# Netcompany

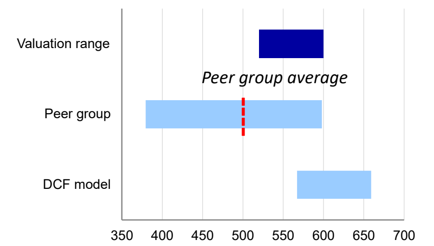
**Telecom Equipment and IT**
Denmark

## KEY DATA

| | |
|---|---|
| Stock country | Denmark |
| Bloomberg | NETC DC |
| Reuters | NETCG.CO |
| Share price (close) | DKK 406.0 |
| Free Float | 85% |
| Market cap. (bn) | EUR 2.73/DKK 20.30 |
| Website | www.netcompany.com |
| Next report date | 11 Aug 2022 |

## PERFORMANCE


## VALUATION APPROACH




*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**
Director

**Jesper Herholt Jensen**
Managing Director, Sector Coordinator

## Solid win within public sector has continued

We expect Netcompany to have enjoyed solid order intake in Q2 and so far in Q3, notably within the public sector. Q2's highlights included the SEK 2bn frame agreement in Sweden (to be "shared" among eight IT companies) and several larger contracts (EU) won by Intrasoft. However, as a number of contracts are frame agreements and run for several years, they might not yet be fully visible in the announced revenue visibility figures. We expect the high (revenue) activity level seen in Q1 to have continued in Q2. However, while order intake and contract negotiations are still sound, the private segment may start to see early signs of longer sales cycles. Our updated combined DCF and peer group valuation suggests a fair value range of DKK 520-600 (525-610) per share.

### First large win in Sweden

Although Netcompany has not yet established an office in Sweden, it was awarded a huge SEK 2bn frame agreement, along with seven other IT companies. Each is guaranteed a minimum of SEK 80m in revenue, which leaves an additional SEK ~1.4bn to be awarded under the frame agreement. As well as the obvious benefits of this win, it is notable that Netcompany achieved this despite having no physical presence in the market. This provides additional optimism for its European ambitions.

### Q2: Almost a repeat of Q1, but tough comps y/y

We estimate 17% organic revenue growth y/y for Q2 (no consensus) and 62% including Netcompany Intrasoft (company-compiled consensus: 65%). This is at the higher end of the 13-18% 2022 guidance range, although growth is impacted by different timing for holidays versus 2021, when pandemic restrictions resulted in a higher share of leave being taken in H2.

### Cost inflation: Netcompany appears to be in control

Supported by its cost model, we expect Netcompany to see little impact from cost/salary inflation. For its multi-year contracts, its Intrasoft division should manage to pass through cost inflation, while this will be more difficult (if not impossible) for fixed-price contracts. We expect employee churn has started to decline, although the level is likely still elevated.

### What happened during the financial crisis?

Since Netcompany was not listed during the 2008 financial crisis, data is limited for the period, although we understand that it enjoyed double-digit growth through the crisis. Even though the company was much smaller at the time, we believe this speaks to its robustness.

## 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 | 4.0 | 3.3 | 2.8 |
| EV/EBIT (adj) | 30.0 | 32.3 | 48.9 | 49.9 | 24.4 | 19.3 | 15.6 |
| P/E (adj) | 53.2 | 40.4 | 66.5 | 64.4 | 29.4 | 24.2 | 20.4 |
| P/BV | 6.1 | 7.7 | 12.8 | 11.6 | 5.4 | 4.4 | 3.6 |
| 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% | 2.2% | 3.6% | 4.2% |
| Net debt | 998 | 826 | 402 | 1,817 | 1,443 | 697 | -179 |
| Net debt/EBITDA | 1.9 | 1.2 | 0.5 | 2.2 | 1.3 | 0.5 | -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*

# Q2 2022 preview

**Q2 2022 details to be released at ~07.30 CET on 11 August**
Q2 investor presentation is schedule for 11.00 CET. Dial-in details are not yet available.

**NETCOMPANY: Q2 2022 ESTIMATES (DKKm)**

| | 2021 | | | | 2022 | | | NDA vs | Q2, | H2 | | H2 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2E | Cons | Cons | y/y | 2021 | 2022E | y/y |
| Revenue, Core | 855 | 827 | 798 | 867 | 973 | 965 | 955 | 1% | 18% | 1,665 | 1,944 | 17% |
| Revenue, Expand | - | - | - | 286 | 399 | 387 | 405 | -5% | - | - | 825 | - |
| **Revenue** | **855** | **827** | **798** | **1,152** | **1,372** | **1,352** | **1,360** | **-1%** | **66%** | **1,950** | **2,769** | **42%** |
| Production cost | 529 | 533 | 470 | 766 | 954 | 954 | - | - | 79% | 1,236 | 1,783 | 44% |
| **Gross profit** | **326** | **293** | **328** | **386** | **417** | **397** | **-** | **-** | **42%** | **714** | **986** | **38%** |
| Sales & marketing | 6 | 6 | 6 | 19 | 9 | 11 | - | - | 44% | 24 | 23 | -5% |
| Administration | 103 | 121 | 123 | 157 | 181 | 181 | - | - | 50% | 280 | 384 | 37% |
| Special items | 0 | 0 | -30 | -8 | 0 | 0 | - | - | - | -38 | 0 | - |
| **EBITA** | **216** | **167** | **170** | **203** | **227** | **206** | **-** | **-** | **36%** | **372** | **580** | **56%** |
| Amortisation | 9 | 9 | 9 | 24 | 33 | 30 | - | - | 263% | 33 | 57 | 73% |
| **EBIT** | **207** | **158** | **161** | **178** | **194** | **176** | **-** | **-** | **23%** | **339** | **522** | **54%** |
| Net financial items | 37 | -12 | -12 | 11 | -16 | -6 | - | - | - | -1 | 7 | - |
| **Pre-tax profit** | **244** | **146** | **149** | **189** | **178** | **170** | **-** | **-** | **22%** | **338** | **529** | **56%** |
| Taxes | 45 | 33 | 41 | 35 | 45 | 37 | - | - | 37% | 76 | 110 | 46% |
| **Net profit** | **200** | **112** | **109** | **154** | **132** | **132** | **-** | **-** | **18%** | **263** | **419** | **59%** |
| | | | | | | | | | | | | |
| EPS | 4.1 | 2.3 | 2.2 | 3.1 | 2.7 | 2.6 | - | - | 18% | 5.3 | 8.3 | 57% |
| EPS growth, y/y | 114.8% | 16.8% | -15.3% | - | -33.3% | 15.6% | - | - | - | 37.5% | 57.0% | - |
| Revenue growth, organic | 22.9% | 21.1% | 14.9% | 14.1% | 13.8% | 16.7% | - | - | - | - | - | - |
| Revenue growth, y/y | 23.0% | 22.4% | 14.9% | 49.1% | 60.4% | 63.5% | 64.5% | - | - | 32.9% | 42.0% | - |
| Gross margin | 38.1% | 35.5% | 41.2% | 33.5% | 30.4% | 29.4% | - | - | - | 36.6% | 35.6% | - |
| Costs (Revenue - EBITA adj) | 639 | 660 | 598 | 942 | 1,145 | 1,146 | - | - | 73% | 1,540 | 2,190 | 42% |
| Costs growth, q/q | - | 3% | -9% | 57% | 22% | 0% | - | - | - | - | - | - |
| **EBITDA** | **235** | **187** | **191** | **231** | **259** | **233** | **261** | **-11%** | **39%** | **422** | **629** | **49%** |
| EBITDA margin | 27.4% | 22.6% | 23.9% | 20.0% | 18.9% | 17.3% | 19.2% | -10% | -16% | 44.0% | -15.7% | - |
| EBITA, adj | 216 | 167 | 200 | 210 | 227 | 206 | - | - | 36% | 410 | 580 | 41% |
| EBITA margin, adj | 25.3% | 20.2% | 25.1% | 18.3% | 16.5% | 15.2% | - | - | - | 21.0% | 20.9% | - |
| Incremental EBITA margin, adj | 32.7% | 3.5% | 4.4% | -3.5% | 16.5% | -2.1% | - | - | - | - | 20.7% | - |
| EBIT margin | 24.2% | 19.1% | 20.2% | 15.5% | 14.2% | 13.0% | - | - | - | 17.4% | 18.9% | - |
| Tax rate | 18.2% | 22.9% | 27.2% | 18.5% | 25.6% | 22.0% | - | - | - | 22.3% | 20.8% | - |
| Employees, average | 3,109 | 3,238 | 3,385 | 5,417 | 6,513 | 6,783 | - | - | 109% | - | - | - |
| Growth, y/y | 20.3% | 21.6% | 19.7% | 80.8% | 109.5% | 109.5% | - | - | - | - | - | - |
| Growth, q/q | 3.8% | 4.1% | 4.5% | 60.0% | 20.2% | 4.1% | - | - | - | - | - | - |
| | | | | | | | | | | | | |
| **12-month performance:** | | | | | | | | | | | | |
| Revenue (12m) | 2,998 | 3,149 | 3,253 | 3,632 | 3,851 | 4,348 | 4,682 | -7% | 22% | - | - | - |
| Revenue growth (12m) | - | - | - | - | 28.5% | 38.1% | - | - | - | - | - | - |
| EBITA adj (12M) | 797 | 802 | 806 | 793 | 804 | 843 | 577 | 46% | 0% | - | - | - |
| EBITA margin, adj (12M) | 26.6% | 25.5% | 24.8% | 21.8% | 20.9% | 19.4% | 12.3% | - | - | - | - | - |

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

We leave our estimates almost 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 | 3,905 | 4,542 | - | 5,314 | - |
| Revenue, Expand | 286 | 1,560 | 1,684 | 1,622 | 1,611 | 1,620 | 1,772 | - | 1,949 | - |
| **Revenue** | **3,632** | **5,375** | **5,666** | **5,521** | **5,492** | **5,525** | **6,313** | **6,313** | **7,263** | **7,263** |
| Revenue growth, y/y | 28.0% | 48% | 56% | - | 51.2% | 52.1% | 14.9% | 14.3% | 15.0% | 15.0% |
| **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% | - |
| **EBITA, adj** | **755** | **-** | **-** | **-** | **1,012** | **-** | **1,185** | **-** | **1,387** | **-** |
| EBITA margin, adj | 20.8% | - | - | - | 18.4% | - | 18.8% | - | 19.1% | - |
| Special items | -38 | - | - | - | 0 | - | 0 | - | 0 | - |
| | | | | | | | | | | |
| **EBITDA adj.** | **881** | **>~1.07bn** | **-** | **-** | **1,122** | **1,130** | **1,311** | **1,344** | **1,532** | **1,575** |
| EBITDA, Core | 856 | >~955 | - | - | 984 | 985 | 1,150 | - | 1,345 | - |
| EBITDA, Expand | 25 | >~140 | - | - | 139 | 141 | 161 | - | 187 | - |
| | | | | | | | | | | |
| **EBITDA margin, adj.** | | | | | | | | | | |
| Group | 24.3% | **>20%** | - | | 20.4% | 20.4% | 20.8% | 21.3% | 21.1% | 21.7% |
| Core | 25.6% | >25% | - | | 25.3% | 25.2% | 25.3% | - | 25.3% | - |
| Expand | 8.8% | >9% | - | | 8.6% | 8.7% | 9.1% | - | 9.6% | - |
| | | | | | | | | | | |
| **EBITA, adj.:** | | | | | | | | | | |
| Group | 755 | - | - | | 1,012 | - | 1,185 | - | 1,387 | - |
| Netcompany Core | 736 | >877 | - | | 906 | 906 | 1,059 | - | 1,239 | - |
| Netcompany Intrasoft | 19 | - | - | | 106 | - | 126 | - | 148 | - |
| | | | | | | | | | | |
| **EBITA margin, adj.:** | | | | | | | | | | |
| 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 520-600 per share

Our valuation of Netcompany is based on a 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. Our updated combined DCF and peer group valuation suggest a fair value of DKK 520-620 per share (was 525-610).

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

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

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

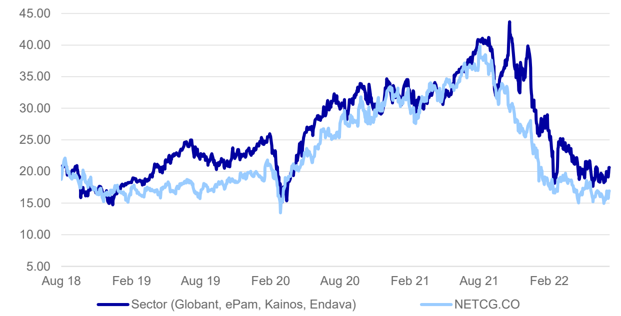
**NETCOMPANY: DCF MODEL ASSUMPTIONS**

| 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*

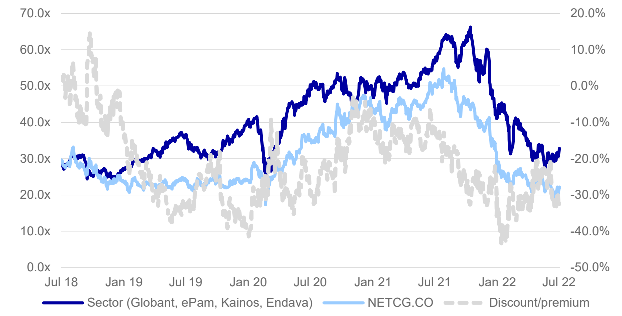
The model is sensitive to revenue growth and the EBIT margin is relatively high, although this should be expected given the company's high-growth profile.

**EV/EBITDA: NETCOMPANY VS SECTOR (x)**




*Source: Refinitiv and Nordea*

**P/E: NETCOMPANY VS SECTOR (x)**




*Source: Refinitiv and Nordea*

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 exclude Epam from our peer group owing to the considerable uncertainty arising from its high share of employees that were located in Russia and Ukraine before the outbreak of the war.

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 380-600 per share range (average: DKK 505). 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 | 2,501 | 19.2 | 30% | 27% | 27% | 15.9% | 40.2x | 27.9x | 20.9x | 26.4x | 18.2x | 13.3x | 26.3x | 18.2x | 13.3x | 1.5x | 10% | 22% | -49% |
| Globant | Lux | 1,444 | 8.1 | 35% | 34% | 35% | 15.5% | 39.7x | 31.2x | 23.9x | 22.4x | 17.9x | 14.3x | 22.2x | 17.8x | 14.2x | 1.1x | 8% | -10% | -37% |
| Endava | UK | 724 | 5.4 | 32% | 32% | 32% | 20.0% | 42.0x | 34.2x | 27.8x | 27.9x | 22.1x | 17.7x | 27.9x | 22.1x | 17.7x | 1.3x | 6% | -6% | -41% |
| Kainos | UK | 113 | 1.9 | 21% | 10% | 8% | 18.2% | 33.0x | 31.7x | 28.1x | 24.4x | 22.6x | 20.0x | 24.3x | 22.6x | 20.0x | 4.0x | 13% | 5% | -33% |
| Reply | UK | 958 | 4.8 | 15% | 14% | 13% | 13.7% | 27.5x | 24.8x | 22.6x | 15.4x | 14.1x | 13.0x | 15.5x | 14.1x | 13.1x | 2.0x | 9% | -8% | -28% |
| **Average (ex Reply)** | **-** | **-** | **8.7** | **29%** | **26%** | **26%** | **17.4%** | **38.7x** | **31.3x** | **25.2x** | **25.3x** | **20.2x** | **16.3x** | **25.2x** | **20.2x** | **16.3x** | **2.0x** | **9%** | **3%** | **-40%** |
| Netcompany (cons.) | DK | 390 | 2.6 | 26% | 21% | 23% | 18.4% | 25.2x | 20.3x | 16.6x | 18.4x | 15.6x | 13.2x | 18.7x | 15.8x | 13.3x | 1.1x | -1% | -0% | -45% |
| | | | | | | | | | | | | | | | | | | | | |
| **IT service companies:** | | | | | | | | | | | | | | | | | | | | |
| IBM | US | 127 | 114.5 | 1% | 8% | 6% | 19.1% | 13.8x | 12.8x | 12.1x | 10.2x | 9.6x | 9.5x | 10.3x | 9.6x | 9.6x | 2.4x | -9% | -5% | -3% |
| Accenture | IE | 298 | 188.5 | 18% | 19% | 21% | 15.5% | 28.4x | 25.2x | 22.9x | 16.2x | 15.0x | 13.8x | 16.2x | 15.0x | 13.7x | 1.4x | 7% | -3% | -27% |
| Cognizant | US | 66 | 34.0 | 11% | 13% | 15% | 16.0% | 14.7x | 13.4x | 12.1x | 9.0x | 8.2x | 7.6x | 9.0x | 8.2x | 7.6x | 1.0x | -2% | -20% | -25% |
| Atos | FR | 11 | 31.6 | -0% | 14% | 6% | 3.8% | 19.3x | 18.2x | 16.3x | 12.3x | 11.1x | 10.0x | 12.2x | 11.1x | 9.9x | 3.3x | -6% | -13% | -28% |
| Cap Gemini | FR | 171 | 78.4 | 10% | 13% | 14% | 12.4% | 28.3x | 26.2x | 22.6x | 19.7x | 18.1x | 15.8x | 19.6x | 18.0x | 15.7x | 2.0x | 3% | -4% | -20% |
| CGI Group | CA | 84 | 146.9 | 8% | 10% | 13% | 16.9% | 31.7x | 28.4x | 25.2x | 22.4x | 19.5x | 17.4x | 22.3x | 19.5x | 17.4x | 2.4x | -2% | -9% | -13% |
| DXC Technology | US | 31 | 28.0 | 1% | 19% | 35% | 10.0% | 18.8x | 19.1x | 16.6x | 12.9x | 12.4x | 10.9x | 12.9x | 12.3x | 10.8x | 0.5x | -3% | -20% | -42% |
| Sopra Steria | FR | 157 | 11.2 | 6% | 11% | 15% | 8.8% | 16.6x | 16.9x | 14.3x | 10.8x | 9.9x | 8.6x | 12.0x | 11.0x | 9.5x | 1.1x | 3% | -17% | -41% |
| HCL | IN | 12 | 1.2 | 16% | 11% | 9% | 18.6% | 6.7x | 4.5x | 3.4x | 4.1x | 3.9x | 3.3x | 4.1x | 3.9x | 3.3x | 0.7x | -21% | -52% | -70% |
| Infosys | IN | 19 | 29.4 | 20% | 16% | 17% | 22.1% | 16.6x | 14.8x | 13.4x | 10.1x | 9.2x | 8.4x | 10.1x | 9.3x | 8.4x | 1.0x | -2% | -13% | -21% |
| Tata | IN | 40 | 20.0 | 17% | 17% | 17% | 25.3% | 17.8x | 16.5x | 15.4x | 11.3x | 10.7x | 10.4x | 10.2x | 9.7x | 9.4x | 1.0x | 6% | 5% | -2% |
| Wipro | IN | 5 | 7.4 | 21% | 15% | 14% | 16.6% | 8.7x | 8.0x | 6.4x | 3.8x | 4.0x | 3.9x | 3.8x | 4.0x | 3.8x | 0.6x | 1% | 7% | -2% |
| Tech Mahindra | IN | 13 | 3.2 | 19% | 20% | 15% | 14.0% | 11.8x | 10.3x | 9.4x | 6.7x | 6.1x | 5.6x | 6.8x | 6.2x | 5.7x | 0.8x | 6% | -7% | -0% |
| **Average, ex India** | **-** | **-** | **79.1** | **7%** | **13%** | **16%** | **12.8%** | **21.5x** | **20.0x** | **17.8x** | **14.2x** | **13.0x** | **11.7x** | **14.3x** | **13.1x** | **11.8x** | **1.4x** | **-1%** | **-12%** | **-25%** |
| **Average** | **-** | **-** | **53.4** | **11%** | **14%** | **15%** | **15.3%** | **17.9x** | **16.5x** | **14.6x** | **11.5x** | **10.6x** | **9.6x** | **11.5x** | **10.6x** | **9.6x** | **1.4x** | **-1%** | **-12%** | **-23%** |
| | | | | | | | | | | | | | | | | | | | | |
| **Nordic peers:** | | | | | | | | | | | | | | | | | | | | |
| Trifork | DK | 26 | 0.5 | 12% | 2% | 5% | 12.4% | 36.9x | 29.4x | 24.6x | 17.7x | 15.0x | 12.6x | 28.5x | 22.6x | 19.6x | 7.1x | -1% | -7% | -36% |
| NNIT | DK | 72 | 0.2 | 5% | 99% | - | 6.2% | - | - | - | 15.3x | 6.7x | 5.9x | 0.0x | 13.0x | 10.2x | - | -7% | -16% | -37% |
| TietoEvry | FI | 26 | 3.1 | 3% | 1% | 4% | 12.0% | 12.1x | 10.9x | 10.2x | 8.3x | 7.6x | 7.2x | 12.1x | 10.7x | 10.0x | 3.1x | 8% | 9% | -5% |
| KnowIT | SE | 28 | 0.8 | 16% | 23% | 16% | 8.9% | 17.7x | 15.0x | 13.7x | 10.3x | 9.3x | 9.3x | 15.3x | 13.5x | 12.3x | 1.1x | 0% | -1% | -22% |
| **Average** | **-** | **-** | **1.2** | **9%** | **31%** | **8%** | **9.9%** | **22.3x** | **18.4x** | **16.2x** | **12.9x** | **9.7x** | **8.7x** | **14.0x** | **15.0x** | **13.0x** | **3.8x** | **0%** | **-4%** | **-25%** |
| SimCorp | DK | 531 | 2.8 | 9% | 9% | 10% | 25.2% | 27.5x | 24.4x | 21.6x | 20.5x | 18.3x | 16.4x | 22.4x | 19.7x | 17.5x | 2.7x | 1% | 7% | -26% |
| | | | | | | | | | | | | | | | | | | | | |
| **Others:** | | | | | | | | | | | | | | | | | | | | |
| Europe IT consult. 1) | - | - | - | 6% | 11% | 11% | 7.9% | 22.3x | 24.2x | 19.8x | 11.1x | 8.0x | 8.3x | 16.8x | 14.3x | 10.9x | 2.0x | 2% | -3% | -7% |
| Global IT consult. 2) | - | - | - | 10% | 15% | 12% | 23.6% | 26.7x | 27.2x | 24.4x | 15.0x | 13.0x | 280.6x | 21.4x | 19.9x | 16.1x | 2.1x | 6% | -1% | -4% |
| **Average, total** | **-** | **-** | **-** | **13%** | **20%** | **15%** | **14.8%** | **25.6x** | **23.5x** | **20.1x** | **15.2x** | **12.3x** | **64.7x** | **17.8x** | **16.0x** | **13.2x** | **2.3x** | **3%** | **-3%** | **-20%** |
| **Netcompany, NDA** | **DK** | **390** | **2.6** | **26%** | **20%** | **22%** | **17.3%** | **28.2x** | **23.3x** | **19.5x** | **18.8x** | **15.8x** | **13.0x** | **23.6x** | **19.0x** | **15.4x** | **1.3x** | **-1%** | **-0%** | **-45%** |

*Source: Refinitiv and Nordea estimates*

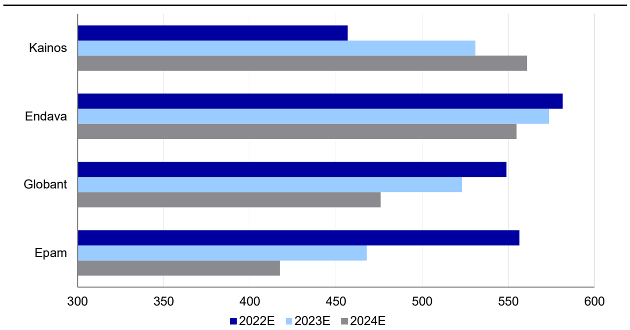
## VALUATION: NETCOMPANY (OUR ESTIMATES) VS PEER GROUP VALUATION

| | Grw, 2021-24E | | | EV/EBIT | | | PEG | Share price | |
|---|---|---|---|---|---|---|---|---|---|
| | Rev | EBIT | EPS | 2022E | 2023E | 2024E | 21-24E | 1M | YTD |
| **Key peers** | **Underperf.** | **Underperf.** | **Underperf.** | **Discount** | **Discount** | **Discount** | **Premium** | **Underperf.** | **Underperf.** |
| IT service companies: | Outperf. | Outperf. | Underperf. | Premium | Premium | Premium | Premium | Outperf. | Underperf. |
| - Ex India | Outperf. | Outperf. | Underperf. | Premium | Premium | Premium | Premium | Underperf. | Underperf. |
| Nordic peers: | Outperf. | Underperf. | Outperf. | Premium | Premium | Premium | Discount | Underperf. | Underperf. |
| Europe IT consult. 1) | Outperf. | Outperf. | Outperf. | Premium | Premium | Premium | Premium | Underperf. | Underperf. |
| Global IT consult. 2) | Outperf. | Outperf. | Outperf. | Discount | Discount | Discount | Premium | Underperf. | Underperf. |

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

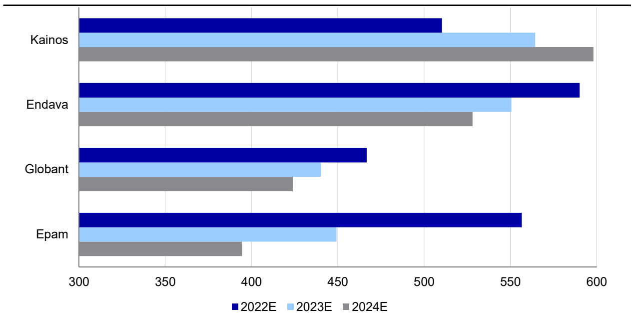
*Source: Refinitiv and Nordea estimates*

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



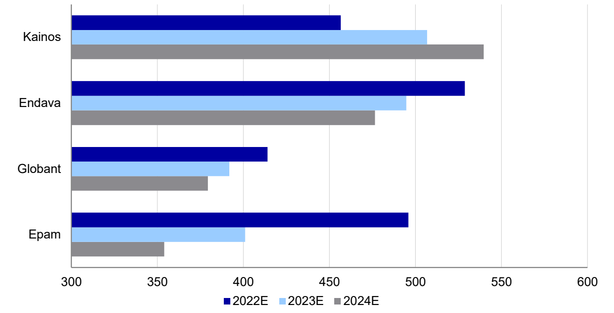

*Source: Refinitiv and Nordea*

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



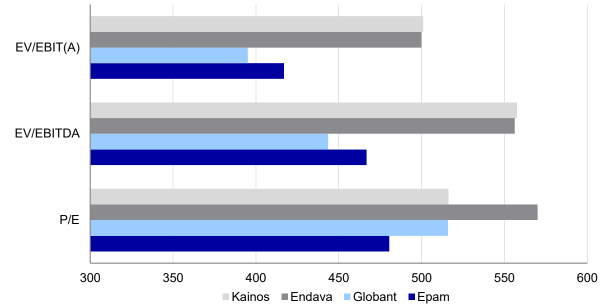

*Source: Refinitiv and Nordea*

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




*Source: Refinitiv and Nordea*

**NETCOMPANY: AVERAGE VALUATION (DKK PER SHARE), 2022E-24E**




*Source: Refinitiv and Nordea*

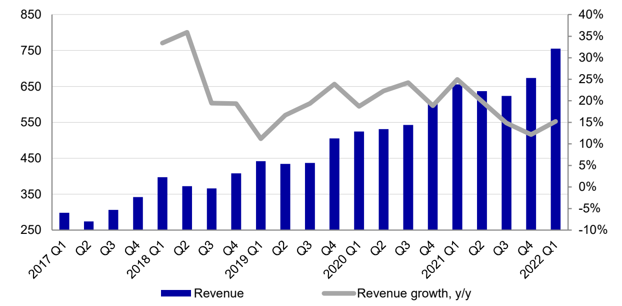
# Netcompany: Quarterly reported numbers

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

| | 2019 | | | | 2020 | | | | 2021 | | | | 2022 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| **Revenue** | **598** | **593** | **592** | **671** | **696** | **676** | **695** | **773** | **855** | **827** | **798** | **1,152** | **1,372** |
| Production cost | 364 | 370 | 336 | 387 | 421 | 416 | 401 | 445 | 529 | 533 | 470 | 766 | 954 |
| **Gross profit** | **234** | **223** | **256** | **284** | **275** | **260** | **293** | **328** | **326** | **293** | **328** | **386** | **417** |
| Sales & marketing | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 6 | 6 | 6 | 19 | 9 |
| Administration | 84 | 93 | 89 | 101 | 106 | 95 | 94 | 99 | 103 | 121 | 123 | 157 | 181 |
| Special items | -1 | -3 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -30 | -8 | 0 |
| **EBITA** | **146** | **123** | **164** | **180** | **164** | **161** | **195** | **224** | **216** | **167** | **170** | **203** | **227** |
| Amortisation | 26 | 25 | 26 | 25 | 25 | 25 | 25 | 24 | 9 | 9 | 9 | 24 | 33 |
| **EBIT** | **120** | **99** | **138** | **155** | **139** | **136** | **170** | **200** | **207** | **158** | **161** | **178** | **194** |
| Net financial items | 6 | -21 | -4 | 5 | -19 | -16 | -6 | -152 | 37 | -12 | -12 | 11 | -16 |
| **Pre-tax profit** | **126** | **78** | **134** | **160** | **120** | **120** | **164** | **48** | **244** | **146** | **149** | **189** | **178** |
| Taxes | 28 | 16 | 31 | 34 | 27 | 24 | 36 | 43 | 45 | 33 | 41 | 35 | 45 |
| **Net profit** | **99** | **62** | **102** | **126** | **93** | **96** | **128** | **5** | **200** | **112** | **109** | **154** | **132** |
| Revenue visibility | 1,786 | 2,106 | 2,387 | - | 2,132 | 2,484 | 2,720 | - | 2,765 | 3,065 | 3,274 | - | 4,544 |
| % of FY revenue | 72.8% | 85.8% | 97.3% | - | 75.1% | 87.5% | 95.8% | - | 76.1% | 84.4% | 90.1% | - | 82.7% |
| In/out orders | 207 | 319 | 282 | 67 | 304 | 352 | 236 | 119 | 634 | 299 | 209 | 73 | 719 |
| 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% | 13.4% |
| EPS | 2.0 | 1.3 | 2.1 | 2.5 | 1.9 | 2.0 | 2.6 | 0.1 | 4.1 | 2.3 | 2.2 | 3.1 | 2.7 |
| EPS growth, y/y | 94.2% | - | 32.3% | 83.8% | -5.5% | 55.6% | 24.9% | -96.0% | 114.8% | 16.8% | -15.3% | 2958.4% | -33.3% |
| Tax rate | 21.9% | 20.5% | 23.4% | 21.2% | 22.4% | 19.9% | 21.9% | 89.5% | 18.2% | 22.9% | 27.2% | 18.5% | 25.6% |
| Revenue growth, y/y | 15.6% | 18.0% | 20.8% | 23.5% | 16.4% | 13.9% | 17.3% | 15.1% | 23.0% | 22.4% | 14.9% | 49.1% | 60.4% |
| Gross margin | 39.1% | 37.5% | 43.2% | 42.3% | 39.5% | 38.4% | 42.2% | 42.4% | 38.1% | 35.5% | 41.2% | 33.5% | 30.4% |
| Incremental EBITA margin, adj | 24.1% | 40.2% | 27.3% | 38.6% | 17.2% | 42.7% | 30.5% | 42.9% | 32.7% | 3.5% | 4.4% | -3.5% | 16.5% |
| **EBITA, adj** | **147** | **126** | **164** | **180** | **164** | **161** | **195** | **224** | **216** | **167** | **200** | **210** | **227** |
| **EBITA margin, adj** | **24.6%** | **21.3%** | **27.7%** | **26.8%** | **23.6%** | **23.9%** | **28.1%** | **28.9%** | **25.3%** | **20.2%** | **25.1%** | **18.3%** | **16.5%** |
| FCF | 74 | 80 | 126 | 116 | 95 | 103 | 149 | -80 | 10 | -36 | 180 | 0 | 10 |
| Revenue, public | 351 | 342 | 356 | 407 | 433 | 442 | 436 | 466 | 502 | 488 | 462 | 759 | 875 |
| Revenue, private | 247 | 252 | 236 | 264 | 262 | 233 | 258 | 307 | 353 | 339 | 336 | 394 | 497 |
| Revenue growth, public | 22.7% | 27.5% | 28.4% | 26.8% | 23.5% | 29.5% | 22.4% | 14.5% | 15.9% | 10.4% | 5.8% | 62.8% | 74.1% |
| Revenue growth, private | 6.8% | 7.2% | 10.8% | 18.8% | 6.2% | -7.2% | 9.6% | 16.2% | 34.6% | 45.1% | 30.2% | 28.3% | 40.8% |
| **Netcompany Denmark:** | | | | | | | | | | | | | |
| Revenue, Denmark | 442 | 435 | 437 | 505 | 525 | 532 | 543 | 601 | 656 | 637 | 624 | 674 | 755 |
| Revenue growth, Denmark | 11.2% | 16.7% | 19.4% | 23.9% | 18.7% | 22.3% | 24.3% | 18.8% | 25.0% | 19.9% | 14.9% | 12.2% | 15.2% |
| 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% | 37.9% |
| EBITA adj. before HQ costs, DK | 130 | 119 | 152 | 169 | 157 | 170 | 199 | 209 | 202 | 166 | 205 | 195 | 192 |
| EBITA margin adj. before HQ costs, DK | 29.4% | 27.3% | 34.8% | 33.5% | 29.9% | 31.9% | 36.7% | 34.8% | 30.8% | 26.1% | 32.8% | 28.9% | 25.4% |
| **Netcompany Norway:** | | | | | | | | | | | | | |
| Revenue, Norway | 55 | 47 | 45 | 53 | 55 | 43 | 44 | 58 | 73 | 68 | 58 | 68 | 78 |
| Revenue growth, Norway | 29.3% | 14.1% | 13.2% | 12.4% | -0.4% | -8.7% | -3.1% | 9.0% | 32.6% | 59.6% | 32.5% | 16.9% | 7.8% |
| 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% | 17.1% |
| EBITA adj. before HQ costs, Norway | 15 | 7 | 7 | 6 | 8 | 6 | 3 | 6 | 13 | 6 | 2 | -2 | -1 |
| EBITA margin adj. before HQ costs, Norway | 27.0% | 14.7% | 15.9% | 10.7% | 13.8% | 13.8% | 6.4% | 10.8% | 18.1% | 8.2% | 3.8% | -2.9% | -0.9% |
| **Netcompany UK:** | | | | | | | | | | | | | |
| Revenue, UK | 101 | 104 | 96 | 95 | 98 | 80 | 80 | 82 | 105 | 101 | 99 | 102 | 143 |
| Revenue growth, UK | 30.5% | 17.3% | 13.7% | 8.5% | -2.3% | -23.2% | -16.2% | -14.5% | 6.8% | 25.7% | 22.9% | 25.4% | 36.3% |
| 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% | 30.0% |
| EBITA adj. before HQ costs, UK | 11 | 12 | 16 | 16 | 11 | 0 | -3 | 8 | 11 | 7 | 12 | 14 | 27 |
| EBITA margin adj. before HQ costs, UK | 11.0% | 11.8% | 16.6% | 16.5% | 11.5% | -0.1% | -3.9% | 9.6% | 10.0% | 6.8% | 12.1% | 13.4% | 18.5% |
| **Netcompany Holland:** | | | | | | | | | | | | | |
| Revenue, Netherlands | - | 7 | 14 | 16 | 18 | 21 | 29 | 31 | 22 | 20 | 17 | 23 | 29 |
| Revenue growth, Netherlands | - | - | - | - | - | 197.2% | 107.9% | 88.5% | 22.0% | -3.3% | -40.5% | -25.8% | 33.1% |
| 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% | 23.3% |
| EBITA adj. before HQ costs, Netherlands | - | -1 | -2 | -3 | 1 | 2 | 6 | 9 | -2 | -2 | -8 | -7 | -1 |
| 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% | -4.2% |
| **Netcompany Intrasoft:** | | | | | | | | | | | | | |
| Revenue, Intrasoft | - | - | - | - | - | - | - | - | - | - | - | 286 | 399 |
| Revenue growth, Intrasoft | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Gross margin, Intrasoft | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| EBITA adj. before HQ costs, Intrasoft | - | - | - | - | - | - | - | - | 0 | 0 | 0 | 21 | 25 |
| EBITA margin adj. before HQ costs, Intrasoft | - | - | - | - | - | - | - | - | - | - | - | 7.5% | 6.2% |
| **12-month performance:** | | | | | | | | | | | | | |
| Revenue (12m) | 2,134 | 2,224 | 2,326 | 2,454 | 2,552 | 2,634 | 2,737 | 2,839 | 2,998 | 3,149 | 3,253 | 3,632 | 3,851 |
| Revenue growth (12m) | 33.3% | 23.5% | 19.1% | 19.5% | 19.6% | 18.4% | 17.7% | 15.7% | 17.5% | 19.6% | 18.8% | 28.0% | 28.5% |
| - DK (12M) | 20.4% | 16.4% | 16.5% | 17.8% | 19.7% | 21.1% | 22.3% | 20.9% | 22.6% | 21.9% | 19.6% | 17.8% | 15.4% |
| - Norway (12M) | 29.9% | 22.9% | 19.2% | 17.2% | 9.1% | 3.6% | 0.1% | -0.5% | 8.6% | 23.8% | 32.0% | 33.8% | 25.4% |
| - UK (12M) | - | - | 34.0% | 17.1% | 8.9% | -2.0% | -8.9% | -14.1% | -11.9% | -0.5% | 9.0% | 19.5% | 28.2% |
| - Netherlands (12M) | - | - | - | - | - | - | - | - | 86.1% | 47.4% | 6.9% | -16.8% | -13.0% |
| - Intrasoft (12M) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| EBITA adj (12M) | 504 | 540 | 568 | 617 | 634 | 669 | 701 | 744 | 797 | 802 | 806 | 793 | 804 |
| EBITA margin, adj (12M) | 23.6% | 24.3% | 24.4% | 25.2% | 24.9% | 25.4% | 25.6% | 26.2% | 26.6% | 25.5% | 24.8% | 21.8% | 20.9% |
| - DK (12M) | 31.2% | 30.7% | 30.7% | 31.3% | 31.4% | 32.4% | 33.0% | 33.4% | 33.5% | 31.9% | 31.1% | 29.6% | 28.6% |
| - Norway (12M) | 20.6% | 19.4% | 18.7% | 17.3% | 13.7% | 13.5% | 11.3% | 11.3% | 13.0% | 11.5% | 10.6% | 7.1% | 7.3% |
| - UK (12M) | 9.0% | 9.1% | 11.4% | 13.9% | 14.0% | 11.6% | 6.7% | 4.7% | 4.4% | 6.0% | 9.6% | 10.6% | 12.5% |
| - Netherlands (12M) | - | - | - | - | -8.5% | -1.7% | 8.0% | 19.1% | 15.0% | 10.9% | -3.6% | -23.4% | -15.6% |
| - Intrasoft (12M) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Incremental EBITA margin (12M) | 13.1% | 21.3% | 26.6% | 33.2% | 31.2% | 31.5% | 32.3% | 33.0% | 36.4% | 25.7% | 20.5% | 6.2% | 20.9% |

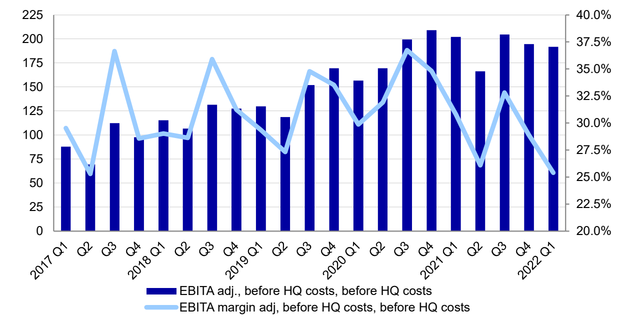
*Source: Company data and Nordea*

## NETCOMPANY, DENMARK: REVENUE (DKKm)



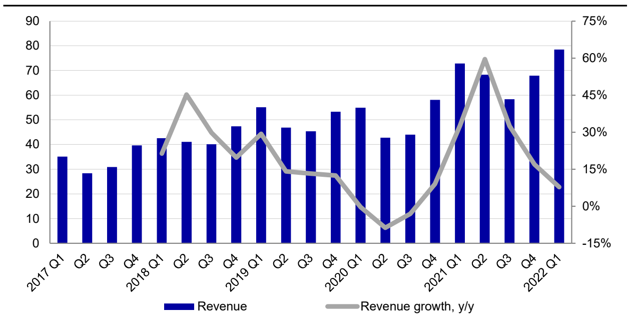

Source: Company data and Nordea estimates

## NETCOMPANY, DENMARK: ADJUSTED EBITA (DKKm)



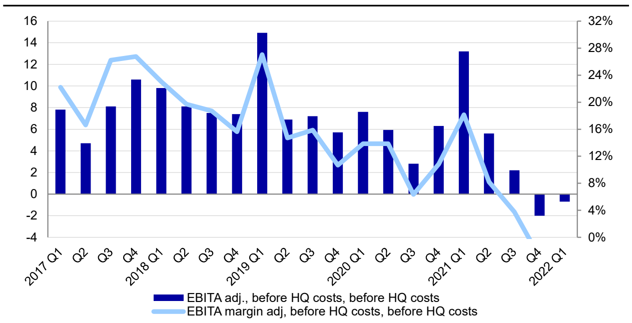

Source: Company data and Nordea estimates

## NETCOMPANY, NORWAY: REVENUE (DKKm)



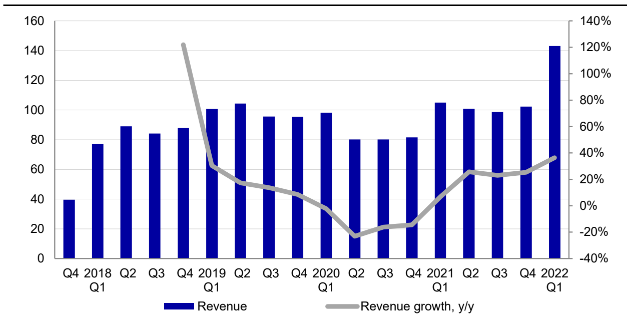

Source: Company data and Nordea

## NETCOMPANY, NORWAY: ADJUSTED EBITA (DKKm)



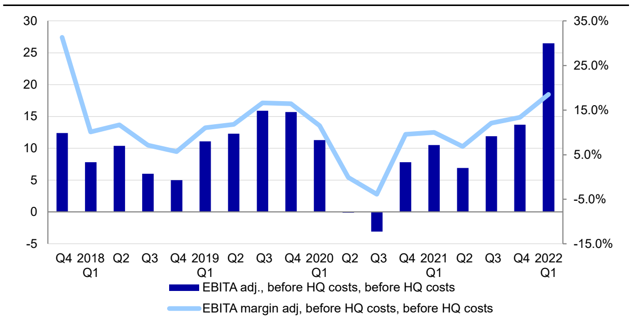

Source: Company data and Nordea

## NETCOMPANY, UK: REVENUE (DKKm)



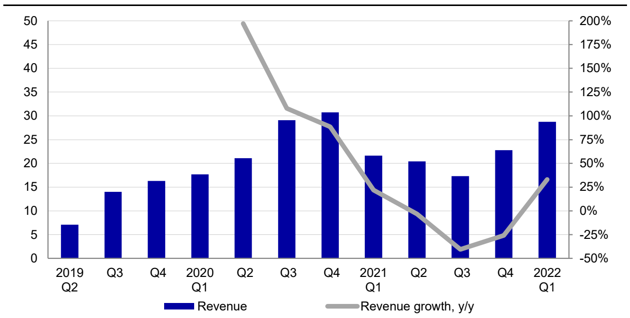

Source: Company data and Nordea

## NETCOMPANY, UK: ADJUSTED EBITA (DKKm)



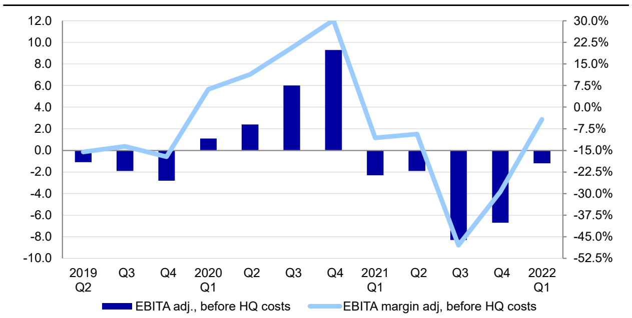

Source: Company data and Nordea

## NETCOMPANY, HOLLAND: REVENUE (DKKm)




Source: Company data and Nordea

## NETCOMPANY, HOLLAND: ADJUSTED EBITA (DKKm)




Source: Company data and Nordea

# Netcompany: Annual numbers

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

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022E | 2023E | 2024E |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | **461** | **629** | **758** | **900** | **1,416** | **2,053** | **2,454** | **2,839** | **3,632** | **5,492** | **6,313** | **7,263** |
| Production cost | - | - | 447 | 527 | 803 | 1,237 | 1,458 | 1,683 | 2,299 | 3,692 | 4,222 | 4,833 |
| **Gross profit** | **-** | **-** | **311** | **373** | **613** | **817** | **996** | **1,155** | **1,333** | **1,801** | **2,091** | **2,429** |
| 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 |
| **EBITDA** | **91** | **157** | **228** | **233** | **402** | **520** | **669** | **809** | **843** | **1,122** | **1,311** | **1,532** |
| 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 |
| **EBITA** | **81** | **150** | **207** | **201** | **369** | **480** | **613** | **744** | **755** | **1,012** | **1,185** | **1,387** |
| Amortisation | 2 | 2 | 0 | 74 | 96 | 115 | 102 | 99 | 51 | 120 | 95 | 95 |
| **EBIT** | **80** | **149** | **207** | **127** | **273** | **365** | **511** | **645** | **704** | **892** | **1,090** | **1,292** |
| Net financial items | 1 | 1 | 0 | -62 | -73 | -109 | -14 | -193 | 24 | -16 | -16 | -13 |
| **Pre-tax profit** | **81** | **150** | **208** | **65** | **200** | **256** | **497** | **452** | **728** | **876** | **1,074** | **1,279** |
| Taxes | 8 | 15 | 20 | 44 | 59 | 74 | 109 | 130 | 153 | 193 | 236 | 281 |
| **Net profit** | **73** | **134** | **188** | **21** | **141** | **181** | **389** | **322** | **575** | **684** | **837** | **997** |
| | | | | | | | | | | | | |
| 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 | 13.7 | 16.7 | 19.9 |
| EPS growth, y/y | - | - | - | - | - | 29.7% | 116.7% | -18.6% | 82.4% | 16.4% | 22.5% | 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% |
| **EBITA, adj** | **81** | **150** | **207** | **236** | **402** | **514** | **617** | **744** | **755** | **1,012** | **1,185** | **1,387** |
| **EBITA margin, adj** | **17.7%** | **23.9%** | **27.4%** | **26.3%** | **28.4%** | **25.0%** | **25.2%** | **26.2%** | **20.8%** | **18.4%** | **18.8%** | **19.1%** |
| 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 | 777 | 912 | 1,071 |
| | | | | | | | | | | | | |
| CFFO | - | - | 217 | 117 | 195 | 187 | 460 | 581 | 466 | 605 | 833 | 973 |
| Capex | -16 | -4 | -18 | -2,539 | -150 | -27 | -65 | -102 | -1,779 | -66 | -74 | -84 |
| **FCF** | **-** | **-** | **207** | **-2,422** | **45** | **160** | **396** | **479** | **-1,313** | **539** | **759** | **890** |
| | | | | | | | | | | | | |
| 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% |
| | | | | | | | | | | | | |
| Development revenue | - | - | 347 | 439 | 647 | 1,005 | 1,258 | 1,517 | 1,788 | 2,074 | 2,427 | 2,840 |
| Maintenance revenue | - | - | 411 | 461 | 769 | 1,048 | 1,196 | 1,322 | 1,558 | 1,807 | 2,115 | 2,474 |
| | | | | | | | | | | | | |
| **Netcompany Denmark:** | | | | | | | | | | | | |
| 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% |
| | | | | | | | | | | | | |
| **Netcompany Norway** | | | | | | | | | | | | |
| 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% |
| | | | | | | | | | | | | |
| **Netcompany UK** | | | | | | | | | | | | |
| 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% |
| | | | | | | | | | | | | |
| **Netcompany Holland** | | | | | | | | | | | | |
| 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, Netherla | - | - | - | - | - | - | -17.4% | 17.0% | -27.0% | 5.0% | 7.5% | 10.0% |
| | | | | | | | | | | | | |
| **Intrasoft** | | | | | | | | | | | | |
| Revenue, Intrasoft | - | - | - | - | - | - | - | - | - | 286 | 1,611 | 1,772 |
| Revenue growth, Intrasoft | - | - | - | - | - | - | - | - | - | - | 463.9% | 10.0% |
| EBITA | - | - | - | - | - | - | - | - | - | 106 | 126 | 148 |
| EBITA margin | - | - | - | - | - | - | - | - | - | 37.2% | 7.8% | 8.4% |

*Source: Company data and Nordea estimates*

# Reported numbers and forecasts

**INCOME STATEMENT**

| DKKm | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022E | 2023E | 2024E |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total revenue** | **629** | **758** | **900** | **1,416** | **2,053** | **2,454** | **2,839** | **3,632** | **5,492** | **6,313** | **7,263** |
| 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 |
| **Pre-tax profit** | **150** | **208** | **65** | **200** | **254** | **497** | **598** | **671** | **884** | **1,074** | **1,279** |
| 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 |
| **EPS, DKK** | **2.69** | **3.75** | **0.43** | **2.81** | **3.60** | **7.77** | **9.36** | **10.35** | **13.80** | **16.75** | **19.95** |
| 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 | 29.4 | 24.2 | 20.4 |
| EV/EBITDA (adj) | n.a. | n.a. | n.a. | n.a. | 21.6 | 24.8 | 39.0 | 42.0 | 19.4 | 16.0 | 13.1 |
| EV/EBITA (adj) | n.a. | n.a. | n.a. | n.a. | 23.3 | 27.0 | 42.4 | 46.7 | 21.5 | 17.7 | 14.5 |
| EV/EBIT (adj) | n.a. | n.a. | n.a. | n.a. | 30.0 | 32.3 | 48.9 | 49.9 | 24.4 | 19.3 | 15.6 |

**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 | 29.4 | 24.2 | 20.4 |
| EV/Sales | n.a. | n.a. | n.a. | n.a. | 5.84 | 6.80 | 11.11 | 10.20 | 3.96 | 3.33 | 2.77 |
| EV/EBITDA | n.a. | n.a. | n.a. | n.a. | 23.1 | 24.9 | 39.0 | 43.9 | 19.4 | 16.0 | 13.1 |
| EV/EBITA | n.a. | n.a. | n.a. | n.a. | 25.0 | 27.2 | 42.4 | 49.0 | 21.5 | 17.7 | 14.5 |
| EV/EBIT | n.a. | n.a. | n.a. | n.a. | 32.9 | 32.6 | 48.9 | 52.6 | 24.4 | 19.3 | 15.6 |
| 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% | 2.4% | 3.9% | 4.6% |
| FCF Yield bef A&D, lease adj | n.a. | n.a. | n.a. | n.a. | 1.2% | 2.5% | 1.6% | 1.0% | 2.2% | 3.6% | 4.2% |
| 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 |
| **Total assets** | **379** | **516** | **2,860** | **3,470** | **3,486** | **3,728** | **4,039** | **7,018** | **7,393** | **7,951** | **8,700** |
| | | | | | | | | | | | |
| 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 |
| **Total liabilities and equity** | **379** | **516** | **2,860** | **3,469** | **3,485** | **3,728** | **4,039** | **7,021** | **7,393** | **7,951** | **8,700** |
| | | | | | | | | | | | |
| **Balance sheet and debt metrics** | | | | | | | | | | | |
| Net debt | -13 | -111 | 1,118 | 1,070 | 998 | 826 | 402 | 1,817 | 1,443 | 697 | -179 |
| 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 | 0.5 | -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% | 38.7% | 15.3% | -3.2% |

*Source: Company data and Nordea estimates*

**CASH FLOW STATEMENT**

| DKKm | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022E | 2023E | 2024E |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **EBITDA (adj) for associates** | **157** | **228** | **233** | **402** | **520** | **669** | **809** | **843** | **1,122** | **1,311** | **1,532** |
| 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 |
| **Funds from operations (FFO)** | **n.a.** | **208** | **137** | **290** | **319** | **547** | **684** | **655** | **930** | **1,070** | **1,250** |
| Change in NWC | n.a. | 9 | -20 | -95 | -133 | -87 | -103 | -189 | -369 | -201 | -233 |
| **Cash flow from operations (CFO)** | **n.a.** | **217** | **117** | **195** | **187** | **460** | **581** | **466** | **561** | **869** | **1,017** |
| Capital expenditure | 0 | -10 | -23 | -30 | -27 | -27 | -27 | -53 | -66 | -74 | -84 |
| **Free cash flow before A&D** | **n.a.** | **207** | **94** | **165** | **160** | **433** | **554** | **413** | **495** | **795** | **933** |
| 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 |
| | | | | | | | | | | | |
| **Cash flow metrics** | | | | | | | | | | | |
| 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% |
| | | | | | | | | | | | |
| **Key information** | | | | | | | | | | | |
| Share price year end (/current) | n.a. | n.a. | n.a. | n.a. | 220 | 317 | 623 | 705 | 406 | 406 | 406 |
| Market cap. | n.a. | n.a. | n.a. | n.a. | 11,000 | 15,850 | 31,125 | 35,225 | 20,300 | 20,300 | 20,300 |
| Enterprise value | n.a. | n.a. | n.a. | n.a. | 11,998 | 16,676 | 31,527 | 37,042 | 21,743 | 20,997 | 20,121 |
| 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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