COMMISSIONED RESEARCH

02 July 2025

DNB Carnegie® Access

RESULTS PREVIEW

Commercial Services & Supplies

Fair value: SEK26.0–33.0

Share price: SEK23.1

ITAB Shop Concept

HMY integration progressing well – Q2 preview

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We expect ITAB to report a solid Q2, with strong revenue (110% Y/Y) and EBIT (47% Y/Y) growth driven by the HMY acquisition. On a pro forma basis, however, it has tough Y/Y comparables that should become easier in H2e, leading us to tweak our forecast pre-Q2 results. We see a solid industrial roll-up name and reiterate our fair value of SEK26–33.

Q2 preview. Building on ITAB's solid Q1, with a promising effect from the HMY acquisition, we expect strong progress in its Q2 even as the underlying market still is described as 'cautious, but stable'. We see Q2e revenue growing by 110% Y/Y, with an adj EBIT margin of 6.2% (-266bp), for EBIT of SEK221m (up 47% Y/Y), but still 26% below pro forma Q2 2024 as HMY and ITAB have tough Q2 Y/Y comparables, with H2 facing less-demanding Y/Y comparables.

Attractive deal. The acquisition of Financière HMY was finalised in January. We still believe it is a good fit and is set to strengthen ITAB's footprint and double its size. ITAB still sees the detailed EUR30m deal synergy as realistic by 2027, implying an attractive deal ROIC of 21–22%.

Minor forecast changes. We have tweaked forecasts pre-Q2 related to FX and non-cash items (slightly higher D&A). Financials already look solid on a pro forma basis, with net debt/adj. EBITDA of 2.48x at end-Q2e 2025, improving cash conversion likely to translate into a quick replenishment of its 'financial muscle', and the ITAB/HMY platform geared for more acquisitions.

Fair value of SEK26–33 reiterated, reflecting the potential to create a European market leader in the retail fittings segment. Using a valuation on a par with ITAB's historical LTM valuation calculates to SEK26–28, our peer group relative valuation to SEK30–34 and our updated DCF to SEK31–40, which reflects a scenario of a full realisation of the suggested synergies.

Changes in this report

	From	To	Chg
EPS adj. 2025e	2.08	1.99	-4%
EPS adj. 2026e	2.73	2.68	-2%
EPS adj. 2027e	3.3	3.3	-2%

Upcoming events

Q2 Report	16 Jul 2025
Q3 Report	30 Oct 2025
Q4 Report	10 Feb 2026

Key facts

No. shares (m)	255.3
Market cap. (USDm)	620
Market cap. (SEKm)	5,884
Net IB Debt. (SEKm)	2,887
Adjustments (SEKm)	128
EV (2025e) (SEKm)	8,900
Free float	51.0%
Avg. daily vol. ('000)	363
BBG	ITAB SS
Fiscal year end	December
Share price as of (CET)	01 Jul 2025 17:29

Key figures (SEK)	2024	2025e	2026e	2027e
Sales (m)	6,585	13,653	14,784	15,301
EBITDA (m)	713	1,215	1,570	1,767
EBIT (m)	459	727	1,070	1,264
EPS	1.38	1.55	2.68	3.29
EPS adj.	1.53	1.99	2.68	3.29
DPS	0.00	0.45	0.80	1.00
Sales growth Y/Y	7%	107%	8%	4%
EPS adj. growth Y/Y	23%	30%	35%	23%
EBIT margin	7.0%	5.3%	7.2%	8.3%
P/E adj.	15.0	11.6	8.6	7.0
EV/EBIT	10.0	12.2	7.8	6.1
EV/EBITA	10.0	12.2	7.8	6.1
EV/EBITDA	6.4	7.3	5.3	4.4
P/BV	1.3	1.3	1.2	1.0
Dividend yield	0.0%	1.9%	3.5%	4.3%
FCF yield	5.3%	5.8%	10.6%	13.4%
Equity/Total Assets	60.2%	35.5%	38.3%	41.1%
ROCE	9.4%	10.4%	12.0%	13.2%
ROE adj.	9.6%	11.3%	14.6%	15.9%
Net IB debt/EBITDA	-0.5	2.4	1.5	1.0

Share price – 5-year

High/Low (12M)				**SEK30.2/19.1**
Perf.	3M	6M	12M	YTD
Abs.	11.35	10.29	-11.35	10.29
Rel.	11.48	10.43	-8.57	10.43

Source: DNB Carnegie (estimates), FactSet, Infront & company data

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Equity story

Near term: within 12M

Raised expectations for and seemingly lowered risk of the HMY acquisition, and potential to create a European market leader in the retail fittings segment. Our fair value is SEK26–33 – applying ITAB's historical LTM valuation multiples suggests SEK26–28, peer-group multiples SEK30–34, and our updated DCF to SEK31–40, with the top end of the latter being based on full realisation of identified cost and revenue synergies and execution of a continued sector roll-up strategy.

Long term outlook: 5Y+

With the acquisition of HMY, ITAB has become the European market leader in the segment of retail store fittings, with a strong offering also in retail technology systems and lighting products delivering on an impressive sector roll-up strategy. The sector is still highly fragmented, so assuming ITAB/HMY is fully integrated with re-established strong financials, the new foundation should be well placed to continue to drive sector consolidation and shareholder friendly capital allocations.

Key risks:

- Market demand not recovering as expected.
- Weak consumer confidence affecting market demand more than expected and ITAB not able to offset it.
- ITAB failing to successfully integrate HMY, with the combined operation not able to realise its potential.

Company description

ITAB/HMY is the leading European supplier of retail solutions including consultative design services, custom-made interiors, checkout systems, consumer guidance solutions, professional lighting systems and interactive digital solutions for the physical store.

Key industry drivers

- Retailer demand to create a more efficient and revenue generating operation.
- Retailer demand to establish new stores and refurbishing existing sites to expand their operations.

Industry outlook

- Generally wide variability among retail customers depending on financial strength and growth opportunities in their sub-sectors.
- Still-solid demand for high-ROI offerings.

Largest shareholders, capital

Pomona-gruppen	15.7%
WQZ Investments Group	15.1%
Petter Fägersten	10.3%

Cyclicality

Cyclicality: Yes

Mid

Key peers

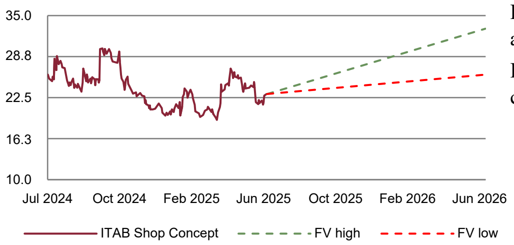
SME industrial peers: Alligo AB, Alimak AB, Bergman & Beving AB, Coor Service Management, Nederman AB, Fagerhult AB.

Nordic retail peers: H&M AB, Axfood AB, Clas Ohlson AB, Europris AS, Tokmanni Oy, Byggmax AB.

Valuation and methodology

The low end of our fair value range of SEK26 is based on ITAB's historical LTM average multiples applied to our 2025–27e and the low end of the peer group relative valuation. The high end of our fair value range of SEK33 is based on the lower end of our DCF and the high end of the peer group relative valuation range.

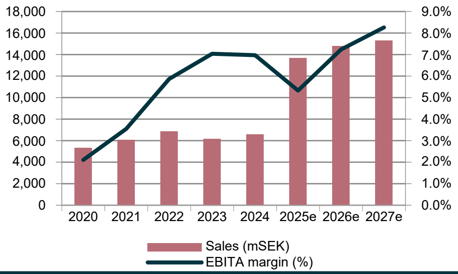
Fair value range 12M



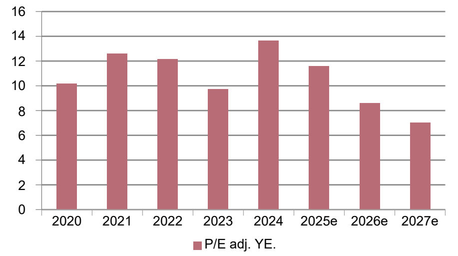
High fair value: Moving from a product focus to solutions and systems orientation offers potential to become a preferred supplier to more of Europe's retail sector. Promising growth platform in Retail Technology.

Low fair value: Competitive and fragmented market, with key customers generally being large with a keen cost focus, putting pressure on the supplier base.

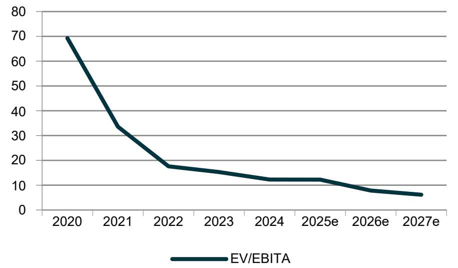
Key metrics



PE 12-months forward



Long-term valuation trend



Source: DNB Carnegie (estimates) & company data

Q2 preview

ITAB Shop Concept Q2e preview – DNB Carnegie forecast and consensus

DCAR estimates	2024				2025e		DCAR		Consensus	
SEKm	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2a**	**Q2e**	**dev**	**Q2e**	**dev**
Sales	1,576	1,685	1,553	1,771	2,819		3,541	0%	3,492	1%
Gross profit	476	498	437	467	710		894	0%	890	
EBITDA adj	223	212	154	172	293		345	0%	337	2%
Depr & amort	-62	-62	-64	-66	-112		-124		-99	
EBIT adj	161	150	90	106	181		221	0%	238	-7%
IAC/One-offs	0	0	-21	-27	-55		-50	n.m.	-50	n.m.
EBIT rep	161	150	69	79	126		171	0%	188	-9%
Net financials	-20	-7	4	2	-53		-44	0%	-66	
PTP	141	143	73	81	73		127	0%	122	
Tax / Minority	-41	-48	-30	-8	-36		-36	0%	-28	
Net profit	100	95	43	73	37		91	0%	94	-3%
EPS (SEK)	0.47	0.44	0.18	0.29	0.15		0.36	0%	0.40	-9%
DPS (SEK)										
Sales growth (YOY)	5%	12%	2%	11%	79%		110%	0.0pp	107%	2.9pp
Organic (YOY)	5%	12%	4%	10%	8%		9%	0.0pp		
Acquired (YOY)	0%	0%	0%	0%	71%		106%	0.0pp		
Gross margin	30.2%	29.6%	28.1%	26.4%	25.2%		25.3%	0.0pp	25.5%	-0.2pp
Adj EBITDA margin	14.1%	12.6%	9.9%	9.7%	10.4%		9.7%	0.0pp	9.7%	0.1pp
Adj EBIT margin	10.2%	8.9%	5.8%	6.0%	6.4%		6.2%	0.0pp	6.8%	-0.6pp
Geographic split	**2024**				**2025e**		**DCAR**		**Consensus**	
Sales	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2a**	**Q2e**	**dev**	**Q2e**	**dev**
Northern Europe	496	469	335	447	420		528	0%		
Central Europe	292	332	316	371	435		546	0%		
UK & Ireland	183	160	192	181	221		278	0%		
Southern Europe	314	367	372	427	1,221		1,534	0%		
Eastern Europe	124	167	187	189	261		328	0%		
RoW	167	190	151	156	261		328	0%		
Total	1,576	1,685	1,553	1,771	2,819		3,541	0%	3,492	1%
Customer split										
Grocery	888	887	913	995	1,500		1,884	0%		
Home improvement	210	193	143	264	280		352	0%		
Fashion	143	195	172	134	284		357	0%		
Other	335	410	325	378	755		948	0%		
Total	1,576	1,685	1,553	1,771	2,819		3,541	0%	337	951%
Financial KPIs										
FCF	9	-8	91	228	-106		34	0%		
FCF (LTM)	630	479	381	320	205		247	0%		
Net debt (lease adj)	96	199	-392	-969	2,618		2,584	0%		
NID/EBITDA (adj)	0.15	0.29	-0.60	-1.56	3.86		3.26			

Source: DNB Carnegie (estimates), company (historical data), Bloomberg (limited consensus)

The main event of ITAB's Q1 report was the first consolidation of HMY (included since February 2025), with Q2 being the first full quarter including the acquisition. We understand that the global general uncertainty is still not encouraging ITAB/HMY's customers to drive large-scale investment programmes, but the demand backdrop now seems stable, creating a solid base to enact the HMY integration.

Looking at the pro forma numbers including HMY for 2024, we notice that H1 2024 still makes for very tough comparisons, with Q2 2024 standing out with strong delivery from ITAB and implicitly looking at the pro forma details supplied even more so for HMY. At the same time, H2 2024 was weaker on both sides, implying that comparison Y/Y should become easier in H2 2025 and particularly in Q4 2025. This is something mirrored in our quarterly breakdown, still suggesting a 2025 result before exceptional items (deal and integration related) on a par with the 2024 pro forma numbers.

ITAB/HMY pro forma financials and DNB forecasts (SEKm)

	2024 Q1(a)	Q2(a)	Q3(a)	Q4(a)	FY(a)	2025e Q1(a)	Q2e	Q3e	Q4e	FYe
Net sales	**2,847**	**3,433**	**3,356**	**3,643**	**13,279**	**3,308**	**3,541**	**3,496**	**3,796**	**14,142**
YOY chg					*8%*	*16%*	*3%*	*4%*	*4%*	*6%*
CoGS	-2,125	-2,542	-2,568	-2,816	-10,052	-2,493	-2,647	-2,621	-2,833	-10,594
Gross profit	**722**	**891**	**788**	**827**	**3,227**	**815**	**894**	**875**	**963**	**3,548**
gross margin	*25.4%*	*26.0%*	*23.5%*	*22.7%*	*24.3%*	*24.6%*	*25.3%*	*25.0%*	*25.4%*	*25.1%*
OpEX	-424	-479	-444	-503	-1,850	-495	-549	-544	-567	-2,156
EBITDA excl NRI	**298**	**412**	**344**	**324**	**1,377**	**320**	**345**	**331**	**396**	**1,392**
EBITDA margin	*10.5%*	*12.0%*	*10.2%*	*8.9%*	*10.4%*	*9.7%*	*9.7%*	*9.5%*	*10.4%*	*9.8%*
D&A	-111	-112	-113	-122	-459	-111	-124	-124	-128	-487
EBIT excl NRI	**187**	**299**	**230**	**201**	**918**	**209**	**221**	**207**	**268**	**905**
EBIT margin	*6.6%*	*8.7%*	*6.9%*	*5.5%*	*6.9%*	*6.3%*	*6.2%*	*5.9%*	*7.1%*	*6.4%*

Source: DNB Carnegie (estimates) & company

For Q2, we forecast revenue growth of 110% on a reported basis (+3% versus the pro forma Q2 2024), to SEK3,541m. We expect a slightly better mix than in Q1, suggesting Q/Q gross margin expansion, but still-weaker Y/Y implying a gross margin contraction by 430bps, to 25.3%, mainly related to the HMY acquisition (-70bp Y/Y on pro forma basis). Similarly, we forecast an EBIT margin contraction of 266bp, to 6.2% for an adjusted EBIT of SEK221m, up 47% Y/Y on a reported basis but down 26% Y/Y on a pro forma basis, mainly related to the tough Y/Y comparison.

We have made marginal forecast changes ahead of the Q2 report mainly related to FX and non-cash items (minor change to depreciation/amortisation) resulting in 1–2% cut to our EPS forecasts for 2025–27. From a financing perspective, we see ITAB's net debt to EBITDA strengthening to 3.34x by end-Q2 (3.26x IFRS16 adj.); it would still only include HMY-related EBITDA for five months (February to June), but with the full financial burden. However, on a pro forma basis including HMY, adj. EBITDA for the full LTM period would suggest a healthier financial position even now, with a net debt/adj. EBITDA of c2.48x (c2.28x excluding an IFRS16 effect) by end-Q2e.

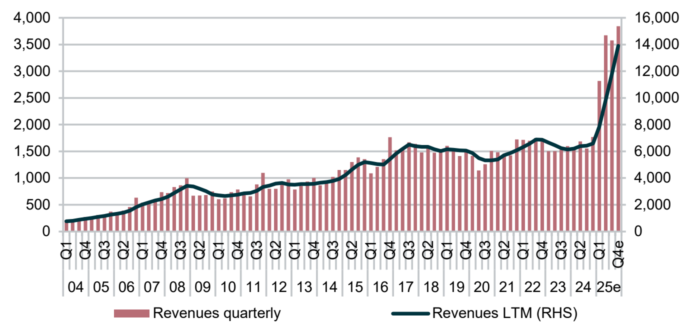
Comparing our updated forecasts with ITAB's financial targets suggests that the company should report substantially higher revenue growth over 2025–27 than its targeted 4–8%, particularly in 2025e. While the 2025 EBIT margin is likely to be below its 7–9% target in 2025e, we expect 2026–27 to be supported by synergy realisation and progress towards the higher end of the range. We forecast cash conversion to be slightly weaker than its target during the period, but still expect healthy FCF generation. We see headroom for ITAB to restart its dividend distribution in 2025.

ITAB financial targets and DNB Carnegie estimates

	Average	Reported - fiscal years				ITAB Group	DNB Carnegie estimates		
	2003-2020	2021	2022	2023	2024	target	2025e	2026e	2027e
Sales growth	13.3%	14.4%	12.8%	-10.6%	7.3%	4-8%	107.1%	8.4%	3.5%
Organic sales growth	1.9%	9.1%	6.9%	-13.9%	7.7%	-	8.7%	3.0%	3.5%
EBIT margin	6.2%	6.3%	6.5%	7.0%	7.7%	7-9%	6.4%	7.2%	8.3%
Cash conversion	74%	-34%	80%	118%	82%	>80%	57%	69%	72%
Dividend of net profit	25%	0%	41%	58%	0%	>30%	30%	30%	30%

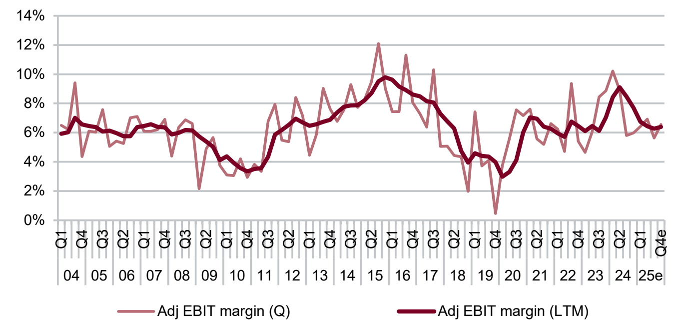
Source: DNB Carnegie (estimates) & company

ITAB revenue quarterly and LTM (SEKm)



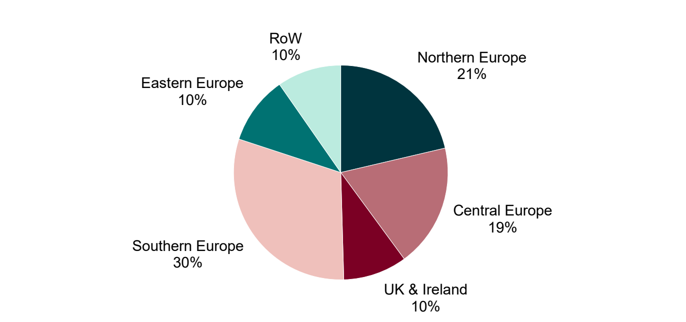
Source: DNB Carnegie (estimates) & company data

ITAB EBIT margin quarterly and LTM



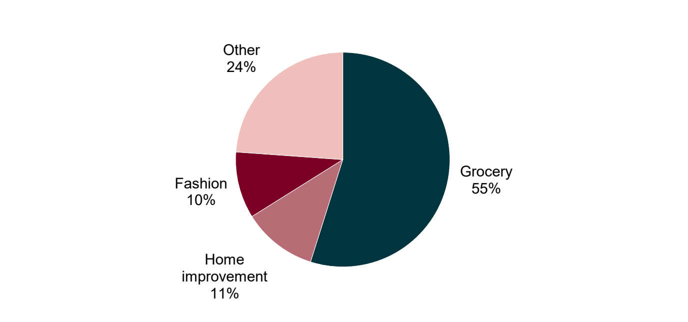
Source: DNB Carnegie (estimates) & company data

ITAB geographical revenue breakdown LTM Q1 2025



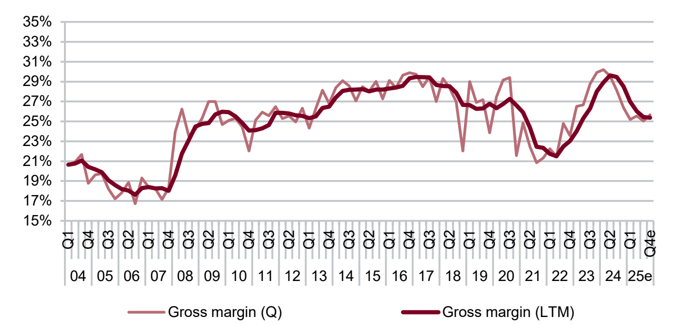
Source: DNB Carnegie (compilation) & company data

ITAB customer segment revenue breakdown LTM Q1 2025



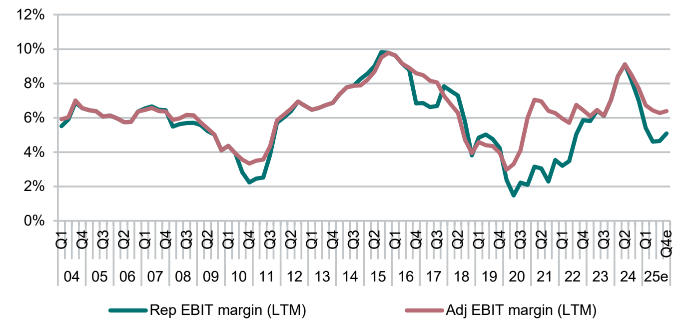
Source: DNB Carnegie (compilation) & company data

ITAB gross margin quarterly and LTM



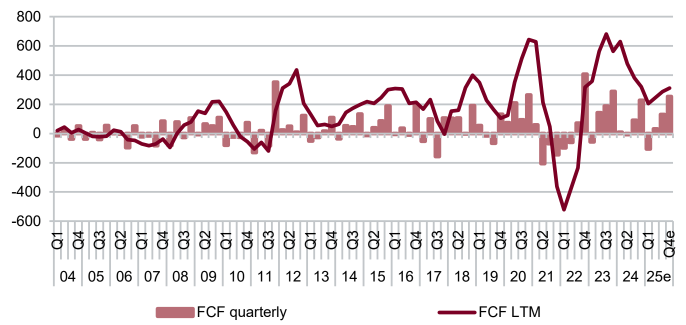
Source: DNB Carnegie (estimates) & company data

EBIT margin reported and adjusted LTM



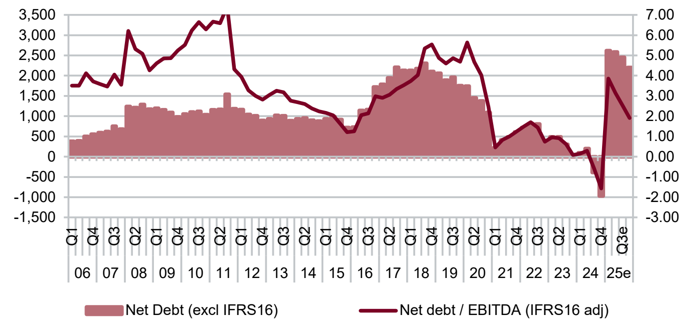
Source: DNB Carnegie (estimates) & company data

ITAB FCF quarterly and LTM (SEKm)



Source: DNB Carnegie (estimates) & company data

ITAB net debt IFRS16 adj (SEKm) and net debt to EBITDA (RHS)



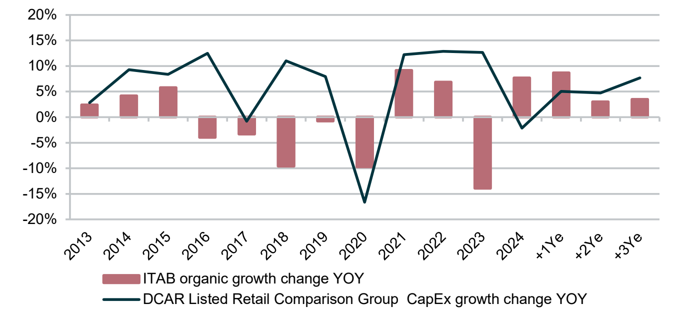
Source: DNB Carnegie (estimates) & company data

Underlying market forecast – stable with growth in outlook

We have not been able to find any relevant market statistics for the retail store-fittings market and, given its fragmented nature, trying to consolidate and aggregate market data from the accounts of the various market participants did not add much either, as most peers are either part of larger groups or smaller family-controlled companies.

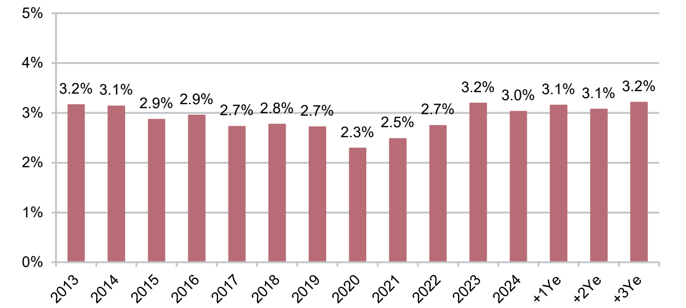
However, we have consolidated data for a larger listed peer group covering global, regional and local listed retail companies (75 listed companies in total). Covering all the sub-segments of the retail space that we find in ITAB's customer base gives a good base indication on retail investment levels, which in our view should be the main business driver for ITAB. We have labelled this the DNB Carnegie Global Listed Retail Comparison Group.

DCAR global listed retail comparison growth CapEx and ITAB organic growth (chg YOY)



Source: DNB Carnegie (calculations) & Bloomberg (company & consensus)

DCAR global listed retail comparison group - capex to sales (%)



Source: DNB Carnegie (calculations) & Bloomberg (company & consensus data)

Looking at the DNB Carnegie Listed Retail Comparison Group and using accounting data and forecasts from Bloomberg suggest combined average revenue growth of 9.1% over the past 12 years (2013–24), with current expectations of 5.0–6.9% growth for +1Y to +3Y (in most cases referring to the calendar years 2025–27). Similarly, looking at capital expenditure for the DNB Carnegie Listed Retail Comparison Group, we find 12-year average growth of 5.8% between 2013 and 2024, implying a slightly falling capex to sales ratio from 3.2% in 2013 to 3.0% in 2024, with a narrow range of 2.3–3.2%, suggesting that overall capital expenditure is of a recurring nature that could be expected in the sector. The Bloomberg consensus capital expenditure is for growth of 5.0% in +1Y and 4.7% in +2Y, representing about 3.1–3.2% in capex to sales in the coming three years--so a stable underlying market with a generally positive outlook.

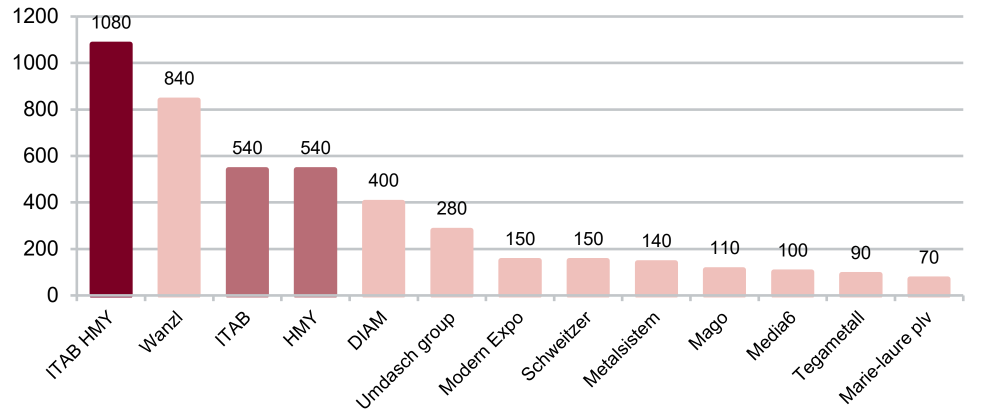
Reflecting the dramatic changes in the retail landscape over the past two decades, even a stable capital investment level overall hides the fact that the underlying spending has changed dramatically from store roll-out models (suitable for ITAB/HMY's old structure of large series and multiyear roll-out planning) towards much more fragmented spending, covering e-commerce distribution set-ups, omni-channel strategies and smaller concept store roll-outs (more suitable for ITAB/HMY's solution sales and local customisation strategy). However, looking at ITAB's sales trend over the past 12 years, the average growth of 6.1% mirrors quite well the average capital investment of 5.8% for the DNB Carnegie Listed Retail Comparison Group. However, we also note that average organic sales growth over the period for ITAB has been close to zero, suggesting that it is only consolidation (M&A) that has driven growth (adjusting for a minor positive FX component).

From a demand perspective, any general demand indicators such as this have less relevance and, as the company itself points out, to get retailers to make capital investments in the current uncertain economic environment, the projects need a tangible, and short, ROI, and that many retailers also contemplate investments with a strong sustainability angle – preferably both. However, with the acquisition of HMY, the new ITAB Group has also elevated itself to a new competitive position across the European market, creating new opportunities to drive growth across segments and geographies, with a more extensive product and service offering than before.

HMY acquisition next step in its industrial roll-up

Given ITAB's historical track record of acquisition-based growth and the still-fragmented European retail interior market, we have seen its financials and strengthened own platform as an improved base for further industrial roll-up opportunities. Thus, we have highlighted the potential in ITAB's acquisition of French store fittings group Financière HMY, doubling the size of the company and creating a new European market leader.

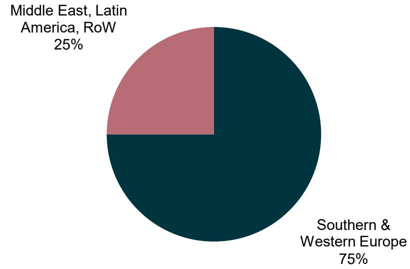
European companies in the retail store fittings market (2023, EURm, global revenue)



Source: Company (Based on management estimates and latest available financial statements (figures rounded) and excluding other operations than retail store fittings solutions)

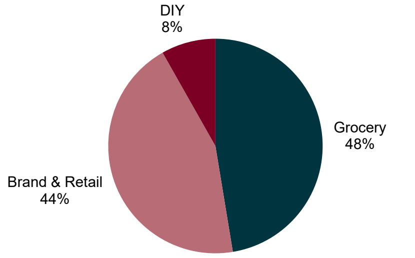
HMY looks to be a good match with ITAB, set to strengthen the southern European footprint and add the Middle East and Latin America (largely complementary). Similar to ITAB, we understand that during the recent period of lower end-customer demand, HMY worked on business improvements and efficiency measures. To us, this implies two stronger, more agile companies, and the next step in consolidating the fragmented European market.

HMY geographical split (2023)



Source: Company

HMY customer split (2023)



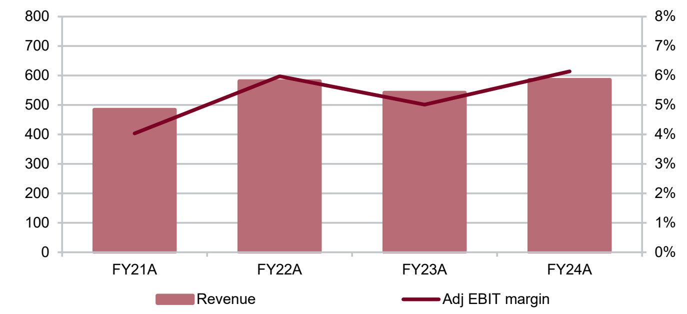
Source: Company

With the solid progress in HMY in 2024 seeing 8.2% net sales growth to EUR585m and an adjusted EBIT margin of 6.1%, the acquisition price of EUR320m suggests attractive acquisition multiples in our view, with a 2024 EV/sales of 0.55x (2023: 0.59x) and EV/adj. EBITDA of 5.4x (2023: 6.4x). In our acquisition accounting, assuming full delivery of the indicated deal synergies of EUR30m by 2027 suggests a post-synergy 2027e EV/EBITDA of c3.3–3.4x and ROIC of 21–22%.

ITAB HMY acquisition accounting					Sep/24
SEKm	**2023**	**2024**	**2025e**	**2026e**	**2027e**
Revenues	6,211	6,694	6,772	7,042	7,547
EBIT bef goodwill	**311**	**411**	**423**	**447**	**472**
margin %	*5.0*	*6.1*	*6.2*	*6.4*	*6.3*
+ Synergy potential			33	167	334
- Interest cost (6.0%)		-169	-169	-169	-169
Pretax impact	**311**	**242**	**287**	**445**	**637**
EPS impact		**0.68**	**0.80**	**1.25**	**1.79**
Imp on pre-deal est (%)			*40.2*	*56.7*	
RoIC (%)		*11.2*	*12.4*	*16.7*	
	2023	2024			2027e
EV/Sales	0.59	0.55			0.49
EV/EBITDA	6.4	5.4			3.3
Acquisition cost	3,672				
Goodwill	1,980				

Source: DNB Carnegie (estimates) & Company

HMY revenues (EURm) and adj EBIT margin (%)



Source: Company

The indicated deal synergies of EUR30m seem realistic to us, with EUR20m related to purchasing gains and removing double-manning situations, and not seeking further complicated savings in the manufacturing footprint, at least at this stage. Similarly, using HMY's customer relations to cross-sell ITAB's technology and lighting solutions could add at least EUR20m in revenue, with a high-gross margin contribution, i.e. cEUR10m in profit contribution by 2027e. Looking at purchasing, its largely doubled combined volume to an annual value of EUR600m seems beneficial for an agile purchasing team. We understand work has already been done to find the new combined opportunities, with the normal contract period indicating most savings should be realised in 2026, in our view, with ITAB committing to 2027. We note that management seems confident in synergy delivery, but is backing down on committing to even more, still suggesting that the playbook created during the OneITAB efficiency work largely can be reused now, looking at the combined ITAB/HMY.

In Q1, ITAB charged SEK55m related to deal finalisation and integration costs, slightly less than what we had expected, and we have now similarly adjusted our Q2 expectations of integration costs down to SEK50m and the 2025e burden to SEK150m (previously SEK180m) still implied to create the foundation for full synergy realisation by 2027.

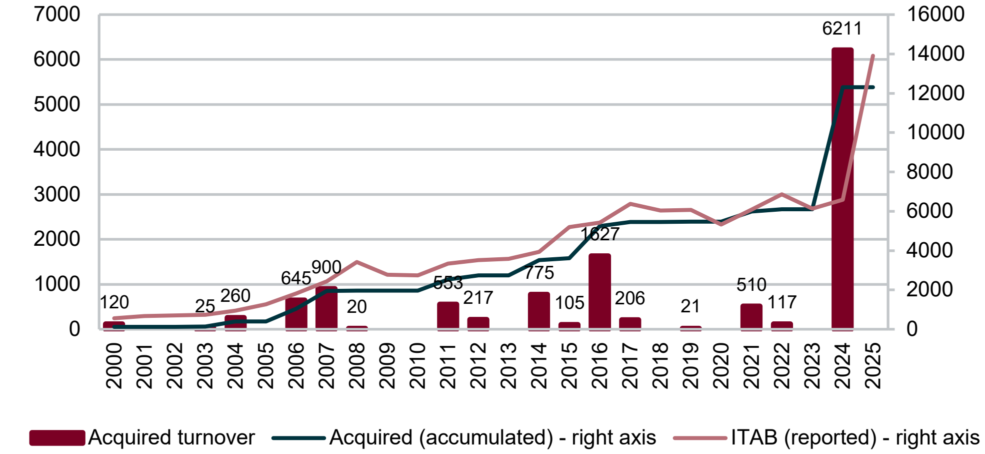
Acquisition history

ITAB acquisition and disposal log

Year	con.	Target	Price	Sales	OpP	OpP margin	EVS (x)	EVOpP (x)	comment
				(SEKm)					
2025	May	Signatrix GmbH (Ge)							German Retail AI startup becoming wholly owned
2024	Dec	Nuco Sourcing (HK) Co Ltd (HK)	25						Disposal of Chinese lighting component company
	May	Financière HMY (Fr)	3616	6116	568	9.3%	0.59	6.4	Leading European store fittings group
	May	Signatrix GmbH (Ge)	23						German Retail AI startup (18% holding)
	May	Imola Retail Solutions Srl (It)	12						19% option to make operation whole owned utilised
2023	May	OmboriGrid AB	15						21% shareholding disposed
2022	Feb	Oy Checkmark Ltd (Fi)	53	117	19.1	16.4%	0.45	2.8	Nordic supplier of checkout and store guidance tech
2021	Apr	La Fortezza Sudamericana SA (Arg)	19						Remaining 15% of subsidiary in South America
	Jan	Imola Retail Solutions Srl (It)	57	510	30.0	5.9%	0.14	2.3	81% hld (+opt in 2024) in Cefla's unit retail solutions
2019	Jul	Ombori Apps AB	15	21.0	0.4	1.8%	2.38	-	30% holding in digital shop experience company
2017	Jul	D&L Lichtplanung GmbH (It)	151	206	22.6	11.0%	0.73	6.7	Leading German store lighting company
2016	May	La Fortezza Group (It)	990	1291	116.2	9.0%	0.77	8.5	Leading Southern European store fittings company
	May	Pikval Group Oy (Fi)	61	159	12.7	8.0%	0.38	4.8	Finnish producer of concept store fittings
	May	MB Shop Design i Hillerstorp	106	140	17.3	12.4%	0.76	6.1	Swedish producer concept store fittings
	Apr	LICHTSPIEL Lichtprojekte und Design	24	37	2.2	6.0%	0.64	10.7	German retail lighting company
2015	Feb	JDP (Latvia)	60	105	10.5	10.0%	0.58	5.8	Latvian store fitting company Euro speciality retail
2014	Dec	Reklamepartner (No)	4	27.5			0.31		51% hld Norwegian in-store promotion company
	Nov	Eurolys (No)	4	33			0.12		Assets from Norwegian lighting sales company
	Oct	New Store Europe BV (Ne)	12	200			0.06		Assets from Dutch bankruptcy
	Oct	New Store Europe Denmark AS (Dk)	9	139			0.06		Assets from Danish bankruptcy
	Oct	New Store Europe Sverige AB	8	100			0.08		Assets from Swedish bankruptcy
	Oct	New Store Europe Norge AS (No)	20	275			0.07		Assets from Norwegian bankruptcy
2012	Jun	Maxted Hld Group Ltd (UK)	22	130	2.6	2.0%	0.17	8.5	UK producers of wood store fittings
	Apr	Prolight Försäljnings AB	16	87	8.4	9.7%	0.38	3.9	Acq of 49% minority of retail lighting sales company
2011	Aug	Nordic Light Group AB	265	553	83	15.0%	0.48	3.2	Leading Scandinavian retail lighting company
2008	May	Scangineers BV (Ho)							Asset acq of producer self-checkout systems
	Feb	Pan-Oston (Fi)							Finnish producer cashier disks & entry/exit systems
	Jan	L-Form Logisitcs AB	7	20	good		0.35		Producer of entrance and flow systems
2007	Dec	Hansa Kontor Shopfitting	250	850	30	3.5%	0.29	8.4	Market leader in Europe for cashier desks
	Jun	Sintek	15	50	good		0.30		Leading store fitter for pharmacies in Sweden
2006	Oct	Radford CGC (UK)	50	200	good		0.25		UK producer of cashier desks & entry/exit systems
	Jun	PharmaService (No)	14	40	good		0.35		Leading Norwegian producer of Pharmacy interiors
	Mar	City Group (UK)	88	300	18	6.0%	0.29	4.9	UK producer of complete store systems & concepts
	Jan	Novena (Lithuania)	18	60	good		0.30		Lithuanian producer of complete store systems
	Jan	PremOers (Ne)	15	45	good		0.33		Dutch project mgmt company for store concepts
2004	Nov	Lindco AS (No)		50	good				Leading Norwegian sales channel
	Jul	ABL Blansco (Cz)		120					Czech family owned low-cost manufacturer
	Jul	APOS Letovice (Cz)							
	Jun	Stenestams Industri		90					Swedish cashier desk manufacturer
	May	ITAB Shop Concept							Spin-off from XANO Industries. IPO.
2003		Sisustus AS (Est)							
		Södergrens Metallkonstr							
		Shop Equipe (Cz)		25					Czech development company
		Shop Equipe (Dk)							Danish shop fitting company
		Skandinavisk Inredning							
2001		Legra Baltic (Latvia)							
2000		ISC Inter Shop Center (Ne)		120					Assets from Dutch bankruptcy (Ahold customer)
1999		Sabina Inredningar							
1998		Expo Kaluste Oy (Fi)							
1996		Produktions AB R.Berg							
		RIVA Hugin Sweda (Dk)							
		KB Design AS (No)							
1992		Metallteknik met-o-matic							
1991		Legra ASA (No)		50					
		Super Service (Dk)							
1989		ABO Metall							
1988		Törnblom Nässjö							

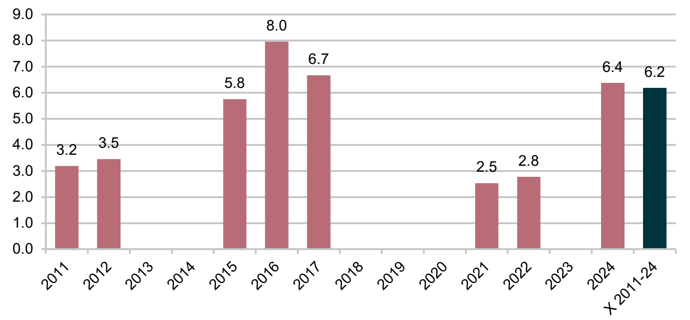
Source: DNB Carnegie (estimates) & company

ITAB Shop Concept - acquired turnover (mSEK)



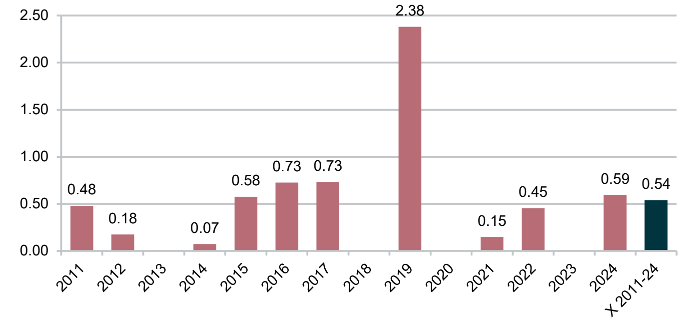
Source: DNB Carnegie (estimates) & company data

ITAB average EV/EBIT acquisition multiples (x)



Source: DNB Carnegie (estimates) & company data

ITAB average EV/sales acquisition multiples (x)



Source: DNB Carnegie (estimates) & company data

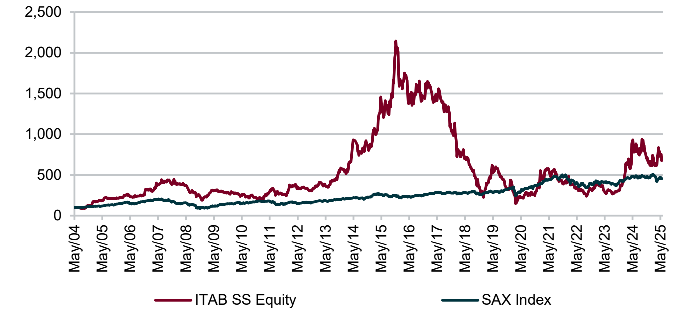
Valuation and risks

As illustrated in the chart below, ITAB Shop Concept's share price has seen some volatility, hitting a pandemic-related low in early-2020 on a par with the adjusted share price around the IPO in 2004. The ITAB share price has recovered strongly since, trading at 2025–26e P/Es of 11.0x and 8.5x, EV/EBITDA of 6.4x and 5.2x and a FCF yield of 6.0% and 11.0% respectively. Given the HMY acquisition and earlier successful implementation of the 'One ITAB' strategy, we find ITAB having advanced its positions, with a much stronger roadmap for the future, complemented by strengthening financials. Given that the stock has limited analyst coverage and limited, but growing, local and international institutional ownership, we believe the ITAB industrial roll-up story and 'One ITAB' strategy implementation may have gone relatively unnoticed by the broader investment community.

ITAB share price since IPO (SEK)

Source: Bloomberg

ITAB relative to OMX All-share since IPO (indexed)

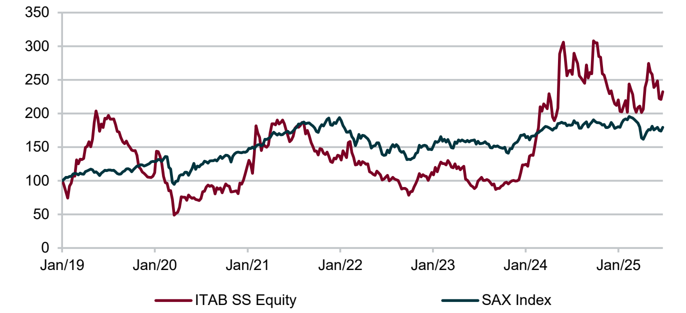


Source: Bloomberg

ITAB share price since January 2019 (SEK)

Source: Bloomberg

ITAB relative to OMX All-share since January 2019 (indexed)

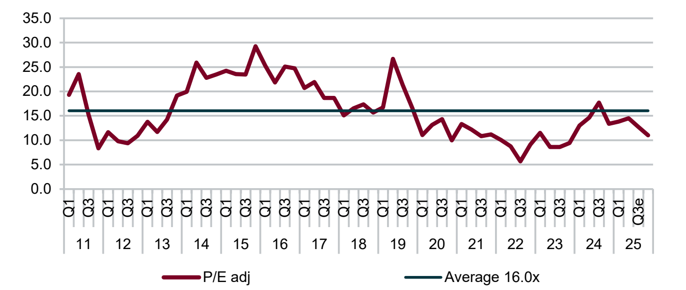


Source: Bloomberg

Historical valuation (LTM base)

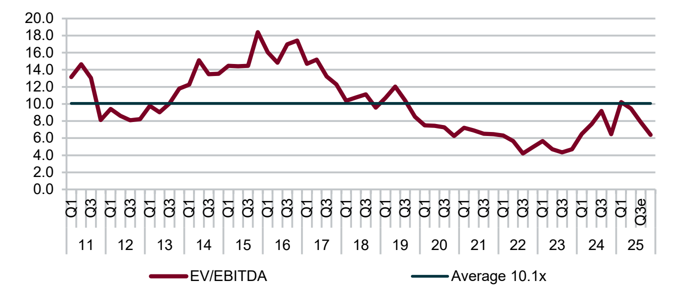
There is no consensus with which to compare our forecasts, or a simple measure on which to either carry out a relative valuation versus the company's historical forward-looking valuation ratios or a wide universe of sector peers with which to compare.

ITAB - P/E LTM (x)



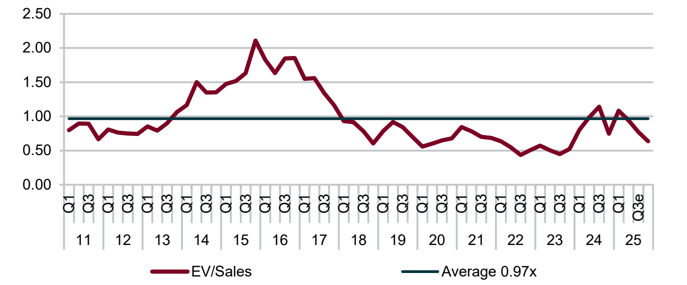
Source: DNB Carnegie (estimates), company (historical data) & Bloomberg (price data)

ITAB - EV/EBITDA LTM (x)



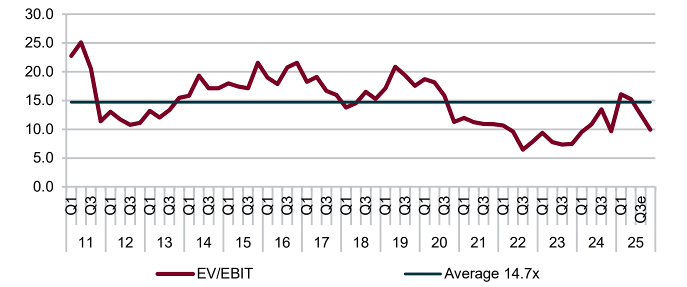
Source: DNB Carnegie (estimates), company (historical data) & Bloomberg (price data)

ITAB - EV/sales LTM (x)



Source: DNB Carnegie (estimates), company (historical data) & Bloomberg (price data)

ITAB - EV/EBIT LTM (x)



Source: DNB Carnegie (estimates), company (historical data) & Bloomberg (price data)

To bridge the gap of not having forward-looking valuation ratios (NTM), we have created the long-term quarterly charts below on an LTM basis, which should be a fair approximation given ITAB's long history as a listed company, despite losing some of the investor sentiment at the time based on actual outcomes rather than the outlook. The historical charts show 2014–16 as having exceptionally high expectations, driven by the company becoming a European market leader in the retail store fittings industry through some well-executed acquisitions combined with investors attracted to the growing technology angle to ITAB, with its launch of the self-checkout range at the time. Including this high-expectation period, we find ITAB's average LTM valuation at a P/E of 16.0x, EV/sales of 0.97x, EV/EBITDA of 10.1x and EV/EBIT of 14.7x for 2011–25e. This would imply that ITAB is currently valued 47% below (range 43–48%) its long-term valuation ratios, looking at the current valuation on our 2026e.

However, we believe it will take some time for ITAB to full re-establish its growth trajectory, with an institutional owner base giving fully benefit to the HMY acquisition, which would be required to make the long-term average valuation a logical target. If we instead shorten the valuation base to 2021–25e, we calculate ITAB's average LTM valuation of P/E of 11.5x, EV/sales of 0.72x, EV/EBITDA of 6.6x and EV/EBIT of 10.5x, which still would imply that ITAB is currently valued 24% below (range 21–27%) our 2026 expectations. In our view, this seems to be a more realistic valuation base, at least in the medium-term, still suggesting a valuation range of SEK25.90–27.80 per ITAB share at present on its own historical valuation multiples.

Peer group relative valuation

We struggle to identify any direct peers to ITAB for a valuation and performance comparison, and our suggested peer groups thus first include Nordic SME Industrial companies (the sub-group ITAB itself features in from an index view), and second, Nordic Retail companies. Neither is perfect on a more detailed level, but should give a good view on the local preferences on a more aggregated level.

In the table above, +1Y relates largely to calendar year 2025 for most companies in our peer groups, while +2Y relates to 2026 and +3Y to 2027. Taking an average of the valuation multiples for the Nordic SME Industrial peer group for 2025–27e suggests that, on our forecasts, ITAB is valued at an average of 31% below, and at an average of 24% below the Nordic Retail peer group.

The lower valuation of the Nordic Retail peer group also gives an indication for ITAB given that it is a part of its customer base, suggesting a lower valuation than the Nordic SME Industrial peer group. This indicates ITAB Shop Concept sells at lower multiples than its peers and a valuation on a par with the average of the Nordic SME Industrial peer group would calculate to SEK33.40 per ITAB share (range SEK26.70–37.80 across valuation ratios), and SEK30.40 per share (range SEK25.30–38.90) applying multiples for the Nordic Retail peer group. We use this as our range (SEK30.40–33.40) for Peer Group valuation comparison.

ITAB Shop Concept peer group valuation and performance comparison

Security Name	Price	M CAP	EV	EV/SALES			EV/EBITDA			EV/EBIT		
	LFX	EURm	EURm	+1y	+2y	+3y	+1y	+2y	+3y	+1y	+2y	+3y
ITAB (DCAR est)	23.05	524	824	**0.64**	**0.55**	**0.50**	**6.4**	**5.2**	**4.3**	**9.9**	**7.7**	**6.0**
ITAB SHOP CONCEPT AB	23.05	530	794	0.70	0.65	0.63	7.4	6.0	5.2	13.2	9.0	7.4
SME Industrial peers												
ALLIGO AB	111.20	507	753	0.90	0.85	0.82	7.0	5.9	5.4	13.8	10.4	9.0
ALIMAK AB	146.00	1,406	1,584	2.51	2.41	2.27	11.8	11.0	10.3	15.3	14.0	12.9
BERGMAN & BEVING AB	288.00	708	851	1.89	1.85	1.80	12.4	11.3	10.9	22.0	20.2	19.1
COOR SERVICE MGMT	42.62	362	552	0.51	0.49	0.48	7.2	6.5	6.2	13.7	11.4	10.3
ELANDERS AB-B	58.90	189	955	0.78	0.76	0.73	5.2	4.6	4.4	16.6	11.6	10.9
FAGERHULT AB	44.25	682	871	1.17	1.10	1.05	8.2	7.4	6.9	13.5	11.6	10.5
FASADGRUPPEN AB	30.50	147	363	0.71	0.67	0.63	5.8	5.7	5.5	10.7	7.9	6.6
GREEN LANDSCAPING AB	64.50	324	501	0.88	0.85	0.82	6.7	6.2	6.0	12.7	11.4	10.9
INWIDO AB	209.40	1,086	1,186	1.46	1.37	1.31	10.2	9.1	8.5	14.0	12.2	11.3
MOMENTUM GROUP AB	161.00	728	783	2.68	2.50	2.45	18.8	17.0	16.6	28.1	24.9	23.8
NETEL HOLDING AB	9.92	44	105	0.38	0.36	0.35	5.1	4.6	4.1	7.4	6.4	5.6
NEDERMAN HOLDING AB	176.20	559	686	1.37	1.29	1.20	10.1	8.9	8.0	14.9	12.4	10.8
NOTE AB	175.50	448	462	1.29	1.19	1.12	9.8	8.8	8.1	13.3	11.8	10.9
OEM INTL AB	137.00	1,712	1,649	3.41	3.15	2.93	20.3	18.1	16.6	23.0	20.5	18.7
PRICER AB-B	5.05	75	83	0.31	0.27	0.26	2.9	2.5	2.4	3.9	3.1	3.0
SCANFIL OYJ	9.63	634	635	0.75	0.71	0.67	7.8	7.3	6.9	11.0	10.3	9.6
SITOWISE GROUP PLC	2.58	90	162	0.93	0.86	0.81	9.9	7.4	6.7	26.7	13.6	10.5
Average sub-group				*1.29*	*1.22*	*1.16*	*9.4*	*8.4*	*7.9*	*15.3*	*12.6*	*11.4*
Nordic Retail peers												
HENNES & MAURITZ AB	135.90	19,497	24,112	1.18	1.16	1.12	7.0	6.8	6.5	16.2	14.4	13.4
AXFOOD AB	283.60	5,502	6,816	0.86	0.83	0.80	10.0	9.3	8.8	21.1	18.5	17.2
XXL ASA	9.87	73	323	0.53	0.49	0.46	9.9	5.2	4.1	nm	nm	15.5
CLAS OHLSON AB	318.20	1,890	1,962	1.77	1.68	1.62	10.3	9.8	9.6	16.3	15.4	14.7
TOKMANNI GROUP CORP	10.61	622	1,439	0.83	0.79	0.76	6.2	5.7	5.4	13.9	12.0	10.9
EUROPRIS ASA	86.40	1,206	1,577	1.32	1.26	1.20	8.1	7.1	6.6	14.7	12.0	10.6
KID ASA	152.80	527	659	1.99	1.84	1.73	7.4	6.6	6.1	14.2	11.6	10.4
BYGGMAX GROUP AB	51.00	268	473	0.87	0.82	0.78	5.7	5.3	5.0	17.8	13.4	11.6
MATAS A/S	132.60	674	1,158	0.99	0.93	0.88	6.8	6.0	5.6	13.9	11.1	9.9
BILIA AB-A SHS	129.30	1,098	1,577	0.50	0.47	0.45	8.0	7.2	6.8	14.5	11.9	10.8
ELEKTRO IMPORTOREN AS	15.50	66	107	0.64	0.58	0.53	5.3	4.5	3.9	12.3	9.2	7.6
Average sub-group				*1.04*	*0.99*	*0.94*	*7.7*	*6.7*	*6.2*	*15.5*	*12.9*	*12.1*
Total peer group				***1.20***	***1.13***	***1.08***	***8.7***	***7.7***	***7.2***	***15.4***	***12.7***	***11.7***

Source: DNB Carnegie (estimates) & company

ITAB Shop Concept peer group valuation and performance comparison (continued)

Security Name	P/E			FCF Yield			P/BV	RoE	Div.Y	Performance (%)		
	+1y	+2y	+3y	+1y	+2y	+3y	+1y	+1y	+1y	-1m	-3m	-12m
ITAB (DCAR est)	**11.1**	**8.5**	**6.9**	**6.0%**	**10.9%**	**13.8%**	**132%**	**6.8%**	**1.9%**	*-3.6*	*10.6*	*-11.9*
ITAB SHOP CONCEPT AB	12.2	8.7	6.8	-38.8%	9.1%	12.0%	130%	9.7%	1.0%	*-3.6*	*10.6*	*-11.9*
SME Industrial peers												
ALLIGO AB	14.8	9.4	-	5.5%	12.5%	14.1%	141%	11.2%	3.2%	*-1.6*	*-16.8*	*-23.3*
ALIMAK AB	20.1	17.2	15.8	6.0%	6.2%	6.7%	196%	10.1%	2.4%	*4.3*	*7.1*	*27.3*
BERGMAN & BEVING AB	27.2	24.0	23.1	4.9%	6.6%	4.7%	399%	14.6%	1.5%	*-7.7*	*-2.9*	*-3.0*
COOR SERVICE MGMT	13.1	10.1	8.6	14.2%	14.9%	16.1%	265%	19.0%	5.1%	*7.8*	*22.0*	*-10.8*
ELANDERS AB-B	10.8	5.9	5.0	nm	nm	nm	52%	3.9%	3.4%	*-5.1*	*-11.4*	*-41.9*
FAGERHULT AB	16.0	13.0	11.5	0.0%	8.1%	10.8%	100%	6.1%	3.5%	*0.8*	*2.3*	*-37.7*
FASADGRUPPEN AB	7.7	5.1	3.8	18.1%	15.8%	21.2%	64%	9.8%	3.0%	*6.3*	*62.1*	*-51.7*
GREEN LANDSCAPING AB	14.8	11.6	10.4	13.5%	13.3%	16.7%	187%	13.4%	0.0%	*0.5*	*1.0*	*-20.3*
INWIDO AB	18.1	15.4	13.8	5.2%	6.6%	6.6%	202%	11.5%	2.9%	*-1.1*	*3.0*	*41.3*
MOMENTUM GROUP AB	37.2	32.2	29.7	3.1%	4.8%	4.9%	911%	26.0%	0.9%	*-8.1*	*0.9*	*-3.4*
NETEL HOLDING AB	5.7	4.3	3.5	12.8%	15.5%	22.5%	43%	7.5%	4.0%	*8.6*	*-8.9*	*-40.9*
NEDERMAN HOLDING AB	16.7	13.9	11.4	6.6%	7.9%	9.1%	211%	13.2%	2.2%	*-7.0*	*-13.4*	*-19.0*
NOTE AB	17.5	15.2	13.9	4.7%	5.2%	6.0%	293%	16.2%	0.0%	*7.9*	*0.2*	*23.2*
OEM INTL AB	29.5	26.4	24.1	2.7%	3.1%	3.4%	690%	23.8%	1.4%	*-2.3*	*-4.3*	*15.9*
PRICER AB-B	6.5	4.5	4.2	nm	nm	nm	68%	11.7%	0.0%	*-17.5*	*-36.3*	*-63.6*
SCANFIL OYJ	15.0	13.5	12.8	4.7%	6.9%	6.9%	199%	14.2%	2.5%	*15.3*	*7.4*	*32.5*
SITOWISE GROUP PLC	56.0	14.4	9.5	9.2%	13.8%	16.6%	79%	0.5%	0.0%	*-3.8*	*-6.0*	*-15.4*
Average sub-group	*19.2*	*13.9*	*12.6*	*7.4%*	*9.4%*	*11.1%*	*241%*	*12.5%*	*2.1%*	*-0.2*	*0.3*	*-11.2*
Nordic Retail peers												
HENNES & MAURITZ AB	19.4	16.8	15.4	7.1%	8.6%	9.4%	499%	24.9%	5.1%	*-1.5*	*0.3*	*-19.3*
AXFOOD AB	24.4	21.1	19.1	8.6%	8.9%	9.3%	849%	34.5%	3.2%	*0.9*	*22.2*	*0.3*
XXL ASA	nm	nm	7.2	nm	nm	nm	33%	neg	0.0%	*0.1*	*-19.0*	*-83.7*
CLAS OHLSON AB	20.1	19.0	17.8	4.2%	4.8%	5.2%	685%	37.7%	2.5%	*21.8*	*32.0*	*80.8*
TOKMANNI GROUP CORP	11.7	9.2	7.9	3.3%	9.5%	11.6%	227%	19.4%	6.3%	*-4.3*	*-15.6*	*-20.8*
EUROPRIS ASA	17.1	13.1	11.3	5.8%	6.6%	7.6%	324%	19.6%	4.1%	*7.4*	*0.4*	*19.1*
KID ASA	16.5	12.9	11.3	12.3%	13.7%	14.4%	401%	24.8%	5.3%	*3.1*	*0.1*	*5.8*
BYGGMAX GROUP AB	15.0	10.8	8.9	6.9%	6.0%	7.0%	118%	8.1%	2.6%	*-2.7*	*-3.7*	*42.3*
MATAS A/S	12.2	9.5	8.1	11.2%	15.0%	17.3%	126%	9.8%	2.0%	*-2.8*	*-2.5*	*9.0*
BILIA AB-A SHS	12.9	9.6	8.6	19.2%	21.0%	22.1%	224%	16.8%	4.9%	*2.2*	*-3.4*	*-11.3*
ELEKTRO IMPORTOREN AS	19.9	10.8	8.1	5.2%	5.0%	11.8%	110%	5.7%	0.0%	*8.0*	*23.0*	*52.7*
Average sub-group	*16.9*	*13.3*	*11.3*	*8.4%*	*9.9%*	*11.6%*	*327%*	*20.1%*	*3.3%*	*2.9*	*3.1*	*6.8*
Total peer group	***18.4***	***13.7***	***12.1***	***7.8%***	***9.6%***	***11.3%***	***274%***	***15.2%***	***2.6%***	**1.0**	**1.4**	**-4.4**

Source: DNB Carnegie (estimates) & company

DCF valuation

ITAB's historical FCF generation has been volatile, mainly related to the large working capital swings. Looking at FCF to sales between 2011 and 2024, the average FCF margin was 3.6%, with an annual variation range from -5.9% to +12.1% when we include working capital changes in FCF. However, if for the same period we look at FCF excluding working capital changes, the average was 3.8%, i.e. marginally higher, but more interestingly the annual range narrows to -1.5% to +6.9%, indicating solid FCF generation relative to sales, with working capital movements largely balancing themselves out over time.

Given its cash flow generation profile, ITAB's prospects look attractive to us, even in a conservative DCF calculation. Our DCF base case assumes:

- A 2024–27e revenue CAGR of 32.5%, and a 2028–31e CAGR of 2.4%, falling to 1.2% over 2032–36e, and 1.0% growth in the terminal period.

- Average EBITDA margins of 10.9% for 2024–27e, 11.4% for 2028–36e and 10.3% in the terminal period, in line with the mid-range of the company's target for an EBIT margin of 7–9% during our forecast period.
- Depreciation and amortisation of 3.5% for 2024–27e, in line with its historical average of 3.8% in 2018–24, declining to an average 3.3% of sales over 2028–2036e in the terminal period, with normalised capex-to-sales in line with depreciation and amortisation for 2028–36e, and the terminal period adjusted for the impact of financial leases. Our finance costs assume a normalisation to the low gearing and we assume a normalised tax rate of 27.0–28.0%, and net working capital-to-sales of a ~15%.
- A WACC of 8.4%, assuming a 10.1% cost of equity, a 5.4% cost of debt, and an adjusted beta of 1.00.

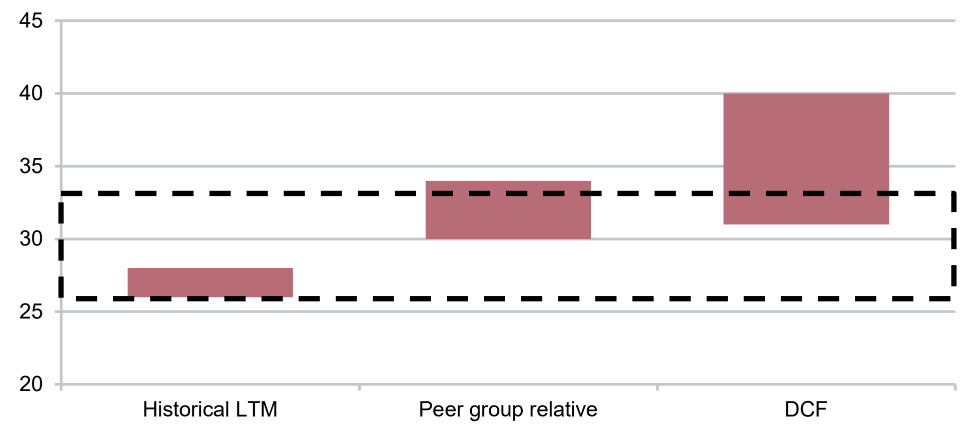
These assumptions yield a fair DCF value range of SEK31.40–40.10/share based on WACCs of 7.7–9.0%, with a mid-point of SEK35.30/share based on a WACC of 8.4%.

Our fair value reiterated at SEK26–33

Our SEK26–33 fair value reflects the HMY acquisition and potential for the coming years, including front-end loaded risks as is usual for larger mergers, in creating a European market leader in the retail fittings segment.

In our view, our updated DCF of SEK31–40 more fully reflects the potential in a successful completion and full realisation of the indicated cost and revenue synergies with the lower end of the DCF range supporting our high end of the fair value range, with ITAB's historical LTM valuation multiples (SEK26–28) and peer group relative valuation (SEK30–33) within our fair value range. Note our valuation methodology does not include uncompleted value-creating acquisitions or undisclosed capital allocation.

ITAB fair value range (SEK)



Source: DNB Carnegie

Risks

Any investment in securities involves risks linked to economic activity, financial market performances, taxation, and political involvement, as well as accounting and regulatory changes. In addition, we see the following risks.

Risks related to ITAB's operations, includes exposure to risks related to changes in the retail market, geopolitical circumstances and macroeconomic factors.

Economic downturn. A weakening of the European (or global) economy or a rise in geopolitical tensions could hurt the market environment, change the competitive landscape and make retail clients less willing to invest in upgrading existing and open new stores.

Market risk. ITAB provides products and solutions in numerous markets. Demand correlates with the general economic environment of each country. Uncertainty remains around what the market effect will be related to high cost inflation and weak consumer confidence in general, with the effect potentially being the risk of a weaker retail market and ITAB's customers less willing to invest.

Currency risk. ITAB is exposed to FX risk mainly from a translation perspective.

New customer demands. It is crucial for ITAB to be able to predict and adapt to the changing preferences and behaviour of consumers, and in turn customers, in a timely manner, to be able to retain its current customers and attract new ones.

New types of solutions required by the clients. ITAB's production facilities have had to be transformed from mainly working with fewer large volume orders for the roll-out of completely new stores to having more flexible production with more, but smaller, orders for more project-based store remodelling.

Supply-chain risk. ITAB's production is dependent on raw materials and components, which exposes ITAB to risks related to price variations and supply disruptions for such raw materials and components that are needed for ITAB's operations, which may affect ITAB's production costs.

IT security. ITAB is exposed to risks related to IT systems and cybersecurity. ITAB's business and operations are particularly dependent on the reliability, function and continued development of ITAB's IT systems regarding data communication and enterprise systems that the Group uses for the workflow, from order to delivery.

Customer risk. Historically, ITAB has had low credit losses. Any increase could harm the company's financial position and results. The customer concentration is relatively low, with its largest customer in 2024 representing about 10% of group net sales.

Competitive landscape. ITAB's markets are competitive and fragmented in such a way that it competes directly with other companies that offer shop solutions and concepts as well as with companies that provide such products and services that it also provides and develops. For example, entrance and exit systems, checkouts and lighting, and digital solutions for physical stores, such as digital queuing systems in physical stores.

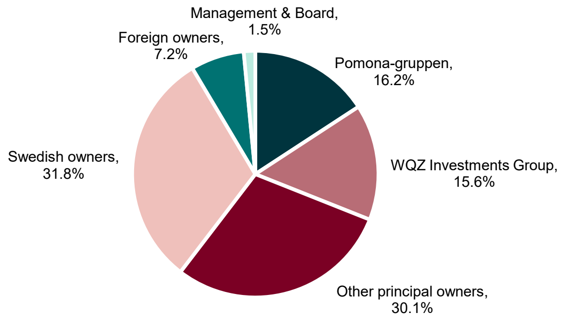
Acquisitions. Acquisitions expose ITAB to several risks and uncertainties including that expected advantages of an acquisition turn out to be more difficult and costlier to realise with the HMY acquisition in 2025 being the largest completed by ITAB with full realisation of suggested deal synergies not seen until 2027.

Sustainability. ITAB's customers are increasingly demanding sustainable manufacturing processes, good working conditions and sustainable choices of materials and raw materials.

Own reputation. ITAB is dependent on its good reputation to access its customer base.

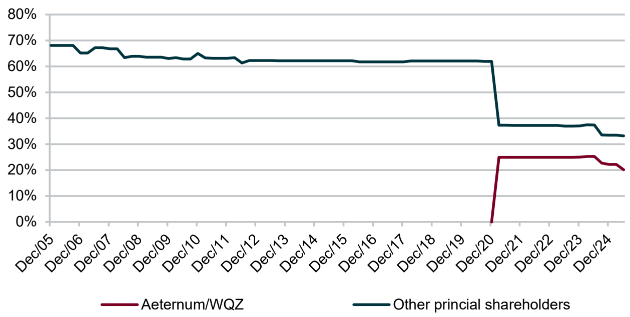
Legal risks. The Group has implemented a Code of Conduct that regulates zero-tolerance of all forms of bribery and corruption.

ITAB owner structure (June 2025)



Source: DNB Carnegie (estimates) & company

ITAB principal shareholders ownership (%)



Source: DNB Carnegie (compliation) & Holdings

ITAB Shop Concept owner structure (June 2025)

15 largest owners	Shares	Capital %	Chg 2025
Pomona-gruppen	40,018,440	15.68	0
WQZ Investments Group	38,527,381	15.09	-4,631,719
Petter Fägersten	26,262,112	10.29	4,500
Stig-Olof Simonsson	20,335,800	7.97	0
Anna Benjamin	14,864,205	5.82	0
Aeternum Capital AS	12,957,510	5.08	2,600,000
Svolder	11,499,877	4.50	-1,616,203
Handelsbanken Fonder	10,391,220	4.07	278,814
Lannebo Kapitalförvaltning	5,195,146	2.04	-24,178
Nordea Funds	3,853,779	1.51	-4,600
Avanza Pension	3,669,953	1.44	124,786
Kennert Persson	2,882,200	1.13	0
Alcur Fonder	2,869,365	1.12	784,448
Fjärde AP-fonden	2,682,000	1.05	280,000
Anders Moberg	2,500,000	0.98	510,000
Other	115,242,267	45.14	
Total outstanding	255,275,518		

Board of Directors	Shares	Capital %	Chg 2025
Anders Moberg [Chairman]	2,500,000	0.98	510,000
Lars Kvarnsund	25,012	0.01	10,000
Petter Fägersten	26,262,112	10.29	0
Amelie De Geer	34,498	0.01	0
Madeleine Persson	20,000	0.01	0
Fredrik Rapp	40,018,440	15.68	0
Peder Strand	38,527,381	15.09	0
Kerstin Andersson	4,444	0.00	0

Group management	Shares	Capital %	Chg 2025
Andréas Elgaard [CEO]	726,005	0.28	26,005
Ulrika Bergmo Sköld [CFO]	177,308	0.07	73,828
Jan Andersson [SVP Nordic]	225,000	0.09	75,000
Andrea Ciotti [SVP South Europe]	42,000	0.02	22,000
Roy French [SVP UK & Baltics]	0	0.00	0
Nick Hughes [Chief Commercial Officer]	63,000	0.02	33,000
Mikael Nadelmann [Chief Operating Officer]	0	0.00	0
Frida Karlsson [General Counsel]	0	0.00	0
Petra Axelsson [SVP Sustainability & People]	0	0.00	0
Klaus Schmid [SVP Central Europe]	16,800	0.01	8,800

Source: DNB Carnegie (estimates) & company

Interim figures

ITAB Shop Concept															
DCAR estimates	**2024**				**2025e**					**New**	**New**	**New**	**DCAR change**		
SEKm	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2e**	**Q3e**	**Q4e**	**2024**	**2025e**	**2026e**	**2027e**	**2025e**	**2026e**	**2027e**
Sales	1,576	1,685	1,553	1,771	2,819	3,541	3,496	3,796	6,585	13,653	14,784	15,301	-2%	-1%	-1%
Gross profit	476	498	437	467	710	894	875	963	1,878	3,443	3,816	4,011			
EBITDA adj	223	212	154	172	293	345	331	396	761	1,365	1,570	1,767	-1%	-1%	-1%
Depr & amort	-62	-62	-64	-66	-112	-124	-124	-128	-254	-488	-500	-503			
EBIT adj	161	150	90	106	181	221	207	268	507	877	1,070	1,264	-4%	-3%	-3%
IAC/One-offs	0	0	-21	-27	-55	-50	-30	-15	-48	-150	0	0			
EBIT rep	161	150	69	79	126	171	177	253	459	727	1,070	1,264	0%	-3%	-3%
Net financials	-20	-7	4	2	-53	-44	-41	-40	-21	-178	-137	-114			
PTP	141	143	73	81	73	127	136	213	438	550	932	1,150	0%	-4%	-3%
Tax / Minority	-41	-48	-30	-8	-36	-36	-42	-58	-127	-171	-249	-310			
Net profit	100	95	43	73	37	91	94	156	311	378	684	840	-1%	-2%	-1%
EPS (SEK)	0.46	0.44	0.18	0.29	0.14	0.36	0.37	0.61	1.34	1.48	2.68	3.29	-1%	-3%	-2%
DPS (SEK)									0.00	0.45	0.80	1.00	-1%	1%	0%
Sales growth (YOY)	5%	12%	2%	11%	79%	110%	125%	114%	7%	107%	8%	3%	-3.6 pp	0.8 pp	0.0 pp
Organic (YOY)	5%	12%	4%	10%	8%	9%	9%	9%	8%	9%	3%	4%	0.0 pp	-0.3 pp	0.0 pp
Acquired (YOY)	0%	0%	0%	0%	71%	106%	120%	109%	0%	101%	6%	0%	-3.8 pp	0.0 pp	0.0 pp
Gross margin	30.2%	29.6%	28.1%	26.4%	25.2%	25.3%	25.0%	25.4%	28.5%	25.2%	25.8%	26.2%	-0.3 pp	-0.2 pp	-0.2 pp
Adj EBITDA margin	14.1%	12.6%	9.9%	9.7%	10.4%	9.7%	9.5%	10.4%	11.6%	10.0%	10.6%	11.5%	0.0 pp	0.0 pp	0.0 pp
Adj EBIT margin	10.2%	8.9%	5.8%	6.0%	6.4%	6.2%	5.9%	7.1%	7.7%	6.4%	7.2%	8.3%	-0.1 pp	-0.2 pp	-0.1 pp
Geographic split	**2024**				**2025e**								**DCAR change**		
Sales	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2e**	**Q3e**	**Q4e**	**2024**	**2025e**	**2026e**	**2027e**	**2025e**	**2026e**	**2027e**
Northern Europe	496	469	335	447	420	528	521	566	1,747	2,034	2,203	2,280			
Central Europe	292	332	316	371	435	546	540	586	1,311	2,107	2,281	2,361			
UK & Ireland	183	160	192	181	221	278	274	298	716	1,070	1,159	1,200			
Southern Europe	314	367	372	427	1,221	1,534	1,514	1,644	1,480	5,914	6,403	6,628			
Eastern Europe	124	167	187	189	261	328	324	351	667	1,264	1,369	1,417			
RoW	167	190	151	156	261	328	324	351	664	1,264	1,369	1,417			
Total	1,576	1,685	1,553	1,771	2,819	3,541	3,496	3,796	6,585	13,653	14,784	15,301	-2%	-1%	-1%
Customer split															
Grocery	888	887	913	995	1,500	1,884	1,860	2,020	3,683	7,265	7,867	8,142			
Home improvement	210	193	143	264	280	352	347	377	810	1,356	1,468	1,520			
Fashion	143	195	172	134	284	357	352	382	644	1,375	1,489	1,542			
Other	335	410	325	378	755	948	936	1,017	1,448	3,657	3,960	4,098			
Total	1,576	1,685	1,553	1,771	2,819	3,541	3,496	3,796	6,585	13,653	14,784	15,301	-2%	-1%	-1%
Financial KPIs															
FCF	9	-8	91	228	-106	34	146	277	320	351	635	808	7%	0%	2%
FCF (LTM)	630	479	381	320	205	247	302	351	320	351	635	808			
Net debt (lease adj)	96	199	-392	-969	2,618	2,584	2,438	2,161	-969	2,161	1,639	1,034	-1%	-2%	-3%
NID/EBITDA (adj)	0.15	0.29	-0.60	-1.56	3.86	3.26	2.56	1.87	-1.56	1.87	1.21	0.66			

Source: DNB Carnegie (estimates) & company data

Financial statements

Profit & loss (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Sales	6,031	6,064	5,323	6,087	6,868	6,139	6,585	13,653	14,784	15,301
COGS	-4,423	-4,441	-3,906	-4,727	-5,286	-4,420	-4,707	-10,210	-10,968	-11,290
Gross profit	**1,608**	**1,623**	**1,417**	**1,360**	**1,582**	**1,719**	**1,878**	**3,443**	**3,816**	**4,011**
Other income & costs	-1,236	-1,110	-1,047	-882	-918	-1,033	-1,165	-2,228	-2,247	-2,244
Share in ass. operations and JV	0	0	0	0	0	0	0	0	0	0
EBITDA	**372**	**513**	**370**	**478**	**664**	**686**	**713**	**1,215**	**1,570**	**1,767**
Depreciation PPE	-142	-142	-130	-115	-108	-118	-121	-355	-367	-370
Depreciation lease assets	0	-114	-128	-147	-153	-136	-133	-133	-133	-133
Amortisation development costs	0	0	0	0	0	0	0	0	0	0
Amortisation other intangibles	0	0	0	0	0	0	0	0	0	0
Impairments / writedowns	0	0	0	0	0	0	0	0	0	0
EBITA	**230**	**257**	**112**	**216**	**403**	**432**	**459**	**727**	**1,070**	**1,264**
Amortization acquisition related	0	0	0	0	0	0	0	0	0	0
Impairment acquisition related	0	0	0	0	0	0	0	0	0	0
EBIT	**230**	**257**	**112**	**216**	**403**	**432**	**459**	**727**	**1,070**	**1,264**
Share in ass. operations and JV	0	0	0	0	0	0	0	0	0	0
Net financial items	-73	-83	-112	-69	-55	-47	-21	-178	-137	-114
of which interest income/expenses	-73	-83	-112	-69	-55	-47	-21	-178	-137	-114
of which interest on lease liabilities	0	0	0	0	0	0	0	0	0	0
of which other items	0	0	0	0	0	0	0	0	0	0
Pre-tax profit	**157**	**174**	**0**	**147**	**348**	**385**	**438**	**550**	**932**	**1,150**
Taxes	-60	-54	-22	-52	-105	-93	-118	-161	-238	-297
Post-tax minorities interest	-7	0	1	-8	-20	-12	-10	-11	-11	-13
Discontinued operations	0	0	0	8	-53	-7	1	0	0	0
Net profit	**90**	**120**	**-21**	**95**	**170**	**273**	**311**	**378**	**684**	**840**
Adjusted EBITDA	380	497	578	644	704	686	761	1,365	1,570	1,767
Adjusted EBITA	238	241	320	382	443	432	507	877	1,070	1,264
Adjusted EBIT	238	241	320	382	443	432	507	877	1,070	1,264
Adjusted net profit	95	109	187	202	198	273	346	484	684	840
Sales growth Y/Y	-5.5%	0.5%	-12.2%	14.4%	12.8%	-10.6%	7.3%	107.3%	8.3%	3.5%
EBITDA growth Y/Y	-41.8%	37.9%	-27.9%	29.2%	38.9%	3.3%	3.9%	70.5%	29.1%	12.6%
EBITA growth Y/Y	-54.0%	11.7%	-56.4%	92.9%	86.6%	7.2%	6.3%	58.5%	47.1%	18.2%
EBIT growth Y/Y	-54.0%	11.7%	-56.4%	92.9%	86.6%	7.2%	6.3%	58.5%	47.1%	18.2%
EBITDA margin	6.2%	8.5%	7.0%	7.9%	9.7%	11.2%	10.8%	8.9%	10.6%	11.5%
EBITA margin	3.8%	4.2%	2.1%	3.5%	5.9%	7.0%	7.0%	5.3%	7.2%	8.3%
EBIT margin	3.8%	4.2%	2.1%	3.5%	5.9%	7.0%	7.0%	5.3%	7.2%	8.3%
Tax rate	38.2%	31.0%	na	35.4%	30.2%	24.2%	26.9%	29.2%	25.5%	25.8%

Cash flow (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
EBITDA	372	513	370	478	664	686	713	1,215	1,570	1,767
Paid taxes	-60	-54	-22	-52	-105	-149	-89	-161	-238	-297
Change in NWC	337	193	394	-589	15	287	-29	-177	-113	-78
Interests paid	-73	-83	-112	-69	-55	-47	-21	-178	-137	-114
Actual lease payments	0	-125	-122	-134	-140	-131	-128	-128	-128	-128
Non cash adjustments	103	-26	181	59	76	40	158	209	-52	61
Discontinued operations	0	0	0	8	-53	-7	1	0	0	0
Total operating activities	**500**	**239**	**689**	**-299**	**402**	**679**	**496**	**605**	**901**	**1,099**
Capex tangible assets	-100	-134	-45	-63	-84	-116	-176	-255	-266	-291
Capitalised development costs	0	0	0	0	0	0	0	0	0	0
Capex - other intangible assets	0	0	0	0	0	0	0	0	0	0
Acquisitions/divestments	-142	168	0	-40	-66	9	32	-1,464	0	0
Other non-cash adjustments	0	0	0	0	0	0	0	0	0	0
Total investing activities	**-242**	**34**	**-45**	**-103**	**-150**	**-107**	**-144**	**-1,719**	**-266**	**-291**
Dividend paid and received	-179	0	0	0	0	-109	-176	0	-113	-203
Share issues & buybacks	0	0	0	733	0	-5	786	0	0	0
Change in bank debt	0	0	0	0	0	0	0	0	0	0
Other cash flow items	0	0	0	0	0	0	0	0	0	0
Total financing activities	**-179**	**0**	**0**	**733**	**0**	**-114**	**610**	**0**	**-113**	**-203**
Operating cash flow	500	239	689	-299	402	679	496	605	901	1,099
Free cash flow	400	105	644	-362	318	563	320	351	635	808
Net cash flow	79	273	644	331	252	458	962	-1,113	522	606
Change in net IB debt	79	284	638	318	239	453	957	-1,118	517	601
Capex / Sales	1.7%	2.2%	0.8%	1.0%	1.2%	1.9%	2.7%	1.9%	1.8%	1.9%
NWC / Sales	18.1%	15.6%	9.9%	8.2%	10.6%	9.3%	5.8%	2.1%	2.0%	2.6%

Source: DNB Carnegie (estimates) & 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	1,807	1,837	1,743	1,756	1,897	1,919	2,064	5,134	5,134	5,134
Capitalised development	0	0	0	0	0	0	0	0	0	0
Tangible assets	1,048	988	837	904	985	915	917	2,081	2,027	1,994
Lease assets	0	748	649	608	664	530	566	0	0	0
Other IB assets (1)	0	0	0	0	0	0	0	0	0	0
Other non-IB assets	0	0	0	0	0	0	0	0	0	0
Fixed assets	**2,855**	**3,573**	**3,229**	**3,268**	**3,546**	**3,364**	**3,547**	**7,215**	**7,161**	**7,128**
Inventories (2)	1,019	926	698	1,176	1,030	793	799	1,461	1,461	1,461
Receivables (2)	1,219	1,095	900	1,372	1,244	1,033	1,222	3,020	3,133	3,210
Prepaid exp. & other NWC items (2)	0	0	0	0	0	0	0	0	0	0
IB current assets (1)	0	0	0	0	0	0	0	0	0	0
Other current assets	0	0	0	0	0	0	0	0	0	0
Cash & cash equivalents (1)	271	302	692	208	756	578	1,513	1,184	1,706	2,311
Current assets	**2,509**	**2,323**	**2,290**	**2,756**	**3,030**	**2,404**	**3,534**	**5,664**	**6,299**	**6,983**
Total assets	**5,364**	**5,896**	**5,519**	**6,024**	**6,576**	**5,768**	**7,081**	**12,879**	**13,460**	**14,111**
Shareholders' equity	1,698	1,748	1,607	2,654	3,012	3,049	4,128	4,410	4,980	5,618
Minorities	128	128	118	128	157	159	134	160	171	184
Other equity	0	0	0	0	0	0	0	0	0	0
Total equity	**1,826**	**1,876**	**1,725**	**2,782**	**3,169**	**3,208**	**4,262**	**4,570**	**5,151**	**5,802**
Deferred tax	0	0	0	0	0	0	0	0	0	0
LT IB debt (1)	2,375	2,057	1,784	817	1,155	623	544	3,345	3,345	3,345
Other IB provisions (1)	0	0	0	0	0	0	0	0	0	0
Lease libilities	0	754	656	630	681	546	585	726	726	726
Other non-IB liabilities	0	0	0	0	0	0	0	0	0	0
LT liabilities	**2,375**	**2,811**	**2,440**	**1,447**	**1,836**	**1,169**	**1,129**	**4,071**	**4,071**	**4,071**
ST IB debt (1)	0	0	0	0	0	0	0	0	0	0
Payables (2)	0	0	0	0	0	0	0	0	0	0
Accrued exp. & other NWC items (2)	1,163	1,209	1,354	1,795	1,571	1,391	1,690	4,238	4,238	4,238
Other ST non-IB liabilities	0	0	0	0	0	0	0	0	0	0
Liabilities - assets held for sale	0	0	0	0	0	0	0	0	0	0
Current liabilities	**1,163**	**1,209**	**1,354**	**1,795**	**1,571**	**1,391**	**1,690**	**4,238**	**4,238**	**4,238**
Total equity and liabilities	**5,364**	**5,896**	**5,519**	**6,024**	**6,576**	**5,768**	**7,081**	**12,879**	**13,460**	**14,111**
Net IB debt (=1)	2,104	2,509	1,748	1,239	1,080	591	-384	2,887	2,365	1,760
Net working capital (NWC) (=2)	1,075	812	244	753	703	435	331	243	356	433
Capital employed (CE)	4,201	4,687	4,165	4,229	5,005	4,377	5,391	8,641	9,222	9,873
Capital invested (CI)	3,930	4,385	3,473	4,021	4,249	3,799	3,878	7,457	7,516	7,562
Equity / Total assets	34%	32%	31%	46%	48%	56%	60%	35%	38%	41%
Net IB debt / EBITDA	5.7	4.9	4.7	2.6	1.6	0.9	-0.5	2.4	1.5	1.0

Per share data (SEK)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
Adj. no. of shares in issue YE (m)	158.9	158.9	158.9	218.1	218.1	218.0	230.8	253.2	253.2	253.2
Diluted no. of Shares YE (m)	162.0	162.0	162.0	218.1	219.6	219.4	232.0	255.3	255.3	255.3
EPS	0.55	0.74	-0.13	0.50	0.78	1.24	1.38	1.55	2.68	3.29
EPS adj.	0.58	0.67	1.15	1.06	0.90	1.24	1.53	1.99	2.68	3.29
CEPS	1.43	1.55	0.71	1.17	1.33	1.80	1.94	3.03	4.14	4.76
DPS	0.00	0.00	0.00	0.00	0.50	0.75	0.00	0.45	0.80	1.00
BVPS	10.7	11.0	10.1	12.2	13.8	14.0	17.9	17.4	19.7	22.2

Performance measures	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
ROE	5.4%	7.0%	-1.3%	4.5%	6.0%	9.0%	8.7%	8.9%	14.6%	15.9%
Adj. ROCE pre-tax	5.7%	5.4%	7.2%	9.1%	9.6%	9.2%	10.4%	12.5%	12.0%	13.2%
Adj. ROIC after-tax	3.7%	4.0%	8.1%	6.6%	7.5%	8.1%	9.6%	11.0%	10.6%	12.4%

Valuation	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
FCF yield	6.7%	1.7%	10.7%	-6.0%	5.3%	9.4%	5.3%	5.8%	10.6%	13.4%
Dividend yield YE	0.0%	0.0%	0.0%	0.0%	4.5%	6.2%	0.0%	1.9%	3.5%	4.3%
Dividend payout ratio	0.0%	0.0%	0.0%	0.0%	64.4%	60.3%	0.0%	28.9%	29.9%	30.2%
Dividend + buy backs yield YE	0.0%	0.0%	0.0%	0.0%	4.5%	6.6%	0.0%	1.9%	3.4%	4.3%
EV/Sales YE	0.63	0.72	0.71	0.71	0.53	0.55	0.70	0.65	0.57	0.51
EV/EBITDA YE	10.2	8.6	10.2	9.0	5.5	4.9	6.4	7.3	5.3	4.4
EV/EBITA YE	16.5	17.1	33.7	19.9	9.0	7.8	10.0	12.2	7.8	6.1
EV/EBITA adj. YE	16.0	18.2	11.8	11.2	8.2	7.8	9.1	10.1	7.8	6.1
EV/EBIT YE	16.5	17.1	33.7	19.9	9.0	7.8	10.0	12.2	7.8	6.1
P/E YE	17.4	14.6	nm	26.8	14.2	9.7	15.2	14.9	8.6	7.0
P/E adj. YE	16.5	16.1	10.2	12.6	12.2	9.7	13.6	11.6	8.6	7.0
P/BV YE	0.90	0.99	1.16	1.10	0.80	0.86	1.17	1.32	1.17	1.04
Share price YE (SEK)	9.66	10.8	11.8	13.4	11.0	12.1	20.9	23.1		

Source: DNB Carnegie (estimates) & company data

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