

FLASH NOTE

Seco Warwick - Buy

Target Price: PLN 33.33 | Close as of 25/09/2023: PLN 25.60

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Strategy for 2023-2026

Seco Warwick's mission:

"Through the experience and expertise of our employees and cooperation with our business partners, we create innovative products that give our customers reliable, safe and environmentally friendly solutions for heat treatment and metallurgy, ensuring business efficiency."

Seco Warwick's vision:

"We want to be the first choice company in providing solutions for heat treatment and metallurgy. Innovation and reliability are evident in our thinking and creation everywhere in the world."

Key tenets:

- business agility the ability of an organization to adapt to a changing environment.
- 2. Industry 4.0 effective use of Industry 4.0. solutions for process improvement and product development in the Group.
- 3. Attractive workplace creating a space based on mutual trust, partnership and responsibility, supporting professional and personal development and connecting the needs of different generations.
- 4. Operational excellence the process of continuous self-improvement of the organization to optimize quality, efficiency and productivity, including, among other things, increasing the efficiency of project execution and reducing the cost of claims.
- 5. Local autonomy in a global architecture operational independence of companies in the local market while maintaining established Group standards.
- 6. Business development increasing sales and product margins within current segments in existing and new markets.
- 7. New business opportunities seeking and/or creating new business opportunities outside the Group's current operations.

Strategic initiatives:

- Continue to build market share of local companies in key European and non-European markets (USA, China and India).
- Strengthening the position of the Group's technologies (vacuum furnaces, aluminum processing furnaces Aluminum Process and Controlled Atmosphere Brazing, melting furnaces).



- Strengthening specific functions and ensuring operational self-sufficiency of local companies in key non-European markets.
- Leverage local cost and competence advantages to ensure competitive production of components and equipment for the Group as a whole.
- Developing new technologies and markets.
- Harmonizing the Group's processes and organizational culture on a global scale for the purpose of achieving business objectives.

Financial targets in 2026:

- Consolidated sales revenues of approximately PLN 980mn (CAGR 2022-2026: +12.1%)
- Consolidated EBITDA of about PLN 92mn (CAGR 2022-2026: +12.7%). EBITDA margin of 9.4% in 2026.
- Total capital expenditures in 2023-2026 at about PLN 110mn (average ~PLN 28mn per year), of which about 55% is for strategic projects (development of new technologies and product lines, retrofitting of production and assembly facilities and capacity increase) and 45% for replacement CAPEX.
- Net debt to EBITDA ratio at maximum 1.5x.
- Continuation of the policy of sharing profits with shareholders.
- The Group is in the process of implementing an ESG strategy.

OPINION: POSITIVE

Our financial forecasts assumed the achievement of PLN 872mn in sales revenues in 2026 and EBITDA of PLN 75mn. The strategy assumptions presented are more ambitious in terms of sales achieved as well as profitability realized. Average annual capital expenditures are also higher (PLN 28mn per year vs. our assumptions of PLN 17.5mn).

The Group has historically generated operating cash flow close to EBITDA, which would mean that FCF could reach PLN 270mn during the strategy period, which is close to the current stock market capitalization. On a marginal basis, EV/EBITDA in 2026 is below 5x (assuming net debt/EBITDA of 1.5x, which is a rather conservative assumption; realistically closer to 3-4x EV/EBITDA).

The previous strategy for 2020-2022 assumed an increase in net profit margin to 4% (actually close to 5% in 2022) and capital expenditures averaging PLN 11mn per year (actually closer to PLN 9mn). The previous strategy assumptions have been met, in our view.

In this document we are not changing our recommendation, forecasts, or price target for Seco Warwick.





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