

Zalaris

Confirming the path forward

Zalaris has concluded the strategic review that was launched in April last year. The company has determined that continuing with its current strategy represents the most compelling route to long-term value creation. Since the review was instigated, Zalaris has achieved significant operational improvements, upgraded its growth and profit targets, and seen material share price appreciation. Management remains committed to its ambition to become one of the top three global providers of multi-country payroll and HR transformation services.

Year end	Revenue (NOKm)	PBT (NOKm)	EPS (NOK)	DPS (NOK)	P/E (x)	Yield (%)
12/23	1,134.0	10.8	0.95	0.00	83.1	N/A
12/24	1,346.3	80.7	2.70	0.90	29.2	1.1
12/25e	1,494.5	145.2	5.06	0.96	15.6	1.2
12/26e	1,626.0	186.7	6.38	1.36	12.4	1.7

Note: PBT and EPS (diluted) are normalised, excluding amortisation of acquired intangibles, exceptional items and share-based payments.

On 2 April 2024, Zalaris launched a strategic review; the purpose was to evaluate structures and opportunities that could accelerate the company's growth and further enhance customer and shareholder value. In yesterday's release, the company confirmed that it had received and evaluated acquisition proposals, but the board had concluded that none offered a premium that adequately reflected the company's value, particularly considering its recent financial outperformance, strong growth trajectory and positive outlook.

At its September 2023 capital markets day, the company outlined its growth plans, including its target to hit revenue of NOK1.5bn and an operating margin of 12–15% by FY26. It is now on track to hit those targets early (the Q125 annualised revenue run rate was c NOK1.5bn with an operating margin of 14.1%) and has initiated a new target for revenue of NOK2bn at an operating margin of 13–15% by FY28. After no dividends were paid for FY22 or FY23, the company proposed a dividend of NOK0.90 for FY24 (paid in June 2025) and has committed to distribute 50% of profit before tax to shareholders.

At the start of 2024, the share price was NOK46.6 and by 1 April 2024 it had reached NOK68.0. Prior to announcing the conclusion of the strategic review, the share price was NOK84.6. Our most recent DCF valuation, which assumes that Zalaris meets its FY28 targets and factors in modest revenue growth of 4% for FY29–34 at a 14% EBIT margin, values the company at NOK110.1/share.

As the strategic review was partly initiated because of the low daily trading volume of the shares, which drove price volatility, the board is committed to improving share liquidity over time by allocating resources to enhance the marketability and trading dynamics on the Oslo Exchange.

Conclusion of strategic review

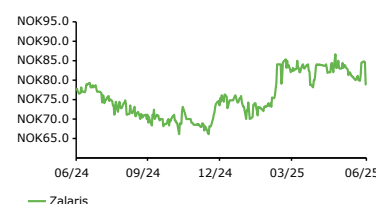
Software and comp services

13 June 2025

Price **NOK78.80**
Market cap **NOK1,744m**

Net cash/(debt) at end Q125 NOK(225.6)m
 Shares in issue 22.1m
 Free float 65.6%
 Code ZAL
 Primary exchange OSLO
 Secondary exchange N/A

Share price performance



Business description

Zalaris is a leading provider of comprehensive human capital management and payroll solutions.

Analyst

Katherine Thompson +44 (0)20 3077 5700

tmt@edisongroup.com

[Edison profile page](#)

General disclaimer and copyright

This report has been commissioned by Zalaris and prepared and issued by Edison, in consideration of a fee payable by Zalaris. Edison Investment Research standard fees are £60,000 pa for the production and broad dissemination of a detailed note (Outlook) following by regular (typically quarterly) update notes. Fees are paid upfront in cash without recourse. Edison may seek additional fees for the provision of roadshows and related IR services for the client but does not get remunerated for any investment banking services. We never take payment in stock, options or warrants for any of our services.

Accuracy of content: All information used in the publication of this report has been compiled from publicly available sources that are believed to be reliable, however we do not guarantee the accuracy or completeness of this report and have not sought for this information to be independently verified. Opinions contained in this report represent those of the research department of Edison at the time of publication. Forward-looking information or statements in this report contain information that is based on assumptions, forecasts of future results, estimates of amounts not yet determinable, and therefore involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of their subject matter to be materially different from current expectations.

Exclusion of Liability: To the fullest extent allowed by law, Edison shall not be liable for any direct, indirect or consequential losses, loss of profits, damages, costs or expenses incurred or suffered by you arising out of or in connection with the access to, use of or reliance on any information contained on this note.

No personalised advice: The information that we provide should not be construed in any manner whatsoever as, personalised advice. Also, the information provided by us should not be construed by any subscriber or prospective subscriber as Edison's solicitation to effect, or attempt to effect, any transaction in a security. The securities described in the report may not be eligible for sale in all jurisdictions or to certain categories of investors.

Investment in securities mentioned: Edison has a restrictive policy relating to personal dealing and conflicts of interest. Edison Group does not conduct any investment business and, accordingly, does not itself hold any positions in the securities mentioned in this report. However, the respective directors, officers, employees and contractors of Edison may have a position in any or related securities mentioned in this report, subject to Edison's policies on personal dealing and conflicts of interest.

Copyright 2025 Edison Investment Research Limited (Edison).

Australia

Edison Investment Research Pty Ltd (Edison AU) is the Australian subsidiary of Edison. Edison AU is a Corporate Authorised Representative (1252501) of Crown Wealth Group Pty Ltd who holds an Australian Financial Services Licence (Number: 494274). This research is issued in Australia by Edison AU and any access to it, is intended only for "wholesale clients" within the meaning of the Corporations Act 2001 of Australia. Any advice given by Edison AU is general advice only and does not take into account your personal circumstances, needs or objectives. You should, before acting on this advice, consider the appropriateness of the advice, having regard to your objectives, financial situation and needs. If our advice relates to the acquisition, or possible acquisition, of a particular financial product you should read any relevant Product Disclosure Statement or like instrument.

New Zealand

The research in this document is intended for New Zealand resident professional financial advisers or brokers (for use in their roles as financial advisers or brokers) and habitual investors who are "wholesale clients" for the purpose of the Financial Advisers Act 2008 (FAA) (as described in sections 5(c) (1)(a), (b) and (c) of the FAA). This is not a solicitation or inducement to buy, sell, subscribe, or underwrite any securities mentioned or in the topic of this document. For the purpose of the FAA, the content of this report is of a general nature, is intended as a source of general information only and is not intended to constitute a recommendation or opinion in relation to acquiring or disposing (including refraining from acquiring or disposing) of securities. The distribution of this document is not a "personalised service" and, to the extent that it contains any financial advice, is intended only as a "class service" provided by Edison within the meaning of the FAA (i.e. without taking into account the particular financial situation or goals of any person). As such, it should not be relied upon in making an investment decision.

United Kingdom

This document is prepared and provided by Edison for information purposes only and should not be construed as an offer or solicitation for investment in any securities mentioned or in the topic of this document. A marketing communication under FCA Rules, this document has not been prepared in accordance with the legal requirements designed to promote the independence of investment research and is not subject to any prohibition on dealing ahead of the dissemination of investment research.

This Communication is being distributed in the United Kingdom and is directed only at (i) persons having professional experience in matters relating to investments, i.e. investment professionals within the meaning of Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005, as amended (the "FPO") (ii) high net-worth companies, unincorporated associations or other bodies within the meaning of Article 49 of the FPO and (iii) persons to whom it is otherwise lawful to distribute it. The investment or investment activity to which this document relates is available only to such persons. It is not intended that this document be distributed or passed on, directly or indirectly, to any other class of persons and in any event and under no circumstances should persons of any other description rely on or act upon the contents of this document.

This Communication is being supplied to you solely for your information and may not be reproduced by, further distributed to or published in whole or in part by, any other person.

United States

Edison relies upon the "publishers' exclusion" from the definition of investment adviser under Section 202(a)(11) of the Investment Advisers Act of 1940 and corresponding state securities laws. This report is a bona fide publication of general and regular circulation offering impersonal investment-related advice, not tailored to a specific investment portfolio or the needs of current and/or prospective subscribers. As such, Edison does not offer or provide personal advice and the research provided is for informational purposes only. No mention of a particular security in this report constitutes a recommendation to buy, sell or hold that or any security, or that any particular security, portfolio of securities, transaction or investment strategy is suitable for any specific person.
