

PSI SE

Germany / Software
 Primary exchange: Frankfurt
 Bloomberg: PSAN GR
 ISIN: DE000A0Z1JH9

Update

RATING

PRICE TARGET

Return Potential
 Risk Rating

BUY

€ 36.00

35.8%
 Medium

MAKING GOOD PROGRESS WITH CLOUD/SAAS TRANSFORMATION

2025 is the first year of a planned three-year migration of PSI's product portfolio towards a cloud/Software as a Service (SaaS) business model. We expect the migration to accelerate sales growth and widen margins by making PSI's product offering easier to scale in both Germany (52% of 2024 sales) and internationally. Meanwhile, PSI's decades of cross-vertical domain knowledge in industrial AI should heighten acceptance of the revamped product portfolio. Group sales grew at a CAGR of 6.9% during 2018-2023 while the EBIT margin averaged 7.0%. Adjusted for the end 2024 sale of the Mobility business unit, we model a 2023-28 sales CAGR of 8.7% and a 2028E EBIT margin of 12.5%. Recent newsflow indicates that PSI is making good progress with its business model transformation. In February, PSI's work on developing its cloud-native next generation grid and energy management system, Control System of the Future (CSF), was validated by the conclusion of a long-term partnership with E.ON, one of the company's most longstanding and important customers. The collaboration with Google announced in March will enable PSI to run its SaaS offerings over Google Cloud. The collaboration also enables PSI to modernise its software development environment through access to Google's ecosystem. Continuous deployment of PSI's new SaaS-based Warehouse Management System (Logistics business unit) and Manufacturing Execution System (Discrete Manufacturing business unit) is set to begin later this year while continuous deployment of the CSF is scheduled for 2026. ERP modules for the Discrete Manufacturing business unit and MES modules for the Process Industries & Metals business unit are due to follow in 2027 and 2028 respectively. Total investment in the German grid during 2025-45 is estimated at €528bn - equivalent to over €25bn annually. This compares with €17.8bn invested in 2023. To better capture this long period of supernormal growth, we have extended the explicit period of our DCF model from 2035 to 2040. This is the main factor behind the increase in our price target from €25 to €36 (upside of 36%). Our rating is now Buy (previously: Add).

(p.t.o.)

FINANCIAL HISTORY & PROJECTIONS

	2023	2024	2025E	2026E	2027E	2028E
Revenue (€m)	269.9	260.8	287.8	316.5	348.2	383.1
Y-o-y growth	8.9%	-3.4%	10.3%	10.0%	10.0%	10.0%
EBIT (€m)	5.6	-15.2	10.7	14.5	29.5	47.8
EBIT margin	2.1%	-5.8%	3.7%	4.6%	8.5%	12.5%
Net income (€m)	0.3	-21.0	6.4	8.2	19.0	32.4
EPS (diluted) (€)	0.02	-1.35	0.41	0.53	1.23	2.09
DPS (€)	0.00	0.00	0.00	0.00	0.40	0.70
FCF (€m)	9.9	-26.7	-2.3	10.4	21.2	34.2
Net gearing	28.9%	66.6%	67.6%	62.4%	45.2%	27.0%
Liquid assets (€m)	50.5	26.5	57.6	63.3	69.6	76.6

RISKS

Risks include but are not limited to slower than expected margin expansion than we currently model.

COMPANY PROFILE

PSI makes software control systems, primarily for energy, utility companies and metals producers. Customers also include manufacturers and logistics systems providers. The company's control system products are widespread in its core German market.

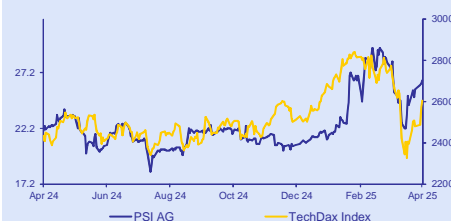
MARKET DATA

As of 24 Apr 2025

Closing Price	€ 26.50
Shares outstanding	15.49m
Market Capitalisation	€ 410.43m
52-week Range	€ 18.30 / 29.40
Avg. Volume (12 Months)	7,120

Multiples	2024	2025E	2026E
P/E	n.a.	63.0	49.2
EV/Sales	1.8	1.6	1.5
EV/EBIT	n.a.	43.8	32.2
Div. Yield	0.0%	0.0%	0.0%

STOCK OVERVIEW



COMPANY DATA

As of 31 Dec 2024

Liquid Assets	€ 26.48m
Current Assets	€ 160.15m
Intangible Assets	€ 72.33m
Total Assets	€ 273.86m
Current Liabilities	€ 113.16m
Shareholders' Equity	€ 95.40m

SHAREHOLDERS

InvAG für langfristige Investoren TGV	20.7%
Innogy SE	17.8%
Management and employees	15.0%
Harvinder Singh	8.1%
Free float and other	38.4%

Q4/24 sales were 13% above our forecast As a consequence of the February 2024 cyberattack on its operations, PSI's 2024 guidance was for a decline of up to €25m in sales and an EBIT loss of up to €-15m. As figure 1 shows, the EBIT loss was close to guidance and our forecast. However, the fall in sales was only €9m. PSI points out that it did not lose any customers as a result of the cyberattack. Reported 2024 sales of €260.8m were €9.4m above our forecast due mainly to stronger Q4 performance from the Energy Management division than we had modelled.

Figure 1: Q4/24 and FY/24 results versus our forecasts

€m	Q4 24A	Q4 24E	Δ	Q4 23A	Δ	FY 24A	FY 24E	Δ	FY 23A	Δ
Order intake	59	56	5.4%	69	-14.5%	257	219	17.4%	297	-13.5%
Order backlog	188	194	-3.1%	199	-5.5%	152	194	-21.6%	199	-23.6%
External sales	83.414	74.000	12.7%	85.432	-2.4%	260.838	251.424	3.7%	269.891	-3.4%
by division:										
Energy Management	46.315	34.000	36.2%	47.105	-1.7%	131.126	118.811	10.4%	138.855	-5.6%
Production Management	37.099	40.000	-7.3%	38.327	-3.2%	129.712	132.613	-2.2%	131.036	-1.0%
EBIT	4.155	4.627	-10.2%	8.276	-49.8%	-15.244	-14.772	n.a.	5.562	n.a.
margin	5.0%	6.3%	-	9.7%	-	-5.8%	-5.9%	-	2.1%	-
by division:										
Energy Management	3.526	1.035	n.a.	-0.328	n.a.	-15.959	-18.450	n.a.	-7.807	n.a.
margin	7.6%	3.0%	-	-0.7%	-	-12.2%	-14.1%	-	-5.5%	-
Production Management	2.451	4.952	-50.5%	9.214	-73.4%	4.787	7.288	-34.3%	20.355	-76.5%
margin	6.4%	12.0%	-	22.2%	-	3.6%	5.6%	-	13.7%	-
Reconciliation	-1.822	-1.360	n.a.	-0.610	n.a.	-4.072	-3.610	n.a.	-6.986	n.a.
EPS (€)	0.21	0.15	n.a.	0.48	n.a.	-1.35	-1.41	n.a.	0.02	n.a.

Source: First Berlin Equity Research estimates, PSI SE

Cash position stabilised in Q4/24 and should rebound in Q1/25 The negative impact of the cyberattack on profitability, as well as elevated working capital cash consumption, led to a near halving of PSI's cash position during the first nine months of 2024 (see figure 2). Management flagged at the 9M/24 stage that the cash position would stabilize in Q4/24. The Q4/24 cash position was indeed little changed on the 9M/24 figure due to improved profitability and a cash inflow from working capital in Q4/24. PSI customarily reports strong operating cashflow during the first quarter of the year as customers pay their annual software maintenance bills. We expect the Q1/25 report (due on 30 April) to show a marked strengthening of the company's cash position.

Figure 2: Abridged cashflow statement

€ 000's	9M/23	Q4/23	9M/24	Q4/24
Profit before tax	-3,262	7,334	-20,492	3,319
Depreciation and amortisation	10,996	3,602	10,506	4,108
Other	319	1,170	-1,906	3,675
Gross cashflow from operations	8,053	12,106	-11,892	11,102
Change in working capital	-9,586	12,616	-17,664	5,399
Taxes paid	-5,010	-1,400	-4,630	-1,995
Net cashflow from operations	-6,543	23,322	-34,186	14,506
Cashflow from investing	-1,090	-5,830	-1,956	-5,053
Free cashflow	-7,633	17,492	-36,142	9,453
Cashflow from financing	9,818	-14,781	13,092	-7,776
Change in cash before FX/other	2,185	2,711	-23,050	1,677
Foreign exchange/other	-648	783	-65	-2,554
Change in cash	1,537	3,494	-23,115	-877
Cash at the beginning of the period	45,444	46,981	50,475	27,360
Cash at the end of the period	46,981	50,475	27,360	26,483
Net gearing	41.3%	28.9%	82.0%	66.6%
Net debt	43,311	32,289	72,218	63,561
Consolidated equity	104,811	111,726	88,021	95,401

Source: PSI SE, First Berlin Equity Research estimates

Adjusted for Mobility sale, we think 2025 sales guidance is 15%-20% on a like-for-like basis For 2025, PSI is guiding towards sales growth of "around 10%" and an EBIT margin of "around 4%". Adjusting for the end-2024 sale of the Mobility business unit (2024 sales: €18.1m) we think PSI's 2025 sales growth guidance is equivalent to like-for-like sales growth of 15-20%. We believe like-for-like sales growth of this magnitude is plausible in 2025 because many parts of PSI's business are catching up with orders which could not be executed last year due to the cyberattack. PSI has further provided 2025 sales growth and EBIT margin guidance by business unit, which we have summarised in figure 3.

Figure 3: PSI 2025 Group guidance by business unit

	Sales growth guidance (%)	Adjusted EBIT margin guidance (%)
Group	around 10%	around 10%
<i>of which:</i>		
Grid and Energy Management	over 10%	up to 4%
Process Industries and Metals	at least 10%	just under 10%
Discrete Manufacturing	well over 10%	EBIT almost at breakeven
Logistics	at least 10%	EBIT at breakeven

Source: PSI SE

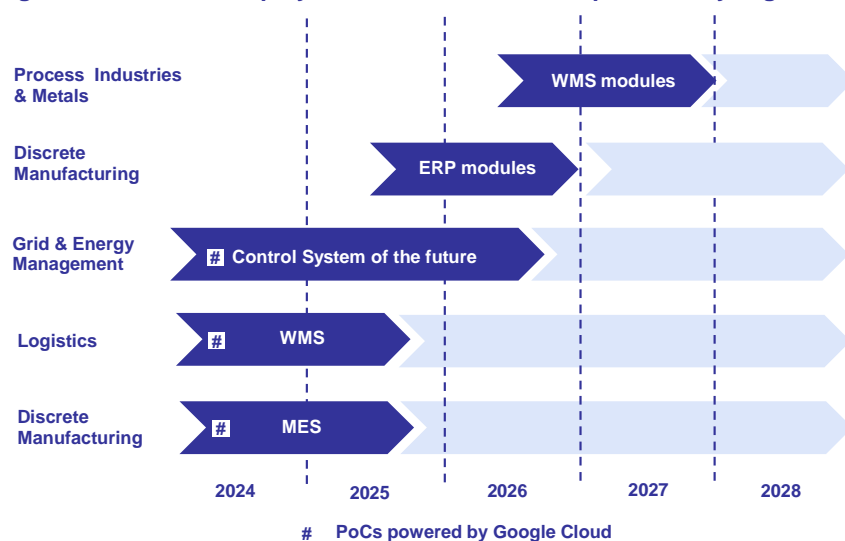
Grid & Energy Management has large catch-up potential in 2025 Among PSI's business units, Grid & Energy Management was hit hardest by the cyberattack. A high order backlog and market leadership in the German-speaking region suggests that rebound potential in 2025 is correspondingly high. The cyberattack meant that 2024 sales growth was also well below the average level for 2018-23 (see figure 5) at the other three business units, and so there should be scope for a strong rebound at these operations too.

We believe 2025 margin guidance for Process Industries is in line with past performance At the Process Industries & Metals business unit, management expect demand in North America to remain high and development in Europe to remain subdued. We believe that management's 2025 EBIT margin guidance of just under 10% is in line with profitability achieved in the past by the components of this business unit when they were part of the former Production Management business unit.

EBIT margin at Discrete Manufacturing/Logistics close to breakeven this year as investment in cloud/SaaS transition peaks PSI's Discrete Manufacturing business unit is benefitting from continued high levels of investment in digital manufacturing. At the same time, the business is subject to high levels of competition from large ERP providers. Profitability will also be under pressure in 2025 from investment in the business unit's cloud/SaaS transformation which includes the new, cloud-based MES (Manufacturing Execution System) product.

Logistics was PSI's fastest growing business unit during 2018-23 (sales CAGR of 8.2%) Management expect demand to remain high in 2025. However, investments in a cloud/SaaS-capable product of the Warehouse Management System (see figure 4 overleaf), as well as further internationalization steps, are expected to have a negative impact on the business unit's EBIT margin this year.

Figure 4: Scheduled deployment of new cloud/SaaS products by segment



Source: PSI SE

Figure 5 below shows our sales growth and EBIT margin forecasts for 2025E to 2028E in comparison with PSI's guidance to 2028 as presented at the Capital Market Day last September.

Figure 5: FBe and PSI sales/EBIT margin estimates 2023/28

	2023	2024	2025E	2026E	2027E	2028E	2018-23 sales CAGR (%)	PSI 2023-28 sales CAGR guidance (%)	FBe 2023-28 sales CAGR guidance (%)
Sales	269,900	260,838	287,773	316,537	348,205	383,074	6.9%	10.0%	8.7%
change (%)	8.9%	-3.4%	10.3%	10.0%	10.0%	10.0%			
of which:									
Grid and Energy Man.	124,900	116,676	137,678	151,445	166,590	183,249	6.7%	8.0%	8.0%
change (%)	n.a.	-6.6%	18.0%	10.0%	10.0%	10.0%			
Process Industries/Metals	64,800	67,039	78,436	86,279	94,907	104,398	7.2%	12.0%	10.0%
change (%)	n.a.	3.5%	17.0%	10.0%	10.0%	10.0%			
Discrete Manufacturing	33,000	30,027	37,534	40,536	43,779	47,282	1.2%	11.0%	7.5%
change (%)	n.a.	-9.0%	25.0%	8.0%	8.0%	8.0%			
Logistics	30,200	31,494	36,848	41,270	46,222	51,769	8.2%	14.0%	11.4%
change (%)	n.a.	4.3%	17.0%	12.0%	12.0%	12.0%			
Mobility	17,000	18,069	0	0	0	0			
change (%)	n.a.	6.3%	0.0%	0.0%	0.0%	0.0%			
Reconciliation	n.a.	-2,467	-2,722	-2,994	-3,293	-3,623			

	2023	2024	2025E	2026E	2027E	2028E	PSI 2028 EBIT margin guidance (%)	FBe 2028 EBIT margin forecast (%)
EBIT	5,562	-15,244	10,669	14,518	29,485	47,778		
margin (%)	2.1%	-5.8%	3.7%	4.6%	8.5%	12.5%	15.0%	12.5%
of which:								
Grid and Energy Man.	n.a.	-14,797	5,369	4,543	14,993	21,990		
margin (%)	-	-12.7%	3.9%	3.0%	9.0%	12.0%	12.0%	12.0%
Process Industries/Metals	n.a.	1,218	7,451	8,628	7,593	15,660		
margin (%)	-	1.8%	9.5%	10.0%	8.0%	15.0%	18.0%	15.0%
Discrete Manufacturing	n.a.	386	-375	0	3,502	4,728		
margin (%)	-	1.3%	-1.0%	0.0%	8.0%	10.0%	20.0%	10.0%
Logistics	n.a.	721	0	3,302	5,547	7,765		
margin (%)	-	2.3%	0.0%	8.0%	12.0%	15.0%	17.0%	15.0%
Other/reconciliation	n.a.	-2,772	-1,777	-1,954	-2,150	-2,365		

Source: PSI SE, First Berlin Equity Research estimates

The Bundesnetzagentur and the German Transmission/Distribution companies estimate total investment in the German grid during 2025-45 at €528bn - equivalent to over €25bn annually. This compares with €17.8bn invested in 2023. Given PSI's status as the market leader in software for grid control systems in Germany, we think PSI's guidance of an 8% sales CAGR for Grid & Energy Management during 2023-2028 and a 2028 EBIT margin of 12% is plausible. Metals, the largest part of the Process Industries & Metals business unit, is the global leader in software for steel manufacturing. Fully migrating the product to a cloud/SaaS model will make it more attractive to customers. However, given that Metals is already the most international of PSI businesses we pencil in a 2023-2028 sales CAGR of 10% and also opt for a 2028 EBIT of 15% rather than the 18% guided by PSI. We also take a more conservative view than PSI on the 2025-2028 growth and margin prospects for Discrete Manufacturing and Logistics due to the strength of both domestic and international competition.

Price target raised from €25 to €36. Recommendation moved from Add to Buy

Changes to our forecasts reflect our expectation that margin improvement over the period 2025-2028 will be more backend-loaded than we previously modelled. PSI is guiding towards breakeven EBIT results in 2025 at both Discrete Manufacturing and Logistics as investments in product development peak ahead of the first continuous deployment of the new cloud/SaaS versions of these business units' products. We now model similar margin impacts in 2026E and 2027E ahead of the launch of the new cloud/SaaS products at Grid & Energy Management, Discrete Manufacturing, and Process Industries & Metals. However, by 2028E we expect all PSI's business units to be generating a double digit EBIT margin. As we have indicated above, we expect supernormal growth at PSI's Grid & Energy Management business unit to continue into the 2040's. To better capture this period of strong growth, we have extended the explicit period of our DCF model from 2035 to 2040. This is the main factor behind the increase in our price target from €25 to €36. As we now see share price upside of 36% (well above the 25% we require for a Buy rating) we have moved our recommendation from Add to Buy.

Figure 6: Changes to forecasts

€m	2025E			2026E			2027E			2028E		
	New	Old	Δ %	New	Old	Δ %	New	Old	Δ %	New	Old	Δ %
Sales	287.8	288.0	-0.1%	316.5	313.9	22.0%	348.2	345.2	0.9%	383.1	379.7	0.9%
by segment:												
Grid & Energy Man.	137.7	n.a.	-	151.4	n.a.	-	166.6	n.a.	-	183.2	n.a.	-
Process Industries & Metals	78.4	n.a.	-	86.3	n.a.	-	94.9	n.a.	-	104.4	n.a.	-
Discrete Manufacturing	37.5	n.a.	-	40.5	n.a.	-	43.8	n.a.	-	47.3	n.a.	-
Logistics	36.8	n.a.	-	41.3	n.a.	-	46.2	n.a.	-	51.8	n.a.	-
Other/eliminations	-2.7	n.a.	-	-3.0	n.a.	-	-3.3	n.a.	-	-3.6	n.a.	-
Total EBIT	10.7	25.6	-58.3%	14.5	35.3	-58.9%	29.5	42.4	-30.5%	47.8	50.4	-5.2%
margin (%)	3.7%	8.9%	-	3.8%	11.2%	-	8.5%	12.2%	-	12.5%	13.2%	-
by segment:												
Grid & Energy Man.	5.4	n.a.	-	4.5	n.a.	-	15.0	n.a.	-	22.0	n.a.	-
margin (%)	3.9%	-	-	3.0%	-	-	9.0%	-	-	14.5%	-	-
Process Industries & Metals	7.5	n.a.	-	8.6	n.a.	-	7.6	n.a.	-	15.7	n.a.	-
margin (%)	9.5%	-	-	10.0%	-	-	8.0%	-	-	18.2%	-	-
Discrete Manufacturing	-0.4	n.a.	-	0.0	n.a.	-	3.5	n.a.	-	4.7	n.a.	-
margin (%)	-1.0%	-	-	0.0%	-	-	8.0%	-	-	11.7%	-	-
Logistics	0.0	n.a.	-	3.3	n.a.	-	5.5	n.a.	-	7.8	n.a.	-
margin (%)	0.0%	-	-	8.0%	-	-	12.0%	-	-	18.8%	-	-
Eliminations	-1.8	n.a.	-	-2.0	n.a.	-	-2.1	n.a.	-	-2.4	n.a.	-
EPS (€)	0.41	1.08	-61.6%	0.53	1.52	-65.1%	1.23	1.84	-33.4%	2.09	2.21	-5.4%

Source: First Berlin Equity Research estimates



VALUATION MODEL

€000s	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E
Net sales	287,773	316,537	348,205	383,074	421,382	463,520	505,237	548,050
NOPLAT	7,735	10,526	21,376	34,639	37,910	41,701	45,454	49,274
+ Depreciation and amortisation	15,604	17,164	18,533	20,006	21,585	23,280	25,375	27,525
= net operating cash flow	23,339	27,690	39,909	54,644	59,495	64,981	70,829	76,799
- total investments (Capex and WC)	-33,862	-25,694	-28,162	-31,189	-33,794	-36,625	-38,916	-40,802
Capital expenditure	-18,678	-20,902	-22,840	-24,610	-26,488	-28,505	-30,701	-32,226
working capital	-15,183	-4,791	-5,322	-6,579	-7,306	-8,120	-8,215	-8,576
= Free cash flow (FCF)	-10,523	1,996	11,747	23,455	25,701	28,356	31,913	35,998
PV of FCFs	-9,978	1,750	9,521	17,576	17,805	18,161	18,897	19,707

€000s	
PVs of FCFs explicit period (2025-40)*	248,800
PVs of FCFs in terminal period	372,290
Enterprise Value (EV)	621,089
Net cash/(net debt)	-63,561
Shareholder value	557,528
No. shares (000s)	15,488
Value per share (€)	36.00

WACC	8.16%
Cost of equity	10.2%
Pre-tax cost of debt	5.0%
Normal tax rate	30.0%
After-tax cost of debt	3.5%
Share of equity	70.0%
Share of debt	30.0%
Terminal growth	2.5%
Terminal EBIT margin	12.0%

Sensitivity analysis

		Terminal growth rate (%)						
		1.0%	1.5%	2.0%	2.5%	3.0%	3.5%	4.0%
WACC	5.16%	70.30	76.67	85.04	96.56	113.41	140.36	190.47
	6.16%	52.17	55.53	59.70	65.00	71.98	81.58	95.61
	7.16%	40.22	42.16	44.46	47.26	50.73	55.15	60.97
	8.16%	31.84	33.02	34.39	36.00	37.92	40.25	43.15
	9.16%	25.69	26.44	27.29	28.27	29.41	30.75	32.36
	10.16%	21.02	21.51	22.06	22.69	23.40	24.21	25.16
	11.16%	17.38	17.71	18.07	18.48	18.94	19.46	20.06
	12.16%	14.48	14.70	14.95	15.23	15.53	15.87	16.26

Fair value per share

*for layout purposes the model shows numbers only to 2032 but runs until 2040



INCOME STATEMENT

All figures in €'000	2023	2024	2025E	2026E	2027E	2028E
Revenues	269,891	260,838	287,773	316,537	348,205	383,074
Cost of materials	-46,117	-38,263	-40,288	-42,732	-45,267	-49,800
Gross profit	223,774	222,575	247,485	273,805	302,939	333,275
Total personnel costs	-183,725	-190,111	-195,686	-212,080	-226,333	-245,167
Net other operating costs	-19,889	-33,094	-25,526	-30,042	-28,588	-20,324
Depreciation & amortisation	-14,598	-14,614	-15,604	-17,164	-18,533	-20,006
EBIT	5,562	-15,244	10,669	14,518	29,485	47,778
Net interest	-2,813	-2,934	-2,259	-3,657	-3,790	-3,606
Associates	268	305	320	336	353	371
Pretax profit	3,017	-17,873	8,730	11,198	26,048	44,543
Income taxes	-3,748	-3,783	-2,313	-2,987	-7,066	-12,147
Earnings from discontinued operations	1,055	700	0	0	0	0
Net income / loss	324	-20,956	6,417	8,211	18,982	32,395
EPS (€)	0.02	-1.35	0.41	0.53	1.23	2.09
EBITDA	20,160	-630	26,273	31,682	48,018	67,783
Ratios						
Gross margin	82.9%	85.3%	86.0%	86.5%	87.0%	87.0%
EBIT margin	2.1%	-5.8%	3.7%	4.6%	8.5%	12.5%
EBITDA margin	7.5%	-0.2%	9.1%	10.0%	13.8%	17.7%
Net income margin	0.1%	-8.0%	2.2%	2.6%	5.5%	8.5%
Tax rate	124.2%	-21.2%	26.5%	26.7%	27.1%	27.3%
Expenses as % of output						
Personnel	-68.1%	-72.9%	-68.0%	-67.0%	-65.0%	-64.0%
Net other operating income/expenses	-7.4%	-12.7%	-8.9%	-9.5%	-8.2%	-5.3%
Depreciation & amortisation	-5.4%	-5.6%	-5.4%	-5.4%	-5.3%	-5.2%
Y-o-y growth						
Total revenues	8.9%	-3.4%	10.3%	10.0%	10.0%	10.0%
EBIT	-72.4%	n.a.	n.a.	36.1%	103.1%	62.0%
Net income / loss	-96.7%	n.a.	n.a.	27.9%	131.2%	70.7%



BALANCE SHEET

All figures in €'000	2023	2024	2025E	2026E	2027E	2028E
Assets						
Current assets, total	163,786	160,145	206,110	224,878	245,542	268,294
Cash and cash equivalents	50,475	26,483	57,555	63,307	69,641	76,615
Trade accounts and notes receivables	48,315	50,355	55,972	61,566	67,726	74,508
Inventories	4,977	2,997	8,058	8,863	9,750	10,726
Receivables relating to long term contracts	49,552	45,296	54,677	60,142	66,159	72,784
Other current assets	10,467	16,676	11,511	12,661	13,928	15,323
Assets held for sale and discontinued operations	0	18,338	18,338	18,338	18,338	18,338
Non-current assets, total	119,367	113,717	117,664	122,330	127,641	133,333
Property, plant and equipment	37,429	35,339	37,411	39,884	42,829	45,969
Goodwill	59,115	57,503	57,503	57,503	57,503	57,503
Other intangible assets	13,997	14,825	15,828	17,093	18,455	19,920
Associates	693	693	1,013	1,350	1,703	2,073
Deferred tax assets	8,133	5,357	5,910	6,501	7,151	7,867
Total assets	283,153	273,862	323,775	347,209	373,183	401,626
Shareholders' equity & debt						
Current liabilities, total	90,993	113,161	120,656	124,391	112,011	122,435
Interest bearing debt	2,118	21,081	28,000	22,500	0	0
Leasing liabilities	6,581	8,419	9,173	10,063	11,043	12,122
Trade accounts payable	18,864	21,163	23,348	25,682	28,205	31,029
Liabilities relating to long term contracts	26,289	20,877	25,900	28,488	31,338	34,094
Provisions	3,017	1,783	1,967	2,164	2,380	2,619
Other current liabilities	32,801	29,248	32,268	35,494	39,045	42,571
Liabilities in connection with discontinued assets	1,323	10,590	0	0	0	0
Non-current liabilities, total	80,434	65,300	104,729	116,609	136,412	128,706
Interest bearing debt	13,189	9,639	43,660	52,892	69,798	58,919
Leasing liabilities	17,918	15,190	16,550	18,156	19,924	21,871
Pension provisions	42,958	35,715	35,894	36,073	36,253	36,435
Deferred tax liabilities	4,803	3,108	5,121	5,633	6,197	6,817
Other liabilities	534	694	766	842	926	1,019
Provisions	1,032	954	2,738	3,012	3,313	3,645
Consolidated equity	111,726	95,401	98,390	106,209	124,760	150,486
Shareholders' equity	111,726	95,401	98,390	106,209	124,760	150,486
Minorities	0	0	0	0	0	0
Total consolidated equity and debt	283,153	273,862	323,775	347,209	373,183	401,626
Ratios						
Current ratio (x)	1.80	1.42	1.71	1.81	2.19	2.19
Quick ratio (x)	1.75	1.39	1.64	1.74	2.11	2.10
Debt/equity ratio (x)	1.53	1.87	2.29	2.27	1.99	1.67
Net gearing	28.9%	66.6%	67.6%	62.4%	45.2%	27.0%
Equity per share (€)	7.12	6.08	6.27	6.77	7.95	9.59
Interest coverage ratio (x)	1.98	-5.20	4.72	3.97	7.78	13.25
Capital employed (CE)	147,372	153,889	168,412	180,414	189,634	200,177
Return on capital employed (ROCE)	2.7%	-11.4%	4.6%	5.8%	11.3%	17.3%



CASH FLOW STATEMENT

All figures in €'000	2023	2024	2025E	2026E	2027E	2028E
Pretax result	4,072	-17,173	8,730	11,198	26,048	44,543
Depreciation and amortisation	14,598	14,614	15,604	17,164	18,533	20,006
Other	-4,921	-4,856	-2,633	-3,323	-7,419	-12,518
Operating cash flow	13,749	-7,415	21,701	25,039	37,162	52,030
Investment in working capital	3,030	-12,265	-15,183	-4,791	-5,322	-6,579
Net operating cash flow	16,779	-19,680	6,518	20,247	31,840	45,451
Cashflow from investing	-6,920	-7,009	-8,774	-9,840	-10,669	-11,218
Free cash flow	9,859	-26,689	-2,256	10,407	21,171	34,234
Dividend paid	-6,195	0	0	0	0	-6,195
Share buy back	0	0	0	0	0	0
New share capital	0	0	0	0	0	0
Debt financing	9,509	14,091	41,119	3,912	-5,414	-10,698
Lease liabilities	-6,807	-6,566	-7,791	-8,566	-9,423	-10,366
Other	-1,470	-2,209	0	0	0	0
Cash flow from financing	-4,963	5,316	33,328	-4,654	-14,837	-27,260
Other	135	-2,619	0	0	0	0
Change in cash	5,031	-23,992	31,072	5,753	6,334	6,974
Cash, start of the year	45,444	50,475	26,483	57,555	63,307	69,641
Cash, end of the year	50,475	26,483	57,555	63,307	69,641	76,615
Free cash flow per share in €	0.64	-1.72	-0.15	0.67	1.37	2.21
Y-o-y growth						
Operating cash flow	-52%	-154%	-393%	15%	48%	40%
Net operating cash flow	376%	-217%	-133%	211%	57%	43%
Free cash flow	n.a.	n.a.	n.a.	-561%	103%	62%

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Category		1	2
Current market capitalisation (in €)		0 - 2 billion	> 2 billion
Strong Buy ¹	An expected favourable price trend of:	> 50%	> 30%
Buy	An expected favourable price trend of:	> 25%	> 15%
Add	An expected favourable price trend of:	0% to 25%	0% to 15%
Reduce	An expected negative price trend of:	0% to -15%	0% to -10%
Sell	An expected negative price trend of:	< -15%	< -10%

¹ The expected price trend is in combination with sizable confidence in the quality and forecast security of management.

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Report No.:	Date of publication	Previous day closing price	Recommendation	Price target
Initial Report	15 July 2003	€4.96	Market Perform	€5.00
2...78	↓	↓	↓	↓
79	1 November 2022	€22.95	Buy	€37.00
80	3 August 2022	€25.05	Buy	€32.00
81	31 October 2023	€22.50	Buy	€30.00
82	25 March 2024	€21.80	Buy	€30.00
83	30 July 2024	€21.10	Buy	€28.00
84	10 September 2024	€20.80	Buy	€28.00
85	24 September 2024	€21.90	Buy	€26.00
86	13 November 2024	€21.20	Add	€25.00
87	Today	€26.50	Buy	€36.00

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