

The Roblon logo is displayed in a white rounded square. The word "Roblon" is written in a bold, yellow, sans-serif font.

ROBLON A/S

INVESTMENT CASE



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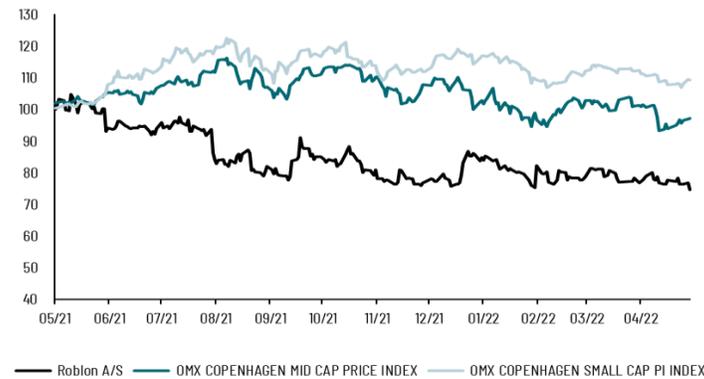
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ROBLON

Roblon develops high-performance fiber solutions. It manufactures and sells strength-based elements, where it acts as a supplier to cable manufacturers primarily within the fiber optic cable (FOC) and oil & gas and energy transmission cable industries.

Ticker: RBLN
 Share Price (DKK): 134.5
 Market Capitalisation (DKK): 202m



KEY FINANCIALS (DKKm)

	2018/19	2019/20	2020/21	2021/22G
Revenue	267.2	254.6	249.9	330-370
EBITDA	-1.7	53.7	-12.6	8-27
EBIT	-22.4	35.8	-32.9	-19-0

*Note: 2021/22G is Roblon's own guidance.

DISCLAIMER

INVESTMENT CASE

- Investment Case: An investment in Roblon reflects a belief that the company can capitalise from its pivot towards the FOC segment and establish positive and growing earnings. The investment reflects a belief that Roblon will gain a foothold in the European rod market and that delayed projects in its composite segment, specifically in Brazil, will be realised.
- The FOC segment has strong underlying market conditions, driven by increasing global demand for additional data transmission capacity and the rollout of 5G networks. However, its composite segment faces adverse market conditions from structural underinvestment in the oil & gas industry. However, Roblon expects strong demand in its composite segment over a 5-7 year horizon, driven by a rebound effect from Covid-19 whereby stalled projects, particularly in Brazil, realise completion.
- Recent acquisitions in the U.S. (Neptco Inc, 2017) and Europe (Vamafil, 2022) position Roblon's activities within strategic clusters, with proximity to key customers.
- Roblon launched the manufacture of a Rod cable component in Europe, in 2020/21, based on technology from its U.S. operations, which reflects a strong market potential.
- Roblon's EV/Sales multiple is significantly lower than the average of its listed peers and the average multiple realised during recent industry deals. A discount is expected given Roblon's recent negative operating earnings; however, a return to profitability would generate expectations of a falling discount.
- Roblon's management team have led the company throughout its transition towards the FOC segment, signalling trust from the board in their ability to execute the company's return to consistent profitability.

KEY INVESTMENT REASONS

- Roblon experiences demand strength with its FOC segment benefitting from digitalisation increasing the demand for connectivity, and its composite segment benefitting from planned oil & gas projects in Brazil.
- Roblon's valuation signals upside potential if the company can successfully return to profitability.

KEY INVESTMENT RISKS

- Continued negative operating earnings could stress Roblon's cash position threatening the company's liquidity over the long term.
- There is a risk that Roblon fails to establish significant sales of its rod product within the European market.
- There is a risk that Roblon is unable to pass rising costs on to customers and its margins are impacted.

ROBLON IN BRIEF

Roblon, once a producer of nylon fibers for rope production, is now a key supplier of fiber-based strength elements for cable manufacturers within FOC and composite segments

Company History: Founded in 1957, Roblon's history is rooted in making high-performance fibers. The company began producing nylon fibers for rope production, later developing more sophisticated fibers for numerous applications, and listing on the OMX Nasdaq Copenhagen in 1986. Roblon ultimately divested its rope production in 1999 evolving its strategy to focus primarily on producing synthetic fibers for use as reinforcement elements in the fiber optic cable (FOC) industry and in the energy sector (composite).

Roblon Today: Roblon is headquartered in Frederikshavn (Denmark) and has production facilities in Gærum (Denmark), North Carolina (USA) and Zdar Nad Sazavou (CZ) (through the recently acquired Vamafil). The company produces fiber-based strength element solutions and is a supplier for cable manufacturers in the FOC industry and a sub-supplier for manufacturers of offshore oil & gas equipment. The primary end-users of FOC products are the telecoms industry with end-users of composite products predominantly energy companies launching new oil & gas projects, and also manufacturers of energy transmission cables. Roblon also provides fiber converting services following its 2022 Vamafil acquisition.

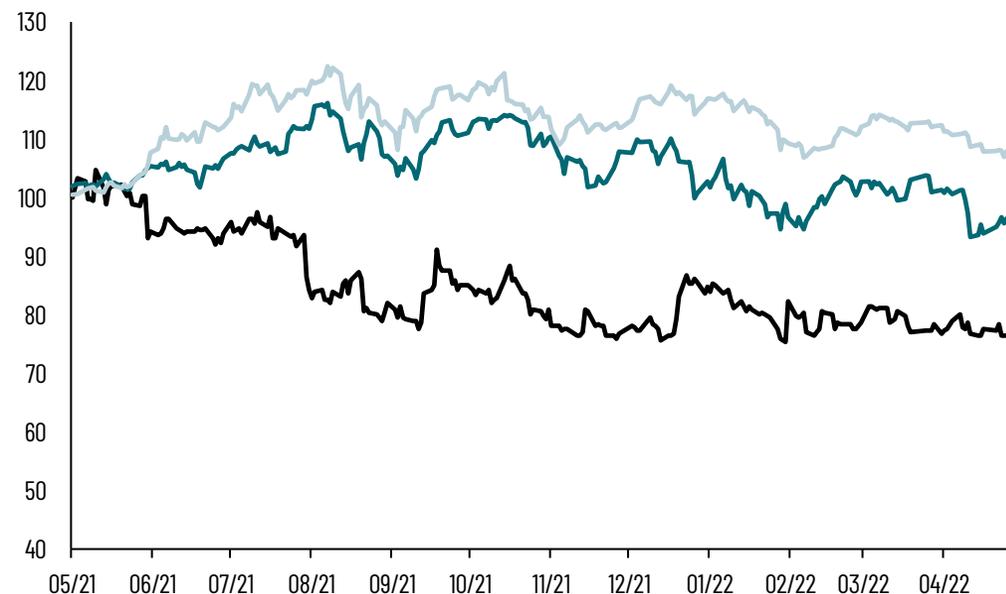
Roblon Future Strategy: In its 2020/21 annual report, Roblon outlined its ambitions towards 2025/26, to become the preferred supplier of high-performance fiber solutions for selected customers. Its financial targets towards 2025/26 include: an average annual revenue growth of min 15%, an average annual EBIT margin of min 10%, annual earnings per share growth of min 15%, and a ROIC before tax of min 20%. Roblon is following a broad rotation towards the FOC segment and introduced a new product (an essential fiber component, rod) to its European FOC market, in 2020/21, based on technology transferred from its US operations.

Shareholder Information: Roblon has two share classifications A shares and B shares. Each A share carries 100 votes and each B share carries 1 vote. There are 27,775 A shares and 1,510,400 B shares. Roblon has two major shareholders with >5% ownership. ES Holding Frederikshavn ApS owns 25.1% of Roblon A/S, including ownership of all A Shares corresponding to 68.8% of voting rights in the company. The second major shareholder is pension fund ATP Group owns 6.3% of Roblon's share capital, with 2.6% of the voting rights.

Share Information: Roblon A/S was listed on the OMX Nasdaq Copenhagen in 1986. Roblon had 2,265 registered shareholders As at financial year-end 2020/21 on 31.10.21, up from 2,152 in the year previous. The members of the board and executive management held 49,062 B-shares at year-end 2020/21, corresponding to 3.2% ownership of the listed capital (2.7% total ownership), up from 3.0% in 2019/2020.

As at 25.05.22, Roblon A/S shares trade at DKK 134.5 per share, giving Roblon a market cap of DKK 202m.

Indexed Share Price Development (100 = May 2021)



— Roblon A/S — OMX COPENHAGEN MID CAP PRICE INDEX — OMX COPENHAGEN SMALL CAP PI INDEX



Roblon

INVESTMENT CASE

ROBLON GROUP OVERVIEW

Roblon continues its pivot towards its FOC segment, where strong market conditions exist. It seeks to restore positive earnings development after negative effects from Covid-19

Group Overview: In Roblon's financial year 2020/21, which runs from 1 Nov – 31 Oct, the group realised revenues of DKK 249.9m, EBITDA of DKK -12.6m and EBIT of DKK -32.9m. The financial results reflect a year in which Covid-19 related obstructions caused significant project delays, particularly within its composite segment. Whilst operating profit was negative, Roblon made progress towards its long-term strategy by increasing FOC sales in the USA and making strategic acquisitions in Europe.

Strategic Direction: In Roblon's 2020/21 annual report the company outlined its strategic objectives towards 2025/26. The predominant strategy centres around increasing product development together with selected customers, while executing its rotation towards the FOC segment, with a focus on the USA and Europe. In the European market, Roblon has acquired Czech-based company Vamafil, and will transfer its European FOC production from Denmark to the Czech Republic to move its production closer to end customers during 2021/22.

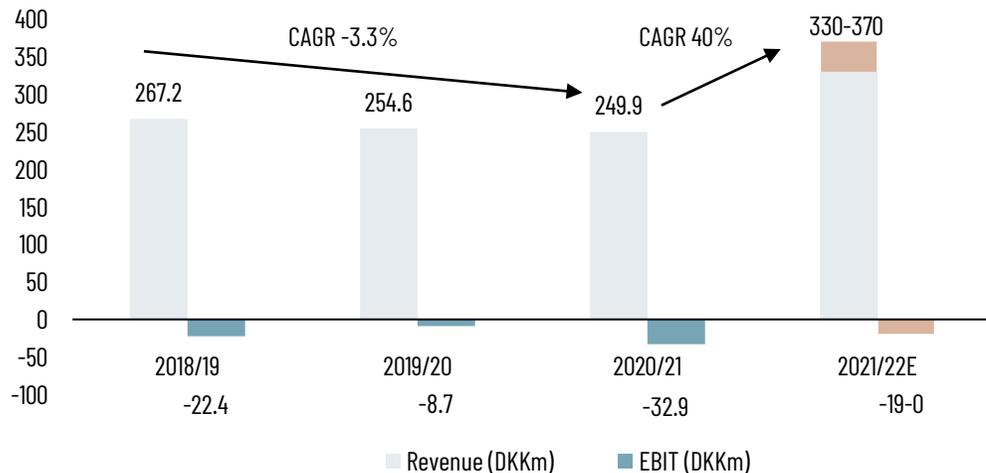
Market Overview: Roblon's addressable market is the combination of its two active product groups, fiber optic cables (FOC) and composite. Roblon's customers in the FOC segment are primarily cable manufacturers for the telecoms industry. While in the composite segment its customers are primarily equipment manufacturers for the oil & gas industry.

The FOC segment looks towards significant growth, supported by an increasing need for additional data transmission capacity. While Roblon's composite segment also looks toward favourable market conditions in the medium term as pre-approved projects, stalled by Covid-19, are realised. Over the long-term ESG targets may result in underinvestment in the oil & gas sector; however, Roblon is actively diversifying its activities by launching new projects related to the green-energy transition (energy transmission).

Order Book for 2021/22: Roblon increased its order book significantly in 2020/21 as projects were delayed by Covid-19 and are expected to be realised in 2021/22. The order book rose to DKK 79.7m in 2020/21 a gain of DKK 51.3m y/y. Its order book strengthened further in Q1 2021/22, up to DKK 116.8m, driven largely by stronger order intakes.

Detail on Senvion Settlement Case: In 2017/18 Roblon signed a three-year contract with Ria Blades, owned by German wind turbine manufacturer Senvion. However, in 2019 Senvion filed for insolvency resulting in a one-off payment to Roblon of DKK 45.6m (USD 6.6m) in a settlement agreement after Ria Blades was acquired by Siemens Gamesa Renewable Energy.

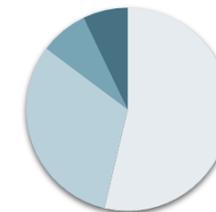
Roblon Revenue and EBIT Development (DDKm)



Revenue Split by Region 2019/20



Revenue Split by Region 2020/21



■ USA ■ Europe ■ Asia ■ Brazil & Latin America

■ USA ■ Europe ■ Asia ■ Brazil & Latin America

*EBIT 2019/20 is recorded as (Ex Senvion) thereby omitting a one-off special item.

ROBLON SEGMENT 1 – FIBER OPTIC CABLES (FOC)

The FOC market has experienced revenue growth since 2018/19, developing positively despite Covid-19. Roblon looks to capitalise on strong market conditions driven by digitalisation

Segment Overview: Within its fiber optic cable (FOC) segment, Roblon manufactures cabling components, primarily fiber-based strength elements, used by cable manufacturers to produce products for the internet and telecoms industries. Roblon’s demand relates to the demand for fiber optic cables, which currently experiences strong market conditions driven by the global rollout of 5G networks and increased transmission needs. Roblon has a recent acquisition history in the sector and focuses on increasing production and sales in the USA.

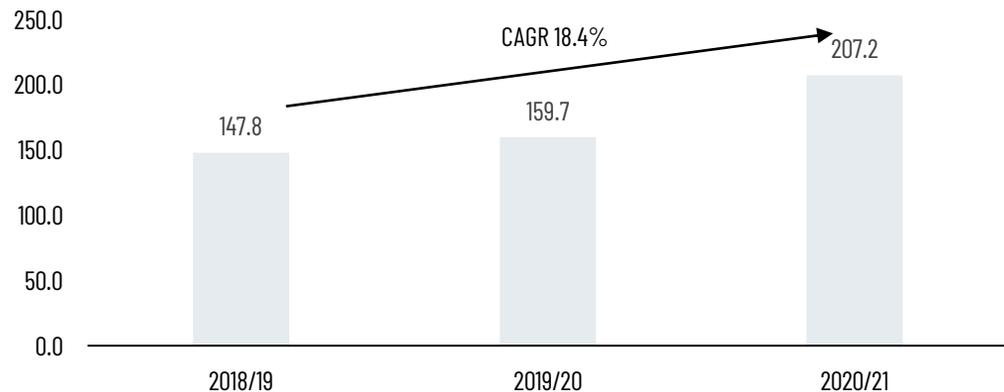
Strategic Investments: Roblon has invested in strengthening its FOC segment in recent years. Including the establishment of production in the USA, through the 2017 acquisition of Neptco Inc (Chase Corp’s Fiber Optic Cable components) business, which was supplemented by investments of DKK 15m in manufacturing equipment to increase US productivity and capacity. In its European markets improvements to production in Denmark were completed in 2020/21 and in Jan 2022 it acquired Vamafil, vertically integrating the Czech-based high-performance fiber converting company, that was previously a supplier. This acquisition enables the relocation of its European production to the Czech Republic to be closer to its major customers in the East of Europe (expected to be completed during 2021/22) as well as reducing costs.

Market Overview: The market for Roblon’s solutions within its FOC segment largely depends on the production levels of fiber optic cable manufacturers, and thus also on the network operators’ current investments in their broadband and mobile networks. Roblon estimates the total market size for its FOC product group to be ~ DKK 2,750m.

Market Drivers: The demand for fiber optic cables experiences growth, supported by an increasing need for additional data transmission capacity as new working patterns, driven by Covid-19, have increased transmission needs. Significant infrastructure and cabling is required to support improved telecommunications and the rollout of 5G, and Ericsson forecasts 5G coverage will increase from 15% to 75% of the global population by 2027. Roblon currently operates in three similarly sized markets; the Americas, APAC, & EMEA. However, the U.S. is the fastest growing, supported by the allocation of USD 65bn for investments targeting telecommunications, in the U.S. USD 1tn Infrastructure Bill. Roblon’s Rod product segment has its largest market potential (>50%). Roblon launched the manufacture of a Rod cable component in Europe, in 2020/21, based on technology from its U.S. operations.

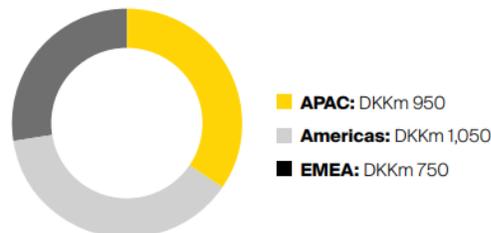
Future Market Expectations: The macro trend of 5G adoption is set to generate strong and stable demand for Roblon. In addition, the removal of negative Covid-19 effects as the pandemic nears its end should stimulate demand within Roblon’s FOC segment.

Revenue Development in Roblon’s FOC Segment (DKKm)

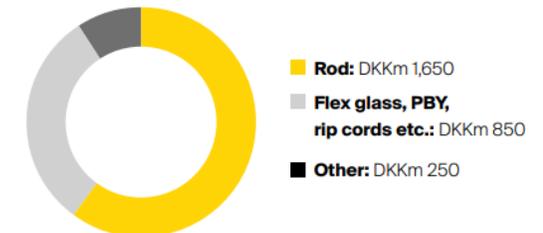


Roblon’s FOC Segment Market Potential

By markets



By product categories



Source: Roblon Annual report 2020/21

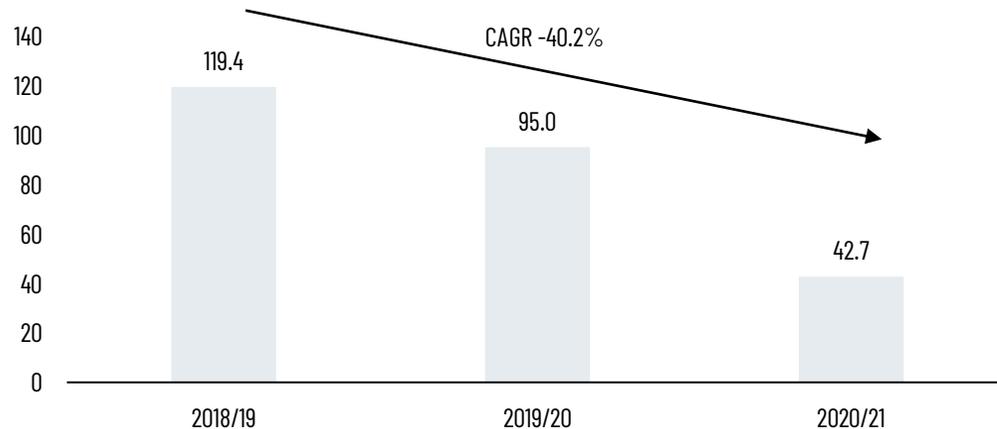
ROBLON SEGMENT 2 - COMPOSITE

The Composite segment has undergone revenue declines since 2018/19 as Covid-19 delayed key projects. Roblon expects strong market conditions for the next 5-7 years

Segment Overview: In its composite segment, Roblon manufactures high-performance strength elements, used in oil pipes and other products within oil & gas and for manufacturers of energy transmission cables. Sales are predominantly made directly to end customers starting large projects, which in some cases are wound up over several years. Roblon develops products closely with its customers and gains a competitive advantage through its expert knowledge of their requirements, giving the company a strong position in its active segments. The composite segment was negatively impacted by Covid-19 as oil & gas projects, particularly in Brazil, were stalled. Continuation of postponed projects is due to positively impact Roblon's composite segment which in Q1 2021/21 saw a y/y order intake increase of DKK 18m.

Strategic Investments: Roblon launched a newly developed composite strength element for subsea energy transmission cables in 2019 and 2020. The product was developed in close collaboration with its customer and opens a new market, in an infant industry. The industry is projected to grow in connection with the green energy transition; however, as yet this represents a small and niche market.

Revenue Development in Roblon's Composite Segment (DKKm)



Market Overview: The market for Roblon's composite product group is largely dependent on new projects in the offshore oil & gas industry, where its niche products meet the stringent safety standards of the industry. Roblon estimates the market size for its composite product group to be ~ DKK 500m.

Market Drivers: Demand within Roblon's composite segment is highly correlated to the frequency of new projects within Oil & Gas. While the Oil & Gas industry faces underinvestment from a growing global sustainability focus, several known projects have been approved, particularly in Brazil, where Roblon has significant activities. During financial years 2019/20 and 2020/21 project postponements due to Covid-19 negatively impacted Roblon. However, as pandemic related contingencies subside project continuations are expected to positively impact Roblon's composite segment, leading to expectations of strong market conditions for the next 5-7 years.

To mitigate decreasing demand in the segment, Roblon has undertaken product development in wind, (subsea) energy transmission and other industries, with strong future growth forecasts. In 2019 and 2020 Roblon supplied composite strength elements for the first major subsea energy transmission project. This market can be a future positive market driver; however, currently, it represents only small sales significance.

Future Market Expectations: In the near term Roblon's composite segment should expect tailwinds in relation to normalisation from Covid-19, particularly from off-shore oil projects in Brazil. Oil & Gas projects may experience higher levels of investment as European nations reduce their energy dependency on Russia. However, in the long-term structural underinvestment in the oil & gas industries will likely remain. Roblon's ability to pivot towards new markets will be key for the segment's future development.

STRATEGIC ACQUISITIONS

Recent acquisitions gave Roblon access to the U.S market, a new FOC product (rod) and positioned its operations within strategic clusters with proximity to suppliers and customers

Acquisition Overview: Roblon has made significant investments in line with its pivot towards the FOC segment, including acquisitions in the U.S. and the Czech Republic.

Vamafil (CZ): Roblon acquired Vamafil spol. s.r.o., (CZ) on 3 Jan 2022, for EUR 8.0m (DKK 54.6m). The company is based in the Czech Republic and has 125 years of history in supplying fiber converting services (treatment & processing of fibers). The deal is projected to add annual revenues of DKK 30-35m for Roblon, reflecting a contribution of 9-10% of Roblon's 2021/22 guidance.

Strategic Advantages: Vamafil is strategically significant for Roblon. Previously a supplier, Vamafil reflects vertical integration and additionally offers proximity to major Roblon customers as seen in the figure below. Roblon plans to transition its European FOC production to Vamafil's facilities in the last part of 2021/22. Initial costs are expected relating to the transition, however, long-term cost savings from transport, wages and energy are expected. Restructuring costs relating to the deal are expected at DKK 8m for financial year 2021/22.

Neptco Inc & Chase Corp's RodPack® Business (USA): Roblon acquired assets from Neptco Inc., part of the publicly listed Chase Corporation Group's fiber Optic Cable components business on 3 April 2017, for DKK 27.3m, and later acquired Chase Corp's RodPack® wind blade components business on 20 April 2018 for approx. USD 2.1m. The company is based in Hickory, North Carolina, USA, specialising in the production of FOC cable components and Rod technology within FOC.

Strategic Advantages: The deal gave Roblon access to a new market (USA) and a new product group (Rod). The North American market and Rod products are forecast to exhibit the highest growth within Roblon's markets and product groups. The acquisitions complement Roblon's strategic pivot toward the FOC market, and give Roblon a base within the cable manufacturing cluster in the American South East, providing close proximity to key customers and suppliers. Additionally, the acquired U.S. operations introduce "rod" products to Roblon's product portfolio, which it can bring to its European market, a strategy expected to be executed throughout 2021/22.

Maps of Roblon's European Production and Key Customers



Source: Roblon presentation of Annual report 2020/21

Maps of Roblon's North American Key Customers



Source: Roblon presentation of Annual report 2020/21

FINANCIALS

Roblon faced declining revenues and earnings during the Covid-19 pandemic; however, it seeks to reverse this trend by capitalising on strong expected market conditions

Roblon Financial Development: Roblon's recent earnings history has fluctuated with a slight downtrend, largely relating to its dealings with Senvion and Covid-19. The company was negatively affected by the insolvency of Senvion (except in 2019/20, where Roblon received a one-off settlement payment of DKK 45.6m). Covid-19 also negatively impacted the business as lockdowns halted production and delayed projects, particularly in its composite segment.

However, there is potential for Roblon to reverse its recent earnings trend, as signalled by its increased order book and working capital. An increased order book suggests the postponed projects in its composite segment can be realised and demand is growing in its FOC segment. The working capital increases result from increased receivables and inventory as Roblon responds to its increased activity. For 2021/22 Roblon's guidance outlines positive revenue and earnings development. While its EBIT guidance remains negative, it signals the potential for positive future earnings, if strong market conditions hold.

Roblon's Liquidity: Roblon's cash and cash equivalents have fallen over recent years, decreasing to DKK 20.4m after Q1 2021/22. Negative cash flows from operating earnings have been the primary driver. Cash drawdowns have corresponded to significant working capital increases, as inventories and accounts receivable have grown, in-line with higher activity levels. Roblon's acquisition of Vamafil in Q1 2021/22 was paid for in cash but relied on a DKK 75m long-term credit facility rather than cash drawdowns.

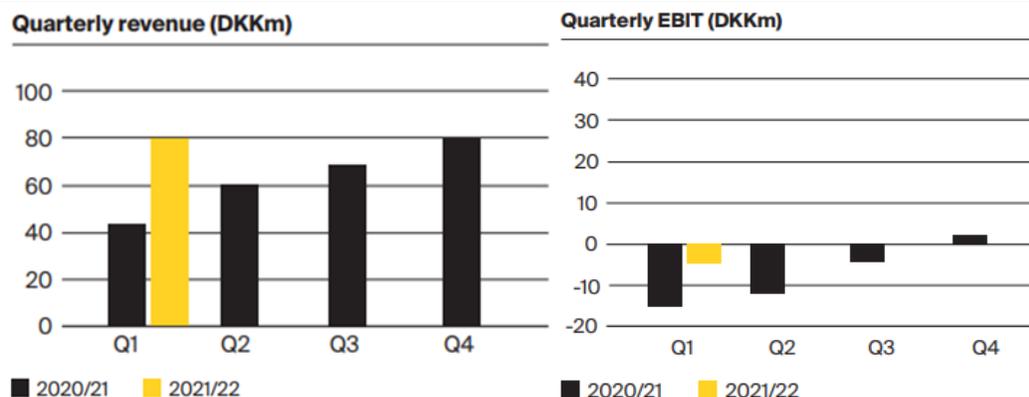
Roblon's debt position as at 31/01/22 consists of non-current liabilities of DKK 12.8m, a short-term portion of lease liability of DKK 2.9m and operating credit of DKK 61.1m (relating to its acquisition of Vamafil). Roblon's financial position is not immediately concerning, however, continued depletion of its cash position could affect its future ability to cover short-term obligations.

Dividend: Based on the loss incurred in 2020/21 the Board decided not to issue any dividends, no dividend has been paid since 2017/18. It is the company's intention to distribute annual dividends corresponding to 40-50% of the profit for the year.

DKKm	2021/22G	2021/22 Q1	2020/21	2019/20	2018/19	2017/18
Order Intake		114.8	301.7	242.4	250.8	226.9
Order Book		116.8	79.7	24.8	35.8	54.7
Revenue	330-370	78.3	249.9	254.6	267.2	221.8
EBITDA	8-27	1.4	-12.6	53.7	-1.7	15.9
EBIT	-19-0	-4.7	-32.9	35.8	-22.4	5.8
Profit/loss for the year		-4.6	-20.8	24.0	-14.6	14.5
EBIT Margin		-6.0%	-13.2%	14.1%	-8.4%	2.6%
EBIT Margin (Ex Senvion)		-6.0%	-13.2%	-3.4%	0.5%	4.0%
ROIC		-10.7%	-20.1%	22.4%	-15.4%	4.0%
ROIC (Ex Senvion)		-10.7%	-20.1%	-5.4%	1.0%	6.4%
Cash and Cash Equivalents		20.4	45.7	83.4	54.1	122.3
Working Capital		112.4	100.2	73.7	87.2	55.9
Cash flow for the year/period		16.7	-3.6	4.6	-8.5	-3.0

*Note: 2021/22G is Roblon's own guidance.

Roblon's Quarterly Revenue and EBIT for 2020/21 & 2021/22:



COMPETITIVE OVERVIEW

Roblon's closest peers Fiber-Line Inc and Gotex were acquired by larger publicly traded companies, by Avient Corp in 2019 and Coats Group Plc in 2016 respectively



Coats Group Plc

2021 Revenue ~ USD 1,504m

Coats Group plc (Coats) is a United Kingdom-based industrial thread company. The Company's segment includes Apparel & Footwear and Performance Materials. It provides complementary products, services and software solutions to the apparel and footwear (A&F) industries.

Coats Group Plc acquired Gotex SA, a Roblon peer, in 2016, giving it an entry to the high-performance fiber solutions market.



Gotex SA

Gotex is a manufacturer of high-performance coated fibreglass yarns. Its primary markets are telecommunications (fiber optic cables), energy, and oil and gas. Gotex is based in Spain and operates internationally, with expansion plans towards the Indian market.

Gotex SA is privately owned. It was acquired by Coats Group Plc in 2016.



Avient Corp

2021 Revenue ~ USD 230.6m

Avient Corp was formed from the merger of PolyOne Corp and Clariant Colour in 2020. It is a US-based global manufacturer of specialised polymer materials, which include thermoplastic compounds, speciality resins, speciality polymer formulations, engineered films, and colour and additive systems.

Avient Corp acquired Fiber-Line Inc, a Roblon peer, in 2019, giving it an entry to the high-performance fiber solutions market.



Fiber-Line Inc

Fiber-Line is a manufacturer of high-performance coated synthetic fibers. Its primary markets are the fiber optics, oil & gas, industrial, and synthetic wire industries. Fiber-line operates globally with four offices internationally. Fiber-line is considered a direct peer to Roblon.

Fiber-Line is privately owned. It was acquired by Avient Corp in 2019.



Indore

Indore is a manufacturer of high-performance coated fibreglass yarns. Its primary markets are telecommunications (fiber optic cables), energy, and transport. Indore is based in India and operates internationally. The company also owns one of the world's largest rod manufacturing facilities.

Indore is privately owned.

PEER GROUP ANALYSIS

Roblon's EV/SALES multiple is discounted compared to peers and industry deals. Negative operating earnings suggest a discount is fair, however, it may fall if profitability returns

Roblon Valuation: Roblon's listed peers Avient Corp and Coats Group Plc are substantially larger than Roblon in size, as demonstrated by the difference in market capitalisations.

Roblon trades at a relative discount to its peers on an EV/Sales basis. We forecast Roblon's EV/Sales multiple for 2021/22 and 2022/23 at below 0.6x, a significant discount compared to its peers trading above 1.0x. Roblon's EV/Sales multiple is also comparatively lower than its peers when studying recent industry deals, which as per Table 2 highlighted an EV/Sales multiple of 2.0x for the acquisition of Gotex SA by Coats Group Plc in 2016. A significant discount is expected given Roblon's negative operating earnings history and its smaller size. However, if Roblon increases revenues and returns to profitability, this discount should be expected to fall.

Analysing EV/EBITDA our model suggests that for FY 2022 Roblon will trade at a significant premium to its peers, driven by lower operating margins. However, we see that FY 2023, as Roblon's margins improve its EV/EBITDA multiple moves more in line with its peer group.

Cable Component Manufacturing Peer Group

Company	Currency	Price (local)	Total return YtD	Market Cap. (EURm)	Latest Net Debt (EURm)	EV/Sales		EV/EBITDA		P/E	
						2022E	2023E	2022E	2023E	2022E	2023E
Avient Corp	USD	46.9	-16%	3,997	1,106	1.09	1.04	8.6	7.8	13.4	11.8
Coats Group PLC	GBP	70.7	4%	1,204	216	0.97	0.94	6.2	5.3	11.0	9.8
Average			-6%	2,601	661	1.0	1.0	7.4	6.6	12.2	10.8
Roblon A/S	DKK	134.5	-4%	27	-2	0.49	0.42	14.0	5.4	N/A	28.7
Premium (+) / Discount (-) to peers						-53%	-57%	88%	-18%	N/A	166%

Note: Data from 25/05/22

Source: Refinitiv

Industry deals multiples overview	
Avient Corp (PolyOne Corp) acquired Fiber-Line Inc for USD 120m (Jan 2019)	<ul style="list-style-type: none"> Avient Corp (PolyOne Corp) acquired Fiber-Line Inc for USD 120m, at undisclosed multiples. However, the acquisition was expected to add revenues of USD 100m in its first year.
Coats Group Plc acquired Gotex SA in 2015 for EUR 28.1m (Jun 2016)	<ul style="list-style-type: none"> Coats Group Plc acquired Gotex SA for EUR 28.1m (USD 32m), at an EV/Sales multiple of 2.0x, given revenues of EUR 14.2m Gotex had an EBIT of EUR 2.2m giving the deal an EV/EBIT multiple of 12.8x

Table 2: Industry deals overview

Note on modelling methods: The multiples for Roblon in the table below are based on our own estimates, whereas multiples for the peers are derived from Refinitiv. In our modelling, we expect that Roblon will deliver near the mid-point of its 2021/22 guidance as positive developments, particularly within European Rod sales offset downwards pressures that result from rising costs and other macroeconomic headwinds. We also assume that the acquisition of Vamafil will be successfully integrated and will add revenues in line with Roblon's guidance. No adjustments for different accounting periods have been made.

MANAGEMENT TEAM AND MEMBERS OF THE BOARD OF DIRECTORS

Roblon's management team have led the company throughout its transition toward the FOC segment, creating a strong platform for executing its long-term strategy

Lars Østergaard
CEO



CEO Lars Østergaard assumed the position in January of 2016. He has experience within large industrial companies, having previously served as Managing Director of Royal Arctic Logistics, CEO of Color Print, Executive Vice President of Aalborg Portland Group, and more. Østergaard has an MSc in International Business Economics from Aalborg University. His leadership has overseen Roblon's pivot towards the FOC segment. Ownership: 7,099 shares ~ 0.47% of outstanding B shares.

Carsten Michno
CFO



CFO Carsten Michno assumed the position in March of 2015. He has previous experience as a CFO at GateHouse and has served as a Financial Manager at both Motorola and North Flying. Furthermore, he also has auditorial experience at KPMG & Deloitte. He holds an MSc in Economics and an MBA in Strategic Management. Ownership: 4,500 shares ~ 0.3% of outstanding B shares.

Kim Müller
CTO



CTO Kim Müller joined Roblon in 1992 and assumed his position as CTO in June of 2017. He has relevant technical experience from working at TDB and has business experience from his time at Erhvervsservice Nord. Ownership: 6,091 shares ~ 0.4% of outstanding B shares.

Jørgen Kjær Jacobsen
Chairman



Chairman of the Board, Jørgen Kjær Jacobsen, joined the Roblon Board in 2014. He has extensive board experience, currently sitting upon numerous other company Boards as the Chairman, such as Gabriel Holding, Nordjyske Holding, Aalborg Stiftstidendes Fond, BKI Foods, and more. He has also graduated from Bestyrelsesakademiet - University of Copenhagen and has both an HD and HA from Aarhus University. Ownership: 25,000 shares ~ 1.66% of outstanding B shares.

Ole Lønsmann
Deputy Chairman



Deputy Chairman, Ole Lønsmann, joined the Roblon board in 2018. He has extensive experience within the financial sector. He has previously worked as a Business Advisor at Vestjysk Bank and as a Sales and Marketing Manager at Hadsten Bank. Ownership: 1,825 shares ~ 0.12% of outstanding B shares.

Other board members:

- **Randi Toftlund Pedersen** - Group Senior Vice President Corporate Finance at Salling Group Ejendomme A/S
- **Peter Sloth Vagner Karlsen** - Vice President Group Technology, Rockwool International, Sparekassen Vendsyssels Fond Hals (B)
- **Nita Svendsen (employee elected)** - HR assistant
- **Flemming Nielsen (employee elected)** - Machine Operator

RISK FACTORS POTENTIALLY AFFECTING THE INVESTMENT CASE

We have identified general risk factors associated with the case of which we feel investors should be aware

Share Price Development: The market price of the Roblon share may develop negatively depending on several factors, including financial results varying from expectations, economic downturns, changes in expectations, changes in geopolitical conditions, and the risk of declining global stock markets.

Market Development: Demand for cabling components is to some extent correlated to global economic activity and the associated demand for fiber optic cables. A global economic downturn could, therefore, negatively affect Roblon.

Suppliers: Roblon is dependent on suppliers, primarily in Europe, the USA, and Asia. They seek to secure long-term suppliers of critical raw materials through contracts and agreements and look to collaborate with more than one supplier. Nonetheless, if Roblon experiences a deterioration in supplier relations, time lags, or logistical challenges, they could potentially face raw material supply shortages.

Competitiveness: Roblon is self-identified as a niche player due to differentiating itself from competitors in terms of know-how, quality, and flexibility. If competitor R&D leads to the development of superior, more efficient production and distribution methods, Roblon's points of differentiation become at risk of being eroded.

Customer relations: Roblon's products are primarily sold directly to Roblon's customers, with their customer portfolio primarily comprising a small number of large global companies. If relations with their large global customers weaken, Roblon runs the risk of significant decreases in revenue.

Cost Inflation: Global input prices are rising, including for raw materials and energy. Roblon may be unable to pass the full costs to its customers. Rising prices could threaten Roblon's earnings if inflation persists.

COVID-19: The Covid-19 pandemic led to postponements of projects within the oil & gas industries, negatively affecting Roblon's composite segment, specifically its Brazilian operations. Lockdowns also delayed production facility upgrades. While the most severe impacts of Covid-19 appear to be mitigated in the west a new strain to reintroduce these negative pressures.

Cyber Attack: Roblon's operations are dependent on stable IT systems to ensure that production is continuously geared to demand. A hack leading to a shutdown for a significant period could result in production delays and additional costs.

Compliance risk: Roblon is subject to legislation and guidelines in the countries in which they operate. Compliance in relation to products, finance, administration, quality, and CSR is handled centrally. Failure to comply with any of the aforementioned areas of compliance opens the company to various legislative risks.

Exchange rates: Roblon's revenue, earnings, and net investments are constantly affected by exchange rate fluctuations. Roblon is therefore exposed to exchange rate fluctuations because it trades internationally throughout Europe and North America. However, where possible Roblon completes transactions in DKK or EUR, where it considers there to be no risk due to fixed exchange rates. Roblon also allows for hedging of currency risks if appropriate.

Employees: Roblon is reliant on employees, to ensure the company stays on track to achieving its long-term growth goals. Losing key management members could negatively affect the execution of the company's long-term ambitions. Furthermore, the inability to attract new qualified personnel could materially affect the company's operations.

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