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Investment Summary

TECHNOPROBE

Italy | Probe cards supplier for chips on Wafer

Initiation of Coverage | 26th January 2026

BUY

Current price:	**€ 15.66**
Target price:	**€ 20**
Upside:	**28%**

Stock data

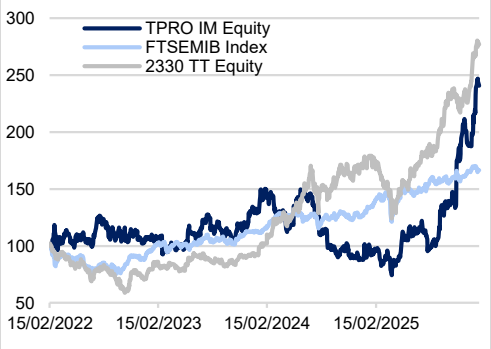
Market Capitalization:	€10.3B
Shares outstanding:	630.7M
Avg. Daily Volume (90d):	687.553
52 wek H/L:	€16.29 - €4.77
Exchange:	Italian stock Exchange
Exchange market:	Euronext Milan
Ticker:	TPRO.MI
IPO date:	February 15th, 2022

Stock Performance

1 Month:	+27.21%
6 Month:	+116.45%
1 Year:	+142.04%

Shareholders' Structures

Crippa's Family:	62.96%
Voting Rights:	70.47%
Markets:	24.54%
Teradyne:	10.00%
Advantest:	2.5%



Source: Refinitiv, Team assessment

Technoprobe: The Sector's Hidden Gem

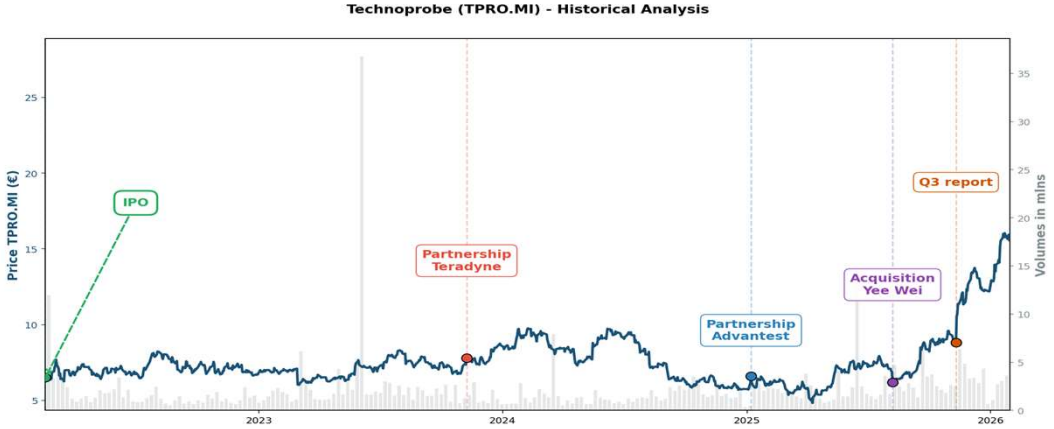
We initiate our coverage of TPRO with a **high-conviction BUY** recommendation and a target price of **€20 per share**, implying a robust **28% upside** from the current trading price of **€15.66 per share**, strengthened by our **double stochastic model's** probabilistic distribution of outcomes, which highlights a **~70% probability of an uptrend** over the next 12 months. Our thesis is not merely a reflection of financial metrics; it is a recognition of a paradigm shift. We argue that TPRO is, in reality, a **high-margin**, **duopolistic compounder** that serves as the critical "choke point" for the entire digital economy. In a geopolitical era defined by fractured supply chains and the frantic race for technological sovereignty, TPRO has transcended the role of a component manufacturer to become a strategic asset for the Western semiconductor alliance. Operating within a rigid oligopolistic market structure, effectively a duopoly at the high end with US-based FormFactor, TPRO commands pricing power rarely seen in industrial hardware. However, unlike its leveraged peers, TPRO operates from a "**zero debt fortress**" boasting an amazing net cash position. This financial anomaly, combined with a sophisticated M&A playbook aimed at total supply chain sovereignty, positions TPRO to capture outsized economic rents from the burgeoning AI super-cycle and the nascent high bandwidth memory (HBM) revolution.The market's current valuation fails to fully appreciate the non-linear revenue scaling potential inherent in TPRO's proprietary **micro-electro-mechanical systems** (MEMS) technology. As chip complexity explodes with the advent of large language models and advanced packaging, the density of testing probes required follows an exponential curve. TPRO's ability to manufacture probe cards with pin spacing as narrow as **40 microns** places it in a league of its own, creating a technological moat protected by over **600 proprietary patents**.

Tech, Sovereignty and the Zero-Debt Fortress

We forecast revenues to compound at a **CAGR of roughly 21% through 2030**, reaching **€1.7 billion**, with **EBITDA margins** expanding to **over 41%** as vertical integration efforts materialize. Our bullish stance is anchored on four immutable strategic pillars that define TPRO's trajectory over the next decade: i. **technological hegemony via MEMS**: TPRO has successfully transitioned the industry standard from legacy cantilever solutions to proprietary MEMS technology. This shift is transformative. By utilizing chemical etching and 3D additive manufacturing, via the strategic acquisition of Microfabrica, TPRO creates probe cards of unmatched precision and durability. This technology decouples cost growth pin-count growth, ensuring that as chips become more complex, TPRO's margins expanded rather than contract. ii. **Total supply chain sovereignty**: the management has executed a masterclass in vertical integration, recognizing that controlling the "nervous system" of the probe card, is as vital as the probes themselves. The acquisition of Harbor Electronics and the DIS division from Teradyne are foundational pillars. iii. **The "zero debt fortress"**: in a macroeconomic environment characterized by elevated interest rates, TPRO's balance sheet is a strategic weapon. With a net financial position overwhelmingly in positive territory and zero interest expenses, TPRO possess agility to fund R&D and M&A counter-ciclically. TPRO is expanding its technological lead and returning capital to shareholders through a buyback program projected to reach **€70 million annually by 2030**. iv. **Geopolitical premium "the european champion"**: as the dominant european player in a sector critical to national security, TPRO offers a layer of geopolitical insurance to both US and EU defense and technology primes. This "sovereign-critical" status warrants a valuation premium akin to defense contractors, reflecting the scarcity value of a secure, western-aligned testing supply chain.

The Investment Verdict: A Rare Convergence

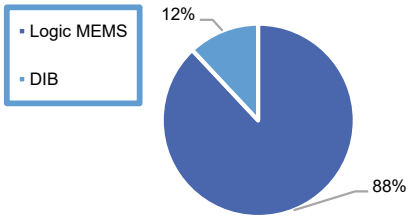
Two is a Deal, Three is a Steal: TPRO represents a rare convergence of **growth**, **profitability** and **strategic safety**. It is a company that has mastered the physics of the nanometer scale and the economics of the global supply chain. We **buy the growth**, driven by the undeniable AI superc-cycle and the complexity of advanced packaging. We **buy the margins**: secured by vertical integration and the pricing power of a mission-critical consumable. We **buy the fortress**: a balance sheet that provides resilience in chaos and agility in opportunity. We **buy the sovereignty**: the premier european asset in the semiconductor wars.



TPRO's Milestones - Exhibit 2

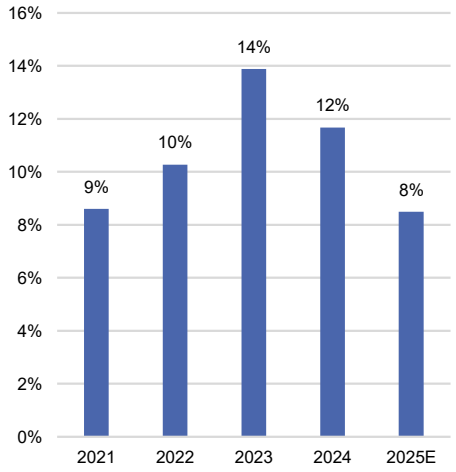
Source: Company Data, Team Assessment

Revenues Distribution - Exhibit 3



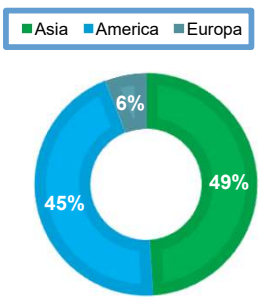
Source: Company Data, Team Assessment

Ratio R&D/Revenues - Exhibit 4



Source: Company Data, Team Assessment

Geographic Revenues - Exhibit 5



Source: Company Data, Team Assessment

Company Presentation

Technoprobe is an Italian Family-owned company, established in 1996 by **Giuseppe Crippa** in Merate**. (Exhibit 2) The founder, Giuseppe Crippa,** with more than 30 years of experience on **Wafer tests** during his time in STMicroelectronics, was one of the first European technicians specializing in probe testing of semiconductors. As of today the company, thanks to the strong know-how and their mantra of retaining their knowledge proprietary, is primarily engaged in **design, development and manufacturing of semiconductor test solutions,** the so-called probe cards. **Probes are high tech electro-mechanic interfaces,** enabling the testing of non-memory SOC semiconductor while they are still on the Wafer, in order to check whether Chips are working correctly or not before the packaging **(Annex 7**). **TPRO** is now headquartered in Cernusco Lombardone, not that far from Milan, so that they like defining themselves as a "**Small corner of Silicon Valley next to Milan financial district**". There is located a production site of 18k m² that will be expanded in the next future. Worth to mention, due to the feature of the Italian market, there are 3 other production sites, at **Agrate Brianza (MB), Osnago (LC)** and at **Caponago (MB),** with cumulated 10k m², with around 1,7k employees in 2024. Nowadays, **TPRO** evolved and expanded into a multinational company with research and production sites widespread over **US, Europe and East Pacific Asia (Annex 1 & 2).** TPRO is involved in projects and tech solutions able to grant the ongoing and the reliability of devices that nowadays, covers a crucial area in the **computer industry**, **Smartphones**, **5G connection**, **internet of things** (IOT), **domotics** and **automotive**. The development of the business via recent AI boost together with the outlook in the economic and financial environment brought the company to **list itself in** the EGM segment of the **Italian Stock Exchange Market**. Being able to move in the main segment of such market just one year later, an impressive result. **Crippa Family,** through the **non-listed controlled vehicle T-plus and direct holdings owns roughly 62,96% of Technoprobe** capital whereby they **manage roughly 70%** of voting rights, thus, covering a crucial role for the management composition and the strategic positioning of the company itself (**Exhibit 2).**

Revenue & Cost drivers

To understand the financial outputs of TPRO we must first underlying the physics of its business. The company operates in an oligopolistic market structure where it serves as a critical choke point. In modern advanced packaging, packaging a single defective die can render a multi-thousand-dollar system useless. The cost of the probe card is negligible compared to the value of the yield it protects, granting TPRO significant pricing elasticity. Unlike general-purpose testing equipment, a probe card is a custom-engineered consumable. It is shaped specifically for a single chip design. TPRO's probe cards can be spaced as close as 40 microns apart, enabling the testing of ultra-dense AI processors, key component of today demand and the next future one's. TPRO's ability to maintain its technological superiority and its value creation capacity lies on:

Revenues drivers: TPRO's 88% revenues are based on two components **(Exhibit 3),** which are: volumes of probe cards sold and prices' sales of them. Probe's final assembly is located in Italy, inside the 3 plants they own. Once first tests are done, probes are sent directly to Client's fab for testing the whole stock for which they were made. While the remaining 12% of revenues derives from selling device interface boards for final testing purposes. Overall contribution margin is around 41%, with the projection of increasing its value during next years, meaning that the company operates in a high value creation field. Though this, TPRO's main revenues driver is their unique niche Probe cards, with high tech level content that make the company a reliable supplier and an optimal tech partner **(Annex 11). (Annex 4)**

Cost drivers: TPRO, as of today, hold 60% Market Share in Logic and Advanced MEMS technology (**Annex 3**). To mantain the leading position in the market and in the technology frontier implies having an historical average R&D/Revenues around 10% **(Exhibit 4),** whose value reached 12% for 2024. Although, heavier sources of costs are reflected in personnel payrolls (18% of revenues) and raw materials procurement (26% of revenues). Ultimately, Capex expenditures have the direct effect of producing D&A costs on revenues around 13%. (Source: TPRO's report 2024).**(Annex 9)**

Business Segments

TPRO core Business is related to testing chips once they are still on the wafer, although they recently penetrated the final testing field. Those **CHIPS** that are **the vibrant heart in the world of today** and they will shape up the world yet to come.**(Annex 7)** At the end of 2024, they were able to generate **€514 million revenues,** composed in the following way: i **Automotive and Industrial (14% of revenues)** these sectors faced a contraction phase, its recovery yet to come, estimation of other revenues components will drop this percentage in the next future. ii **Data Centre & AI (35% of revenues)** it will be the **main driver of next revenues**, according to Hyperscalers' disclosures **(Annex 8).** This percentage is supposed to increase and most of the company's investments are devoted to this. iii **PC and Mobile/Consumer goods (49% of revenues),** the origin of TPRO's majority revenues and the previous real driver of growth, **through EDGE AI will maintain its primary position**. iv **Others (2% of revenues),** complementary goods and services. TPRO's business has the feature of being highly concentrated, both in terms of Clients and in terms of Geographic area. From their main clients, the company generated a substantial share of its revenues, implying a strong dependence on those companies' strategic choice and commercial policies. **(Exhibit 5)** TPRO is a global player and considered their position on the Value Chain, their geographic revenues are distributed in the following way: i **EAST PACIFIC ASIA (47% of Revenues)**, ii **NORTH AMERICA (46% of Revenues)**, iii **Europe (Italy not included) (4% of Revenues)**, iv **Italy (2% of Revenues) (Exhibit 5).**

M&A History - Exhibit 6

2019	→	MicroFabrica
2023	→	Harbor Electronics
2023	→	MW Plasma
2025	→	Yee Way
2025	→	Innostar Service

Source: Company Data, Team Assessment

Partnership - Exhibit 7

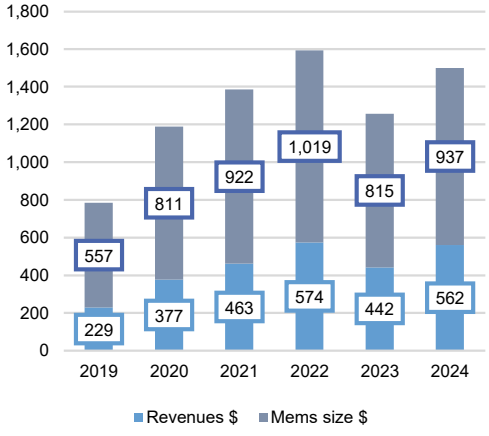
2025	→	Teradyne
2025	→	Advantest

Source: Company Data, Team Assessment

Probes' Main Players & Customer- Exhibit 8)

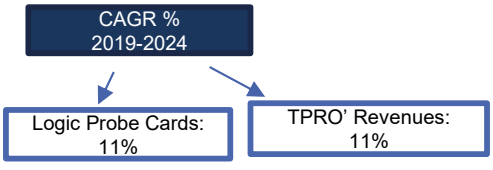
Source: Team Assessment

Logic Mems Probe & TPRO's Market Share ($ m) - Exhibit 9



Source: Company Data, Team Assessment

Logic Mems Probe & TPRO's CAGR (%) - Exhibit 10



Source: Company Data, Team Assessment

Strategic Guidelines

TPRO currently enjoys **60% Market Share in Logic and Advanced MEMS technology**, and being aware that today's competitive advantage may disappear in the next future, they address the issue having a **strong focus on innovation.(Exhibit 11)** That's why they have at their disposal **more than 600 patents** and despite this they deliver new technology solutions every year. Furthermore, the Company recently announced that it is planning to **double its production capacity** in the next two years through an **expected CAPEX around €50-100 millions**. **(Annex 10 & 9).** Now, their capacity utilization is around 90%. Precise amount and scenario pictured, will be reported over next BOARD meetings. The strong financial position of the company in addition to driving capacity expansion, it can converge in M&A deals to increase its know-how. Indeed, TPRO has evolved from organic expansion to a **sophisticated M&A playbook** aimed at total supply chain sovereignty. It acquired **MicroFabrica** in 2019, allowing to manufacture complex pins for MEMS, **Harbor Electronics** in 2023, for acquiring PCB manufacture, **MW PLasma**, in 2023, for CVD, necessary for making more resistant Probe cards, **Yee Way** for internalizing interconnection part of Probe Cards and **Innostar Service**, necessary for Automation tools and maintenance in Probe cards manifacture. **(Exhibit 6 & Annex 18)** TPRO during 2024, signed up other **strategic partnerships with Advantest and Teradyne**. Those two companies play a leading role **in the testing market**. This deal was unique not just for its industrial logic, but for its financing structure, which directly addresses the user's interest in share issuance. TPRO did not merely buy assets; It invited a strategic partner into its capital structure. The transaction involved **Teradyne acquiring a 10% stake in TPRO** and **sold DIS Tech branch to TPRO**. Furthermore, the acquisition of DIS **brought €64 million extra revenues in 2024**. While Advantest subscribed 2% stake with the objective to become a top priority supplier for probe cards and as in the case of Teradyne, they are interested in starting joint development projects and even this company has been already cooperating in the final testing side, using Advantest's platform for testing. **(Annex 3)**

While, on the HBM side

Probe cards are becoming a **critical hardware** for the development of new testers, especially in the HBM side, that will likely require **vertical MEMS technology** displaying other existing ones. Settling partnership with testing companies means defining a road map together about future development of the field. On the HBM segment, as of today, companies keep on using Micro-cantilever technology. But from recent developments and discussion the Vertical MEMS technology will step in this field as a game changer for their development, as it represents most of TPRO's existing know-how. From this point of view, TPRO got the qualification from one of their clients and as of now, they have been waiting for other two qualifications. Even though their approach is based on concreteness and prudence, features regarding this technology are very promising.**(Exhibit 15)**

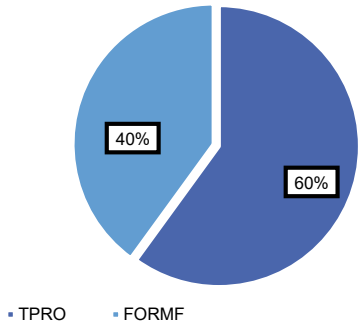
Industry Overview and Competitive Positioning

Market size, growth and main players

TPRO's reference market (Logic MEMS Probe cards) **grew at an 11% CAGR** during the period 2019-2024 (source: SAM), but **the company itself was able to outperform the market** growing around 20% CAGR, then, **TPRO gained market share** and the key drivers were the technology they were able to develop internally and the technology acquired through strategic acquisition. **Management expects the Probe Cards market**, in which TPRO is the leader, **to grow** at a similar pace to that recorded over the last five years, i.e., **around 6.5%** (**Exhibit 12).** To justify this statement, it is necessary to consider the business' focus transition from the drivers of past growth, which were primarily in the consumer segment (laptops and mobile phones), to the **main driver of future growth**, despite the critical mass already achieved, **AI and Advanced Packaging**. **The testing market** is splitted into two segments: **Logic** and **Memory**. while Logic is the larger and faster-growing segment and is TPRO's main focus. Their Market Share in 2024 was around 34% of the overall Logic probe Market, but with respect to the **MEMS logic probe cards market** they reached 60% market share, **affirming as the industry leader**. Following the acquisition of DIS, **TPRO also plays a role in the final testing market**, specifically in **Device Interface Boards**. This market is expected to grow in the coming years. TPRO holds 6% share of the overall market, but more precisely **8% in this specific segment** they address. Final testing is a more fragmented market with a higher number of players than Logic MEMS, but we believe that **positive expectations may derive even from this area**, by exploiting strategic partnership signed with Teradyne and Advantest, leaders in the final testing market. **(Annex 3)** We also expect **TPRO will step aggressively in the HBM market** (Memory side). As of January 2026, the HBM market is in a super cycle driven by AI demand. The transition from HBM3E to HBM4 is fueling **explosive growth**, with the market estimated at **$3–4 billion in 2025–2026** and **projected CAGRs of 23–30%+** through 2030–2032 (potentially reaching $15 to $98 billion by decade-end). SK Hynix leads (~50–70% share, especially on NVIDIA), followed by Samsung and Micron, with supply sold out through 2026. **The increasing complexity** — finer pitch, ultra-high-speed signals, extreme thermal/power management, and Known Good Die (KGD) testing requirements — **is creating significant opportunities in wafer-level testing**. Particularly for HBM4 and beyond the management does not expect a particular dilution from the introduction of new HBM probe cards, as their product **structure/manufacturing processes** are **very similar to logic probe cards**. Summing up, while the consumer message remains quite subdued, with PC and handset-related demand still served by existing legacy fleets, management expects the combination of AI-driven logic growth and HBM test expansion to underpin meaningful revenue acceleration through 2026. **(Exhibit 15)**

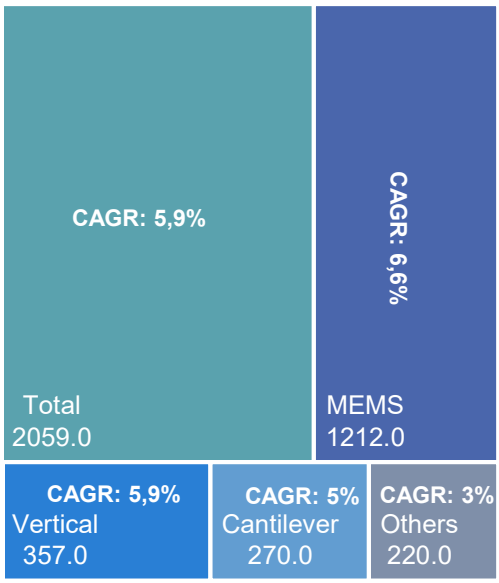
Logic Market Share Distribution - Exhibit 11

0,937 Billion **Market size**



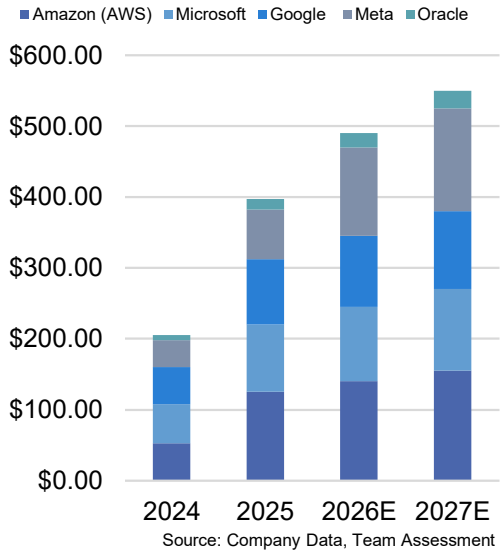
Source: Company Data, Team Assessment

Logic Tech Distribution 2024- 2028 - Exhibit 12



Source: Company Data, Team Assessment

AI Capex by Hyperscalers - Exhibit 13



Source: Company Data, Team Assessment

Award Achieved - Exhibit 14

TMSC EXCELLENT PERFORMANCE AWARD 2024

INTEL'S 2025 EPIC Supplier Award

Industry attractiveness

Probe cards market is splitted in two parts and the separation criteria is the type of chips need to be tested, logic and memory chips. Testing market **has a dimension around $2.4 billion**, while **LOGIC** has the dimension **$1.63 billion** and **MEMORY** weights **$0.8 billion**. **(Annex 3) TPRO is mainly engaged in the logic field**, which is splitted in four other submarkets, according to the level of technology deployed for testing. Those technologies are cantilever, MEMS, vertical. Between them, **TPRO is the main player in providing** Probe Cards using **Vertical MEMS Technology** and divides the quota with its US **competitor FormFactor**. Those two companies have respectively 60% and the remaining part, in a market size of $0.937 billion **(Exhibit 11).** The complexity involved in developing and using **Vertical MEMS Technology** is the cornerstone of the industry's attractiveness. **(Exhibit 11)** Once companies have incurred R&D costs and completed strategic integrations to strengthen their internal know-how, they can enjoy a position of economic rent. This high concentration leads directly to strong **pricing power** and **elevated margins (41% gross margin in 2024**; **Annex 5, 6 & 17).** Furthermore, once a technological solution is developed, large-scale clients require a **qualification process** that is often uncertain in its outcome and involves long lead times. This further inflates costs already sustained, effectively discouraging other players from entering the field. Finally, it should be noted that between 2024 and 2028, the **logic vertical MEMS Probe card** sector is expected to grow (at least) at a **CAGR of 6.6%**,(sourced: SAM) outperforming the broader Logic sector (6%) and reaching a **TAM** exceeding **$1.2 billion** in 2028, confirming to be the biggest in Logic field. **(Exhibit 12)**

Market Trends

Everyone is aware that **AI is clearly the leading trend for the following years**, despite recent **concerns around speculative growth** and some **opaque financial flows**. This is a **highly cyclical sector driven by** companies inventory stocking and destocking, due to the significant amount of capacity added as part of **Capex investment cycles** and the depth of semiconductor supply chain. These contribute further to exaggerating the building of inventories across the supply chain in periods of increasing demand and the opposite in periods of declining demand, that's why companies in this field show periods of over earnings (inventory building) and under earnings (inventory drawdown). The advent of **ChatGPT sparked** an arms **race among consumer internet and software companies**, with **over $350 billion in Capex for AI infrastructure** to develop Large Language Models in the pursuit of monetization as a new investment opportunity (**Exhibit 13**). Though, in recent months, there are early signs of investment returns. **Estimated AI's ROI** will be defined as **$935 billion in savings** from the first wave across Fortune 500 **by 2030**. **9,2% of companies** across industries had **started adopting AI**, from 7,2% in 2024, **saving 14% of costs**. The positive outlook induced by these features will be so that Hyperscalers companies are accelerating **investments in Data Centre infrastructure** with an estimated Capex to be **more than $400 billion in 2026 (Annex 8).** It's suppose that **35% of such CAPEX** spending will be **towards Merchant GPU and ASIC**, implying a significant ramp up for TPRO over 2026. All these features combined with early AI adoption in consumer services let companies involved in testing of Chips embracing a strong Momentum. This can be empirically observed in the market reaction after 3rd Quarter 2025 Earnings release, with Teradyne, FormFactor, Advantest and TPRO posting +20% positive results, which is supported tho by impressive upwards to consensus estimates on EBITDA. We also recall that Probe cards market is now expected to expand by approximately 6,2% during 2024-2028 period. Logic side, recorded a 7.3% CAGR over 2019-2024 and is forecast to grow at a CAGR of around 6% over the next four years **(Exhibit 12)**. Conversely, the Memory segment, which grew by 5% during the 2019–2024 period, is anticipated to accelerate to a CAGR of approximately 7% for 2024–2028. At the same time, the MEMS Logic probe card market—having expanded by 11% CAGR historically (2019–2024)—is expected to register a 6.6% CAGR through 2028. **In the Final testing market, Advanced PCBs** recorded a 6% CAGR between 2019 and 2024, with a projected growth of around 4% for 2024–2028. This segment comprises Burn-in Boards and Device Interface Boards (DIB); notably, DIBs account for 70% of the total. The DIB field specifically posted a 5.6% growth rate for 2019–2024 and is projected to achieve a CAGR of around 4% for the 2024–2028 period.

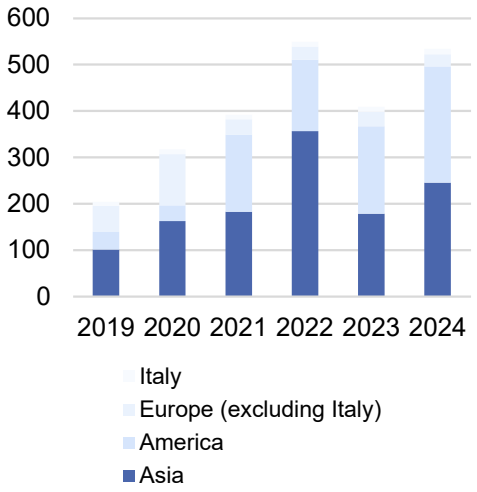
Competitive positioning

The main reason behind **TPRO's success is technology developed** both internally, depositing patents, and through strategic acquisition. For instance, **Yee Way's M&A** let TPRO to be able to acquire **know-how in the interconnection layer for Probe Cards**, which represent a **bottle neck for next gen** Probe Cards aimed to test more complex chips while they are still on Wafers. **(Annex 7)** All these combined together allowed **TPRO** to be **completely vertically integrated in key manufacturing and assembly processes**. This is the principal catalyst of the high level reputation they enjoy with top customers. As a tangible proof TSMC had rewarded TPRO as "**TSMC's excellent performance award 2024**", taking into account that the company reaches 15k suppliers and represents almost 33% of TPRO's revenues. TPRO is **the only testing company receiving this award**. Furthermore TPRO, in 2025, received **INTEL's EPIC supplier award** (Exhbit 14). However, possible threats to their leading position in the NON-Memory field stand on **FormFactor early evaluation stage for GPU probe cards** (likely with AMD), though devices under test at the foundry but no formal qualification progress. By July, the company had moved into pilot production, and in October it had passed all technical requirements and is now in the final stage of qualification. Form's management is positive on volume orders in 1H26 and is also progressing custom HBM and ASICs engagements that could translate into volume ramps in 2026.

+ 600 PATENTS

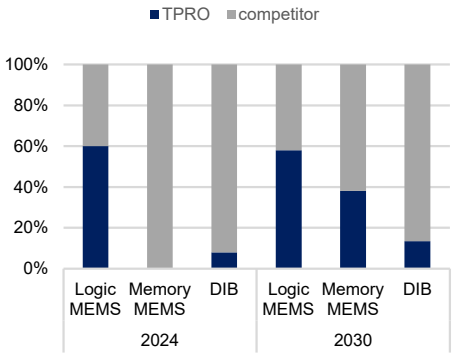
Source: Company Data, Team Assessment

Geographic Revenue Stream – Exhibit 14



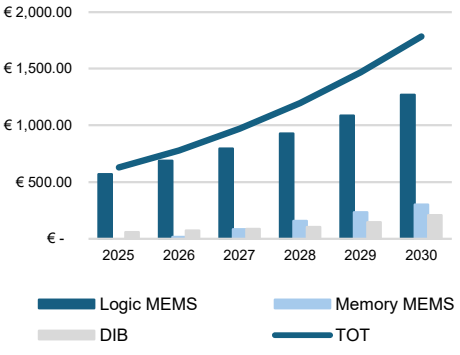
Source: Company Data, Team Assessment

Market Coverage – Exhibit 15



Source: Company Data, Team Assessment

Products Weights on Revenues – Exhibit 16



Source: Company Data, Team Assessment

Revenues: a look back

A granular analysis of TPRO **geographic revenue streams breakdown (Exhibit 14)** over the past few years reveals a profound decoupling between the stagnating legacy markets of Europe and the hyper growth engines of North America and Asia. The **North American** market has unequivocally established itself as the primary locus of value creation for TPRO. This region, home to the world's leading fabless design houses, has driven the demand for the most advanced logic **MEMS probe cards**, directly correlating with the generative AI investment cycle. The revenue trajectory is characterized by **exponential acceleration**. From a modest base of €38.1 million in 2019, revenues surged to €187.9 million by 2023. This represents a remarkable **CAGR of 49%**. The region's contribution to total revenue has shifted dramatically, rising to dominate the revenues mix. This structural pivot reduces TPRO's exposure to commoditized legacy nodes and aligns its fortune with secular growth of AI data center infrastructure. Meanwhile **Asia** remains the indispensable industrial hub of the semiconductor world, hosting the major foundries, like TSMC, Samsung that physically process the wafers designed in the US. While the growth curve here is **less explosive** than in the Americas, it provides the essential volume baseload for TPRO's manufacturing operations. Between 2019 and 2023 asian revenues expanded from €101,2 million to €178.8 million yielding a solid **CAGR of 15,3%**. As TPRO executes its strategic entry into the memory probe card sector. Crucially, in 2023, **America overtook Asia** as the largest revenue contributor, accounting for 46.1% of the total vs. Asia's 45.2%. The **European** market presents a contrasting structure: heavily weighted towards automotive and industrial applications utilizing legacy nodes. Revenues in Europe contracted in the period 2019-2023 from €56 million to €31.6 million with a negative **CAGR of -13%**. The **domestic italian market** remains a minor revenue contributor, functioning primarily as the **corporate and R&D headquarters** rather than a commercial end-market. Revenues grew from €8.8 million in 2019 to €10.9 million in 2023, a **modest CAGR of 5,5%**.

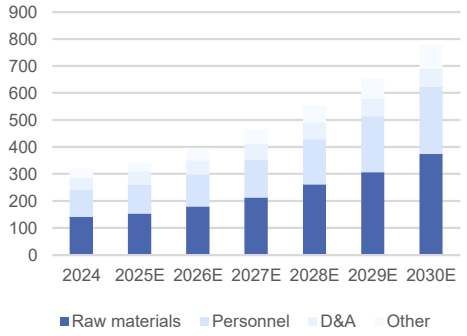
Revenues: a look on the future

Our forecast assumes **North America** will continue to command a **high percentage of share** of the total turnover in the medium term, driven by the relentless pace of node migration by US designers. Meanwhile **Asia** will start contributing meaningfully from 2026, with our prevision explicitly links the ramp-up of **HBM** testing capabilities to clients in **Korea and Taiwan**, ensuring **Asia remains a core pillar** of the 2030 roadmap. For what concerns the future of the entire company we forecasted a **stable, sustained and consistent growth**, making up for €1187,5 million in 2028 with a CAGR of 21.6% and ending up with an extraordinary result of €1718 million and with a CAGR 21% for the last year of our forecast. These projections are justified by a **large market penetration** granted by TPRO's **superior technology** which commands a significant pricing power; hence we expect a steady but aggressive growth in market shares: we project TPRO to acquire 3,3% of the market share in 2026, 15% in 2027, 25% in 2028 to arrive to an extraordinary 38% in 2030. In our opinion **this race is already won** despite FORM will maintain its hegemonic position until 2030, linked to pre-existing contractual relationships, TPRO's superiority in vertical MEMS, combined with the massive R&D investments and the complexity reached by the newest chips, the italian company will gain almost 40% of the market in just five years, eroding FORM's market share. Moreover, we forecasted a modest HBM revenues in 2026 and approximately $10 million for the full year 2026, driven by the qualification of two new clients, but if TPRO qualifies sooner or with larger volumes, Memory revenues could grow significantly faster than currently predicted **(Exhibit 15)**. Our data are far higher than the company's guidance, with their consensus **(Exhibit 19)** about €650 million in revenues for 2026, while ours is expected to be almost €780 million. This discrepancy is due to the fact that **company's guidance serves a difference purpose than an evaluation**, with our data being bankable numbers based on current contracts, with our model able to capture the probability-weighted upside of a succesfull qualification, which the company is legally too cautious to promise. For what concerns the future revenue stream linked to the **final testing**, we again expect a CAGR higher than the company's previsions: TPRO projects the final testing market to grow at a CAGR of 3,9% from 2024 to 2028, with the company officially targets total revenues of about €850 million by 2027. Our prevision is attested on a confident **CAGR of 7,5%** with total revenues arriving at almost €950 million by 2027. Our future estimations are supported by the partnerships with **Teradyne** to accelerate the growth of the final test interfaces with the acquisition of the **DIS division**, and with **Advantest** thanks to joint development projects to share knowledge **(Exhibit 16).**

Margin evolution and future outlook

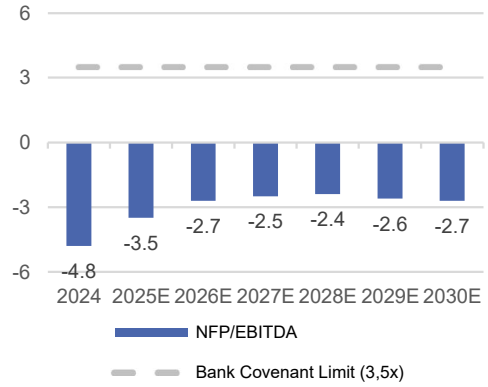
The evolution of TPRO's profitability margins tells the story of a company **transitioning from a super cycle peak to a necessary period of investment and stabilization**. Between 2019 and 2022 the company enjoyed exceptional **gross margins exceeding 60%**, driven by high-capacity utilization and a shortage induced pricing environment. However, the period of 2023-2024 served as a cyclical trough. The gross margin underwent a significant compression, declining to 48.7% in 2023 and further to 41.1% in 2024. This contraction was not a signal of pricing power loss, but rather a function of negative operating leverage: as volumes fell, the high fixed-cost base of TPRO's vertically integrated manufacturing weighed heavily on unit economics. Concurrently, the **EBITDA margin (see Annex 10)**, which historically hovered above 40%, reset to approximately **18.9% in 2024**. This reset establishes a conservative baseline, clearing the deck for the operating leverage story anticipated in the forecast years. Looking ahead to the 2025–2030 horizon, the financial model predicates a robust recovery in margins, driven by the twin engines of volume recovery (**filling the new capacity**) and mix improvement (**more complex, higher-priced probe cards**). Our EBITDA forecast to reach €334.3 million, implying a margin expansion back toward the 42-43% range. By 2030, nominal EBITDA is expected to reach €728.3 million, validating the scalability of the business model. As production volumes ramp up, the absorption of fixed costs will drive gross margins from the 41% low back to 45.5% in 2025 and progressively toward 56.2% by 2030. This forecast assumes that **TPRO retains its pricing power in the logic MEMS segment** while achieving yield maturations in the new memory segment.

Composition of Costs – Exhibit 17



Source: Company Data, Team Assessment

Net Debt/EBITDA Evolution – Exhibit 18



Source: Company Data, Team Assessment

Team vs. Consensus – Exhibit 19

2028	Team est.	Guidance	concensus
revenue	1.18 B	850-900 Mln	1.05 B
EBITDA margin	41.10%	38-40%	39%

Source: Factset, Team Assessment

Personnel

In 2024, **personnel costs accounted for roughly 18%** of revenues though the current industrial plan reveals a decisive pivot in human capital strategy. This new era of innovation and technological advance, and with a strong push into AI testing, requires a massive influx of intellectual capital, competing for talent with the likes of NVIDIA, Apple, Google and so on. We expect a slow but consistent growth of personnel as a percentage of revenues, growing from 10% to 14% in the period analyzed. **(Exhibit 17)**

D&A, R&D & CAPEX costs

D&A: TPRO is currently in the midst of a historic capital expenditure cycle. The expansion of the Italian headquarters (40,000 sqm), the new high-tech facility in Osnago, and the acquisitions of DIS Tech and Harbor Electronics have bloated the asset base. D&A will rise in absolute terms and remain high as a percentage of sales, around 8-10%, as the accelerated depreciation of new machinery. As revenues scales to €1.7B, D&A will naturally dilute. By 2030 we expect it to stabilize at 5-6% of revenues: this dynamic means that investors should focus on EBITDA as the true measure of value creation during this phase.

R&D: For TPRO, is not an operating expense to be minimized; it is the cost of staying alive. Historical data shows TPRO investing 10-12% of revenues in R&D. This intensity is significantly higher than general industrial peers, reflecting the high-tech nature of the business.

CAPEX "The Slingshot Deployment": TPRO has used a strategic investment pattern contrary to the linear CAPEX scaling typical of mature industrial firms. We saw a compression in 2025,when projected CAPEX falls to €64.5 million despite a projected revenue growth of 15,36%. In contrast we expect to see a violent expansion in 2026, with a CAPEX nearly doubling to €120million, signaling a massive growth of the tangible asset base.

Return on Human Capital

Our investment thesis is distinct from consensus as it integrates a **Return on Human Capital** framework. By treating personnel expenses as an investment in an appreciative intangible asset rather than a sunk cost . For a probe card manufacturer like TPRO, the primary constraint and driver of value is not just machinery, but **engineering talent**, therefore, the workforce is the true engine of the company. We treat **personnel cost** not as a traditional expense, but as a cost to create a **synthetic asset: Human Capital Value**. The analysis gave the following results: **i. The retention investment (2023):** EBIT was at €80 million; Personnel costs was at € 147 million, meaning that HCV was about €550 million with a **ROHC of 14,6%**, which reflects the cyclical trough, however TPRO decided to retain staff meant that preserved its intellectual property and R&D momentum. **ii. Operating leverage activates (2024)**: we obtained the following results: HCV around €752 million with a **ROHC of 22,6%**. This nonlinear growth supports our view that the company deserves a premium multiple. **iii. Destination: structural superiority (2026):** our forecast modelled a headcount expansion to 3100 employees, with an HCV of around €1.3 billion with a **ROHC of 26,7%**. This underlines a hallmark of an elite compounder, suggesting that **TPRO has built "flywheel" where its accumulated technical knowledge and know-how** allows it to command a higher pricing power and yields, driving profitability without requiring linear headcount additions.

$$\text{Human Capital Value (HCV)} = \Sigma(\text{Personnel Costs} \times \text{Capitalization Factor})$$

$$\text{ROHC} = \frac{\text{EBIT}}{\text{Human Capital Value}}$$

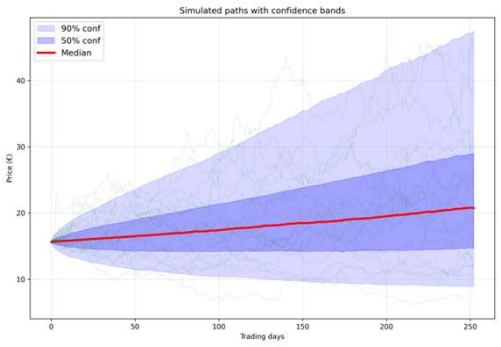
Cash Flow and Capital Structure: The "Zero Debt" Fortress

One of the most striking features of TPRO's financials is its **massive cash generation capability**. The company operates in a sector with high barriers to entry and "sticky" customers such as **Apple**, **Nvidia**, **TSMC**, which allows for favorable working capital dynamics. The valuation model highlights the following trajectory for FCF conversion: 0.8% in 2024, low due to the massive investments in CAPEX, 32.7% in 2025, 22.1% in 2026, 37.8% in 2027 experiencing an improvement in cash flow generation, ending up with a 54% in 2030 underlying high efficiency. TPRO focuses on **precision machinery** and **R&D**, allowing a larger portion of revenue to fall through to the cash line. In an era of elevated interest rates, TPRO's balance sheet is a strategic anomaly. The company operates with a **net financial position** that is overwhelmingly positive (net cash). The valuation documents explicitly list the cost of debt as 0%. This **"zero debt"** status **(Exhibit 18)** is not just a sign of prudence; it is the result of a strategic view for the future: i. With cash on hand and no debt servicing costs, TPRO can act swiftly to acquire emerging technologies without needing expensive bank financing. ii. In cyclical downturns, leveraged competitors must cut R&D to service debt. TPRO can maintain or even increase **R&D spending** during downturns, emerging from the cycle with a wider technological gap over peers. iii. The robust cash flow supports an active **share buyback program**, budgeted to rise from €50 million in 2026 to €70 million by 2030 according to our estimations. This reduces the share count, mechanically boosting EPS and supporting the stock price.

How TPRO is shaping the future

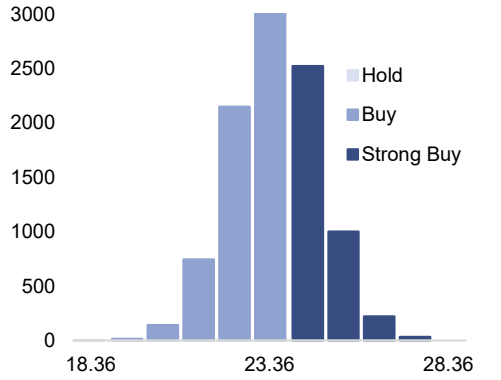
Our investment case is anchored on two **"futures"**, which underline the company's trajectory through 2030 Hence, our positive stance is driven by the conviction that **TPRO is on the right side of history** in these specific areas: i. high tech companies are pushing hard on **chip complexity and sophistication**, and testing such massive sizes requires probe cards with unprecedent active areas and pin counts. TPRO has thereby established itself as the sovereign of this high-complexity niche with its **MEMS technology**. Moreover, we project that the AI segment will grow even higher. ii. If **AI logic is the engine, HBM is the fuel**: the bottleneck in AI performance is currently memory bandwidth, leading to an insatiable demand for HBM. Our model treats the HBM entry as a high-probability option, thanks to the massive technological and innovative advantage represented by TPRO's solutions, such as MEMS.

Montecarlo Simulations (SDE) – Exhibit 20



Source: Factset, Team Assessment

DCF (Montecarlo Simulations) – Exhibit 21



Source: Company Data,Team Assessment

WACC Calculation – Exhibit 22

Tasso risk-free	2.67%
Beta equity	1.12
ERP	5.05%
Tax rate	25.50%
We (Equity Weight)	99.80%
Wd (Debt Weight)	0.20%
Ke	8.33%
Kd	2.83%
WACC	**8.32%**

Source: Factset, Team Assessment

Valuation Methods

We recommend a **BUY** with a target price of **€20 per share** which represents an upside of **28%** on the close price of €15,66 per share. We obtained this valuation by running a **Discounted Cash Flow Model**, that is, in our thoughts, **the best way to assess a fair value to the company**; our conviction is that current trading levels fail to price in the company's trajectory; our valuation analysis demonstrates that acquiring shares today is effectively **buying future market leadership** at a fraction of its realized value. Hence, we are convinced that **TPRO deserves the premium** that the market is giving to the company. As a **robustness check**, we incorporated a **non-linear double stochastic model** to capture fat tails and volatility clustering more realistically. The simulation (10000 paths over 252 days) gives us a median price of **20,49€ per share that reinforces our target price**.

Discounted Cash Flow Model

Our valuation is derived from a rigorous **three structural stages Discounted Cash Flow** (DCF) model (see **Annex 16**) that extends to 2030 to capture the full maturity of the memory business, utilizing a **terminal value multiple**. Choosing 2030 as the horizon is crucial: this 7-year horizon is selected to capture **two full semiconductor cycles:** i) **The AI ramp**, characterized by the immediate explosion for logic testing and HBM, ii) **The maturation**, where we can see the normalization of growth rates as installed capacity stabilizes and the market shifts to a replacement cycle. Extending to 2030 allows us to value the company as a stabilized platform leader rather than a growing startup, discounting the cash flow to the 2025. The three stages are:

i. Super-Cycle: we projected a target market share expansion, with a **forecasted penetration factor** growing in the next few years arriving to control **over 15% of the market shares** in this stage, thanks to a better technology; at the same time, we forecasted an **aggressive expansion** over the period **2025-2027**, with a **CAGR on revenues of 24,21%**. This result is supported by the increase in the complexity of chips; as the complexity increases the cost of testing rises faster than volume of chips and TPRO is able to capture this value gap.

ii. Defensive Moat: in the AI era, where time-to-yield is the most critical metric for customers, **TPRO's ability to iterate designs in weeks rather than months** allows it to lock in customers early in the design phase. This phase, the period between 2028 and 2030, which is the phase of **maturity** with an additional little expansion in the revenues with a **CAGR** estimated of **22,33%**.

iii. Financial resilience and consolidation: for our terminal value assumptions we used as exit multiple a **24 times EV/EBITDA**: this is the pivot point of the valuation. It reflects the company's evolution into a **high-margin, duopolistic compounder**. We utilize an exit multiple approach to capture the terminal value, which is industry standard for high-growth technology cyclicals. ion mainly through superior profitability metrics. A 21x, which corresponds to the historical median multiple, assumes a normalization to the standard valuation for high-margin, high-ROIC and tech monopolies. **However, we think that TPRO deserves a higher multiple:** the semiconductor supply chain is no longer just “tech”, it embodies the essence of a **strategic industry.** As the dominant european player in a market duopoly, it offers a level of **geopolitical security** that asian competitors cannot guarantee to US and EU defense primes. Furthermore, the market has begun re-rating "sovereign-critical" tech assets closer to defense industry multiples, where long-term visibility and **CAPEX** cycles justify higher premiums, so it is more than justified an extra 3x added to the initial multiple.

WACC

A precise valuation requires a **rigorously justified WACC**. We calculate a WACC of **8.32%** significantly lower than typical italian industrial peers, explicitly accounting for the company’s globa diversification. Our WACC follows these assumptions:

i. **Beta** (β): 1,12. For the estimation of the beta, **we didn’t use a linear regression** against the FTSE MIB, and we opted for a strategy concerning a model with global competitors to have a **“sectorial” beta** more realistic for our segment (see Annex 15).

ii. **Risk Free rate**: 2.67%. Although TPRO is Italian, using the Italian BTP yield would incorrectly penalize the company for Italy’s sovereign risk, hence for the risk free rate we used the 10-year German government bond yield (**BUND**), given the level of trust, security and relevance of the best European economy, valued AAA thus reflecting a quasi-zero risk bond in such a way to not consider the country risk in this estimation.

iii. **Market Risk Premium**: 5.05%. The market risk premium is computed by averaging the implied European, American and Asian market risk premium. The weights were assigned by keeping into account the volumes traded in each region; it is lower than the standard ERP for a purely Italian company, **this quantifies the global footprint reduces its investment risk** (see **Annex 14**).

iv. **Tax rate**: 25.5%. Based on H1 2025 actuals, this rate incorporates the **structural benefits of the Italian Patent Box regime**, which lowers the tax burden on IP-derived income. It is a prudent estimate, rounded up to buffer against geographic profit shifts.

Stressing out our Price Target

We are very confident about our recomendation of a **BUY** based on a Target Price of €20 (**Exhibit 25**) because we didn't just model growth; we modeled risk. Through extensive **DCF Montecarlo simulations** (**Exhibit 20-21**) and a **double stochastic model** (see **Annex 19**) we challenged every assumption in our dataset. Moreover, our **Piotroski F-score** analysis (see **Annex 13**) signals prisitne operational efficiency and **liquidity** (see **Annex 21**), so the conclusion is undeniable: **TPRO is a definitive BUY**.

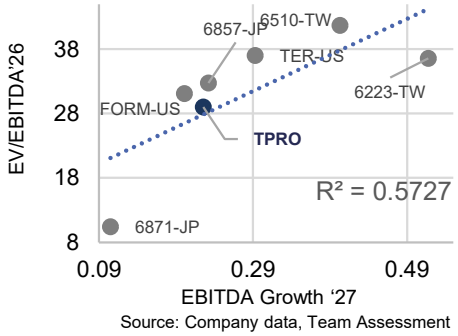
Multiple Valuation

Our valuation methodology to determine TPRO's target price explicitly **excludes the traditional multiple-based framework**, a methodological choice driven by two definitive realities: i. TPRO commands a **structural hegemony premium**, a valuation tier above the median (**Exhibit 26**) that is not, in our advice, a signal of overpricing, but a rational market pricing of its scarcity as the **sole european champion in a global duopoly** with FormFactor, underpinned by **unmatched technological supremacy**. ii. The **peer group** concept is effectively an **illusion**: with FormFactor standing as the only comparable entity, the broader sector metrics are diluted by non-comparable commoditized players, rendering relative valuation statistically noisy and strategically flawed. Even though the market assigns a strong premium to the company, our recommendation is still a **BUY**, since this 'paying up' is justified by unmatched margins and a monopolistic positioning that demands a valuation expansion beyond the industry standard. Consequently, while our multiples-based target of €12,25 per share reflects the current industry average, we view this as a conservative floor, with the **true intrinsic value better captured by our DCF methodology**.

We obtained this price using the **value map approach**, for the fiscal year 2026 estimates (FY26E). The value map is a statistical regression tool used to identify the "fair value" line relative to profitability. The analysis generated a regression line with a slope of 62.5 and an intercept of 10.7, indicating a highly aggressive market premium for profitability in the semiconductor probe card sector. Based on FY26E TPRO is above the line, indicating that it has a superior EBITDA margin with respect to the peers, which grants to the company a premium. We forecasted a multiple of 24,77x, which results in a Target Price of €12.26 per share, representing a potential **downside of approximately 21,8%**. We chose to use as dependent variable the multiple EV/EBITDA, that is capital structure neutral and depreciation neutral, while the independent variable is the EBITDA margin, which serves as the proxy for profitability and competitive moat. In the probe card industry, higher margins indicate technological leadership and pricing power.

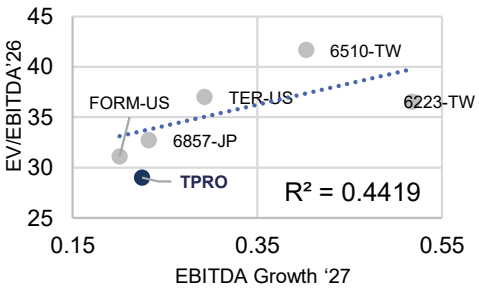
Despite the results of the regression, the statistical fit **R^2 indicates that approximately 57%** of the variance in the EV/EBITDA multiples of peer group can be explained by differences in their EBITDA margins, hence nearly **47% of the valuation variance is driven by factors other than margin (see Exhibit 23)**. This moderate statistical fit is a reason for prudence in the target price calculation. To conclude this evaluation, **the value map** analysis confirms that TPRO is currently trading at a premium, though in our opinion **it cannot reflect perfectly the intrinsic company value**. We also tested the value map approach excluding the **outlier** (6871-JP) (**Exhibit 24**), we obtain an even flatter line and with a **R^2 of 44%**, which proves even more that more than half of the valuation is explained by the complex structure of this market sector.

EV/EBITDA Value Map – Exhibit 23



Source: Company data, Team Assessment

EV/EBITDA V.M. (no outlier) – Exhibit 24



Source: Company Data, Team Assessment

Investment risks

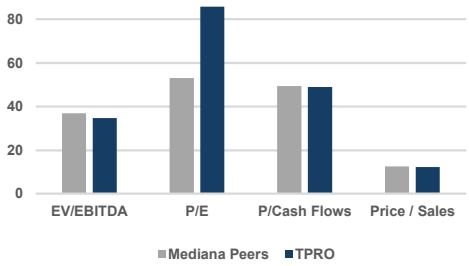
We outlined several risks according to the specific area of reference, assessing the probability related to each risk, via qualitative assumption, attributing likelihood through the usage of a scale from 1-5, where 1 means unlikely to happen and 5 likely to happen.

Sensitivity Table – Exhibit 25

20.0	17	19	21	23	25	27	29
5.3%	17.55	19.32	21.08	22.84	24.60	26.37	28.13
6.3%	16.81	18.49	20.17	21.86	23.54	25.22	26.90
7.3%	16.11	17.72	19.32	20.92	22.53	24.13	25.74
8.3%	15.45	16.98	18.51	**20.04**	21.57	23.11	24.64
9.3%	14.82	16.28	17.75	19.21	20.67	22.14	23.60
10.3%	14.23	15.62	17.02	18.42	19.82	21.21	22.61
11.3%	13.66	15.00	16.33	17.67	19.01	20.34	21.68

Source: Company data, Team Assessment

Median Peers vs TPRO – Exhibit 26



Source: Company data, Team Assessment

Business Risks

Probability

Return on Planned investments risk: High fixed costs related to Capex, R&D and support on site had been an important driver of growth over past years. The need of being vertically integrated via strategic acquisition absorbed most Capex Expenditure. Now **the company is planning to double its capacity expansion**. The main problem related to this issue is the fact that the company does not have planned orders for more than one quarter, raising some doubts on returns on these investments. Assumptions wrong would cause a significant correction on the stock price and company's reliability on long term value creation. Regarding R&D costs, if new investments in technology will not grant the company **to lead the technological frontier**, the direct consequence will be a new market more densely populated, affecting its market share and the projected one. **(Annex 4)**

High Exposure on Top Clients, TPRO reports in 1H2025 that **66% (roughly) of its revenues derives from its five top clients**, (+300 BPS than 1H2024) of which is **32,1% exclusively from its top customer**. Whether the whole sector may face contraction as part of their cyclical feature, the company will be serially exposed and particularly in the event of a slowdown in its main client orders, the whole business would be in danger **(Exhibit 27)**.

Mitigation: where possible try to expand clients portfolio, particularly reduce exposure to top customers and increase the one with lesser revenues contributors.

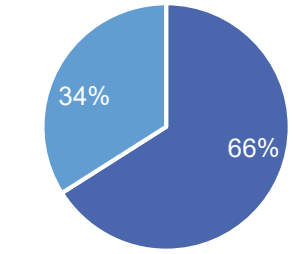
Competitive environment change: NVDA via TSMC is one among their key customers and basically they have been enjoying **a monopolistic position** in testing **NVDA GPU**, however the main competitor **FORM** is making progress and is currently on qualification. This progress needs to be monitored, in a worst case scenario, this may seriously affect TPRO'S **market share** and its revenues, implying less growth even **negative** one. **(Annex 8)**

Mitigation: being available to sacrifice b.p.s in margins and strengthen the reliability with more support on site.

High exposure on HBM & ASIC growth: from our estimates, target price is highly dependent on future expected economic Benefits in these fields, especially for the **HBM side**. **Absence of technological progress and related complexity** (HBM segment) may imply negative consequences in Capex, R&D allocated resources and **Margin compression** making TPRO less attractive, because **its competitive advantage may die out**. **(Exhibit 15)**

Patents' protection and Regulatory development: TPRO market leading position is established thanks to the creation of patented technology. Potential risks related to patents include changes in their regulation or expiration. New know-how developed by competitors and protected by licenses, that cannot be shared with TPRO, could also significantly impact their value chain. **(Annex 6)**

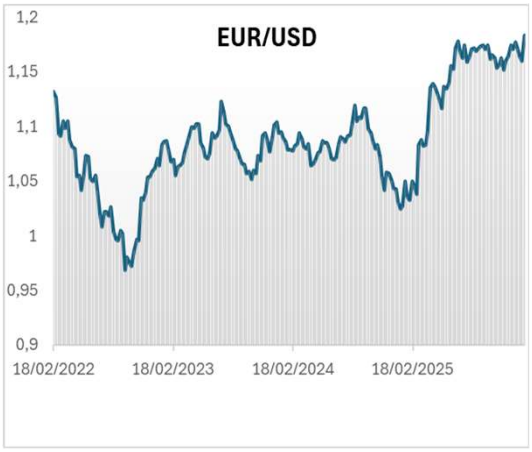
Client Exposition at 1H25 - Exhibit 27



■ TOP-4 CLIENTS ■ Others

Source: Company Data, Team Assessment

High Transaction exposure $/€ exchange rate - Exhibit 28



Source: Factset

Financial Risks

High transaction exposure to €/$ exchange rate: their geographical projection and geopolitical condition oblige TPRO to earn **revenues in dollars**. Unfortunately, this may cause what happened during the year 2025, a sustained path of depreciation in the **exchange €/$**, that started from 1,02$/€ and headed to 1,17$/€ implying **an important dilution** of their revenues, even though their usage of derivatives instruments. **(Exhibit 28)**

Liquidity Risk: TPRO reported a **Net Cash Position** of €665 million at the end of 3Q2025, with **no outstanding third party debt** with an **EBITDA margin** of 28,2%, while the company's **operating cash flow** was €124 million in 2024. Consequently, we consider the company's liquidity risk to be **irrelevant**. **(Annex 9, 12, 13, 20)**

Credit risk: Company's counterpart default risk is considered **negligible**, given both the size, magnitude and the financial solidity of them.

Macroeconomic Risks

Geopolitical risks: geographical position of some of its plants, despite being necessary for Know-how purposes and commercial reasoning, represents a serious concern in the **new world order**, in which there is a paradigm shift, where countries will always rely less on bilateral dialogues. Particularly, today, **USA and China tensions are relevant**, because they may introduce **tariffs, export control and import ban** causing a potential threat to TPRO's business, mostly to entities located in those areas. **(Annex 2)**

Mitigation: reshoring know-how with plants in more **stable and safer areas**.

Interest rate risks: Is the risk for investments losses or reduced profit margins resulting from a change in Interest rates. The company has a positive NCP and does not use debt for financing its own activities, so we believe this risk is negligible. **(Annex 9 & 10)**

Inflation risks: this risk is mostly **linked to the rise of commodity prices** and **personnel costs**, which in 2024 weighted 26% and 18% of revenues. A sustained inflation would serially shrink operating margins and company's overall profitability. Another possible threat is that the company **uses Dollars**. An inflation in the US may depreciate it, causing further financial losses. **(Annex 20)**

Italy Risk: TPRO had located main workforce and plants in Italy, crucial for manufacturing and assembly for probe cards where they have concentrated most of the know-how. Then, Italy is essential in their Value proposition. Their reference market are US and China, then, having good bilateral ties with those two superpowers will be crucial. **(Annex 2)**

Mitigation: our foreign representatives are strengthening bilateral ties either with the Trump Administration and with China officials, attributing devoted respect and openness in cooperation with both parts, though recognizing strategic importance to both of them.

Environmental, Social and Governance (ESG)

ESG Grade Attribution - Exhibit 29

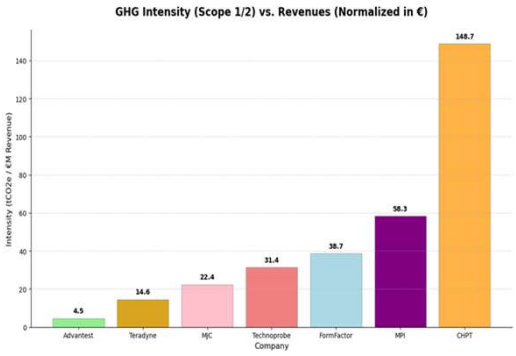
Combined ESG Score [Min - Max]	Grade
[9.17 - 10]	AAA
[8.34 - 9.16]	AA
[7.51 - 8.33]	A
[6.67 - 7.50]	BBB
[5.84 - 6.66]	BB
[5.01 - 5.83]	B
[4.17 - 5.00]	CCC
[3.34 - 4.16]	CC
[2.51 - 3.33]	C
[0 - 2.50]	D

Source: Team Assesment

ESG Assessment (Score 4,19 – Rating CCC)

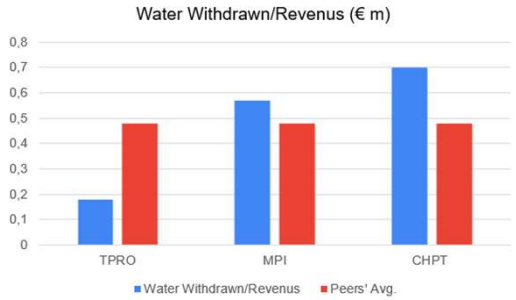
Environmental, Social and Governance (ESG) criteria are now central to the contemporary business strategy, requiring active involvement and accountability from Board of Directors, also investors believe that is a key factor to allocate resources. TPRO's is taking efforts in these themes, trying to follow what the founder once said: "**The real challenge lies in knowing how to turn the system upside down, we should learn to work and produce positive effects for the environment**". TPRO assessed the eligibility of its activities under the European Taxonomy. Its main activity, sale of Probe Cards, is considered eligible under the Taxonomy introduced via **EU Regulation 2020/852**, a key component of the European Commission's Action Plan to redirect capital flows towards a more sustainable economy. However, TRPO's activity are not yet aligned, as the company does not have a formalized risk exposure analysis, which however it has already begun to develop. In their last report they declared they have been evaluating to define a **Decarbonisation plan** to address investment risk opportunities linked to environmental change. **(Annex 21 & Report 2024).**The company, regarding ESG purposes, directly allocated **operating and capital expenses for more than €0.5 million** (just 0,09% of its own revenues), a higher percentage compared to peers allocated resources, (Advantest 0,02% Teradyne 0,04%). We consider it as a good starting point and hopefully the company will keep on increasing its efforts in these fields. After reviewing various platforms, **including Bloomberg, FactSet, and Refinitiv**, we have decided to utilize the ESG score assigned to the company by **Bloomberg**. TPRO's final score is **4,19 (Exhibit 29)**. In the weighted average used to determine this final rating, Bloomberg assigns **40% weight** to the **Environmental** factor. We consider this allocation appropriate, as TPRO's value chain requires the use of critical raw materials of which extraction, processing, and assembly have a significant environmental footprint. Consequently, we expect the company's performance to be, at minimum, in line with industry standards. In selecting our **peers' group**, we did not limit ourselves to direct competitors such as **Form, Micronics, MPI and Chunghwa**. We also included **Teradyne & Advantest**, its shareholders, which maintain higher ESG scores. This broader selection allows for a more comprehensive understanding of TPRO's positioning within the wider industry. Unfortunately, we must highlight that TPRO's scores fall below the peer average across all categories except for **Environment**. In this specific field, the company outperforms its direct competitors, even when the average includes its more high-performing shareholders. **(Annex 21)**

GHG Emission/Revenues - Exhibit 30



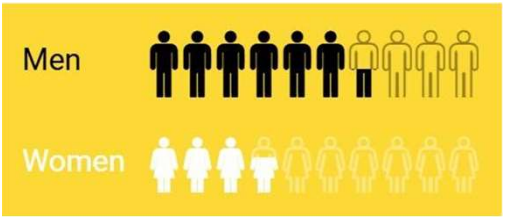
Source: Company Data, Team Assessment

Water Withdrawn/Revenues - Exhibit 31



Source: Company Data, Team Assessment

Workforce Man/Women % - Exhibit 32

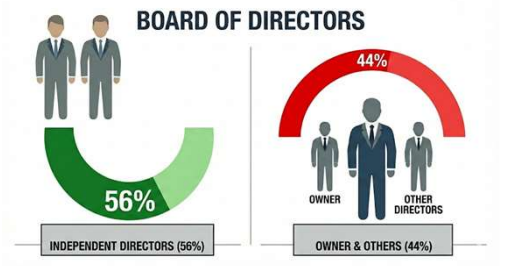


Source: Company Data, Team Assessment

Gender Pay Gap & CEO-to-Employee Pay Ratio - Exhibit 33

Source: Company Data

Board of Director - Exhibit 34



Source: Company Data

Environmental (Score 4,69 – Weight 40% - Rating CCC)

We deem that the **most relevant environmental factor** to analyze for TPRO is **GHG emission** (scope 1/2, Mkt based), and **energy consumption**, considering their production intensive activity. Emission levels (31,37 t of CO2e/€ m in 2023, due to M&A it increase in 2024 at 211,79 t of CO2e/€ m) are significantly higher than those of its shareholder (Advantest 4,2 t of CO2e/mln € and Teradyne 13,5 t of CO2e/Mln €), but more green than its direct competitors (Form 35,8 t of CO2e/Mln €, MPI 58,31 t of CO2e/Mln € and CHPT 148,72 t of CO2e/Mln €) **(Annex 22, Exhibit 30)**. It's relevant that some of those companies certified their future efforts on reducing emissions and using only renewable energies. From this perspective TPRO during the biennium 2023-2024 had actively implemented a comprehensive **Energy Efficiency Plan**. The aim of this strategy was the modernization of facilities and integration of advanced technologies to optimize production processes and reduce overall consumption, which will reduce the ratio, hopefully letting it converge to those of most performing peers and Shareholders. A tangible result of this commitment is the progressive increase in renewable energy usage. Nowadays, the Company has at its availance four new renewable plants in Cernusco Lombardone and Osnago, with a combined generation capacity of **442.39 kWp**.Related to **TPRO's waste production**, its ratio, **in terms of revenues is comparable with those of its peers**, despite the size of its value chain, meaning that increasing the scale, does not worsens the ratio but, with respect to the **waste recycle percentage**, this is way lower than the average of its peers (around 60%, **Annex 22**). Furthermore, we need to underline that in 2023 it was around 38% and **dropped down in 2024**, reaching out **16%**, with more than 20 BPS lost, implying an unpleasant decreasing trend that we hope TPRO will fix in the future. Ultimately, as the **water responsible usage** is critical for the planet, we appreciate highlighting that TPRO had a water withdraw **lower than its peers** (0,18 for TPRO and 0,6 average between peers in 2023) and recorded a decreasing ratio (**Water withdraw intensity vs. Revenues**) during years 2023-2024 **(From 0,18 to 0,04 in 2024)**, meaning that, in this case, **augmenting the scale of production imply a less than proportional water consumption (Annex 22, Exhibit 31).**

Social (Score 2,55 – Weight 30% - Rating C)

Technoprobe currently holds a lower Social score compared to its shareholder, Teradyne and Advantest, but in line with its peers. This underperformance is primarily driven by limited transparency regarding the allocation of resources dedicated to social goals. Regarding Health and Safety, particularly in Italy, where the majority of the workforce is located, the Company has implemented a safety management system aligned with ISO 45001. However, the absence of third-party certification raises valid questions concerning the objectivity of its assessment. As of 2024, women comprise 36% of the total workforce **(Exhibit 32)** but hold only 20% cover Board positions. Furthermore, we observe a significant gender pay gap of 29%, translating to a gross hourly difference of approximately €6 compared to male counterparts (**Exhibit 33**). On the contrary, it is worth highlighting a minor disparity in the CEO-to-employee pay ratio, which stands at 69:1 against the median salary **(Exhibit 33),** compared to its peers Teradyne(101:1) and Advantest (90:1). In conclusion, notwithstanding the modest external score assigned to this area, Technoprobe has made a substantial commitment to community engagement. The Company has demonstrated strong social and philanthropic responsibility through tangible initiatives, such as making its facilities available to host a Covid-19 Hub (2022) and establishing professional partnerships with local institutions such as Cooperativa Sociale il Grappolo and I.T.S of Merate. This one, ultimately, is directly involved in the training of the next generation of electronic manufacturers, which are crucial for the next talent who will address the company.

Governance (Score 5,41 – Weight 30% - Rating B)

TPRO's ownership structure is characterized by a high concentration of control, with the holding company **T-Plus owns 63% of share capital** and securing **70% of voting rights**. While this confirms the Crippa family's strategic stewardship, that's why it is necessary to highlight **Board Composition** as the primary governance concern. The Board currently includes three family members, one of which serves as CEO.**(Annex 23)** Although his historical contribution to TPRO's growth—particularly in the US market expansion—this structure presents a potential **conflict of interest**. Furthermore, it creates a significant **entrenchment risk** assessing that a leadership change would be structurally difficult to implement even in a prolonged underperformance scenario. The Company has partially mitigated this issue by raising the proportion of **Independent Directors to 56%;(Annex 23)** however, this ratio remains below the desired one and at the same time is below the average observed among direct industry peers. **(Exhibit 34)** Ultimately, another source of concern is represented by the **Remuneration Policy**. The **variable compensation linked to ESG targets** is currently capped at a maximum of **5%**. This weight dedicated to such a field is disproportionately low and creates a misalignment with the strategic importance that ESG factors have assumed in the current market landscape. **(Source: TPRO Compensation Report 2025)**

Course Correction

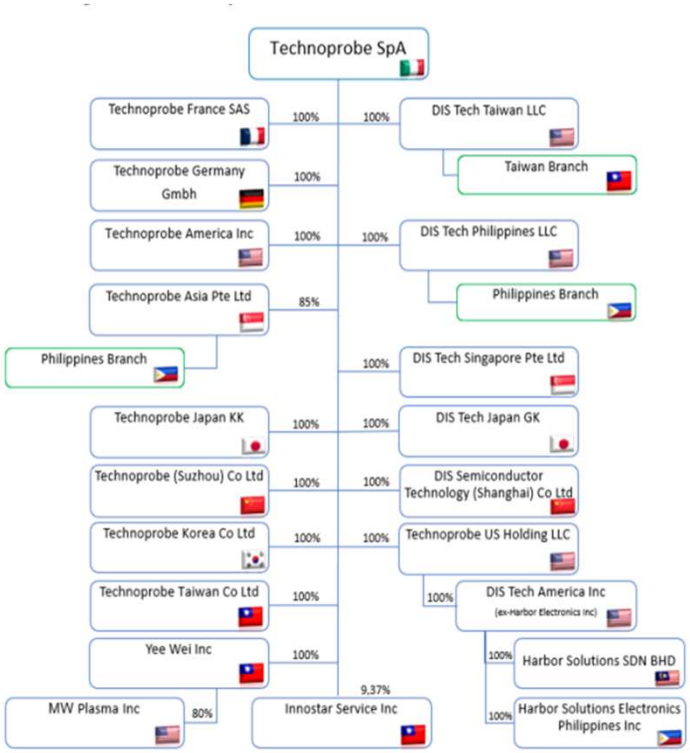
Our opinion is that TPRO, for the purpose of improving its ESG score during next years, has lots of priority:

i Implementing the Decarbonisation Plan, for improving its ratio (t of CO2e/Revenues), via augmenting directly its Opex and Capex for environmental purposes.

ii Reducing the Gender Pay Gap, via deepening further partnership with STEM training schools. More precisely directly cooperating with them, in order to stimulate enrollments in STEM courses by women, as TPRO operate in a field, where STEM related knowledge cover a crucial role for the development of the professional carrier.

iii Reducing directly Crippa's family control rights via attributing a more important role to the lead independent director and increasing the presence of independent directors, for getting closer into becoming effectively a public company and mitigate further eventual conflicts of interest.

Annex 1: Group Structure



Source: Company Information

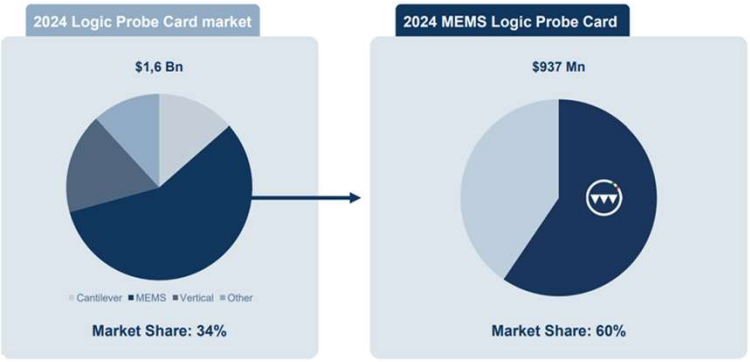
Annex 2: International presence

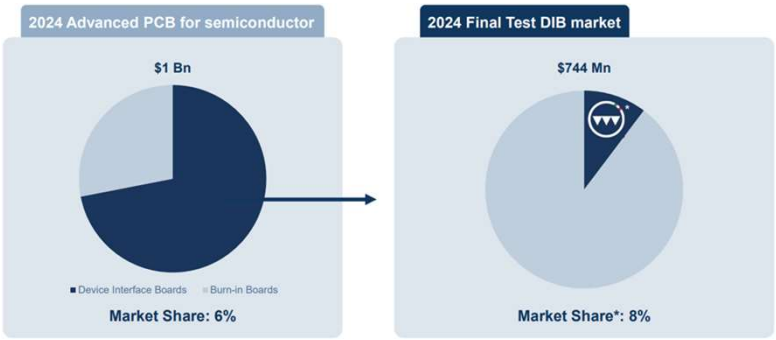
The map below illustrates the **Group's global footprint**, highlighting manufacturing sites, R&D centers, and commercial offices, which ensure customer proximity across all key reference markets.

Source: Company Information, Team assessment

TPRO's core business focuses on the supply of **Logic MEMS probe cards,** shown in Figure 1 (right-hand side). In this segment, the Company held a **60% market share in 2024**, generating **€479.15 million** in revenue. Following the agreement signed with Teradyne in 2023, the Company in May-2024 acquired **DIS Tech** and entered the Final Testing market through the manufacturing of **Device Interface Boards (DIB)**, which contributed **€64 million** to 2024 revenues.

Annex 3: TPRO's Customer Base





Source: Company Data

Annex 4: SWOT Analysis

Through our **SWOT analysis** we evaluate **TPRO's strengths** and **weaknesses,** as well as the potential **market opportunities** and **threats.** In the following figures we summarize, for each category, the variables taken into consideration for analysing **TPRO's overall positioning**.

STRENGHTS	WEAKNESS	OPPORTUNITIES	THREATS
Tech KNOW-HOW	Exposure towards top clients	HBM &ASIC Market	Geopolitical Tensions
Vertically integrated production processes	Absence of L-T orders	Final testing expansion	Competitive Environment Change
Reliability among top clients	Social Capital highly concentrated	Partnership for joint development project	Sector's cyclicality
International presence	High R&D costs and Capex Investments	Data Centre & AI Momentum	Talent Shortage
Financial solidity & strong Balance sheet	Exposure on €/$ exchange rate		
Market share Dominance			

Source: Team assessment

Annex 5: Porter's Five forces - Industry Attractiveness

To assess the attractiveness of Testing Chips On Wafer Industry, we delve into a deep examination employing Porter's Five Forces analysis. Scores are assigned mirroring the strength of each force, with **lower scores indicating a reduced level of threat.** Our conclusion is that the Industry's resilience mitigates concerns posed by potential threats, and the **Company stands to benefit from the positive trends within the sector.**

			TPRO's Score
Threat of new entrants	Patents and Know-How	TPRO's Group has at its availance more than 600 patents. This Tech had been developed either internally and acquired via strategic acquisitions, so that nowadays the company leads the technology frontier in the field.	
	Consolidated relationships with customers	TPRO showed to its main clients to be a solid and a reliable partner, so that TSMC in 2024 and INTEL in 2025 rewarded the company.	2/5
	Technological Innovation	TPRO's Vertical MEMS Probes development had the direct consequence of provoking 12% of R&D costs on revenues during 2024. Step in this market for newcomers would require allocating lot of resources on R&D.	
Threat of substitutes	Price Performance	Even though MEMS Probe cards are consumables their high-tech contents imply for their clients to deal with lower test costs, either via few Yield Losses and more long-lasting tool than traditional ones.	
	Number of Substitutes	Logic Probe Cards market comprehends three main different technologies for testing chips, whose are Cantilever, Vertical and MEMS. MEMS is the most advanced ones. When chips will become more complex, following the Moore Law, other techs will be displayed.	2/5
Bargaining power of Supplier	Number of Suppliers	TPRO's supply chain is Vertically Integrated. This was the main purpose behind recent M&As. Only processes not completely internalized are those which management not believe represent a threat for the whole supply chain and we agree on them.	
	Dependence on the Industry	Raw materials and semi-finished products suppliers do not depend on any specific market, procurement of them is not a tough challenge.	1/5
Bargaining power of Buyers	Type of Buyers	TPRO's field requires dealing with companies like TSMC, Intel etc.. whose size is huge, whose orders are compelling at the cost of accommodating as much as possible their requests.	
	Concentration	High Tech fields had always been characterized by the presence of few players, of huge dimensions which hold majority of the market share. Covering an important role for the whole supply chain.	3,5/5
Internal Rivalry	Diversity of Competitors	Logic MEMS is characterized by the presence of two main players, which developed similar solutions, holding the majority of the market share in the reference market.	
	Number of Competitors	Sector is highly concentrated, as of today, specifically for the Logic MEMS market there's one main competitor FORM . In the next future, as their technology will likely be employed in the memory fields, they will face more densely market, as the MEMS tech adoption will not be immediately, competing with other existing technology.	2/5

Source: Team assessment

Annex 6: PESTEL Analysis

Pestel analysis, going through Political, Economic, Social, Technological, Environmental and Legal factors, is a good feature to predict and estimate TPRO's business environment and the market in which it operates.

Political

How can geopolitical factors impact the company?

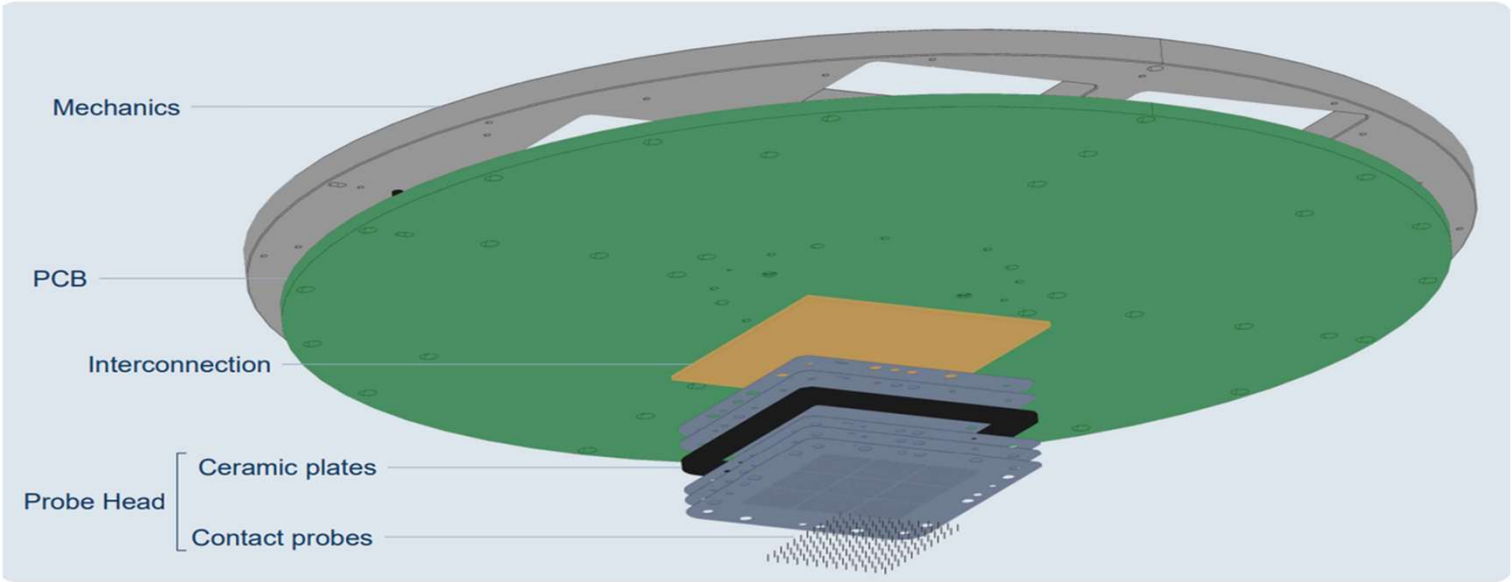
US - China Tension: The geographical depth of its supply chain in both of these state represents a serious threat, as nowadays, political ties between the US and China are continually put under pressure. A rapid escalation would shrink also TPRO's business due to the introduction of tariffs, export control, import ban and other retalationary measures.

Economic	*Which economic trends could have an impact on TPRO?*	Hyperscalers are accelerating investments in Data Centre infrastructure, as early signs of ROI are appearing, with estimated Capex to be more than 400BN$ in 2026. High Percentage of such Capex will likely be towards Merchant GPU and ASIC. Implying significant ramps in TPRO's orders during 2026.
Social	*Which are emerging social and demographic trends?*	In western Countries Such as Italy, USA and in advanced economics like Taiwan the workforce is steadily reducing over-time. Specifically, in Italy, there's also a lack of graduates in STEM fields, compared to other European economics. Demand does not meet supply, creating talents shortage for businesses. While, TPRO has an high percentage under 30 workforce and historically cooperates with Universities to attract talents and its salary and welfare policy help on retaining them.
Technological	*Which technological breakthroughs could affect the market?*	Nowadays, "Known Good Die" revolution expect the company to test perfectly all chips in chiplets architecture, increasing massively MEMS probes demand, for avoiding expensive errors. TPRO has a leader position due to their advanced technology probes with very reduced pitch. Also transistors are changing their shape, becoming smaller up to 2nm nodes and more fragile, making not suitable tech obsolete. Notably, HBM will run the AI boom, generating a new market where MEMS will become crucial.
Environmental	*Which ecological aspects influence the business environment?*	TPRO's supply chain pretends the usage of critical raw materials of which extraction, elaboration and assembly has a notable footprint. The company generate an high level of GHG emissions and to adhere to the new Green Deal it has to implement as fast as possible decarbonisation plan and increasing the percentage of nonrenewable in powering its manufacturing processes.
Legal	*Which changes in legislation could impact on TPRO?*	Possible changes in patent regulations would affect directly company's existing know-how and at the same time a more strict legislation in M&A would let them struggle in acquiring new knowledge in technology, threatening their competitive advantage.

Source: Team assessment

Annex 7 : Probe Cards

This is a **MEMS probe card,** an **electro mechanical interface** used for testing chips while they are still on the **wafer.** This product is **consumable** as it is made for specific **chip design. TPRO's probe cards** can be spaced as close as **40 microns apart,** enabling the testing of **ultra dense AI processors. The Chemical etching process** ensures every probe is **identical,** ensuring **consistent contact force** across **thousand of pins** and via the acquisition of **Microfabrica,** TPRO had also **integrated 3D additive manufacturing.** Recalling that, in **modern advanced packaging,** packaging **a single defective die may render** a Multi-thousand billion dollar useless,. then, this hardware turn to be the **bottleneck** of the **overall Logic chips reliability**. Those chips whose now cover a **crucial role** in the ongoing **technology revolution**.



Source: Company Data, Team Assessment

Annex 8: Further informations from other players in the AI Ecosystem

It's worth to mention the main key logic Fabless/Foundry players and their positions among the AI trend and ecosystem:
NVDA: is now dealing with **90% of market share's AI accelerator**, on track to **absorb 28% of total Capex for 2025**. NVDA's CEO disclosed about "extraordinary growth for Grace Blackwell" and "**visibility for around $500 billions for the next 5 quarters"**. **A favourable consequence** of this assumptions is that **all the parts related to their supply chain will enjoy of this outlook**.
TSMC: is a key player in the semiconductor field. **Company management raised its FY25 revenues' growth outlook** (+35%YoY) due to **stronger than expected AI demand**, originated from rapid adoption of generative models and increasing computing intensity. TSMC expects a modest recovery in No AI-chips and highlighted 2026 as the inflection year for Edge-AI devices, with **higher semis content in the next generation of consumer devices**.
AMD: estimates Strong AI Demand, with its TAM forecast to $1 trillion by 2030 (from -$500 billion previously expected and $200 billion in 2025), implying more than **40% annual growth**. Company targets 35% annual revenue growth over next 3-5 years, led by an **80% CAGR in the Data Center segment**, driven by new GPU, CPU and next-gen DPU ramps underscoring AMD's push to capture share in AI segment. On the other side of the market Hyperscalers:
META: FY25 capex seen between $70-72 billion from $66-72 billion. Management anticipated on 2026: "our current expectation is that **capital expenditures dollar growth will be notably larger in 2026 than**. We also anticipate total expenses will grow at a significantly faster percentage rate in 2026, with **growth driven primarily by infrastructure costs**, including incremental **cloud expenses** and **depreciation**";
GOOGLE: raising FY25 capex from $85 billion to $91-93 billion (consensus was at $85 billion). "Looking out to 2026, we expect a significant increase in CapEx and will provide more detail on our fourth quarter earnings call," said Anat Ashkenazi, Alphabet's finance chief.
AMAZON: FY25 capex expected to exceed $100 billion (vs. ~$90 billion prev.), mostly for **AWS AI infrastructure**. Management said spending will "scale with demand," highlighting **strong momentum in AI training** and inference capacity, with elevated **investment likely to continue in FY26**.

Source: Company Data, Team Assessment

Financial Analysis

Annex 9 : Balance Sheet

TPRO Mln€	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E	2028E	2029E	2030E
PP&E incl. ROU	92.2	127.3	169.2	209.7	252.3	295.1	289.3	352.3	392.8	407.3	423.4	445.0
Intangible assets	6.9	6.0	6.7	10.7	17.9	65.5	58.8	50.2	42.9	36.7	31.7	28.3
Goodwill	9.8	9.0	9.8	10.4	25.5	43.7	42.5	42.5	42.5	42.5	42.5	42.5
Deferred tax assets	5.3	6.4	13.6	16.6	20.9	22.0	20.3	20.3	20.3	20.3	20.3	20.3
Non-current financial assets	0.4	0.5	0.8	1.0	1.4	1.1	7.8	7.8	7.8	7.8	7.8	7.8
Other non-current assets	0.0	0.2	1.4	2.0	1.8	1.4	7.8	7.8	7.8	7.8	7.8	7.8
Total non-current assets	**114.7**	**149.4**	**201.5**	**250.4**	**319.7**	**428.9**	**426.6**	**481.1**	**514.2**	**522.4**	**533.6**	**551.8**
Inventory	23.0	34.8	71.9	110.4	119.0	136.8	136.8	172.8	198.4	231.9	267.3	312.4
Accounts receivable	46.3	80.3	102.8	75.4	67.8	118.8	125.2	160.3	194.2	233.1	279.1	331.5
Current financial assets	1.1	0.4	0.1	2.3	2.5	8.7	2.3	2.3	2.3	2.3	2.3	2.3
Current tax receivables	0.3	--	1.9	0.4	38.6	17.6	15.4	15.4	15.4	15.4	15.4	15.4
Other current assets	3.5	12.8	12.4	16.9	18.9	31.1	29.8	29.8	29.8	29.8	29.8	29.8
Cash and cash equivalents	91.8	158.3	146.8	411.0	361.8	666.4	710.0	785.0	937.9	1,197.2	1,520.4	1,930.9
Total current assets	**166.0**	**286.5**	**335.9**	**616.4**	**608.7**	**979.4**	**1,019.6**	**1,165.7**	**1,378.1**	**1,709.8**	**2,114.4**	**2,622.4**
Total assets	**280.7**	**435.9**	**537.3**	**866.8**	**928.4**	**1,408.3**	**1,446.2**	**1,646.7**	**1,892.3**	**2,232.2**	**2,648.0**	**3,174.2**
Non-current lease liabilities	2.0	1.8	5.5	5.8	10.4	13.8	11.3	11.4	11.5	11.5	11.6	11.6
Deferred tax liabilities	0.4	0.4	0.3	0.3	3.5	13.6	12.4	12.4	12.4	12.4	12.4	12.4
Employee benefits obligations	2.3	2.5	2.7	0.3	0.3	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Provisions	2.0	2.0	11.6	20.1	20.1	21.6	21.1	21.1	21.1	21.1	21.1	21.1
Other non-current liabilities	0.0	4.3	0.0	0.0	0.0	0.0	0.8	0.8	0.8	0.8	0.8	0.8
Total non-current liabilities	**6.7**	**10.9**	**20.2**	**26.6**	**34.3**	**49.5**	**45.9**	**46.0**	**46.1**	**46.2**	**46.2**	**46.3**
Accounts payable	17.4	27.3	32.8	40.9	39.0	56.9	45.6	69.1	79.4	92.8	106.9	125.0
Current lease liabilities	0.5	0.6	2.0	2.4	3.1	5.0	4.4	4.4	4.4	4.4	4.4	4.4
Current tax payables	1.5	23.0	1.1	21.8	1.2	5.4	10.2	10.2	10.2	10.2	10.2	10.2
Other current liabilities	14.5	49.8	35.0	38.3	33.5	54.4	47.3	47.3	47.3	47.3	47.3	47.3
Total current liabilities	**33.9**	**100.7**	**70.9**	**103.3**	**76.8**	**121.6**	**107.5**	**131.0**	**141.2**	**154.6**	**168.8**	**186.8**
Total liabilties	**40.7**	**111.7**	**91.1**	**129.8**	**111.1**	**171.1**	**153.4**	**177.0**	**187.3**	**200.8**	**215.0**	**233.1**
Share capital	5.0	5.8	5.8	6.0	6.0	6.5	6.5	6.5	6.5	6.5	6.5	6.5
Reserves	168.3	219.7	319.7	582.0	712.8	1,167.2	1,193.2	1,193.2	1,193.2	1,193.2	1,193.2	1,193.2
Net profit attributable to owners	65.2	96.6	118.3	147.9	97.0	63.8	88.3	265.3	500.5	827.0	1,228.5	1,736.6
NCIs	1.6	2.2	2.5	1.0	1.5	(0.4)	4.7	4.7	4.7	4.7	4.7	4.7
Total equity	**240.0**	**324.2**	**446.3**	**737.0**	**817.3**	**1,237.2**	**1,292.8**	**1,469.7**	**1,705.0**	**2,031.4**	**2,433.0**	**2,941.1**
Total equity and liabilities	**280.7**	**435.9**	**537.3**	**866.8**	**928.4**	**1,408.3**	**1,446.2**	**1,646.7**	**1,892.4**	**2,232.2**	**2,648.0**	**3,174.2**

Source: Company Data, Team Assessment

Annex 10: Income Statement

Mln €	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E	2028E	2029E	2030E
Revenue	204.4	329.5	391.7	548.9	409.3	543.2	626.6	779.5	966.7	1,188.5	1,459.1	1,778.6
% y-o-y		*61%*	*19%*	*40%*	*-25%*	*33%*	15.4%	24.4%	24.0%	22.9%	22.8%	21.9%
Cost of materials	(79.4)	(126.1)	(157.0)	(216.1)	(209.9)	(319.7)	(341.7)	(391.5)	(466.2)	(554.3)	(652.2)	(779.8)
% of sales	39%	38%	40%	39%	51%	59%	54.5%	50.2%	48.2%	46.6%	44.7%	43.8%
Gross profit	**124.9**	**203.4**	**234.7**	**332.8**	**199.3**	**223.4**	**284.9**	**387.9**	**500.5**	**634.3**	**806.9**	**998.8**
margin	61%	62%	60%	61%	49%	41%	45.5%	49.8%	51.8%	53.4%	55.3%	56.2%
R&D	(14.0)	(20.6)	(33.7)	(56.4)	(56.8)	(63.4)	(53.2)	(68.2)	(88.6)	(114.1)	(126.3)	(147.8)
SG&A	(36.9)	(40.4)	(51.4)	(67.7)	(62.8)	(92.9)	(93.6)	(105.3)	(122.2)	(114.1)	(182.5)	(220.6)
% of sales	18%	12%	13%	12%	15%	17%	14.9%	13.5%	12.6%	9.6%	12.5%	12.4%
Other opex	(0.3)	(0.1)	0.2	(0.2)	0.0	(0.1)	(0.0)	--	--	--	--	--
Total opex	(51.2)	(61.0)	(84.8)	(124.3)	(119.5)	(156.3)	(146.9)	(173.5)	(210.8)	(228.3)	(308.8)	(368.4)
EBIT	**73.8**	**142.4**	**149.9**	**208.4**	**79.8**	**67.1**	**138.0**	**214.4**	**289.7**	**406.0**	**498.1**	**630.4**
margin	36%	43%	38%	38%	20%	12%	22.0%	27.5%	30.0%	34.2%	34.1%	35.4%
Other income (expenses)	1.6	2.5	(4.5)	(4.2)	1.9	2.5	(0.6)	--	--	--	--	--
Finance income	1.2		0.1	1.2	8.6	17.1	18.9	22.1	24.6	29.9	37.8	47.8
Finance expenses		(0.1)	(0.2)	(0.2)	(0.3)	(1.6)	(0.9)	(0.6)	(0.6)	(0.6)	(0.6)	(0.6)
Net foreign exchange gains (losses)	1.4	(8.1)	7.1	1.9	(4.8)	11.9	(35.9)	--	--	--	--	--
PBT	**78.0**	**136.8**	**152.4**	**207.2**	**85.2**	**97.0**	**119.6**	**235.9**	**313.7**	**435.2**	**535.3**	**677.5**
margin	38%	41%	39%	38%	21%	18%	19.1%	30.3%	32.5%	36.6%	36.7%	38.1%
Income tax expense	(11.8)	(35.2)	(33.1)	(59.0)	12.1	(34.2)	(30.0)	(59.0)	(78.4)	(108.8)	(133.8)	(169.4)
% tax rate	*15%*	*26%*	*22%*	*28%*	*-14%*	*35%*	25.1%	25.0%	25.0%	25.0%	25.0%	25.0%
Net income	**66.1**	**101.6**	**119.3**	**148.2**	**97.4**	**62.8**	**89.6**	**176.9**	**235.3**	**326.4**	**401.5**	**508.2**
margin	32%	31%	30%	27%	24%	12%	14.3%	22.7%	24.3%	27.5%	27.5%	28.6%

TPRO Mln€	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E	2028E	2029E	2030E
EBIT	73.8	142.4	149.9	208.4	79.8	67.1	138.0	214.4	289.7	406.0	498.1	630.4
D&A	11.8	16.5	25.0	36.7	42.9	69.3	63.6	69.6	77.8	81.9	87.0	89.9
% of revenue	6%	5%	6%	7%	10%	13%	10.2%	8.9%	8.0%	6.9%	6.0%	5.1%
EBITDA	**85.5**	**158.9**	**174.9**	**245.2**	**122.8**	**136.4**	**201.6**	**284.0**	**367.5**	**487.9**	**585.1**	**720.3**
margin	42%	48%	45%	45%	30%	25%	32.2%	36.4%	38.0%	41.1%	40.1%	40.5%

Source: Company Data, Team Assessment

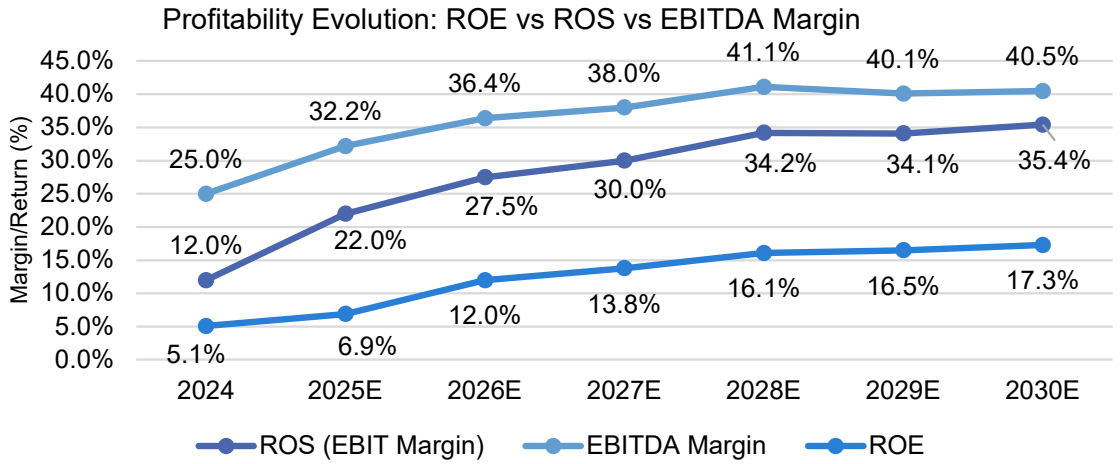
Annex 11: Forecast Revenues Drivers

Mln €	Forecast Revenues						TPRO Market Share					
	2025	2026	2027	2028	2029	2030	2025	2026	2027	2028	2029	2030
Logic MEMS	571.12	690.38	798.25	930.38	1,084.18	1,269.75	60.00%	61.40%	60.10%	59.30%	58.50%	58.00%
Memory MEMS		16.30	84.25	158.79	235.80	304.11	0.00%	3.30%	15.00%	25.00%	33.00%	38.00%
DIB	59.34	73.94	88.70	106.29	147.32	209.58	8.00%	8.60%	8.90%	9.20%	11.00%	13.50%
TOT	**630.46**	**780.62**	**971.20**	**1,195.46**	**1,467.30**	**1,783.44**						

Source: Team Assessment

Annex 12: Ratio Analysis

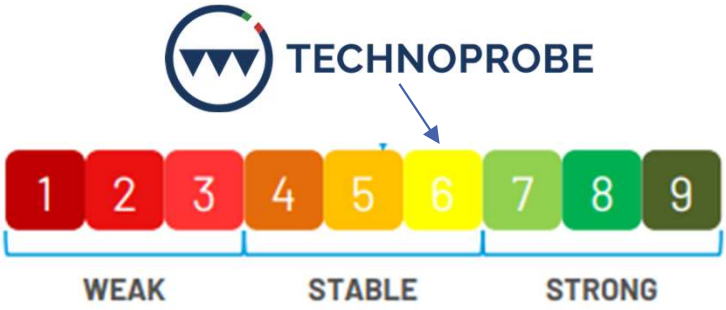
Through these chart we can observe **the continuos increasing trend** for the future years **of the profitability of TPRO**. The **EBITDA margins will** reach 40%, a big movement **comparing to what the management expected**. Also the Earing per Share and Free Cash Flow will climb the uptrend granting a constant reliability and leader position in the market.



Source: Company Data, Team Assessment

Annex 13: Piotroski F-score

The Piotroski F-score is a score, ranging **from 0 to 9,** that reflects **nine economic & financial criteria** used to determine the financial solidity and economic efficiency of a company. The Piotroski score is named after Joseph Piotroski, a professor of accounting at Stanford Graduate School of Business, who designed the scale. We assessed our analysis collecting data in the period 2021-2024 and the final score we attribute is **6**. Despite being **financial solid with positive net income and operating cash flow** in an unusual **unlevered position**, unfortunately TPRO did not reach the best score (ranging 7-9) because of its lack in operating efficiency. Specifically, in a declining Gross Margin in the period analyzed, as same as Return on asset (ROA) and the Asset Turnover. Anyway, in the scenario we forecasted, we strongly believe that the management will be able to fix these issues, expecting an increasing trend, especially for the Gross Margin. Management itself, during the Capital Market day presentation, underlined this as one of the main pillars behind their growth strategy.



TPRO	2024	2023	2022	Average
Positive net income?	✓	✓	✓	✓
Positive operating cash Flow?	✓	✓	✓	✓
Is the Return on Asset higher than the previous year?	✗	✗	✗	✗
Operating cash flow higher than net income?	✓	✗	✓	✓
Lower financial leverage than the previous year?	✓	✓	✓	✓
Current ratio higher than the previous year?	✓	✓	✓	✓
No issuance new share for avoiding diluting capital	✗	✓	✓	✓
Is the gross margin higher the previous year?	✗	✗	✓	✗
An Asset turnover higher than the previous year?	✓	✗	✗	✗
Sum	6	5	7	6

Source: Company Data, Team Assessment

Valuation

Annex 14: Equity Risk Premium (ERP)

Instead of using a standard domestic risk premium for Italy, the model calculates a **weighted average ERP** based on the geographic distribution of Technoprobe's revenue. This approach reflects the fact that while the company is headquartered in Italy, its market risk is diversified globally (mainly towards Asia and the US).
The **weighted ERP** (5.05%) is lower than what would be used for a purely Italian company (approx. 5.88%). This quantitatively demonstrates that Technoprobe's global diversification reduces its cost of capital compared to a domestic peer. Operating with tech giants in the USA and Taiwan makes the company 'safer' in the eyes of a global investor compared to operating solely in Italy.

The computational algorithm:
From a computational standpoint, the ERP is the **dot product** between two vectors. The **vector W** which contains the revenue weights, meaning the percentage of sales exposure by region and the **vector R** that represents the estimated risk premium for each market.
Using a vector-based calculation makes the model dynamic. For instance, if the company shifts revenue share from Asia to the US in future forecasts, the ERP will automaically decrease, reflecting lower risk, withut requiring manual adjustments to the rates.

Region	Weight on revenue	Estimated ERP	Weighted contribution	
Asia	49%	5.50%	2.93%	2.70%
America	45%	4.50%	1.84%	2.03%
Europa	6%	5.50%	0.32%	0.33%
Total	100%		5.09%	5.05%

$$ERP_{Total} = \sum_{i=1}^{n} (W_i \times R_i)$$

Source: Company Data, Team Assessment

Annex 15: Beta Estimation

The model deliberately rejects the standard linear regression method, typically done against the domestic index, in favor of a **Global Sector Average** approach. This decision is driven by three specific reasons: i. **index misalignment (FTSE MIB Bias)**: using the italian main index as a benchmark would be misleading. The index is heavily skewe towards **banking** (with giants like Intesa and UniCredit), **commodities and energy**. TPRO, being a tech hardware company, has a low correlation with these traditional sectors, so a regression against them would yield a meaningless Beta. ii. **Statistical Noise (Short History)**: TPRO has been listed for a relatively short period. Performing a regression on such a limited timeframe creates a high risk of **statistical noise**,producing a volatile and unreliable metric rather than a stable long-term risk indicator. iii. **Global Relevance**: TPRO competes on a global stage, not a local one. It is strategically more accurate to adopt a **"sector beta"** derived from global competitors (US and Asian) that operate in the exact same semiconductor testing niche. This provides a risk profie that reflects the actual industry dynamics rather than the italian country risk.

$$Beta_{TPRO} = \frac{\sum_{i=1}^{n} Beta_{Competitor_i}}{n}$$

Companies	Beta
FormFactor Inc.	1.12
Teradyne	1.85
Chunghwa Precision Test Tech Co., Ltd.	1.18
Advantest	0.78
Micronics Japan Co. Ltd	0.877
Japan Electronic Materials Corporation	1.04
MPI Corporation	1.5

Source: Company Data, Team Assessment

Annex 16: DCF Exit Multiple

Mln €	
WACC	8.32%
EV/EBITDA '30	23x
NPV FCF	837.67
TV	16,567.34
PV TV	11,108.83
EV	11,946.49
(-)debit	(15.62)
(-)minority	(0.45)
(+)cash	709.98
Equity value	12,640.40
Shares	630.71
Target Pr	20.04
Actual	15.63
Upside	28.2%

	2024	2025	2026	2027	2028	2029	2030
Revenues	543.15	626.56	779.48	966.74	1,188.54	1,459.14	1,778.57
growth	*33%*	*15%*	*24%*	*24%*	*23%*	*23%*	*22%*
Ebitda	136.45	201.64	283.98	367.50	487.93	585.11	720.32
growth		48%	41%	29%	33%	20%	23%
D&A	(69.34)	(63.60)	(69.57)	(77.79)	(81.93)	(86.98)	(89.92)
EBIT	67.11	138.05	214.41	289.71	406.00	498.14	630.40
growth		*106%*	*55%*	*35%*	*40%*	*23%*	*27%*
Tax rate	35%	25%	25%	25%	25%	25%	25%
NOPAT	43.44	103.39	160.81	217.28	304.50	373.60	472.80
Capex	(94.45)	(64.49)	(120.02)	(106.94)	(86.16)	(94.12)	(104.12)
plus/minus WC	(17.21)	(36.47)	(47.54)	(49.31)	(58.97)	(67.29)	(79.46)
FCFF before minorities	1.12	66.03	62.82	138.82	241.30	299.17	379.14
discut factor		1.00	0.92	0.85	0.79	0.73	0.67
PV of FCF		66.03	57.99	118.31	189.85	217.30	254.22

Annex 17: Financial Comparable FY2024

After careful analysis of TPRO's business, we were able to identify 6 comparable companies. Through this financial highlight, we analyze not only the market segment but also their economic and financial compatibility. The comparable score derives from a 5-weighted-triangulation:

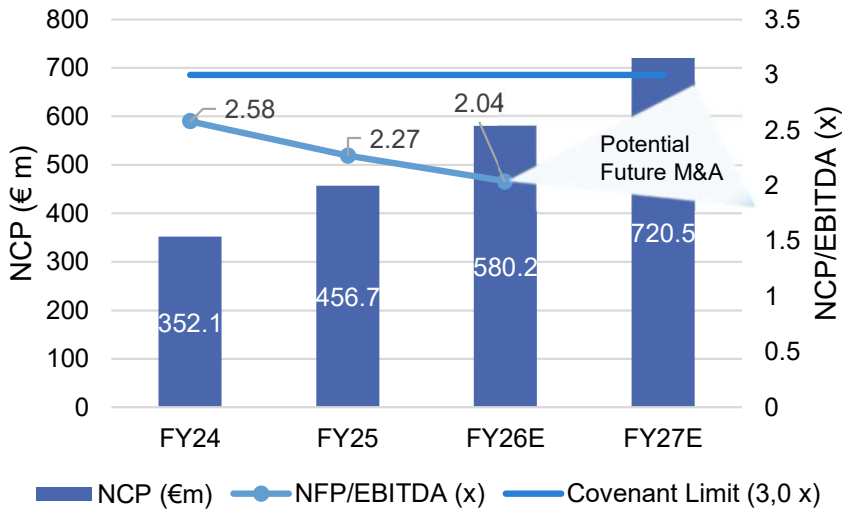
I. market capitalization through company size & growth accounting for 15%;
II. financial EBIT, EBITDA and its relative margin weighting 40%;
III. economic returns profitability of ROA and ROE with an influence of 13%;
IV. risk leverage by analyze D/E, Net Debt/Capitalization and Beta carrying a 2% weight since TPRO is not in debt;
V. EV/EBITDA, EV/EBIT, EV/Sales and P/E multiple balancing 30%.

We remark that FormFactor, Micronics, and MPI have a compatibility score around 80% as they are the main competitors with whom they share their market share in the Logic Probe Card sector.

GENERAL		SIZE & GROWTH			MARGINS			RETURNS		RISK & LEVERAGE			MULTIPLE				COMPARABLE
Company Name	Country	Market Cap (€)	Revenues (€)	CAGR (FY21-FY24)	EBITDA m	EBIT m	EBITDA %	ROA	ROE	D/E	Net Debt/Cap	Beta	EV/EBITDA	EV/EBIT	EV/Sales	P/E	Score
Technoprobe	Italy	3700	543.2	11.50%	136.5	67.1	25.10%	4.50%	5.10%	0.02	-113.00%	1.07	22.3	45.4	5.6	58.9	
Advantest	Japan	21570.8	3835.2	11.50%	1238.3	1081.3	32.30%	17.10%	27.20%	0.19	15.80%	2.00	18.2	20.8	5.9	49.8	53.98%
Chunghwa Precision Test Tech	Taiwan	519.8	95.5	-6.90%	24.9	13	26.10%	5.40%	6.20%	0.000001	0.40%	1.11	20.4	39.3	5.3	147	63.13%
FormFactor	USA	3962.3	649.5	2.70%	71.9	38.1	11.10%	5.80%	7.00%	0.04	4.00%	2.02	54.1	102.1	6	65.4	79.43%
Micronics Japan	Japan	1114.7	312.4	3.30%	86.6	70.6	27.70%	10.80%	17.60%	0.02	2.40%	1.24	12.8	15.7	3.5	30.9	78.06%
MPI Corp	Taiwan	2752.6	269.4	14.10%	80.5	65.7	29.90%	13.70%	24.20%	0.25	19.90%	1.55	35.8	43.8	10.7	92.1	82.46%
Teradyne	USA	14942.8	2394.7	-6.00%	567.9	466.1	23.70%	14.00%	18.40%	0.03	2.60%	2.25	24.7	30.1	5.9	58.3	65.55%

Source: Company Data, Team Assessment

Annex 18: Storm Warning - TPRO's Aggressive M&A



Source: Company Data, Team Assessment

In this section, we will analyze the economic implications of a **hypothetical scenario** in which **TPRO engages in acquisitions in the immediate future**. Recent statements from the **company** itself suggest they are **not ruling out M&A moves in the coming years**. The company's debt level is virtually zero, and they have very high cash flow, allowing for moves without causing financial stress. In our view, this timing could be consistent with TRPO's history of economic and market expansion. We expect the increased **revenue forecast** constructed by our model to **cover a hypothetical acquisition or joint development project**. Their risk profile will not change; indeed, the **company will increase its reliability in the industry and with its customers**. We estimate that full integration of acquired companies typically takes 12-18 months. While financial integration is quicker, industrial integration takes longer. Future M&A activity will have a direct impact on the **WACC** and is very **likely to even lower** it from the current 8.32%, at least initially. If TPRO were to leverage its NCP/EBITDA ratio to 1.0x-1.5x, the WACC could theoretically decline to 7.5%-7.8%, creating shareholder value simply by adjusting the mix of funding sources. A **future M&A transaction** would have a **bullish effect on TPRO share price**. It will go through the **elimination of cash drag**, hundreds of millions of euros tied up, **optimization of the WACC** by leverage, and **expansion of multiples** resulting in higher re-ratings for larger and more diversified companies, perceived as less risky. In conclusion, **the target price of €18.71** appears to be the technical and fundamental objective **most consistent with the 2027-2028 growth trajectory** we have plotted in the charts.

Annex 19: Non-Linear Double Stochastic Model

Real stock prices exhibit **fat tails** (extreme events occur more often than a normal distribution predicts) and a **volatility clustering** (periods of high volatility tend to group together). To explore these features more thoroughly, we incorporated a **double stochastic simulation** as a robustness check on our main model.

$$dx = \left[\eta - \frac{\lambda}{2}\right](1+x^2)^{\eta-1}\frac{x}{(1+\epsilon x^2)^2}\,dt + \sigma\frac{(1+x^2)^{\eta/2}}{(1+\epsilon x^2)}\,dW$$

- x(t) : latent process representing market volatility driver
- η : non-linearity exponent
- λ : power-law tail parameter
- ϵ : regime transition parameter
- dW : Wiener process increment

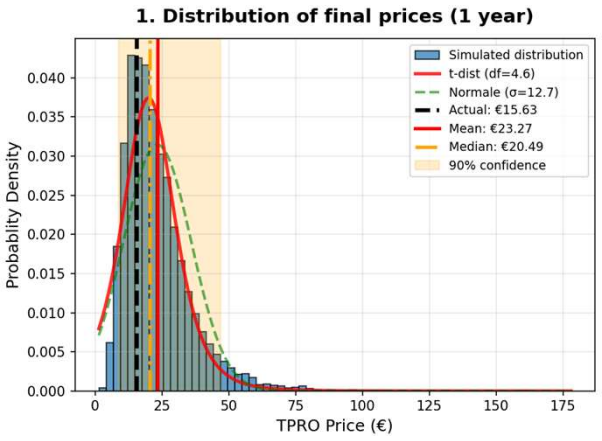
The model involves two interacting layers of uncertainty:

1. A **hidden latent process** x(t) -> represents the market's "intensity" (e.g., buying/selling pressure). It evolves over time according to a non-linear stochastic differential equation (**SDE**). When x(t) reaches extreme values, the dynamics shift abruptly (tail behavior)
2. The **observed daily return** -> is drawn from a heavy-tailed distribution (q-Gaussian, approximated by a t-Student with low degrees of freedom), but its magnitude (volatility) is scaled by the current value of x(t).

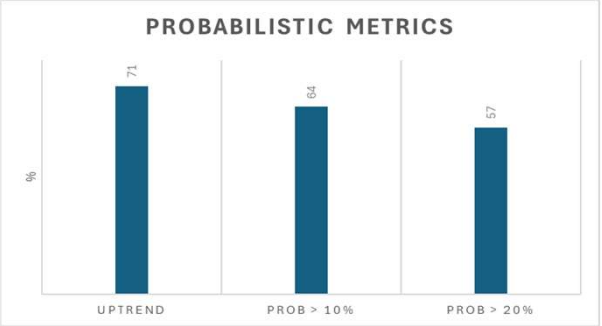
It is "double stochastic" because two sources of randomness are linked: one hidden (modulating volatility) and one visible (in the returns).
After the calibration of the parameters shown, we ran 10000 paths over 252 days (1 year) to build a probabilistic distribution of the final price.
As a result of the distribution we get a **strong** bias towards a positive trend with roughly **7 out 10 paths** closing over the actual price level. The median (**~€20.49**) and the average (**~€23.27**) being a **30% to 50% in upside**, coupled with just a 22% probability in case of a downside of 10%, the target price is not only justified by our fundamental financial analysis but is actually conservative relative to the model's more realistic depiction of fat tails, volatility clustering, and asymmetric upside potential in a sector prone to strong cyclical recoveries.
This robustness check enhances our **high-conviction BUY** recommendation, suggesting the current market pricing may be overly discounting near-term cyclical risks while under-appreciating Technoprobe's durable moat in advanced probe cards and exposure to long-term AI/data-center demand drivers.

Parameters	Calibrated data
λ (power-law tail parameter)	4,2012
σ (Annualized basic volatility)	0,4015
η (non-linearity exponent)	2,50
ε (regime transition parameter)	0,020

Source: Factset, Team Assessment



Source: Factset, Team Assessment



Source: Factset, Team Assessment

Investment Risk

Annex 20: Additional Risk

The accompanying chart shows the **trend of inflation in the United States from 2024 to 2025**. Following the surge during the 2022-2023 period, the value appears to have stabilized around 2.8%, slightly above the optimal target of 2.5%.

Source: US Federal Reserve data

Annex 21: Stock Liquidity Risk

The most significant share management move for the current liquidity, after the buyback, was carried out **in 2023** through a **stock split**, as increasing the number of shares outstanding and reducing the unit value. By making the price of each share more accessible, it fostered greater trading frequency and a tighter bid-ask spread. Even after the shift to Euronext Milan, TPRO maintained an **active relationship with Mediobanca**, acting as **Corporate Broker** to **facilitates the matching of supply and demand**, indirectly supporting the stock's liquidity and visibility among institutional investors. Another great move for generate corporate liquidity was declared in the shareholders' meeting of **April 24, in 2024**, with a new **plan for the purchase and disposal of treasury shares**. The strategy explicitly has the aim of "support stock liquidity" in the event of abnormal price movements or low market liquidity, as well as to establish a **"stock pool" for potential extraordinary transactions (M&A)** or **incentive plans (Stock Grants)**. The authorization concerns up to a **maximum of 1.5% of the share capital** and is valid for 18 months from approval. A critical aspect for liquidity is the free float, shares freely available on the market. **Teradyne's entry through the purchase of a 10% stake in TPRO** at the end of 2023 **technically reduced the free float**, tying up a significant share in the hands of a strategic partner. To offset free float issue and avoid draining liquidity, the Buyback plan becomes crucial as it allows the company to act as a buyer/seller of last resort to prevent the stock from becoming illiquid during periods of lull. However, **in both cases of buyback the price of the stock fell**, which confirms that this instrument was **used as a defensive measure to counteract selling pressure**.

Program	Dates (Start -End)	Shares Repurchased	Avg. Price	Total Value	Trend
2023 Program	Jul 03 - Aug 11, '23	1.500.000	€ 7,83	€ 11.7 M	↘ 4,5%
2024 Program	Jul 01 - Nov 05, '24	5.032.608	€ 6,90	€ 34.7 M	↘ 26,7%
Total Avg.		6.532.608	€ 7,11	€ 46.4 M	

Source: Company Data, Team Assessment

Annex 22: ESG

In the ESG field, we were able to compare companies' corporate innovation efforts to reduce environmental impact, create a social and worker-focused working environment, and an increasingly inclusive and independent board. However, due to the **paucity and lack of transparency in this area** of corporate reporting **by our main business competitors**, we were only able to conduct this analysis for 2023, using the most recent data. We would like to give **honorable mention to TPRO** as it is one of the few companies in the sector **to prepare annual ESG reports with complete transparency**. Through the chart we can quantitatively study 56 key metrics (30 Environmental – 15 Social – 11 Governance)

COMPANY / YEAR OF REFERENCE	UNITY OF MEASURE	TPRO 2023	MPI 2023	CHPT 2023	MJC 2023	Average 2023	TPRO 2024
ENVIRONMENTAL							
Scope 1/2 (market based) GHG Emissions	t of CO2e	14.817	n.a.	n.a.	n.a	14.817	115.466
Scope 1/2 (location based) GHG Emissions	t of CO2e	9.593,56	14.186,14	11.644,31	13.851	11.808	114.255
Scope 3 GHG emissions	t of CO2e	n.a.	139.129,56	3.868,76	n.a	71.499	83.615
GHG Intensity vs. Revenues (Scope 1/2 - mkt based)	t of CO2e/€ m	31,37	n.a.	n.a.	n.a	31,37	211,79
GHG Intensity vs. Revenues (Scope 1/2 - loc. based)	t of CO2e/€ m	20,39	58,31	148,72	54,96	71	210,414
GHG Intensity vs. Revenues (Scope 1/2 - loc. based + Scope 3)	t of CO2e/€ m	n.a.	629,28	223,72	n.a	426,50	364,401
Energy consumption intensity vs.Revenues	MJ/€ m	270,57	359,15	929,9	821,9	595	333,71
Renewable energy consumption	%	0,75%	0,85%	0%	0%	0,40%	1,5%
Waste production intensity vs. Revenues	t/€ m	2,49	1,73	2,24	n.a	2,15	5,29
Waste recycled	%	37,89%	61,54%	58,53%	n.a	52,65%	16%
Amount of hazardous waste generated	%	30,93%	42,61%	55,87%	n.a	43,14%	20%
Hazardous waste recycled	%	52,65%	33,83%	n.a.	n.a	43,24%	36%
Water withdrawn intensity vs. Revenues	ML/€ m	0,18	0,57	0,7	0,48	0,48	0,04
Industrial sites certified ISO 14001	%	n.a.	✓	✓	✓	✓	57%
SOCIAL							
Women presence	%	36,27%	31,51%	32,70%	19,00%	29,87%	36,0%
Women		972	546	358	218	523,50	1.207
Total		2.680	1.732	1.095	1.147,00	1835,67	3.355
Women among top management	%	15,4%	16,5%	16,3%	n.a	16,06%	33,0%
Women among top management		2	2	1	n.a	1,82	5
Total management		13	13	8	n.a	11,33	15
Women within BoD	%	28,57%	14,20%	11%	9,10%	15,72%	20%
Women		2 out of 7	1 out of 7	1 out of 9	1 out of 11	1,3	2
Gender Pay gap	%	n.a	n.a	n.a	21%	21,0%	29%
CEO to employee pay ratio		n.a	20:1	17:1	34,9:1	15:1	69,11:1
Employee turnover	%	14,0%	12,47%	16,8%	16,0%	14,42%	14,0%
Average training hours per capita	Number	42,88	36,97	38,50	13,60	32,99	n.a
Injury Frequency index	#injuries/mn hours	2,58	0,35	0,45	0,50	0,97	1,65
GOVERNANCE							
Indipendent directors (Corp. Gov. Code)	%	57%	57%	44%	45,50%	50,95%	56%
Indipendent directors (Corp. Gov. Code)	Number	8	4	4	5	525,00%	8
CSR/Sustainability Committe	✓or ✗	✓	✓	✓	✓	✓	✓
Lead independent director	✓or ✗	n.a.	n.a.	n.a.	n.a	n.a.	✓
ESG linked remuneration for executives	✓or ✗	✓	✓	✓	✓	✓	✓
Shareholder (bloc) controlling >30% voting shares	✓or ✗	✓	✓	✓	X	✓	✓
Multiple voting shares	✓or ✗	✓	X	X	X	X	✓
Anti-corruption policy (ISO 37001)	✓or ✗	✓	✓	✓	✓	✓	✓
Ethical code for suppliers	✓or ✗	✓	✓	✓	✓	✓	✓

ESG Score	7,18	4,19	3,22	5,66	3,06	3,82	2,33				
Company	ADV	TPRO	FORM	TER	MPI	CHPT	MJC	Weight	Disclosure TPRO	Avg. Peer Compatible	Avg. Peer with Ter e ADV
ENVIRONMENTAL	**7,35**	**4,69**	**2,54**	**4,52**	**2,06**	**2,69**	**1,51**	**40%**	**64,00%**	**2,70**	**3,45**
Energy Management	7,97	5,65	5,59	3,36	1,68	2,25	2,54	29,96%	100%	3,54	3,90
Water Management	9,16	7,02	3	5,94	3,3	4,49	3,00	29,96%	67%	4,16	4,82
Sustainable Product	1,50	1,50	0,00	3,00	0,00	0,00	0,00	16,11%	0,00%	0,30	0,75
GHG Emission Management	9,65	2,28	2,46	8,14	2,38	1,69	0,34	12,94%	25,00%	1,83	4,11
Waste Management	9,71	5,28	0	3	3,66	6,68	0,00	11%	58%	3,12	3,84
SOCIAL	**6,99**	**2,55**	**1,29**	**5,39**	**3,86**	**3,48**	**1,43**	**30%**	**27,00%**	**2,52**	**3,74**
Occupational Health & Safety Management	8,49	3,00	3,00	8,49	8,49	3,00	3,00	36,3%	0,0%	4,10	5,75
Product Quality Management	3,00	0,00	0,00	3,00	0,00	3,00	0,00	26%	0%	0,60	1,50
Ethics & Compliance	10	7,95	1,1	10	7,95	9,40	3,00	19,52%	50,00%	5,88	6,91
Labor & Employment Practices	7,49	2,39	0,00	0,00	0,00	0,00	0,00	15,68%	33,00%	0,48	1,25
Community Rights & Relations	10,00	0,00	10,00	10,00	10,00	10,00	0,00	2,67%	0,00%	6,00	8,33
GOVERNANCE	**7,13**	**5,41**	**7,01**	**7,65**	**3,76**	**5,97**	**4,82**	**30,00%**	**100,00%**	**5,39**	**6,06**
Board Composition	5,43	5,52	6,07	7,46	4,69	4,87	4,19	35,00%	100,00%	5,07	5,45
Executive Compensation	8,58	5,96	6,1	7,46	0,00	5,17	4,15	24,94%	100,00%	4,28	5,24
Shareholder Rights	8,91	3,34	8,21	8,42	6,00	7,38	5,77	24,9%	100,00%	6,14	7,45
Audit	6,24	8,22	9,02	7,15	7,34	7,90	5,95	15,12%	100,00%	7,69	7,27

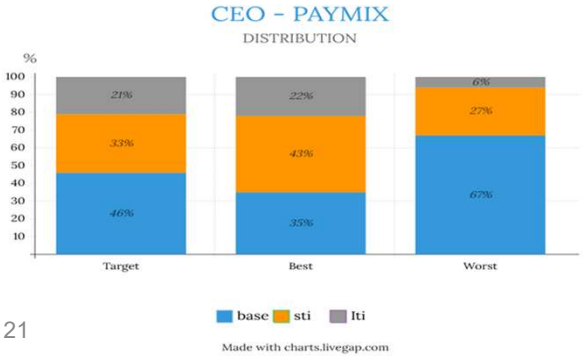
Source: Company Data, Team Assessment

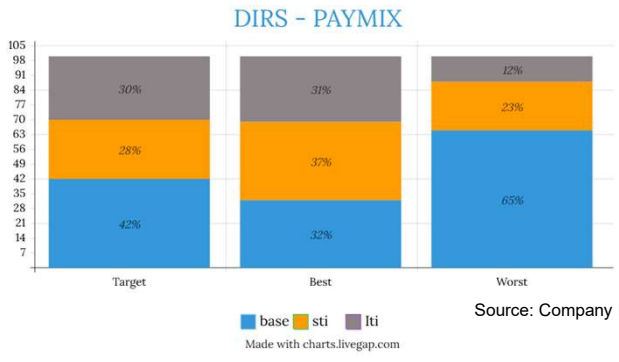
Annex 23: Board Composition with CEO and DIRS remuneration

From the graph we can analyze **the role**, name, his **duty on the Nomination & compensation** and **CSR & Transaction with related parties** and his **educational and Labor background** for every member of the BOARD of directors. Notably, specifying whether the referring **director** is a **dipendent/independent** one's. TPRO's made the correct choice to include inside its Board **56% of independent directors**, of which the Lead independent director is Giulio Sirtori.

		COMMITTEES		
OFFICES	FULL NAME	NOMINATION & COMPENSATION	CRS and TRANSACTION WITH RELATED PARTIES	EDUCATIONAL and LABOR BACKGROUND
Executive Chairman	Cristiano Alessandro Crippa			Graduated through obtaining a technical-commercial diploma. Since 1992 he has contributed to the establishment and TRPO's development, where he currently serves as Chairman of the Board of Directors. By 2018, Cristiano has also held the position of Managing Director of DA-TOR S.p.A.
Vice Chairman	Roberto Alessandro Crippa			Graduated in Chemical Engineering from the Politecnico di Milano, he has worked for TPRO since 2002. He's the author of numerous international patents. Since 2018, Roberto has held the position of Managing Director of DA-TOR S.p.A. In 2019, Roberto was named one of the 'Top 100 Italian Managers' by the prestigious magazine Forbes.
CEO	Stefano Felici			Graduated in Engineering from the Politecnico di Milano, he holds a PhD in Electronic Engineering. After covering significant roles of direction. from 2015, he held the position of General Manager in Technoprobe America, Technoprobe Japan, Technoprobe Wuxi and Microfabrica. By 2021, he has been a Director of Technoprobe Korea and the Chief Executive Officer (CEO).
Lead Indip. Director	Giulio Sirtori	✓	✓	After obtaining a Classical High School diploma, from 1996 to 2007, he held different category representations in local commercial and economic authorities. He served as Deputy Secretary General of the Union of Commerce, Tourism, Services, and Professions. In 2015 he became the General Manager of Confindustria of Lecco. Giulio, nowadays, continues to cover board positions in several joint-stock companies.
Indip. Director	Carlos Ortega Arias-Paz			He graduated with honors in Economics from Harvard University and holds an MBA from Harvard Business School. With over 23 years in international investment banking at Goldman Sachs and Crédit Agricole, he joined Corporación Financiera Alba in 2017. Currently serving as Co-CEO of the firm, he is also the Chairman of Acerinox and a board member of several major companies, including Naturgy (Rioja), Verisure, and Atlantic Aviation.
Indip. Director	Elisabetta Cugnasca	✓	✓	After graduating in Economics and Business from Bocconi University. In 2001, she joined the Autogrill Group, where she became Head of Group Internal Audit. Following an experience as Deputy CFO at the Aquafil Group. In 2020, she was appointed in the Management Control Committee of IW Bank (UBI Banca Group). By 2021 was appointed to the Board of Directors of Zurich Bank, where she subsequently became Chair of the Risk Committee.
Indip. Director	Susanna Pedretti	✓	✓	She graduated in Law from the University of Milan in 2001 Susanna is the Founding Partner of Auditability S.r.l. S.B., a consulting firm specializing in internal control systems and risk management for companies. She serves as an Independent Director in several other companies, such as Digital Bros S.p.A., Fine Foods & Pharmaceuticals N.T.M. S.p.A. Furthermore, she is a member or Chair of various Supervisory Bodies (OdV).
Non Indip. Director	Gregory Stephen Smith			He graduated in Electronic Engineering from the University of Pennsylvania in 1985 and completed a Master's degree at the Worcester Polytechnic Institute, focusing on phase-locked loops, digital signal processing and information systems design. He began his professional career at Raytheon, holding various positions first as an engineer and later as a manager, before moving to LTX. He is currently the President and CEO of Teradyne Inc.
Non Indip. Director	Chih Kuang Yang			He earned a b.s Physics and Chemical Engineering (1993–1997) and a PhD in Chemical Engineering (1997–2001) from the National Tsing Hua University in Taiwan. He is the founder and General Manager of Yee Wei Inc., the R&D company within the Technoprobe Group. He possesses deep expertise in wafer fabrication, IC packaging, and testing, combined with innovative ideas in thermal dissipation solutions, including those for Artificial Intelligence (AI).
Indip. Director	Antonio Sanna			Holding degrees in Law and Political Science (Economics major), he has served as a Manager, Counsel, Compliance Officer, and Secretary of the Board of Directors for listed companies within Tim, Telecom, Aeroporti di Roma, Gemina, Autostrade per l'Italia, and ACEA corporate groups.

The Charts below show **compensation plans for the CEO & CFO** (as a representative of DIRS) which depend on three features: i) a **fixed component**, ii) a **short-term variable** element **(STI)**, also known as Management by Objectives (MBO), which strictly depends on the ability to align the budget with the economic and financial targets settled for the year; and lastly, iii) a **long-term variable (LTI)** whose objective is to align Top Management with the most significant goals of the industrial plan. We are able to observe also the weight of the payment mix distribution by the scenario TPRO's business may occur.





Source: Company Data, Team Assessment