Flügger Group
Investor presentation H1 2024/25

Flügger at a glance

Selected 2024/25 numbers

Revenue bnDKK (guidance)	EBIT mDKK (guidance)
2.2 - 2.4	85 - 95
Full-time employees	**Markets**
1.696	19
No. factories	**No. stores**
7	314

Flügger's business model

Production

R&D

Sales channels

- Own stores
- Franchise stores
- E-commerce
- DIY/BM chains etc.

Customers

BtB

BtC

Brand examples

Brand shops

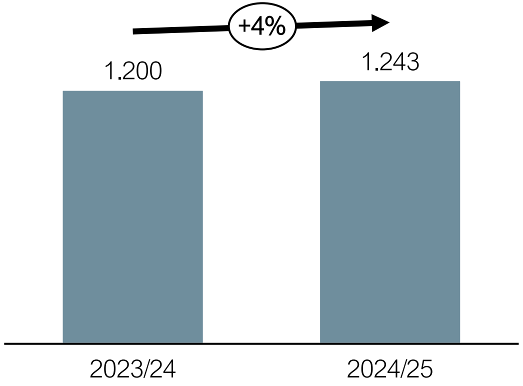
Private label

DIY / BM

Revenue and earnings as expected with revenue growth of +4% and EBIT improvement of 33%

H1 2024/25 Flügger Group (May - October 2024), mDKK

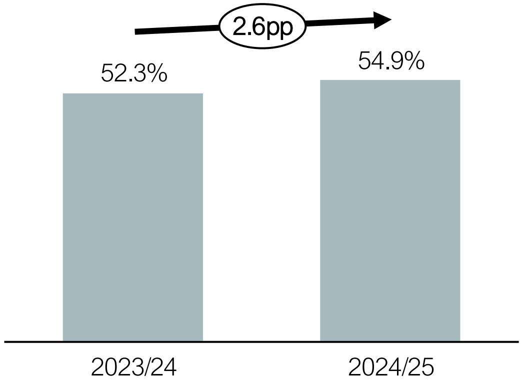
Revenue



Growth driven by International

- 2-digit growth in International, maintained position in Nordic, decline in Partnerships
- 1% growth from currencies

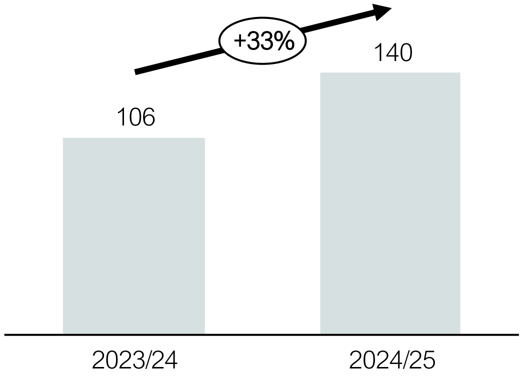
Gross margin%



Gross margin normalization

- Positively affected by stabilization of raw material costs combined with price increases
- Reduction of other production costs

EBIT



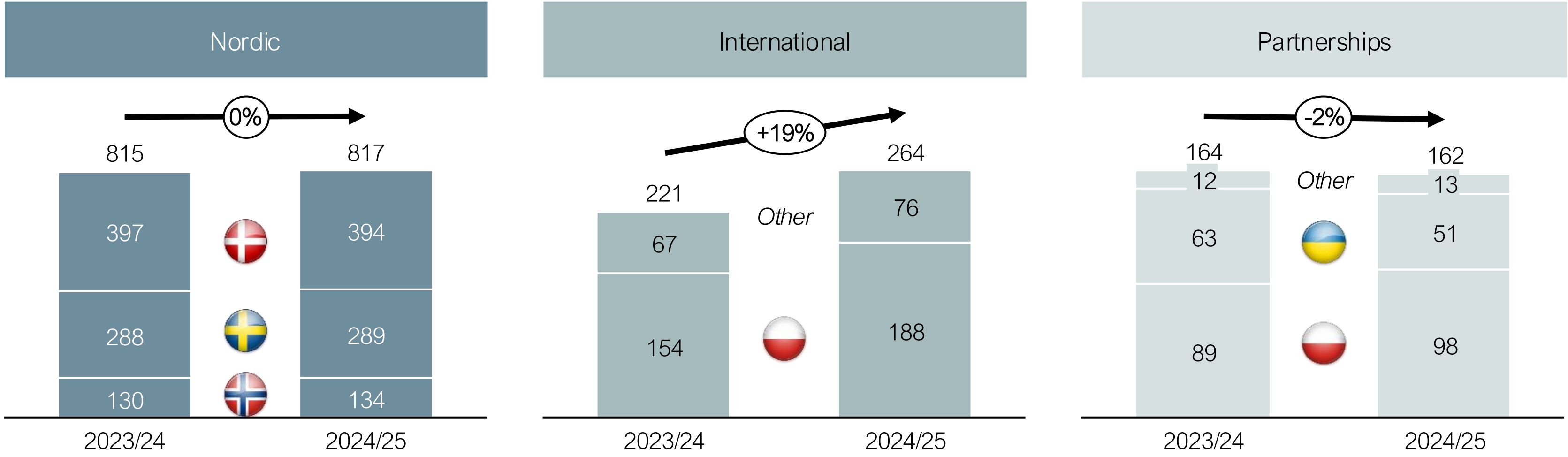
EBIT improvements in main segments

- Improvement driven by Nordic and International cost reductions and price increases

Note: comparable figures from 2023/24 are continuing operations only

Growth momentum in International and sustained position in Nordics

H1 2024/25 sales by segment (May - October 2024), mDKK



Growth in consumers, challenges in prof

- Decline in professional segment in Denmark & Sweden, whereas consumers grow
- Overall flat currency development

19% growth across customer segments

- Poland grow across consumers and prof
- Good momentum in Export
- Currency positively impacting +4%

Growth in Poland, tough environment for Eskaro

- 11% growth in Unicell International
- Ukraine increasingly affected by the war
- Currency negatively impacting -1%

Note: comparable figures from 2023/24 are continuing operations only

EBIT growth and margin improvement driven by Nordic and International

H1 2024/25 EBIT by segment (May - October 2024), mDKK

Nordic

mDKK	H1 24/25	YoY
Revenue	817	+0%
EBIT	68	+32%
EBIT Margin%	8%	+2pp

Growth in EBIT and margin improvement

- EBIT partly driven by improved gross margin from raw materials, other costs and pricing
- In addition, customer mix with an increase in consumers positively contributes

International

Other countries

mDKK	H1 24/25	YoY
Revenue	264	+19%
EBIT	64	+56%
EBIT Margin%	24%	+6pp

Growth contributes to strengthened earnings

- Poland supported by new store openings
- Good momentum also in Export
- Margin lift from production costs and pricing

Partnerships

mDKK	H1 24/25	YoY
Revenue	162	-2%
EBIT	15	-41%
EBIT Margin%	9%	-6pp

EBIT pressure and lower margin

- Ukraine was affected by a general economic slowdown and intensification of the war
- Unicell International topline growth, but impacted by higher costs

Note: comparable figures from 2023/24 are continuing operations only

Blue buckets launched across portfolio and well received

- QR-code makes product documentation easily accessible
- New icons give quick and easy overview of technical features
- Made of 50% recycled plastic, and less CO_2 footprint
- Goal of >90% of buckets with minimum 50% recycled plastic

Commercial footprint progress according to strategy

Nordic – professionalized

PP Professional Paint merged into Flügger store for rationalized prof experience

New POS system is being rolled out

International – expansion

4 new stores in new cities in Poland

17 stores to be opened across identified white spots in Poland

Nowy Targ, Poland

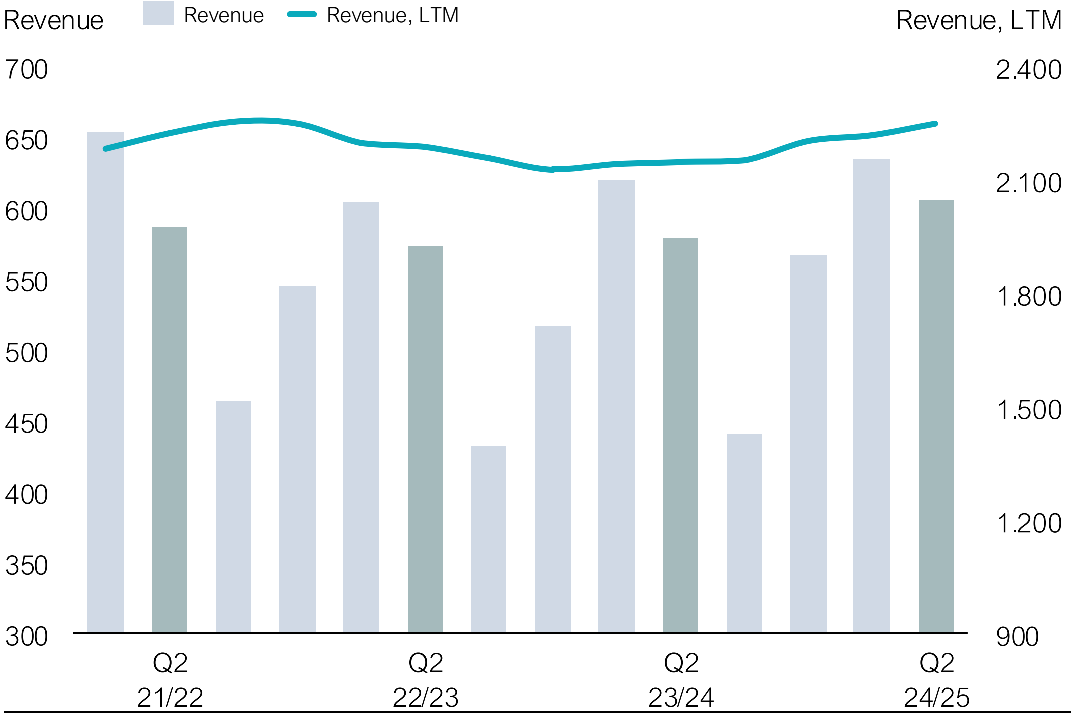
Lubin,Poland

Płock, Poland

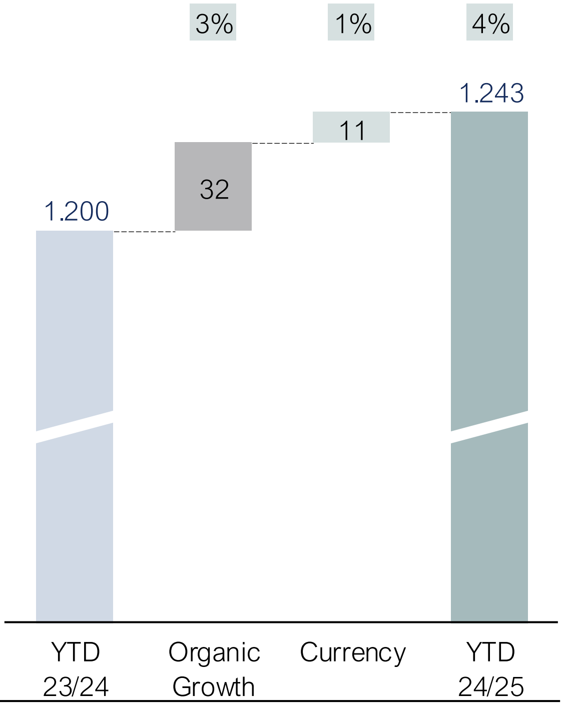
Wloclawek,Poland

Revenue increased +4% organic growth in H1 24/25

Revenue development (mDKK)

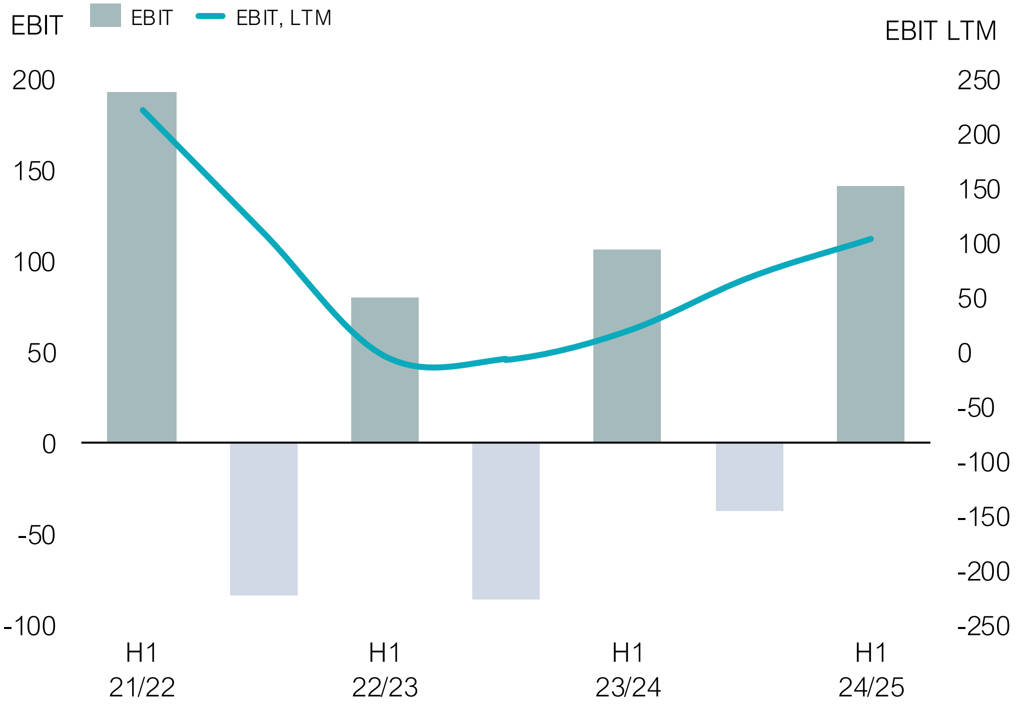


Revenue effects YTD October (mDKK)

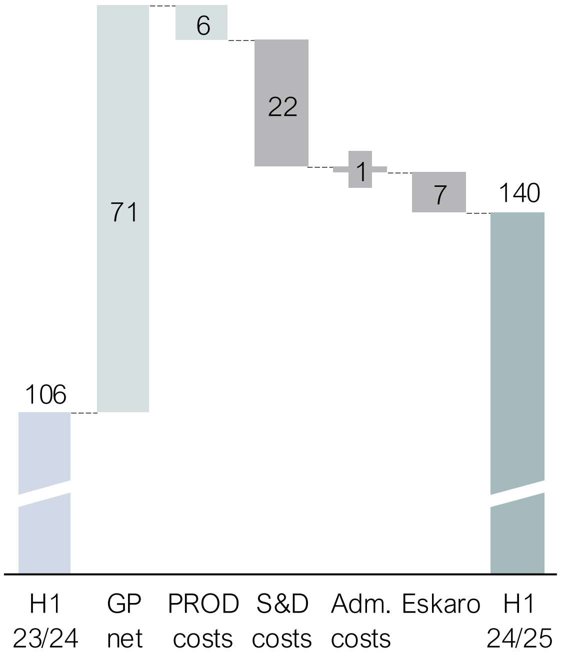


EBIT improvement driven by a stabilization of costs in combination with cost reductions and price increases

EBIT development (mDKK)

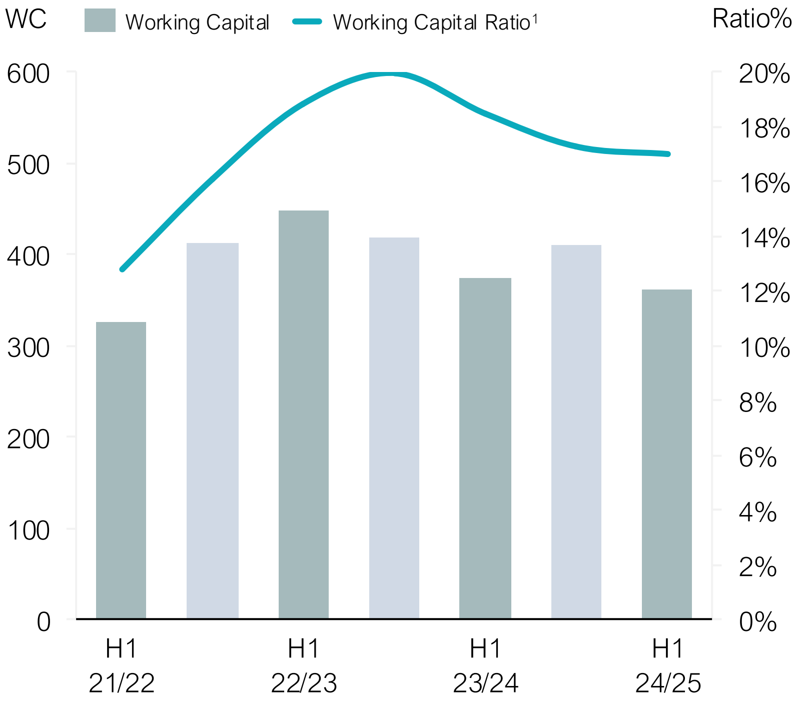


EBIT effects YTD October (mDKK)

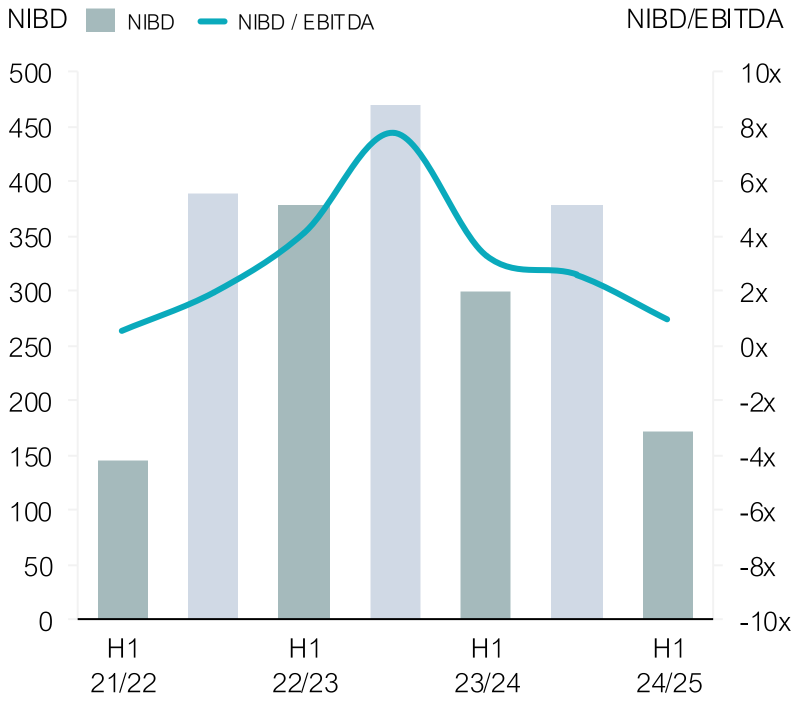


Focus on working capital management and lower investments drove reductions compared to LY

Net working capital (mDKK)



Financial solidity[2] (mDKK)



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1) Average working capital, LTM / Revenue
2) Excl. leasing liabilities

2024/25 Outlook & updated financial guidance

2024/25 Outlook and priorities

- The outlook for the future is cautiously optimistic with expectations of continued positive effects from the new strategy, and benefits of more normalized margin 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

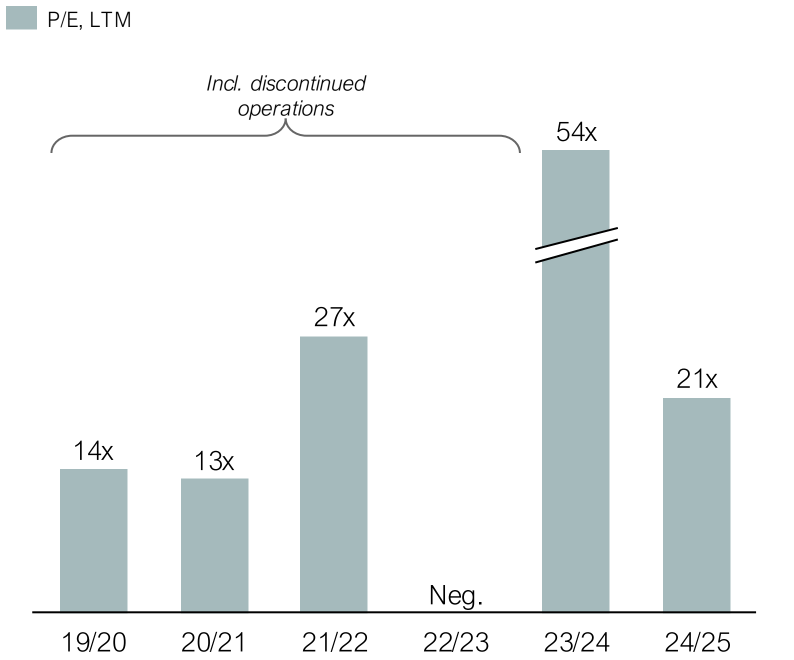
Financial guidance 2024/25

Updated as per announcement 11 December 2024

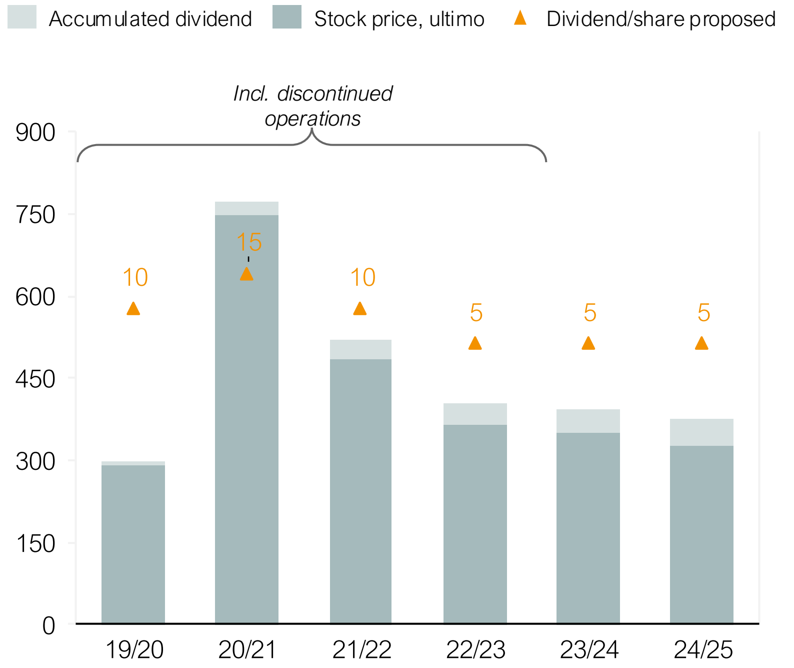
	Guidance	vs. LY
Revenue	2,200m – 2,400m	+0-9% vs. LY
EBIT	85m – 95m Previous range 75m-95m	+25-40% vs. LY

Improved earnings drives development in price/earnings ratio

Price/earnings development



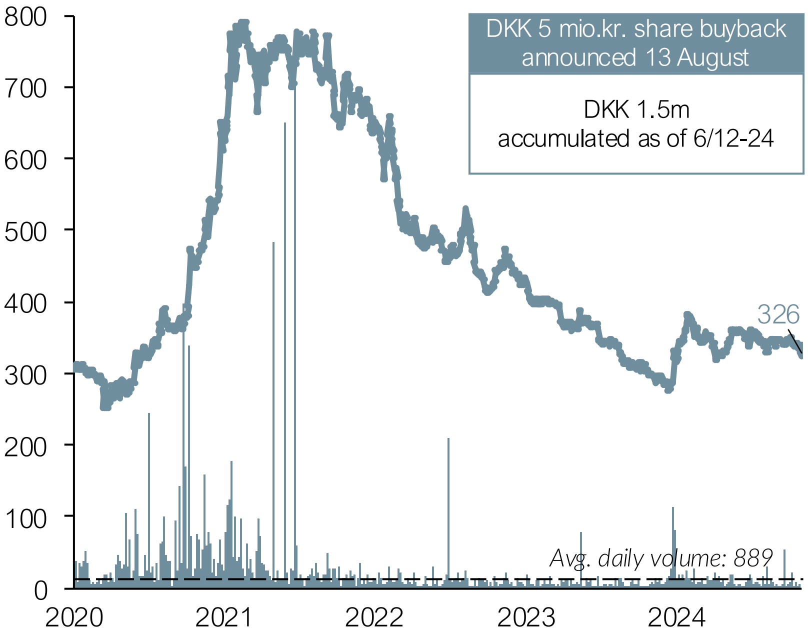
Share price development incl. reinvested dividends



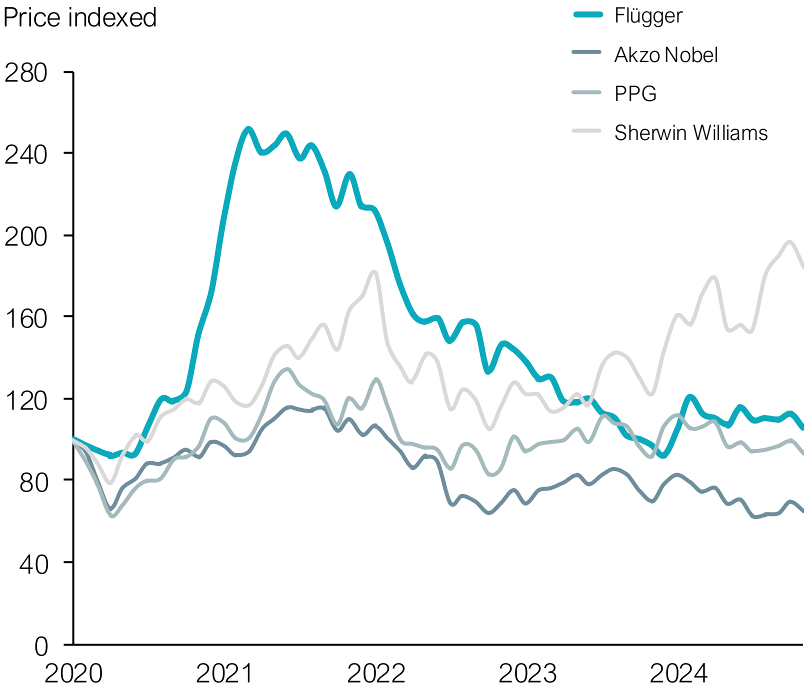
1) Excl. leasing liabilities

Share price development

Flügger's share price development



Flügger's relative share price development (indexed)



Source: Nasdaq, FactSet

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