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

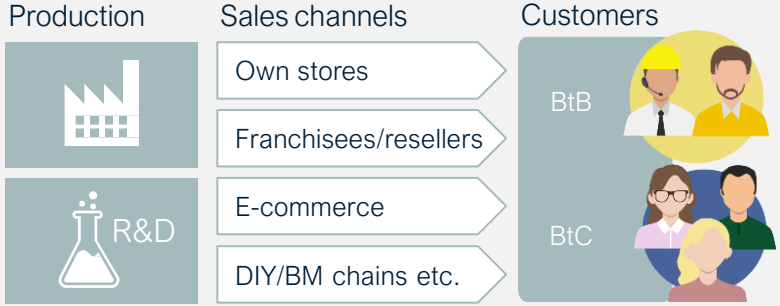
Flügger

Flügger at a glance

Selected 2026/27 numbers

Revenue bnDKK (Guidance) 2.4 - 2.5	EBIT mDKK (Guidance) 105 - 125
Full-time employees c. 1,800	Own store markets 8
No. factories 7	No. stores 314*

Flügger's business model



Brand examples

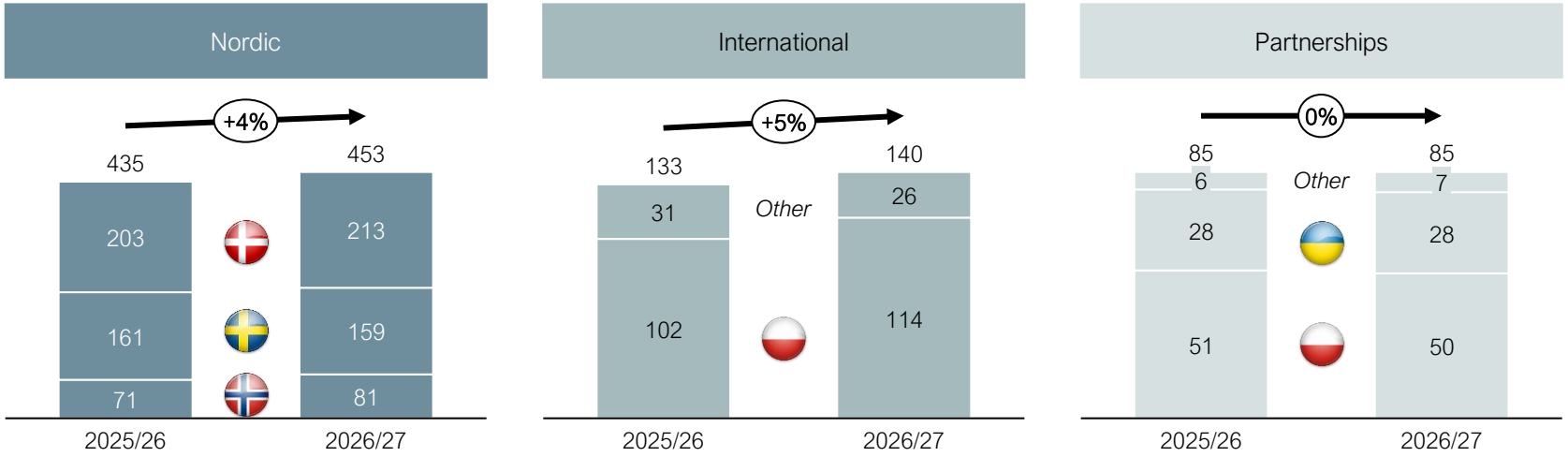
Flügger · PP · Stiwex · DETALE CPH — Brand shops

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

* Only own and franchise shops (78), i.e. excluding other resellers' selling points

4% growth in Q1 driven by positive momentum across both consumers and professionals in the Nordics and Poland

Q1 2026/27 sales by segment (May 2026 – July 2026), mDKK



Growth in Denmark & Norway

- Positive momentum in consumers & prof
- Previous phase-out of low-price DIY category impacts comparative figures, i.e. Sweden is growing in continuing business

11% growth and one new store in Poland

- Poland grew across consumers and prof, further supported by opening of 12 new stores past two years, and 1 new in Q1
- Decline in other markets

Overall flat development in Partnerships

- FX headwind in Ukraine impacting -6%
- Polish market impacted by lower demand from DIY-chains, which the segment targets

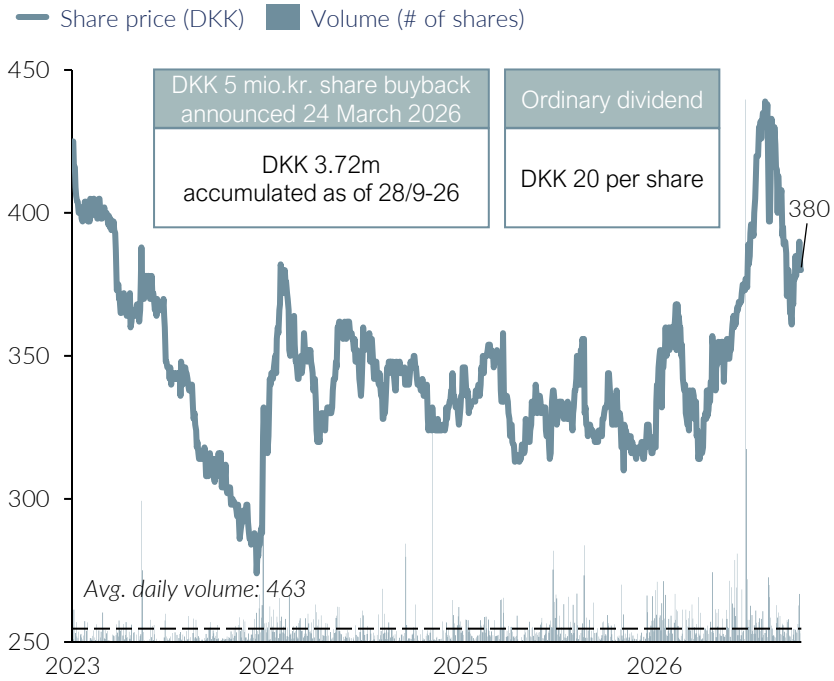
Launch of new Flügger tools assortment

- Simplified assortment at group level – close to 30% SKU reduction
- 95 new products – developed with input from painters
- Flügger branded, but also to be sold outside mono brand stores
- Soft launch from late October 2026

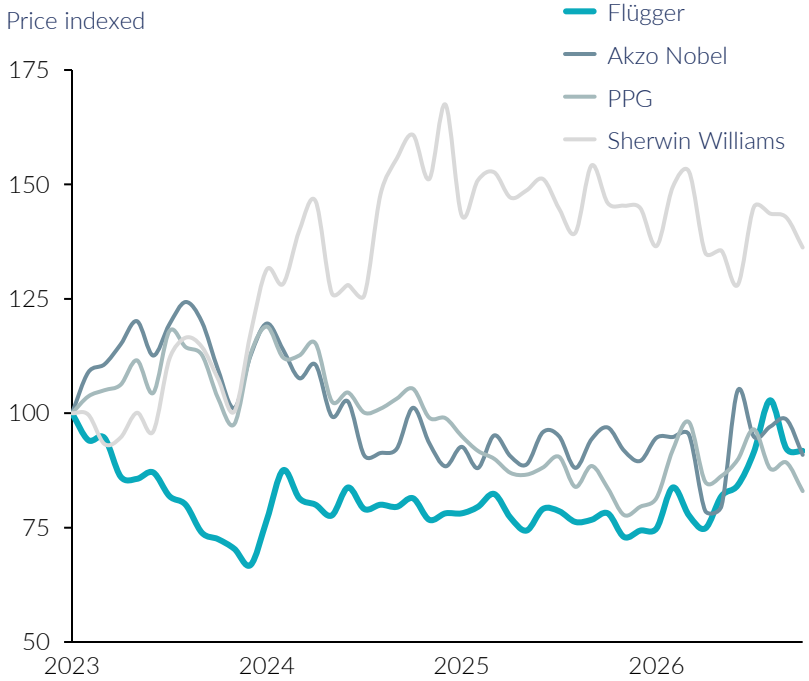


Share price development

Flügger's share price development



Flügger's relative share price development (indexed)



Source: Nasdaq, FactSet

2026/27 Outlook & financial guidance maintained

2026/27 headlines

- Customer growth in unchanged or slightly increasing market
- Focus on the Flügger-brand, not alternative labels
- More shop openings, primarily outside Nordics
- Expansion to other craftsmen / builders' merchants
- Adaption if geopolitical situation affects, e.g. raw materials
- ERP implementation and expand digital B2B platform further

Financial ambitions

Stabile organic growth of earnings

Cash flow for attractive dividend payout

2026/27 guidance

Revenue	2,400m – 2,500m	*+4-8%* *vs. 25/26*
EBIT	105m – 125m	*+6%* *mid-guidance* *vs. 25/26*

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

Flügger

Questions can also be sent to IR@flugger.com

