

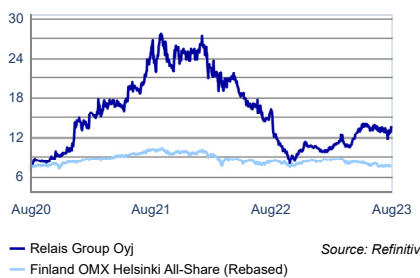
## Relais Group Oyj

Consumer Goods  
Finland

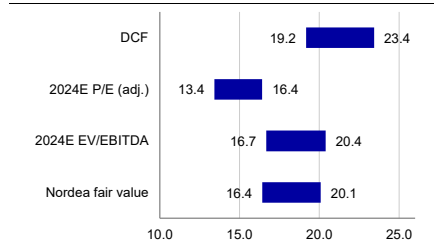
## KEY DATA

Stock country	Finland
Bloomberg	RELAIS FH
Reuters	RELAIS.HE
Share price (close)	EUR 13.85
Free float	36%
Market cap. (bn)	EUR 0.26/EUR 0.26
Website	www.relais.fi
Next report date	10 Aug 2023

## PERFORMANCE



## VALUATION APPROACH (EUR/SHARE)



## ESTIMATE CHANGES

Year	2023E	2024E	2025E
Sales	2%	7%	7%
EBIT (adj)	1%	3%	4%

Source: Nordea estimates

## Nordea IB &amp; Equity - Analysts

Joni Sandvall  
AnalystSanna Perälä  
Analyst

## Expanding the platform

On 1 August, Relais announced the acquisition of NDS Group's Norwegian workshop equipment unit, which includes its AutoMateriell business and shares in Nordic Lift. The acquisition will expand Relais' platform and should allow for future bolt-on acquisitions in the Nordics. We believe the company is seeking to enhance its EV offering through the deal. While we do not expect any significant short-term synergies, we do expect the margin improvement trend to continue, thanks to improved repair and maintenance performance. Relais will likely continue making acquisitions, although not likely before 2024 due to its current leverage level. We calculate a slightly higher DCF- and multiples-based fair value range of EUR 16.4-20.1 (16.2-19.8).

## Workshop equipment business in Norway

Relais is expanding its operations by acquiring AutoMateriell and Nordic Lift in Norway, which offer workshop equipment and solutions for a wide variety of customers (e.g. vehicle import and dealer chains, defence and marine sectors). To our understanding, there is only limited seasonality in the business and no major single client exposure. Combined, AutoMateriell and Nordic Lift generated total sales of NOK 198m (EUR ~19.5m) and NOK 13m EBIT (EUR ~1.3m) in 2022. The acquisition was closed on 1 August, with a NOK 70m consideration and possible NOK 29m earnout based on 2023 performance. The acquisition price corresponds to 5.4x 2022 EV/EBIT excluding earnouts and 2022 EV/EBIT of 7.6x including full earnouts, i.e. in line with historical acquisition multiples. We view the expansion of its platform as an interesting opening into a new sub-segment, which should enable continued organic and inorganic growth in the coming years. As the acquired businesses have only limited overlap with Relais' existing offering, however, we do not expect any material synergies from the acquisition.

## 2024E-25E top line up 7%, but with initially lower margins

Following the acquisition, we raise the 2023E top line by 2% and adjusted EBITA by 1%. For 2024E-25E, we hike top line by 7% and adjusted EBIT by 3-4%. We note negative FX movements since our last update. The acquired businesses have lower margins than the group average, but Relais has a good track record of improving acquired businesses' performance. Relais targets EUR 50m pro forma EBITA by 2025. We view this as achievable through M&A, while its current leverage level could postpone additional large acquisitions until 2024-25.

## SUMMARY TABLE - KEY FIGURES

EURm	2019	2020	2021	2022	2023E	2024E	2025E
Total revenue	99	129	238	261	284	307	318
EBITDA (adj)	13	19	39	39	46	52	56
EBIT (adj)	8	11	26	22	28	34	37
EBIT (adj) margin	7.9%	8.6%	10.8%	8.6%	10.0%	10.9%	11.7%
EPS (adj, EUR)	0.29	0.39	0.91	0.69	0.78	1.07	1.24
EPS (adj) growth	-13.6%	31.5%	133.9%	-24.2%	14.1%	36.0%	16.3%
DPS (ord, EUR)	0.10	0.30	0.36	0.40	0.42	0.47	0.52
EV/Sales	1.4	2.3	2.7	1.3	1.4	1.3	1.2
EV/EBIT (adj)	17.3	26.3	24.6	14.9	14.3	11.8	10.2
P/E (adj)	28.0	37.9	29.0	14.8	17.7	13.0	11.2
P/BV	1.6	3.7	4.8	1.8	2.3	2.1	1.9
Dividend yield (ord)	1.2%	2.0%	1.4%	3.9%	3.0%	3.4%	3.8%
FCF Yield bef A&D, lease	1.4%	6.0%	0.5%	9.4%	6.0%	7.2%	9.5%
Net debt	35	28	140	143	144	135	119
Net debt/EBITDA	2.6	1.5	3.9	3.9	3.1	2.6	2.1
ROIC after tax	9.1%	8.6%	11.5%	7.0%	8.9%	10.6%	11.7%

Source: Company data and Nordea estimates

# Estimate revisions and consensus

## Estimate revisions

We incorporate the Norwegian acquisitions (completed on 1 August) into our estimates. We raise 2023E top line by 2% and 2024E-25E by 7%. Given that margins of the acquired businesses are below group average, we raise 2023E adjusted EBITA by 1% and 2024E-25E by 3-4%. We note negative FX movements since our last update.

## ESTIMATE REVISIONS

EURm	New estimates				Old estimates				Difference %			
	Q2 2023E	2023E	2024E	2025E	Q2 2023E	2023E	2024E	2025E	Q2 2023E	2023E	2024E	2025E
<b>Sales</b>	<b>62.6</b>	<b>284</b>	<b>307</b>	<b>318</b>	<b>63.0</b>	<b>277</b>	<b>288</b>	<b>298</b>	<b>-1%</b>	<b>2%</b>	<b>7%</b>	<b>7%</b>
Gross profit	28.8	129	140	145	29.0	127	132	137	-1%	2%	6%	6%
<b>Gross margin</b>	<b>46.0%</b>	<b>45.3%</b>	<b>45.5%</b>	<b>45.7%</b>	<b>46.0%</b>	<b>45.7%</b>	<b>45.9%</b>	<b>46.1%</b>	<b>0.0pp</b>	<b>-0.3pp</b>	<b>-0.3pp</b>	<b>-0.3pp</b>
<b>Adj. EBITA</b>	<b>5.5</b>	<b>31.9</b>	<b>37.3</b>	<b>41.0</b>	<b>5.6</b>	<b>31.5</b>	<b>36.2</b>	<b>39.4</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>4%</b>
Adj. EBITA margin	8.8%	11.2%	12.2%	12.9%	8.8%	11.4%	12.6%	13.2%	0.0pp	-0.1pp	-0.4pp	-0.3pp
EBITA	5.5	31.6	37.3	41.0	5.6	31.4	36.2	39.4	0%	1%	3%	4%
EBITA margin	8.8%	11.1%	12.2%	12.9%	8.8%	11.3%	12.6%	13.2%	0.0pp	-0.2pp	-0.4pp	-0.3pp
EBIT	4.7	28.0	33.5	37.2	4.7	27.9	32.5	35.7	0%	0%	3%	4%
EBIT margin	7.4%	9.9%	10.9%	11.7%	7.4%	10.0%	11.3%	12.0%	0.0pp	-0.2pp	-0.4pp	-0.3pp
PTP	2.6	19.9	26.4	30.5	2.9	20.3	25.2	28.5	-11%	-2%	5%	7%
EPS	0.10	0.77	1.07	1.24	0.11	0.79	1.03	1.16	-12%	-2%	4%	7%
DPS		0.42	0.47	0.52		0.42	0.47	0.52	0%	0%	0%	0%

Source: Nordea estimates

## We are ahead of consensus on adjusted EBITA for Q2 2023E

For Q2E, we are 2% below Refinitiv consensus on sales, likely owing to FX. However, we are 11% ahead on adjusted EBITA, as we note the challenges faced in the repair and maintenance business in Q2 2022. For 2023E-25E, we are 2-7% ahead of consensus on sales and 13-17% ahead on adjusted EBITA with the acquired businesses on board.

## OUR ESTIMATES VERSUS CONSENSUS

EURm	Nordea estimates				Consensus estimates				Difference %			
	Q2 2023E	2023E	2024E	2025E	Q2 2023E	2023E	2024E	2025E	Q2 2023E	2023E	2024E	2025E
<b>Sales</b>	<b>62.6</b>	<b>284</b>	<b>307</b>	<b>318</b>	<b>64.0</b>	<b>278</b>	<b>289</b>	<b>298</b>	<b>-2%</b>	<b>2%</b>	<b>6%</b>	<b>7%</b>
Gross profit	28.8	129	140	145	29.0	127	132	137	-1%	1%	6%	6%
Gross margin	46.0%	45.3%	45.5%	45.7%	45.3%	45.8%	45.7%	46.0%	0.7pp	-0.4pp	-0.1pp	-0.2pp
EBITDA	9.1	46.1	52.4	56.2	9.0	45.0	48.5	51.0	2%	2%	8%	10%
EBITDA margin	14.6%	16.2%	17.1%	17.7%	14.1%	16.2%	16.8%	17.1%	0.5pp	0.0pp	0.3pp	0.6pp
<b>Adj. EBITA</b>	<b>5.5</b>	<b>31.9</b>	<b>37.3</b>	<b>41.0</b>	<b>5.0</b>	<b>27.7</b>	<b>33.0</b>	<b>35.0</b>	<b>11%</b>	<b>15%</b>	<b>13%</b>	<b>17%</b>
Adj. EBITA margin	8.8%	11.2%	12.2%	12.9%	7.8%	10.0%	11.4%	11.7%	1.0pp	1.3pp	0.8pp	1.2pp
EBIT	4.7	28.0	33.5	37.2	4.5	29.0	32.5	35.0	3%	-4%	3%	6%
EBIT margin	7.4%	9.9%	10.9%	11.7%	7.0%	10.5%	11.2%	11.7%	0.4pp	-0.6pp	-0.3pp	-0.1pp
PTP	2.6	19.9	26.4	30.5	2.5	19.5	22.5	25.5	2%	2%	17%	20%
EPS	0.10	0.77	1.07	1.24	0.11	0.80	0.97	1.09	-13%	-3%	10%	14%
DPS		0.42	0.47	0.52		0.43	0.47	0.51	-2%	0%	0%	3%

Source: Refinitiv and Nordea estimates

# Valuation

We value Relais using a variety of methods, including a peer multiples-based valuation and a discounted cash flow (DCF) model. We only include organic growth potential in our valuation approach and exclude any impact from potential future M&A. Using a combination of valuation methods, we derive a higher fair valuation range of EUR 16.4-20.1 (16.2-19.8) per share.

## Background

Our valuation does not include M&A

We acknowledge the company's ambition to continue growing at an accelerated pace, which includes a significant M&A component. Because the potential targets, their sizes and fundamentals are unknown, however, we refrain from including any speculative M&A in our estimates.

We use a range of valuation methods to derive a fair value for Relais. In our analysis, we compare the company to a group of peers that we consider relevant, using valuation multiples such as EV/EBITDA and P/E. We also use a standard DCF model. The table below shows the peer group.

## PEER VALUATION TABLE

	EV / Sales			EV / EBITDA			EV/EBIT			P/E		
	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023	2024E	2025E
<b>Peer group</b>												
Advance Auto Parts Inc	0.6x	0.5x	0.5x	7.0x	6.6x	6.0x	10.9x	10.0x	9.3x	12.9	11.2	9.5
Auto Partner Sa	0.9x	0.8x	0.7x	9.1x	7.7x	6.7x	10.1x	8.6x	7.4x	13.9	11.8	10.3
Autozone Inc	3.0x	2.8x	2.7x	13.2x	12.3x	11.8x	15.1x	14.0x	13.5x	18.7	16.8	15.2
Inter Cars Sa	0.6x	0.6x	0.5x	7.9x	7.2x	6.5x	8.7x	8.0x	7.1x	10.1	9.2	8.3
Camping World Holdings Inc	0.8x	0.8x		14.2x	11.3x		16.3x	12.7x		21.7	13.3	
Dometic Group Ab (Publ)	1.4x	1.4x	1.3x	9.4x	8.5x	7.8x	13.7x	12.0x	10.5x	16.0	12.8	10.7
Halfords Group Plc	0.5x	0.5x	0.5x	4.4x	4.3x	4.0x	13.0x	12.5x	10.5x	12.3	12.3	10.0
Meko Ab	0.8x	0.7x	0.7x	6.8x	6.6x	6.4x	11.5x	10.6x	9.9x	10.0	8.5	7.7
O'Reilly Automotive Inc	3.9x	3.7x	3.5x	17.1x	16.0x	15.1x	19.3x	18.0x	17.0x	24.5	22.1	20.0
Thule Group Ab	3.9x	3.5x	3.3x	19.7x	16.4x	14.6x	22.6x	18.4x	16.1x	28.5	22.9	19.9
<b>Peer group average</b>	1.6x	1.5x	1.5x	10.9x	9.7x	8.8x	14.1x	12.5x	11.3x	16.9	14.1	12.4
<b>Peer group median</b>	0.9x	0.8x	0.7x	9.3x	8.1x	6.7x	13.3x	12.2x	10.5x	15.0x	12.6x	10.3
<b>US peers' average</b>	2.1x	2.0x	2.2x	12.9x	11.6x	11.0x	15.4x	13.7x	13.3x	19.5x	15.8x	14.9x
<b>European peers' average</b>	1.4x	1.3x	1.2x	9.6x	8.5x	7.6x	13.3x	11.7x	10.3x	15.2x	12.9x	11.2x
<b>Relais (Nordea)</b>	1.3x	1.2x	1.1x	8.2x	7.1x	6.3x	13.4x	11.1x	9.5x	16.6x	12.2x	10.5x
<b>difference to median</b>	51%	52%	53%	-12%	-13%	-6%	1%	-10%	-9%	11%	-3%	2%
<b>Compounders</b>												
Addtech Ab	2.9	2.6	2.6	18.8	17.5	17.0	24.9	22.9	22.3	34.6	26.4	24.8
Bergman & Beving Ab	1.2	1.1	1.1	9.6	8.9	8.5	16.2	15.2	14.3	19.5	19.3	17.2
Beijer Alma Ab	1.9	1.8	1.7	10.3	9.5	9.1	14.1	12.7	11.9	20.2	16.6	14.9
Beijer Ref Ab (Publ)	2.0	1.9	1.8	15.8	14.2	13.2	19.8	18.0	16.6	31.3	27.9	25.3
Bufab Ab (Publ)	1.8	1.7	1.6	12.2	12.2	11.6	14.4	14.8	13.6	18.3	18.2	15.7
Indutrade Ab	2.9	2.8	2.7	16.4	16.1	15.3	21.6	21.6	20.4	29.4	29.0	26.0
Lagercrantz Group Ab	3.3	3.0	2.9	16.6	14.5	14.3	22.7	19.7	19.4	33.4	30.8	28.8
Lifco Ab (Publ)	4.1	4.0	3.8	17.0	17.4	16.5	21.7	22.2	20.9	31.2	31.4	28.9
Sdiptech Ab (Publ)	2.9	2.6	2.4	12.6	11.3	10.3	16.9	15.0	13.6	23.6	19.5	16.8
Volati Ab	1.4	1.3	1.2	10.5	9.9	9.0	15.7	14.5	13.0	18.7	16.4	14.2
<b>Compounders average</b>	2.4	2.3	2.2	14.0	13.1	12.5	18.8	17.7	16.6	26.0	23.5	21.3
<b>Compounders median</b>	2.5	2.3	2.1	14.2	13.2	12.4	18.4	16.6	15.4	26.5	22.9	21.0
<b>Total average</b>	2.0	1.9	1.9	12.4	11.4	10.7	16.5	15.1	14.1	21.4	18.8	17.1
<b>Total median</b>	1.8	1.8	1.7	12.4	11.3	10.3	16.0	14.7	13.6	19.8	17.5	15.7
<b>Total average (70%/30%)</b>	1.8	1.7	1.7	11.5	10.4	9.5	15.1	13.5	12.3	18.7	16.0	14.2
<b>Total median (70%/30%)</b>	1.4	1.2	1.1	10.7	9.7	8.4	14.8	13.5	12.0	18.4	15.7	13.5
<b>Relais (Nordea)</b>	1.3	1.2	1.1	8.2	7.1	6.3	13.4	11.1	9.5	16.6	12.2	10.5
<b>difference to weighted median</b>	-1%	-2%	-2%	-24%	-27%	-25%	-9%	-18%	-20%	-10%	-22%	-22%

Source: Refinitiv and Nordea estimates

### EV/EBITDA-based valuation of EUR 16.7-20.4 per share

Based on our EUR 52.4m EBITDA estimate for 2024 and an accepted valuation multiple range of 8.4-9.6x (midpoint: 9x), we arrive at a fair value range of EUR 16.7-20.4 per share for Relais. In addition to auto parts peers, we believe that one should look at Swedish compounders when valuing Relais. Using a 70% weight for the auto parts peer group and a 30% weight for the compounder peer group, the median EV/EBITDA would be 9.7x for 2024E.

### P/E-based valuation of EUR 13.4-16.4 per share

Using a EUR 1.07 EPS estimate for 2024, we arrive at a fair value range of EUR 13.4-16.4 per share using P/E multiples of 12.6-15.4x (midpoint: 14x). Using a 70% weight for the auto parts peer group and a 30% weight for the compounder peer group, the median P/E would be 15.7x for 2024E.

### DCF-based valuation of EUR 19.2-23.4 per share

In our DCF model, we value Relais based on the current business, assuming no additional value-adding acquisitions. We also assume a sales CAGR of 4.4% for 2023-28, followed by a 2.5% CAGR in perpetuity, meaning that organic growth is roughly the same as the average rate of inflation. We also assume that Relais will gradually improve its profitability level and maintain an adjusted EBIT margin of 13.0% in the long run. We use a 4% cost of debt in our DCF model. We also assign a long-term equity weight of 50%.

WACC COMPONENTS	
<b>WACC components</b>	
Risk-free interest rate	3.5%
Market risk premium	4.0%
Forward looking asset beta	nm
Beta debt	0.1
Forward looking equity beta	1.6-2.1
Cost of equity	9.8-11.8%
Cost of debt	4.0%
Tax-rate used in WACC	21%
Equity weight	50%
<b>WACC</b>	<b>6.5-7.5%</b>

Source: Nordea estimates

DCF VALUATION (EUR)		
DCF value	Value	Per share
NPV FCFF	484-565	25.5-29.7
(Net debt)	-143	-7.5
Market value of associates	0	0.0
(Market value of minorities)	0	0.0
Surplus values	0	0.0
(Market value preference shares)	0	0.0
Share based adjustments	0	0.0
Other adjustments	0	0.0
Time value	23	1.2
<b>DCF Value</b>	<b>365-446</b>	<b>19.2-23.4</b>

Source: Nordea estimates

### DCF ASSUMPTIONS

Averages and assumptions	2023-28	2029-33	2034-38	2039-43	2044-48	2049-53	Sust.
Sales growth, CAGR	4.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
EBIT-margin, excluding associates	12.0%	13.0%	13.0%	13.0%	13.0%	13.0%	4.0%
Capex/depreciation, x	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Capex/sales	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%
NWC/sales	23%	23%	23%	23%	23%	23%	23%
FCFF, CAGR	24.8%	2.3%	2.5%	2.5%	2.5%	-24.2%	2.5%

Source: Nordea estimates

### DCF valuation sensitivity

To test the robustness of our base-case scenario, we perform a sensitivity analysis by varying our EBIT margin, sales growth and WACC assumptions. The DCF-derived fair value is especially sensitive to WACC assumptions, implying that changes in the company's risk profile could significantly impact the fair value in either direction.

When we use sensitivities of  $\pm 0.5$  pp for WACC,  $\pm 0.5$  pp for sales growth and  $\pm 0.5$  pp for the EBIT margin, our DCF model yields a value range of EUR 18.2-25.0 per share.

**SENSITIVITY OF OUR DCF MODEL (EUR/SHARE)**

- A +/-1 pp sales growth change translates into a change of +9/-8% in the fair value

		WACC				
		5.9%	6.4%	6.9%	7.4%	7.9%
EBIT margin change	+1.0pp	31.7	26.4	23.6	21.3	19.3
	+0.5pp	28.2	25.0	22.5	20.3	18.4
		26.5	23.7	21.3	19.3	17.5
	-0.5pp	24.9	22.3	20.1	18.2	16.6
	-1.0pp	23.3	21.0	19.0	17.2	15.7

- A +/- 1 pp EBIT margin change translates into a change of +/-11% in the fair value

		WACC				
		5.9%	6.4%	6.9%	7.4%	7.9%
Sales growth change	+1.0pp	29.2	25.9	23.2	20.9	18.9
	+0.5pp	27.8	24.7	22.2	20.0	18.2
		26.5	23.7	21.3	19.3	17.5
	-0.5pp	25.4	22.7	20.5	18.5	16.9
	-1.0pp	24.3	21.8	19.7	17.9	16.3

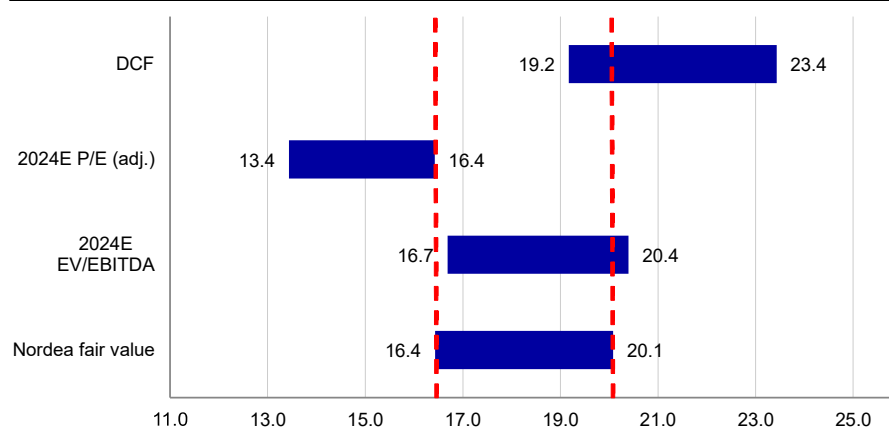
		Sales growth change				
		-1.0pp	-0.5pp		+0.5pp	+1.0pp
EBIT margin change	+1.0pp	21.7	22.6	23.6	24.7	25.9
	+0.5pp	20.7	21.5	22.5	23.5	24.5
		19.7	20.5	21.3	22.2	23.2
	-0.5pp	18.7	19.4	20.1	20.9	21.8
	-1.0pp	17.7	18.3	19.0	19.7	20.5

Source: Nordea estimates

**Valuation conclusion**

Assuming that Relais can deliver revenue growth and an operating profit margin in line with our expectations, we estimate a fair value range of EUR 16.4-20.1 (16.2-19.8) per share based on our different valuation approaches. This range is represented by the red lines in the chart below.

**VALUATION RANGE (EUR/SHARE)**



Source: Nordea estimates

# Detailed estimates

## DETAILED QUARTERLY ESTIMATES (EURm; ESP IN EUR)

EURm	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23E	Q3 23E	Q4 23E
<b>Net sales</b>	<b>53</b>	<b>52</b>	<b>59</b>	<b>74</b>	<b>62</b>	<b>59</b>	<b>65</b>	<b>75</b>	<b>69</b>	<b>63</b>	<b>70</b>	<b>83</b>
Sales growth	80%	78%	79%	98%	16%	13%	10%	2%	11%	7%	8%	10%
of which organic	9%	9%	9%	9%	-9%	-2%	0%	-5%	5%	6%	4%	4%
of which FX	3%	2%	1%	1%	-2%	-2%	-2%	-2%	-3%	-5%	-4%	-3%
of which structural	68%	67%	70%	88%	27%	16%	12%	10%	9%	6%	8%	9%
Other operating income	0.9	0.7	0.5	0.9	0.7	0.8	0.6	0.7	0.6	0.5	0.5	0.5
Materials and services	-33	-30	-33	-42	-34	-32	-36	-42	-37	-34	-39	-46
<b>Gross profit</b>	<b>20.5</b>	<b>22.5</b>	<b>24.8</b>	<b>31.8</b>	<b>28.1</b>	<b>26.6</b>	<b>28.8</b>	<b>33.7</b>	<b>32.1</b>	<b>28.8</b>	<b>31.0</b>	<b>36.8</b>
Gross margin %	38.3%	43.2%	42.3%	43.2%	45.3%	45.4%	44.4%	44.8%	46.5%	46.0%	44.5%	44.6%
Staff costs	-9	-12	-11	-15	-14	-14	-12	-15	-14	-13	-13	-15
Other operating costs	-4	-4	-5	-7	-6	-6	-6	-10	-7	-7	-6	-9
<b>EBITDA</b>	<b>7.5</b>	<b>7.0</b>	<b>10.5</b>	<b>11.0</b>	<b>8.9</b>	<b>6.6</b>	<b>11.1</b>	<b>10.1</b>	<b>11.1</b>	<b>9.1</b>	<b>12.6</b>	<b>13.3</b>
EBITDA margin %	14.0%	13.4%	17.9%	15.0%	14.3%	11.2%	17.1%	13.4%	16.1%	14.6%	18.1%	16.1%
D&A	-2.4	-3.6	-3.2	-3.8	-3.9	-4.0	-4.3	-4.8	-4.5	-4.5	-4.6	-4.6
of which depreciations	-1.8	-2.9	-2.5	-3.0	-3.1	-3.2	-3.4	-3.9	-3.6	-3.6	-3.6	-3.7
of which amortizations	-0.5	-0.7	-0.7	-0.7	-0.8	-0.8	-0.9	-0.9	-0.9	-0.9	-0.9	-1.0
EBITA	5.7	4.1	8.0	8.0	5.7	3.4	7.7	6.2	7.5	5.5	9.0	9.6
NRI	-1.0	-0.6	-0.3	-0.7	-0.5	-0.4	-0.3	-1.7	-0.1	0.0	-0.2	0.0
<b>Adj. EBITA</b>	<b>6.7</b>	<b>4.7</b>	<b>8.3</b>	<b>8.7</b>	<b>6.2</b>	<b>3.8</b>	<b>7.9</b>	<b>7.9</b>	<b>7.6</b>	<b>5.5</b>	<b>9.2</b>	<b>9.6</b>
Adj. EBITA margin %	12.5%	9.0%	14.1%	11.8%	10.0%	6.5%	12.3%	10.5%	11.0%	8.8%	13.1%	11.7%
-growth y/y					-7%	-19%	-4%	-9%	23%	46%	15%	22%
<b>EBIT</b>	<b>5.1</b>	<b>3.4</b>	<b>7.3</b>	<b>7.3</b>	<b>5.0</b>	<b>2.6</b>	<b>6.8</b>	<b>5.3</b>	<b>6.6</b>	<b>4.7</b>	<b>8.0</b>	<b>8.7</b>
EBIT margin %	9.6%	6.5%	12.4%	9.9%	8.0%	4.4%	10.5%	7.1%	9.6%	7.4%	11.5%	10.5%
Net financials	-1.6	-0.5	-1.2	-1.2	-1.2	-1.9	-1.7	-1.6	-2.1	-2.1	-1.9	-1.9
PTP	3.5	2.8	6.1	6.1	3.8	0.7	5.1	3.7	4.5	2.6	6.1	6.8
Tax	-0.9	-0.7	-1.5	-0.9	-1.1	-0.7	-1.4	0.1	-1.6	-0.7	-1.5	-1.6
Minority interest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net profit for equity</b>	<b>2.6</b>	<b>2.1</b>	<b>4.6</b>	<b>5.2</b>	<b>2.7</b>	<b>0.0</b>	<b>3.7</b>	<b>3.7</b>	<b>2.9</b>	<b>1.8</b>	<b>4.6</b>	<b>5.1</b>
Net profit	2.6	2.1	4.6	5.2	2.7	0.0	3.7	3.7	2.9	1.8	4.6	5.1
EPS (undiluted)	0.14	0.12	0.25	0.29	0.15	0.00	0.21	0.21	0.16	0.10	0.25	0.28

Source: Company data and Nordea estimates

**DETAILED ANNUAL ESTIMATES (EURm; DPS AND EPS IN EUR)**

EURm	2018	2019	2020	2021	2022	2023E	2024E	2025E
<b>Net sales</b>	<b>72</b>	<b>99</b>	<b>129</b>	<b>238</b>	<b>261</b>	<b>284</b>	<b>307</b>	<b>318</b>
Sales growth	20%	37%	30%	84%	10%	9%	8%	4%
of which organic	10%	2%	3%	9%	-4%	5%	4%	4%
of which FX	0%	-1%	1%	2%	-2%	-4%	0%	0%
of which structural	10%	36%	27%	74%	15%	8%	5%	0%
Other operating income	0.4	0.5	1.0	3.1	2.8	2.1	2.2	2.2
Materials and services	-48	-66	-84	-138	-143	-155	-167	-172
<b>Gross profit</b>	<b>24.3</b>	<b>33.1</b>	<b>45.0</b>	<b>99.6</b>	<b>117.2</b>	<b>128.7</b>	<b>139.8</b>	<b>145.4</b>
Gross margin %	33.6%	33.4%	34.9%	41.9%	45.0%	45.3%	45.5%	45.7%
Staff costs	-10	-12	-17	-47	-55	-56	-60	-62
Other operating costs	-6	-8	-10	-20	-28	-29	-30	-30
<b>EBITDA</b>	<b>8.7</b>	<b>13.3</b>	<b>19.1</b>	<b>36.0</b>	<b>36.6</b>	<b>46.1</b>	<b>52.4</b>	<b>56.2</b>
EBITDA margin %	12.1%	13.5%	14.8%	15.1%	14.0%	16.2%	17.1%	17.7%
D&A	-3.0	-5.5	-8.0	-13.0	-16.9	-18.1	-18.8	-19.0
of which depreciations	-0.3	-0.4	-0.4	-10.3	-13.6	-14.5	-15.0	-15.2
of which amortizations	-2.7	-5.1	-7.6	-2.7	-3.3	-3.7	-3.8	-3.9
EBITA	8.4	13.0	18.7	25.7	23.0	31.6	37.3	41.0
NRI	0.0	0.0	0.0	-2.6	-2.8	-0.3	0.0	0.0
<b>Adj. EBITA</b>	<b>8.4</b>	<b>13.0</b>	<b>18.7</b>	<b>28.3</b>	<b>25.8</b>	<b>31.9</b>	<b>37.3</b>	<b>41.0</b>
Adj. EBITA margin %	11.6%	13.1%	14.5%	11.9%	9.9%	11.2%	12.2%	12.9%
-growth y/y	4%	55%	44%		-12%	24%	17%	10%
<b>EBIT</b>	<b>5.7</b>	<b>7.9</b>	<b>11.1</b>	<b>23.0</b>	<b>19.6</b>	<b>28.0</b>	<b>33.5</b>	<b>37.2</b>
EBIT margin %	7.9%	7.9%	8.6%	9.7%	7.5%	9.9%	10.9%	11.7%
Net financials	-0.9	-5.4	-0.7	-4.6	-6.5	-8.0	-7.2	-6.7
PTP	4.8	2.5	10.4	18.5	13.2	19.9	26.4	30.5
Tax	-1.5	-1.9	-3.4	-4.1	-3.1	-5.4	-6.3	-7.2
Minority interest	-0.2	-0.2	-0.1	0.0	0.0	-0.1	0.0	0.0
<b>Net profit for equity</b>	<b>3.1</b>	<b>0.4</b>	<b>6.9</b>	<b>14.3</b>	<b>10.1</b>	<b>14.4</b>	<b>20.0</b>	<b>23.3</b>
Net profit	3.3	0.6	7.0	14.4	10.1	14.6	20.0	23.3
EPS (undiluted)	0.36	0.03	0.41	0.80	0.56	0.80	1.10	1.28
DPS		0.10	0.30	0.36	0.40	0.42	0.47	0.52

Note: According to IFRS accounting from 2021 onwards, 2018-20 according to the Finnish Accounting Standard

Source: Company data and Nordea estimates

# Risk factors

Below, we list the main risk factors that we find relevant for Relais Group. The purpose of this is not to provide a comprehensive picture of all the risks that the company may face, but instead to highlight those that we find the most relevant. The main risks we identify relate to the general economy in the Nordics, car spare parts sales and the vehicle service business. After the COVID-19 pandemic, the company is facing a tougher environment towards B2C, mainly due to lower consumer confidence and high inflation.

A sluggish economy could negatively affect car service and spare parts sales	<p><b>General economy</b></p> <p>The car service industry is to some extent dependent on the general economy. In times of strong economic activity, people are more inclined to spend money on car service and upgrades. Typically, unemployment rates decrease at such times, which also increases consumers' disposable income.</p> <p>Despite the improved COVID-19 situation, the outlook for Nordic economies has suffered from geopolitical tensions. If people start cutting back on car service spending and/or postpone servicing their cars, Relais could see a negative impact on its sales and earnings. After recent acquisitions, Relais is also more dependent on commercial vehicles and related services, which could be affected if economic activity deteriorates. Recent additions to the service business should improve business predictability, however, with lower seasonality.</p>
Competitors consolidating the market could hamper Relais' growth prospects	<p><b>Increasing competition</b></p> <p>The auto parts market is still very fragmented. If other players take a more active role in market consolidation, this could hurt the sales prospects for Relais and profitability if competitors become more aggressive on pricing.</p>
Disturbances by suppliers may affect product availability	<p><b>Dependence on suppliers</b></p> <p>As Relais imports its goods and does not produce spare parts or equipment itself, the company could be severely affected if its suppliers cannot deliver products as agreed or if the quality of products decreases significantly.</p> <p>The coronavirus situation has created supply-side problems and extra freight costs, which have not been resolved yet. A prolonged situation could hamper demand for Relais' spare parts and equipment.</p>
If not executed well, high M&A activity may increase costs	<p><b>Risks related to expansion</b></p> <p>Relais' ambitions to grow quickly do not come without costs, investments and risks. M&amp;A could increase costs temporarily, but also in the long term if acquisitions fail or integration is executed poorly. Hence, it is important for the company to maintain good cost control and clear M&amp;A execution plans, so as not to hamper earnings.</p>
Key employees leaving could lead to the loss of clients	<p><b>Dependence on key employees</b></p> <p>Relais depends heavily on the efforts of its management team and the board of directors. These key persons have substantial knowledge of running listed companies as well as broad sector knowledge. Should these people leave, it could take some time to find replacements. If key employees join a competitor or start a competing business, this could significantly hamper Relais' business, leading to the loss of clients or even suppliers. Also, because Relais does not fully integrate acquired companies, its dependence on acquired key employees is high. Should Relais fail to incentivise employees in acquired companies, it could have a direct impact on sales and earnings.</p>
A share issue could dilute current shareholders' ownership	<p><b>Financial position</b></p> <p>Relais has high growth ambitions, and hence we do not rule out the need for additional equity to support future M&amp;A activity. An equity issue could dilute the current shareholders' ownership.</p>

A significant writedown of goodwill could worsen its financial position

**Substantial amount of intangible assets**

Due to M&A, Relais has accumulated significant goodwill on its balance sheet. If a future test shows a significant decline in the value of goodwill, this could have a huge impact on the balance sheet and earnings. A weakening balance sheet could limit the potential for new financing and thus have a negative impact on future M&A and operations.

Crucial IT system failures or slow adoption of new technology could put Relais in a disadvantageous position

**IT systems**

Relais depends on its IT systems, and any disruption to these could affect the company's daily business, costs and reputation. Slow adoption of or adaptation to new technology could leave Relais in a disadvantageous position versus its competitors.

# Reported numbers and forecasts

## INCOME STATEMENT

EURm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
<b>Total revenue</b>	<b>54</b>	<b>59</b>	<b>60</b>	<b>72</b>	<b>99</b>	<b>129</b>	<b>238</b>	<b>261</b>	<b>284</b>	<b>307</b>	<b>318</b>
Revenue growth	28.6%	9.1%	2.6%	19.9%	36.6%	30.3%	84.5%	9.6%	8.9%	8.2%	3.5%
of which organic	8.8%	9.5%	-0.8%	9.5%	2.0%	3.0%	9.1%	-4.1%	4.7%	3.5%	3.5%
of which FX	0.0%	0.0%	0.0%	0.0%	-1.1%	0.7%	1.5%	-2.0%	-3.6%	0.0%	0.0%
EBITDA	0	9	8	9	13	19	36	37	46	52	56
Depreciation and impairments PPE	0	0	0	0	0	0	-10	-14	-14	-15	-15
of which leased assets	0	0	0	0	0	0	-7	-9	-12	-13	-13
EBITA	0	9	8	8	13	19	26	23	32	37	41
Amortisation and impairments	0	-2	-2	-3	-5	-8	-3	-3	-4	-4	-4
EBIT	n.a.	7	6	6	8	11	23	20	28	34	37
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	0	-1	-1	-1	-5	-1	-5	-6	-8	-7	-7
of which lease interest	0	0	0	0	0	0	0	0	0	0	0
Changes in value, net	0	-2	0	0	0	0	0	0	0	0	0
<b>Pre-tax profit</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>10</b>	<b>18</b>	<b>13</b>	<b>20</b>	<b>26</b>	<b>31</b>
Reported taxes	0	-1	-1	-2	-2	-3	-4	-3	-5	-6	-7
Net profit from continued operations	0	3	4	3	1	7	14	10	15	20	23
Discontinued operations	0	0	0	0	0	0	0	0	0	0	0
Minority interests	0	-1	0	0	0	0	0	0	0	0	0
Net profit to equity	0	2	4	3	0	7	14	10	14	20	23
<b>EPS, EUR</b>	<b>n.a.</b>	<b>0.22</b>	<b>0.42</b>	<b>0.34</b>	<b>0.03</b>	<b>0.39</b>	<b>0.77</b>	<b>0.54</b>	<b>0.77</b>	<b>1.07</b>	<b>1.24</b>
DPS, EUR	0.00	0.00	0.00	0.00	0.10	0.30	0.36	0.40	0.42	0.47	0.52
of which ordinary	0.00	0.00	0.00	0.00	0.10	0.30	0.36	0.40	0.42	0.47	0.52
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	0.0%	15.2%	13.8%	12.1%	13.5%	14.8%	15.1%	14.0%	16.2%	17.1%	17.7%
EBITA	0.0%	14.5%	13.4%	11.6%	13.1%	14.5%	10.8%	8.8%	11.1%	12.2%	12.9%
EBIT	n.a.	11.6%	10.2%	7.9%	7.9%	8.6%	9.7%	7.5%	9.9%	10.9%	11.7%

## Adjusted earnings

EBITDA (adj)	0	11	8	9	13	19	39	39	46	52	56
EBITA (adj)	0	10	8	8	13	19	28	26	32	37	41
EBIT (adj)	0	8	6	6	8	11	26	22	28	34	37
EPS (adj, EUR)	n.a.	0.40	0.42	0.34	0.29	0.39	0.91	0.69	0.78	1.07	1.24

## Adjusted profit margins in percent

EBITDA (adj)	0.0%	18.0%	13.8%	12.1%	13.5%	14.8%	16.2%	15.1%	16.3%	17.1%	17.7%
EBITA (adj)	0.0%	17.3%	13.4%	11.6%	13.1%	14.5%	11.9%	9.9%	11.2%	12.2%	12.9%
EBIT (adj)	0.0%	14.4%	10.2%	7.9%	7.9%	8.6%	10.8%	8.6%	10.0%	10.9%	11.7%

## Performance metrics

CAGR last 5 years											
Net revenue	17.6%	16.0%	14.3%	17.8%	18.7%	19.0%	32.2%	34.0%	31.4%	25.4%	19.8%
EBITDA	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	32.1%	34.4%	39.5%	31.5%	24.1%
EBIT	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	27.5%	26.2%	37.3%	33.7%	27.4%
EPS	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	28.6%	5.2%	17.6%	102.5%	26.2%
DPS	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	36.3%	11.6%
Average last 5 years											
Average EBIT margin	n.a.	n.a.	n.a.	n.a.	n.a.	9.0%	9.0%	8.4%	8.9%	9.5%	10.0%
Average EBITDA margin	0.0%	4.1%	7.0%	9.0%	11.4%	13.9%	14.3%	14.2%	15.0%	15.6%	16.2%

## VALUATION RATIOS - ADJUSTED EARNINGS

EURm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
P/E (adj)	n.a.	n.a.	n.a.	n.a.	28.0	37.9	29.0	14.8	17.7	13.0	11.2
EV/EBITDA (adj)	n.a.	n.a.	n.a.	n.a.	10.2	15.3	16.4	8.5	8.7	7.5	6.7
EV/EBITA (adj)	n.a.	n.a.	n.a.	n.a.	10.5	15.6	22.3	13.0	12.7	10.6	9.2
EV/EBIT (adj)	n.a.	n.a.	n.a.	n.a.	17.3	26.3	24.6	14.9	14.3	11.8	10.2

## VALUATION RATIOS - REPORTED EARNINGS

EURm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
P/E	n.a.	n.a.	n.a.	n.a.	n.m.	37.9	34.3	19.0	18.0	13.0	11.2
EV/Sales	n.a.	n.a.	n.a.	n.a.	1.37	2.26	2.66	1.28	1.42	1.29	1.19
EV/EBITDA	n.a.	n.a.	n.a.	n.a.	10.2	15.3	17.5	9.1	8.8	7.5	6.7
EV/EBITA	n.a.	n.a.	n.a.	n.a.	10.5	15.6	24.5	14.6	12.8	10.6	9.2
EV/EBIT	n.a.	n.a.	n.a.	n.a.	17.3	26.3	27.4	17.0	14.4	11.8	10.2
Dividend yield (ord.)	n.a.	n.a.	n.a.	n.a.	1.2%	2.0%	1.4%	3.9%	3.0%	3.4%	3.8%
FCF yield	n.a.	n.a.	n.a.	n.a.	-61.8%	2.8%	-10.2%	6.6%	7.3%	11.3%	14.5%
FCF Yield bef A&D, lease adj	n.a.	n.a.	n.a.	n.a.	1.4%	6.0%	0.5%	9.4%	6.0%	7.2%	9.5%
Payout ratio	n.a.	0.0%	0.0%	0.0%	33.9%	77.4%	39.7%	58.2%	53.6%	44.1%	41.9%

Source: Company data and Nordea estimates

**BALANCE SHEET**

EURm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
Intangible assets	0	5	7	5	54	59	130	133	134	132	128
of which R&D	0	0	0	0	0	0	0	0	0	0	0
of which other intangibles	0	0	0	0	1	0	15	15	15	15	15
of which goodwill	0	5	7	5	54	58	114	118	119	117	113
Tangible assets	0	0	0	0	0	0	59	57	49	49	49
of which leased assets	0	0	0	0	0	0	54	52	40	40	40
Shares associates	0	0	0	0	0	0	0	0	0	0	0
Interest bearing assets	0	0	0	0	0	0	0	0	0	0	0
Deferred tax assets	0	0	0	0	0	0	1	1	1	1	1
Other non-IB non-current assets	0	0	0	0	0	0	0	0	0	0	0
Other non-current assets	0	0	0	0	0	0	0	0	0	0	0
Total non-current assets	0	5	7	5	54	59	189	191	183	181	178
Inventory	0	26	27	29	43	44	73	68	71	77	79
Accounts receivable	0	5	8	8	12	13	34	33	36	39	40
Short-term leased assets	0	0	0	0	0	0	0	0	13	13	13
Other current assets	0	3	1	2	3	3	0	4	5	5	5
Cash and bank	0	1	2	2	30	35	12	14	3	2	3
Total current assets	0	35	37	42	88	95	119	119	127	135	141
Assets held for sale	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
<b>Total assets</b>	<b>0</b>	<b>40</b>	<b>44</b>	<b>47</b>	<b>142</b>	<b>154</b>	<b>308</b>	<b>309</b>	<b>311</b>	<b>317</b>	<b>319</b>
Shareholders equity	0	6	11	17	64	72	102	104	111	124	138
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	3	3	1	0	0	0	0	0	0	0
Total Equity	0	9	14	17	64	72	102	104	111	124	138
Deferred tax	0	0	0	0	2	3	6	6	6	6	6
Long term interest bearing debt	0	15	11	14	59	58	91	96	86	76	61
Pension provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term liabilities	0	3	0	2	0	0	2	1	1	1	1
Non-current lease debt	0	0	0	0	0	0	44	42	41	41	41
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	18	12	16	62	61	143	144	134	124	109
Short-term provisions	0	0	0	0	0	0	0	0	0	0	0
Accounts payable	0	3	4	4	7	9	46	35	38	42	43
Current lease debt	0	0	0	0	0	0	11	12	13	13	13
Other current liabilities	0	3	4	5	6	8	0	7	7	8	8
Short term interest bearing debt	0	8	12	6	5	5	6	7	7	7	7
Total current liabilities	0	14	19	15	18	21	63	61	66	70	71
Liabilities for assets held for sale	0	0	0	0	0	0	0	0	0	0	0
<b>Total liabilities and equity</b>	<b>0</b>	<b>40</b>	<b>45</b>	<b>48</b>	<b>143</b>	<b>155</b>	<b>308</b>	<b>309</b>	<b>311</b>	<b>317</b>	<b>319</b>
<b>Balance sheet and debt metrics</b>											
Net debt	0	22	22	18	35	28	140	143	144	135	119
of which lease debt	0	0	0	0	0	0	55	53	54	54	54
Working capital	0	28	28	31	46	44	61	63	66	71	74
Invested capital	0	33	35	36	100	103	250	254	249	253	251
Capital employed	0	32	37	37	128	135	254	260	258	261	261
ROE	n.m.	64.1%	44.7%	22.7%	1.0%	10.2%	16.5%	9.8%	13.4%	17.1%	17.8%
ROIC	n.m.	40.5%	14.2%	12.7%	9.1%	8.6%	11.5%	7.0%	8.9%	10.6%	11.7%
ROCE	n.m.	53.4%	17.9%	15.7%	9.6%	10.1%	13.8%	10.6%	12.0%	14.1%	15.4%
Net debt/EBITDA	n.m.	2.5	2.6	2.0	2.6	1.5	3.9	3.9	3.1	2.6	2.1
Interest coverage	n.a.	9.3	7.1	6.0	1.5	4.6	4.2	2.2	2.8	3.6	4.2
Equity ratio	n.m.	15.2%	23.8%	34.7%	44.5%	46.5%	33.1%	33.6%	35.8%	39.0%	43.4%
Net gearing	n.m.	244.3%	152.2%	102.0%	54.3%	39.1%	136.5%	137.4%	129.3%	109.2%	85.9%

Source: Company data and Nordea estimates

**CASH FLOW STATEMENT**

EURm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
<b>EBITDA (adj) for associates</b>	<b>0</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>13</b>	<b>19</b>	<b>36</b>	<b>37</b>	<b>46</b>	<b>52</b>	<b>56</b>
Paid taxes	0	0	0	-2	-2	-3	-5	-3	-5	-6	-7
Net financials	0	0	0	-1	-6	-1	-3	-4	-8	-7	-7
Change in provisions	0	0	0	0	0	0	0	0	0	0	0
Change in other LT non-IB	0	3	-3	2	-2	0	1	-1	0	0	0
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	0	-11	-6	-2	1	0	-5	1	0	0	0
<b>Funds from operations (FFO)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>15</b>	<b>24</b>	<b>29</b>	<b>33</b>	<b>39</b>	<b>42</b>
Change in NWC	0	0	0	-2	-3	1	-12	0	-3	-5	-2
<b>Cash flow from operations (CFO)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>16</b>	<b>12</b>	<b>29</b>	<b>30</b>	<b>33</b>	<b>40</b>
Capital expenditure	0	0	0	0	0	0	-2	-2	-2	-2	-2
<b>Free cash flow before A&amp;D</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>16</b>	<b>9</b>	<b>27</b>	<b>28</b>	<b>31</b>	<b>38</b>
Proceeds from sale of assets	0	0	0	0	1	1	0	0	0	0	0
Acquisitions	0	0	0	-1	-65	-9	-60	-15	-9	-2	0
Free cash flow	0	0	0	2	-63	7	-50	13	19	29	38
Free cash flow bef A&D, lease adj	0	0	0	3	1	16	2	18	16	19	25
Dividends paid	0	0	0	0	0	-2	-5	-6	-7	-8	-9
Equity issues / buybacks	0	0	0	0	44	0	1	0	0	0	0
Net change in debt	0	0	0	0	42	-1	32	9	-10	-10	-15
Other financing adjustments	0	0	0	0	0	0	0	0	-12	-13	-13
Other non-cash adjustments	0	1	1	-2	4	1	0	-14	0	0	0
Change in cash	0	1	1	1	27	5	-23	2	-11	-1	1
<b>Cash flow metrics</b>											
Capex/D&A	n.m.	0.0%	0.0%	6.9%	7.3%	2.5%	17.6%	10.2%	11.0%	11.2%	11.6%
Capex/Sales	0.0%	0.0%	0.0%	0.3%	0.4%	0.2%	1.0%	0.7%	0.7%	0.7%	0.7%
<b>Key information</b>											
Share price year end (/current)	n.a.	n.a.	n.a.	n.a.	8	15	26	10	14	14	14
Market cap.	n.a.	n.a.	n.a.	n.a.	101	263	492	192	260	260	260
Enterprise value	n.a.	n.a.	n.a.	n.a.	136	292	632	334	404	395	379
Diluted no. of shares, year-end (m)	0.0	9.1	9.1	9.1	12.3	17.9	18.7	18.8	18.8	18.8	18.8

Source: Company data and Nordea estimates

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Nordea Bank Abp	Nordea Bank Abp, filial i Sverige	Nordea Danmark, Filial af Nordea Bank Abp, Finland	Nordea Bank Abp, filial i Norge
<b>Nordea IB &amp; Equity Division, Equity Research</b> Visiting address: Aleksis Kiven katu 7, Helsinki FI-00020 Nordea Finland	<b>Nordea IB &amp; Equity Division, Equity Research</b> Visiting address: Smålandsgatan 17 SE-105 71 Stockholm Sweden	<b>Nordea IB &amp; Equity Division, Equity Research</b> Visiting address: Grønjørdsvej 10 DK-2300 Copenhagen S Denmark	<b>Nordea IB &amp; Equity Division, Equity Research</b> Visiting address: Essendropsgate 7 N-0107 Oslo Norway
Tel: +358 9 1651 Fax: +358 9 165 59710	Tel: +46 8 614 7000 Fax: +46 8 534 911 60	Tel: +45 3333 3333 Fax: +45 3333 1520	Tel: +47 2248 5000 Fax: +47 2256 8650
Reg.no. 2858394-9 Satamaradankatu 5 Helsinki			