

Relais Group Oyj

Consumer Goods
Finland

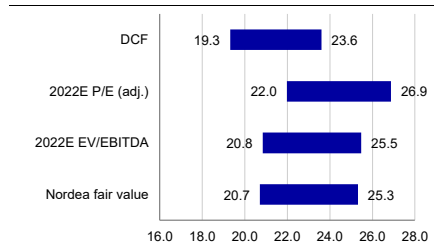
KEY DATA

Stock country	Finland
Bloomberg	RELAIS.FH
Reuters	RELAIS.HE
Share price (close)	EUR 24.50
Free Float	36%
Market cap. (bn)	EUR 0.46/EUR 0.46
Website	www.relais.fi
Next report date	04 Nov 2021

PERFORMANCE



VALUATION APPROACH (EUR PER SHARE)



ESTIMATE CHANGES

Year	2021E	2022E	2023E
Sales	2%	1%	1%
EBIT (adj)	-3%	0%	1%

Source: Nordea estimates

Waiting for further M&A actions

Relais reported H1 EBITA of EUR 12.2m, slightly below our expectations. The company has clearly outgrown its target market, however, and faces a solid M&A pipeline going forward. Recent acquisitions are being integrated according to plan ahead of the seasonally important H2 with strong lighting sales. Synergies should be fully visible within the next 24 months and the company is clearly upping its M&A pace, recently hiring a head of acquisitions and business development. We expect the strong growth story to continue – we estimate 8% organic growth y/y for H2 and would not be surprised to see more M&A. We derive a fair value range of EUR 20.7-25.3 (20.8-25.4) per share.

H1 organic growth between 10-12%

Relais reported a solid H1 with EUR 12.2m EBITA and EUR 106m net sales. Recent acquisitions are performing well and the company expects substantial synergy benefits on the top line and from procurements within the next 24 months. The M&A pipeline remains solid and we would not be surprised to see more acquisitions in H2, as Relais has a strategic pro-forma top-line target of EUR 500m by 2026. The scope of the target was expanded with the strategy update in May – it now includes the entire mobility-related aftermarket. We expect Relais to initially concentrate on the spare parts, equipment, maintenance, and repair segments.

No numerical guidance issued – limited estimate revisions

Despite the robust underlying market, supply-side issues related to the global shortage of semi-conductors are still a concern – so Relais is not providing numerical guidance for 2021. As the company has advanced its orders, we do not expect any meaningful impact on H2, but we expect freight prices to remain elevated. We lift our 2021E-23E top line by 1-2%, lower 2021E EBITA by 2%, and nudge up 2022E-23E EBITA by 0-1%.

Compounder story towards 2026 targets

We do not incorporate any unannounced M&A into our model, but our M&A outlook suggests net sales of EUR 486m in 2026 (versus the EUR 500m pro-forma target). We believe that Relais can continue making acquisitions at compelling multiples, enabling a so-called "compounder effect" going forward. We therefore use an expanded peer group that includes Swedish compounders. Based on an average of DCF, EV/EBITDA and P/E valuations, we derive a fair value range of EUR 20.7-25.3 (20.8-25.4) per share.

SUMMARY TABLE - KEY FIGURES

EURm	2017	2018	2019	2020	2021E	2022E	2023E
Total revenue	60	72	99	129	229	250	261
EBITDA (adj)	8	9	13	19	32	36	38
EBIT (adj)	6	6	8	11	17	21	26
EBIT (adj) margin	10.2%	7.9%	7.9%	8.6%	7.5%	8.3%	10.1%
EPS (adj, EUR)	0.42	0.34	0.29	0.39	0.47	0.62	0.90
EPS (adj) growth	3.9%	-17.9%	-13.6%	31.5%	20.1%	32.4%	46.6%
DPS (ord, EUR)	0.00	0.00	0.10	0.30	0.40	0.45	0.50
EV/Sales	n.a.	n.a.	1.4	2.3	2.3	2.1	1.9
EV/EBIT (adj)	n.a.	n.a.	17.3	26.3	30.7	24.9	18.8
P/E (adj)	n.a.	n.a.	28.0	37.9	52.6	39.7	27.1
P/BV	n.a.	n.a.	1.6	3.7	5.7	5.4	4.9
Dividend yield (ord)	n.a.	n.a.	1.2%	2.0%	1.6%	1.8%	2.0%
FCF Yield bef A&D, lease	n.a.	n.a.	1.4%	6.1%	1.4%	4.3%	5.3%
Net debt	22	18	35	28	66	53	36
Net debt/EBITDA	2.6	2.0	2.6	1.5	2.1	1.5	1.0
ROIC after tax	12.4%	11.1%	8.0%	7.6%	9.5%	9.9%	13.3%

Source: Company data and Nordea estimates

Nordea Markets - Analysts

Joni Sandvall
AnalystSvante Krokfors
Director

H1 2021 deviation and results takeaways

Relais reported H1 adjusted EBITA of EUR 12.2m, 4% below our expectations (no consensus). Net sales reached EUR 105.8m, 2% above Nordea and 3% Refinitiv consensus. Reported EBIT was EUR 6.1m, -8% and -16% versus Nordea and consensus, respectively. The company will change to quarterly reporting from Q3 onwards. The integrations of recently acquired businesses have proceeded according to plans and the company expects substantial synergies, both on the top line and in profitability going forward. Purchasing synergies will be visible with a short notice while top-line synergies should be visible within the next 24 months. The company continues with its active M&A strategy and sees a solid pipeline of relevant target companies in the Nordic markets. We would not be surprised if the company were to announce further acquisitions already in H2.

H1 2021 DEVIATION TABLE

EURm	Actual H1 2021	NDA est. H1 2021	Deviation vs. actual	Consensus H1 2021	Deviation vs. actual	Actual H2 2020	h/h	Actual H1 2020	y/y
Sales	105.8	103.8	2	103.0	2	70.0	51%	59.0	79%
Gross profit	43.1	41.7	1			24.7	75%	20.3	112%
Gross margin	40.8%	40.2%	0.6pp			35.2%	5.5pp	34.5%	6.3pp
Adj. EBITA	12.2	12.7	(0.6)			11.2	9%	7.5	63%
Adj. EBITA margin	11.5%	12.3%	-0.8pp			16.0%	-4.5pp	12.7%	-1.2pp
EBITA	12.2	12.7	-0.6			11.2	9%	7.5	63%
EBITA margin	11.5%	12.3%	-0.8pp			16.0%	-4.5pp	12.7%	-1.2pp
EBIT	6.1	6.6	-0.5	7.3	-0.5	7.4	-18%	3.7	66%
EBIT margin	5.8%	6.4%	-0.6pp	7.0%	-1.3pp	10.6%	-4.9pp	6.2%	-0.5pp
PTP	4.5	5.3	-0.8	6.2	-0.8	8.1	-44%	2.3	97%
Adj. EPS	0.48	0.50	-4%			0.55	-12%	0.27	81%
EPS	0.13	0.16	-18%	0.23	-0.03	0.34	-61%	0.05	150%

Source: Company data, Refinitiv and Nordea estimates

H1 organic growth between 10-12%

Relais' H1 net sales were EUR 105.8m, up 79% y/y, and came in 2% above our expectations and 3% above Refinitiv consensus expectations. According to management, organic growth was 10-12% y/y and was clearly above market growth. We had modelled 7% organic growth for H1.

Adjusted EBITA was 12.2m in H1, up 63% y/y, and came 4% below Nordea estimate. We however note the recent acquisitions, which weakened visibility into the report. H1 EBIT was EUR 6.1m, up 66%, and came in 8% below Nordea expectations. Amortisation adjusted EPS was 0.48, missing slightly our estimate of EUR 0.50.

No numerical guidance for 2021

Although underlying market demand appears robust, Relais has not provided numerical guidance for 2021. Uncertainty regarding the availability of products remains due to the global lack of semi-conductors and disturbances within the freight market. However, during the conference call, management seemed fairly confident that Relais will be able to mitigate possible freight price pressure with increased selling prices.

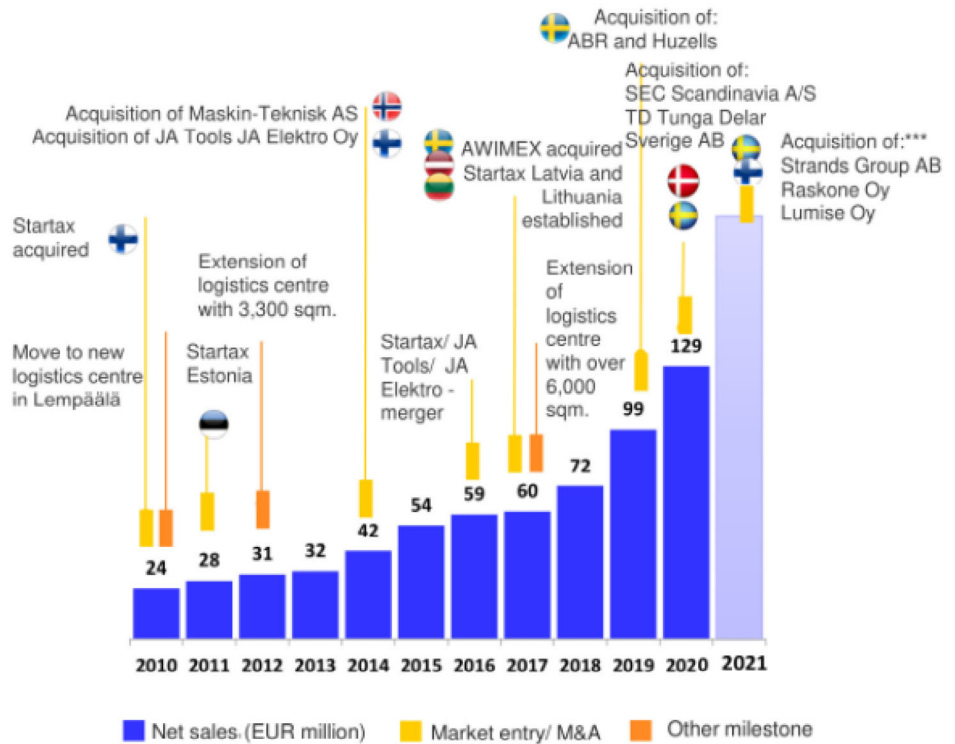
Possibility of further M&A in H2 appears high

The company hired a head of acquisitions and business development during H1 and sees a solid pipeline of relevant target companies within the Nordic markets. As the company expanded its acquisition scope in conjunction with the strategy renewal, we would not be surprised if it were to announce further acquisitions already in H2.

Growth strategy leans on M&A

In addition to organic growth, Relais has done a substantial amount of acquisitions over the past decade. Given the EUR 500m pro forma revenue target by 2026, the company will most likely accelerate its acquisition spree.

RELAIS' M&A TRACK RECORD SINCE 2010



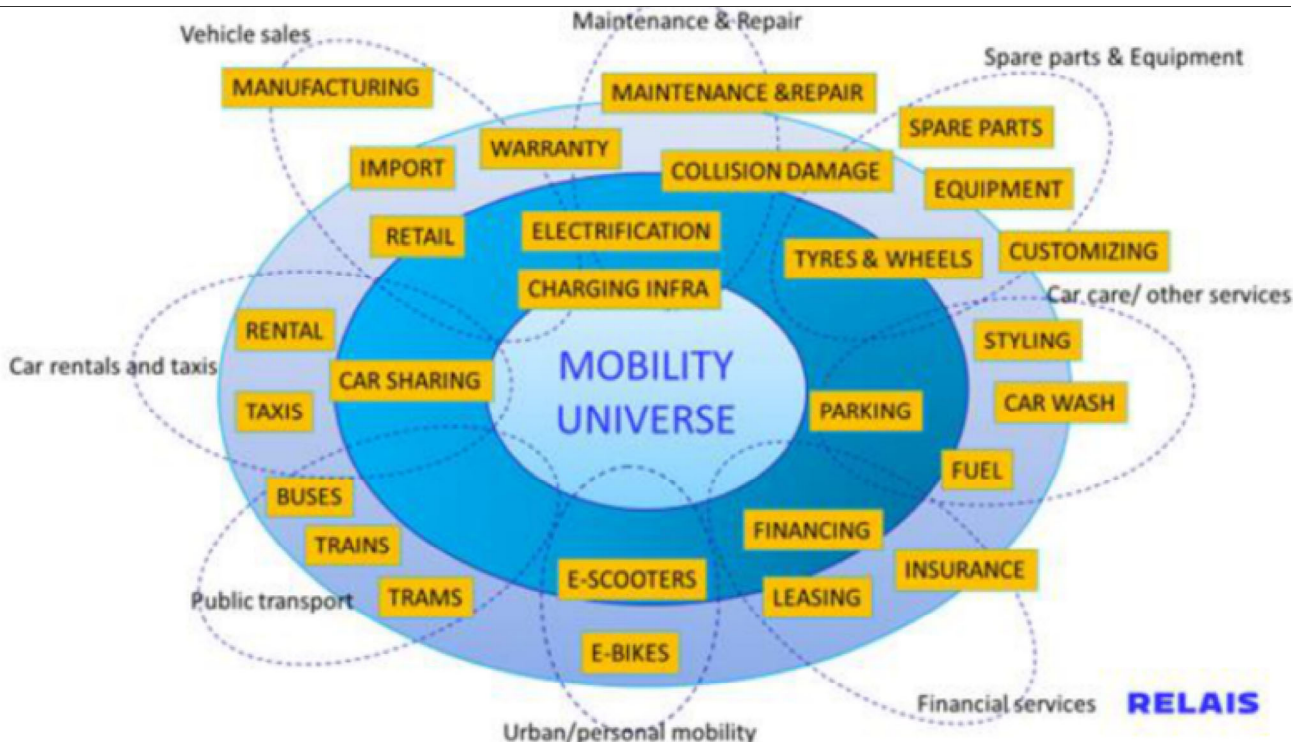
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***The combined annual net sales of the acquired companies total to almost EUR 92 million.

Source: Company data

In addition, the company expanded its scope for potential acquisition targets in its refreshed strategy (in May). However, we do not expect any meaningful expansion in the first phase, while longer-term, the company could expand its offering within the entire mobility related aftermarket.

MOBILITY AFTERMARKET UNIVERSE AND SUB-SEGMENTS AND CLUSTERS



Source: Company data

M&A scenario

Relais' strategy focuses on high growth via M&A. Due to uncertainty regarding timing, deal size and deal valuation, we do not include M&A in our estimates. We have, however, compiled an M&A scenario in which we simulate how much Relais could potentially grow sales and EBITA via M&A without raising additional equity capital or exceeding its current covenants. The company has indicated that it has a good pipeline of potential bolt-on acquisitions, in addition to the acquisitions during 2020-21. With successful M&A execution, we believe Relais could reach net sales of EUR 486m by 2026, while keeping its net gearing below 100%. We believe the company could add shareholder value through acquisitions with compelling multiples going forward.

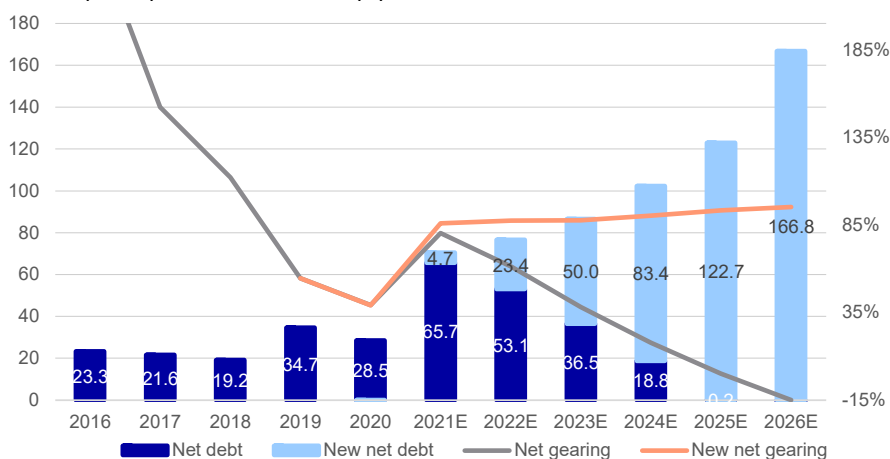
Recent acquisitions increase net debt/EBITDA to ~2.0x in 2021E

Additional debt of EUR 25m in 2021-22 for M&A

After a substantial part of the Raskone and Lumise acquisitions was financed with a directed share issue, we believe the company could incur additional debt of EUR 25m in 2021-22 (EUR 5m in 2021 and EUR 20m in 2022) for M&A, while keeping its year-end net gearing below 100% and net debt/EBITDA at around 2.0x. Without new debt or acquisitions, we think Relais could deleverage its balance sheet to a net gearing below 50% by 2023 (from ~80% in 2021E).

With fully debt-financed M&A, Relais would raise its net gearing to around 90% in 2021E-26E

NET DEBT (EURm) AND NET GEARING (%) INCLUDING POTENTIAL M&A



Source: Company data and Nordea estimates

With successful M&A, net sales could reach EUR 486m by 2026

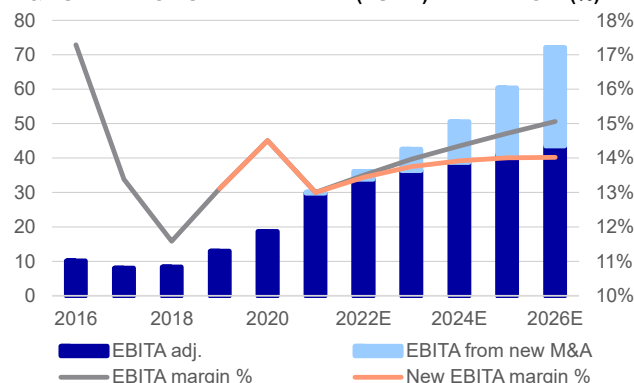
Relais could increase net sales by around EUR 200m by 2026 with acquisitions and without stretching its balance sheet too much

Assuming deal EV/EBITDA multiples of 8x, further M&A could increase the company's EBITA by EUR ~5m in 2023E and by EUR ~25m in 2026E. We assume the acquired companies have an EBITA margin of 12.5%, implying that Relais could gain additional sales of EUR ~197m by 2026 based on our M&A assumptions. We model 5% organic growth for acquired businesses after acquisitions, while we maintain an estimated EBITA margin of 12.5%. Our estimate does not include any costs related to the acquisitions, such as advisory fees or restructuring costs. We assume that M&A actions would be equally divided over the year, i.e. we model the acquisition happening in the middle of the year.

We note that our assumptions are on the conservative side when considering the latest acquisitions, and we think larger targets would command slightly higher multiples. Relais has made multiple acquisitions in 2020-21, of which SEC Scandinavia was acquired at ~5.5x EV/EBITDA and TD Tunga Delar at around 7x, while the EV/EBITDA multiple for Strands Group is 7.3x when using 2020 EBITDA of SEK 25m. The Raskone acquisition was made at a 6.5x 2020 EV/EBITDA multiple, excluding potential synergies, which Relais expects to be significant. The latest Lumise acquisition was made at a 9.4x LTM EV/EBITDA, while we note that the high online share of sales commands higher multiples.

M&A SCENARIO SALES ESTIMATES (EURm)

Source: Company data and Nordea estimates

M&A SCENARIO ESTIMATED EBITA (EURm) AND MARGIN (%)

Source: Company data and Nordea estimates

In our illustrative assumptions, acquisitions are financed with debt. We assume 50% of the deal value to be goodwill, which is amortised over ten years. The depreciation level is set to 0.5% of net sales and we use a 2% interest rate and a 21% tax rate assumption.

ILLUSTRATIVE M&A SCENARIO

Current estimates, EURm	2016	2017	2018	2019	2020	2021E	2022E	2023E	2024E	2025E	2026E
Sales	59	60	72	99	129	229	250	261	270	279	289
EBITA adj.	10.2	8.1	8.4	13.0	18.7	29.8	33.8	36.4	38.7	41.1	43.5
-margin %	17.3%	13.4%	11.6%	13.1%	14.5%	13.0%	13.5%	14.0%	14.4%	14.7%	15.1%
Cash	0.8	1.5	2.3	29.6	34.7	17.4	20.0	21.6	24.3	27.9	32.4
Equity	9.0	14.2	17.2	63.7	72.4	81.9	86.6	95.6	105.6	116.6	128.7
Net debt	23.3	21.6	19.2	34.7	28.5	65.7	53.1	36.5	18.8	0.2	-19.3
Net gearing	257%	152%	112%	54%	39%	80%	61%	38%	18%	0%	-15%
Net debt/EBITDA	2.2x	2.6x	2.2x	2.6x	1.5x	2.1x	1.5x	1.0x	0.5x	0.0x	-0.4x
Deal(s) size						5	20	30	40	50	60
EV/EBITA assumption, x						8x	8x	8x	8x	8x	8x
EV/Sales assumption, x						1.0x	1.0x	1.0x	1.0x	1.0x	1.0x
						2021E	2022E	2023E	2024E	2025E	2026E
Cumulative sales increase from M&A						3	16	43	82	133	197
Cumulative EBITA increase from M&A						0.3	2.0	5.3	10.2	16.6	24.7
- margin %						12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
New estimates after additional M&A, EURm											
Sales, EURm			72	99	129	232	266	303	351	412	486
EBITA, EURm			8.4	13.0	18.7	30.1	35.8	41.7	48.9	57.7	68.2
-margin %			11.6%	13.1%	14.5%	13.0%	13.4%	13.8%	13.9%	14.0%	14.0%
Cash	0.8	1.5	2.3	29.6	34.7	17.6	21.5	26.5	35.8	50.1	70.5
Equity	9.0	14.2	17.2	63.7	72.4	82.1	87.6	98.9	113.3	131.7	154.9
Net debt	23.3	21.6	19.2	34.7	28.3	70.4	76.5	86.5	102.2	122.9	147.5
Net gearing	257%	152%	112%	54%	39%	86%	87%	88%	90%	93%	95%
EBITDA adj.	10.6	8.3	8.7	13.3	19.1	31.8	37.7	43.8	51.4	60.8	71.8
ND/EBITDA	2.2x	2.6x	2.2x	2.6x	1.5x	2.2x	2.0x	2.0x	2.0x	2.0x	2.1x

Source: Company data and Nordea estimates

Compounder effect could be substantial

In the table below, we illustrate the potential 'compounder effect' for Relais as the company targets to grow through acquisitions also going forward. The table presents the impact on Relais' 'multiple arbitrage' opportunity assuming different annual acquisition volumes (x-axis) and the EV/EBITA multiple paid in the potential acquisitions (y-axis). We make the following notes to clarify the table:

- **Acquisition cost on x-axis** – Annual acquisition amount in EURm. Based on our calculations, we estimate that Relais could in 2021-26 annually make acquisitions of EUR 5-60m financed through cash flow and debt and still stay below 100% gearing and at around 2x net debt/EBITDA at year-end. We limit the range in this table to EUR 5-75m of annual acquisitions and believe the narrowed range of EUR 20-60m is what could be realistic annually for 2022-25.
- **Acquisition multiple on y-axis** – Historically, Relais has made acquisitions at an EV/EBIT(D)A of ~6.5x. In the table below, we highlight the value creation based on our M&A scenario where we use 1x EV/sales and 8x EV/EBITA multiples. We also

highlight what we believe could be the likely annual transaction volume range (EUR 20-60m) and likely EV/EBITDA acquisition multiples (6-10x), with the midpoint suggesting EUR 40m in annual value creation.

- **EBITDA margin** – We assume Relais will buy companies with an EBITDA margin of 12.5%, derived from EV/sales of 1x and EV/EBITDA of 8x.
- **Relais valuation multiple** – Based on the current valuation of Relais, we use a EV/EBITDA multiple of 16x on average for Relais, i.e. if Relais makes acquisitions at an EV/EBITDA multiple of above 16x, our simulation models a negative contribution from M&A. This is highly simplified as there could be good grounds to pay a high multiple, e.g. synergy potential, strategic acquisition, etc.

ILLUSTRATIVE VALUE CREATION MATRIX (EURm)

		Acquisition cost, EURm														
		5	10	15	20	25	30	35	40	45	50	55	60	65	70	75
Acquisition multiple, EV/EBITDA (x)	3	22	43	65	87	108	130	152	173	195	217	238	260	282	303	325
	4	15	30	45	60	75	90	105	120	135	150	165	180	195	210	225
	5	11	22	33	44	55	66	77	88	99	110	121	132	143	154	165
	6	8	17	25	33	42	50	58	67	75	83	92	100	108	117	125
	7	6	13	19	26	32	39	45	51	58	64	71	77	84	90	96
	8	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75
	9	4	8	12	16	19	23	27	31	35	39	43	47	51	54	58
	10	3	6	9	12	15	18	21	24	27	30	33	36	39	42	45
	11	2	5	7	9	11	14	16	18	20	23	25	27	30	32	34
	12	2	3	5	7	8	10	12	13	15	17	18	20	22	23	25
	13	1	2	3	5	6	7	8	9	10	12	13	14	15	16	17
	14	1	1	2	3	4	4	5	6	6	7	8	9	9	10	11
	15	0	1	1	1	2	2	2	3	3	3	4	4	4	5	5
	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17	0	-1	-1	-1	-1	-2	-2	-2	-3	-3	-3	-4	-4	-4	-4
	18	-1	-1	-2	-2	-3	-3	-4	-4	-5	-6	-6	-7	-7	-8	-8
	19	-1	-2	-2	-3	-4	-5	-6	-6	-7	-8	-9	-9	-10	-11	-12
	20	-1	-2	-3	-4	-5	-6	-7	-8	-9	-10	-11	-12	-13	-14	-15
	21	-1	-2	-4	-5	-6	-7	-8	-10	-11	-12	-13	-14	-15	-17	-18
	22	-1	-3	-4	-5	-7	-8	-10	-11	-12	-14	-15	-16	-18	-19	-20
	23	-2	-3	-5	-6	-8	-9	-11	-12	-14	-15	-17	-18	-20	-21	-23

Source: Nordea estimates

Estimate revisions

Estimate revisions

We make only minor adjustments to our estimates after the H1 report. We lift 2021E-23E top line estimates by 1-2%, while we lower 2021E EBITA by 2%, keep 2022E EBITA estimate intact, and raise 2023E estimate by 1%. Our gross margin estimates increased 4-5% for 2021E-23E given additional insights into the Raskone acquisition, which raises gross margin, while it will be margin-dilutive, at least in the short term. We note that Relais will transfer into quarterly reporting from Q3 onwards.

ESTIMATE REVISIONS

EURm	New estimates				Old estimates				Difference %			
	H2 2021E	2021E	2022E	2023E	H2 2021E	2021E	2022E	2023E	H2 2021E	2021E	2022E	2023E
Sales	123.8	229	250	261	121.9	226	248	258	2%	2%	1%	1%
Gross profit	51.5	94	104	109	48.8	90	99	104	6%	4%	5%	5%
Gross margin	41.6%	41.2%	41.7%	41.9%	40.0%	40.1%	40.1%	40.2%	1.6pp	1.1pp	1.6pp	1.7pp
Adj. EBITA	17.7	29.8	33.8	36.4	17.7	30.4	34.0	36.1	0%	-2%	0%	1%
Adj. EBITA margin	14.3%	13.0%	13.5%	14.0%	14.5%	13.5%	13.7%	14.0%	-0.2pp	-0.5pp	-0.2pp	-0.1pp
EBITA	17.7	29.8	33.8	36.4	17.7	30.4	34.0	36.1	0%	-2%	0%	1%
EBITA margin	14.3%	13.0%	13.5%	14.0%	14.5%	13.5%	13.7%	14.0%	-0.2pp	-0.5pp	-0.2pp	-0.1pp
EBIT	11.1	17.1	20.7	26.4	11.1	17.7	20.8	26.1	0%	-3%	0%	1%
EBIT margin	8.9%	7.5%	8.3%	10.1%	9.1%	7.8%	8.4%	10.1%	-0.1pp	-0.4pp	-0.1pp	0.0pp
PTP	10.1	14.6	18.4	24.1	10.1	15.4	18.8	24.1	0%	-5%	-2%	0%
EPS	0.35	0.47	0.62	0.90	0.36	0.50	0.63	0.90	-5%	-6%	-2%	0%
DPS		0.40	0.45	0.50		0.40	0.45	0.50		0%	0%	0%

Source: 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 of potential future M&A. Using a combination of valuation methods, we derive a valuation range of EUR 20.7-25.3 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 what we consider its most relevant peers, using valuation multiples such as EV/EBITDA and P/E multiples. 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		
	2021E	2022E	2023E	2021E	2022E	2023E	2021E	2022E	2023E	2021	2022E	2023E
Peer group												
Advance Auto Parts Inc	1.3x	1.3x	1.2x	11.5x	10.5x	9.4x	14.4x	13.2x	12.3x	19.4	17.3	15.3
Auto Partner Sa	0.9x	0.8x	0.7x	9.5x	9.0x	8.1x	10.8x	10.3x	9.2x	14.3	14.0	12.4
Autozone Inc	2.8x	2.8x	2.7x	12.4x	12.6x	11.9x	14.3x	14.7x	13.9x	18.7	18.0	16.1
Inter Cars Sa	0.7x	0.6x	0.6x	9.7x	9.4x	9.1x	11.8x	11.4x	11.0x	14.4	14.2	13.6
Camping World Holdings Inc	0.8x	0.7x		6.0x	6.1x		6.4x	6.8x		6.9	7.6	
Dometic Group Ab (Publ)	2.6x	2.4x	2.3x	14.3x	12.4x	11.5x	18.0x	15.5x	14.3x	23.9	20.4	18.5
Halfords Group Plc	0.8x	0.8x	0.8x	7.4x	6.2x	6.0x	9.0x	11.9x	10.9x	9.3	12.6	11.5
Mekonomen Ab	1.0x	1.0x	1.0x	7.3x	7.1x	6.7x	12.4x	12.2x	11.0x	11.6	10.6	9.7
O'Reilly Automotive Inc	3.6x	3.4x	3.3x	15.0x	14.8x	14.4x	16.9x	16.6x	16.3x	21.9	20.7	19.0
Thule Group Ab	4.8x	4.8x	4.6x	19.8x	20.3x	19.2x	21.2x	21.8x	20.5x	27.6	28.6	27.0
Peer group average	1.9x	1.9x	1.9x	11.3x	10.8x	10.7x	13.5x	13.4x	13.3x	16.8	16.4	15.9
Peer group median	1.2x	1.2x	1.2x	10.6x	9.9x	9.4x	13.4x	12.7x	12.3x	16.5x	15.8x	15.3
US peers' average	2.1x	2.1x	2.4x	11.2x	11.0x	11.9x	13.0x	12.8x	14.2x	16.7x	15.9x	16.8x
European peers' average	1.8x	1.7x	1.7x	11.3x	10.7x	10.1x	13.9x	13.8x	12.8x	16.9x	16.7x	15.5x
Relais (Nordea)	2.1x	1.9x	1.8x	15.6x	13.5x	12.1x	28.7x	23.2x	17.6x	51.7x	39.1x	26.7x
difference to median	82%	66%	42%	47%	36%	29%	115%	83%	43%	213%	148%	74%
Compounders												
Addtech Ab	4.4	3.8	3.6	32.9	27.4	25.6	49.9	39.2	35.8	69.2	52.8	47.8
Bergman & Beving Ab	1.3	1.2		13.5	11.7		23.3	19.3		28.7	19.9	
Beijer Alma Ab	2.6	2.4	2.1	12.8	11.5	9.4	17.3	15.9	13.3	24.0	22.1	18.3
Beijer Ref Ab (Publ)	3.8	3.5	3.3	34.6	27.5	24.9	43.7	37.1	34.5	67.2	56.7	52.3
Bufab Ab (Publ)	2.5	2.4	2.3	17.4	16.4	15.5	22.2	20.5	19.1	28.5	26.0	23.7
Indutrade Ab	5.0	4.7	4.5	28.2	26.5	25.2	37.7	35.4	33.5	47.6	43.9	41.2
Lagercrantz Group Ab	5.7	4.7	4.5	30.0	24.6	23.4	44.0	34.4	32.3	62.1	46.3	43.3
Lifco Ab (Publ)	6.8	6.4	6.1	29.1	27.1	26.1	36.4	33.5	30.6	50.9	46.5	42.2
Sdiptech Ab (Publ)	5.8	5.2	4.7	27.2	22.9	20.1	36.4	28.2	24.4	49.7	37.9	32.8
Volati Ab	2.2	2.1	2.0	16.9	15.4	14.4	26.1	24.3	22.7	34.9	33.3	30.8
Compounders average	4.0	3.6	3.7	24.3	21.1	20.5	33.7	28.8	27.4	46.3	38.6	36.9
Compounders median	4.1	3.7	3.6	27.7	23.7	23.4	36.4	30.9	30.6	48.7	40.9	41.2
Total average	3.0	2.8	2.8	17.8	16.0	15.6	23.6	21.1	20.3	31.5	27.5	26.4
Total median	2.6	2.4	2.5	14.7	13.7	14.4	19.6	18.0	17.7	25.8	21.4	21.4
Total average (80%/20%)	2.4	2.2	2.3	13.9	12.9	12.7	17.6	16.5	16.1	22.7	20.8	20.1
Total median (80%/20%)	1.8	1.7	1.7	14.0	12.7	12.2	18.0	16.3	15.9	23.0	20.8	20.5

Source: Refinitiv

EV/EBITDA-based valuation of EUR 20.8-25.5 per share

Based on our EUR 35.5m EBITDA estimate for 2022 and an accepted valuation multiple range of 11.8-14.2x (midpoint: 13x), we arrive at a fair value range of EUR 20.8-25.5 per share for Relais. We believe that, in addition to auto part peers, one should look at

Swedish compounders when valuing Relais. When using 80% weight for auto part peer group and 20% weight for compounder peer group, median EV/EBITDA would be 13.7x for 2022E.

P/E-based valuation of EUR 22.0-26.9 per share

Using EUR 1.40 amortisation-adjusted EPS estimates for 2022, we arrive at a fair value range of EUR 22.0-26.9 per share using P/E multiples of 15.8-19.3x (midpoint: 17.5x).

DCF-based valuation of EUR 19.3-23.6 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 4.7% for 2021-26, followed by a 2% CAGR in perpetuity, meaning that organic growth is roughly the same as the average rate of inflation. We also assume Relais will gradually improve its profitability level and maintain an adjusted EBIT margin of 14.5% in the long run. We use a 3% cost of debt in our DCF model, as the current level is unlikely to persist in the long term. We also assign a long-term equity weight of 50% in our DCF model.

WACC COMPONENTS	
WACC components	
Risk-free interest rate	2.0%
Market risk premium	4.5%
Forward looking asset beta	nm
Beta debt	0.1
Forward looking equity beta	2.1-1.5
Cost of equity	11.5-8.9%
Cost of debt	3.0%
Tax-rate used in WACC	30%
Equity weight	50%
WACC	6.8-5.5%

Source: Nordea estimates

DCF VALUATION		
DCF value	Value	Per share
NPV FCFF	365-445	19.6-23.9
(Net debt)	-28	-1.5
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
DCF Value	359-439	19.3-23.6

Source: Nordea estimates

DCF ASSUMPTIONS

Averages and assumptions	2021-26	2027-31	2032-36	2037-41	2042-46	2047-51	Sust.
Sales growth, CAGR	4.7%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EBIT-margin, excluding associates	10.0%	13.0%	14.5%	14.5%	14.5%	2.0%	
Capex/depreciation, x	0.1	0.2	1.0	1.0	1.0	1.0	
Capex/sales	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	
NWC/sales	26%	26%	26%	26%	26%	26%	
FCFF, CAGR	-197.2%	4.9%	4.4%	2.0%	2.0%	-41.9%	2.0%

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. We note that 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 assessment in either direction.

When we use sensitivities of ± 0.5 pp for WACC, ± 0.5 pp for sales growth and ± 0.5 for the EBIT margin, our DCF model gives us a value range of EUR 19.1-24.4 per share.

SENSITIVITY OF OUR DCF MODEL

		WACC				
		5.1%	5.6%	6.1%	6.6%	7.1%
EBIT margin change	+1.0pp	28.0	25.5	23.4	21.6	20.0
	+0.5pp	26.6	24.4	22.4	20.8	19.3
		25.2	23.2	21.5	19.9	18.5
	-0.5pp	23.8	22.0	20.5	19.1	17.8
	-1.0pp	22.4	20.9	19.5	18.2	17.1

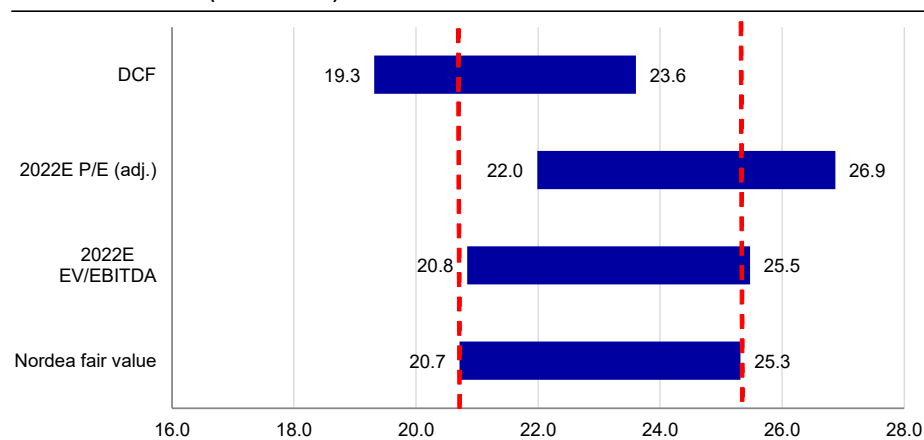
		WACC				
		5.1%	5.6%	6.1%	6.6%	7.1%
Sales growth change	+1.0pp	26.9	24.6	22.7	21.0	19.5
	+0.5pp	26.0	23.9	22.1	20.5	19.0
		25.2	23.2	21.5	19.9	18.5
	-0.5pp	24.4	22.5	20.9	19.4	18.1
	-1.0pp	23.7	21.9	20.3	18.9	17.7

		Sales growth change				
		-1.0pp	-0.5pp		+0.5pp	+1.0pp
EBIT margin change	+1.0pp	22.0	22.7	23.4	24.2	25.0
	+0.5pp	21.2	21.8	22.4	23.1	23.9
		20.3	20.9	21.5	22.1	22.7
	-0.5pp	19.5	20.0	20.5	21.0	21.6
	-1.0pp	18.6	19.1	19.5	19.9	20.4

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 20.7-25.3 per share based on our different valuation approaches. This valuation range is represented as the red lines in the chart below.

VALUATION RANGE (EUR/SHARE)

Source: Nordea estimates

Detailed estimates

DETAILED ESTIMATES

EURm	H1 19	H2 19	H1 20	H2 20	H1 21	H2 21E	2017	2018	2019	2020	2021E	2022E	2023E
Net sales	38	61	59	70	106	124	60	72	99	129	229	250	261
Sales growth	12%	58%	56%	14.3%	79%	77%	3%	20%	37%	30%	78%	9%	4%
of which organic	3%	1%	3%	3%	9%	8%	-1%	10%	2%	3%	9%	5%	4%
of which structural	9%	58%	54%	10%	67%	68%	3%	10%	36%	27%	68%	4%	0%
Other operating income	0.2	0.3	0.4	0.6	1.6	0.2	0.2	0.4	0.5	1.0	1.8	0.4	0.4
Materials and services	-25	-41	-39	-45	-63	-72	-40	-48	-66	-84	-135	-146	-151
Gross profit	12.4	20.7	20.3	24.7	42.9	51.5	20.9	24.3	33.1	45.0	94.4	104.4	109.1
Gross margin %	32.8%	33.8%	34.5%	35.2%	40.7%	41.6%	34.6%	33.6%	33.4%	34.9%	41.2%	41.7%	41.9%
Staff costs	-5	-7	-8	-9	-21	-22	-8	-10	-12	-17	-43	-46	-48
Other operating costs	-3	-5	-5	-5	-11	-11	-5	-6	-8	-10	-22	-23	-24
EBITDA	4.0	9.3	7.7	11.4	13.0	18.5	8.3	8.7	13.3	19.1	31.5	35.6	38.2
EBITDA margin %	10.7%	15.2%	13.1%	16.3%	12.3%	14.9%	13.8%	12.1%	13.5%	14.8%	13.7%	14.2%	14.7%
D&A	-1.9	-3.6	-4.0	-4.0	-6.9	-7.4	-2.2	-3.0	-5.5	-8.0	-14.4	-14.9	-11.8
of which depreciations	-0.2	-0.2	-0.2	-0.2	-0.8	-0.8	-0.3	-0.3	-0.4	-0.4	-1.7	-1.8	-1.8
of which amortizations	-1.7	-3.4	-3.8	-3.8	-6.1	-6.6	-1.9	-2.7	-5.1	-7.6	-12.7	-13.1	-10.0
EBITA	3.9	9.1	7.5	11.2	12.2	17.7	8.1	8.4	13.0	18.7	29.8	33.8	36.4
NRI	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
Adj. EBITA	3.9	9.1	7.5	11.2	12.2	17.7	8.1	8.4	13.0	18.7	29.8	33.8	36.4
Adj. EBITA margin %	10.3%	14.9%	12.7%	16.0%	11.5%	14.3%	13.4%	11.6%	13.1%	14.5%	13.0%	13.5%	14.0%
-growth y/y	10%	87%	93%	23%	63%	57%	-21%	4%	55%	44%	59%	13%	8%
EBITA Bridge											11.1	4.0	2.6
Organic											4.3	4.7	4.1
FX											0.3	0.0	0.0
Structural											12.7	1.3	0.0
Cost vs price											-6.2	-2.0	-1.5
EBIT	2.2	5.7	3.7	7.4	6.1	11.1	6.1	5.7	7.9	11.1	17.1	20.7	26.4
EBIT margin %	5.8%	9.3%	6.2%	10.6%	5.8%	8.9%	10.2%	7.9%	7.9%	8.6%	7.5%	8.3%	10.1%
Net financials	-1.9	-3.4	-1.4	0.7	-1.5	-1.0	-0.8	-0.9	-5.4	-0.7	-2.5	-2.3	-2.2
PTP	0.2	2.3	2.3	8.1	4.5	10.1	5.3	4.8	2.5	10.4	14.6	18.4	24.1
Tax	-0.4	-1.5	-1.3	-2.1	-2.2	-3.5	-1.4	-1.5	-1.9	-3.4	-5.7	-6.6	-7.2
Minority interest	-0.1	-0.1	0.0	0.0	0.0	-0.1	-0.1	-0.2	-0.2	-0.1	-0.1	-0.2	0.0
Net profit for equity	-0.3	0.7	0.9	6.0	2.3	6.5	3.8	3.1	0.4	6.9	8.7	11.6	17.0
Net profit	-0.2	0.7	1.0	6.0	2.3	6.6	3.9	3.3	0.6	7.0	8.9	11.8	17.0
EPS (undiluted)	-0.03	0.05	0.06	0.36	0.13	0.36	0.44	0.36	0.03	0.41	0.49	0.65	0.96
Adj. EPS (excl. amortization)	0.32	0.41	0.29	0.58	0.47	0.73	0.66	0.67	0.75	0.87	1.21	1.40	1.52
DPS									0.10	0.30	0.40	0.45	0.50

Source: Company data and Nordea estimates

Risk factors

Below, we list the main risk factors we find relevant for Relais Group. The purpose of this is not to provide a comprehensive picture of all of the risks that the company may be subject to, but instead to highlight those that we find most relevant. The main risks we identify relate to the general economy in the Nordics, car spare parts sales and the vehicle service business. In addition, the current COVID-19 situation continues to create uncertainty regarding consumer behaviour, which could hamper Relais' sales and earnings if people postpone their car service spending.

<p>A sluggish economy could negatively affect car service and spare parts sales</p>	<p>General economy</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 increases consumers' disposable income.</p> <p>The outlook for Nordic economies has improved after the initial shock, while the final COVID-19 impact is not clear. 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. In addition, after recent acquisitions, Relais is more dependent on commercial vehicles and related services, which could be affected if economic activity deteriorates.</p>
<p>Competitors consolidating the market could hamper Relais' growth prospects</p>	<p>Increasing competition</p> <p>We note that the car spare parts market is still very fragmented, and should other players take an active role in market consolidation this could hurt the sales prospects of Relais and also profitability if competitors became more aggressive on pricing.</p>
<p>Disturbances by suppliers may affect product availability</p>	<p>Dependency on suppliers</p> <p>As Relais is importing its goods and not producing spare parts or equipment itself, the company could be seriously negatively affected if its suppliers are unable to deliver products as agreed or if the quality of products decreases significantly.</p> <p>The coronavirus situation might cause supply-side problems and extra freight costs, while a prolonged situation might even hamper demand for Relais' spare parts and equipment.</p>
<p>If not executed well, high M&A activity may increase costs</p>	<p>Risks related to expansion</p> <p>Relais' ambitions to grow fast do not come without costs, investments and risks. M&A could increase costs temporarily, or more long-term in the worst case if acquisitions were to fail or integration was to be executed poorly. Hence it is important for the company to maintain good cost control and clear M&A execution plans so as not to hamper earnings.</p>
<p>Key employees leaving could lead to the loss of clients</p>	<p>Dependency on key employees</p> <p>Relais is very much dependent 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 might take some time to find replacements, and should 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. In addition, as Relais does not fully integrate acquired companies, dependency on key employees is high. Should Relais fail to incentivise employees in acquired companies, it may have a direct impact on sales and earnings.</p>
<p>A share issue could dilute current shareholders' ownership</p>	<p>Financial position</p> <p>Relais has high growth ambitions and hence we do not rule out the need for additional equity to support future M&A activity. An equity issue could dilute the current shareholders' ownership.</p>

Significant writedown of goodwill could worsen the financial position

Substantial amount of intangible assets

Due to M&A, Relais has accumulated a significant amount of goodwill on its balance sheet and should a future test (in case the company switches to IFRS accounting standards) show a significant decline in the value of goodwill, it could have a huge impact on the balance sheet and earnings. A weakening balance sheet could limit the possibility of new financing and hence have a negative impact on future M&A and business operations.

Crucial IT system failures or slow adaption to new technology can put Relais in a disadvantageous position

IT systems

Relais is dependent on its IT systems and any disruption to these could affect the company's daily business and reputation or even increase its costs. Also, a slow adaption to new technology could leave Relais in a disadvantageous position versus its competitors.

Reported numbers and forecasts

INCOME STATEMENT

EURm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
Total revenue	32	42	54	59	60	72	99	129	229	250	261
Revenue growth	3.2%	31.3%	28.6%	9.1%	2.6%	19.9%	36.6%	30.3%	77.9%	9.2%	4.0%
of which organic	4.4%	7.0%	8.8%	9.5%	-0.8%	9.5%	2.0%	3.0%	8.5%	5.0%	4.0%
of which FX	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-1.1%	0.7%	1.4%	0.0%	0.0%
EBITDA	0	0	0	9	8	9	13	19	32	36	38
Depreciation and impairments PPE	0	0	0	0	0	0	0	0	-2	-2	-2
of which leased assets	0	0	0	0	0	0	0	0	0	0	0
EBITA	0	0	0	9	8	8	13	19	30	34	36
Amortisation and impairments	0	0	0	-2	-2	-3	-5	-8	-13	-13	-10
EBIT	n.a.	n.a.	n.a.	7	6	6	8	11	17	21	26
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	0	0	-1	-1	-1	-5	-1	-3	-2	-2
of which lease interest	0	0	0	0	0	0	0	0	0	0	0
Changes in value, net	0	0	0	-2	0	0	0	0	0	0	0
Pre-tax profit	0	0	0	4	5	5	2	10	15	18	24
Reported taxes	0	0	0	-1	-1	-2	-2	-3	-6	-7	-7
Net profit from continued operations	0	0	0	3	4	3	1	7	9	12	17
Discontinued operations	0	0	0	0	0	0	0	0	0	0	0
Minority interests	0	0	0	-1	0	0	0	0	0	0	0
Net profit to equity	0	0	0	2	4	3	0	7	9	12	17
EPS, EUR	n.a.	n.a.	n.a.	0.22	0.42	0.34	0.03	0.39	0.47	0.62	0.90
DPS, EUR	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.30	0.40	0.45	0.50
of which ordinary	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.30	0.40	0.45	0.50
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%	0.0%	0.0%	15.2%	13.8%	12.1%	13.5%	14.8%	13.7%	14.2%	14.7%
EBITA	0.0%	0.0%	0.0%	14.5%	13.4%	11.6%	13.1%	14.5%	13.0%	13.5%	14.0%
EBIT	n.a.	n.a.	n.a.	11.6%	10.2%	7.9%	7.9%	8.6%	7.5%	8.3%	10.1%

Adjusted earnings

EBITDA (adj)	0	0	0	11	8	9	13	19	32	36	38
EBITA (adj)	0	0	0	10	8	8	13	19	30	34	36
EBIT (adj)	0	0	0	8	6	6	8	11	17	21	26
EPS (adj, EUR)	n.a.	n.a.	n.a.	0.40	0.42	0.34	0.29	0.39	0.47	0.62	0.90

Adjusted profit margins in percent

EBITDA (adj)	0.0%	0.0%	0.0%	18.0%	13.8%	12.1%	13.5%	14.8%	13.7%	14.2%	14.7%
EBITA (adj)	0.0%	0.0%	0.0%	17.3%	13.4%	11.6%	13.1%	14.5%	13.0%	13.5%	14.0%
EBIT (adj)	0.0%	0.0%	0.0%	14.4%	10.2%	7.9%	7.9%	8.6%	7.5%	8.3%	10.1%

Performance metrics

CAGR last 5 years											
Net revenue	n.a.	n.a.	17.6%	16.0%	14.3%	17.8%	18.7%	19.0%	31.2%	32.9%	29.2%
EBITDA	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	28.6%	33.7%	34.3%
EBIT	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	20.2%	27.5%	35.8%
EPS	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	16.4%	8.2%	21.5%
DPS	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.
Average last 5 years											
Average EBIT margin	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	9.0%	8.1%	8.0%	8.6%
Average EBITDA margin	n.a.	0.0%	0.0%	4.1%	7.0%	9.0%	11.4%	13.9%	13.7%	13.9%	14.2%

VALUATION RATIOS - ADJUSTED EARNINGS

EURm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
P/E (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	28.0	37.9	52.6	39.7	27.1
EV/EBITDA (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	10.2	15.3	16.7	14.4	13.0
EV/EBITA (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	10.5	15.6	17.6	15.2	13.7
EV/EBIT (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	17.3	26.3	30.7	24.9	18.8

VALUATION RATIOS - REPORTED EARNINGS

EURm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
P/E	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.m.	37.9	52.6	39.7	27.1
EV/Sales	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1.37	2.26	2.29	2.05	1.91
EV/EBITDA	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	10.2	15.3	16.7	14.4	13.0
EV/EBITA	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	10.5	15.6	17.6	15.2	13.7
EV/EBIT	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	17.3	26.3	30.7	24.9	18.8
Dividend yield (ord.)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1.2%	2.0%	1.6%	1.8%	2.0%
FCF yield	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	-61.8%	2.9%	-8.3%	4.3%	5.3%
FCF Yield bef A&D, lease adj	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1.4%	6.1%	1.4%	4.3%	5.3%
Payout ratio	n.a.	n.a.	n.a.	0.0%	0.0%	0.0%	319.0%	77.4%	85.9%	73.0%	55.3%

Source: Company data and Nordea estimates

BALANCE SHEET

EURm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
Intangible assets	0	0	0	5	7	5	54	59	88	75	65
of which R&D	0	0	0	0	0	0	0	0	0	0	0
of which other intangibles	0	0	0	0	0	0	1	0	2	2	2
of which goodwill	0	0	0	5	7	5	54	58	85	72	62
Tangible assets	0	0	0	1	1	1	1	1	3	3	3
of which leased assets	0	0	0	0	0	0	0	0	0	0	0
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	0	0	0	0	0
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	0	0	5	8	6	55	59	91	78	68
Inventory	0	0	0	26	27	29	43	44	70	76	79
Accounts receivable	0	0	0	5	8	8	12	13	16	18	18
Short-term leased assets	0	0	0	0	0	0	0	0	0	0	0
Other current assets	0	0	0	3	1	2	3	3	5	6	6
Cash and bank	0	0	0	1	2	2	30	35	17	20	22
Total current assets	0	0	0	35	37	42	88	95	109	120	125
Assets held for sale	0	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Total assets	0	0	0	40	45	48	143	154	200	197	193
Shareholders equity	0	0	0	6	11	17	64	72	81	86	95
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	3	3	1	0	0	1	1	1
Total Equity	0	0	0	9	14	17	64	72	82	87	96
Deferred tax	0	0	0	0	0	0	2	3	3	3	3
Long term interest bearing debt	0	0	0	15	11	14	59	58	78	68	53
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	3	0	2	0	0	0	0	0
Non-current lease debt	0	0	0	0	0	0	0	0	0	0	0
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	0	0	18	12	16	62	61	81	71	56
Short-term provisions	0	0	0	0	0	0	0	0	0	0	0
Accounts payable	0	0	0	3	4	4	7	9	18	20	21
Current lease debt	0	0	0	0	0	0	0	0	0	0	0
Other current liabilities	0	0	0	3	4	5	6	8	14	15	15
Short term interest bearing debt	0	0	0	8	12	6	5	5	5	5	5
Total current liabilities	0	0	0	14	19	15	18	21	37	40	41
Liabilities for assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total liabilities and equity	0	0	0	40	45	48	143	155	200	197	193
Balance sheet and debt metrics											
Net debt	0	0	0	22	22	18	35	28	66	53	36
of which lease debt	0	0	0	0	0	0	0	0	0	0	0
Working capital	0	0	0	28	28	31	46	44	59	65	67
Invested capital	0	0	0	34	36	37	101	103	150	143	135
Capital employed	0	0	0	32	37	37	128	135	165	160	154
ROE	n.m.	n.m.	n.m.	64.1%	44.7%	22.7%	1.0%	10.2%	11.4%	13.9%	18.8%
ROIC	n.m.	n.m.	n.m.	35.3%	12.4%	11.1%	8.0%	7.6%	9.5%	9.9%	13.3%
ROCE	n.m.	n.m.	n.m.	53.4%	17.9%	15.7%	9.6%	10.1%	11.8%	13.1%	17.2%
Net debt/EBITDA	n.m.	n.m.	n.m.	2.5	2.6	2.0	2.6	1.5	2.1	1.5	1.0
Interest coverage	n.a.	n.a.	n.a.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.
Equity ratio	n.m.	n.m.	n.m.	15.2%	23.8%	34.7%	44.5%	46.5%	40.7%	43.5%	49.2%
Net gearing	n.m.	n.m.	n.m.	244.3%	152.2%	102.0%	54.3%	39.1%	80.1%	61.2%	38.1%

Source: Company data and Nordea estimates

CASH FLOW STATEMENT

EURm	2013	2014	2015	2016	2017	2018	2019	2020	2021E	2022E	2023E
EBITDA (adj) for associates	0	0	0	9	8	9	13	19	32	36	38
Paid taxes	0	0	0	0	0	-2	-2	-3	-6	-7	-7
Net financials	0	0	0	0	0	-1	-6	-1	-3	-2	-2
Change in provisions	0	0	0	0	0	0	0	0	0	0	0
Change in other LT non-IB	0	0	0	3	-3	2	-2	0	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	0	0	-11	-6	-2	1	0	0	0	0
Funds from operations (FFO)	0	0	0	0	0	6	5	15	23	27	29
Change in NWC	0	0	0	0	0	-2	-3	1	-15	-5	-3
Cash flow from operations (CFO)	0	0	0	0	0	3	2	16	8	21	26
Capital expenditure	0	0	0	0	0	0	0	0	-2	-2	-2
Free cash flow before A&D	0	0	0	0	0	3	1	16	7	20	25
Proceeds from sale of assets	0	0	0	0	0	0	1	1	0	0	0
Acquisitions	0	0	0	0	0	-1	-65	-9	-45	0	0
Free cash flow	0	0	0	0	0	2	-63	8	-38	20	25
Free cash flow bef A&D, lease adj	0	0	0	0	0	3	1	16	7	20	25
Dividends paid	0	0	0	0	0	0	0	-2	-5	-7	-8
Equity issues / buybacks	0	0	0	0	0	0	44	0	1	0	0
Net change in debt	0	0	0	0	0	0	42	-1	20	-10	-15
Other financing adjustments	0	0	0	0	0	0	0	0	0	0	0
Other non-cash adjustments	0	0	0	1	1	-2	4	0	5	0	0
Change in cash	0	0	0	1	1	1	27	5	-17	3	2
Cash flow metrics											
Capex/D&A	n.m.	n.m.	n.m.	0.0%	0.0%	6.9%	7.3%	0.0%	10.4%	10.5%	14.0%
Capex/Sales	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.4%	0.0%	0.7%	0.6%	0.6%
Key information											
Share price year end (/current)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	8	15	25	25	25
Market cap.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	101	263	460	460	460
Enterprise value	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	136	292	526	514	497
Diluted no. of shares, year-end (m)	0.0	0.0	0.0	9.1	9.1	9.1	12.3	17.9	18.8	18.8	18.8

Source: Company data and Nordea estimates

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Completion Date

13 Aug 2021, 04:11 CET

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