Symmetry

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2026

NEWSLETTER

Symmetry Invest

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www.symmetry.dk

Purpose of the newsletter

Every month, Symmetry sends a portfolio report to the company's shareholders, covering the month's returns, news on individual equity investments, and much more. In addition, we periodically issue analyses of these investments, as well as an annual investor letter reviewing our largest positions.

This newsletter is not intended to replace or repeat the above, as that content is reserved for investors in Symmetry Invest. The newsletter is available to everyone and will therefore only cover individual stocks to a limited extent. Instead, it will go through various developments and trends in the general market and explain how Symmetry navigates the different markets. From time to time, however, it will mention specific individual stocks where relevant. These can be long positions, short positions, or stocks in which Symmetry holds no position but has an interest.

The overall purpose of the newsletter is to increase awareness of Symmetry among current investors, potential investors, and other people who follow the stock market. We will therefore also regularly account for our strategy and make it as easy to understand as possible for our readers. We will also include quotes, among other things, from well-known value investors, and back up our points with graphs and other material that can help support our arguments.

We hope that as many of you as possible will find the newsletter readable and useful, and that it will help get as many people as possible to sign up for the newsletter and follow us.

In this newsletter, we use "we" to mean Symmetry, and occasionally "I" to mean Andreas Aaen.

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Newsletter

As always, returns and portfolio updates, among other things, are sent to shareholders monthly and can also be found on our website – but for the sake of good order, here is a brief summary below:

Table: Historical returns in percent

The table shows historical returns and average net exposure since inception in 2013

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Net exposure
2013						8.1			7.9			15.0	**34.1**	N/A
2014			3.2			10.2			2.8			17.0	**36.8**	N/A
2015			6.8			23.2			-13.3			5.7	**20.5**	76.0
2016			1.3			10.6			3.5			3.4	**19.9**	44.3
2017	6.2	3.2	0.7	4.0	5.1	-2.7	1.1	-2.7	0.6	3.3	-2.1	-0.7	**16.8**	46.5
2018	1.9	-4.5	-4.4	0.8	-0.8	-5.9	-4.5	-1.8	-0.9	-12.8	1.9	0.3	**-27.7**	75.2
2019	7.3	6.4	4.5	4.5	-2.4	6.3	0.5	-7.1	5.8	0.3	10.0	2.5	**44.4**	73.3
2020	2.0	-4.1	-37.2	22.6	14.5	10.1	1.2	9.0	-0.2	1.8	17.1	12.9	**40.4**	74.9
2021	9.0	8.3	8.0	5.0	0.1	-0.5	2.2	4.8	-2.7	3.9	-5.4	0.9	**37.8**	75.6
2022	2.0	-6.0	-2.3	-7.0	-1.0	-3.7	3.5	0.0	-7.9	8.2	-0.1	-2.3	**-16.4**	77.7
2023	4.4	5.1	-6.6	0.0	2.6	-2.2	5.2	0.9	-0.6	-6.6	6.0	7.5	**15.4**	75.8
2024	0.0	3.7	3.0	1.4	2.2	-3.2	2.4	3.1	-1.8	-2.3	0.7	0.3	**9.6**	77.0
2025	0.8	10.8	1.9	-1.0	3.7	-1.5	0.4	-0.2	-0.6	0.3	-1.6	1.3	**14.7**	79.0
2026	-3.7	-7.7	-6.7	2.5	0.3	0.7							**-14.1**	84.6

Table: Performance versus Benchmark

	YTD	3yr	5yr	Total	IRR
Symmetry	-14 %	21 %	8 %	552 %	15 %

The first six months of the year have not been easy for us. Large parts of the market we operate in have faced headwinds, and thus a period where our convictions have genuinely been tested, and where it has taken real effort to stand by the convictions we hold – without turning a blind eye to the things happening around us. It has required constantly keeping an open mind toward everything new (AI, and the critical changes to many companies' business models as a result of it), while still basing our decisions on facts. It also requires, to a large degree, being able to remain humble, accepting the things we cannot predict, and staying open to change.

The data are unaudited figures and may therefore be subject to uncertainty. The figures are drawn from extracts of Symmetry's internal systems, custodian banks, etc. It is our best assessment that they represent factually correct figures. Return data and net asset value are, however, updated daily by the fund's manager and reported to VP Securities.

It has also been a period that has given us some fantastic opportunities to buy into new stocks. The market has appeared historically narrow in its focus. That has made many attractive companies cheap enough for us to buy in.

I will use this letter to cover five things:

1) Why we stick to our strategy even when it creates short-term headwinds – and why being able to do so matters so much.
2) How we actually use adversity to make the portfolio stronger, rather than just enduring the period.
3) What we are observing happening with investors' attention right now, and why it creates opportunities for us.
4) How we think about AI – the topic that dominates almost every conversation we have these days.
5) An update on some of our portfolio companies, as well as new ideas.

Staying the course in headwinds

We have now run Symmetry for more than 13 years, and if there is one thing that holds true across good and bad periods, it is this: we judge our investment decisions on results over time, not on individual outcomes. One bad quarter doesn't tell us much.

Protector Forsikring is the best example I can give. We have owned the stock for 13 years. Along the way, the market has repeatedly judged the company to be too risky, because a fast-growing insurance company is, by definition, assumed to be taking on too much risk. In 2018, the stock fell around 50 percent. We sold part of the position in 2017-18, as it approached full valuation — but when the company re-established its combined ratio and showed that it had learned from its mistakes, we bought back in heavily. That required us to have met management and believed in them long before the market did. It is not a formula. It is trust built up over years, tested in practice.

That doesn't mean we are always right when we hold our ground. Sometimes headwinds are a signal that we are, in fact, wrong, and then we need to change course. The point is not to be stubborn for stubbornness's sake. The point is to know the difference between a thesis that is wrong and a thesis that is simply unpopular right now. That requires having done the work up front and having the temperament to stand by that work when prices say something different from what we believe, for periods at a time.

Playing offense in adversity

We don't use weak periods to hold our breath and wait for things to blow over. We use them actively. Specifically, that means three things for us.

- We add to our highest-conviction positions when quality companies are sold off along with the rest of the market for no fundamental reason.
- We use volatility to swap weaker stocks for higher-quality ones when the price gap temporarily narrows — in other words, we upgrade the portfolio instead of just defending it.

- We use periods of broad decline to clean up — closing positions where the thesis has genuinely weakened, rather than holding on to cases we don't really believe in for the long term. At the same time, this gives us the opportunity to buy new positions where we see an even better investment case.

Investor attention is getting shorter — and that creates opportunities

Something we observe more clearly with each passing year: the average investor's “attention span” is getting shorter. Capital moves faster between themes, narratives rotate weekly, and a growing share of daily trading is driven by what's interesting right now rather than what actually creates value over 5-10 years.

This is not a criticism of any individual or institution – just an observation we've made — it is a structural shift in how information and capital move, reinforced by social media, passive flows, and an industry that rewards short-term performance. Our role must never be to “complain” about the market we operate in – but to read the market and use it to our advantage. The way we can use it is by having a different time horizon. In my opinion, that is one of the clearest advantages we can have as investors in today's market.

The market we operate in has a consequence that we believe is extremely important for us as long-term investors: companies without a current theme — without a story that fits this week's narrative — become systematically overlooked and under-owned, regardless of how solid they actually are.

It's as Ben Graham described it many years ago: in the short run, the market behaves like a voting machine; in the long run, like a weighing machine. The difference today is that the voting has become faster and louder, while the weighing still works over the long term. It is in that gap that we look for opportunities.

For us, that means “boring” and predictable companies often trade cheaper than their actual quality warrants — simply because they don't have a short-term narrative that captures the market's excitement. This isn't a new phenomenon, but we believe it has become markedly more pronounced in recent years, and it is one of the clearest structural advantages a long-term, patient investor can exploit today.

Our approach to AI

AI is the topic we get asked about the most these days, and with good reason — it is probably the most significant technological development we will experience in our investing careers. But precisely because it takes up so much space, it's also where we see the short attention span from the previous section play out most clearly. So let me be specific about how we approach it.

First, we want to invest in companies that genuinely win from AI over the long term, but where the market hasn't yet caught on. These are rarely the most talked-about names — the market has long since priced those in, often at multiples that assume everything goes perfectly for many years to come. Instead, we look for companies where AI strengthens an existing competitive advantage — better data, better distribution, lower costs — without that yet being part of the story analysts tell about the stock.

Second, we want to avoid the obvious losers at all costs: business models where, over time, AI eliminates the value a company has historically been paid for.

The third category is, in our view, the most interesting right now, and it connects directly to what I wrote about investor attention above: industries that have neither a real advantage nor a disadvantage from AI, but which the market sells off anyway — purely because they are boring and have no AI story to tell. Cleaning products, insurance, logistics, distributors. Companies that deliver the same product in a better and smarter way, with growing, predictable cash flow, but that trade at lower multiples because capital these days flows toward anything that can be given an AI narrative.

Our job is to be able to tell the three categories apart — the real winners the market hasn't priced in yet; the real losers we need to stay away from; and the neutral, boring companies that have simply been unfairly punished for not fitting into a theme. It simply requires being willing to own what no one is talking about, and avoid what everyone is talking about — which, in our experience, is harder in practice than on paper.

Portfolio update:

As mentioned, we have been very active during 2026, reducing some positions and buying others. We have tried to use the market's heavy volatility to our advantage.

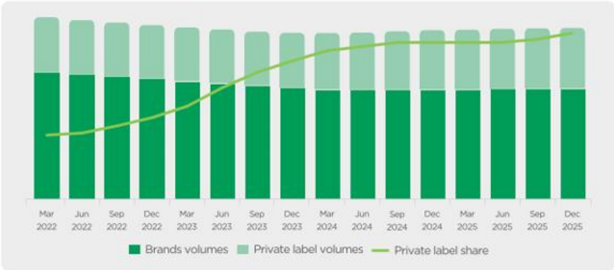
McBride

A new stock in our portfolio this year is British McBride. They make something as sexy as cleaning products. Toilet cleaner, dishwasher tabs, laundry detergent, etc. We have followed McBride over a longer period and have been impressed with how management has fine-tuned their business model after their problems in 2022/2023. McBride was hit hard by the inflation crisis in 2022, when their input costs rose sharply while most of their contracts had fixed prices. Combined with high debt, that created major challenges for them. Management has since fixed these problems and restructured their contracts so they can pass price increases on to customers. However, it takes about 3 months from when price increases hit McBride until they are passed on through the contracts with customers.

Household Market Overview

Private label market share grows further, extending beyond recent all-time highs

Market volume and private label share progression



- Total market volumes grow 1% on a year-on-year basis
- Private label growth rate exceeds brands again
- UK, German and French markets showing private label share growth
- Private label share at 36.1%

Volumes vs 2024

	Market		
	Total	Branded	Private label
Household	+1%	0%	+2%
Laundry	+1%	0%	+3%
Cleaners	+1%	(1)%	+3%
Dishwash	+1%	+1%	+1%

- Dishwash growth especially strong in France and Germany
- Laundry showing strong growth in France and Spain
- Variable private label performance across retailers

When McBride issued a profit warning in early June as a result of the war in the Middle East, many investors saw a deja-vu of 2022, and the stock dropped 15% on the day. We used this drop as a buying opportunity to build a medium-sized position in the stock. McBride has said that the earnings impact will only negatively affect them over a 3-4 month period spread across 2 financial years, and that they can still pass through price increases. In addition, we have since gotten a “peace” in Iran, which will gradually bring their input prices back down and thereby remove the worst of the inflation.

McBride also managed to make an attractive acquisition of French EuroTab during this period. We therefore see McBride as well positioned to continue consolidating a fragmented market in Europe. They operate in a defensive industry that is not affected by AI. At the same time, they trade at just around 7x free cash flow, pay a decent dividend, and buy back their own shares. Exactly the combination we like in the stocks we own.

HKHC

Another new stock in the portfolio is Horizon Kinetics Holdings Corp (HKHC). HKHC is an asset management firm with over $10 billion under management across various funds, ETFs, and asset management mandates. They have a specific investment strategy geared toward inflation-protected assets. They also have a strong equity position invested alongside their clients. HKHC has significant direct and indirect exposure to Texas Pacific Land Corp, a company we are also very positive on. HKHC saw a significant drop in their share price when their founder and largest shareholder suddenly passed away. We saw this as a good opportunity to buy into an attractive stock due to temporary noise. We expect HKHC to continue growing their AUM over time, and with it cash flow, while also compounding their equity and paying a solid dividend. HKHC trades at a normalized FCF multiple of 6-7x, which we find far too cheap.

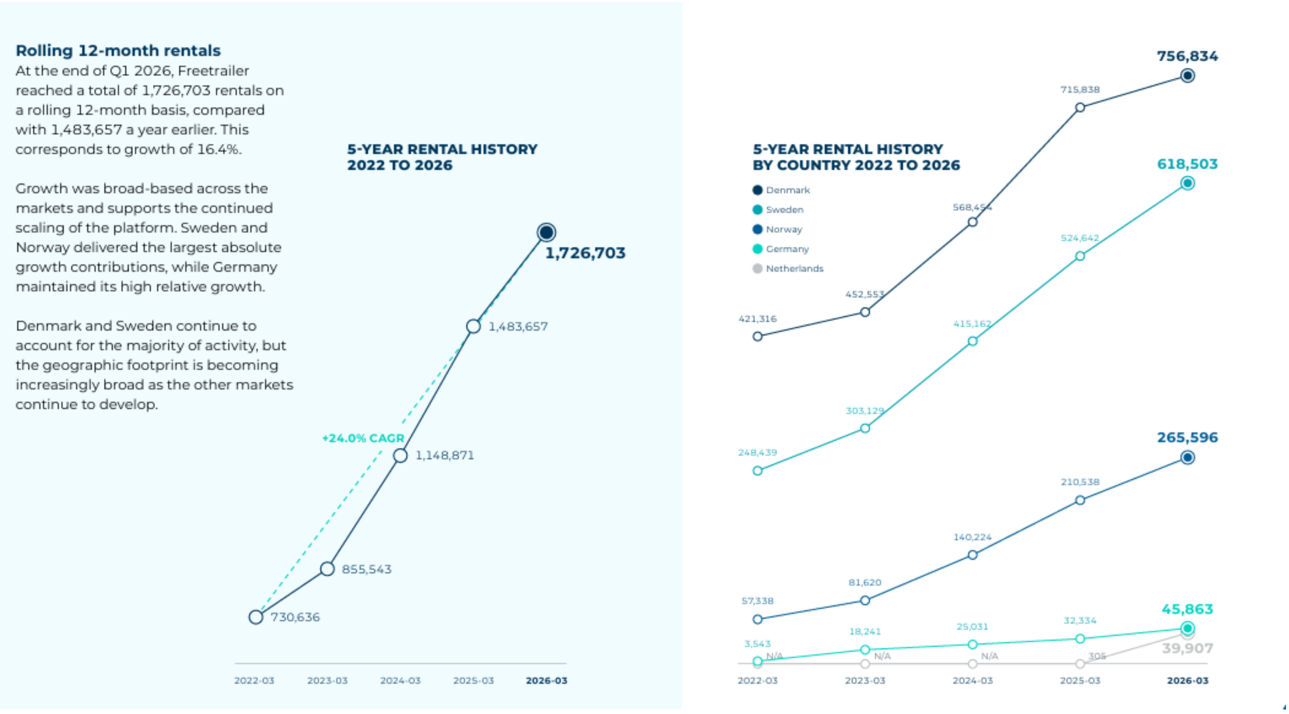
Q1 2026 was a good example of the many income streams HKHC has. Management fees increased, they received incentive fees, and they had a good return on their equity investments. That meant they earned $3.89 per share in a single quarter. That should be seen in light of the fact that the stock currently trades around $28. You won't get numbers that good every quarter. But over time, we are convinced that HKHC will compound its equity at a high rate of return.

	(Advisor only: without consolidation of private funds) Three Months Ended March 31,	
	2026	**2025**
Revenue:		
Management and advisory fees	$ 38,944	$ 21,145
Other income and fees	89	115
Total revenue	39,033	21,260
Operating expenses:		
Compensation and related employee benefits	14,199	9,109
Sales, distribution and marketing	4,960	4,132
Depreciation and amortization	198	437
General and administrative expenses	2,545	2,567
Expenses of consolidated investment products	-	-
Total operating expenses	21,902	16,245
Operating income	17,131	5,015
Other income (expense):		
Equity in earnings of private funds, net	45,561	13,930
Interest and dividends	407	491
Other income (expense)	5,866	(51)
Investment and other income (losses) of consolidated investment products, net	-	-
Interest and dividend income of consolidated investment products	-	-
Unrealized (loss) gain on digital assets, net	(2,831)	(1,779)
Realized gain on investments, net	358	2,199
Unrealized gain (loss) on investments net	36,153	13,734
Total other income (expense), net	85,514	28,524
Income before provision for income taxes	102,645	33,539
Income tax (expense) benefit	(30,113)	(10,371)
Income (loss) from continuing operations, net of tax	72,532	23,168
Income (loss) from discontinued operations, net of tax	-	(327)
Net income (loss)	$ 72,532	$ 22,841
Less: net income attributable to redeemable noncontrolling interests	-	-
Net income Attributable to Horizon Kinetics Holding Corporation	**$ 72,532**	**$ 22,841**
Basic and diluted net income per common shares:		
Net income	$ 3.89	$ 1.23

The data are unaudited figures and may therefore be subject to uncertainty. The figures are drawn from extracts of Symmetry's internal systems, custodian banks, etc. It is our best assessment that they represent factually correct figures. Return data and net asset value are, however, updated daily by the fund's manager and reported to VP Securities.

Freetrailer:

Another of our stocks that has been sent down quite a bit in 2026 is Freetrailer. This is also a stock where we've used the downturn to buy back in. We sold a large part of our Freetrailer shares in Q1 2025, when the stock reached some very extreme multiples. Over the past 15 months, the company has continued to grow while the stock has fallen 30-40%. That has once again made Freetrailer very attractive.



For readers who aren't familiar with Freetrailer, we'd point you to a recent interview we did with the company's CEO:

[Freetrailer interview]

In it, he goes through the investment case in depth. Freetrailer is still growing at a double-digit rate in their home market in Scandinavia, while also having enormous potential in Germany, the Netherlands, and possibly new markets. They have the best service, the highest customer satisfaction, and are constantly gaining market share. We see significant upside in the stock over the next 3-5 years.

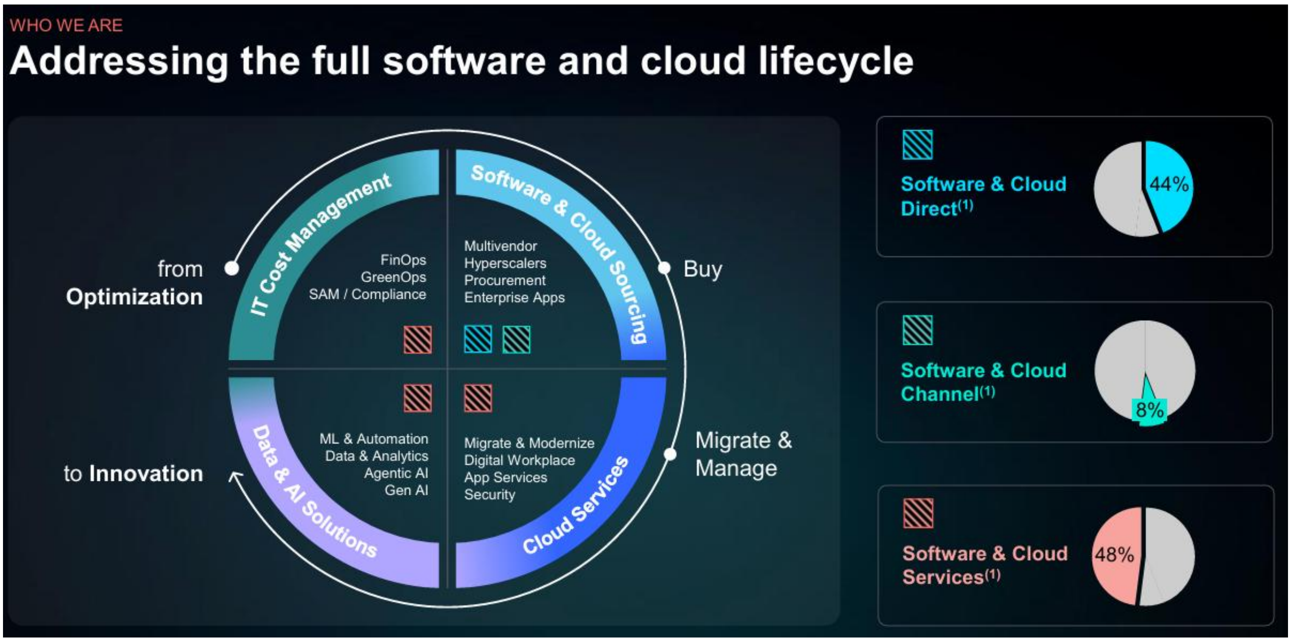
SoftwareOne (SWON):

Another stock we have followed for years and have finally added to the portfolio is Swiss SoftwareOne (SWON). From 2020 to 2025, Symmetry had a successful investment in Norwegian Crayon, which ultimately ended up being acquired by SWON. As part of our due diligence on Crayon, we therefore followed SWON over a long period. After SWON acquired Crayon in 2025, the company today consists of roughly 2/3 legacy SWON and 1/3 legacy Crayon. The businesses are, however, now fully integrated, and the synergies have largely been realized.

Over the past many years, SWON has run into various problems that have hurt the share price. Several of these problems were why we preferred to be invested in Crayon rather than SWON. In short, most of SWON's problems were self-inflicted (poor management). The company had lost their entrepreneurial spirit under a CEO brought in from outside, which ultimately hit their margins hard.

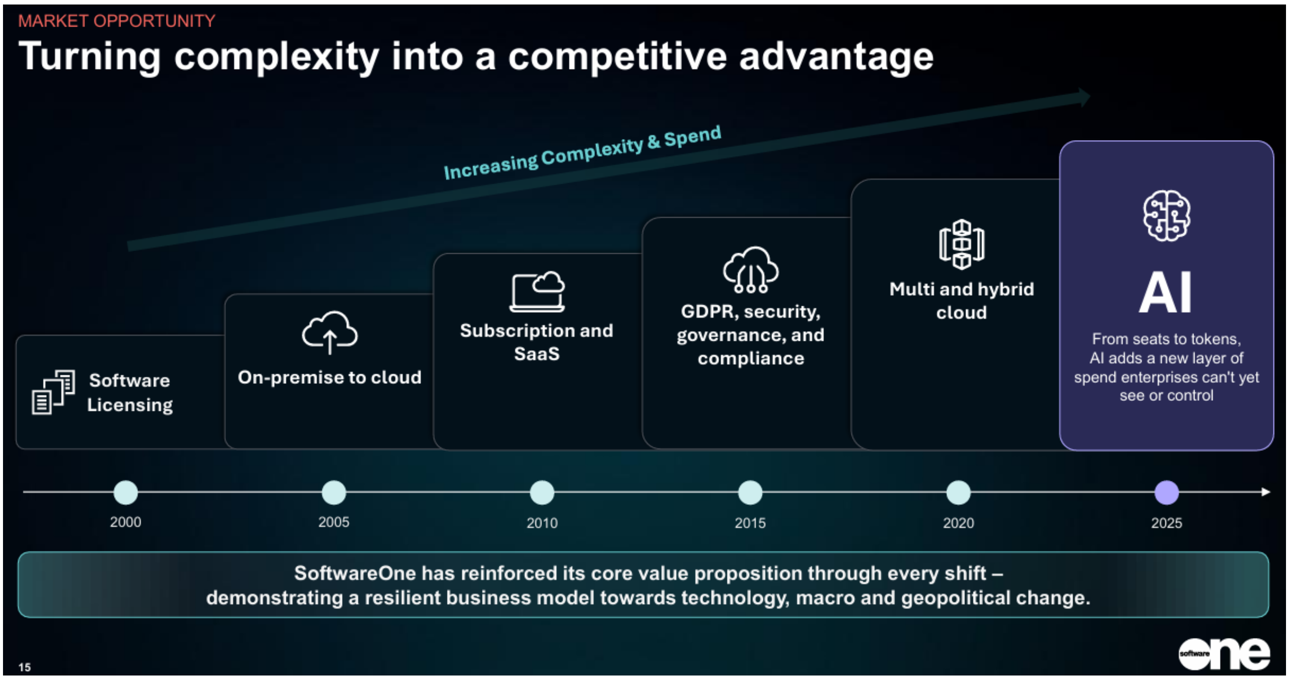
That changed at the end of 2024, when SWON veteran Raphael Erb was instead made CEO (25 years of experience at SWON). Over the past few years, Raphael has restored SWON's revenue growth and margins, while the Crayon acquisition has also given them a well-run business on top.

Despite a successful turnaround, the stock remains structurally cheap. This is mainly due to fear that AI will make their business model redundant within a few years. It is impossible to predict what will happen in 5-10 years, but for now we are convinced that the market is wrong and that AI is instead helping to strengthen their business.

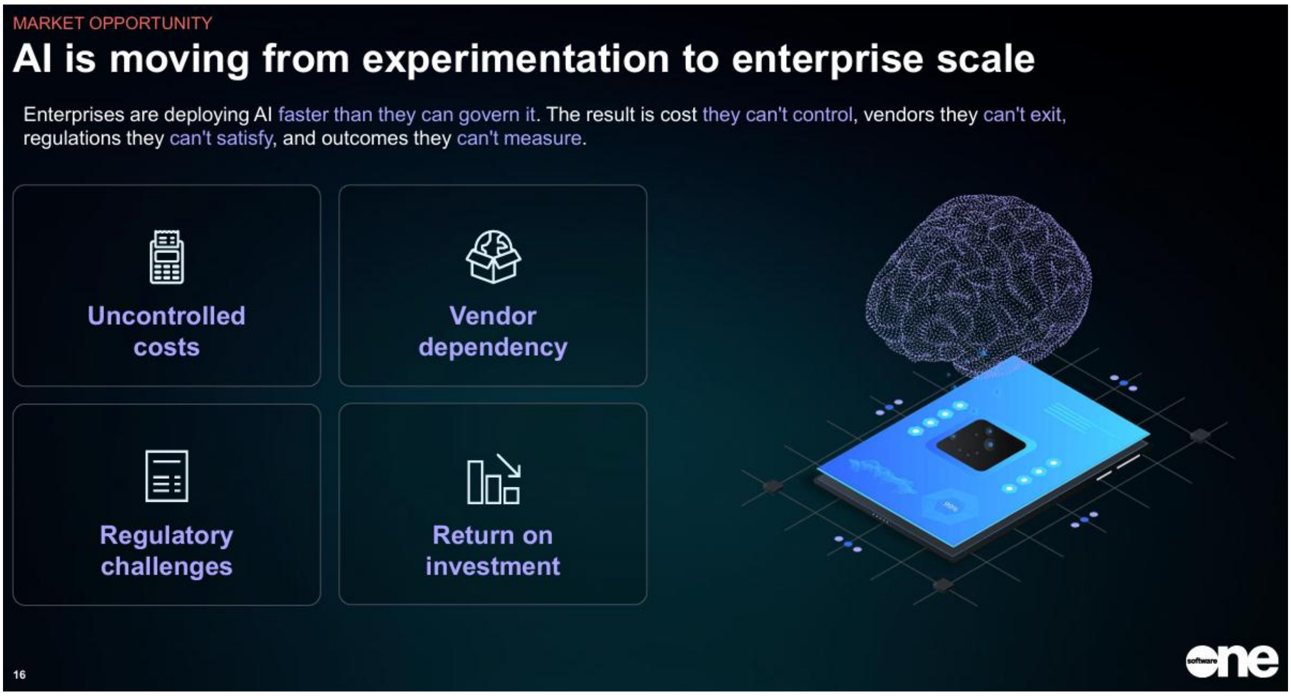


SWON is primarily what's known as a value-added reseller (VAR) of software. Mainly from Microsoft, but also from other software vendors. They help their customers manage their purchasing, licenses, costs, vendors, and more. They make money both through consulting contracts and through mark-ups on the licenses they sell, as well as vendor rebates and other incentives.

At the start of 2026, the market feared that many of these licenses (Office 365, Microsoft Teams, Enterprise solutions, etc.) would be made redundant by AI or distributed through other channels. The market is slowly but surely coming around to the fact that this is not the case. We do, however, believe there is still a long way to go for the stock.

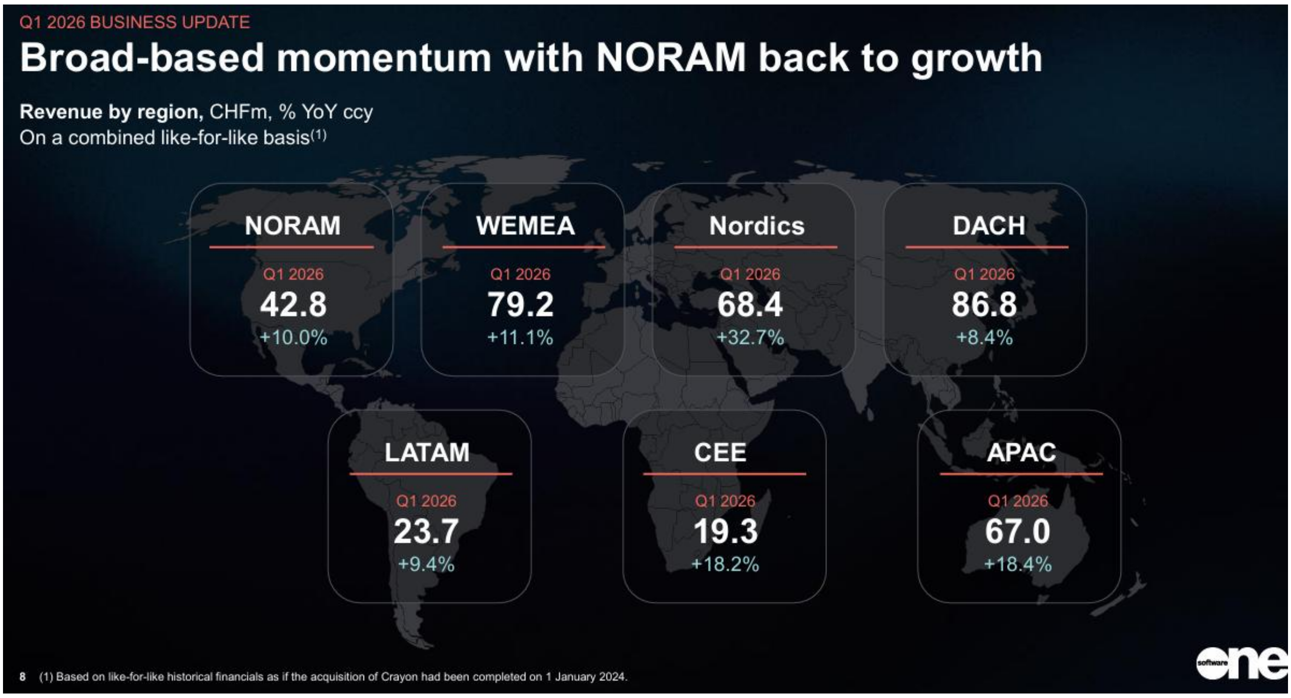


As a business, SWON has been through many shifts in their business model over the past 25 years. They have always had to adapt to the market they're in. This applies whether it's the shift from on-premise to cloud or to SaaS solutions. SWON has grown through all of these periods because they have focused on what drives their business: helping companies and public entities navigate a complex IT landscape. Understanding their needs and helping them implement cost-effective solutions.



AI is a new area of business where their customers need help from SWON to navigate. Companies and public entities won't just uncritically pour huge resources into AI without considering vendors, security, regulation, costs, and returns. They need a partner on their side. One who can help them navigate the complex landscape that AI represents. One with access to all the largest vendors, and who can help them implement AI in a secure, sustainable, and cost-effective way.

SWON has already begun to see this play out in their numbers, with double-digit revenue growth and rising margins back in Q1 2026. At the same time, revenue growth was broadly based across all of their markets:



At their capital markets day held in May 2026, they launched new long-term financial ambitions for 2030. If SWON reaches these targets, the stock trades at around 5-6x 2030 FCF.

We are not sure SWON will hit these targets. But even if they only reach half of that, we still consider the stock cheap. SWON trades at around 9x 2027 FCF with a dividend yield of 4-6%. With rising revenue, improving margins, an attractive dividend, and a strong balance sheet, we see good potential for an attractive return in SWON over the coming years.

Closing remarks

Periods like H1 2026, where our strategy runs into headwinds, are not comfortable to be in. But they are also the periods that, over time, separate a strategy that is genuinely built to last from a strategy that has simply had the wind at its back. We have spent the past six to twelve months sharpening the portfolio — focused on our best ideas, with lower valuations, strong downside protection, and high upside. We are convinced that the portfolio will deliver a strong return over the coming years.

As always, thank you for your continued support.

Kind regards,

Andreas Aaen

Symmetry Invest