



W U T I S

NEBIUS

Equity Research Division

Nebius Group NV

Next-gen cloud infrastructure powering AI

Target Price: \$64.94

Current Price: \$48.33

Upside: **+34.4%**

Recommendation: BUY

Vienna, 18 June 2025

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Team Overview

Equity Research



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- Story Guidance
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Investment Thesis

AI infrastructure pure-play with capital access, technical depth, and first-mover edge

Key Investment Highlights



1

One of Two Public AI Infrastructure Pure-Plays

Benefits from materially **cheaper and more flexible capital** than private peers – a key advantage in scaling infrastructure in a **Capex-intensive market**

2

Led by Volozh, Built by Yandex Alumni

Infrastructure **engineering team** spun out of **Yandex**, leveraging brownfield assets to cut **deployment time** and **know-how** to build **efficient datacenters**

3

NVIDIA-Backed with Priority GPU Rollouts

First in Europe to launch **Blackwell GPUs**, enabled by **direct NVIDIA investment** – ensuring **early access** to next-gen AI compute

4

Nebius Cloud Speeds Up AI Deployment

Purpose-built platform enables **instant model rollout** with built-in **scaling, latency tuning**, and **support** for models like **Mistral & DeepSeek**

5

Startup Profile Despite Public Listing

Still operates like a **late-stage startup** – with **execution risk**, maturing **internal processes**, and a need for **strong capital discipline**

6

Retention Risk in Crowded AI Market

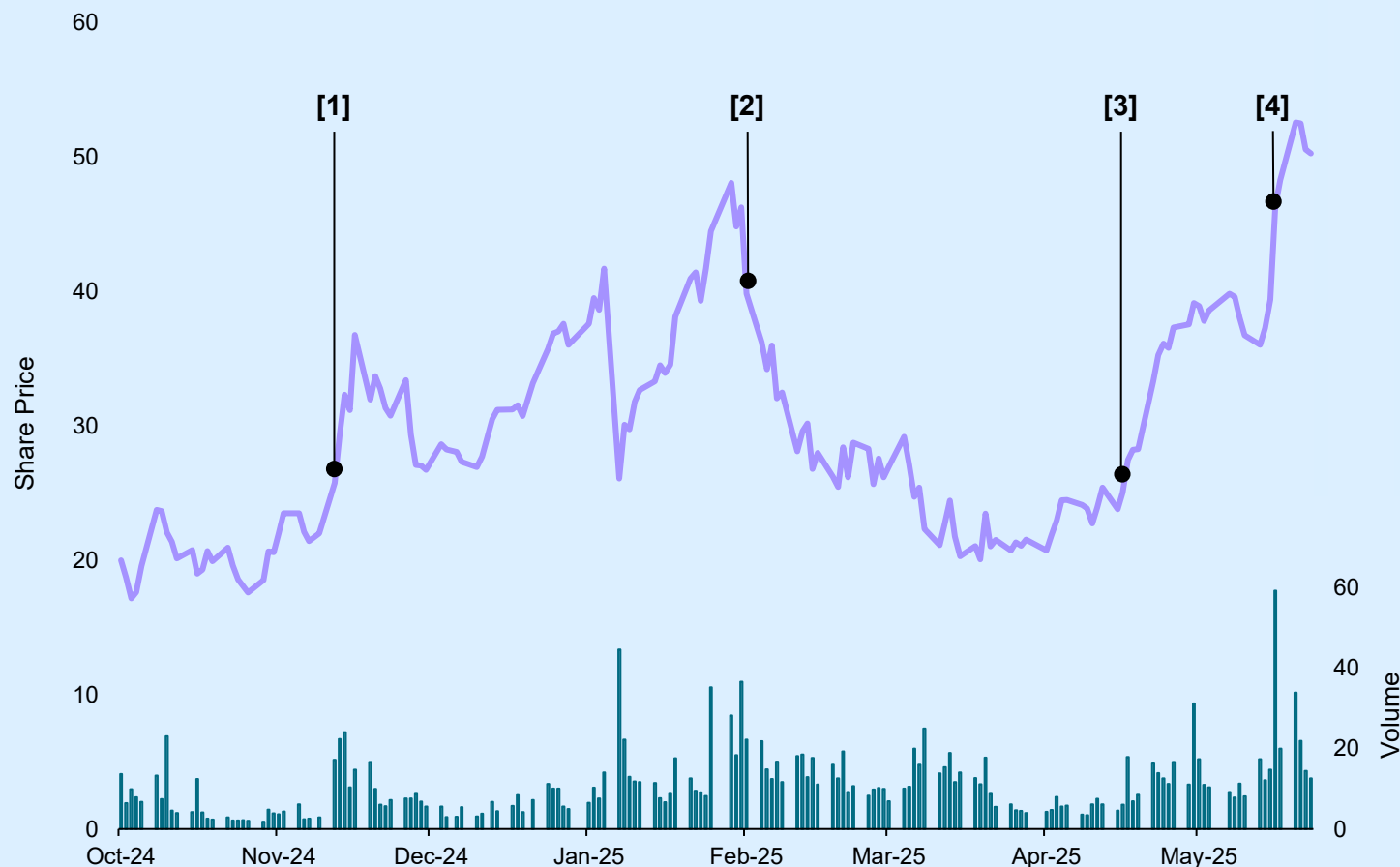
With **growing competition** and **expanding choices** in AI infrastructure, **retaining customers** remains a persistent and strategic challenge

Share Price Performance

Analyzing what drives Nebius' volatile share price

NBIS Share Price / Volume

in \$M / in M shares



Major Events

- Dec 3, 2024 +13.7%** [1] – Nebius announced an **oversubscribed \$700 million** private placement financing (Accel, NVIDIA, etc.)
- Feb 20, 2025 -10.0%** [2] – Q4 2024 revenue was **\$37.9M**, up **466% YoY**, consistent with early growth phase trends
- May 7, 2025 +9.6%** [3] – **Bezos Expeditions** announced strategic investment in AI data solutions business Toloka
- June 5, 2025 +17.5%** [4] – Nebius raised **\$1B** via **convertible bonds**, driving positive sentiment and upward price action

Key Stats

Suspension of Yandex Trading: February 2022

Resumption of Nebius Trading: October 2024

Ticker: **NBIS** (NASDAQ)

Market Capitalization: **\$11,246M**

A photograph of the Nebius Group NV building. The building features a modern design with a large glass facade on the left and a curved, metallic, ribbed structure on the right. The word "NEBIUS" is prominently displayed in large, white, three-dimensional letters on the glass facade. The sky is clear and blue. In the foreground, there is a paved area and a set of stairs leading up to the entrance.

NEBIUS

Nebius Group NV

WUTIS – Equity Research

Company Overview

Company Journey

A founder-led AI infrastructure startup built on Yandex assets, proven systems and experienced team

Company Description



Nebius Group was formed from out-side Russian assets of **Yandex** and focuses on **AI Infrastructure**



After Yandex was delisted from **NASDAQ** in 2022, Nebius returned as a **listed** company in **2024**



Headquarters: Amsterdam, NL
Employees: 1,371

Access to Resources

\$1.7B Raised
in Equity
and Bonds

**Listed on
NASDAQ**
with access to
Capital markets

**500+
engineers**
coming from
Yandex

**NVIDIA
Partnership**
with priority
GPU supply

Management



Arkady Volozh
Founder & CEO

- Built and led Yandex for **20+ years**
- Secured **government-backed AI labs** contracts in Israel and the UK



Marc Boroditsky
CRO

- **Tenfolded sales** in 5 years at Twilio
- Senior roles at **Oracle & Cloudflare**

From Yandex to Nebius

Yandex Business Units

Yandex.Cloud

Originally built to serve Yandex's **internal infrastructure needs**, including **Search & Maps**

Toloka

Enabled **Yandex Search** by collecting **human relevance judgments** to train and evaluate ranking models

Yandex Self-Driving Group

Spun out from **Yandex.Taxi** to reuse maps & routing **autonomous vehicles** and **delivery bots**

Practicum by Yandex

Created to **train engineers** and **analysts** for **Yandex teams**

Nebius Business Units

Nebius

Delivers GPU **cloud infrastructure** and **AI tools** for ML-driven enterprises

Toloka

Platform for **data labeling**, model testing, and reinforcement learning with **human input**

AVRide

Develops **autonomous vehicle** tech for mobility and logistics

TripleTen

Runs global **tech bootcamps** in software and data fields

Global Footprint

Activating a global network of data centers to support AI growth

Global Infrastructure Overview



Strategic Expansion

Ramping up presence in the **US** in order to serve **American customers** from **local infrastructure** – enabling **lower latency**

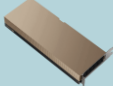

New customer facing hubs

- San Francisco
- Dallas

Data center expansion

- Vineland
- Kansas City

Data Center Infrastructure: Present & Planned

Data Centers				
Currently Operating			Expansions	
<div>1</div> <div>Patmos Data Center</div>	Kansas City	5 MW Capacity 2 700 NVIDIA H200 GPUs	Up to 40 MW Q2 25' + 18 600 NVIDIA H200 GPUs	
	<div>2</div> <div>Flagship Data Center</div>	Mäntsälä	25 MW Capacity 19 800 NVIDIA H100 GPUs	Up to 75 MW YE 25' + 18 500 NVIDIA H100 + 13 000 NVIDIA B200 GPUs
		Paris	2 MW Capacity 1 200 NVIDIA H200 GPUs	
	<div>3</div> <div>Equinix GPU Cluster</div>	Keflavik	10 MW Capacity 7 300 NVIDIA H200 GPUs	<div>GPU Development</div> <div><div></div><div></div></div> <div>NVIDIA H100</div> <div>NVIDIA B200</div>
<div>4</div> <div>Renewable Colocation</div>				
<div>5</div> <div>Greenfield Data Center</div>				
New Custom-Built Constructions				
<div>6</div> <div>AI Super-center</div>	Vineland	100 MW Cap. YE 25'	+ 22 000 NVIDIA B200 GPUs	
	Tel Aviv	30 MW Cap. Q2 26'	+ 9 600 NVIDIA B300 GPUs	
<div>7</div> <div>UK Rollout</div>	UK	12 MW Cap. Q4 25'	+ 4 000 B300 GPUs	

Business Segments

Full-stack cloud driving a multi-segment group

NEBIUS

GenAI cloud platform for **training, deploying, and scaling** both open-source and custom models with full performance control

Compute

Owns **full compute stack** – from **GPU clusters** to **custom orchestration** – giving it unique **control** over **cost, performance, and scalability**

Data

Manages AI data **end-to-end** – **storage, labeling, pipeline integration** – teams can **prepare training data** without external tools

Deployment

Nebius Cloud gives AI teams instant **access to open-source models** as scalable APIs – with **tuning, serving, and performance** handled for them

Observability

Keeps AI workloads running via **auto-recovery, health checks, and early failure detection** that stops crashes before they happen

Nebius is **well-positioned** as a **one-stop GenAI platform**, covering **every layer** of the **AI stack** – from **raw data** to **production-grade deployment**

AVRIDE

Subsidiary

Developer of **autonomous mobility tech**, including **self-driving software** for cars, **delivery bots**, and robotic platforms



tripleten

Subsidiary

Online **tech education platform** focused on **re-skilling adults** for in-demand roles in **software engineering** and **data science**



Toloka

Equity Method Investment

End-to-end **data labeling** and **human-in-the-loop** solution supporting **AI model training**, validation, and refinement



ClickHouse

Equity Method Investment

Leading open-source **columnar database** optimized for **high-speed analytics**, using **SQL queries**



Core Business Deep Dive

Powering AI at scale – proven infrastructure, priority NVIDIA GPUs & integrated stack

Cost Leadership & Infrastructure Efficiency



Finland Data Center operates at **PUE 1.10**, Global Avg of ~1.58

PUE of **current** sites ~1.13; **new builds** target **1.10-1.25**

H100 pricing ~\$2.95/hr; CoreWeave ~\$6.16/hr, AWS ~\$4-5/hr

Brownfield Advantage



Inherits **Yandex's Cloud Stack**, tuned for scale and performance

Operates a **live Finland site** – no ramp-up requirement

Retains **Core Tooling and IP**, incl. Monitoring / Cooling

First-Class Access to NVIDIA Hardware



Backed by NVIDIA as a strategic partner, with **access to latest GPUs**

Among the first to deploy B200, B300, and NVL72, **ahead of market**

One of few global NVIDIA Cloud Reference Platform Partners

Purpose-Built for AI Workloads



Integrates top Models like Mistral, DeepSeek – ready to use instantly

Handles optimization, including Scaling and Latency Tuning

Speeds up Model Rollout compared to AWS, GCP, or DIY

Full Stack Roadmap



Combining compute provisioning, model deployment

Vertical integration from infrastructure up to inference

Maintaining the health of compute nodes, **ensuring reliability**

With production-grade sites, inherited cloud IP and strategic NVIDIA partnership, Nebius offers a structurally advantaged platform purpose-built for modern AI – at lower cost and faster deployment than peers

AVRide Deep Dive

AVRide's global rollout: scaling Yandex's AV legacy across markets

Yandex

Yandex Self-Driving Car



Hyundai Sonata

- Launched in **2017**
- **By 2021**: 170 vehicles, 16M km driven (RU, Israel, US)
- **By 2024**: Entire SDG was divested and rebranded as AVRide

Use Case

- **Driverless taxi** operations
- Campus shuttles
- **Autonomous deliveries**

Technology

- Full-stack development
- Goal: Level 4 autonomy
- **360°LiDAR sensors**
- **HD 3D maps** by Yandex
- Multi-layer sensor safety

AVRide

AVRide Autonomous Driver

- Launched in **2024** as Yandex spin-off
- **Hyundai partnership** deployed by YE 2025
- Robotaxis deployed via **Uber partnership**



Hyundai Ioniq 5

Yandex Rover



480k deliveries (2025)

- Launched in **2019**
- **Operational** in Moscow
- **Integrated** in the ecosystem (YandexEats, YandexLavka)

Use Case

- Food, grocery & parcel **deliveries**
- Ideal for university campuses, **residential neighborhoods**

Technology

- **Shared AI stack** from Yandex self-driving tech
- Level 4 autonomy
- Swappable batteries
- **360°LiDAR-based vision**

AVRide Delivery Robot

- Launched in **2024**
- Operational: **US, Japan, South Korea**
- Deployed through partnerships with **UberEats, Rakuten**



200k deliveries (2025)

AVRide inherits Yandex's full-stack AV technology, applied to both cars and delivery robots → mutually enhancing AI – improvements in one system benefit the other



AI

Nebius Group NV

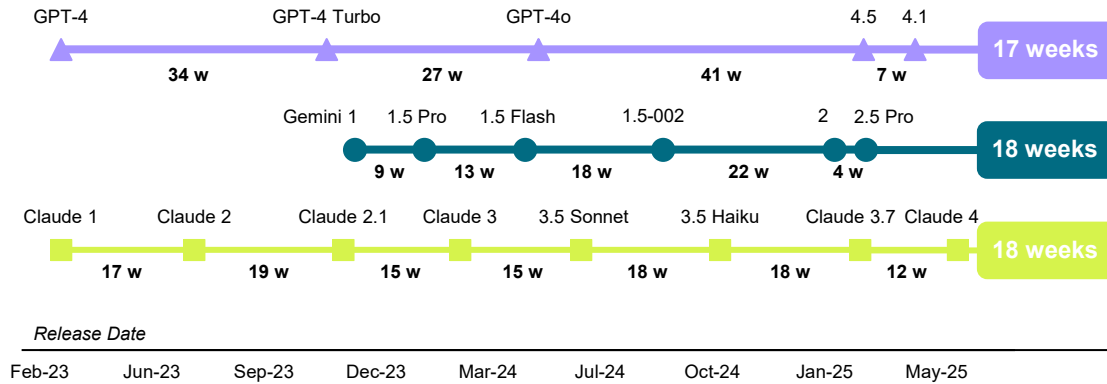
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Market and Industry Analysis

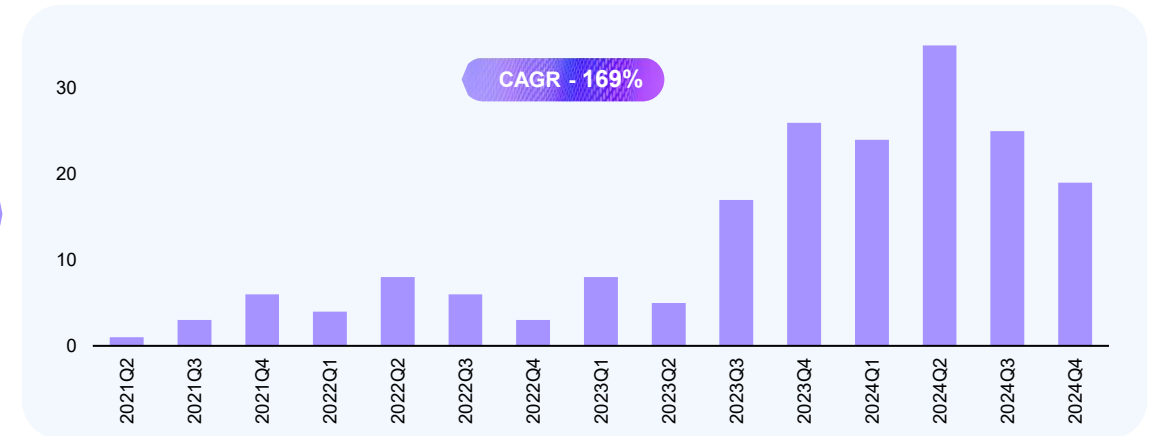
AI Deployment Is Accelerating – And We're Still Early

Infrastructure keeping up with faster launches, higher loads, and global rollout of new models

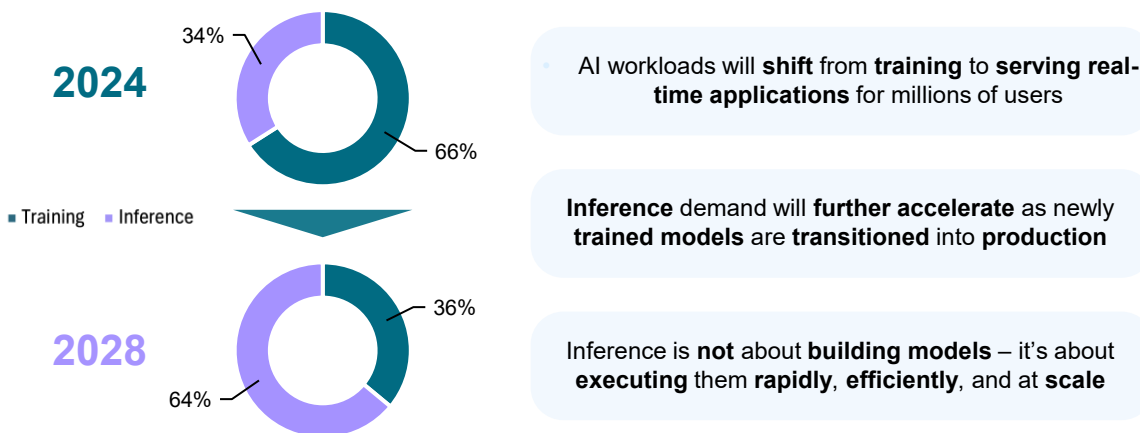
AI Model Development Is Accelerating: Weeks instead of Months



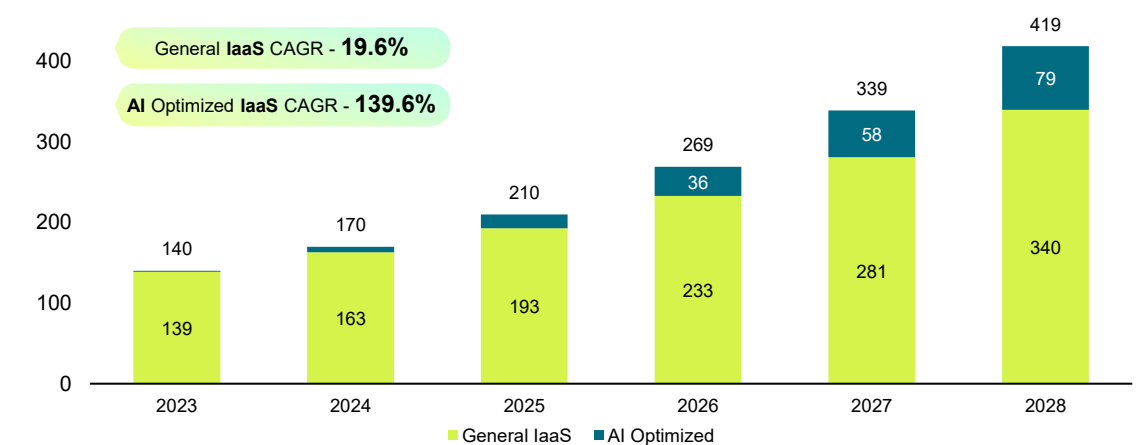
Explosion in Large-Scale AI Models (>10²³ FLOPs)



Inference Workloads will dominate AI Compute

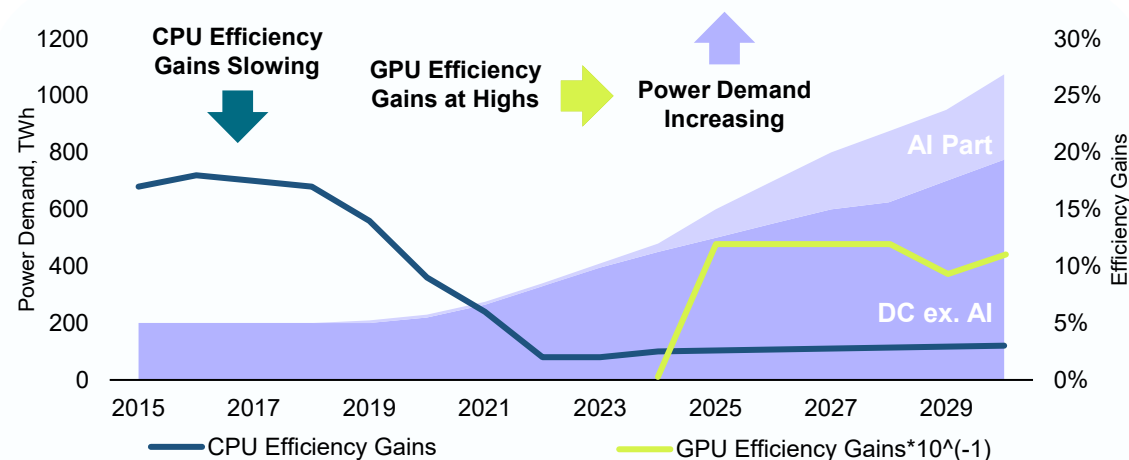


AI Infrastructure Market Set to Triple by 2028, \$B

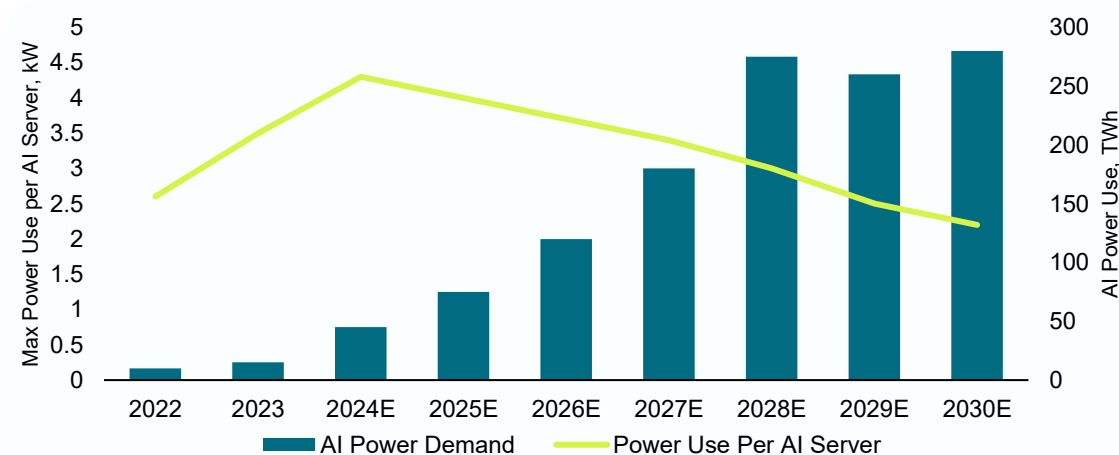


AI Acceleration Needs Balanced Power Consumption

Efficiency gains have yet to be tapped out



AI demand growth is to exceed efficiency improvements



Power intensity reductions stem from the shift in hardware mix and efficiencies

Hardware Trends



CPUs/GPUs: CPU **efficiency gains** have **stalled** with **Moore's Law**, while GPUs keep improving performance-per-watt via **parallelism** and **architecture advances**



Networking: As model sizes grow, **network power rises**. Efficiency gains come from **high-bandwidth interconnects** and **co-packaged optics** reducing data movement

Market Shifts



Training/Inference Mix: AI training demand remains high, but **inference grows faster**. Over time, efficiency and scale favor GPUs more over general-purpose CPUs



Capex: AI scaling hinges on **capital**, not just **silicon**. Big Tech drives GPU expansion, where **efficiency gains** offer a clearer path to **more compute per watt**

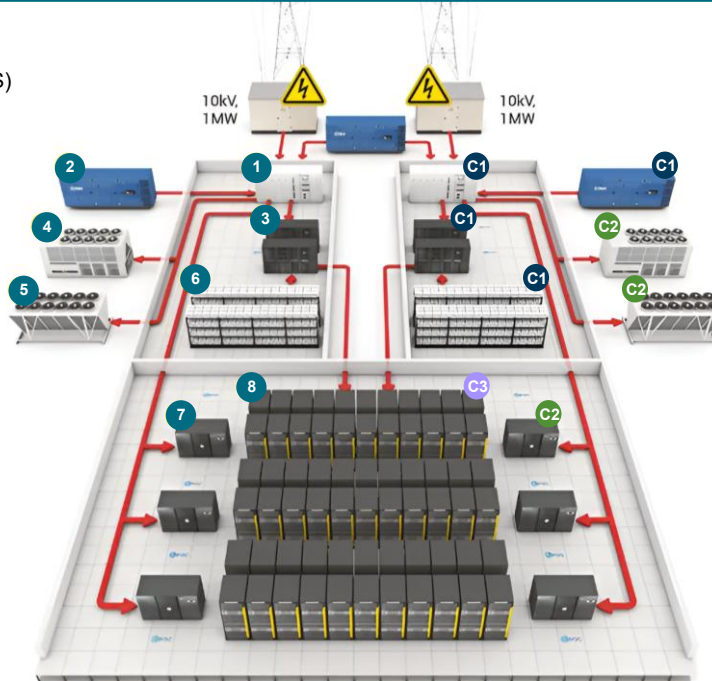
As **model refresh cycles shorten** and **inference emerges** as the **primary driver** of compute load, the challenge is shifting from breakthrough innovation to scalable deployment. Companies must now **optimize** for **rapid rollout** and **global scale** – demanding **energy-efficient GPUs** and **reduced infrastructure power draw**

Datacenter Design & Engineering problems

Tackling power, cooling and capacity challenges to build AI-ready data centers

A 2024 view on Datacenter Infrastructure

- 1 Main power distribution with Automatic Transfer Switch (ATS)
- 2 SDMO Diesel Generator
- 3 APC Symmetra PX500 (uninterruptible power supply)
- 4 Emerson Network Power Chiller
- 5 DryCooler LU-VE
- 6 UPS batteries
- 7 Emerson Network Power climate control
- 8 Servers, storage, networking equipment



Select Infrastructure Challenges

Challenge 1: AI racks require 30-100kW legacy voltage systems (120/208V) and standard PDUs (60A) cannot support this efficiently

Challenge 2: Air cooling is capped at ~20kW/rack. Liquid cooling becomes necessary, but retrofitting is complex and expensive

Challenge 3: AI infrastructure is evolving too fast. Legacy operators struggle with rapidly rising GPU TDPs, rack sizes and floor loads

Glossary

PDUs = Power Distribution Unit

TDP = Thermal Design Power

-> max heat a component (e.g. GPU) can generate

Who can address this?



*Purpose-built
Neoclouds*



Hyperscalers

How?

They design own rack-level power paths
Custom PDUs, 240/415V systems

They avoid expensive retrofitting by deploying *Direct-to-Chip liquid cooling*

They design for future loads. Anticipating rising TDPs

- 48U racks (rack units)
- > 1200mm depth
- > 1800kg floor load

Future Risks

- **High rack temperatures** increase chances of system failures or electrical fires
- **Arc flash hazards** (electrical explosions) become more dangerous as power levels rise – putting people and equipment at serious risk
- **Poor load balancing** increases the chance of upstream breakers tripping, which can take down entire racks or rows










Conclusion

Competing demands Talent, Capital, and Foresight

- Delivering next-gen datacenter infrastructure is no longer just about capacity
- Operators must combine top-tier technical talent with significant capital investment to address rising power, cooling, and safety demands

GPU Provider Landscape

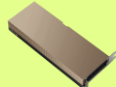
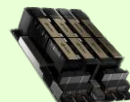


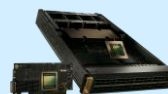


Benchmarking hyperscalers and emerging AI-first GPU cloud platforms

	Hyperscalers 	CoreWeave 	Neoclouds 	Nebius 
 Primary Strength	Broadest GPU range , petascale UltraClusters, PaaS integrated	Largest pure-GPU cloud , up to 60% cheaper	Local , low-cost GPU options (EU/US)	AI-first , global reach, per-GPU pricing
 Infrastructure Control	Standardized VMs; less hardware visibility	Bare metal with full hardware access	Custom choice of bare-metal or dedicated	Owens full stack ; deep hardware visibility
 Workload Management	General tools (EKS/GKE), basic autoscaling	AI-optimized scaling , auto-failover	K8s default ; Slurm/Terraform optional	Slurm-in-K8s, GPU fault auto-reschedule
 GPU Availability	Shared pool , latest GPUs via Spot	250k GPUs , 32 DCs, Blackwell in 2025	On-demand H100 , 24k GPUs at Voltage Park	~38k GPUs , growing in EU/US/UK/IL
 Compliance & Residency	US-based ; adding EU sovereign options	US-heavy , EU buildout in progress	Sovereign options vary by provider	EU-HQ , data sovereign, chosen by <i>Israel & UK AI labs</i>
 Customer Fit	Large Enterprises with wide needs	Big Players active in AI Field	Local mid-sized AI Teams	AI-first Teams needing add-on services & control over performance

GPU Efficiency Gains & Rollout

W U T I S

Unlocking scalable compute with strategic hardware evolution

	2022	2024	2025	2026	2027	2028	2029+
	Hopper 100 	Hopper 200 	Blackwell 200 	Blackwell 300 	Rubin 	Rubin Ultra 	Feynman 
Primary Use	Training	Training	Training	Training	Inference	Inference	<i>Inference</i>
PFlops Output	4	4	10	15	25	50	75
Memory Gain	80GB	141GB	192GB	288GB	288GB	1000GB	1000GB
Energy Use	1.11 kW/h	1.19 kW/h	1.70 kW/h	2.18 kW/h	3.05 kW/h	3.77 kW/h	5.09 kW/h
Efficiency Gain	-	5.71%	135.76%	50.0%	61.85%	106.57%	46.25%
WUTIS Assessment	Training GPUs for smaller companies on-demand, later used for model fine-tuning		Newest tech now, but will shift to training use over time; major step for Nebius		Built for inference; training may shift from Blackwell when models grow		

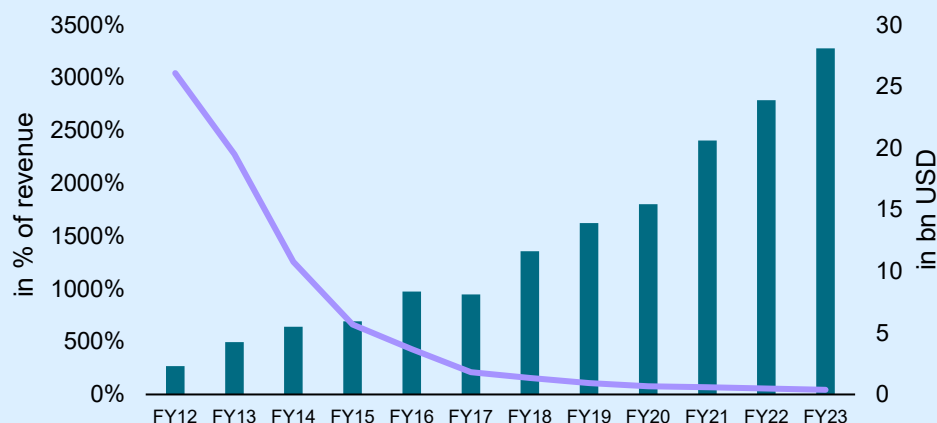
Efficiency gains across GPU generations – driven by **higher memory, compute density, and energy scaling**
– materially improve **rack-level throughput** and **reduce energy cost per unit** of training or inference

Historical Capex – Comparing Hyperscalers (Azure) with Nebius

From CPUs to GPUs: How specialization enabled neoclouds to compete

Capex Development Azure

in % of revenue / in bn USD



Economies of Scale

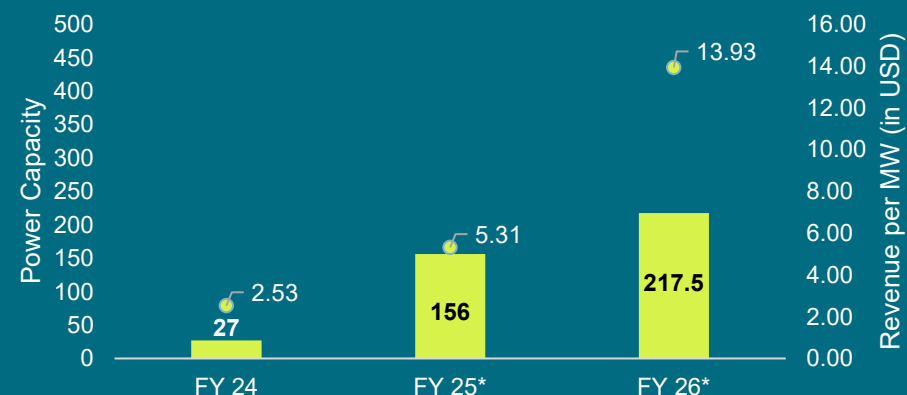
- CPUs power **general-purpose computing**, where **scale drives orchestration and cost efficiency**
- In the cloud, **CPUs became commoditized**, enabling hyperscalers to **scale efficiently through supply chain optimization and sequential processing**

Technology Shift

- **GPUs enable high-performance workloads, with greater specialization**
- Niche providers can build **tailored clusters** without hyperscalers' legacy or backward compatibility constraints and single-tenant stack boosts GPU speed by reducing **interconnect latency** vs. shared hyperscaler infrastructure

Power Capacity and Revenue

in MW / in USD



Current AI workload

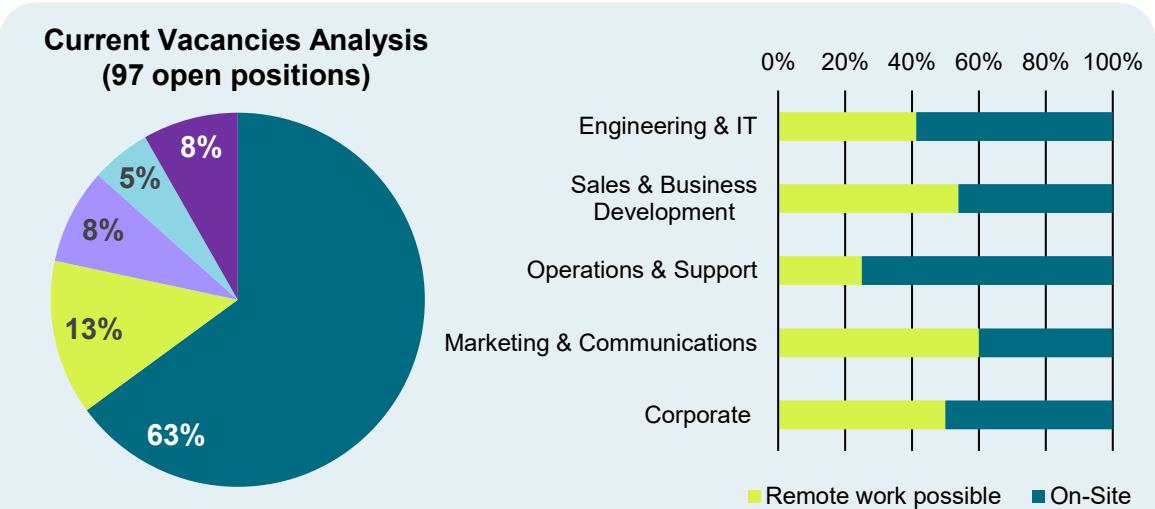
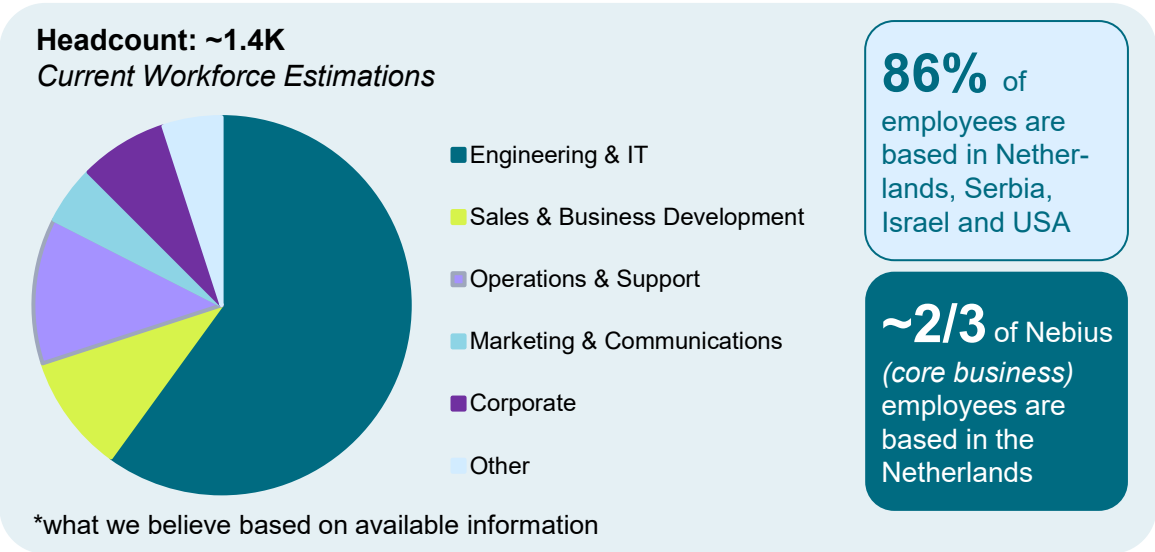
- Focuses on **cost-efficient AI model training** and **add-on services**
- Nebius strategic advantage lies in its **NVIDIA partnership** (*access to latest GPUs*)

Future AI workload

- Once **models are trained**, demand shifts from training to **low-latency inference**
- Nebius' inference monitoring system demonstrates readiness and adaptability

A price war between neoclouds and hyperscalers is unlikely, as it would hurt CPU margins, weaken their GPU investment narrative, and conflict with costly AI contracts like CoreWeave

HR analysis displays readiness for infrastructure rollout hiring and GTM focus



Conclusion

Nebius' vacancies are heavily concentrated in Engineering & IT and Sales & Business Development, indicating a strategic focus on scaling core technical capabilities and expanding market reach

Vacancies feature several GTM-Lead posts across target verticals – e.g. Financial Services, Media & Entertainment and Retail & Commerce – in line with Nebius' sales goals. The recent hire of Marc Boroditsky as CRO reinforces this commercial focus

Nebius' hiring focus aligns closely with its communicated strategy





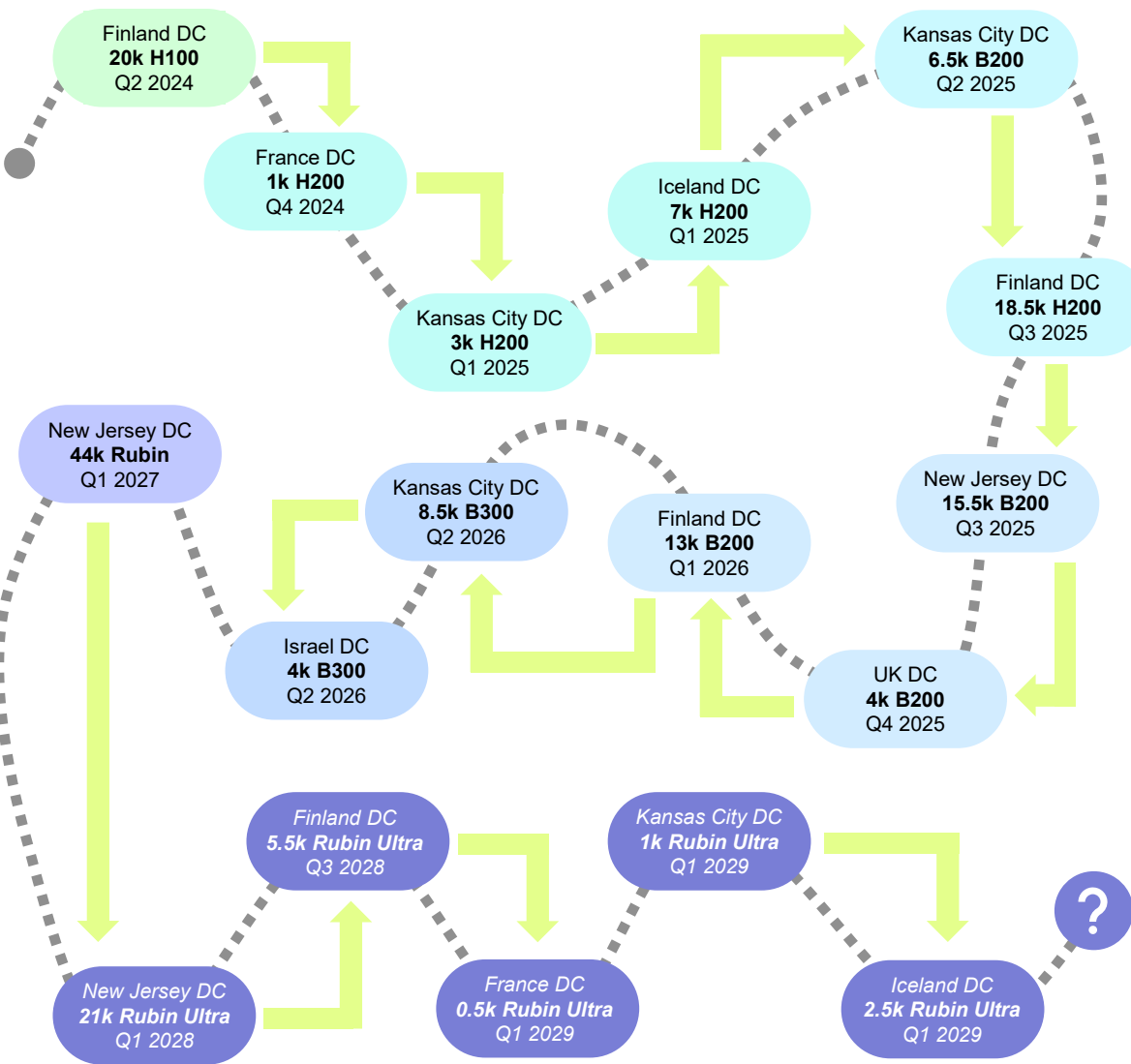
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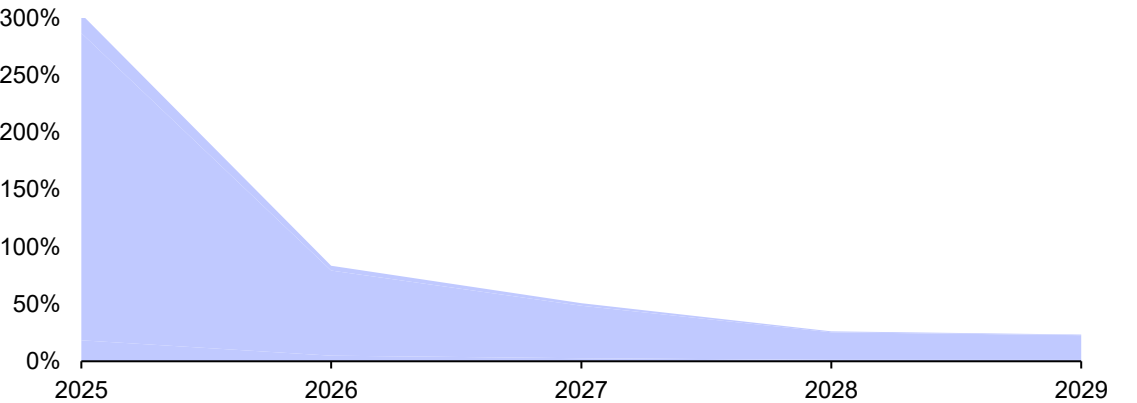
Financials and Valuation

Financial Roadmap to Scale

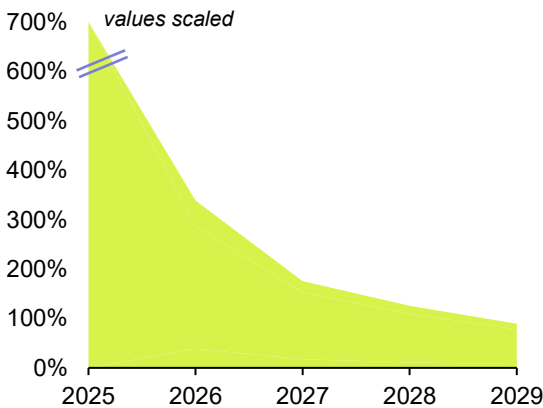
Phased DC rollout – with Capex intensity converging towards hyperscaler levels



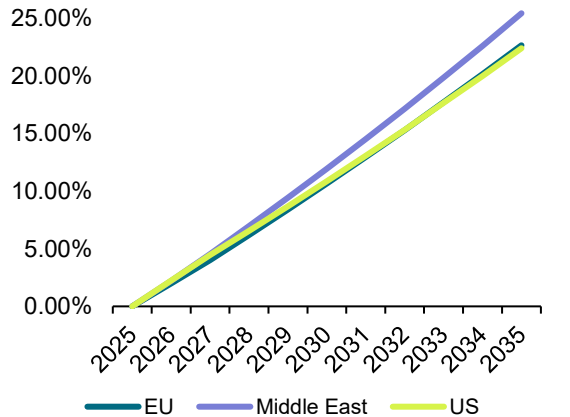
Capex in % of Revenue



Debt to EBITDA Ratio, %



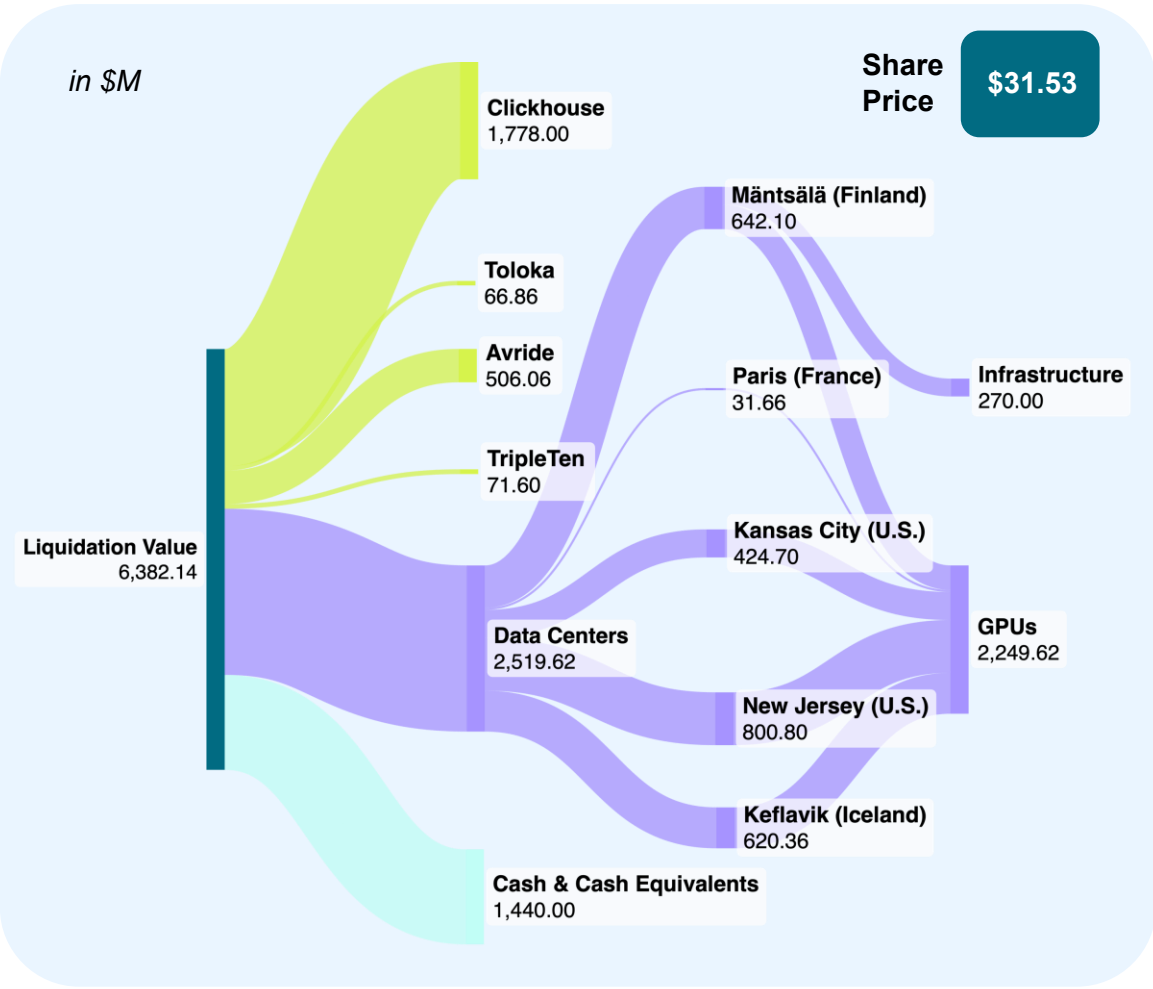
Energy Prices, YoY Increase, %



Downside Protection

Liquidation scenario proofs strong safeguards

Liquidation Value Allocation



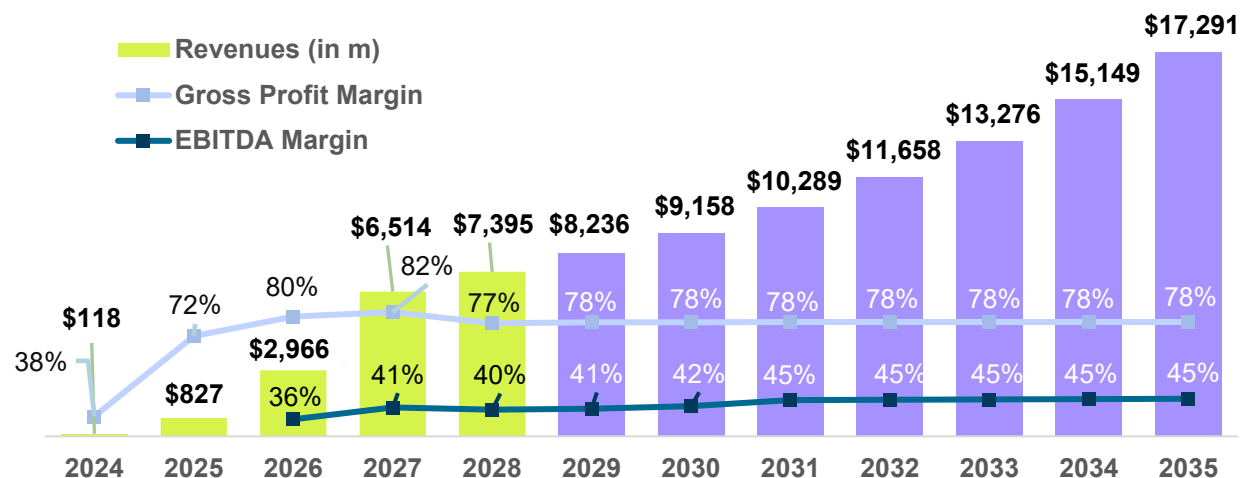
Valuation Methodology & Nebius' Stake

Toloka	50% Stake	<ul style="list-style-type: none">Based on a recent ~ 50% stake sale at \$72mWeighted implied Deal Value/Revenue of 5.06x and 2024 Revenue (\$26.4m) deliver a total company value of \$133.71m → 50% stake = \$66m
Click-house	28% Stake	<ul style="list-style-type: none">Based on Series C funding round (May 2025) at a \$6.35bn post-money valuation28% stake = \$1.78bn
AVRide	83% Stake	<ul style="list-style-type: none">Based on 83% ownershipImplied Multiple on Invested Capital of 1.28x
Triple-Ten	100% Stake	<ul style="list-style-type: none">Implied Deal Value/Revenue of 2.49x2024 Revenue of \$28.80mn resulting in a valuation targeted at \$71.60m
Data Centers		<ul style="list-style-type: none">Derived values consisting of infrastructure and GPU inventoryBased on replacement cost and capacity-adjusted benchmarks

Valuation – DCF

Valuation anchored in efficiency gains and GPU economics

Revenue Forecast



Bottom-up Revenue Forecast

- **GPU count** based on MW capacity guidance and GPU power draw
- **Rental pricing** indexed to increase of GPU efficiency
- **Additional platform fee** scaled up gradually to reflect Nebius's role

Weighted Top-down & Bottom-up Revenue Forecast

- Bottom-up share **slowly drops** from 55% to 5.8%, shifting to a **top-down** CAGR
- **18% CAGR**: Anchored to past efficiency growth, adjusted for physical & design limits
- **Slower gains** from node transitions and **overlapping** GPU generations within Nebius

Valuation



Cost of Equity

We estimated the Cost of Equity at 14.45%



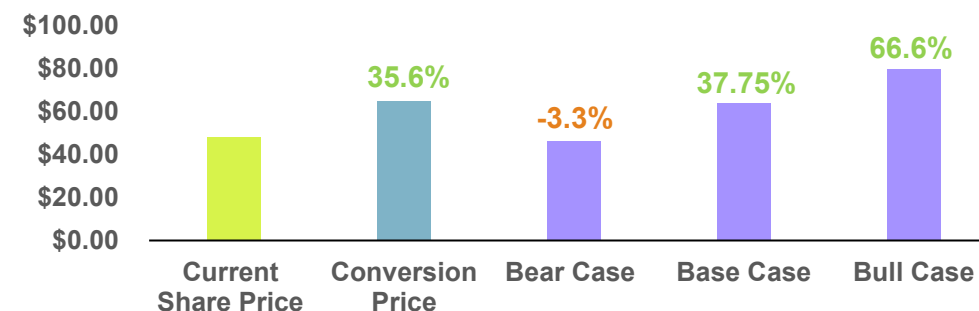
Cost of Debt

We estimated the pre-tax Cost of Debt at 10.65%



Terminal Value

We set our perpetuity growth rate to 3.00%



Nebius recently issued convertible bonds with a **\$61-65 conversion price**. Given the **minimal 2-3% coupons**, the price signals where investors back Nebius's long-term equity value, **aligning with our \$64 base case**



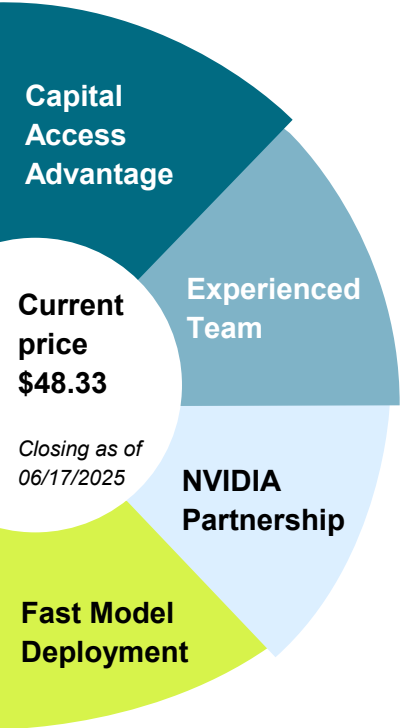
Nebius Group NV

WUTIS – Equity Research

Conclusion

Conclusion

Nebius is well-positioned to benefit from the growing demand for cloud-native infrastructure and AI-driven services





NEBIUS

Nebius NV

WUTIS – Equity Research

Appendix

Valuation sensitivities and long-term profitability outlook

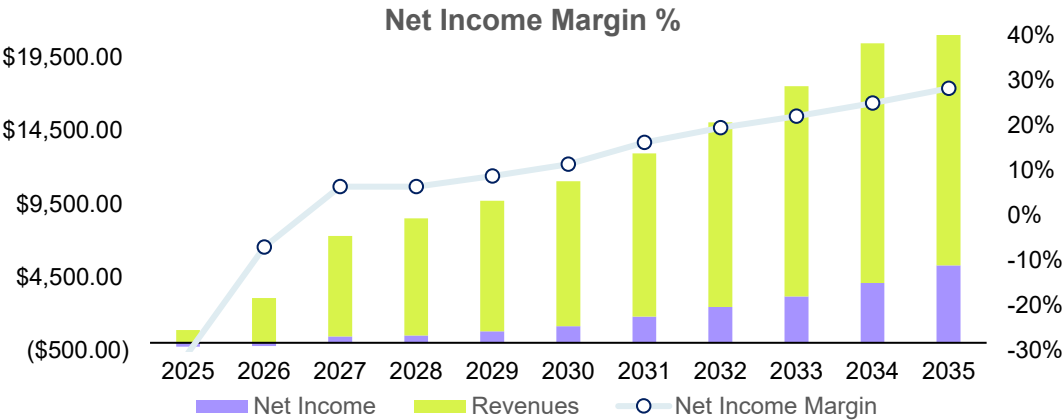
Sensitivity Table Cost of Equity

		Perpetuity Growth Rate				
		2.00%	2.50%	3.00%	3.50%	4.00%
Cost of Equity	13.45%	\$70.24	\$72.62	\$75.22	\$78.09	\$81.26
	13.95%	\$65.46	\$67.55	\$69.83	\$72.28	\$75.03
	14.45%	\$61.04	\$62.88	\$64.89	\$67.08	\$69.48
	14.95%	\$57.17	\$58.81	\$60.58	\$62.51	\$64.63
	15.45%	\$53.57	\$55.03	\$56.80	\$58.31	\$60.17

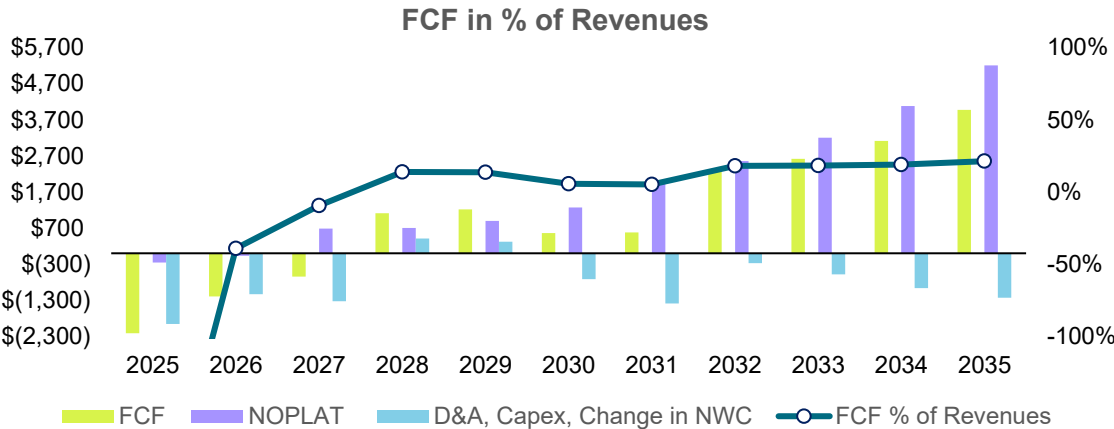
Sensitivity Table Cost of Debt (Pre-Tax)

		Perpetuity Growth Rate				
		2.00%	2.50%	3.00%	3.50%	4.00%
Cost of Debt	9.65%	\$61.29	\$63.15	\$65.17	\$67.38	\$69.81
	10.15%	\$61.20	\$63.05	\$65.07	\$67.27	\$69.68
	10.65%	\$61.12	\$62.96	\$64.89	\$67.16	\$69.57
	11.15%	\$61.04	\$62.88	\$64.88	\$67.07	\$69.47
	11.65%	\$60.98	\$62.82	\$64.83	\$67.02	\$69.41

Net Income Development



Long-Term Free Cash Flow Dynamics



Addressing liquidity and dilution concerns

Arkady Volozh

Arkady Volozh has ~90% of his **Net worth** invested in **Nebius**

His personal upside is directly tied to **long-term company success**

Proven founder (Yandex) with track record in scaling cloud platforms

Yandex Treasury Shares

~**162.5M treasury shares** retained after Russia business divestment

Used for financing (e.g., \$700M raise) without issuing new shares → no dilution

Buffer for convertible debt & employee equity → protects existing shareholders

GPU-backed Financing

Hardware as collateral: Option to use GPUs to access lower cost of debt

Improves liquidity without equity dilution

Backed by NVIDIA relationship → signals trust and unlocks structured lending options

Reliable Customer Base


Clients include VC-backed middle stage AI startups, scale-ups, and emerging tech firms

Backed by institutional investors with **strong capital reserves**

They **require long-term infrastructure** and are well-matched to the platform

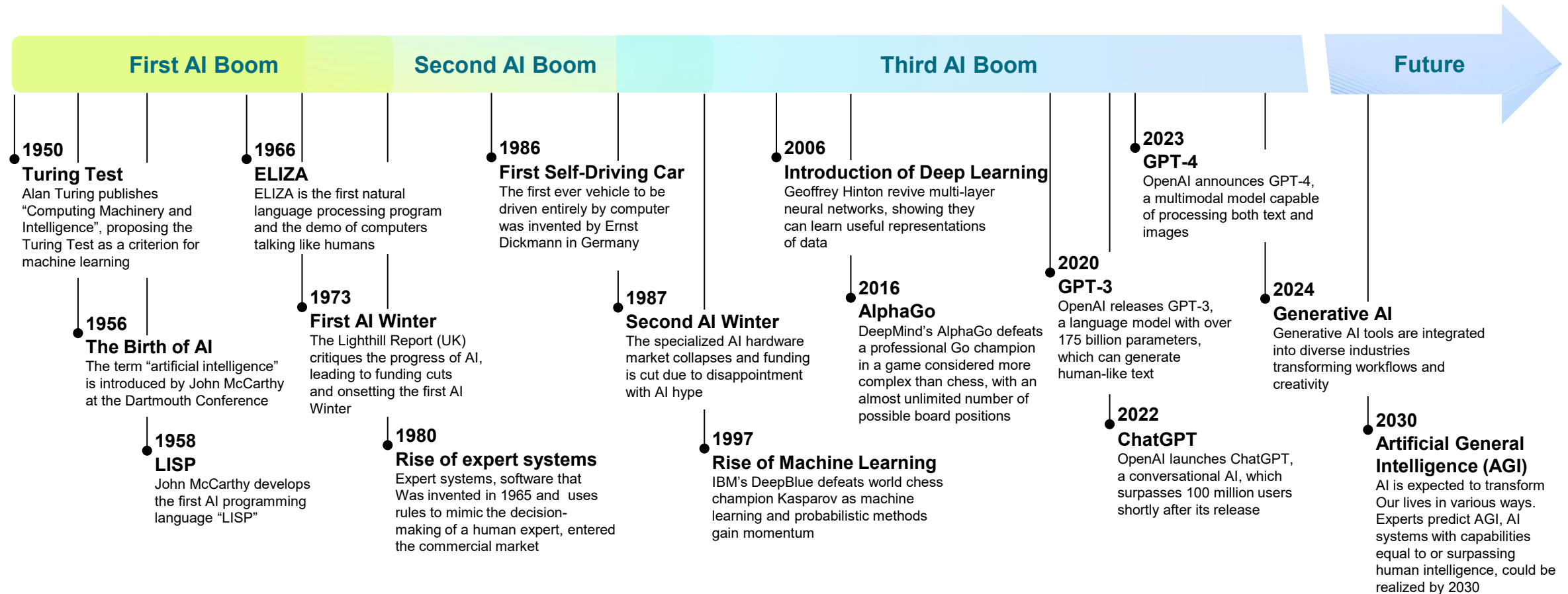
Appendix

Latest analyst reports indicate that Nebius holds potential to exceed the \$60 mark

Date	Firm	Target	Upside	Rating
10/06/2025	 BWS FINANCE GROUP	\$80	70.21%	Buy
05/06/2025	 ARETE RESEARCH	\$84	76.72%	Buy
02/06/2025	 D A DAVIDSON	\$50	6.38%	Buy (Published at a lower share price)
02/06/2025	 NORTHLAND SECURITIES	\$47	0%	Buy (Published at a lower share price)

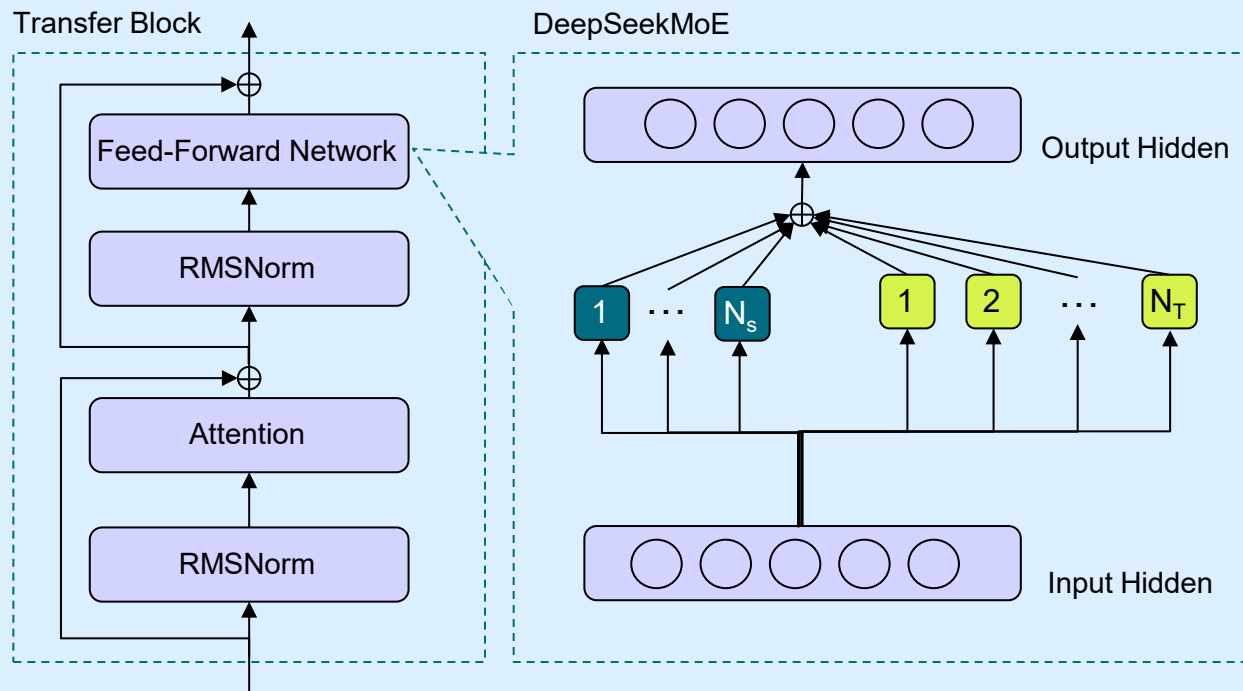
Recent analyst reports **strongly support** the upside potential of Nebius, with **all current firms** issuing a **Buy** rating and price targets suggesting significant room for growth – up to **76.72%** above current levels. The consistency across firms, despite varying target prices, underscores a broadly optimistic outlook

Evolution of AI



Model efficiency does not mean lower GPU demand

How DeepSeek's R1 Model works



The Misconception

- DeepSeek's **R1 model** uses **MoE** and **compression** to **decrease GPU compute hours**
 - Suggests, that large models will reduce GPU demand*
- Full **678-685B Parameter Model** is still **compute-heavy**, despite being **smaller than GPT-4**
- Requires **high-end GPUs & multi-GPU setups** to handle its **scale** and **long-context tasks**



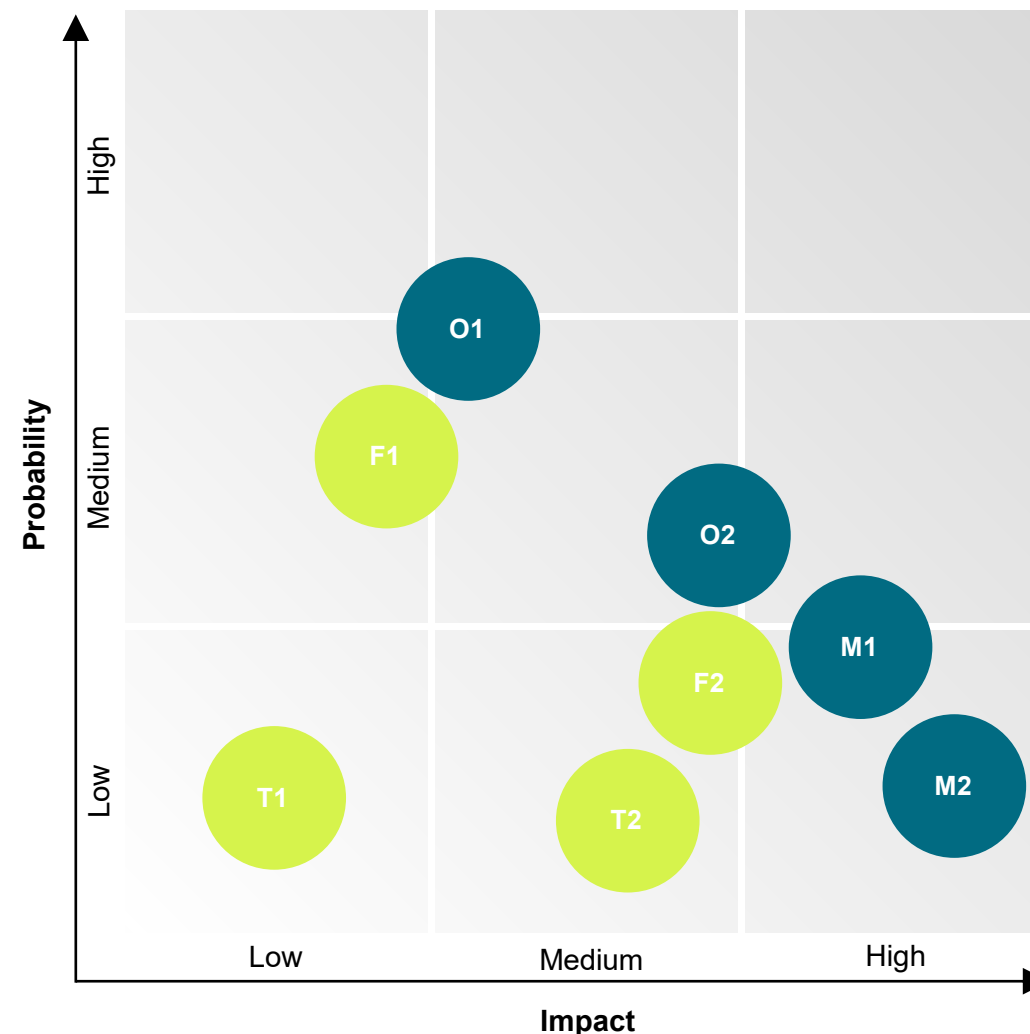
The Reality

- DeepSeek's **open-source models accelerated AI adoption**, especially among smaller companies, driving up **global GPU demand**
- Neoclouds have seen **rising demand** for **flexible, high-performance infrastructure** for DeepSeek workloads
- Nebius** reported a sharp **spike in demand** after DeepSeek's R1 launch
- Driven by **pre-orders** of large **H200 GPU Blocks** in advance – to **secure GPU capacity early** to avoid shortages

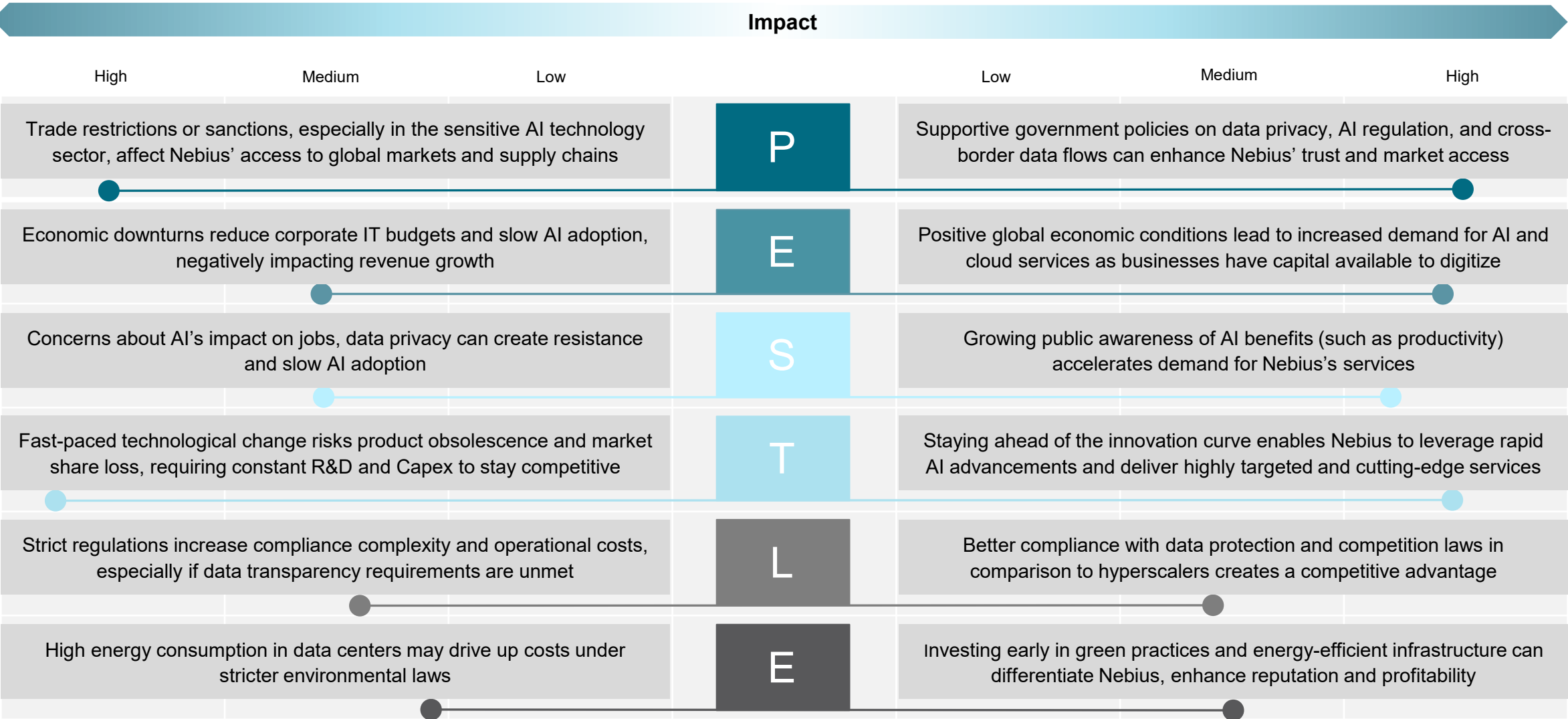
Risks in the nascent AI infrastructure industry

- O1** Massive U.S. and Europe data center buildouts demand flawless execution. Delays or cost overruns (energy) risk financial goals and credibility
- O2** Current revenue is concentrated among a small number of customers. Losing a key customer could quickly hurt sentiment and revenue
- M1** Fierce competition or potential price wars with hyperscalers like Oracle, AWS, Azure, and Google Cloud due to their scale and strong customer ties
- M2** Nebius relies on NVIDIA GPUs, any deterioration in their partnership could cause disruptions, price increases, deployment delays, and higher costs
- F1** Nebius projects significant losses in 2025. Global expansion may rapidly drain its ~\$2.4B cash if profitability lags behind Capex
- F2** As Nebius is not yet profitable, the question remains whether it can sustain its high growth, Capex-intensive trajectory with cheap funding
- T1** Cost-effective AI models may lower demand for Nebius, push prices down, and require business model changes
- T2** Rapid advances in AI hardware (chips/ data center architectures) could render existing investments obsolete, necessitating costly upgrades

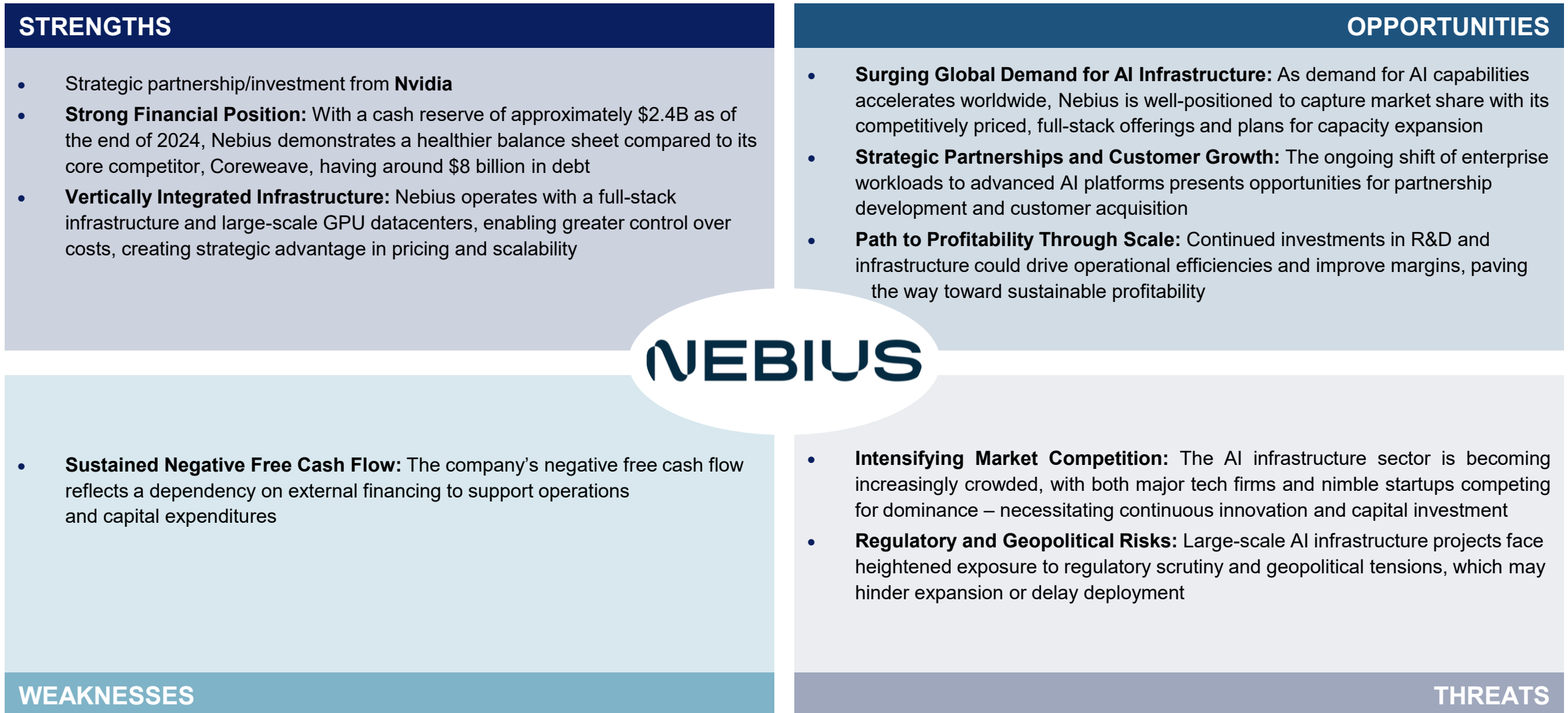
Operations (O) – Market (M) – Financial (F) – Technological (T)



PESTLE Analysis



SWOT Analysis



Appendix - Valuation

Base Case: Income Statement Forecast

Income Statement	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E	FY 2030E	FY 2031E	FY 2032E	FY 2033E	FY 2034E	FY 2035E	TV
in \$ millions	31Dec 2022	31Dec 2023	31Dec 2024	31Dec 2025	31Dec 2026	31Dec 2027	31Dec 2028	31Dec 2029	31Dec 2030	31Dec 2031	31Dec 2032	31Dec 2033	31Dec 2034	31Dec 2035	
Nebius	0,50	9,60	68,30	828,95	3 030,83	6 813,43	7 955,21	8 870,72	9 863,45	11 079,18	12 550,50	14 288,93	16 302,25	18 604,71	
Avride	0,30	-	0,30												
Toloka	10,50	11,10	26,40												
TripleTen	2,20	8,20	28,80	31,97	35,48	39,39	43,72	48,53	53,87	59,79	66,37	73,67	81,78	90,77	
Eliminations	-	(8,00)	(6,30)												
Net Sales	13,50	20,90	117,50	860,92	3 066,31	6 852,82	7 998,93	8 919,25	9 917,32	11 138,98	12 616,87	14 362,60	16 384,03	18 695,48	
Growth YoY (%)	n.a.	0,55	4,62	6,33	2,56	123	0,17	0,12	0,11	0,12	0,13	0,14	0,14	0,14	
- Cost of Sales	(28,40)	(31,90)	(73,40)	(241,08)	(592,47)	(1 148,44)	(1 669,86)	(2 093,79)	(2 021,75)	(1 964,92)	(1 919,09)	(1 882,62)	(1 853,38)	(1 827,97)	
Gross Profit	(14,90)	(11,00)	44,10	619,84	2 473,85	5 704,38	6 329,08	6 825,46	7 895,57	9 174,06	10 697,79	12 479,99	14 530,65	16 867,51	
Gross Profit Margin (%)	(1,10)	(0,53)	0,38	0,72	0,81	0,83	0,79	0,77	0,80	0,82	0,85	0,87	0,89	0,90	
- R&D	(58,30)	(112,30)	(129,70)	(215,23)	(383,29)	(856,60)	(879,88)	(981,12)	(1 090,91)	(1 225,29)	(1 387,86)	(1 508,07)	(1 720,32)	(1 963,03)	
- Other SG&A	(57,30)	(174,90)	(277,80)	(385,02)	(960,46)	(1 923,79)	(2 018,77)	(2 246,29)	(2 497,60)	(2 515,79)	(2 840,02)	(3 225,24)	(3 657,57)	(4 150,44)	
EBITDA	(130,50)	(298,20)	(363,40)	19,59	1 130,09	2 923,98	3 430,42	3 598,06	4 307,06	5 432,98	6 469,91	7 746,68	9 152,75	10 754,04	
EBITDA Margin (%)	(9,67)	(14,27)	(3,09)	0,02	0,37	0,43	0,43	0,40	0,43	0,49	0,51	0,54	0,56	0,58	
- Depreciation & Amortization	(27,50)	(29,30)	(77,30)	(359,62)	(1 219,35)	(2 004,93)	(2 484,94)	(2 390,36)	(2 595,36)	(2 780,07)	(3 032,27)	(3 430,99)	(3 658,31)	(3 744,88)	
EBIT	(158,00)	(327,50)	(440,70)	(340,03)	(89,26)	919,05	945,48	1 207,70	1 711,71	2 652,92	3 437,64	4 315,69	5 494,44	7 009,17	
EBIT Margin (%)	(11,70)	(15,67)	(3,75)	(0,39)	(0,03)	0,13	0,12	0,14	0,17	0,24	0,27	0,30	0,34	0,37	
+ Interest Income	1,00	3,30	63,60	109,52	85,70	74,07	77,75	79,79	82,16	83,59	83,22	97,64	132,52	179,69	
- Interest Expense	-	-	-	(196,85)	(289,15)	(405,15)	(335,12)	(244,86)	(274,75)	(313,75)	(216,85)	(157,33)	(130,74)	(77,94)	
+/- Income from Equity Method Investments	(14,00)	(10,90)	0,40	72,00	-	-	-	-	-	-	-	-	-	-	
- Other Loss, net	(7,90)	(4,30)	(17,30)	-	-	-	-	-	-	-	-	-	-	-	
EBT	(178,90)	(339,40)	(394,00)	(355,36)	(292,71)	587,97	688,12	1 042,63	1 519,12	2 422,76	3 304,01	4 256,00	5 496,22	7 110,91	
- Income Tax Expense	(1,10)	(2,10)	0,50	91,68	75,52	(151,69)	(177,53)	(269,00)	(391,93)	(625,07)	(852,44)	(1 098,05)	(1 418,02)	(1 834,61)	
Taxes	(1,10)	(2,10)	0,50	91,68	75,52	(151,69)	(177,53)	(269,00)	(391,93)	(625,07)	(852,44)	(1 098,05)	(1 418,02)	(1 834,61)	
Tax Rate (%)	(0,01)	(0,01)	0,00	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	(0,26)	
Net Income	(180,00)	(341,50)	(393,50)	(263,68)	(217,19)	436,27	510,58	773,63	1 127,19	1 797,69	2 451,58	3 157,95	4 078,19	5 276,30	
Discontinued Operations															
Net Income from Discontinued Operations, net of Tax	1 050,70	607,40	477,70												
+ Income from Revaluation of Investment in Equity Securities held for Sale	-	-	59,00												
- Loss from Disposal	-	-	(784,60)												
Net Income from Discontinued Operations	1 050,70	607,40	(247,90)												
- Net Income from Discontinued Operations attributable to Non-Controlling Interests	(125,10)	(24,60)	-												
Net Income attributable to Nebius Group N.V.	745,60	241,30	(641,40)												

Appendix - Valuation

Base Case: Balance Sheet Forecast

Balance Sheet	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E	FY 2030E	FY 2031E	FY 2032E	FY 2033E	FY 2034E	FY 2035E
in \$ millions		OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK
Current Assets														
Cash & Short-Term Investments		121,20	2 449,60	2 405,32	1 947,47	2 063,02	2 141,43	2 046,47	2 244,27	2 566,95	2 485,52	3 505,88	4 972,94	6 219,36
Receivables		9,50	42,80	23,87	86,90	195,74	228,67	254,48	282,78	317,49	359,51	409,17	466,69	532,48
Prepaid & Other Assets		33,30	40,90	26,14	95,15	214,34	250,39	278,66	309,65	347,65	393,66	448,04	511,03	583,07
Current Assets from Discontinued Operations		3 289,50	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets		3 453,50	2 533,30	2 455,32	2 129,52	2 473,10	2 620,49	2 579,60	2 836,70	3 232,09	3 238,68	4 363,09	5 950,66	7 334,92
Non-Current Assets														
Property, Plant & Equipment (PP&E)		128,20	847,00	2 799,70	3 863,10	5 000,48	4 435,57	3 979,22	4 486,61	5 587,69	5 484,27	5 582,17	5 935,87	6 418,43
Lease Assets		18,70	45,00	45,00	45,00	45,00	45,00	45,00	45,00	45,00	45,00	45,00	45,00	45,00
Intangible Assets		4,20	4,90	4,90	4,90	4,90	4,90	4,90	4,90	4,90	4,90	4,90	4,90	4,90
Equity Investments		97,10	97,10	25,10	25,10	25,10	25,10	25,10	25,10	25,10	25,10	25,10	25,10	25,10
Deferred & Other Assets		17,50	21,30	21,30	21,30	21,30	21,30	21,30	21,30	21,30	21,30	21,30	21,30	21,30
Non-current Assets from Discontinued Operations		5 035,90	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets		5 301,60	1 015,30	2 896,00	3 959,40	5 096,78	4 531,87	4 075,52	4 582,91	5 683,99	5 580,57	5 678,47	6 032,17	6 514,73
Total Assets		8 755,10	3 548,60	5 351,32	6 088,92	7 569,88	7 152,36	6 655,13	7 419,61	8 916,08	8 819,25	10 041,55	11 982,83	13 849,65
Current Liabilities														
Accounts Payables		56,50	235,50	24,11	59,31	115,27	167,68	241,61	273,84	282,74	300,65	322,33	338,10	343,01
Current Portion of Debt		6,80	6,10	1 418,27	1 990,36	2 697,24	2 861,28	2 624,27	2 988,18	3 881,15	2 928,84	3 075,92	3 628,80	3 628,80
Other Current Liabilities		16,10	22,40	19,29	47,45	92,22	134,14	193,29	219,07	226,19	240,52	257,86	270,48	274,41
Current Liabilities from Discontinued Operations		3 791,00	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities		3 870,40	264,00	1 461,66	2 097,12	2 904,73	3 163,10	3 059,17	3 481,08	4 390,08	3 470,02	3 656,11	4 237,37	4 246,22
Non-Current Liabilities														
Operating Lease Liabilities		9,70	30,30	30,30	30,30	30,30	30,30	30,30	30,30	30,30	30,30	30,30	30,30	30,30
Non-Current Portion of Debt				894,05	1 186,44	1 631,52	690,26	-	-	0,00	-	-	-	-
Other Accrued Liabilities		0,20	0,60	0,60	0,60	0,60	0,60	0,60	0,60	0,60	0,60	0,60	0,60	0,60
Non-Current Liabilities from Discontinued Operations		1 580,90	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities		1 590,80	30,90	924,95	1 217,34	1 662,42	721,16	30,90	30,90	30,90	30,90	30,90	30,90	30,90
Shareholders' Equity														
Share Capital - Ordinary Shares		9,20	9,20	9,20	9,20	9,20	9,20	9,20	9,20	9,20	9,20	9,20	9,20	9,20
Treasury Shares		(19,60)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)	(1 968,10)
Additional Paid-In Capital		1 812,20	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70	2 016,70
Accumulated other Comprehensive Loss		(2 367,50)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)	(22,10)
Retained Earnings		3 859,40	3 218,00	2 929,01	2 738,76	3 138,24	3 602,63	4 122,31	4 721,80	5 749,87	7 190,53	9 003,91	11 383,94	14 635,38
Treasury Stock				-	-	(171,21)	(370,23)	(592,95)	(849,88)	(1 290,48)	(1 907,90)	(2 685,07)	(3 705,08)	(5 098,55)
Total Shareholders' Equity attributable to Nebius Group N.V.		3 293,70	3 253,70	2 964,71	2 774,46	3 002,74	3 268,10	3 565,06	3 907,62	4 495,09	5 318,33	6 354,55	7 714,56	9 572,53
Non-Controlling Interests		0,20	-	-	-	-	-	-	-	-	-	-	-	-
Total Shareholders' Equity		3 293,90	3 253,70	2 964,71	2 774,46	3 002,74	3 268,10	3 565,06	3 907,62	4 495,09	5 318,33	6 354,55	7 714,56	9 572,53
Total Liabilities and Equity		8 755,10	3 548,60	5 351,32	6 088,92	7 569,88	7 152,36	6 655,13	7 419,61	8 916,08	8 819,25	10 041,55	11 982,83	13 849,65

Appendix - Valuation

Base Case: Cashflow Forecast

Cashflow Statement	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E	FY 2030E	FY 2031E	FY 2032E	FY 2033E	FY 2034E	FY 2035E
in \$ millions	31Dec 2022	31Dec 2023	31Dec 2024	31Dec 2025	31Dec 2026	31Dec 2027	31Dec 2028	31Dec 2029	31Dec 2030	31Dec 2031	31Dec 2032	31Dec 2033	31Dec 2034	31Dec 2035
EBT	(178,90)	(339,40)	(394,00)	(355,36)	(292,71)	587,97	688,12	1 042,63	1 519,12	2 422,76	3 304,01	4 256,00	5 496,22	7 110,91
+ Depreciation & Amortization	27,50	29,30	77,30	359,62	1 219,35	2 004,93	2 484,94	2 390,36	2 595,36	2 780,07	3 032,27	3 430,99	3 658,31	3 744,88
+ Stock-based Compensation (SBC)	9,60	31,40	56,60	-	-	-	-	-	-	-	-	-	-	-
+/- Credit & Tax Adjustments	(1,40)	(1,90)	(2,60)	-	-	-	-	-	-	-	-	-	-	-
+/- Other Non Cash Adjustments	14,60	21,20	26,10	-	-	-	-	-	-	-	-	-	-	-
+/- Other Provisions	-	0,80	(0,40)	-	-	-	-	-	-	-	-	-	-	-
Cash Earnings	(128,60)	(258,60)	(237,00)	4,27	926,64	2 592,90	3 173,05	3 432,99	4 114,48	5 202,82	6 336,28	7 686,99	9 154,53	10 855,79
+/- Change in:														
+/- Chg. in Accounts Receivables	(2,70)	2,10	(9,10)	19,21	(60,42)	(103,74)	(31,40)	(25,21)	(27,34)	(33,47)	(40,49)	(47,83)	(55,38)	(63,33)
+/- Chg. in Accounts Payables	13,00	6,70	(31,30)	(211,39)	35,14	55,60	52,14	42,39	(7,20)	(5,68)	(4,58)	(3,65)	(2,92)	(2,54)
+/- Chg. in Prepaid Expenses & VAT	(16,10)	(7,50)	(15,10)	-	-	-	-	-	-	-	-	-	-	-
+/- Chg. in Deferred Revenue	0,80	2,30	9,60	-	-	-	-	-	-	-	-	-	-	-
+/- Chg. in Other Current Assets	-	-	(3,80)	15,07	(66,16)	(113,60)	(34,38)	(27,61)	(29,94)	(36,65)	(44,34)	(52,37)	(60,64)	(69,34)
+/- Chg. in Other Current Liabilities	-	-	6,30	(3,11)	28,11	44,48	41,71	33,91	(5,76)	(4,55)	(3,67)	(2,92)	(2,34)	(2,03)
Cash from Working Capital	(5,00)	3,60	(43,40)	(180,22)	(63,33)	(117,26)	28,07	23,48	(70,25)	(80,35)	(93,08)	(106,77)	(121,29)	(137,25)
- Income Taxes paid	(1,10)	(2,10)	0,50	91,68	75,52	(151,69)	(177,53)	(269,00)	(391,93)	(625,07)	(852,44)	(1 098,05)	(1 418,02)	(1 834,61)
Net Cash Flow from Operating Activities - Continuing Operations	(134,70)	(257,10)	(279,90)	(84,27)	938,83	2 323,94	3 023,59	3 187,47	3 652,29	4 497,40	5 390,77	6 482,18	7 615,22	8 883,93
Net Cash Flow from Operating Activities - Discontinued Operations	836,70	1 094,90	553,30	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow from Operating Activities	702,00	837,80	273,40	(84,27)	938,83	2 323,94	3 023,59	3 187,47	3 652,29	4 497,40	5 390,77	6 482,18	7 615,22	8 883,93
+ Proceeds from Divestitures	-	-	1 467,40	-	-	-	-	-	-	-	-	-	-	-
- Purchases of PP&E and intangible assets	(14,60)	(83,40)	(807,70)	(2 312,32)	(2 282,75)	(3 142,32)	(1 920,02)	(1 934,01)	(3 102,74)	(3 881,15)	(2 928,84)	(3 528,89)	(4 012,01)	(4 227,44)
+ Proceeds from Sale of PP&E	2,00	-	1,60	-	-	-	-	-	-	-	-	-	-	-
+/- Net Investments in Securities	-	(10,00)	10,00	-	-	-	-	-	-	-	-	-	-	-
+ Other Investing Activities	-	-	0,50	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow from Investing Activities - Continuing Operations	(12,60)	(93,40)	671,80	(2 312,32)	(2 282,75)	(3 142,32)	(1 920,02)	(1 934,01)	(3 102,74)	(3 881,15)	(2 928,84)	(3 528,89)	(4 012,01)	(4 227,44)
Net Cash Flow from Investing Activities - Discontinued Operations	(390,50)	(1 118,70)	(360,20)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow from Investing Activities	(403,10)	(1 212,10)	311,60	(2 312,32)	(2 282,75)	(3 142,32)	(1 920,02)	(1 934,01)	(3 102,74)	(3 881,15)	(2 928,84)	(3 528,89)	(4 012,01)	(4 227,44)
Proceeds from Sale of Equity Securities	-	-	700,00	72,00	-	-	-	-	-	-	-	-	-	-
Treasury Shares Issuance Costs	-	-	(32,50)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	-	-	2 312,32	2 282,75	3 142,32	1 920,02	1 934,01	3 102,74	3 881,15	2 928,84	3 528,89	4 012,01	4 227,44
Repayment of Borrowings	-	-	(0,70)	(470,80)	(1 416,35)	(2 053,50)	(2 577,37)	(2 781,23)	(2 822,17)	(3 515,06)	(3 838,37)	(4 087,60)	(4 261,53)	(4 723,02)
Repurchase of Equity Classified Awards	-	-	(10,00)	-	-	(130,88)	(153,17)	(232,09)	(338,16)	(539,31)	(735,47)	(947,39)	(1 223,46)	(1 582,89)
Dividends Paid	-	-	-	-	-	(130,88)	(153,17)	(232,09)	(338,16)	(539,31)	(735,47)	(947,39)	(1 223,46)	(1 582,89)
Purchase of Treasury Stock	-	-	-	-	-	(130,88)	(153,17)	(232,09)	(338,16)	(539,31)	(735,47)	(947,39)	(1 223,46)	(1 582,89)
Net Cash Flow from Financing Activities - Continuing Operations	-	-	656,80	1 913,52	866,40	827,06	(963,70)	(1 311,40)	(395,74)	(712,52)	(2 380,47)	(2 453,48)	(2 696,44)	(3 661,36)
Net Cash Flow from Financing Activities - Discontinued Operations	(100,30)	375,60	168,70	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow from Financing Activities	(100,30)	375,60	825,50	1 913,52	866,40	827,06	(963,70)	(1 311,40)	(395,74)	(712,52)	(2 380,47)	(2 453,48)	(2 696,44)	(3 661,36)
Effects of exchange rate changes on C&CE	(61,80)	(102,60)	(23,60)	-	-	-	-	-	-	-	-	-	-	-
Net change in cash and cash equivalents	136,80	(101,30)	1 386,90	(483,07)	(477,53)	8,68	139,87	(57,94)	153,81	(96,27)	81,46	499,81	906,76	995,13

Appendix - Valuation

Base Case: DCF

Discounted Cash Flow

	TV g: 3,0%													3,0%
	TV Multiple: 8,0x													8,0x
DCF Valuation	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E	FY 2030E	FY 2031E	FY 2032E	FY 2033E	FY 2034E	FY 2035E	TV
Valuation Date: 600 DD, YYYY	Dec 31, 2023	Dec 31, 2024	Dec 31, 2025	Dec 31, 2026	Dec 31, 2027	Dec 31, 2028	Dec 31, 2029	Dec 31, 2030	Dec 31, 2031	Dec 31, 2032	Dec 31, 2033	Dec 31, 2034	Dec 31, 2035	Dec 31, 2036
in \$ millions														
Net Sales	20,9	117,5	871,2	3 171,8	7 144,7	8 346,5	9 288,5	10 321,5	11 588,3	13 122,0	14 934,6	17 034,3	19 435,7	
Growth YoY (%)	n.a.	462,2%	641,5%	264,1%	125,3%	16,8%	11,3%	11,1%	12,3%	13,2%	13,8%	14,1%	14,1%	
Gross Profit	(11,0)	44,1	630,2	2 578,7	5 992,0	6 669,7	6 872,4	7 583,2	8 760,9	10 115,4	11 711,3	13 653,4	16 005,6	
Gross Profit Margin (%)	(52,6%)	37,5%	72,3%	81,3%	83,9%	79,9%	74,0%	73,5%	75,6%	77,1%	78,4%	80,2%	82,4%	
EBITDA	(298,2)	(363,4)	24,1	1 193,5	3 135,8	3 653,1	3 566,6	3 961,5	5 053,6	5 992,7	7 101,4	8 416,9	10 151,2	
EBITDA Margin (%)	(1426,8%)	(309,3%)	2,8%	37,6%	43,9%	43,8%	38,4%	38,4%	43,6%	45,7%	47,6%	49,4%	52,2%	
EBIT	(327,5)	(440,7)	(335,5)	(25,9)	1 130,9	1 168,2	1 176,3	1 366,1	2 273,5	2 960,4	3 670,4	4 758,6	6 406,3	
EBIT Margin (%)	(1567,0%)	(375,1%)	(38,5%)	(0,8%)	15,8%	14,0%	12,7%	13,2%	19,6%	22,6%	24,6%	27,9%	33,0%	
- Taxes	(2,1)	0,5	86,6	6,7	(291,8)	(301,4)	(303,5)	(352,5)	(586,6)	(763,8)	(947,0)	(1 227,7)	(1 652,8)	
Tax rate (%)	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	
NOPLAT	(329,6)	(440,2)	(249,0)	(19,2)	839,1	866,8	872,8	1 013,7	1 687,0	2 196,6	2 723,5	3 530,9	4 753,5	
+ Depreciation & Amort.	29,3	77,3	359,6	1 219,4	2 004,9	2 484,9	2 390,4	2 595,4	2 780,1	3 032,3	3 431,0	3 658,3	3 744,9	
- Change in NWC	(45,6)	(193,8)	(6,6)	(75,3)	(202,6)	(177,2)	(98,2)	(99,5)	(156,2)	(212,0)	(277,0)	(369,2)	(498,1)	
- Capital Expenditures	(83,4)	(807,7)	(2 312,3)	(2 282,8)	(3 142,3)	(1 920,0)	(1 934,0)	(3 102,7)	(3 881,2)	(2 928,8)	(3 528,9)	(4 012,0)	(4 227,4)	
g = 3,0%														
Unlevered FCF	(429,3)	(1 364,4)	(2 208,3)	(1 157,9)	(500,9)	1 254,5	1 230,9	406,8	429,7	2 088,1	2 348,5	2 808,0	3 772,8	33 928,7
in % of Net Sales	(2054,1%)	(1161,2%)	(253,5%)	(36,5%)	(7,0%)	15,0%	13,3%	3,9%	3,7%	15,9%	15,7%	16,5%	19,4%	
Reinvestment Rate, %NOPLAT	(30,2%)	(210,0%)	(787,0%)	(5927,3%)	159,7%	(44,7%)	(410%)	59,9%	74,5%	4,9%	13,8%	20,5%	20,6%	
Partial Period Adjustment			0,53	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	
Adjusted UFCFs			(1 159,3)	(1 157,9)	(500,9)	1 254,5	1 230,9	406,8	429,7	2 088,1	2 348,5	2 808,0	3 772,8	33 928,7
Cost of Equity (Ru)			14,45%	14,45%	14,45%	14,45%	14,45%	14,45%	14,45%	14,45%	14,45%	14,45%	14,45%	14,45%
Periods for Discounting			0,53	1,53	2,53	3,53	4,53	5,53	6,53	7,53	8,53	9,53	10,53	10,53
Discount Factor			0,93	0,81	0,71	0,62	0,54	0,47	0,41	0,36	0,32	0,28	0,24	0,24
PV of Adjusted UFCFs			(1 080,0)	(942,5)	(356,2)	779,5	668,2	192,9	178,1	756,1	743,0	776,2	911,2	8 194,1
Partial Period Adjustment			0,53	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	
Interest Expense			(129,3)	(338,5)	(461,2)	(378,4)	(279,6)	(318,4)	(413,5)	(312,0)	(327,7)	(386,6)	(423,9)	
Tax Shield			33,4	87,3	119,0	97,6	72,1	82,1	106,7	80,5	84,5	99,7	109,4	1 471,7
Cost of Debt (Rd)			10,65%	10,65%	10,65%	10,65%	10,65%	10,65%	10,65%	10,65%	10,65%	10,65%	10,65%	10,65%
Periods for Discounting			0,53	1,53	2,53	3,53	4,53	5,53	6,53	7,53	8,53	9,53	10,53	10,53
Discount Factor			0,95	0,86	0,77	0,70	0,63	0,57	0,52	0,47	0,42	0,38	0,34	0,34
PV of Tax Shield			31,6	74,8	92,1	68,3	45,6	46,9	55,1	37,6	35,7	38,0	37,7	507,1

PV Sum of Adjusted UFCFs 23,3% 2 767,2

PV of Terminal Value 72,4% 8 609,0

Unlevered Firm Value 95,7% 11 376,2

PV Sum of Tax Shields 3,5% 416,1

PV of Terminal Tax Shield 0,8% 93,1

Enterprise Value (EV) 100,0% 11 885,4

- Total Debt (incl. Leases) (187,8)

+ Cash & ST Investments 1 447,0

= (Net Debt) 1 259,2

- Preferred Shares 0,0

- Non-controlling Interests 0,0

- Long-Term Provisions 0,0

Implied Equity Value 13 144,6

/ Shares Outstanding 202,4

Implied Price per Share \$ 64,94

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