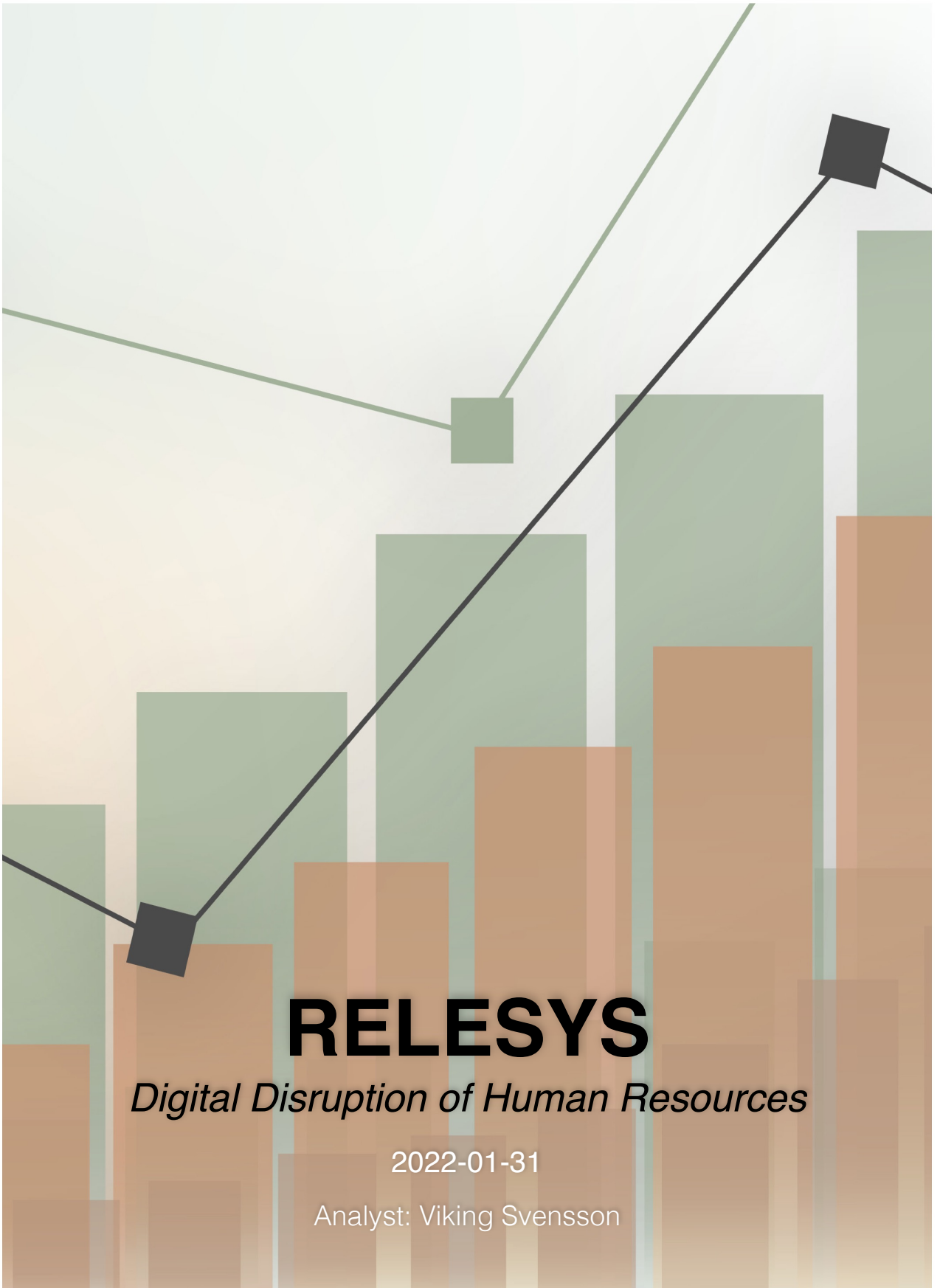


# EQUITY RESEARCH REPORT



## RELESYS

*Digital Disruption of Human Resources*

2022-01-31

Analyst: Viking Svensson

Relesys A/S ("Relesys or the "Company") develops and licenses an all-in-one platform, gathering daily operations, communication and training in one solution for non-desk workers. The Company has a proven track record of double-digit growth, profitability and an impressive customer base. Historically, during the first year of a customer's lifetime, the average revenue per customer has increased with 26%. Relesys is operating in a market that is undergoing a digital disruption, estimated to have a CAGR of 28% until 2025. In the coming years, the Company is expected to enter the UK, the US and DACH region. Relesys is estimated to reach a revenue of DKK 60.1m in 2023, based on a peer valuation, a share price of DKK 10.5 is motivated.

### ■ CAGR of 28% in Underlying Market Until 2025

The Connectivity and Engagement market is estimated to be worth DKK 51.2bn in 2021 according to Statista HR tech (2020). The segment is expected to grow with a CAGR of 28% from 2020 until 2025 implying a market value of DKK 137.4bn in 2025. The high growth rates in Connectivity and Engagement can be explained by several factors, two examples is that spending on IT solutions is increasing amongst global companies and according to Gallup (2020) 80% of the global workforce are non-desk workers in an urgent need for engagement and connectivity.

### ■ Growing With Existing Customers

Relesys has a history of growing with their existing customers. During the first year of a customer's lifetime, the average revenue per customer increased with 26%. That growth continued the second year, generating a total increase in revenue per customer of 45% by the end of year two. Most customers typically implement Relesys platform in one subsidiary and then further expands to the remainder of the groups entities.

### ■ Entering Both the UK and the US

Relesys is expected to enter the UK in 2022 and the US in 2023. The UK have 5.6mn citizens working within Relesys target industries while the US have 53.6mn citizens working within the same industries. Both markets are fragmented with no clear market leader which opens up for Relesys to increase market share. Furthermore, the Company already have active users in both countries which should help validating the Relesys platform.

### ■ Customer Concentration Risk

Relesys three largest customers account for 25% of the Company's revenue. Losing one of the Company's three largest customers would make it challenging for Relesys to reach Analyst Groups estimated Base scenario. However, as the Company enters more markets and sign more customers this risk is expected to become increasingly lower.

SHARE PRICE | **DKK 8.5**

VALUATION RANGE

**BEAR**  
DKK 7.2

**BASE**  
DKK 10.5

**BULL**  
DKK 12.3

RELESYS					
Share Price (2022-01-28)	8.5				
Number of Shares Outstanding	51 400 000				
Market Cap (DKKm)	436.9				
Net cash(-)/debt(+) (DKKm)	-67.0				
Enterprise Value (DKKm)	369.9				
W.52 Price Intervall (DKK)	6.25 – 9.80				
List	Nasdaq First North Growth Market Denmark				
DEVELOPMENT					
1 Week	10.5%				
1 Month	-5.6%				
3 Months	34.4%				
Since IPO	34.4%				
MAIN SHAREHOLDERS (2021-03-31)					
Roesgaard & Co Holding ApS	34.61%				
Sejs & Co. ApS	33.04%				
Martin Langholm Sorensen Holding ApS	6.39%				
<b>Total ( Major Shareholders)</b>	<b>74.04%</b>				
CEO AND CHAIRMAN OF THE BOARD					
CEO	Jesper Roesgaard				
Chairman of the board	Alexander M. Larsen				
FINANCIAL CALENDAR					
Annual Report	2022-03-28				
ESTIMATES (BASE), DKKM	2019	2020	2021E	2022E	2023E
<b>Revenue</b>	<b>20.6</b>	<b>25.7</b>	<b>33.2</b>	<b>43.9</b>	<b>60.8</b>
<i>Revenue growth</i>	<i>N/A</i>	<i>24.8%</i>	<i>29.2%</i>	<i>32.0%</i>	<i>39.0%</i>
<b>Gross profit (Adj.)<sup>1</sup></b>	<b>18.0.1</b>	<b>23.0</b>	<b>29.5</b>	<b>54.3</b>	<b>54.0</b>
<i>Gross margin (Adj.)<sup>1</sup></i>	<i>87.8%</i>	<i>89.7%</i>	<i>89.2%</i>	<i>89.4%</i>	<i>88.8%</i>
<b>EBITDA</b>	<b>4.4</b>	<b>3.7</b>	<b>2.5</b>	<b>1.4</b>	<b>2.6</b>
<i>EBITDA margin</i>	<i>21.5%</i>	<i>14.4%</i>	<i>7.6%</i>	<i>3.2%</i>	<i>4.3%</i>
<b>EBIT</b>	<b>2.8</b>	<b>1.9</b>	<b>-0.1</b>	<b>-2.1</b>	<b>-2.2</b>
<i>EBIT margin</i>	<i>13.5%</i>	<i>7.5%</i>	<i>Neg.</i>	<i>Neg.</i>	<i>Neg.</i>
P/S	N/A	N/A	13.1x	10.0x	7.2x
EV/S	N/A	N/A	11.2x	8.5x	6.1x
EV/EBITDA	N/A	N/A	163.1x	314.1x	139.9x

<sup>1</sup>Excl. Other external costs

# INVESTMENT THESIS

**MARKET  
WORTH DKK  
137.4 BILLION  
IN 2025E**

## Strong CAGR of 28% in Underlying Market

Relesys is active in different segments within the HR market, the far most important and biggest is Connectivity and Engagement. According to Statista HR tech (2020), the global Connectivity and Engagement market is estimated to be worth DKK 51.3bn in 2021 and is expected to grow 28% annually until 2025, implying a market value DKK 137.4bn in 2025. Fundamental growth drivers of the Connectivity and Engagement segment is that IT solutions is increasing with a disruptive digitization of HR processes. Employee engagement is low and “bring your own device” makes engagement and connectivity accessible. Furthermore, according to Gallup (2021) non-desk workers make up 80% of the global workforce.

## Entering the UK and the US in 2022 and 2023 Respectively

The Company is expected to enter both the UK and the US the coming years. Both markets is similar in corporate culture and has the same level of digitization as Scandinavia. The UK have 2.8m citizens working within retail, 1.1mn with manufacturing, 0.9m in restaurants and 0.8m working with transportation. The US have around 18.9m citizens working within Retail, 14.6m with manufacturing, 11.5m in restaurants and 8.6m working with transportation. Relesys already have 1 500 active users in the UK and 5 000 active users in the US which might help to validate the Company’s platform when entering those markets.

## Growing with Existing Customers

Relesys has historically been able to grow with existing partners which is a proof of a high customer satisfaction. The average income per customer has historically increased with 26% in the first year of a customers lifetime. That growth continued the second year, generating a total growth of 45% in income per customer by the end of year two. Most customer’s typically implement Relesys platform in one subsidiary and then further expands to the remainder of the groups entities. These numbers shows the importance for Relesys to sign high quality, global companies that the Company will be able to grow with over years to come.

## High Quality Leadership with Strong Insider Ownership

Jesper Roesgaard (CEO) and Jens Ole Lebeck (CCO), the founders of Relesys, together owns 67.7% of the Company. Prior to founding Relesys, both Jens and Jesper worked at the “daily paper Borsen”, holding several management positions and leading roles. Furthermore, CTO and Partner Martin Sorensen owns 6.4% of the Company. Making the total major insider ownership stand for 74% of the outstanding shares. The large insider ownership implies that the management team is striving to create shareholder value.

## An Estimated CAGR of 33.7% in Revenue between 2020 and 2024

Relesys is estimated to reach a revenue of DKK 82.3m in 2024, which can be translated to a CAGR of 33.7% between 2020 and 2024. Strong growth in underlying markets, investments and entering new markets is estimated to contribute to the growth. By applying a EV/S multiple of 11.1x on our estimated revenues of DKK 61.1m during 2023, a potential fair value per share of DKK 10.5 is derived in a Base scenario.

## Customer Concentration Risk

Relesys largest 25 customers generate more than half of the Company’s revenue, furthermore, 25% of Relesys revenue comes from the Company’s top 3 largest customers. If Relesys lost the Company’s most important customer it is estimated to affect the revenue negatively by 10%, making it challenging for the Company to meet Analyst Groups stated Base scenario estimates. However, as the company is expected to sign more customers this risk is estimated to diminish.

## HIGHLIGHTS



**INSIDER  
OWNERSHIP  
OF 74%**

# COMPANY DESCRIPTION

PROFITABLE  
SINCE  
DAY ONE

Relesys was founded in Denmark in 2014 by Jesper Roesgaard and Jens Ole Lebeck with the mission to create a more engaged and united workforce. Relesys has gone from being solely focused on internal communication to now having a long list of operational and performance-oriented features and modules. These include task management, on-boarding, training and store check. The company has been profitable since the beginning, and they have never raised external capital until they made their IPO in 2021. As of today, Relesys is active in 82 countries, with 160 customers, and +225 000 active users and supports more than 22 languages.

Selection of existing customers.



Source: Relesys

## Business and Revenue Model

Relesys generates revenue through subscriptions and consultancy:

- Subscription based recurring revenue: Subscription services represent the majority of the revenue and refers to licenses, currently making up 82% of the revenues. Relesys has communicated an aim to improve the subscription part to 90% of the revenue as a steady state level. The Company charges customers on a “per user basis”, offering three different plans. The three different plans ranges from EUR 2 to 5 per month and comes with different number of modules.
- Revenue from consultancy: Consultancy services account for the remaining 18% of the revenue but as mentioned above, the Company is aiming to decrease this part in relation to the recurring revenue to 10%. The revenue from consultancy refers to the ongoing service provided to the customers but also on-boarding and configurations by the Client Success Team.

## Investments to Further Fuel Growth

Since Relesys is planning to use its IPO funding to expand into new countries, money will mainly be spent on marketing, personnel costs and product development. Personnel costs is expected to be the main cost driver since Relesys provides and sell a digital product. The Company is planning to increase the salesforce from 5 full-time employees in the end of 2021 to about 30 in 2024. The whole organization is expected, based on Relesys communication, to grow from 51 employees in H1 2021 to 135 in January 2024. Therefore, personnel costs is expected to be a big cost driver the coming years. In order to sign new customers, the Company spends money on marketing, which is expected to almost 10x from 2021 until 2023, increasing from DKK 0.7m to DKK 7.1m. Furthermore, investments in product development is essential to cope with growth but also to continue to stay customer-centric and agile.

## Important to Sign High Quality Enterprises

Relesys has identified three key markets for further expansion, the United Kingdom, the United States and the DACH region (Germany, Austria and Switzerland). These markets are expected to be probed in 2022-2024. Succeeding in these markets is essential for Relesys in order to achieve the communicated ARR of DKK 75-85m in 2024. In order to gain traction in the new markets it is essential for the company to have a sharp focus on signing a few high-quality enterprises quickly, which can validate Relesys, making it easier and less costly for Relesys to continue to grow within each market. Furthermore, the most important metric for growth is the customer base and to expand the contracts with already existing customers. Keeping and growing with existing customers is going to be key going forward, showing the importance for Relesys to always be customer-centric and best-in-class.

ARR  
ACCOUNTS  
FOR 82% OF  
THE REVENUE

# MARKET ANALYSIS

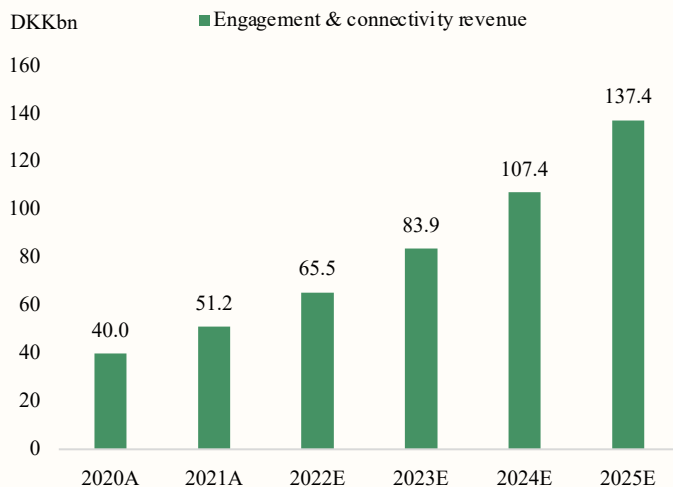
## MARKET TAILWINDS

### Engagement and Connectivity Estimated to Grow 28% Annually until 2025

Relesys is active in Denmark, Sweden and the Benelux countries. The Company operates within the human resources (HR) market. In general, the HR software market comprises of five segments, i) Personnel Management and Payroll, ii) Recruitment, iii) Engagement and Connectivity, iv) Learning and Development, v) Recognizing and Rewarding. Relesys operates in the last three of the above listed market segments, with Engagement and Connectivity being the biggest, most important and fastest growing segment. Engagement and Connectivity is referring to the level of enthusiasm a worker feels towards their job. As businesses have recognized how important it is to engage their employees, the segment is expected to continue to grow rapidly with a estimated annual growth of 28% until 2025. At that pace, the segment will become the second largest market segment within HR software after Personnel Management and Payroll, amounting to a market size of DKK 137.4bn in 2025.

#### Annual growth of 28% until 2025.

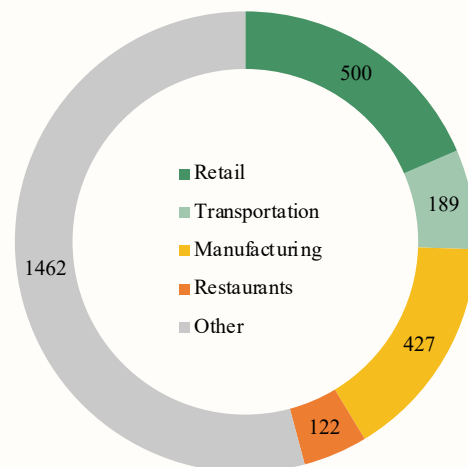
Growth of engagement and connectivity revenue



Source: Statista HR tech, 2020

#### Still room for growth after penetrating target verticals.

Number of workers in millions globally



Source: Emergence, 2020

### Non-Desk Workers Make up for 80% of the Global Workforce

The non-desk workforce refers to employees who are not anchored to a desk and who may work at remote locations with limited day-to-day contact with co-workers and managers. This workforce includes the service technician, truck driver and warehouse worker for example. According to Emergence (2020) 80% of the global workforce is desk-less, meaning 2.7bn workers is not being connected to a desk. Despite being such a big proportion of the global workforce this group has been overlooked when it comes to digitalization. Relesys has communicated that they are targeting four industries to sign new customers. The industries are retail, transportation, manufacturing and restaurants. The global non-desk workforce for retailers counts roughly 500 million employees, transportation 189 million, manufacturing 427 million and restaurants 122 million. All four industries are starting to realize the need for more innovative ways of communicating and thus making technology investments for their employees

**2.7 BILLION  
EMPLOYEES  
ARE  
DESK-LESS**

### Competing Solutions

The competitive landscape for Relesys is fragmented with many global, local and regional providers. Relesys is operating in various HR segments, making the competitive landscape quite complicated since it comprise of both pure market segment providers as well as overlapping platforms. For example, one could argue that substitutes such as Microsoft Team, Facebook Workplace and Slack is competitors when focusing on engagement and connectivity. However, looking at competitors offering market-segment-overlapping platforms such as Relesys there are companies like Speakapp, Staffbase and Actimo. Most of Relesys competitors have a one-size-fits-all approach while Relesys is offering a more tailored solution to their customers.

# FINANCIAL FORECAST

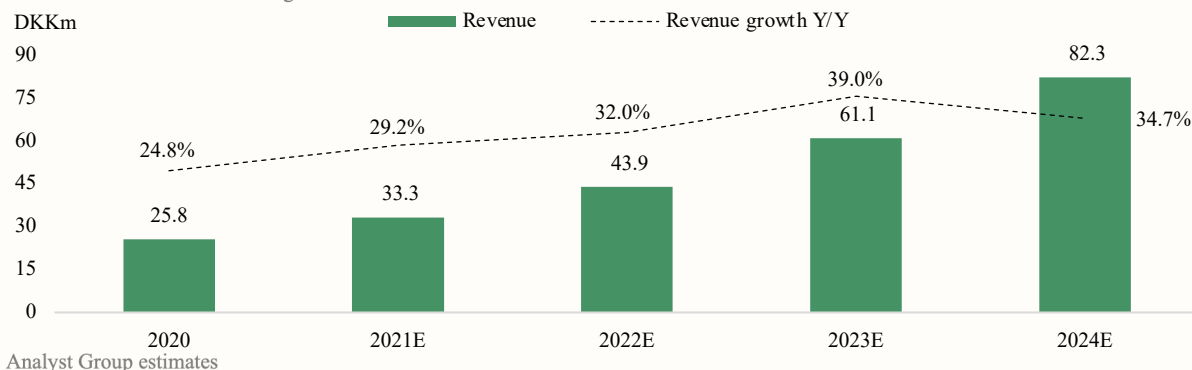
## CAGR of 33.7% Between 2020 and 2024

Since Relesys was founded in 2014 the company has grown its revenue with double digits annually and the ARR has grown at a CAGR of 35% the last two years. The Company did a IPO in 2021 with the primary reason being to use the gross proceeds to expand into new markets and thus further fuel growth. As stated before, Relesys revenue consists of both recurring revenue from subscriptions and revenue from consultancy. As of H1 2021, 82% of the revenue came from subscription based revenue and the remaining 18% from consultancy. Subscriptions is estimated to grow faster than consultancy the coming years, leading to 90% of the revenue being generated from subscriptions and 10% from consultancy in 2024E. Analyst Group expects a continued strong revenue growth of 32% during 2022, thanks to market tailwinds and investments made in marketing and sales during 2021. Furthermore, Relesys is expected to grow revenue with 39% during 2023, due to gained traction in the UK in which the Company is expected to enter during 2022. Finally Relesys is forecasted to reach a revenue of DKK 82.3m in 2024. Corresponding to a CAGR of 33.7% during the period 2020-2024 is estimated.

**DKK 82.3  
MILLION  
REVENUE  
YEAR 2024E**

### Relesys revenue is estimated to grow rapidly the coming years.

Estimated revenue and revenue growth Y/Y



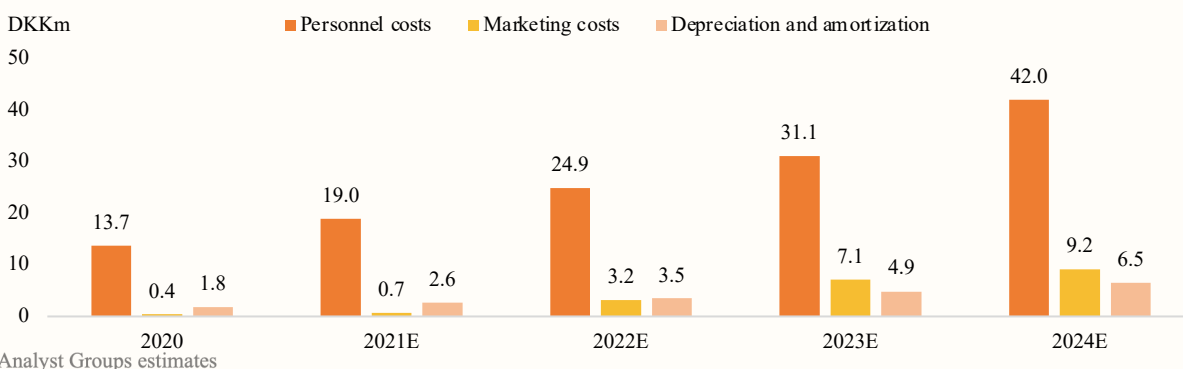
## Rapid Increase in Costs

Relesys has communicated that the Company will invest heavily in marketing, employees and software over the coming years. Marketing spending is estimated to increase from DKK 0.7m in 2021 to DKK 9.2m in 2024. Full time employees is expected to increase from 61 in 2021 to 135 in 2024, resulting in personnel costs increasing from DKK 18.9m in 2021 to DKK 42.0m in 2024. Furthermore, Relesys has communicated that around 20% of the gross proceeds from the offering is expected to be invested into software development, translating to DKK 13.8m. Since investments in software development is capitalized as an intangible asset and written down this will effect depreciation and amortisation going forward. Depreciation and amortisation is expected to increase from DKK 2.6m in 2021 to DKK 6.5m in 2024. The increased costs will lower earnings which is estimated to turn negative for the first time in the company's history.

**135 FULL  
TIME  
EMPLOYEES  
IN 2024E**

### Personnel costs is expected to stand for a major share of costs.

Estimated cost for employees, marketing and D&A



# VALUATION

Peers	MCAP (DKKm)	Enterprise value (DKKm)	Revenue CAGR 2020-2022E	EV/S 2021E	EV/S 2022E
Lime Technologies	2 796	2 957	17.6%	10.2	8.7
Meltwater	4 716	4 675	18.0%	1.7	1.5
Admicom	2 643	2 529	16.1%	13.7	11.5
Checkin	747	729	103.3%	25.6	11.0
Upsales	846	809	25.8%	12.3	9.4
<b>Average</b>	<b>2 608</b>	<b>2 599</b>	<b>36.2%</b>	<b>12.7</b>	<b>8.4</b>
<b>Median</b>	<b>2 771</b>	<b>2 657</b>	<b>18.0%</b>	<b>12.3</b>	<b>9.4</b>
Relesys	437	370	33.7%	11.2	8.5

Source: Analyst Group estimates & Bloomberg

## Valuation: Base Scenario

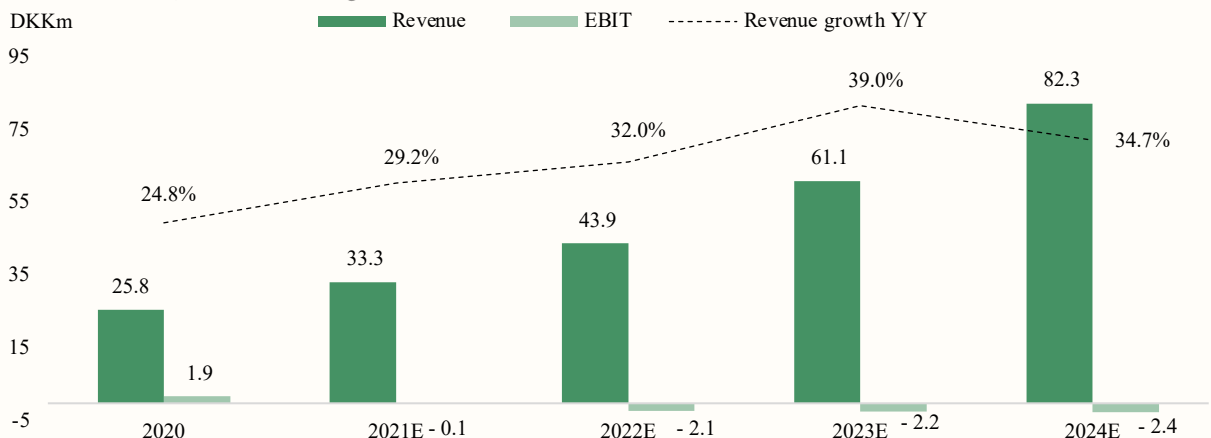
In general, the most important metric for a software-as-a-service company such as Relesys is the revenue, since a SaaS-company in general doesn't need to add more costs to take on more customers. As stated before, Relesys is investing heavily in order to continue to grow rapidly and increase its market share, making the Company's earnings negative. However, Relesys have an impressive history of profitability, lowering the Company specific risk of whether it can turn profitable or not. The Company is estimated to grow its revenue to DKK 33.3m in 2021, DKK 43.9m in 2022 and DKK 61.1m in 2023, corresponding to a CAGR of 33.3%.

A peer group has been listed in order to provide the valuation of Relesys some perspective. Even though all of the listed companies will differ in specific products, market segment and size there are a lot of similarities. All of the listed companies are publicly listed in a Nordic country, have a similar business- and revenue model. Furthermore, each and every one of them sells business and IT-solutions. The peer median EV/S multiple for 2021 is 12,3x. Since Relesys have a market cap of DKK 437m compared to the peer median of DKK 2 657m it is reasonable to apply a multiple discount. However, one should also take into account that Relesys is estimated to grow twice as fast as the peer median. Considering this, Analyst Group is applying a multiple discount of 10% due to the Company size which derives a EV/S target multiple of 11.1x in 2023. Applying the target multiple on Relesys estimated revenue of DKK 61.1m in 2023 implies an enterprise value of DKK 611.2m. Considering today's capital structure of the company this would translate into a market cap of DKK 678.2m and by using a discount rate of 12% this corresponds to a market cap of DKK 540.7m today. Based on the 51.4 million outstanding shares, it implies a fair value of DKK 10.5 per share in Analyst Groups Base scenario.

**DKK 10.5  
PER SHARE  
IN A BASE  
SCENARIO**

### Relesys revenue is estimated to grow rapidly while EBIT turn negative.

Estimated Revenue, EBIT and revenue growth Y/Y



Analyst Groups estimates

# BULL & BEAR

## Valuation: Bull Scenario

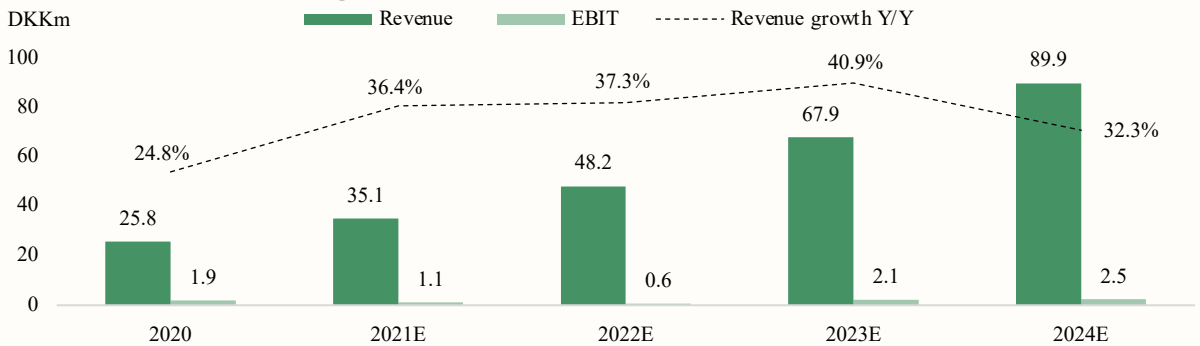
In a Bull scenario, Relesys is signing well-known, quality enterprises immediately when entering the UK and US. This will lead to a validation of Relesys platform in new markets and thus making signing additional customers easier. This in combination with succeeding to grow with existing partners, it is estimated to generate a revenue of DKK 67.9m in 2023. Since the Company is highly scalable, and the biggest cost driver in the Company is personnel costs which isn't expected to increase more because of a higher customer intake, Relesys is estimated to generate an EBIT of DKK 2.1m in 2023.

Taking in consideration that Relesys will be profitable each year in a Bull scenario argues for a lower multiple discount compared to peers. Analyst Group argues that a multiple discount of 5% compared to peers in a Bull scenario is motivated. This would imply a target EV/S multiple of 11.7x in 2023. Applying the target multiple on Analyst Groups revenue estimates of DKK 67.9m derives a market cap of DKK 794.4m in 2023. Using a discount rate of 12%, it corresponds to a present value of DKK 633.3m in market cap, implying a fair value of DKK 12.3 per share in a Bull scenario.

**DKK 12.3**  
**PER SHARE**  
**IN A BULL**  
**SCENARIO**

**High traction in new markets is estimated to contribute to higher growth and a positive EBIT.**

Estimated revenue, EBIT and revenue growth Y/Y



Analyst Group estimates

## Valuation: Bear Scenario

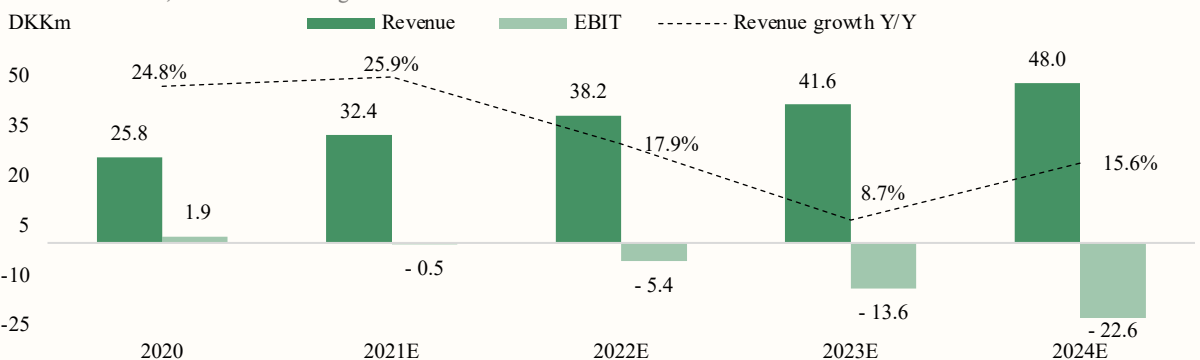
In the Bear scenario, Relesys will lose the Company's top customers in 2023E, who are estimated to account for 10% of revenue. Furthermore the Company will have a hard time getting traction in new markets such as the US and UK. On top of that, Relesys is not able to grow with the existing customer base as they have historically. Mainly because more money will be spent on marketing, leading to a decrease in budgets such as software and thus the development of the platform. Therefore, the revenue is estimated to be DKK 41.6m in 2023.

Applying a target EV/S multiple of 11.1x on Relesys estimated revenue of DKK 41.6m in 2023, derives a market cap of DKK 462m. Using a discount rate of 12% this corresponds to a present value of DKK 368.3m in market cap. Implying a fair value of DKK 7.2 per share.

**DKK 7.2**  
**PER SHARE**  
**IN A BEAR**  
**SCENARIO**

**Low traction in new markets and losing top client will lead to lower growth and thus EBIT.**

Estimated revenue, EBIT and revenue growth Y/Y



Analyst Group estimates



# APPENDIX: BASE SCENARIO

Base case (DKKtm)	2019	2020	2021E	2022E	2023E	2024E
Revenue	20 633.0	25 698.0	33 082.0	43 753.6	60 828.2	81 958.0
Other operating income	0.0	57.0	187.0	172.2	239.4	322.5
<b>Total revenue</b>	<b>20 633.0</b>	<b>25 755.0</b>	<b>33 269.0</b>	<b>43 925.8</b>	<b>61 067.6</b>	<b>82 280.5</b>
<i>Revenue growth</i>	<i>N.A.</i>	<i>24.8%</i>	<i>29.2%</i>	<i>32.0%</i>	<i>39.0%</i>	<i>34.7%</i>
Cost of sales	-2 517.0	-2 712.0	-3 763.4	-4 797.5	-6 794.8	-9 070.8
<b>Gross profit</b>	<b>18 116.0</b>	<b>23 043.0</b>	<b>29 505.5</b>	<b>39 128.3</b>	<b>54 272.8</b>	<b>73 209.7</b>
<i>Gross profit margin</i>	<i>87.8%</i>	<i>89.7%</i>	<i>89.2%</i>	<i>89.4%</i>	<i>89.2%</i>	<i>89.3%</i>
Other external expenses	-4 554.0	-5 644.0	-7 983.7	-12 821.4	-20 484.4	-27 028.1
Staff costs	-9 128.0	-13 701.0	-18 998.3	-24 915.8	-31 144.7	-42 045.4
<b>EBITDA</b>	<b>4 434.0</b>	<b>3 698.0</b>	<b>2 523.6</b>	<b>1 391.1</b>	<b>2 643.7</b>	<b>4 136.3</b>
<i>EBITDA margin</i>	<i>21.5%</i>	<i>14.4%</i>	<i>7.6%</i>	<i>3.2%</i>	<i>4.3%</i>	<i>5.0%</i>
Depreciation, amortisation, and impairment losses	-1 594.0	-1 766.0	-2 638.0	-3 489.0	-4 850.5	-6 535.4
<b>EBIT</b>	<b>2 786.0</b>	<b>1 932.0</b>	<b>-114.4</b>	<b>-2 097.8</b>	<b>-2 206.8</b>	<b>-2 399.2</b>
<i>EBIT margin</i>	<i>13.5%</i>	<i>7.5%</i>	<i>Neg.</i>	<i>Neg.</i>	<i>Neg.</i>	<i>Neg.</i>
Financial income	9.0	9.0	19.0	19.8	27.6	37.2
Financial expenses	-129.0	-196.0	-77.2	-77.2	-77.2	-77.2
<b>EBT</b>	<b>2 666.0</b>	<b>1 745.0</b>	<b>-172.6</b>	<b>-2 155.2</b>	<b>-2 256.4</b>	<b>-2 439.2</b>
Tax of the year	-722.0	-206.0	0.0	0.0	0.0	0.0
<b>Profit for the year</b>	<b>1 944.0</b>	<b>1 539.0</b>	<b>-172.6</b>	<b>-2 155.2</b>	<b>-2 256.4</b>	<b>-2 439.2</b>
<i>Profit margin</i>	<i>9.4%</i>	<i>6.0%</i>	<i>Neg.</i>	<i>Neg.</i>	<i>Neg.</i>	<i>Neg.</i>

# APPENDIX: BULL SCENARIO

Bull case (TDKK)	2 019	2 020	2021E	2022E	2023E	2024E
Revenue	20 633.0	25 698.0	34 932.2	48 031.7	67 681.0	89 513.6
Other operating income	0.0	57.0	187.0	181.8	256.2	338.9
<b>Total revenue</b>	<b>20 633.0</b>	<b>25 755.0</b>	<b>35 119.2</b>	<b>48 213.5</b>	<b>67 937.3</b>	<b>89 852.5</b>
<i>Revenue growth</i>	<i>N.A.</i>	<i>24.8%</i>	<i>36.4%</i>	<i>37.3%</i>	<i>40.9%</i>	<i>32.3%</i>
Cost of sales	-2 517.0	-2 712.0	-3 973.9	-5 266.6	-7 560.3	-9 907.0
<b>Gross profit</b>	<b>18 116.0</b>	<b>23 043.0</b>	<b>31 145.2</b>	<b>42 947.0</b>	<b>60 377.0</b>	<b>79 945.5</b>
<i>Gross profit margin</i>	<i>87.8%</i>	<i>89.7%</i>	<i>89.2%</i>	<i>89.4%</i>	<i>89.2%</i>	<i>89.3%</i>
Other external expenses	-4 554.0	-5 644.0	-8 391.1	-13 762.2	-21 992.2	-28 690.1
Staff costs	-9 128.0	-13 701.0	-18 998.3	-24 915.8	-31 144.7	-42 045.4
<b>EBITDA</b>	<b>4 434.0</b>	<b>3 698.0</b>	<b>3 755.9</b>	<b>4 269.1</b>	<b>7 240.0</b>	<b>9 210.0</b>
<i>EBITDA margin</i>	<i>21.5%</i>	<i>14.4%</i>	<i>10.8%</i>	<i>8.9%</i>	<i>10.7%</i>	<i>10.3%</i>
Depreciation, amortisation, and impairment losses	-1 594.0	-1 766.0	-2 638.0	-3 627.3	-5 111.1	-6 759.9
<b>EBIT</b>	<b>2 786.0</b>	<b>1 932.0</b>	<b>1 117.9</b>	<b>641.8</b>	<b>2 128.9</b>	<b>2 450.2</b>
<i>EBIT margin</i>	<i>13.5%</i>	<i>7.5%</i>	<i>3.2%</i>	<i>1.3%</i>	<i>3.1%</i>	<i>2.7%</i>
Financial income	9.0	9.0	19.0	21.3	30.0	39.7
Financial expenses	-129.0	-196.0	-175.2	-175.2	-175.2	-175.2
<b>EBT</b>	<b>2 666.0</b>	<b>1 745.0</b>	<b>961.7</b>	<b>487.9</b>	<b>1 983.7</b>	<b>2 314.7</b>
Tax of the year	-722.0	-206.0	-211.6	0.0	-436.4	-509.2
<b>Profit for the year</b>	<b>1 944.0</b>	<b>1 539.0</b>	<b>750.1</b>	<b>487.9</b>	<b>1 547.3</b>	<b>1 805.4</b>
<i>Profit margin</i>	<i>9.4%</i>	<i>6.0%</i>	<i>2.1%</i>	<i>1.0%</i>	<i>2.3%</i>	<i>2.0%</i>

# APPENDIX: BEAR SCENARIO

Bear case (DKKtn)	2019	2020	2021E	2022E	2023E	2024E
Revenue	20 633.0	25 698.0	32 241.9	38 066.3	41 394.5	47 842.9
Other operating income	0.0	57.0	187.0	152.6	165.9	191.8
<b>Total revenue</b>	<b>20 633.0</b>	<b>25 755.0</b>	<b>32 428.9</b>	<b>38 218.9</b>	<b>41 560.4</b>	<b>48 034.7</b>
Revenue growth	N.A.	24.8%	25.9%	17.9%	8.7%	15.6%
Cost of sales	-2 517.0	-2 712.0	-3 667.9	-4 173.9	-4 623.9	-5 295.1
<b>Gross profit</b>	<b>18 116.0</b>	<b>23 043.0</b>	<b>28 761.0</b>	<b>34 045.0</b>	<b>36 936.5</b>	<b>42 739.6</b>
Gross profit margin	87.8%	89.7%	89.2%	89.4%	89.2%	89.3%
other external expenses	-4 554.0	-5 644.0	-7 798.7	-11 570.8	-16 208.2	-19 523.9
Staff costs	-9 128.0	-13 701.0	-18 998.3	-24 915.8	-31 144.7	-42 045.4
<b>EBITDA</b>	<b>4 434.0</b>	<b>3 755.0</b>	<b>2 151.0</b>	<b>-2 288.9</b>	<b>-10 250.5</b>	<b>-18 637.8</b>
EBITDA margin	21.5%	14.6%	6.7%	Neg.	Neg.	Neg.
Depreciation, amortisation, and impairment losses	-1 594.0	-1 766.0	-2 638.0	-3 114.5	-3 386.9	-3 914.5
<b>EBIT</b>	<b>2 786.0</b>	<b>1 932.0</b>	<b>-487.0</b>	<b>-5 403.5</b>	<b>-13 637.4</b>	<b>-22 552.3</b>
EBIT profit margin	13.5%	7.5%	Neg.	Neg.	Neg.	Neg.
Financial income	9.0	9.0	19.0	17.5	19.0	21.9
Financial expenses	-129.0	-196.0	-77.2	-77.2	-77.2	-77.2
<b>EBT</b>	<b>2 666.0</b>	<b>1 745.0</b>	<b>-545.2</b>	<b>-5 463.2</b>	<b>-13 695.6</b>	<b>-22 607.6</b>
Tax of the year	722.0	206.0	0.0	0.0	0.0	0.0
<b>Profit for the year</b>	<b>1 944.0</b>	<b>1 539.0</b>	<b>-545.2</b>	<b>-5 463.2</b>	<b>-13 695.6</b>	<b>-22 607.6</b>
Profit margin	9.4%	6.0%	Neg.	Neg.	Neg.	Neg.

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### Definition Bear

Bear is a metaphor for a pessimistic view set on the future. It indicates a belief deterioration.

## Other

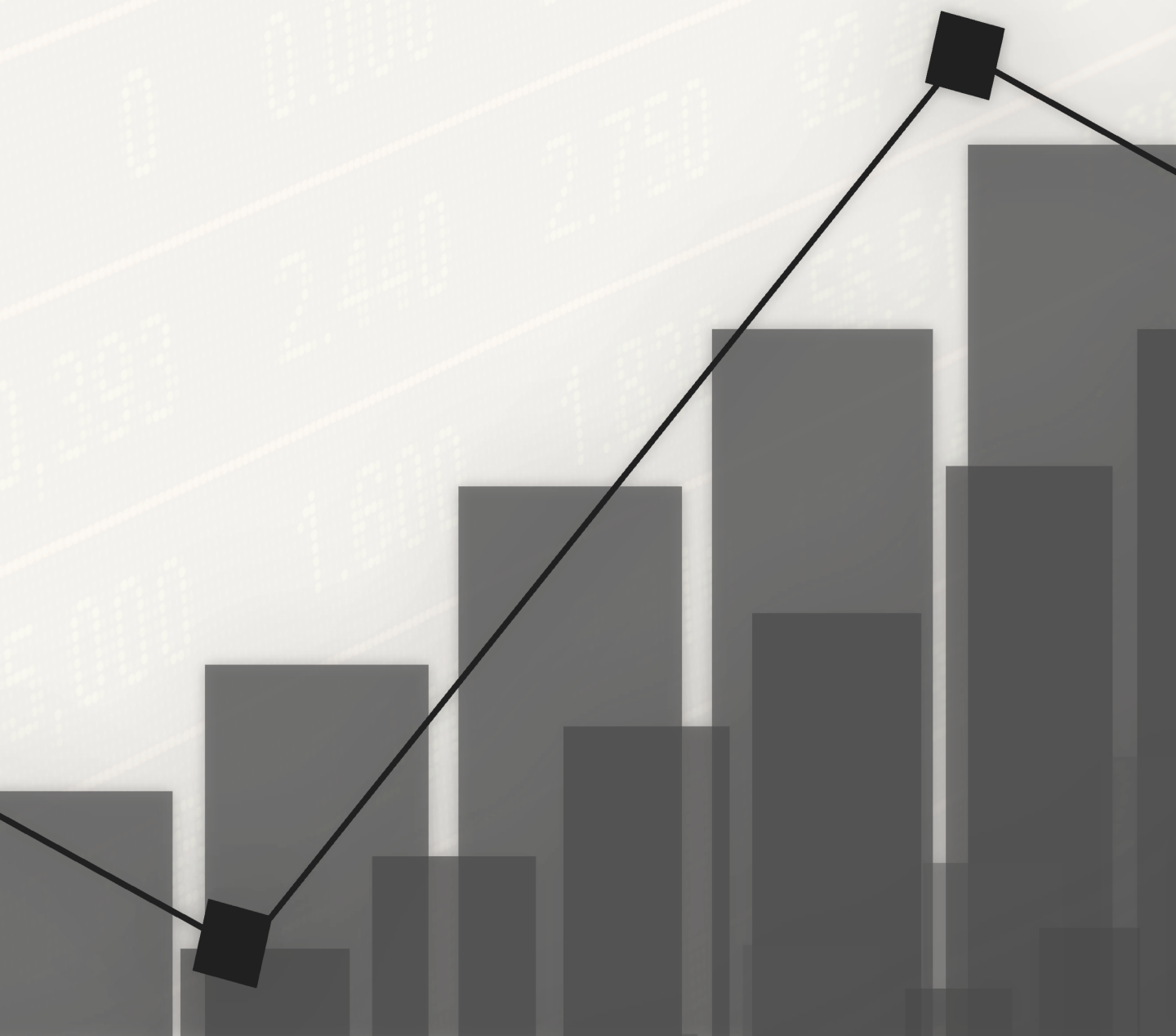
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