

# Performance One AG

Germany | Media | MCap EUR 8.7m

20 July 2023

UPDATE



## PERFORMANCE ONE

Tailwind into H1 23; solid development expected to continue; BUY

### What's it all about?

The group generated revenues of EUR 11.8m in 2022 and EBITDA was reported at EUR -0.7m, slightly above preliminary figures. However, the development of EBITDA over the course of the year is crucial, as the first half of the year 2022 was reported at EUR -0.9m and the second half at EUR +0.2m. With the earnings swing already visible in H2 22, the operating momentum has carried over into 2023, and management expects the first half of 2023 to be profitable as well. We expect PO1 to return to profitability on a full year basis. In addition, the topic of digital health should continue to provide momentum for the share. We maintain our estimates and introduce our estimates 2025E. With plenty of room for growth, we confirm our positive view and reiterate our BUY rating with a PT of EUR 16.00

**BUY** (BUY)

<b>Target price</b>	<b>EUR 16.00 (16.00)</b>
Current price	EUR 7.95
Up/downside	101.3%

 **ResearchHub**



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# Performance One AG

Germany | Media | MCap EUR 8.7m | EV EUR 9.9m

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## Tailwind into H1 23; solid development expected to continue.

Source: Company data, AlsterResearch

**Fiscal year 2022 in line with expectations.** Performance One (PO1) presented its final figures for the fiscal year 2022, which largely confirm the preliminary figures. The group generated revenues of EUR 11.8m in 2022, slightly below the previous year's figure of EUR 12.4m, but at the upper end of its own guidance. EBITDA for the full year 2022 was reported at EUR -0.7m, slightly above the preliminary figures published at the beginning of April (EUR -0.8m). The development of EBITDA over the course of the year is crucial, as the first half of 2022 was reported at EUR -0.9m and the second half at EUR +0.2m. EBIT improved from EUR -1.8m in 2021 to EUR -1.2m. In 2022, and especially in H2, the operational course was set, and several cost savings implemented to turn EBITDA profitable. This is now expected on a FY-basis for 2023.

**Tailwind into 2023.** With the earnings improvement already visible in H2 22, the operating momentum has been carried over into 2023, and management expects the first half of 2023 to be positive as well. Against the backdrop of cost savings and improved business operations, management expects this trend to continue in the second half of 2023. Therefore, the guidance for the full year is confirmed. Revenues are expected to be between EUR 11.6m - EUR 12.6m and EBITDA is guided to be in the range of EUR 0.0 and 0.3m in 2023.

**Raising fresh capital.** PO1 is planning a cash capital increase by issuing up to 68,752 new shares (c. 6.28% of the share capital). This will increase the company's share capital to up to EUR 1.16m. The new shares will be offered in a private placement to interested investors at a price of EUR 8.25 per share. PO1 has received binding commitments from investors already. The gross proceeds of up to EUR 567k will be used to finance the company's expansion and we believe that the focus of this growth expansion will be on eHealth and the couch:now offering.

**Conclusion.** Management confirms the strategy adopted in 2022 and puts profitability before sales. Likewise, the focus remains on cash generation and liquidity. In addition, the growth focus remains on the eHealth platform couch:now. Overall, the news flow confirms our assessment. We expect the company to return to profitability in 2023 and that the topic of digital health should continue to provide momentum for the share. We maintain our estimates and introduce our estimates 2025E. With plenty of room for growth, we confirm our positive view and reiterate our BUY rating.

Performance One AG	2020	2021	2022	2023E	2024E	2025E
Sales	10.4	12.4	11.8	12.0	13.2	15.6
<i>Growth yoy</i>	0.7%	19.7%	-5.0%	1.8%	9.9%	18.4%
EBITDA	0.8	-1.5	-0.7	0.2	0.6	1.0
EBIT	0.6	-1.8	-1.2	-0.2	0.3	0.7
Net profit	0.4	-1.5	-1.0	-0.2	0.2	0.6
Net debt (net cash)	-0.8	0.9	1.2	0.9	0.5	-0.4
Net debt/EBITDA	-1.1x	-0.6x	-1.6x	5.8x	0.8x	-0.4x
EPS reported	7.71	-2.16	-0.96	-0.19	0.21	0.52
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	66.6%	65.0%	63.6%	65.2%	65.7%	66.7%
EBITDA margin	7.6%	-12.3%	-6.3%	1.3%	4.6%	6.4%
EBIT margin	6.2%	-14.6%	-10.3%	-2.0%	2.0%	4.3%
ROCE	26.9%	-101.4%	-44.6%	-9.7%	9.7%	19.2%
EV/EBITDA	10.0x	-6.3x	-13.3x	61.6x	15.1x	8.4x
EV/EBIT	12.3x	-5.3x	-8.2x	-39.9x	34.2x	12.3x
PER	1.0x	-3.7x	-8.3x	-42.7x	38.2x	15.2x
FCF yield	182.7%	-17.0%	-18.3%	6.3%	8.0%	13.2%



Source: Company data, AlsterResearch; IPOed in May 2022

**High/low 52 weeks** 16.50 / 5.00  
**Price/Book Ratio** 14.3x

#### Ticker / Symbols

ISIN DE000A12UMB1  
WKN A12UMB  
Bloomberg PO1:GR

#### Changes in estimates

		Sales	EBIT	EPS
2023E	old	12.0	-0.2	-0.19
	Δ	0.0%	na%	na%
2024E	old	13.2	0.3	0.21
	Δ	0.0%	0.0%	0.0%
2025E	old	15.6	0.7	0.52
	Δ	0.0%	0.0%	0.0%

#### Key share data

Number of shares: (in m pcs) 1.09  
Book value per share: (in EUR) 0.56  
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 self-therapy named couch:now.

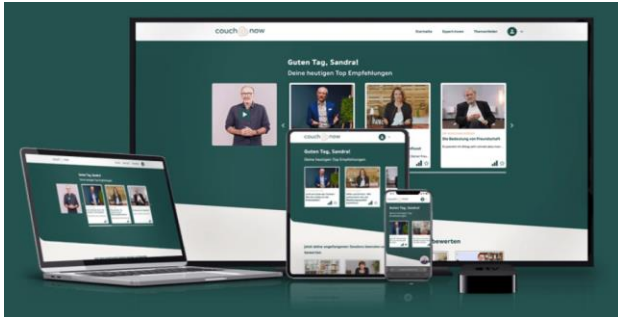
## Half-year figures

P&L data	H1 2019	H2 2019	H1 2020	H2 2020	H1 2021	H2 2021	H1 2022	H2 2022
Sales	5.1	5.1	5.0	5.4	5.3	7.1	5.9	5.9
yoy growth in %	na%	na%	-3.1%	4.5%	6.2%	32.3%	11.5%	-17.1%
Gross profit	3.0	3.0	3.1	3.4	3.1	4.1	3.2	3.4
Gross margin in %	57.6%	57.6%	61.9%	62.6%	58.9%	57.7%	55.1%	58.0%
EBITDA	0.4	0.4	0.4	0.4	-0.4	-1.1	-0.9	0.2
EBITDA margin in %	7.1%	7.1%	7.2%	7.9%	-8.2%	-15.3%	-15.8%	3.4%
EBIT	0.3	0.3	0.3	0.3	-0.6	-1.2	-1.2	-0.0
EBIT margin in %	6.7%	6.7%	6.4%	6.0%	-10.6%	-17.5%	-20.1%	-0.3%
EBT	0.2	0.2	0.3	0.3	-0.6	-1.3	-1.2	1.0
taxes paid	0.1	0.1	0.1	0.1	0.1	-0.3	0.0	0.0
tax rate in %	48.9%	48.9%	35.7%	33.2%	-12.4%	22.5%	-2.0%	1.5%
net profit	0.2	0.2	0.2	0.2	-0.6	-1.0	-1.2	-0.1
yoy growth in %	na%	na%	-10.4%	-6.9%	na%	na%	na%	na%
<b>EPS</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>

Source: Company data; AlsterResearch

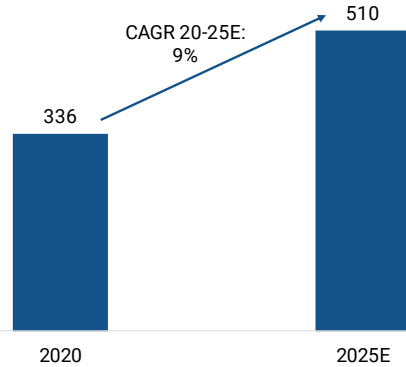
# Investment case in six charts

## E-mental-health platform: couch:now

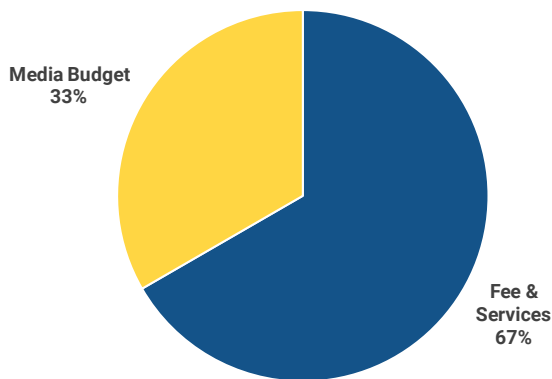


## Global digital marketing spending

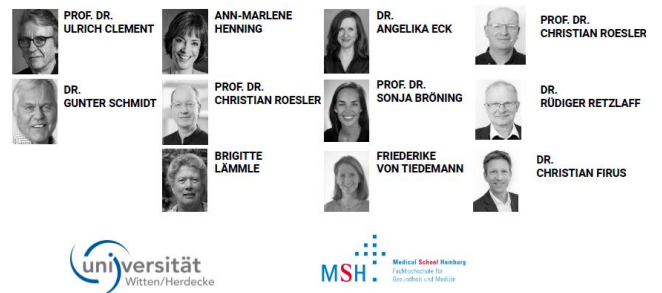
(in USD bn)



## Sales split in % in 2021



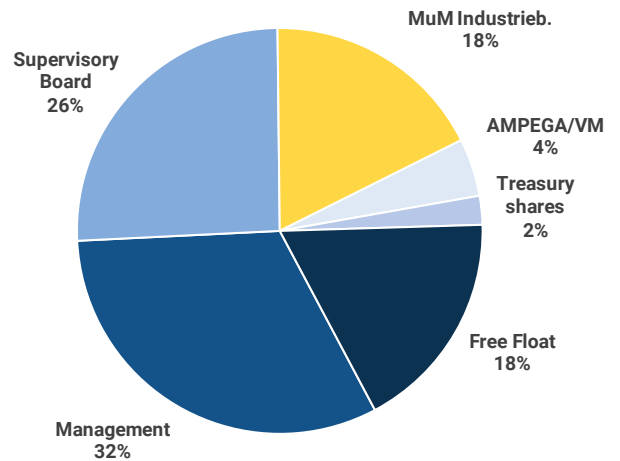
## couch:now content created by >40 experts



## Serving more than 150 well-known customers



## Major shareholder



Source: Company data, AlsterResearch

# Company background

## Products & services

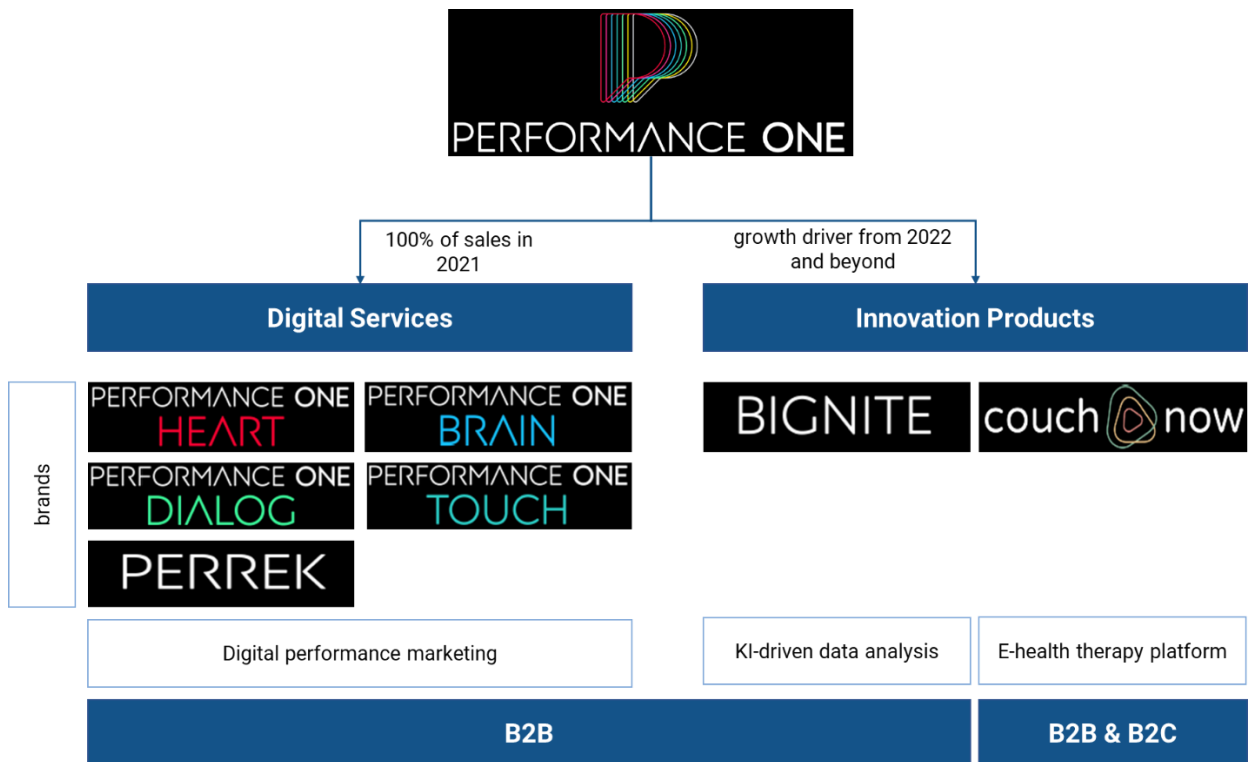
### Performance One – In a nutshell

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

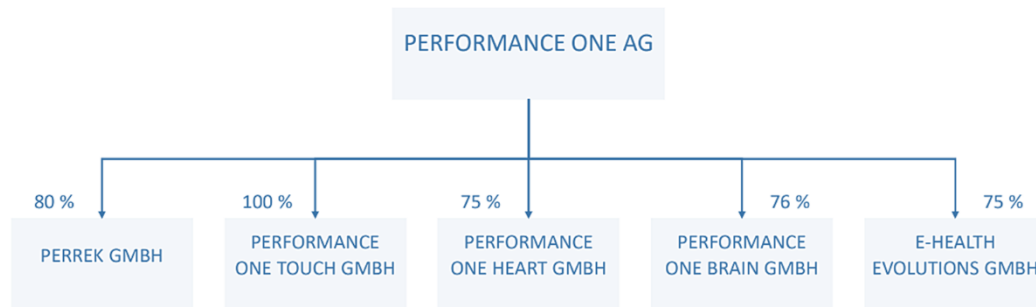
Performance One operates with two business units, which are **Digital Services** and **Innovation Products**. In addition, the company works with different brands for different topics and services. Headquartered in Mannheim, Germany, the company employs 114 people.

### 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 four brands: BRAIN, HEART, DIALOG and PERREK.

- BRAIN – Focused on smart data consulting and specialized on data science as well as data analytics.
- 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.

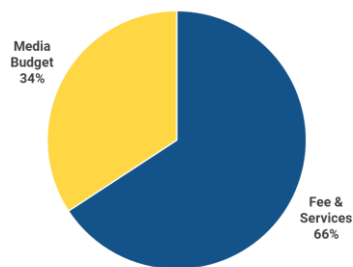
Defined areas of relevance covered by Performance One are:

- E-Commerce
- Digital Communication
- Data, Research and AI
- Customer Experience
- Social Media
- Search
- Digital Transformation/Strategy
- Platform

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 2022

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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**



	<b>PROF. DR. ULRICH CLEMENT</b>		<b>ANN-MARLENE HENNING</b>		<b>DR. ANGELIKA ECK</b>		<b>PROF. DR. CHRISTIAN ROESLER</b>	
	<b>DR. GUNTER SCHMIDT</b>		<b>PROF. DR. CHRISTIAN ROESLER</b>		<b>PROF. DR. SONJA BRÖNING</b>		<b>DR. RÜDIGER RETZLAFF</b>	
			<b>BRIGITTE LÄMMLE</b>		<b>FRIEDERIKE VON TIEDEMANN</b>		<b>DR. CHRISTIAN FIRUS</b>	

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 growth such as different languages.

## Management

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

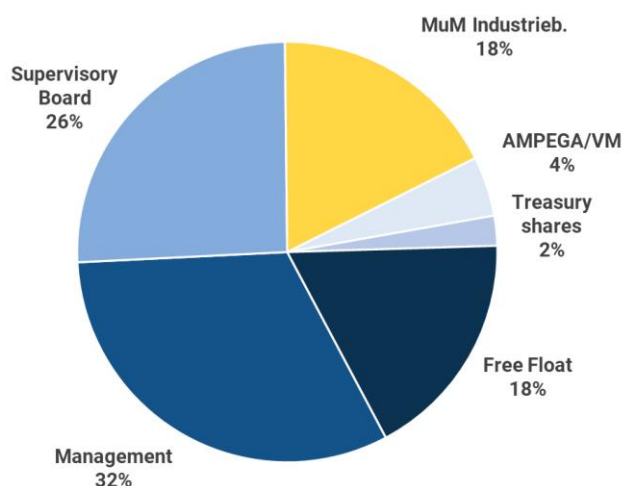
Source: Company data; AlsterResearch

## 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:

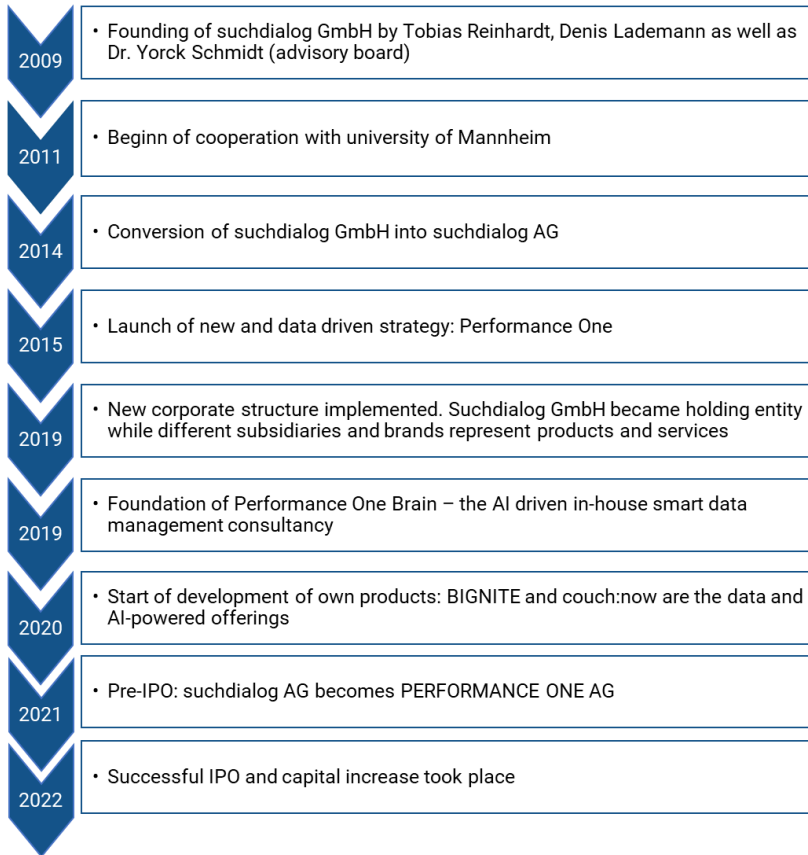
### Shareholder structure



Source: Company data, AlsterResearch

## Performance One's History

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Source: Company data, 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

# Valuation

## DCF Model

The DCF model results in a **fair value of EUR 15.63 per share**:

**Top-line growth:** We expect Performance One to continue benefitting from structural growth. Hence our growth estimates for 2023E-2030E is in the range of 10.0% 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 1.55. Unlevering and correcting for mean reversion yields an asset beta of 1.22. Combined with a risk-free rate of 2.0% and an equity risk premium of 6.0%, this yields cost of equity of 14.8%. 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 9.3%.

DCF (EUR m) (except per share data and beta)	2023E	2024E	2025E	2026E	2027E	2028E	2029E	2030E	Terminal value
NOPAT	-0.2	0.2	0.6	1.0	1.3	1.5	1.6	1.7	
Depreciation & amortization	0.4	0.3	0.3	0.3	0.3	0.3	0.4	0.4	
Change in working capital	0.4	0.1	0.1	0.1	0.1	0.1	0.0	0.0	
Chg. in long-term provisions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Capex	-0.2	-0.3	-0.3	-0.3	-0.4	-0.4	-0.4	-0.5	
Cash flow	0.4	0.4	0.7	1.1	1.4	1.6	1.6	1.7	23.2
Present value	0.3	0.3	0.6	0.8	0.9	0.9	0.9	0.8	12.0
WACC	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.3%

DCF per share derived from	
Total present value	17.5
Mid-year adj. total present value	18.3
Net debt / cash at start of year	1.2
Financial assets	na
Provisions and off b/s debt	na
Equity value	17.1
No. of shares outstanding	1.1
<b>Discounted cash flow / share upside/(downside)</b>	<b>15.63 / 96.6%</b>

DCF avg. growth and earnings assumptions	
Planning horizon avg. revenue growth (2023E-2030E)	10.0%
Terminal value growth (2030E - infinity)	2.0%
Terminal year ROCE	17.7%
Terminal year WACC	9.3%

Terminal WACC derived from	
Cost of borrowing (before taxes)	5.0%
Long-term tax rate	25.0%
Equity beta	1.55
Unlevered beta (industry or company)	1.22
Target debt / equity	1.0
Relevered beta	2.14
Risk-free rate	2.0%
Equity risk premium	6.0%
Cost of equity	14.8%

<b>Share price</b>	<b>7.95</b>
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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%		10.9	11.3	11.7	12.2	12.8	2023E-2026E	11.4%
1.0%		12.3	12.9	13.4	14.1	14.8	2027E-2030E	20.1%
0.0%		14.1	14.8	15.6	16.5	17.6	terminal value	68.5%
-1.0%		16.5	17.4	18.5	19.8	21.4		
-2.0%		19.5	20.9	22.5	24.5	26.9		

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 1.69 per share based on 2023E and EUR 24.29 per share on 2027E 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	2023E	2024E	2025E	2026E	2027E
<b>EBITDA</b>	<b>0.2</b>	<b>0.6</b>	<b>1.0</b>	<b>1.5</b>	<b>1.9</b>
- Maintenance capex	0.0	0.0	0.0	0.0	0.0
- Minorities	-0.0	0.0	0.1	0.2	0.3
- tax expenses	0.0	-0.0	-0.0	-0.0	-0.0
<b>= Adjusted FCF</b>	<b>0.2</b>	<b>0.6</b>	<b>0.9</b>	<b>1.3</b>	<b>1.6</b>
<b>Actual Market Cap</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>
+ Net debt (cash)	0.9	0.5	-0.4	-1.6	-3.3
+ 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	0.5	-0.4	-1.6	-3.3
<b>= Actual EV'</b>	<b>9.6</b>	<b>9.2</b>	<b>8.3</b>	<b>7.1</b>	<b>5.4</b>
<b>Adjusted FCF yield</b>	<b>2.0%</b>	<b>6.2%</b>	<b>10.7%</b>	<b>18.5%</b>	<b>30.2%</b>
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%
<b>Fair EV</b>	<b>2.8</b>	<b>8.1</b>	<b>12.8</b>	<b>18.7</b>	<b>23.3</b>
- <i>EV Reconciliations</i>	0.9	0.5	-0.4	-1.6	-3.3
<b>Fair Market Cap</b>	<b>1.8</b>	<b>7.6</b>	<b>13.2</b>	<b>20.3</b>	<b>26.6</b>
No. of shares (million)	1.1	1.1	1.1	1.1	1.1
<b>Fair value per share in EUR</b>	<b>1.69</b>	<b>6.95</b>	<b>12.02</b>	<b>18.55</b>	<b>24.29</b>
<b>Premium (-) / discount (+)</b>	<b>-78.7%</b>	<b>-12.6%</b>	<b>51.1%</b>	<b>133.4%</b>	<b>205.5%</b>

### Sensitivity analysis FV

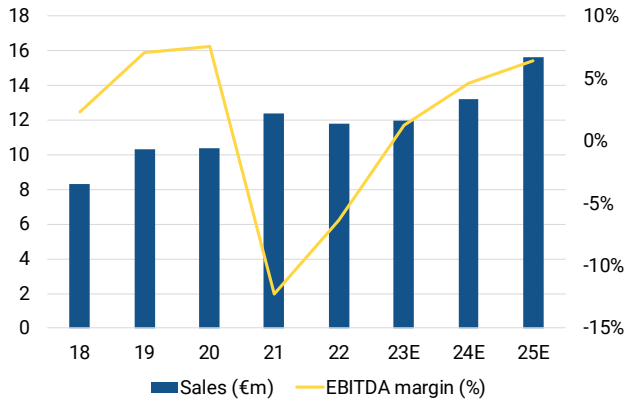
	5.0%	2.7	9.9	16.7	25.4	32.8
<b>Adjusted hurdle rate</b>	6.0%	2.1	8.2	14.0	21.4	27.8
	<b>7.0%</b>	<b>1.7</b>	<b>6.9</b>	<b>12.0</b>	<b>18.6</b>	<b>24.3</b>
	8.0%	1.4	6.0	10.6	16.4	21.6
	9.0%	1.1	5.3	9.4	14.8	19.6

Source: Company data; AlsterResearch

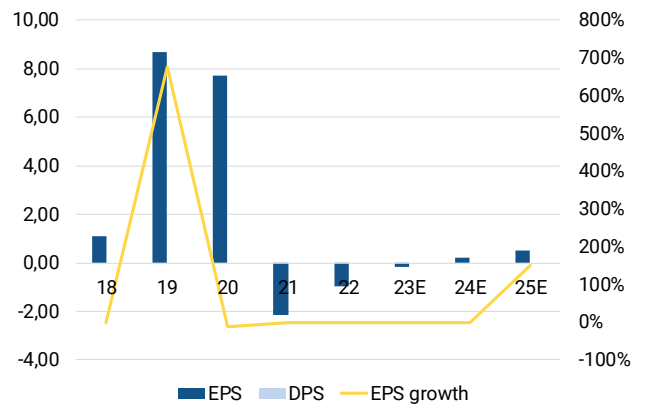
Simply put, the model assumes that investors require companies to generate a minimum return on the investor's purchase price. The required after-tax return equals the model's hurdle rate of 7.0%. Anything less suggests the stock is expensive; anything more suggests the stock is cheap. **ESG adjustments 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.**

# Financials in six charts

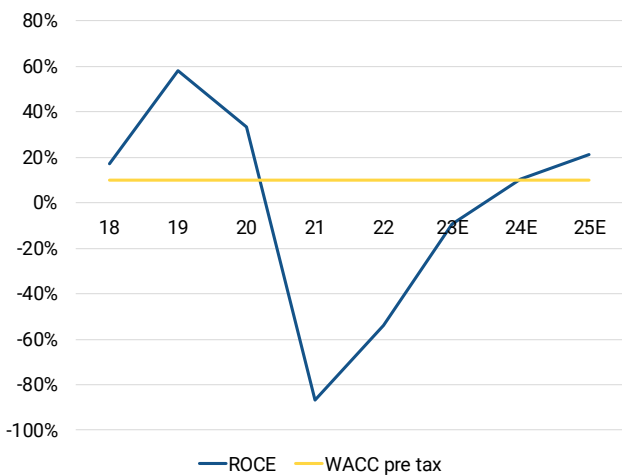
**Sales vs. EBITDA margin development**



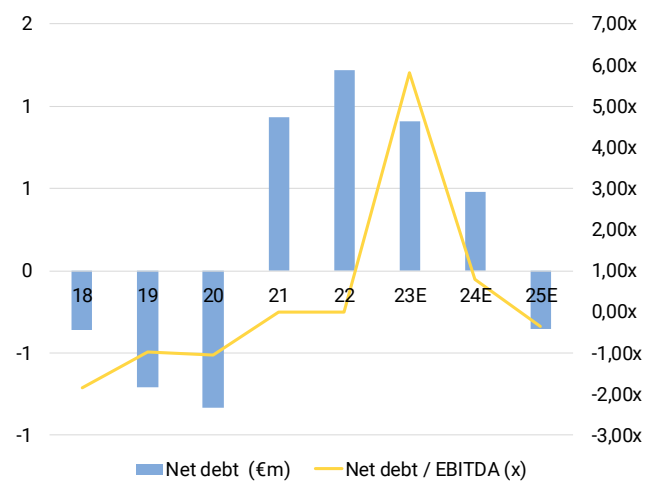
**EPS, DPS in EUR & yoy EPS growth**



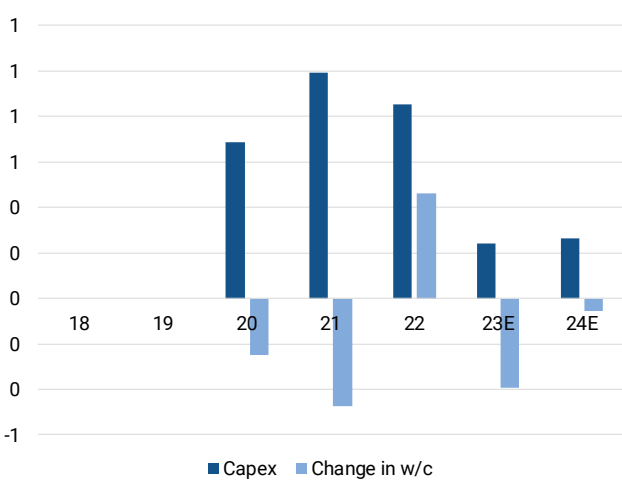
**ROCE vs. WACC (pre tax)**



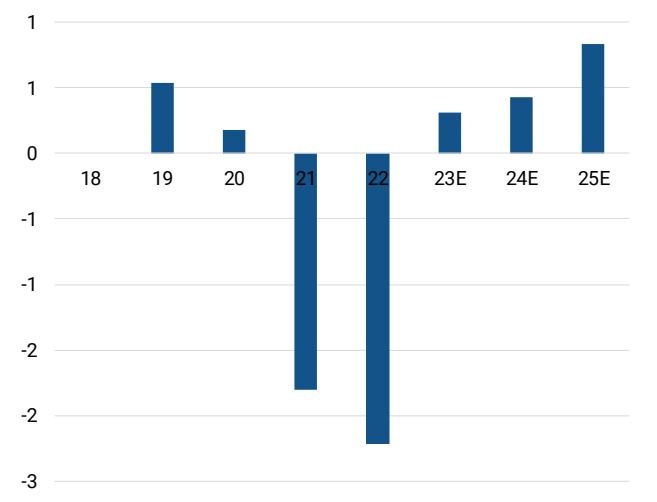
**Net debt and net debt/EBITDA**



**Capex & chgn in w/c requirements in EURm**



**Free Cash Flow in EURm**



Source: Company data; AlsterResearch

## Financials

Profit and loss (EUR m)	2020	2021	2022	2023E	2024E	2025E
<b>Net sales</b>	<b>10.4</b>	<b>12.4</b>	<b>11.8</b>	<b>12.0</b>	<b>13.2</b>	<b>15.6</b>
Sales growth	0.7%	19.7%	-5.0%	1.8%	9.9%	18.4%
Change in finished goods and work-in-process	0.4	0.8	0.8	0.8	0.9	1.1
<b>Total sales</b>	<b>10.8</b>	<b>13.2</b>	<b>12.6</b>	<b>12.8</b>	<b>14.1</b>	<b>16.7</b>
Material expenses	3.9	5.2	5.1	5.0	5.4	6.3
<b>Gross profit</b>	<b>6.9</b>	<b>8.1</b>	<b>7.5</b>	<b>7.8</b>	<b>8.7</b>	<b>10.4</b>
Other operating income	0.1	0.1	0.2	0.0	0.1	0.1
Personnel expenses	4.4	6.0	5.9	5.3	5.7	6.6
Other operating expenses	1.8	3.7	2.5	2.4	2.4	2.9
<b>EBITDA</b>	<b>0.8</b>	<b>-1.5</b>	<b>-0.7</b>	<b>0.2</b>	<b>0.6</b>	<b>1.0</b>
Depreciation	0.1	0.1	0.2	0.0	0.0	0.0
EBITA	0.7	-1.7	-1.0	0.1	0.6	1.0
Amortisation of goodwill and intangible assets	0.1	0.1	0.2	0.4	0.3	0.3
<b>EBIT</b>	<b>0.6</b>	<b>-1.8</b>	<b>-1.2</b>	<b>-0.2</b>	<b>0.3</b>	<b>0.7</b>
Financial result	-0.0	-0.0	-0.0	0.0	0.0	0.0
Recurring pretax income from continuing operations	0.6	-1.8	-1.2	-0.2	0.3	0.7
Extraordinary income/loss	0.0	0.0	0.0	0.0	0.0	0.0
Earnings before taxes	0.6	-1.8	-1.2	-0.2	0.3	0.7
Taxes	0.2	-0.2	0.0	0.0	-0.0	-0.0
Net income from continuing operations	0.4	-1.6	-1.3	-0.2	0.3	0.7
Result from discontinued operations (net of tax)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net income</b>	<b>0.4</b>	<b>-1.6</b>	<b>-1.3</b>	<b>-0.2</b>	<b>0.3</b>	<b>0.7</b>
Minority interest	0.0	0.1	0.2	0.0	-0.0	-0.1
Net profit (reported)	0.4	-1.5	-1.0	-0.2	0.2	0.6
Average number of shares	0.05	0.71	1.09	1.09	1.09	1.09
<b>EPS reported</b>	<b>7.71</b>	<b>-2.16</b>	<b>-0.96</b>	<b>-0.19</b>	<b>0.21</b>	<b>0.52</b>

Profit and loss (common size)	2020	2021	2022	2023E	2024E	2025E
<b>Net sales</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Change in finished goods and work-in-process	4%	7%	7%	7%	7%	7%
<b>Total sales</b>	<b>104%</b>	<b>107%</b>	<b>107%</b>	<b>107%</b>	<b>107%</b>	<b>107%</b>
Material expenses	38%	42%	43%	42%	41%	40%
<b>Gross profit</b>	<b>67%</b>	<b>65%</b>	<b>64%</b>	<b>65%</b>	<b>66%</b>	<b>67%</b>
Other operating income	1%	1%	2%	0%	0%	0%
Personnel expenses	43%	48%	50%	44%	43%	42%
Other operating expenses	17%	30%	22%	20%	19%	19%
<b>EBITDA</b>	<b>8%</b>	<b>-12%</b>	<b>-6%</b>	<b>1%</b>	<b>5%</b>	<b>6%</b>
Depreciation	1%	1%	2%	0%	0%	0%
EBITA	7%	-13%	-8%	1%	5%	6%
Amortisation of goodwill and intangible assets	1%	1%	2%	3%	3%	2%
<b>EBIT</b>	<b>6%</b>	<b>-15%</b>	<b>-10%</b>	<b>-2%</b>	<b>2%</b>	<b>4%</b>
Financial result	-0%	-0%	-0%	0%	0%	0%
Recurring pretax income from continuing operations	6%	-15%	-11%	-2%	2%	4%
Extraordinary income/loss	0%	0%	0%	0%	0%	0%
Earnings before taxes	6%	-15%	-11%	-2%	2%	4%
Taxes	2%	-2%	0%	0%	-0%	-0%
Net income from continuing operations	4%	-13%	-11%	-2%	2%	4%
Result from discontinued operations (net of tax)	0%	0%	0%	0%	0%	0%
<b>Net income</b>	<b>4%</b>	<b>-13%</b>	<b>-11%</b>	<b>-2%</b>	<b>2%</b>	<b>4%</b>
Minority interest	0%	1%	2%	0%	-0%	-1%
<b>Net profit (reported)</b>	<b>4%</b>	<b>-12%</b>	<b>-9%</b>	<b>-2%</b>	<b>2%</b>	<b>4%</b>

Source: Company data; AlsterResearch



Balance sheet (EURm)	2020	2021	2022	2023E	2024E	2025E
<b>Intangible assets (exl. Goodwill)</b>	<b>0.7</b>	<b>1.4</b>	<b>1.8</b>	<b>1.7</b>	<b>1.6</b>	<b>1.6</b>
Goodwill	0.0	0.0	0.0	0.0	0.0	0.0
Property, plant and equipment	0.0	0.1	0.0	0.0	0.0	0.0
Financial assets	0.0	0.0	0.0	0.0	0.0	0.0
<b>FIXED ASSETS</b>	<b>0.8</b>	<b>1.5</b>	<b>1.8</b>	<b>1.7</b>	<b>1.6</b>	<b>1.6</b>
Inventories	0.0	0.0	0.0	0.0	0.0	0.0
Accounts receivable	1.3	1.8	1.7	1.4	1.6	1.8
Other current assets	0.0	0.1	0.2	0.2	0.2	0.2
Liquid assets	1.4	0.6	0.7	1.0	1.4	2.2
Deferred taxes	0.0	0.0	0.0	0.0	0.0	0.0
Deferred charges and prepaid expenses	0.0	0.1	0.1	0.1	0.1	0.1
<b>CURRENT ASSETS</b>	<b>2.8</b>	<b>2.6</b>	<b>2.6</b>	<b>2.7</b>	<b>3.2</b>	<b>4.3</b>
<b>TOTAL ASSETS</b>	<b>3.5</b>	<b>4.1</b>	<b>4.5</b>	<b>4.4</b>	<b>4.9</b>	<b>5.9</b>
<b>SHAREHOLDERS EQUITY</b>	<b>1.5</b>	<b>-0.1</b>	<b>0.6</b>	<b>0.4</b>	<b>0.6</b>	<b>1.3</b>
MINORITY INTEREST	0.0	0.0	0.0	0.0	0.0	0.0
Long-term debt	0.6	1.5	1.9	1.9	1.9	1.9
Provisions for pensions and similar obligations	0.0	0.0	0.0	0.0	0.0	0.0
Other provisions	0.3	0.3	0.2	0.2	0.3	0.3
<b>Non-current liabilities</b>	<b>0.9</b>	<b>1.8</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.2</b>
short-term liabilities to banks	0.0	0.0	0.0	0.0	0.0	0.0
Accounts payable	0.6	1.5	1.2	1.4	1.5	1.8
Advance payments received on orders	0.0	0.3	0.0	0.0	0.0	0.0
Other liabilities (incl. from lease and rental contracts)	0.3	0.5	0.5	0.5	0.5	0.6
Deferred taxes	0.2	0.0	0.0	0.0	0.0	0.0
Deferred income	0.0	0.0	0.0	0.0	0.0	0.0
<b>Current liabilities</b>	<b>1.1</b>	<b>2.3</b>	<b>1.8</b>	<b>1.9</b>	<b>2.1</b>	<b>2.4</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS EQUITY</b>	<b>3.5</b>	<b>4.1</b>	<b>4.5</b>	<b>4.4</b>	<b>4.9</b>	<b>5.9</b>

Balance sheet (common size)	2020	2021	2022	2023E	2024E	2025E
<b>Intangible assets (excl. Goodwill)</b>	<b>20%</b>	<b>34%</b>	<b>41%</b>	<b>39%</b>	<b>33%</b>	<b>27%</b>
Goodwill	0%	0%	0%	0%	0%	0%
Property, plant and equipment	1%	1%	1%	0%	0%	0%
Financial assets	0%	0%	0%	0%	0%	0%
<b>FIXED ASSETS</b>	<b>21%</b>	<b>36%</b>	<b>41%</b>	<b>39%</b>	<b>33%</b>	<b>27%</b>
Inventories	0%	0%	0%	0%	0%	0%
Accounts receivable	37%	45%	37%	33%	32%	30%
Other current assets	1%	3%	4%	5%	4%	3%
Liquid assets	40%	14%	15%	22%	29%	37%
Deferred taxes	0%	0%	0%	0%	0%	0%
Deferred charges and prepaid expenses	1%	2%	2%	2%	2%	2%
<b>CURRENT ASSETS</b>	<b>79%</b>	<b>64%</b>	<b>59%</b>	<b>61%</b>	<b>67%</b>	<b>73%</b>
<b>TOTAL ASSETS</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>SHAREHOLDERS EQUITY</b>	<b>42%</b>	<b>-2%</b>	<b>14%</b>	<b>8%</b>	<b>13%</b>	<b>22%</b>
MINORITY INTEREST	0%	0%	0%	0%	0%	0%
Long-term debt	16%	37%	42%	43%	38%	31%
Provisions for pensions and similar obligations	0%	0%	0%	0%	0%	0%
Other provisions	9%	8%	5%	5%	5%	5%
<b>Non-current liabilities</b>	<b>25%</b>	<b>45%</b>	<b>47%</b>	<b>48%</b>	<b>44%</b>	<b>37%</b>
short-term liabilities to banks	0%	0%	0%	0%	0%	0%
Accounts payable	18%	36%	27%	32%	32%	30%
Advance payments received on orders	0%	7%	0%	0%	0%	0%
Other liabilities (incl. from lease and rental contracts)	9%	13%	12%	11%	11%	11%
Deferred taxes	5%	0%	0%	0%	0%	0%
Deferred income	0%	0%	0%	0%	0%	0%
<b>Current liabilities</b>	<b>32%</b>	<b>56%</b>	<b>39%</b>	<b>43%</b>	<b>43%</b>	<b>41%</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS EQUITY</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Company data; AlsterResearch

Cash flow statement (EUR m)	2020	2021	2022	2023E	2024E	2025E
Net profit/loss	0.4	-1.6	-1.3	-0.2	0.3	0.7
Depreciation of fixed assets (incl. leases)	0.1	0.3	0.4	0.0	0.0	0.0
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	0.4	0.3	0.3
Others	0.0	0.0	-0.1	0.0	0.0	0.0
Cash flow from operations before changes in w/c	0.6	-1.3	-0.9	0.2	0.6	1.1
Increase/decrease in inventory	0.2	-0.7	0.0	0.0	0.0	0.0
Increase/decrease in accounts receivable	0.0	0.0	0.2	0.2	-0.1	-0.2
Increase/decrease in accounts payable	0.0	1.2	-0.3	0.2	0.1	0.2
Increase/decrease in other w/c positions	0.0	0.0	-0.3	-0.1	0.0	0.1
Increase/decrease in working capital	0.2	0.5	-0.5	0.4	0.1	0.1
<b>Cash flow from operating activities</b>	<b>0.9</b>	<b>-0.8</b>	<b>-1.4</b>	<b>0.6</b>	<b>0.7</b>	<b>1.1</b>
CAPEX	-0.7	-1.0	-0.9	-0.2	-0.3	-0.3
Payments for acquisitions	0.0	0.0	0.0	0.0	0.0	0.0
Financial investments	-0.1	0.0	0.0	0.0	0.0	0.0
Income from asset disposals	0.0	0.0	0.0	0.0	0.0	0.0
<b>Cash flow from investing activities</b>	<b>-0.7</b>	<b>-1.0</b>	<b>-0.9</b>	<b>-0.2</b>	<b>-0.3</b>	<b>-0.3</b>
Cash flow before financing	0.1	-1.8	-2.2	0.3	0.4	0.8
Increase/decrease in debt position	0.5	1.0	1.5	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	2.0	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	-1.2	0.0	0.0	0.0
<b>Cash flow from financing activities</b>	<b>0.4</b>	<b>1.0</b>	<b>2.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Increase/decrease in liquid assets	0.6	-0.8	0.1	0.3	0.4	0.8
<b>Liquid assets at end of period</b>	<b>1.4</b>	<b>0.6</b>	<b>0.6</b>	<b>1.0</b>	<b>1.4</b>	<b>2.2</b>

Source: Company data; AlsterResearch

Regional sales split (EURm)	2020	2021	2022	2023E	2024E	2025E
Domestic	10.4	12.4	11.8	12.0	13.2	15.6
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
<b>Total sales</b>	<b>10.4</b>	<b>12.4</b>	<b>11.8</b>	<b>12.0</b>	<b>13.2</b>	<b>15.6</b>

Regional sales split (common size)	2020	2021	2022	2023E	2024E	2025E
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%
<b>Total sales</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Company data; AlsterResearch

Ratios	2020	2021	2022	2023E	2024E	2025E
<b>Per share data</b>						
Earnings per share reported	7.71	-2.16	-0.96	-0.19	0.21	0.52
Cash flow per share	14.53	-1.35	-1.46	0.50	0.63	1.05
Book value per share	27.47	-0.10	0.56	0.33	0.58	1.22
Dividend per share	0.00	0.00	0.00	0.00	0.00	0.00
<b>Valuation</b>						
P/E	1.0x	-3.7x	-8.3x	-42.7x	38.2x	15.2x
P/CF	0.5x	-5.9x	-5.5x	15.8x	12.6x	7.6x
P/BV	0.3x	-79.9x	14.3x	24.2x	13.7x	6.5x
Dividend yield (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FCF yield (%)	182.7%	-17.0%	-18.3%	6.3%	8.0%	13.2%
EV/Sales	0.8x	0.8x	0.8x	0.8x	0.7x	0.5x
EV/EBITDA	10.0x	-6.3x	-13.3x	61.6x	15.1x	8.4x
EV/EBIT	12.3x	-5.3x	-8.2x	-39.9x	34.2x	12.3x
<b>Income statement (EURm)</b>						
Sales	10.4	12.4	11.8	12.0	13.2	15.6
yoy chg in %	0.7%	19.7%	-5.0%	1.8%	9.9%	18.4%
Gross profit	6.9	8.1	7.5	7.8	8.7	10.4
Gross margin in %	66.6%	65.0%	63.6%	65.2%	65.7%	66.7%
EBITDA	0.8	-1.5	-0.7	0.2	0.6	1.0
EBITDA margin in %	7.6%	-12.3%	-6.3%	1.3%	4.6%	6.4%
EBIT	0.6	-1.8	-1.2	-0.2	0.3	0.7
EBIT margin in %	6.2%	-14.6%	-10.3%	-2.0%	2.0%	4.3%
Net profit	0.4	-1.5	-1.0	-0.2	0.2	0.6
<b>Cash flow statement (EURm)</b>						
CF from operations	0.9	-0.8	-1.4	0.6	0.7	1.1
Capex	-0.7	-1.0	-0.9	-0.2	-0.3	-0.3
Maintenance Capex	0.1	0.1	0.2	0.0	0.0	0.0
Free cash flow	0.2	-1.8	-2.2	0.3	0.4	0.8
<b>Balance sheet (EURm)</b>						
Intangible assets	0.7	1.4	1.8	1.7	1.6	1.6
Tangible assets	0.0	0.1	0.0	0.0	0.0	0.0
Shareholders' equity	1.5	-0.1	0.6	0.4	0.6	1.3
Pension provisions	0.0	0.0	0.0	0.0	0.0	0.0
Liabilities and provisions	0.9	1.8	2.1	2.1	2.1	2.2
Net financial debt	-0.8	0.9	1.2	0.9	0.5	-0.4
w/c requirements	0.7	0.1	0.5	0.0	0.0	0.0
<b>Ratios</b>						
ROE	28.1%	2,297.6%	-210.2%	-69.0%	43.5%	52.3%
ROCE	26.9%	-101.4%	-44.6%	-9.7%	9.7%	19.2%
Net gearing	-55.8%	-1,331.8%	200.1%	252.0%	75.0%	-26.6%
Net debt / EBITDA	-1.1x	-0.6x	-1.6x	5.8x	0.8x	-0.4x

Source: Company data; AlsterResearch

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