

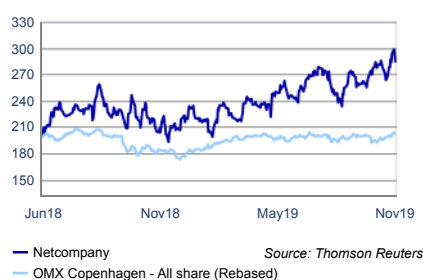
Netcompany

Telecom Equipment and IT
Denmark

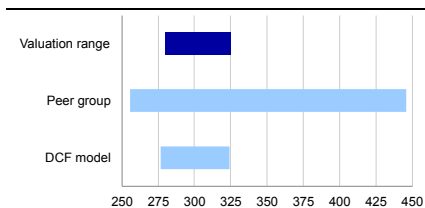
KEY DATA

Stock country	Denmark
Bloomberg	NETC DC
Reuters	NETCG.CO
Share price (close)	DKK 284.8
Free Float	69%
Market cap. (bn)	EUR 1.88/DKK 14.24
Website	www.netcompany.com
Next report date	06 Feb 2020

PERFORMANCE



VALUATION APPROACH



ESTIMATE CHANGES

Year	2019E	2020E	2021E
Sales	-1%	-5%	-5%
EBIT (adj)	-2%	-5%	-5%

Source: Nordea estimates

Nordea Markets - Analysts

Claus Almer
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We believe the glass is half full, not half empty

Netcompany's surprising profit warning on 6 November, which came with the Q3 results may unlock speculation about whether the otherwise impressive business model and growth machine is starting to show weakness. There is no doubt the risk has increased, but it is worth pointing out that the company is still guiding for ~18% organic revenue growth in 2019, which implies solid ~22% growth in Q4 2019 y/y. And with ~23% more client-facing employees y/y by end of Q3, Netcompany seems to be planning for a busy 2020. There are no signs of a different competitive landscape or pricing, and while the Danish government IT projects have most likely been delayed, they haven't been lost. We have trimmed our estimates but reiterate our DKK 280-325 per share DCF- and SOTP-based fair value as the peer group valuation points to an additional upside.

Lower revenue growth mainly driven by delays, not lost orders

The FY revenue growth downgrade was a disappointment, but at this point we buy into these explanations that: 1) there were prolonged side effects from the general election in Denmark and the subsequent change of government, 2) the impact from the twice delayed Digital post award, and 3) the effect from the new government deciding to make a "service check" on the Tax department, which has been haunted by bad cases. The Service check identified a significant need for IT investments (among other things), but it paused new IT projects during this process. According to Netcompany, the awarding of government IT projects normalised in October, and not September as had been assumed by its guidance.

Several opposing trends behind the margin trend

The Q3 EBITA margin declined by 0.3pp y/y to 27.5%, but improved by 1pp when adjusted for M&A. Before allocation of HQ costs, UK improved its margin by impressive 9.8pp y/y (to 17.0%), while Denmark and Norway saw a contraction of 1.1pp and 2.9pp, respectively, as the lower-than-expected revenue diluted the utilisation of the client-facing employees. Netcompany reversed in Q3 DKK 10m from provision, which partly offset the effect from the lower-than-expected activity level in the quarter.

2020 outlook: ~20% revenue growth and better EBITA margin

Netcompany issued 2020 expectations (not guidance!) based on ~20% organic revenue growth (LCY) and a 0.6pp EBITA margin improvement y/y (~26%). Notably, there was a ~23% growth in client-facing employees, which paints a more positive scenario, but also that the 2019 profit warning shows how sensitive Netcompany is to just a few projects.

SUMMARY TABLE - KEY FIGURES

DKKm	2015	2016	2017	2018	2019E	2020E	2021E
Total revenue	758	900	1,416	2,053	2,452	2,948	3,523
EBITDA (adj)	228	268	435	555	674	823	984
EBIT (adj)	207	162	306	399	515	709	884
EBIT (adj) margin	27.4%	18.0%	21.6%	19.4%	21.0%	24.1%	25.1%
EPS (adj)	3.75	0.97	3.34	4.16	7.54	10.74	13.53
EPS (adj) growth	39.7%	-74.0%	242.5%	24.7%	81.1%	42.5%	25.9%
DPS (ord)	-2.33	0.00	0.00	0.00	0.00	0.00	0.00
EV/Sales	n.a.	n.a.	n.a.	5.8	6.1	4.9	3.9
EV/EBIT (adj)	n.a.	n.a.	n.a.	30.0	28.8	20.3	15.6
P/E (adj)	n.a.	n.a.	n.a.	52.9	37.8	26.5	21.1
P/BV	n.a.	n.a.	n.a.	6.1	6.5	5.2	4.2
Dividend yield (ord)	n.a.	n.a.	n.a.	0.0%	0.0%	0.0%	0.0%
FCF Yield bef A&D, lease	n.a.	n.a.	n.a.	1.2%	2.9%	3.3%	4.0%
Net debt	-111	1,118	1,070	998	609	141	-420
Net debt/EBITDA	-0.5	4.8	2.7	1.9	0.9	0.2	-0.4
ROIC after tax	81.0%	9.3%	8.8%	10.6%	13.5%	18.4%	28.4%

Source: Company data and Nordea estimates

Q3 2019 review

Solid revenue growth, but below expectations

Despite revenue growth resuming in Q3, it was below expectations leading to a ~5% miss compared with consensus. And the combination of a continued high pace in adding more employees and lower than planned for revenue put pressure on Q3 margins.

Partly compensating for this was a positive DKK 10m effect from a reversal of provisions, which was unlocked as Netcompany in Q3 finished several larger IT development projects on budget and on time.

NETCOMPANY: Q3 2019, DKKm

	2018				2019				Act vs		Q3, y/y	2019 Q4E	Grw. y/y	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3A	Q3E	Cons	NDA				Cons
Revenue	517.0	502.6	490.3	543.4	597.6	593.1	592.1	608.0	615.9	-3%	-4%	21%	669.5	23%
Production cost	318.8	306.2	282.3	329.5	364.0	370.4	336.4	350.0	-	-4%	-	19%	384.9	17%
Gross profit	198.2	196.4	208.0	213.9	233.6	222.7	255.7	258.0	263.9	-1%	-3%	23%	284.6	33%
Sales & marketing	2.7	4.3	2.4	2.5	2.7	3.3	2.6	3.6	-	-27%	-	9%	5.4	116%
Administration	67.7	72.9	69.3	80.6	83.7	93.3	88.9	90.6	-	-2%	-	28%	91.5	14%
Special items	-7.7	-26.6	0.0	-0.1	-1.1	-2.7	-0.6	0.0	-0.1	-	-	-	0.0	-
EBITA	120.1	92.7	136.3	130.7	146.1	123.4	163.5	163.8	171.4	-0%	-5%	20%		
Amortisation	28.8	28.8	28.8	28.5	25.7	24.6	26.0	27.5	-	-6%	-	-10%		
EBIT	91.2	63.8	107.4	102.2	120.5	98.8	137.5	136.3	-	1%	-	28%	153.9	51%
Net financial items	-24.7	-65.4	-8.4	-10.2	5.9	-21.3	-3.7	-6.0	-	-	-	-	-6.9	-
Pre-tax profit	66.5	-1.5	99.0	92.0	126.4	77.5	133.8	130.3	143.6	3%	-7%	35%	147.0	60%
Taxes	15.3	15.1	20.8	23.2	27.7	15.9	31.0	30.0	36.9	3%	-16%	49%	36.3	56%
Net profit	51.2	-16.6	78.2	68.4	98.7	61.6	102.8	100.3	106.7	2%	-4%	31%	110.7	62%
EPS	1.0	-0.3	1.6	1.4	2.0	1.3	2.1	2.0	-	4%	-	32%	2.2	62%
EPS growth, y/y	39.2%	-	77.5%	52.0%	94.2%	-	32.3%	27.0%	-	-	-	-	61.8%	-
Revenue growth, organic	33.1%	36.8%	20.4%	15.6%	15.6%	16.6%	18.0%	22.4%	23.3%	-	-	-	-	-
Revenue growth, y/y	55.3%	66.2%	45.3%	22.5%	15.6%	18.0%	20.8%	24.0%	25.6%	-	-	-	23.2%	-
Revenue, 12m	1,600.3	1,800.5	1,953.3	2,053.3	2,133.9	2,224.4	2,326.2	2,342.0	-	-1%	-	-	2,452.3	-
Gross margin	38.3%	39.1%	42.4%	39.4%	39.1%	37.5%	43.2%	42.4%	42.8%	-	-	-	42.5%	-
Costs (Revenue - EBITA)	389	413	354	413	450	467	428	444	444	-	-	-	482	17%
Costs growth, q/q	-	6%	-14%	17%	9%	4%	-8%	-5%	-5%	-	-	-	13%	-
EBITA, adj	127.8	89.7	136.3	130.7	147.2	126.1	164.1	163.8	171.5	0%	-4%	20%	187.7	44%
EBITA margin, adj	24.7%	17.8%	27.8%	24.0%	24.6%	21.3%	27.7%	26.9%	27.8%	-	-	-	28.0%	-
EBITA adj, 12M	434.1	449.8	469.1	484.4	503.8	540.3	568.1	567.8	-	0%	-	21%	625.1	29%
EBITA margin, adj (12M)	27.1%	25.0%	24.0%	23.6%	23.6%	24.3%	24.4%	24.2%	-	-	-	-	25.5%	-
Incremental EBITA margin,	17.4%	7.9%	12.6%	15.4%	24.1%	40.2%	97.3%	23.4%	-	-	-	-	45.2%	-
EBIT margin	17.6%	12.7%	21.9%	18.8%	20.2%	16.7%	23.2%	22.4%	-	-	-	-	23.0%	-
Tax rate	23%	-	21%	25%	22%	21%	23%	23%	26%	-	-	-	25%	-
Revenue visibility	1,460.7	1,676.0	2,025.2	3,632.6	1,786.3	2,105.5	2,387.4	-	-	-	-	18%	-	-
% of FY revenue	-	82%	99%	177%	73%	86%	97%	-	-	-	-	-	-	-
In/out orders	280.7	215.3	349.2	28.1	206.9	319.2	281.9	-	-	-	-	-19%	64.9	-
Growth, y/y	76%	69%	59%	25%	19%	24%	-19%	28%	-	-	-	-	131%	-

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

Unexpected revenue growth guidance, profit warning

Surprisingly, Netcompany reduced its 2019 revenue growth guidance, although limited in absolute terms, while its EBITA margin was left untouched.

At first glance, the announced 2020 expectations appeared slightly disappointing as reflecting ~20% organic revenue growth. Albeit, we note Netcompany added client-facing employees suggesting it plans for a 2020 revenue growth scenario of around 23%. The EBITA margin was announced to be around 26%, up from the 25.4% guided for in 2019.

NETCOMPANY: 2019 GUIDANCE AND 2020 EXPECTATIONS, DKKm

	2018	2019 guid	2019 guidance pre Q3		2019E		2020E		
			Low	High	Nordea	Cons	"Guid"	Nordea	Cons
Revenue	2,053	~2.45bn	~2,5bn	~2,5bn	2,452	2,498	-	2,948	3,064
Revenue growth, y/y	45.0%	~20%	20.75%	23.25%	19.4%	21.6%	-	20.2%	22.7%
Revenue growth, organic	25.5%	~18.25%	20.0%	22.0%	17.8%	20.4%	~20%	18.0%	21.3%
Costs	1,539	-	-	-	1,827	1,864	-	2,183	2,265
Growth	52%	-	-	-	18.7%	21.1%	-	19.5%	21.5%
EBITA, adj	514	~625	~635	~645	625	634	-	764	798
EBITA margin, adj	25.0%	~25.4%	~25.7%	~25.7%	25.5%	25.4%	~26%	25.9%	26.1%

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

New estimates reflect the profit warning

We have trimmed our estimates according to the changed 2019 guidance and the issued expectations for 2020.

NETCOMPANY: CHANGE OF ESTIMATES, DKKm

	New			Old			Change			Consensus (pre Q3)			Nordea vs consensus		
	2019E	2020E	2021E	2019E	2020E	2021E	2019E	2020E	2021E	2019E	2020E	2021E	2019E	2020E	2021E
Revenue	2,452	2,948	3,523	2,487	3,090	3,700	-1%	-5%	-5%	2,498	3,064	3,662	-2%	-4%	-4%
Revenue growth, y/y	19.4%	20.2%	19.5%	21.1%	24.2%	19.8%	-	-	-	21.6%	22.7%	19.5%	-	-	-
Costs	1,827	2,183	2,609	1,853	2,288	2,738	-1%	-5%	-5%	1,864	2,265	2,699	-2%	-4%	-3%
EBITA, adj	625	764	914	634	802	962	-1%	-5%	-5%	634	798	964	-1%	-4%	-5%
EBITA margin, adj	25.5%	25.9%	25.9%	25.5%	26.0%	26.0%	-	-	-	25.4%	26.1%	26.3%	-	-	-
EBITA	621	764	914	631	802	962	-2%	-5%	-5%	629	798	963	-1%	-4%	-5%
Pre-tax profit	484	687	865	493	725	914	-2%	-5%	-5%	503	687	874	-4%	0%	-1%
EPS	7.4	10.7	13.5	7.6	11.3	14.3	-2%	-5%	-5%	-	-	-	-	-	-

Source: Company data and Nordea estimates

Valuation: DKK 280-325 per share

Our valuation of Netcompany is based on the combination of our DCF model and a peer group valuation. Both methods have their strengths and weaknesses, but when evaluated together, we believe they yield a reliable valuation range.

Given its record-high growth and high-margin profile, we do not find an abundance of well-matched peers for Netcompany. As a consequence, we favour our DCF model, which reflects the company's high revenue and EBITA growth, its margin, asset-light business model and low operating leverage.

As there are a few suitable peers for Netcompany, however, our valuation range is derived from a combination of a DCF model and a peer group valuation. Our DCF-based range is based on ± 1 pp revenue and EBIT margin versus our base scenario. Our valuation range is unchanged at DKK 280-325 share.

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

Our DCF-based 12-month fair value (WACC: 6.6%) is DKK 290 per share based on the assumptions outlined below. Our fair value has been downgraded from DKK 300 per share on the back of the implemented estimate changes.

NETCOMPANY: DCF MODEL ASSUMPTIONS

Averages and assumptions	2019-30	2031-34	2035-39	2040-44	2045-49	LT
Sales growth, CAGR	10.40%	10.0%	6.3%	2.5%	2.5%	-
EBIT-margin	23.6%	18.0%	14.5%	8.3%	2.1%	-
Capex/depreciation, x	0.9	1.0	1.0	1.0	1.0	-
Capex/sales	2.0%	2.0%	2.0%	2.0%	2.0%	-
NWC/sales	18.5%	18.5%	18.5%	18.5%	18.5%	-
FCFF, CAGR	8.0%	3.9%	3.3%	-7.2%	-27.5%	2.0%

Source: Nordea estimates

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

If Netcompany were to extend the period with 20-25% organic revenue growth beyond its current guidance (up to 2021), this would have a significant positive impact on our valuation.

NETCOMPANY: DCF SENSITIVITY

		WACC				
		4.6%	5.6%	6.6%	7.6%	8.6%
Sales growth, change	+2.0pp	446	364	308	266	232
	+1.0pp	426	351	298	259	227
	0.0pp	407	338	290	252	222
	-1.0pp	390	327	282	246	218
	-2.0pp	375	317	274	241	214

Source: Nordea estimates

NETCOMPANY: DCF SENSITIVITY

		Sales growth change				
		-2.0pp	-1.0pp	0.0pp	1.0pp	2.0pp
EBIT margin, change	+2.0pp	309	321	334	349	365
	+1.0pp	292	301	312	323	336
	0.0pp	274	282	290	298	308
	-1.0pp	257	262	268	273	280
	-2.0pp	240	243	245	248	251

Source: Nordea estimates

Our peer group valuation is based on IT companies with similar growth, above-average margins, and a focus on "new world IT". Geographical exposure plays a smaller role in our selection of peers. Within this group, we find the following companies particularly suitable:

- Epam
- Globant
- Endava

Although the company Reply shares some of the same characteristics as Netcompany, we exclude it from our peer group valuation, as its expected growth (according to consensus) is somewhat lower than for Netcompany.

NETCOMPANY: PEER GROUP VALUATION

	Share price	MCAP EURbn	Grw, 2018-21E			EBIT mrg		P/E		EV/EBITDA			PEG	Divi.	Share price			
			Rev	EBIT	EPS	2020E	2019E	2020E	2021E	2019E	2020E	2021E	18-21E	2019E	1m	3M	YTD	
Key peers																		
Epam	US	1,195	8.8	23%	24%	23%	17.0%	33.6x	27.8x	23.0x	21.5x	17.4x	14.4x	1.5x	0.0%	-6%	1%	53%
Globant	Lux	644	3.2	24%	27%	28%	16.5%	42.8x	34.2x	27.3x	26.8x	21.9x	17.8x	1.5x	-	1%	-7%	70%
Endava	UK	266	1.9	51%	42%	54%	17.1%	43.0x	35.7x	29.6x	30.8x	25.8x	20.7x	0.8x	0.0%	5%	11%	64%
Reply	Italy	453	2.3	10%	11%	11%	12.6%	22.2x	20.2x	18.3x	13.2x	11.9x	10.9x	2.1x	0.0%	7%	16%	38%
Average (ex Reply)	-	-	4.6	33%	31%	35%	16.9%	39.8x	32.6x	26.6x	26.4x	21.7x	17.6x	1.3x	0.0%	0%	1%	63%
Netcompany (cons.)	DKK	284	1.9	21%	28%	43%	24.4%	28.3x	22.1x	17.7x	22.5x	17.7x	14.6x	0.7x	0.0%	2%	13%	29%
IT service companies:																		
IBM	US	125	104.8	1%	3%	2%	19.0%	10.8x	10.4x	9.7x	9.8x	9.4x	9.0x	5.7x	4.8%	-4%	-2%	21%
Accenture	IE	169	18.6	10%	10%	11%	15.0%	25.5x	23.9x	21.8x	16.5x	14.7x	13.6x	2.4x	1.7%	-1%	1%	33%
Cognizant	US	56	9.5	5%	1%	2%	17.0%	15.6x	14.7x	13.5x	9.7x	9.4x	8.7x	9.0x	1.4%	2%	-0%	-2%
Atos	FR	69	7.6	-1%	2%	6%	10.3%	8.3x	7.6x	7.1x	6.8x	6.5x	6.2x	1.3x	1.8%	10%	2%	31%
Cap Gemini	FR	105	17.5	6%	8%	9%	12.1%	16.2x	14.8x	13.5x	9.2x	8.7x	8.4x	1.9x	3.1%	-1%	-4%	21%
CGI Group	CA	70	-	5%	7%	11%	15.6%	21.6x	19.6x	18.2x	12.1x	-	-	2.0x	3.0%	-1%	2%	22%
DXC Technology	US	27	7.0	-2%	-1%	4%	15.3%	3.6x	4.1x	3.6x	3.3x	3.6x	3.4x	1.0x	0.9%	9%	-42%	-44%
Sopra Steria	FR	125	2.5	6%	14%	15%	8.7%	13.2x	10.8x	9.4x	7.6x	6.7x	6.2x	0.9x	2.2%	9%	10%	55%
HCL	IN	15	0.3	16%	15%	12%	19.0%	15.6x	15.0x	13.4x	10.8x	9.6x	8.5x	1.3x	2.6%	6%	12%	19%
Infosys	IN	9	-	13%	10%	9%	22.5%	19.5x	18.5x	16.5x	13.5x	12.8x	11.4x	2.2x	-	-10%	-8%	9%
Tata	IN	28	-	13%	13%	13%	25.0%	26.3x	25.0x	22.8x	19.5x	18.7x	16.9x	2.0x	1.9%	7%	1%	18%
Wipro	IN	3	1.9	6%	8%	10%	17.3%	16.9x	15.4x	14.6x	10.6x	10.1x	9.6x	1.7x	0.0%	8%	-1%	4%
Tech Mahindra	IN	10	-	11%	17%	13%	14.1%	15.8x	16.0x	14.1x	10.3x	10.8x	9.5x	1.3x	2.8%	9%	15%	7%
Average, ex India	-	-	23.9	4%	6%	7%	14.1%	14.3x	13.2x	12.1x	9.4x	8.4x	7.9x	2.5x	2.4%	3%	-4%	17%
Average	-	-	18.9	7%	8%	9%	16.2%	16.1x	15.1x	13.7x	10.7x	10.1x	9.3x	2.5x	2.2%	3%	-1%	15%
Nordic peers:																		
NNIT	DKK	98	0.3	-2%	-10%	-8%	7.8%	12.7x	14.1x	13.4x	6.4x	6.7x	6.7x	-1.5x	4.3%	26%	-3%	-46%
HiQ	SE	4	0.2	2%	6%	6%	11.7%	15.2x	15.1x	14.2x	9.6x	9.6x	9.1x	2.7x	7.6%	-1%	-4%	6%
Evry	FI	26	1.3	1%	7%	3%	12.2%	13.3x	11.9x	11.2x	10.0x	9.4x	9.1x	4.2x	3.0%	10%	14%	16%
Tieto	FI	26	1.9	2%	7%	4%	11.8%	14.2x	13.5x	13.0x	9.1x	8.5x	8.2x	3.4x	5.4%	11%	14%	10%
KnowIT	SE	18	0.3	7%	7%	8%	10.1%	14.9x	13.4x	12.4x	9.2x	8.4x	7.9x	1.9x	2.9%	12%	5%	25%
Acando	SE	2	0.4	-	-	-	-	-	-	-	-	-	-	-	3.7%	-0%	46%	42%
Average	-	-	0.8	2%	3%	3%	10.7%	14.0x	13.6x	12.8x	8.9x	8.5x	8.2x	5.6x	4.5%	10%	12%	9%
SimCorp	DKK	638	3.4	12%	16%	17%	28.1%	35.7x	32.5x	27.7x	25.2x	23.3x	20.3x	2.1x	1.0%	9%	10%	44%
Others:																		
Europe IT consult. 1)	-	-	-	7%	10%	8%	8.1%	17.0x	17.3x	15.3x	12.0x	9.6x	9.4x	2.0x	2.4%	5%	6%	38%
Global IT consult. 2)	-	-	-	5%	8%	10%	21.0%	27.8x	26.7x	23.1x	16.8x	13.4x	241.1x	2.9x	0.7%	3%	4%	32%
Average, total	-	-	-	11%	12%	13%	14.6%	22.9x	21.1x	18.3x	15.0x	12.7x	57.1x	2.9x	1.9%	4%	5%	31%
Netcompany, NDA	DKK	284	1.9	20%	34%	55%	24.1%	38.0x	26.4x	21.0x	22.2x	17.7x	14.3x	0.7x	0.0%	2%	13%	29%
- One-off and PPA adj.	DKK	284	1.9	20%	24%	48%	22.9%	0.8x	0.5x	0.4x	22.2x	17.7x	14.3x	0.0x	0.0%	2%	13%	29%

Source: Thomson Reuters and Nordea estimates

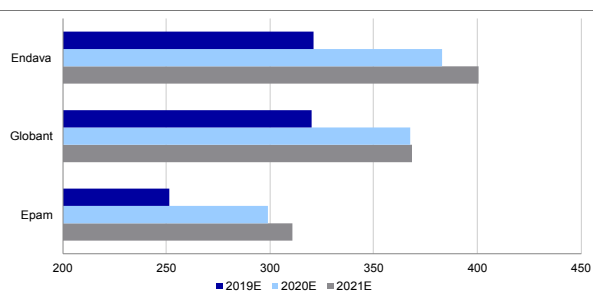
VALUATION: NETCOMPANY (OUR ESTIMATES) VS PEER GROUP VALUATION

	Grw, 2018-21E			EV/EBITDA			PEG	Share price	
	Rev	EBIT	EPS	2019E	2020E	2021E	18-21E	1m	3M
Key peers	Underperf.	Underperf.	Outperf.	Discount	Discount	Discount	Discount	Outperf.	Outperf.
IT service companies:	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Discount	Underperf.	Outperf.
- Ex India	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Discount	Underperf.	Outperf.
Nordic peers:	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Discount	Underperf.	Outperf.
Europe IT consult. 1)	Outperf.	Outperf.	Outperf.	Premium	Premium	Premium	Discount	Underperf.	Outperf.
Global IT consult. 2)	Outperf.	Outperf.	Outperf.	Premium	Premium	Discount	Discount	Underperf.	Outperf.

Source: Thomson Reuters and Nordea estimates

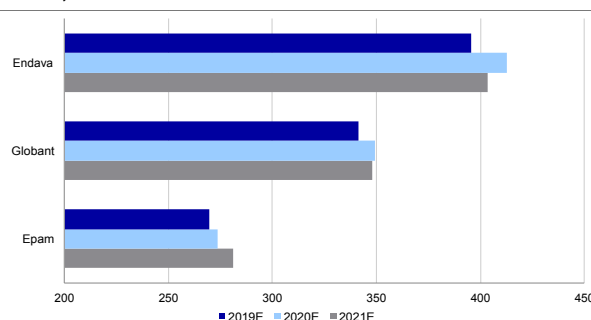
Based on our estimates and consensus, Netcompany should show an EBIT growth performance similar to its key peers (source: Thomson Reuters) but an EBIT margin superior to those of most of its peers. We thus believe Netcompany should trade at the higher end of the peer range, maybe even at a premium once its record as a listed company has been established and more projects have been added to the backlog.

P/E: NETCOMPANY'S VALUATION BASED ON KEY PEER GROUP, DKK PER SHARE



Source: Thomson Reuters and Nordea estimates

EV/EBITDA: NETCOMPANY'S VALUATION BASED ON KEY PEER GROUP, DKK PER SHARE



Source: Thomson Reuters and Nordea estimates

Netcompany: Quarterly numbers

NETCOMPANY: QUARTERLY NUMBERS, DKKm

	2016				2017				2018				2019		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Revenue	205	204	229	265	333	302	338	443	517	503	490	543	598	593	592
Production cost	-	-	-	-	192	179	171	261	319	306	282	329	364	370	336
Gross profit	-	-	-	-	141	124	166	182	198	196	208	214	234	223	256
Sales & marketing	-	-	-	-	2	2	3	3	3	4	2	3	3	3	3
Administration	-	-	-	-	43	48	47	64	68	73	69	81	84	93	89
Special items	-	-	-	-	0	-2	-14	-16	-8	-27	0	0	-1	-3	-1
EBITA	-	-	-	-	96	72	103	99	120	93	136	131	146	123	164
Amortisation	-	-	-	-	24	23	23	27	29	29	29	28	26	25	26
EBIT	-	-	-	-	72	49	80	72	91	64	107	102	120	99	138
Net financial items	-	-	-	-	-24	-18	-18	-12	-25	-65	-8	-10	6	-21	-4
Pre-tax profit	-	-	-	-	48	31	62	61	67	-2	99	92	126	78	134
Taxes	-	-	-	-	12	8	19	20	15	15	21	23	28	16	31
Net profit	-	-	-	-	36	22	43	40	51	-17	78	68	99	62	102
Revenue visibility	-	-	-	-	-	-	-	-	1,461	1,676	2,025	3,633	1,786	2,106	2,387
% of FY revenue	-	-	-	-	-	-	-	-	-	81.6%	98.6%	176.9%	72.8%	85.9%	97.4%
In/out orders	-	-	-	-	-	-	-	-	281	215	349	28	207	319	282
Growth, y/y	-	-	-	-	-	-	-	-	-	-	-	-	-26.3%	48.3%	-19.3%
EPS	-	-	-	-	0.7	0.5	0.9	0.9	1.0	-0.3	1.6	1.4	2.0	1.3	2.1
EPS growth, y/y	-	-	-	-	-	-	-	-	39.2%	-	77.5%	52.0%	94.2%	-	32.3%
Tax rate	-	-	-	-	25.2%	27.4%	30.3%	33.4%	23.1%	-	21.0%	25.3%	21.9%	20.5%	23.4%
Revenue growth, y/y	-	-	-	-	-	-	-	-	55.3%	66.2%	45.3%	22.5%	15.6%	18.0%	20.8%
Gross margin	-	-	-	-	42.2%	40.9%	49.3%	41.1%	38.3%	39.1%	42.4%	39.4%	39.1%	37.5%	43.2%
EBITDA	-	-	-	-	-	-	106	-	130	103	148	140	158	137	178
EBITDA margin	-	-	-	-	-	-	31.5%	-	25.1%	20.5%	30.1%	25.8%	26.5%	23.1%	30.1%
Incremental EBITA margin, adj	-	-	-	-	-	-	-	-	17.4%	7.9%	12.6%	15.4%	24.1%	-	-
EBITA, adj	-	-	-	-	96	74	117	115	128	90	136	131	147	126	164
EBITA margin, adj	-	-	-	-	28.8%	24.5%	34.7%	26.0%	24.7%	17.8%	27.8%	24.0%	24.6%	21.3%	27.7%
EBITA margin	-	-	-	-	28.8%	23.7%	30.4%	22.3%	23.2%	18.4%	27.8%	24.0%	24.5%	20.8%	27.6%
EBIT margin	-	-	-	-	21.6%	16.3%	23.7%	16.3%	17.6%	12.7%	21.9%	18.8%	20.2%	16.7%	23.2%
PTP margin	-	-	-	-	14.4%	10.2%	18.3%	13.7%	12.9%	-0.3%	20.2%	16.9%	21.1%	13.1%	22.6%
FCF	-	-	-	-	39	-15	44	-23	84	24	48	23	74	80	126
Revenue, 12m	-	-	-	-	-	-	-	1,416	1,600	1,801	1,953	2,053	2,134	2,224	2,326
Revenue growth, 12m	-	-	-	-	-	-	-	-	-	-	-	45.0%	33.3%	23.5%	19.1%
EBITA adj, 12M	-	-	-	-	-	-	402	434	450	469	484	504	540	568	-
EBITA margin, adj (12M)	-	-	-	-	-	-	28.4%	27.1%	25.0%	24.0%	23.6%	23.6%	24.3%	24.4%	-
Incremental EBITA margin, 12M	-	-	-	-	-	-	-	-	-	-	-	12.9%	13.1%	21.3%	26.6%
Revenue, Public	-	-	-	-	153	145	188	245	286	268	278	321	351	342	356
Revenue, private	-	-	-	-	180	157	150	199	231	235	213	222	247	252	236
Revenue growth, Public	-	-	-	-	-	-	-	-	87.3%	84.4%	47.8%	31.2%	22.7%	27.5%	28.4%
Revenue growth, private	-	-	-	-	-	-	-	-	28.2%	49.5%	42.2%	11.9%	6.8%	7.2%	10.8%
Development revenue	-	-	-	-	141	132	163	211	223	217	260	305	330	290	299
Maintenance revenue	-	-	-	-	192	170	175	232	294	285	230	239	268	303	293
Netcompany Denmark:															
Revenue, Denmark	-	-	-	-	298	274	307	342	397	372	366	404	442	435	437
Revenue growth, Denmark	-	-	-	-	-	-	-	-	33.4%	35.9%	19.4%	18.1%	11.2%	16.7%	19.4%
EBITA adj, Denmark	-	-	-	-	88	69	112	98	115	107	131	127	130	119	152
EBITA margin adj, Denmark	-	-	-	-	29.5%	25.3%	36.6%	28.5%	29.0%	28.6%	35.9%	31.5%	29.4%	27.3%	34.8%
EBITA margin adj, Denmark (12)	-	-	-	-	-	-	-	30.1%	29.9%	30.4%	30.5%	31.2%	31.2%	30.8%	30.7%
Netcompany Norway															
Revenue, Norway	-	-	-	-	35	28	31	40	43	41	40	47	55	47	45
Revenue growth, Norway	-	-	-	-	-	-	-	-	21.4%	45.2%	29.8%	18.9%	29.3%	14.1%	13.2%
EBITA adj, Norway	-	-	-	-	8	5	8	11	10	8	8	7	15	7	7
EBITA margin adj, Norway	-	-	-	-	22.2%	16.6%	26.2%	26.8%	23.2%	19.5%	18.7%	15.3%	27.0%	14.7%	15.9%
EBITA margin adj, Norway (12M)	-	-	-	-	-	-	-	23.3%	23.6%	23.7%	22.0%	19.1%	20.5%	19.3%	18.6%
Netcompany UK															
Revenue, UK	-	-	-	-	-	-	-	40	77	89	84	88	101	104	96
Revenue growth, UK	-	-	-	-	-	-	-	-	-	-	-	121.2%	30.5%	17.3%	13.7%
EBITA adj, UK	-	-	-	-	-	-	-	12	8	10	6	5	11	13	16
EBITA margin adj, UK	-	-	-	-	-	-	-	31.3%	10.1%	11.6%	7.2%	5.6%	10.9%	12.0%	16.6%
EBITA margin adj, UK (12M)	-	-	-	-	-	-	-	-	-	-	12.6%	8.6%	8.9%	9.2%	11.4%
Netcompany Holland															
Revenue, Netherlands	-	-	-	-	-	-	-	-	-	-	-	-	-	7	14
Revenue growth, Netherlands	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITA adj, Holland	-	-	-	-	-	-	-	-	-	-	-	-	-	-1	-2
EBITA margin adj, Holland	-	-	-	-	-	-	-	-	-	-	-	-	-	-14.1%	-14.3%
EBITA margin adj, Holland (12M)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Source: Company data and Nordea

Netcompany: Full-year numbers

NETCOMPANY: FULL-YEAR NUMBERS, DKKm

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019E	2020E	2021E
Revenue	261	327	400	461	629	758	900	1,416	2,053	2,452	2,948	3,523
Production cost	-	-	-	-	-	447	527	803	1,237	1,456	1,741	2,081
Gross profit	-	-	-	-	-	311	373	613	817	997	1,207	1,442
Sales & marketing	-	-	-	-	-	4	4	10	12	14	17	20
Administration	-	-	-	-	-	100	121	201	290	357	426	509
Special items	-	-	-	-	-	0	-35	-33	-34	-4	0	0
EBITDA	89	108	103	91	157	228	233	402	520	670	823	984
Depreciation	3	4	6	9	8	9	32	34	40	49	59	70
Amortisation	1	0	0	0	-2	12	0	0	0	0	0	0
EBITA	86	105	98	81	150	207	201	369	480	621	764	914
Amortisation	0	0	2	2	2	0	74	96	115	110	55	30
EBIT	86	105	96	80	149	207	127	273	365	511	709	884
Net financial items	1	0	-2	1	1	0	-62	-73	-109	-27	-22	-18
Pre-tax profit	87	105	94	81	150	208	65	200	256	484	687	865
Taxes	22	26	7	8	15	20	44	59	74	111	151	190
Net profit	65	79	88	73	134	188	21	141	181	372	536	675
One-off items	-	0	0	0	0	0	-35	-33	-34	-4	0	0
EPS	-	-	-	-	-	-	-	2.8	3.7	7.4	10.7	13.5
EPS growth, y/y	-	-	-	-	-	-	-	-	29.7%	104.0%	43.9%	26.0%
Tax rate	25.5%	25.0%	7.0%	9.3%	10.2%	9.6%	67.1%	29.7%	29.1%	23.0%	22.0%	22.0%
Revenue growth, y/y	17.6%	25.3%	22.3%	15.0%	36.6%	20.5%	18.7%	57.4%	45.0%	19.4%	20.2%	19.5%
Gross margin	-	-	-	-	-	41.1%	41.4%	43.3%	39.8%	40.6%	40.9%	40.9%
EBITDA margin	34.2%	33.1%	25.8%	19.8%	24.9%	30.1%	25.9%	28.4%	25.3%	27.3%	27.9%	27.9%
EBITA, adj	86	105	98	81	150	207	236	402	514	625	764	914
EBITA margin, adj	32.8%	32.0%	24.4%	17.7%	23.9%	27.4%	26.3%	28.4%	25.0%	25.5%	25.9%	25.9%
EBITA margin	32.8%	32.0%	24.4%	17.7%	23.9%	27.4%	22.3%	26.0%	23.4%	25.3%	25.9%	25.9%
EBIT margin	32.8%	32.0%	24.0%	17.3%	23.6%	27.4%	14.1%	19.3%	17.8%	20.8%	24.1%	25.1%
Net profit, adj.	65	79	89	75	136	188	106	241	298	462	579	698
CFFO	-	-	-	-	-	217	117	195	187	447	537	643
Capex	-	-5	-16	-16	-4	-18	-2,539	-150	-27	-86	-58	-70
FCF	-	-	-	-	-	207	-2,422	45	160	361	479	572
Revenue, Public	-	-	-	-	-	312	368	730	1,152	1,460	1,847	2,158
Revenue, private	-	-	-	-	-	447	531	686	901	992	1,092	1,365
Revenue growth, Public	-	-	-	-	-	-	18.3%	98.2%	57.8%	26.7%	26.5%	16.9%
Revenue growth, private	-	-	-	-	-	-	19.0%	29.1%	31.4%	14.0%	10.0%	25.0%
Development revenue	-	-	-	-	-	347	439	647	1,005	1,064	1,167	1,324
Public customers	-	-	-	-	-	137	167	440	575	574	627	650
Private customers	-	-	-	-	-	210	272	206	430	490	539	674
Maintenance revenue	-	-	-	-	-	411	461	769	1,048	1,388	1,772	2,199
Public customers	-	-	-	-	-	175	202	290	577	886	1,220	1,509
Private customers	-	-	-	-	-	236	260	479	471	502	552	690
Netcompany Denmark:												
Revenue, Denmark	261	327	400	461	629	758	888	1,220	1,540	1,836	2,202	2,641
Revenue growth, Denmark	17.6%	25.3%	22.3%	15.0%	36.6%	20.5%	18.7%	37.4%	26.2%	19.3%	19.9%	19.9%
EBITA adj, Denmark	86	105	98	81	150	207	234	358	461	542	649	762
EBITA margin adj, Denmark	32.8%	32.0%	24.4%	17.7%	23.9%	27.4%	26.4%	29.4%	29.9%	29.5%	29.5%	28.9%
Netcompany Norway												
Revenue, Norway	-	-	-	-	-	-	12	134	176	207	255	293
Revenue growth, Norway	-	-	-	-	-	-	-	1044.4%	31.3%	18.0%	23.0%	15.0%
EBITA adj, Norway	-	-	-	-	-	-	2	31	31	48	60	70
EBITA margin adj, Norway	-	-	-	-	-	-	17.1%	23.1%	17.8%	23.0%	23.5%	24.0%
Netcompany UK												
Revenue, UK	-	-	-	-	-	-	-	62	338	409	490	589
Revenue growth, UK	-	-	-	-	-	-	-	-	445.7%	21.0%	20.0%	20.0%
EBITA adj, UK	-	-	-	-	-	-	-	12	23	36	55	81
EBITA margin adj, UK	-	-	-	-	-	-	-	20.0%	6.8%	8.8%	11.3%	13.8%
Netcompany Holland												
Revenue, Netherlands	-	-	-	-	-	-	-	-	-	40	66	79
Revenue growth, Netherlands	-	-	-	-	-	-	-	-	-	-	65.0%	20.0%
EBITA adj, Holland	-	-	-	-	-	-	-	-	-	0	3	6
EBITA margin adj, Holland	-	-	-	-	-	-	-	-	-	0.0%	5.0%	7.5%

Source: Company data and Nordea estimates

Reported numbers and forecasts

INCOME STATEMENT

DKKm	2011	2012	2013	2014	2015	2016	2017	2018	2019E	2020E	2021E
Total revenue	327	400	461	629	758	900	1,416	2,053	2,452	2,948	3,523
Revenue growth	25.3%	22.3%	15.0%	36.6%	20.5%	18.7%	57.4%	45.0%	19.4%	20.2%	19.5%
of which organic	n.a.	n.a.	n.a.	n.a.	20.5%	17.1%	37.0%	25.5%	17.8%	18.0%	19.5%
of which FX	n.a.	n.a.	n.a.	n.a.	0.0%	0.0%	0.3%	0.1%	0.0%	-0.5%	0.0%
EBITDA	108	103	91	157	228	233	402	520	670	823	984
Depreciation and impairments PPE	-4	-6	-10	-7	-21	-32	-34	-40	-49	-59	-70
of which leased assets	0	0	0	0	0	-11	-19	-24	-28	-34	-40
EBITA	105	98	81	150	207	201	369	480	621	764	914
Amortisation and impairments	0	-2	-2	-2	0	-74	-96	-115	-110	-55	-30
EBIT	105	96	80	149	207	127	273	365	511	709	884
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	-2	1	1	0	-62	-72	-109	-26	-21	-17
of which lease interest	0	0	0	0	0	0	0	0	0	0	0
Changes in value, net	0	0	0	0	0	0	0	0	0	0	0
Pre-tax profit	105	94	81	150	208	65	201	256	485	688	867
Reported taxes	-26	-7	-8	-15	-20	-44	-59	-74	-111	-151	-190
Net profit from continued operations	79	88	73	134	188	21	141	181	374	537	676
Discontinued operations	0	0	0	0	0	0	0	0	0	0	0
Minority interests	0	0	0	0	0	0	0	0	0	0	0
Net profit to equity	79	88	73	134	188	21	141	181	374	537	676
EPS	1.57	1.75	1.47	2.69	3.75	0.43	2.82	3.62	7.47	10.74	13.53
DPS	n.a.	n.a.	n.a.	-2.00	-2.33	0.00	0.00	0.00	0.00	0.00	0.00
of which ordinary	0.85	0.66	0.60	-2.00	-2.33	0.00	0.00	0.00	0.00	0.00	0.00
of which extraordinary	n.a.	n.a.	n.a.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Profit margin in percent

EBITDA	33.1%	25.8%	19.8%	24.9%	30.1%	25.9%	28.4%	25.3%	27.3%	27.9%	27.9%
EBITA	32.0%	24.4%	17.7%	23.9%	27.4%	22.3%	26.0%	23.4%	25.3%	25.9%	25.9%
EBIT	32.0%	24.0%	17.3%	23.6%	27.4%	14.1%	19.3%	17.8%	20.8%	24.1%	25.1%

Adjusted earnings

EBITDA (adj)	108	103	91	157	228	268	435	555	674	823	984
EBITA (adj)	105	98	81	150	207	236	402	514	625	764	914
EBIT (adj)	105	96	80	149	207	162	306	399	515	709	884
EPS (adj)	1.57	1.75	1.47	2.69	3.75	0.97	3.34	4.16	7.54	10.74	13.53

Adjusted profit margins in percent

EBITDA (adj)	33.1%	25.8%	19.8%	24.9%	30.1%	29.8%	30.7%	27.0%	27.5%	27.9%	27.9%
EBITA (adj)	32.0%	24.4%	17.7%	23.9%	27.4%	26.3%	28.4%	25.0%	25.5%	25.9%	25.9%
EBIT (adj)	32.0%	24.0%	17.3%	23.6%	27.4%	18.0%	21.6%	19.4%	21.0%	24.1%	25.1%

Performance metrics

CAGR last 5 years											
Net revenue	n.a.	n.a.	n.a.	23.1%	23.7%	22.4%	28.7%	34.8%	31.3%	31.2%	31.4%
EBITDA	n.m.	n.m.	n.m.	16.8%	20.6%	16.6%	31.2%	41.7%	33.7%	29.3%	33.4%
EBIT	n.m.	n.m.	n.m.	15.5%	19.3%	4.0%	23.2%	35.5%	28.0%	27.9%	47.3%
EPS	n.a.	n.a.	n.a.	19.2%	23.8%	-23.0%	10.0%	19.8%	22.7%	23.4%	99.6%
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.	26.2%	24.8%	24.7%	20.9%	20.1%	19.5%	19.6%	20.3%	22.1%
Average EBITDA margin	n.a.	n.a.	27.8%	26.4%	26.7%	25.8%	26.7%	26.8%	27.1%	27.1%	27.4%

VALUATION RATIOS - ADJUSTED EARNINGS

DKKm	2011	2012	2013	2014	2015	2016	2017	2018	2019E	2020E	2021E
P/E (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	52.9	37.8	26.5	21.1
EV/EBITDA (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	21.6	22.0	17.5	14.0
EV/EBITA (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	23.3	23.7	18.8	15.1
EV/EBIT (adj)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	30.0	28.8	20.3	15.6

VALUATION RATIOS - REPORTED EARNINGS

DKKm	2011	2012	2013	2014	2015	2016	2017	2018	2019E	2020E	2021E
P/E	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	60.7	38.1	26.5	21.1
EV/Sales	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	5.84	6.06	4.88	3.92
EV/EBITDA	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	23.1	22.2	17.5	14.0
EV/EBITA	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	25.0	23.9	18.8	15.1
EV/EBIT	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	32.9	29.1	20.3	15.6
Dividend yield (ord.)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0.0%	0.0%	0.0%	0.0%
FCF yield	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1.5%	3.1%	3.6%	4.3%
FCF Yield bef A&D, lease adj	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1.2%	2.9%	3.3%	4.0%
Payout ratio	n.a.	n.a.	n.a.	n.m.	n.m.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: Company data and Nordea estimates

BALANCE SHEET

DKKm	2011	2012	2013	2014	2015	2016	2017	2018	2019E	2020E	2021E
Intangible assets	0	2	2	1	4	2,373	2,604	2,485	2,375	2,320	2,290
of which R&D	0	0	0	0	0	0	0	0	0	0	0
of which other intangibles	0	2	2	1	4	489	495	376	376	376	376
of which goodwill	0	0	0	0	0	1,884	2,109	2,109	1,999	1,944	1,914
Tangible assets	8	15	20	14	20	41	55	117	154	197	247
of which leased assets	0	0	0	0	12	25	31	83	91	100	110
Shares associates	2	0	0	0	0	0	0	1	1	1	1
Interest bearing assets	0	0	0	0	0	0	0	0	0	0	0
Deferred tax assets	0	11	11	11	11	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	2	3	4	3	4	5	9	13	0	0	0
Total non-current assets	12	31	37	30	39	2,420	2,667	2,616	2,529	2,517	2,537
Inventory	0	0	0	0	0	0	0	0	0	0	0
Accounts receivable	96	113	107	146	180	258	445	458	546	657	785
Short-term leased assets	0	0	0	0	11	19	24	28	34	40	46
Other current assets	58	77	101	190	174	103	139	276	363	437	522
Cash and bank	37	16	1	13	111	60	194	108	309	575	935
Total current assets	191	206	209	349	477	441	802	869	1,253	1,709	2,288
Assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total assets	203	236	246	379	516	2,860	3,470	3,486	3,782	4,226	4,826
Shareholders equity	106	68	108	213	300	1,261	1,644	1,806	2,180	2,717	3,393
Of which preferred stocks	0	0	0	0	0	0	0	0	0	0	0
Of which equity part of hybrid debt	0	0	0	0	0	0	0	0	0	0	0
Minority interest	0	0	0	0	0	0	0	0	0	0	0
Total Equity	106	68	108	213	300	1,261	1,644	1,806	2,180	2,717	3,393
Deferred tax	13	0	7	0	0	111	112	89	89	89	89
Long term interest bearing debt	6	14	6	0	0	1,178	1,265	1,106	906	706	506
Pension provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term liabilities	0	0	0	0	0	0	0	0	0	0	0
Non-current lease debt	0	0	0	0	6	14	18	54	59	65	72
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	19	14	13	0	6	1,303	1,395	1,249	1,055	861	667
Short-term provisions	5	0	0	0	5	9	30	36	43	52	62
Accounts payable	7	13	14	12	19	27	51	54	65	78	93
Current lease debt	3	5	4	1	6	12	14	29	32	35	39
Other current liabilities	61	91	79	149	180	222	336	310	408	484	572
Short term interest bearing debt	1	46	28	5	0	28	0	0	0	0	0
Total current liabilities	77	155	125	166	210	297	431	430	548	649	766
Liabilities for assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total liabilities and equity	203	237	246	379	516	2,860	3,469	3,485	3,782	4,226	4,826
Balance sheet and debt metrics											
Net debt	-27	49	3	-13	-111	1,118	1,070	998	609	141	-420
of which lease debt	3	5	4	1	12	25	31	83	92	101	111
Working capital	86	86	115	175	155	113	198	369	437	532	642
Invested capital	97	116	152	205	195	2,533	2,865	2,985	2,967	3,049	3,179
Capital employed	117	133	146	218	312	2,492	2,940	2,996	3,177	3,524	4,010
ROE	65.1%	n.m.	83.5%	83.8%	73.2%	2.7%	9.7%	10.5%	18.7%	21.9%	22.1%
ROIC	86.0%	70.2%	46.5%	65.0%	81.0%	9.3%	8.8%	10.6%	13.5%	18.4%	28.4%
ROCE	80.8%	77.5%	58.9%	83.7%	79.5%	11.7%	11.6%	13.8%	17.2%	21.2%	23.5%
Net debt/EBITDA	-0.2	0.5	0.0	-0.1	-0.5	4.8	2.7	1.9	0.9	0.2	-0.4
Interest coverage	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.
Equity ratio	52.4%	28.6%	44.0%	56.1%	58.2%	44.1%	47.4%	51.8%	57.6%	64.3%	70.3%
Net gearing	-25.1%	72.0%	3.1%	-6.1%	-37.1%	88.7%	65.1%	55.3%	27.9%	5.2%	-12.4%

Source: Company data and Nordea estimates

CASH FLOW STATEMENT

DKKm	2011	2012	2013	2014	2015	2016	2017	2018	2019E	2020E	2021E
EBITDA (adj) for associates	108	103	91	157	228	233	402	520	670	823	984
Paid taxes	0	0	0	0	-21	-34	-35	-167	-111	-151	-190
Net financials	0	0	0	0	7	65	79	80	-26	-21	-17
Change in provisions	3	-5	0	0	5	4	21	6	7	9	10
Change in other LT non-IB	-1	-12	-1	1	-1	9	-3	-4	13	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	n.a.	n.a.	n.a.	n.a.	-11	-141	-174	-115	0	0	0
Funds from operations (FFO)	n.a.	n.a.	n.a.	n.a.	208	137	290	319	553	660	787
Change in NWC	n.a.	n.a.	n.a.	n.a.	9	-20	-95	-133	-68	-95	-110
Cash flow from operations (CFO)	n.a.	n.a.	n.a.	n.a.	217	117	195	187	484	565	677
Capital expenditure	0	0	0	0	-10	-23	-30	-27	-49	-59	-70
Free cash flow before A&D	n.a.	n.a.	n.a.	n.a.	207	94	165	160	435	506	606
Proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Acquisitions	0	0	0	0	0	-2,516	-120	0	0	0	0
Free cash flow	n.a.	n.a.	n.a.	n.a.	207	-2,422	45	160	435	506	606
Free cash flow bef A&D, lease adj	n.a.	n.a.	n.a.	n.a.	207	83	146	136	407	472	566
Dividends paid	n.a.	n.a.	n.a.	n.a.	-100	-116	0	0	0	0	0
Equity issues / buybacks	n.a.	n.a.	n.a.	n.a.	0	0	0	0	0	0	0
Net change in debt	n.a.	n.a.	n.a.	n.a.	0	0	0	0	-200	-200	-200
Other financing adjustments	0	0	0	0	0	0	0	0	-34	-40	-46
Other non-cash adjustments	n.a.	n.a.	n.a.	n.a.	-8	2,487	90	-246	0	0	0
Change in cash	-26	-21	-15	12	99	-52	135	-87	202	266	360
Cash flow metrics											
Capex/D&A	0.0%	0.0%	0.0%	0.0%	46.5%	22.0%	23.3%	17.5%	30.8%	51.7%	n.m.
Capex/Sales	0.0%	0.0%	0.0%	0.0%	1.3%	2.6%	2.1%	1.3%	2.0%	2.0%	2.0%
Key information											
Share price year end (/current)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	220	285	285	285
Market cap.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	11,000	14,240	14,240	14,240
Enterprise value	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	11,998	14,849	14,381	13,820
Diluted no. of shares, year-end (m)	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0

Source: Company data and Nordea estimates

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