.0)	(2.3)	(2.5)	(2.8)
Other Expenses	(0.3)	(0.1)	(0.0)	(0.2)	(0.2)	(0.3)	(0.3)
EBITDA	**1.7**	**1.6**	**0.5**	**2.2**	**3.0**	**3.9**	**4.7**
EBITDA Margin (% on Sales Rev.)	*13.4%*	*11.5%*	*6.3%*	*11.3%*	*13.0%*	*14.4%*	*15.0%*
Adjustments	0.2	0.2	0.0	0.0	-	-	-
EBITDA Adjusted	**1.9**	**1.9**	**0.5**	**2.2**	**3.0**	**3.9**	**4.7**
EBITDA Adj. Margin (% on Sales Rev.)	*15.1%*	*13.0%*	*6.6%*	*11.5%*	*13.0%*	*14.4%*	*15.0%*
D&A and Provisions	(0.1)	(0.2)	(0.1)	(0.3)	(0.6)	(0.6)	(0.6)
EBIT	**1.6**	**1.4**	**0.4**	**1.9**	**2.4**	**3.3**	**4.1**
EBIT margin (% on Sales Rev.)	*12.9%*	*9.9%*	*4.6%*	*10.0%*	*10.5%*	*12.2%*	*13.1%*
Financial Income/(Expenses)	(0.0)	0.5	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)
EBT	**1.6**	**1.9**	**0.3**	**1.8**	**2.4**	**3.3**	**4.1**
Taxes	(0.4)	(0.4)	(0.1)	(0.5)	(0.7)	(0.9)	(1.1)
Tax Rate	*28.2%*	*21.8%*	*31.9%*	*28.0%*	*28.0%*	*28.0%*	*28.0%*
Net Income	**1.1**	**1.5**	**0.2**	**1.3**	**1.7**	**2.4**	**2.9**
Net margin (% on Sales Rev.)	*9.0%*	*10.3%*	*3.0%*	*6.9%*	*7.4%*	*8.7%*	*9.4%*

Source: KT&P's Estimates (2026-2029)

Capital Structure & Cash Flow Analysis: Asset-Light, Cash-Generative Model

FY24 balance sheet data is shown on a pro forma basis, excluding non-core tangible asset transactions resolved during the year.

Nabla closed FY25 with a net cash position of €1.4mn and Free Cash Flow of €1.6mn, the latter flattered by a favourable year end payables dynamic. 1H26 reversed part of that effect, and the Company ended June in a net debt position of €0.6mn, ahead of the September listing. Including the c.€5.5mn raised at the IPO, we estimate net cash of €4.3mn at FY26E, growing to €9.3mn by FY29E before any M&A.

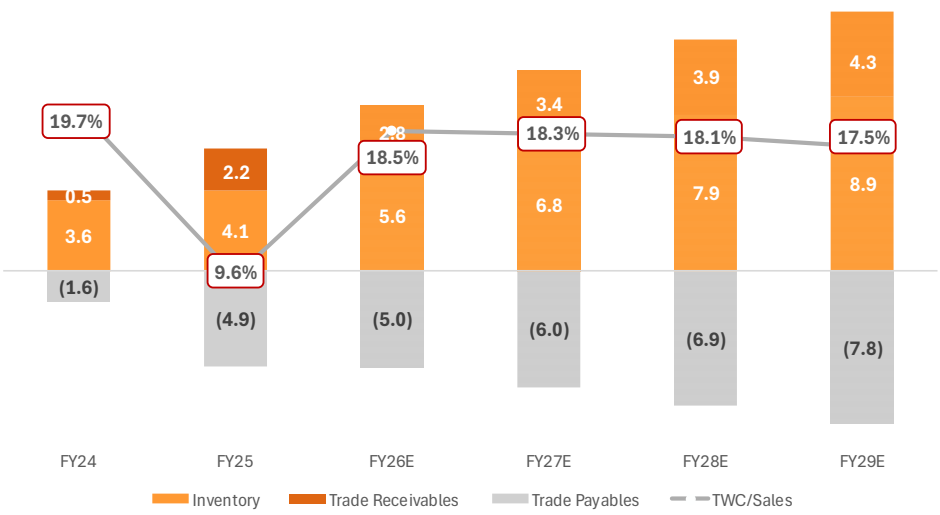
1H26: seasonal working capital build. Net working capital rose by €1.9mn to €3.3mn in the half, the main driver of the €2.0mn swing from net cash to net debt. Part of the swing reflects timing, with some key customer collections slipping past 30 June and supplier payments bunched at month end. Inventories increased to €5.1mn from €4.1mn, as the Company built stock ahead of the seasonally stronger second half, while trade receivables reached €3.0mn from €2.2mn on higher sales to retailers. Trade payables were flat at €4.9mn despite a sharp increase in purchases, as the year end timing effect that had inflated FY25 payables unwound. Capex absorbed a further €0.6mn, of which €0.1mn of listing and corporate reorganisation costs (€0.3mn capitalised in total at end June). After the period, the Company distributed €0.4mn of reserves in July, signed a €1.6mn credit line with Intesa Sanpaolo to support working capital growth, and completed the listing in September.

Fixed Assets and Capex: Building the Brand, Not the Factory. Nabla's balance sheet is characterised by a capital-light structure in which working capital represents the primary component of invested capital, with fixed assets playing a secondary role. Fixed assets stood at €1.8mn at the end of June (€1.4mn at FY25). Intangibles are mainly capitalised development costs, trademarks and listing costs in progress; tangibles are mostly displays provided on free loan to retailers and packaging moulds. FY26E capex of €1.9mn is inflated by the one off capitalisation of listing costs (projected at €1.1mn for the FY), while the door roll out drives tangible investment in displays. From FY27E we model capex of c.€0.6mn per year, split roughly evenly between capitalised development costs and tangible assets, falling from 2.7% to 2.1% of sales as revenues scale.

Working Capital: Long Inventory Cycle, One-Off Payables Timing Effect in FY25. Inventories are structurally elevated, with DIO at 300 days at the end of FY25 (€4.1mn in book value), a level we hold flat through FY29E. This reflects Nabla's sourcing model on two fronts: high quality packaging is procured internationally and subsequently shipped to third party manufacturers for final product assembly, while production runs with key manufacturing partners are subject to minimum order quantities that require purchasing in sizeable lots regardless of the pace of sell through. Both factors create an inherently long inventory cycle. Scale could partially ease this over time: as volumes grow, the minimum order quantity represents a smaller share of annual sales on the highest rotating references, allowing more frequent and staggered reorders calibrated to revenue rather than a single large intake. We prudently do not model this benefit, holding DIO flat.

Trade payables peaked at €4.9mn at end FY25, reflecting two distinct effects. The first is a one-off timing effect, with c.€900k of supplier payments shifting into the first days of January 2026. The second is structural: Nabla has renegotiated payment terms with some of its main suppliers, lengthening the payment cycle. Together, these two effects generated almost €3.3mn of cash inflow in FY25 from payables. As a result, the underlying DPO settles above its historical level, and we model DPO normalising to 105 days in FY26E from c.135 days at FY25, as the one-off timing component unwinds, holding it flat thereafter.

Trade Working Capital (€mn, %) – FY24- FY29E



Source: KT&Partners' Elaboration on Company Data (2024-2025), KT&P's Estimates (2026-2029)

Looking ahead, we model a working capital cash absorption of €1.8mn in FY26E, reflecting the reversal of the favourable year-end payables dynamic described above, followed by a normalised absorption of approximately €0.5-0.7mn per year through FY27-29E, broadly in line with the underlying growth trajectory of the business.

Cash-Generative Model. FY26E is a year of cash absorption at operating level. Operating Cash Flow is slightly negative (an outflow of €0.2mn), as working capital normalisation absorbs EBITDA net of taxes, and capex of €1.9mn takes Operating Free Cash Flow to an outflow of €2.1mn. The €5.5mn raised at the IPO, net of the €0.4mn July distribution, more than offsets it, taking net cash to €4.3mn at year end. From FY27E, with capex back to its run rate, Operating Free Cash Flow turns positive at €1.0mn and rises to €2.4mn by FY29E. Cash conversion after capex improves from 33% to 51% of EBITDA over the same period, and net cash builds to €9.3mn by FY29E. Our estimates include neither M&A, to which a significant share of the proceeds is earmarked, nor dividends, so this figure is best read as capacity to fund the external growth agenda rather than as idle cash.

Capital Efficiency. We calculate ROIC as NOPAT over net invested capital. ROIC reached 42% in FY25, a level flattered by the low year end working capital. In FY26E it falls to 22%, as invested capital more than doubles to €6.1mn on the working capital normalisation and the capitalised listing costs. It then recovers to 36% by FY29E as EBIT growth outpaces capital employed.

NFP Evolution (€mn)

€ Million	FY24 PF	FY25	1H26	FY26E	FY27E	FY28E	FY29E
EBITDA Adj.	**1.9**	**1.9**	**0.5**	**2.2**	**3.0**	**3.9**	**4.7**
Add back TFR	0.1	0.1	0.0	-	-	-	-
Taxes (PL)	(0.4)	(0.4)	(0.1)	(0.5)	(0.7)	(0.9)	(1.1)
Change NWC	(1.4)	1.1	(1.9)	(1.8)	(0.7)	(0.7)	(0.5)
Operating Cash Flow	**0.1**	**2.6**	**(1.4)**	**(0.2)**	**1.6**	**2.3**	**3.0**
Capex	(0.4)	(0.6)	(0.6)	(1.9)	(0.6)	(0.6)	(0.6)
Operating Free Cash Flow	**(0.2)**	**2.0**	**(2.0)**	**(2.1)**	**1.0**	**1.7**	**2.4**
Financial income (expenses)	(0.0)	0.5	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)
Others	(1.1)	(0.7)	(0.0)	-	-	-	-
Adj. – non-recurring items	(0.2)	(0.2)	(0.0)	(0.0)	-	-	-
Free Cash Flow	**(1.6)**	**1.6**	**(2.0)**	**(2.2)**	**1.0**	**1.7**	**2.4**
Distributions to founders	-	(0.3)	-	(0.4)	-	-	-
Capital increase (IPO)	-	-	-	5.5	-	-	-
Begin NFP	(1.7)	(0.0)	(1.4)	(1.4)	(4.3)	(5.3)	(6.9)
End NFP	**(0.0)**	**(1.4)**	**0.6**	**(4.3)**	**(5.3)**	**(6.9)**	**(9.3)**

Source: KT&Partners' Elaboration on Company Data.

FY24-29E Balance Sheet (€mn)

€ Million	FY24 PF	FY25	1H26	FY26E	FY27E	FY28E	FY29E
Intangible	0.2	0.6	1.0	1.9	1.9	1.8	1.8
Tangible	0.4	0.7	0.8	1.1	1.1	1.2	1.3
Financial Assets	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Fixed Assets	**0.6**	**1.4**	**1.8**	**3.1**	**3.1**	**3.1**	**3.2**
Inventory	3.6	4.1	5.1	5.6	6.8	7.9	8.9
Trade receivables	0.5	2.2	3.0	2.8	3.4	3.9	4.3
Trade Payables	(1.6)	(4.9)	(4.9)	(5.0)	(6.0)	(6.9)	(7.8)
Trade Working Capital	**2.5**	**1.4**	**3.1**	**3.5**	**4.2**	**4.9**	**5.4**
Other assets (liabilities)	(0.1)	0.2	0.2	(0.1)	(0.1)	(0.1)	(0.1)
Tax receivables (payables)	0.2	(0.2)	(0.1)	(0.2)	(0.2)	(0.2)	(0.2)
Accrued and deferred income (payables)	0.0	0.1	0.1	0.1	0.1	0.1	0.1
Net Working Capital	**2.6**	**1.5**	**3.3**	**3.3**	**4.0**	**4.7**	**5.2**
Severance Fund	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)
Net Capital Employed	**3.0**	**2.7**	**4.9**	**6.1**	**6.9**	**7.6**	**8.2**
Total shareholders' equity	**3.1**	**4.1**	**4.3**	**10.4**	**12.2**	**14.5**	**17.4**
Cash & Cash Equivalents (-)	(2.0)	(2.7)	(0.1)	(5.0)	(5.7)	(7.0)	(9.4)
Derivatives	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
Financial Debt	2.0	1.3	0.8	0.7	0.4	0.1	0.1
Net Financial Position	**(0.0)**	**(1.4)**	**0.6**	**(4.3)**	**(5.3)**	**(6.9)**	**(9.3)**
Sources	**3.0**	**2.7**	**4.9**	**6.1**	**6.9**	**7.6**	**8.2**

Source: KT&Partners' Elaboration on Company Data (2024-2025), KT&P's Estimates (2026-2029)

Valuation

Based on Nabla's projected financials, including the IPO proceeds, we performed a valuation of the company using two standard methodologies: market multiples and Discounted Cash Flow (DCF).

- **Market Multiples (EV/EBITDA, EV/EBIT and P/E):** Using a peer group of six publicly listed cosmetic companies, we applied the average 2025A, 2026E and 2027E EV/EBITDA, EV/EBIT and P/E multiples to Nabla's financials, net of a 20% discount for size and liquidity. Averaging the results of the three multiples yields an implied equity value of €29.5mn (€4.30 per share). We show EV/Sales for reference only: with Nabla's EBITDA margin about six points below the peer median, sales multiples would overstate its value.

- **Discounted Cash Flow (DCF):** We projected Nabla's Free Cash Flow over the FY26E-FY32E period and discounted them using a WACC of 12.5% and a terminal growth rate of 3.0%. This approach returns an implied equity value of €32.2mn (€4.70 per share).

By averaging the outputs of both methodologies, we derive a fair equity valuation of €30.8mn, or €4.50 per share on 6.83mn shares (including the greenshoe, exercised in full), corresponding to an implied EV/EBITDA multiple of 11.3x on FY26E and 8.1x on FY27E. For the purposes of this valuation, we consider an adjusted net cash position of €6.5mn, i.e. FY25 net cash of €1.4mn plus c.€5.1mn of IPO proceeds, net of the €0.4mn distributed reserves.

Valuation Recap

	Equity Value (€mn)	Price per Share (€)
EV/EBITDA	29.8	4.40
EV/EBIT	30.8	4.50
P/E	27.9	4.09
Average Multiples	**29.5**	**4.30**
DCF	32.2	**4.70**
Average Value	**30.8**	**4.50**

	FY25	FY26E	FY27E
EV/Sales Implied	1.7x	**1.3x**	1.1x
EV/EBITDA Implied	14.8x	**11.3x**	8.1x
EV/EBIT Implied	17.2x	**12.9x**	10.0x
P/E Implied	20.9x	**23.5x**	17.9x

Source: KT&P's estimates

Peers Overview

To benchmark Nabla's valuation and operating profile, we selected a peer group of six publicly listed beauty companies active across color cosmetics, and broader beauty market. Although all selected peers operate at a significantly larger scale, they provide meaningful reference points across dimensions central to Nabla's business model: (i) brand-led positioning in the accessible or entry-prestige beauty segment; (ii) digitally native or digital-first go-to-market strategies leveraging social commerce and community engagement; (iii) fabless, asset-light manufacturing combined with in-house R&D; and (iv) omnichannel distribution spanning both D2C and physical wholesale channels.

The selected sample deliberately combines different strategic profile: e.l.f. Beauty and Warpaint London offer the closest structural read-across as digitally native, asset-light color cosmetics players; d'Alba Global provides a relevant reference point as a recently listed, high-growth K-beauty indie brand with a vegan positioning; Estée Lauder and Pola Orbis provide a long-run profitability and brand equity anchor; and Proya Cosmetics illustrates the scalability of a social commerce-driven beauty platform in a high-growth market context. Global conglomerates such as L'Oréal and Shiseido were intentionally excluded, as their scale and diversification would render any multiple comparison analytically distortive.

The selected sample includes:

- **e.l.f. Beauty, Inc:** is listed on the New York Stock Exchange with a market capitalization of €6.0bn. The company operates as a multi-brand beauty platform spanning color cosmetics and skincare, distributed across mass retail, drug store, and specialty channels in the US and internationally, alongside a direct e-commerce channel. e.l.f. and Nabla share a digitally native, fabless and asset-light model, targeting Gen-Z consumers through social commerce, vegan and cruelty-free credentials, although e.l.f. is positioned closer to mass/masstige accessible beauty while Nabla sits nearer to entry prestige. In FY25, e.l.f. reported net sales of €1.4bn.

- **Estée Lauder Companies Inc:** is listed on the New York Stock Exchange with a market capitalization of €33.7bn. The company operates as a global prestige beauty conglomerate spanning skincare, makeup, fragrance, and haircare. The comparability with Nabla lies in the fact that both companies operate on a fabless model with in-house brand development, proprietary formulas, and a product strategy anchored on quality and consumer engagement, making Estée Lauder a relevant benchmark for Nabla's long-term positioning within the prestige beauty space. In FY25, Estée Lauder reported net sales of €13.1bn.

- **Proya Cosmetics Co., Ltd**: is listed on the Shanghai Stock Exchange with a market capitalization of €3.0bn. The company operates as a multi-brand beauty platform spanning skincare, makeup, and personal care, distributed across e-commerce and offline retail channels in China. The comparability with Nabla rests on a shared digitally native architecture, a strong reliance on social commerce and influencer-driven content to fuel customer acquisition, and a product strategy anchored on accessible premium positioning targeting younger consumers. In FY25, Proya reported revenue of €1.3bn.

- **Pola Orbis Holdings Inc.:** is listed on the Tokyo Stock Exchange with a market capitalization of €1.8bn. The group develops, manufactures, and sells prestige cosmetics and skincare across Japan and internationally. The comparability with Nabla rests on a shared emphasis on in-house R&D, proprietary formulation, and a brand-led positioning strategy targeting distinct consumer segments across the prestige spectrum, making Pola Orbis a useful benchmark for Nabla's long-term trajectory as it builds depth across beauty categories. In FY25, Pola Orbis reported net sales of €1bn.

- **Warpaint London plc**: is listed on the AIM market of the London Stock Exchange with a market capitalization of €179mn. The company is a specialist supplier of color cosmetics selling across a portfolio of owned brands through retailers, supermarkets, and distributors in the UK, Europe, and the US. As a profitable, asset-light color cosmetics business that achieved scale through a multi-brand strategy and organic distribution expansion, Warpaint represents a particularly relevant comparable for Nabla, offering a listed market reference point for a company at a similar stage of maturity within the accessible beauty segment. In FY25, Warpaint reported revenue of €123mn.

- **d'Alba Global Co., Ltd:** is listed on South Korea's KOSPI exchange with a market cap of €1.4bn. The company is engaged in the sale of cosmetics, health functional foods, and home beauty devices, targeting women in their 20s to 40s. The comparability with Nabla rests on a shared digitally native, single-brand architecture, a vegan and clean beauty positioning, and a rapid international expansion trajectory driven primarily by social commerce and online channel penetration. In FY25 Dalba reported net sales of €324mn.

Market Multiples Valuation

Following the comparable company analysis, we proceeded with the definition of market multiples for our panel, focusing on 2025-27 data. We base our valuation on: i) 2025, 2026 and 2027 average multiples; ii) Nabla's FY25 adjusted EBITDA, EBIT and reported Net Income and our FY26E and FY27E estimates; iii) a 20% discount to reflect Nabla's smaller size and the lower liquidity of its shares.

The selected peer group shows diverse profitability and growth profiles, reflecting differences in business models, geographic exposure, brand maturity and distribution strategies. Over the FY24-27E period, the peer median EBITDA margin stands at 18.6%, although this figure conceals meaningful dispersion across names. Warpaint London, e.l.f. Beauty and d'Alba Global operate above the median, supported respectively by a growing share of branded revenues, a highly efficient digitally native operating model, and the strong operating leverage of a rapidly scaling K-beauty platform. By contrast, Estée Lauder and Pola Orbis sit below the median, reflecting exposure to more challenging market conditions across travel retail, China and domestic Japan. Proya Cosmetics maintains a relatively stable margin profile, consistent with its e-commerce-led model.

From a growth perspective, the peer median of average annual sales growth over FY24-27E stands at 9.6%. d'Alba Global leads the sample at 47%, driven by its rapid international expansion across online channels, followed by e.l.f. Beauty at 20% on top line momentum. Estée Lauder and Pola Orbis are expected to see revenues decline over the period. Against this benchmark, Nabla's average FY24-27E EBITDA margin of 12.3% remains below the peer median, reflecting its smaller scale and ongoing investment phase. However, its expected average sales growth of 18% is about twice the peer median, making Nabla the third fastest growing company in the sample, behind d'Alba and e.l.f.

Overall, the peer analysis suggests that Nabla should be viewed as a high-growth, still-scaling asset rather than a mature beauty platform. Its current profitability gap versus peers should therefore be assessed in the context of its superior growth profile.

Peer Comparison – Market Multiples 2025-27E

Company Name	Exchange	Market Cap	Avg. EBITDA Margin (24-27)	CAGR Sales (24-27)	EV/EBITDA 2025	EV/EBITDA 2026	EV/EBITDA 2027	P/E 2025	P/E 2026	P/E 2027
e.l.f. Beauty, Inc.	NYSE	5,954	19.1%	19.9%	22.4x	17.8x	16.5x	37.1x	30.3x	28.2x
Warpaint London PLC	London	179	21.7%	6.3%	6.8x	6.3x	6.0x	11.5x	10.2x	9.8x
Estee Lauder Companies Inc. Class A	NYSE	33,660	15.3%	-1.5%	22.9x	18.2x	15.1x	n.a.	43.6x	30.7x
Pola Orbis Holdings Inc.	Tokyo	1,847	14.3%	-3.2%	11.0x	9.7x	9.2x	35.5x	30.4x	26.8x
Proya Cosmetics Co., Ltd. Class A	Shanghai	3,041	18.0%	12.9%	9.8x	8.4x	7.7x	16.2x	12.1x	12.9x
Dalba Global Co., Ltd.	Korea	1,436	20.7%	46.8%	21.8x	11.8x	8.9x	31.0x	16.5x	12.5x
Average		**7,686**	**18.2%**	**13.5%**	**15.8x**	**12.0x**	**10.6x**	**26.3x**	**23.8x**	**20.2x**
Median		**2,444**	**18.6%**	**9.6%**	**16.4x**	**10.8x**	**9.1x**	**31.0x**	**23.4x**	**19.8x**
Nabla Cosmetics	**Milan**		**12.3%**	18.2%	8.6x	6.6x	4.7x	14.0x	15.7x	12.0x

Source: FactSet consensus data, KT&P's Estimates

Applying the FY25A to FY27E average multiples, net of the 20% size/liquidity discount, we obtain an equity value of €29.8mn (€4.40ps) through EV/EBITDA, €30.8mn (€4.50ps) through EV/EBIT and €27.9mn (€4.10ps) through P/E.

Multiple Valuation (€mn)

Multiple Valuation (€mn)	2025A	2026E	2027E
EV/EBITDA Comps	15.8x	12.0x	10.6x
EBITDA	1.9	2.2	3.0
Enterprise value	**29.3**	**26.2**	**31.9**
Average Enterprise value		**29.1**	
Liquidity/Size Discount		*20%*	
EV Post-Discount		**23.3**	
Adj. Net Cash		(6.5)	
Minorities		-	
Equity Value		**29.8**	
# of Shares Outstanding		*6.8*	
Price per share (€)		**4.40**	

Multiple Valuation (€mn)	2025A	2026E	2027E
EV/EBIT Comps	21.4x	15.3x	13.2x
EBIT	1.4	1.9	2.4
Enterprise value	**30.3**	**28.9**	**32.0**
Average Enterprise value		**30.4**	
Liquidity/Size Discount		*20%*	
EV Post-Discount		**24.3**	
Adj. Net Cash		(6.5)	
Minorities		-	
Equity Value		**30.8**	
# of Shares Outstanding		*6.8*	
Price per share (€)		**4.50**	

Multiple Valuation (€mn)	2025A	2026E	2027E
P/E Comps	26.3x	23.8x	20.2x
Net Income	1.5	1.3	1.7
Equity Value	**38.7**	**31.3**	**34.7**
Average Equity Value		**34.9**	
Liquidity/Size Discount		*20%*	
Equity Value Post-Discount		**27.9**	
# of Shares Outstanding		*6.8*	
Price per share (€)		**4.09**	

Source: FactSet, KT&P's Estimates

DCF Valuation

We have conducted our valuation using a seven-year DCF model, based on a 12.5% WACC and 3.0% terminal growth rate.

We discounted 2026E-2032E annual cash flows and considered a terminal growth rate of 3.0%. The 2026E-2029E cash flows are estimated on a bottom-up basis, reflecting our explicit operational assumptions for the period. For the 2030E-2032E period, beyond the explicit analytical forecast, FCFO was estimated by applying a 15% annual growth rate, lower than the current trajectory. The terminal value accounts for c.73% of the enterprise value.

We then carried out a sensitivity analysis on the terminal growth rate and on WACC. The sensitivity analysis shows that the current share price implies a WACC of c.17.5%, assuming a 2.0% terminal growth rate.

According to our DCF, Nabla's equity value is equal to €32.2mn, or €4.70 per share.

DCF Valuation

€ Millions	2026E	2027E	2028E	2029E	2030	2031	2032
EBIT	**1.9**	**2.4**	**3.3**	**4.1**			
Taxes	(0.5)	(0.7)	(0.9)	(1.2)			
D&A	0.3	0.6	0.6	0.6			
Change in Net Working Capital	(1.9)	(0.7)	(0.7)	(0.6)			
Net Operating Cash Flow	**(0.3)**	**1.6**	**2.3**	**3.0**			
Capex	(1.9)	(0.6)	(0.6)	(0.7)			
FCFO	**(2.2)**	**1.0**	**1.6**	**2.4**	**2.7**	**3.2**	**3.6**
g	***3.0%***						
Wacc	***12.5%***						
FCFO (discounted)	**(2.1)**	**0.9**	**1.3**	**1.6**	**1.7**	**1.7**	**1.7**
Discounted Cumulated FCFO	6.8						
TV	39.3						
TV (discounted)	18.9						
Enterprise Value	**25.7**						
Adj. Net Cash	(6.5)						
Equity Value	**32.2**						
# of Shares Outstanding	**6.83**						
Price per share (€)	4.70						

Sensitivity Analysis

€ Millions		WACC				
		17.5%	15.0%	12.5%	10.0%	7.5%
Terminal growth Rate	1.0%	2.90	3.40	4.20	5.40	7.50
	2.0%	3.00	3.60	4.40	5.80	8.50
	3.0%	3.10	3.70	4.70	6.40	10.00
	4.0%	3.20	3.90	5.10	7.20	12.30
	5.0%	3.40	4.20	5.50	8.20	16.40

Source: KT&P's Estimates

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- ADD - FOR A FAIR VALUE > 15% ON CURRENT PRICE
- HOLD - FOR A FAIR VALUE <15% OR >-15% ON CURRENT PRICE
- REDUCE - FOR A FAIR VALUE < -15% ON CURRENT PRICE