

RELAIS GROUP

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INDERES CORPORATE CUSTOMER

EXTENSIVE REPORT



Value creation in vehicle aftermarket

Relais' value creation model is based on owning and developing businesses and consolidating the vehicle aftermarket. The company has a good historical track record, and we believe it is well positioned to continue creating value. We see the current valuation as quite reasonable and the business's risk level as below average. We therefore consider the risk/reward attractive and reiterate our Accumulate recommendation, although we lower our target price to EUR 15.5 (was EUR 17.0) to reflect estimate changes and a slightly higher required return.

Relais operates in the vehicle aftermarket

Relais Group persistently owns and develops companies that operate in the vehicle aftermarket and consolidates the aftermarket through M&A. The Group's companies currently sell spare parts, lighting, and equipment, and provide commercial vehicle repair and maintenance services. Relais has extensive operations in the Nordics and elsewhere in Northern Europe. Over this decade, it has grown through numerous acquisitions and, we estimate, organically faster than the market. At the core of the Group's business and value creation model is the reallocation of cash flow from owned businesses into growth – the operating model of a serial consolidator. Over the past ten years, this model has delivered a fairly good return on capital, demonstrating that it works.

Maintenance drives the medium term, growth continues in the long term

Relais' target market grows mainly in line with the growth rate of the vehicle fleet, which we estimate is roughly in line with the economic growth rate in the medium and long term. In the long run, however, we expect the company's growth to clearly outpace the market as it allocates the cash flows generated by its businesses to aftermarket companies, in line with its

operating model. The pace of earnings growth is consequently determined by the number of acquisitions. In the short term, we believe the focus will be on improving the efficiency of current operations and reducing balance sheet leverage. We expect these efficiency measures to lift returns on capital, however, accelerating value creation and laying a better foundation for long-term growth. Over the long run, the company's value creation is determined by its return on capital, and in Relais' case this comes down largely to the returns on capital allocated to acquisitions. The key opportunities and risks therefore relate to the quality of the acquisition process.

We believe there is upside in the valuation

According to our forecasts, the adjusted P/E ratios for 2026-2027 are about 11x and 10x, and the corresponding adjusted EV/EBITA multiples are 11x and 9x. This year's valuation multiples do not fully reflect the recent acquisitions, but in our view, the more relevant next year's multiples are moderate for Relais' current businesses. In relative terms, Relais is valued at a discount to the peer companies operating similar businesses, while relative to the peer group of serial consolidators the share is valued at a clear discount. In our opinion, Relais' justified valuation level is somewhere in between these peer groups, so the valuation of the share is attractive in absolute and relative terms. This valuation is also supported by the cash flow model at EUR 15.8, which is above the current share price. Reflecting the valuation, Relais' historical evidence of capital allocation, and the business risk profile, we consider the stock's risk/return ratio attractive.

Recommendation

Accumulate

(was Accumulate)

Target price:

EUR 15.50

(was EUR 17.00)

Share price:

EUR 12.65

Business risk



Valuation risk



	2025	2026e	2027e	2028e
Revenue	383.4	464.9	484.8	495.1
growth-%	19%	21%	4%	2%
EBIT adj.	38.4	43.4	47.4	50.4
EBIT-% adj.	10.0 %	9.3 %	9.8 %	10.2 %
Net income	15.5	16.0	20.3	23.6
EPS (adj.)	1.48	1.13	1.28	1.45
P/E (adj.)	11.3	11.2	9.9	8.7
P/B	2.5	1.8	1.7	1.5
Dividend yield-%	1.8 %	2.5 %	2.8 %	3.0 %
EV/EBIT (adj.)	15.1	11.8	10.6	9.6
EV/EBITDA	10.5	7.7	6.9	6.4
EV/S	1.5	1.1	1.0	1.0

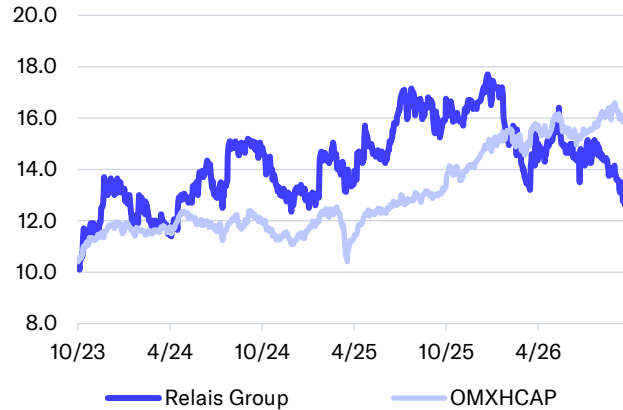
Source: Inderes

Guidance

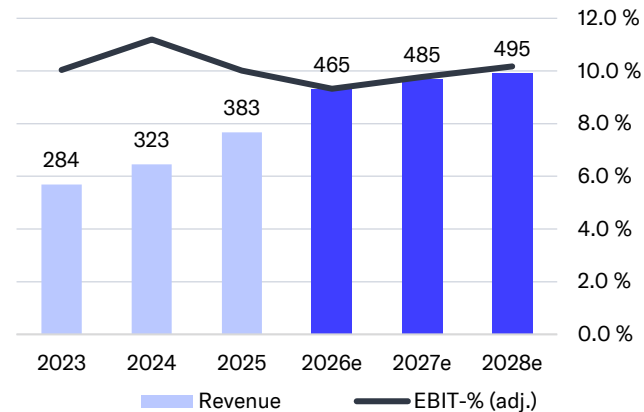
(Unchanged)

Relais Group does not provide a numeric guidance for the financial year 2026.

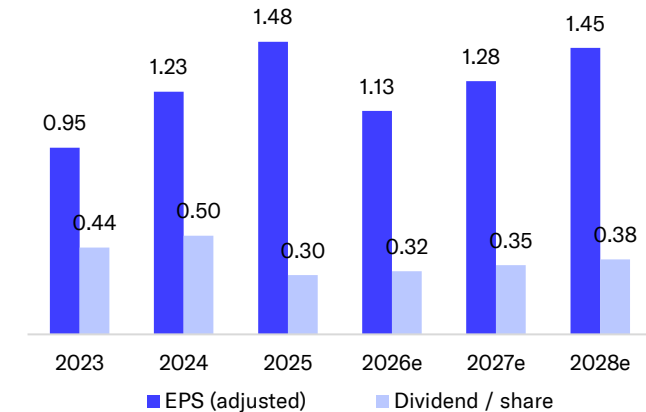
Share price



Revenue and EBIT-% (adj.)



EPS and DPS



Value drivers

- The stable and defensive market over time is huge relative to Relais' size class
- Plenty of room for consolidation on the fragmented vehicle aftermarket
- Serial consolidator business model's value creation potential and growth strategy is quite good
- Mutual sales synergies of the owned businesses support growth preconditions

Risk factors

- Working capital commitment in the wholesale business slows down cash flow
- Typical risks associated with acquisitions
- Long-term risks associated with limited pricing power and competitive situation
- Sensitivity of repair and maintenance profitability to demand fluctuations

Valuation	2026e	2027e	2028e
Share price	12.65	12.65	12.65
Number of shares, millions	18.7	18.8	18.8
Market cap	237	237	238
EV	513	500	483
P/E (adj.)	11.2	9.9	8.7
P/E	18.4	13.9	11.7
P/B	1.8	1.7	1.5
P/S	0.5	0.5	0.5
EV/Sales	1.1	1.0	1.0
EV/EBITDA	7.7	6.9	6.4
EV/EBIT (adj.)	11.8	10.6	9.6
Payout ratio (%)	37.4 %	32.4 %	30.4 %
Dividend yield-%	2.5 %	2.8 %	3.0 %

Source: Inderes

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Relais Group in brief

Relais Group is a group that owns, develops and consolidates companies operating in the vehicle aftermarket. The current group companies operate both in wholesale of parts and equipment and in maintenance and repair business for commercial vehicles.

2010

Year of establishment

447 MEUR (17 %)

Revenue LTM Q2'26 (growth-%)

24 %

Revenue growth 2016–LTM Q2'26 (CAGR-%)

36.7 MEUR (8.2 %)

EBITA LTM Q2'26 (EBITA-%)

1,710

Headcount at the end of H1'26

Internationalization begins, 2014–2018

At the start of the period, the business was focused primarily on Finland

Internationalization proceeded quickly with acquisitions

During the period, the company expanded to Norway, the Baltic countries and Sweden

Capital for growth from the stock market 2019–2020

Listed on the First North marketplace in 2019

Three acquisitions in Sweden and one in Denmark

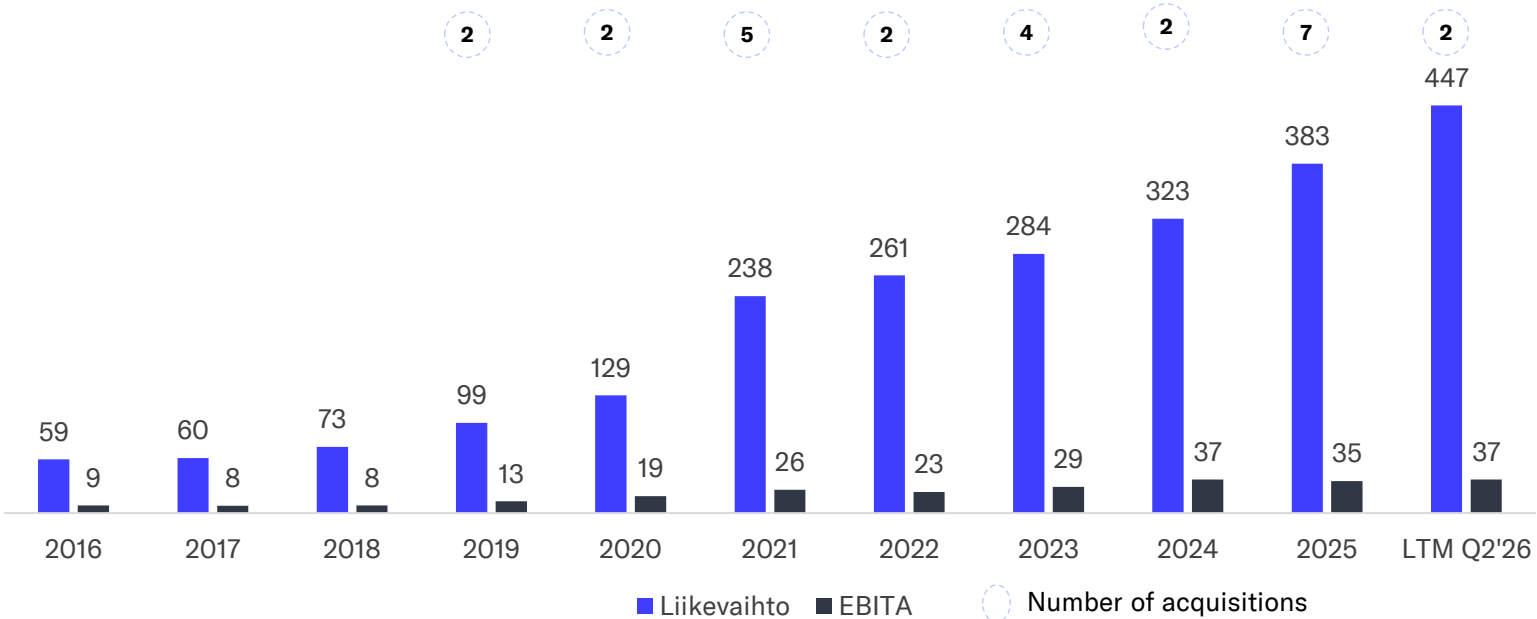
Acquisitions strengthen the Nordic foothold and diversify income flow geographically

Acceleration of growth through acquisitions 2021–2025

Expansion to maintenance and repair business with Raskone and STS acquisitions

Geographical expansion: Team Verksted (Norway) and Matro Group (Central Europe) 2025

Strategy 2026–2028 focuses on return on capital: target ROCE over 13%



Company description and business model 1/5

Relais operates in the vehicle aftermarket

Relais Group is a long-term owner and developer of different businesses in the vehicle aftermarket that also actively consolidates the aftermarket. The Group's current operations consist of companies involved in wholesale of spare parts and equipment and commercial vehicle repair and maintenance business in the Nordic and Baltic countries.

In addition to organic business growth, inorganic growth is key in Relais' operations. In its acquisition strategy, Relais was initially focused on spare part and equipment sales in the vehicle aftermarket, but the company has recently expanded to the repair and maintenance business in recent years. The company currently examines its target market nearly throughout the entire vehicle aftermarket.

The Group is a growth platform for independent businesses

The Group's businesses are operationally independent and Relais' aim is to serve as a growth platform for the acquired companies that operate in the vehicle aftermarket. However, the companies share the Group's administrative resources and seek to benefit from mutual growth or sales synergies.

By utilizing the cash flows of the growing corporate cluster Relais Group aims to create value through acquisitions. Thus, the Group-level business model is that of a so-called serial consolidator, while the business models of the underlying businesses are more conventional wholesale, product and service companies' business models. Thus, at Group level, the aim is to create value, especially through

periodic M&A transactions, i.e., by allocating capital to growth. Under the Group, at company level, value creation relies on the normal business models of product and service companies.

Business structure

Relais revised its reporting in 2026 and now reports results across three business areas, alongside central functions. The company has also completed several acquisitions, so the current breakdown is best captured by trailing 12-month and forward-looking figures. Wholesale of spare parts and accessories for commercial and passenger vehicles accounted for 50% of trailing 12-month revenue, with repair and maintenance services for commercial vehicles contributing around 41%. Worth noting is that roughly half of repair and maintenance revenue comprises labor and half the spare parts used, so a substantial share of this segment's revenue also derives from parts delivery. The third business area, Products and Solutions, which focuses on premium brands, generated ~11% of trailing 12-month revenue.

Geographically, roughly one-third of Relais' trailing 12-month revenue came from Sweden and just under one-third from Finland, while Norway's share has risen to just under one-fifth, largely on the Team Verksted acquisition. The remainder comes from the Baltics and smaller streams from Central Europe and elsewhere.

Extensive product range and supplier network

The product range in Relais' wholesale business is very broad, covering an estimated 200,000-plus SKUs across vehicle accessories, electrical equipment, and spare parts.

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Wholesale of vehicle spare parts and equipment in the Nordic and Baltic countries, and premium products more broadly to international markets

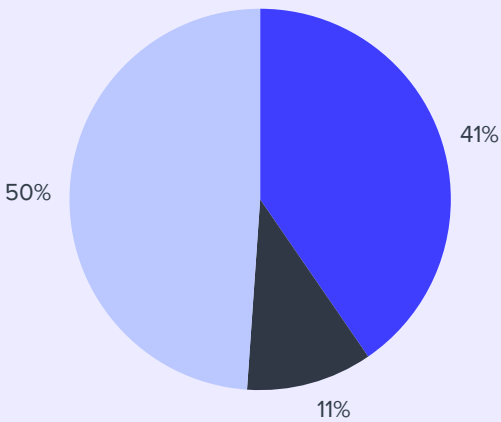


Repair and maintenance business for commercial vehicles in Finland, Sweden and Norway



The Group is a growth platform for the owned companies, which are grown through periodic acquisitions

Revenue distribution
(LTM Q2'26, 447 MEUR)



■ Commercial Vehicle Services ■ Products and Solutions

■ Technical Wholesale

Source: Relais and Inderes

Company description and business model 2/5

Relais has special expertise especially in electrical equipment, spare parts and lighting solutions for vehicles, and, e.g., the following companies focus on these Strands, Awimex and Lumise. With the AutoMateriell business acquisition, Relais also expanded to deliver workshop equipment solutions.

The company purchases its product portfolio from a supplier network of several hundred suppliers, where the main rule is that individual products have several alternative suppliers. This lowers the risk profile related with the supplier network to moderate, although in a few individual specialty parts supply may be limited to one supplier.

Relais' position as a buyer is supported by its membership in the globally operating network of spare part and equipment wholesalers, Nexus. Nexus provides its members with economies of scale, including in purchasing from spare part manufacturers, help in building relationships with manufacturers, and provides support for quality assurance, logistics arrangements and training

Significant share of own brands

Most of Relais' wholesale revenue come from other brands' products, but we estimate the Group's own brands still account for a significant share of sales at a good 15% of revenue. Own products consist mainly of lighting products sold under several own brands. A small addition to the own brands is also the spare parts sold under the Nordic Parts Development brand. In the wholesale business, investing in own brands is typically supported by a slightly higher margin level, which is why we believe Relais also invests in their growth. An example of this is the acquisition of Matro

Group (to be completed in the summer of 2025), a significant portion of whose revenue comes from the Strands and Nedking brands. One of the value creation theses of the acquisition is to strengthen the growth of this brand, aided by Relais' stronger resources and the brand building expertise gained from growing Strands.

Customer base is highly fragmented

In product businesses (including wholesale and online sales), the company's customers are mainly spare part and equipment resellers operating in the aftermarket that are local or regional distributors and retail chains, as well as vehicle equipment dealers. In addition, wholesale customers include vehicle repair shops, such as the service and repair shops that are part of Relais Group. Overall, the revenue of the product businesses consist of a very large customer base.

revenue are further diversified by the large customer base of the service business, which consists of the local demand of repair and maintenance points. These locations operate under several brands – Raskone, M Ahlqvist and Jyväskylä Truck Center have locations in Finland, Team Verkstad Sverige and Skeppsbrons, among others, in Sweden, and Team Verksted in Norway. Relais' workshop network consists of 60 (2025) workshops in the Nordic countries.

Considering this, we believe that Relais' revenue is rather well diversified. We believe that the ten largest customers generate under 10% of Relais' revenue at an annual level, so we also feel revenue continuity does not constitute an essential risk in terms of the largest customers either.

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Commercial Vehicle Services

RASKONE

Team Verksted

TEAM VERKSTAD

SKEPPSBRONS

ahlqvist

TJ

LDP

TRUCK CENTER

Technical Wholesale

ABR Reservdelar

STARTAX

LVD

HUZELLS TUNGA DELAR

AWIMEX

LUMISE

AutoMateriell

SEC SET

Nordic

AUTODELAR Sweden

ADITA

BILDEL SÖUTIKEN

Products and Solutions*

strands lighting division

MATRO

QPAX

NEDKING

Car & Truck Care

Company description and business model 3/5

Demand is continuous by nature

Relais' revenue do not have strong contract-based continuous elements, as revenue depend on orders from resellers and repair and maintenance needs of vehicles. However, wholesale operations are characterized by the fact that a single supplier is the buyer's primary supplier and one-year framework agreements are signed with key customers, where incentives are based on volume-related purchase bonuses. Similarly, in the repair and maintenance business, we believe a moderate share of demand is generated by care agreements or brand representations for which the Group's repair shop chains perform warranty service.

As a whole, we believe that the company's demand drivers are largely of a continuous nature, as demand for spare parts and repair and maintenance services is a natural consequence of vehicle consumption and their demand is also a vital condition for the long life of vehicles.

The demand for Group companies is fairly evenly distributed over the year, although the weather conditions in the Nordic countries may cause mild seasonality. Seasonality is reinforced by winter conditions, which typically increase demand for both spare parts and repair and maintenance services. The intensity of this seasonality varies with the severity of the winter, as shown by 2021, 2024, and 2026 (severe winters) versus 2022 and 2025 (milder winters).

Core business operations

The production of Relais' Group companies' own brands is outsourced, so the Group does not have own manufacturing operations. Thus, in product businesses, the

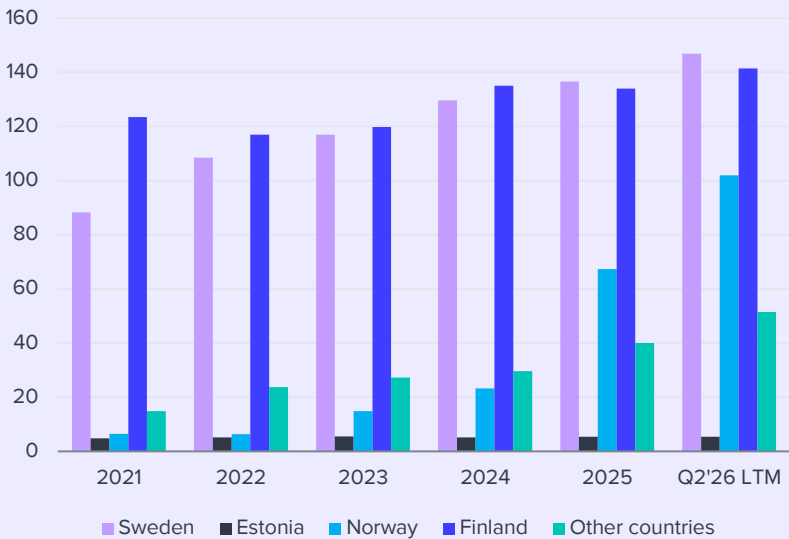
Group companies' core activities include the procurement, marketing, sales and distribution of spare parts and equipment. This means the competitiveness of the businesses is built around the efficient sourcing and distribution of a broad range of products, which highlights the efficiency of logistics. The fixed elements of a product company's cost structure consist of logistics, which means the most important factor in the performance of the operations is the size class, or volume. Similarly, in the Group's service companies, the fixed element of the cost structure is the short-term fixed costs of the service points, which largely consists of the costs related to the personnel providing the services and the infrastructure of the offices. Therefore, the most critical driver for the profitability of the service business is the utilization rate of the personnel, i.e., the mechanics, and the service points as a whole.

Group functions

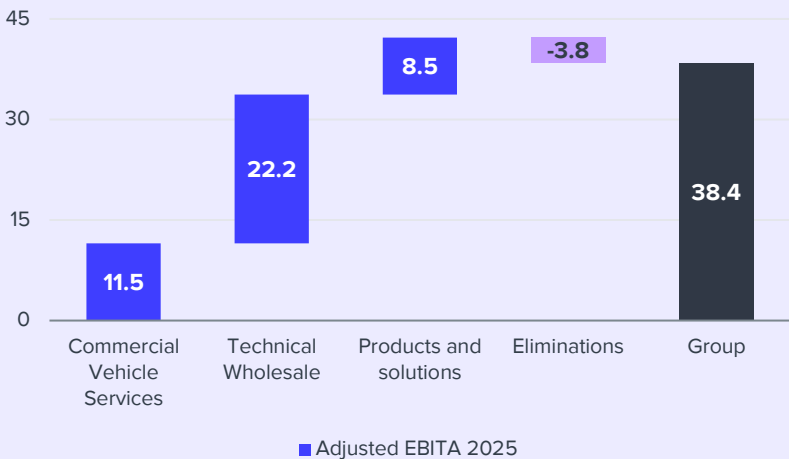
Relais' companies aim to preserve the independence of acquired businesses and to foster an entrepreneurial and owner-oriented culture. This can be seen, e.g., in the fact that the local management of acquired companies continues to perform their duties after the acquisition, and the daily management of Group companies is not directed by management. Group-level management is involved in company-specific Boards to provide support to business operations and monitor the progress of the strategy.

Similarly, Group-level activities are mainly centralized in areas where economies of scale can be utilized, such as financing, information systems, and to some extent, procurement. Group-level is also responsible for harmonizing and coordinating key policies (information security, risk management, ESG, etc.).

Revenue by geography (MEUR)



Adjusted EBITA (MEUR)



Company description and business model 4/5

M&A is one of the key processes in Relais' business model at the Group level. A wide range of personnel is involved in the acquisitions, as the mapping of potential targets has been decentralized to the Group companies, which identify potential targets from the competitive landscape and assess their operational suitability as part of the Group. Similarly, based on the arrangements made in recent years, the Group's management team has significant experience in executing transactions, which are a particular focus area for the Chief Business Development Officer. We believe acquisitions are mapped based on the Group's own search, but also based on observations from Group companies and suggestions from outside.

In acquisitions, Relais offers the target companies the opportunity to grow as part of a larger entity and exemption of the owner/entrepreneur from administrative tasks and the possibility to focus on the core business. Through greater size and synergies, part of the value promise is also the strive to increase the value of the acquired business as part of Relais. Therefore, the commitment of the selling entity and/or local management through share ownership or contract price mechanisms is an integral part of the acquisition. These arrangements are decided case by case and may be made either through minority holdings or arrangements that utilize Relais' own shares or additional purchase price arrangements.

Business carries on without major investments

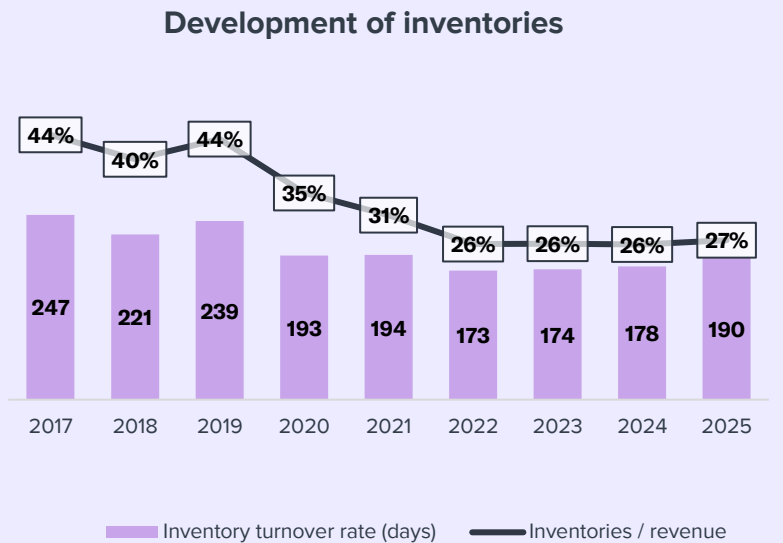
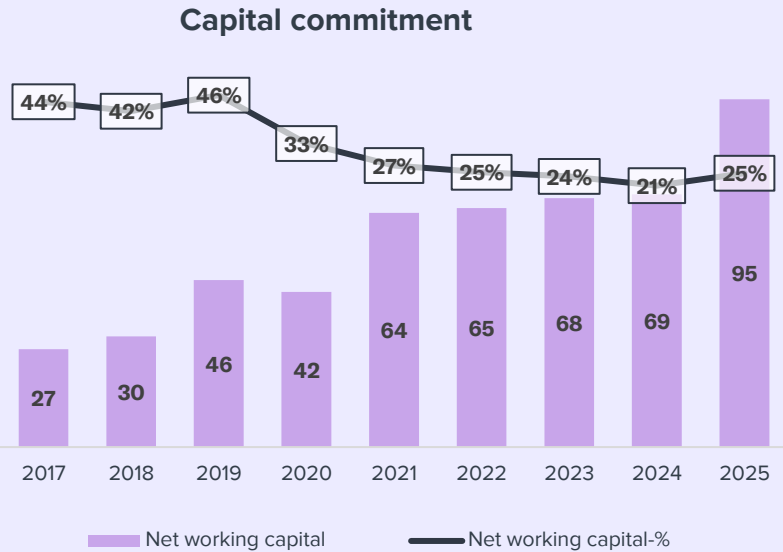
Relais' product business does not require significant investments in tangible or intangible assets, which means that investments in 2021-2025 (excluding acquisitions) have averaged just over 3 MEUR. However, investments

have been on an upward trend during the period, which is natural considering the development of the business scale. Growth reflects increased equipment and system investments. Against this backdrop, we estimate that Relais' annual organic investment needs in fixed assets are in the order of magnitude of 6-8 MEUR, taking into account recent acquisitions.

Inventories tie up capital

In the business model, cash flow development is hampered by the commitment of working capital, which is mainly due to the large inventories of the product business. This is typical of wholesale operations, but we believe the value of inventories is also increased by certain strategic decisions such as the extensive offering, i.e., a high number of inventory titles. Large inventories enable short delivery times and a comprehensive product range, which we believe are essential elements for the company's long-term competitiveness. However, these will result in longer revenue of inventories, which in turn leads to capital commitment and weakens return-on-capital figures.

Relais' net working capital relative to its reported revenue in 2021-2025 has been about 21-27%. However, the relative share of working capital has turned downward, driven by the expansion through acquisitions into businesses where working capital commitment is more moderate. In other words, the increased share of Commercial Vehicle Repair and Maintenance in the group's revenue has reduced the net working capital percentage. It should also be noted that acquisitions made during the financial year are immediately reflected in the balance sheet, whereas revenue will only grow in the future.



Company description and business model 5/5

Thus, structurally, net working capital as a percentage of revenue is somewhat more moderate than the figures mentioned above.

Good cash flow profile, lease obligations eat into free cash flow

In recent years, Relais' operating cash flow has well corresponded to the company's EBITDA. An exception to this is 2021, when more capital was committed to inventories as the company temporarily increased its inventory levels to prepare for disruptions in the supply chain. In 2018–2025, the cash-flow ratio (operating cash flow/EBITDA) has averaged 89% of EBITDA, which reflects a fairly good cash-flow profile for the business. With regard to free cash flow, it should be noted that after the company's transition to IFRS accounting in 2022, cash flow from operating activities no longer includes lease liability repayments (IFRS 16), which have settled at around 13–16 MEUR in 2024–2025. Driven by the growth of Commercial Vehicle Services, they will also rise going forward and, according to our estimates, will settle at just over 20 MEUR in 2026.

ROIC is the main indicator of strategy implementation

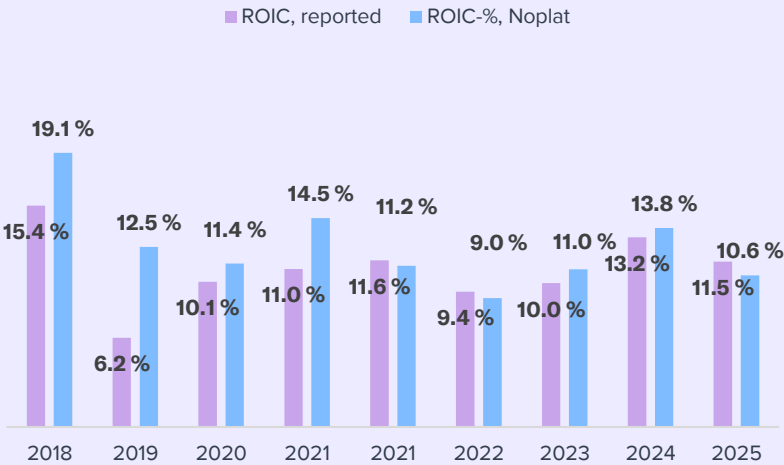
We believe the indicator that describes the value creation of Relais' business model and strategy quite well is ROIC-%. In 2018-2024 reported ROIC was 6.2-15.4%, with an average of 10.9 %. We believe ROIC has on average been higher than the cost of capital and thus the growth strategy has created clear value.

In the future, a key factor for ROIC is how efficiently the company can allocate capital to acquisitions, in other

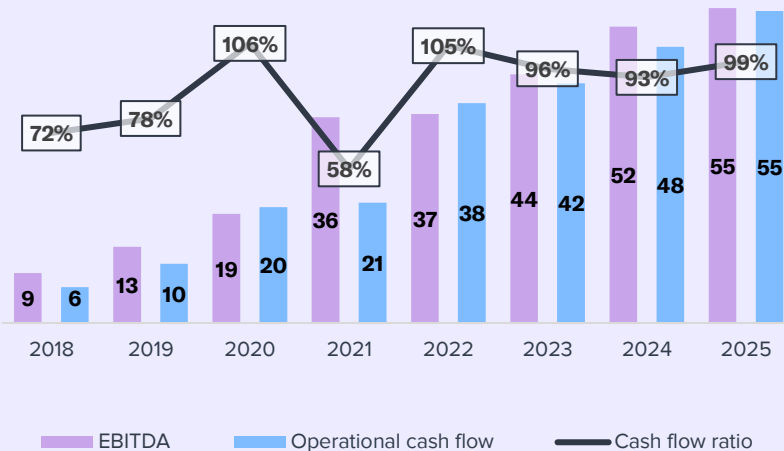
words, the valuation and return on invested capital at which the company carries out acquisitions. In addition, a key factor is the long-term operational development and return on capital of the businesses already owned and to be acquired, as, due to the companies' business models, we estimate that their organic return on invested capital is higher than the return on invested capital achievable in the company's average acquisitions. Therefore, Relais' ability to grow acquired targets organically is very valuable.

In history, Relais has bought companies with an average EV/EBITDA ratio of just above 7x, but recently the prices of the acquisitions have not been publicly disclosed at the time of the transaction. In static terms, this historical average valuation roughly corresponds to a double-digit return on invested capital, as the businesses are relatively capital-light overall. It should, however, be noted that under the current business structure, EBITDA provides a slightly too positive picture of the potential cash flow generation of the businesses, as current business ties capital, especially in working capital, and requires investments (lease liabilities), even if the required level is reasonable. This, in turn, is reflected in the cash flow that current operations generate for reinvestment in new acquisitions.

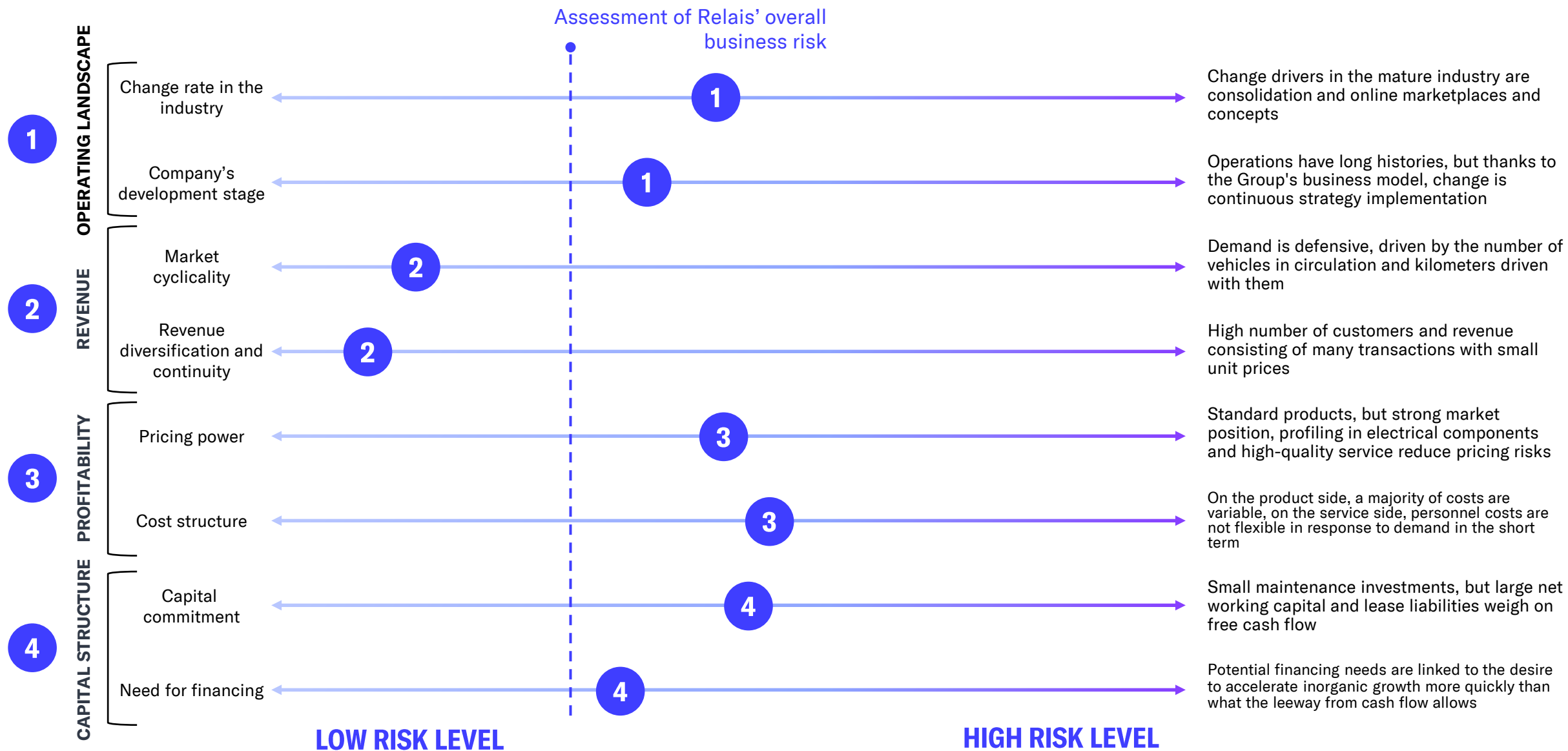
Relais, return on invested capital
ROIC-% 2018-2025



Cash flow development



Risk profile of the business model



Strategy and financial targets 1/3

Strategy emphasizes value creation through acquisitions

In its strategy, Relais focuses on value creation throughout the vehicle life cycle on the aftermarket independent of vehicle manufacturers. The company's strategy and its execution are based on the following cornerstones:

Local entrepreneurship: The company's operations center on a decentralized operating model in which accountability lies locally with the individual subsidiaries. Through local leadership and accountability, the company seeks to preserve an entrepreneurial culture in its subsidiaries. Reflecting this decentralization of leadership and accountability, the company also revised its reporting structure in 2026 and began reporting under its current segment structure, pushing earnings accountability further down the organization.

Focused M&A: A key value creation lever in the business model is the reallocation of cash flow generated by the owned businesses. In our view, it is therefore only natural that the company's strategy emphasizes acquisitions. We believe that by focused M&A, the company means that it has a clearly defined sector of focus and is selective in its acquisitions. This means that acquired businesses must be well positioned to create value on their own.

Disciplined capital allocation: Relais aims to increase operational efficiency and maximize return on capital employed, which requires focused acquisitions with a high return on capital. In the long run, the success of the strategy will be determined by how well the company reallocates capital, which will be reflected directly in its long-term value development.

Targeted acquisitions and expansion in the value chain

Relais' acquisition strategy targets add-on deals that complement its current offering, such as those expanding the scale and breadth of the wholesale and product business. The strategic and industrial logic rests on the combined business being worth more than its parts – through realized sales synergies and improved investment capacity, for example. These arrangements are smaller in size and typically are carried out annually.

In addition to add-on arrangements, Relais explores opportunities to expand into new businesses in the value chain through larger and rarer Platform arrangements. An example of such an acquisition is the expansion into Commercial Vehicle Services. Platform arrangements are particularly interesting because they expand the target market and create a new growth platform for add-on arrangements, such as the Team Verksted acquisition.

Acquisition criteria are not set in stone

In our opinion, the required criteria of acquisition targets (e.g. size, profitability, etc.) are not set in stone, as the targets are examined from a strategic viewpoint. This means that when selecting acquisition targets Relais assesses, e.g., the market position of the target, the quality of revenue, the growth outlook, profitability of operations, and ROIC. However, we believe no precise limits have been decided on, but the targets are examined on a case-by-case basis. However, as a rule, the company is not interested in turnaround companies.

Financial targets and dividend policy

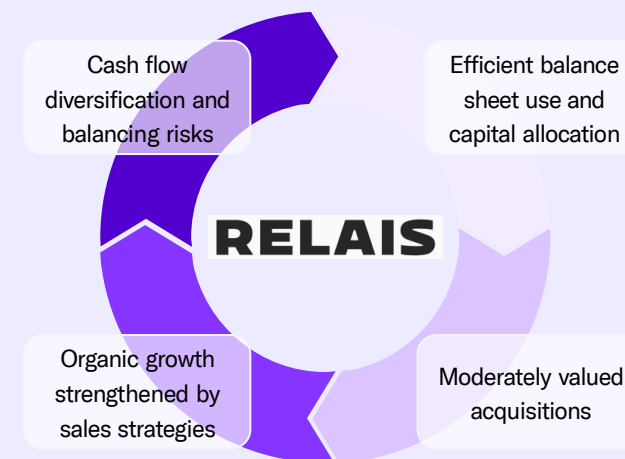
Financial targets

- Double-digit EBITA growth % on average, taking economic cycles into account
- ROCE % > 13 %

Dividend policy

- An annual dividend of over 30% of the Group's diluted earnings per share, taking economic cycles into account

Reference framework for growth strategy value creation



Strategy and financial targets 2/3

Light integration lowers the risk level

The way Relais integrates the acquisition targets is superficial, which means that the purchased companies normally continue under their own brand and operations continue largely unchanged. However, common policies and support functions are shared among Group companies. Synergies on the cost side do not play an important role in the arrangements, the pursuit of synergies is based on sales synergies. We believe that this lowers the risk level of the acquisition strategy, since the pursuit of cost synergies is often the bigger sore spot of M&A transactions than the pursuit of growth synergies.

Strategy implementation is divided into three areas

Relais has structured its strategy implementation around three areas: 1) building the foundation for the next phase of profitable growth, 2) improving the quality of growth, and 3) scaling capital-efficiently. In our view, these areas are complementary and together support the preconditions for value creation in the business model, as long-term value creation at Group level depends on successful cash flow reallocation from the owned businesses. We expect the company to drive greater efficiency from its existing portfolio during the 2026–2028 strategy period and to be more selective on growth areas. These measures are intended to lift returns on capital and strengthen cash flow generation, which in turn supports the balance sheet and creates headroom for acquisitions.

Financial targets

In connection with its spring 2026 strategy update, Relais also updated its financial targets. The current financial

targets are: an average double-digit annual EBITA growth percentage, taking economic cycles into account, and a return on capital employed (ROCE) of over 13%.

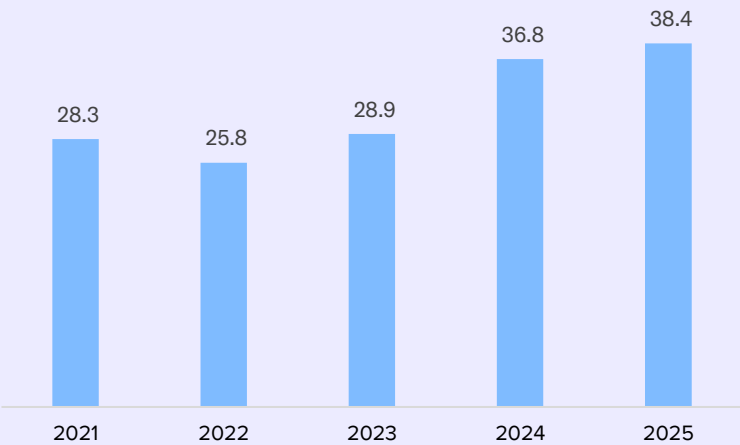
In our opinion, one of the best indicators to measure the value creation of Relais' strategy is return on capital that measures the company's success in capital allocation, i.e., implementing the acquisition strategy and also the efficiency of existing businesses and their development over time. We feel that from the investor's perspective, the ROIC at which earnings growth is achieved is more important than the relative rate of earnings growth. At the same time, the target for double-digit annual earnings growth reflects Relais' objective to maintain fast growth in the future as well.

As we wrote on page 10, Relais' historical ROCE has averaged nearly 11%. Thus, achieving the current target level requires improvements in both profitability and capital efficiency. In our view, there is potential to extract further efficiency from these, but the success of acquisitions and the pace of organic growth will also determine future return on capital levels. However, we consider the target level to be realistic in the medium and long term.

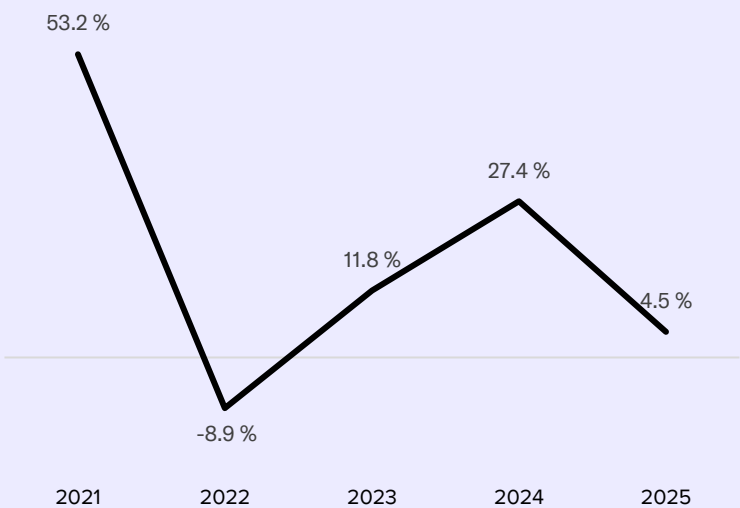
Risk-taking willingness determines the pace

Relais has no financial targets for the balance sheet structure or indebtedness. Thus, the main restriction of the company's financial leeway is the covenants set by the financiers (not published) and the company's risk-taking willingness.

Comparable EBITA



EBITA growth, %



Strategy and financial targets 3/3

We feel the defensive nature of the company's business allows the company to operate at a roughly 3x net debt/EBITA level over time without the risk increasing too much. We do not consider the ratio set in stone, particularly in the short term, and it is worth noting that acquisitions alone strengthen forward-looking earnings and cash flow. Therefore, the level of backward-looking reported figures does not fully reflect its current borrowing capacity if acquisitions have been made in the previous 12 months.

Considering the defensive nature of the business, we do not believe that the company's financial position limits the implementation of the growth strategy, especially in view of the opportunities to use its own share as part of the acquisitions. However, when considering the sensibility of using own shares or acquiring equity financing, one should consider the current valuation of the share, which has an impact on the overall value creation of the company's capital allocation. All in all, given the company's current leverage and the cost of debt, we believe it will focus on improving and strengthening the efficiency of its current growth platform, thereby also strengthening its financial position.

As the size class grows, business model's scalability becomes emphasized

Long-term value creation of serial consolidators is strongly linked to the efficiency of the acquisition processes, as when the size of the Group grows and the value increases, the effect of individual and typically smaller arrangements will decrease relative to the Group value. In other words, a single arrangement has a marginal utility that decreases over time, since by increasing the size of transactions, their

valuations and risk levels tend to increase. The pace of value creation is then substantially linked to the number of smaller transactions, which in turn is dependent on the personnel implementing the transactions.

In the long term, Relais must be able to increasingly implement the acquisition process at a lower level within the Group's organization, as management's ability to execute transactions is not scalable. Successful implementation would enable repeated add-on arrangements in more business branches and thus a stable value creation rate in the long term. Implementing the acquisition expertise and value creation models more strongly into business branches would also help enhance the search for new targets thanks to deeper understanding of the local market and competitive landscape. In our view, Relais has succeeded well in this so far, but as the company grows, this will require continuous knowhow sharing.

Dividend policy in line with the growth company profile

Relais' dividend policy is to distribute annually on average over 30% of the Group's diluted earnings per share, taking into account cyclical fluctuations. We feel the moderate payout ratio reflects the company's growth orientation and the growth company profile. Although the dividend policy only sets an indicative minimum level for the payout ratio, we believe that the company will focus on growth instead of profit distribution in capital allocation. At the current development stage we welcome moderate profit distribution, assuming that Relais can allocate capital to high-quality acquisitions with sensible financial criteria.

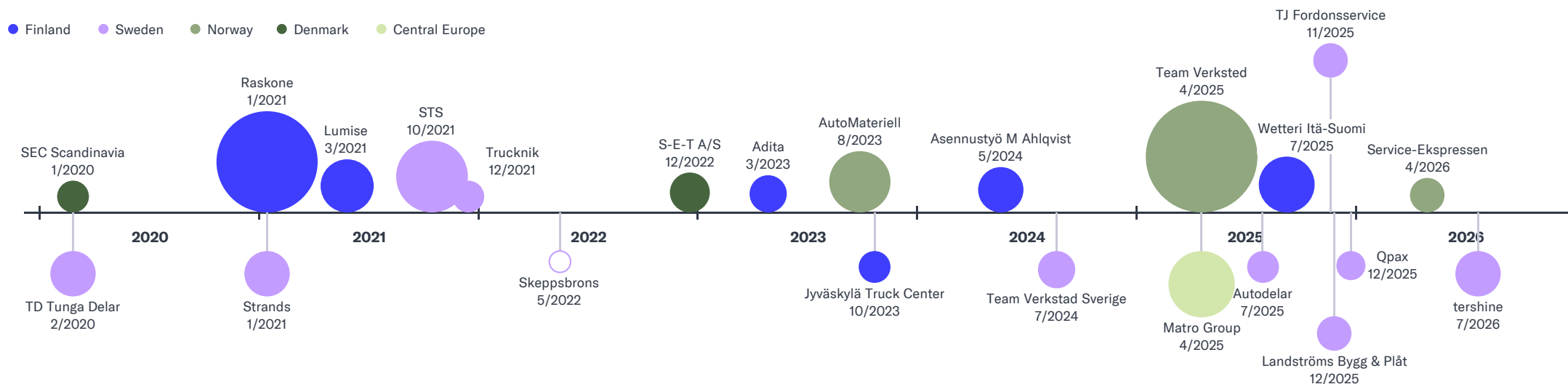
Acquisitions 2020-2026

Acquired company	Revenue ¹	EBITDA ¹	EBIT ¹	Valuation ²	Time
Tershine AB	13.5	-	2.5	N/A	7/26
Service-Ekspressen AS	2.6	-	0.5	N/A	4/26
Qpax	1.8	-	0.3	N/A	12/25
Landströms Bygg & Plåt (LBP)	1.8	-	0.4	N/A	12/25
TJ Fordonsservice	2.8	-	0.2	N/A	11/25
Wetteri Itä-Suomi	10.3	-	2.0	N/A	7/25
Autodelar Sweden AB	2.6	-	0.1	N/A	7/25
Team Verksted Holding	71	10.7	-	7.4x	4/25
Matro Group	18.7	3.6	-	7.5x	4/25
Team Verkstad Sverige	5.3	0.2	-	N/A	7/24
Asennustyö M Ahlqvist Oy	8.7	0.7	-	N/A	5/24
Jyväskylän Truck Center	1.7	0.1	-	N/A	11/23
AutoMateriell & Nordic Lift AS	17.7	-	-	5.0x	8/23
Adita	5.6	0.2	-	4.1x	3/23
S-E-T A/S	4	1.1	-	5.1x	12/22
Skeppsbrons J.	7.3	1.4	-	6.0x	5/22
Trucknik	2.4	0.3	-	9.9x	12/21
STS	23	1.2	-	8.1x	10/21
Lumise	11	1.1	-	9.4x	3/21
Raskone	63	4.7	-	6.5x	1/21
Strands	15.6	2.4	-	7.4x	1/21
TD Tunga D.	8.9	1.9	-	7.4x	2/20
Median	8.0	1.2	0.4	7.4x	

¹ Last known reporting line

² EV/EBITDA incl. ³ Inderes' estimate of net debt if deal price has not been announced

Relais' acquisitions in recent history and acquisition strategy



Relais' M&A strategy

Criteria of Relais' acquisitions:

- The strategic compatibility of the acquisition targets must be good. The operating model and/or customer sectors are similar and there is no need for large reorganizations in the targets
- The acquisition targets are strong players in their regions
- Good synergy potential through cross-selling

- Relais has not set a precise target size for its acquisition targets and it may vary depending on the logic of the arrangement (add-on arrangements vs. platform acquisitions)
- The profitability of the target should be good, i.e., the EBIT margin should preferably be double-digit
- Geographical focus on Nordic countries
- It is important for Relais that the operating management and key personnel continue at the acquisition target

- The integration process of Relais' acquisition targets is light, as the targets continue under their own brand. Synergy potential is sought at revenue level and typical hard synergies are not sought on the cost side

Markets and competitive landscape 1/4

Relevant target market expands through acquisitions

The relevant market potential of Relais’ current businesses consists of the market for vehicle aftermarket wholesale trade and repair and maintenance services in its geographic target market. We believe, however, that these are relevant indicators only for the Group’s organic growth, because the playing field of the inorganic growth strategy is practically the entire vehicle aftermarket value chain ending before the end-of-life of the vehicle, i.e., demolition and recycling in which the company is not currently interested.

Focusing the target market only on wholesale and repair and maintenance services is, in our view, a limited view, given that the company is looking for inorganic growth in a more extensive value chain. Thus, we examine the company’s potential target market at the level of the entire value chain and at the level of the target market of existing businesses.

Almost 23 million vehicles in the target market

The company’s target market is the combined passenger car and commercial vehicle fleet of Finland, Sweden, Norway, Denmark and the Baltic countries that stood at just below 23 million vehicles at the end of 2025. Of the vehicle fleet, ~19.5 million vehicles (86%) were passenger cars and just over 3 million (14%) were commercial vehicles, i.e., vans, trucks, and buses.

In theory, the markets of the product and service businesses built around this fleet form the entire target market of Relais’ growth strategy. Relais has estimated this market potential to be around 20 BEUR, which seems a

credible estimate to us considering the size of the vehicle fleet. However, it should be noted that Relais’ strategy focuses on the commercial vehicle market, and many passenger car market segments are not attractive to it.

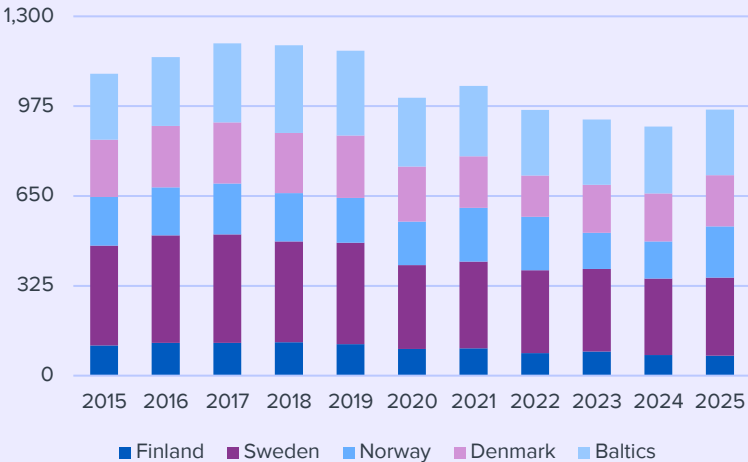
However, we believe Relais has examined the more limited segments of the target market and the companies operating there from the point of view of their attractiveness (market growth, profitability potential, etc.), which has allowed it to limit some parts of the non-organic growth target list. In addition, the company’s strategy focuses on the commercial vehicle market. This limits the market potential in which the company implements its strategy. However, in our view, this does not change the overall picture that the market potential is huge in relation to the company’s current size.

Number of vehicles in use increases by close on 2% p.a.

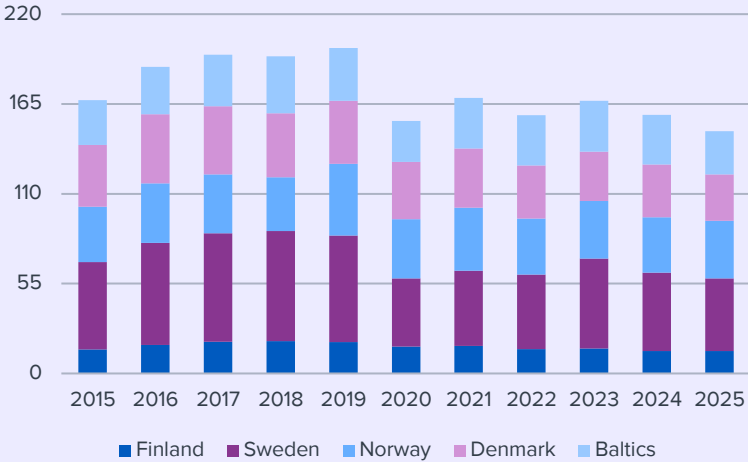
The market for new vehicles is either durable goods trade (passenger cars) or investment (commercial vehicles) and therefore somewhat cyclical. For example, the number of passenger car registrations in the target markets fell by as much as 14% following the onset of the COVID pandemic in 2020 and recovered by 4% the following year. However, these are statistics from exceptional years.

Since the outbreak of the pandemic, the number of vehicle registrations has not risen to the 2016-2019 levels. The long-term trend from 2015 to 2025 has even been declining for both vehicle fleets.

Registrations of passenger cars, in thousands, 2015-2025



Registration of commercial vehicles, in thousands, 2015-2025



Source: Statistics Finland, SCB, SSB, Statistics Denmark, Statistics Estonia, Central Statistical Bureau of Latvia, Statistics Lithuania

Markets and competitive landscape 2/4

The above (first) registration figures do not include the number of imported used cars. In Finland, for example, nearly 72,000 passenger cars were first registered in 2025, in addition to which some 41,000 used passenger cars were imported so the latter group represented just above one-third of all registrations. The share is clearly higher in the Baltic countries.

Used imported cars also increase Relais' target market. Against this backdrop, the number of vehicles in use may increase even if the market for new vehicles shrinks as the life of the vehicles extends. In total, the combined passenger car fleet in Finland, Sweden, Norway, Denmark, and the Baltic countries has grown at an average rate of 1.6 % between 2015 and 2025. The growth in the number of commercial vehicles has been at nearly the same level (1.5%).

Market drivers now and in the future

The main drivers in the vehicle spare parts and equipment market and in the maintenance and repair market are the number of vehicles in use, their age and the kilometers driven. There are also other drivers in the market that will become more important in the future. The most important of them are:

Electrification of the vehicle fleet. The focus of new vehicle sales shifting toward electric cars is a slow but certain structural change in the spare parts and equipment market. This expectation may seem worrying for Relais, but the flip side is that electric cars becoming more common will increase the need for the equipment and spare parts range, as well as the need for new skills on the maintenance and repair side. In addition, this technological

development is leading to an increase in the complexity of spare parts. It is also noteworthy that a significantly larger portion of Relais' revenue currently comes from products and services related to commercial vehicles, where we expect the electrification trend will not progress as quickly as in passenger cars. We therefore consider the transition that takes place in the medium and long-term to be manageable.

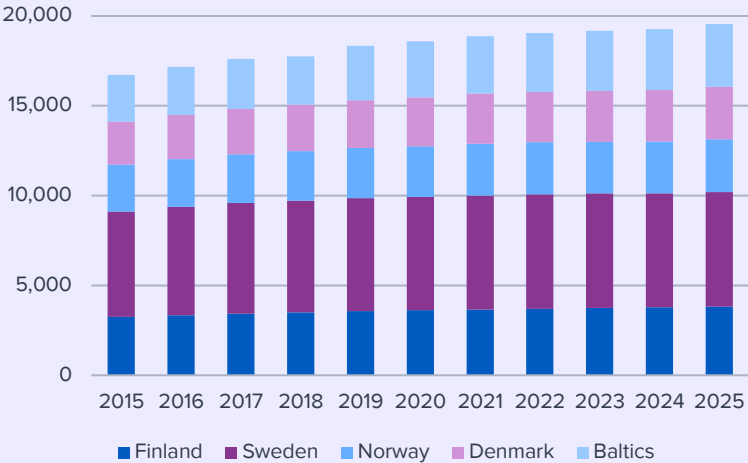
Car dealers' response to the competition. Many importers and car dealers offer more comprehensive and longer-term fixed-price private leasing services where the leasing provider is responsible for the maintenance of the vehicle.

Digital marketplaces. Internet-based product directories and related digital customer services have already become highly popular thanks to their speed, ease of use and accessibility, and continue to grow rapidly. A wholesaler with the most versatile and accessible digital service offering can gain a competitive advantage in the market.

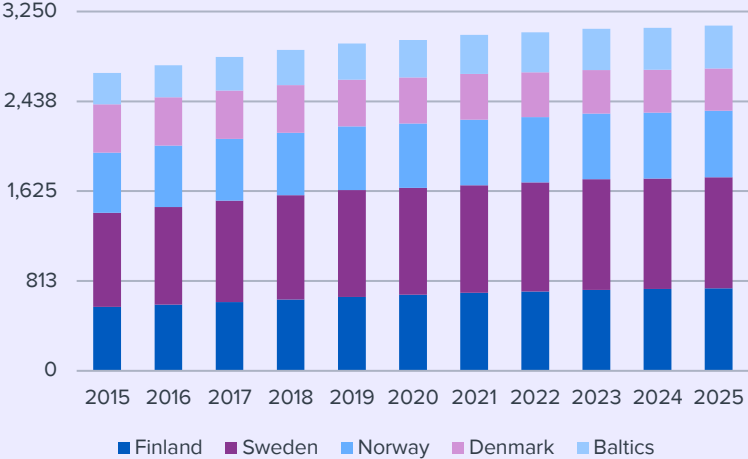
Price transparency and expansion of product and service offering. Digital marketplaces provide customers with an easy way to compare prices and service offerings. The development seen offers new companies and business models an opportunity to penetrate the market of traditional wholesalers.

The growth of e-commerce will increase freight traffic. As e-commerce continues to grow, freight traffic will grow. The so-called *last-mile delivery* of goods to the customer's doorstep increases the need for light commercial vehicles in particular. This, in turn, will increase the need for continuous maintenance, customizing and equipping.

Registered passenger cars, in thousands, 2015-2025



Commercial vehicles registered, in thousands, 2015-2025



Source: Statistics Finland, SCB, SSB, Statistics Denmark, Statistics Estonia, Central Statistical Bureau of Latvia, Statistics Lithuania

Markets and competitive landscape 3/4

Summary of the growth outlook

We estimate that the long-term organic growth potential of Relais' current business is built on the growth of the registered vehicle fleet, which is roughly in line with the long-term general economic growth picture. Thus, in the longer term, we expect market growth to be roughly 0-3 %. However, in the short and medium term, the company's organic growth rate may be slightly brisker than this, driven by potential cross-synergies and market share gains, as in recent years. However, as a result of the acquisition strategy, we do not see the overall market growth as slowing down the growth potential of the company through a combination of organic and inorganic growth in any realistic scenario. In our opinion, the overall market offers the company considerable growth potential.

The market is fragmented

The market for spare parts and equipment is fragmented, which means that many small and medium-sized players are active on the market. For example, the number of companies selling spare parts either on the wholesale or retail markets is over 1,000 in Finland and over 2,000 in Sweden. However, the numbers include companies where spare parts and accessories sales represent only a small part of total revenue and who do not report vehicle spare parts sales (like Puuilo) as a main business. Such companies are not particularly important competitors for Relais that is a wholesaler operating with an extensive product range, although they take a small share of the total market. In addition, in the competitive field, companies can be both competitors and customers (like Motonet and Mekonomen),

as they may not have the ability to maintain corresponding inventories in terms of size and scope.

Threshold to enter the market is not high

We estimate that the high number of competitors reflects the low threshold to enter the market and they do not have identifiable strong and sustainable sources of competitive advantage. This is mainly due to the moderate initial investment demand and flexible cost structure of wholesale activities, which means that entry does not require much capital. As a result, the characteristics of the market are reasonably tight pricing and competition conditions. At the same time, however, it should be noted that offering a wide and credible product range, timely delivery to customers and good customer support is already significantly more challenging and requires major investments. In this category, the number of competitors is more limited than the number of companies that make up the entire industry suggests.

Online retailers have entered the competition

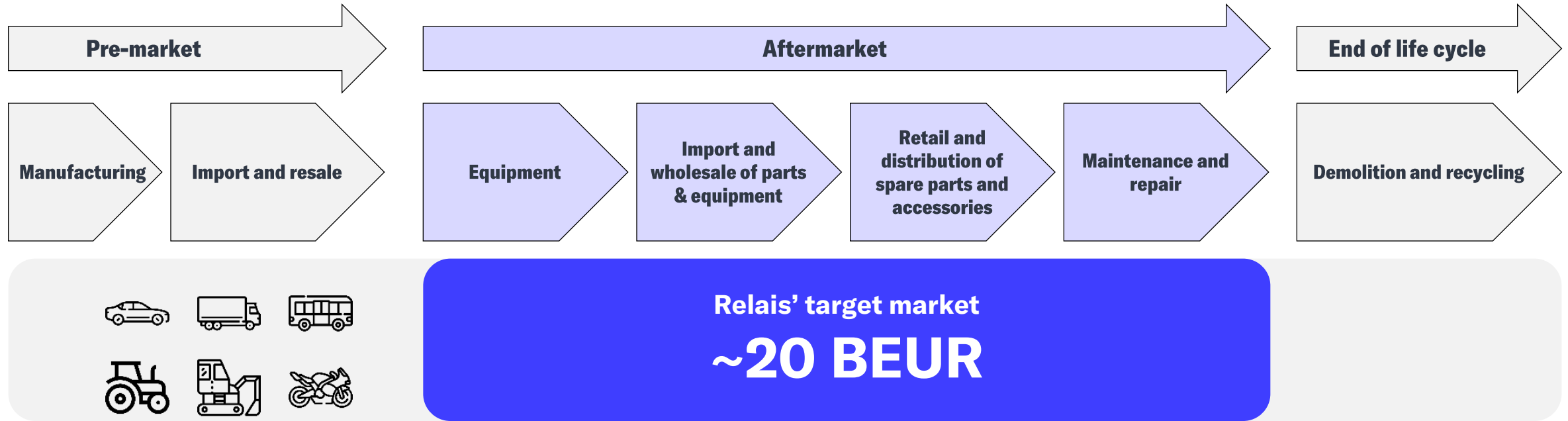
One of the most significant shifts in the spare parts and equipment wholesale market in recent years has been the entry of pure online players, such as autodoc.fi and Poland's Inter Cars, which mainly supplies parts to independent repair shops. Autodoc.fi operates in 27 European countries with a revenue of around 1.8 BEUR (2025). Inter Cars' 2025 revenue was 5 BEUR and it operates in 26 European countries. We believe that the moderate fixed cost structure of online retailers allows them to compete with price, maintaining a tight pricing environment.

Competition in the repair and maintenance market

Based on numbers alone, the number of players on the repair and maintenance markets is huge in Finland and Sweden (i.e. thousands). However, it should be noted that the number is increased by companies operating in the passenger car market and authorized service centers. Thus, we believe the number of make-independent commercial vehicle repair shops is clearly lower. Players providing repair services for commercial vehicles are also in most cases concentrated on lighter vehicles such as Fixus and Atoy.

We believe, Finland does not have a brand-independent national competitor for Raskone. However, in the case of repair and maintenance services, it should be noted that competition is mainly local, although the size class gives credibility to the player. As a result, Raskone typically competes with small local players. We believe the competitive dynamics are similar in Sweden, where, among large players, STS competes with Malte Månson and Mekonomen, who have extensive geographical coverage thanks to several service points. In make-independent repair and maintenance business, we believe the quality image acts as a competitive factor but as a whole we do not believe there are any significant elements that strengthen relative competitiveness.

Markets and competitive landscape 4/4



Inderes' comments on the target market

- The aftermarket consists of the product and service businesses built around some 22 million vehicles in the geographic target markets
- The number of companies operating in the target market is calculated in several thousands
- The market is huge considering the growth drivers of Relais, i.e., organic and inorganic growth
- In our opinion, the size of the market does not limit the chances of implementing the company's growth strategy in the foreseeable future
- In addition to the brand-independent market of around 20 BEUR, the relatively similar-sized OE market roughly doubles the potential target market
- Acquisitions such as Matro Group in Central Europe further increase market potential

Cost structure and financial situation 1/2

Sales margin development has turned upward

The largest single item in Relais' cost structure is materials and services reflecting the earnings logic of wholesale trade and its relative revenue share. These costs are completely variable and therefore not scalable. In relation to revenue, materials and services accounted for 51–58 % in 2021–2025, and their downward trend can be explained by a shift in the revenue mix. The expansion into maintenance and repair operations has therefore reduced the relative share of these costs in the cost structure and revenue. Consequently, the company's gross margin has been on a clear upward trend in recent financial years, which we expect to continue, among other things, due to changes in the revenue structure. If the company can increase the relative share of its own products in revenue, we estimate it would have a positive impact on the development of the sales margin as the margin levels of these products are typically somewhat higher.

Other costs have some scaling potential

The company's second and third largest cost items are personnel expenses and other operating expenses. We estimate that personnel costs are mostly fixed in the short term, but variable in the longer term. Their significant relative growth in recent years also reflects the increased labor intensity associated with the growth of the repair and maintenance business.

Other operating costs consist of warehousing costs in addition to normal sales, marketing and administration costs. We estimate that these costs are mainly fixed, although they contain significantly smaller variable elements, for example in terms of sales and marketing.

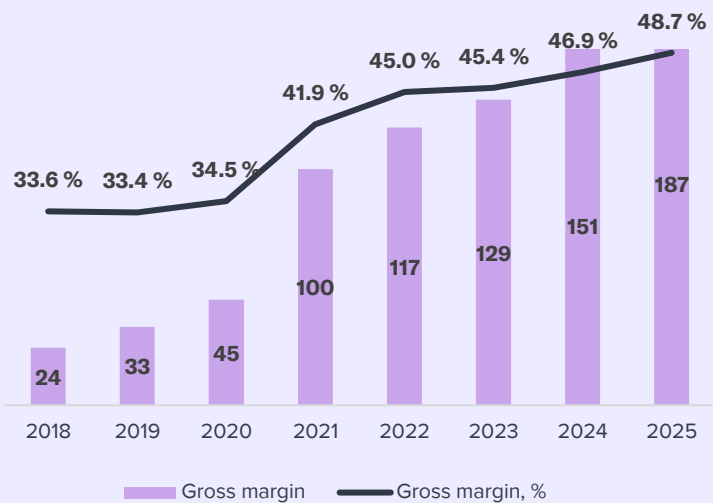
However, we believe logistics and administrative costs should have some scalability and therefore their relative share should decrease as efficiency improves. However, in the medium term, the relative development of the aforementioned expenses is essentially linked to acquisition-driven expansion, efficiency, and the optimization of delivery times.

Cost structure is quite flexible

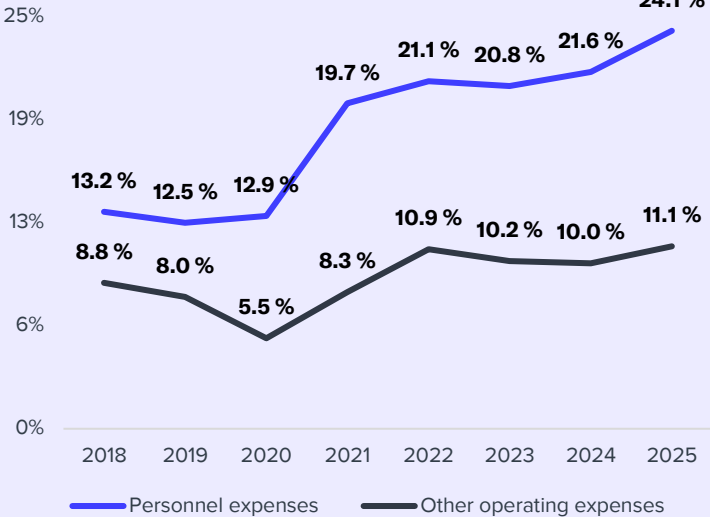
We feel Relais' overall cost structure is very flexible, as most of the costs are variable material and service costs. We estimate that roughly 2/3 of the company's costs are variable in the short term while the share of fixed costs is 1/3. The reasonable proportion of fixed costs is explained by the fact that the company does not have its own production and related fixed costs.

Due to the flexible cost structure, the scalability potential of the cost structure is moderate. The key elements that leverage revenue growth to profitability are personnel costs related to wholesale business sales and efficiency improvement in logistics through volume growth. Correspondingly, in the service business the key element is the utilization of the service points, i.e. invoicing/hours of the manual staff.

Gross margin development



Development of the cost structure



Cost structure and financial situation 2/2

Low investment needs and growth strategy are reflected in the balance sheet structure

At the end of Q2'26, Relais' balance sheet total stood at 509 MEUR. Reflecting the business model, growth strategy, and in particular inorganic growth, non-current assets on the balance sheet consist mainly of goodwill and right-of-use assets, which in turn consist largely of lease agreements for the repair shop network (IFRS 16). At the end of the review period, the company had 157 MEUR of goodwill on its balance sheet (88% of its equity), which has arisen from several acquisitions made by Relais in recent years. Given the company's return on capital levels and the fact that goodwill stems from numerous acquisitions, we do not consider the amount of goodwill, which is large relative to equity, to be a particular concern. At the end of Q2'26, the company had 123 MEUR in fixed assets on its balance sheet, which largely consist of IFRS 16 right-of-use assets, reflecting a low need for capital expenditure.

The structure of current assets is in line with the business models

A majority of current assets in the balance sheet were inventories EUR 106 million, which is significant both relative to the balance sheet (21 % of the balance sheet) and to the size of the business (24 % of reported revenue in the past 12 months). The relatively significant size of inventories is a structural element of Relais' wholesale business based on the aim to be able to provide customers with a wide product range with fast delivery times. However, growth in the repair and maintenance business will reduce the relative proportion of inventories in the future, reflecting the nature of this business.

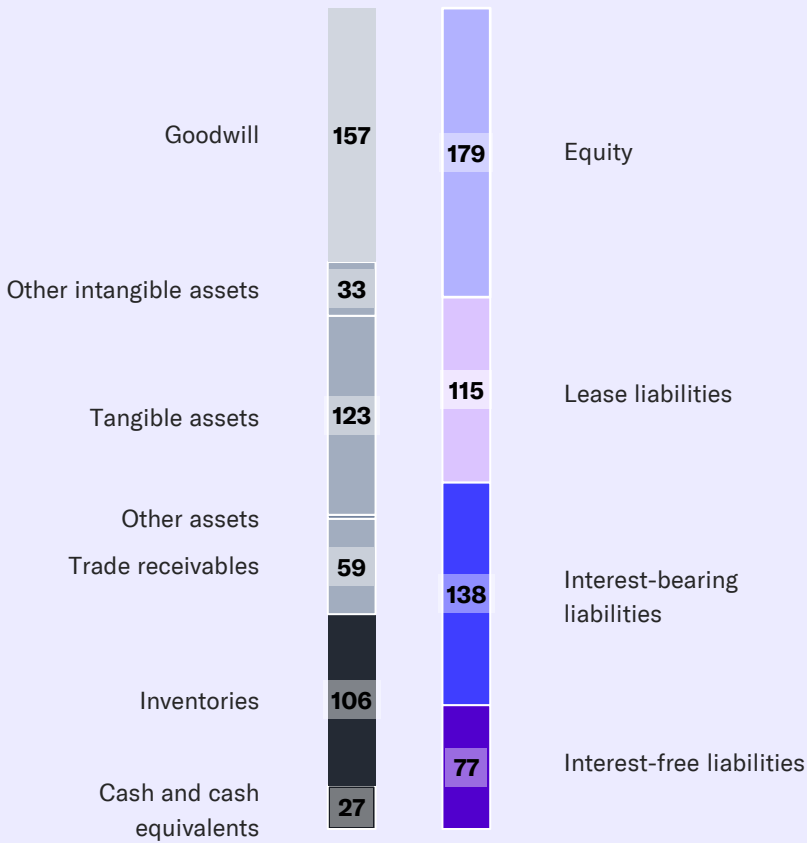
Another significant source of current assets is accounts receivable, which at the end of Q2' 26 were 59 MEUR. The company had 27 MEUR in cash and cash equivalents. We consider the balance sheet assets to be current and we do not believe they involve material write-down risks thanks to healthy Group-level profitability and return on capital levels.

Balance sheet offers leverage

At the end of Q2'26, the Group's gearing ratio excluding lease liabilities was 64%. The company had 138 MEUR in interest-bearing debt excluding lease liabilities, whereas net debt including the hybrid bond was 161 MEUR. In our opinion, the company's balance sheet leverage is best described by net debt excluding IFRS 16 liabilities relative to EBITA, which takes into account the annual expenses of lease obligations. At the end of Q2'26, this net debt/EBITA was 3.9x. However, the trailing 12-month EBITA does not fully reflect the completed acquisitions, and based on our current-year EBITA forecast, the corresponding figure is 3.7x. In our view, this is an elevated level considering the company's business risk level. However, in the big picture, we consider the company's financial position to be good, as net debt at the end of the current year (excluding IFRS 16 liabilities, but including the hybrid loan) corresponds to 3x our 2027 EBITA estimate.

The most significant item in the current liabilities of the balance sheet was trade payables (68 MEUR), which reduces net working capital and exceeds trade receivables. However, overall, net working capital is clearly positive and relatively high relative to revenue due to significant inventories.

Balance sheet structure Q2'26
(509 MEUR)



Source: Relais and Inderes

Investment profile

Relais is a serial acquirer

At Group level, Relais has in recent years been profiled as a company that buys, owns and develops business operations over a long period of time. In addition, the company's business model revolves around allocating the cash flow generated by the owned businesses to acquisitions. Relais is thus currently a serial acquirer at the Group level, even though its underlying businesses have different business models.

We believe that thanks to its target markets Relais still has a lot of opportunities to grow and feel that investing in growth is also the right choice for investors if it generates value (i.e. return on equity exceeds the cost of equity). Considering the growth strategy and organic growth outlook of the market, we expect growth to continue to be mainly driven by acquisitions.

Considering the value creation potential of the company's strategy and inorganic growth and the moderate profit distribution policy in line with this, we believe that the role of dividends is to support the investor's expected return. Similarly, we believe that the most significant component in terms of expected return is value creation through acquisitions and developing the businesses it owns (i.e. investing in their organic growth with a high return on capital).

Positive value drivers and opportunities

In our view the main strengths and value drivers of the company are:

Acquisition machinery: Relais has grown strongly in recent years and in 2020-2026 the company carried out 23 acquisitions. The acquisitions have complemented distribution and wholesale business activities, so acquisitions generate slight synergy in revenue and have strengthened organic growth potential. In addition, the company has expanded into the commercial vehicle repair and maintenance business, creating a growth platform for this business (platform acquisition), which further enables the implementation of new complementary acquisitions (add-on acquisition). The acquisitions have been carried out with reasonable valuation multiples, which gives good conditions for value creation.

Market potential of vehicle aftermarket: Relais' target market is huge relative to the company's own size class. We estimate that the company has significant room to grow, considering that the company looks for potential target markets also outside the current business areas. This will further increase the number of potential acquisition targets. Thus we do not see that the size of the target market would limit the possibilities of implementing the growth strategy in the foreseeable future.

Cash flow defensiveness: The profitability profile of Relais' businesses is good, and the development of the vehicle aftermarket is stable over time. Thus, demand fluctuation is typically moderate, which means cash flow performance will also remain somewhat stable over time. This creates preconditions to implement the inorganic growth strategy evenly over economic cycles.

Weaknesses and risk factors

We believe Relais' main weaknesses and risks are:

Lack of competitive advantage and pricing power in businesses: Although spare parts and equipment, as well as repair and maintenance services are critical elements for vehicles, differentiation from competitors is challenging in the target market in the long run. We, therefore, believe it is difficult to create a structural and thus sustainable competitive advantage in wholesale and repair businesses, which would strengthen pricing power. These factors, together with a cost structure consisting largely of variable costs, limit the profitability potential of the business in the long term.

Business model that ties up working capital: The business model and extensive product offering require significant inventories. As a result of this, the lease liabilities of the repair and maintenance business, and the considerable burden of interest rate costs, the company's free cash flow is typically lower than the operating result, which we believe slows down the conditions for implementing the inorganic growth strategy to some extent.

The failure of acquisitions is an essential risk if acquisitions are carried out with high valuations and/or the assessment of the acquisition target's quality fails. The valuation of the transactions is essential because, in general, the organic growth outlook of the aftermarket is not particularly strong in the long run. However, we have not identified any failures in the acquisition already made.

Investment profile

- 1 Good historical track record in allocating capital to growth
- 2 Significant growth potential in the target market and accumulated experience in M&A
- 3 Flexible cost structure and mainly stable performance history
- 4 Business model consumes funds through working capital and lease obligations, limiting the amount of capital that can be reallocated
- 5 In the long run, the expected return is determined by the success of the capital reallocation

Potential

- Demand drivers are not susceptible to cyclical fluctuations, so demand is defensive
- If Relais is a successful serial consolidator it has good preconditions to generate ROI that exceeds the cost of equity
- In a large and fragmented market, the number of potential acquisition targets is huge
- Relatively flexible cost structure

Risks

- The business requires significant inventories that tie up working capital and depress cash flow
- Usual risks associated with the implementation of an inorganic growth strategy
- No identifiable sources of strong and sustainable competitive advantages in the business
- Low liquidity of the share

Estimates 1/4

Estimate model

We forecast Relais’ revenue by business area: Commercial Vehicle Services, Technical Wholesale, and Products and Solutions. In the short and medium term, our segment forecasts are based primarily on expected market growth, market share trends, and completed acquisitions. We also model profitability at the segment level. For short-term profitability, we model the relative and absolute trends in gross margin and cost structure on both a quarterly and annual basis, and in the medium term on an annual basis.

Our longer-term estimates for growth are based on estitarget market growth and for profitability on historical profitability levels and profitability levels that we deem sustainable in the longer term. Our estimates do not consider unimplemented acquisitions as their detailed prediction is practically impossible.

Top and bottom lines diverge in H1

In line with its guidance policy, Relais does not provide short-term outlooks and therefore has no active earnings guidance for the current year.

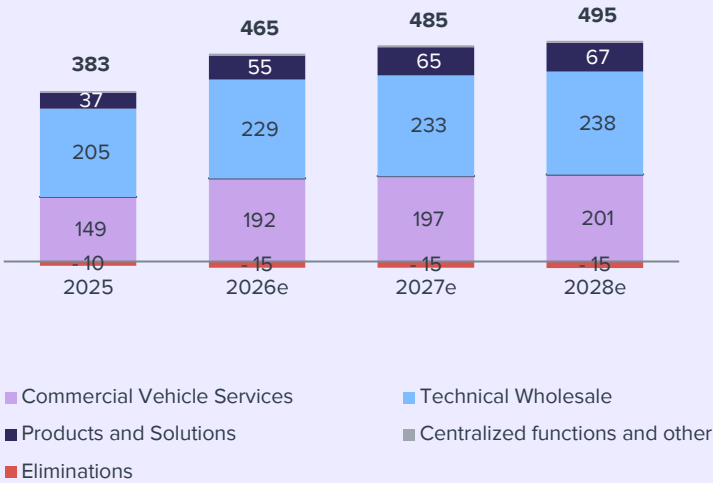
In H1'26, Relais’ revenue grew strongly across all three segments. This was driven in particular by the numerous acquisitions made in 2025, making inorganic growth the biggest driver of revenue growth for the period. Organic growth was also good overall, driven in particular by the Q1 revenue boost from the harsh winter. This was most evident in Technical Wholesale, where Q2 growth also benefited from the company’s organic growth initiatives. By contrast, organic revenue in Commercial Vehicle Services was relatively stable to slightly declining. In our view, this

reflects not only the competitive landscape but also a somewhat challenging operating environment in customer industries, driven by fuel prices.

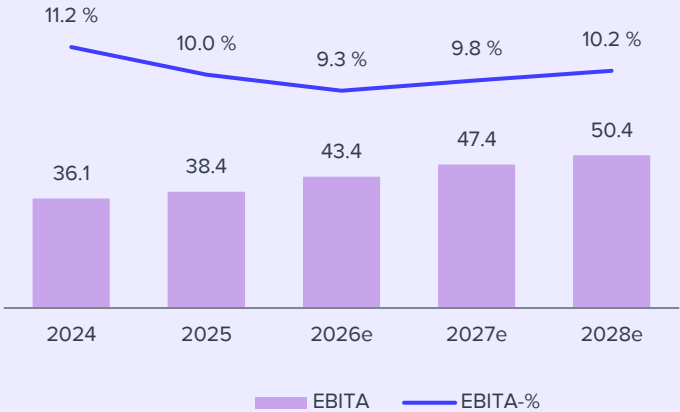
Despite 38% revenue growth in H1'26, adjusted EBITA grew a more moderate 25%, as the margin declined by 1pp. This was driven in particular by a sluggish Q2, which reflected underutilization from the relocation of one Raskone branch and front-loaded costs from new Technical Wholesale store openings. These are normal headwinds in the operational development of the business, and we are not particularly concerned about the weaker profitability. Management expects profitability at the newly opened locations to improve, but is prepared to act if it does not.

We expect revenue growth to slow in H2'26 on timing factors related to inorganic growth. We forecast organic growth to be slightly positive at around 3%, with inorganic growth contributing ~5%. This gives 2026 revenue growth of 21% and revenue of 465 MEUR.

Revenue development



Earnings development



Estimates 2/4

Reflecting revenue growth and seasonality, we expect profitability in the second half of the year to be better than in the early part of the year. However, we expect earnings to improve only slightly from the comparison period, as the aforementioned profit headwinds in Technical Wholesale will continue in H2. Against this backdrop, we expect the full-year adjusted EBITA margin to settle at 9.3% and adjusted EBITA at 43.4 MEUR. We expect net financial expenses to be high relative to the earnings level, reflecting the balance sheet's significant financial leverage. Reflecting this, the substantial foreign exchange losses in Q2, and a normal tax rate, we forecast full-year adjusted EPS to settle at EUR 1.13 per share. We estimate that the capital allocation priorities in the short term will be on reducing debt levels, so we expect the company to raise its dividend slightly from the previous year to EUR 0.32 per share.

Familiar growth drivers next year too

We forecast 2027 revenue growth of 4% to 485 MEUR, with inorganic growth accounting for about half of this, driven by the Tershine and Service Ekspressen acquisitions. We expect organic growth at a normal level of ~2%: economic development remains relatively stable, but elevated inflation dampens consumption and discretionary investment. We expect this to weigh on Commercial Vehicle Services growth next year as well, alongside the dampening effect of high fuel prices on demand.

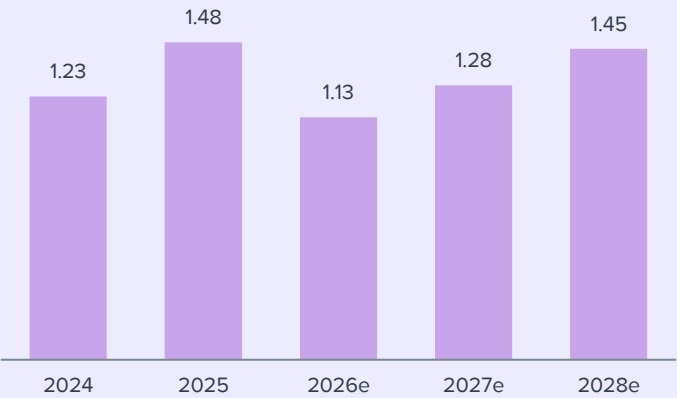
Driven by moderate revenue growth and ongoing efficiency-improving measures, we forecast adjusted EBITA to grow at a healthy pace of 9% in 2027. Thus, we forecast the margin to rise to 9.8% next year and adjusted EBITA to

settle at 47.4 MEUR. This earnings growth falls slightly short of the pace implied by the company's financial targets. That said, we consider it highly likely that the company will also make bolt-on acquisitions next year, although the focus remains on reducing debt. With higher interest rates, we expect net financing costs to weigh more heavily on earnings next year, while the tax rate should remain at a normal level. We therefore forecast adjusted EPS to rise to EUR 1.28. In line with the company's moderate dividend policy, we expect the dividend for 2027 to rise to EUR 0.35 per share.

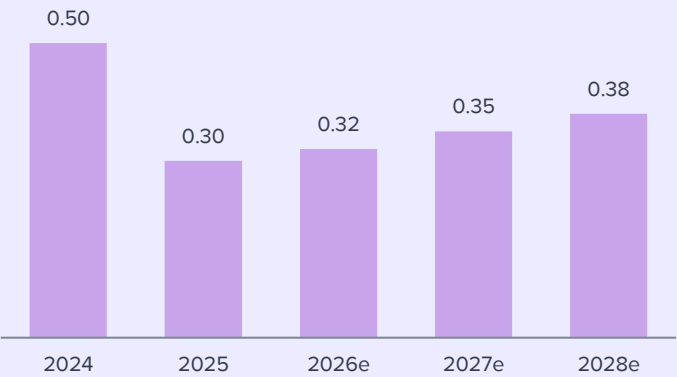
Development of cash flow and balance sheet position

Relais' relative net working capital has been on a downward trend for a long time, although the decline halted at the end of last year, driven in particular by acquisitions. With the current business structure, we expect net working capital to settle at a solid 21% relative to revenue, meaning that roughly one-fifth of revenue growth is tied up in net working capital. Reflecting this, we forecast that the company's cash conversion (operational cash flow/EBITDA) will on average be close to 80% in our 2026–2029 forecasts. Free cash flow from operations, reflecting moderate annual investment needs of some 6–8 MEUR but substantial IFRS16 debt repayments (lease payments), will remain clearly below EBITDA, at roughly 45–50% of EBITDA. However, about a third of this free cash flow is consumed by high net financial expenses, which limits the pace at which the balance sheet can strengthen and leverage can decrease.

Adjusted earnings per share



Dividend per share



Estimates 3/4

With our 2027 forecasts, the company's net debt to adjusted EBITA (excluding IFRS 16 lease liabilities, but including the capital loan) is at 2.9x. In our view, this is a sustainable level considering the stability of the business, although we estimate it to be near the upper limit of the company's comfort zone.

Return on capital levels will gradually increase

Our current medium-term forecasts expect the company to show a slight improvement in profitability from the current level, and therefore our forecasts also show the company's return on capital employed rising slightly from the current level. However, the return on capital remains at a modest double-digit level and falls short of the company's target of over 13%. Thus, if the company were to reach its target ROCE level of over 13%, there would be upside in our estimates. However, we expect the company to demonstrate improved efficiency before raising the forecast bar to the target level.

Longer-term forecasts

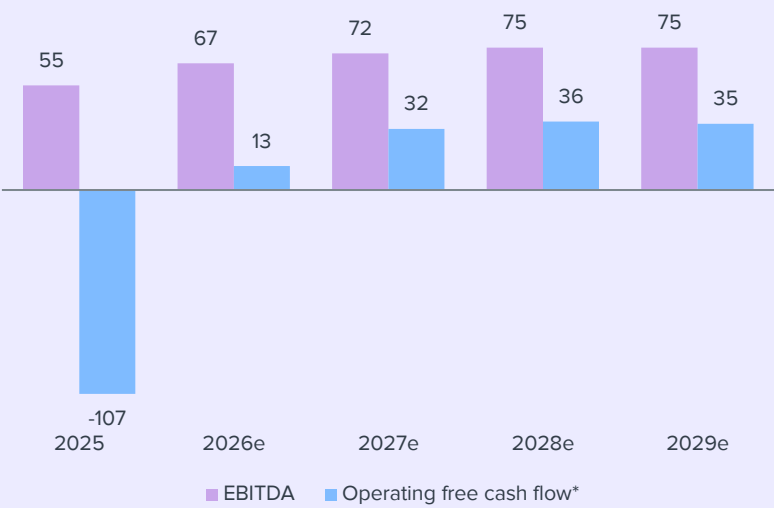
Our medium- and long-term growth estimates are based on the market growth we expect, which means they are at 2-3 %. Our estimate for Relais' EBITA margin for the same period is at the 9.5% level. The decline in long-term profitability estimates reflects a change in the group's revenue mix and, in particular, the growth in the relative share of the lower-margin Commercial Vehicle Services. However, in the long run, the Group's corporate and business structure will change through acquisitions. Consequently, the Group's long-term profitability potential will also evolve alongside the structural changes. This will also affect the long-term return on capital levels achieved

by the company.

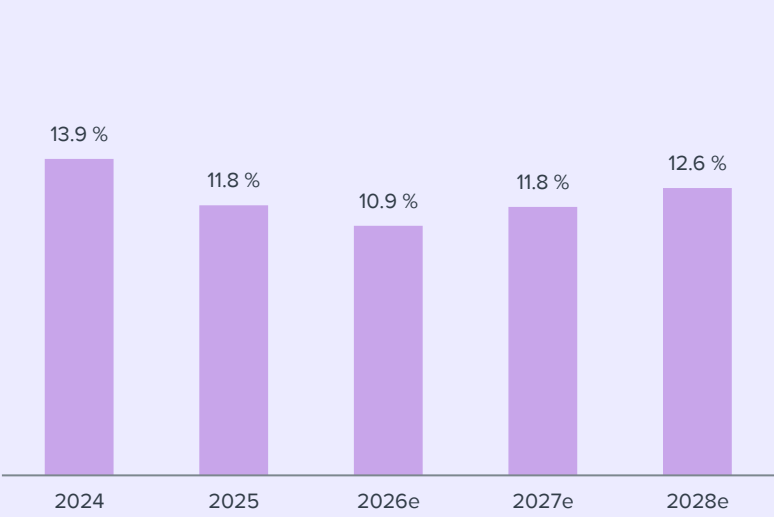
Forecast risks are quite moderate

Considering the recurring nature of the demand for the services business and the low share of discretionary demand, we feel Relais' long-term demand risks should be limited, despite the uncertainties related to the operating environment and the pace of economic growth. On the other hand, the demand for some companies' products is affected by winter weather conditions, which creates a recurring demand risk that can swing in either direction. In addition, in the short term, high fuel prices accentuate demand risks, particularly in Commercial Vehicle Services, although this impact may be reflected to some extent across the entire vehicle market and value chain. From this perspective, we believe it is particularly noteworthy that the profitability of Commercial Vehicle Services is sensitive to changes in demand, as personnel costs account for a significant portion of its costs. Thus, changes in revenue are significantly reflected in the segment's profitability.

Cash flow development (MEUR)*



Return on invested capital (ROCE %)



Source: Inderes

* NB! The free cash flow for 2025–2026 accounts for acquisitions as investments

Estimates 4/4

Estimate revisions

- Alongside the report, we make very minor changes to our estimates for the coming years and revise our long-term profitability estimates.
- Our 2027 operating profit forecasts rise on minor upward revisions to Commercial Vehicle Services profitability,
- while our 2028 forecasts are weighed down primarily by minor downward revisions to Technical Wholesale margins.
- We also raise our net financial expense forecasts, leaving our 2027 EPS forecast unchanged and lowering our 2028 forecast.
- Reflecting these changes and the company's capital allocation priorities, we also lower our dividend forecasts for the coming years.
- Finally, we lower our long-term profitability forecasts, having updated our assessment of the profitability potential of the current revenue structure.

Estimate revisions	2026e	2026	Change	2027e	2027e	Change	2028e	2028e	Change
MEUR / EUR	Old	New	%	Old	New	%	Old	New	%
Revenue	465	465	0%	486	485	0%	496	495	0%
EBITDA	66.9	66.9	0%	71.1	72.0	1%	76.2	75.0	-2%
EBIT (exc. NRIs)	43.4	43.4	0%	46.5	47.4	2%	51.6	50.4	-2%
EBIT	32.3	32.3	0%	37.9	38.8	2%	43.0	41.8	-3%
PTP	21.3	21.3	0%	27.3	27.4	0%	33.7	31.5	-6%
EPS (excl. NRIs)	1.13	1.13	0%	1.28	1.28	0%	1.54	1.45	-6%
DPS	0.38	0.32	-16%	0.40	0.35	-13%	0.42	0.38	-10%

Source: Inderes

Income statement

Income statement	2024	Q1'25	Q2'25	Q3'25	Q4'25	2025	Q1'26	Q2'26	Q3'26e	Q4'26e	2026e	2027e	2028e	2029e
Revenue	323	82.8	82.9	101	117	383	119	110.5	109	126	465	485	495	505
Commercial Vehicle Services	323	29.1	31.7	41.3	46.7	149	50.7	46.2	46.0	49.1	192	197	201	205
Technical Wholesale	0.0	47.3	46.1	50.9	60.4	205	58.6	54.5	52.4	63.2	229	233	238	243
Products and Services	0.0	7.5	5.7	11.4	12.3	36.8	12.7	12.2	13.5	16.1	54.5	65.0	67.0	69.0
Centralized functions and other	0.0	0.5	0.7	1.0	1.2	3.4	1.3	1.0	1.0	1.0	4.3	4.3	4.4	4.5
Eliminations	0.0	-1.6	-1.2	-3.5	-3.9	-10.1	-4.2	-3.4	-3.5	-3.5	-14.6	-14.6	-15.0	-15.5
EBITDA	51.9	13.0	11.8	14.4	16.0	55.1	18.0	13.6	16.6	18.7	66.9	72.0	75.0	75.1
Depreciation	-18.9	-4.9	-5.5	-7.3	-7.9	-25.6	-8.2	-9.4	-8.4	-8.6	-34.6	-33.2	-33.2	-30.8
EBIT (excl. NRI)	36.1	9.2	7.6	10.9	10.8	38.4	12.8	8.0	10.2	12.3	43.4	47.4	50.4	52.3
EBIT	33.0	8.1	6.3	7.1	8.0	29.5	9.8	4.2	8.2	10.1	32.3	38.8	41.8	44.3
Commercial Vehicle Services	33.0	2.4	2.6	4.0	2.5	11.5	4.6	2.9	4.1	3.8	15.5	16.6	16.9	17.4
Technical Wholesale	0.0	5.3	4.6	5.3	6.9	22.2	6.3	3.8	4.2	6.3	20.7	21.3	23.8	24.7
Products and Services	0.0	2.2	1.3	2.4	2.7	8.5	3.1	2.6	2.8	3.4	11.8	14.0	14.7	15.3
Centralized functions and other	0.0	-0.7	-0.9	-0.8	-1.4	-3.8	-1.2	-1.2	-1.0	-1.2	-4.6	-4.6	-5.0	-5.2
Eliminations	0.0	0.0	0.0	0.0	0.0	0.0	0.1	-0.1	0.0	0.0	0.0	0.0	0.0	0.0
Non-recurring items	0.0	-0.2	-0.4	-2.1	-0.8	-3.5	-1.1	-1.9	0.0	0.0	-2.9	0.0	0.0	0.0
PPA amortizations	0.0	-0.8	-0.9	-1.7	-1.9	-5.4	-2.0	-2.0	-2.0	-2.2	-8.2	-8.6	-8.6	-8.0
Net financial items	-9.2	-0.6	-4.4	-2.7	-2.2	-9.9	-1.1	-4.6	-2.6	-2.6	-10.9	-11.4	-10.3	-8.5
PTP	23.8	7.5	1.9	4.4	5.8	19.6	8.7	-0.5	5.6	7.5	21.3	27.4	31.5	35.8
Taxes	-5.2	-1.6	-0.4	-1.0	-0.9	-3.9	-1.7	-0.1	-1.4	-1.1	-4.3	-5.9	-6.8	-7.7
Minority interest	0.0	0.0	0.0	-0.1	-0.1	-0.2	-0.2	-0.3	-0.3	-0.3	-1.0	-1.2	-1.2	-1.2
Net earnings	18.5	5.9	1.5	3.3	4.8	15.5	6.8	-0.8	4.0	6.1	16.0	20.3	23.6	26.9
EPS (adj.)	1.23	0.39	0.17	0.51	0.41	1.48	0.37	0.12	0.26	0.38	1.13	1.28	1.45	1.59
EPS (rep.)	1.02	0.32	0.08	0.18	0.22	0.81	0.32	-0.09	0.17	0.29	0.69	0.91	1.08	1.25

Key figures	2024	Q1'25	Q2'25	Q3'25	Q4'25	2025	Q1'26	Q2'26	Q3'26e	Q4'26e	2026e	2027e	2028e	2029e
Revenue growth-%	13.5 %	0.1 %	11.6 %	34.9 %	28.6 %	18.8 %	43.7 %	33.3 %	8.2 %	8.0 %	21.2 %	4.3 %	2.1 %	2.1 %
Adjusted EBIT growth-%	26.5 %	-5.1 %	3.6 %	19.4 %	7.4 %	6.3 %	39.7 %	5.9 %	-6.8 %	14.8 %	12.9 %	9.3 %	6.4 %	3.7 %
EBITDA-%	16.1%	15.7 %	14.2 %	14.2 %	13.7 %	14.4 %	15.1 %	12.3 %	15.1 %	14.9 %	14.4 %	14.9 %	15.1 %	14.9 %
Adjusted EBIT-%	11.2 %	11.1 %	9.1 %	10.8 %	9.2 %	10.0 %	10.8 %	7.3 %	9.3 %	9.8 %	9.3 %	9.8 %	10.2 %	10.3 %
Net earnings-%	5.7 %	7.1 %	1.8 %	3.3 %	4.1 %	4.0 %	5.7 %	-0.8 %	3.6 %	4.9 %	3.4 %	4.2 %	4.8 %	5.3 %

Source: Inderes

NB! EBIT (excl. NRI) is the adjusted EBITA reported by Relais.

Valuation 1/3

We approach the valuation on earnings basis

We prefer earnings-based price multiples in our valuation for Relais. In our view, the most suitable earnings multiples are the adjusted P/E and EV/EBITA adjusted for PPA amortization and IFRS 16 lease liabilities, which takes the company's balance sheet structure into account. We examine these in absolute terms. In relative valuation, we primarily use the EV/EBITDA ratio due to its better comparability. We examine the valuation primarily with valuation multiples for the current and next year.

We also rely on the expected total shareholder return of the next few years and the DCF model. However, their weakness is that they do not consider the potential for value creation of inorganic growth, which is why we believe they are best suited to value the current business mix. We feel the share's valuation relative to the justified valuation level of the current business entity reflects the extent to which the valuation relies on the potential value creation of future M&A transactions. In simple terms, if the share is priced through the current business's earnings performance, the investor gets the value creation potential of inorganic growth "for free". On the other hand, the more the valuation rises above the earnings potential of the current business, the more risk the investor bears as to how successful the allocation of capital to acquisitions will be in the future.

In the long run, we believe that the pursuit of inorganic growth is the priority in capital allocation and, therefore, feel dividends should be primarily seen as a component that moderately supports the expected return.

Factors influencing valuation

We believe the key factors supporting and depressing Relais' valuation are:

- Growth and capital allocation: We believe that Relais' key value driver is growth through M&A transactions, i.e. capital reallocation. In light of the development in recent years, we consider the reallocation of capital successful. As we do not model acquisitions, we take them into account as part of our valuation and view.
- A defensive and moderately growing market reduces demand-related risk levels, but on the other hand, value creation through organic growth is more challenging in a low-growth market.
- The company's cash flow profile and capital intensity: Relais' cash flow has historically been relatively good. Free cash flow, and with it strategy execution, is constrained by the working capital tied up in the product business and by facility costs in Commercial Vehicle Services (largely lease liabilities, which run through financing cash flow). We therefore expect free cash flow to fall short of operating profit, limiting capital reallocation – especially now that interest costs consume a substantial portion of cash flow.
- In our view, the lack of strong competitive advantages in a large part of the businesses also limits the pricing power of industry players, Relais included, and thus their profitability potential.

Valuation	2026e	2027e	2028e
Share price	12.65	12.65	12.65
Number of shares, millions	18.7	18.8	18.8
Market cap	237	237	238
EV	513	500	483
P/E (adj.)	11.2	9.9	8.7
P/E	18.4	13.9	11.7
P/B	1.8	1.7	1.5
P/S	0.5	0.5	0.5
EV/Sales	1.1	1.0	1.0
EV/EBITDA	7.7	6.9	6.4
EV/EBIT (adj.)	11.8	10.6	9.6
Payout ratio (%)	37.4 %	32.4 %	30.4 %
Dividend yield-%	2.5 %	2.8 %	3.0 %

Source: Inderes

Valuation 2/3

The valuation is moderate based on LTM results

Based on the previous 12 months' results, Relais is valued at an adjusted P/E ratio of 9x and an adjusted EV/EBITA ratio of 11x, respectively. In our view, these multiples are moderate on a net earnings basis, while the valuation taking the balance sheet structure into account is fairly neutral. Overall, we see slight upside in the trailing multiples, as we consider a P/E of 10–13x and EV/EBITA of 9–12x justified for the share.

Earnings growth not a material driver

We forecast relatively stable EPS development over Q2'26–2028e (CAGR [X]%), although earnings have declined in the short term and will only recover to the 2025 level toward the end of the period. Earnings growth is therefore a negative driver of the expected return in the short term, but its overall impact over the coming years is fairly neutral.

On our forecasts, the adjusted P/E for 2026 and 2027 is 11x and 10x respectively, with adjusted EV/EBITA of about 11x and 9x. Note that only next year's multiples fully capture the earnings impact of all completed acquisitions, whereas their balance sheet impact is already fully reflected this year. Therefore, we are particularly looking at next year's valuation multiples, which we believe are moderate in relation to Relais' return on capital and also in the context of general stock market valuation levels. Thus, based on absolute valuation multiples, we believe the stock has upside.

Total expected return

On our forecasts, the dividend yield will average just under

3% in 2026–2028. The expected return, comprising valuation upside and dividend yield, therefore reaches double digits. We believe that this means that good expected return in the coming years does not require capital allocation to acquisitions. With these factors in mind, we consider the risk/reward ratio of the stock to be attractive.

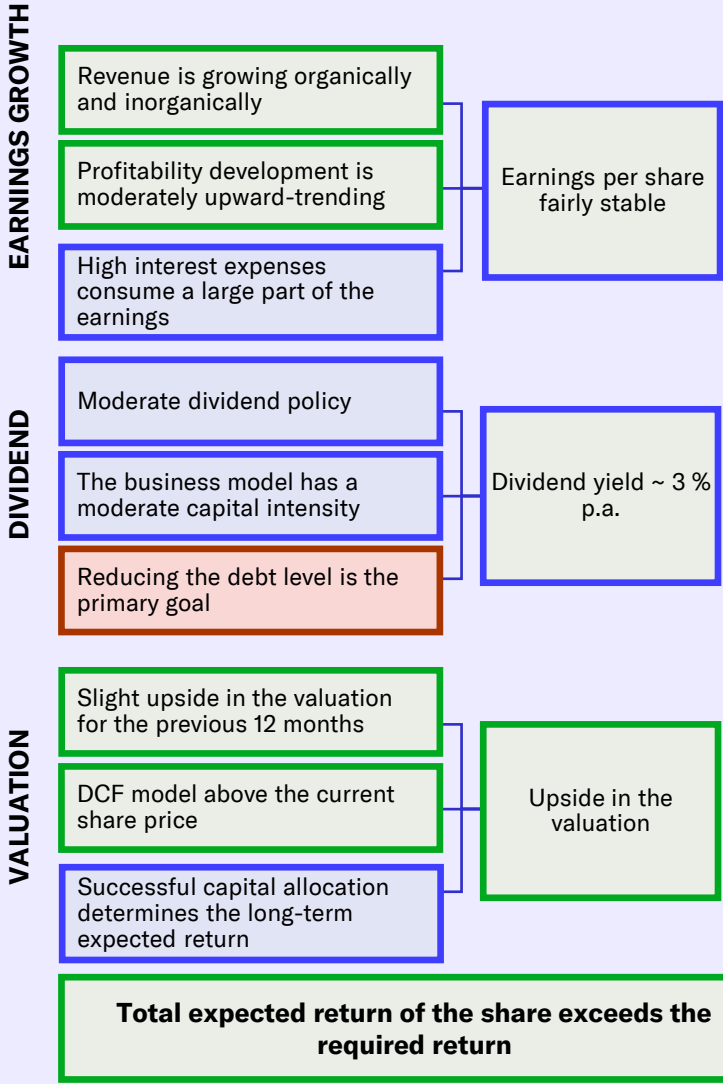
Peer group and relative valuation

We have created two peer groups for Relais, consisting of companies involved in the international vehicle aftermarket and Nordic serial consolidators. The players in the first peer group are, as a whole, very similar to Relais' operational businesses. Most or a considerable share of the players' business comes from distribution in addition to which several players also have expanded into service business. Thus, their businesses have quite similar characteristics as the businesses owned by Relais (competitiveness elements, earnings model and risk profile).

The second peer group consists of serial consolidators whose business model is similar to that of Relais at Group level, i.e. it is based on continuous acquisitions. The businesses owned by the serial consolidators differ, but the value creation of all of them is largely based on successful capital allocation to inorganic growth. We feel that the peer groups provide a good framework for Relais' valuation.

Total shareholder return drivers Q2'26-2028e

Positive Neutral Negative



Valuation 3/3

We consider the valuation of the first peer group a rough floor for Relais’ valuation, and believe it reflects a justified valuation of the businesses Relais owns. The valuation of serial consolidators, in turn, illustrates how Relais could be priced if it succeeds in improving efficiency and raising its return on capital. We do not consider it justified, however, to value Relais at the serial consolidator median, as its historical return on capital has been clearly below theirs.

On key EV-based multiples for the coming years, Relais trades at a ~10% discount to peers with similar businesses, whose median valuation we consider reasonable. Relative to the peer group of serial consolidators, Relais is valued at a discount of just under 50%. We find the valuation multiples for this peer group high, although we believe that players with a long track record of high ROE earn far higher valuation multiples than the average stock market valuation level. Nevertheless, the relative valuation difference may also narrow through this decrease in the median valuation of the peer group.

Considering the historical track record, we believe that Relais’ justified valuation level is in the middle ground of these two peer groups. At the same time, the relative valuation compared to both peer groups seems to act as a barometer of the extent to which the share’s valuation level contains assumptions about the value creation of inorganic growth. We do not believe the current valuation of Relais’ stock contains expectations of value creation through new acquisitions, which we consider justified given the current debt level. We estimate that in the short term, the company will prioritize reducing its debt level in its capital allocation decisions.

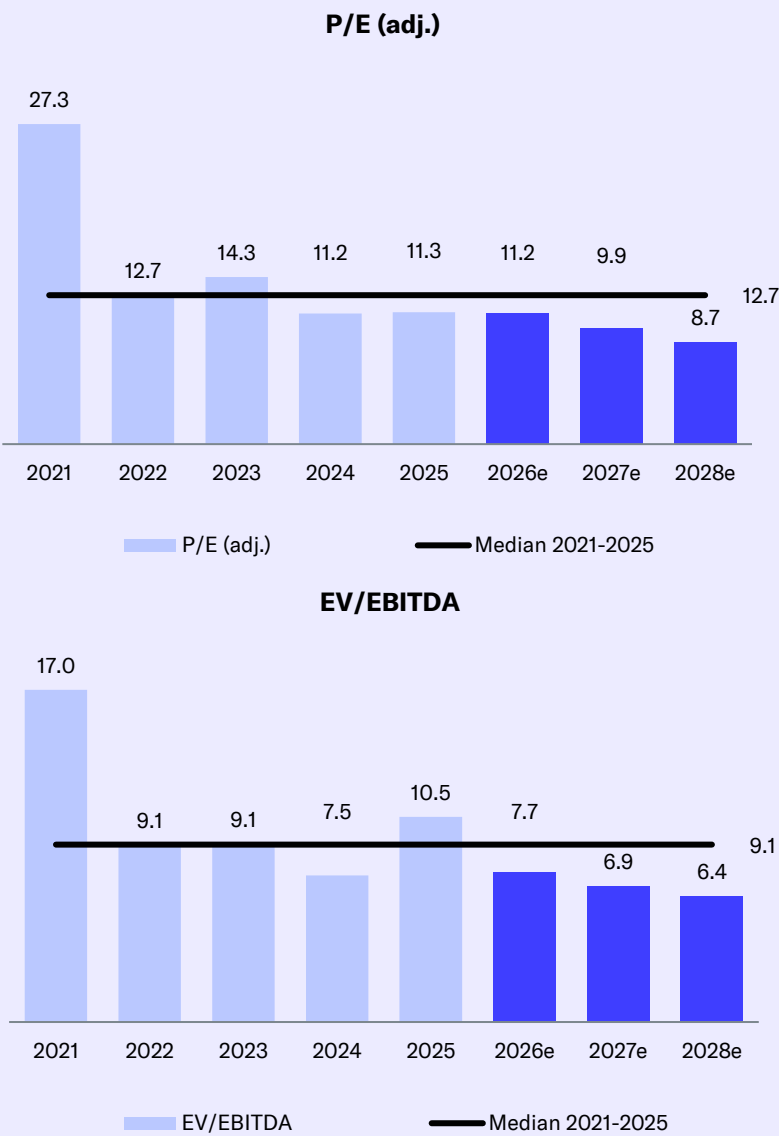
DCF model

The value our DCF calculation indicates for Relais’ share is EUR 15.8 per share. In addition to our estimates for the next few years, our DCF model is based on our long-term estimates. Thus, the DCF model ignores the value creation potential of inorganic growth and acts as a yardstick, especially for the current entity. In the model, the cost of equity used is 10.1 % while the average cost of capital (WACC-%) is 7.9 %.

Investment view

In our view, the fair value of Relais’ share is EUR 15.0–17.5. Against this, the current share price is attractive, and we expect the return for the coming years to reach a low double-digit level. Relative to the company’s risk profile, we therefore consider the risk/reward attractive.

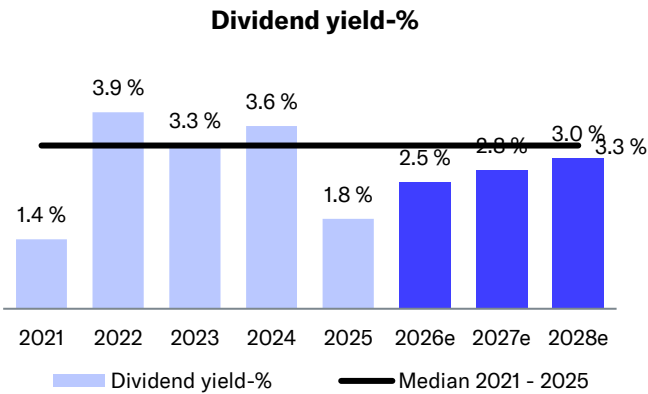
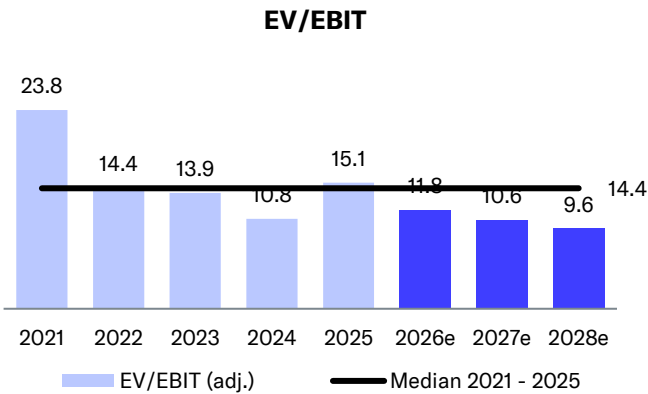
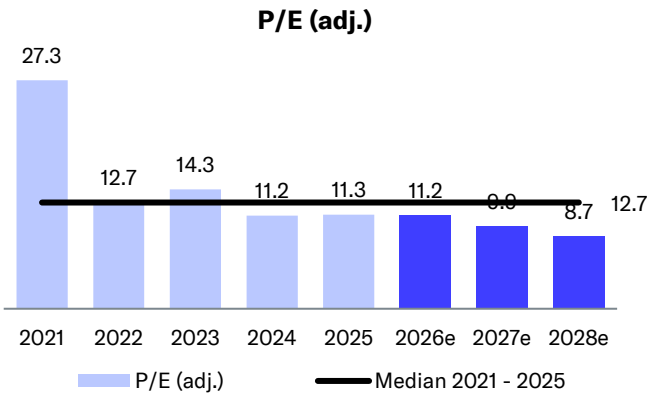
As noted, Relais’ return on invested capital will determine the pace at which the share’s fair value grows over the long run. In the short term, the focus is on improving the efficiency of current operations and strengthening the balance sheet, but we believe the company can accelerate value creation in the medium and long term through successful capital reallocation at attractive returns.



Valuation table

Valuation	2021	2022	2023	2024	2025	2026e	2027e	2028e	2029e
Share price	26.0	10.2	13.5	13.7	16.7	12.65	12.65	12.65	12.65
Number of shares, millions	17.9	18.1	18.1	18.1	18.2	18.7	18.8	18.8	18.9
Market cap	466	185	245	248	304	237	237	238	239
EV	613	332	396	390	580	513	500	483	467
P/E (adj.)	27.3	12.7	14.3	11.2	11.3	11.2	9.9	8.7	8.0
P/E	32.5	18.4	17.8	13.4	20.7	18.4	13.9	11.7	10.1
P/B	4.5	1.8	2.2	2.1	2.5	1.8	1.7	1.5	1.4
P/S	2.0	0.7	0.9	0.8	0.8	0.5	0.5	0.5	0.5
EV/Sales	2.6	1.3	1.4	1.2	1.5	1.1	1.0	1.0	0.9
EV/EBITDA	17.0	9.1	9.1	7.5	10.5	7.7	6.9	6.4	6.2
EV/EBIT (adj.)	23.8	14.4	13.9	10.8	15.1	11.8	10.6	9.6	8.9
Payout ratio (%)	44.9 %	72.3 %	58.1 %	48.9 %	35.3 %	37.4 %	32.4 %	30.4 %	30.9 %
Dividend yield-%	1.4 %	3.9 %	3.3 %	3.6 %	1.8 %	2.5 %	2.8 %	3.0 %	3.5 %

Source: Inderes



The market cap and enterprise value in the table consider the expected change in the number of shares and net debt for the forecast years.

Peer group valuation 1/2

Peer group valuation Company	Market cap MEUR	EV MEUR	EV/EBIT		EV/EBITDA		EV/S		P/E		Dividend yield-%		P/B
			2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	2026e
Inter Cars SA	3196	3977	12.0	10.7	9.9	9.0	0.7	0.7	19.1	16.9	0.1	0.3	2.1
Advance Auto Parts Inc	2371	2609	8.4	6.9	5.1	4.5	0.3	0.3	15.0	11.6	2.3	2.3	1.2
Duell	12	27		27.4	11.0	5.5	0.2	0.2				0.4	0.3
Auto Partner SA	814	905	9.7	8.6	8.5	7.5	0.8	0.7	11.6	10.1	0.7	0.7	2.1
Genuine Parts Co	15143	19088	12.8	12.2	10.2	9.6	0.8	0.8	16.1	15.0	3.4	3.6	3.6
LKQ Corp	4844	8094	8.9	7.8	6.5	5.9	0.7	0.7	8.1	7.2	5.6	5.6	0.8
O'Reilly Automotive Inc	64757	70762	21.2	19.8	18.4	17.3	4.2	3.9	27.4	24.6			
Autozone Inc	45449	53232	16.0	15.0	13.5	12.5	2.9	2.7	20.9	18.6			
Bapcor Ltd	325	560	18.7	15.8	6.1	5.7	0.5	0.5	38.8	26.7		1.2	0.6
Mekonomen AB	352	893	10.7	9.0	5.4	5.0	0.5	0.5	9.0	7.0	1.4	4.0	0.6
Relais Group (Inderes)	237	513	11.8	10.6	7.7	6.9	1.1	1.0	11.2	9.9	2.5	2.8	1.8
Average			13.2	13.3	9.5	8.2	1.2	1.1	18.4	15.3	2.3	2.3	1.4
Median			12.0	11.4	9.2	6.7	0.7	0.7	16.1	15.0	1.9	1.7	1.0
Diff-% to median			-1%	-8%	-17%	4%	58%	55%	-31%	-34%	36%	60%	82%

Lähde: Refinitiv / Inderes. The market value used by Inderes does not take into consideration treasury shares.

Peer group valuation 2/2

Peer group	Market cap	EV	EV/EBIT		EV/EBITDA		EV/S		P/E		Dividend yield-%		P/B
Company	MEUR	MEUR	2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	2026e	2027e	2026e
Relais Group OYJ	237	507	15.0	12.0	7.3	6.5	1.1	1.0	13.3	10.4	2.7	3.0	1.5
Indutrade AB	8721	9605	23.8	21.3	17.2	15.5	3.0	2.8	30.6	26.2	1.3	1.5	5.0
Bergman & Beving AB	647	831	21.5	19.4	12.0	11.2	1.8	1.8	29.2	23.6	1.7	1.7	3.7
Momentum Group AB	571	644	22.4	19.9	14.5	13.1	2.2	2.0	28.7	25.5	1.2	1.3	6.6
Bufab AB	2401	2715	24.7	21.6	19.5	17.4	3.4	3.1	32.3	27.3	1.1	1.3	5.8
Addtech AB	8028	8568	29.5	26.8	22.9	20.4	4.1	3.8	39.2	34.6	1.1	1.2	10.5
Beijer Ref AB	6707	7760	21.1	18.8	16.7	15.0	2.2	2.0	27.3	23.6	1.1	1.3	3.1
Beijer Alma AB	1670	1952	17.6	15.8	13.3	12.0	2.6	2.4	22.4	19.7	1.5	1.6	3.7
Lifco AB (publ)	12350	13314	25.5	22.8	19.0	17.3	4.8	4.4	35.2	31.2	0.9	1.0	6.7
Lagercrantz Group AB	4308	4716	30.8	26.3	23.2	20.3	4.9	4.3	41.1	33.9	1.1	1.3	10.5
Volati AB	271	405	21.5	13.7	9.6	7.5	0.9	0.9	19.5	11.7	2.2	2.7	3.2
Boreo	75	137	19.6	15.3	10.6	9.5	0.8	0.8	53.0	22.4		0.4	2.8
AddLife AB	2041	2458	28.7	25.3	15.6	14.3	2.5	2.3	42.0	33.0	0.9	1.1	3.9
Addnode Group AB (publ)	698	918	17.0	14.9	9.7	8.9	1.7	1.6	23.7	17.9	2.0	2.3	2.6
Instalco AB	997	1362	15.8	12.4	10.2	8.5	1.0	0.9	18.2	12.8	1.7	2.2	3.0
Seafire AB (publ)	48	64	12.8	9.1	6.6	5.6	0.7	0.6	15.4	10.6			0.6
Sdiptech AB (publ)	644	644	8.5	7.1	6.2	5.2	1.4	1.3	18.8	14.9			2.2
Fasadgruppen Group AB (publ)	110	257	7.5	5.8	5.5	4.5	0.5	0.5	6.6	4.4			0.5
Berner Industrier	121	136	13.8	13.0	10.1	9.6	1.4	1.4	17.6	16.6	1.7	1.8	4.0
Relais Group (Inderes)	237	513	11.8	10.6	7.7	6.9	1.1	1.0	11.2	9.9	2.5	2.8	1.3
Average			20.4	17.3	13.5	12.0	2.2	2.1	26.1	21.4	1.3	1.5	4.4
Median			21.5	18.6	12.6	11.6	2.0	1.9	25.5	21.6	1.2	1.3	3.7
Diff-% to median			-45%	-43%	-39%	-40%	-45%	-45%	-56%	-54%	120%	114%	-65%

Refinitiv / Inderes. The market value used by Inderes does not take into consideration treasury shares.

Balance sheet

Assets	2024	2025	2026e	2027e	2028e
Non-current assets	196	302	310	304	299
Goodwill	120	155	165	165	165
Intangible assets	12.0	34.2	28.2	22.0	16.0
Tangible assets	61.7	112	116	117	117
Associated companies	0.0	0.0	0.0	0.0	0.0
Other investments	0.0	0.0	0.0	0.0	0.0
Other non-current assets	0.9	0.8	0.1	0.1	0.1
Deferred tax assets	1.6	0.3	0.3	0.3	0.3
Current assets	134	191	195	203	206
Inventories	83.7	102	116	121	124
Other current assets	0.0	1.9	1.9	1.9	1.9
Receivables	40.6	52.8	65.1	67.4	68.3
Cash and equivalents	9.6	34.2	11.6	12.1	12.4
Balance sheet total	330	493	505	507	505

Source: Inderes

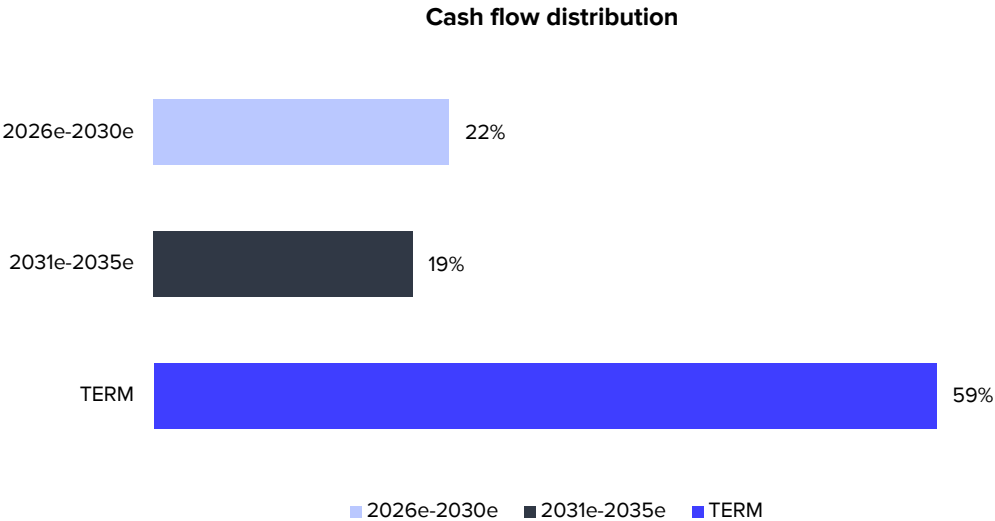
Liabilities & equity	2024	2025	2026e	2027e	2028e
Equity	118	181	189	200	214
Share capital	0.1	0.1	0.1	0.1	0.1
Retained earnings	52.3	52.1	59.5	70.5	84.3
Hybrid bonds	0.0	50.0	50.0	50.0	50.0
Revaluation reserve	0.0	0.0	0.0	0.0	0.0
Other equity	65.2	69.3	70.3	70.3	70.3
Minorities	0.0	9.2	9.2	9.2	9.2
Non-current liabilities	135	214	176	166	156
Deferred tax liabilities	4.0	6.3	6.3	6.3	6.3
Provisions	0.0	0.0	0.0	0.0	0.0
Interest bearing debt	131	208	170	160	150
Convertibles	0.0	0.0	0.0	0.0	0.0
Other long-term liabilities	0.0	0.0	0.0	0.0	0.0
Current liabilities	77.3	98.5	140	140	135
Interest bearing debt	19.6	35.9	55.8	53.4	46.7
Payables	53.7	61.9	83.2	86.3	87.6
Other current liabilities	4.0	0.7	0.7	0.7	0.7
Balance sheet total	330	493	505	507	505

DCF-calculation

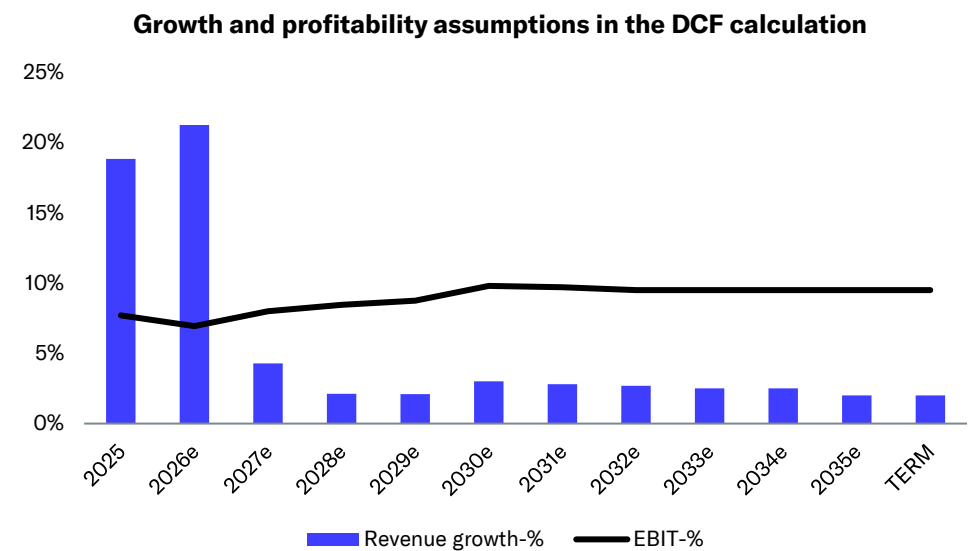
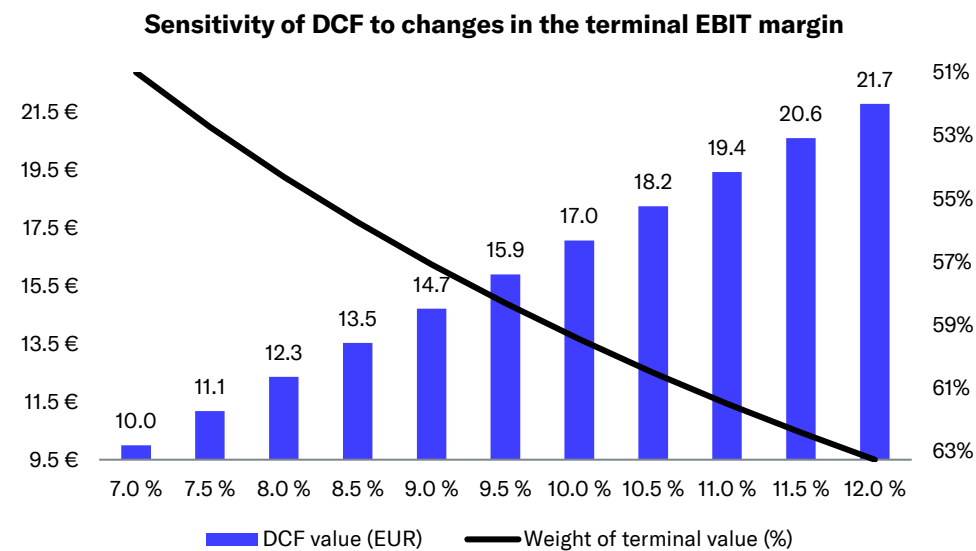
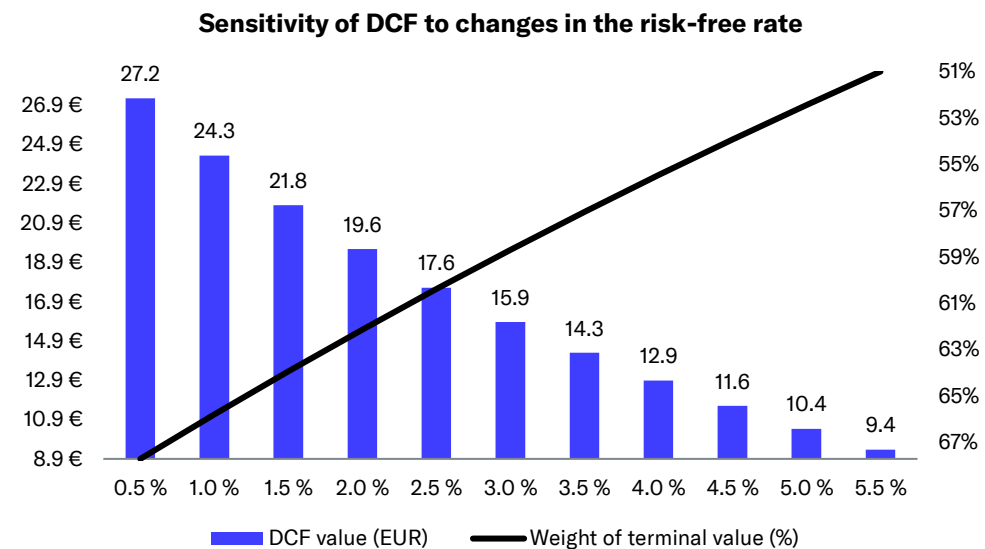
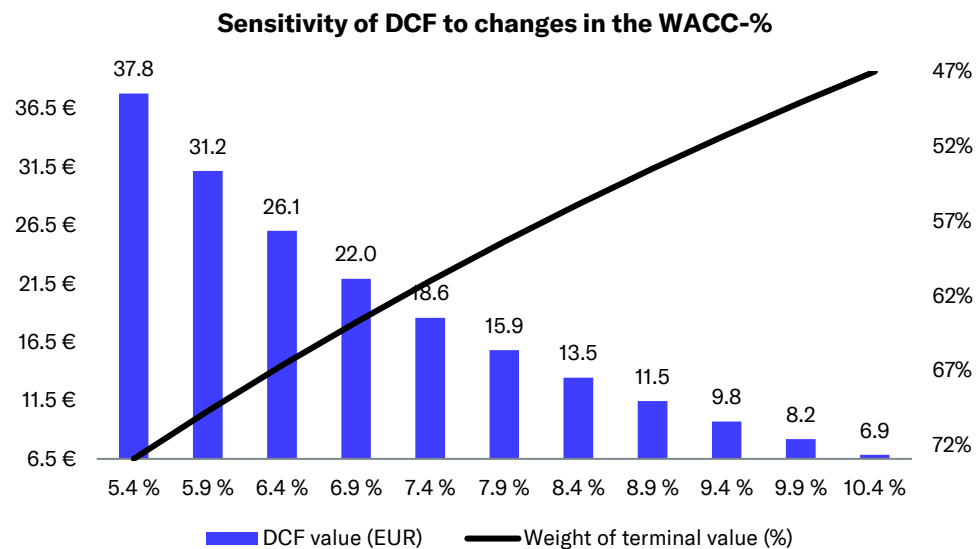
DCF model	2025	2026e	2027e	2028e	2029e	2030e	2031e	2032e	2033e	2034e	2035e	TERM
Revenue growth-%	18.8 %	21.2 %	4.3 %	2.1 %	2.1 %	3.0 %	2.8 %	2.7 %	2.5 %	2.5 %	2.0 %	2.0 %
EBIT-%	7.7 %	6.9 %	8.0 %	8.4 %	8.8 %	9.8 %	9.7 %	9.5 %	9.5 %	9.5 %	9.5 %	9.5 %
EBIT (operating profit)	29.5	32.3	38.8	41.8	44.3	51.0	51.9	52.2	53.5	54.9	56.0	
+ Depreciation	25.6	34.6	33.2	33.2	30.8	28.6	28.5	28.6	28.7	28.9	29.0	
- Paid taxes	-0.3	-4.3	-5.9	-6.8	-7.7	-9.3	-9.5	-9.5	-9.8	-10.1	-10.3	
- Tax, financial expenses	-2.0	-2.1	-2.5	-2.2	-1.8	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	
+ Tax, financial income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
- Change in working capital	-27.7	-5.0	-4.2	-2.2	-2.2	-3.2	-3.1	-3.0	-2.9	-3.0	-2.4	
Operating cash flow	25.1	55.4	59.5	63.8	63.4	65.4	66.2	66.6	67.9	69.0	70.5	
+ Change in other long-term liabilities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
- Gross CAPEX	-132.5	-43	-27.3	-27.8	-28.4	-28.5	-29.1	-29.2	-29.3	-29.6	-31.1	
Free operating cash flow	-107.4	12.6	32.2	36.0	35.0	37.0	37.2	37.3	38.6	39.4	39.5	
+/- Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
FCFF	-107.4	12.6	32.2	36.0	35.0	37.0	37.2	37.3	38.6	39.4	39.5	678
Discounted FCFF		12.5	29.4	30.5	27.4	26.8	25.0	23.3	22.3	21.1	19.5	336
Sum of FCFF present value		573	561	532	501	474	447	422	399	376	355	336
Enterprise value DCF		573										
- Interest bearing debt		-294										
+ Cash and cash equivalents		34.2										
+ Associated companies		0.0										
-Minorities		-12.0										
-Dividend/capital return		-5.5										
Equity value DCF		297										
Equity value DCF per share		15.9										

WACC	
Tax-% (WACC)	21.5 %
Target debt ratio (D/(D+E))	35.0 %
Cost of debt	5.0 %
Equity Beta	1.2
Market risk premium	4.75%
Liquidity premium	1.4 %
Risk free interest rate	3.0 %
Cost of equity	10.1 %
Weighted average cost of capital (WACC)	7.9 %

Source: Inderes



DCF sensitivity calculations and key assumptions in graphs



Source: Inderes. Note that the weight of the terminal value (%) is shown on an inverse scale for clarity.

Summary

Income statement	2023	2024	2025	2026e	2027e	Per share data	2023	2024	2025	2026e	2027e
Revenue	284.3	322.6	383.4	464.9	484.8	EPS (reported)	0.76	1.02	0.81	0.69	0.91
EBITDA	43.5	51.9	55.1	66.9	72.0	EPS (adj.)	0.95	1.23	1.48	1.13	1.28
EBIT	25.1	33.0	29.5	32.3	38.8	OCF / share	1.82	2.33	1.38	2.96	3.17
PTP	17.7	23.8	19.6	21.3	27.4	OFCF / share	0.50	1.57	-5.90	0.68	1.72
Net Income	13.7	18.5	15.5	16.0	20.3	Book value / share	6.10	6.49	9.42	9.62	10.17
Extraordinary items	-3.4	-3.1	-8.9	-11.1	-8.6	Dividend / share	0.44	0.50	0.30	0.32	0.35
Balance sheet	2023	2024	2025	2026e	2027e	Growth and profitability	2023	2024	2025	2026e	2027e
Balance sheet total	329.1	330.2	493.0	504.9	506.7	Revenue growth-%	9%	13%	19%	21%	4%
Equity capital	110.7	117.6	180.6	189.0	200.1	EBITDA growth-%	19%	19%	6%	21%	8%
Goodwill	120.1	120.1	155.0	165.1	165.1	EBIT (adj.) growth-%	24%	27%	6%	13%	9%
Net debt	151.0	141.3	209.4	214.1	201.3	EPS (adj.) growth-%	18%	30%	21%	-24%	13%
Cash flow	2023	2024	2025	2026e	2027e	EBITDA-%	15.3 %	16.1 %	14.4 %	14.4 %	14.9 %
EBITDA	43.5	51.9	55.1	66.9	72.0	EBIT (adj.)-%	10.0 %	11.2 %	10.0 %	9.3 %	9.8 %
Change in working capital	-0.3	-3.5	-27.7	-5.0	-4.2	EBIT-%	8.8 %	10.2 %	7.7 %	6.9 %	8.0 %
Operating cash flow	33.0	42.3	25.1	55.4	59.5	ROE-%	12.8 %	16.2 %	10.7 %	9.1 %	10.9 %
CAPEX	-24.1	-13.7	-132.5	-42.8	-27.3	ROI-%	9.4 %	12.2 %	8.5 %	7.7 %	9.4 %
Free cash flow	9.0	28.5	-107.4	12.6	32.2	Equity ratio	33.6 %	35.6 %	36.6 %	37.4 %	39.5 %
Valuation multiples	2023	2024	2025	2026e	2027e	Gearing	136.5 %	120.1 %	115.9 %	113.3 %	100.6 %
EV/S	1.4	1.2	1.5	1.1	1.0	Net debt/EBITDA	3.5	2.7	3.8	3.2	2.8
EV/EBITDA	9.1	7.5	10.5	7.7	6.9	EBITDA/net financials	5.9	5.6	5.6	6.1	6.3
EV/EBIT (adj.)	13.9	10.8	15.1	11.8	10.6						
P/E (adj.)	14.3	11.2	11.3	11.2	9.9						
P/B	2.2	2.1	2.5	1.8	1.7						
Dividend-%	3.3 %	3.6 %	1.8 %	2.5 %	2.8 %						

Source: Inderes

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Accumulate	The 12-month risk-adjusted expected shareholder return of the share is attractive
Reduce	The 12-month risk-adjusted expected shareholder return of the share is weak
Sell	The 12-month risk-adjusted expected shareholder return of the share is very weak

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Recommendation history (>12 mo)

Date	Recommendation	Target	Share price
4/4/2022	Accumulate	24.00 €	21.00 €
5/13/2022	Accumulate	20.00 €	18.00 €
8/9/2022	Accumulate	14.50 €	13.25 €
8/12/2022	Accumulate	14.00 €	12.20 €
11/9/2022	Buy	13.00 €	10.45 €
11/11/2022	Buy	13.50 €	10.95 €
3/1/2023	Accumulate	13.50 €	11.50 €
3/3/2023	Accumulate	13.50 €	12.50 €
5/5/2023	Accumulate	15.50 €	14.00 €
5/30/2023	Accumulate	15.50 €	13.15 €
8/11/2023	Accumulate	15.50 €	13.15 €
11/3/2023	Buy	15.50 €	11.35 €
3/7/2024	Buy	15.00 €	12.65 €
5/9/2024	Buy	15.00 €	12.50 €
6/5/2024	Buy	15.00 €	12.70 €
8/15/2024	Accumulate	16.50 €	14.45 €
11/8/2024	Accumulate	16.50 €	14.50 €
2/14/2025	Buy	16.50 €	14.10 €
4/8/2025	Buy	16.50 €	13.12 €
5/6/2025	Accumulate	17.00 €	14.45 €
5/14/2025	Accumulate	17.00 €	15.20 €
6/19/2025	Accumulate	17.00 €	14.40 €
8/12/2025	Accumulate	18.50 €	16.55 €
8/15/2025	Accumulate	18.50 €	17.15 €
9/25/2025	Accumulate	18.50 €	16.50 €
10/23/2025	Accumulate	19.00 €	16.75 €
1/8/2025	Accumulate	19.00 €	17.00 €
2/15/2026	Accumulate	18.00 €	16.00 €
5/7/2026	Buy	18.00 €	14.30 €
5/15/2026	Buy	18.00 €	14.90 €
8/11/2026	Accumulate	17.00 €	14.65 €
8/14/2026	Accumulate	17.00 €	14.65 €
10/21/2026	Accumulate	15.50 €	12.65 €



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