
Flügger
WoodTex®
05
Halvmat dækkende træbeskyttelse
Halvmatt fasadfärg till trä
Halvmatt dekkende trebekyttelse
Impregnat do drewna Półmat
15

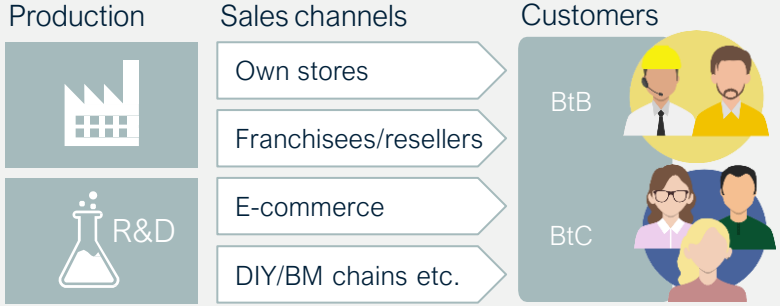
Flügger

Flügger at a glance

Selected 2025/26 numbers

Revenue bnDKK 2.3	EBIT mDKK 108
Full-time employees 1.766	Own store markets 8
No. factories 7	No. stores 314*

Flügger's business model



Brand examples

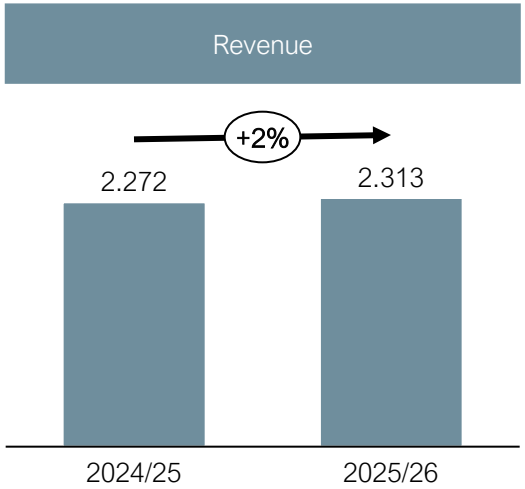
Flügger · PP · Stiwex · DETALE CPH — Brand shops

PRIMACOL · eskaro · Yunik · AURA · LuxDecor · Private -label · NJORD — DIY / BM

* Only own and franchise shops (80), i.e. excluding other resellers' selling points

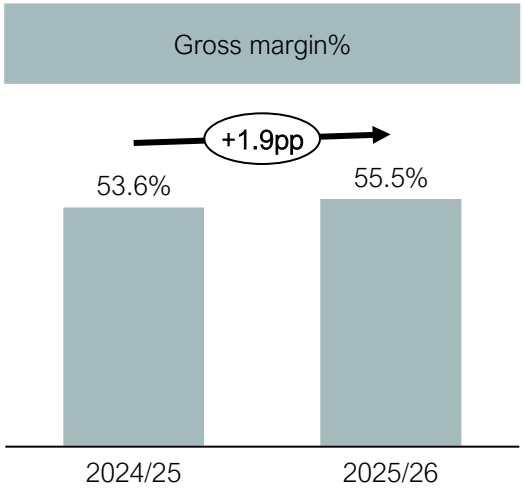
2025/26 delivered on expectations with topline growth of 2% and EBIT improvement of 15%

FY 2025/26 Group figures (May 2025 – April 2026), mDKK



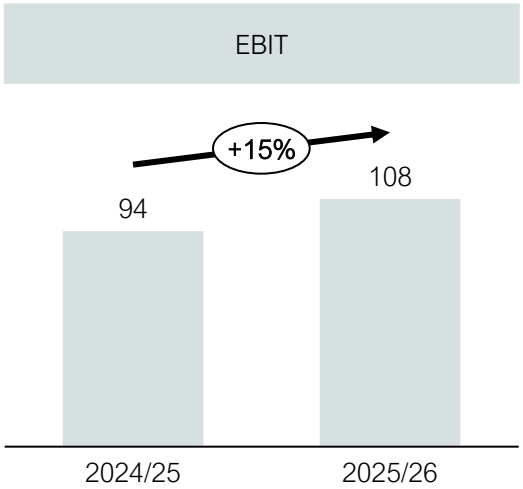
Growth in Nordic & International

- Positive traction among core customers
- Phased-out DIY volume reduced growth
- Limited net effect from currencies



Gross margin at historically strong level

- Positively affected by favourable customer/ product mix (incl. DIY phase-out)
- Production costs improved by optimisations and better raw materials pricing



Sales growth and better GM-%

- Overall strengthened gross profit
- Partly offset by sales & distribution costs and various one-off expenses

Improved EBIT-margin in Nordic and International partly offset by Partnerships

FY 2025/26 by segment (May 2025 – April 2026), mDKK

Nordic

mDKK	FY 25/26	YoY
Revenue	1,520	+2%
EBIT	37	+139%
EBIT Margin%	2%	1pp

EBIT from customer growth and cost reductions

- EBIT driven by customer growth, customer- & product mix and cost reductions
- Improvements from Flügger Organic, e.g: Sweden adjustments and PP consolidation

International

Other countries

mDKK	FY 25/26	YoY
Revenue	510	+3%
EBIT	89	8%
EBIT Margin%	17%	1pp

Investments in additional stores

- 11% topline growth in Poland; 4 new stores in addition to 8 new the year before, and decline in other markets
- Investments across markets affect EBIT

Partnerships

mDKK	FY 25/26	YoY
Revenue	283	-1%
EBIT	17	-6%
EBIT Margin%	6%	-

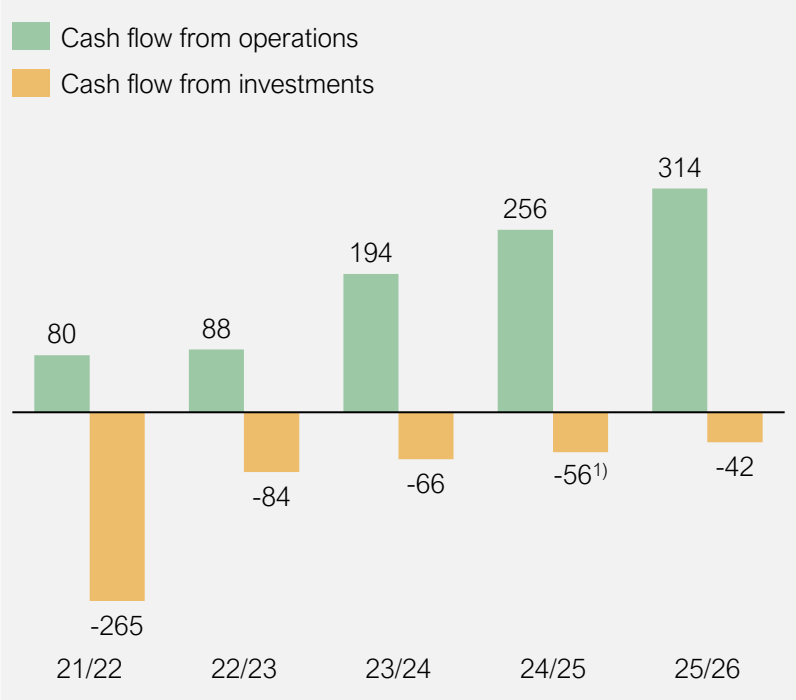
EBIT decline driven by Polish DIY

- Flat revenue development despite negative FX development in Ukraine
- Poland realized lower sales (to DIY chains) during exterior season, resulting in earnings decline for the segment

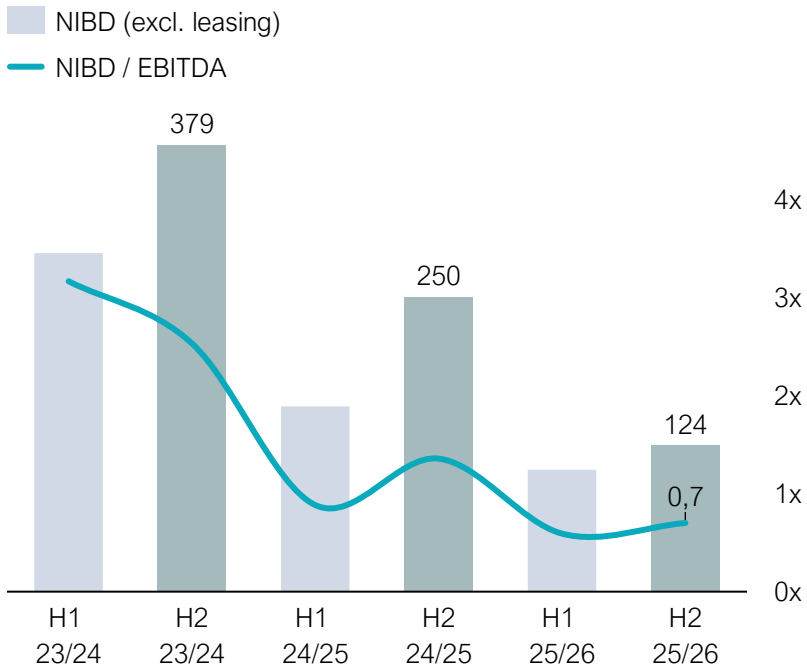
Note: Unallocated costs include group costs that are not allocated to the segments. The group costs mainly relate to expenses for management, group headquarter, and IFRS 16. FY 2025/26 realized unallocated costs of -35mDKK compared to -22mDKK in 2024/25 driven by one-off costs.

Reduced working capital and lower investment requirements result in record high cash flow

Continued increase in cash flow (mDKK)



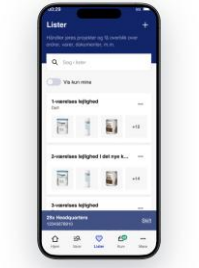
Low debt level as a result of the increased cash flow

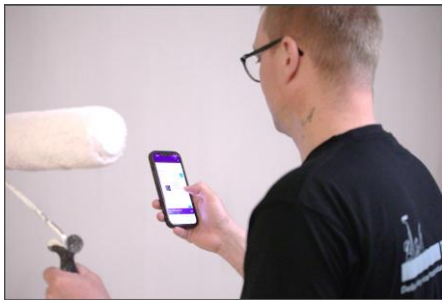


1) Excl. cash inflow from receivable of 43 mDKK from previous divestment

Several investments made across the business for the professionals

Investments in services and systems





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x
fermacell®



Strategic product launches

Flügger
Dekso Ceramic

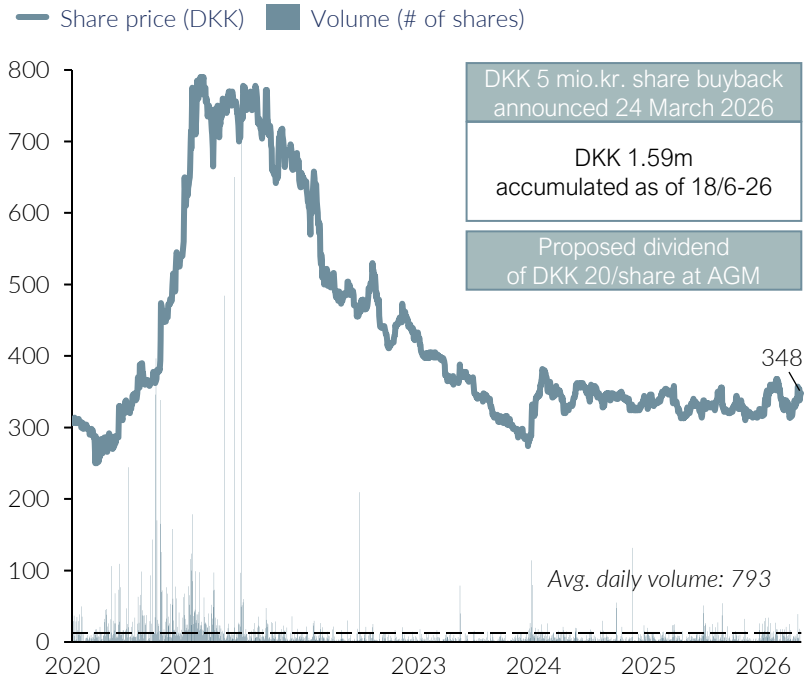


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Facade Silicate

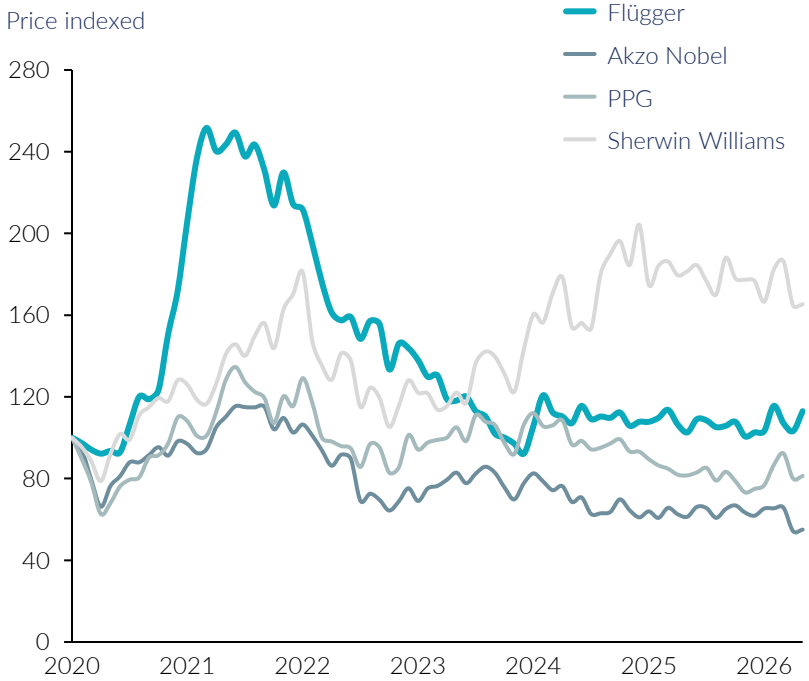


Share price development

Flügger's share price development as of Q4 25/26



Flügger's relative share price development (indexed)



Flügger

Source: Nasdaq, FactSet

2026/27 outlook & financial guidance

Financial guidance 2026/27



By nature, all forward looking statements involve risk and uncertainty because they relate to future events that are often beyond the Group's control
This presentation does not constitute any recommendation on buying or selling any securities related to Flügger, nor has this material been audited

Thank you for listening

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Questions can also be sent to IR@flugger.com

