26 October 2026

Construction

35.8

Kreate Group

Key data

Price (EUR)	35.8
Country	Finland
Bloomberg	KREATE FH
Reuters	KREATE.HE
Free float	100.0%
Market cap (EURm)	318
Net debt (current Y/E) (EURm)	47
No. of shares (m)	8.9
Next event	Q4: 5-Feb

** Price as at 12:35 EET on 26 October 2026*

CEO	Timo Vikström
CFO	Mikko Laine

Company description

Kreate is an infrastructure construction company with a service offering in structural engineering and traffic routes. Kreate specialises in complex projects in challenging environments, for example construction in areas with existing buildings, infrastructure, people and traffic as well as projects that require minimising disruptions to surrounding buildings and traffic. Kreate primarily acts as a contractor in the project execution phase, but is also increasingly involved in the planning phase.

Ownership structure

Harjavalta Oy	19.9%
Tirinom Oy	11.1%
Ilmarinen	4.7%
Valtonen Seppo	4.0%
Varma	4.0%

Source: Company data

Estimate changes

	26E	27E	28E
Sales	0.7%	4.1%	3.4%
EBITDA	5.2%	5.4%	4.6%
EBIT (adj.)	3.0%	6.1%	7.4%
EPS (adj.)	n.m.	n.m.	n.m.

Source: Danske Bank Equity Research estimates

Analyst(s)

Miro Peltomäki

Find our research here:
https://research.danskebank.com

Important disclosures and certifications are contained from page 10 of this report

Record growth backed by stronger profitability

Kreate continued on a strong track in Q3, with sales and earnings reaching all-time highs and the EBITA margin rising to 6.2%, above the 5% strategic target. The substantial order backlog and continued strength in datacentre construction provide a credible path for elevated volumes in the short and medium term. Strong project execution and improving profitability reinforce the investment case, although Sweden's slight revenue decline was a disappointment. We reiterate our fair value range of EUR36-42.

Profitability beat once again. The strong development in profitability continued, with Q3 delivering an EBITA margin of 6.2% (up from 4.2% a year ago) providing evidence of strong operational leverage. Management was confident that cost inflation effects could be managed with contracting, while own equipment and a hired workforce also mitigate these effects.

Datacentre construction market leading the growth, with Sweden delivering a slight disappointment in Q3. Datacentres remain a key growth driver for Kreate, with activity across 11 campuses this year providing evidence of the competitiveness in DC projects. Continued growth in DC projects allowed the company to increase its estimated Finnish addressable market from EUR5bn to EUR6bn. Operations in Sweden were a slight disappointment, however, with Q3 revenue declining to EUR15.6m from EUR16.1m a year ago after strong H1 growth.

Estimate changes. We increase our EBITA estimates by 3%, 6% and 7% for 2026-2028 respectively, with another profitability beat in Q3 proving that the company can deliver above 5% EBITA. The larger than anticipated share of minorities related to strong KFS Finland result mitigates the effect on adj. EPS.

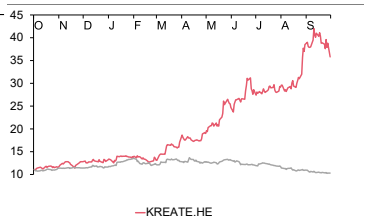
Valuation. We reiterate our fair value of EUR36-42 per share, with the midpoint implying 10.8x 2026E EV/EBITA (previously 11.1x), which is on par with the historical forward EV/EBITA multiple for the peer group (10.9x).

Key financials

Year-end Dec (EUR)	2024	2025	2026E	2027E	2028E
Revenues (m)	276	315	701	753	758
Revenues growth	-13.9%	14.4%	n.m.	7.4%	0.7%
EBITDA (m)	15.3	17.9	48.5	52.9	53.6
EBIT adj. (m)	8.4	9.1	35.5	40.3	41.3
EBIT growth	20.0%	8.3%	n.m.	13.4%	2.5%
Pre-tax profit (m)	5.9	8.4	32.9	37.7	39.1
EPS adj.	0.52	0.75	2.51	3.02	3.16
DPS	0.50	0.60	1.50	1.66	1.89
Dividend yield	7.0%	4.8%	4.2%	4.6%	5.3%
FCFE yield (pre-IFRS16)	-3.3%	-18.6%	-1.6%	9.6%	9.7%
EBIT margin (adj.)	3.0%	2.9%	5.1%	5.4%	5.5%
Net debt/EBITDA (x)	2.0	2.1	1.0	0.6	0.3
ROIC	10.1%	9.4%	29.0%	28.1%	28.4%
EV/sales (x)	0.3	0.4	0.5	0.5	0.4
EV/EBITDA (adj.) (x)	5.6	8.1	7.4	6.5	6.3
EV/EBITA (adj.) (x)	9.7	14.9	10.0	8.6	8.1
EV/EBIT (adj.) (x)	9.9	15.0	10.1	8.6	8.1
P/E (adj.) (x)	13.8	16.7	14.3	11.8	11.3

Source: Company data, Danske Bank Equity Research estimates

Price performance



	1M	3M	12M	5Y
Absolute	-7%	25%	238%	235%
Rel. local market	-0%	28%	207%	234%
Rel. EU sector	-1%	47%	264%	135%

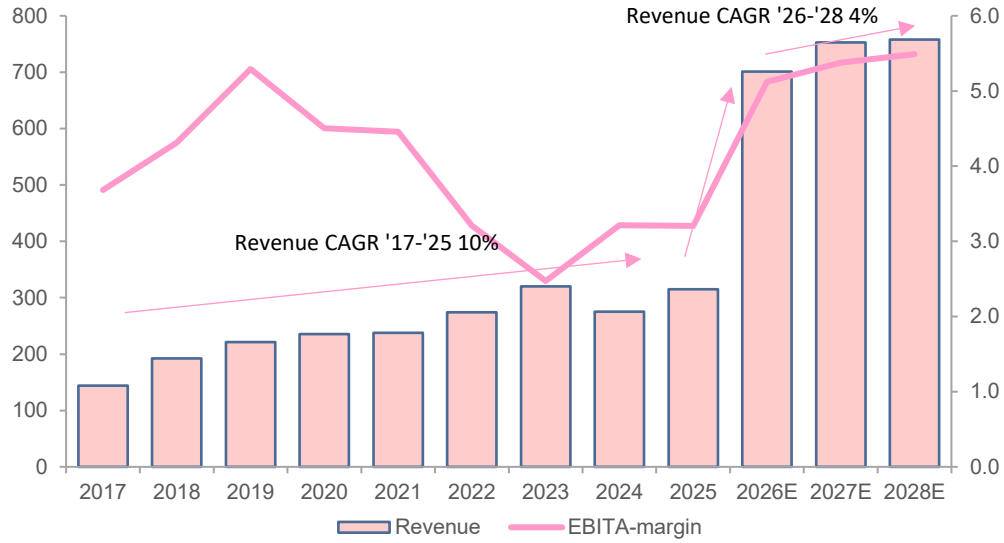
Source: FactSet, Danske Bank Equity Research

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Investment case

Kreate is an infrastructure construction company in the Finnish market, specialising in complex projects in challenging environments that require special competence in infrastructure construction. Kreate is the number four player in the Finnish infrastructure construction market, with a strong track record of growth and decent profitability. It reported a 2017-25 revenue CAGR of 10% with an average EBITA margin of 3.9%, driven by successful execution of projects. We estimate 122% y/y revenue growth in 2026, after which we believe it will be more modest at around 4% annually on average. Kreate's financial targets [by the end of 2027] include sales growth of 5-10%, an EBITA margin of over 5%, net debt/EBITDA <2.5x and over 50% of net earnings as dividends. We expect Kreate's strong growth to continue in the coming quarters, driven by a strong tailwind in infrastructure construction and the datacentre construction boom in Finland, supported by the SRV Infra acquisition (completed on 31 December 2025), but that longer-term growth drivers are limited by market growth.

Chart 1. Kreate revenue (EURm) and EBITA margin development



Source: Company data, Danske Bank Equity Research estimates

Table 1. Kreate estimates

					DBER estimates					DBER estimates		
EURm	**Q1 25**	**Q2 25**	**Q3 25**	**Q4 25**	**Q1 26**	**Q2 26**	**Q3 26**	**Q4 26E**	**2025**	**2026E**	**2027E**	**2028E**
Sales	**52.4**	**73.5**	**94.7**	**94.6**	**97.6**	**185.4**	**209.5**	**208.5**	**315.2**	**701.0**	**753.0**	**758.0**
EBITA	**0.1**	**2.2**	**4.0**	**3.9**	**1.5**	**9.3**	**12.9**	**12.2**	**10.1**	**35.9**	**40.5**	**41.6**
EBIT	**0.0**	**2.2**	**4.0**	**3.9**	**1.5**	**9.3**	**12.9**	**11.9**	**10.0**	**35.6**	**40.3**	**41.3**
EBITA margin	0.2%	3.0%	4.2%	4.1%	1.5%	5.0%	6.2%	5.9%	3.2%	5.1%	5.4%	5.5%
EBIT margin	0.0%	3.0%	4.2%	4.1%	1.5%	5.0%	6.2%	5.7%	3.2%	5.1%	5.4%	5.5%
PTP	-0.1	1.4	3.5	3.6	0.9	8.4	11.8	11.7	8.4	32.9	37.7	39.1
Net profit	**0.1**	**1.0**	**2.9**	**2.7**	**1.0**	**6.8**	**7.7**	**7.9**	**6.7**	**22.3**	**26.9**	**28.1**
EPS (EUR)	0.01	0.11	0.33	0.30	0.11	0.77	0.87	0.88	0.75	2.51	3.02	3.16
DPS (EUR)									0.60	1.50	1.66	1.89

Source: Company data, Danske Bank Equity Research (DBER) estimates

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The Finnish infrastructure construction market, worth EUR7bn in 2025, according to Kreate, has historically been quite resilient, with a 2008-25 CAGR of 1.4% and limited correlation to GDP growth. We believe the overall market outlook for the coming years is positive, supported, for example, by planned and recently confirmed sizeable railway projects as well as multiple planned industrial, mobility & military and green transition projects. The market is supported by the Finnish state's 12-year plan for transport infrastructure, which started in 2021. Kreate operates in segments with an addressable market of around EUR6bn (management's market size estimate increased in Q3 26 from EUR5bn previously), which are poised to benefit from structural drivers such as the datacentre construction boom, urbanisation, defence spending increase and a large renovation backlog. For example, the rail construction part of the market, in which Kreate has been investing strongly in recent years, looks set to perform well in the long term, driven by government efforts to improve public transportation.

Competitive advantage in complex projects, including datacentres, with satisfied customers

Kreate is a medium-sized company with a broad offering in infrastructure construction. Kreate believes that it has a key competitive advantage in complex urban projects, which require expertise in multiple disciplines. According to the company, Kreate is the market leader (by revenue share) in two of five disciplines – foundations & ground engineering and bridges. Within the disciplines of rock engineering and roads & streets, Kreate is number two to three, and in railways Kreate is a challenger with a position of number three to five. The recently completed SRV Infra acquisition widened Kreate's expertise to include underground rock construction. According to Kreate, the company's customer satisfaction is high, driven by successful execution of previous projects. The customer base is diverse, with 63% of revenues from the public sector, of which 73% arises from the Finnish state. Kreate is also benefitting greatly from datacentre construction boom in Finland. The company confirmed that it is currently working on eight different data centre sites simultaneously, providing evidence of its competitiveness in these projects. Latest estimates for datacentre construction volumes in Finland put annual construction market volumes around EUR3.3bn-3.8bn highlighting market potential in the future as well.

Q3 26 results review

Q3 revenue increased by 121% y/y to EUR209.5m, 1% above Vara consensus and 12% above our estimate. Q3 EBITA reached EUR12.9m (EUR4.0m in Q3 2025), beating consensus by 8% and our estimate by 30%, with the margin improving to 6.2% (4.2%), notably above the 5% EBITA strategic target. Profitability benefited from efficient project execution, faster-than-expected project progress and successful risk management. Net profit amounted to EUR9.2m (EUR2.9m in Q3 2025), while diluted EPS rose to EUR0.87 (EUR0.33 in Q3 2025). Despite excellent development in profitability with a good EBITA margin, earnings attributable to Kreate shareholders were a slight disappointment, as a larger-than-expected contribution from partly owned KFS Finland increased the share of profits attributable to minorities from around EUR2m annually to around EUR4m annually. However, the effect from this on our estimates remains small, as a further increase in EBITA margin gives us the confidence to slightly lift our profitability estimates for 2026-2028.

Order backlog increased by 250% y/y to EUR848.5m, although it declined by 4% from the record Q2 level as revenue in Q3 outpaced new orders. Approximately EUR195m is expected by management to convert into revenue during Q4, leaving around EUR650m for the coming years and supporting strong longer-term visibility. Free cash flow strengthened to EUR29.4m (EUR 0.5m a year ago), supported by higher earnings and a EUR12.8m cash inflow from working capital. Net debt consequently fell to EUR27.6m from EUR52.9m at end-Q2, with net debt/EBITDA declining to 0.7x.

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Table 2. Kreate Q3 26 figures

EURm	Reported Q3/'26	DBER Q3 26E	Dev.	Consensus (Vara)	Dev.	Actual Q3 25	Change y/y
Sales	**209.5**	**187.0**	**12%**	**208.0**	**1%**	**94.7**	**121%**
EBITA	**12.9**	**9.9**	**30%**	**12.0**	**8%**	**4.0**	**224%**
EBIT	**12.9**	**9.9**	**30%**	**12.0**	**8%**	**4.0**	**224%**
EBITA margin	6.2%	5.3%	16%	5.8%	7%	4.2%	47%
EBIT margin	6.2%	5.3%	16%	5.8%	7%	4.2%	47%
Net profit	**9.2**	**7.6**	**22%**	**8.3**	**11%**	**2.9**	**214%**
EPS	0.87	0.85	2%	0.97	-10%	0.33	164%

Source: Company data, Vara Research, Danske Bank Equity Research (DBER) estimates

Valuation

We reiterate our fair value range for Kreate of EUR36-42 per share. The midpoint implies 10.8x 2026E EV/EBITA (previously 11.1x), which is on par with the historical 12M forward EV/EBITA multiple for the peer group (10.9x).

Historically, Kreate has traded at a discount of 8% on average to the peer group. We believe this discount should diminish as the company's scale has increased and thus earnings volatility based on single projects has lessened. Now that the company appears on course to achieve its profitability target, we believe a further potential catalyst could be updating financial targets to be more aggressive in the new strategy period, with the current period ending in 2027.

Table 3. Peer group valuation

Company	Ticker	Mkt cap Lcl ccy	Price* (lcl ccy)	EV/Sales (x) 2026E	2027E	2028E	EV/EBITA (x) 2026E	2027E	2028E	P/E (x) 2026E	2027E	2028E	Div Yield (%) 2026E	FCF Yield (%) 2026E
AF Gruppen	AFGA.OL	22,687	199.8	0.6	0.6	0.6	11.0	10.5	10.1	16.1	15.4	14.9	5.8	5.6
Bonava	BONAVb.ST	2,175	7.4	0.8	0.7	0.6	14.3	7.9	6.3	10.7	4.2	3.1	0.0	-50.0
Consti	CONSTI.HE	83	10.2	0.3	0.2	0.2	9.0	6.5	5.9	12.2	9.5	8.3	7.1	1.5
JM	JM.ST	8,263	128.1	1.9	1.7	1.5	23.6	17.8	13.7	39.7	16.6	10.3	1.9	-12.6
GRK	GRK.HE	1,039	24.3	0.9	0.8	0.8	9.8	8.7	8.6	13.4	13.2	13.1	2.8	2.9
NCC	NCCb.ST	16,510	165.4	0.4	0.4	0.4	12.7	10.4	9.2	12.0	10.5	9.9	6.1	9.0
NRC Group	NRC.OL	1,643	9.5	0.4	0.3	0.3	12.5	9.4	8.1	21.6	11.7	9.0	0.0	13.8
Peab	PEABb.ST	24,133	94.0	0.6	0.5	0.5	12.3	10.5	10.5	11.8	10.8	10.2	4.3	5.4
Selvaag Bolig	SBOS.OL	2,884	30.8	1.7	1.8	1.6	22.3	19.1	16.2	11.9	9.9	8.3	6.5	-13.2
Skanska	SKAb.ST	108,596	270.7	0.5	0.5	0.5	10.8	10.1	9.1	16.0	14.5	13.8	4.0	8.0
SRV	SRV1V.HE	134	7.9	0.2	0.2	0.2	15.6	7.2	5.9	37	10.3	7.9	0.0	-5.2
Veidekke	VEI.OL	27,902	207.0	0.5	0.5	0.5	11.4	11.1	10.6	16.8	15.7	15.1	5.6	12.7
YIT	YIT.HE	993	4.3	0.8	0.7	0.7	18.0	12.8	10.3	285.0	20.4	13.0	0.0	11.7
Median				**0.6**	**0.5**	**0.5**	**12.5**	**10.4**	**9.2**	**16.0**	**11.7**	**10.2**	**4.0**	**5.4**
Kreate by DBER	**KREATE-FI**	**349**	**38.8**	**0.5**	**0.5**	**0.5**	**10.8**	**9.3**	**8.8**	**15.6**	**12.9**	**12.4**	**3.9**	**-1.5**

**Prices as at close on 23 October 2026*

Source: Company data, LSEG Data & Analytics prices and peer data, Danske Bank Equity Research (DBER) estimates for Kreate

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Chart 2. Kreate and peers 12M forward EV/EBIT multiples since 2022



Source: LSEG Data & Analytics prices and peer data, Danske Bank Equity Research

Key risks

We consider the governance of operational project management to be a key risk for Kreate in low-margin infrastructure construction. While Kreate has provided evidence of generating good margins lately, larger infrastructure and particularly data centre projects have higher risk profile and thus even single delayed project could affect profitability quite a lot. We also believe the following factors mitigate another typical project risks:

- In infrastructure markets, costs from changes / surprises are typically borne by the customer.
- Contract prices are typically fixed, but the customer is responsible for designs and risk related to quantities.
- The infrastructure contractor usually has independent responsibilities.
  - The infrastructure contractor is usually a sole provider in a work phase, whereas in building construction there can be several contractors working in overlapping phases.
  - The infrastructure contractor works more independently and with fewer dependencies on others, compared with building construction.
- Thorough risk assessment and pricing of risks.
- Incentives aligned with responsibility for project profitability is a key parameter.
- Transparent and frequent monitoring in a lean organisation.
- Heavily increasing construction costs can cause fluctuations in margins.
- In infrastructure construction, the lead times between the signing and the start of the project are usually shorter than in building construction, enabling the company to hedge its sourcing volumes better.

Key personnel leaving the company poses a risk for continuity. The operational competence is held by project directors, project managers, tender calculators and everyday worksite management. We believe the high level of employee ownership and incentive culture could mitigate the risk.

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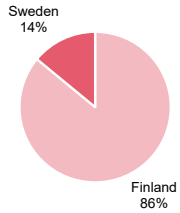
A high share of public sector revenue may be a risk if public finances were to deteriorate significantly. However, the public sector is usually viewed as a mitigating factor for risk levels. In times of economic downturn, governments usually stimulate the economy through monetary and fiscal policy.

Kreate is exposed to the construction cycle, even though cyclicality is more limited in infrastructure construction than in building construction. The competitive landscape is naturally always tight, but in the most demanding projects requiring special expertise, competition has remained more moderate.

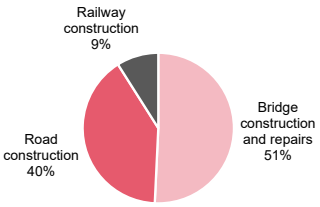
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Company summary

Sales breakdown by geographical area



Sales breakdown by division



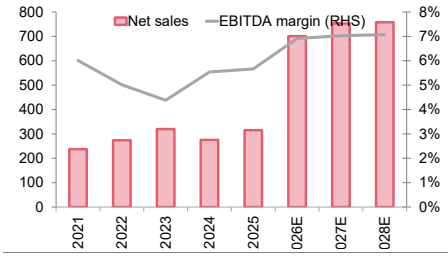
Company information

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Äyritie 8C, 01510 Vantaa
Finland
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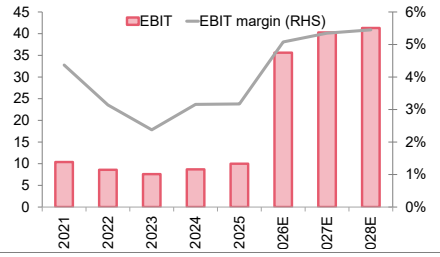
Main shareholders

Name	Votes (%)	Capital (%)
Harjavalta Oy	19.9%	19.9%
Tirinom Oy	11.1%	11.1%
Ilmarinen	4.7%	4.7%
Valtonen Seppo	4.0%	4.0%
Varma	4.0%	4.0%

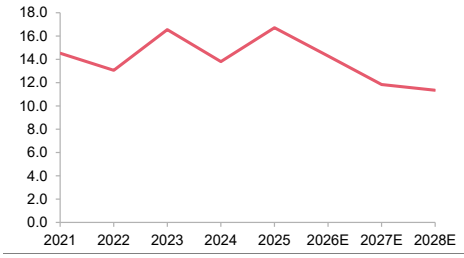
Net sales and EBITDA margin (EURm)



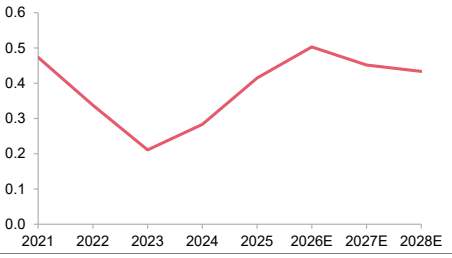
EBIT and EBIT margin (EURm)



P/E NTM (x)



EV/sales NTM (x)



Source: FactSet, Company data, Danske Bank Equity Research estimates

Click here for link to ESG webpage for all companies under coverage.

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Summary tables

INCOME STATEMENT										
Year end Dec, EURm	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026E**	**2027E**	**2028E**
Net sales	221	235	238	274	320	276	315	701	753	758
Cost of sales & operating costs	-206	-221	-223	-260	-306	-260	-297	-653	-700	-704
EBITDA	**14.9**	**14.3**	**14.3**	**13.7**	**14.0**	**15.3**	**17.9**	**48.5**	**52.9**	**53.6**
EBITDA, adj.	13.9	13.1	13.6	13.1	13.4	15.0	17.0	48.4	52.9	53.6
Depreciation	-3.2	-3.7	-3.7	-5.0	-6.1	-6.4	-7.8	-12.6	-12.6	-12.1
EBITA	**11.7**	**10.6**	**10.6**	**8.8**	**7.9**	**8.9**	**10.1**	**35.9**	**40.3**	**41.5**
EBIT incl. EO, bef. ass.	**11.5**	**10.4**	**10.4**	**8.6**	**7.6**	**8.7**	**10.0**	**35.6**	**40.3**	**41.3**
EBIT, adj.	10.5	9.2	9.7	8.0	7.0	8.4	9.1	35.5	40.3	41.3
Financial items, net	-1.2	-1.1	-2.1	-2.0	-2.9	-2.8	-1.6	-2.8	-2.6	-2.2
Pre-tax profit	**10.3**	**9.3**	**8.3**	**6.6**	**4.7**	**5.9**	**8.4**	**32.9**	**37.7**	**39.1**
Taxes	-1.6	-1.5	-1.3	-1.1	-0.8	-1.3	-1.7	-6.6	-6.8	-7.0
Minorities								-4.0	-4.0	-4.0
Net profit, rep.	**8.7**	**7.8**	**7.0**	**5.5**	**3.9**	**4.6**	**6.7**	**22.3**	**26.9**	**28.1**
Net profit, adj.	8.7	7.8	7.9	5.5	3.9	4.6	6.7	22.3	26.9	28.1

CASH FLOW										
EURm	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026E**	**2027E**	**2028E**
EBITDA	14.9	14.3	14.3	13.7	14.0	15.3	17.9	48.5	52.9	53.6
Change in working capital	5.6	1.6	-4.5	-5.1	17.1	-13.4	1.4	-30.7	-0.7	0.1
Net interest paid	-0.2	-0.3	-1.4	-1.9	-2.9	-2.8	-1.6	-2.8	-2.6	-2.2
Taxes paid	-1.0	-1.3	-2.1	-1.1	-0.7	-1.3	-1.7	-6.6	-6.8	-7.0
Other operating cash items	0.0	-0.4	-0.2	0.7	2.4	2.1	-0.6			
Cash flow from operations	**18.3**	**13.2**	**5.4**	**6.0**	**29.6**	**-0.3**	**14.9**	**8.4**	**42.9**	**44.5**
Capex	-5.0	-4.6	-5.6	-4.6	-6.9	-1.9	-5.7	-13.6	-12.4	-13.6
Div to min										
Free cash flow	**13.3**	**8.6**	**-0.2**	**1.4**	**22.7**	**-2.2**	**9.2**	**-5.2**	**30.5**	**30.9**
Disposals/(acquisitions)	1.3		0.6	-5.5			-30.0			
Free cash flow to equity	**14.6**	**8.6**	**0.4**	**-4.1**	**22.7**	**-2.2**	**-20.8**	**-5.2**	**30.5**	**30.9**
Dividend paid			-4.0	-4.0	-4.1	-4.2	-4.4	-5.3	-13.4	-14.8
Share buybacks				-0.5	-0.5					
New issue common stock			11.2							
Incr./(decr.) in debt		6.1	-8.6	-16.8	-3.0		23.0	3.0	-7.0	-7.0
Minorities & other financing CF	-0.6	-1.1	-0.8	28.5	-0.8	-6.5	10.2	-0.6	-0.6	-0.6
Cash flow from financing	**-1.7**	**-13.2**	**-2.2**	**7.2**	**-8.4**	**-10.7**	**28.7**	**-2.9**	**-21.0**	**-22.4**
Disc. ops & other	0.1	0.1	0.2							
Incr./(decr.) in cash	**6.6**	**-4.6**	**-1.8**	**3.1**	**14.3**	**-12.9**	**7.9**	**-8.1**	**9.5**	**8.4**

BALANCE SHEET										
EURm	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026E**	**2027E**	**2028E**
Cash & cash equivalents	12.7	8.1	6.3	9.4	23.7	10.8	18.7	10.6	20.1	28.6
Inventory	0.0								0.1	
Trade receivables	32.1	30.4	34.2	49.8	34.6	44.8	58.7	112	120	121
Other current assets	0.3	0.1	0.6	0.4	0.7					
Goodwill	35.6	35.6	35.6	40.0	40.0	40.4	63.3	63.3	63.3	63.3
Other intangible assets	0.9	1.0	0.9	0.7	0.5	0.3	0.2	0.0	0.1	0.0
Fixed tangible assets	14.1	15.8	17.9	19.9	20.4	18.3	27.9	29.4	29.6	31.6
Associated companies	7.6	8.4	8.9	10.0	10.5	10.5	11.4	11.5	11.5	11.5
Other non-current assets	0.5	0.4	1.1	1.4	1.3	1.1	1.2	1.2	1.2	1.2
Total assets	**105**	**101**	**107**	**135**	**135**	**131**	**188**	**234**	**253**	**264**
Shareholders' equity	**20.2**	**26.6**	**41.1**	**42.5**	**42.8**	**43.6**	**45.7**	**66.6**	**84.2**	**101**
Of which minority interests						0.3	0.7	4.7	8.7	12.7
Current liabilities	38.6	38.0	37.2	47.7	49.9	45.7	85.6	108	116	117
Interest-bearing debt	28.4	34.5	25.7	39.9	37.5	35.5	48.5	51.5	44.5	37.5
Pension liabilities										
Oth non-curr. liabilities	0.5	0.7	1.1	1.5	1.5	1.4	1.6	1.6	1.6	1.6
Total liabilities	**69.1**	**74.7**	**65.5**	**92.0**	**91.8**	**87.8**	**142**	**168**	**169**	**163**
Total liabilities and equity	**105**	**101**	**107**	**135**	**135**	**131**	**188**	**234**	**253**	**264**
Net debt	31.9	26.4	19.4	30.5	13.8	24.7	29.8	40.9	24.4	8.9

Source: Company data, Danske Bank Equity Research estimates

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Summary tables

PER SHARE DATA	2019	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
No. of shares, fully diluted (y.e.) (m)	9.0	9.0	9.0	8.9	8.9	8.9	8.9	8.9	8.9	8.9
No. of shares, fully diluted (avg.) (m)	9.0	9.0	9.0	8.9	8.9	8.9	8.9	8.9	8.9	8.9
EPS (EUR)	0.97	0.87	0.78	0.62	0.44	0.52	0.75	2.51	3.02	3.16
EPS adj. (EUR)	0.97	0.87	0.88	0.62	0.44	0.52	0.75	2.51	3.02	3.16
DPS (EUR)	0.00	0.44	0.45	0.46	0.48	0.50	0.60	1.50	1.66	1.89
CFFO/share (EUR)	1.9	1.3	0.6	0.7	3.3	-0.0	1.7	0.9	4.8	5.0
Book value/share (EUR)	2.24	2.96	4.57	4.78	4.81	4.87	5.06	6.96	8.49	9.98

MARGINS AND GROWTH	2019	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
EBITDA margin	6.7%	6.1%	6.0%	5.0%	4.4%	5.5%	5.7%	6.9%	7.0%	7.1%
EBITA margin	5.3%	4.5%	4.5%	3.2%	2.5%	3.2%	3.2%	5.1%	5.4%	5.5%
EBIT margin	5.2%	4.4%	4.4%	3.1%	2.4%	3.2%	3.2%	5.1%	5.4%	5.5%
EBIT adj margin	4.7%	3.9%	4.1%	2.9%	2.2%	3.0%	2.9%	5.1%	5.4%	5.5%
Sales growth	14.9%	6.4%	1.0%	15.3%	16.9%	-13.9%	14.4%	n.m.	7.4%	0.7%
EBITDA growth	38.7%	-4.0%	-0.1%	-3.8%	2.0%	8.9%	17.0%	n.m.	9.2%	1.3%
EBITA growth	41.0%	-9.4%	-0.2%	-16.9%	-10.0%	12.0%	14.0%	n.m.	12.2%	3.0%
EPS adj growth	n.m.	-10.7%	1.5%	-29.7%	-29.6%	18.6%	45.2%	n.m.	20.7%	4.3%

PROFITABILITY	2019	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
ROIC (after tax, incl. GW, adj.)	15.0%	13.6%	13.2%	9.3%	8.3%	10.1%	9.4%	29.0%	28.1%	28.4%
ROIC (after tax, excl. GW, adj.)	41.3%	39.2%	33.7%	20.4%	20.1%	25.3%	28.0%	81.2%	62.4%	62.1%
ROE (adj.)	26.3%	24.8%	23.4%	13.3%	9.1%	10.6%	15.0%	39.7%	35.7%	30.2%
ROIC (adj.) - WACC	5.0%	3.6%	3.3%	-0.7%	-1.7%	0.2%	-0.5%	19.0%	18.1%	18.4%

MARKET VALUE	2019	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
Share price (EUR)			11.4	8.09	7.22	7.14	12.6	35.8	35.8	35.8
No. shares reduced by buybacks (m)	9.0	9.0	9.0	8.9	8.9	8.9	8.9	8.9	8.9	8.9
Mkt cap used in EV (m)			**102**	**72**	**64**	**64**	**112**	**318**	**318**	**318**
Net debt, year-end (m)	33	28	21	33	17	30	36	47	31	15
MV of min/ass and oth (m)	-8	-8	-9	-10	-11	-10	-11	-7	-3	1
Enterprise value (m)			**114**	**95**	**70**	**83**	**137**	**359**	**346**	**335**

VALUATION	2019	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
EV/sales (x)			0.48	0.35	0.22	0.30	0.43	0.51	0.46	0.44
EV/EBITDA (x)			8.4	7.3	5.3	5.6	8.1	7.4	6.5	6.3
EV/EBITA (x)			11.5	11.6	9.6	9.7	14.9	10.0	8.6	8.1
EV/EBIT (x)			11.8	11.9	10.1	9.9	15.0	10.1	8.6	8.1
P/E (reported) (x)			14.5	13.1	16.6	13.8	16.7	14.3	11.8	11.3
P/E (adj.) (x)			12.9	13.1	16.6	13.8	16.7	14.3	11.8	11.3
P/BV (x)			2.48	1.69	1.50	1.47	2.48	5.14	4.22	3.59
EV/invested capital (x)			4.3	2.6	3.5	2.5	7.2	7.0	6.6	6.2
Dividend yield			3.96%	5.69%	6.65%	7.00%	4.78%	4.20%	4.65%	5.29%
Total yield (incl. buybacks)			3.96%	6.38%	7.43%	7.00%	4.78%	4.20%	4.65%	5.29%
FCFE-yield			-0.20%	1.95%	35.35%	-3.46%	8.21%	-1.63%	9.57%	9.69%

FINANCIAL RATIOS	2019	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
Net debt/EBITDA (x)	1.8	2.1	1.5	2.5	1.2	2.0	2.1	1.0	0.6	0.3
Net debt/equity (x), year-end	1.3	1.0	0.5	0.8	0.4	0.7	0.8	0.7	0.4	0.2
Dividend payout ratio	0.0%	50.7%	57.6%	74.2%	110.0%	96.7%	79.9%	60.0%	55.0%	60.0%
Interest coverage (x)	9.4	8.8	5.0	4.4	2.6	3.1	4.8	12.2	15.5	18.7
Cash conversion (FCF/net profit)	152.4%	110.3%	-2.8%	25.3%	585.1%	-47.8%	137.2%	-23.2%	113.3%	109.9%
Capex/sales	2.2%	2.0%	2.4%	1.7%	2.2%	0.7%	1.8%	1.9%	1.6%	1.8%
NWC/sales	-2.8%	-3.2%	-1.0%	0.9%	-4.6%	-0.3%	-8.5%	0.5%	0.6%	0.6%

QUARTERLY P&L	Q1 25	Q2 25	Q3 25	Q4 25	Q1 26	Q2 26	Q3 26	Q4 26E
Sales (m)	52.4	73.5	94.7	94.6	97.6	185	210	209
EBITDA (m)	1.7	4.0	5.9	6.2	3.9	12.5	16.6	15.5
EBIT before non-recurring items (m)	0.0	2.2	3.5	3.3	1.4	9.3	12.9	11.9
Net profit (adj.) (m)	0.2	1.0	2.4	3.0	0.9	6.8	9.2	5.4
EPS (adj.) (EUR)	0.03	0.11	0.27	0.34	0.10	0.77	1.03	0.60
EBITDA margin	3.2%	5.4%	6.3%	6.6%	4.0%	6.7%	7.9%	7.4%
EBIT margin (adj.)	0.0%	3.0%	3.7%	3.5%	1.4%	5.0%	6.2%	5.7%

Source: Company data, Danske Bank Equity Research estimates

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