LIGHTHOUSE
INSTITUTO ESPAÑOL DE ANALISTAS

Natac

EQUITY - SPAIN
Sector: Food Products

Closing price: EUR 0.63 (9 Jul 2024)
Report date: 10 Jul 2024 (14:15h)

Update report
Independent Equity Research

Natac Natural Ingredients (NAT), is the result of the merger between IFFE Futura and Natac Group. Combining Natac Group´ s expertise in research, development, production and commercialization of natural ingredients derived mainly from herbal extracts, with IFFE Futura´ s specialization in the development and refining of Omega 3. This allows NAT to offer a wider range of high quality natural products.

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"On paper", the perfect play. Is the time right?

A NEW START… Following the reverse merger with IFFE Futura, NAT has three productive facilities: two plant extract facilities and one omega-3 facility (which we expect to make products for sale from 4Q24). Maximum capacity across the three facilities, expressed in terms of revenue potential, amounts to EUR 140Mn (EUR 200 Mn if we include the SustaiNext project).

… FUELLING (SOLID) ORGANIC GROWTH PROSPECTS (REVENUE CAGR 2023-2026E: +34.7%). Sharp growth driven by three drivers: (i) intensifying international expansion in new markets (new customer wins); (ii) an important contract in pharma and authorisation to make APIs; and (iii) cross-selling of new and complementary products (omega-3).

THE BOTTOM LINE COULD DOUBLE BY 2026E ON THE BACK OF EARNINGS MOMENTUM. By simply using all of the company's installed capacity (utilisation of c.30% in 2023). EBITDA growth momentum (CAGR 2023-2026e: +38.4%) is expected to translate into net profit of EUR 12.2Mn in 2026e (vs 6.4Mn in 2023). Making positive FCF possible by 2026e (EUR 6.6Mn; 30% of EBITDA; FCF yield 26e: 2.4%).

UPSIDE WE SHOULD ALREADY BEGIN TO SEE IN 2024E. The timing seems ideal as the jump in scale should start to materialise in 2024e, when our financial model points to revenue of EUR 39.8Mn (+49% vs 2023) and recurring EBITDA of EUR 12.4Mn (+51%).

WITH LEVERAGE SET TO COME DOWN SHARPLY (ND/EBITDA 2023: 7.2X). Indebtedness is currently high after three years of major investments. However, we expect leverage - ND/EBITDA - to drop to 2.4x by 2026e. Two drivers: i) EBITDA growth; and ii) cash generation from 2025e.

A SIMPLE AND VALUABLE IDEA: LEVERAGING EXISTING CAPACITY IN A SECTOR ON THE RISE. NAT should be seen as a unique opportunity to play a company poised for sharp (and profitable) growth in the coming years. In an industry with high entry barriers (significant investments and cutting-edge technology). The only question mark is speed of execution. The share price is down 13,7% YTD. Which implies an EV of EUR 339Mn. The multiple of EV to the company's total revenue potential (based on installed capacity) of EUR 200Mn is 1.7x. The conclusion is obvious: in a sector trading at EV/revenue >3x, the upside on paper is clear and significant. The only question is how fast the company can increase capacity utilisation. Don't forget, however, business momentum will be strong already in 2024).

Market Data

Market Cap (Mn EUR and USD)	273.9	296.3
EV (Mn EUR and USD) (1)	339.2	366.9
Shares Outstanding (Mn)	434.8	
-12m (Max/Med/Mín EUR)	1.08 / 0.74 / 0.60	
Daily Avg volume (-12m Mn EUR)	0.03	
Rotation(2)	2.7	
Factset / Bloomberg	NAT-ES / NAT SM	
Close fiscal year	31-Dec	

Shareholders Structure (%)

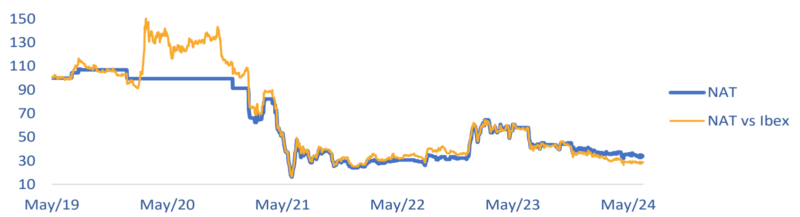
Antonio Angel Delgado Romero	29.4
Idoasis 2002	29.3
Inveready	11.8
Onchena	6.0
Free Float	23.5

Financials (Mn EUR)	2023	2024e	2025e	2026e
Adj. nº shares (Mn)	80.6	430.2	434.8	434.8
Total Revenues	26.7	39.8	50.2	65.2
Rec. EBITDA	8.2	12.4	16.3	21.7
% growth	*23.1*	*51.5*	*31.2*	*33.5*
% Rec. EBITDA/Rev.	*30.7*	*31.2*	*32.5*	*33.4*
% Inc. EBITDA sector(3)	*7.8*	*8.8*	*8.9*	*7.0*
Net Profit	6.4	4.1	7.4	12.2
EPS (EUR)	0.08	0.01	0.02	0.03
% growth	*214.0*	*-88.0*	*77.4*	*65.6*
Ord. EPS (EUR)	0.00	0.01	0.01	0.03
% growth	*-97.8*	*346.0*	*115.6*	*80.3*
Rec. Free Cash Flow(4)	3.4	-2.7	-1.8	6.6
Pay-out (%)	*0.0*	*0.0*	*0.0*	*0.0*
DPS (EUR)	0.00	0.00	0.00	0.00
Net financial debt	59.3	61.9	60.8	51.2
ND/Rec. EBITDA (x)	7.2	5.0	3.7	2.4
ROE (%)	*52.3*	*9.5*	*15.0*	*20.7*
ROCE (%)(4)	*3.7*	*6.4*	*8.6*	*12.2*

Ratios & Multiples (x)(5)				
P/E	7.9	65.8	37.1	22.4
Ord. P/E	n.a.	97.8	45.4	25.2
P/BV	6.6	6.0	5.2	4.2
Dividend Yield (%)	*0.0*	*0.0*	*0.0*	*0.0*
EV/Sales	12.71	8.52	6.76	5.20
EV/Rec. EBITDA	41.4	27.3	20.8	15.6
EV/EBIT	n.a.	36.3	25.9	17.9
FCF Yield (%)(4)	*1.2*	*n.a.*	*n.a.*	*2.4*

(1) Please refer to Appendix 3.
(2) Rotation is the % of the capitalisation traded - 12m.
(3) Sector: Stoxx Europe 600 Food & Beverage.
(4) Please see Appendix 2 for the theoretical tax rate (ROCE) and rec. FCF calculation.
(5) Multiples and ratios calculated over prices at the date of this report.

Relative performance (Base 100)



Stock performance (%)	-1m	-3m	-12m**	YTD	-3Y**	-5Y**
Absolute	-3.8	-5.3	-41.7	-13.7	-22.7	-66.1
vs Ibex 35	0.6	-6.0	-50.5	-20.0	-37.8	-71.2
vs Ibex Small Cap Index	-0.8	-8.8	-44.6	-19.9	-21.3	-74.0
vs Eurostoxx 50	-0.9	-3.6	-49.6	-20.4	-35.9	-75.8
vs Sector benchmark(3)	0.6	-4.1	-36.3	-9.2	-9.9	-61.8

(*) Unless otherwise indicated, all the information contained in this report is based on: The Company, Factset and Lighthouse.
(**) Performance prior to November 17, 2023, is attributable to IFFE Futura, and performance thereafter to NAT.

Natac (NAT) is a BME Growth company

BME Growth is the segment of BME MTF Equity aimed at small and medium sized companies, directed and managed by the Spanish stock market and is subject to the CNMV supervision. BME MTF Equity is not a Regulated Market but instead falls within the classification of a Multilateral Trading Facility (MTF) as defined under the Markets in Financial Instruments Directive (MiFID). In July 2020, BME Growth obtained the status of SME Growth Market, a new category of EU regulations, which in Spain is called Mercado de Pymes en Expansión.

BME Growth is the Spanish equity market for companies of reduced capitalization which aim to grow, with a special set of regulations, designed specifically for them, and with costs and process tailored to their particular features. Operations in BME Growth (former MAB) started in July 2009. There are currently c.140 companies listed on it. Companies listed on the MAB can choose to present their financial statements under IFRS or the General Accounting Plan (PGC) and Royal Decree 1159/2010 (NOFCAC).

A natural ingredients company that has laid the foundations for a genuine (and credible) leap of scale (revenue CAGR 23-26e: +35%)

NAT is a Spanish natural ingredients company…

NATAC Natural Ingredients (NAT) is a Spanish company, headquartered in Spain (mkt. cap: EUR 273Mn). It researches, develops, produces and sells natural ingredients derived mainly from plant extracts and develops and refines omega-3 oil. As a result of its reverse merger with IFFE Futura, it has been listed on BME Growth since November 2023.

…with a vertically integrated business model, from extraction to sale to the end customer (B2B)

The business model is vertically integrated and encompasses the entire phytochemical extraction process from natural raw materials, product development, quality control and sale of end products to B2B buyers. Its customers use its products to make medicines and food supplements, among other products. The quality of its products sets NAT apart and gives it strong bargaining power and the ability to pass cost increases through to end prices. In 2023, Spain represented 9% of revenue. Its biggest market is Europe (60% of revenue), followed by Asia (23%).

Following its reverse merger with IFFE Futura, it has been listed on BME Growth since November 2023

The reverse merger with IFFE Futura marks an inflexion point, providing the company with a new business line and significantly increased productive capacity. That leaves us with two key questions today. How has the company's situation changed in the wake of the reverse merger? What can we expect from NAT in the near future (2024e-2026e)?

A) A combination of businesses that expands NAT's offering with products that work well together, i.e., synergistic products

It has three facilities in Spain: two make natural ingredients and the third makes omega-3 extracts

NAT carries on its activities at three facilities. The reverse merger with IFFE Futura provides it with the opportunity to complement its product offering (omega-3). Natac Group contributed two productive facilities to the transaction: one in Córdoba (devoted to olive extracts; and one multiproduct facility in Hervás (Cáceres). For its part, IFFE Futura, having carved out all of the businesses not related with the omega-3 refining business (the core business at the time of the transaction), has contributed a next-generation omega-3 oil production facility (As Somozas, Coruña) which we expect to start to make products for sale in 4Q24. NAT's aggregate production capacity (measured in terms of revenue potential) amounts to EUR 140Mn.

Just with the natural ingredients line, it has registered growth of 15% (CAGR 2020-2023)

NAT's recent earnings performance has been excellent (considering only the plant extract line), having delivered double-digit growth in both revenue (CAGR 2020-2023: +14.7%) and recurring EBITDA (CAGR 2020-2023: +12.1%) in the last three years. NAT has also kept its profit margins high (EBITDA margin: 30.7%). Construction of the next-generation facility in Hervás (Cáceres) finished in 2021 (maximum capacity: EUR 70Mn). In 2022, NAT acquired Inoreal's product portfolio (EUR 11.4Mn) and in 2023 completed a reverse merger with IFFE Futura. M&A activity has driven the company's debt significantly higher, to EUR 59.3Mn at year-end 2023 (including EUR 9.9Mn of convertible bonds), which implies a ND/EBITDA 2023 ratio of 7.2x.

In our view, NAT is on the cusp of a series of opportunities that will serve as catalysts in the coming years:

- **SustaiNext Project:** NAT has been selected as the main beneficiary of a flagship project financed by the Circular Bio-Based Europe (CBE) funds for the production on botanical extracts at its facility in Hervás. The subsidised investment will allow it to double current production capacity at that facility. However, we don't expect the new capacity to come on stream until after 2028e.

- **Higher capacity utilisation.** We estimate total capacity utilisation, expressed in terms of revenue potential, across the three facilities and excluding the SustaiNext expansion, at EUR 140Mn. Factoring in SustaiNext, the revenue potential rises to c.EUR 200Mn. This means NAT has tremendous potential for continued high organic growth (>30% in revenue and EBITDA). NAT should be able to achieve our estimates by simply increasing capacity utilisation across its plant extract and omega-3 facilities, a trend we expect to start to materialise already in 2024e.

The pharmaceutical sector is set to be a growth driver for NAT

- **Pharma industry.** FDA/EMA approval, in 2023 and 2024, respectively, for the sale of a medicine by an American pharma customer that is based on an olive extract made exclusively by NAT opens the door to significant growth in the anti-cyclical pharmaceutical industry. In 2023, the pharmaceutical sector accounted for 19.8% of revenue. NAT has also secured GMP (Good Manufacturing Practices) certification for production of ingredients for the pharmaceutical industry based on medicinal plants at the Hervás facility. This will also help win new customers in the sector.

- **Increased customer base and higher penetration of existing customers' business.** NAT has a deep and geographically diversified portfolio of products and services (with sales offices in the US, Spain and Singapore). The sale of omega-3 products is expected to emerge as a key driver of organic growth via cross-selling strategies (among existing customers) and new customer wins. All in all, NAT has a portfolio of c.400 customers that has been growing consistently (156 customers in 2019), which should mitigate the current concentration risk (the top 20 customers accounted for 68% of revenue in 2023).

Revenue 2023: EUR 26.7Mn; and recurring EBITDA of EUR 8.2Mn (EBITDA margin: 30.7%)

In short, the first year following the reverse merger ended with revenue of EUR 26.7Mn and recurring EBITDA of EUR 8.2Mn (margin: 30.7%). Which, in our opinion, is just the start for NAT (we estimate current factory utilisation of c.30%). The company's heavy investments over the last three years position it to take advantage of the prevention is better than cure health trend. The investment has already been made. The only question is how long it will take the company to achieve full capacity utilisation (so unlocking the synergies between omega-3 and plant extracts, further boosting already handsome profit margins).

B) Omega-3: a high-growth potential initiative in terms of both revenue (CAGR 2023-2026e: +34.7%) and recurring EBITDA (CAGR 2023-2026e: +38.4%; EBITDA margin: c.32%)

The snapshot is that of a company with a nascent business line (omega-3) that is about to take off. The growth observed to date in botanical extracts does not reflect the business's current growth prospects. NAT's BME Growth listing was not driven by a need for additional financing but rather the opportunity to complement its product range (omega-3), expanding production capacity and opening the door to cross-selling by taking advantage of the existing sales network in different sectors and markets to win new customers. Our estimates for 2024e-2026e can be summed up as follows:

Strong revenue growth (CAGR 2023-2026e: +34.7%)

- **Strong revenue growth (CAGR 2023-2026e: +34.7%) driven by increased capacity utilisation at its facilities and penetration of omega-3…** Our estimates assume revenue growth in plant extracts to EUR 49.6Mn (CAGR 2023-2026e: +29.4%) plus integration of the omega-3 line, which we think could account for 24% of revenue by 2026e (0% in 2023). As a result, NAT could be looking at total revenue of EUR 65.2Mn in 2026e (vs EUR 26.7Mn in 2023).

- **… accompanied by a gradual improvement in profitability, unlocked simply by economies of scale.** Increased capacity utilisation should dilute staff costs and offset the contraction in gross margin anticipated as (lower margin) omega-3 products increase their share of the revenue mix. We are forecasting EBITDA margin expansion to 33.4% in 2026e (+2.7p.p. vs 2023).

… accompanied by gradual growth in profitability (EBITDA margin 2026e: 33.3%)

- **The growth in EBITDA should trigger significant growth in EBIT and net profit.** Virtually all of the investment effort has already been made, so that depreciation charges should not increase substantially in the coming years (except for 2024e, with the start-up of the omega-3 facility). As a result, the looming period of 'return on investment' should unlock a real leap in the EBIT margin to 29% by 2026e (vs 11.3% in 2023 and 31.1% in 2020). With net profit doubling to EUR 12.2Mn in 2026e (vs EUR 6.4Mn in 2023).

- **Positive FCF generation already in 2025e.** Working capital is a key variable at NAT and shaped by days of inventory (which imply high WC requirements). Growth in recurring EBITDA, a lower CAPEX requirement (to build the new factory in Hervás) and new grants from 2025e will be the key to cash generation.

We expect the company to steadily deleverage: ND/EBITDA 26e: 2.4x (vs 7.2x in 2023)

- **Leverage is expected to remain in check** The company's high net debt at year-end 2023 (EUR 59.3Mn; DN/EBITDA: 7.2x) should start to come down thanks to cash generation and deleveraging (ND/EBITDA 2026e: 2.4x).

What about 2024e? Our model points to revenue of EUR 30.5Mn, driven mainly by the plant extract line. We are looking for EBITDA of c.EUR 12.4Mn in 2024e (EBITDA margin 2024e: 31.2%), with the EBIT margin bouncing back above 20%. However, interest expense will continue to put pressure on the bottom line and impede growth from 2023 levels (marked by an extraordinary gain thanks to the revaluation of NAT's equity interest in IFFE BioNTech recognised last year). Momentum in EBITDA is expected to bring leverage down to 5.0x in terms of ND/EBITDA.

Table 1. Key metrics (2022-2026e)

EUR Mn	2022	2023	2024e	2025e	2026e
Plant extracts	18.2	22.9	36.1	41.3	49.6
Omega-3	-	-	1.8	8.0	15.6
Services	4.2	3.7	1.9	0.8	-
Total Sales	**22.5**	**26.7**	**39.8**	**50.2**	**65.2**
COGS	(5.9)	(6.3)	(11.2)	(15.1)	(21.0)
Gross Margin	**16.6**	**20.4**	**28.7**	**35.0**	**44.2**
% over total sales	*73.8%*	*76.4%*	*72.0%*	*69.8%*	*67.8%*
OPEX	-9.9	-12.2	-16.2	-18.8	-22.5
Recurring EBITDA	**6.7**	**8.2**	**12.4**	**16.3**	**21.7**
% over total sales	*29.6%*	*30.7%*	*31.2%*	*32.5%*	*33.4%*

C) In short, a company with all the ingredients for becoming a benchmark in its sector. Very favourable business momentum.

Opportunity to unlock the fruits of a period of major investment

The play pivots around the opportunity to unlock the fruits of a period of major investment, which should start to be tangible in 2024e. Leveraging the anticipated growth will drive expansion in the EBITDA margin to c.31% in 2024e (EV/EBITDA 2026e: c.15x), with net profit doubling (P/E 26e: 22x). Potential margin expansion fuelled by three main drivers: (i) gradual growth in facility utilisation (the crux of the equity story); (ii) ramp-up in sales of omega-3 extracts, an ingredient used in value-added products; and iii) the scope for economies of scale as production increases sharply, diluting existing overheads and lifting margins.

Price-setting power

In other words, we are looking at a company with all of the ingredients needed to achieve a major (and profitable) step-up in scale in the coming years. Integration of the omega-3 business line should prove key to winning new customers and boosting revenue at existing customers via cross-selling. One of the most remarkable aspects of NAT's business model is perhaps its ability to set prices. Here we are referring to bargaining power that is intrinsic to the company's products on account of the importance of the quality of the natural ingredient used with respect to the end products (food supplements, medicines) and their relatively low cost relative to overall production costs.

The equity story is increasing installed capacity utilization

The crux of the equity story, an apparently simply one, is growth via increased capacity utilisation. The other derivatives (margin expansion, cash generation) are the mathematical consequences of that driver. Looking beyond 2026e, when we expect growth to continue at >20% and the new capacity derived from the SustaiNext project to kick in, we are talking about a company with revenue of EUR 104Mn and recurring EBITDA of around EUR 44Mn. The big unknown is how long it will take to increase the customer base and "squeeze" the facilities' production capacity.

Execution speed is paramount to unlocking theoretical potential

The share price is down 13,7% YTD. Which implies an EV of EUR 339Mn. And EV/revenue multiples on 2025 and 2026 estimates of 6.7x and 5.2x, respectively. However, the truly interesting multiple is EV to the company's total revenue potential: EUR 200 Mn; EV/revenue potential of 1.7x. The conclusion is obvious. If we agree that the company can achieve full capacity utilisation, the upside is enormous (the sector is trading at an EV/revenue multiple over 3.0x). All the more so considering NAT's EBITDA margin premium relative to its comps (35,7% vs 21%, respectively). With the ongoing growth in capacity utilisation expected to continue to accelerate.

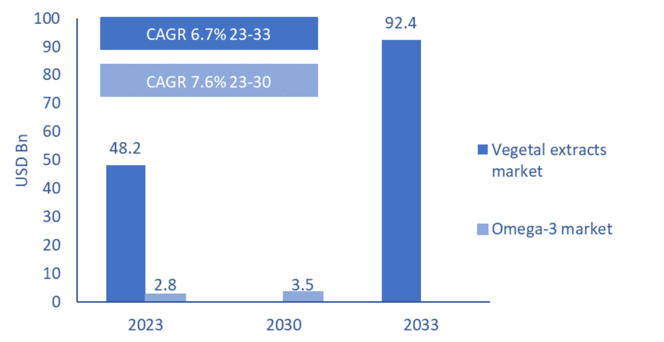
Recall, however, that the speed of execution is key to judging whether the time is right for beginning to price in that theoretical upside or whether it is still too far off.

An opportunity we must not lose sight of in 2024e and 2025e

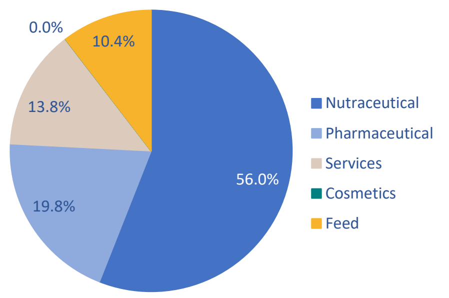
On paper, NAT is a solid business idea with a genuine ability to grow profitably and, in our opinion, a unique opportunity to invest in the natural ingredients sector. Definitely one to keep an eye on. 2024 and 2025 will be key to injecting visibility into NAT's equity story and its theoretical high growth potential. ç

The company in 8 charts

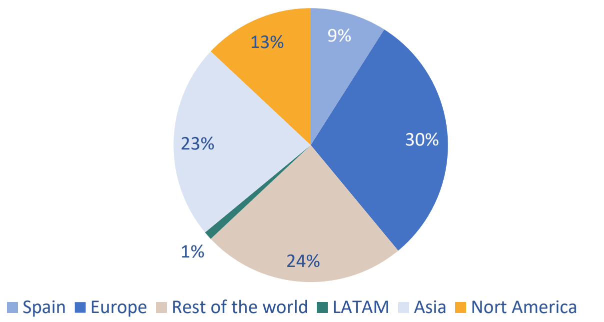
The world plant extracts market is forecast to grow at a CAGR 2023-2032e of 6.7% and Omega-3 at 7.6%



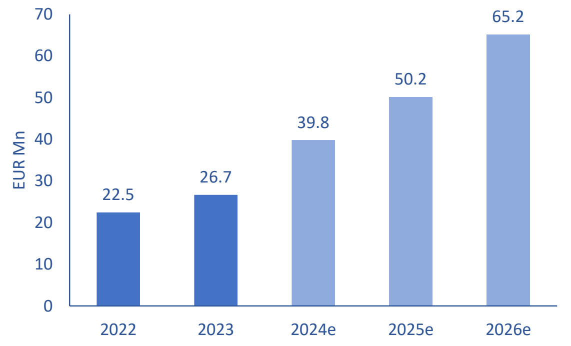
NAT: a company with a highly diversified business mix…



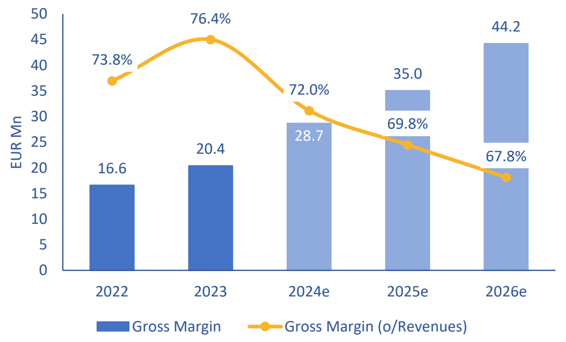
…and geographic mix. In 2023, sales outside Spain accounted for 91%



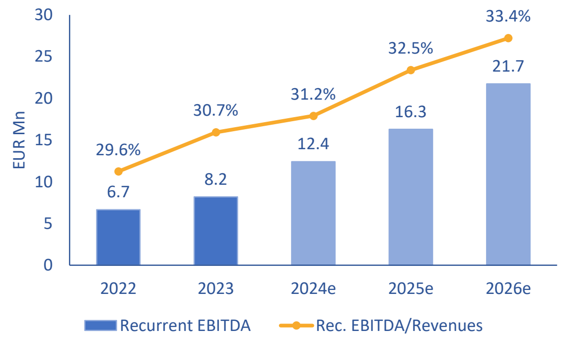
Paving the way for organic growth over the next few years (along with higher capacity utilisation)



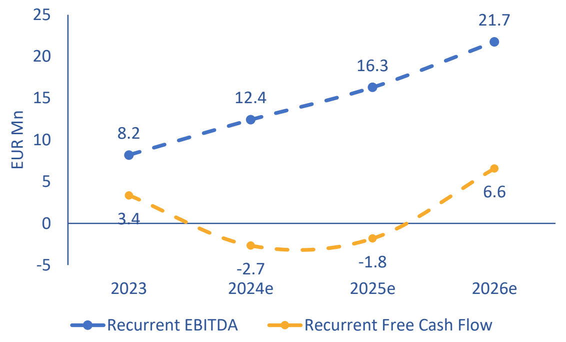
As Omega-3's business (50% gross margin) gains weight in the mix, we will see a decline in gross margin to 67.8% by 2026e



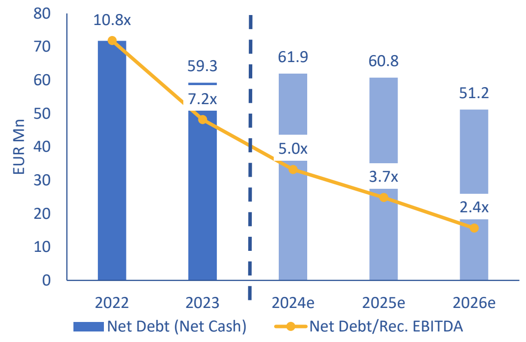
However, thanks to high operating leverage, we estimate an improvement in Recurring EBITDA (EBITDA Mg. 26e: 33%)...



... lifting recurring free cash flow generation to EUR 6.6Mn in 2026e (vs EUR -2.7Mn in 2024e)



Which would leave NAT prudently leveraged in 2026e (ND: EUR 51.2Mn; ND/rec. EBITDA: 2.4x)

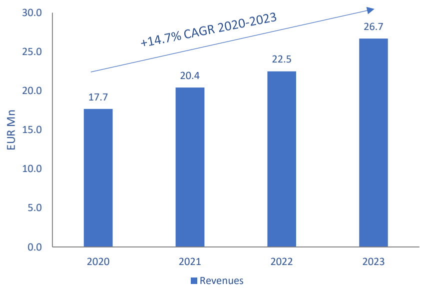


Opportunity to capitalise on a synergistic combination of businesses: natural ingredients and omega-3

Natac Natural Ingredients (NAT) is the result of a reverse merger (November 2023) between the Natac Group and IFFE Futura, a company listed on BME Growth. The new group combines the research, development, production and sale of plant-based natural ingredients (Natac Group) with expertise in the development and refining of omega-3 oil (IFFE Futura). IFFE Futura only contributed its omega-3 business to the merger, with the rest of its assets (mainly the training and real estate areas) carved out from the transaction scope.

Pro forma, in 2023, the new group generated EUR 26.7Mn of revenue (vs EUR 22.5Mn at Natac Group and EUR 1.1Mn at IFFE Futura in 2022). Recurring 2023 EBITDA was EUR 8.2Mn, which implies a margin of 30.7%.

Chart 1. Revenue (2020-2023)

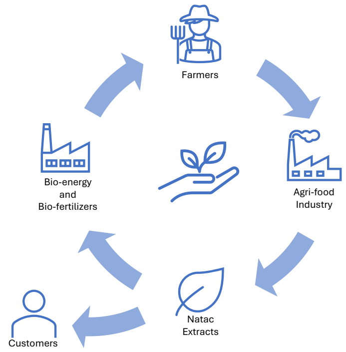


Plant extracts and omega-3: the pillars of the business model...

NAT sells a broad range of natural plant ingredients. It holds eight international patents and has developed 180+ proprietary products.

The key factors that set its business model apart are: (i) standardised extracts based on simultaneous concentration of the main phytochemical compounds contained in a plant so as to deliver all of the benefits a plant has to offer; (ii) highly concentrated compounds for a lower dosage; (iii) the development of significantly enriched and consistently effective products; (iv) investment in fundamental R&D in order to enhance and fine-tune processes, so unlocking efficiency gains; and (v) a circular, sustainability-focused business model.

Chart 2. Circular Business Model (2020-2023)



The business model is vertically integrated and encompasses the entire phytochemical extraction process from natural raw materials, product development, quality control and sale of end products to B2B buyers. It sells branded products (Satiereal, Moodreal, Elimreal, Endolive, Pomolive) and unbranded products.

By business lines we can distinguish between: (i) the full spectrum line - products that stand apart for their phytochemical composition; and (ii) functional ingredients (scientifically proven). Its customers use its products to make medicines and food supplements, among other products. The company's bioactive components come from Mediterranean plants, such as olive trees, saffron flowers, artichokes and vines, among many others, and other strategic plants, including Rhodiola, Guarana and Valerian.

Table 1. NAT's storyline

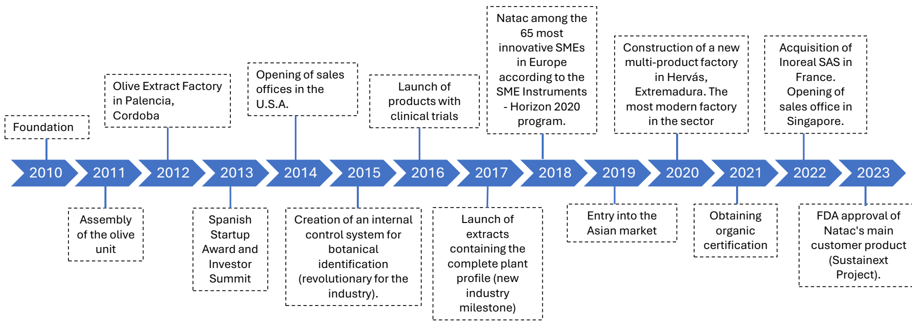
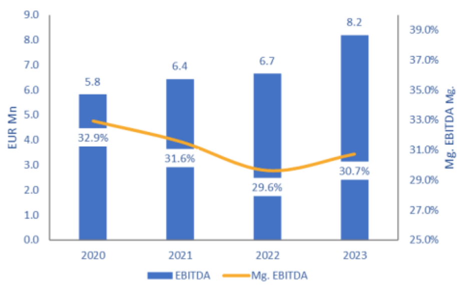


Chart 3. Rec. EBITDA vs Rec. EBITDA Mg. (2020-2023)



... developed at its three manufacturing facilities (two of which are next generation)

Natac Group contributed two productive facilities to the new group: one in Córdoba (devoted to olive extracts), and one multiproduct facility in Hervás (Caceres). The Hervás facility is one of the most advanced of its kind in Europe and spans 6,500m^2. It was inaugurated in 2021 and entailed an investment of c.EUR 15Mn. It has raw material processing capacity of 3,000 MT/year which, at full utilisation, would imply revenue of c.EUR 70Mn (capacity utilisation in 2023: c.30%).

NAT has secured a flagship project financed by European CBE funds for the production of botanical extracts at its facility in Hervás (European SustaiNext Project, financed by European funds for the development of sustainable biorefining). The aim is to create a new generation of biorefineries in Europe initially using six feedstocks of local and sustainable origin.

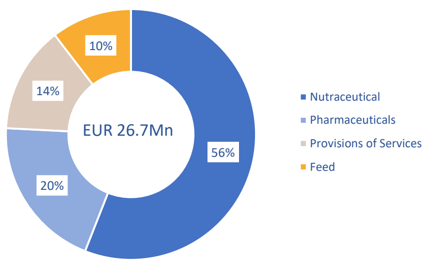
More specifically, three medicinal and aromatic plants (rosemary, camomile and lemon verbena) will be grown in Extremadura in disused tobacco fields. The project has a budget of EUR 22Mn and a total of 21 beneficiaries (with EUR 14.5Mn adjudicated to NAT) and will imply an additional investment at the Hervás factory which could double its productive capacity (not sooner than 2028) and streamline production processes.

The model is based on end-to-end vertical integration (from biomass and raw materials to the end customer), framed by a circular model based on dynamic biorefining (multiproduct) permitting the cascading reuse of raw materials.

For its part, IFFE Futura, having carved out all of the businesses not related with the omega-3 refining business (the core business at the time of the transaction), has contributed a next-generation omega-3 oil production facility in As Somozas (Coruña). By year-end 2023, investment in the facility, which was 80% complete, was running at EUR 18Mn.

We expect product sales to begin in 4Q24. It has a floor area of over 28,000m^2 and manufacturing capacity of 11,050 MT/year. However, low visibility has led us to model a ramp-up period of 5+ years before achieving peak revenue potential (EUR 40Mn). There is scope to increase the revenue potential to EUR 60Mn without significant additional investment (EUR 3.5Mn).

Chart 4. Revenue by sector (2023)

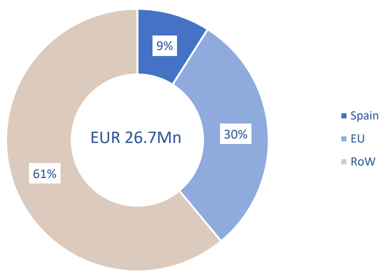


Strong international ambitions

NAT has two complementary business lines: the sale of its products and the provision of services (20% of revenue) for specific projects and by participating in economic interest groupings.

By sector, NAT's customers can be classified between: (i) nutraceutical companies (56% of 2023 revenue), i.e. companies that make food supplements from natural bioactive ingredients with health benefits: (ii) pharmaceutical companies (20% of revenue) which make medicinal compounds from natural ingredients; and (iii) animal feed (10% of revenue) designed to boost animal health and performance.

Chart 5. Revenue by geography (2023)



Sixty-eight per cent of sales are generated by the top 20 customers (70% concentrated among the top 15 in 2022). While that is a risk (concentration), it is mitigated by the (probable) growth in the customer portfolio following the launch of omega-3 sales, which should usher in new customers (396 customers in 2023 vs 156 in 2019), as well as increasing revenue at existing customers in the coming years.

NAT has three offices (Spain, US and Singapore), from which it manages a sales network that has exported to 45 countries worldwide. Ninety-one per cent of 2023 sales were generated outside of Spain. Currency-wise, it is mainly exposed to the US and Singapore dollars. There were no major FX impacts in 2023. NAT hedges its FX exposure to the extent significant.

In addition, in 2023 the FDA approved the sale of a medicine based exclusively on an olive extract made by NAT, with the EMA following suit in 2024. This opens the door to continuing to increase the weight of its pharmaceutical business outside Spain, especially in the US. This is one of the main catalysts for business growth in the long term.

M&A strategy targeted at widening/diversifying the portfolio with products that work well together (i.e., synergistic products)

In 2023, IFFE and Natac agreed a reverse merger which was carried out via three capital increases:

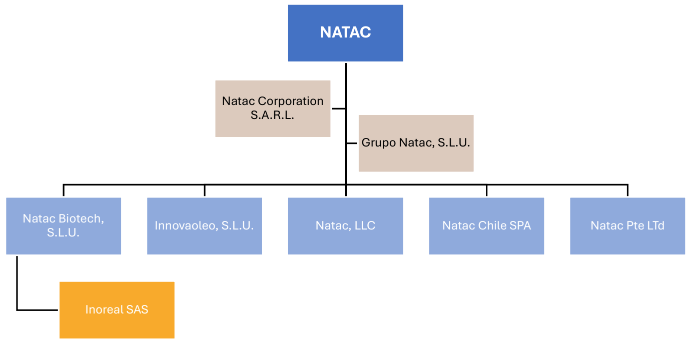
i) A non-cash capital increase (October 2023): The size of this transaction was EUR 205Mn (95% of the total equity of NATAC Corporation) and implied the issuance of 304Mn new ordinary shares with a unit par value of EUR 0.2/sh and a share premium of EUR 0.475/sh.

ii) Two cash capital increases (November 2023): Combined, these two cash increases injected EUR 52Mn of additional liquidity and implied the issuance of another 80Mn new ordinary shares with a unit par value of EUR 0.2/sh and a share premium of EUR 0.475/sh.

In December 2023, the total number of ordinary shares outstanding stood at 419Mn. Share capital amounted to EUR 83.8Mn and the share premium stood at EUR 182.8Mn. In November 2023, the company paid a EUR 40Mn dividend against the share premium account. At the time of writing, the number of shares outstanding stood at 435Mn.

The reverse merger agreement included the sale of non-core businesses (training and real estate) of IFFE Futura prior to the transaction close to David Carro (founder and largest shareholder of IFFE Futura) for EUR 1 plus earnouts.

As a result, NAT is currently structured as follows:



The acquisition and corporate restructuring of NAT delivers:

- A meaningful presence in an emerging industry in Europe: plant extracts and omega-3 oils. The size of the global plant extract market is estimated at EUR 47.35Bn and the global omega-3 supplements market is estimated at EUR 2.62bn. 100% European production that is sustainable and circular.
- A BME Growth listing: the shares of the new NAT began to trade on BME Growth on 21 November 2023, following its reverse merger (the acquiree for accounting purposes, IFFE Futura, took Natac Natural Ingredients' registered name in February 2024) with IFFE Futura, which had been trading on BME Growth since 2019.
- A business group with a significantly expanded product suite, adding omega-3 to the plant extract range. This paves the way for cross-selling, leveraging the existing sales network in new sectors and markets to tap new customers. This in turn boosts the enlarged group's growth prospects in the medium and long term.

On 24 June 2024, Natac Natural Ingredients carried out an additional corporate restructuring transaction, merging Natac Corporation and Grupo Natac Sociedad Unipersonal. As a result, the organisational structure now looks as follows:

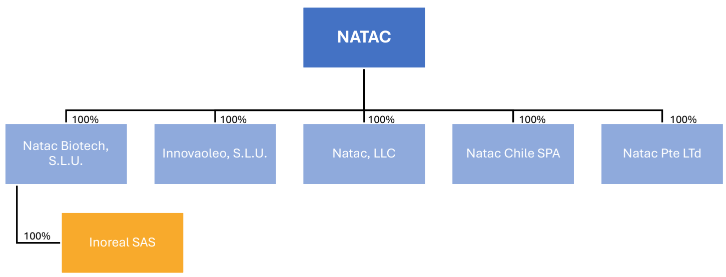
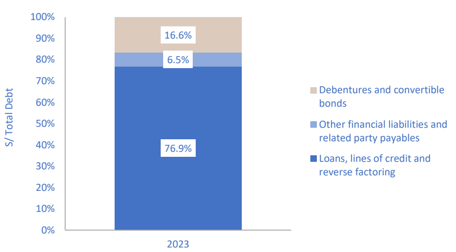


Chart 6. Gross Debt (2023)



Significant leverage (ND/EBITDA 2023: 7.2x) as a result of M&A activity and growth CAPEX

M&A transactions (acquisition of Inoreal in 2022, the reverse merger with IFFE Futura in 2023), a high working capital requirement (intrinsic to the sector) to finance growth in a business in which sourcing takes place at harvest time (1 or 2 a year), stretching out the cash conversion period from purchase of the inventories to sale (often shipped by sea), and heavy CAPEX have left NAT with sizeable leverage.

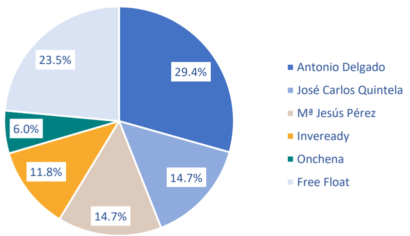
At year-end 2023, net debt stood at EUR 59.3Mn (including EUR 9.9Mn of convertible bonds): DN/EBITDA 2023: 7.2x. Gross debt at year-end 2023 (EUR 60.9Mn) comprised:

- Bank borrowings (76.9% of total): loans, credit lines and receivables discounting facilities, which mature between 2029 and 2034 and bear interest at market rates (floating). It also has a loan from ICO (EUR 2Mn) due 2026.
- Other financial liabilities and borrowings from related parties (7% of total), which carry interest at c.2%.
- Notes and convertible bonds (16.1% of total), essentially issued to Inveready, associated with a series of covenants. The maximum number of shares to be issued (if converted) would be 30Mn, which would dilute existing shareholders by 6.5%. The minimum price at which Inveready can execute the conversion option is EUR 0.33/share.

A stable shareholder structure, with NATAC's founders in it for the long haul

Following the issuance of 381Mn shares between the various capital increases, the stake held by David Carro, the biggest shareholder in and founder of IFFE Futura (16.7%), in NAT has ended up at 1.5%. The founders of NAT, Antonio Delgado (through his 100% interest in Aldabi Inversiones), José Carlos Quintela (through his 50% interest in Idoasis) and María Jesús Pérez (through her 50% interest in Idoasis), hold a combined interest of 59%. Their intention is to stay on as long-term shareholders. The majority (and controlling) shareholders carry out executive duties: CEO (Antonio Delgado) and Chief Scientific Officer, or CSO (José Carlos Quintela).

Chart 7. Shareholder Structure (2023)



The other shareholders with significant interests (> 5%) are Inveready with 11.8% (17.5% if it exercises its right to convert its bonds into shares) and Onchena with a 6% stake. NAT's free float stands at 21.2%.

In a nutshell: an opportunity to play an emerging sector (plant extracts) before the ambitious omega-3 project takes off

NAT has proven its ability to deliver double-digit growth in both revenue (CAGR 2020-2023: +14.7%) and recurring EBITDA (CAGR 2020-2023: +12.1%) in the last three years. The reverse merger with IFFE Futura not only gives it a back-door listing (on BME Growth) and new sources of financing, but also changes the company, complementing its product offering and multiplying its productive capacity. In our opinion, NAT currently has a lot of opportunities:

- **SustaiNext Project:** European sustainable biorefining project which has selected NAT as its main beneficiary. The subsidised investment will allow it to double current production capacity at its factory in Hervás, Caceres.
- **Increased penetration of the pharmaceutical industry.** This sector currently accounts for c.20% of sales (2023). FDA/EMA approval to sell a medicine based on an olive extract made exclusively by NAT and GMP certification so that the Hervás factory can focus on medicinal plant active pharmaceutical ingredients (APIs) are the catalysts for increasing its presence in this sector and tapping new pharmaceutical customers.
- **International expansion.** NAT has a broad and geographically diversified product and service offering that lends itself to organic growth through cross-selling and new market penetration. It currently has a portfolio of c.400 customers that has been growing consistently, which foreshadows mitigation of the current concentration risk (20 customers accounted for 68% of revenue in 2023).
- **Higher capacity utilisation.** By our estimates, installed capacity across the three factories implies potential revenue of c.EUR 140Mn (not considering the capacity to be added for the SustaiNext Project, which will increase that potential to c.EUR 200Mn). NAT has plenty of room for continued strong organic revenue and EBITDA growth (c.+30% vs 2023) by simply increasing capacity utilisation at its plant extract and omega-3 factories (which we expect to begin to materialise already in 2024).

In other words, we are looking at a company ripe for a period of sharp growth with tremendous upside by merely lifting capacity utilisation. It also has room to unlock synergies in both costs (savings) and revenue (cross-selling). The equity story pivots around the ability to capitalise on the opportunity to emerge as a benchmark in the industry, opening the door to larger and more profitable customers and projects. The investment has already been made. The time needed to reach full capacity utilisation is the key to an investment play around NAT.

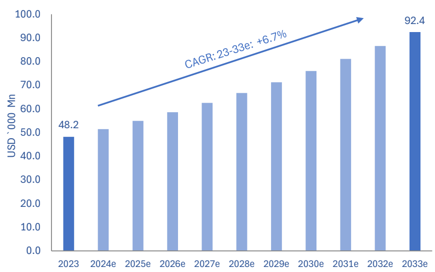
Natural ingredients: a business thriving on healthy lifestyle habits and poised for significant growth

The growing macro trend for health through diet is driving consumption of Omega-3 and plant/vegetable extract-based products. In the wake of Covid-19, consumers are showing an increasing bias towards health prevention over medication.

Plant extracts and omega-3 have a wide range of applications and are found in several industries, including nutraceuticals, animal nutrition, and pharmaceuticals. The health benefits provided by these ingredients are extending into more diverse areas, such as nutricosmetics, i.e., a personal care treatment based on natural ingredients that combines food and cosmetic products.

Key features of the natural ingredients market include: (i) high fragmentation, with no major players dominating the market, providing an opportunity for small and medium-sized companies to gain market share, (ii) investment-intensive due to R&D required for developing product applications, (iii) high barriers to entry because of CAPEX requirements to build production plants with industry-specific know-how, (iv) strict regulatory and high-quality standards to comply with European production regulations, and (v) the need for highly skilled personnel.

Chart 8. Global Plant Extract Market (2023-2033e)



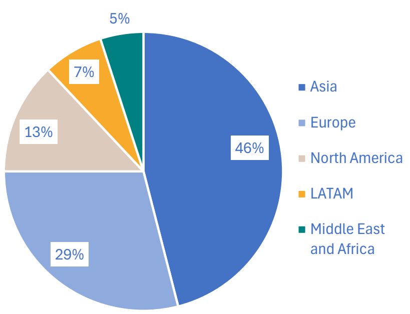
Source: Precedence Research.

In our view, the industry's main drivers can be summarised as follows: (i) consumers' search for healthier products, (ii) an ageing population, (iii) the increasing prevalence of cardiovascular and chronic diseases resulting from sedentary lifestyles, and (iv) the discovery of new applications for natural-based products.

The use of plant extracts in the cosmetics and perfume industries will be key growth drivers for the market (CAGR 2023-2033e: 6.7%)

Plant extracts are natural compounds (containing bioactive molecules) obtained through different extraction techniques. These substances have functional, therapeutic and nutritional properties used in the pharmaceuticals, food, animal nutrition, cosmetics and agricultural industries. The number of uses in the various markets continues to grow exponentially, as these products are considered safe and have limited side effects. Plant extracts can be classified by extraction technique, end users, and marketing form (liquid or solid).

Chart 9. Global plant extract market share



Source: Precedence Research.

Key drivers of demand for plant extracts include the burgeoning cosmetics and fragrance industries, particularly in Europe, as well as various applications of plant extracts. These substances have been included in anti-ageing creams, hair oils, and other health care products because of the active ingredients found in them, along with their regenerative properties.

The beauty industry has attracted many new companies in recent years. According to Mckinsey & Company, the beauty market is set to grow at a CAGR of 8% in the 2023-2027e period.

Specifically, the global plant extracts market is valued at USD 48.2 billion and expected to grow in the single digits (CAGR 2023-2033e: 6.7%) to USD 92.45 billion by 2033e.

By market, APAC (Asia Pacific) boasts the largest market share, with c.46%, followed by Europe, with c. 25%, and the U.S., with c.13%. LATAM is still in the early stages of development, with a c.7% share of the total market. According to Predecedence Research's report on plant extracts (2023), the APAC market is predicted to grow at a CAGR of 9.2% between 2023 and 2032e. NAT has had an office in that region (in Singapore) since 2022, in line with its international expansion strategy designed to capitalise on sector tailwinds.

Omega-3: an emerging market with growing demand

Omega-3 fatty acids, primarily docosahexaenoic acid (DHA) and eicosapentaenoic acid (EPA), are essential polyunsaturated fatty acids not produced by the human body. They support growth, development, and immunity.

The benefits of consuming Omega-3 include improvements in cardiovascular health, brain function, and eye health. These acids generally come from marine (fish and algae) and plant (chia and flax seeds) sources. Polyunsaturated fatty acids ALA, EPA and DHA are essential for the body to function properly, but the human body does not produce them on its own. Therefore, the body needs to obtain these acids through foods rich in them, such as oily fish, nuts, and seeds, or through fortified foods and specific supplements. The main source of these lipids is purified fish oil (93% of the total), from which NAT extracts its Omega-3. They offer optimal benefits for brain development and cardiovascular health.

The main applications of Omega-3 can be divided into: (i) pharmaceuticals, to reduce triglyceride levels, (ii) fish oil, krill oil, linseed oil, and algae-based dietary supplements and foods—which have been the main market drivers in recent years—and (iii) animal nutrition products, to enhance feed quality and performance, and for pets.

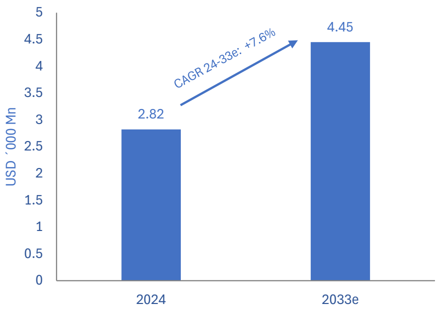
The industry's main growth driver is the gradual ageing of the population due to increasing life expectancy. The World Health Organization estimates that the number of people aged 60 or over will double by 2050e. Similar to the osteoarticular industry, demand for medicines and foods that benefit the cardiovascular system is outpacing supply, representing a long-term growth driver.

The main market for Omega-3 is still dietary and functional food supplements (52%), followed by pharma (23%) and infant nutrition (13%). By geography, North America is the largest market (c.37%), followed by Asia (c.29% and the fastest growing) and Europe (c.22%).

How fast the industry grows in coming years will depend on advances and investment (R&D) in breeding techniques and Omega-3 production volumes. According to Grand View Research, the global Omega-3 market size is valued at USD 2.82 billion and is expected to grow at a CAGR of 7.9% from 2024 to 2030e.

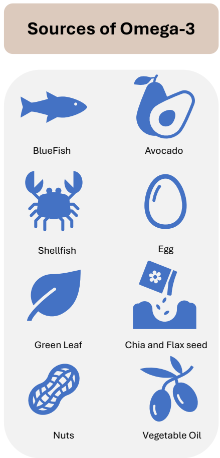
Climate change could affect marine life of species from which Omega-3 is extracted. Factors affecting plant availability and crop quality include deforestation and changes in land use. All these circumstances could directly affect prices.

Chart 10. Global omega 3 market share



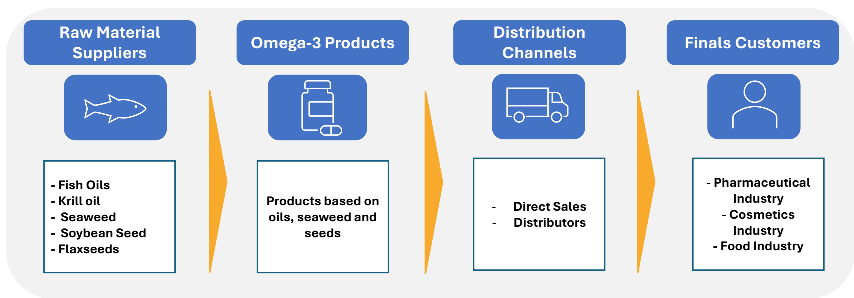
Source: GrandView Research.

Chart 11. Sources of Omega-3



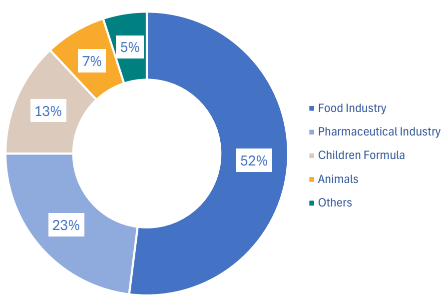
Source:Herbora

Chart 12. Omega-3 industry production chain



Source: Company.

Chart 13. Omega-3 by sectors



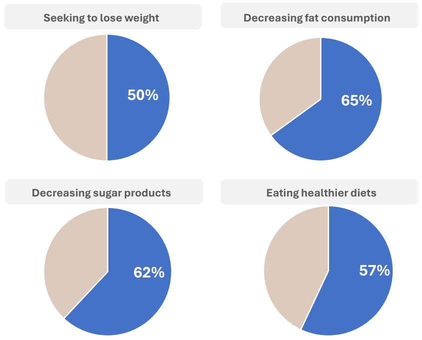
Source: Grandview Research.

Industry catalysts include greater awareness about the benefits of a healthy lifestyle and trends in personal health care

A study by Organic Trade Association pegs sales of organic products at 14.5% in 2023. The growing trend towards healthy lifestyles and increased awareness about the potential health benefits associated with natural products are transforming the food, beverage and pharmaceutical industries towards creating more organic products.

Access to more information thanks to digitalisation (social media, portals, videos) has significantly increased awareness about the effects of sedentary lifestyles, poor eating habits, and smoking. This has fostered a culture of 'public awareness' that prioritise self-care and promotes the search for healthier habits and products.

Chart 14. Trend towards a healthier lifestyle (% of population)



Source: Healthia.

The pandemic brought about a 'shock' in terms of prevention over cure. According to a McKinsey & Company wellness survey, 50% of the respondents in Europe said they had increased their intake of vitamin supplements to strengthen their immune system after Covid-19, while 30% said they had increased their consumption of organic and natural foods.

Moreover, social trends point to growth in plant-based diets, replacing animal products. According to consultancy A.T. Kearney, 60% of meat consumed in 2040e globally will be plant-based, while Food Good Institute reported 49% growth in Europeans' consumption of plant-based foods between 2018 and 2020.

A fragmented industry, with no major players dominating the market, although M&A could start a period of consolidation.

There are no large producers dominating the market or that are vertically integrated, covering the entire production chain. That being said, some companies in the sector belong to large conglomerates, such as Givaudan (2023 revenue for GIVN: EUR 7.4Bn), International Flavors & Fragances (2023 revenue for IFF: USD 11.48bn) or Symrise (2023 revenue SY1: EUR 4.73Bn). Meanwhile, market players also include food multinational enterprises, such as Archer-Daniels-Midland (2023 revenue ADM: USD 93.94Bn), DSM (2023 revenue DMSN: EUR 12.31Bn) or Kerry (2023 revenue KYGA: EUR 8.02Bn) and BASF (2023 revenue: EUR 68.9Bn).

NAT's main comps are Naturex (part of Givaudan Group), Indena, Euromed and Nektium. In Spain, its comp is Biosearch (acquired by Kerry in a takeover in 2021).

Market fragmentation is one of the main catalysts of M&A. The number of corporate deals has risen in recent years, highlighting the sector's trend towards consolidation. This has especially been the case of large flavouring/chemicals companies, which are seeking to expand their portfolios and know-how of natural products.

We see two types of deals: (i) companies aiming to expand their product portfolios and penetrate new markets by acquiring small companies specialised in a particular product, and (ii) companies seeking to develop new techniques (and achieve economies of scale) by acquiring innovative firms with advanced technological capabilities.

Table 2. Key corporate deals in the sector

Country	Year	Target	Sector	Buyer	Deal Value (EUR Mn)
USA	2023	Adare Biome	Plant Extracts	DM BV	275
Ireland	2022	Greatang Orchar Food	Plant Extracts	Kerry	190
USA	2022	Savory Solutions Group	Extracts	International Flavors & Fragance	900
Spain	2021	Biosearch	Plant Extracts /Omega -3	Kerry	127
Australia	2020	UAS Labs	Plant Extracts	Chr. Hansen	492

In summary: the industry is fragmented, with upbeat long-term growth prospects driven by an ageing population and reliant on the development of new applications

The shift towards healthier eating habits and greater focus on food ingredients are underpinned by the broader macro trend for health care. Consumers are increasingly likely to attach importance to the origin of food compounds. In addition, the use of plant extracts and Omega-3 in various industries, such as pharmaceuticals, cosmetics, animal feed and food supplements, is becoming more widespread. We currently estimate moderate, mid-single digit growth for both industries over the next few years.

In our opinion, the sectors' upbeat prospects are explained essentially by:

- **Chronic cardiovascular disease.** The ageing population, increased sedentary lifestyles and bad habits will translate into heightened demand for healthcare, medicines and treatments.

  This situation presents excellent opportunities for the natural ingredients and food supplements markets. The Covid-19 pandemic has also influenced consumer behaviour, as people are now placing greater emphasis on prevention by increasing their consumption of 'healthy' products, such as plant extracts and Omega-3.

- **Innovation and new applications.** New research published has expanded the use of Omega-3 and plant extracts to different areas (pharmaceuticals, cosmetics, food, supplements).

- **Fragmented industry.** The industry is highly fragmented, with no major players covering the entire value chain, making it ripe for M&A involving smaller firms to gain market share and innovation as a driver of the concentration strategy.

- **Cyclical sector.** The sector entails discretionary consumer products, especially premium products which, therefore, lack the defensive traits of consumer staples (i.e. non-cyclical consumer products). The plant extracts and Omega-3 sectors are both more cyclical than traditional food, implying higher business risk, but also offering higher growth prospects.

The natural ingredients industry boasts an excellent long-term growth outlook, but also exposure to risks such as price volatility and availability of raw materials, and sensitivity to the outcome of research or tighter regulation. We believe the industry faces significant challenges, including: (i) optimising extraction strategies to maximise yield from raw materials, (ii) ensuring high purity levels of extracts, and (iii) navigating regulatory frameworks (to secure approval from competent authorities before marketing products).

High entry barriers (factories and facilities, and specialised know-how), M&A-led growth (access to new markets and technology) and development of sectors they serve (e.g., pharmaceuticals, animal nutrition, and cosmetics), the shift by consumers toward preventive treatments, and the absence of substitute products will be crucial factors determining the sector's performance in the medium and long term.

Financial Analysis

A high-potential play on omega-3 coupled with upside in pharma sector on medium term (CAGR 23-26e in rec. EBITDA: +38.4%)

Chart 15. Consolidated Revenue Growth (2020-2023)

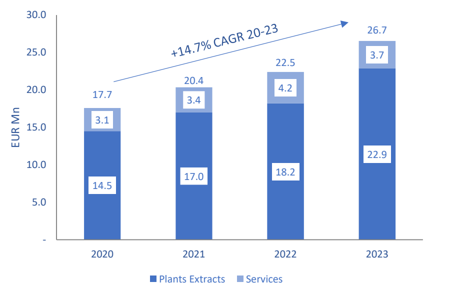
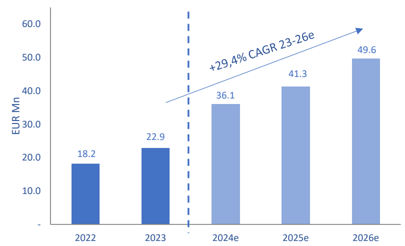


Chart 16. EBIT vs EBIT Mg. (2020-2023)

Chart 17. Revenues from plant extracts (2022-2026e)



From the standpoint of an equity investor, NAT should be seen as a play that brings exposure to two complementary markets: plant extracts and omega-3. A vertically integrated business model with three factories: two that make plant extracts and the third that makes omega-3 extracts (expected to begin operations in 4Q24). Total productive capacity implies a revenue potential of EUR 140Mn (with scope for reaching EUR 200Mn if we factor in SustaiNext).

NAT has proven its ability to deliver double-digit topline growth (CAGR 2020-2023: +14.7%) in recent years. It has invested in order to increase its capacity and diversify its product range. Construction of the factory in Hervás finished in 2021. In 2022, NAT bought Inoreal (a company with a portfolio of premium natural ingredients with pro forma 2022 revenue of EUR 1.4Mn) for EUR 11.4Mn. Lastly, the reverse merger with IFFE Futura in 2023 brought an omega-3 factory and a back-door listing (BME Growth).

The recent period of heavy investments has had two effects: i) pressure on the bottom half of the P&L as a result of non-recurring charges related with the acquisitions and higher D&A charges (EBIT margin 2023: 11.2% vs 31.1% in 2020); and ii) a (logical) increase in net debt (EUR 59.3Mn in 2023 vs EUR 19.2Mn in 2019). Nevertheless, the company's topline growth (CAGR 2020-2023: +14.7%) has translated into similar growth in EBITDA (CAGR 2020-2023: +12.1%).

Let's consider the key factors shaping NAT's prospects. What is the scope for organic business growth in the next few years? How will its revenue mix change? What about profitability? How much CAPEX, and therefore financing, will it need?

International expansion, new customer wins and omega-3 are the key growth drivers at NAT (CAGR 2023-2026e revenue: +34.7%)…

NAT presents attractive diversification in terms of both geographic markets (c.91% of 2023 revenue was generated outside of Spain) and sectors. Investments already made should translate into growth in the coming years. Our baseline scenario for 2024e-2026e contemplates sharp revenue growth to EUR 65.2Mn in 2026e, all organic (CAGR 2023-2026e: +34.7%). By business line:

- **Plant extracts.** This line will remain NAT's main revenue source. We are forecasting growth to EUR 36.1Mn in 2024e (+58% vs 2023). NAT's benchmark status in the manufacture of natural extracts has been cemented following EMA/FDA (the medicine authorities in Europe and the US, respectively) approval for the sale of a medicine made by an American pharmaceutical company using an olive extract made by NAT. Increased penetration of the pharmaceutical industry in the years to come will boost revenue growth.

  NAT's natural extracts are made in Cordoba (olive extracts) and Hervás (other extracts). Our growth forecasts for this business are underpinned by three drivers: (i) GMP certification (a prerequisite for manufacturing medicines) for making APIs (active principle ingredients); (ii) growth in new markets (e.g. with animal feed and organic products) with the goal of expanding the customer base in high-potential markets such as the US, UK, Brazil and Japan; and (iii) increased penetration of existing customers' business.

  And longer term? We expect the company to deliver significant growth in revenue from natural extracts from 2028e when the European SustaiNext Project gets up and running. This project consists of funding for new techniques and the construction of a new factory in Hervás (additional productive capacity with a revenue potential of EUR 70Mn). In sum, we are looking for revenue from plant extracts of EUR 49.6Mn in 2026e (CAGR 2023-2026e: +29.4%; c.67% of maximum capacity; excluding SustaiNext).

Chart 18. Omega-3 Revenue (2022-2026e)

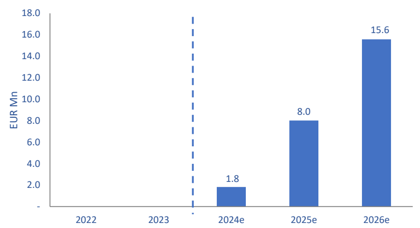


Chart 19. Revenue Mix (2022-2026e)

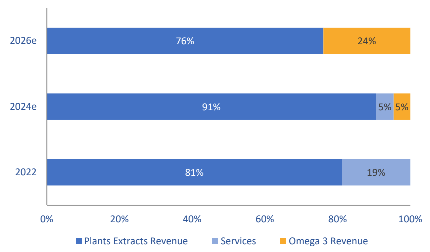


Chart 20. Consolidated Revenues (2022-2026e)

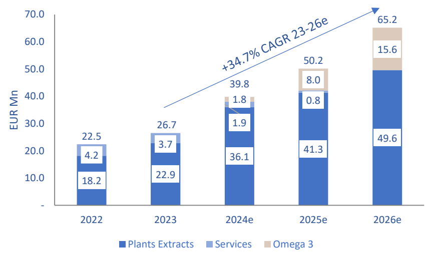


Chart 21. Revenue vs Gross Margin (2022-2026e)

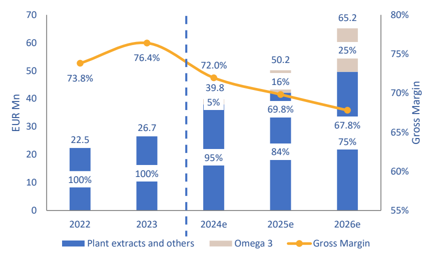
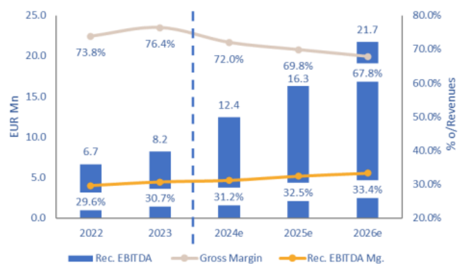


Chart 22. Rec. EBITDA vs EBITDA Margin vs Gross Margin (2022-2026e)



- **Omega-3.** Omega-3 oil is the new business line derived from the reverse merger with IFFE Futura which we expect to start to make a difference from 2025e. The characteristics of this product means it naturally complements the plant extract business line.

  We think growth in this business line will be fuelled by: (i) the ability to leverage the existing sales network (via cross-selling) for the company's natural extracts, adding omega-3 to the product catalogue; and (ii) new customer wins focused on omega-3. We estimate that the omega-3 factory in As Somozas (Coruña) will have revenue potential at full capacity of EUR 70Mn.

  In 2024e, we are forecasting revenue of (just) EUR 1.8Mn, jumping to EUR 8.0Mn in 2025e and EUR 15.6Mn in 2026e.

- **Business services:** Revenue in this business line depends on the SustaiNext project. As a result we expect its share of total revenue to diminish as the project nears its end, ultimately becoming residual.

Within the business mix, the plant extract business, thanks to the start-up of production at the omega-3 factory, will go from 91% of revenue in 2024e to 76% in 2026e. Offset by the increase in the share of the omega-3 business, from 5% in 2024e to 24% in 2026e.

In short, we are estimating sharp growth in the top half of the P&L, with revenue jumping from EUR 39.8Mn in 2024e (+49.3% vs 2023) to EUR 65.2Mn in 2026e (CAGR 23-26e: +34.7%), driven mainly by increased market penetration of the company's product portfolio via increased capacity utilisation (crux of the equity story).

… boosted by scope for sharp operational gearing (higher capacity utilisation) to push recurring EBITDA to EUR 21.7Mn in 2026e (CAGR 2023-2026e: +38.4%)

The ramp-up of omega-3 sales will bring down the current gross margin (>75% in 2023) to 67.8% in 2026e (vs 69.8% in 2025e) as it increases its share of the mix (24% in 2026e vs 5% in 2024e). In the omega-3 business, we are forecasting a gross margin of c.40% in 2024e (year one of product sales), improving to c.50% in 2025e and 2026e, thanks to increasing capacity utilisation and better terms with suppliers.

We are forecasting the gross margin in the plant extract line to remain steady at c.74% throughout the projection period. Beyond 2026e, however, the growth in sales volumes to the pharmaceutical sector (higher margin) should mitigate the margin dampening implied by the 'omega-3 effect', pushing the blended gross margin back above 72%.

Below the gross profit line, increased capacity utilisation will unlock some operational gearing (staff and other operating expenses), mainly dilution of staff costs (26% of revenue 2023), which we think could come down by c.10pp to c.15% of revenue in 2026e. The main driver is economies of scale derived from the development of next-generation factories which will require less human capital to reach full throttle. The other operating expenses, more variable in nature, are expected to increase in line with production volumes.

Overheads, which we are forecasting at EUR 22.5Mn in 2026e (CAGR 2023-2026e: +22.6%), are expected to increase by less than revenue (CAGR 2023-2026e: +34.7%). This will unlock a significant increase in EBITDA to EUR 21.7Mn in 2026e (vs EUR 8.2Mn in 2023). Some of this improvement should already be tangible in 2024e, when we are forecasting recurring EBITDA of EUR 12.4Mn (+51.5% vs 2023; EBITDA margin 2024e: 31.2%; +0.5pp vs 2023).

NAT's business lends itself to receiving grants. Our baseline scenario includes the recognition of income from grants for accounting purposes of EUR 1.8Mn per annum (between recurring and reported EBITDA). In 2023, the company recognised a cash inflow of EUR 8Mn related with the SustaiNext project and other grants. We are forecasting additional cash inflows of EUR 3Mn in 2025e and EUR 3Mn in 2026e.

Exhibit 23. 2024e: from revenue to EBIT

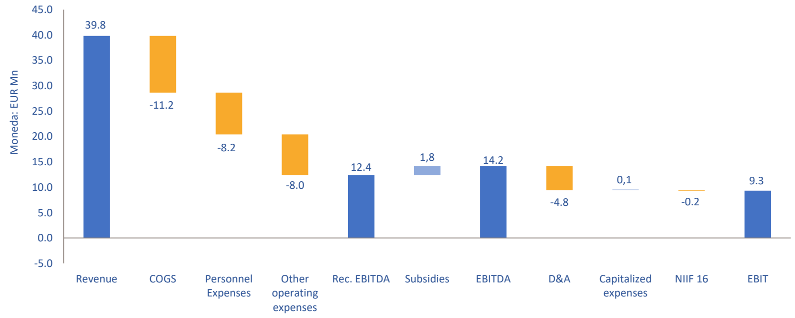


Chart 24. EBIT vs EBIT Margin (2022-2026e)

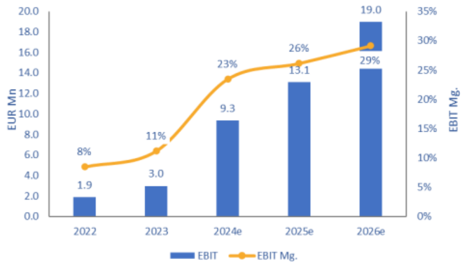


Chart 25. EBIT vs NP (2022-2026e)

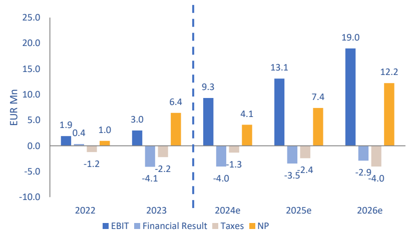


Chart 26. Rec. EBITDA vs Rec. FCF (2022-2026e)

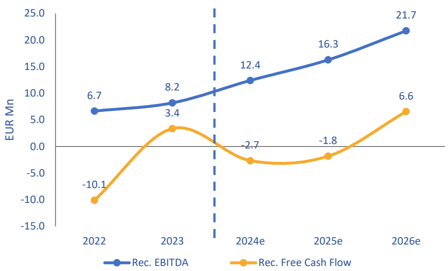
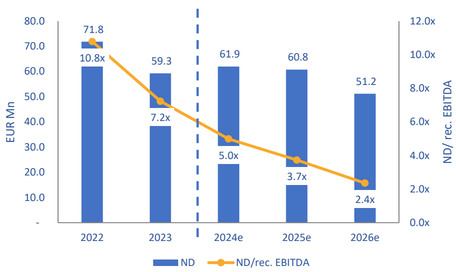


Chart 27. ND vs ND/EBITDA (2022-2026e)



Lifting net profit to EUR 12.2Mn in 2026e (vs EUR 6.4Mn in 2023)

Below EBITDA, we would highlight: (i) annual D&A charges of EUR 5Mn (vs 4.5Mn in 2023) partly mitigated by grants related to assets (c.25% of total grant income); we are not forecasting any capitalisation of borrowing costs; and (ii) interest expense of EUR 4Mn in 2024e and EUR 3.5Mn in 2025e. By 2026e, the deleveraging enabled by cash flow generation (ND 2026e: EUR 51.2Mn; ND/EBITDA: 2.4x vs 7.2x in 2023) should lower interest expense to c.EUR 3Mn. We are forecasting an average interest rate of 6% (<5% in 2026e). And a tax rate of 25% to 2026e.

As a result, we are looking for net profit of EUR 4.1Mn in 2024e. Looking to 2026e, the sharp growth in revenue, coupled with the anticipated EBITDA margin expansion, is expected to push net profit to EUR 12.2Mn. We are not estimating any dividends. The company is focused on factory optimisation and deleveraging.

The investment in the Hervás factory and working capital will mark FCF generation (positive from 2025e)…

Working capital was equivalent to 84% of revenue in 2023 due to high inventories (common across the sector due to the time elapsing between procurement and delivery of the end product, usually by sea), which amounted to EUR 15.7Mn. In the last four years, the ratio of inventories to sales has doubled (58.7% in 2023 vs 25.2% in 2020) to prepare for the increase in production from 2024e and due to the effects of inflation and rising geopolitical tensions.

We are forecasting a downward trend in the WC/sales ratio to 2026e thanks to a shorter collection period and reduction in the days of inventory, thanks to growth in production (average ratio of c.65% in 2024e-2026e). However, the working capital requirement will remain high, due to the nature of the business.

Elsewhere, we are forecasting annual maintenance CAPEX of EUR 1.2Mn (EUR 2.0Mn in 2026e). Our 2024e and 2025e numbers also assume non-recurring CAPEX of EUR 9.0Mn (EUR 3.0Mn in 2024e and EUR 6.0Mn in 2025e) to enhance factory productivity and carry out the Hervás project. We are not estimating any additional cash inflows from new grants during the projection period (other than those projected in 2025e and 2026e).

As a result, our estimates imply positive cash generation in 2025e (fuelled by the inflow of EUR 3Mn of outstanding grants). Momentum in EBITDA should translate into positive recurring FCF of EUR 6.5Mn in 2026e (FCF yield 26e: c.2.4%; Exhibit 26).

…. however, sharp EBITDA growth should lead to significant deleveraging (ND/EBITDA 2026e: 2.4x vs 7.2x in 2023)

At year-end 2023, net debt stood at EUR 59.3Mn (including EUR 9.9Mn of convertible bonds held by Inveready) as a result of the company's CAPEX and WC requirements since 2020. Leverage has hit a record high following the reverse merger with IFFE Futura (DN/EBITDA 2023: 7.2x).

Although we are not forecasting positive FCF until 2026e, we do think gradual deleveraging will be possible thanks to EBITDA growth (ND/EBITDA 2025e: 3.7x), picking up pace in 2026e thanks to cash generation, to leave net debt at an estimated EUR 51.2Mn in 2026e (ND/EBITDA 2026e: 2.4x). Our numbers do not reflect possible M&A activity (which could accelerate growth) or additional cash inflows via grants that could affect net debt in either direction.

A "new" company with ambitious yet credible growth and margin ambitions. The goal is to carve out a niche in the global natural ingredient market.

The snapshot of NAT today is that of a natural ingredients company (with an objectively sustainable business model) which has added complementary products and presents significant idle capacity. In other words, NAT is on the cusp of a sharp step-up in revenue and recurring EBITDA in the next three years.

In an industry currently enjoying tailwinds: (i) gradual population ageing (greater use of food supplements); (ii) growing concern for personal health; and (iii) growing uses for various ingredients. Our financial projections (2024e-2026e) and investment thesis can be summed up as follows:

- **Increasing capacity utilisation (current full-capacity revenue potential: EUR 140Mn; potential capacity: EUR 200Mn)...** Our baseline scenario contemplates sharp revenue growth to EUR 65.2Mn in 2026e (CAGR 2023-2026e: +34.7%). We think the omega-3 business will account for 24% of revenue by 2026e (0% in 2023). The key revenue growth drivers are: (i) new market penetration in order to intensify international expansion (new customer wins); (ii) increasing exposure to the pharmaceutical industry (contract with an American pharma customer and GMP approval to make higher-priced APIs); and (iii) cross-selling of new and complementary products (omega-3).

- **… which should translate into recurring EBITDA of EUR 12.4Mn and EUR 21.7Mn in 2024e and 2026e, respectively.** Operational gearing is the main catalyst for boosting profitability. Despite the projected drop in the gross margin (higher weight of omega-3 in the revenue mix), higher capacity utilisation (dilution of staff costs) is expected to unlock EBITDA margin expansion to 33.4% in 2026e (+2.7pp vs 2023).

- **Negative FCF, due to CAPEX and WC requirements.** Working capital management is crucial in an industry in which the cash conversion period is heavily influenced by days of inventory (increasing the WC requirement). Growth in recurring EBITDA and a lower CAPEX requirement (to build the new factory in Hervás) will be the key to cash generation.

- **Leverage is in check:** Heavy capital expenditure during the last four years took a toll on net debt in 2023 (EUR 59.3Mn; ND/EBITDA: 7.2x). However, positive FCF generation from 2026e and, above all, EBITDA growth are expected to return net debt to reasonable levels (ND/EBITDA 2026e: 2.4x). Reinforcing NAT's capital structure. And opening the door to revisiting M&A activity (longer term).

In short, NAT's back-door listing on BME Growth was not driven by the need to raise money but rather the strategic opportunity to complement its existing product offering (omega-3) and expand productive capacity. The business model is well diversified geographically and sector-wise, implying low business risk, as well as highly profitable (EBITDA margin >30%). The business is pivoting towards higher-margin, anti-cyclical sectors such as the pharmaceutical industry.

Perhaps the key consideration is where we are at in the NAT storyline. All of required infrastructure is in place. NAT has laid the groundwork for leveraging the opportunity crafted by a period of significant investment which should start to materialise in 2024e (growth in revenue and recurring EBITDA of 49.3% and 51.5% vs 2023, respectively). The proverb, "strike while the iron is hot", comes to mind. The crux of the equity story, an apparently simply one, is growth via increased capacity utilisation. The other derivatives (margin expansion, cash generation) are the mathematical consequences of that driver.

Valuation inputs

Inputs for the DCF Valuation Approach

	2024e	2025e	2026e	Terminal Value [1]
Free Cash Flow "To the Firm"	**0.4**	**3.8**	**11.7**	**n.a.**

			Best Case	Worst Case
Market Cap	**273.9**	At the date of this report		
Net financial debt	**59.3**	Debt net of Cash (12m Results 2023)		
Cost of Debt	6.0%	Net debt cost	5.8%	6.3%
Tax rate (T)	20.0%	T (Normalised tax rate)	=	=
Net debt cost	**4.8%**	**Kd = Cost of Net Debt * (1-T)**	**4.6%**	**5.0%**
Risk free rate (rf)	3.3%	Rf (10y Spanish bond yield)	=	=
Equity risk premium	6.0%	R (own estimate)	5.5%	6.5%
Beta (B)	1.1	B (own estimate)	1.0	1.2
Cost of Equity	**9.9%**	**Ke = Rf + (R * B)**	**8.8%**	**11.1%**
Equity / (Equity + Net Debt)	82.2%	E (Market Cap as equity value)	=	=
Net Debt / (Equity + Net Debt)	17.8%	D	=	=
WACC	**9.0%**	**WACC = Kd * D + Ke * E**	**8.1%**	**10.0%**
G "Fair"	**2.0%**		**2.0%**	**1.5%**

(1) The terminal value calculated beyond the last FCF estimate does not reflect the company's growth potential (positive/negative) at the date of publication of this report.

Inputs for the Multiples Valuation Approach

Company	Ticker Factset	Mkt. Cap	P/E 24e	EPS 24e-26e	EV/EBITDA 24e	EBITDA 24e-26e	EV/Sales 24e	Revenues 24e-26e	EBITDA/Sales 24e	FCF Yield 24e	FCF 24e-26e
Inter. Flavors & Fragranc	IFF-US	22,855.5	24.4	10.9%	16.6	5.6%	3.1	1.6%	19.0%	2.5%	29.6%
Symrise	SY1-DE	15,906.1	34.3	13.7%	17.7	8.2%	3.6	6.3%	20.4%	2.8%	10.0%
Givaudan	GIVN-CH	41,579.3	37.6	7.5%	26.2	5.6%	6.1	4.7%	23.3%	2.7%	5.8%
Herbal Extracts			32.1	10.7%	20.2	6.5%	4.3	4.2%	20.9%	2.7%	15.1%
BASF	BAS-DE	39,512.9	12.4	16.2%	7.1	10.5%	0.9	4.1%	12.2%	2.3%	95.8%
KERRY	KRZ-IE	13,245.3	16.8	11.8%	11.9	9.0%	1.9	4.8%	15.5%	4.9%	11.6%
Archer Daniels	ADM-US	28,859.0	11.5	1.7%	7.8	0.8%	0.4	2.2%	5.4%	9.2%	-7.1%
Omega-3			13.6	9.9%	8.9	6.7%	1.0	3.7%	11.0%	5.5%	33.5%
NAT	NAT-ES	273.9	65.8	71.4%	27.3	28.7%	8.5	27.9%	35.7%	n.a.	n.a.

Free Cash Flow sensitivity analysis (2025e)

A) Rec. EBITDA and EV/EBITDA sensitivity to changes in EBITDA/Sales

Scenario	EBITDA/Sales 25e	EBITDA 25e	EV/EBITDA 25e
Max	35.7%	17.9	19.0x
Central	32.5%	16.3	20.8x
Min	29.3%	14.7	23.1x

B) Rec. FCF sensitivity to changes in EBITDA and CAPEX/sales

Rec. FCF EUR Mn	CAPEX/Sales 25e		
EBITDA 25e	12.9%	14.3%	15.7%
17.9	0.5	(0.2)	(0.9)
16.3	(1.1)	(1.8)	(2.5)
14.7	(2.7)	(3.4)	(4.1)

Scenario	Rec. FCF/Yield 25e		
Max	0.2%	n.a.	n.a.
Central	n.a.	n.a.	n.a.
Min	n.a.	n.a.	n.a.

What could go wrong?

We consider risks to be those that could have a significant negative impact on our projections, mainly for operating profit and free cash flow:

1. **Supply chain disruptions.** The raw material used by NAT to produce Omega-3 oil comes essentially from fish stocks. Therefore, the company's supply depends largely on the fishing season. Restrictive fishing policies could push up costs and affect the production process. It doesn't normally take more than a year for the industry to pass on price increases. However, this process could lead to temporary contractions in margins.

2. **Competition and commercial risk.** Growth prospects for natural ingredients at present are bright. Despite strong entry barriers due to required R&D investment, profitability levels could entice new entrants into the market. This would boost supply, increase competition, and add pressure on the price of extracts.

3. **Slowdown of Omega-3 sales:** The project (i.e., construction of the As Somozas – La Coruña plant) is still in the early stages of development. Lower penetration or slower Omega-3 sales could prompt us to rethink our estimates. For instance, assuming revenue in 2025e for this line of EUR 6Mn (vs EUR 8Mn in our baseline scenario), we would have to cut our estimate for recurring EBITDA by 5% (to EUR 15.5Mn vs EUR 16.3Mn).

4. **High customer and supplier concentration.** The company's customer base has grown (by number) and become increasingly diversified each year. Nevertheless, the 20 largest customers represented roughly 68% of revenue in 2023 (vs >80% in 2020). Meanwhile, c.83% of purchases are made from the 10 main suppliers, who mostly provide raw materials. This exposes NAT to a certain level of commercial risk (margin pressure) and potential issues in the production process. A 3 p.p. contraction in gross margin in 2024e would imply a 9.5% decrease in our recurring EBITDA estimate for 2024e.

5. **Regulatory and legal risks, and risks related to securing authorisation to market new products.** In certain industries (e.g., food and pharmaceuticals) products must be approved by public regulators (e.g., EMA, FDA) before they can be put up for sale. Any delay or cancellation in new product launches could undermine the estimated growth rate for the period.

6. **Quality and competition risks.** The aim is for the product marketed by the new Omega-3 plant to be unique due to its high organoleptic properties and oxidative stability. Meanwhile, the growing demand for Omega-3 has led to the emergence of unlisted oils in China, potentially tarnishing the image of these products and eroding consumer confidence, which is closely related to the results of studies on its applications.

7. **Debt and interest rates:** On our estimates, the level of debt should remain largely at current levels of c. EUR 60Mn until 2026e (start of cash generation, with ND 2026e: EUR 51.2Mn). Our baseline scenario calls for a gradual reduction in cost of debt to below 5% in 2026e. If the cost of debt remained at 6% in 2025e, this would imply an increase of c. 13% in the estimated finance cost, to EUR 4.3Mn, thereby reducing 2025e net profit by c. 7%.

8. **Need for additional investment.** NAT's main priorities are construction of the new Hervás plant and completion of As Somozas. The push to enhance facilities and ensure compliance with the highest quality benchmarks could lead to extra CAPEX in the medium term. This, not to mention any unexpected incident or delay in the plants' construction, is currently unaccounted for in the figures we have. We estimate CAPEX at approximately 5% of revenue in 2024e. However, exceptional events or further production efficiency improvements would call for additional investment.

9. **Grants:** Part of NAT's investment is subsidised, meaning lower required cash consumption. If the company saw its grants cut off or could not obtain more, this could reduce the amount earmarked for operational improvements of the plants and slow our forecasts for growth (and margin expansion).

10. **M&A risk.** Corporate deals in these industries, coupled with interest to acquire small players with growth potential, and sector-specific dynamics may result in increased competition in M&A and push up prices of acquisition targets.

The directors own over 75% of the company's equity and management is in the hands of NAT's founders

Table 3. Board of Directors

Board Member	Category	Position	Date	% Capital
Antonio Delgado	Propietary	President	2023	29.4%
José Carlos Quintela	Propietary	Board	2023	29.4%
José María Echarri	Propietary	Board	2023	11.8%
Roger Piqué	Propietary	Board	2022	0.0%
Sergio Pérez	Propietary	Board	2024	6.0%
Juan Antonio Alcaraz	Independent	Board	2023	0.0%
Manuel Uríbarri	Independent	Board	2023	0.0%
			% total	76.6%

Note 1: Antonio Delgado represents Aldabi Inversiones.
Note 2: José Carlos Quintela represents Idoasis 2002.
Note 3: José María Echarri and Roger Piqué represent Inveready Asset Management.
Note 4: Sergio Pérez represent Onchena.
Note 5: Manuel Urríbarri represents Olivri.

In the wake of the reverse merger with IFFE Futura (November 2023), the company's board of directors was reshuffled. At the time of writing, NAT's board was made up of seven members: five proprietary directors (71.4%) and two independent directors (28.6%). NAT's equity is essentially in the hands of its founding shareholders (58.8%). The key features of corporate governance at NAT are:

1. **Full board alignment with minority shareholders' interests** The board is controlled by the founders of Natac Group who have become NAT's core shareholders following the reverse merger with IFFE Futura. The board members' aggregate shareholding totals 76.6%, which means the company's directors are heavily exposed to the share price performance. Since the board was reshuffled in 2023 (originally with seven members), DCM Asesores Dirección y Consultoría de Mercados (represented by David Carro, the former benchmark shareholder of IFFE Futura) stepped down (in April 2024) and has been replaced by Sergio Pérez (in representation of Onchena), without altering the proprietary/independent director mix.

2. **The company has no "pure" executive directors (i.e. without any direct or indirect shareholding).** Of the company's five proprietary directors, two carry out executive duties: Antonio Delgado, CEO; and José Carlos Quintela, CSO (Chief Scientific Officer). The bylaw-stipulated director tenure is six years, renewable for terms of equal length, with no limit on the number of terms a director can serve.

Table 4. Key corporate governance indicators

KPI	2023
% of independent board members	28.6%
% of propietary board members	71.4%
% of executive board members*	0.0%
% of women on the board of directors	0.0%
% of women out of total workforce	32.9%
Board + senior management remuneration/staff costs	12.2%
Number of confirmed corruption cases	0

*Note: In addition to serving as proprietary directors, Antonio Delgado and José Carlos Quintera carry out executive duties, in their capacity as CEO and CSO (Chief Scientific Officer), respectively.

3. **Director and senior management remuneration.** The current members of the Board of Directors did not receive any remuneration in 2023 (they were paid EUR 0.11Mn for previously held positions). Senior management (which includes two board members) received EUR 0.85Mn (c.12% of staff costs in 2023).

   In March 2024, the company approved an incentive plan for directors, executives and strategic employees. The plan runs to 2027. The maximum payable under the scheme is EUR 4.32Mn, payable in a mix of shares (40%) and cash (60%). The company has not assumed any pension commitments on behalf of its directors or extended them any guarantees or advances.

4. **There is no explicit diversity policy.** There are no female directors (Gemma García serves on the Board of Directors as non-member Vice-Secretary), whereas Spain's Code of Good Governance (CNMV) recommends targeting female boardroom representation of at least 40%. The company does have female senior executives (50% of the senior management team) and the Compliance Committee is an all-women body.

Table 5. Audit Committee

Comission Member	Category	Position
Manuel Uribarri	Independent	President
Juan Antonio Alcaraz	Independent	Member
José María Echarri	Propietary	Member

5. **Committee independence.** The majority of members of the Audit, Control and Compliance Committee are independent directors (66%). It is chaired by Olivri (represented by Manuel Uríbarri, an independent director), Juan Alcaraz García and Inveready (represented by José María Echarri Torres). NAT does not have an Appointments and Remuneration Committee.

6. **No dividend commitments.** In our opinion, NAT is currently focused on organic business growth. Its attention (in the short and medium term) is therefore centred on accelerating growth and lifting profitability (especially the Omega-3 business line). Accordingly, we are forecasting a payout of 0% for at least the next two years.

7. **Related party balances and transactions.** The main related parties are Idoasis, Aldabi, Bionam Biotech, Thot Tecnologías de la Información y la Comunicación, AIE, Inveready and Rural Innovation Hub de la Vera, companies with shareholdings of under 50% in NAT or vice versa. We would highlight:

    - **Related party transactions:** In 2023, NAT recognised EUR 3.7Mn of revenue (13.9% of 2023 revenue) from services provided to Thot (an EIG set up to carry out R&D work related with Sustainex, the plans for expanding the Hervás factory). In 2022, some of this revenue was invoiced to IFFE Biotech, a subsidiary of IFFE Futura (in which NAT held an interest of 25% before the reverse merger with IFFE Futura in 2023).

    - **Related party balances.** The main related-party balance is owed to Inveready (EUR 9.9Mn at year-end 2023 out of total balances payable to related parties of EUR 10.4Mn). Full conversion of this financing facility (30Mn shares) would imply additional dilution of up to 6.5%. The loans to related parties are collaboration agreements for the pursuit of R&D projects with Thot and Bionam Biotech in the form of profit-participating loans (maturity: 5 years) in the amount of EUR 6.6Mn.

Appendix 1. Financial Projections

Balance Sheet (EUR Mn)	2019	2020	2021	2022	2023	2024e	2025e	2026e
Intangible assets	-	4.7	3.2	9.9	9.9	10.0	10.0	10.1
Fixed assets	-	14.9	15.0	15.8	26.0	25.4	24.7	19.2
Other Non Current Assets	-	0.9	0.7	0.7	0.7	0.7	0.7	0.7
Financial Investments	-	0.3	2.5	8.0	12.3	12.3	12.3	12.3
Goodwill & Other Intangilbles	-	-	-	4.0	48.7	48.7	48.7	48.7
Current assets	-	15.0	21.3	31.8	28.9	36.8	43.7	52.7
Total assets	**-**	**35.9**	**42.8**	**70.2**	**126.5**	**133.9**	**140.1**	**143.8**
Equity	-	5.2	8.5	(16.9)	41.4	45.6	52.9	65.2
Minority Interests	-	0.2	0.3	0.7	2.5	2.4	2.2	2.1
Provisions & Other L/T Liabilities	-	5.3	5.8	7.1	16.5	14.7	12.9	11.1
Other Non Current Liabilities	-	-	-	0.4	0.3	0.3	0.3	0.3
Net financial debt	-	19.2	24.0	71.8	59.3	61.9	60.8	51.2
Current Liabilities	-	6.0	4.2	7.1	6.4	9.0	11.0	13.9
Equity & Total Liabilities	**-**	**35.9**	**42.8**	**70.2**	**126.5**	**133.9**	**140.1**	**143.8**

									CAGR	
P&L (EUR Mn)	**2019**	**2020**	**2021**	**2022**	**2023**	**2024e**	**2025e**	**2026e**	**19-23**	**23-26e**
Total Revenues	**-**	**17.7**	**20.4**	**22.5**	**26.7**	**39.8**	**50.2**	**65.2**	***n.a.***	***34.7%***
Total Revenues growth	*n.a.*	*n.a.*	*15.5%*	*10.2%*	*18.7%*	*49.3%*	*26.0%*	*29.9%*		
COGS	-	(5.1)	(5.1)	(5.9)	(6.3)	(11.2)	(15.1)	(21.0)		
Gross Margin	**-**	**12.6**	**15.3**	**16.6**	**20.4**	**28.7**	**35.0**	**44.2**	***n.a.***	***29.4%***
Gross Margin/Revenues	*n.a.*	*71.1%*	*75.1%*	*73.8%*	*76.4%*	*72.0%*	*69.8%*	*67.8%*		
Personnel Expenses	-	(3.1)	(4.2)	(5.6)	(7.0)	(8.2)	(8.8)	(9.8)		
Other Operating Expenses	-	(3.7)	(4.7)	(4.3)	(5.2)	(8.0)	(9.9)	(12.7)		
Recurrent EBITDA	**-**	**5.8**	**6.4**	**6.7**	**8.2**	**12.4**	**16.3**	**21.7**	***n.a.***	***38.4%***
Recurrent EBITDA growth	*n.a.*	*n.a.*	*10.7%*	*3.4%*	*23.1%*	*51.5%*	*31.2%*	*33.5%*		
Rec. EBITDA/Revenues	*n.a.*	*32.9%*	*31.6%*	*29.6%*	*30.7%*	*31.2%*	*32.5%*	*33.4%*		
Restructuring Expense & Other non-rec.	-	1.4	0.9	(1.5)	(1.1)	1.8	1.8	1.8		
EBITDA	**-**	**7.3**	**7.4**	**5.2**	**7.1**	**14.2**	**18.1**	**23.5**	***n.a.***	***48.9%***
Depreciation & Provisions	-	(1.8)	(2.5)	(3.2)	(4.1)	(4.8)	(4.9)	(4.5)		
Capitalized Expense	-	-	-	-	0.1	0.1	0.1	0.1		
Rentals (IFRS 16 impact)	-	-	-	(0.1)	(0.2)	(0.2)	(0.2)	(0.2)		
EBIT	**-**	**5.5**	**4.8**	**1.9**	**3.0**	**9.3**	**13.1**	**19.0**	***n.a.***	***85.4%***
EBIT growth	*n.a.*	*n.a.*	*-11.9%*	*-60.6%*	*56.4%*	*213.2%*	*40.4%*	*44.8%*		
EBIT/Revenues	*n.a.*	*31.1%*	*23.7%*	*8.5%*	*11.2%*	*23.4%*	*26.1%*	*29.1%*		
Impact of Goodwill & Others	-	-	-	-	-	-	-	-		
Net Financial Result	-	(0.6)	(0.0)	0.4	(4.1)	(4.0)	(3.5)	(2.9)		
Income by the Equity Method	-	-	-	-	-	-	-	-		
Ordinary Profit	**-**	**4.8**	**4.8**	**2.3**	**(1.1)**	**5.3**	**9.6**	**16.1**	***n.a.***	***n.a.***
Ordinary Profit Growth	*n.a.*	*n.a.*	*-0.9%*	*-53.0%*	*-148.9%*	*579.1%*	*82.3%*	*67.0%*		
Extraordinary Results	-	-	-	(0.0)	9.6	-	-	-		
Profit Before Tax	**-**	**4.8**	**4.8**	**2.3**	**8.5**	**5.3**	**9.6**	**16.1**	***n.a.***	***24.0%***
Tax Expense	-	(1.4)	(1.3)	(1.2)	(2.2)	(1.3)	(2.4)	(4.0)		
Effective Tax Rate	*n.a.*	*28.2%*	*26.8%*	*53.4%*	*25.9%*	*25.0%*	*25.0%*	*25.0%*		
Minority Interests	-	(0.2)	(0.1)	(0.1)	0.2	0.2	0.2	0.2		
Discontinued Activities	-	-	-	-	-	-	-	-		
Net Profit	**-**	**3.3**	**3.4**	**1.0**	**6.4**	**4.1**	**7.4**	**12.2**	***n.a.***	***24.0%***
Net Profit growth	*n.a.*	*n.a.*	*3.2%*	*-72.0%*	*569.8%*	*-35.8%*	*79.3%*	*65.6%*		
Ordinary Net Profit	**-**	**2.3**	**2.7**	**2.5**	**0.1**	**2.8**	**6.0**	**10.9**	***n.a.***	***n.a.***
Ordinary Net Profit growth	*n.a.*	*n.a.*	*19.7%*	*-7.3%*	*-95.4%*	*n.a.*	*117.9%*	*80.3%*		

									CAGR	
Cash Flow (EUR Mn)	**2019**	**2020**	**2021**	**2022**	**2023**	**2024e**	**2025e**	**2026e**	**19-23**	**23-26e**
Recurrent EBITDA						**12.4**	**16.3**	**21.7**	***n.a.***	***38.4%***
Rentals (IFRS 16 impact)						(0.2)	(0.2)	(0.2)		
Working Capital Increase						(5.4)	(4.9)	(6.1)		
Recurrent Operating Cash Flow						**6.9**	**11.3**	**15.5**	***n.a.***	***14.8%***
CAPEX						(4.2)	(7.2)	(2.0)		
Net Financial Result affecting the Cash Flow						(4.0)	(3.5)	(2.9)		
Tax Expense						(1.3)	(2.4)	(4.0)		
Recurrent Free Cash Flow						**(2.7)**	**(1.8)**	**6.6**	***n.a.***	***24.9%***
Restructuring Expense & Other non-rec.						-	-	-		
- Acquisitions / + Divestures of assets						-	-	-		
Extraordinary Inc./Exp. Affecting Cash Flow						-	3.0	3.0		
Free Cash Flow						**(2.7)**	**1.2**	**9.6**	***n.a.***	***n.a.***

Capital Increase	-	-	-
Dividends	-	-	-
Net Debt Variation	**2.7**	**(1.2)**	**(9.6)**

* Financial Year 2020 and 2021 figures reflect the Consolidated Financial Statements of the NATAC Group (pre-merger with IFFE Futura). Figures for 2022 and onwards are formulated to include IFFE Futura.

Appendix 2. Free Cash Flow

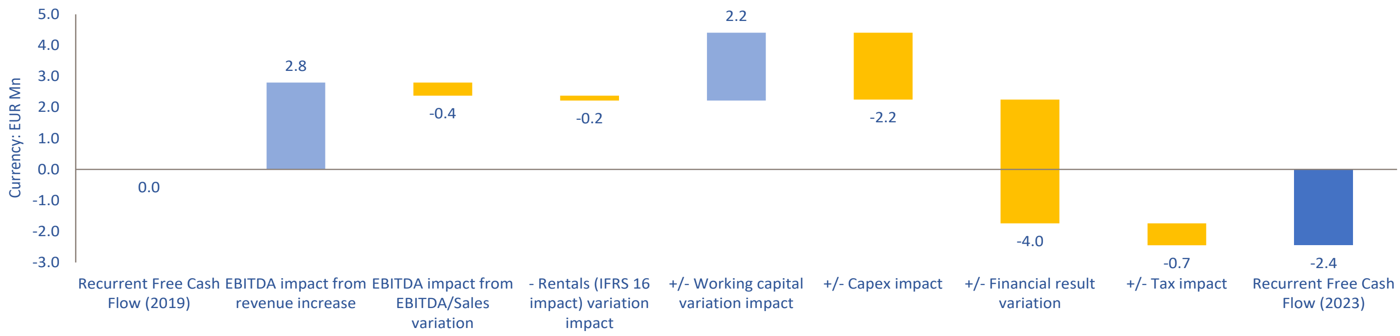
								CAGR	
A) Cash Flow Analysis (EUR Mn)	**2020**	**2021**	**2022**	**2023**	**2024e**	**2025e**	**2026e**	**20-23**	**23-26e**
Recurrent EBITDA	**5.8**	**6.4**	**6.7**	**8.2**	**12.4**	**16.3**	**21.7**	*12.1%*	*38.4%*
Recurrent EBITDA growth	*n.a.*	*10.7%*	*3.4%*	*23.1%*	*51.5%*	*31.2%*	*33.5%*		
Rec. EBITDA/Revenues	*32.9%*	*31.6%*	*29.6%*	*30.7%*	*31.2%*	*32.5%*	*33.4%*		
- Rentals (IFRS 16 impact)	-	-	(0.1)	(0.2)	(0.2)	(0.2)	(0.2)		
+/- Working Capital increase	(9.0)	(8.1)	(7.6)	2.2	(5.4)	(4.9)	(6.1)		
= Recurrent Operating Cash Flow	**(3.2)**	**(1.7)**	**(1.0)**	**10.2**	**6.9**	**11.3**	**15.5**	*73.5%*	*14.8%*
Rec. Operating Cash Flow growth	*n.a.*	*47.0%*	*41.7%*	*n.a.*	*-32.5%*	*63.1%*	*37.5%*		
Rec. Operating Cash Flow / Sales	*n.a.*	*n.a.*	*n.a.*	*38.3%*	*17.3%*	*22.4%*	*23.7%*		
- CAPEX	(12.3)	(3.2)	(5.9)	(2.2)	(4.2)	(7.2)	(2.0)		
- Net Financial Result affecting Cash Flow	(0.5)	(0.3)	(2.3)	(4.0)	(4.0)	(3.5)	(2.9)		
- Taxes	(0.4)	(0.5)	(1.0)	(0.7)	(1.3)	(2.4)	(4.0)		
= Recurrent Free Cash Flow	**(16.3)**	**(5.7)**	**(10.1)**	**3.4**	**(2.7)**	**(1.8)**	**6.6**	*30.2%*	*24.9%*
Rec. Free Cash Flow growth	*n.a.*	*65.0%*	*-76.8%*	*133.4%*	*-179.0%*	*31.8%*	*462.2%*		
Rec. Free Cash Flow / Revenues	*n.a.*	*n.a.*	*n.a.*	*12.6%*	*n.a.*	*n.a.*	*10.1%*		
- Restructuring expenses & others	-	-	(1.5)	(2.9)	-	-	-		
- Acquisitions / + Divestments	-	-	(10.5)	-	-	-	-		
+/- Extraordinary Inc./Exp. affecting Cash Flow	1.1	0.7	-	-	-	3.0	3.0		
= Free Cash Flow	**(15.2)**	**(5.0)**	**(22.1)**	**0.5**	**(2.7)**	**1.2**	**9.6**	*26.6%*	*n.a.*
Free Cash Flow growth	*n.a.*	*66.9%*	*-337.6%*	*102.1%*	*-665.7%*	*144.5%*	*707.3%*		
Recurrent Free Cash Flow - Yield (s/Mkt Cap)	*n.a.*	*n.a.*	*n.a.*	*1.2%*	*n.a.*	*n.a.*	*2.4%*		
Free Cash Flow Yield (s/Mkt Cap)	*n.a.*	*n.a.*	*n.a.*	*0.2%*	*n.a.*	*0.4%*	*3.5%*		

B) Analytical Review of Annual Recurrent Free Cash Flow Performance (Eur Mn)	**2020**	**2021**	**2022**	**2023**	**2024e**	**2025e**	**2026e**
Recurrent FCF(FY - 1)	**-**	**(16.3)**	**(5.7)**	**(10.1)**	**3.4**	**(2.7)**	**(1.8)**
EBITDA impact from revenue increase	n.a.	0.9	0.7	1.2	4.0	3.2	4.9
EBITDA impact from EBITDA/Sales variation	n.a.	(0.3)	(0.4)	0.3	0.2	0.6	0.6
= Recurrent EBITDA variation	**n.a.**	**0.6**	**0.2**	**1.5**	**4.2**	**3.9**	**5.5**
- Rentals (IFRS 16 impact) variation impact	-	-	(0.1)	(0.1)	-	-	-
+/- Working capital variation impact	(9.0)	0.9	0.6	9.7	(7.5)	0.5	(1.2)
= Recurrent Operating Cash Flow variation	**(9.0)**	**1.5**	**0.7**	**11.2**	**(3.3)**	**4.4**	**4.2**
+/- CAPEX impact	(12.3)	9.1	(2.7)	3.7	(2.0)	(3.0)	5.2
+/- Financial result variation	(0.5)	0.1	(1.9)	(1.7)	(0.1)	0.6	0.6
+/- Tax impact	(0.4)	(0.1)	(0.5)	0.2	(0.6)	(1.1)	(1.6)
= Recurrent Free Cash Flow variation	**(22.1)**	**10.6**	**(4.4)**	**13.5**	**(6.0)**	**0.8**	**8.4**
Recurrent Free Cash Flow	**(22.1)**	**(5.7)**	**(10.1)**	**3.4**	**(2.7)**	**(1.8)**	**6.6**

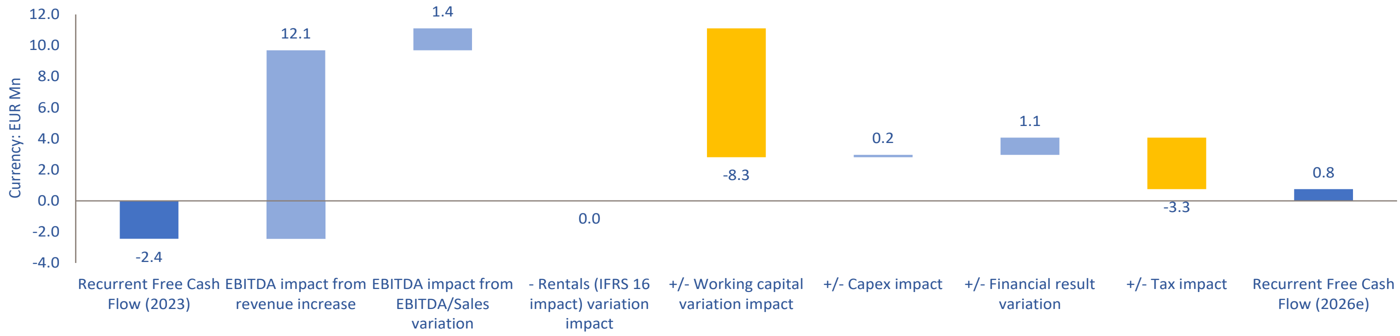
								CAGR	
C) "FCF to the Firm" (pre debt service) (EUR Mn)	**2020**	**2021**	**2022**	**2023**	**2024e**	**2025e**	**2026e**	**20-23**	**23-26e**
EBIT	**5.5**	**4.8**	**1.9**	**3.0**	**9.3**	**13.1**	**19.0**	*-18.4%*	*85.4%*
** Theoretical Tax rate*	*28.2%*	*26.8%*	*30.0%*	*0.0%*	*25.0%*	*25.0%*	*25.0%*		
= Taxes (pre- Net Financial Result)	(1.5)	(1.3)	(0.6)	-	(2.3)	(3.3)	(4.7)		
Recurrent EBITDA	**5.8**	**6.4**	**6.7**	**8.2**	**12.4**	**16.3**	**21.7**	*12.1%*	*38.4%*
- Rentals (IFRS 16 impact)	-	-	(0.1)	(0.2)	(0.2)	(0.2)	(0.2)		
+/- Working Capital increase	(9.0)	(8.1)	(7.6)	2.2	(5.4)	(4.9)	(6.1)		
= Recurrent Operating Cash Flow	**(3.2)**	**(1.7)**	**(1.0)**	**10.2**	**6.9**	**11.3**	**15.5**	*73.5%*	*14.8%*
- CAPEX	(12.3)	(3.2)	(5.9)	(2.2)	(4.2)	(7.2)	(2.0)		
- Taxes (pre- Financial Result)	(1.5)	(1.3)	(0.6)	-	(2.3)	(3.3)	(4.7)		
= Recurrent Free Cash Flow (To the Firm)	**(17.0)**	**(6.2)**	**(7.5)**	**8.1**	**0.4**	**0.8**	**8.7**	*35.3%*	*2.7%*
Rec. Free Cash Flow (To the Firm) growth	*n.a.*	*63.6%*	*-20.4%*	*208.3%*	*-95.4%*	*110.8%*	*n.a.*		
Rec. Free Cash Flow (To the Firm) / Revenues	n.a.	n.a.	n.a.	30.2%	0.9%	1.6%	13.4%		
- Acquisitions / + Divestments	-	-	(10.5)	-	-	-	-		
+/- Extraordinary Inc./Exp. affecting Cash Flow	1.1	0.7	-	-	-	3.0	3.0		
= Free Cash Flow "To the Firm"	**(15.9)**	**(5.5)**	**(18.0)**	**8.1**	**0.4**	**3.8**	**11.7**	*35.8%*	*13.3%*
Free Cash Flow (To the Firm) growth	*n.a.*	*65.3%*	*-224.8%*	*144.9%*	*-95.4%*	*918.5%*	*210.1%*		
Rec. Free Cash Flow To the Firm Yield (o/EV)	*n.a.*	*n.a.*	*n.a.*	*2.4%*	*0.1%*	*0.2%*	*2.6%*		
Free Cash Flow "To the Firm" - Yield (o/EV)	*n.a.*	*n.a.*	*n.a.*	*2.4%*	*0.1%*	*1.1%*	*3.5%*		

* Financial Year 2020 and 2021 figures reflect the Consolidated Financial Statements of the NATAC Group (pre-merger with IFFE Futura). Figures for 2022 and onwards are formulated to include IFFE Futura.

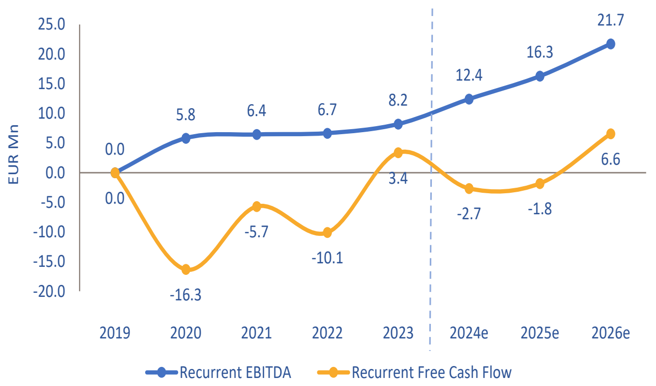
Recurrent Free Cash Flow accumulated variation analysis (2019 - 2023)



Recurrent Free Cash Flow accumulated variation analysis (2023 - 2026e)



Recurrent EBITDA vs Recurrent Free Cash Flow



Stock performance vs EBITDA 12m forward

Appendix 3. EV breakdown at the date of this report

	EUR Mn	Source
Market Cap	273.9	
+ Minority Interests	2.5	12m Results 2023
+ Provisions & Other L/T Liabilities	16.5	12m Results 2023
+ Net financial debt	59.3	12m Results 2023
- Financial Investments	13.1	12m Results 2023
+/- Others		
Enterprise Value (EV)	**339.2**	

Appendix 4. Historical performance(1)

Historical performance (EUR Mn)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024e	2025e	2026e	CAGR 13-23	CAGR 23-26e
Total Revenues	-	-	-	-	-	-	-	**17.7**	**20.4**	**22.5**	**26.7**	**39.8**	**50.2**	**65.2**	*n.a.*	*34.7%*
Total Revenues growth	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*15.5%*	*10.2%*	*18.7%*	*49.3%*	*26.0%*	*29.9%*		
EBITDA	-	-	-	-	-	-	-	**7.3**	**7.4**	**5.2**	**7.1**	**14.2**	**18.1**	**23.5**	*n.a.*	*48.9%*
EBITDA growth	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*1.7%*	*-29.9%*	*38.0%*	*99.5%*	*27.2%*	*30.1%*		
EBITDA/Sales	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*41.0%*	*36.1%*	*23.0%*	*26.7%*	*35.7%*	*36.0%*	*36.1%*		
Net Profit	-	-	-	-	-	-	-	**3.3**	**3.4**	**1.0**	**6.4**	**4.1**	**7.4**	**12.2**	*n.a.*	*24.0%*
Net Profit growth	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*3.2%*	*-72.0%*	*569.8%*	*-35.8%*	*79.3%*	*65.6%*		
Adjusted number shares (Mn)	-	-	-	-	-	-	-	-	-	37.8	80.6	430.2	434.8	434.8		
EPS (EUR)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0.03	0.08	0.01	0.02	0.03	*n.a.*	*-29.3%*
EPS growth	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*-88.0%*	*77.4%*	*65.6%*		
Ord. EPS (EUR)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0.07	0.00	0.01	0.01	0.03	*n.a.*	*n.a.*
Ord. EPS growth	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*-97.8%*	*n.a.*	*n.a.*	*80.3%*		
CAPEX	-	-	-	-	-	-	-	(12.3)	(3.2)	(5.9)	(2.2)	(4.2)	(7.2)	(2.0)		
CAPEX/Sales %)	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*69.6%*	*15.7%*	*26.2%*	*8.1%*	*10.5%*	*14.3%*	*3.1%*		
Free Cash Flow	-	-	-	-	-	-	-	**(15.2)**	**(5.0)**	**(22.1)**	**0.5**	**(2.7)**	**1.2**	**9.6**	**n.a.**	**n.a.**
ND/EBITDA (x)(2)	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*2.6x*	*3.3x*	*13.9x*	*8.3x*	*4.4x*	3.4x	2.2x		
P/E (x)	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*24.5x*	*9.2x*	*65.8x*	37.1x	22.4x		
EV/Sales (x)	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*2.35x*	*1.92x*	*0.46x*	*0.88x*	*8.52x*	6.76x	5.20x		
EV/EBITDA (x)(2)	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*5.7x*	*5.3x*	*2.0x*	*3.3x*	*23.9x*	18.7x	14.4x		
Absolute performance	*n.a.*	*-19.1%*	*-2.7%*	*-16.4%*	*0.0%*	*-3.4%*	*136.9%*	*-14.6%*	*-73.8%*	*39.0%*	*17.7%*	*-13.7%*				
Relative performance vs Ibex 35	*n.a.*	*-22.0%*	*4.8%*	*-14.6%*	*-6.9%*	*13.6%*	*111.9%*	*1.0%*	*-75.7%*	*47.2%*	*-4.1%*	*-20.0%*				

Note 1: The multiples are historical, calculated based on the price and EV at the end of each year, except (if applicable) in the current year, when multiples would be given at current prices. The absolute and relative behavior corresponds to each exercise (1/1 to 31/12). The source, both historical multiples and the evolution of the price, is Factset.
Note 2: All ratios and multiples on EBITDA refer to total EBITDA (not to recurrent EBITDA).
Note 3: Financial Year 2020 and 2021 figures reflect the Consolidated Financial Statements of the NATAC Group (pre-merger with IFFE Futura). Figures for 2022 and onwards are formulated to include IFFE Futura.

Appendix 5. Main peers 2024e

	EUR Mn	Herbal Extracts: Inter. Flavors & Fragrances	Herbal Extracts: Symrise	Herbal Extracts: Givaudan	Average	Omega-3: BASF	Omega-3: KERRY	Omega-3: Archer Daniels	Average	NAT
Market data	Ticker (Factset)	IFF-US	SY1-DE	GIVN-CH		BAS-DE	KRZ-IE	ADM-US		NAT-ES
	Country	United States	Germany	Switzerland		Germany	Ireland	United States		Spain
	Market cap	22,855.5	15,906.1	41,579.3		39,512.9	13,245.3	28,859.0		273.9
	Enterprise value (EV)	32,411.7	18,112.3	45,981.7		59,018.9	14,841.4	35,111.8		339.2
Basic financial information	Total Revenues	10,291.1	5,006.7	7,518.0		68,296.6	8,000.6	83,743.9		39.8
	Total Revenues growth	*-3.0%*	*5.3%*	*5.6%*	*2.6%*	*-0.9%*	*-0.2%*	*-3.6%*	*-1.6%*	*49.3%*
	2y CAGR (2024e - 2026e)	*1.6%*	*6.3%*	*4.7%*	*4.2%*	*4.1%*	*4.8%*	*2.2%*	*3.7%*	*27.9%*
	EBITDA	1,950.8	1,022.7	1,752.6		8,320.9	1,243.4	4,526.7		14.2
	EBITDA growth	*6.9%*	*28.5%*	*15.6%*	*17.0%*	*13.3%*	*7.6%*	*24.2%*	*15.0%*	*99.5%*
	2y CAGR (2024e - 2026e)	*5.6%*	*8.2%*	*5.6%*	*6.5%*	*10.5%*	*9.0%*	*0.8%*	*6.7%*	*28.7%*
	EBITDA/Revenues	*19.0%*	*20.4%*	*23.3%*	*20.9%*	*12.2%*	*15.5%*	*5.4%*	*11.0%*	*35.7%*
	EBIT	895.7	723.9	1,382.5		4,326.4	959.1	2,973.5		9.3
	EBIT growth	*16.6%*	*42.8%*	*20.3%*	*26.6%*	*26.5%*	*12.2%*	*11.6%*	*16.8%*	*213.2%*
	2y CAGR (2024e - 2026e)	*14.5%*	*10.6%*	*7.1%*	*10.7%*	*17.7%*	*10.9%*	*0.4%*	*9.7%*	*42.6%*
	EBIT/Revenues	*8.7%*	*14.5%*	*18.4%*	*13.9%*	*6.3%*	*12.0%*	*3.6%*	*7.3%*	*23.4%*
	Net Profit	930.6	483.7	1,058.7		2,810.0	731.5	2,528.9		4.1
	Net Profit growth	*139.2%*	*42.1%*	*15.1%*	*65.5%*	*n.a.*	*0.4%*	*-21.5%*	*-10.5%*	*-35.8%*
	2y CAGR (2024e - 2026e)	*11.9%*	*12.5%*	*8.3%*	*10.9%*	*18.8%*	*12.3%*	*-2.4%*	*9.6%*	*72.3%*
	CAPEX/Sales %	*4.7%*	*5.3%*	*3.8%*	*4.6%*	*9.0%*	*4.0%*	*1.4%*	*4.8%*	*10.5%*
	Free Cash Flow	581.8	441.5	1,125.0		896.2	651.2	2,660.9		(2.7)
	Net financial debt	8,200.6	1,836.0	4,045.5		18,488.4	1,760.7	5,878.4		61.9
	ND/EBITDA (x)	4.2	1.8	2.3	2.8	2.2	1.4	1.3	1.6	5.0
	Pay-out	*42.2%*	*35.8%*	*64.0%*	*47.3%*	*106.2%*	*30.7%*	*39.0%*	*58.6%*	*0.0%*
Multiples and Ratios	P/E (x)	24.4	34.3	37.6	32.1	12.4	16.8	11.5	13.6	65.8
	P/BV (x)	1.7	4.0	9.1	4.9	1.1	2.0	1.4	1.5	6.0
	EV/Revenues (x)	3.1	3.6	6.1	4.3	0.9	1.9	0.4	1.0	8.5
	EV/EBITDA (x)	16.6	17.7	26.2	20.2	7.1	11.9	7.8	8.9	27.3
	EV/EBIT (x)	36.2	25.0	33.3	31.5	13.6	15.5	11.8	13.6	36.3
	ROE	*7.0*	*11.7*	*24.2*	*14.3*	*9.0*	*12.1*	*12.1*	*11.1*	*9.5*
	FCF Yield (%)	*2.5*	*2.8*	*2.7*	*2.7*	*2.3*	*4.9*	*9.2*	*5.5*	*n.a.*
	DPS	*1.54*	*1.24*	*73.49*	*25.42*	*3.34*	*1.27*	*1.82*	*2.14*	*0.00*
	Dvd Yield	*1.7%*	*1.1%*	*1.6%*	*1.5%*	*7.6%*	*1.6%*	*3.1%*	*4.1%*	*0.0%*

Note 1: Financial data, multiples and ratios based on market consensus (Factset). In the case of the company analyzed, own estimates (Lighthouse).
Note 2: All ratios and multiples on EBITDA refer to total EBITDA (not to recurrent EBITDA).

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Date of report	Recommendation	Price (EUR)	Target price (EUR)	Period of validity	Reason for report	Analyst
10-Jul-2024	n.a.	0.63	n.a.	n.a.	Update report	Luis Esteban Arribas, CESGA
27-May-2024	n.a.	0.66	n.a.	n.a.	Small & Micro Caps (Spain)	Alfredo Echevarría Otegui
12-Jul-2023	n.a.	1.08	n.a.	n.a.	Important news	Luis Esteban Arribas, CESGA
12-Jun-2023	n.a.	1.08	n.a.	n.a.	Small & Micro Caps (Spain)	David López Sánchez
26-Oct-2022	n.a.	0.58	n.a.	n.a.	6m Results 2022	David López Sánchez
20-Jun-2022	n.a.	0.57	n.a.	n.a.	Important news	David López Sánchez
25-Oct-2021	n.a.	0.68	n.a.	n.a.	6m Results 2021	David López Sánchez
18-May-2021	n.a.	1.00	n.a.	n.a.	Important news	David López Sánchez
23-Feb-2021	n.a.	1.23	n.a.	n.a.	Important news	David López Sánchez
28-Oct-2020	n.a.	1.85	n.a.	n.a.	6m Results 2020	David López Sánchez
09-Jul-2020	n.a.	1.85	n.a.	n.a.	Initiation of Coverage	David López Sánchez

*All reports prior to June 2024 refer to IFFE Futura. Subsequent reports refer to NAT (the result of the reverse merger between the Natac Group and IFFE Futura).