

Flügger

Investor presentation Q4 2023/24

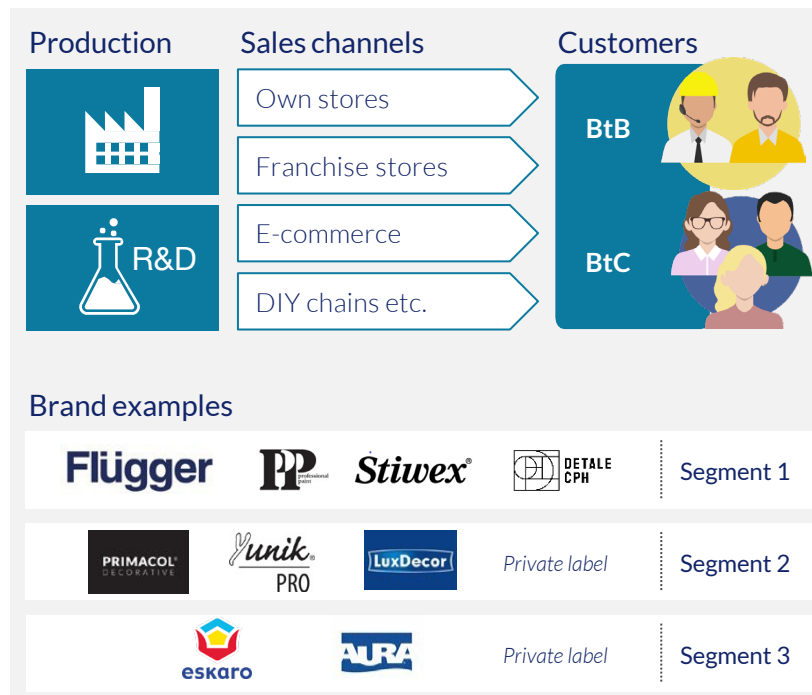
Flügger at a glance

The figures in this presentation are continuing operations (i.e. excl. recent divestment) unless stated differently

Key L12M figures Q4 2023/2024

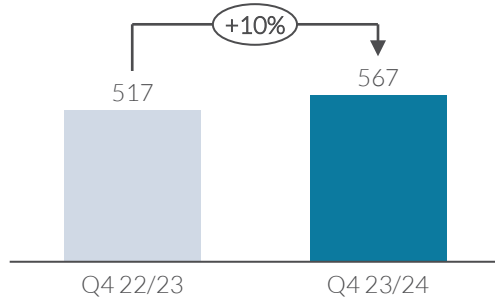
Revenue mDKK	EBIT mDKK
2.208	68
Full-time employees	Markets
1.653	17
No. factories	No. stores
7	332

Flügger's business model



Q4 23/24 highlights Strong finish to the year with revenue growth of +10% and EBIT improvement of 37mDKK

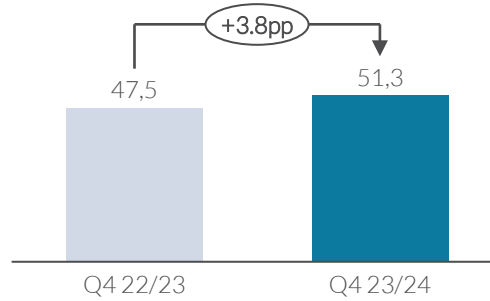
Revenue (mDKK)



Sales overall at a satisfactory level

- Positive currency effect from Poland, partly offset by unfavorable currency in Ukraine, Norway, and Sweden
- Organic growth driven by Poland supported by Denmark, Norway and Ukraine

Gross margin (%)

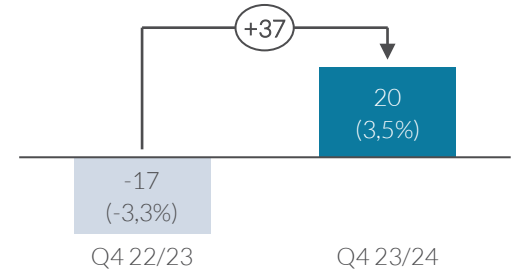


Gross margin slowly normalizes

- Gross margin is positively affected by a slight downward trend in raw materials, energy, and transportation cost
- Combined with the implemented price increases the overall gross margin moved towards a more normalized level

EBIT (mDKK)

(% margin)



Improvement in main segments

- Improvement in EBIT is driven by Segment 1
- EBIT impacted by lower cost levels and price increases

Q4 23/24 segments – Positive organic growth across segments. EBIT improvement in Segment 1 drove earnings well ahead of LY

Segment 1 (Flügger)

mDKK	Q4 23/24	YoY
Revenue	433	+8%
EBIT	15	n.m.
EBIT Margin%	3%	+8.4pp

Steady sales and cost discipline

- Favorable in Poland, partly offset by unfavorable in Sweden and Norway
- Growth mainly driven by Poland, partly offset by Sweden
- EBIT improved driven by price increases, declining costs, and cost initiatives

Segment 2 (DIY)

mDKK	Q4 23/24	YoY
Revenue	110	+17%
EBIT	3	50%
EBIT Margin%	3%	0.6pp

Organic growth

- Organic growth of 13% and favorable currency of 4% driven by Unicell Int.
- Revenue driven by strong sales in Unicell Int. and new customers in Nordic
- EBIT improved from 2mDKK driven by the higher sales

Segment 3 (Eskaro Ukraine)

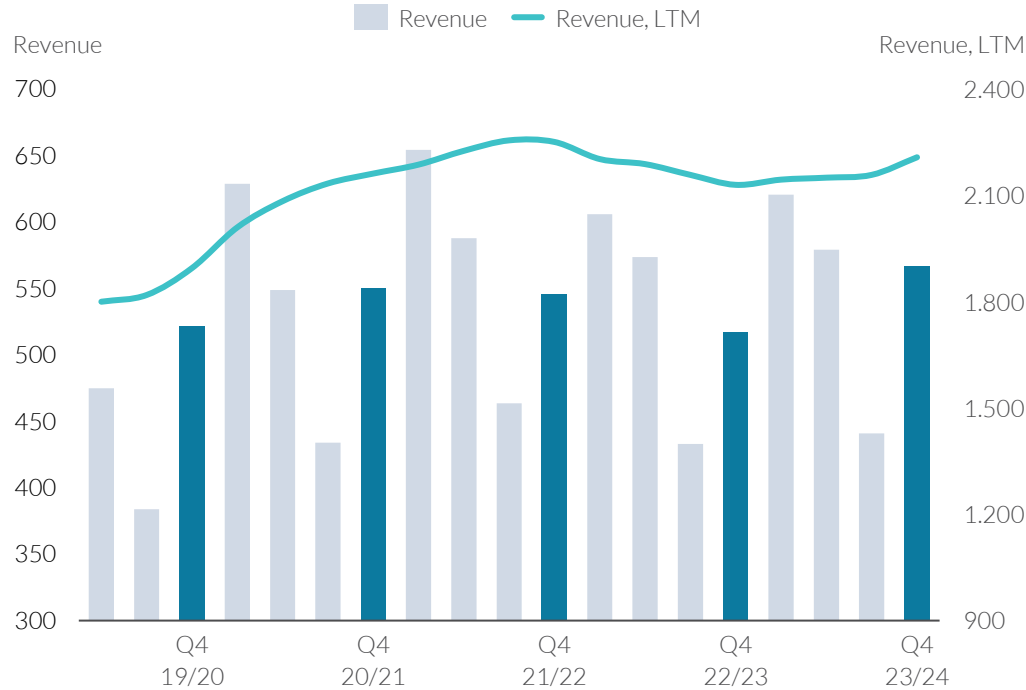
mDKK	Q4 23/24	YoY
Revenue	25	+19%
EBIT	2	0%
EBIT Margin%	9%	-0.5pp

Continuing operations Ukraine

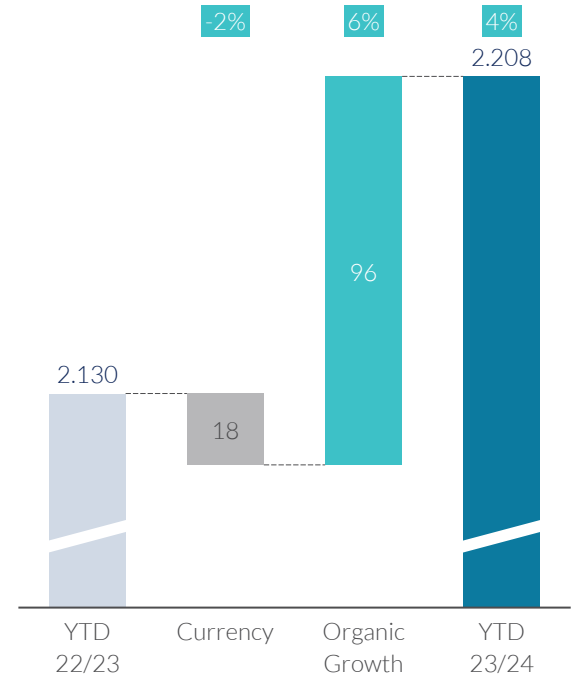
- Organic growth of 21%, partly offset by negative currency of -6%
- Recovering sales in Ukraine impacting earnings positively
- Segment 3 still subject to uncertainty

Revenue increased +6% organic growth in 23/24, partly offset by negative currency effect of 2%

Revenue development (mDKK)

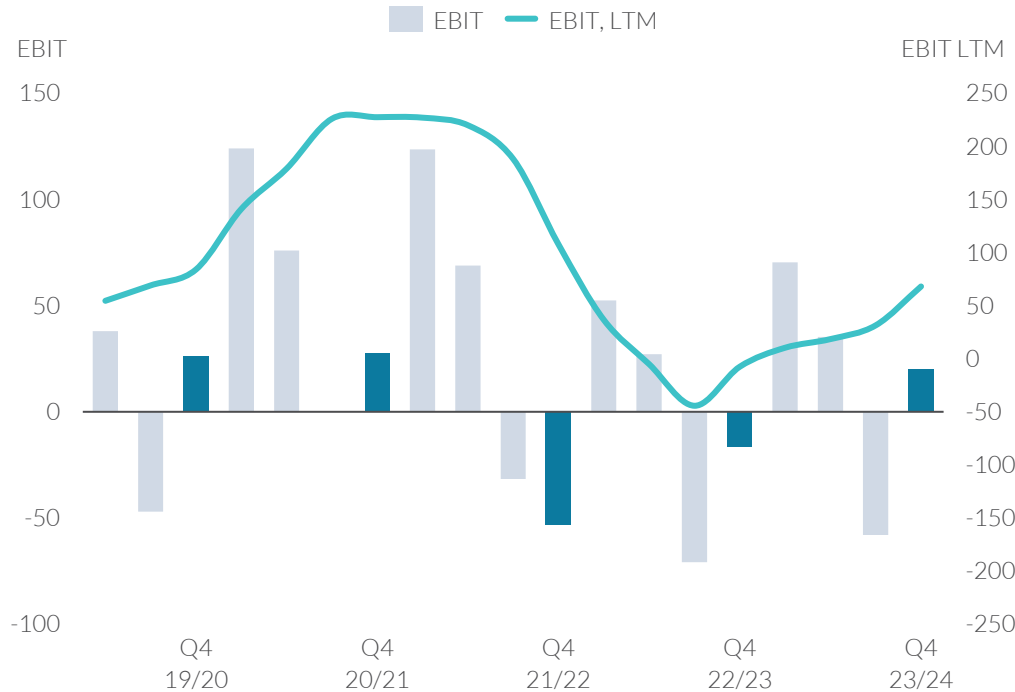


Revenue effects YTD April (mDKK)

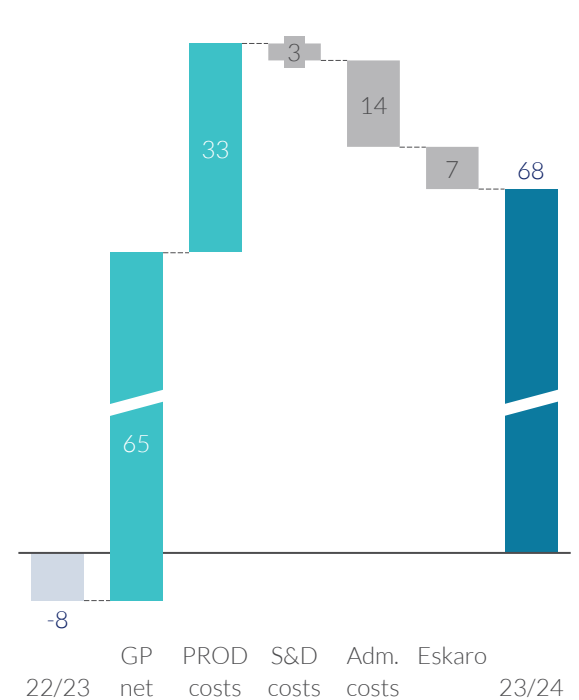


Improvement in EBIT driven by a gradual normalization of cost levels over the year in combination with price increases

EBIT development (mDKK)



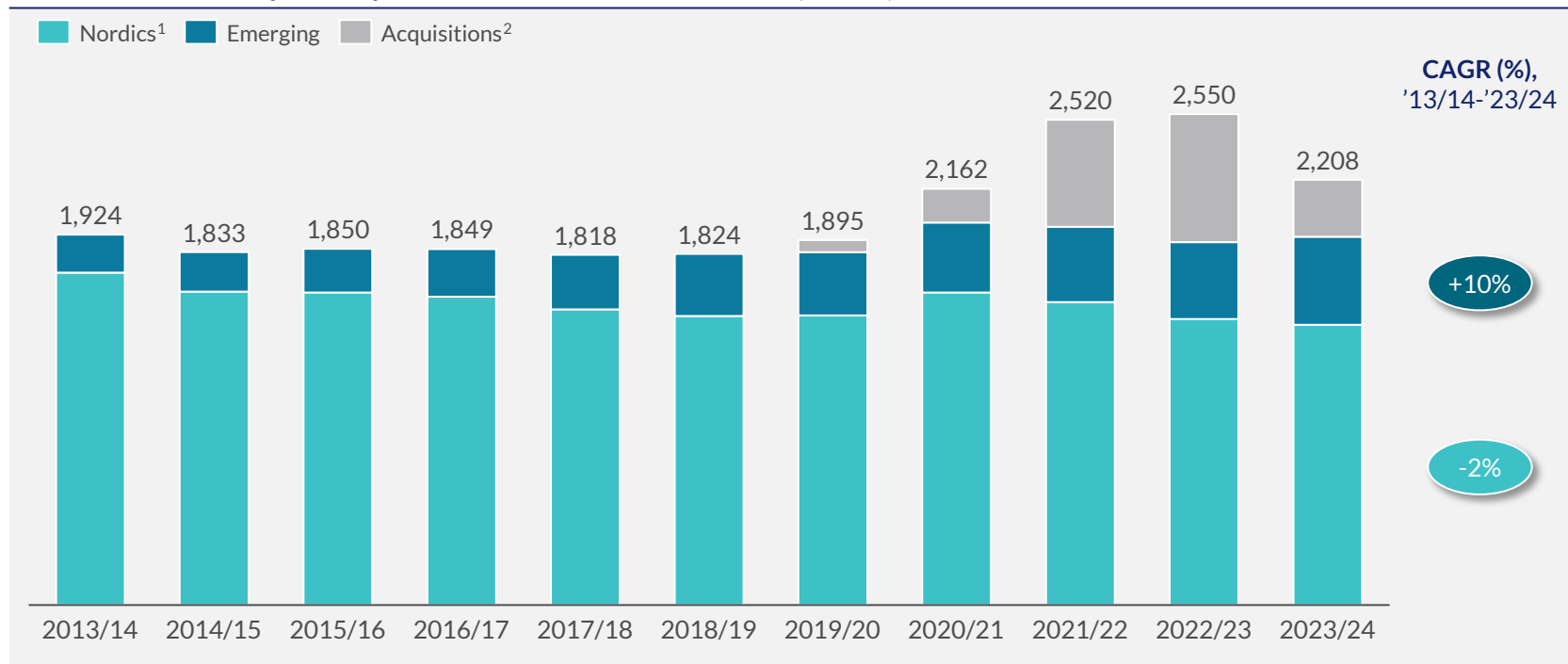
EBIT effects 2023/24 (mDKK)





Flügger Group has slowly lost revenue in the Nordics over the last 10 years, whilst growth has been achieved in Poland/other and via acquisitions

Total revenue development by market from 2013/14 - 2022/23 (DKKm)



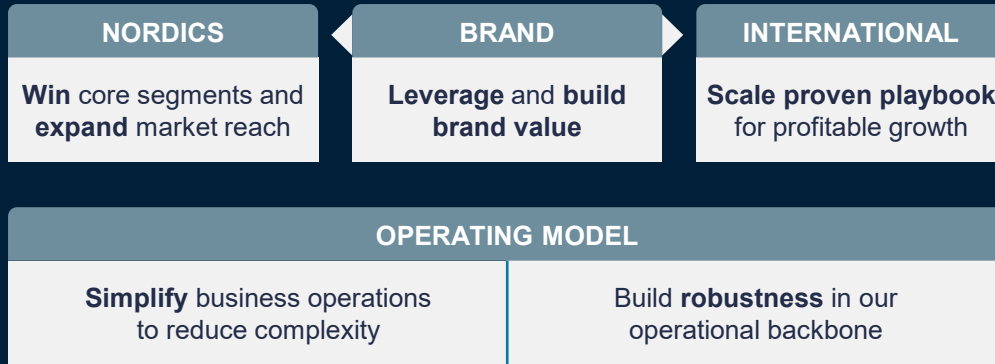
Flügger Organic

STRATEGIC ASPIRATION

Being the preferred choice of painters and quality-oriented consumers by offering sustainable and color-inspiring solutions



STRATEGIC PRIORITIES

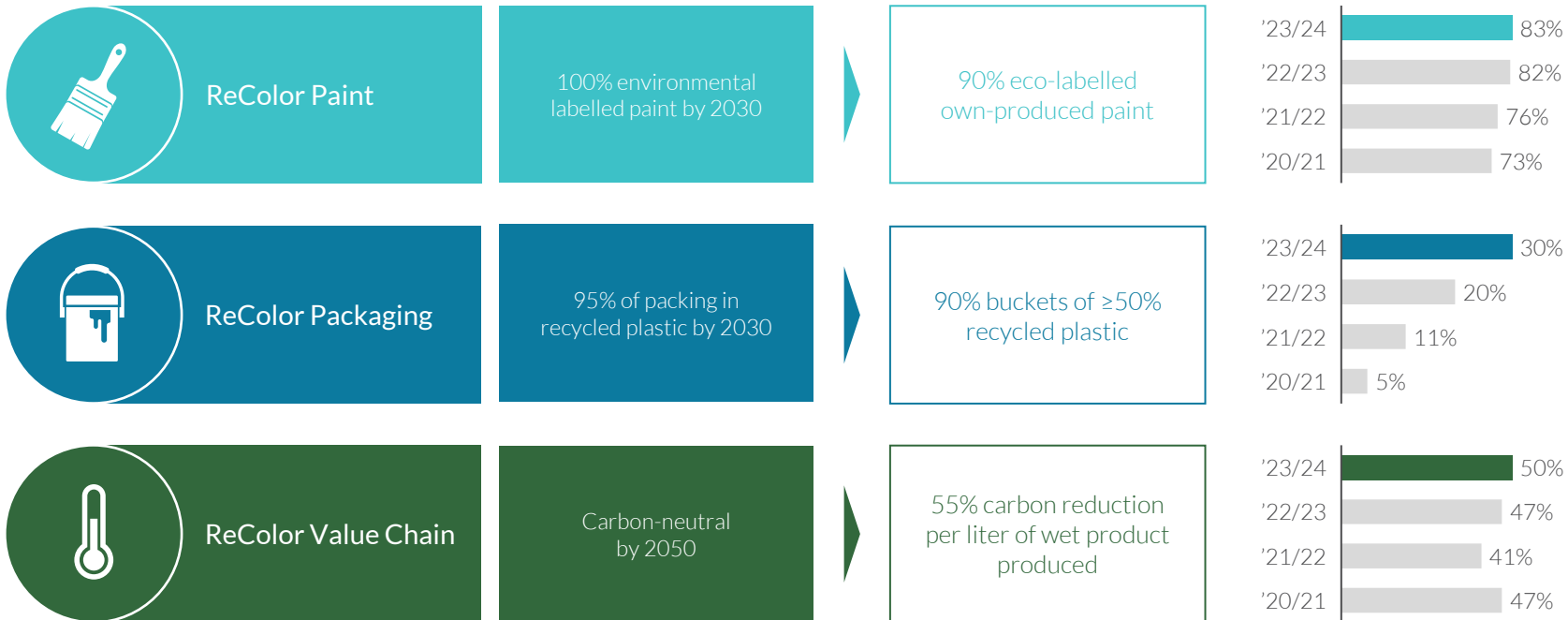


Selected ESG targets and status as part of the overall strategic direction

Sustainability focus areas and key selected targets

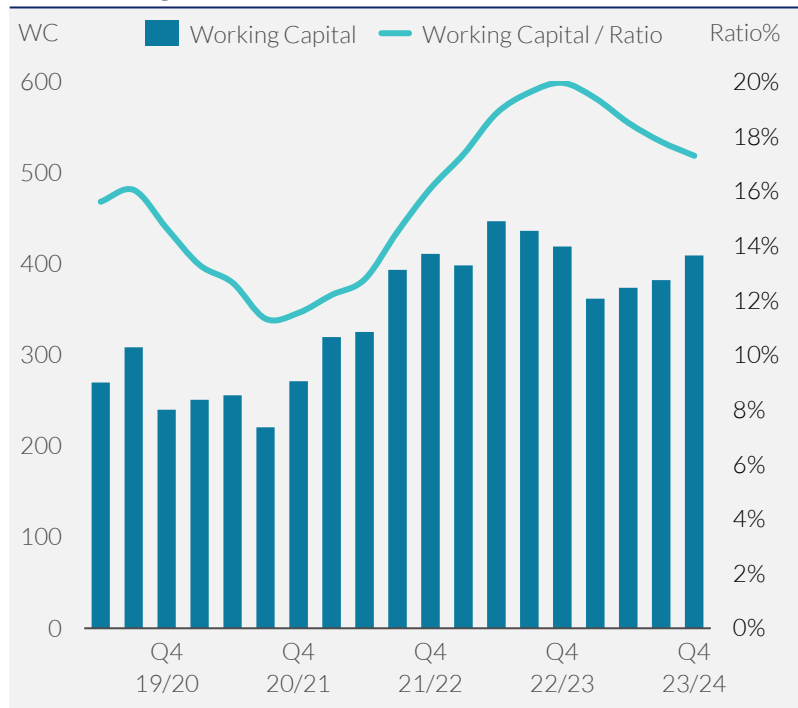
Selected target '26/27

Current achievement¹⁾

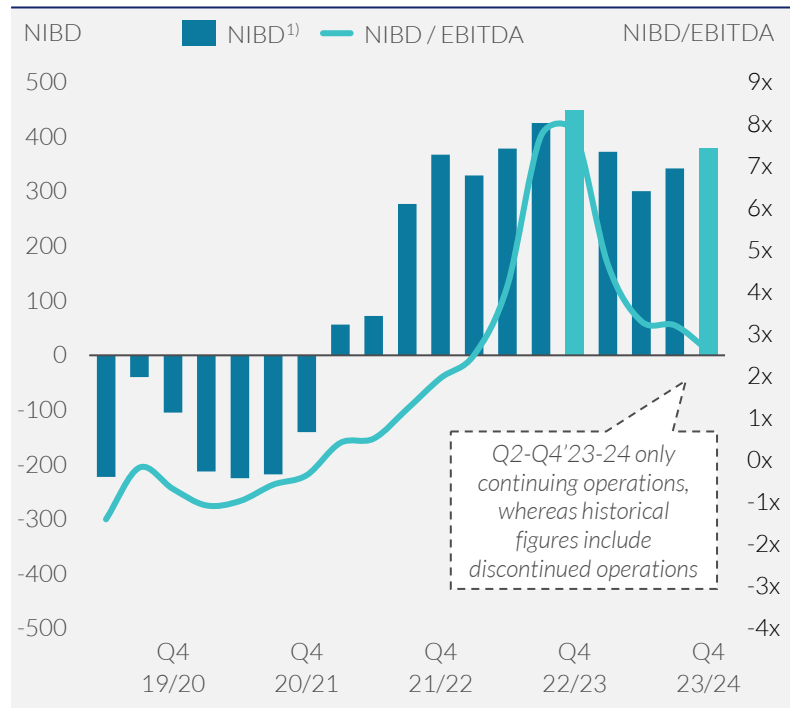


Inventory and NWC reduction and NIBD below LY

Net working capital (mDKK)



Financial solidity (mDKK)

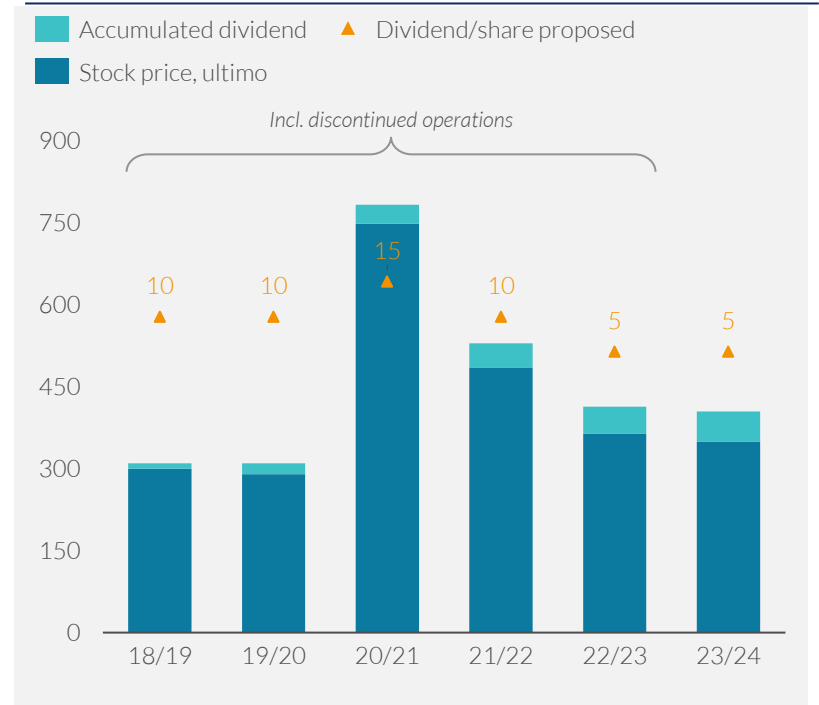


Improved earnings in continuing operations LTM drives price/earnings ratio

Price/earnings development



Share price development incl. reinvested dividends

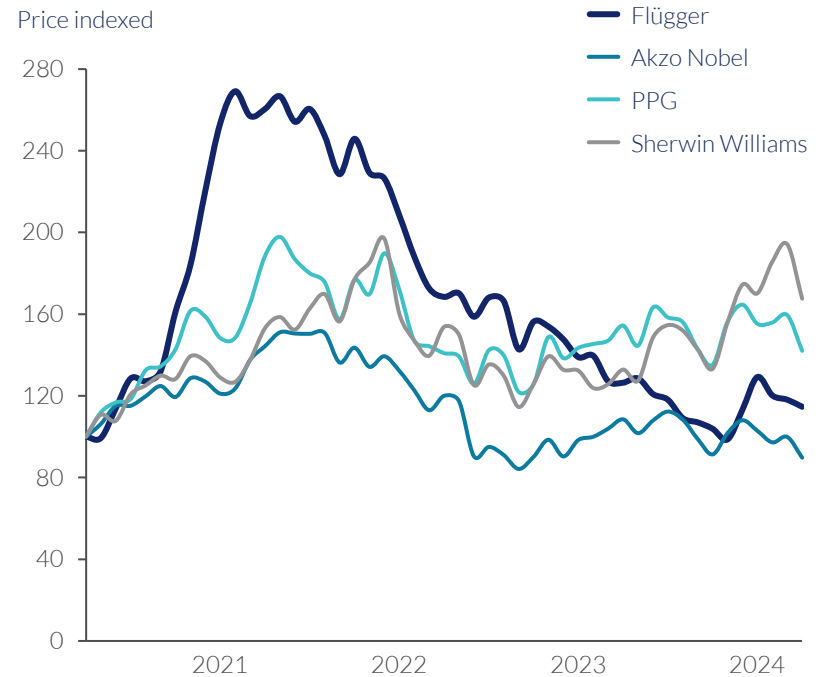


Share price development

Flügger's share price development



Flügger's relative share price development (indexed)



2024/25 Outlook & Financial guidance

2024/25 Outlook and priorities

- The outlook for the future is cautiously optimistic with expectations of continued normalizing cost levels

2024/25 priorities

- 1 Win small- & medium-sized painter in Nordics
- 2 Increased international growth via new Export initiatives and stores footprint in Poland
- 3 Expand partnerships with builder's merchants in Nordics
- 4 Further reduction of debt level

Financial guidance 2024/25

Flügger Group

Revenue

2,200m – 2,400m

EBIT

75m – 95m



Thank you for listening

Flügger

Please contact IR@flugger.com for any further questions or visit flugger.com/investor