EQUITY RESEARCH NOTE

RAPID NUTRITION PLC (Ticker: ALRPD.PA) | 22 JUNE 2026

Bowsprit Partners
Pan-European Advisory Boutique

Scaling an Omnichannel Wellness Platform

Initiation of Coverage | Fair Value: €12.01 per share | Implied Upside: 69.0%

Executive Summary

Rapid Nutrition Plc ("Rapid Nutrition" or the "Company") is a micro-cap HealthTech and wellness company admitted to trading on Euronext Growth Paris under the ticker ALRPD.PA. The Company is built around evidence-based, clean-label nutrition and wellness and is repositioning from a direct-to-consumer SystemLS model into a broader omnichannel wellness ecosystem.

At the centre of this repositioning is HealthShop Plus, the Company's flagship Australian retail and e-commerce platform, comprising five integrated locations in Brisbane, Australia. The platform distributes more than 90 third-party wellness brands alongside Rapid Nutrition's proprietary SystemLS and Azurene labels, creating a broader, more scalable route to market across both physical retail and online channels.

We initiate coverage with a blended fair value of €12.01 per share, implying 69.0% upside from the current share price of €7.11. Our valuation reflects the consolidation of HealthShop Plus and the resulting step-change in revenue scale, customer reach and operating leverage.

This consolidation is the inflection at the centre of our thesis: Company revenue is forecast to rebound from AUD 8.6m in H2 2026 to AUD 60.3m by FY2032E as consolidated monthly transactions across the store network scale from roughly 30,000 to ~93,000, with EBITDA swinging positive from FY2026E.

Investment Thesis

Our fair-value case rests on a single, testable proposition: the consolidation of the HealthShop Plus platform transforms Rapid Nutrition from a sub-scale, science-led nutrition brand into a scalable omnichannel wellness operator. We see six core pillars supporting the case: a genuine revenue inflection, a clear path to profitability, structural wellness tailwinds, defensible intellectual property, a diversified and increasingly recurring revenue base and an undervalued balance sheet with funded runway.

Financial & Strategic Outlook

FY2026E marks a clear inflection. Company revenue is forecast to rebound to AUD 8.6m in H2 2026E as HealthShop Plus consolidates, scaling to AUD 60.3m by FY2032E on the omnichannel platform, where consolidated monthly transactions are modelled to grow from ~30,000 (at an ~AUD 48 average order value) to ~93,000 by FY2032E as the store network scales. EBITDA swings from negative AUD 2.6m in FY2025 to positive AUD 1.7m in FY2026E and AUD 19.8m by FY2032E, with margins widening from ~19% to ~33%. The Company is modelled to turn net-profit positive in FY2026E (EPS AUD 0.18), building to AUD 2.22 by FY2032E.

Valuation and Outlook

We value the Company at €12.01 per share on a blended basis: a discounted cash flow valuation (65% weight; €13.87 at an 11.1% WACC and 3.0% terminal growth) and an

Executive Summary	
Fair Value (Blended)	€12.01 (AUD 19.36)
Current Price (19 June 2026)	€7.11 (AUD 11.47)
Upside to Fair Value	+69.0%
Exchange	Euronext Growth Paris

Valuation basis	DCF 65% + EV/EBITDA 35%
WACC / Terminal Growth	11.1% / 3.0%
Shares Outstanding	6.21 m
Market Cap	~€44.2 m
Net Cash (FY2025)	~AUD 8.5 m

Investment Highlights	
Transaction	HealthShop Plus acquisition
Platform	Omnichannel retail + e-commerce; 90+ brands
Revenue	Inflection to AUD 60.3m by FY2032E
Profitability	EBITDA positive from FY2026E; ~33% margin by FY2032E
Differentiation	Patented IP + clinical validation
Balance sheet	€5m cornerstone; 24–30m runway
Valuation	€12.01 fair value; +69.0% upside
Key Risk	Integration, going-concern, micro-cap scale

EV/EBITDA cross-check (35% weight; €8.54 at an 11x exit multiple, in line with wellness and nutrition peers). This implies 69.0% upside to the current €7.11. We believe the market is ascribing little value to the HealthShop Plus consolidation; delivery of its first consolidated revenue is the key re-rating trigger.

Risks & Catalysts

The principal risks are concentrated and material: execution and integration of the five-store platform under a lean team, the auditor's material-uncertainty (going-concern) flag, micro-cap scale against multi-billion-dollar competitors and reliance on a single domestic platform. The €5m cornerstone investment (~AUD 8.6m of cash) provides an estimated 24–30 months of runway. We regard the first consolidated HealthShop Plus reporting, expected in H2 2026, as the most important near-term catalyst.

Key Projected Financials (AUD m, unless stated)

AUD m (unless stated)	H2 2026E	FY2027E	FY2028E	FY2029E	FY2030E	FY2031E	FY2032E
Total revenue	8.6	21.2	28.1	35.9	43.9	51.4	60.3
Gross profit	3.2	8.0	10.7	13.6	17.1	20.1	23.5
Gross margin	38%	38%	38%	38%	39%	39%	39%
EBITDA	1.7	5.9	8.4	11.1	13.9	16.6	19.8
EBITDA margin	19%	28%	30%	31%	32%	32%	33%
Net income	1.1	4.1	5.8	7.7	9.7	11.6	13.8
EPS (AUD)	0.18	0.66	0.93	1.24	1.56	1.86	2.22

Investment Thesis

Our fair-value case rests on six pillars that together capture a company at an operational inflection point, supported by structural market tailwinds and a funded path to profitability:

1. A genuine inflection point.

HealthShop Plus turns direct-to-consumer micro-cap into an omnichannel platform with real transaction volume. Company revenue is modelled to rebound from an AUD 0.2m trough in FY2025 to AUD 8.6m in FY2026E and AUD 60.3m by FY2032E, a multi-year growth runway off a low base.

2. A clear path to profitability and cash.

EBITDA swings positive in FY2026E (AUD 1.7m) and reaches AUD 19.8m by FY2032E at a ~33% margin; free cash flow inflects positive from FY2027E and net income turns positive in FY2026E. Operating leverage is significant as fixed platform costs are spread across rising volume.

3. Structural wellness tailwinds.

The Company is aligned with multiple secular growth markets: personalised nutrition, plant-based foods (~12% CAGR to USD 44bn by 2035) and immune/preventive health.

4. Defensible, IP-backed differentiation.

The Azurene Innovation Patent, a Creapure vegan-creatine trademark licence, participation in a USD 17.1m international clinical study and a credentialed scientific advisory board provide credibility that is difficult for micro-cap peers to replicate.

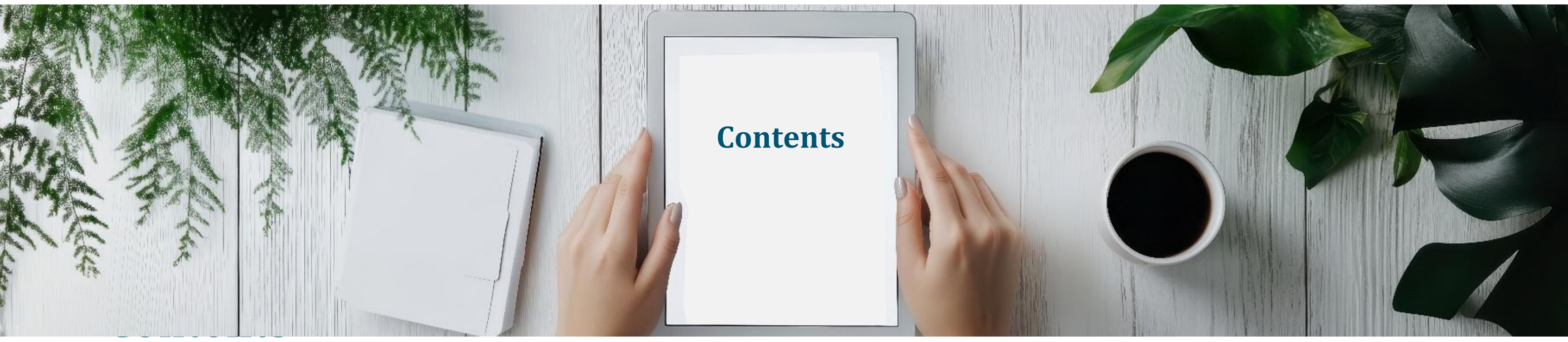
5. A diversified, recurring revenue base.

90+ third-party brands, integrated retail and e-commerce and a growing subscription book reduce dependence on any single product and improve revenue visibility versus the historical SystemLS-only model.

6. Undervalued, with funded runway.

Our blended €12.01 target implies 69.0% upside. A €5m cornerstone investment (~AUD 8.6m of cash) funds an estimated 24–30 months of execution, sufficient, in our view, to deliver the HealthShop Plus consolidation and reach self-funding profitability.

We regard the completion and first consolidated reporting of HealthShop Plus (expected H2 2026) as the single most important near-term catalyst, providing the proof point that store-level transaction metrics translate into consolidated, profitable Company revenue.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Industry Primer

The global wellness industry is undergoing a structural expansion as consumers increasingly prioritise preventive health, nutrition and long-term lifestyle optimisation. Wellness spending has shifted from discretionary to habitual, supported by rising health awareness and sustained engagement across age groups, particularly among millennials and Gen Z, who allocate a higher share of discretionary income to health and wellness products.

Within this broader landscape, personalised nutrition is a key growth driver, enabled by advances in data analytics, digital platforms and science-backed formulations. Its scale and trajectory, representing a ~14.4% CAGR, reflecting the increasing structural demand for customised, outcome-oriented nutrition solutions, are examined in detail in the dedicated section below.

Supporting this trend, plant-based nutrition has emerged as a structurally attractive sub-segment within wellness. According to Future Market Insights, the global plant-based food market is valued at ~USD 14.2 billion in 2025 and is expected to expand to ~USD 44.2 billion by 2035, implying a ~12% CAGR. Growth is driven by consumer preference for clean-label, natural and sustainable food and nutrition products.

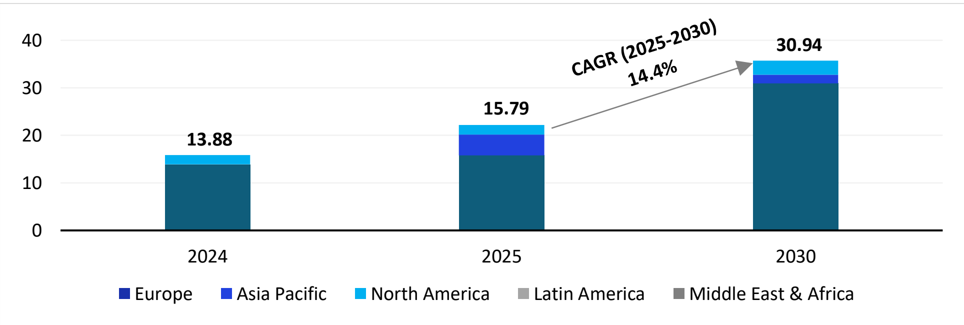
In parallel, demand for immunity and preventive health solutions remains elevated post-pandemic, reinforcing recurring consumption of immune-support supplements within consumer wellness. The industry is further supported by the shift toward direct-to-consumer (D2C) distribution models, which enable greater personalisation, recurring revenue and closer consumer engagement. Together, these trends underpin a favourable long-term outlook for companies operating at the intersection of wellness, personalised nutrition and digital consumer health.

Personalised Nutrition: Market Size and Growth Outlook

The global personalised nutrition market is expected to expand at a strong pace over the medium term, supported by increasing consumer preference for individualised health and wellness solutions. The market is projected to grow from USD 15.79 billion in 2025 to USD 30.94 billion by 2030, implying a CAGR of 14.4% over 2025–2030. In value terms, the market stood at USD 13.88 billion in 2024, highlighting a clear acceleration in growth momentum entering the forecast period.

Growth is being driven by a structural shift away from generalised dietary recommendations toward data-driven, personalised nutrition solutions, leveraging personal health data, digital tools and scientific insights. This transition is expanding the addressable market and supporting sustained demand across both developed and emerging regions.

Personalised Nutrition: Market Size & Share (Market Size **USD BN**)



Market Snapshot

Market Size in 2024 (Value)	USD 13.88 BN
Market Forecast in 2030 (Value)	USD 30.94 BN
CAGR	14.4%
Years Considered	2020-2030
Forecast Period	2025-2030
Units Considered	Value (USD BN), Volume (Units)
Fastest-growing Region	Asia Pacific

Personalised Nutrition Market Size & Share | Forecasts Report and Trend Analysis

Wellness: Market Size and Growth Outlook

Consumers are spending more on wellness than they ever have before. Wellness is now a $2 trillion market globally. McKinsey research shows that consumers are most interested in six wellness categories: health, fitness, nutrition, appearance, sleep and mindfulness.

McKinsey's wellness research also indicates that younger generations are allocating a larger share of their discretionary spending to wellness products and services compared with older cohorts. Millennials and Gen Z consumers are more likely to prioritise health, fitness, nutrition and mental well-being as part of their lifestyle choices. This demographic group views wellness as integral to daily routines rather than an occasional indulgence, leading to higher relative spending on customised solutions, preventive health products and technology-enabled wellness offerings. Their willingness to invest in personalised nutrition, digital health tools and holistic health experiences is a key driver of demand growth across the broader wellness ecosystem. As a result, companies that can effectively address the preferences of these younger cohorts, particularly through personalised, data-driven and digitally accessible solutions, are well positioned to capture a disproportionate share of future market expansion.

Consumer Cohort	Relative Wellness Spend	Key Characteristics
Gen Z (≤27 yrs)	Very High	Wellness embedded in daily routines; strong preference for personalisation, digital tools and preventive health
Millennials (28–43 yrs)	High	Willing to pay for premium, science-backed and subscription-based wellness solutions
Gen X (44–59 yrs)	Moderate	Selective spending focused on functional health benefits
Baby Boomers (≥60 yrs)	Lower	More episodic and medically driven wellness spending

The Future of Wellness trends survey 2025 | McKinsey

In the United Kingdom, ~79% of consumers reported that wellness is a "top" or "important" priority, a figure close to the ~84% reported in the United States and consistent with global trends showing elevated interest among younger cohorts. (McKinsey, 'The trends defining the $2 trillion global wellness market' (2025), which reports US 84% and UK 79%)

Supported by structurally higher engagement from younger consumers who prioritise health, nutrition and preventive care as part of daily life, the wellness industry outlook remains positive. Sustained growth in personalised, science-backed and digitally enabled wellness solutions is expected to drive long-term demand across nutrition and weight-management categories. This environment is supportive of companies with evidence-based products and scalable digital engagement models, reinforcing favourable industry tailwinds.

Supporting Sub-Segments

Rapid Nutrition spans five high-growth wellness sub-segments, distributing leading third-party brands across each through the HealthShop Plus platform alongside its owned labels. The dollar figures below are the estimated total global market size of each sub-segment, a measure of the addressable opportunity for Rapid Nutrition:

- **Plant-based nutrition**: global market ~USD 14.2bn (2025), ~12% CAGR to 2035; dairy and meat alternatives (Source).
- **Sports nutrition**: global market ~USD 59bn (2025), ~7.8% CAGR; Ghost® and Prana On are a core part of the store mix (Source).
- **Dietary supplements**: global market ~USD 209bn (2025) and is forecast to approximately double its revenue to USD 393.56 billion by 2033, representing a compound annual growth rate (CAGR) of 8.1% from 2026 to 2033 (Source).
- **Immunity & antiviral**: among the fastest-growing wellness categories; cold, flu and preventive formulations.
- **Beauty & wellness**: global nutricosmetics market ~USD 9.2bn (2024), ~8.57% CAGR; adds beauty-from-within diversification (Source).

Drivers, Restraints, Opportunities & Challenges

Rapid Nutrition operates at the intersection of the global health and wellness industry and the emerging personalised nutrition and HealthTech segments. The Company's addressable market is shaped by structural demand tailwinds, evolving consumer preferences and technology-driven disruption, alongside meaningful competitive and execution-related headwinds. This section examines the key dynamics influencing the Company's market environment and strategic positioning.

Market Dynamics Summary

Category	Key Themes	Net Assessment
Drivers	Preventive health shift; personalised nutrition at 14.4% CAGR; D2C acceleration; plant-based at 12% CAGR; immune health; APAC expansion	Strongly positive. Multiple structural tailwinds align with portfolio, geography and platform direction.
Restraints	Competitive intensity; regulatory complexity; limited revenue scale; high costs and standardisation gaps	Moderately negative. Scale disadvantages are real but partially offset by niche positioning and IP.
Opportunities	HealthShop Plus; AI-driven personalisation (16.4% CAGR); subscriptions; clinical IP; corporate wellness	Strongly positive. HealthShop Plus and AI platform represent near-term inflection catalysts.
Challenges	Revenue bridge; geographic scaling; engagement/retention; going concern uncertainty	Moderately negative. Execution risk elevated but ~AUD 8.6m cash provides meaningful runway.

Company Overview

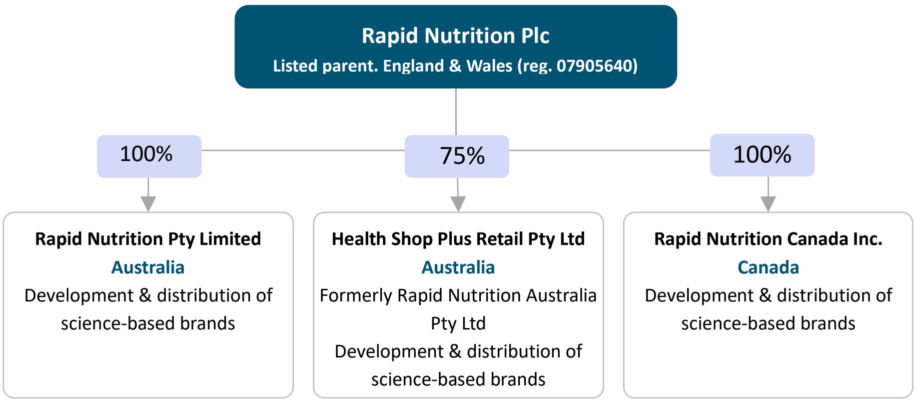
Rapid Nutrition is a UK HealthTech company operating in the global health and wellness industry. The Company focuses on science-backed nutrition and wellness solutions, supported by advanced technologies and artificial intelligence. Its strategy is centered on improving global health, optimising nutrition and supporting sustainable, healthier lifestyles.

The Company develops, markets and distributes premium health and wellness products across international markets. Its portfolio spans nutrition supplements, weight management solutions and consumer health products, with a focus on clean-label, plant-based and nature-derived formulations refined through science.

CORPORATE STRUCTURE

Rapid Nutrition PLC - Group Structure

Euronext Growth Paris: ALRPD I OTCQB: RPNRF I per audited FY2025 annual report (Note 14)



The Company operates through a structured corporate setup, with controlled entities including Rapid Nutrition Pty Limited. These subsidiaries support the development, distribution and omnichannel retail operations of the Company's premium science-based health and wellness brands. Intellectual property and patents related to antiviral formulations are held under Rapid Nutrition Science Pty Ltd.

The Company acquired a portfolio of established health and wellness retail locations in Australia, forming the basis of its flagship domestic operating platform under HealthShop Plus. The five retail locations (Chermside, North Lakes, Aspley, Brookside and Morayfield) operate with integrated Shopify, Retail Express and customer engagement systems.

The Company has established a global footprint, with earlier product distribution across Europe, North America, Asia-Pacific, the Middle East and selected emerging markets. Its headquarters are based in London, United Kingdom, while its operational roots and flagship retail platform are based in Australia.

Strategically, the Company is transitioning from a historically direct-to-consumer model toward a broader omnichannel wellness ecosystem. This expanded framework incorporates continued growth of owned brands alongside a significantly expanded product offering of more than 90 market-leading third-party wellness, sports nutrition and health brands distributed through wholesale supply arrangements. The broader product mix spans categories including protein powders, meal replacements, sports nutrition, vitamins and supplements, probiotics, greens and superfoods, beauty and skincare, health foods and broader functional nutrition products.

Business Model & Solutions Portfolio

Rapid Nutrition develops evidence-based, personalised nutrition grounded in natural science, clinical research and AI. Its flagship SystemLS brand is evolving toward plant-based vegan formulas as the Company builds a scalable, personalised global HealthTech platform, supported by investment in digital infrastructure and data-driven personalisation.

The Company's framework now extends to a broader omnichannel ecosystem: through the HealthShop Plus platform it distributes 90+ third-party wellness, sports-nutrition and health brands across categories from protein powders and supplements to probiotics, superfoods, beauty and functional nutrition.

Solution Area	Description	Key Purpose
Science-Based Nutrition	Evidence-based products combining natural science, clinical research and AI personalisation	Improve overall nutrition and wellness
Weight Management	Metabolic-health and weight products under the flagship SystemLS brand, with plant-based formulas and digital engagement tools	Support sustainable weight loss
Immunity & Antiviral Support	Patented herbal immune-support formulations under the Azurene brand; Innovation Patent awarded, with a Traveller's Immune Booster in preparation	Marketed to support immune health through the cold and flu season; therapeutic claims subject to applicable regulatory approval
Digital Wellness Enablement	AI personalisation platform, mobile apps, agentic consumer guidance and online fitness/wellness streaming, backed by digital-infrastructure investment	Enhance personalisation and engagement
Clean-Label Health Products	Natural, plant-based and certified formulations.	Address demand for transparency and safety
Omnichannel Wellness Ecosystem	90+ third-party wellness, sports-nutrition and health brands distributed via the HealthShop Plus platform, with integrated retail, e-commerce and inventory systems across five stores	Diversify revenue base, strengthen consumer engagement and support scalable growth

Overall, Rapid Nutrition positions its products at the intersection of natural ingredients and scientific validation, meeting demand for credible, clean-label wellness. Its omnichannel ecosystem complements the brand portfolio with stronger transaction cadence, engagement, diversification and recurring revenue.

Portfolio Overview

Rapid Nutrition’s product portfolio spans owned flagship brands, selected third-party offerings and a significantly expanded omnichannel wellness product ecosystem distributed through the HealthShop Plus flagship platform.

Proprietary Brand Portfolio

Brand	Category	Core Focus	Differentiation
SystemLS™	Weight Management	Lifestyle and metabolic health	Science-tested formulations with digital engagement tools;

Azurene™	Immunity & Antiviral	Cold, flu and immune support	Patented herbal formulation; includes Azurene Traveller variant with Ashwagandha and Andrographis
Third-Party Brands (90+)	Wellness, Sports Nutrition & Health	Broader consumer health and wellness	Market-leading Australian and international brands distributed through HealthShop Plus omnichannel platform; includes Ghost®, Prana On, Caruso's®, Nature Bee® and others

Taken together, Rapid Nutrition's proprietary brands cover two complementary wellness needs. SystemLS™ leads in weight management and lifestyle, with six scientifically developed formulations and digital engagement tools, while Azurene™ targets immune health and seasonal wellness through patented herbal formulations. Together they give the Company differentiated, patent-protected intellectual property across complementary categories, which the HealthShop Plus omnichannel platform is built to scale.

The strategic rationale for the expanded third-party portfolio is to balance continued owned-brand development with broader omnichannel product diversification. While owned brands such as SystemLS carry stronger long-term margin potential, scaling proprietary consumer brands typically requires significant marketing investment, customer acquisition expenditure, working capital support and extended brand development timeframes. By progressing both initiatives in parallel, the model is structured to create a more balanced and diversified operating framework while continuing to build long-term owned-brand value over time.

Geographic Footprint & Distribution Strategy

Region	Key Markets	Portfolio Presence
Australia	QLD (Chermside, North Lakes, Aspley, Brookside, Morayfield), broader national	Omnichannel flagship platform (HealthShop Plus); owned brands; 90+ third-party wellness brands; retail, e-commerce and D2C
Europe	UK, France, Italy, Switzerland	Nutrition & wellness products; e-commerce (Shopify platform)
North America	United States	Supplements, digital wellness, subscription-led D2C
APAC	China, Japan, South Korea	Weight management, immunity products etc.

As the table shows, the Company's footprint spans multiple regions, but operations and revenue today are concentrated almost entirely in Australia. Elsewhere the model is still digital and early-stage: e-commerce and subscription-led direct-to-consumer in Europe and North America; selective social-commerce and category plays across APAC; and partner-led distribution in emerging markets. None of these international channels is yet material to Company revenue; each is best read as staged expansion optionality that radiates outward from the Australian base as the platform matures.

Australia: Flagship Omnichannel Platform

Australia is the Company's core operating base and the anchor of the broader omnichannel strategy. Through the HealthShop Plus flagship platform, Rapid Nutrition operates five established health and wellness retail locations across Brisbane's north side: Chermside, North Lakes, Aspley, Brookside and Morayfield. These locations are not intended as a traditional retail expansion, but as a targeted extension of the Company's digital and direct-to-consumer model, serving as controlled environments for product presentation, consumer engagement and brand development.

Beyond the current store base, the Company has flagged operational enhancements and expansion plans, including manufacturing upgrades, innovation initiatives and targeted acquisitions, to support its longer-term move toward global scale.

Management Overview

Rapid Nutrition is led by an experienced management team with deep expertise across health and wellness, nutrition science, global distribution, brand building, finance and research-driven product development. The leadership team combines operational execution with strategic oversight, supported by strong scientific and commercial credentials. Board members bring international experience across healthcare, consumer brands and global market expansion, while the executive team focuses on day-to-day operations, brand development, financial discipline and innovation.

Board of Directors

Name	Role	Experience Highlights
Simon St Ledger	Executive Director & CEO	A personal trainer and dietary consultant with over 20 years of experience, has advised numerous health clubs and organisations. He managed national fitness equipment suppliers and co-founded the Australian National Weight Loss Clinic. He led his company to win the 2013 Premier of Queensland's Export Award in Health and Biotechnology, securing a spot in the national finals of the 51st Australian Government Export Awards.
Shayne Kellow	Non-Executive Director	25+ years of experience in business development, corporate finance and international sales, specialising in global healthcare distribution across Southeast Asia, the Middle East and the Americas. He mentored 250+ startups as Business Operations Manager at the Australian Business Development Centre and founded Elmore Oil, a healthcare company that distributed therapeutic natural lotions to 12+ countries.
Jeffrey Reingold	Non-Executive Director	Extensive expertise in media and marketing for international businesses and organisations, specialising in reaching broad audiences, brand promotion and health focused film production. He began his career in North America, a key market for Rapid Nutrition, working with Metro-Goldwyn-Mayer/United Artists.

Management

Name	Role	Experience Highlights
Juston Jirwander	General Manager – Australia	A seasoned entrepreneur and investor with 20+ years of experience. He began as a Chartered Accountant at WHK Horwath and served as Director and Chairman of Go Vita Distributors Limited, Australia's largest health food co-op, for 15 years. As Executive Chairman of Healthy Life, a subsidiary of Singapore-listed EYSI, he successfully secured a strategic investment partner.
Leisa St Ledger	Brand Manager	A former police officer with expertise in health and nutrition, is the founder of Leisa's Secret® and SystemLS. She has driven significant media attention, fuelled growth and attracted international interest.

Michael Zhu	Chief Financial Officer	*Member of the Institute of Chartered Accountants* 10+ years of experience working with small and medium-sized businesses. He operates his own accounting practice and consulting firm, serving as CFO for multiple clients.
Ruth Kendon	Head of Research & Product Development	A naturopath and herbalist with 30 years of experience, developed the antiviral therapy Azurene. She has worked with patients, industry leaders and regulators and was a board member and Fellow of the Natural and Herbalists' Association of Australia.
Carl Seletz	Advisor to the Board	Retail and operations executive with over 35 years of experience. He most recently served as Chief Global Officer at GNC. He also led initiatives for leading retailers such as Gap Inc., Abercrombie & Fitch, Victoria's Secret and Bath & Body Works. He holds a degree in Professional Writing and Communications from Carnegie Mellon University.
Dr. David Hunter	Scientific Advisor to the Board	A Professor of Medicine at the University of Sydney, Chair of Rheumatology and Head of the Institute of Bone and Joint Research. Ranked the world's top osteoarthritis expert on expertscape.com.

Financial Analysis

Rapid Nutrition's financials reflect a company at a transition point. Reported revenue declined steadily from AUD 3.7m in FY2020 to a trough of AUD 0.2m in FY2025 as the legacy SystemLS direct-to-consumer model contracted and the Company repositioned. From FY2026E, consolidation of the HealthShop Plus platform drives a step-change in scale, with the model forecasting revenue, EBITDA and net income all inflecting positively. Figures below are in Australian dollars (the Company's functional reporting currency); per-share valuation is expressed in euros (converted at AUD/EUR 1.61) to match the Euronext listing.

Forecast growth is driven almost entirely by the Australian HealthShop Plus omnichannel platform: five Brisbane stores at ~30,000 transactions per month and an ~AUD 48 average order value. Revenue is modelled bottom-up on a consolidated basis as total transactions multiplied by average order value; from FY2027E the forecast applies roughly 15–25% annual growth to consolidated monthly transactions across the store network, together with a modest rise in average order value from AUD 48 to AUD 54, building to ~93,000 transactions per month by FY2032E. FY2026E captures ~six months of consolidation (AUD 8.6m); FY2027E is the first full year (AUD 21.2m), building to AUD 60.3m by FY2032E. China, US and European channels are treated conservatively given the FY2025 shortfall versus prior targets. Because specific new-store openings are not separately planned, the growth rate is applied to consolidated transactions rather than to individual outlets; this consolidated assumption is intended to capture growth from all sources, including higher throughput at existing stores as well as potential store-network expansion and further omnichannel investment. The bridge below reconciles these operating metrics to the revenue forecast:

Year	Monthly transactions (consolidated)	AOV (AUD)	Months consolidated	HealthShop Plus revenue (AUD m)
FY2026E	30,000	48	6	8.6
FY2027E	37,500	48	12	21.2
FY2028E	46,875	50	12	28.1
FY2029E	58,594	51	12	35.9
FY2030E	70,313	52	12	43.9

FY2031E	80,860	53	12	51.4
FY2032E	92,989	54	12	60.3

Operating leverage is the core of the story. With platform and overhead costs relatively fixed, EBITDA swings from negative AUD 2.6m in FY2025 to positive AUD 1.7m in FY2026E and AUD 19.8m by FY2032E. The margin expansion is driven by fixed-cost leverage rather than gross-margin gains: gross margin is held broadly flat at ~37–39% across the forecast, while operating expenses rise only modestly (from ~AUD 1.0m in FY2026E to ~AUD 3.8m in FY2032E) against a substantially larger revenue base, so operating costs fall from ~11% of revenue to ~6%. EBITDA margin therefore widens from ~19% (FY2026E) to ~33% (FY2032E). A ~33% mature-state EBITDA margin sits above the listed consumer-wellness peer set used in our valuation (Herbalife, BellRing Brands and Simply Good Foods), which currently operates at low- to high-teens EBITDA margins; the premium reflects the lean five-store, third-party-distribution model and assumes overhead is held broadly flat as volumes scale. We therefore regard the terminal EBITDA margin as a key valuation sensitivity.

The Company is modelled to turn net-profit positive in FY2026E (AUD 1.1m; EPS AUD 0.18), its first profitable year in the forecast, building to AUD 13.8m and EPS AUD 2.22 by FY2032E on a flat 6.21m share count. The FY2026E tax charge assumes a 30% rate with no loss carry-forward benefit, a conservative treatment. The balance sheet strengthens in step, with shareholders' equity compounding through retained earnings to AUD 62.2m by FY2032E. The model assumes free cash flow simply accumulates as cash, with no dividends, buybacks or acquisitions, so by FY2032E cash represents roughly 70% of total assets; a capital-allocation assumption would materially affect reported returns.

Key Projected Financial Metrics (AUD m, unless stated)

AUD m, unless stated	FY2026E	FY2027E	FY2028E	FY2029E	FY2030E	FY2031E	FY2032E
Revenue	8.6	21.2	28.1	35.9	43.9	51.4	60.3
Revenue growth %	n.m.	n.m.	+33.0%	+27.5%	+22.4%	+17.2%	+17.2%
Gross margin %	38%	38%	38%	38%	39%	39%	39%
EBITDA	1.7	5.9	8.4	11.1	13.9	16.6	19.8
EBITDA margin %	19%	28%	30%	31%	32%	32%	33%
Net profit	1.1	4.1	5.8	7.7	9.7	11.6	13.8
Net margin %	13%	19%	21%	21%	22%	22%	23%
EPS (AUD)	0.18	0.66	0.93	1.24	1.56	1.86	2.22

Valuation & Price Target

We value Rapid Nutrition at approximately €74.6 million or €12.01 per share, on a blended basis, a 69.0% premium to the current €7.11. Our framework weighs an intrinsic discounted cash flow valuation most heavily (65%), complemented by a relative EV/EBITDA cross-check (35%); a P/E-based value is shown for reference only, given the Company's recent loss-making history.

Assumptions

- **Revenue** is driven by the HealthShop Plus consolidation (five Brisbane stores generating ~30,000 transactions per month at an ~AUD 48 average order value), taking Company revenue from AUD 8.6m (H2 2026E) to AUD 60.3m (FY2032E).
- **Margins:** gross margin is held at ~37–39%; EBITDA margin expands from ~19% (FY2026E) to ~33% (FY2032E); net margin reaches ~23%.
- **Discount rate:** a WACC of 11.1%, built from a 4.3% risk-free rate, a 4.2% equity risk premium, a 2.0% size premium and a beta of 1.15.
- **Terminal value:** 3.0% perpetuity growth and a 30% tax rate; the terminal period represents ~75% of DCF enterprise value.
- **Relative cross-check:** an 11x EV/EBITDA exit multiple, an analyst estimate set within the range of profitable wellness and nutrition peers.
- **Methodology weighting:** DCF 65% & EV/EBITDA 35%.

Key Valuation Metrics

Metric	Value
Current price	€7.11 (AUD 11.47)
Fair value (blended)	€12.01 (AUD 19.36)
Upside to fair value	+69.0%
EPS, FY2028E	AUD 0.93
EPS CAGR, FY2027E–FY2032E	~27%
PEG (forward P/E ÷ EPS CAGR)	~0.5

On the current price, the Company trades on roughly 12.34x FY2027E earnings against a ~27% forward EPS CAGR, implying a PEG ratio of approximately 0.5. A PEG below 1.0 indicates that the market is not yet fully pricing the earnings trajectory embedded in the HealthShop Plus consolidation, consistent with the upside implied by our blended target.

Valuation Summary

Method	EUR / share	AUD / share	Weight
EV/EBITDA	8.54	13.77	35%
DCF	13.87	22.37	65%
Weighted Average Price Target	12.01	19.36	100%

On a blended basis we derive a price target of €12.01 per share (AUD 19.36), equivalent to an equity value of approximately €74.6 million and 69.0% upside to the current €7.11. All euro figures are converted from Australian dollars at AUD/EUR 1.61; a weaker

Australian dollar would reduce the euro fair value. The DCF discounts seven years of explicit free cash flow (FY2026E–FY2032E) plus a terminal value at an 11.1% WACC; free cash flow is negative in FY2026E as working capital builds with the platform consolidation, then turns firmly positive from FY2027E, reaching AUD 14.4m by FY2032E.

It is worth noting that, as an early-stage micro-cap, roughly three-quarters of our DCF value resides in the terminal period; the valuation is therefore sensitive to the pace of the HealthShop Plus ramp, the delivery of forecast margins and the discount rate. A delay in consolidation or a shortfall against the modelled transaction run-rate would compress the intrinsic value materially.

Comparable Companies

The EV/EBITDA cross-check is benchmarked against a focused group of listed nutrition and wellness peers. The metrics below are shown on a trailing-twelve-month basis (source: company filings and stockanalysis.com, as at June 2026) and, being market-derived, move with share prices:

Company	Market	EBITDA margin (TTM)	EV/EBITDA (TTM)
Herbalife	US/Global	~11%	~6x
BellRing Brands	US	~16%	~11x
Simply Good Foods	US	~17%	~10x
Peer range	-	**~11–17%**	**~6–11x**

The peer group comprises three established consumer nutrition and wellness businesses:

- Herbalife is one of the largest direct-selling health and wellness companies. It develops science-backed nutrition, weight-management and personal-care products that reach consumers through a global network of independent members.
- BellRing Brands is a US-listed convenient-nutrition company focused on the fast-growing ready-to-drink protein and active-nutrition category. It runs an asset-light, brand-led model, outsourcing manufacturing while concentrating on product innovation, marketing and broad distribution across club, mass-retail, grocery and online channels to reach mainstream consumers seeking high-protein, on-the-go nutrition.
- Simply Good Foods is a US branded nutritional-foods company positioned in the better-for-you snacking and low-carb, high-protein space. It operates a focused, acquisitive platform that builds scale around trusted health-oriented brands, supported by an asset-light supply chain and wide distribution across grocery, mass and convenience retail, with a strategy anchored in consumer demand for healthier, convenient eating.

Against this group, we apply an 11x EV/EBITDA exit multiple as our analyst estimate. This sits at the upper end of the peers' current trading range of ~6–11x, reflecting Rapid Nutrition's substantially higher forecast revenue growth and margin trajectory together with the optionality embedded in its omnichannel platform. The multiple is applied to forecast EBITDA in the relative cross-check.

We would note that the closest comparators to Rapid Nutrition are largely privately held and do not disclose financials and that many operate on a pure D2C basis without the omnichannel model underpinning the Company's HealthShop Plus platform. Like-for-like benchmarking is therefore limited and our cross-check necessarily relies on the listed peers available supplemented by analyst best estimate, with the 11x multiple read in that light.

Risk Factors

Rapid Nutrition is an early-stage, micro-cap HealthTech company undertaking a significant strategic transformation. These risks are not exhaustive but represent the principal factors that could materially affect the Company's performance, financial position and prospects.

Risk Assessment Matrix

Company	Likelihood	Severity	Description
Going-Concern / Material Uncertainty	Moderate	High	Auditor has flagged a material uncertainty over going concern in 2025 Annual report; the investment case depends on successful HealthShop Plus consolidation
Funding / Liquidity Risk	Moderate	High	~AUD 8.6m cornerstone funds an estimated 24–30 months; further capital is likely required before sustained self-funding, implying potential dilution or financing risk
Execution & Integration Risk	High	Moderate	Multiple simultaneous initiatives; HealthShop Plus 5-location integration underway
Competitive Risk	High	Moderate	Competing against Abbott, Nestlé, BellRing ($8.5B), Glanbia, Herbalife, ZOE, Prenetics
Regulatory Risk	Moderate	Moderate	Multi-jurisdictional compliance; Azurene antiviral claims may attract scrutiny
Key Personnel Dependency	Moderate	Moderate	CEO Simon St Ledger central to strategy; lean operational structure amplifies dependency
Foreign Exchange Risk	Moderate	Moderate	Exchange rate exposure from AUD operations against a EUR-listed valuation; the EUR fair value assumes AUD/EUR 1.61, so a weaker AUD reduces it. No formal hedging arrangements in place
Technology & Platform Risk	Moderate	Low–Mod	AI platform in early deployment; rising digital bid costs

While the risk profile is elevated, several factors provide downside protection. The €5M cornerstone investment provides ~AUD 8.6m in cash, offering 24-30 months of runway. The HealthShop Plus platform (~30,000 transactions/month, 37-39% gross margins) introduces near-term revenue visibility fundamentally different from the historical base.

Investment Conclusion

We assess Rapid Nutrition's fair value at €12.01 per share, 69.0% above the current €7.11, on a blend of DCF (65%) and peer multiples (35%). The case rests on a single proposition: consolidating the HealthShop Plus platform converts a sub-scale, loss-making direct-to-consumer brand into a profitable omnichannel operator, lifting revenue to ~AUD 60m by FY2032E. The risks are concentrated: five-store integration under a lean team, the going-concern flag, micro-cap scale and single-platform reliance, but on balance the risk/reward looks favourable for investors able to tolerate micro-cap volatility.

Fair Value:	Current	Upside
€12.01 / share	**€7.11**	**+69.0%**

Summary of Financials

The following projections summarise the consolidated financial model underpinning the valuation. All figures are in Australian dollars and reflect the conservative, phased consolidation of the HealthShop Plus platform. FY2025A was a transition year (revenue of AUD 0.19m and a net loss of AUD 3.1m); the forecast period reflects the platform's first full consolidation from H2 FY2026 onward.

Projected Income Statement

Income Statement (AUD '000)	2026E	2027E	2028E	2029E	2030E	2031E	2032E
Revenue	8,640	21,150	28,125	35,860	43,875	51,427	60,257
Gross profit	3,283	8,037	10,688	13,627	17,111	20,057	23,500
EBITDA	1,642	5,922	8,438	11,117	14,040	16,457	19,885
Net profit	1,126	4,097	5,788	7,683	9,668	11,559	13,788

Projected Balance Sheet

Balance Sheet (AUD '000)	2026E	2027E	2028E	2029E	2030E	2031E	2032E
Total assets	13,634	22,578	30,985	41,151	53,128	66,551	82,364
Shareholders' equity	9,575	13,672	19,460	27,143	36,811	48,370	62,157

Key Projected Metrics

Key Projected Metrics	2026E	2027E	2028E	2029E	2030E	2031E	2032E
Revenue growth %	n.m.	n.m.	33.0%	27.5%	22.4%	17.2%	17.2%
Gross margin %	38%	38%	38%	38%	39%	39%	39%
EBITDA margin %	19%	28%	30%	31%	32%	32%	33%
Net margin %	13%	19%	21%	21%	22%	22%	23%
ROE %	12%	35%	35%	33%	30%	27%	25%
FCFE (AUD '000)	(3,820)	4,248	5,876	8,121	10,765	11,956	14,387

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Bowsprit Partners
Pan-European Advisory Boutique

Address: Birchin Court, 20 Birchin Lane, Bank, London, EC3V 9DU, United Kingdom

Telephone: +44 (0)203 883 4430

Email: info@bowspritpartners.com

Website: www.bowspritpartners.com