Gabriel Holding AS

Company report

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Corporate customer

See disclaimer on the last pages.

HC ANDERSEN CAPITAL

We shift our valuation to the continuing business

Gabriel has agreed to sell the European FurnMaster operations, comprising the Polish and Lithuanian subsidiaries and the dedicated Aalborg division, to a Leggett & Platt subsidiary at an enterprise value of DKK 67.3m, plus a conditional deferred payment of up to DKK 7.5m. As we estimate the European part constitutes the majority of FurnMaster, we now value continuing operations alone and exclude FurnMaster entirely from our estimates, including the still-for-sale Mexican business, which we treat separately as a potential source of proceeds rather than earnings. This reflects management's strategic pivot towards developing the global textile business.

FurnMaster valued conservatively at DKK 30m in cash, below carrying value

The agreed enterprise value sits well below the carrying value of the discontinued assets, and after the liabilities assumed by the buyer, equity proceeds are materially lower. The protracted European sale process and relatively low price signal limited market appetite for the assets, and we take the shortfall to carrying value as a realized loss against equity. For the still-for-sale Mexican operations, which remain loss-making, we assume a contribution of zero to a low single-digit million DKK figure. Given that even the healthier European part attracted only a modest price, we see little reason to expect meaningful proceeds from the Mexican unit.

Near-term earnings lifted as the FurnMaster drag is removed

Isolating the continuing textile operations improves the near-term earnings profile, as loss-making FurnMaster no longer weighs on group EBIT. We see genuine growth opportunities in textiles, but against a structurally soft furniture market, and we therefore forecast a gradual recovery. We expect Gabriel's own initiatives, notably the continued investment in key account managers, to support an improving trajectory into a stronger H2. The lagged revenue contribution from these hires should become more visible as the year progresses and market conditions normalize.

Awaiting closing for final balance sheet impact and use of proceeds

The transaction remains subject to customary closing conditions, and precise proceeds will only be confirmed at closing, expected within FY 2025/26. Our DKK 30m estimate is therefore provisional and will be updated once reported. Management has indicated the settlement will strengthen the balance sheet, and we expect proceeds to be directed primarily towards reducing financial gearing. A stronger balance sheet would in turn give Gabriel greater capacity to invest in the continuing business over time.

WACC lowered to 8.8% on reduced business risk, but net valuation impact is negative

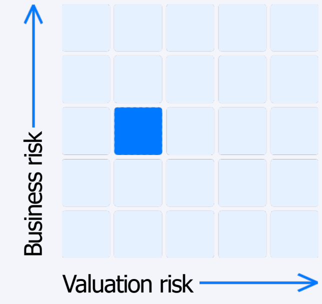
With the cyclical, loss-making FurnMaster exiting the group, we regard the continuing textile business as lower-risk and reduce our WACC from 9.4% to 8.8%, which in isolation lifts our DCF. This is more than offset by the below-carrying-value sale price and the removal of FurnMaster's future earnings from our forecast. We also apply a conservative terminal EBIT margin of 7.5% to reflect the cyclical nature of the market. On balance we arrive at a target price of DKK 270 per share and, with limited upside to the current price, lower our recommendation to "Reduce".

Recommendation

Reduce
(prev. Accumulate)

270 DKK
(prev. 280 DKK)

Share price:
DKK 278



Key indicators

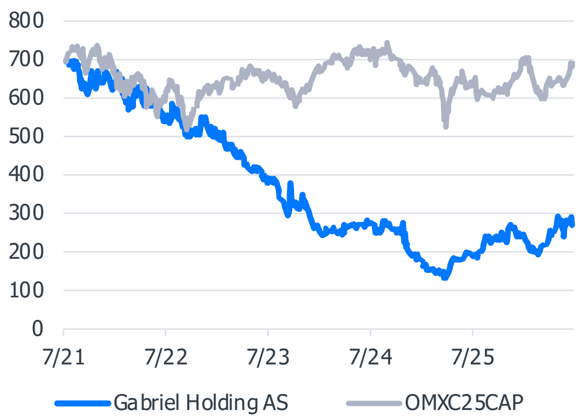
	2025	2026e	2027e	2028e
Revenue	516.0	535.2	572.7	621.3
growth-%	6.7%	3.7%	7.0%	8.5%
EBIT adj.	44.1	48.1	60.1	68.3
EBIT-% adj.	8.5 %	9.0 %	10.5 %	11.0 %
Net Income	24.8	39.6	43.1	50.7
EPS (adj.)	13.13	20.97	22.82	26.81
P/E (adj.)	17.2	13.3	12.2	10.4
P/B	1.6	2.9	2.5	2.2
Dividend yield-%	2.2 %	2.5 %	3.6 %	4.3 %
EV/EBIT (adj.)	16.9	14.2	11.0	9.3
EV/EBITDA	8.9	7.7	6.5	5.8
EV/S	1.4	1.3	1.2	1.0

Source: HC Andersen Capital

Guidance (Unchanged)

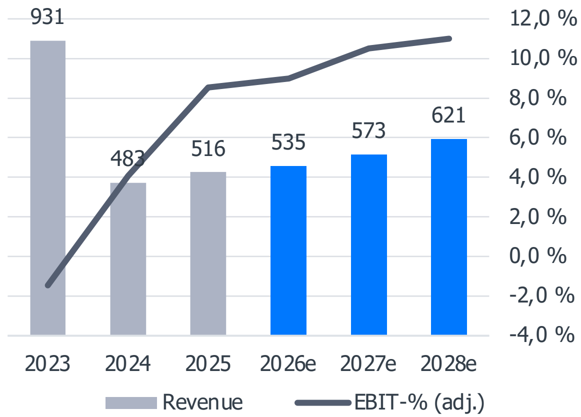
Gabriel guides for continuing operations, expecting FY'2025/26e revenue of MDKK 510-550 (0-8% growth from MDKK 516 in 2024/25), and an EBIT of MDKK 40-55 from MDKK 44.1 in 2024/25.

Share price



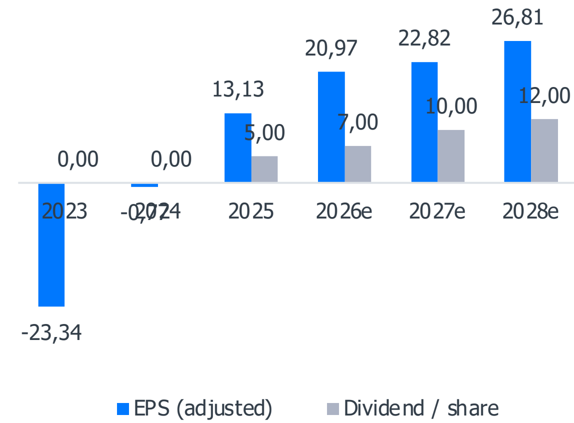
Source: S&P Capital IQ

Revenue and EBIT-% (adj.)



Source: HC Andersen Capital

EPS and DPS



Source: HC Andersen Capital

Value drivers

- Return to revenue and margin growth supported by execution of sales strategy and improving capacity utilization
- Gradual industry turnaround, due to return to office, and modernizing workspaces
- Strong market position with room to grow with market-leading customers
- Opportunity to scale US activities over medium and long-term

Risk factors

- Final carve-out terms, including net proceeds and the balance sheet impact, remain unconfirmed until closing, with additional uncertainty around the still-unsold Mexican subsidiary
- Cyclical business correlated with housing market conditions and interest rates
- Gabriel's debt has fallen to a more normal range, but a decline in EBTIDA could push debt back to uncomfortable levels
- Low share liquidity

Valuation	2026e	2027e	2028e
Share price	278.0	278.0	278.0
Number of shares, millions	1.89	1.89	1.89
Market cap	525	525	525
EV	685	662	638
P/E (adj.)	13.3	12.2	10.4
P/E	13.3	12.2	10.4
P/FCF	9.8	13.0	11.3
P/B	2.9	2.5	2.2
P/S	1.0	0.9	0.8
EV/Sales	1.3	1.2	1.0
EV/EBITDA	7.7	6.5	5.8
EV/EBIT (adj.)	14.2	11.0	9.3
Payout ratio (%)	33.4 %	43.8 %	44.8 %
Dividend yield-%	2.5 %	3.6 %	4.3 %

Source: HC Andersen Capital

Divesting FurnMaster sharpens focus and cuts risk, but upside looks priced in

Continuing operations reveal the underlying earnings power

We model Gabriel on a continuing-operations basis, having previously assessed the group with the discontinued FurnMaster activities included. For FY 2025/26e we estimate continuing revenue of MDKK 535.2 (+3.7% y/y) and EBIT of MDKK 48.1, a 9.0% margin, both within management's unchanged guidance of revenue MDKK 510-550 and EBIT MDKK 40-55 and marginally above the midpoints. The shift is one of valuation rather than reporting, as management already guides and reports on a continuing-operations basis. What changes is that we now capture FurnMaster solely through expected divestment proceeds rather than as a future earnings stream.

H1 keeps our estimate credible while implying a stronger second half. Continuing operations delivered H1 revenue of MDKK 263.3 (+0.7% y/y) and EBIT of MDKK 22.7, an 8.6% margin versus 8.0% a year earlier. Reaching our full-year EBIT implies an H2 contribution of around MDKK 25.4, supported by the investment in additional key account managers, whose revenue contribution typically lags by two to three quarters. Margins underpin the case, as the Q2 gross margin held firm at 55.0% and the Q2 EBIT margin reached 10.1%.

We therefore anchor our estimate near the middle of the guidance range, with the pace of the market recovery, more than Gabriel's own execution, the principal swing factor for where the year lands. Regional trends remain uneven, with Europe and Asia softer through Q2 while North America holds firmer, and we see the strengthened sales organisation as the key lever to convert the pipeline into revenue as conditions normalize.

A completed European sale is positive, though price and process warrant caution

Gabriel initiated the divestment of its FurnMaster operations back in August 2024, and only now, nearly two years later, has it agreed to sell the European part, comprising the Polish and Lithuanian subsidiaries and the dedicated Aalborg division, to a Leggett & Platt subsidiary at an enterprise value of MDKK 67.3, plus a conditional deferred payment of up to MDKK 7.5. Reaching a binding agreement removes a key uncertainty and lets management focus on the textile business, which we view positively. That said, the protracted process, and the relatively low price for what we regard as the healthier, profitable part of FurnMaster, in our view signals limited market appetite for these assets, particularly measured against their carrying value. As the European operations constitute the majority of FurnMaster, we now base our valuation on the continuing textile business alone.

We estimate net cash proceeds of approximately MDKK 30, materially below the carrying value of the discontinued assets once the liabilities assumed by the buyer are deducted. In our model we have adjusted the H1 2025/26 balance sheet accordingly, removing the assets held for sale of MDKK 202.8 and the related FurnMaster liabilities of MDKK 58.8, increasing cash by MDKK 30, and taking the resulting MDKK 114 shortfall as a write-down against equity. For the still-for-sale Mexican operations we assume a contribution of zero to a low single-digit million DKK figure, as the loss-making unit and its ongoing restructuring point to a longer sale process and limited proceeds, if any. We would expect any Mexican outcome to be a modest incremental positive at best, and the final balance sheet impact, together with the use of proceeds, will only be confirmed at closing.

A lower WACC reflects reduced risk in the continuing business

We lower our WACC to 8.8% from 9.4%, driven by three inputs. Following the liquidity provider agreement with ABG Sundal Collier, which increases trading volume in the share, we reduce our liquidity premium to 2.0% from 2.5%. We lower our equity beta to 1.35 from 1.40, reflecting a pure continuing textile business without the more cyclical, loss-making FurnMaster operations. Finally, we reduce our cost of debt to 5.0% from 5.5%, consistent with continued deleveraging and a stronger balance sheet in the standalone continuing business.

We downgrade to Reduce as the shares look fairly valued

We lower our recommendation to Reduce from Accumulate, with a target price of DKK 270. While the lower WACC lifts our DCF value, this is more than offset by reduced FurnMaster proceeds that do not fully compensate for the future earnings we previously ascribed to the operations. Our DCF still captures a meaningful earnings recovery, with the continuing EBIT margin expanding from 9.0% in 2026e towards a peak above 11% before normalising to 7.5% in terminal, but this trajectory depends on a gradual market recovery in Europe and Asia that is far from assured. With this upside now largely reflected in our estimates, we regard the shares as trading close to fair value, leaving the risk/reward balanced rather than attractive.

Valuation

Multiples now sit close to peer levels

On a continuing-operations basis Gabriel's FY 2025/26e multiples of EV/EBIT 14.2x and P/E 13.3x are materially lower than the blended-group figures we reported previously, reflecting the removal of the loss-making FurnMaster activities. The multiples compress further looking to FY 2026/27e at 11.0x EV/EBIT and 12.2x P/E, supported by the earnings recovery we forecast as margins expand. On EV/EBITDA, Gabriel trades at 7.6x for 2026e, easing to 6.5x in 2027e, broadly in line with where the shares should sit at this stage of the recovery.

The peer group comparison confirms that the shares are no longer obviously cheap. Against a peer median EV/EBIT of 14.6x for 2026e, Gabriel trades at 14.2x, a 3% discount, but this reverses in the forward year, where Gabriel's 11.0x sits at an 18% premium to the peer median of 9.3x. On EV/EBITDA the picture is similar, with a modest 6% discount in 2026e turning into a 6% premium in 2027e, while on P/E Gabriel trades at a premium in both years. In aggregate the multiples suggest a business that is fairly valued rather than cheap.

We still see meaningful market challenges, as demand for Gabriel's textiles is tied to furniture volumes that remain below pre-pandemic levels, while geopolitical uncertainty, including the Middle East conflict, continues to weigh on demand in Europe and Asia. We look toward H2 2026 with cautious optimism, as furniture demand gradually stabilizes and a low-growth, low-inflation environment in Europe provides a stable backdrop for a gradual recovery, though we do not see the current valuation as offering a margin of safety against a slower-than-expected rebound.

DCF points to a fully valued share

Our DCF model suggests a value of DKK 273 per share, reflecting an equity value of MDKK 515. The lower value versus our previous estimate relates primarily to the reduced FurnMaster proceeds and the removal of the operation's future earnings, partially offset by continued deleveraging and a lower WACC of 8.8%, down from 9.4%, reflecting the reduced risk of the standalone textile business. Our forecast captures a meaningful margin recovery, with the continuing EBIT margin expanding towards a peak above 11% before normalizing to a conservative 7.5% in the terminal period to reflect the cyclical nature of the market.

We now treat FurnMaster as a one-off source of proceeds rather than a separate earnings stream, adding estimated net cash of MDKK 30 to our valuation and assuming little to nothing from the still-for-sale Mexican unit. We regard these assumptions as conservative, and given that even the profitable European part attracted only a modest price, we see limited scope for a material positive surprise on the remaining proceeds.

We believe the DCF is a relevant method for Gabriel given the availability of sufficient historical data, the relative stability of the business, and a modest but cyclical growth profile. The DCF value is broadly in line with our target price of DKK 270, and the sensitivity analysis on page 11 shows the valuation is most sensitive to the WACC and terminal EBIT margin assumptions. On balance, with both the multiple and DCF approaches pointing to a fully valued share, we lower our recommendation to "Reduce".

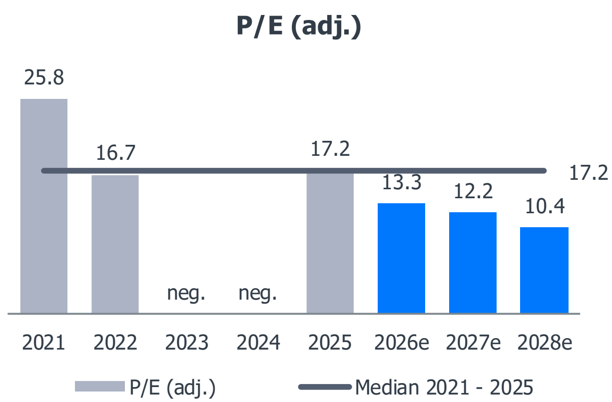
Valuation	2026e	2027e	2028e
Share price	278.0	278.0	278.0
Number of shares, millions	1.89	1.89	1.89
Market cap	525	525	525
EV	685	662	638
P/E (adj.)	13.3	12.2	10.4
P/E	13.3	12.2	10.4
P/FCF	9.8	13.0	11.3
P/B	2.9	2.5	2.2
P/S	1.0	0.9	0.8
EV/Sales	1.3	1.2	1.0
EV/EBITDA	7.7	6.5	5.8
EV/EBIT (adj.)	14.2	11.0	9.3
Payout ratio (%)	33.4 %	43.8 %	44.8 %
Dividend yield-%	2.5 %	3.6 %	4.3 %

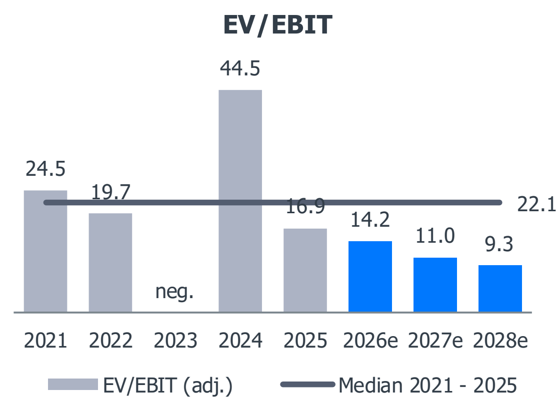
Source: HC Andersen Capital

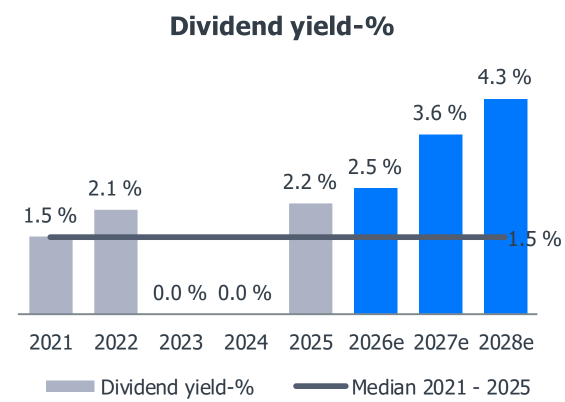
Valuation table

Valuation	2021	2022	2023	2024	2025	2026e	2027e	2028e	2029e
Share price	630.0	515.0	306.0	270.0	226.0	278.0	278.0	278.0	278.0
Number of shares, millions	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89
Market cap	1191	973	578	510	427	525	525	525	525
EV	1435	1282	940	876	747	685	662	638	613
P/E (adj.)	25.8	16.7	neg.	neg.	17.2	13.3	12.2	10.4	8.8
P/E	25.8	16.7	neg.	neg.	17.2	13.3	12.2	10.4	8.8
P/FCF	>100	neg.	32.7	24.5	9.7	9.8	13.0	11.3	10.6
P/B	3.7	2.8	2.1	2.0	1.6	2.9	2.5	2.2	1.9
P/S	1.5	0.9	0.6	1.1	0.8	1.0	0.9	0.8	0.8
EV/Sales	1.8	1.2	1.0	1.8	1.4	1.3	1.2	1.0	0.9
EV/EBITDA	14.9	11.9	26.2	15.4	8.9	7.7	6.5	5.8	4.9
EV/EBIT (adj.)	24.5	19.7	neg.	44.5	16.9	14.2	11.0	9.3	7.8
Payout ratio (%)	39.9 %	34.9 %	0.0 %	0.0 %	38.1 %	33.4 %	43.8 %	44.8 %	40.0 %
Dividend yield-%	1.5 %	2.1 %	0.0 %	0.0 %	2.2 %	2.5 %	3.6 %	4.3 %	4.6 %

Source: HC Andersen Capital







Peer group valuation

Peer group valuation	**Market cap**	**EV**	**EV/EBIT**		**EV/EBITDA**		**EV/S**		**P/E**		**Dividend yield-%**		**P/B**
Company	**MDKK**	**MDKK**	**2026e**	**2027e**	**2026e**	**2027e**	**2026e**	**2027e**	**2026e**	**2027e**	**2026e**	**2027e**	**2026e**
Culp, Inc.	295	379		9.7		6.1		0.3		10.4			
International customers/producers													
MillerKnoll, Inc.	9,877	21,025		12.6		7.7		0.8		11.0	3.4%	3.4%	
HNI Corporation	19,676	30,507	10.0	8.6	6.6	6.0	0.8	0.7	10.3	8.6	3.6%	3.6%	1.5
Danish cyclical small/mid cap													
Hus Compagniet A/S	703	900	19.5	8.7	9.8	5.9	0.3	0.3	119.3	14.1		0.4%	0.3
TCM Group A/S	723	1,056	8.5	6.8	6.2	5.2	0.7	0.7	8.5	6.4	5.7%	7.6%	1.1
H+H International A/S	1,657	2,666	49.3	14.7	12.1	7.5	1.0	0.9		16.8			1.8
Gabriel Holding AS (HCA)	**525**	**685**	**14.2**	**11.0**	**7.7**	**6.5**	**1.3**	**1.2**	**13.3**	**12.2**	**251.8%**	**359.7%**	**2.9**
Average			**21.8**	**10.2**	**8.7**	**6.4**	**0.7**	**0.6**	**46.0**	**11.2**	**4.2%**	**3.8%**	**1.2**
Median			**14.8**	**9.2**	**8.2**	**6.0**	**0.7**	**0.7**	**10.3**	**10.7**	**3.6%**	**3.5%**	**1.3**
Diff-% to median			***-3%***	***20%***	***-6%***	***8%***	***73%***	***64%***	***28%***	***14%***	***N/A***	***N/A***	***129%***

Source: HC Andersen Capital, S&P Capital IQ

Income statement

Income statement	2024	Q3'25	Q4'25	H1'25	H2'25	2025	Q1'26	Q2'26	Q3'26e	Q4'26e	2026e	2027e	2028e	2029e
Revenue	**483**	**129**	**126**	**262**	**254**	**516**	**129**	**134**	**134**	**137**	**535**	**573**	**621**	**680**
Fabrics	480	128	125	259	253	512	128	133	133	136	531	568	617	675
Letting offices	3.3	0.9	0.8	2.2	1.7	3.9	0.9	1.3	1.0	1.0	4.1	4.4	4.8	5.3
EBITDA	**56.8**	**20.7**	**22.0**	**41.0**	**42.7**	**83.7**	**24.1**	**26.9**	**26.0**	**21.7**	**98.6**	**102**	**111**	**124**
Depreciation	-37.1	-9.8	-9.6	-20.1	-19.5	-39.6	-14.9	-13.4	-14.0	-8.3	-50.5	-41.5	-42.3	-45.6
EBIT	**19.7**	**10.9**	**12.4**	**20.9**	**23.2**	**44.1**	**9.2**	**13.5**	**12.0**	**13.4**	**48.1**	**60.1**	**68.3**	**78.2**
Fabrics	17.9	10.3	11.8	19.6	22.2	41.8	9.0	12.6	11.4	12.8	45.8	59.7	67.8	77.6
Letting offices	1.8	0.5	0.5	1.3	1.0	2.3	0.2	0.9	0.6	0.6	2.3	0.5	0.5	0.6
Share of profits in assoc. compan.	0.9	0.9	0.9	1.0	1.9	2.8	0.5	0.5	0.8	0.8	2.7	2.7	3.5	4.7
Net financial items	-16.6	-7.2	-2.6	-3.4	-9.8	-13.1	-1.3	0.1	-2.5	-2.2	-5.9	-8.3	-7.9	-7.4
PTP	**4.0**	**4.6**	**10.7**	**18.5**	**15.3**	**33.8**	**8.4**	**14.1**	**10.3**	**12.0**	**44.8**	**54.5**	**64.0**	**75.5**
Taxes	-5.5	-2.7	-6.9	0.6	-9.6	-9.0	-3.3	-3.2	-2.7	2.6	-6.6	-11.4	-13.3	-15.6
Minority interest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Net earnings	**-1.5**	**1.8**	**3.9**	**19.1**	**5.7**	**24.8**	**5.1**	**10.9**	**7.6**	**14.6**	**38.2**	**43.1**	**50.7**	**59.9**
EPS (rep.)	**-0.77**	**0.94**	**2.09**	**10.10**	**3.02**	**13.13**	**2.68**	**5.76**	**4.05**	**7.74**	**20.23**	**22.82**	**26.81**	**31.72**

Key figures	2024	Q3'25	Q4'25	H1'25	H2'25	2025	Q1'26	Q2'26	Q3'26e	Q4'26e	2026e	2027e	2028e	2029e
Revenue growth-%	-48.1 %	5.0 %	4.8 %	8.6 %	4.9 %	6.7 %	4.7 %	-2.9 %	4.5 %	9.2 %	3.7 %	7.0 %	8.5 %	9.5 %
Adjusted EBIT growth-%	-245.0 %	45.2 %	58.4 %	374.6 %	52.0 %	124.2 %	125.4 %	-19.7 %	10.5 %	8.5 %	9.0 %	25.1 %	13.7 %	14.5 %
EBITDA-%	11.7 %	16.1 %	17.5 %	15.7 %	16.8 %	16.2 %	18.6 %	20.0 %	19.3 %	15.8 %	18.4 %	17.8 %	17.8 %	18.2 %
Adjusted EBIT-%	4.1 %	8.4 %	9.8 %	8.0 %	9.1 %	8.5 %	7.1 %	10.1 %	8.9 %	9.8 %	9.0 %	10.5 %	11.0 %	11.5 %
Net earnings-%	-0.3 %	1.4 %	3.1 %	7.3 %	2.2 %	4.8 %	3.9 %	8.1 %	5.7 %	10.6 %	7.1 %	7.5 %	8.2 %	8.8 %

Source: HC Andersen Capital

Balance sheet

Assets	2024	2025	2026e	2027e	2028e
Non-current assets	**277**	**279**	**283**	**287**	**291**
Goodwill	27.0	25.8	25.8	25.8	25.8
Tangible & intangible assets	210	211	214	218	221
Associated companies	32.9	35.2	35.8	36.3	36.8
Other investments	0.0	0.0	0.0	0.0	0.0
Other non-current assets	0.0	0.0	0.0	0.0	0.0
Deferred tax assets	7.4	6.9	6.9	6.9	6.9
Current assets	**500**	**467**	**244**	**263**	**288**
Inventories	116	108	96.3	100	104
Other current assets	279	252	10.7	11.5	12.4
Receivables	78.1	71.2	65.3	65.3	67.7
Cash and equivalents	26.7	35.9	71.6	86.3	104
Balance sheet total	**777**	**746**	**526**	**550**	**578**

Source: HC Andersen Capital

Liabilities & equity	2024	2025	2026e	2027e	2028e
Equity	**262**	**264**	**180**	**210**	**242**
Share capital	37.8	37.8	37.8	37.8	37.8
Retained earnings	235	242	158	188	220
Hybrid bonds	0.0	0.0	0.0	0.0	0.0
Revaluation reserve	-10.7	-16.1	-16.1	-16.1	-16.1
Other equity	0.0	0.0	0.0	0.0	0.0
Minorities	0.0	0.0	0.0	0.0	0.0
Non-current liabilities	**71.5**	**82.3**	**68.4**	**68.4**	**68.4**
Deferred tax liabilities	10.3	7.2	7.2	7.2	7.2
Provisions	0.0	0.0	0.0	0.0	0.0
Interest bearing debt	61.1	75.1	61.1	61.1	61.1
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	**444**	**400**	**278**	**272**	**269**
Interest bearing debt	331	280	226	218	211
Payables	19.4	15.6	18.7	20.0	22.4
Other current liabilities	93.3	104	33.7	34.4	35.1

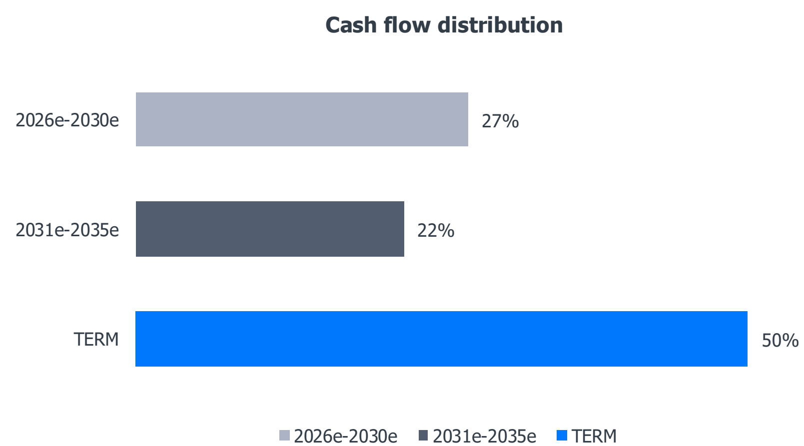
DCF calculation

DCF model	2025	2026e	2027e	2028e	2029e	2030e	2031e	2032e	2033e	2034e	2035e	TERM
Revenue growth-%	6.7 %	3.7 %	7.0 %	8.5 %	9.5 %	10.0 %	8.5 %	6.5 %	4.0 %	3.0 %	2.0 %	2.0 %
EBIT-%	8.5 %	9.0 %	10.5 %	11.0 %	11.5 %	11.5 %	11.5 %	10.5 %	9.5 %	7.5 %	7.5 %	7.5 %
EBIT (operating profit)	**44.1**	**48.1**	**60.1**	**68.3**	**78.2**	**86.1**	**93.4**	**90.8**	**85.4**	**69.5**	**70.9**	
+ Depreciation	39.6	41.3	41.5	42.3	45.6	45.7	46.3	47.6	49.5	50.0	50.2	
- Paid taxes	-11.5	-4.8	-11.4	-13.3	-15.6	-17.4	-19.1	-18.6	-17.5	-14.0	-14.4	
- Tax, financial expenses	-5.1	-1.5	-2.0	-1.9	-1.9	-1.8	-1.8	-1.8	-1.8	-1.8	-1.8	
+ Tax, financial income	1.3	0.7	0.2	0.2	0.2	0.3	0.4	0.4	0.5	0.6	0.7	
- Change in working capital	15.2	13.8	-2.6	-4.0	-8.5	-10.4	-8.2	-5.6	-2.6	-1.5	-1.1	
Operating cash flow	**83.5**	**97.7**	**85.8**	**91.6**	**98.1**	**102**	**111**	**113**	**113**	**103**	**104**	
+ 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	-39.5	-44.3	-45.5	-45.3	-48.6	-48.7	-48.8	-48.8	-49.5	-51.0	-50.2	
Free operating cash flow	**44.0**	**53.4**	**40.3**	**46.4**	**49.5**	**53.8**	**62.1**	**64.0**	**64.0**	**51.7**	**54.2**	
+/- Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
FCFF	44.0	53.4	40.3	46.4	49.5	53.8	62.1	64.0	64.0	51.7	54.2	812
Discounted FCFF		**51.5**	**35.7**	**37.8**	**37.1**	**37.0**	**39.3**	**37.2**	**34.2**	**25.4**	**24.5**	**366**
Sum of FCFF present value		726	674	639	601	564	527	488	450	416	391	366

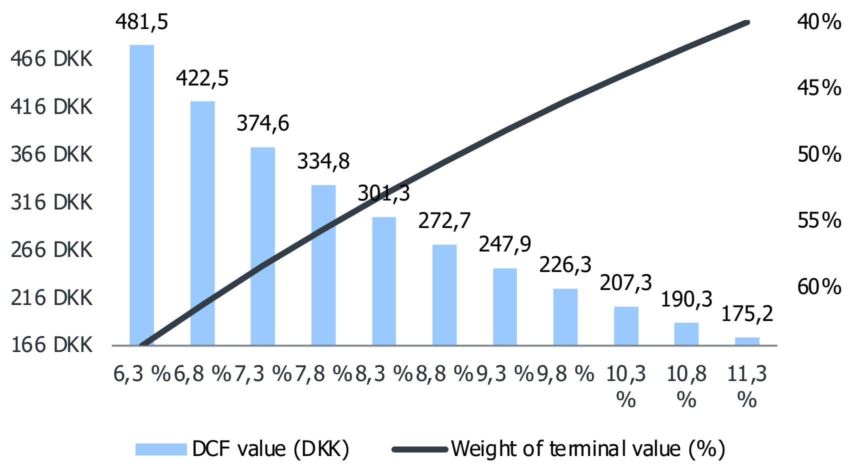
Enterprise value DCF	**726**
- Interest bearing debt	-317
+ Cash and cash equivalents	60.3
-Minorities	0.0
-Dividend/capital return	-9.5
Equity value DCF	**515**
Equity value DCF per share	**273**

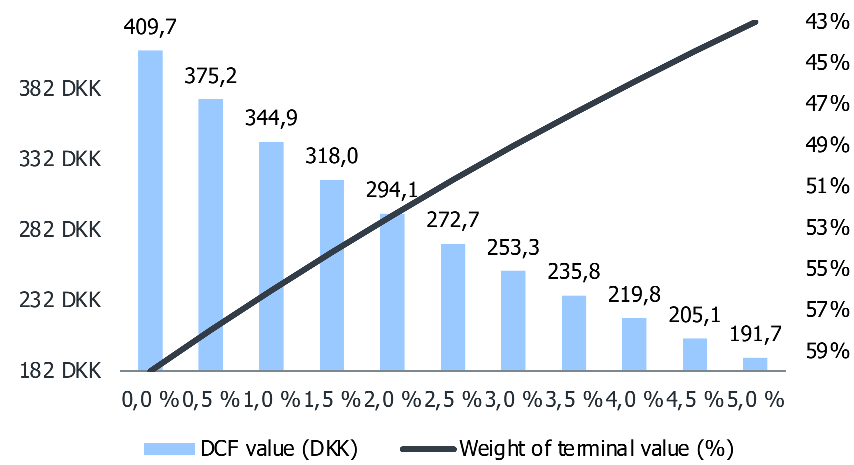
WACC	
Tax-% (WACC)	22.0 %
Target debt ratio (D/(D+E)	30.0 %
Cost of debt	5.00 %
Equity Beta	1.35
Market risk premium	4.75%
Liquidity premium	2.00%
Risk free interest rate	2.50 %
Cost of equity	**10.9 %**
Weighted average cost of capital (WACC)	**8.8 %**

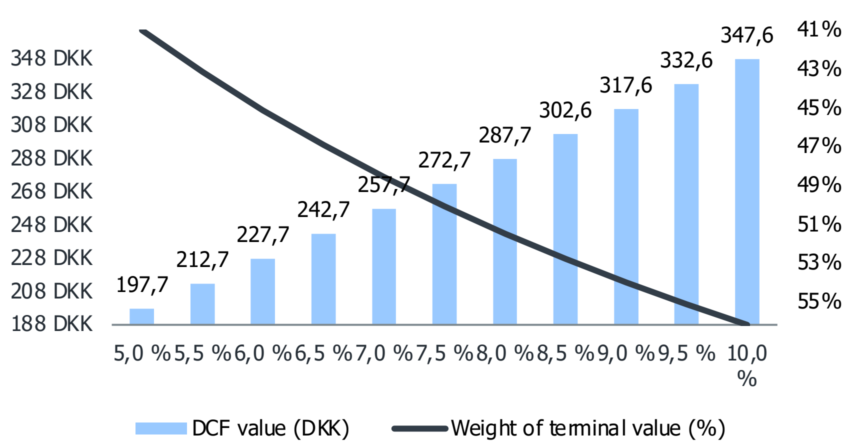
Source: HC Andersen Capital

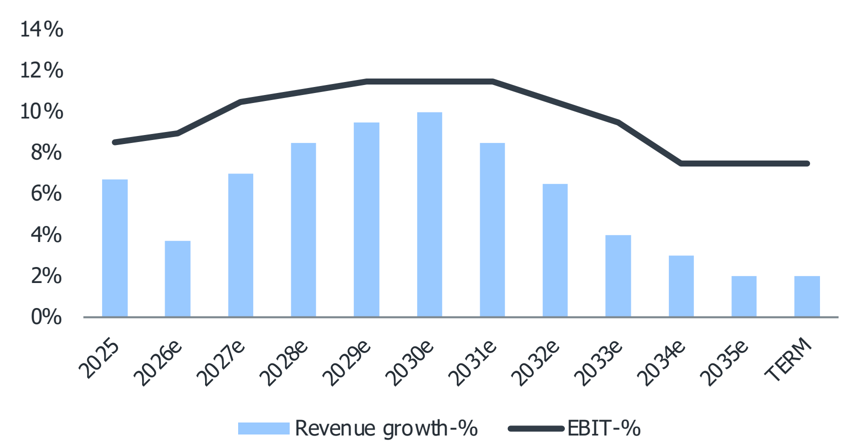


DCF sensitivity calculations and key assumptions in graphs









Source: Inderes. Note that the weight of the terminal value (%) is shown on an inverse scale for clarity.

Summary

Income statement	2023	2024	2025	2026e	2027e
Revenue	931.2	483.5	516.0	**535.2**	**572.7**
EBITDA	35.8	56.8	83.7	**89.4**	**101.6**
EBIT	-13.6	19.7	44.1	**48.1**	**60.1**
PTP	-28.8	4.0	33.8	**44.4**	**54.5**
Net Income	-44.1	-1.5	24.8	**39.6**	**43.1**
Extraordinary items	0.0	0.0	0.0	**0.0**	**0.0**

Per share data	2023	2024	2025	2026e	2027e
EPS (reported)	-23.34	-0.77	13.13	**20.97**	**22.82**
EPS (adj.)	-23.34	-0.77	13.13	**20.97**	**22.82**
OCF / share	27.74	-22.55	44.20	**51.70**	**45.39**
FCF / share	9.34	11.03	23.31	**28.25**	**21.30**
Book value / share	145.86	138.43	139.52	**95.18**	**111.00**
Dividend / share	0.00	0.00	5.00	**7.00**	**10.00**

Balance sheet	2023	2024	2025	2026e	2027e
Balance sheet total	773.7	777.2	745.7	**526.5**	**550.4**
Equity capital	275.7	261.6	263.7	**179.9**	**209.8**
Goodwill	51.2	27.0	25.8	**25.8**	**25.8**
Net debt	361.5	365.8	319.6	**159.5**	**136.8**

Growth and profitability	2023	2024	2025	2026e	2027e
Revenue growth-%	-13%	-48%	7%	**4%**	**7%**
EBITDA growth-%	-67%	58%	47%	**7%**	**14%**
EBIT (adj.) growth-%	-121%	-245%	124%	**9%**	**25%**
EPS (adj.) growth-%	-176%	-97%	-1807%	**60%**	**9%**
EBITDA-%	3.8 %	11.7 %	16.2 %	**16.7 %**	**17.8 %**
EBIT (adj.)-%	-1.5 %	4.1 %	8.5 %	**9.0 %**	**10.5 %**
EBIT-%	-1.5 %	4.1 %	8.5 %	**9.0 %**	**10.5 %**
ROE-%	-14.2 %	-0.5 %	9.4 %	**17.9 %**	**22.1 %**
ROI-%	-1.8 %	3.1 %	8.1 %	**10.5 %**	**13.3 %**
Equity ratio	35.6 %	33.7 %	35.4 %	**34.2 %**	**38.1 %**
Gearing	131.1 %	139.8 %	121.2 %	**119.7 %**	**91.8 %**

Cash flow	2023	2024	2025	2026e	2027e
EBITDA	35.8	56.8	83.7	**89.4**	**101.6**
Change in working capital	5.1	-95.9	15.2	**13.8**	**-2.6**
Operating cash flow	52.4	-42.6	83.5	**97.7**	**85.8**
CAPEX	-39.6	63.5	-39.5	**-44.3**	**-45.5**
Free cash flow	17.7	20.9	44.0	**53.4**	**40.3**

Valuation multiples	2023	2024	2025	2026e	2027e
EV/S	1.0	1.8	1.4	**1.3**	**1.2**
EV/EBITDA	26.2	15.4	8.9	**7.7**	**6.5**
EV/EBIT (adj.)	neg.	44.5	16.9	**14.2**	**11.0**
P/E (adj.)	neg.	neg.	17.2	**13.3**	**12.2**
P/B	2.1	2.0	1.6	**2.9**	**2.5**
Dividend-%	0.0 %	0.0 %	2.2 %	**2.5 %**	**3.6 %**

Source: HC Andersen Capital

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Recommendation history (>12 mo)

Date	Recommendation	Target	Share price
11-05-2026	Accumulate	280.0 DKK	256.0 DKK
10-02-2026	Accumulate	270.0 DKK	252.0 DKK
24-11-2025	Accumulate	280.0 DKK	252.0 DKK
30-10-2025	Reduce	210.0 DKK	250.0 DKK
29-09-2025	Reduce	200.0 DKK	238.0 DKK
27-08-2025	Reduce	190.0 DKK	216.0 DKK
09-05-2025	Reduce	150.0 DKK	182.0 DKK
16-04-2025	Reduce	130.0 DKK	134.0 DKK
07-02-2025	Reduce	180.0 DKK	153.0 DKK
09-01-2025	Reduce	195.0 DKK	182.0 DKK
18-11-2024	Reduce	225.0 DKK	230.0 DKK
30-08-2024	Accumulate	300.0 DKK	272.0 DKK
30-06-2024	Accumulate	295.0 DKK	260.0 DKK

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