

## Elm Co.

We initiate coverage on Elm Co. (Elm) with a 'Neutral' rating and a price target of SAR 1,085 per share. As the largest beneficiary of Saudi Arabia's digitization push, Elm leverages strong government partnerships, with 38.5% (2024) revenue derived from the public sector and 70% of total revenue recurring. Elm's scalable digital platforms are well-positioned to benefit from population growth, rising tourism, and digital transformation. We project a 15.8% CAGR (2024–2030f), driven by its expanding digital business and steady contributions from BPO. Additionally, its strategic acquisitions are tilting the revenue mix further toward digital, supporting a gradual margin expansion, peaking at 41.3% by 2030f. The stock has rallied 3.3x between 2023 and 2024 and currently trades at a TTM P/E of 46.0x, higher than its historical average of 42.0x. We believe current valuations adequately reflects its growth prospects, limiting further upside to single digits. Elm's acquisition of Thiqah appears value-accretive, but due to unavailable consolidated financials, its impact is not included in current estimates. A recommendation update may follow once details are disclosed.

**Elm enjoys the exclusivity to numerous government contracts.** With 38.5% of its 2024 revenue derived from government entities, Elm is poised for strong growth, driven by its critical offerings aligned with Vision 2030 given its unique role in mega and giga projects. In addition, strong population growth and rising tourism influx will further supplement revenue growth. We project a 15.8% revenue CAGR (2024–2030f), supported by Elm's access to the national database, making it the priority choice for most public-sector digital contracts. Elm derives 70% of its revenue from recurring and relatively inelastic sources, driven by its essential role in government services, ensuring strong revenue visibility.

**Margin profile to improve, enhancing profitability.** Digital Business accounted for 74% of Elm's topline in 2024. To highlight, the segment recorded the highest sectoral gross margins at 47.1%. Elm's inorganic expansions, such as Thiqah's acquisitions, further strengthen its position in the digital space. In 2023, Thiqah's revenue equaled 26.7% of Elm's. We expect the contribution from Digital Business to rise to 79%, driven by the inherently scalable nature of digital products and platforms, which benefit from economies of scale. The shift in revenue mix, coupled with an easily expandable business model at minimal cost, is expected to further enhance gross margins to 41.3% by 2030f.

**Premium valuations signal caution at current levels.** Elm is currently trading at a TTM P/E of 46.0x, higher than its historical average of 42.0x. This represents a 163.5% premium over TASI's P/E of 17.5x, compared to its historical premium of 113.7%. The stock price increased 3.3x during 2023–24. Elm is trading at an 86.7% premium to the sector's (ex-Elm) P/E of 24.6x largely due to its strong positioning in the high-margin Digital Business segment. We believe the valuation fairly prices its growth potential, whereby limiting further upside potential at this stage.

**Valuation:** Our Dec-25 TP of SAR 1,085/share is based on a blended valuation with equal weight assigned to DCF (TP SAR 1,099/share) and relative valuation (TP SAR 1,071/share), resulting in an upside of 3.3%.

**Risks:** Increasing access to national database can increase unaccounted competition in the public space. Low-margin acquisitions can dilute the aggregate profitability.

### RATING SUMMARY

**Neutral**

Target Price (SAR)	1,085
Upside/Downside	3%
Div. Yield (%)	1%
Total Exp. Return	4%

Last Price as of 19<sup>th</sup> May, 2025  
Source: Company Data, anb Research

### ISSUER INFORMATION

Bloomberg Code	ELM AB
Last Price (SAR)	1,050.0
No of Shares (mn)	80
Market Cap bn (SAR/USD)	84.0/22.4
52-week High / Low (SAR)	1,289.0/796.8
12-month ADTV (mn) (SAR/USD)	74.7/19.9
Free Float (%)	33.0
Foreign Holdings (%)	10.7

Last Price as of 19<sup>th</sup> May, 2025

### VALUATIONS

	2024	2025e	2026f	2027f
EPS (SAR)	22.8	25.1	30.1	35.0
PER (x)	46.0	41.8	34.9	30.0
PBV (x)	15.9	12.9	10.6	8.7
DPS (SR)	7.3	10.1	12.1	14.0
Div. Yield (%)	0.7	1.0	1.1	1.3
RoAE (%)	39.3	34.1	33.4	31.9
RoAA (%)	20.7	19.5	19.9	19.4

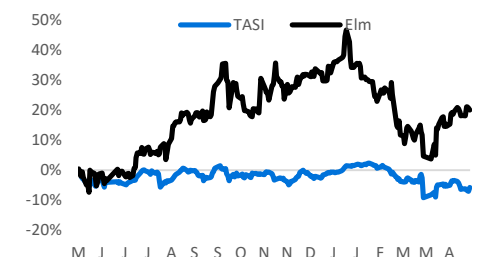
Source: Company Data, anb Research

### FINANCIALS (SAR bn)

	2024	2025e	2026f	2027f
Revenue	7.4	8.6	10.0	11.5
Gross Profit	3.0	3.5	4.1	4.7
Operating Income	1.7	2.0	2.4	2.7
EBITDA	1.9	2.1	2.5	2.9
Net Income	1.8	2.0	2.4	2.8
Gross Margin (%)	40.9	40.5	40.7	40.9
EBIT Margin (%)	23.0	23.1	23.8	23.8
EBITDA Margin (%)	25.6	25.0	25.5	25.4
Net Margin (%)	24.7	23.4	24.2	24.3

Source: Company Data, anb Research

### RELATIVE PRICE PERFORMANCE



Source: Bloomberg, anb Research

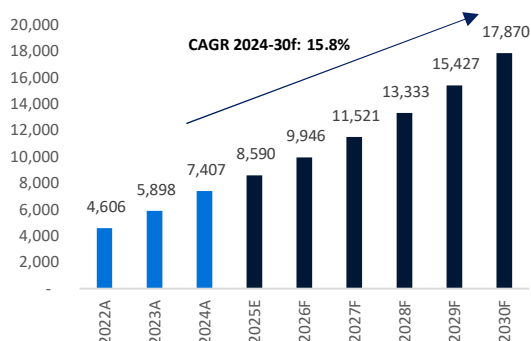
## Investment Thesis

### Elm enjoys the exclusivity to numerous government contracts

Elm derives 38.5% of its revenue exclusively from government clients, positioning it as a key digital partner in Saudi Arabia's Vision 2030 transformation. Its digital portfolio is well-aligned with high-growth sectors like Healthcare and Transportation, which are central to the Kingdom's strategy. The company's top six products, Nusuk, Absher, Muqem, Yaqeen, Fasah, and Tamm, account for 66.0% of total revenue, benefiting directly from population growth, rising tourism, and increasing pilgrim activity.

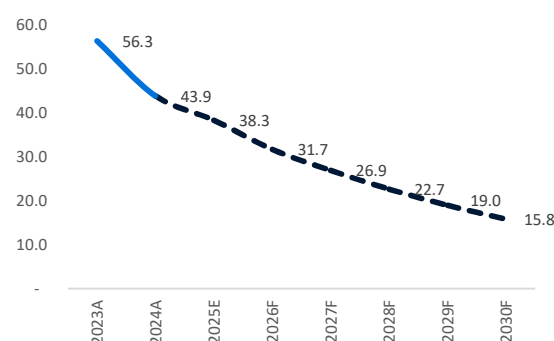
Elm maintains a robust backlog of SAR 3.8 bn, with 70% of its revenue being recurring, supported by longstanding government partnerships. We project revenue to expand at a 6-year CAGR of 15.8%, driven by its Digital Business segment, which we expect to grow at an 17.0% CAGR over the same period. Saudi Arabia's industrial shift from traditional system integration and hardware technologies to emerging tech, artificial intelligence, and a 'data-first' approach will further strengthen Elm's growth prospects. Additionally, the government's aim of increasing the digital economy's GDP contribution to 19% by 2030f (up from 15% in 2024) serves as a key catalyst, positioning Elm as a leading contender for future contracts.

Chart 14: Revenues (SAR mn) to double in 5 years



Source: Company Data, anbc Research

Chart 15: EV/EBITDA 2023a-2030f



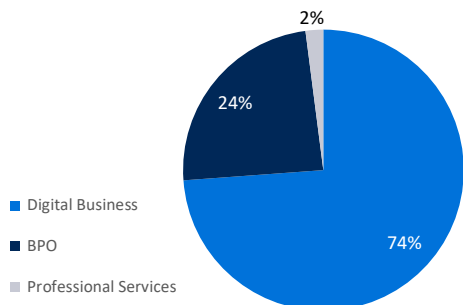
Source: Company Data, anbc Research

Elm's products, such as pilgrimage planning via 'Nusuk', e-visa and job permit applications via 'Absher', and work permit issuance via 'Muqem', hold monopolistic positioning, benefiting from the company's access to the national database. This gives Elm a significant competitive edge, allowing it to generate relatively inelastic revenues, resilient to economic slowdowns and disruptive unit economics. Saudi Arabia's targets—30 mn pilgrims (vs. 18.5 mn in 2024), 150 mn tourists (vs. 109 mn in 2023), and 10 mn residents in Riyadh (vs. 7.8 mn in 2024)—will serve as key growth catalysts, driving increased traction on Elm's platforms.

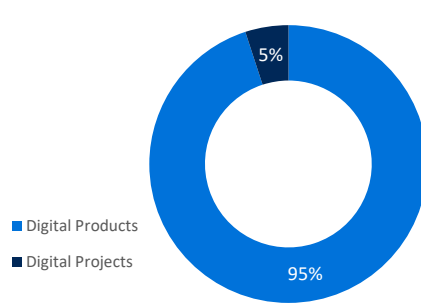
We expect strong momentum to continue in the BPO segment, driven by digitized services such as AI-powered crowd management at the two holy mosques and NEOM's smart gate project. We forecast a 6-year CAGR of 12.0% from 2024 to 2030f. The company is well-positioned for expansion in this segment, with its BPO services uniquely structured compared to its competitors. Offerings such as government license issuance and inspection services provide a strong competitive edge, enabling the company to achieve a robust 24.0% gross margin (2024) in BPO—a segment typically characterized by lower margins.

### Margin profile to improve, enhancing profitability

Elm has significantly enhanced its margin profile, driven by robust growth in its digital business and a favorable revenue mix shift. Gross margins reached a peak of 40.9% in 2024, expanding by 700 bps from 33.9% in 2020. The digital business segment's contribution to revenue surged from 54.9% in 2021 to 73.8% in 2024, fueling profitability expansion.

**Chart 16: Digital Business leads the topline**


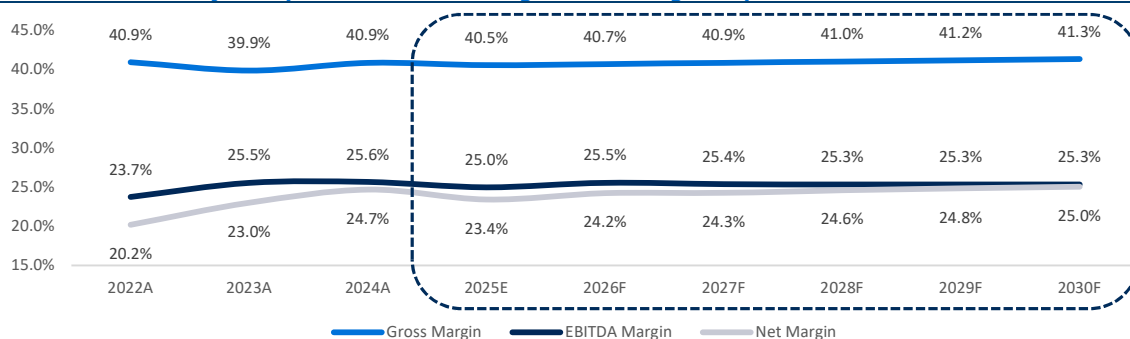
Source: Company Data, anbc Research

**Chart 17: Digital Products account for 95% of revenue**


Source: Company Data, anbc Research

Elm's Digital Business segment is divided into two subcategories: Digital Products (95.0% of the segment) and Digital Projects (5.0%). We believe that a significant portion of the costs associated with product and platform development has already been incurred, reinforcing our expectation of continued profitability expansion. We forecast gross margins to peak at 41.3% by 2030f, driven by the scalability of the company's offerings. Notably, tech platforms tend to grow exponentially through 'network effects,' where user adoption accelerates as more participants join. Elm's platforms, such as 'Fasah,' leverage this dynamic by compelling counterparties to engage with the platform to access its extensive network, further enhancing traction and reach.

Elm's strong capital structure, characterized by low leverage (10% debt) and stable OPEX, supports our expectation of greater revenue flowing to the bottom line. Marketing and administrative expenses as a percentage of revenue have declined from 7.5% and 9.8% in 2017 to 4.5% and 7.4% in 2024, respectively. We anticipate a continued downtrend in both, alongside a stable debt profile, driving further expansion in profitability. As a result, we project net margins to peak at 25.0% in 2030f from 24.7% in 2024, respectively, while EBITDA margins to average at 25.3%, amid higher R&D expenses.

**Chart 18: Profitability to improve with all the margins continuing to expand**


Source: Company Data, anbc Research

Elm's growth strategy—both organic and inorganic—remains strategically centered on the Digital Business segment. The 100% acquisition of Thiqah reinforces the company's consolidation in this high-margin space. We forecast digital revenue contribution to rise from 73.8% in 2024 to 78.3% by 2030f.

Additionally, Elm's portfolio is well-balanced, with even its smallest segment, Professional Services, playing a strategic role. While contributing just 2.1% to the topline in 2024, this segment aligns with the company's positioning in consulting and advisory for next-generation technologies such as Data and AI. We believe this synergy will further strengthen Elm's presence across other segments, serving as both an implementation tool and a marketing enabler.

Elm's BPO segment is internally diversified, moving beyond the conventional focus on customer experience. This diversification helps mitigate profitability pressures, which are typically more pronounced in tech companies operating in this space due to intense competition. Elm's Strategy 4.0 seeks to broaden its reach into untapped government domains while actively pivoting toward private-sector opportunities, emphasizing enterprise-focused digital innovations. In its Digital Products arm, the company is sharpening its focus on scalable, high-impact solutions. For Business Process Outsourcing (BPO), the direction is toward stable, recurring mandates that promote consistency in earnings. In Professional Services, the approach is to ascend toward more complex, high-value offerings that enhance its strategic positioning.

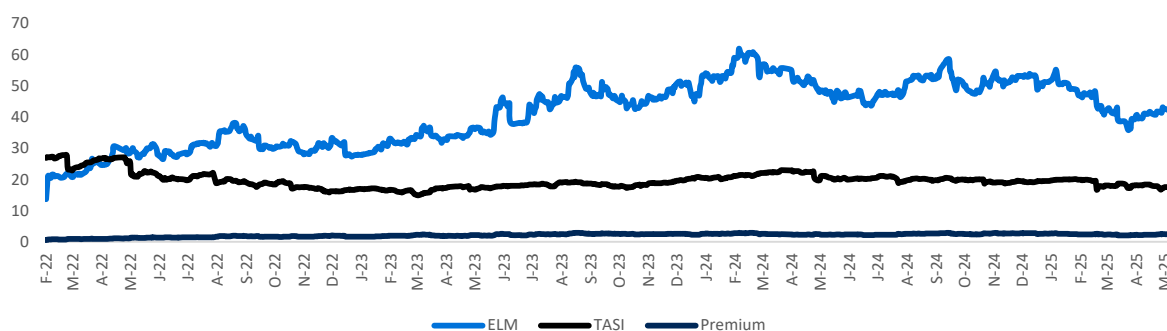
### Premium valuations signal caution at current levels

Elm's revenue has consistently outperformed the sector, recording a CAGR of 31.6% (2020-2024) versus 15.5% for our coverage universe (ex-Elm) during the same period. We expect this momentum to persist, projecting Elm's revenue to grow at a CAGR of 15.8% (2024-2030f), outpacing our universe's (ex-Elm) 9.2% growth. Despite this robust expansion, we believe the growth potential is largely priced in, reflecting in the stock's strong rally since listing.

The company is currently trading at a TTM P/E of 46.0x, reaching new highs, fueled by continued innovation and an indispensable product portfolio that aligns well with Vision 2030. Historically, its average multiple has stood at 42.0x, with the stock briefly peaking at SAR 1,289/share (P/E 56.4x) before a slight retracement. We view this pullback as a healthy correction towards intrinsic value.

Elm has consistently traded at a notable premium over TASI's P/E, averaging 113.7%. Currently, it commands a 163.5% premium (TASI P/E: 17.5x). We expect this valuation gap to remain within a defined range, with inorganic expansion such as Thiqah acting as a key upside risk. With its 2023 revenue equivalent to 26.7% of Elm's during the same period, we view the Thiqah deal as strategically meaningful. However, due to limited publicly available details, the full impact of the transaction has not yet been factored into our valuation.

**Chart 19: Elm is trading at a premium over TASI since its listing**



Source: Company Data, anbc Research

Elm trades at an 86.7% premium over our coverage universe (ex-Elm) P/E of 24.6x. We view this premium is mainly due to company's superior profitability and strong growth prospects within the sector. However, a gradual convergence is likely, driven by an expansion in sector multiples as more companies adopt next-generation technology, alongside a moderation in Elm's valuation toward our projections.

## Valuation

We have adopted a blended valuation approach for Elm, assigning equal weight to DCF and multiple-based valuation. This resulted in target prices of SAR 1,099/share and SAR 1,071/share, respectively, leading to a final target price of SAR 1,085/share, implying a 3.3% upside. We maintain a 'Neutral' rating on the stock, as we believe that while Elm's strong growth trajectory and robust product launches remain key positives, much of this upside is already priced in. At a 2025e P/E of 41.8x, the stock appears fairly valued, limiting further upside potential.

	anbc Estimate	Consensus	anbc Estimate	Consensus	anbc Estimate	Consensus
SAR mn	2025E	2025E	2026F	2026F	2027F	2027F
Revenue	8,592	9,682	9,951	11,709	11,530	13,097
Gross Margin	40.54%	39.70%	40.70%	40.14%	40.86%	40.70%
EBITDA	2,145	2,451	2,542	3,067	2,927	3,539
Net Income	2,012	2,153	2,410	2,671	2,798	3,132
Net Margin	23.41%	22.24%	24.22%	22.81%	24.27%	23.91%
EPS	25.1	26.6	30.1	33.4	35.0	39.1

Source: anbc Research, Bloomberg

## DCF Valuation

We used an FCFF-based model, applying a beta of 1.0, a risk-free rate of 5.0%, and a market risk premium of 5.2%, resulting in a cost of equity of 9.9%. Incorporating a cost of debt of 7.2%, we derived a weighted average cost of capital (WACC) of 9.6%.

SAR mn	2026F	2027F	2028F	2029F	2030F	2031F
FCFF	2,662	2,962	3,482	3,867	4,474	5,188
Terminal Value						119,819
FCFF + Terminal	2,662	2,962	3,482	3,867	4,474	125,007
<b>Discounted FCFF</b>	2,429	2,465	2,643	2,678	2,827	<b>72,042</b>
Enterprise Value	85,084					
Cash	3,322					
Debt	(524)					
Equity Value	87,881					
<b>Target Price</b>	<b>1,099</b>					

Source: anbc Research

## Sensitivity Analysis on DCF Valuation

WACC	Growth rate					
		3.5%	4.0%	4.5%	5.0%	5.5%
	7.6%	1,462	1,621	1,831	2,121	2,548
	8.6%	1,166	1,259	1,375	1,524	1,720
	9.6%	967	1,027	1,099	1,186	1,294
	10.6%	824	865	913	969	1,036
	11.6%	717	746	780	818	862

## Relative Valuation

For our EV/EBITDA multiple (38.6x), we have taken the average multiple of Elm's local and peers operating primarily in the digital business segment. Using forward EBITDA (2025e) of SAR 2,144 mn we arrived at our target price of SAR 1,070/share.

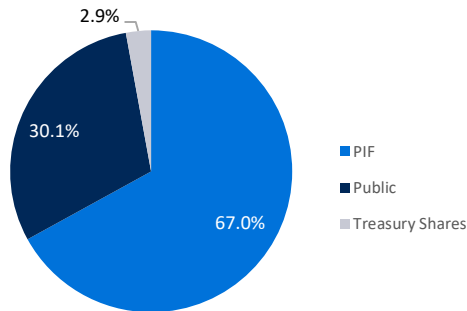
Peer	EV/EBITDA
2P	24.2
Tyler Technologies	53.1
<b>Target Multiple</b>	<b>38.6</b>
EBITDA (SAR mn)	2,145
EV (SAR mn)	82,845
Cash (SAR mn)	3,322
Debt (SAR mn)	524
<b>Target Price</b>	<b>1,071</b>

Source: anbc Research

## Company Overview

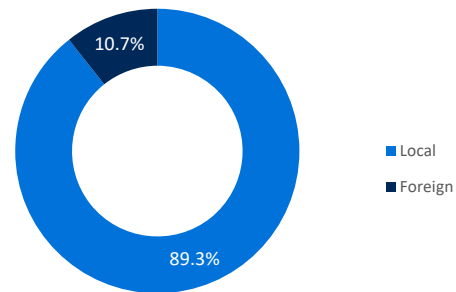
Elm was founded in 1988 by PIF as a technological research, development and localization company. The company went public in 2022 and is owned 67% by PIF since then. Elm has grown via organic and inorganic expansions, including that of Tabadul and Thiqah.

Chart 20: Shareholding by Investor



Source: Company Data, anbc Research

Chart 21: Shareholding by Investor type



Source: Company Data, anbc Research

Elm is involved in various industries, either directly or through its subsidiaries and associates, ranging from HR solutions (Emdad Al Khebrat), fintech (Tabadul) to expanding its presence in government services (Thiqah).

Company	Ownership	Country	Relationship
Saudi Company for Exchanging Digital Information (Tabadul)	100%	KSA	Subsidiary
Emdad Al Khebrat	100%	KSA	Subsidiary
Elm Technology Investment Company	100%	KSA	Subsidiary
Umrah Premium Services Company	100%	KSA	Subsidiary
Thiqah	100%	KSA	Subsidiary
Sahel Al Madar Trading Company	30%	KSA	Associate
Smart National Solution Company	24%	KSA	Associate
Omran Tech Business Solutions Company	60%	KSA	Joint Venture




Source: Company Data, anbc Research

Main Products	Description
	Provide Ministry of Interior services (Passports, Traffic, Civil Affairs, etc.) digitally in an integrated platform to citizens, residents and visitors.
	Facilitate international trade services by automating the import and export procedures.
	Allows organizations to review its resident workers data and complete their transactions online.
	Verification of the beneficiary's data (such as customers, visitors, employees, and applicants)
	Provide services that help vehicles' owners in Saudi Arabia get all the updated information about their respective vehicles.
	Organize pilgrims entire visit from applying e-Visa to booking hotels and flights.

Source: Company Data, anbc Research

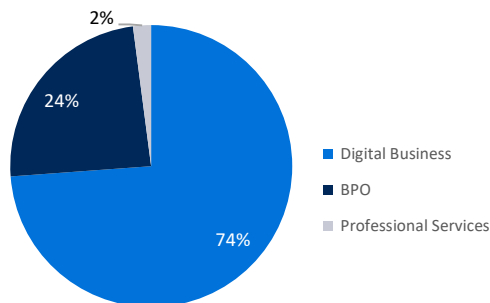
## Financial Overview

Elm operates through three key verticals: Digital Business, Business Process Outsourcing, and Professional Services. Digital Business is the primary revenue driver, leading the company's operations. Government and related entities represent Elm's largest customer segment, contributing 38.5% of its revenue in 2024.

Segment	Description
 Digital Business	Includes Digital Products Suite, which provides ready-to-use digital solutions, and Digital Projects Suite, offering integrated platforms and entitlement engines for end-to-end services.
 Business Process Outsourcing	Enhances operational management by providing large-scale HR services and qualifying national talent through professional recruitment for government and private entities.
 Professional Services	Includes consulting services in data analytics and AI, where Elm analyzes challenges and develops action plans to enhance performance and customer satisfaction.

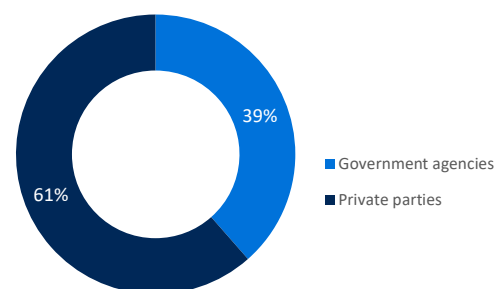
Source: Company Data, anbc Research

Chart 22: Revenue by segment



Source: Company Data, anbc Research

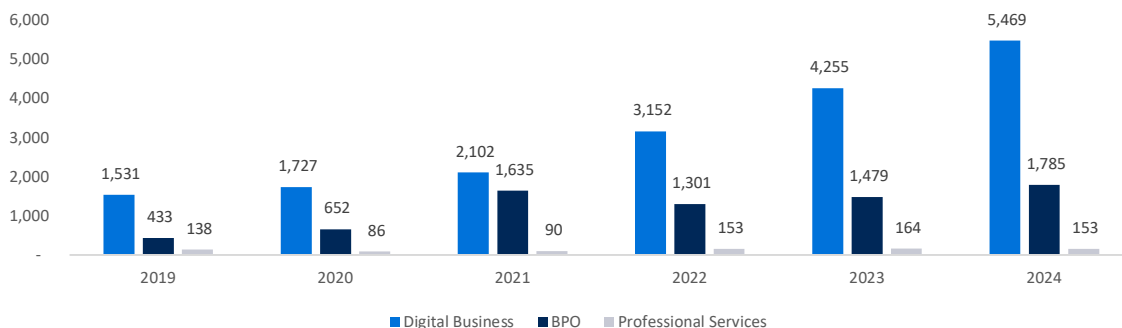
Chart 23: Revenue by segment



Source: Company Data, anbc Research

Elm's revenue grew at a 28.6% CAGR from 2019 to 2024, driven by strong growth in BPO (32.8%) and Digital Business (29.0%), supported by increased public sector projects and new product launches like Nusuk (2022). The high-margin Digital Business segment's contribution rose from 68.9% in 2017 to 73.8% in 2024, fueled by growing demand and inorganic expansions, including Tabadul and Thiqah.

Chart 24: Key Financials (SAR Mn) over the years



Source: Company Data, anbc Research



## Financial Summary

SAR mn

Income statement	2023A	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	CAGR 2024-2031F
Revenue	5,898	7,407	8,592	9,951	11,530	13,346	15,445	17,895	20,715	15.8%
Cost of Revenue	(3,547)	(4,381)	(5,109)	(5,901)	(6,819)	(7,872)	(9,086)	(10,499)	(12,120)	15.6%
Gross Profit	2,351	3,026	3,483	4,050	4,711	5,474	6,359	7,396	8,594	16.1%
Operating Expenses	(1,000)	(1,325)	(1,501)	(1,683)	(1,972)	(2,293)	(2,656)	(3,089)	(3,595)	15.3%
EBIT	1,351	1,700	1,982	2,367	2,739	3,181	3,703	4,307	4,999	16.7%
Dep & Amort	156	199	163	175	188	200	211	224	241	2.8%
EBIDTA	1,506	1,899	2,145	2,542	2,927	3,381	3,914	4,532	5,240	15.6%
Finance Cost	(6)	(28)	(34)	(27)	(23)	(20)	(18)	(17)	(16)	-8.2%
Profit Before Tax	1,473	1,954	2,159	2,600	3,038	3,581	4,205	4,924	5,749	16.7%
Zakat Tax	(117)	(127)	(147)	(189)	(240)	(299)	(366)	(442)	(529)	22.6%
PAT	1,356	1,827	2,012	2,410	2,798	3,282	3,838	4,482	5,219	16.2%
Number of Share	80	80	80	80	80	80	80	80	80	
EPS	17.0	22.8	25.1	30.1	35.0	41.0	48.0	56.0	65.2	
Balance Sheet										
Fixed Assets	900	1,198	1,236	1,261	1,304	1,299	1,275	1,267	1,277	0.9%
Other Non-Current Assets	230	330	318	307	296	285	272	276	279	-2.4%
Non-current assets	1,130	1,528	1,555	1,568	1,599	1,584	1,547	1,542	1,556	0.3%
Trade receivables	2,322	2,895	2,918	3,229	3,718	4,276	4,917	5,661	6,510	12.3%
Cash and Cash equivalents	384	2,251	3,322	4,929	6,697	8,805	11,087	13,728	16,797	33.3%
Other Current Assets	4,260	2,880	3,282	3,430	3,600	3,861	4,165	4,521	4,933	8.0%
Current Asset	6,967	8,027	9,522	11,588	14,015	16,942	20,169	23,910	28,241	19.7%
Total Assets	8,097	9,554	11,077	13,156	15,614	18,526	21,716	25,452	29,796	17.6%
Total Equity	3,995	5,293	6,499	7,945	9,623	11,593	13,896	16,585	19,717	20.7%
Lease liabilities	212	481	445	391	347	312	285	265	251	-8.8%
Other Non-Current Liabilities	361	387	387	387	387	387	387	387	387	0.0%
Non-current liabilities	573	868	833	778	734	699	672	652	639	-4.3%
Trade payables	2,805	2,480	2,799	3,395	4,110	4,961	5,725	6,616	7,638	17.4%
Lease liabilities	12	85	79	69	61	55	50	47	44	-8.8%
Other current Liabilities	713	828	867	968	1,085	1,219	1,373	1,552	1,758	11.4%
Current Liabilities	3,530	3,393	3,746	4,433	5,256	6,234	7,149	8,215	9,440	15.7%
Total liabilities and equity	8,097	9,554	11,077	13,156	15,614	18,526	21,716	25,452	29,796	17.6%

Source: Company Data, anb Research

## Key Ratios

SAR mn

Valuation Ratios	2023A	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F
EPS	17.0	22.8	25.1	30.1	35.0	41.0	48.0	56.0	65.2
DPS	5.8	7.3	10.1	12.1	14.0	16.4	19.2	22.4	26.1
BVPS	49.9	66.2	81.2	99.3	120.3	144.9	173.7	207.3	246.5
PE	61.9	46.0	41.8	34.9	30.0	25.6	21.9	18.7	16.1
Div Yield	0.6%	0.7%	1.0%	1.1%	1.3%	1.6%	1.8%	2.1%	2.5%
PBV	21.0	15.9	12.9	10.6	8.7	7.2	6.0	5.1	4.3
EV/Sales	14.2	11.1	9.5	8.0	6.7	5.7	4.7	3.9	3.3
Price / Sales	14.2	11.3	9.8	8.4	7.3	6.3	5.4	4.7	4.1
EV/EBITDA	55.7	43.3	37.9	31.3	26.6	22.4	18.7	15.6	12.9

Margins	2023A	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F
Gross Margin	39.9%	40.9%	40.5%	40.7%	40.9%	41.0%	41.2%	41.3%	41.5%
EBITDA Margin	25.5%	25.6%	25.0%	25.5%	25.4%	25.3%	25.3%	25.3%	25.3%
Operating Margin	22.9%	23.0%	23.1%	23.8%	23.8%	23.8%	24.0%	24.1%	24.1%
Net Margin	23.0%	24.7%	23.4%	24.2%	24.3%	24.6%	24.9%	25.0%	25.2%

Returns	2023A	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F
ROA	19.2%	20.7%	19.5%	19.9%	19.4%	19.2%	19.1%	19.0%	18.9%
ROE	38.5%	39.3%	34.1%	33.4%	31.9%	30.9%	30.1%	29.4%	28.8%

Health	2023A	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F
Debt to Asset	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Debt to Equity	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0
Debt to Capital	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0
EBIT/ Interest	230.4	59.8	58.1	86.4	121.3	159.7	205.3	259.3	320.4

Source: Company Data, anbc Research

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