COMMISSIONED RESEARCH

31 October 2025

DNB Carnegie® Access

RESULTS UPDATE

Commercial Services & Supplies

Fair value: SEK25.0–32.0

Share price: SEK20.9

ITAB Shop Concept

Incoming CEO with strong credentials

Research analysts:
Karl-Johan Bonnevier
DNB Bank ASA, London Branch
DNB Carnegie

Q3 showed strong profitable growth, suggesting the HMY integration is progressing well. The incoming CEO, Björn Borgman, looks to be a promising recruitment in our view, with good credentials from HL Display, having overseen profitable growth both organically and through acquisitions. We have raised our 2025–27 EPS forecasts by 2–5% following the results, and reiterate our SEK25–32 fair value range, seeing a solid industrial roll-up story.

Q3 results. ITAB's Q3 showed solid signs of improvement Y/Y, partly due to easier comparisons. Q3 revenue was strong, up 117% Y/Y, driven by the HMY acquisition (+107%) but also strengthening organic sales (+8%), with a widening adj. EBIT margin to 7.3% (+156bps Y/Y), for adj. EBIT of SEK242m (+116% Y/Y; +5% pro forma), 25% above our expectation. Improving mix, early synergy realisation, and some of the issues burdening Q2 performing better contributed.

HMY integration progressing well. Management indicated the HMY integration is progressing well, with the hiccups in Q2 having been addressed and some cross-selling of ITAB retail technology and lighting solutions already materialising towards the HMY customer base. If we saw the departure of successful CEO Andreas Elgaard as a concern, the appointment of Björn Borgman as his successor looks promising to us, with a good fit and strong track record from his period as CEO of HL Display, where he oversaw both organic and inorganic profitable growth.

Upward forecast revisions. On the back of the solid Q3, we have raised our EPS by 2–5% for 2025–27e, implying an EPS CAGR of 29% in 2024–27e. We find ITAB's financials already look stronger, with net debt/adj. EBITDA of 2.8x at end-Q3 2025e (pro forma), with improving cash conversion from Q4e 2025 likely to translate into its 'financial muscle' quickly being rebuilt, and the ITAB/HMY platform geared for more potential acquisitions from a 2027 perspective.

Fair value of SEK25–32 reiterated, with the range reflecting the potential to create a European market leader within retail fittings. A valuation on a par with ITAB's historical LTM valuation would indicate SEK27–29, our relative peer group valuation SEK25–32, and our DCF SEK32–41.

Changes in this report

	From	To	Chg
EPS adj. 2025e	1.35	1.43	+5%
EPS adj. 2026e	2.29	2.38	+4%
EPS adj. 2027e	2.95	3.0	+2%

Upcoming events

Q4 Report	10 Feb 2026

Key facts

No. shares (m)	255.3
Market cap. (USDm)	569
Market cap. (SEKm)	5,323
Net IB Debt. (SEKm)	3,043
Adjustments (SEKm)	128
EV (2025e) (SEKm)	8,494
Free float	50.9%
Avg. daily vol. ('000)	279
BBG	ITAB SS
Fiscal year end	December
Share price as of (CET)	30 Oct 2025 17:29

Key figures (SEK)	2024	2025e	2026e	2027e
Sales (m)	6,585	13,013	14,320	14,964
EBITDA (m)	713	1,187	1,474	1,776
EBIT (m)	459	690	961	1,260
EPS	1.38	1.07	2.11	3.01
EPS adj.	1.53	1.43	2.38	3.01
DPS	0.00	0.30	0.65	0.90
Sales growth Y/Y	7%	98%	10%	5%
EPS adj. growth Y/Y	23%	-7%	67%	27%
EBIT margin	7.0%	5.3%	6.7%	8.4%
P/E adj.	13.6	14.6	8.8	6.9
EV/EBIT	10.0	12.3	8.3	5.9
EV/EBITA	10.0	11.4	7.7	5.5
EV/EBITDA	6.4	7.2	5.4	4.2
P/BV	1.2	1.2	1.1	1.0
Dividend yield	0.0%	1.4%	3.1%	4.3%
FCF yield	5.9%	5.7%	10.6%	14.0%
Equity/Total Assets	60.2%	34.1%	36.5%	39.3%
ROCE	9.1%	9.2%	10.3%	12.9%
ROE adj.	9.6%	8.3%	13.4%	15.2%
Net IB debt/EBITDA	-0.5	2.6	1.7	1.1

Share price – 5-year

High/Low (12M) **SEK26.9/16.6**

Perf.	3M	6M	12M	YTD
Abs.	18.87	-18.24	-23.06	-0.24
Rel.	14.19	-28.58	-27.43	-7.88

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

Equity story

Near term: within 12M

Quarterly volatility remains high in the early integration phase of the transformative HMY acquisition, but the potential to create a European market leader in the retail fittings segment makes for an attractive equity story in our view.

Long term outlook: 5Y+

With the acquisition of HMY, ITAB has become the European market leader with global reach 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 strong financials re-established, 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.
- Fragmented market with many local/regional competitors with large customers making for a tough competitive market environment with a high price focus in the traditional segments of retail store fittings.

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%
Acapital ITAB HoldCo AB	15.1%
Petter Fägersten	10.3%

Cyclicality

Cyclicality: Yes

Mid

Key peers

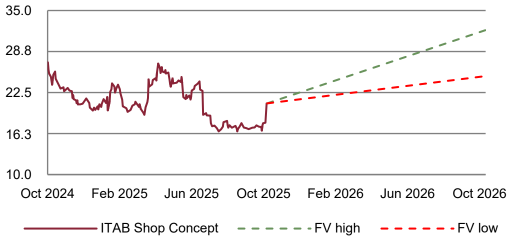
SME industrial peers: Alligo AB, Alimak AB, Bergman & Beving AB, Coor Service Management, Nederman AB, Fagerhult AB.

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 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 is based on the lower end of our DCF and the high end of the peer group relative valuation range.

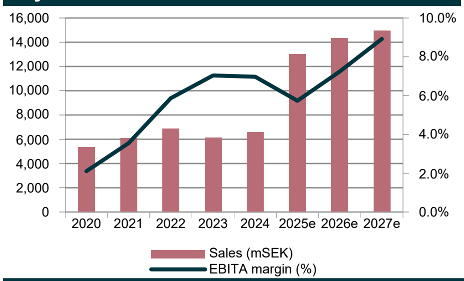
Fair value range 12M



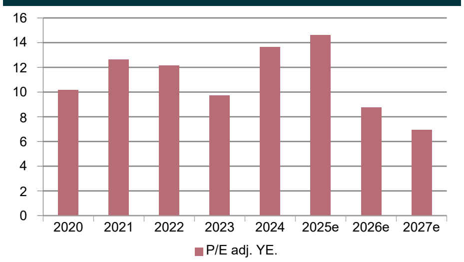
High end of fair value range: Moving from a product focus to solutions and systems orientation offers potential to become a preferred supplier to more of Europe's retail sector. Promising growth platform in Retail Technology. Our high-end fair value is based on the low end of our DCF valuation supported by the high-end relative peer group valuation and ITAB's own historical LTM valuation.

Low end of fair value range: Competitive and fragmented market, with key customers generally being large, with a keen cost focus, putting pressure on the supplier base. Our low-end fair value is based on the low end of the relative peer group valuation supported by the low end of ITAB's historical LTM valuation.

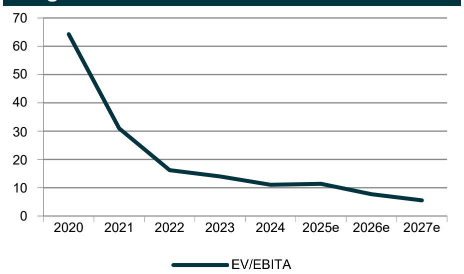
Key metrics



P/E 12-months forward



Long-term valuation trend



Source: DNB Carnegie (estimates) & company data

Q3 review

ITAB Shop Concept – Q3 deviation table – DNB Carnegie forecasts and consensus

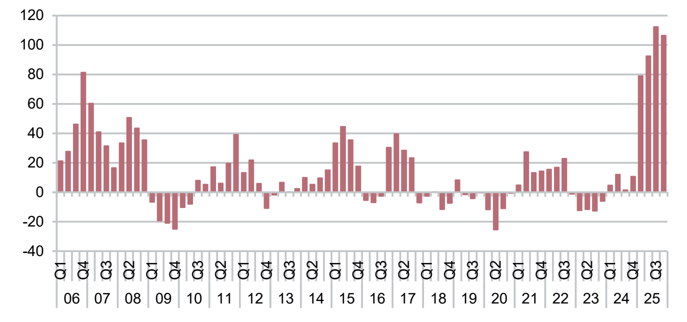
ITAB Shop Concept	Last four quarters				Q3 25	Q3 25e		Dev (%)		Dev (Abs)		Next four quarters			
(SEKm, ex p share)	Q3 24	Q4 24	Q1 25	Q2 25	Actual	DCAR	Cons.	DCAR	Cons.	DCAR	Cons.	Q4 25e	Q1 26e	Q2 26e	Q3 26e
Net sales	**1,553**	**1,771**	**2,819**	**3,242**	**3,297**	**3,309**	**3,295**	0%	0%	(12)	2	**3,655**	**3,524**	**3,479**	**3,442**
Y/Y chg	1.6%	10.6%	78.9%	92.4%	112.3%	113.1%	112.2%	-0.8 pp	0.1 pp			106.4%	25.0%	7.3%	4.4%
Organic Y/Y	**4.3%**	**10.1%**	**8.2%**	**-2.8%**	**8.0%**	**2.5%**		5.5 pp				**6.0%**	**3.0%**	**8.0%**	**6.0%**
Acquired Y/Y	0.0%	0.0%	70.8%	99.3%	107.0%	113.8%		-6.8 pp				105.7%	25.5%	0.0%	0.0%
FX / other Y/Y	-2.7%	0.5%	-0.2%	-4.0%	-2.7%	-3.2%		0.5 pp				-5.3%	-3.4%	-0.7%	-1.6%
Gross profit	**437**	**467**	**710**	**784**	**803**	**812**	**810**	**-1%**	**-1%**	**(9)**	**(7)**	**883**	**863**	**869**	**856**
Gross margin	28.1%	26.4%	25.2%	24.2%	24.4%	24.5%	24.6%	-0.2 pp				24.2%	24.5%	25.0%	24.9%
EBITDA adj	**154**	**172**	**293**	**291**	**369**	**326**	**298**	13%	24%	43	71	**375**	**365**	**357**	**417**
Adj EBITDA margin	9.9%	9.7%	10.4%	9.0%	11.2%	9.9%	9.0%	1.3 pp	2.1 pp			10.3%	10.3%	10.3%	12.1%
Depr & amort	(64)	(66)	(112)	(132)	(127)	(132)		-4%		5		(126)	(127)	(128)	(129)
EBIT adj	**90**	**106**	**181**	**159**	**242**	**194**		**25%**		**48**		**249**	**238**	**229**	**288**
Adj EBIT margin	**5.8%**	**6.0%**	**6.4%**	**4.9%**	**7.3%**	**5.9%**	**4.9%**	1.5 pp	2.5 pp			**6.8%**	**6.7%**	**6.6%**	**8.4%**
IAC / one-offs	(21)	(27)	(55)	(39)	(22)	(35)		-37%		13		(25)	(25)	(25)	(25)
EBIT	69	79	126	120	220	159	161	38%	37%	61	59	224	213	204	263
Net financials	4	2	(53)	(72)	(53)	(54)		-1%		1		(53)	(44)	(44)	(42)
Pre tax profit	**73**	**81**	**73**	**48**	**167**	**106**	**82**	58%	103%	61	85	**171**	**169**	**160**	**221**
Tax / Minority	(30)	(8)	(36)	(33)	(76)	(36)		111%		(40)		(53)	(54)	(55)	(73)
Net profit	43	73	37	15	91	70	71	31%	28%	21	20	119	114	105	148
EPS	0.2	0.3	0.1	0.1	0.4	0.3	0.3	31%	27%	0.1	0.1	0.5	0.4	0.4	0.6
FCF	91	228	(106)	(154)	(111)	172		-164%		(283)		683	4	84	200
FCF (LTM)	381	320	205	59	(143)	140		-202%		(283)		312	422	660	971
Net debt	(392)	(969)	2,618	2,947	3,070	2,775		0		295		2,387	2,383	2,375	2,175
Net Debt / EBITDA	(0.60)	(1.56)	3.86	3.98	3.27	3.09		0.06		0.17		2.12	1.99	1.88	1.66
Segments															
Sales by geography (SEKm)															
Nothern Europe	335	447	420	389	306	397		-23%				392	408	417	319
Central Europe	316	371	435	361	485	368		32%				450	469	387	506
UK & Ireland	192	181	221	261	266	266		0%				263	274	280	278
Southern Europe	372	427	1,221	1,592	1,496	1,625		-8%				1,659	1,616	1,708	1,562
Eastern Europe	187	189	261	238	245	243		1%				291	280	255	256
RoW	151	156	261	401	499	409						601	477	430	521
Sales - Group	1,553	1,771	2,819	3,242	3,297	3,309	3,295	0%	0%	(12)	2	3,655	3,524	3,479	3,442
Sales by customer split (SEKm)															
Grocery	913	995	1,500	1,607	1,653	1,696	-	-3%				1,859	1,793	1,770	1,751
Home improvement	143	264	280	271	337	301	-	12%				347	334	330	327
Fashion	172	134	284	388	450	367	-	23%				438	423	417	413
Other	325	378	755	976	857	945	-	-9%				1,011	975	962	952
Sales - Group	1,553	1,771	2,819	3,242	3,297	3,309	3,295	0%	0%	(12)	2	3,655	3,524	3,479	3,442

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

As ITAB's H1 proved, it is always difficult to compare against pro forma adjusted numbers, particularly as the old ITAB operations had a very strong first half of 2024, with a number of large higher-margin technology solutions projects delivered, and with HMY also benefiting from a strong first half in its main French operations. If the development during H1 was on the weak side Y/Y, Q3 partly benefitting from easier Y/Y comparables showed much improved strength benefitting from better volumes, product mix, early benefits being realised from the ITAB/HMY integration process, and quick actions implemented in France and some other smaller markets that added volatility to its Q2 better offsetting some of the challenges presented by a still cautious market backdrop. Similarly, looking at the pro forma 2024 base, Q3 2025 Y/Y started to show marked improvement with sales just short of Q3 2024 but with the improved efficiency creating the base for profit growth.

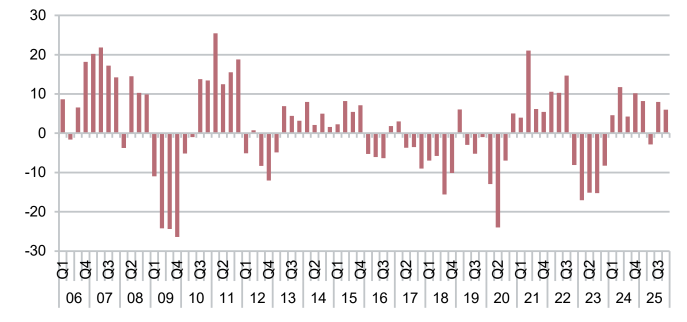
Looking at Q3 2025, revenue increased by 112% Y/Y (organic +8%, HMY +107%, FX -3%) to SEK3,297m, on par with our expectation. The adj. EBIT margin surprised on the upside, widening to 7.3% (+154bps Y/Y), against a slightly easier Y/Y comparison than in H1, leading to adj. EBIT of SEK242m (+169% Y/Y), 25% above our forecast and some 5% above the pro forma adj. EBIT of SEK230m in Q3 2024 including HMY, being the first time the new group has surpassed the pro forma base.

ITAB revenue growth YOY %



Source: DNB Carnegie (estimates) & company

ITAB organic growth YOY %



Source: DNB Carnegie (estimates) & company

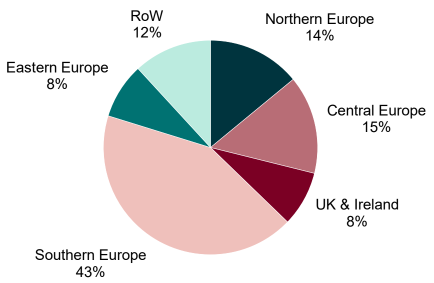
ITAB/HMY pro forma financials and DNB Carnegie forecasts (SEKm)

	2024					2025e					2026e	2027e
	Q1(a)	Q2(a)	Q3(a)	Q4(a)	FY(a)	Q1(a)	Q2	Q3	Q4e	FYe	FYe	FYe
Net sales	**2,847**	**3,433**	**3,356**	**3,643**	**13,279**	**3,308**	**3,242**	**3,297**	**3,655**	**13,502**	**14,320**	**14,964**
YOY chg					*8%*	*16%*	*-6%*	*-2%*	*0%*	*2%*	*6%*	*4%*
CoGS	-2,125	-2,542	-2,568	-2,816	-10,052	-2,493	-2,458	-2,494	-2,772	-10,217	-10,769	-11,194
Gross profit	**722**	**891**	**788**	**827**	**3,227**	**815**	**784**	**803**	**883**	**3,285**	**3,551**	**3,770**
gross margin	*25.4%*	*26.0%*	*23.5%*	*22.7%*	*24.3%*	*24.6%*	*24.2%*	*24.4%*	*24.2%*	*24.3%*	*24.8%*	*25.2%*
OpEX	-424	-479	-444	-503	-1,850	-495	-493	-434	-508	-1,930	-1,976	-1,995
EBITDA excl NRI	**298**	**412**	**344**	**324**	**1,377**	**320**	**291**	**369**	**375**	**1,355**	**1,574**	**1,776**
EBITDA margin	*10.5%*	*12.0%*	*10.2%*	*8.9%*	*10.4%*	*9.7%*	*9.0%*	*11.2%*	*10.3%*	*10.0%*	*11.0%*	*11.9%*
Depreciation	-111	-112	-113	-122	-460	-111	-112	-109	-108	-440	-438	-441
EBITA excl NRI	186	299	230	201	918	209	179	260	267	915	1,136	1,335
EBITA margin	*6.5%*	*8.7%*	*6.9%*	*5.5%*	*6.9%*	*6.3%*	*5.5%*	*7.9%*	*7.3%*	*6.8%*	*7.9%*	*8.9%*
Amortisation	0	0	0	0	0	0	-20	-18	-18	-56	-75	-75
EBIT excl NRI	**186**	**299**	**230**	**201**	**918**	**209**	**159**	**242**	**249**	**859**	**1,061**	**1,260**
EBIT margin	*6.5%*	*8.7%*	*6.9%*	*5.5%*	*6.9%*	*6.3%*	*4.9%*	*7.3%*	*6.8%*	*6.4%*	*7.4%*	*8.4%*
YOY chg					*23%*	*12%*	*-47%*	*5%*	*24%*	*-6%*	*24%*	*19%*

Source: DNB Carnegie (estimates) & company

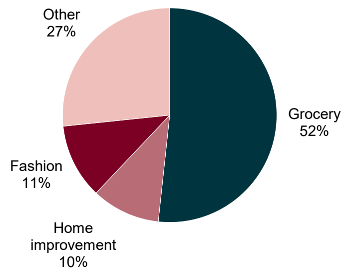
Looking at the customer sales mix, all areas showed strong growth, mainly related to the HMY integration, with Grocery (up 81% Y/Y) representing 50% of Q3 group revenue, still being the slowest looking at growth contribution. The remaining segments are Home Improvement (up 136% Y/Y), Fashion (+162% Y/Y) and Other (+164% Y/Y). Similarly, the addition of HMY translated into substantial growth in Southern Europe (+302% Y/Y), which is now the largest region at 45% of the Q3 geographical mix. On the weaker side, Northern Europe, seeing limited growth support from HMY, was down 9% Y/Y, meeting tough comparisons with some larger projects in the Danish and Finnish Grocery segments last year and what management describes as a more hesitant customer for the moment looking at initiating new projects. This still seems to be more of the general European market characteristics, with ITAB management still indicating that retail customers remain cautious on investing in new stores and upgrading existing stores. However, interest in operating efficiency solutions (such as self-check-outs and other self-service solutions, as well as technical and digital solutions for loss-prevention) remains significant, with less of a general market trend and demand more customer-specific (largely depending on the customer's own financial strength).

ITAB geographical revenue breakdown LTM Q3 2025



Source: DNB Carnegie (compilation) & company data

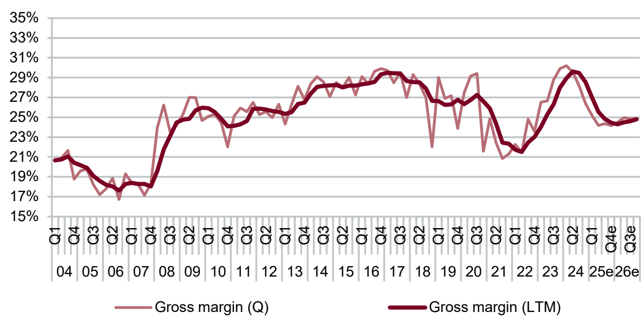
ITAB customer segment revenue breakdown LTM Q3 2025



Source: DNB Carnegie (compilation) & company data

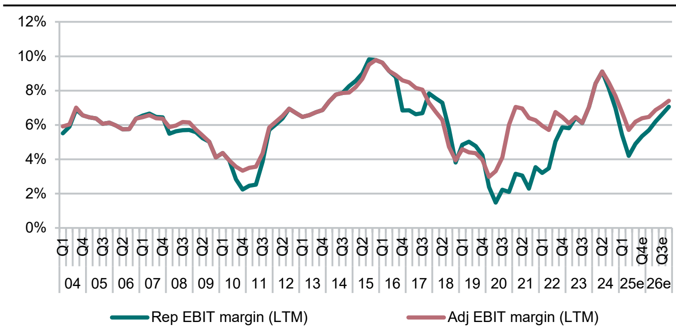
As expected, the Q3 gross margin remained under pressure related to the integration of the structurally lower gross margin HMY operations, but the old ITAB operations benefitted from a better business mix (retail technology) again in a Y/Y perspective. The Q3 gross margin fell by a full 378bps Y/Y to 24.4% (up 89bps Y/Y on a pro forma basis). The mix showed a higher share of higher-gross margin loss-prevention and technical solutions, with the share of traditional shop fittings also being more customised, but still with lower gross margins (higher material content). ITAB highlighted a continued healthy gross margin in the respective product categories. This highlights the high mix effect on ITAB's results, along with the project-based nature of the operation and the potential volatility related to it on a quarterly basis due to the timing of deliveries.

ITAB gross margin quarterly and LTM



Source: DNB Carnegie (estimates) & company data

EBIT margin reported and adjusted LTM

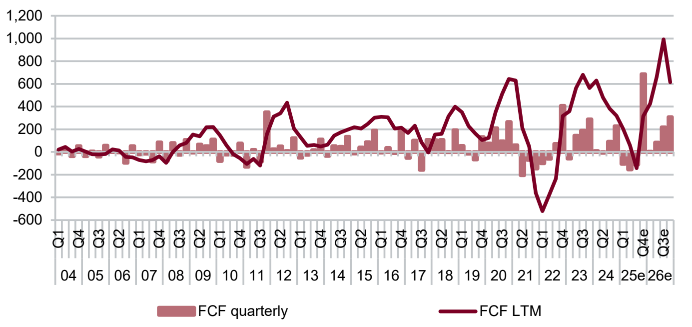


Source: DNB Carnegie (estimates) & company data

The gross margin headwind was offset by HMY's improved opex position and the first synergy gains from the acquisition materialising, with the adj. EBIT margin expanding by 154bps Y/Y to 7.3%, and also on a pro forma base expanding substantially (up 47bps Y/Y) – the first time ITAB/HMY surpassed the pro forma base for 2024.

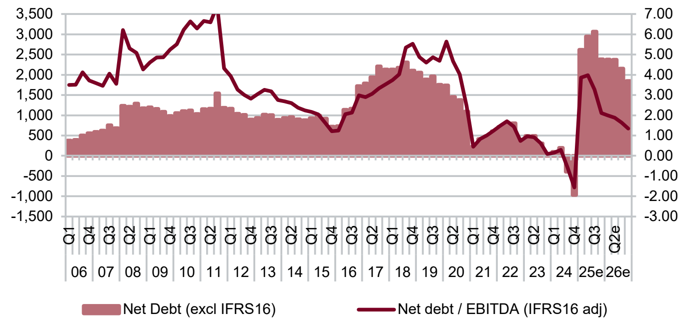
In Q3, ITAB booked SEK22m related to integration costs, slightly less than we had expected in the quarter. We continue to factor SEK125m in integration costs in our updated forecasts (SEK25m per quarter until Q4 2026e) to create the foundation for full synergy realisation by 2027. We have also started to break out the acquisition-related amortisation (SEK18m per quarter) from the depreciation, even though ITAB has still not finalised the HMY deal accounting, but we would only expect marginal adjustments.

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

Q3 FCF generation was much weaker than we forecast at SEK-111m (SEK91m Y/Y), seeing a more pronounced working capital building up (SEK-286m) than expected. This translated into a higher net debt of SEK3,726m by end-Q3 2025 (SEK3,070m excluding IFRS16-related leasing debt), implying net debt/adj. EBITDA of 3.31x LTM (benefiting from only eight months of HMY earnings but the full financing burden). However, on a pro forma basis including HMY, adj. EBITDA for the full period would suggest a healthier financial position even now, with a net debt/adj. EBITDA of c2.86x (2.81x excluding an IFRS16 effect) by end-Q3 2025. We understand ITAB's financial covenants regarding its bank debt financing are flexible, suggesting an RTM basis for net debt/EBITDA. Moreover, the high gearing short-term implies a higher interest spread that is set to normalise with the return to a more normal lower gearing level. Medium-term, ITAB said it would focus on successfully integrating HMY, realising the indicated deal synergies, and reestablishing its financial strength, something our updated forecast supports as of 2027e.

Our updated forecast scenario suggests a more favourable development in 2025–27e. Our EPS forecasts are up by 2–5%, still suggesting an EPS CAGR of 29% in 2024–27e, driven by the HMY acquisition, and being a strong acceleration compared to the EPS CAGR of 16% in 2019–24.

Comparing our updated forecasts with ITAB's financial targets, we still expect ITAB to 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 delivery within the targeted range. We forecast cash conversion to be slightly weaker than its target during the period, but still expect improving 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%	97.5%	10.1%	4.5%
Organic sales growth	1.9%	9.1%	6.9%	-13.9%	7.7%	-	4.8%	5.8%	4.5%
EBIT margin	6.2%	6.3%	6.5%	7.0%	7.7%	7-9%	6.4%	7.4%	8.4%
Cash conversion	74%	-34%	80%	118%	82%	>80%	56%	64%	68%
Dividend of net profit	25%	0%	41%	58%	0%	>30%	29%	30%	30%

Source: DNB Carnegie (estimates) & company

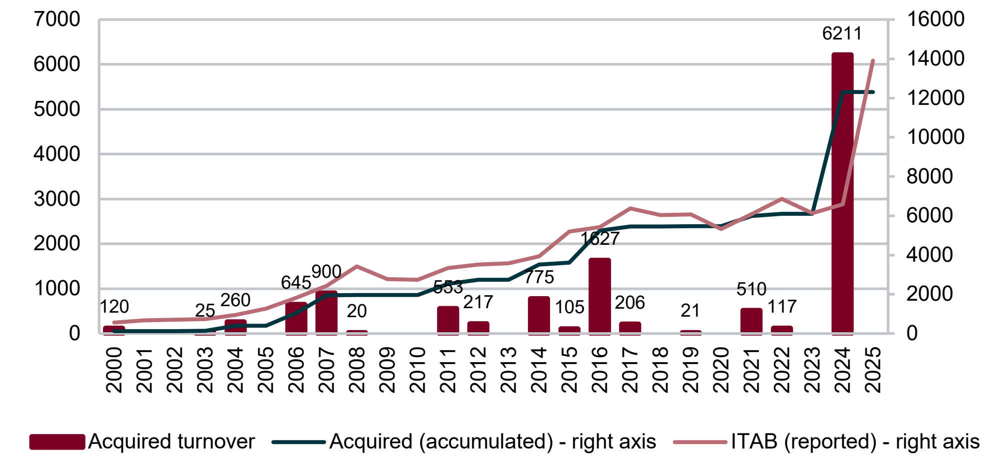
Acquisition history

ITAB acquisition and disposal log

Year	con.	Target	Price	Sales (SEKm)	OpP	OpP margin	EVS (x)	EVOpP (x)	comment
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% holding (+opt) 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% holding 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							

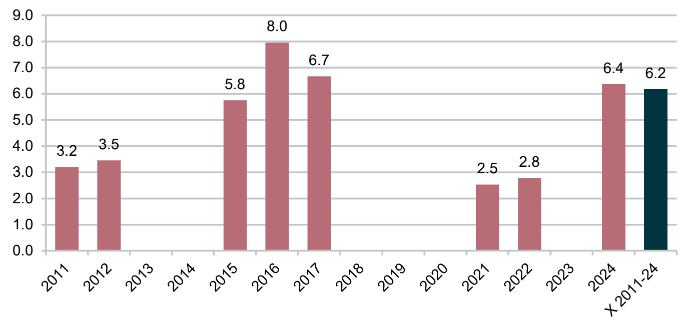
Source: DNB Carnegie (estimates in red) & company

ITAB Shop Concept - acquired turnover (mSEK)



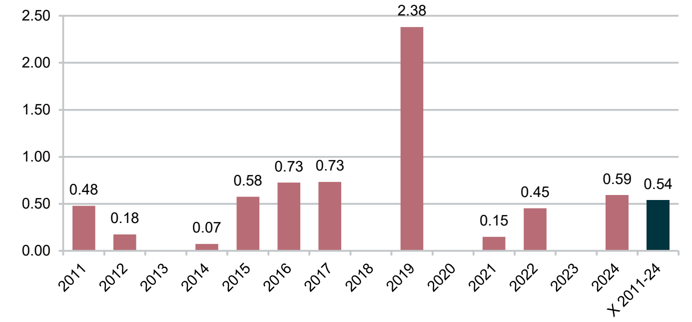
Source: DNB Carnegie (estimates) & company data

ITAB average EV/EBIT acquisition multiples (x)



Source: DNB Carnegie (estimates) & company data

ITAB average EV/sales acquisition multiples (x)



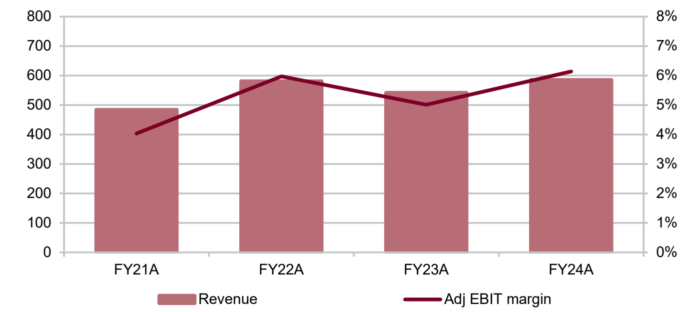
Source: DNB Carnegie (estimates) & company data

ITAB HMY acquisition accounting

SEKm	2023	2024	2025e	2026e	Sep/24 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

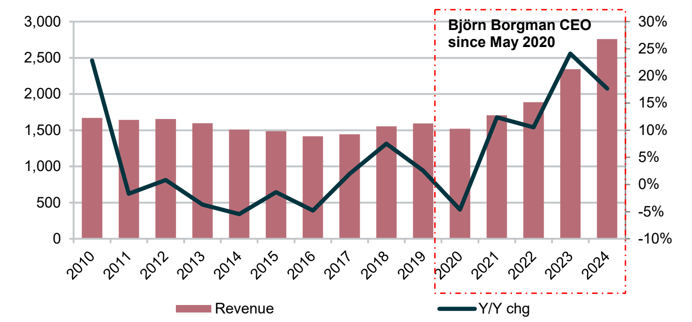
New CEO coming from HL Display

ITAB's board has appointed Björn Borgman as its new CEO. Mr Borgman comes from a similar position, as CEO of HL Display (one of Ratos' companies). He will join ITAB on 1 May 2026, with the current CEO Andreas Elgaard leaving in January 2026 and Glauco Frascaroli taking over in the interim (background as CEO of Southern Europe in ITAB, currently Senior Advisor in the group and having been part of the HMY acquisition team).

Björn Borgman looks to be a solid recruitment, in our view, with his 10-year background from HL Display (five years as CEO) and having pursued a similar industrial roll-up in the store fittings sector with its shelf edge solutions. Under his tenure as CEO, HL Display has doubled in size towards SEK3bn in revenue (5-year revenue CAGR 12% and adj EBITA margin expansion from 9% to 13%), so he is far from new to the market, having managed an operation selling into 70+ markets globally and driving both a combined organic and acquisition agenda. Also looking at the nine acquisitions HL Display has concluded over the last five years, we calculate a very attractive average valuation of 4.6x EV/EBIT, indicating an incoming CEO with good acquisition credentials.

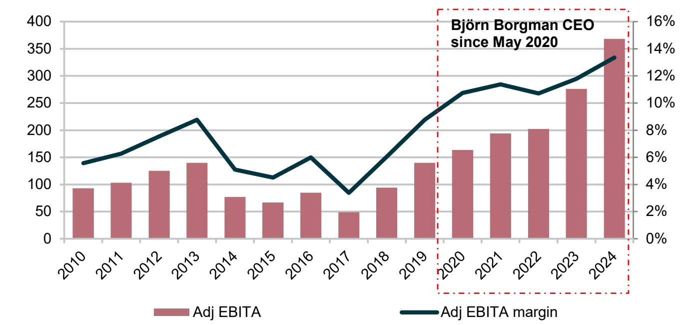
While Mr Borgman will not start officially at ITAB until May 2026, we are excited about what he could bring to the company, both in terms of potentially extracting efficiencies in the enlarged market-leading footprint and spearheading a renewed growth effort (including potential bolt-on acquisitions) once the ITAB/HMY platform is set and financials support a growth mode.

HL Display revenue (SEKm) and Y/Y growth (RHS)



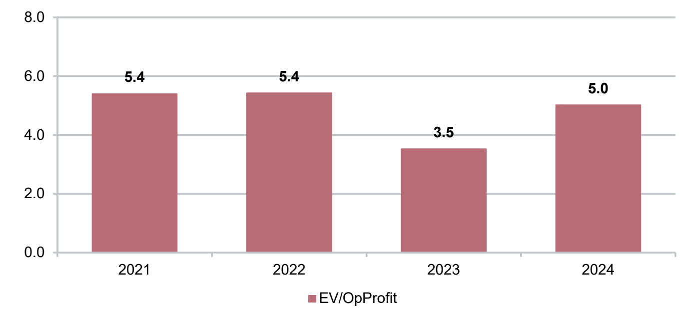
Source: DNB Carnegie (compilation) & company

HL Display Adj EBITA (SEKm) and Adj EBITA margin (RHS)



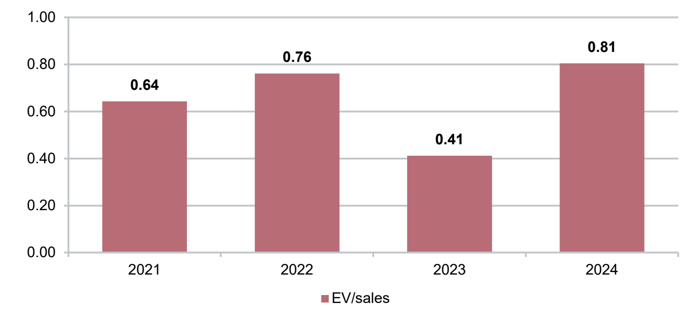
Source: DNB Carnegie (compilation) & company

HL Display EV/EBITA acquisition multiples paid



Source: DNB Carnegie (compilation) & company

HL Display EV/sales acquisition multiples paid



Source: DNB Carnegie (compilation) & company

Valuation and risks

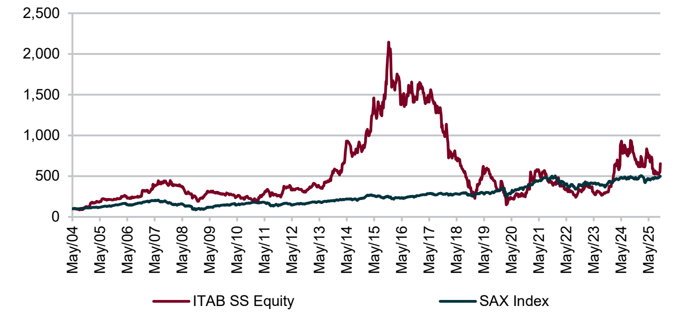
As illustrated in the chart below, ITAB Shop Concept's share price has seen some volatility, hitting a pandemic-related low in early-2020 on a par with the adjusted share price around the IPO in 2004. The share price has recovered strongly since, despite being negatively affected by the early tough comparisons for the new ITAB/HMY operations as well as the announcement of CEO Andreas Elgaard resigning for another assignment as CEO of Arjo, before staging a strong recovery post-Q3.

Given the HMY acquisition and earlier successful implementation of the 'One ITAB' strategy, we find ITAB has 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 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)

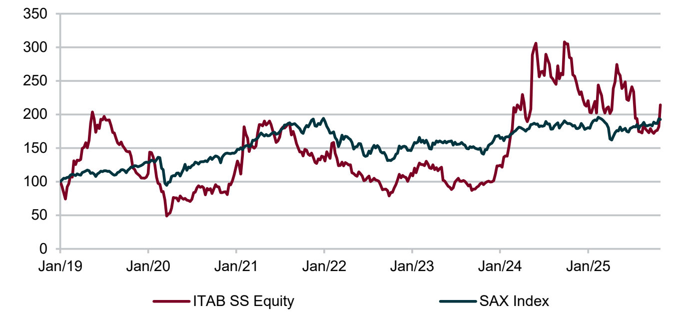


Source: Bloomberg

ITAB share price since January 2019 (SEK)

Source: Bloomberg

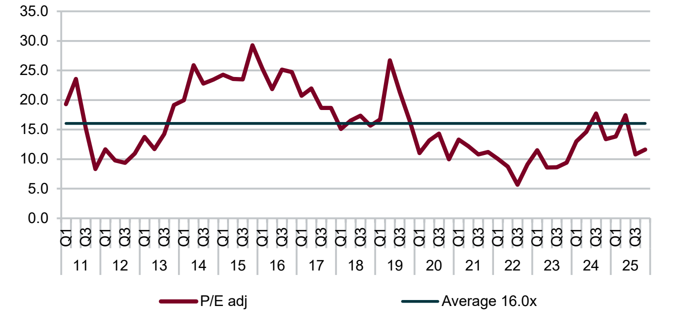
ITAB relative to OMX All-share since January 2019 (indexed)



Source: Bloomberg

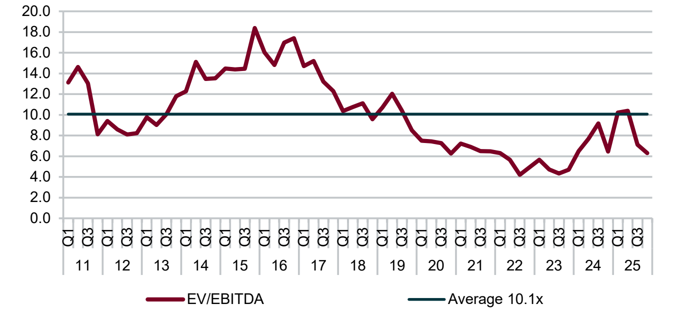
Given the limited consensus with which to compare our forecasts and a wide universe of sector peers, we find the toolbox of normal valuation measures, such as relative valuation versus the company's own historical forward-looking valuation ratios and peer comparison, less straightforward.

ITAB - P/E LTM (x)



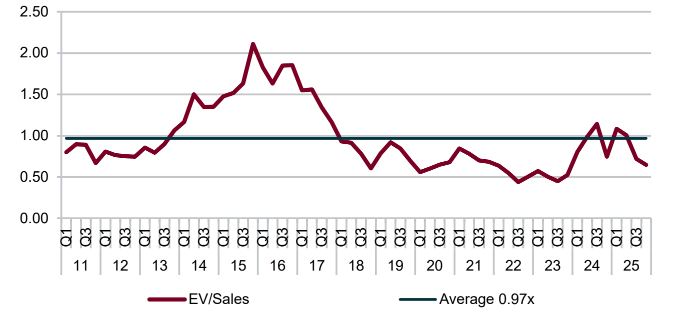
Source: DNB Carnegie (estimates), company (historical data) & Bloomberg (price data)

ITAB - EV/EBITDA LTM (x)



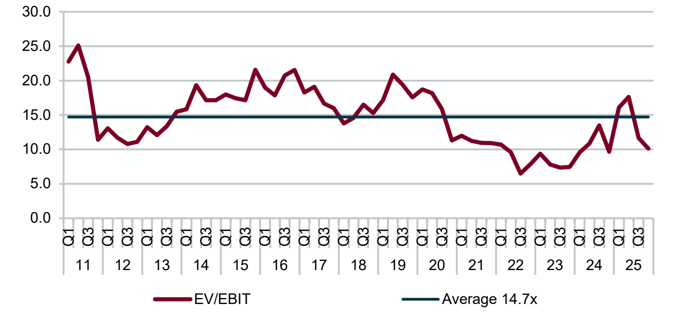
Source: DNB Carnegie (estimates), company (historical data) & Bloomberg (price data)

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)

Historical valuation (LTM base)

To bridge the gap of not having historical forward-looking valuation ratios (NTM), we have created the long-term quarterly charts above 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 at attractive valuations 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 assess 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 50% below (range 44–54%) 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 full 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 at a P/E of 11.6x, EV/sales of 0.72x, EV/EBITDA of 6.6x and EV/EBIT of 10.5x, which would still imply that ITAB is currently valued 29% below (range 24–36%) 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 SEK27.00–29.00 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 of the local preferences on a more aggregated level.

In the table below, +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 45% below, and at an average of 33% 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 SEK38.00 per ITAB share (range SEK32.00–41.70 across valuation ratios), and SEK31.30 per share (range SEK24.80–39.00) applying multiples for the Nordic Retail peer group. We use the low points of the respective peer groups as our range (SEK24.80–32.00) 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)	20.85	483	789	**0.64**	**0.55**	**0.48**	**6.3**	**5.0**	**4.1**	**10.0**	**7.4**	**5.7**
ITAB SHOP CONCEPT AB	20.85	493	762	0.72	0.66	0.63	8.0	6.4	5.4	14.6	10.2	7.9
SME Industrial peers												
ALLIGO AB	120.80	571	841	1.01	0.96	0.92	8.1	6.6	5.9	17.9	12.5	10.3
ALIMAK AB	139.60	1,383	1,567	2.50	2.38	2.25	12.0	10.9	10.1	15.3	13.6	12.3
BERGMAN & BEVING AB	340.00	854	991	2.28	2.21	2.12	15.3	13.8	13.0	29.6	24.6	22.7
COOR SERVICE MGMT	48.38	432	637	0.56	0.55	0.54	8.1	7.5	7.1	15.1	12.5	11.3
ELANDERS AB-B	65.00	209	993	0.84	0.82	0.79	5.8	4.7	4.6	21.8	12.3	11.5
FAGERHULT AB	45.65	748	975	1.43	1.34	1.25	10.9	9.0	8.2	19.5	14.6	12.6
FASADGRUPPEN AB	29.50	147	366	0.71	0.67	0.64	6.5	5.6	5.3	13.6	8.1	7.6
GREEN LANDSCAPING AB	45.30	236	440	0.73	0.69	0.66	6.1	5.5	5.2	12.5	10.6	9.7
INWIDO AB	145.90	772	899	1.09	1.04	1.00	7.9	7.3	6.7	11.6	10.2	9.3
MOMENTUM GROUP AB	164.20	760	803	2.90	2.67	2.49	20.0	18.0	16.5	30.7	27.0	24.6
NETEL HOLDING AB	4.71	21	95	0.39	0.39	0.38	12.1	5.5	4.9	70.5	8.6	7.3
NEDERMAN HOLDING AB	161.80	522	652	1.30	1.22	1.14	9.4	8.3	7.4	14.0	11.7	10.1
NOTE AB	188.80	498	544	1.46	1.32	1.24	11.1	9.7	9.0	14.8	12.5	11.6
OEM INTL AB	153.80	1,981	1,917	3.92	3.69	3.49	23.9	21.8	20.6	27.3	24.7	22.6
PRICER AB-B	4.57	68	76	0.39	0.35	0.33	5.0	3.4	2.9	8.3	4.6	3.8
SCANFIL OYJ	10.70	704	787	0.87	0.73	0.69	9.0	7.5	7.1	12.9	10.4	9.8
SITOWISE GROUP PLC	2.55	87	160	0.88	0.84	0.81	10.7	8.3	7.3	33.2	18.7	12.5
Average sub-group				*1.37*	*1.29*	*1.22*	*10.7*	*9.0*	*8.3*	*21.7*	*14.0*	*12.3*
Nordic Retail peers												
HENNES & MAURITZ AB	179.90	26,352	31,677	1.41	1.39	1.35	8.3	7.8	7.5	18.5	16.4	15.3
AXFOOD AB	259.20	5,153	6,513	0.81	0.77	0.74	9.6	8.8	8.4	20.1	17.4	16.1
CLAS OHLSON AB	351.40	2,113	2,176	1.92	1.83	1.75	10.8	10.3	9.9	16.3	15.7	15.0
TOKMANNI GROUP CORP	8.72	515	1,335	0.82	0.78	0.75	6.5	6.0	5.6	16.0	13.4	11.9
EUROPRIS ASA	88.70	1,321	1,685	1.40	1.33	1.26	8.5	7.4	6.7	15.0	12.2	10.6
KID ASA	138.00	485	619	2.00	1.84	1.72	7.7	6.6	6.1	16.3	12.2	10.9
BYGGMAX GROUP AB	48.50	260	456	0.77	0.74	0.70	4.9	4.7	4.5	15.7	12.1	11.0
MATAS A/S	129.60	665	1,151	0.97	0.91	0.86	6.7	5.9	5.5	13.5	10.8	9.6
BILIA AB-A SHS	134.40	1,183	1,638	0.53	0.49	0.48	7.8	7.0	6.6	16.4	13.3	11.9
ELEKTRO IMPORTOREN AS	14.00	61	104	0.74	0.67	0.61	6.3	5.2	4.4	15.0	11.0	8.6
Average sub-group				*1.14*	*1.07*	*1.02*	*7.7*	*7.0*	*6.5*	*16.3*	*13.4*	*12.1*
Total peer group				***1.29***	***1.21***	***1.15***	***9.6***	***8.3***	***7.7***	***19.8***	***13.8***	***12.3***

Source: DNB Carnegie (estimates red]) & Bloomberg (consensus and share prices)

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)	**11.5**	**7.4**	**6.3**	**5.9%**	**10.9%**	**14.4%**	**123%**	**6.4%**	**1.4%**	*23.5*	*19.2*	*-22.9*
ITAB SHOP CONCEPT AB	20.2	9.8	7.1	-71.7%	8.5%	12.2%	123%	7.0%	0.4%	*23.5*	*19.2*	*-22.9*
SME Industrial peers												
ALLIGO AB	18.0	11.5	8.6	4.6%	11.1%	13.1%	159%	9.1%	2.7%	*6.8*	*15.0*	*0.2*
ALIMAK AB	19.8	16.4	14.9	5.7%	6.3%	6.9%	191%	9.6%	2.5%	*-9.3*	*-16.2*	*16.0*
BERGMAN & BEVING AB	42.0	33.0	29.3	6.2%	4.6%	5.9%	487%	11.9%	1.2%	*4.6*	*10.2*	*11.5*
COOR SERVICE MGMT	15.5	12.0	10.5	12.2%	12.9%	14.0%	316%	17.0%	4.6%	*2.9*	*8.6*	*33.2*
ELANDERS AB-B	-	7.9	6.5	nm	nm	nm	58%	0.8%	2.7%	*16.4*	*15.1*	*-33.5*
FAGERHULT AB	23.3	16.4	13.7	neg	6.7%	9.0%	110%	4.4%	2.3%	*12.7*	*21.0*	*-21.6*
FASADGRUPPEN AB	13.3	7.6	6.7	11.7%	16.9%	21.0%	64%	5.4%	0.0%	*-14.7*	*0.0*	*-39.8*
GREEN LANDSCAPING AB	15.9	10.1	8.7	8.0%	15.6%	19.9%	141%	9.3%	0.0%	*-12.7*	*-20.5*	*-41.6*
INWIDO AB	14.9	12.7	11.4	7.1%	8.1%	9.0%	144%	9.8%	3.9%	*-18.3*	*-20.8*	*-25.3*
MOMENTUM GROUP AB	40.2	34.7	31.7	3.1%	4.1%	4.3%	952%	24.8%	0.9%	*4.7*	*5.4*	*-9.7*
NETEL HOLDING AB	-	3.9	2.8	-	-	-	22%	-0.4%	4.2%	*-53.3*	*-55.6*	*-72.3*
NEDERMAN HOLDING AB	18.2	13.4	11.3	-	-	-	198%	11.0%	2.4%	*0.9*	*-5.0*	*-29.9*
NOTE AB	19.0	16.2	14.8	0.0%	5.2%	5.9%	315%	16.5%	1.3%	*4.7*	*-3.1*	*37.5*
OEM INTL AB	34.7	31.3	28.7	2.1%	2.7%	3.0%	786%	23.7%	1.1%	*8.8*	*14.2*	*23.5*
PRICER AB-B	15.7	5.4	4.4	-	-	-	66%	4.3%	0.0%	*-9.3*	*-1.1*	*-62.7*
SCANFIL OYJ	16.0	14.1	12.7	-6.6%	1.6%	4.7%	221%	14.0%	2.3%	*1.1*	*-3.6*	*38.3*
SITOWISE GROUP PLC	40.3	18.2	10.5	11.5%	17.9%	18.2%	76%	-1.0%	0.0%	*-9.7*	*-6.9*	*-9.0*
Average sub-group	*23.1*	*15.6*	*13.3*	*5.5%*	*8.7%*	*10.4%*	*253%*	*10.0%*	*1.9%*	*-3.7*	*-2.5*	*-10.9*
Nordic Retail peers												
HENNES & MAURITZ AB	25.0	21.4	19.5	6.0%	6.9%	7.5%	670%	25.9%	3.9%	*2.3*	*32.0*	*8.3*
AXFOOD AB	23.2	19.9	18.0	9.1%	9.6%	9.9%	745%	32.5%	3.5%	*-11.2*	*-12.1*	*11.3*
CLAS OHLSON AB	20.4	19.4	18.6	4.4%	4.8%	5.1%	728%	40.2%	2.4%	*-4.8*	*3.0*	*100.1*
TOKMANNI GROUP CORP	12.4	9.1	7.4	9.9%	9.9%	12.0%	196%	15.0%	5.8%	*-3.7*	*1.0*	*-17.3*
EUROPRIS ASA	17.4	13.3	11.4	7.7%	6.4%	7.6%	346%	20.7%	3.9%	*-8.9*	*-5.2*	*30.1*
KID ASA	18.3	12.7	11.2	17.0%	15.5%	15.5%	381%	19.9%	5.2%	*-6.7*	*-5.1*	*-9.7*
BYGGMAX GROUP AB	15.6	11.1	9.6	10.7%	12.4%	13.5%	112%	7.4%	2.9%	*-15.0*	*-17.0*	*6.8*
MATAS A/S	12.1	9.4	7.9	12.8%	16.4%	19.0%	125%	8.6%	2.1%	*-0.3*	*-4.4*	*4.7*
BILIA AB-A SHS	15.0	11.5	9.9	17.5%	19.0%	20.6%	242%	15.5%	4.5%	*16.6*	*15.5*	*8.6*
ELEKTRO IMPORTOREN AS	-	-	-	-	-	-	101%	4.6%	0.0%	*-2.8*	*-12.4*	*40.3*
Average sub-group	*17.7*	*14.2*	*12.6*	*10.6%*	*11.2%*	*12.3%*	*364%*	*19.0%*	*3.4%*	*-3.4*	*-0.5*	*18.3*
Total peer group	***21.2***	***15.1***	***13.1***	***7.6%***	***9.7%***	***11.1%***	***293%***	***13.2%***	***2.4%***	***-3.6***	***-1.8***	***-0.5***

Source: DNB Carnegie (estimates red]) & Bloomberg (consensus and share prices)

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 31.5%, and a 2028–31e CAGR of 3.4%, falling to 2.2% over 2032–36e, and 1.0% growth in the terminal period.

- Average EBITDA margins of 11.2% for 2024–27e, 11.7% for 2028–36e and 10.4% 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 3.7% for 2024–27e, in line with its historical average of 3.8% in 2018–24, declining to an average 3.4% 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 ~15%.

- A WACC of 9.2%, assuming an 11.1% cost of equity, a 5.8% cost of debt, and an adjusted beta of 1.10.

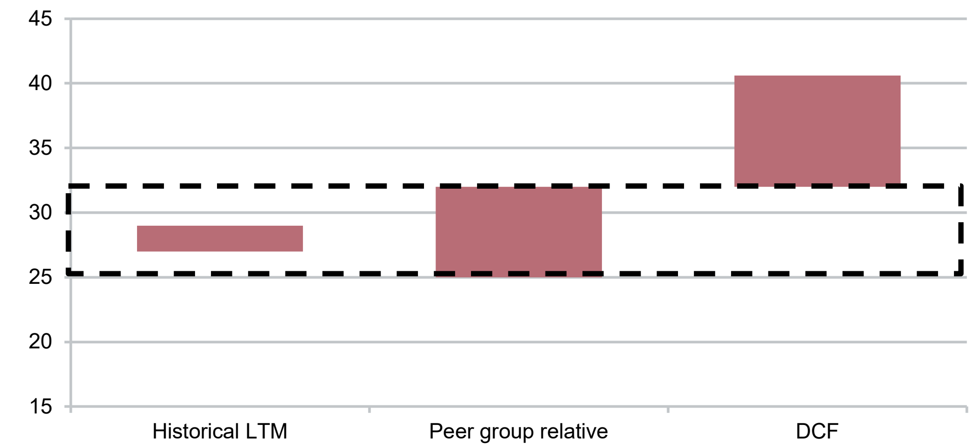
These assumptions yield a fair DCF value range of SEK32.00–40.60/share based on WACCs of 8.5–9.9%, with a mid-point of SEK36.00/share based on a WACC of 9.2%.

Fair value range unchanged at SEK25–32

Our fair value range is unchanged at SEK25–32, in our view reflecting 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 SEK32–40.6 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 (SEK27–29) and peer group relative valuation (SEK25–32) within our fair value range. Note our valuation methodology does not include uncompleted value-creating acquisitions or undisclosed capital allocation.

ITAB fair value range (SEK25-32)



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 risks related to ITAB's operations, including 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 or to 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 its IT systems regarding data communication and enterprise systems that the group uses for 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 products and services it also provides and develops, e.g. entrance and exit systems, checkouts and lighting, and digital solutions for physical stores, such as digital queuing systems in physical stores.

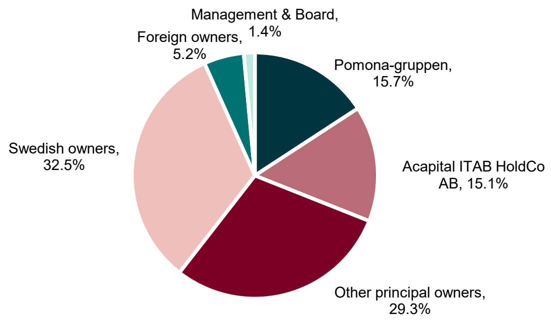
Acquisitions. Acquisitions expose ITAB to several risks and uncertainties including that expected advantages of an acquisition turn out to be more difficult and costlier to realise, with the HMY acquisition in 2025 being the largest completed by ITAB with full realisation of suggested deal synergies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

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.

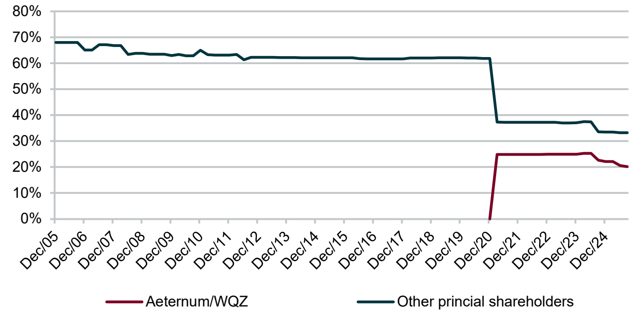
Legal risks. The group has implemented a code of conduct that regulates zero-tolerance of all forms of bribery and corruption.

ITAB owner structure (September 2025)



Source: DNB Carnegie (compilation) & Holdings (owner data)

ITAB principal shareholders ownership (%)



Source: DNB Carnegie (compliation) & Holdings (owner data)

ITAB Shop Concept owner structure (September 2025)

15 largest owners	Shares	Capital %	Chg YTD 2025
Pomona-gruppen	40,018,440	15.68	0
Acapital ITAB HoldCo AB	38,527,371	15.09	-4,631,729
Petter Fägersten	26,262,112	10.29	4,500
Stig-Olof Simonsson	20,635,800	8.08	300,000
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	9,505,938	3.72	-606,468
Alcur Fonder	5,742,131	2.25	3,657,214
Lannebo Kapitalförvaltning	5,119,442	2.01	-99,882
Avanza Pension	4,078,609	1.60	533,442
Nordea Funds	3,853,779	1.51	-4,600
Fjärde AP-fonden	3,147,000	1.23	745,000
Kennert Persson	2,882,200	1.13	0
Anders Moberg	2,700,000	1.06	710,000
Other	115,280,574	45.16	
Total outstanding	255,275,518		

Board of Directors	Shares	Capital %	Chg YTD 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	38,527,371	15.09	0
Kerstin Andersson	4,444	0.00	0

Group management	Shares	Capital %	Chg YTD 2025
Andréas Elgaard [departing CEO]	726,005	0.28	26,005
Björn Borgman [incoming CEO]	0	0.00	0
Andreas Helmersson [CFO]	25,000	0.01	25,000
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 (compilation) & Holdings (owner data)

Interim figures

ITAB Shop Concept	2024				2025				2026				Full year				
(SEKm, ex p share)	Q1 24	Q224	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25e	Q4 25e	Q1 26e	Q2 26e	Q3 26e	Q4 26e	2023	2024	2025e	2026e	2027e
Net sales	**1,576**	**1,685**	**1,553**	**1,771**	**2,819**	**3,242**	**3,297**	**3,655**	**3,524**	**3,479**	**3,442**	**3,875**	**6,139**	**6,585**	**13,013**	**14,320**	**14,964**
Y/Y chg	4.7%	12.0%	1.6%	10.6%	78.9%	92.4%	112%	106%	25.0%	7.3%	4.4%	6.0%	-10.6%	7.3%	97.5%	10.1%	4.5%
Organic Y/Y	**4.6%**	**11.7%**	**4.3%**	**10.1%**	**8.2%**	**-2.8%**	**8.0%**	**6.0%**	**3.0%**	**8.0%**	**6.0%**	**6.0%**	**-13.9%**	**7.7%**	**4.8%**	**5.8%**	**4.5%**
Acquired Y/Y	0.0%	0.0%	0.0%	0.0%	70.8%	99.3%	107%	106%	25.5%	0.0%	0.0%	0.0%	0.4%	0.0%	95.7%	6.4%	0.0%
FX / other Y/Y	0.1%	0.3%	-2.7%	0.5%	-0.2%	-4.0%	-2.7%	-5.3%	-3.4%	-0.7%	-1.6%	0.0%	2.9%	-0.4%	-3.0%	-2.0%	0.0%
Gross profit	**476**	**498**	**437**	**467**	**710**	**784**	**803**	**883**	**863**	**869**	**856**	**964**	**1,719**	**1,878**	**3,180**	**3,551**	**3,770**
Gross margin	30.2%	29.6%	28.1%	26.4%	25.2%	24.2%	24.4%	24.2%	24.5%	25.0%	24.9%	24.9%	28.0%	28.5%	24.4%	24.8%	25.2%
EBITDA adj	**223**	**212**	**154**	**172**	**293**	**291**	**369**	**375**	**365**	**357**	**417**	**436**	**686**	**761**	**1,328**	**1,574**	**1,776**
Adj EBITDA margin	14.1%	12.6%	9.9%	9.7%	10.4%	9.0%	11.2%	10.3%	10.3%	10.3%	12.1%	11.3%	11.2%	11.6%	10.2%	11.0%	11.9%
Depr & amort	-62	-62	-64	-66	-112	-132	-127	-126	-127	-128	-129	-129	-254	-254	-497	-513	-516
EBIT adj	**161**	**150**	**90**	**106**	**181**	**159**	**242**	**249**	**238**	**229**	**288**	**307**	**432**	**507**	**831**	**1,061**	**1,260**
Adj EBIT margin	**10.2%**	**8.9%**	**5.8%**	**6.0%**	**6.4%**	**4.9%**	**7.3%**	**6.8%**	**6.7%**	**6.6%**	**8.4%**	**7.9%**	**7.0%**	**7.7%**	**6.4%**	**7.4%**	**8.4%**
IAC / one-offs	0	0	-21	-27	-55	-39	-22	-25	-25	-25	-25	-25	0	-48	-141	-100	0
EBIT	161	150	69	79	126	120	220	224	213	204	263	282	432	459	690	961	1,260
Net financials	-20	-7	4	2	-53	-72	-53	-53	-44	-44	-42	-37	-47	-21	-231	-167	-130
Pre tax profit	**141**	**143**	**73**	**81**	**73**	**48**	**167**	**171**	**169**	**160**	**221**	**245**	**385**	**438**	**459**	**795**	**1,130**
Tax / Minority	-41	-48	-30	-8	-36	-33	-76	-53	-54	-55	-73	-75	-112	-127	-198	-257	-361
Net profit	100	95	43	73	37	15	91	119	114	105	148	171	273	311	262	538	770
EPS	0.5	0.4	0.2	0.3	0.1	0.1	0.4	0.5	0.4	0.4	0.6	0.7	1.2	1.3	1.0	2.1	3.0
DPS													0.8	0.0	0.3	0.6	0.9
FCF	9	-8	91	228	-106	-154	-111	683	4	84	200	290	563	320	312	578	762
FCF (LTM)	630	479	381	320	205	59	-143	312	422	660	971	578	563	320	312	578	762
Net debt	96	199	-392	-969	2,618	2,947	3,070	2,387	2,383	2,375	2,175	1,885	45	-969	2,387	1,885	1,287
Net Debt / EBITDA	0.15	0.29	-0.60	-1.56	3.86	3.98	3.27	2.12	1.99	1.88	1.66	1.38	0.08	-1.56	2.12	1.38	0.82

Segments

Sales by geography (SEKm)	Q1 24	Q224	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25e	Q4 25e	Q1 26e	Q2 26e	Q3 26e	Q4 26e	2023	2024	2025e	2026e	2027e
Nothern Europe	496	469	335	447	420	389	306	392	408	417	319	416	1,508	1,747	1,507	1,560	1,631
Central Europe	292	332	316	371	435	361	485	450	469	387	506	477	1,169	1,311	1,731	1,840	1,923
UK & Ireland	183	160	192	181	221	261	266	263	274	280	278	279	680	716	1,011	1,110	1,160
Southern Europe	314	367	372	427	1,221	1,592	1,496	1,659	1,616	1,708	1,562	1,758	1,408	1,480	5,968	6,644	6,943
Eastern Europe	124	167	187	189	261	238	245	291	280	255	256	308	475	667	1,035	1,099	1,149
RoW	167	190	151	156	261	401	499	601	477	430	521	637	899	664	1,762	2,065	2,158
Sales - Group	1,576	1,685	1,553	1,771	2,819	3,242	3,297	3,655	3,524	3,479	3,442	3,875	6,139	6,585	13,013	14,320	14,964

Sales by customer split (SEKm)	Q1 24	Q224	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25e	Q4 25e	Q1 26e	Q2 26e	Q3 26e	Q4 26e	2023	2024	2025e	2026e	2027e
Grocery	888	887	913	995	1,500	1,607	1,653	1,859	1,793	1,770	1,751	1,971	3,226	3,683	6,619	7,284	7,612
Home improvement	210	193	143	264	280	271	337	347	334	330	327	368	769	810	1,235	1,359	1,420
Fashion	143	195	172	134	284	388	450	438	423	417	413	465	589	644	1,560	1,717	1,794
Other	335	410	325	378	755	976	857	1,011	975	962	952	1,072	1,555	1,448	3,599	3,960	4,138
Sales - Group	1,576	1,685	1,553	1,771	2,819	3,242	3,297	3,655	3,524	3,479	3,442	3,875	6,139	6,585	13,013	14,320	14,964

Source: DNB Carnegie (estimates) & company (historical data)

Note: EPS in this table is based on a quarterly calculated number of shares and may therefore differ to other tables that use an annual average

Forecast changes

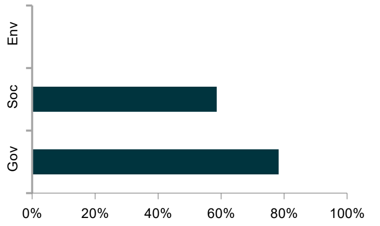
ITAB Shop Concept	New est			Old est.			Abs. Change			% change		
(SEKm, ex p share)	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e	2025e	2026e	2027e
Net sales	**13,013**	**14,320**	**14,964**	**13,004**	**14,357**	**15,003**	9	(37)	(39)	0%	0%	0%
Y/Y chg	97.5%	10.1%	4.5%	97.4%	10.5%	4.5%				0.1 pp	-0.3 pp	0.0 pp
Organic Y/Y	**4.8%**	**5.8%**	**4.5%**	**3.0%**	**5.5%**	**4.5%**				1.9 pp	0.3 pp	0.0 pp
Acquired Y/Y	95.7%	6.4%	0.0%	97.4%	6.4%	0.0%				-1.7 pp	0.0 pp	0.0 pp
FX / other Y/Y	-3.0%	-2.0%	0.0%	-3.0%	-1.4%	0.0%				-0.1 pp	-0.6 pp	0.0 pp
Gross profit	**3,180**	**3,551**	**3,770**	**3,199**	**3,582**	**3,803**	**(18)**	**(31)**	**(33)**	**-1%**	**-1%**	**-1%**
Gross margin	24.4%	24.8%	25.2%	24.6%	24.9%	25.3%				-0.2 pp	-0.2 pp	-0.2 pp
EBITDA adj	**1,328**	**1,574**	**1,776**	**1,283**	**1,533**	**1,732**	**45**	**41**	**44**	**4%**	**3%**	**3%**
Adj EBITDA margin	10.2%	11.0%	11.9%	9.9%	10.7%	11.5%				0.3 pp	0.3 pp	0.3 pp
Depr & amort	-497	-513	-516	-512	-532	-535	15	19	19	3%	4%	4%
EBIT adj	**831**	**1,061**	**1,260**	**771**	**1,001**	**1,197**	**60**	**60**	**63**	**8%**	**6%**	**5%**
Adj EBIT margin	**6.4%**	**7.4%**	**8.4%**	**5.9%**	**7.0%**	**8.0%**				0.5 pp	0.4 pp	0.4 pp
IAC / one-offs	-141	-100	0	-164	-70	0	23	(30)	-	-14%	43%	
EBIT	690	961	1,260	607	931	1,197	83	30	63	14%	3%	5%
Net financials	-231	-167	-130	-230	-171	-133	(1)	4	3	-1%	3%	2%
Pre tax profit	**459**	**795**	**1,130**	**378**	**760**	**1,064**	**82**	**35**	**66**	**22%**	**5%**	**6%**
Tax / Minority	-198	-257	-361	-151	-226	-312	(46)	(31)	(48)	-31%	-14%	-16%
Net profit	262	538	770	226	534	752	35	4	18	16%	1%	2%
EPS	1.0	2.1	3.0	0.9	2.1	2.9	0.1	0.0	0.1	16%	1%	2%
DPS	0.3	0.6	0.9	0.2	0.6	0.9	0.1	0.0	0.0	21%	7%	0%
FCF	312	578	762	246	584	754	66	(6)	8	27%	-1%	1%
FCF (LTM)	312	578	762	246	584	754	66	(6)	8	27%	-1%	1%
Net debt	2,387	1,885	1,287	2,441	1,920	1,319	(54)	(35)	(32)	-2%	-2%	-2%
Net Debt / EBITDA	2.12	1.38	0.82	2.26	1.44	0.86						
Segments												
Sales by geography (SEKm)												
Nothern Europe	1,507	1,560	1,631	1,627	1,725	1,802	(120)	(164)	(172)	-7%	-10%	-10%
Central Europe	1,731	1,840	1,923	1,571	1,634	1,708	160	206	215	10%	13%	13%
UK & Ireland	1,011	1,110	1,160	1,010	1,112	1,162	1	(2)	(2)	0%	0%	0%
Southern Europe	5,968	6,644	6,943	6,223	7,006	7,321	(255)	(361)	(377)	-4%	-5%	-5%
Eastern Europe	1,035	1,099	1,149	1,030	1,097	1,146	5	3	3	0%	0%	0%
RoW	1,762	2,065	2,158	1,544	1,783	1,864	217	282	295	14%	16%	16%
Sales - Group	13,013	14,320	14,964	13,004	14,357	15,003	9	(37)	(39)	0%	0%	0%
Sales by customer split (SEKm)												
Grocery	6,619	7,284	7,612	6,666	7,360	7,691	(47)	(76)	(79)	-1%	-1%	-1%
Home improvement	1,235	1,359	1,420	1,182	1,305	1,364	53	54	56	4%	4%	4%
Fashion	1,560	1,717	1,794	1,442	1,592	1,663	118	125	131	8%	8%	8%
Other	3,599	3,960	4,138	3,714	4,100	4,285	(115)	(140)	(146)	3%	3%	3%
Sales - Group	13,013	14,320	14,964	13,004	14,357	15,003	9	(37)	(39)	0%	0%	0%

Source: DNB Carnegie (estimates)

Note: EPS in this table is based on a quarterly calculated number of shares and may therefore differ to other tables that use an annual average

DNB Carnegie's Sustainability Scorecard

DNB Carnegie ESG rating: 51%



ESG risk exposure

Fossil fuels	0%
Weapons	0%
Gambling	0%
Country/sector risk	50%
Past incidents	0%

Transition readiness

NZ/Science based targets	No
Decarbonization	n.a.
Carbon intensity (peer quartile)	4th quartile
Sustainable products	Moderate
Strategy to scale	Favourable
Sustain. driven growth	Moderate
Non-renew. energy cons.	77%
Taxo. aligned rev & capex	Yes/Yes

Social & Governance key performance

% women (board/senior exec/total)	25/21/27
Employee turnover rate (%)	14.5%
Absenteeism rate (%)	1.7%
Accident frequency (per mill. hours)	11.6
Board meetings (number/attendance)	18/98%
Sust. performance in incentive prog.	No
ESG board responsibility	Yes
Existence of a whistleblowing system	Yes

Material topics for sector:
Circularity | Employees | Supply chain | End-users | Diversity | Energy use | GHG Emissions

Sustainability as a business driver

With increasing customer focus on sustainability and innovation, collaboration for a sustainable future has become a key differentiator for ITAB and is an integrated part of its One ITAB strategy; however, targets and outcomes still have to be updated for the HMY acquisition, with comments below thus related to 'old' ITAB.

ITAB has turned sustainability into a business proposition towards its clients, such as offering carbon assessment and its Retail Lighting operation offering advanced energy-saving solutions based on the latest LED technology.

From an internal perspective, focus has been on sustainable product development and efficiency in the value chain as well as safeguarding good working conditions and business ethics.

Sustainability targets and achievements

In 2022, ITAB established a baseline for good working conditions with KPIs such as Total Frequency Rate (TFR) for accidents and a Lost Time Severity Rate (LTSR) reporting a 2024 TFR of 11.60 (8.23) and LTSR of 0.25 (0.28). With a target of zero accidents, this still leaves some work to do.

With benchmarks established in 2022 for Scope 1 and 2 greenhouse gas emissions, ITAB is working actively towards its own target to achieve a 50% absolute reduction by 2030, seeing a 10% Scope 1 and 25% Scope 2 reduction in 2024.

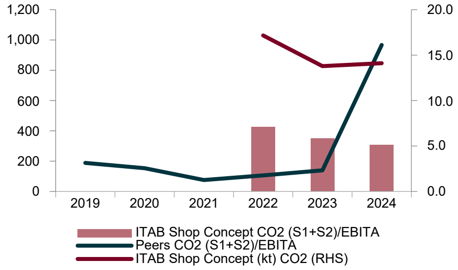
Like many other companies, ITAB does not score well in the EU Taxonomy scoring. Only its lighting (7.1% of net sales) and technology (circular economy; 28.4% of net sales) manufacturing are eligible as 'climate change mitigators'. However, the group alignment to Taxonomy is only 0.3% of net sales.

Sustainability related risks and past incidents

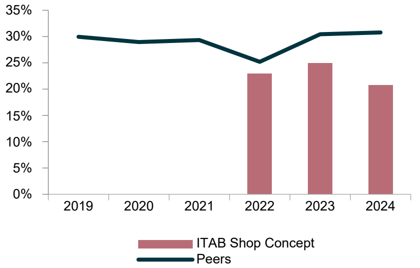
We assess ITAB's ESG-related risks to be well-addressed by the company and primarily related to working conditions, efficiency, business ethics and development of new solutions.

In a wider context, unsuccessful acquisitions and quality failures could result in reputational damage and loss of business, and with a demanding client base the risk of not keeping up with the growing consumer ESG demands a constant challenge.

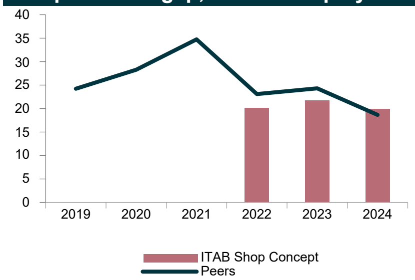
Carbon emissions



Senior executives, % women



Compensation gap, CEO vs employees



Sources this page: DNB Carnegie, company data, FactSet & InFront. Sustainability data as of 1 August 2025.

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	13,013	14,320	14,964
COGS	-4,423	-4,441	-3,906	-4,727	-5,286	-4,420	-4,707	-9,833	-10,769	-11,194
Gross profit	**1,608**	**1,623**	**1,417**	**1,360**	**1,582**	**1,719**	**1,878**	**3,180**	**3,551**	**3,770**
Other income & costs	-1,236	-1,110	-1,047	-882	-918	-1,033	-1,165	-1,993	-2,076	-1,995
Share in ass. operations and JV	0	0	0	0	0	0	0	0	0	0
EBITDA	**372**	**513**	**370**	**478**	**664**	**686**	**713**	**1,187**	**1,474**	**1,776**
Depreciation PPE	-142	-142	-130	-115	-108	-118	-121	-275	-270	-273
Depreciation lease assets	0	-114	-128	-147	-153	-136	-133	-166	-168	-168
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**	**746**	**1,036**	**1,335**
Amortization acquisition related	0	0	0	0	0	0	0	-56	-75	-75
Impairment acquisition related	0	0	0	0	0	0	0	0	0	0
EBIT	**230**	**257**	**112**	**216**	**403**	**432**	**459**	**690**	**961**	**1,260**
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	-231	-167	-130
of which interest income/expenses	-73	-68	-98	-56	-41	-33	-7	-190	-125	-88
of which interest on lease liabilities	0	-15	-14	-13	-14	-14	-14	-41	-42	-42
of which other items	0	0	0	0	0	0	0	0	0	0
Pre-tax profit	**157**	**174**	**0**	**147**	**348**	**385**	**438**	**459**	**795**	**1,130**
Taxes	-60	-54	-22	-52	-105	-93	-118	-180	-239	-335
Post-tax minorities interest	-7	0	1	-8	-20	-12	-10	-18	-18	-26
Discontinued operations	0	0	0	8	-53	-7	1	0	0	0
Net profit	**90**	**120**	**-21**	**95**	**170**	**273**	**311**	**262**	**538**	**770**
Adjusted EBITDA	380	497	578	644	704	686	761	1,328	1,574	1,776
Adjusted EBITA	238	241	320	382	443	432	507	887	1,136	1,335
Adjusted EBIT	238	241	320	382	443	432	507	831	1,061	1,260
Adjusted net profit	95	109	187	202	198	273	346	347	608	770
Sales growth Y/Y	-5.5%	0.5%	-12.2%	14.4%	12.8%	-10.6%	7.3%	97.6%	10.0%	4.5%
EBITDA growth Y/Y	-41.8%	37.9%	-27.9%	29.2%	38.9%	3.3%	3.9%	66.5%	24.2%	20.4%
EBITA growth Y/Y	-54.0%	11.7%	-56.4%	92.9%	86.6%	7.2%	6.3%	62.6%	38.9%	28.8%
EBIT growth Y/Y	-54.0%	11.7%	-56.4%	92.9%	86.6%	7.2%	6.3%	50.4%	39.3%	31.0%
EBITDA margin	6.2%	8.5%	7.0%	7.9%	9.7%	11.2%	10.8%	9.1%	10.3%	11.9%
EBITA margin	3.8%	4.2%	2.1%	3.5%	5.9%	7.0%	7.0%	5.7%	7.2%	8.9%
EBIT margin	3.8%	4.2%	2.1%	3.5%	5.9%	7.0%	7.0%	5.3%	6.7%	8.4%
Tax rate	38.2%	31.0%	na	35.4%	30.2%	24.2%	26.9%	39.1%	30.1%	29.6%

Cash flow (SEKm)	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
EBITDA	372	513	370	478	664	686	713	1,187	1,474	1,776
Paid taxes	-60	-54	-22	-52	-105	-149	-89	-180	-239	-335
Change in NWC	337	193	394	-589	15	287	-29	-161	-65	-97
Interests paid	-73	-68	-98	-56	-41	-33	-7	-190	-125	-88
Actual lease payments	0	-125	-122	-134	-140	-131	-128	-128	-128	-128
Non cash adjustments	103	-41	167	46	62	26	144	223	-79	-6
Discontinued operations	0	0	0	8	-53	-7	1	0	0	0
Total operating activities	**500**	**239**	**689**	**-299**	**402**	**679**	**496**	**576**	**835**	**1,047**
Capex tangible assets	-100	-134	-45	-63	-84	-116	-176	-264	-258	-284
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	-1,463	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**	**-1,727**	**-258**	**-284**
Dividend paid and received	-179	0	0	0	0	-109	-176	-3	-76	-164
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**	**-3**	**-76**	**-164**
Operating cash flow	500	239	689	-299	402	679	496	576	835	1,047
Free cash flow	400	105	644	-362	318	563	320	312	578	762
Net cash flow	79	273	644	331	252	458	962	-1,154	502	598
Change in net IB debt	79	269	624	305	225	439	943	-1,233	420	516
Capex / Sales	1.7%	2.2%	0.8%	1.0%	1.2%	1.9%	2.7%	2.0%	1.8%	1.9%
NWC / Sales	18.1%	15.6%	9.9%	8.2%	10.6%	9.3%	5.8%	2.2%	2.0%	2.4%

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	5,050	5,050	5,050
Capitalised development	0	0	0	0	0	0	0	0	0	0
Tangible assets	1,048	988	837	904	985	915	917	2,169	2,082	2,018
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**	**7,219**	**7,132**	**7,068**
Inventories (2)	1,019	926	698	1,176	1,030	793	799	1,588	1,588	1,588
Receivables (2)	1,219	1,095	900	1,372	1,244	1,033	1,222	2,963	3,028	3,125
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	1,199	1,701	2,299
Current assets	**2,509**	**2,323**	**2,290**	**2,756**	**3,030**	**2,404**	**3,534**	**5,750**	**6,317**	**7,012**
Total assets	**5,364**	**5,896**	**5,519**	**6,024**	**6,576**	**5,768**	**7,081**	**12,969**	**13,448**	**14,080**
Shareholders' equity	1,698	1,748	1,607	2,654	3,012	3,049	4,128	4,289	4,750	5,356
Minorities	128	128	118	128	157	159	134	134	152	178
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**	**4,423**	**4,902**	**5,534**
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	3,586	3,586	3,586
Other IB provisions (1)	0	0	0	0	0	0	0	0	0	0
Lease libilities	0	754	656	630	681	546	585	656	656	656
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**	**4,242**	**4,242**	**4,242**
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	4,304	4,304	4,304
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**	**4,304**	**4,304**	**4,304**
Total equity and liabilities	**5,364**	**5,896**	**5,519**	**6,024**	**6,576**	**5,768**	**7,081**	**12,969**	**13,448**	**14,080**
Net IB debt (=1)	2,104	2,509	1,748	1,239	1,080	591	-384	3,043	2,541	1,943
Net working capital (NWC) (=2)	1,075	812	244	753	703	435	331	247	312	409
Capital employed (CE)	4,201	4,687	4,165	4,229	5,005	4,377	5,391	8,665	9,144	9,776
Capital invested (CI)	3,930	4,385	3,473	4,021	4,249	3,799	3,878	7,466	7,444	7,477
Equity / Total assets	34%	32%	31%	46%	48%	56%	60%	34%	36%	39%
Net IB debt / EBITDA	5.7	4.9	4.7	2.6	1.6	0.9	-0.5	2.6	1.7	1.1

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	1.07	2.11	3.01
EPS adj.	0.58	0.67	1.15	1.06	0.90	1.24	1.53	1.43	2.38	3.01
CEPS	1.43	1.64	0.80	1.24	1.39	1.87	2.00	2.76	3.78	4.70
DPS	0.00	0.00	0.00	0.00	0.50	0.75	0.00	0.30	0.65	0.90
BVPS	10.7	11.0	10.1	12.2	13.8	14.0	17.9	16.9	18.8	21.2

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%	6.2%	11.9%	15.2%
Adj. ROCE pre-tax	5.7%	5.1%	6.9%	8.8%	9.3%	8.9%	10.1%	12.0%	12.3%	13.7%
Adj. ROIC after-tax	3.7%	4.0%	8.1%	6.6%	7.5%	8.1%	9.6%	9.5%	10.7%	12.6%

Valuation	2018	2019	2020	2021	2022	2023	2024	2025e	2026e	2027e
FCF yield	7.3%	1.9%	11.8%	-6.6%	5.8%	10.3%	5.9%	5.7%	10.6%	14.0%
Dividend yield YE	0.0%	0.0%	0.0%	0.0%	4.5%	6.2%	0.0%	1.4%	3.1%	4.3%
Dividend payout ratio	0.0%	0.0%	0.0%	0.0%	64.4%	60.3%	0.0%	27.9%	30.7%	29.9%
Dividend + buy backs yield YE	0.0%	0.0%	0.0%	0.0%	4.5%	6.6%	0.1%	1.4%	3.1%	4.3%
EV/Sales YE	0.63	0.72	0.71	0.71	0.53	0.55	0.70	0.65	0.56	0.49
EV/EBITDA YE	10.2	8.6	10.2	9.0	5.5	4.9	6.4	7.2	5.4	4.2
EV/EBITA YE	16.5	17.1	33.7	19.9	9.0	7.8	10.0	11.4	7.7	5.5
EV/EBITA adj. YE	16.0	18.2	11.8	11.2	8.2	7.8	9.1	9.6	7.0	5.5
EV/EBIT YE	16.5	17.1	33.7	19.9	9.0	7.8	10.0	12.3	8.3	5.9
P/E YE	17.4	14.6	nm	26.8	14.2	9.7	15.2	19.4	9.9	6.9
P/E adj. YE	16.5	16.1	10.2	12.6	12.2	9.7	13.6	14.6	8.8	6.9
P/BV YE	0.90	0.99	1.16	1.10	0.80	0.86	1.17	1.23	1.11	0.99
Share price YE (SEK)	9.66	10.8	11.8	13.4	11.0	12.1	20.9	20.9		

Source: DNB Carnegie (estimates) & company data

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