



IBA Full Year Results 2024

March 20, 2025



Olivier Legrain
CEO
Henri de Romrée
Deputy CEO & Interim CFO
Thomas Pevenage
Investor Relations

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- This presentation may contain forward-looking statements.
 - All statements other than statements of historical facts, including statements regarding IBA's objectives, plans, goals, strategies, future growth and growth drivers, industry outlook, future orders, revenues, backlog, earnings growth, cash flows, performance, market acceptance of or transition to new products or technology, may constitute forward-looking statements. Expressions such as "could", "believes", "outlooks", "estimates", "anticipates", "expects", "intends", "may", "plans", "predicts", "projects", "will", "would" and other similar expressions, or the negative of these terms, are forward-looking statements.
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 - These statements are based on IBA's reasonable assumptions and beliefs in light of the information available to IBA at the time such statements are made and may not take into account the effect of any information occurring after such statements have been made. IBA does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of IBA.
-
- Following a review into revenue recognition treatment of third-party equipment under IFRS15, revenue is now recognized at the full sales price of third-party equipment. As a result, there is an increase in reported revenue and cost of goods sold, and a decrease in gross margin (with overall gross profit remaining the same). FY24 numbers reflect this new method of reporting and FY23 numbers have been restated. Additional information can be found in the Appendix.

Agenda

- 01 Highlights
- 02 Business review
- 03 Financial review
- 04 Company transformation &
New segment reporting
- 05 Guidance & Capital Markets Day

1. Highlights

2024 financial highlights: return to profitability

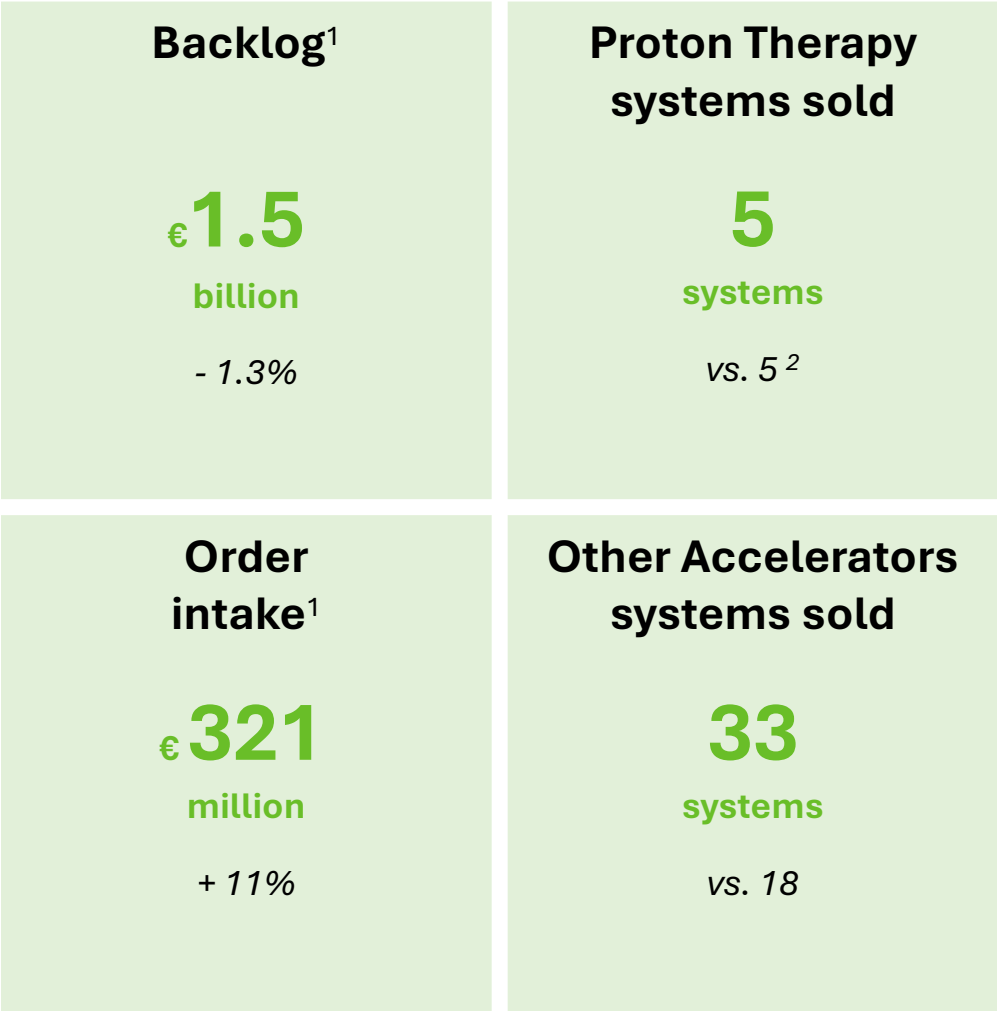
vs. 2023 comparable figures

<p>Revenues¹</p> <p>€ 498.2 million</p> <p>+7%</p>	<p>REBIT¹</p> <p>€ 17.3 million</p> <p>+170%</p>	<p>Net cash</p> <p>€ 33 million</p> <p>vs. €68m</p>
<p>Gross margin¹</p> <p>33.3%</p> <p>+ 4.5 p.p.</p>	<p>Net result¹</p> <p>+ € 9.3 Million</p> <p>vs. net loss of - €9m</p>	<p>Proposed dividend</p> <p>€ 0.24 per share</p> <p>vs. €0.17</p>

¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

2024 business highlights: solid order intake

vs. 2023 comparable figures



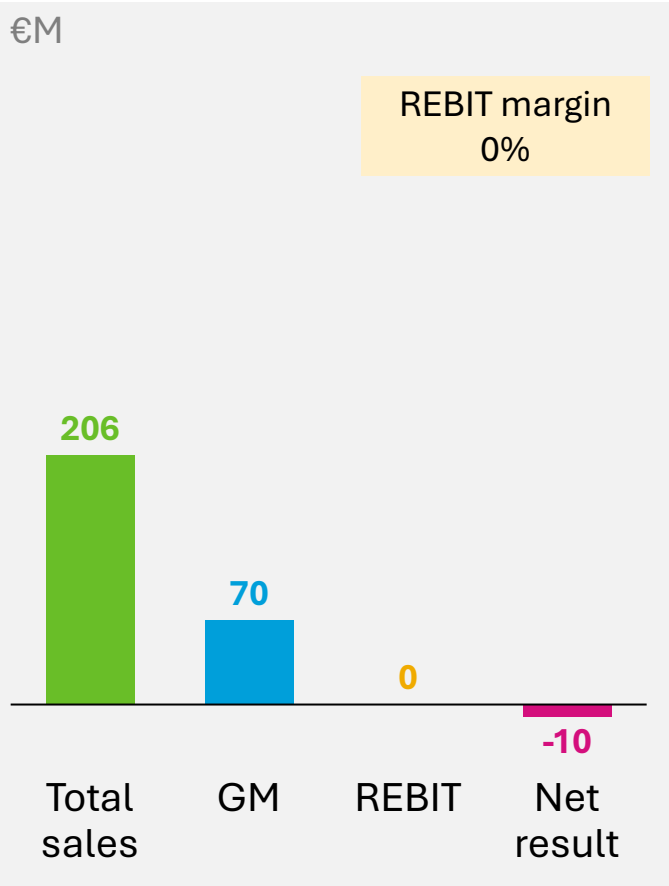
- + Continued investment in **future value creation**, with PanTera securing an over-subscribed Series A round at € 280 million post-money valuation
- + **Re-certified as B Corporation** with 114 points and in the top 10% worldwide
- + Updated organization structure in **3 focused entities**: IBA Clinical, IBA Technologies and IBA Corporate
- + **Updated short- and mid-term guidance and 2025 outlook** supported by improved performance predictability

¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

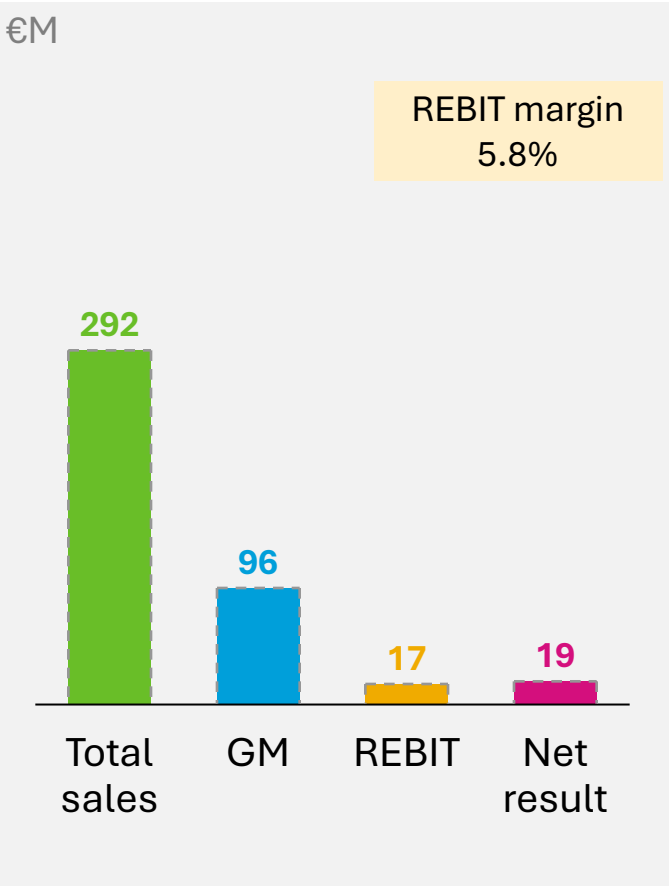
² Including U-Penn system restoration

Strong H2 and positive full year Group REBIT¹

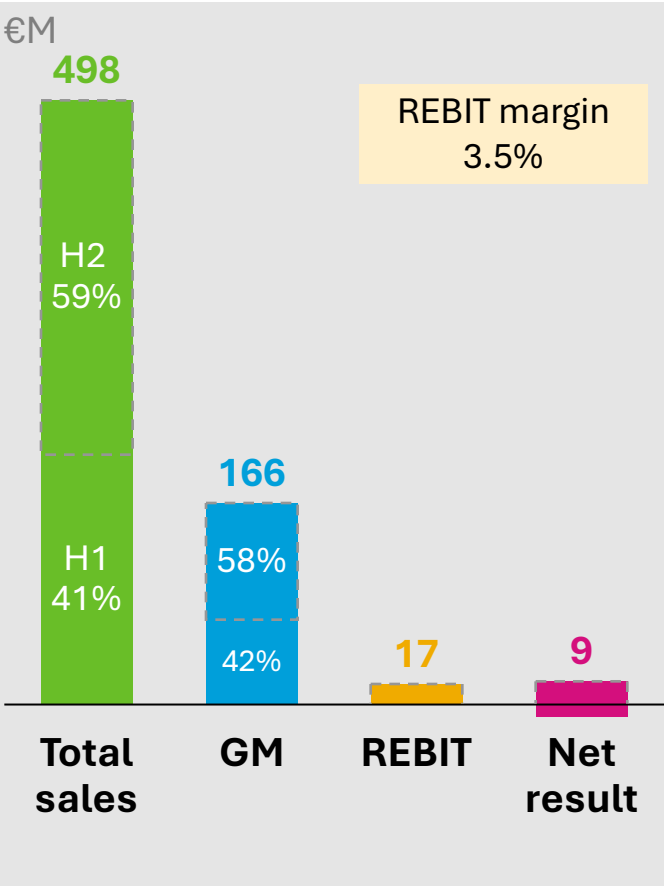
H1 2024



H2 2024



FY 2024



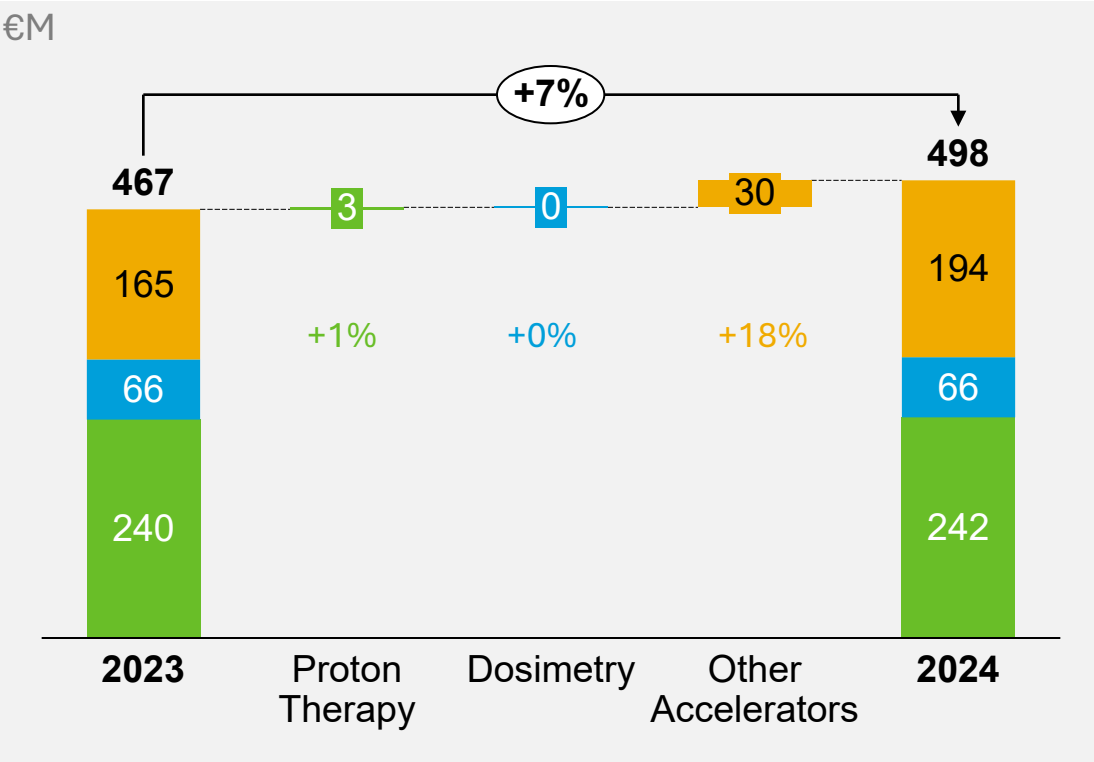
¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

Revenue and REBIT progression by business¹

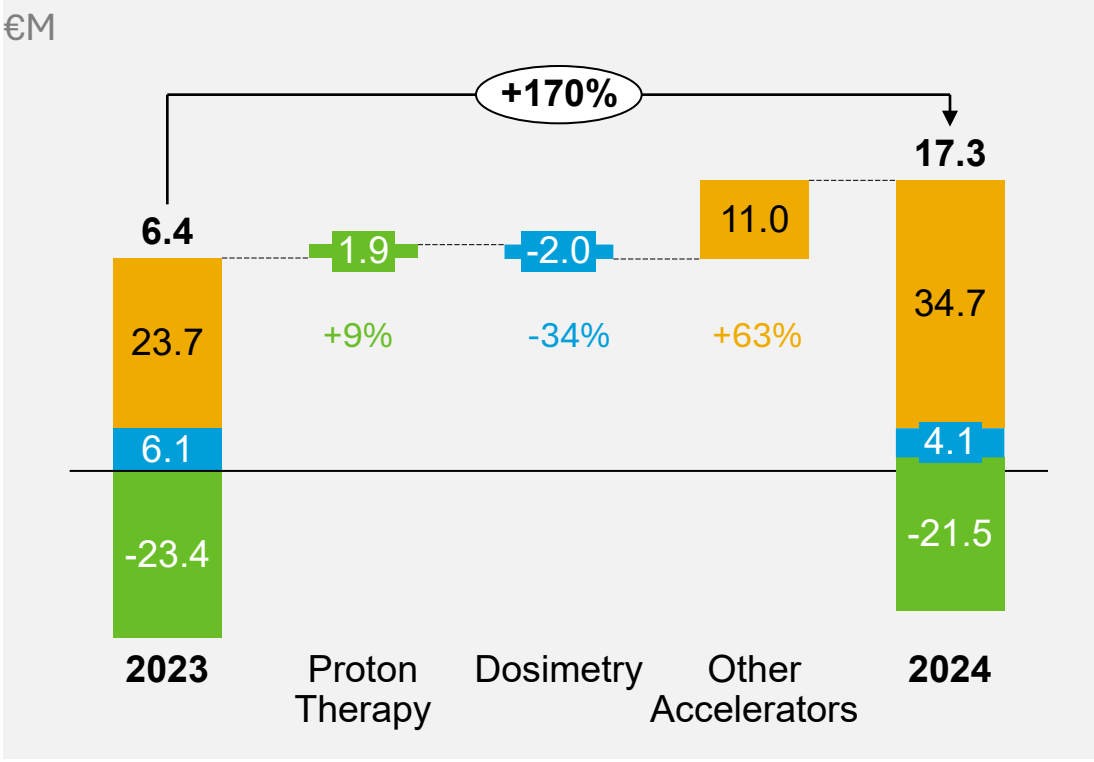
Record-high revenue and return to profitability, with REBIT more than doubling (+170% YoY)

■ Proton Therapy
 ■ Dosimetry
 ■ Other Accelerators

REVENUE²



REBIT



¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

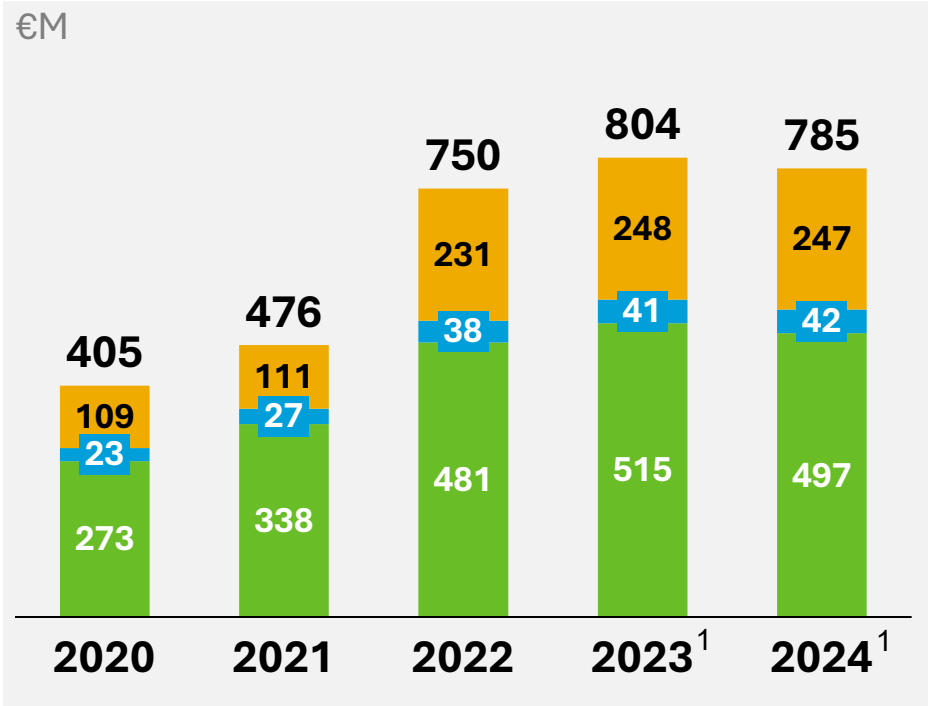
² Including Intercompany

Total backlog at €1.5 billion

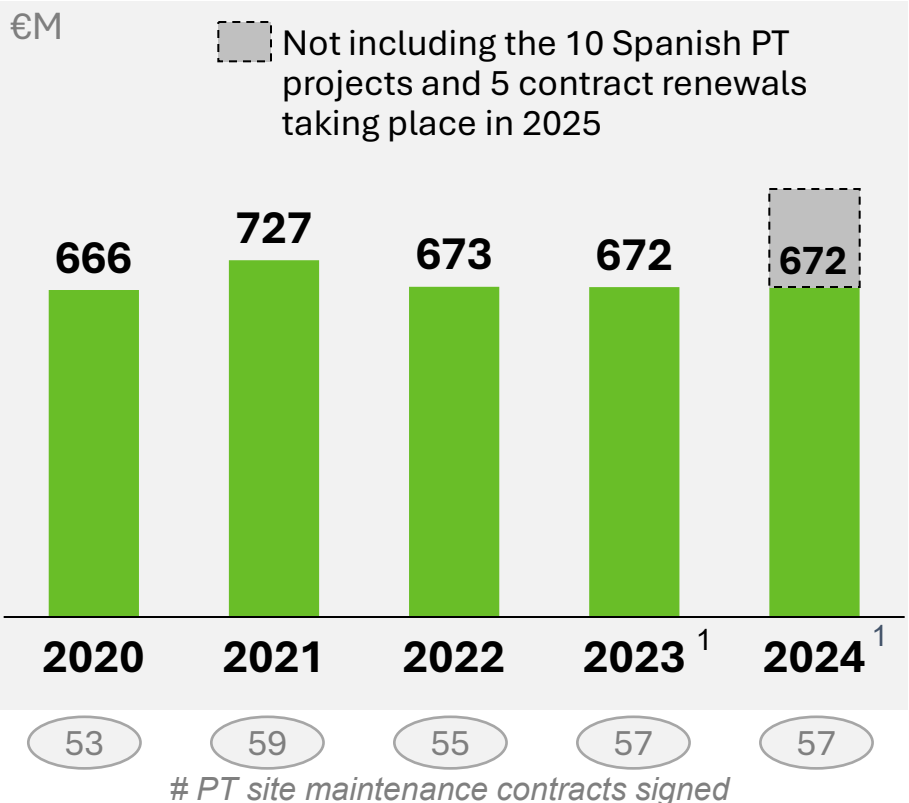
Strong and stable backlog providing visibility for the future

■ Proton Therapy
 ■ Dosimetry
 ■ Other Accelerators

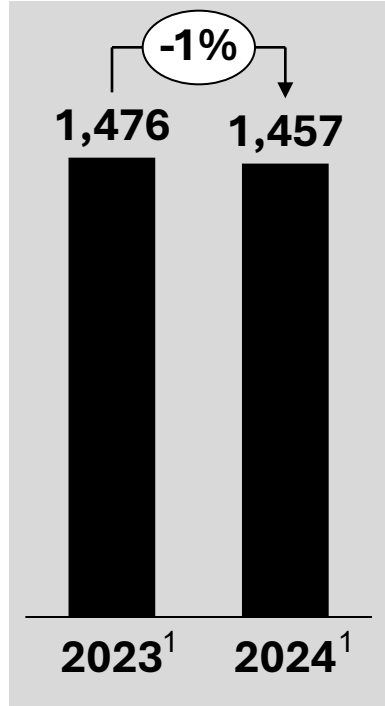
EQUIPMENT



SERVICE



TOTAL BACKLOG

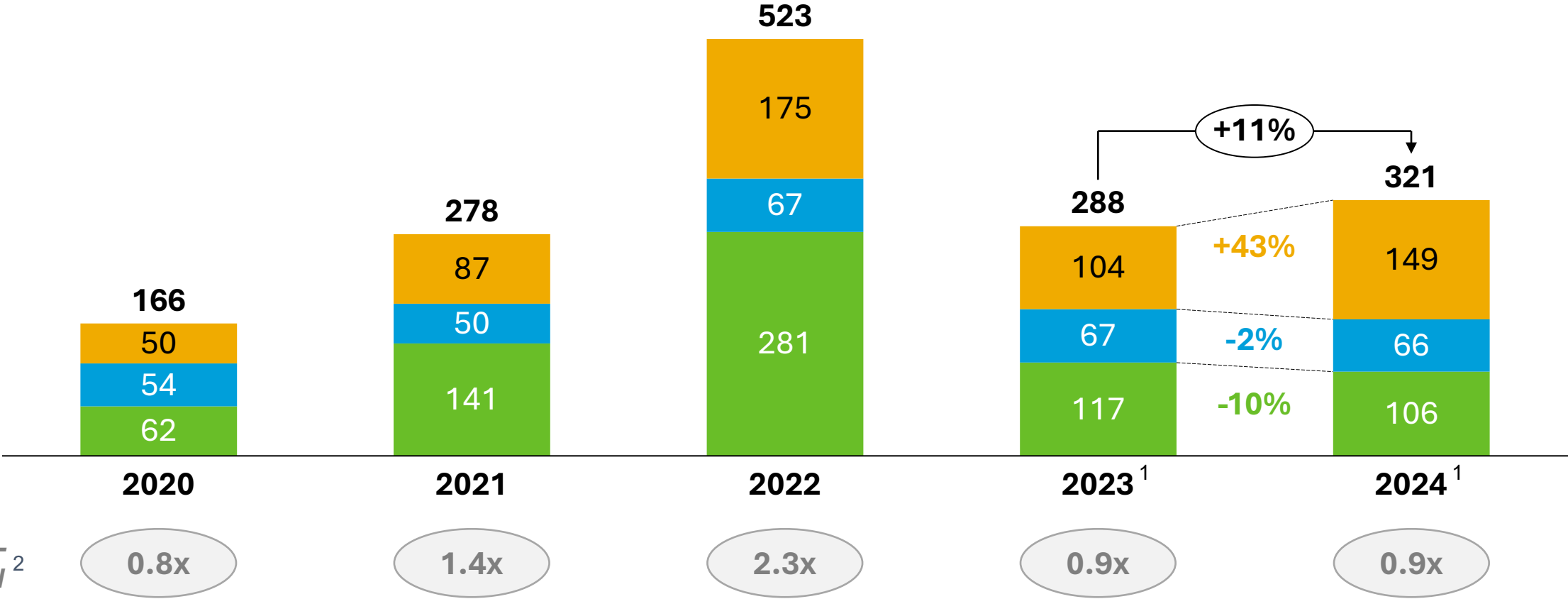


¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

Total equipment order intake of € 321 million

Sustained growth of +11%, with a strong year from Other Accelerators (+43%)

■ Proton Therapy
 ■ Dosimetry
 ■ Other Accelerators



¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

² Ratio between equipment order intake and revenues



B Corp recertification achieved with 114 points

Sustainability program – 4 key streams

<p>Low carbon, low waste products</p>	<ul style="list-style-type: none"> ▪ Eco-design processes implemented to reduce environmental impact. ▪ Research on environmental applications of electron-beam launched, focusing on the treatment of carbon filters that capture PFAS (forever chemicals) in water.
<p>Low carbon, low waste company</p>	<ul style="list-style-type: none"> ▪ Increased energy auto production through expanded solar initiatives. ▪ Enhanced green mobility policy to reduce the carbon footprint of IBA’s operations. ▪ Significant progress in reverse logistics to minimize carbon emissions.
<p>Diverse, equitable, inclusive workplace</p>	<ul style="list-style-type: none"> ▪ Profit-sharing and employee ownership programs implemented to engage employees. ▪ Fostering engagement and collective intelligence through internal initiatives. ▪ Inclusive hiring practices reinforced to enhance diversity within the workforce.
<p>Accountable to sustainability</p>	<ul style="list-style-type: none"> ▪ Supply chain ESG screening strengthened through Ecovadis. ▪ Oncia Community launched to expand holistic cancer support centers. ▪ Extending sustainability evaluations across a broader spectrum of the supply chain.

2. Business review

Proton Therapy

Proton Therapy performance

Continued steady growth in Services driving topline

(EUR Million)	FY 2024 ¹	FY 2023 ¹	Change %
Equipment	118.6	124.0	-4%
Services	123.4	115.6	7%
Net sales	242.1	239.6	1%
REBIT ²	-21.5	-23.4	9%
<i>REBIT margin</i>	<i>-8.9%</i>	<i>-9.8%</i>	
Equip. order Intake	106	117	-10%
Book-to-bill ratio	0.9x	0.9x	

¹ 2023 and 2024 Figures restated based on IFRS15 Principal Treatment

² Based on a pro forma allocation of overheads and OPEX to each business

- Stable **net sales at €242.1 million** (+1% YoY)
 - **Equipment sales** supported by 37 projects in equipment backlog, with 5 new installations commencing in 2024
 - **Services sales increased 7%** compared to 2023, driven by improved sites performance and 3 renewed customer service contracts
- **REBIT improved by €2 million** to -€21.5 million driven by Gross Margin increase
- **Equipment order intake decreased by 10%** but gained momentum in Q4

Progress update on strategic initiatives

OBJECTIVES

- Improve **PT economics** by delivering backlog and enhancing customer service offer
- Drive Proton Therapy adoption and **customer success**
- Strengthen PT competitive **product portfolio** (e.g., DynamicARC^{®1}, ConformalFLASH^{®2})
- Leverage **strategic partnerships** to reinforce value proposal (e.g. CGN, MD Anderson)

DELIVERY

- **37 projects** under construction or installation
- **Order intake** of €106 million
 - 4 Proteus[®]ONE³ contracts signed in US and India
 - 1 Proteus[®]PLUS⁴ procurement contract signed in China with CGN
- -4% **Equipment** / +7% **Services** revenues
- **Developments in evidence generation clinical studies:** Positive head and neck trial read-out led by MD Anderson Cancer Center
- **Launch of AdaptInsight 2.3:** improvements in IBA's PT quality imaging suite

¹DynamicARC[®] is a registered brand of the IBA's Proton Arc therapy solution currently under development phase.

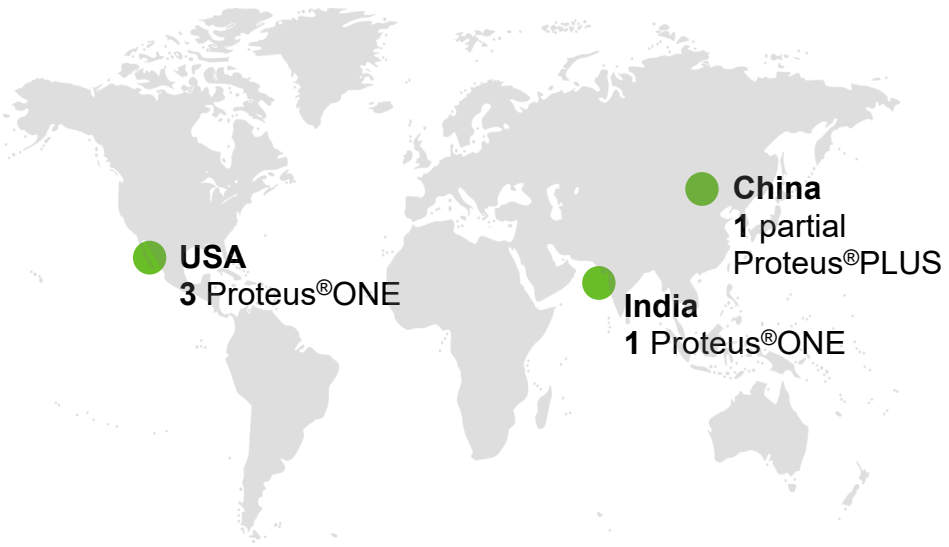
²ConformalFLASH[®] is a registered brand of IBA's Proton FLASH irradiation solution currently under research and development phase

³Proteus[®]ONE is a brand name of Proteus[®]235

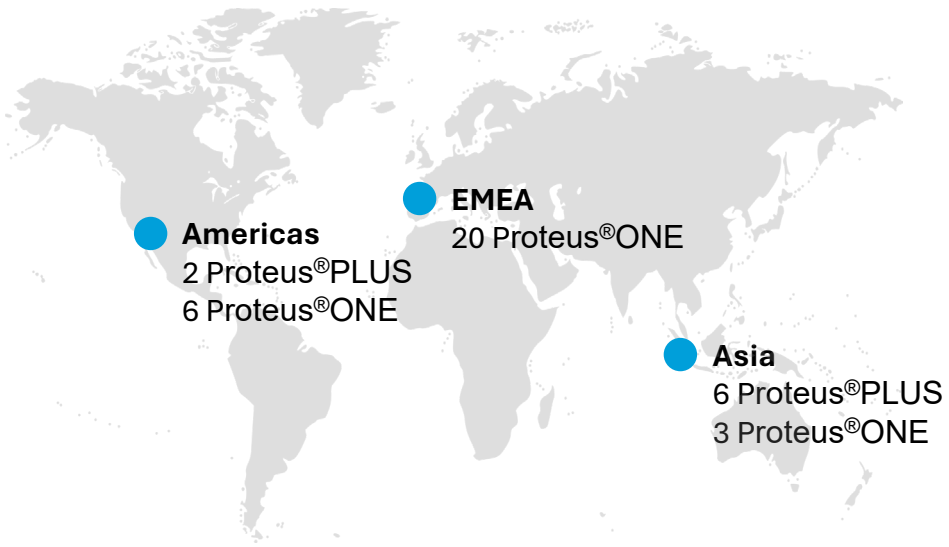
⁴Proteus[®]PLUS is a brand name of Proteus[®]235

Expanding Proton Therapy global reach

2024 Order intake
€106 million



Equipment backlog
€497 million

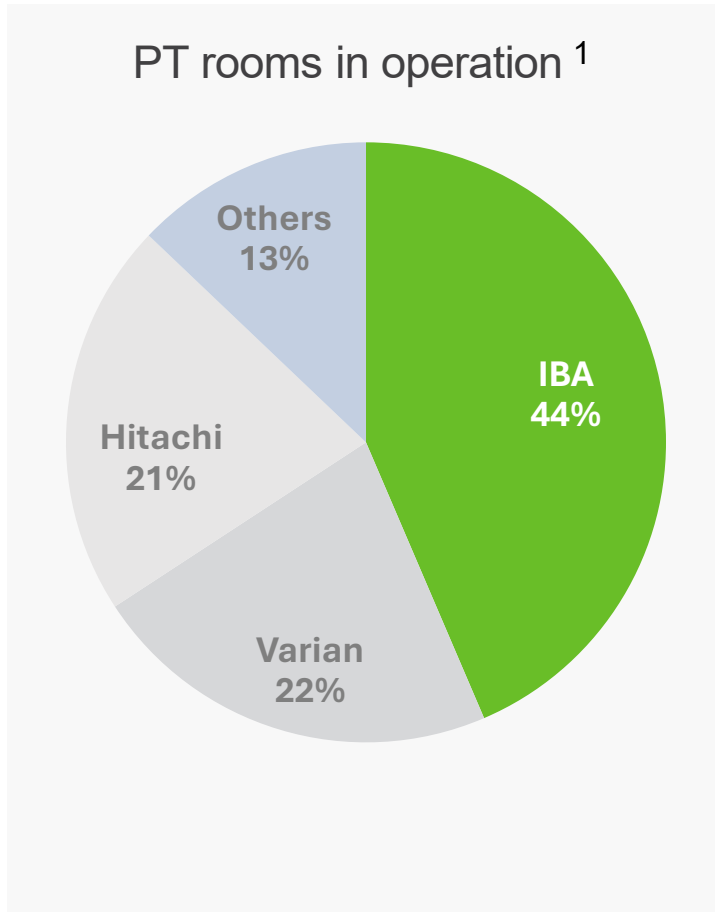
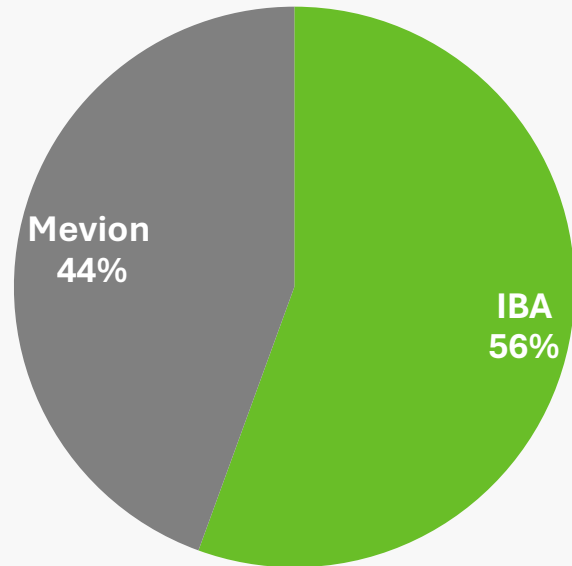


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installed base

IBA - market leadership

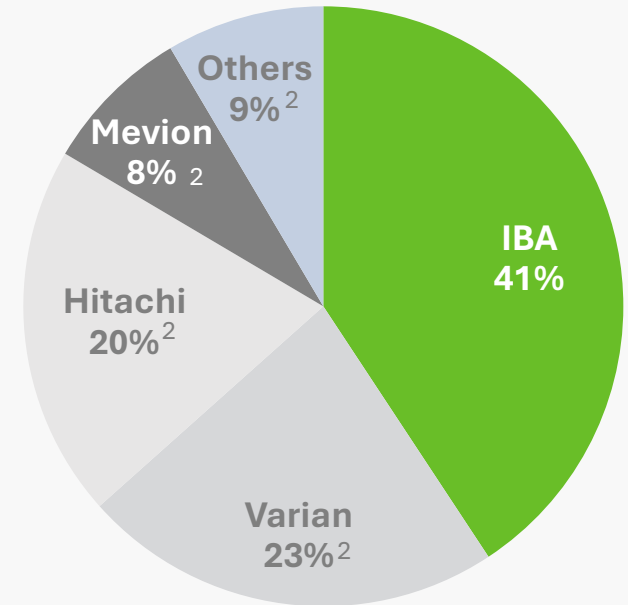
56% market share in 2024

2024 sales of new PT systems



41% overall market share

Total market share in PT rooms ¹



¹ Research centers and Rutherford Cancer Centers excluded

² Competitors' numbers restated to include past non-published or non-confirmed orders

Dosimetry

Dosimetry performance

Solid revenues, with profitability impacted by acquisition integration and regional dynamics

(EUR Million)	FY 2024 ¹	FY 2023 ¹	Change %
Net sales	65.9	65.9	0%
REBIT ²	4.1	6.1	-34%
REBIT margin	6.2%	9.1%	
Equip. order Intake	66	67	-2%
Book-to-bill ratio	1.0x	1.0x	

¹ 2023 and 2024 Figures restated based on IFRS15 Principal Treatment

² Based on a pro forma allocation of overheads and OPEX to each business

- **Stable net sales of €65.9 million**, at 2023 levels despite the significant impact of China’s economic situation
 - **Robust order intake** at €66 million
 - **Backlog maintained** at €41.7 million (2023: €41.3 million)
- **REBIT fell by €2.1 million to €4.1 million:** RadCal synergies not yet deployed, lower share of high-margin sales in China, PT projects timing

Progress update on strategic initiatives

OBJECTIVES

- **Increase revenue and profitability** across all product lines
- Reinforce Dosimetry **leadership in Quality Assurance (QA)**
- Continue to invest in **sustainability**

DELIVERY

- **Strong level of activity** with net Sales of €66 million, at 2023 levels, despite China's market situation
- Robust **order intake** at €66 million
- **Acquisition closing** of California-based RadCal Corporation in Medical Imaging Quality Assurance leading to enhanced product portfolio, service offering and distribution network

Portfolio and geographical expansion

Portfolio expansion				
	Radio Therapy QA		Medical Imaging & Diagnostic QA	
Innovation	myQA [®] iON myQA [®] SRS for CyberKnife [®] DOSE-X myQA [®] PROactive		CT-IQ phantom T3 X-ray QA Meter Primus FG-18	
Acquisitions				
Strategic alliances				
Geographical expansion				



Other Accelerators

Other Accelerators performance

Strong contribution driven by well-executed backlog conversion

(EUR Million)	FY 2024 ¹	FY 2023 ¹	Change %
Equipment	159.5	130.1	23%
Services	34.8	34.7	0%
Net sales	194.2	164.7	18%
REBIT ²	34.7	23.7	63%
<i>REBIT margin</i>	<i>17.8%</i>	<i>14.7%</i>	
Equip. order Intake	149	104	+43%
Book-to-bill ratio	0.9x	0.8x	

¹ 2023 and 2024 Figures restated based on IFRS15 Principal Treatment

² Based on a pro forma allocation of overheads and OPEX to each business

- **Strong net sales at €194.2 million**, up 18% compared to previous year.
 - **Excellent equipment backlog conversion (+23% YoY)**
 - **Services sales maintained at €34.8 million** despite the Dynamitron product line discontinuation. Underlying growth was 25%, driven by an expanding installed base and higher-value service contracts
- As a result, **REBIT increased substantially (+63% YoY)** to €34.7 million

Progress update on strategic initiatives

OBJECTIVES

RadioPharma


- Expand strategic positioning in targeted alpha therapies (**Astatine-211**)
- Revamp strategy and market positioning in **Chemistry**
- Reinforce market position (incl. with large networks) in the **USA**

Industrial

- Deliver **backlog**
- Reinforce market position in **China**
- Enter **new Industrial applications** such as material enhancement, phytosanitary or forever chemical treatment (PFAS)

DELIVERY

- **Accelerate.EU** project approved (development of Astatine-211 value chain from production to clinical application)
- Post period end, signature of MoU with Framatome for Astatine-211 **cyclotron network development**
- **Strategic deal** agreed with **Jubilant** Radiopharma (USA) for 5 Cyclone®KIUBE cyclotrons

- Strong revenue increase driven by well-executed **backlog conversion**
- **First sales in new applications:** material enhancement and phytosanitary  **Benebion**
un servicio de PHYTOSAN, S.A. de C.V.
- Launch of **PFAS-Blaster** project targeting forever chemicals

New ventures

Update on new ventures



- Secured €93 million in an **oversubscribed Series A** to accelerate large-scale production of Actinium-225, valuing the company at €280 million with IBA maintaining a 31% share¹
- **Small batch production of Actinium-225** by mid 2025 for clinical research
- Construction of large-scale facility starting in 2025 and expected completion by 2029
- Signature of **capacity reservation agreements** with large pharmaceuticals companies



- **Joint strategic investment** with Wallonie Entreprendre International in mi2-factory, a German start-up active in the field of power semiconductor chips
- IBA will support mi2-factory in advancing its lab-proven process towards an **industrial-grade solution** with its compact particle accelerator technologies



- MoU signed with **Framatome** for development of an **Astatine-211** production network across Europe and USA, with **first pilot plant** in France (2027-2028)



- **Public-private partnership** with Normandy Region (39% IBA owned) dedicated to developing a carbon-ion radiation therapy system
- **First machine** manufacturing and on-site (Caen) installation in progress. First beam expected by late 2026/early 2027

¹ After full execution of the series A capital increases

3. Financial review

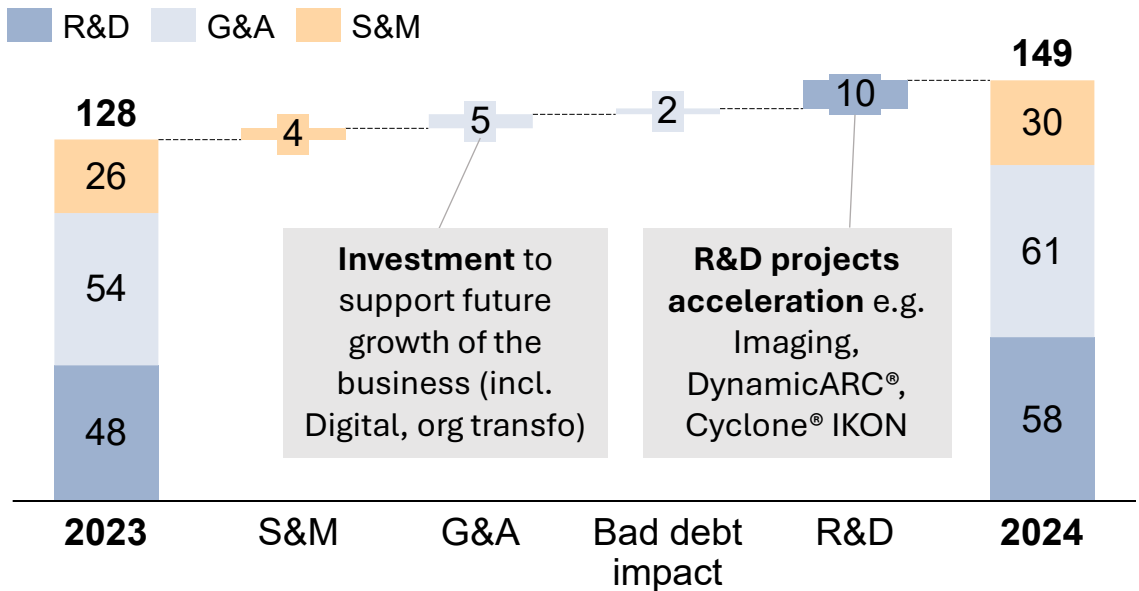
Consolidated P&L

€M	FY 2024 ¹	FY 2023 ¹	Change %
Sales and services	498.2	466.7	7%
Cost of sales and services (-)	332.2	332.2	0%
Gross profit/(loss)	166.0	134.4	23%
	33.3%	28.8%	
Selling and marketing expenses (-)	30.2	26.3	15%
General and administrative expenses (-)	60.5	53.8	12%
Research and development expenses (-)	58.0	47.9	21%
Recurring expenses (-)	148.7	128.0	16%
Recurring profit/(loss)	17.3	6.4	170%
	3.5%	1.4%	
Other operating result (-)	-2.3	1.3	-275%
Financial result (-)	2.7	5.2	-49%
Share of profit/(loss) of equity-accounted companies (-)	2.1	0.2	1120%
Profit/(loss) before tax	14.9	-0.3	-4830%
Tax result (-)	5.6	8.8	-36%
Profit/(loss) for the period	9.3	-9.1	-202%
REBITDA	32.0	19.3	-66%

- **Gross profit margin improved** driven by higher share of Other Accelerators and margin improvement in Proton Therapy



OPEX evolution breakdown (€ million)



¹ 2023 and 2024 figures restated based on IFRS15 Principal Treatment

Below REBIT

PanTera and transformation projects reflected on net profit

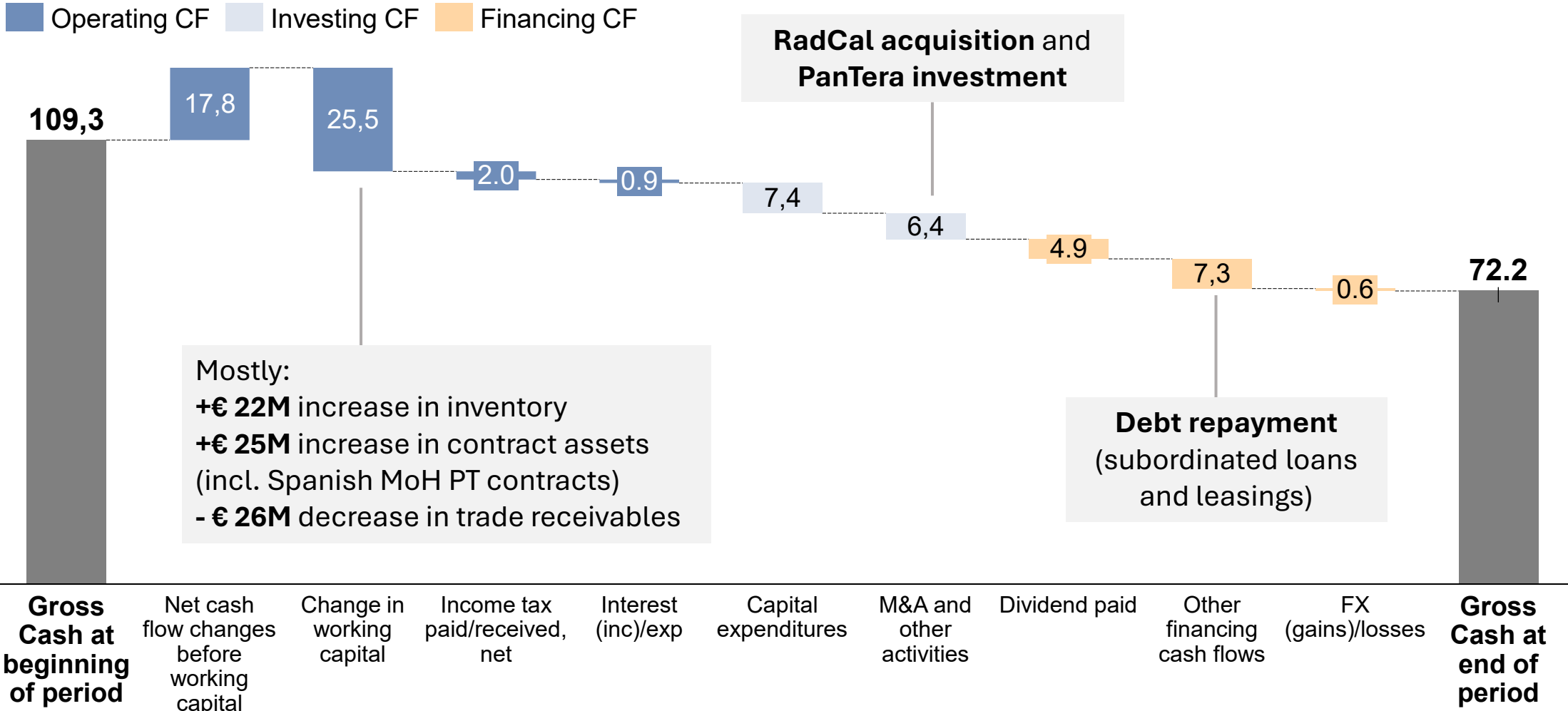
In €M	2024
REBIT	17.3
PanTera revaluation gain	11.6
PanTera equity method	-2.1
ERP upgrade implementation	-4.2
IBA organization transformation & strategy	-1.8
Hyperinflation in Argentina	-3.9
Others ¹	-2.0
Profit before tax	14.9
Tax	-5.6
Net Profit	9.3

¹ Includes Stock Option Plan costs, other financials costs and incomes (i.e. interests, FX gains/losses, etc.)

- **PanTera:**
 - **Revaluation gain:** revaluation of IBA's stake driving + € 11.6 million in post closing period
 - **Equity method:** share of PanTera's net result contributed negatively with - € 2.1 million (from 50% shareholding in 2023 to 40% at year-end)
- **One-off projects:** investments in ERP upgrade, organization transformation and strategy
- **Hyperinflation in Argentina** remained high during the installation phase of PT Project in Buenos Aires
- **Tax:** impacted by withholding tax on cash repatriation (dividend) while deferred tax assets on tax losses carried forward remained unchanged from 2023

Cash & equivalents

Evolution driven by working capital cycle as backlog is delivered



Net financial position

Remains positive, with untapped access to liquidity



- **Net financial position improved vs. H1 2024 (€21.7 million)**, driven by well-executed cash control and collections in H2
- **€10.0 million borrowings** composed of amortizing subordinated loans provided by Wallonie Entreprendre and SFPIM, maturing in December 2026
- Access to **€60 million undrawn credit lines (IBA SA)** at year-end

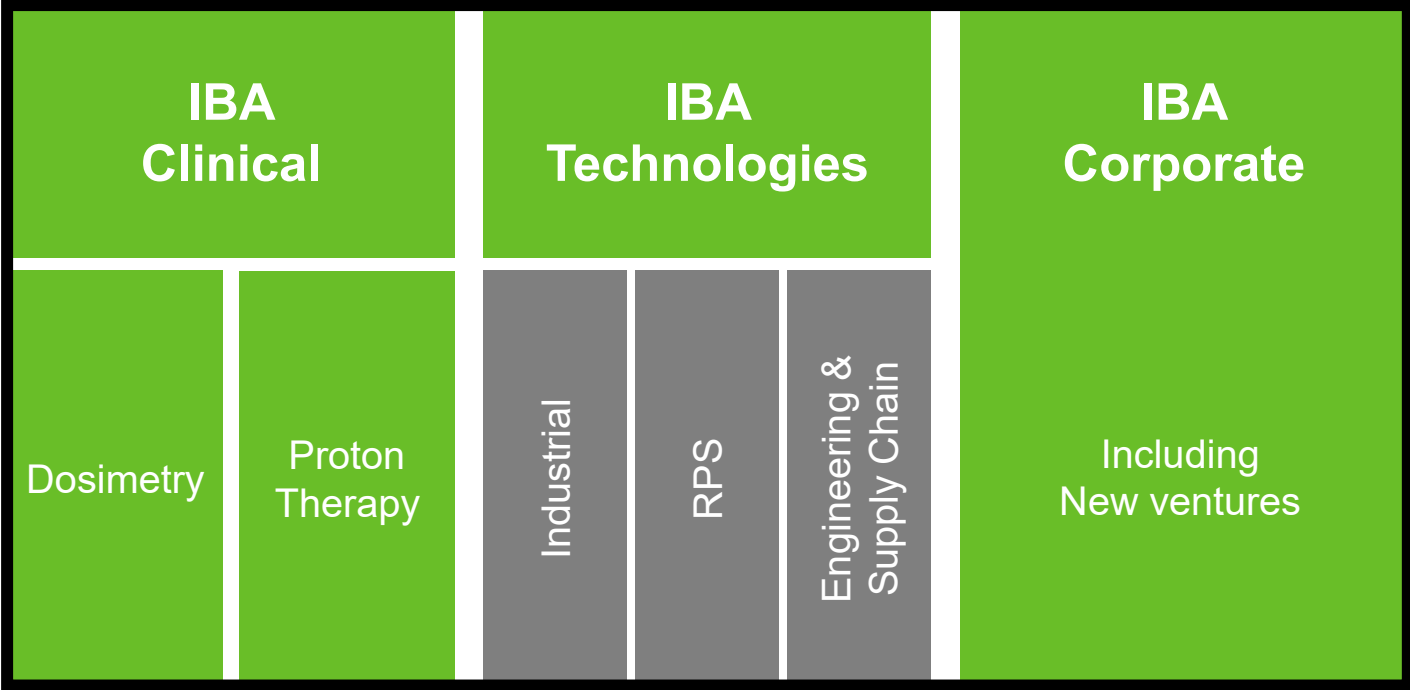
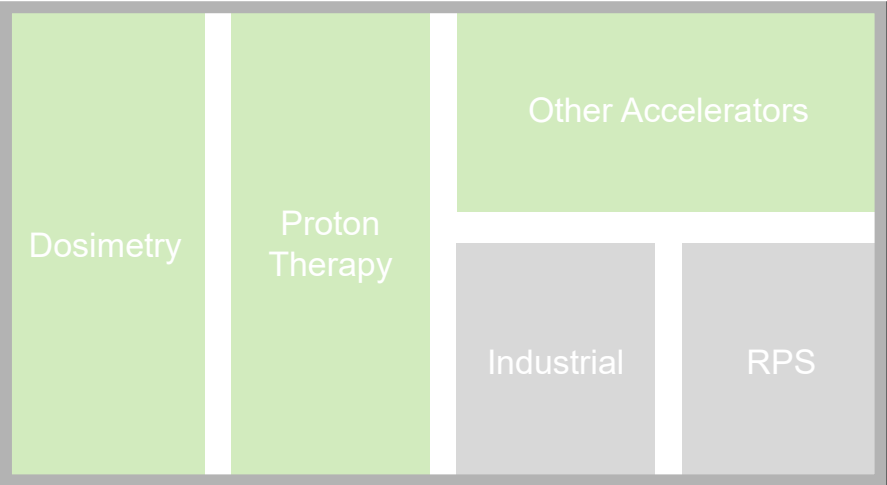
4. Company transformation & New segment reporting

3 new segments: Clinical, Technologies, Corporate

■ Segments reported in annual results

IBA Group (as of 2025)

IBA Group (until 2024)



Leading to 3 main changes impacting financials

CHANGES

OBJECTIVE

2024 KEY IMPACT

1 | IBA CORPORATE

Isolate OPEX costs¹ (and revenues) linked to the IBA holding, i.e. not linked to business unit support

- **Creation of IBA Corporate with €5 million of OPEX**, previously allocated across business units
- **All Corporate-led initiatives** allocated to Corporate P&L, e.g., **Pantera, mi2**

2 | SHARED OVERHEAD ALLOCATION

Improve current shared COGS² (overhead) allocation fairness by:
 (a) further allocating costs directly to business units
 (b) better reflecting actual consumption

- **€7 million shared COGS shift** from IBA Clinical to IBA Technologies linked to **dynamic allocation keys** (productive hours and direct COGS)

3 | PT REVENUE TRANSFER

Reflect the transfer of value provided by **IBA Technologies** (Engineering & Supply Chain) to **IBA Clinical** linked to e.g., cyclotrons manufacturing

- **€29 million revenue transferred** from IBA Clinical to Technologies

¹ Shared G&A and part of R&D currently allocated to Proton Therapy and Other Accelerators

²COGS related to operations, but not directly linked to a specific commercial project

2024 restated: 3 segments with different financial profiles

(EUR Million)	IBA Group	IBA Clinical			IBA Technologies	IBA Corporate
		PT	Dosimetry	Total		
Net sales	498.2	212.8	65.9	274.6	223.5	0
Gross Margin	168.1	59.7	30.8	90.6	77.5	0
OPEX	150.8	71.8	26.7	98.5	46.9	5.3
REBIT	17.3	-12.1	4.1	-7.9	30.6	-5.3
<i>REBIT margin</i>	<i>3.5%</i>	<i>-5.7%</i>	<i>6.2%</i>	<i>-2.9%</i>	<i>13.7%</i>	
Profit Before Tax	14.9	-20.0	3.9	-15.9	26.4	4.4
<i>Pretax profit margin</i>	<i>3.0%</i>	<i>-9.4%</i>	<i>6.0%</i>	<i>-5.8%</i>	<i>11.8%</i>	
Net result	9.3					
<i>Net margin</i>	<i>1.9%</i>					

5. Guidance & Capital Markets Day

Guidance

With a high backlog and services contributing to growing and recurring income, IBA is now providing a one-year guidance for 2025 and an updated mid-term outlook through 2028.

One-year guidance (2025)

REBIT

At least **€25 million**
(with positive PT REBIT)

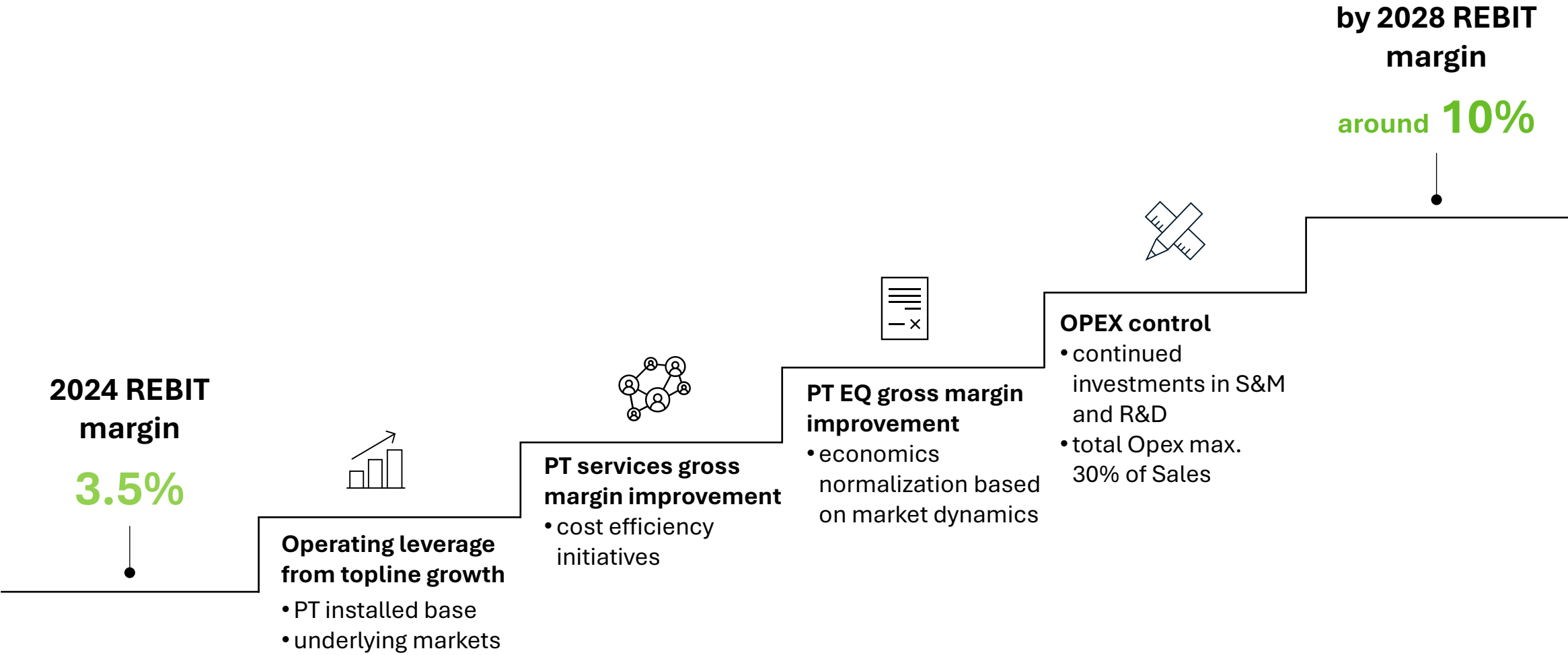
Mid-term outlook 2024-28

Revenue	OPEX	REBIT
Post high growth period, frontloaded growth of 5-7% CAGR	Up to 30% of Sales per annum	Around 10% of Revenues by 2028

Longer-term

Future additional growth through capital-light investments into new ventures e.g. PanTera, mi2-factory

Drivers supporting our mid-term outlook



Upcoming Capital Markets Day on April 7th

Financial calendar

- **Capital Markets Day:** 7 Apr 2025
- Business Update Q1 2025: 22 May 2025
- General Meeting: 11 Jun 2025
- Half Year Results: 28 Aug 2025
- Business Update Q3 2025: 20 Nov 2025

Capital Markets Day

What to expect



A clear roadmap to **profitable growth** with a disciplined execution plan



Insight into our business segments, growth opportunities, and margin drivers

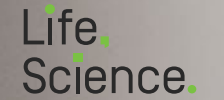


Open dialogue with our leadership team on strategic priorities and investor concerns

Q&A

Stay Curious

Thank you!



Appendix

IFRS 15 changes: Principal vs Agent treatment

Under IFRS 15, the distinction between an agent and a principal is crucial for revenue recognition

BEFORE: AGENT TREATMENT

- Agent **does not control** third-party equipment before delivery to the customer
- Agent **only facilitates the transaction**, arranging for the supplier to provide the equipment
- **Revenue is recognized on a net basis** (only the commission earned at Gross Margin level)

Example:

P&L impact
(for a 10,000 € EQ sale, 10% commission)

Revenue	1,000 €
COGS	- €
Gross Margin	+ 1,000 €



NOW: PRINCIPAL TREATMENT

- Principal **takes control** of the third-party equipment before transferring it to the customer
- Principal **responsible for fulfilling the contract**, ensuring the equipment meets customer requirements.
- **Revenue is recognized on a gross basis** (full sales amount at revenue and COGS level)

Example:

P&L impact (for a 10,000 € EQ sale, 9,000 € cost)		Delta
Revenue	10,000 €	+ 9,000 €
COGS	9,000 €	+ 9,000 €
Gross Margin	+ 1,000 €	0 €

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REBITDA	32.0	19.3	-66%

- **Gross profit margin improved** driven higher share of Other Accelerators and margin improvement in Proton Therapy
- **OPEX rose by 16%**, driven by investments in the future growth and bad debts in Other Accelerators and Proton Therapy
- **Non-recurring income of €2.3 million** resulted from the revaluation of PanTera, partially offset by investments in ERP upgrade, strategic consultancy and IBA transformation
- **Financial expenses of €2.7 million** driven by hyper-inflation in Argentina, interest expenses on debt and FX impacts, partially offset by interest income on customer loans and bank deposits
- The **contribution of PanTera in the consolidated result** (equity method) is -€2.1 million as company continues its R&D and development efforts

Consolidated cash flow

€M	FY 2024	FY 2023
Cash flow from operating activities		
Net cash flow changes before changes in working capital	17.8	2.2
Change in working capital	-25.5	-18.5
Income tax paid/received, net	-2.0	-2.5
Interest (income)/expenses	-0.9	-0.9
Net cash (used in)/generated from operations	-10.6	-19.8
Cash flow from investing activities		
Capital expenditures	-7.4	-12.3
M&A and other activities	-6.4	-1.0
Net cash (used in)/generated from investing activities	-13.8	-13.3
Cash flow from financing activities		
Dividend paid	-4.9	-6.1
Other financing cash flows	-7.3	-8.3
Net cash (used in)/generated from financing activities	-12.2	-14.4
Net cash and cash equivalents at beginning of the period	109.3	158.4
Net change in cash and cash equivalents	-36.6	-47.5
Exchange (profits)/losses on cash and cash equivalents	-0.6	-1.6
Net cash and cash equivalents at end of the period	72.1	109.3

- **Operating cash flows** of -€10.6 million still negatively impacted by changes in working capital driven by the **Ortega contract**, yet improving from 2024 as overall profitability improves
- **Investing cash flows** of -€13.8 million with group investments in **Radcal Corporation** and participation in **PanTera financing** rounds
- **Financing cash flows** of -€12.2 million with the 2023 **dividend payment** of €4.9 million and **debt reimbursements**

Consolidated balance sheet

ASSETS (€M)	FY 2024	FY 2023	Variance
Goodwill and other intangible assets	25.7	23.4	2.3
Property, plant and equipment and right-of-use assets	51.6	49.5	2.1
Investments accounted for using the equity method	32.5	18.3	14.2
Other investments	7.5	2.4	5.1
Deferred tax assets	17.5	17.6	-0.1
Long-term derivative financial assets	0.0	0.5	-0.5
Other long-term receivable and operating assets	33.6	33.7	-0.1
Non-current assets	168.4	145.5	22.9
Inventories	152.8	130.5	22.3
Contract assets	63.3	38.4	24.9
Trade receivables	81.5	107.6	-26.1
Other short-term assets and receivables	73.3	65.4	7.9
Short-term derivative financial assets	0.2	0.7	-0.5
Cash and cash equivalents	72.2	109.3	-37.1
Assets held for sale	4.4	-	4.4
Current assets	447.7	452.0	-4.3
TOTAL ASSETS	616.1	597.5	18.6

EQUITY AND LIABILITIES (€M)	FY 2024	FY 2023	Variance
Share capital and Share premium	86.0	86.0	0
Reserves and Retained earnings	24.9	20.2	4.7
EQUITY	110.9	106.2	4.7
Non-current borrowings	3.5	7.1	-3.6
Non-current lease liabilities	22.3	21.9	0.4
Non-current provisions	6.5	6.2	0.3
Non-current derivative financial liabilities	1.4	0.2	1.2
Deferred tax liabilities	0.2	0.3	-0.1
Other non-current liabilities	2.3	3.0	-0.7
Non-current liabilities	36.2	38.7	-2.5
Current borrowings	6.5	6.5	0
Current Financial Debts	5.0	0	5.0
Current lease liabilities	6.4	6.1	0.3
Current provisions	6.6	8.8	-2.2
Current derivative financial liabilities	3.3	0.6	2.7
Trade payables	79.5	76.6	2.9
Current income tax liabilities	3.6	1.7	1.9
Other payables	72.2	68.9	3.3
Contract liabilities	279.6	283.5	-3.9
Liabilities held for sale	6.2	-	6.2
Current liabilities	469.0	452.6	16.4
TOTAL LIABILITIES	505.2	491.3	13.9
TOTAL EQUITY AND LIABILITIES	616.1	597.5	18.6