

## CELSIUS Holding Inc.

### *Leveraging Strategic Partnerships and Health Trends Amidst Competitive Market Dynamics*

We recommend a sell for Celsius Holdings Inc. with a price target of \$63, compared to the current share price of \$92.57. This recommendation is based on our valuation, which integrates Relative Valuation, Analytical DCF, and DCF Bull & Bear cases. The fair value range from our analysis is \$59 to \$67.

#### Key Points

- **Overvaluation:** Although good financial health and high growth forecasts, Celsius seems to be overvalued without incorporating the risks related to future international and domestic success.
- **International Expansion Risks:** Historical underperformance in international markets poses a substantial risk. Growth in Europe and Asia has lagged significantly behind North America.
- **Dependence on PepsiCo:** Approximately 59% of revenue is tied to the PepsiCo partnership. Any disruption in this relationship could negatively impact earnings.
- **Competitive Pressure:** Celsius' strategy is replicable without any clear cost advantages or brand intangibles, and resourceful competitors like Monster and Red Bull are expected to erode Celsius's market share through enhanced marketing and innovation efforts.

Given these factors, we see limited upside potential and significant downside risk, justifying our sell recommendation.

## Sell

CELH, NASDAQ

Price: \$92.57

Price Target: \$63

By:

**Mattias Strandberg**

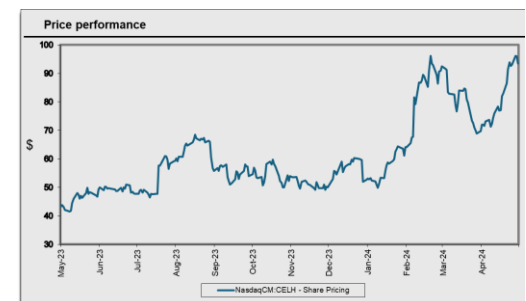
**Ismael Al-Weli**

**Carl Wiktorsson**

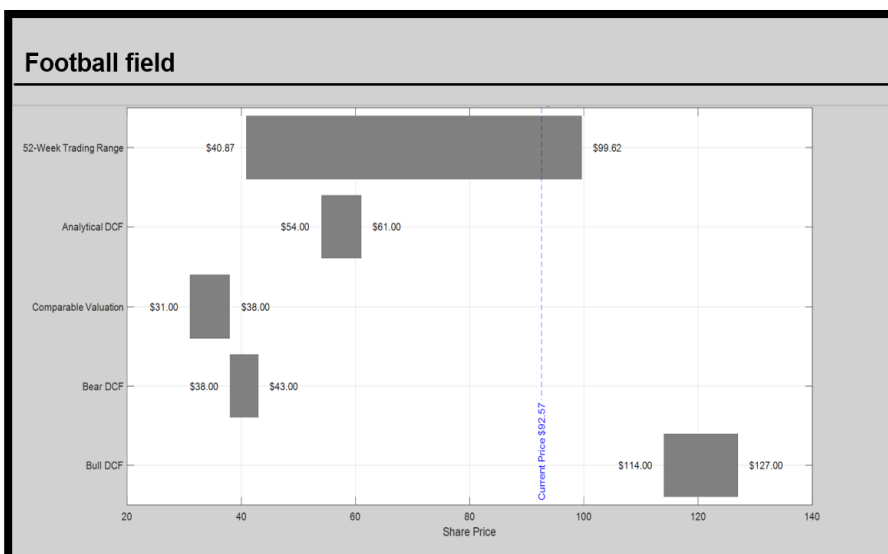
**Dani Gonzalez**

**Erik Johansson**

**Carl Henrik Rohdin**



|     | YTD  | 1m  | 3m  | 6m  |
|-----|------|-----|-----|-----|
| Abs | 110% | 10% | 30% | 75% |
| Rel | 98%  | 8%  | 25% | 67% |



#### Company Data

|                    |             |
|--------------------|-------------|
| Price (\$)         | 92.57       |
| Date of Price      | 17 May 24   |
| 52-Week Range (\$) | 40.87-99.62 |
| Market Cap (\$ mn) | 21,578.00   |
| Shares O/S (mn)    | 233.1       |
| Price Target (\$)  | 63          |

## Celsius Overview

Celsius Holdings is a well-established global beverage company, founded in 2004 and listed on the Nasdaq, renowned for its fitness-inspired energy drinks. The company is leveraging the growing consumer demand for healthier beverage options in the energy drinks market. Celsius differentiates itself by offering alternatives to traditional energy drinks, emphasizing zero sugar, organic ingredients, and added vitamins, as highlighted in their investor presentation. Over the past few years, Celsius has experienced significant growth and has expanded its reach through a 20y strategic distribution agreement with PepsiCo in 2022, which has enhanced both its domestic and international distribution networks.

### Management

Celsius has a highly experienced management team that has significantly contributed to the company's growth and stock performance. The management team's expertise in the beverage sector has been instrumental in driving the company's strategic initiatives.

Management owns 32.45% of the company, reflecting their confidence and aligning their incentives with those of shareholders. This level of ownership is beneficial as it balances management influence with substantial input from institutional and private investors. However, recent insider sales of 28,576,978 (24.3% of total insider shares held) shares over the past six months may raise concerns about management's confidence in the company's short-term prospects.

### Key drivers

Celsius primarily generates income through various vendors and retailers, including convenience stores, grocery stores, gyms, and e-commerce platforms. Currently, the majority of sales (96%) are domestic, concentrated in North America. However, management is focused on diversifying revenue streams by expanding into Europe, Asia, and the Pacific.

Around 59% of Celsius's revenue comes from its partnership with PepsiCo, leveraging PepsiCo's extensive distribution network to enhance market penetration both domestically and internationally. This strategy aims to replicate their domestic success abroad, with recent deals like the one with Suntory Oceania to enter the Australian and New Zealand markets supporting this effort.

Marketing remains central to Celsius's strategy, given the competitive nature of the industry and the importance of brand image. Effective marketing has been crucial for gaining market share in North America, and similar tactics are planned for international markets to sustain growth.

## Industry Overview

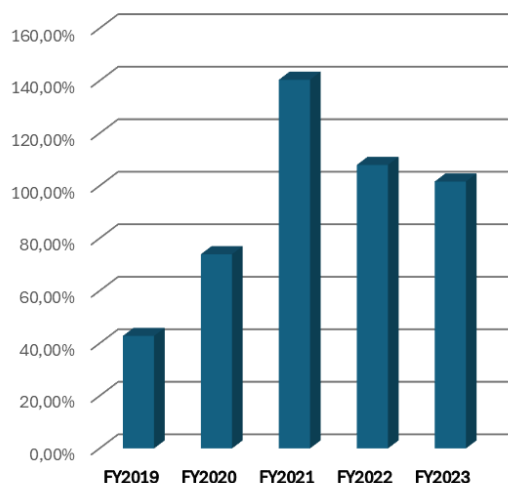
### **Health-Conscious trends drive market growth in energy drinks, but competitive landscape remains challenging**

The global energy and sports drink market is projected to grow from \$191.4 billion in 2023 to \$256.3 billion by 2028, with a compound annual growth rate (CAGR) of 6.01%. The majority of sales are concentrated in the US, followed by China, which are expected to remain the leading markets. A significant shift towards sugar-free and vitamin-enriched drinks, driven by increasing health consciousness, has been observed. The market share of sugar-free energy drinks has grown from 30.5% in 2018 to 49.9% in 2024, reflecting consumer preference for healthier, functional beverages.

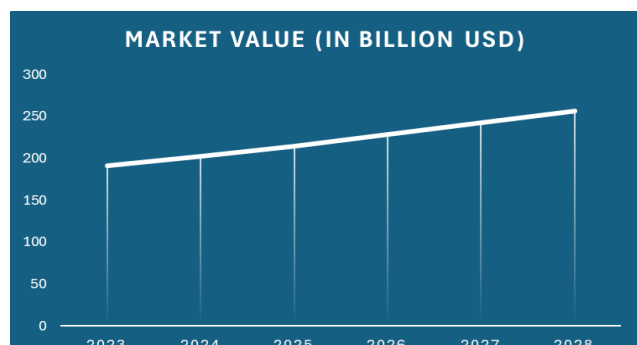
### Major institutions ownership

| Name                     | % Total shares |
|--------------------------|----------------|
| FMR Inc                  | 7.01           |
| Vanguard Group Inc       | 7.00           |
| BlackRock Inc            | 6.22           |
| JPMorgan Chase & Co      | 5.49           |
| State Street Corporation | 2.05           |

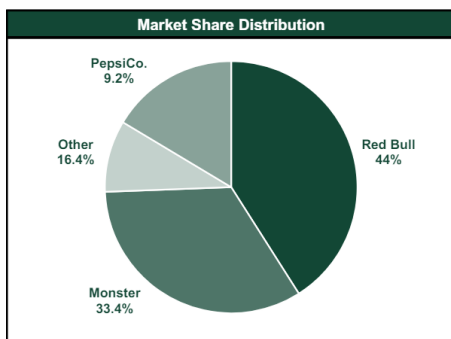
### Celsius revenue growth



Projected Growth of the Global Energy and Sports Drink Market (2023-2028) with a Compound Annual Growth Rate (CAGR) of 6.01%



Source: Oregon Consulting Group



Source: Statista

The industry is dominated by major players such as Red Bull, Gatorade, Monster, and Powerade, which together hold large portion of the market, indicating a high level of concentration due to their strong brand value. Intense competition among these brands necessitates substantial investments in marketing and advertising. Success in this competitive environment is likely for brands that adapt to health and lifestyle trends by offering products with functional benefits.

Distribution channels are vital for companies in the energy and sports drink industry to ensure products are available to consumers at their convenience. Strong distribution networks offer a competitive advantage by driving sales growth and increasing revenue. With a broad distribution reach, companies can place their products in more points of sale, creating more opportunities for consumer purchases and higher sales volumes. Additionally, presence in multiple channels enhances brand visibility, attracting new customers and reinforcing brand loyalty.

## Challenges in international expansion and overreliance on key partnerships pose risks for Celsius Holdings

### *Risk of failure to expand abroad*

Celsius is currently valued higher than its peers, reflecting market expectations for significant revenue growth, primarily driven by international expansion. However, failure to achieve this could lead to revenue growth falling below expectations, resulting in a potential decrease in stock price.

Despite multiple attempts, Celsius's international expansion efforts have largely underperformed. While domestic revenue in North America has grown at an average annual rate of around 100%, the company's efforts to establish a solid customer base in Europe and Asia have been less successful, with annual growth rates of approximately 26% and 31%, respectively, over the past five years. Furthermore, Monster's market dominance, Coca Cola's more extensive distribution power compared to Pepsi, different taste preferences and regulatory changes may complicate international success. This highlights a heavy reliance on North American growth and underscores the challenges faced in international markets. Management views international growth as a critical driver of future revenue and believes in their "proven playbook" for expansion. However, given the historical challenges and limited success despite significant investment, this strategy may not be as effective as anticipated. This reliance on international expansion poses a considerable risk if growth targets are not met.

### *Over reliance on Pepsi*

Celsius's heavy reliance on its distribution deal with PepsiCo is a significant concern for investors, as approximately 59% of the company's revenue stems from this partnership. While this deal has been profitable, any disruption or alteration in the relationship could lead to a substantial revenue decline. This risk was evident when a minor change in the distribution agreement was announced, causing an immediate negative reaction in the stock market, highlighting the company's vulnerability to changes in this crucial partnership.

### *Competitors*

While the rise in Celsius stock price has been impressive, the strategy seems to be rather replicable, which could attract new competitors. Larger competitors such as Monster and Red Bull pose significant threats for Celsius, as they could enhance their marketing and innovation to steal market shares from Celsius. To counter this, Celsius must significantly increase its spending on marketing and R&D to remain competitive, which could limit the firm's future profit margins. Therefore, we struggle to see Celsius continue their impressive overperformance.

## Valuation

### Forecast assumptions

| Revenue growth %   | 2019   | 2020   | 2021   | 2022   | 2023   | 2024E  | 2025E  | 2026E | 2027E | 2028E |
|--------------------|--------|--------|--------|--------|--------|--------|--------|-------|-------|-------|
| Bull Case          | 42.9%  | 74.0%  | 140.4% | 108.0% | 101.7% | 70.0%  | 50.0%  | 40.0% | 17.0% | 12.0% |
| Base Case          | 42.9%  | 74.0%  | 140.4% | 108.0% | 101.7% | 31.1%  | 34.1%  | 30.3% | 5.8%  | 11.1% |
| Bear Case          | 42.9%  | 74.0%  | 140.4% | 108.0% | 101.7% | 30.0%  | 27.0%  | 25.0% | 12.0% | 8.0%  |
| EBIT-margin        | 2019   | 2020   | 2021   | 2022   | 2023   | 2024E  | 2025E  | 2026E | 2027E | 2028E |
| Bull Case          | -3.0%  | 5.6%   | -1.3%  | -24.1% | 20.2%  | 22.1%  | 24.0%  | 26.0% | 28.0% | 30.0% |
| Base Case          | -3.0%  | 5.6%   | -1.3%  | -24.1% | 20.2%  | 21.4%  | 21.7%  | 21.4% | 23.3% | 23.7% |
| Bear Case          | -3.0%  | 5.6%   | -1.3%  | -24.1% | 20.2%  | 20.0%  | 20.3%  | 20.6% | 21.0% | 21.5% |
| PP&E as % of sales | 2019   | 2020   | 2021   | 2022   | 2023   | 2024E  | 2025E  | 2026E | 2027E | 2028E |
| Bull Case          | 0.2%   | 0.4%   | 1.0%   | 1.6%   | 1.9%   | 1.7%   | 1.7%   | 1.5%  | 1.5%  | 1.3%  |
| Base Case          | 0.2%   | 0.4%   | 1.0%   | 1.6%   | 1.9%   | 1.3%   | 1.4%   | 1.5%  | 1.5%  | 1.5%  |
| Bear Case          | 0.2%   | 0.4%   | 1.0%   | 1.6%   | 1.9%   | 1.9%   | 2.1%   | 2.2%  | 2.3%  | 2.4%  |
| D&A % of PP&E      | 2019   | 2020   | 2021   | 2022   | 2023   | 2024E  | 2025E  | 2026E | 2027E | 2028E |
| Bull Case          | 745.7% | 278.1% | 39.7%  | 76.6%  | 69.8%  | 15.3%  | 11.4%  | 8.3%  | 12.5% | 13.7% |
| Base Case          | 745.7% | 278.1% | 39.7%  | 76.6%  | 69.8%  | 17.2%  | 12.5%  | 9.7%  | 17.7% | 19.4% |
| Bear Case          | 745.7% | 278.1% | 39.7%  | 76.6%  | 69.8%  | 40.0%  | 27.0%  | 25.0% | 20.0% | 24.0% |
| CAPEX % of PP&E    | 2019   | 2020   | 2021   | 2022   | 2023   | 2024E  | 2025E  | 2026E | 2027E | 2028E |
| Bull Case          | 58.7%  | 99.1%  | 99.1%  | 81.1%  | 70.1%  | 100.0% | 100.0% | 90.0% | 85.0% | 85.0% |
| Base Case          | 58.7%  | 99.1%  | 99.1%  | 81.1%  | 70.1%  | 100.9% | 78.6%  | 65.3% | 67.6% | 67.5% |
| Bear Case          | 58.7%  | 99.1%  | 99.1%  | 81.1%  | 70.1%  | 100.9% | 97.0%  | 95.0% | 93.0% | 90.0% |
| NWC as % of sales  | 2019   | 2020   | 2021   | 2022   | 2023   | 2024E  | 2025E  | 2026E | 2027E | 2028E |
| Bull Case          | 14.7%  | 18.0%  | 48.7%  | 21.8%  | 13.1%  | 13.0%  | 12.0%  | 11.0% | 10.0% | 10.0% |
| Base Case          | 14.7%  | 18.0%  | 48.7%  | 21.8%  | 13.1%  | 15.0%  | 14.5%  | 14.0% | 13.5% | 13.0% |
| Bear Case          | 14.7%  | 18.0%  | 48.7%  | 21.8%  | 13.1%  | 23.3%  | 24.0%  | 24.5% | 25.0% | 25.5% |

### Analytical mean DCF

| (in USD thousands)     | 2022     | 2023      | 2024E     | 2025E     | 2026E     | 2027E     | 2028E     | Terminal |
|------------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| Revenue                | 653 604  | 1 318 014 | 1 727 640 | 2 317 120 | 3 019 650 | 3 196 000 | 3 551 500 |          |
| EBIT                   | -157 801 | 266 366   | 370 280   | 501 970   | 647 530   | 744 500   | 842 000   |          |
| NOPAT                  | -122 769 | 207 233   | 288 078   | 390 533   | 503 778   | 579 221   | 655 076   |          |
| + D&A                  | 7 802    | 17 350    | 3 910     | 4 120     | 4 340     | 8 430     | 10 180    |          |
| % of PP&E              | 76.6%    | 69.8%     | 17.2%     | 12.5%     | 9.7%      | 17.7%     | 19.4%     |          |
| -CAPEX                 | -8 264   | -17 433   | -22 980   | -26 160   | -29 110   | -32 170   | -35 390   |          |
| % of PP&E              | 81.1%    | 70.1%     | 100.9%    | 79.6%     | 65.3%     | 67.6%     | 67.5%     |          |
| -NWC change            | 10 465   | -29 793   | -86 836   | -76 836   | -86 769   | -8 709    | -30 235   |          |
| % of sales             | 21.8%    | 13.1%     | 15.0%     | 14.5%     | 14.0%     | 13.5%     | 13.0%     |          |
| Free Cash Flow to Firm | -112 766 | 177 357   | 182 172   | 291 656   | 392 240   | 546 772   | 599 631   | 617 616  |
| Discount rate          |          |           | 1.07      | 1.15      | 1.23      | 1.31      | 1.40      | 1.50     |
| Present value of FCFF  |          |           | 170 199   | 254 578   | 319 872   | 416 587   | 426 833   |          |

|  |                   |
|--|-------------------|
| Terminal value in 2028                 | 15 307 102        |
| PV of terminal value                   | 10 895 992        |
| PV FCFF 2024-2028                      | 1 588 068         |
| <b>Enterprise Value (thousand USD)</b> | <b>12 484 060</b> |
| (-) NIBD                               | 755 981           |
| <b>Equity Value (thousand USD)</b>     | <b>13 240 041</b> |
| Shares (thousands)                     | 233 100           |
| <b>Share Price</b>                     | <b>56,80</b>      |

### Scenario output

|                       | Up/downside |
|-----------------------|-------------|
| Bull                  | 22,12%      |
| Base (Analytical DCF) | -38,64%     |
| Bear                  | -56,63%     |

The valuation will commence with a DCF analysis which emphasizes the fundamental components of the company. The forecast period will span five years, aligning with the firm's strategic planning cycles and providing a higher degree of accuracy compared to longer-term projections. Three DCF scenarios will be provided; bull, base & bear, where the base case is built on consensus mean estimates from Capital IQ. The valuation date is set for 1. May 2024. Key components of the DCF analysis:

- **Revenue:** Future sales growth & market expansion
- **NOPAT:** Operational profitability
- **CAPEX:** Investments in PP&E necessary for maintaining growth
- **NWC:** Efficiency in managing short term assets and liabilities
- **WACC:** Determined primarily through the company's equity structure, given the absence of debt (Annual Report, 2024 p.30). Key inputs for CAPM included an unlevered beta of 0.7, derived from the beverage industry's average through the bottom-up approach, market risk premium of 4.15% (NASDAQ), and a risk-free rate of 4.63%, aligning with the 10-Y US Treasury in accordance with the valuation date. A WACC of 7,03% is applied in the model.
- **Terminal growth rate:** The nominal GDP, which captures expected inflation and real GDP growth, serves as a roof estimate for the terminal growth rate. The strong correlation between the non-alcoholic beverage industry's growth and GDP is also strong, especially in mature markets, reinforcing the appropriateness of nominal GDP growth as a benchmark for long-term revenue growth projections for Celsius. To estimate the expected long-term nominal GDP, the expected inflation (difference between inflation indexed and non-inflation indexed 10-year US treasury bond) and the expected long-term real GDP growth in the US is aggregated, which results in an expected nominal GDP growth of 3,53%. However, projections can occasionally deviate. Thus, a conservative approach is beneficial where a growth rate of 3% is applied in the model to ensure prudence.

The mean consensus analytical DCF gives a price target of 56,8 USD, which corresponds to a downside of 38,64% based on current share price.

**Revenue:** **Bull** case assumes a successful international expansion, where Celsius capitalizes on its distribution channels by leveraging PepsiCo's extensive global distribution network. In the domestic market Celsius continues to gain market share through aggressive marketing and product innovation such as organic and natural ingredients, aligning with evolving consumer preferences. The revenue eventually tapers to around 12% in 2028 as market saturation occurs. Considering that Celsius earlier expansion attempts failed, the **bear** case assumes a less favorable expansion. The domestic revenue growth is also assumed to decline, where the overall revenue growth is set closer to earlier growth rates experienced in Europe and Asia at around 30%, declining towards 8%.

**CAPEX, D&A, NWC:** The **bull** case assumes higher expansion costs, depreciation and new investments to support its successful international market growth. This includes investments in new production facilities and distribution networks. The **bear** case assumes a high decline in capital costs due to less favorable international attempts. The focus will shift to maintaining existing operations and seeking cost-effective ways to support moderate growth without substantial new investments. Both cases assume a slight decline in NWC as % of sales due to increasing operational efficiency and better inventory management.



*Relative valuation summary of Celsius Holdings based on Median and Average multiples of EBITDA and EBIT*

| Median            | 24.5x | Average            | 23.9x |
|-------------------|-------|--------------------|-------|
| CELSIUS EBITDA    | 270   | CELSIUS EBITDA     | 270   |
| Enterprise Value  | 6,616 | Enterprise Value   | 6,433 |
| (-) NIBD          | -756  | (-) NIBD           | -756  |
| Equity Value      | 7,372 | Equity Value       | 7,189 |
| Shares Outstandin | 233   | Shares Outstanding | 233   |
| Share Price       | 32    | Share Price        | 31    |
| Median            | 30.1x | Average            | 29.5x |
| CELSIUS EBIT      | 266   | CELSIUS EBIT       | 266   |
| Enterprise Value  | 8,010 | Enterprise Value   | 7,868 |
| (-) NIBD          | -756  | (-) NIBD           | -756  |
| Equity Value      | 8,766 | Equity Value       | 8,624 |
| Shares Outstandin | 233   | Shares Outstanding | 233   |
| Share Price       | 38    | Share Price        | 37    |

*Sensitivity Analysis of Celsius Holdings valuation based on varying growth rates and weighted average cost of capital on the base case scenario*

| WACC   | 5.00% | 5.50% | 6.00% | 6.50% | 7.00% | 7.50% | 8.00% | 8.50% | 9.00% |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Growth |       |       |       |       |       |       |       |       |       |
| 2.00%  | 79    | 68    | 59    | 53    | 47    | 43    | 40    | 37    | 34    |
| 2.25%  | 85    | 72    | 63    | 55    | 50    | 45    | 41    | 38    | 35    |
| 2.50%  | 93    | 78    | 67    | 58    | 52    | 47    | 42    | 39    | 36    |
| 2.75%  | 103   | 84    | 71    | 62    | 54    | 49    | 44    | 40    | 37    |
| 3.00%  | 114   | 91    | 76    | 65    | 57    | 51    | 46    | 42    | 38    |
| 3.25%  | 129   | 101   | 82    | 70    | 61    | 53    | 48    | 43    | 40    |
| 3.50%  | 150   | 112   | 90    | 75    | 64    | 56    | 50    | 45    | 41    |

## Relative Valuation

In contrast to the DCF, a relative valuation approach is taken where market expectations and comparable companies are implemented in the valuation. Trading multiples are compared to industry peers such as Monster Beverage Corp., National Beverage Corp., PepsiCo, Inc., The Coca-Cola Company, and Keurig Dr Pepper Inc. Here, trading multiples for Celsius are significantly higher than its peers.

When conducting the comparable valuation Celsius price ranged from 31\$ to 38\$ while their actual market price was 92.57\$. The result is a natural consequence of the inflated multiples in comparison to industry peers.

## Sensitivity

The sensitivity analysis highlights the importance for precise estimates of WACC and growth rates to determine an accurate stock price for Celsius. It is clear that the stock price is particularly sensitive to changes in growth rates when WACC is low. This increased sensitivity is because as WACC converges with the growth rate, the terminal value approaches infinity.

## Football field

Due to the high growth rate sensitivity, DCF-price confidence levels will be based on a growth rate ranging from 2,75-3,25 percent.

Current share price of 92.57\$ is positioned against the four valuation methods conducted, which gives a weighted average fair value range of 59-67 (\$). The 12-month price target is put in the middle of the price range at 63\$.

### Standardized Financial Statements

| Standardized income statement                  | FY2018         | FY2019         | FY2020        | FY2021         | FY2022          | FY2023         | Standardized Balance Sheet              | FY2018        | FY2019        | FY2020         | FY2021         | FY2022           | FY2023           |
|--|----------------|----------------|---------------|----------------|-----------------|----------------|---|---------------|---------------|----------------|----------------|------------------|------------------|
| Revenue  | 52 604         | 75 147         | 130 726       | 314 272        | 653 604         | 1 318 014      | <b>BALANCE SHEET - ASSETS</b>           |               |               |                |                |                  |                  |
| Cost of Sales (by function)                    | -31 544        | -43 845        | -69 752       | -186 103       | -382 735        | -684 875       | Inventory                               | 11 483        | 15 292        | 18 404         | 191 222        | 173 289          | 229 275          |
| <b>Gross profit</b>                            | <b>21 060</b>  | <b>31 302</b>  | <b>60 974</b> | <b>128 169</b> | <b>270 869</b>  | <b>633 139</b> | Accounts receivable                     | 12 980        | 7 775         | 14 986         | 38 741         | 63 311           | 183 703          |
| SG&A (by function)                             | -31 701        | -32 750        | -53 062       | -132 259       | -428 670        | -366 773       | Other receivables                       | 0             | 1 181         | 1 886          | 2 588          | 2 979            | 2 318            |
| Depreciation & amortization                    | -14            | -826           | -576          | 0              | 0               | 0              | Prepaid Expenses & other current assets | 2 299         | 4 170         | 14 627         | 13 555         | 25 465           | 33 627           |
| <b>Operating (EBIT)</b>                        | <b>-10 655</b> | <b>-2 275</b>  | <b>7 336</b>  | <b>-4 090</b>  | <b>-157 801</b> | <b>266 366</b> | Short-term investments                  | 0             | 0             | 0              | 0              | 38 768           | 0                |
| Net interest income/expense                    | -174           | -185           | -142          | 307            | 5 529           | 26 629         | Cash & Equivalents                      | 7 743         | 23 091        | 43 248         | 16 255         | 614 159          | 755 981          |
| Other expenses/income                          | -377           | 12 431         | 1 528         | -276           | -392            | -1 246         | <b>Current Assets</b>                   | <b>34 506</b> | <b>51 509</b> | <b>93 151</b>  | <b>262 361</b> | <b>917 971</b>   | <b>1 204 904</b> |
| <b>Income before tax</b>                       | <b>-11 207</b> | <b>9 971</b>   | <b>8 722</b>  | <b>-4 059</b>  | <b>-152 664</b> | <b>291 749</b> | Net PP&E                                | 122           | 133           | 579            | 3 180          | 10 185           | 24 868           |
| Income tax expense                             | 0              | 0              | -198          | 7 996          | -34 618         | -64 948        | Net intangible fixed assets             | 0             | 27 197        | 27 009         | 30 828         | 25 933           | 26 312           |
| <b>Net income</b>                              | <b>-11 207</b> | <b>9 971</b>   | <b>8 524</b>  | <b>3 937</b>   | <b>-187 282</b> | <b>226 801</b> | Other long term assets                  | 0             | 11 544        | 10 550         | 17 649         | 267 980          | 280 312          |
| <b>Standardized Cash Flow Statement</b>        |                |                |               |                |                 |                | <b>Non-current assets</b>               | <b>122</b>    | <b>38 873</b> | <b>38 139</b>  | <b>51 657</b>  | <b>304 098</b>   | <b>331 492</b>   |
| Net income                                     | -11 207        | 9 971          | 8 524         | 3 937          | -187 282        | 226 801        | <b>Total Assets</b>                     | <b>34 628</b> | <b>90 382</b> | <b>131 290</b> | <b>314 018</b> | <b>1 222 069</b> | <b>1 536 396</b> |
| D&A  | 72             | 991            | 1 611         | 1 264          | 7 802           | 17 350         | <b>BALANCE SHEET - LIABILITIES</b>      |               |               |                |                |                  |                  |
| Other items                                    | 4 950          | -7 179         | 7 021         | 32 004         | 52 108          | -10 075        | Payables                                | 14 845        | 17 293        | 25 413         | 72 442         | 36 248           | 42 840           |
| <b>Cash flow from operations</b>               | <b>-6 184</b>  | <b>3 783</b>   | <b>17 156</b> | <b>37 205</b>  | <b>-127 372</b> | <b>234 076</b> | Short-term borrowings                   | 0             | 9 283         | 0              | 0              | 0                | 0                |
| Change in working capital                      | -5 462         | -2 749         | -13 761       | -133 791       | 235 554         | -92 858        | Other short-term liabilities            | 20            | 107           | 952            | 20 682         | 125 047          | 233 773          |
| <b>Net cash flow from operating activities</b> | <b>-11 646</b> | <b>1 034</b>   | <b>3 395</b>  | <b>-96 586</b> | <b>108 182</b>  | <b>141 218</b> | <b>Current liabilities</b>              | <b>14 865</b> | <b>26 683</b> | <b>26 365</b>  | <b>93 124</b>  | <b>161 295</b>   | <b>276 613</b>   |
| CAPEX  | -110           | -78            | -574          | -3 150         | -8 264          | -17 433        | Long-term debt                          | 7 959         | 240           | 0              | 0              | 0                | 0                |
| Net Acquisitions                               | 0              | -14 188        | 0             | 0              | 0               | 0              | Other long-term liabilities             | 0             | 0             | 597            | 3 849          | 1 020 683        | 995 743          |
| Other investing cash flow                      | 0              | 0              | 1 331         | 1 886          | 2 592           | 3 233          | <b>Non-current liabilities</b>          | <b>7 959</b>  | <b>240</b>    | <b>597</b>     | <b>3 849</b>   | <b>1 020 683</b> | <b>995 743</b>   |
| <b>Cash flow from investing activities</b>     | <b>-110</b>    | <b>-14 266</b> | <b>757</b>    | <b>-1 264</b>  | <b>-5 672</b>   | <b>-14 200</b> | <b>Shareholders' Equity</b>             | <b>11 803</b> | <b>63 459</b> | <b>104 327</b> | <b>217 045</b> | <b>40 091</b>    | <b>264 040</b>   |
| Dividends                                      | 0              | 0              | 0             | 0              | -11 526         | -27 462        | <b>Total liabilities and equity</b>     | <b>34 628</b> | <b>90 382</b> | <b>131 290</b> | <b>314 018</b> | <b>1 222 069</b> | <b>1 536 396</b> |
| Net change in Equity                           | 301            | 27 180         | 26 019        | 71 489         | 545 701         | 2 285          |   |               |               |                |                |                  |                  |
| Net change in Debt                             | 5 000          | 1 474          | -9 882        | -94            | -63             | -44            |   |               |               |                |                |                  |                  |
| Other financing cash flows                     | 0              | 0              | -566          | 0              | 0               | 0              |   |               |               |                |                |                  |                  |
| <b>Cash flow from financing activities</b>     | <b>5 301</b>   | <b>28 653</b>  | <b>15 571</b> | <b>71 395</b>  | <b>534 112</b>  | <b>-25 221</b> |   |               |               |                |                |                  |                  |
| FX Adjustment                                  | 12             | -73            | 434           | -538           | 50              | 1 257          |   |               |               |                |                |                  |                  |
| <b>Change in Cash equivalents</b>              | <b>-6 443</b>  | <b>15 348</b>  | <b>20 157</b> | <b>-26 993</b> | <b>636 672</b>  | <b>103 054</b> |   |               |               |                |                |                  |                  |

*Source: Capital IQ*