

# COMMISSIONED RESEARCH

Research analysts: Rikard Engberg

**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			<b>k</b>		
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	<b>WPh</b>	1 M	rw.
· · · <b>,</b> · · · · ·				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	<b>WAR</b>	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:	<ul> <li>Downturn in venture capital's appetite to invest could lead to fewer projects from the important US tech segment</li> <li>Sentiment remaining weak in Europe</li> <li>Failure to integrate acquisitions</li> </ul>

### 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

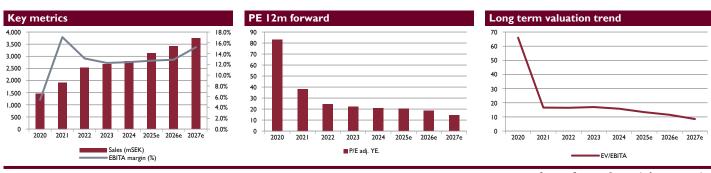
Given BTS's long, stable history we argue that a DCF is the best way to value it. We use a WACC of 8.5% for the top end of our fair value range, and 10% for the bottom end. We estimate that the EBITDA margin will remain stable around the current level over 2027-44e, assuming no margin expansion from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

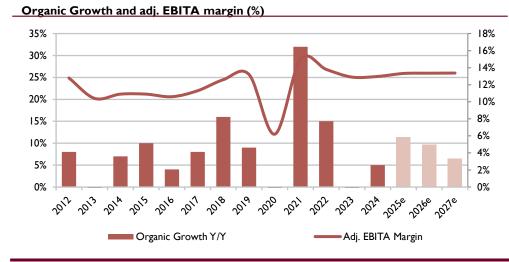
At the low end of our fair value range, we use a WACC of 10%. This represents a scenario where it takes longer for BTS to return to its historical growth rates.



Source: Carnegie Research & company data



# Key charts

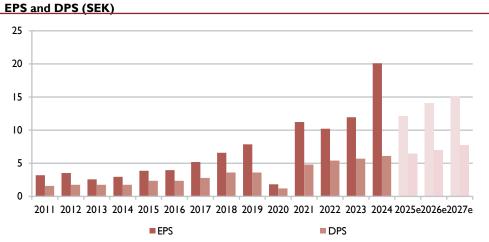


Given the strong outlook for 2025, we believe it is reasonable to assume that BTS will return to a growth rate of above 10% Y/Y...

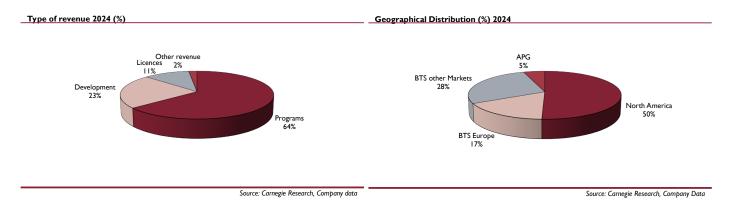
... prompting us to estimate continuous

EPS and dividend growth

Source: Carnegie Research, Company Data

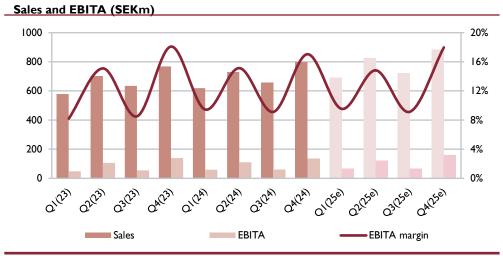


Source: Carnegie Research, Company data, Reported EPS of 2024 includes a oneoff of SEK195.6m



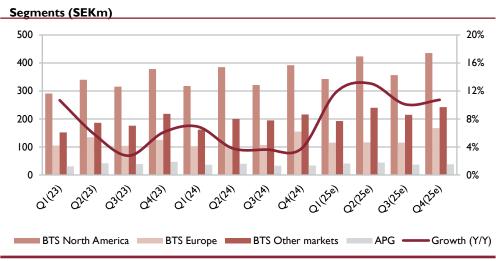


# Quarterly charts



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

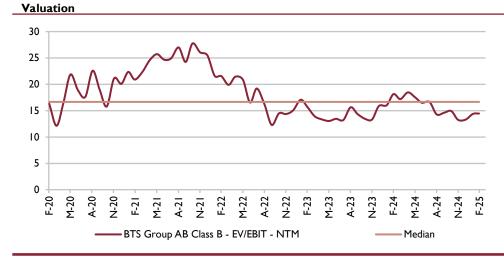
Trades at a ~10% discount to the

5year median EV/EBIT NTM



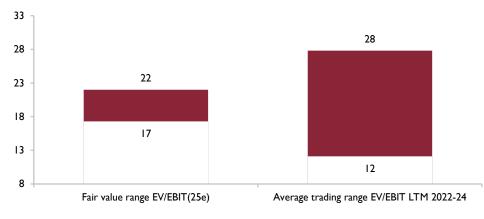
# Valuation

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%	<b>W</b> 8.5%	<b>ACC (%)</b> 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											
CEPS8.219.834.2013.613.515.424.315.817.422.1DPS3.603.601.204.805.405.706.106.507.007.75BVPS36.843.937.151.463.468.085.891.899.4111.0Performance measures20182019202020212022202320242025e2026e2027eROE19.6%19.5%4.5%25.4%18.0%17.1%26.1%13.6%14.7%17.7%Adj. ROC after-tax20.3%22.4%7.7%27.4%21.2%20.1%26.0%16.8%17.9%21.7%Adj. ROC after-tax21.5%21.2%6.5%25.2%20.8%16.8%16.0%18.9%22.3%29.8%Valuation20182019202020212022202320242025e2026e2027eFCF yield2.5%2.5%3.1%4.2%1.5%0.9%5.2%5.2%5.2%2.7%0.1%Dividend yield YEna1.5%0.6%1.2%1.9%1.9%2.3%2.2%2.4%2.7%Dividend yield YEna1.5%0.6%1.2%1.9%2.0%2.3%2.2%2.4%2.7%Dividend yield YEna1.5%0.6%1.2%1.9%2.0%2.3%2.2%2.4%2.7%Dividend Yield YEna1.5%0.6%1.2% <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<>											
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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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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Dividend + buy backs yield YEnaI.5%0.6%I.2%I.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 YEna18.947.222.916.217.014.213.411.58.5EV/EBIT A adj. 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>5038.324.622.120.920.318.414.3P/BV YEna5.425.857.844.594.363.063.172.932.62	Dividend payout ratio	54.6%	45.7%	65.2%	42.8%	52.2%	50.8%	30.4%	53.8%	49.8%	41.5%
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P/E YE         na         30.2         >50         35.9         28.2         26.4         13.1         24.1         20.7         15.6           P/E adj. YE         na         28.3         >50         38.3         24.6         22.1         20.9         20.3         18.4         14.3           P/BV YE         na         5.42         5.85         7.84         4.59         4.36         3.06         3.17         2.93         2.62	•										
P/E adj. YE         na         28.3         >50         38.3         24.6         22.1         20.9         20.3         18.4         14.3           P/BV YE         na         5.42         5.85         7.84         4.59         4.36         3.06         3.17         2.93         2.62	EV/EBIT YE	na	19.8	>50	24.6	17.8	19.5	16.6	15.0	12.4	9.0
P/E adj. YE         na         28.3         >50         38.3         24.6         22.1         20.9         20.3         18.4         14.3           P/BV YE         na         5.42         5.85         7.84         4.59         4.36         3.06         3.17         2.93         2.62	P/E YE	na	30.2	>50	35 9	28.2	26.4	13.1	24 1	20.7	15.6
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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### Carnegie Investment Bank AB

Regeringsgatan 56 SE-103 38 Stockholm Tel +46 8 5886 88 00 Fax +46 8 5886 88 95 www.carnegie.se A member of the Stockholm Stock Exchange

### Carnegie AS

Fjordalleen 16, 5th Floor PO Box 684, Sentrum NO-0106 Oslo Tel +47 22 00 93 00 Fax +47 22 00 94 00 www.carnegie.no A member of the Oslo Stock Exchange Carnegie Investment Bank, Denmark Branch Overgaden neden Vandet 9B PO Box 1935 DK-1414 Copenhagen K Tel +45 32 88 02 00 Fax +45 32 96 10 22 www.carnegie.dk A member of the Copenhagen Stock Exchange

# Carnegie, Inc.

20 West 55th St. , New York N.Y. 10019 Tel +1 212 262 5800 Fax +1 212 265 3946 www.carnegiegroup.com Member FINRA / SIPC Carnegie Investment Bank AB, Finland Branch Eteläesplanadi 2 PO Box 36 FI-00131 Helsinki Tel +358 9 618 71 230 Fax +358 9 618 71 720 www.carnegie.fi A member of the Helsinki Stock Exchange

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