

Performance One AG

Germany | Media | MCap EUR 12.7m

16 September 2022

UPDATE



PERFORMANCE ONE

Feedback from investor presentation – BUY rating confirmed

What's it all about?

AlsterResearch hosted a well-attended investor meeting with Performance One, the stock exchange newcomer (listed since May 2022). AlsterResearch has just recently published its Initial Research Note, which is available on research-hub.de. Performance One is increasingly focusing on its USP - the successful data analytics. This accounts for digital marketing campaigns as well as the proper and fitting content ployout on its mental health app couch:now. With its asset light approach, the company is likely to experience healthy growth, visible in a CAGR growth of 30% (21-24E) and returns (>40% by 2024E) significantly exceeding capital costs in the mid-term. We confirm our positive view and reiterate to BUY with unchanged PT of EUR 26.00 offering an upside of > 100%.

BUY (BUY)

Target price	EUR 26.00 (26.00)
Current price	EUR 12.00
Up/downside	116.7%



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Performance One AG

Germany | Media | MCap EUR 12.7m | EV EUR 13.6m

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Feedback from investor presentation – BUY confirmed

Roadshow hosted with AlsterResearch. Yesterday, AlsterResearch hosted a well-attended investor meeting with the stock exchange newcomer Performance One. The company has been listed since May 2022 and is currently aiming for further listings such as Xetra. AlsterResearch has just recently published its Initial Research Note, which is available on research-hub.de.

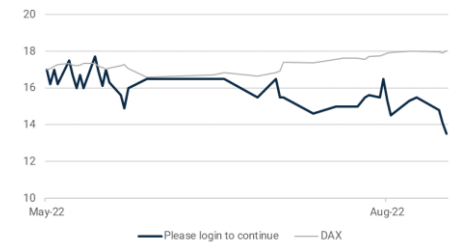
Demand generation is the bread-and-butter business. Performance One offers in its Digital Services a broad package of AI driven services, which includes the full range for digital transformation and strategy services to generate demand at its customers. The company is a consulting and implementation agency that creates, manages, and designs digital experiences and products for brands, companies, and people. In recent years, its activities turned towards data-driven, innovative solutions which are the connecting element today and build the foundation for a scalable business model.

Innovation Products are expected to drive top-line growth. With its two products BIGNITE and couch:now, Performance One markets two software-as-a-service (SaaS) application. For both, the market entry took place in 2021 and the services are currently being rolled out. The economic significance of these offerings is expected to grow due to the Software-as-a-Service business model, which comes along with secured recurring revenues, high scalability, and a diversification from current project business. While Digital Services represented 100% of sales in 2021, the revenue contribution of Innovation Products is expected to change this quickly.

Conclusion. In recent years, the company turned its activities towards data-driven, innovative solutions and built the foundation for a scalable business model. With the implementation of this strategy, Performance One is increasingly focusing on its USP - the successful data analytics: This accounts for digital marketing campaigns as well as the proper and fitting content playout on its mental health app couch:now. With its asset light digital approach, the company is likely to benefit from this growth, visible in a CAGR growth of 30% (21-24E) and returns (>40% by 2024E) significantly exceeding capital costs in the mid-term. An ambitious, entrepreneur driven management with significant skin in the game completes the entire equity story and reinforces our positive view of the company. BUY.

Performance One AG	2019	2020	2021	2022E	2023E	2024E
Sales	10.3	10.4	12.4	14.2	18.8	27.6
<i>Growth yoy</i>	23.5%	0.7%	19.7%	14.4%	32.0%	47.2%
EBITDA	0.7	0.8	-1.5	0.4	1.1	2.1
EBIT	0.7	0.6	-1.8	-0.0	0.6	1.6
Net profit	0.5	0.4	-1.5	-0.0	0.5	1.4
Net debt (net cash)	-0.7	-0.8	0.9	0.9	0.3	-1.1
Net debt/EBITDA	-1.0x	-1.1x	-0.6x	2.3x	0.3x	-0.5x
EPS reported	8.67	7.71	-2.16	-0.03	0.46	1.29
DPS	0.00	0.00	0.00	0.00	0.00	0.00
<i>Dividend yield</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gross profit margin	59.5%	66.6%	65.0%	65.0%	66.0%	66.5%
EBITDA margin	7.1%	7.6%	-12.3%	2.7%	5.7%	7.7%
EBIT margin	6.7%	6.2%	-14.6%	-0.3%	3.1%	5.9%
ROCE	46.5%	26.9%	-101.4%	-2.2%	25.3%	41.7%
EV/EBITDA	16.4x	15.1x	-9.0x	35.8x	12.2x	5.5x
EV/EBIT	17.4x	18.5x	-7.5x	-364.0x	22.4x	7.1x
PER	1.4x	1.6x	-5.5x	-406.8x	26.2x	9.3x
FCF yield	79.7%	121.1%	-11.3%	5.0%	10.3%	20.2%

Source: Company data, AlsterResearch



Source: Company data, AlsterResearch

High/low 52 weeks 17.70 / 12.00
Price/Book Ratio -120.5x

Ticker / Symbols

ISIN DE000A12UMB1
WKN A12UMB
Bloomberg PO1:GR

Changes in estimates

		Sales	EBIT	EPS
2022	old	14.2	0.0	-0.03
	Δ	-	-	-
2023	old	18.8	0.6	0.46
	Δ	-	-	-
2024	old	27.6	1.6	1.29
	Δ	-	-	-

Key share data

Number of shares: (in m pcs) 1.06
Book value per share: (in EUR) -0.10
Ø trading volume: (12 months) 500

Major shareholders

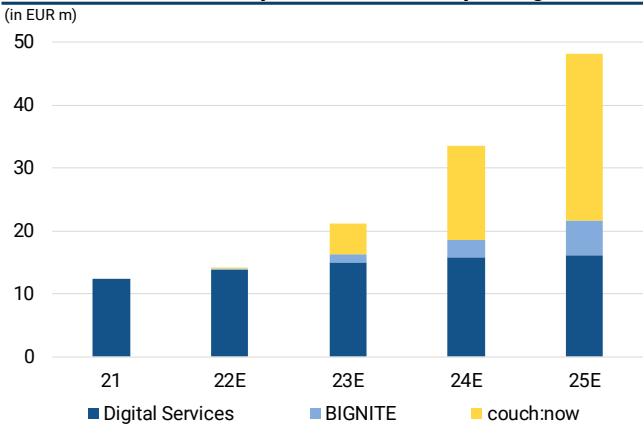
Management 35.0%
Supervisory Board 26.5%
MuM Industrieb. 21.0%
Free Float 10.4%

Company description

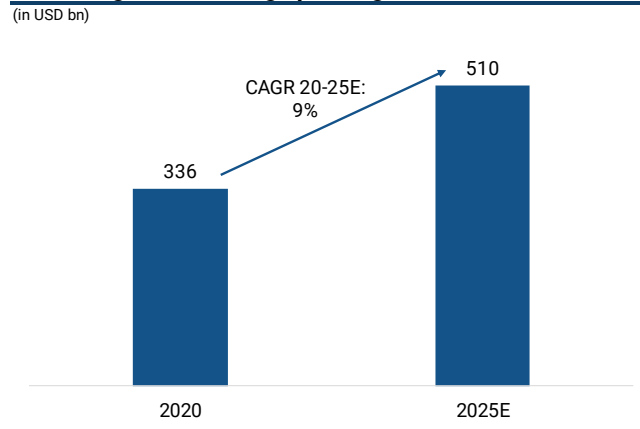
Performance One AG is a German-based digital solutions provider. Its products and solutions are data and artificial intelligence (AI) driven, that help in digitalizing marketing and sales strategies. In its new business activities, Performance One offers data analysis services and develops business intelligence software called BIGNITE as well as an online platform for psychological counseling named couch:now.

Investment case in six charts

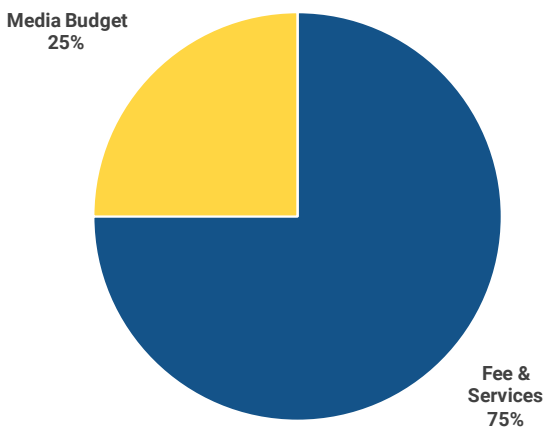
Innovation Products expected to boost top-line growth



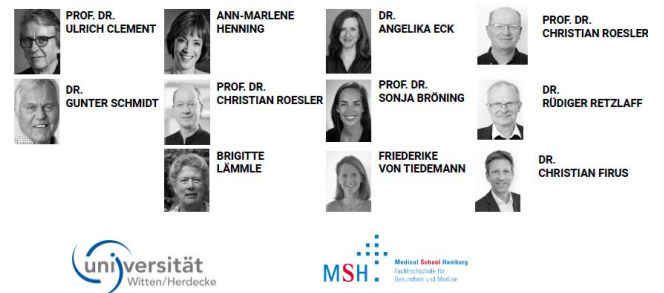
Global digital marketing spending



Sales split in % in 2021



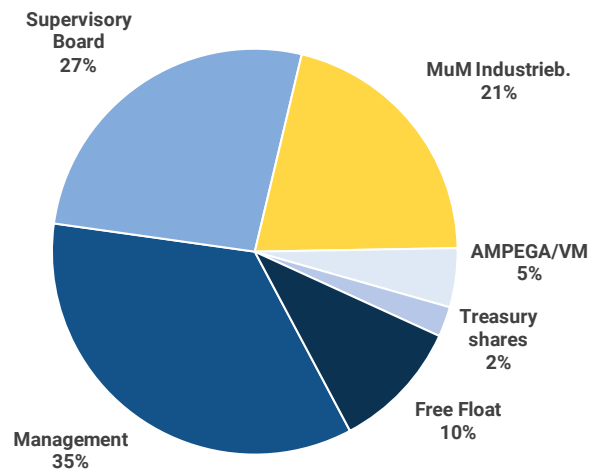
couch:now content created by >40 experts



Serving more than 150 well-known customers



Major shareholder



Source: Company data, AlsterResearch

Company background

Products & services

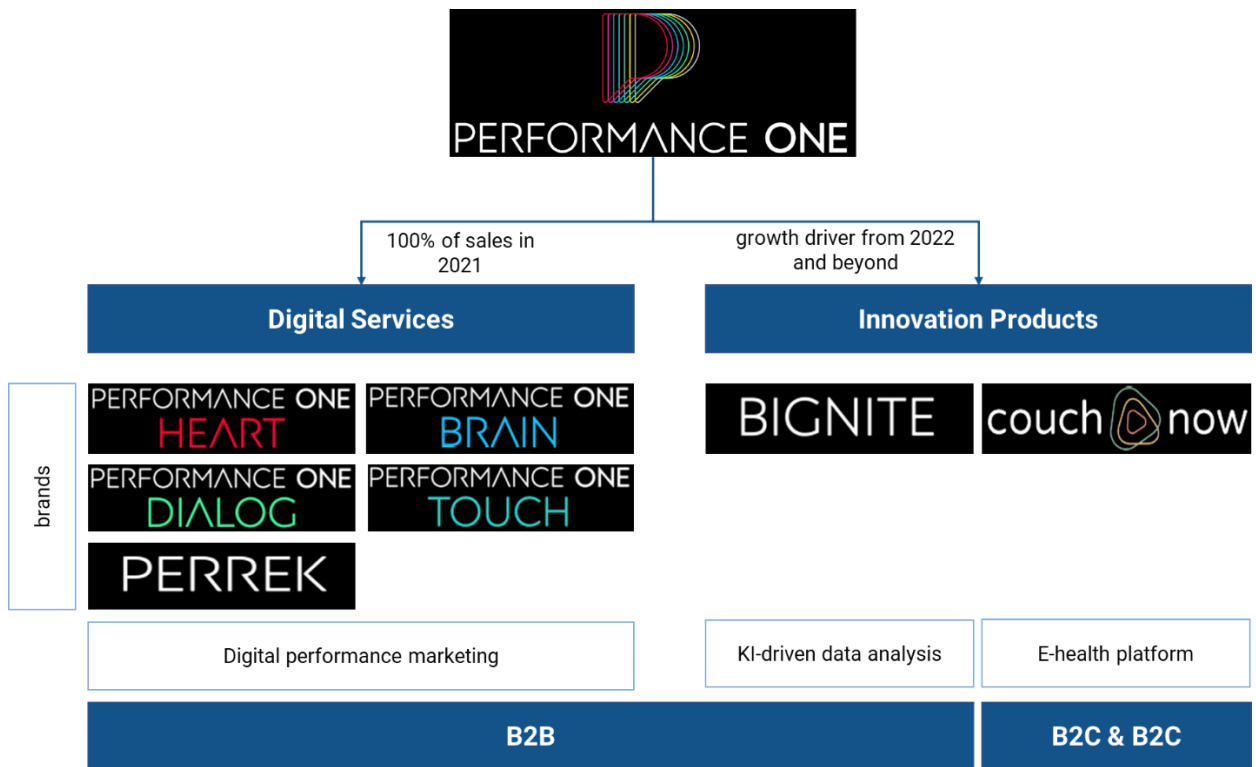
Performance One – In a nutshell

Performance One AG is a digital marketing agency and offers a broad package of AI driven services. The company offers the full range for digital transformation and strategy in marketing and sales. Performance One is a consulting and implementation company that creates, manages, and designs digital experiences and products for brands, companies, and people. This includes strategy development, digital marketing, and data analytics which together are the core services. These products and services, called Digital Services, represent the core activities of the group, and represent almost 100% sales in 2021. In recent years, the company turned its activities towards data-driven, innovative solutions which are the connecting element today and build the foundation for a scalable business model. These activities are summarized under the term Innovation Products.

Company structure separates Digital Services and Innovation Products

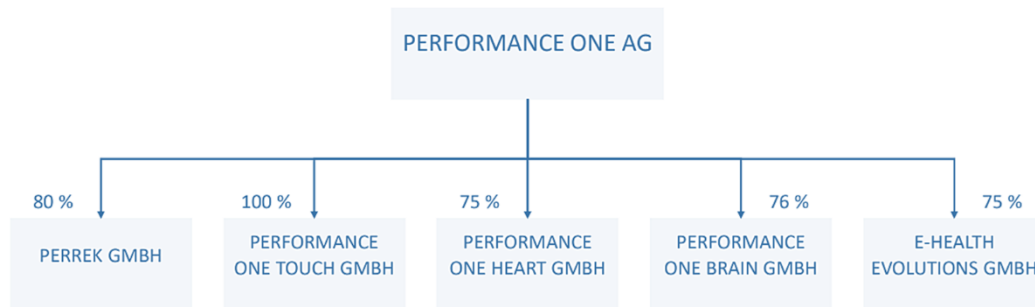
Performance One operates with two business units, which are **Digital Services** and **Innovation Products**. In addition, the company works with different brands for different topics and services. Headquartered in Mannheim, Germany, the company employs 114 people.

Performance One overview – Business units, brands, products and services and end-markets



Source: Company data, AlsterResearch

Performance One – legal company structure



Source: Company data, AlsterResearch

Digital Services

The group's corporate brand is **PERFORMANCE ONE**. For the different topics of communication/ products and services, the company uses five brands: BRAIN, HEART, DIALOG, TOUCH and PERREK.

- BRAIN – Focused on smart data consulting and specialized on data science as well as data analytics.
- TOUCH – Concentrating on cloud and automation services as well as digital performance
- HEART – Specialized on creative services and human experiences and emotions
- DIALOG – Stands for performance and digital marketing
- PERREK – Core service is performance recruiting

Performance One's – core business: performance marketing

What is performance marketing?

Performance marketing comprises the implementation, evaluation, and optimization of advertising measures with clearly measurable performance. Based on the data, the efficiency of the individual advertising measures can be precisely analyzed and adjusted to reach the pre-formulated key performance indicators accordingly. In online marketing, this type of advertising works particularly well, as all measures carried out, from large advertisements to individual social media posts, can be analyzed and adjusted, if needed.

Overview of important elements of digital marketing



Source: AlsterResearch

Bread and Butter-Business: Digital Services

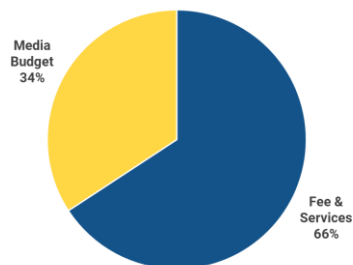
Performance One's bread and butter business is digital performance marketing of all types. Search engine optimization (SEO), search engine advertising (SEA), display advertising or social media advertising are just examples, as Performance One offers holistic digital marketing solutions, consulting, implementation, measuring and services in this area.

Defined areas of relevance covered by Performance One are:

- E-Business (Infrastructure, Software)
- E-Commerce
- Digital Communication
- Data, Research and AI
- Customer Experience
- Social Media
- Search
- Ad-Tech
- Digital Transformation/Strategy
- IoT
- Platforms

The company uses all common platforms (from Google to Facebook and LinkedIn to Amazon) to satisfy the requests of its own customers. This includes classic digital marketing, brand and customer experience, technology, automation and cloud solutions, digital personnel marketing as well as smart data and AI solutions that determine the success of marketing campaigns.

Sales structure in 2021



Source: Company data, AlsterResearch

In 2021, all revenues were generated with Digital Service activities. There are two major revenue streams: 75% are fees and services, while 25% are generated via media budgets. These are marketing services that are purchased in bulk from platforms, for example, and then passed on to the Performance One customer with a mark-up margin. The recently established Innovation Products segment has not made any significant contribution to group revenues until today.

Innovation Products: BIGNITE and couch:now

With the product-brands **BIGNITE** and **couch:now**, Performance One markets two software-as-a-service (SaaS) application. For both, the market entry took place in 2021 and the services are currently being rolled out. The significance of these offerings is expected to grow due to the Software-as-a-Service business model, which comes along with secured recurring revenues, high scalability, and a diversification from current project business. Both applications were developed in-house and programmed, using internal and external resources. Common and widespread programming languages were used to allow easy integration and, if necessary, to easily implement a change from external resources.

B2B-Kicker: BIGNITE - a business intelligence solution via SaaS

The service BIGNITE was developed in cooperation with the University of Mannheim and is marketed as cloud-based solution. The core of BIGNITE is based on artificial intelligence (AI) that provides the data for smart business decisions independently of the business, product, or industry. For this purpose, forecasts are derived from the existing data of Performance One and customer-specific data of all kinds, which depict future demand. This helps Performance One’s customers to use marketing budgets more efficiently. In other words, when demand at a client is high, (performance) marketing measures are scaled back, and resources – mostly money - are saved. If the capacity utilisation and demand is (too) low, on the other hand, higher marketing efforts can be used to ensure better capacity utilisation / higher demand / more orders, leading to higher sales and earnings, respectively.

The SaaS-business model has many advantages for Performance One. SaaS solutions can usually be implemented quickly and easily in existing customer structures. Therefore, the willingness to purchase is high if a corresponding benefit is immediately visible. After that, the subscription models ensure regular and predictable revenues for Performance One. And after a one-time implementation at the customers, the switching costs and with its willingness to change are usually very low.

B2C-Kicker: E-Mental-Health platform: couch:now

couch:now is a digital platform that offers psychotherapeutic self-help and counseling. The platform and its content were created in collaboration with universities, doctors, and therapists. The offer is sorted by topics which can be accessed by everyone. The market entry took place already, and the subjects ‘couple counseling’ and ‘loneliness’ are online available. Other therapeutic topics and addiction counseling are expected to follow soon.

For the time being, private customers are addressed. Performance One currently aims to be certified by the ZPP – Zentrale Prüfstelle Prävention as digital prevention application. With this licensing, the offerings on couch:now would be actively offered by health insurers and patients would be eligible for reimbursement. This would ultimately increase the acceptance rate at customers which would then significantly increase the addressable market. As the approval process started already, an certification could take place in early 2023.

couch:now: A cooperation with professionals, experts and two universities



	PROF. DR. ULRICH CLEMENT		ANN-MARLENE HENNING		DR. ANGELIKA ECK		PROF. DR. CHRISTIAN ROESLER	 <p>Medical School Hamburg Fachhochschule für Gesundheit und Medizin</p>
	DR. GUNTER SCHMIDT		PROF. DR. CHRISTIAN ROESLER		PROF. DR. SONJA BRÖNING		DR. RÜDIGER RETZLAFF	
			BRIGITTE LÄMMLE		FRIEDRIKE VON TIEDEMANN		DR. CHRISTIAN FIRUS	 <p>universität Witten/Herdecke</p>

Source: Company data, AlsterResearch

Distribution, clients and resellers of couch:now

Currently, customers include just German-speaking and tech-savvy users who book a course of their choice. Performance One is aiming for a health insurance reimbursement for the individual courses. In addition, health insurers should also request the offer in order to place it among their own insurance holders. The next step of distribution is B2B marketing: Companies could provide the courses to their employees as part of employee retention and disease prevention programs. Sales launch was in August and first customers were won already. In the mid-term, the fourth pillar of growth is the internationalization of the content through adopting to country specifics such as different languages.

Management

	
<p>Denis Lademann Co-Founder and Member of the Board, CEO since 2009 (year of foundation)</p>	<p>Tobias Reinhardt Co-Founder and Member of the Board CEO since 2009 (year of foundation)</p>

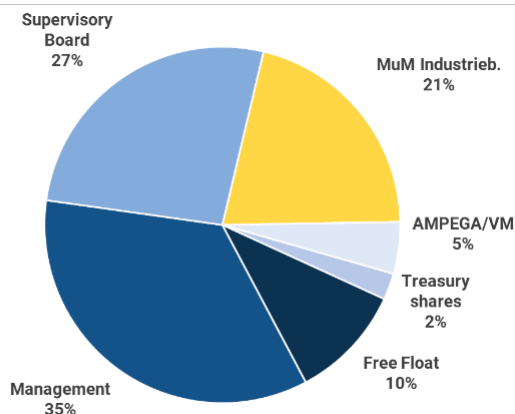
Source: Company data; AlsterResearch

Shareholders

The 1,057,524 shares of Performance One have been listed in the m:access segment of the Munich Stock Exchange and on the Frankfurt Stock Exchange since May 2022. Since September, the stock is also traded on Berlin stock exchange. The inclusion of trading in the XETRA segment is in preparation, and a listing could follow in H2 2022.

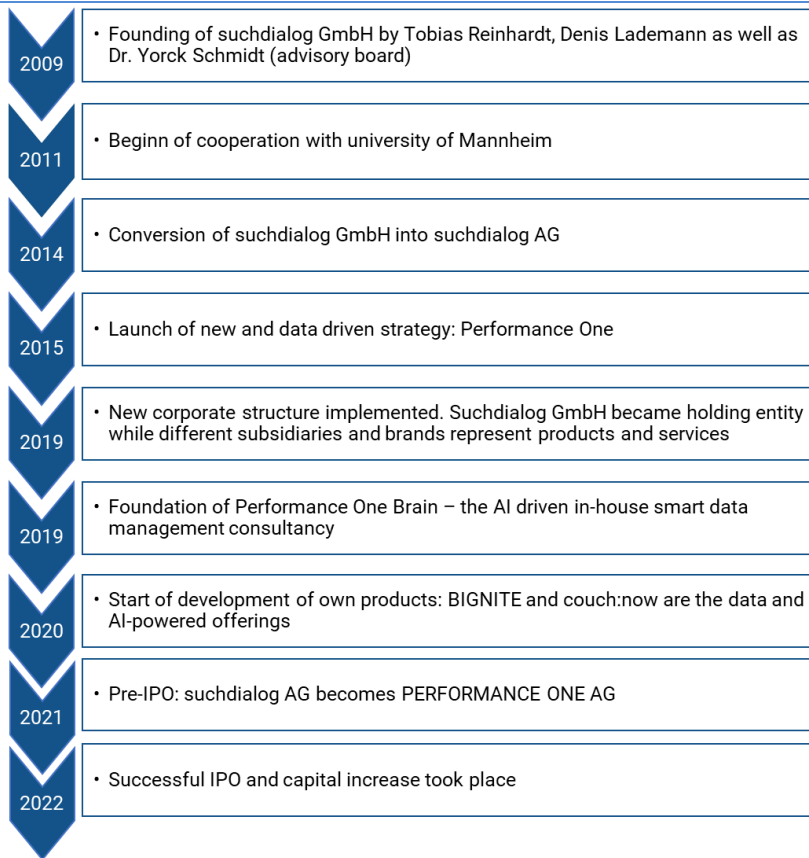
On a positive note, in addition to the supervisory board and management (together hold +60% of shares outstanding), employees also hold shares of the company. Therefore, the complete team has an incentive to deliver performance, which is aligned with investors. In the current times of a shortage of skilled workers, this is an interesting incentive for the workforce and an even stronger signal to employees and investors. As further institutional investors are involved, the free float is just 10%. The shareholder structure since the IPO is as follows:

Shareholder structure



Source: Company data, AlsterResearch

Performance One's History

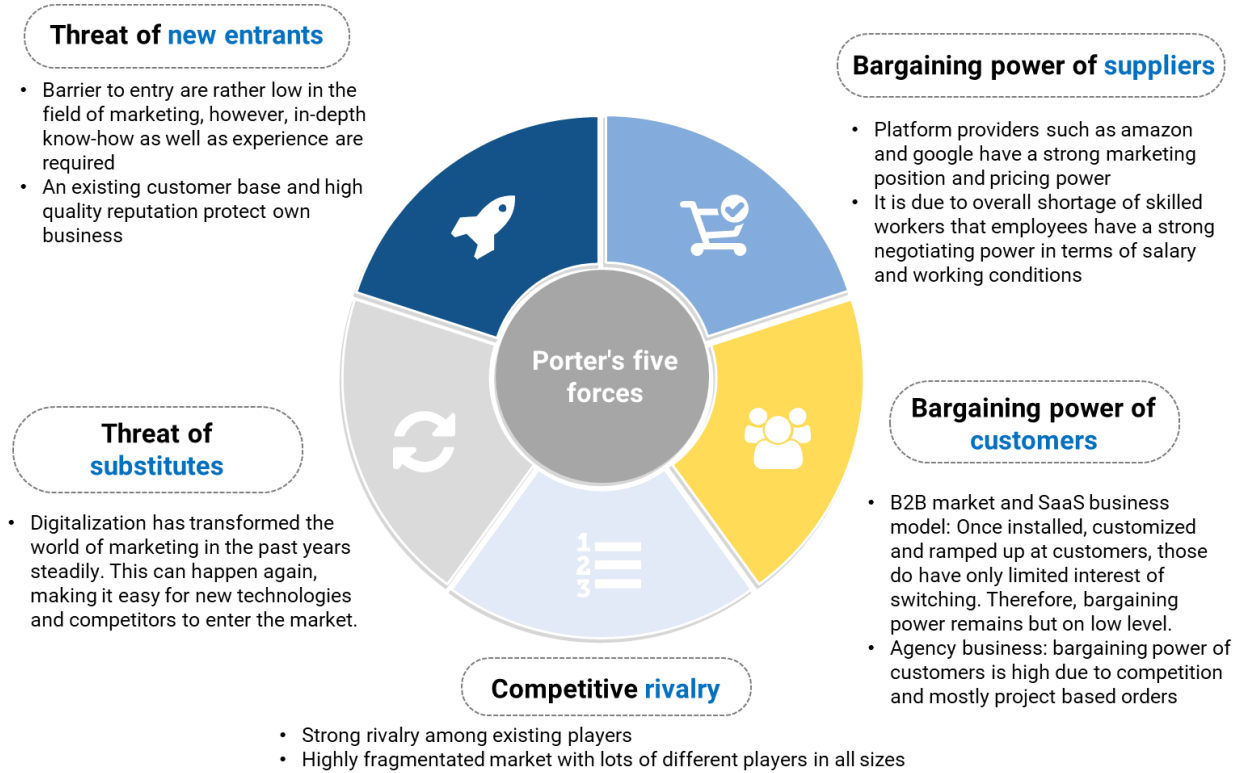


Source: Company data, AlsterResearch

Porter's five forces

To summarize the competitive landscape and Performance One's positioning herein, a Porter's Five Forces has been conducted. The result is displayed below:

Fragmented market leaves ample room for specialized players like Performance One



Source: AlsterResearch

SWOT analysis

Strengths

- Proven track-record with well-known Blue-Chip clients (>150 clients)
- Balanced client portfolio across several industries
- Experienced management team
- Management and workforce are incentivized via share program
- Agility and flexibility due to a lean organizational structure and a generally asset light business model
- BIGNITE is the USP-service which is being rolled-out
- couch:now is a strongly scalable B2C business model
- Revenue streams become more diversified and less cyclical due to implemented SaaS business model - increasing share of recurring revenues

Weaknesses

- As of now, fees and service revenues from Digital Services represent almost 100% of sales and are mostly project based which occurs with several risk factors
- Sales of digital services are partly performance and success-dependent
- High fixed cost base due to labor costs
- Steady need of technical innovation / development and hence IT costs

Opportunities

- Offered AI-driven Software-as-a-Service (SaaS) should meet market requirements of steady data analysis to derive fast management decision
- High sales growth opportunities with existing and new customers
- SaaS model is appealing and interesting for smaller customers, due to lower ramp-up costs and reduced integration barriers
- Growing demand for digital solutions in all industries
- Successful approval of couch:now by The Federal Institute for Drugs and Medical Devices enables reimbursement at health insurances

Threats

- Marketing budgets are among the first to be cut in times of economic downturn
- Fight for talents in field of IT and marketing
- Copycats: Digital players could try to adopt the business model
- Overall high market rivalry due to broad competition – fragmented market
- Marketing often only works via strong platforms such as google, facebook and amazon, which are known to have a strong market position

Half-year figures

P&L data	1H2020	2H2020	1H2021	2H2021
Sales	4.98	5.38	5.29	7.11
yoy growth in %	na	na	6.2%	32.3%
Gross profit	3.08	3.37	3.12	4.11
Gross margin in %	61.9%	62.6%	58.9%	57.7%
EBITDA	0.36	0.43	-0.43	-1.09
EBITDA margin in %	7.2%	7.9%	-8.2%	-15.3%
EBIT	0.32	0.32	-0.56	-1.24
EBIT margin in %	6.4%	6.0%	-10.6%	-17.5%
EBT	0.32	0.32	-0.57	-1.25
taxes paid	0.11	0.11	0.07	-0.28
tax rate in %	35.7%	33.2%	-12.4%	22.5%
net profit	0.21	0.21	-0.64	-0.97
yoy growth in %	na	na	na	na

Source: Company data; AlsterResearch

Valuation

DCF Model

The DCF model results in a **fair value of EUR 26.91 per share**:

Top-line growth: We expect Performance One to continue benefitting from structural growth. Hence our growth estimates for 2022E-2029E is in the range of 19.3% p.a. The long-term growth rate is set at 2.0%.

EBIT margins are expected to recover after one-off cost for IPO and capital increase. In addition, margins should be supported by the roll-out of the SaaS activities (15% eAR). Therefore, group margins should reach higher levels compared to pure advertising activities (5% eAR). On group level, margins are expected at c. 10% in the mid-term.

WACC. The averaged 1-, 3- and 5-year historical equity beta is calculated as 1.50. Unlevering and correcting for mean reversion yields an asset beta of 1.25. Combined with a risk-free rate of 2.0% and an equity risk premium of 6.0%, this yields cost of equity of 15.1%. With pre-tax cost of borrowing at 5.0%, a tax rate of 25.0% and target debt/equity of 1.0 this results in a long-term WACC of 9.4%.

DCF (EUR m) (except per share data and beta)	2022E	2023E	2024E	2025E	2026E	2027E	2028E	2029E	Terminal value
NOPAT	-0.0	0.5	1.4	2.7	2.7	2.7	2.8	2.9	
Depreciation & amortization	0.4	0.5	0.5	0.7	1.0	1.2	1.4	1.5	
Change in working capital	0.3	0.2	0.5	0.6	0.1	0.2	0.2	0.1	
Chg. in long-term provisions	-0.1	0.1	0.2	0.3	0.0	0.0	0.0	0.0	
Capex	-0.6	-0.8	-1.1	-1.6	-1.7	-1.8	-1.9	-2.0	
Cash flow	0.1	0.5	1.4	2.6	2.2	2.5	2.6	2.6	36.0
Present value	0.1	0.5	1.1	1.9	1.5	1.5	1.5	1.3	18.7
WACC	9.7%	9.7%	9.7%	9.7%	9.7%	9.7%	9.7%	9.7%	9.4%

DCF per share derived from	
Total present value	28.1
Mid-year adj. total present value	29.4
Net debt / cash at start of year	0.9
Financial assets	na
Provisions and off b/s debt	na
Equity value	28.5
No. of shares outstanding	1.1
Discounted cash flow / share upside/(downside)	26.91 / 124.2%

DCF avg. growth and earnings assumptions	
Planning horizon avg. revenue growth (2022E-2029E)	19.3%
Terminal value growth (2029E - infinity)	2.0%
Terminal year ROCE	19.8%
Terminal year WACC	9.4%

Terminal WACC derived from	
Cost of borrowing (before taxes)	5.0%
Long-term tax rate	25.0%
Equity beta	1.50
Unlevered beta (industry or company)	1.25
Target debt / equity	1.0
Relevered beta	2.19
Risk-free rate	2.0%
Equity risk premium	6.0%
Cost of equity	15.1%

Share price	12.00
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Sensitivity analysis DCF								
Change in WACC (%-points)		Long term growth					Share of present value	
		1.0%	1.5%	2.0%	2.5%	3.0%		
2.0%		19.3	19.9	20.7	21.4	22.3	2022E-2025E	12.8%
1.0%		21.7	22.5	23.4	24.5	25.6	2026E-2029E	20.7%
0.0%		24.6	25.7	26.9	28.3	30.0	terminal value	66.5%
-1.0%		28.3	29.8	31.5	33.5	35.9		
-2.0%		33.1	35.3	37.8	40.8	44.6		

Source: AlsterResearch

FCF Yield Model

Due to the fact that companies rarely bear sufficient resemblance to peers in terms of geographical exposure, size or competitive strength and in order to adjust for the pitfalls of weak long-term visibility, an Adjusted Free Cash Flow analysis (Adjusted FCF) has been conducted.

The adjusted Free Cash Flow Yield results in a fair value between EUR 4.38 per share based on 2022E and EUR 56.83 per share on 2026E estimates. **Our DCF based PT is best captured using the 2024 estimates.** It thus supports the DCF based fair value calculations.

The main driver of this model is the level of return available to a controlling investor, influenced by the cost of that investors' capital (opportunity costs) and the purchase price – in this case the enterprise value of the company. Here, the adjusted FCF yield is used as a proxy for the required return and is defined as EBITDA less minority interest, taxes and investments required to maintain existing assets (maintenance capex).

FCF yield in EURm	2022E	2023E	2024E	2025E	2026E
EBITDA	0.4	1.1	2.1	3.9	4.3
- Maintenance capex	0.0	0.0	0.0	0.0	0.0
- Minorities	-0.0	0.0	0.1	0.1	0.2
- tax expenses	-0.0	0.1	0.2	0.4	0.4
= Adjusted FCF	0.4	1.0	1.9	3.4	3.8
Actual Market Cap	12.7	12.7	12.7	12.7	12.7
+ Net debt (cash)	0.9	0.3	-1.1	-3.9	-6.3
+ Pension provisions	0.0	0.0	0.0	0.0	0.0
+ Off B/S financing	0.0	0.0	0.0	0.0	0.0
- Financial assets	0.0	0.0	0.0	0.0	0.0
- Acc. dividend payments	0.0	0.0	0.0	0.0	0.0
<i>EV Reconciliations</i>	0.9	0.3	-1.1	-3.9	-6.3
= Actual EV'	13.6	13.0	11.5	8.8	6.4
Adjusted FCF yield	2.8%	7.4%	16.0%	38.6%	58.9%
base hurdle rate	7.0%	7.0%	7.0%	7.0%	7.0%
ESG adjustment	0.0%	0.0%	0.0%	0.0%	0.0%
adjusted hurdle rate	7.0%	7.0%	7.0%	7.0%	7.0%
Fair EV	5.5	13.8	26.5	48.2	53.8
- <i>EV Reconciliations</i>	0.9	0.3	-1.1	-3.9	-6.3
Fair Market Cap	4.6	13.5	27.6	52.2	60.1
No. of shares (million)	1.1	1.1	1.1	1.1	1.1
Fair value per share in EUR	4.38	12.79	26.10	49.33	56.83
Premium (-) / discount (+)	-63.5%	6.6%	117.5%	311.0%	373.6%

Sensitivity analysis FV

	5.0%	6.5	18.0	36.1	67.6	77.2
Adjusted hurdle rate	6.0%	5.2	15.0	30.3	56.9	65.3
	7.0%	4.4	12.8	26.1	49.3	56.8
	8.0%	3.7	11.2	23.0	43.6	50.5
	9.0%	3.2	9.9	20.5	39.2	45.5

Source: Company data; AlsterResearch

Simply put, the model assumes that investors require companies to generate a minimum return on the investor's purchase price. The required after-tax return equals the model's hurdle rate of 7.0%. Anything less suggests the stock is expensive; anything more suggests the stock is cheap. **ESG adjustments might be applicable, based on the overall Leeway ESG Score. A high score indicates high awareness for environmental, social or governance issues and thus might lower the overall risk an investment in the company might carry. A low score on the contrary might increase the risk of an investment and might therefore trigger a higher required hurdle rate.**

Peer Group

Even though companies are rarely exactly comparable to peers due to rarely sufficient resemblance characteristics in terms size of revenues and profitability, geographical exposure, competitive strength or business activities, a peer group analysis has been conducted. In addition, most listed marketing agencies have a market capitalization above a billion euro and belong to the category of global players.

For Performance One, we have assembled a peer group consisting of other European listed agencies that have a digital approach and mostly have a double-digit market capitalization. The peer group is restricted to European peers. Through web-based applications, the global use of the products is always possible.

Invibes Advertising NV is a Belgium-based company that specializes in digital advertising. Its solutions are supported by an in-feed format that's integrated into media content. Invibes Advertising NV develops its own technology to help brands better communicate with consumers through in-feed ad formats. Its technology is distributed in a closed network of media sites, including Bertelsmann, Hearst, Unify, Groupe Marie Claire, Axel Springer, and others. Clients include brands such as Mercedes, Samsung, Levi's, and IBM.

Ad Pepper Media International NV is a Netherlands-based company active in the advertising and marketing sector. The company provides online services, strategies and solutions for interactive media, direct marketing, and technology. Display, performance, e-mail, affiliate, and search-engine marketing, as well as semantic targeting and ad serving product groups cover the range of its online advertising formats.

Szygy AG is a Germany-based digital marketing company. The company's activities include, among others, digital production services, such as film and computer-generated imagery, Search Engine Marketing (SEM), Facebook advertising and affiliate marketing, and display and real time advertising. The company operates through offices in London in the United Kingdom, New York in the United States and Warsaw in Poland, as well as through offices in Berlin, Frankfurt, Hamburg and Munich in Germany.

Dotdigital Group Plc is a United Kingdom-based company that is engaged in providing intuitive software as a service (SaaS) via an omnichannel marketing automation platform and managed services to digital marketing professionals. The Company's dotdigital Engagement Cloud is a SaaS marketing platform that enables companies to create, test and send data-driven automated campaigns across channels, including email, SMS, social, advertising, mobile, Web and offline. Its technology integrates with existing e-commerce and customer relationship management (CRM) platforms to create a robust marketing engine that supports insight-driven activities and improves business growth.

1000mercis SA is a France-based company engaged in advertising and marketing sector. The company creates conquest and loyalty marketing solutions for businesses through interactive marketing and publicity and through mobile marketing. It provides services through inactive media, such as Internet, mobile phones, among others. It provides database analysis with knowledge of online statistical models and a test and learns approach.

The Pebble Group plc is a United Kingdom-based holding company. The principal activity of the company is the sale of products, services and technology to the promotional merchandise industry. The Brand Addition segment is a provider of promotional products and related services. The Facilisgroup segment provides technology solutions and a digital commerce platform to small and mid-size (SME) promotional product distributors in the United States and Canada through subscription-based services. In addition, the group provides tools for business management and analysis and is designed to streamline processes and increase productivity for promotional products distributors.

S4Capital Plc is a United Kingdom-based digital advertising and marketing services company. The company operates through three segments: Content, Data and Digital Media, and Technology Services. The group offers creative content, campaigns and assets at a global scale for paid, social and earned media from digital platforms that are focused to convert consumers at possible touchpoints. In addition, S4Capital provides technology and services practice that encompasses full-service campaign management analytics, production and advertisement serving as well as platform and systems integration and transition. Its technology service activities are engaged in digital transformation services.

Company name	Sales		ROCE		Share price	% of 52 wk high	Market Cap	EV	EBITDA Margin			EBIT margin		
	2021	2021	2021	2021					2022	2023	2024	2022	2023	2024
Invibes Advertising NV	23	24,3%	13,90	-37%	61	58	5,8%	10,2%	15,1%	1,7%	6,0%	10,7%		
ad pepper media International N	112	12,0%	2,06	-66%	44	27	7,9%	12,5%	16,4%	17,0%	8,1%	12,4%		
Szyzgy AG	60	5,9%	5,56	-22%	75	71	18,2%	18,4%	18,2%	9,6%	10,9%	10,8%		
Dotdigital Group plc	66	20,3%	0,97	-71%	291	248	33,0%	32,1%	31,6%	22,1%	21,3%	20,7%		
1000mercis SA	69	2,6%	28,60	-5%	59	59	9,0%	9,8%	na	2,5%	3,7%	na		
Pebble Group PLC	134	11,2%	1,20	-37%	201	196	13,6%	13,4%	13,7%	8,3%	8,5%	8,2%		
S4 Capital PLC	799	9,0%	1,52	-85%	851	911	12,9%	14,2%	15,9%	11,9%	13,2%	14,0%		
Median		11,2%			75	71	12,9%	13,4%	16,1%	9,6%	8,5%	11,6%		
Mean		12,2%			226	224	14,3%	15,8%	18,5%	10,4%	10,2%	12,8%		
Performance One AG	12	-86,8%	13,50	-24%	14	15	2,7%	5,7%	7,7%	-0,3%	3,1%	5,9%		

Company name	EV/Sales			EV/EBITDA			EV/EBIT			P/E Ratio		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Invibes Advertising NV	1,8x	1,3x	1,0x	30,8x	12,7x	6,7x	107,8x	21,6x	9,4x	213,6x	25,8x	10,6x
ad pepper media International N	0,9x	1,0x	0,9x	12,1x	7,8x	5,4x	5,6x	12,1x	7,2x	20,6x	51,5x	22,9x
Szyzgy AG	1,1x	1,0x	0,9x	5,8x	5,3x	5,0x	11,0x	8,9x	8,3x	18,1x	15,3x	13,7x
Dotdigital Group plc	2,7x	3,2x	2,9x	8,3x	9,9x	9,3x	12,4x	14,9x	14,1x	18,3x	21,5x	20,5x
1000mercis SA	0,9x	0,8x		9,6x	8,1x		34,8x	21,6x		36,0x	23,3x	
Pebble Group PLC	1,3x	1,2x	1,2x	9,4x	8,9x	8,5x	15,4x	14,1x	14,1x	18,8x	18,5x	17,5x
S4 Capital PLC	0,8x	0,7x	0,6x	6,4x	4,8x	3,5x	6,9x	5,1x	4,0x	10,5x	8,2x	6,0x
Median	1,1x	1,0x	1,0x	9,4x	8,1x	6,0x	12,4x	14,1x	8,8x	18,8x	21,5x	15,6x
Mean	1,4x	1,3x	1,2x	11,8x	8,2x	6,4x	27,7x	14,0x	9,5x	48,0x	23,4x	15,2x
Performance One AG	1,1x	0,8x	0,5x	39,9x	13,7x	6,2x	-406,5x	25,2x	8,1x	-457,7x	29,4x	10,5x

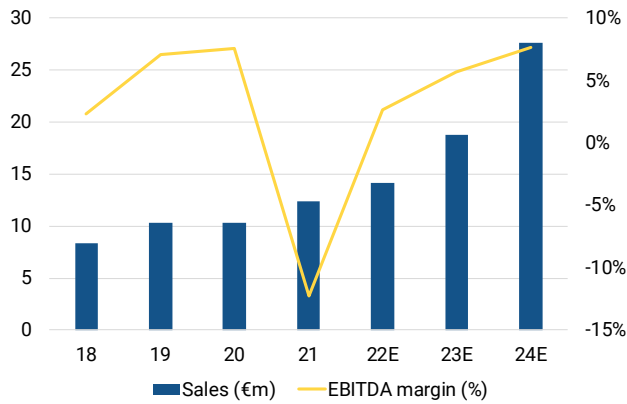
Performance One AG	Sales			EBITDA			EBIT			EPS		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Financial data (eAR)	14	19	28	0	1	2	0	1	2	-0,03	0,46	1,29

Fair multiple	1,1x	1,0x	1,0x	9,4x	8,1x	6,0x	12,4x	14,1x	8,8x	18,8x	21,5x	15,6x
Fair EV	15,0	18,3	26,3	3,6	8,6	12,8	-0,5	8,2	14,4			
Net debt (cash)	0,9	0,9	0,9	0,9	0,9	0,9	0,9	0,9	0,9			
Pension provisions	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0			
Fair equity value	14,1	17,4	25,5	2,7	7,8	11,9	-1,3	7,3	13,5			
Number of shares	1,1	1,1	1,1	1,1	1,1	1,1	1,1	1,1	1,1			
Fair value per share	13,35	16,47	24,07	2,54	7,35	11,27	-1,26	6,89	12,80	-0,56	9,88	20,13

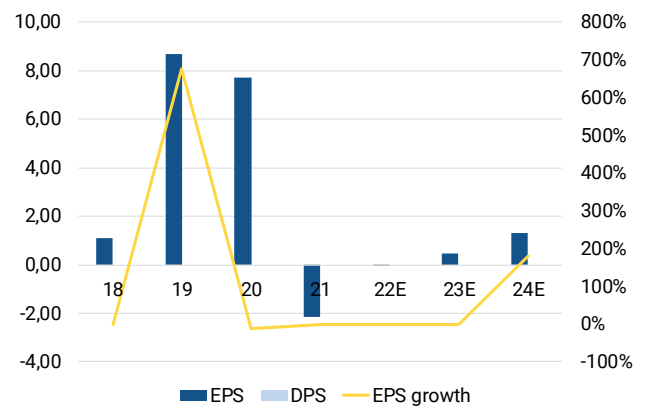
Source: Company data; AlsterResearch

Financials in six charts

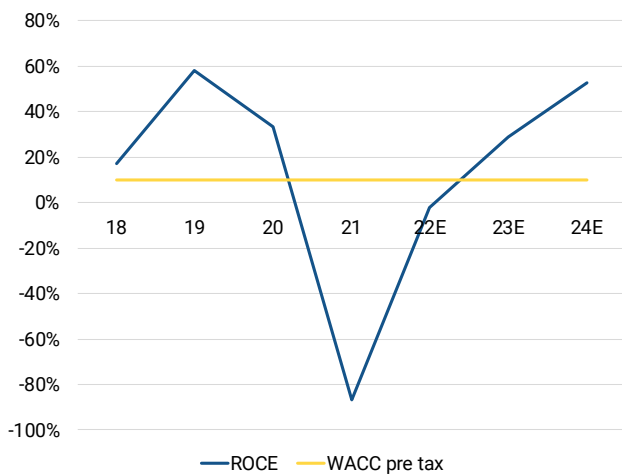
Sales vs. EBITDA margin development



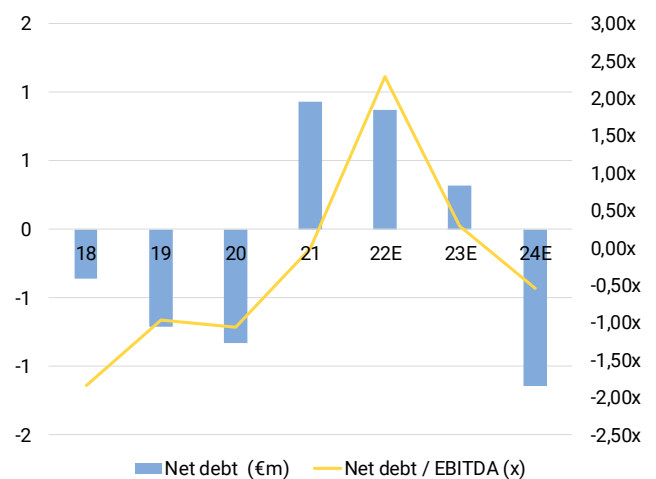
EPS, DPS in EUR & yoy EPS growth



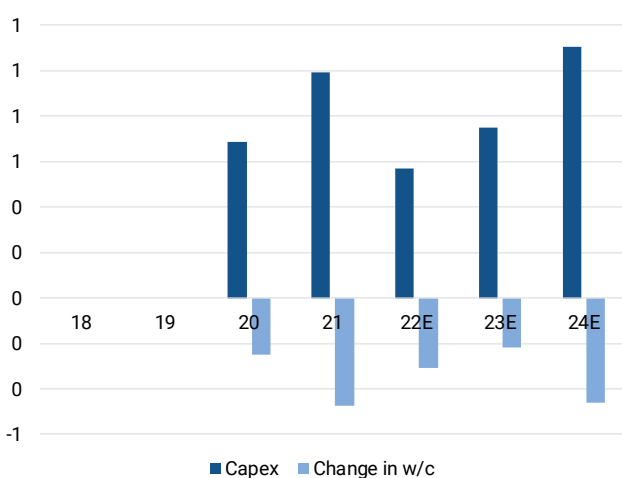
ROCE vs. WACC (pre tax)



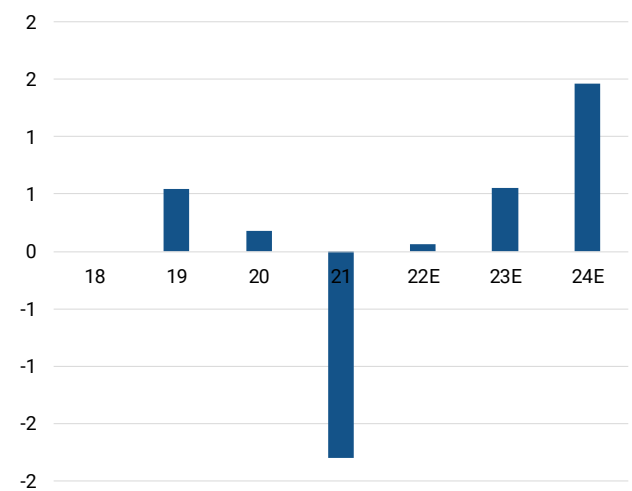
Net debt and net debt/EBITDA



Capex & chgn in w/c requirements in EURm



Free Cash Flow in EURm



Source: Company data; AlsterResearch

Financials

Profit and loss (EUR m)	2019	2020	2021	2022E	2023E	2024E
Net sales	10.3	10.4	12.4	14.2	18.8	27.6
Sales growth	23.5%	0.7%	19.7%	14.4%	32.0%	47.2%
Change in finished goods and work-in-process	0.2	0.4	0.8	1.0	1.3	1.9
Total sales	10.5	10.8	13.2	15.2	20.0	29.5
Material expenses	4.4	3.9	5.2	5.9	7.6	11.1
Gross profit	6.1	6.9	8.1	9.2	12.4	18.4
Other operating income	0.2	0.1	0.1	0.1	0.1	0.2
Personnel expenses	3.5	4.4	6.0	6.1	7.9	11.3
Other operating expenses	2.1	1.8	3.7	2.8	3.6	5.1
EBITDA	0.7	0.8	-1.5	0.4	1.1	2.1
Depreciation	0.0	0.1	0.1	0.1	0.2	0.2
EBITA	0.7	0.7	-1.7	0.2	0.9	1.9
Amortisation of goodwill and intangible assets	0.0	0.1	0.1	0.3	0.3	0.3
EBIT	0.7	0.6	-1.8	-0.0	0.6	1.6
Financial result	0.0	-0.0	-0.0	0.0	0.0	0.0
Recurring pretax income from continuing operations	0.7	0.6	-1.8	-0.0	0.6	1.6
Extraordinary income/loss	0.0	0.0	0.0	0.0	0.0	0.0
Earnings before taxes	0.7	0.6	-1.8	-0.0	0.6	1.6
Taxes	0.2	0.2	-0.2	-0.0	0.1	0.2
Net income from continuing operations	0.5	0.4	-1.6	-0.0	0.5	1.4
Result from discontinued operations (net of tax)	0.0	0.0	0.0	0.0	0.0	0.0
Net income	0.5	0.4	-1.6	-0.0	0.5	1.4
Minority interest	0.0	0.0	0.1	0.0	-0.0	-0.1
Net profit (reported)	0.5	0.4	-1.5	-0.0	0.5	1.4
Average number of shares	0.05	0.05	0.71	1.06	1.06	1.06
EPS reported	8.67	7.71	-2.16	-0.03	0.46	1.29

Profit and loss (common size)	2019	2020	2021	2022E	2023E	2024E
Net sales	100%	100%	100%	100%	100%	100%
Change in finished goods and work-in-process	2%	4%	7%	7%	7%	7%
Total sales	102%	104%	107%	107%	107%	107%
Material expenses	42%	38%	42%	42%	41%	40%
Gross profit	60%	67%	65%	65%	66%	67%
Other operating income	1%	1%	1%	1%	1%	1%
Personnel expenses	34%	43%	48%	43%	42%	41%
Other operating expenses	20%	17%	30%	20%	19%	19%
EBITDA	7%	8%	-12%	3%	6%	8%
Depreciation	0%	1%	1%	1%	1%	1%
EBITA	7%	7%	-13%	2%	5%	7%
Amortisation of goodwill and intangible assets	0%	1%	1%	2%	2%	1%
EBIT	7%	6%	-15%	-0%	3%	6%
Financial result	0%	-0%	-0%	0%	0%	0%
Recurring pretax income from continuing operations	7%	6%	-15%	-0%	3%	6%
Extraordinary income/loss	0%	0%	0%	0%	0%	0%
Earnings before taxes	7%	6%	-15%	-0%	3%	6%
Taxes	2%	2%	-2%	-0%	0%	1%
Net income from continuing operations	5%	4%	-13%	-0%	3%	5%
Result from discontinued operations (net of tax)	0%	0%	0%	0%	0%	0%
Net income	5%	4%	-13%	-0%	3%	5%
Minority interest	0%	0%	1%	0%	-0%	-0%
Net profit (reported)	5%	4%	-12%	-0%	3%	5%

Source: Company data; AlsterResearch

Balance sheet (EUR m)	2019	2020	2021	2022E	2023E	2024E
Intangible assets (excl. Goodwill)	0.2	0.7	1.4	1.4	1.5	1.8
Goodwill	0.0	0.0	0.0	0.0	0.0	0.0
Property, plant and equipment	0.0	0.0	0.1	0.2	0.4	0.7
Financial assets	0.0	0.0	0.0	0.0	0.0	0.0
FIXED ASSETS	0.2	0.8	1.5	1.6	1.9	2.5
Inventories	0.0	0.0	0.0	0.0	0.0	0.0
Accounts receivable	1.6	1.3	1.8	1.8	2.3	3.3
Other current assets	0.0	0.0	0.1	0.1	0.1	0.1
Liquid assets	0.8	1.4	0.6	0.6	1.2	2.6
Deferred taxes	0.0	0.0	0.0	0.0	0.0	0.0
Deferred charges and prepaid expenses	0.0	0.0	0.1	0.1	0.1	0.2
CURRENT ASSETS	2.4	2.8	2.6	2.6	3.7	6.2
TOTAL ASSETS	2.6	3.5	4.1	4.2	5.6	8.7
SHAREHOLDERS EQUITY	1.1	1.5	-0.1	-0.1	0.4	1.9
MINORITY INTEREST	0.0	0.0	0.0	0.0	0.0	0.0
Long-term debt	0.0	0.6	1.5	1.5	1.5	1.5
Provisions for pensions and similar obligations	0.0	0.0	0.0	0.0	0.0	0.0
Other provisions	0.3	0.3	0.3	0.3	0.4	0.6
Non-current liabilities	0.3	0.9	1.8	1.8	1.9	2.0
short-term liabilities to banks	0.1	0.0	0.0	0.0	0.0	0.0
Accounts payable	0.7	0.6	1.5	1.7	2.2	3.2
Advance payments received on orders	0.0	0.0	0.3	0.3	0.4	0.6
Other liabilities (incl. from lease and rental contracts)	0.3	0.3	0.5	0.6	0.8	1.1
Deferred taxes	0.0	0.2	0.0	0.0	0.0	0.0
Deferred income	0.1	0.0	0.0	0.0	0.0	0.0
Current liabilities	1.2	1.1	2.3	2.5	3.3	4.8
TOTAL LIABILITIES AND SHAREHOLDERS EQUITY	2.6	3.5	4.1	4.2	5.6	8.7

Balance sheet (common size)	2019	2020	2021	2022E	2023E	2024E
Intangible assets (excl. Goodwill)	7%	20%	34%	33%	27%	20%
Goodwill	0%	0%	0%	0%	0%	0%
Property, plant and equipment	1%	1%	1%	5%	7%	8%
Financial assets	0%	0%	0%	0%	0%	0%
FIXED ASSETS	8%	21%	36%	38%	34%	29%
Inventories	0%	0%	0%	0%	0%	0%
Accounts receivable	60%	37%	45%	41%	40%	37%
Other current assets	0%	1%	3%	3%	2%	2%
Liquid assets	31%	40%	14%	15%	21%	30%
Deferred taxes	0%	0%	0%	0%	0%	0%
Deferred charges and prepaid expenses	1%	1%	2%	3%	3%	2%
CURRENT ASSETS	92%	79%	64%	62%	66%	71%
TOTAL ASSETS	100%	100%	100%	100%	100%	100%
SHAREHOLDERS EQUITY	42%	42%	-2%	-2%	7%	21%
MINORITY INTEREST	0%	0%	0%	0%	0%	0%
Long-term debt	0%	16%	37%	35%	27%	17%
Provisions for pensions and similar obligations	0%	0%	0%	0%	0%	0%
Other provisions	11%	9%	8%	7%	7%	6%
Non-current liabilities	11%	25%	45%	42%	33%	23%
short-term liabilities to banks	4%	0%	0%	0%	0%	0%
Accounts payable	27%	18%	36%	40%	39%	36%
Advance payments received on orders	0%	0%	7%	7%	7%	6%
Other liabilities (incl. from lease and rental contracts)	13%	9%	13%	13%	13%	13%
Deferred taxes	0%	5%	0%	0%	0%	0%
Deferred income	3%	0%	0%	0%	0%	0%
Current liabilities	47%	32%	56%	60%	59%	55%
TOTAL LIABILITIES AND SHAREHOLDERS EQUITY	100%	100%	100%	100%	100%	100%

Source: Company data; AlsterResearch

Cash flow statement (EUR m)	2019	2020	2021	2022E	2023E	2024E
Net profit/loss	0.0	0.4	-1.6	-0.0	0.5	1.4
Depreciation of fixed assets (incl. leases)	0.0	0.1	0.3	0.1	0.2	0.2
Amortisation of goodwill	0.0	0.0	0.0	0.0	0.0	0.0
Amortisation of intangible assets	0.0	0.0	0.0	0.3	0.3	0.3
Others	0.0	0.0	0.0	-0.1	0.1	0.2
Cash flow from operations before changes in w/c	0.0	0.6	-1.3	0.3	1.1	2.1
Increase/decrease in inventory	0.0	0.2	-0.7	0.0	0.0	0.0
Increase/decrease in accounts receivable	0.0	0.0	0.0	0.1	-0.5	-1.0
Increase/decrease in accounts payable	0.0	0.0	1.2	0.2	0.5	1.0
Increase/decrease in other w/c positions	0.0	0.0	0.0	0.0	0.2	0.5
Increase/decrease in working capital	0.0	0.2	0.5	0.3	0.2	0.5
Cash flow from operating activities	0.5	0.9	-0.8	0.6	1.3	2.6
CAPEX	0.0	-0.7	-1.0	-0.6	-0.8	-1.1
Payments for acquisitions	0.0	0.0	0.0	0.0	0.0	0.0
Financial investments	0.0	-0.1	0.0	0.0	0.0	0.0
Income from asset disposals	0.0	0.0	0.0	0.0	0.0	0.0
Cash flow from investing activities	-0.2	-0.7	-1.0	-0.6	-0.8	-1.1
Cash flow before financing	0.3	0.1	-1.8	0.1	0.6	1.5
Increase/decrease in debt position	0.0	0.5	1.0	0.0	0.0	0.0
Purchase of own shares	0.0	0.0	0.0	0.0	0.0	0.0
Capital measures	0.0	0.0	0.0	0.0	0.0	0.0
Dividends paid	0.0	0.0	0.0	0.0	0.0	0.0
Others	0.0	-0.0	-0.0	0.0	0.0	0.0
Effects of exchange rate changes on cash	0.0	0.0	0.0	0.0	0.0	0.0
Cash flow from financing activities	0.0	0.4	1.0	0.0	0.0	0.0
Increase/decrease in liquid assets	0.3	0.6	-0.8	0.1	0.6	1.5
Liquid assets at end of period	0.8	1.4	0.6	0.6	1.2	2.6

Source: Company data; AlsterResearch

Regional sales split (EURm)	2019	2020	2021	2022E	2023E	2024E
Domestic	10.3	10.4	12.4	14.2	18.8	27.6
Europe (ex domestic)	0.0	0.0	0.0	0.0	0.0	0.0
The Americas	0.0	0.0	0.0	0.0	0.0	0.0
Asia	0.0	0.0	0.0	0.0	0.0	0.0
Rest of World	0.0	0.0	0.0	0.0	0.0	0.0
Total sales	10.3	10.4	12.4	14.2	18.8	27.6

Regional sales split (common size)	2019	2020	2021	2022E	2023E	2024E
Domestic	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Europe (ex domestic)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The Americas	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asia	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rest of World	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total sales	100%	100%	100%	100%	100%	100%

Source: Company data; AlsterResearch

Ratios	2019	2020	2021	2022E	2023E	2024E
Per share data						
Earnings per share reported	8.67	7.71	-2.16	-0.03	0.46	1.29
Cash flow per share	9.57	14.53	-1.35	0.60	1.23	2.43
Book value per share	20.22	27.47	-0.10	-0.10	0.39	1.75
Dividend per share	0.00	0.00	0.00	0.00	0.00	0.00
Valuation						
P/E	1.4x	1.6x	-5.5x	-406.8x	26.2x	9.3x
P/CF	1.3x	0.8x	-8.9x	20.1x	9.7x	4.9x
P/BV	0.6x	0.4x	-120.5x	-123.0x	31.0x	6.9x
Dividend yield (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FCF yield (%)	79.7%	121.1%	-11.3%	5.0%	10.3%	20.2%
EV/Sales	1.2x	1.1x	1.1x	1.0x	0.7x	0.4x
EV/EBITDA	16.4x	15.1x	-9.0x	35.8x	12.2x	5.5x
EV/EBIT	17.4x	18.5x	-7.5x	-364.0x	22.4x	7.1x
Income statement (EURm)						
Sales	10.3	10.4	12.4	14.2	18.8	27.6
yoy chg in %	23.5%	0.7%	19.7%	14.4%	32.0%	47.2%
Gross profit	6.1	6.9	8.1	9.2	12.4	18.4
Gross margin in %	59.5%	66.6%	65.0%	65.0%	66.0%	66.5%
EBITDA	0.7	0.8	-1.5	0.4	1.1	2.1
EBITDA margin in %	7.1%	7.6%	-12.3%	2.7%	5.7%	7.7%
EBIT	0.7	0.6	-1.8	-0.0	0.6	1.6
EBIT margin in %	6.7%	6.2%	-14.6%	-0.3%	3.1%	5.9%
Net profit	0.5	0.4	-1.5	-0.0	0.5	1.4
Cash flow statement (EURm)						
CF from operations	0.5	0.9	-0.8	0.6	1.3	2.6
Capex	0.0	-0.7	-1.0	-0.6	-0.8	-1.1
Maintenance Capex	0.0	0.1	0.1	0.0	0.0	0.0
Free cash flow	0.5	0.2	-1.8	0.1	0.6	1.5
Balance sheet (EURm)						
Intangible assets	0.2	0.7	1.4	1.4	1.5	1.8
Tangible assets	0.0	0.0	0.1	0.2	0.4	0.7
Shareholders' equity	1.1	1.5	-0.1	-0.1	0.4	1.9
Pension provisions	0.0	0.0	0.0	0.0	0.0	0.0
Liabilities and provisions	0.4	0.9	1.8	1.8	1.9	2.0
Net financial debt	-0.7	-0.8	0.9	0.9	0.3	-1.1
w/c requirements	0.8	0.7	0.1	-0.2	-0.3	-0.5
Ratios						
ROE	42.9%	28.1%	2,297.6%	32.0%	125.2%	77.9%
ROCE	46.5%	26.9%	-101.4%	-2.2%	25.3%	41.7%
Net gearing	-64.4%	-55.8%	-1,331.8%	-845.8%	77.7%	-61.9%
Net debt / EBITDA	-1.0x	-1.1x	-0.6x	2.3x	0.3x	-0.5x

Source: Company data; AlsterResearch

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