

Atai Capital Management



A Multi-Bagger In The Making.

Date: 10/20/2023 | Ticker: (STO: EG7) | Price: SEK 18.02/Share
Brandon Daniel | bdaniel@ataicap.com | ataicap.com



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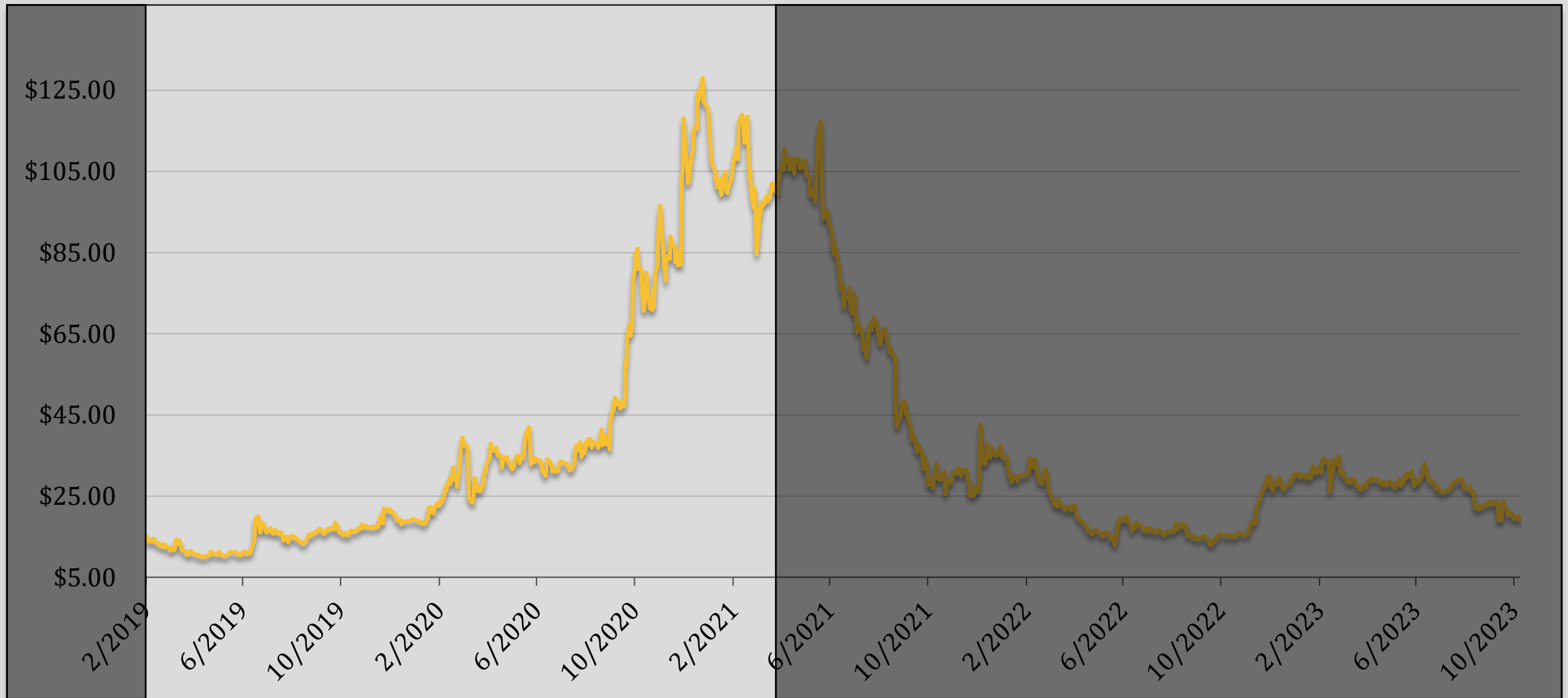
Enad Global 7 – Elevator Pitch



- Enad Global 7 (STO: EG7) is a PC/Console video game developer listed on the Nasdaq First North Exchange.
- After a tumultuous past filled with dilutive acquisitions, setting and missing high expectations, and a less-than-stellar management team, the company is finally positioned for the future with a significant net cash balance (~28% of its market cap today) and a new S-Tier management team and board.
- The prior CEO (also the co-founder of EG7) was ousted in 2021. His ownership would later be purchased in its entirety by the current CEO (Ji Ham) and Chairman (Jason Epstein) in mid-2022 (they collectively own ~12% of all shares outstanding today). They would also later participate in the open market purchase of an additional ~2.00% of the total shares outstanding, a move orchestrated by the board and executive team earlier this year.
- The company is now reinvesting into its most popular IPs, growing its publishing arm, and shifting one of its unprofitable development studios to a profitable work-for-hire business.
- At their September investor day, the company laid out mid-term financial targets, which imply that EG7 is **trading at just ~1.15x 2026E EBITDA today.**



EG7 History – February 2019 Through March 2021



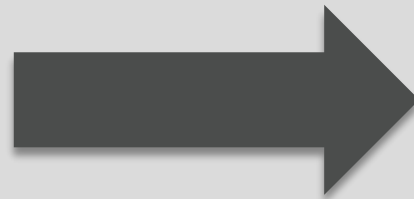
ToadMan & Dilutive Acquisitions



- Before EG7 was EG7, it was a work-for-hire video game developer known as ToadMan Interactive, founded by Robin Flodin and Rasmus Davidsson. From ~2013 to 2017, ToadMan would work on games such as Warhammer: End Times Vermintide, Dead Island 2, among others.
- However, in late 2017, ToadMan went public to help raise the capital needed to pivot to independent game development. They had high hopes and a vision of being a premier Action-RPG studio. Still, when their first game “Immortal: Unchained” was released in late 2018, it fell on deaf ears, peaking at only 245 concurrent players on Steam (The largest gaming marketplace for PC games) shortly after its release.
- Then, in early 2019, ToadMan would switch its listing venue to the Nasdaq First North Exchange and start acquiring other game studios and gaming adjacent businesses primarily through equity issuances. They proceeded to acquire Antimatter Games, a video game marketing agency known as Petrol Advertising, and a video game publisher, “Sold Out,” which would later be rebranded to Fireshine Games – diluting shareholders ~30% in the process, and ~50% in total when accounting for an additional direct share issuance by the end of the year.
- Heading into 2020, ToadMan would rebrand itself to Enad Global 7 to better clarify its position as a holding company after the 2019 acquisition of several businesses and video game studios. Throughout the year and into early 2021, EG7’s spree of dilutive acquisitions would continue as they picked up three more game studios, Big Blue Bubble, Piranha Games, and Daybreak games, leading to a total dilution of ~80% over just two years.
- While Robin was a passionate video game developer who began making games at just eleven years old, he lacked the financial acumen and discipline to lead a company and acquired what seemed like everything he could with little thought given to valuation or the risk/reward around the IP’s they were acquiring. Robin had a grand vision of “reigniting” several older IPs he acquired through new releases but set expectations far too high and timelines too short. In addition, the company also severely lacked a cohesive go-forward plan under his leadership.



TOADMAN
INTERACTIVE



ToadMan & Dilutive Acquisitions – Timeline



Date Acquired: November 2019

Price Paid: \$28M

EBITDA Multiple Paid: ~6.00x



Date Acquired: November 2020

Price Paid: ~\$75M

EBITDA Multiple Paid: ~15.00x



Date Acquired: February 2021

Price Paid: \$132M

EBITDA Multiple Paid: ~13.00x



Date Acquired: June 2019

Price Paid: \$23M

EBITDA Multiple Paid: ~7.00x



Date Acquired: August 2020

Price Paid: ~\$60M

EBITDA Multiple Paid: ~9.50x



Date Acquired: December 2020

Price Paid: ~\$300M

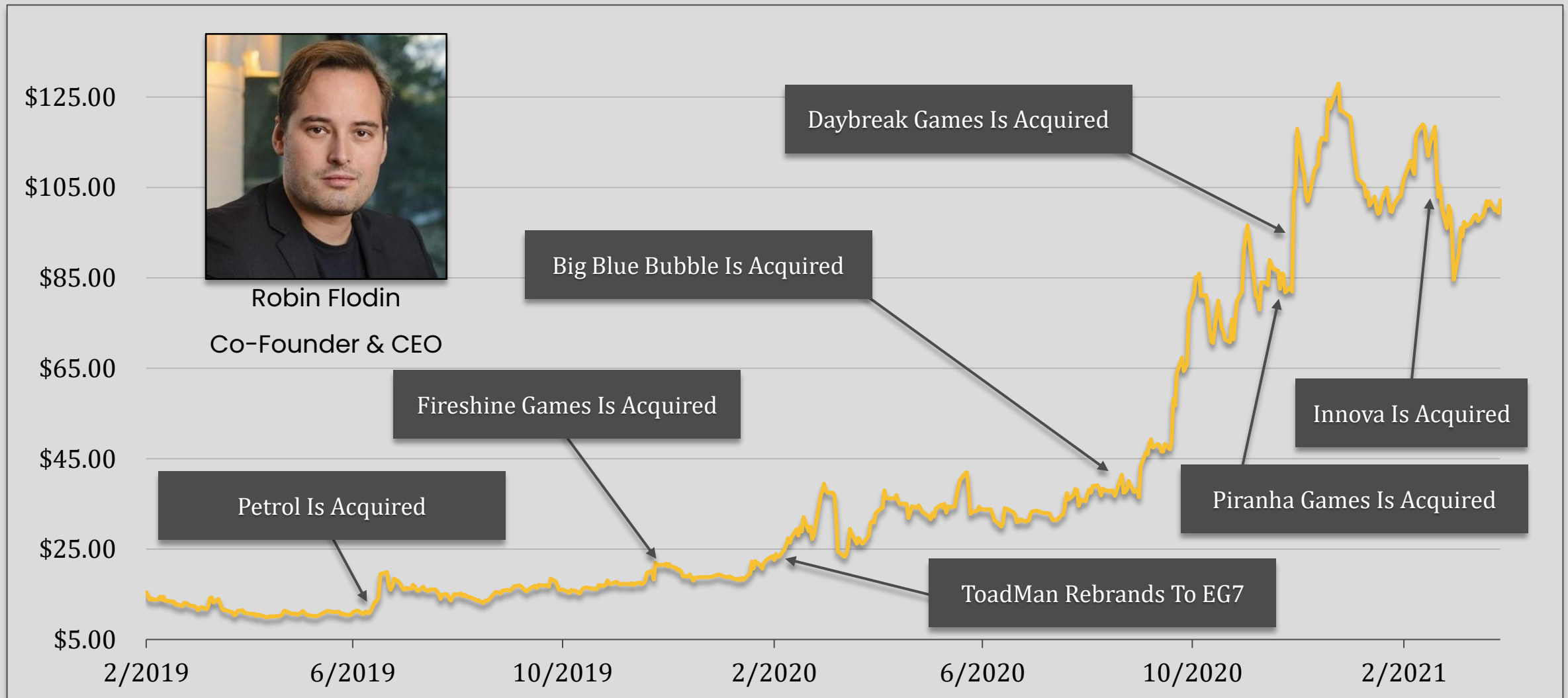
EBITDA Multiple Paid: ~10.00x

The multiples shown are estimates that utilize the following year's EBITDA.

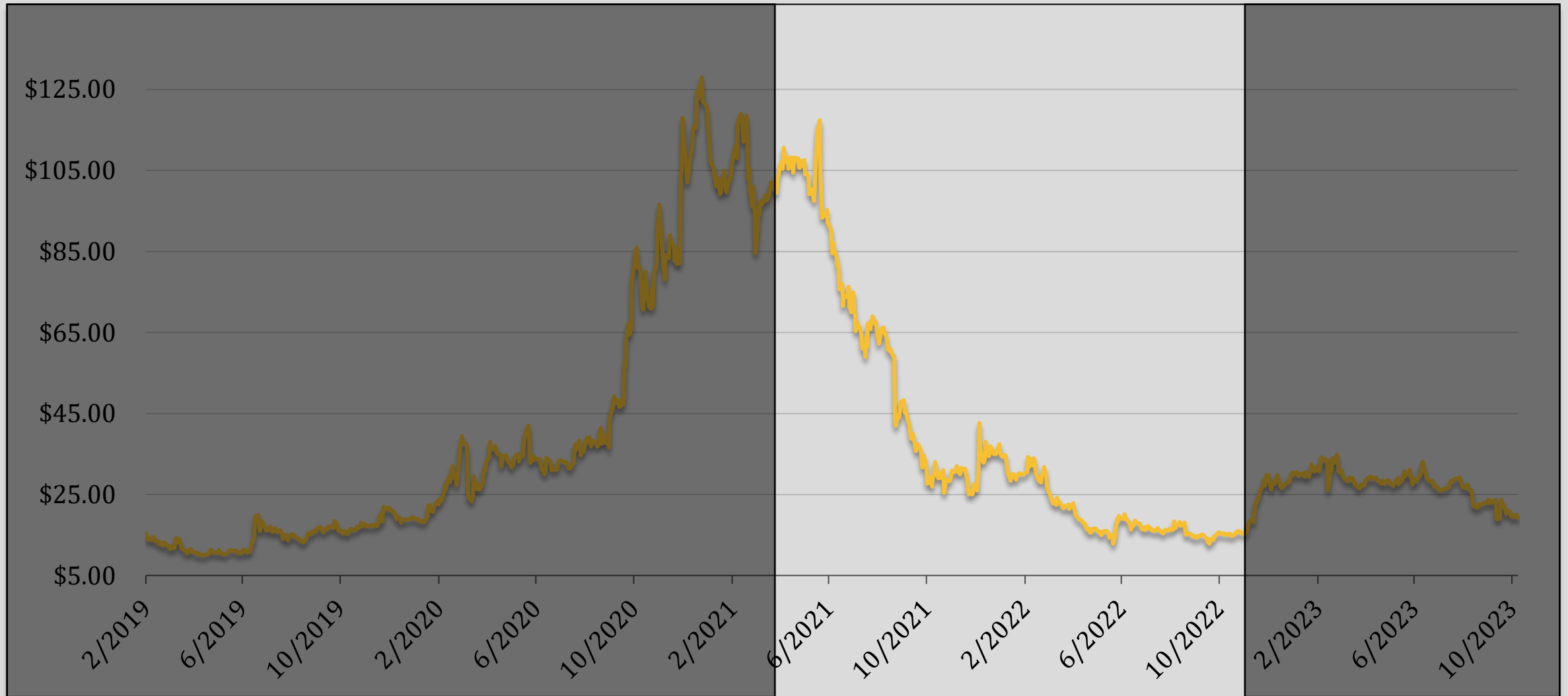
Piranha and Innova Utilize an average to adjust for development cycles.

Price Paid is shown post earn-out consideration where applicable.

EG7 History – February 2019 Through March 2021



EG7 History – April 2021 Through October 2022



Robin Flodin Is Ousted!



- After selling ~25% of his stake in the company on the open market in June of 2021 (before what would be a disappointing upcoming quarter), the board of directors would proceed to appoint Ji Ham (CEO of Daybreak games) as the new CEO of EG7 the day of their Q2-2021 report.



Robin Flodin

Ownership: ~3.33%



Ownership as of June 2021



Ji Ham

Ownership: ~1.00%

Ji Ham Tempers Expectations



- Within two weeks of leading EG7, Ji Ham would release short-term guidance for Q3-2021 and Q4-2021 that materially lowered the unreasonably high expectations of sell-side analysts fueled by the previous management's over-promising.
- However, EG7 would go on to meet their Q3-2021 guidance and beat their Q4-2021 guidance at the midpoint by ~15%. This would be the start of a new "beat and raise" culture at EG7. Throughout 2022, **EG7 would beat sell-side expectations and their own implied guidance every single quarter** (adjusting for the divestiture of Innova).
- Ji would also move swiftly to divest Innova after the war in Ukraine broke out (Innova was a Russian-based video game publisher). In a time when many companies were writing down a zero for their Russian-based assets, Ji was able to secure EUR 21M for Innova with an additional contingent consideration of up to EUR 13.5M if Innova were to be sold within five years of the deal closing (essentially insurance if the Russian/Ukraine conflict were to stabilize).



Ji Ham & Jason Epstein Buyout Robin Flodin!



- In May of 2022, Ji Ham and Jason Epstein would buy the majority of Robin Flodin's remaining stake while other board members and management team executives picked up the rest.
- This Purchase Doubled Ji's ownership in the company and added ~1.20% to Jason's.



Ji Ham

Ownership: ~2.00%

Purchased ~\$1.5M USD



Ownership as of June 2022



Jason Epstein

Ownership: ~9.00%

Purchased ~\$1.8M USD

So, Who Are Ji Ham & Jason Epstein?



- Ji Ham and Jason Epstein are business partners and seasoned private equity investors who were the majority owners of Daybreak games before EG7 acquired Daybreak in December 2020 for \$300M (\$200M In cash and an additional \$100M in shares).
- Jason bought Daybreak games from Sony in early 2015 for an undisclosed amount when it was an unprofitable business burning around \$30M a year. Ji would take the reigns there and turn that business around in just a month's time, and **Daybreak would end 2015 with a \$12M profit.**
- Ji has led Daybreak since 2015 and is still CEO of that division today. Over that time, he made several small acquisitions and built out a steady cash-flowing business consisting of mostly older live service games such as EverQuest, Planetside 2, Lord of the Rings Online, and Magic the Gathering Online, amongst others.
- As stated above, **they would later sell Daybreak to EG7 for \$300M** in late 2020 with an implied ~10x EBITDA multiple on an LTM basis. It's worth noting that, like many other gaming companies, Daybreak benefitted from COVID-19 in 2020, which led to peak EBITDA levels for them. I don't believe it's unreasonable to think that Ji and Jason were aware of this and took advantage by selling the business to EG7 at its peak earnings.
- EG7's market cap stands at just ~\$150M today and an EV of ~\$110M or a **50% and 63% discount, respectively, to what Daybreak sold for in 2020.**



DAYBREAK™

EVERQUEST

H1Z1

PLANETSIDE 2

Daybreak's 1st Party IP

So, Who Are Ji Ham & Jason Epstein? Cont.



- Outside of Daybreak games, Ji Ham and Jason Epstein have a long history of making successful investments in the gaming space.
- While not included in the EG7/Daybreak games transaction, Daybreak, while still under Ji and Jason's control, would acquire Cold Iron Studios from Scopely in August 2020 for what was likely a very attractive price.
- Prior to being owned by Scopely, Cold Iron was owned by Fox with the rationale of monetizing their IPs on PCs/Consoles (Aliens specifically), but when Disney acquired Fox, Disney didn't make games, so they said, "get rid of this" and sold it to Scopely. Well, Scopely makes mobile games, not PC/Console games, so they also wanted to "get rid of this," and Daybreak bought them.
- Shortly before the time of purchase, the game Cold Iron was working on (Aliens: Fireteam Elite) was around 70% complete and was planning on being free-to-play, but Daybreak realized that was not a great idea and agreed to purchase Cold Iron only in the event they agreed to pivot the game to a premium model. This move severely lowered the risk of a negative outcome, and the game would go on to **sell over two million copies in just two years** with an 81%+ very positive rating on Steam.
- Other examples of successful outcomes in the gaming space include the acquisition of Standing Stone Games (Which owns Lord of the Rings Online and Dungeons & Dragons Online), the acquisition and later sale of Harmonix, and the recent development and publishing deal with Wizards Of The Coast for Magic the Gathering Online – **Some of these deals resulted in 100%+ IRRs.**



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PLANETSIDE 2

Daybreak's 1st Party IP

So, Who Are Ji Ham & Jason Epstein? Cont.



- Ji and Jason are also **American**, with an unwavering focus on what IRRs and ROICs a decision/investment might generate.
 - This attitude towards capital allocation is the exact opposite of many European gaming companies (Including EG7 under prior management) who were/are more focused on acquiring everything under the sun with no real strategic focus on what returns might look like.
 - They've also stated publicly that their internal hurdle rate for an investment is a minimum of 25% IRR in a base case scenario, and considering their track record, their base case assumptions are likely to prove conservative more times than not.
- Before leading Daybreak, Ji worked in private equity and investment banking. He's worked at Columbus Nova, Hudson Capital, and CIBC US. Ji himself is also a gamer (who self admittedly has two hundred hours in the popular souls-like game Elden Ring), allowing him to take a nuanced perspective on development while maintaining an intense focus on IRRs and underwriting.
- Jason has a long and successful entrepreneurial track record, founding his first company, eLink Communications, in 1998 shortly after graduating college (which he would later sell in 2001); he would then become a partner at Columbus Nova, where he led a roll-up of credit managers which would later be IPO'd then sold to FAB Partners for \$333M. Since then, Jason has focused on personal investing and has roots in several companies.



DAYBREAK™

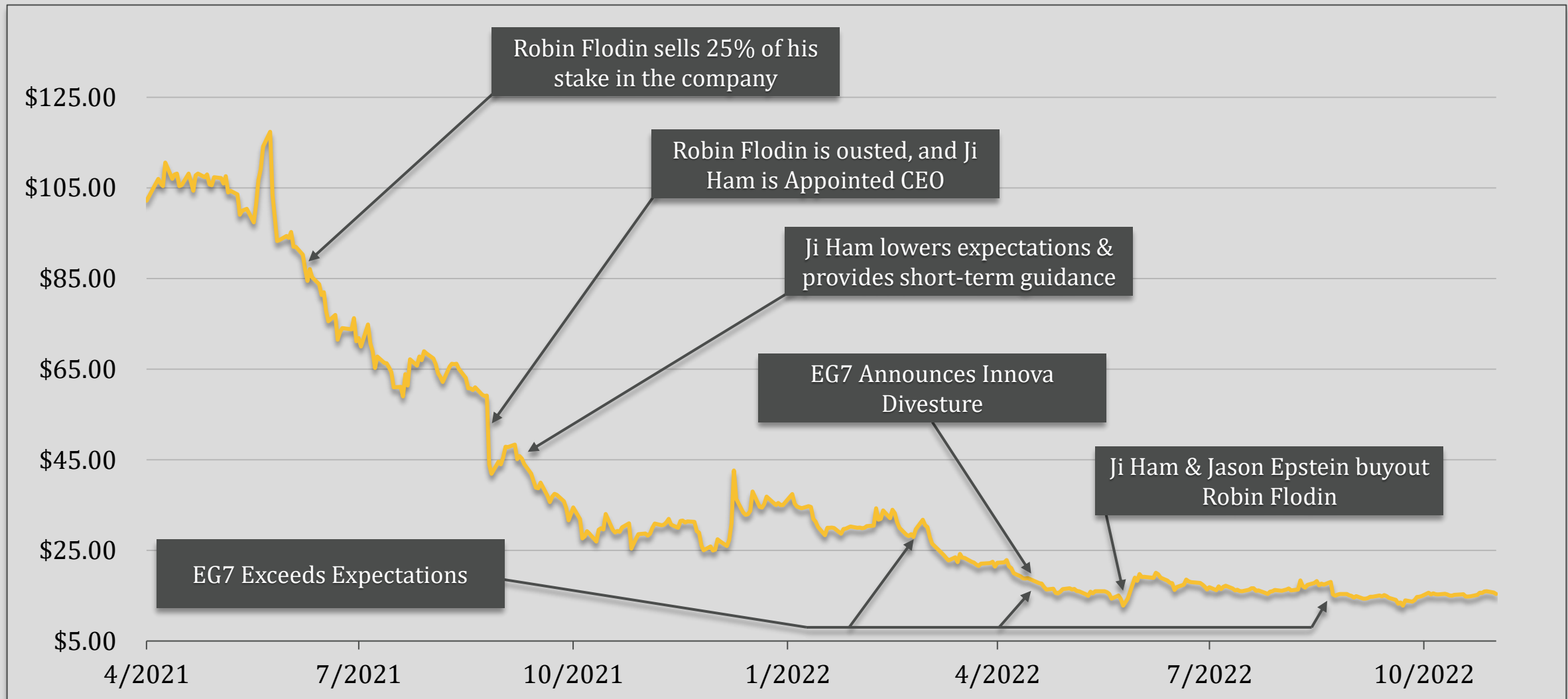
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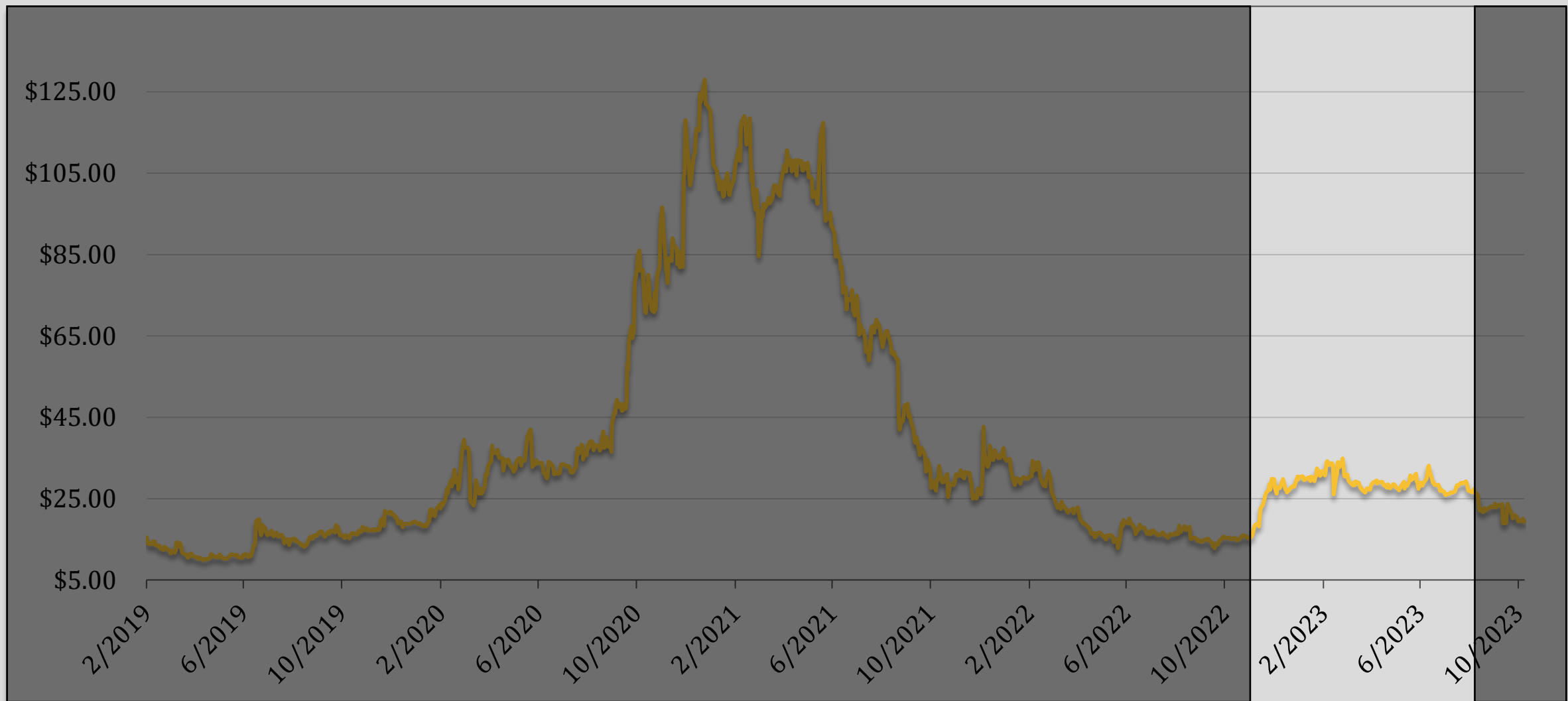
PLANETSIDE 2

Daybreak's 1st Party IP

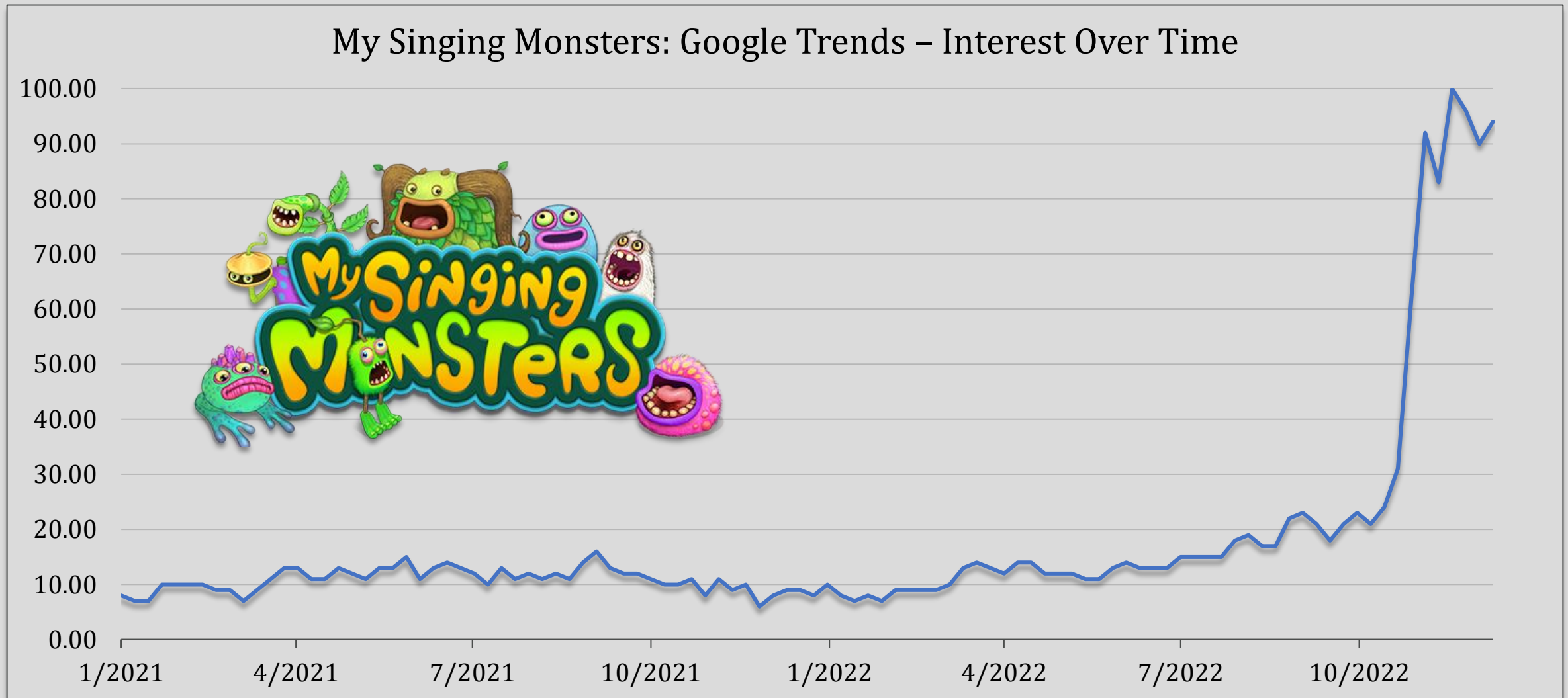
EG7 History – April 2021 Through October 2022



EG7 History – Nov. 2022 Through Jul. 2023



My Singing Monsters Surges In Popularity!



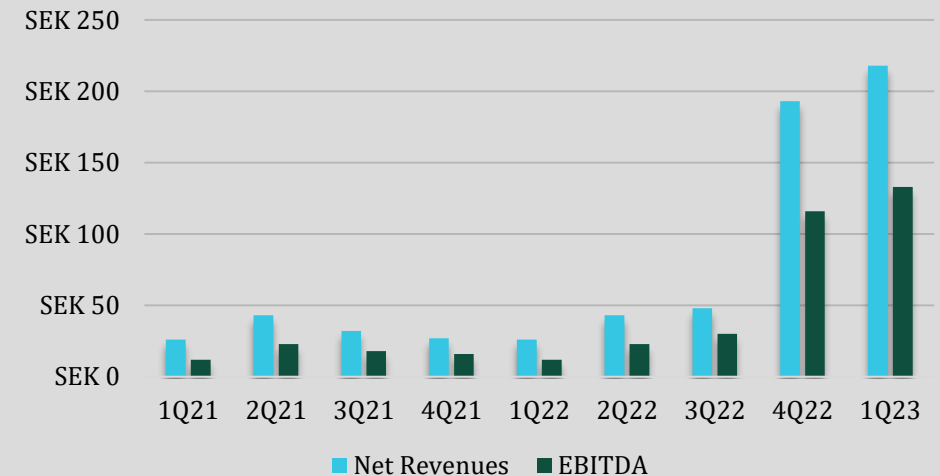
My Singing Monsters Surges In Popularity! Cont.



- My Singing Monsters (“MSM”) is a first-party IP and mobile game developed by EG7’s subsidiary Big Blue Bubble, and in November of 2022, MSM would go viral on TikTok, amassing over 1.2M additional followers and 19M likes on its TikTok page in just 3-months time.
- This virality would lead to a surge in downloads and over one billion hashtags on TikTok in the coming months, subsequently leading to an increase of revenues from SEK 48M in Q3-22 to SEK 218M in Q1-23, **amounting to a 350% increase in revenues in just two-quarters for Big Blue Bubble.**
- The game had successfully gone from a sleepy but steady mobile game to a rapidly growing one overnight. While virality is certainly unpredictable, we don’t believe this virality was 100% coincidence, as under the new management team the game had slowly been gaining traction for months prior and launched a sizeable 10-year anniversary campaign in August of 2022, which likely helped position MSM to go viral.
- While Big Blue Bubble does have three other IPs (Foregone, Power Chord, and Puppy Island) for all intents and purposes, MSM makes up virtually all of Big Blue Bubble’s revenue and EBITDA today.



Big Blue Bubble – Millions SEK



Insider Buys, And A Work-For-Hire Pivot



- After a sharp 20%+ price decline post Q4-2022 earnings, several management team and board members would move quickly to acquire an additional ~2% of the company – The largest purchasers were Ji Ham, Jason Epstein, and Alexander Albedj (Who is no longer a board member but continues to hold his ~3% stake in the company) at an average share price of SEK 27.20 (which is a **~51% premium to the current share price as of writing**).
- Management in Q4-2022 also decided to pivot ToadMan Studios back to Work-For-Hire development after determining the risk/reward around many of the IPs they were working on (Block N Load 2, Evil V Evil, and assisting Antimatter Games with I.G.I Origins and 83') was not favorable and did not fit into management's vision for the company – these were new and unproven IPs leading to little predictability on how they'd perform at launch. Furthermore, both ToadMan and Antimatter Games were materially cash-burning at the time, further reinforcing management's decision to pivot to Work-For-Hire.
- Then, in May of 2023, EG7 would make the decision to wind down Antimatter Games after exploring various strategic options for the business. This wind down is expected to save the company SEK 50M annually (~\$5M).
- **Work-for-hire is not a destination but rather a pit-stop for the company** as they work to develop their 1st party and 3rd party IP further. This pivot, however, generates cash to help fund those projects in the interim.
- Evil V Evil is expected to launch in 2024, and other IPs could potentially see an early-access launch on Steam if/when time allows for ToadMan developers.



Ji Ham

Ownership: ~2.28%

Purchased ~\$500K USD



Jason Epstein

Ownership: ~9.70%

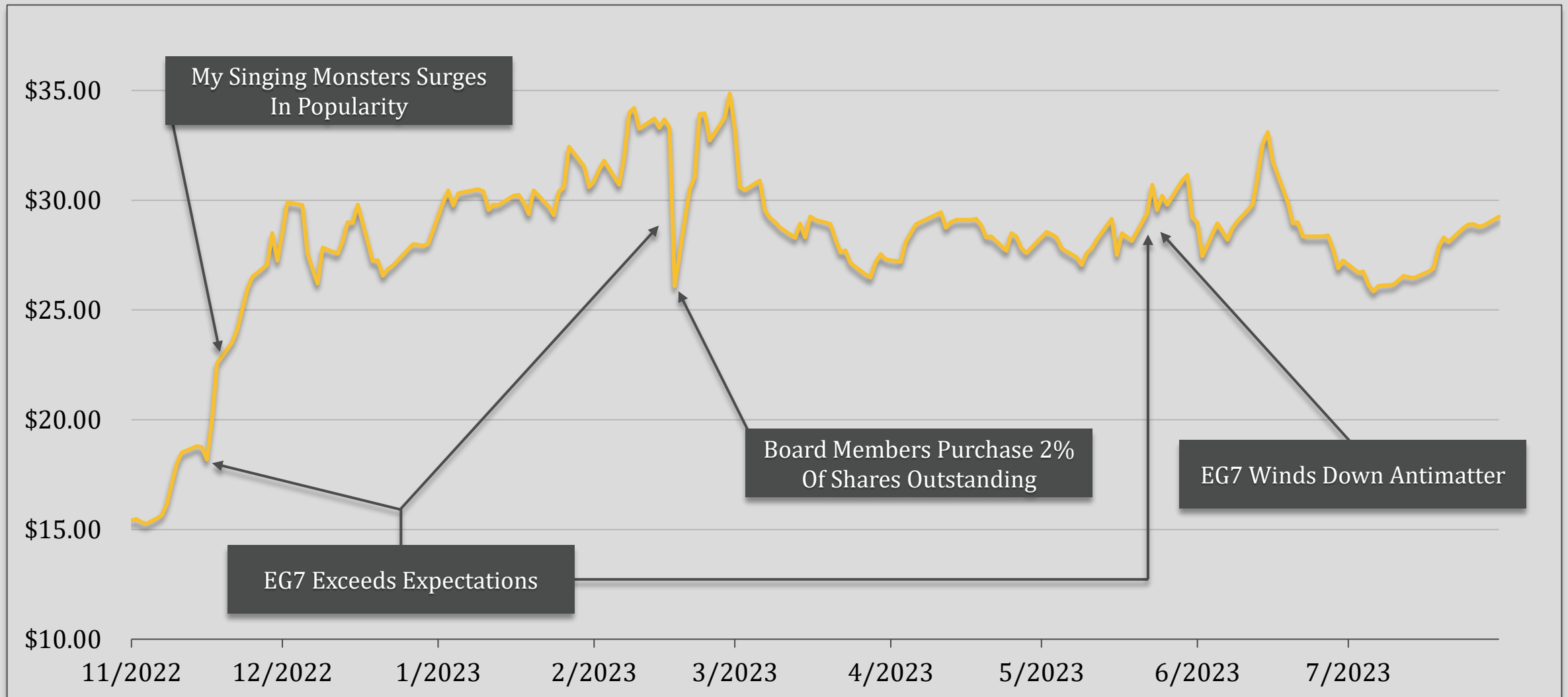
Purchased ~\$1.5M USD



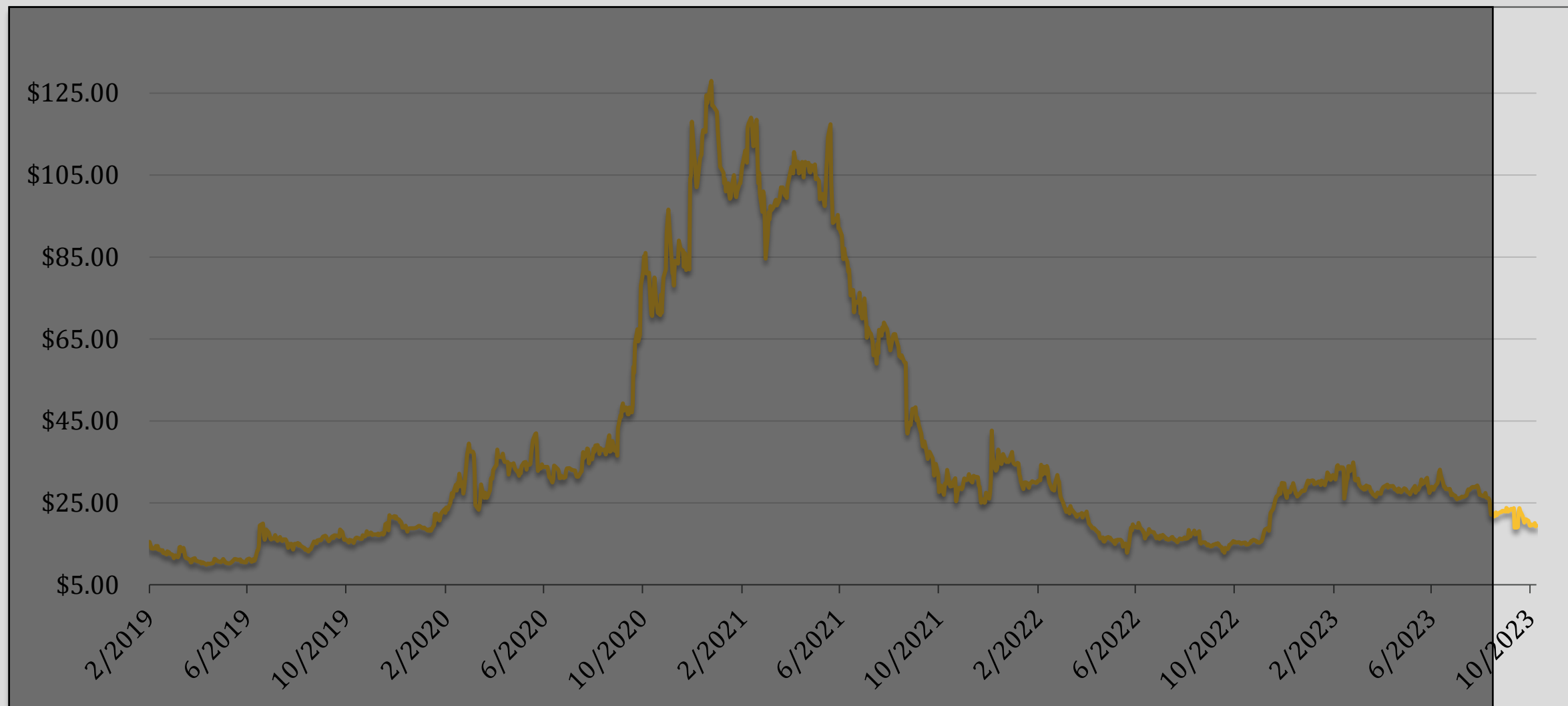
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Ownership as of Sept 2023

EG7 History – Nov. 2022 Through Jul. 2023.



EG7 History – August 2023 To Present



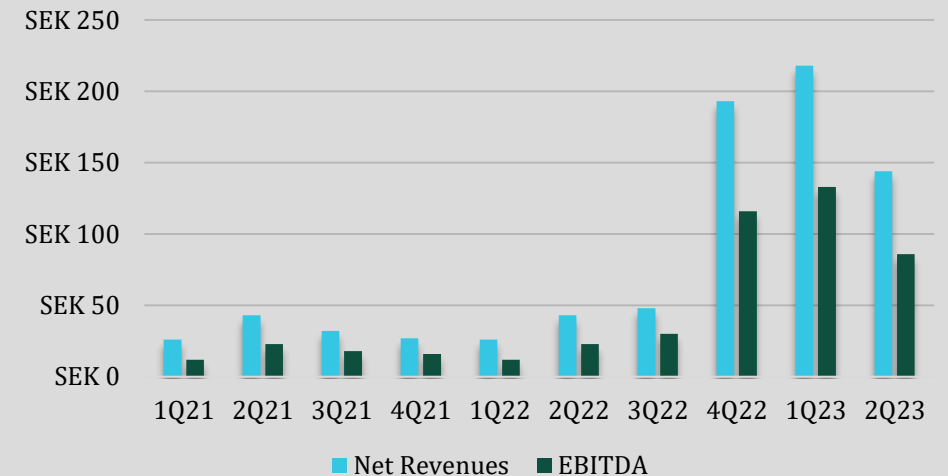
My Singing Monsters Starts To Normalize



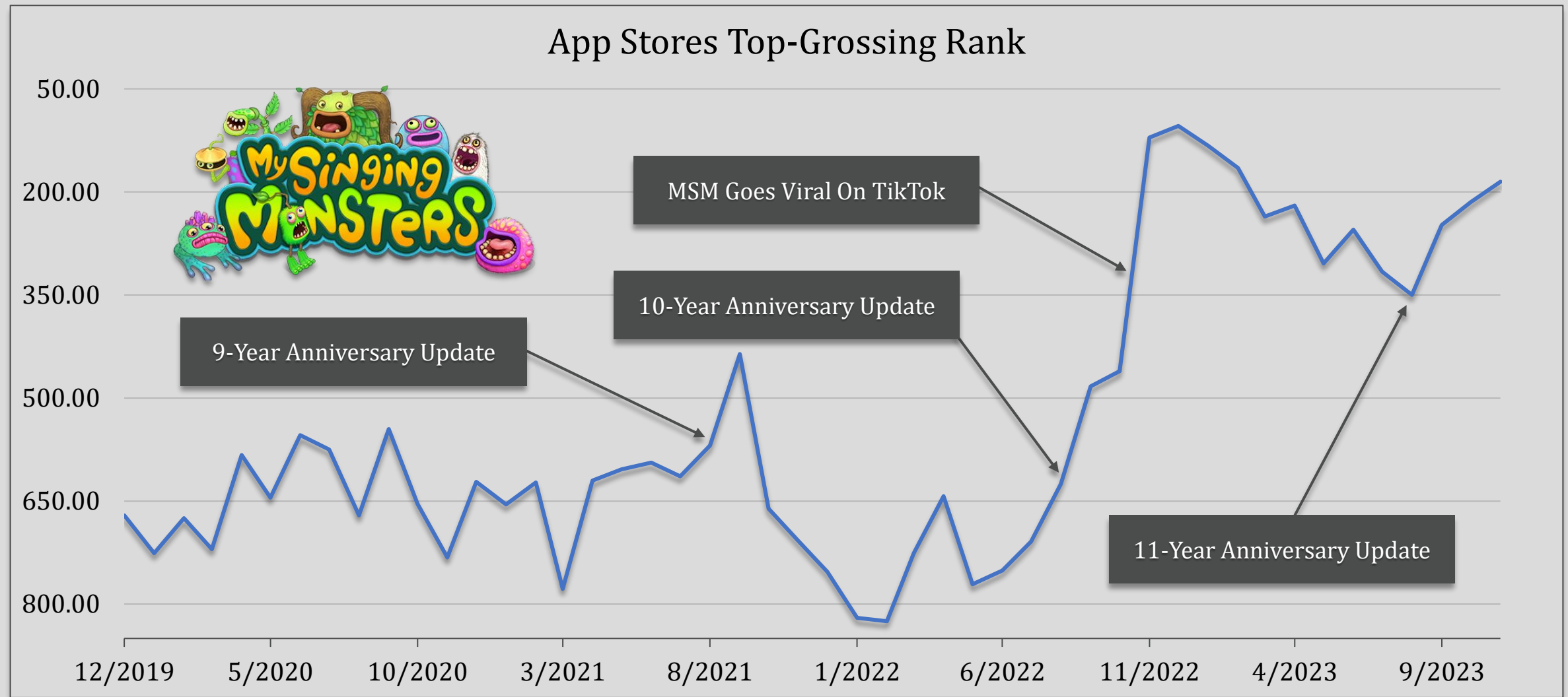
- Virality typically doesn't last long but usually has lasting effects. While it was unreasonable to assume MSM would maintain its 4.5x revenue increase on a run-rate basis, **management does believe the game will normalize between 2.5x-3.0x above pre-virality numbers for 2024.**
- My Singing Monsters is a surprisingly strong IP (going on what is now its 12th year of development). Some of you might recognize the game from when it went viral back in July of 2013 (roughly a year after release). Their initial gameplay trailer is iconic, amassing north of 70M views on [YouTube](#) (it's likely you've at least heard this trailer before).
- The last time My Singing Monsters went viral it would remain a top 120-grossing app in the U.S. until November 2015, when it would eventually start to see a gradual decline in popularity. However, over the years, it's maintained a dedicated player base that we expect has grown materially after its recent virality. The team at Big Blue Bubble uploads several [YouTube videos](#) a month and engages with the community consistently.
- While Big Blue Bubble has seen a rather significant decline in revenues (SEK 218M to SEK 144M from Q1-23 to Q2-23), this rapid rate of decline we believe has more than likely slowed materially or stopped altogether. We're coming to this conclusion based on management's comments at their Capital Markets Day and the game's recent uptick after they launched another [large update](#) to celebrate the game's 11th anniversary in September of this year. This can be seen in its "top-grossing" rank among the app stores (see next page).



Big Blue Bubble – Millions SEK



My Singing Monsters Starts To Normalize Cont.



Clearing Up The Related Party Transaction



- On the 15th of September, EG7 would announce a related party transaction with Cold Iron Studios (owned by Ji Ham and Jason Epstein), where EG7 will advance \$23M to fund the development of a new game over 2023 and 2024 in return for the publishing rights.
- This agreement also included an \$8M co-development contract with ToadMan, making EG7's net investment \$15M (SEK 165M).
- Despite the okay disclosure around how the deal had been managed (exclusively by independent board members with neither Ji nor Jason involved), the market did not take kindly to this action, and the stock would proceed to fall ~20% that day.
- While certainly concerning at first, if one took a step back, it seemed highly likely that this transaction would be beneficial to EG7 and screwing over minority shareholders would not align with Ji's and Jason's past actions up until this point, and sure enough, at the Capital Markets Day later that month EG7 would disclose the full terms of the deal.
- I've put the deal terms on the next slide, but we immediately recognized these as standard terms that arguably favored EG7 on the day of the presentation. **The IRRs EG7 underwrote for the deal were also disclosed and north of 30%.**



Clearing Up The Related Party Transaction Cont.



ENAD GLOBAL 7 | COMPANY PRESENTATION

Transaction Overview

Transaction Structure

- **Transaction comprised of:**
 - > Daybreak publishing deal with Cold Iron
 - > Cold Iron co-dev deal with Toadman
- **Publishing agreement**
 - > Exclusive worldwide publishing rights
 - > Development advance of USD 23mm
 - > 100% of funds used only for new product development
 - > Funding at cost with zero mark up or profit built in for Cold Iron
- **Co-development agreement**
 - > Toadman hired for co-development
 - > Contract value of approximately USD 8mm
 - > 55% pre-tax profit margin with fully burdened costs
- **Combined economics**
 - > Unique structure with compelling net economics
 - > USD 15mm net investment combined

Summary of Economic Structure

- **Funding in installments over the development period**
 - > Each milestone subject to independent board approval
 - > 3rd party outside game development consultant review
- **Game net receipts distribution priority:**
 - > First, Daybreak recoups 100% of all its investment
 - > Then, the profits above and beyond are split 50:50
- **No profit to Cold Iron until Daybreak fully recoups all its investment**

Deal Returns Sensitivity

Publishing + WFH		
IRR		
3 Year	Initial Price / Unit	
Unit Sales	\$ 49.99	\$ 59.99
2,000	31.9%	39.6%
3,000	56.4%	66.2%
4,000	77.8%	89.4%
5,000	97.1%	110.4%

Publishing Only		
IRR		
3 Year	Initial Price / Unit	
Unit Sales	\$ 49.99	\$ 59.99
2,000	11.3%	17.8%
3,000	32.1%	40.4%
4,000	50.3%	60.1%
5,000	66.6%	77.9%



ENAD GLOBAL 7 | COMPANY PRESENTATION

Related Party Information

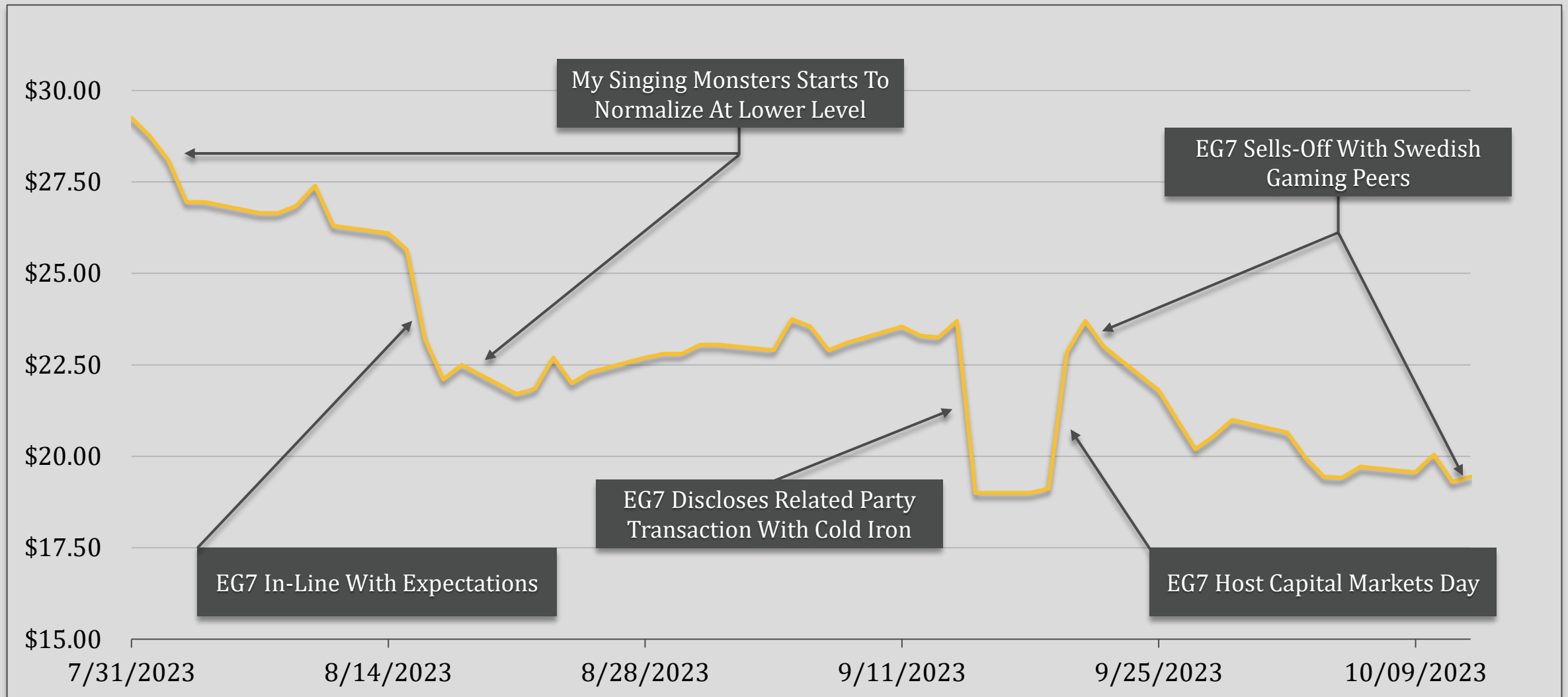
Related Party Background

- Formerly wholly owned by Daybreak
- EG7 opted not to include in Daybreak acquisition
 - > Daybreak sellers retained ownership (Jason Epstein and Ji Ham)
- EG7 had an option to acquire but it has since expired
 - > Compelling rationale for folding back in
 - > However, EG7 circumstances over the last several quarters made it difficult
- Instead of an acquisition, secured the publishing rights to Cold Iron's new project

Fully Independent Review Process

- Fully independent contract oversight committee ("Committee") comprised of 4 independent members formed by the board
 - > Excluded Jason Epstein and Ji Ham
- The Committee thoroughly evaluated the commercial merits of the investment with the support of third party experts:
 - > Tiger Team Productions – Game development and production
 - > E&Y – Financial evaluation
 - > Wiggin LLP – Contract evaluation and advisory
 - > Baker Mackenzie – Related party conflict and board process advisory
- Based on the conclusion of its evaluation, the Committee approved Daybreak to proceed with the transaction

EG7 History – August 2023 To Present



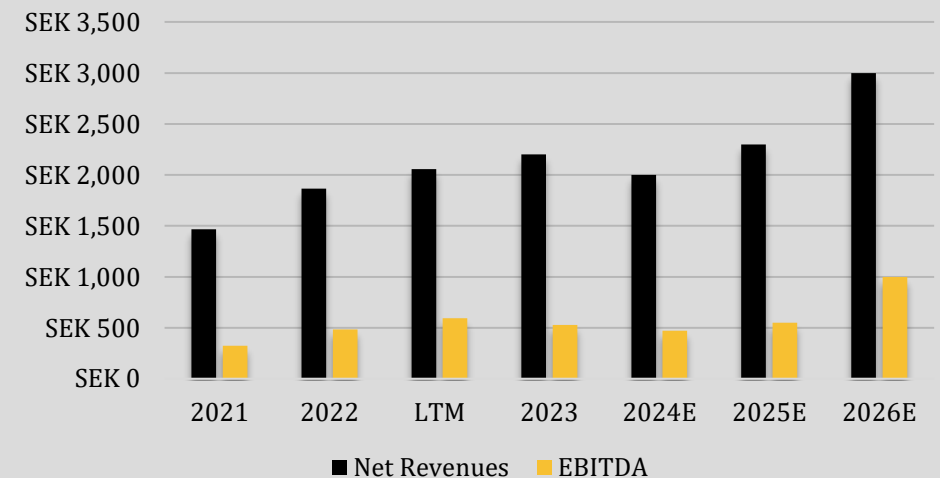
Where Enad Global 7 Is Headed



- On September 20th, EG7 would host its first Capital Markets Day and put out mid-term financial targets amounting to **SEK 3B in revenue and SEK 1B in EBITDA by 2026 compared to an Enterprise Value of just SEK 1.15B today!**
- For context, 2023 full-year guidance currently stands at revenues of SEK 2.2B with EBITDA of SEK 528M.
- Ji, during his presentation, set out a very methodical strategy and solid foundation for how the company plans to achieve such targets. **For anyone interested in EG7 or anyone new to the gaming industry, the Capital Markets Day is a must-watch in its entirety!**
- The approach he is taking to game development is very different from almost all other small-to-mid-sized game developers – there is no swinging for the fence here. Every decision made and game being developed is being stringently underwritten to hit a minimum 25% IRR (under what I expect are conservative assumptions) on only PROVEN IPs.
- Ji greatly stressed the importance of using an 80-10-10 model when it comes to game development – This is the same strategy that large Triple-A developers employ to reduce risk, lower development times, **and help create consistent, repeatable, and predictable outcomes.**
- For those unfamiliar with an 80-10-10 model, a few examples would be Call-Of-Duty, any sports games, Assassins Creed, and “souls-like” games made by FromSoftware. At its core, the 80-10-10 model is taking 80% of the foundation from a prior PROVEN title, improving 10% of the game's features, and adding 10% of something new.



Enad Global 7 Management Forecast – Millions SEK



How They're Getting There



- EG7's long-term objective is to become a dominant player in the mid-market segment and build a business designed to produce **repeatable outcomes** through franchised third-party publishing and first-party game development.
 - The mid-market can be considered Single-A to Double-A games with budgets of \$10M-\$30M+ and sales of \$50M+ (under EG7's definition). There is a significant opportunity in the mid-market as you're not trying to compete directly with the large Triple-A developers/publishers. Instead, you are targeting a very real and sizeable white space opportunity that's too small for Triple-A to waste their time on.
- Daybreak will be going into mid-market publishing and is actively sourcing deals – with the first being Cold Iron's game with an expected release of 2025, and Fireshine (a surprisingly successful indie-game publisher) will be going upmarket for more significant opportunities.
 - The publishing deals will have a heavy focus on established brands and IPs with the ability to become “franchised” if not already (a sequel or adjacent game being released every 2-3 years utilizing the 80-10-10 model) using a premium business model (no free to play games).
 - The deals will be structured with EG7 getting paid back in its entirety upon the release of a game and 30%-70% of sales afterward depending on the underwritten risk and chance of success of the upcoming title. Developers receiving publisher funding will also be monitored and guided by EG7. Developers will not be given complete creative control, and **EG7 will have the final say on development decisions.**
- Daybreak will also begin development of EG7's most popular first-party IPs (HIZI starting in 2024 and EverQuest later), and Piranha Games will begin turning MechWarrior into a franchised title with a planned release of MechWarrior Clans scheduled in 2024.
- EG7's collection of existing live service games will be maintained and optimized for cash flow to fund third-party publishing and first-party game development. EG7's service businesses (Petrol advertising and work-for-hire) will also be run this way.
- EG7 will also opportunistically pursue highly targeted M&A if it aligns with their long-term strategy (Given Ji's and Jason's track record of successful M&A, this is of little concern, and if done, would almost certainly be a positive) – EG7's guidance factors in zero M&A.
- Finally, EG7 has a vision of creating a “Franchise Pipeline Model” (several IPs releasing games every 2-3 years), **allowing the company to target two major releases each year** and releases of sequels to these IPs every three years. Over time, this will create a stacking effect as older games are monetized via DLCs and residual sales before their next release – **all of this will help create a predictable and repeatable business model.**



ENAD GLOBAL 7 | COMPANY PRESENTATION

Summary of Middle-Market Publishing Criteria

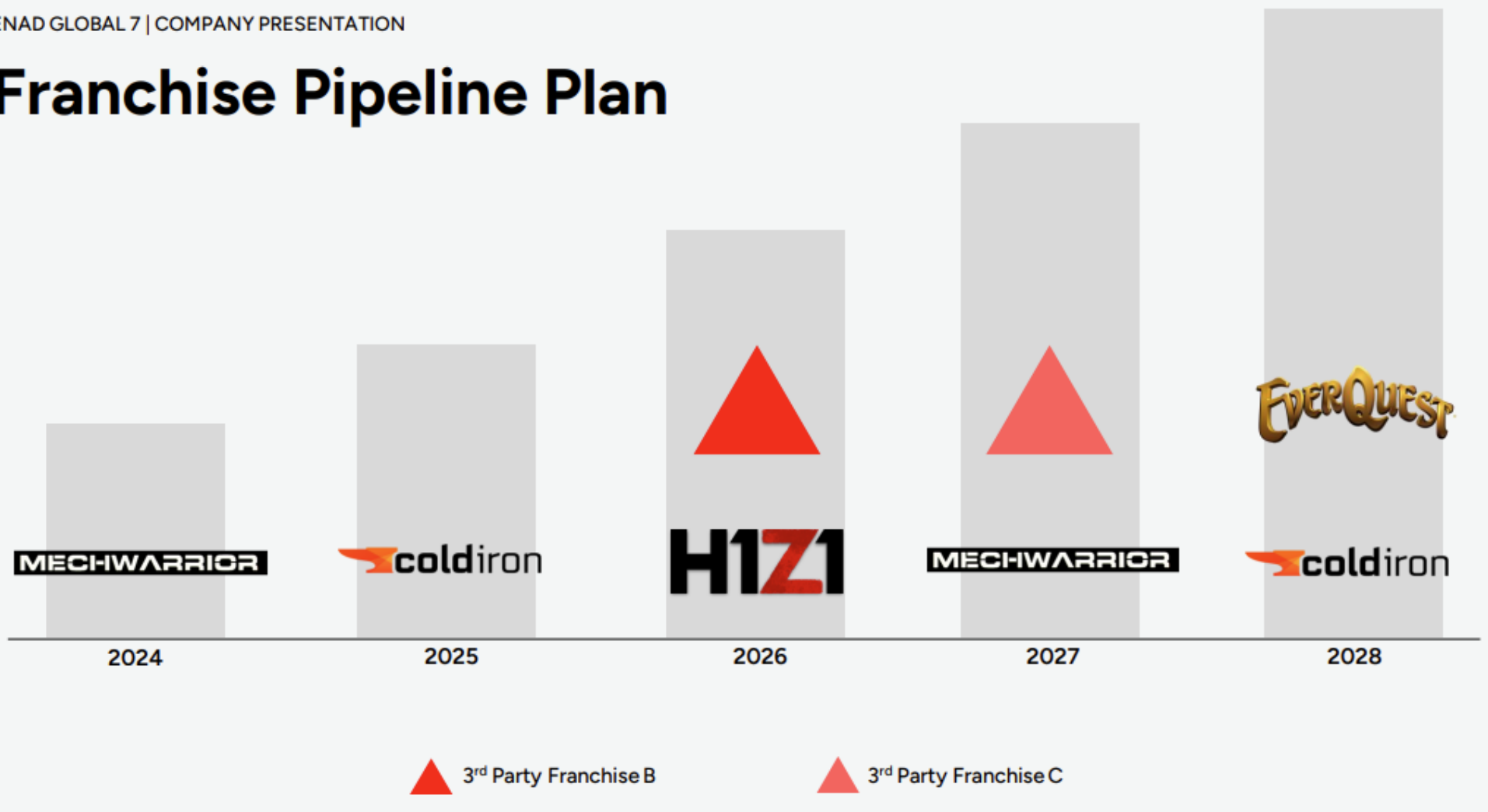
Product Target Criteria		Investment Parameters	
Game Type	Shooters, action RPGs, sandbox RPGs	Investment Size	\$10-30mm per project subject to an annual cap for the total
IP / Franchise	Established branded IP	Minimum Return	25% IRR
No. of Players	Multiplayer online	Payback Period	Within 12 month of release and 42 months from initial funding
Business Model	Premium, hybrid	Publishing Economics	30-70% publisher share subject to risk and returns based pricing
Content Model	Franchise sequels, DLCs	Pipeline	Target 1-2 per calendar year
Target Region	Western markets		
Studio Track Record	History of franchise releases; specialization in specific game types		
Dev Model	80-10-10 or close variation		

Game Release Schedule



ENAD GLOBAL 7 | COMPANY PRESENTATION

Franchise Pipeline Plan



Game Release Schedule Cont.



ENAD GLOBAL 7 | COMPANY PRESENTATION

First Party Game Plans

H1Z1

MECHWARRIOR

EVERQUEST

Game Type	Sandbox survival	Mech action/simulation	Fantasy MMORPG
IP / Franchise	H1Z1 with over 40+ mm downloads	Iconic BattleTech franchise	IP that ushered in the golden era of MMOs
IP Ownership	Daybreak	Microsoft	Daybreak
No. of Players	Mid-scale multiplayer	Small scale co-op multiplayer	Massively multiplayer
Business Model	Hybrid premium + MTX	Premium+	Hybrid premium + MTX
Content Model	Live service	DLC	Live service
Dev Budget	~\$25mm	~\$20mm	~\$30+ mm
Start of Investment	2024	2025	2025
Target Release	2026	2027	2028
Approach	Variant of 80-10-10 model	Variant of 80-10-10 model	Variant of 80-10-10 model
Status	Concept phase Pre-production in 1H24	Ideation phase	Ideation phase

Buybacks, Dividends, And An Uplisting!



- At their Capital Markets Day, EG7 laid out plans to help remedy the stock's severe undervaluation through shareholder capital returns and a potential uplisting.
 - The plan as it stands today is to return up to 50% of the net income the company generates going forward (based on 2023 guidance, this implies SEK 100M to be returned to shareholders or ~6% of today's market cap).
 - This capital return will be divided between a minimum SEK 40M annual dividend, and the rest will go towards **opportunistic buybacks** instead of unintelligent routine buybacks seen at many companies regardless of valuation.
 - While previously not possible to do buybacks on the Nasdaq First-North Exchange, this is now possible via synthetic buybacks (the company essentially puts money with an investment bank, which purchases shares on behalf of the company for a 1%-3% estimated fee). Until recently, these synthetic buybacks were very expensive, but the market for them has expanded, making them viable for EG7 to pursue (It's also worth noting that EG7 will be one of the largest companies ever to do this type of buyback on the First-North Exchange).
- On top of these capital return plans, the company is actively pursuing an uplisting to the "big board" in Sweden – Nasdaq Stockholm. This will allow them to reach a broader audience of local and non-local institutional investors, increase liquidity in the stock, and allow them more flexibility around buybacks. This uplisting is expected to occur by the end of 2024, and the board is also actively considering other listing venues (London & U.S. Exchanges).



IP Examination – MechWarrior



- MechWarrior is a video game franchise set in the BattleTech universe, with its first game releasing all the way back to 1989. Piranha took over the IP via a ten-year license with Microsoft in 2009, then successfully renewed that license for five years in 2020.
- The games are played from a first-person perspective and involve players outfitting and piloting large Mechs with an arsenal of weapons to fight other Mechs. There are two MechWarrior games that are still in active development today. The first is MechWarrior Online, a PVP (player vs player) game where players fight one another. The second is MechWarrior 5: Mercenaries, a co-op story-driven PVE game (player vs environment, so NPCs) with procedural generation (This makes missions randomized and different each time, creating potentially endless replayability). The first is free-to-play and monetized via in-game items like skins, mechs, etc. The 2nd is a premium title costing \$30 (although on sale for half off a couple of times a year) and is further monetized via DLC and expansions, which include more missions, mechs, etc.
- The new game, MechWarrior: Clans, will be a standalone game utilizing the same engine, foundation, and features from MechWarrior 5: Mercenaries. This game is modeled after MechWarrior 2, which launched in 1995 and was one of the best-selling games of its time and the most popular in the Franchise. The trailer ended with an updated “box cover” from the original MechWarrior 2 game, which the community really liked.
- This is undoubtedly an interesting IP with a very dedicated player base (many of which have stuck around since MechWarrior 2’s release back in 1995). The announcement of Clans already has online forums centered around the community very excited. I’ve never played these games personally, and they would not be something I’d enjoy; however, the audience is primarily older individuals (when compared to most gamers) who tend to be very sticky and play a select few games. I think an “okay” comparison to make would be Nintendo, whose audience is surprisingly well into their 30s and not younger (They played the games as kids and have stuck around since; MechWarrior is similar in this regard).
- MechWarrior 5: Mercenaries sold over 1M copies three years after its release in 2019, which is also the expectation EG7 has for Clans. It is worth noting that at release, MechWarrior 5 was an Epic Games exclusive (A smaller, less used gaming marketplace). This frustrated many in the community, and the game wouldn’t launch on consoles and Steam until May of 2021 – I believe it is a fair assumption that this impacted sales of the game. Thus, the 1M copies over three years seems a reasonable, if not conservative assumption.
- Clans has been in development since at least January of 2023, per a “leak” from the CEO of Piranha games when asked about MechWarrior in an interview. I don’t think it’d be unfair to assume this game is also monetized via future DLCs like how MechWarrior 5 was (MechWarrior 5 will also be getting one more expansion in Q1-2024 before Clans is released).
- It is important to note that the new MechWarrior game planned for 2027 is subject to Piranha getting a license extension from Microsoft as their current one expires in 2025. However, management thinks this will be no problem, and with Piranha managing the IP since 2009, an extension seems likely.
- Per Ji’s comments at the Capital Markets Day that they “made a lot of money with MechWarrior 5 and its DLCs,” as well as my own research, I believe this IP, while not a doorbuster by any means, is relatively inexpensive to develop and therefore very profitable.

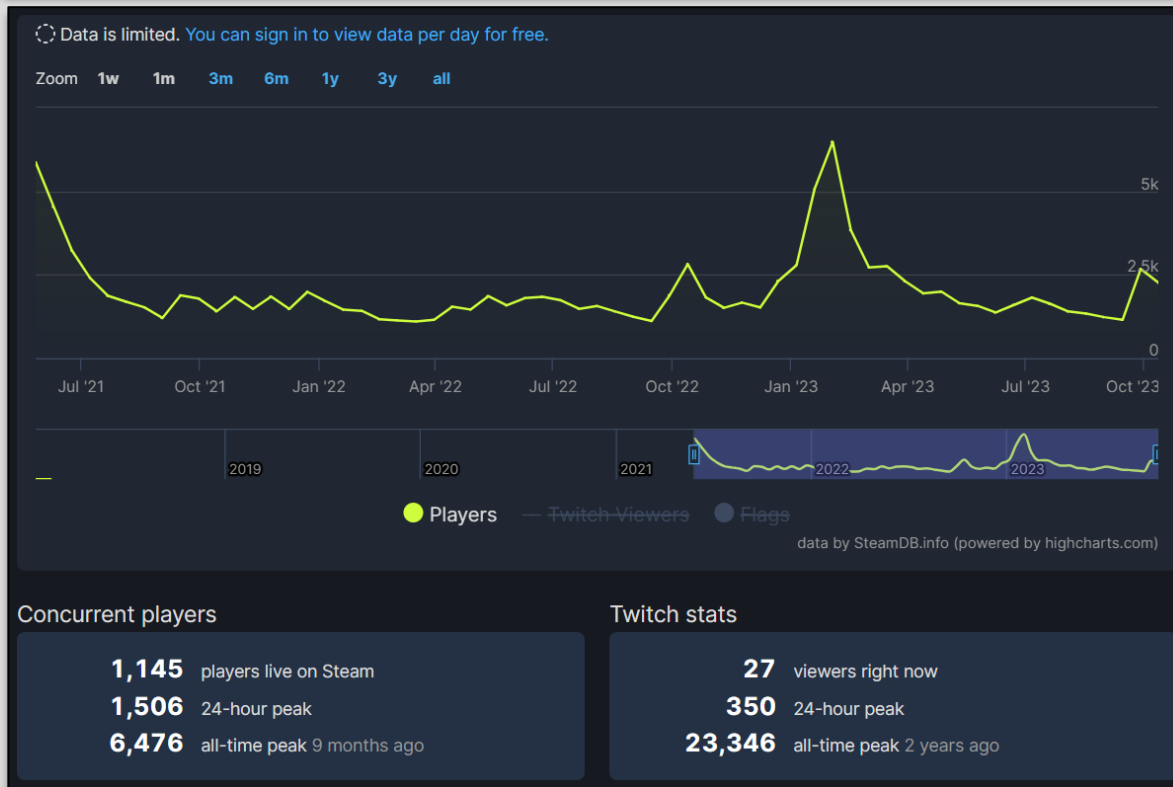


IP Examination – MechWarrior Cont.

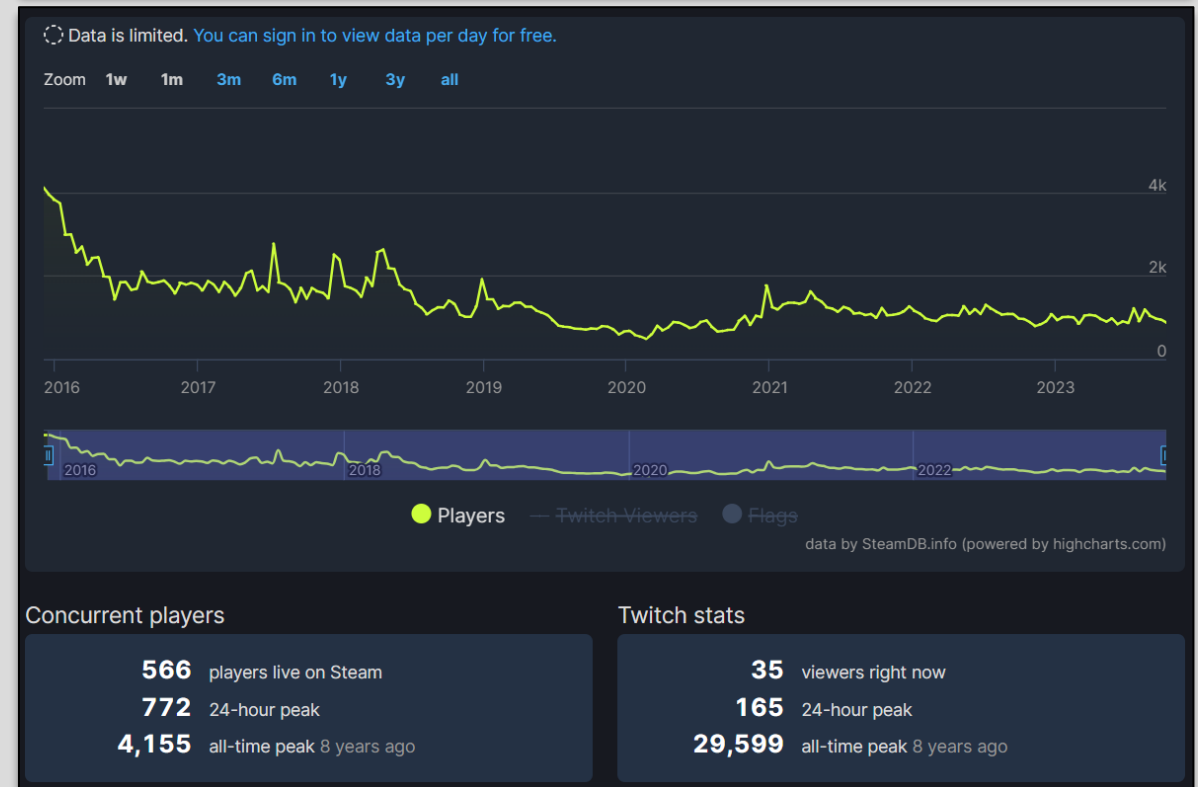


- Below are player counts from Steam, but it's worth keeping In mind that MechWarrior is also available on the Epic Games Store, GOG, Xbox, and PlayStation – these platforms are not captured in the below numbers.

MechWarrior 5: Mercenaries



MechWarrior Online



The large spike in player counts seen are a product of new expansions and DLCs.

IP Examination – Cold Iron Studios (Aliens)



- I don't think I need to introduce anyone to the Aliens franchise, so instead, I'll focus on Cold Iron's prior title, Aliens: Fireteam Elite, and what we can expect from a likely sequel.
- As previously mentioned, Cold Iron was acquired by Ji and Jason in 2020 when the game was ~70% complete and had plans to be a free-to-play title. They decided only to purchase the studio if they agreed to pivot the game to a premium model. The game was released on consoles and PC in August of 2021 and would go on to sell over 2 million units in two years and would later be monetized via one expansion and several DLCs.
- Aliens: Fireteam Elite is a co-op 3rd person shooter linear RPG game. Linear meaning you follow a set storyline, leaving little room for replayability when compared to, say, MechWarrior 5.
- At launch, the game was received well across all platforms and was decently popular, given it was the first Aliens shooter game to be released since Aliens: Isolation in 2014 and the first online co-op RPG the IP had seen.
- There is now a community not only behind the Aliens IP but also Cold Iron Studios – who did an excellent job with the game. The upcoming title is “likely” (I say likely because it's not confirmed, but you can read between the lines here) to be an Aliens co-op RPG like Fireteam Elite was. I expect the IP to expand upon what the first game did but with more features, potentially more expansions, and better monetization.
- As seen on page 25, if the game sells 2M copies in three years, EG7 will generate ~32% IRRs and ~56% if it sells 3M copies in three years. Given how the first game sold 2M copies in two years from an unproven studio that got the game out quickly (Ji stated they could have made it better with more time), I think this hurdle rate of 2M copies in three years will be surmounted with ease once you consider that there is now a player base who enjoyed the first game and is currently awaiting a sequel – That is, if they put out a good product.
- The game is unlikely to face delays as there is a release window they have to work within since they don't own the IP and are utilizing the 80-10-10 model for this title. My guess is this might have something to do with the new Aliens movie scheduled for release in August of 2024, which is undoubtedly a positive for EG7 as it will function as free marketing for the game.



IP Examination – Cold Iron Studios (Aliens) Cont.



ENAD GLOBAL 7 | COMPANY PRESENTATION

Studio and Product Overview

Overview

- Based in San Jose, CA
- Studio behind Aliens Fireteam Elite (AFE)
- Multiplayer third person shooter shop
- Formerly wholly-owned by Daybreak

New Product

- New product based on a major global IP license
- Multiplayer third-person shooter in-line with Cold Iron's expertise
- Target 2025 release across PC and consoles

Track Record


- Successfully released AFE across PC and consoles in Aug 2021
- Over 2+ million units sold to date
- Over 5 million players, who have enjoyed the game, including game pass
- 81+% Very Positive rating on Steam

Solid Fit with EG7 Strategy

- Based on a major IP
- Franchise model potential
- Proven developer track record and expertise for the game
- A variant of 80-10-10 model
- Favorable risk-reward balance


Transaction Rationale

- Solid fit with EG7's new middle market publishing strategy
- First 3rd party core franchise product for the long-term plan
- Unique structure with combined WFH deal to reduce at risk capital
- Highly attractive returns potential


 • 1 mo. ago

I think cold iron did good with aliens fire team and the studio has got me as a fan now so I'll be interested in any of there new projects

↑ 35 ↓ Reply Share ...


 8 days ago

It had a rough start but this is one of the best co-op games in a while. Also one of the best alien games out there.

 • 1 mo. ago


AFE is easily one of the best multiplayer games I've played in years, and the support it's gotten has been surprisingly great. Can't wait for their next project: I have no doubt it'll be a banger 🙌

↑ 32 ↓ Reply Share ...

@ 2 years ago (edited)

Started at midnight didn't stop playing until I had to go into work at 7... totally worth it!! And please add a model viewer mode!!! Also some cool alien armour would be sick made from their body parts like AVP

👍 52 🗨️ Reply

@ 2 years ago

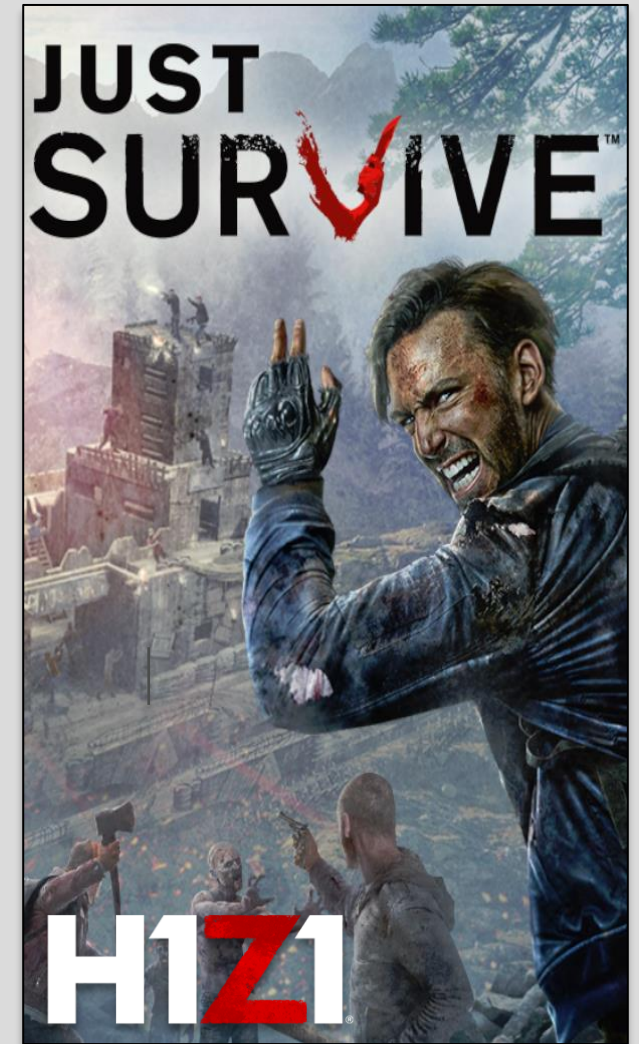
This game is by a small studio who didn't try to reinvent the wheel or waste their budget on fancy cut scenes. They focused on making a good 3rd person horde shooter in the Alien universe. They nailed the fun factor. The game is \$40. 100 % worth it. Pure chaos with friends. Flame throwers, smart guns, shotguns, rocket launchers, Grenade launchers, 5 classes with a 6th coming September 8. Highly recommend.

👍 81 🗨️ Reply

IP Examination – H1Z1 & Just Survive



- Those of you who are gamers likely know that H1Z1 was the first game that pioneered the battle royale genre (before PUBG) that is so popular today (development was led by Brendan Greene, who previously put together a battle royale mod for the game Arma 3).
- However, before H1Z1 was the battle royale we're all familiar with (I say all because if you're remotely close to the gaming world, you've at least HEARD the name), it was a multiplayer zombie survival game, and to be frank a bad one at that. The "survival" portion of H1Z1 would later be renamed "Just survive," so I'll call it that from here on.
- Just Survive, as stated, was a bad game; it was released early, had what was likely a small budget (nowhere near the \$25M planned for its sequel), lacked direction, and launched into early access in January of 2015 (right before Ji and Jason acquired Daybreak from Sony). Surprisingly (and seen with many other multiplayer survival games), it sold well, hitting 1M copies within just two months, and likely sold LSD Millions over its lifetime at \$19.99 a copy.
- I'm not lying when I said the game was bad; Ji himself described the game as a "terrible experience" at the Capital Markets Day. **However, this is far from the norm when it comes to multiplayer survival games, especially zombie-focused ones.** If I had a nickel for every lousy zombie/survival game that has been released on Steam over the years that people had genuinely gotten excited for, I'd have a lot of nickels. To this day, there has yet to be a "good" zombie survival game released, and DayZ, after a **literal decade** of development, is in what one could **maybe** call an "okay/playable" state (here is some recent gameplay footage in case you don't believe me – [LINK](#)), but despite that, the game still boasts a whopping 30K+ daily concurrent player count – I believe this is mainly because there is **NO GOOD ALTERNATIVE** if you want to play a zombie survival game.
- Despite DayZ being a buggy and borderline unplayable game for most of its existence (especially early on), it still **sold more than 3M copies just two years after its launch on PC alone**, which was back in 2013, and many millions more since then (~6M at the end of 2019). If the game was now near or healthy north of 10M copies across all platforms, I would not be surprised, and it likely is.
- Ji and Jason probably quickly realized Just Survive was beyond repair (especially after all the layoffs and cost-cutting they put into place within a month of taking over Daybreak) and likely to fail over the long run. However, they realized that by partnering with Brendan Greene, **they had a low-cost option to turn this game into a very profitable endeavor just a year after its launch.** I won't dive into the battle royale for the sake of time and its irrelevancy today (as they aren't making a battle royale game), but it was also bad (obviously having a bad foundation from Just Survive) and died out what was essentially two years after launch and went free-to-play in early 2018.
- The main contributor to its rapid "death," you ask? A much better but still very buggy battle royale that launched in February 2017 called "PUBG: Battlegrounds" (also led by Brendan Greene) after PUBG's launch, H1Z1 would go from 87K average concurrent players in July of 2017 to just 7K in February of 2018. **I believe EG7 has a legitimate opportunity to take over the "Zombie Survival" niche in gaming and a chance to sell multiple millions of copies on top of DLCs and other in-game content.**



IP Examination – H1Z1 & Just Survive Cont.



- The last slide was mostly banter and mainly my opinions, but I think it's essential to get a handle on what a worst-and best-case scenario would look like for this potential project – In the following two pages, we'll lay this out.
- The first note that I want to hit on is that despite Just Survive being a bad game, bad games can have cult-like followings and be very popular – I played PUBG for years throughout college (with multiple hundreds of hours logged), and while it was a buggy mess the core gameplay was, so fun I kept coming back (a glutton for punishment I suppose as I died to the games seemingly endless bugs on the daily).
- Just Survive had a relatively thriving player base for a few years after launch, peaking at 40k concurrent players and averaging 15k concurrent players for the first year of its life. DayZ at the time was not in a great spot, and they saw a material impact on player counts from the release of Just Survive (despite, once again, it being a bad game as well), **seeing average concurrent player counts fall from 15k in January of 2015 to just 5k ten months later in November.**
- Furthermore, when Daybreak went to shut down the game in late 2018, the then-defunct player base would put together a petition on change.org, getting ~11K signatures **six months after** the closure of the game – seen [here](#). When the community didn't get what they wanted, they'd go even further to make a Just Survive emulator for the original game so they could keep playing (servers are still up today – see [here](#)). Ji mentioned at the Capital Markets Day that he still gets emails from people asking him to “just turn the servers on” so they can play.
- Over its lifetime, the H1Z1 franchise **has amassed a whopping 40M+ downloads.** To be fair, the majority of those downloads were related to the battle royale, but regardless, that is 40M+ people who know the name H1Z1 and played the game at one point or another – many of them likely enjoyed the game despite it being a buggy mess.
- As stated, I believe EG7 has a real opportunity to slot into the very popular multiplayer survival game niche, supplanting or sharing a player base with DayZ. Today, there are three main multiplayer survival games with large audiences: Rust, Ark Survival Evolved, and DayZ. There are a few more to a lesser extent, but these are the big three and are the three that H1Z1-2, let's call it, is likely to be most similar to. These games share a common gameplay experience at their cores but have unique features/spins on the genre (Rust is a hardcore PVP-centric base builder, Ark has Dinosaurs, and DayZ Zombies).
- These survival games, for those unfamiliar, have incredibly long life spans with many opportunities for further monetization. Despite the “big three” releasing a decade ago, they maintain a combined average player count of ~140K, which, when combined, **would place them as the #5 most played game on Steam ahead of GTA-V and Call-Of-Duty by a significant margin.**
- By the way, all of these titles were incredibly buggy, poorly optimized, and not great at their respective launches (they are good games now except for maybe DayZ). However, the core gameplay was fun, and just like we had to deal with TINA as investors (there is no alternative) for the last decade, these games benefited from TINA as well – **there just weren't any good survival games.**



IP Examination – H1Z1 & Just Survive Cont.



- If I haven't gotten the point across yet about survival games having low expectations, low budgets, and usually launching in bad unfinished states (but still selling well), let's look at some comps for the upcoming H1Z1 game. Each of the games below launched into early access on Steam in rough condition, to say the least; they had several bugs, were unoptimized, and lacked many features they have today. Over time, however, they were continually developed and made better (this is why you see a significant uptick in lifetime copies sold, which is in direct contrast with your average game launch).
- These sales numbers also don't contemplate expansions, DLCs, and in-game purchases (which they all have/had). ARK itself had five expansions ranging in price from \$19.99-\$34.99 (all of which sold well).



IP Examination – H1Z1 & Just Survive Cont.



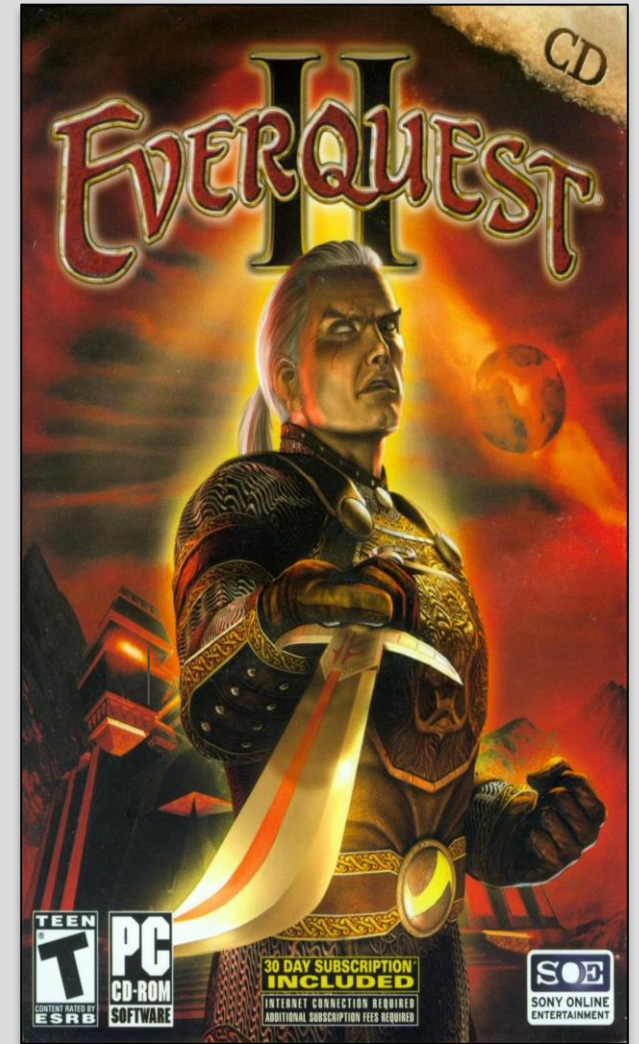
- Okay, so with all the previous information I've laid out, what can we expect for H1Z1-2, and what's implied in their guidance for it?
- The company has not disclosed its expectations for H1Z1-2. Still, you can sort of back into the sales numbers, net a ~30% platform fee, 5% Unreal Engine Fee, regional discounts + miscellaneous of ~5% for a 60% flow-through on sales (A previous job posting hinted at Unreal Engine being used, so 60% could be low but let's run with it for conservatism). Ji implied at the Capital Markets Day that the price range for H1Z1-2 would be \$35-\$50 a copy, and the game would also include in-game cosmetics/items the players could buy.
- Let's run with \$40 a copy and assume they sell 3M full-priced units in the first ~six months across PC/Console (**keep in mind DayZ sold 2M in six months back in 2013; it was a bad game with a low budget, was only on PC, and there are considerably more gamers today**) that would put you at \$72M in revenues (SEK ~800M) for 2026 assuming a mid-year launch – Other segment assumptions are below for 2026.
 - Daybreaks Live-Service portfolio at SEK 700M (They are at SEK 800M on an LTM basis today).
 - MSM normalizes at SEK 360M, so SEK 90M a quarter (MSM did SEK 144M in Q2-2023).
 - Piranha can continually monetize Clans, and as work-fire-hire kicks off they'll do, call it, SEK 100M.
 - ToadMan does SEK 84M (Inclusive of Cold-Iron contract + WFH ramp).
 - Petrol also maintains its run rate of SEK 200M.
 - Fireshine puts out SEK 350M (which is below previous years).
 - Aliens sales + the expected third-party IP does SEK 300M (EG7 seems confident they can get a third-party deal done for 2026).
- All of the above gets you to SEK ~2.9B, roughly in line with the company's guidance. **I can not stress enough that modeling this out is a fruitless endeavor.** Game releases are somewhat unpredictable by nature, and all we can do as investors is try and see what's baked in and if we find those assumptions reasonable – In this case, I do and see plenty of potential upside.
- **My numbers are very likely to be wrong for each segment**, but as a whole, I think their SEK 3B target for 2026 is not unattainable by any means. There are a lot of potential puts-and-takes in the numbers above. What if H1Z1 sells 3M copies at \$50? That'd be SEK 1B (Before DLCs and in-game purchases). Piranha is already running over SEK 100M before Clans and their work-for-hire fully ramps. I'm modeling Daybreak's Live-Service portfolio as a 12%+ total decline over the next three years despite them having the potential to pick up other older IPs as they did with Magic The Gathering Online. Even with recent client delays, Petrol is at SEK 210M on an LTM basis, and Fireshine historically has done north of SEK 350M and is going upmarket. **Aliens I'm modeling as just 2M units over two years, which is likely low** (and not giving any credit for expansions or DLCs). I could very well be aggressive on MSM since we don't know where it will normalize, but their top-grossing rank trend looks positive.
- With all this in mind, **I believe their 2026 guidance implies just LSD-Millions of sales for H1Z1-2.** I could be wrong, and my numbers could be off, but this low expectation would align with Ji's conservatism and 25%+ IRR hurdle rate. Given the expected budget of \$25M (far more than any prior survival games at launch), lack of good competition, and the 40M+ past players, **I believe 3M copies in the first two years is likely a very solid floor for this game with the real opportunity to sell many millions more** (not to mention potential expansions and in-game cosmetics/items).



IP Examination – EverQuest



- EverQuest is arguably EG7's most valuable IP despite the last game in the franchise, EverQuest-2, being released all the way back in 2004.
- EverQuest is considered a pioneer in the MMORPG genre (massively multiplayer online role-playing game for you non-gamers) and is widely considered the first commercially successful one to be 3D. World Of Warcraft (which would later supplant EverQuest and cement its spot as the #1 MMORPG to this day) took heavy inspiration and some of its foundation from the game.
- First launching back in March of 1999 to Windows, EverQuest employed a subscription-based model (players paid \$9.89/month to access the game; that subscription would eventually hit \$14.99) for many years before going free-to-play in 2012. At the end of 2004, the game had sold over 3M copies and would also hit an active subscriber peak of 550,000 players.
- EverQuest would also go on to post ~\$1B in lifetime bookings by the end of 2020 and would still have 66K active subscribers and 82K monthly active users. The game is free to play, and the subscription is to Daybreak's All Access Pass, which costs \$10-\$15 a month (more on this in the next section).
- Over the years, EverQuest has put out a total of 29 expansions, and under Daybreak's leadership, has and will continue to put one out each year – the upcoming expansion, which is slated for December of this year, "Laurion's Song" is priced at \$34.99. EverQuest 2, while having a smaller player base, gets a similar treatment with their annual upcoming expansion, "Ballads of Zimara," priced at \$34.99 as well.
- It seems reasonable that a sequel would be successful, given how well EverQuest is known across the gaming community (Even I knew what EverQuest was, and the game came out just two years after I was born). However, I would air on the side of caution with this one as there have been many MMORPG failures over the years but plenty of massive commercial success, such as Elder Scrolls Online and New World, which have both sold well over 15M copies. People have been begging for a new "WOW" for years, and it doesn't seem impossible to think EverQuest could fill those shoes, but the competition here is far steeper than what HIZI must compete with – Daybreak's swimming with the big fish here so to speak.
- I'll talk about this more in the next section, but the player base for World Of Warcraft and EverQuest is very old compared to the majority of gamers (30+), and a lot of current World of Warcraft players have likely played EverQuest, so I'm sure they'd also try an EverQuest Sequel. Finally, in an unlikely Blue-Sky scenario, EverQuest could utilize the now near-extinct monthly subscription model that is essentially only seen in World Of Warcraft and Final Fantasy Online.

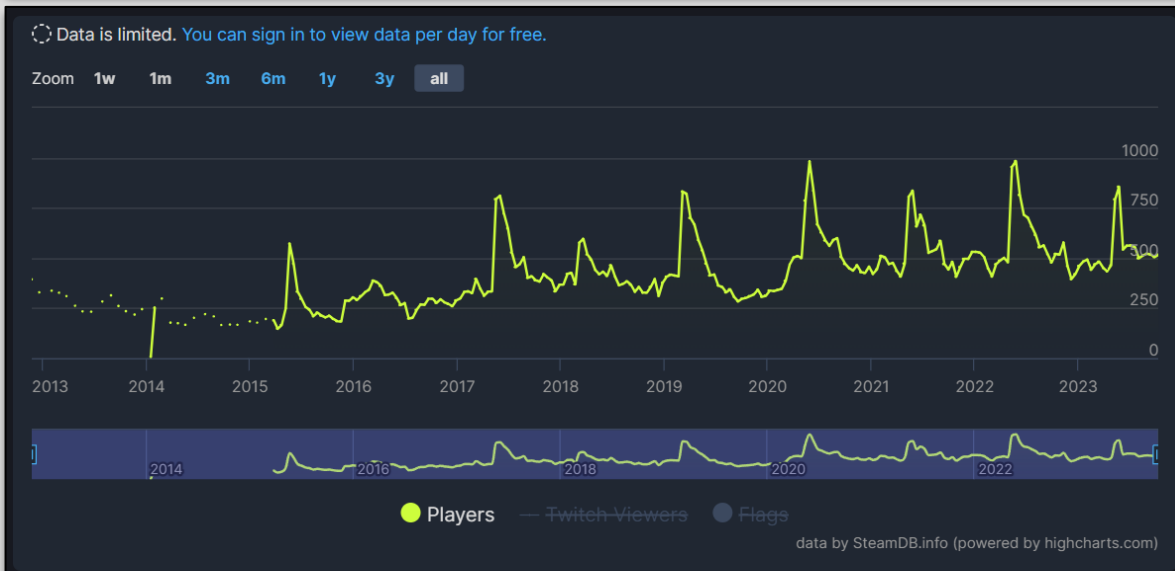


IP Examination – EverQuest Cont.



- Below are player counts from Steam, but it's worth keeping in mind that the EverQuests games are also available on their respective websites (allowing Daybreak to avoid a 30% Steam fee) – those players are not captured in these numbers (Page 46 shows the games total Monthly Active users).

EverQuest



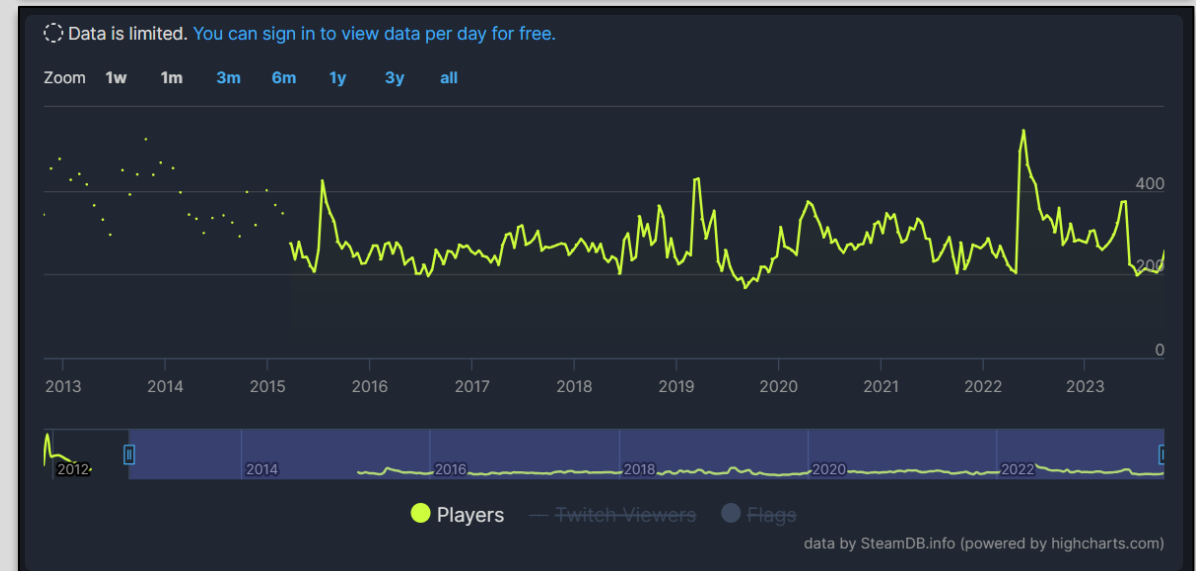
Concurrent players

414 players live on Steam
470 24-hour peak
984 all-time peak 17 months ago

Twitch stats

255 viewers right now
421 24-hour peak
16,672 all-time peak 2 years ago

EverQuest II



Concurrent players

177 players live on Steam
207 24-hour peak
1,611 all-time peak 12 years ago

Twitch stats

20 viewers right now
20 24-hour peak
1,752 all-time peak 8 years ago

The large spike in player counts seen are a product of new expansions, new servers, new updates, and DLCs.

IP Examination – Daybreak Games Live Service



- Daybreak has a rather extensive portfolio of “Live Service” games (online games that are usually free to play and generate revenue through subscriptions, DLCs, skins, and other in-game purchases).
- I won't be diving into each of these games in-depth (And we already talked about EverQuest), but I think the most important takeaway is that all of them except for DC Universe Online (2011) and Planetside 2 (2012) **launched nearly two decades or longer ago**.
- These are very old games with very dedicated player bases of mostly older gamers (30+), and a portion of them **have been playing since the launch of these games literally decades ago**. They offer unique experiences that these older audiences can't capture anywhere else, and thus, they keep coming back (65%+ of bookings for Daybreak come from players who have been playing for three years or more)
- Another benefit of these older audiences is that they spend a ridiculous amount of their gaming time playing these games. An excellent example of this would be World Of Warcraft (“WOW”), which also has an older audience of mainly 30+ year-olds and launched way back in 2004 (but remains one of the most popular games in the world today). A survey of hundreds of WOW players found that the median player spent ~75% of their gaming time on WOW, and that skewed up to 90% once over the age of 40. I highly suspect (and based on my research) that these characteristics are true of Daybreak's portfolio of live service games as well.
- One thing that should not be overlooked is **Daybreak's subscription model**. All of Daybreak's games are free-to-play and offer a subscription service called “Daybreak all-access pass,” which costs between \$10-\$15 a month, giving players a slurry of benefits across all Daybreak first-party games and DC Universe Online.
- The third-party games (excluding Magic The Gathering) also offer their subscription models (although these are per game and not across several games like all-access pass is). These subscriptions share the same pricing model to all-access pass (\$10-\$15 a month) and offer similar benefits to players (in-game currency, extra experience points, additional inventory slots, among others).
- The value of a subscription-based model **can not be overstated enough** and is by far the rarest in gaming. This highly sought-after model creates a SAAS-like revenue stream for companies lucky enough to have one. There are only a few games with this type of model and far fewer with scale (they can be counted on one hand). While Daybreak's model is not as valuable as WOW's or Final Fantasy Online's by any means (where you must subscribe to play), it is still a very valuable revenue stream for EG7.
- Despite these dynamics, most of Daybreak's live service games have flatlined or are in a gradual decline today. DLC and expansions are still being added to all of them and are value-additive with good returns.
- One final note is that since most of these games are available through Daybreak's own websites, **they avoid the 30% platform fees seen at Steam** and other video game marketplaces.

DAYBREAK™



Daybreak's 1st Party IP

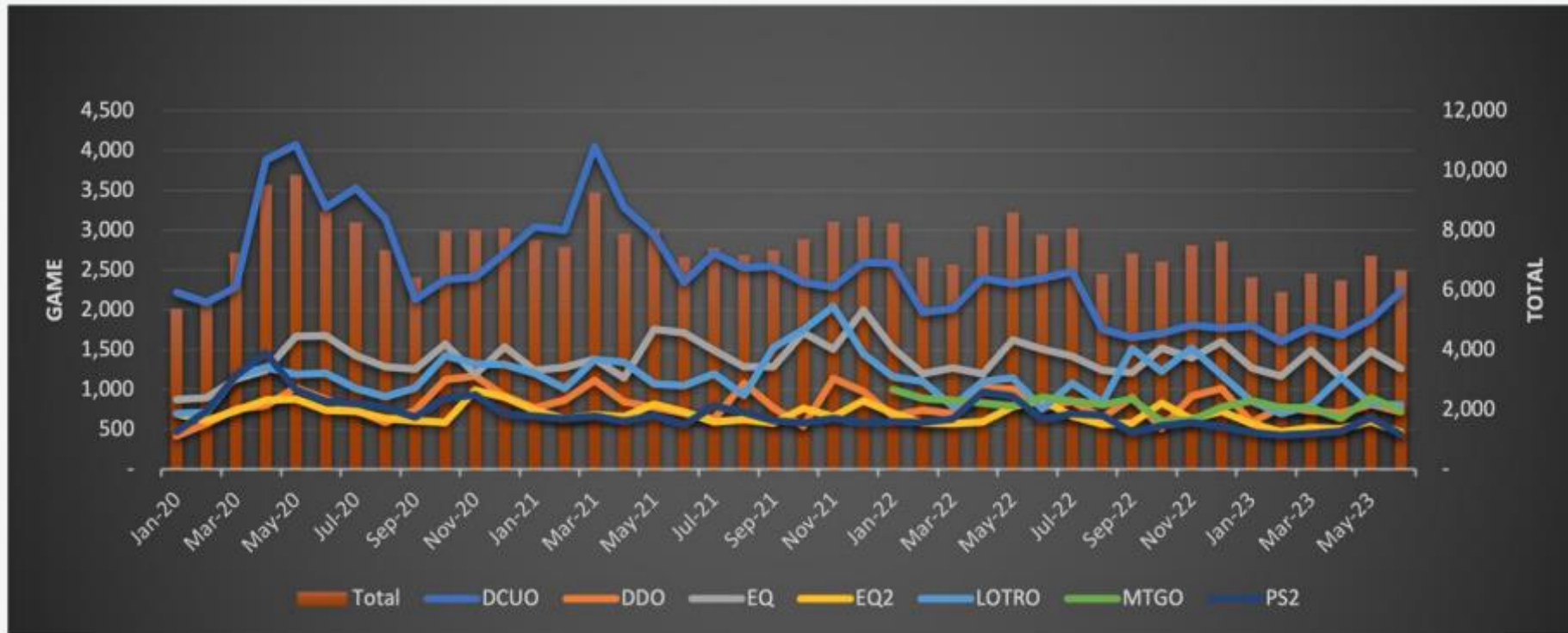


Daybreak's 3rd Party IP



Monthly Gross Revenue Trend by Game

- Monthly Gross Revenues down but maintaining above pre-pandemic level
- DCUO has seen notable declines from the peak as it came down off highs of the pandemic



Daybreak Games – Monthly Active Users



MAU Trends by Game



Daybreak Games Live Service Metrics – Sept. 2020



Live game portfolio



Experience a high-fantasy world based on epic quests and dungeons

Fantasy MMORPG Release in **Mar 1999**

YTD Bookings¹⁾ **\$11.5m** MAU / Members²⁾ **82K / 66K**



"Parallel universe" to EQ set 500 years after the first game's events

Fantasy MMORPG Release in **Nov 2004**

YTD Bookings¹⁾ **\$6.5m** MAU / Members²⁾ **29K / 21K**



Build a hero from the classic D&D races and experience 100+ hours of adventures

Fantasy MMORPG Release in **Feb 2006**

YTD Bookings¹⁾ **\$6.9m** MAU / Members²⁾ **46K / 22K**



An ongoing series of adventures brimming with action and intrigue

Fantasy MMORPG Release in **Apr 2007**

YTD Bookings¹⁾ **\$9.9m** MAU / Members²⁾ **108K / 41K**



Create a new original character and interact with iconic heroes and villains

Superhero MMORPG Release in **Jan 2011**

YTD Bookings¹⁾ **\$26.7m** MAU / Members²⁾ **419K / 40K**



Experience enormous battles in territory control open-world gameplay

Sci-Fi MMOFPS Release in **Nov 2012**

YTD Bookings¹⁾ **\$7.9m** MAU / Members²⁾ **198K / 25K**

- Evergreen live service game portfolio with strong brand and community association

- Mainly monetize via in-game purchase, membership subscription and DLC / expansion pack

- Average 80+

Source: Company information.

Note: 1) YTD bookings as of 30th September 2020. 2) As of September 2020. Members defined as customers who have purchased a monthly membership.

15

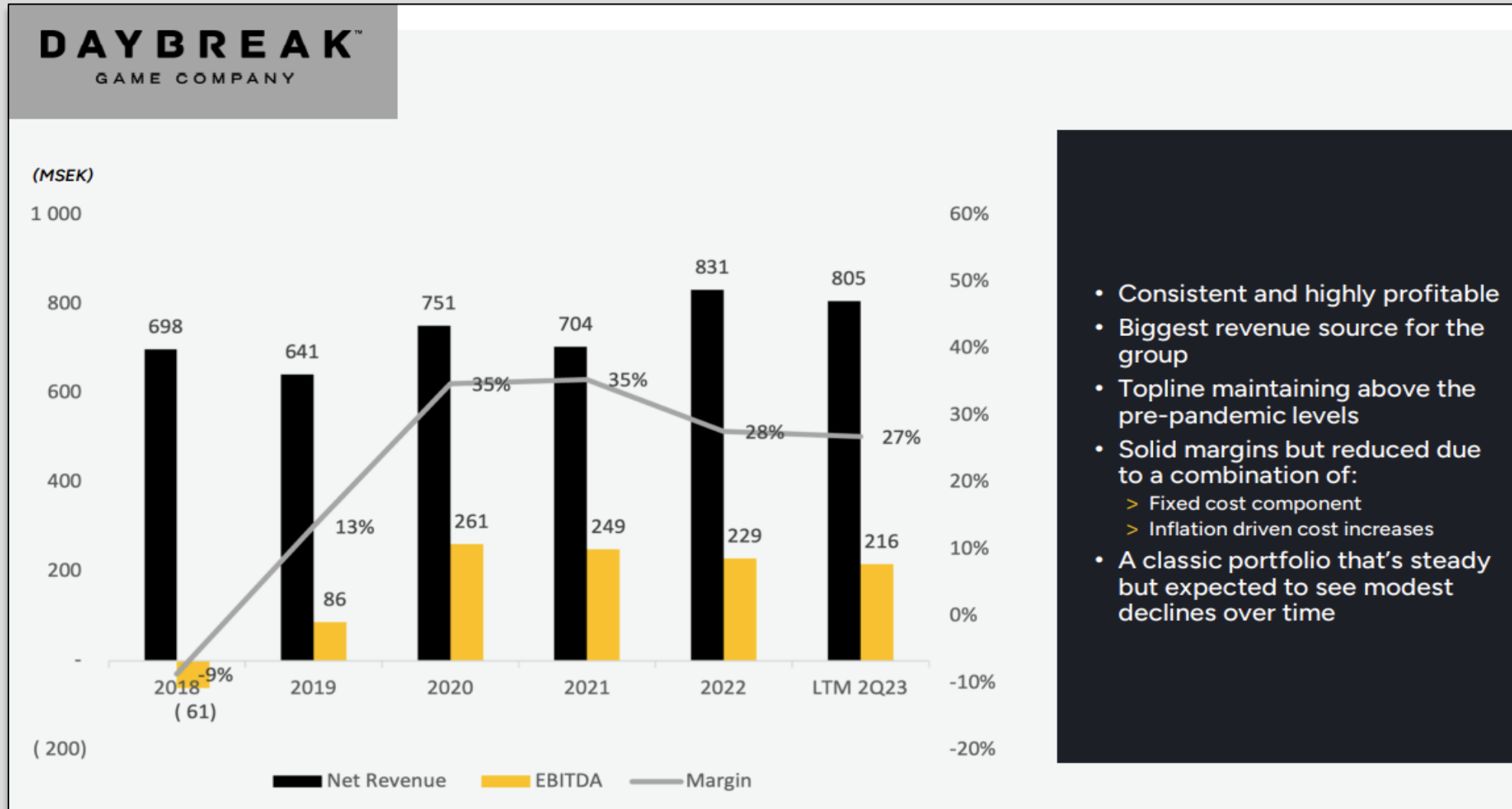
Other Segments – Fireshine, Petrol, ToadMan



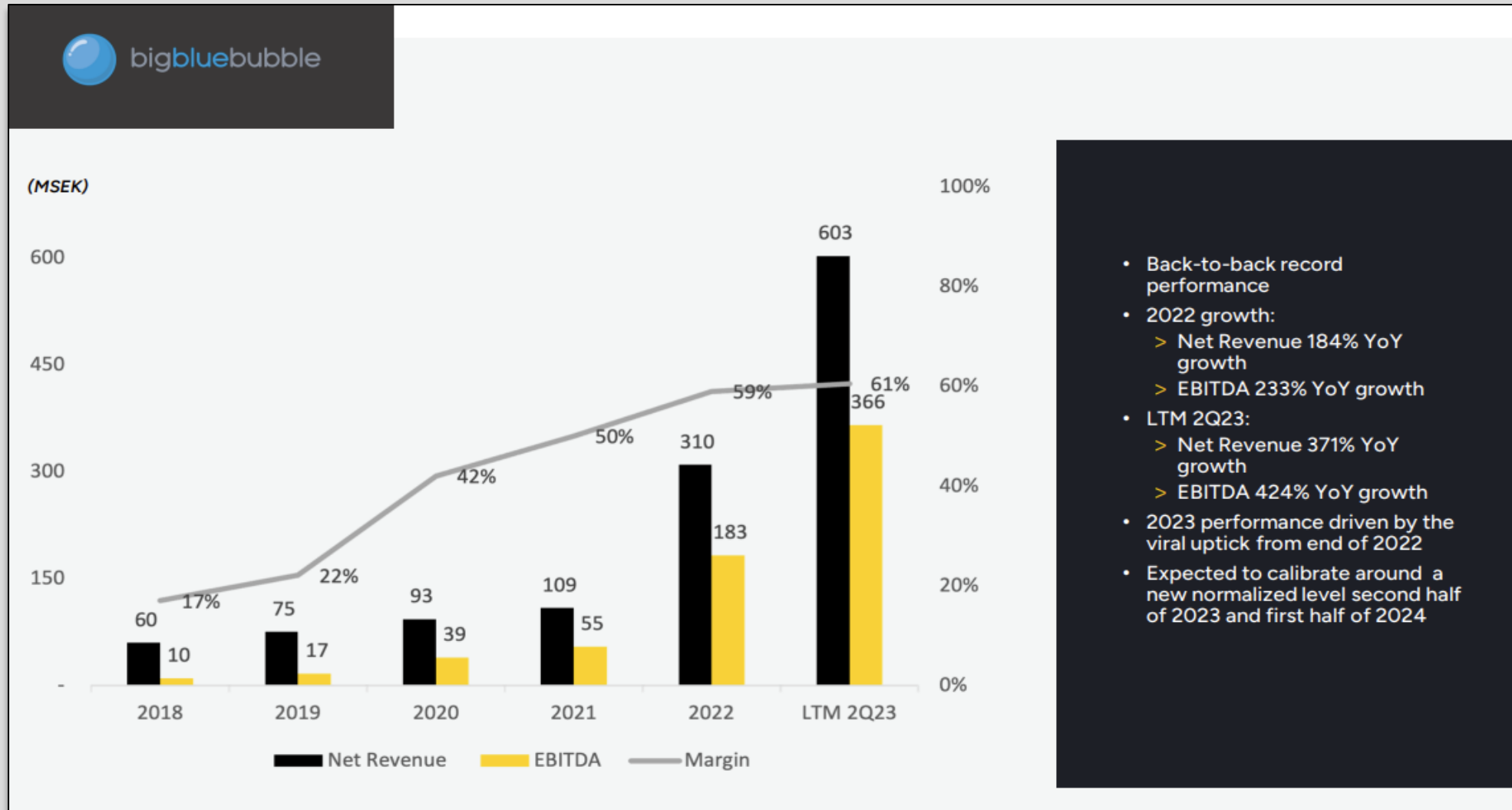
- I'm not going to spend much time on these as there isn't much value that I can add outside of what management has stated, but you can find my thoughts on each segment below.
- **Fireshine Games:**
 - Previously "Sold Out" was acquired by EG7 in 2019, this sleepy Indie games publisher has a surprisingly good (but short) track record. They've funded and published some hit indie games such as Core Keeper and Shadows of Doubt. In addition to Indie game publishing, they've also handled the physical distribution of some other successful IPs such as Lies of P, and Sniper Elite. Physical distribution is still the bulk of their business today, but they've been making a pivot to publishing for a few years, and at the recent Capital Markets Day, EG7 announced they'd be going up-market for more significant publishing deals. Given their track record thus far publishing some successful Indie games, it doesn't seem unreasonable to believe this success might continue as they go up-market for larger deals. Physical distribution is also a low-margin but consistently profitable business, **so margins should expand as Fireshine continues its transition to publishing.**
- **Petrol Advertising:**
 - Petrol helps handle marketing for some of the largest video game IPs in the world, such as Call Of Duty, Elden Ring, Assassins Creed, Far Cry, Doom, and many more. Some of their work can be seen [here](#), and they break down most of their projects (including what their responsibilities were) on their website. This segment isn't likely to see much growth, **but given their track record, they will likely be utilized for EG7's upcoming games.**
- **ToadMan Interactive:**
 - We spoke on ToadMan briefly before, but this segment is pivoting to work-for-hire and should be profitable before year-end. Their first-party unproven games have mostly been benched except for Evil V Evil, which will be released sometime in 2024. While we might see releases of their other IPs (when/if the developers have spare time), they are unlikely to be impactful and released only into early access to help recoup some of the investments made into those projects. Work-for-hire is a pit stop (not a growth strategy) for ToadMan as they are likely to contribute to future projects such as HIZI, EverQuest, and others as needed.
- The following few pages will contain financials for each segment so you can get some additional context on how they've performed historically and their respective sizes today before we get into valuation.



Financial Performance – Daybreak Games



Financial Performance – Big Blue Bubble

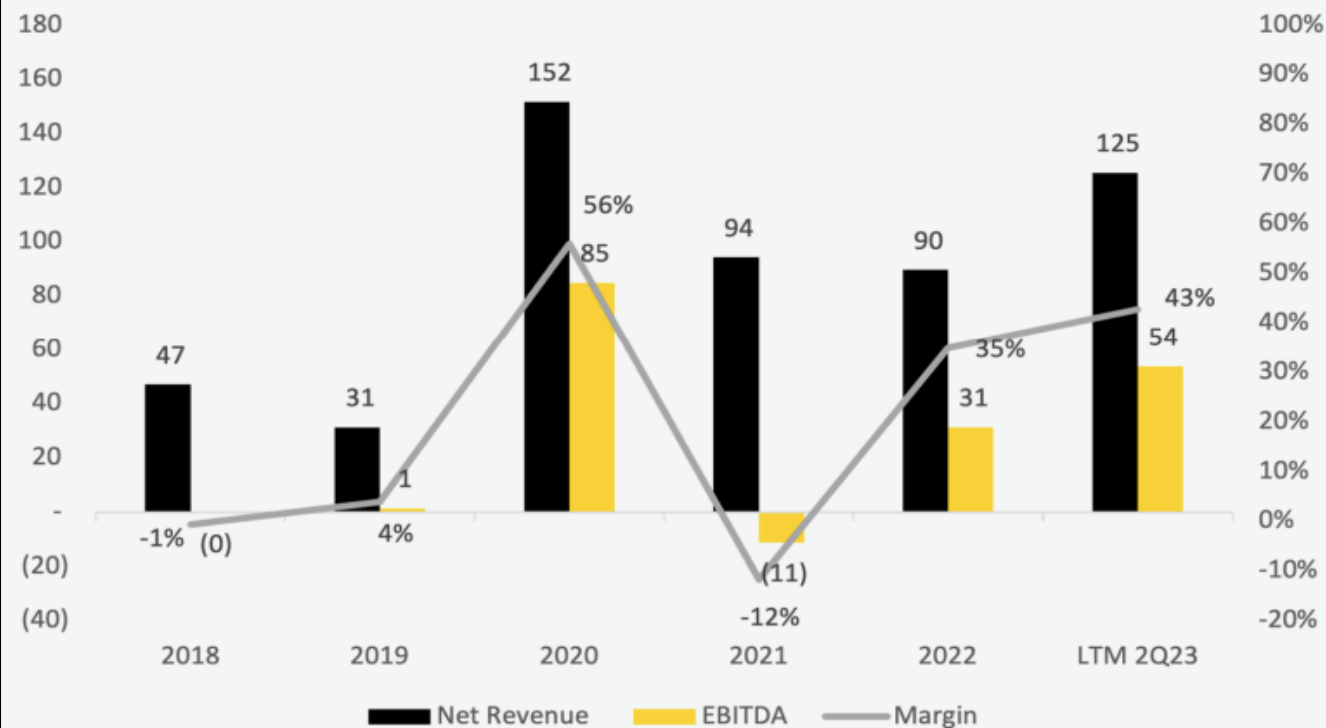


- Back-to-back record performance
- 2022 growth:
 - > Net Revenue 184% YoY growth
 - > EBITDA 233% YoY growth
- LTM 2Q23:
 - > Net Revenue 371% YoY growth
 - > EBITDA 424% YoY growth
- 2023 performance driven by the viral uptick from end of 2022
- Expected to calibrate around a new normalized level second half of 2023 and first half of 2024

Financial Performance – Piranha Games

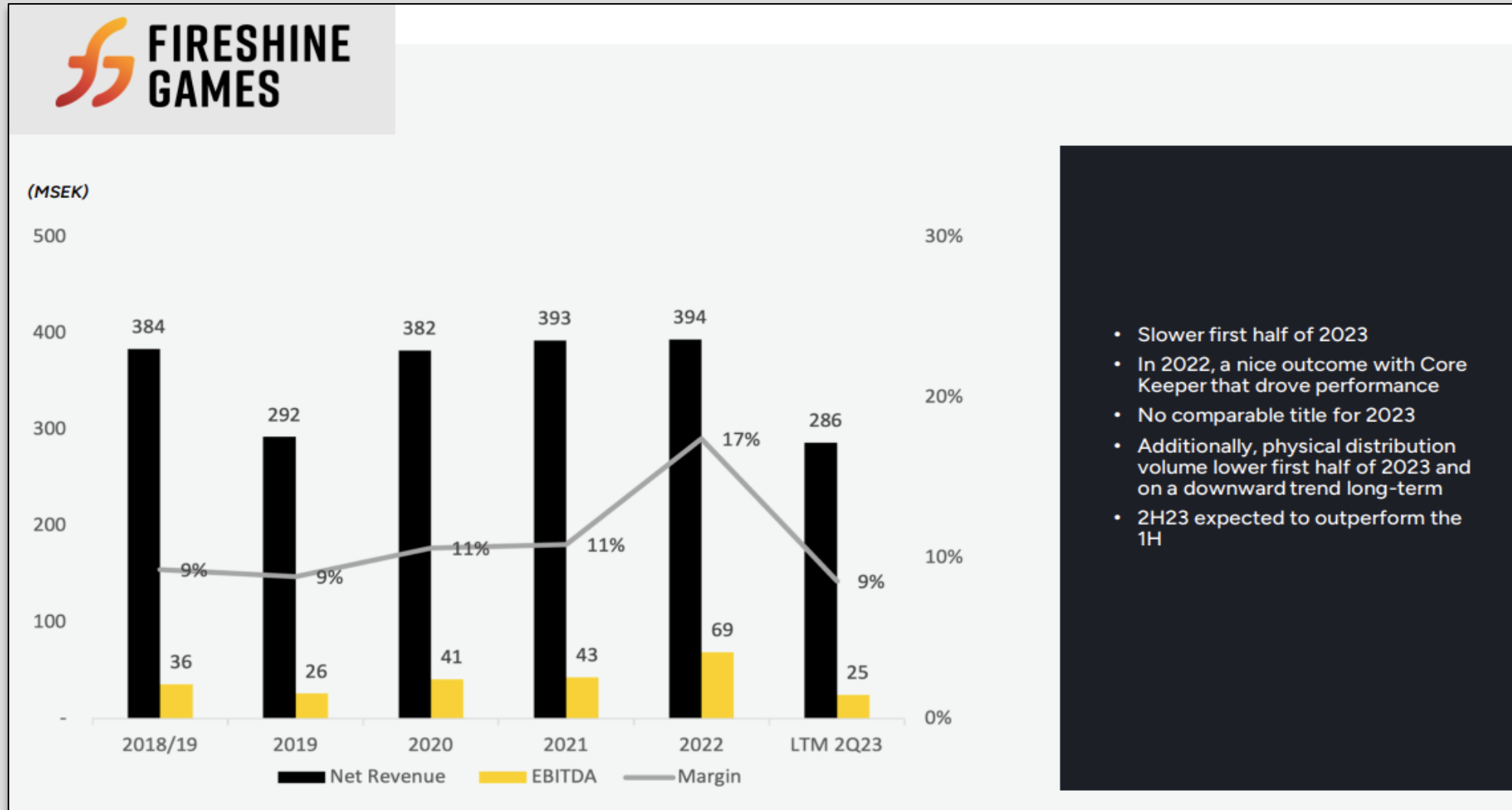


(MSEK)



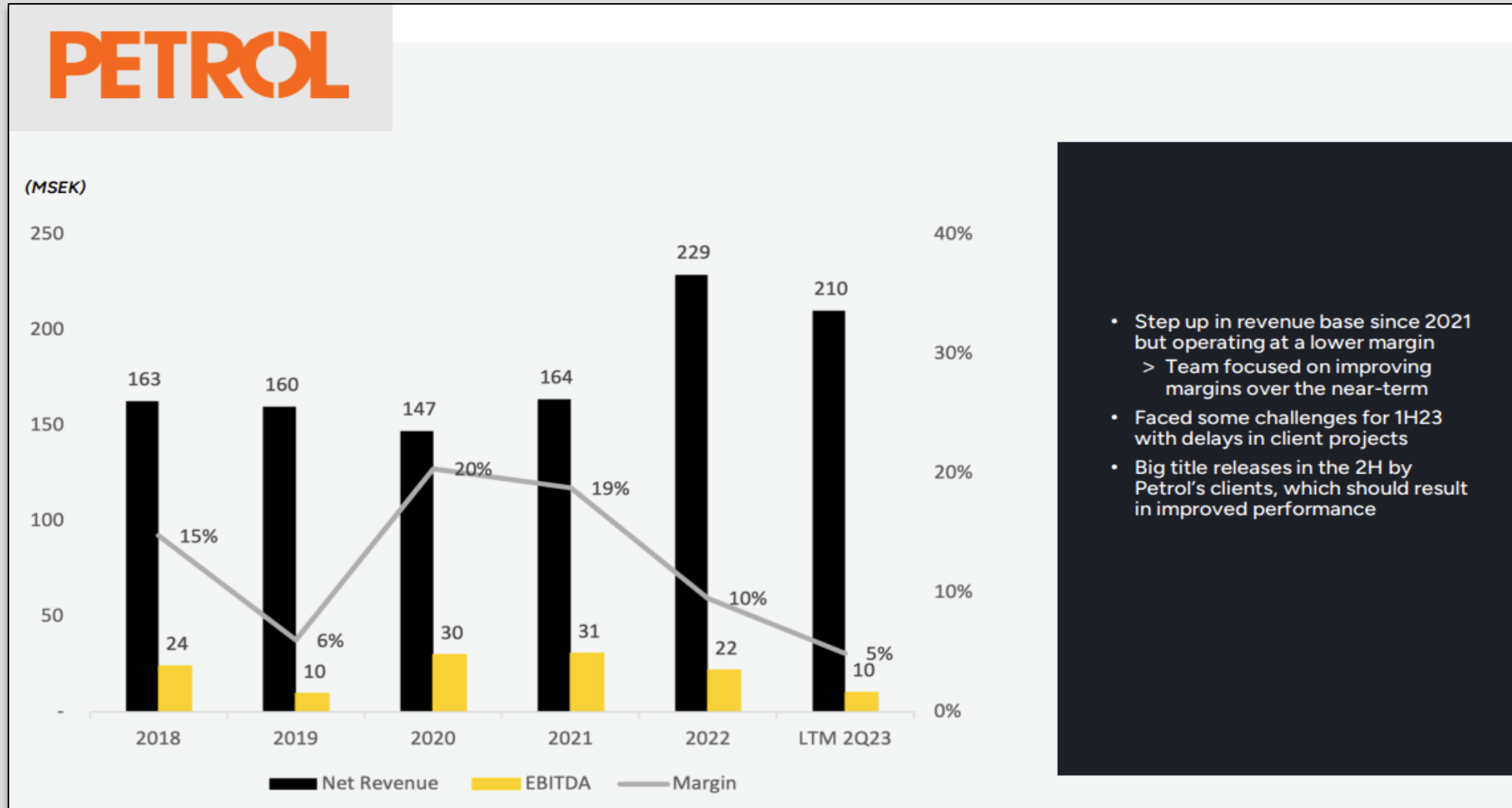
- Strong performance in 1Q thanks to a successful release of MechWarrior DLC 4
- Successfully signed WFH contract worth SEK 100 million over 18 months in 2Q23
- MechWarrior DLC 5 to be released on September 28
- New MechWarrior Clans title to be released in 2024 as announced on Sep 15th

Financial Performance – Fireshine Games

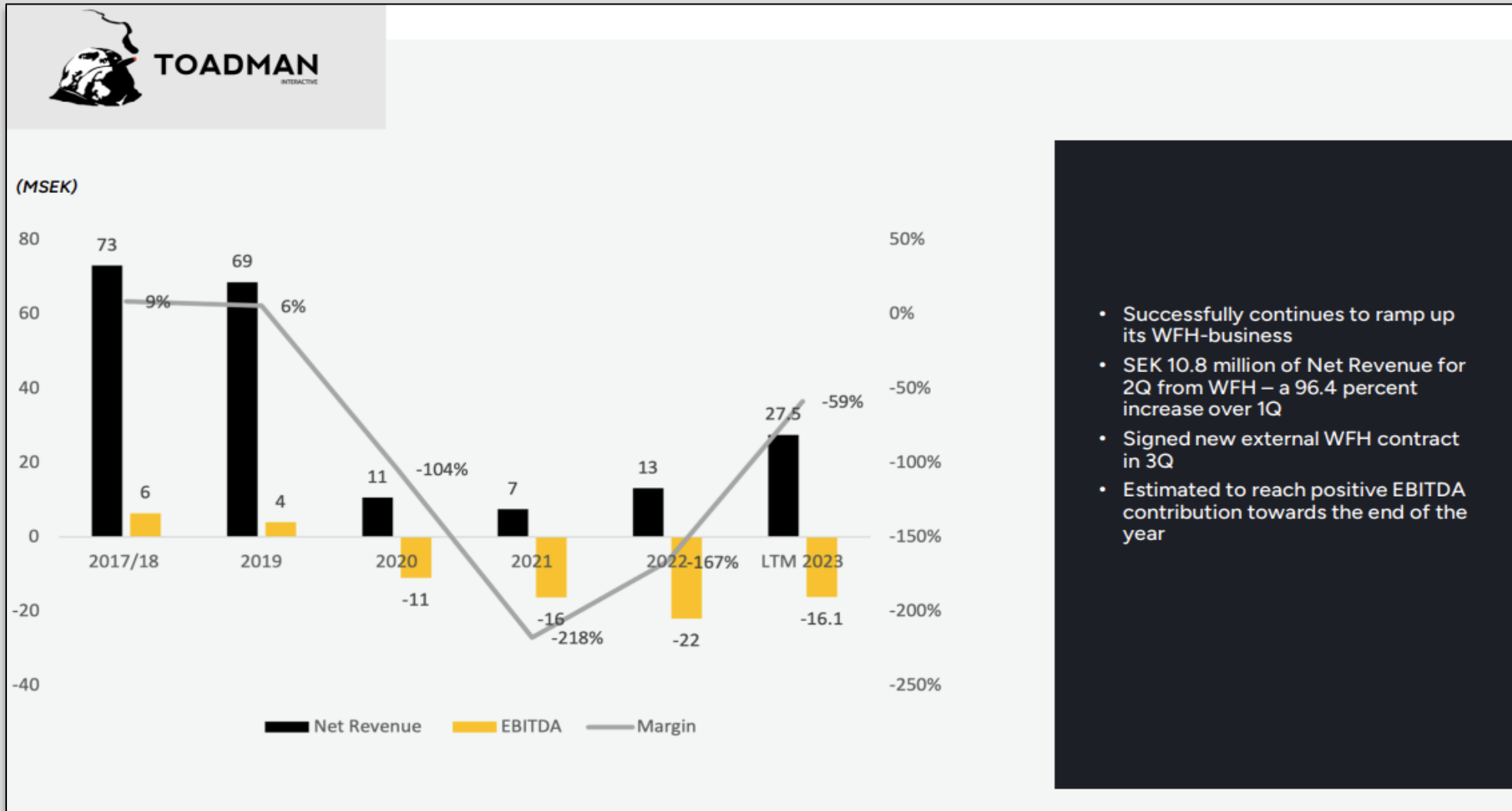


- Slower first half of 2023
- In 2022, a nice outcome with Core Keeper that drove performance
- No comparable title for 2023
- Additionally, physical distribution volume lower first half of 2023 and on a downward trend long-term
- 2H23 expected to outperform the 1H

Financial Performance – Petrol Advertising



Financial Performance – ToadMan Interactive



- Successfully continues to ramp up its WFH-business
- SEK 10.8 million of Net Revenue for 2Q from WFH – a 96.4 percent increase over 1Q
- Signed new external WFH contract in 3Q
- Estimated to reach positive EBITDA contribution towards the end of the year

Financial Performance – Consolidated

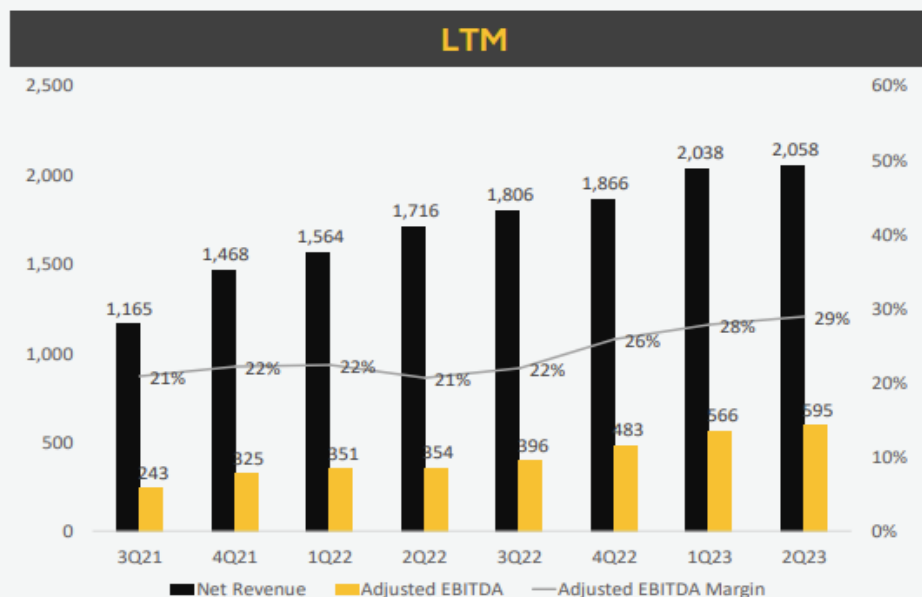
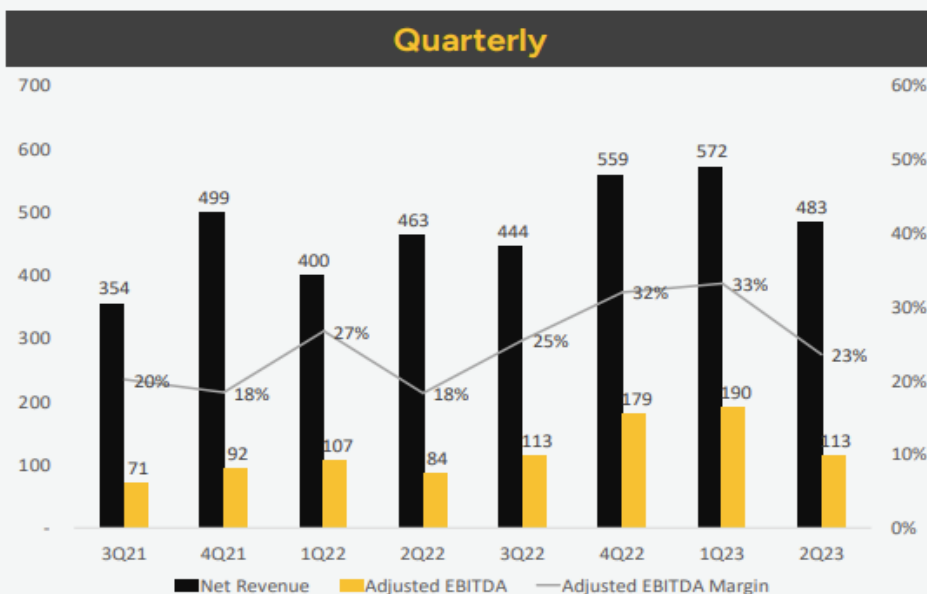


ENAD GLOBAL 7 | COMPANY PRESENTATION

Financial Performance

(MSEK)

- Demonstrated consistency
- Exceptional growth since 3Q21:
 - > 1.8x LTM Net Revenue growth
 - > 2.4x LTM Adjusted EBITDA growth
- All organic with no M&A driven growth since 2Q21
 - > MTGO deal in 1Q22 not a traditional M&A but rather a combination of an acquihire and long-term licensing



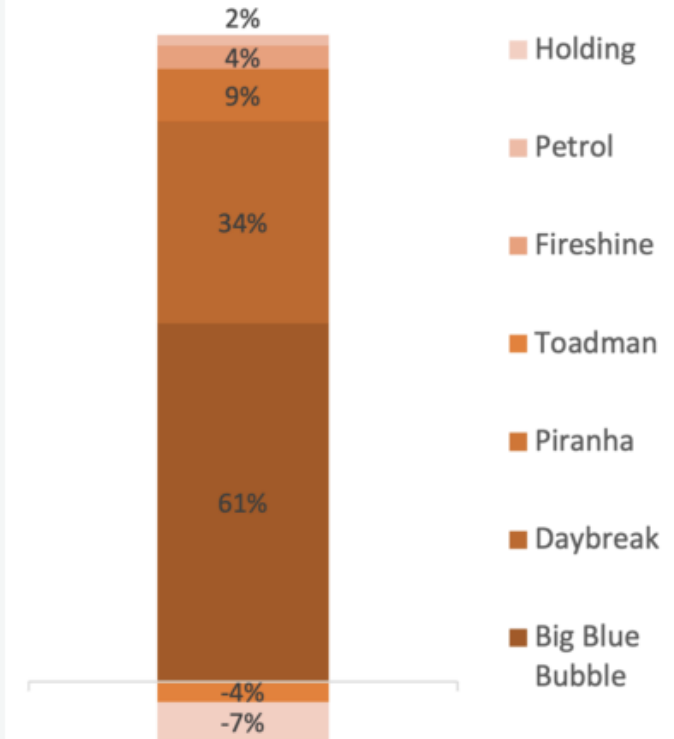
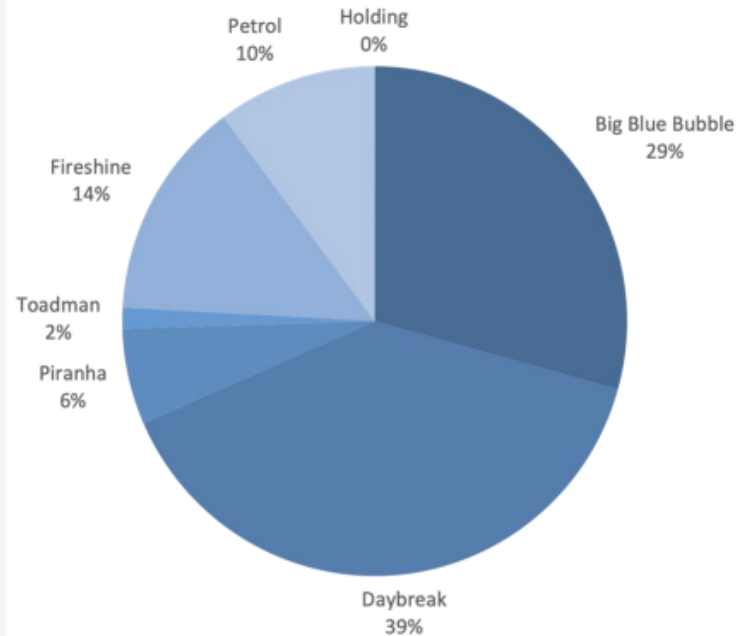
Contribution By Business Unit



ENAD GLOBAL 7 | COMPANY PRESENTATION

Contribution by Business Unit

Net Revenues Mix – LTM 2Q23



Adjusted EBITDA Mix – LTM 2Q23

Who Are The Largest Shareholders?



EG7 Insider Ownership: 24.00%+

Jason Epstein – Chairman	Ownership: 9.69%
Rasmus Davidsson – ToadMan Co-Founder	Ownership: 3.24%
Alexander Albedj – Prior Chairman	Ownership: 3.04%
Ji Ham – CEO of EG7 & Daybreak Games	Ownership: 2.28%
Alan Hunter – CEO of Petrol	Ownership: 1.85%
James Cato – COO of Fireshine	Ownership: 1.70%
Garry Williams – Director of Fireshine	Ownership: 1.70%
Other Board Members And Executives:	Ownership: 0.43%

Other Large Holders: 29.00%

Avanza Pension	Ownership: 9.19%
Alta Fox Capital	Ownership: 6.04%
SIX SIS AG	Ownership: 4.28%
Handelsbanken Liv Försäkring	Ownership: 2.48%
Chelverton Asset Management	Ownership: 2.25%
Aguja Capital GmbH	Ownership: 2.19%
Johan Svensson	Ownership: 1.41%
Apis Capital Advisors:	Ownership: 1.12%

A Focus On Regaining Trust



- After prior management over-promising, under-delivering, and EG7's share price falling 85% from its highs of SEK 120 to just SEK 18.02 today, many shareholders feel burned by EG7, and even after a great Capital Markets Day and nothing but solid execution from the new management team they remain overly skeptical.
- Humans are usually wired to avoid things that have hurt them before and tend not to want to admit any fault of their own if possible. One could almost with certainty say that EG7 was fairly valued or overvalued during their pandemic boom, but shareholders who overpaid for their ownership are unlikely to reflect on their poor investment decision and are much **more likely to point the finger at prior management failures** or even Ji and Jason themselves (Shares were in the SEK 40's when they took control).
- This has a lasting effect on the psyche of many investors, especially if they've lost 50%+ on an investment they've made. Warren Buffett is quoted as saying, "Trust is like the air we breathe – when it's present, nobody really notices; when it's absent, everybody notices." I am unsure if he actually said this, but it's a good quote, and **EG7's new management team is keenly focused on rebuilding that trust.**
- Since Ji took the helm, **EG7 has beaten expectations nearly every quarter**, continually under-promising and over-delivering (which is in stark contrast to prior management). **Ji and Jason have purchased an additional ~3.20% of shares outstanding, and insiders now control over 24.00% of the company.** While the related party transaction caused a scare, **management acted decisively to course correct** and disclosed more than enough information at the Capital Markets Day, and finally, as previously mentioned, **they are actively pursuing ways to correct the stock's extreme undervaluation** such as share repurchases, dividends, and a potential up-listing.
- Despite these actions, it is apparent that many shareholders remain skeptical as shares have sold off ~40% since January. The analysts that cover the name (while mostly bullish) believe their guidance is overly aggressive, but given their track record and transparency, it just doesn't align with what they are trying to accomplish – **You don't regain trust by overpromising and under-delivering.**
- Our discussions with the company make it clear that they are focused on regaining this trust and doing everything possible to communicate that to shareholders. Nevertheless, I believe it is likely a good portion of today's shareholders are those who jumped on the My Singing Monsters bandwagon earlier this year, and now that it's apparent the game isn't going to hold its peak numbers, they are selling – **unwilling to wait out EG7's development cycle over the coming years.**

“We should not be trading at this level, as if there's some distress. And we'll continue to win back investors' trust by performing.”

Ji Ham on EG7's Q1-2023 Earnings Call



So, What's It Worth?



- EG7 has a wide range of potential outcomes that aren't highly predictable – it's just the nature of the business they are in. **However, I firmly believe we are being offered a very significant margin of safety today with an absurd amount of upside optionality.**
- Being a content-based business, EG7 must outlay capital early on to develop their games in the hopes they are received well. While reasonable expectations can be made on how these games will perform, there is always the possibility of a “flop” or a game not meeting expectations. However, there is also the possibility to knock it out of the park by a very wide margin.
- Ji spoke about this industry dynamic extensively at the Capital Markets Day, and this dynamic is the exact reason why we get a new Call-Of-Duty game every single year and don't see much innovation happening in the space (outside of mostly underfunded Indie-game developers). A good developer (business-wise) wants to minimize the risk of a flop and can do this by using an already established franchise like IP, allowing them to utilize a much lower cost 80-10-10 model rather than building something entirely from scratch.
- Based on Ji's comments and actions thus far, I find it hard to believe that their 2026 guidance of SEK 3B Net Revenues and SEK 1B EBITDA is unattainable (see the back of the napkin math on page 41 for more details). **These are very conservative guys who are well-aligned and trying to re-gain the trust of shareholders by performing,** but I'm a conservative guy as well, so let's haircut EBITDA by 20% in our base case and assume all incremental cash flow is reinvested.
- I'll let you do your own comp analysis as these are content-based businesses, and some IPs are certainly worth more than others (and a good portion of gaming companies have non-shareholder-focused management teams led by developers who are not exactly business savvy), but some American peers with franchise IPs trade for roughly the following multiples of EBITDA – ATVI-15x, TTWO-16x, EA-14X (these are ~10-year averages to help account for development cycles).
- One final note is that EBITDA might not be the best metric to use when evaluating gaming companies since development costs get capitalized, making a good portion of amortization an actual expense. Still, it makes comparing companies across different capital structures much easier. It should also be noted that today, ~50% of EBITDA still flows through to Cash Flow at EG7.
- Gaming is a space I've followed for a while, and being content-based businesses, there just aren't many great ones out there led by phenomenal management teams. However, given who is in charge of EG7 today and their sound go-forward plan, IPs, and consistent revenue stream from Daybreak, **I think a 5.00x-8.00x multiple is fair, which would imply a share price of SEK ~50.00 to SEK ~77.00 on SEK 800M-EBITDA for 2026 or ~179% to ~330% upside from today's share price** (Discounting this back gets us to SEK ~40.00 to SEK ~60.00 today or ~125% to ~230% upside).
- These price targets feel ridiculous to type if I'm being honest (I tend to be overly draconian when valuing things). Still, an 8.00x multiple for a company that can deploy capital at 25%+ IRRs for at least the next few years does not seem unreasonable to me. It's led by a phenomenal management team and board who are aligned with us, **and an 8.00x multiple would still be a very significant discount to many pre-COVID European Gaming Comps.**

Base Case - Scenario One	
EBITDA - 2026E	SEK 800
Multiple	5.00x
Enterprise Value	SEK 4,000
Net Cash	SEK 450
Market Cap	SEK 4,450
Diluted Shares Out	88.60
Implied Share Price	SEK 50.22
Current Price	SEK 18.02
Upside/Downside	179%
Date Realized	6/15/2026
Implied CAGR	47%

Base Case - Scenario Two	
EBITDA - 2026E	SEK 800
Multiple	8.00x
Enterprise Value	SEK 6,400
Net Cash	SEK 450
Market Cap	SEK 6,850
Diluted Shares Out	88.60
Implied Share Price	SEK 77.31
Current Price	SEK 18.02
Upside/Downside	329%
Date Realized	6/15/2026
Implied CAGR	73%

Blue-Sky Scenario – A Multi-Bagger In The Making



- I like my ideas with what I call “upside optionality,” and EG7 has a lot of it, **and we certainly aren’t paying for it today at just 1.15x 2026E EBITDA.**
- In a Scenario where MechWarrior: Clans, the new game from Cold Iron, the new third-party game they’ll publish, and H1Z1 all beat expectations, getting to SEK 4B in revenues for 2026 is not an insurmountable hurdle. While I don’t model such assumptions, I don’t believe it’s out of the realm of possibility (5M H1Z1 copies at \$50 gets you most of the way there using the numbers I laid out on page 41).
- A smash hit here or there is not what will give EG7 Multi-Bagger upside however.** In a Blue-Sky Scenario, EG7 pulls off its plan of utilizing Franchise IP with an 80-10-10 model successfully, and by 2028, we’ll be looking at ~ three major releases a year that should be consistent, reliable, and predictable means of cash flow for the company. Under such a scenario, I don’t believe a 10x EBITDA multiple is unwarranted, and if we use the company’s 2026 guidance, **it would imply a SEK ~118 Price target or ~550% upside from today.**
- This scenario doesn’t even contemplate H1Z1 being a potential smash hit that’ll generate a recurring revenue stream for years to come via residual sales, DLCs, and in-game cosmetics like ARK and Rust had and have, respectively.
- I’ve mentioned this multiple times, but given the conservatism these two have displayed since acquiring Daybreak games and their focus on regaining trust with shareholders, **I would not be surprised to see their SEK 1B EBITDA guide be beaten.**
- I could make an argument for a higher price under those assumptions or others (I didn’t even mention EverQuest here which has the potential to be another major boon for EG7), but the price target is already beyond ridiculous on not-so-ridiculous assumptions – so I don’t need to.
- Gaming has a lot of potential upside for any smaller developers/publishers, given industry dynamics, **but it can also have a lot of risk and unpredictability.**

Blue Sky - Scenario One	
EBITDA - 2026E	SEK 1,000
Multiple	8.00x
Enterprise Value	SEK 8,000
Net Cash	SEK 450
Market Cap	SEK 8,450
Diluted Shares Out	88.60
Implied Share Price	SEK 95.37
Current Price	SEK 18.02
Upside/Downside	429%
Date Realized	6/15/2026
Implied CAGR	88%

Blue Sky - Scenario Two	
EBITDA - 2026E	SEK 1,000
Multiple	10.00x
Enterprise Value	SEK 10,000
Net Cash	SEK 450
Market Cap	SEK 10,450
Diluted Shares Out	88.60
Implied Share Price	SEK 118
Current Price	SEK 18.02
Upside/Downside	555%
Date Realized	6/15/2026
Implied CAGR	103%

So, What's The Downside?



- I find that far too many investors focus on what they can make and not so much on what they can lose. While I usually find downside cases to be a pointless endeavor, **stocks can always get cheaper in the short term**, and EG7 is a perfect example of this. EG7 is offering an incredibly attractive first rule of investing type of opportunity today – “don’t lose money.”
- In an unlikely scenario where all of EG7’s upcoming games fail to meet expectations, I still don’t see them doing under SEK 500M in EBITDA for 2026, and as mentioned, we’re already trading like that is going to happen and more **at just 2.30x EBITDA today using that SEK 500M number**.
- However, if this unlikely scenario were to come to fruition, I believe Ji and Jason are likely to monetize a sale of at least Big Blue Bubble (which I haven’t even talked about yet, but I see it as a genuine possibility in a few years, given it’s a mobile developer and not core to their strategy moving forward). A sale of Big Blue Bubble on a normalized basis by then could likely represent somewhere around SEK 700M (4.00x Multiple) compared to EG7’s Enterprise value of SEK 1.15B today.
- Whatever is left of EG7’s other segments in this scenario, so that would be Daybreak, Piranha, ToadMan, Petrol, and Fireshine, are likely worth at least a 4.00x or more, given the IP Daybreak has alone (even if Daybreak was not able to monetize HIZI, Planetside, or EverQuest themselves successfully, someone else likely could – Sony/Microsoft make for potential acquirers given they’ll be competing for exclusive IP for years to come), so that’s SEK ~1.3B in additional EV.
- Once again, these are conservative and smart guys who would likely sell to a buyer at the right price (as they did to EG7 at a SEK 3.3B valuation for Daybreak in 2020), **but if we combine the above, it amounts to an EV of SEK 2.0B or an upside of 52%**.
- Let’s get more draconian and assume all of the businesses are in perpetual decline by then and are spitting off SEK 350M a year and that they are only able to monetize all their businesses for 3.00x EBITDA – **that’s only a 6% downside today**.
- The future is unknown; how many copies will be sold on upcoming games is unknown, and modeling this out to get to an “accurate” valuation using a complex model is utterly pointless. What is worth doing is trying to figure out what we can lose and what’s baked in today, and even in a worst-case scenario, I’m looking at no more than a 10% downside with a significant amount of upside (once again, I could be wrong, but this is how I am thinking about things today).

Downside - Scenario One	
EBITDA - 2026E	SEK 495
Multiple	4.00x
Enterprise Value	SEK 1,980
Net Cash	SEK 450
Market Cap	SEK 2,430
Diluted Shares Out	88.60
Implied Share Price	SEK 27.43
Current Price	SEK 18.02
Upside/Downside	52%
Date Realized	6/15/2026
Implied CAGR	17%

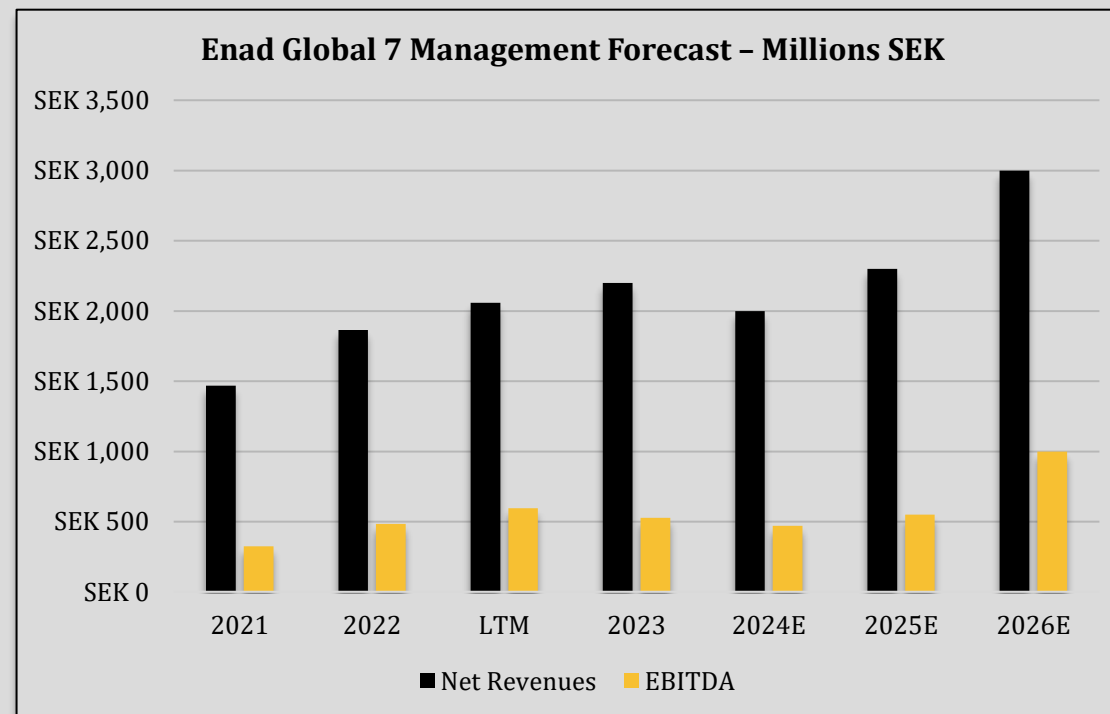
Downside - Scenario Two	
EBITDA - 2026E	SEK 350
Multiple	3.00x
Enterprise Value	SEK 1,050
Net Cash	SEK 450
Market Cap	SEK 1,500
Diluted Shares Out	88.60
Implied Share Price	SEK 16.93
Current Price	SEK 18.02
Upside/Downside	-6%
Date Realized	6/15/2026
Implied CAGR	-2%

Enad Global 7 – Valuation Matrix



	FY-2026E EBITDA				
	SEK 400	SEK 600	SEK 800	SEK 1,000	SEK 1,200
2.00x	-22%	3%	28%	53%	79%
4.00x	28%	79%	129%	179%	229%
6.00x	79%	154%	229%	304%	379%
8.00x	129%	229%	329%	429%	529%
10.00x	179%	304%	429%	555%	680%

	FY-2026E EBITDA				
	SEK 400	SEK 600	SEK 800	SEK 1,000	SEK 1,200
2.00x	SEK 14.11	SEK 18.62	SEK 23.14	SEK 27.65	SEK 32.17
4.00x	SEK 23.14	SEK 32.17	SEK 41.19	SEK 50.22	SEK 59.25
6.00x	SEK 32.17	SEK 45.71	SEK 59.25	SEK 72.80	SEK 86.34
8.00x	SEK 41.19	SEK 59.25	SEK 77.31	SEK 95.37	SEK 113.43
10.00x	SEK 50.22	SEK 72.80	SEK 95.37	SEK 117.94	SEK 140.51



	FY-2026E FCF				
	SEK 200	SEK 300	SEK 400	SEK 500	SEK 600
5.00x	-37%	-6%	25%	57%	88%
10.00x	25%	88%	151%	213%	276%
15.00x	88%	182%	276%	370%	464%
20.00x	151%	276%	401%	526%	652%

Why Does This Opportunity Exist?



- Stocks can be cheap for several reasons, but the significant discount to intrinsic value seen at EG7 is unjustified, and I expect it will course correct as they continue to outperform expectations, repurchase shares, and uplist to a different exchange.
- EG7 is a Swedish-listed micro-cap (on the small board) with a market capitalization of just ~\$145M (SEK 1.6B). Despite this, liquidity isn't horrible however, and sits around \$700K/day (SEK 7.7M).
- Prior management was unsophisticated, set expectations far too high and timelines too short. The market is unjustifiably very skeptical of EG7's new management and board. For example, when the related party transaction was first disclosed, Fintwit (Twitter) was in a consensus fury, calling Ji and Jason "scammers" – the shares would eventually sell off by ~20% later that day. Ji and Jason being "scammers" would have been in direct contrast to all of their actions up until this point (**Jason receives a massive \$55K a year as chairman** – I wish some of my U.S.-listed company chairmen had his experience and track record at this pay level). As stated earlier, they'd later disclose the favorable terms of the Cold Iron transaction, which also gave ToadMan a much-needed Work-For-Hire contract.
- The growth through acquisition strategy employed by prior management was similar to that of European peers such as Embracer Group and Stillfront (who have seen their EBITDA multiples compress significantly). This appears to be having lasting effects on EG7's shares **since they have had an unjustifiably high correlation to both Embracer Group's and Stillfront's shares despite their growth strategy now being organic**, making this a "baby thrown out with the bath water" situation.
- Following on the prior point, I believe Swedish investors have been left with a terrible taste in their mouths for anything video game-related, and because of this, the space will take time to recover. Embracer's and Stillfront's EBITDA multiples have compressed from >20.00x and >15.00x to just 4.00x today, respectively (which is still a premium to EG7's, I might add, both of which have worst management teams and less clear go-forward plans – **They certainly are not looking to double EBITDA in the next three years organically!**). Embracer's, Stillfront's, and EG7's share prices have declined ~85%, ~87%, and ~85%, respectively, from their highs, leaving plenty of investors burned (retail and sophisticated alike).
- If it isn't apparent already, the company has a relatively large retail following with little sophisticated investor presence today, and from what I can tell, Alta Fox is the only reputable name in the stock with significant ownership (~6.00%). They are also the only other non-Swedish fund even to mention the name before that I am aware of.
- Finally, given the length of development cycles and the uncertainty around their releases (delays are frequent in this industry), shareholders who bought in for the MSM boom are unlikely to stick around for the release of the new games in EG7's pipeline. To the average retail investor (and many sophisticated investors – who aren't gamers and can't hope to understand the IPs), three years is a long time. However, this provides an excellent opportunity for long-term investors to align themselves with two great capital allocators with proven track records in the space who are vehemently focused on the best risk-adjusted IRRs possible.



Risk And Mitigation



- **The New Cold Iron Games Flops:**

- Given the success of the prior game (over 2M units in the first two years + an expansion) when it was unproven, had a likely smaller budget, and lacked a fanbase, this outcome seems unlikely to me.

- **The New H1Z1 Game Flops:**

- As stated, I believe the floor for the upcoming H1Z1 game is 3M copies in the first two years based on prior survival game releases, which still sold millions at launch in horrific states with much smaller budgets.

- **EG7 is unable to obtain a 3rd party publishing deal for 2026:**

- Speaking to the company and based on their comments at the Capital Markets Day, they seem confident they can find one or even more favorable publishing deals over the next 12-18 months.

- **Cancellation of The New H1Z1 Game:**

- This is my largest concern; while EG7 has indicated their desire to produce a new H1Z1, they have canceled many large projects in the past (to be fair, these projects were unlikely to bear the required amount of fruit). Nonetheless, this is a real risk, not thesis-breaking, but it would certainly be disappointing – I am not concerned with delays even though they are also possible.

- **My Singing Monsters Revenues Revert Completely:**

- I don't see this happening overnight and like to think of SEK 250M in revenues as a hard floor for MSM over the next few years. They are at SEK 600M in revenues on an LTM basis and are likely to put up well north of SEK 250M in both 2024 and 2025 – recent top-grossing chart trends are supportive of this but should not be heavily relied upon.

- **Daybreak's Live-Service Portfolio Current Slow Decline Accelerates:**

- Given Daybreaks SAAS-like revenue streams and dedicated audience (literal decade+ old fan bases), I don't see a significant acceleration happening unless they stop supporting their live-service games – which they have stated they aren't going to do. The plan in the future for Daybreak is the same as it's always been, and these guys know how to run and monetize live service games, so I don't have much worry here.

- **Takeunder Risk / Self-Dealing:**

- While there have been no signs of this so far, and their actions have been quite the opposite, Ji and Jason more than likely have the means to take out the stock at a premium to its share price today, and that take-out price would unlikely be attractive when compared to EG7's fair value. However, I think they'd potentially face some opposition from large holders and other insiders if this happened. There have been no signs of self-dealing thus far, and the related party transaction is favorable to EG7 in my opinion.



Conclusion



- We believe EG7 is offering a phenomenal **“don’t lose” money opportunity** today with an exceptional amount of upside over the next two to three years.
- The company is now **led by a well-aligned S-Tier management team and board** with a lengthy track record of success in the gaming space.
- However, because of EG7’s tumultuous past full of dilutive acquisitions under a less-than-stellar CEO, extreme multiple compression for video game developers across Europe, and having a market capitalization of just ~\$145M (while also being listed on the “small board” in Sweden) **EG7 shares have fallen significantly under their intrinsic value** as a consequence.
- Today, EG7 **trades at just ~1.15x and ~2.30x 2026E EV/EBITDA and EV/FCF**, respectively, and has ~28% of the company’s entire market cap in net cash, significantly lowering risk to investors.





Atai Capital Management

Long-Only | Concentrated | Small-Cap Value

Brandon Daniel | bdaniel@ataicap.com | ataicap.com