

RELAIS GROUP

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INDERES CORPORATE CUSTOMER
COMPANY REPORT



New period will focus on efficiency

Relais' Q4 figures were clearly below our estimates, as organic revenue development in particular was sluggish in both businesses. In our assessment, the cost structure was partly burdened by non-recurring items, so the sluggishness in Q4 was not fully reflected in our forecasts for the coming years. Reflecting the estimate cuts, we lower our target price to EUR 18.0 (was EUR 19.0) but reiterate our Accumulate recommendation for the moderately valued stock. Relais' CEO Q4 interview can be viewed via [this link](#).

Organic revenue development was sluggish

Relais' revenue grew by 29% in Q4 year-on-year to 117 MEUR. Revenue growth was driven by several acquisitions in both the Technical Wholesale and Products and the Repair and Maintenance businesses. The Group's organic revenue, on the other hand, declined by 1%, whereas our forecast anticipated growth of ~2%.

The operating result adjusted for amortization of acquisitions (EBITA) for Q4'25 was only 9.9 MEUR, which was significantly below our forecast. In our view, the result was negatively impacted by the decline in organic revenue, which has led to underutilization of mechanics, particularly affecting the profitability of the Commercial Vehicle Repair and Maintenance business. In addition, the result was burdened by, among other things, costs related to the integration of several acquisitions and other presumably non-recurring costs. The company did not specify the magnitude of these costs, but we do not believe the Q4 profitability disappointment is due to structural problems. In line with its dividend policy's lower limit for the payout ratio, Relais cut its dividend to EUR 0.30 per share, and as a result of the dividend increase streak ending, the dividend fell short of our estimates. From an investor's perspective, however, we believe that allocating capital to acquisitions is a better solution than distributing profits.

The strategy and targets will be updated by the summer

Relais has not yet published a new strategy or financial targets but stated that this would happen by the summer. We believe the new CEO will continue the capital allocation to the vehicle aftermarket in line with the previous strategy. The CEO's comments emphasized the efficiency of operations and capital allocation, which we believe the new financial targets will measure and which will also play a prominent role in the next strategy period. In our view, this means strengthening the operational efficiency of current holdings (e.g., return on working capital %) and clarifying the return target in capital allocation. We have made negative revisions to our forecasts, even though we believe the operating environment will enable a return to organic growth in the coming years. Reflecting these estimate changes, our EBITA forecasts for 2026-2027 were lowered by 7-8%.

Upside in the valuation

Relais' P/E and EV/EBITA ratios for 2026 based on our estimates are 12x and 11x, respectively, while the corresponding ratios for 2027 estimates are 12x and 10x. In our opinion, these multiples are quite reasonable and there is upside given Relais' operational business and track record in capital allocation. Relais is valued roughly in line with companies engaged in similar businesses, whereas compared to serial acquirers, the valuation is at a significant discount. In our opinion, Relais' justified valuation is found in the middle ground of these two peer groups. Thus, from a peer valuation perspective, we feel that the current valuation level does not assign value to the value creation through capital allocation, which we do not consider justified. Our DCF model indicates a share value of EUR 18.0, which is in line with our target price and suggests a moderate valuation for the share.

Recommendation

Accumulate

(was Accumulate)

Business risk



Target price:

EUR 18.00

(was EUR 19.00)

Share price:

EUR 16.10

Valuation risk



	2025	2026e	2027e	2028e
Revenue	383.4	445.4	458.9	468.1
growth-%	19%	16%	3%	2%
EBIT adj.	34.9	45.4	46.2	48.1
EBIT-% adj.	9.1 %	10.2 %	10.1 %	10.3 %
Net income	15.5	20.5	22.0	24.5
EPS (adj.)	1.29	1.28	1.36	1.48

P/E (adj.)	12.9	12.5	11.8	10.8
P/B	2.5	2.2	2.0	1.9
Dividend yield-%	1.8 %	2.4 %	2.5 %	2.6 %
EV/EBIT (adj.)	16.6	12.2	11.7	10.9
EV/EBITDA	10.5	7.9	7.6	7.2
EV/S	1.5	1.2	1.2	1.1

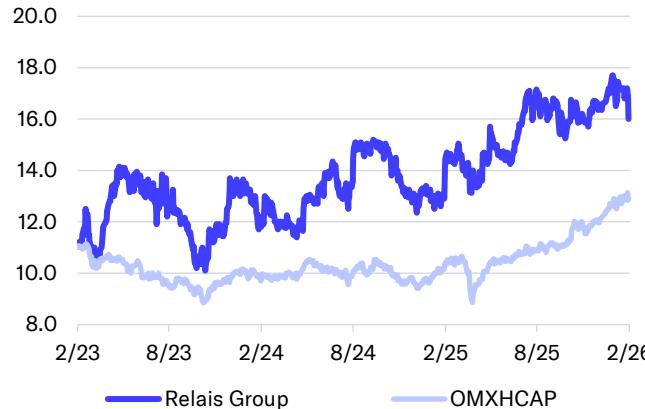
Source: Inderes

Guidance

(New guidance)

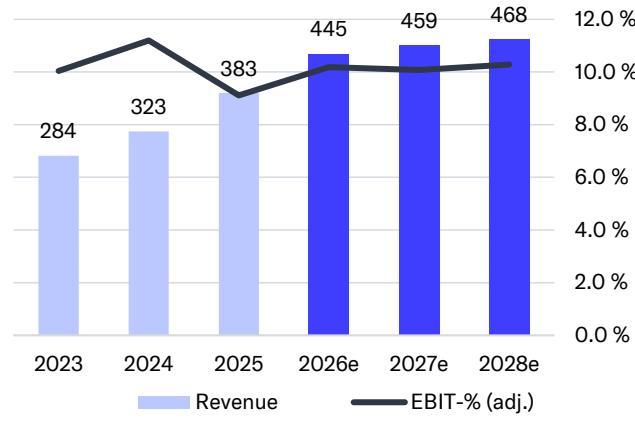
Relais Group does not provide a numeric guidance for the financial year 2026.

Share price



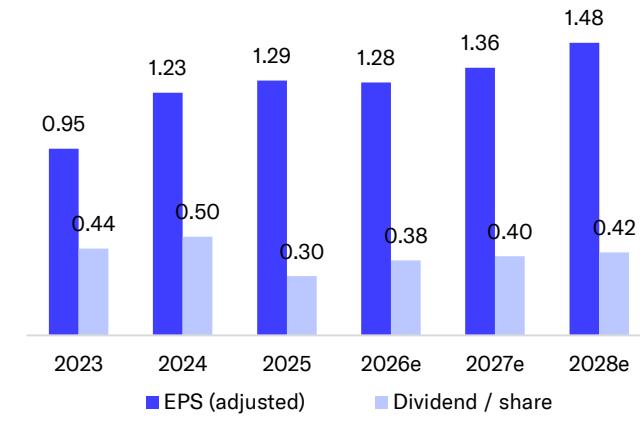
Source: Millistream Market Data AB

Revenue and EBIT-% (adj.)



Source: Inderes

EPS and dividend



Source: Inderes

Value drivers

- The stable and defensive market over time is huge relative to Relais' size class
- Plenty of room for consolidation on the fragmented vehicle aftermarket
- Serial consolidator business model's value creation potential and growth strategy is quite good
- Mutual sales synergies of the owned businesses support growth preconditions

Risk factors

- Working capital commitment in the wholesale business slows down cash flow
- Typical risks associated with acquisitions
- Long-term risks associated with limited pricing power and competitive situation
- Low liquidity of the stock

Valuation	2026e	2027e	2028e
Share price	16.00	16.00	16.00
Number of shares, millions	18.5	18.6	18.6
Market cap	296	297	298
EV	553	539	522
P/E (adj.)	12.5	11.8	10.8
P/E	17.1	15.8	14.1
P/B	2.2	2.0	1.9
P/S	0.7	0.6	0.6
EV/Sales	1.2	1.2	1.1
EV/EBITDA	7.9	7.6	7.2
EV/EBIT (adj.)	12.2	11.7	10.9
Payout ratio (%)	34.4 %	33.8 %	32.0 %
Dividend yield-%	2.4 %	2.5 %	2.6 %

Source: Inderes

Organic top-line development was sluggish

Organic growth offered a positive surprise

Relais' Q4 revenue grew by 29% year-on-year to 117 MEUR. Revenue growth was driven purely by numerous completed acquisitions in both the Technical Wholesale and Products business and the Commercial Vehicle Repair and Maintenance business. At the same time, organic revenue decreased by 2% at the Group level, which caused revenue development to fall short of our estimate.

Revenue from the Technical Wholesale and Products business grew by 13% in Q4, which was slightly below our 17% forecast. Growth was primarily driven by the Matro Group acquisition, but inorganic growth was also boosted by the TVH and Autodelar acquisitions. Organically, revenue decreased by 1%, which was due to the reclassification of Strands' sales to Matro when the company became part of the Relais Group. We estimate that market development has also been subdued, in line with the economic situation.

The Commercial Vehicle Repair and Maintenance business as a whole grew by 63%, which was also slightly more moderate than our forecast of 66% growth. This was also due to organic revenue development, which fell to -4%. In our understanding, the softness in revenue is particularly a result of the sluggishness in the Swedish market, which is affected by the weakness in the trailer market.

Earnings rows well below our forecasts

Relais' EBITA in Q4 was 9.9 MEUR, thus clearly falling short of our estimate. In our assessment, Q4 profitability was negatively impacted by, among other things, the softness in the revenue level of the Commercial Vehicle Repair and Maintenance business, where fixed personnel costs do not adjust in the short term. In this situation, the "utilization rate" of the repair business personnel deteriorates, which quickly impacts profitability. The earnings pressure was also attributed to acquisition integration costs, inventory obsolescence provisions, and expense accruals, but the company did not specify the magnitude of these items.

Depreciation for the period was also slightly higher than we anticipated.

The financial position is sound

In 2025, Relais generated 33.9 MEUR in cash flow from operations, while the company's investments grew in line with business growth to 5.2 MEUR (2.9 MEUR in 2024). Thus, free cash flow after lease payments was 12.7 MEUR. The company used significantly more funds for acquisitions, so at the end of 2025, the company's net debt (excluding lease liabilities) was 105.7 MEUR. This corresponds to a multiple of 2.3x relative to our 2026 EBITA forecast, which fully takes into account the acquisitions made. However, this figure does not include the latest acquisitions, but considering the estimated cash flow for the current year, indebtedness will remain at approximately the current level. Based on the company's comments, it will focus in the short term on reducing its debt level to strengthen its capacity for future acquisitions and improve the efficiency of its current operations.

Estimates MEUR / EUR	Q4'24		Q4'25		Q4'25e		Q4'25e		Consensus Low	Consensus High	Difference (%) Act. vs. Inderes	2025 Actualized
	Comparison	Actualized	Inderes	Consensus	Low	High	Act. vs. Inderes					
Revenue	90.7	117	120					-3%	383			
EBITDA	14.3	16.0	19.7					-19%	55.1			
EBITA	10.0	9.9	14.1					-29%	34.9			
PTP	6.5	5.8	9.7					-40%	19.6			
EPS (adj.)	0.46	0.36	0.46					-21%	1.29			
DPS	0.50	0.30	0.52					-42%	0.30			
Revenue growth-%	12.0 %	28.6 %	32.8 %					-4.2 pp	18.8 %			
EBITA-%	11.0 %	8.5 %	11.7 %					-3.2 pp	9.1 %			

Source: Inderes

Relais Q4'25: Top-line development in line with the market



Estimates lowered

In line with its guidance policy, the company did not provide short-term guidance

Relais did not provide numerical guidance for 2026, which is in line with the company's guidance policy. The company had a long-term financial target extending to the end of 2025, which was a pro forma EBITA of 50 MEUR. The company now announced that its illustrative pro forma EBITA at the end of 2025 was around 45 MEUR, including all its acquisitions as if they had been owned for the entire year 2025. In our view, this provides a good benchmark for the current Relais' earnings level, although we estimate that more efficiency can be achieved from the current entity through organic growth.

In its market commentary, the company stated that the outlook for the current year is "stable," even though there is still ongoing uncertainty in the market. In our view, this uncertainty refers to a generally subdued economic development. In the short term, however, the company

commented that a harsh winter, typical of what has been seen before, would support its demand.

We made minor forecast cuts

We have made minor cuts to our operational forecasts, as we slightly revised our organic revenue forecasts. A lower starting point, reflecting the Q4'25 outcome, contributed to the negative forecast revisions. However, we also slightly revised downwards our growth forecasts for the Commercial Vehicle Repair and Maintenance business for early 2026, in line with the still relatively slow overall economic activity.

We also made small negative changes to our cost estimates, which, together with the revision of revenue estimates, weighed on our EBITA estimates for 2026-2027 by 7% and 8%. These forecast changes were also partly due to slight increases in depreciation levels. We also slightly increased our net financing expense estimates,

which is why our earnings per share forecasts decreased slightly more.

Estimates for 2026-2027

We forecast Relais' revenue to grow by 16% in 2026, driven primarily by inorganic growth, while we expect organic growth to be 2% supported by slight growth in both businesses. We forecast Relais' EBITA-% to be 10.2%, corresponding to an EBITA of just over 45 MEUR. Thus, we expect the company's efficiency to increase slightly, supported by organic growth. In 2027, we expect organic growth to accelerate to 3% as economic activity picks up, which we estimate will result in an EBITA of just over 46 MEUR. However, our profitability forecast is practically stable (EBITA-% 10.1%), as we estimate that the Group's efficiency is already at a good level, so no further profit can be scraped off through this.

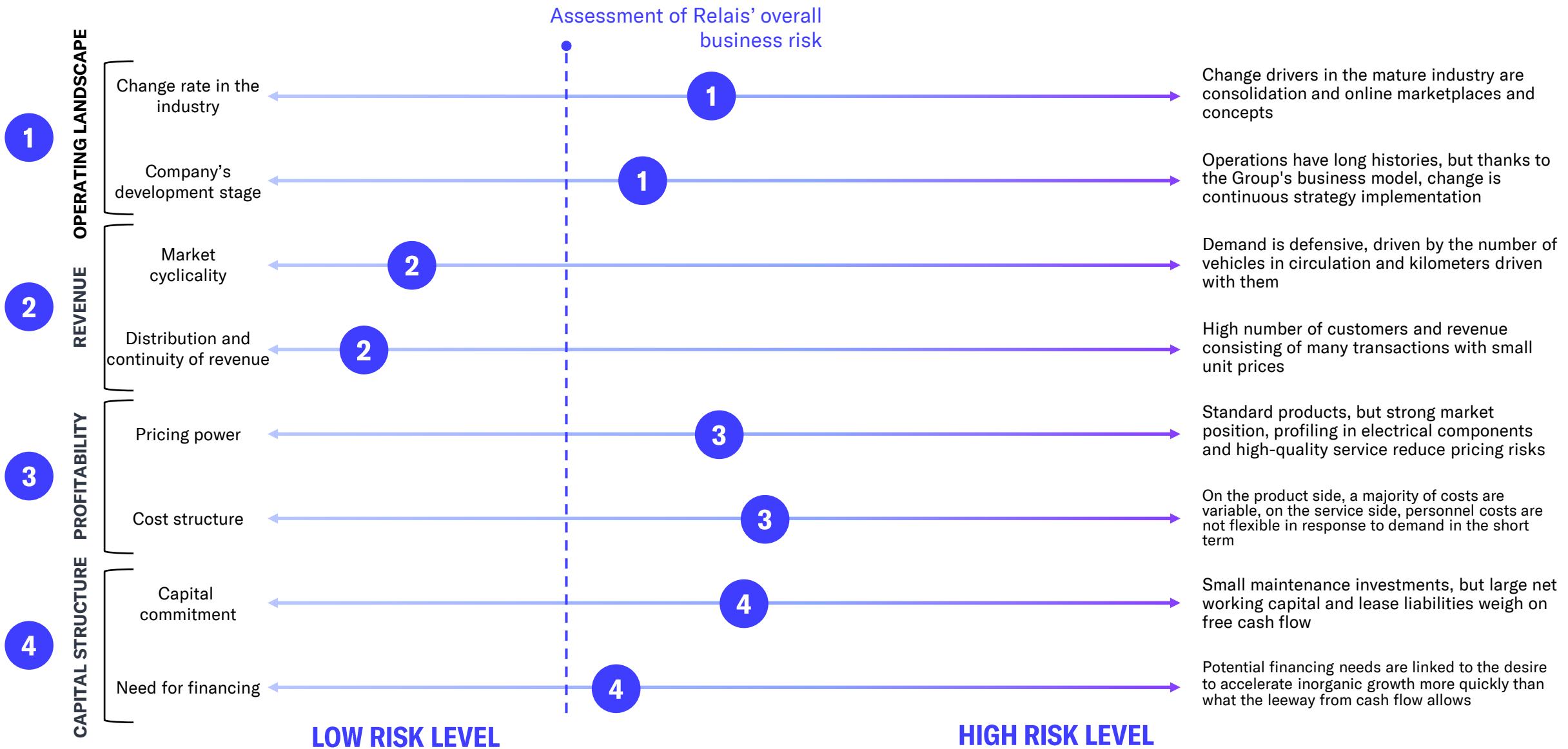
Estimate revisions MEUR / EUR	2025e Inderes	2025 Actualized	Change %	2026e Old	2026e New	Change %	2027e Old	2027e New	Change %
Revenue	387	383	-1%	448	445	0%	464	459	-1%
EBITDA	58.8	55.1	-6%	70.5	70.2	0%	72.8	71.0	-2%
EBIT (exc. NRIs)	39.1	34.9	-11%	48.6	45.4	-7%	50.5	46.2	-8%
EBIT	33.8	29.5	-13%	41.6	37.4	-10%	43.5	38.2	-12%
PTP	23.5	19.6	-17%	32.8	27.0	-18%	34.6	28.8	-17%
EPS (excl. NRIs)	1.35	1.29	-4%	1.59	1.28	-19%	1.65	1.36	-18%
DPS	0.52	0.30	-42%	0.55	0.38	-31%	0.58	0.40	-31%

Source: Inderes

Relais Financial Statements Review 2025



Risk profile of the business model



Investment profile

1

Good historical track record in allocating capital to growth

2

Significant growth potential in the target market and accumulated experience in M&A

3

Flexible cost structure and mainly stable performance history

4

Business model consumes funds through working capital and lease obligations, limiting the amount of capital that can be reallocated

5

In the long run, the expected return is determined by the success of the capital reallocation

Potential

- Demand drivers are not susceptible to cyclical fluctuations, so demand is defensive
- If Relais is a successful serial consolidator it has good preconditions to generate ROI that exceeds the cost of equity
- In a large and fragmented market, the number of potential acquisition targets is huge
- Relatively flexible cost structure

Risks

- The business requires significant inventories that tie up working capital and depress cash flow
- Usual risks associated with the implementation of an inorganic growth strategy
- No identifiable sources of strong and sustainable competitive advantages in the business
- Low liquidity of the share

Upside in the valuation

Moderate valuation multiples for the next few years

Based on our 2026 and 2027 estimates, Relais' IFRS16-adjusted EV/EBITA multiples are 11x and 10x. The corresponding adjusted P/E multiples are 12x. We believe these absolute valuation multiples are moderate for Relais' current businesses, and a justified valuation level for purely current businesses is, in our opinion, around the stock market average (P/E ratio around 14x and EV/EBIT around 12x)

We believe Relais' value creation opportunities consist of two components, in line with its business model. These are the existing businesses, while the value creation potential of the acquisition strategy is another component. We consider the current valuation for the existing businesses alone to be reasonable, and thus, the current valuation does not imply any expectations for value creation from capital reallocation. Thus, we believe the current valuation offers an attractive entry point for additional purchases into Relais' long-term growth story.

Relative valuation supports upside

We apply two peer groups to Relais, one of which consists of companies operating with a similar business model and the other of so-called serial consolidators. The business models of the latter peer group rely especially on value creation through active capital reallocation, which is especially based on successful acquisitions. In our view, it is relevant to compare Relais's valuation to both of these peer groups on a relative basis, as a valuation based solely on operational business does not, in our view, give credit to the company's historical track record of capital allocation capabilities. Using earnings multiples, Relais is in practice

valued in line with the median of a peer group consisting of international companies operating in the automotive aftermarket. In absolute terms, we believe this peer group is fairly valued, and we believe Relais' valuation is reasonable. Compared to a peer group of serial consolidators, the share is valued at a discount of 40% using valuation multiples for the coming years. In our view, Relais should be valued at a discount to serial consolidators, as the group has experienced more rapid value creation in recent years, as can be seen in their on average higher returns on capital. In our view, however, the current valuation gap to serial consolidators is very wide, and Relais should be valued in the middle ground of these two peer groups. Thus, we believe the relative valuation supports our view of a moderate valuation for the stock.

Cash flow model at target price level

Our DCF model indicates a share value of EUR 18.0. In our view, the cash flow model is well suited for valuing Relais's existing business due to its stable nature, but it does not measure the value creation of capital reallocation. We currently believe Relais' focus is on improving the efficiency of its current businesses and strengthening its balance sheet. Thus, our target price is at the level of the cash flow model.

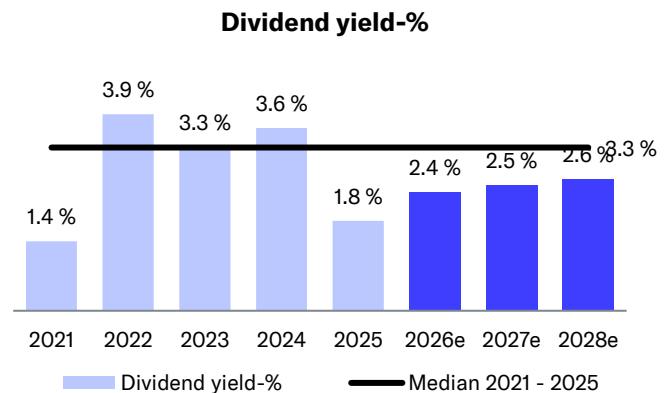
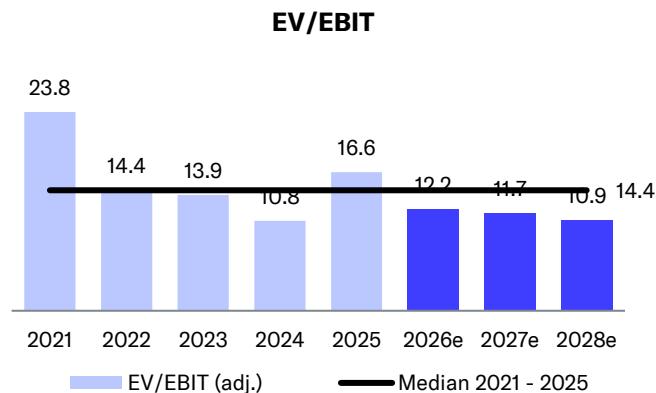
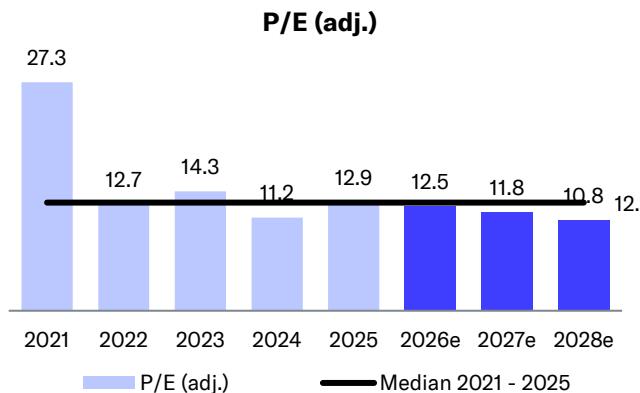
Valuation	2026e	2027e	2028e
Share price	16.00	16.00	16.00
Number of shares, millions	18.5	18.6	18.6
Market cap	296	297	298
EV	553	539	522
P/E (adj.)	12.5	11.8	10.8
P/E	17.1	15.8	14.1
P/B	2.2	2.0	1.9
P/S	0.7	0.6	0.6
EV/Sales	1.2	1.2	1.1
EV/EBITDA	7.9	7.6	7.2
EV/EBIT (adj.)	12.2	11.7	10.9
Payout ratio (%)	34.4 %	33.8 %	32.0 %
Dividend yield-%	2.4 %	2.5 %	2.6 %

Source: Inderes

Valuation table

Valuation	2021	2022	2023	2024	2025	2026e	2027e	2028e	2029e
Share price	26.0	10.2	13.5	13.7	16.7	16.00	16.00	16.00	16.00
Number of shares, millions	17.9	18.1	18.1	18.1	18.2	18.5	18.6	18.6	18.7
Market cap	466	185	245	248	304	296	297	298	299
EV	613	332	396	390	580	553	539	522	509
P/E (adj.)	27.3	12.7	14.3	11.2	12.9	12.5	11.8	10.8	10.3
P/E	32.5	18.4	17.8	13.4	20.7	17.1	15.8	14.1	13.2
P/B	4.5	1.8	2.2	2.1	2.5	2.2	2.0	1.9	1.7
P/S	2.0	0.7	0.9	0.8	0.8	0.7	0.6	0.6	0.6
EV/Sales	2.6	1.3	1.4	1.2	1.5	1.2	1.2	1.1	1.1
EV/EBITDA	17.0	9.1	9.1	7.5	10.5	7.9	7.6	7.2	7.2
EV/EBIT (adj.)	23.8	14.4	13.9	10.8	16.6	12.2	11.7	10.9	10.3
Payout ratio (%)	44.9 %	72.3 %	58.1 %	48.9 %	35.3 %	34.4 %	33.8 %	32.0 %	31.1 %
Dividend yield-%	1.4 %	3.9 %	3.3 %	3.6 %	1.8 %	2.4 %	2.5 %	2.6 %	2.7 %

Source: Inderes



Peer group valuation 1/2

Peer group valuation Company	Market cap MEUR	EV MEUR	EV/EBIT		EV/EBITDA		EV/S		P/E		Dividend yield-%		P/B 2026e
			2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	
Inter Cars SA	2082	2921	9.5	8.9	7.9	7.3	0.5	0.5	10.5	9.5	0.3	0.3	1.5
Advance Auto Parts Inc	2981	3181	11.5	8.9	6.5	5.4	0.4	0.4	22.4	14.9	1.7	1.7	1.7
Duell	15	37	14.6	15.0	6.4	5.7	0.3	0.3		20.9		0.7	0.3
Auto Partner SA	543	649	8.9	8.1	7.4	6.7	0.6	0.5	11.7	9.7	1.1	1.1	1.6
Genuine Parts Co	17276	20928	14.0	13.0	11.2	10.5	1.0	0.9	17.4	16.0	2.9	3.1	3.9
LKQ Corp	7366	10626	10.1	10.3	8.0	7.9	0.9	0.9	10.4	9.6	3.5	3.5	1.2
O'Reilly Automotive Inc	68677	73592	23.6	22.0	20.5	19.3	4.6	4.3	30.0	27.1			17.9
Autozone Inc	53945	60979	19.8	17.6	16.6	14.8	3.5	3.3	26.1	22.1			
Bapcor Ltd	340	762	12.5	9.7	6.4	5.6	0.7	0.7	13.3	8.8	4.0	6.4	0.7
Mekonomen AB	377	944	14.3	9.6	4.9	5.0	0.5	0.5	6.5	5.7	4.4	4.9	0.6
Relais Group (Inderes)	296	553	12.2	11.7	7.9	7.6	1.2	1.2	12.5	11.8	2.4	2.5	2.2
Average			13.9	12.3	9.6	8.8	1.3	1.2	16.5	14.4	2.6	2.7	3.3
Median			13.3	10.0	7.7	7.0	0.6	0.6	13.3	12.3	2.9	2.4	1.5
Diff-% to median			-8%	17%	3%	8%	100%	99%	-6%	-4%	-19%	4%	48%

Source: Refinitiv / Inderes. NB: The market value used by Inderes does not take into consideration treasury shares.

Peer group valuation 2/2

Peer group valuation Company	Market cap	EV	EV/EBIT		EV/EBITDA		EV/sales		P/E		Dividend yield-%	P/B
	MEUR	MEUR	2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	2026e	2026e
Relais Group OYJ	296	522	14.6	11.7	8.8	7.3	1.4	1.2	14.8	11.9	3.2	3.6
Indutrade AB	7854	8569	21.3	19.3	15.0	13.8	2.7	2.5	25.9	22.9	1.5	1.6
Bergman & Beving AB	715	911	23.5	20.4	12.6	11.6	1.9	1.9	28.2	24.4	1.6	1.7
Momentum Group AB	599	666	21.0	18.9	13.9	12.7	2.1	1.9	27.8	25.0	1.3	1.4
Bufab AB	2057	2382	22.0	19.9	17.0	15.8	2.9	2.7	28.0	25.0	1.3	1.5
Addtech AB	8090	8575	28.3	25.2	21.9	19.9	3.9	3.6	37.1	32.2	1.1	1.3
Beijer Ref AB	6516	7425	19.4	17.6	15.5	14.2	2.0	1.9	24.5	21.7	1.2	1.3
Beijer Alma AB	1354	1633	14.3	13.7	10.8	10.3	2.1	2.0	17.3	16.5	1.8	2.1
Lifco AB (publ)	12498	13373	24.1	22.1	18.4	17.0	4.7	4.4	33.6	30.5	0.9	1.1
Lagercrantz Group AB	4023	4449	28.4	25.1	20.9	19.0	4.4	4.1	36.7	31.9	1.2	1.4
Volati AB	700	978	13.2	11.8	8.9	8.2	1.1	1.1	13.3	11.4	2.3	2.6
Boreo	43	105	14.1	11.7	8.1	7.0	0.6	0.6	27.2	16.2	0.7	1.7
AddLife AB	1586	1962	22.0	19.6	11.8	11.1	1.9	1.8	21.9	16.7	1.2	1.4
Addnode Group AB (publ)	928	1161	16.7	14.8	10.3	9.7	2.0	1.9	18.5	16.1	1.7	2.0
Instalco AB	808	1164	20.6	12.3	9.0	8.0	0.9	0.8	13.5	11.1	2.4	3.0
Seafire AB (publ)	28	48	11.2	8.1	5.5	5.0	0.5	0.5	9.0	8.1		0.5
Sdipotech AB (publ)	690	690	8.2	7.4	5.8	5.5	1.4	1.4	13.3	13.0		1.6
Fasadgruppen Group AB (publ)	118	303	8.1	5.8	5.3	4.6	0.6	0.6	3.6	3.2		4.3
Berner Industrier	176	186	17.9	17.1	13.1	12.6	1.9	1.8	24.0	22.8	1.2	1.3
Relais Group (Inderes)	296	553	12.2	11.7	7.9	7.6	1.2	1.2	12.5	11.8	2.4	2.5
Average			18.8	16.4	12.7	11.7	2.2	2.1	22.1	19.6	1.5	1.9
Median			20.6	17.6	12.6	11.6	2.0	1.9	24.0	21.7	1.3	1.5
Diff-% to median			-41%	-34%	-37%	-35%	-37%	-37%	-48%	-46%	85%	70%
												-50%

Source: Refinitiv / Inderes. NB: The market value used by Inderes does not take into consideration treasury shares.

Income statement

Income statement	2024	Q1'25	Q2'25	Q3'25	Q4'25	2025	Q1'26e	Q2'26e	Q3'26e	Q4'26e	2026e	2027e	2028e	2029e
Revenue	323	82.8	82.9	101	117	383	111	107	107	121	445	459	468	477
Technical Wholesale and Products	217	53.7	51.2	59.8	70.0	235	63.3	61.9	62.0	72.5	260	268	273	278
Commercial Vehicle Repair and Maintenance	106	29.1	31.7	41.3	46.7	149	47.4	44.9	45.3	48.1	186	191	195	199
EBITDA	51.9	13.0	11.8	14.4	16.0	55.1	17.6	16.6	17.0	19.0	70.2	71.0	72.9	71.1
Depreciation	-18.9	-4.9	-5.5	-7.3	-7.9	-25.6	-8.2	-8.2	-8.2	-8.2	-32.8	-32.8	-32.8	-29.5
EBIT (excl. NRI)	36.1	9.0	7.2	9.0	9.7	34.9	11.4	10.4	10.8	12.8	45.4	46.2	48.1	49.6
EBIT	33.0	8.1	6.3	7.1	8.0	29.5	9.4	8.4	8.8	10.8	37.4	38.2	40.1	41.6
Relais Group	33.0	8.1	6.3	7.1	8.0	29.5	9.4	8.4	8.8	10.8	37.4	38.2	40.1	41.6
Net financial items	-9.2	-0.6	-4.4	-2.7	-2.2	-9.9	-2.6	-2.6	-2.6	-2.6	-10.4	-9.4	-8.2	-7.9
PTP	23.8	7.5	1.9	4.4	5.8	19.6	6.8	5.8	6.2	8.2	27.0	28.8	31.9	33.7
Taxes	-5.2	-1.6	-0.4	-1.0	-0.9	-3.9	-1.5	-1.3	-1.4	-1.8	-5.9	-6.2	-6.9	-7.3
Minority interest	0.0	0.0	0.0	-0.1	-0.1	-0.2	-0.2	-0.2	-0.2	-0.2	-0.6	-0.6	-0.6	-0.6
Net earnings	18.5	5.9	1.5	3.3	4.8	15.5	5.2	4.3	4.7	6.2	20.5	22.0	24.5	25.9
EPS (adj.)	1.23	0.38	0.15	0.41	0.36	1.29	0.32	0.28	0.30	0.38	1.28	1.36	1.48	1.55
EPS (rep.)	1.02	0.32	0.08	0.18	0.22	0.81	0.24	0.19	0.21	0.29	0.94	1.01	1.14	1.21
Key figures	2024	Q1'25	Q2'25	Q3'25	Q4'25	2025	Q1'26e	Q2'26e	Q3'26e	Q4'26e	2026e	2027e	2028e	2029e
Revenue growth-%	13.5 %	0.1 %	11.6 %	34.9 %	28.6 %	18.8 %	33.7 %	28.8 %	6.2 %	3.4 %	16.2 %	3.0 %	2.0 %	2.0 %
Adjusted EBIT growth-%	26.5 %	-7.4 %	-1.5 %	-1.0 %	-2.7 %	-3.3 %	27.8 %	43.8 %	19.7 %	31.1 %	29.9 %	1.8 %	4.1 %	3.1 %
EBITDA-%	16.1 %	15.7 %	14.2 %	14.2 %	13.7 %	14.4 %	15.9 %	15.5 %	15.9 %	15.7 %	15.8 %	15.5 %	15.6 %	14.9 %
Adjusted EBIT-%	11.2 %	10.8 %	8.7 %	8.9 %	8.4 %	9.1 %	10.3 %	9.7 %	10.1 %	10.6 %	10.2 %	10.1 %	10.3 %	10.4 %
Net earnings-%	5.7 %	7.1 %	1.8 %	3.3 %	4.1 %	4.0 %	4.7 %	4.1 %	4.4 %	5.2 %	4.6 %	4.8 %	5.2 %	5.4 %

Source: Inderes

EBIT (excl. NRIs) is the company's reported EBITA

Balance sheet

Assets	2024	2025	2026e	2027e	2028e
Non-current assets	196	302	299	294	289
Goodwill	120	155	157	157	157
Intangible assets	12.0	34.2	28.4	22.7	17.0
Tangible assets	61.7	112	114	114	115
Associated companies	0.0	0.0	0.0	0.0	0.0
Other investments	0.0	0.0	0.0	0.0	0.0
Other non-current assets	0.9	0.8	0.1	0.1	0.1
Deferred tax assets	1.6	0.3	0.3	0.3	0.3
Current assets	134	191	185	190	195
Inventories	83.7	102	109	112	115
Other current assets	0.0	1.9	1.9	1.9	1.9
Receivables	40.6	52.8	62.4	63.8	64.6
Cash and equivalents	9.6	34.2	11.1	11.5	14.0
Balance sheet total	330	493	484	483	484

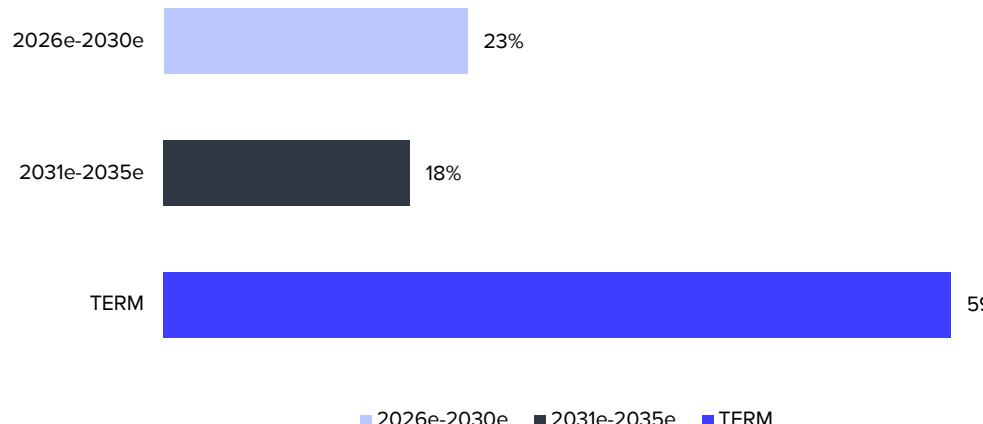
Source: Inderes

Liabilities & equity	2024	2025	2026e	2027e	2028e
Equity	118	181	193	205	219
Share capital	0.1	0.1	0.1	0.1	0.1
Retained earnings	52.3	52.1	63.9	75.7	89.5
Hybrid bonds	0.0	50.0	50.0	50.0	50.0
Revaluation reserve	0.0	0.0	0.0	0.0	0.0
Other equity	65.2	69.3	70.3	70.3	70.3
Minorities	0.0	9.2	9.2	9.2	9.2
Non-current liabilities	135	214	176	166	156
Deferred tax liabilities	4.0	6.3	6.3	6.3	6.3
Provisions	0.0	0.0	0.0	0.0	0.0
Interest bearing debt	131	208	170	160	150
Convertibles	0.0	0.0	0.0	0.0	0.0
Other long term liabilities	0.0	0.0	0.0	0.0	0.0
Current liabilities	77.3	98.5	114	112	109
Interest bearing debt	19.6	35.9	33.6	29.4	25.0
Payables	53.7	61.9	79.7	81.7	82.9
Other current liabilities	4.0	0.7	0.7	0.7	0.7
Balance sheet total	330	493	484	483	484

DCF calculation

DCF model	2025	2026e	2027e	2028e	2029e	2030e	2031e	2032e	2033e	2034e	2035e	TERM
Revenue growth-%	18.8 %	16.2 %	3.0 %	2.0 %	2.0 %	3.0 %	2.8 %	2.7 %	2.5 %	2.5 %	2.0 %	2.0 %
EBIT-%	7.7 %	8.4 %	8.3 %	8.6 %	8.7 %	10.5 %	10.5 %	10.5 %	10.2 %	10.2 %	10.2 %	10.2 %
EBIT (operating profit)	29.5	37.4	38.2	40.1	41.6	51.6	53.1	54.5	54.3	55.6	56.8	
+ Depreciation	25.6	32.8	32.8	32.8	29.5	29.2	29.0	29.0	29.0	29.1	29.2	
- Paid taxes	-0.3	-5.9	-6.2	-6.9	-7.3	-9.4	-9.7	-10.0	-10.0	-10.3	-10.5	
- Tax, financial expenses	-2.0	-2.3	-2.0	-1.8	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	
+ Tax, financial income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
- Change in working capital	-27.7	1.3	-2.8	-1.9	-1.9	-3.0	-2.8	-2.8	-2.7	-2.7	-2.2	
Operating cash flow	25.1	63.3	60.0	62.4	60.2	66.8	67.8	69.0	69.0	70.0	71.5	
+ Change in other long-term liabilities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
- Gross CAPEX	-132.5	-30	-27.3	-27.8	-28.4	-28.5	-29.1	-29.2	-29.3	-29.6	-29.2	
Free operating cash flow	-107.4	33.2	32.7	34.6	31.8	38.3	38.8	39.7	39.6	40.4	42.3	
+/- Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
FCFF	-107.4	33.2	32.7	34.6	31.8	38.3	38.8	39.7	39.6	40.4	42.3	748
Discounted FCFF	31.1	28.5	27.9	23.8	26.6	25.0	23.8	22.0	20.8	20.2	357	
Sum of FCFF present value	607	576	547	519	496	469	444	420	398	377	357	
Enterprise value DCF	607											
- Interest bearing debt	-294											
+ Cash and cash equivalents	34.2											
-Minorities	-14.7											
-Dividend/capital return	0.0											
Equity value DCF	333											
Equity value DCF per share	18.0											

Cash flow distribution

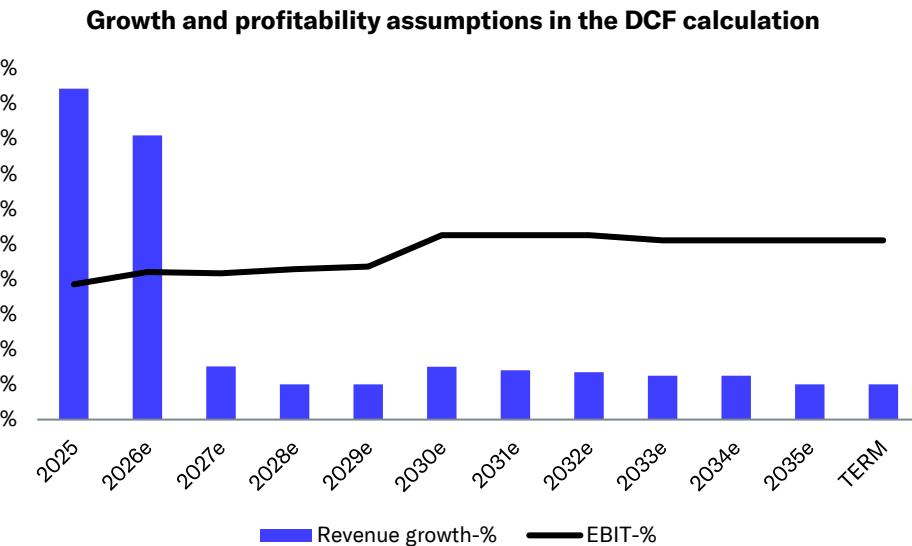
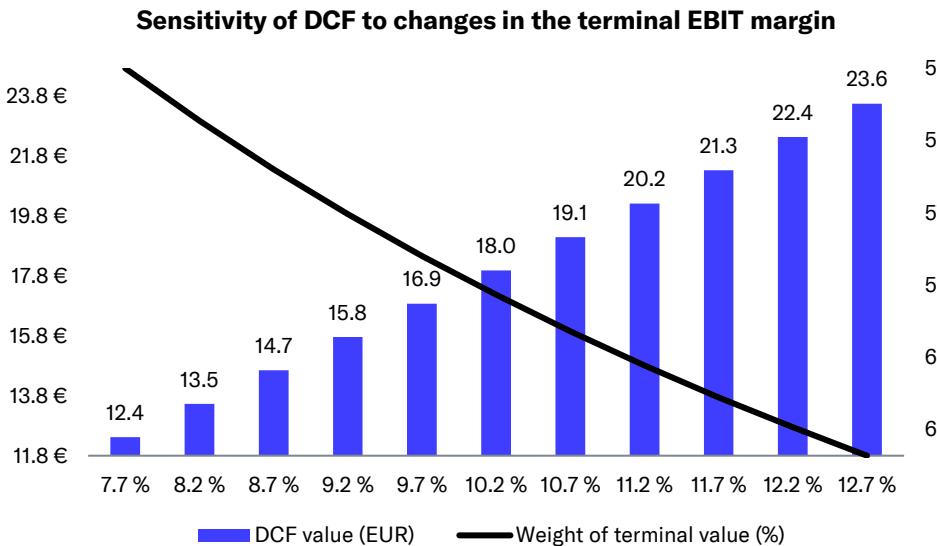
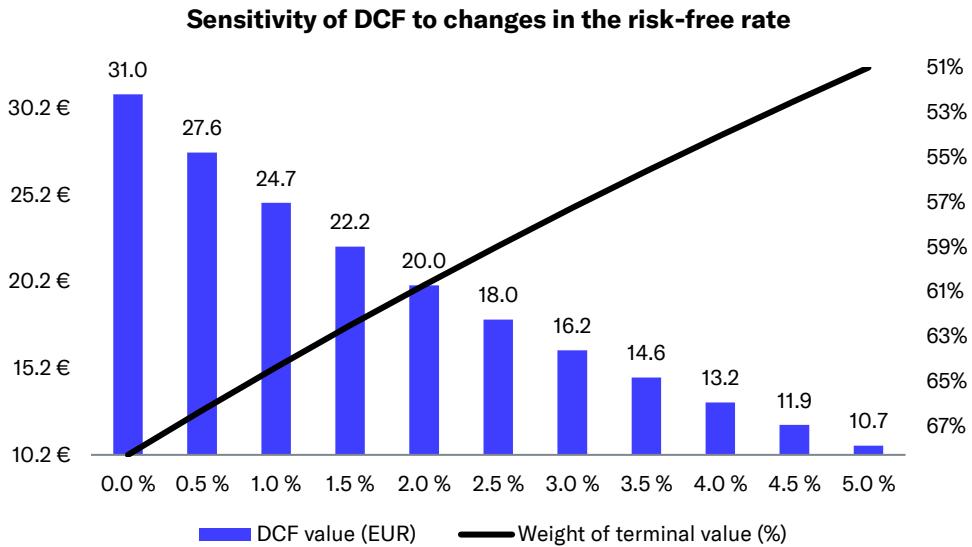
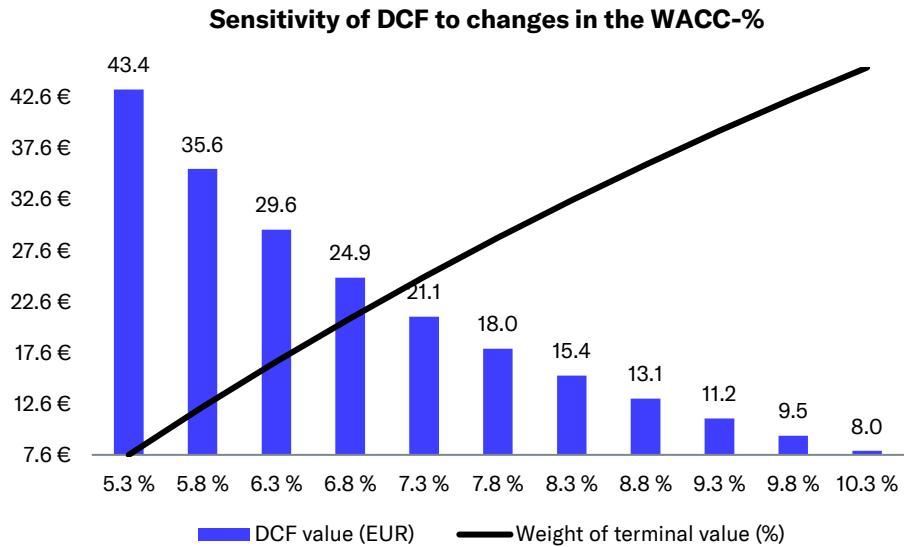


WACC

Tax-% (WACC)	21.5 %
Target debt ratio (D/(D+E))	35.0 %
Cost of debt	5.0 %
Equity Beta	1.3
Market risk premium	4.75%
Liquidity premium	1.4 %
Risk free interest rate	2.5 %
Cost of equity	9.8 %
Weighted average cost of capital (WACC)	7.8 %

Source: Inderes

DCF sensitivity calculations and key assumptions in graphs



Summary

Income statement	2023	2024	2025	2026e	2027e	Per share data	2023	2024	2025	2026e	2027e
Revenue	284.3	322.6	383.4	445.4	458.9	EPS (reported)	0.76	1.02	0.81	0.94	1.01
EBITDA	43.5	51.9	55.1	70.2	71.0	EPS (adj.)	0.95	1.23	1.29	1.28	1.36
EBIT	25.1	33.0	29.5	37.4	38.2	OCF / share	1.82	2.33	1.38	3.42	3.23
PTP	17.7	23.8	19.6	27.0	28.8	OFCF / share	0.50	1.57	-5.90	1.80	1.76
Net Income	13.7	18.5	15.5	20.5	22.0	Book value / share	6.10	6.49	9.42	9.96	10.56
Extraordinary items	-3.4	-3.1	-5.4	-8.0	-8.0	Dividend / share	0.44	0.50	0.30	0.38	0.40
Balance sheet	2023	2024	2025	2026e	2027e	Growth and profitability	2023	2024	2025	2026e	2027e
Balance sheet total	329.1	330.2	493.0	483.7	483.2	Revenue growth-%	9%	13%	19%	16%	3%
Equity capital	110.7	117.6	180.6	193.5	205.2	EBITDA growth-%	19%	19%	6%	27%	1%
Goodwill	120.1	120.1	155.0	156.6	156.6	EBIT (adj.) growth-%	24%	27%	-3%	30%	2%
Net debt	151.0	141.3	209.4	192.4	177.9	EPS (adj.) growth-%	18%	30%	5%	-1%	6%
Cash flow	2023	2024	2025	2026e	2027e	EBITDA-%	15.3 %	16.1 %	14.4 %	15.8 %	15.5 %
EBITDA	43.5	51.9	55.1	70.2	71.0	EBIT (adj.)-%	10.0 %	11.2 %	9.1 %	10.2 %	10.1 %
Change in working capital	-0.3	-3.5	-27.7	1.3	-2.8	EBIT-%	8.8 %	10.2 %	7.7 %	8.4 %	8.3 %
Operating cash flow	33.0	42.3	25.1	63.3	60.0	ROE-%	12.8 %	16.2 %	10.7 %	11.5 %	11.6 %
CAPEX	-24.1	-13.7	-132.5	-30.0	-27.3	ROI-%	9.4 %	12.2 %	8.5 %	9.1 %	9.7 %
Free cash flow	9.0	28.5	-107.4	33.2	32.7	Equity ratio	33.6 %	35.6 %	36.6 %	40.0 %	42.5 %
Valuation multiples	2023	2024	2025	2026e	2027e	Gearing	136.5 %	120.1 %	115.9 %	99.5 %	86.7 %
EV/S	1.4	1.2	1.5	1.2	1.2						
EV/EBITDA	9.1	7.5	10.5	7.9	7.6						
EV/EBIT (adj.)	13.9	10.8	16.6	12.2	11.7						
P/E (adj.)	14.3	11.2	12.9	12.5	11.8						
P/B	2.2	2.1	2.5	2.2	2.0						
Dividend-%	3.3 %	3.6 %	1.8 %	2.4 %	2.5 %						

Source: Inderes

The market cap and enterprise value in the table consider the expected change in the number of shares and net debt for the forecast years. Per-share figures are calculated using the number of shares at year-end.

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Accumulate	The 12-month risk-adjusted expected shareholder return of the share is attractive
Reduce	The 12-month risk-adjusted expected shareholder return of the share is weak
Sell	The 12-month risk-adjusted expected shareholder return of the share is very weak

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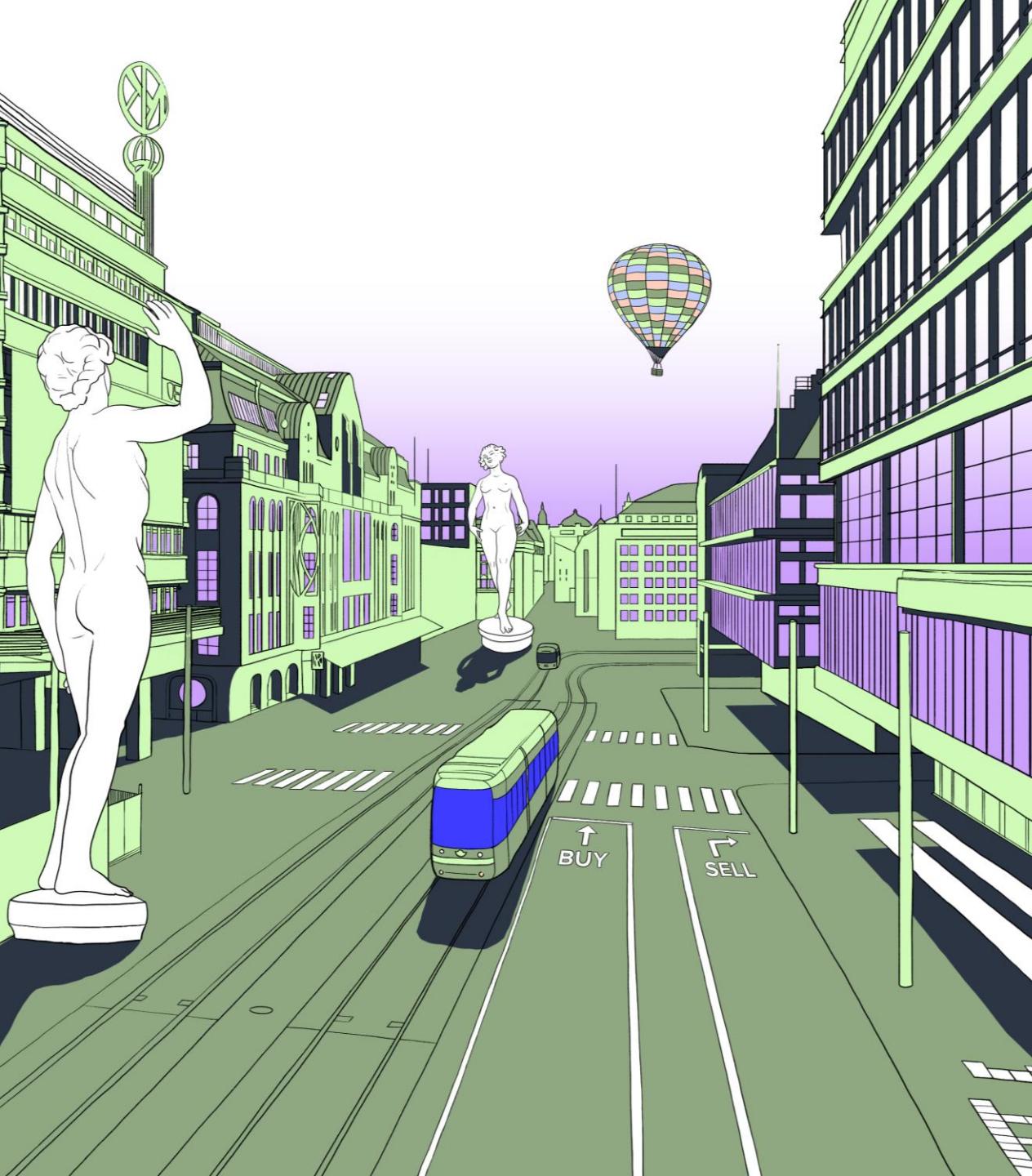
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Recommendation history (>12 mo)

Date	Recommendation	Target	Share price
4/4/2022	Accumulate	24.00 €	21.00 €
5/13/2022	Accumulate	20.00 €	18.00 €
8/9/2022	Accumulate	14.50 €	13.25 €
8/12/2022	Accumulate	14.00 €	12.20 €
11/9/2022	Buy	13.00 €	10.45 €
11/11/2022	Buy	13.50 €	10.95 €
3/1/2023	Accumulate	13.50 €	11.50 €
3/3/2023	Accumulate	13.50 €	12.50 €
5/5/2023	Accumulate	15.50 €	14.00 €
5/30/2023	Accumulate	15.50 €	13.15 €
8/11/2023	Accumulate	15.50 €	13.15 €
11/3/2023	Buy	15.50 €	11.35 €
3/7/2024	Buy	15.00 €	12.65 €
5/9/2024	Buy	15.00 €	12.50 €
6/5/2024	Osta	15.00 €	12.70 €
8/15/2024	Accumulate	16.50 €	14.45 €
11/8/2024	Accumulate	16.50 €	14.50 €
2/14/2025	Buy	16.50 €	14.10 €
4/8/2025	Buy	16.50 €	13.12 €
5/6/2025	Accumulate	17.00 €	14.45 €
5/14/2025	Accumulate	17.00 €	15.20 €
6/19/2025	Accumulate	17.00 €	14.40 €
8/12/2025	Accumulate	18.50 €	16.55 €
8/15/2025	Accumulate	18.50 €	17.15 €
9/25/2025	Accumulate	18.50 €	16.50 €
10/23/2025	Accumulate	19.00 €	16.75 €
1/8/2025	Accumulate	19.00 €	17.00 €
2/15/2026	Accumulate	18.00 €	16.00 €



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