

COMMISSIONED RESEARCH

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RESULTS UPDATE 27 February 2025 Sweden Software & Services

BTS Group

Share price: SEK291.0 Fair value range: SEK311.0–396.0

Sees a strong market outlook for 2025 – Q4 review

Marginally stronger EBITA than estimated

Sales in Q4 were SEK796m, corresponding to a currency adjusted growth of 3%, and 7% lower than our estimate of SEK852m. The main growth driver in the quarter was Europe, with sales of SEK155m, corresponding to 22% growth Y/Y adjusted for FX. Sales from the North America segment were SEK392m, corresponding to 3% growth Y/Y FX-adjusted. North America saw two clients cancel their annual events, affecting growth. EBITA in the quarter was SEK136m, corresponding to a margin of 17%. The strongest profitability was in Europe, with an EBITA margin of 23%. To summarise, we believe that a lacklustre growth rate was offset by strong profitability, highlighting BTS's continuous work to improve scalability and profitability.

Minor estimate adjustments

Due to the strong outlook and guidance for 2025, we keep our 2025-26 estimates unchanged.

Guidance and outlook for 2025 in line with our equity story

Given the outlook for the industry, we believe BTS is capable of returning to a growth rate above 10% Y/Y. Although it is still early days for the segment, the fact that close to 20,000 people have used the Al bots provided by BTS makes us believe that this segment can continue to show strong growth. As the bots are sold using a subscription-based model per user, we believe the margin profile on this revenue will be higher than consultant related revenue.

Upcoming events

- QI Report: 16 May 2025
- Q2 Report: 22 Aug 2025
- Q3 Report: 12 Nov 2025

Close to long-term average valuation

BTS currently trades at 2025e EV/EBIT of ~15x. This is a discount of approximately 10% to the median EV/EBITDA NTM during 2020–25e. Owing to the revenue acceleration in our estimates, we believe this discount should decrease over the coming 6–12 months. We adjust our fair value range to SEK311–396 (310–380).

Changes in this	report			Key figures (SEK)	2024	2025e	2026e	2027e	Share	price - 5`	Y		
	From	То	Chg	Sales (m)	2,802	3,123	3,425	3,743	450 -	1			
EPS adj. 2025e	14.7	14.3	-3%	EBITDA (m)	439	485	533	660			k		
EPS adj. 2026e	16.0	15.8	-1%	EBIT (m)	298	353	408	535	400 -				. 1
EPS adj. 2027e	n.a.	20.4	n.m.	EPS	20.1	12.1	14.1	18.7	350 -	- "A	WPh	1 M	rw.
· · · , · · · · ·				EPS adj.	12.6	14.3	15.8	20.4		l M	1.1.	And May	
				DPS	6.10	6.50	7.00	7.75	300 -		11/1	WAR	N.
				Sales growth Y/Y	4%	11%	10%	9%	250 -		- T	WV	·۴
				EPS adj. growth Y/Y	-6%	14%	10%	29%	200	MAT -		1.1	
Key facts				EBIT margin	10.6%	11.3%	11.9%	14.3%	200 -	IN"Y			
No. shares (m)			19.4	P/E adj.	23.1	20.3	18.4	14.3	150 -				
Market cap. (USD)	<i>'</i>		532	EV/EBIT	16.6	15.0	12.4	9.0	100 -				
Market cap. (SEKn	·		5,645	EV/EBITA	14.2	13.4	11.5	8.5	Fe			eb Feb	Feb
Net IB Debt. (SEK	m)		-347	EV/EBITDA	11.3	10.9	9.5	7.3	20	20 2021	2022 2	023 2024	2025
Adjustments (SEK	n)		0	P/BV	3.4	3.2	2.9	2.6			_		
EV (2025e) (SEKm)		5,298	Dividend yield	2.1%	2.2%	2.4%	2.7%		-BTS	Group		
Free float			81.0%	FCF yield	5.2%	5.2%	5.7%	6.1%		OM	X Stockholr	n_PI (Se) (Rel	based)
Avg. daily vol. ('00	0)		29	Equity/Total Assets	49.5%	50.2%	51.3%	53.8%	High/Lo	ow (12M)		SI	EK359/253
Risk		Mediu	m Risk	ROCE	23.6%	14.9%	16.5%	20.4%	Perf.	3M	6M	12M	YTD
Fiscal year end		Dec	ember	ROE adj.	16.4%	16.1%	16.5%	19.4%	Abs.	7.8	5.8	-9.9	10.6
Share price as of (CET) 2	26 Feb 202	5 00:00	Net IB debt/EBITDA	-0.3	-0.7	-1.1	-1.2	Rel.	-2.1	0.3	-24.2	0.9

Source: Carnegie Research, FactSet, Millistream & company data

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Please see disclosures on page 11

Carnegie Securities Research



Equity story	
Near term:	We argue that the main catalyst for the share on a 6–12-month basis is an acceleration in the top-line growth. We think this can come from
6–12m	ongoing recovery in the Europe segment and successful integration of the latest two acquisitions.
Long term: 5Y+	We believe that the acquisition of Wonderway and increased sale of AI bots can lead to margin and multiple expansion as they should increase the sales of non-consulting services, where margins are higher. This acceleration should also increase the share of recurring revenue.
Key risks:	 Downturn in venture capital's appetite to invest could lead to fewer projects from the important US tech segment Sentiment remaining weak in Europe Failure to integrate acquisitions

Company description

BTS is an international consultancy and training company in the strategic implementation sector. It supports clients in implementation and performance improvements using tailored, computer-based simulation models.

Key industry drivers

- Increased investments in employees
- M&A

Industry outlook

• Various across different geographies and industries

Largest shareholders

Henrik Ekelund	18.9%
Lannebo Fonder	12.0%
Stefan af Petersens	11.6%

Cyclicality

Cyclicality: N/A Accenture, Mindgym, SWECO

Key peers

Valuation and methodology

Given BTS's long, stable history we argue that a DCF is the best way to value it. We use a WACC of 8.5% for the top end of our fair value range, and 10% for the bottom end. We estimate that the EBITDA margin will remain stable around the current level over 2027-44e, assuming no margin expansion from the new initiatives.

Fair value range 12m



At the high end of our fair value range, we use a WACC of 8.5%. This represents a scenario where we see clear signs of growth returning to above 10% Y/Y during 2025e, driving the share towards the higher end of the fair value range.

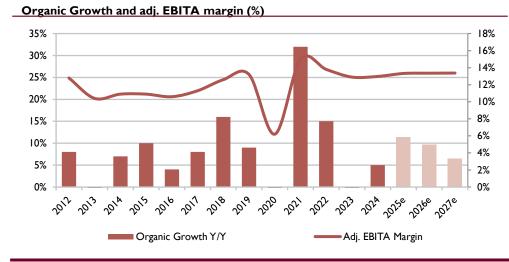
At the low end of our fair value range, we use a WACC of 10%. This represents a scenario where it takes longer for BTS to return to its historical growth rates.



Source: Carnegie Research & company data



Key charts

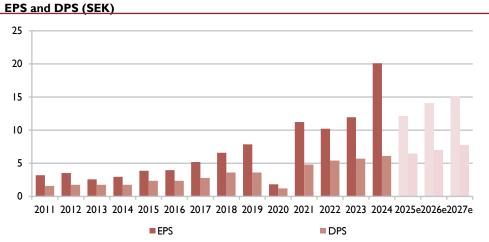


Given the strong outlook for 2025, we believe it is reasonable to assume that BTS will return to a growth rate of above 10% Y/Y...

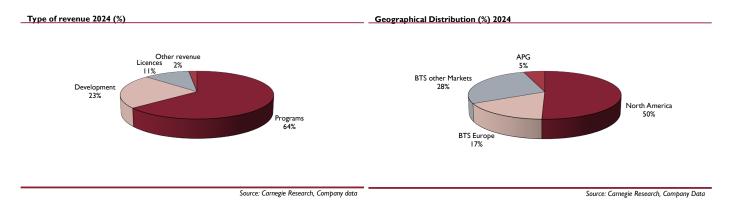
... prompting us to estimate continuous

EPS and dividend growth

Source: Carnegie Research, Company Data

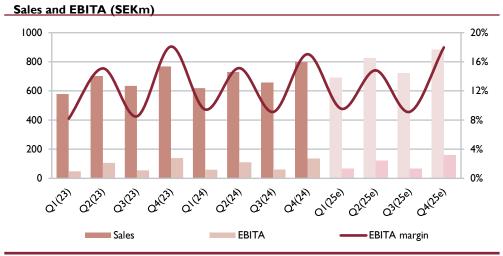


Source: Carnegie Research, Company data, Reported EPS of 2024 includes a oneoff of SEK195.6m



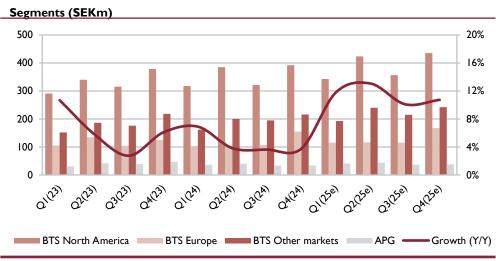


Quarterly charts



We are conservative in our margin assumptions for 2025, despite the number of initiatives taken to improve profitability during the year

Source: Carnegie Research, Company Data



We estimate a recovery for the North America segment because a number of projects were delayed from Q4(24)

Source: Carnegie Research, Company Data

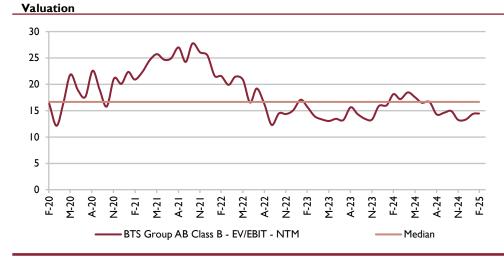
Trades at a ~10% discount to the

5year median EV/EBIT NTM



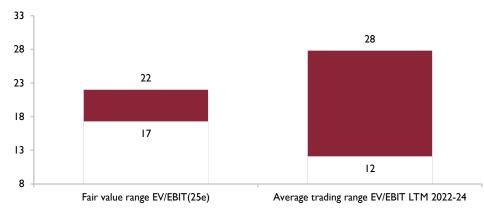
Valuation

We use DCF to value BTS, with WACC of 8.5% and 10%, respectively, to arrive at our fair value range of SEK311–396 (310–380). We argue that DCF is the best way to value BTS due to the limited number of peers and the company's long, stable history. BTS had an FX-adjusted revenue CAGR(01–23) of 12%.



Source: Factset

Fair value range (EV/EBIT 2025e) and (EV/EBIT NTM*)



Source: Carnegie Research, FactSet *Consensus numbers



					Average year			Terminal
DCF assumptions - Summary	2025e	2026e	2027e	4-5	6-10	11-15	16-20	period
Total sales growth	11.4%	9.7%	9.3%	7.8%	6.8%	5.0%	4.0%	2.0%
EBITDA margin	15.5%	15.5%	17.6%	16.0%	16.0%	16.0%	16.0%	16.0%
Depreciation % of sales	-2.8%	-2.7%	-2.5%	-2.5%	-2.5%	-2.5%	-2.5%	-2.5%
EBITA margin	12.7%	12.9%	15.2%	13.5%	13.5%	13.5%	13.5%	13.5%
Amortisations % of sales	-1.4%	-1.0%	-0.9%	-0.9%	-0.9%	-0.9%	-0.9%	0.0%
EBIT margin	11.3%	11.9%	14.3%	12.6%	12.6%	12.6%	12.6%	12.6%
Capex % of sales	-1.9%	-1.7%	-1.6%	-2.5%	-2.5%	-2.5%	-2.5%	-2.5%
Paid tax rate	-29.8%	-29.8%	-29.8%	-28.0%	-28.0%	-28.0%	-28.0%	-28.0%
NWC to sales	-4.2%	-4.2%	-2.4%	4.5%	4.5%	4.5%	4.5%	4.5%
Sales	3,123	3,425	3,743	4,194	5,374	7,050	8,680	9,561
EBITDA	485	533	660	671	860	1,128	1,389	1,530
Capex	-60	-60	-60	-105	-134	-176	-217	-239
Taxes	-100	-117	-155	-159	-203	-267	-328	361
Other	13	13	-53	-143	-15	-15	-15	9,501
Free cash flow	338	369	393	264	507	670	829	11,154
Discounted FCF	323	320	310	176	247	204	157	1,739
Share of total discounted FCF	5%	5%	5%	6%	20%	17%	13%	29%
Valuation	(curr.)m Pe	er share (low end) Per s	hare (high end)	WAC	C assumptions			
EV (discounted FCF)	6.081	313	398	Risk fre	e interest rate			4.0%
- Net debt (2024)	-138	-7	-7	Debt ri	sk premium			0.5%
+ Associates	0	0	0	Equity	risk premium			4.0%
- Minority interest	0	0	0	Equity	beta			1.25
- Outstanding warrants	0	0	0	Cost o	f Equity			10.0%
Other debt adjustments	0	0	0	Tax rat	e			28.0%
ESG penalty	0	0	0	After ta	x cost of debt			3.2%
Equity value at Y E (24)	5,942	306	390	Equity	weight			100%
Time adjustment	89	5	6	WAC	5			10.0%
Dividend	0	0	0					
Current equity value	6,031	311	396					

8.0%	W 8.5%	ACC (%) 9.0%	9.5%	10.0%	
	8.5%	9.0%	9.5%	10.0%	
242			1.0 /0	10.0%	10.5%
543	313	288	266	247	231
373	341	313	289	268	250
406	370	340	313	291	271
435	396	364	335	311	289
465	424	389	358	332	309
	406 435	373 341 406 370 435 396	373 341 313 406 370 340 435 396 364	373 341 313 289 406 370 340 313 435 396 364 335	373 341 313 289 268 406 370 340 313 291 435 396 364 335 311

Source: Carnegie Research

Risks

Currency risk: BTS reports in SEK and has most of its revenue in foreign currency. This is partially offset by the fact that BTS group has both revenue and most costs in local currency.

Integration risk: BTS group has a history of making acquisitions. Historically the acquisitions have been relatively small and well-integrated.

Downturn in client industries: BTS has clients in many industries, which helps its diversification. It is, however, vulnerable to drastic changes in sentiment in certain industries. A clear example of this happened in 2023 when the US tech sector decreased investments and increased layoffs. This resulted in cancelled and delayed projects. This was only partly compensated for by other industries.



Estimate changes

BTS - Estimate changes	2025e	2025e		2026e	2026e		2027e	2027e	
	Old	New	Chg	Old	New	Chg	Old	New	Chg
Sales	3,208	3,123	-3%	3,510	3,425	-2%	n.a.	3,743	n.m.
Growth	12%	11%	-89 bps	9%	10%	+26 bps	n.a.	0%	n.m.
EBITA	407	396	-3%	447	441	-1%	n.a.	569	n.m.
EBITA margin	12.7%	12.7%	-I bps	12.7%	12.9%	+14 bps	n.a.	15.2%	n.m.
EO	0	0	n.m	0	0	n.m	n.a.	0	n.m
Adj. EBITA	424	413	-3%	464	458	-1%	n.a.	585	n.m.
Adj. EBITA marign	13.2%	13.2%	+0 bps	13.2%	13.4%	+15 bps	n.a.	15.6%	n.m.
Pre-tax profit	346	335	-3%	396	390	-2%	n.a.	517	n.m.
Net profit	242	234	-3%	277	273	-2%	n.a.	362	n.m.
EPS	12.5	12.1	-3%	14.3	14.1	-2%	n.a.	18.7	n.m.
EPS adj	14.7	14.3	-3%	16.0	15.8	-1%	n.a.	20.4	n.m.

Source: Carnegie Research



Interim figures

QUARTERLY DATA	2023Q1	2023Q2	2023Q3	2023Q4	2024Q1	2024Q2	2024Q3	2024Q4	2025Q1e	2025Q2e	2025Q3e	2025Q4e
Financial Year End	2023-03-31	2023-06-30	2023-09-30	2023-12-31	2024-03-31	2024-06-30	2024-09-30	2024-12-31	2025-03-31	2025-06-30	2025-09-30	2025-12-31
Sales	579	703	634	768	619	730	657	796	692	825	723	883
EBITDA	66	123	72	162	80	124	78	157	84	140	84	177
EBITA	47	102	49	133	56	107	55	130	64	120	64	156
Adjusted EBITA	47	106	54	139	59	110	60	136	66	122	66	159
EBIT	36	92	38	122	43	95	43	118	51	107	51	144
Adjusted EBIT	36	92	38	122	43	95	43	118	51	107	51	144
Net Financial Items	-3	-4	-6	-8	-7	-9	157	-3	-6	-6	-6	-6
EAFI	33	88	32	115	36	86	200	115	46	102	46	138
Pre-Tax Profit	33	88	31	143	64	87	200	116	46	102	46	138
Adjusted Pre-Tax Profit	33	88	31	115	36	86	34	116	46	102	46	138
Net Profit	23	61	22	110	53	60	190	84	32	71	32	97
Adjusted Net Profit	23	61	22	81	25	60	24	84	32	71	32	97
EPS	1.2	3.1	1.1	5.7	2.8	3.1	9.8	4.3	1.6	3.7	1.6	5.0

Source: Company data, Carnegie Research, Adj. EBITA is BTS definition of EBITA



Financial statements

Profit & loss (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Sales	1,598	1,865	1,464	1,917	2,529	2,683	2,802	3,123	3,425	3,743
COGS	0	0	0	0	0	0	0	0	0	0
Gross profit	1,598	1,865	I,464	1,917	2,529	2,683	2,802	3,123	3,425	3,743
Other income & costs	-1,384	-1,554	-1,309	-1,508	-2,110	-2,261	-2,363	-2,638	-2,893	-3,083
Share in ass. operations and JV	0	0	0	0	0	0	0	0	0	0
	214	311	155	409	419	422	439	485	533	660
Depreciation PPE Depreciation lease assets	-12 0	-66 0	-65 0	-71 0	-72 0	-76 0	-74 0	-72 0	-75 0	-75 0
Amortisation development costs	0	0	0	0	0	0	0	0	0	0
Amortisation other intangibles	-10	-9	-11	-11	-16	-17	-17	-17	-17	-17
Impairments / writedowns	0	0	0	0	0	0	0	0	0	0
EBITA	192	236	79	327	331	329	348	396	441	569
Amortization acquisition related	-8	-10	-15	-22	-29	-41	-50	-43	-33	-33
Impairment acquisition related	0	0	0	0	0	0	0	0	0	0
EBIT	183	226	65	305	303	288	298	353	408	535
Share in ass. operations and JV Net financial items	0 -3	ا 10-	0 -14	0 -16	0 -14	na 7	na 170	0 -18	0 -18	0 -18
of which interest income/expenses	-3	-10	-14	-16	-14	-21	-27	-18	-18	-18
of which interest on lease liabilities	õ	0	0	0	0	0	0	0	0	0
of which other items	0	0	0	0	0	29	196	0	0	0
Pre-tax profit	180	216	51	289	289	295	468	335	390	517
Taxes	-54	-66	-16	-75	-91	-80	-81	-100	-117	-155
Post-tax minorities interest	0	0	0	0	0	0	0	0	0	0
Discontinued operations	0	0	0	0	0	0	0	0	0	0
Net profit	126	151	35	215	198	215	387	234	273	362
Adjusted EBITDA	214	311	155	409	419	422	439	485	533	660
Adjusted EBITA	192	236	79	327	331	329	348	396	441	569
Adjusted EBIT	183	226	65	256	303	288	298	353	408	535
Adjusted net profit	135	161	50	202	226	256	243	278	306	395
Sales growth Y/Y	28.6%	16.7%	-21.5%	30.9%	31.9%	6.1%	4.4%	11.4%	9.7%	9.3%
EBITDA growth Y/Y	41.9%	45.4% 23.0%	-50.1%	163.2%	2.5%	0.6%	4.1%	10.4% 13.8%	9.9%	24.0% 29.0%
EBITA growth Y/Y EBIT growth Y/Y	39.1% 38.6%	23.0%	-66.4% -71.4%	312.3% 372.4%	1.3% -0.8%	-0.7% -4.9%	5.8% 3.6%	13.8%	11.3% 15.5%	31.4%
0										
EBITDA margin	13.4%	16.7%	10.6%	21.3%	16.6%	15.7%	15.7%	15.5%	15.5%	17.6%
EBITA margin EBIT margin	12.0% 11.5%	12.6% 12.1%	5.4% 4.4%	17.1% 15.9%	13.1% 12.0%	12.3% 10.7%	12.4% 10.6%	12.7% 11.3%	12.9% 11.9%	15.2% 14.3%
Tax rate	29.8%	29.8%	29.8%	29.8%	29.8%	29.8%	29.8%	29.8%	29.8%	29.8%
Cash flow (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
. ,	214									
EBITDA Paid taxes	-50	311 -71	155 -42	409 -76	419 -56	422 -71	439 -107	485 -100	533 -117	660 -155
Change in NWC	-30	-18	142	-78	-152	-164	81	-100	-117	-133
Non cash adjustments	-1	5	0	-4	-1	-22	-28	0	0	0
Discontinued operations	0	0	0	0	0	0	0	0	0	0
Total operating activities	161	227	256	324	211	165	385	398	428	453
Capex tangible assets	-19	-16	-12	-12	-21	-9	-30	-30	-30	-30
Capitalised development costs	0	0	0	0	0	0	0	0	0	0
Capex - other intangible assets	0	-10	-8	-7	-39	-31	0	0	0	0
Acquisitions/divestments	-15	-14	-126	-160	-15	-65	-159	0	0	0
Other non-cash adjustments	-3	2	-2	-2	-1	0	0	0	0	0
Total investing activities	-37	-38	-148	-182	-76	-105	-188	-30	-30	-30
Net financial items	-3	-10	-14	-16	-14	7	170	-18	-18	-18
Lease payments	0	-48	-45	-58	-55	-54	-59	-59	-59	-59
Dividend paid and received	-53	-69	-69	-23	-92	-103	-	-118	-126	-136
Share issues & buybacks Change in bank debt	6 -23	23 -38	0 328	0 -79	0 -60	0 94	0 9	0 0	0 0	0 0
Other cash flow items	0	0	0	-5	0	0	i.i.	õ	ŏ	ŏ
Total financing activities	-74	-142	200	-177	-221	-84	-50	-196	-203	-213
Operating cash flow	161	227	256	324	211	165	385	398	428	453
Free cash flow	138	144	176	235	82	50	296	291	321	346
Net cash flow	50	48	308	-31	-85	-25	146	173	195	210
Change in net IB debt	85	140	-7	136	98	-86	53	202	225	239
Capex / Sales	1.2%	0.9%	0.8%	0.6%	0.8%	0.3%	1.1%	0.9%	0.9%	0.8%
NWC / Sales	4.6%	4.3%	2.2%	-3.0%	-2.0%	1.9%	-0.2%	-4.0%	-4.0%	-3.1%

Source: Carnegie Research & company data



Financial statements, cont.

Acquired Imaging assets 45 536 549 830 979 1.104 1.222 1.195 1.162 Color fixed manging bares 0	Balance sheet (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Capalita development 0		455	536	549	830	909		1,272	1,229	1,196	
Targets earser 39 220 185 180 180 180 180 181 115 151 155 460 Other Bases (I) 0 <	Other fixed intangible assets			75			154	162	145	128	112
Lamin starts 0 <t< td=""><td>Capitalised development</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></t<>	Capitalised development	0	0	0	0	0	0	0	0	0	0
Ohm Bisses (I) 0	Tangible assets	39	220	185	180	186	180	193	151	105	60
Ocher nonelli asineria 15 13 17 22 28 28 39 30<	Lease assets	0	0	0	0	0	0	0	30	60	90
Fixed asset 581 881 826 1,147 1,147 1,466 1,657 1,578 1,528 1,538 <th< td=""><td>Other IB assets (1)</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></th<>	Other IB assets (1)	0	0	0	0	0	0	0	0	0	0
Interactoris (2) 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Other non-IB assets	15	13	17	22	28	28	39	39	39	39
Invertex (2) & 0 & 0 & 0 & 0 & 0 & 0 & 0 & 0 & 0 &	Fixed assets	581	85 I	826	1,147	1,244	1,466	1,666	1,593	1,528	1,462
Recentables (2) 512 512 512 512 512 512 517 723 714 727 810 889 992 B current sastes (1) 0	Inventories (2)	0	0	0							
Prepaid point Nome O		512	514		557	723	714	727		889	992
B during bib00000000000Cah & ach equivalens (1)2623165915945775327338741,0711,281Carnot assets1,5181,0861,9402,4922,7582,2953,3433,3473,7554,009Standholder equip7048807108831,2131,3011,6651,7811,2222,540Noch ware00 <td></td>											
Other convert sized 172 187 134 194 215 243 257 450 Current sizes 1728 1,849 1,704 1,840 1,710 1,213 1,301 1,645 1,718 1,575 4,003 Shareholder' equip 0 <t< td=""><td>• • • • • • • • • • • • • • • • • • • •</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	• • • • • • • • • • • • • • • • • • • •										
Cash & active apprindents (1) 262 316 591 597 577 532 703 876 1.071 1.281 Total asets 1.58 1.686 1.546 1.545 1.545 1.545 1.521 2.726 2.780 2.785 2.795 2.795 1.731 1.731 1.731 7.75 2.72 2.544 Minoritis 0 </td <td></td>											
Current sates 1,947 1,018 1,134 1,134 1,135 1,490 1,698 1,698 1,593 2,227 2,540 Snareholder' equip 704 840 710 983 1,213 1,301 1,665 1,781 1,727 2,154 Minorities 0											
Total assets 1,526 1,650 1,649 1,649 2,758 2,758 3,163 3,547 3,757 4,037 Smarholder's equity 0 <	• • • • • •										,
Shareholders' equity 704 840 710 983 1,213 1,213 1,203 1,203 1,203 1,203 1,203 0				,							
Minoritis 0			-	-						-	
Other equity 0 <t< td=""><td>Shareholders' equity</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>,</td><td></td></t<>	Shareholders' equity									,	
Total guiny Deferred tax 764 840 710 983 1,213 1,310 1,665 1,781 1,927 2,154 Deferred tax 0	Minorities	0	0	0		0	0	0	0	0	0
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	Other equity	0	0	0	0	0	0	0	0	0	0
$ \begin{array}{c c c c c c c c c c c c c c c c c c c $	Total equity	704	840	710	983	1,213	1,301	1,665	1,781	1,927	2,154
	Deferred tax	56	55	56	82	84	96	96	96	96	96
Lase tolinities17317815114114014714711718859Other non-B labilities292412475586554654619590560511Payables (2)364235354958138154169185Accrued exp. 6 other NVVC items (2)3939039262067755170678778388316416616	LT IB debt (I)	0	0	0	0	0	0	0	0	0	0
Lase libridies17317815114114014714711718859Other nor-Bi libridies272412475586554661844184184184LT liabities272412475586554654619590560531ST lia dot: (1)000000188218218218218Payables (2)364235354958138154169185Accrued exp. & other NWC terms (2)399390392620677551706787863898Other ST non-B liabities5326177769229911,0221,0791,1761,2671,318Total equity and liabitities5321,6871,99311.622,9562,3363,3473,7574,003Net B debt (1)2773241.422,19-191-60-146-347-5728.11Capial invested (C)6449207911,0271,1211,5431,5001,441,346.13Capial invested (C)6449207911,0271,2131,5431,5001,441,341,40Capial invested (C)6449207911,0271,2131,5411,401,941,941,941,941,941,941,941,941,941,94 <td>Other IB provisions (1)</td> <td>63</td> <td>45</td> <td>28</td> <td>234</td> <td>245</td> <td>325</td> <td>192</td> <td>192</td> <td>192</td> <td>192</td>	Other IB provisions (1)	63	45	28	234	245	325	192	192	192	192
Other non-Bi liabilities 0 134 239 129 85 66 184 184 184 184 ST IB dobt (1) 0 0 0 0 0 0 218 217 255 131 16 16 16 16 128 118 332 617 776 922 991 1,022 1,079 1,177 1,277 1,313 1,403 3,547 3,572 8,011 Net B debt (1) 177 7,63 4,42 1,543 1,510 1,44 1,31 1,41 1,31 1,41 1,31 1,41 1,33 1,32 1,41		173	178	151	141	140	147	147	117	88	59
LT is labelitics 292 412 475 586 554 634 619 590 500 518 Payable (2) 36 42 35 35 49 58 138 154 169 183 Accuad exp. & other NVC items (2) 399 330 392 260 677 551 706 787 863 398 Other ST non-IB labilities 98 164 349 2267 255 3,163 1,164 1,6 16											
ST IB debt. (1) 0 0 0 0 0 0 0 0 218 228 169 169 161 </td <td></td>											
Psyable (2) 16 42 35 35 49 58 138 154 169 185 Accrued op, A chren WC items (2) 399 330 322 260 677 551 706 787 863 898 Other ST non-IB liabilities 98 184 349 2267 265 413 16 1											
Accrued exp. & other NWC items (2) 399 390 392 620 677 551 706 787 883 898 Cother ST non-Biblibities 0											
Other ST non-IB liabilities 98 184 349 267 265 413 16 16 16 16 16 Current liabilities 532 617 776 922 991 1,022 1,079 1,176 1,267 1,318 Net B debt (=1) -27 -93 .412 .219 .191 -60 .146 .347 .572 .811 Net working capital (NVC) (=2) 78 82 .18 .98 .3 .05 .118 .144 .911 Capital employed (CE) .996 1,18 .945 .140 1,643 .150 .1.424 .1.34 Capital invested (CI) .644 .920 .701 .1.027 .2.13 .5.43 .1.31 .1.44 .9.14 Capital invested (CI) .644 .920 .202 .2023 .2024 .2025e	, , ,										
Labilities - sases held for sale 0 <											
Current liabilities 532 617 776 922 991 1,022 1,079 1,176 1,267 1,318 Net B debt (=1) .27 .73 .412 .2,19 .191 .60 .146 .3,471 .572 .811 Net working captal (NVC) (=2) .78 .82 .18 .98 .3 105 .118 .131 .144 .91 Capital enployed (CE) .996 .118 .945 .1,404 .1633 1.869 .218 .2,405 .2522 .27.19 Capital enployed (CE) .996 .103 .1027 .1.23 1.543 .1510 .1,424 .1,346 .1,333 Gaptal mice and sets .46% .45% .36% .99% .44% .44% .44% .44% .04% .50% .51% .44% Not sitases in issue YCM .914 .914 .914 .914 .914 .914 .914 .914 .914 .914 .914 .914 .914											
Total equity and liabilities I,528 I,869 I,960 2,492 2,758 2,956 3,363 3,547 3,755 4,003 Net Bdebt (=1) .27 .93 .412 .219 .111 166 347 572 .4811 Capital inergical (NVC) (=2) .96 I.118 .945 1.440 I.683 1.869 2.318 2,405 2,522 2,719 Capital inergical (NVC) (=2) .964 .447 .907 I.213 I.543 1.510 I.44 I.346 I.338 Equity / Total assets .46% .45% .36% .39% .44% .44% .49% .50% .51% .426 .128 Adj.no. of shares in issue YE (m) .914 .914 .914 .914 .914 .914 .944 .944 .944 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940 .940											
Net B debt (=1) -27 -93 -412 -2.19 -191 -6.0 -1.46 -347 -572 811 Net working captal (NVVC) (=2) 78 82 -18 98 -3 105 -118 -131 -144 91 Captal employed (CE) 946 1,118 945 1,424 1,213 1,513 1,610 1,424 1,346 1,333 Captal imvested (CI) 644 920 791 1,027 1,213 1,513 1,610 1,424 1,346 1,333 Equity / Total sexts 46% 45% 66% 37% 44% 44% 49% 50% 50% 51% 54% Adj. no. of shares YE (m) 19.14 19.14 19.14 19.14 19.14 19.14 19.40											
Net working capital (NWC) (=2) 78 82 -18 -98 -3 105 -118 -131 -144 -91 Capital imployed (CE) 996 1,118 945 1,420 1,213 1,543 1,510 1,424 1,346 1,333 Equity 1 Total assets 46% 45% 36% 39% 44% 44% 49% 50% 51% 54% Net B debt/ EBITDA -0.1 -0.3 -2.7 0.5 -0.5 0.1 -0.3 -0.7 -1.1 -1.2 Per share data (SEK) 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e Adj. no. of shares in issue YE (m) 19.14 19.14 19.14 19.14 19.14 19.14 19.40	I otal equity and liabilities	1,528	1,869	1,960	2,492	2,758	2,950	3,363	3,547	3,755	4,003
Capital imployed (CE) YP6 I.118 Y45 I.440 I.663 I.869 2.318 2.405 2.522 2.719 Capital invested (CI) 644 Y20 791 I.027 I.213 I.543 I.510 I.424 I.346 I.333 Equity / Total assets 46% 45% 36% 39% 44% 44% 49% 50% 51% 54% Net IB debt / EBITDA -0.1 -0.3 -2.7 -0.5 -0.5 -0.1 -0.3 -0.7 -1.1 -1.2 Per share data (SEK) 2018 2019 2021 2021 2023 2024 2025e 2026e 2027e Adjn or of shares in issue YE (m) 19.14 19.14 19.14 19.14 19.14 19.14 19.14 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.40 19.41	Net IB debt (=1)	-27	-93	-412	-219	-191	-60	-146	-347	-572	-811
Capital invested (Čl) 644 '920 '791 I.027 '1,213 I.543 I.510 I.424 I.346 '1,333 Equity / Total assets 46% 45% 36% 39% 44% 44% 49% 50% 51% 54% Net IB debr / EBITDA -0.1 -0.3 -2.7 -0.5 -0.1 -0.3 -0.7 -1.1 -1.2 Per share data (SEK) 2018 2019 2020 2021 2022 2023 2024 2026 2027e 2026 Adj. no. of shares in issue YE (m) 19.14 19.14 19.14 19.14 19.14 19.40	Net working capital (NWC) (=2)	78	82	-18	-98	-3	105	-118	-131	-144	-91
Equity / Total assets Net IB debr / EBITDA 46% -0.1 45% -0.1 36% -0.3 39% -0.7 44% -0.1 44% -0.3 44% -0.7 44% -0.1 49% -0.3 50% -0.7 51% -0.1 54% -0.3 Per share data (SEK) 2018 2019 2020 2021 2022 2023 2024 2026e 2026e 2027e Adj, no. of shares VE (m) 19.14 19.14 19.14 19.14 19.14 19.14 19.14 19.14 19.40 <t< td=""><td>Capital employed (CE)</td><td>996</td><td>1,118</td><td>945</td><td>1,440</td><td>1,683</td><td>1,869</td><td>2,318</td><td>2,405</td><td>2,522</td><td>2,719</td></t<>	Capital employed (CE)	996	1,118	945	1,440	1,683	1,869	2,318	2,405	2,522	2,719
Equity / Total assets Net IB debr / EBITDA 46% -0.1 45% -0.1 36% -0.2 39% -0.5 44% -0.1 44% -0.3 44% -0.7 44% -1.1 44% -1.2 Per share data (SEK) 2018 2019 2020 2021 2022 2023 2024 2026e 2026e 2027e Adi, no. of shares in issue YE (m) 19.14 <t< td=""><td>Capital invested (CI)</td><td>644</td><td>920</td><td>791</td><td>1,027</td><td>1,213</td><td>1,543</td><td>1,510</td><td>1,424</td><td>1,346</td><td>1,333</td></t<>	Capital invested (CI)	644	920	791	1,027	1,213	1,543	1,510	1,424	1,346	1,333
Net IB debt / EBITDA -0.1 -0.3 -0.7 -0.5 -0.5 -0.1 -0.3 -0.7 -1.1 -1.2 Per share data (SEK) 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e Adj. no. of shares IN ISUM YE (m) 19.14 19.14 19.14 19.14 19.14 19.14 19.14 19.14 19.40	,	A 6 9/	45%	2/9/	20%	4 49/	4 4 9/	40%	E 0%	E 1 9/	E 49/
Per share data (SEK) 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e Adj. no. of shares in issue YE (m) 19.14											
Adj. no. of shares in issue YE (m) 19.14	Net IB debt / EBITDA	-0.1	-0.3	-2.7	-0.5	-0.5	-0.1	-0.3	-0.7	-1.1	-1.2
Diluted no. of Shares YE (m) 19.14 19.12 12.1 12.1 1	Per share data (SEK)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Diluted no. of Shares YE (m) 19.14 19.12 12.1 12.1 1	Adi no of shares in issue YE (m)	1914	19 14	1914	1914	19 14	1914	19 40	19 40	19 40	19 40
EPS 6.59 7.87 1.84 11.2 10.3 11.2 20.1 12.1 14.1 18.7 EPS adj. 7.03 8.40 2.61 10.5 11.8 13.4 12.6 14.3 15.8 20.4 DPS 8.20 9.83 4.20 13.6 13.5 15.4 24.3 15.8 7.00 7.75 BVPS 3.60 3.60 1.20 4.80 5.40 5.70 6.10 6.50 7.00 7.75 BVPS 3.6.8 43.9 37.1 51.4 63.4 68.0 85.8 91.8 99.4 111.0 Performance measures 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e ROE 19.6% 19.5% 4.5% 25.4% 18.0% 17.1% 26.1% 13.6% 14.7% 12.1% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7% 41.7%											
EPS adj. CEPS7.038.402.6110.511.813.412.614.315.820.4CEPS8.219.834.2013.613.515.424.315.817.422.1DPS3.603.601.204.805.405.706.106.507.007.75BVPS36.843.937.151.463.468.085.891.899.4111.0Performance measures20182019202020212022202320242025e2026e2027eROE19.6%19.5%4.5%25.4%18.0%17.1%26.1%13.6%14.7%17.7%Adj. ROC after-tax21.5%21.2%7.7%27.4%21.2%20.1%26.0%16.8%17.9%21.3%Valuation20182019202020212022202320242025e2026e2027eFCF yield2.5%2.5%3.1%4.2%1.5%0.9%5.2%5.2%5.2%5.2%6.1%2.7%Dividend yield YEna1.5%0.6%1.2%1.9%1.9%2.3%2.2%2.4%2.7											
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DPS BVPS 3.60 3.6.8 3.60 43.9 3.60 3.7.1 1.20 51.4 4.80 63.4 5.70 6.8.0 6.10 85.8 6.10 91.8 6.50 99.4 7.00 111.0 Performance measures 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e ROE 19.6% 19.5% 4.5% 25.4% 18.0% 17.1% 26.1% 13.6% 14.7% 17.7% Adj. ROCE pre-tax 20.3% 22.4% 7.7% 27.4% 21.2% 20.1% 26.0% 16.8% 17.9% 21.7% Adj. ROCE after-tax 21.5% 21.2% 65.5% 25.2% 20.0% 16.8% 17.9% 21.7% Valuation 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e FCF yield 2.5% 2.5% 3.1% 4.2% 1.5% 0.9% 5.2% 5.2% 5.2% 5.2% 5.2% 5.2% 5.2% 5.2% 5.2% 5.2% </td <td></td>											
BVPS36.843.937.151.463.468.085.891.899.4111.0Performance measures20182019202020212022202320242025e2026e2027eROE19.6%19.5%4.5%25.4%18.0%17.1%26.1%13.6%14.7%17.7%Adj. ROCE pre-tax20.3%22.4%7.7%27.4%21.2%20.1%26.0%16.8%17.9%21.7%Adj. ROIC after-tax21.5%21.2%20.202022202320242025e2026e2027eFCF yield25.%2.5%3.1%4.2%1.5%0.9%5.2%5.2%5.7%6.1%Dividend yield YEna1.5%0.6%1.2%1.9%1.9%2.3%2.2%2.4%2.7%Dividend yaout ratio54.6%45.7%65.2%42.8%52.2%50.8%30.4%53.8%49.8%41.5%EV/EBITDA YEna1.5%0.6%1.2%1.1%2.0%2.3%2.2%2.4%2.7%EV/EBITA YEna18.947.222.916.217.014.213.411.58.5EV/EBITYEna18.947.222.916.217.014.213.411.58.5EV/EBITYEna18.947.222.916.217.014.213.411.58.5EV/EBITYEna18.947.222.916.217.0 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>											
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ROE 19.6% 19.5% 4.5% 25.4% 18.0% 17.1% 26.1% 13.6% 14.7% 17.7% Adj. ROCE pre-tax 20.3% 22.4% 7.7% 27.4% 21.2% 20.1% 26.0% 16.8% 17.9% 21.7% Adj. ROIC after-tax 21.5% 21.2% 6.5% 25.2% 20.8% 16.8% 16.0% 18.9% 22.3% 29.8% Valuation 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e FCF yield 2.5% 2.5% 2.5% 4.2% 1.5% 0.9% 5.2% 5.2% 5.7% 6.1% Dividend yield YE na 1.5% 0.6% 1.2% 1.9% 1.9% 2.3% 2.2% 2.4% 2.7% Dividend payout ratio 54.6% 45.7% 65.2% 42.8% 52.2% 50.8% 30.4% 53.8% 49.8% 41.5% EV/Sales YE na 1.5% 0.6% <t< td=""><td>BVF3</td><td>30.0</td><td>43.7</td><td>37.1</td><td>51.4</td><td>63.4</td><td>66.0</td><td>05.0</td><td>71.0</td><td>77.4</td><td>111.0</td></t<>	BVF3	30.0	43.7	37.1	51.4	63.4	66.0	05.0	71.0	77.4	111.0
Adj. ROCE pre-tax Adj. ROIC after-tax20.3% 21.5%22.4% 21.2%7.7% 6.5%27.4% 25.2%21.2% 20.8%20.1% 16.8%26.0% 16.8%16.8% 18.9%17.9% 22.3%21.7% 29.8%Valuation20182019202020212022202320242025e2026e2027eFCF yield2.5%2.5%3.1%4.2%1.5%0.9%5.2%5.2%5.2%2.1% 2.1%6.1%Dividend yield YEna1.5%0.6%1.2%1.9%1.9%2.3%2.2%2.4%2.7%Dividend payout ratio54.6%45.7%65.2%42.8%52.2%50.8%30.4%53.8%49.8%41.5%Dividend + buy backs yield YEna1.5%0.6%1.2%1.9%2.0%2.3%2.2%2.4%2.7%EV/Sales YEna2.392.553.912.132.091.771.701.481.29EV/EBITDA YEna14.324.118.312.813.311.310.99.57.3EV/EBITA adj. YEna18.947.222.916.217.014.213.411.58.5EV/EBIT YEna19.8>5024.617.819.516.615.012.49.0P/E YEna30.2>5035.928.226.413.124.120.715.6P/E Adj. YEna28.3>5035.928.226.413.	Performance measures	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
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P/BV YE na 5.42 5.85 7.84 4.59 4.36 3.06 3.17 2.93 2.62											
Share price YE (SEK) 238 217 403 291 296 263 291		IIa								2.75	2.02
	Share price YE (SEK)		238	217	403	291	296	263	291		

Source: Carnegie Research & company data



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