

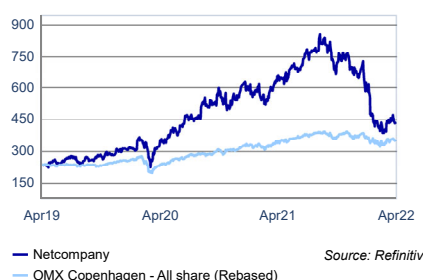
## Netcompany

Telecom Equipment and IT  
Denmark

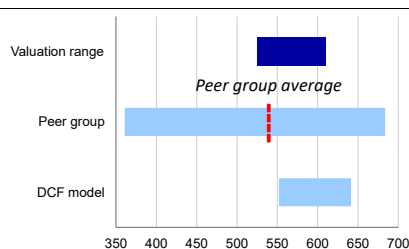
## KEY DATA

|                     |                    |
|---------------------|--------------------|
| Stock country       | Denmark            |
| Bloomberg           | NETC DC            |
| Reuters             | NETCG.CO           |
| Share price (close) | DKK 432.4          |
| Free Float          | 85%                |
| Market cap. (bn)    | EUR 2.94/DKK 21.62 |
| Website             | www.netcompany.com |
| Next report date    | 05 May 2022        |

## PERFORMANCE



## VALUATION APPROACH (DKK)



Source: Nordea estimates

## ESTIMATE CHANGES

| Year       | 2022E | 2023E | 2024E |
|------------|-------|-------|-------|
| Sales      | 0%    | 0%    | 0%    |
| EBIT (adj) | 0%    | 0%    | 0%    |

Source: Nordea estimates

## Nordea Markets - Analysts

Claus Almer  
DirectorJesper Herholt Jensen  
Managing Director, Sector Coordinator

## Solid performance, but up against tough comps

While we believe performance was solid in Q1, we expect revenue growth faces a tough comparison as Q1 2021 was very strong. Last year, COVID-19 restrictions reduced travel and hence equally increased the number of billable hours (at unchanged costs). As a net effect, we estimate flattish Q1 EBITDA y/y. However, our estimates are 11% below company-compiled consensus for EBITDA and 4% below for revenue. Our Netcompany Intrasoftware estimates carry high uncertainty, given the limited track record we have with the company. Our updated combined DCF and peer group valuation is DKK 525-610 per share (555-645), due to multiple contraction.

## 10% organic Q1 2022 revenue growth versus tough comparison

We estimate 10% Q1 organic revenue growth (consensus: 13%), while the consolidation of Netcompany Intrasoftware lifts reported revenue growth to 53% (consensus: 60%). Besides the tough comparison following the low impact from holidays, Netcompany has also terminated some specific services, which for 2022 is guided to dilute revenue growth by 3 pp. The profit level is challenged by the consolidation of the below-group-average Intrasoftware, but also by normalising travel, events and so on. As a net effect, we estimate flattish Q1 EBITA and a 15.7% EBITA margin, down from the extraordinarily strong 25.3% in Q1 2021.

## Cost inflation: Netcompany appears to be in control

Q1 is the quarter when employees receive their annual salary increases, which in 2022 we expect will amount to ~7%, on average. In addition, the higher number of employees, consolidation of Intrasoftware (which also delivered a solid Q1 2021 performance) and normalising travel and commercial activity have likely also contributed to higher costs. As a net effect, we expect the higher revenue will be offset by a higher cost base. Hence, we estimate flattish Q1 EBITDA of DKK 233m (consensus: DKK 262m).

## CMD: Bullish management and ample growth opportunities

Netcompany hosted its CMD on 5 April in Copenhagen. No new medium- or long-term targets were announced. However, in our view management appeared rather bullish about ample untapped growth opportunities for the Danish business, growing investment momentum in digitalisation across Europe and an overall ~1% market share in Europe. No larger acquisitions should be expected in 2022, we believe.

## SUMMARY TABLE - KEY FIGURES

| DKKm                     | 2018  | 2019  | 2020  | 2021  | 2022E | 2023E | 2024E |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|
| Total revenue            | 2,053 | 2,454 | 2,839 | 3,632 | 5,492 | 6,313 | 7,263 |
| EBITDA (adj)             | 555   | 674   | 809   | 881   | 1,122 | 1,311 | 1,532 |
| EBIT (adj)               | 399   | 516   | 645   | 742   | 892   | 1,090 | 1,292 |
| EBIT (adj) margin        | 19.4% | 21.0% | 22.7% | 20.4% | 16.2% | 17.3% | 17.8% |
| EPS (adj, DKK)           | 4.14  | 7.84  | 9.36  | 10.94 | 13.80 | 16.75 | 19.95 |
| EPS (adj) growth         | 24.3% | 89.5% | 19.4% | 16.8% | 26.1% | 21.4% | 19.1% |
| DPS (ord, DKK)           | 0.00  | 0.00  | 1.00  | 0.00  | 0.00  | 0.00  | 0.00  |
| EV/Sales                 | 5.8   | 6.8   | 11.1  | 10.2  | 4.2   | 3.5   | 3.0   |
| EV/EBIT (adj)            | 30.0  | 32.3  | 48.9  | 49.9  | 25.9  | 20.5  | 16.6  |
| P/E (adj)                | 53.2  | 40.4  | 66.5  | 64.4  | 31.3  | 25.8  | 21.7  |
| P/BV                     | 6.1   | 7.7   | 12.8  | 11.6  | 5.8   | 4.7   | 3.9   |
| Dividend yield (ord)     | 0.0%  | 0.0%  | 0.2%  | 0.0%  | 0.0%  | 0.0%  | 0.0%  |
| FCF Yield bef A&D, lease | 1.2%  | 2.5%  | 1.6%  | 1.0%  | 2.0%  | 3.4%  | 4.0%  |
| Net debt                 | 998   | 826   | 402   | 1,817 | 1,470 | 724   | -152  |
| Net debt/EBITDA          | 1.9   | 1.2   | 0.5   | 2.2   | 1.3   | 0.6   | -0.1  |
| ROIC after tax           | 10.7% | 13.3% | 16.3% | 17.6% | 16.4% | 19.4% | 22.5% |

Source: Company data and Nordea estimates

# Q1 2022 preview

**Q1 2022 details to be released at ~07.30 CET on 5 May**

Dial-in details are not yet available.

## NETCOMPANY: Q1 2022 ESTIMATES (DKKm)

|                               | 2020       |            |            |            | 2021       |            |            |              | 2022         |              | Q1,         | NDA vs      |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|-------------|-------------|
|                               | Q1         | Q2         | Q3         | Q4         | Q1         | Q2         | Q3         | Q4           | Q1E          | Cons         | y/y         | cons        |
| Revenue, Core                 | -          | -          | -          | -          | -          | -          | -          | 867          | 941          | 962          | -           | -2%         |
| Revenue, Expand               | -          | -          | -          | -          | -          | -          | -          | 286          | 370          | 402          | -           | -8%         |
| <b>Revenue</b>                | <b>696</b> | <b>676</b> | <b>695</b> | <b>773</b> | <b>855</b> | <b>827</b> | <b>798</b> | <b>1,152</b> | <b>1,311</b> | <b>1,364</b> | <b>53%</b>  | <b>-4%</b>  |
| Production cost               | 421        | 416        | 401        | 445        | 529        | 533        | 470        | 766          | 918          | -            | 73%         | -           |
| <b>Gross profit</b>           | <b>275</b> | <b>260</b> | <b>293</b> | <b>328</b> | <b>326</b> | <b>293</b> | <b>328</b> | <b>386</b>   | <b>393</b>   | -            | <b>21%</b>  | -           |
| Sales & marketing             | 4          | 4          | 4          | 5          | 6          | 6          | 6          | 19           | 11           | -            | 74%         | -           |
| Administration                | 106        | 95         | 94         | 99         | 103        | 121        | 123        | 157          | 177          | -            | 72%         | -           |
| Special items                 | 0          | 0          | 0          | 0          | 0          | 0          | -30        | -8           | 0            | -            | -           | -           |
| <b>EBITA</b>                  | <b>164</b> | <b>161</b> | <b>195</b> | <b>224</b> | <b>216</b> | <b>167</b> | <b>170</b> | <b>203</b>   | <b>206</b>   | -            | <b>-5%</b>  | -           |
| EBIT                          | 139        | 136        | 170        | 200        | 207        | 158        | 161        | 178          | 176          | -            | -15%        | -           |
| Net financial items           | -19        | -16        | -6         | -152       | 37         | -12        | -12        | 11           | -2           | -            | -           | -           |
| <b>Pre-tax profit</b>         | <b>120</b> | <b>120</b> | <b>164</b> | <b>48</b>  | <b>244</b> | <b>146</b> | <b>149</b> | <b>189</b>   | <b>174</b>   | -            | <b>-29%</b> | -           |
| Taxes                         | 27         | 24         | 36         | 43         | 45         | 33         | 41         | 35           | 38           | -            | -14%        | -           |
| <b>Net profit</b>             | <b>93</b>  | <b>96</b>  | <b>128</b> | <b>5</b>   | <b>200</b> | <b>112</b> | <b>109</b> | <b>154</b>   | <b>135</b>   | -            | <b>-32%</b> | -           |
| EPS                           | 1.9        | 2.0        | 2.6        | 0.1        | 4.1        | 2.3        | 2.2        | 3.1          | 2.7          | -            | -33%        | -           |
| EPS growth, y/y               | -5.5%      | 55.6%      | 24.9%      | -96.0%     | 114.8%     | 16.8%      | -15.3%     | 2958.4%      | -33.3%       | -            | -           | -           |
| Revenue growth, y/y           | 16.4%      | 13.9%      | 17.3%      | 15.1%      | 23.0%      | 22.4%      | 14.9%      | 49.1%        | 53.3%        | 59.5%        | -           | -           |
| Revenue growth, organic       | 13.4%      | 12.5%      | 17.3%      | 15.1%      | 22.9%      | 21.1%      | 14.9%      | 14.1%        | 10.0%        | -            | -           | -           |
| Gross margin                  | 39.5%      | 38.4%      | 42.2%      | 42.4%      | 38.1%      | 35.5%      | 41.2%      | 33.5%        | 30.0%        | -            | -           | -           |
| Costs (Revenue - EBITA adj)   | 531        | 514        | 499        | 549        | 639        | 660        | 598        | 942          | 1,106        | -            | 73%         | -           |
| Costs growth, q/q             | -          | 0          | 0          | 0          | -          | 0          | 0          | 1            | 17%          | -            | -           | -           |
| <b>EBITDA</b>                 | <b>180</b> | <b>177</b> | <b>212</b> | <b>241</b> | <b>235</b> | <b>187</b> | <b>191</b> | <b>231</b>   | <b>233</b>   | <b>262</b>   | <b>-1%</b>  | <b>-11%</b> |
| EBITDA, Core                  | 180        | 177        | 212        | 241        | 235        | 187        | 221        | 211          | 196          | 226          | -17%        | -13%        |
| EBITDA, Expand                | -          | -          | -          | -          | -          | -          | -          | 28           | 37           | 36           | -           | -           |
| EBITDA margin, Core           | -          | -          | -          | -          | -          | -          | -          | 24.3%        | 20.8%        | 23.5%        | -           | -           |
| EBITDA margin, Expand         | -          | -          | -          | -          | -          | -          | -          | 9.7%         | 10.0%        | 8.8%         | -           | -           |
| <b>EBITA, adj</b>             | <b>164</b> | <b>161</b> | <b>195</b> | <b>224</b> | <b>216</b> | <b>167</b> | <b>200</b> | <b>210</b>   | <b>206</b>   | -            | <b>-5%</b>  | -           |
| EBITA margin, adj             | 23.6%      | 23.9%      | 28.1%      | 28.9%      | 25.3%      | 20.2%      | 25.1%      | 18.3%        | 15.7%        | -            | -           | -           |
| Incremental EBITA margin, adj | 17.2%      | 42.7%      | 30.5%      | 42.9%      | 32.7%      | 3.5%       | 4.4%       | -3.5%        | 15.7%        | -            | -           | -           |
| EBIT margin                   | 20.0%      | 20.1%      | 24.5%      | 25.9%      | 24.2%      | 19.1%      | 20.2%      | 15.5%        | 13.4%        | -            | -           | -           |
| Tax rate                      | 22.4%      | 19.9%      | 21.9%      | 89.5%      | 18.2%      | 22.9%      | 27.2%      | 18.5%        | 22.0%        | -            | -           | -           |

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

We leave our estimates unchanged.

**NETCOMPANY: GUIDANCE AND UPDATED CONSENSUS (DKKm)**

|                            | 2021         | 2022 guidance      |              |              | 2022E        |              | 2023E        |              | 2024E        |              |
|----------------------------|--------------|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                            |              | Low                | High         | Mid          | Nordea       | Cons         | Nordea       | Cons         | Nordea       | Cons         |
| Revenue, Core              | 3,346        | 3,815              | 3,982        | 3,899        | 3,882        | 3,925        | 4,542        | 4,638        | 5,314        | 5,323        |
| Revenue, Expand            | 286          | 1,560              | 1,684        | 1,622        | 1,611        | 1,650        | 1,772        | 1,796        | 1,949        | 1,952        |
| <b>Revenue</b>             | <b>3,632</b> | <b>5,375</b>       | <b>5,666</b> | <b>5,521</b> | <b>5,492</b> | <b>5,575</b> | <b>6,313</b> | <b>6,434</b> | <b>7,263</b> | <b>7,275</b> |
| Revenue growth, y/y        | 28.0%        | 48%                | 56%          | -            | 51.2%        | 53.5%        | 14.9%        | 15.4%        | 15.0%        | 13.1%        |
| Revenue growth, organic    | 17.0%        | 13%                | 18%          | -            | 16.0%        | -            | 14.9%        | -            | 15.0%        | -            |
| Costs                      | 2,877        | -                  | -            | -            | 4,480        | -            | 5,129        | -            | 5,876        | -            |
| Growth                     | 37.4%        | -                  | -            | -            | 55.7%        | -            | 14.5%        | -            | 14.6%        | -            |
| <b>EBITA, adj</b>          | <b>755</b>   | -                  | -            | -            | <b>1,012</b> | -            | <b>1,185</b> | -            | <b>1,387</b> | -            |
| EBITA margin, adj          | 20.8%        | -                  | -            | -            | 18.4%        | -            | 18.8%        | -            | 19.1%        | -            |
| Special items              | -38          | -                  | -            | -            | 0            | -            | 0            | -            | 0            | -            |
| Organic revenue growth     | 17.0%        | 13%                | 18%          | 15.5%        | 16.0%        | -            | 14.9%        | -            | 15.0%        | -            |
| <b>EBITDA adj.</b>         | <b>881</b>   | <b>&gt;~1.07bn</b> | -            | -            | <b>1,122</b> | <b>1,147</b> | <b>1,311</b> | <b>1,383</b> | <b>1,532</b> | <b>1,636</b> |
| EBITDA, Core               | 856          | >~955              | -            | -            | 984          | 1,006        | 1,150        | 1,220        | 1,345        | 1,454        |
| EBITDA, Expand             | 25           | >~140              | -            | -            | 139          | 141          | 161          | 163          | 187          | 181          |
| <b>EBITDA margin, adj.</b> |              |                    |              |              |              |              |              |              |              |              |
| Group                      | 24.3%        | >20%               | -            | -            | 20.4%        | 20.6%        | 20.8%        | 21.5%        | 21.1%        | 22.5%        |
| Core                       | 25.6%        | >25%               | -            | -            | 25.3%        | 25.6%        | 25.3%        | 26.3%        | 25.3%        | 27.3%        |
| Expand                     | 8.8%         | >9%                | -            | -            | 8.6%         | 8.5%         | 9.1%         | 9.1%         | 9.6%         | 9.3%         |
| <b>EBITA, adj.:</b>        |              |                    |              |              |              |              |              |              |              |              |
| Group                      | 755          | -                  | -            | -            | 1,012        | -            | 1,185        | -            | 1,387        | -            |
| Netcompany Core            | 736          | >877               | -            | -            | 906          | -            | 1,059        | -            | 1,239        | -            |
| Netcompany Intrasoft       | 19           | -                  | -            | -            | 106          | -            | 126          | -            | 148          | -            |
| <b>EBITA margin, adj.:</b> |              |                    |              |              |              |              |              |              |              |              |
| Group                      | 20.8%        | -                  | -            | -            | 18.4%        | -            | 18.8%        | -            | 19.1%        | -            |
| Netcompany Core            | 20.8%        | >23%               | >23%         | -            | 18.4%        | -            | 18.8%        | -            | 19.1%        | -            |
| Netcompany Intrasoft       | 6.8%         | -                  | -            | -            | 6.6%         | -            | 7.1%         | -            | 7.6%         | -            |

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

# Valuation: DKK 525-610 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 combined.

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 600 per share, based on the assumptions outlined below.

| NETCOMPANY: DCF MODEL ASSUMPTIONS |         |         |         |         |         |      |
|-----------------------------------|---------|---------|---------|---------|---------|------|
| Averages and assumptions          | 2022-30 | 2033-37 | 2038-42 | 2043-47 | 2048-52 | LT   |
| Sales growth, CAGR                | 11.1%   | 10.0%   | 10.0%   | 6.3%    | 2.5%    | -    |
| EBIT-margin                       | 18.2%   | 15.0%   | 14.0%   | 8.1%    | 2.3%    | -    |
| Capex/depreciation, x             | 0.4     | 1.1     | 1.1     | 1.1     | 1.1     | -    |
| Capex/sales                       | 1.1%    | 0.5%    | 0.4%    | 0.4%    | 0.4%    | -    |
| NWC/sales                         | 24.0%   | 24.0%   | 24.0%   | 24.0%   | 24.0%   | -    |
| FCFF, CAGR                        | 17.2%   | 7.3%    | 8.1%    | -4.9%   | -23.3%  | 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:

- Globant
- Endava
- Kainos

We have decided to exclude Epam from our peer group due to the considerable uncertainty arising from its high share of employees located in Russia and Ukraine.

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.

Our peer group valuation suggests a DKK 360-685 per share range (average: DKK 535). The valuation is based on an equally weighted P/E, EV/EBITDA and EV/EBIT(A).

## NETCOMPANY: PEER GROUP VALUATION

|                       |     | Share | MCAP  | Grw, 2021-24E |      |     | EBIT mrg | P/E   |       |       | EV/EBITDA |       |        | EV/EBIT |       |       | PEG    | Share price |      |      |
|-----------------------|-----|-------|-------|---------------|------|-----|----------|-------|-------|-------|-----------|-------|--------|---------|-------|-------|--------|-------------|------|------|
|                       |     | price | EURbn | Rev           | EBIT | EPS | 2023E    | 2022E | 2023E | 2024E | 2022E     | 2023E | 2024E  | 2022E   | 2023E | 2024E | 21-24E | 1M          | 3M   | YTD  |
| Key peers             |     |       |       |               |      |     |          |       |       |       |           |       |        |         |       |       |        |             |      |      |
| Epam                  | US  | 2,049 | 15.7  | 27%           | 27%  | 26% | 16.8%    | 35.8x | 23.6x | 17.6x | 21.9x     | 14.8x | 10.9x  | 21.8x   | 14.8x | 10.9x | 1.4x   | 49%         | -48% | -55% |
| Globant               | Lux | 1,658 | 9.3   | 31%           | 31%  | 30% | 15.6%    | 48.6x | 38.6x | 30.4x | 27.9x     | 22.0x | 17.6x  | 27.7x   | 21.9x | 17.4x | 1.6x   | 7%          | -11% | -23% |
| Endava                | UK  | 840   | 6.3   | 31%           | 29%  | 28% | 19.6%    | 49.0x | 40.3x | 35.2x | 32.1x     | 26.1x | 21.1x  | 31.6x   | 25.7x | 20.7x | 1.7x   | 15%         | -9%  | -27% |
| Kainos                | UK  | 113   | 1.9   | 19%           | 10%  | 8%  | 19.2%    | 33.0x | 30.5x | 28.0x | 24.3x     | 22.0x | 19.8x  | 24.4x   | 22.0x | 19.8x | 4.0x   | 2%          | -24% | -34% |
| Reply                 | UK  | 1,085 | 5.4   | 14%           | 13%  | 13% | 13.8%    | 31.6x | 28.6x | 25.6x | 18.1x     | 16.4x | 14.9x  | 18.1x   | 16.4x | 15.0x | 2.4x   | 4%          | -9%  | -18% |
| Average (ex Reply)    | -   | -     | 8.3   | 27%           | 24%  | 23% | 17.8%    | 41.6x | 33.2x | 27.8x | 26.5x     | 21.2x | 17.3x  | 26.4x   | 21.1x | 17.2x | 2.2x   | 18%         | -23% | -35% |
| Netcompany (cons.)    | DK  | 438   | 2.9   | 26%           | 22%  | 23% | 19.1%    | 27.6x | 22.6x | 18.5x | 19.5x     | 16.8x | 14.1x  | 19.8x   | 17.0x | 14.3x | 1.2x   | 8%          | -30% | -38% |
| IT service companies: |     |       |       |               |      |     |          |       |       |       |           |       |        |         |       |       |        |             |      |      |
| IBM                   | US  | 116   | 104.5 | -1%           | 7%   | 4%  | 19.6%    | 12.8x | 11.9x | 11.5x | 9.7x      | 9.3x  | 9.2x   | 9.9x    | 9.4x  | 9.4x  | 3.3x   | 2%          | -6%  | -6%  |
| Accenture             | IE  | 302   | 191.3 | 17%           | 18%  | 19% | 15.5%    | 30.2x | 27.0x | 24.2x | 17.8x     | 16.2x | 14.8x  | 18.6x   | 16.9x | 15.4x | 1.6x   | 5%          | -13% | -21% |
| Cognizant             | US  | 80    | 41.7  | 10%           | 11%  | 13% | 16.0%    | 18.9x | 16.9x | 15.2x | 11.6x     | 10.6x | 9.7x   | 11.6x   | 10.6x | 9.7x  | 1.4x   | -2%         | -2%  | -3%  |
| Atos                  | FR  | 22    | 37.3  | 1%            | 28%  | 16% | 5.2%     | 23.1x | 20.3x | 17.9x | 14.8x     | 12.9x | 11.5x  | 14.4x   | 12.6x | 11.3x | 1.4x   | -5%         | -16% | -14% |
| Cap Gemini            | FR  | 190   | 88.6  | 8%            | 13%  | 13% | 13.0%    | 32.5x | 27.6x | 24.1x | 22.4x     | 19.1x | 16.9x  | 22.4x   | 19.1x | 16.9x | 2.6x   | -4%         | -7%  | -8%  |
| CGI Group             | CA  | 74    | 164.0 | 5%            | 7%   | 11% | 16.8%    | 35.9x | 31.2x | 27.7x | 25.0x     | 21.8x | 19.4x  | 25.3x   | 22.1x | 19.6x | 3.2x   | 3%          | -4%  | -1%  |
| DXC Technology        | US  | 28    | 37.1  | 1%            | 21%  | 34% | 10.6%    | 25.2x | 22.6x | 19.8x | 16.9x     | 14.9x | 13.3x  | 16.9x   | 14.9x | 13.3x | 0.7x   | -5%         | -19% | -22% |
| Sopra Steria          | FR  | 170   | 15.0  | 6%            | 12%  | 16% | 9.0%     | 22.7x | 19.8x | 17.5x | 14.2x     | 12.1x | 10.7x  | 15.4x   | 13.1x | 11.7x | 1.4x   | -5%         | -18% | -21% |
| HCL                   | IN  | 14    | 2.4   | 16%           | 13%  | 11% | 19.7%    | 9.2x  | 6.4x  | 5.1x  | 4.9x      | 4.4x  | 3.8x   | 4.9x    | 4.4x  | 3.8x  | 0.8x   | -15%        | -31% | -41% |
| Infosys               | IN  | 21    | 32.7  | 20%           | 19%  | 19% | 23.9%    | 19.5x | 17.1x | 15.5x | 11.8x     | 10.7x | 9.7x   | 11.8x   | 10.7x | 9.8x  | 1.0x   | 9%          | -7%  | -12% |
| Tata                  | IN  | 45    | 18.1  | 17%           | 17%  | 18% | 25.5%    | 16.9x | 15.7x | 14.3x | 10.7x     | 10.3x | 9.9x   | 9.7x    | 9.4x  | 9.0x  | 1.0x   | -1%         | -3%  | -9%  |
| Wipro                 | IN  | 7     | 7.0   | 21%           | 18%  | 17% | 18.2%    | 8.4x  | 7.1x  | 5.9x  | 3.7x      | 3.6x  | 3.5x   | 3.7x    | 3.7x  | 3.5x  | 0.5x   | 0%          | -8%  | -5%  |
| Tech Mahindra         | IN  | 17    | 3.4   | 19%           | 23%  | 19% | 15.4%    | 12.7x | 11.3x | 10.0x | 6.9x      | 6.5x  | 5.9x   | 7.0x    | 6.6x  | 5.9x  | 0.7x   | 12%         | 9%   | 8%   |
| Average, ex India     | -   | -     | 85.0  | 6%            | 15%  | 16% | 13.2%    | 25.2x | 22.2x | 19.7x | 16.5x     | 14.6x | 13.2x  | 16.8x   | 14.9x | 13.4x | 1.5x   | -2%         | -11% | -12% |
| Average               | -   | -     | 57.2  | 11%           | 16%  | 16% | 16.0%    | 20.6x | 18.1x | 16.1x | 13.1x     | 11.7x | 10.6x  | 13.2x   | 11.8x | 10.7x | 1.5x   | -1%         | -10% | -12% |
| Nordic peers:         |     |       |       |               |      |     |          |       |       |       |           |       |        |         |       |       |        |             |      |      |
| Trifork               | DK  | 28    | 0.5   | 13%           | 3%   | 8%  | 12.4%    | 82.9x | 62.6x | 25.2x | 18.4x     | 15.7x | 13.1x  | 29.4x   | 23.9x | 20.1x | 10.9x  | 4%          | -22% | -32% |
| NNIT                  | DK  | 89    | 0.3   | 5%            | 109% | -   | 7.2%     | -     | -     | -     | 8.6x      | 6.9x  | 5.9x   | 59.1x   | 11.7x | 9.3x  | -      | 2%          | -21% | -22% |
| TietoEvry             | FI  | 23    | 2.8   | 3%            | 1%   | 5%  | 12.6%    | 10.5x | 9.5x  | 8.9x  | 6.9x      | 6.4x  | 6.3x   | 10.2x   | 9.1x  | 8.8x  | 2.1x   | -1%         | -13% | -15% |
| KnowIT                | SE  | 29    | 0.8   | 12%           | 16%  | 7%  | 8.6%     | 20.5x | 17.6x | 18.1x | 11.1x     | 10.0x | 9.3x   | 17.9x   | 15.1x | 14.2x | 3.0x   | 3%          | -14% | -21% |
| Average               | -   | -     | 1.1   | 8%            | 33%  | 6%  | 10.2%    | 38.0x | 29.9x | 17.4x | 11.3x     | 9.7x  | 8.7x   | 29.2x   | 15.0x | 13.1x | 5.4x   | 2%          | -17% | -22% |
| SimCorp               | DK  | 482   | 2.6   | 10%           | 10%  | 12% | 25.9%    | 23.6x | 21.0x | 18.7x | 17.5x     | 15.8x | 13.9x  | 19.1x   | 17.0x | 15.3x | 2.0x   | -11%        | -30% | -33% |
| Others:               |     |       |       |               |      |     |          |       |       |       |           |       |        |         |       |       |        |             |      |      |
| Europe IT consult. 1) | -   | -     | -     | 6%            | 12%  | 11% | 8.3%     | 22.3x | 24.2x | 19.8x | 11.7x     | 9.0x  | 8.3x   | 15.2x   | 13.3x | 10.6x | 2.0x   | 1%          | -3%  | -0%  |
| Global IT consult. 2) | -   | -     | -     | 10%           | 15%  | 22% | 23.4%    | 25.9x | 27.1x | 24.5x | 15.9x     | 13.4x | 280.6x | 21.7x   | 20.6x | 16.3x | 1.2x   | 5%          | -2%  | -1%  |
| Average, total        | -   | -     | -     | 12%           | 20%  | 16% | 15.2%    | 29.7x | 26.5x | 21.1x | 15.7x     | 13.0x | 65.1x  | 21.1x   | 16.4x | 13.6x | 2.4x   | 5%          | -11% | -14% |
| Netcompany, NDA       | DK  | 438   | 2.9   | 26%           | 20%  | 22% | 17.3%    | 31.8x | 26.2x | 22.0x | 20.9x     | 17.6x | 14.6x  | 26.2x   | 21.2x | 17.3x | 1.4x   | 8%          | -30% | -38% |

Source: Refinitiv and Nordea estimates

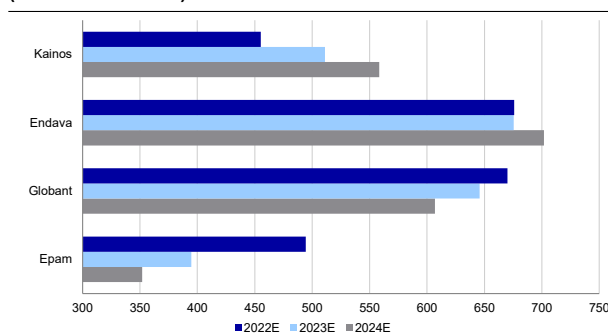
## VALUATION: NETCOMPANY (OUR ESTIMATES) VS PEER GROUP VALUATION

|                       | Grw, 2021-24E     |                   |                   | EV/EBIT         |                 |                 | PEG            | Share price       |                   |
|-----------------------|-------------------|-------------------|-------------------|-----------------|-----------------|-----------------|----------------|-------------------|-------------------|
|                       | Rev               | EBIT              | EPS               | 2022E           | 2023E           | 2024E           |                | 1M                | YTD               |
| <b>Key peers</b>      | <b>Underperf.</b> | <b>Underperf.</b> | <b>Underperf.</b> | <b>Discount</b> | <b>Discount</b> | <b>Discount</b> | <b>Premium</b> | <b>Underperf.</b> | <b>Underperf.</b> |
| IT service companies: | Outperf.          | Outperf.          | Underperf.        | Premium         | Premium         | Premium         | Premium        | Outperf.          | Underperf.        |
| - Ex India            | Outperf.          | Outperf.          | Underperf.        | Premium         | Premium         | Premium         | Premium        | Outperf.          | Underperf.        |
| Nordic peers:         | Outperf.          | Underperf.        | Outperf.          | Discount        | Premium         | Premium         | Discount       | Outperf.          | Underperf.        |
| Europe IT consult. 1) | Outperf.          | Outperf.          | Outperf.          | Premium         | Premium         | Premium         | Premium        | Outperf.          | Underperf.        |
| Global IT consult. 2) | Outperf.          | Outperf.          | Underperf.        | Premium         | Discount        | Discount        | Premium        | Outperf.          | Underperf.        |

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

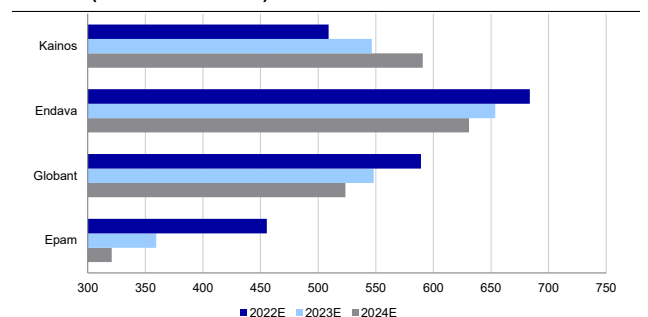
Source: Refinitiv and Nordea estimates

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

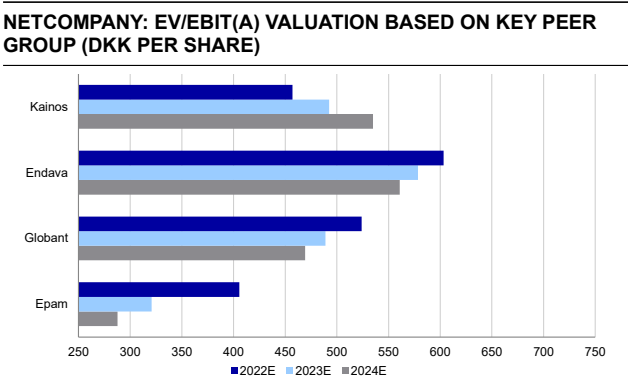


Source: Refinitiv and Nordea

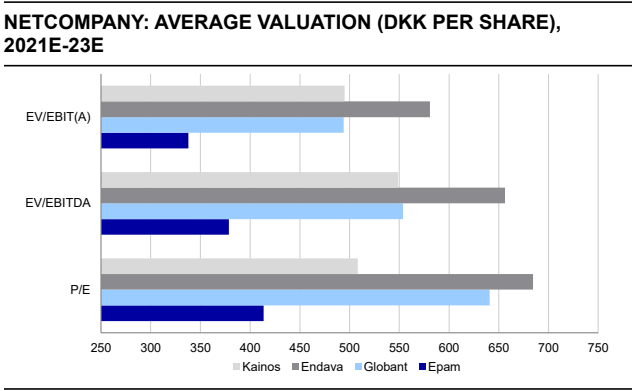
## NETCOMPANY: EV/EBITDA VALUATION BASED ON KEY PEER GROUP (DKK PER SHARE)



Source: Refinitiv and Nordea



Source: Refinitiv and Nordea



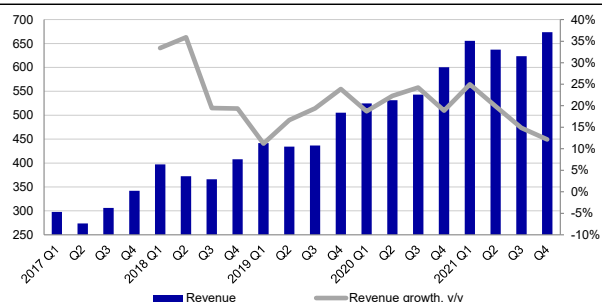
Source: Refinitiv and Nordea

# Netcompany: Quarterly numbers

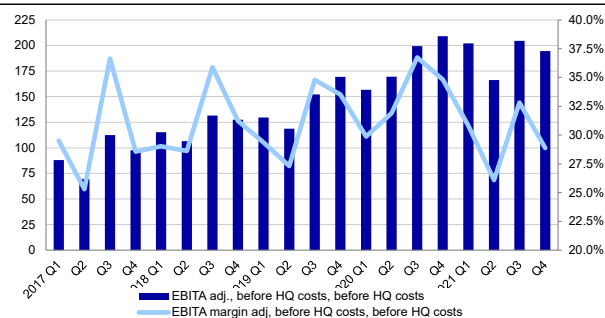
## NETCOMPANY: QUARTERLY NUMBERS (DKKm; EPS IN DKK)

|                                                | 2018  |       |       |        | 2019   |        |        |        | 2020  |        |        |        | 2021   |        |        |         |
|------------------------------------------------|-------|-------|-------|--------|--------|--------|--------|--------|-------|--------|--------|--------|--------|--------|--------|---------|
|                                                | Q1    | Q2    | Q3    | Q4     | Q1     | Q2     | Q3     | Q4     | Q1    | Q2     | Q3     | Q4     | Q1     | Q2     | Q3     | Q4      |
| Revenue                                        | 517   | 503   | 490   | 543    | 598    | 593    | 592    | 671    | 696   | 676    | 695    | 773    | 855    | 827    | 798    | 1,152   |
| Production cost                                | 319   | 306   | 282   | 329    | 364    | 370    | 336    | 387    | 421   | 416    | 401    | 445    | 529    | 533    | 470    | 766     |
| Gross profit                                   | 198   | 196   | 208   | 214    | 234    | 223    | 256    | 284    | 275   | 260    | 293    | 328    | 326    | 293    | 328    | 386     |
| Sales & marketing                              | 3     | 4     | 2     | 3      | 3      | 3      | 3      | 3      | 4     | 4      | 4      | 5      | 6      | 6      | 6      | 19      |
| Administration                                 | 68    | 73    | 69    | 81     | 84     | 93     | 89     | 101    | 106   | 95     | 94     | 99     | 103    | 121    | 123    | 157     |
| Special items                                  | -8    | -27   | 0     | 0      | -1     | -3     | -1     | 0      | 0     | 0      | 0      | 0      | 0      | 0      | -30    | -8      |
| EBITA                                          | 120   | 93    | 136   | 131    | 146    | 123    | 164    | 180    | 164   | 161    | 195    | 224    | 216    | 167    | 170    | 203     |
| Amortisation                                   | 29    | 29    | 29    | 28     | 26     | 25     | 26     | 25     | 25    | 25     | 25     | 24     | 9      | 9      | 9      | 24      |
| EBIT                                           | 91    | 64    | 107   | 102    | 120    | 99     | 138    | 155    | 139   | 136    | 170    | 200    | 207    | 158    | 161    | 178     |
| Net financial items                            | -25   | -65   | -8    | -10    | 6      | -21    | -4     | 5      | -19   | -16    | -6     | -152   | 37     | -12    | -12    | 11      |
| Pre-tax profit                                 | 67    | -2    | 99    | 92     | 126    | 78     | 134    | 160    | 120   | 120    | 164    | 48     | 244    | 146    | 149    | 189     |
| Taxes                                          | 15    | 15    | 21    | 23     | 28     | 16     | 31     | 34     | 27    | 24     | 36     | 43     | 45     | 33     | 41     | 35      |
| Net profit                                     | 51    | -17   | 78    | 68     | 99     | 62     | 102    | 126    | 93    | 96     | 128    | 5      | 200    | 112    | 109    | 154     |
| Revenue visibility                             | 1,461 | 1,676 | 2,025 | -      | 1,786  | 2,106  | 2,387  | -      | 2,132 | 2,484  | 2,720  | -      | 2,765  | 3,065  | 3,274  | -       |
| % of FY revenue                                | -     | 81.6% | 98.6% | -      | 72.8%  | 85.8%  | 97.3%  | -      | 75.1% | 87.5%  | 95.8%  | -      | 76.1%  | 84.4%  | 90.1%  | -       |
| In/out orders                                  | 281   | 215   | 349   | 28     | 207    | 319    | 282    | 67     | 304   | 352    | 236    | 119    | 634    | 299    | 209    | 73      |
| Growth, y/y                                    | -     | -     | -     | -      | -26.3% | 48.3%  | -19.3% | 137.0% | 46.9% | 10.2%  | -16.2% | 78.1%  | 108.5% | -15.0% | -11.4% | -38.8%  |
| 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    | 2.2    | 3.1     |
| 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%  | -15.3% | 2958.4% |
| 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%  | 27.2%  | 18.5%   |
| 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%  | 14.9%  | 49.1%   |
| 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%  | 41.2%  | 33.5%   |
| EBITDA                                         | 130   | 103   | 148   | 140    | 158    | 137    | 178    | 196    | 180   | 177    | 212    | 241    | 235    | 187    | 191    | 231     |
| 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%  | 23.9%  | 20.0%   |
| 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%   | 4.4%   | -3.5%   |
| EBITA, adj                                     | 128   | 90    | 136   | 131    | 147    | 126    | 164    | 180    | 164   | 161    | 195    | 224    | 216    | 167    | 200    | 210     |
| 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%  | 25.1%  | 18.3%   |
| 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%  | 21.3%  | 17.6%   |
| 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%  | 20.2%  | 15.5%   |
| 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%  | 18.7%  | 16.4%   |
| FCF                                            | 84    | 24    | 48    | 23     | 74     | 80     | 126    | 116    | 95    | 103    | 149    | -80    | 10     | -36    | 180    | 0       |
| Revenue, Public                                | 286   | 268   | 278   | 321    | 351    | 342    | 356    | 407    | 433   | 442    | 436    | 466    | 502    | 488    | 462    | 759     |
| Revenue, private                               | 231   | 235   | 213   | 222    | 247    | 252    | 236    | 264    | 262   | 233    | 258    | 307    | 353    | 339    | 336    | 394     |
| 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%  | 5.8%   | 62.8%   |
| 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%  | 30.2%  | 28.3%   |
| Development revenue                            | 223   | 217   | 260   | 305    | 330    | 290    | 299    | 339    | 356   | 347    | 380    | 434    | 518    | 513    | 488    | 269     |
| Maintenance revenue                            | 294   | 285   | 230   | 239    | 268    | 303    | 293    | 332    | 340   | 328    | 315    | 339    | 338    | 313    | 310    | 597     |
| Netcompany Denmark:                            |       |       |       |        |        |        |        |        |       |        |        |        |        |        |        |         |
| Revenue, Denmark                               | 397   | 372   | 366   | 408    | 442    | 435    | 437    | 505    | 525   | 532    | 543    | 601    | 656    | 637    | 624    | 674     |
| 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%  | 14.9%  | 12.2%   |
| Gross profit, DK                               | -     | -     | -     | -      | 192    | 183    | 213    | 238    | 229   | 236    | 265    | 282    | 280    | 247    | 286    | 289     |
| Gross margin, DK                               | -     | -     | -     | -      | 43.4%  | 42.1%  | 48.8%  | 47.1%  | 43.6% | 44.4%  | 48.7%  | 47.0%  | 42.7%  | 38.7%  | 45.9%  | 42.9%   |
| EBITA adj, before HQ costs, DK                 | 115   | 107   | 131   | 127    | 130    | 119    | 152    | 169    | 157   | 170    | 199    | 209    | 202    | 166    | 205    | 195     |
| 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%  | 32.8%  | 28.9%   |
| Netcompany Norway:                             |       |       |       |        |        |        |        |        |       |        |        |        |        |        |        |         |
| Revenue, Norway                                | 43    | 41    | 40    | 47     | 55     | 47     | 45     | 53     | 55    | 43     | 44     | 58     | 73     | 68     | 58     | 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%  | 32.5%  | 16.9%   |
| Gross profit, Norway                           | -     | -     | -     | -      | 23     | 15     | 14     | 14     | 15    | 5      | 9      | 14     | 21     | 17     | 13     | 14      |
| Gross margin, Norway                           | -     | -     | -     | -      | 41.7%  | 32.0%  | 30.0%  | 27.0%  | 27.3% | 12.4%  | 20.2%  | 24.6%  | 29.3%  | 24.7%  | 23.0%  | 20.5%   |
| EBITA adj, before HQ costs, Norway             | 10    | 8     | 8     | 7      | 15     | 7      | 7      | 6      | 8     | 6      | 3      | 6      | 13     | 6      | 2      | -2      |
| 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%  | 8.2%   | 3.8%   | -2.9%   |
| Netcompany UK:                                 |       |       |       |        |        |        |        |        |       |        |        |        |        |        |        |         |
| Revenue, UK                                    | 77    | 89    | 84    | 88     | 101    | 104    | 96     | 95     | 98    | 80     | 80     | 82     | 105    | 101    | 99     | 102     |
| 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%  | 22.9%  | 25.4%   |
| Gross profit, UK                               | -     | -     | -     | -      | 19     | 24     | 25     | 28     | 25    | 11     | 9      | 18     | 21     | 25     | 29     | 31      |
| Gross margin, UK                               | -     | -     | -     | -      | 18.7%  | 22.5%  | 26.5%  | 29.1%  | 25.4% | 13.3%  | 11.3%  | 21.6%  | 20.4%  | 24.8%  | 29.2%  | 29.9%   |
| EBITA adj, before HQ costs, , UK               | 8     | 10    | 6     | 5      | 11     | 12     | 16     | 16     | 11    | 0      | -3     | 8      | 11     | 7      | 12     | 14      |
| 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%   | 10.0%  | 6.8%   | 12.1%  | 13.4%   |
| Netcompany Holland:                            |       |       |       |        |        |        |        |        |       |        |        |        |        |        |        |         |
| Revenue, Netherlands                           | -     | -     | -     | -      | 7      | 14     | 16     | 18     | 18    | 21     | 29     | 31     | 22     | 20     | 17     | 23      |
| Revenue growth, Netherlands                    | -     | -     | -     | -      | -      | -      | -      | -      | -     | 197.2% | 107.9% | 88.5%  | 22.0%  | -3.3%  | -40.5% | -25.8%  |
| Gross profit, Netherlands                      | -     | -     | -     | -      | 1      | 4      | 3      | 6      | 8     | 8      | 11     | 13     | 3      | 5      | 0      | 2       |
| Gross margin, Netherlands                      | -     | -     | -     | -      | 18.3%  | 25.0%  | 20.9%  | 31.1%  | 36.5% | 36.1%  | 43.6%  | 12.5%  | 26.0%  | 0.6%   | 10.5%  | -       |
| EBITA adj, before HQ costs, , Netherlands      | -     | -     | -     | -      | -1     | -2     | -3     | 1      | 2     | 2      | 6      | 9      | -2     | -2     | -8     | -7      |
| EBITA margin adj, before HQ costs, Netherlands | -     | -     | -     | -      | -15.5% | -13.6% | -17.2% | 6.2%   | 11.4% | 20.6%  | 30.3%  | -10.6% | -9.3%  | -48.0% | -29.4% | -       |
| 12-month performance:                          |       |       |       |        |        |        |        |        |       |        |        |        |        |        |        |         |
| 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  | 3,253  | 3,632   |
| Revenue growth (12m)                           | -     | -     | -     | 45.0%  | 33.3%  | 23.5%  | 19.1%  | 19.5%  | 19.6% | 18.4%  | 17.7%  | 15.7%  | 17.5%  | 19.6%  | 18.8%  | 28.0%   |
| - DK (12M)                                     | -     | -     | -     | 26.5%  | 20.4%  | 16.4%  | 16.5%  | 17.8%  | 19.7% | 21.1%  | 22.3%  | 20.9%  | 22.6%  | 21.9%  | 19.6%  | 17.8%   |
| - Norway (12M)                                 | -     | -     | -     | 27.9%  | 29.9%  | 22.9%  | 19.2%  | 17.2%  | 9.1%  | 3.6%   | 0.1%   | -0.5%  | 8.6%   | 23.8%  | 32.0%  | 33.8%   |
| - UK (12M)                                     | -     | -     | -     | -      | -      | -      | 34.0%  | 17.1%  | 8.9%  | -2.0%  | -8.9%  | -14.1% | -11.9% | -0.5%  | 9.0%   | 19.5%   |
| - Netherlands (12M)                            | -     | -     | -     | -      | -      | -      | -      | -      | -     | -      | -      | -      | 86.1%  | 47.4%  | 6.9%   | -16.8%  |
| EBITA adj (12M)                                | 434   | 450   | 469   | 484    | 504    | 540    | 568    | 617    | 634   | 669    | 701    | 744    | 797    | 802    | 806    | 793     |
| 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%  | 24.8%  | 21.8%   |
| - 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%  | 31.1%  | 29.6%   |
| - 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%  | 10.6%  | 7.1%    |
| - UK (12M)                                     | -     | -     | 12.6% | 8.6%   | 9.0%   | 9.1%   | 11.4%  | 13.9%  | 14.0% | 11.6%  | 6.7%   | 4.7%   | 4.4%   | 6.0%   | 9.6%   | 10.6%   |
| - Netherlands (12M)                            | -     | -     | -     | -      | -      | -      | -      | -      | -8.5% | -1.7%  | 8.0%   | 19.1%  | 15.0%  | 10.9%  | -3.6%  | -23.4%  |
| 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%  | 20.5%  | 6.2%    |

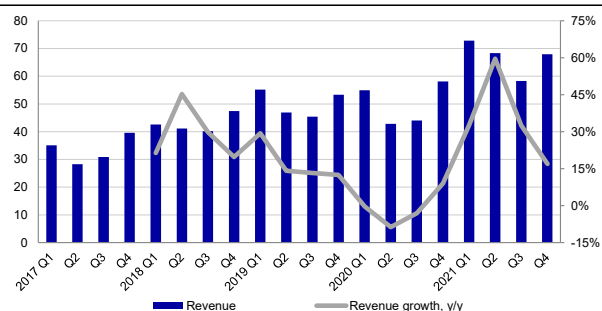
Source: Company data and Nordea

**NETCOMPANY, DENMARK: REVENUE (DKKm)**

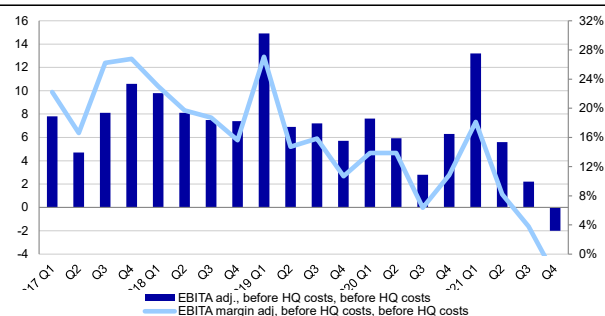
Source: Company data and Nordea estimates

**NETCOMPANY, DENMARK: ADJUSTED EBITA (DKKm)**

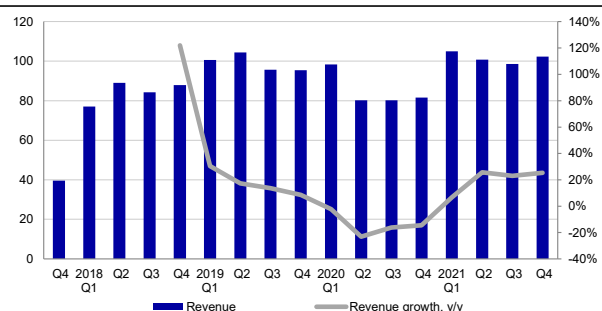
Source: Company data and Nordea estimates

**NETCOMPANY, NORWAY: REVENUE (DKKm)**

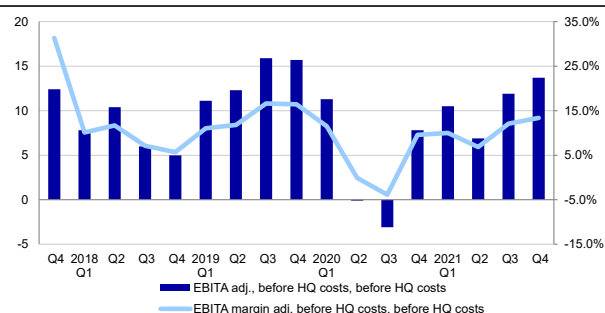
Source: Company data and Nordea

**NETCOMPANY, NORWAY: ADJUSTED EBITA (DKKm)**

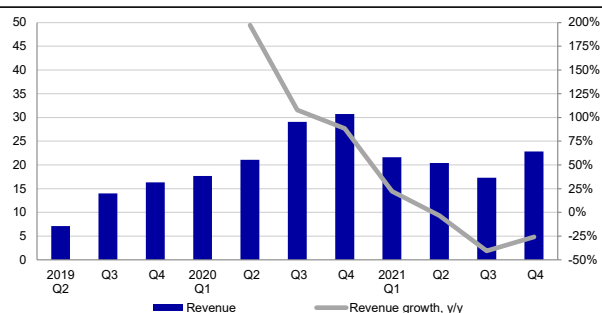
Source: Company data and Nordea

**NETCOMPANY, UK: REVENUE (DKKm)**

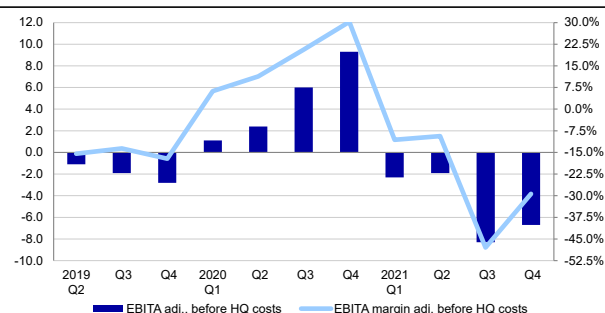
Source: Company data and Nordea

**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: Annual numbers

## NETCOMPANY: ANNUAL NUMBERS (DKKm; EPS IN DKK)

|                                                | 2013         | 2014         | 2015         | 2016          | 2017         | 2018         | 2019         | 2020         | 2021          | 2022E        | 2023E        | 2024E        |
|------------------------------------------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|
| <b>Revenue</b>                                 | <b>461</b>   | <b>629</b>   | <b>758</b>   | <b>900</b>    | <b>1,416</b> | <b>2,053</b> | <b>2,454</b> | <b>2,839</b> | <b>3,632</b>  | <b>5,492</b> | <b>6,313</b> | <b>7,263</b> |
| Production cost                                | -            | -            | 447          | 527           | 803          | 1,237        | 1,458        | 1,683        | 2,299         | 3,692        | 4,222        | 4,833        |
| <b>Gross profit</b>                            | <b>-</b>     | <b>-</b>     | <b>311</b>   | <b>373</b>    | <b>613</b>   | <b>817</b>   | <b>996</b>   | <b>1,155</b> | <b>1,333</b>  | <b>1,801</b> | <b>2,091</b> | <b>2,429</b> |
| Sales & marketing                              | -            | -            | 4            | 4             | 10           | 12           | 12           | 17           | 37            | 43           | 49           | 56           |
| Administration                                 | -            | -            | 100          | 121           | 201          | 290          | 367          | 394          | 503           | 746          | 857          | 986          |
| Special items                                  | -            | -            | 0            | -35           | -33          | -34          | -4           | 0            | -38           | 0            | 0            | 0            |
| <b>EBITDA</b>                                  | <b>91</b>    | <b>157</b>   | <b>228</b>   | <b>233</b>    | <b>402</b>   | <b>520</b>   | <b>669</b>   | <b>809</b>   | <b>843</b>    | <b>1,122</b> | <b>1,311</b> | <b>1,532</b> |
| Depreciation                                   | 9            | 8            | 9            | 32            | 34           | 40           | 56           | 65           | 88            | 110          | 126          | 145          |
| Amortisation                                   | 0            | -2           | 12           | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            |
| <b>EBITA</b>                                   | <b>81</b>    | <b>150</b>   | <b>207</b>   | <b>201</b>    | <b>369</b>   | <b>480</b>   | <b>613</b>   | <b>744</b>   | <b>755</b>    | <b>1,012</b> | <b>1,185</b> | <b>1,387</b> |
| Amortisation                                   | 2            | 2            | 0            | 74            | 96           | 115          | 102          | 99           | 51            | 120          | 95           | 95           |
| <b>EBIT</b>                                    | <b>80</b>    | <b>149</b>   | <b>207</b>   | <b>127</b>    | <b>273</b>   | <b>365</b>   | <b>511</b>   | <b>645</b>   | <b>704</b>    | <b>892</b>   | <b>1,090</b> | <b>1,292</b> |
| Net financial items                            | 1            | 1            | 0            | -62           | -73          | -109         | -14          | -193         | 24            | -8           | -16          | -13          |
| <b>Pre-tax profit</b>                          | <b>81</b>    | <b>150</b>   | <b>208</b>   | <b>65</b>     | <b>200</b>   | <b>256</b>   | <b>497</b>   | <b>452</b>   | <b>728</b>    | <b>884</b>   | <b>1,074</b> | <b>1,279</b> |
| Taxes                                          | 8            | 15           | 20           | 44            | 59           | 74           | 109          | 130          | 153           | 195          | 236          | 281          |
| <b>Net profit</b>                              | <b>73</b>    | <b>134</b>   | <b>188</b>   | <b>21</b>     | <b>141</b>   | <b>181</b>   | <b>389</b>   | <b>322</b>   | <b>575</b>    | <b>690</b>   | <b>837</b>   | <b>997</b>   |
| One-off items                                  | 0            | 0            | 0            | -35           | -33          | -34          | -4           | 0            | -38           | 0            | 0            | 0            |
| EPS                                            | -            | -            | -            | -             | 2.8          | 3.7          | 7.9          | 6.4          | 11.7          | 13.8         | 16.7         | 19.9         |
| EPS growth, y/y                                | -            | -            | -            | -             | -            | 29.7%        | 116.7%       | -18.6%       | 82.4%         | 17.5%        | 21.4%        | 19.1%        |
| Tax rate                                       | 9.3%         | 10.2%        | 9.6%         | 67.1%         | 29.7%        | 29.1%        | 21.9%        | 28.7%        | 21.1%         | 22.0%        | 22.0%        | 22.0%        |
| Revenue growth, y/y                            | 15.0%        | 36.6%        | 20.5%        | 18.7%         | 57.4%        | 45.0%        | 19.5%        | 15.7%        | 28.0%         | 51.2%        | 14.9%        | 15.0%        |
| Gross margin                                   | -            | -            | 41.1%        | 41.4%         | 43.3%        | 39.8%        | 40.6%        | 40.7%        | 36.7%         | 32.8%        | 33.1%        | 33.5%        |
| EBITDA margin                                  | 19.8%        | 24.9%        | 30.1%        | 25.9%         | 28.4%        | 25.3%        | 27.3%        | 28.5%        | 23.2%         | 20.4%        | 20.8%        | 21.1%        |
| <b>EBITA, adj</b>                              | <b>81</b>    | <b>150</b>   | <b>207</b>   | <b>236</b>    | <b>402</b>   | <b>514</b>   | <b>617</b>   | <b>744</b>   | <b>755</b>    | <b>1,012</b> | <b>1,185</b> | <b>1,387</b> |
| <b>EBITA margin, adj</b>                       | <b>17.7%</b> | <b>23.9%</b> | <b>27.4%</b> | <b>26.3%</b>  | <b>28.4%</b> | <b>25.0%</b> | <b>25.2%</b> | <b>26.2%</b> | <b>20.8%</b>  | <b>18.4%</b> | <b>18.8%</b> | <b>19.1%</b> |
| EBITA margin                                   | 17.7%        | 23.9%        | 27.4%        | 22.3%         | 26.0%        | 23.4%        | 25.0%        | 26.2%        | 20.8%         | 18.4%        | 18.8%        | 19.1%        |
| EBIT margin                                    | 17.3%        | 23.6%        | 27.4%        | 14.1%         | 19.3%        | 17.8%        | 20.8%        | 22.7%        | 19.4%         | 16.2%        | 17.3%        | 17.8%        |
| Net profit, adj.                               | 75           | 136          | 188          | 106           | 241          | 298          | 471          | 399          | 644           | 783          | 912          | 1,071        |
| CFFO                                           | -            | -            | 217          | 117           | 195          | 187          | 460          | 581          | 466           | 945          | 881          | 1,028        |
| Capex                                          | -16          | -4           | -18          | -2,539        | -150         | -27          | -65          | -102         | -1,779        | -66          | -74          | -84          |
| <b>FCF</b>                                     | <b>-</b>     | <b>-</b>     | <b>207</b>   | <b>-2,422</b> | <b>45</b>    | <b>160</b>   | <b>396</b>   | <b>479</b>   | <b>-1,313</b> | <b>879</b>   | <b>807</b>   | <b>945</b>   |
| Revenue, Public                                | -            | -            | 312          | 368           | 730          | 1,152        | 1,456        | 1,778        | 2,209         | 2,562        | 2,998        | 3,508        |
| Revenue, private                               | -            | -            | 447          | 531           | 686          | 901          | 998          | 1,061        | 1,421         | 1,319        | 1,544        | 1,806        |
| Revenue growth, Public                         | -            | -            | -            | 18.3%         | 98.2%        | 57.8%        | 26.3%        | 22.1%        | 24.3%         | 16.0%        | 17.0%        | 17.0%        |
| Revenue growth, private                        | -            | -            | -            | 19.0%         | 29.1%        | 31.4%        | 10.8%        | 6.3%         | 34.0%         | 30.0%        | 25.0%        | 20.0%        |
| <b>Development revenue</b>                     | <b>-</b>     | <b>-</b>     | <b>347</b>   | <b>439</b>    | <b>647</b>   | <b>1,005</b> | <b>1,258</b> | <b>1,517</b> | <b>1,788</b>  | <b>2,074</b> | <b>2,427</b> | <b>2,840</b> |
| Public customers                               | -            | -            | 137          | 167           | 440          | 575          | 738          | 920          | 1,320         | 1,531        | 1,791        | 2,095        |
| Private customers                              | -            | -            | 210          | 272           | 206          | 430          | 520          | 597          | 983           | 544          | 636          | 744          |
| <b>Maintenance revenue</b>                     | <b>-</b>     | <b>-</b>     | <b>411</b>   | <b>461</b>    | <b>769</b>   | <b>1,048</b> | <b>1,196</b> | <b>1,322</b> | <b>1,558</b>  | <b>1,807</b> | <b>2,115</b> | <b>2,474</b> |
| Public customers                               | -            | -            | 175          | 202           | 290          | 577          | 718          | 858          | 890           | 1,032        | 1,207        | 1,412        |
| Private customers                              | -            | -            | 236          | 260           | 479          | 471          | 478          | 463          | 439           | 776          | 907          | 1,062        |
| <b>Netcompany Denmark:</b>                     |              |              |              |               |              |              |              |              |               |              |              |              |
| Revenue, Denmark                               | 461          | 629          | 758          | 888           | 1,220        | 1,544        | 1,819        | 2,200        | 2,590         | 3,001        | 3,485        | 4,099        |
| Revenue growth, Denmark                        | 15.0%        | 36.6%        | 20.5%        | 18.7%         | 37.4%        | 26.5%        | 17.8%        | 21.0%        | 17.7%         | 15.9%        | 16.1%        | 17.6%        |
| EBITA adj. before HQ costs, DK                 | 81           | 150          | 207          | 234           | 358          | 461          | 544          | 706          | 712           | 829          | 941          | 1,076        |
| EBITA margin adj. before HQ costs, DK          | 17.7%        | 23.9%        | 27.4%        | 26.4%         | 29.4%        | 29.8%        | 29.9%        | 32.1%        | 27.5%         | 27.6%        | 27.0%        | 26.3%        |
| <b>Netcompany Norway</b>                       |              |              |              |               |              |              |              |              |               |              |              |              |
| Revenue, Norway                                | -            | -            | -            | 12            | 134          | 171          | 203          | 200          | 267           | 314          | 377          | 433          |
| Revenue growth, Norway                         | -            | -            | -            | -             | 1044.4%      | 27.9%        | 18.6%        | -1.7%        | 33.8%         | 17.5%        | 20.0%        | 15.0%        |
| EBITA adj. before HQ costs, Norway             | -            | -            | -            | 2             | 31           | 31           | 32           | 12           | 12            | 24           | 40           | 57           |
| EBITA margin adj. before HQ costs, Norway      | -            | -            | -            | 17.1%         | 23.1%        | 17.9%        | 15.9%        | 6.0%         | 4.6%          | 7.6%         | 10.6%        | 13.1%        |
| <b>Netcompany UK</b>                           |              |              |              |               |              |              |              |              |               |              |              |              |
| Revenue, UK                                    | -            | -            | -            | -             | 62           | 338          | 395          | 340          | 407           | 468          | 561          | 645          |
| Revenue growth, UK                             | -            | -            | -            | -             | -            | 446.2%       | 16.7%        | -13.8%       | 19.5%         | 15.0%        | 20.0%        | 15.0%        |
| EBITA adj. before HQ costs, , UK               | -            | -            | -            | -             | 12           | 23           | 48           | 9            | 34            | 48           | 69           | 92           |
| EBITA margin adj. before HQ costs, UK          | -            | -            | -            | -             | 20.0%        | 6.8%         | 12.2%        | 2.8%         | 8.2%          | 10.2%        | 12.2%        | 14.2%        |
| <b>Netcompany Holland</b>                      |              |              |              |               |              |              |              |              |               |              |              |              |
| Revenue, Netherlands                           | -            | -            | -            | -             | -            | -            | 37           | 99           | 82            | 99           | 118          | 136          |
| Revenue growth, Netherlands                    | -            | -            | -            | -             | -            | -            | -            | 163.7%       | -16.8%        | 20.0%        | 20.0%        | 15.0%        |
| EBITA adj. before HQ costs, , Netherlands      | -            | -            | -            | -             | -            | -            | -7           | 17           | -22           | 5            | 9            | 14           |
| EBITA margin adj. before HQ costs, Netherlands | -            | -            | -            | -             | -            | -            | -17.4%       | 17.0%        | -27.0%        | 5.0%         | 7.5%         | 10.0%        |
| <b>Intrasoft</b>                               |              |              |              |               |              |              |              |              |               |              |              |              |
| Revenue, Intrasoft                             | -            | -            | -            | -             | -            | -            | -            | -            | -             | 286          | 1,611        | 1,772        |
| Revenue growth, Intrasoft                      | -            | -            | -            | -             | -            | -            | -            | -            | -             | -            | 463.9%       | 10.0%        |
| EBITA                                          | -            | -            | -            | -             | -            | -            | -            | -            | -             | 15           | 106          | 126          |
| EBITA margin                                   | -            | -            | -            | -             | -            | -            | -            | -            | -             | 5.2%         | 6.6%         | 7.1%         |

Source: Company data and Nordea estimates

# Reported numbers and forecasts

## INCOME STATEMENT

| DKKm                                 | 2014        | 2015        | 2016        | 2017         | 2018         | 2019         | 2020         | 2021         | 2022E        | 2023E        | 2024E        |
|--------------------------------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Total revenue</b>                 | <b>629</b>  | <b>758</b>  | <b>900</b>  | <b>1,416</b> | <b>2,053</b> | <b>2,454</b> | <b>2,839</b> | <b>3,632</b> | <b>5,492</b> | <b>6,313</b> | <b>7,263</b> |
| Revenue growth                       | 36.6%       | 20.5%       | 18.7%       | 57.4%        | 45.0%        | 19.5%        | 15.7%        | 28.0%        | 51.2%        | 14.9%        | 15.0%        |
| of which organic                     | n.a.        | 20.5%       | 17.1%       | 37.0%        | 25.5%        | 17.7%        | 15.5%        | 17.0%        | 16.0%        | 14.9%        | 15.0%        |
| of which FX                          | n.a.        | 0.0%        | 0.0%        | 0.3%         | 0.1%         | 0.0%         | -1.1%        | 0.9%         | 0.0%         | 0.0%         | 0.0%         |
| EBITDA                               | 157         | 228         | 233         | 402          | 520          | 669          | 809          | 843          | 1,122        | 1,311        | 1,532        |
| Depreciation and impairments PPE     | -7          | -21         | -32         | -34          | -40          | -56          | -65          | -88          | -110         | -126         | -145         |
| of which leased assets               | 0           | 0           | -11         | -19          | -24          | -37          | -42          | -54          | -54          | -63          | -72          |
| EBITA                                | 150         | 207         | 201         | 369          | 480          | 613          | 744          | 755          | 1,012        | 1,185        | 1,387        |
| Amortisation and impairments         | -2          | 0           | -74         | -96          | -115         | -102         | -99          | -51          | -120         | -95          | -95          |
| EBIT                                 | 149         | 207         | 127         | 273          | 365          | 511          | 645          | 704          | 892          | 1,090        | 1,292        |
| 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           | 0           | -62         | -73          | -110         | -14          | -47          | -33          | -8           | -16          | -13          |
| of which lease interest              | 0           | 0           | 0           | -1           | -1           | -3           | -4           | -4           | -4           | -4           | -4           |
| Changes in value, net                | 0           | 0           | 0           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Pre-tax profit</b>                | <b>150</b>  | <b>208</b>  | <b>65</b>   | <b>200</b>   | <b>254</b>   | <b>497</b>   | <b>598</b>   | <b>671</b>   | <b>884</b>   | <b>1,074</b> | <b>1,279</b> |
| Reported taxes                       | -15         | -20         | -44         | -59          | -74          | -109         | -130         | -153         | -195         | -236         | -281         |
| Net profit from continued operations | 134         | 188         | 21          | 141          | 180          | 389          | 468          | 517          | 690          | 837          | 997          |
| 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                 | 134         | 188         | 21          | 141          | 180          | 389          | 468          | 517          | 690          | 837          | 997          |
| <b>EPS, DKK</b>                      | <b>2.69</b> | <b>3.75</b> | <b>0.43</b> | <b>2.81</b>  | <b>3.60</b>  | <b>7.77</b>  | <b>9.36</b>  | <b>10.35</b> | <b>13.80</b> | <b>16.75</b> | <b>19.95</b> |
| DPS, DKK                             | -2.00       | -2.33       | 0.00        | 0.00         | 0.00         | 0.00         | 1.00         | 0.00         | 0.00         | 0.00         | 0.00         |
| of which ordinary                    | -2.00       | -2.33       | 0.00        | 0.00         | 0.00         | 0.00         | 1.00         | 0.00         | 0.00         | 0.00         | 0.00         |
| of which extraordinary               | 0.00        | 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 | 24.9% | 30.1% | 25.9% | 28.4% | 25.3% | 27.3% | 28.5% | 23.2% | 20.4% | 20.8% | 21.1% |
| EBITA  | 23.9% | 27.4% | 22.3% | 26.0% | 23.4% | 25.0% | 26.2% | 20.8% | 18.4% | 18.8% | 19.1% |
| EBIT   | 23.6% | 27.4% | 14.1% | 19.3% | 17.8% | 20.8% | 22.7% | 19.4% | 16.2% | 17.3% | 17.8% |

## Adjusted earnings

|                |      |      |      |      |      |      |      |       |       |       |       |
|----------------|------|------|------|------|------|------|------|-------|-------|-------|-------|
| EBITDA (adj)   | 157  | 228  | 268  | 435  | 555  | 674  | 809  | 881   | 1,122 | 1,311 | 1,532 |
| EBITA (adj)    | 150  | 207  | 236  | 402  | 514  | 617  | 744  | 793   | 1,012 | 1,185 | 1,387 |
| EBIT (adj)     | 149  | 207  | 162  | 306  | 399  | 516  | 645  | 742   | 892   | 1,090 | 1,292 |
| EPS (adj, DKK) | 2.69 | 3.75 | 0.97 | 3.33 | 4.14 | 7.84 | 9.36 | 10.94 | 13.80 | 16.75 | 19.95 |

## Adjusted profit margins in percent

|              |       |       |       |       |       |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| EBITDA (adj) | 24.9% | 30.1% | 29.8% | 30.7% | 27.0% | 27.5% | 28.5% | 24.3% | 20.4% | 20.8% | 21.1% |
| EBITA (adj)  | 23.9% | 27.4% | 26.3% | 28.4% | 25.0% | 25.2% | 26.2% | 21.8% | 18.4% | 18.8% | 19.1% |
| EBIT (adj)   | 23.6% | 27.4% | 18.0% | 21.6% | 19.4% | 21.0% | 22.7% | 20.4% | 16.2% | 17.3% | 17.8% |

## Performance metrics

|                       |       |       |        |       |       |       |       |       |       |       |       |
|-----------------------|-------|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAGR last 5 years     |       |       |        |       |       |       |       |       |       |       |       |
| Net revenue           | 23.1% | 23.7% | 22.4%  | 28.7% | 34.8% | 31.3% | 30.2% | 32.2% | 31.1% | 25.2% | 24.2% |
| EBITDA                | 16.8% | 20.6% | 16.6%  | 31.2% | 41.7% | 33.7% | 28.8% | 29.3% | 22.8% | 20.3% | 18.0% |
| EBIT                  | 15.5% | 19.3% | 4.0%   | 23.2% | 35.5% | 28.0% | 25.5% | 40.8% | 26.7% | 24.5% | 20.4% |
| EPS                   | 19.2% | 23.8% | -23.0% | 9.9%  | 19.6% | 23.7% | 20.0% | 89.2% | 37.4% | 36.0% | 20.7% |
| 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   | 24.8% | 24.7% | 20.9%  | 20.1% | 19.5% | 19.6% | 19.9% | 20.2% | 18.9% | 18.5% | 18.1% |
| Average EBITDA margin | 26.4% | 26.7% | 25.8%  | 26.7% | 26.8% | 27.1% | 27.3% | 26.2% | 24.1% | 22.9% | 22.0% |

## VALUATION RATIOS - ADJUSTED EARNINGS

| DKKm            | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022E | 2023E | 2024E |
|-----------------|------|------|------|------|------|------|------|------|-------|-------|-------|
| P/E (adj)       | n.a. | n.a. | n.a. | n.a. | 53.2 | 40.4 | 66.5 | 64.4 | 31.3  | 25.8  | 21.7  |
| EV/EBITDA (adj) | n.a. | n.a. | n.a. | n.a. | 21.6 | 24.8 | 39.0 | 42.0 | 20.6  | 17.0  | 14.0  |
| EV/EBITA (adj)  | n.a. | n.a. | n.a. | n.a. | 23.3 | 27.0 | 42.4 | 46.7 | 22.8  | 18.9  | 15.5  |
| EV/EBIT (adj)   | n.a. | n.a. | n.a. | n.a. | 30.0 | 32.3 | 48.9 | 49.9 | 25.9  | 20.5  | 16.6  |

## VALUATION RATIOS - REPORTED EARNINGS

| DKKm                         | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020  | 2021  | 2022E | 2023E | 2024E |
|------------------------------|------|------|------|------|------|------|-------|-------|-------|-------|-------|
| P/E                          | n.a. | n.a. | n.a. | n.a. | 61.1 | 40.8 | 66.5  | 68.1  | 31.3  | 25.8  | 21.7  |
| EV/Sales                     | n.a. | n.a. | n.a. | n.a. | 5.84 | 6.80 | 11.11 | 10.20 | 4.20  | 3.54  | 2.96  |
| EV/EBITDA                    | n.a. | n.a. | n.a. | n.a. | 23.1 | 24.9 | 39.0  | 43.9  | 20.6  | 17.0  | 14.0  |
| EV/EBITA                     | n.a. | n.a. | n.a. | n.a. | 25.0 | 27.2 | 42.4  | 49.0  | 22.8  | 18.9  | 15.5  |
| EV/EBIT                      | n.a. | n.a. | n.a. | n.a. | 32.9 | 32.6 | 48.9  | 52.6  | 25.9  | 20.5  | 16.6  |
| Dividend yield (ord.)        | n.a. | n.a. | n.a. | n.a. | 0.0% | 0.0% | 0.2%  | 0.0%  | 0.0%  | 0.0%  | 0.0%  |
| FCF yield                    | n.a. | n.a. | n.a. | n.a. | 1.5% | 2.5% | 1.5%  | -3.7% | 2.3%  | 3.7%  | 4.3%  |
| FCF Yield bef A&D, lease adj | n.a. | n.a. | n.a. | n.a. | 1.2% | 2.5% | 1.6%  | 1.0%  | 2.0%  | 3.4%  | 4.0%  |
| Payout ratio                 | n.m. | n.m. | 0.0% | 0.0% | 0.0% | 0.0% | 10.7% | 0.0%  | 0.0%  | 0.0%  | 0.0%  |

Source: Company data and Nordea estimates

**BALANCE SHEET**

| DKKm                                  | 2014       | 2015       | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022E        | 2023E        | 2024E        |
|---------------------------------------|------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Intangible assets                     | 1          | 4          | 2,373        | 2,604        | 2,485        | 2,551        | 2,451        | 3,896        | 3,787        | 3,703        | 3,619        |
| of which R&D                          | 0          | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| of which other intangibles            | 1          | 4          | 489          | 495          | 376          | 286          | 187          | 524          | 535          | 546          | 557          |
| of which goodwill                     | 0          | 0          | 1,884        | 2,109        | 2,109        | 2,264        | 2,264        | 3,372        | 3,252        | 3,157        | 3,062        |
| Tangible assets                       | 14         | 20         | 41           | 55           | 117          | 146          | 135          | 317          | 316          | 316          | 315          |
| of which leased assets                | 0          | 12         | 25           | 31           | 83           | 101          | 89           | 235          | 235          | 235          | 235          |
| Shares associates                     | 0          | 0          | 0            | 0            | 0            | 0            | 70           | 113          | 113          | 113          | 113          |
| Interest bearing assets               | 0          | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Deferred tax assets                   | 11         | 11         | 0            | 0            | 1            | 4            | 9            | 17           | 17           | 17           | 17           |
| Other non-IB non-current assets       | 0          | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Other non-current assets              | 3          | 4          | 5            | 9            | 13           | 16           | 19           | 26           | 26           | 26           | 26           |
| Total non-current assets              | 30         | 39         | 2,420        | 2,667        | 2,616        | 2,716        | 2,684        | 4,369        | 4,260        | 4,175        | 4,090        |
| Inventory                             | 0          | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Accounts receivable                   | 146        | 180        | 258          | 445          | 458          | 531          | 459          | 1,032        | 1,208        | 1,389        | 1,598        |
| Short-term leased assets              | 0          | 11         | 19           | 24           | 37           | 42           | 54           | 54           | 63           | 72           | 82           |
| Other current assets                  | 190        | 174        | 103          | 139          | 268          | 305          | 484          | 1,104        | 1,405        | 1,612        | 1,850        |
| Cash and bank                         | 13         | 111        | 60           | 194          | 108          | 132          | 359          | 459          | 457          | 703          | 1,080        |
| Total current assets                  | 349        | 477        | 441          | 802          | 869          | 1,011        | 1,356        | 2,649        | 3,133        | 3,776        | 4,609        |
| Assets held for sale                  | 0          | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Total assets</b>                   | <b>379</b> | <b>516</b> | <b>2,860</b> | <b>3,470</b> | <b>3,486</b> | <b>3,728</b> | <b>4,039</b> | <b>7,018</b> | <b>7,393</b> | <b>7,951</b> | <b>8,700</b> |
| Shareholders equity                   | 213        | 300        | 1,261        | 1,644        | 1,806        | 2,072        | 2,429        | 3,038        | 3,728        | 4,565        | 5,563        |
| 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                          | 213        | 300        | 1,261        | 1,644        | 1,806        | 2,072        | 2,429        | 3,038        | 3,728        | 4,565        | 5,563        |
| Deferred tax                          | 0          | 0          | 111          | 112          | 89           | 73           | 66           | 134          | 134          | 134          | 134          |
| Long term interest bearing debt       | 0          | 0          | 1,178        | 1,265        | 1,106        | 959          | 761          | 2,276        | 1,776        | 1,276        | 776          |
| 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          | 6          | 14           | 18           | 54           | 65           | 57           | 148          | 186          | 200          | 215          |
| 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         | 0          | 6          | 1,303        | 1,395        | 1,249        | 1,128        | 1,057        | 2,671        | 2,215        | 1,737        | 1,262        |
| Short-term provisions                 | 0          | 5          | 9            | 30           | 36           | 4            | 0            | 9            | 13           | 15           | 18           |
| Accounts payable                      | 12         | 19         | 27           | 51           | 54           | 44           | 40           | 329          | 497          | 571          | 657          |
| Current lease debt                    | 1          | 6          | 12           | 14           | 29           | 39           | 35           | 99           | 124          | 133          | 143          |
| Other current liabilities             | 149        | 180        | 222          | 336          | 310          | 441          | 478          | 877          | 817          | 929          | 1,058        |
| Short term interest bearing debt      | 5          | 0          | 28           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Total current liabilities             | 166        | 210        | 297          | 431          | 430          | 528          | 554          | 1,312        | 1,451        | 1,648        | 1,875        |
| Liabilities for assets held for sale  | 0          | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Total liabilities and equity</b>   | <b>379</b> | <b>516</b> | <b>2,860</b> | <b>3,469</b> | <b>3,485</b> | <b>3,728</b> | <b>4,039</b> | <b>7,021</b> | <b>7,393</b> | <b>7,951</b> | <b>8,700</b> |
| <b>Balance sheet and debt metrics</b> |            |            |              |              |              |              |              |              |              |              |              |
| Net debt                              | -13        | -111       | 1,118        | 1,070        | 998          | 826          | 402          | 1,817        | 1,470        | 724          | -152         |
| of which lease debt                   | 1          | 12         | 25           | 31           | 83           | 104          | 93           | 247          | 310          | 333          | 358          |
| Working capital                       | 175        | 155        | 113          | 198          | 361          | 351          | 424          | 931          | 1,300        | 1,501        | 1,734        |
| Invested capital                      | 205        | 195        | 2,533        | 2,865        | 2,977        | 3,067        | 3,108        | 5,300        | 5,560        | 5,676        | 5,824        |
| Capital employed                      | 218        | 312        | 2,492        | 2,940        | 2,996        | 3,134        | 3,282        | 5,560        | 5,813        | 6,174        | 6,696        |
| ROE                                   | 83.8%      | 73.2%      | 2.7%         | 9.7%         | 10.4%        | 20.0%        | 20.8%        | 18.9%        | 20.4%        | 20.2%        | 19.7%        |
| ROIC                                  | 65.0%      | 81.0%      | 9.3%         | 8.8%         | 10.7%        | 13.3%        | 16.3%        | 17.6%        | 16.4%        | 19.4%        | 22.5%        |
| ROCE                                  | 83.7%      | 79.5%      | 11.7%        | 11.6%        | 13.8%        | 18.1%        | 20.7%        | 17.0%        | 15.7%        | 18.2%        | 20.1%        |
| Net debt/EBITDA                       | -0.1       | -0.5       | 4.8          | 2.7          | 1.9          | 1.2          | 0.5          | 2.2          | 1.3          | 0.6          | -0.1         |
| 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                          | 56.1%      | 58.2%      | 44.1%        | 47.4%        | 51.8%        | 55.6%        | 60.1%        | 43.3%        | 50.4%        | 57.4%        | 63.9%        |
| Net gearing                           | -6.1%      | -37.1%     | 88.7%        | 65.1%        | 55.3%        | 39.9%        | 16.5%        | 59.8%        | 39.4%        | 15.9%        | -2.7%        |

Source: Company data and Nordea estimates

**CASH FLOW STATEMENT**

| DKKm                                   | 2014        | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       | 2022E        | 2023E        | 2024E        |
|----------------------------------------|-------------|------------|------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|
| <b>EBITDA (adj) for associates</b>     | <b>157</b>  | <b>228</b> | <b>233</b> | <b>402</b> | <b>520</b> | <b>669</b> | <b>809</b> | <b>843</b> | <b>1,122</b> | <b>1,311</b> | <b>1,532</b> |
| Paid taxes                             | 0           | -21        | -34        | -35        | -167       | -116       | -126       | -198       | -195         | -236         | -281         |
| Net financials                         | 0           | 7          | 65         | 79         | 80         | 33         | 22         | 40         | -8           | -16          | -13          |
| Change in provisions                   | 0           | 5          | 4          | 21         | 6          | -33        | -4         | 9          | 5            | 2            | 2            |
| Change in other LT non-IB              | 1           | -1         | 9          | -3         | -6         | 26         | 134        | -77        | 6            | 9            | 10           |
| Cash flow to/from associates           | 0           | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0            | 0            | 0            |
| Dividends paid to minorities           | 0           | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0            | 0            | 0            |
| Other adj to reconcile to cash flow    | n.a.        | -11        | -141       | -174       | -114       | -33        | -152       | 37         | 0            | 0            | 0            |
| <b>Funds from operations (FFO)</b>     | <b>n.a.</b> | <b>208</b> | <b>137</b> | <b>290</b> | <b>319</b> | <b>547</b> | <b>684</b> | <b>655</b> | <b>930</b>   | <b>1,070</b> | <b>1,250</b> |
| Change in NWC                          | n.a.        | 9          | -20        | -95        | -133       | -87        | -103       | -189       | -369         | -201         | -233         |
| <b>Cash flow from operations (CFO)</b> | <b>n.a.</b> | <b>217</b> | <b>117</b> | <b>195</b> | <b>187</b> | <b>460</b> | <b>581</b> | <b>466</b> | <b>561</b>   | <b>869</b>   | <b>1,017</b> |
| Capital expenditure                    | 0           | -10        | -23        | -30        | -27        | -27        | -27        | -53        | -66          | -74          | -84          |
| <b>Free cash flow before A&amp;D</b>   | <b>n.a.</b> | <b>207</b> | <b>94</b>  | <b>165</b> | <b>160</b> | <b>433</b> | <b>554</b> | <b>413</b> | <b>495</b>   | <b>795</b>   | <b>933</b>   |
| Proceeds from sale of assets           | 0           | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0            | 0            | 0            |
| Acquisitions                           | 0           | 0          | -2,516     | -120       | 0          | -37        | -75        | -1,726     | 0            | 0            | 0            |
| Free cash flow                         | n.a.        | 207        | -2,422     | 45         | 160        | 396        | 479        | -1,313     | 495          | 795          | 933          |
| Free cash flow bef A&D, lease adj      | n.a.        | 207        | 83         | 146        | 136        | 396        | 512        | 358        | 440          | 732          | 861          |
| Dividends paid                         | n.a.        | -100       | -116       | 0          | 0          | 0          | 0          | -49        | 0            | 0            | 0            |
| Equity issues / buybacks               | n.a.        | 0          | 0          | 0          | 0          | -175       | 0          | -150       | 0            | 0            | 0            |
| Net change in debt                     | n.a.        | 0          | 0          | 0          | 0          | -200       | -198       | 1,515      | -500         | -500         | -500         |
| Other financing adjustments            | 0           | 0          | 0          | 0          | 0          | -34        | -55        | -74        | 4            | -49          | -57          |
| Other non-cash adjustments             | n.a.        | -8         | 2,487      | 90         | -246       | 30         | 11         | 18         | 0            | 0            | 0            |
| Change in cash                         | 12          | 99         | -52        | 135        | -87        | 25         | 227        | 100        | -1           | 246          | 376          |
| <b>Cash flow metrics</b>               |             |            |            |            |            |            |            |            |              |              |              |
| Capex/D&A                              | 0.0%        | 46.5%      | 22.0%      | 23.3%      | 17.5%      | 17.4%      | 16.2%      | n.m.       | n.m.         | n.m.         | n.m.         |
| Capex/Sales                            | 0.0%        | 1.3%       | 2.6%       | 2.1%       | 1.3%       | 1.1%       | 0.9%       | 1.5%       | 1.2%         | 1.2%         | 1.2%         |
| <b>Key information</b>                 |             |            |            |            |            |            |            |            |              |              |              |
| Share price year end (/current)        | n.a.        | n.a.       | n.a.       | n.a.       | 220        | 317        | 623        | 705        | 432          | 432          | 432          |
| Market cap.                            | n.a.        | n.a.       | n.a.       | n.a.       | 11,000     | 15,850     | 31,125     | 35,225     | 21,620       | 21,620       | 21,620       |
| Enterprise value                       | n.a.        | n.a.       | n.a.       | n.a.       | 11,998     | 16,676     | 31,527     | 37,042     | 23,090       | 22,344       | 21,468       |
| Diluted no. of shares, year-end (m)    | 50.0        | 50.0       | 50.0       | 50.0       | 50.0       | 50.0       | 50.0       | 50.0       | 50.0         | 50.0         | 50.0         |

Source: Company data and Nordea estimates

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**Completion Date**

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