

Björn Borg



From Head to Toe: Sports Apparel and Footwear Fuel Growth

Björn Borg ("Björn Borg", "the Company" or "the Group") is a well-established and renowned company with a rich history spanning decades, earning the 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, as amplified marketing investments and a strengthened brand have driven strong growth in Sports Apparel and Footwear. Analyst Group estimates an attractive growth trajectory on the horizon, supporting a gradual improvement in margins. The forecasted EBIT for 2025 stands at SEK 124m (131), and by applying a forward EV/EBIT multiple of 12.0x (12.0), this presents a potential value of SEK 58.4 (61.3) per share in a Base scenario.

▪ Maintains Strong Growth Trajectory

Net sales amounted to SEK 234.6m (197.6) during Q4-24, reflecting an 18.7% Y-Y growth (18.6% excl. FX). The outcome surpassed our estimate of SEK 228m by 2.9%, primarily driven by stronger-than-expected momentum in Footwear and Sports Apparel, which grew by 57% and 44%, respectively. Performance was strong across all focus categories, with Underwear expanding by 14% Y-Y, while Bags surged by 30%. From a channel perspective, Own-Ecom grew by 10%, while wholesale exhibited a 28% Y-Y growth, underscoring solid traction in both direct and indirect sales channels. Geographically, the strategic key market, Germany, recorded 13% Y-Y growth, while Sweden, stood out with a 43% increase. This quarter reaffirms Björn Borg's consistent execution within the focus areas, reinforcing the positive growth trajectory observed in recent quarters, which we see as a validation that the strategic initiatives are translating into tangible results.

▪ Short-Term Margin Headwinds from Strategic Investments

The EBIT during the fourth quarter reached SEK 16.8m (20.2), corresponding to an EBIT margin of 7.2% (10.2). When adjusting for FX-effects, EBIT stood at SEK 17.2m (17.6). Analyst Group had estimated an EBIT of SEK 20.9m, with the deviation largely attributed to one-off costs related to the integration of the Footwear business, alongside elevated marketing investments aimed at reinforcing brand positioning and long-term growth. Although these factors have temporarily pressured margins, the underlying strategic logic remains intact. Footwear is poised to be a key contributor to margin expansion in the coming years. Consequently, Analyst Group does not view the temporary compression of operating margins as alarming. With a solid foundation for future growth and continued brand-enhancing marketing investments, Björn Borg is laying the groundwork for sustained and profitable growth in the coming years.

▪ Revised Margin Outlook Reflected in the Valuation

In response to the report, Analyst Group has adjusted the top-line estimates, forecasting slightly stronger sales growth ahead. However, we expect the headwinds impacting the operating margin to persist in the short term, resulting in softer margin development. By applying a forward EV/EBIT multiple of 12.0x to the estimated EBIT of 124m for 2025E, a potential value of SEK 58.4 (61.3) per share is derived in a Base scenario.

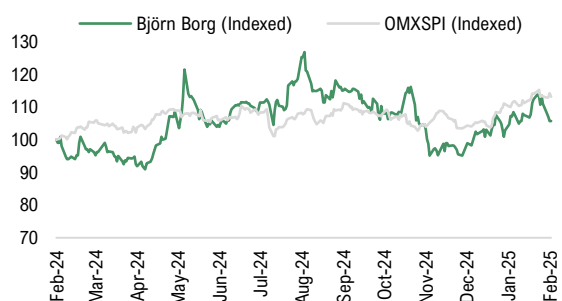
VALUATION RANGE

Bear	Base	Bull
SEK 44.6	SEK 58.4	SEK 68.1

KEY INFORMATION

Share Price (2025-02-27)	55.5
Shares Outstanding	25,148,384
Market Cap (SEKm)	1,396.0
Net cash(-)/debt(+) (SEKm)	50.2 ¹
Enterprise Value (SEKm)	1,446.2
List	Nasdaq Stockholm
Quarterly Report 1 2025	2025-05-15

SHARE PRICE DEVELOPMENT



OWNERS (SOURCE: HOLDINGS, 2024-12-31)

= INSIDER

Nordnet Pensionsförsäkring	15.1%
Martin Bjäringer	9.9%
Mats Nilsson	6.5%
Thomas Eklund	5.6%
Avanza Pension	5.3%

Forecast (SEKm)	2022A	2023A	2024A	2025E	2026E
Net Sales Growth	8.7%	4.4%	13.5%	9.3%	8.3%
Net Sales	835	872	990	1 081	1 172
COGS	-411	-401	-469	-498	-534
Gross Profit	450	491	544	583	637
Gross Margin	50.8%	54.0%	52.6%	53.9%	54.4%
OPEX	-342	-357	-410	-428	-463
EBITDA	108	134	134	155	175
EBITDA-margin	12.9%	15.3%	13.5%	14.3%	14.9%
EBIT	73	101	102	124	147
EBIT Margin	8.8%	11.5%	10.3%	11.5%	12.5%
EV/S	1.7	1.6	1.4	1.3	1.2
EV/EBITDA	13.4	10.8	10.8	9.4	8.3
EV/EBIT	19.7	14.4	14.2	11.7	9.8

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.

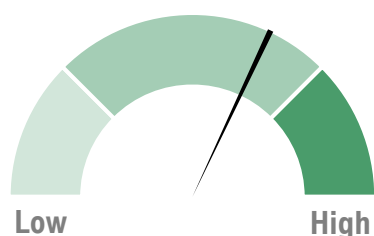
CEO AND CHAIRMAN

CEO	Henrik Bunge
Chairman	Heiner Olbrich

ANALYST

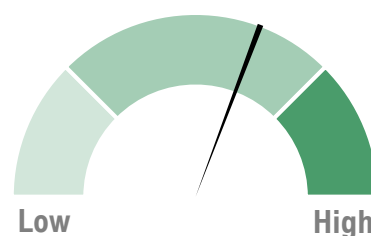
Namn	Oscar Mårdh
Phone	+46 760 44 29 70
E-mail	oscar.mardh@analystgroup.se

Value Drivers



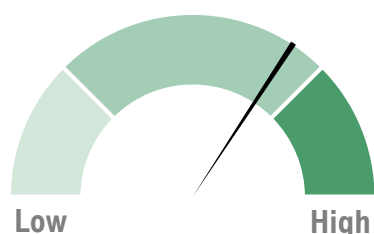
The key value drivers of Björn Borg going forward consists of a continuous successful work in changing the consumers' perception of the Björn Borg brand, from underwear to a Sports Fashion brand. The expansion within the German market, as well as within the US, will play a vital role in the Company's 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



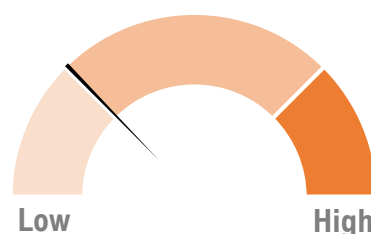
Björn Borg has an extensive record of showing profitability and FCF, with an average FX-adj. operating margin and FCF margin of 9.7% and 10.3%, respectively, for the past seven years. On a currency-neutral basis, the operating margin has exhibited a somewhat negative trend since 2022, amounting to 9.4% in 2024, while the FCF margin amounted to 6.3% 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 0.7x (incl. leases), and 0.1x (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.

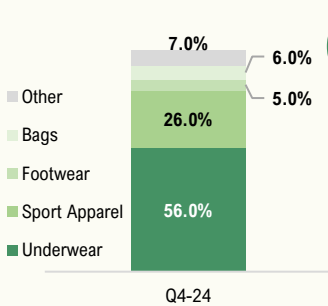
Comment on Q4 Report

Solid Growth in All Focus Areas

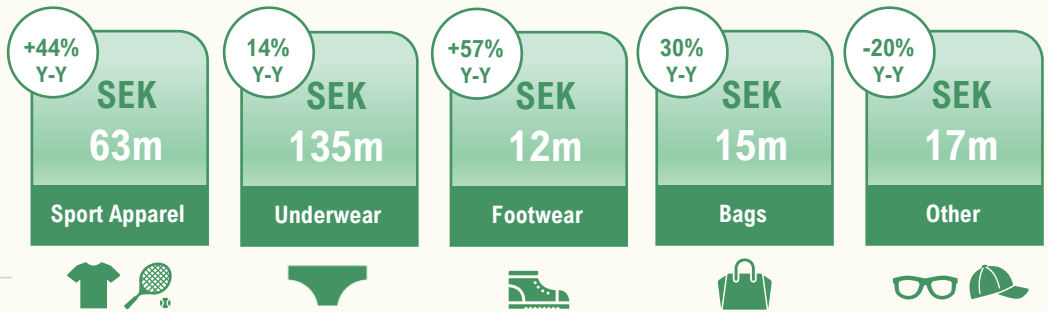
SEK 234.6m
NET SALES
Q4-24

Björn Borg reported net sales of SEK 234.6m (197.6) in the Company's fourth quarter of fiscal 2024, marking a robust Y-Y increase of 18.7% when factoring currency effects, and 18.6% when excluding these effects. The outcome exceeded our estimates slightly (SEK 228m or 2.9%), primarily driven by stronger-than-anticipated growth in Footwear and Sports Apparel. These product areas were the main growth drivers during the fourth quarter, although all major product categories contributed to the strong performance. Footwear and Sports Apparel demonstrated Y-Y growth of 57% and 44%, respectively, while the largest category, Underwear, grew by a solid 14%, and Bags increased by 30%. Analyst Group views the broad-based growth as encouraging, particularly within the Company's core product segments, where the Company has identified the most significant growth opportunities ahead.

Share of Total Sales



Revenue Mix: Q4 2024

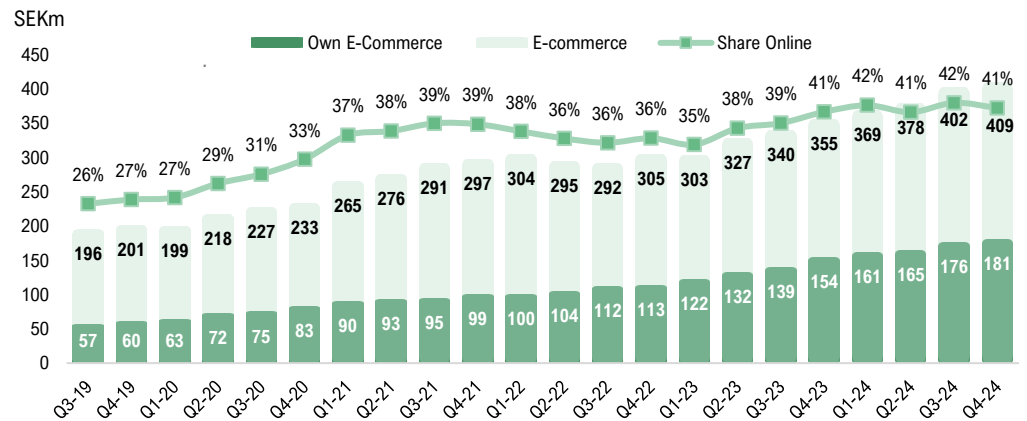


OWN E-COM
GREW
10%
Y-Y

Upon reviewing the channel mix for the quarter, Björn Borg's largest channel, wholesale, witnessed an impressive 28% Y-Y growth, with external e-tailers up 15%, driven by strong performance in the German and Dutch markets. The Company's Own-Ecom maintained solid momentum, albeit at a lower growth rate than in previous quarters, posting a 10% Y-Y growth. However, this compares to a strong 46% increase in Q4-23, presenting tough comps. Own Retail Stores declined by 2% due to planned closures, but when adjusting for the closure of stores, the comparable stores grew by 5%. Additionally, distributors continued to recover from H1-24 weakness, recording a 13% Y-Y growth in Q4-24.

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

In terms of sales geography, the Company's largest market, Sweden, grew by 43%, while the Company's strategic focus market, Germany, recorded a 13% Y-Y growth. The Netherlands saw a modest 2% increase, whereas Belgium and the UK posted slight declines of 4% and 2%, respectively. The other Nordic markets showed mixed performance: Finland grew by 5%, Denmark by a solid 10%, and Norway posted a notable 51% Y-Y increase.



53.5%
GROSS MARGIN
(FX-NEUTRAL)

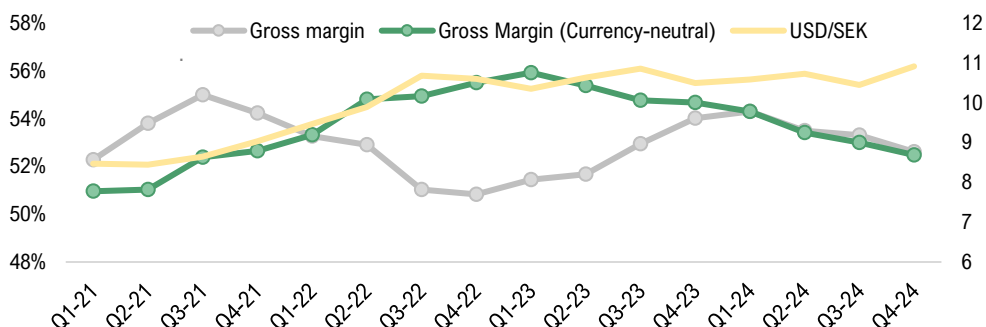
For the full year 2024, Björn Borg's net sales amounted to SEK 989.7m (872.3), representing a growth of 13.5%. Similar to the fourth quarter, the main growth drivers for the full year were the Footwear (+36% Y-Y) and Sports Apparel (+32% Y-Y) segments, driven by the takeover of distribution from a third party that went bankrupt.

Increased Marketing Spend and One-off Effects Put Pressure on the EBIT-margin

During Q4-24, the Company achieved a gross margin of 53.3% (when including FX-effects) and 53.5% when excluding currency effects, which was slightly lower than estimated (53.7%). The outcome stems from the distribution of Footwear in newly entered markets, which initially had temporarily lower gross margins. However, a stronger focus on profitability within the wholesale business, along with reduced discounts in direct-to-consumer sales, had a positive offsetting effect.

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

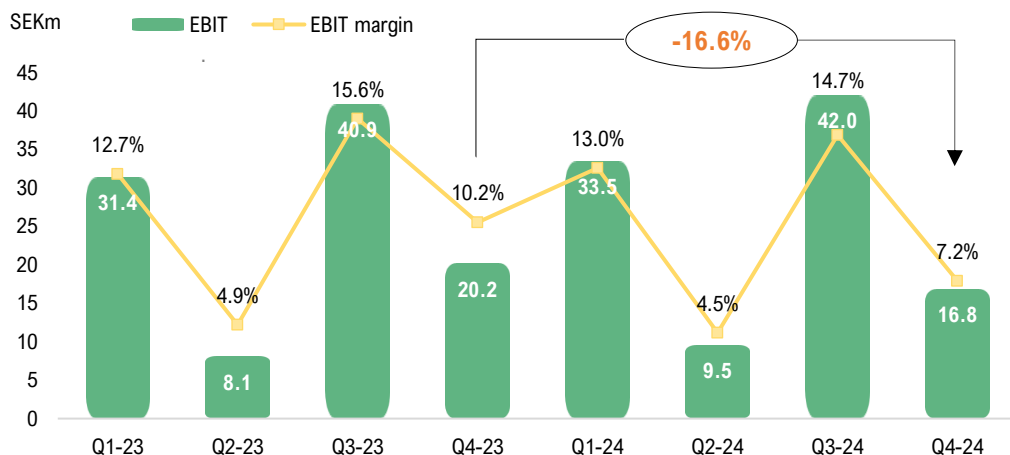
SEK 16.8m
OPERATING
RESULT
Q4-24

Looking further down the P&L, Björn Borg reported an operating result (EBIT) of SEK 16.8m (20.2) for the fourth quarter, corresponding to an EBIT margin of 7.2%. Adjusting for currency, the operating result amounted to SEK 17.2 (17.6), corresponding to a currency-neutral EBIT margin of 7.3%. Thus, the outcome fell short of our estimate (SEK 20.9m), primarily due to higher-than-expected SG&A costs. The Company attributes the weaker EBIT development in Q4-24 entirely to one-off costs related to the full integration of the Footwear business, as well as increased marketing investments, both aimed at sustaining brand momentum and ensuring future growth.

The full year operating profit landed at SEK 101.8m (100.6), representing a modest growth of 1.3%, and adjusting for currency-headwinds, the operating profit amounted to SEK 94.5m, a decrease of 6%.

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

EBIT and EBIT-margin, 2023-2024



Source: Björn Borg

Solid Cash Conversion and a Healthy Balance Sheet

In the fourth quarter, Björn Borg tends to free up a significant portion of its working capital, which also was the case in Q4-24. The Company generated SEK 141.2m of free cash flow (FCFF) during Q4-24, with a substantial portion attributed to a reduction in working capital amounting to approx. SEK 121.4m. The increase of SEK 69m in inventory is noteworthy, reaching 26.2% of net sales for the quarter. Although it's typical for Björn Borg's inventory levels to peak in the second and fourth quarters, while reaching their lowest points in the first and third quarters, the inventory level in Q4-24 stands out compared to historical levels. The FCFF for the full year 2024 amounted to SEK 62m, compared to 2023 where the FCFF amounted to SEK 110.1m. The decrease is mainly attributed to changes in working capital, as a consequence of the Footwear integration.

SEK 62m
FCFF 2024

SEK 3.0
PROPOSED
DIVIDEND
2025

Moreover, Björn Borg significantly reduced the Company's debt position in Q4-24, primarily driven by robust cash conversion during the quarter. This enabled Björn Borg to repay SEK 125.2m of the Company's overdraft facility, which at the end of the quarter stood at SEK 17.3m. Hence, the net debt position (excl. leases) amounted to SEK 9m, and with the current EBITDA LTM of SEK 134m, the net debt/EBITDA ratio equals approx. 0.1x, which implies a solid and healthy financial position moving forward. The Board has proposed a dividend of SEK 3.0 (3.0) for fiscal year 2025, amounting to a total of SEK 75.4m.

Concluding remarks about the Q4 report

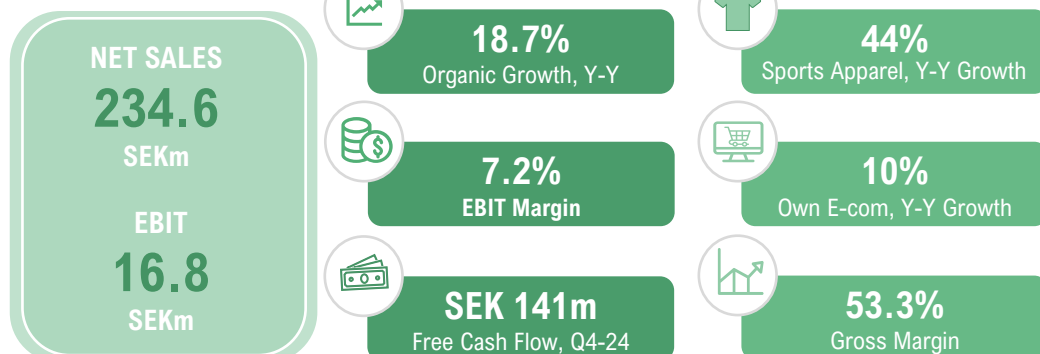
In conclusion, the performance in Q4-24 underscores Björn Borg's ability to successfully execute on the Company's strategic focus areas, as evidenced by strong growth in the Footwear and Sports Apparel segments, the Own-Ecom sales channel, as well as the German market. Net sales in the fourth quarter slightly surpassed our estimates, but higher marketing investments and one-off costs from Footwear integration pressured the EBIT margin. However, as both initiatives are expected to be key drivers of long-term growth, laying the groundwork for sustained profitability in the years ahead, Analyst Group views the lower EBIT-margin as a temporary effect. All in all, we consider that Björn Borg has navigated 2024 in a solid way, particularly in light of the in-house integration of the Footwear segment, and we believe that the Company is well-positioned to further strengthen the brand and expand Björn Borg's market presence ahead.

SEKm	New Estimates		Old Estimates		Change (%)	
	2025E	2026E	2025E	2026E	2025E	2026E
Net Sales	1081	1172	1077	1169	0.4%	0.2%
Gross Profit (adj.)	583	637	586	645	-0.5%	-1.3%
Gross Profit (Currency-neutral)	583	637	586	645	-0.5%	-1.3%
Gross Margin (adj.)	53.9%	54.4%	54.4%	55.2%	-0.5%	-0.8%
Gross Margin (Currency-neutral)	53.9%	54.4%	54.4%	55.2%	-0.5%	-0.8%
EBIT	124	147	131	150	-5.3%	-2.1%
EBIT (Currency-neutral)	124	147	131	150	-5.3%	-2.1%
EBIT margin (adj.)	11.5%	12.5%	12.1%	12.8%	-0.7%	-0.3%
EBIT margin (Currency-Neutral)	11.5%	12.5%	12.1%	12.8%	-0.7%	-0.3%

Overview of Björn Borg's Q4-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 underwear business has shown modest growth during the last six years, Sport Apparel has emerged as an increasingly important growth driver showing a CAGR of 12.8% during 2018-2024. In 2024, Sport Apparel contributed to approx. 25% 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 influencers. These investments have undeniably borne fruit, as evidenced by solid growth since 2021, marking a three-year CAGR of 22% 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 Group's future growth.

32%
Y-Y GROWTH
SPORT APPAREL
(2024)

...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, with Björn Borg maintaining a strong brand presence in the underwear segment while simultaneously enhancing awareness of the Company's sports apparel. This is reflected in the increase in purchase intent for underwear from 28% in 2018 to 49% in 2024, while purchase intent for sports apparel has risen from 16% to 33% over the same period. 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.

Isn't it an
Underwear
company?

Nope - It's a
Sports Fashion
Brand!

BJÖRN BORG

The Activewear Market is Projected to Grow at a CAGR of 8.3% until 2032

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 2024, the market reached a valuation of USD 321bn and is poised to experience a 8.3% CAGR from 2025 to 2032. 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 an estimated CAGR for Björn Borg's overall net sales is 8.8% during 2024-2026, the Sports Apparel business is projected to demonstrate a CAGR of 18.5%, 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 124m and a forward EV/EBIT multiple of 12.0x, an Enterprise Value of SEK 1,486m has been derived. After adjusting for estimated capital structure in 2025, Analyst Group sees a potential value of SEK 58.4 (61.3) per share. The relative valuation is substantiated by our DCF-model, indicating a value of SEK 59.9 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

8.3%
CAGR
ACTIVE WEAR
(2025-2032)

SEK 58.4
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

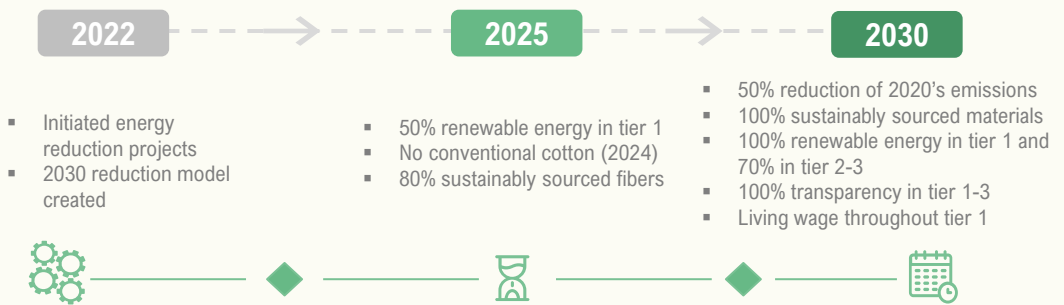
In 2006, the Company acquired the trademark Björn Borg and since then the Group has held the global rights to the brand, meaning that Björn Borg are able to control the brand’s development and operate from a position of strength internationally. The brand was acquired for SEK 124m (cash purchase) and 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



86%
(2023)
EMPLOYEE
ENGAGEMENT



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.

84%
(2023)
TRUST IN
MANAGEMENT



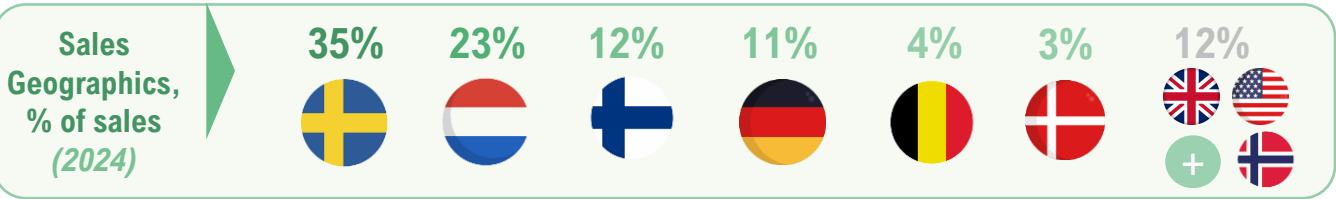
High employee engagement (86%) indicates a committed and motivated workforce. The employees' trust in management (84%) reflects the success of the Company's leadership in fostering a positive work environment, which, in turn, drives performance and shareholder value. Given the broad brand awareness for 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.



Business Model

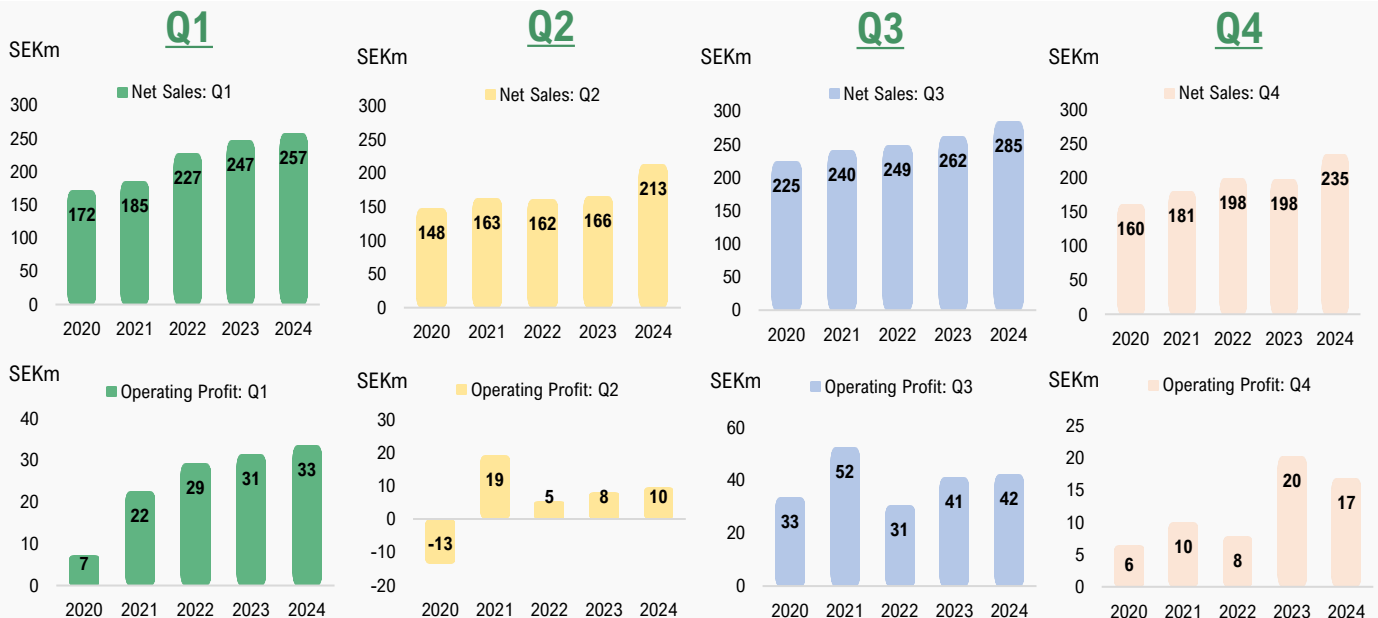
Over the years, Björn Borg has expanded its product range to include a wide array of sportswear, underwear, swimwear, footwear, bags and other accessories. In 2024, the underwear business constituted approx. 52% of the total revenues, while the corresponding share for Sport Apparel amounted to 25%, footwear 10%, bags 6%, and other products 7%. 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 (~35% in 2024) of the revenue distribution globally, with the Benelux-region being the second biggest market in terms of revenue (~26% in 2024). However, Germany has become an increasingly important market for Björn Borg, constituting approx. 11% of the revenues in 2024, 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



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.



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 2024, online sales constituted approx. 40% 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 18% Y-Y in 2024. This, in combination with solid 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 2018-2024 the stores amount has decreased from 31 to 13 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 2024, Björn Borg employed 152 individuals, making staff costs a substantial portion of operational expenses, accounting for 15% of net sales. Other external expenses amounted to 25% of net sales in 2024, totaling SEK 246m. These expenses cover rental costs, marketing activities, sales costs, and administrative expenses, with marketing representing approximately 38% of operational expenses, equivalent to 9% of net sales in 2024. During the last few years, Björn Borg has 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 a slight increase recent years, reaching 3% in 2024.

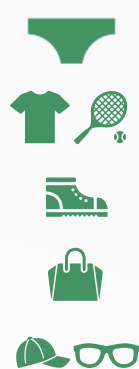
As fixed costs constitute a significant portion, roughly half of Björn Borg's total costs, the Company demonstrates robust operational leverage. This leverage has the potential to further enhance as the Company continues to expand sales through online channels. The shift towards online channels expands 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.

40%
IN ONLINE SALES
2024

GROSS MARGIN
IS SENSITIVE TO
CURRENCY
FLUCTUATIONS

THE COST
STRUCTURE
ENABLES
INCREASED
OPERATIONAL
LEVERAGE

2024A At a Glance



Revenue Mix % of total sales

52%
Underwear

25%
Sport Apparel

10%
Footwear

6%
Bags

7%
Other products



Channel Mix % of total sales

66%
Wholesale

28%
Consumer Direct

5%
Distributors

0.2%
Licensing



Cost Structure % of total sales

48%
COGS

25%
Other External Expenses

15%
Staff Costs

3%
D&A



Other

152
Workforce



13
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

Increase the share of online and business e-tailers – 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 Sports Apparel Business

2

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.

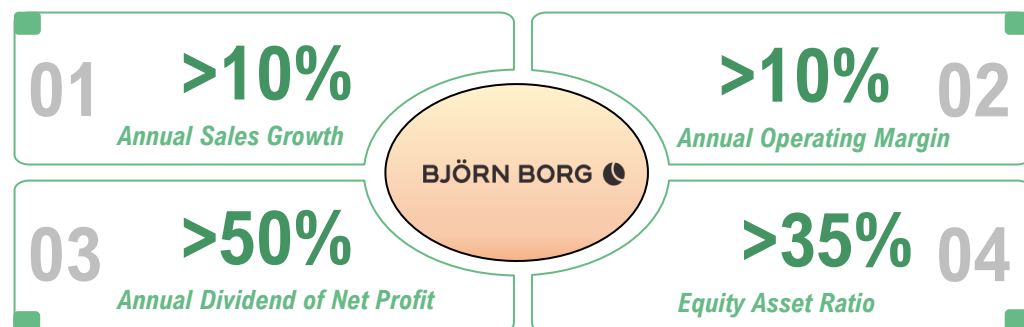
Expand Geographically

3

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.

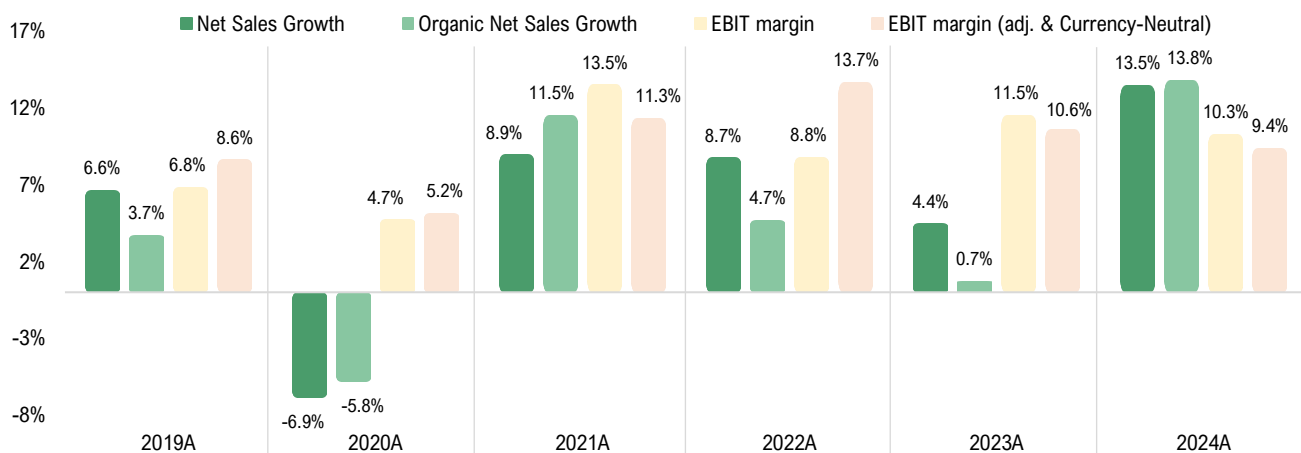
Financial Objectives

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.



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 2019-2024. 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 (2019-2024): Financial Objectives



Source: Björn Borg



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 25% in 2024. 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.

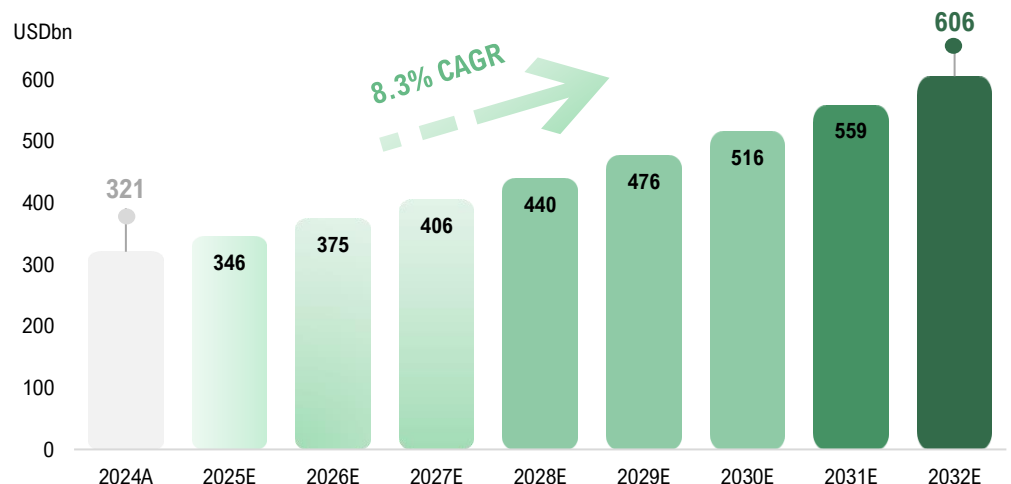
Activewear Market Size and the Covid-Effect

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 is expected to, according to Fortune Business Insights, witness an 8.3% CAGR during 2025-2032, leading to a market size of USD 606bn in 2032. 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.

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, 2024A-2032E



Source: Statista, 2023

Apparel Industry Characteristics

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

USD 606bn
GLOBAL
ACTIVWEAR
2032E



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)



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 2019-2023 the net revenue CAGR amounts to 26%, 60%, and 49%, 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.

INFLUENCERS HELP TO SHAPE A STRONG COMPELLING BRAND IMAGE

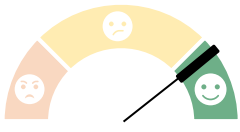
BJÖRN BORG MADE SUBSTANTIAL INVESTMENTS IN INFLUENCER MARKETING IN 2021-2022



The Apparel Industry is Sensitive to Consumer Spending and Sentiment

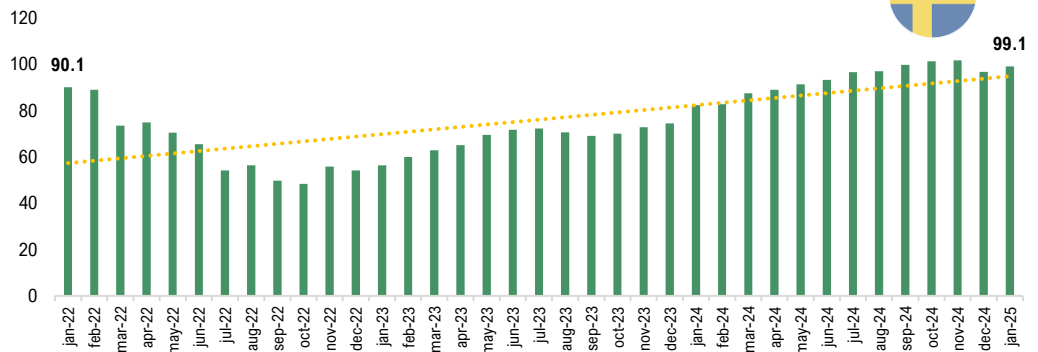
The sports apparel industry, as well as the general apparel industry, is highly sensitive to consumer spending, consumer sentiment, and the broader environment. Consumer spending patterns have a direct impact on the sale of both general and sport apparel, when consumers have more disposable income and 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 have 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.



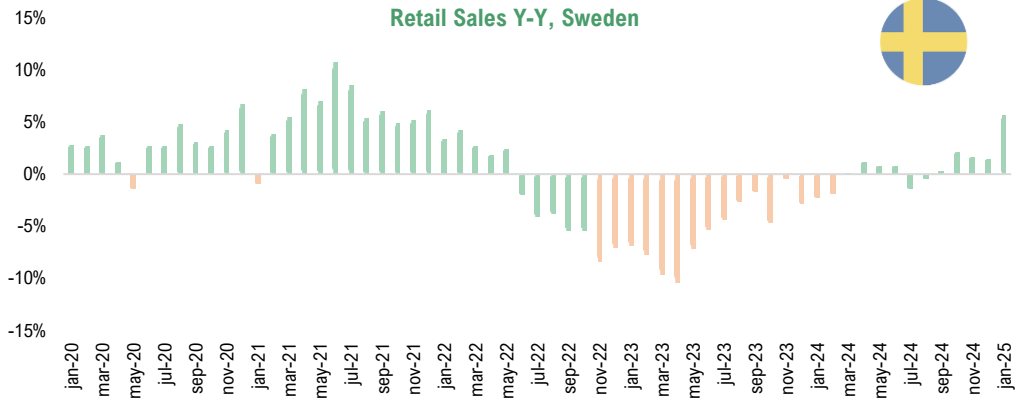
Consumer confidence is showing signs of recovery

Sweden: Consumer Confidence



Retail sales, though relatively weak, have been making some improvements recently

Retail Sales Y-Y, Sweden



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.



The Swedish Textile Initiative for Climate Action
STICA



Historical Performance

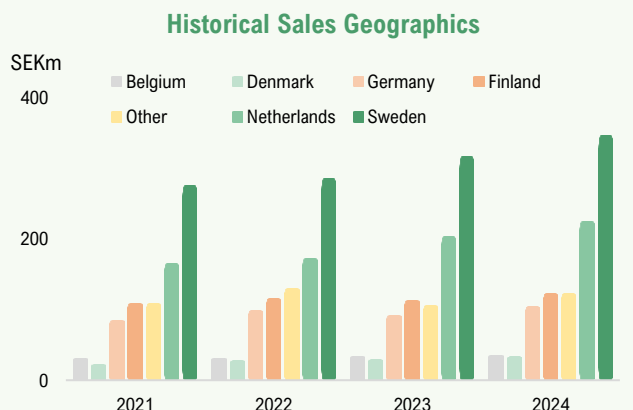
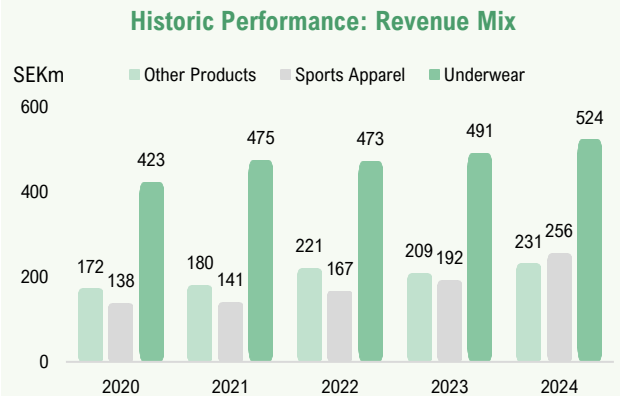
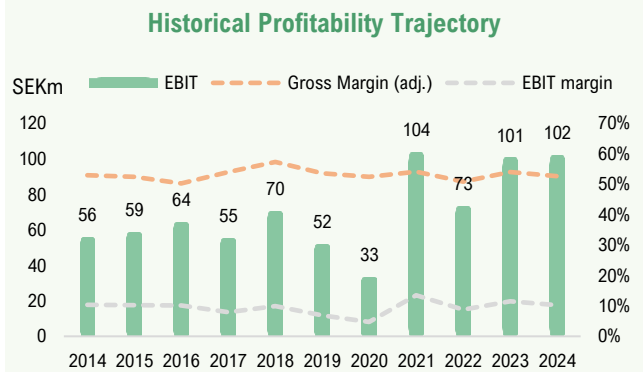
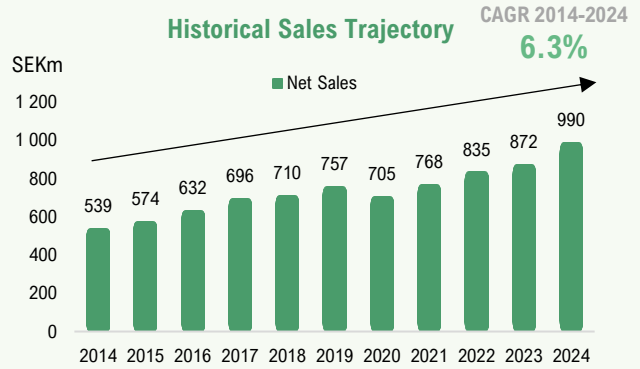
Björn Borg is a well-established company with decades of history. Hence, it is not in its early stages of development but rather in a mature phase, which becomes evident when studying growth rates, profitability, CAPEX-levels, cash flow, and other financial metrics. From 2014 to 2024, Björn Borg grew net sales with an annual compounding rate (CAGR) of 6.3%, 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 1,000m to SEK 2,000m, than to scale from SEK 100bn to SEK 200bn.

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. 52% in 2024, 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. 25% in 2024.

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 40% in 2024 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. 34% of the sales in 2024, followed by the Netherlands, Finland, and Germany, in that order. However, Germany has been, during 2019-2024, 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.

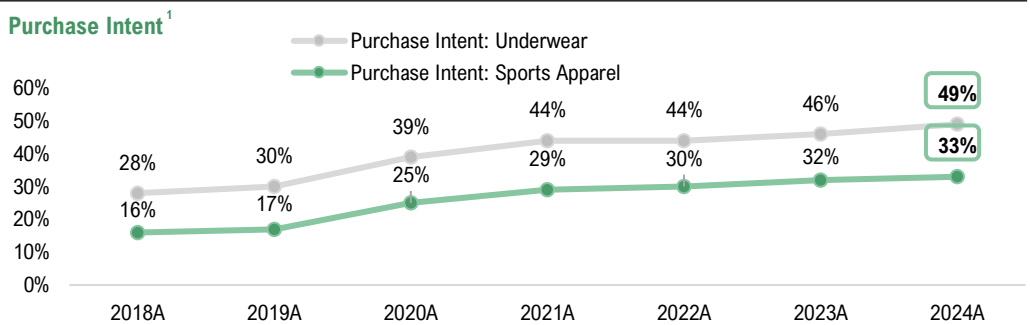




**BJÖRN BORG IS A
PREFERRED
BRAND AMONG
CONSUMERS**

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 the last few years, resulting in a substantial surge in brand preference. Notably, the overall purchase intent, both within Underwear and Sports Apparel, has shown great progress recent years, highlighting that the Company's strategy is bearing fruit.



¹ 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.

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 and Footwear business is expected to achieve double-digit growth in the coming years, driven by an accelerated category shift among consumers. As these are the Company's most important growth areas, the majority of the Group's OPEX and CAPEX investments are expected to be allocated to these segments. The growth in Other, e.g. bags and swimwear, 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.

**CORE FOCUS
AREAS POISED
FOR DOUBLE-
DIGIT GROWTH**

**MARKETS IN
FOCUS
COMING YEARS**



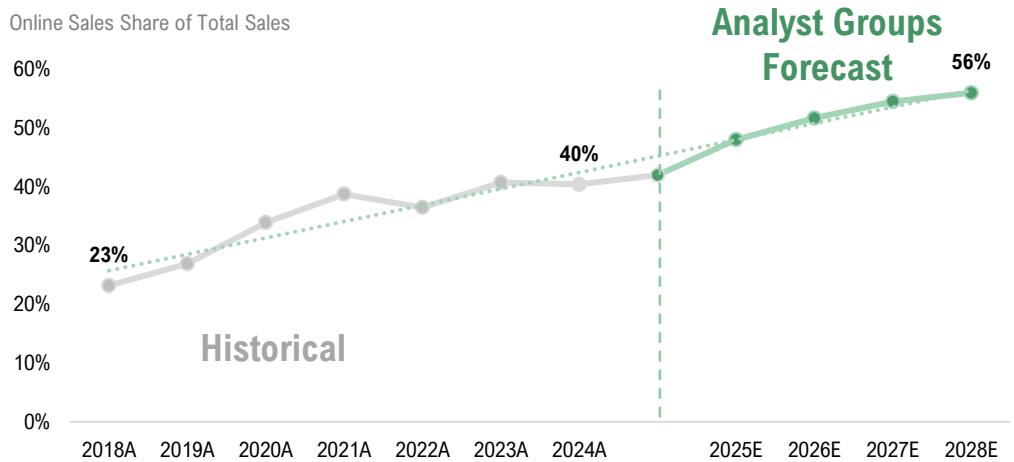


Own E-commerce is Poised to Grow Strongly in Coming Years

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 2026. 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
2018A-2028E



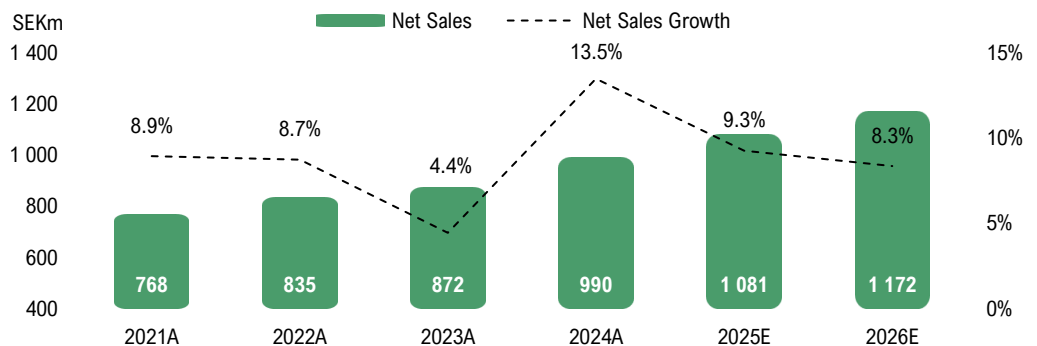
Source: Björn Borg and Analyst Group

9.3%
NET SALES
GROWTH (2025E)

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 13.5% net sales growth in 2024, and 13.8% when adjusting for currency. 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 2025, Björn Borg is estimated to demonstrate a net sales growth of 9.3%, 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, 2025-2026, Analyst Group has estimated an annual net sales CAGR of 8.8%. Below, our net sales projections to 2026 are displayed, with further details on revenue mix, channel mix, and sales geographics on page 22.

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 8.8% during 2025-2026.

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.

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 2023, the currency-neutral gross margin has trended downward, particularly in 2024, mainly due to increased short-term Footwear discounts following the takeover from the former third party that went bankrupt in H1-24.

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 2025, we estimate a gross margin of 53.9% and in 2026 we see a gross margin of 54.8%, 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.

Operating Expenses: Other Operational Expenses

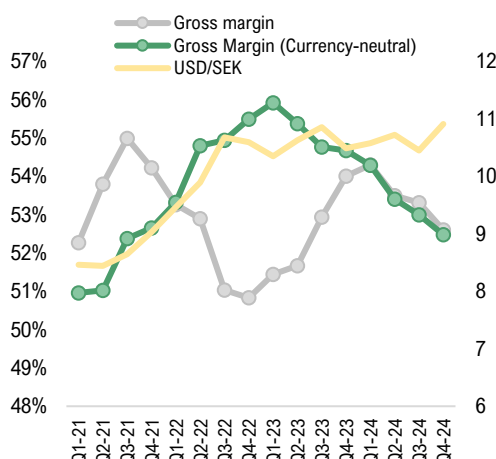
On an OPEX-level, other external costs constitutes the largest expense, amounting to SEK 246m in 2024. These costs encompass various costs related to premises, sales, marketing, administration, and other operational aspects, with marketing being the major cost driver. Between 2018-2022, Other external 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 efficacies 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. In 2023 and 2024, marketing expenses averaged 9.0% of sales, slightly above previous years when they accounted for around 8%. Analyst Group projects marketing investments to remain at approximately 9% over the next two to three years before gradually reverting to the 8% threshold, which will be crucial to fuel future growth.

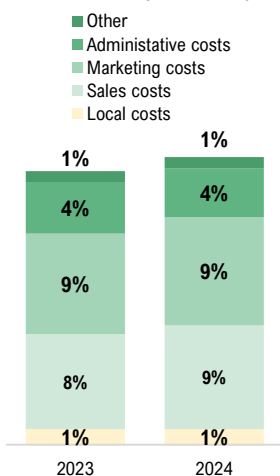
Estimated Currency Impact

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

Currency-Effects, LTM (Gross Margin)



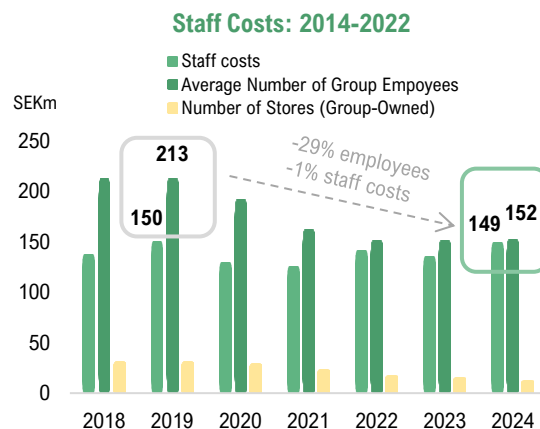
Other external costs - breakdown (% of sales)



Operating Expenses: Staff Costs

In 2024, staff costs accounted for approx. 15% of total net sales, totaling around SEK 149m, 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 2024, the Group had 152 employees. The accompanying graph below illustrates the trend in staff costs, number of employees, and number of Group-Owned stores.

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 32m in 2024. 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 2019-2024, 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 2018-2024. 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 2024, 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 2024, 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 2020-2024, Björn Borg's inventory levels increased with approx. 110%, with net sales increasing approx. 40% 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 130 days when studying at a quarterly basis (Q3-21 to Q4-24) and 119 days on an annual basis (2018-2024). In 2024, the corresponding figure amounted to 96 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.

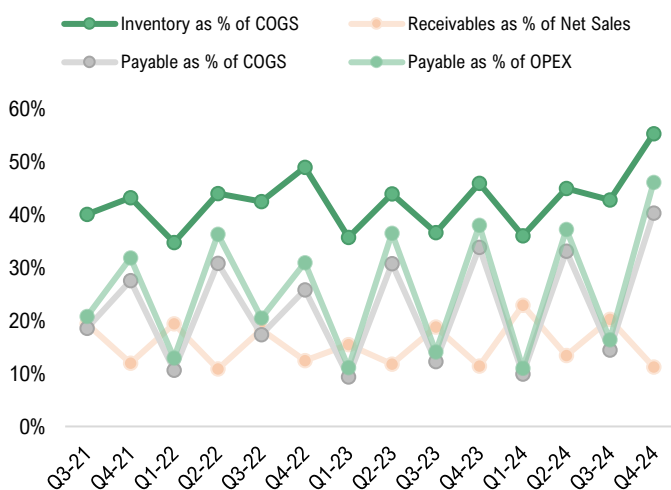
¹COGS/Average Inventory

²For this comparison, Analyst Group has, in addition to mentioned sports fashion brand, studied Puma, FILA and Columbia Sportswear

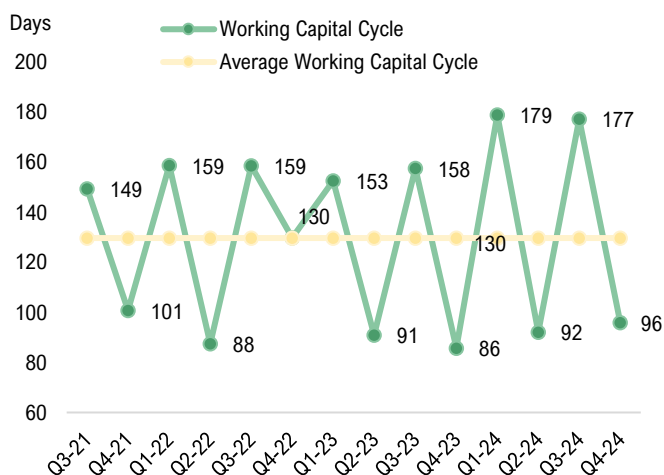
Björn Borg has Improved its Working Capital Cycle in Recent Years, Yet It Still Surpasses Other sports fashion Brands.

Working Capital items and Working Capital Cycle

Working Capital items



Working Capital Cycle



Source: Björn Borg and Analyst Group

SEK 102m
EBIT(2024)

SEK 124m
EBIT (2025E)

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

In 2024, Björn Borg reported an operating profit of SEK 102m, corresponding to an operating margin of 10.3%. Currency-Neutral, the operating profit for the full year 2024 would have landed on approx. SEK 101m, translating to an operating margin of 9.4%, marking a slight improvement from historical years (2014-2019), with an operating margin hovering between 7-9%. However, the margin during 2024 contracted compared to the last few years (2021-2023), where the operating margin ranged between 11-14%. The hampered EBIT-margin during 2024 is mainly attributed to the full integration of the Footwear business, as well as increased marketing investments, both aimed at sustaining brand momentum and ensuring future growth. For the fiscal year 2025, Analyst Group estimates an EBIT of SEK 124m, corresponding to an adj. EBIT margin of 11.5%.

In coming years, as Björn Borg increase the share of Sport Apparel and Footwear of total net sales, the margin profile for the segments are 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 14% in 2028. However, for the year 2026, the adjusted operating margin is projected to reach 12.5%, driven by increased sales, an improved margin profile within the Sports Apparel and Footwear business, and a continued focus on operational efficacy.

In below table we have summarized our projections to 2026, with graphs and illustrations on revenue mix, channel mix, profitability, cost structure, and sales geographics during the explicit forecast period 2025-2026 are presented on the next page.

Base scenario SEKm	2020A	2021A	2022A	2023A	2024A	2025E	2026E
<i>Net Sales Growth</i>	-6.9%	8.9%	8.7%	4.4%	13.5%	9.3%	8.3%
Net Sales	705	768	835	872	990	1 081	1 172
Other Operating Income	29	28	26	20	23	0	0
Total Sales	734	796	861	892	1 013	1 081	1 172
COGS	-335	-352	-411	-401	-469	-498	-534
COGS (Currency-Neutral)	-339	-362	-372	-395	-470	-498	-534
Gross Profit	399	444	450	491	544	583	637
Gross Profit (Currency-Neutral)	395	434	489	496	543	583	637
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.6%	53.9%	54.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.5%	53.9%	54.4%
Other External Expenses	-159	-158	-181	-206	-246	-265	-287
Staff Costs	-130	-126	-141	-135	-149	-163	-176
Other Operating Expenses	-36	-21	-20	-16	-15	0	0
SG&A	-325	-305	-342	-357	-410	-428	-463
EBITDA	74	139	108	134	134	155	175
EBITDA (Currency-Neutral)	70	129	147	139	133	155	175
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	13.5%	14.3%	14.9%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	12.7%	14.3%	14.9%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	12.6%	14.3%	14.9%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-32	-31	-28
EBIT	33	104	73	101	102	124	147
EBIT (Currency-Neutral)	29	94	120	96	101	124	147
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.3%	11.5%	12.5%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	9.4%	11.5%	12.5%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	9.3%	11.5%	12.5%
Financial items, net	-16	3	-2	-3	-11	-1	-2
EBT	17	107	71	98	90	122	144
Tax	1	-21	-20	-22	-18	-25	-30
Net profit	18	86	51	76	73	97	115
Net margin	-1.5%	7.5%	3.0%	6.5%	5.0%	9.0%	9.8%

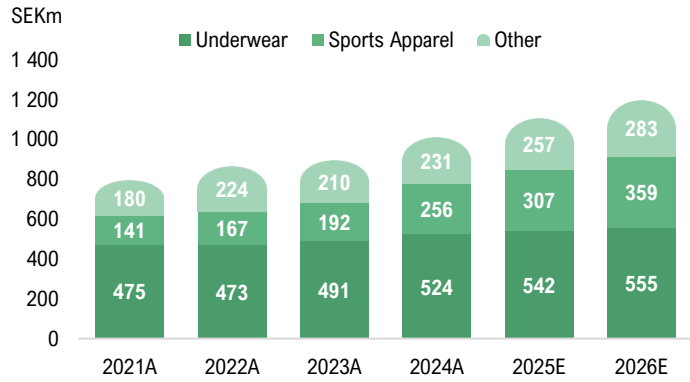
¹ Gross Margin: Adjusted for Other Operating Income and Currency-Effects.

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

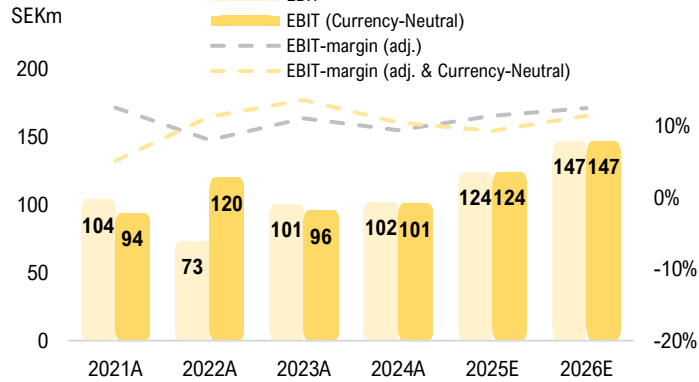


In below graph and illustrations, we have summarized our projections for the revenue mix. Profitability, cost structure, sales geographics, and sales channel mix during the explicit forecast period 2025-2026.

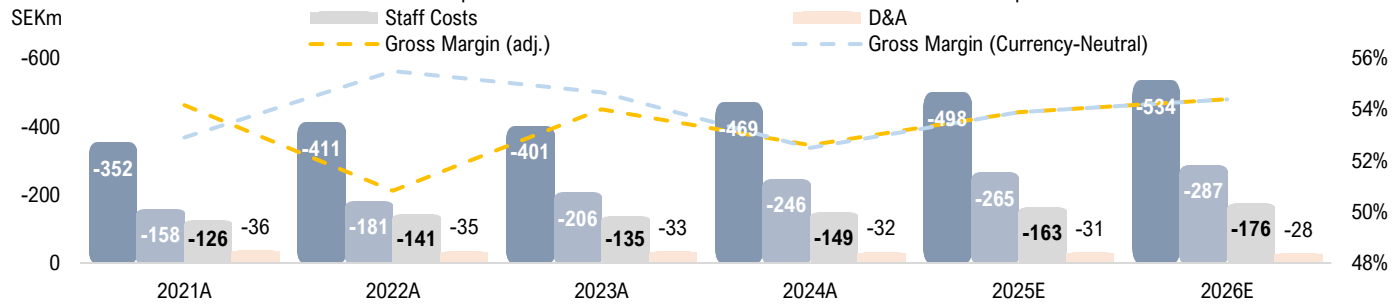
Revenue Mix



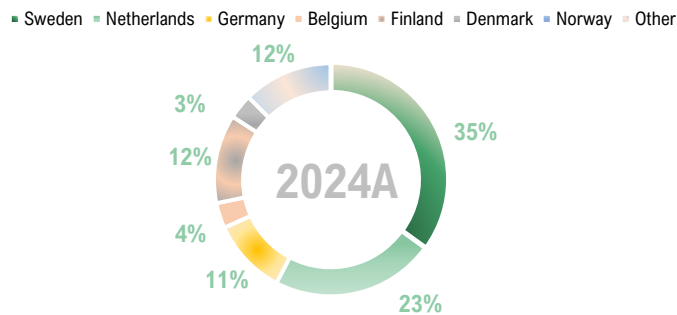
Profitability



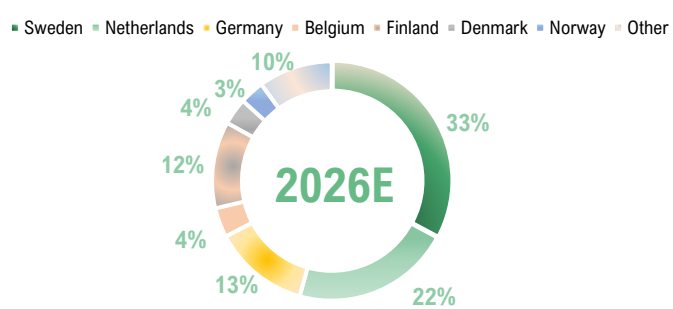
Cost Structure



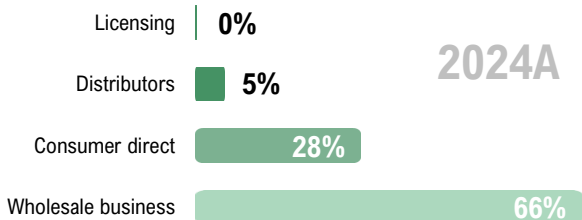
Sales Geographics as a % of sales



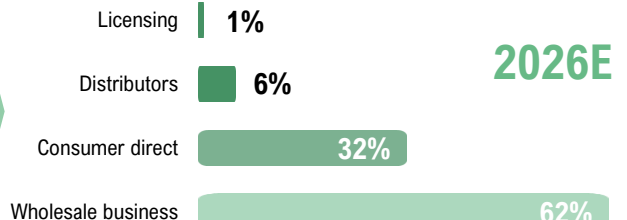
Sales Geographics as a % of sales



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 Björn Borg demonstrates broadly similar figures to its peers in terms of gross margin, EBIT margin, equity ratio, debt ratio, and asset turnover, the Company has outperformed the peer group in three-year sales growth. Additionally, declining customer demand in recent years has pressured the peer group's EBIT growth, whereas Björn Borg has maintained a stronger trajectory, outperforming peers in three-year EBIT growth. 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.



LTM	Björn Borg	Lululemon	Adidas	Nike	Under Armour	PUMA	FILA	Columbia Sportswear	Mean, peers	Median, peers
Net Sales Growth, 3Y	8.8%	17.6%	2.0%	1.6%	-2.2%	7.7%	9.9%	2.5%	5.6%	2.5%
Net Sales Growth, Y-Y	13.5%	10.8%	3.2%	-5.0%	-7.8%	-3.5%	4.0%	-3.4%	-0.2%	-3.4%
EBIT Growth, 3Y	-0.7%	20.0%	-22.9%	-6.4%	-152.1%	2.9%	-27.8%	-15.6%	-28.8%	-15.6%
EBIT Growth, Y-Y	1.3%	17.9%	5172.2%	-9.7%	-127.4%	7.0%	17.2%	-19.3%	722.6%	7.0%
Gross Margin	52.6%	58.9%	49.7%	44.6%	47.5%	47.3%	52.3%	50.2%	50.1%	49.7%
EBIT Margin	10.3%	23.3%	4.1%	11.2%	-1.4%	7.1%	8.5%	8.0%	8.7%	8.0%
Equity Ratio	49.7%	56.3%	26.3%	37.0%	42.9%	38.0%	52.1%	59.8%	44.6%	42.9%
Net Debt/EBITDA	0.7	0.1	1.5	0.4	12.8	3.1	0.9	0.1	2.7	0.9
Debt Ratio	1.0	0.8	2.7	1.7	1.3	1.6	0.3	0.7	1.3	1.3
Asset Turnover	1.4	1.4	1.1	1.3	1.1	1.2	0.8	1.1	1.2	1.1
Days Working Capital	36.5	22.0	14.5	42.9	42.8	44.2	47.9	77.1	41.6	42.9
EV/EBITDA	10.8	16.5	23.0	19.7	61.0	10.3	6.7	16.4	21.9	16.5
EV/EBIT	14.2	19.4	51.7	22.7	-51.4	10.6	21.9	19.8	13.5	19.8
EV/S	1.4	4.5	2.1	2.5	0.7	0.8	0.8	1.6	1.9	1.6
Market Cap (SEKm)	1 396	479 121	498 312	1 290 449	32 439	50 035	17 003	55 942	346 186	55 942

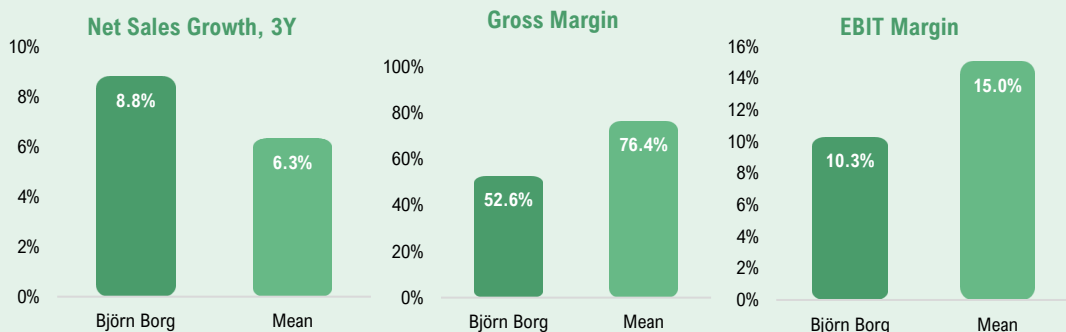
Luxury Brands

To provide some insight into the value of a strong brand, a wide range of luxurious brand companies have been selected, encompasses of 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 has, 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 exhibit a 10Y 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)**



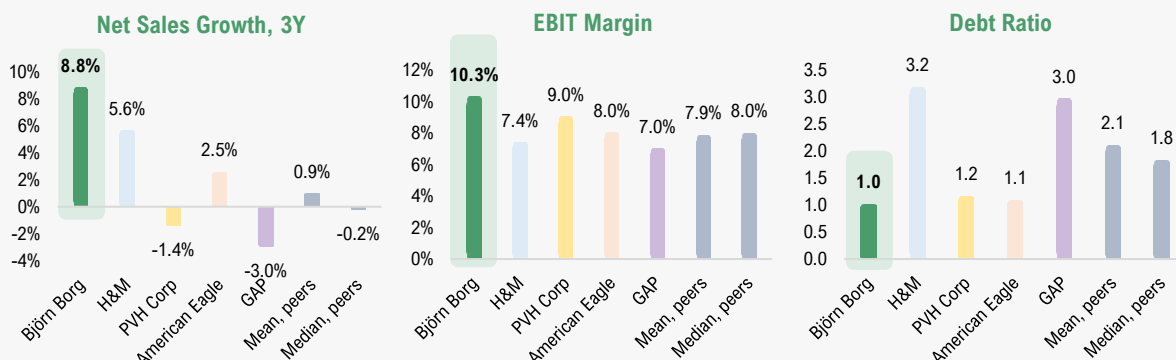
Retail

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.



BJÖRN BORG

vs
**Retail sector
(LTM)**



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

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.

aimn

89%

CAGR 2016-2023
(Revenue)

~605K

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

80%

CAGR 2015-2023
(Revenue)

~307K

ICANIWILL AB	Latest Valuation	N/A	N/A	N/A	N/A
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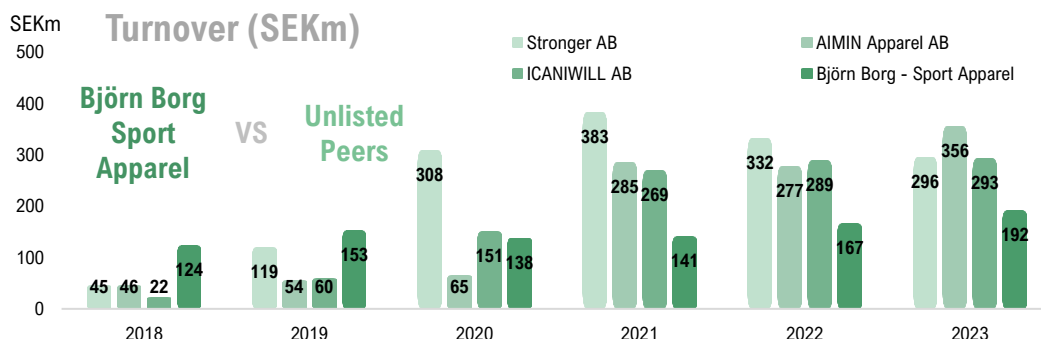
ICANIWILL AB, a Swedish company, is a prominent player in the fitness and activewear industry. Founded with a vision of promoting motivation and confidence through fitness, ICANIWILL offers a range of high-quality workout apparel and accessories. Since its inception in 2012, the brand has gained recognition 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 2023, 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.

Profitability	EBIT margin (2023)	EBIT margin (Mean ¹)
Stronger	-5.9%	12.6%
Aimn	5.0%	21.1%
ICANIWILL	8.4%	7.8%

¹Since each company's inception.



Source: Björn Borg and Allabolag

Valuation: All Put Together

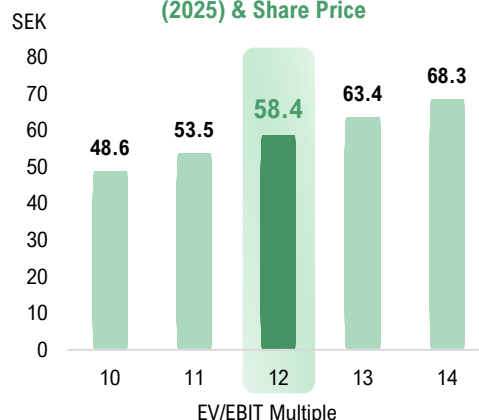
Company	Equity	Enterprise	Revenue				EBIT		Gross Margin	Gross Margin	EBIT Margin	EBIT Margin
	Value	Value	EV/EBITDA		EV/EBIT		CAGR					
	(SEK m)	(SEK m)	2025E	2026E	2025E	2026E	2025-2026E	2025-2026E	2025E	2026E	2025E	2026E
Sports Apparel												
Lululemon	479 121	482 621	14.5x	13.4x	17.3x	15.9x	7.9%	7.1%	58.8%	58.9%	22.8%	22.9%
Adidas	498 312	540 781	15.9x	13.8x	22.6x	16.8x	10.1%	50.1%	49.8%	51.7%	8.2%	10.2%
Nike	1 290 449	1 334 366	24.9x	21.3x	29.6x	24.0x	3.7%	19.8%	44.0%	44.8%	9.0%	10.5%
Under Armour	32 439	38 653	9.8x	8.0x	15.1x	11.9x	2.6%	23.9%	48.3%	48.7%	4.7%	4.7%
PUMA	50 035	71 700	5.9x	5.5x	8.3x	7.3x	6.8%	12.9%	47.7%	47.9%	8.2%	8.8%
FILA	17 003	21 248	4.4x	4.2x	5.6x	5.2x	4.0%	22.2%	53.2%	53.2%	11.5%	11.9%
Columbia Sportswear	55 942	55 053	12.6x	12.0x	17.9x	16.5x	3.4%	7.2%	51.0%	51.1%	8.3%	8.7%
Luxury Brands												
LVMH	3 911 373	4 265 078	13.4x	12.3x	18.0x	16.4x	6.3%	9.2%	67.3%	67.5%	23.6%	24.4%
Kering	380 477	566 124	11.3x	10.0x	19.9x	16.3x	3.5%	10.3%	74.2%	74.4%	14.8%	16.9%
Moncler	199 661	195 372	13.2x	12.2x	17.7x	16.3x	7.4%	8.2%	78.4%	78.4%	29.8%	29.9%
Burberry	53 766	72 902	9.8x	8.1x	29.9x	19.2x	5.1%	488.2%	66.5%	68.1%	6.1%	6.1%
Tapestry	192 602	226 169	12.9x	12.2x	14.5x	13.7x	3.1%	5.8%	75.2%	75.4%	19.9%	19.9%
Prada	240 171	261 255	10.6x	9.7x	16.3x	14.7x	10.3%	12.5%	80.2%	80.2%	23.9%	24.3%
Ralph Lauren	183 086	191 072	13.5x	12.4x	16.5x	15.0x	4.4%	10.2%	68.4%	68.7%	14.7%	15.5%
Retail												
H&M	207 040	266 654	6.4x	6.4x	13.9x	12.8x	3.6%	9.9%	53.4%	53.6%	7.9%	8.3%
PVH Corp	46 820	78 614	6.2x	5.8x	8.1x	7.5x	2.3%	6.7%	59.5%	59.4%	10.3%	10.8%
American Eagle	27 750	40 982	5.6x	5.3x	8.2x	7.7x	3.4%	6.2%	39.1%	39.2%	8.5%	8.7%
GAP	94 404	131 991	7.5x	6.9x	11.1x	10.1x	3.2%	8.4%	41.2%	41.0%	6.9%	6.9%
Maximum	3 911 373	4 265 078	24.9x	21.3x	29.9x	24.0x	10.3%	488.2%	80.2%	80.2%	29.8%	29.9%
75th Percentile	345 400	428 630	13.3x	12.3x	18.0x	16.3x	6.7%	18.1%	68.1%	68.5%	18.6%	19.1%
Median	187 844	193 222	10.9x	9.8x	16.4x	14.8x	3.8%	10.1%	56.1%	56.3%	9.6%	10.6%
Mean	442 247	491 146	11.0x	10.0x	16.1x	13.7x	5.1%	39.9%	58.7%	59.0%	13.3%	13.8%
25th Percentile	50 968	72 000	6.7x	6.5x	11.8x	10.5x	3.4%	7.5%	48.6%	49.3%	8.2%	8.7%
Minimum	17 003	21 248	4.4x	4.2x	5.6x	5.2x	2.3%	5.8%	39.1%	39.2%	4.7%	4.7%
Björn Borg	1 396	1 446	8.3x	7.4x	11.7x	9.8x	8.8%	20.1%	53.9%	54.4%	11.5%	12.5%

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 4.0% and 5.1%, respectively, during the explicit forecast period 2025–2026. Additionally, the Sport Apparel group is expected to experience a median EBIT growth (CAGR) of approx. 20% during this period, outpacing the Luxury Brands, which are expected to grow at a median CAGR of approx. 10%. However, the margin profile is substantially higher within the Luxury Brand group than the other peer groups. The Sports Apparel peer group trades at a median EV/EBIT multiple on FY2025 forecast of 15.9x, and when examining the Luxury Brands, the median EV/EBIT 2025E multiple stands at 16.3x. In 2025, Analyst Group has estimated that the Sport Apparel business of Björn Borg will constitute approx. 28% 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 2025–2026, as shown in the above table.

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 segments Footwear, Bags and Other into account, the corresponding share increases to 52% in 2025. Still, the underwear business is expected to account for the rest of the sales in 2025, 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 2025 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 124m, coupled with the assumed capital structure at the end of 2025, a potential value of SEK 58.4 (61.3) per share is derived.

Applied Forward EV/EBIT Multiple (2025) & Share Price



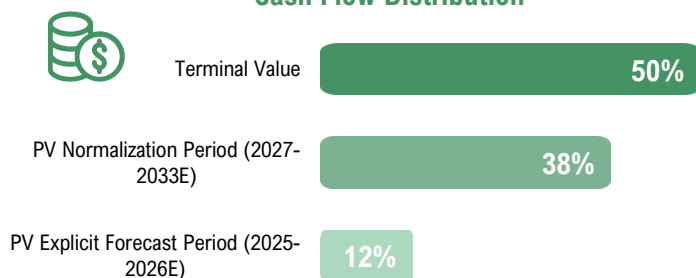
Discounted Cash Flow Analysis (DCF)

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 8.8%. Furthermore, the Company is expected to increase the EBIT margin from 9.3%² in 2024 to 12.5% by 2026. During the normalization period, Björn Borg is projected to exhibit a CAGR in net revenue of approx. 5%, and in the terminal period, we have applied a growth rate of 2%. The EBIT margin is estimated to peak at 14.1% in 2028, before contracting slightly and settling at 13.5% 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 2024. 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. 10%, 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 10.7%, resulting in a DCF valuation of SEK 59.9 per share.

Cash Flow Distribution



Free Cash Flow Margin Profile is Strong

From 2018 to 2024, Björn Borg demonstrated an average FCF-margin of 10.3%, signifying a solid 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 11.6% in 2029, before stabilizing at 10.5% in the terminal year.

DCF Input

Net Sales, CAGR 2025-2026E	8.8%
Net Sales, CAGR 2027-2028E	7.2%
Net Sales, CAGR 2029-2033E	3.5%
EBIT Growth, CAGR 2025-2026E	20.1%
EBIT Growth, CAGR 2027-2028E	13.5%
EBIT Growth 2029-2033E	2.0%
Working Capital (as a % of Net Sales, 2029-2033E)	10.5%
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)	13.5%
Working Capital (as a % of Net Sales)	10.5%
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	1.0
Small-Cap Risk Premium	2.0%
Company Specific Risk Premium	1.0%
Cost of Equity	11.0%
Target Debt/(Debt+Equity)	4.2%
Cost of Debt (after tax)	4.0%

WACC

10.7%

Valuation Summary (SEKm)

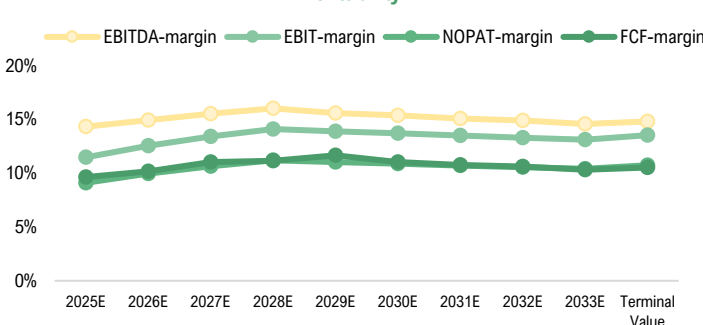
PV Explicit Forecast Period (2023-2025E)	188.0
PV Normalization Period (2026-2032E)	593.4
Terminal Value	776.2
<i>Terminal Value as a % of Enterprise Value</i>	<i>49.8%</i>
Total Enterprise Value	1 557.6
Net Debt	50.2
Total Equity Value	1 507.4
Outstanding Shares (in millions)	25.1
Equity Value Per Share	59.9

Average 2018-2024 | **EBIT Margin 9.7%** | **FCF Margin 10.3%**

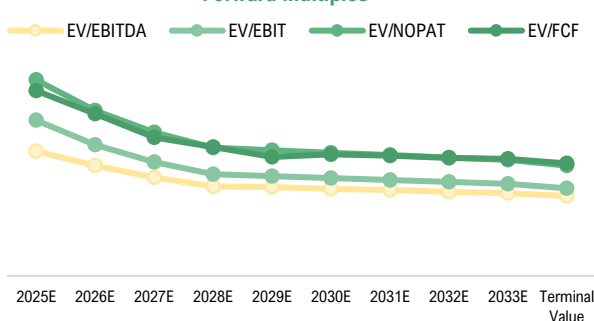
¹ Consisting of two time periods, 2027-2028E and 2029-2033E.

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

Profitability



Forward Multiples



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 64.0 and SEK 56.8 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 15.5% or 11.5% justifies a stock price of SEK 64.6 and SEK 55.3, 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)				
		0.0%	1.0%	2.0%	3.0%	4.0%	9.5%	11.5%	13.5%	15.5%	17.5%
WACC	8.7%	68.4	73.2	79.3	87.7	99.5	65.0	72.2	79.3	86.5	93.7
	9.7%	60.5	64.0	68.4	74.0	81.7	56.9	62.7	68.4	74.1	79.8
	10.7%	54.2	56.8	59.9	64.0	69.2	50.6	55.3	59.9	64.6	69.3
	11.7%	48.9	50.9	53.3	56.2	59.9	45.6	49.4	53.3	57.1	61.0
	12.7%	44.5	46.0	47.8	50.0	52.7	41.4	44.6	47.8	51.0	54.3

Source: Analyst Group

Concluding Remarks: Valuation

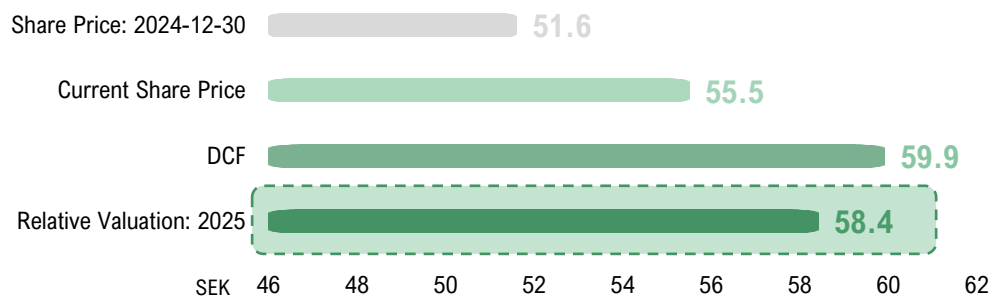
To derive a valuation for Björn Borg, Analyst Group has used two valuation methods; Relative Valuation and a Discounted Cash Flow Analysis. The relative valuation indicates a share price of SEK 58.4 (61.3), using a forward EV/EBIT multiple of 12.0x on FY2025 estimated EBIT of SEK 124m. The applied multiple corresponds to a -24.6% discount compared to the median EV/EBIT multiple of the Sport Apparel peer group, and -19% 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 59.9 for Björn Borg based on what Analyst Group believes are somewhat conservative estimates. The terminal growth stands at 2%, long-term EBIT margin at 13.5%, and the FCFF has been discounted with a WACC of 10.7%, 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 58.4 (61.3), which we have support for in the DCF.

Based on a Relative Valuation, Analyst Group Sees a Motivated Value Per Share of SEK 58.4 for Björn Borg.

Share Price at 2024 year end, Current share price, DCF-value, and Value per Share from Relative Valuation.

Valuation: A Summary



Source: Analyst Group

SEK 58.4
PER SHARE
BASE SCENARIO

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 138m for the fiscal year 2025, and, applying a forward EV/EBIT multiple of 12.5x, a share price of 68.1 (73.2) 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 44.6 (43.5) has been derived in a Bear scenario.

Bull Scenario

Estimated EBIT 2025E

SEK 138m

Applied EV/EBIT Multiple

12.5x

Potential Share Price

SEK 68.1

Bear Scenario

Estimated EBIT 2025E

SEK 103m

Applied EV/EBIT Multiple

11.0x

Potential Share Price

SEK 44.6

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 Sevonius Södergren - Chief Commercial Officer**

Johanna Sevonius 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%)

**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%)

**Laura Tapia – Chief Product & Sustainability Officer**

Laura Tapia, the Chief Product & Sustainability Officer since 2024, has a background in retail, with experience at Peak Performance and Craft, among others.

Shareholding in the Company: 0 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	2024A	2025E	2026E
<i>Net Sales Growth</i>	-6.9%	8.9%	8.7%	4.4%	13.5%	9.3%	8.3%
Net Sales	705	768	835	872	990	1 081	1 172
Other Operating Income	29	28	26	20	23	0	0
Total Sales	734	796	861	892	1 013	1 081	1 172
COGS	-335	-352	-411	-401	-469	-498	-534
COGS (Currency-Neutral)	-339	-362	-372	-395	-470	-498	-534
Gross Profit	399	444	450	491	544	583	637
Gross Profit (Currency-Neutral)	395	434	489	496	543	583	637
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.6%	53.9%	54.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.5%	53.9%	54.4%
Other External Expenses	-159	-158	-181	-206	-246	-265	-287
Staff Costs	-130	-126	-141	-135	-149	-163	-176
Other Operating Expenses	-36	-21	-20	-16	-15	0	0
SG&A	-325	-305	-342	-357	-410	-428	-463
EBITDA	74	139	108	134	134	155	175
EBITDA (Currency-Neutral)	70	129	147	139	133	155	175
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	13.5%	14.3%	14.9%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	12.7%	14.3%	14.9%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	12.6%	14.3%	14.9%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-32	-31	-28
EBIT	33	104	73	101	102	124	147
EBIT (Currency-Neutral)	29	94	120	96	101	124	147
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.3%	11.5%	12.5%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	9.4%	11.5%	12.5%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	9.3%	11.5%	12.5%
Financial items, net	-16	3	-2	-3	-11	-1	-2
EBT	17	107	71	98	90	122	144
Tax	1	-21	-20	-22	-18	-25	-30
Net profit	18	86	51	76	73	97	115
Net margin	-1.5%	7.5%	3.0%	6.5%	5.0%	9.0%	9.8%

DCF - Base scenario (SEKm)	Explicit Forecast period		Normalized Forecast Period							Terminal
	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E	2033E	Value
NOPAT	98	117	134	150	153	156	160	163	166	175
+ D&A	31	28	27	26	23	24	23	24	23	21
- CAPEX	13	14	15	16	16	17	18	18	19	21
Increase (-) / Decrease (+) in Working Capital	-12	-12	-7	-11	2	-5	-5	-5	-6	-3
Free Cash Flow	104	119	139	150	162	159	160	164	165	171
Discounted Free Cash Flow	93	95	101	98	96	85	77	71	65	776

DCF - Base scenario (SEKm)	
WACC	10.7%
Present Value Free Cash Flow	781
Terminal Value	776
Enterprise Value	1 558
Net Debt	50
Equity Value	1 507
Share Outstanding (in millions)	25.1
Value per Share (SEK)	59.9



Cash Flow Distribution

Terminal Value

50%

PV Normalization Period (2027-2033E)

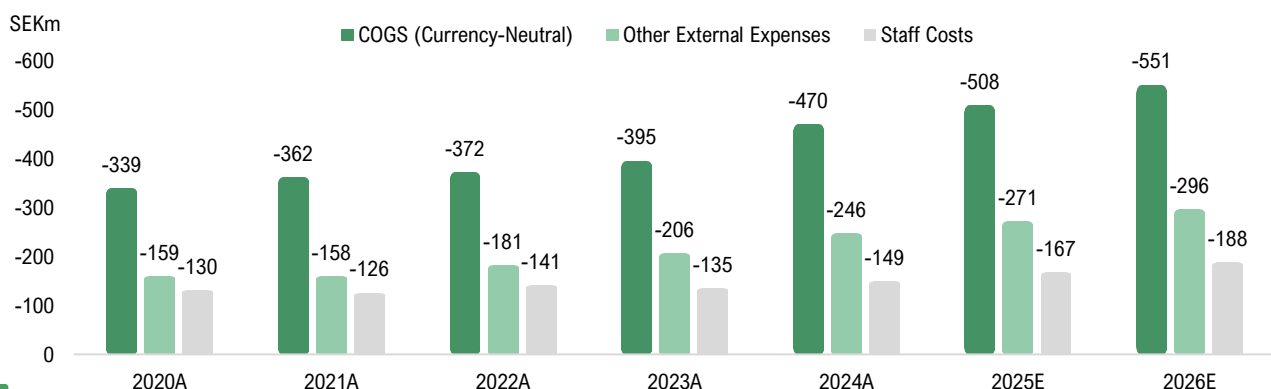
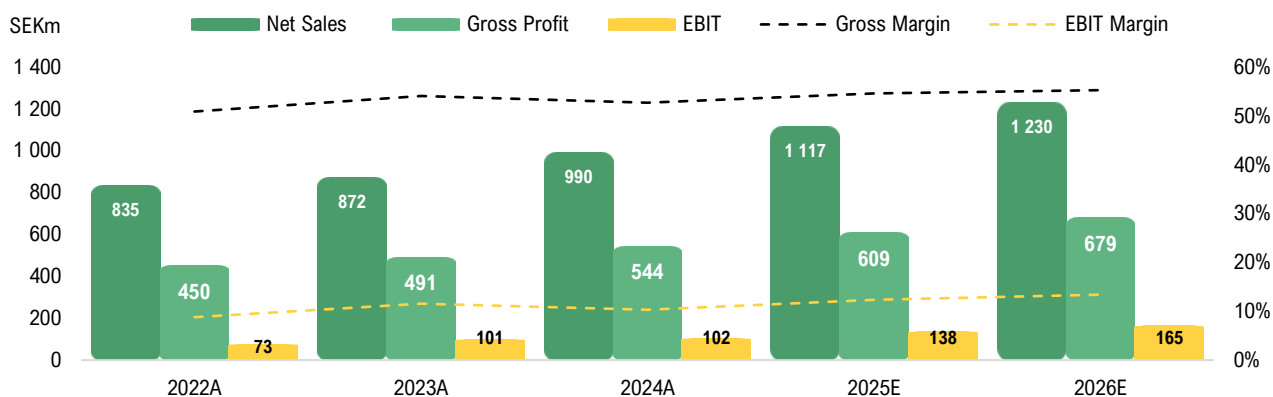
38%

PV Explicit Forecast Period (2025-2026E)

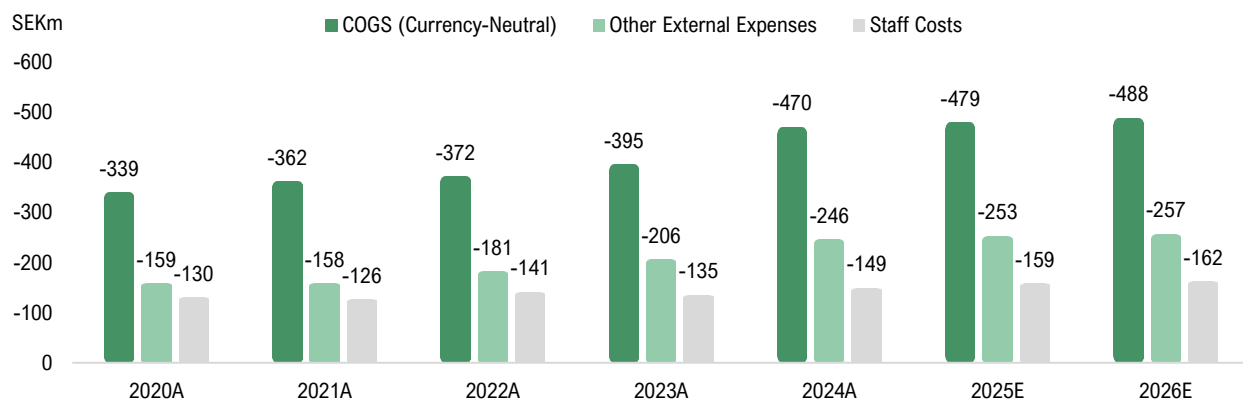
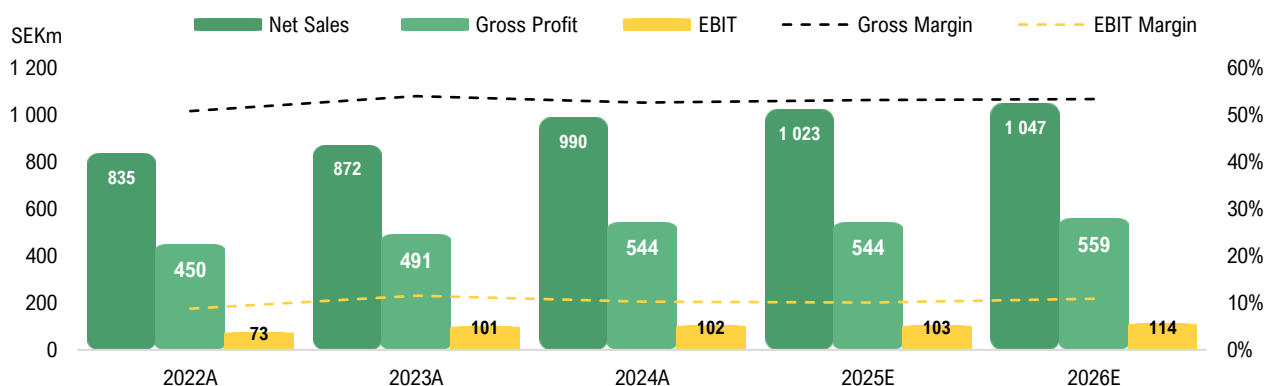
12%

Base scenario, Key Ratios	2020A	2021A	2022A	2023A	2024A	2025E	2026E
Growth							
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	13.5%	9.3%	8.3%
of which organic	-5.8%	11.5%	4.7%	0.7%	13.5%	9.3%	8.3%
of which Currency-Effects	-1.1%	-2.6%	4.0%	3.7%	0.0%	0.0%	0.0%
EBIT	-35.7%	211.4%	-29.3%	37.2%	1.3%	21.6%	18.6%
EBIT (adj. & excl Currency-Effects)	-58.1%	221.9%	27.7%	-20.4%	5.5%	22.9%	18.6%
EPS	-52.8%	368.4%	-40.2%	48.1%	-4.3%	33.8%	18.0%
FCF	33.7%	-22.6%	-49.5%	111.1%	-43.7%	35.9%	14.2%
Profitability							
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.6%	53.9%	54.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.5%	53.9%	54.4%
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	13.5%	14.3%	14.9%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	12.7%	14.3%	14.9%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	12.6%	14.3%	14.9%
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.3%	11.5%	12.5%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	9.4%	11.5%	12.5%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	9.3%	11.5%	12.5%
FCF-margin	19.0%	13.5%	6.2%	12.6%	7.7%	9.6%	10.1%
Financial Position							
(+) Net Debt / (-) Net Cash (excl leasing)	29	-17	14	-27	9	-16	-26
(+) Net Debt / (-) Net Cash (incl leasing)	86	37	65	16	50	17	5
Debt Ratio	1.1	1.0	1.0	0.8	1.0	1.0	1.0
Equity Ratio	47.1%	49.1%	49.7%	55.6%	49.7%	49.8%	51.1%
Capital Commitment							
Working Capital	143	173	84	112	108	129	151
Working Capital (excl cash)	73	76	68	85	99	81	113
Asset Turnover	1.1	1.2	1.3	1.4	1.5	1.5	1.6
Inventory Turnover	2.7	2.6	2.3	2.1	2.1	2.0	2.1
Base scenario SEKm							
Assets							
<i>Intangible Assets</i>							
Goodwill	34	35	36	36	37	37	37
Trademarks	188	188	188	188	188	188	188
License/Customer relations	0	2	2	0	0	1	1
Other intangible assets	10	9	6	6	6	4	5
Total Intangible Assets	232	233	232	230	231	230	231
<i>Tangible Non-Current Assets</i>							
PP&E	17	15	16	18	21	22	24
Right-of-Use Assets	57	55	53	44	12	33	31
Deferred Tax Assets	16	14	13	12	42	13	13
Total Tangible Non-Current Assets	89	84	81	74	75	68	68
Total Non-Current Assets (Fixed Assets)	321	317	313	304	307	298	299
<i>Current Assets</i>							
Inventory	123	152	201	184	259	239	263
Accounts receivable	84	92	104	99	111	136	148
Other current receivables	10	9	13	17	23	15	16
Prepaid expenses and accrued income	9	13	6	0	0	0	0
Cash and short-term investments	70	97	16	27	9	48	38
Total Current Assets	297	364	340	327	402	438	466
Total Assets	618	681	653	632	709	736	765
Owners' Equity and Liabilities							
Owners' Equity	296	340	331	357	352	367	391
Minority interests	-5	-6	-7	-6	0	0	0
Total Owners' Equity	291	334	325	351	352	367	391
Long-term interest-bearing liabilities	99	80	0	0	0	0	0
Long-term leasing liabilities	36	34	32	26	23	20	20
Other long-term liabilities	39	42	40	40	39	40	40
Total Long-Term Liabilities	174	155	72	65	62	60	60
Short-term interest-bearing liabilities	0	0	30	0	17	32	12
Accounts payable	77	97	106	136	189	157	176
Short-term leasing liabilities	21	20	19	17	19	12	12
Current Tax Liabilities	0	12	22	11	0	22	22
Other Current Liabilities	22	20	38	23	69	39	42
Accrued Expenses and Prepaid Income	34	42	41	29	0	47	51
Total Short-Term Liabilities	154	191	256	216	294	309	314
Total Liabilities	328	346	328	281	356	370	374
Total Owners' Equity and Liabilities	618	681	653	631	708	736	764

Bull scenario SEKm	2020A	2021A	2022A	2023A	2024A	2025E	2026E
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	13.5%	12.8%	10.1%
Net Sales	705	768	835	872	990	1 117	1 230
Other Operating Income	29	28	26	20	23	0	0
Total Sales	734	796	861	892	1 013	1 117	1 230
COGS	-335	-352	-411	-401	-469	-508	-551
COGS (Currency-Neutral)	-339	-362	-372	-395	-470	-508	-551
Gross Profit	399	444	450	491	544	609	679
Gross Profit (Currency-Neutral)	395	434	489	496	543	609	679
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.6%	54.5%	55.2%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.5%	54.5%	55.2%
Other External Expenses	-159	-158	-181	-206	-246	-271	-296
Staff Costs	-130	-126	-141	-135	-149	-167	-188
Other Operating Expenses	-36	-21	-20	-16	-15	0	0
SG&A	-325	-305	-342	-357	-410	-439	-484
EBITDA	74	139	108	134	134	170	194
EBITDA (Currency-Neutral)	70	129	147	139	133	170	194
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	13.5%	15.2%	15.8%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	12.7%	15.2%	15.8%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	12.6%	15.2%	15.8%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-32	-32	-30
EBIT	33	104	73	101	102	138	165
EBIT (Currency-Neutral)	29	94	120	96	101	138	165
EBIT-margin	4.7%	13.5%	8.8%	11.5%	10.3%	12.3%	13.4%
EBIT-margin (adj.)	5.7%	12.6%	8.1%	11.1%	9.4%	12.3%	13.4%
EBIT-margin (adj. & Currency-Neutral)	5.2%	11.3%	13.7%	10.5%	9.3%	12.3%	13.4%
Financial items, net	-16	3	-2	-3	-11	-1	-2
EBT	17	107	71	98	90	136	162
Tax	1	-21	-20	-22	-18	-28	-33
Net profit	18	86	51	76	73	108	129
Net margin	-1.5%	7.5%	3.0%	6.5%	5.0%	9.7%	10.5%



Bear scenario SEKm	2020A	2021A	2022A	2023A	2024A	2025E	2026E
Net Sales Growth	-6.9%	8.9%	8.7%	4.4%	13.5%	3.4%	2.4%
Net Sales	705	768	835	872	990	1 023	1 047
Other Operating Income	29	28	26	20	23	0	0
Total Sales	734	796	861	892	1 013	1 023	1 047
COGS	-335	-352	-411	-401	-469	-479	-488
COGS (Currency-Neutral)	-339	-362	-372	-395	-470	-479	-488
Gross Profit	399	444	450	491	544	544	559
Gross Profit (Currency-Neutral)	395	434	489	496	543	544	559
Gross Margin (adj.)	52.5%	54.2%	50.8%	54.0%	52.6%	53.2%	53.4%
Gross Margin (adj. & Currency-Neutral)	51.9%	52.9%	55.5%	54.7%	52.5%	53.2%	53.4%
Other External Expenses	-159	-158	-181	-206	-246	-253	-257
Staff Costs	-130	-126	-141	-135	-149	-159	-162
Other Operating Expenses	-36	-21	-20	-16	-15	0	0
SG&A	-325	-305	-342	-357	-410	-411	-419
EBITDA	74	139	108	134	134	133	140
EBITDA (Currency-Neutral)	70	129	147	139	133	133	140
EBITDA-margin	10.5%	18.1%	12.9%	15.3%	13.5%	13.0%	13.4%
EBITDA -margin (adj.)	11.5%	17.2%	12.2%	14.9%	12.7%	13.0%	13.4%
EBITDA -margin (adj. & Currency-Neutral)	11.0%	15.9%	16.9%	15.5%	12.6%	13.0%	13.4%
D&A of Intangible/Tangible Non-Current Assets	-41	-36	-35	-33	-32	-30	-26
EBIT	33	104	73	101	102	103	114
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Financial items, net	-16	3	-2	-3	-11	-1	-2
EBT	17	107	71	98	90	102	112
Tax	1	-21	-20	-22	-18	-21	-23
Net profit	18	86	51	76	73	81	89
Net margin	-1.5%	7.5%	3.0%	6.5%	5.0%	7.9%	8.5%



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