

Björn Borg (“Björn Borg”, “the Company” or “the Group”) is a well-established and renowned company with a rich history spanning decades, earning its place as a favored brand among a broad consumer base. Nevertheless, the predominant association of Björn Borg with underwear presents a compelling challenge: to transition consumer perception from an underwear brand to a sports fashion brand. This strategic shift, central to the Company's vision since 2014, has already yielded noteworthy progress, driven by amplified investments in social media and successful launches of new sport collections. Analyst Group estimates an attractive growth trajectory on the horizon, which promises improved margins. The forecasted EBIT for 2025 stands at SEK 131m, and by applying a forward EV/EBIT multiple of 12.0x, this presents a potential value of SEK 61.3 (64.6) per share in a Base scenario.

German Market Grew by 44% Y-Y

Net sales amounted to SEK 285.1m (262.1) during Q3-24, representing an 8.8% Y-Y growth (10.4% excl. FX). The outcome fell short of our estimate of SEK 312.0m, where we had anticipated stronger growth within Footwear following the in-house integration in Q1-24. Nevertheless, Footwear grew by 29% Y-Y, while Sports Apparel achieved robust growth of 25% Y-Y. Additionally, Underwear experienced a slight decline of 1% Y-Y, while Bags temporarily decreased by 14% Y-Y, following strong performance during H1-24. Own E-Commerce maintained its positive trajectory, with growth of 32% Y-Y, while Wholesale grew by 5%. Geographically, the key market of Germany delivered strong performance, with growth of 44% Y-Y. Analyst Group believes that the strong performance within Footwear, Sports Apparel, Own E-Commerce, and the German market serves as a testament to Björn Borg's successful execution of the Company's strategic initiatives.

Increased Marketing Spend

The gross margin for Q3-24 stood at 52.1% (52.6%), with the FX-neutral margin at 51.2%. The decline was primarily attributable to a higher sales contribution from the Footwear category and increased sales to larger customers, which carried higher discounts. Nonetheless, Footwear is projected to enhance the Company's overall profitability profile over the long term. Björn Borg reported an EBIT of SEK 42.0m (40.9), reflecting modest Y-Y growth of 2.8%, driven by a slightly compressed gross margin and elevated marketing expenses. Analyst Group views the increased marketing investments as a strategic initiative likely to support long-term growth by sustaining and strengthening brand momentum.

Revised Valuation Range

In conclusion, Björn Borg's Q3 report came in below our expectations both regarding revenue and profitability, primarily due to slower-than-expected growth within the Footwear category. However, it is encouraging to observe strong progress in the Company's strategic focus areas, including Footwear, Sports Apparel, Own E-Commerce, and the German market. Nevertheless, Analyst Group revises the top-line estimates for 2024 and 2025. By applying a forward EV/EBIT multiple of 12.0x to the estimated EBIT of 131m for 2025E, a potential value of SEK 61.3 (64.6) per share is derived in a Base scenario.

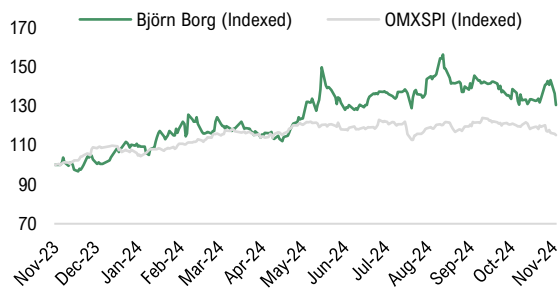
VALUATION RANGE

Bear	Base	Bull
SEK 43.5	SEK 61.3	SEK 73.2

KEY INFORMATION

Share Price (2024-11-19)	55.6
Shares Outstanding	25,148,384
Market Cap (SEKm)	1,398.3
Net cash(-)/debt(+) (SEKm)	185.3 ¹
Enterprise Value (SEKm)	1,583.5
List	Nasdaq Stockholm
Quarterly Report 4 2024	2025-02-21

SHARE PRICE DEVELOPMENT



OWNERS (SOURCE: HOLDINGS, 2024-09-30)

Nordnet Pensionsförsäkring	14.3%
Martin Bjäringer	9.9%
Mats Nilsson	6.5%
Thomas Eklund	5.6%
Lazard Frères Gestion	5.2%

Forecast (SEKm)	2021A	2022A	2023A	2024E	2025E
Net Sales Growth	8.9%	8.7%	4.4%	12.7%	9.5%
Net Sales	768	835	872	983	1 077
COGS	-352	-411	-401	-463	-491
Gross Profit	444	450	491	537	586
Gross Margin	54.2%	50.8%	54.0%	52.9%	54.4%
OPEX	-305	-342	-357	-396	-424
EBITDA	139	108	134	141	162
EBITDA-margin	18.1%	12.9%	15.3%	14.3%	15.0%
EBIT	104	73	101	108	131
EBIT Margin	13.5%	8.8%	11.5%	10.9%	12.1%
EV/S	2.0	1.8	1.8	1.6	1.5
EV/EBITDA	11.4	14.7	11.9	11.2	9.8
EV/EBIT	15.3	21.6	15.8	14.7	12.1

¹ Debt + Leasing Liabilities excl Deferred Tax Liabilities.

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ABOUT THE COMPANY

The Björn Borg Group owns and develops the Björn Borg brand. The focus of the business is on underwear and sports apparel with additional product lines such as footwear, bags, eyewear, and home textiles through licensees. Björn Borg products are available in around twenty markets, with Sweden and the Netherlands being the largest. The Björn Borg Group has operations at every level from branding to consumer sales in its own Björn Borg stores and e-commerce. Operations comprise brand development and services for the network of licensees and distributors, as well as product development in the core underwear and sports apparel businesses. Björn Borg has been listed on Nasdaq Stockholm since 2007.

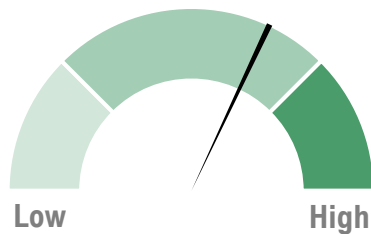
CEO AND CHAIRMAN

CEO	Henrik Bunge
Chairman	Heiner Olbrich

ANALYST

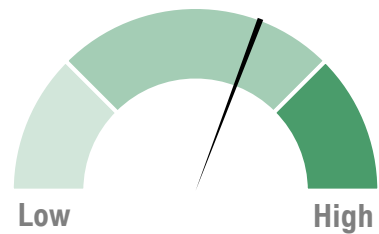
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Value Drivers



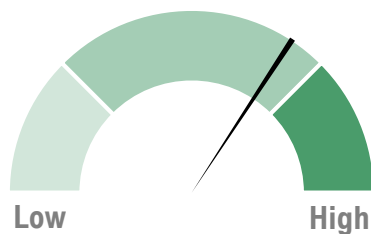
The key value drivers of Björn Borg going forward consists of a continuous successful work in changing the consumers' perception of the Björn Borg brand, from underwear to a Sports Fashion brand. The expansion within the German market, as well as within the US, will play a vital role in the Company's future growth and will therefore be important markets to monitor going forward. Additionally, further increase in online share would lay the foundation of higher profitability as sales scale, and provide better data as well as insights in customer base, which will be an important asset to e.g. increase efficiency in marketing.

Historical Profitability



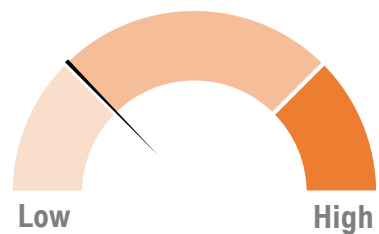
Björn Borg has an extensive record of showing profitability and FCF, with an average operating margin and FCF margin of 9.8% and 11.0%, respectively, for the past six years. On a currency-neutral basis, the operating margin has exhibited a positive trend in recent years, amounting to 10.6% in 2023, while the FCF margin amounted to 12.6% during same period. The grade is based on historical performance, and hence, not forward-looking.

Management & Board



Analyst Group argues that the management and board of Björn Borg possess the requisite qualifications and experience to adeptly steer the Company through the challenges of the competitive and rapidly evolving apparel industry. Many have served the Company for 8-9 years, with experience from prominent apparel and retail firms. Henrik Bunge, Group CEO since 2014, brings a strong leadership history from companies such as Peak Performance, Adidas, and Hästen Sängar. The insider ownership amounts to ~12.7%, with management holding ~0.5% of the capital. To earn a higher grade, Analyst Group prefers greater management ownership.

Risk Profile



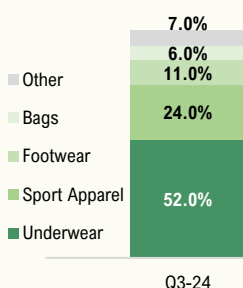
The risk profile of Björn Borg is generally considered to be low, owing to the Company's sound balance sheet marked by a net debt/EBITDA of 1.3x (incl. leases), and 1.0x (excl. leases), a substantial track record of consistently growing sales, and maintaining stable EBIT and FCF margins. However, a few factors contribute to an elevation of the risk profile. These include the dynamic nature of the fashion industry, intense competition in the market, and the ongoing challenge of ensuring that Björn Borg is not predominantly perceived as an underwear brand.

Solid Growth Across Key Focus Areas

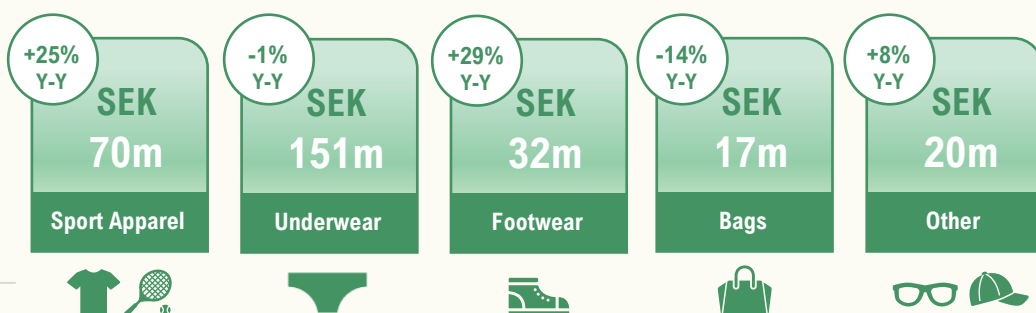
SEK 285.1m
NET SALES
Q3-24

Björn Borg's net sales came in at SEK 285.1m (262.1) during the Company's third quarter of fiscal 2024, marking a Y-Y increase of 8.8% when factoring in currency effects, and 10.4% when excluding these effects. The outcome fell short of our estimates (SEK 312.0m), where we had anticipated stronger growth within the Footwear category, following the takeover of the distribution from the previous third party that went bankrupt. Nevertheless, the main growth during the quarter stemmed from the Company's two strategic focus categories, Footwear and Sports Apparel, presenting a Y-Y growth of 29% and 25%, respectively. Worth mentioning is that the Footwear category showed an impressive 110% growth Y-Y via Own-Ecom, a positive sign given that it constitutes a strategic important sales channel. Examining the other products categories, Underwear witnessed a slight decrease Y-Y (-1%), while Bags showed a temporary decrease of 14% Y-Y, following a strong development during H1-24.

Share of Total Sales



Revenue Mix: Q3 2024

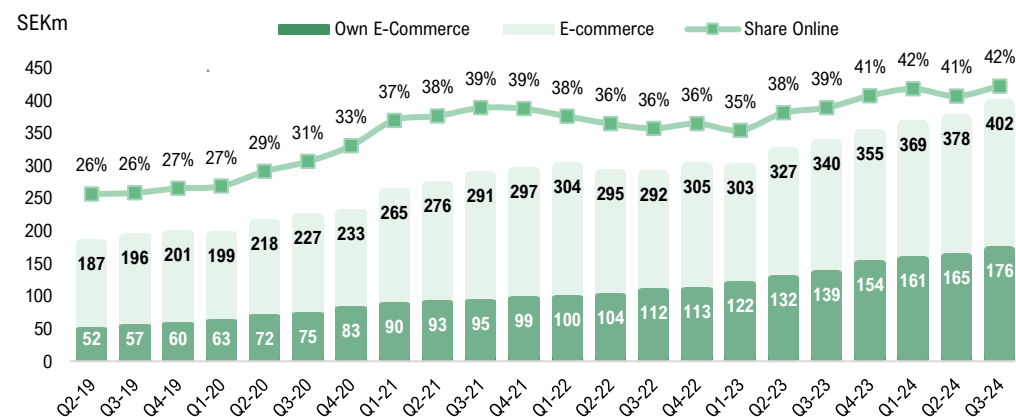


OWN E-COM
GREW
32%
Y-Y

Upon reviewing the channel mix for Q3-24, Own-Ecom continues to show solid momentum, as evident by the 32% growth rate Y-Y. Björn Borg's largest channel, wholesale, grew by 5% Y-Y, where external e-tailers witnessed a growth of 21% compared to the same quarter last year, driven by robust performance in the German and Dutch markets. Own Retail Stores experienced a decline of 5% as a consequence of store closures, but when adjusting for the closure of stores, the development would have been slightly positive (1%). Distributors regained lost ground from the weaker development in H1-24, market by a Y-Y growth of 31% in Q3-24.

The Strong Momentum in Online Sales Persist.

Sales Development in Own E-Com, E-Com and the Share of Online Sales, LTM



Source: Björn Borg

Concerning sales geography, the German market strands out positively, with an impressive growth of 44% Y-Y, primarily driven by strong sell-through at major retailers. The Company's largest market, Sweden, declined with 3% Y-Y, with Own-Ecom contributing positively with a 34% growth, while sales to wholesalers hampered the overall growth within the market. Regarding the other markets, the Netherlands grew by 5%, Finland by 29%, Belgium by 23% and Denmark by 32%.

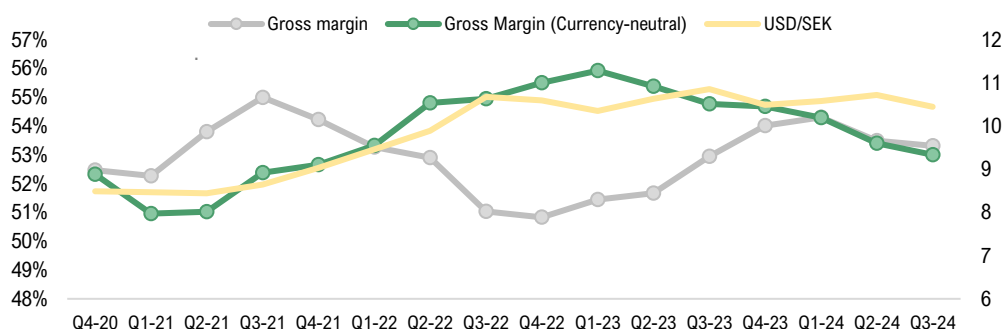
51.2%
GROSS MARGIN
(FX-NEUTRAL)

Increased Marketing Spend is Expected to Fuel Future Growth

During Q3-24, the Company achieved a gross margin of 52.1% (when including FX-effects) and 51.2% when excluding currency effects, which was slightly below our estimates of 52.2%. The gross margin exhibited a decrease from 52.6% in Q3-23 but an increase from the previous quarter (Q2-23), when the gross margin amounted to 51.8%. The lower gross margin Y-Y mainly stems from the Footwear category constituting a larger fraction of sales as well as increased sales to larger customers with higher discounts. While Footwear currently hampers the overall gross margin, the product category is projected to contribute positively to the gross margin in the long term.

The Currency-Neutral Gross Margin has Shown a Negative Trend the Last Quarters

Gross margin, Gross margin (Currency-neutral), USD/SEK, LTM



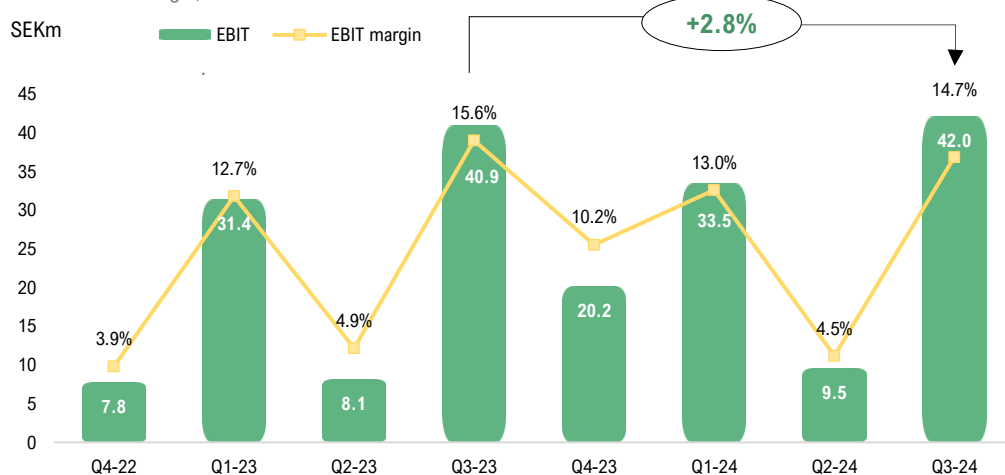
Source: Björn Borg

SEK 42M
OPERATING
RESULT
Q3-24

Looking further down the P&L, Björn Borg reported an operating result (EBIT) of SEK 42.0m (40.9) for the third quarter, corresponding to an EBIT margin of 14.7%. Adjusting for currency, the operating result amounted to SEK 41.1 (37.0), corresponding to a currency-neutral EBIT margin of 14.4%. This outcome fell short of our estimates (SEK 46.2m), where the deviation from our estimates primary stems from lower-than-expected net sales growth. During Q3-24, the Company increased the marketing spend by SEK 7m, thereby amounting to SEK 23m during the quarter. The higher marketing spend is expected to support continued brand momentum, which is estimated to boost future growth.

Despite Fluctuations in the Operating Margin Q-Q Due to Seasonality, the Long-Term Trend Remains Positive.

EBIT and EBIT-margin, 2022-2024



Source: Björn Borg



SEK 47.2m
FCFF LTM

1.0x
ND/EBITDA
END OF Q3-24

Financial Position

Björn Borg reported SEK -88.8m (-61.5) in free cash flow (FCFF) during the third quarter, primarily due to changes in working capital. The FCFF generated in Q3-24 follows the usual seasonal trend seen in the industry, where Björn Borg typically ties up a significant portion of working capital in Q1 and Q3, and, conversely, working capital generally frees up during Q2 and Q4. The FCFF LTM of SEK 47.2m, which provides a more representative illustration of the underlying cash flow generation, shows a decrease compared to the same period last year where the FCFF amounted to SEK 52.8m, where one of the reasons is the footwear integration, which puts short term pressure on the working capital.

At the end of the quarter, Björn Borg net debt position (excl. leases) amounted to SEK 139m (94), which could be compared to SEK 51m at the end of last quarter (Q2-24), where the increase mainly stems from utilization of the overdraft facility. With the current EBITDA LTM of SEK 138m, the net debt/EBITDA ratio equals approx. 1.0x, indicating a continued healthy financial position moving forward.

Concluding Remarks About the Q3 Report

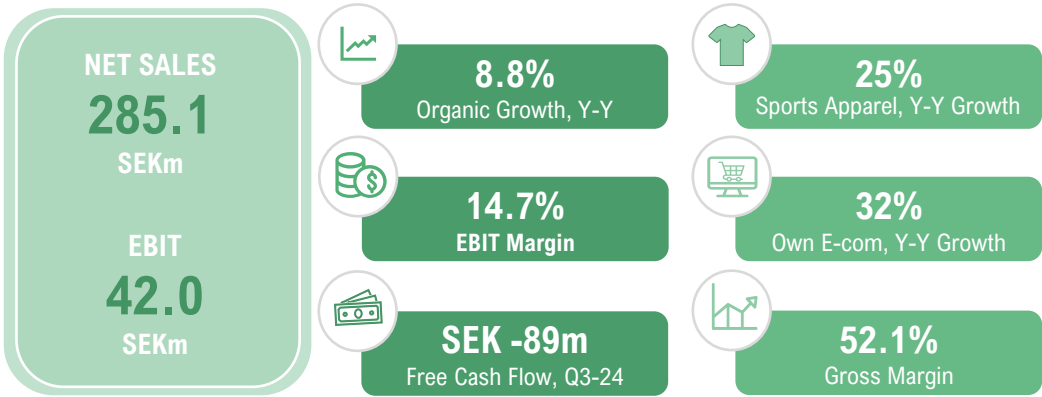
In conclusion, Björn Borg's reported a Q3 report that fell short of our estimates regarding top-line and profitability, mainly as a consequence of slower than anticipated sales within Footwear. However, it is promising to see solid progression in the Company's strategic focus areas, namely Footwear, Sport Apparel, Own-E-Com and the German market. The strong development within these key focus areas demonstrates that Björn Borg's strategic initiatives are bearing fruit. Moreover, increased marketing spend is estimated to boost brand awareness and fuel future growth, thereby enabling Björn Borg to increase the market share further ahead.

SEKm	New Estimates		Old Estimates		Change (%)	
	2024E	2025E	2024E	2025E	2024E	2025E
Net Sales	983	1077	1023	1128	-3.9%	-4.5%
Gross Profit (adj.)	537	586	555	614	-3.2%	-4.5%
Gross Profit (Currency-neutral)	537	586	555	614	-3.2%	-4.5%
Gross Margin (adj.)	52.9%	54.4%	53.1%	54.4%	-0.2%	0.0%
Gross Margin (Currency-neutral)	52.9%	54.4%	53.1%	54.4%	-0.2%	0.0%
EBIT	108	131	114	137	-5.9%	-4.6%
EBIT (Currency-neutral)	108	131	114	137	-5.9%	-4.6%
EBIT margin (adj.)	10.5%	12.1%	10.7%	12.2%	-0.2%	-0.1%
EBIT margin (Currency-Neutral)	10.5%	12.1%	10.7%	12.2%	-0.2%	-0.1%

Overview of Björn Borg's Q3-report 2024

Key KPI's from the report.

BJÖRN BORG



Source: Björn Borg

Sport Apparel is Expected to be the Future Growth Machine...

For over two decades, Björn Borg has maintained a market-leading position in the Nordic's men's underwear market, creating a stable revenue foundation while establishing a strong brand awareness for the Group. However, as the revenues from underwear business has been relatively unchanged for the past five years, Sport Apparel has emerged as an increasingly important growth driver showing a CAGR of 9.1% during 2018-2023. In 2023, Sport Apparel contributed to approx. 21% of total sales, a notable increase from the 17% share in 2018. This shift has been propelled by a combination of intensified investments in building a strong community, primarily through social media, as well as engaging campaigns and offline events. The launch of sport apparel that resonates with target customers has been pivotal to this transformation. Social media has become an increasingly more important platform in order for Björn Borg to connect with its end customers, and during 2021-2022, Björn Borg made its most significant investments in building a community, activating collaborations with hundreds of influencer. These investments has undeniably borne fruit, with Sport Apparel recording a 18% growth in 2022, a growth rate that was maintained during 2023 despite a challenging macro environment. Analyst Group projects that this positive momentum will persist, with sport apparel expected to be the driving force behind the Groups future growth.

15%
Y-Y GROWTH
SPORT APPAREL
(2023A)

Isn't it an
Underwear
company?

Nope - It's a
Sports Fashion
Brand!

BJÖRN BORG

...Where a Successful Category Move Among Consumers Will Play a Pivotal Role

The challenge facing Björn Borg is to reshape consumers' perception of the brand. Rather than associating Björn Borg solely with men's underwear, the aim is to establish the Company as a prominent sports fashion brand, a goal that has been a top priority since 2014. Promisingly, significant progress has already been made, as evidenced by the fact that 47% of Swedish respondents included Björn Borg in their top three preferred brands, according to the Company's own surveys in 2022. Nevertheless, there remains a considerable journey ahead, offering a substantial opportunity to boost sales by successfully navigating this shift in consumer perception. This transformation would also facilitate the introduction of additional product lines, capitalizing on the brand's newfound identity as a sports fashion brand.

From Niche to Thriving Industry: The Activewear Market Surges to a Valuation of 319 mdUSD in 2022

In recent years, the popularity of athleisure wear has skyrocketed as consumers seek comfortable and stylish clothing worn during and after physical activity. The rise of the athleisure trend has undoubtedly blurred the lines between athletic apparel and everyday fashion, enabling consumers to seamlessly transition from workout to casual wear. The pandemic gave an upswing to the athleisure industry as more people adopted remote work and sought comfortable clothing for both working from home and leisure activities. Once confined to a niche in the athletic apparel sector, athleisure wear has transformed into a flourishing industry, and in 2022, the market reached a valuation of USD 319bn and is poised to experience a 5.8% CAGR from 2022 to 2028. In addition to an increased demand for comfortable and stylish clothing as mentioned above, the growth is expected to be fuel by an accelerated global emphasis on health and fitness as well as a rising participation in sports activities globally. While the estimated CAGR for Björn Borg's overall net sales is 11.1% during 2024-2025, the Sports Apparel business is projected to demonstrate a CAGR of 23.9%, outpacing the market growth, resulting in increased market shares for Björn Borg's sport apparel.

Valuation: A Summary

Björn Borg has a proven track record of steady profitable growth, while delivering a lucrative dividend yield to shareholders. Analyst Group foresees this trend continuing, with the Sport Apparel business serving as the main catalyst for future growth, as the structural trends within the athleisure wear market provide favorable tailwinds. Based on FY2025 projected EBIT of SEK 131m and a forward EV/EBIT multiple of 12.0x, an Enterprise Value of SEK 1,569m has been derived. After adjusting for estimated capital structure in 2025, Analyst Group sees a potential value of SEK 61.3 (64.6) per share. The relative valuation is substantiated by our DCF, indicating a value of SEK 58.3 per share.

Competitive Industry and Fast-Changing Fashion Trends are Risks to Monitor

The apparel industry is renowned for its fierce competition, with numerous established brands and emerging players vying for consumer attention. To both maintain and expand market share, Björn Borg must implement strategic measures that enhance brand awareness. This involves maintaining a robust brand identity, consistently delivering top-quality products, and ensuring exceptional customer experiences. Furthermore, the introduction of new collections that align with consumer preferences is of paramount importance. These strategies will not only enable Björn Borg to navigate the ever-evolving fashion landscape but also solidify its status as a relevant and competitive choice for its target audience.

STRONG ATHELISURE TREND
HAS BLURRED THE LINES
BETWEEN ATHLETIC APPAREL
AND EVERYDAY FASHION

5.8%
CAGR
ACTIVE WEAR
(2022-2028)

SEK 61.3
PER SHARE
BASE SCENARIO

FIECRCE
COMPETITION AND
EVER-EVOLVING
FASHION LANDSCAPE



THE GOAL
NO.1 SPORTS
FASHION BRAND

The Timeless Appeal of the Björn Borg Brand: Rooted in the 80s

Björn Borg is a Swedish sports fashion brand renowned for its distinctive blend of sporty style and innovative design. In 1984, the Company launched its first collection – The Björn Borg Collection – named after the legendary Swedish tennis player, Björn Borg. The Company began by offering sports apparel, but in 1989, Björn Borg took a step into the underwear business. This move has since become a major asset for the Group, contributing significantly to both revenues and brand awareness. In 2014, Björn Borg got back to the Company’s DNA, namely sports apparel, with the mission of becoming the *No.1 Sports Fashion Brand for the Active and Attractive*.

TRAIN TO LIVE

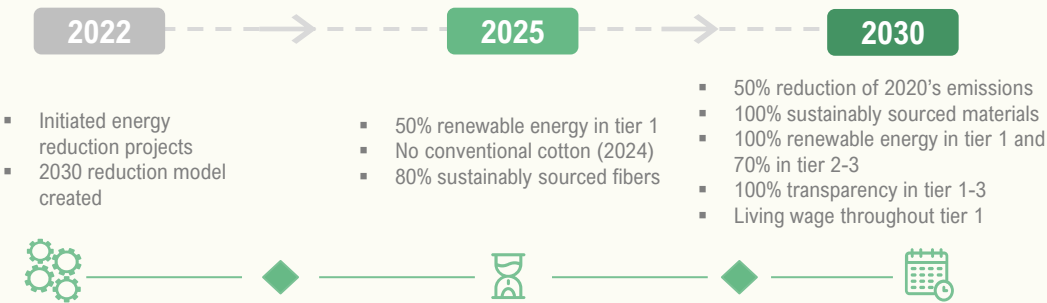
In 2006, the Company acquired the trademark Björn Borg and since then the Group has held the global rights to the brand, meaning that Björn Borg are able to control the brand’s development and operate from a position of strength internationally. The brand was acquired for SEK 124m (cash purchase) and together with additional purchase consideration, the Company values the Björn Borg brand to SEK 187.5m in the balance sheet, a value that has been unchanged up to this day. Through its brand, Björn Borg aim to inspire people to be their own best version, with training being a central part to achieve that. By inspiring people who want to live a little longer, be slightly happier, a bit smarter, and to have a better memory, Björn Borg ultimately addresses a broad group of people, including those who not buys sportswear today. The Company has a clear and simple message that it wants to spread – *Train to Live*.

Sustainability and Company Culture Plays a Big Part for Björn Borg

SUSTAINABILITY
IS ONE OF TOP
THREE BUSINESS
GOAL

Sustainability is one of Björn Borg's top three business goals and the Company's sustainability work is divided into three areas: 1) responsible production, 2) reduced climate footprint, and 3) driving sustainable consumption. For example, in 2020, the Company established the goal to reach a 50% reduction in carbon dioxide in absolute terms in 2030. Further, Björn Borg's has a goal to offer products that are 100% sustainable and, in the Autumn/Winter 2023 collection, 100% of clothing, 35% of bags and 51% of footwear includes more sustainable materials such as recycled polyester and polyamide, LWG-certified leather, and cotton that supports Better Cotton's mission.

Sustainability
Goals:
At a Glance



The team behind Björn Borg, together with the brand, are significant assets for the Company, which is also why Björn Borg puts a big emphasize on the Company’s culture. Björn Borg's culture is characterized by high ambition and drive, fueled by a strong passion for sports and fashion. Employees are motivated, creative, and committed to the brand's success, driving innovation and productivity. This enthusiasm positively influences the Company's financial performance, enhancing shareholder value. The Company's shared values, such as Passion, Empowering, Winning Attitude, Bold, and Magnetic, serve as guiding principles in daily work. These values create a unified and motivated workforce, aligned with the Company's mission, which is a driver of employee commitment and financial success.

High employee engagement (86%) indicates a committed and motivated workforce. The employees' trust in management (84%) reflects the success of the Company's leadership in fostering a positive work environment, which, in turn, drives performance and shareholder value. Given the broad brand awareness for the Björn Borg brand and high-performing KPI's regarding employee satisfaction and trust in management, the Company is able to attract talented workforce and by keeping the workforce motivated and passionate, Björn Borg creates an important receipt to deliver long-term shareholder value.

86%
(2023)
EMPLOYEE
ENGAGEMENT

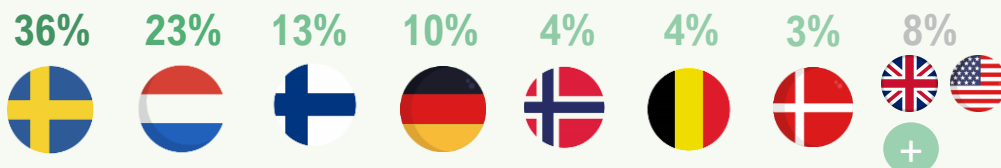
84%
(2023)
TRUST IN
MANAGEMENT

Business Model

Over the years, Björn Borg has expanded its product range to include a wide array of sportswear, underwear, swimwear, footwear, bags and other accessories. In 2023, the underwear business constituted approx. 55% of the total revenues, while the corresponding share for Sport Apparel amounted to 21%, footwear 8%, bags 6%, and other products 10%. The Björn Borg Group is represented in about twenty markets around the world and is responsible for the distribution of underwear and sports apparel in primarily Sweden, England, Finland, the Netherlands, and Germany. Following the in-house integration of footwear in Q1-24, when the former license partner went bankrupt, the Group now also handles the design, product development and distribution of the footwear category in all markets. Björn Borg also distribute their products in other markets such as Norway, the US, France, Belgium, and Canada through licensees, external retailers, and collaborations. The aspect of the business model that relies on external partners is quite capital-efficient for the Company. This is because the network's external licensees and distributors take responsibility for marketing, including investments and inventory, in their respective markets, which, in turn, minimizes risk and required investments for Björn Borg. Sweden has been, and still is, one of Björn Borg's most influential market and makes up the lion share (~36% in 2023) of the revenue distribution globally, with the Benelux-region being the second biggest market in terms of revenue (~23% in 2023). However, Germany has become an increasingly important market for Björn Borg, constituting approx. 10% of the revenues in 2023, and has shown a strong growth in recent years, where E-tailers such as Zalando has played an important role in that growth. The response from the US market, since the launch of its own brand page on Amazon.com about a year ago, has been somewhat modest. However, it holds substantial growth potential as Björn Borg dedicates more resources and operational focus to this market.

SWEDEN IS THE
LARGEST
MARKET
TO DATE

Sales
Geographics,
% of sales
(2023)

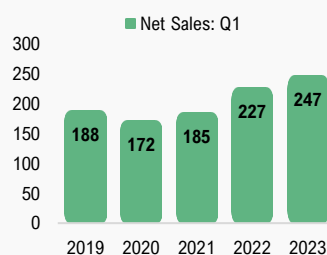


BJÖRN BORG
HAVE A DISTINCT
SEASONAL
PATTERN

Björn Borg's financial performance has historically exhibited a distinct seasonal pattern, with Q3 consistently emerging as the most revenue-generating quarter, while Q2 typically marks a relative dip in performance. However, this seasonality owes less to fluctuations in consumer purchasing behavior, instead the primary driver behind this seasonality is the strategic ordering practices of a significant portion of the retail operations. These retailers place substantial orders with Björn Borg a full year in advance, consequently, Björn Borg fulfills these orders and invoices them during the third quarter of the year. This phenomenon results in a pronounced concentration of the revenue generation, and since the cost base is fairly stable throughout the quarters, the operating profits tend to peak during Q3, with reverse condition regarding Q2.

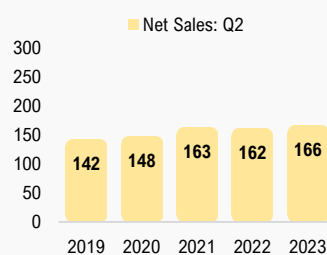
Q1

SEKm



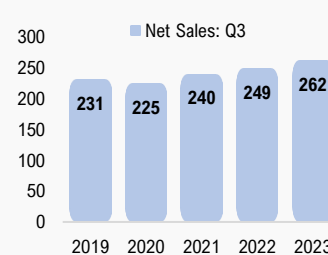
Q2

SEKm



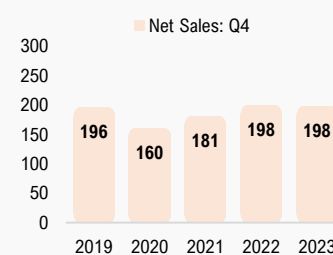
Q3

SEKm

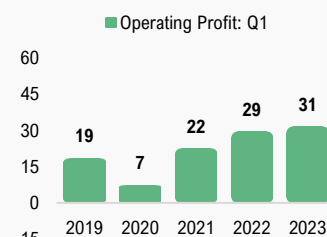


Q4

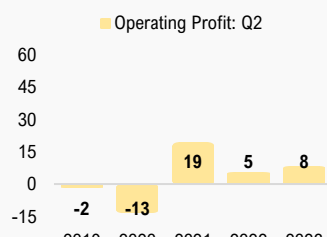
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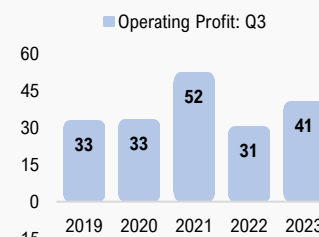
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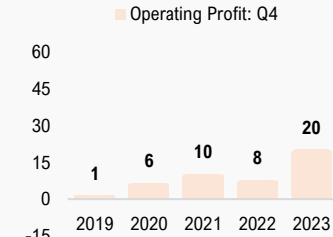
SEKm



SEKm



SEKm



39%
IN ONLINE SALES
(2023)

**GROSS MARGIN
IS SENSITIVE TO
CURRENCY
FLUCTUATIONS**

**THE COST
STRUCTURE
ENABLES
INCREASED
OPERATIONAL
LEVERAGE**

Business Model, Contd.

Björn Borg uses several different sales channels to distribute its products, and the main revenue streams are divided into Wholesale, Own-Ecommerce, Own Stores, Distributors and Licensing. In recent years, Björn Borg has experienced a strong development within its online distribution and in 2023, online sales constituted approx. 39% of total sales. In comparison, in 2018, around 16% of the revenue were generated through online channels. The positive development has especially been fueled by the Company's own E-commerce, growing 36% Y-Y in 2023. This, in combination with high double-digit growth in own comparable stores, is a sign of strength of the brand. Own stores consists of concept (full price) and outlet stores in Sweden, the Netherlands and Belgium, and between 2018-2023 the stores amount has decreased from 31 to 16 stores, with outlet stores making up the large part of total stores count and is a development that aligns with the Company's strategy to close unprofitable stores.

Cost Structure & Supply chain

The Company's major cost driver is the Cost of Goods Sold (COGS), encompassing expenses directly associated with production and delivery, including raw materials, labor, manufacturing overheads, and shipping costs. Most production is outsourced to suppliers in Asia, particularly China, though there has been a shift towards European production, primarily in Turkey. This strategic move not only reduces delivery times but also enhances supply chain resilience. It is important to note that Björn Borg's COGS are notably sensitive to fluctuations in the USD due to a large portion of the purchases are in USD, while the majority of sales being conducted in SEK and EUR, which impacts the gross margin significantly.

The Company has experienced a reduction in its workforce since 2019 as result of closing unprofitable full-concept stores, with the pandemic further contributing to layoffs. As of the end of 2023, Björn Borg employed 151 individuals, making staff costs a substantial portion of operational expenses, accounting for 15% of net sales. Other operational expenses amounted to 22% of net sales in 2023, totaling SEK 206m. These expenses cover rental costs, marketing activities, sales costs, and administrative expenses, with marketing representing approximately 38% of operational expenses, equivalent to 8% of net sales. In 2021-2022, Björn Borg made significant investments in building a strong community, activating numerous influencer collaborations in all operating markets. This led to increased marketing expenses but also enhanced brand awareness, a pivotal focus for Björn Borg. Consequently, this cost item is anticipated to continue to rise in the future. Historically, Depreciation and Amortization (D&A) has represented slightly over 1% of net sales. Nonetheless, due to the acquisition of Right-of-Use assets, particularly premises, D&A has seen an increase recent years, reaching 4% in 2023.

As fixed costs constitute a significant portion, roughly half of Björn Borg's total costs, the Company demonstrates robust operational leverage. This leverage has the potential to further enhance as the Company continues to expand sales through online channels. The shift towards online channels expands the Company's customer reach but also enable more cost-efficient operations. Through a digital expansion, the dependency on traditional brick-and-mortar stores reduces, thus offering greater flexibility and scalability. As a result, Björn Borg is well-positioned to optimize its cost structure and enhance operational efficiency, especially as it leverages the power of e-commerce.

2023A At a Glance

Revenue Mix % of total sales



55%
Underwear



21%
Sport Apparel



24%
Bags, Footwear,
Glasses, and other
products



Channel Mix % of total sales

65%
Wholesale



29%
Consumer Direct



5%
Distributors



1%
Licensing



Cost Structure % of total sales

45%
COGS



24%
Other Operating
Expenses



15%
Staff Costs



4%
D&A



Other

151
Workforce



16
Number of Stores
(Group-Owned)



Industry Dynamics



Business Lifecycle



Fragility



Market Swings



Revenue Mix and Income Consistency



Dependency



Pricing Power



Operational Leverage



Financial Resource Commitment



Capital Requirements



Business Model – In Depth

Björn Borg operates in the fashion and apparel industry, which can be subject to moderate to rapid changes. Fashion trends can change quickly, but the rate of change in this industry may not be as high as in e.g. some tech sectors.

Björn Borg is a well-established company with decades of history. It is not in the early stages of development but rather in a mature phase.

Björn Borg, being a well-established brand, provides some economic resilience. In tougher economic times, consumers may still buy essential items like underwear and sportswear, which could work in the Company's favor. However, the fashion industry can be sensitive to economic downturns. Reduced debt positions and a strong FCF generation provides a sound financial position for Björn Borg.

The demand for fashion and apparel products can be somewhat cyclical, with seasonal variations and trends. However, Björn Borg's focus on underwear, sportswear, and lifestyle products provides some stability.

Björn Borg primarily relies on sales of underwear, sportswear, footwear and related accessories, which provides a diversified product range within this niche. However, the revenues are not recurring, which limits the income consistency.

Björn Borg has a diversified retail network and a direct-to-consumer online presence, which together with a broad selection of independent partners and Group-owned stores, results in a relatively low dependency within its distribution chain.

Due to challenging exchange rates and a surge in raw material, especially in 2022-2023, Björn Borg managed to increase consumer prices successfully. However, the Company's pricing power might be somewhat limited given the competitive fashion industry, as Björn Borg is not considered to be a luxury brand.

Given that half of Björn Borg's total costs are fixed, the current cost structure offers operational leverage as the business scales. Economies of scale in manufacturing and distribution, along with a growing online presence, contribute to additional cost efficiencies and leverage.

While Björn Borg does not invest in substantial assets like heavy machinery, as an apparel company, a notable share of its capital is allocated to inventory, accounts receivable, and accounts payable. The fast-paced nature of the fashion industry presents a risk of accumulating high inventory levels.

As a mature company consistently generating high FCF and paying dividends, Björn Borg operates its core business without the need for external financing. Nevertheless, the utilization of its current credit line varies throughout the year and may increase in response to larger expansion, higher working capital requirements, or investments in new markets.



Strategic Outlook - Business Strategy going forward

To drive profitable growth, the strategy onwards circulates primarily around three key focus areas:

- Increase the share of online sales

1
- Grow the Sports Apparel Business

2
- Expand Geographically

3

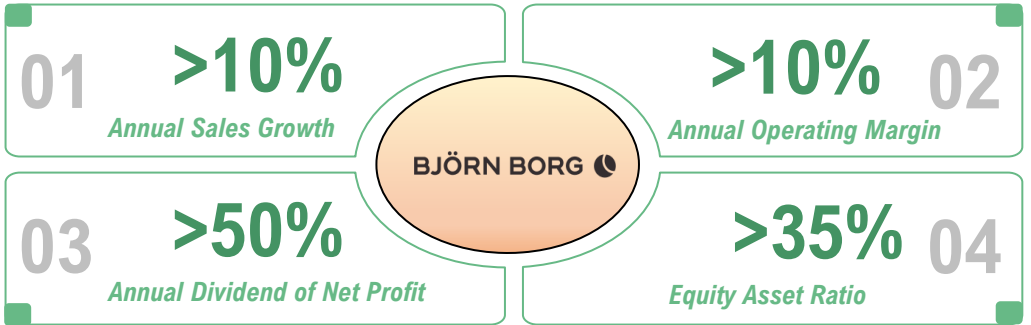
Increase the share of online and business e-tailors – The own E-commerce is, and will still be, a high priority for the Company, as it presents a great opportunity to increase margins as sales scales.

Grow the business share and preference in sports apparel – The objective is to sustain and propel the momentum, fortifying Björn Borg's standing as a sports fashion brand. This will be accomplished through steadfast market and brand communication, where social media, campaigns, and events serve as pivotal channels in achieving this goal.

Expand geographically - Especially in Germany, with Zalando being an important part going forward. The US will also be a market of interest for the Company in coming years and since a year back Björn Borg have had their own brand page on Amazon.com.

Financial Objectives

Björn Borg's financial objectives were last updated in Q3-24, including an increase of the sales growth target, while the other financial targets remained unchanged.



Average 2019-2023 (excl. COVID)	Average 2019-2023 (incl. COVID)
---------------------------------	---------------------------------

Net Sales Growth

7.2% 4.4%

Organic Net Sales Growth

5.2% 3.0%

EBIT margin

10.2% 9.1%

EBIT margin adj.²

11.0% 9.9%

Dividend of Net Profit

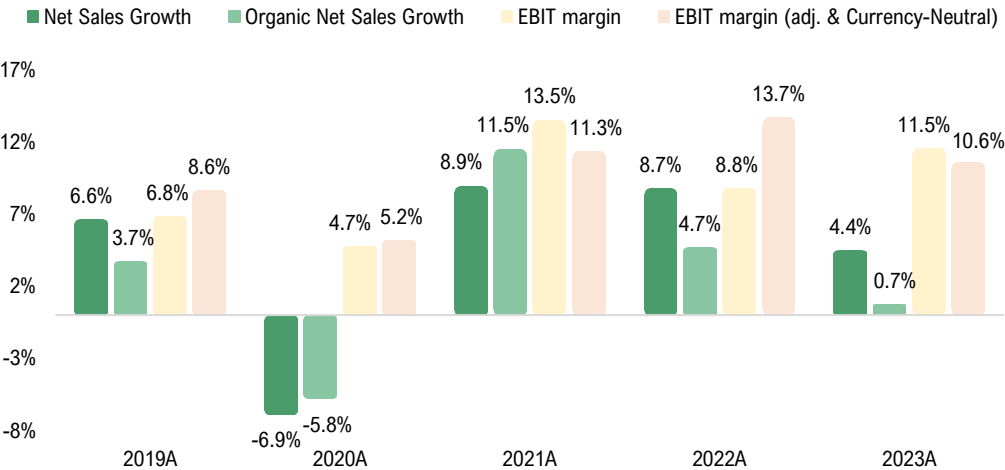
90.7% 72.5%

Equity/Asset

48.1% 47.9%

By analyzing Björn Borg's historical financial performance, it becomes evident that the COVID-19 outbreak significantly impacted the Company's ability to achieve all of its financial objectives. This impact was marked by reduced demand in the retail market, disruptions in the distribution chain, unfavorable currency effects, and the closure of physical stores. Excluding the tumultuous COVID-year, Björn Borg has, on average, met all the expected benchmarks so far. However, when considering the pandemic year, the Company's growth fell short on the established objectives, on average, during 2019-2023. It's worth noting that, except for the exceptional year of 2020, Björn Borg has consistently distributed dividends to shareholders every year since its IPO in 2007.

Outcome (2019-2023): Financial Objectives



Source: Björn Borg

² Adjusted for Other Operating Income, Other Operating Expenses, and Currency-Effects



Apparel Industry Characteristics

- Crowded Market
- Low Barriers to Entry
- Increased Online Focus

Transformed From a Men’s Underwear Company to a Sports Fashion Company

In 2014, Björn Borg established a new business plan - *Northern Star* - with the aim to expand the Björn Borg brand from being synonymous with men’s underwear to being synonymous with sports fashion. Since then, the Sport Apparel business has grown from approx. 10% of revenue to 21% in 2023. One of the Company’s biggest focus areas going forward is to grow the Sport Apparel business substantially.

Given its fashion orientation, mix of major and small producers, low obstacles to entry, the flow of local and imported items, and a wide variety of retailing techniques, the apparel industry is competitive. Björn Borg competes with a plethora of domestic and foreign designers, brand owners, producers, and retailers of apparel, accessories, and footwear, including, in certain instances, the wholesale customers’ private label brands. Moreover, the ongoing shift in consumer shopping preferences towards the digital channel has spurred strong industry growth. This has led to an influx of companies in the apparel sector, along with increased transparency in pricing and product comparisons. These factors collectively influence purchasing decisions. Consumers are also becoming more concerned with circularity in the apparel industry, and new market actors’ ability to rent or acquire pre-owned apparel is influencing purchasing decisions.

Activewear Market Size and the Covid-Effect

The sport apparel market, also known as the athletic wear or activewear market, is a sub-segment of the larger apparel industry, and includes clothing and accessories suitable for sports, fitness activities, and generally active lifestyle. Products within the industry stretches from clothing for running, yoga, and fitness, as well as general athletic wear such as athletic shoes, performance fabrics, and sportswear. The Covid-19 pandemic had undoubtedly significant effects on not only the sport apparel market, but the broader retail and apparel industry, including global supply chain disruptions, retail closures, canceled sports event and decline in gym attendance. However, the pandemic also brought several trends and shifts in consumer behaviors, with e.g., E-commerce experiencing a material surge in demand and usage. The pandemic also accelerated the athleisure trend and has further blurred the lines between athletic apparel and everyday fashion, as more people adopted remote work and sought comfortable clothing for both working from home and leisure activities which, in turn, increased the demand for comfortable and stylish athleisure products.

The global activewear experienced, according to Statista, a growth of 5.3% in 2022, which valued the total global market to USD 319bn. The market is expected to witness a 5.8% CAGR during 2022-2028, leading to a market size of USD 451bn in 2028. Important growth drivers are estimated to come from an increasing global emphasis on health and fitness, an increased demand for comfortable and stylish clothing worn during and after physical activity, as well as rising participation in sports activities globally.

USD 451bn
GLOBAL
ACTIVWEAR
2028E

An Increasing Global Emphasis on Health and Fitness, Increased Demand for Comfortable and Stylish Clothing, and Rising Participation in Sports Activities will Support the Growth on the Activewear Market Going Forward.

Global Activewear Market, 2022-2028



Source: Statista, 2023

McKinsey Survey

63% *Of the respondents believes a brand's promotion of sustainability to be crucial*

67% *Of the respondents think sustainable materials are important*

50% *Of the Gen-Z and Millennials respondents expects to buy more second-hand items post-COVID*

¹ Consumer Sentiment on Sustainability in Fashion (2021)



**INFLUENCERS
HELP TO SHAPE A
STRONG
COMPELLING
BRAND IMAGE**

**BJÖRN BORG MADE
SUBSTANTIAL
INVESTMENTS IN
INFLUENCER
MARKETING IN
2021-2022**

Sustainability has Become a Critical Focus Area for Consumers and Brands

Sustainability has been a long-time trend within the fashion industry, but in recent years it has been increasingly important in the athleisure market, as consumers more than ever seeks products that are environmentally friendly, ethically produced, and sustainable, benefitting companies that has incorporated sustainable practices into their products and supply chains.

A McKinsey survey¹ revealed that sustainability engagement amongst consumers deepened during the COVID-19 crisis. European consumers now expect fashion companies to act responsibly and consider the social and environmental impacts of their businesses. The crisis has made it even more important to limit climate change impacts, as reported by two-thirds of surveyed consumers. Additionally, 88% believe more attention should be given to reducing pollution. Consumers are already changing their behaviors to align with these concerns. Over 60% are recycling and purchasing products in environmentally friendly packaging. Sustainable materials have become an important factor for 67% of consumers when making purchasing decisions, and 63% consider a brand's promotion of sustainability just as crucial. Lastly, there's a growing interest in purchasing secondhand fashion items among younger European consumers. Approx. 50% of Gen Z and millennials expect to buy more secondhand items in the post-COVID-19 era.

Other important consumer trends includes personalization and technology, where the former involves products that is tailored to each individuals needs and preferences, such as the ability to choose different colors and designs. The latter reflects an increased demand for products that incorporate technology to enhance performance and overall experience, such as moisture-wicking fabrics, temperate regulation, compression technology, GPS tracking or biometric sensors. Thus, sportswear brands invest heavily in R&D to be able to meet consumers demand for enhanced performance features in the products.

Major Market Players in the Sports Fashion Market

The sport apparel market is dominated by well-known brands such as Nike, Adidas, Under Armour, Puma, and Reebok. These companies offer a wide range of sportswear products and accessories and often collaborate with athletes. In recent years, several new and innovative brands have emerged in the sports apparel market. These brands often focus on sustainability, eco-friendly, or performance-enhancing materials, and some well-known examples includes Lululemon, Fabletics, and Gymshark. In the Swedish market, brands such as Stronger, Aim'n, and ICIW have grown strongly the last couple of years, both in terms of revenues and awareness. All three brands have shown an exponential growth since its inception, and between 2019-2022 the net revenue CAGR amounts to 28%, 25%, and 38%, respectively.

Despite the dominance by global players such as Nike and Adidas, the brand awareness of Björn Borg is strong, especially within the underwear business where the Company is a market leader in the Nordics. However, it is apparent that the Björn Borg brand is gaining traction in the Swedish sports apparel market, and according to the Company's own polls and measurements, 47% of the Swedish respondents ranked Björn Borg as one of their three preferred brands in 2022, with Nike and Adidas coming first and second place.

Influencer Marketing has Become an Important Tool for Sport Apparel Brands to Enhance Awareness

Over the past few years, the strategic use of influencer marketing and brand partnerships has played a pivotal role in the promotion of sports apparel brands. Through teaming up with social media influencers, athletes, and celebrities, these brands tap into their extensive reach and credibility to elevate their presence and appeal among consumers. These collaborative efforts not only help shape a strong and compelling brand image but also establish deeper connections with specific target audiences. In addition, the industry faces intense competition from both established players and emerging brands. Consequently, in order to maintain a competitive edge, companies specializing in sports apparel must continually foster innovation, channel resources into research and development, and introduce distinctive products that align with the ever-evolving demands of consumers.

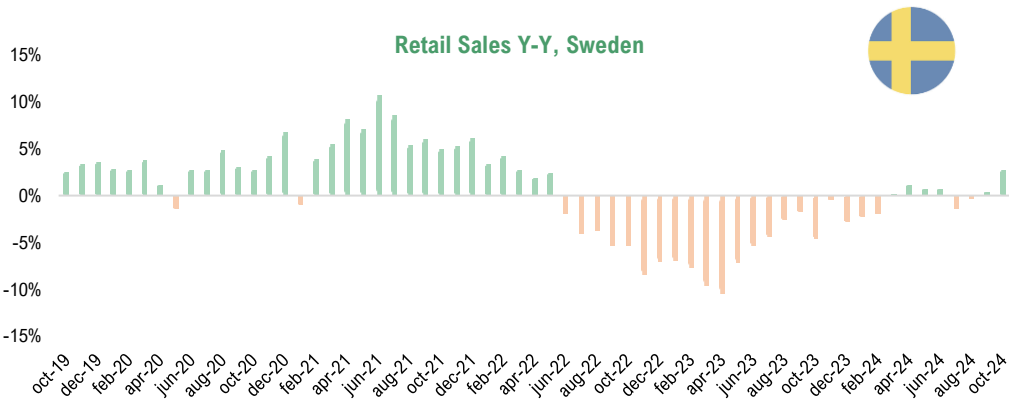
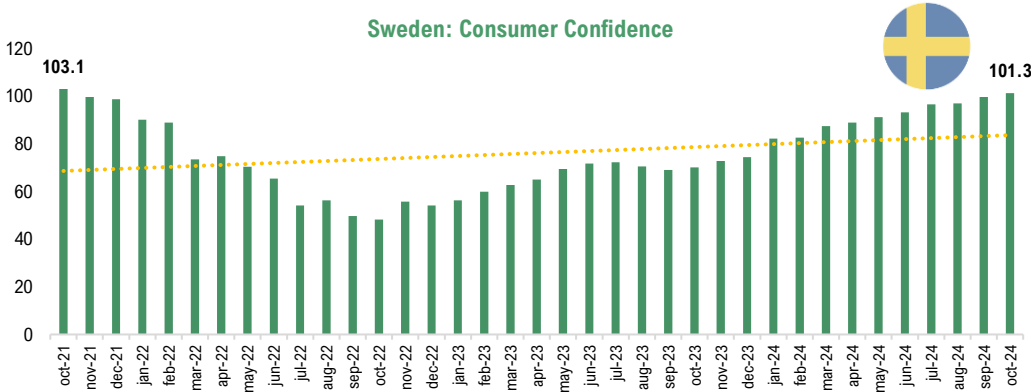
During 2021-2022, Björn Borg made substantial investments in community building, initiating multiple influencer collaborations across all the markets where the Company is active. This strategic upsurge in influencer marketing has firmly established Björn Borg's brand presence on social media platforms, aligning with where consumers dedicate a substantial portion of their time. These investments in influencers and social media have notably heightened the brand awareness of Björn Borg as a sports fashion brand, marking a significant move in their ongoing efforts to enhance their brand recognition within this segment in the future.



The Apparel Industry is Sensitive to Consumer Spending and Sentiment

The sports apparel industry, as well as the general apparel industry, is highly sensitive to consumer spending, consumer sentiment, and the broader environment. Consumer spending patterns have a direct impact on the sale of both general and sport apparel, when consumer have more disposable income and are willing to spend, they are more likely to invest in clothing, including sportswear. Since apparel, especially sportswear, is often considered a discretionary purchase, consumers are likely to cut back on non-essential spending during economic downturn, and vice versa. Consumers perceptions of the general economy, job security, and financial well-being, in other words the consumer sentiment, strongly influences purchasing decisions, where high consumer confidence tends to boost consumer spending, including on discretionary products such as clothing.

Consumer sentiment has deteriorated somewhat on a global basis as a result of recent rise in interest rates, high inflation, geopolitical uncertainty, volatile energy prices, and a general economic downturn. These events has also impacted consumers disposable income which, in turn, has affected retail sales. Below we have highlighted the Swedish consumer confidence during the past three years and the development within Swedish retail sales for the past five years, which showcase a somewhat softening retail industry and a descending consumer confidence since the peak in 2021, although there has been a positive trend shift since late 2022.



Source: Investing.com

Regulatory Environment

In the coming years, the sports apparel industry is likely to see increased attention on sustainability, ethical manufacturing, and responsible business practices. Brands that proactively address these issues and stay up-to-date with relevant regulations are more likely to thrive and maintain a positive reputation in the market. Many large players within sports apparel and the general apparel industry, such as H&M and Adidas, has implemented several sustainability goals going forward. For example, Adidas has made sustainability a priority, and the company has set a goal to become climate neutral by 2050, while H&M aims to become 100% circular and climate positive by 2030. Björn Borg is a member of the Swedish Textile Initiative for Climate Action (STICA) and has committed to reduce its absolute greenhouse gas emissions by 50% by 2030 from a 2020 base year.



Historical Performance

Björn Borg is a well-established company with decades of history. Hence, it is not in its early stages of development but rather in a mature phase, which becomes evident when studying growth rates, profitability, CAPEX-levels, cash flow, and other financial metrics. From 2014 to 2023, Björn Borg grew net sales with an annual compounding rate (CAGR) of 5.5%, accompanied by a relatively stable operating margin of approx. 7-10%, and a gross margin between 52-55%.

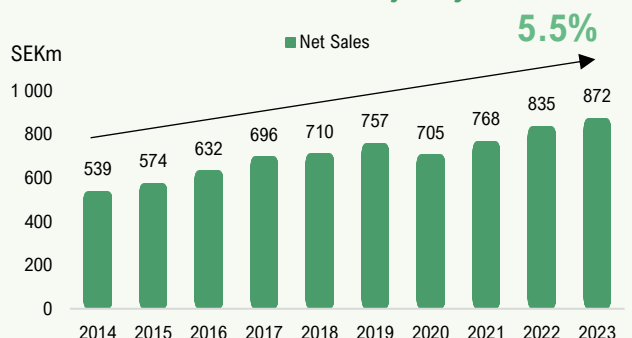
However, due to its relatively small size compared to the bigger players within sports apparel, accessories and underwear, (e.g. Nike, Adidas, Lululemon), it leaves a higher potential to gain market shares. For obvious reasons, it is far easier to scale from SEK 800m to SEK 1,600m, than to scale from SEK 80bn to SEK 160bn.

Since its inception, Björn Borg has more or less been solely associated with being a men's underwear company, which the Company up to this date still are to a large extent. However, the underwear share of total sales have been declining in recent years, from 62% in 2019 to approx. 55% in 2023, while segments such as Sports Apparel, Footwear, and Bags have taken a successively larger chunk of the sales. In 2014, Björn Borg increased its efforts to expand the Sports Apparel business, which is also one of the key focus areas going forward. Since 2014, Sports Apparel have grown from constituting 10% of revenues to approx. 21% in 2023.

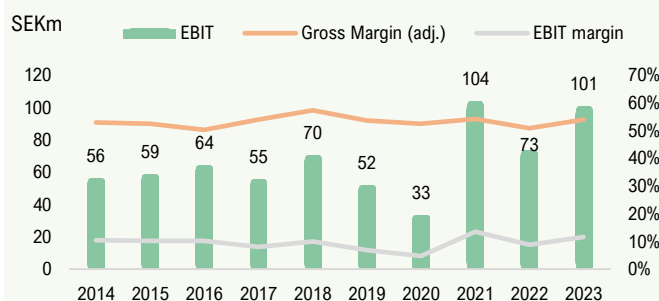
By successfully achieving a category move in consumers perception of Björn Borg as a brand, from men's underwear to a sports fashion brand, Björn Borg has a great potential to increase sales. It also simplifies the introduction of new product categories when being perceived as a sports fashion brand, and thus making it easier to succeed with other products. There is increasing evidence that consumers preference for Björn Borg has boosted in recent years and according to the Company's own polls and measurements, 47% of Swedish respondents ranked Björn Borg as one of their three preferred brands in 2022, with Nike and Adidas coming first and second place. This leaves a great possibility for Björn Borg to capitalize on the increased awareness and preference for the brand going forward, by making sure that the Company distributes its products where the consumers are. For example, Björn Borg has successfully increased the Groups share of online sales from 23% in 2018 to 41% in 2023 through own E-commerce and E-Tailers, while at the same time closing unprofitable physical stores, as more customers are turning to E-commerce following the COVID-19 pandemic.

The Swedish market has historically been the major contributor to the Groups total sales, making up approx. 35% of the sales in 2023, followed by the Netherlands, Finland, and Germany, in that order. However, Germany has been, during 2019-2023, the fastest growing market, with the German E-tailer Zalando playing a crucial role in that growth. Björn Borg is responsible for the distribution of underwear, sports apparel and bags in the German market and has its own sales organization and office in the country. The German market will continue to be a key market for Björn Borg, among others, and Analyst Group foresees a strong growth in the country going forward.

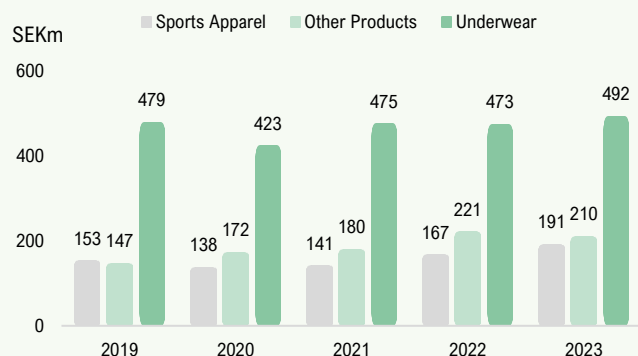
Historical Sales Trajectory CAGR 2014-2023



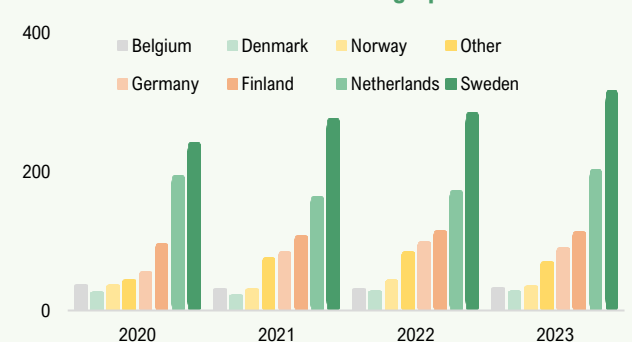
Historical Profitability Trajectory



Historic Performance: Revenue Mix



Historical Sales Geographics

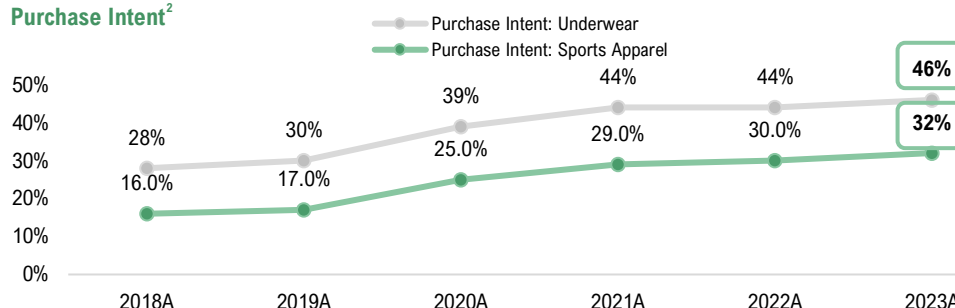


**BJÖRN BORG IS A
PREFERRED
BRAND AMONG
CONSUMERS**

Category Move will be a Main Key Revenue Driver to Support Profitable Growth

The re-positioning from being synonymous with underwear to a sports fashion brand is, according to Analyst Group, one of the key revenue drivers going forward. This transformation is expected to be driven not only by continuing but also by amplifying market activities, especially through the power of social media, including influencer marketing. In addition to online initiatives, physical events and campaigns will play a pivotal role in adding further exposure and awareness to the equation. By strategically engaging influential ambassadors within the Björn Borg network, in synergy with the brand's social media channels, the Company is able to consistently fortify its market presence and brand communication. This approach is instrumental in building a more robust and engaged community, expanding the customer base, and cementing Björn Borg's standing as a sports fashion brand going forward. This marketing strategy has already demonstrated its efficacy during 2021-2022, resulting in a substantial surge in brand preference. Notably, 30% more female customers and 40% more male customers included Björn Borg as one of their preferred sports brands in 2022¹, while the overall purchase intent has shown great progress recent years.

Purchase Intent²



¹ Source: Björn Borg

² Source: Björn Borg

Moreover, looking ahead, new and successful collection launches will continue to be a vital component in staying relevant and attractive as a brand. Innovations in design, functionality, and style are key in meeting the evolving tastes of consumers. Furthermore, the Company's dedication to sustainability and enhancing the quality of its clothing is another significant driver of revenue growth. The trend toward sustainability is of paramount importance to modern consumers and is here to stay.

**DOUBLE-DIGIT
GROWTH IS
EXPECTED FROM
THE SPORT
APPAREL
BUSINESS**

The Underwear business has remained stable for the past five years and although its share of total sales has experienced a noteworthy decline during the period, the sales in absolute terms has been fairly unchanged. Analyst Group foresees that this pattern will persist in the future, allowing the Company to maintain its market leader position. The Sports Apparel business is, however, expected to exhibit a double-digit growth in coming years as a result of an enhanced category move among consumers and by being one of the Company's most important growth areas, the lion share of the Groups OPEX- and CAPEX-investments are expected to be allocated within this business segment. The growth in Other, e.g. bags and footwear, are anticipated to showcase a mid single-digit growth during the forecast period.

Germany and the US Will Be Two Markets of High Importance Going Forward

Germany is expected to be the fastest growing market during the forecast period, supported by increased directed market activities in the country and intensified collaborations with the German E-tailer Zalando. This collaboration with Zalando is set to amplify the brand's visibility and customer reach in Germany, leveraging the E-commerce giant's expansive user base and robust distribution network.

Björn Borg made its market introduction in the US market a few years ago through Amazon.com, establishing its own brand page. While the Company currently focuses on distributing its sports apparel and underwear offerings, it's worth noting that the US sales only constitute a small portion of the Group's geographic sales today. The US market has remained somewhat inconspicuous as it has been grouped together with other smaller markets, including Switzerland, Slovenia, France, and Canada. Nonetheless, the United States is poised to become a key focal point for the Group in the coming years, representing an immense sales opportunity. However, it is important to recognize that the competitive landscape in the US market is exceedingly fierce. This landscape is largely dominated by well-known brands such as Adidas, Nike, and Lululemon, among others. To succeed and carve a significant market share in this highly competitive space, collaborating with the right type of influencer will be of great importance. The strategic selection of influencers can significantly impact brand visibility, consumer engagement, and drive strong growth in the US market. The sales development in the US has been, according to the Company, slower than expected up to this date, however, through increased sales efforts in the region, Analyst Group estimates a strong growth going forward, although from lower levels.

**MARKETS IN
FOCUS
COMING YEARS**





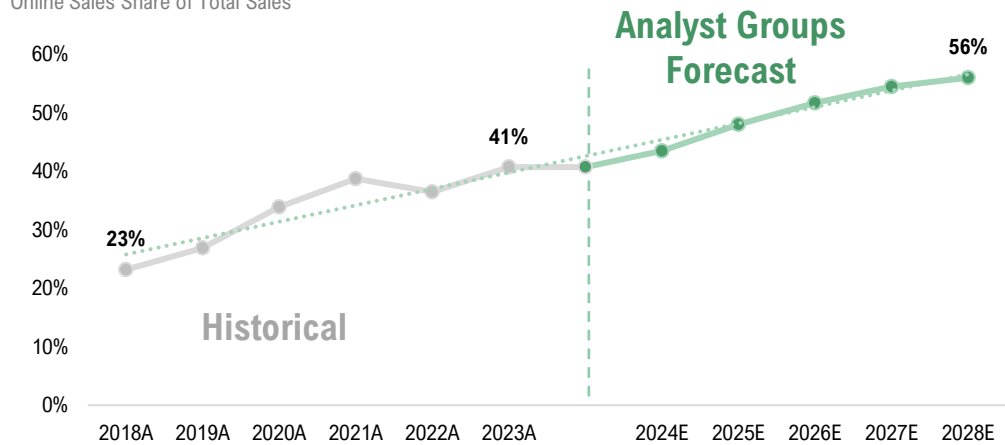
Own E-commerce is Poised to Grow Strongly in Coming Years

With increased sales efforts invested in digital channels together with the underlying structural trend towards increased usage and demand for E-commerce, Analyst Group estimate that Björn Borg’s online sales share will rise above the 50%-mark in 2027. This development is expected to be supported by an increase in presence in the German market through Zalando and the Company’s own E-commerce, with the latter contributing with the strongest growth amongst these channels.

Structural Tailwinds Within E-Commerce and Intensified Collaboration with Zalando is Anticipated to Drive an Increased Online Sales Share for Björn Borg.

Online Sales Share of Total Sales

Online Sales Share
2018A-2028E



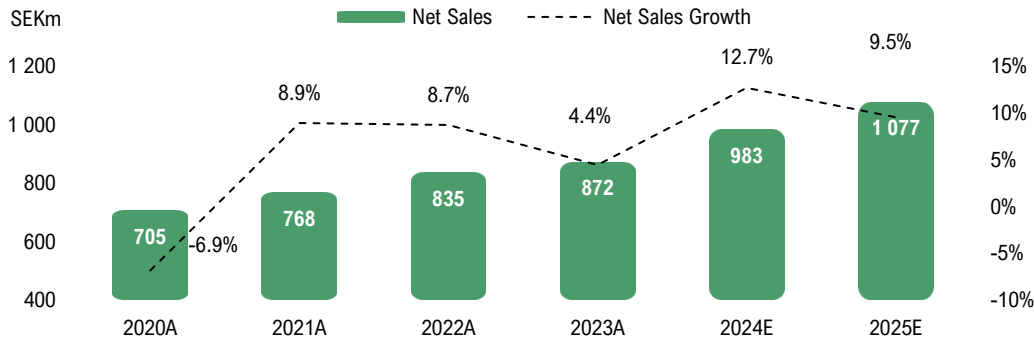
Source: Björn Borg and Analyst Group

Despite a slowing economy, a high inflation that lowers the household's disposable income, rising interest rates, decreasing consumer confidence, and increase geopolitical worries, Björn Borg has delivered 4.4% net sales growth in 2023, whereof 0.7% were organic. Hence, Björn Borg has not been impacted to any large extent by the worsening economic climate as of now, which illustrates not only the strength of the brand but also indicates that consumers still wants to consume products that are associated with better health. However, abovementioned factors could hamper sales volumes going forward and are risks to consider. In 2024, Björn Borg is estimated to demonstrate a net sales growth of 12.7%, primarily driven by Footwear and Sport Apparel, Own E-commerce, and increased market shares in the German and the US markets. The growth during 2023 has been somewhat restrained by the uncertain macro environment, encompassing factors such as consumer spending, interest rates, high inflation, and geopolitical uncertainties, among others. Going forward, the growth rate is estimated to pick up, mainly driven by the strong anticipated growth within Sports Apparel and an enhanced macroeconomic landscape. For the explicit forecast period, 2024-2025, Analyst Group has estimated an annual net sales CAGR of 11.1%. Below, our net sales projections to 2025 are displayed, with further details on revenue mix, channel mix, and sales geographics on page 22.

12.7%
NET SALES
GROWTH (2024E)

Björn Borg has Shown Resilience in a Challenging Environment and Analyst Group Believes that the Company is Well-Positioned to Grow Sales with a CAGR of 11.1% during 2024-2025.

Net Sales and Net Sales Growth



Source: Analyst Group

Gross Expenses

The gross expenses are constituting for the majority of Björn Borg's total cost structure on an operational basis, and primarily consists of all costs directly associated with producing and delivering the Company's products, such as raw material, labor costs, and manufacturing overheads, but also shipping and freight costs. The gross margin is therefore sensitive to changes in these inputs, as e.g. an increase in shipping and freight costs has a direct impact on the gross expenses, which was the case during 2022 when fuel prices increased rapidly, resulting in higher shipping costs. Furthermore, the gross margin is significantly influenced by currency exchange rates. Given that Björn Borg primarily conducts its product sales in SEK and EUR, while the majority of purchases are made in USD, and to some extent in EUR, the strength or weakness of these currencies can have a profound impact on profit margins.

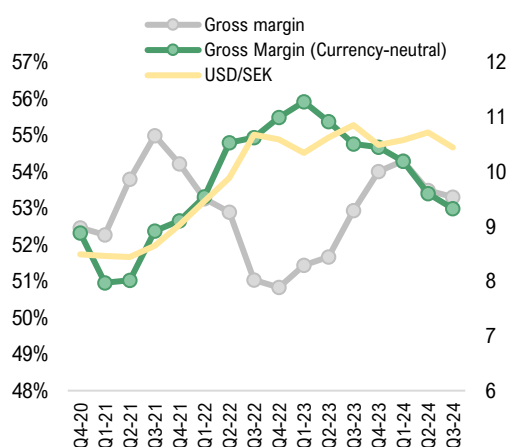
Estimated Currency Impact

2023	Δ%	Sales	EBIT
USD/SEK 10%	+0.4%	+26.4%	-26.4%
USD/SEK 10%	-0.4%	+26.4%	-26.4%
EUR/SEK 10%	+4.2%	+16.9%	+16.9%
EUR/SEK 10%	-4.2%	+16.9%	-16.9%

Specifically, when the USD weakens against the SEK, it tends to have a favorable effect on margins, boosting profitability. Conversely, a stronger USD relative to SEK has the opposite effect, exerting downward pressure on margins. Similarly, when the EUR weakens against the SEK, it can have an adverse impact on margins, and vice versa.

However, these events are tied to the current macro environment and when stripped out of the equation, the gross margin is affected by sales volume, discounts, revenue mix, and channel mix. Since early 2021, the gross margin, currency-neutral, has been on an upward trend, with increased sales, reduced discounts to retailers, and increased share of own E-commerce being the primarily underlying factors behind this.

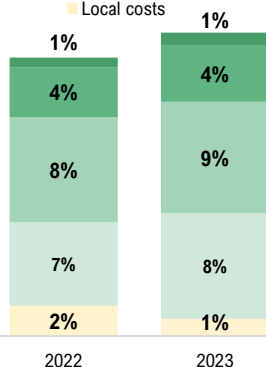
Currency-Effects, LTM (Gross Margin)



Given our estimates on sales, revenue mix, and channel mix, Analyst Group sees room for additional improvements on the gross margin aspect, supported by increased sales, higher share of the business coming from Own E-commerce and E-tailers, and continued reduced discount to retailers. However, Analyst Group estimates that the Sports Apparel business is of lower gross margin than the Underwear business, with lower sales volume being one explanation behind that. This is expected to suppress the gross margin improvement somewhat in the short-term, however, as the Sport Apparel business scales up further, we see a higher underlying profitability in the Sports Apparel business going forward, and ultimately contribute to a higher overall gross margin for the Group. In 2024, we estimate a gross margin of 52.9% and in 2025 we see a gross margin of 54.4%, due to above-mention factors, however, in 2028, the gross margin is expected to reach 55.8% as the Sports Apparel grows in scale, together with a more favorable channel mix.

Other external costs - breakdown (% of sales)

- Other
- Administrative costs
- Marketing costs
- Sales costs
- Local costs



Operating Expenses: Other Operational Expenses

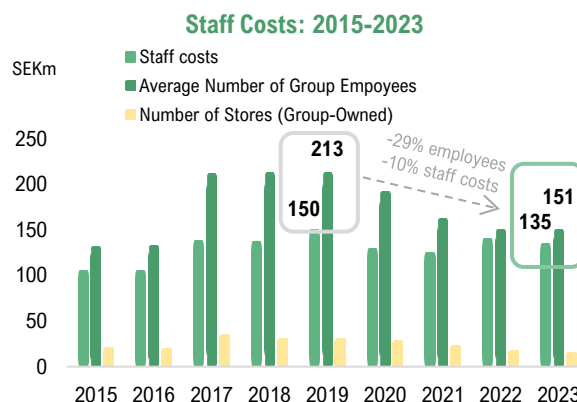
On an OPEX-level, other external costs constitutes the largest expense, amounting to SEK 206m in 2023. These costs encompass various costs related to premises, sales, marketing, administration, and other operational aspects, with marketing being the major cost driver. Between 2018-2022, Other external costs exhibited a consistent annual decrease of approx. 1.4%, while net sales experienced an annual growth of 4.1%. This divergence is largely attributed to a significant change in how premises costs were accounted for. The transition resulted in a decrease of approx. SEK 42.5m in premises costs between 2018-2019 as lease payments, with the adoption of the new accounting principle for leasing, no longer were treated as immediate expenses; instead, they were recognized as interest and amortization. Hence, the historical development in Other external expenses is not accompanied with any substantial cost efficiencies but rather attributed to changes in accounting principles, from IAS 17 Leases to IFRS 16 Leases more specially.

In addition to an overall increase in Other operational costs, in SEKm, as Björn Borg grow sales, Analyst Group anticipates that there will be ongoing growth in marketing activities to facilitate further expansion, particularly in Björn Borg's own E-commerce segment, as well as in the US and Germany markets. During 2022 and 2023, the marketing expenses accounted for an average of 8.4% of sales. Analyst Group predicts that this figure is set to experience a slight uptick over the next two to three years. Subsequently, it is expected to revert to the 8% threshold. This sustained investment in marketing reflects the Company's commitment to expanding its presence and customer base while maintaining cost-effectiveness.

Operating Expenses: Staff Costs

In 2023, staff costs accounted for approx. 15% of total net sales, totaling around SEK 135m, representing a decline when compared to historical years (~16-20% of net sales). In 2019, the year before the COVID-19 pandemic, the Company had an average number of employees of 213. However, in response to the pandemic's impact, Björn Borg reduced its headquarters staff by approx. 20 individuals during 2020. This, coupled with the Company's overarching strategy to close unprofitable stores, led to a significant reduction in the number of employees and at the end of 2023, the Group had 151 employees. The accompanying graph below illustrates the trend in staff costs, number of employees, and number of Group-Owned stores, revealing a clear correlation between 2015-2019.

The reason why the decrease in headcount since 2019 was not fully reflected the staff costs in 2022 was primarily attributed to the incentive plan that was initiated in 2019, and concluded in 2022, as well as severance pay in conjunction with lay-offs. The incentive plan was targeted at the Company's management and entailed a variable cash remuneration based on the share price of Björn Borg. By the end of 2022, the Company had recorded a cost of SEK 13.8m associated with this plan, which subsequently contributed to the increase in staff costs. In 2023, the staff costs amounted to SEK 135m, representing a 4% decrease.



Looking ahead, with a higher proportion of net sales anticipated to originate from online channels, particularly through Björn Borg's own E-commerce platform, Analyst Group expect Björn Borg to achieve more with fewer resources, as E-commerce provides a broader reach and sales opportunity when compared to physical stores. However, as E-commerce sales continue to scale, additional staff and key competences are expected to be required. Therefore, considering further closures of own concept stores are expected to materialize and no additional effects of any incentive plans, Analyst Group estimates that staff costs will show a CAGR of approx. 8.6 % during the explicit forecast period, representing a slightly slower pace compared to net sales.

CAPEX and D&A

As a result of previous mentioned transition in accounting principles regarding lease payments for premises, Björn Borg has experienced a substantial increase in D&A expenses, from SEK 9m in 2018, to SEK 33m in 2023. This increase is primarily associated with the balance sheet item *Right-of-Use Assets (ROU)*, representing the right to use the asset (premises in this case) for the duration of the lease term. Simultaneously, a corresponding lease liability is recorded to account for the Company's obligation to make lease payments over the lease term. In 2019, ROU-assets accounted for SEK 131m on the Company's balance sheet and are subject to amortization over the combined lease term, considering any additional usufruct rights and any renegotiated or terminated contracts. Additionally, Björn Borg leases retail premises, vehicles, and office equipment's, each with varying maturities, all of which contribute to the overall D&A expense. From 2019 to 2023, owing to additional usufruct rights, terminated and renegotiated contracts, and the differing maturities of leased assets, the annual amortization linked to leasing has shown a decreasing trend. Analyst Group anticipate this trend to persist moving ahead.

Between 2019-2023, amortization has accounted for a substantial portion of the total D&A. However, Analyst Group foresees that, over time, the contributions of depreciation and amortization to the total D&A will become more balanced as Björn Borg continue to amortize on the ROU-assets, while continuing making new investments in PP&E, technology, and licenses.

During 2018-2019, Björn Borg made significant investments in the E-commerce platform, a new enterprise information system (EIS), existing stores, and a centralized warehouse. Hence, Analyst Group does not anticipate substantial CAPEX moving forward and estimates a somewhat lower CAPEX as a percentage of net sales during the forecast period (~1.3%), compared to the mean level of 1.4% during 2018-2023. Consequently, considering the reduced levels of amortization and expected decrease in CAPEX, D&A expenses are projected to exhibit a slight annual decrease during the forecast period.



Working Capital

Operating as a sports fashion brand within the clothing industry, Björn Borg has a significant portion of its working capital tied up in inventory, accounts receivable, and accounts payable. Given the fast-paced and seasonal nature of the fashion industry, effective inventory management is of paramount importance. Between 2018 and 2023, Björn Borg has maintained a relatively steady inventory turnover rate¹ at approx. 2.4. This means that the Company's inventory is sold and replenished about 2.4 times a year. This figure, while indicating a healthy pace of inventory turnover, is somewhat lower than the general figure within the broader apparel industry, where inventory turnovers usually range between 4 and 5. In the realm of retail, it is not uncommon to witness even higher turnover rates, with reports from CSIMarket (2023) suggesting figures nearing 11.

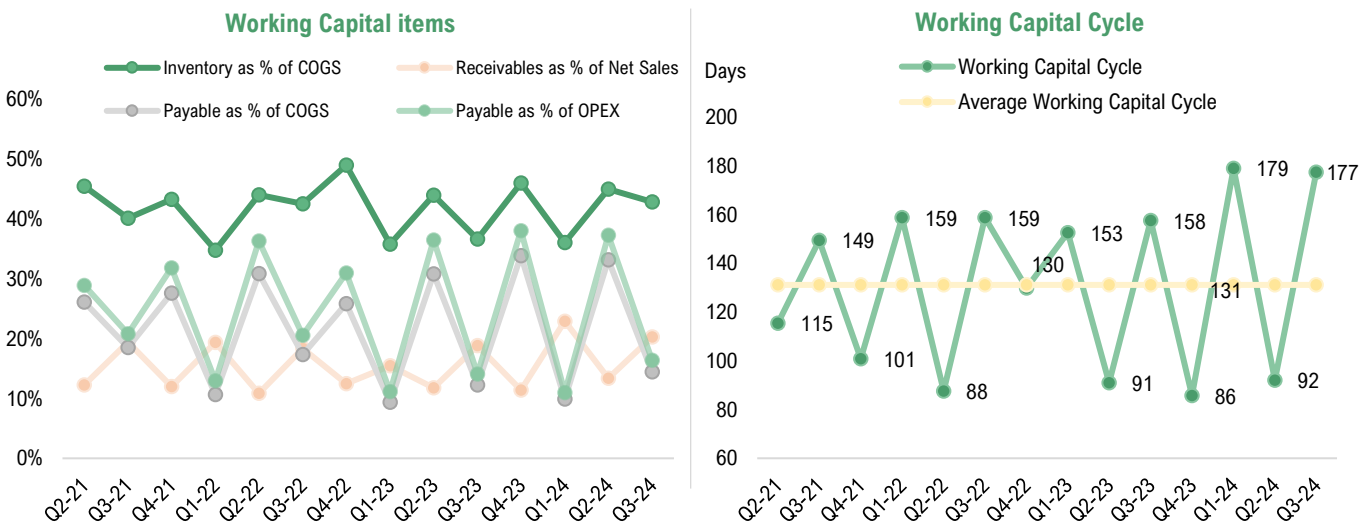
However, when considering sports fashion brands such as Lululemon, Adidas, Nike, and Under Armour² over the period from 2016 to 2023, Analyst Group find that their average inventory turnover hovers around 2.5 to 3.0. Consequently, when comparing Björn Borg's inventory turnover with its counterparts in the sports fashion industry, it becomes evident that the Company's turnover rate is in line with industry standards, affirming its sound management of inventory in this dynamic market. However, during 2020-2023, Björn Borg's inventory levels increased with approx. 50%, with net sales increasing approx. 24% during the same period. This dynamic is a result of a new emerging trend, with Björn Borg receiving lower base orders from wholesale partners, even though retailers more or less have the same sales budgets, meaning that the Company need to store a larger portion of retailers purchase orders in its own inventory. This, in turn, has on one hand tied up higher levels of working capital, but on the other hand strengthened the underlying profitability as the retailers has, consequently, been receiving lower quantity discounts.

Furthermore, a strong growth in own E-commerce and in countries like the US will require a higher capital commitment, as Björn Borg needs to be able to deliver on the increased demand for various products and collections, resulting in increased inventory levels, which is a future development that Analyst Group has incorporated into the projections of the working capital.

Björn Borg has a distinct seasonal pattern in its working capital, where the Company tends to showcase the strongest cash flows in the second and fourth quarter. On average, Björn Borg has a working capital cycle, also referred to as the *cash cycle*, of 131 days when studying at a quarterly basis (Q2-21 to Q3-24) and 123 days on an annual basis (2018-2023). In 2023, the corresponding figure amounted to 86 days, representing an improvement from 2018, when the working capital cycle amounted to 190 days. Compared to the same sports fashion brand as mentioned above, its evident that Björn Borg has a shorter cycle than the mean value of approx. 110 days. Going forward, Analyst Group foresees a somewhat higher working capital cycle for the Company, considering the estimated expansion within its own E-commerce.

Björn Borg has Improved its Working Capital Cycle in Recent Years, Yet It Still Surpasses Other sports fashion Brands.

Working Capital items and Working Capital Cycle



Source: Björn Borg and Analyst Group

SEK 101m
EBIT(2023)SEK 108m
EBIT (2024E)

Margin Expansion is Anticipated to be Fueled by an Improved Revenue and Channel Mix

In 2023, Björn Borg reported an operating profit of SEK 101m, corresponding to an operating margin of 11.5%. Currency-Neutral, the operating profit for the full year 2023 would have landed on approx. SEK 96m, translating to an operating margin of 10.5%, marking a solid improvement from historical years, with the operating margin hovering between 7-9%. This development is a result of increased economies of scale, reduction in workforce, as well as an improved revenue and channel mix. For the fiscal year 2024, Analyst Group estimates an EBIT of SEK 108m, corresponding to an adj. EBIT margin of 10.5%, which represents a 7% EBIT growth Y-Y.

In coming years, as Björn Borg increase the share of Sport Apparel of total net sales, the margin profile for the segment is expected to improve. This, combined with a further estimated increase in online sales, particularly through own E-commerce and E-tailers as well as further reduced discounts to wholesale, is projected to contribute significantly to the operating margin's improvement in the long perspective. Consequently, Analyst Group anticipates that Björn Borg will deliver an operating margin close to 15% in 2028. However, for the year 2025, the adjusted operating margin is projected to be 12.1%, driven by increased sales, an improved margin profile within the Sports Apparel business, and a continued focus on operational efficacy.

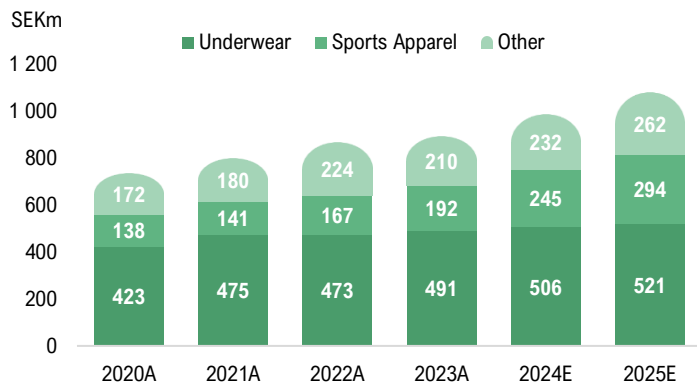
In below table we have summarized our projections to 2025, with graphs and illustrations on revenue mix, channel mix, profitability, cost structure, and sales geographics during the explicit forecast period 2024-2025 are presented on the next page.

Base scenario SEKm	2020A	2021A	2022A	2023A	2024E	2025E
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	12.7%	9.5%
Net Sales	705	768	835	872	983	1 077
Other Operating Income	29	28	26	20	16	0
Total Sales	734	796	861	892	999	1 077
COGS	-335	-352	-411	-401	-463	-491
COGS (Currency-Neutral)	-339	-362	-372	-395	-463	-491
Gross Profit	399	444	450	491	537	586
Gross Profit (Currency-Neutral)	395	434	489	496	537	586
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.9%	54.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.9%	54.4%
Other External Expenses	-159	-158	-181	-206	-242	-263
Staff Costs	-130	-126	-141	-135	-143	-162
Other Operating Expenses	-36	-21	-20	-16	-12	0
SG&A	-325	-305	-342	-357	-396	-424
EBITDA	74	139	108	134	141	162
EBITDA (Currency-Neutral)	70	129	147	139	141	162
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	14.3%	15.0%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	13.8%	15.0%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	13.8%	15.0%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-33	-31
EBIT	33	104	73	101	108	131
EBIT (Currency-Neutral)	29	94	120	96	108	131
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.9%	12.1%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	10.5%	12.1%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	10.5%	12.1%
Financial items, net	-16	3	-2	-3	-6	-2
EBT	17	107	71	98	102	129
Tax	1	-21	-20	-22	-21	-27
Net profit	18	86	51	76	81	103
Net margin	-1.5%	7.5%	3.0%	6.5%	6.5%	9.5%

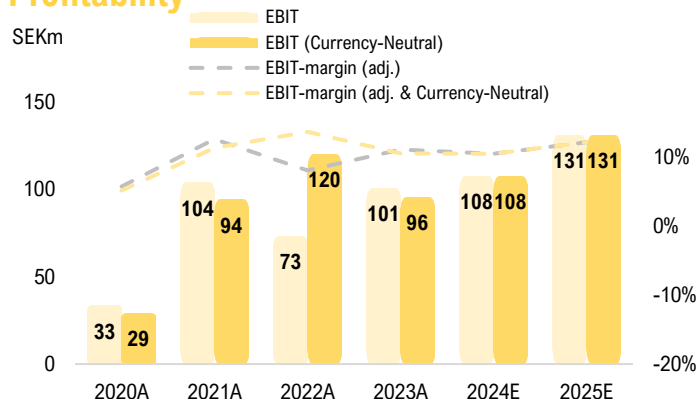
¹ Gross Margin: Adjusted for Other Operating Income and Currency-Effects.
EBITDA/EBIT: Adjusted for Other Operating Income and Other Operating Expenses and Currency-Effects.

In below graph and illustrations, we have summarized our projections for the revenue mix. Profitability, cost structure, sales geographics, and sales channel mix during the explicit forecast period 2024-2025.

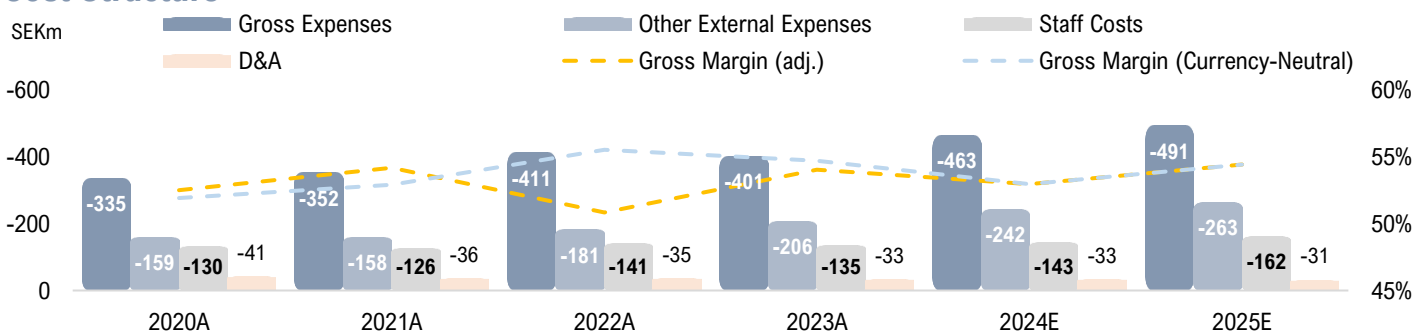
Revenue Mix



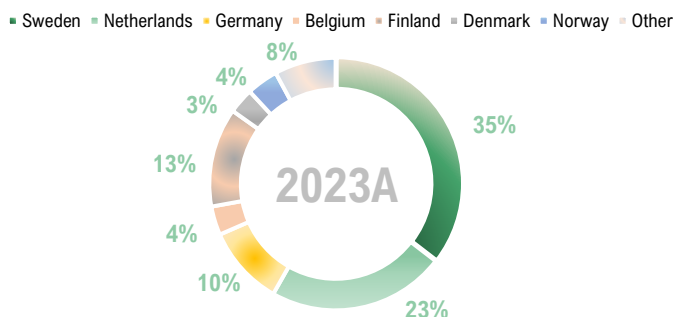
Profitability



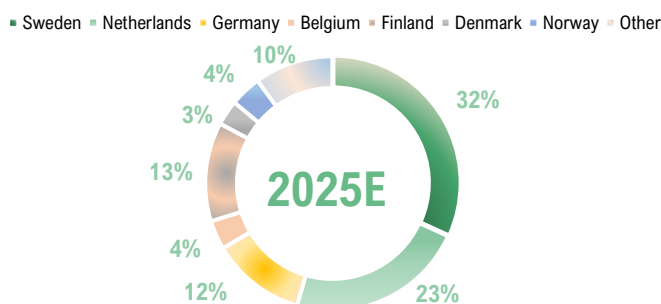
Cost Structure



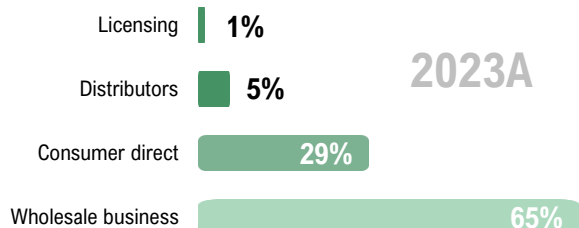
Sales Geographics as a % of sales



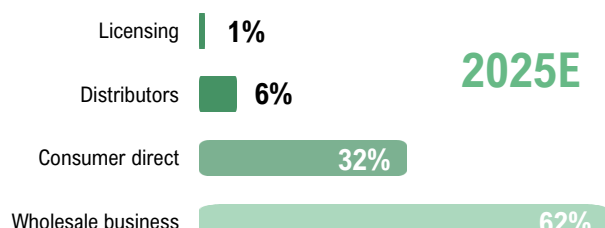
Sales Geographics as a % of sales



Channel Mix as a % of total sales



Channel Mix as a % of total sales



Valuation: Selection of Peers

To derive a company valuation for Björn Borg, Analyst Group has examined a wide range of publicly listed brand apparel companies. The peer selection encompasses companies with varying degree of focus, ranging from those heavily involved in sports apparel to luxurious brand and retail. To further enhance the valuation perspective, particularly concerning Björn Borg's sports apparel segment, Analyst Group has incorporated insights from a selection of prominent Swedish unlisted sportswear companies.

Sports Apparel Brands

The Sports Apparel peer group consists of a selection of well-known brands; Lululemon, Adidas, Nike, Under Armour, Puma, Fila, and Columbia Sportswear. The average and median Market Capitalization of these companies are significantly larger than that of Björn Borg, however, as these brands compete with Björn Borg's target audience, the comparison remains relevant. Furthermore, they have similar financial characteristics with regards to historical growth, growth prospects, profitability, operational risk, debt position, and capital commitment. Analyst Group will assign greater emphasis and weight on the sport apparel peer group when valuing Björn Borg, as sport apparel constitutes the Company's primary business focus and is anticipated to capture additional market shares during the forecast period. Below, we have highlighted key ratios with regards to historical growth, margins, debt position, capital commitment, and valuation multiples (LTM).

While it is apparent that Björn Borg exhibits somewhat similar figures in terms of 3Y EBIT growth, gross margin, EBIT margin, Equity Ratio, debt ratio, and asset turnover, its 3Y sales growth has fallen short when compared to the mean levels of its peers. In the following pages, Analyst Group will delve deeper into how Björn Borg is expected to perform during the forecast period compared to its peers in order to derive a suitable valuation.

BJÖRN BORG       

LTM	Björn Borg	Lululemon	Adidas	Nike	Under Armour	PUMA	FILA	Columbia Sportswear	Mean, peers	Median, peers
Net Sales Growth, 3Y	8.4%	16.9%	2.0%	2.3%	-1.7%	7.7%	-1.3%	2.1%	4.0%	2.1%
Net Sales Growth, Y-Y	9.1%	13.0%	3.2%	-2.8%	-7.9%	-3.5%	4.0%	-7.4%	-0.2%	-2.8%
EBIT Growth, 3Y	1.5%	18.7%	-22.9%	-3.9%	-138.7%	2.9%	-18.4%	-15.5%	-25.4%	-15.5%
EBIT Growth, Y-Y	19.4%	17.6%	5172.2%	1.6%	-110.3%	7.0%	17.2%	-30.1%	725.0%	7.0%
Gross Margin	53.3%	58.5%	49.7%	44.8%	46.8%	47.3%	52.4%	50.0%	50.0%	49.7%
EBIT Margin	11.0%	23.0%	4.1%	11.8%	-0.6%	7.1%	8.5%	8.1%	8.9%	8.1%
Equity Ratio	46.7%	59.8%	26.3%	36.8%	44.2%	38.0%	51.3%	64.7%	45.9%	44.2%
Net Debt/EBITDA	1.6	-0.1	1.5	0.1	0.6	1.2	2.0	0.1	0.8	0.6
Debt Ratio	1.1	0.7	2.7	1.7	1.3	1.6	0.4	0.5	1.3	1.3
Asset Turnover	0.0	1.5	1.1	1.3	1.2	1.2	0.8	1.2	1.2	1.2
Days Working Capital	36.3	18.0	14.5	43.3	58.0	44.2	47.9	104.5	47.2	44.2
EV/EBITDA	11.5	14.4	20.2	16.8	39.6	12.4	5.8	12.4	17.4	14.4
EV/EBIT	15.1	16.9	45.3	19.2	-142.0	12.7	8.1	18.2	-3.1	16.9
EV/S	1.6	3.9	1.8	2.3	0.8	0.9	0.7	1.5	1.7	1.5
Market Cap (SEKm)	1 398	414 738	444 112	1 216 543	46 244	79 692	18 363	51 451	324 449	79 692

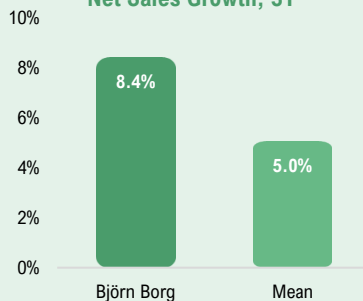
Luxury Brands

To provide some insight into the value of a strong brand, a wide range of luxurious brand companies have been selected, encompassing Moët Hennessy Louis Vuitton (LVMH), Kering, Moncler, Burberry Tapestry, Prada, and Ralph Lauren. Luxury brands are known for their high prices, exclusivity, superior quality, rich heritage, strong brand identity, pricing power, and profitability. They maintain an aura of desirability through limited production, limited editions, and exceptional marketing. Luxury brands offer an exclusive customer experience, innovative design, and rarity in their products, making them highly sought-after and often enjoying higher profit margins. In below illustrations, it becomes evident that the abovementioned luxury brands have, in comparison with Björn Borg, a significant higher profitability (gross margin & EBIT margin) due to pricing power and exclusivity, however, according to Analyst Group, it demonstrates at the same time the possibilities for margin expansion with a strengthening brand. A luxury brand, as well as a strong brand, also enables long-term growth prospects. Many of aforementioned companies have exhibited a 10% CAGR of approx. 10%, as the customer base typically comprising wealthy and loyal brand customers, providing a high degree of resilience over an economic cycle.

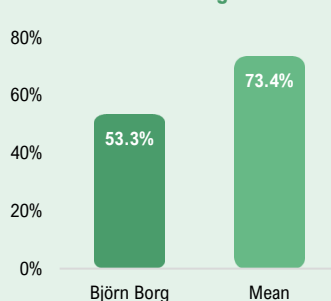
BJÖRN BORG

vs
Luxury Brand
(Mean)

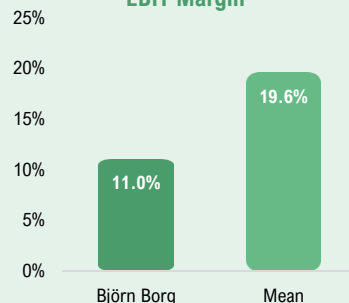
Net Sales Growth, 3Y



Gross Margin



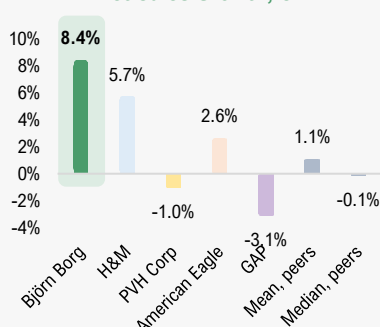
EBIT Margin



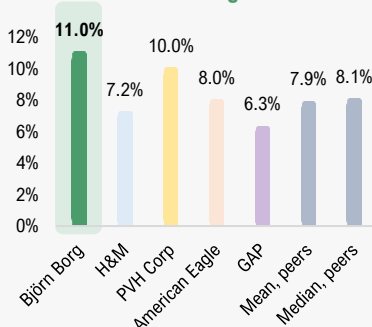
Retail

In this peer group, Analyst Group has studied a few retail companies; from the Swedish international clothing retailer Hennes & Mauritz, to the American clothing and accessories retailer American Eagle Outfitter, to PVH Corp, with brands such as Calvin Klein and Tommy Hilfiger constituting over 90% of their total revenue, and lastly, the global retailer Gap Inc. These companies are, in general, of lower gross and operating margins due to its business models, weaker brand, and hence, lower pricing power. Further, they have exhibited a low, but steady, revenue growth recent years, have higher debt positions, stronger asset and inventory turnover, when comparing to the more luxurious brands. These retail companies tend to have a higher physical presence, although E-commerce is gaining more focus from the operations given the structural trends that was accelerated after the pandemic. However, as of today, physical stores constitute the majority of its sales channels, and their online share is, on average, lower than that of Björn Borg, varying between 20-38%. PVH Corp is an especially interesting peer as one of its iconic brands – Calvin Klein – is one of the most prominent competitors for the underwear business of Björn Borg, particularly on the Swedish market.

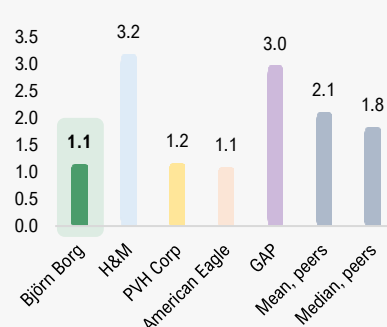
Net Sales Growth, 3Y



EBIT Margin



Debt Ratio





Unlisted Peers

Stronger AB, Aim Apparel AB, and ICANIWILL AB, are the names of some unlisted Swedish sport apparel brand companies that has established themselves on the Swedish market in recent years. These companies has several things in common; they all have experienced an unprecedented sales growth while showing profitability, prioritized social media channels and collaborations with influential individuals to spread their message to build the brand, and focused on developing sustainable apparels with high quality, and an appealing design.



STRONGER

59%

CAGR 2016-2023
(Revenue)


 ~767K



aimn

89%

CAGR 2016-2023
(Revenue)


 ~598K

ICANIWILL

80%

CAGR 2015-2023
(Revenue)


 ~306K

Stronger AB	Latest Valuation	1.5 SEKb	Year 2021	EV/EBIT 150.6x	EV/Sales 3.9x
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Stronger AB is a renowned activewear and lifestyle brand known for its distinctive designs and sustainable ethos. Founded in 2013, Stronger AB has rapidly gained popularity for its high-quality fitness apparel, including leggings, sports bras, and accessories. The company focuses on empowering individuals to live active and confident lives. With a strong online presence and a commitment to eco-friendly practices, Stronger AB combines fashion with sustainability, making it a notable player in the activewear industry.

Aim Apparel AB	Latest Valuation	1.5 SEKb	Year 2021	EV/EBIT 22.1x	EV/Sales 3.5x
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AIM Apparel AB, operating under the brand AIM'N, is a Swedish company specializing in activewear and athleisure fashion. Established in 2013, AIM'N has carved a niche for itself by offering stylish and functional workout clothing and accessories, including leggings, sports bras, and more. The company's mission is to inspire and empower women to lead active and healthy lifestyles. AIM'N has successfully leveraged E-commerce and social media to connect with a global customer base. With a focus on trendy designs and a commitment to encouraging active living, AIM'N has become a prominent name in the activewear industry.

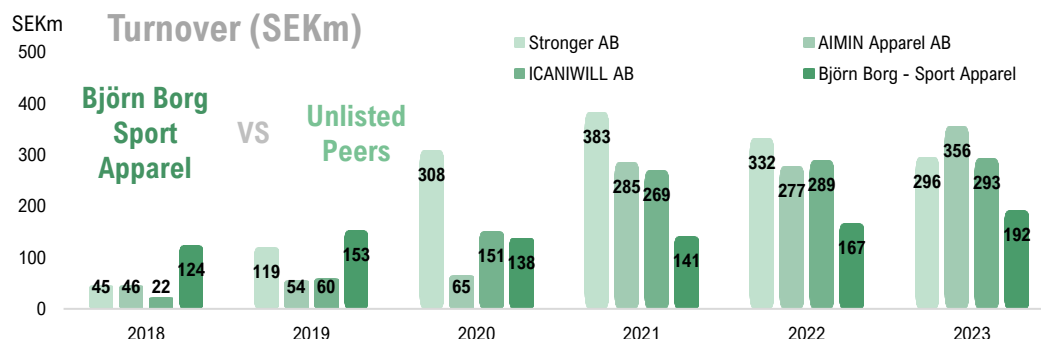
ICANIWILL AB	Latest Valuation	N/A	N/A	N/A	N/A
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ICANIWILL AB, a Swedish company, is a prominent player in the fitness and activewear industry. Founded with a vision of promoting motivation and confidence through fitness, ICANIWILL offers a range of high-quality workout apparel and accessories. Since its inception in 2012, the brand has gained recognition for its commitment to helping individuals achieve their fitness goals. With a strong online presence and a focus on community engagement, ICANIWILL encourages a healthy and active lifestyle. The company's dedication to customer satisfaction and empowerment has positioned it as a leading name in the activewear market.


The Unlisted Peers has Experienced an Unprecedented Sales Growth in Recent Years

In 2018, Björn Borg's Sports Apparel business reported a turnover of approx. SEK 124m, while its unlisted peers still were in their early stages, generating revenues in the SEK 20-50m range. The subsequent explosive growth of these companies can be attributed to their successful execution in leveraging social media channels to build attractive brands that resonate with consumers. By 2022, these peer companies had achieved significantly higher turnovers than Björn Borg's Sports Apparel business. However, due to the substantial investments in digital marketing on social media platforms undertaken between 2021 and 2023, Björn Borg has experienced a strong growth within the Sports Apparel business. These increased investments also lays the foundation for further strong growth going forward.

¹Since each company's inception.



BJÖRN BORG



 ~195K

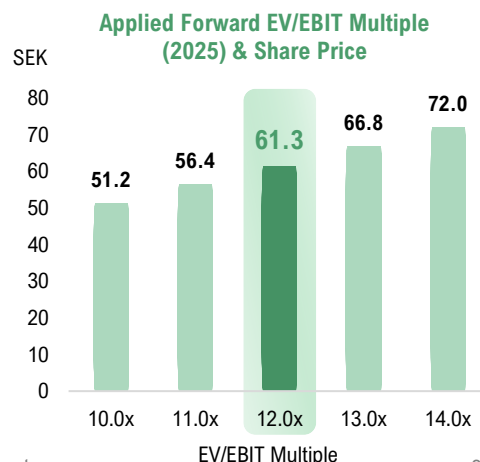
Valuation: All Put Together

Company	Equity Value	Enterprise Value	EV/EBITDA		EV/EBIT		Revenue CAGR	EBIT CAGR	Gross Margin	Gross Margin	EBIT Margin	EBIT Margin
	(SEKm)	(SEKm)	2024E	2025E	2024E	2025E	2024-2025E	2024-2025E	2024E	2025E	2024E	2025E
Sports Apparel												
Lululemon	414 738	413 090	13.3x	12.5x	15.7x	14.8x	8.2%	7.0%	58.4%	58.4%	23.2%	22.7%
Adidas	444 112	488 081	17.9x	13.6x	35.6x	21.7x	7.4%	169.6%	48.4%	49.8%	5.1%	7.9%
Nike	1 216 543	1 256 279	20.3x	17.5x	23.9x	20.2x	-1.3%	-5.0%	44.3%	44.5%	10.1%	11.4%
Under Armour	46 244	54 975	15.9x	13.3x	28.0x	20.9x	-4.5%	-11.7%	47.5%	47.9%	3.5%	4.7%
PUMA	79 692	102 122	8.7x	7.7x	13.8x	11.9x	4.8%	9.4%	47.3%	47.7%	7.3%	7.9%
FILA	18 363	22 847	5.8x	4.4x	7.0x	5.6x	4.9%	31.2%	51.7%	51.3%	9.8%	11.9%
Columbia Sportswear	51 451	52 706	11.9x	11.1x	17.8x	16.1x	0.0%	-5.4%	50.3%	50.6%	8.1%	8.6%
Luxury Brands												
LVMH	3 338 259	3 727 846	12.3x	11.6x	15.6x	14.7x	1.2%	-1.8%	68.4%	68.5%	24.5%	24.9%
Kering	307 083	485 470	9.7x	8.8x	16.3x	14.2x	-5.0%	-21.1%	74.3%	74.6%	14.9%	16.7%
Moncler	150 348	150 902	10.8x	10.1x	14.7x	13.6x	4.5%	3.7%	77.8%	78.0%	29.2%	29.5%
Burberry	42 641	62 207	11.8x	8.8x	78.9x	30.2x	-8.8%	-40.3%	64.2%	67.7%	2.4%	6.1%
Tapestry	143 817	169 387	10.5x	10.0x	11.8x	11.3x	0.8%	5.0%	73.3%	74.1%	19.4%	19.9%
Prada	200 259	222 088	9.6x	8.8x	15.4x	13.8x	11.2%	14.6%	80.1%	80.2%	23.3%	23.8%
Ralph Lauren	140 846	155 164	12.2x	11.2x	15.3x	13.9x	3.9%	11.5%	67.8%	68.1%	13.6%	14.3%
Retail												
H&M	216 457	266 058	6.7x	6.1x	14.7x	12.8x	1.9%	19.6%	53.0%	53.5%	7.6%	8.5%
PVH Corp	61 417	93 688	7.5x	7.0x	10.0x	9.2x	-2.1%	0.2%	60.0%	60.3%	9.9%	10.6%
American Eagle	37 414	49 768	6.7x	6.4x	9.9x	9.3x	2.9%	14.5%	39.3%	39.4%	8.6%	8.8%
GAP	87 723	126 563	7.8x	7.5x	11.8x	11.1x	1.1%	31.5%	40.9%	41.0%	6.6%	6.9%
Maximum	3 338 259	3 727 846	20.3x	17.5x	78.9x	30.2x	11.2%	169.6%	80.1%	80.2%	29.2%	29.5%
75th Percentile	284 427	376 332	12.3x	11.5x	17.4x	15.8x	4.7%	14.6%	68.3%	68.4%	18.3%	19.1%
Median	142 332	153 033	10.7x	9.4x	15.3x	13.8x	1.6%	6.0%	55.7%	56.0%	9.9%	11.0%
Mean	388 745	438 847	11.1x	9.8x	19.8x	14.7x	1.7%	12.9%	58.2%	58.6%	12.6%	13.6%
25th Percentile	53 943	70 077	8.0x	7.5x	12.3x	11.4x	-1.0%	-4.2%	47.7%	48.4%	7.4%	8.0%
Minimum	18 363	22 847	5.8x	4.4x	7.0x	5.6x	-8.8%	-40.3%	39.3%	39.4%	2.4%	4.7%
Björn Borg	1 398	1 584	9.8x	8.9x	14.7x	12.1x	11.1%	14.1%	52.9%	54.4%	10.9%	12.1%

Source: Tikr.com

Given Björn Borg's extensive history of being a profitable company, Analyst Group have based the valuation on the EV/EBIT multiple to derive a motivated value per share for Björn Borg. When studying the peer table above, the Sport Apparel ("SA") and Luxury Brand ("LB") groups are estimated to grow at a median CAGR of 4.8% and 1.2%, respectively, during the explicit forecast period 2024–2025. Additionally, the Sport Apparel group is expected to experience higher EBIT growth (CAGR) during this period. However, the margin profile is substantially higher within the Luxury Brand group than the other peer groups. With the EBIT growth being the major factor driving the EV/EBIT multiple, it is not surprising that the Sports Apparel peer group trades at a higher median EV/EBIT multiple on FY2025 forecast when comparing to the Luxury Brands (SA mean: 15.9x, SA median: 16.1x & LB mean: 15.9x, LB median: 13.9x). In 2025, Analyst Group has estimated that the Sport Apparel business of Björn Borg will constitute approx. 26% of total net sales. Hence, we argue that Björn Borg do not earn an EV/EBIT multiple of peer companies such as Lululemon, who has a significant higher exposure to Sport Apparel, and a substantially higher EBIT margin. Noteworthy, Björn Borg's projected EBIT growth outpaces the Sport Apparel peer group during the period 2024–2025, as shown in the above table, with the corresponding estimated currency-neutral EBIT CAGR for 2024–2025 standing at 17.0%, given that the FY2023 EBIT was impacted by currency tailwinds.

Companies such as Adidas, Nike, and Puma has a great share of its sales within footwear, bags and other accessories, and when taken Björn Borg's business segment "Other" into account, the corresponding share increases to 49% in 2024. Still, the underwear business is expected to account for the rest of the sales in 2024, and when studying a company such as PVH Corp, who owns the brands Calvin Klein, it appears evident that a lower multiple is reasonable for the underwear segment. Considering the fact that Björn Borg shares similar financial characteristics with the Sport Apparel group, has a significantly lower Market Cap, holds a relatively weaker international brand than most of the Sport Apparel peers, that approx. half of the revenue in 2024 is expected to come from the underwear business, and that the estimated revenue and EBIT growth are at a somewhat higher pace compared to the Sport Apparel group, Analyst Group argues that an EV/EBIT multiple of 12.0x on FY2025 estimates is justified. Given the applied multiple and estimated EBIT for 2025 of SEK 131m, coupled with the assumed capital structure at the end of 2025, a potential value of SEK 61.3 (64.6) per share is derived.



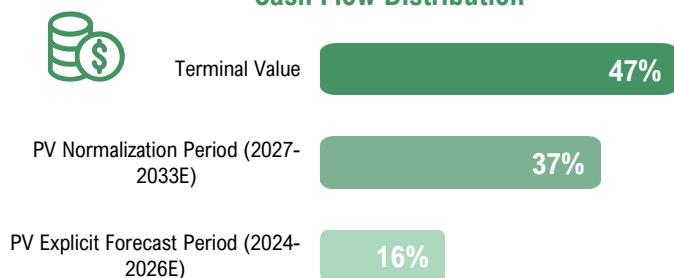
Discounted Cash Flow Analysis (DCF)

We complement the relative valuation with a discounted cash flow analysis to provide additional insight on the valuation. Our DCF consists of an explicit forecast period up to 2026, a normalized period from 2027 to 2033¹, and a terminal period. During the explicit forecast period, Björn Borg is estimated to achieve an organic CAGR in net revenue of 10.3%. Furthermore, the Company is expected to increase the EBIT margin from 10.5%² in 2023 to 12.8% by 2026. During the normalization period, Björn Borg is projected to exhibit a CAGR in net revenue of approx. 7%, and in the terminal period, we have applied a growth rate of 2%. The EBIT margin is estimated to peak at 14.7% in 2028, before contracting slightly and settling at 14% in the terminal period due to some price pressure from competitors.

CAPEX investments as a percentage of net revenue are anticipated to remain relatively steady throughout the forecast period, comprising 1.2% of net sales, slightly below the 1.4% average observed between 2018 and 2023. This decrease is attributed to significant recent investments in areas such as the E-commerce platform, EIS-system, and the establishment of a centralized warehouse. As a result, the proportion of D&A in relation to revenue is expected to decline during the forecasted period.

Moreover, the projected working capital requirements are likely to follow a pattern resembling historical trends. Nevertheless, we forecast a progressively larger portion of revenue, approx. 11%, being allocated to working capital, reflecting our expectations for continued expansion within the Sport Apparel segment. To determine the present value of FCFF, we applied a WACC of 10.9%, resulting in a DCF valuation of SEK 58.3 per share.

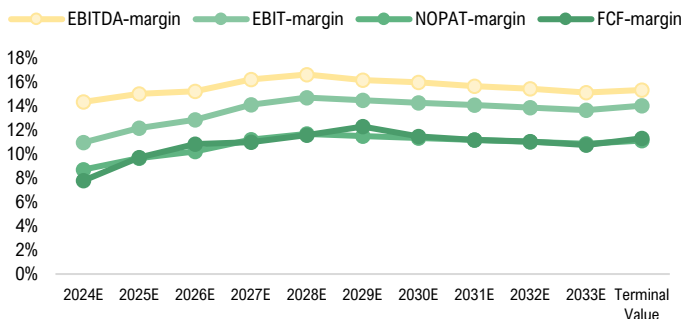
Cash Flow Distribution



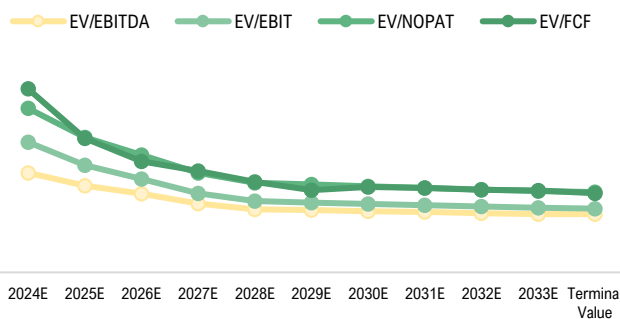
Free Cash Flow Margin Profile is Strong When Compared to Peers

From 2018 to 2023, Björn Borg demonstrated an average FCF-margin of 11%, surpassing the average for sport apparel peers (7.5%), signifying a superior capability to generate FCF from sales. With the enhanced profitability that Analyst Group forecast, the FCF-margin is expected to climb, reaching a peak of 12.3% in 2029, before stabilizing at 11.3% in the terminal year.

Profitability



Forward Multiples



DCF Input

Net Sales, CAGR 2024-2026E	10.3%
Net Sales, CAGR 2027-2028E	7.1%
Net Sales, CAGR 2029-2033E	3.5%
EBIT Growth, CAGR 2024-2026E	22.2%
EBIT Growth, CAGR 2027-2028E	14.5%
EBIT Growth 2029-2033E	2.0%
Working Capital (as a % of Net Sales, 2029-2033E)	11.4%
Capex (as a % of Net Sales, 2029-2033E)	1.2%
D&A (as a % of Net Sales, 2029-2033E)	1.6%
Tax Rate	20.6%

Terminal Value Assumptions

Terminal Growth	2.0%
Long-term EBIT margin (adj)	14.0%
Working Capital (as a % of Net Sales)	11.4%
D&A (as a % of Net Sales)	1.3%
CAPEX (as a % of Net Sales)	1.3%
Tax Rate	20.6%

WACC Assumptions

Risk Free Rate	2.0%
Market Risk Premium	5.6%
Levered Beta	1.1
Small-Cap Risk Premium	2.0%
Company Specific Risk Premium	1.3%
Cost of Equity	11.3%
Target Debt/(Debt+Equity)	12.3%
Cost of Debt (after tax)	7.7%

WACC 10.9%

Valuation Summary (SEKm)

PV Explicit Forecast Period (2023-2025E)	270.0
PV Normalization Period (2026-2032E)	607.9
Terminal Value	774.8
Terminal Value as a % of Enterprise Value	46.9%
Total Enterprise Value	1 652.7
Net Debt, Q3-24	185.3
Total Equity Value	1 467.4
Outstanding Shares (in millions)	25.1
Equity Value Per Share	58.3

Average 2018-2023	EBIT Margin 9.8%	FCF Margin 11.0%
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¹ Consisting of two time periods, 2026-2028E and 2029-2033E.

² Estimated EBIT margin (adj. & Currency-Neutral)

Sensitivity Analysis

To illustrate the sensitivity of our potential target price for Björn Borg to changes in underlying variables, we have chosen to construct a sensitivity analysis regarding the DCF analysis. In this sensitivity analysis, our focus is on the impact of slight adjustments to the residual concerning terminal growth, EBIT margin, and applied WACC. If the applied growth rate in the residual were to be 3% or 1%, the justified target price for Björn Borg would correspond to SEK 62.2 and SEK 55.2 per share, respectively, all else being equal. Adjustments in the EBIT margin have a more substantial impact on the share price, where, for instance, a long-term EBIT margin of 16% or 12% justifies a stock price of SEK 62.7 and SEK 54.0, respectively, all else being equal.

Below, we illustrate the impact of minor adjustments in Terminal Growth, WACC, and Assumed EBIT Margin in the Terminal Period on Björn Borg's Share Price.

Sensitivity Analysis

Terminal Growth						EBIT Margin (terminal period)						
WACC		0.0%	1.0%	2.0%	3.0%	4.0%		10.0%	12.0%	14.0%	16.0%	18.0%
	8.9%	66.9	71.5	77.4	85.4	96.5	8.9%	64.2	70.8	77.4	84.0	90.6
	9.9%	59.1	62.4	66.7	72.1	79.4	9.9%	56.1	61.4	66.7	72.0	77.3
	10.9%	52.7	55.2	58.3	62.2	67.3	10.9%	49.7	54.0	58.3	62.7	67.0
	11.9%	47.4	49.4	51.7	54.6	58.2	11.9%	44.5	48.1	51.7	55.3	58.9
	12.9%	43.0	44.5	46.3	48.5	51.1	12.9%	40.3	43.3	46.3	49.3	52.3

Source: Analyst Group

Concluding Remarks: Valuation

To derive a valuation for Björn Borg, Analyst Group has used two valuation methods; Relative Valuation and a Discounted Cash Flow Analysis. The relative valuation indicates a share price of SEK 64.6 (64.6), using a forward EV/EBIT multiple of 12.0x on FY2025 estimated EBIT of SEK 131m. The applied multiple corresponds to a -25.5% discount compared to the median EV/EBIT multiple of the Sport Apparel peer group, and -13.3% when examining the total peer group, as we argue that the peers' brands are stronger and have higher awareness on a global scale.

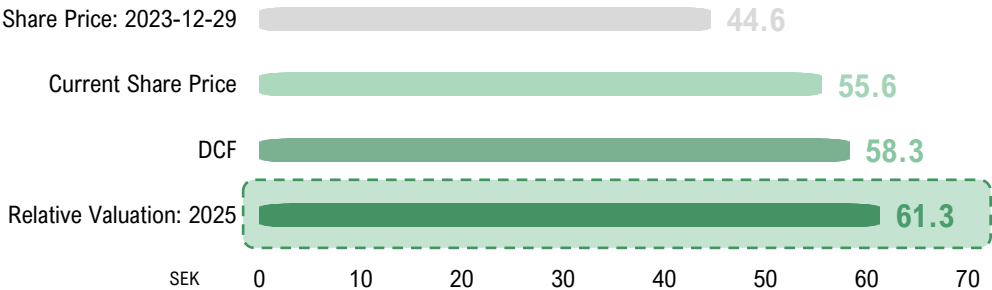
Our DCF shows a value per share of SEK 58.3 for Björn Borg based on what Analyst Group believes are somewhat conservative estimates. The terminal growth stands at 2%, long-term EBIT margin at 14%, and the FCFF has been discounted with a WACC of 10.9%, which Analyst Group argue is a reasonable level for a company of Björn Borg's market capitalization and financial characteristics. As we have had a large quantity of similar companies to base our relative valuation on, but also to capture the current market sentiment better, we put a higher emphasis on the derived value per share from the relative valuation, which indicates a motivated value per share of SEK 61.3 (64.6), which we have support for in the DCF.

SEK 61.3
PER SHARE
BASE SCENARIO

Based on a Relative Valuation, Analyst Group Sees a Motivated Value Per Share of SEK 61.3 for Björn Borg.

Share Price at 2023 year end, Current share price, DCF-value, and Value per Share from Relative Valuation.

Valuation: A Summary



Source: Analyst Group

Bull Scenario

In a Bull scenario, Analyst Group estimates that Björn Borg will continue to achieve significant success within the E-commerce and sports apparel segments, and we foresee solid long-term growth stemming from the successful in-house integration of the footwear category. The Company has demonstrated its ability to adapt to the evolving retail landscape, and its online sales have been steadily growing, providing a solid platform for growth in an increasingly digital shopping environment. Moreover, Björn Borg's strategic focus on building strong relationships with wholesale partners is anticipated to yield positive results. Building, as well as maintaining, strong partnerships will not only ensure a wider distribution network but also strengthen the brand's omni channel presence through physical stores, contributing to reaching a broader customer base.

Brand awareness is another strong point for the Company in a Bull scenario. Björn Borg's recent efforts to boost brand awareness have already borne fruit, evidenced by the successful marketing campaigns and partnerships that have led to increased brand recognition. Looking ahead, Analyst Group foresees even greater success in brand promotion, especially through social media and other brand-activating events, such as collaboration with influential ambassadors. This is anticipated to cultivate even deeper consumer trust and loyalty, further solidifying the brand's position in the market.

Moreover, the pivotal US expansion remains a driving force for Björn Borg's growth in the coming years, even though the results from the launch, approx. a year ago, has taken slightly longer time than the Company initially expected. The American market represents a significant growth opportunity, and a well-executed expansion can unlock substantial revenue streams, potentially serving as a blueprint for further international market penetration. In a Bull scenario, we have increased the probability of Björn Borg's success in the US market during the forecast period. Lastly, in a Bull scenario, we anticipate positive responses to new collection launches. These launches are expected to resonate with target audience and help the brand maintain its relevance, resulting in increased sales and elevated brand awareness and perception to new heights. In a Bull scenario, Analyst Group estimates an EBIT of SEK 153m for the fiscal year 2025, and, applying a forward EV/EBIT multiple of 12.0x, a share price of 73.2 (76.4) has been derived in a Bull scenario.

Bear Scenario

In a Bear scenario, Analyst Group foresees that the E-commerce scale-up for Björn Borg may take longer than in other scenarios, causing growth to be pushed further into the future. As online sales become increasingly important in the retail landscape, any delays in this area have the potential to impede revenue growth going forward. Wholesale partners plays a vital role for both distribution and brand awareness of Björn Borg and, in a Bear scenario, Analyst Group accounts for a higher probability that Björn Borg might face difficulties in establishing strong and enduring partnerships with influential wholesale partners. This would, in turn, result in a reduction in the availability of Björn Borg's products in key retail stores, ultimately leading to a decline in brand visibility and market share, and negatively impact sales and market positioning.

Stagnating brand awareness is another risk factor to consider in a Bear scenario according to Analyst Group. If efforts to boost brand awareness fail to gain further traction, Björn Borg may continue to be predominantly perceived as a men's underwear company, a business segment that has shown relatively unchanged revenues recent years. Such a limited brand perception is also expected to hinder the Company's ability to diversify its product offerings further and, hence, target a broader customer base.

Furthermore, the current challenging macroeconomic environment, marked by lower economic growth, high inflation, weakened consumer spending, and geopolitical uncertainties, is expected to have a negative impact on sales and profitability outlook during the forecast period in a Bear scenario. Björn Borg, alongside other clothing brands, may encounter difficulties in maintaining or growing its customer base under these less favorable economic conditions.

Lastly, in a Bear scenario, Analyst Group estimates that new collection launches does not achieve the same positive response as in a Base or Bull scenario. It is anticipated that these launches not align with consumer preferences and trends to the same extent, which is estimated to lead to weaker sales and excess inventory. In a Bear scenario, Analyst Group estimates an EBIT of SEK 103m for the fiscal year 2025, and, applying a forward EV/EBIT multiple of 11.0x, a share price of SEK 43.5 (44.1) has been derived in a Bear scenario.

Bull Scenario

Estimated EBIT 2025E

SEK 153m

Applied EV/EBIT Multiple

12.0x

Potential Share Price

SEK 73.2

Bear Scenario

Estimated EBIT 2025E

SEK 103m

Applied EV/EBIT Multiple

11.0x

Potential Share Price

SEK 43.5

0.5% | Total Ownership
by Management



Henrik Bunge – CEO

Henrik Bunge, the CEO since 2014, holds a LLB from the University of Uppsala and has a strong background in sales and management, having previously served as the CEO of Peak Performance and in various leadership roles at Adidas and Hästens sängar.

Shareholding in the Company: 110,000 shares (0.44%)



Jens Nyström – CFO

Jens Nyström, the CFO since 2018, brings his financial expertise to the team, having previously worked at Haglöfs, Sanofi Pasteur MSD, and SC Johnson.

Shareholding in the Company: 5,000 shares (0.02%)



Johanna Sevoni Södergren – Chief Commercial Officer

Johanna Sevoni Södergren, the CCO since 2024, holds an MSc degree from SSE. She previously served as Chief Product Officer at Vitamin Well Group and as a consultant at McKinsey & Company.

Shareholding in the Company: 3,881 shares (0.02%)



Robin Salazar – Global E-Commerce Director

Robin Salazar, the Global E-commerce Director since 2017, specializes in digital marketing and has held positions at Peak Performance and other companies.

Shareholding in the Company: 1,500 shares (0.01%)



Joacim Sjödin – Global Sales Director

Joacim Sjödin, the Global Sales Director since 2015, has previously served as a country manager at Adidas Group and European Sales Director at Peak Performance.

Shareholding in the Company: 10,000 shares (0.04%)



Emma Bengtsson – Marketing Director

Emma Bengtsson, the Marketing Director since 2015, holds degrees in strategic communication and PR. She has previously worked at Indiska and held other positions at Björn Borg.

Shareholding in the Company: 4,079 shares (0.02%)



Daniel Grohman – Global Operations Director

Daniel Grohman, the Global Operations Director since 2015, has an MBA and a background in business development, including roles at Björn Borg, Efva Attling, and Adidas Group Nordic.

Shareholding in the Company: 3,796 shares (0.02%)



Andreas Gran – Creative Director

Andreas Gran, the Creative Director since 2019, has a background in fashion and design, with experience at H&M, GANT, and Tiger of Sweden, among others.

Shareholding in the Company: 245 shares (0.00%)

12.2% | Total Ownership
by the Board



Heiner Olbrich – Chairman of the Board

Heiner Olbrich has been the Chairman of the Board since 2017, with previous board membership between 2015-2017. He holds a BSc in Economics from the University of Montpellier, an MBA, and a PhD in economics from St. Gallen, Switzerland. He has a wealth of experience, having served as the Chief Marketing and Sales Officer at Miele and Senior Vice President Global Sales at Adidas, among other roles.

Shareholding in the Company: 60,000 shares (0.24%)



Alessandra Cama – Director

Alessandra Cama, a director since 2018, brings her extensive background to the board. She is the CEO of Zertus and ZRT Fr. Meyers Sohn Holding. Her prior roles include Managing Director of Marketing & Sales at Warsteiner Brauerei and a partner at Roland Berger Strategy Consultants.

Shareholding in the Company: 20,000 shares (0.08%)



Jens Høgsted – Director

Jens Høgsted joined the board in 2021 and currently serves as CEO of Karmameju, with board membership in various companies. His past experiences include being the CEO of Sportmaster and Sport Nordic Group, a co-founder and partner at Quartz, and consultant roles with Valtech and Coopers & Lybrand.

Shareholding in the Company: 11,500 shares (0.05%)



Anette Klintfält – Director

Anette Klintfält, a director since 2019, has a background in architecture and specializes in design and creative direction in the fashion industry. She co-founded Matter of Time and has worked on design projects for brands like GANT, Zalando, and H&M New Business.

Shareholding in the Company: 10,000 shares (0.04%)



Fredrik Lövestedt – Director

Fredrik Lövestedt, with a solid track record, has been a director since 2004. He is the founder of AlertSec Inc. and the CEO of Durator AB. Previously, he served as Deputy CEO of Protect Data AB and has been running his own company since 1984.

Shareholding in the Company: 950,040 shares (3.78%)



Mats H Nilsson – Director

Mats H Nilsson, a director since 1998, has a background in economics and finance, with previous roles at Swiss Bank Corporation and SG Warburg & Co Ltd in London.

Shareholding in the Company: 1,638,440 shares (6.52%)



Johanna Schottenius – Director

Johanna Schottenius, a director since 2022, is also the CEO of Schottenius & Partners AB, a company focused on developing start-ups and scaleups. She brings a wealth of experience from roles at IKEA and other tech companies.

Shareholding in the Company: 382,880 shares (1.52%)

Base scenario SEKm	2020A	2021A	2022A	2023A	2024E	2025E					
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	12.7%	9.5%					
Net Sales	705	768	835	872	983	1 077					
Other Operating Income	29	28	26	20	16	0					
Total Sales	734	796	861	892	999	1 077					
COGS	-335	-352	-411	-401	-463	-491					
COGS (Currency-Neutral)	-339	-362	-372	-395	-463	-491					
Gross Profit	399	444	450	491	537	586					
Gross Profit (Currency-Neutral)	395	434	489	496	537	586					
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.9%	54.4%					
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.9%	54.4%					
Other External Expenses	-159	-158	-181	-206	-242	-263					
Staff Costs	-130	-126	-141	-135	-143	-162					
Other Operating Expenses	-36	-21	-20	-16	-12	0					
SG&A	-325	-305	-342	-357	-396	-424					
EBITDA	74	139	108	134	141	162					
EBITDA (Currency-Neutral)	70	129	147	139	141	162					
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	14.3%	15.0%					
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	13.8%	15.0%					
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	13.8%	15.0%					
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-33	-31					
EBIT	33	104	73	101	108	131					
EBIT (Currency-Neutral)	29	94	120	96	108	131					
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.9%	12.1%					
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	10.5%	12.1%					
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	10.5%	12.1%					
Financial items, net	-16	3	-2	-3	-6	-2					
EBT	17	107	71	98	102	129					
Tax	1	-21	-20	-22	-21	-27					
Net profit	18	86	51	76	81	103					
Net margin	-1.5%	7.5%	3.0%	6.5%	6.5%	9.5%					
DCF - Base scenario (SEKm)	Explicit Forecast period			Normalized Forecast Period							Terminal
	2024E	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E	2033E	Value
NOPAT	85	104	119	141	156	159	163	166	169	173	174
+ D&A	33	31	28	27	26	23	24	23	24	23	20
- CAPEX	12	13	14	15	16	16	17	18	18	19	20
Increase (-) / Decrease (+) in Working Capital	-31	-17	-7	-15	-11	4	-6	-6	-6	-6	3
Free Cash Flow	76	104	126	138	155	170	164	166	169	171	177
Discounted Free Cash Flow	75	93	102	100	101	100	87	80	73	67	775

DCF - Base scenario (SEKm)

WACC 10.9%

Present Value Free Cash Flow 878

Terminal Value 775

Enterprise Value 1 653

Net Debt 185

Equity Value 1 467

Share Outstanding (in millions) 25.1

Value per Share (SEK) 58.3

Cash Flow Distribution

Terminal Value 47%

PV Normalization Period (2027-2033E) 37%

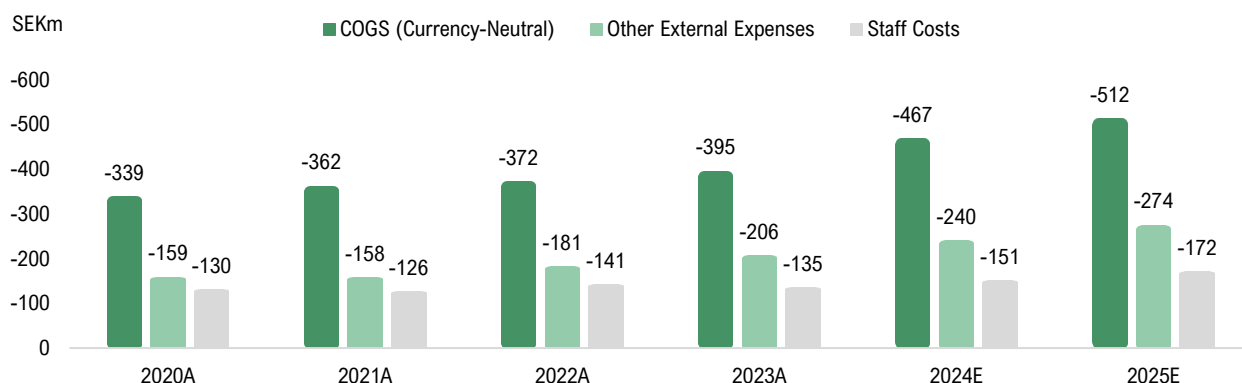
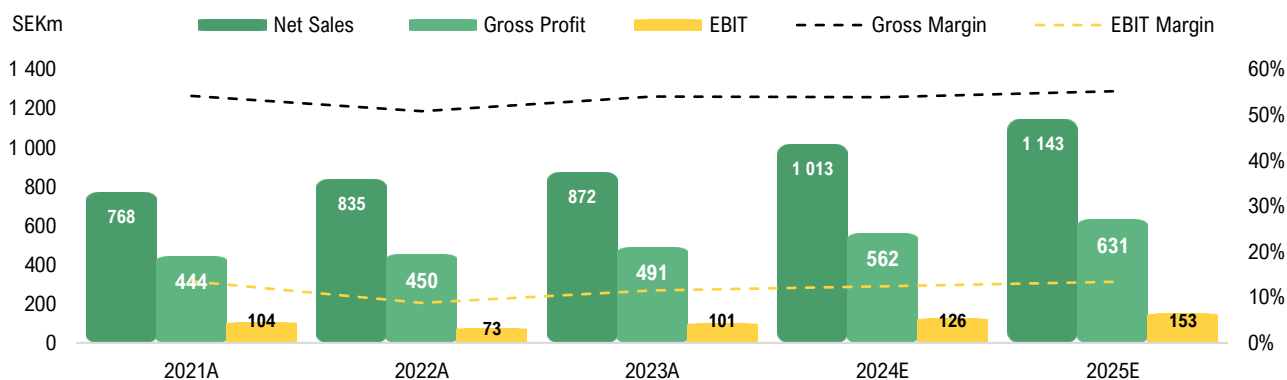
PV Explicit Forecast Period (2024-2026E) 16%

Financial Forecast (Quarterly) (SEKm)	Q1-23	Q2-23	Q3-23	Q4-23E	2023A	Q1-24	Q2-24E	Q3-24E	Q4-24E	2024E
Net Sales Growth	8.9%	2.5%	5.4%	-0.4%	12.7%	4.0%	28.7%	8.8%	15.4%	12.7%
Net Sales	247	166	262	198	872	257	213	285	228	983
COGS	-118	-74	-124	-85	-401	-120	-103	-137	-106	-463
Gross Profit	132	96	144	118	491	141	118	153	122	537
Gross Margin	52.2%	55.6%	52.6%	56.8%	54.0%	53.3%	51.8%	52.1%	53.7%	52.9%
OPEX (excl. D&A)	-92	-80	-95	-90	-357	-99	-100	-103	-93	-396
EBITDA	40	16	49	28	134	42	18	50	29	141
EBITDA Margin	16.2%	9.8%	18.7%	14.3%	15.3%	16.2%	8.2%	17.6%	12.7%	14.3%
EBIT	31	8	41	20	101	33	10	42	21	108
EBIT Margin	12.7%	4.9%	15.6%	10.2%	11.5%	13.0%	4.5%	14.7%	9.2%	10.9%
Base scenario SEKm	2020A		2021A		2022A		2023A		2024E	
Assets										
Intangible Assets										
Goodwill	34		35		36		36		36	
Trademarks	188		188		188		188		188	
License/Customer relations	0		2		2		0		1	
Other intangible assets	10		9		6		6		4	
Total Intangible Assets	232		233		232		230		229	
Tangible Non-Current Assets										
PP&E	17		15		16		18		20	
Right-of-Use Assets	57		55		53		44		38	
Deferred Tax Assets	16		14		13		12		13	
Total Tangible Non-Current Assets	89		84		81		74		71	
Total Non-Current Assets (Fixed Assets)	321		317		313		304		300	
Inventory	123		152		201		184		222	
Accounts receivable	84		92		104		99		121	
Other current receivables	10		9		13		17		14	
Prepaid expenses and accrued income	9		13		6		0		16	
Cash and short-term investments	70		97		16		27		32	
Total Current Assets	297		364		340		327		404	
Total Assets	618		681		653		632		704	
Owners' Equity and Liabilities										
Owners' Equity	296		340		331		357		362	
Minority interests	-5		-6		-7		-6		-6	
Total Owners' Equity	291		334		325		351		356	
Long-term interest-bearing liabilities	99		80		0		0		0	
Long-term leasing liabilities	36		34		32		26		24	
Other long-term liabilities	39		42		40		40		40	
Total Long-Term Liabilities	174		155		72		65		64	
Short-term interest-bearing liabilities	0		0		30		0		20	
Accounts payable	77		97		106		136		150	
Short-term leasing liabilities	21		20		19		17		14	
Current Tax Liabilities	0		12		22		11		22	
Other Current Liabilities	22		20		38		23		36	
Accrued Expenses and Prepaid Income	34		42		41		29		44	
Total Short-Term Liabilities	154		191		256		216		285	
Total Liabilities	328		346		328		281		349	
Total Owners' Equity and Liabilities	618		681		653		631		704	

Base scenario, Key Ratios	2020A	2021A	2022A	2023A	2024E	2025E
Growth						
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	12.7%	9.5%
of which organic	-5.8%	11.5%	4.7%	0.7%	12.7%	9.5%
of which Currency-Effects	-1.1%	-2.6%	4.0%	3.7%	0.0%	0.0%
EBIT	-35.7%	211.4%	-29.3%	37.2%	7.0%	21.6%
EBIT (adj. & excl Currency-Effects)	-58.1%	221.9%	27.7%	-20.4%	12.7%	21.6%
EPS	-52.8%	368.4%	-40.2%	48.1%	6.2%	27.2%
FCF	33.7%	-22.6%	-49.5%	-9.5%	-63.6%	36.7%
Profitability						
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.9%	54.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.9%	54.4%
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	14.3%	15.0%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	13.8%	15.0%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	13.8%	15.0%
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.9%	12.1%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	10.5%	12.1%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	10.5%	12.1%
FCF-margin	19.0%	13.5%	6.2%	14.9%	7.8%	9.7%
Financial Position						
(+) Net Debt / (-) Net Cash (excl leasing)	29	-17	14	-27	-12	-12
(+) Net Debt / (-) Net Cash (incl leasing)	86	37	65	16	26	21
Debt Ratio	1.1	1.0	1.0	0.8	1.0	1.0
Equity Ratio	47.1%	49.1%	49.7%	55.6%	50.6%	50.0%
Capital Commitment						
Working Capital	143	173	84	112	119	138
Working Capital (excl cash)	73	76	68	85	87	92
Asset Turnover	1.1	1.2	1.3	1.4	1.5	1.5
Inventory Turnover	2.7	2.6	2.3	2.1	2.3	2.1

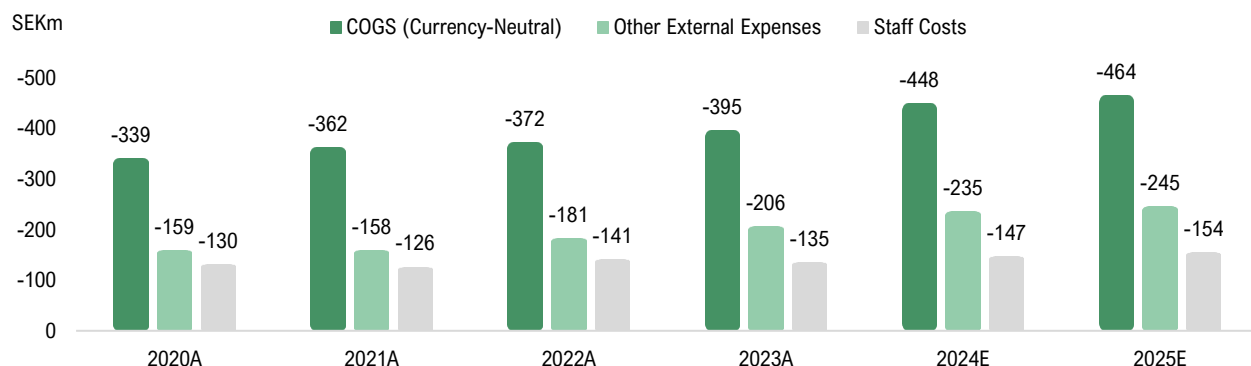
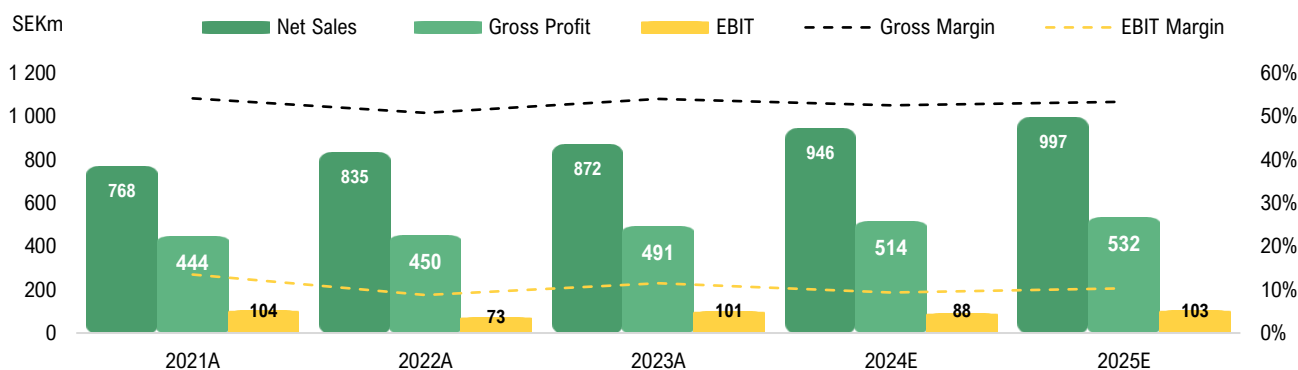
Appendix

Bull scenario SEKm	2020A	2021A	2022A	2023A	2024E	2025E
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	16.2%	12.9%
Net Sales	705	768	835	872	1 013	1 143
Other Operating Income	29	28	26	20	16	0
Total Sales	734	796	861	892	1 029	1 143
COGS	-335	-352	-411	-401	-467	-512
COGS (Currency-Neutral)	-339	-362	-372	-395	-467	-512
Gross Profit	399	444	450	491	562	631
Gross Profit (Currency-Neutral)	395	434	489	496	562	631
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	53.9%	55.2%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	53.9%	55.2%
Other External Expenses	-159	-158	-181	-206	-240	-274
Staff Costs	-130	-126	-141	-135	-151	-172
Other Operating Expenses	-36	-21	-20	-16	-12	0
SG&A	-325	-305	-342	-357	-403	-446
EBITDA	74	139	108	134	160	185
EBITDA (Currency-Neutral)	70	129	147	139	160	185
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	15.8%	16.2%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	15.3%	16.2%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	15.3%	16.2%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-34	-32
EBIT	33	104	73	101	126	153
EBIT (Currency-Neutral)	29	94	120	96	126	153
EBIT-margin	4.7%	13.5%	8.8%	11.5%	12.4%	13.4%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	11.9%	13.4%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	11.9%	13.4%
Financial items, net	-16	3	-2	-3	-7	3
EBT	17	107	71	98	119	156
Tax	1	-21	-20	-22	-25	-32
Net profit	18	86	51	76	95	124
Net margin	-1.5%	7.5%	3.0%	6.5%	7.7%	10.8%



Appendix

Bear scenario SEKm	2020A	2021A	2022A	2023A	2024E	2025E
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	8.5%	5.3%
Net Sales	705	768	835	872	946	997
Other Operating Income	29	28	26	20	16	0
Total Sales	734	796	861	892	962	997
COGS	-335	-352	-411	-401	-448	-464
COGS (Currency-Neutral)	-339	-362	-372	-395	-448	-464
Gross Profit	399	444	450	491	514	532
Gross Profit (Currency-Neutral)	395	434	489	496	514	532
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.6%	53.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.6%	53.4%
Other External Expenses	-159	-158	-181	-206	-235	-245
Staff Costs	-130	-126	-141	-135	-147	-154
Other Operating Expenses	-36	-21	-20	-16	-12	0
SG&A	-325	-305	-342	-357	-393	-400
EBITDA	74	139	108	134	121	133
EBITDA (Currency-Neutral)	70	129	147	139	121	133
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	12.8%	13.3%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	12.3%	13.3%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	12.3%	13.3%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-33	-30
EBIT	33	104	73	101	88	103
EBIT (Currency-Neutral)	29	94	120	96	88	103
EBIT-margin	4.7%	13.5%	8.8%	11.5%	9.4%	10.3%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	8.9%	10.3%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	8.9%	10.3%
Financial items, net	-16	3	-2	-3	-10	-1
EBT	17	107	71	98	78	102
Tax	1	-21	-20	-22	-16	-21
Net profit	18	86	51	76	62	81
Net margin	-1.5%	7.5%	3.0%	6.5%	4.9%	8.1%



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