

Recommendation: Risk: BUY (BUY) HIGH (HIGH) Price Target: EUR 1.10 (1.20)

# Synergies to be reaped in 2015E

- 1H report published: The final 1H figures slightly deviated from the preliminary figures (PF) issued on 22 July 2014. In 1H14, sales amounted to EUR 266.7m (PF: EUR 262.2m / 1H13: EUR 196.5m). AFP (consolidated as from 1/1/2014) contributed EUR 69.1m to the group's sales. Without AFP, ALNO reached organic YOY growth of 0.6%. The group's EBITDA amounted to EUR 38.2m in 1H14 (preliminary figure: EUR 38.9m) including non-cash income of EUR 52.3m from badwill realisation. ALNO's segment reporting is newly based on distribution channels instead of legal entities as before (see page 2 for segment figures). The expansion of the 'Retail' and the 'Project Business' segments, in particular as a result of the AFP takeover, makes ALNO more independent of the German trade associations as a customer group. Selling directly to the end customers yields much higher margins. The 'Trade' segment (commercial channels) posted EBITDA of EUR -8.0m in 1H14 (EUR -0.7m in 1H13), especially because of the price pressure in this segment due to the strong purchasing power of these trade associations and the strong competition.
- Revised estimates: In the 1H report, ALNO showed a preliminary purchase price allocation (PPA) for the AFP acquisition for the first time. This enabled us to develop a much more accurate financial modeling of the takeover, resulting in new balance sheet and cash flow estimates as well as higher expected amortisations of intangible assets. We also revised our other cost estimates, now assuming higher material and personnel cost ratios for FY2014. All these changes resulted in a new EBITDA estimate of EUR 40.9m (old: EUR 62.3m) for FY2014.
- Major shareholder ensures liquidity: Liquidity continues to be tight, and cash flow was below budget in 1H14. The company's major shareholder and supplier, Whirlpool (Bauknecht), has once more agreed on deferments of payment for delivered goods. Even though this agreement officially only runs until the end of 2014, we are rather convinced that Whirlpool will continue to ensure ALNO's liquidity in 2015 via extended payment terms.
- Conclusion: 2014 will still be a year of transition while the full year effect from expected synergies from the AFP integration will be reaped in 2015E. We also expect further strategic initiatives which will result in a higher capacity utilisation as well as further internationalisation. Since we had already reduced our price target in our last update in anticipation of a probable reduction of our estimates, we now reduce it only slightly to EUR 1.10 (old: EUR 1.20). We confirm our BUY recommendation, addressing only investors who are prepared to take relatively high risks.

Y/E Dec 31, EUR m	2011	2012	2013	2014E	2015E	2016E
Sales	452.8	446.3	395.1	570.8	602.7	626.6
EBITDA	5.2	14.0	5.5	40.9	27.0	37.3
EBIT	-10.7	0.9	1.2	20.9	8.7	19.4
Net result	-25.6	-1.4	-10.6	7.3	-4.8	5.6
Basic EPS	-1.04	-0.05	-0.15	0.10	-0.07	0.08
EBITDA margin	1.1%	3.1%	1.4%	7.2%	4.5%	6.0%
Adj. EBITDA margin*	1.1%	3.1%	1.4%	-2.0%	4.5%	6.0%
EBIT margin	-2.4%	0.2%	0.3%	3.7%	1.4%	3.1%
EV/EBITDA*	39.7	14.8	37.6	neg.	7.7	5.5
P/E	neg.	neg.	neg.	n.m.	neg.	8.5
Source: ALNO AG; CBS Research AG *adjusted by income from badwill realisation in 2014E						



# 11 September 2014



#### Short company profile:

ALNO is one of the leading kitchen manufacturers in Germany. Through its brands ALNO, Wellmann, Impuls, Pino, Piatti and Forster Schweizer Stahlküchen (ALNOINOX), the company adresses various customer target groups in different price segments. The Group serves the German and international market with a full range of kitchen styles from seven international production sites.

Share data:			
Share price (EUR, lates	t closing pric	e):	0.68
Shares outstanding (m)		,	70.1
Market capitalisation (E	UR m):		47.9
Enterprise value (EUR r	n):		206.8
Ø daily trading volume (	3 m., no. of s	hares):	152,812
Performance data:			
High 52 weeks (EUR):			1.22
Low 52 weeks (EUR):			0.54
Absolute performance (	12 months):		-38.5%
Relative performance vs	. CDAX:		
1 month			-8.3%
3 months			-8.6%
6 months			-35.4%
12 months			-45.8%
Shareholders:			
Whirlpool Germany Gm	bH		19.99%
NORDIC Kitchen Holdin	ig AG		9.79%
Max Müller & family			5.36%
SE Swiss Entrepreneur	AG		4.87%
LBBW Asset Man. Inve	stmentgesells	schaft	3.00%
Financial calendar:			
3Q 2014 interim annour	ncement:	14 Novem	ber 2014
Author:	Martin Decot	(Analyst)	
Close Brothers Seydler	Research AG	6	
Phone:	+49 (0) 69-97	7 84 56 0	
Email:	research@cb	seydlerres	earch.ag
www.cbs	eydlerreseard	ch.ag	

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# Appendix

#### **Quarterly figures (YOY comparison)**

EURm	1H 2014	1H 2013	+/-
Sales	266.7	196.5	35.8%
Commercial channels			
- segment sales	194.3	179.5	8.3%
- external sales	183.5	172.4	6.4%
as % of the group's total external sales	68.8%	87.8%	
Project business			
- segment sales	72.1	26.6	170.9%
- external sales	67.5	23.6	185.8%
as % of the group's total external sales	25.3%	12.0%	
Retail			
- segment sales	13.9	0.5	>1,000%
- external sales	13.3	0.4	>1,000%
as % of the group's total external sales	5.0%	0.2%	1,00070
Other			
- segment sales	2.4	0.0	n/m
- external sales	2.4	0.0	n/m
as % of the group's total external sales	0.9%	0.0%	
Consolidation			
- segment sales	-15.9	-10.1	
- external sales	0.0	0.0	
Total output	269.1	196.6	36.9%
Gross profit		85.4	32.0%
as % of total output	41.9%	43.4%	52.070
		40.470	
EBITDA	38.2	4.8	692.8%
as % of total output	14.2%	2.5%	
Commercial channels	-8.0	-0.7	n/m
as % of segment sales	-3.0%	-0.3%	
Project business	-3.9	-1.2	n/m
as % of segment sales	-1.5%	-0.6%	10/11
Retail	0.3	-0.4	n/m
as % of segment sales	0.1%	-0.2%	
Other	49.9	6.8	627.5%
as % of segment sales	49.9	0.0 3.4%	637.5%
Consolidation			07 40/
Consolidation	0.0	0.3	-87.1%
EBIT	27.3	3.5	684.2%
as % of total output	10.1%	1.8%	
Net income attrib. to shareholders	21.0	-1.2	n/m
Basic earnings per share (EUR)	0.30	-0.02	n/m
Cash flow from operating activities	4.2	-29.0	n/m
Free cash flow (before interest paid)	-34.2	-36.2	n/m
Source: ALNO AC CRS Research AC			

Source: ALNO AG, CBS Research AG

## **Profit and loss account**

IFRS EURm	2011	2012	2013	2014E	2015E	2016E
Sales YoY grow th	<b>452.8</b> -3.1%	<b>446.3</b> -1.4%	<b>395.1</b> -11.5%	<b>570.8</b> 44.5%	<b>602.7</b> 5.6%	<b>626.6</b> 4.0%
Inventory changes (finished goods, WIP)	0.0	-0.7	1.9	3.2	0.0	0.0
Other own work capitalised	0.9	1.1	0.8	0.1	0.2	0.2
Total output	453.7	446.7	397.7	574.1	602.9	626.8
Cost of materials	-286.4	-257.9	-222.0	-333.7	-343.7	-352.9
as % of total output	-63.1%	-57.8%	-55.8%	-58.1%	-57.0%	-56.3%
Gross profit as % of total output	<b>167.3</b> 36.9%	<b>188.7</b> 42.2%	<b>175.6</b> 44.2%	<b>240.4</b> 41.9%	<b>259.3</b> 43.0%	<b>273.9</b> 43.7%
Personnel expenses as % of total output	-98.5 -21.7%	-97.2 -21.8%	-95.3 -24.0%	-140.4 -24.5%	-135.0 -22.4%	-135.4 -21.6%
Other operating income as % of total output	6.3 1.4%	9.8 2.2%	9.5 2.4%	57.2 10.0%	8.3 1.4%	6.5 1.0%
Other operating expenses as % of total output	-94.2 -20.8%	-84.4 -18.9%	-82.2 -20.7%	-113.6 -19.8%	-105.6 -17.5%	-107.7 -17.2%
Restructuring result as % of total output	24.3 5.4%	-3.0 -0.7%	-2.2 -0.5%	-2.7 -0.5%	0.0 0.0%	0.0 0.0%
EBITDA as % of total output	<b>5.2</b> 1.1%	<b>14.0</b> 3.1%	<b>5.5</b> 1.4%	<b>40.9</b> 7.1%	<b>27.0</b> 4.5%	<b>37.3</b> 6.0%
EBITDA adjusted by badwill realisation as % of total output	-	-	-	<b>-11.4</b> -2.0%	-	-
Depreciation/amortisation and impairments as % of total output	-15.9 -3.5%	-15.9 -3.5%	-12.2 -3.1%	-20.1 -3.5%	-18.3 -3.0%	-17.9 -2.9%
Write-ups of noncurrent assets as % of total output	0.0 0.0%	2.8 0.6%	7.8 2.0%	0.0 0.0%	0.0 0.0%	0.0 0.0%
EBIT as % of total output	<b>-10.7</b> -2.4%	<b>0.9</b> 0.2%	<b>1.2</b> 0.3%	<b>20.9</b> 3.6%	<b>8.7</b> 1.4%	<b>19.4</b> 3.1%
EBIT adjusted by badwill realisation as % of total output	-	-	-	<b>-31.5</b> -5.5%	-	-
Result from at-equity consolidated investments	-3.4	-0.3	-0.7	-2.1	-0.5	0.2
Interest and other financial result	-11.2	-1.8	-7.7	-11.4	-12.5	-12.4
EBT (Earnings before income taxes) as % of total output	<b>-25.2</b> -5.6%	<b>-1.2</b> -0.3%	<b>-7.2</b> -1.8%	<b>7.4</b> 1.3%	<b>-4.3</b> -0.7%	<b>7.2</b> 1.1%
Taxes on income as % of EBT	-0.3 1.4%	-0.2 16.7%	-3.5 48.0%	-0.1 -1.4%	-0.4 10.0%	-1.4 -19.4%
Net income of the group as % of total output	<b>-25.6</b> -5.6%	<b>-1.4</b> -0.3%	<b>-10.7</b> -2.7%	<b>7.3</b> 1.3%	<b>-4.7</b> -0.8%	<b>5.8</b> 0.9%
Minority interests	0.0	0.0	0.1	0.0	-0.1	-0.1
Net income attributable to shareholders	-25.6	-1.4	-10.6	7.3	-4.8	5.6
Weighted average shares outstanding (m)	24.6	30.9	70.1	70.1	70.1	70.1
Basic earnings per share (EUR)	-1.04	-0.05	-0.15	0.10	-0.07	0.08

Source: CBS Research AG, ALNO AG

#### **Balance sheet**

IFRS EURm	2011	2012	2013	2014E	2015E	2016E
Assets						
Noncurrent assets	86.5	89.2	99.8	187.6	187.8	188.8
as % of total assets	54.1%	53.0%	55.0%	62.2%	62.1%	61.4%
Goodwill	1.5	3.7	3.7	3.7	3.7	3.7
Other intangible assets	4.5	5.0	6.0	53.2	51.4	49.5
Property, plant and equipment	73.5	75.7	84.5	120.5	122.8	125.5
Investments accounted for using the equity method	0.9	0.0	0.8	-1.3	-1.8	-1.6
Financial assets/receivables	4.5	3.7	3.6	4.9	4.9	4.9
Receivables and other assets	1.6	0.8	0.9	1.0	1.0	1.0
Deferred taxes	0.0	0.4	0.2	5.7	5.7	5.7
Current assets	73.2	79.0	81.6	114.0	114.5	118.5
as % of total assets	45.9%	47.0%	45.0%	37.8%	37.9%	38.6%
Inventories	25.9	24.5	24.0	34.2	35.0	36.3
Trade receivables	40.1	44.8	42.7	62.6	62.8	65.2
Financial receivables	0.0	0.0	2.0	0.9	0.0	0.0
Other assets and receivables	5.0	4.4	9.7	13.3	13.6	13.8
Cash and cash equivalents	2.2	5.4	3.3	3.0	3.1	3.1
Total assets	159.7	168.3	181.5	301.6	302.2	307.3
Shareholders' equity as % of total equity and liabilities	<b>-73.3</b> -45.9%	<b>-7.5</b> -4.4%	<b>-18.4</b> -10.1%	<b>-0.9</b> -0.3%	<b>-5.7</b> -1.9%	<b>0.1</b> 0.0%
Subscribed capital Capital reserve	67.8 45.9	70.1 3.3	70.1 3.3	70.1 3.3	70.1 3.3	70.1 3.3
Retained earnings	43.9	0.5	0.5	0.5	0.5	0.5
Unappropriated group profit	-187.1	-81.5	-92.3	-74.9	-79.7	-74.1
Minority interests	0.0	0.2	0.1	0.1	0.2	0.3
Noncurrent liabilities and deferred income as % of total equity and liabilities	<b>32.8</b> 20.6%	<b>27.6</b> 16.4%	<b>90.7</b> 50.0%	<b>136.9</b> 45.4%	<b>152.3</b> 50.4%	<b>142.2</b> 46.3%
Provisions for pensions and similar obligations	18.0	20.3	20.6	27.1	26.7	26.2
Deferred tax liabilities	0.4	0.2	2.8	13.6	13.6	13.6
Other long-term provisions	3.2	2.3	1.4	1.4	1.2	1.3
Shareholder loans	0.0	0.0	20.0	20.0	20.0	0.0
Other noncurrent financial liabilities	10.5	4.0	45.2	74.0	90.0	100.4
Deferred income from government grants	0.8	0.7	0.7	0.7	0.7	0.7
Other noncurrent liabilities	0.1	0.0	0.0	0.0	0.0	0.0
Current liabilities as % of total equity and liabilities	<b>200.2</b> 125.4%	<b>148.1</b> 88.0%	<b>109.1</b> 60.1%	<b>165.7</b> 54.9%	<b>155.6</b> 51.5%	<b>165.0</b> 53.7%
Other current provisions	5.6	5.5	2.7	3.7	3.5	3.6
Shareholder loans	0.4	0.4	10.4	10.4	0.4	20.4
Current financial liabilities	99.1	14.9	17.2	37.0	45.0	31.4
Trade accounts payable and other fin. liabilities	86.8	118.2	70.8	100.1	91.5	93.8
Other current liabilities incl. income taxes payable	8.3	9.2	7.9	14.4	15.2	15.8
Total equity and liabilities	159.7	168.3	181.5	301.6	302.2	307.3

Source: CBS Research AG, ALNO AG

## **Cash flow statement**

IFRS EURm	2011	2012	2013	2014E	2015E	2016E
EBIT	-10.7	0.9	1.2	20.9	8.7	19.4
Depreciation/amortisation and write-ups of noncurrent assets	15.9	13.1	4.3	20.1	18.3	17.9
Cash taxes paid/received	-0.3	-0.1	-0.4	-0.1	-0.4	-1.4
Other non-cash income and expenses	-22.4	-6.5	1.0	-44.8	3.1	3.3
Cash-effective change in other provisions	-5.2	-4.8	-5.6	-4.6	-4.6	-4.7
Increase/decrease in inventories, trade receivables, and other assets	-6.9	5.8	-6.6	5.9	-1.3	-4.1
Increase/decrease in trade accounts payable and other liabilities	36.6	24.2	-18.3	17.2	-8.1	2.9
Interest paid/received	-10.3	-7.0	-5.1	-10.5	-11.5	-11.5
Cash flow from operating activities	-3.3	25.5	-29.5	4.1	4.1	21.9
Net cash outflows from the purchase and retirement of PP&E and intangible assets	-17.4	-14.1	-14.7	-16.7	-18.9	-18.8
Payments for the purchase/sale of companies	0.0	-1.2	0.0	-36.7	0.0	0.0
Net investments in financial assets and change in granted loans	0.2	0.5	1.0	0.4	0.9	0.0
Cash flow from investing activities	-17.1	-14.74	-13.7	-52.9	-18.0	-18.8
Capital stock increases less cost	24.2	44.3	0.0	0.0	0.0	0.0
Change in financial liabilities/shareholder loans	-4.1	-51.3	41.6	48.6	14.0	-3.2
Cash flow from financing activities	20.1	-7.1	41.6	48.6	14.0	-3.2
Total change in cash and cash equivalents	-0.3	3.7	-1.6	-0.2	0.1	-0.1
Cash and cash equivalents at the start of the period	1.0	0.6	4.3	2.7	2.5	2.6
Cash and cash equivalents at the end of the period	0.6	4.3	2.7	2.5	2.6	2.5
+ Restricted cash and cash equivalents	1.6	1.1	0.5	0.5	0.5	0.5
= Cash and cash equivalents in the balance sheet	2.2	5.4	3.3	3.0	3.1	3.1

Source: CBS Research AG, ALNO AG

#### Research

# Close Brothers Seydler Research AG

Schillerstrasse 27 - 29 60313 Frankfurt am Main

Phone: +49 (0)69 - 977 8456-0

Roger Peeters Member of the Board	+49 (0)69 - 977 8456- 12 <u>Roger.Peeters@cbseydlerresearch.ag</u>		
Martin Decot	+49 (0)69 - 977 8456- 13	lgor Kim	+49 (0)69 - 977 8456- 15
(Equities)	Martin.Decot@cbseydlerresearch.ag	(Equities)	Igor.Kim@cbseydlerresearch.ag
Gennadij Kremer	+49 (0)69 - 977 8456- 23	Daniel Kukalj	+49 (0)69 - 977 8456- 21
(Corporate Credit)	<u>Gennadii.Kremer@cbseydlerresearch.ag</u>	(Equities)	Daniel.Kukalj@cbseydlerresearch.ag
Carsten Kunold	+49 (0)69 - 977 8456- 28	Manuel Martin	+49 (0)69 - 977 8456- 16
(Equities)	Carsten.Kunold@cbseydlerresearch.ag	(Equities)	Manuel.Martin@cbseydlerresearch.ag
Felix Parmantier	+49 (0)69 - 977 8456- 22	Roland Pfänder	+49 (0)69 - 977 8456- 26
(Equities)	Felix.Parmantier@cbseydlerresearch.ag	(Equities)	Roland.Pfaender@cbseydlerresearch.ag
Dr. Oliver Pucker	+49 (0)69 - 977 8456- 27	Michele Sassano	+49 (0)69 - 977 8456- 17
(Equities)	Oliver.Pucker@cbseydlerresearch.ag	(Support)	Michele.Sassano@cbseydlerresearch.ag
Marcus Silbe	+49 (0)69 - 977 8456- 14	Simone Steymann	+49 (0)69 - 977 8456- 25
(Equities)	<u>Marcus.Silbe@cbseydlerresearch.ag</u>	(Support)	<u>Simone.Steymann@cbseydlerresearch.ag</u>
Veysel Taze	+49 (0)69 - 977 8456- 18	lvo Višić	+49 (0)69 - 977 8456- 19
(Equities)	Veysel.Taze@cbseydlerresearch.ag	(Equities)	<u>Ivo.Visic@cbseydlerresearch.ag</u>
Sergey Weinberg (Corporate Credit)	+49 (0)69 - 977 8456- 20 <u>Sergey.Weinberg@cbseydlerresearch.ag</u>		

# **Institutional Sales** Close Brothers Seydler Bank AG

Schillerstrasse 27 – 29 60313 Frankfurt am Main

Phone: +49 (0)69 - 9 20 54-400

Karl Filbert	+49 (0)69 -9 20 54-104	Klaus Korzilius	+49 (0)69 -9 20 54-114
(Head of Sales)	<u>Karl.Filbert@cbseydler.com</u>	(Benelux, Scandinavia)	<u>Klaus.Korzilius@cbseydler.com</u>
Sebastian Holl	+49 (0)69 -9 20 54-119	Carsten Pfersdorf	+49 (0)69 -9 20 54-168
(Head of Sales Trading)	<u>Sebastian.Holl@cbseydler.com</u>	(Head of Sales Execution)	<u>Carsten.Pfersdorf@cbseydler.com</u>
Bruno de Lencquesaing	+49 (0)69 -9 20 54-116	Dr. James Jackson	+49 (0)69 -9 20 54-113
(Benelux, France)	Bruno.deLencquesaing@cbseydler.com	(UK, Ireland)	James.Jackson@cbseydler.com
Claudia Jurewecz	+49 (0)69 -9 20 54-106	Markus Laifle	+49 (0)69 -9 20 54-120
(Germany, Austria, Switzerland	) <u>Claudia.Jurewecz@cbseydler.com</u>	(Sales Execution)	Markus.Laifle@cbseydler.com
Angela Leser	+49 (0)69 -9 20 54-111	Enikö-Sofia Matyas	+49 (0)69 -9 20 54-115
(Germany, Austria, Switzerland	) Angela.Leser@cbseydler.com	(Germany, France)	Enikoe-Sofia.Matyas@cbseydler.com
Carsten Schlegel	+49 (0)69 -9 20 54-137	Christopher Seedorf	+49 (0)69 -9 20 54-110
(Sales Trading)	Carsten.Schlegel@cbseydler.com	(Switzerland)	Christopher.Seedorf@cbseydler.com
Bas-Jan Walhof (Benelux, Scandinavia)	+49 (0)69 -9 20 54-105 <u>Bas-Jan.Walhof@cbseydler.com</u>		

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#### Recommendation System:

CBSR uses a 3-level absolute share rating system. The ratings pertain to a time horizon of up to 12 months:

BUY: The expected performance of the share price is above +10%. HOLD: The expected performance of the share price is between 0% and +10%. SELL: The expected performance of the share price is below 0%.

This rating system is only a guideline. Therefore, deviations from this system may apply.

Recommendation history over the last 12 months for the company analysed in this report:

Date	Recommendation	Price at change date	Price target
11 September 2014	BUY	EUR 0.68	EUR 1.10
23 July 2014	BUY	EUR 0.861	EUR 1.20
16 June 2014	BUY	EUR 0.80	EUR 1.75
16 May 2014	BUY	EUR 1.03	EUR 1.75
11 April 2014	BUY	EUR 1.02	EUR 1.75

04 February 2014	BUY	EUR 1.12	EUR 1.75
21 January 2014	HOLD	EUR 1.13	EUR 1.40
27 November 2013	HOLD	EUR 0.99	EUR 1.40
30 September 2013	HOLD (Initiating Coverage)	EUR 1.15	EUR 1.40

#### Risk-scaling System:

CBSR uses a 3-level risk-scaling system. The ratings pertain to a time horizon of up to 12 months:

LOW: The volatility is expected to be lower than the volatility of the benchmark MEDIUM: The volatility is expected to be equal to the volatility of the benchmark HIGH: The volatility is expected to be higher than the volatility of the benchmark

The following valuation methods are used when valuing companies: Multiplier models (price/earnings, price/cash flow, price/book value, EV/Sales, EV/EBIT, EV/EBITA, EV/EBITDA), peer group comparisons, historical valuation approaches, discounting models (DCF, DDM), break-up value approaches or asset valuation approaches. The valuation models are dependent upon macroeconomic measures such as interest, currencies, raw materials and assumptions concerning the economy. In addition, market moods influence the valuation of companies. The figures taken from the income statement, the cash flow statement and the balance sheet upon which the

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### Close Brothers Seydler Research AG

Schillerstrasse 27 - 29 60313 Frankfurt am Main www.cbseydlerresearch.ag Tel.: 0049 - (0)69 - 97 78 45 60 Close Brothers Seydler

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