



The Netherlands | ICT Services | www.ctac.nl | June 18 2021

Closing share Price (17/06/2021) EUR 4.67 Target valuation range FUR 5.00 - 6.80

EUR 3.00 - 0.80	
Risk	High
Reuters	CTAC-AMS
Bloomberg	CTAC NA
Shares number (m)	13.56
Market cap. (m)	63
Net debt 12/20 (m)	4
Net debt/EBITDA 12/20	0.39
1 year price perf.	196%
Diff. with Euro Stoxx	167%
Volume (sh./day)	19,461
H/L 1 year	4.75 - 1.55
Free Float	29.8%
Value8	27.8%
J.P. Visser	19.2%
D. Lindenbergh	10.0%
Alpha, Elpico, Invenet	5.0%
P.C. van Leeuwen	5.2%
Axxion	3.2%

Company description

Ctac is a Business & Cloud integrator that develops and implements industry solutions for the retail, wholesale, manufacturing, real estate and professional services verticals. It operates in the Netherlands and Belgium.



Analyst:

Luuk van Beek

Equity Analyst +31 20 573 5471 I.vanbeek@degroofpetercam.com

Ctac NV

Gearing up for higher revenue growth

This report is considered as a marketing communication. It has been commissioned by Ctac and has not been prepared in accordance with legal requirements designed to promote the independence of investment research, and is also not subject to any prohibition on dealing ahead of the dissemination of investment research.

- Ctac's Capital Markets Day provided more detail on how the company intends to capitalize on the growth opportunities offered by the market in the coming years.
- The company set an ambitious target of achieving high single-digit organic revenue growth, which exceeds our estimates. In combination with acquisitions this should allow it to reach EUR 150m in revenues by 2023.
- Since staff scarcity is likely to be the most important challenge in reaching the revenue target, management launches several initiatives to retain and attract more employees.
- The margin guidance was below our estimates due to growth investments, mainly in the recruitment and training of new employees. Furthermore, amortization of acquisition intangibles has a negative impact on the EBIT-margin. Finally, management may be cautious due to the inherent volatility of project results.
- On balance, we cut our 2021 EPS estimate by 18%, our 2022 estimate by 10% and our 2023 estimate by 2%. We keep our target valuation range unchanged at EUR 5.00-6.80, indicating 7-46% upside.

Tailoring offering to business needs to take advantage of strong market

During Ctac's first Capital Markets Day, management explained how it is evolving from an IT provider that talks to the customer's IT department, to a business integrator that talks to several departments of the customer to develop new solutions. Together with the customer it looks for solutions for which viability (business), desirability (human) and feasibility (technical) overlap. During the CMD it provided some examples of how it helped Palm beers to introduce an intelligent beer tap that constantly monitors the temperature and pressure of the beer pipes to improve product quality and lower maintenance costs. It also helped Indavor to lower the handling time of waste containers from 2 hours to 10 minutes using its approach. Ctac has an incubator approach which it will use in the coming years to develop promising ideas together with the customer in a very structured way. It takes into account new trends and ways of doing business to develop a 'most promising business proposition'.

EUR	12/17	12/18	12/19	12/20	12/21e	12/22e	12/23e
Sales	81.6	83.0	81.8	87.3	99.5	109.3	117.8
EBITDA	4.7	3.4	7.5	10.2	13.5	16.0	17.0
Adj. profit	2.8	1.7	1.3	3.0	4.4	5.2	6.0
EPS	0.22	0.13	0.10	0.23	0.33	0.38	0.44
Div.	0.08	0.08	0.08	0.08	0.11	0.13	0.15
EV/EBITDA	14.0	18.7	9.1	6.6	5.2	4.0	3.5
FCF Yield	0.2%	12.9%	13.8%	29.3%	4.3%	10.9%	10.7%
P/E	14.0	14.6	20.3	12.5	14.3	12.3	10.7
Div. Yield	2.6%	4.1%	4.0%	2.8%	2.4%	2.8%	3.3%





Revenue growth target more ambitious, EUR 150m coming within reach

Ctac targets high single-digit revenue growth in the coming years. During the presentation, the CFO showed that the combination of 10% organic growth and acquisitions should allow the company to reach EUR 150m in revenues by 2023. Our estimates were more cautious at 7% annual organic growth.

Given the current healthy demand for Ctac's services, we believe that the main challenge to achieve the growth target is to attract a sufficient number of employees. To tackle this, Ctac is intensifying its recruitment efforts, because it wants to increase the share of own employees versus more expensive indirect staff. In the past years, the growth in headcount was primarily in own staff. To attract more employees, it is now also targeting non-Dutch-speaking candidates and people with a non-IT background that can be re-trained. New hires are going through an onboarding program to explain the Ctac culture (key words: entrepreneurial, results-oriented, drive, together and aware). The employee attrition is 13-14%, which Ctac believes is slightly lower than competitors.

Ctac will continue to look for acquisitions in its home markets that fit its strategy, have a reasonable size and a fair price. It already has a pipeline of opportunities, which generate EBIT-margins of >8% or should be able to do so in the future. After acquiring a company, it is careful not to impose the Ctac approach immediately. Rather it looks together with the acquired company for potential synergies. In some cases, it purposely keeps the company separate to protect its unique culture and agility.





Growth investments slow down margin increase

Management guided for a 6.5% EBIT-margin for 2021, increasing to more than 8% by 2023. This is more cautious than the previous target of achieving 8% by 2022. The 2021 guidance is also below our estimate of 8%. Most of this difference can be attributed to the investments in recruitment. Ctac intends to achieve a net growth in the average number of employees of 10%. That should allow it to decrease the share of external employees and boost the gross margin. However, to attract those new employees it is investing in marketing campaigns. It also may have to make use of recruitment agencies to fill vacancies in areas where there is a scarcity of skilled people. Furthermore, new employees generally contribute less to revenues and profits during their induction period. That is especially the case for junior staff that typically has a





period of learning on the job before they become billable. With the targeted high growth in the number of employees, this has a significant margin impact in 2021. Over time, the impact should diminish because the additional costs are partly offset by extra revenues, and a positive mix effect on the average salary created by the inflow from younger employees.

Another reason why we believe management remains rather cautious in its margin forecast is the unpredictability of project results. Recent projects have generated healthy margins, showing the effect of the improved tender procedures and project management. However, there is no guarantee that project results will remain consistently strong going forward. Given the limited size of Ctac, results of a couple of projects can have a relatively large impact on the company as a whole. Therefore, we understand that management prefers to remain cautious.

Finally, acquisitions can have a dilutive effect on the margin due to the accounting effects. Part of the acquisition price is allocated to intangible assets as customer and contract portfolios, which are written down quickly. The associated amortization weighs heavily on the EBIT-margin. The acquisition of Purple Square e.g. led to EUR 3.6m in customer and contract intangibles, on which the company amortized EUR 0.3m. That depressed the group margin by 40bps. In 2021 there will be an additional effect from the acquisition of Oliver, and potentially from other acquisitions that may follow in the remainder of the year. We believe management should move to the EBITDA-margin for guidance purposes, to avoid this effect.

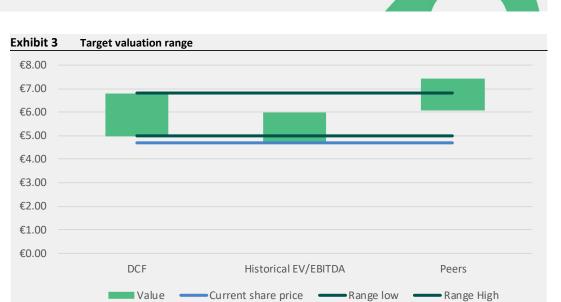
On balance, we cut our 2021 EPS estimate by 18%, our 2022 estimate by 10% and our 2023 estimate by 2%. We keep our target valuation range (Exhibit 3) unchanged at EUR 5.00-6.80. The impact of the lower short-term margins on our DCF value is offset by higher revenue growth, while the peer group comparison benefits from higher peer valuations. For a full discussion of our valuation methods, please read our 24-page report Multiple Growth Drivers Kicking In.

Investment Conclusion

Our 12-month target valuation range of EUR 5.00-6.80 indicates 7-46% share price upside. We see the following catalysts that can drive the share price to a level within the target range:

- Continuation of the promising organic recovery that started in Q4-20. We expect this growth to be driven by good demand from semiconductor customers (ASML), the resumption of store openings at retail customers (e.g. Action), and customers restarting their investments in IT following a Covid-pause in 2.020. Continuation of the positive trend will convince investors that the company's growth profile has structurally improved after a period a period of portfolio streamlining in our view.
- Growth acceleration through acquisitions. The use of Ctac's solid balance sheet for acquisitions can accelerate the realization of its ambitions. These takeovers can add complementary skills and customers, creating room for cross-selling
- Strategic targets confirming further mid-term potential. The targeted EUR 150m in revenues with an EBIT-margin above 8% by 2023 confirm the high growth the company should be able to achieve in the coming years. We expect that ongoing operational improvements, in combination with a higher share of revenues from mature SaaS products, can lead to further increases in profitability in the coming years.





Source: Degroof Petercam estimates



Profit & Loss (EUR m)	12/17	12/18	12/19	12/20	12/21e	12/22e	12/23
Revenues	81.6	83.0	81.8	87.3	99.5	109.3	117.
(of which Sales)	81.6	83.0	81.8	87.3	99.5	109.3	117.
(Y/Y - %)	-5%	2%	-1%	7%	14%	10%	8%
(of which Other revenues)	-	-	-	-	-	-	27
Cost of goods sold	-24.3	-26.6	-25.9	-28.5	-32.3	-34.2	-37.
Gross profit	57.3	56.4	55.9	58.8	67.3	75.1 -48.1	80.
Personnel costs Other costs	-38.4	-38.9 -	-37.2 -	-38.8	-43.8	-48.1	-51.
EBITDA	4.7	3.4	7.5	10.2	13.5	16.0	17.
EBITA	3.7	2.7	2.8	6.1	9.3	11.6	12.
(Ebita margin - %)	4.5%	3.2%	3.4%	7.0%	9.4%	10.6%	10.5%
Amortization	0.0	-0.3	-0.7	-1.5	-2.7	-3.6	-2.
Impairment	-	-	-	_	-	-	
EBIT	3.7	2.4	2.1	4.7	6.7	8.0	9.
Net Financial Result	-	-	-	-	-	-	
(of which Net interest charges)	-0.2	-0.1	-0.2	-0.4	-0.6	-0.7	-0.
(of which Other)	-	-	-	-	-	-	0
Pre-tax result	3.5	2.3	1.8	4.3	6.1	7.3	8.
Taxes	-0.7	-0.6 -	-0.6 -	0.4	-1.2 -	-1.6	-2.
Associates Minorities	0.0	0.0	0.0	0.0	-0.4	-0.5	-0.
Net earnings excl. exceptionals	2.8	1.7	1.3	4.6	-0. 4 4.4	-0.5 5.2	-0. 6.
Except. / Discont. operations	0.0	0.0	0.0	-1.6	0.0	0.0	0.
Net declared earnings	2.8	1.7	1.3	3.0	4.4	5.2	6.
Net adjusted earnings	2.8	1.7	1.3	3.0	4.4	5.2	6.
, ,	12/17	12/18	12/19	12/20	12/21e	12/22e	12/23
Cash Flow (EUR m)			-	-	•		
EBIT	3.7	2.4	2.1	4.7	6.7	8.0	9.
Depreciation	1.0	0.7	4.7	4.1 1.5	4.2	4.4 3.6	4.
Amortization Impairment	0.0	0.3	0.7	1.5	2.7	3.0	2.
Changes in provision	0.0	0.9	0.0	0.4	0.0	0.0	0.
Changes in working capital	-1.7	2.2	1.8	6.1	-3.8	-0.1	-0.
changes in inventories			-	-	-	-	0.
changes in receivables	-	-	-	-	-	-	
changes in payables	-	-	-	_	-	-	
changes in other current assets	-	-	-	_	-	-	
Others	0.0	0.2	0.1	0.0	0.1	0.1	0.
Operational Cash Flow	2.9	6.6	9.3	16.6	9.8	16.0	16.
Tax expenses	-0.8	-1.2	-0.1	-0.3	-1.2	-1.6	-2.
Dividends from associates	0.0	0.0	0.0	0.0	0.0	0.0	0.
Net interest charges	-0.1	-0.1	-0.2	-0.3	-0.6	-0.7	-0.
Others	0.0	0.0	0.0	0.0	0.0	0.0	0.
CF from operating activities	2.0	5.4	9.0	16.0	8.0	13.7	14.
CAPEX	-0.4	-0.3	-0.5	-0.1	-0.5	-0.5	-0.
Investments in intangibles	-1.6	-1.8	-0.7	-0.8	-1.0	-2.2	-2.
Acquisitions	0.0	-0.9	-0.1	-4.3	-4.5	-0.5	-0.
Divestments	0.0	0.0	0.0	0.0	0.0	0.0	0.
Others	0.0	0.0	0.0	0.0	0.0	0.0	0.
CF from investing activities	-1.9	-3.0	-1.3	-5.3	-6.0	-3.2	-3.
Dividend payment	-0.4	-0.5	-0.7	0.0	-0.7	-0.9	-1.
Minor. & pref. dividends	0.0	0.0	0.0	0.0	0.0	0.0	0.
Equity financing	0.0	0.0	0.0	0.0	0.0	0.0	0.
Others	-0.3	0.0	-4.3	-3.7	-3.8	-4.0	-4.
CF from financing activities	-0.7	-0.5	-5.0	-3.7	-4.4	-4.9	-5
Changes in consolidation scope	0.0	0.0	0.0	-3.8	0.0	0.0	0
	0.0	0.0	0.0	0.0	0.0	0.0	0.
			-2.6	-3.2	2.4	-5.6	-5.
Net debt/cash change	0.6	-1.9					
Exchange rate impact Net debt/cash change FCF to Enterprise FCF to Equity	0.6 1.0 0.1	4.5 3.3	3.9 3.6	12.0 11.4	4.6 2.7	9.3 7.0	9. 7.



Balance Sheet (EUR m)	12/17	12/18	12/19	12/20	12/21e	12/22e	12/23e
Fixed assets	19.0	20.2	26.5	37.1	39.6	38.2	37.8
Tangible fixed assets	1.8	1.4	1.3	0.9	1.0	1.1	1.2
Goodwill	13.9	13.9	13.9	17.4	17.4	17.4	17.4
Other intang. assets	2.2	3.7	3.7	6.7	9.0	7.6	7.0
Financial fixed assets	-	-	-	-	-	-	-
Other fixed assets	1.2	1.3	7.6	12.2	12.2	12.2	12.2
Current assets	20.6	20.2	18.9	27.4	26.2	34.4	40.9
Inventories	-	-	-	-	-	-	-
Trade receivables	20.6	13.5	10.9	9.8	12.6	14.4	16.0
Other current assets	0.0	6.2	6.2	7.0	7.1	7.8	8.4
Cash & Equivalents	0.0	0.4	1.9	10.6	6.5	12.2	16.6
Discontinued assets	-	-	-	-	-	-	-
Total assets	39.6	40.4	45.4	64.5	65.8	72.6	78.7
Total Equity	17.9	19.1	19.5	22.5	26.8	31.7	37.2
Equity	17.9	19.1	19.5	22.5	26.7	31.6	37.1
Minorities & preferred	0.0	0.0	0.0	0.0	0.1	0.1	0.1
Provisions	0.2	0.1	0.1	0.8	0.8	0.8	0.8
Provisions for pensions	-	-	-	-	-	-	-
Deferred taxes	0.2	0.1	0.1	0.8	0.8	0.8	0.8
Other provisions	-	-	-	-	-	-	-
Other LT liabilities	0.8	0.3	0.2	1.9	1.4	0.9	0.4
LT interest bearing debt	0.0	0.0	3.4	10.9	10.1	9.8	8.8
Current liabilities	20.7	20.9	22.2	28.4	26.7	29.4	31.5
ST interest bearing debt	2.2	0.7	3.4	3.7	2.9	3.3	3.3
Accounts payables	18.1	19.2	18.4	23.4	23.4	25.7	27.7
Other ST liabilities	0.5	1.1	0.4	1.4	0.4	0.5	0.5
Discontinued liabilities	-	-	-	-	-	-	-
Total liabilities	39.6	40.4	45.4	64.5	65.8	72.6	78.7
EV and CE details (EUR m)	12/17	12/18	12/19	12/20	12/21e	12/22e	12/23e
Market cap.	39.3	25.2	25.8	38.8	63.7	64.4	65.1
+ Net financial debt	2.2	0.3	5.0	4.0	6.4	0.8	-4.5
(of which LT debt)	0.0	0.0	3.4	10.9	10.1	9.8	8.8
(of which ST debt)	2.2	0.7	3.4	3.7	2.9	3.3	3.3
(of which Cash position)	0.0	0.4	1.9	10.6	6.5	12.2	16.6
+ Provisions (pension)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
+ Minorities (MV)	0.0	0.0	0.0	0.0	0.1	0.1	0.1
- Peripheral assets (MV)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
+ Others	-	-	-	-	-	-	-
Enterprise Value	41.5	25.5	30.8	42.8	70.3	65.3	60.7
Equity (group share)	17.9	19.1	19.5	22.5	26.7	31.6	37.1
+ Net financial debt	2.2	0.3	5.0	4.0	6.4	0.8	-4.5
+ Provisions (pension)	-	-	-	-	-	-	-
+ Minorities	0.0	0.0	0.0	0.0	0.1	0.1	0.1
- Peripheral assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0
+ Others	-	-	0.0	0.0	0.0	0.0	0.0
Capital employed (for ROCE)	20.1	19.4	24.5	26.5	33.2	32.5	32.7
+ Accumulated goodwill amortiz.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CE (for ROCE grossed gdwll)	33.9	33.3	38.4	43.9	50.6	49.9	50.1

Notes Debt includes leases from 2019 on.



Per Common Share (EUR)	12/17	12/18	12/19	12/20	12/21e	12/22e	12/236
Adjusted EPS (*)	0.22	0.13	0.10	0.23	0.33	0.38	0.44
Adjusted EPS (fully diluted)	-	-	-	-	=	-	
Declared EPS	0.22	0.13	0.10	0.23	0.33	0.38	0.44
CFS	0.00	0.21	0.52	0.65	0.83	0.96	0.98
FCF (to Equity)	0.01	0.26	0.28	0.86	0.20	0.51	0.50
Dividend	0.08	0.08	0.08	0.08	0.11	0.13	0.15
Book Value	1.41	1.49	1.50	1.66	1.95	2.29	2.66
Shares (m)							
At the end of F.Y.	12.656	12.807	12.931	13.555	13.648	13.781	13.937
Average number	12.597	12.757	12.880	13.243	13.625	13.747	13.859
Fully diluted Average number	12.597	12.756	12.880	13.243	13.625	13.747	13.859
(*) Adjusted EPS : pre-goodwill amortisat	ion earnings, adju	sted for post-	tax non-recu	rrent items			
Ratios	12/17	12/18	12/19	12/20	12/21e	12/22 e	12/23
Valuation analysis							
P/E	14.0	14.6	20.3	12.5	14.3	12.3	10.7
P/CF	nm	9.3	3.8	4.4	5.6	4.8	4.8
P/BV	2.2	1.3	1.3	1.7	2.4	2.0	1.8
EV/Sales	0.5	0.3	0.4	0.5	0.7	0.6	0.5
EV/EBITDA	8.8	7.5	4.1	4.2	5.2	4.1	3.6
EV/EBITA	11.3	9.4	11.0	7.0	7.5	5.6	4.9
EV/EBIT	11.3	10.6	14.9	9.2	10.5	8.2	6.4
EV/CE	2.1	1.3	1.3	1.6	2.1	2.0	1.9
EV/CE (grossed goodwill)	1.2	0.8	0.8	1.0	1.4	1.3	1.2
EV/FCF (1)	41.6	5.6	7.8	3.6	15.4	7.0	6.2
FCF yield (2)	0.2%	12.9%	13.8%	29.3%	4.3%	10.9%	10.7%
Dividend yield	2.6%	4.1%	4.0%	2.8%	2.4%	2.8%	3.3%
Financial ratios							
Interest cover	22.0	24.1	11.8	15.0	15.0	17.2	18.4
Net Debt/EBITDA	0.5	0.1	0.7	0.4	0.5	0.1	-0.3
Net Debt/Equity	12.1%	1.4%	25.7%	17.9%	24.0%	2.7%	-12.1%
Net Debt/FCF (2)	24.0	0.1	1.4	0.4	2.3	0.1	-0.6
Capital turnover	4.1	4.3	3.3	3.3	3.0	3.4	3.6
ROCE pre-tax	18.3%	13.9%	11.4%	23.2%	28.1%	35.8%	37.7%
ROCE post-tax	18.3%	13.9%	11.4%	23.2%	28.1%	35.8%	37.7%
ROCE pre-tax (grossed goodwill)	18.3%	13.9%	11.4%	23.2%	28.1%	35.8%	37.7%
ROCE post-tax (grossed goodwiii)	18.3%	13.9%	11.4%	23.2%	28.1%	35.8%	37.7%
ROE	16.8%	9.3%	6.5%	14.5%	18.1%	17.9%	17.6%
Working capital (in % of sales)	3.0%	-6.8%	-9.2%	-15.5%	-10.8%	-10.3%	-9.9%
DSO (days)	3.0%	-0.6%	-9.2/6	-13.5%	-10.8%	-10.5%	-3.37
Average payment period (days)	_	_	_	_	_	_	
Inventory turn (days)	_	_	_	_	_	_	
Payout	36.0%	59.5%	81.6%	34.9%	35.0%	35.0%	35.0%
Margin analysis and tax rate							
Gross margin	70.2%	68.0%	68.4%	67.4%	67.6%	68.7%	68.4%
EBITDA margin	5.7%	4.1%	9.2%	11.7%	13.6%	14.7%	14.4%
EBITA margin	4.5%	3.2%	3.4%	7.0%	9.4%	10.6%	10.5%
Adjusted profit margin	3.4%	2.1%	1.5%	3.5%	4.5%	4.8%	5.1%
Tax rate	20.0%	25.4%	30.8%	-9.2%	20.0%	22.0%	25.0%
	20.070	23.470	30.070	3.270	20.070	22.070	23.07
Growth analysis	=0/	201	4.07				
Sales	-5%	2%	-1%	7%	14%	10%	8%
EBITDA	11%	-27%	121%	36%	32%	19%	6%
EBITA	20%	-26%	4%	120%	52%	25%	6%
Adjusted profit	7%	-39%	-26%	140%	47%	17%	16%
Adjusted EPS	6%	-40%	-27%	134%	42%	16%	15%
Dividend	14%	0%	0%	0%	43%	16%	15%
(1) Based on FCF to Enterprise - (2) Based	on FCF to Equity						
(=, = ==== (=) Dasce							





Commissioned Research

Degroof Petercam is commissioned by this company to publish research and is paid for this service.

Disclosures applicable when indicated on the front page

- 1. Degroof Petercam acts as a liquidity provider for this company and is paid for these services.
- 2. Degroof Petercam has provided corporate finance services in the past 12 months for this company.

General disclaimer

About Degroof Petercam

This report has been prepared by Bank Degroof Petercam SA/NV ("Degroof Petercam").

Degroof Petercam is a financial institution authorised by and under the prudential supervision of, as a credit institution, the National Bank of Belgium and under the supervision of the Financial Services and Markets Authority. It has its registered office at 44, rue de l'Industrie, 1040 Brussels and is registered with the crossroads bank for enterprises under number 0403.212.172.

No investment research

This report is considered as a marketing communication. It has not been prepared in accordance with legal requirements designed to promote the independence of investment research, and it is not subject to any prohibition on dealing ahead of the dissemination of investment research.

Not approved by the competent regulator

This report is not subject to any statutory prior approval requirement by a competent supervisory authority. As a result, this report has not been, and will not be submitted for approval to any competent supervisory authority.

Content of the report

This report has been prepared by the sell-side research team of Degroof Petercam. All opinions, views, estimates and projections included herein reflect the personal views of the author on the subject company and related securities as of the date of this report. This report does not necessarily reflect the views of Degroof Petercam as institution and is subject to change without notice. The analyst(s) claim(s) furthermore not to have any meaningful financial interest in any of the aforementioned companies, not to be conflicted and not to have accepted any inducement from any person with a material interest in the subject company of the report at hand. The remuneration of the analysts is subject to the remuneration policy of Degroof Petercam and can be consulted here.

The information and opinions contained in this report have been compiled or arrived at from sources believed to be reliable and in good faith, but no representation or warranty, express or implied, is made as to their accuracy, completeness or correctness.

Validity of the report

Any information, opinion or estimate contained in the present report is, regardless of source, given in good faith and may only be valid as of the date on which this report is published and is subject to change. The value of any investment may also fluctuate as a result of market changes. Degroof Petercam is not obliged to inform the recipients of this report of any change to such opinions or estimates.

Not for retail clients

This report is meant exclusively for professional clients or eligible counterparties (as defined in the Markets in Financial Instruments Directive 2014/65/EU) and is not intended for retail clients use.

Review by the subject company of this report

Degroof Petercam reserves the right to submit a draft of the research report (excluding – where relevant - the target valuation range/fair value and the recommendation) for review to the subject company with the sole purpose of correcting any inadvertent material factual inaccuracies.

Conflict of interest

It should be noted that Degroof Petercam and the subject company have entered into an agreement relating to the production of this report. Degroof Petercam has received a remuneration from the subject company for the drafting and dissemination of this report. This remuneration is (i) a fixed fee which has been agreed between the subject company and Degroof Petercam prior to the drafting and publication of this report and (ii) under no circumstances positively or negatively influenced by the content of this report.

Due to the broad activities of the group to which Degroof Petercam belongs, it may occur that Degroof Petercam or any of its affiliates:

- holds positions or effect transactions in the securities of the company mentioned herein or any member of its group;
- · performs or seeks to perform investment banking services for such companies (such as corporate finance advice services);
- acts as a market maker or a liquidity provider for the securities of the company mentioned herein;
- performs any other services it is legally entitled to provide;
- hold a mandate in the subject company;
- hold a significant stake in the subject company.

In this regard, Degroof Petercam is required to have arrangements in place to identify, prevent and manage conflicts of interest between itself and clients and between different clients. Degroof Petercam operates in accordance with a conflicts of interest policy under which Degroof Petercam has identified those situations in which there may be a conflict of interest and, in each case, the steps taken to manage that conflict. Degroof Petercam has taken reasonable care to ensure that objectivity of this research report and the independence of the author are ensured and it has put in place several arrangements (such as internal policies and procedures) in order to manage potential conflicts of interests. Degroof Petercam has for example implemented





a remuneration policy, a personal account dealing procedure and several organizational measures such as Chinese Walls which are designated to prevent against the wrongful disclosure and use of confidential and sensitive information. Where the arrangements under our conflicts of interest policy are not sufficient to manage a particular conflict, Degroof Petercam will inform the relevant client of the nature of the conflict so that the client can make a well-informed decision. Next to the aforementioned arrangements, Degroof Petercam has also implemented the internal arrangements required by article 37(1) of the Commission Delegated Regulation 2017/565.

No offer

This report does not constitute and should not be construed as, an offer or solicitation for the sale, purchase or subscription of any financial instrument. Any offer or entry into any transaction requires Degroof Petercam's subsequent formal agreement which may be subject to internal approvals and execution of binding transaction documents.

No investment advice

The information contained in this report should not be regarded as personalized and should not be considered as a recommendation of investment advice. Recipients should not construe the contents of this report as legal, tax, accounting or investment advice or personal recommendation. Accordingly Degroof Petercam is under no obligation to, and shall not, determine the suitability for the recipient of any potential transaction described herein. Recipients should seek advice to their advisors in order to determine the merits, terms, conditions and risks of any potential transaction that may be described herein.

Forward looking statements

This report may contain forward-looking statements. These forward-looking statements are subject to risks, uncertainties and assumptions and other factors that could cause the actual results, condition, performance, prospects, growth or opportunities to differ materially from those expressed in, or suggested by, these forward-looking statements. Forward-looking statements are not guarantees of future performance and there is no guarantee that any of the estimates or projections will be achieved. Actual results may vary from the projections and such variation may be material.

Past & simulated past performance

Any past or simulated past performance including back-testing, modelling or scenario analysis contained herein is no indication as to future performance. No representation is made as to the accuracy of the assumptions made within, or completeness of, any modelling, scenario analysis or back-testing.

Valuation method

Our target valuation is generally based on a combination of valuation methods including DCF, SOTP, peer group comparison, historical ratio analysis and others. The outcome of these valuation methods is sensitive to both external factors (e.g. interest rates and market valuations) and assumptions we make (e.g. on sales growth, profitability, or valuation discounts). Be aware that even small changes in these elements can lead to large changes in target valuation. More information on the valuation method used for this company can be found in the reports published on https://www.degroofpetercam.com/en-be/commissioned-research

No liability

Degroof Petercam accepts no liability whatsoever for any direct or consequential loss or damage arising from any use of this report or its contents. This report does not purport to give an exhaustive description of the financial instrument and of the issuer of the financial instrument it relates to. Although all reasonable care has been taken to ensure that the information in this report is accurate, neither Degroof Petercam, nor any of its affiliated companies, directors, advisors or employees can be held liable for any incorrect, incomplete or missing information, or for any direct or indirect damage, losses, costs, claims, liabilities or other expenses which would result from the use of, or reliance on, this report, except in case of willful misconduct or gross negligence. The information contained in this report has not been independently verified by any independent third party.

Distribution restriction

The present report is exclusively intended to professional clients and eligible counterparties, to the exclusion of retail clients. It may not be copied, reproduced, marketed or distributed in whole or in part for any purpose whatsoever without the prior written consent of Degroof Petercam.

The present report may not be taken or transmitted or distributed, directly or indirectly, outside of the EEA (but for the United Kingdom).

Report completion and updates

This report was first disseminated on 18 June 2021 06:52 CET. The disclaimer information was updated on 9 August 2021 11:49 CET.

Valuations are continuously reviewed by the analyst and will be updated and/or refreshed regularly. The rationale behind a change in target valuation will be explained in such a refresher/update.

An overview of the research published on this company can be found on our website: https://www.degroofpetercam.com/en-be/commissioned-research

This report has not been reviewed by the company prior to publication.

The report has been reviewed by Michael Roeg, Equity Analyst.

Degroof Petercam Global Markets

www.degroofpetercam.com

Nijverheidsstraat / Rue de l'Industrie 44 – 1040 Brussels

De Entrée 238 A 7th floor – 1101 EE Amsterdam

Benoît Mortelmans +32 2 662 82 93

	Equity Research / Analysts		Sales		
Fernand de Boer	Retail/Food & Beverages	+31 20 573 5417	Anthony della Faille	+32 2 662 8724	
Kris Kippers	Consumer Goods/Holdings	+32 2 287 9259	Laurent Pierret	+32 2 662 8654	
Frank Claassen	Industrials	+31 20 573 5409			
Vivien Maquet	Telecom/Utilities/Real Estate	+32 2 662 8446	Equity Sales		
Inna Maslova	Real Estate	+32 2 662 8644	Simon Vlaminck	+32 2 662 8291	
Laura Roba	ESG/Medtech	+32 2 287 9276	Damien Fontaine	+32 2 662 8287	
Michael Roeg	Technology	+31 20 573 5422	Assia Adanouj	+32 2 662 8768	
David Seynnaeve, PhD	Biotech/Healthcare	+32 2 287 9771	Victor van Eijk	+31 20 573 5436	
Joren Van Aken	Holdings/Misc.	+32 2 662 8883	Beatrice Leysens - Assistant	+32 2 662 8262	
Luuk van Beek	Energy/Engineering/Construction	+31 20 573 5471			
Herman van der Loos, CFA	Real Estate	+32 2 662 8304	Sales Trading		
			Veronique De Schoemaecker	+32 2 662 8280	
Christel De Clerck	Support & Editing	+32 2 662 8302	Fabrice Faccenda	+32 2 662 8986	
			Frédéric Lebrun	+32 2 287 9190	
Cor	porate Brokerage & Syndication		Fixed Income Sale	es	
Gert Potvlieghe		+32 2 662 8289	Peter Oscé	+32 2 287 9862	
Raymond de Wolff		+31 20 573 5414	Sandra Timmermans	+32 2 662 8852	
Tineke Hosselaer	Corporate access	+32 2 662 8290	Olivier Gigounon	+32 2 287 9184	
Charlotte Mertens	Corporate access	+31 20 573 5416			
			Derivatives		
			Karim Marrakchi	+32 2 662 8940	
			Eric Debeaud	+32 2 287 9827	
			Thierry De Wispelaere	+32 2 662 8674	