



CONTINUED PROFITABLE GROWTH

Relais Group Plc

Interim Report July–September 2024

7 November 2024

RELAIS

PRESENTING TODAY



Arni Ekholm
CEO



Thomas Ekström
CFO

An aerial photograph showing a two-lane asphalt road winding through a dense forest of tall, thin trees. The forest is situated next to a body of water, likely a lake or a wide river, which is visible in the upper left and lower right corners. The trees have a mix of green and yellow foliage, suggesting an autumn setting. The road has white lane markings and a dashed center line. A semi-transparent white rectangular box is overlaid on the center of the image, containing the main title and the company name.

RELAIS AS AN INVESTMENT

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RELAIS GROUP AS AN INVESTMENT



Active consolidator with a clear focus on the vehicle aftermarket



Track record of successful M&A in a highly fragmented industry with significant acquisition opportunities



Exposure to large, resilient and structurally growing markets



Scalable platform across diversified business areas with strong growth potential



Consistent, strong and profitable organic revenue growth with cash-generative business model



Decentralised model that enhances entrepreneurial culture and values

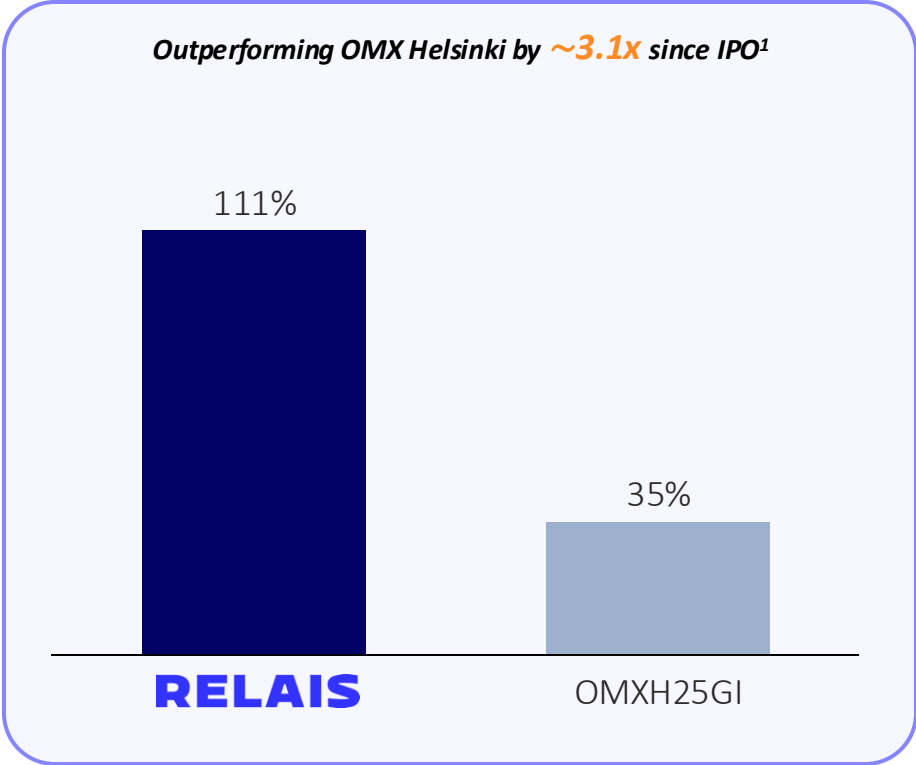
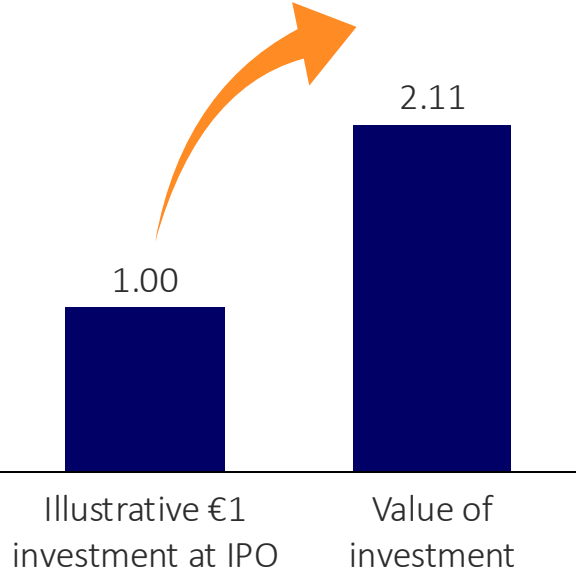
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SUBSTANTIAL SHAREHOLDER VALUE CREATION

Relais' absolute total shareholder return (TSR) vs. market index

~111% total shareholder return since IPO¹

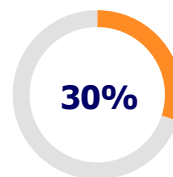


- ✓ Shares have delivered significant shareholder returns since the IPO in October 2019, outperforming the OMX Helsinki 25 GI
- ✓ The success of Relais' past acquisitions has created a strong foundation to generate further M&A opportunities

RELAIS GROUP COMPANIES

Technical wholesale and products (67%)

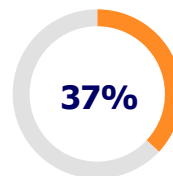
Spare parts



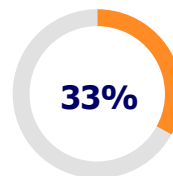
Over 1.200 professionals in 6 countries

Lighting and equipment

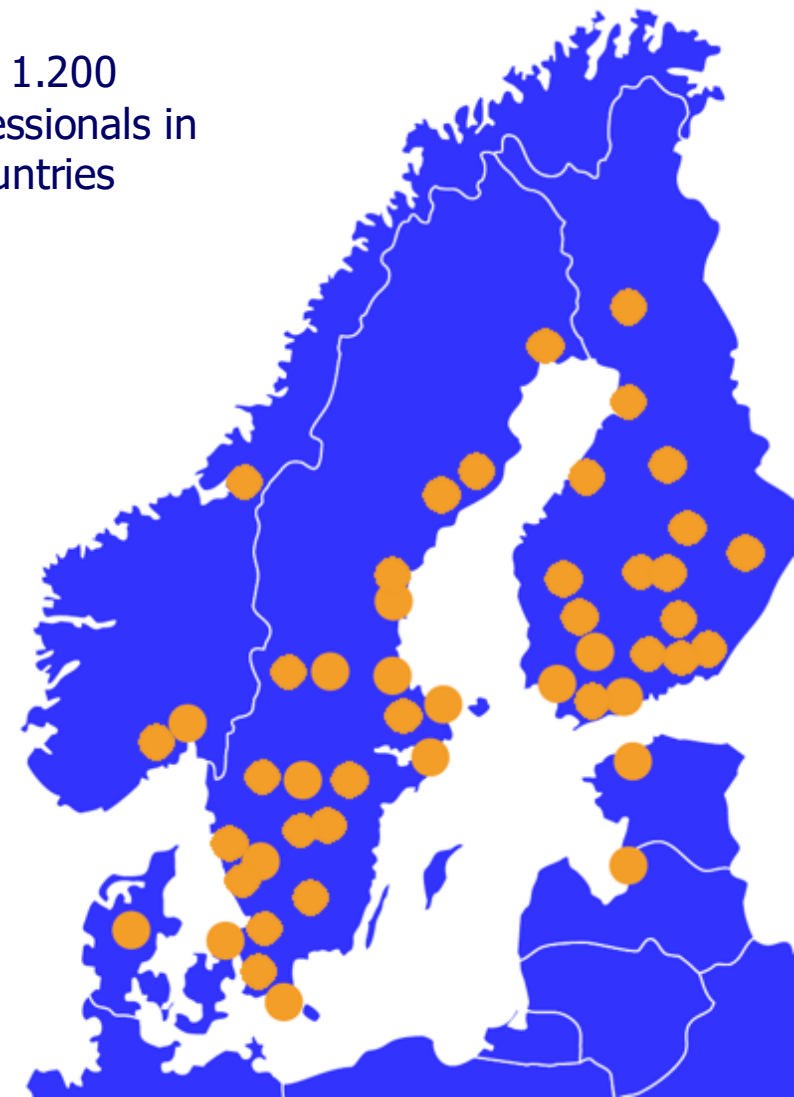
strands



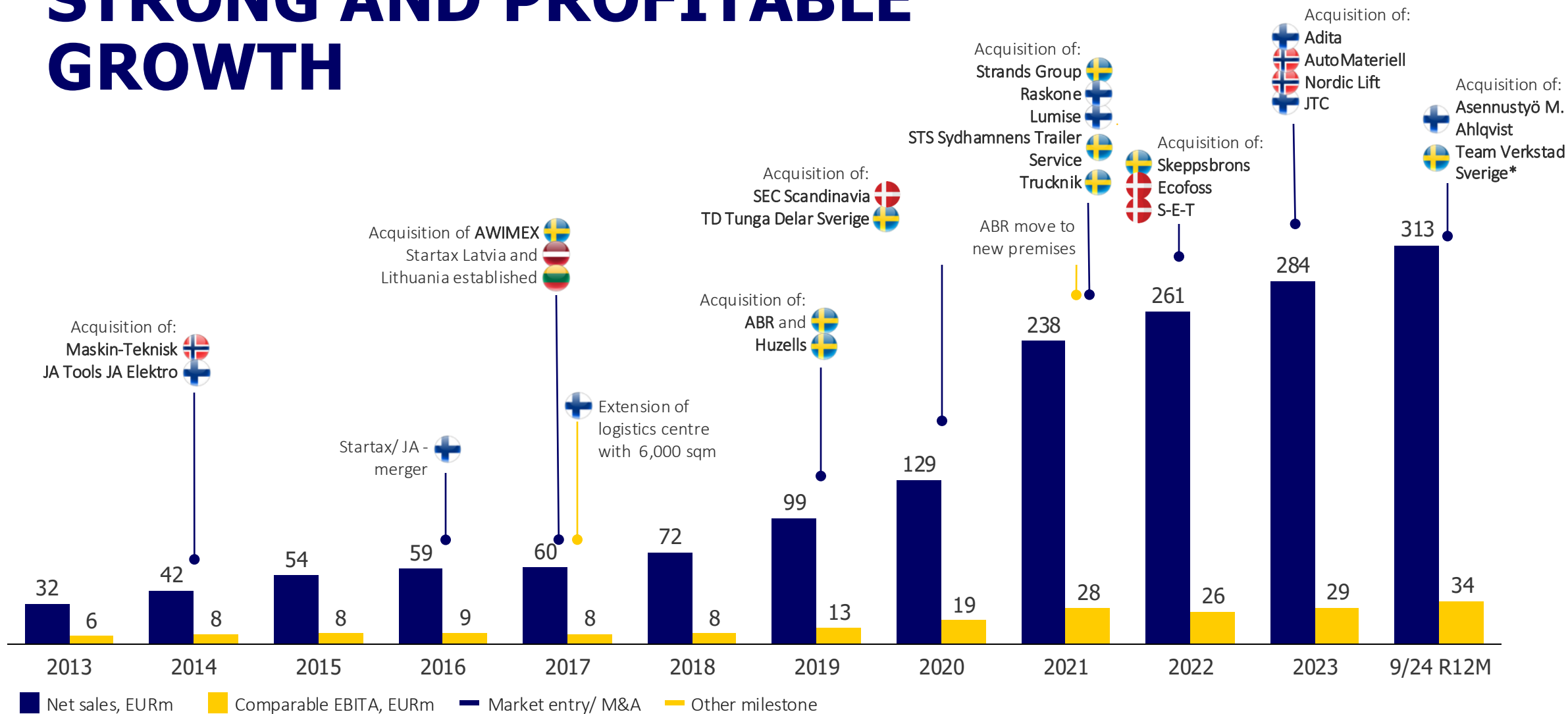
Commercial vehicle repair and maintenance (33%)



Status per 30 Oct 2024

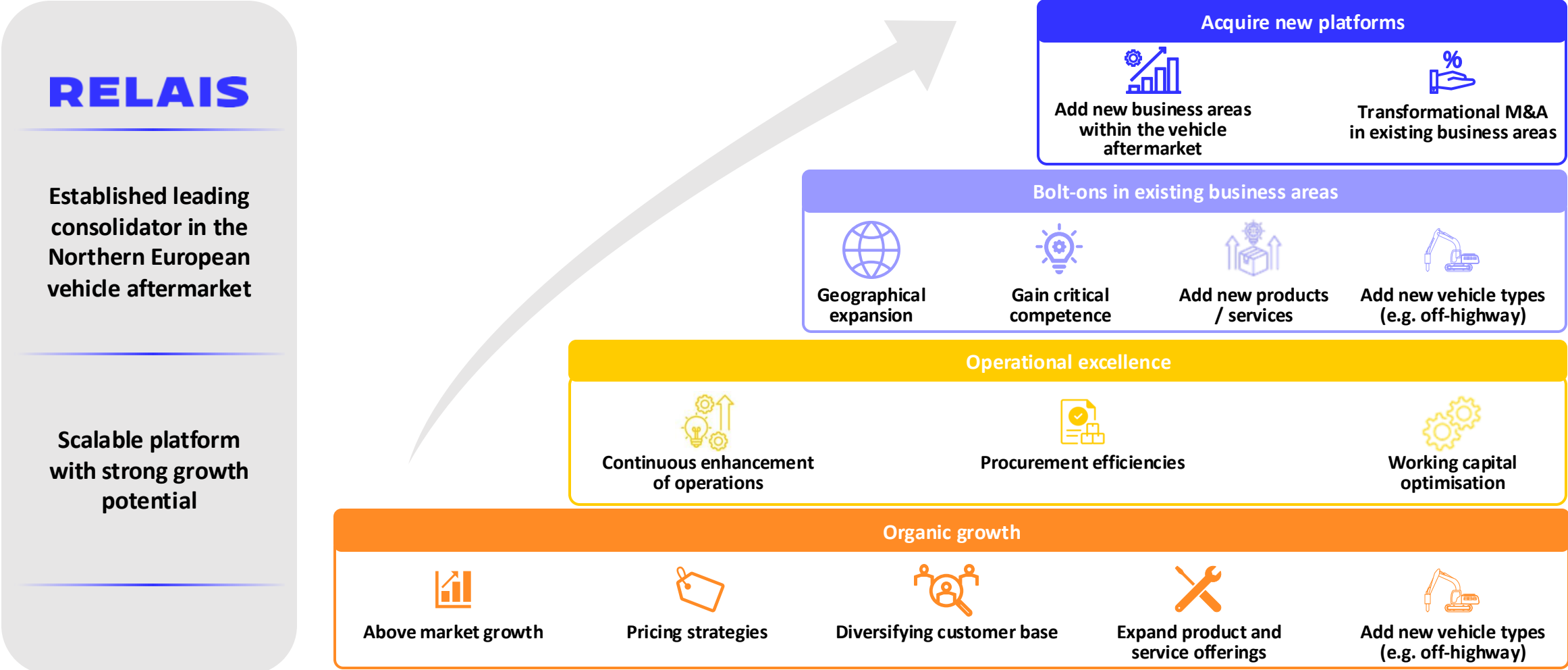


STRONG AND PROFITABLE GROWTH



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MULTIPLE LEVERS TO CONTINUE A PROFITABLE GROWTH JOURNEY



An aerial photograph showing a two-lane road winding through a dense forest of tall evergreen trees. The road is bordered by a blue lake on the left and right sides. The scene is captured from a high angle, looking down at the road and the surrounding landscape.

BUSINESS REVIEW

Q3/2024

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**Q3: 7th consecutive
quarter with EBITA growth**

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	Net sales MEUR	Comparable EBITA MEUR	Earnings per share, basic (EUR)
Q3/ 2024	74.9 +7% vs. Q3/2023	9.2 +6% vs. Q3/2023	0.26 0.24 in Q3/2023
Q1–Q3/ 2024	231.9 +14% vs. Q1-Q3/2023	26.2 +24% vs. Q1-Q3/2023	0.65 0.41 in Q1-Q3/2023
12 MR	313 +10% vs. FY 2023	34.0 +18% vs. FY 2023	1.00 0.76 in 2023

Change percentages are calculated on exact figures before rounding up to millions of euros

Q3: CONTINUED PROFITABLE GROWTH

- EBITA totalled 9,1 MEUR (8,4 MEUR LY), a growth of 9%. EBITA-% grew from last year's 12.0% to 12.2%.
- **Net sales** grew with 7% from 70.3 MEUR to 74.9 MEUR, the organic growth was +4%. **Gross Margin** grew from 45.9% to 48.1%
- The strong positive gross margin growth comes mainly from changes in the **business mix**, as the relative weight of our **commercial vehicle repair and maintenance** business grew compared to last year.
- On a segment level, the net sales growth was strongest in **Finland** (+10%, organic +3%). In **Scandinavia** the growth was +4% coming entirely from organic growth.



Q3: TECHNICAL WHOLESALE AND PRODUCTS

- Technical Wholesale and Products had a stable quarter reaching a growth of 1%, all organic.
- The vehicle lighting product season has started 1-2 weeks later this year, as opposed to previous years. This had a temporary decreasing effect in sales during the latter part of Q3.
- The market demand has clearly picked up to normal levels after the end of the review period.



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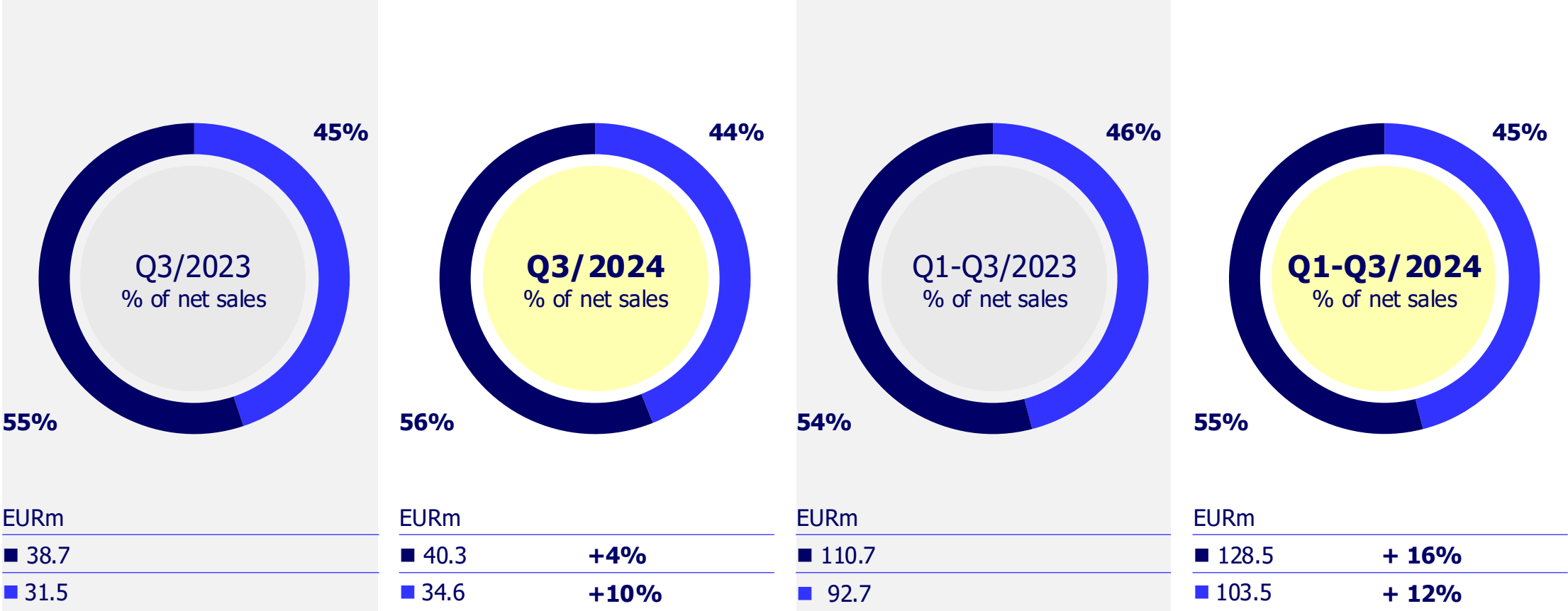
Q3: REPAIR AND MAINTENANCE

- The net sales grew with +19% (organic +9%)
- The growth was especially robust in Finland, where our group company Raskone managed to increase its market share and capacity utilization compared to last year.
- The acquisition of M. Ahlqvist in Finland carried out in May contributed also positively to the result.



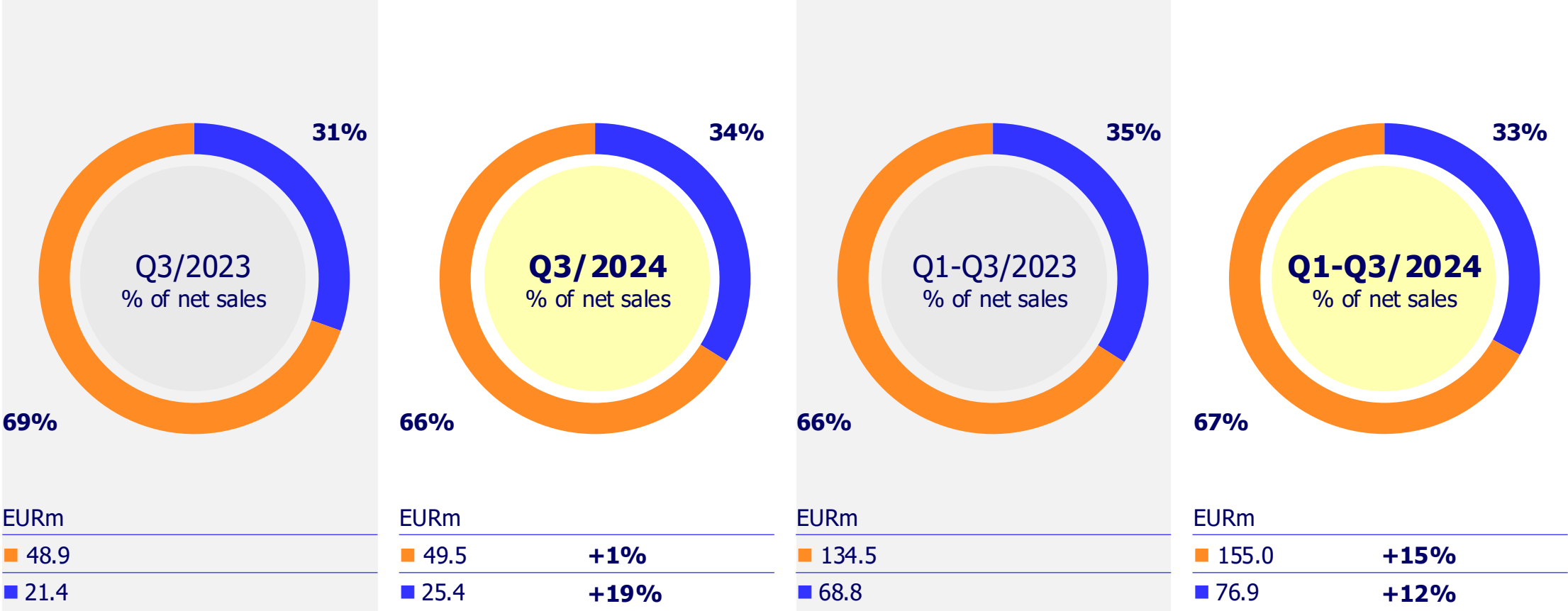
SALES BY SEGMENT

Q3 AND Q1–Q3



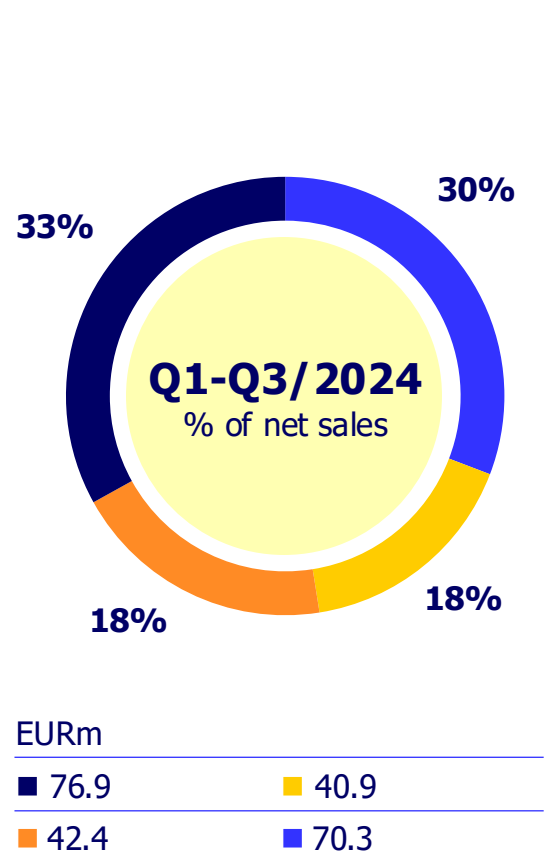
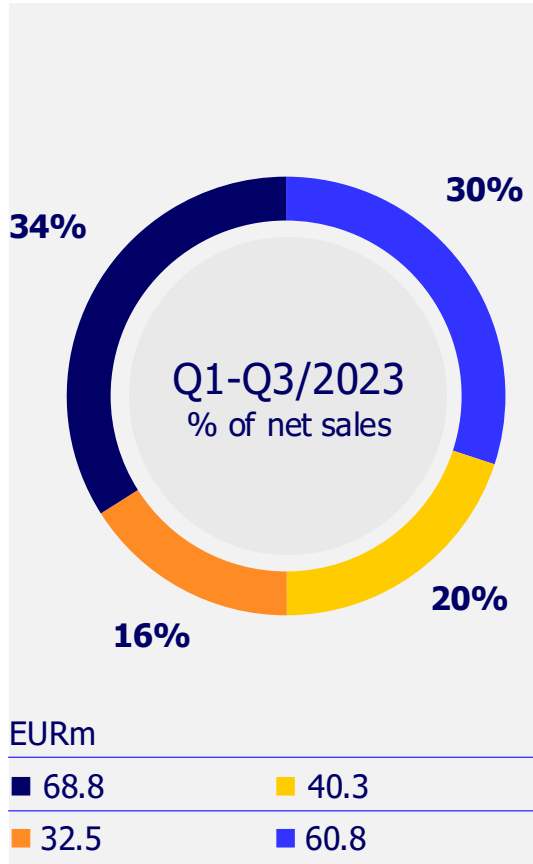
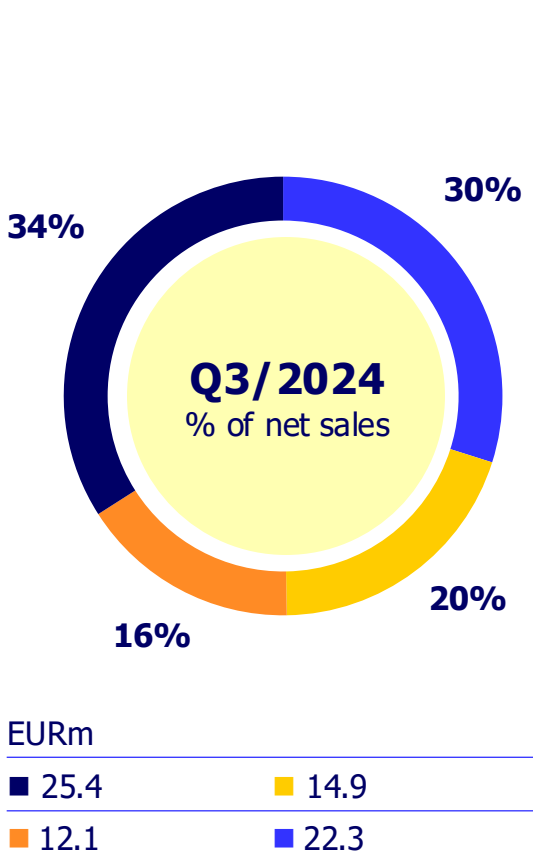
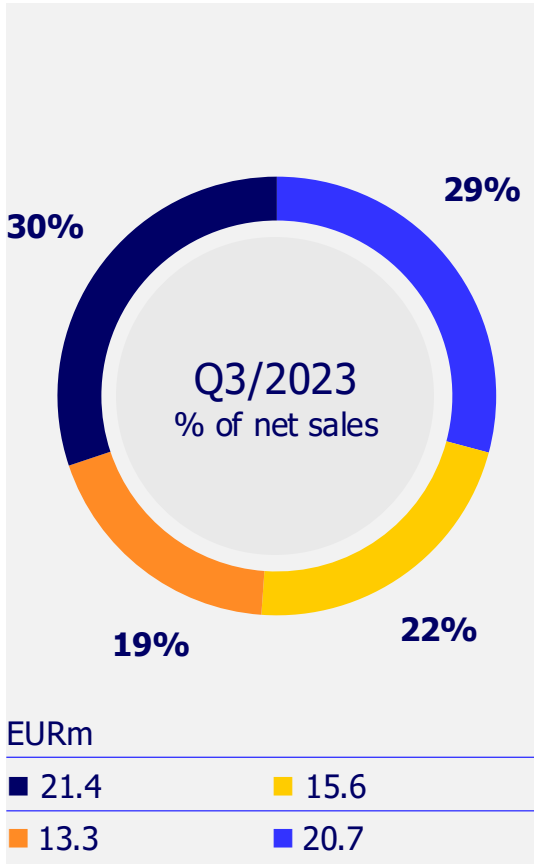
SALES BY BUSINESS AREA

Q3 AND Q1–Q3



■ Technical wholesale and products
■ Repair and maintenance

SALES BY PRODUCT GROUP Q3 AND Q1–Q3



- Repair and maintenance
- Equipment
- Lighting
- Spare parts

An aerial photograph showing a two-lane asphalt road winding through a dense forest of tall, thin trees. The forest is situated next to a body of water, likely a lake or a wide river, which is visible in the upper left and lower right corners. The trees have a mix of green and yellowish-brown foliage, suggesting an autumn setting. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text 'ACQUISITIONS' and 'RELAIS'.

ACQUISITIONS

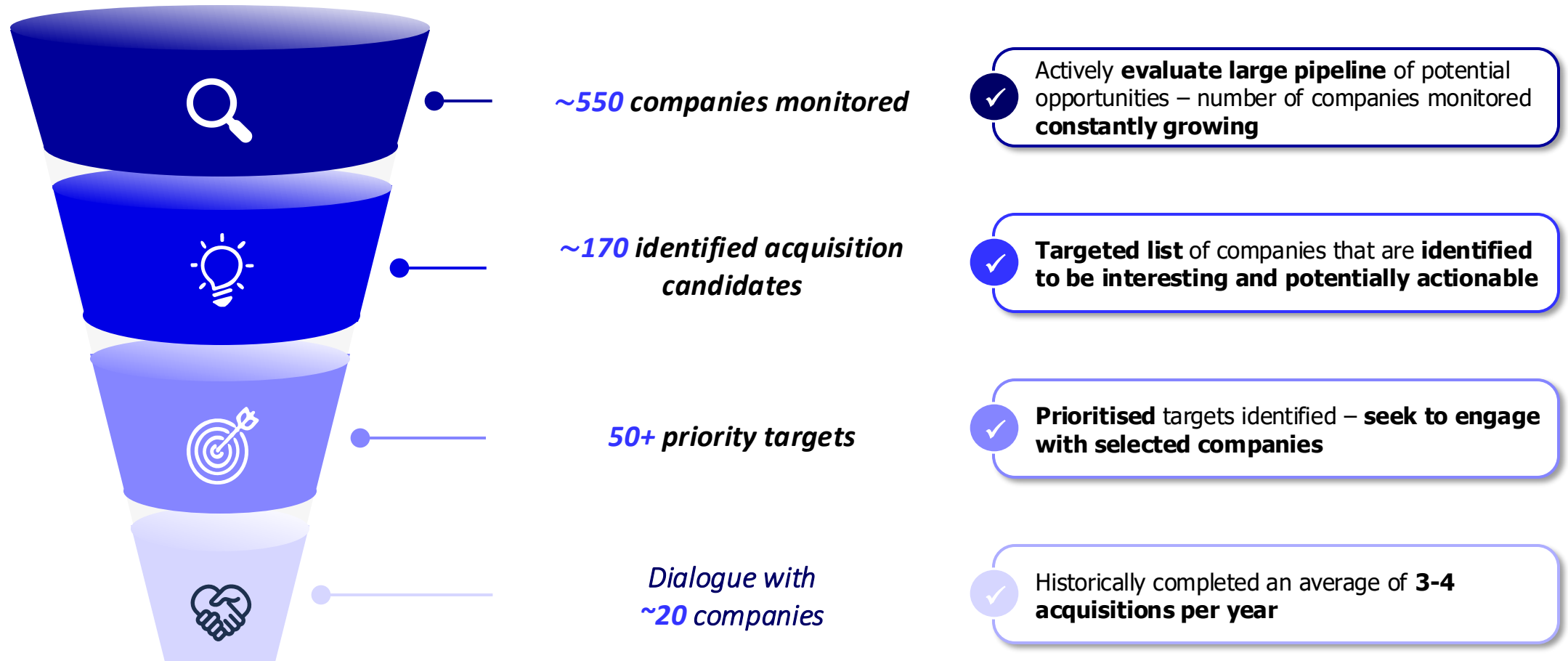
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ACQUISITIONS

- We continued to actively scan the market for **good acquisition opportunities**.
- Continuously a number of **discussions and dialogues** ongoing with different parties.
- There are **several interesting targets** having a good strategic fit with us.
- We have made **two acquisitions** within the **heavy commercial vehicle repair and maintenance** business this year.

SIGNIFICANT PIPELINE OF OPPORTUNITIES IDENTIFIED TO ACCELERATE GROWTH



An aerial photograph of a dense, lush green forest. A light-colored, winding road or path cuts through the trees, starting from the top left and curving towards the bottom right. The forest is composed of many small, vibrant green trees, creating a textured canopy.

OUTLOOK 2024

RELAIS

OUTLOOK 2024

- The outlook for the rest of the year looks stable.
- The vehicle aftermarket is defensive by nature and compared to many other businesses it is a sector with less cyclicity.
- Our inventory and resource situation is good, allowing us to meet the customer demand for our products and services.

LONG TERM FINANCIAL TARGET

Relais Group aims to reach
a pro forma* comparable EBITA of

50

MEUR

by the end of 2025

* Including latest 12 months ("run rate") comparable EBITA
of acquired businesses

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FINANCIAL REVIEW

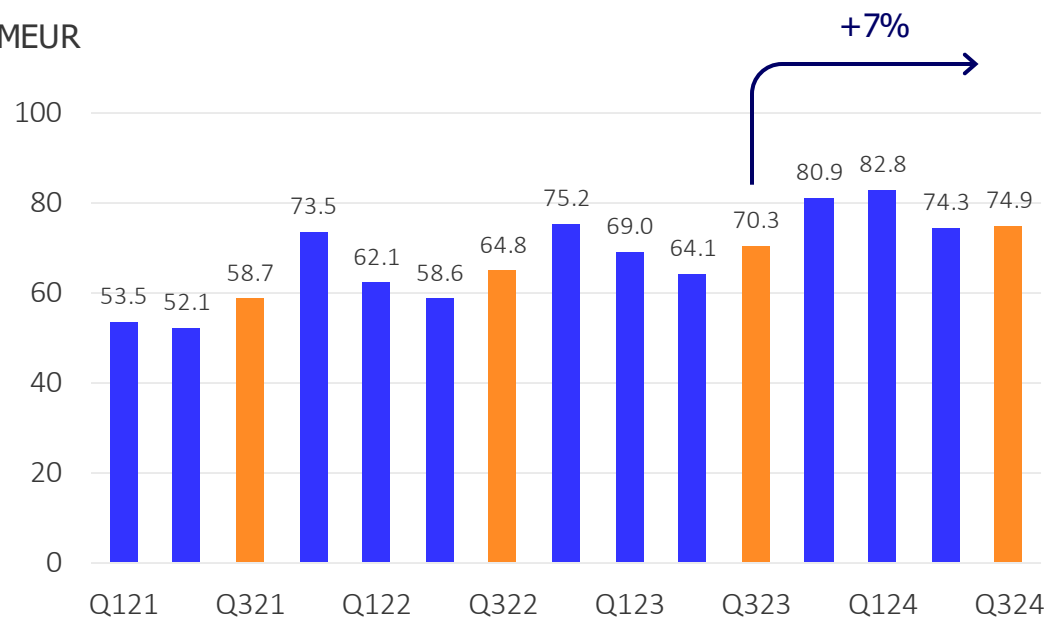
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NET SALES AND EBITA

CONTINUED STRONG PERFORMANCE; Q3 NET SALES +7%, EBITA +9%

Net sales

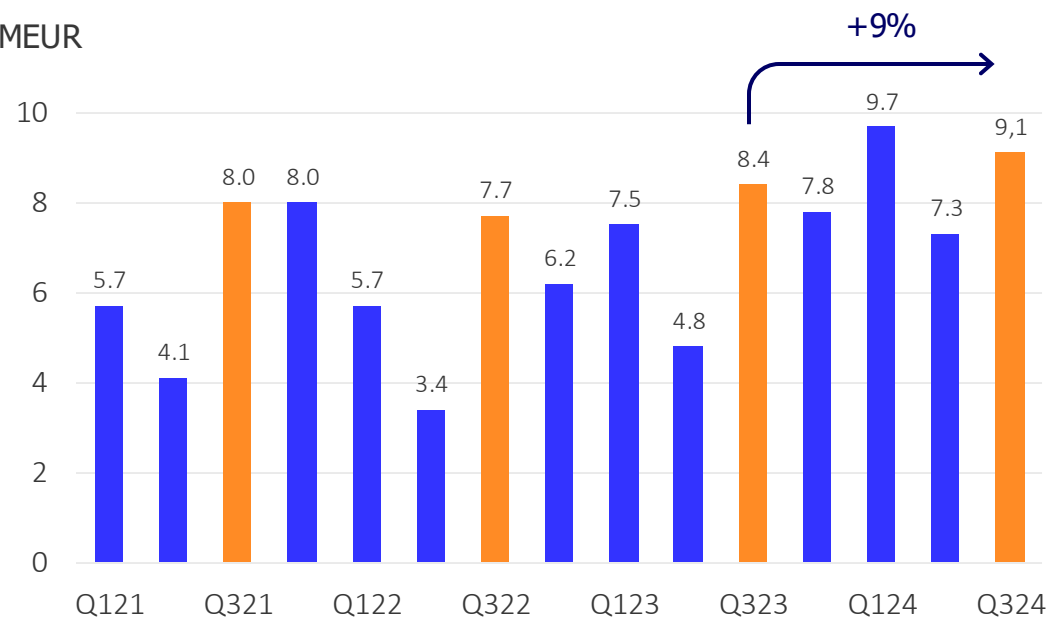
MEUR



- + Strong increase in net sales stemming predominantly from Commercial Repair and Maintenance in Finland
- + Commercial Vehicle Repair and Maintenance in Finland grew both organically and through the acquisitions of Jyväskylä Truck Center and Asennustyö M Ahlqvist Oy
- + Significant positive impact from acquisitions in Repair and Maintenance implemented in 2023 and 2024

EBITA

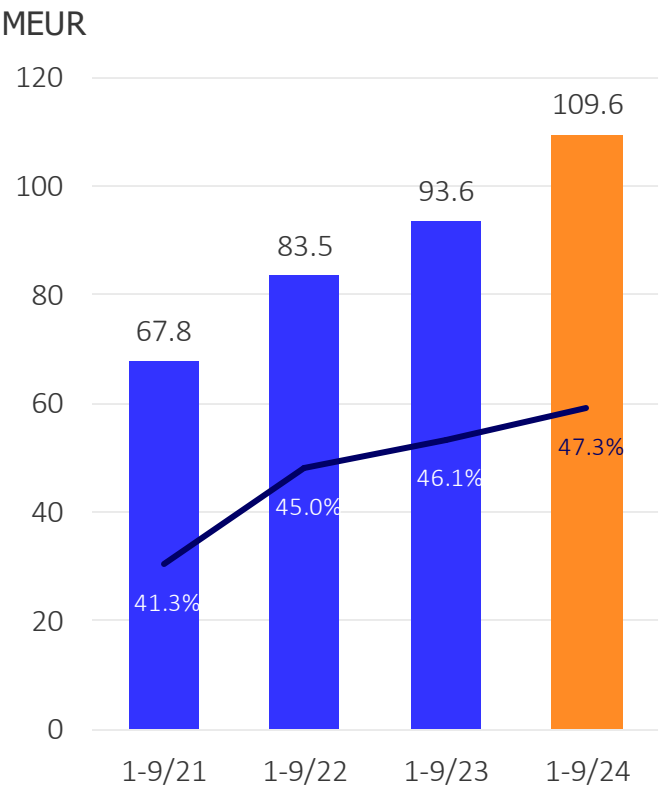
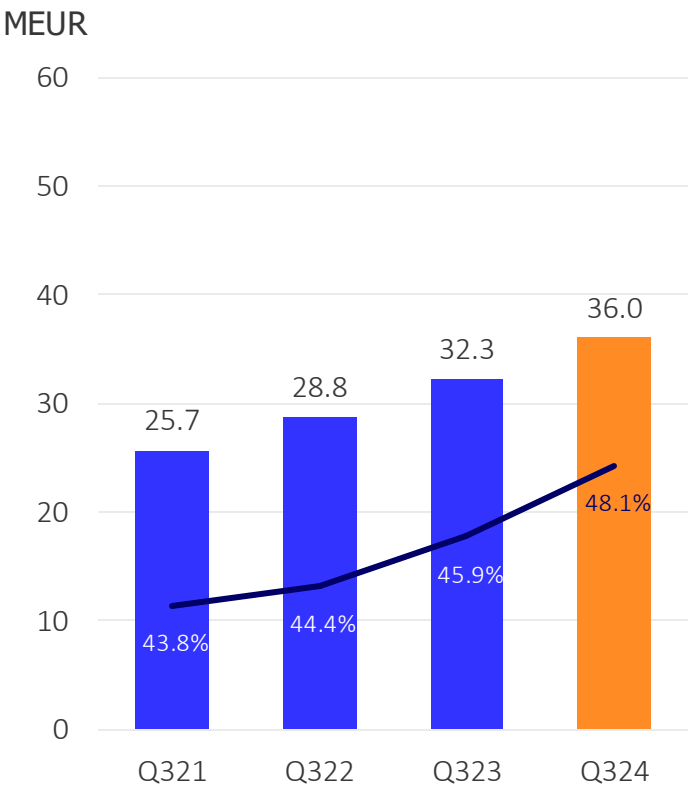
MEUR



- + EBITA improved in both businesses with the largest improvement in the Commercial Vehicle Repair and Maintenance
- ± No material impact from the average EUR/SEK exchange rate. The comparison period was burdened by a EUR 0.5 million negative EUR/SEK translation difference

GROSS PROFIT AND GROSS MARGIN

SIGNIFICANT IMPROVEMENT IN BOTH GROSS PROFIT AND GROSS MARGIN

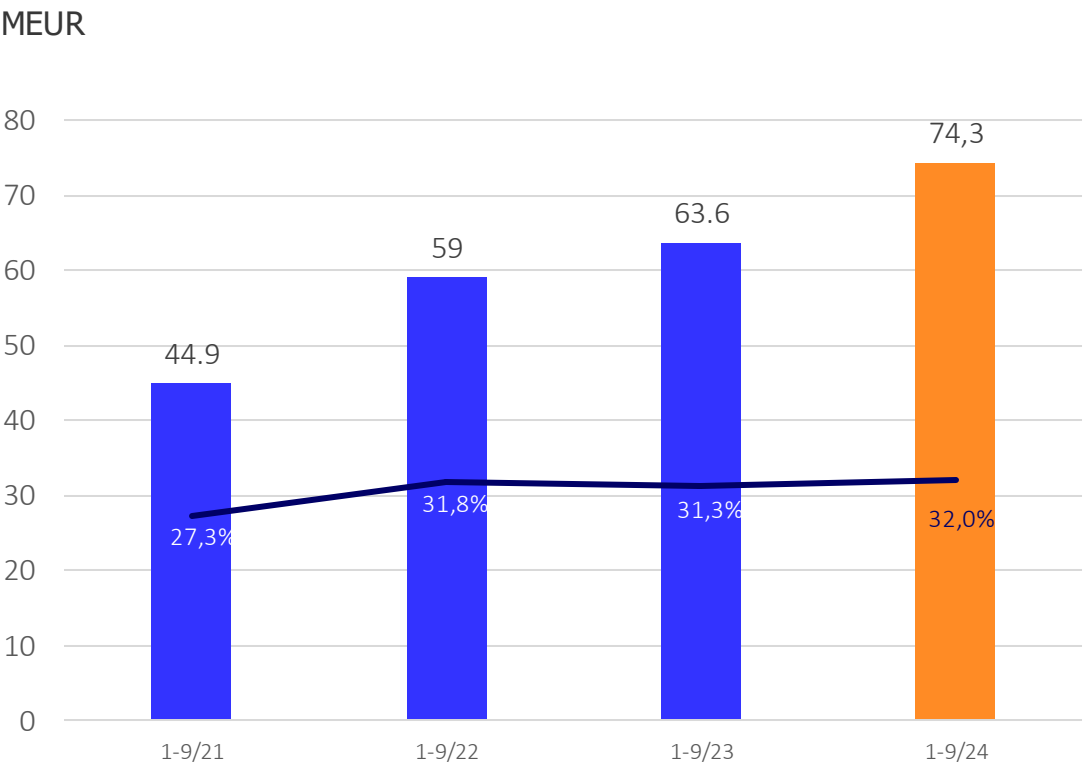
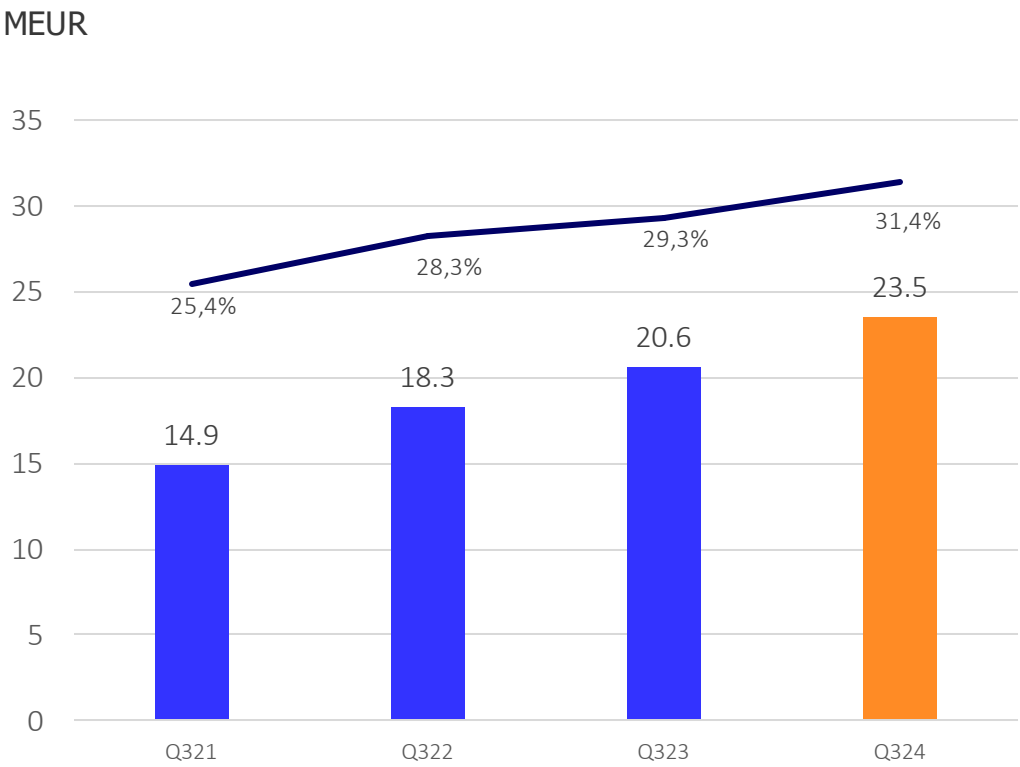


 Gross profit  Gross profit %

- + Strong organic net sales growth
- + Acquisitions in Repair and Maintenance
- + Increased weight of Commercial Vehicle Repair and Maintenance
- + Improved gross margins in Technical wholesale and products
- + Price increases especially in Technical wholesale and products
- + More efficient purchasing

OPERATING EXPENSES

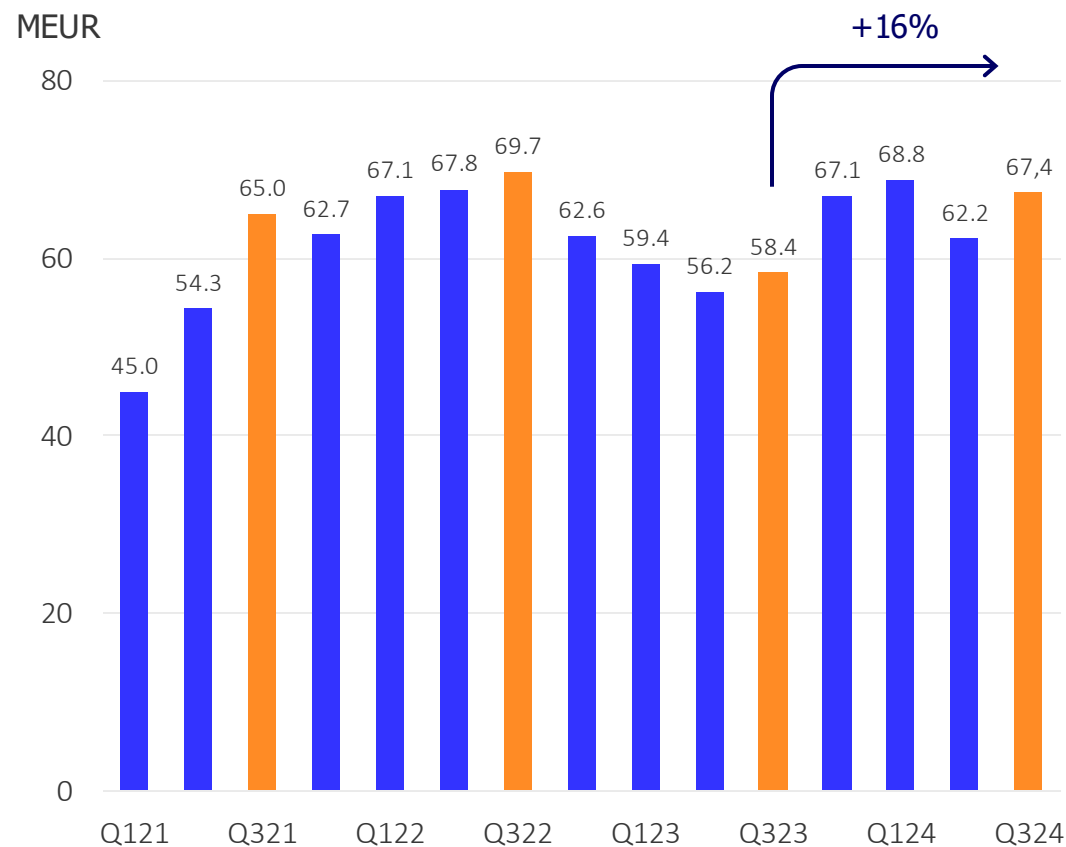
INCREASE MOSTLY DRIVEN BY ACQUISITIONS | STABLE OPEX %



Opex Opex %

NET WORKING CAPITAL

INVENTORY AND NWC TURNOVER STABLE | ACQUISITIONS, DELAYMENT OF LIGHTING SALES SEASON AND INFLATION INCREASE NWC EURO VALUE

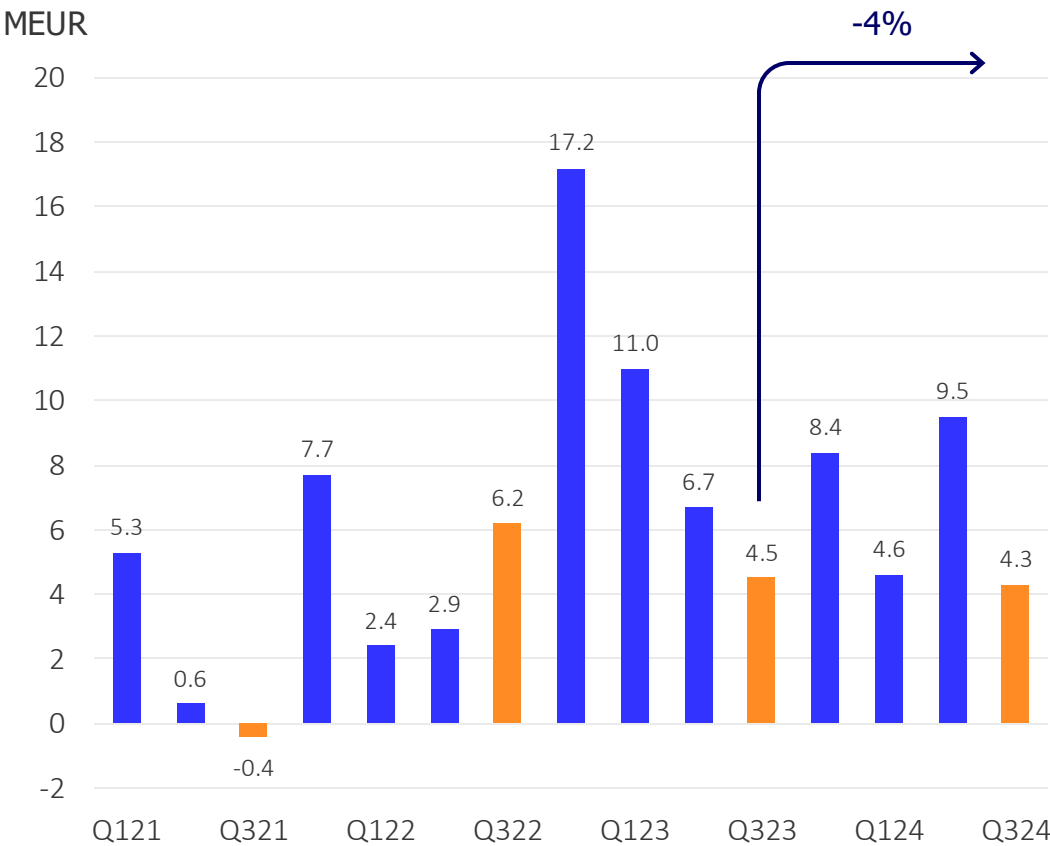


MEUR	9/24	9/23	12/23
Inventories	84.3	73.9	74.1
Trade and other receivables	47.5	42.7	45.4
Trade and other payables	64.4	58.3	52.5
Total net working capital	67.4	58.4	67.1
<i>Inventory turnover</i>	4.0	4.0	4.0
<i>NWC turnover</i>	4.7	4.7	4.7

- + Inventory and NWC turnover stable
- Increased inventories caused by delayment in the vehicle lighting sales season impacting
- Inventories acquired in connection of the acquisition of M Ahlqvist
- Increased sourcing and sales unit prices inflated NWC value

CASH FLOW FROM OPERATING ACTIVITIES

IMPROVEMENT DRIVEN BY IMPROVED PROFITABILITY | NEGATIVE NWC DEVELOPMENT



MEUR	7-9/24	7-9/23	1-9/24	1-9/23	2023
CF before change in NWC	13.4	12.3	38.6	32.5	44.4
Change in NWC	-8.0	-6.8	-11.0	-3.5	-2.4
CF from net financials	-1.1	-0.9	-9.1	-6.8	-11.4
CF from operations	4.3	4.5	18.5	22.2	30.6

Q3

- + Improved profitability
- Development in net working capital
- CF from net financials due increased interest and tax payments

Q1-Q3

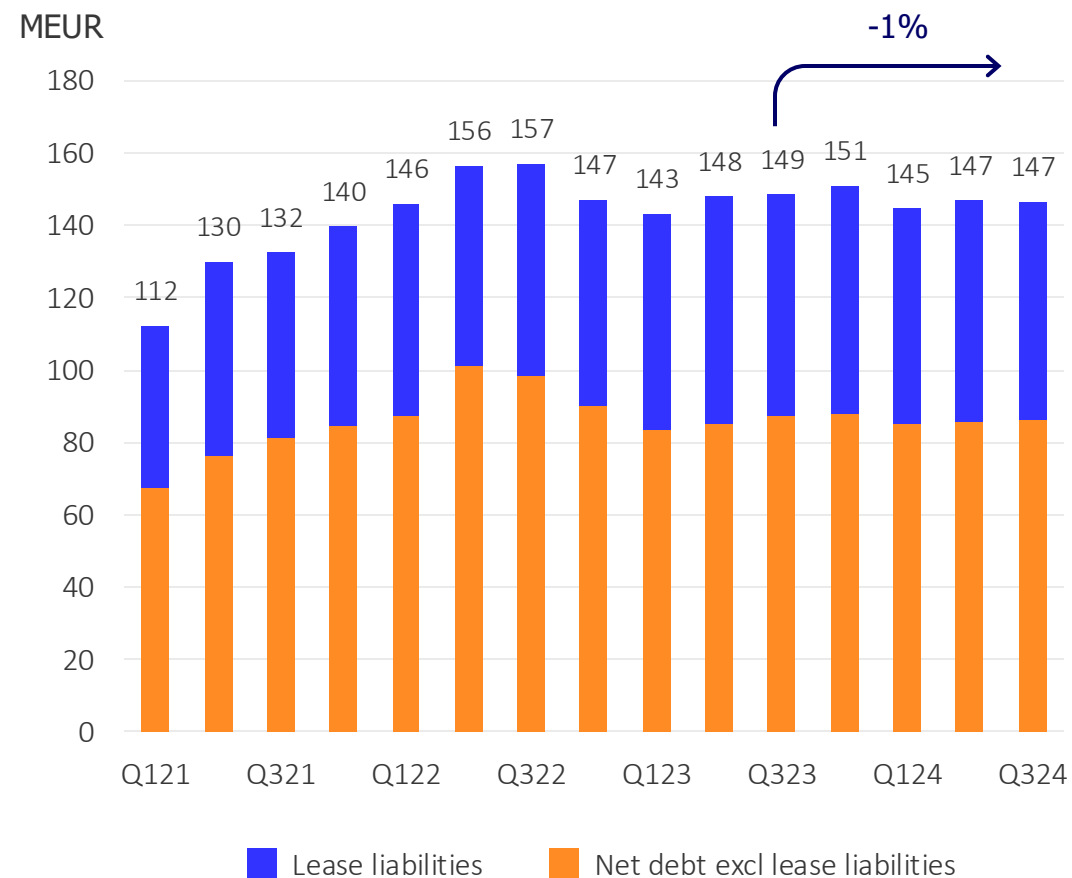
- + Improved profitability
- Development in net working capital
- CF from net financials due increased interest and tax payments

CASH FLOW SUMMARY 1-9/2024

<p>Cash flow from operations</p> <p>18.5</p> <p>EUR million</p> <p>(22.2)</p> <ul style="list-style-type: none"> — Development in net working capital + Improved profitability 	<p>Cash flow from investing activities</p> <p>-3.7</p> <p>EUR million</p> <p>(-6.6)</p> <ul style="list-style-type: none"> ▪ Decrease due lower amount used to acquire subsidiary shares, EUR -1.7 (-4.1) million ▪ Investments in intangible and tangible assets 	<p>Cash flow from financing activities</p> <p>-15.4</p> <p>EUR million</p> <p>(-16.5)</p> <ul style="list-style-type: none"> ± Normal repayments of lease liabilities EUR -9.8 (-9.0) million ± Dividends paid EUR -4.0 (-3.6) million + Proceeds from non-current loans and borrowings of EUR 3.0 (0.0) million
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INTEREST-BEARING NET DEBT

REDUCED LEVERAGE



MEUR	9/24	9/23	12/23
Loans from financial institutions, l-t	87,7	91,2	88.8
Loans from financial institutions, s-t	7,0	6,9	7.1
Lease liabilities	60,2	61,4	63.1
Other liabilities	0,6	1,6	1.7
Gross debt	155,6	161,1	160.7
Cash and bank	9,1	12,6	9.7
Net debt	146,6	148,5	151.0
Net debt excl. lease liabilities	86,3	87,1	87.9
Net debt to LTM EBITDA (leverage)	2,97	3,55	3.47
Undrawn RCF	5,6	5,6	5.6
Undrawn uncommitted facility	12,5	15,5	15.5
Cash+unused credit facilities	27,2	33,7	30.8

NET FINANCIALS

INCREASE IN NET INTEREST EXPENSES | FX NET GAINS IN Q3 AND LOWER NET FX LOSSES IN JANUARY-SEPTEMBER

(EUR 1,000)	7-9/2024	7-9/2023	1-9/2024	1-9/2023	1-12/2023
Financial income					
Foreign exchange gains/losses	10	-998	1,477	2,068	1,289
Interest income	57	29	121	90	121
Other financial income	25	0	163	1	27
Changes in fair values	—	—	—	—	-
Financial income total	91	-968	1,761	2,159	1,436
Financial expenses					
Foreign exchange gains/losses	236	1,456	-1,888	-3,111	-1,145
Interest expenses	-2,130	-1,975	-6,202	-5,369	-7,415
Other financial expenses	-66	-63	-386	-218	-313
Changes in fair values	—	—	—	-4	-4
Financial expenses total	-1,960	-582	-8,476	-8,701	-8,876
Net financial expenses	-1,868	-1,550	-6,715	-6,543	-7,440

- Net interest expenses increased due to the increase in reference interest rates on interest-bearing loans
- Exchange rate net income in Q3 due to strengthening of SEK
- Exchange rate net loss in Jan-Sept but significantly lower than in 2023
- FX net gains originate in the net exchange rate difference of SEK denominated interest-bearing loans and SEK denominated group internal interest-bearing loan receivables

BALANCE SHEET AND FINANCIAL POSITION

30 SEPTEMBER 2024

Total assets 337.7 EUR million (326.6)	Total equity 112.8 EUR million (101.9)	Interest-bearing net debt 146.6 EUR million (148.5)
Net gearing 130.0% (145.7)	Equity ratio 33.4% (31.2)	Cash assets 9.1 EUR million (12.6)

RETURN

SIGNIFICANT IMPROVEMENTS IN ALL KEY
CAPITAL RETURN METRICS

RONWC

51.1%

(45.6)

ROCE

12.7%

(10.3)

ROE

14.1%

(9.6)





EVENTS AFTER THE REVIEW PERIOD

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EVENTS AFTER THE REVIEW PERIOD

Completion of the Acquisition of Team Verkstad Sverige AB

On 1 October 2024 Relais Group notified that its' group company STS Sydhamns Trailer Service AB has successfully completed the acquisition of the entire share capital of Team Verkstad Sverige AB from Vy Buss AB, as announced on 5 July 2024.

Ending of share buy-back program

On 5 November 2024 Relais Group notified that it has completed the share buy-back program initiated on 8 May 2024.

A total of 71,735 shares were repurchased at a total value of EUR 999,971.55. The average purchase price per share was EUR 13.94.

The repurchased 71,735 shares will be cancelled in accordance with the procedure set out in the Finnish Limited Liability Companies Act.

Following the repurchases, Relais Group holds a total of 71,785 own shares, which represents approximately 0.40 per cent of the total number of the Company's shares, which is 18,132,308.



Q&A

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