

EQUITY - SPAIN
 Sector: Software

 Closing price: EUR 7.90 (22 May 2026)
 Report date: 26 May 2026 (hh:mmh)

Initiation of Coverage
 Independent Equity Research

Redegal (RDG) is a Spanish digital consulting company founded in 2004 focused on the ecommerce/digital marketing space. Its product offering comprises digital marketing advisory as well as implementation and development of technological solutions (both, from third party vendors and, since 2024, solutions developed in house). RDG was listed on BME SCALEUP in October 2024 and promoted to BME GROWTH in July 2025.

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AI “at your fingertips”. The opportunity (and imperative) to be very profitable.

Market Data

Market Cap (Mn EUR and USD)	18.8	21.8
EV (Mn EUR and USD) ⁽¹⁾	23.0	26.7
Shares Outstanding (Mn)	2.4	
-12m (Max/Med/Min EUR)	9.20 / 7.54 / 6.45	
Daily Avg volume (-12m Mn EUR)	n.m.	
Rotation ⁽²⁾	6.9	
Refinitiv / Bloomberg	RDGL.MC / RDG SM	
Close fiscal year	31-Dec	

Shareholders Structure (%)⁽⁶⁾

Lino de Prado	35.5
Jorge Vázquez	22.1
Isetec V FCR (Axon Partners)	19.1
Axouxere Inv (60% Jorge Vázquez)	10.5
Free Float	10.0

Financials (Mn EUR)	2025	2026e	2027e	2028e
Adj. nº shares (Mn)	2.2	2.3	2.4	2.4
Total Revenues	16.8	18.4	19.9	21.5
Rec. EBITDA	0.7	1.4	2.1	3.4
% growth	310.8	106.1	53.8	62.9
% Rec. EBITDA/Rev.	3.9	7.4	10.6	15.9
% Inc. EBITDA sector ⁽³⁾	8.1	21.8	17.6	12.5
Net Profit	-0.8	0.6	1.2	2.3
EPS (EUR)	-0.36	0.27	0.48	0.96
% growth	67.4	175.7	76.6	99.5
Ord. EPS (EUR)	0.14	0.27	0.48	0.96
% growth	133.8	99.0	76.6	99.5
Rec. Free Cash Flow ⁽⁴⁾	-1.0	0.5	1.6	3.3
Pay-out (%)	0.0	0.0	0.0	0.0
DPS (EUR)	0.00	0.00	0.00	0.00
Net financial debt	3.6	2.2	0.6	-2.7
ND/Rec. EBITDA (x)	5.4	1.6	0.3	-0.8
ROE (%)	n.a.	124.5	52.6	58.7
ROCE (%) ⁽⁴⁾	n.a.	33.0	53.1	141.4

Ratios & Multiples (x)⁽⁵⁾

P/E	n.a.	28.8	16.3	8.2
Ord. P/E	57.4	28.8	16.3	8.2
P/BV	n.a.	11.6	6.8	3.7
Dividend Yield (%)	0.0	0.0	0.0	0.0
EV/Sales	1.37	1.25	1.16	1.07
EV/Rec. EBITDA	34.7	16.8	11.0	6.7
EV/EBIT	n.a.	27.7	14.7	8.0
FCF Yield (%) ⁽⁴⁾	n.a.	2.6	8.6	17.5

(1) Please refer to Appendix 3.

(2) Rotation is the % of the capitalisation traded - 12m.

(3) Sector: Stoxx Europe 600 Technology.

(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.

(6) Others: Treasury Stock 2.8%

(*) Recurring EBITDA is a “cash” EBITDA; it doesn't include capitalized expenses. Total EBITDA does include capitalized expenses.

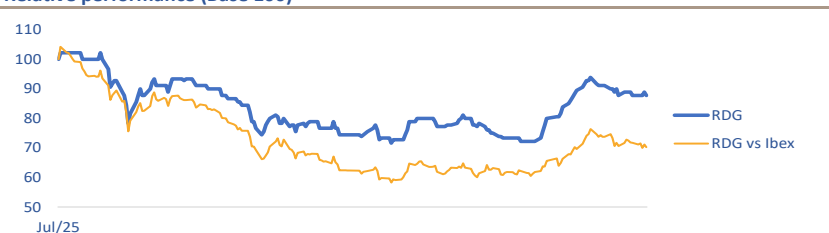
(*) Unless otherwise indicated, all the information contained in this report is based on: The Company, Refinitiv and Lighthouse.

2023-2025: AN INVESTMENT EFFORT WITH SHAREHOLDER BACKING. RDG went “all in” (capitalising EUR 2.3 Mn of development costs) on developing its own software in 2023-2025. That investment effort took a toll on profitability (leaving recurring EBITDA at breakeven), a situation exacerbated by the “lull” in Mexico. The shareholders, both legacy investors (Jorge Vázquez, chairman and founder, and Lino de Prado) and newcomers (notably Axon Partners Group for its sector knowledge and role investing in public and private markets) have supported that effort.

2026E-2028E: THE REVERSE OF 2023-2025. In 2026e-2028e, when CAPEX should fall, the company is set to benefit from getting the proprietary products “up and running”, along with a recovery in Mexico, translating into rec. FCF 2026e-2028e of EUR 5.4 Mn and margin expansion (average rec. EBITDA margin 2026e-2028e: 11.5%). Creating room (net cash 2028e: EUR 2.7 Mn) for contemplating new investments in product development and/or M&A. The outlook is for sharp growth in rec. EBITDA (CAGR: +72.8%).

FROM CONSULTANCY TO INTEGRATED SERVICES. AI solutions and data monetisation (regulations, data “quality” for AI tools) are forcing the sector to “transition” from web design and e-commerce solutions (outside the realm of AI) to a new phase dominated by the ability to “capture” data and integrate them into AI solutions that make and execute recommendations capable of lifting the return on customers’ marketing strategies. These integrated solutions bring more repeat business and higher margins. And they explain RDG’s chances of entering a period of significant margin expansion, leveraging an investment already made.

THE MULTIPLES DEMAND DELIVERY IN 2026E-2028E. RDG is trading at a premium to its comparables (EV/rec. EBITDA 2026e of 16.8x versus EV/EBITDA 2026e 5.3x for digital marketing comps and EV/EBITDA 2026e 8.5x for tech comps), which boast a longer track record as listed companies and greater liquidity. It is essential that RDG deliver (and even beat) our estimates for 2028e (revenue of EUR 21.5 Mn and EBITDA of EUR 3.4 Mn). Those estimates imply CAGR 2025-2028e in revenue of 8.5%. On paper, that looks doable and should unlock, via the operational gearing in businesses of this nature, “exponential” growth in rec. EBITDA (+72.8%), putting its EV/rec. EBITDA 2028e multiple at 6.7x. It all depends on the company’s ability to bear out its theoretical potential and manifest revenue growth and margin expansion already in 2026e. Execution is essential.

Relative performance (Base 100)


Stock performance (%)	-1m	-3m	-12m	YTD	-3Y	-5Y
Absolute	-5.4	9.7	n.a.	17.9	n.a.	n.a.
vs Ibex 35	-5.3	10.9	n.a.	13.5	n.a.	n.a.
vs Ibex Small Cap Index	-3.4	8.7	n.a.	14.9	n.a.	n.a.
vs Eurostoxx 50	-7.2	11.8	n.a.	13.4	n.a.	n.a.
vs Sector benchmark ⁽³⁾	-14.4	-4.0	n.a.	-0.3	n.a.	n.a.

Report issued by IEAF Servicios de Análisis, S.L.U. Lighthouse is a project of IEAF Servicios de Análisis, S.L.U.

This report has been prepared on the basis of information available to the public. The report includes a financial analysis of the company covered. The report does not propose any personalised investment recommendation. Investors should consider the contents of this report as just another element in their investment decision-making process. The final two pages of this report contain very important legal information regarding its contents.

Redegal (RGD) 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).

Investment Summary

RDG: clear (and theoretical) ability to grow, which at current multiples needs to materialise as early as 2026e.

From digital advertising and digital presence

The digital marketing sector has clearly benefitted from the digitalisation wave, which represents a significant share of all businesses' CAPEX as digitalisation has become a non-negotiable requirement for survival. RDG offers its customers digital marketing strategies and the tools to implement them.

to data management

Value in this sector is shifting to data capture (websites, advertising, social media, etc.), data analysis (using models and AI) and application of the results to customers' marketing strategies (AI agents). Data is becoming harder to collect as regulations are "tightened", leaving the companies that do not harvest data in the hands of a few dominant players (Google, Meta, Amazon, TikTok) in a highly concentrated digital advertising market (data cost inflation) and exposed to regulatory risk (data governance and traceability). Data "ownership" is as important as data quality. If data is not "clean", identifiable, consensual and contextualised, the return on the investment in AI is zero.

From project-based billing to service bundling

The digital marketing companies positioned as mere service providers face the "commoditisation" of their business (margin pressure, less repeat business), whereas those that evolve towards a model that collects, processes and acts on data will benefit from more recurring income and a scalable, higher-margin model.

A) Where is RDG today?

A changing market

- RDG has made the investments ("Product") needed to adapt its business model for the new reality in the digital market space and improve the service it offers its customers. Product is relevant not only on account of its contribution but also by allowing RDG to defend and beef up its Digital Business and Tech activities. We believe that from the investor standpoint, AI has had a binary impact on valuations: "good" for hardware and "bad" for software. We think the markets will ultimately differentiate between the companies that can leverage the AI opportunity and those that suffer from the AI threat. RDG has invested to rank among the former.

A repaired balance sheet

- The strain caused by heavy investment in developing proprietary products, aggravated by the abrupt reduction in the contribution from Mexico, left RDG with EUR 3.6 Mn of net debt at the end of 2025, and negative recurring FCF of EUR 0.5 Mn. The company's shareholders have once again exhibited their confidence in RDG and its business plan in 2026, putting up EUR 0.8 Mn (cash equity injection by Axon Partners Group) and capitalising EUR 0.8 Mn of loans (Jorge Vázquez, executive chairman, and Lino de Prado, proprietary director). In both cases at a higher price (EUR 7.80 per share) than the shares were trading at on the day the transaction was officially announced (EUR 7.2 per share on 20/2/2026).

B) Where is RDG headed? (2026e–2028e)

Between 2026e and 2028e, normalisation of the investment cycle, the contribution from the investments already made in Product and resumption of activity in Mexico should lead to:

Margin recovery

- An average recurring EBITDA margin in 2026e–2028e of 11.5% (negative in 2023–2025) on the back of CAGR in revenue of 8.5%, gross margin expansion of 8p.p. and growth in total OPEX (staff costs and other operating expenses) of 4.5%.

A balance sheet with net cash

- Strong conversion of recurring EBITDA into recurring FCF (c.78%), helped by lower CAPEX, leaving RDG with net cash of EUR 2.7 Mn in 2028e.

Efficient internationalization

- Renewed contribution from the international business to the revenue mix (6% in 2025 versus 23% in 2023) following the launch of BINNACLE and BOOSTIC in the region and resumption of activity in Mexico. Leveraging the local presence in Mexico to penetrate other markets in the region. This renewed international effort will not "penalise" the cost structure thanks to use of the existing structure in Mexico and taking the partner route to introduce BINNACLE and BOOSTIC in markets where RDG does not yet have a presence.

C) Structural strengths and key risks

22 years of history RDG is not a start-up. In fact it has a history dating back 22 years, in which it has proven its ability to tap the structural growth in digitalisation and react to challenges at the macro (financial crisis, COVID), sector (AI) and micro (slump in Mexico, investment in Product) levels. We flag the following structural strengths:

Shareholders, an intangible asset

- The combination of a founder who remains at the helm as executive chairman (Jorge Vázquez), a long-term investor with knowledge of RDG's main international market (Mexico; Lino de Prado) and a financial sponsor with know-how in the TMT/IT sector and the private and public markets (Axon Partners Group; traded on BME Growth), endorsing the business model.

Innovation capacity

- Innovative spirit and long-term vision showcased by launching Product (strategic commitment to higher-margin proprietary software) as a business unit.

From private company to publicly traded company

- This ability to innovate in how it uses its own funds is also evident in RDG's fund-raising efforts: crowdfunding, listing on BME Scaleup and subsequent leap to BME Growth. Adapting for what is expected of a listed company. Being a listed company may help (incentive plan) to defend and lower staff turnover (c.5%). And it adds a transparency and credibility "label" that could prove useful when looking for bank financing or more equity.

Key risks:

Delivery, essential

- 2026e marks a clear turning point (reduction in CAPEX, margin expansion, generation of positive rec. FCF and deleveraging) which is needed to derisk.

M&A, delivery a priority

- M&A is a logical and theoretically valid next step for accelerating growth, both geographically and in terms of products and services. RDG alluded to M&A as one of the reasons for the equity raise announced in March 2026. Given the importance of delivery, correct execution of the business plan (growth in Product, recovery in Mexico, generation of positive FCF) could be jeopardised by M&A transactions where RDG has yet to (objectively) prove its credentials.

Mexico, managing the recent past

- Mexico was a very profitable market (and should be once again going forward) but the lull in 2024 and 2025 has left "baggage" (outstanding accounts receivable and a EUR 3 Mn loan from the parent to the subsidiary) that still need managing. "Baggage" that should not imply an outflow of cash but could give rise to the recognition of impairment losses and provisions.

D) RDG longer term. What should we expect beyond 2028e?

Beyond 2026e-2028e, what can RDG do to lift its EBITDA and multiples?

M&A, after delivery

If it delivers, RDG would put itself in a very strong position (2028e: net cash) to speed up growth via M&A activity (which could be financed with equity). Undertaking M&A from a more solid position reduces execution risk. In addition, despite not having a seat on the board, the know-how brought by Axon Partners Group (valuations/public and private transaction multiples, execution experience) is a valuable resource for reducing the risk implicit in any M&A deal.

Improved free float

Liquidity is still low due to RDG's market cap and its small free float (10%). The improvement in profitability and leverage metrics in 2026e-2028e should attract investors (including institutional investors) who could be interested in financing RDG's future growth, whether through new internal developments (Product) or via M&A.

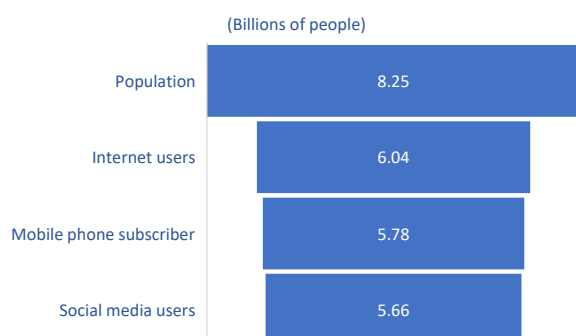
E) Conclusions: the multiples demand delivery in 2026e-2028e.

Demanding multiples versus the sector

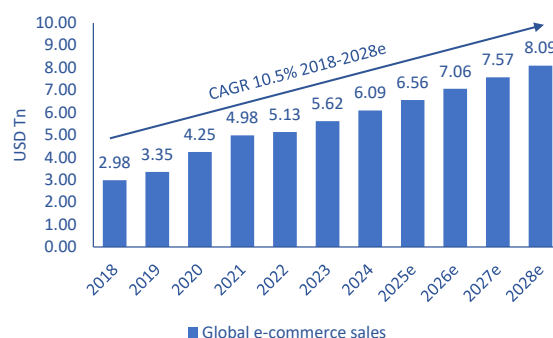
RDG is trading at a high premium to its comparables (EV/EBITDA 2026e of 13.8x and EV/EBITDA rec. 16.8x versus EV/EBITDA 5.3x for digital marketing comps and EV/EBITDA 8.5x for tech comps), which boast a longer track record as listed companies and are more liquid. It is essential that RDG deliver (and even beat) our estimates for 2028e: revenue of EUR 21.5 Mn and EBITDA of EUR 4 Mn. Those estimates imply CAGR 2025-2028e in revenue of 8.5%. On paper, that looks doable and should unlock, via the operational gearing in businesses of this nature, "exponential" growth in rec. EBITDA (+72.8%), putting its EV/rec. EBITDA multiple at 6.7x. It all depends on the company's ability to bear out its theoretical potential and manifest revenue growth and margin expansion already in 2026e. Execution is essential.

The company in 8 charts

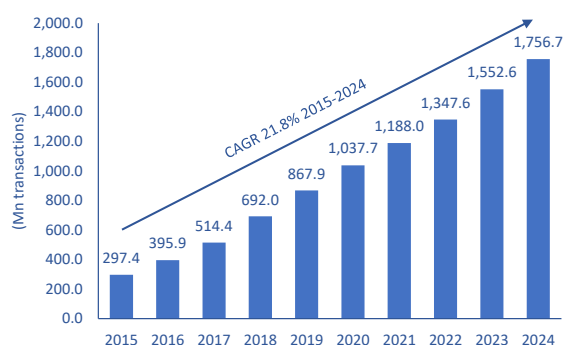
The world is digital



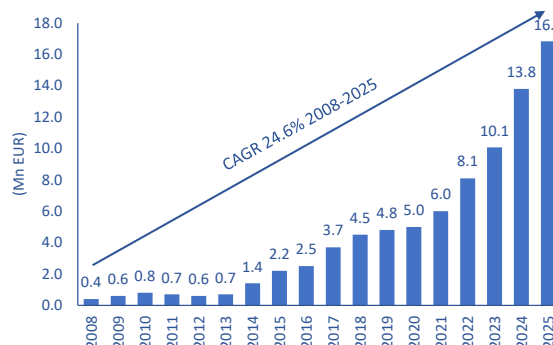
Commerce is increasingly e-commerce...



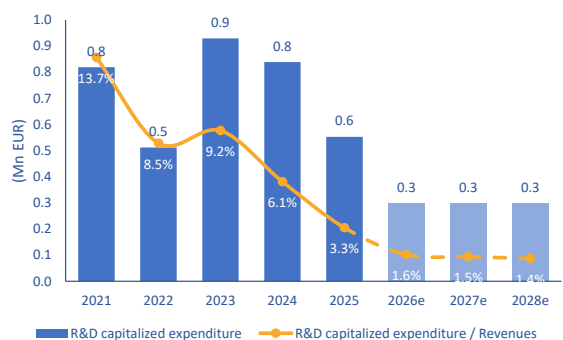
... and Spain is not an exception



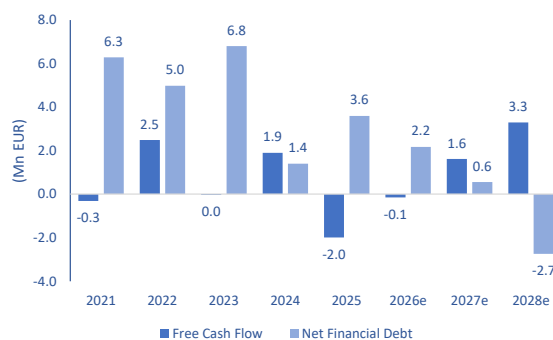
REDEGAL is riding this secular trend (CAGR 24.6% 2008-2025)



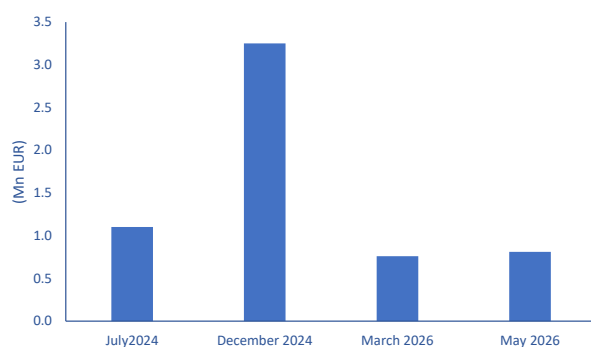
... with significant investment developing in-house solutions...



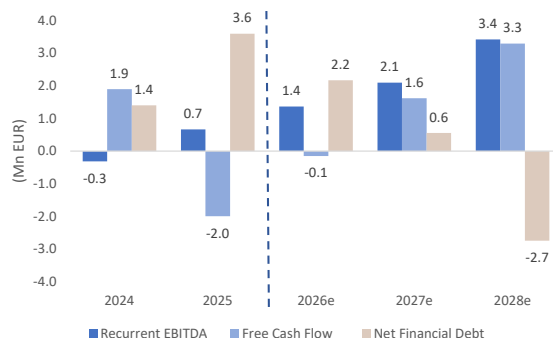
... impacting cash flow generation and balance sheet strength



Balance sheet reinforced with capital increases supported by founding shareholders and new investors



Operating leverage and CAPEX normalization boost margins and FCF generation opening the door for inorganic growth



Business description

A full digital consultant in a bid for scale

REDEGAL S.A. (RDG) provides digital consultancy services related to e-commerce. Its services run from digital marketing to the development and implementation of technology solutions (mainly third-party solutions but, since 2024, also software developed by RDG).

RDG was founded in Orense in February 2004 by its three founding partners, including the current executive chairman, Jorge Vázquez González. The executive chairman participated in successive rounds of equity funding (October 2012, March 2013 and December 2013), gradually increasing his interest to the point of owning nearly all of the company (95.6%) by December 2013.

RDG's international expansion, underway since 2011, accelerated in 2013 with its entry into the Mexican market and the incorporation at the end of 2014 of REDEGAL TI MEXICO S.A. de C.V. (RDG MEXICO), in which RDG initially had a 49% interest (which increased to 99% in April 2022).

The equity raise undertaken in November 2016 strengthened the capital structure and brought in a new shareholder, Lino de Prado of Mexico, through his investment vehicle LIPRASA 2015 SLU. The executive chairman and Lino de Prado went on to participate in fresh funding rounds in January 2019 and March 2022. In the wake of those transactions, each shareholder (Jorge Vázquez and Lino de Prado) ended up with a 50% interest in RDG.

RDG embarked on its mission to become a listed company in December 2021, when it joined BME's so-called Pre Market Environment, its learning and networking platform, paving the way for a round of crowdfunding in July 2024, which brought in 213 new shareholders and raised EUR 1.1 Mn (110,720 shares @ EUR 10 per share).

In December 2024, RDG brought in institutional capital, raising EUR 3.25 Mn (464,470 shares @ EUR 7 per share). The anchor investor in that round was Fondo ISETEC V FCR, a fund managed by AXON Partners, which put up EUR 2.5 Mn (just over 75% of the raise). We estimate that its investment in RDG represented 6%-7% of that fund's portfolio as of 31/12/2024. The presence of a fund managed by Axon Partners in RDG's shareholder ranks is relevant as it "endorses" the business model. Axon Partners covers two lines of business, acting as a consultant in the information and communications technology (ICT) space (regulation, digital transformation, AI adoption, etc.) and investing in public and private companies in growth sectors. This know-how puts Axon Partners in a good position to calibrate RDG's potential and risk.

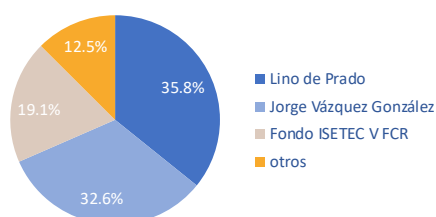
The price benchmark provided by the December 2024 round (EUR 7 per share) was used for RDG's listing on BME SCALEUP in January 2025. A few months later (July 2025), RDG moved up to BME GROWTH.

RDG articulated a compensation mechanism (without any legal obligation to do so) to reward the shareholders who invested in the crowdfunding round (@ EUR 10 per share) following the December 2024 funding round (@ EUR 7 per share) by providing them with additional RDG shares (at no cost for RDG as one of the directors contributed the necessary 42,000 shares).

In October 2025, the Board of Directors, as authorised at the June 2025 AGM, agreed to another rights issue of up to EUR 3 Mn (384,615 shares @ EUR 7.8 per share with pre-emptive subscription rights). The rationale was to raise funds for RDG's M&A strategy. That rights issue closed in March 2026 but was not fully subscribed (97,622 shares), raising 25% (€0.76 Mn) of the initially targeted EUR 3 Mn. The rights issue further evidenced the backing of Fondo ISETEC V FCR (which put up virtually the entire amount, increasing its interest from 16.4% to 19.9%) but failed to lift the free float or attract new investors.

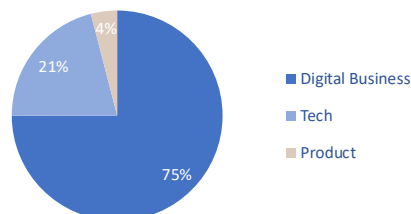
RDG has since announced (Other Relevant Information notice filed 1/4/2026) another capital increase, which was put to shareholder vote at the AGM on 4/5/2026, in which two shareholders and directors (Lino de Prado and Jorge Vázquez González) subscribed for new shares by offsetting credit claims valued at the same price as the last round (EUR 7.8 per share). Following

Chart 1. RDG Shareholding May 2026



that offset, we estimate that Lino de Prado holds a 36% interest, Jorge Vázquez González a 33% stake and Fondo ISETEC V FCR another 19%, leaving a free float of 10%.

Chart 2. 2025 Revenue by Business Line



Business model: full digital consultancy

RDG was founded by computer engineers from Vigo University and has been riding the digitalisation wave since its creation in 2004.

Table 1. Company performance.



RDG defines itself as a full digital consultant that offers its customers services for developing their online sales channels and integrating them with their traditional sales channels (omnichannel), combining digital technology and marketing. RDG has invested significantly in developing its own software (Binnacle and Boostic) which allows users to compile and analyse all of the data generated by their online business activity in order to improve sales management. The customer base is heavily skewed towards the B2C segment, due in part to the company's location (Orense in particular and Galicia in general is a key fashion design, manufacture and distribution hub), in several sectors, including finance (Abanca, Santander Consumer Finance, Banco Azteca), fashion (Inditex, Under Armour, Adolfo Dominguez), retail (Primor, Farmacias Direct), transportation (Aeromexico, Viva Aerobus) and food (Estrella Galicia, Coren, McCain).

RDG groups its activities into three business lines (Digital Business, Tech and Product), the first two being the legacy businesses, while Product is the newest line.

Digital Business (75% of revenue in 2025). RDG designs and executes online advertising campaigns framed by online and social media positioning strategies designed to raise the profile of its customers' businesses in the online world with the ultimate goal of lifting revenue and profitability. In the case of customers with physical sales presences, this digital strategy is devised as part of an omnichannel or "phygital" strategy which integrates online and traditional marketing. Some of the services in this business line include:

- **Web analytics:** understanding the quality and quantity of web traffic, the ease with which customer websites are found in consumer search processes, benchmarking against competitors' websites, conversion of website visits into sales, etc.
- **Social media:** crafting, executing and monitoring marketing plans for connecting dynamically and continually with the target audience.
- **Email marketing:** designing, sending and subsequently analysing the results of customer acquisition campaigns.
- **SEO (Search Engine Optimization)/SEM (Search Engine Marketing):** website design from the technical and content standpoints with the user experience in mind so that RDG's customers' websites climb positions in the search engines following a good organic search (a spontaneous search without paying the engine to improve search positioning).
- **Digital advertising:** improving brand or customer website positioning through advertising initiatives (paid search). RDG is not a resale model; rather it provides an end-to-end service so as to be able to measure the return on investment (ROI) from negotiation with the major platforms (Google, Meta, TikTok) to results tracking and interpretation. In the financial analysis section, we delve further into the impact on RDG's gross margin and working capital of purchasing online advertising for its customers.

RDG emphasises its ability to provide an integrated digital business service, which, for example, optimises the organic and paid search investment mix. Both generate traffic for its customers' websites (Table 2) but present very different characteristics in terms of cost, traffic control, immediacy of impact, brand confidence, etc. If we then introduce the disruption being caused by AI into the equation (Google AI reducing

traffic to websites by providing users with responses without them having to actually go to the website; “zero click”), we can see the competitive advantage of offering a full package to help customers manage a rapidly shifting environment.

Table 2. Ecommerce searches 2025

	Organic	Paid
Ecommerce searches 2025	50%-65%	30%-40%

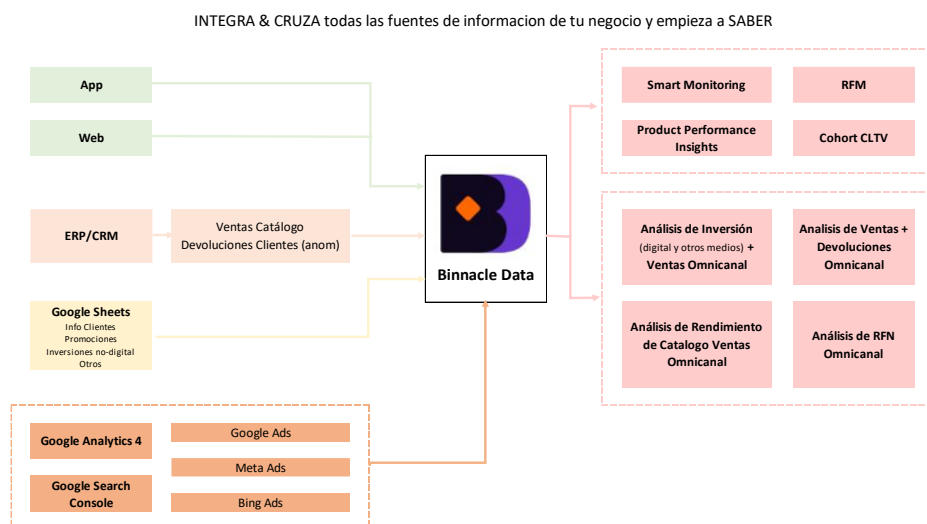
Fuente: Search Engine Land February 2026

Tech (21% of revenue in 2025). RDG provides the infrastructure needed to give its customers an e-commerce presence and integrate these tools into their administration and management. Some of the products in this business line include:

- **Development of the online store:** from customised solutions to the acquisition of existing solutions, including payment, logistics and cybersecurity platforms, etc.
- **Integration with enterprise resource planning (ERP) and customer relationship management (CRM) systems.**
- **Integration in marketplaces such as Amazon, eBay and Temu.**
- **Development of mobile apps** to adapt the main website for the differing operating systems (iOS, Android, Windows).
- **Cloud hosting services,** offering the Google Apps service menu tailored for each customer's needs.

Product (4% of revenue in 2025). Leveraging its knowledge of the world of online sales/e-commerce and its experience with 200+ customers, RDG decided to develop and launch its own software. RDG detected an opportunity in the market to offer **Boostic** and **Binnacle**, the two solutions comprising the Product unit, both of which it developed as agent-based software. The Binnacle solution is articulated around **business intelligence and digital analytics**; it “controls”, gathering information about everything happening in the customer’s online sales channels (user behaviour, sales, logistics, inventories, catalogues, etc.) and “helps”, by analysing the information collected with a view to enhancing business decision-making.

Binnacle was put on the market in mid-2023 and in December 2024 was complemented by Boostic, a spin-off from Binnacle. The Boostic tool is designed to **optimise e-commerce catalogues and processes**.



Source: Redegal.

Expected results from using Boostic.cloud

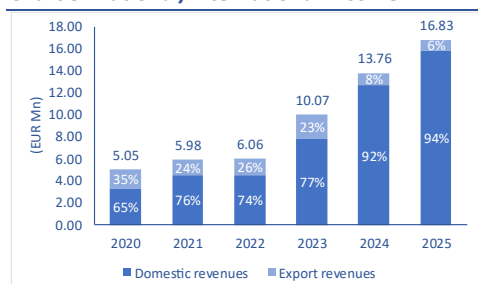
Optimisation of advertising strategies and budgets	Increased catalogue profitability	Decision automation and scaling	More accurate SEO and SEM strategies	Reduction in inactive stock
Reduced spending on inefficient SEM and SEO campaigns.	Identification of untapped products with higher margins and high potential for pricing and promotional strategies.	Reduced time, resources and errors in catalogue analysis and decision-making, marketing strategies and campaigns associated with brands and categories.	Detection of products with issues, anomalies, or hidden potential in large catalogues.	Identification of products not selling or generating interest for pricing and visibility adjustments.
Better allocation of investments to products / brands / catalogues with higher conversion potential.	Reduced cannibalisation and competition among products in the same category.	Agile and automated decision-making for high volumes of products.	Actionable insights for specific products, brands and categories.	Identification of slow-moving products for promotional strategies or discontinuation.
Increased ROI on digital marketing.			Performance-based campaign and strategy segmentation.	Specific campaigns for inactive products.

Source: Redegal.

Developing these solutions has implied a significant investment for RDG (EUR c.2.3 Mn of capitalised development costs in 2023-2025 with development costs (intangible assets) accounting for nearly one-third of total assets at 31/12/2025).

The sales model combines recurring fees and implementation projects, where prices are adjusted for the modules purchased, the volume of data and the level of personalisation. RDG has plans to introduce both products internationally through alliances in order to avoid having to develop a costly sales structure and speed up time to market.

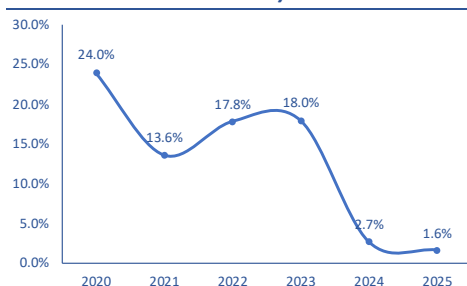
Chart 3. National/International Income



International business (6% of revenue in 2025): emerging from hibernation

RDG took its first steps outside of Spain in 2011 (Brazil) and made a decisive commitment to Mexico in 2013, with international revenues accounting for a significant share of the total at one point. After a few very successful years and recognition in the Mexican market (Best Traffic Generation Digital Agency in 2016; Best Web Design Digital Agency in 2017; and Best Social Media Agency in 2018), events in Mexico (change of government, exchange rate movements, significant collections problems) prompted RDG to scale back its business in Mexico from 2024, so that the weight of international business in RDG's revenue mix has fallen to 6% (-20pp vs 2022). The structure (REDEGAL TI MEXICO S.A. de C.V.) and market recognition are still there however and RDG hopes to be able to resume its activity in the market and raise the share of revenue generated internationally to avoid the perception that it is a one-market company (Spain).

Chart 4. % Mexico Revenue/Total Revenue



M&A: a growth opportunity with execution risk

RDG's stated equity story and the rationale for its recent attempts to raise equity clearly manifest its plans to capture M&A-led growth opportunities, something it has not done to date. Its target are small, healthy companies (revenue, positive EBITDA margins and cash generation) steering clear of start-ups and restructuring stories. The goal is to accelerate RDG's growth.

Conclusion: the challenge of "landing" the business model so as to be able to continue to leverage digitalisation tail winds. More Mexico? More proprietary software?

RDG has come far since it was set up in 2004, thanks to the digitalisation tide and e-commerce boom. The company has kept an eye on the long term by increasing the average size of its customers, embarking on international expansion and adding proprietary products to its digital consultancy suite.

The investment effort of recent years had stressed RDG's capital structure as the cash it was generating, adversely impacted by the slump in Mexico, was insufficient to finance its software

Chart 5. S&P Composite 1500 Application Software (sub ind)



development costs (Binnacle and Boostic). All of which exhausted RDG's ability to call on its shareholders as a private company or rely on bank financing. The decision to tap the securities markets (RDG has raised EUR 6.1 Mn of equity in the last two years) and completion of the Binnacle / Boostic development process have eased financial tensions.

RDG faces clear operational challenges (regaining momentum in Mexico, monetising the investment in Binnacle and Boostic and managing the AI opportunity and threat) that require a more robust capital structure, all the more so following the sell-off in the IT and software sectors. Not to mention its financial contingencies (see our financial analysis), including tax debt, maturity of the Corporativo Pedregal Hispamex convertible and outstanding trade receivables in Mexico.

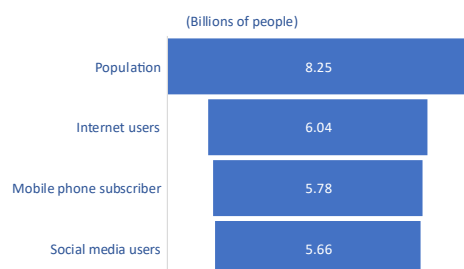
However, it is fair to say that RDG is "in the right sector, at the right time". The sector tailwinds are there for all to see. And the advent of AI is more of an advantage than a strategic risk. All of which is tangible in the lift-off in revenue and margins (2025 revenue EUR 16.8 Mn vs 2022 revenue EUR 6.1 Mn). Now that the financial gearing/risk is in check, the spotlight is clearly on executing the strategic priorities: i) growth in proprietary products (still marginal) and materialisation of substantially higher margins; and ii) leveraging the experience and positioning in Mexico to lift international revenues (also marginal today).

Everything is on their side: sector growth and existing positioning (real in Spain and potential in Mexico). Now what's needed is execution. Today RDG is a proven business model with slim revenues. The equity investment by Axon Capital Partners "endorses" the company's attractiveness. However, it still needs to prove its ability to build scale and gain profitability. 2026 and 2027 will be key to demonstrating that ability.

Industry overview

Digitalization, a sector in itself, expanding and with a “life of its own”...

Chart 6. A global reality



Source: Datareportal Digital 2025 Global Overview Report

Digitalization is a global reality. As demonstrated by the *European Investment Bank Digitalisation in Europe 2022-2023* report, digitalization allows companies to better withstand "shocks"—such as the COVID-19 pandemic or the war in Ukraine—and achieve higher productivity indices and greater international trade participation than "analog" companies in the same sector.

There is a firm commitment within the European Union (as outlined in the *Letta* and *Draghi* reports) to increase digitalization to close the productivity gap with the U.S., as well as the divide between large and small companies (see tables below):

Table 3. % of Companies Investing in Digitalization as a Response to COVID

	2021	2022
European Union	46%	56%
United States	58%	71%

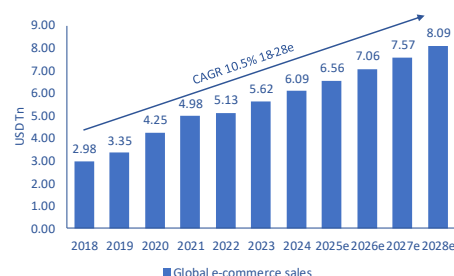
Source: EIB Digitalisation in Europe 2022-2023

Table 4. % of Companies Investing in Digitalization as a Response to COVID (by Size)

	2021	2022
Micro	29%	31%
Small	36%	39%
Medium	42%	54%
Large	55%	62%

Source: EIB Digitalisation in Europe 2022-2023

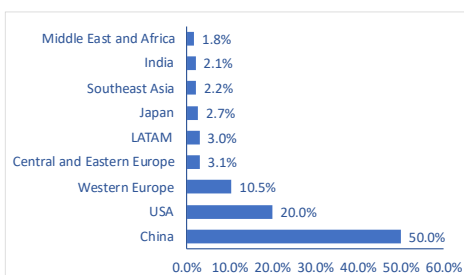
Chart 7. Global e-commerce sales (USD Tn)



Source: Shopify Emarketer

In the realm of marketing, digitalization merges consumers' "online" and "offline" experiences, requiring companies to adapt by integrating physical stores and virtual websites into an "omnichannel" (or "phygital") space. This digitalization affects the entire marketing process—from sales and distribution channels (e-commerce) to consumer communication (digital advertising and social media). This requires significant IT investment that must be integrated with management and control systems, without neglecting ROI measurement or compliance with increasingly stringent data protection regulations.

Chart 8. Global e-commerce sales by country/region %



Source: Shopify Emarketer

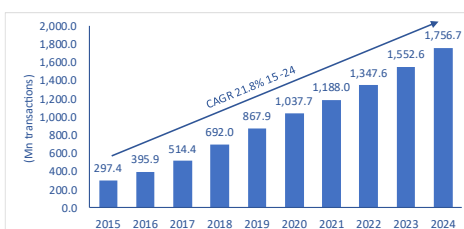
E-commerce: Not an Option, but a Necessity

Following the spectacular global surge in e-commerce during COVID (+27% in 2020 and +17% in 2021), a 7.4% CAGR is expected from 2024–2028, largely in line with the 6.9% CAGR of the post-COVID period (2021–2024).

China, the U.S., and Western Europe (accounting for 68% of global GDP) represented over 80% of global e-commerce sales in 2025, while LATAM (6% of global GDP) represented only 3%. Spain—the most relevant market for RDG—is not immune to this trend, with a c. +22% CAGR in the number of e-commerce transactions between 2015 and 2024, and c. +15% in 1Q25.

Companies cannot afford to ignore a channel that accounts for 20.5% of global retail sales, expected to reach 22.5% by 2028 (Source: Shopify/eMarketer). Furthermore, it continues to evolve with new technologies: Statista estimates that 60% of "digital" consumers in the U.S. now use ChatGPT or Gemini when shopping online.

Chart 9. Number of e-commerce transactions in Spain



Source: CNMC

Digital Advertising: Consumers Are Digital, and So Is Advertising

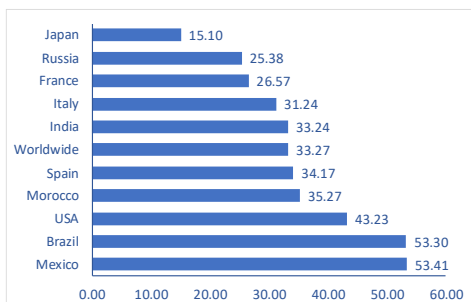
Social media penetration has spread rapidly worldwide since the launch of Facebook in February 2004, with the added complexity of the number of platforms used by each individual (a figure that has remained very stable since 2023):

Table 5. Average Number of Social Networks per User

2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25
6.75	6.68	6.81	6.67	6.76	6.83	6.86	6.84	6.75

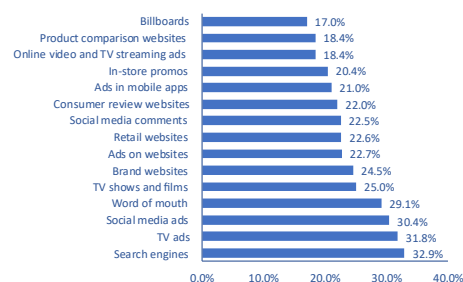
Source: Datareportal Digital 2025 Global Overview Report

Chart 10. Average weekly online time (hours and minutes)



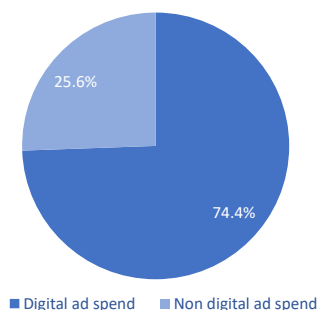
Source: Datareportal Digital 2025 Global Overview Report

Chart 11. Sources of "brand discovery"



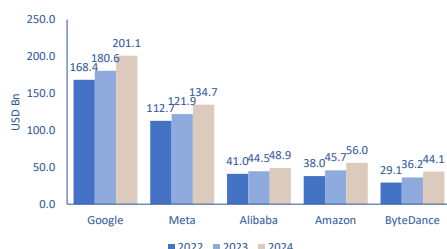
Source: GWI Q225 Datareportal Digital 2025 Global Overview Report

Chart 12. Advertising expenditure (digital and traditional) 2025e



Source: Statista

Chart 13. Net digital advertising revenue by company (USD thousands Mn) 2022-2024



Source eMarketer

This relevance, combined with the time consumers dedicate to social media and the importance of digital media in the "discovery" of products, services, and brands, has profoundly impacted the advertising market.

Digital advertising accounts for nearly 75% of total advertising spend in 2025, with digital growth driving the entirety of the global advertising market expansion:

Table 6. Advertising Spend (Digital vs. Traditional) 2020-2025e

(USD Bn)	2020	2021	2022	2023	2024	2025e
Total advertising spend	752	895	942	1,013	1,087	1,158
YOY increase		19.0%	5.3%	7.5%	7.3%	6.5%
Digital advertising spend	462	599	649	716	790	862
YOY increase		29.8%	8.3%	10.3%	10.3%	9.1%
Digital advertising as a % of total advertising spend	61.4%	66.9%	68.9%	70.7%	72.7%	74.4%
Traditional advertising spend	291	296	293	297	297	296
YOY increase		1.9%	-1.0%	1.4%	0.0%	-0.3%

Source: Statista

As e-commerce was impacted by new technologies (AI), a similar shift has occurred in digital advertising via programmatic advertising. Programmatic advertising applies technology to buy and sell digital ads in real-time marketplaces where advertisers bid on inventory offered by publishers to secure optimal placements at the best price, thereby improving marketing ROI. Statista estimates that programmatic advertising will reach \$716 Bn in 2025.

Table 7. % Programmatic advertising over digital advertising

	2020	2021	2022	2023	2024	2025e
% Programmatic advertising over digital advertising	77.0%	78.9%	80.0%	81.1%	82.4%	83.2%

Source: Statista

Digital Advertising: A Sector Now Dominated by Major Players

This digital revolution has fostered the development of large-scale enterprises that have successfully capitalized on the digital tsunami, leveraging highly profitable business models and formidable barriers to entry. These "gorillas" are present across both digital advertising (see chart 13) and e-commerce solutions (Adobe, Salesforce, Shopify, Connectif, etc.), not to mention the essential underlying infrastructure (cloud computing, data centers, payment gateways, logistics, etc.).

Protected by High Barriers to Entry

The strength of the entry barriers enjoyed by these heavyweights is partly due to their ability to set the "rules of the game" in a space (digitalization) where antitrust authorities were slow to react to companies that, in a short period of time, transformed from start-ups into global dominators.

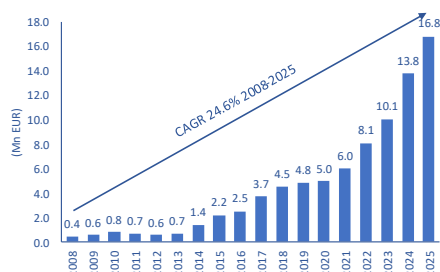
Beyond the Digitalization Revolution: The Revolution Within Digitalization

B2C companies—regardless of size—cannot afford to ignore the digital world and must integrate digital marketing into their management models. The opportunity for RDG and its competitors is no longer confined to the development or installation of a website, an online store, or a payment gateway (activities that have already become "commoditized"). Instead, the opportunity lies in designing integrated solutions equipped with the right tools to capture and retain consumers and to demonstrate investment ROI.

Financial Analysis

2026e-2028e: revenue growth, EBITDA-cash conversion and deleveraging

Chart 14. Revenue 2008-2025



Historically, RDG has posted strong revenue growth (CAGR 2008-2025: 24.6%), a trend it has kept up in recent years (CAGR 2021-2025: +29.5%). That high growth has cost the company significant resources (from 73 employees in 2020 to 123 in 2025) and investment (EUR 3.6 Mn of expenses capitalised in 2021-2025), leaving it with a leverage ratio (ND/recurring EBITDA) of 5.4x at the end of 2025.

Table 8. Recurring FCF and net debt, 2020-2025

(EUR Mn)	2020	2021	2022	2023	2024	2025	2026e	2027e	2028e
Recurrent Free Cash Flow	(0.9)	(0.5)	2.3	(0.2)	2.4	(1.0)	0.5	1.6	3.1
Net financial debt	6.0	6.3	5.0	6.8	1.4	3.6	2.2	0.6	(2.1)

For the 2026e–2028e period, we anticipate—following the development of BINNACLE and BOOSTIC—a slowdown in capital expenditure (EUR 0.3 Mn annually for 2026e–2028e, versus EUR 0.7 Mn annually from 2020–2025). This, combined with the benefit of operating leverage—as structural costs (personnel and other operating expenses) grow at +4.5% annually through 2026e–2028e—will generate positive Recurring FCF and debt reduction. These projections are based on revenue growth (8.5% CAGR 2025–2028e) that is lower than the historical average, 100% organic, and aligned with RDG’s own guidance (+9%).

Better quality and more recurring revenue (CAGR 2025-2028e: +8.5%)

RDG estimates that recurring revenue (ARR) represents >90% of its revenue, albeit not evenly so across its three business units (Digital Business, Tech and Product). Tech and Product are models with strong recurring revenue streams and high gross margins, whereas the Digital Business includes the purchase of advertising space for its customers’ digital marketing campaigns (costs it passes through without any mark-up for RDG), leaving both revenue and gross profit more volatile.

Table 9. Revenue forecasts

(EUR Mn)	2023	2024	2025	2026e	2027e	2028e	CAGR 2025-2028e
Revenues	10.1	13.8	16.8	18.4	19.9	21.5	8.5%
Annual %		36.6%	22.4%	9.3%	8.0%	8.3%	
Digital Business	6.2	10.0	12.6	13.6	14.4	15.3	6.7%
Annual %		60.6%	25.8%	8.0%	6.0%	6.0%	
Tech	3.8	3.3	3.5	4.0	4.4	5.0	12.2%
Annual %		-12.3%	6.1%	12.0%	12.0%	12.5%	
Product	0.0	0.4	0.7	0.8	1.0	1.2	22.0%
Annual %		n.a.	69.5%	22.0%	22.0%	22.0%	

- Mexico: renewed presence and expanding footprint.** Mexico has gone from accounting for 15%-20% of revenue to a testimonial weight. The change of government at the federal level, an economy affected by tensions with the Trump administration and collections issues with Mexican customers prompted RDG to take a more cautious approach to the market albeit retaining its local presence through its Mexican subsidiary, Redegal TI Mexico SA de CV. RDG has resumed business activity in Mexico, concentrating on Product and Tech (higher margin and more repeat business) and is looking to leverage its local presence to enter other countries in the region.

Table 10. Mexico as % of revenue

(%)	2020	2021	2022	2023	2024	2025
Income excluding Mexico	76.0%	86.4%	82.2%	82.0%	97.3%	98.4%
Mexico	24.0%	13.6%	17.8%	18.0%	2.7%	1.6%

- **Higher average customer size.** One of RDG's priorities is to continue to increase the size of its customers by focusing its sales effort on customers likely to demand Tech and Product.

Gross margin: revenue "quality" and better mix (+8p.p. 2025-2028e)

- **Gross margin "depressed" by the pass-through (with no mark-up) of advertising space...** This phenomenon is particularly visible in 2024 and 2025. We estimate that in 2025, advertising purchases amounted to c.EUR 9.5 Mn (>50% of revenue) at virtually zero margin.

Table 11. Gross margin, 2020-2025

	2020	2021	2022	2023	2024	2025	2026e	2027e	2028e
Gross Margin (%)	70.6%	69.3%	75.6%	67.2%	39.8%	41.4%	43.4%	45.2%	49.4%

- **...increasing as the sales mix improves.** The weight of advertising purchases is falling in Digital Business, while the weight of Tech and Product in total revenue is expected to increase from 25% in 2025 to 29% in 2028. Additionally, Mexico has been a very profitable market for RDG in the past (EBIT margin of 9.5% in local currency in 2023) and should continue to help lift the gross margin.

Recurring EBITDA: operational gearing should amplify the uplift in the gross margin (CAGR 2025-2028e: +73%)

RDG, having "navigated" the recession unleashed by the financial crisis, COVID and the "slump" in Mexico, is conscious of the risk of an oversized structure not suited to absorbing cyclical "dips" (even in a growth sector). This caution is evident in its decision to take the partner route to expand internationally in the Product business, sacrificing some gross margin but avoiding having to invest in a sales network and shortening its time to market.

- **Capacity to react...** Reducing total OPEX (staff and other operating expenses) and the headcount by 5.4% and 7.5%, respectively, between 2023 and 2025 due to the situation in Mexico and financial strain caused by the investments in Product.
- **... without losing "muscle".** Notably, staff turnover was 5.2% in 2025 (17% in 2023), which is well below the sector average (15%-20%).
- **Higher CAGR 2025-2028e in revenue than in total OPEX 2025-2028e...** We are estimating CAGR in revenue of 8.5%, compared to growth of 4.5% in total OPEX.
- **... so that the improvement in the gross profit will drop down to recurring EBITDA,** driving EBITDA margin expansion from 3.9% in 2025 to 15.9% in 2028e.

Table 12. Improvement in gross margin -> higher recurring EBITDA in 2026e-2028e

(EUR Mn)	2026e	2027e	2028e
Gross margin increase	1.0	1.0	1.6
Rec. EBITDA increase	0.7	0.7	1.3
Gross margin to EBITDA conversion	70%	73%	80%

FCF 2026e-2028e: funds from operations and shareholder support should "repair" the capital structure.

- **Renewed shareholder support in 2026...** Following the equity issues in 2024, raising EUR 4.3 Mn, RDG ended 2024 with EUR 1.4 Mn of net debt, which then went on to increase to EUR 3.6 Mn at year-end 2025. The company's shareholders have lent their support once again in 2026 in the form of new money (EUR 0.8 Mn put in by Axon Partners Group) and a debt capitalisation in the amount of EUR 0.8 Mn (Jorge Vázquez and Lino de Prado).
- **... which will no longer be necessary in the short to medium term.** The lower CAPEX requirement will amplify the growth in recurring FCF, unlocking deleveraging without the need for further shareholder support in 2027e or 2028e.
- **Settlement of outstanding tax debt.** The financial strain caused by the investment effort and drastic reduction in the contribution by the Mexican business forced RDG

(having exhausted its options for obtaining bank financing) to agree a deferral schedule with the tax authorities. The amount of VAT owed at the end of 2025 was a significant EUR 2.1 Mn. In our working capital projections, we are assuming that that debt gets settled, with the company paying EUR 0.6 Mn of fines and interest to the tax authorities in 2026 (so putting an end to this situation).

Earnings momentum and shareholder support will translate into deleveraging, opening the door to M&A activity

Delivery of our estimates would put RDG in a very good position in terms of leverage and maturities:

- **Net cash in 2028e.** Leverage (ND/rec. EBITDA) is expected to fall from 5.4x in 2025 to just 0.3x in 2027e, with the coverage ratio (rec. EBITDA/interest expense) jumping from 3.7x in 2025 to 17x in 2027e. The company is on track to present net cash by 2028e.
- **No significant bank debt refinancing requirements until 2028-2030,** although EUR 0.5 Mn owed to Corporativo Pedregal Hispamex falls due in June 2027. Corporativo Pedregal Hispamex purchased a convertible bond in December 2024. The bond is convertible at a price agreed between the parties of between EUR 8.40 and EUR 10 per share.

No dividends expected until (at least) 2028e

RDG does not pay a dividend, and dividends do not feature in its plans out to 2028. RDG's financial goals are simple: i) reinforcing its capital structure; and ii) exploring M&A opportunities as a means to accelerating growth but only considering transactions compatible with reasonable levels of debt (avoiding any that are highly dilutive for shareholders).

RDG has had a share buyback programme in place since August 2025 for the acquisition of up to EUR 0.6 Mn or 70,000 shares in order to cover its obligations under its officer and director remuneration scheme. At the time of writing, RDG held c.85,000 own shares (3.6% of the total).

Conclusion: the forecast for positive FCF generation is key. By shoring up the balance sheet, reducing risk and opening the door to organic and M&A-led growth.

- **CAPEX will no longer “detract”** - after three years of significant investments (EUR 2.3 Mn in 2023-2025), CAPEX is set to fall sharply (EUR 0.9 Mn 2026e-2028e). Following the increase in capital employed, the growth in EBITDA will unlock a ROCE >30% already in 2026.
- **Management focus on fixed costs should drive EBITDA margin expansion from 3.9% in 2025 to 15.9% in 2028e.** RDG has already proven its ability to control costs (total OPEX in 2025 was down 5% vs 2023 and the headcount was 7% smaller). Now the focus is on revenue growth (CAGR 2025-2028e: +8.5%) and ongoing discipline around total OPEX (CAGR 2025-2028e: +4.5%).
- **High EBITDA-to-FCF conversion.** From 36% in 2026e to 77% in 2027e and 103% in 2028e thanks to the reduced working capital requirement.
- **Deleveraging creating flexibility.** Thanks to growing recurring cash generation, we are estimating a reduction in the ND/rec. EBITDA ratio from 5.4x in 2025 to 1.6x in 2026e, 0.3x in 2027e and to a net cash position in 2028e. The improvement in 2026 is essentially “inorganic” (capital increases account for 75% and rec. FCF for 25%) but is 100% “organic” (rec. FCF) in 2027e-2028e.
- **Inflexion point: from a cash burn to cash generation.** The numbers “add up” but as with any turnaround, execution (and results) in the first year (2026e) is essential to injecting credibility into the projections for 2027e and 2028e.

Valuation inputs

Inputs for the DCF Valuation Approach

	2026e	2027e	2028e	Terminal Value ⁽¹⁾		
Free Cash Flow "To the Firm"	0.0	1.7	3.3	42.2		
Market Cap	18.8	At the date of this report				
Net financial debt	3.6	Debt net of Cash (12m Results)				
					Best Case	Worst Case
Cost of Debt	4.0%	Net debt cost			3.8%	4.3%
Tax rate (T)	20.0%	T (Normalised tax rate)			=	=
Net debt cost	3.2%	$K_d = \text{Cost of Net Debt} * (1-T)$			3.0%	3.4%
Risk free rate (rf)	3.5%	Rf (10y Spanish bond yield)			=	=
Equity risk premium	6.0%	R (own estimate)			5.5%	6.5%
Beta (B)	1.3	B (own estimate)			1.2	1.4
Cost of Equity	11.3%	$K_e = R_f + (R * B)$			10.1%	12.6%
Equity / (Equity + Net Debt)	83.9%	E (Market Cap as equity value)			=	=
Net Debt / (Equity + Net Debt)	16.1%	D			=	=
WACC	10.0%	$WACC = K_d * D + K_e * E$			8.9%	11.1%
G "Fair"	2.0%				2.5%	1.5%

(1) The terminal value reflects the NAV of FCF beyond the period estimated with the WACC and G of the central scenario.

Inputs for the Multiples Valuation Approach

Company	Ticker Factset	Mkt. Cap	P/E 26e	EPS 26e-28e	EV/EBITDA 26e	EBITDA 26e-28e	EV/Sales 26e	Revenues 26e-28e	EBITDA/Sales 26e	FCF Yield 26e	FCF 26e-28e
Capgemini	CAPP.PA	17,543.9	8.1	7.3%	6.5	5.7%	1.0	4.1%	15.5%	11.6%	7.3%
Sopra Steria	SOPR.PA	2,789.9	8.1	7.5%	5.1	4.4%	0.6	3.2%	11.9%	11.0%	10.2%
Izertis	IZER.MC	304.4	28.1	36.8%	11.7	24.5%	1.7	25.1%	14.7%	8.2%	-53.6%
Knowmad Mood	ATSI.MC	212.3	12.8	21.9%	8.3	32.1%	0.6	27.3%	7.5%	n.a.	4.7%
480	480S.MC	46.5	15.9	n.a.	10.8	n.a.	1.3	n.a.	11.6%	0.0%	n.a.
IT			14.6	18.4%	8.5	16.7%	1.0	14.9%	12.3%	7.7%	-7.9%
S4Capital	SFOR.L	342.4	7.5	12.3%	4.8	7.6%	0.6	2.6%	12.8%	8.9%	36.8%
Making Science	MAKS.MC	69.2	69.1	n.a.	5.8	n.a.	0.2	n.a.	3.2%	4.2%	n.a.
Digital marketing			38.3	12.3%	5.3	7.6%	0.4	2.6%	8.0%	6.6%	36.8%
RDG	RDGL.MC	18.8	28.8	87.7%	13.8	49.5%	1.2	8.1%	9.0%	2.6%	n.a.

Free Cash Flow sensitivity analysis (2027e)

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

Scenario	EBITDA/Sales 27e	EBITDA 27e	EV/EBITDA 27e
Max	11.7%	2.3	9.9x
Central	10.6%	2.1	11.0x
Min	9.5%	1.9	12.2x

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

Rec. FCF EUR Mn	CAPEX/Sales 27e				Scenario	Rec. FCF/Yield 27e		
EBITDA 27e	0.0%	0.0%	0.0%		Max	9.8%	9.8%	9.8%
2.3	1.8	1.8	1.8	➔	Central	8.6%	8.6%	8.6%
2.1	1.6	1.6	1.6		Min	7.4%	7.4%	7.4%
1.9	1.4	1.4	1.4					

Risk Analysis

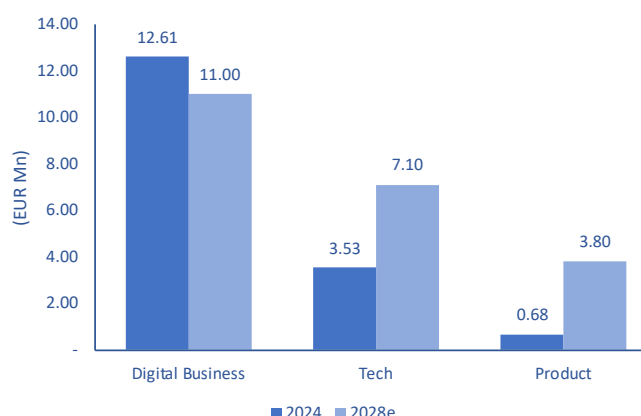
What could go wrong?

We define risks as factors that could have a significant negative impact on our projections, primarily regarding EBITDA and operating cash flow. The materialization of one or more of these factors could compromise RDG's financial stability, erode margins, and limit the projected cash generation capacity.

Strategic and Business Environment Risks

- Product Business Unit Risk:** Since its founding in 2004, RDG has focused its activity on the e-commerce segment, providing consulting services (RDG defines itself as a "Full Digital" consultancy) to its client base through two business units: Digital Business and Tech. RDG has invested heavily in a new unit (Product), developing proprietary software (*Binnacle* and *Boostic Cloud*) marketed as SaaS. This software began commercialization in late 2023; while its contribution to total revenue remains small, RDG has "anchored" its 2028 revenue and profitability growth plan, as well as its working capital cycle improvement, to this unit. Product revenue grew +69% in 2025 (4% of total; 3% in 2024), and we estimate it will represent 6% in 2028e.

Chart 15. Company Guide (Billing)

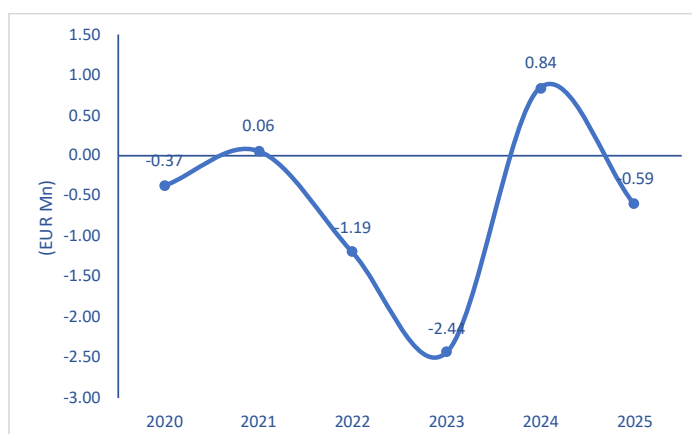


- Commercial Risk: Client and Supplier Concentration:** The top four clients accounted for 70% of 2024 revenue. There is similar high concentration on the supply side (the top four suppliers represented 75% of supplies in 2024), with heavy dependency on "Big Tech" (Google, Meta, etc.).
- M&A Risk:** RDG has cited "acquiring companies that complement our services and provide inorganic growth" as a strategic priority for 2025–2028. We understand that a significant portion of the March 2025 capital increase (EUR 0.76 Mn of a partial subscription of up to EUR 3 Mn) is earmarked for this purpose. The target profile involves financially sound, revenue-generating companies, avoiding "start-ups" or restructuring cases. Any M&A transaction would be the first in RDG's history, as the company has grown organically until now without acquiring or integrating other firms.

Financial Risks

- Going Concern Uncertainty:** Both Grant Thornton and Kreston Iberaudit have expressed doubts in their audit reports (since 2021) regarding RDG's ability to continue as a going concern due to negative equity and negative working capital (current liabilities exceeding current assets). These concerns have been mitigated by RDG's ability to raise capital (2024 and 2026), growth prospects, the reduction in product-related investment cycles, and the procurement of new external financing.

Chart 16. Own Resources

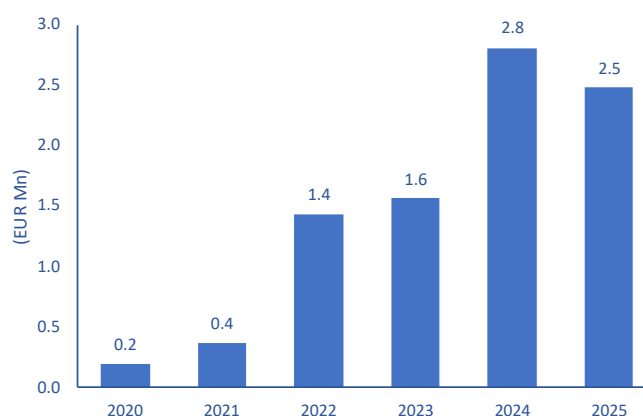


5. **Risk of Impairment of Commercial Operations:** The Mexican subsidiary has overdue accounts receivable of MXN\$ 21 Mn (c. EUR 1 Mn at the current exchange rate) as of 12/31/2024, nearly 90% of which relates to three clients. RDG partially provisioned some of these balances in 2025 and has an agreed-upon collection schedule (one year).
6. **Foreign Exchange Risk:** Historically, RDG had significant activity in Mexico (18% of revenue in 2022 and 2023). While this decreased significantly in 2024 (2.7% of revenue) and 2025 (1.6% of revenue), it is expected to recover in 2026e-2028e, exposing RDG to EUR/MXN exchange rate volatility.

Legal and Tax Risks

7. **Tax Penalty Risk:** Treasury tensions caused by an ambitious R&D program, the economic cost of listing and accessing financial markets (BME Scaleup and BME Growth), and financial support provided to the Mexican subsidiary (*Redegal TI Mexico*—which faced a sharp decline in activity and serious collection issues) led RDG to incur delays in payments to the Tax and Social Security authorities. This resulted in surcharges and penalties (c. EUR 0.8 Mn in 2025, c. EUR 1 Mn in 2024, and c. EUR 0.5 Mn in 2023).

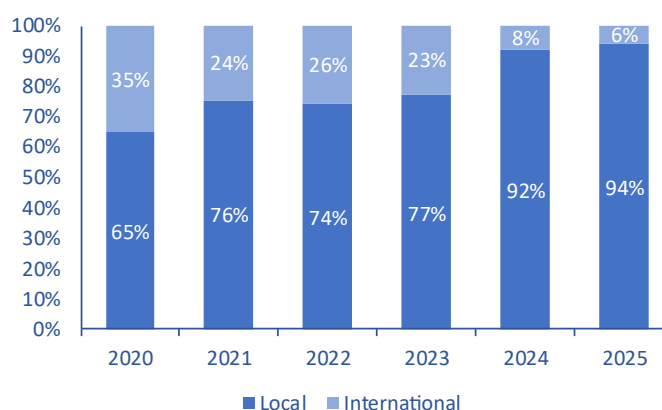
Chart 17. Net Public Administration Balance



Operational Risks

8. **Concentration in Spain and Internationalization:** 94% of 2025 revenue was generated in Spain—a "step back" in RDG's internationalization—explained by strong performance in the Spanish economy and the stalled activity in Mexico. A key priority for 2026–2028 is to "continue internationalization." Reducing dependency on Spain while minimizing the risk (and cost) of international expansion is positive, as RDG is doing by adopting "partners" to commercialize *Binnacle* and *Boostic Cloud* (Product) in new markets.

Chart 18. % Domestic and International Revenue



9. **Mexico Risk:** A primary driver of the 2026–2028 plan is the recovery of RDG’s activity in Mexico after two years (2024 and 2025) of stagnation, using the country as a springboard for other regional markets. This "normalization" is especially relevant in the Tech business unit (RDG estimates revenue growth from EUR 3.5 Mn in 2025 to EUR 7.1 Mn in 2028), where Mexico is a significant contributor. The 2025 results did not show a recovery in Mexico (a decline of over -70%), but RDG expects significant improvement in 2026.

Structural and Governance Risks

10. **Key Person Risk:** Jorge Vázquez (Chairman and CEO) founded RDG in 2004 and is the second-largest shareholder. While the six-person management team (CEO, CDO, Corporate Director, PMO Manager, CFO, and HR Director) has been strengthened, we believe Jorge Vázquez plays a fundamental role in both the company’s strategy and commercial development.
11. **Board Instability Risk:** We believe the transition from a private to a public company requires board stability. RDG’s Board of Directors was constituted in July 2024. Late last year (12/12/2025), Independent Director María José Herbón (appointed Chair of the Audit Committee in July 2025) resigned for personal reasons. She was recently replaced (26/2/2026) by a new independent director (Domingo José García Coto), who was confirmed at the Extraordinary General Shareholders' Meeting in May 2026.

Corporate Governance

Control (c. 65%) held by two shareholders; Board with 50% independent directors.

As of the date of this report, RDG's Board of Directors consists of six members: one proprietary director, three independent directors, and two executive directors (one of whom, Jorge Vázquez, is *de facto* proprietary). The proprietary director (Lino de Prado) joined as a shareholder in 2016, bringing expertise in Mexico and the retail sector—one of RDG's core verticals. The three independent directors bring experience in capital markets (Fernando Orteso and Domingo José García Coto) and audit and control (Maria Dolores Castillo). The two executive directors are the founder and Chairman (Jorge Vázquez) and the Chief Digital Officer (Francisco Javier Castiñeiras), with tenures of over 20 and 10 years at RDG, respectively. Key aspects of RDG's corporate governance are as follows:

Table 13. Shareholding structure 7/5/2026

Name	Directa	Indirecta	Total
Liprasa 2015 SLU	35.51%		35.51%
Lago Diecinueve Invest SLU	22.14%		22.14%
Fondo ISETEC V FCR	19.05%		19.05%
Axouere de Inversiones SL	10.51%		10.51%
Axon Partners		19.05%	19.05%
Lino de Prado Sampedro	35.51%		35.51%
Jorge Vazquez Gonzalez		28.44%	28.44%
Free float	12.80%		
Total	100.0%		

- 1. Founder Leadership:** Jorge Vázquez, Chairman and CEO, has led the company since its founding in February 2004 (he is the only remaining member of the original three founders). He is the second-largest individual shareholder following Lino de Prado, the largest individual shareholder, who joined the project in November 2016. Lino de Prado is not merely a financial investor; beyond capital, he contributes deep knowledge of the Mexican market and relevant commercial verticals such as distribution (Chairman of ZARA Mexico) and hospitality (shareholder of the Mexican restaurant chain *El Bajío*).

Another significant shareholder (19.1%), with no board seat or involvement in RDG's management, is the *ISETEC V FCR* Fund, managed by Axon Partners, a venture capital firm and consultancy listed on BME Growth. The fund participated as an "anchor investor" in the December 2024 capital increase, purchasing 357,142 shares at EUR 7.00 per share (subscribing to over 75% of the offering) and reaching a 16.4% stake. In March 2026, the fund increased its stake to 19.9% by investing c.EUR 0.8 Mn at EUR 7.80 per share, acting as the sole investor in that capital increase. The debt-for-equity swap in May 2026 diluted its stake to the current 19.1%.

ISETEC V FCR invests in innovative, technology-oriented companies listed on European MTFs with a long-term horizon (the fund has a 10-year lifespan, extendable by two years). The fund held its first closing in August 2022 and, barring the expected extensions, is scheduled for liquidation in August 2032. The fund's latest audit registered with the CNMV (as of 12/31/2024) shows an investment portfolio of EUR 40 Mn across 12 investee companies and EUR 1.8 Mn in liquidity. As of 12/31/2024, participants had disbursed EUR 39 Mn of the EUR 60 Mn committed.

- 2. Shareholder Agreement:** There are no limitations on share transfers or restrictions affecting voting rights.
- 3. Short Track Record as a Listed Board, Adopting High Standards:** RDG adopted the legal form of a *Sociedad Anónima* (SA) in December 2022 and functioned under a sole administrator (the Chairman) until the first Board was constituted in July 2024, a prerequisite for its BME Scaleup listing in October 2024. Directors serve six-year terms. RDG has adapted its corporate governance structure to transition from a founder-centric, personalist management style to a more collegial approach representative of a company backed by diverse investors from both crowdfunding rounds and capital increases. The Board, now nearly two years old, must balance the virtues of entrepreneurial leadership with the obligations of a public company representing all shareholders.

Table 14. Board of Directors 7/5/2026

Name	Category	Job position	Date	% Equity
Jorge Vazquez	Executive	Chairman&CEO	19/07/2024	28.44%
Lino de Prado	Proprietary	Board member	19/07/2024	35.51%
Francisco Javier Castiñeiras Gonzalez	Executive	Board member	19/07/2024	0.63%
Fernando Orteso Travesedo	Independent	Board member	19/07/2024	
Maria Dolores Castillo Garcia	Independent	Board member	26/06/2025	
Domingo José García Coto	Independent	Board member	26/01/2026	
Total			Total	64.57%

Table 15. Main indicators of corporate governance

KPI	2021	2022	2023	2024	2025
% of independent board members	0.0%	0.0%	0.0%	40.0%	40.0%
% of proprietary board members	0.0%	0.0%	0.0%	20.0%	20.0%
% of executive board members	100.0%	100.0%	100.0%	40.0%	40.0%
% of other	0.0%	0.0%	0.0%	0.0%	0.0%
% of women on the board of directors	0.0%	0.0%	0.0%	20.0%	20.0%
% of women out of total workforce	43.3%	41.4%	42.1%	47.8%	48.5%
% Remuneration of the Board and Senior Management/Staff costs (%)	1.6%	7.5%	5.8%	5.4%	7.9%
Number of confirmed corruption cases					

4. **Board Remuneration:** RDG has established a maximum annual remuneration for the Board as a body of EUR 75,000, and a maximum total annual remuneration for executive directors (currently two) of EUR 400,000. Previously, the Chairman's compensation adopted various forms (service contracts with holding companies, either fixed amounts or a percentage of annual EBITDA), which have been replaced by the aforementioned EUR 0.4 Mn cap for all executive directors. By way of reference, total Board remuneration was EUR 0.28 Mn in 2024 (5.5% of personnel expenses) and EUR 0.41 Mn in 2025 (7.9% of personnel expenses).

Table 16. Audit Committee

Member of the Committee	Category	Position
Domingo José García Coto	Independent	Member
Fernando Orteso Travesedo	Independent	Member
Maria Dolores Castillo Garcia	Independent	Member

5. **Audit Committee:** On 12/22/2025, RDG reported via an OIR (Relevant Information Disclosure) that independent director María José Herbón Prada had resigned for personal reasons. Ms. Herbón, who brought solid finance and audit experience, had been appointed an independent director in July 2024 and Chair of the Audit Committee in July 2025. On 27/1/2026, RDG announced the appointment of Domingo José García Coto as an independent director and Audit Committee member, a position recently ratified at the Extraordinary General Shareholders' Meeting in May 2026.

6. **Long-Term Incentive Plan:** On 31/7/2025, RDG announced a share buyback program to meet obligations arising from management and director incentive plans. We understand the plan is linked to meeting the objectives of the 2028 business plan (EUR 22.6 Mn revenue and EUR 4.4 Mn adjusted EBITDA).

- Maximum program amount: EUR 0.6 Mn and/or a maximum of 70,000 shares (2.9% of the company).
- Maximum program duration: 48 months.
- As of this report's date, RDG has purchased c.85,000 shares.

7. **Related-Party Transactions:** The necessary alignment with corporate governance standards required for public listing (first on BME Scaleup and subsequently on BME Growth) has reduced the volume of related-party transactions. Since late 2024, these transactions have been limited to loans between RDG and Jorge Vázquez (Chairman) and Lino de Prado (proprietary director). Jorge Vázquez had a net debit balance of EUR 1.11 Mn as of 12/31/2025 (EUR 1.13 Mn as of 12/31/2024), while Lino de Prado had a net credit balance of EUR 0.73 Mn as of 12/31/2025 (EUR 0.78 Mn as of 12/31/2024). Following the debt-for-equity swap in the May 2026 capital increase (priced at EUR 7.80 per share, consistent with the March 2026 cash capital increase), Lino de Prado's credit balance was canceled, and we estimate Jorge Vázquez's net debit balance remains at EUR 1.12 Mn. We understand there is an agreed three-year schedule for the settlement of this balance.

8. **Unqualified Audit Opinions:** In the opinion of RDG's auditors, the Annual Accounts for 2022, 2023, 2024, and 2025 presented a true and fair view of the company's financial position and results in all material respects. RDG has published consolidated Annual Accounts since 2022; the 2020 and 2021 accounts were individual (as consolidated reporting was not mandatory). Grant Thornton audited the 2022–2023 periods, while Kreston Iberaudit audited 2024–2025 and is slated to audit the 2026 accounts. The ratio of audit fees to non-audit fees for these firms was 78/22 in 2025, 75/25 in 2024, 51/49 in 2023, and 100/0 in 2022.

Appendix 1. Financial Projections

Balance Sheet (EUR Mn)	2021	2022	2023	2024	2025	2026e	2027e	2028e		
Intangible assets	2.3	2.7	3.3	3.4	3.2	2.6	2.1	1.6		
Fixed assets	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1		
Other Non Current Assets	0.4	0.3	0.3	0.4	0.3	0.3	0.3	0.3		
Financial Investments	0.3	0.2	0.2	0.8	0.5	0.5	0.5	0.5		
Goodwill & Other Intangibles	-	-	-	-	-	-	-	-		
Current assets	4.5	3.1	3.8	3.8	5.1	5.2	5.2	5.2		
Total assets	7.7	6.4	7.6	8.4	9.2	8.7	8.2	7.7		
Equity	0.1	(1.2)	(2.4)	0.8	(0.6)	1.6	2.8	5.1		
Minority Interests	-	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)		
Provisions & Other L/T Liabilities	0.0	0.0	-	-	-	(0.6)	(0.6)	(0.6)		
Other Non Current Liabilities	-	-	-	-	-	-	-	-		
Net financial debt	6.3	5.0	6.8	1.4	3.6	2.2	0.6	(2.7)		
Current Liabilities	1.3	2.6	3.3	6.2	6.2	5.6	5.6	6.0		
Equity & Total Liabilities	7.7	6.4	7.6	8.4	9.2	8.7	8.2	7.7		

P&L (EUR Mn)	2021	2022	2023	2024	2025	2026e	2027e	2028e	CAGR	
Total Revenues	6.0	6.1	10.1	13.8	16.8	18.4	19.9	21.5	21-25	25-28e
<i>Total Revenues growth</i>	18.4%	1.3%	66.3%	36.6%	22.4%	9.3%	8.0%	8.3%	29.5%	8.5%
COGS	(1.8)	(1.5)	(3.3)	(8.3)	(9.9)	(10.4)	(10.9)	(10.9)		
Gross Margin	4.1	4.6	6.8	5.5	7.0	8.0	9.0	10.6	13.9%	15.1%
<i>Gross Margin/Revenues</i>	69.3%	75.6%	67.2%	39.8%	41.4%	43.4%	45.2%	49.4%		
Personnel Expenses	(3.6)	(4.0)	(5.6)	(5.1)	(5.2)	(5.5)	(5.7)	(6.0)		
Other Operating Expenses	(0.6)	(0.7)	(1.1)	(0.7)	(1.1)	(1.1)	(1.2)	(1.3)		
Recurrent EBITDA	0.0	(0.1)	0.1	(0.3)	0.7	1.4	2.1	3.4	n.a.	72.8%
<i>Recurrent EBITDA growth</i>	-85.6%	n.a.	186.5%	-412.9%	310.8%	106.1%	53.8%	62.9%		
<i>Rec. EBITDA/Revenues</i>	0.1%	n.a.	1.0%	n.a.	3.9%	7.4%	10.6%	15.9%		
Restructuring Expense & Other non-rec.	0.1	0.0	(0.6)	(1.2)	(1.0)	-	-	-		
Capitalized Expense	0.8	0.5	0.9	0.8	0.6	0.3	0.3	0.3		
EBITDA	0.9	0.4	0.4	(0.7)	0.3	1.7	2.4	3.7	-27.3%	n.a.
Depreciation & Provisions	(0.4)	(0.3)	(0.3)	(0.8)	(0.7)	(0.8)	(0.8)	(0.8)		
Rentals (IFRS 16 impact)	-	-	-	-	-	-	-	-		
EBIT	0.5	0.1	0.1	(1.5)	(0.5)	0.8	1.6	2.9	-31.2%	99.7%
<i>EBIT growth</i>	58.9%	-84.8%	42.5%	n.a.	68.1%	271.5%	88.4%	84.4%		
<i>EBIT/Revenues</i>	8.4%	1.3%	1.1%	n.a.	n.a.	4.5%	7.9%	13.4%		
Impact of Goodwill & Others	-	-	-	-	-	-	-	-		
Net Financial Result	(0.2)	(0.1)	(0.2)	(0.4)	(0.2)	(0.2)	(0.1)	(0.0)		
Income by the Equity Method	-	-	-	-	-	-	-	-		
Ordinary Profit	0.3	(0.0)	(0.0)	(1.9)	(0.7)	0.6	1.4	2.9	-41.1%	85.3%
<i>Ordinary Profit Growth</i>	604.1%	-112.4%	-15.4%	n.a.	65.3%	196.6%	126.3%	99.5%		
Extraordinary Results	-	-	-	-	-	-	-	-		
Profit Before Tax	0.3	(0.0)	(0.0)	(1.9)	(0.7)	0.6	1.4	2.9	-41.1%	85.3%
Tax Expense	0.0	(0.1)	(0.1)	0.1	(0.1)	-	(0.3)	(0.6)		
<i>Effective Tax Rate</i>	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	20.0%	20.0%		
Minority Interests	-	(0.0)	(0.0)	0.0	0.0	(0.0)	(0.0)	(0.0)		
Discontinued Activities	-	-	-	-	-	-	-	-		
Net Profit	0.4	(0.1)	(0.1)	(1.8)	(0.8)	0.6	1.2	2.3	-42.8%	70.0%
<i>Net Profit growth</i>	-27.8%	-128.3%	-9.5%	n.a.	55.6%	180.6%	81.1%	99.5%		
Ordinary Net Profit	0.2	(0.1)	0.6	(0.7)	0.3	0.6	1.2	2.3	6.2%	97.1%
<i>Ordinary Net Profit growth</i>	494.7%	-124.6%	n.a.	-215.9%	146.0%	112.0%	81.1%	99.5%		

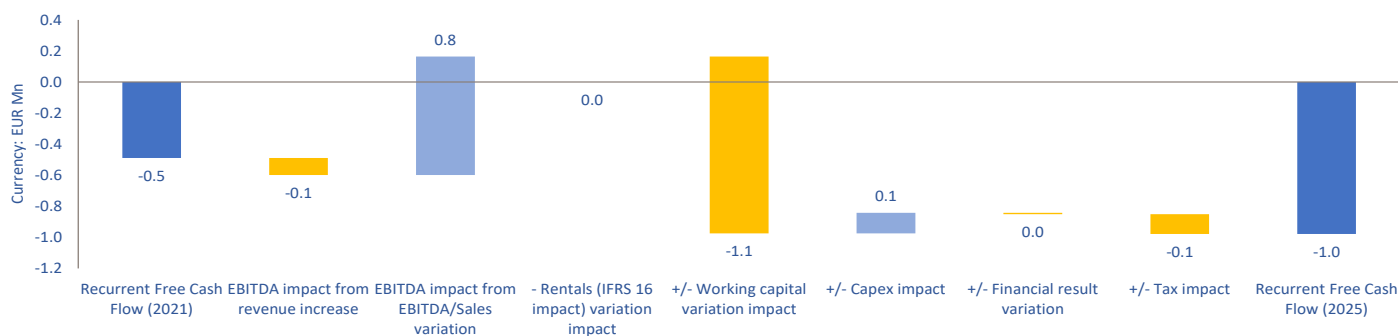
Cash Flow (EUR Mn)	2021	2022	2023	2024	2025	2026e	2027e	2028e	CAGR	
Recurrent EBITDA						1.4	2.1	3.4	21-25	25-28e
Rentals (IFRS 16 impact)						-	-	-	n.a.	72.8%
Working Capital Increase						(0.7)	(0.1)	0.5		
Recurrent Operating Cash Flow						0.7	2.0	3.9	-41.8%	n.a.
CAPEX						(0.0)	(0.0)	(0.0)		
Net Financial Result affecting the Cash Flow						(0.2)	(0.1)	(0.0)		
Tax Expense						-	(0.3)	(0.6)		
Recurrent Free Cash Flow						0.5	1.6	3.3	-19.0%	75.1%
Restructuring Expense & Other non-rec.						(0.6)	-	-		
- Acquisitions / + Divestures of assets						-	-	-		
Extraordinary Inc./Exp. Affecting Cash Flow						-	-	-		
Free Cash Flow						(0.1)	1.6	3.3	-59.1%	54.0%
Capital Increase						1.6	-	-		
Dividends						-	-	-		
Net Debt Variation						(1.4)	(1.6)	(3.3)		

Appendix 2. Free Cash Flow

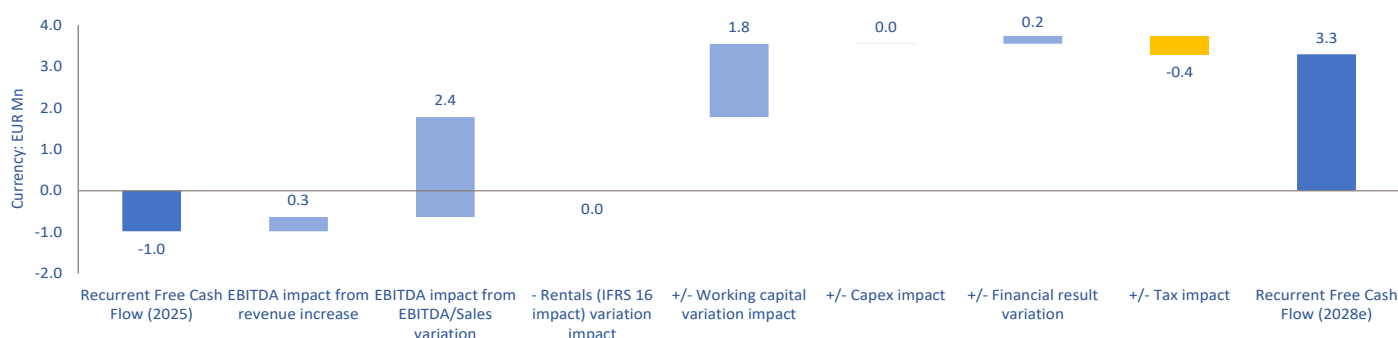
								CAGR	
A) Cash Flow Analysis (EUR Mn)	2022	2023	2024	2025	2026e	2027e	2028e	22-25	25-28e
Recurrent EBITDA	(0.1)	0.1	(0.3)	0.7	1.4	2.1	3.4	97.5%	72.8%
Recurrent EBITDA growth	n.a.	186.5%	-412.9%	310.8%	106.1%	53.8%	62.9%		
Rec. EBITDA/Revenues	n.a.	1.0%	n.a.	3.9%	7.4%	10.6%	15.9%		
- Rentals (IFRS 16 impact)	-	-	-	-	-	-	-		
+/- Working Capital increase	2.7	0.1	2.9	(1.3)	(0.7)	(0.1)	0.5		
= Recurrent Operating Cash Flow	2.5	0.2	2.5	(0.6)	0.7	2.0	3.9	-31.1%	n.a.
Rec. Operating Cash Flow growth	n.a.	-93.7%	n.a.	-125.4%	207.0%	194.4%	90.8%		
Rec. Operating Cash Flow / Sales	41.9%	1.6%	18.5%	n.a.	3.8%	10.2%	18.0%		
- CAPEX	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)		
- Net Financial Result affecting Cash Flow	(0.2)	(0.3)	(0.3)	(0.2)	(0.2)	(0.1)	(0.0)		
- Taxes	(0.0)	(0.0)	0.1	(0.1)	-	(0.3)	(0.6)		
= Recurrent Free Cash Flow	2.3	(0.2)	2.4	(1.0)	0.5	1.6	3.3	-34.3%	75.1%
Rec. Free Cash Flow growth	576.5%	-109.8%	n.a.	-141.2%	150.4%	228.3%	103.5%		
Rec. Free Cash Flow / Revenues	38.5%	n.a.	17.3%	n.a.	2.7%	8.1%	15.3%		
- Restructuring expenses & others	-	(0.2)	(0.3)	(0.2)	(0.6)	-	-		
- Acquisitions / + Divestments	0.1	0.3	(0.2)	(0.4)	-	-	-		
+/- Extraordinary Inc./Exp. affecting Cash Flow	0.1	0.1	0.1	(0.4)	-	-	-		
= Free Cash Flow	2.5	(0.0)	1.9	(2.0)	(0.1)	1.6	3.3	-41.0%	54.0%
Free Cash Flow growth	898.8%	-101.4%	n.a.	-205.0%	92.6%	n.a.	103.5%		
Recurrent Free Cash Flow - Yield (s/Mkt Cap)	12.4%	n.a.	12.6%	n.a.	2.6%	8.6%	17.5%		
Free Cash Flow Yield (s/Mkt Cap)	13.2%	n.a.	10.1%	n.a.	n.a.	8.6%	17.5%		
B) Analytical Review of Annual Recurrent Free Cash Flow Performance (Eur Mn)									
	2022	2023	2024	2025	2026e	2027e	2028e		
Recurrent FCF(FY - 1)	(0.5)	2.3	(0.2)	2.4	(1.0)	0.5	1.6		
EBITDA impact from revenue increase	0.0	(0.1)	0.0	(0.1)	0.1	0.1	0.2		
EBITDA impact from EBITDA/Sales variation	(0.1)	0.3	(0.5)	1.0	0.6	0.6	1.1		
= Recurrent EBITDA variation	(0.1)	0.2	(0.4)	1.0	0.7	0.7	1.3		
- Rentals (IFRS 16 impact) variation impact	-	-	-	-	-	-	-		
+/- Working capital variation impact	2.8	(2.6)	2.8	(4.2)	0.6	0.6	0.5		
= Recurrent Operating Cash Flow variation	2.7	(2.4)	2.4	(3.2)	1.3	1.3	1.8		
+/- CAPEX impact	0.1	0.0	(0.0)	(0.0)	0.0	-	-		
+/- Financial result variation	0.0	(0.2)	0.1	0.1	(0.0)	0.1	0.1		
+/- Tax impact	(0.0)	(0.0)	0.2	(0.3)	0.1	(0.3)	(0.3)		
= Recurrent Free Cash Flow variation	2.8	(2.6)	2.6	(3.4)	1.5	1.1	1.7		
Recurrent Free Cash Flow	2.3	(0.2)	2.4	(1.0)	0.5	1.6	3.3		
C) "FCF to the Firm" (pre debt service) (EUR Mn)									
	2022	2023	2024	2025	2026e	2027e	2028e	CAGR	
EBIT	0.1	0.1	(1.5)	(0.5)	0.8	1.6	2.9	n.a.	99.7%
* Theoretical Tax rate	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%		
= Taxes (pre- Net Financial Result)	-	-	-	-	-	(0.3)	(0.6)		
Recurrent EBITDA	(0.1)	0.1	(0.3)	0.7	1.4	2.1	3.4	97.5%	72.8%
- Rentals (IFRS 16 impact)	-	-	-	-	-	-	-		
+/- Working Capital increase	2.7	0.1	2.9	(1.3)	(0.7)	(0.1)	0.5		
= Recurrent Operating Cash Flow	2.5	0.2	2.5	(0.6)	0.7	2.0	3.9	-31.1%	n.a.
- CAPEX	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)		
- Taxes (pre- Financial Result)	-	-	-	-	-	(0.3)	(0.6)		
= Recurrent Free Cash Flow (To the Firm)	2.5	0.2	2.5	(0.7)	0.7	1.7	3.3	-31.2%	91.5%
Rec. Free Cash Flow (To the Firm) growth	935.9%	-93.7%	n.a.	-125.9%	204.3%	150.2%	92.3%		
Rec. Free Cash Flow (To the Firm) / Revenues	41.8%	1.6%	18.4%	n.a.	3.7%	8.6%	15.3%		
- Restructuring expenses & others	-	(0.2)	(0.3)	(0.2)	(0.6)	-	-		
- Acquisitions / + Divestments	0.1	0.3	(0.2)	(0.4)	-	-	-		
+/- Extraordinary Inc./Exp. affecting Cash Flow	0.1	0.1	0.1	(0.4)	-	-	-		
= Free Cash Flow "To the Firm"	2.7	0.4	2.1	(1.7)	0.0	1.7	3.3	-37.9%	58.4%
Free Cash Flow (To the Firm) growth	n.a.	-86.9%	483.7%	-181.1%	102.6%	n.a.	92.3%		
Rec. Free Cash Flow To the Firm Yield (o/EV)	11.0%	0.7%	11.0%	n.a.	3.0%	7.5%	14.3%		
Free Cash Flow "To the Firm" - Yield (o/EV)	11.7%	1.5%	8.9%	n.a.	0.2%	7.5%	14.3%		

Note: Free Cash Flow Yield (s/Market Cap) estimated adjusted for minority interests.

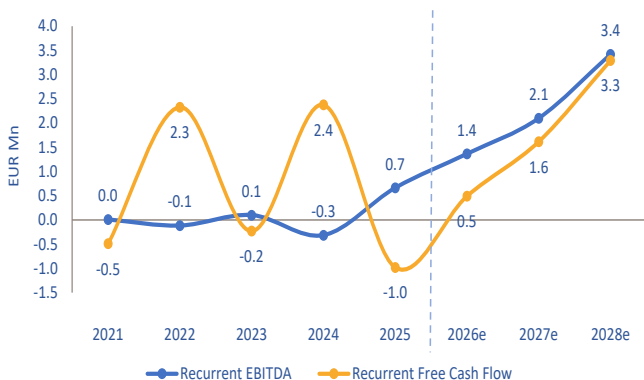
Recurrent Free Cash Flow accumulated variation analysis (2021 - 2025)



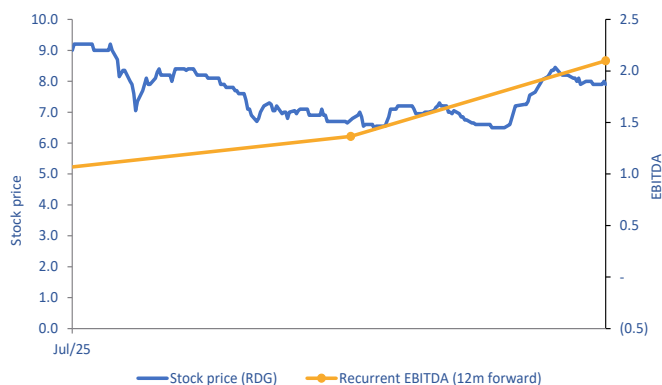
Recurrent Free Cash Flow accumulated variation analysis (2025 - 2028e)



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	18.8	
+ Minority Interests	(0.0)	12m Results
+ Provisions & Other L/T Liabilities		12m Results
+ Net financial debt	3.6	12m Results
- Financial Investments		12m Results
+/- Others ⁽¹⁾	0.6	12m Results
Enterprise Value (EV)	23.0	

(1) short term provision Public Administration

Appendix 4. Historical performance⁽¹⁾

Historical performance (EUR Mn)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026e	2027e	2028e	CAGR	
Total Revenues						5.0	6.0	6.1	10.1	13.8	16.8	18.4	19.9	21.5	n.a.	8.5%
Total Revenues growth						n.a.	18.4%	1.3%	66.3%	36.6%	22.4%	9.3%	8.0%	8.3%		
EBITDA						0.2	0.9	0.4	0.4	(0.7)	0.3	1.7	2.4	3.7	n.a.	n.a.
EBITDA growth						n.a.	451.7%	-55.6%	1.4%	-271.6%	136.1%	542.2%	44.1%	55.0%		
EBITDA/Sales						3.3%	15.5%	6.8%	4.2%	n.a.	1.5%	9.0%	12.1%	17.3%		
Net Profit						0.5	0.4	(0.1)	(0.1)	(1.8)	(0.8)	0.6	1.2	2.3	n.a.	70.0%
Net Profit growth						n.a.	-27.8%	-128.3%	-9.5%	n.a.	55.6%	180.6%	81.1%	99.5%		
Adjusted number shares (Mn)						-	0.5	1.3	1.5	1.6	2.2	2.3	2.4	2.4		
EPS (EUR)						n.a.	0.73	-0.08	-0.08	-1.11	-0.36	0.27	0.48	0.96	n.a.	67.1%
EPS growth						n.a.	n.a.	n.a.	8.7%	n.a.	67.4%	n.a.	76.6%	99.5%		
Ord. EPS (EUR)						n.a.	0.47	-0.05	0.37	-0.41	0.14	0.27	0.48	0.96	n.a.	91.4%
Ord. EPS growth						n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	99.0%	76.6%	99.5%		
CAPEX						(0.2)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)		
CAPEX/Sales %						3.5%	2.4%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%		
Free Cash Flow						(0.9)	(0.3)	2.5	(0.0)	1.9	(2.0)	(0.1)	1.6	3.3	n.a.	54.0%
ND/EBITDA (x) ⁽²⁾						35.9x	6.8x	12.1x	16.3x	n.a.	13.9x	1.3x	0.2x	-0.7x		
P/E (x)						n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	28.8x	16.3x	8.2x		
EV/Sales (x)						n.a.	n.a.	n.a.	n.a.	n.a.	1.32x	1.25x	1.16x	1.07x		
EV/EBITDA (x) ⁽²⁾						n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	13.8x	9.6x	6.2x		
Absolute performance						n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	17.9%				
Relative performance vs Ibex 35						n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	13.5%				

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 Refinitiv.

Note 2: All ratios and multiples on EBITDA refer to total EBITDA (not to recurrent EBITDA).

Appendix 5. Main peers 2026e

	EUR Mn	IT						Digital marketing			RDG
		Cappgemini	Sopra Steria	Izertis	Knowmad	480	Average	S4Capital	Making Science	Average	
Market data	Ticker (Factset)	CAPP.PA	SOPR.PA	IZER.MC	ATSI.MC	480S.MC		SFOR.L	MAKS.MC		RDGL.MC
	Country	France	France	Spain	Spain	Spain		UK	Spain		Spain
	Market cap	17,543.9	2,789.9	304.4	212.3	46.5		342.4	69.2		18.8
	Enterprise value (EV)	23,969.6	3,518.4	372.9	215.3	53.9		475.6	81.4		23.0
Basic financial information	Total Revenues	24,000.4	5,763.7	217.3	343.6	43.0		766.0	442.1		18.4
	Total Revenues growth	6.8%	2.0%	34.6%	27.2%	17.7%	17.7%	-12.3%	26.9%	7.3%	9.3%
	2y CAGR (2026e - 2028e)	4.1%	3.2%	25.1%	27.3%	n.a.	14.9%	2.6%	n.a.	2.6%	8.1%
	EBITDA	3,714.5	686.0	32.0	25.9	5.0		98.3	14.1		1.7
	EBITDA growth	16.1%	-1.5%	39.9%	39.6%	19.3%	22.7%	-3.4%	84.4%	40.5%	542.2%
	2y CAGR (2026e - 2028e)	5.7%	4.4%	24.5%	32.1%	n.a.	16.7%	7.6%	n.a.	7.6%	49.5%
	EBITDA/Revenues	15.5%	11.9%	14.7%	7.5%	11.6%	12.3%	12.8%	3.2%	8.0%	9.0%
	EBIT	2,874.6	494.4	21.0	23.1	4.0		89.3	5.4		0.8
	EBIT growth	14.9%	-1.4%	77.7%	48.0%	90.0%	45.9%	286.0%	n.a.	286.0%	271.5%
	2y CAGR (2026e - 2028e)	6.8%	5.7%	6.9%	20.6%	n.a.	10.0%	-2.4%	n.a.	-2.4%	86.4%
	EBIT/Revenues	12.0%	8.6%	9.7%	6.7%	9.3%	9.2%	11.7%	1.2%	6.4%	4.5%
	Net Profit	2,126.3	343.6	8.6	16.5	3.0		45.8	1.0		0.6
	Net Profit growth	30.0%	12.2%	93.3%	50.0%	46.5%	46.4%	259.6%	113.2%	186.4%	180.6%
	2y CAGR (2026e - 2028e)	6.7%	7.1%	43.3%	21.6%	n.a.	19.7%	11.8%	n.a.	11.8%	90.1%
	CAPEX/Sales %	1.6%	2.0%	7.4%	0.5%	4.7%	3.2%	1.3%	1.3%	1.3%	0.0%
Multiples and Ratios	Free Cash Flow	2,039.0	306.2	25.0	(30.5)	n.a.		30.5	2.9		(0.1)
	Net financial debt	4,384.9	363.3	13.3	41.6	n.a.		80.1	13.0		2.2
	ND/EBITDA (x)	1.2	0.5	0.4	1.6	n.a.	0.9	0.8	0.9	0.9	1.3
	Pay-out	27.8%	29.6%	0.0%	6.0%	0.0%	12.7%	26.0%	0.0%	13.0%	0.0%
	P/E (x)	8.1	8.1	28.1	12.8	15.9	14.6	7.5	69.1	38.3	28.8
	P/BV (x)	1.4	1.2	3.1	3.4	n.a.	2.3	0.6	1.5	1.1	11.6
	EV/Revenues (x)	1.0	0.6	1.7	0.6	1.3	1.0	0.6	0.2	0.4	1.2
	EV/EBITDA (x)	6.5	5.1	11.7	8.3	10.8	8.5	4.8	5.8	5.3	13.8
	EV/EBIT (x)	8.3	7.1	17.8	9.3	13.5	11.2	5.3	15.1	10.2	27.7
	ROE	16.8	15.4	8.5	25.9	18.3	17.0	3.2	2.3	2.7	124.5
	FCF Yield (%)	11.6	11.0	8.2	n.a.	n.a.	10.3	8.9	4.2	6.6	2.6
	DPS	3.50	5.23	0.00	0.02	0.00	1.75	0.02	0.00	0.01	0.00
	Dvd Yield	3.4%	3.7%	0.0%	0.5%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%

Note 1: Financial data, multiples and ratios based on market consensus (Refinitiv). 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).

LIGHTHOUSE

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Date of report	Recommendation	Price (EUR)	Target price (EUR)	Period of validity	Reason for report	Analyst
26-May-2026	n.a.	7.90	n.a.	n.a.	Small & Micro Caps (Spain)	Alfredo Echevarría Otegui
26-May-2026	n.a.	7.90	n.a.	n.a.	Initiation of Coverage	Alfredo Echevarría Otegui

