

## Research update: Q3 2022

### ZINZINO AB

Zinzino is a global player in the sale and production of health foods. Today, the company is active in over 100 markets. The company has historically grown rapidly to improved profitability. A key component of its success has been its direct selling distribution method.

CEO: Dag Pettersen  
CoB: Hans Jacobsson  
[www.zinzino.com](http://www.zinzino.com)

Bloomberg: ZZB:SS  
Reuters Eikon: ZZB.ST

List: Nasdaq First North

Last: SEK 39.4  
Market cap: SEK 1 133m

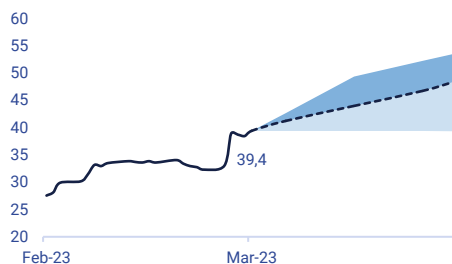
### SHARE DEVELOPMENT



	12M	YTD	6M	1M
Development (%)	9	52	32	32

Source: S&P Capital IQ

### VALUATION INTERVAL



	BEAR	BAS	BULL
Share price	39.3	48.5	53.6
Up-/downside (%)	0	23	36

Source: S&P Capital IQ and Carlsquare estimates

### CARLSQUARE EQUITY RESEARCH

Markus Augustsson  
Head of Equity Research

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## Profitability growth to come

In Q4 2022, Zinzino reported revenues in line with expectations. Driven by the gross margin, profitability was well above expectations. With an increasing gross margin and reduced headcount, profit should grow in 2023. In a base case scenario, a fair value per share is calculated at SEK 48.5 (44.4).

### Gross margin up for the second year in a row

In line with our expectations, Zinzino increased revenues in Q4 2022 by 7.5% to SEK 429m. For the full year 2022, revenues amounted to SEK 1,443m, representing a growth of 5.2%. Central Europe, followed by North America and Southern and Western Europe as the main growth drivers. Operations in the Nordic region continued to hold back the group's growth. APAC also held back the group's growth for the full year. However, preliminary sales figures for February 2023 show growth in all eight geographic markets

Gross profit for Q4 2022 landed at SEK 150m, corresponding to a margin of 34.9% - well above our forecast of SEK 126m and 31.0%, respectively. Despite inflationary pressures, Zinzino increased its gross margin for the second consecutive year. For the full year 2022, the gross margin was 32.3%, an increase of 1.1 percentage points compared to 2021. Gross profit is calculated as revenue reduced by the cost of goods sold and revenue sharing with distributors. Compared to other players with similar distribution models, there is room for Zinzino to further reduce its distributor costs over time. Thus, we believe the gross margin can increase slightly over time.

For Q4, the EBIT result and EPS were also above our expectations. For the full year 2022, costs (excl. dir. costs and depreciation and amortisation) increased by 21.9%. Thus, despite a strengthened gross margin, EBIT declined by 25.0% to SEK 87m in the full year 2022. However, it should be noted that the headcount at the end of Q4 2022 fell to 207, compared to 233 at the end of Q3 2022 and 224 at the end of Q4 2021. That improves the outlook for profitability.

### Growth and margin expansion in 2023

For 2023, we expect revenues of SEK 1,630m, corresponding to a growth of 13.0%. That is at the upper end of the company's guided range. In 2023-2025, we expect a compound annual growth rate of 10.6%. The company's target is a yearly growth above 10%. Given the machine that Zinzino has got rolling in the big market, Central Europe, we expect this submarket to continue to be a prominent growth driver. In 2023, we expect the EBIT result to grow 30.2% to SEK 113m, corresponding to a margin of 8.4%. The improved profitability can mainly be attributed to scalability and a slightly better gross margin. By 2025, the EBITDA margin is expected to increase to 9.2%. The company's goal is to increase the EBITDA margin to above 9.0% by 2025.

### A higher fair value with higher profitability

In a base case scenario, we calculate a fair value per share of SEK 48.5 (44.4). The upward revision is due to higher profitability assumptions. Our valuation corresponds to an EV/EBIT multiple NTM of 13.4x. The median value of the peer group is 12.4x. Today, Zinzino shares are trading at an EV/Sales NTM of 10.6x - an unjustified discount.

### Key figures (SEKm)

	2020	2021	2022	2023P	2024P	2025P
Total revenue	1,139	1,371	1,443	1,630	1,813	1,950
Gross profit	349	428	466	528	591	641
EBITDA	109	138	112.1	137	159	179
EBIT	86.6	116	87.0	113	134	153
EBT	85.0	115	89.2	111	132	150
Earning per share	1.96	2.57	2.01	2.61	3.09	3.53
Growth, tot. revenue	47.8%	20.4%	5.3%	13.0%	11.2%	7.6%
EBITDA-margin	9.5%	10.0%	7.8%	8.4%	8.8%	9.2%
EBIT-margin	7.6%	8.5%	6.0%	6.9%	7.4%	7.8%
EV/Sales	2.1x	1.3x	0.8x	0.7x	0.7x	0.6x
EV/EBITDA	22.5x	13.0x	10.7x	8.8x	7.6x	6.7x
EV/EBIT	28.2x	15.4x	13.8x	10.6x	9.0x	7.9x
P/E	38.8x	22.2x	19.6x	15.1x	12.7x	11.2x

Source: Company information and Carlsquare estimates

# Investment case, estimates, valuation and risks

Zinzino has demonstrated strong historical growth to improved profitability. That shows the strength of the business model, strategy and offering. Historically, Europe has been the main driver of growth and is expected to remain so in the future. With a cost-effective sales model, we believe Zinzino in 2023 can demonstrate revenue growth alongside margin expansion again. In a base case scenario, a fair value per share of SEK 48.5 (44.4) is calculated for the next 6-12 months.

## Growth and margin expansion create upside

Since its foundation in 2007, Zinzino has grown into a global player in the sale and production of health foods. We continue to see good prospects for Zinzino to grow in the global market at a fast pace with increased profit.

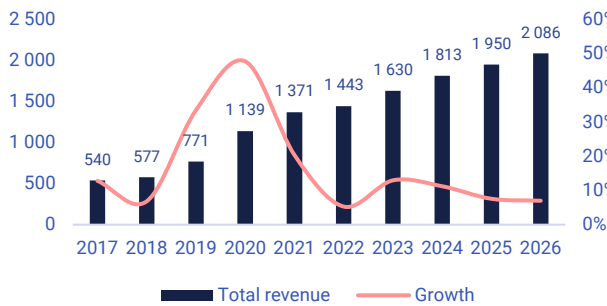
- **A proven growth strategy.** Over the past ten years, Zinzino has grown at an average of 23.4% per year to improved profitability. Efficient and rapid expansion through direct sales and an expanded product offering have been vital ingredients for growth alongside margin expansion. Competition is fierce, with a plethora of products with similar formulations and health claims. However, history demonstrates the strength of the company's offering, business model and growth strategy.
- **Synergies and Central Europe - drivers of continued growth.** Over the past few years, expansion into new countries has been one of the main drivers of growth. Despite SEK billions in turnover, the market share in existing markets is extremely limited; thus, there is room for growth. The acquisition of Enhazz expanded the company's product offering towards skincare, but as important, it provided access to a strong network of distributors. Sales synergies have already started to show, and we expect this acquisition, via the strengthened distributor network, to be a key growth driver. We also expect Central Europe to continue to be a prominent growth driver where the company has a well-oiled machine up and running.
- **Profit growth in 2023.** With gross margins up two years in a row, and lower headcount, the conditions are in place for profit growth in 2023. Regarding gross margin (after distributor costs), Zinzino is well below its larger sector peers, such as Herbalife and Usana Health. Thus, there is potential further upside in gross margin. At the same time, the business is scalable, as has been demonstrated by historical growth and margin expansion in parallel.
- **An undeserved discount and upside in the share.** Combining two multiple valuation models with a DCF valuation, we calculate a fair value per share of SEK 48.5 (44.4) for the next 6-12 months. Our valuation corresponds to an EV/Sales multiple of 0.9x and an EBIT multiple of 13.4x our next 12 months forecast (NTM). Today, Zinzino trades at an EV/Sales multiple NTM of 0.7x and an EV/EBIT multiple NTM of 10.6x. That is an undeserved discount compared to our reference group, whose median EV/Sales NTM is 1.1x and EV/EBIT NTM is 12.4x.

## Assumptions and estimates

### Rising gross margin should yield earnings growth in 2023

We leave our revenue forecasts close to unchanged. In 2023, we expect revenues of SEK 1,630m, corresponding to a growth of 13.0%. In 2023-2025, we expect an average annual growth rate of 10.6%. Sales synergies from acquired Enhazz and Central Europe are two prominent growth drivers. Over the entire forecast period, 2023-2032, we expect an average annual growth rate of 7.5%. We do not include any acquisitions in our forecasts. Such acquisitions are thus a trigger that can accelerate the growth rate.

#### Total revenues (SEKm) and growth (%)



Source: Company information and Carlsquare estimates

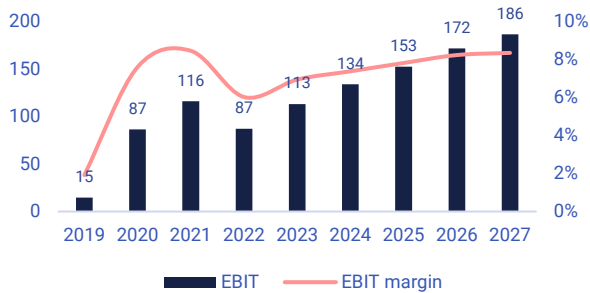
#### Gross profit (SEKm) and margin (%)



Gross profit = total revenue reduced by the cost of goods sold and distribution costs. Source: company information and Carlsquare forecasts

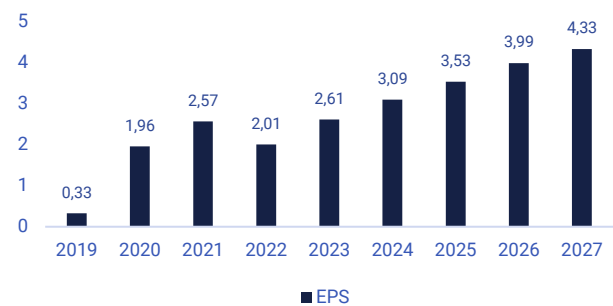
In 2023, we expect a gross profit of SEK 528m (511), corresponding to a margin of 32.4% (30.8). By the last year of the forecast period, 2032, we expect the gross margin to rise to 33.3% (32.2). Reduced distributor costs as a share of revenues drive the improved gross margin.

#### EBIT (SEKm) and margin (%)



Source: Company information and Carlsquare estimates

#### EPS (SEK/share)



Source: Company information and Carlsquare estimates

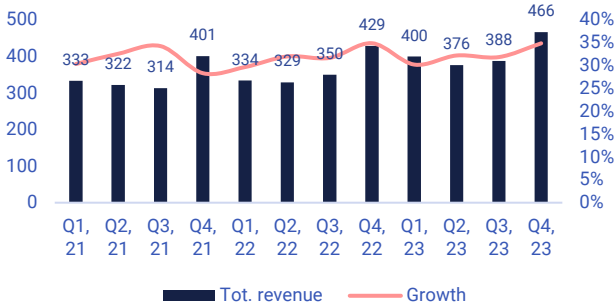
With cost-effective growth through direct sales, scalability can be enjoyed despite a relatively high growth rate. In our scenario, the company makes an EBIT result in 2023 of SEK 113m (103), corresponding to an EBIT margin of 6.9% (6.4). Over time, we assume the EBIT margin to increase to 9.7% by the end of 2032.

The company aims to increase the EBITDA margin to over 9.0% by 2025. In our scenario, the EBITDA margin is 9.2% in 2025.

Zinzino has proposed a dividend based on 2022 earnings of SEK 1.75 per share. That is down from SEK 2.0 the previous year. Based on 2023 earnings, we expect a dividend of SEK 2.0.

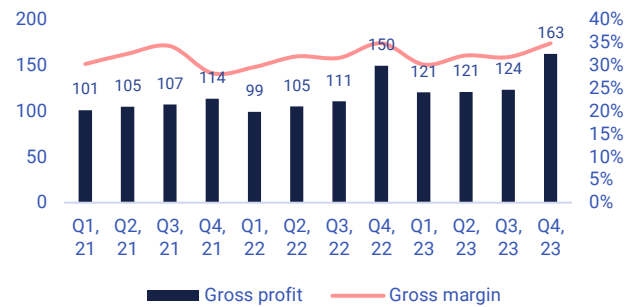
## On a quarterly basis

### Total revenues (SEKm) and growth (%)



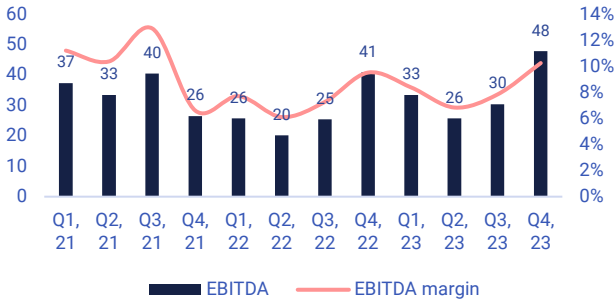
Source: Company information and Carlsquare estimates

### Grossprofit (SEKm) and margin (%)



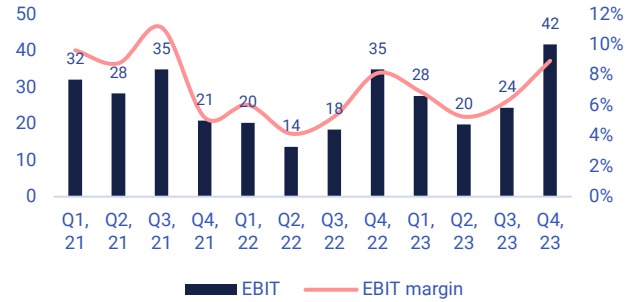
Gross profit = total revenue reduced by the cost of goods sold and distribution costs. Source: company information and Carlsquare forecasts

### EBITDA (SEKm) och margin (%)



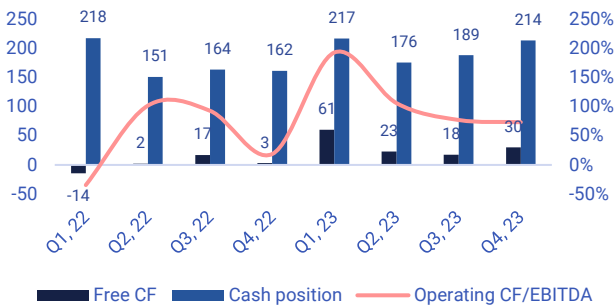
Source: Company information and Carlsquare estimates

### EBIT (SEKm) and margin (%)



Source: Company information and Carlsquare estimates

### Cash flow and cash position (SEKm)



Source: Company information and Carlsquare estimates

### EPS (SEK/share)



Source: Company information and Carlsquare estimates

## A fair value within a range

### Potential upside despite report rally

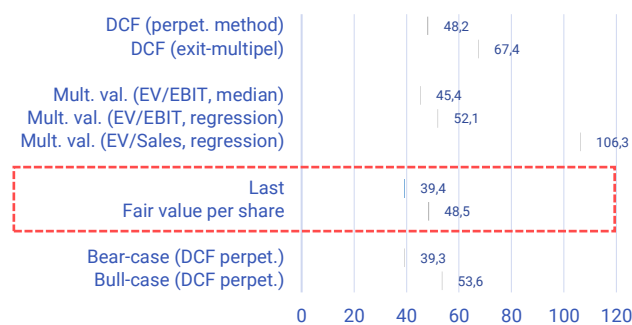
In a base case scenario, we calculate a fair value per share of SEK 48.5 (44.4) for the next 6-12 months. Higher profitability assumptions and slightly higher valuation multiples in the market explain the revised valuation. At the same time, the risk-free interest rate has increased, and thus the DCF model's discount rate. Our valuation corresponds to an EV/Sales NTM of 0.9x and an EV/EBIT NTM of 13.4x. The peer group is trading at 1.1x and 12.4x, respectively.

#### A fair value per share (SEK), base case

Multiple valuation (EV/EBIT, median NTM)	45.4
Multiple valuation (EV/EBIT, regress. NTM)	52.1
DCF valuation	48.2
<b>Fair value per share</b>	<b>48.5</b>
Potential up-/downside	23%
Shares outstanding, fully financed, and diluted (M)	33.9
<b>Shareholder value</b>	<b>1,644</b>
Cash (last rep. Q)	162
Debt (last rep. Q)	-32
PV cash from equity financing	0
<b>EV</b>	<b>1,514</b>

Source: Carlsquare estimates

#### A fair value within a range (SEK)



Source: Carlsquare estimates

#### Implied valuation multiples, base case

	LTM	NTM	2023	2024	2025
EV/Sales	1.0x	0.9x	0.9x	0.8x	0.8x
EV/EBITDA	13.5x	11.0x	11.0x	9.5x	8.4x
EV/EBIT	17.4x	13.4x	13.4x	11.3x	9.9x
P/E	24.0x	18.6x	18.6x	15.7x	13.7x

Source: Carlsquare estimates

## DCF valuation

By discounting the assumed future cash flow to its present value in a DCF model with a discount rate of 13.6% (13.2), a value of SEK 48.2 per share is calculated.

#### DCF valuation, base case

DCF-valuation		Discount rate		Assumptions	
PV(UFCF)	836	Risk free rate	2.3%	CAGR, 2022-2032	7.5%
PV(TV)	667	Market risk premium	6.7%	EBITDA-margin, 2032	10.8%
<b>Enterprise value</b>	<b>1,502</b>	Size premium	2.7%	EBIT-margin, 2032	9.7%
Net cash. last Q	130	Beta	1.2x	Corp. tax rate	20.6%
<b>Shareholder value</b>	<b>1,632</b>	Req. return on equity	13.6%		
PV(equity financing proceeds)	0			<b>Implied multiples</b>	
<b>Shareholder value. after financing</b>	<b>1,632</b>	Tax adjust. Int. on debt	2.4%	EV/Sales, NTM	0.9x
Current shares outstanding	33.9	Leverage	0.0%	EV/Sales 2023	0.9x
New shares	0.0	WACC	13.6%	EV/EBITDA, NTM	10.9x
Shares outstanding before financing & dilution	33.9			EV/EBITDA 2023	10.9x
Value per share before financing and dilution	48.2	Comp. spec. premium	0.0%	EV/EBIT NTM	13.3x
<b>Value per share (after financing and dilution)</b>	<b>48.2</b>	<b>Discount rate</b>	<b>13.6%</b>	EV/EBIT, 2023	13.3x

Source: Carlsquare estimates

## Multiple valuation

Below are multiple valuations based on the reference group's median EV/EBIT NTM. As shown, the value per share calculated by this method is SEK 45.4.

## Multiple valuation, base case

	HQ	Mcap (SEKm)	CAGR, 2022-25	μEBIT-marg., 2023-25	EV/EBIT, NTM
Midsona AB (publ)	SE	1,252	3%	5%	12.1x
Orkla ASA	NO	70,203	1%	11%	13.4x
Probi AB (publ)	SE	2,163	6%	20%	14.2x
Aker BioMarine AS	NO	3,361	15%	10%	28.3x
Herbalife Nutrition Ltd.	US	21,384	1%	12%	8.3x
Nu Skin Enterprises. Inc.	US	21,757	0%	9%	12.7x
USANA Health Sciences. Inc.	US	12,865	NA	NA	11.3x
Tupperware Brands Corporation	US	1,794	NA	NA	6.5x
<b>Median</b>		<b>8,113</b>	<b>2%</b>	<b>10%</b>	<b>12.4x</b>
Average		16,847	4%	11%	13.4x
<b>Median</b>					
Discount	0%				
<b>Applied EV/EBIT multiple</b>	<b>12.4x</b>				
Exp. EBIT NTM (MSEK)	113				
<b>Enterprise value</b>	<b>1,406</b>				
Net cash. last Q	130				
PV(Cash from equity financing)	0				
<b>Shareholder value. after financing</b>	<b>1,536</b>				
Current shares outstanding (m)	33.9				
New shares	0.0				
Shares outstanding after financing and dilution	33.9				
Value per share (before financing and dilution)	45.4				
<b>Value per share (after financing and dilution)</b>	<b>45.4</b>				

Source: S&P Capital IQ and Carlsquare estimates

## Regression

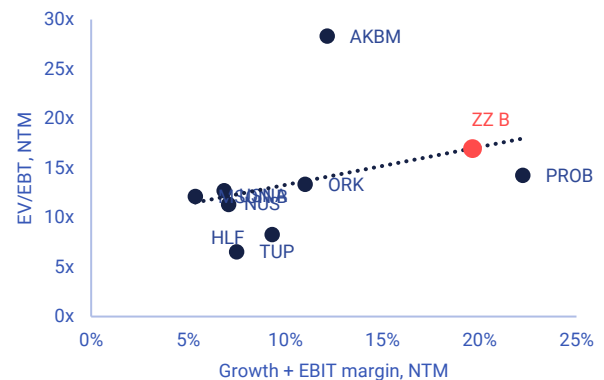
Below is the multiple valuation based on a regression analysis with EV/EBIT multiple NTM and expected growth plus EBIT margin NTM. As shown, the value per share calculated by this method is SEK 52.1.

### Multiple valuation EV/EBIT NTM, regression

Slope	38.3
Intercept	9.5
Rsq	10%
Expected growth	13.0%
Expected EBIT margin	6.9%
<b>Implied multiple</b>	<b>14.4x</b>
Expeded EBIT	113
EV	1,634
Net cash, last Q	130
PV(Cash from equity financing)	0
Shareholder value, after financing	1,763
Shares outstanding after financing and dilution	33.9
Value per share (before financing and dilution)	52.1
<b>Value per share (after financing and dilution)</b>	<b>52.1</b>

Source: S&P Capital IQ and Carlsquare estimates

### Implied EBIT multiple, regression



Source: S&P Capital IQ and Carlsquare estimates

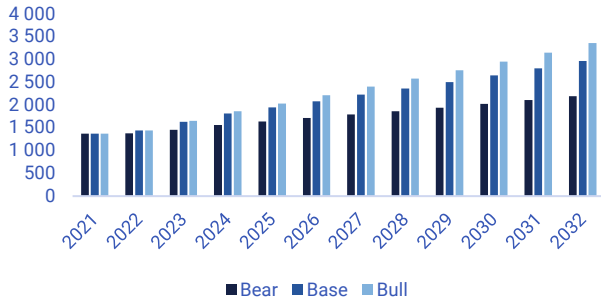
## Valuation range

In the Bull and Bear scenarios, we have used our DCF model (perpetual cap.) but developed alternative growth and profitability curves. In the Bull scenario, we model with an average annual growth rate, 2023-2032, of 8.8 per cent (7.5 per cent in the base scenario). We assume the EBIT margin to increase to 12.0 per cent (10.8 per cent in the base scenario) by 2031. With these assumptions, a value per share of SEK 52.9 is calculated.

We model an average annual growth rate of 4.8 per cent for the Bear scenario. The EBIT margin is assumed to increase to 8.7 per cent by 2031. With these assumptions, a value per share of SEK 39.3 is calculated.

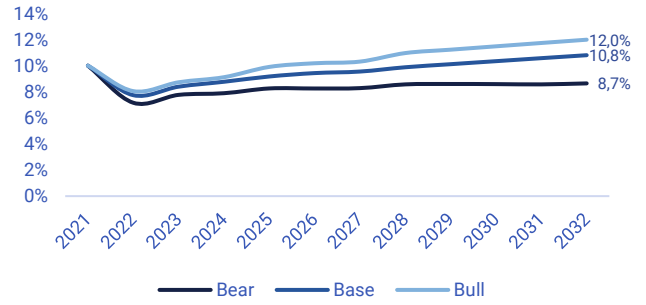
The assumed net sales and EBIT margin development in the three scenarios is shown below.

**Total revenue (SEKm), three scenarios**



Source: Company information and Carlsquare estimates

**EBIT margin, three scenarios**



Source: Company information and Carlsquare estimates

## **Inflation & macroeconomics create uncertainty**

### **Uncertain macro**

Increasing policy rates is the theme of the world's central banks to counter inflation. There is some concern in the market that a recession is in the cards. Inflation reduces the purchasing power of the household, all else equal. If unemployment rises, household purchasing power will also weaken even further.

### **Inflation**

The cost of goods sold has and may increase further due to inflation, driven by, among other things, higher transport and energy costs. Delivery times have also lengthened, mainly due to queuing at key ports, including Europe. That could hold back the company's ability to generate revenue but also put more pressure on margins than we had anticipated.

The company has made a price adjustment, which should offset some of the rising costs. Nevertheless, overall we expect gross profit to be negatively impacted by inflation. At the same time, we believe that the cost picture could come down, for example, transport and energy in 2023, but the uncertainty is high. We believe that some clarity on the issue can be achieved in the second half of 2022.

### **Reduced demand after Covid**

We believe that the Covid pandemic has positively impacted demand for the company's products. Now that the Covid pandemic is hopefully coming to an end with a rising vacancy rate, there is some risk that demand will fall back again.



# Metrics and financials

## Key metrics

	2021	2022	2023E	2024E	2025E	2026E	2027E
<b>Per share</b>							
EPS	0.33	1.96	2.57	2.01	2.61	3.09	3.53
DPS	1.25	2.00	1.75	2.00	2.25	2.57	2.90
BVPS	4.7	4.9	5.6	6.7	8.0	9.4	10.8
TBVPS	0.3	0.5	0.5	0.6	0.6	0.7	0.7
<b>Valuation (curr.)</b>							
P/E	22.2x	19.6x	15.1x	12.7x	11.2x	9.9x	9.1x
P/B	8.8x	8.3x	7.0x	5.9x	5.0x	4.2x	3.6x
EV/Sales	1.3x	0.8x	0.7x	0.7x	0.6x	0.6x	0.5x
EV/EBITDA	13.0x	10.7x	8.8x	7.6x	6.7x	6.1x	5.6x
EV/EBIT	15.4x	13.8x	10.6x	9.0x	7.9x	7.0x	6.5x
<b>Other</b>							
Dividend yield	3.2%	5.1%	4.4%	5.1%	5.7%	6.5%	7.4%
FCF yield	10.6%	0.6%	9.8%	8.0%	10.5%	10.9%	11.8%

Source: Company information and Carlsquare

## Income statement (SEKm), quarterly

	Q1, 22	Q2, 22	Q3, 22	Q4, 22	Q1, 23E	Q2, 23E	Q3, 23E	Q4, 23E
Total sales	334	329	350	429	400	376	388	466
Gross profit	99	105	111	150	121	121	124	163
EBITDA	26	20	25	41	33	26	30	48
EBIT	20	14	18	35	28	20	24	42
EBT	20	13	18	38	27	19	24	41
Net profit/loss	16	10	14	28	21	15	19	33
EPS (SEK)	0.45	0.30	0.42	0.83	0.63	0.45	0.56	0.97
<b>Growth</b>								
Total sales	0%	2%	11%	8%	20%	15%	11%	9%
Gross profit	-2%	0%	3%	32%	22%	15%	11%	9%
EBITDA	-31%	-40%	-37%	54%	30%	28%	20%	17%
EBIT	-37%	-52%	-47%	67%	37%	45%	32%	20%
EBT	-37%	-53%	-48%	85%	36%	45%	32%	8%
Net profit/loss	-34%	-56%	-49%	94%	35%	50%	32%	16%
<b>Margins</b>								
Gross margin	29.7%	32.0%	31.7%	34.9%	30.2%	32.2%	31.9%	34.9%
EBITDA margin	7.7%	6.1%	7.3%	9.5%	8.4%	6.8%	7.8%	10.2%
EBIT margin	6.0%	4.1%	5.3%	8.1%	6.9%	5.2%	6.3%	8.9%
EBT margin	6.0%	4.0%	5.1%	8.9%	6.8%	5.1%	6.1%	8.8%
Profit margin	4.7%	3.1%	4.1%	6.6%	5.4%	4.1%	4.9%	7.0%

Source: Company information and Carlsquare

**Income statement (SEKm)**

	2019	2020	2021	2022	2023E	2024E	2025E	2026E	2027E
Total revenue	771	1,139	1,371	1,443	1,630	1,813	1,950	2,086	2,232
COGS	-538	-790	-943	-978	-1,102	-1,222	-1,310	-1,396	-1,492
Gross profit	232	349	428	466	528	591	641	690	741
Other operating expenses	-199	-240	-290	-353	-391	-432	-461	-493	-527
EBITDA	34	109	138	112	137	159	179	197	214
Dep. and amort.	-19	-22	-22	-25	-24	-26	-27	-26	-27
EBIT	15	87	116	87	113	134	153	172	186
Net finances	-1	-2	-1	2	-2	-2	-2	-2	-2
EBT	14	85	115	89	111	132	150	170	184
Tax	-3	-19	-25	-21	-23	-27	-31	-35	-38
Net profit/loss	11	66	90	68	88	105	119	135	146
EPS	0.33	1.96	2.57	2.01	2.61	3.09	3.53	3.99	4.33
Shares, EoP	32.6	33.0	33.7	33.9	33.9	33.9	33.9	33.9	33.9
Shares, avg.	32.6	32.8	33.4	33.8	33.9	33.9	33.9	33.9	33.9

Growth	2019	2020	2021	2022	2023E	2024E	2025E	2026E	2027E
Total revenue	33%	51%	20%	5%	13%	11%	8%	7%	7%
Gross profit	27%	50%	23%	9%	13%	12%	8%	8%	7%
EBITDA	38%	224%	27%	-19%	22%	16%	13%	10%	8%
EBIT	110%	486%	34%	-25%	30%	18%	14%	13%	8%
EBT	120%	512%	35%	-22%	25%	19%	14%	13%	9%
Net profit/loss	113%	487%	35%	-24%	29%	19%	14%	13%	9%
EPS	125%	499%	31%	-22%	30%	19%	14%	13%	9%
Margins	2019	2020	2021	2022	2023E	2024E	2025E	2026E	2027E
Gross profit	30.1%	30.6%	31.2%	32.3%	32.4%	32.6%	32.8%	33.1%	33.2%
EBITDA margin	4.4%	9.5%	10.0%	7.8%	8.4%	8.8%	9.2%	9.5%	9.6%
EBIT margin	1.9%	7.6%	8.5%	6.0%	6.9%	7.4%	7.8%	8.2%	8.4%
EBT margin	1.8%	7.5%	8.4%	6.2%	6.8%	7.3%	7.7%	8.1%	8.3%
Profit margin	1.5%	5.8%	6.5%	4.7%	5.4%	5.8%	6.1%	6.5%	6.6%

Source: Company information and Carlsquare

**Balance sheet (SEKm)**

	2021	2022	2023E	2024E	2025E	2026E	2027E
Tot. intangible assets	64	121	134	149	165	183	201
Tot. tangible assets	11	17	18	20	20	23	24
Tot. other fixed assets	43	53	53	54	54	55	56
<b>Total fixed assets</b>	<b>118</b>	<b>191</b>	<b>206</b>	<b>223</b>	<b>240</b>	<b>261</b>	<b>281</b>
Inventories	159	185	193	219	231	248	265
Accounts Receivables	58	66	70	79	84	89	96
Other current assets	35	48	46	54	57	61	65
Cash	236	162	214	232	276	314	352
<b>Total current assets</b>	<b>487</b>	<b>461</b>	<b>523</b>	<b>584</b>	<b>648</b>	<b>711</b>	<b>778</b>
<b>Total assets</b>	<b>605</b>	<b>651</b>	<b>729</b>	<b>806</b>	<b>888</b>	<b>972</b>	<b>1 059</b>
Shareholder equity	152	160	189	226	270	317	366
<b>Total equity</b>	<b>152</b>	<b>160</b>	<b>189</b>	<b>226</b>	<b>270</b>	<b>317</b>	<b>366</b>
Debt to creditors	5	32	32	32	32	32	32
Lease liabilities	25	31	31	31	31	31	31
Other long-term liabilities	1	5	5	5	5	5	5
<b>Tot. long-term liabilities</b>	<b>31</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>
Tax liabilities	17	10	10	10	10	10	10
Lease liabilities	14	18	18	18	18	18	18
Accounts payable	44	35	45	46	51	55	59
Other liabilities	239	246	273	300	323	345	369
Accrued expenses and prepaid income	109	113	125	137	148	158	169
<b>Tot. short-term debt</b>	<b>423</b>	<b>422</b>	<b>471</b>	<b>512</b>	<b>550</b>	<b>586</b>	<b>625</b>
<b>Total debt</b>	<b>453</b>	<b>491</b>	<b>540</b>	<b>580</b>	<b>618</b>	<b>655</b>	<b>694</b>
<b>Tot. equity and debt</b>	<b>605</b>	<b>651</b>	<b>729</b>	<b>806</b>	<b>888</b>	<b>972</b>	<b>1 059</b>
<b>Liquidity</b>	<b>2021</b>	<b>2 022</b>	<b>2023E</b>	<b>2024E</b>	<b>2025E</b>	<b>2026E</b>	<b>2027E</b>
Current ratio	115%	109%	111%	114%	118%	121%	124%
Cash ratio	56%	38%	45%	45%	50%	54%	56%
<b>Leverage</b>	<b>2021</b>	<b>2 022</b>	<b>2023E</b>	<b>2024E</b>	<b>2025E</b>	<b>2026E</b>	<b>2027E</b>
Net debt(-)/Net cash(+)	231	130	181	200	244	281	320
Net debt/EBITDA	NM	NM	NM	NM	NM	NM	NM
Net debt/Equity	NM	NM	NM	NM	NM	NM	NM
Equity/Total Assets	25%	25%	26%	28%	30%	33%	35%
<b>Efficiency</b>	<b>2021</b>	<b>2 022</b>	<b>2023E</b>	<b>2024E</b>	<b>2025E</b>	<b>2026E</b>	<b>2027E</b>
ROA	2%	10%	12%	8%	10%	11%	11%
ROE	9%	43%	51%	33%	36%	36%	35%
ROIC	8%	36%	42%	27%	30%	30%	30%

Source: Company information and Carlsquare

**Cash flow (SEKm)**

	2021	2022	2023E	2024E	2025E	2026E	2027E
CF, operating activities b4 delta WC	110	84	112	130	146	160	174
Delta operating capital	43	-42	38	-2	18	10	11
CF operating activities	153	43	150	128	164	171	185
CF investing activities	-12	-35	-19	-22	-24	-26	-27
CF financing activities	-49	-81	-79	-88	-97	-108	-119
<b>Cash flow</b>	<b>93</b>	<b>-74</b>	<b>52</b>	<b>18</b>	<b>44</b>	<b>38</b>	<b>39</b>
Cash, BoP	143	236	162	214	232	276	314
Cash, EoP	236	162	214	232	276	314	352
<b>Key ratios</b>	<b>2021</b>	<b>2022</b>	<b>2023E</b>	<b>2024E</b>	<b>2025E</b>	<b>2026E</b>	<b>2027E</b>
CF operating activities/Total revenue	11%	3%	9%	7%	8%	8%	8%
CF operating activities/EBITDA	112%	38%	110%	80%	92%	87%	87%

Source: Company information and Carlsquare

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