

# Suedzucker AG

Germany | Food & Beverage | MCap EUR 3,332m

13 January 2023

**UPDATE** 



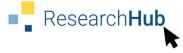
# A resilient Q3, upbeat FY 2023/24 guidance reiterated; HOLD

#### What's it all about?

Suedzucker reported a strong performance in Q3 22/23. While sales growth continued to be broad-based, operating results were mainly driven by the Sugar segment which benefitted from substantially higher prices, offsetting the overall impact of rising energy and input costs. Given the strong quarter, management reiterated its recently upgraded guidance for FY 22/23. Moreover, it also reaffirmed that FY 23/24 would see yet another boost in sales and earnings contribution. This forecast assumes that the energy supply situation will stabilize and that Suedzucker will continue to benefit from the early hedging of energy prices, and from a turnaround in its previously loss-making Sugar segment. Tighter supplies should keep sugar prices buoyant in the near-term. However, we remain cautious about the long-term sustainability of margins once the hedging effects fade out. Therefore, we reiterate to HOLD with unchanged PT of EUR 15.00.

#### HOLD (HOLD)

Target price EUR 15.00 (15.00)
Current price EUR 16.32
Up/downside -8.1%





#### **MAIN AUTHOR**

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## Suedzucker AG

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HOLD (HOLD)

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#### A resilient Q3, upbeat FY 2023/24 guidance reiterated; HOLD

A strong quarter, FY 22/23 and FY 23/24 guidance confirmed Suedzucker reported another resilient quarter with strong growth in revenues (+21% yoy), EBITDA (+41% yoy), and operating results (+73% yoy) in Q3 22/23. Management confirmed its recently upgraded guidance for FY 22/23 and FY 23/24. For FY 22/23, group sales are expected at EUR 9.7-10.1bn, EBITDA at EUR 890-990m, and operating result in the range of EUR 530-630m. For FY 23/24 (March 23 to February 24), group sales are expected to come in higher than FY 22/23, EBITDA is expected in the range of EUR 1.0-1.2bn, and operating result in the range of EUR 650-850m.

Q3 remains strong Revenues grew 21% yoy to EUR 2.5bn in Q3, driven by all business segments. Sugar segment's sales grew 25% yoy, led by substantially higher prices (EUR 586/ton in October 2022 vs EUR 443/ton in March 2022). Starch reported a significant increase in revenues (+29% yoy), mainly on the back of higher volumes, as ethanol prices softened in Q3. Special Product segment reported 27% yoy growth in sales on favorable price and volume effects. In contrast, CropEnergies sales were broadly flat (+1% yoy).

Resilient operating results despite input cost inflation and higher energy prices Operating results grew 73% yoy to EUR 220m in Q3, with the margin expanding 2.6ppt yoy to 8.8%. The Sugar segment (EUR 114m, 11.4x Q3 FY 2021/22) which benefitted from the part sale of inventories from the 2021 campaign year, remained the main earnings driver. In contrast, Special Products (EUR 31m, +4% yoy) and Starch (EUR 10m, -53% yoy) continued to be affected by significantly higher raw material and energy costs. Similarly, the CropEnergies segment (EUR 56m, -0.4% yoy) suffered owing to weaker ethanol prices and input costs. Group EBITDA grew 41% yoy to EUR 339m, translating into an EBITDA margin of 13.7% (+1.9ppt yoy).

**Conclusion** Suedzucker reported another resilient quarter with all key KPIs pointing northwards. Management seems confident about FY 22/23 and the next fiscal year, given the turnaround in the Sugar segment and the early hedging of energy prices. However, we remain cautious, as we expect the positive hedging effects to fade out. We therefore reiterate our HOLD rating with an unchanged PT of EUR 15.00.

| Suedzucker AG       | 2020   | 2021   | 2022  | 2023E | 2024E  | 2025E  |
|---------------------|--------|--------|-------|-------|--------|--------|
| Sales               | 6,671  | 6,679  | 7,599 | 9,879 | 10,076 | 10,177 |
| Growth yoy          | -1.2%  | 0.1%   | 13.8% | 30.0% | 2.0%   | 1.0%   |
| EBITDA              | 412    | 436    | 631   | 978   | 1,038  | 1,048  |
| EBIT                | 48     | 70     | 241   | 598   | 646    | 628    |
| Net profit          | -122   | -107   | 66    | 310   | 313    | 304    |
| Net debt (net cash) | 1,549  | 1,468  | 1,399 | 1,720 | 1,533  | 1,447  |
| Net debt/EBITDA     | 3.8x   | 3.4x   | 2.2x  | 1.8x  | 1.5x   | 1.4x   |
| EPS recurring       | -0.60  | -0.52  | 0.32  | 1.52  | 1.53   | 1.49   |
| DPS                 | 0.20   | 0.20   | 0.40  | 0.50  | 0.50   | 0.50   |
| Dividend yield      | 1.2%   | 1.2%   | 2.5%  | 3.1%  | 3.1%   | 3.1%   |
| Gross profit margin | 33.3%  | 34.3%  | 32.2% | 35.5% | 35.5%  | 35.5%  |
| EBITDA margin       | 6.2%   | 6.5%   | 8.3%  | 9.9%  | 10.3%  | 10.3%  |
| EBIT margin         | 0.7%   | 1.0%   | 3.2%  | 6.1%  | 6.4%   | 6.2%   |
| ROCE                | 0.7%   | 1.0%   | 3.5%  | 7.7%  | 8.0%   | 7.6%   |
| EV/EBITDA           | 14.4x  | 13.2x  | 9.0x  | 6.5x  | 6.0x   | 5.8x   |
| EV/EBIT             | 124.5x | 82.4x  | 23.5x | 10.6x | 9.6x   | 9.7x   |
| PER                 | -27.4x | -31.3x | 50.8x | 10.8x | 10.6x  | 10.9x  |
| FCF yield           | -6.3%  | 3.5%   | 2.6%  | -0.4% | 16.6%  | 13.0%  |
| 0                   | Al-4D  | I-     |       |       |        |        |

Source: Company data, AlsterResearch



Source: Company data, AlsterResearch

High/low 52 weeks 17.36 / 9.75 Price/Book Ratio 1.2x

**Ticker / Symbols** 

 ISIN
 DE0007297004

 WKN
 729700

 Bloomberg
 SZU:GR

Changes in estimates

|       |     | Sales  | EBIT | EPS  |
|-------|-----|--------|------|------|
| 2023E | old | 9,879  | 598  | 1.52 |
|       | Δ   | 0.0%   | 0.0% | 0.0% |
| 2024E | old | 10,076 | 646  | 1.53 |
|       | Δ   | 0.0%   | 0.0% | 0.0% |
| 2025E | old | 10,177 | 628  | 1.49 |
|       | Δ   | 0.0%   | 0.0% | 0.0% |

#### Key share data

Number of shares: (in m pcs) 204.18 Book value per share: (in EUR) 13.62 Ø trading volume: (12 months) 40,000

#### Major shareholders

| SZVG eG            | 60.0% |
|--------------------|-------|
| Zucker Invest GmbH | 10.3% |
| Free Float         | 29.7% |

#### **Company description**

Südzucker is Europe's largest sugar producer with about 3.7 million tonnes and employs almost 18,000 people worldwide. In addition to sugar, there are four seaments. Specialties comprises functional food and frozen pizza. CropEnergies the bioethanol activities in the United Kingdom Belgium, Germany and France. The fruit segment produces fruit preparations and juice concentrates. The starch segment is the leading European producer of potato and corn starch.



#### **Quarterly table**

| Quartalstabelle    | Q4 2021 | Q1 2022 | Q2 2022 | Q3 2022 | Q4 2022 | Q1 2023 | Q2 2023 | Q3 2023 |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| Sales              | 1,590.0 | 1,752.0 | 1,844.0 | 2,043.0 | 1,960.0 | 2,250.0 | 2,349.0 | 2,482.0 |
| yoy growth in %    | -3.2%   | 5.0%    | 9.8%    | 17.4%   | 23.3%   | 28.4%   | 27.4%   | 21.5%   |
| EBITDA             | 140.0   | 121.0   | 157.0   | 241.0   | 173.0   | 230.0   | 230.0   | 339.0   |
| EBITDA margin in % | 8.8%    | 6.9%    | 8.5%    | 11.8%   | 8.8%    | 10.2%   | 9.8%    | 13.7%   |
| EBIT               | 26.0    | 47.0    | 80.0    | 90.0    | 24.0    | 160.0   | 114.0   | 224.0   |
| EBIT margin in %   | 1.6%    | 2.7%    | 4.3%    | 4.4%    | 1.2%    | 7.1%    | 4.9%    | 9.0%    |
| EBT                | 13.0    | 37.0    | 70.0    | 79.0    | 18.0    | 170.0   | 104.0   | 208.0   |
| taxes paid         | -4.4    | 9.0     | 19.0    | 37.0    | 15.8    | 38.0    | 32.0    | 38.0    |
| tax rate in %      | -33.8%  | 24.3%   | 27.1%   | 46.8%   | 87.8%   | 22.4%   | 30.8%   | 18.3%   |
| net profit         | 7.7     | 15.0    | 34.0    | 18.0    | -1.4    | 87.0    | 38.0    | 139.0   |
| yoy growth in %    | na%     | -40.2%  | na%     | na%     | na%     | 480.0%  | 11.8%   | 672.2%  |
| EPS                | 0.04    | 0.07    | 0.17    | 0.09    | -0.01   | 0.43    | 0.19    | 0.68    |

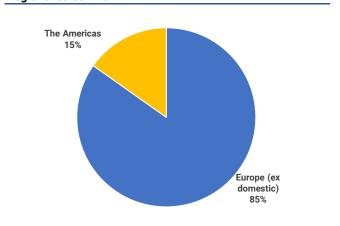


# Investment case in six charts

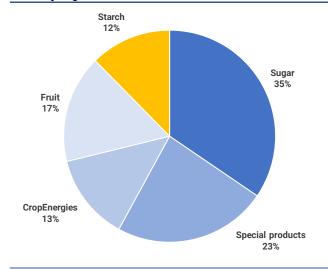
#### **Products & Services**



#### Regional sales in %

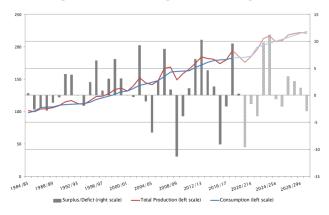


#### Sales by segment in %



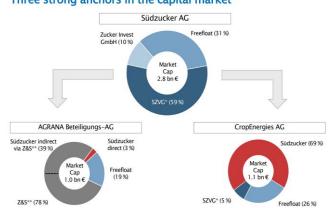
#### Growth driver - World sugar market



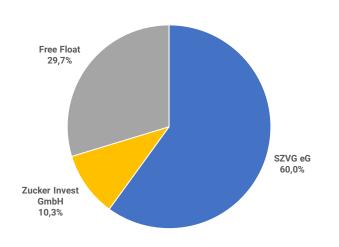


#### Major equity stakes

#### Three strong anchors in the capital market



#### Major shareholder





# SWOT analysis

#### Strengths

- Largest European sugar producer
- Diversified specialties, fruit and CropEnergies businesses reduce dependence on EU sugar market policy
- Solid equity ratio

#### Weaknesses

- High reliance on one single core product (sugar)
- Sales development strongly dependent on world market prices
- Health awareness promotes alternatives to sugar in the diet
- Complex group structure (Südzucker/Agrana) distorts financial reporting

#### **Opportunities**

- Good market position in the growth areas of the food industry: (functional food, health-enhancing food)
- Sales potential in Europe hardly exploited
- Development of low-CO2 alternative products within the framework of group strategy 2026 plus

#### **Threats**

- Further waves of the Corona pandemic could have a massive impact on demand in the HoReCa business (hotels, restaurants, canteens, catering)
- Competition for arable land hurts the image of ethanol fuels



## Valuation

#### **DCF Model**

The DCF model results in a fair value of EUR 15.50 per share:

**Top-line growth**: We expect Suedzucker AG to continue benefitting from structural growth. Hence our growth estimates for 2023E-2030E is in the range of 1.1% p.a. The long-term growth rate is set at 2.0%.

In our forecast, profits after tax (NOPAT) in the sugar segment will benefit in the next few years from the offsetting of profits against tax loss carryforwards.

**WACC**. The averaged 1-, 3- and 5-year historical equity beta is calculated as 1.00. Unleverering and correcting for mean reversion yields an asset beta of 0.70. Combined with a risk free rate of 2.0% and an equity risk premium of 6.0% this yields cost of equity of 8.0%. With pre-tax cost of borrowing at 5.0%, a tax rate of 18% and target debt/equity of 0.5 this results in a long-term WACC of 6.7%.

| DCF (EURm)<br>(except per share data and beta) | 2023E  | 2024E | 2025E | 2026E | 2027E | 2028E | 2029E | 2030E | Terminal value |
|--|--------|-------|-------|-------|-------|-------|-------|-------|----------------|
| NOPAT  | 363    | 363   | 353   | 334   | 340   | 349   | 350   | 365   |                |
| Depreciation & amortization                    | 380    | 392   | 420   | 445   | 463   | 474   | 484   | 488   |                |
| Change in working capital                      | -1,049 | 60    | -32   | -39   | -42   | -42   | -43   | -49   |                |
| Chg. in long-term provisions                   | 617    | 37    | 19    | 28    | 28    | 29    | 29    | 30    |                |
| Capex  | -583   | -635  | -641  | -599  | -555  | -563  | -518  | -525  |                |
| Cash flow                                      | -271   | 217   | 119   | 170   | 234   | 245   | 302   | 307   | 6,693          |
| Present value                                  | -268   | 202   | 104   | 138   | 178   | 175   | 203   | 194   | 4,220          |
| WACC   | 6.6%   | 6.6%  | 6.6%  | 6.9%  | 6.8%  | 6.8%  | 6.7%  | 6.7%  | 6.7%           |

| DCF per share derived from   |   |
|--|---|
| Total present value Mid-year adj. total present value Net debt / cash at start of year Financial assets Provisions and off b/s debt Equity value No. of shares outstanding | 5,145<br>5,315<br>1,399<br>172<br>922<br>3,166<br>204.2 |
| Discounted cash flow / share upside/(downside)   | 15.50<br>-5.0%  |
| Share price  | 16.32   |

| DCF avg. growth and earnings assumptions           |      |
|--|------|
| Planning horizon avg. revenue growth (2023E-2030E) | 1.5% |
| Terminal value growth (2030E - infinity)           | 2.0% |
| Terminal year ROCE                                 | 6.5% |
| Terminal year WACC                                 | 6.7% |

| Terminal WACC derived from           |      |
|--------------------------------------|------|
| Cost of borrowing (before taxes)     | 5.0% |
| Long-term tax rate                   | 18%  |
| Equity beta                          | 1.00 |
| Unlevered beta (industry or company) | 0.70 |
| Target debt / equity                 | 0.5  |
| Relevered beta                       | 0.99 |
| Risk-free rate                       | 2.0% |
| Equity risk premium                  | 6.0% |
| Cost of equity                       | 8.0% |

| Sensitivity ana      | lysis DCF |             |        |      |      |      |                        |       |
|----------------------|-----------|-------------|--------|------|------|------|------------------------|-------|
|                      |           | Long term ( | growth |      |      |      | Share of present value |       |
|                      |           | 1.0%        | 1.5%   | 2.0% | 2.5% | 3.0% |                        |       |
| ACC                  | 2.0%      | 5.1         | 6.0    | 7.0  | 8.1  | 9.4  | 2023E-2026E            | 3.4%  |
| WA                   | 1.0%      | 7.9         | 9.1    | 10.5 | 12.2 | 14.2 | 2027E-2030E            | 14.6% |
| e in<br>nts)         | 0.0%      | 11.6        | 13.3   | 15.5 | 18.2 | 21.6 | terminal value         | 82.0% |
| ang                  | -1.0%     | 16.9        | 19.7   | 23.3 | 28.0 | 34.4 |                        |       |
| Change in (%-points) | -2.0%     | 25.1        | 30.0   | 36.8 | 46.8 | 62.5 |                        |       |

Source: AlsterResearch



#### **FCF Yield Model**

Due to the fact that companies rarely bear sufficient resemblance to peers in terms of geographical exposure, size or competitive strength and in order to adjust for the pitfalls of weak long-term visibility, an Adjusted Free Cash Flow analysis (Adjusted FCF) has been conducted.

The adjusted Free Cash Flow Yield results in a fair value between EUR 14.62 per share based on 2023E and 17.45 EUR per share on 2027E estimates. It thus supports the DCF based fair value calculations.

The main driver of this model is the level of return available to a controlling investor, influenced by the cost of that investors' capital (opportunity costs) and the purchase price – in this case the enterprise value of the company. Here, the adjusted FCF yield is used as a proxy for the required return and is defined as EBITDA less minority interest, taxes and investments required to maintain existing assets (maintenance capex).

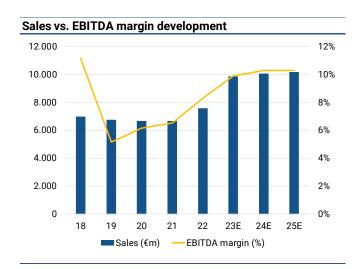
| FCF yield in EURm    |              | 2023E  | 2024E | 2025E | 2026E | 2027E |
|----------------------|--------------|--------|-------|-------|-------|-------|
| EBITDA               |              | 978    | 1,038 | 1,048 | 1,012 | 1,048 |
| - Maintenance cape   | ex           | 359    | 369   | 396   | 421   | 438   |
| - Minorities         |              | 85     | 122   | 118   | 133   | 137   |
| - tax expenses       |              | 132    | 145   | 141   | 88    | 97    |
| = Adjusted Free Ca   | sh Flow      | 403    | 402   | 392   | 369   | 375   |
| Actual Market Cap    |              | 3,332  | 3,332 | 3,332 | 3,332 | 3,332 |
| + Net debt (cash)    |              | 1,720  | 1,533 | 1,447 | 1,297 | 1,076 |
| + Pension provision  | ne           | 1,304  | 1,330 | 1,343 | 1,363 | 1,383 |
| + Off B/S financing  |              | 0      | 0     | 0     | 0     | 0     |
| - Financial assets   |              | 172    | 172   | 172   | 172   | 172   |
| - Acc. dividend pay  | ments        | 82     | 184   | 286   | 388   | 490   |
| EV Reconciliations   |              | 2,770  | 2,507 | 2,332 | 2,100 | 1,797 |
| = Actual EV'         |              | 6,102  | 5,840 | 5,664 | 5,432 | 5,129 |
| A 15                 |              |        | 6.00  | C 00t | C 004 | 7.00  |
| Adjusted FCF yield   |              | 6.6%   | 6.9%  | 6.9%  | 6.8%  | 7.3%  |
| base hurdle rate     |              | 7.0%   | 7.0%  | 7.0%  | 7.0%  | 7.0%  |
| ESG adjustment       | _            | 0.0%   | 0.0%  | 0.0%  | 0.0%  | 0.0%  |
| adjusted hurdle rate | <u>e</u>     | 7.0%   | 7.0%  | 7.0%  | 7.0%  | 7.0%  |
| Fair EV              |              | 5,755  | 5,744 | 5,606 | 5,273 | 5,359 |
| - EV Reconciliations | 3            | 2,770  | 2,507 | 2,332 | 2,100 | 1,797 |
| Fair Market Cap      |              | 2,985  | 3,237 | 3,274 | 3,173 | 3,562 |
| No. of shares (milli | on)          | 204    | 204   | 204   | 204   | 204   |
| Fair value per share | e in EUR     | 14.62  | 15.85 | 16.04 | 15.54 | 17.45 |
| Premium (-) / disco  | ount (+)     | -10.4% | -2.9% | -1.7% | -4.8% | 6.9%  |
| Sensitivity analysis | s fair value |        |       |       |       |       |
|                      | F 00/        | 06     | 07    | 07    | 06    | 22    |
|                      | 5.0%         | 26     | 27    | 27    | 26    | 28    |
| Adjusted             | 6.0%         | 19     | 21    | 21    | 20    | 22    |
| hurdle               | 7.0%         | 15     | 16    | 16    | 16    | 17    |
| rate                 | 8.0%         | 11     | 12    | 13    | 12    | 14    |
|                      | 9.0%         | 8      | 10    | 10    | 10    | 12    |

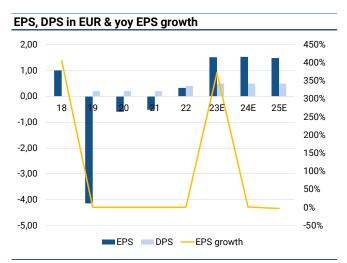
Source: Company data; AlsterResearch

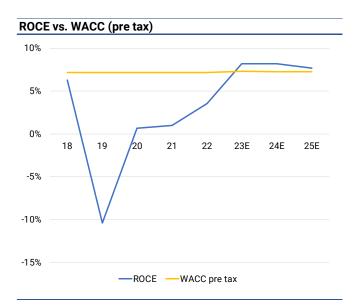
Simply put, the model assumes that investors require companies to generate a minimum return on the investor's purchase price. The required after-tax return equals the model's hurdle rate of 7.0%. Anything less suggests the stock is expensive; anything more suggests the stock is cheap. ESG adjustments might be applicable, based on the overall Leeway ESG Score. A high score indicates high awareness for environmental, social or governance issues and thus might lower the overall risk an investment in the company might carry. A low score on the contrary might increase the risk of an investment and might therefore trigger a higher required hurdle rate.

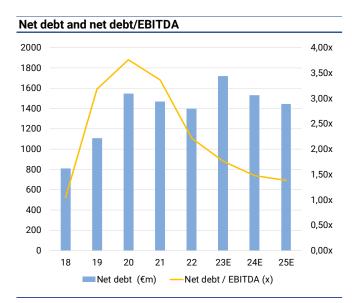


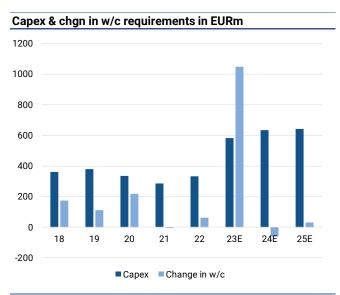
## Financials in six charts

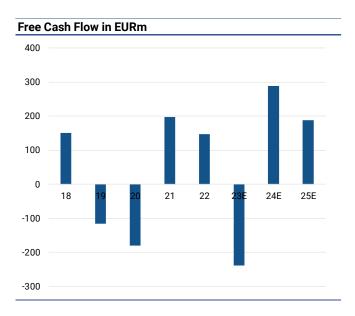














# Financials

| Profit and loss (EURm)                             | 2020   | 2021   | 2022   | 2023E  | 2024E  | 2025E  |
|--|--------|--------|--------|--------|--------|--------|
| Net sales  | 6,671  | 6,679  | 7,599  | 9,879  | 10,076 | 10,177 |
| Sales growth                                       | -1.2%  | 0.1%   | 13.8%  | 30.0%  | 2.0%   | 1.0%   |
| Change in finished goods and work-in-process       | 180    | -36    | 149    | 0      | 0      | 0      |
| Total sales  | 6,851  | 6,643  | 7,748  | 9,879  | 10,076 | 10,177 |
| Material expenses                                  | 4,628  | 4,356  | 5,300  | 6,372  | 6,499  | 6,564  |
| Gross profit                                       | 2,223  | 2,288  | 2,448  | 3,507  | 3,577  | 3,613  |
| Other operating income                             | 113    | 111    | 125    | 168    | 171    | 173    |
| Personnel expenses                                 | 978    | 984    | 972    | 1,413  | 1,441  | 1,455  |
| Other operating expenses                           | 946    | 979    | 970    | 1,284  | 1,270  | 1,282  |
| EBITDA   | 412    | 436    | 631    | 978    | 1,038  | 1,048  |
| Depreciation                                       | 339    | 342    | 361    | 359    | 369    | 396    |
| EBITA  | 73     | 95     | 270    | 619    | 669    | 652    |
| Amortisation of goodwill and intangible assets     | 25     | 25     | 29     | 22     | 23     | 23     |
| EBIT   | 48     | 70     | 241    | 598    | 646    | 628    |
| Financial result                                   | -39    | -49    | -37    | -71    | -67    | -65    |
| Recurring pretax income from continuing operations | 9      | 21     | 204    | 527    | 580    | 564    |
| Extraordinary income/loss                          | 0      | 0      | 0      | 0      | 0      | 0      |
| Earnings before taxes                              | 9      | 21     | 204    | 527    | 580    | 564    |
| Taxes  | 63     | 57     | 81     | 132    | 145    | 141    |
| Net income from continuing operations              | -55    | -36    | 123    | 395    | 435    | 423    |
| Result from discontinued operations (net of tax)   | 0      | 0      | 0      | 0      | 0      | 0      |
| Net income   | -55    | -36    | 123    | 395    | 435    | 423    |
| Minority interest                                  | -67    | -71    | -58    | -85    | -122   | -118   |
| Net profit (reported)                              | -122   | -107   | 66     | 310    | 313    | 304    |
| Average number of shares                           | 204.18 | 204.18 | 204.18 | 204.18 | 204.18 | 204.18 |
| EPS reported                                       | -0.60  | -0.52  | 0.32   | 1.52   | 1.53   | 1.49   |

| Profit and loss (common size)                      | 2020 | 2021 | 2022 | 2023E | 2024E | 2025E |
|--|------|------|------|-------|-------|-------|
| Net sales  | 100% | 100% | 100% | 100%  | 100%  | 100%  |
| Change in finished goods and work-in-process       | 3%   | -1%  | 2%   | 0%    | 0%    | 0%    |
| Total sales  | 103% | 99%  | 102% | 100%  | 100%  | 100%  |
| Material expenses                                  | 69%  | 65%  | 70%  | 65%   | 65%   | 65%   |
| Gross profit                                       | 33%  | 34%  | 32%  | 36%   | 36%   | 36%   |
| Other operating income                             | 2%   | 2%   | 2%   | 2%    | 2%    | 2%    |
| Personnel expenses                                 | 15%  | 15%  | 13%  | 14%   | 14%   | 14%   |
| Other operating expenses                           | 14%  | 15%  | 13%  | 13%   | 13%   | 13%   |
| EBITDA   | 6%   | 7%   | 8%   | 10%   | 10%   | 10%   |
| Depreciation                                       | 5%   | 5%   | 5%   | 4%    | 4%    | 4%    |
| EBITA  | 1%   | 1%   | 4%   | 6%    | 7%    | 6%    |
| Amortisation of goodwill and intangible assets     | 0%   | 0%   | 0%   | 0%    | 0%    | 0%    |
| EBIT   | 1%   | 1%   | 3%   | 6%    | 6%    | 6%    |
| Financial result                                   | -1%  | -1%  | -0%  | -1%   | -1%   | -1%   |
| Recurring pretax income from continuing operations | 0%   | 0%   | 3%   | 5%    | 6%    | 6%    |
| Extraordinary income/loss                          | 0%   | 0%   | 0%   | 0%    | 0%    | 0%    |
| Earnings before taxes                              | 0%   | 0%   | 3%   | 5%    | 6%    | 6%    |
| Taxes  | 1%   | 1%   | 1%   | 1%    | 1%    | 1%    |
| Net income from continuing operations              | -1%  | -1%  | 2%   | 4%    | 4%    | 4%    |
| Result from discontinued operations (net of tax)   | 0%   | 0%   | 0%   | 0%    | 0%    | 0%    |
| Net income   | -1%  | -1%  | 2%   | 4%    | 4%    | 4%    |
| Minority interest                                  | -1%  | -1%  | -1%  | -1%   | -1%   | -1%   |
| Net profit (reported)                              | -2%  | -2%  | 1%   | 3%    | 3%    | 3%    |



| Palance shoot (FLIPm)  | 2020  | 2021   | 2022   | 2023E  | 2024E  | 2025E   |
|--|---|--|--|--|--|---|
| Balance sheet (EURm)   |   |  |  |  |  |   |
| Intangible assets (exl. Goodwill)  | <b>262</b><br>740   | <b>226</b><br>722  | <b>227</b><br>707  | <b>235</b><br>707  | <b>242</b><br>707  | <b>250</b> 707  |
| Goodwill   | 3,061   |  |  |  |  |   |
| Property, plant and equipment  | 442   | 2,983<br>251   | 2,988<br>172   | 3,182<br>172   | 3,418<br>172   | 3,632<br>172  |
| Financial assets FIXED ASSETS  |   |  | 4,094  |  |  |   |
|  | <b>4,504</b>  | 4,181  | 2,317  | <b>4,296</b>   | <b>4,539</b>   | <b>4,761</b>  |
| Inventories  | 2,176   | 2,134  |  | 3,055  | 2,991  | 3,021   |
| Accounts receivable  | 978<br>175  | 948<br>155   | 1,140<br>195   | 1,407<br>195   | 1,436<br>195   | 1,450<br>195  |
| Other current assets   | 505   | 445  | 485  | 202  | 267  |   |
| Liquid assets  |   |  |  |  |  | 303   |
| Deferred taxes   | 0<br>76   | 0<br>110   | 0<br>211   | 0<br>445   | 0<br>453   | 0<br>458  |
| Deferred charges and prepaid expenses  |   |  |  |  |  |   |
| CURRENT ASSETS   | 3,911   | 3,792  | 4,348  | 5,304  | 5,342  | 5,428   |
| TOTAL ASSETS   | 8,415   | 7,973  | 8,441  | 9,600  | 9,881  | 10,188  |
| SHAREHOLDERS EQUITY  | 2,781   | 2,654  | 2,781  | 3,094  | 3,427  | 3,748   |
| MINORITY INTEREST  | 892   | 882  | 918  | 918  | 918  | 918   |
| Long-term debt   | 1,429   | 1,438  | 1,322  | 1,322  | 1,250  | 1,250   |
| Provisions for pensions and similar obligations  | 1,071   | 946  | 922  | 1,304  | 1,330  | 1,343   |
| Other provisions   | 342   | 300  | 308  | 543  | 554  | 560   |
| Non-current liabilities  | 2,842   | 2,683  | 2,552  | 3,169  | 3,134  | 3,153   |
| short-term liabilities to banks  | 625   | 476  | 562  | 600  | 550  | 500   |
| Accounts payable   | 818   | 824  | 1,116  | 1,205  | 1,229  | 1,241   |
| Advance payments received on orders  | 0   | 0  | 0  | 0  | 0  | 0   |
| Other liabilities (incl. from lease and rental contracts)  | 112   | 119  | 179  | 474  | 484  | 488   |
| Deferred taxes   | 146   | 136  | 140  | 140  | 140  | 140   |
| Deferred income  | 199   | 201  | 194  | 0  | 0  | 0   |
| Current liabilities  | 1,900   | 1,755  | 2,190  | 2,418  | 2,402  | 2,369   |
| TOTAL LIABILITIES AND SHAREHOLDERS EQUITY  | 8,415   | 7,973  | 8,441  | 9,600  | 9,881  | 10,188  |
|  |   |  |  |  |  |   |
|  |   |  |  |  |  |   |
| Balance sheet (common size)  | 2020  | 2021   | 2022   | 2023E  | 2024E  | 2025E   |
| Balance sheet (common size) Intangible assets (excl. Goodwill)   | 2020<br><b>3</b> %  | 2021<br>3%   | 2022<br>3%   | 2023E<br>2%  | 2%   | 2025E<br>2%   |
|  |   |  |  |  |  |   |
| Intangible assets (excl. Goodwill)   | <b>3%</b><br>9%<br>36%  | <b>3%</b><br>9%<br>37%   | <b>3%</b><br>8%<br>35%   | 2%   | <b>2%</b><br>7%<br>35%   | <b>2%</b><br>7%<br>36%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  | 3%<br>9%<br>36%<br>5%   | 3%<br>9%<br>37%<br>3%  | 3%<br>8%<br>35%<br>2%  | 2%<br>7%<br>33%<br>2%  | 2%<br>7%<br>35%<br>2%  | 2%<br>7%<br>36%<br>2%   |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  | 3%<br>9%<br>36%<br>5%<br><b>54</b> %  | 3%<br>9%<br>37%<br>3%<br>52%   | 3%<br>8%<br>35%<br>2%<br>48%   | 2%<br>7%<br>33%<br>2%<br>45%   | 2%<br>7%<br>35%<br>2%<br>46%   | 2%<br>7%<br>36%<br>2%<br>47%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  | 3%<br>9%<br>36%<br>5%<br><b>54%</b><br>26%  | 3%<br>9%<br>37%<br>3%<br><b>52%</b><br>27%   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%  | 2%<br>7%<br>33%<br>2%<br>45%<br>32%  | 2%<br>7%<br>35%<br>2%<br>46%<br>30%  | 2%<br>7%<br>36%<br>2%<br>47%<br>30%   |
| Intangible assets (excl. Goodwill) Goodwill Property, plant and equipment Financial assets FIXED ASSETS  | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%  | 3%<br>9%<br>37%<br>3%<br>52%<br>27%  | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%   | 2% 7% 33% 2% 45% 32% 15%   | 2%<br>7%<br>35%<br>2%<br>46%<br>30%<br>15%                                       | 2%<br>7%<br>36%<br>2%<br>47%<br>30%<br>14%  |
| Intangible assets (excl. Goodwill) Goodwill Property, plant and equipment Financial assets FIXED ASSETS Inventories  | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%                                      | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%   | 2% 7% 33% 2% 45% 32% 15% 2%  | 2%<br>7%<br>35%<br>2%<br>46%<br>30%<br>15%<br>2%                                 | 2% 7% 36% 2% 47% 30% 14% 2%   |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%<br>6%                                | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%<br>6%                                   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%                               | 2% 7% 33% 2% 45% 32% 15% 2% 2%   | 2% 7% 35% 2% 46% 30% 15% 2% 3%   | 2% 7% 36% 2% 47% 30% 14% 2% 3%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%<br>6%                                | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%<br>6%                                   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%                               | 2% 7% 33% 2% 45% 32% 15% 2% 2% 0%  | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0%  | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0%   |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets   | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%<br>6%<br>0%                          | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%<br>6%                                   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%                               | 2% 7% 33% 2% 45% 32% 15% 2% 2%   | 2% 7% 35% 2% 46% 30% 15% 2% 3%   | 2% 7% 36% 2% 47% 30% 14% 2% 3%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes   | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%<br>6%                                | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%<br>6%                                   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%                               | 2% 7% 33% 2% 45% 32% 15% 2% 2% 0%  | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0%  | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0%   |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%<br>6%<br>0%                          | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%<br>6%<br>0%                             | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%<br>0%                         | 2% 7% 33% 2% 45% 32% 15% 2% 2% 0% 5%   | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0%  | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  | 3%<br>9%<br>36%<br>5%<br>54%<br>26%<br>12%<br>2%<br>6%<br>0%<br>1%<br>46%             | 3% 9% 37% 3% 52% 27% 12% 2% 6% 0% 1%   | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%<br>0%<br>3%                   | 2% 7% 33% 2% 45% 32% 15% 2% 2% 5% 5%   | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5%   | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  | 3% 9% 36% 5% 54% 26% 12% 6% 0% 1% 46%   | 3%<br>9%<br>37%<br>3%<br>52%<br>27%<br>12%<br>2%<br>6%<br>0%<br>1%<br>48%                | 3%<br>8%<br>35%<br>2%<br>48%<br>27%<br>14%<br>2%<br>6%<br>0%<br>3%<br>52%            | 2% 7% 33% 2% 45% 32% 15% 2% 2% 5% 55%  | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54%   | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53%  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY   | 3% 9% 36% 5% 54% 26% 12% 6% 0% 1% 46% 100% 33%  | 3% 9% 37% 3% 52% 27% 12% 6% 0% 1% 48% 100% 33%   | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33%                                    | 2% 7% 33% 2% 45% 32% 15% 2% 2% 0% 5% 55% 100% 32%                              | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54% 100% 35%                                | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37%                                       |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  | 3% 9% 36% 55% 54% 26% 12% 2% 6% 0% 1% 46% 100% 33%                                    | 3% 9% 37% 3% 52% 27% 12% 2% 6% 0% 1% 48% 100% 33%  | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33%                                    | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32%                                 | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54% 100% 35% 9%                             | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37%                                       |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  | 3% 9% 36% 55% 54% 26% 12% 2% 6% 0% 11% 46% 100% 33% 11% 17%                           | 3% 9% 37% 37% 3% 52% 27% 12% 2% 6% 0% 1% 48% 100% 33% 11% 18%                            | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33% 11%                                | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14%                         | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 55% 54% 100% 35% 9%                            | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9%                                    |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations   | 3% 9% 36% 5% 54% 26% 12% 6% 0% 1% 46% 100% 33% 11% 17%                                | 3% 9% 37% 37% 3% 52% 27% 12% 2% 6% 0% 1% 48% 100% 33% 11% 18% 12%                        | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33% 11% 16% 11%                        | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14%                         | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54% 100% 35% 9% 13%                         | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 13%                            |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions   | 3% 9% 36% 55% 54% 26% 12% 2% 6% 0% 11% 46% 100% 33% 11% 17% 13% 4%                    | 3% 9% 37% 37% 3% 52% 27% 12% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4%                        | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 31% 11% 4%                             | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 14% 6%                  | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54% 100% 35% 9% 13% 13% 6%                  | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 13% 5%                         |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions  Non-current liabilities  | 3% 9% 36% 55% 54% 26% 12% 2% 6% 0% 1% 46% 100% 33% 11% 17% 13% 4% 34%                 | 3% 9% 37% 37% 3% 52% 27% 12% 2% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4% 34%                 | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 31% 11% 4% 30%                         | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 6% 33%                  | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54% 100% 35% 9% 13% 6% 32%                  | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 13% 5% 31%                     |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions  Non-current liabilities  short-term liabilities to banks   | 3% 9% 36% 5% 54% 26% 12% 6% 0% 11% 46% 100% 33% 11% 17% 13% 4% 34% 7%                 | 3% 9% 37% 37% 3% 52% 27% 12% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4% 34% 6%                 | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 31% 11% 4% 30% 7%                      | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 14% 6% 33% 6%           | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 55% 54% 100% 35% 9% 13% 13% 6% 32% 6%          | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 13% 5% 31% 5%                  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions  Non-current liabilities  short-term liabilities to banks  Accounts payable   | 3% 9% 36% 55% 54% 26% 12% 6% 0% 11% 46% 100% 33% 11% 17% 13% 4% 34% 7%                | 3% 9% 37% 37% 3% 52% 27% 12% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4% 34% 6% 10%             | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 31% 11% 4% 30% 7% 13%                  | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 6% 33% 6% 13%           | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 55% 54% 100% 35% 9% 13% 6% 32% 6% 12%          | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 13% 5% 31% 5%                  |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions  Non-current liabilities  short-term liabilities to banks  Accounts payable  Advance payments received on orders  | 3% 9% 36% 55% 54% 26% 12% 2% 6% 0% 11% 46% 100% 33% 11% 17% 13% 4% 34% 7% 10% 0%      | 3% 9% 37% 37% 3% 52% 27% 12% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4% 34% 6% 10% 0%          | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33% 11% 16% 11% 4% 30% 7% 13% 0%       | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 6% 33% 6% 13% 0%        | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 55% 54% 100% 35% 9% 13% 6% 32% 6% 12% 0%       | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 5% 31% 5% 12% 0%               |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions  Non-current liabilities  short-term liabilities to banks  Accounts payable  Advance payments received on orders  Other liabilities (incl. from lease and rental contracts)                 | 3% 9% 36% 55% 54% 26% 12% 2% 6% 0% 11% 46% 100% 33% 11% 17% 13% 4% 34% 7% 10% 0%      | 3% 9% 37% 37% 3% 52% 27% 12% 2% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4% 34% 6% 10% 0% 1%    | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33% 11% 16% 11% 4% 30% 7% 13% 0% 2%    | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 14% 6% 33% 6% 13% 0% 5% | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 55% 54% 100% 35% 9% 13% 6% 32% 6% 12% 0% 5%    | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 4% 53% 100% 37% 9% 12% 13% 5% 31% 5% 12% 0% 5%        |
| Intangible assets (excl. Goodwill)  Goodwill  Property, plant and equipment  Financial assets  FIXED ASSETS  Inventories  Accounts receivable  Other current assets  Liquid assets  Deferred taxes  Deferred charges and prepaid expenses  CURRENT ASSETS  TOTAL ASSETS  SHAREHOLDERS EQUITY  MINORITY INTEREST  Long-term debt  Provisions for pensions and similar obligations  Other provisions  Non-current liabilities  short-term liabilities to banks  Accounts payable  Advance payments received on orders  Other liabilities (incl. from lease and rental contracts)  Deferred taxes | 3% 9% 36% 5% 54% 26% 12% 2% 6% 0% 11% 46% 100% 33% 11% 17% 13% 4% 34% 7% 10% 0% 1% 2% | 3% 9% 37% 37% 3% 52% 27% 12% 2% 6% 0% 1% 48% 100% 33% 11% 18% 12% 4% 34% 6% 10% 0% 1% 2% | 3% 8% 35% 2% 48% 27% 14% 2% 6% 0% 3% 52% 100% 33% 11% 16% 11% 4% 30% 7% 13% 0% 2% 2% | 2% 7% 33% 2% 45% 32% 15% 2% 0% 5% 55% 100% 32% 10% 14% 14% 6% 33% 6% 13% 0% 5% | 2% 7% 35% 2% 46% 30% 15% 2% 3% 0% 5% 54% 100% 35% 9% 13% 6% 32% 6% 12% 0% 5% 11% | 2% 7% 36% 2% 47% 30% 14% 2% 3% 0% 48 53% 100% 37% 9% 12% 13% 5% 31% 5% 31% 5% 12% 0% 5% |



| Cash flow statement (EURm)                      | 2020 | 2021 | 2022 | 2023E  | 2024E | 2025E |
|---|------|------|------|--------|-------|-------|
| Net profit/loss                                 | -55  | -36  | 123  | 395    | 435   | 423   |
| Depreciation of fixed assets (incl. leases)     | 370  | 376  | 364  | 359    | 369   | 396   |
| Amortisation of goodwill                        | 0    | 0    | 0    | 0      | 0     | 0     |
| Amortisation of intangible assets               | 0    | 0    | 0    | 22     | 23    | 23    |
| Others  | 57   | 135  | 52   | 617    | 37    | 19    |
| Cash flow from operations before changes in w/c | 372  | 475  | 540  | 1,392  | 863   | 861   |
| Increase/decrease in inventory                  | 0    | 0    | 0    | -738   | 64    | -30   |
| Increase/decrease in accounts receivable        | 0    | 0    | 0    | -267   | -28   | -14   |
| Increase/decrease in accounts payable           | 0    | 0    | 0    | 89     | 24    | 12    |
| Increase/decrease in other w/c positions        | -217 | 7    | -62  | -131   | 1     | 0     |
| Increase/decrease in working capital            | -217 | 7    | -62  | -1,049 | 60    | -32   |
| Cash flow from operating activities             | 155  | 482  | 478  | 344    | 923   | 830   |
| CAPEX   | -335 | -285 | -332 | -583   | -635  | -641  |
| Payments for acquisitions                       | 0    | 0    | 0    | 0      | 0     | 0     |
| Financial investments                           | 53   | 63   | 91   | 0      | 0     | 0     |
| Income from asset disposals                     | 7    | 20   | 33   | 0      | 0     | 0     |
| Cash flow from investing activities             | -276 | -202 | -208 | -583   | -635  | -641  |
| Cash flow before financing                      | -121 | 280  | 271  | -239   | 289   | 189   |
| Increase/decrease in debt position              | 272  | -173 | -47  | 38     | -122  | -50   |
| Purchase of own shares                          | 0    | 0    | 0    | 0      | 0     | 0     |
| Capital measures                                | 0    | 0    | 2    | 0      | 0     | 0     |
| Dividends paid                                  | -102 | -97  | -101 | -82    | -102  | -102  |
| Others  | 0    | -1   | -5   | 0      | 0     | 0     |
| Effects of exchange rate changes on cash        | 1    | -8   | -2   | 0      | 0     | 0     |
| Cash flow from financing activities             | 171  | -280 | -153 | -44    | -224  | -152  |
| Increase/decrease in liquid assets              | 50   | 0    | 118  | -283   | 65    | 36    |
| Liquid assets at end of period                  | 197  | 198  | 316  | 33     | 98    | 134   |

Source: Company data; AlsterResearch

| Regional sales split (EURm) | 2020  | 2021  | 2022  | 2023E | 2024E  | 2025E  |
|-----------------------------|-------|-------|-------|-------|--------|--------|
| Domestic                    | 1,492 | 1,491 | 1,629 | 2,101 | 2,126  | 2,131  |
| Europe (ex domestic)        | 3,512 | 3,512 | 4,223 | 5,495 | 5,610  | 5,671  |
| The Americas                | 675   | 735   | 757   | 997   | 1,029  | 1,052  |
| Asia                        | 0     | 0     | 0     | 0     | 0      | 0      |
| Rest of World               | 992   | 942   | 991   | 1,286 | 1,311  | 1,323  |
| Total sales                 | 6,671 | 6,679 | 7,599 | 9,879 | 10,076 | 10,177 |

| Regional sales split (common size) | 2020  | 2021  | 2022  | 2023E | 2024E | 2025E |
|------------------------------------|-------|-------|-------|-------|-------|-------|
| Domestic                           | 22.4% | 22.3% | 21.4% | 21.3% | 21.1% | 20.9% |
| Europe (ex domestic)               | 52.6% | 52.6% | 55.6% | 55.6% | 55.7% | 55.7% |
| The Americas                       | 10.1% | 11.0% | 10.0% | 10.1% | 10.2% | 10.3% |
| Asia                               | 0.0%  | 0.0%  | 0.0%  | 0.0%  | 0.0%  | 0.0%  |
| Rest of World                      | 14.9% | 14.1% | 13.0% | 13.0% | 13.0% | 13.0% |
| Total sales                        | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  |



| Ratios                               | 2020   | 2021   | 2022  | 2023E   | 2024E  | 2025E  |
|--------------------------------------|--------|--------|-------|---------|--------|--------|
| Per share data                       |        |        |       |         |        |        |
| Earnings per share reported          | -0.60  | -0.52  | 0.32  | 1.52    | 1.53   | 1.49   |
| Cash flow per share                  | -1.02  | 0.56   | 0.43  | -0.07   | 2.71   | 2.12   |
| Book value per share                 | 13.62  | 13.00  | 13.62 | 15.16   | 16.78  | 18.35  |
| Dividend per share                   | 0.20   | 0.20   | 0.40  | 0.50    | 0.50   | 0.50   |
| Valuation                            |        |        |       |         |        |        |
| P/E                                  | -27.4x | -31.3x | 50.8x | 10.8x   | 10.6x  | 10.9x  |
| P/CF                                 | -16.0x | 28.9x  | 38.0x | -228.0x | 6.0x   | 7.7x   |
| P/BV                                 | 1.2x   | 1.3x   | 1.2x  | 1.1x    | 1.0x   | 0.9x   |
| Dividend yield (%)                   | 1.2%   | 1.2%   | 2.5%  | 3.1%    | 3.1%   | 3.1%   |
| FCF yield (%)                        | -6.3%  | 3.5%   | 2.6%  | -0.4%   | 16.6%  | 13.0%  |
| EV/Sales                             | 0.9x   | 0.9x   | 0.7x  | 0.6x    | 0.6x   | 0.6x   |
| EV/EBITDA                            | 14.4x  | 13.2x  | 9.0x  | 6.5x    | 6.0x   | 5.8x   |
| EV/EBIT                              | 124.5x | 82.4x  | 23.5x | 10.6x   | 9.6x   | 9.7x   |
| Income statement (EURm)              |        |        |       |         |        |        |
| Sales                                | 6,671  | 6,679  | 7,599 | 9,879   | 10,076 | 10,177 |
| yoy chg in %                         | -1.2%  | 0.1%   | 13.8% | 30.0%   | 2.0%   | 1.0%   |
| Gross profit                         | 2,223  | 2,288  | 2,448 | 3,507   | 3,577  | 3,613  |
| Gross margin in %                    | 33.3%  | 34.3%  | 32.2% | 35.5%   | 35.5%  | 35.5%  |
| EBITDA                               | 412    | 436    | 631   | 978     | 1,038  | 1,048  |
| EBITDA margin in %                   | 6.2%   | 6.5%   | 8.3%  | 9.9%    | 10.3%  | 10.3%  |
| EBIT                                 | 48     | 70     | 241   | 598     | 646    | 628    |
| EBIT margin in %                     | 0.7%   | 1.0%   | 3.2%  | 6.1%    | 6.4%   | 6.2%   |
| Net profit                           | -122   | -107   | 66    | 310     | 313    | 304    |
| Cash flow statement (EURm)           |        |        |       |         |        |        |
| CF from operations                   | 155    | 482    | 478   | 344     | 923    | 830    |
| Capex                                | -335   | -285   | -332  | -583    | -635   | -641   |
| Maintenance Capex                    | 364    | 367    | 391   | 359     | 369    | 396    |
| Free cash flow                       | -180   | 197    | 147   | -239    | 289    | 189    |
| Balance sheet (EURm)                 |        |        |       |         |        |        |
| Intangible assets                    | 1,001  | 947    | 934   | 941     | 949    | 956    |
| Tangible assets                      | 3,061  | 2,983  | 2,988 | 3,182   | 3,418  | 3,632  |
| Shareholders' equity                 | 2,781  | 2,654  | 2,781 | 3,094   | 3,427  | 3,748  |
| Pension provisions                   | 1,071  | 946    | 922   | 1,304   | 1,330  | 1,343  |
| Liabilities and provisions           | 3,467  | 3,159  | 3,114 | 3,769   | 3,684  | 3,653  |
| Net financial debt                   | 1,549  | 1,468  | 1,399 | 1,720   | 1,533  | 1,447  |
| w/c requirements                     | 2,337  | 2,259  | 2,341 | 3,258   | 3,198  | 3,230  |
| Ratios                               |        |        |       |         |        |        |
| ROE                                  | -2.0%  | -1.4%  | 4.4%  | 12.8%   | 12.7%  | 11.3%  |
| ROCE                                 | 0.7%   | 1.0%   | 3.5%  | 7.7%    | 8.0%   | 7.6%   |
| Net gearing                          | 55.7%  | 55.3%  | 50.3% | 55.6%   | 44.7%  | 38.6%  |
| Net debt / EBITDA                    | 3.8x   | 3.4x   | 2.2x  | 1.8x    | 1.5x   | 1.4x   |
| Source: Company data: AlsterResearch |        |        |       |         |        |        |



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