Chargeurs

Holding Companies / France

# Q3 sales growth where it matters: protective films

Earnings/sales releases - 12/11/2015

## Fact

Chargeurs has released its Q3 revenues which are down c.2% to €118m, a retreat on the H1 growth. The 9-month sales growth still stands at 2.8%. The new management since 30/10/2015 took this opportunity to raise its guidance for Chargeurs' recurring operating result from €26m to €27m, a near 4% hike.

### Analysis

The slower top-line growth ought not be a subject as it is entirely due to slower revenues (lower \$ prices for wool) at the Wool division with only a limited impact on the bottom line as this is mostly a service-based business.

More interesting is the pursuit of the robust top-line growth of the Protective Film business with a near 10% yoy gain both on the quarter and over 9 months. This business accounts for c. 4/5th of the operating result so that any gain is excellent news. It presumably continues to be supported by the strength of the \$ (say a 16% gain quarter on quarter) that helps when booking US sales (but not profit) but it looks as if volume and mix gains must be in the 5% region which is good for profits.

The Interlining operations show flat quarterly revenues which may actually be good news as the pruning of fragile clients continued. The business appears to have been supported by currency positives as well.

Technical Substrates, the new growth business of Chargeurs (recently spun off from the Interlining operations), shows ... no quarterly growth. This is presumably due to an upgrade in manufacturing capacity that took place over Q3 and may have had a transitory impact on sales.

The new CEO, Mr Fribourg, used the Q3 sales release to confirm the operating strength of Chargeurs with a new guidance of €27m for its recurring operating earnings. That earnings expectations would be raised is half a surprise. This and an interview in the financial media would however suggest a pursuit of the strategy implemented by the previous management team as well as a smooth transfer at the helm. As the change of control was rather unexpected calendar-wise and coming from entirely new quarters (an ad hoc fund, Colombus Holding, has taken over 28% of the previous board members), there was a degree of uncertainty on that front. The words of the new CEO are about continuity, notably on the dividend front.

#### Impact

We will have to trim the Wool business's contribution to sales, although this is not expected to lead us to slash its contribution to operating earnings. The AlphaValue forecasts for 2015 are already on the high side with a quasi €29m planned as a "recurring" operating result. We stick with this view which underlines the strength of the businesses.



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AlphaValue is contracted by Chargeurs to provide equity research on Chargeurs , using AlphaValue's unique and transparent methods and procedures. Target price and opinion are thus exclusively determined by those methods and procedures.

Buy	Upside : 75.5%
Target Price (6 months)	€ 13.5
Share Price	€ 7.69
Market Capitalisation €M	177
Price Momentum	STRONG
Extremes 12Months	4.47 🕨 8.30
Newsflow	Neutral
Bloomberg	CRI FP Equity
Reuters	CRIP.PA



PERF	1w	1m	3m	12m
Chargeurs	-0.39%	0.13%	2.67%	52.0%
Other financials	-0.71%	2.79%	-7.57%	14.7%
STOXX 600	-0.41%	4.68%	-3.79%	11.7%

12/13A	12/14A	12/15E	12/16E
10.1	9.90	11.8	8.77
0.00	3.75	3.25	3.90
2.69	3.51	4.49	3.76
0.37	0.54	0.65	0.88
	45.8	21.1	34.4
0.00	0.20	0.25	0.30
467	478	500	520
3.82	4.47	5.29	5.73
3.20	11.2	13.5	20.2
4.44	6.14	6.45	8.69
8.82	-3.04	-5.29	-8.49
	10.1 0.00 2.69 0.37 0.00 467 3.82 3.20 4.44	10.1         9.90           0.00         3.75           2.69         3.51           0.37         0.54           45.8         0.00           0.467         478           3.82         4.47           3.20         11.2           4.44         6.14	10.1         9.90         11.8           0.00         3.75         3.25           2.69         3.51         4.49           0.37         0.54         0.65           45.8         21.1           0.00         0.20         0.25           467         478         500           3.82         4.47         5.29           3.20         11.2         13.5           4.44         6.14         6.45

Company Valuation - Company Financials

# Sales by Geography





## **Valuation Summary**

Benchmarks	Value	Weight	Largest com
NAV/SOTP per share	€13.9	55%	Akzo Nobel
Dividend Yield	€10.3	20%	Solvay
DCF	€16.1	10%	Wendel
P/E	€ 15.0	10%	<ul> <li>Bolloré</li> <li>GBL</li> </ul>
P/Book	€13.3	5%	<ul> <li>Sonae</li> </ul>
TARGET PRICE	€13.5	100%	Hal Trust

100%	Hal Trust
	Eurazeo

Valuation Ratios           Reference P/E (benchmark)         x         9.90         11.8         8.77           Free cash flow yield         %         10.9         6.16         10.9           P/Book         x         0.63         0.79         0.74           Dividend yield         %         3.75         3.25         3.90           EV Calculation         %         177         177           Market cap         €M         123         177         177           + Provisions         €M         15.9         10.2         10.5           + Unrecognised acturial losses/(gains)         €M         0.00         0.00         0.00           + Net debt at year end         €M         -9.30         -14.5         -26.1           + Leases debt equivalent         €M         4.00         4.00         4.00           - Financial fixed assets (fair value)         €M         3.80         5.00         4.00           = EV         €M         111         166         154           EV/EBITDA(R)         x         3.51         4.49         3.76	Balance Sheet		12/14A	12/15E	12/16E
Total manufact         CM         Total         Total         Total           Tangible fixed assets         €M         50.3         57.0           Financial fixed assets         €M         27.1         19.0         19.0           WCR         €M         23.2         31.0         28.0           Other assets         €M         24.6         28.0         30.0           Total assets (net of short term liab.)         €M         201         214         217           Ordinary shareholders' equity         €M         194         225         240           Quasi Equity & Preferred         €M         15.5         9.20         9.47           Other provisions for risks and liabilities         €M         0.40         1.00         1.02         10.5           Tax liabilities         €M         15.9         10.2         10.5         72.0         -23.0         -23.0         -23.0         -23.0         -23.0         -24.0         11.0	Goodwill	€M	70.4	75.5	75.5
Financial fixed assets       €M       27.1       19.0       19.0         WCR       €M       23.2       31.0       28.0         Other assets       €M       24.6       28.0       30.0         Total assets (net of short term liab.)       €M       201       214       217         Ordinary shareholders' equity       €M       194       225       240         Quasi Equity & Preferred       €M       194       225       240         Quasi Equity & Preferred       €M       194       225       240         Quasi Equity & Preferred       €M       15.5       9.20       9.47         Other provisions for risks and liabilities       €M       0.40       1.00       1.00         Total provisions for risks and liabilities       €M       15.5       9.20       9.47         Other liabilities       €M       16.3       1.0.2       10.5         Tax liabilities       €M       10.7       11.0       11.0         Other liabilities       €M       10.7       11.0       11.0         Capital Employed       Employed       €M       177       185       186         Profits & Risks Ratios        6.14       6.45       8.6	Total intangible	€M	72.6	78.0	78.0
WCR         €M         23.2         31.0         28.0           Other assets         €M         24.6         28.0         30.0           Total assets (net of short term liab.)         €M         201         214         217           Ordinary shareholders' equity         €M         194         225         240           Quasi Equity & Preferred         €M         194         225         240           Quasi Equity & Preferred         €M         3.80         5.00         5.00           Provisions for pensions         €M         15.5         9.20         9.47           Other provisions for risks and liabilities         €M         0.40         1.00         1.00           Total provisions for risks and liabilities         €M         -13.5         -23.0         -23.0           Other liabilities         €M         -13.5         -23.0         -23.0         -24.0           Other liabilities         €M         9.30         -14.5         -26.1         11.0           Total liab. and shareholders' equity         €M         177         185         186           Profits & Risks Ratios         C         6.14         6.45         8.69           ROE (after tax)         %         6.	Tangible fixed assets	€M	50.3	53.0	57.0
Other assets         €M         24.6         28.0         30.0           Total assets (net of short term liab.)         €M         201         214         217           Ordinary shareholders' equity         €M         194         225         240           Quasi Equity & Preferred         €M         3.80         5.00         5.00           Provisions for pensions         €M         15.5         9.20         9.47           Other provisions for risks and liabilities         €M         0.40         1.00         1.00           Total provisions for risks and liabilities         €M         15.9         10.2         10.5           Tax liabilities         €M         -13.5         -23.0         -23.0           Other liabilities         €M         10.7         11.0         11.0           Net debt (cash)         €M         -9.30         -14.5         -26.1           Total liab. and shareholders' equity         €M         177         185         186           Profits & Risks Ratios         177         185         186           ROCE         %         9.39         4.77         11.9           Gearing (at book value)         %         -3.04         -5.29         -8.49	Financial fixed assets	€M	27.1	19.0	19.0
Total assets (net of short term liab.)       €M       201       214       217         Ordinary shareholders' equity       €M       194       225       240         Quasi Equity & Preferred       €M       3.80       5.00       5.00         Provisions for pensions       €M       15.5       9.20       9.47         Other provisions for risks and liabilities       €M       0.40       1.00       1.00         Total provisions for risks and liabilities       €M       -13.5       -23.0       -23.0         Other liabilities       €M       10.7       11.0       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       177       185       186         Profits & Risks Ratios       Capital employed after depreciation       €M       177       185       186         Profits & Risks Ratios       S       0.01       -0.28       -0.54         ROCE       %       9.33       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Int	WCR	€M	23.2	31.0	28.0
Ordinary shareholders' equity         €M         194         225         240           Quasi Equity & Preferred         €M	Other assets	€M	24.6	28.0	30.0
Quasi Equity & Preferred       €M         Quasi Equity & Preferred       €M         Minority interests       €M         Provisions for pensions       €M         Other provisions for risks and liabilities       €M         Tax liabilities       €M         Tax liabilities       €M         Other provisions for risks and liabilities       €M         Tax liabilities       €M         Other Iabilities       €M         110       11.0         Net debt (cash)       €M         Profits & Risks Ratios         ROE (after tax)       %         6.14       6.45         8.69       ROCE         ROE (after tax)       %         7.08       10.7         Valuation Ratios       7.08         Reference P/E (benchmark)	Total assets (net of short term liab.)	€M	201	214	217
Minority interests       €M       3.80       5.00       5.00         Provisions for pensions       €M       15.5       9.20       9.47         Other provisions for risks and liabilities       €M       0.40       1.00       1.00         Total provisions for risks and liabilities       €M       15.9       10.2       10.5         Tax liabilities       €M       11.5       -23.0       -23.0       -23.0         Other liabilities       €M       10.7       11.0       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed       C       201       214       217         Capital employed after depreciation       €M       177       185       186         Profits & Risks Ratios       R       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85	Ordinary shareholders' equity	€M	194	225	240
Provisions for pensions       €M       15.5       9.20       9.47         Other provisions for risks and liabilities       €M       0.40       1.00       1.00         Tax liabilities       €M       15.9       10.2       10.5         Tax liabilities       €M       -13.5       -23.0       -23.0         Other liabilities       €M       10.7       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed       Capital employed after depreciation       €M       177       185       186         Profits & Risks Ratios       ROE       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       0.63       0.79       0.74         Dividend yield       %       3.75       3.25	Quasi Equity & Preferred	€M			
Other provisions for risks and liabilities       €M       0.40       1.00       1.00         Total provisions for risks and liabilities       €M       15.9       10.2       10.5         Tax liabilities       €M       -13.5       -23.0       -23.0         Other liabilities       €M       10.7       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed         177       185       186         Profits & Risks Ratios         9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios         9.90       11.8       8.77         Free cash flow yield       %       3.75       3.25       3.90         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25	Minority interests	€M	3.80	5.00	5.00
Total provisions for risks and liabilities       €M       15.9       10.2       10.5         Tax liabilities       €M       -13.5       -23.0       -23.0         Other liabilities       €M       10.7       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed       Capital employed       EM       177       185       186         Profits & Risks Ratios       ROE       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       0.63       0.79       0.74         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       10.2       10.5       10.2       10.5 <t< td=""><td>Provisions for pensions</td><td>€M</td><td>15.5</td><td>9.20</td><td>9.47</td></t<>	Provisions for pensions	€M	15.5	9.20	9.47
Tax liabilities       €M       -13.5       -23.0       -23.0         Other liabilities       €M       10.7       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed       Capital Employed       117       185       186         Profits & Risks Ratios       %       6.14       6.45       8.69         ROE (after tax)       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       0.63       0.79       0.74         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       10.2       10.5       +       Unrecognised acturial losses/(gains)       €M       10.2       10.	Other provisions for risks and liabilities	€M	0.40	1.00	1.00
Other liabilities       €M       10.7       11.0       11.0         Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed        177       185       186         Profits & Risks Ratios        177       185       186         Profits & Risks Ratios       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation        10.2       10.5       + Unrecognised acturial losses/(gains)       €M       0.00       0.00	Total provisions for risks and liabilities	€M	15.9	10.2	10.5
Net debt (cash)       €M       -9.30       -14.5       -26.1         Total liab. and shareholders' equity       €M       201       214       217         Capital Employed       Capital Employed       177       185       186         Profits & Risks Ratios       €M       177       185       186         Profits & Risks Ratios       %       6.14       6.45       8.69         ROE (after tax)       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       10.2       10.5       +       10.2       10.5         + Unrecognised acturial losses/	Tax liabilities	€M	-13.5	-23.0	-23.0
Total liab. and shareholders' equity       €M       201       214       217         Capital Employed       Capital employed after depreciation       €M       177       185       186         Profits & Risks Ratios       ROE (after tax)       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       Reference P/E (benchmark)       x       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9       P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90       EV Calculation         Market cap       €M       123       177       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end	Other liabilities	€M	10.7	11.0	11.0
Capital Employed         Capital employed after depreciation       €M       177       185       185         Profits & Risks Ratios         ROE (after tax)       %       6.14       6.455       8.69         ROE (after tax)       %       6.14       6.455       8.69         ROCE       %       9.39       4.77       11.9       Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       -0.54         Interest cover (x)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       -0.54         Nature cover (x)       x       -0.54       10.7       Valuation Ratios         Reference P/E (benchmark)       x       9.60<	Net debt (cash)	€M	-9.30	-14.5	-26.1
Capital employed after depreciation       €M       177       185       186         Profits & Risks Ratios         ROE (after tax)       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       X       0.63       0.79       0.74         Market cap       €M       123       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       9.30       -14.5       -26.1	Total liab. and shareholders' equity	€M	201	214	217
Profits & Risks Ratios         ROE (after tax)       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       x       3.85       7.08       10.7         Valuation Ratios       x       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       %       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00	Capital Employed				
ROE (after tax)       %       6.14       6.45       8.69         ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       X       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       Market cap       €M       123       177       177         Provisions       €M       15.9       10.2       10.5       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154	Capital employed after depreciation	€M	177	185	186
ROCE       %       9.39       4.77       11.9         Gearing (at book value)       %       -3.04       -5.29       -8.49         Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       x       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       ≦       10.2       10.5       3.25       3.90         Market cap       €M       123       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       4.00       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00	Profits & Risks Ratios				
Gearing (at book value)         %         -3.04         -5.29         -8.49           Adj. Net debt/EBITDA(R)         x         -0.17         -0.28         -0.54           Interest cover (x)         x         3.85         7.08         10.7           Valuation Ratios         x         3.85         7.08         10.7           Valuation Ratios         x         9.90         11.8         8.77           Free cash flow yield         %         10.9         6.16         10.9           P/Book         x         0.63         0.79         0.74           Dividend yield         %         3.75         3.25         3.90           EV Calculation          %         15.9         10.2         10.5           + Unrecognised acturial losses/(gains)         €M         0.00         0.00         0.00           + Net debt at year end         €M         -9.30         -14.5         -26.1           + Leases debt equivalent         €M         4.00         4.00         4.00           - Financial fixed assets (fair value)         €M         3.80         5.00         4.00           - Financial fixed assets (fair value)         €M         111         166         154 <td>ROE (after tax)</td> <td>%</td> <td>6.14</td> <td>6.45</td> <td>8.69</td>	ROE (after tax)	%	6.14	6.45	8.69
Adj. Net debt/EBITDA(R)       x       -0.17       -0.28       -0.54         Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios         Reference P/E (benchmark)       x       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation	ROCE	%	9.39	4.77	11.9
Interest cover (x)       x       3.85       7.08       10.7         Valuation Ratios       x       9.90       11.8       8.77         Reference P/E (benchmark)       x       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       %       3.75       10.2       10.7         Market cap       €M       123       177       177         + Provisions       €M       0.00       0.00       0.00         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1       +         Leases debt equivalent       €M       4.00       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	Gearing (at book value)	%	-3.04	-5.29	-8.49
Valuation Ratios           Reference P/E (benchmark)         x         9.90         11.8         8.77           Free cash flow yield         %         10.9         6.16         10.9           P/Book         x         0.63         0.79         0.74           Dividend yield         %         3.75         3.25         3.90           EV Calculation         %         177         177           Market cap         €M         123         177         177           + Provisions         €M         15.9         10.2         10.5           + Unrecognised acturial losses/(gains)         €M         0.00         0.00         0.00           + Net debt at year end         €M         -9.30         -14.5         -26.1           + Leases debt equivalent         €M         4.00         4.00         4.00           - Financial fixed assets (fair value)         €M         3.80         5.00         4.00           = EV         €M         111         166         154           EV/EBITDA(R)         x         3.51         4.49         3.76	Adj. Net debt/EBITDA(R)	х	-0.17	-0.28	-0.54
Reference P/E (benchmark)       x       9.90       11.8       8.77         Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       %       123       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	Interest cover (x)	х	3.85	7.08	10.7
Free cash flow yield       %       10.9       6.16       10.9         P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation        3.75       3.25       3.90         Market cap       €M       123       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	Valuation Ratios				
P/Book       x       0.63       0.79       0.74         Dividend yield       %       3.75       3.25       3.90         EV Calculation       EV Calculation       123       177       177         Market cap       €M       123       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	Reference P/E (benchmark)	х	9.90	11.8	8.77
Dividend yield         %         3.75         3.25         3.90           EV Calculation	Free cash flow yield	%	10.9	6.16	10.9
EV Calculation         Market cap       €M       123       177       177         + Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       26.0       16.0       16.0         + Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	P/Book	х	0.63	0.79	0.74
Market cap $\in M$ 123       177       177         + Provisions $\in M$ 15.9       10.2       10.5         + Unrecognised acturial losses/(gains) $\in M$ 0.00       0.00       0.00         + Net debt at year end $\in M$ -9.30       -14.5       -26.1         + Leases debt equivalent $\in M$ 4.00       4.00       4.00         - Financial fixed assets (fair value) $\in M$ 26.0       16.0       16.0         + Minority interests (fair value) $\in M$ 3.80       5.00       4.00         = EV $\in M$ 111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	Dividend yield	%	3.75	3.25	3.90
+ Provisions       €M       15.9       10.2       10.5         + Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       26.0       16.0       16.0         + Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	EV Calculation				
+ Unrecognised acturial losses/(gains)       €M       0.00       0.00       0.00         + Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       26.0       16.0       16.0         + Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	Market cap	€M	123	177	177
+ Net debt at year end       €M       -9.30       -14.5       -26.1         + Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       26.0       16.0       16.0         + Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	+ Provisions	€M	15.9	10.2	10.5
+ Leases debt equivalent       €M       4.00       4.00       4.00         - Financial fixed assets (fair value)       €M       26.0       16.0       16.0         + Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	+ Unrecognised acturial losses/(gains)	€M	0.00	0.00	0.00
- Financial fixed assets (fair value)       €M       26.0       16.0       16.0         + Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	+ Net debt at year end	€M	-9.30	-14.5	-26.1
+ Minority interests (fair value)       €M       3.80       5.00       4.00         = EV       €M       111       166       154         EV/EBITDA(R)       x       3.51       4.49       3.76	+ Leases debt equivalent	€M	4.00	4.00	4.00
= EV €M 111 166 154 EV/EBITDA(R) x 3.51 4.49 3.76	- Financial fixed assets (fair value)	€M	26.0	16.0	16.0
EV/EBITDA(R) x 3.51 4.49 3.76	+ Minority interests (fair value)	€M	3.80	5.00	4.00
	= EV	€M	111	166	154
EV/Sales x 0.23 0.33 0.30	EV/EBITDA(R)	x	3.51	4.49	3.76
	EV/Sales	х	0.23	0.33	0.30

Analyst : Pierre-Yves Gauthier, Changes to Forecasts : 02/09/2015.

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Consolidated P&L Account		12/14A	12/15E	12/16E
Sales	€M	478	500	520
Change in sales	%	2.53	4.63	3.96
Change in staff costs	%	2.32	2.81	3.50
EBITDA	€M	31.6	37.0	40.8
EBITDA(R) margin	%	6.61	7.39	7.85
Depreciation	€M	-8.90	-9.50	-10.0
Underlying operating profit	€M	22.7	27.5	30.8
Operating profit (EBIT)	€M	21.4	26.2	29.8
Net financial expense	€M	-6.30	-4.20	-3.10
of which related to pensions	€M	-0.40	-0.32	-0.2
Exceptional items & other	€M			
Corporate tax	€M	-4.30	2.45	-6.82
Equity associates	€M	0.40	-10.7	0.50
Minority interests	€M	0.00	-0.20	-0.20
Adjusted attributable net profit	€M	11.7	15.0	20.2
NOPAT	€M	16.6	8.82	22.2
Cashflow Statement				
EBITDA	€M	31.6	37.0	40.8
Change in WCR	€M	8.60	-7.80	3.00
Actual div. received from equity holdi	€M	0.70	0.50	0.50
Paid taxes	€M	-4.60	2.45	-6.82
Exceptional items	€M	0.00	0.00	0.0
Other operating cash flows	€M	-7.50	-5.00	-5.0
Total operating cash flows	€M	28.8	27.1	32.
Capital expenditure	€M	-9.10	-12.0	-10.0
Total investment flows	€M	-9.90	-15.0	-13.0
Net interest expense	€M	-6.30	-4.20	-3.10
Dividends (parent company)	€M	0.00	-3.00	-5.0
Dividends to minorities interests	€M	0.00	0.00	0.0
New shareholders' equity	€M	3.00	0.00	0.0
Total financial flows	€M	3.80	-19.5	-13.9
Change in cash position	€M	22.7	-7.37	5.62
Free cash flow (pre div.)	€M	13.4	10.9	19.4
Per Share Data		1		
No. of shares net of treas. stock (year	Mio	23.0	23.0	23.0
Number of diluted shares (average)	Mio	22.9	23.0	23.0
Benchmark EPS	€	0.54	0.65	0.8
Restated NAV per share	€			
Net dividend per share	€	0.20	0.25	0.30

Largest comparables