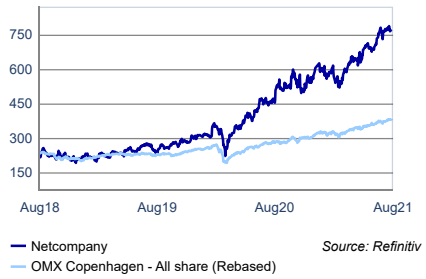
Netcompany

Telecom Equipment and IT
Denmark

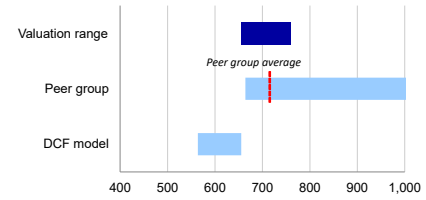
KEY DATA

Stock country	Denmark
Bloomberg	NETC DC
Reuters	NETCG.CO
Share price (close)	DKK 778
Free Float	85%
Market cap. (bn)	EUR 5.23/DKK 38.90
Website	www.netcompany.com
Next report date	09 Nov 2021

PERFORMANCE



VALUATION APPROACH (DKK/SHARE)



Source: Nordea estimates

ESTIMATE CHANGES

Year	2021E	2022E	2023E
Sales	0%	0%	0%
EBIT (adj)	-2%	-1%	-1%

Source: Nordea estimates

Nordea Markets - Analysts
Claus Almer
Director

Jesper Herholt Jensen
Managing Director, Sector Coordinator

Short-term pain for long-term gain

Netcompany's Q2 report was a mixed bag with the key question being whether it was more important that the UK and Norway had started to show their potential or that Denmark's profitability was under pressure (albeit for long-term strategic reasons). The poor profit performance was clearly a negative surprise, but in terms of the equity story, we believe it was outweighed by the strong performance by the UK and Norway. The increase in the number of employees (23% y/y) and improvement in revenue visibility (23% y/y) suggest revenue will exceed FY guidance (H2 top end of sales growth guidance: ~17.5% y/y). We trim our EBITA estimates, but our DCF- and peer-group based valuation range is up slightly to DKK 655-760 (645-745) due to peers trading at higher margins.

Q2 2021: Decreasing profit level in Denmark

While Q2 revenue was in line with the company-compiled consensus, EBITA was a 14% lower due to a higher cost base caused by higher of external consultants (~40), a high proportion of tendering activity, which reduced the number of billable hours, and DKK 7m in severance pay (UK).

Strategic shift of resources from Denmark to international

The Q2 results were affected by highly profitable resources being move from Denmark, notably to the UK and Norway. Short term this will reduce profitability, as Netcompany's projects in Denmark are its most profitable. However, it is essential for the long-term growth potential that divisions outside Denmark are able to replicate the Danish operation's way of steering and controlling IT projects ("on time and on budget"), and to establish the necessary culture, it seems necessary to redistribute some of the Danish operation's resources, despite any short-term disadvantages.

UK, Norway and Holland: Seem to be on the right track

Both the UK (revenue up 23%) and Norway (47%) showed strong revenue growth and margin improvement. The CEO said the tenders for which the divisions are bidding are increasing in size and complexity. Revenue for Holland was down by 3% y/y, as the recent wins will first show in H2.

Margins are rather sensitive to swings

The effect of more independent consultants (likely contributing a flattish gross profit) diluted the Q2 gross margin by 1.5 pp, equal to DKK ~-12m. Cross-utilisation of Danish resources had same negative impact . Hence, even small headwinds or short term investments have a visible impact on the reported margins and profit level.

SUMMARY TABLE - KEY FIGURES

DKKm	2017	2018	2019	2020	2021E	2022E	2023E
Total revenue	1,416	2,053	2,454	2,839	3,406	3,951	4,623
EBITDA (adj)	435	555	674	809	901	1,094	1,322
EBIT (adj)	306	399	516	645	796	995	1,226
EBIT (adj) margin	21.6%	19.4%	21.0%	22.7%	23.4%	25.2%	26.5%
EPS (adj, DKK)	3.33	4.14	7.84	9.36	12.13	15.40	19.04
EPS (adj) growth	241.4%	24.3%	89.5%	19.4%	29.5%	27.0%	23.7%
DPS (ord, DKK)	0.00	0.00	0.00	1.00	2.00	2.00	2.00
EV/Sales	n.a.	5.8	6.8	11.1	11.4	9.7	8.1
EV/EBIT (adj)	n.a.	30.0	32.3	48.9	48.9	38.5	30.7
P/E (adj)	n.a.	53.2	40.4	66.5	64.2	50.5	40.9
P/BV	n.a.	6.1	7.7	12.8	13.0	10.6	8.6
Dividend yield (ord)	n.a.	0.0%	0.0%	0.2%	0.3%	0.3%	0.3%
FCF Yield bef A&D, lease	n.a.	1.2%	2.5%	1.6%	1.3%	1.8%	2.1%
Net debt	1,070	998	826	402	7	-580	-1,308
Net debt/EBITDA	2.7	1.9	1.2	0.5	0.0	-0.5	-1.0
ROIC after tax	8.8%	10.7%	13.3%	16.3%	25.0%	30.2%	35.8%

Source: Company data and Nordea estimates

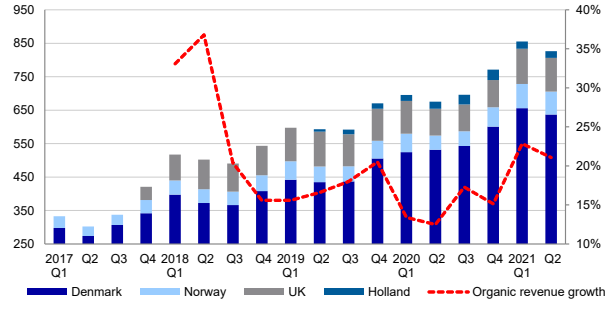
Q2 2021 review

NETCOMPANY: Q2 2021 RESULTS (DKKm)

	2020				2021				Act vs		Q2,	2020	2021	H2,
	Q1	Q2	Q3	Q4	Q1	Q2A	Q2E	Cons	NDA	Cons	y/y	H2	FY-H1	y/y
Revenue	**696**	**676**	**695**	**773**	**855**	**827**	**830**	**821**	**-0%**	**1%**	**22%**	**1,468**	**1,724**	**18%**
Production cost	421	416	401	445	529	533	524	499	2%	7%	28%	847	1,045	23%
Gross profit	**275**	**260**	**293**	**328**	**326**	**293**	**305**	**322**	**-4%**	**-9%**	**13%**	**621**	**679**	**9%**
Sales & marketing	4	4	4	5	6	6	8	-	-20%	-	61%	9	18	106%
Administration	106	95	94	99	103	121	105	-	15%	-	28%	193	211	9%
Special items	0	0	0	0	0	0	0	0	-	-	-	0	0	-
EBITA	**164**	**161**	**195**	**224**	**216**	**167**	**193**	**195**	**-14%**	**-14%**	**3%**	**419**	**450**	**7%**
Amortisation	25	25	25	24	9	9	9	-	-2%	-	-64%	49	19	-62%
EBIT	**139**	**136**	**170**	**200**	**207**	**158**	**184**	**-**	**-14%**	**-**	**16%**	**370**	**431**	**17%**
Net financial items	-19	-16	-6	-152	37	-12	-7	-	-	-	-	-158	-11	-
Pre-tax profit	**120**	**120**	**164**	**48**	**244**	**146**	**177**	**189**	**-18%**	**-23%**	**22%**	**212**	**420**	**98%**
Taxes	27	24	36	43	45	33	39	42	-14%	-21%	39%	79	100	27%
Net profit	**93**	**96**	**128**	**5**	**200**	**112**	**138**	**147**	**-18%**	**-24%**	**17%**	**133**	**320**	**140%**
EPS	1.9	2.0	2.6	0.1	4.1	2.3	2.8	-	-17%	-	17%	2.7	6.3	132%
EPS growth, y/y	-5.5%	55.6%	24.9%	-96.0%	114.8%	-	40.7%	-	-	-	-	-41.1%	131.8%	-
Revenue growth, organic	**13.4%**	**12.5%**	**17.3%**	**15.1%**	**22.9%**	**21.2%**	**22.8%**	**21.6%**	**-**	**-**	**-**	**-**	**-**	**-**
Revenue growth, y/y	16.4%	13.9%	17.3%	15.1%	23.0%	22.4%	22.8%	21.6%	-	-	-	16.2%	17.5%	-
Gross margin	39.5%	38.4%	42.2%	42.4%	38.1%	35.5%	36.8%	39.3%	-	-	-	42.3%	39.4%	-
Costs (Reveneue - EBITA adj)	**531**	**514**	**499**	**549**	**639**	**660**	**637**	**626**	**4%**	**5%**	**28%**	**1,049**	**1,274**	**22%**
Costs growth, q/q	-	-3%	-3%	10%	-	3%	16%	14%	-	-	-	14%	-	-
EBITA, adj	**164**	**161**	**195**	**224**	**216**	**167**	**193**	**195**	**-14%**	**-14%**	**3%**	**419**	**450**	**7%**
EBITA margin, adj	23.6%	23.9%	28.1%	28.9%	25.3%	20.2%	23.3%	23.7%	-	-	-	28.5%	26.1%	-
Incremental EBITA margin, adj	17.2%	42.7%	30.5%	42.9%	32.7%	87.7%	20.5%	-	-	-	-	-	12.1%	-
EBIT margin	20.0%	20.1%	24.5%	25.9%	24.2%	19.1%	22.1%	-	-	-	-	25.2%	25.0%	-
Tax rate	22.4%	19.9%	21.9%	89.5%	18.2%	22.9%	22.0%	22.2%	-	-	-	37.3%	23.9%	-
Revenue visibility	2,132	2,484	2,720	-	2,765	3,065	-	-	-	-	23%	-	-	-
% of FY revenue	75.1%	87.5%	95.8%	-	81.2%	90.0%	-	-	-	-	-	-	-	-
In/out orders	304	352	236	119	634	299	-	-	-	-	-15%	355	342	-
Growth, y/y	46.9%	10.2%	-16.2%	78.1%	108.5%	-15.0%	-	-	-	-	-	1.8%	-3.7%	-
12-month performance:														
Revenue (12m)	2,552	2,634	2,737	2,839	2,998	3,149	3,152	2,964	-0%	6%	20%	-	-	-
Revenue growth (12m)	19.6%	18.4%	17.7%	15.7%	-	119.6%	119.7%	112.5%	-	-	-	-	-	-
EBITA adj (12M)	634	669	701	744	797	802	828	775	-3%	3%	20%	-	-	-
EBITA margin, adj (12M)	24.9%	25.4%	25.6%	26.2%	26.6%	25.5%	26.3%	26.2%	-	-	-	-	-	-

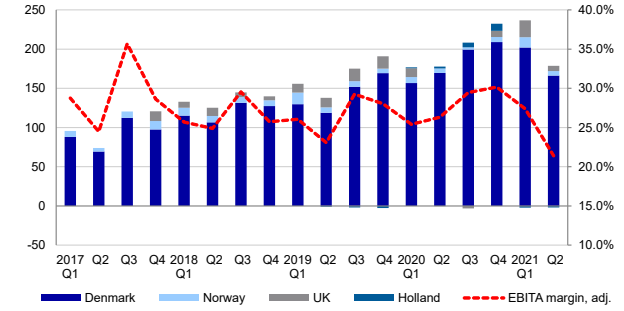
Source: Company data, company-compiled consensus, and Nordea estimates

NETCOMPANY: REVENUE (DKKm)



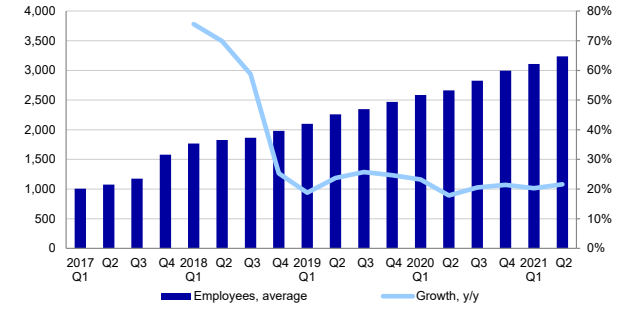
Source: Company data and Nordea

NETCOMPANY: EBITA (DKKm)



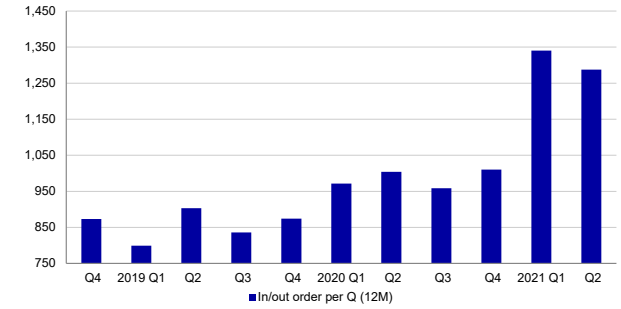
Source: Company data and Nordea

NETCOMPANY: FTE DEVELOPMENT (DKKm)



Source: Company data and Nordea

NETCOMPANY: IN/OUT ORDERS (DKKm), 12-MONTH



Source: Company data and Nordea

2021 revenue growth now expected at top end of earlier guidance

Netcompany has narrowed its revenue growth guidance to 18-20%, lifting the lower end from 15% to close to the previous midpoint. This comes as little surprise after the Q2 results.

However, Netcompany only reiterated its 23-25% EBITA margin guidance for 2021, which may be a small disappointment given that before the results consensus was expecting 25.5% for the year.

Based on the H1 results, the top of the revised 2021 guidance implies ~18% revenue growth y/y for H2, and a ~25.0% EBITA margin (H2 2020: 28.5%).

NETCOMPANY: 2020 AND UPDATED COMPANY GUIDANCE FOR 2021 (DKKm)

	2020	2021 guidance			2021 guid. pre Q2		2021E		2022E		2023E
		Low	High	Mid	Low	High	Nordea	Cons	Nordea	Cons	Nordea
Revenue	**2,839**	**~3.36bn**	**~3.42bn**	**3,395**	**~3.3bn**	**~3.4bn**	**3,406**	**3,412**	**3,951**	**4,040**	**4,623**
Revenue growth, y/y	15.7%	-	-	-	-	-	20.0%	20.2%	16.0%	18.4%	17.0%
FX effect, Revenue	-1.1%	-	-	-	-	-	0.6%	0.7%	0.0%	0.0%	0.0%
Revenue growth, organic	16.0%	-	-	-	-	-	20.0%	20.2%	16.0%	18.4%	17.0%
Revenue growth, LCY+organic	**17.1%**	**18%**	**20%**	**19.0%**	**15.0%**	**20.0%**	**19.4%**	**19.5%**	**16.0%**	**18.4%**	**17.0%**
Costs	2,094	~2.5	~2.6	2,580	~2.5	~2.6	2,573	2,543	2,936	2,992	3,394
Growth	14.0%	~20%	~22%	23.2%	~20%	~22%	22.9%	21.4%	14.1%	17.7%	15.6%
EBITA, adj	**744**	**~770**	**~855**	**815**	**~755**	**~855**	**833**	**869**	**1,015**	**1,048**	**1,229**
EBITA margin, adj	26.2%	~23	~25%	24.0%	~23	~25%	24.5%	25.5%	25.7%	25.9%	26.6%

Source: Company data, pre-Q2 company-compiled consensus, and Nordea estimates

Valuation: DKK 655-755 per share

Our valuation of Netcompany is based on the combination of our DCF model and a peer group valuation. Both methods have their strengths and weaknesses, but we believe they yield a reliable valuation range when evaluated together.

As there are few suitable peers for Netcompany, our valuation range is derived from the combination of a DCF model and a peer group valuation.

The valuation is sensitive to the number of years of high revenue growth – if Netcompany were to extend the number of years of revenue growth by more than 20%, this would have a significant impact on our valuation.

Our DCF-based 12-month fair value (WACC: 6.0%) is DKK 610 per share (up from DKK 595), based on the assumptions outlined below.

NETCOMPANY: DCF MODEL ASSUMPTIONS

Averages and assumptions	2021-30	2032-36	2037-41	2042-46	2047-51	LT
Sales growth, CAGR	11.9%	10.0%	10.0%	6.3%	2.5%	-
EBIT-margin	23.7%	22.0%	20.0%	11.0%	2.0%	-
Capex/depreciation, x	0.5	1.1	1.1	1.1	1.1	-
Capex/sales	1.0%	0.5%	0.4%	0.4%	0.4%	-
NWC/sales	18.0%	18.0%	18.0%	18.0%	18.0%	-
FCFF, CAGR	11.3%	9.1%	7.7%	-5.9%	-32.3%	2.0%

Source: Nordea estimates

The model is sensitive to revenue growth and the EBIT margin is relatively high, although this should be expected given the company's high-growth profile.

Our peer group valuation is based on IT companies with similar growth, above-average margins, and a focus on "new world IT". Geographical exposure plays a smaller role in our selection of peers. Within this group, we find the following companies particularly suitable:

- Epam
- Globant
- Endava
- Kainos

Although the company 'Reply' shares some of the same characteristics as Netcompany, we exclude it from our peer group valuation, as its expected growth (according to Refinitiv consensus) is somewhat lower than for Netcompany.

NETCOMPANY: PEER GROUP VALUATION

		Share	MCAP	Grw, 2020-23E			EBIT mrg	P/E			EV/EBITDA			EV/EBIT			PEG	Share price	
		price	EURbn	Rev	EBIT	EPS	2021E	2021E	2022E	2023E	2021E	2022E	2023E	2021E	2022E	2023E	20-23E	1M	YTD
Key peers																			
Epam	US	3,509	26.6	26%	26%	26%	17.2%	72.2x	58.3x	45.7x	45.5x	36.9x	29.9x	45.6x	37.0x	29.9x	2.8x	10%	56%
Globant	Lux	1,499	8.0	30%	35%	27%	16.2%	70.4x	57.7x	49.2x	41.3x	33.8x	27.3x	43.0x	35.2x	28.4x	2.6x	9%	10%
Endava	UK	806	6.0	28%	38%	27%	19.0%	75.4x	62.7x	52.8x	45.0x	36.8x	30.1x	40.3x	33.0x	27.0x	2.8x	13%	68%
Kainos	UK	150	2.5	19%	34%	33%	21.7%	47.0x	46.4x	43.8x	35.6x	34.1x	31.5x	35.7x	34.1x	31.6x	1.4x	17%	42%
Reply	UK	1,121	5.6	12%	15%	16%	13.7%	40.6x	36.4x	32.5x	22.7x	20.8x	18.9x	22.7x	20.8x	18.9x	2.6x	9%	58%
Average (ex Reply)	**-**	**-**	**10.8**	**26%**	**33%**	**28%**	**18.6%**	**66.2x**	**56.3x**	**47.9x**	**41.8x**	**35.4x**	**29.7x**	**41.1x**	**34.8x**	**29.2x**	**2.4x**	**12%**	**44%**
Netcompany (cons.)	DK	775	5.1	18%	25%	26%	25.6%	57.0x	46.3x	38.2x	40.4x	33.3x	28.4x	41.1x	33.9x	28.9x	2.2x	9%	24%
IT service companies:																			
IBM	US	119	106.4	2%	19%	15%	17.7%	13.1x	11.9x	11.1x	9.2x	9.1x	9.0x	9.2x	9.0x	9.0x	0.9x	-4%	12%
Accenture	IE	268	169.9	10%	12%	12%	15.4%	36.1x	32.2x	29.4x	20.3x	18.4x	16.8x	21.3x	19.3x	17.7x	3.1x	8%	22%
Cognizant	US	62	32.5	8%	9%	11%	15.6%	18.2x	16.5x	15.3x	11.0x	10.1x	9.6x	11.0x	10.1x	9.6x	1.7x	6%	-10%
Atos	FR	40	31.5	1%	-4%	-2%	7.0%	20.9x	20.6x	18.1x	13.5x	12.4x	11.1x	13.5x	12.4x	11.1x	-9.3x	4%	10%
Cap Gemini	FR	182	77.4	8%	13%	17%	12.6%	35.1x	30.7x	26.8x	23.9x	21.2x	18.8x	23.9x	21.3x	18.8x	2.1x	2%	28%
CGI Group	CA	77	132.8	3%	7%	14%	16.7%	35.8x	29.9x	26.8x	24.9x	20.9x	19.1x	25.0x	20.9x	19.1x	2.6x	-5%	10%
DXC Technology	US	34	36.3	-7%	-11%	-9%	9.6%	31.0x	26.8x	24.1x	20.8x	17.6x	15.8x	20.8x	17.7x	15.8x	-3.3x	8%	52%
Sopra Steria	FR	168	12.0	6%	21%	24%	8.3%	22.9x	19.4x	17.6x	14.5x	11.9x	10.8x	16.3x	13.4x	12.1x	0.9x	12%	26%
HCL	IN	12	4.4	8%	10%	11%	20.5%	9.5x	7.3x	6.2x	5.0x	4.6x	4.1x	5.0x	4.6x	4.1x	0.9x	-21%	-46%
Infosys	IN	18	30.7	11%	15%	13%	23.7%	22.4x	20.2x	17.9x	13.4x	12.4x	11.4x	13.4x	12.4x	11.4x	1.7x	13%	44%
Tata	IN	36	18.8	8%	10%	9%	26.1%	21.1x	19.3x	16.7x	12.5x	12.0x	11.6x	11.3x	10.8x	10.4x	2.4x	1%	12%
Wipro	IN	7	8.6	10%	12%	11%	18.0%	16.7x	11.2x	9.3x	5.4x	4.9x	4.5x	5.4x	5.0x	4.5x	1.5x	3%	55%
Tech Mahindra	IN	14	3.4	6%	13%	9%	15.3%	16.0x	13.4x	11.9x	8.0x	7.2x	6.7x	8.1x	7.3x	6.8x	1.7x	3%	27%
Average, ex India	**-**	**-**	**74.9**	**4%**	**8%**	**10%**	**12.9%**	**26.6x**	**23.5x**	**21.1x**	**17.3x**	**15.2x**	**13.9x**	**17.6x**	**15.5x**	**14.1x**	**0.5x**	**4%**	**19%**
Average	**-**	**-**	**51.1**	**6%**	**10%**	**10%**	**15.9%**	**23.0x**	**20.0x**	**17.8x**	**14.0x**	**12.5x**	**11.5x**	**14.2x**	**12.6x**	**11.6x**	**0.5x**	**2%**	**19%**
Nordic peers:																			
Trifork	DK	25	0.5	-	-	-	10.4%	3.3x	2.7x	2.2x	23.5x	19.1x	15.7x	42.0x	29.9x	22.4x	-	2%	-
NNIT	DK	135	0.4	6%	16%	28%	7.1%	22.1x	19.8x	16.3x	10.1x	9.1x	8.2x	26.7x	17.2x	14.3x	0.8x	9%	11%
TietoEvry	FI	28	3.4	2%	7%	6%	13.1%	12.1x	11.6x	11.0x	7.9x	7.7x	7.5x	11.5x	10.9x	10.4x	2.0x	6%	6%
KnowIT	SE	30	0.6	22%	25%	15%	9.5%	21.6x	19.7x	16.3x	12.2x	10.5x	7.5x	16.1x	13.3x	10.2x	1.4x	8%	-3%
Average	**-**	**-**	**1.2**	**10%**	**16%**	**16%**	**10.0%**	**14.8x**	**13.4x**	**11.5x**	**13.4x**	**11.6x**	**9.7x**	**24.1x**	**17.8x**	**14.3x**	**1.4x**	**6%**	**5%**
SimCorp	DK	873	4.7	8%	11%	13%	27.5%	44.7x	40.6x	36.3x	32.4x	29.3x	26.5x	35.7x	31.8x	28.5x	3.5x	11%	-4%
Others:																			
Europe IT consult. 1)	-	-	-	8%	8%	11%	7.6%	22.9x	24.6x	20.6x	18.0x	14.1x	14.1x	22.9x	20.0x	17.3x	2.2x	4%	25%
Global IT consult. 2)	-	-	-	7%	10%	19%	21.2%	37.0x	29.4x	28.9x	20.1x	17.1x	235.7x	33.9x	28.3x	22.1x	2.0x	2%	19%
Average, total	**-**	**-**	**-**	**11%**	**15%**	**17%**	**14.7%**	**32.8x**	**28.7x**	**25.3x**	**21.5x**	**18.1x**	**60.1x**	**27.2x**	**22.7x**	**18.9x**	**1.7x**	**5%**	**22%**
Netcompany, NDA	**DK**	**775**	**5.1**	**18%**	**24%**	**27%**	**25.2%**	**63.9x**	**50.3x**	**40.7x**	**42.7x**	**34.9x**	**28.4x**	**48.4x**	**38.3x**	**30.6x**	**2.4x**	**9%**	**24%**
- One-off, PPA adj.	**DK**	**775**	**5.1**	**18%**	**18%**	**17%**	**21.1%**	**68.0x**	**54.9x**	**48.0x**	**42.7x**	**34.9x**	**28.4x**	**46.2x**	**37.6x**	**30.5x**	**4.1x**	**9%**	**24%**

Source: Refinitiv and Nordea estimates

VALUATION: NETCOMPANY (OUR ESTIMATES) VS PEER GROUP VALUATION

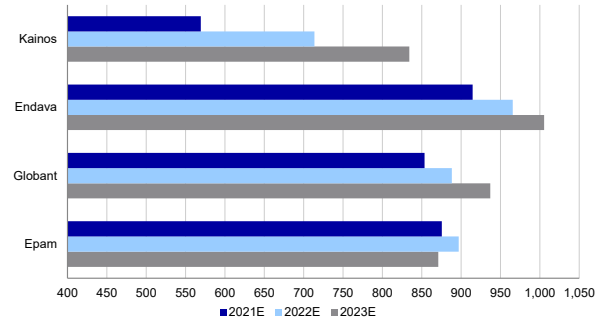
	Grw, 2020-23E			EV/EBIT			PEG	Share price	
	Rev	EBIT	EPS	2021E	2022E	2023E	20-23E	1M	YTD
Key peers	**Underperf.**	**Underperf.**	**Underperf.**	**Premium**	**Premium**	**Premium**	**Premium**	**Underperf.**	**Underperf.**
IT service companies:	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Premium	Outperf.	Outperf.
- Ex India	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Premium	Outperf.	Outperf.
Nordic peers:	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Premium	Outperf.	Outperf.
Europe IT consult. 1)	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Premium	Outperf.	Underperf.
Global IT consult. 2)	Outperf.	Outperf.	Underperf.	Premium	Premium	Premium	Premium	Outperf.	Outperf.

Note: Netcompany's EBIT and EPS growth is adjusted for one-offs and excludes PPA

Source: Refinitiv and Nordea estimates

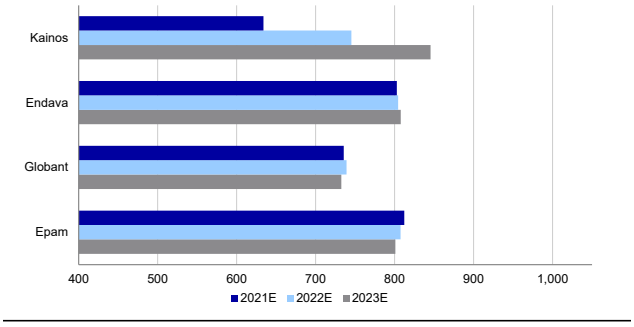
Based on our estimates and Refinitiv consensus, Netcompany should show an EBIT margin that is superior to most of its peers'. The forecast revenue and EBIT growth rates for 2020-23 are lower than for its key peers, while expected EPS growth is on a par with the average for key peers.

NETCOMPANY: P/E VALUATION BASED ON KEY PEER GROUP (DKK PER SHARE)



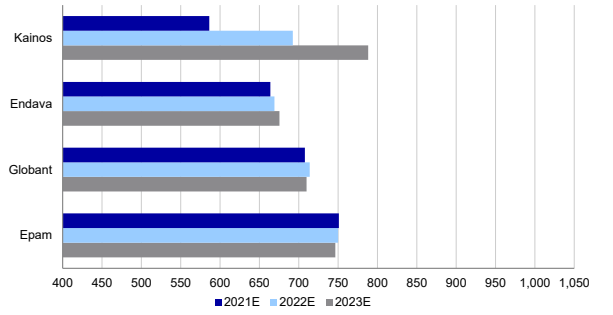
Source: Refinitiv and Nordea

NETCOMPANY: EV/EBITDA VALUATION BASED ON KEY PEER GROUP (DKK PER SHARE)



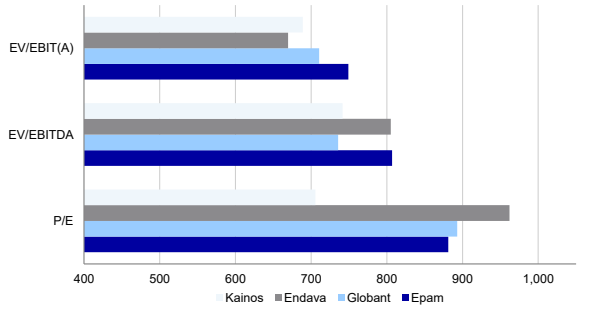
Source: Refinitiv and Nordea

NETCOMPANY: EV/EBIT(A) VALUATION BASED ON KEY PEER GROUP (DKK PER SHARE)



Source: Refinitiv and Nordea

NETCOMPANY: AVERAGE VALUATION (DKK PER SHARE), 2021E-23E



Source: Refinitiv and Nordea

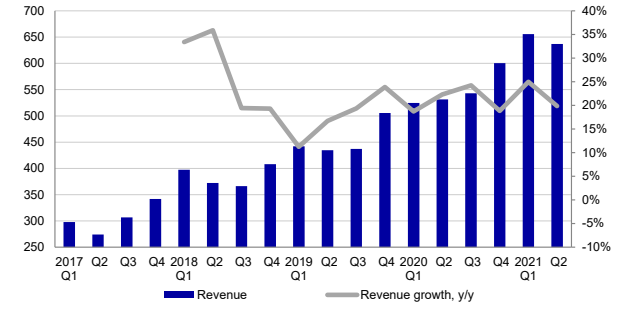
Netcompany: Quarterly numbers

NETCOMPANY: QUARTERLY NUMBERS (DKKm AND DKK)

	2018				2019				2020				2021	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Revenue	**517**	**503**	**490**	**543**	**598**	**593**	**592**	**671**	**696**	**676**	**695**	**773**	**855**	**827**
Production cost	319	306	282	329	364	370	336	387	421	416	401	445	529	533
Gross profit	**198**	**196**	**208**	**214**	**234**	**223**	**256**	**284**	**275**	**260**	**293**	**328**	**326**	**293**
Sales & marketing	3	4	2	3	3	3	3	3	4	4	4	5	6	6
Administration	68	73	69	81	84	93	89	101	106	95	94	99	103	121
Special items	-8	-27	0	0	-1	-3	-1	0	0	0	0	0	0	0
EBITA	**120**	**93**	**136**	**131**	**146**	**123**	**164**	**180**	**164**	**161**	**195**	**224**	**216**	**167**
Amortisation	29	29	29	28	26	25	26	25	25	25	25	24	9	9
EBIT	**91**	**64**	**107**	**102**	**120**	**99**	**138**	**155**	**139**	**136**	**170**	**200**	**207**	**158**
Net financial items	-25	-65	-8	-10	6	-21	-4	5	-19	-16	-6	-152	37	-12
Pre-tax profit	**67**	**-2**	**99**	**92**	**126**	**78**	**134**	**160**	**120**	**120**	**164**	**48**	**244**	**146**
Taxes	15	15	21	23	28	16	31	34	27	24	36	43	45	33
Net profit	**51**	**-17**	**78**	**68**	**99**	**62**	**102**	**126**	**93**	**96**	**128**	**5**	**200**	**112**
Revenue visibility	1,461	1,676	2,025	-	1,786	2,106	2,387	-	2,132	2,484	2,720	-	2,765	3,065
% of FY revenue	-	81.6%	98.6%	-	72.8%	85.8%	97.3%	-	75.1%	87.5%	95.8%	-	81.2%	90.0%
In/out orders	281	215	349	28	207	319	282	67	304	352	236	119	634	299
Growth, y/y	-	-	-	-	-26.3%	48.3%	-19.3%	137.0%	46.9%	10.2%	-16.2%	78.1%	108.5%	-15.0%
EPS	1.0	-0.3	1.6	1.4	2.0	1.3	2.1	2.5	1.9	2.0	2.6	0.1	4.1	2.3
EPS growth, y/y	39.2%	-	77.5%	52.0%	94.2%	-	32.3%	83.8%	-5.5%	55.6%	24.9%	-96.0%	114.8%	16.8%
Tax rate	23.1%	-	21.0%	25.3%	21.9%	20.5%	23.4%	21.2%	22.4%	19.9%	21.9%	89.5%	18.2%	22.9%
Revenue growth, y/y	55.3%	66.2%	45.3%	22.5%	15.6%	18.0%	20.8%	23.5%	16.4%	13.9%	17.3%	15.1%	23.0%	22.4%
Gross margin	38.3%	39.1%	42.4%	39.4%	39.1%	37.5%	43.2%	42.3%	39.5%	38.4%	42.2%	42.4%	38.1%	35.5%
EBITDA	130	103	148	140	158	137	178	196	180	177	212	241	235	187
EBITDA margin	25.1%	20.5%	30.1%	25.8%	26.5%	23.1%	30.1%	29.2%	25.9%	26.3%	30.5%	31.2%	27.4%	22.6%
Incremental EBITA margin, adj	17.4%	7.9%	12.6%	15.4%	24.1%	40.2%	27.3%	38.6%	17.2%	42.7%	30.5%	42.9%	32.7%	3.5%
EBITA, adj	**128**	**90**	**136**	**131**	**147**	**126**	**164**	**180**	**164**	**161**	**195**	**224**	**216**	**167**
EBITA margin, adj	**24.7%**	**17.8%**	**27.8%**	**24.0%**	**24.6%**	**21.3%**	**27.7%**	**26.8%**	**23.6%**	**23.9%**	**28.1%**	**28.9%**	**25.3%**	**20.2%**
EBITA margin	23.2%	18.4%	27.8%	24.0%	24.5%	20.8%	27.6%	26.8%	23.6%	23.9%	28.1%	28.9%	25.3%	20.2%
EBIT margin	17.6%	12.7%	21.9%	18.8%	20.2%	16.7%	23.2%	23.0%	20.0%	20.1%	24.5%	25.9%	24.2%	19.1%
PTP margin	12.9%	-0.3%	20.2%	16.9%	21.1%	13.1%	22.6%	23.8%	17.2%	17.7%	23.6%	6.2%	28.5%	17.6%
FCF	**84**	**24**	**48**	**23**	**74**	**80**	**126**	**116**	**95**	**103**	**149**	**-80**	**10**	**-36**
Revenue (12m)	1,600	1,801	1,953	2,053	2,134	2,224	2,326	2,454	2,552	2,634	2,737	2,839	2,998	3,149
Revenue growth (12m)	-	-	-	45.0%	33.3%	23.5%	19.1%	19.5%	19.6%	18.4%	17.7%	15.7%	-	-
EBITA adj (12M)	434	450	469	484	504	540	568	617	634	669	701	744	797	802
EBITA margin, adj (12M)	27.1%	25.0%	24.0%	23.6%	23.6%	24.3%	24.4%	25.2%	24.9%	25.4%	25.6%	26.2%	26.6%	25.5%
Incremental EBITA margin (12M)	-	-	-	12.9%	13.1%	21.3%	26.6%	33.2%	31.2%	31.5%	32.3%	33.0%	36.4%	25.7%
Revenue, Public	286	268	278	321	351	342	356	407	433	442	436	466	502	488
Revenue, private	231	235	213	222	247	252	236	264	262	233	258	307	353	339
Revenue growth, Public	87.3%	84.4%	47.8%	31.2%	22.7%	27.5%	28.4%	26.8%	23.5%	29.5%	22.4%	14.5%	15.9%	10.4%
Revenue growth, private	28.2%	49.5%	42.2%	11.8%	6.8%	7.2%	10.8%	18.8%	6.2%	-7.2%	9.6%	16.2%	34.6%	45.1%
Development revenue	223	217	260	305	330	290	299	339	356	347	380	434	518	513
Maintenance revenue	294	285	230	239	268	303	293	332	340	328	315	339	338	313
Netcompany Denmark:														
Revenue, Denmark	397	372	366	408	442	435	437	505	525	532	543	601	656	637
Revenue growth, Denmark	33.4%	35.9%	19.4%	19.3%	11.2%	16.7%	19.4%	23.9%	18.7%	22.3%	24.3%	18.8%	25.0%	19.9%
EBITA adj. before HQ costs, DK	115	107	131	127	130	119	152	169	157	170	199	209	202	166
EBITA margin adj. before HQ costs, DK	29.0%	28.6%	35.9%	31.2%	29.4%	27.3%	34.8%	33.5%	29.9%	31.9%	36.7%	34.8%	30.8%	26.1%
EBITA margin adj, Dk (12M)	29.9%	30.4%	30.5%	31.1%	31.2%	30.7%	30.7%	31.3%	31.4%	32.4%	33.0%	33.4%	33.5%	31.9%
Netcompany Norway														
Revenue, Norway	43	41	40	47	55	47	45	53	55	43	44	58	73	68
Revenue growth, Norway	21.4%	45.2%	29.8%	19.7%	29.3%	14.1%	13.2%	12.4%	-0.4%	-8.7%	-3.1%	9.0%	32.6%	59.6%
EBITA adj. before HQ costs, Norway	10	8	8	7	15	7	7	6	8	6	3	6	13	6
EBITA margin adj. before HQ costs, Norway	23.0%	19.7%	18.7%	15.6%	27.0%	14.7%	15.9%	10.7%	13.8%	13.8%	6.4%	10.8%	18.1%	8.3%
EBITA margin adj, Norway (12M)	23.5%	23.7%	22.0%	19.2%	20.6%	19.4%	18.7%	17.3%	13.7%	13.5%	11.3%	11.3%	13.0%	11.5%
Netcompany UK														
Revenue, UK	77	89	84	88	101	104	96	95	98	80	80	82	105	101
Revenue growth, UK	-	-	-	122.0%	30.5%	17.3%	13.7%	8.5%	-2.3%	-23.2%	-16.2%	-14.5%	6.8%	25.7%
EBITA adj. before HQ costs, , UK	8	10	6	5	11	12	16	16	11	0	-3	8	21	7
EBITA margin adj. before HQ costs, UK	10.1%	11.7%	7.1%	5.7%	11.0%	11.8%	16.6%	16.5%	11.5%	-0.1%	-3.9%	9.6%	20.4%	6.8%
EBITA margin adj, UK (12M)	-	-	12.6%	8.6%	9.0%	9.1%	11.4%	13.9%	14.0%	11.6%	6.7%	4.7%	7.5%	9.0%
Netcompany Holland														
Revenue, Netherlands	-	-	-	-	-	7	14	16	18	21	29	31	22	20
Revenue growth, Netherlands	-	-	-	-	-	-	-	-	-	197.2%	107.9%	88.5%	22.0%	-3.3%
EBITA adj. before HQ costs, , Holland	-	-	-	-	-	-1	-2	-3	1	2	6	9	-2	-2
EBITA margin adj. before HQ costs, Holland	-	-	-	-	-	-15.5%	-13.6%	-17.2%	6.2%	11.4%	20.6%	30.3%	-10.6%	-9.3%
EBITA margin adj, Holland (12M)	-	-	-	-	-	-	-	-	-8.5%	-1.7%	8.0%	19.1%	15.0%	10.9%

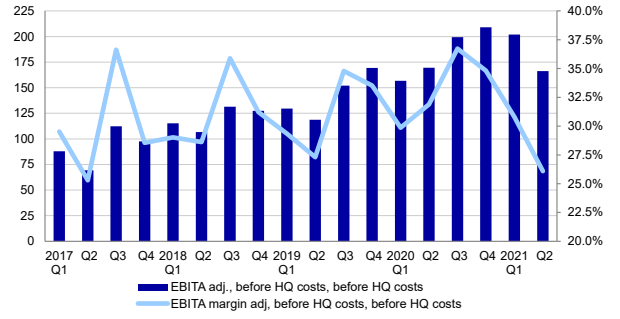
Source: Company data and Nordea

NETCOMPANY, DENMARK: REVENUE (DKKm)



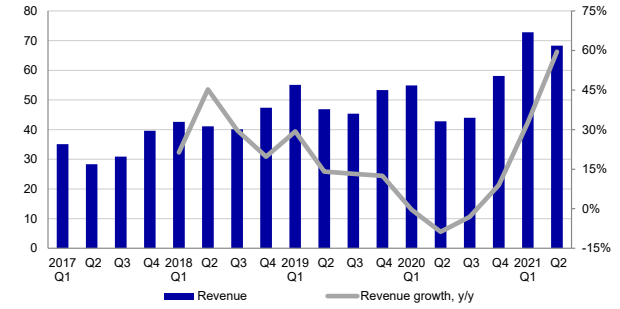
Source: Company data and Nordea estimates

NETCOMPANY, DENMARK: ADJUSTED EBITA (DKKm)



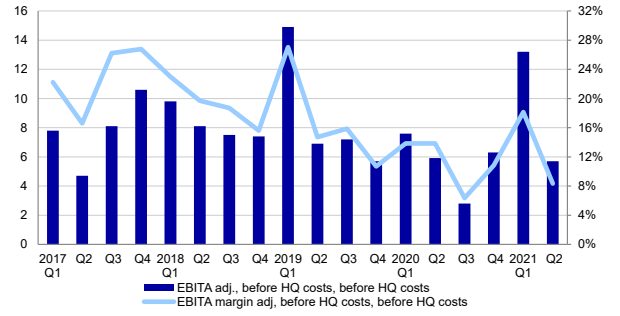
Source: Company data and Nordea estimates

NETCOMPANY, NORWAY: REVENUE (DKKm)



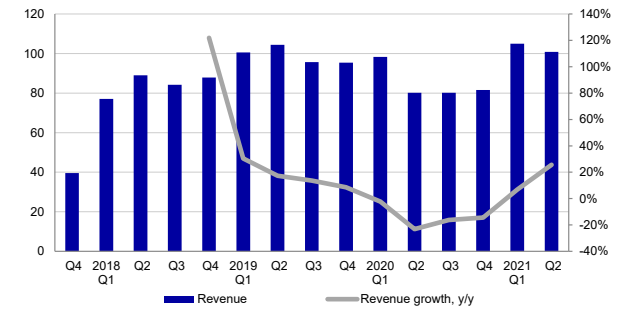
Source: Company data and Nordea

NETCOMPANY, NORWAY: ADJUSTED EBITA (DKKm)



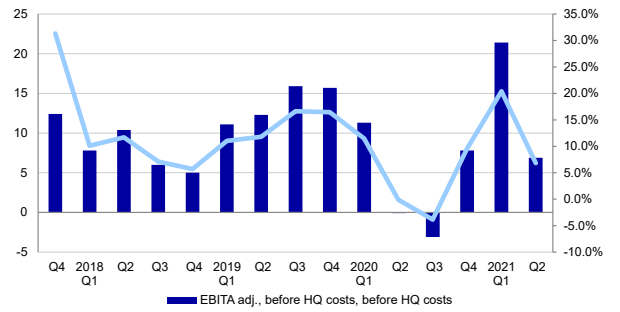
Source: Company data and Nordea

NETCOMPANY, UK: REVENUE (DKKm)



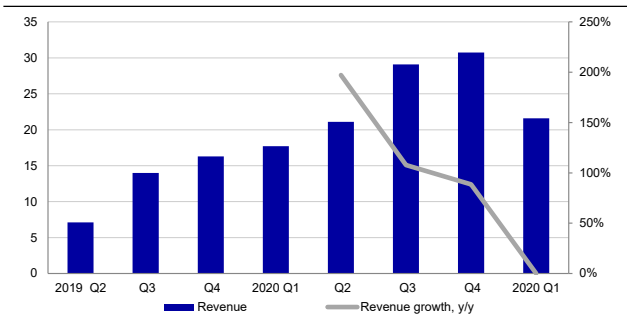
Source: Company data and Nordea

NETCOMPANY, UK: ADJUSTED EBITA (DKKm)



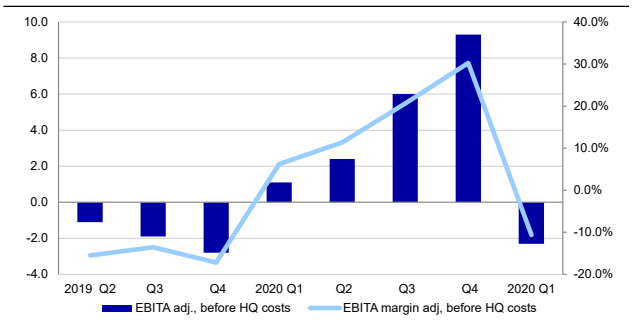
Source: Company data and Nordea

NETCOMPANY, HOLLAND: REVENUE (DKKm)



Source: Company data and Nordea

NETCOMPANY, HOLLAND: ADJUSTED EBITA (DKKm)



Source: Company data and Nordea

Netcompany: Full-year numbers

NETCOMPANY: FULL-YEAR NUMBERS (DKKm AND DKK)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
Revenue	**400**	**461**	**629**	**758**	**900**	**1,416**	**2,053**	**2,454**	**2,839**	**3,406**	**3,951**	**4,623**
Production cost	-	-	-	447	527	803	1,237	1,458	1,683	2,108	2,396	2,762
Gross profit	**-**	**-**	**-**	**311**	**373**	**613**	**817**	**996**	**1,155**	**1,299**	**1,555**	**1,861**
Sales & marketing	-	-	-	4	4	10	12	12	17	31	35	41
Administration	-	-	-	100	121	201	290	367	394	435	505	590
Special items	-	-	-	0	-35	-33	-34	-4	0	0	0	0
EBITDA	**103**	**91**	**157**	**228**	**233**	**402**	**520**	**669**	**809**	**901**	**1,094**	**1,322**
Depreciation	6	9	8	9	32	34	40	56	65	68	79	92
Amortisation	0	0	-2	12	0	0	0	0	0	0	0	0
EBITA	**98**	**81**	**150**	**207**	**201**	**369**	**480**	**613**	**744**	**833**	**1,015**	**1,229**
Amortisation	2	2	2	0	74	96	115	102	99	37	20	3
EBIT	**96**	**80**	**149**	**207**	**127**	**273**	**365**	**511**	**645**	**796**	**995**	**1,226**
Net financial items	-2	1	1	0	-62	-73	-109	-14	-193	14	-8	-5
Pre-tax profit	**94**	**81**	**150**	**208**	**65**	**200**	**256**	**497**	**452**	**810**	**987**	**1,221**
Taxes	7	8	15	20	44	59	74	109	130	178	217	269
Net profit	**88**	**73**	**134**	**188**	**21**	**141**	**181**	**389**	**322**	**632**	**770**	**952**
One-off items	0	0	0	0	-35	-33	-34	-4	0	0	0	0
EPS	-	-	-	-	-	2.8	3.7	7.9	6.4	12.6	15.4	19.0
EPS growth, y/y	-	-	-	-	-	-	29.7%	116.7%	-18.6%	96.3%	21.9%	23.7%
Tax rate	7.0%	9.3%	10.2%	9.6%	67.1%	29.7%	29.1%	21.9%	28.7%	22.0%	22.0%	22.0%
Revenue growth, y/y	22.3%	15.0%	36.6%	20.5%	18.7%	57.4%	45.0%	19.5%	15.7%	20.0%	16.0%	17.0%
Gross margin	-	-	-	41.1%	41.4%	43.3%	39.8%	40.6%	40.7%	38.1%	39.4%	40.3%
EBITDA margin	25.8%	19.8%	24.9%	30.1%	25.9%	28.4%	25.3%	27.3%	28.5%	26.5%	27.7%	28.6%
EBITA, adj	**98**	**81**	**150**	**207**	**236**	**402**	**514**	**617**	**744**	**833**	**1,015**	**1,229**
EBITA margin, adj	**24.4%**	**17.7%**	**23.9%**	**27.4%**	**26.3%**	**28.4%**	**25.0%**	**25.2%**	**26.2%**	**24.5%**	**25.7%**	**26.6%**
EBITA margin	24.4%	17.7%	23.9%	27.4%	22.3%	26.0%	23.4%	25.0%	26.2%	24.5%	25.7%	26.6%
EBIT margin	24.0%	17.3%	23.6%	27.4%	14.1%	19.3%	17.8%	20.8%	22.7%	23.4%	25.2%	26.5%
Net profit, adj.	89	75	136	188	106	241	298	471	399	660	785	955
CFFO	-	-	-	217	117	195	187	460	581	564	746	896
Capex	-16	-16	-4	-18	-2,539	-150	-27	-65	-102	-123	-40	-46
FCF	**-**	**-**	**-**	**207**	**-2,422**	**45**	**160**	**396**	**479**	**440**	**706**	**849**
Revenue, Public	-	-	-	312	368	730	1,152	1,456	1,778	2,133	2,475	2,895
Revenue, private	-	-	-	447	531	686	901	998	1,061	1,273	1,477	1,728
Revenue growth, Public	-	-	-	-	18.3%	98.2%	57.8%	26.3%	22.1%	20.0%	16.0%	17.0%
Revenue growth, private	-	-	-	-	19.0%	29.1%	31.4%	10.8%	6.3%	20.0%	30.0%	25.0%
Development revenue	**-**	**-**	**-**	**347**	**439**	**647**	**1,005**	**1,258**	**1,517**	**1,820**	**2,112**	**2,471**
Public customers	-	-	-	137	167	440	575	738	920	1,103	1,280	1,498
Private customers	-	-	-	210	272	206	430	520	597	717	832	973
Maintenance revenue	**-**	**-**	**-**	**411**	**461**	**769**	**1,048**	**1,196**	**1,322**	**1,586**	**1,840**	**2,152**
Public customers	-	-	-	175	202	290	577	718	858	1,030	1,195	1,398
Private customers	-	-	-	236	260	479	471	478	463	556	645	755
Netcompany Denmark:												
Revenue, Denmark	400	461	629	758	888	1,220	1,544	1,819	2,200	2,671	3,085	3,584
Revenue growth, Denmark	22.3%	15.0%	36.6%	20.5%	18.7%	37.4%	26.5%	17.8%	21.0%	21.4%	15.5%	16.2%
EBITA adj. before HQ costs, DK	98	81	150	207	234	358	461	544	706	758	907	1,076
EBITA margin adj. before HQ costs, DK	24.4%	17.7%	23.9%	27.4%	26.4%	29.4%	29.8%	29.9%	32.1%	28.4%	29.4%	30.0%
Netcompany Norway												
Revenue, Norway	-	-	-	-	12	134	171	203	200	230	270	324
Revenue growth, Norway	-	-	-	-	-	1044.4%	27.9%	18.6%	-1.7%	15.0%	17.5%	20.0%
EBITA adj. before HQ costs, Norway	-	-	-	-	2	31	31	32	12	21	30	44
EBITA margin adj. before HQ costs, Norway	-	-	-	-	17.1%	23.1%	17.9%	15.9%	6.0%	9.0%	11.0%	13.5%
Netcompany UK												
Revenue, UK	-	-	-	-	-	62	338	395	340	357	411	493
Revenue growth, UK	-	-	-	-	-	-	446.2%	16.7%	-13.8%	5.0%	15.0%	20.0%
EBITA adj. before HQ costs, , UK	-	-	-	-	-	12	23	48	9	25	37	54
EBITA margin adj. before HQ costs, UK	-	-	-	-	-	20.0%	6.8%	12.2%	2.8%	7.0%	9.0%	11.0%
Netcompany Holland												
Revenue, Netherlands	-	-	-	-	-	-	-	37	99	148	185	222
Revenue growth, Netherlands	-	-	-	-	-	-	-	-	163.7%	50.0%	25.0%	20.0%
EBITA adj. before HQ costs, , Holland	-	-	-	-	-	-	-	-7	17	30	42	55
EBITA margin adj. before HQ costs, Holland	-	-	-	-	-	-	-	-17.4%	17.0%	20.0%	22.5%	25.0%

Source: Company data and Nordea estimates

Reported numbers and forecasts

INCOME STATEMENT

DKKm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
Total revenue	**461**	**629**	**758**	**900**	**1,416**	**2,053**	**2,454**	**2,839**	**3,406**	**3,951**	**4,623**
Revenue growth	15.0%	36.6%	20.5%	18.7%	57.4%	45.0%	19.5%	15.7%	20.0%	16.0%	17.0%
of which organic	n.a.	n.a.	20.5%	17.1%	37.0%	25.5%	17.7%	16.0%	20.0%	16.0%	17.0%
of which FX	n.a.	n.a.	0.0%	0.0%	0.3%	0.1%	0.0%	-1.1%	0.6%	0.0%	0.0%
EBITDA	91	157	228	233	402	520	669	809	901	1,094	1,322
Depreciation and impairments PPE	-10	-7	-21	-32	-34	-40	-56	-65	-68	-79	-92
of which leased assets	0	0	0	-11	-19	-24	-37	-42	-51	-59	-69
EBITA	81	150	207	201	369	480	613	744	833	1,015	1,229
Amortisation and impairments	-2	-2	0	-74	-96	-115	-102	-99	-37	-20	-3
EBIT	80	149	207	127	273	365	511	645	796	995	1,226
of which associates	0	0	0	0	0	0	0	0	0	0	0
Associates excluded from EBIT	0	0	0	0	0	0	0	0	0	0	0
Net financials	1	1	0	-62	-73	-110	-14	-47	-12	-8	-5
of which lease interest	0	0	0	0	-1	-1	-3	-4	-4	-4	-4
Changes in value, net	0	0	0	0	0	0	0	0	0	0	0
Pre-tax profit	**81**	**150**	**208**	**65**	**200**	**254**	**497**	**598**	**784**	**987**	**1,221**
Reported taxes	-8	-15	-20	-44	-59	-74	-109	-130	-178	-217	-269
Net profit from continued operations	73	134	188	21	141	180	389	468	606	770	952
Discontinued operations	0	0	0	0	0	0	0	0	0	0	0
Minority interests	0	0	0	0	0	0	0	0	0	0	0
Net profit to equity	73	134	188	21	141	180	389	468	606	770	952
EPS, DKK	**1.47**	**2.69**	**3.75**	**0.43**	**2.81**	**3.60**	**7.77**	**9.36**	**12.13**	**15.40**	**19.04**
DPS, DKK	n.a.	-2.00	-2.33	0.00	0.00	0.00	0.00	1.00	2.00	2.00	2.00
of which ordinary	0.60	-2.00	-2.33	0.00	0.00	0.00	0.00	1.00	2.00	2.00	2.00
of which extraordinary	n.a.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Profit margin in percent											
EBITDA	19.8%	24.9%	30.1%	25.9%	28.4%	25.3%	27.3%	28.5%	26.5%	27.7%	28.6%
EBITA	17.7%	23.9%	27.4%	22.3%	26.0%	23.4%	25.0%	26.2%	24.5%	25.7%	26.6%
EBIT	17.3%	23.6%	27.4%	14.1%	19.3%	17.8%	20.8%	22.7%	23.4%	25.2%	26.5%
Adjusted earnings											
EBITDA (adj)	91	157	228	268	435	555	674	809	901	1,094	1,322
EBITA (adj)	81	150	207	236	402	514	617	744	833	1,015	1,229
EBIT (adj)	80	149	207	162	306	399	516	645	796	995	1,226
EPS (adj, DKK)	1.47	2.69	3.75	0.97	3.33	4.14	7.84	9.36	12.13	15.40	19.04
Adjusted profit margins in percent											
EBITDA (adj)	19.8%	24.9%	30.1%	29.8%	30.7%	27.0%	27.5%	28.5%	26.5%	27.7%	28.6%
EBITA (adj)	17.7%	23.9%	27.4%	26.3%	28.4%	25.0%	25.2%	26.2%	24.5%	25.7%	26.6%
EBIT (adj)	17.3%	23.6%	27.4%	18.0%	21.6%	19.4%	21.0%	22.7%	23.4%	25.2%	26.5%
Performance metrics											
CAGR last 5 years											
Net revenue	n.a.	23.1%	23.7%	22.4%	28.7%	34.8%	31.3%	30.2%	30.5%	22.8%	17.6%
EBITDA	n.m.	16.8%	20.6%	16.6%	31.2%	41.7%	33.7%	28.8%	31.0%	22.1%	20.5%
EBIT	n.m.	15.5%	19.3%	4.0%	23.2%	35.5%	28.0%	25.5%	44.3%	29.5%	27.4%
EPS	n.a.	19.2%	23.8%	-23.0%	9.9%	19.6%	23.7%	20.0%	95.3%	40.5%	39.5%
DPS	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.
Average last 5 years											
Average EBIT margin	26.2%	24.8%	24.7%	20.9%	20.1%	19.5%	19.6%	19.9%	21.3%	22.5%	24.2%
Average EBITDA margin	27.8%	26.4%	26.7%	25.8%	26.7%	26.8%	27.1%	27.3%	27.1%	27.2%	27.8%

VALUATION RATIOS - ADJUSTED EARNINGS

DKKm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
P/E (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	53.2	40.4	66.5	64.2	50.5	40.9
EV/EBITDA (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	21.6	24.8	39.0	43.2	35.0	28.4
EV/EBITA (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	23.3	27.0	42.4	46.7	37.8	30.6
EV/EBIT (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	30.0	32.3	48.9	48.9	38.5	30.7

VALUATION RATIOS - REPORTED EARNINGS

DKKm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
P/E	n.a.	n.a.	n.a.	n.a.	n.a.	61.1	40.8	66.5	64.2	50.5	40.9
EV/Sales	n.a.	n.a.	n.a.	n.a.	n.a.	5.84	6.80	11.11	11.42	9.70	8.13
EV/EBITDA	n.a.	n.a.	n.a.	n.a.	n.a.	23.1	24.9	39.0	43.2	35.0	28.4
EV/EBITA	n.a.	n.a.	n.a.	n.a.	n.a.	25.0	27.2	42.4	46.7	37.8	30.6
EV/EBIT	n.a.	n.a.	n.a.	n.a.	n.a.	32.9	32.6	48.9	48.9	38.5	30.7
Dividend yield (ord.)	n.a.	n.a.	n.a.	n.a.	n.a.	0.0%	0.0%	0.2%	0.3%	0.3%	0.3%
FCF yield	n.a.	n.a.	n.a.	n.a.	n.a.	1.5%	2.5%	1.5%	1.4%	1.9%	2.3%
FCF Yield bef A&D, lease adj	n.a.	n.a.	n.a.	n.a.	n.a.	1.2%	2.5%	1.6%	1.3%	1.8%	2.1%
Payout ratio	n.a.	n.m.	n.m.	0.0%	0.0%	0.0%	0.0%	10.7%	16.5%	13.0%	10.5%

Source: Company data and Nordea estimates

BALANCE SHEET

DKKm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
Intangible assets	2	1	4	2,373	2,604	2,485	2,551	2,451	2,414	2,394	2,391
of which R&D	0	0	0	0	0	0	0	0	0	0	0
of which other intangibles	2	1	4	489	495	376	286	187	187	187	187
of which goodwill	0	0	0	1,884	2,109	2,109	2,264	2,264	2,227	2,207	2,204
Tangible assets	20	14	20	41	55	117	146	135	152	172	195
of which leased assets	0	0	12	25	31	83	101	89	89	89	89
Shares associates	0	0	0	0	0	0	0	70	70	70	70
Interest bearing assets	0	0	0	0	0	0	0	0	0	0	0
Deferred tax assets	11	11	11	0	0	1	4	9	9	9	9
Other non-IB non-current assets	0	0	0	0	0	0	0	0	0	0	0
Other non-current assets	4	3	4	5	9	13	16	19	19	19	19
Total non-current assets	37	30	39	2,420	2,667	2,616	2,716	2,684	2,664	2,664	2,683
Inventory	0	0	0	0	0	0	0	0	0	0	0
Accounts receivable	107	146	180	258	445	458	531	459	551	639	747
Short-term leased assets	0	0	11	19	24	37	42	51	59	69	79
Other current assets	101	190	174	103	139	268	305	487	636	737	863
Cash and bank	1	13	111	60	194	108	132	359	297	677	1,399
Total current assets	209	349	477	441	802	869	1,011	1,356	1,542	2,122	3,088
Assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total assets	**246**	**379**	**516**	**2,860**	**3,470**	**3,486**	**3,728**	**4,039**	**4,206**	**4,786**	**5,771**
Shareholders equity	108	213	300	1,261	1,644	1,806	2,072	2,429	2,985	3,655	4,507
Of which preferred stocks	0	0	0	0	0	0	0	0	0	0	0
Of which equity part of hybrid debt	0	0	0	0	0	0	0	0	0	0	0
Minority interest	0	0	0	0	0	0	0	0	0	0	0
Total Equity	108	213	300	1,261	1,644	1,806	2,072	2,429	2,985	3,655	4,507
Deferred tax	7	0	0	111	112	89	73	66	66	66	66
Long term interest bearing debt	6	0	0	1,178	1,265	1,106	959	761	261	61	61
Pension provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term liabilities	0	0	0	0	0	0	0	0	0	0	0
Non-current lease debt	0	0	6	14	18	54	65	57	63	68	74
Convertible debt	0	0	0	0	0	0	0	0	0	0	0
Shareholder debt	0	0	0	0	0	0	0	0	0	0	0
Hybrid debt	0	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	13	0	6	1,303	1,395	1,249	1,128	1,057	580	401	424
Short-term provisions	0	0	5	9	30	36	4	0	0	0	0
Accounts payable	14	12	19	27	51	54	44	40	48	56	65
Current lease debt	4	1	6	12	14	29	39	35	39	42	46
Other current liabilities	79	149	180	222	336	310	441	478	554	633	730
Short term interest bearing debt	28	5	0	28	0	0	0	0	0	0	0
Total current liabilities	125	166	210	297	431	430	528	554	641	731	840
Liabilities for assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total liabilities and equity	**246**	**379**	**516**	**2,860**	**3,469**	**3,485**	**3,728**	**4,039**	**4,206**	**4,786**	**5,771**
Balance sheet and debt metrics											
Net debt	3	-13	-111	1,118	1,070	998	826	402	7	-580	-1,308
of which lease debt	4	1	12	25	31	83	104	93	102	110	120
Working capital	115	175	155	113	198	361	351	428	584	687	815
Invested capital	152	205	195	2,533	2,865	2,977	3,067	3,111	3,248	3,351	3,499
Capital employed	146	218	312	2,492	2,940	2,996	3,134	3,282	3,347	3,826	4,687
ROE	83.5%	83.8%	73.2%	2.7%	9.7%	10.4%	20.0%	20.8%	22.4%	23.2%	23.3%
ROIC	46.5%	65.0%	81.0%	9.3%	8.8%	10.7%	13.3%	16.3%	25.0%	30.2%	35.8%
ROCE	58.9%	83.7%	79.5%	11.7%	11.6%	13.8%	18.1%	20.7%	24.0%	27.7%	28.8%
Net debt/EBITDA	0.0	-0.1	-0.5	4.8	2.7	1.9	1.2	0.5	0.0	-0.5	-1.0
Interest coverage	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.
Equity ratio	44.0%	56.1%	58.2%	44.1%	47.4%	51.8%	55.6%	60.1%	71.0%	76.4%	78.1%
Net gearing	3.1%	-6.1%	-37.1%	88.7%	65.1%	55.3%	39.9%	16.5%	0.2%	-15.9%	-29.0%

Source: Company data and Nordea estimates

CASH FLOW STATEMENT											
DKKn.a.	**/**	**/**	**/**	**/**	**/**	**/**	**/**	**/**	**/**	**/**	**/**
EBITDA (adj) for associates	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**
Paid taxes	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Net financials	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Change in provisions	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Change in other LT non-IB	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cash flow to/from associates	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Dividends paid to minorities	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Other adj to reconcile to cash flow	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Funds from operations (FFO)	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**
Change in NWC	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cash flow from operations (CFO)	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**
Capital expenditure	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Free cash flow before A&D	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**
Proceeds from sale of assets	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Acquisitions	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Free cash flow	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Free cash flow bef A&D, lease adj	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Dividends paid	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Equity issues / buybacks	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Net change in debt	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Other financing adjustments	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Other non-cash adjustments	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Change in cash	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cash flow metrics											
Capex/D&A	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Capex/Sales	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Key information											
Share price year end (/current)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Market cap.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Enterprise value	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Diluted no. of shares, year-end (n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Source: Company data and Nordea estimates

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