MARE GROUP

Sector: Technology

Setting the stage for the next growth phase

BUY

Unchanged

TP 8.6

From 8.3

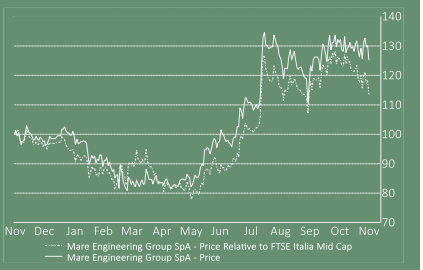
Target price upside 70%

Change in EPS est.	FY26E	FY27E
	-4.0%	6.7%

Ticker (BBG, Reut)	MARE IM / MARE MI
Share price Ord. (Eu)	5.1
N. of Ord. shares (mn)	23.8
Total N. of shares (mn)	23.8
Market cap (Eu mn)	120.2
Total Market Cap (EU mn)	120.2
Free Float Ord. (%)	42.5%
Free Float Ord. (Eu mn)	51.0
Daily AVG liquidity Ord. (Eu k)	128

	1M	3M	12M
Absolute Perf.	0.4%	0.4%	31.5%
Rel.to FTSEMidCap	-5.0%	-0.9%	22.6%
52 weeks range		3.3	5.4

	FY25A	FY26E	FY27E
Sales	59.1	100.3	127.0
EBITDA adj.	15.9	22.5	30.1
Net profit adj.	1.6	6.5	12.6
EPS adj.	0.083	0.273	0.530
DPS - Ord.	0.037	0.040	0.060
EV/EBITDA adj.	7.5x	7.6x	5.6x
P/E adj.	41.7x	18.6x	9.6x
Dividend yield	1.1%	0.8%	1.2%
FCF yield	nm	0.1%	8.1%
Net debt/(Net cash)	68.9	47.4	44.0
Net debt/EBITDA	4.3x	2.1x	1.5x



Mare's 9M26 KPIs confirm a sound operating trajectory, with 18.2% organic revenue growth, margin expansion and FY26 guidance reiterated at the top of the range. The latest ASS.EL. and Proser acquisitions further complete Mare's A&D supply chain, combining engineering, manufacturing, electronics and software into complete subsystems and small UAV systems. The new Eu78mn FY27-28 investment plan sets the next phase, targeting additional M&A, proprietary products and further capacity, with funding execution already started through DVC's binding proposal for up to Eu21.2mn of new equity. We raise our estimates to reflect the latest deals and stronger organic momentum, reaching Eu30mn Adj. EBITDA in FY27E. The Eu10mn EBITDA gap to mgmt's Eu40mn ambition remains outside our estimates, requiring the conversion of sizeable A&D opportunities into backlog and/or further M&A. BUY, with TP raised to Eu8.6/s from Eu8.3/s.

- **9M26 confirms a sound operating trajectory.** Revenues reached Eu72.7mn, up 45.4% YoY with 18.2% organic growth, while Adj. EBITDA increased 50% to Eu15.6mn, with margin expanding to 21.5% from 20.8%. The mix shift is also progressing as expected, with A&D already at 36% of 9M revenues from 33.9% in 1H26. Adj. Net Debt declined to Eu42.4mn from Eu51.9mn at end-June, supported by positive operating CF and the Eu10mn capital increase.
- **FY26 guidance reiterated at the top end, with commercial visibility strengthening**. Management now expects Eu100mn revenues and Eu22.5mn Adj. EBITDA, at the top of the previous range and closely matching our forecasts, alongside Eu27mn Adj. Net Debt at YE26. On the new pro-forma perimeter, excluding Workgroup and including the four latest deals for the full year, the group targets Eu115.4mn revenues and Eu25.1mn Adj. EBITDA/21.8% margin, with A&D above 50% of sales. 9M26 order intake reached Eu144mn from Eu104mn in 1H26, while commercial pipeline increased to Eu185mn from Eu124mn, providing further visibility into FY27.
- **A&D supply chain largely complete; execution is the next step.** ASS.EL. and Proser bring Mare's A&D M&A spree to six deals in 18 months, adding military-grade electronics manufacturing, design, integration and testing to its existing engineering, software and production capabilities. Mare can now cover the value chain of small UAVs internally, while on larger platforms it can deliver higher-value subsystems such as dual-use integrated racks. This materially broadens the group's scope of work and provides the industrial base for larger and more complex programs.
- **Eu78mn investment plan to fund the next growth phase**. The new FY27-28 plan combines further M&A, own-product development and additional capacity, supporting growth beyond the existing perimeter and management's reiterated Eu40mn FY27 Adj. EBITDA ambition. No detailed breakdown of the envelope was provided, while the previously announced doubling of A&D production capacity by 1H27 had been associated with around Eu2mn of investment. We therefore expect a significant part of the plan to relate to M&A and new products/business beyond the current base and backlog. Funding execution has started, with DVC committing Eu5mn at Eu5.40/s by YE26 and providing up to a further Eu16mn through warrants in 2027.
- **Estimates raised, with further A&D optionality excluded**. We incorporate ASS.EL. and Proser from FY27E while raising our organic growth estimate on order momentum. We now expect FY27E revenues of Eu127.0mn, 10% above FY26PF and Adj. EBITDA of Eu30.1mn. Additional A&D projects and/or M&A are needed to target mgmt's Eu40mn Adj. EBITDA ambition. Potentially, Eu50mn of acquisitions at 5x EV/EBITDA would suffice to close the gap. On capex, our Eu7.9mn/7.7mn FY27E-28E estimates remain reasonable for the existing perimeter but could prove conservative compared to the mgmt plan. We await greater visibility on the plan's allocation and associated potential earnings before incorporating further spending.
- **TP raised to Eu8.6/s (from Eu8.3/s); BUY**. Our valuation reflects the addition of ASS.EL./Proser, stronger organic growth and rerated peer multiples, partly offset by higher capital intensity and dilution from the Eu5mn reserved capital increase. The 2027 warrants are not included in our base-case share count; full dilution would imply up to 7% TP downside from the current Eu8.6/s. The enlarged platform, stronger commercial pipeline and new investment plan, backed by significant equity funding, reinforce Mare's investment case and reduce leverage risk. BUY reiterated.

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IMPORTANT. Please refer to the last page of this report for "Important disclosures" and analyst(s) certifications.
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ALANTRA
Italian Equity Research

Summary Financials (IFRS)

P&L account (Eu mn)	FY24A	FY25A	FY26E	FY27E	FY28E
Total Revenues	40.7	59.1	100.3	127.0	139.6
Gross margin	na	na	na	na	na
EBITDA reported	6.3	4.2	18.5	29.1	33.0
D&A	(4.2)	(16.5)	(8.9)	(8.7)	(8.3)
EBIT reported	2.2	(12.3)	9.6	20.4	24.8
Net financial charges	(1.5)	3.3	(5.7)	(3.8)	(3.5)
Associates	0.0	0.0	5.7	0.0	0.0
Extraordinary items	0.0	0.0	0.0	0.0	0.0
Pre-tax profit	0.6	(9.0)	9.6	16.6	21.3
Taxes	(0.9)	0.7	(1.4)	(4.6)	(5.9)
Minorities	(0.0)	(0.3)	(0.2)	(0.1)	(0.1)
Discontinued activities	0.0	0.0	0.0	0.0	0.0
Net profit reported	(0.3)	(8.7)	7.9	11.9	15.2
EBITDA adjusted	**9.0**	**15.9**	**22.5**	**30.1**	**34.0**
EBIT adjusted	**5.0**	**8.9**	**13.6**	**21.4**	**25.8**
Net profit adjusted	**1.6**	**1.6**	**6.5**	**12.6**	**16.0**

Margins (%)	FY24A	FY25A	FY26E	FY27E	FY28E
Gross margin	nm	nm	nm	nm	nm
EBITDA margin	15.5%	7.1%	18.4%	22.9%	23.7%
EBITDA margin (adj)	22.2%	26.9%	22.4%	23.7%	24.4%
EBIT margin	5.3%	-20.8%	9.5%	16.1%	17.7%
EBIT margin (adj)	12.2%	15.1%	13.5%	16.9%	18.5%
Net profit margin	-0.8%	-14.7%	7.9%	9.3%	10.9%
Net profit margin (adj)	3.9%	2.7%	6.5%	9.9%	11.4%

Growth rates (%)	FY24A	FY25A	FY26E	FY27E	FY28E
Sales	3.3%	45.1%	69.9%	26.6%	9.9%
EBITDA	-37.1%	-33.5%	341.5%	57.5%	13.4%
EBITDA adjusted	-14.6%	75.8%	41.7%	33.9%	13.0%
EBIT	-55.0%	nm	nm	113.2%	21.4%
EBIT adjusted	-6.5%	79.3%	51.8%	57.7%	20.4%
Pre-tax	-82.3%	nm	nm	73.2%	28.3%
Net profit	-113.6%	nm	nm	49.8%	28.5%
Net profit adjusted	-45.4%	-0.6%	307.9%	94.3%	26.8%

Per share data	FY24A	FY25A	FY26E	FY27E	FY28E
Shares	14.82	19.21	23.76	23.76	23.76
N. of shares AVG	14.82	19.21	23.76	23.76	23.76
N. of shares diluted AVG	14.82	19.21	23.76	23.76	23.76
EPS	**(0.02)**	**(0.45)**	**0.33**	**0.50**	**0.64**
EPS adjusted	**0.11**	**0.08**	**0.27**	**0.53**	**0.67**
DPS - Ord.	**0.02**	**0.04**	**0.04**	**0.06**	**0.08**
DPS - Sav.	0.02	0.04	0.04	0.06	0.08
BVPS	1.99	1.99	2.37	2.83	3.41

Enterprise value (Eu mn)	FY24A	FY25A	FY26E	FY27E	FY28E
Share price Ord. (Eu)	3.3	3.4	5.1	5.1	5.1
Market cap	48.7	66.2	120.2	120.2	120.2
Net debt/(Net cash)	13.4	68.9	47.4	44.0	37.5
Adjustments	3.1	(16.7)	4.5	4.8	5.0
Enterprise value	65.2	118.4	172.1	169.0	162.8

Cash flow (Eu mn)	FY24A	FY25A	FY26E	FY27E	FY28E
EBITDA reported	6.3	4.2	18.5	29.1	33.0
Net financial charges	(1.3)	(3.2)	(5.7)	(3.8)	(3.5)
Cash taxes	(1.5)	(0.3)	(1.4)	(4.6)	(5.9)
Ch. in Working Capital	(1.9)	(3.9)	(3.4)	(3.4)	(2.7)
Other Op. items	4.8	(5.2)	1.1	0.3	0.3
Operating cash flow	**6.3**	**(8.5)**	**9.1**	**17.6**	**21.2**
Capex	(6.1)	(7.7)	(9.0)	(7.9)	(7.7)
FCF	**0.2**	**(16.2)**	**0.1**	**9.7**	**13.5**
Disposals/Acquisitions	(12.6)	(30.1)	22.0	0.0	0.0
Changes in Equity	15.1	7.1	5.2	0.0	0.0
Others	11.8	(16.0)	(5.0)	(5.4)	(5.6)
Dividends	(0.3)	(0.3)	(0.7)	(1.0)	(1.4)
Ch. in NFP	**14.3**	**(55.5)**	**21.6**	**3.4**	**6.5**

Ratios (%)	FY24A	FY25A	FY26E	FY27E	FY28E
Capex/Sales	**15.0%**	**13.0%**	**9.0%**	**6.2%**	**5.5%**
Capex/D&A	1.5x	0.5x	1.0x	0.9x	0.9x
FCF/EBITDA	3.6%	nm	0.4%	33.4%	40.8%
FCF/Net profit	nm	nm	1.0%	82.0%	88.5%
Dividend pay-out	**10.5%**	**-96.3%**	**-8.2%**	**12.0%**	**12.0%**

Balance sheet (Eu mn)	FY24A	FY25A	FY26E	FY27E	FY28E
Working capital	15.3	22.0	25.4	28.7	31.4
Fixed assets	30.9	99.8	88.8	93.4	98.4
Provisions & others	(3.3)	(7.0)	(8.3)	(8.6)	(8.8)
Net capital employed	**42.9**	**114.9**	**105.9**	**113.5**	**121.0**
Net debt/(Net cash)	**13.4**	**68.9**	**47.4**	**44.0**	**37.5**
Equity	29.5	38.2	56.2	67.1	80.9
Minority interests	0.0	7.7	2.3	2.4	2.5

Ratios (%)	FY24A	FY25A	FY26E	FY27E	FY28E
Working capital/Sales	**37.5%**	**37.2%**	**25.3%**	**22.6%**	**22.5%**
Net debt/Equity	**45.5%**	**180.5%**	**84.3%**	**65.5%**	**46.3%**
Net debt/EBITDA	**1.5x**	**4.3x**	**2.1x**	**1.5x**	**1.1x**

Valuation	FY24A	FY25A	FY26E	FY27E	FY28E
EV/CE	**1.4x**	**1.0x**	**1.5x**	**1.4x**	**1.3x**
P/BV	1.7x	1.7x	2.1x	1.8x	1.5x
EV/Sales	1.6x	2.0x	1.7x	1.3x	1.2x
EV/EBITDA	10.4x	28.3x	9.3x	5.8x	4.9x
EV/EBITDA adjusted	**7.2x**	**7.5x**	**7.6x**	**5.6x**	**4.8x**
EV/EBIT	30.3x	nm	18.0x	8.3x	6.6x
EV/EBIT adjusted	**13.1x**	**13.2x**	**12.7x**	**7.9x**	**6.3x**
P/E	nm	nm	15.2x	10.1x	7.9x
P/E adjusted	**30.5x**	**41.7x**	**18.6x**	**9.6x**	**7.5x**
ROCE pre-tax	10.1%	10.6%	11.5%	18.1%	20.5%
ROE	**5.4%**	**4.2%**	**11.5%**	**18.7%**	**19.7%**
EV/FCF	nm	nm	nm	17.4x	12.1x
FCF Yield	**0.5%**	**nm**	**0.1%**	**8.1%**	**11.2%**
Dividend Yield	**0.6%**	**1.1%**	**0.8%**	**1.2%**	**1.5%**

Source: Company data, Alantra estimates

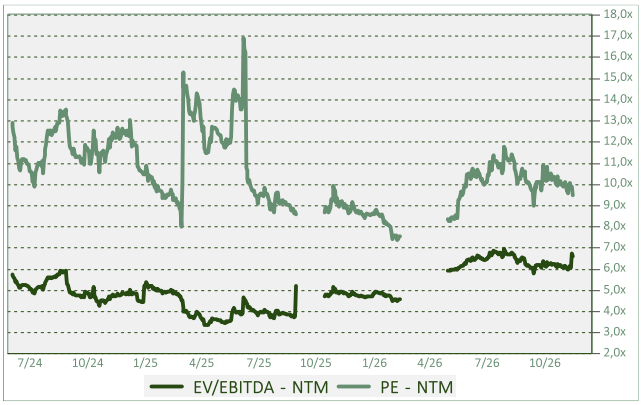
Share price performance

Mare share price is up 45% vs its IPO price (Eu3.50/s).



Valuation

The stock seems to have started a significant re-rating path.



Key Charts

A high-tech engineering platform

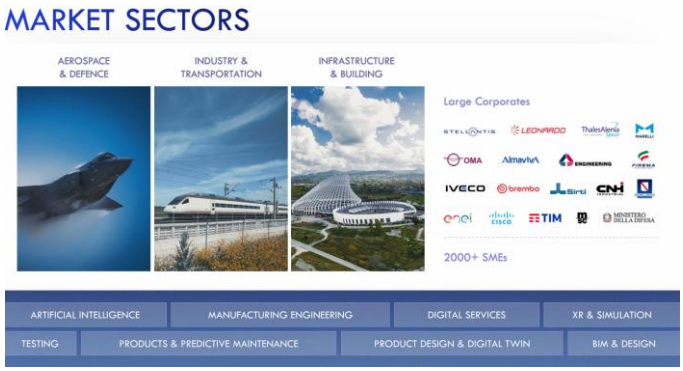
Combining industrial, civil, and digital capabilities with proprietary technologies.



Source: Company data, Alantra

Serving policy-backed, mission-critical markets

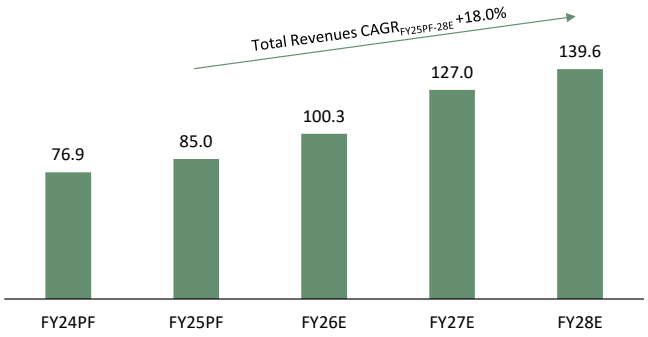
Including A&D, industry & transportation and infrastructure & building.



Source: Company data, Alantra

Total revenues(FY24PF-28E, Eumn)

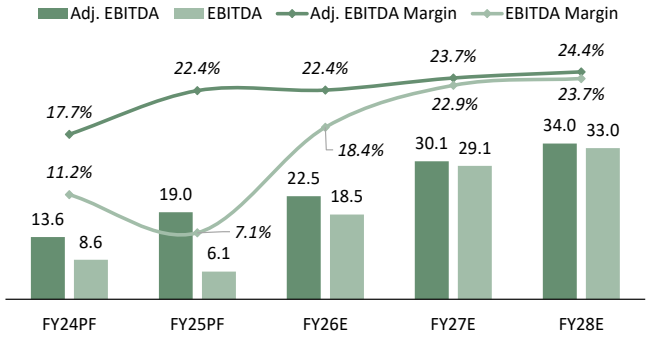
We forecast total revenues at Eu139.6mn in FY28E.



Source: Company data, Alantra

EBITDA and EBITDA Margin (FY24PF-28E, Eumn, %)

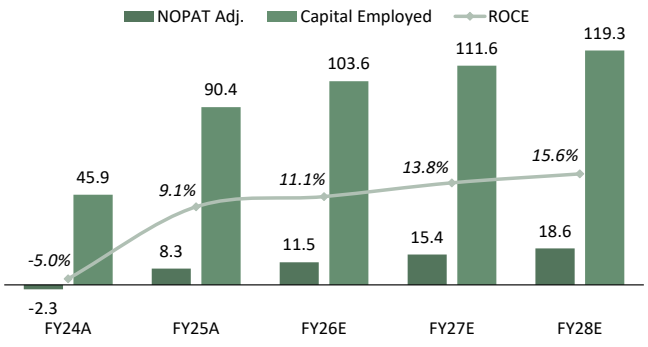
Adj. EBITDA is expected to reach Eu34.0mn in FY28E (24.4% margin).



Source: Company data, Alantra

ROCE (FY24A-28E, %)

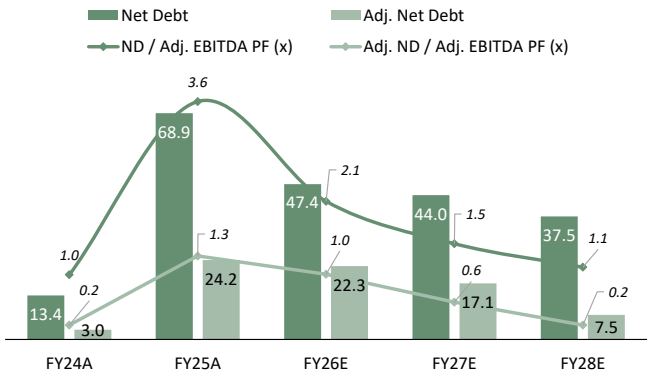
Returns should improve as the larger platform converts into higher Adj. NOPAT.



Source: Company data, Alantra

Net debt and leverage (FY24A-28E, Eumn, x)

Reported net debt expected to decline to Eu37.5mn in FY28E.



Source: Company data, Alantra

Profile

Background

Mare Group is an Italian high-tech engineering group active across A&D, industry & transportation, infrastructure & building. Founded in 2001 as a university spin-off, the group has evolved into an integrated platform combining industrial, civil and digital engineering with applied R&D and proprietary technologies. Mare supports clients across the lifecycle of complex products and infrastructure assets, from design and simulation to industrialization, monitoring and optimization, leveraging a shared AI, IoT and XR technology layer. The group primarily serves large corporates and public-sector clients through tenders, framework agreements and long-cycle industrial programs, where Mare is increasing share of wallet by adding manufacturing engineering, testing, qualification and subsystem delivery to its historical design capabilities. Digital capabilities are embedded across the group's offering, supporting engineering, industrial processes and data-driven applications. R&D remains the foundation of the model, supporting credibility in regulated programs and creating optionality in next-gen aerospace, hydrogen, electronics, predictive maintenance and advanced simulation. Following +20 acquisitions since 2019, Mare reached Eu85.0mn FY25PF total revenues and Eu19.0mn Adj. EBITDA, with over 2,000 clients, 700+ professionals and 35 offices across 5 countries.

Positioning

Mare operates across end-markets supported by structural European policy tailwinds, including defense, critical infrastructures, semiconductors and digital adoption. These sectors require suppliers able to combine technical know-how, execution capability and digital tools. Mare's edge lies in this combination, allowing the group to act as a broader technical partner in complex projects, while preserving a differentiated profile vs larger but more vertically focused peers.

Growth

We forecast total revenues of Eu100.3mn in FY26E and Eu139.6mn in FY28E, implying a +18.0% CAGR FY25PF-28E, embedding the latest A&D acquisitions. Adj. EBITDA is expected to reach Eu34.0mn in FY28E, with margin expanding to 24.4% from 22.4% in FY25PF, supported by better perimeter monetization, cross-selling, larger average project size and operating leverage. EBITDA growth, lower capex intensity, disciplined working capital management and recent and expected equity proceeds should reduce reported net debt from Eu68.9mn in FY25A to Eu37.5mn in FY28E and adj. net debt from Eu24.2mn to Eu7.5mn, increasing financial flexibility for further capability-driven M&A.

Strategy

Mare's strategy is focused on moving up the value chain in mission-critical programs, increasing project scope, converting R&D into industrial applications and using targeted M&A to fill capability gaps. A&D is the clearest application of this strategy, supported by higher European defense spending, longer-cycle programs and growing demand for industrialization capabilities. Following the additions of RPAS engineering, high-criticality testing, autonomous systems, mission software, direct manufacturing and electronics integration capabilities, Mare is moving beyond pure engineering support towards more integrated and higher-responsibility roles, a positioning increasingly valued by primes and defense customers seeking fewer, more capable and accountable suppliers.

Strengths	Weaknesses
Integrated engineering platform combining industrial, civil and digital capabilities	Limited scale vs. larger engineering, IT services and defense players
Exposure to mission-critical sectors, with increasing A&D relevance	Capital intensive, with NWC, M&A and minority investments increasing FCF volatility
Proven M&A execution, with +20 acquisitions since 2019 expanding scale/capabilities	Still predominantly domestic revenue base, with international expansion at early stage

Opportunities	Threats
Growing European defense spending and demand for agile specialist suppliers	Integration risk after substantial FY25 M&A wave
Conversion of R&D projects into scalable industrial applications	Execution risk on larger, more complex and higher-responsibility projects
Further M&A to fill capability gaps and consolidate fragmented engineering niches	Competition from larger primes, IT services players and traditional engineering firms

Key shareholders

Antonio Maria Zinno - 13.87%
Marco Bellucci - 10.07%
Valerio Griffa - 7.82%
CSE Holding - 4.47%
Invitalia - 9.18%
DVC2 - 7.03%
Locked-Up Shares - 4.68%
Free Float - 42.47%

Management

Marco Bellucci - Chairman
Antonio Maria Zinno - CEO
Giovanni Caturano - Executive Director
Paolo Altichieri - Chief of Staff
Luigi Di Palma - Managing Director
Vincenzo Grosso - CFO
Gennaro Tesone - IR

Next events

3Q/9M26 Results

9M26 revenues up 45%, with A&D gaining weight. 9M26 revenues reached Eu72.7mn, up 45.4% YoY, with 18.2% organic growth. Implied 3Q26 revenues were Eu24.9mn, down 6.7% on the implied 3Q25 figure, although the comparison is not fully homogeneous as 9M25 figures were reported under OIC while 1H25 financials were subsequently restated under IFRS. A&D represented 36.0% of 9M revenues from 33.9% in 1H26, with Eu26.2mn sales, while Industry & Transportation contributed Eu32.0mn/44.0% and Infrastructure & Building Eu14.5mn/19.9%.

Adj. EBITDA up 50%, with margins improving. 9M26 Adj. EBITDA reached Eu15.6mn, up 50.0% YoY, with margin expanding to 21.5% from 20.8%. Implied 3Q26 contribution was Eu5.6mn, down 12.3% on the implied 3Q25 figure; also in this case, the YoY comparison is affected by the different accounting bases. Sequentially, margin improved from 20.9% in 1H26.

Positive operating cash flow in 3Q. Adj. Net Debt declined to Eu42.4mn at end-September from Eu51.9mn at end-June. During 3Q, Mare received the Eu10mn capital increase and generated Eu5.1mn of operating cash flow, net of the cash-out for CTMAVIO and GMSPAZIO acquisitions.

Order intake and commercial pipeline expand. Orders acquired reached Eu144.1mn in 9M26 from Eu103.6mn at end-June, implying Eu40.5mn in 3Q. The commercial pipeline increased to Eu185mn from Eu124mn.

3Q/9M26 Results

Revenues reached Eu72.7mn, up 45.4% YoY with 18.2% organic growth, while Adj. EBITDA increased 50% to Eu15.6mn, with margin expanding to 21.5% from 20.8%.

Eu mn	3Q25A	3Q26A	YoY	9M25A	9M26A	YoY	4Q25A	OLD 4Q26E	YoY	FY25A	OLD FY26E	YoY
Total Revenues	26.7	24.9	*-6.7%*	50.0	72.7	*45.4%*	9.1	26.7	*194.9%*	59.1	99.4	*68.3%*
EBITDA Adj.	6.4	5.6	*-12.3%*	10.4	15.6	*50.0%*	5.5	6.7	*21.8%*	15.9	22.3	*40.3%*
EBITDA Adj. Margin	*23.9%*	*22.5%*		*20.8%*	*21.5%*		*60.4%*			*26.9%*	*22.4%*	
Net Debt (Cash) Adj.	na	42.4		na	42.4		24.2	21.0		24.2	21.0	

Source: Company data and Alantra estimates

FY26 guidance confirmed at the top of the range. Management now expects Eu100mn of revenues and Eu22.5mn of Adj. EBITDA, vs the previous Eu95-100mn and Eu21.0-22.5mn ranges, alongside Eu27mn Adj. Net Debt at YE26 after the four A&D acquisitions and Workgroup disposal. On the new pro-forma perimeter, which excludes Workgroup from 1 January and includes GMSPAZIO, CTMAVIO, ASS.EL. and Proser for the full year, management expects Eu115.4mn of revenues and Eu25.1mn of Adj. EBITDA/21.8% margin. A&D should represent more than 50% of pro-forma revenues.

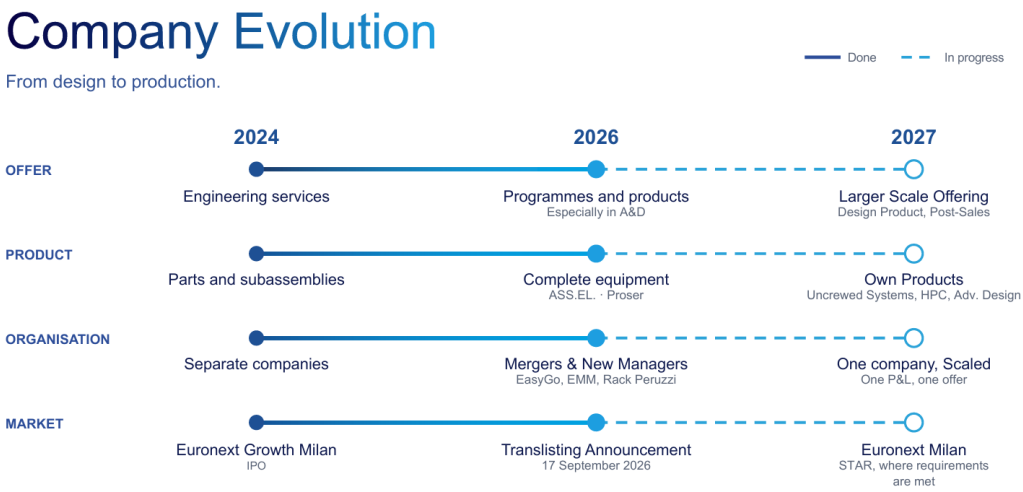
From platform build-up to execution

Mare's 9M26 presentation provided a clearer roadmap for the next phase of its development. Over the last 18 months, targeted M&A has materially expanded the group's industrial capabilities, particularly in A&D, while the new Eu78mn FY27-28 investment plan, backed by significant equity funding already underway, provides the framework to pursue the next growth step. With most of the required capabilities now in-house, execution and conversion into larger orders become increasingly central to the equity story.

From engineering services to a broader industrial role. Mare's evolution over the last two years has progressively shifted the group beyond its historical engineering-services model. The 2026 perimeter increasingly combines engineering with manufacturing, integration, testing and qualification, moving the offering from individual parts and subassemblies towards complete equipment and broader programs. Management's 2027 roadmap adds larger-scale offerings and increasingly proprietary products, alongside organizational integration under a single operating platform. The planned move to Euronext Milan and, subject to requirements, STAR should accompany this evolution.

From engineering to products and systems

Management targets larger-scale offerings, own products and a more integrated organization by 2027.



Source: Company presentation

Six A&D deals in 18 months have filled key capability gaps. M&A has been the main enabler of this transformation. Rack Peruzzi, NIDO, GMSPAZIO, CTMAVIO, ASS.EL. and Proser have progressively added manufacturing, propulsion, airframe, electronics, autonomous systems and mission software capabilities. Where meaningful EBITDA data are available, entry multiples ranged between 2.5x and 4.2x FY1 EV/EBITDA, highlighting disciplined capital deployment, while founders have generally remained operating partners. The Workgroup disposal further concentrates the portfolio towards Mare's core industrial and engineering activities.

Building the A&D perimeter

2026 M&A has filled key capability gaps at generally attractive entry multiples.



Source: Company presentation

A&D now spans the full product lifecycle. With the new perimeter, Mare now offers an increasingly integrated set of capabilities, addressing activities from product development and industrialization through testing, qualification and lifecycle support, supported by a common engineering platform. A&D already represented 36% of 9M26 revenues and should exceed 50% on the new FY26PF perimeter.

An increasingly integrated A&D platform

The new perimeter extends Mare's capabilities across the product lifecycle, from development to post-sales support.

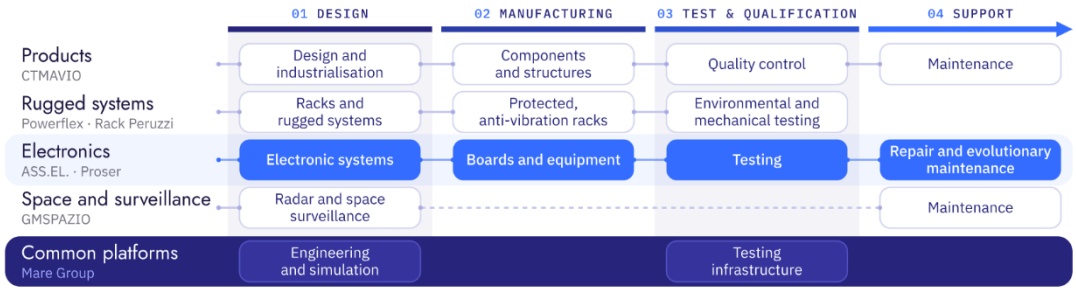


Source: Company presentation

From individual components to complete systems and subsystems. The economic rationale becomes clearer at product level. In small UAVs, Mare can now cover virtually the entire system internally, with external inputs mainly limited to chipsets and raw materials: CTMAVIO brings engines, structures and manufacturing; ASS.EL. and Proser electronics; GMSPAZIO mission software; and NIDO autonomous systems. On larger platforms, Mare can supply complete subsystems such as racks, specialized containers designed to protect and transport mission-critical dual-use equipment under demanding operating conditions, including shock and vibration. These solutions combine Powerflex and Rack Peruzzi's mechanical structures with ASS.EL. and Proser's electronics, integration and testing capabilities. The opportunity is therefore to capture a greater share of value per program as these capabilities convert into orders.

Moving up the A&D value chain

The integrated supply chain expands Mare's addressable scope from individual components to complete systems and subsystems.



Source: Company presentation

Eu78mn to support the next growth phase. The new Eu78mn FY27-28 investment plan combines three levers: further M&A to complete supply chains across the group's end-markets, development of proprietary products and systems, and additional production/testing capacity. No detailed breakdown of the envelope was provided, while the previously announced doubling of A&D production capacity by 1H27 had been associated with around Eu2mn of investment, although the scope of the new capacity program could be broader. Still, we expect a significant portion of the new envelope to address incremental opportunities beyond the current organic base and acquired backlog, particularly through additional M&A and new product/business development.

Further M&A, product development, and additional capacity ahead

Investing in M&A, own products and additional capacity.



Source: Company presentation

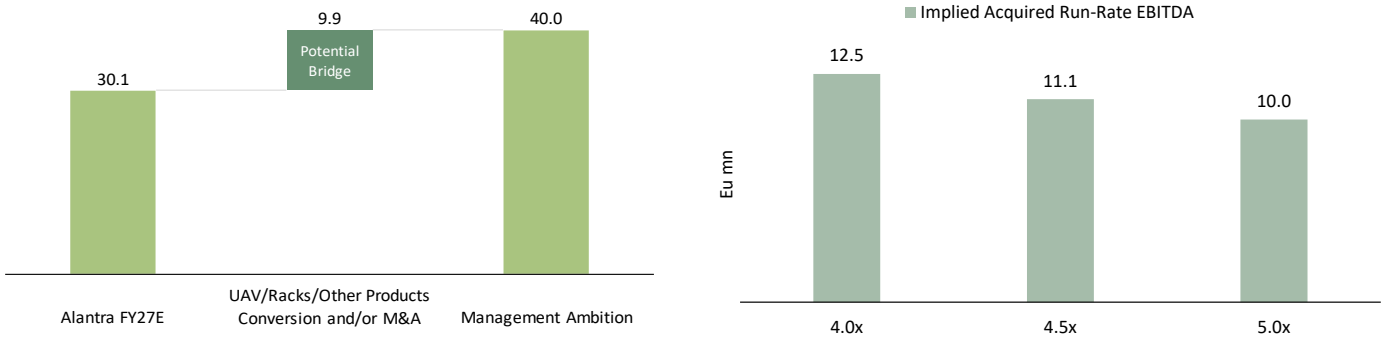
Funding the plan: up to Eu21mn of potential new equity. DVC, already a 7.03% shareholder, has submitted a binding proposal for an investment of up to Eu21.2mn to support Mare's FY27-28 plan. The transaction envisages an initial Eu5.0mn capital increase through 925,925 new shares at Eu5.40/s by YE26, a 6.7% premium to the 16 November close. DVC may withdraw if the final 30-day VWAP falls below Eu5.00/s, while Mare may do so if it exceeds Eu6.50/s. Each new share would receive one Warrant A, exercisable at Eu5.50/s on 15-25 March 2027 and potentially raising a further Eu5.1mn. Exercise of Warrant A would also entitle DVC to two Warrant B per share, exercisable at Eu5.50/s in March or Eu6.00/s on 7-18 June 2027, for a further Eu10.2-11.1mn. Total proceeds could therefore reach Eu20.3-21.2mn, funding 26%-27% of the overall Eu78mn investment plan, materially reducing reliance on debt or additional equity sources.

Eu40mn FY27 Adj. EBITDA ambition: current perimeter provides the base, execution the upside. Our FY27E estimates point to Eu127.0mn revenues and Eu30.1mn Adj. EBITDA, incorporating the enlarged current perimeter but excluding further M&A and material contributions from larger A&D orders, including UAVs, racks and other new products. This compares with management's reiterated Eu40mn FY27 Adj. EBITDA ambition, leaving an Eu10mn gap. We see the potential bridge as a combination of converting larger A&D opportunities into backlog and further acquisitions, rather than either lever alone. The Eu78mn plan makes these routes increasingly tangible, but timing remains critical: until new orders are secured or additional targets identified, we prefer to keep their contribution outside our estimates.

M&A firepower could materially contribute to the bridge. Management's recent acquisition track record suggests that further M&A could remain an important component of the bridge. Assuming Eu50mn of the Eu78mn envelope is deployed in M&A at 4-5x EV/EBITDA, consistent with recent transaction multiples, this would imply Eu10-12.5mn of acquired run-rate EBITDA, bridging our FY27E adj. EBITDA with management's ambition.

Bridging our Adj. EBITDA FY27E to mgmt's target (Eu mn, LHS) and M&A deployment with potential acquired EBITDA (RHS)

Our estimates exclude material contributions from larger A&D opportunities and further M&A. Eu50mn of M&A at 5.0x EV/EBITDA would suffice to close the gap.



Source: Alantra

Change in estimates

We only fine-tune FY26E, as reiterated guidance broadly matches our estimates. From FY27E, we incorporate ASS.EL. and Proser in the P&L while modestly raising our organic assumptions on continued order and pipeline expansion. We now expect FY27E revenues of Eu127.0mn, 10% above FY26PF and Adj. EBITDA of Eu30.1mn. The Eu10mn gap to management's Eu40mn ambition would require the conversion of sizeable A&D opportunities into backlog and/or additional M&A, which currently remain outside our forecasts. On capex, our Eu7.9mn/7.7mn FY27E-28E estimates remain reasonable for the existing perimeter but could prove conservative; we await greater visibility on the plan's allocation and associated earnings before incorporating additional spending.

Change in estimates

From FY27E, we incorporate ASS.EL. and Proser in the P&L while modestly raising our organic assumptions on continued order and pipeline expansion.

(Eu mn)	NEW Estimates			% Change			OLD Estimates		
	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
Total Revenues	100.3	127.0	139.6	0.9%	9.4%	11.5%	99.4	116.1	125.2
EBITDA Adj.	22.5	30.1	34.0	1.0%	8.5%	10.6%	22.3	27.8	30.8
EBIT Adj.	13.6	21.4	25.8	1.6%	11.1%	13.5%	13.4	19.3	22.7
Net Profit	7.9	11.9	15.2	-3.1%	9.7%	12.1%	8.2	10.8	13.6
Net Profit Adj.	6.5	12.6	16.0	0.0%	11.2%	13.2%	6.5	11.3	14.1
EPS	0.33	0.50	0.64	-7.0%	5.3%	7.6%	0.36	0.47	0.60
EPS Adj.	0.27	0.53	0.67	-4.0%	6.7%	8.6%	0.28	0.50	0.62
Net Financial Position	(47.4)	(44.0)	(37.5)	(3.4)	(3.7)	(3.8)	(43.9)	(40.3)	(33.7)
Net Financial Position Adj.	(22.3)	(17.1)	(7.5)	(1.4)	(1.8)	(2.3)	(21.0)	(15.3)	(5.2)

Source: Alantra

Peers

Financials - Mare vs selected peers

Mare shows higher margins and above-median sales growth, while capital intensity remains above peers.

Company	Country	Mkt Cap (Eu mn)	FY26E - FY28E average margins					CAGR FY25PF - FY28E			
			EBITDA Margin	EBIT Margin	Net Income Margin	Capex / Sales	Dividend Payout	Sales	EBITDA	EBIT	Net profit
MARE GROUP	ITALY	116	21.7%	14.4%	9.4%	6.9%	5.4%	18.0%	76.0%	na	na
Accenture Plc Class A	UNITED STATES	134,192	19.1%	16.0%	11.6%	1.1%	46.5%	5.3%	5.5%	6.5%	7.2%
Aubay SA	FRANCE	652	10.8%	9.6%	6.9%	0.4%	38.7%	8.9%	11.6%	11.4%	13.5%
Bechtle AG	GERMANY	4,266	7.9%	5.5%	3.7%	1.8%	35.7%	7.4%	8.3%	9.2%	9.2%
CDW Corporation	UNITED STATES	19,428	9.4%	8.9%	5.8%	0.4%	21.5%	7.5%	8.8%	8.1%	11.6%
Computacenter Plc	UNITED KINGDOM	6,214	3.5%	2.8%	2.0%	0.4%	38.9%	23.2%	17.8%	20.0%	21.5%
Indra Sistemas, S.A. Class A	SPAIN	10,387	14.7%	10.8%	7.6%	4.1%	13.2%	17.6%	28.9%	25.2%	17.0%
IONOS Group SE	GERMANY	5,275	38.2%	30.0%	19.5%	6.1%	0.0%	8.6%	11.0%	14.8%	17.4%
TXT e-solutions S.p.A.	ITALY	657	15.2%	8.2%	5.1%	4.1%	14.1%	14.5%	14.4%	13.7%	14.2%
Officina Stellare S.p.A.	ITALY	856	20.4%	11.7%	6.5%	13.5%	na	87.7%	71.7%	106.7%	106.7%
PEERS	Average		15.5%	11.5%	7.6%	3.6%	26.1%	20.1%	19.8%	24.0%	24.3%
	Median		14.7%	9.6%	6.5%	1.8%	28.6%	8.9%	11.6%	13.7%	14.2%

Source: FactSet, Alantra

Trading multiples - Mare vs selected peers

Mare trades at steep discount to peers on EV/EBITDA despite higher margins and stronger expected adj. EBITDA growth.

Company	Country	Mkt Cap (Eu mn)	EV/Sales			EV/EBITDA			EV/EBIT			PE		
			FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
MARE GROUP	ITALY	120	1.7 x	1.3 x	1.2 x	9.3 x	5.8 x	4.9 x	18.0 x	8.3 x	6.6 x	15.2 x	10.1 x	7.9 x
Premium (discount) to Peers' Median			*21%*	*9%*	*13%*	*-9%*	*-34%*	*-36%*	*46%*	*-26%*	*-31%*	*-13%*	*-35%*	*-44%*
Accenture Plc Class A	UNITED STATES	134,192	2.0 x	2.0 x	1.9 x	10.4 x	10.3 x	9.7 x	12.5 x	12.3 x	11.5 x	18.1 x	17.2 x	15.8 x
Aubay SA	FRANCE	652	0.8 x	0.7 x	0.7 x	7.7 x	6.9 x	6.1 x	8.6 x	7.8 x	6.9 x	13.3 x	12.4 x	11.3 x
Bechtle AG	GERMANY	4,266	0.6 x	0.5 x	0.5 x	7.5 x	6.9 x	6.3 x	11.0 x	10.0 x	9.1 x	15.9 x	14.7 x	13.6 x
CDW Corporation	UNITED STATES	19,428	1.1 x	1.0 x	0.9 x	11.5 x	10.4 x	9.4 x	12.2 x	11.0 x	10.1 x	14.9 x	13.6 x	12.1 x
Computacenter Plc	UNITED KINGDOM	6,214	0.3 x	0.3 x	0.3 x	8.9 x	8.2 x	7.5 x	11.1 x	10.2 x	9.3 x	16.9 x	16.0 x	15.3 x
Indra Sistemas, S.A. Class A	SPAIN	10,387	1.4 x	1.2 x	1.0 x	10.0 x	8.4 x	6.7 x	13.9 x	11.4 x	9.1 x	19.3 x	17.0 x	14.5 x
IONOS Group SE	GERMANY	5,275	4.1 x	3.5 x	3.0 x	10.9 x	9.2 x	7.7 x	14.6 x	11.7 x	9.5 x	20.2 x	16.2 x	13.8 x
TXT e-solutions S.p.A.	ITALY	657	1.7 x	1.4 x	1.2 x	11.0 x	9.1 x	8.1 x	29.4 x	14.7 x	12.9 x	18.2 x	15.1 x	14.1 x
Officina Stellare S.p.A.	ITALY	856	6.8 x	5.5 x	4.7 x	nm	nm	20.1 x	nm	nm	31.1 x	nm	nm	53.8 x
PEERS	Average		2.1 x	1.8 x	1.6 x	9.7 x	8.7 x	9.1 x	14.2 x	11.1 x	12.2 x	17.1 x	15.3 x	18.3 x
	Median		1.4 x	1.2 x	1.0 x	10.2 x	8.8 x	7.7 x	12.4 x	11.2 x	9.5 x	17.5 x	15.6 x	14.1 x

Source: FactSet, Alantra

Performance - Mare vs selected peers

Mare's stock price has been outperforming the peer median across the board.

Company	Country	Mkt Cap (Eu mn)	Performance						
			1M	3M	6M	1YR	3YR	5YR	YTD
MARE GROUP	ITALY	116	0.4%	0.4%	52.0%	31.5%	na	na	30.8%
Accenture Plc Class A	UNITED STATES	134,192	17.3%	40.3%	56.9%	1.2%	-20.6%	-32.5%	-6.6%
Aubay SA	FRANCE	652	3.2%	-10.5%	-1.3%	2.2%	50.6%	-5.7%	-10.3%
Bechtle AG	GERMANY	4,266	-4.0%	-1.9%	14.5%	-2.9%	-24.4%	-47.8%	-22.5%
CDW Corporation	UNITED STATES	19,428	12.9%	20.8%	71.0%	17.0%	-19.0%	-10.2%	26.0%
Computacenter Plc	UNITED KINGDOM	6,214	-14.3%	-1.2%	21.9%	72.6%	85.2%	75.2%	66.5%
Indra Sistemas, S.A. Class A	SPAIN	10,387	-4.9%	-8.7%	17.8%	17.5%	328.9%	437.0%	21.1%
IONOS Group SE	GERMANY	5,275	10.2%	13.6%	33.8%	41.1%	164.2%	na	40.9%
TXT e-solutions S.p.A.	ITALY	657	0.0%	-2.1%	58.8%	61.1%	219.2%	374.6%	65.8%
Officina Stellare S.p.A.	ITALY	856	-7.0%	7.4%	45.3%	131.6%	498.8%	188.8%	90.3%
PEERS	Average		1.3%	5.8%	31.7%	34.3%	127.2%	102.0%	27.1%
	Median		0.0%	-0.5%	27.9%	17.2%	67.9%	-5.7%	23.6%

Source: FactSet, Alantra

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