



**Flügger**

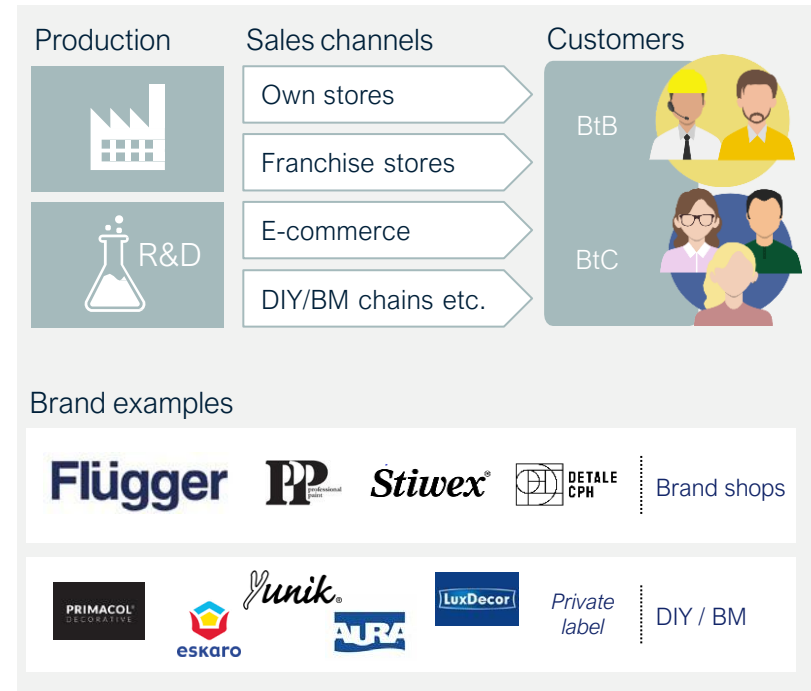
HC Andersen Capital Investor Seminar 17.09.2024 | Flügger group A/S

# Flügger at a glance

## Selected 2023/24 numbers (continuing operations)

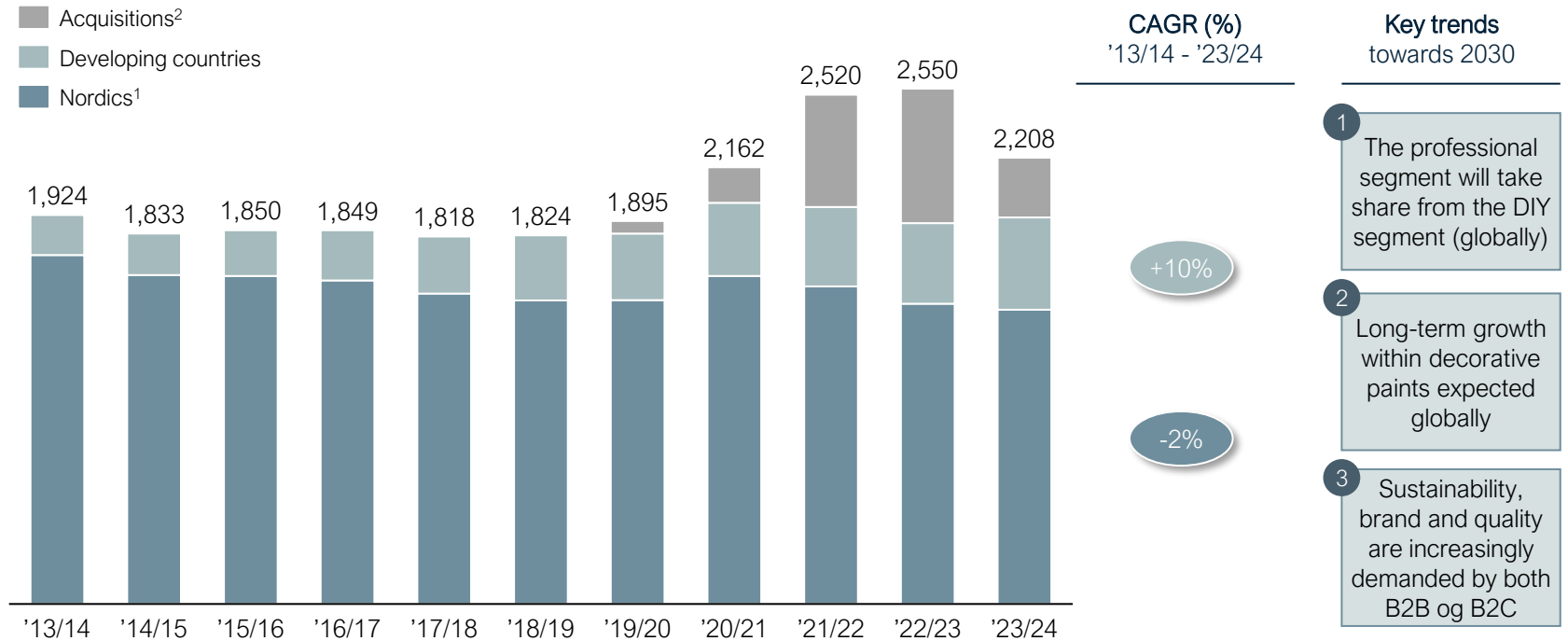
Revenue mDKK	EBIT mDKK
2.208	68
Full-time employees	Markets
1.653	17
No. factories	No. stores
7	332

## Flügger's business model



# Flügger has over the past 10 years slowly shifted revenue from the Nordics to growth markets in Poland/internationally and via acquisitions

## Revenue per market area (mDKK)



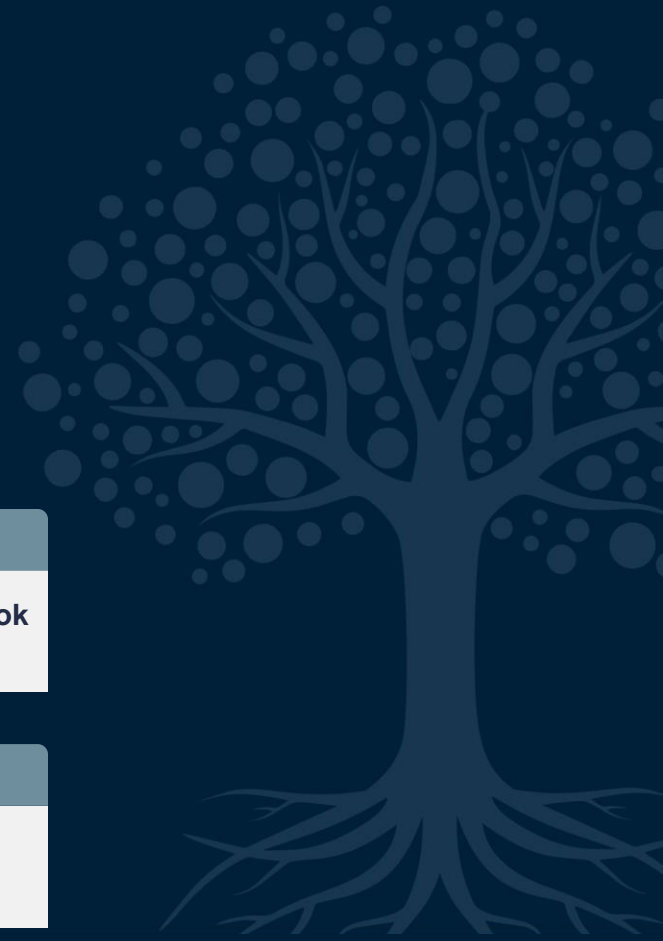
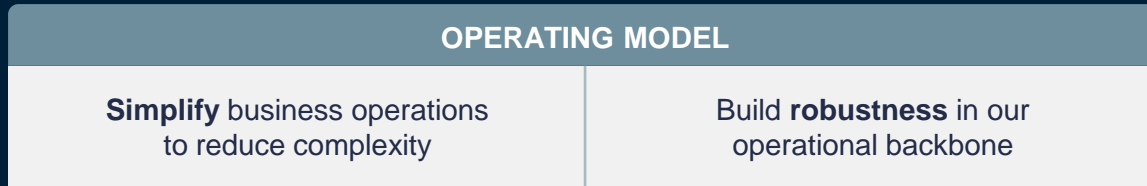
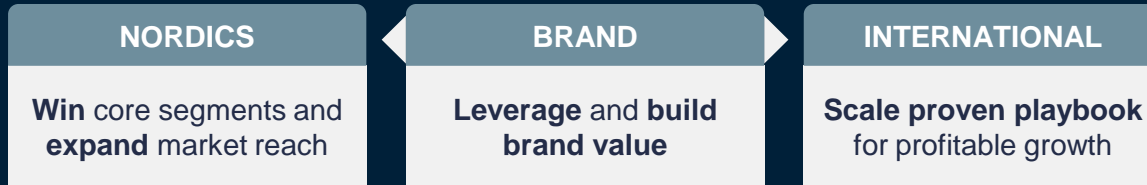
# Flügger Organic

## STRATEGIC ASPIRATION

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

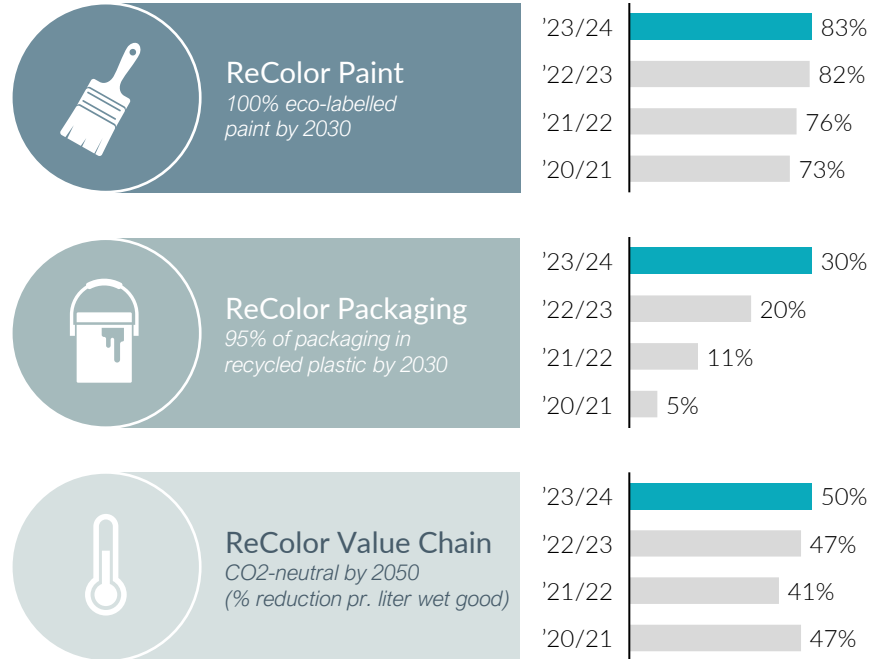


## STRATEGIC PRIORITIES



# Flügger Organic sustainability targets and areas are in natural continuation of previous strategy 'Going Green'

## Focus areas and selected sustainability targets

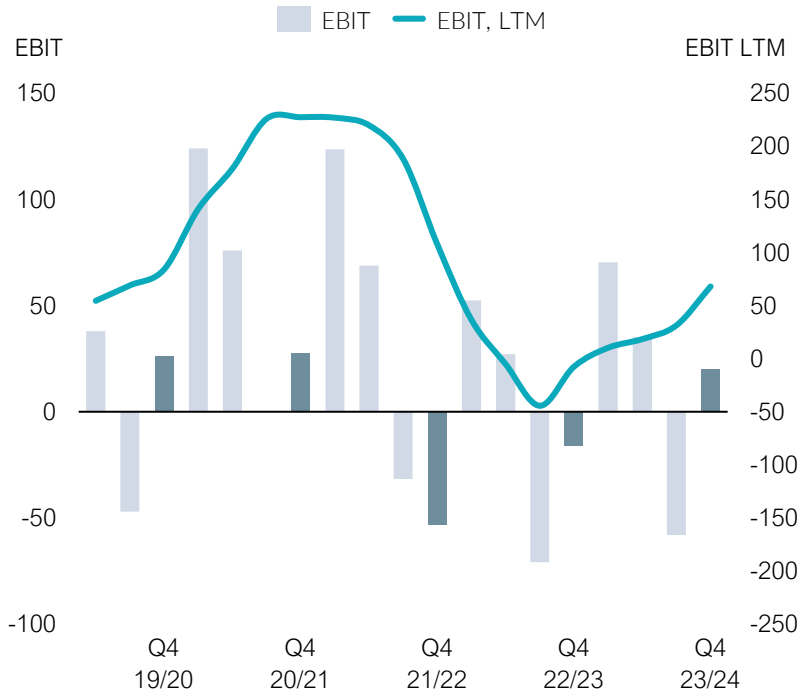


## Examples from customers' perspective

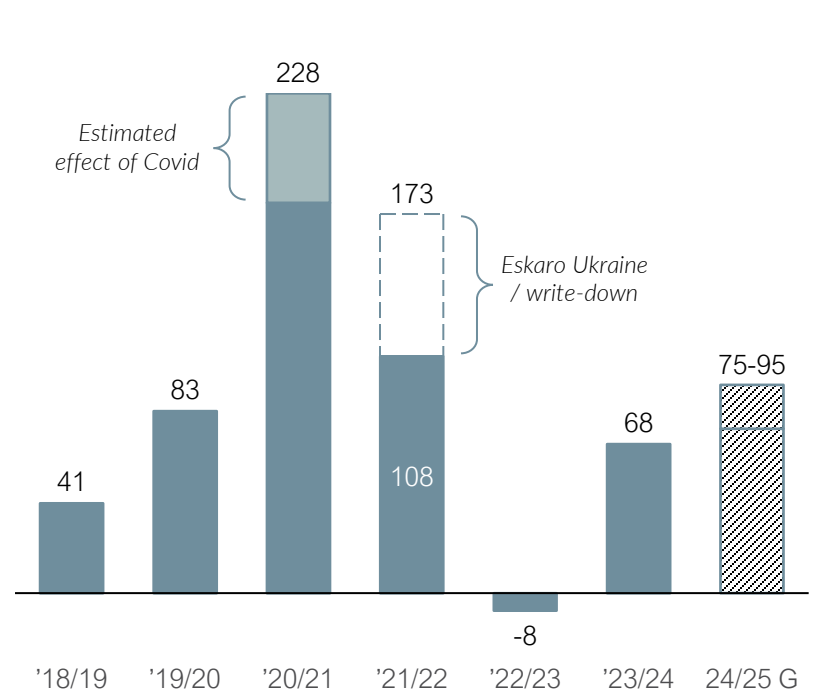


# Seasonal business with a gradual normalization after Covid uptake and post-Covid supply crisis

Quarterly EBIT development (mDKK)

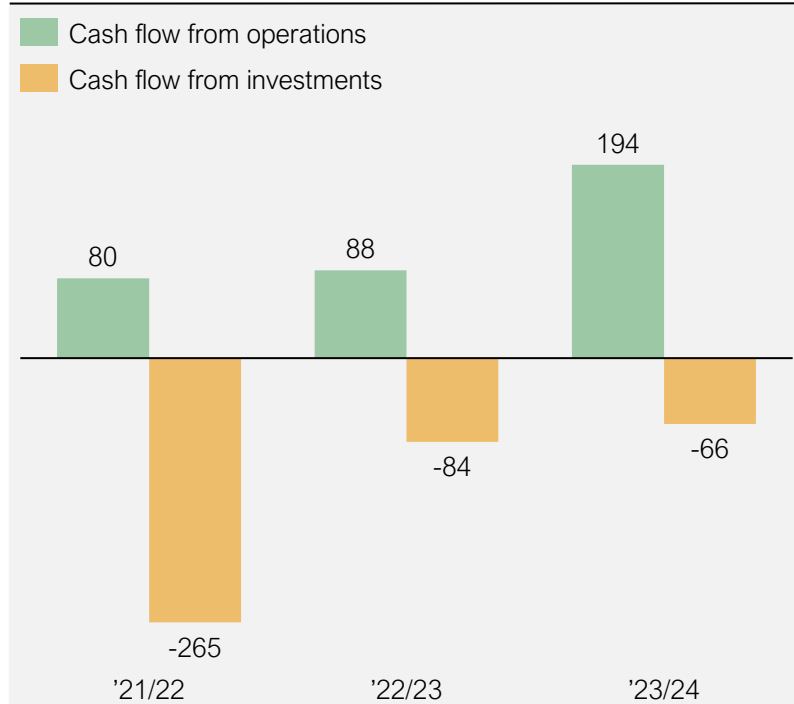


Full-year EBIT development (mDKK)

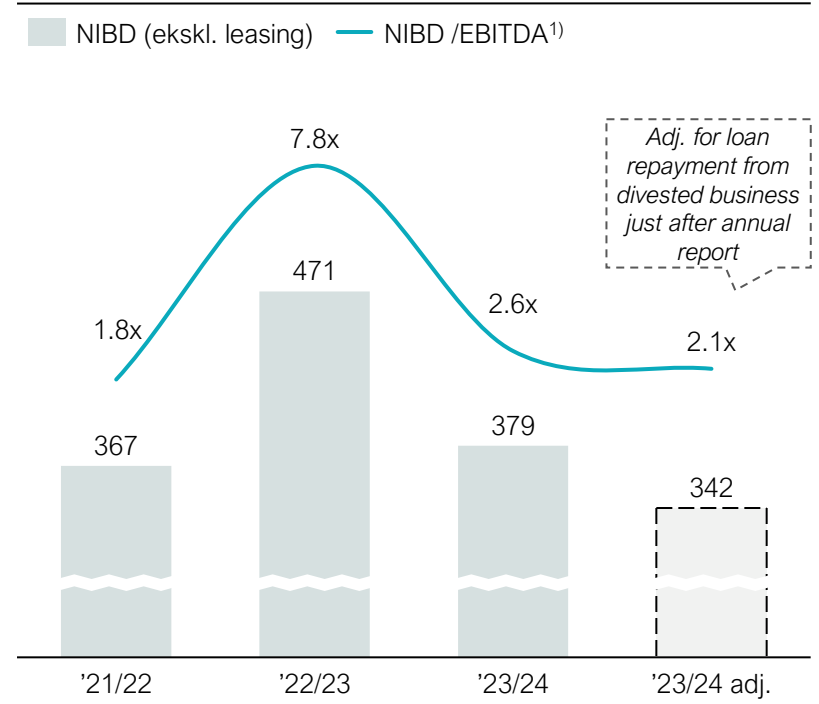


# Positive development in cash flow and debt reduction

## Significant increase in cash flow

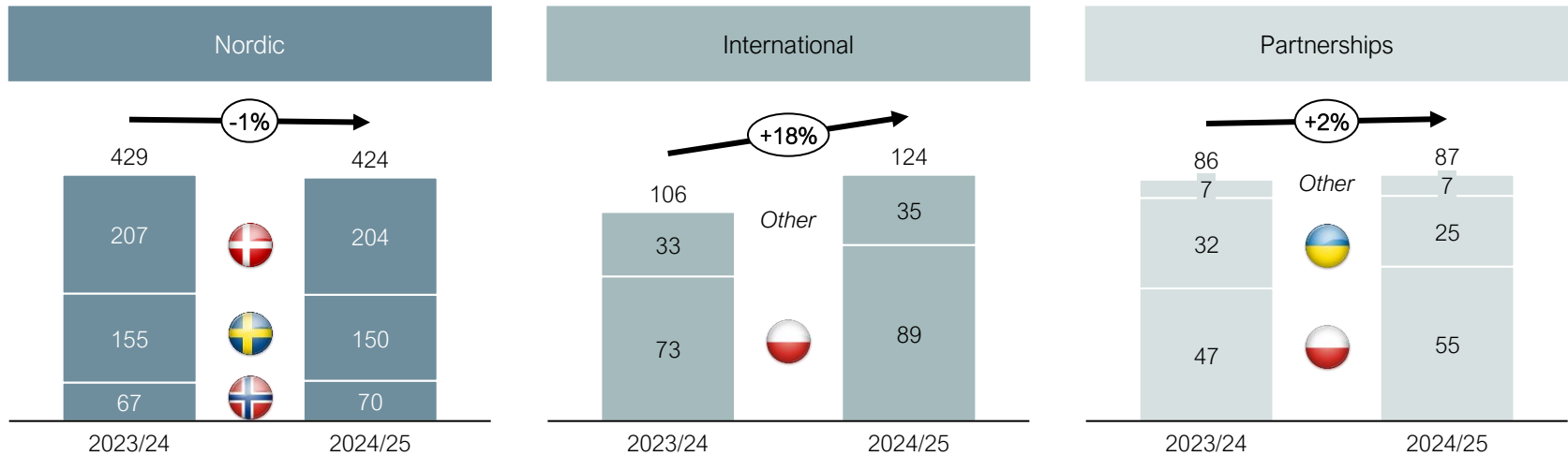


## Significant reduction of NIBD, which remains a priority



# Good start to 2024/25 – sticking to the plan in Q1; double-digit growth internationally, sustaining position in Nordics

## Q1 sales performance per segment (May – July 2024), mDKK



### Growth amongst consumers, decline in prof

- Decline in professional segment in Denmark & Sweden, whereas consumers grow
- Currency positively impacting +1%

### Growth across customer segments

- Poland grow across consumers and prof
- Good momentum in Export
- Currency positively impacting +5%

### Growth in Poland, tough environment for Eskaro

- 16% growth in Unicell International
- Ukraine increasingly affected by the war
- Currency positively impacting +1%



# 2024/25 Outlook & Financial guidance

## 2024/25 Outlook and priorities

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

### Flügger Group

Revenue

2,200m – 2,400m

+0-9%  
vs. LY

EBIT

75m – 95m

+10-40%  
vs. LY

Thank you for listening

# Flügger

Questions can also be sent to [IR@flugger.com](mailto:IR@flugger.com)

