Carnegie

COMMISSIONED RESEARCH

RESULTS UPDATE

09 May 2025 Sweden Financials Research analysts: Mathias Carlson

ALM Equity

Share price: SEK93.0

Fair value range: SEK52.0-125.0

Profitability under strain despite liquidity buffer - QI review

Weak margins, asset impairments, and cash burn underscore operational pressure

ALM Equity (ALM) entered 2025 focused on executing its long-term strategy. However, QI results highlight growing financial strain. The group reported a negative gross margin of -3%, with a gross loss of SEK 7m on revenues of SEK 278m. EBIT came in at SEK -36m, reflecting poor cost efficiency and underutilised capacity. ALM also booked SEK96m in asset writedowns, SEK66m on Klövern (due to dilution in a capital raise) and SEK30m on Besqab (mark-to-market adjustment), which weigh on our sum-of-the-parts (SOTP) valuation and NAV.

Execution challenged by weak cash flow dynamics

Operating CF was SEK-114m, underscoring that internal cash generation currently falls short of covering fixed obligations such as SEK132m in annual preferred dividends and SEK90–100m in financial costs. ALM ended the quarter with SEK1.1bn in cash and expects a SEK268m injection from Aermont in Q2. While this provides a solid near-term liquidity buffer, the company's ability to self-fund ongoing operations will depend on improvements in profitability or timely capital reallocation. Additionally, ALM has committed up to SEK800m to the Aermont JV over time, SEK600m for co-investments in future acquisitions and SEK200m for building rights development. These are contingent liabilities for now but will require careful funding prioritisation if internal cash flow remains negative. ALM's holdings in Klövern and Besqab, valued at a combined SEK1.7bn, represent a significant liquidity reserve. While no immediate divestment is planned, these assets offer strategic optionality to support dividends, debt service, or JV contributions if needed.

Fair value range cut to SEK52-125 as earnings base resets

We revise our fair value range to SEK52–125 (65–135), reflecting Q1's asset impairments, negative margins, and subdued cash generation. ALM trades at 1.5x P/BV(25e), well above Besqab's 0.8x — a premium that is harder to justify in light of near-term financial fragility. Our updated SOTP valuation reflects more cautious assumptions around asset realisation, profitability timelines, and the liquidity buffer required through the execution phase.

Changes in this report									
From To Ch									
EPS adj. 2025e	-12.14	-20.64	-70%						
EPS adj. 2026e	-11.00	-11.20	-2%						
EPS adj. 2027e	-9.45	-9.57	-1%						

Upcoming events

Q2 Report: 17 Jul 2025

Q3 Report: 23 Oct 2025 Q4 Report: 26 Feb 2026

Key facts	
No. shares (m)	17.4
Market cap. (USDm)	167
Market cap. (SEKm)	1,614
Net IB Debt. (SEKm)	1,643
Adjustments (SEKm)	765
EV (2025e) (SEKm)	4,023
Free float	66.1%
Avg. daily vol. ('000)	I
Risk	High Risk
Fiscal year end	December
Share price as of (CET)	08 May 2025 00:00

promability timelines	, and the	ilquidity	bullet 1	equil eu
Key figures (SEK)	2024	2025e	2026e	2027e
Sales (m)	3,127	1,112	1,390	1,738
EBITDA (m)	-563	-39	21	52
EBIT (m)	-563	-39	21	52
EPS	-64.94	-12.97	-3.50	-1.88
EPS adj.	-73.35	-20.64	-11.20	-9.57
DPS	0.00	0.00	0.00	0.00
Sales growth Y/Y	31%	-64%	25%	25%
EPS adj. growth Y/Y	+chg	+chg	+chg	+chg
EBIT margin	-18.0%	-3.5%	1.5%	3.0%
P/E adj.	n.m.	n.m.	n.m.	n.m.
EV/EBIT	neg.	neg.	>100	80.1
EV/EBITA	neg.	neg.	>100	80.1
EV/EBITDA	neg.	neg.	>100	80.1
P/BV	1.1	1.5	1.9	2.3
Dividend yield	0.0%	0.0%	0.0%	0.0%
FCF yield	48.8%	-4.5%	1.4%	2.6%
Equity/Total Assets	25.9%	23.1%	19.3%	16.0%
ROCE	-15.5%	-2.1%	1.6%	2.5%
ROE adj.	-78.9%	-28.9%	-20.2%	-21.3%
Net IB debt/EBITDA	-3.0	-42.2	82.6	34.6



Source: Carnegie Research, FactSet, Millistream & company data

This report has been commissioned and sponsored by ALM Equity. Commissioned research is considered to be marketing communication (i.e. not investment research under MiFID II). This material may be subject to restrictions on distribution in certain areas. For more information, see disclosures and disclaimers at the end of this report



Equity story

Near term: 6-12m ALM Equity has emerged from its 2024 restructuring and refinancing with a streamlined business structure and a strengthened financial position, now fully focused on execution. The SEK1.9bn liquidity injection from the Aermont Capital JV has significantly enhanced financial flexibility, enabling ALM to accelerate project launches, optimise asset rotation, and drive financial performance. The Bridge JV provides a stable platform to support asset monetisation and the transformation of development rights into higher-yielding projects. Meanwhile, capital efficiency is improving through the strategic disposal of non-core assets, while margin expansion is expected via operational efficiencies in 2xA Entreprenad and enhanced financial discipline.

Long term: 5Y+

With a scalable business model and robust capital backing, ALM Equity is well-positioned for sustained, profitable growth. By leveraging its integrated platform across development, construction, and management, the company can strategically expand while maintaining financial flexibility. The long-term housing shortage in Stockholm underpins resilient demand, and ALM's focus on transit-oriented, space-efficient developments ensures a strong market position with consistent growth opportunities. A diversified portfolio spanning rental, cooperative, and mixed-use developments provides agility to navigate market cycles, optimising returns while mitigating risks associated with economic fluctuations.

Key risks:

- Execution risk effective project scaling, asset monetisation and synergy realisation are critical to achieving financial and operational targets.
- Refinancing risk liquidity has strengthened, but the ability to meet upcoming bond maturities depends on favourable refinancing conditions.
- Market risk exposure to interest rate movements, affordability constraints, and regulatory changes could affect demand and profitability.

Company description

ALM Equity is a diversified real estate developer specialising in residential property development, construction, and management, with a strong footprint in Stockholm and Mälardalen. Operating under an integrated model, the company combines land acquisition, project development, construction execution, and asset management, ensuring adaptability across market cycles. Its strategic partnership with Aermont Capital has further strengthened its financial position and enabled significant scaling, particularly in its rental housing portfolio and urban expansion projects.

Key industry drivers

- · Housing demand and supply imbalance
- Finance conditions and affordability
- Regulatory landscape and sustainability

Cyclicality Key peers Cyclicality: Yes Besqab, JM Early

Industry outlook

- Market stabilisation and recovery
- Demand driven by structural undersupply
- Sustainability as a competitive advantage

Largest shareholders

Joakim Alm	20.3%
Avanza Pension	5.2%
Bengtssons Tidnings AB	5.2%

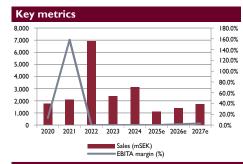
Valuation and methodology

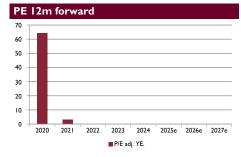
We estimate a fair value range of SEK52–125 per share, applying a net asset value (NAV) approach that accurately reflects the company's diversified asset base and financial structure. Given ALM's business model – where key assets are classified as financial holdings (Klövern, Besqab) or joint ventures (Bridge JV with Aermont Capital) – NAV serves as the most transparent and relevant valuation metric. Our sum-of-the-parts analysis incorporates ALM's core assets, including Klövern, Bridge, Besqab, ALM Småa Bostad, and 2xA Entreprenad, with valuation assumptions based on current market values, projected asset growth, and appropriate discount rates.

Fair value range 12m



For the lower end of our fair value range, we apply book values to ALM's key financial holdings – Klövern, Bridge JV, and Besqab – reflecting a conservative valuation that assumes no near-term asset appreciation. We also factor in the redemption price of SEK120 per preferred share, which significantly impacts ALM's net asset value per share by limiting NAV recognition for common equity holders. At the higher end, we assume a 15% CAGR in asset values from 2025 to 2027 and apply a 10% discount rate to determine the present value (PV) of ALM's holdings. We also value the preferred shares at market price, assuming they trade in line with a yield-based valuation rather than the redemption price.







Source: Carnegie Research & company data



Valuation and risks

We estimate a fair value range of SEK52–125 per share using a net asset value (NAV) approach. Given ALM's corporate structure – where most of its asset value is classified as financial assets (Klövern and Besqab) or associated holdings (Bridge) – we consider NAV the most appropriate valuation methodology. ALM's key assets include: 1) Klövern; 2) Bridge; 3) Besqab; 4) ALM Småa Bostad; and 5) 2xA Entreprenad. The sum-of-the-parts valuation falls within a range of SEK3.0bn–3.5bn.

Klövern - 15% ownership stake

We value Klövern at SEK1.3bn, in line with the market-valued book value recorded on ALM's balance sheet. However, in our high-end value range, we assume a 15% CAGR(25–27e) in asset value and apply a 10% discount rate to the terminal value, resulting in a PV of SEK1.5bn. ALM also holds the right to an index-adjusted earn-out of about SEK230m from the sale of its Klövern shares to NREP, Klövern's majority owner. Including this upside in our high-end value range brings the total to SEK1.7bn.

Bridge (Svenska Nyttobostäder JV) – 40% ownership stake

We value ALM's 40% stake at SEK686m, reflecting the book value established in the transaction with Aermont Capital, following ALM's divestment of 60% of the merged assets. ALM also receives an annual management fee of SEK25m, but since Aermont Capital has priority on SEK200m in dividends before ALM receives additional distributions, we do not anticipate further cash flow from the JV in 2025–27e. In our high-end value scenario assuming a 15% CAGR(25–27e) in asset value and applying a 10% discount rate, we arrive at a PV of SEK778m.

Besqab - 14% ownership stake

ALM's 16.5m Besqab shares are valued at SEK363m, based on the current market price. However, assuming a 15% CAGR(25–27e) in asset value and applying a 10% discount rate, we reach a PV of SEK415m in our high-end value range.

ALM Småa Bostad – 100% ownership

We estimate ALM Småa Bostad's value at SEK300m, based on its current building rights portfolio. We have identified 25,000sqm of building rights on the balance sheet, which we value at an average price of SEK12,000. In our high-end value range scenario, applying a 15% CAGR(25–27e) and a 10% discount rate, the PV reaches SEK350m.

2xA Entreprenad – 80% ownership share

We apply a normalised valuation approach, assuming sales of SEK800m, an EBIT margin of 7%, and EV/EBIT of 6.0x. This results in a base valuation of SEK385m. In our high-end value range scenario, maintaining a 7% normalised EBIT margin but increasing normalised sales by ~25%, we derive a PV of SEK420m. Our normalised estimates are based on a four-year average sales performance and 2025 forecasts. Currently, 2xA Entreprenad has an order backlog of SEK563m, with an additional SEK1.5bn expected from Bridge. Notably, our 7% EBIT margin assumption is generous compared to industry-standard construction margins of 4%

Cash, debt and preferred shares

We anticipate cash and cash equivalents at SEK1,319m at the end of Q2(25e) and interest-bearing debt at SEK1,557m, implying a net debt position of SEK238m. The preferred shares carry a dividend of SEK8.4 per share, representing a 10.4% yield at the current price of SEK80.5 per share, amounting to SEK134m in annual dividend payments. In our high-end value range, we apply the market value of SEK1,285m. However, as the redemption price is SEK120 per share (SEK1.9bn in total), the impact on NAV is significant, at SEK36 per share. In our low-end value range, we use the redemption price.



Net asset value per common share

Considering all assets and adjustments, our estimated NAV per common share is SEK52 in the low-end value range and SEK125 in the high-end value range. This corresponds to a P/NAV range of 1.1x at the high-end value and to 2.6x and the low-end value. ALM's adjusted P/BV(25e) is 1.5x, compared to Besqab's 0.8x, corresponding to ALM trading at a 90% premium to Besqab. We believe this premium implies that investors are pricing in a combination of superior asset appreciation potential, stronger growth prospects, and a differentiated business model.

A note on the discount rate used in the high-end valuation calculations

For our high-end valuation calculations, we have applied a 10% discount rate to determine the present value (PV) of assets, based on an expected CAGR of 15% over 2025–27. A key concern is that the company's preferred shares currently yield 10%, thus common equity – being subordinated in the capital structure – should command a higher return. Additionally, the company's outstanding bonds carry interest rates of 9–10%, suggesting that even senior creditors require a return comparable to or lower than the assumed discount rate. This raises the question of whether the 10% discount rate appropriately reflects the risk-adjusted return expectations of equity investors. A higher discount rate might be warranted to account for the greater risk inherent in common equity relative to both preferred shares and debt.

Net asset valuation—high end of the value range

Assets	Value	Assumption	Assets	Value	Assumption
ALM Småa Bostad	300	Building rights portfolio valued at SEK300m	ALM Småa Bostad	350	15% CAGR(25-27e), 10% discount rate
2xA Entreprenad	385	Sales SEK800m, EBIT margin 7%, EV/EBIT multiple 6.0x	2xA Entreprenad	420	EBIT margin 6%, EBIT SEK70m, EV/EBIT multiple 6.0x
Bridge	681	Book value	Bridge	778	15% CAGR(25-27e), 10% discount rate
Klövern	1,318	Book value	Klövern	1,736	15% CAGR(25-27e), 10% discount rate
Besqab	363	Current market value	Besqab	415	15% CAGR(25-27e), 10% discount rate
Total assets, SEKm	3,047		Total assets, SEKm	3,699	
Cash & cash equivalents	1,319	Estimated end of Q2(25e)	Cash & cash equivalents	1,319	Estimated end of Q2(25e)
Interest-bearing debt	-1,557	Estimated end of Q2(25e)	Interest-bearing debt	-1,557	Estimated end of Q2(25e)
Preferred shares	-1,909	Total redemption value, SEK I 20 per preferred share	Preferred shares	-1,285	Total current market value
Net asset value, SEKm	900		Net asset value, SEKm	2,175	
Number of common shares	17.4		Number of common shares	17.4	
Per common share, SEK	52		Per common share, SEK	125	

Source: Carnegie Research

Source: Carnegie Research

Risks

While our NAV-based valuation provides a solid framework, several risks must be considered:

- **Execution risk:** ALM's ability to deliver asset appreciation is crucial, particularly in the Bridge JV and ALM Småa Bostad.
- **Financing risk:** Refinancing under attractive terms remains a key challenge, as interest rate fluctuations could impact borrowing costs.
- Market risk: The broader housing market remains sensitive to macroeconomic conditions, including housing demand, interest rates, and construction cost trends.

These factors could influence underlying asset values and earnings potential.



Financial statements

Sales	Profit & loss (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Cross profit 1252 287 321 162 1,727 242 2773 68 125 156 156 156 157 107 104 104 104 104 105	Sales	2,314	1,681	1,759	2,096	6,902	2,386	3,127	1,112	1,390	1,738
Other income & costs	COGS	-2,062	-1,394	-1,438	-1,934	-5,175	-2,144	-2,854	-1,044	-1,265	-1,581
Sure in ass. operations and	Gross profit	252	287	321	162	1,727	242	273	68	125	156
EBITO 1 06 139 231 3,315 7/12 -1,656 -563 3-9 21 52	Other income & costs	-146	-148	-90	3,153	-2,439	-1,898	-836	-107	-104	-104
Depreciation PPE	Share in ass. operations and JV	0	0	0	0	0	0	0	0	0	0
Depreciation lease assets	EBITDA	106	139	231	3,315	-712	-1,656	-563	-39	21	52
Amortisation developments coats 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Depreciation PPE	0	0	0	0	0	0	0	0	0	0
Amortzation celetre intangibles 0	Depreciation lease assets	0	0	0	0	0	0	0	0	0	0
Impairments / wintedowns	Amortisation development costs	0	0	0	0	0	0	0	0	0	0
EBIT	Amortisation other intangibles	0	0	0	0	0	0	0	0	0	0
Amortzation acquisition related 0	Impairments / writedowns	0	0	0	0	0	0	0	0	0	0
Impatremer acquisition related 0	EBITA	106	139	231	3,315	-712	-1,656	-563	-39	21	52
EBIT	Amortization acquisition related	0	0	0	0	0	0	0	0	0	0
Share in as. operations and Y	Impairment acquisition related	0	0	0	0	0	0	0	0	0	0
Net function 1.90 2.93 2.	EBIT	106	139	231	3,315	-712	-1,656	-563	-39	21	52
of which interest in conneckspenses of which interest on lease liabilities -93 -125 -135 -219 -2-04 -2-04 -196 -92 -82 -82 -82 of which interest on lease liabilities 3 418 137 361 257 -840 -335 -96 0 <td>Share in ass. operations and JV</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></td> <td></td>	Share in ass. operations and JV	0	0	0	0	0	0	0	0		
of which interest on lease liabilities 0	Net financial items	-90	293	2	142	53	-1,080	-531	-188	-82	-85
Feet Number	of which interest income/expenses	-93	-125	-135	-219	-204	-240	-196	-92	-82	
Pre-tax profit 16 432 233 3,457 6.59 -2,736 -1,094 -227 -6.10 -33 Taxes	of which interest on lease liabilities	0	0	0	0	0	0	0	0	0	0
Taxes	of which other items	3	418	137	361	257	-840	-335	-96	0	0
Post-tax minorities interest 11	Pre-tax profit	16	432	233	3,457	-659	-2,736	-1,094	-227	-61	-33
Discontinued operations	Taxes	-11	2	-4	-34	83	28	-6	0	0	0
Net profit 16 278 194 3,386 -717 -1,982 -950 -225 -561 -33 3.4	Post-tax minorities interest	11	-156	-35	-37	-141	726	150	2	0	0
Adjusted EBITDA	Discontinued operations	0	0	0	0	0	0	0	0	0	
Adjusted EBIT 106 139 231 3,315 7-12 -1,656 5-63 3-39 21 52 52 Adjusted EBIT 106 139 231 3,315 7-12 -1,656 5-63 3-9 21 52 52 Adjusted net profit 5-3 201 108 3,283 837 2,102 -1,073 -358 -194 -1.66 5ales growth YY +chg -2,7.4% 4.6% 19.2% 229.3% -65.4% 31.1% -64.4% 25.0% 25.0% EBITOA growth YY +chg 31.1% 66.2% 1335.1% -chg -chg -chg +chg +chg +chg +chg 148.2% EBITGA growth YY +chg 31.1% 66.2% 1335.1% -chg -chg -chg +chg +chg +chg +chg 148.2% EBITGA growth YY +chg 31.1% 66.2% 1335.1% -chg -chg -chg +chg +chg +chg +chg 148.2% EBITGA growth YY +chg 31.1% 158.2% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% EBITGA margin 4.6% 8.3% 13.1% 158.2% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% EBITGA growth YY -2018 -2029 -2021 -2022 -2023 -2024 -2025 -2026 -2027 -2025 -2027 -2025 -2027 -2025 -2025 -2027 -2025 -202	Net profit	16	278	194	3,386	-717	-1,982	-950	-225	-61	
Adjusted EBIT 106 139 231 3,315 -712 -1,656 5-563 -39 21 52 Adjusted ne profit -53 201 108 3,283 8-87 -2,102 -1,073 -358 -19 -65 Sales growth Y/Y +chg -27.4% 4.6% 19.2% 229.3% -65.4% 31.1% -64.4% 25.0% 25.0% EBITDA growth Y/Y +chg 31.1% 66.2% 1335.1% -chg -chg +chg +chg +chg 146.2% EBITDA growth Y/Y +chg 31.1% 66.2% 1335.1% -chg -chg +chg	•						-1,656				
Adjusted net profit -53 201 108 3.283 -837 -2.102 -1.073 -3.58 -1.94 -1.66 Sales growth YY +chg -2.7.4% 4.6% 19.2% 229.3% -6.54% 31.1% -6.4% 25.0% 25.0% BBITDA growth YY +chg 31.1% 66.2% 1335.1% -chg -chg +chg +chg +chg +chg 148.2% BBIT growth YY +chg 31.1% 66.2% 1335.1% -chg -chg +chg +chg +chg +chg 148.2% BBIT growth YY +chg 31.1% 66.2% 1335.1% -chg -chg +chg +chg +chg 148.2% BBIT growth YY +chg 31.1% 66.2% 1335.1% -chg -chg +chg +chg +chg 148.2% BBIT Amargin 4.6% 8.3% 31.1% 158.2% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT Margin 4.6% 8.3% 13.1% 1582.3% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT Margin 4.6% 8.3% 13.1% 1582.3% -10.0% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.0% -10.3% -69.4% -18.0% -3.5% 1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.0% -10.3% -69.4% -18.0% -3.5% -1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.0% -10.3% -10.0% -3.5% -3.5% -1.5% 3.0% BBIT margin 4.6% 8.3% 13.1% 1582.3% -10.0% -10.3% -10.0% -3.5% -3.	Adjusted EBITA										
Sales growth Y/Y	•										
EBITDA growth Y/Y	Adjusted net profit	-53	201	108	3,283	-837	-2,102	-1,073	-358	-194	-166
EBITDA growth Y/Y	Sales growth Y/Y	+chg	-27.4%	4.6%	19.2%	229.3%	-65.4%	31.1%	-64.4%	25.0%	25.0%
EBIT growth YYY	EBITDA growth Y/Y	_	31.1%	66.2%	1335.1%	-chg	-chg	+chg		+chg	148.2%
EBIT growth YYY			31.1%	66.2%	1335.1%					•	148.2%
EBIT margin		+chg	31.1%	66.2%	1335.1%	-chg	-chg	+chg		+chg	148.2%
EBIT margin	FRITDA margin	4.6%	8 3%	13.1%	158.2%	-10.3%	-69.4%	-18.0%	-3 5%	1.5%	3.0%
EBIT TA TATE 18.8 13.1 13.1 158.2 1.0.3 1.0.4 1.0.5	•										
Tax rate 68.8% -0.5% 1.7% 1.0% 12.6% 1.0% -0.5% na na na Cash flow (SEKm) 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e EBITDA 106 139 231 3,315 -712 -1.656 -563 -39 21 52 Paid taxes -2 -68 -8 -16 -11 -38 -10 0	<u> </u>										
Cash flow (SEKm) 2018 2019 2020 2021 2022 2023 2024 2025e 2026e 2027e											
EBITDA											
Paid taxes											
Change in NWC											
Non cash adjustments											
Discontinued operations 0 0 0 0 0 0 0 0 0	•										
Total operating activities -80 712 -58 832 -388 -1,114 1,106 -107 34 62 Capex tangible assets -451 -1,788 -703 -2,587 -287 -81 55 -1 0 0 Capex tangible assets 0	-										
Capex tangible assets	•										
Capitalised development costs 0	i otal operating activities	-80					-1,114	-	-107		
Capex - other intangible assets 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<>											
Acquisitions/divestments 65 297 0 368 -354 717 117 271 0 0 Other non-cash adjustments 0 <td></td>											
Other non-cash adjustments 0 </td <td>_ ·</td> <td></td>	_ ·										
Total investing activities -386 -1,491 -703 -2,219 -641 636 172 270 0 0 Net financial items -90 293 2 142 53 -1,080 -531 -188 -82 -85 Lease payments 0	Acquisitions/divestments		297								
Net financial items	Other non-cash adjustments										
Lease payments 0	Total investing activities	-386	-1,491	-703	-2,219	-641	636	172	270	0	0
Dividend paid and received -58 -68 -80 -102 -116 14 -123 -135 -134 -134 Share issues & buybacks -24 1,036 835 617 57 118 141 0 0 0 0 0 Change in bank debt 329 120 29 2,104 207 -283 -69 -441 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Net financial items						-1,080				
Share issues & buybacks -24 1,036 835 617 57 118 141 0 0 0 Change in bank debt 329 120 29 2,104 207 -283 -69 -441 0 0 0 Other cash flow items 0	Lease payments										
Change in bank debt 329 120 29 2,104 207 -283 -69 -441 0 0 Other cash flow items 0											
Other cash flow items 0	Share issues & buybacks										-
Total financing activities 247 1,088 784 2,619 148 -151 -51 -576 -134 -134 Operating cash flow -80 712 -58 832 -388 -1,114 1,106 -107 34 62 Free cash flow -531 -1,076 -761 -1,755 -675 -1,195 1,161 -108 34 62 Net cash flow -219 309 23 1,232 -881 -629 1,227 -413 -99 -71 Change in net IB debt -4,378 -199 -697 573 302 289 2,436 31 -99 -71 Capex / Sales 19.5% 10.6% 40.0% 123.4% 4.2% 3.4% -1.8% 0.1% 0.0% 0.0%											
Operating cash flow -80 712 -58 832 -388 -1,114 1,106 -107 34 62 Free cash flow -531 -1,076 -761 -1,755 -675 -1,195 1,161 -108 34 62 Net cash flow -219 309 23 1,232 -881 -629 1,227 -413 -99 -71 Change in net IB debt -4,378 -199 -697 573 302 289 2,436 31 -99 -71 Capex / Sales 19.5% 106.4% 40.0% 123.4% 4.2% 3.4% -1.8% 0.1% 0.0% 0.0%											
Free cash flow -531 -1,076 -761 -1,755 -675 -1,195 1,161 -108 34 62 Net cash flow -219 309 23 1,232 -881 -629 1,227 -413 -99 -71 Change in net IB debt -4,378 -199 -697 573 302 289 2,436 31 -99 -71 Capex / Sales 19.5% 106.4% 40.0% 123.4% 4.2% 3.4% -1.8% 0.1% 0.0% 0.0%	· ·										
Net cash flow -219 309 23 1,232 -881 -629 1,227 -413 -99 -71 Change in net IB debt -4,378 -199 -697 573 302 289 2,436 31 -99 -71 Capex / Sales 19.5% 106.4% 40.0% 123.4% 4.2% 3.4% -1.8% 0.1% 0.0% 0.0%	Operating cash flow		717	-58							
Change in net IB debt -4,378 -199 -697 573 302 289 2,436 31 -99 -71 Capex / Sales 19.5% 106.4% 40.0% 123.4% 4.2% 3.4% -1.8% 0.1% 0.0% 0.0%	- i a				1 7						
Capex / Sales 19.5% 106.4% 40.0% 123.4% 4.2% 3.4% -1.8% 0.1% 0.0% 0.0%		-531	-1,076	-761							
	Net cash flow	-531 -219	-1,076 309	-761 23	1,232	-881	-629	1,227	-413	-99	-71
NWC / Sales 105.0% 259.2% 177.9% 205.2% 69.5% 116.6% 39.8% 27.5% 20.9% 16.7%	Net cash flow Change in net IB debt	-531 -219 -4,378	-1,076 309 -199	-761 23 -697	1,232 573	-881 302	-629 289	1,227 2,436	-413 31	-99 -99	-71 -71
	Net cash flow Change in net IB debt Capex / Sales	-531 -219 -4,378 19.5%	-1,076 309 -199 106.4%	-761 23 -697 40.0%	1,232 573 123.4%	-881 302 4.2%	-629 289 3.4%	1,227 2,436 -1.8%	-413 31 0.1%	-99 -99 0.0%	-71 -71 0.0%

Source: Carnegie Research & company data



Financial statements, cont.

Balance sheet (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Acquired intangible assets	0	0	0	0	0	0	0	0	0	0
Other fixed intangible assets	0	0	0	0	0	0	0	0	0	0
Capitalised development	0	0	0	0	0	0	0	0	0	0
Tangible assets	1,212	3,110	5,252	8 4 9	92	84	8 4	81	81	81
Lease assets	0	0	0	0	0	0	0	0	0	0
Other IB assets (I)	0	0	0	0	0	0	0	0	0	0
Other non-IB assets	29	249	257	3,473	6,394	4,041	2,589	2,470	2,450	2,430
Fixed assets	1,241	3,359	5,509	4,322	6,486	4,125	2,673	2,551	2,531	2,511
Inventories (2)	4,939	3,870	2,422	6,214	3,417	2,191	333	303	303	303
Receivables (2)	0	0	0	0	0	0	0	0	0	0
Prepaid exp. & other NWC items (2) IB current assets (1)	0	0	0	0	0	0	0	0	0	0
Other current assets	402	574	812	642	542	897	798	501	501	501
Cash & cash equivalents (I)	390	699	722	1,954	1,073	444	1,671	1,258	1,159	1,087
Current assets	5,731	5,143	3,956	8,810	5,032	3,532	2,802	2,062	1,963	1,891
Total assets	6,972	8,502	9,465	13,132	11,518	7,657	5,475	4,613	4,494	4,402
Shareholders' equity	565	1,142	1,126	4,278	3,778	1,301	1,419	1,057	863	697
Minorities	784	1,142	1,126	1,215	786	496	1, 7 17	1,037	6	6
Other equity	789	1,051	1,199	1,661	1,192	1,175	1,346	1,344	1,344	1,344
Total equity	2,138	3,310	3,790	7,154	5,756	2,972	2,766	2,408	2,213	2,047
Deferred tax	181	178	172	262	74	29	24	24	24	24
LT IB debt (I)	1,076	1,864	2,920	2,639	2,027	1,896	1,492	1,493	1,493	1,493
Other IB provisions (I)	0	0	0	0	0	0	0	0	0	0
Lease libilities	0	0	0	0	0	0	0	0	0	0
Other non-IB liabilities	33	211	190	109	625	32	27	19	19	19
LT liabilities	1,290	2,253	3,282	3,010	2,726	1,957	1,543	1,536	1,536	1,536
ST IB debt(I)	2,903	2,362	1,878	2,355	2,253	1,483	507	64	64	64
Payables (2)	0	0	0	0	0	0	0	0	0	0
Accrued exp. & other NWC items (2)	79 543	16	18	15	20	25	12	12	12	12
Other ST non-IB liabilities	562 0	561 0	497 0	598 0	763 0	1,220 0	647 0	597 0	672 0	747 0
Liabilities - assets held for sale Current liabilities	3,544	2,939	2,393	2,968	3,036	2,728	1,166	673	748	823
Total equity and liabilities	6,972	8,502	9,465	13,132	11,518	7,657	5,475	4,617	4,498	4,406
Net IB debt (=1)	4,378	4,578	5,275	4,701	4,399	4,110	1,674	1,643	1,743	1,814
Net working capital (NWC) (=2)	4,860	3,854	2,404	6,199	3,397	2,166	321	291	291	291
Capital employed (CE)	6,298	7,714	8,760	12,410	10,110	6,380	4,789	3,989	3,794	3,628
Capital invested (CI)	6,072	6,964	7,656	7,048	3,489	2,250	405	372	372	372
Equity / Total assets	19%	27%	27%	42%	40%	23%	26%	23%	19%	16%
Net IB debt / EBITDA	41.3	32.9	22.8	1.4	-6.2	-2.5	-3.0	-42.2	82.6	34.6
Boy shave data (SEV)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Per share data (SEK)										
Adj. no. of shares in issue YE (m)	10.15	10.15	10.21	10.63	10.72	11.00	17.36	17.36	17.36	17.36
Diluted no. of Shares YE (m) EPS	10.15 1.58	10.15 27.4	10.21 18.8	10.63 322.9	10.72 -67.10	11.00 -182.64	17.36 -64.94	17.36 -12.97	17.36 -3.50	17.36 -1.88
EPS adj.	-5.22	19.8	10.5	313.1	-78.33	-102.04	-73.35	-12.77	-11.20	-9.57
CEPS	1.58	27. 4	18.8	322.9	-67.10	-182.64	-64.94	-12.97	-3.50	-1.88
DPS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BVPS	55.6	112.5	110.3	402.4	352.6	118.2	81.8	60.9	49.7	40.1
Performance measures	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
ROE	5.7%	32.6%	17.1%	125.3%	-17.8%	-78.1%	-69.9%	-18.2%	-6.3%	-4.2%
Adj. ROCE pre-tax	na	8.0%	4.5%	34.8%	-4.0%	-29.9%	-15.5%	-2.1%	1.6%	2.5%
Adj. ROIC after-tax	na	2.1%	3.1%	44.6%	-11.8%	-57.1%	-42.6%	-10.0%	5.7%	14.1%
							1	J.		
Valuation FCF yield	2018 -22.3%	2019 -45.2%	2020 -32.0%	2021 -73.8%	2022 -28.4%	2023 -50.2%	2024 48.8%	2025e -4.5%	2026e 1.4%	2027e 2.6%
Dividend yield YE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Dividend payout ratio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Dividend + buy backs yield YE	4.0%	2.7%	1.5%	1.1%	-0.3%	4.0%	5.0%	8.3%	8.3%	0.0%
• •										
EV/Sales YE	2.96	4.97	7.33	7.57	1.56	3.33	1.65	3.62	2.97	2.41
EV/EBITDA YE	>50	>50	>50	4.8	neg.	neg.	neg.	neg.	>50	>50
EV/EBITA YE	>50	>50	>50	4.8	neg.	neg.	neg.	neg.	>50	>50
EV/EBITA adj. YE	>50	>50	>50	4.8	neg.	neg.	neg.	neg.	>50	>50
EV/EBIT YE	>50	>50	>50	4.8	neg.	neg.	neg.	neg.	>50	>50
P/E YE	>50	10.8	35.7	3.0	nm	nm	nm	nm	nm	nm
P/E adj. YE	nm	15.0	>50	3.1	nm	nm	nm	nm	nm	nm
P/BV YE	3.01	2.63	6.08	2.43	1.48	2.37	1.91	1.53	1.87	2.32
Share price YE (SEK)	167	296	671	978	521	280	156	93.0		

Source: Carnegie Research & company data



Disclosures and disclaimers

Carnegie Investment Bank AB

Carnegie Investment Bank AB (publ.) is a leading investment bank with a Nordic focus. The Carnegie group of companies, together "Carnegie", generates added value for institutions, companies and private clients in the areas of trade in securities, investment banking and private banking. Carnegie has approximately 600 employees, located in offices in six countries

Valuation, methodology, and assumptions

Commissioned research reports include the analyst's assessment of a fair value range over the coming six to 12 months based on various fundamental valuation methods. A commonly used method is DCF valuation, where future cash flows are discounted to today. Analysts may also use different valuation multiples, e.g. P/E ratio and EV/EBIT multiples, relative to industry peers. For companies where it is appropriate, a fair value range can also be based on the analyst's assessment of a fair ratio relative to the net asset value of the company. Fair value ranges represent the assessment of the analyst(s) at the time of writing

Frequency of update

Carnegie's research analysis consists of case-based analyses, which implies that the frequency of the analytical report may vary over time. Unless otherwise expressly stated in the report, the analysis is updated when considered necessary by the research department, for example in the event of significant changes in market conditions or events related to the issuer/the financial instrument.

Analyst certification

The research analyst or analysts responsible for the content of this commissioned research report certify that, notwithstanding the existence of any potential conflicts of interests referred to herein, the views expressed in this commissioned research report accurately reflect the research analyst's personal views about the companies and securities covered. It is further certified that the research analyst has not been, nor is or will be, receiving direct or indirect compensation related to the specific ratings or views contained in this commissioned research report.

Potential conflicts of interest

Carnegie, or its subsidiaries, may from time to time perform investment banking or other services for, or solicit investment banking or other business from, any company mentioned in this report. Any such publicly announced business activity, during the past 12 months, will be referred to in this commissioned research report. A set of rules handling conflicts of interest is implemented in the Carnegie Group. Investment Banking and other business departments in Carnegie are surrounded by information barriers to restrict the flows of sensitive information. Persons outside such barriers may gain access to sensitive information only after having observed applicable procedures. The remuneration of persons involved in preparing this commissioned research report is not tied to investment banking transactions performed by Carnegie or a legal person within the same group.

Confidential and non-public information regarding Carnegie and its clients, business activities and other circumstances that could affect the market value of a security ("sensitive information") is kept strictly confidential and may never be used in an undue manner.

Internal guidelines are implemented in order to ensure the integrity and independence of research analysts. In accordance with the guidelines the research department is separated from the Investment Banking department and there are no reporting lines between the research department and Investment Banking. The guidelines also include rules regarding, but not limited to, the following issues; contacts with covered companies, prohibition against offering favourable recommendations, personal involvement in covered companies, participation in investment banking activities, supervision and review of research reports, analyst reporting lines and analyst remuneration.

Other material conflicts of interest

This report was commissioned and sponsored by the issuer (issuer-paid research).

Distribution restrictions

This commissioned research report is intended only for distribution to professional investors. Such investors are expected to make their own investment decisions without undue reliance on this commissioned research report does not have regard to the specific investment objectives, financial situation or particular needs of any specific person who may receive it. Investors should seek financial advice regarding the appropriateness of investing in any securities discussed in this commissioned research report and should understand that statements regarding future prospects may not be realized. Past performance is not necessarily a guide to future performance. Carnegie and its subsidiaries accept no liability whatsoever for any direct or consequential loss, including, without limitation, any loss of profits arising from the use of this commissioned research report or its contents. This commissioned research report may not be reproduced, distributed or published by any recipient for any purpose. The document may not be distributed to persons that are citizens of or domiciled in any country in which such distribution is prohibited according to applicable laws or other regulations.

This commissioned research report is distributed in Sweden by Carnegie Investment Bank AB. Carnegie Investment Bank AB is a bank incorporated in Sweden with limited liability which is authorised and regulated by the Swedish Financial Supervisory Authority (Finansinspektionen). In Finland this commissioned research report is issued by Carnegie Investment Bank AB, Finland Branch. The Finland branch is authorised by the Swedish Financial Supervisory Authority and subject to limited regulation by the Finnish Financial Supervisory Authority (Finansivalvonta). In Norway this commissioned research report is issued by Carnegie AS, a wholly-owned subsidiary of Carnegie Investment Bank AB. Carnegie AS is regulated by the Financial Supervisory Authority of Norway (Finanstilsynet). In Denmark this commissioned research report is issued by Carnegie Investment Bank AB, Denmark Branch. The Denmark branch is authorised by the Swedish Financial Supervisory Authority and subject to limited regulation by the Danish Financial Supervisory Authority (Finanstilsynet).

This commissioned research report is distributed in the US by Carnegie, Inc., a US-registered broker-dealer and a member of FINRA and SIPC. Carnegie's research analysts located outside of the US are employed by non-US affiliates of Carnegie Inc. ("non-US affiliates") that are not subject to FINRA regulations. Generally, Carnegie research analysts are not registered with or qualified as research analysts with FINRA, and therefore are not subject to FINRA rule 2241 restrictions intended to prevent conflicts of interest by, among other things, prohibiting certain compensation practices, restricting trading by analysts and restricting communications with the companies that are the subject of the research report. Research reports distributed in the U.S. are intended solely for major US institutional investors and US institutional investors as defined under Rule 15a-6 of the Securities Exchange Act of 1934. This commissioned research report is provided for informational purposes only and under no circumstances is it to be used or considered as an offer to sell, or a solicitation of any offer to buy any securities. Reports regarding equity products are prepared by non-US affiliates of and distributed in the United States by Carnegie Inc. under Rule 15a-6(a)(3). When distributed by Carnegie Inc, Carnegie Inc. takes responsibility for the commissioned research report. Any US person who wishes to effect transactions based on this commissioned research report should contact Carnegie Inc. Investors in the US should be aware that investing in non-US securities entails certain risks. The securities of non-US issuers may not be registered with, or be subject to, the current information reporting and audit standards of the US Securities and Exchange Commission. This commissioned research report has been issued in the UK by Carnegie UK which is the UK Branch of Carnegie Investment Bank AB. Carnegie UK is authorised and regulated by the Financial Conduct Authority (FCA).

Research Disclaimer

This commissioned research report is provided solely for information. It does not constitute or form part of, and shall under no circumstances be considered as an offer to sell or a solicitation of an offer to purchase or sell any relevant financial instrument.

This commissioned research report has been requested and paid for by the issuer and should therefore be considered a marketing communication (i.e. not investment research). Payment for the report has been agreed in advance on a non-recourse basis. As commissioned research, this material can be considered an acceptable minor non-monetary benefit under MiFID II. It has not been prepared in accordance with the legal requirements designed to promote the independence of investment research. However, it is still subject to a prohibition on dealing ahead of the dissemination of the report.

Carnegie Investment Bank AB is responsible for the preparation of this commissioned research report in Sweden, Finland, Denmark, and the UK. Carnegie AS is responsible for the preparation of this commissioned research report in Norway. Carnegie Inc. is responsible for this research report in the US.

The information in this commissioned research report was obtained from various sources. While all reasonable care has been taken to ensure that the information is true and not misleading. Carnegie gives no representation or warranty, express or implied, about its accuracy or completeness. Carnegie, its subsidiaries and any of their officers or directors may have a position, or otherwise be interested in, transactions in securities that are directly or indirectly the subject of this commissioned research report. Any significant financial interests held by the analyst, Carnegie or a legal person in the same group in relation to the issuer will be referred to in the company-specific disclosures.

Company specific disclosures

The following disclosures relate to relationships between Carnegie Investment Bank AB (with its subsidiaries, "Carnegie") and the issuer or an affiliate.

 $Carnegie\ Investment\ Bank\ AB\ acts\ as\ a\ market\ maker\ or\ liquidity\ provider\ in\ the\ shares\ of\ the\ following\ issuer(s):\ ALM\ Equity$

Carnegie Investment Bank AB acts as a Certified Adviser to the following issuer(s): ALM Equity

Parts of this commissioned research report may have been submitted to the issuer prior to its publication.

Copyright © 2025 Carnegie



Commissioned Research sponsored by ALM Equity

09 May 2025

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

Carnegie Investment Bank AB, UK Branch

Finwell House, 26 Finsbury Square London EC2A IDS

Tel +44 20 7216 4000 Fax +44 20 7417 9426 www.carnegie.co.uk

Regulated by the FCA in the conduct of Designated Investment Business in the $\ensuremath{\mathsf{UK}}$