MAKING SCIENCE

Strong Q2 results, on track to meet FY guidance

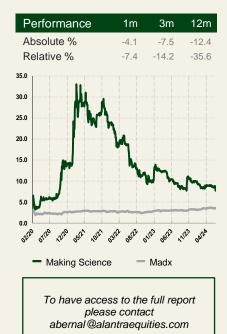
- Q2 EBITDA a touch better. Making Science (MAKS) has reported Q2 gross profit of €18.2m (up 25% YoY) and €3.7m adj. EBITDA, vs €1m a year ago, 4% better than expected, mainly due to greater profitability in Spain. One-off losses (€0.1m, similar to Q1) led to €3.6m reported EBITDA (vs. €0.2m in 2Q23).
- Strong recovery. The core business continued its strong recovery path begun last year in Q2/Q3: a) Spain gross profit soared 29% (vs our +22%), and EBITDA increased 4X (to €2.3m) due to opex control (+4%); b) foreign (excl. US) posted a 22% gross profit and 50% EBITDA growth, with all countries growing strongly; and c) the US and others went from -€741k EBITDA in Q1 to -€588k in Q2, vs our -c.€500k estimate. Although MAKS is on track to reach #20 GMP reselling contracts by year end (#9 as of H1), the impact on EBITDA is progressing more slowly than anticipated. We now see breakeven pushed one quarter to 1Q25; d) MAKS's main technologies Ad-Machina and Gauss AI are in #41 and #26 accounts respectively, vs <30 and <20 a year ago, proving a key competitive advantage and a cross-selling opportunity.
- Ventis: a positive surprise. Despite a seasonally weak Q2 for e-commerce, Ventis posted >€0.1m EBITDA (vs our breakeven estimate), thanks to an improved product mix (gross margin expanded >3pp to 41%) and restructuring efforts (headcount cut by 26%).
- Guidance looks achievable. If we assume 45-47% of MAKS's gross profit and EBITDA is generated in H1 (in line with historical trends), we would reach €15.5-16.2m EBITDA in FY24, above the €14-15m target. Also, the US and others have posted -€1.3m in H1, which is likely to improve to around -€0.5m in H2. Management said the target is achievable but maintained it unchanged pending more visibility.
- Our view. We have left our EBITDA estimates broadly unchanged. We adjusted the final proceeds raised from the capital increase (€4.0m) and treasury shares sold (€0.7m) and included the minorities' acquisitions in Nordics and Ad-Machina for €2.3m. As expected, Q2 results have been strong. The ambitious targets look achievable. The B/S has been strengthened (leverage should end at 2.0-2.5X EBITDA) and maturities extended. The shares are trading at just 7X24E EV/EBITDA, that we deem low for a company that has posted >50% EBITDA CAGR in the L5Y while maintaining healthy RoCEs (low double digits).

Financial Ratios	FY21	FY22	FY23	FY24E	FY25E	FY26E
EBITDA (€m)	5.7	9.2	8.4	15.7	19.3	22.0
Net profit (€m)	(3.5)	(0.9)	(3.8)	4.6	7.8	10.1
EPS (€)	(0.45)	(0.11)	(0.45)	0.52	0.87	1.13
Adj. EPS (€)	0.39	0.25	(0.07)	0.59	0.90	1.15
P/E (x)	n.a	n.a	n.a	15.5	9.2	7.1
P/E Adj. (x)	65.4	63.6	n.a	13.6	8.9	7.0
EV/EBITDA (x)	40.2	18.6	16.8	7.0	5.3	4.2
Debt/EBITDA (x)	4.7	3.7	5.3	2.3	1.5	0.8
P/BV (x)	13.9	6.2	5.7	2.9	2.2	1.7
ROE (%)	(24.6)	(4.2)	(24.2)	18.5	23.7	23.5
DPS (€)	0.0	0.0	0.0	0.00	0.00	0.00
Dividend yield (%) (*) Historical multiples base	0.0 ed on average sh	0.0 are price of the s	0.0 _{year}	0.0	0.0	0.0

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Share F	Price (*)	€ 8.00
	*Share price at the	e close of 15 July 2024

MAKS.MC/	
Market Cap	€ 69 m
Enterprise Value	€ 114 m
Free Float	€ 16 m
Nº Shares	8 m
Average Daily Volume	€ 16 k



Analyst

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(€ m)	2Q23	3Q23	4Q23	1Q24	2Q24	% YoY	2Q24E	% dif
Revenues	59.9	57.8	64.0	62.4	62.4	4%	69.8	(11%)
Core business	57.3	55.4	60.7	59.4	59.8	4%	67.0	(11%)
o/w Spain	32.1	31.7	34.1	35.8	33.6	5%	35.0	(4%)
o/w Internacional	25.1	23.7	26.7	23.6	26.2	4%	32.0	(18%)
E-commerce & others	2.6	2.5	3.3	3.0	2.6	(1%)	2.8	(6%)
Gross Profit	14.6	15.7	18.6	17.5	18.2	25%	18.1	1%
Core business	13.6	14.9	17.2	16.6	17.1	26%	17.0	1%
o/w Spain	7.0	7.9	9.1	8.5	9.1	29%	8.2	10%
o/w Internacional	6.6	6.9	8.0	8.1	8.1	23%	8.8	(8%)
E-commerce & others	1.0	0.9	1.4	1.0	1.1	7%	1.1	(3%)
Own work capitalised	1.3	1.3	1.3	1.3	1.3	(2%)	1.3	1%
Personnel	(11.5)	(11.8)	(12.9)	(12.0)	(12.6)	10%	(12.7)	(0%)
Opex	(4.2)	(4.0)	(4.8)	(3.3)	(3.2)	(22%)	(3.2)	0%
EBITDA	0.2	1.2	2.3	3.5	3.6	n.a.	3.4	5%
One-offs	0.8	0.6	0.7	0.1	0.1	(84%)	0.1	(1%)
Adj. EBITDA	1.0	1.8	2.9	3.6	3.7	n.a.	3.6	4%
Core business	1.0	1.7	2.8	3.4	3.6	n.a.	3.5	2%
o/w Spain	0.6	1.1	2.4	2.7	2.3	n.a.	2.2	6%
o/w Internacional	0.4	0.6	0.4	0.6	1.2	n.a.	1.3	(4%)
E-commerce & others	(0.0)	0.1	0.1	0.2	0.1	n.a.	0.05	148%
Adj. EBITDA	6.7%	11.3%	15.6%	20.5%	20.4%	13.6 pp		
Core business	7.4%	11.4%	16.6%	20.4%	20.9%	13.5 pp		
o/w Spain	8.6%	14.0%	26.4%	32.2%	25.8%	17.3 pp		
o/w Internacional	6.1%	8.4%	5.3%	7.9%	15.4%	9.3 pp		
E-commerce & others	(2.1%)	8.8%	4.6%	21.4%	11.6%	13.8 pp		

Source: Alantra Equities

Making Science

ALANTRA Equities

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COCS (ii) (ii) (ii) (iii) (ii	P&L account (€ m)	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E	Cash flow (€ m)	FY20	FY21	FY22	FY23	FY24E	FY25E	
Base margin 14.9 300 500 64.4 76.5 86.0 95.3 Monoles . 0.3 0.4 0.00 0.00 Chem 305 24. 85.1 15.0 19.0 27.7 70.3 0.3 0.2 70.4 <t< td=""><td>Revenue</td><td>57.7</td><td>110.4</td><td>210.1</td><td>235.8</td><td>265.9</td><td>302.9</td><td>328.8</td><td>Net profit</td><td>1.5</td><td>(3.5)</td><td>(0.9)</td><td>(3.8)</td><td>4.6</td><td>7.8</td><td></td></t<>	Revenue	57.7	110.4	210.1	235.8	265.9	302.9	328.8	Net profit	1.5	(3.5)	(0.9)	(3.8)	4.6	7.8	
Caper(11.5)(27.7)(8.6)(8.4)(8.1)(7.1)(7.4)(No each algointeries for C(0.7)(0.8)(2.6)(2.6)(0.4)(2.7)(0.6)(2.7)(0.	COGS	(42.9)	(80.4)	(155.2)	(171.6)	(189.4)	(216.9)	(232.9)	Depreciation	0.9	3.8	4.0	4.4	4.9	5.4	
BETDA 3.5 2.4 8.1 5.8 15.0 15.0 2.7 Total cash-flow (CP) 3.1 (1.2) (1.3) (1.2) (1.3) (1.2) (1.3) (1.2) (1.3) (1.2) (1.3) (1.2) (1.3) (1.2) (1.3)	Gross margin	14.8	30.0	55.0	64.1	76.5	86.0	95.9	Minorities	-	0.3	0.4	(0.0)	(0.0)	(0.0)	
Dave offic0.23.41.12.60.70.30.30.30Capox(12)0.100.470.500.520.53Adg EBTDA3.75.79.20.446.5719.32.20Working capotal investme0.66.87.70.201.41.1DAA0.000.300.400.400.400.500.410.500.421.500.400.500.430.600.500.430.600.500.430.600.500.70 </td <td>Opex</td> <td>(11.3)</td> <td>(27.7)</td> <td>(46.8)</td> <td>(58.4)</td> <td>(61.4)</td> <td>(67.1)</td> <td>(74.2)</td> <td>Non-cash adjustments</td> <td>0.7</td> <td>(0.8)</td> <td>(2.6)</td> <td>2.0</td> <td>(0.4)</td> <td>(0.5)</td> <td></td>	Opex	(11.3)	(27.7)	(46.8)	(58.4)	(61.4)	(67.1)	(74.2)	Non-cash adjustments	0.7	(0.8)	(2.6)	2.0	(0.4)	(0.5)	
Ack GEBTDA3.75.79.28.41.5.71.9.32.20Working capital investmer0.56.85.7(2.1)1.41.5DAA(0.0)(0.0) <td>EBITDA</td> <td>3.5</td> <td>2.4</td> <td>8.1</td> <td>5.8</td> <td>15.1</td> <td>19.0</td> <td>21.7</td> <td>Total cash-flow (CF)</td> <td>3.1</td> <td>(0.2)</td> <td>0.8</td> <td>2.5</td> <td>9.1</td> <td>12.7</td> <td></td>	EBITDA	3.5	2.4	8.1	5.8	15.1	19.0	21.7	Total cash-flow (CF)	3.1	(0.2)	0.8	2.5	9.1	12.7	
Bak (u) (u) <td>One-offs</td> <td>0.2</td> <td>3.4</td> <td>1.1</td> <td>2.6</td> <td>0.7</td> <td>0.3</td> <td>0.3</td> <td>Capex</td> <td>(1.2)</td> <td>(3.1)</td> <td>(4.7)</td> <td>(5.9)</td> <td>(5.2)</td> <td>(5.5)</td> <td></td>	One-offs	0.2	3.4	1.1	2.6	0.7	0.3	0.3	Capex	(1.2)	(3.1)	(4.7)	(5.9)	(5.2)	(5.5)	
Provisions & Other 0.0 0.0 -	Adj. EBITDA	3.7	5.7	9.2	8.4	15.7	19.3	22.0	Working capital investmer	0.5	5.8	5.7	(3.2)	1.4	1.1	
EBT 2.5 (15) 4.1 1.3 10.2 13.5 16.0 Disposals (acquitition) (5.0) (3.4) (1.4) (2.6) (2.4) Seri-mandals (0.6) (1.0) (3.2) (3.0) (3.2) (2.4) (3.4) Dividends to minorities - </td <td>D&A</td> <td>(0.9)</td> <td>(3.8)</td> <td>(4.0)</td> <td>(4.4)</td> <td>(4.9)</td> <td>(5.4)</td> <td>(5.6)</td> <td>Operating FCF</td> <td>2.4</td> <td>2.5</td> <td>1.8</td> <td>(6.6)</td> <td>5.3</td> <td>8.4</td> <td></td>	D&A	(0.9)	(3.8)	(4.0)	(4.4)	(4.9)	(5.4)	(5.6)	Operating FCF	2.4	2.5	1.8	(6.6)	5.3	8.4	
Natifiannalis (0.5) (1.1) (3.2) (3.0) (4.0) (3.2) (2.4) Other - </td <td>Provisions & Other</td> <td>0.0</td> <td>(0.0)</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>Financial investments</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td></td>	Provisions & Other	0.0	(0.0)	-	-	-	-	-	Financial investments	-	-	-	-	-	-	
Equipmenhol & other (0.1) · 0.0 0.00 · · · Dividends to minonities · </td <td>EBIT</td> <td>2.6</td> <td>(1.5)</td> <td>4.1</td> <td>1.3</td> <td>10.2</td> <td>13.6</td> <td>16.0</td> <td>Disposals (acquisitions)</td> <td>(5.0)</td> <td>(34.3)</td> <td>(16.4)</td> <td>(2.8)</td> <td>(2.3)</td> <td>-</td> <td></td>	EBIT	2.6	(1.5)	4.1	1.3	10.2	13.6	16.0	Disposals (acquisitions)	(5.0)	(34.3)	(16.4)	(2.8)	(2.3)	-	
BET 2.0 (2.5) (1.0) (2.5) (1.2) (1.	Net financials	(0.5)	(1.1)	(3.2)	(3.9)	(4.0)	(3.2)	(2.6)	Other	-	-	-	-	-	-	
nonme taxe spense (0.5) (0.7) (1.5) (1.2)	Equity method & other	(0.1)	-	0.0	(0.0)	-	-	-	Dividends to minorities	-	-	-	-	-	-	
Minorities - (0.3) (0.4) (0.0) (0.0) (0.0) Dividends paid - <td>EBT</td> <td>2.0</td> <td>(2.5)</td> <td>1.0</td> <td>(2.6)</td> <td>6.2</td> <td>10.4</td> <td>13.4</td> <td>Rights issues</td> <td>1.2</td> <td>10.6</td> <td>9.3</td> <td>-</td> <td>4.0</td> <td>-</td> <td></td>	EBT	2.0	(2.5)	1.0	(2.6)	6.2	10.4	13.4	Rights issues	1.2	10.6	9.3	-	4.0	-	
Net profit, reported 1.5 (3.5) (0.9) (3.8) 4.6 7.8 1.4 Share buyacks - (1.2) 6.4 9.7 8.4 Adjustments 0.9 6.4 2.9 3.2 0.5 0.2	Income tax expense	(0.5)	(0.7)	(1.5)	(1.2)	(1.5)	(2.6)	(3.4)	Free-cash-flow (FCF)	(1.5)	(21.2)	(5.2)	(9.4)	7.0	8.4	
Adjustments 0.9 6.4 2.9 3.2 0.5 0.2 0.2 PC Fafer buy backs (1.5) (1.2) (6.4) (9.4) 7.7 8.4 Wet profit adjusted 2.3 2.9 2.0 (0.6) 5.1 8.1 10.3 10.4 10.2 PC2 PC3 PC4 PC26 PC3 PC4 PC26 PC3 PC4 PC26 PC3 PC4 PC3 PC4 PC3 PC3 PC4 PC3	Minorities	-	(0.3)	(0.4)	0.0	0.0	0.0	0.0	Dividends paid	-	-	-	-	-	-	
No of shares (m) 7.1 7.8 8.3 8.4 9.0 9.0 9.0 Shareholders equity 3.3 1.4 7.2 72.3 72.4 72.5 73.5 7.3 7.4 7.8 8.3 8.4 9.0 9.0 9.0 Monthless - 1 1 0 0 0 Prof shares adjusted (m) 6.8 7.6 8.1 8.2 9.0 9.0 9.0 Monthless - 1 1 0 0 0 Treasury stock (m) 0.3 0.2 0.2 0.2 - - - - Provisions & others 5 (3) 202 (2) (1) (0) Not Of Coverth F20 F21 F22 F22 F22 F22 F23 F24 F25 5 (3) (4) 5 (4) 5 5 (3) (2) (1) (1) (1) (1) (1) (1) (1) (1) (1)	Net profit, reported	1.5	(3.5)	(0.9)	(3.8)	4.6	7.8	10.1	Share buybacks	-	-	(1.2)	-	0.7	-	
Partial states Product	Adjustments	0.9	6.4	2.9	3.2	0.5	0.2	0.2	FCF after buy backs	(1.5)	(21.2)	(6.4)	(9.4)	7.7	8.4	
Per of shares (m) 7.1 7.8 8.3 8.4 9.0 Montiles - 1 1 0 0 0 0 Treasury stock (m) 0.3 0.2 <th0< td=""><td>Net profit adjusted</td><td>2.3</td><td>2.9</td><td>2.0</td><td>(0.6)</td><td>5.1</td><td>8.1</td><td>10.3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th0<>	Net profit adjusted	2.3	2.9	2.0	(0.6)	5.1	8.1	10.3								
Ve of shares adjusted (m) 6.8 7.6 8.1 8.2 9.0 9.0 9.0 Mnortifies - 1 1 0 0 0 Treasury stock (m) 0.3 0.2 0.2 0.2 0.2 - - - Provisions & others 5 (3) (2) (2) (1) (0) Treasury stock (m) 0.3 0.2 Proz									Balance sheet (€ m)	FY20	FY21	FY22	FY23	FY24E	FY25E	
Treasury stock (m) 0.3 0.2 <th0.2< th=""> 0.2 <th0.2< th=""></th0.2<></th0.2<>	№ of shares (m)	7.1	7.8	8.3	8.4	9.0	9.0	9.0	Shareholders equity	3	14	21	16	25	33	
YoY Growth FY20 FY21 FY23 FY24 FY25 FY25E FY26E FY26E <th< td=""><td>Nº of shares adjusted (m)</td><td>6.8</td><td>7.6</td><td>8.1</td><td>8.2</td><td>9.0</td><td>9.0</td><td>9.0</td><td>Minorities</td><td>-</td><td>1</td><td>1</td><td>0</td><td>0</td><td>0</td><td></td></th<>	Nº of shares adjusted (m)	6.8	7.6	8.1	8.2	9.0	9.0	9.0	Minorities	-	1	1	0	0	0	
Yery GrowthFr20Fr21Fr22Fr23Fr24Fr25EFr26ECapital invested104054586161Net Sales76%13%83%17%12%11%11%76%11%76%13%63%64%6869Adj. EBITDA118%55%61%0%87%23%14%7P8E014363646869Adj. EBITDA118%55%61%0.7%23%14%7P8E70112233EBIT193%(15%)n.m.67%0.7%23%14%7P8E7P2E0111	Treasury stock (m)	0.3	0.2	0.2	0.2	-	-	-	Provisions & others	5	(3)	(2)	(2)	(1)	(0)	
Net Sales 76% 103% 83% 17% 19% 12% 11% EBITDA 152% (32%) 243% (29%) 162% 26% 14% Other intangible 11 43 63 64 68 69 Adj. EBITDA 118% 55% 61% (9%) 87% 23% 14% PP&E 0 1 2 2 3 3 EBIT 193% (158%) n.m. (67%) n.m. 22% 68% 29% Equity method 0 1 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Net debt (cash)</td> <td>3</td> <td>27</td> <td>34</td> <td>45</td> <td>37</td> <td>29</td> <td></td>									Net debt (cash)	3	27	34	45	37	29	
EBITDA152%024%024%029%162%23%14%Other intangible114363646869Adj. EBITDA118%55%61%(9%)87%23%14%PP&E012233EBIT193%(158%)n.m.(67%)n.m.22%68%29%Financial assets0211111Sales by divisionFV20FV21FV20FV23FV24FV25FV26ECapital employed104054586161Core Business100%94%95%95%96%93%94%Vorking capital/sales(2.1%)(7.1%)(6.0%)(4.7%)(4.7%)(4.5%)E-commerce0%65%5%5%4%4%4%6%5%5%5%5%5%5%6%5%5%6%5%5%6%5%5%6%5%5%6%5%6%5%5%6%5%5%6%5%5%5%6%5%5%726FV26FV20FV21FV2FV2FV25%5%5%EBITDA by divisionFY20FY21FY21FY2FY2FY2FY2FY25%5%15%E-commerce0%(25%)11%9%9%9%9%9%5%5%5%5%5%5%5%5% <td>YoY Growth</td> <td>FY20</td> <td>FY21</td> <td>FY22</td> <td>FY23</td> <td>FY24E</td> <td>FY25E</td> <td>FY26E</td> <td>Capital invested</td> <td>10</td> <td>40</td> <td>54</td> <td>58</td> <td>61</td> <td>61</td> <td></td>	YoY Growth	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E	Capital invested	10	40	54	58	61	61	
Adj. EBITDA 118% 55% 61% (9%) 87% 23% 14% PP&E 0 1 2 2 3 3 EBIT 193%<(158%) n.m. (67%) n.m. 22% 68% 29% Financial assets 0 2 1 2 2 3 3 REIT 193%<(158%) n.m. (67%) n.m. (22%) 68% 29% Financial assets 0 1 <td>Net Sales</td> <td>76%</td> <td>103%</td> <td>83%</td> <td>17%</td> <td>19%</td> <td>12%</td> <td>11%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Net Sales	76%	103%	83%	17%	19%	12%	11%								
EBIT 193% (158%) n.m. (67%) n.m. 34% 18% Financial assets 0 2 1 2 2 2 Net profit 123% n.m. (7%) n.m. (22%) 68% 29% Equity method 0 1<	EBITDA	152%	(32%)	243%	(29%)	162%	26%	14%	Other intangible	11	43	63	64	68	69	
Net profit 123% n.m. (74%) n.m. (222%) 68% 29% Equity method 0 1 <td>Adj. EBITDA</td> <td>118%</td> <td>55%</td> <td>61%</td> <td>(9%)</td> <td>87%</td> <td>23%</td> <td>14%</td> <td>PP&E</td> <td>0</td> <td>1</td> <td>2</td> <td>2</td> <td>3</td> <td>3</td> <td></td>	Adj. EBITDA	118%	55%	61%	(9%)	87%	23%	14%	PP&E	0	1	2	2	3	3	
Sales by division FY20 FY21 FY22 FY23 FY24E FY25E FY26E Core Business 100% 94% 95% 96% 93% 94% 4%	EBIT	193%	(158%)	n.m.	(67%)	n.m.	34%	18%	Financial assets	0	2	1	2	2	2	
Sales by division FY20 FY21 FY22 FY23 FY24E FY25E FY26E Core Business 100% 94% 95% 95% 96% 93% 94% 5% 1.5% Emancial ratios FY20 FY21 FY24 FY24E FY25E FY26E Net debt/EBITDA 0.7% 1.1% 1.5% </td <td>Net profit</td> <td>123%</td> <td>n.m.</td> <td>(74%)</td> <td>n.m.</td> <td>(222%)</td> <td>68%</td> <td>29%</td> <td>Equity method</td> <td>0</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td></td>	Net profit	123%	n.m.	(74%)	n.m.	(222%)	68%	29%	Equity method	0	1	1	1	1	1	
Sales by division FY20 FY21 FY22 FY23 FY24E FY25E FY26E Core Business 100% 94% 95% 96% 93% 94% Working capital/sales (2.1%) (7.1%) (6.0%) (4.7%) (4.5%) E-commerce 0% 6% 5% 5% 4%									Working capital	(1)	(8)	(13)	(11)	(13)	(14)	
E-commerce 0% 6% 5% 5% 4% 4% 4% EBITDA by division FY20 FY21 FY22 FY23 FY24E FY25E FY26E FY26E FY20 6% 3.7.8 2.4.8 1.5.8 Core Business 100% 125% 119% 98% 97% 97% 96% Net debt/Adj. EBITDA 0.8.8 11.4.8 4.2.8 7.8.8 2.4.8 1.5.8 Core Business 100% 125% 119% 98% 97% 97% 96% Net debt/Adj. EBITDA 0.8.8 11.4.4 4.2.8 7.8.8 2.4.8 1.5.8 E-commerce 0% (25%) (19%) 2% 3% 3% 4% FPS 0.21 0.45 0.11 (0.45) 0.52 0.87 1.13 EPS 0.21 0.44 0.02 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) FY20 FY24 FY24 FY24 FY2	Sales by division	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E	Capital employed	10	40	54	58	61	61	
EBITDA by division FY20 FY21 FY22 FY23 FY24 FY25 FY26 Core Business 100% 125% 119% 98% 97% 97% 96% Core Business 00% 25% 119% 98% 97% 97% 96% E-commerce 0% 25% 119% 98% 3% 4% Per share data FY20 FY21 FY22 FY23 FY24E FY26E EPS 0.21 0.45 0.11 0.45 0.52 0.87 1.13 EPS adjusted 0.34 0.39 0.25 0.07 0.59 0.90 1.15 ECFPS 0.44 0.02 0.10 0.30 1.01 1.41 1.71 EPS adjusted 0.34 0.32 0.22 0.78 0.59 0.90 1.15 EPS Adjusted 0.34 0.32 0.22 0.78 0.59 0.90 1.15 EVPS 0.44 0.32	Core Business	100%	94%	95%	95%	96%	93%	94%	Working capital/sales	(2.1%)	(7.1%)	(6.0%)	(4.7%)	(4.7%)	(4.5%)	
EBITDA by division FY20 FY21 FY22 FY23 FY24E FY25E FY26E Core Business 100% 125% 119% 98% 97% 96% Net debt/Adj. EBITDA 0.8X 11.4X 4.2X 7.8X 2.4X 1.5X Core Business 100% 125% 119% 2% 3% 3% 4% Net debt/Adj. EBITDA 0.8X 11.4X 4.2X 7.8X 2.4X 1.5X E-commerce 0% (25%) (19%) 2% 3% 3% 4% Gearing 95% 190% 159% 284% 147% 87% Per share data FY20 FY21 FY22 FY23 FY24E FY25E FY26E EPS 0.21 (0.45) (0.11) 0.45 0.52 0.87 1.13 EPS 0.24 (0.44) 0.30 0.59 0.90 1.15 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS	E-commerce	0%	6%	5%	5%	4%	4%	4%								
Core Business 100% 125% 119% 98% 97% 97% 96% Net debt/Adj. EBITDA 0.7X 4.7X 3.7X 5.3X 2.3X 1.5X E-commerce 0% (25%) (19%) 2% 3% 3% 4% Gearing 95% 190% 159% 284% 147% 87% Per share data FY20 FY21 FY22 FY23 FY24E FY25E FY26E EPS 0.21 (0.45) (0.11) (0.45) 0.52 0.87 1.13 Margins & ratios FY20 FY21 FY24 FY24E FY25E FY26E EPS 0.21 (0.45) (0.11) (0.45) 0.52 0.87 1.13 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS 0.34 0.32 0.22 (0.07) 0.59 0.90 1.14 Effective tax rate (26%) 26% (153%) 48% (25%) (25%) FCFPS 0.41 1.83 2.57 1.87 2.79 3.66 4.79 ROCE (Financial ratios	FY20	FY21	FY22	FY23	FY24E	FY25E	
E-commerce 0% (25%) (19%) 2% 3% 3% 4% Gearing Interest cover 95% 190% 159% 284% 147% 87% Per share data FY20 FY21 FY22 FY23 FY24 FY25E FY26E EPS 0.21 (0.45) (0.11) (0.45) 0.52 0.87 1.13 Margins & ratios FY20 FY21 FY23 FY24 FY25E EPS 0.21 (0.45) (0.11) (0.45) 0.52 0.87 1.13 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS 0.44 (0.02) 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) 26% 15% 48% 25% 6% 6% CFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	EBITDA by division	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E	Net debt/EBITDA	0.8X	11.4X	4.2X	7.8X	2.4X	1.5X	
Per share data FY20 FY21 FY22 FY23 FY24E FY25E FY26E EPS 0.21 (0.45) (0.11) (0.45) 0.52 0.87 1.13 EPS adjusted 0.34 0.39 0.25 (0.07) 0.59 0.90 1.15 EPS adjusted 0.34 0.39 0.25 (0.07) 0.59 0.90 1.15 EPS adjusted 0.34 0.32 0.22 (0.07) 0.59 0.90 1.15 EPS adjusted 0.34 0.32 0.22 (0.07) 0.59 0.90 1.15 EPS adjusted 0.34 0.32 0.22 (0.78) 1.41 1.71 Effective tax rate (26%) 26% (153%) 48% (25%) (25%) FCFPS 0.34 0.32 0.22 (0.78) 0.93 1.14 Pay-out 0%	Core Business	100%	125%	119%	98%	97%	97%	96%	Net debt/Adj. EBITDA	0.7X	4.7X	3.7X	5.3X	2.3X	1.5X	
Per share data FY20 FY21 FY22 FY23 FY24E FY25E FY26E EPS 0.21 0.45 0.11 0.45 0.52 0.87 1.13 EPS adjusted 0.34 0.39 0.25 0.07 0.59 0.90 1.15 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS 0.44 0.02 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) 26% 153% 48% (25%) (25%) FCFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0% <td< td=""><td>E-commerce</td><td>0%</td><td>(25%)</td><td>(19%)</td><td>2%</td><td>3%</td><td>3%</td><td>4%</td><td>Gearing</td><td>95%</td><td>190%</td><td>159%</td><td>284%</td><td>147%</td><td>87%</td><td></td></td<>	E-commerce	0%	(25%)	(19%)	2%	3%	3%	4%	Gearing	95%	190%	159%	284%	147%	87%	
EPS 0.21 (0.45) (0.11) (0.45) 0.52 0.87 1.13 Margins & ratios FY20 FY21 FY22 FY22 FY23 FY24 FY25 EPS adjusted 0.34 0.39 0.25 (0.07) 0.59 0.90 1.15 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS 0.44 (0.02) 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) 26% (153%) 48% (25%) (25%) FCFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0% <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>Interest cover</td><td>5.1X</td><td>(1.4X)</td><td>1.3X</td><td>0.3X</td><td>2.5X</td><td>4.2X</td><td></td></t<>									Interest cover	5.1X	(1.4X)	1.3X	0.3X	2.5X	4.2X	
EPS adjusted 0.34 0.39 0.25 (0.07) 0.59 0.90 1.15 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS 0.44 (0.02) 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) 26% (153%) 48% (25%) (25%) FCFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0%	Per share data	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E								
EPS adjusted 0.34 0.39 0.25 (0.07) 0.59 0.90 1.15 EBITDA margin 6% 2% 4% 2% 6% 6% CFPS 0.44 (0.02) 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) 26% (153%) 48% (25%) (25%) FCFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0%	EPS	0.21	(0.45)	(0.11)	(0.45)				Margins & ratios	FY20	FY21	FY22	FY23	FY24E	FY25E	
CFPS 0.44 (0.02) 0.10 0.30 1.01 1.41 1.71 Effective tax rate (26%) 26% (153%) 48% (25%) (25%) FCFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0% <	EPS adjusted		. ,	. ,	. ,							4%	2%			
FCFPS 0.34 0.32 0.22 (0.78) 0.59 0.93 1.14 Pay-out 0%	CFPS				. ,				-							
BVPS 0.41 1.83 2.57 1.87 2.79 3.66 4.79 ROCE (EBIT/CE) 25% (4%) 8% 2% 17% 22%	FCFPS		. ,									. ,		. ,		
	BVPS				. ,											
									· ,		. ,					
	DPS	-	-	-	-	-	-	-	ROE	51%	n.a.	n.a.	n.a.	19%	24%	

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