

# Scandinavian Astor Group AB

Technology - Sweden



**NuWays**  
by Hauck Aufhäuser Lampe

**Buy** (Initiation)

11.02.2025

**SEK 17.00** (Initiation)

## Target acquired and locked on. Initiating coverage with BUY

With the world's highest PhD ratio per capita in technical and natural sciences, an above average R&D intensity and a unique triangular cooperation between academia, government and industry, **Sweden** has one on the **most sophisticated industrial and defence sectors in the world**. The Nordic defense sector is dominated by several large OEMs, such as Saab, BAE Systems, and Kongsberg. However, these major players depend on key components from hundreds of highly specialized and fragmented SMEs (eNuW: >300). Many of those are privately owned, independent businesses with distinct product USPs, but they often lack the defence industry footprint, scale, and organizational professionalism.

Here, **Scandinavian Astor Group** (Astor), a industrial and defence serial acquirer, shows a strong track record of acquiring hidden champions with above average margins at attractive prices (six acquisitions for SEK 195m at only 6.3x EV/EBITDA at an average 17% EBITDA margin). Astor creates win-win situations and generates value by (1) professionalising operations, (2) qualifying targets for defence and (3) offering traction and a broad customer network in a market with large entry barriers.

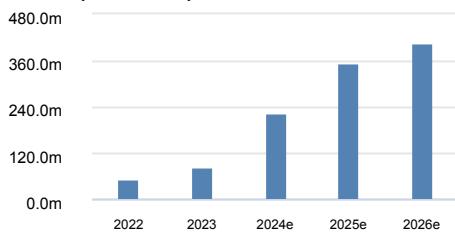
Following its accession to NATO, **Sweden has almost tripled its defence spending** ('24 vs. '21) and further aims to grow its defence spending by 7% p.a. from '24 -'30, which implies 2.6% of GDP. The ongoing discussions increase spending to 3% or more, highlights additional growth potential. As tier-1 suppliers, Astor's holdings are positioned in the first part of the value chain, but are in the last phase of the defence growth cycle, meaning that their wave of growing order intake is about to arrive. This should lead to **organic sales CAGR of 18%** (FY'24-'27e), which is **boosted by recent acquisitions** to an overall **27% sales CAGR** (FY'24-'27e). **Group EBITDA** should expand disproportionately at a CAGR of **58%** (FY'24-'27e) thanks to (1) the acquisition of profitable targets, (2) subsequent operational improvements and (3) an improving fix cost coverage at holding level. Since foundation in 2022, the company is on track to **roughly 8x its top-line** reaching its guidance of SEK 400m sales until 2026.

In sum, Astor offers an unique opportunity to capture growth and the enormous potential of the Nordic defence sector. Valued at **only 11.5x FY'25e EV/EBITDA**, c. 50% below relevant peers, the stock offers an attractive entry opportunity. We initiate coverage with a **BUY recommendation and PT of SEK 17.00**, based on DCF.

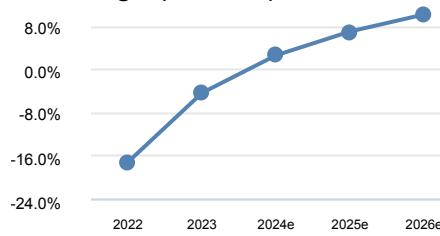
| Y/E 31.12 (SEK m)        | 2022   | 2023  | 2024e  | 2025e | 2026e |
|--------------------------|--------|-------|--------|-------|-------|
| Sales                    | 52.8   | 83.0  | 223.0  | 352.5 | 408.3 |
| Sales growth             | n.a.   | 57.2% | 168.6% | 58.1% | 15.8% |
| EBITDA                   | -6.2   | 1.0   | 19.0   | 45.7  | 63.8  |
| Net debt (if net cash=0) | 22.4   | 36.0  | -27.6  | 30.2  | 0.9   |
| FCF                      | -4.7   | -18.3 | -16.8  | 27.1  | 29.3  |
| Net Debt/EBITDA          | -3.6   | 36.2  | -1.5   | 0.7   | 0.0   |
| EPS pro forma            | -0.53  | -0.11 | 0.05   | 0.39  | 0.68  |
| EBITDA margin            | -11.8% | 1.2%  | 8.5%   | 13.0% | 15.6% |
| ROCE                     | -8.2%  | -2.6% | 2.1%   | 7.2%  | 13.0% |
| EV/sales                 | 12.3   | 4.7   | 2.1    | 1.5   | 1.2   |
| EV/EBITDA                | -104.3 | 391.6 | 24.3   | 11.5  | 7.8   |
| PER                      | -20.3  | -97.9 | 221.3  | 27.6  | 15.9  |
| Adjusted FCF yield       | -2.3%  | -0.5% | 1.8%   | 5.3%  | 7.3%  |

Source: Company data, NuWays, Close price as of 03.02.2025

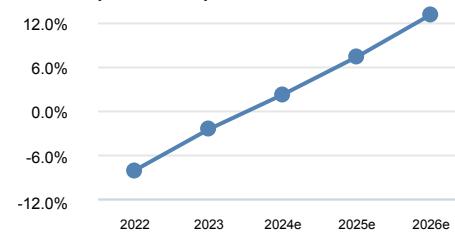
### Sales (2022-26e)



### EBIT margin (2022-26e)



### ROCE (2022-26e)



Source: NuWays Research

### Company description

Scandinavian Astor Group is a Swedish industrial and defence group. The group operates under the two segments Astor Tech and Astor Industries that consist of Oscililon, Airsafe, Scandiflash, Marstrom, Mikroponent and Astor Group Deutschland GmbH.

### Guidance

- FY'26 sales: SEK 400m
- FY'26 EBITDA margin: > 15%

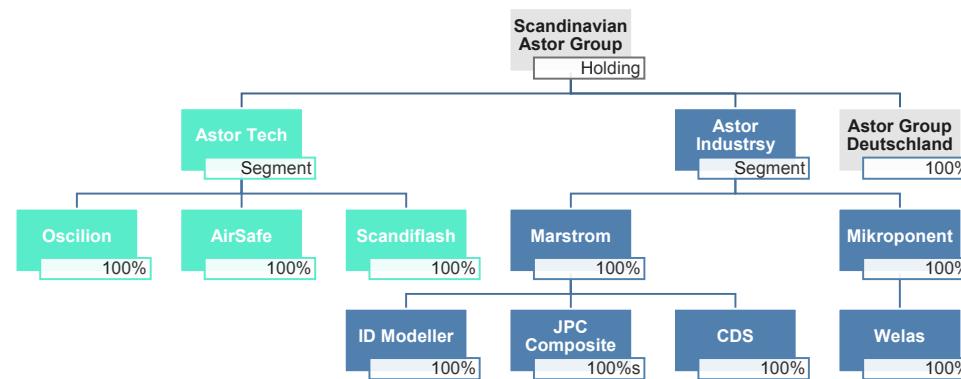
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## Introducing Scandinavian Astor Group

Astor is a Swedish serial acquirer active in the highly specialised Nordic defence supplier market as well as dual use industries such as composite materials and precision manufacturing. Divided into the **two segments “Tech” and “Industry”**, Astor's holdings supply key elements for industrial and defence OEMs in Scandinavia but also in mainland Europe.

### Group Structure



Source: Company data, NuWays

**Astor Tech** (FY'24e: 20% of sales) embodies **one rising star** and **two cash-cows** within the fast-growing Nordic defence supplier market, that directly supply mostly defence OEMs and agencies such as Saab and the Swedish Armed Forces procurement agency FMV with critical parts and a significant aftermarket offering. The **defence share is estimated at 95%** (eNuW).

- **Oscililon** develops and produces state of the art **electromagnetic warfare** systems called “Astor”, whose main objective is to detect and manipulate radar signals, and the drone shield “Astor Eclipse”.
- **Airsafe** supplies **air safety equipment** and other highly specialized sewn products used in military aviation (e.g. deceleration parachutes for jets and paratroopers) or other military applications.
- **Scandiflash** is one of very few global **flash x-ray systems** providers, whose USP lies in the measurement of extremely fast-moving objects that cannot be captured by conventional cameras, such as projectiles.

**Astor Industry** (FY'24e: 80% of sales) represents **two cash-cows** active in **composite materials** and **ultra precise metal processing** used for manifold applications in civil and military industries. Usually, customers are OEMs or tier-1 suppliers, but some products are also produced directly for the end-customer. We estimate the **defence share to stand at c. 40%** in FY'24e, which looks set to outgrow the civil exposure over the coming years.

- **Marstrom** is world-renowned producer of composite parts (e.g. glass- or carbon fibre) such as masts, boat and aircraft parts and military products. The products are used anywhere, where strength and light weight at the same time are crucial. Marstrom also serves as the parent company for **JPC, Composite Design Sweden** (CDS) and recently acquired all assets of **ID Modeller**.
- **MikropONENT** manufactures thin metal components via laser cutting and etching with ultra-high precision used in all kinds of industries such as aerospace, precision mechanics, energy, electronics and automotive. The recent acquisition of **Welas** further increased the capacity and its manufacturing depth.

# Scandinavian Astor Group AB

Full note / Initiation - 11.02.2025

Within that group structure, the **parent company** "Scandinavian Astor Group" offers several benefits for existing and new companies within Astor:

- An increased and better access to funds to stem growth and capacity expansion.
- A reduction of overhead due to centralization of administrative tasks.
- Professionalisation of processes and increase in know-how and network, and
- a broader customer reach and access to attractive market with otherwise high entry barriers.

## Company Overview

| Segments                                    |   | Astor Tech  |  |   |  | Astor Industry  |   |   |  |  |
|---|---|---|--|---|--|---|---|---|--|--|
| Description                                 | Equipment and electronic warfare systems for mostly military end-customer           |   |  |   | Composite Materials such as Carbon- and Glass Fibre and Laser cutting & Edging                     |   |   |   |  |  |
| <b>Holdings</b>                             |   |  <b>Oscilion</b> |  <b>airsafe FÖLDA</b>   |  <b>SCANDFLASH</b> |  <b>Marstrom</b>  |  <b>JPC Composite</b> |  <b>COMPOSITE DESIGN</b> |  <b>MIKROCOMPONENT</b> |  <b>welas</b> |  <b>ID MODELLER</b> |
| <b>Products &amp; Services</b>              | <b>Oscilion (before: My-Konsult)</b>  | <b>Airsafe Sweden</b>   | <b>Scandiflash</b>   | <b>Marstrom</b>   | <b>JPC Composite</b>   | <b>Composite Design Sweden</b>  | <b>Mikroponent</b>  | <b>Welas</b>  | <b>ID Modeler</b>  |  |
|   | Electromagnetic Warfare Systems (Radar- & GPS jamming)                              | Parachute Systems, Technically Advanced Sewn Products and Safety Equipment                        | X-ray systems for measuring fast-moving objects  | Masts, Boat- & Aircraft Parts and Military Products   | Carbon Fiber Components  | Engineering, Design and Production of Composites  | High Precision Metal Products   | Manufacturer of Metal Components  | Manufacturer of high-quality moulds and prototypes for industrial needs                          |  |
| <b>Industries</b>                           | Military  | Military & Civil  | Military   | Leisure, Civil & Military   | Aviation, Military, Automotive & Medical   | Civil & Military  | Aerospace, Energy, Electronics & Automotive   | Aerospace, Energy, Electronics & Automotive   | Leisure, Civil & Military  |  |
| Astor Ownership                             | 100%  | 100%  | 100%   | 100%  | 100%   | 100%  | 100%  | 100%  | 100%   |  |
| Part of Astor since                         | 2006  | Q2 2024   | Q4 2024  | 2022  | 2018   | Q3 2024   | 2023  | Q1 2025   | Q1 2025e   |  |
| <b>Purchase Price (SEK m) incl. Earmark</b> |   | 25.0  | 88.9   |   |  | 4.5   | 40.0  | 15.5  | 12.8   |  |
| <b>Acquisition Multiple EV/EBITDA</b>       |   | 5.2x  | 5.6x   |   |  | n.a.  | 6.8x  | 5.5x  | 4.1x   |  |
|   | <b>FY'24e</b>   | <b>FY'26e</b>   |  |   |  | <b>FY'24e</b>   |   | <b>FY'26e</b>   |  |  |
| <b>Revenue (SEK m)</b>                      | <b>45.0</b>   | <b>112.0</b>  |  |   |  | <b>178.0</b>  |   | <b>296.3</b>  |  |  |
| Group share                                 | 20%   | 27%   |  |   |  | 80%   |   | 73%   |  |  |
| <b>EBITDA (SEK m)</b>                       | <b>7.2</b>  | <b>19.0</b>   |  |   |  | <b>27.7</b>   |   | <b>56.7</b>   |  |  |
| EBITDA margin                               | 16%   | 17%   |  |   |  | 16%   |   | 19%   |  |  |
| Group share                                 | 21%   | 25%   |  |   |  | 79%   |   | 75%   |  |  |
| <b>Defence share (eNuW)</b>                 | 95%   | 95%   |  |   |  | 40%   |   | 60%   |  |  |
| <b>FY'26e Guidance</b>                      |   |   |  |   |  | <b>SEK 400m sales (incl. M&amp;A)</b><br>> 15% EBITDA margin  |   |   |  |  |
| <b>Exemplary Customers</b>                  |  |                | <b>Patria</b><br><b>BAE SYSTEMS</b>  |   |  |   |                        |   |  |  |
|   |   |   | Industrial- and Defence OEMs, Government Agencies  |   |  |   |   |   |  |  |
| <b>Competitors / Peers</b>                  | <b>INVISIO®</b>   | <b>W5</b>   |  <b>4C STRATEGIES</b> |   |  <b>MILDEF</b> |   |                        |   |  |  |

Source: Company data, NuWays

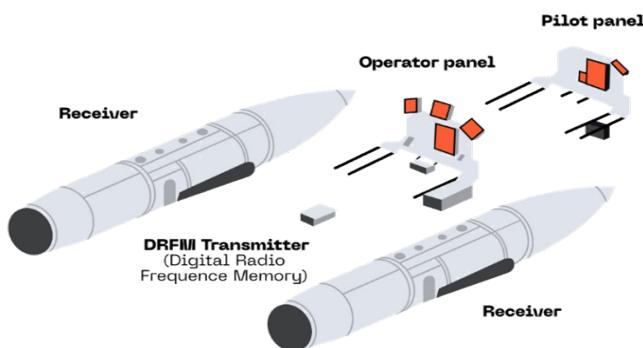
## Holdings and Product Overview

### Electromagnetic Warfare - Oscilion (Astor Tech)

Led by retired Swedish Air Force Brigadier General Fredrik Bergman as CEO, Oscilion (prev. known as My-Konsult, est. 2006) develops and produces advanced electromagnetic warfare (EW) systems designed to detect and manipulate radar signals. The flagship product is the Astor IV whereas the Astor Eclipse marks the newest development of Oscilion in the field of C-UAS (Counter-Unmanned Aircraft Systems, i.e. drone shields). Moreover, Oscilion signed a service framework agreement with FMV in Nov '24 for the predecessor product "Astor III", which lasts until end of 2026 and is valued at SEK 20m.

- **Astor IV** is an ITAR-free (International Traffic in Arms Regulation – free; i.e. eligible for export without consent from the USA) modular, standalone radar jamming system, that can be mounted underneath any aircraft with a NATO standard pod interface. It manipulates radar signals from ships, aircrafts and stationary radar stations, thus disabling the enemy's ability to locate targets.

#### Astor IV - Electromagnetic Warfare System



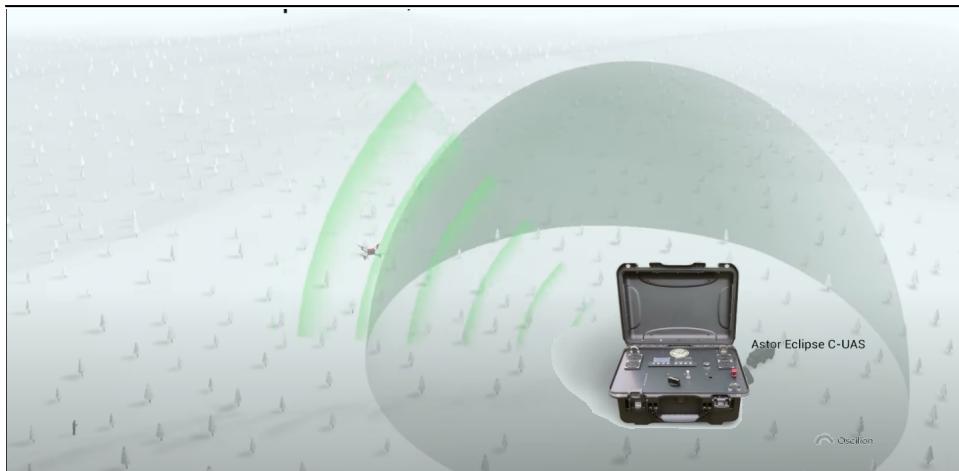
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Source: Company data, NuWays

Following its predecessor (Astor III), which is already in use by armed forces, Astor IV is currently under development but should near market entry soon.

- **Astor Eclipse** is a portable, robust system that detects and disrupts drones by disrupting the command link of drones. It provides a large blocking range which ultimately protects ground units such as infantry, artillery and armoured vehicles against enemy drone attacks. Astor signed a contract with a third-party manufacturer for serial production in Nov '24.

## Astor Eclipse - C-UAS Systems



Source: Company data, NuWays

Currently, both products are **about to enter serial production**, explaining the still low revenues and the negative EBITDA contribution from Oscilion, as it incurs meaningful development costs upfront. Once development is finished, the market potential should amount to SEK 100m (eNuW) in annual revenues from Astor IV alone, with the potential of Astor Eclipse on top. In 2023, Oscilion signed a contract with an undisclosed trial customer, proving that the products are nearing market entry, in our view.

## Air Safety Equipment - Airsafe Sweden (Astor Tech)

Airsafe Sweden is a developer and producer of mission critical, military parachute systems as well as other civil and military technically advanced sewn products. The company was established in 1977, was acquired by Astor in May 2024 and reported FY'24 revenues of SEK 33.6m with a 14% EBITDA margin. Key customers are Saab, FMV or BAE Systems as well as the Swedish and Norwegian coast guards.

### AirSafe Sweden - Military Parachutes

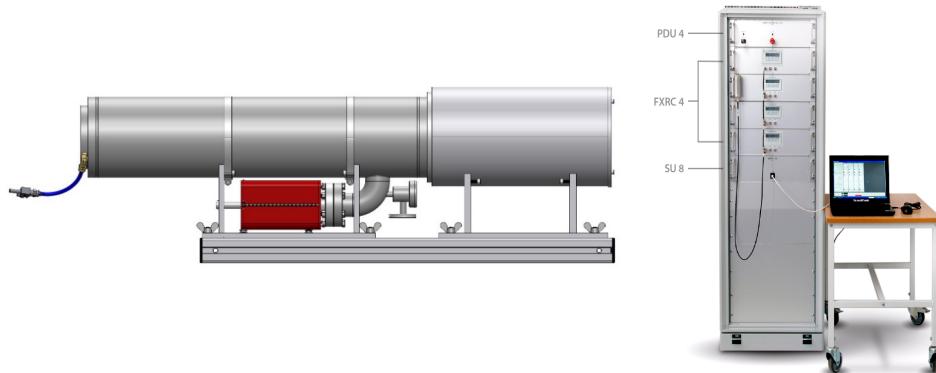


Source: Company data, NuWays

## Flash X-Ray Systems - Scandiflash (Astor Tech)

Being one of three (eNuW) globally, Scandiflash (active since 1968, acquired in Q4'24) accounts for an enormous economic moat. It develops and produces **flash x-ray systems** that can measure ultra-fast-moving objects with 1,000,000 frames per second (fps), such as projectiles. This is especially needed in measurement and testing where optical cameras reach their limit (i.e., to see through materials or smoke), which is only possible using x-ray.

### Scandiflash - Flash X-Ray Systems



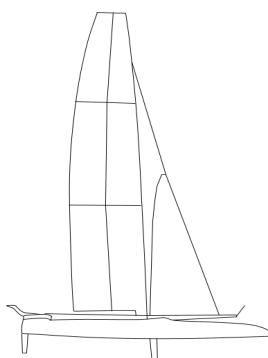
Source: Company data, NuWays

Scandiflash's stellar economic moat is visible in superb business metrics, as it accounted for SEK 48m in FY'23 sales with a stellar 32% EBITDA margin, carrying most of the Tech segment's EBITDA. The comparably low acquisition multiple of only 5.3x EV/EBITDA should pose this acquisition as one of Astor's most value accretive additions to the group, in our view. Furthermore, shortly after closing, Scandiflash secured a SEK 44m order intake from a Western NATO partner country, giving good visibility into FY'25e and beyond.

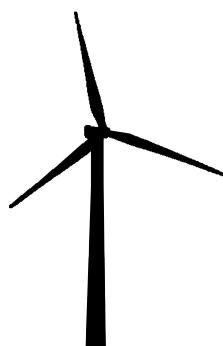
## Composite Materials - Marstrom, JPC, CDS & ID Modeller (Astor Industry)

Marstrom was established in 1983 by Gold-medallist sailor Göran Marstrom and is a high-end developer and producer of composite materials, with a competitive edge in its unique "pre-peg" ("pre-impregnated", developed in aerospace industry in the 1980s) composite material production know-how, which allows for extraordinary durability, strength and light weight at the same time. This is especially needed in military products, but also in civil fields like performance sailing, on which the company's history is based on. Moreover, Marstrom invested into a large-scale CNC machine (delivered end of FY'24), making it the only player in Sweden capable to produce own moulds which are necessary to produce composite parts.

## Marstrom, JPC & CDS - Composite Materials - Product examples



Masts, Spars and other composite parts



Wind Turbine Blades



Housing for FLIR devices

Source: NuWays

Astor entered the field of composite materials with the acquisition of a 60% stake in JPC in 2018, which supplied Oscilion with radoms for the Astor III and IV systems. Through that, it enabled Astor in-house production and the vertical integration of a key supply chain element. Following the acquisition of Marstrom and the remaining 40% of JPC in 2022, Astor has increased its capacities, capabilities and customer network in the field of composite materials even more. In mid-2024 based on long-lasting supplier relationships, Composite Design Sweden (CDS) was acquired in an asset deal, which relies on a 40-year experience in this sector. Finally, Astor acquired all assets of ID Modeller (closing Q1'25; 4.1x EV/EBITDA, 16% EBITDA margin) serving as another capacity and capability expansion for Marstrom. Going forward, all holdings (JPC, CDS and ID Modeller) operate under the business unit "Marstrom". The broadened capacity and production capability is key to supply the growing demand for high-end military equipment, thus we see Marstrom well prepared to serve customers well in the future.

## Laser cutting and etching – Mikroponent & Welas (Astor Industry)

In addition to the production of high-end composite materials, the field of ultra precise metal parts is also highly sought after by military and specialised civil customers. Therefore, Astor entered this field with the acquisition of Mikroponent in 2023 (only one of very few global players in this field) and recently added Welas Oy Ltd (closing expected in Q1'25e, based in Finland, 5.5x EV/EBITDA, 21% EBITDA margin) which was a supplier of Mikroponent to fill an important gap in production capability and to move some production closer to the customer. Roughly 40 % of customers are defence OEMs like Kongsberg Gruppen (Norway) and Saab. Its products are ultra-thin metal products used for military products, such as ammunition, but also for space tech and watchmaking.

## Mikroponent & Welas - Product Examples



Source: Company data, NuWays

## Competitive Quality

### Sweden's unique and high-tech defence sector - Products ready for export

Due to the characteristics of Sweden's defence sector, which counts no government owned companies and relies to a large part of supply from key NATO partners and their respective OEMs, the local, privately owned players' need to compete with global players within their home market. While this does increase competition at home, it has the large benefit that in turn products from **domestic OEMs and or their tier-1 suppliers like Astor, are not just fit for the domestic military need but are ready to serve military needs of partner countries**, ultimately increasing the addressable market outside of the Nordics. For example, the EW system "Astor IV" by Oscilion can be mounted on any NATO aircraft using the standard NATO mounting-pod.

**Sweden has one of the world's most sophisticated defence sectors** that no other country of similar size has. This stems from its past (as non-NATO member, it had to cover all areas of defence independently) but more importantly from its strong R&D foundation (15% of the combined annual turnover was reinvested in R&D in 2021). Government, academia and industry are closely working together on defence technologies, posing the defence sector as one of the **most research-intensive technology sectors**. No wonder that most PhDs in the world per capita in technical and natural-science subjects are obtained in Sweden. This makes Sweden one of the world leaders in certain defence areas such as fighter jets, naval underwater vessels, sensors, and cryptography, that are technologically competitive in the international arena. The basis for this success comes to a high degree from high-tech, highly specialized SMEs, such as Astor's holdings.

Adding to this, **Sweden has long-lasting, bilateral defence cooperations** with partner countries, such as the Nordic Defence Cooperation (NORDEFCO; contains Denmark, Finland, Iceland, Norway and Sweden) but also strong ties to NATO partners like the Baltic states, US, UK, France and Germany. Besides NATO and EU's defence efforts, Sweden also engages in various other **multilateral defence cooperations** such as the UK's Joint Expeditionary Forces (JEF).

All the above shows Sweden as an internationalised, competitive, and cooperative defence market, allowing enterprises to develop state-of-the art military equipment, while being a reliable partner and supplier for customers in Sweden and around the world.

### Hard to get into defence, especially for SMEs

The defence sector is marked by high market entry barriers, stemming from tight requirements for supplier qualifications, relatively large upfront investments and highly specialised know-how and capabilities. On top, military suppliers need to fulfil secrecy and other national interest criteria. All of that, is extremely difficult for non-military suppliers, especially SMEs. Furthermore, the increase in defence spending and the subsequent increase in production output creates the need to source from previously civil companies as the previous tier-1 defence suppliers are facing capacity constraints. This is however only possible, if defence criteria are met.

As part of the Astor group, these barriers are not as high, as it has been operating in the defence sector for many years, serving large OEMs in the Nordics such as Saab (Sweden), Kongsberg Gruppen (Norway), the Swedish unit of BAE Systems, but also directly to military agencies like the Swedish Defence Material Administration (FMV).

### Many targets with win-win opportunities

Within the nordic defence sector (Sweden: \$ 14.1bn; Norway: \$ 7.6bn), there are a handful large OEMs like Saab, BAE Systems and Kongsberg Gruppen that account for a large part of the market. However, they rely on tier-1 suppliers of key elements, which are several hundreds, highly specialised and fragmented SMEs, (eNuW: at least 300 SMEs; SOFF members: 180 members, thereof 100 SMEs). Many of those SMEs are privately owned, owner-run family businesses with an undeniable

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USPs, but lack the defence foothold, scale and professionalism. Therefore, there is plenty of room to improve not only processes and efficiency, but also to expand their sales reach further into the defence sector, on top of the already served civil industries. Going forward, we expect Astor to acquire precious targets in that field, as it should create a win-win situation for both, Astor and the target:

**Defence sector disadvantages small players, that can benefit within a larger group.**

|                                |   | as a SME                            | as part of Astor                    |
|--------------------------------|---|-------------------------------------|-------------------------------------|
| Defence sector characteristics | <b>Long Sales Cycles</b><br>• requires personnel resources and stable cash flows                  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|                                | <b>CAPEX Intensive</b><br>• requires access to funding  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|                                | <b>Long-term Contracts</b><br>• requires larger organizations with solid track records            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|                                | <b>High Reliability</b><br>• requires expertise and reputation                                    | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|                                | <b>Extensive Certification</b><br>• requires know-how and resources                               | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|                                | <b>Large, Oligopolistic Players</b><br>• dominate the market making it difficult to gain traction | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|                                | <b>Network and Relationships</b><br>• requires a broad network                                    | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

Source: Company data, NuWays

## Strong M&A pipeline, sharp focus & solid track record

Looking at the six latest acquisitions, five of them in the last 12 months, Astor has a **specialty in acquiring solid hidden champions with above industry average EBITDA margins at very attractive prices**.

| Target                  | Closing Date Stake | Deal Type Payment Method   | Sales        | EBITDA      | EBITDA margin | Initial Purchase Price | Earnout (max.) | Total Purchase Price | Net Debt / (Net Cash) | EV           | Acquisition Multiple |             |
|-------------------------|--------------------|----------------------------|--------------|-------------|---------------|------------------------|----------------|----------------------|-----------------------|--------------|----------------------|-------------|
|                         |                    |                            | (last FY)    | (last FY)   |               |                        |                |                      |                       |              | EV/Sales             | EV/EBITDA   |
| Mikropontent            | 11.12.2023 100%    | Share Deal cash            | 50.0         | 5.9         | 11.8%         | 30.0                   | 10.0           | 40.0                 | 40.0                  | 0.8x         | 6.8x                 |             |
| Airsafe                 | 22.05.2024 100%    | Share Deal cash            | 33.6         | 4.8         | 14.3%         | 20.0                   | 5.0            | 25.0                 | 25.0                  | 0.7x         | 5.2x                 |             |
| Composite Design Sweden | 02.09.2024 100%    | Asset Deal cash            | 3.2          | n.a.        | n.a.          | 4.5                    |                | 4.5                  | 4.5                   | 1.4x         | n.a.                 |             |
| Scandiflash             | 01.10.2024 100%    | Share Deal cash            | 48.4         | 15.5        | 32.0%         | 95.0                   |                | 95.0                 | -6.1                  | 88.9         | 1.8x                 | 5.7x        |
| Welas                   | 25.01.2025 100%    | Share Deal cash and shares | 12.0         | 2.5         | 21.0%         | 15.5                   | 2.4            | 17.9                 | -4.0                  | 13.9         | 1.2x                 | 5.5x        |
| ID Modeler              | 03.02.2025 100%    | Asset Deal cash and shares | 18.7         | 3.1         | 16.5%         | 12.8                   |                | 12.8                 | 12.8                  | 0.7x         | 4.1x                 |             |
| <b>Sum/Average</b>      |                    |                            | <b>165.9</b> | <b>28.7</b> | <b>17.3%</b>  | <b>177.8</b>           | <b>17.4</b>    | <b>195.2</b>         | <b>-10.1</b>          | <b>185.0</b> | <b>1.1x</b>          | <b>6.3x</b> |

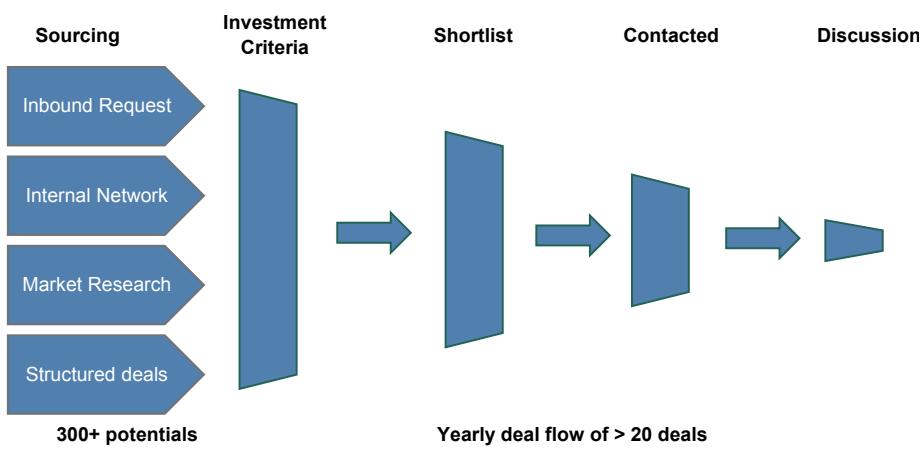
Source: Company data, NuWays

For example, having acquired the world leader Scandiflash with only 2 competitors worldwide in the respective field with a superb 32% EBITDA margin and a growing order intake for only 5.7x EBITDA, highlights Astor's strong acquisition capability, in

our view.

This is a direct result of its well filled M&A pipeline with an annual deal flow of more than 20 deals in discussion stemming from various sources:

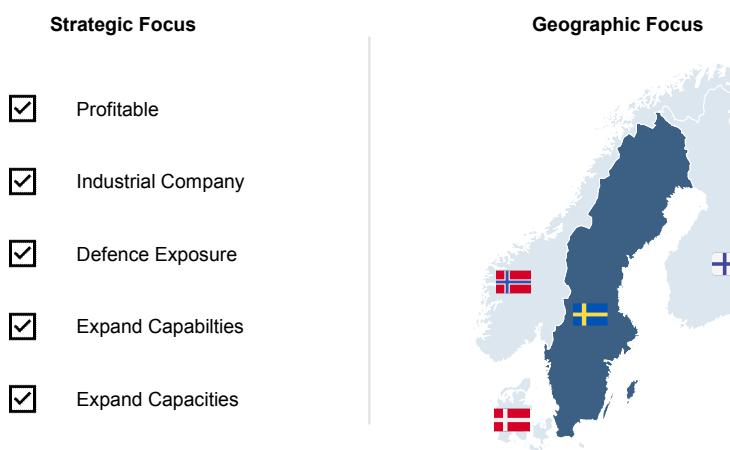
## M&A Pipeline



Source: Company data, NuWays

All this is done with a clear focus on key factors: an industrial, profitable company that either already has a defence exposure or whose products and services can have defence applications that ultimately serve the purpose of either expanding the group's production capabilities or capacities or both. With at least 100 SMEs in the Swedish unique and high-tech defence sector alone, there are plenty of opportunities for Astor to acquire attractive targets, also possibly outside the Nordics.

## M&A focus



Source: Company data, NuWays

## The right people in the right positions

At the parent company, the c-level show remarkable experience in their respective fields. But at the operating subsidiaries, the experience and network in the defence sector becomes even more visible:

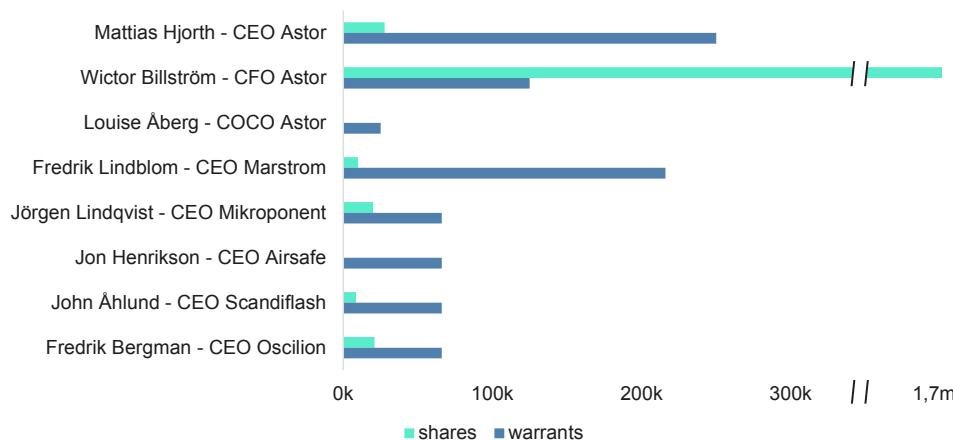
- Group CEO Mattias Hjorth has previously worked for Saab, where he led the electromagnet warfare unit.

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- Group CFO Wictor Billström (CFO since 2023, prev. member of board of directors) gained more than 15 years of experience in finance, accounting and insurance and hold various other board memberships at listed companies. More importantly, as a major shareholder
- Oscilion's CEO Fredrik Bergman is a former air force brigadier general with 35 years army experience and a worldwide network of key people in government agencies and OEMs. Before joining Oscilion, he previously worked for the military procurement agency FMV as Head of Test & Evaluation.
- Jörgen Lindqvist is CEO of the company since 2003 and has gained international experience as CEO of Calator-Ruckh GmbH.
- Fredrik Lindblom, CEO of Mastrom, has been with the company for more than 10 years and was a pioneer in the composite material sector, thus knowing the sector and production of composite materials inside and out.
- John Åhlund, CEO of Scandiflash, joined the company in 2020 and was previously head of R&D at Scientia Omicron. He holds a PhD in Physics and thus seems to be the right choice for the world market leader.

## Experienced team with skin in the game



Source: Company data, NuWays

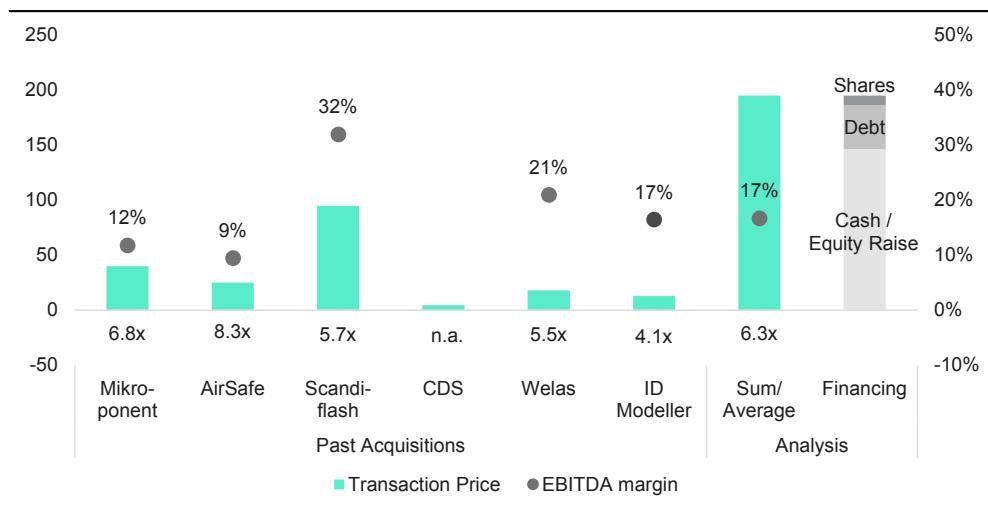
In addition to the experience and sector know-how, the managers are properly incentivised with shares and stock warrants, aligning the interests of management and shareholders alike.

## Business Quality

### Value and margin accretive acquisitions at favourable prices

Over the last 24 months, Astor has acquired five subsidiaries at an **average 6.3x EV/EBITDA multiple** for a sum of SEK 191m, while itself trading at an EV/EBITDA FY'25e of 11.5x. Moreover, the EBITDA margin of all acquisitions together, especially carried by Scandiflash's stellar 32% EBITDA margin, compares extremely well to the group's **EBITDA margin of only 1.2% before those acquisitions** (FY'23 incl. the negative EBITDA contribution of the holding) and should thus lift overhead cost coverage and increase the group **EBITDA margin to > 15% by FY'26e**, in our view.

### Acquisition track record at favourable multiples



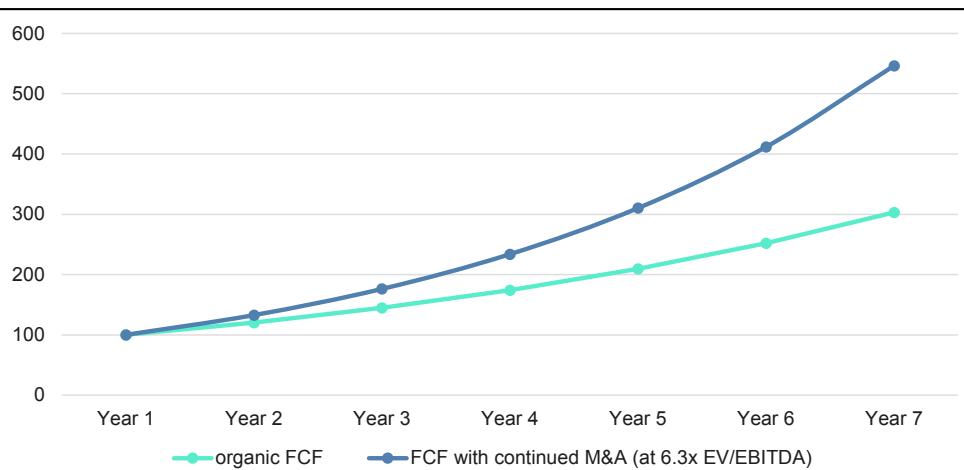
Source: Company data, NuWays

### Compounding effect at work thanks to capital allocation towards M&A

By inverting the 6.3x EV/EBITDA average acquisition multiple of the last acquisitions and assuming an 80% cash conversion rate (FCF/EBITDA, current group average), this corresponds to a 7.9x EV/FCF multiple or a 12.7% FCFY if inverted. This additionally acquired FCF can be reinvested to acquire further companies (at similarly attractive prices).

In addition, the strong organic growth (22% organic sales CAGR '25-'29e) coupled with ongoing margin expansions across the group but held by a disproportionate CAPEX expansion, organic FCF should grow accordingly (eNuW: 18% CAGR '25-'29e). By combining both effects (organic FCF growth and reinvesting FCFs in value accretive M&A), FCFs should grow by more than 30% annually. This **development can be further accelerated by taking on debt or raising equity** to finance new acquisitions instead of using available FCFs.

## Illustrative cash flows with and without further acquisitions (Year 1 = 100)



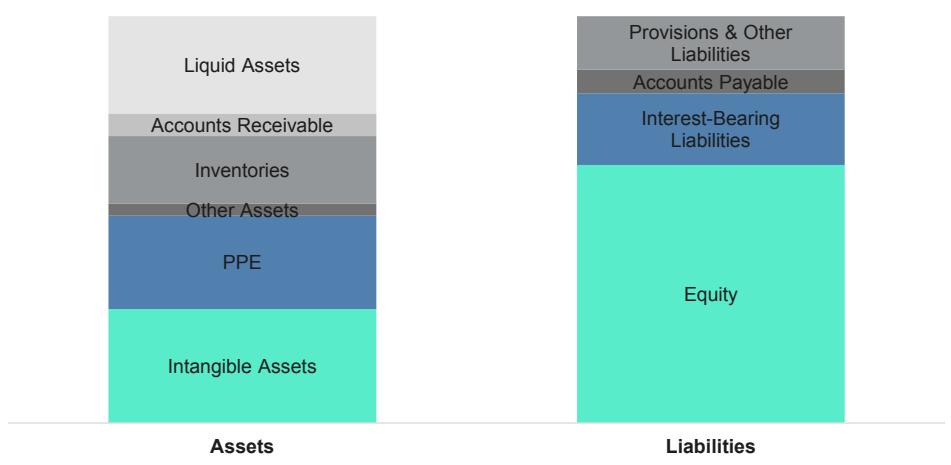
Source: NuWays

In our view, this **M&A driven compounding effect** is one of Astor's investment highlights, as our illustration above highlights. To make it comparable, both scenarios are normalised to 100 one assumes no reinvestment in M&A or other value accretive measures and the other assumes a continuation of M&A at the current multiples. Given Astor's serial acquirer nature, we expect more M&A in the future, however, cannot reflect future M&A in our model. Therefore, substantial upside to our estimates arises anytime a new deal is announced.

## Healthy balance sheet with room to manoeuvre

Per FY'24e, Astor group should report a rock-solid balance sheet with a net cash position of SEK 28m, a debt-to-equity ratio of 28%. However, these figures should change slightly in Q1'25e, when the purchase price payments for Welas and ID Modeller (SEK 31m) are due. Nevertheless, the past equity raises have given Astor plenty of room to take on more debt without endangering its financial stability.

## Healthy balance sheet (SEK m, FY'24e)

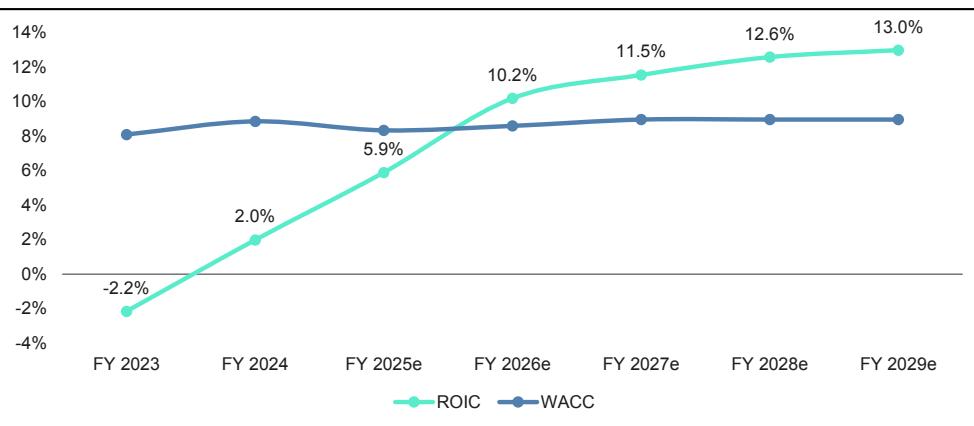


Source: NuWays

## Value creation soon, even without future M&A

To assess whether the invested capital earns its costs, we compare the Return on Invested Capital (ROIC = NOPAT / Invested Capital) with the capital costs (WACC). For FY'24e, we still expect Astor's returns to be behind its capital costs on group level. On an individual level, most subsidiaries yield ROICs above capital costs, however the holding (with no revenues, but overhead costs) still drags down NOPAT. Going forward (FY'25e and beyond) the group NOPAT should increase, thanks to an improving coverage of holding expenses following enough scale.

### ROIC to outperform capital costs soon



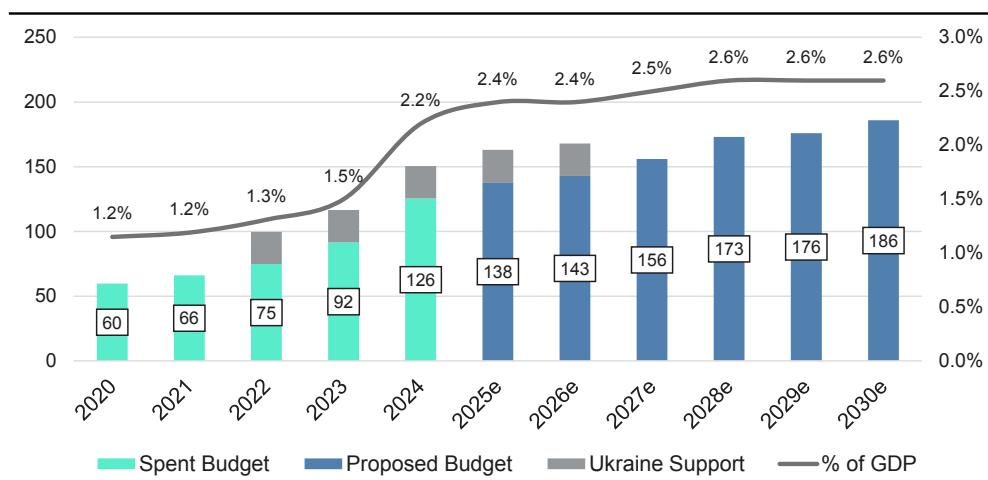
Source: Company data, NuWays

## Growth

### Sweden, NATO and EU drive up military spending

Following Sweden's accession to the NATO in March 2024, the government sharply increased the defence spending to above 2% of GDP and subsequently proposed elevated budgets for the future. Mind you, this does not include any support of Ukraine (SEK 48.4bn from Feb'22 until Oct '24; SEK 75bn over 2024-26e with further support likely beyond 2026). In sum, this implies a **defence spending CAGR '24-'30e of 6.8%** (excl. Ukraine support)

### Sweden's military spending on the rise following NATO accession (SEK bn)

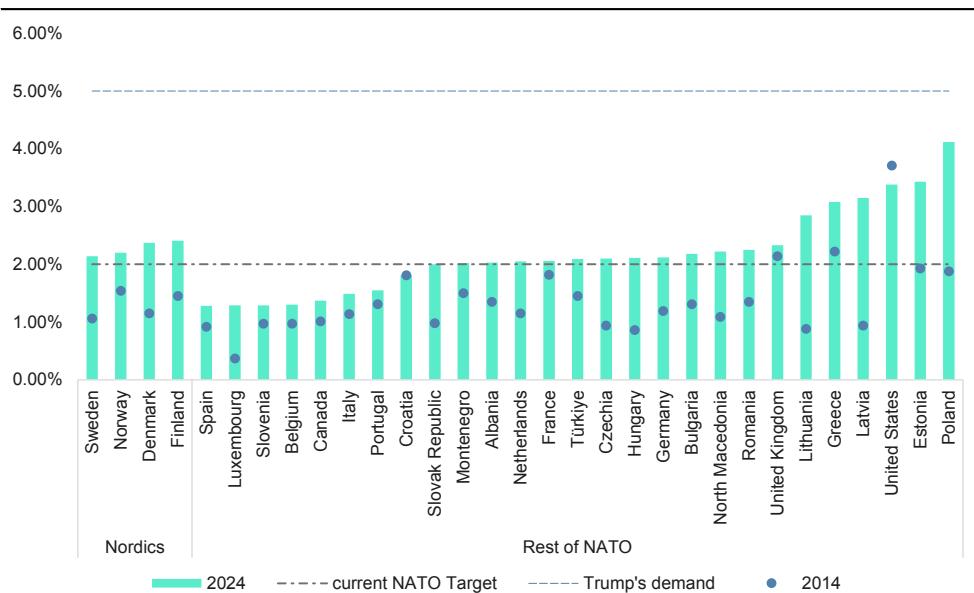


Source: Swedish Government, NuWays

Sweden aims to balance both, a defence build-up at home in parallel with the support going to Ukraine in a way that avoids impairing the build-up and other necessary reform. This should inevitably lead to a sharp rise in production output at Swedish OEMs, which will pass through to its tier-1 suppliers such as Astor's holding companies.

In addition, the military budgets over most NATO countries have not only drastically increased since 2014, now most NATO members meet the current target (defence spending in the amount of 2% of real GDP). Moreover, there is ample room to grow even further as targets are set to increase further, evidenced by several politicians, demanding targets of 3-5% of real GDP, for example US president Trump with his 5% demand or NATO secretary General Rutte saying that 2% "is not enough".

## NATO spending (in % of real GDP)



Source: NATO, NuWays

Furthermore, upcoming or recent policy changes on national and supranational level should positively affect the defence sector by offering political support and more importantly, secure the necessary funding:

1. the **Swedish Security and Defence Industry Association (SOFF)** expects the Swedish government to formulate and introduce a defence industry strategy in 2025, which we regard as positive news, as it should come with further political support for the sector.
2. The **European Defence Industrial Strategy (EDIP)** provides funds of € 1.5bn from the EU budget over 2025-2027, specifically directed towards the availability and supply of defence products to strengthen the competitiveness and responsiveness of Europe's defence sector.
3. The **European Investment Bank (EIB)** intends to ramp up its investments in European defence such as drones, satellites and cyber security, aiming to provide a further € 6bn financing.

## Last part of the growth cycle, first part in the value chain.

Astor has lots of growth yet ahead of them. It's unique position as one of the first parts, positions Astor inevitably in the last phase of the current defence growth cycle, experienced in the Western world:

### Last in the growth cycle and first in the value chain



Source: NuWays

Noteworthy, that since the start of the full-scale invasion of Ukraine, the otherwise exemplary growth cycle is at two parallel stages: Due to the delivery of equipment and weapon systems to Ukraine, the empty stockpiles in Europe's armies need to be filled up, visible as **phase 2 is entered now**. Simultaneously, the defence OEMs are scaling up and enhancing their supply chains to ensure key components and services for future and more modern weapon systems from tier-1 suppliers, such as Astor (**phase 3**). On top of those "development orders", it is expected that large scale orders of OEMs will follow, once the OEMs have secured orders for the next generation weapon systems themselves.

## Growth outside the home turf

As outlined before, the Swedish defence sector is ready for export. Therefore, we also expect Astor to expand into core military partners' countries (in the short- and medium-term via export deliveries, in the long-term via production facilities or acquisitions) and adding further growth outside the domestic market. To secure orders from foreign partner countries procurement agencies or from the local OEMs, Astor has recently set up branches in Germany. With that, Astor qualifies as a supplier in the respective market, as defence budgets need to be spent on domestic companies in many cases and export and import control rules are then lower.

## Strong growth also in the civil sector

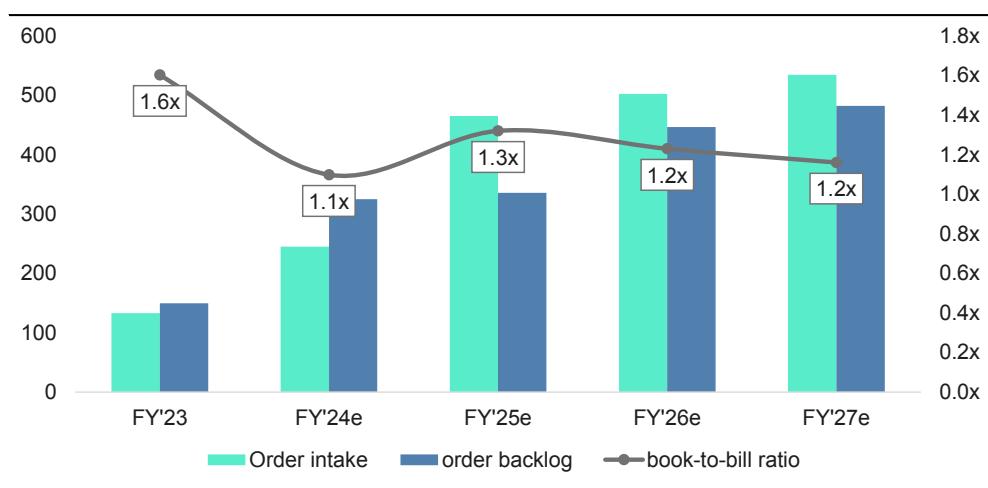
Compared to Germany, Sweden's manufacturing sector looks very healthy and is supported by better framework conditions (e.g. power prices of € 15/MWh in Sweden vs. € 115/MWh in Germany), which should support growth going forward. However, Astor's holdings with large civil sector exposures (eNuW: currently c. 50% civil share on group level in FY'24e), are active in fragmented niche markets, which is why GDP growth or manufacturing output do not serve as valid growth proxies, in our view. Nevertheless, demand from Astor's civil industries customers remains high, visible for example in an order intake at Marstrom for a carbon fibre mast for a

luxury yacht worth SEK 23m (c. € 2m). For example, the highly specialized field of strong and light-weight **composite materials** is set to grow at a 7-11% CAGR from '23-'33e, according to several market studies. Also, the field of **precision manufacturing** (focus of Mikroponent) should grow at an 8% CAGR '25-'30e, according to Grand View Research.

## Solid order book to provide strong visibility

An ongoing strong demand for its products, visible in a healthy book-to-bill ratio and a solid order backlog, provides good visibility into the coming years. As outlined before, Astor is positioned in the last part of the current defence super cycle with export-ready product offerings, which is why we see further upside potential to our current order intake estimates in the coming years.

## Order intake and book-to-bill ratio highlights strong momentum and good visibility



Source: Company data, NuWays

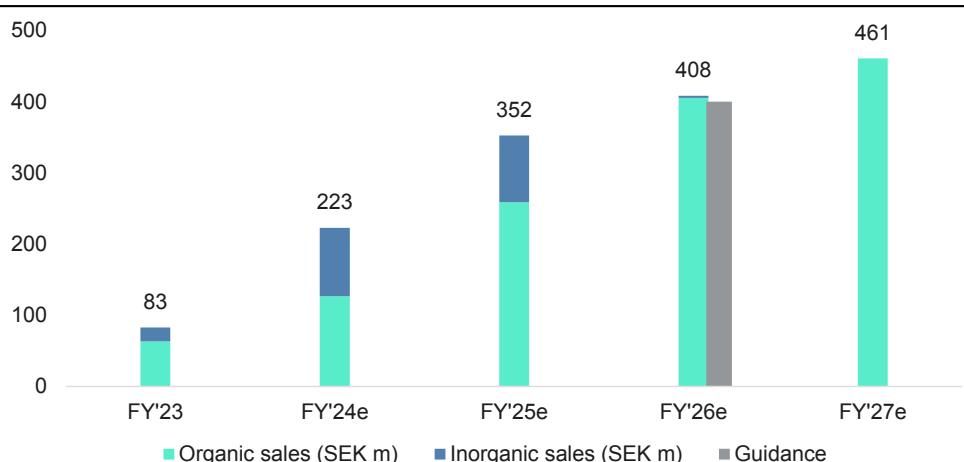
## Putting it all together – strong organic sales growth boosted with M&A

The closings of Scandiflash and Airsafe should have undoubtedly pushed FY'24e sales by 169% yoy to new heights of SEK 225m sales (eNuW), whereof 53% yoy should stem from a strong organic development of its subsidiaries and the rest by inorganic growth (eNuW: 116% yoy). On top of our expected 16% organic sales growth, the first-time consolidation of Airsafe, CDS, Scandiflash, Welas and ID Modeller is seen to push overall sales growth to 58% in FY'25e.

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## Organic and inorganic sales growth



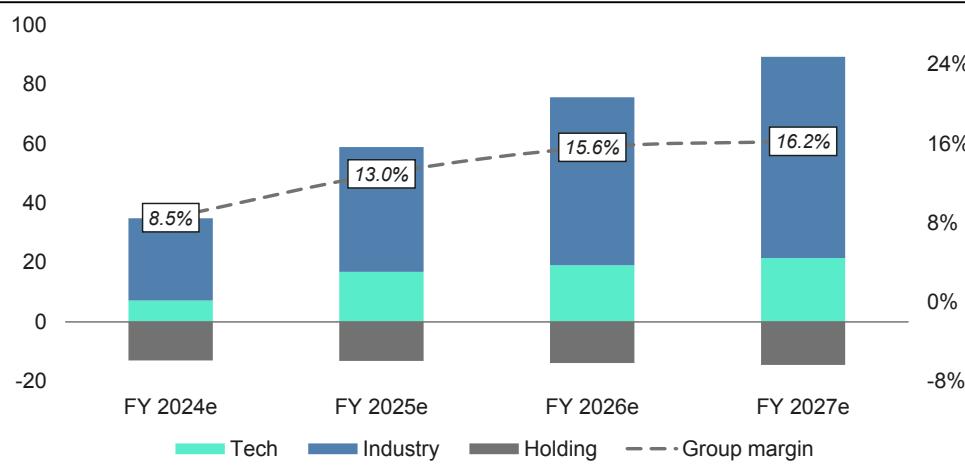
Source: Company data, NuWays

Thereafter, we expect double digit organic growth rates, which are seen to drive sales over management's guidance of SEK 400m in sales by FY'26e. As our estimates do not factor in any future M&A, the guidance could be seen as conservative already.

## Jump in profitability ahead thanks to rising scale

Individually, all of Astor's holdings operate highly profitable (except Oscilion, whose products are still under development). However, the insufficient scale does not yet cover the holding expenses (eNuW: SEK 13m in FY'24e), leading to a group EBITDA margin of 8.5% in FY'24p. With the latest, highly profitable acquisitions, this is about to change, as holding cost coverage will improve drastically.

## Projected EBITDA development (in SEK m)



Source: Company data, NuWays

For FY'25e, the consolidation of (1) Scandiflash (32% EBITDA margin) into the segment Tech, but also the margin accretive acquisition of (2) Welas (21% EBITDA margin) and (3) ID Modeller (17% EBITDA margin) into the Industry segment, **the group EBITDA margin is seen to grow by 5pp yoy to 13%**.

Thereafter, we expect the strong organic growth to yield a better fix and overhead cost coverage and lead to incremental margin improvements on group level, which should lead to an **EBITDA margin of 15.6% by FY'26e**, which is line with the com-

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pany guidance (> 15% in FY'26e).

In sum, we thus expect group EBITDA to expand drastically with a 58% FY'24-27e CAGR thanks to the effects described above.

## P&L Forecast

| Scandinavian Astor Group<br>(SEK m) | FY 2022    | FY 2023   | FY 2024e   | FY 2025e   | FY 2026e   | FY 2027e   | CAGR<br>2024-27e |
|-------------------------------------|------------|-----------|------------|------------|------------|------------|------------------|
| <b>Sales</b>                        | <b>53</b>  | <b>83</b> | <b>223</b> | <b>353</b> | <b>408</b> | <b>461</b> | <b>27%</b>       |
| <sub>yoY</sub>                      | -93.4%     | 57%       | 169%       | 58%        | 16%        | 13%        |                  |
| +/- finished goods, WIP, OWC        | 12         | 6         | 4          | 0          | 0          | 0          |                  |
| <sub>% of sales</sub>               | 22.7%      | 6.9%      | 1.8%       | 0.0%       | 0.0%       | 0.0%       |                  |
| Other operating income              | 2          | 0         | 3          | 0          | 0          | 0          |                  |
| <sub>% of sales</sub>               | 16.9%      | 6.8%      | 62.5%      | n.a.       | n.a.       | n.a.       |                  |
| <b>Total output</b>                 | <b>67</b>  | <b>89</b> | <b>230</b> | <b>353</b> | <b>408</b> | <b>461</b> | <b>26%</b>       |
| <sub>yoY</sub>                      | -77.8%     | 33%       | 158%       | 54%        | 16%        | 13%        |                  |
| Material expenses                   | 42         | 55        | 135        | 219        | 247        | 278        |                  |
| <sub>% of sales</sub>               | 80.0%      | 65.8%     | 60.7%      | 62.0%      | 60.5%      | 60.4%      |                  |
| Personnel expenses                  | 24         | 33        | 75         | 87         | 95         | 105        |                  |
| <sub>% of sales</sub>               | 45.0%      | 40.4%     | 33.6%      | 24.5%      | 23.4%      | 22.8%      |                  |
| Other operating expenses            | 7          | 0         | 0          | 2          | 2          | 2          |                  |
| <sub>% of sales</sub>               | 13.3%      | 0.0%      | 0.1%       | 0.5%       | 0.5%       | 0.5%       |                  |
| <b>EBITDA</b>                       | <b>-6</b>  | <b>1</b>  | <b>19</b>  | <b>46</b>  | <b>64</b>  | <b>75</b>  | <b>58%</b>       |
| <sub>yoY</sub>                      |            | neg.      | 1810%      | 140%       | 40%        | 17%        |                  |
| <sub>margin</sub>                   | -12%       | 1%        | 9%         | 13%        | 16%        | 16%        |                  |
| D&A                                 | 3          | 5         | 13         | 21         | 23         | 23         |                  |
| <sub>% of sales</sub>               | 5.4%       | 5.6%      | 6.0%       | 6.0%       | 5.5%       | 5.1%       |                  |
| <b>EBIT</b>                         | <b>-9</b>  | <b>-4</b> | <b>6</b>   | <b>25</b>  | <b>41</b>  | <b>51</b>  | <b>108%</b>      |
| <sub>yoY</sub>                      |            | neg.      | neg.       | 332%       | 68%        | 24%        |                  |
| <sub>margin</sub>                   | -17%       | -4%       | 3%         | 7%         | 10%        | 11%        |                  |
| Financial result                    | -1         | -2        | -3         | -2         | -1         | -1         |                  |
| <b>EBT</b>                          | <b>-11</b> | <b>-6</b> | <b>3</b>   | <b>23</b>  | <b>40</b>  | <b>50</b>  | <b>169%</b>      |
| <sub>yoY</sub>                      |            | neg.      | neg.       | 792%       | 74%        | 26%        |                  |
| <sub>margin</sub>                   | -20%       | -7%       | 1%         | 7%         | 10%        | 11%        |                  |
| Tax expense                         | 0          | -2        | 0          | 5          | 8          | 10         |                  |
| <sub>tax rate</sub>                 | 4%         | 37%       | 12%        | 21%        | 21%        | 21%        |                  |
| <b>Net Income</b>                   | <b>-10</b> | <b>-4</b> | <b>2</b>   | <b>18</b>  | <b>32</b>  | <b>40</b>  | <b>160%</b>      |
| <sub>yoY</sub>                      |            | neg.      | neg.       | 702%       | 74%        | 26%        |                  |
| <sub>margin</sub>                   | -19%       | -4%       | 1%         | 5%         | 8%         | 9%         |                  |

Source: Company data, NuWays

Below EBITDA, slightly organically growing D&A, an improving financial result should lift EBT disproportionately. Furthermore, we assume Sweden's corporate tax rate of 21% for Astor's effective tax rate, once tax losses carried forward are used up. In sum, net income should grow by 160% (FY'24e-'27e CAGR).

## Valuation

### Discounted Cash Flow - Valuation

We base our valuation for Astor on a Discounted Cash Flow model, which derives a **price target of SEK 17.00 per share** with the terminal value accounting for 74% of total value. The key assumptions of our model are:

- **Terminal EBIT margin:** 14.7%
- **Terminal growth rate:** 2%.
- **WACC:** 9.08%, derived from a 2.1% risk-free rate (current yield of 10y Swedish government bonds), a Beta of 1.5 and 4.4% equity risk premium for Sweden (Source: Aswath Damodaran, NYU Stern, 2025).

| DCF (EUR m)<br>(except per share data and beta)        | 2024e     | 2025e    | 2026e     | 2027e     | 2028e     | 2029e     | 2030e     | 2031e     | Terminal value |
|--|-----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|----------------|
| NOPAT  | 5         | 19       | 33        | 41        | 50        | 58        | 69        | 72        | 74             |
| Depreciation   | 13        | 21       | 23        | 23        | 24        | 24        | 24        | 24        | 24             |
| Increase/decrease in working capital                   | -5        | 0        | -7        | -5        | -4        | -5        | 1         | -1        | 0              |
| Increase/decrease in long-term provisions and accruals | 0         | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0              |
| Capex  | 10        | 12       | 18        | 22        | 24        | 24        | 24        | 25        | 24             |
| Acquisitions   | 110       | 25       | 0         | 0         | 0         | 0         | 0         | 0         | 0              |
| Capital increase                                       | 130       | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0              |
| <b>Cash flow</b>                                       | <b>23</b> | <b>3</b> | <b>30</b> | <b>37</b> | <b>46</b> | <b>54</b> | <b>70</b> | <b>69</b> | <b>74</b>      |
| Present value  | 23        | 3        | 26        | 29        | 33        | 35        | 42        | 38        | 583            |
| WACC   | 9.0%      | 8.4%     | 8.7%      | 9.1%      | 9.1%      | 9.1%      | 9.1%      | 9.1%      | 9.1%           |

| DCF per share derived from            | DCF avg. growth and earnings assumptions |
|---------------------------------------|--|
| Total present value                   | 812                                      |
| thereof terminal value                | 72%                                      |
| Net debt (net cash) at start of year  | 36                                       |
| Financial assets                      | 3  |
| Provisions and off balance sheet debt | 2  |
| Equity value                          | 778                                      |
| No. of shares outstanding             | 45.3                                     |
| <b>Discounted cash flow per share</b> | <b>17.2</b>                              |
| upside/(downside)                     | 59%                                      |
| <b>Share price</b>                    | <b>10.80</b>                             |
| Cost of borrowings before taxes       | 5.0%                                     |
| Tax rate                              | 11.6%                                    |
| Cost of borrowings after taxes        | 4.4%                                     |
| Required return on invested capital   | 8.7%                                     |
| Risk premium                          | 4.4%                                     |
| Risk-free rate                        | 2.1%                                     |
| Beta                                  | 1.5                                      |

| Sensitivity analysis DCF |                  |      |      |      | Sensitivity analysis DCF |                           |     |     |     |     |
|--------------------------|------------------|------|------|------|--------------------------|---------------------------|-----|-----|-----|-----|
| WACC                     | Long term growth |      |      |      | WACC                     | EBIT margin terminal year |     |     |     |     |
|                          | 0%               | 1.0% | 2.0% | 2.5% |                          | 13%                       | 14% | 15% | 16% | 17% |
|                          | 11.1%            | 11   | 12   | 13   | 14                       | 11.1%                     | 12  | 13  | 14  | 14  |
|                          | 10.1%            | 12   | 14   | 15   | 16                       | 10.1%                     | 13  | 14  | 15  | 16  |
|                          | 9.1%             | 14   | 15   | 17   | 18                       | 9.1%                      | 15  | 16  | 17  | 19  |
|                          | 8.1%             | 16   | 18   | 20   | 22                       | 8.1%                      | 18  | 19  | 20  | 21  |
|                          | 7.1%             | 18   | 21   | 25   | 27                       | 7.1%                      | 22  | 23  | 25  | 26  |

Source: NuWays

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## Peer Group Analysis

To validate our DCF valuation method, we conduct a peer group analysis to assess Astor's current valuation to relevant peers. The peer group comprises:

**Transdigm Group:** A serial acquirer with c. 50 "business units" (i.e. holdings) active as tier-1 suppliers or OEMs in civil and military aviation across the world. While it might not be comparable in size, it's more comparable in terms of strategy, industrial focus and customer segment.

**Clavister Holding:** A cybersecurity company providing advanced network security solutions for enterprises and service providers, based in Sweden, serving both military and civil customers.

**MilDef Group:** A Swedish defence technology company specializing in rugged IT equipment for military and other high-demand environments, based in Sweden, primarily serving military customers.

**W5 Solutions:** A company offering innovative IT solutions, including cybersecurity, for the private and public sectors, based in Sweden, serving both military and civil customers.

**KebNi:** A technology company focused on providing advanced satellite communication and positioning solutions, based in Sweden, serving both military and civil customers.

**4C Group:** A consulting and technology company specializing in digital transformation, business optimization, and strategy execution, based in Sweden, serving civil customers, including businesses and public organizations.

**Saab:** A global defence and aerospace company offering products and services in areas such as security, aviation, and defence technology, based in Sweden, primarily serving military customers.

**Kongsberg:** A Norwegian technology company delivering cutting-edge solutions in defence, aerospace, and maritime industries, based in Norway, serving both military and civil customers.

**BAE Systems:** A global defense, aerospace, and security company that designs and manufactures advanced technological solutions for military and civilian customers, primarily focusing on defense forces, governments, and security organizations.

Looking at EV/sales, Astor is on average trading at a 50% discount to its peers, whereas the EV/EBITDA comparison shows a similar discount which seems unjustified in our view, providing the stock with upside potential to close that valuation gap.

| Type                                | Company                   | EV<br>(in m)   | EV / Sales  |             |             | EV / EBITDA  |              |             | EV/EBIT      |              |              |
|-------------------------------------|---------------------------|----------------|-------------|-------------|-------------|--------------|--------------|-------------|--------------|--------------|--------------|
|                                     |                           |                | 2024e       | 2025e       | 2026e       | 2024e        | 2025e        | 2026e       | 2024e        | 2025e        | 2026e        |
| Peer                                | Transdigm Group Inc.      | 101,112 USD    | 11.8x       | 10.5x       | 9.7x        | 24.2x        | 19.8x        | 18.1x       | 26.5x        | 22.1x        | 20.0x        |
| Peer                                | Clavister Holding AB      | 762 SEK        | 4.1x        | 3.4x        | 3.1x        | 22.4x        | 14.7x        | 10.7x       | n.a.         | 127.0x       | 31.7x        |
| Peer                                | Mildef Group AB           | 8,170 SEK      | 5.0x        | 2.7x        | 2.1x        | 49.8x        | 20.8x        | 14.3x       | n.a.         | 20.8x        | 14.3x        |
| Peer                                | W5 Solutions AB           | 793 SEK        | 2.0x        | 1.7x        | 1.3x        | 41.4x        | 13.3x        | 9.2x        | n.a.         | 82.7x        | 23.8x        |
| Peer                                | 4C Group AB               | 448 SEK        | 1.3x        | 1.2x        | 1.0x        | 11.8x        | 5.7x         | 4.5x        | n.a.         | 12.3x        | 8.8x         |
| Peer                                | KebNi AB                  | 278 SEK        | 2.0x        | 1.6x        | 1.4x        | 34.8x        | 15.5x        | 11.6x       | 39.8x        | 27.9x        | 18.6x        |
| Peer                                | INVISIO Communications AB | 14,857 SEK     | 8.8x        | 8.0x        | 6.9x        | 36.6x        | 30.1x        | 24.5x       | 44.8x        | 33.5x        | 26.7x        |
| OEM                                 | Saab AB                   | 154,346 SEK    | 2.1x        | 1.8x        | 1.5x        | 15.5x        | 12.8x        | 10.7x       | 22.5x        | 17.9x        | 14.8x        |
| OEM                                 | Kongsberg Gruppen ASA     | 235,491 NOK    | 4.8x        | 4.2x        | 3.7x        | 29.3x        | 25.3x        | 22.4x       | 36.4x        | 30.7x        | 26.5x        |
| OEM                                 | BAE Systems plc           | 44,378 GBP     | 1.6x        | 1.5x        | 1.4x        | 11.9x        | 10.9x        | 10.2x       | 15.0x        | 13.6x        | 12.6x        |
| Average Peers                       |                           | 5.0x           | 4.1x        | 3.6x        | 31.6x       | 17.1x        | 13.3x        | 37.0x       | 46.6x        | 20.6x        |              |
| Average OEMs                        |                           | 2.8x           | 2.5x        | 2.2x        | 18.9x       | 16.3x        | 14.4x        | 24.6x       | 20.7x        | 18.0x        |              |
| <b>Scandinavian Astor Group AB</b>  |                           | <b>462 SEK</b> | <b>2.1x</b> | <b>1.5x</b> | <b>1.2x</b> | <b>24.3x</b> | <b>11.5x</b> | <b>7.8x</b> | <b>81.3x</b> | <b>21.5x</b> | <b>12.1x</b> |
| Discount (-) / Premium (+) to Peers |                           | -59%           | -64%        | -66%        | -23%        | -32%         | -41%         | 120%        | -54%         | -41%         |              |
| Discount (-) / Premium (+) to OEMs  |                           | -27%           | -39%        | -45%        | 29%         | -29%         | -46%         | 230%        | 4%           | -33%         |              |

Source: Market Map, NuWays

## Theme

### Strong current trading

Astor recently released FY'24 preliminary results with sales growing by 169% yoy to SEK 223m, whereof 53% yoy should be organic sales growth and 116% coming from M&A (eNuW). FY'24 EBITDA thus expanded by a staggering 1810% yoy to SEK 19m (8.5% EBITDA margin).

For Q4'24, this implies total sales growth of 330% yoy (159% yoy organic, 171% yoy inorganic) with an EBITDA of SEK 20m (22% EBITDA margin).

Albeit fluctuation of orders and sales should have positively affected Q4 earnings, our estimate of only 16% yoy organic sales growth coupled with an expected 13% EBITDA margin in FY'25e (vs. 22% in Q4'24), could turn out to be too conservative.

### Discussion about rising NATO defence spending targets

An ongoing discussion about NATO defence spending targets currently shapes newsflow around most defence stocks. NATO secretary general Mark Rutte recently remarked that the current 2% defence spending target *“is not nearly enough”*. He adds, that in the event of a US withdrawal from NATO (which accounts for more than 60% of all NATO spending), the remaining powers would need to spend 8-10% of real GDP annually to compensate that. Moreover, newly elected US president Trump's latest demand was a 5% target. In any case, the discussion is ongoing and as soon as speeches turn into real commitments and eventually policy, but the direction seems to be clear: spending should go up. In the example of Sweden (2025e: 2.2%), an increase to 3% would imply a c. 50% higher military budget (or an increase by c. SEK 75bn) and that annually for the foreseeable future, highlighting the huge impact of a potential policy change for the domestic defence sector.

In our view, any commitment of Sweden and other core markets of Astor to drive up military spending should serve a positive share price catalyst.

### No negative impact from a potential peace in Ukraine

Besides the current discussion about NATO defence spending, the war in Ukraine continues to rage. Remarks by newly elected US president Trump to “make peace” has led to volatility among US and European defence stocks, out of fear that military spending will be cut back. However, the current defence cycle is not dependent on a potentially short-term peace in Ukraine but looks set to last at least another decade. Therefore, we do not see a negative impact from a potential peace for the sector in general, but also not specifically to Astor. On the contrary, the rising budgets are duly needed to outproduce Russia and refill empty armament piles.

In sum, a potential peace announcement could have a negative impact on the share price, which would on the other hand serve as a buying opportunity, as the negative share price reaction would be newsflow driven and not fundamentally justified, in our view.

## Company Background

### Business model

The Scandinavian Astor Group is a diversified group of companies, primarily focusing on providing specialized solutions in the areas of defence, security, and technology. Their business model revolves around developing, producing, and delivering innovative products and services to customers in both the military and civil sectors. The group often operates through subsidiaries that focus on high-tech solutions, including software, electronics, and engineering services, particularly in defence systems, satellite communications, command and control systems, and IT security.

Astor Group is also involved in consulting services, providing expert advisory for military and defence clients, ensuring their products meet specific security and operational needs. The group's model likely leverages long-term contracts and strategic partnerships, particularly with government and defence contractors, ensuring steady revenue from defence-related projects while also serving civil markets with specialized technology solutions.

### History



Source: NuWays Research

# Scandinavian Astor Group AB

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## Management Board



Mattias Hjorth

### CEO

Mattias Hjorth has over 25 years of experience in business and operational development, sales, and technology within the IT and defense industries. His previous roles include CEO of CAG Security and Senior Director of Business Development at Saab, where he focused on Electromagnetic Warfare in the Surveillance, EW & Aircraft Systems division. He holds a background in applied physics and electrical engineering from Linköping University.

27.8k shares  
250k warrants (ESOP 24/28)



Wictor Billström

### CFO

Wictor Billström has over 15 years of experience in finance, insurance, and accounting, having worked at If Skadeförsäkring, Euler Hermes, SEB, and Altris. He became CFO of Astor Group in November 2023 after previously serving as a board member, and holds board positions at Thulcandra Capital AB and Upgrade Invest Nordic AB. Wictor holds a MSc in Business Administration and Economics from Stockholm University and an Investment Management Certificate from CFA UK.

1.7m shares  
50k warrants (ESOP 22/25)  
75k warrants (ESOP 24/28)



Louise Åberg

### COCO

Louise has extensive experience in financial communication, corporate governance, and change management in listed environments. She has previously held roles as Lead Governance & Communication and Business Manager, focusing on strategic business development and communication. Louise holds a Bachelor's degree in Peace and Conflict Studies and has also studied economics and organizational development at Lund University.

25k warrants (ESOP 24/28)

Source: Company data, NuWays

## Board of Directors



Lars  
Granbom  
(Chairman)



Kristoffer  
Weywadt



Per  
Adamsson



Ola  
Alfredson



Robert  
Humeur

Source: Company data, NuWays

Astor's board of directors comprises key people from Astor's focus industries and customers.

**Lars Granbom** is the Chairman of the Board with extensive experience in IPOs, acquisitions, capital raising, and corporate management. He holds a Master of Science in Electrical Engineering from Chalmers Tekniska Högskola. He owns 123,149 shares and 200,000 warrants in Astor Group.

**Kristoffer Weywadt** is a Board member with strategic and business development experience at **Rheinmetall** Defence, along with previous roles at **ABB**, **SAAB**, and the **Swedish Armed Forces**. He holds an MBA from Quantic Business School and an MSc in Electrical Engineering from Chalmers. He owns 66,453 shares in Astor Group.

**Per Adamsson** has served as CEO of **Volvo** Group Venture Capital and co-founded WirelessCar AB. He has board experience across multiple tech companies and holds a Computer Science degree from the University of Gothenburg with graduate studies at Harvard. He owns 5,357 shares in Astor Group.

**Ola Alfredsson** is a Board member with strategic and leadership roles at **MilDef** Group AB, Kockums AB, and the **Swedish Embassy** in Washington, DC. He holds systems engineering training from the Swedish Naval Officers' Training College. He

# Scandinavian Astor Group AB

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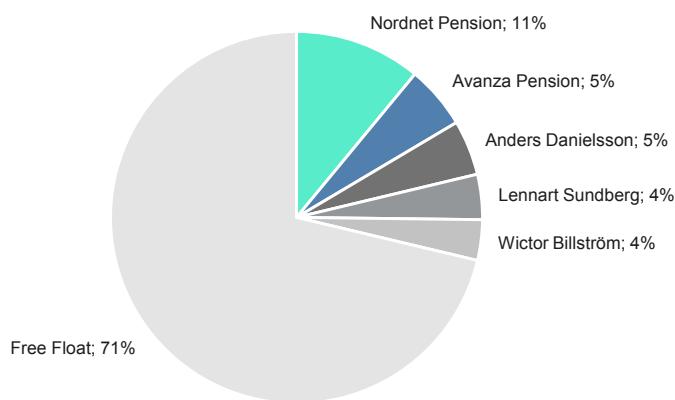
owns 22,725 shares in Astor Group.

**Robert Humeur** is currently Business Development Manager at **Palantir Technologies**. He has expertise in electronic warfare and sensor technologies from roles at SAAB and the Swedish Armed Forces. He holds a master's degree in information Warfare from the Naval Postgraduate School in California.

## Shareholder Structure

Astor currently has 46,057,499 shares outstanding. The majority (71%) is attributable to the free float. The Swedish Pension fund "Nordnet Pension" holds 11%, followed by Avanza Bank (5%) and the private individual Anders Danielsson (5%). Insiders hold c. 8% with CFO Wictor Billström at 4% and Lennart Sundberg, founder of Oscilion, with 4%.

## Shareholder Structure



Source: Company data, NuWays

## Investment Risks

As with any investment, there are certain risks associated with investing in FWAG AG. The key investment risks, in our view, are:

- **Supply chain risks:** Defence companies often rely on complex, global supply chains for components and materials. Disruptions due to geopolitical instability, trade restrictions, or natural disasters could lead to delays in production and delivery, negatively impacting profitability.
- **Market risk:** The Defence sector can become highly competitive, especially for high-tech or specialized products. Major players may face competition from emerging companies, and international companies may pose challenges as well. Market saturation can also limit growth potential in some areas.
- **Cyclical risk:** Defence spending can be cyclical and is influenced by broader economic conditions. During times of economic downturn, governments may cut back on military spending, impacting the profitability of Defence contractors. Conversely, in times of heightened national security concerns or global conflicts, spending may increase.
- **Reputational risk:** Defence companies may face backlash from activists, investors, or the public, particularly if their products are involved in controversial military operations. Ethical considerations or public protests could lead to reputational risks, affecting stock prices and investor sentiment.

## Financials

| Profit and loss (SEK m)                                   | 2022         | 2023         | 2024e        | 2025e        | 2026e        |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>Net sales</b>  | <b>52.8</b>  | <b>83.0</b>  | <b>223.0</b> | <b>352.5</b> | <b>408.3</b> |
| Sales growth  | n.a.         | 57.2%        | 168.6%       | 58.1%        | 15.8%        |
| Increase/decrease in finished goods and work-in-process   | 12.0         | 5.7          | 4.0          | 0.0          | 0.0          |
| <b>Total sales</b>  | <b>64.8</b>  | <b>88.7</b>  | <b>227.0</b> | <b>352.5</b> | <b>408.3</b> |
| Other operating income                                    | 2.0          | 0.4          | 2.5          | 0.0          | 0.0          |
| Material expenses   | 42.3         | 54.6         | 135.4        | 218.5        | 247.0        |
| Personnel expenses  | 23.7         | 33.5         | 74.9         | 86.5         | 95.4         |
| Other operating expenses                                  | 7.0          | 0.0          | 0.2          | 1.8          | 2.0          |
| <b>Total operating expenses</b>                           | <b>71.0</b>  | <b>87.7</b>  | <b>208.0</b> | <b>306.8</b> | <b>344.5</b> |
| <b>EBITDA</b>   | <b>-6.2</b>  | <b>1.0</b>   | <b>19.0</b>  | <b>45.7</b>  | <b>63.8</b>  |
| Depreciation  | 2.9          | 4.7          | 13.3         | 21.1         | 22.5         |
| <b>EBITA</b>  | <b>-9.1</b>  | <b>-3.7</b>  | <b>5.7</b>   | <b>24.5</b>  | <b>41.3</b>  |
| Amortisation of goodwill                                  | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Amortisation of intangible assets                         | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Impairment charges  | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>EBIT (inc revaluation net)</b>                         | <b>-9.1</b>  | <b>-3.7</b>  | <b>5.7</b>   | <b>24.5</b>  | <b>41.3</b>  |
| Interest income   | 0.0          | 0.5          | 0.8          | 1.4          | 1.6          |
| Interest expenses   | 1.4          | 2.8          | 3.9          | 2.9          | 2.9          |
| Investment income   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Financial result  | -1.4         | -2.2         | -3.1         | -1.5         | -1.3         |
| <b>Recurring pretax income from continuing operations</b> | <b>-10.5</b> | <b>-5.9</b>  | <b>2.6</b>   | <b>23.0</b>  | <b>40.0</b>  |
| Extraordinary income/loss                                 | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>Earnings before taxes</b>                              | <b>-10.5</b> | <b>-5.9</b>  | <b>2.6</b>   | <b>23.0</b>  | <b>40.0</b>  |
| Income tax expense  | -0.4         | -2.2         | 0.3          | 4.7          | 8.2          |
| <b>Net income from continuing operations</b>              | <b>-10.1</b> | <b>-3.7</b>  | <b>2.3</b>   | <b>18.3</b>  | <b>31.8</b>  |
| Income from discontinued operations (net of tax)          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>Net income</b>   | <b>-10.1</b> | <b>-3.7</b>  | <b>2.3</b>   | <b>18.3</b>  | <b>31.8</b>  |
| Minority interest   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>Net profit (reported)</b>                              | <b>-10.1</b> | <b>-3.7</b>  | <b>2.3</b>   | <b>18.3</b>  | <b>31.8</b>  |
| Average number of shares                                  | 19.0         | 32.7         | 45.3         | 46.1         | 46.1         |
| <b>EPS reported</b>                                       | <b>-0.53</b> | <b>-0.11</b> | <b>0.05</b>  | <b>0.40</b>  | <b>0.69</b>  |

| Profit and loss (common size)                             | 2022          | 2023          | 2024e         | 2025e         | 2026e         |
|---|---------------|---------------|---------------|---------------|---------------|
| <b>Net sales</b>  | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |
| Sales growth  | n.a.          | 57.2%         | 168.6%        | 58.1%         | 15.8%         |
| Increase/decrease in finished goods and work-in-process   | 22.7%         | 6.9%          | 1.8%          | 0.0%          | 0.0%          |
| <b>Total sales</b>  | <b>122.7%</b> | <b>106.9%</b> | <b>101.8%</b> | <b>100.0%</b> | <b>100.0%</b> |
| Other operating income                                    | 3.8%          | 0.5%          | 1.1%          | 0.0%          | 0.0%          |
| Material expenses   | 80.0%         | 65.8%         | 60.7%         | 62.0%         | 60.5%         |
| Personnel expenses  | 45.0%         | 40.4%         | 33.6%         | 24.5%         | 23.4%         |
| Other operating expenses                                  | 13.3%         | 0.0%          | 0.1%          | 0.5%          | 0.5%          |
| <b>Total operating expenses</b>                           | <b>134.4%</b> | <b>105.7%</b> | <b>93.3%</b>  | <b>87.0%</b>  | <b>84.4%</b>  |
| <b>EBITDA</b>   | <b>-11.8%</b> | <b>1.2%</b>   | <b>8.5%</b>   | <b>13.0%</b>  | <b>15.6%</b>  |
| Depreciation  | 5.4%          | 5.6%          | 6.0%          | 6.0%          | 5.5%          |
| <b>EBITA</b>  | <b>-17.2%</b> | <b>-4.4%</b>  | <b>2.5%</b>   | <b>7.0%</b>   | <b>10.1%</b>  |
| Amortisation of goodwill                                  | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| Amortisation of intangible assets                         | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| Impairment charges  | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>EBIT (inc revaluation net)</b>                         | <b>-17.2%</b> | <b>-4.4%</b>  | <b>2.5%</b>   | <b>7.0%</b>   | <b>10.1%</b>  |
| Interest income   | 0.0%          | 0.6%          | 0.4%          | 0.4%          | 0.4%          |
| Interest expenses   | 2.7%          | 3.3%          | 1.7%          | 0.8%          | 0.7%          |
| Investment income   | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| Financial result  | neg.          | neg.          | neg.          | neg.          | neg.          |
| <b>Recurring pretax income from continuing operations</b> | <b>-19.9%</b> | <b>-7.1%</b>  | <b>1.2%</b>   | <b>6.5%</b>   | <b>9.8%</b>   |
| Extraordinary income/loss                                 | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>Earnings before taxes</b>                              | <b>-19.9%</b> | <b>-7.1%</b>  | <b>1.2%</b>   | <b>6.5%</b>   | <b>9.8%</b>   |
| Tax rate  | 4.0%          | 37.3%         | 11.6%         | 20.6%         | 20.6%         |
| <b>Net income from continuing operations</b>              | <b>-19.1%</b> | <b>-4.5%</b>  | <b>1.0%</b>   | <b>5.2%</b>   | <b>7.8%</b>   |
| Income from discontinued operations (net of tax)          | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>Net income</b>   | <b>-19.1%</b> | <b>-4.5%</b>  | <b>1.0%</b>   | <b>5.2%</b>   | <b>7.8%</b>   |
| Minority interest   | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>Net profit (reported)</b>                              | <b>-19.1%</b> | <b>-4.5%</b>  | <b>1.0%</b>   | <b>5.2%</b>   | <b>7.8%</b>   |

Source: Company data, NuWays

# Scandinavian Astor Group AB

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| Balance sheet (SEK m)                                     | 2022         | 2023         | 2024e        | 2025e        | 2026e        |
|---|--------------|--------------|--------------|--------------|--------------|
| Intangible assets   | 21.1         | 62.2         | 122.2        | 122.2        | 122.2        |
| Property, plant and equipment                             | 39.6         | 53.2         | 99.9         | 115.8        | 111.2        |
| Financial assets  | 0.0          | 3.3          | 3.3          | 3.3          | 3.3          |
| <b>FIXED ASSETS</b>                                       | <b>60.7</b>  | <b>118.7</b> | <b>225.4</b> | <b>241.2</b> | <b>236.7</b> |
| Inventories   | 43.2         | 58.5         | 72.6         | 75.0         | 86.9         |
| Accounts receivable                                       | 12.1         | 22.0         | 24.1         | 36.7         | 40.4         |
| Other assets and short-term financial assets              | 1.7          | 7.7          | 9.6          | 9.6          | 9.6          |
| Liquid assets   | 2.1          | 15.6         | 104.2        | 42.4         | 67.7         |
| Deferred taxes  | n.a.         | n.a.         | n.a.         | 0.0          | 0.0          |
| Deferred charges and prepaid expenses                     | n.a.         | n.a.         | n.a.         | 0.0          | 0.0          |
| <b>CURRENT ASSETS</b>                                     | <b>59.1</b>  | <b>103.8</b> | <b>210.5</b> | <b>163.7</b> | <b>204.5</b> |
| <b>TOTAL ASSETS</b>                                       | <b>119.8</b> | <b>222.5</b> | <b>435.9</b> | <b>404.9</b> | <b>441.3</b> |
| <b>SHAREHOLDERS EQUITY</b>                                | <b>36.2</b>  | <b>85.7</b>  | <b>276.6</b> | <b>235.0</b> | <b>266.8</b> |
| MINORITY INTEREST   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Long-term liabilities to banks                            | 14.3         | 28.5         | 53.5         | 49.5         | 45.5         |
| Bonds (long-term)   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| other interest-bearing liabilities                        | 4.7          | 16.4         | 16.4         | 16.4         | 16.4         |
| Provisions for pensions and similar obligations           | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Other provisions and accrued liabilities                  | 0.9          | 1.4          | 1.7          | 1.7          | 1.7          |
| <b>NON-CURRENT LIABILITIES</b>                            | <b>19.8</b>  | <b>46.3</b>  | <b>71.6</b>  | <b>67.6</b>  | <b>63.6</b>  |
| Short-term liabilities to banks                           | 5.6          | 6.7          | 6.7          | 6.7          | 6.7          |
| Accounts payable  | 6.8          | 12.2         | 25.1         | 39.7         | 48.3         |
| Advance payments received on orders                       | 27.8         | 30.1         | 19.1         | 19.1         | 19.1         |
| Accrued taxes   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Other liabilities (incl. from lease and rental contracts) | 20.1         | 38.3         | 35.0         | 35.0         | 35.0         |
| Deferred taxes  | 3.4          | 3.2          | 1.7          | 1.7          | 1.7          |
| Deferred income   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>CURRENT LIABILITIES</b>                                | <b>63.7</b>  | <b>90.6</b>  | <b>87.7</b>  | <b>102.3</b> | <b>110.9</b> |
| <b>TOTAL LIABILITIES AND SHAREHOLDERS EQUITY</b>          | <b>119.8</b> | <b>222.5</b> | <b>435.9</b> | <b>404.9</b> | <b>441.3</b> |

| Balance sheet (common size)                               | 2022          | 2023          | 2024e         | 2025e         | 2026e         |
|---|---------------|---------------|---------------|---------------|---------------|
| Intangible assets   | 17.6%         | 28.0%         | 28.0%         | 30.2%         | 27.7%         |
| Property, plant and equipment                             | 33.0%         | 23.9%         | 22.9%         | 28.6%         | 25.2%         |
| Financial assets  | 0.0%          | 1.5%          | 0.8%          | 0.8%          | 0.7%          |
| <b>FIXED ASSETS</b>                                       | <b>50.7%</b>  | <b>53.4%</b>  | <b>51.7%</b>  | <b>59.6%</b>  | <b>53.6%</b>  |
| Inventories   | 36.0%         | 26.3%         | 16.7%         | 18.5%         | 19.7%         |
| Accounts receivable                                       | 10.1%         | 9.9%          | 5.5%          | 9.1%          | 9.2%          |
| Other assets and short-term financial assets              | 1.4%          | 3.4%          | 2.2%          | 2.4%          | 2.2%          |
| Liquid assets   | 1.8%          | 7.0%          | 23.9%         | 10.5%         | 15.3%         |
| Deferred taxes  | n.a.          | n.a.          | n.a.          | 0.0%          | 0.0%          |
| Deferred charges and prepaid expenses                     | n.a.          | n.a.          | n.a.          | 0.0%          | 0.0%          |
| <b>CURRENT ASSETS</b>                                     | <b>49.3%</b>  | <b>46.6%</b>  | <b>48.3%</b>  | <b>40.4%</b>  | <b>46.4%</b>  |
| <b>TOTAL ASSETS</b>                                       | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |
| <b>SHAREHOLDERS EQUITY</b>                                | <b>30.3%</b>  | <b>38.5%</b>  | <b>63.5%</b>  | <b>58.0%</b>  | <b>60.5%</b>  |
| MINORITY INTEREST   | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| Long-term liabilities to banks                            | 11.9%         | 12.8%         | 12.3%         | 12.2%         | 10.3%         |
| Bonds (long-term)   | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| other interest-bearing liabilities                        | 3.9%          | 7.4%          | 3.8%          | 4.1%          | 3.7%          |
| Provisions for pensions and similar obligations           | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| Other provisions and accrued liabilities                  | 0.7%          | 0.6%          | 0.4%          | 0.4%          | 0.4%          |
| <b>NON-CURRENT LIABILITIES</b>                            | <b>16.6%</b>  | <b>20.8%</b>  | <b>16.4%</b>  | <b>16.7%</b>  | <b>14.4%</b>  |
| Short-term liabilities to banks                           | 4.7%          | 3.0%          | 1.5%          | 1.7%          | 1.5%          |
| Accounts payable  | 5.7%          | 5.5%          | 5.8%          | 9.8%          | 11.0%         |
| Advance payments received on orders                       | 23.2%         | 13.5%         | 4.4%          | 4.7%          | 4.3%          |
| Accrued taxes   | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| Other liabilities (incl. from lease and rental contracts) | 16.8%         | 17.2%         | 8.0%          | 8.6%          | 7.9%          |
| Deferred taxes  | 2.8%          | 1.4%          | 0.4%          | 0.4%          | 0.4%          |
| Deferred income   | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>CURRENT LIABILITIES</b>                                | <b>53.2%</b>  | <b>40.7%</b>  | <b>20.1%</b>  | <b>25.3%</b>  | <b>25.1%</b>  |
| <b>TOTAL LIABILITIES AND SHAREHOLDERS EQUITY</b>          | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |

Source: Company data, NuWays

# Scandinavian Astor Group AB

Full note / Initiation - 11.02.2025

| Cash flow statement (SEK m)                          | 2022         | 2023         | 2024e         | 2025e        | 2026e        |
|--|--------------|--------------|---------------|--------------|--------------|
| Net profit/loss                                      | -10.1        | -3.7         | 2.3           | 18.3         | 31.8         |
| Depreciation of fixed assets (incl. leases)          | 2.9          | 4.7          | 13.3          | 21.1         | 22.5         |
| Amortisation of goodwill & intangible assets         | 0.0          | 0.0          | 0.0           | 0.0          | 0.0          |
| Other costs affecting income / expenses              | 1.6          | -2.2         | -17.2         | 0.0          | 0.0          |
| Cash flow from operating activities                  | -4.7         | -18.3        | -16.8         | 27.1         | 29.3         |
| Increase/decrease in inventory                       | -13.1        | -12.3        | -14.1         | -2.4         | -11.9        |
| Increase/decrease in accounts receivable             | 3.3          | -1.0         | -2.1          | -12.6        | -3.7         |
| Increase/decrease in accounts payable                | 20.6         | 4.6          | 13.0          | 14.6         | 8.6          |
| Increase/decrease in other working capital positions | 0.0          | 0.0          | -1.9          | 0.0          | 0.0          |
| Increase/decrease in working capital                 | 10.8         | -8.7         | -5.2          | -0.4         | -7.0         |
| <b>Cash flow from operating activities</b>           | <b>5.3</b>   | <b>-10.0</b> | <b>-6.8</b>   | <b>39.1</b>  | <b>47.3</b>  |
| CAPEX  | 9.9          | 8.4          | 10.0          | 12.0         | 18.0         |
| Payments for acquisitions                            | 27.8         | 30.5         | 110.0         | 25.0         | 0.0          |
| Financial investments                                | 0.0          | 0.0          | 0.0           | 0.0          | 0.0          |
| Income from asset disposals                          | n.a.         | n.a.         | 0.0           | 0.0          | 0.0          |
| <b>Cash flow from investing activities</b>           | <b>-37.8</b> | <b>-38.8</b> | <b>-120.0</b> | <b>-37.0</b> | <b>-18.0</b> |
| Cash flow before financing                           | -32.5        | -48.8        | -126.8        | 2.1          | 29.3         |
| Increase/decrease in debt position                   | 9.8          | 12.5         | 25.0          | -4.0         | -4.0         |
| Purchase of own shares                               | 0.0          | 0.0          | 0.0           | 0.0          | 0.0          |
| Capital measures                                     | 22.9         | 52.3         | 130.0         | 0.0          | 0.0          |
| Dividends paid                                       | 0.0          | 0.0          | 0.0           | 0.0          | 0.0          |
| Others   | 0.0          | 0.0          | 0.0           | 0.0          | 0.0          |
| Effects of exchange rate changes on cash             | -0.0         | 0.0          | 0.0           | 0.0          | 0.0          |
| <b>Cash flow from financing activities</b>           | <b>32.7</b>  | <b>64.7</b>  | <b>155.0</b>  | <b>-4.0</b>  | <b>-4.0</b>  |
| Increase/decrease in liquid assets                   | 0.1          | 15.9         | 28.2          | -1.9         | 25.3         |
| <b>Liquid assets at end of period</b>                | <b>0.1</b>   | <b>16.1</b>  | <b>44.3</b>   | <b>42.4</b>  | <b>67.7</b>  |

| Key ratios (SEK m)                   | 2022     | 2023    | 2024e    | 2025e    | 2026e    |
|--------------------------------------|----------|---------|----------|----------|----------|
| <b>P&amp;L growth analysis</b>       |          |         |          |          |          |
| Sales growth                         | n.a.     | 57.2%   | 168.6%   | 58.1%    | 15.8%    |
| EBITDA growth                        | n.a.     | -116.0% | 1809.5%  | 140.5%   | 39.7%    |
| EBIT growth                          | n.a.     | -59.7%  | -255.0%  | 332.0%   | 68.3%    |
| EPS growth                           | n.a.     | -78.7%  | -144.4%  | 689.0%   | 73.7%    |
| <b>Efficiency</b>                    |          |         |          |          |          |
| Sales per employee                   | 10,561.4 | 8,300.9 | 14,866.7 | 19,583.3 | 19,442.9 |
| EBITDA per employee                  | -1,245.0 | 99.5    | 1,266.7  | 2,538.2  | 3,039.8  |
| No. employees (average)              | 5        | 10      | 15       | 18       | 21       |
| <b>Balance sheet analysis</b>        |          |         |          |          |          |
| Avg. working capital / sales         | 39.1%    | 46.0%   | 16.4%    | 12.9%    | 13.7%    |
| Inventory turnover (sales/inventory) | 298.3    | 257.2   | 118.9    | 77.7     | 77.7     |
| Accounts receivable turnover         | 83.8     | 96.8    | 39.5     | 38.0     | 36.1     |
| Accounts payable turnover            | 46.9     | 53.6    | 41.2     | 41.2     | 43.2     |
| <b>Cash flow analysis</b>            |          |         |          |          |          |
| Free cash flow                       | -4.7     | -18.3   | -16.8    | 27.1     | 29.3     |
| Free cash flow/sales                 | -8.8%    | -22.1%  | -7.5%    | 7.7%     | 7.2%     |
| FCF / net profit                     | 46.1%    | 494.5%  | neg.     | 148.1%   | 92.4%    |
| Capex / sales                        | n.a.     | n.a.    | n.a.     | n.a.     | n.a.     |
| <b>Solvency</b>                      |          |         |          |          |          |
| Net debt                             | 22.4     | 36.0    | -27.6    | 30.2     | 0.9      |
| Net Debt/EBITDA                      | -3.6     | 36.2    | -1.5     | 0.7      | 0.0      |
| Dividend payout ratio                | 0.0%     | 0.0%    | 0.0%     | 0.0%     | 0.0%     |
| Interest paid / avg. debt            | 5.7%     | 5.3%    | 7.7%     | 4.7%     | 4.0%     |
| <b>Returns</b>                       |          |         |          |          |          |
| ROCE                                 | -8.2%    | -2.6%   | 2.1%     | 7.2%     | 13.0%    |
| ROE                                  | -27.8%   | -4.3%   | 0.8%     | 7.8%     | 11.9%    |
| Adjusted FCF yield                   | -2.3%    | -0.5%   | 1.8%     | 5.3%     | 7.3%     |
| Dividend yield                       | 0.0%     | 0.0%    | 0.0%     | 0.0%     | 0.0%     |
| DPS                                  | 0.0      | 0.0     | 0.0      | 0.0      | 0.0      |
| EPS reported                         | -0.53    | -0.11   | 0.05     | 0.40     | 0.69     |
| Average number of shares             | 19.0     | 32.7    | 45.3     | 46.1     | 46.1     |
| <b>Valuation ratios</b>              |          |         |          |          |          |
| P/BV                                 | 5.7      | 4.2     | 1.8      | 2.1      | 1.9      |
| EV/sales                             | 12.3     | 4.7     | 2.1      | 1.5      | 1.2      |
| EV/EBITDA                            | -104.3   | 391.6   | 24.3     | 11.5     | 7.8      |
| EV/EBIT                              | -71.4    | -106.3  | 81.3     | 21.5     | 12.1     |

Source: Company data, NuWays

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| Company                     | Disclosures |
|-----------------------------|-------------|
| Scandinavian Astor Group AB | 2,8         |

### Historical target price and rating changes for Scandinavian Astor Group AB

| Company                     | Date       | Analyst         | Rating | Target Price | Close    |
|-----------------------------|------------|-----------------|--------|--------------|----------|
| Scandinavian Astor Group AB | 11.02.2025 | Wendisch, Henry | Buy    | SEK 17.00    | SEK 9.86 |

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