

# **BTS Group**

# Putting faith in an improved 2025

- Q1 miss, 2025-27e adj. EBITA cut 4-5%
- FY guidance kept, we estimate 7% EBITA growth in 2025e
- Share at 11.4x 2025e EV/EBITA

# Soft Q1 but ramp-up expected in 2025

Q1 missed expectations vs. both ABGSCe and FactSet consensus on growth and margins, but we consider the outlook comments and reiterated FY guidance to be encouraging for the rest of 2025. On a more detailed basis, the -9% Q1 organic development in Other markets was temporarily affected by some calendar effects and religious events in the Middle East, while BTS was able to close some large orders with expected delivery in the coming quarters. This should drive increased organic growth in the region ahead. We estimate 6% organic growth in Q2e vs. 1% in Q1 driven in particularly by improvement momentum in Other markets and easy comps in Europe (-23% in Q2'24). Regarding the USD 5m cost savings from increased productivity due to AI, we think this will be a sector-wide phenomenon and will therefore have a longer-term impact on pricing. Short-term, it relates to 2% of the 2024 cost base and is therefore supportive for the ~1pp margin impovement in 2026.

### Adj. EBITA reduced by 4-5%

As a result of the weaker-than-expected Q1 on both sales and margins, we lower our sales estimates by 2% in 2025-27e and adj. EBITA estimates by 4-5%.

# M&A headroom and earnings to recover

BTS remains in a net cash position with limited earn-out payments in 2025, providing a solid financial headroom for more M&A in the near term. The market is fragmented, and the current muted growth momentum could cause increased selling interest among smaller competitors. On our updated estimates, we estimate 7% EBITA growth vs. the company's guidance of "higher than2024", and the share is trading at 11.4x 2025e EV/EBITA.

#### Reason: Post-results comment

#### Commissioned research

#### Not rated

#### Services

Estimate changes (%)

	2025e	2026e	2027e
Sales	-1.8	-1.9	-1.9
EBIT	-6.7	-7.5	-5.1
EPS	-8.2	-7.7	-5.2
Source: ABG Sundal Collier			

#### BTS.B-SE/BTSB SS

Share price (SEK)	15/5/2025	239.00
MCap (SEKm)		4,849
MCap (EURm)		426
No. of shares (m)		18.5
Free float (%)		72.3
Av. daily volume (k)		1

Next event Q2 Report 22 August 2025

# Performance



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Source: ABG Sundal Collier, Company Data

SEKm	2023	2024	2025e	2026e	2027e
Sales	2,683	2,802	2,919	3,203	3,489
EBITDA	422	439	466	535	601
EBITDA margin (%)	15.7	15.7	16.0	16.7	17.2
EBIT adj.	288	298	317	385	453
EBIT adj. margin (%)	10.7	10.6	10.9	12.0	13.0
Pretax profit	295	468	299	375	443
EPS	11.07	19.95	10.87	13.55	15.98
EPS adj.	13.24	22.80	13.53	16.08	18.32
Sales growth (%)	6.1	4.4	4.2	9.7	8.9
EPS growth (%)	8.1	80.1	-45.5	24.6	17.9

	2025e	2026e	2027e
P/E (x)	22.0	17.6	15.0
P/E adj. (x)	17.7	14.9	13.0
P/BVPS (x)	2.64	2.42	2.21
EV/EBITDA (x)	9.5	8.0	6.9
EV/EBIT adj. (x)	14.0	11.1	9.1
EV/sales (x)	1.52	1.34	1.18
ROE adj. (%)	16.6	18.1	18.7
Dividend yield (%)	2.3	2.8	3.3
FCF yield (%)	4.0	6.8	7.8
Le. adj. FCF yld. (%)	2.7	5.5	6.5
Net IB debt/EBITDA (x)	-0.4	-0.6	-0.9
Le. adj. ND/EBITDA (x)	-0.8	-1.0	-1.2

# **Company description**

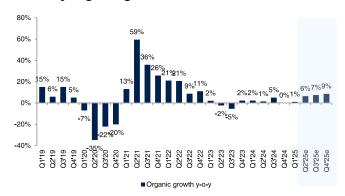
BTS offers client-tailored programmes and products to turn strategy into action for the largest companies in the world. BTS takes over when management consultants have told companies what to do, and operates in a global market. Financial targets include: 1) 20% sales growth, primarily organic, 2) a 17% EBITA margin, and 3) an equity ratio that does not fall below 50% over an extended period.

# Organic and acquired growth per year



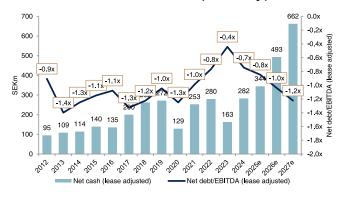
Source: ABG Sundal Collier, company data

# Quarterly organic growth



Source: ABG Sundal Collier, company data

### Net cash and net debt/EBITDA (lease adj.)



Source: ABG Sundal Collier, company data

# **Risks**

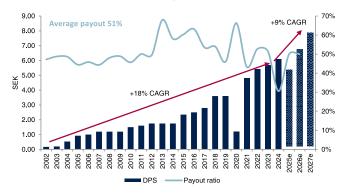
Macro factors affect global activity for management consulting services, and therefore also strategy implementation. Volatile markets and recessions make companies less active in terms of transformation, which could affect BTS negatively. The company is also dependent on its employees, meaning that brand value and company culture are crucial.

# Sales and adj. EBITA margin



Source: ABG Sundal Collier, company data

# 18% DPS CAGR 2002-2024, 9% 2024-27e



Source: ABG Sundal Collier, company data

### NTM EV/EBITA BTS vs. Accenture



Source: ABG Sundal Collier, FactSet

# BTS organic growth and Accenture LCCY growth per year



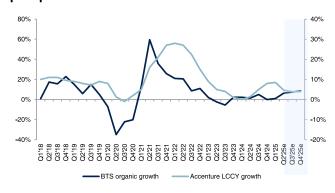
Source: ABG Sundal Collier, company data, FactSet

# R12m organic growth per region



Source: ABG Sundal Collier, company data

# BTS organic growth and Accenture LCCY growth per quarter



Source: ABG Sundal Collier, company data, FactSet

# EV/head currently at SEK 3.8m



Source: ABG Sundal Collier, FactSet

# BTS' guidance fulfillment

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025e
Start of the year	"Good growth"	"Grow earnings vs 2012"	"A more positive performance in 2014"	"Earnings better than 2014"	"Earnings better than 2015"	"Increased profit vs 2017"	"Earnings better than 2017"	"Earnings better than 2018"	"Earnings better than 2019"	"Earnings significantly higher than 2020"	"Earnings better than 2021"	"Earnings better than 2022"	"Earnings better than 2023"	"Earnings (EBITA) better than 2024"
Q3 guidance update (upgrade/downgr ade)	"Continued growth in a weaker period"		"Improvement in earnings vs 2023"	"Earnings significantly better than 2014"	"Earnings in line with 2015"	"A very positive performance in 2018 and later"	"Earnings considerably better than 2017"	"Earnings considerably better than 2018"	-	"Earnings significantly higher than 2020"	"Earnings significantly higher than 2021"	"Earnings in line with 2022"	"Earnings better than 2023"	
EBITA growth	8%	-28%	19%	34%	3%	20%	43%	21%	-63%	219%	21%	-1%	6%	7%

Source: ABG Sundal Collier, company data

# **Estimate changes**

_		New			Old		Eetim	ate chan	anc
SEKm	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e
Net sales	2,919	3,203	3,489	2,973	3,263	3,555	-2%	-2%	-2%
Operating costs	-2,453	-2,668	-2,888	-2,485	-2,698	-2,928	-1%	-1%	-1%
EBITDA	466	535	601	488	566	627	-5%	-5%	-4%
Depreciation tangible assets	<del>-</del> 75	-79	-83	-80	<del>-</del> 84	-88	-6%	-6%	-6%
Adj. EBITA	391	455	518	408	482	539	-4%	-5%	-4%
Non-recurring items	0	0	0	0	0	0	na	na	na
EBITA	391	455	518	408	482	539	-4%	-5%	-4%
Amortization intangible assets	-73	<del>-</del> 70	-65	-68	<del>-</del> 65	-62	8%	8%	5%
EBIT	317	385	453	340	417	477	-7%	-7%	-5%
Financial income and expenses	-18	-10	-10	-12	-10	-10	49%	0%	0%
EBT	299	375	443	328	407	467	-9%	-8%	-5%
Taxes	-89	-113	-133	-98	-122	-140	-9%	-8%	-5%
NP before minority	210	263	310	230	285	327	-8%	-8%	-5%
Minority Net Profit	1 211	0 <b>263</b>	0 <b>310</b>	0 <b>230</b>	0 <b>285</b>	0 <b>327</b>	na <b>-8%</b>	na <b>-8%</b>	na <b>-5%</b>
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EPS	10.87	13.55	15.98	11.84	14.67	16.86	-8%	-8%	-5%
DPS	5.44	6.78	7.99	5.92	7.34	8.43	-8%	-8%	-5%
Growth									
Revenue growth yoy	4%	10%	9%	6%	10%	9%	-2%	0%	0%
Revenue growth yoy adj for FX	9%	10%	9%	11%	10%	9%	-2%	0%	0%
Organic growth	6%	9%	9%	8%	9%	9%	-2%	0%	0%
adj. EBITA growth, y-o-y	7%	17%	14%	12%	18%	12%	-5%	-1%	2%
EPS growth, y-o-y	-45%	25%	18%	-41%	24%	15%	-5%	1%	3%
Margin									
adj. EBITA margin	13.4%	14.2%	14.8%	13.7%	14.8%	15.2%	-0.3%	-0.5%	-0.3%
EBIT margin	10.9%	12.0%	13.0%	11.4%	12.8%	13.4%	-0.6%	-0.7%	-0.4%
Revenues per region	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e
North America	1.469	1.605	1.733	1.494	1.632	1.763	-2%	-2%	-2%
Europe	500	540	583	501	541	584	0%	0%	0%
Other markets	813	918	1.028	838	947	1.060	-3%	-3%	-3%
Advantage Performance Group	136	140	144	140	144	1,000	-3%	-3%	-3%
,									
Growth per region	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e
North America	4%	9%	8%	6%	9%	8%	-2%	0%	0%
Europe	7%	8%	8%	7%	8%	8%	0%	0%	0%
Other markets	5%	13% 3%	12% 3%	9%	13% 3%	12%	-3% -3%	0% 0%	0% 0%
Advantage Performance Group	-6%	3%	3%	-3%	3%	3%	-3%	0%	0%
EBITA per region	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e
North America	195	225	260	209	245	273	-6%	-8%	-5%
Europe	73	82	90	72	84	91	1%	-2%	0%
Other markets	114	138	156	116	142	164	-2%	-3%	-5%
Advantage Performance Group	0	3	3	3	3	3	-88%	0%	0%
EBITA margin per region	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e
North America	13.3%	14.0%	15.0%	14.0%	15.0%	15.5%	-0.7%	-1.0%	-0.5%
Europe	14.6%	15.2%	15.5%	14.4%	15.5%	15.5%	0.2%	-0.3%	0.0%
Other markets	14.0%	15.0%	15.2%	13.8%	15.0%	15.5%	0.2%	0.0%	-0.3%
Advantage Performance Group	0.3%	2.1%	2.1%	2.3%	2.1%	2.0%	-2.0%	0.1%	0.1%

Source: ABG Sundal Collier

# BTS Group

# Interim breakdown of forecast

P&L (SEKm)	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25e	Q3'25e	Q4'25e	202	2 2023	2024	2025e	2026e	2027e
Net sales	619	730	657	796	647	755	695	822	2,53	0 2,683	2,802	2,919	3,203	3,489
Operating costs	-539	-605	-579	-640	-570	-620	-603	-660	-2,1°	0 -2,261	-2,363	-2,453	-2,668	-2,888
EBITDA	80	124	78	157	77	134	93	162	42	0 422	439	466	535	601
Depreciation tangible assets	-21	-14	-18	-21	-18	-19	-19	-19	-7	2 -76	-74	<del>-</del> 75	-79	-83
Adj. EBITA	58	110	60	136	59	115	74	143	34	8 346	365	391	455	518
Non-recurring items	0	0	0	0	0	0	0	0		0 0	0	0	0	0
EBITA	58	110	60	136	59	115	74	143	34	8 346	365	391	455	518
Amortization intangible assets	-15	-16	-18	-18	-18	-19	-19	-19	-4	5 -58	<del>-</del> 67	<del>-</del> 73	-70	-65
EBIT	43	95	43	118	41	97	55	125	30	3 288	298	317	385	453
Financial income and expenses	21	-8	157	-1	-6	-4	-4	-4	-	4 7	170	-18	-10	-10
EBT	64	87	200	116	35	93	51	121	29	0 295	468	299	375	443
Taxes	-11	-26	-10	-33	-10	-28	-15	-36	-(			-89	-113	-133
NP before minority	53	60	190	84	25	65	36	84	19	8 215	387	210	263	310
Minority	0	0	0	0	1	0	0	0		0 0		1	0	0
Net Profit	53	60	190	84	26	65	36	84	19	8 215	387	211	263	310
EPS	2.75	3.11	9.78	4.31	1.33	3.35	1.85	4.35	10.2	4 11.07	19.95	10.87	13.55	15.98
DPS		<b></b>	00			0.00			5.4			5.44	6.78	7.99
Growth														
Revenue growth yoy	7%	4%	4%	4%	5%	3%	6%	3%	32	% 6%	4%	4%	10%	9%
Revenue growth yoy adj for FX	7%	3%	8%	3%	3%	12%	12%	12%	16	% 2%	5%	9%	10%	9%
Organic growth	2%	1%	5%	0%	1%	6%	7%	9%	15	% -1%	3%	6%	9%	9%
adj. EBITA growth, y-o-y	23%	4%	13%	-2%	0%	4%	23%	5%	21	% -1%	6%	7%	17%	14%
EPS growth, y-o-y	135%	-1%	774%	-24%	-52%	7%	-81%	1%	<del>-</del> 8	% 8%	80%	-45%	25%	18%
Margin														
adj. EBITA margin	9.5%	15.1%	9.2%	17.0%	9.1%	15.3%	10.6%	17.4%	13.8			13.4%	14.2%	14.8%
EBIT margin	7.0%	13.0%	6.5%	14.8%	6.3%	12.8%	8.0%	15.2%	12.0	% 10.7%	10.6%	10.9%	12.0%	13.0%
Revenues per region	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25e	Q3'25e	Q4'25e	202			2025e	2026e	2027e
North America	317	385	321	392	335	385	343	406	1,2		,	1,469	1,605	1,733
Europe	103	104	107	155	113	121	110	156	45	9 469	469	500	540	583
Other markets	162	200	195	216	164	212	210	227	66	0 732	773	813	918	1,028
Advantage Performance Group	37	40	33	34	34	36	33	33	15	6 159	144	136	140	144
Growth per region	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25e	Q3'25e	Q4'25e	202	2 2023	2024	2025e	2026e	2027e
North America	9%	13%	2%	4%	6%	0%	7%	4%	32			4%	9%	8%
Europe	-2%	-23%	3%	24%	10%	16%	3%	1%	30			7%	8%	8%
Other markets	6%	8%	11%	-1%	1%	6%	8%	5%	34			5%	13%	12%
Advantage Performance Group	19%	-5%	-15%	-28%	-8%	-9%	-1%	-4%	29			-6%	3%	3%
EBITA per region	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25e	Q3'25e	Q4'25e	202			2025e	2026e	2027e
North America	34	60	29	66	33	58	36	69	17			195	225	260
Europe Other markets	10 12	12 36	9 21	35 35	14 12	22 33	9 26	28 43		2 61 7 104		73 114	82 138	90 156
Other markets			∠ı -1			33								
Advantage Performance Group	0	0	-1	0	-2	1	1	1		2 (	-1	0	3	3
EBITA margin per region	Q1'24	Q2'24	Q3'24	Q4'24	Q1 25	Q2'25e	Q3'25e	Q4'25e	202			2025e	2026e	
North America	10.6%	15.5%	9.0%	16.8%	9.8%	15.0%	10.5%	17.0%	13.6			13.3%	14.0%	15.0%
Europe	9.5%	11.3%	8.6%	22.6%	12.7%	18.0%	8.0%	18.0%	18.0			14.6%	15.2%	15.5%
Other markets	7.5%	18.2%	10.6%	16.0%	7.1%	15.5%	12.5%	19.0%	13.1			14.0%	15.0%	15.2%
Advantage Performance Group	-1.1%	0.5%	-2.7%	-0.3%	-5.9%	2.2%	2.5%	2.5%	1.5	% 0.1%	-0.8%	0.3%	2.1%	2.1%

Source: ABG Sundal Collier, company data

Income Statement (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Sales	1,598	1,866	1,464	1,917	2,530	2,683	2,802	2,919	3,203	3,489
COGS	0	0	0	0	0	0	0	0	0	0
Gross profit	1,598	1,866	1,464	1,917	2,530	2,683	2,802	2,919	3,203	3,489
Other operating items	-1,384	-1,554	-1,309	-1,557	-2,110	-2,261	-2,363	-2,453	-2,668	-2,888
EBITDA	214	311	155	359	420	422	439	466	535	601
Depreciation and amortisation	-12	-66	-65	-71	-72	-76	-74	-75	-79	-83
of which leasing depreciation	0	-51	-52	-54	-55	-54	-60	-60	-60	-60
EBITA	202	245	90	338	348	346	365	391	455	518
EO Items Impairment and PPA amortisation	0 -19	0 -20	0 -26	50 -33	0 -45	0 -58	0 -67	0 -73	0 -70	0 -65
EBIT	183	-20 <b>226</b>	-20 <b>65</b>	305	303	288	298	317	385	<b>453</b>
Net financial items	-3	-10	-14	-16	-14	7	170	-18	-10	-10
Pretax profit	180	216	51	289	290	295	468	299	375	443
Tax	-54	-66	-16	-75	-91	-80	-81	-89	-113	-133
Net profit	127	150	35	215	198	215	387	210	263	310
Minority interest	-0	1	0	0	0	0	0	1	0	0
Net profit discontinued	0	0	0	0	0	0	0	0	0	0
Net profit to shareholders	126	151	35	215	198	215	387	211	263	310
EPS	6.63	7.80	1.81	11.08	10.24	11.07	19.95	10.87	13.55	15.98
EPS adj.	7.32	8.51	2.73	10.43	11.83	13.24	22.80	13.53	16.08	18.32
Total extraordinary items after tax	0	0	0	37	0	0	0	0	0	0
Leasing payments	0	-51	-52	-54	-55	-54	-60	-60	-60	-60
Tax rate (%)	29.8	30.4	31.2	25.8	31.5	27.2	17.2	29.8	30.0	30.0
Gross margin (%)	100.0 13.4	100.0 16.7	100.0 10.6	100.0	100.0 16.6	100.0 15.7	100.0	100.0 16.0	100.0 16.7	100.0 17.2
EBITDA margin (%) EBITA margin (%)	13. <del>4</del> 12.6	16.7 13.2	6.2	18.8 17.6	16.6 13.8	15.7 12.9	15.7 13.0	16.0 13.4	16.7 14.2	14.8
EBIT margin (%)	11.5	12.1	4.4	15.9	12.0	10.7	10.6	10.9	12.0	13.0
Pre-tax margin (%)	11.3	11.6	3.5	15.1	11.5	11.0	16.7	10.3	11.7	12.7
Net margin (%)	7.9	8.0	2.4	11.2	7.8	8.0	13.8	7.2	8.2	8.9
Growth Rates y-o-y	-	-	-	-	-	-	-	-	-	
Sales growth (%)	28.6	16.7	-21.5	30.9	32.0	6.1	4.4	4.2	9.7	8.9
EBITDA growth (%)	41.9	45.4	-50.1	131.3	16.8	0.5	4.1	6.1	14.7	12.4
EBITA growth (%)	43.5	21.4	-63.2	274.2	3.1	-0.7	5.5	7.1	16.6	13.7
EBIT growth (%)	38.6	23.0	-71.4	nm	-0.6	-5.0	3.5	6.5	21.5	17.4
Net profit growth (%)	29.2	18.6	-76.8	515.6	-7.6	8.3	80.1	-45.7	25.0	17.9
EPS growth (%)	27.6	17.6	-76.8	nm	-7.6	8.1	80.1	-45.5	24.6	17.9
Profitability	-	-	-	-	-	-		-	<u>-</u>	-
ROE (%)	19.6	19.5	4.5	25.4	18.1	17.1	26.1	12.3	14.3	15.5
ROE adj. (%)	22.5	22.1	7.8	24.9	22.2	21.7	30.6	16.6	18.1	18.7
ROCE (%)	28.6	25.5	5.4 7.6	21.9	19.5	17.4	31.5	13.9	16.0	17.6
ROCE adj. (%) ROIC (%)	31.5 34.5	27.8 28.7	7.6 8.4	20.7 31.3	22.3 24.5	19.9 21.3	18.0 21.5	17.1 17.8	18.9 20.4	20.1 23.0
ROIC (%) ROIC adj. (%)	34.5	28.7	8.4	26.7	24.5	21.3	21.5	17.8	20.4	23.0
Adj. earnings numbers	-	-	-	-	-	-			-	
EBITDA adj.	214	311	155	310	420	422	439	466	535	601
EBITDA adj. margin (%)	13.4	16.7	10.6	16.2	16.6	15.7	15.7	16.0	16.7	17.2
EBITDA lease adj.	214	260	103	256	365	368	379	406	475	541
EBITDA lease adj. margin (%)	13.4	13.9	7.1	13.3	14.4	13.7	13.5	13.9	14.8	15.5
EBITA adj.	202	245	90	288	348	346	365	391	455	518
EBITA adj. margin (%)	12.6	13.2	6.2	15.0	13.8	12.9	13.0	13.4	14.2	14.8
EBIT adj.	183	226	65	256	303	288	298	317	385	453
EBIT adj. margin (%)	11.5	12.1	4.4	13.3	12.0	10.7	10.6	10.9	12.0	13.0
Pretax profit Adj.	199	236	76	272	335	353	534	373	445	508
Net profit to about ald are add	145	170	61 61	211	243	272	454	284	333	375
Net profit to shareholders adj.	145 9. <i>1</i>	170 9.1	61 <i>4</i> .1	211 <i>11.0</i>	243 9.6	272 10.2	454 16.2	284 9.7	333 10.4	375 10.7
Net adj. margin (%)		9.1	4.1	11.0	9.0	10.2	10.2	9.7	10.4	10.7
Source: ABG Sundal Collier, Company										
Cash Flow (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
EBITDA	214	311	155	359	420	422	439	466	535	601
Net financial items	-3	-10	-14	-16	-14	7	170	-18	-10	-10
Paid tax	-50	-66	-16	-76	-56	-71	-107	-89	-113	-133
Non-cash items	6	-78	27	91	-32	-113	-180	-267	0	0
Cash flow before change in WC	166	158	153	358	319	245	322	92	412	458
Change in working capital	-8	60	89	-45	-120	-79	64	327	-6	-6

Cash Flow (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Operating cash flow	158	218	242	312	199	166	386	418	406	452
Capex tangible fixed assets	-19	-23	-12	-14	-22	-9	-5	-16	-17	-17
Capex intangible fixed assets	0	0	-8	-7	-39	-31	-25	-25	-25	-25
Acquisitions and Disposals	-18	-14	-126	-160	-15	-65	-159	-191	-50	-50
Free cash flow	121	180	96	130	123	60	197	186	314	360
Dividend paid	-53	-69	-70	-23	-93	-105	-111	-118	-105	-131
Share issues and buybacks	6	23	0	0	0	0	0	0	0	0
Leasing liability amortisation	0	-48	-45	-58	-55	-54	-60	-60	-60	-60
Other non-cash items	10	-161	4	-142	40	-117	202	269	0	0
Balance Sheet (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Goodwill	455	536	549	830	909	1,104	1,272	1,368	1,393	1,418
Other intangible assets	72	82	75	115	121	154	162	209	189	174
Tangible fixed assets	39	42	38	42	49	38	51	51	49	43
Right-of-use asset	0	177	148	138	137	142	142	142	142	142
Total other fixed assets	15	13	17	22	28	28	39	39	39	39
Fixed assets	581	851	826	1,147	1,244	1,466	1,666	1,809	1,812	1,815
Inventories	0	0	0	0	0	0	0	0	0	0
Receivables	512	514	409	557	723	714	727	759	833	907
Other current assets	172	187	134	194	215	243	267	0	0	0
Cash and liquid assets	262	316	591	594	577	532	703	765	914	1,083
Total assets	1,528	1,869	1,960	2,492	2,759	2,956	3,363	3,333	3,558	3,806
Shareholders equity	704	840	710	983	1,214	1,301	1,665	1,757	1,915	2,093
Minority	0	0	0	0	0	0	0	1	1	1
Total equity	704	840	710	983	1,214	1,301	1,665	1,759	1,916	2,095
Long-term debt	0	45	239	129	85	66	203	203	203	203
Pension debt	0	0	0	0	0	0	0	0	0	0
Convertible debt	0	0	0	0	0	0	0	0	0	0
Leasing liability	0	178	151	141	140	147	147	147	147	147
Total other long-term liabilities	284	189	90	316	329	421	311	96	96	96
Short-term debt	0	0	223	212	212	304	218	218	218	218
Accounts payable	36	42	35	35	49	58	58	58	64	70
Other current liabilities	505	575	513	675	729	660	761	852	914	977
Total liabilities and equity	1,528	1,869	1,960	2,492	2,759	2,956	3,363	3,333	3,558	3,806
Net IB debt	-262	-93	22	-112	-140	-16	-135	-197	-346	-515
Net IB debt excl. pension debt	-262 -262	-93 -272	22 -129	-112	-140	-16 -163	-135	-197	-346	-515 -662
Net IB debt excl. leasing	-262 704			-253	-280		-282	-344	-493	
Capital improved	70 <del>4</del> 442	1,063 746	1,323 732	1,466 872	1,651 1,074	1,817 1,285	2,233 1,530	2,327 1,562	2,484 1,570	2,663 1,580
Capital invested	144	740 84	732 -5	41	1,074	239	1,530	-151	-146	-140
Working capital	144	- 04	-5	41	100	239	173	-101	-140	-140
EV breakdown	4,544	- 4,617	- 4,617	4,630	4,630	4,636	4 626	4,636	4 626	4,636
Market cap. diluted (m)	-262	-93	4,017	-112	-140	-16	4,636 -135	-197	4,636 -346	-515
Net IB debt adj.  Market value of minority	-202	-93 0	0	0	-140	0	-133	1	-340 1	-515 1
Reversal of shares and	0	0	0	0	0	0	0	0	0	0
participations	U	U	U	U	U	U	٩	U	U	U
Reversal of conv. debt assumed	_	_	_	_	_	_	_	_	_	_
equity										
EV	4,282	4,524	4,639	4,519	4,491	4,620	4,501	4,440	4,291	4,122
Total assets turnover (%)	116.1	109.8	76.5	86.1	96.4	93.9	88.7	87.2	93.0	94.8
Working capital/sales (%)	8.8	6.1	2.7	0.9	4.0	7.4	7.4	0.4	-4.6	-4.1
Financial risk and debt service	-	-	-	-	-	-	-	-	-	-
Net debt/equity (%)	-37.3	-11.1	3.1	-11.3	-11.5	-1.2	-8.1	-11.2	-18.1	-24.6
Net debt / market cap (%)	-5.8	-2.0	0.5	-2.4	-3.0	-0.3	-2.9	-4.3	-7.5	-11.1
Equity ratio (%)	46.1	44.9	36.2	39.5	44.0	44.0	49.5	52.8	53.8	55.0
Net IB debt adj. / equity (%)	-37.3	-11.1	3.1	-11.3	-11.5	-1.2	-8.1	-11.2	-18.1	-24.6
Current ratio	1.75	1.65	1.47	1.46	1.53	1.46	1.64	1.35	1.46	1.57
EBITDA/net interest	68.4	31.9	11.2	22.4	30.9	59.6	2.6	26.1	53.5	60.1
Net IB debt/EBITDA (x)	-1.2	-0.3	0.1	-0.3	-0.3	-0.0	-0.3	-0.4	-0.6	-0.9
Net IB debt/EBITDA lease adj. (x)	-1.2	-1.0	-1.3	-1.0	-0.8	-0.4	-0.7	-0.8	-1.0	-1.2
Interest coverage	64.6	25.1	6.5	21.1	25.6	48.8	2.2	21.9	45.5	51.8
Source: ABG Sundal Collier, Company L	Data									
Share Data (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Actual shares outstanding	19	19	19	19	19	19	19	19	19	19
Actual shares outstanding (avg)	19	19	19	19	19	19	19	19	19	19
							1			

Share Data (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
All additional shares	0	0	0	0	0	0	0	0	0	0
Issue month	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Assumed dil. of shares from conv.	0	0	0	0	0	0	0	0	0	0
As. dil. of shares from conv. (avg)	0	0	0	0	0	0	0	0	0	0
Conv. debt not assumed as equity	0	0	0	0	0	0	0	0	0	0
No. of warrants	0	0	0	0	0	0	0	0	0	0
Market value per warrant	0	0	0	0	0	0	0	0	0	0
Dilution from warrants	0	0	0	0	0	0	0	0	0	0
Issue factor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Actual dividend per share	3.64	3.60	1.20	4.80	5.40	5.70	6.10	5.44	6.78	7.99
Reported earnings per share	6.53	7.80	1.81	11.09	10.24	11.07	19.95	10.87	13.55	15.98

Source: ABG Sundal Collier, Company Data

Valuation and Ratios (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Shares outstanding adj.	19	19	19	19	19	19	19	19	19	19
Diluted shares adj.	19	19	19	19	19	19	19	19	19	19
EPS	6.63	7.80	1.81	11.08	10.24	11.07	19.95	10.87	13.55	15.98
Dividend per share	3.60	3.60	1.20	4.80	5.40	5.70	6.10	5.44	6.78	7.99
EPS adj.	7.32	8.51	2.73	10.43	11.83	13.24	22.80	13.53	16.08	18.32
BVPS	37.04	43.47	36.75	50.75	62.66	67.05	85.83	90.60	98.71	107.91
BVPS adj.	9.30	11.46	4.45	1.97	9.52	2.22	11.90	9.33	17.19	25.87
Net IB debt/share	-13.80	-4.84	1.13	-5.76	-7.21	-0.81	-6.97	-10.17	-17.84	-26.54
Share price	239.00	239.00	239.00	239.00	239.00	239.00	239.00	239.00	239.00	239.00
Market cap. (m)	4,544	4,617	4,617	4,630	4,630	4,636	4,636	4,636	4,636	4,636
Valuation	-	-	-	-	-	-	-	-	-	-
P/E (x)	36.0	30.6	nm	21.6	23.3	21.6	12.0	22.0	17.6	15.0
EV/sales (x)	2.68	2.42	3.17	2.36	1.78	1.72	1.61	1.52	1.34	1.18
EV/EBITDA (x)	20.0	14.5	29.8	12.6	10.7	11.0	10.3	9.5	8.0	6.9
EV/EBITA (x)	21.2	18.4	51.4	13.4	12.9	13.4	12.3	11.4	9.4	8.0
EV/EBIT (x)	23.3	20.0	71.8	14.8	14.8	16.0	15.1	14.0	11.1	9.1
Dividend yield (%)	1.5	1.5	0.5	2.0	2.3	2.4	2.6	2.3	2.8	3.3
FCF yield (%)	2.7	3.9	2.1	2.8	2.7	1.3	4.3	4.0	6.8	7.8
Le. adj. FCF yld. (%)	2.7	2.9	1.1	1.6	1.5	0.1	3.0	2.7	5.5	6.5
P/BVPS (x)	6.45	5.50	6.50	4.71	3.81	3.56	2.78	2.64	2.42	2.21
P/BVPS adj. (x)	25.69	20.86	53.76	121.02	25.10	107.64	20.08	25.62	13.91	9.24
P/E adj. (x)	32.6	28.1	87.7	22.9	20.2	18.1	10.5	17.7	14.9	13.0
EV/EBITDA adj. (x)	20.0	14.5	29.8	14.6	10.7	11.0	10.3	9.5	8.0	6.9
EV/EBITA adj. (x)	21.2	18.4	51.4	15.7	12.9	13.4	12.3	11.4	9.4	8.0
EV/EBIT adj. (x)	23.3	20.0	71.8	17.7	14.8	16.0	15.1	14.0	11.1	9.1
EV/CE (x)	6.1	4.3	3.5	3.1	2.7	2.5	2.0	1.9	1.7	1.5
Investment ratios	-	-	-	-	-	-	-	-	-	-
Capex/sales (%)	1.2	1.3	1.4	1.1	2.4	1.5	1.1	1.4	1.3	1.2
Capex/depreciation	1.6	1.6	1.6	1.2	3.7	1.8	2.0	2.7	2.2	1.8
Capex tangibles / tangible fixed assets	49.6	55.1	32.7	34.4	44.3	23.6	9.9	31.2	34.6	39.5
Capex intangibles / definite intangibles	0.0	0.0	10.7	6.2	32.5	20.2	15.2	12.0	13.2	14.4
Depreciation on intang / def. intang	0	0	0	0	0	0	0	0	0	0
Depreciation on tangibles / tangibles	30.50	34.46	34.65	41.07	33.70	58.81	28.66	29.94	38.90	53.58

Source: ABG Sundal Collier, Company Data

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