

Welcome to Inwido's Capital Markets Day

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Capital Markets Day agenda

- 9:00 Our five key shareholder value propositions**
Henrik Hjalmarsson, President & CEO
- 9:45 Future of homes in turbulent times**
Jonna Opitz, EVP Communications & Premium
- 10:00 A scalable e-Commerce platform**
Bo Overgaard Christensen, EVP e-Commerce
- 10:15 Coffee break**
- 10:35 Sustainability at the heart of our business**
Lena Wessner, EVP HR, Organization & Sustainability
- 10:55 Scandinavia – growth in a mature market**
Mads Storgaard Mehlsen, EVP Scandinavia
- 11:15 A proven track record through economic cycles**
Peter Welin, CFO and deputy CEO
- 11:55 Q&A**
- 12:10 Lunch**



Clear market leader in the Nordic region

This is Inwido

- Leading window group in Europe
- Clear market leader in the Nordic region with strong presence in the UK & Ireland
- Net sales of SEK 9.1 billion LTM Q3 2022
- Return on Operating Capital 17.9% LTM Q3 2022
- Approx. 4,900 employees



Production sites marked on map



A unique home to local market leaders

- Customer focus and local understanding is everything – we act as a home to local market leaders where our Business Units develop independently
- We enable sustainable growth and profitability through purchasing, financing, leadership skills and other large-scale synergy advantages



A clear and proven value creation model

Our approach to drive sustainable shareholder value

- Five elements that are the basis for Inwido's value creation model
- Ensures that we deliver long-term cost-efficient customer and employee value, in a sustainable way, and hence drives shareholder value
- Based on our proven ability to improve businesses to drive profit
- Plug in acquired businesses, but being sensitive to their starting point to protect base and maximize incremental value



Strong business focused Group Management

>110 years experience of managing window and door businesses



CFO & deputy CEO
Peter Welin



President & CEO
Henrik Hjalmarsson



Executive Vice President
Human Resources,
Organization & Sustainability
Lena Wessner



Executive Vice President
Eastern Europe
Antti Vuonokari



Executive Vice President
Communications & Premium
Jonna Opitz



Executive Vice President
Scandinavia
Mads Storgaard Mehlsen



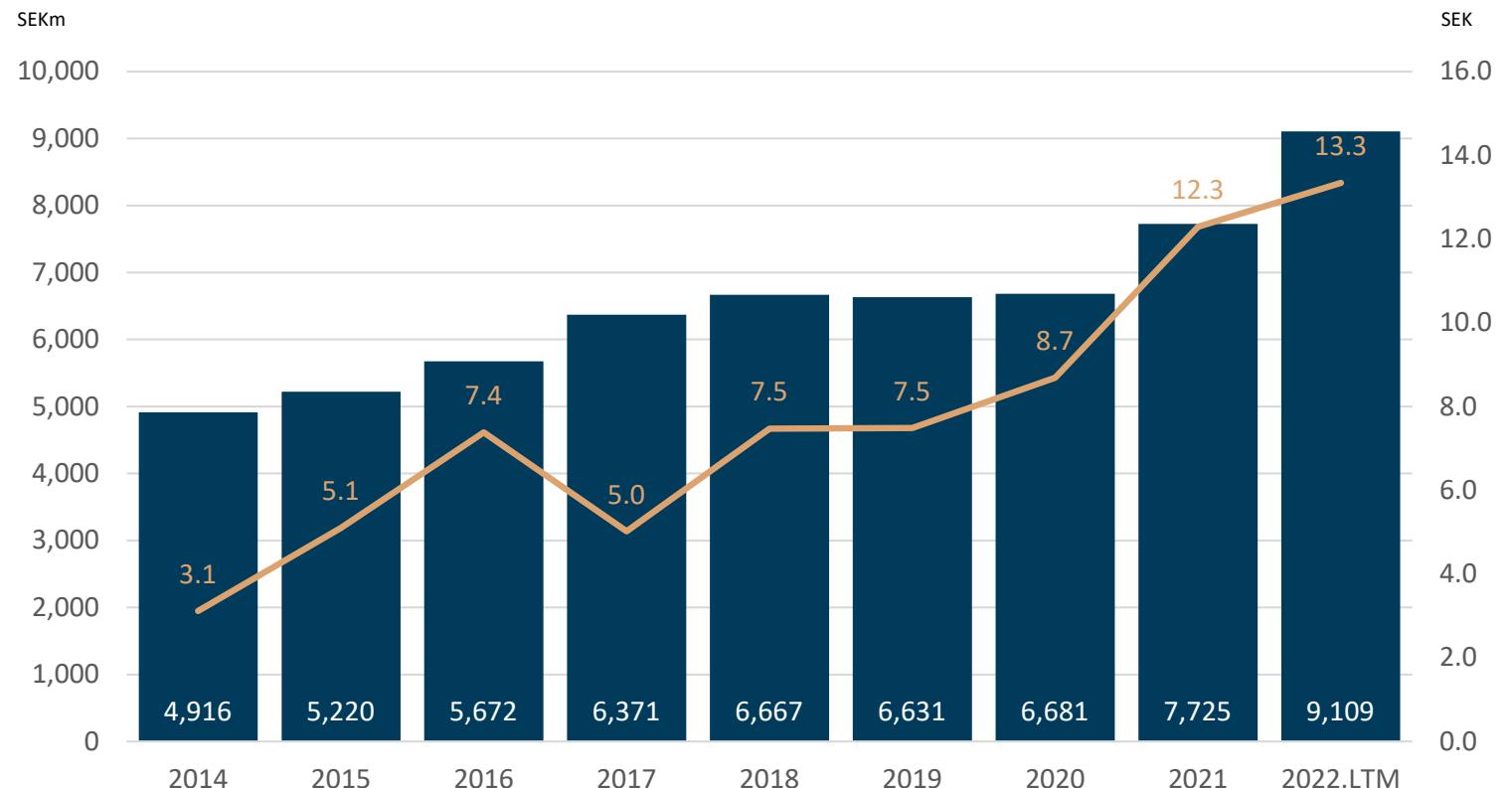
Executive Vice President
e-Commerce
Bo Overgaard Christensen



Strong track record since IPO in 2014

Sales growth of 85%, Op EBITA growth >100% & EPS growth >300%

Sales (SEKm) and EPS (SEK)



Summary of 2022 so far

- A highly dynamic market and macro environment managed well overall
- Both growth and profitability exceed our long-term financial targets
- Slightly more hesitant markets latterly, but gaining more momentum in price/cost differential as material price pressure is relieving some
- Good development in three out of four BA:s
- Weaker development for e-Commerce, mainly due to lost momentum after supply chain disturbances
- Energy crisis a challenge for Europe but creating more focus on investments in energy efficiency



Sustainable value through sustainable business

Progress on long term targets through Q3 2022

Revenue

SEK 20 billion by 2030
SEK 9.1 billion (+24%)

Profitability

>15% Return On Operating Capital
17.9%

Capital

Net Debt in relation to Operating EBITDA <2.5x
0.8 (0.5 excl. IFRS 16)

Dividend

Approximately 50% of Net Profit
50% (SEK 6.15)¹

Sustainable development

Meet the 2030 Science Based Targets for reduction of greenhouse gas emissions

Targets being defined & validated

>75% of Group window and door sales EU Taxonomy aligned by 2030

61%

Our five key shareholder value propositions



Attractive market driven by green transition



Strong position in core geographies



Proven track record through economic cycles



Scalable e-commerce platform



Potential to drive European consolidation



An attractive market driven by green transition

Underlying market driven by consumer trends and sustainability

- Healthy growth trend of European window market at 4% CAGR 2018 – 2021¹
- Short term potential for accelerated growth with current unprecedented European energy prices
 - Up to a third of the heat in a house dissipates through windows and doors with a substantial associated extra energy cost²
- Substantial longer term growth opportunity as energy renovations are accelerated in line with the EU green deal commitments (see next slide)
- Consumer's desire to invest in a better life at home expected to continue with increased light being one key objective

¹ Ceresana Market Study on Windows and Doors, 2022

² Energimyndigheten, Sweden, 2022



Considerable further growth potential

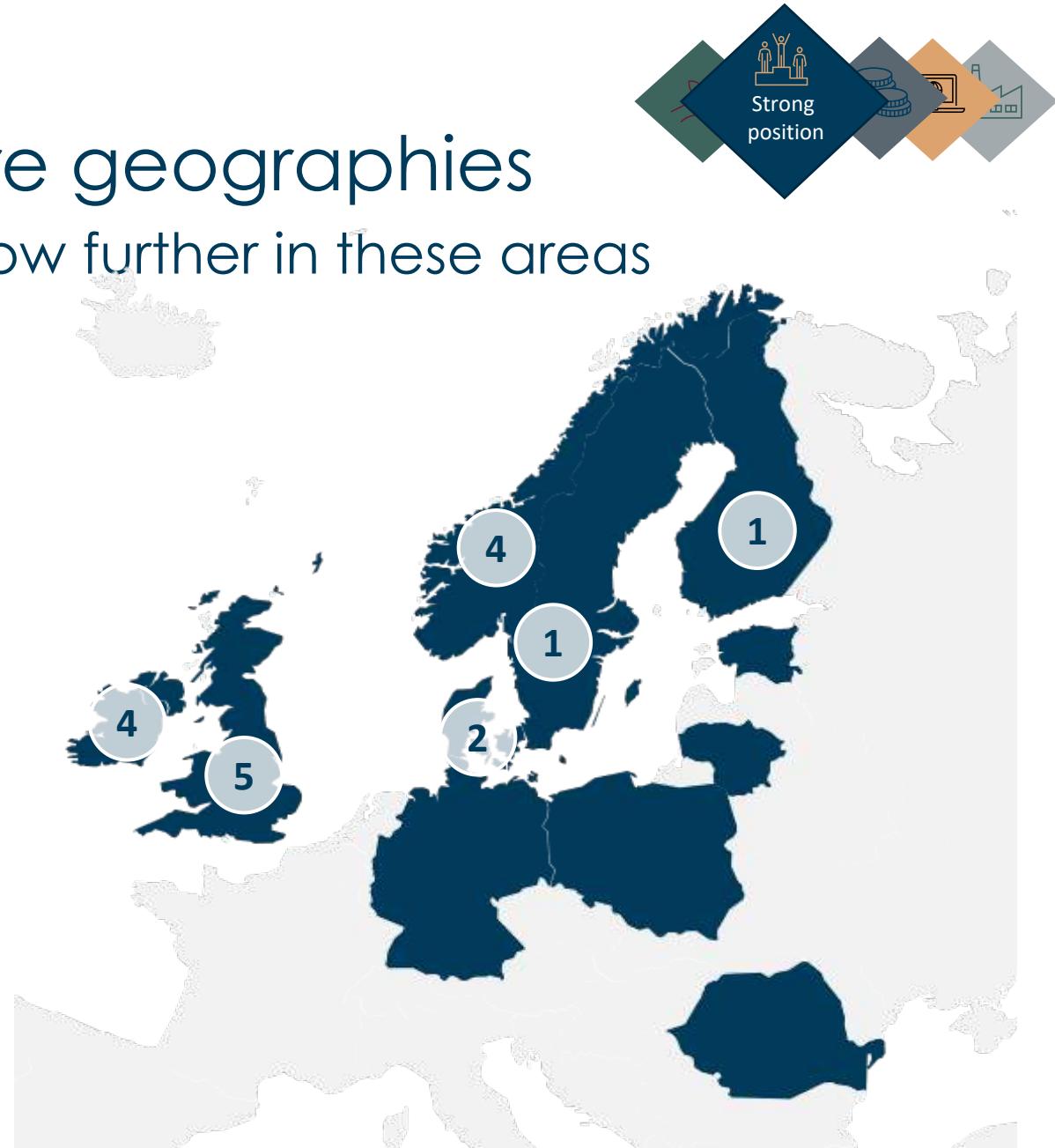
EU Green Deal subsidized renovation wave to come

Geography	Current subsidy/tax reductions
EU	€150 billion for better energy efficiency in 15 % worst performing buildings, by 2033
Sweden	SEK 1 billion, 2023-2025, for houses heated with electricity or gas
Ireland	€1,500 – 4,000 in subsidy for changing windows, €800 for doors
Finland	Subsidy for energy efficiency during 2020-22. New system on the way.
Germany	Government subsidy of 15% of the cost up to €60,000 for triple-glazed windows.
Scotland	A government loan of up to £5,000 for new heating, insulation or windows/doors
Denmark	Has had a pool for energy efficiency earlier. New government under negotiation.
France	MaPrimeRenov - a renovation program for higher energy efficiency.
Poland	Government subsidy program "warmer apartments" and tax relief for house owners
Italy	Up to 110 % of expenses incurred for combined energy efficiency renovation
UK, Norway	No national programs for energy efficiency that include windows and doors

Strong market positions in core geographies

But still potential to consolidate and grow further in these areas

- Market leader in Sweden and Finland with a strong no. 2 position in Denmark
- Growing consolidator position in the UK and a leader in Ireland on wood products
- Strong market position leveraged in channel and segment optimization as well as for driving market price points
- Local organization of scale allows building stronger capabilities than competition which further strengthens performance over time
- Considerable organic and inorganic growth potential leveraging growing positions in UK, Norway and Ireland



Proven track record through economic cycles

Ability to protect margins as well as leverage growth

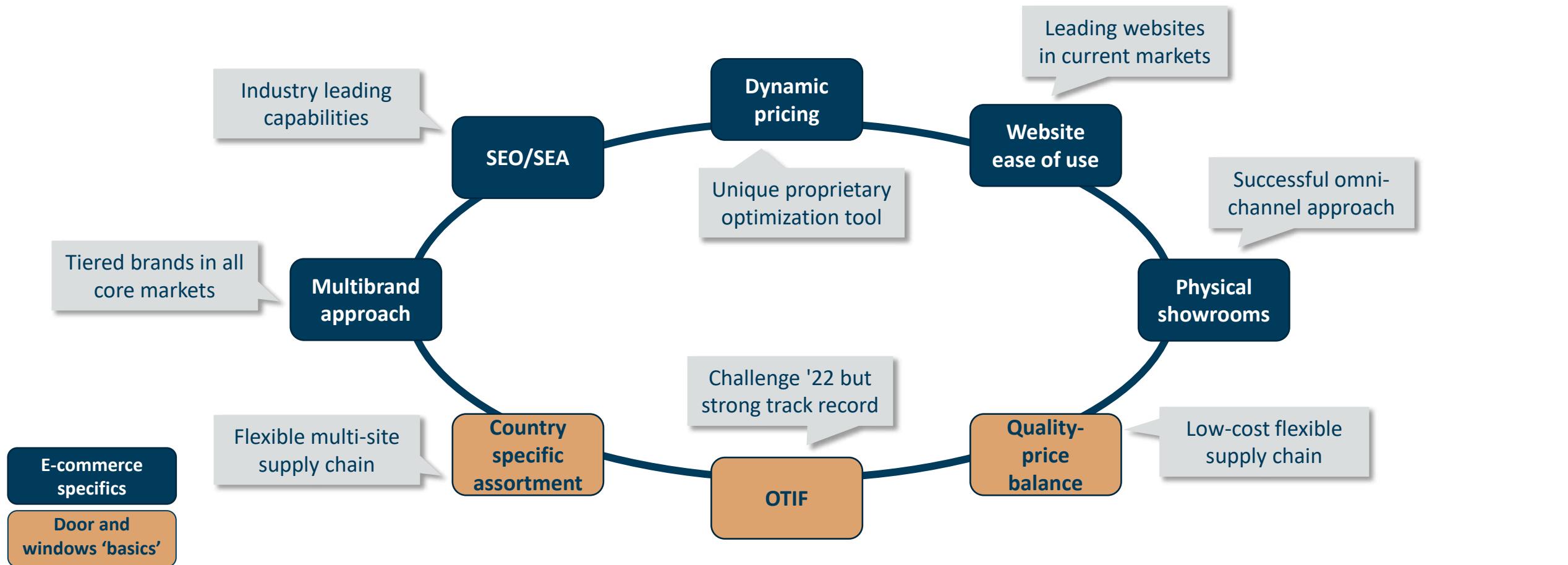


- Ten quarters of strengthened margins followed by robust development despite unprecedented material inflation
- Strengthened market positions over time leading to growing market share and hence growth rates higher than the market
- Over the past 15 years sales has varied by more than 110% – however, profit margin has only varied by 4.4%-points in the same period
- A considerable seasonality in our underlying business requires us to be swift in adopting the production cost base, which we utilize when market conditions are tougher
- A strongly decentralized structure with very low group cost base enables us to be quick in taking out overheads as and when required
- Proven ability to benefit from operational leverage and expanding margins with growing sales



A scalable e-Commerce platform

European leadership across the eight competitive dimensions creates a unique platform to be rolled out in Europe





Potential to drive European consolidation

Value creating M&A a key driver of shareholder value

- A highly fragmented European window and door industry leaves substantial room for consolidation
- Planning to accelerate M&A activities to deliver 5-10% acquired growth annually
- Strive for positive multiple arbitrage and leverage two step acquisitions in the case of stand-alone businesses





Three acquisitions so far in 2022

Good strategic fit and in line with M&A criteria



Dekko Window Systems, UK

- Specializing in PVC and aluminum windows and doors
- Sales of approximately SEK 280 million in 2021
- Approximately 200 employees, production facility in greater Manchester



Westcoast Windows, Sweden

- Manufactures windows, balcony doors and sliding doors in wood and wood/aluminum
- Sales of approximately SEK 160 million in 2021
- Approximately 80 employees, production facility in Trollhättan



Hyvinkään Puuseppien, Finland

- Specializing in premium solid wood doors and made to measure windows
- Sales of approximately SEK 40 million in 2021
- 16 employees and a production facility in Hyvinkää



M&A as an important value creator

A way to enforce a base for long term sustainable growth

Immediate synergies

- Swift realization of synergies, enhanced by positive multiple arbitrage when applicable, allows us to achieve immediate shareholder value creation

Continuous growth

- Allows us continuous revenue and profit development through balancing organic performance with M&A, fueled by strong cash flows

Less cyclical

- With less exposure to any specific European market and consumer sentiment – a broader market exposure reduces cyclical

International stability

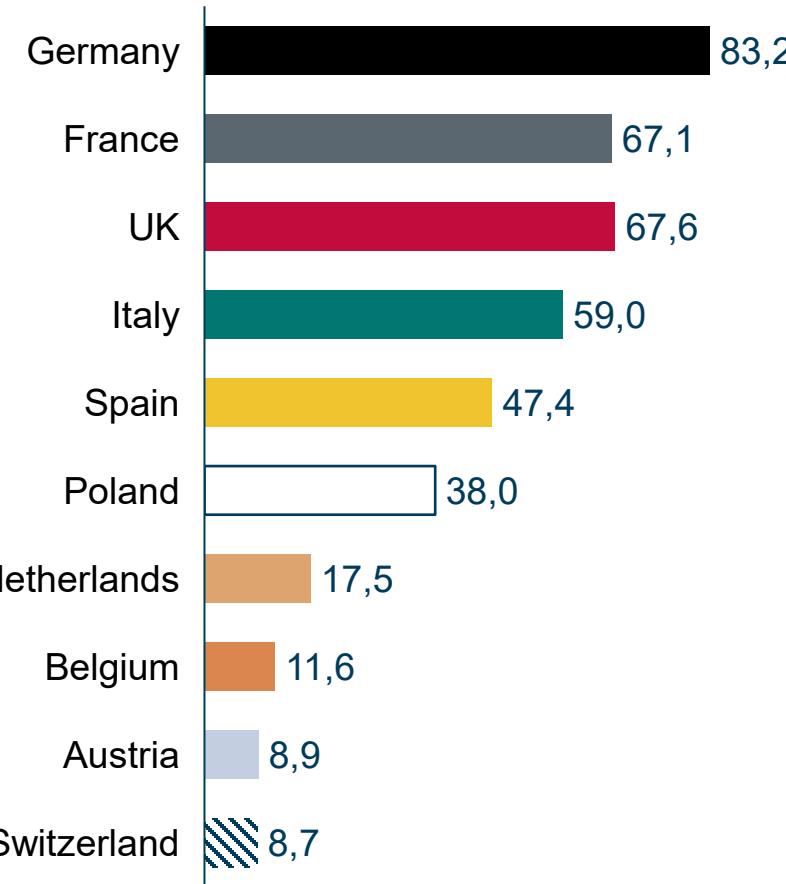
- A larger, and increasingly international, business will be attributed less risk and hence enjoy higher average multiples over time



Targeting the larger European markets

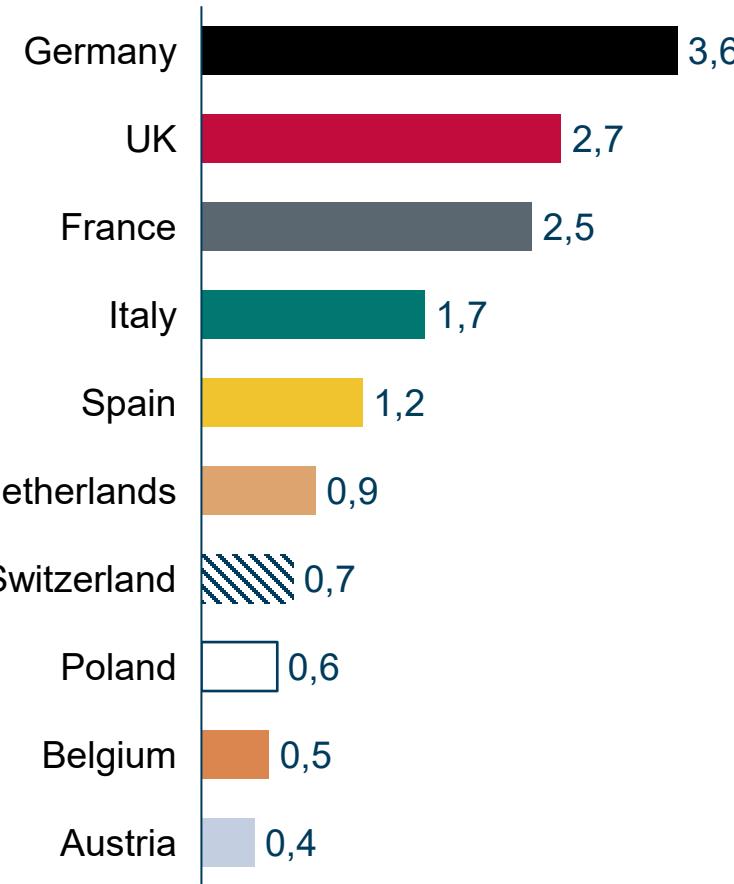
Population

Million, 2021



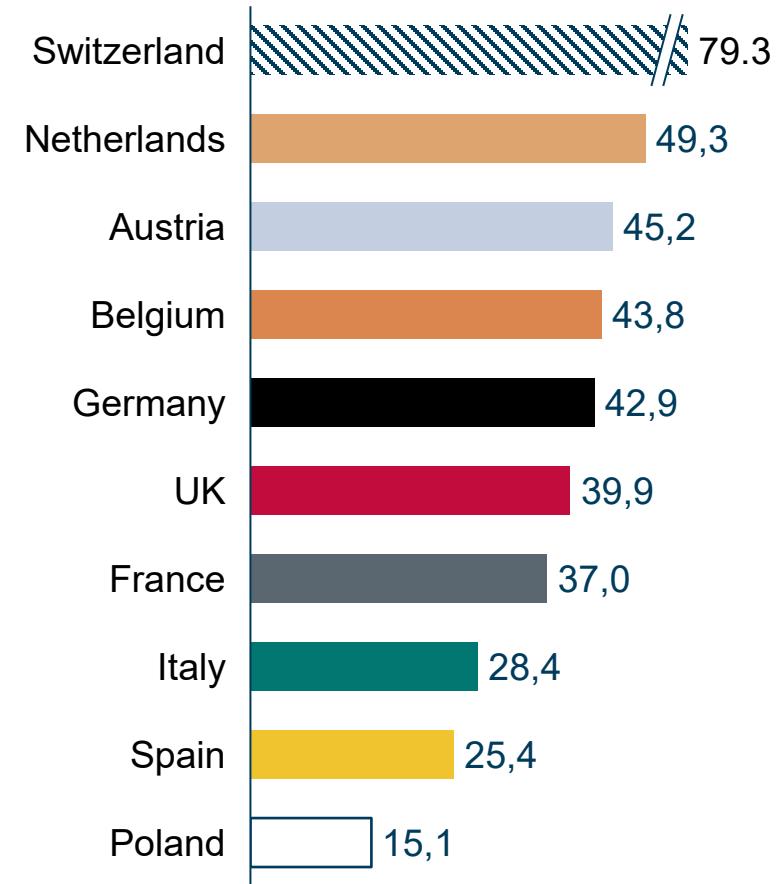
GDP

€ trillion, 2021



GDP per capita

€ thousand, 2021



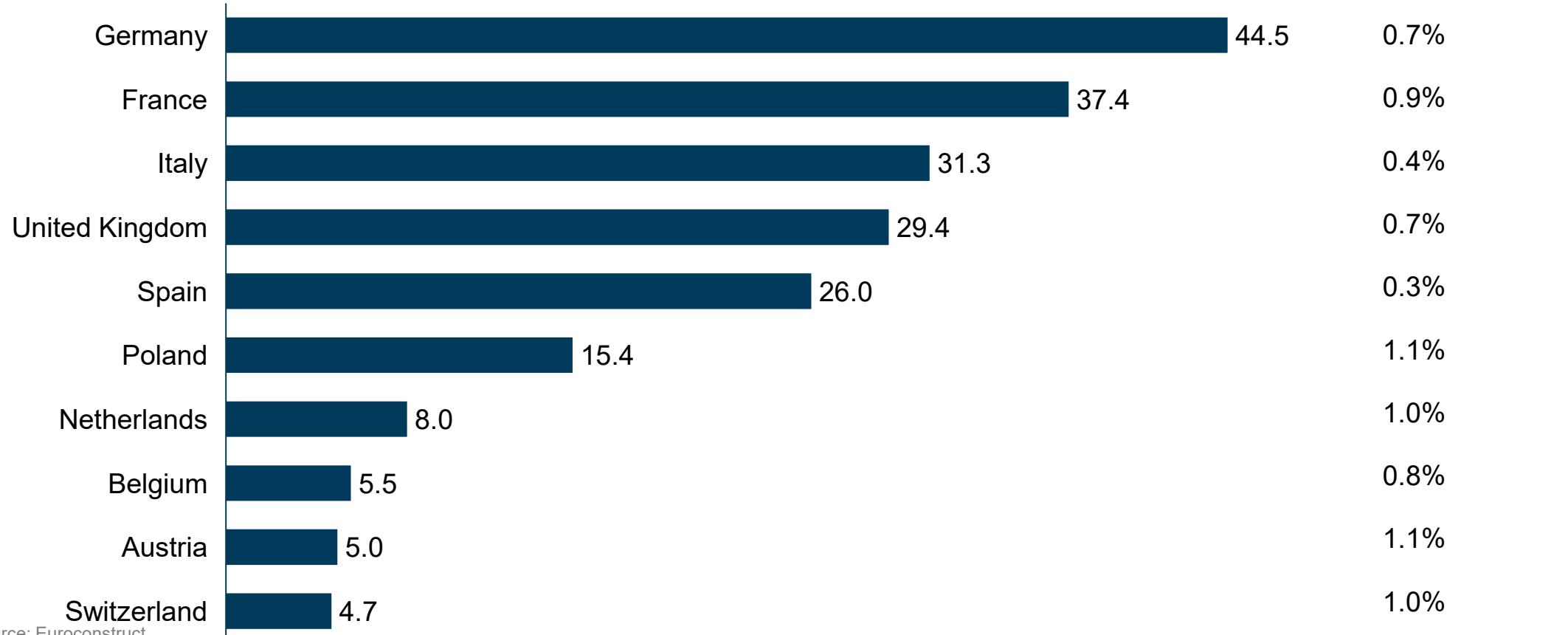


Considerable potential in non-Nordic markets

A large pool of dwellings requiring renovation investments

Housing stock by country (2021)

Million dwellings



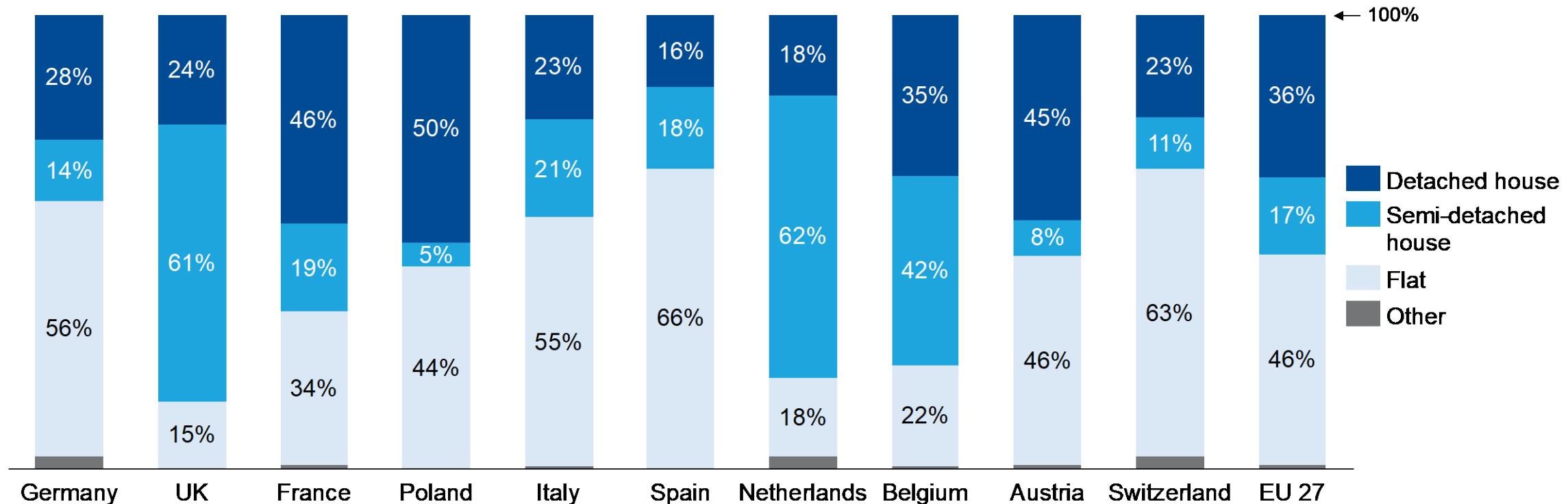


Quite widespread in type of dwellings

Opportunities and industry landscape within windows varies

Distribution of population by dwelling type

Latest data – either 2021 or 2020

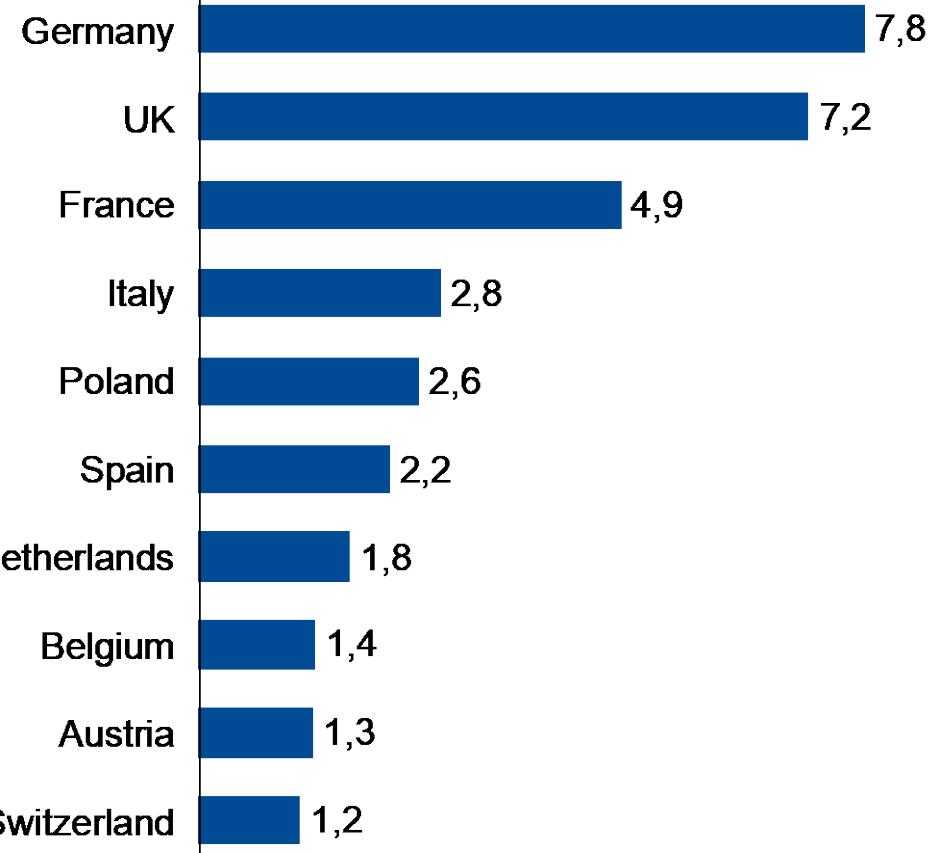




Some big markets waiting to be tapped in to

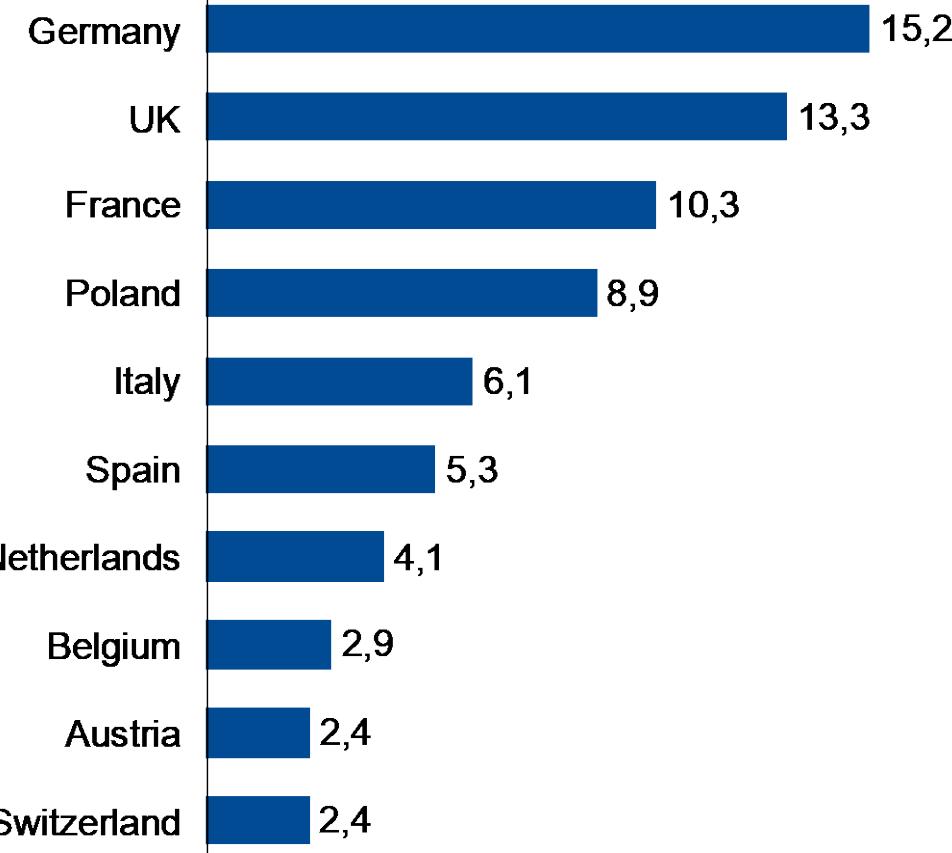
Windows market value by country

Billion Euro, 2022 estimated



Windows market size by country

Million units, 2022 estimated



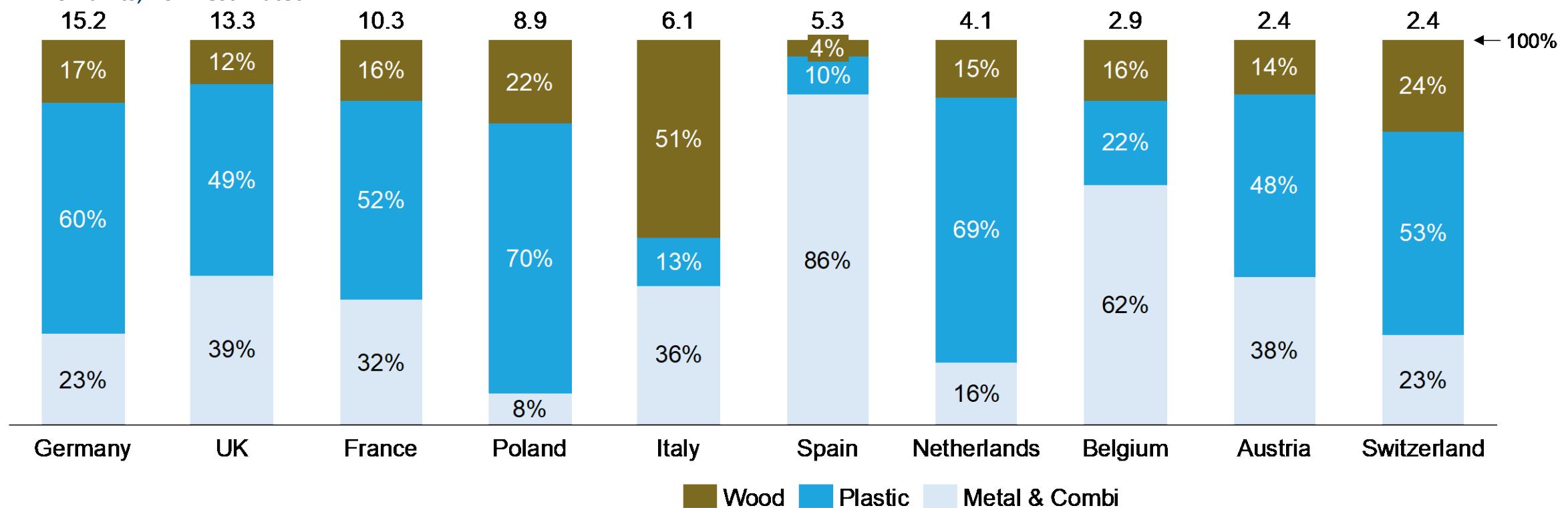


Relatively large spread also in material types

Opportunities and industry landscape within windows varies

Windows market size by material and country

Million units, 2022 estimated





Structured market and target evaluation

Monitoring development to guide efforts – example France

Market overview France

Large market with high proportion of detached dwellings

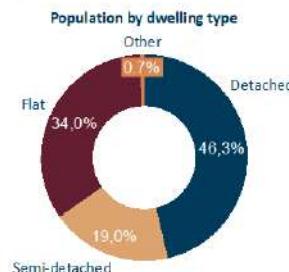


Sources: Eurostat, Statista, The World Bank, economy.com, World Atlas, Euroconstruct

Macroeconomic data (2021)		
GDP	€2.48 tm	
Population	67.1M	
GDP per capita	€37.0K	

Living conditions		
Urban	Quite high: 81%	
Housing stock	37.4M	
Avg sales price, existing resi	High: €3,385 per sq meter	

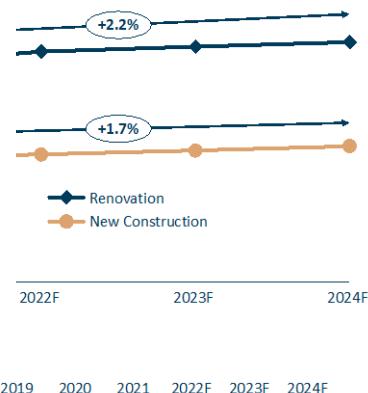
Sources: Euroconstruct



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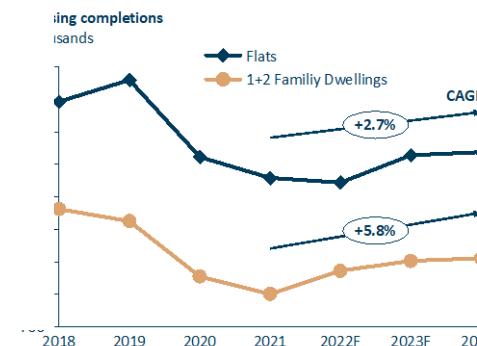
I new construction renovation growth



Sources: Euroconstruct

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Stock and completions



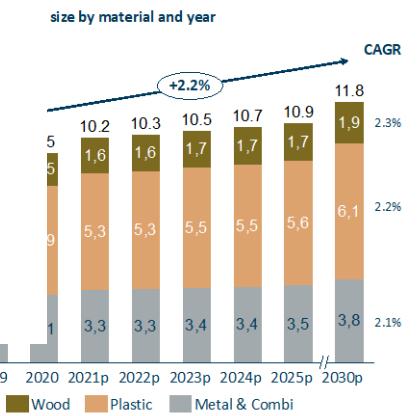
Source: Ceresana

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Growth further size by material and year



Conclusions on our M&A opportunity

Considerable potential for shareholder value creation

- The European market is very large and highly fragmented
- We have a proven track record of value creating acquisitions
- Whereas many of the markets show potential, some are more interesting to target so clear criteria applied for assessing market potential

KEY CRITERIA FOR ASSESSING MARKET POTENTIAL

GDP per capita

Share of single family homes

Home prices

Renovation potential

Market size

Target landscape





Proven synergies on several levels

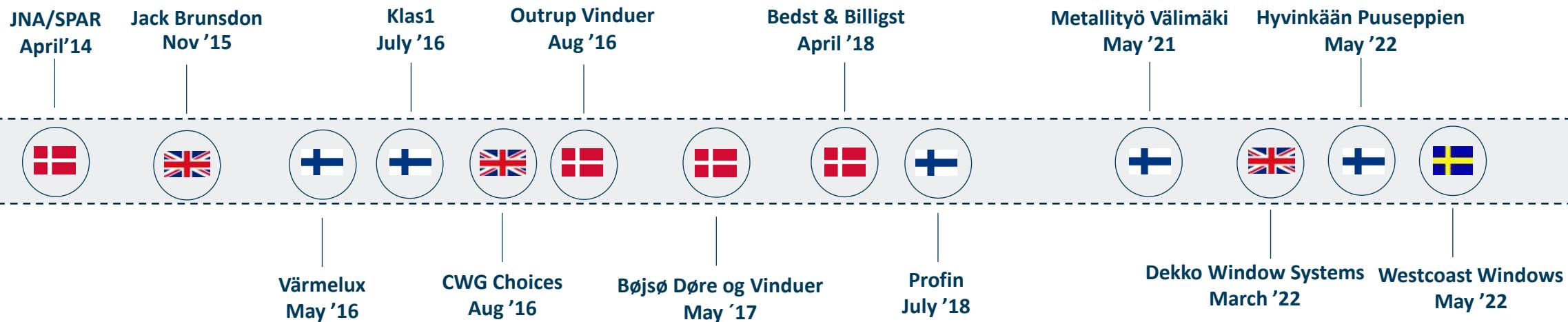
History proves clear potential for short term synergy delivery

Sourcing	Operational excellence	Commercial best practice	Organization and leadership	Other synergies
<ul style="list-style-type: none"> ▪ Direct material is typically ~50% of revenues ▪ Sourcing savings vary from a few single percentages up to north of ten percent depending on material type and geography ▪ Typically implemented within twelve months 	<ul style="list-style-type: none"> ▪ With 30+ plants in eleven different geographies we have a considerable bank of production best practice ▪ Best practice and benchmarking leads to efficiency gains ▪ “Lean by Inwido” rolled out to fuel continued efficiency gains 	<ul style="list-style-type: none"> ▪ A wide array of developed sales methodologies available across the group to be shared and implemented ▪ In existing geographies – leverage segment and price optimization to expand margins 	<ul style="list-style-type: none"> ▪ Targets are typically less developed in terms of organizational effectiveness and efficiency ▪ Leadership development creates better and more sustainable execution and hence results 	<ul style="list-style-type: none"> ▪ Product development and solutions shared bilaterally ▪ Best practice and shared resources in sustainable development driving improvement ▪ Incremental competencies within target organization leveraged in specific challenges and projects



A tried and tested model to be accelerated

Thirteen acquisitions since the year of the IPO



M&A priorities to realize our potential

Building on proven M&A capability



- 1 **Bolt-on selective Nordic acquisitions to utilize strong positions and management capabilities**
- 2 **Continued acquisition of UK businesses, mainly in the trade market, potentially with retail exposure**
- 3 **Large scale entry in one more European geography – in one go or with two to three rapid mid sized acquisitions**

Focused path towards our long-term ambitions

Three pragmatic elements in our strategy to capture the opportunities



- 1 Investments for continued growth in e-Commerce
- 2 Secure assortment relevance
- 3 Cement and protect strong segment positions in Scandinavia



- 1 Step change largest units' performance
- 2 Weather challenging markets whilst strengthening positions
- 3 Step changed leverage of synergies and best practice



Realize our inorganic potential in line with plan

Summary

- A solid platform with improved financial performance and a strong balance sheet creates resilience and opportunities
- Increasing European energy focus fuels energy renovation focus which creates opportunities
- Continued considerable efforts within value creating M&A, potentially at more attractive valuations
- A proven track record of rapidly adjusting our operations to fluctuations in volumes and remain prepared for any demand development scenario while protecting our margin



Future of homes in turbulent times

Jonna Opitz, Executive Vice President
Communications & Premium

From turbulent teens to an outright storm

- 2010:s: turbulent teens with the rise of authoritarian leaders, climate activism and migration waves in Europe.
- 2020s:
 1. Inflation, upward pressure on wages and increasing interest rates
 2. Global disintegration and war
 3. Handling consequences of actual climate change

➤ What can we expect from the next 5-10 years?



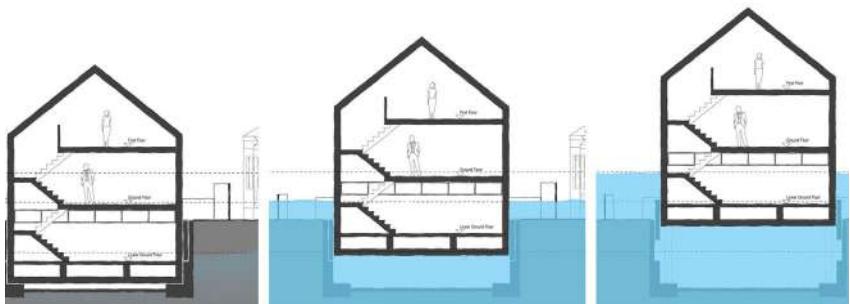
1. Energy on top of the home agenda

- Home renovation – from self-realization projects to financially beneficial initiatives
- 81% of Northern European homeowners believe it would be valuable if their home became more energy-efficient
- 60% of Northern European homeowners feel anxiety about the rising energy costs
- 79% state that it's important that the home consumes as little energy as possible, from a financial perspective



2. Reinforcing the castle

- 96% of Northern European homeowners see their home as very or fairly important in their lives
- Home renovations and improvements of the home are still seen as important investments. Since 2017, this view has become even more common, increasing from 71% to 77%
- 40% of Northern European homeowners are not confident that their home is well-prepared to handle all kinds of extreme weather events



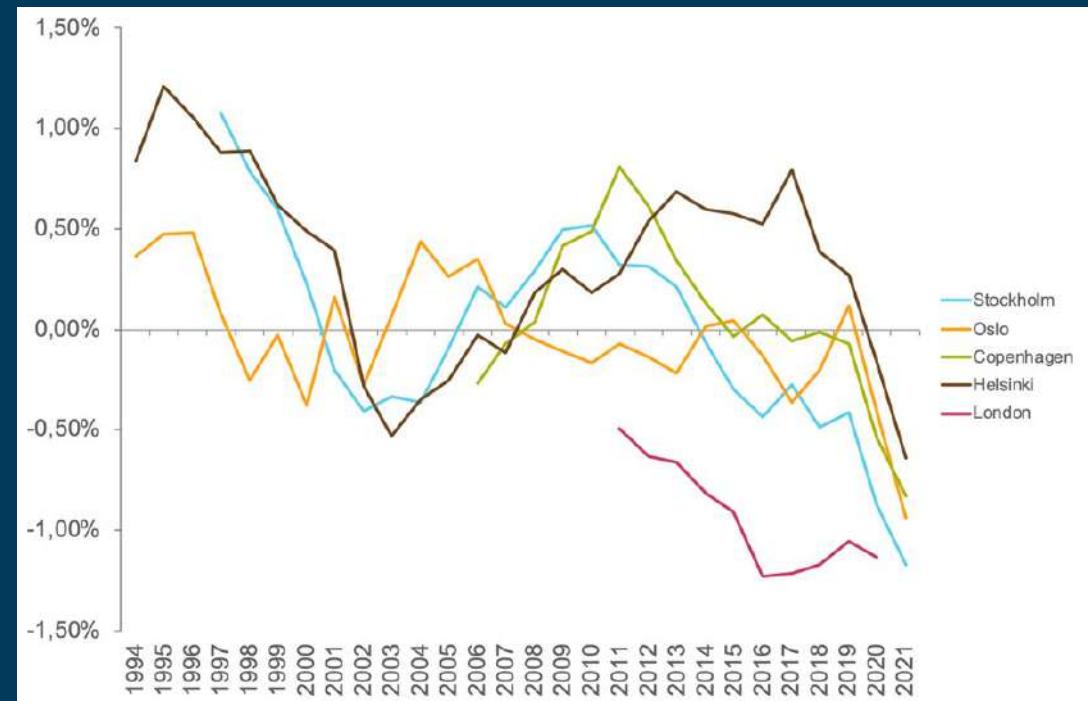
3. Green transition of home consumption

- 88% of Northern European homeowners have a sustainability aspect they are not willing to compromise on when buying windows and doors
- Durability and materials are most important to consumers, while carbon footprint and certifications are less interesting overall
- A majority of younger people state they have not been forced to shop less sustainably because of inflation



4. Counter-urbanization and second homes

- 30% of Northern European homeowners in metropolitan areas would rather live on the countryside
- However, the migration goes from city to suburban areas within commuting distance
- Suburban homeowners are overrepresented among the people who spend most money on their homes
- 25% of homeowners also own a second home, making it an important market across the Northern European markets
- The share of people who will renovate their second home within the coming year is similar to the share who plan to renovate their main home



5. Consumers take and lose control

- 56% of Northern European homeowners under 35 believe that apps are great in order to feel in control of the home
- Younger generations consider their current interest in the energy prices to resemble an obsession, likely driven by usage of tracking apps
- Homeowners who like using apps to stay in control of their homes also tend to be open to the idea of using AI tools for home decision support



Conclusions

- Fundamental home values are rock solid
- Short term home consumption will be characterized by the anxious financial environment and focused on energy saving spending
- Long term stable home consumption and heading towards a sustainable harmony
- Counter-urbanization is a trend but we don't fully let go of the city – spending follows
- "Smart" is taking off – in the shape of "home intelligence" rather than gadget-centered



e-Commerce

Bo Overgaard Christensen,
Executive Vice President e-Commerce

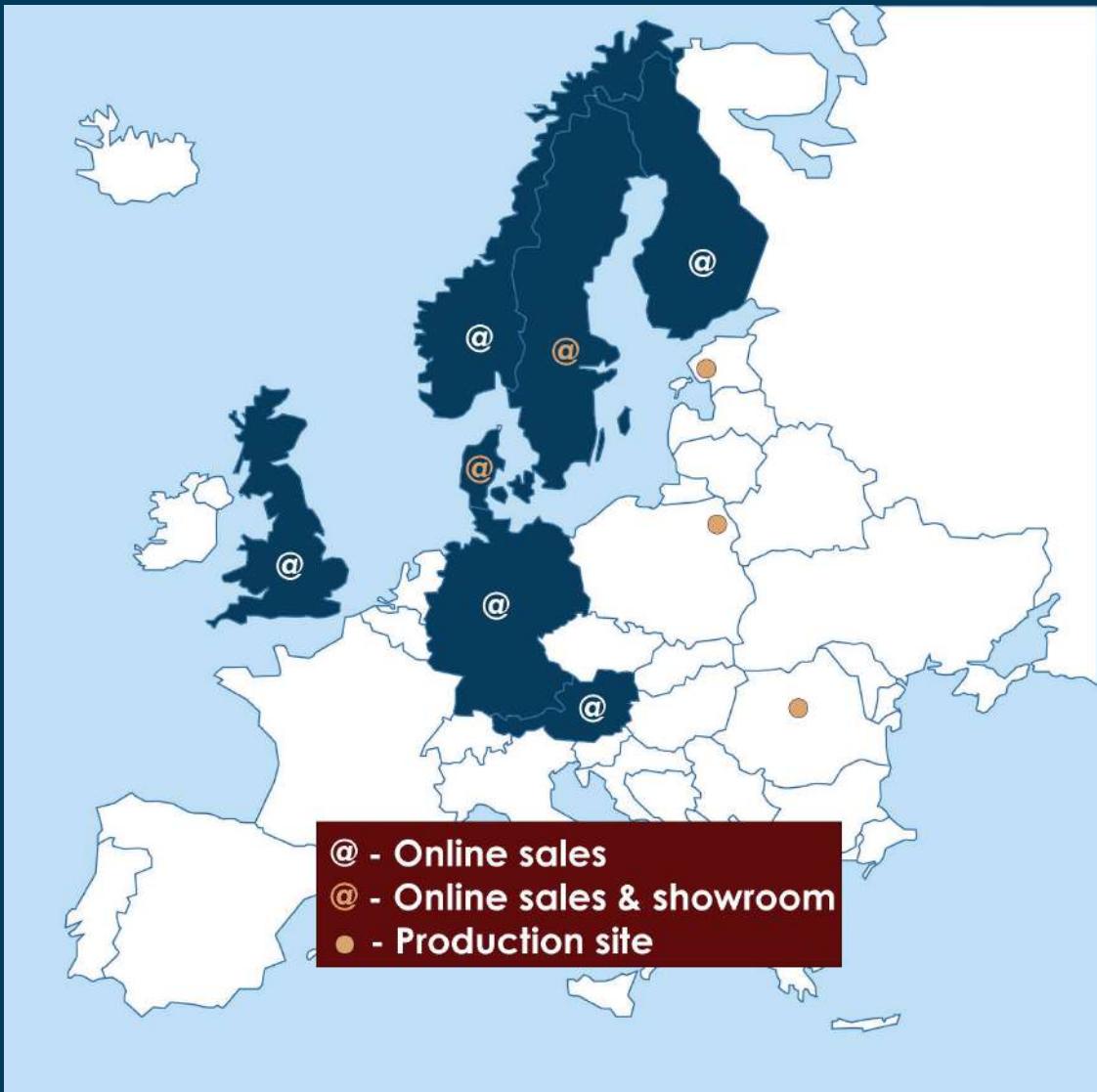
Introduction

- Bo Overgaard Christensen, EVP Business Area e-Commerce
- 30 years of experience in selling windows direct to consumers
- Started in JNA/Spar Group 1992
- A part of Inwido since 2014
- MD – Business Unit JABS Group



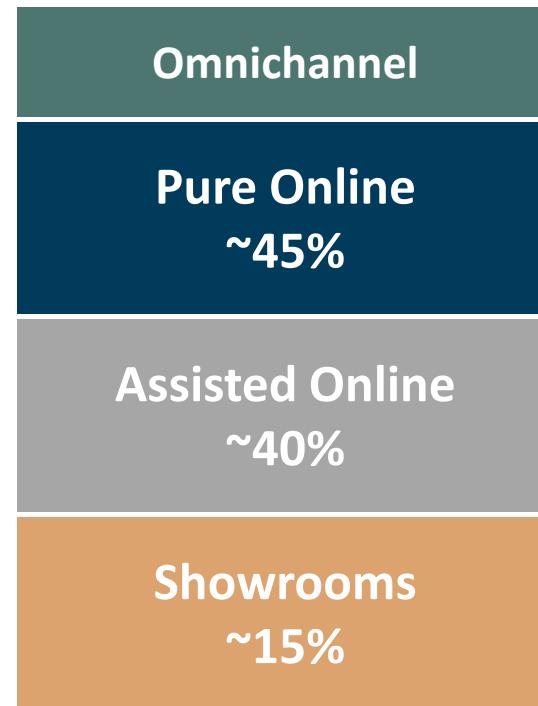
Business area e-Commerce

- 800 employees located in 6 countries
- 11 online brands in 7 countries
- 3 production sites
- We produce windows and doors “wood” and “wood/aluminum”
- We source “Composite” and “PVC” products from external suppliers



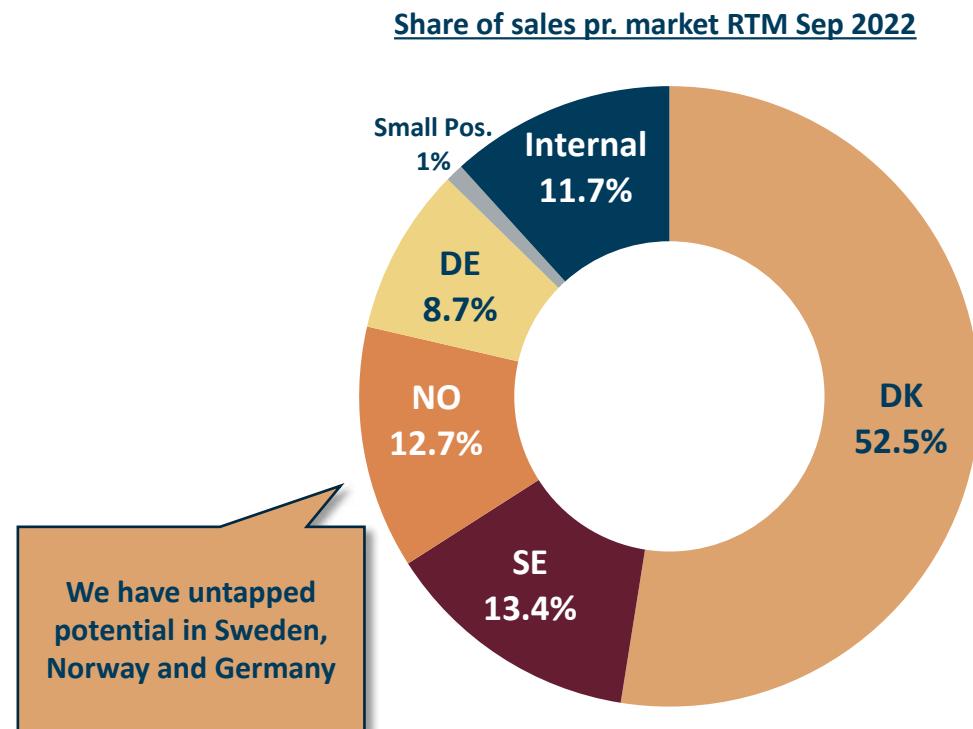
Our platform - channels and customers

- The core of our business is our e-Commerce platform
- We have developed the same platform for all our brands in all markets
- Today we have an omnichannel business model
- We are positioned in the value end of the market
- We sell direct to customers and mainly DIY
- Our average order size is 3,7 units and ~15.000 SEK
- ~16% of our customers are returning within 12 months

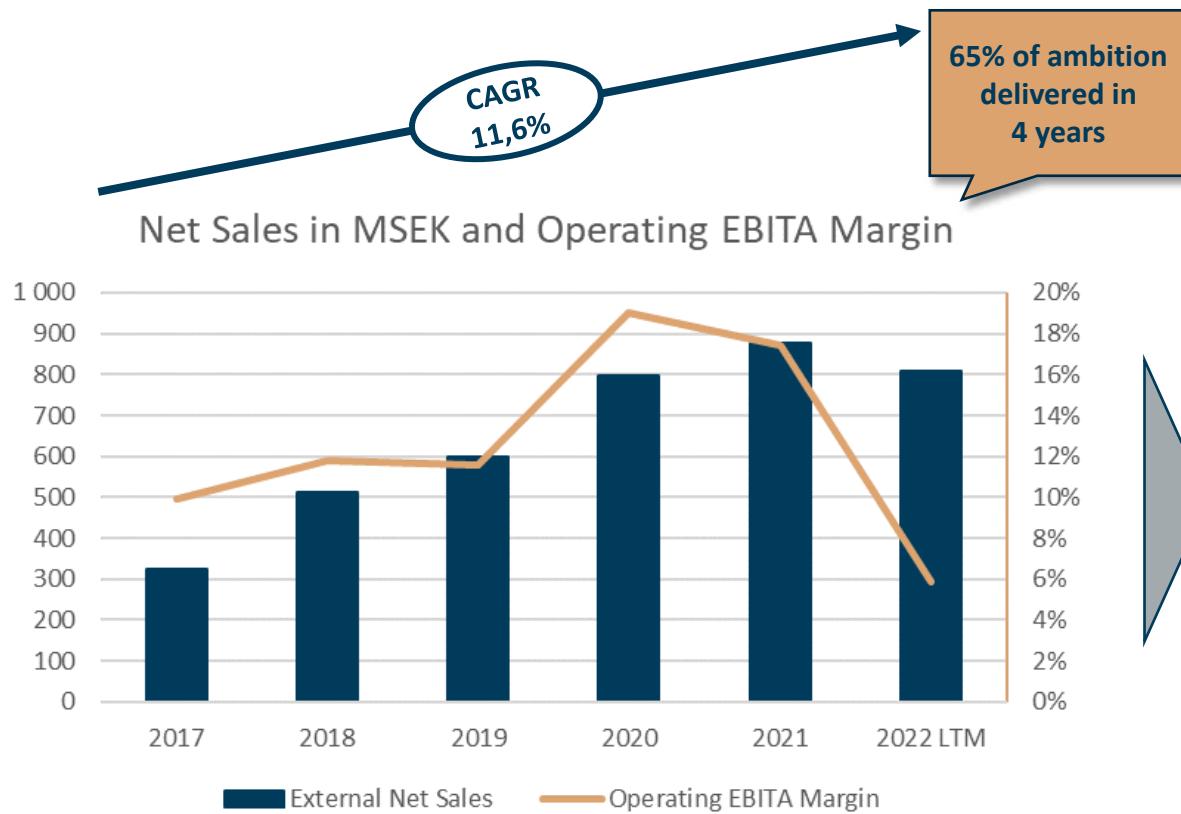


Our markets and positions

- **In Denmark**, we have a clear market leader position
- **In Sweden and Norway**, we have strong e-Commerce positions
- **Germany**, is our “Emerging market”
- **Our Small Positions**, requires focus and potential to be evaluated
- **Opportunity for new Market Entry**, an e-Commerce platform easy to scale
- We have multi brand approach in Denmark, Sweden and Norway
- We have a strong leading position in the value end of the market



Follow up on **x2** ambition presented on CMD 2019



Ambition Level

External Revenue

x2

Ambition presented on Capital Markets Day 2019

Future priorities and ambition level: Double the business

Key drivers for future performance

x2

- External revenue
- OP EBITA

External revenue, DKKm

Year	External revenue (DKKm)
2017	255
2018	372
2019R12	426

Op EBITA vs Current Group average

-

+

+

Challenging 2022 for e-Commerce

- We have made two large machinery installments in 2022
- Challenges with the implementation on our largest site in Estonia
- We lost almost 40% of our capacity YTD Sep on the site in Estonia
- Production challenges and lost capacity are key drivers to weaker performance
- We are on our way back and today capacity is no longer a challenge
- The installment in Estonia is expected to be fully implemented during in Q4-22



e-Commerce outlook

- **We had double covid-boost:**
 - Increased interest in renovation
 - Online shopping to reduce the risk of becoming infected
- **Near term there are uncertainties** in the market with consumer confidence at record low levels in Europe
- **We have a strong position** and in uncertain markets we have previously seen consumers seeking toward the value end of the market
- According to Inwidos new trend report **58% of homeowners prefer to make home improvements themselves** in order to save money
- **The trend for increased e-commerce in the long term is strong** and the increased focus on energy-efficiency improvements means that we have a very optimistic view in a longer perspective



Summary

- 2022 has been a challenging year for e-Commerce
- Near term there are uncertainties in the market
- We have a strong position in the value end of the market
- There is increased focus on energy-efficiency in the market
- We have untapped potential in Sweden, Norway and Germany
- We have new market entry opportunities
- We have a scalable e-Commerce platform



Sustainability

Lena Wessner,
Executive Vice President HR, Organisation &
Sustainability

Sustainability is in the heart of our business model

- Every window and door contribute to less energy consumption and lower carbon dioxide emission
- To be a safe and developing employer is one of the cornerstones to our culture
- Our Sustainability Compass supports our ambitions as a responsible corporate citizen and helps us prioritize and highlight sustainability efforts



We give more than we take



The Inwido approach to sustainability



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Sustainable business drives sustainable value



Be an environmental friend



We need natural resources to do responsible business

Be a good place to work



Empowered colleagues make a difference

Be a responsible business



Aligning with society creates more opportunities

Inwido's sustainability compass

Be an environmental friend

Why?

We need natural resources to do responsible business



Be a good place to work

Why?

Empowered colleagues make a difference



Be a responsible business

Why?

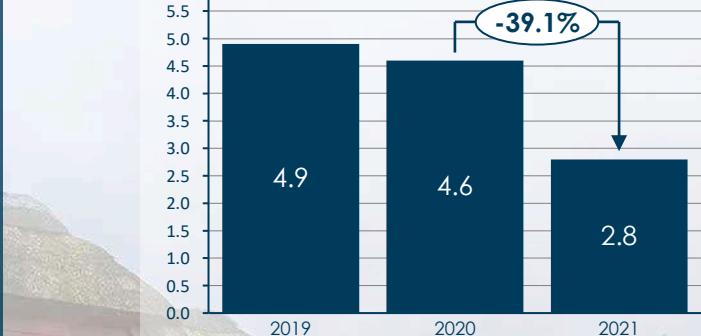
Aligning with society creates more opportunities



Inwido's 9 sustainability KPI's

The result of our work in 2021 and Q3 2022

- CO₂e emissions (scope 1 and 2)
- Energy consumption
- Wood from sustainable forestry
- Equality in management
- Short- and long-term sick leave
- Hazardous and non-hazardous waste
- Accidents (with lost working days)
- CoC for suppliers (direct material)
- Discrimination and harassment (new)



Raising the bar on our sustainability journey

- Committing to Science Based targets November 2021 to meet the Paris agreement 2050 – scope 3 screening on-going
- We have an ambition to be 75% Taxonomy aligned for windows & doors sales by 2030 and we reached 61%, 2021*
- Hiring Head of sustainability development gives both sharpened focus and more time for follow-up, supporting BU's
- Introduced two new public KPIs reported in our Annual Report 2021:
 - Hazardous and non-hazardous waste
 - Number of discrimination and harassment cases

Inwido long term ambition – carbon footprint

"Our ambition is to reduce our carbon dioxide emissions with 50 percent by 2030 and be carbon neutral by 2050"

Scope 1 & 2

Summary

- More focus on sustainability and added resources to strengthen our ambition
- Good trend on our KPI's and added two new
- Long term ambition – our carbon footprint
- Science based target commitment – scope 3 screening
- We have an ambition to be 75% Taxonomy aligned for windows & doors sales by 2030



We give more than we take

Why?

Sustainable business drives sustainable value

Today and for future generations



Scandinavia

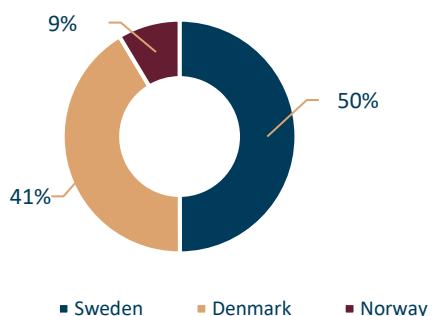


Mads Storgaard Mehlsen,
Executive Vice President Scandinavia

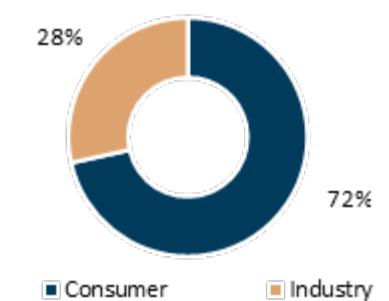
Scandinavia overview

- Market leading positions
- Net sales of SEK 5 billion LTM Q3 2022
- Operating EBITA margin of 14.5% LTM Q3 2022
- Approx. 2,320 employees
- To some extent consolidated markets

External net sales split between countries, LTM (SEKm)



External net sales split between market segments, LTM



Scandinavia in numbers

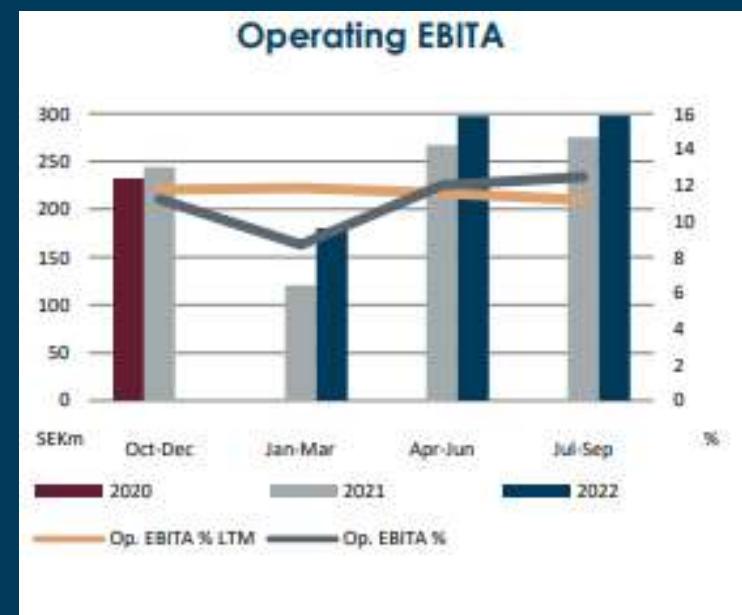
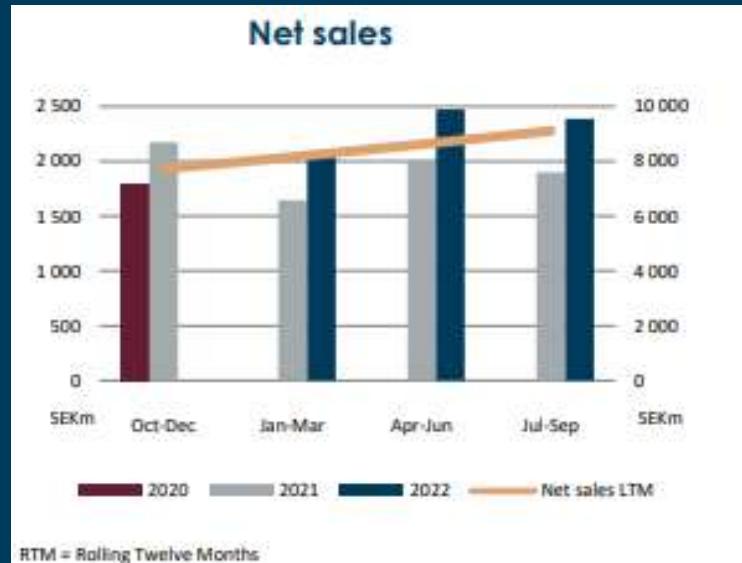
Good growth and defended margins

2022 achievements:

- Net sales Q3 YTD SEK 3,800 million (3,068), Q3 SEK 1,265 million (996)
- Operating EBITA Q3 YTD 14.7% (13.8), Q3 16.2% (16.1)

Drivers:

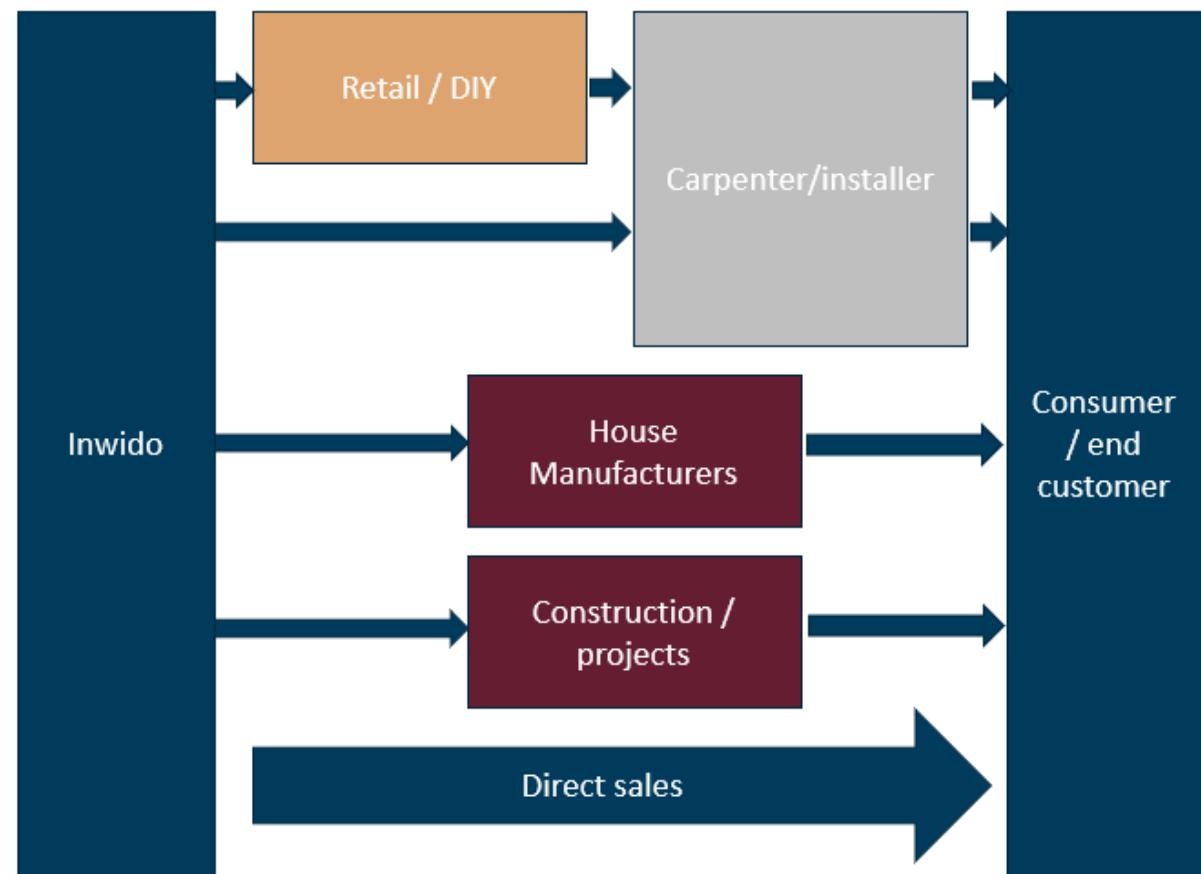
- Continued strong sales growth and successful efforts to offset rising energy costs and defend margins
- Favorable markets in general H1. In Q3 softened activity and order intake decreased by 2 percent
- Latest acquisition, Westcoast Windows AB, contributes positively from day one



Scandinavia

Routes to market

- Presence in chosen profitable segments in each market/country
- Individual brands with their own genuine value proposition
- Agreements with all major retailers and some DIY
- “Showroom” supported sales in most market segments



Continued drive towards growth ambitions

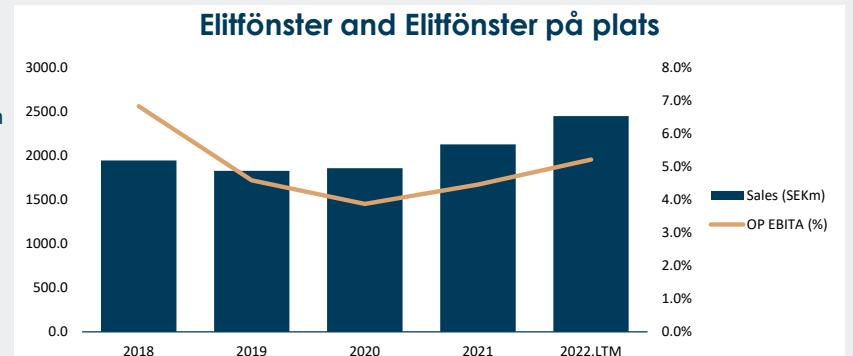
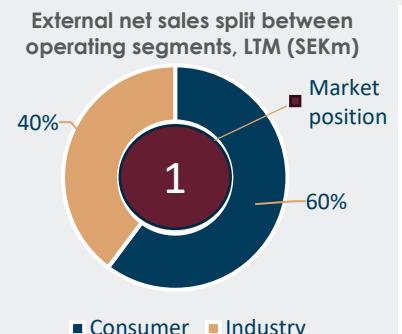
Three pragmatic elements in our strategy

- Leverage our strong base to continue long term profitable growth
- Strategic though smaller M&A:s within niche or premium market
- Manage challenging markets with cash/cost focus and defend market shares to fuel future growth



Sweden

- Market leading position with strong brands in a rather consolidated market
- Elitfönster is by a wide margin our largest business unit and positioned as “best in tests”
- Efficient, flexible and scalable production sites
- Sustainability within product offering
- Premium products and niche brands with unique sales positions
- Product configurator assisted sales
- Energy efficient products



Denmark

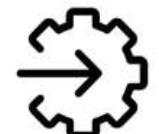
- Strong and profitable position
- Active in the profitable segments within the market
- Focus on less volatile parts – consumer/renovation
- Customer promise focus on reliability with a market leading service setup
- Digital approach supporting customer journey and direct customers
- Highly effective, flexible and profitable business units



Quote proces



Overview



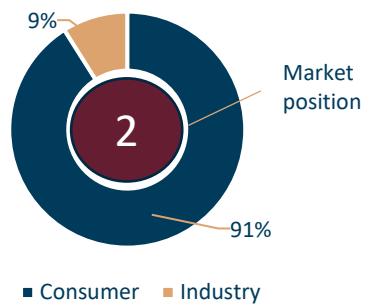
Integration



Delivery

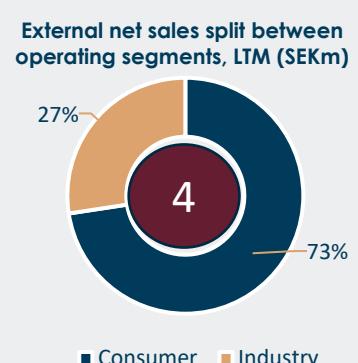


External net sales split between operating segments, LTM (SEKm)



Norway

- Was a turnaround case – now a mature business
- Continued growth and strengthened profitability
- Clear customer focus and setup in the value proposition
- Challenging the norms in a rather conservative market
- Flexibility within the supply setup
- Competitive products and profitable offering
- Digitally supported customer journey



Summary

- Strong foundation with some large, scalable and flexible production units
- Focused on driving value for our customers
- Proven service concepts and value propositions
- Simplification drives efficiency, ownership and focus
- Good cash generation
- Even with more challenging market conditions – still room for growth and improved profitability

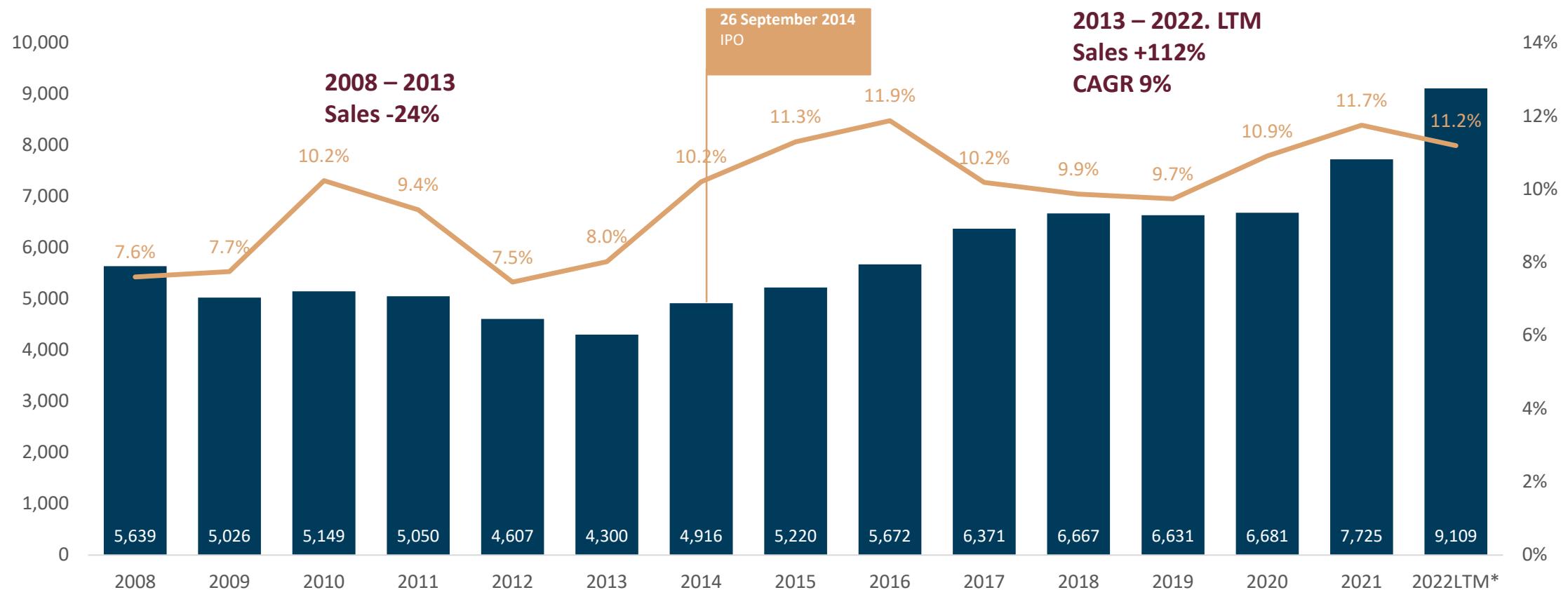


Finance

Peter Welin, CFO & deputy CEO

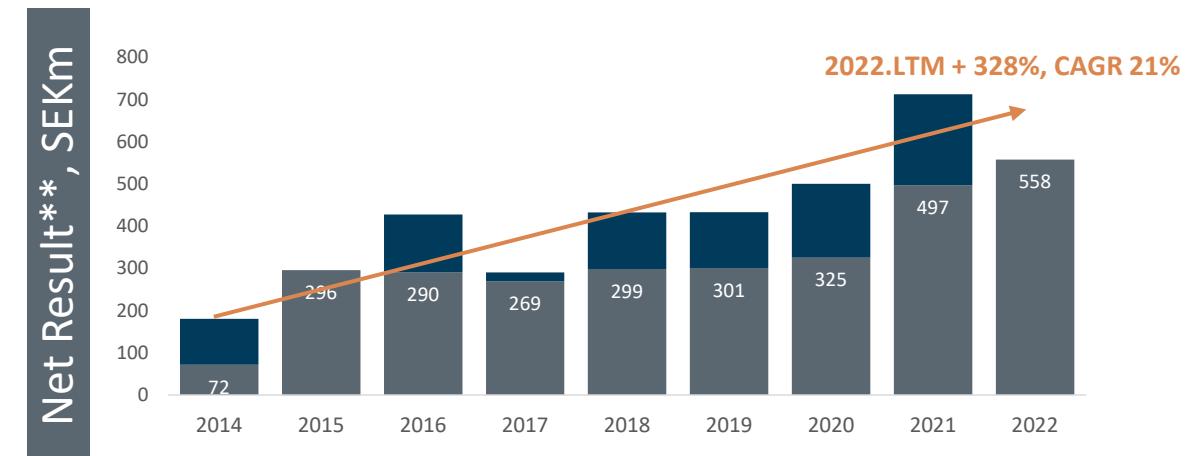
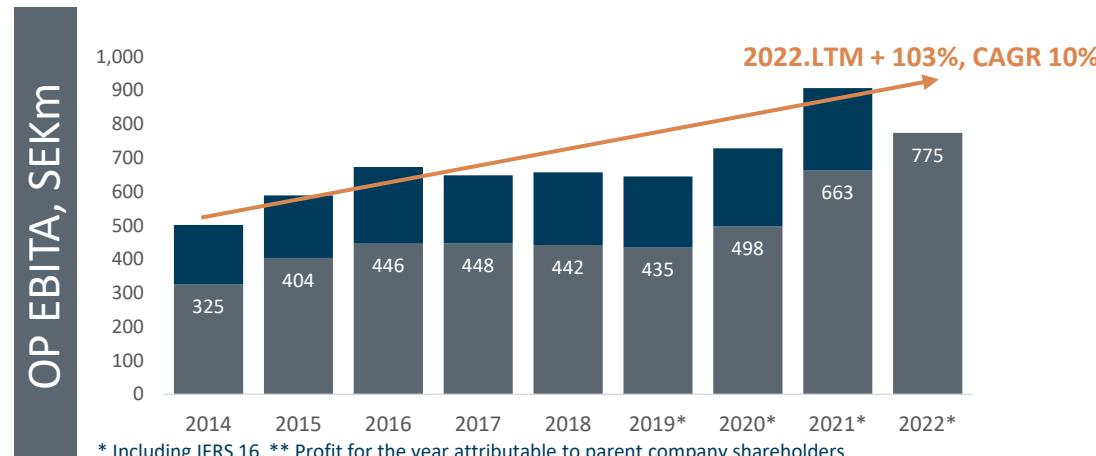
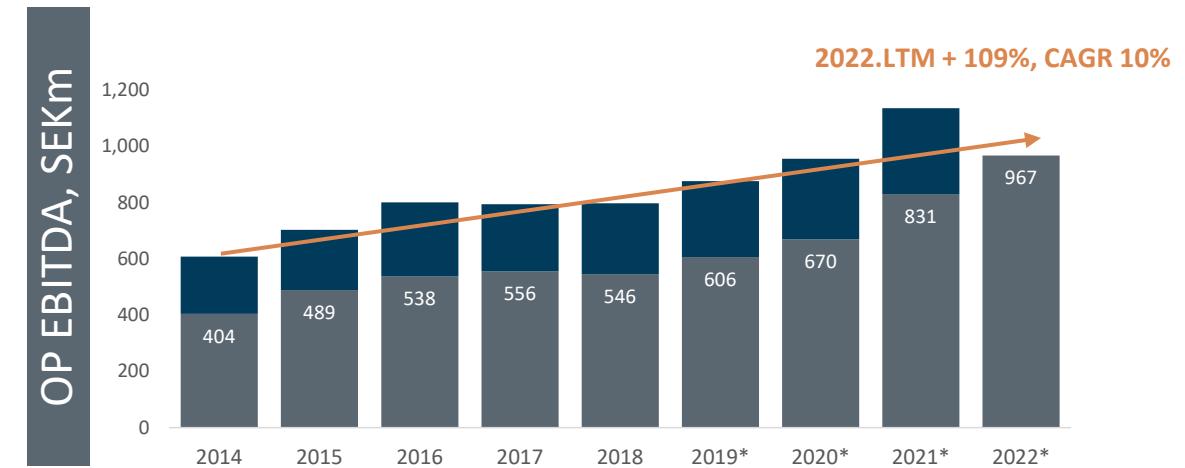
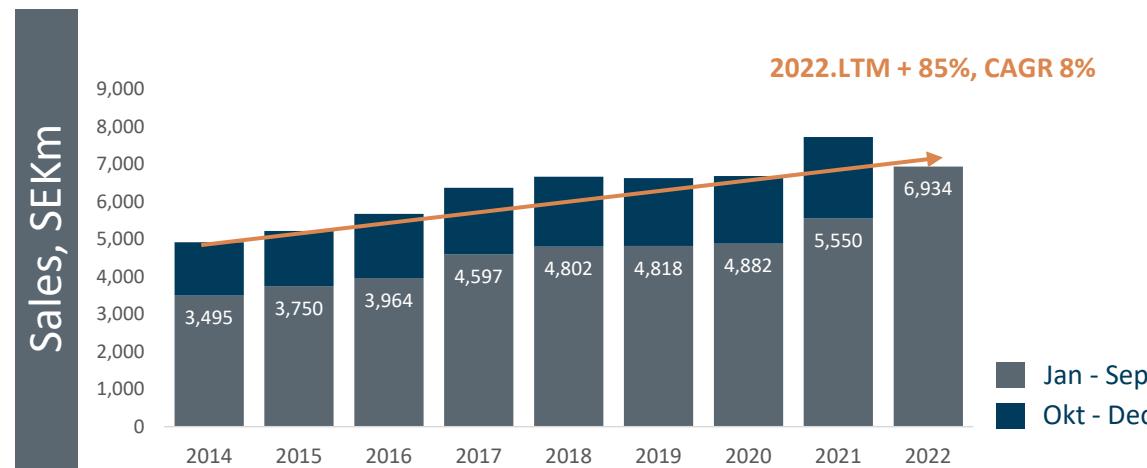
Strong financial track record and EPS x 4 times since IPO

Inwido development since 2008, Sales (SEKm) and OP EBITA (%)



Robust performance since IPO (September 2014)

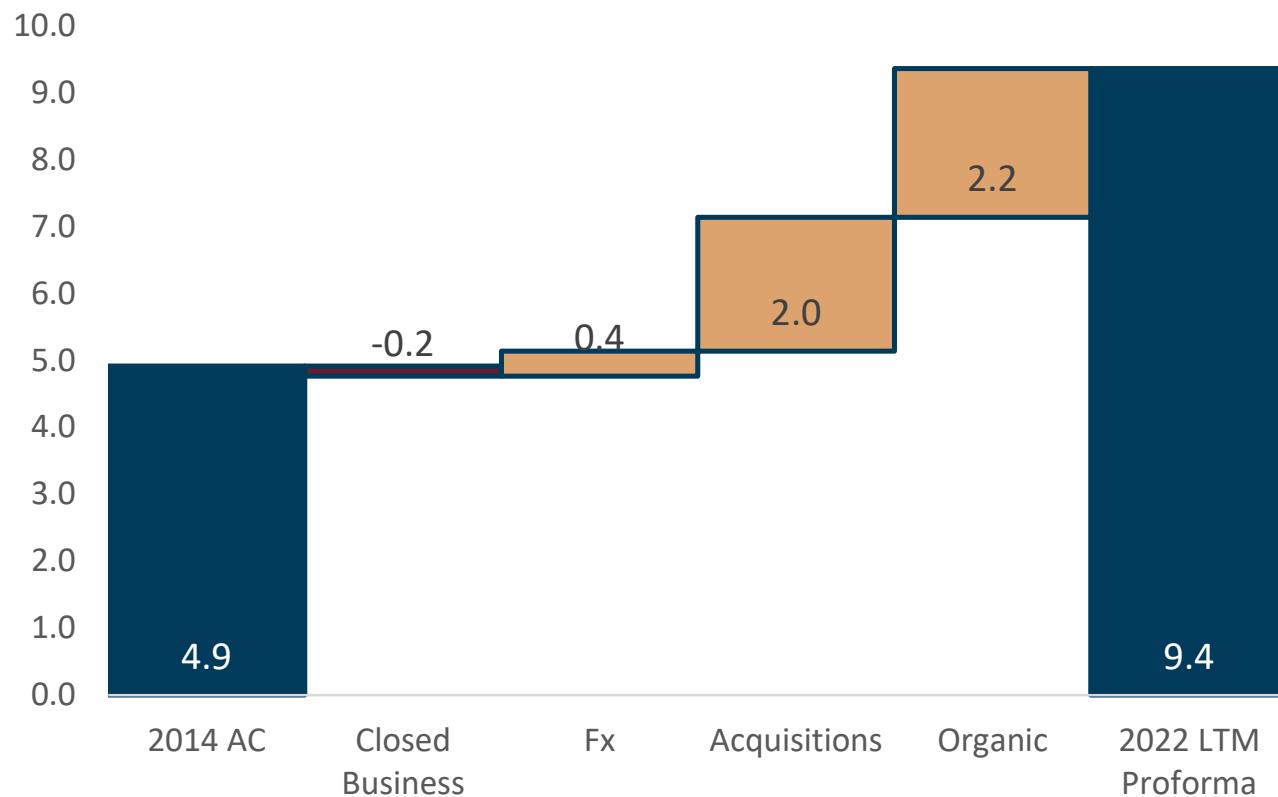
January – September 2022 best performance for the Group



Sales development since IPO to 2022.LTM (Pro Forma)

Organic CAGR of 4%, fx separated, acquired sales of SEK 2bn

Sales, SEKbn, from 2014 – 2022.LTM (Pro Forma)



Financial targets

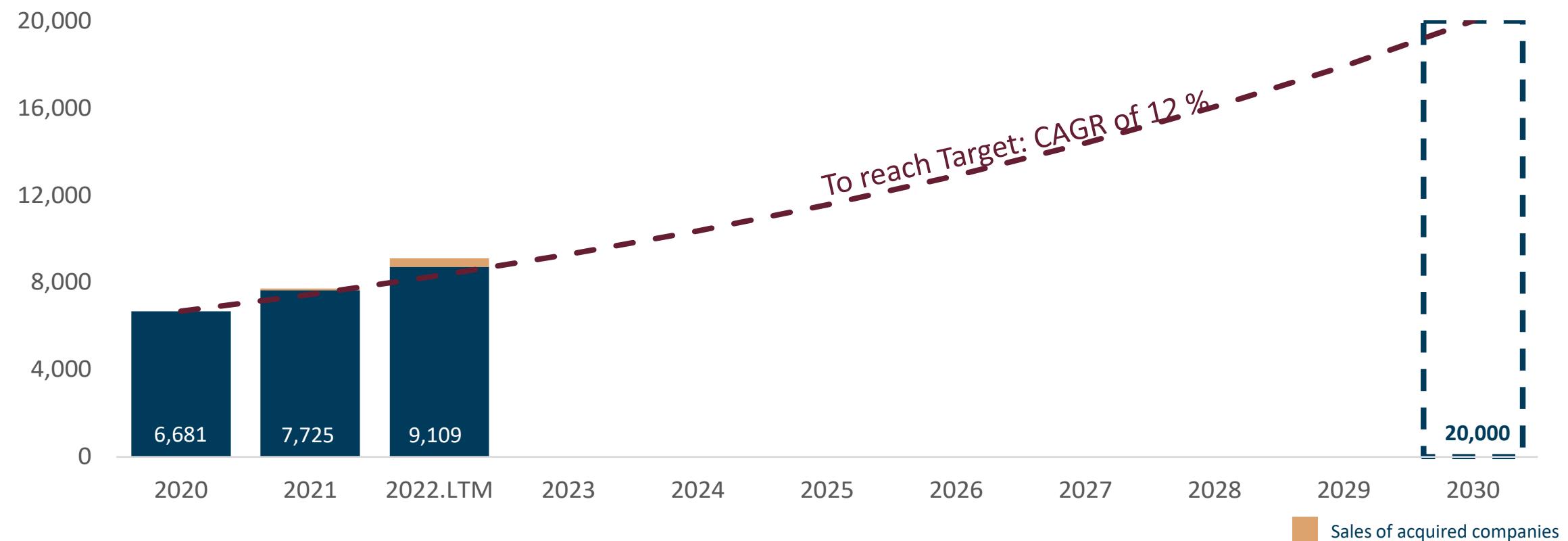
Good progress towards long term financial targets

		Outcome 2022 LTM (September)
Revenue	SEK 20 billion by 2030	SEK 9.1 billion + 25 % January - September
Profitability	>15% Return On Operating Capital	17.9%
Capital	Net Debt in relation to Operating EBITDA <2.5x	0.8x
Dividend	Approximately 50% of Net Profit	50% Dividend payment of SEK 6.15 May 2022

Net sales growth target – SEK 30bn in 2030

CAGR of 19% since 2020 whereof acquisitions 3%

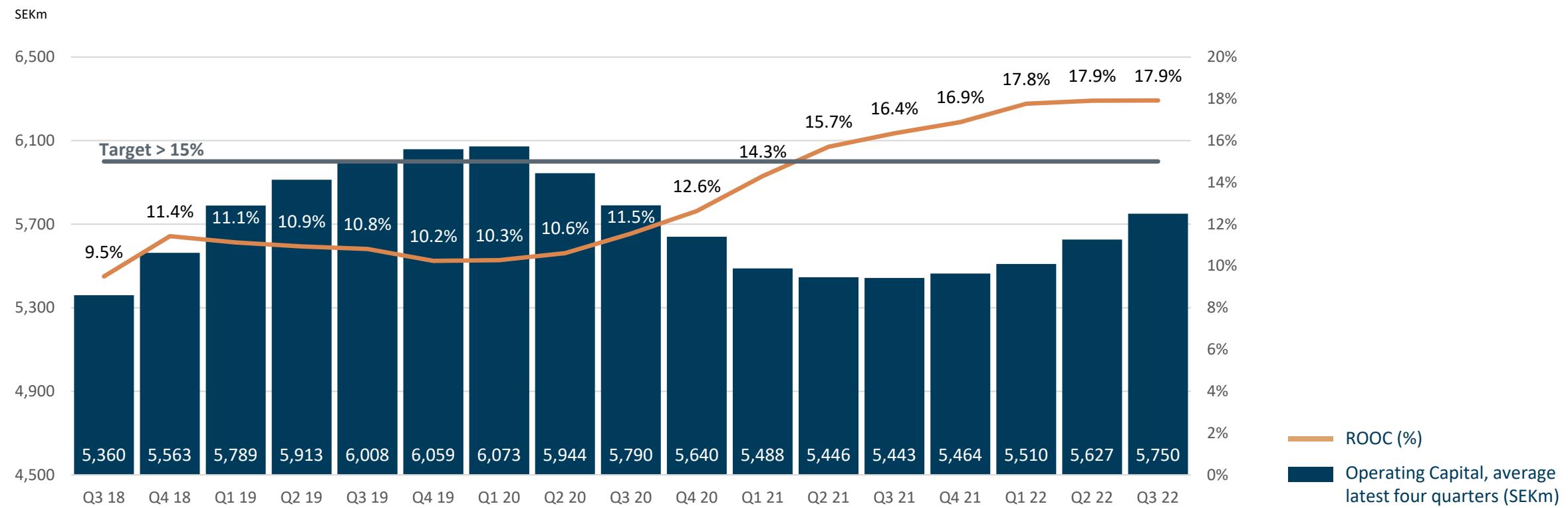
Sales, SEKm – sales of acquired Business Units separated



ROOC continued improvements since 2019

Acquisitions behind increased Operating Capital in 2022

Average Operating Capital and ROOC

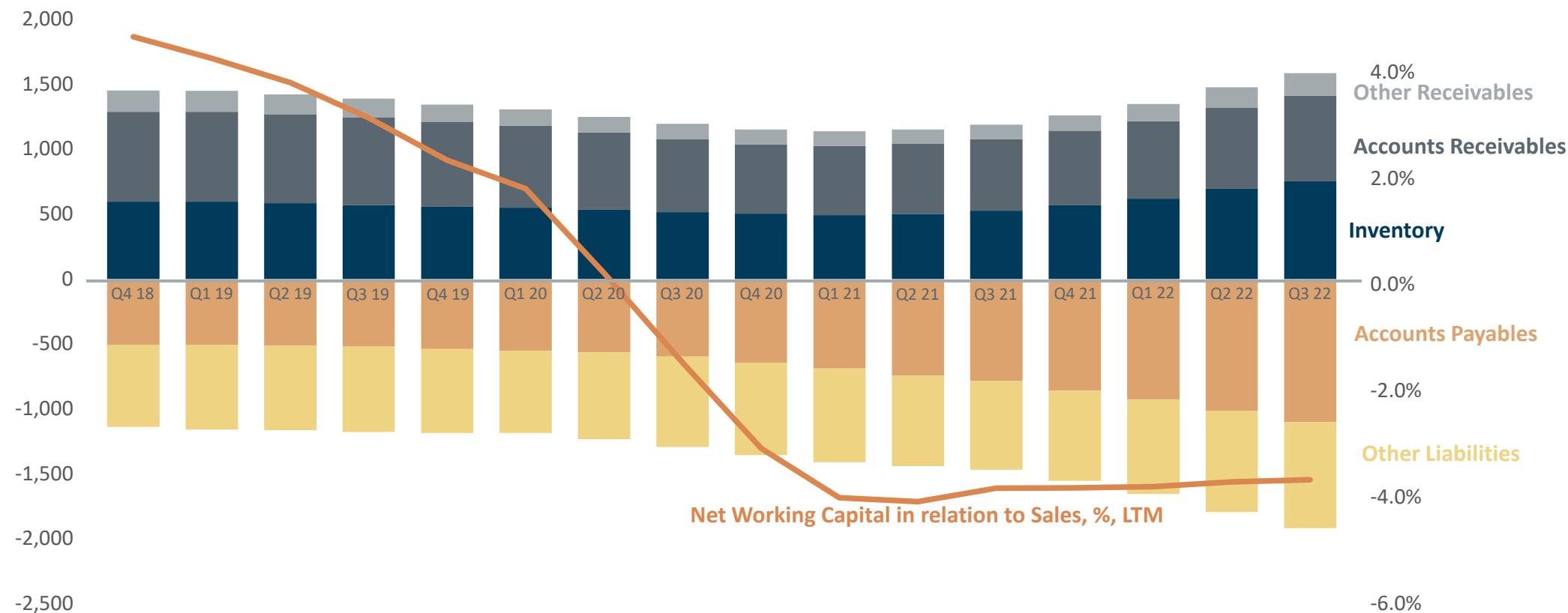


ROOC defined as: EBITA, rolling 12 months (RTM), as a percentage of average operating capital (average calculated based on the past four quarters).

Operating Capital defined as: Total assets less cash and equivalents, other interest-bearing assets and non-interest-bearing provisions and liabilities including taxes

Net Working Capital decrease until 2021, then stable
 Average Net Working Capital in % of sales has been improved by 8% units

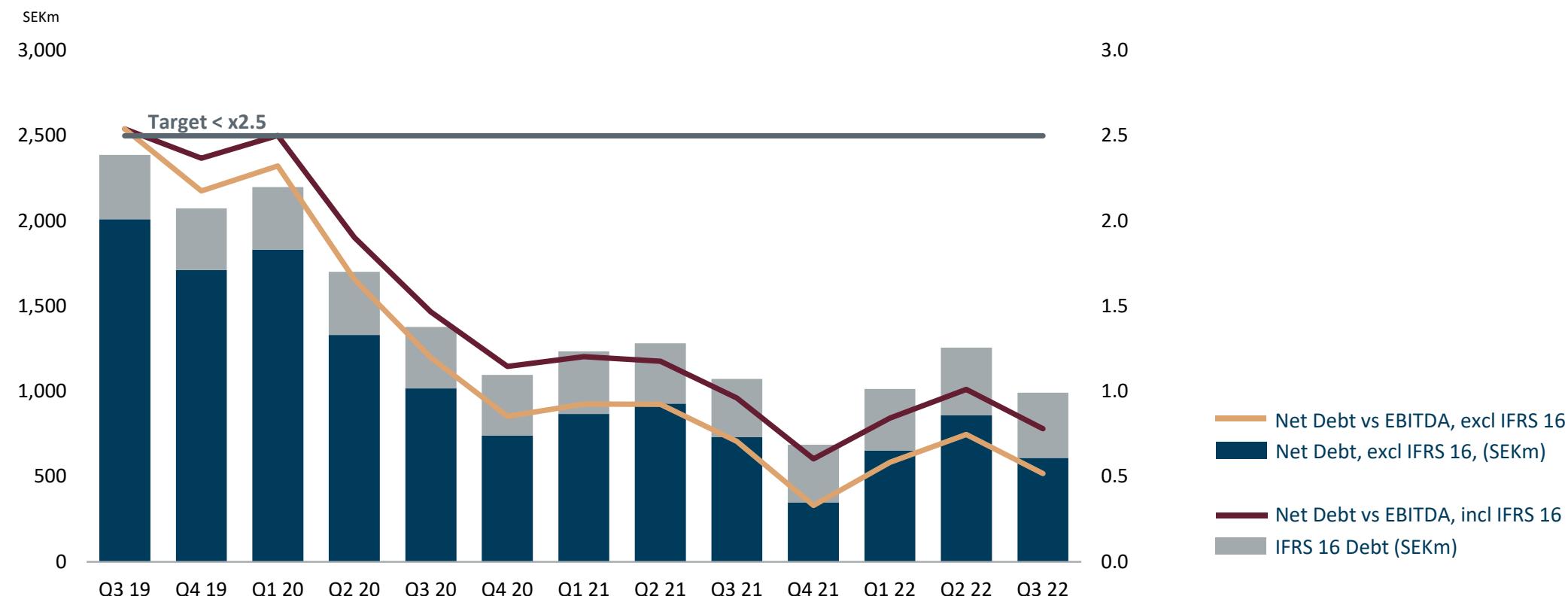
Average Net Working Capital (per quarter), SEKm, and in % of Sales LTM



Net Debt has decreased by SEK 1.4bn since 2019

Liquidity and leverage headroom for acquisitions and investments

Net Debt and Net Debt in relation to OP EBTIDA



Dividends since 2014 (payment the year after)

In total SEK 1.4bn since the IPO 2014, no payment for 2019 due to Pandemic

Dividend per share and in % of Net Result



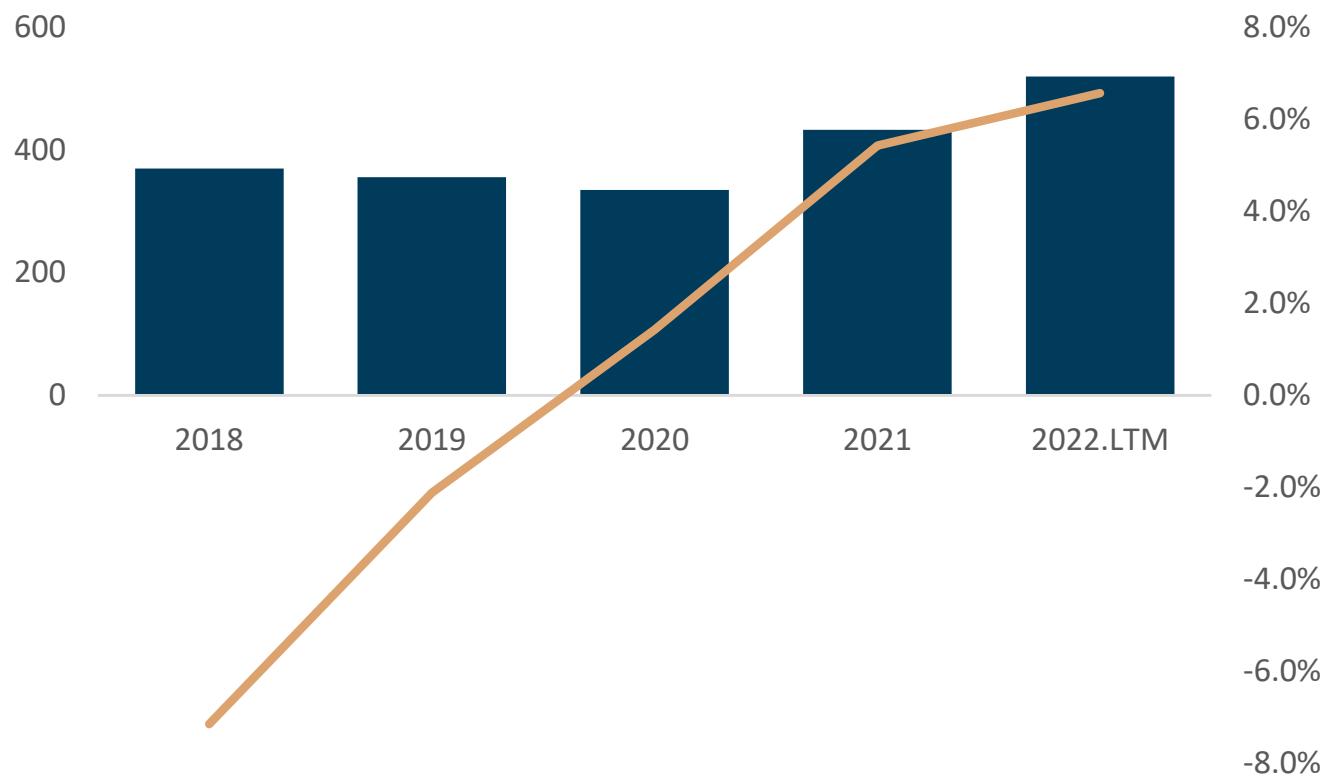
Target

Inwido aims to pay its shareholders an annual dividend corresponding to approximately 50 percent of net profit. However, Inwido's financial status in relation to the target, cash flow and future prospects shall be taken into consideration.

“Red-list” Business Units with negative results LTM

Through project Simplify loss making Business Units were identified (“Red-List”)

Sales and OP EBITA for companies on the “Red-list” in 2018



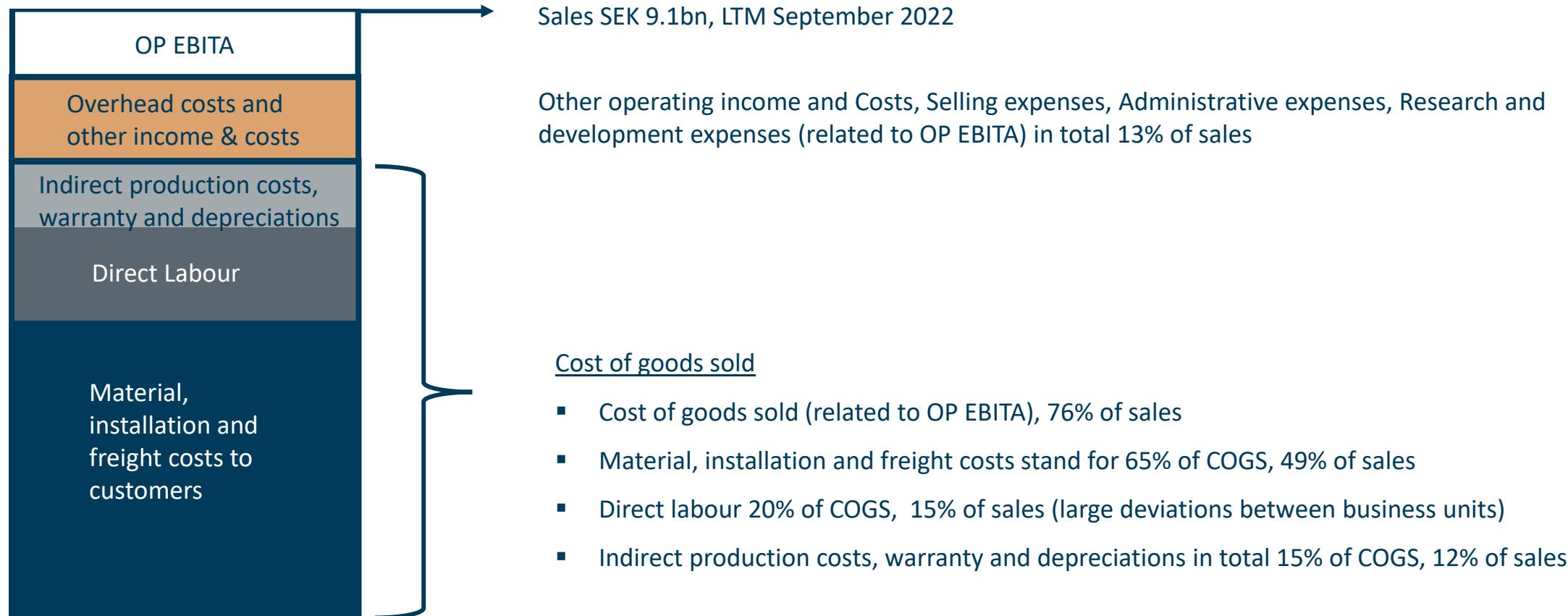
Five business Units were identified with combined sales of SEK 370m and an OP EBITA margin of – 7.1%.

These five Business Units have today combined sales of SEK 520m with an OP EBITA margin of 6.6%

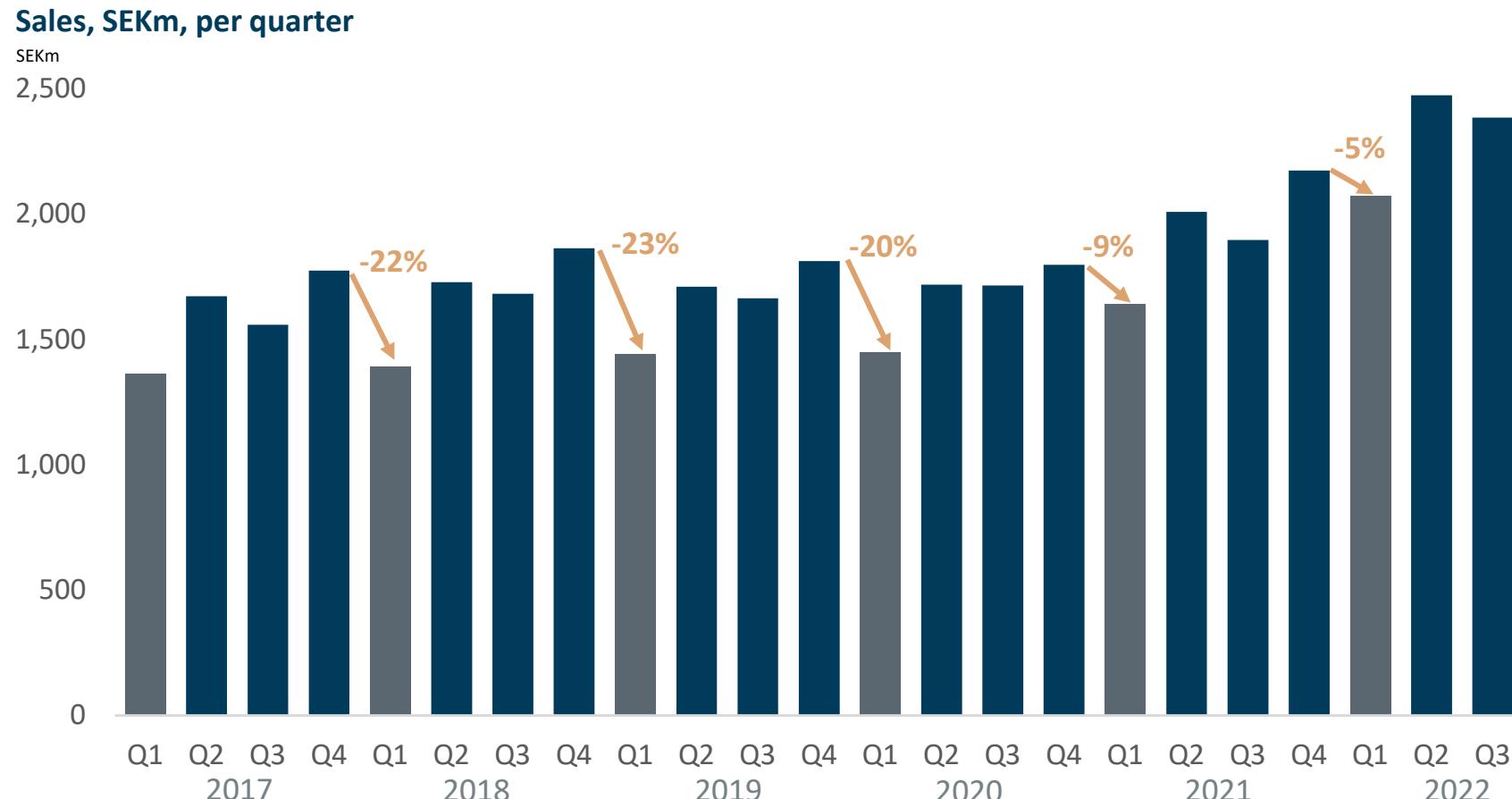
Operational costs of Inwido (OP EBITA), majority variable

About 50% of sales are material, installation and freight costs to customers

Operative costs down to OP EBITA, LTM September 2022

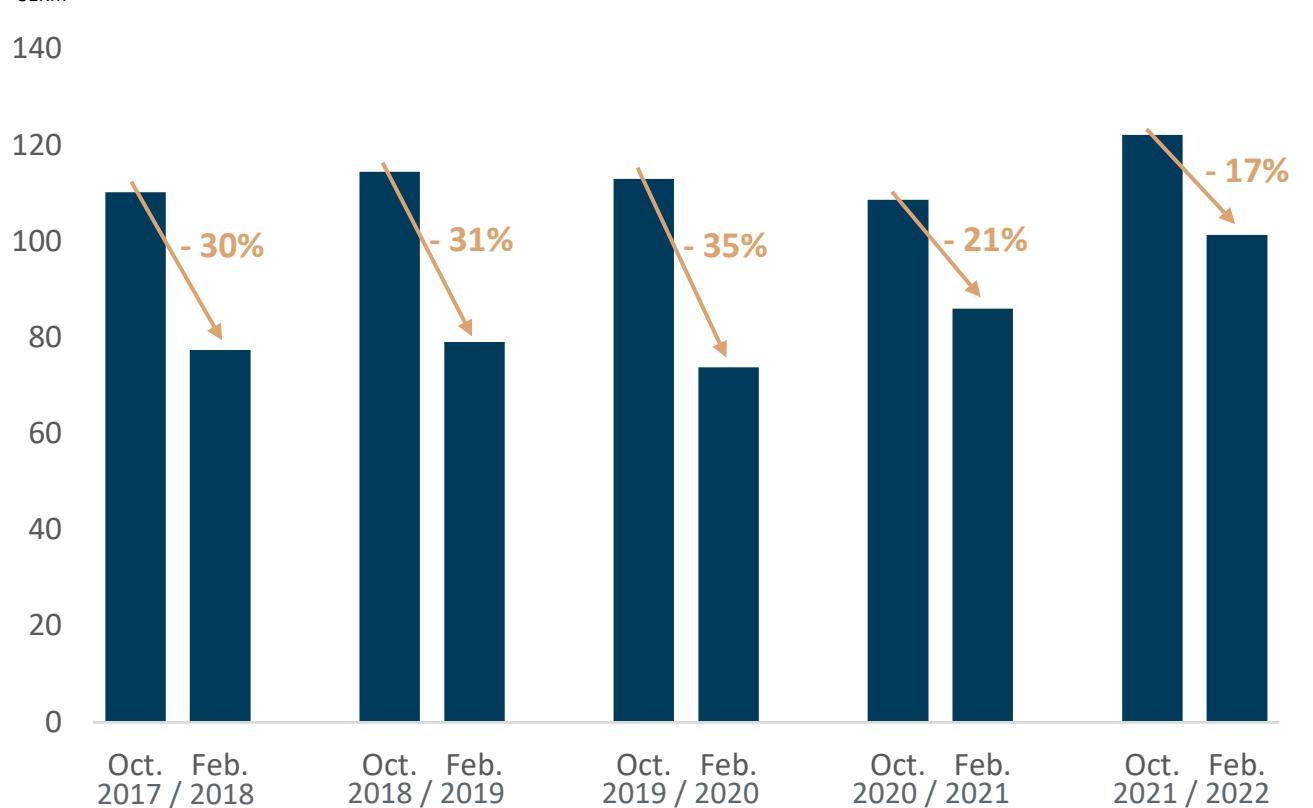


Business with seasonality, lower during the pandemic
Large degree of consumer sales, thus lower sales December - March



To reduce capacity / costs is normal due to seasonality
Less reduction in beginning of 2021 and 2022 due to less seasonality

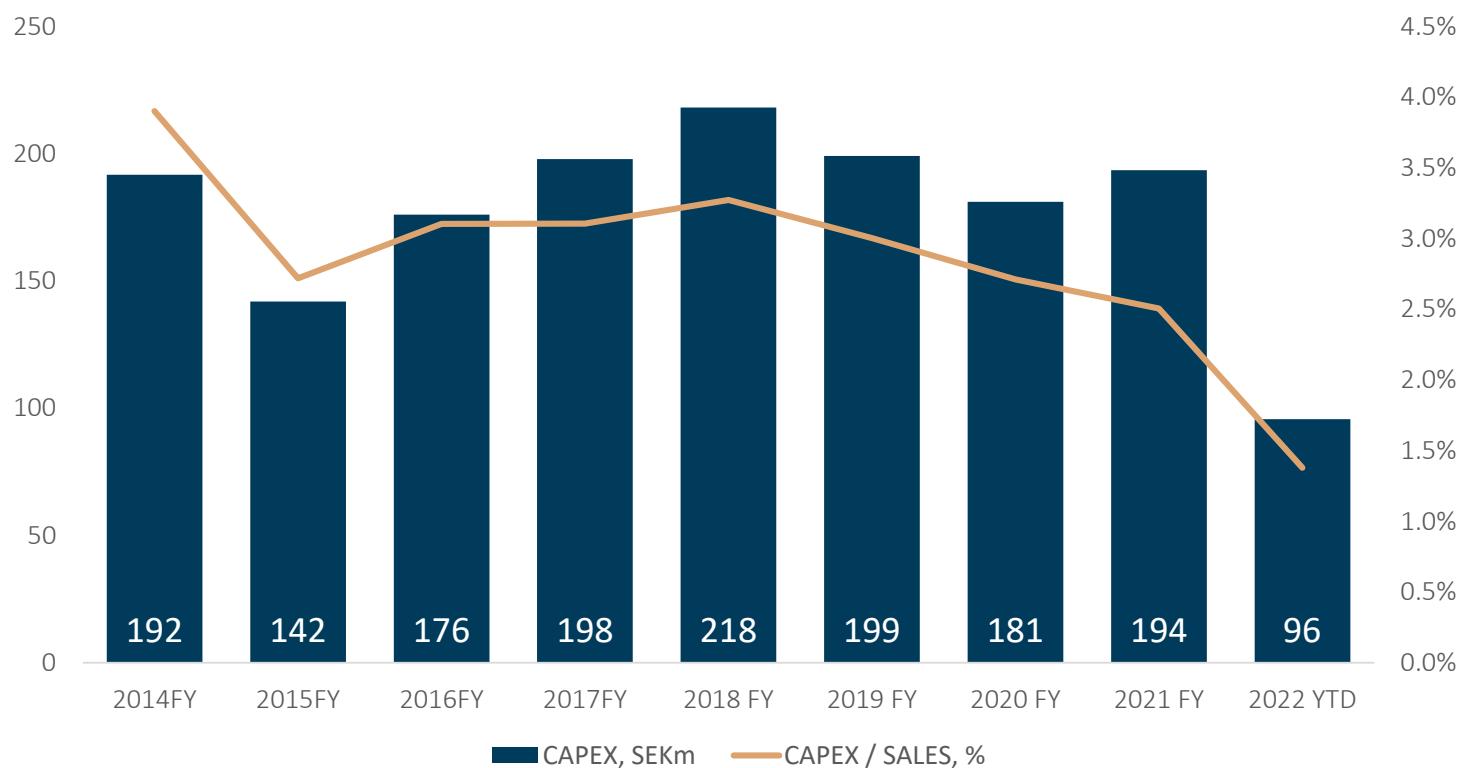
Direct Labour, SEKm, October compared to February



Capex on a lower level last years – will increase again
Covid pandemic and long delivery times have impacted capex levels

Capex (SEKm) and Capex / Sales (%)

SEKm



Scandinavia

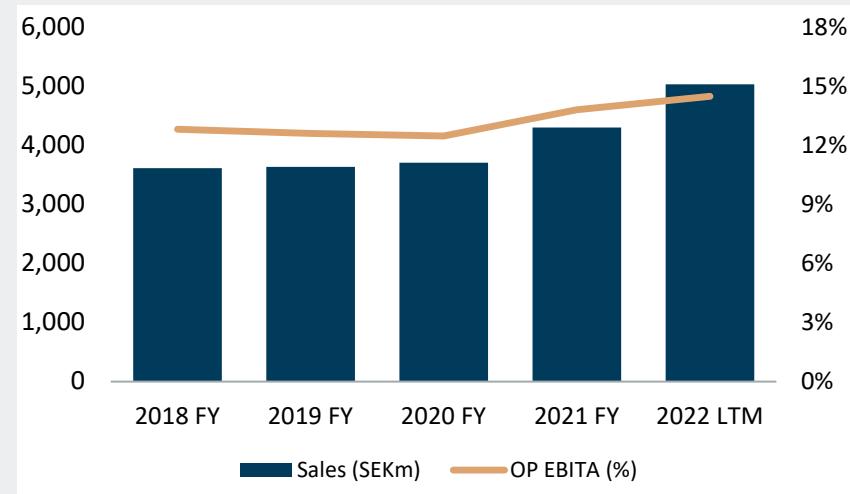
Continued improved margins

LTM September 2022

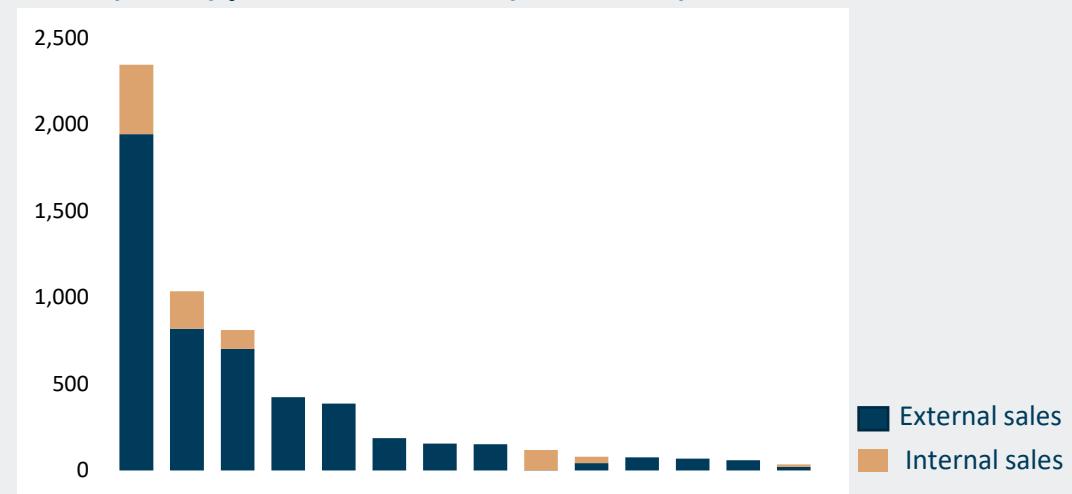
Sales	SEK 5,035m
Op EBITA (%)	14.5%
Number of Business Units	14
Consumer share, external sales	74%
Main sales channels	Retail, 49% Middleman, 25% Construction, 10%
CAGR 2018 – 2022.LTM	9%
Markets	Sweden, Denmark, Norway



Sales (SEKm) and OP EBITA (%)



Sales (SEKm) per Business Unit (Pro Forma)



Eastern Europe

One Business Units stands for 77%

LTM September 2022	
Sales	SEK 2,313m
Op EBITA (%)	7.8%
Number of Business Units	8
Consumer share, external sales	61%
Main sales channels	Direct, 36% Construction, 35% House manufacturers, 13%
CAGR 2018 – 2022.LTM	6%
Markets	Finland, Poland



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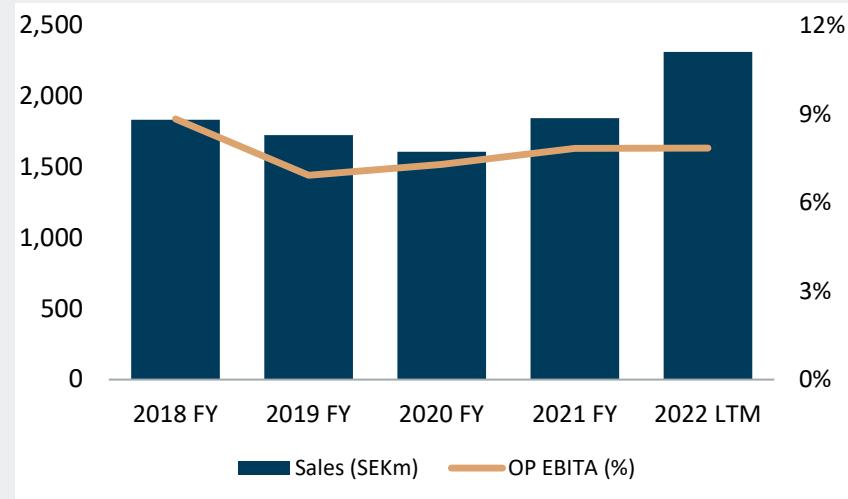


Metallityö VÄLIMÄKI OY



LÄMPÖLUX
Kerralsia parhaampiin puitteisiin.

Sales (SEKm) and OP EBITA (%)



Sales (SEKm) per Business Unit (Pro Forma)



E-commerce

Lower margin in 2022

LTM September 2022	
Sales	SEK 901m
Op EBITA (%)	5.2%
Number of Business Units	1
Consumer share, external sales	100%
Main sales channels	Direct, 88% Internal, 12%
CAGR 2018 – 2022.LTM	12%
Markets	Denmark, Sweden, Norway, Germany, UK, Finland and Austria



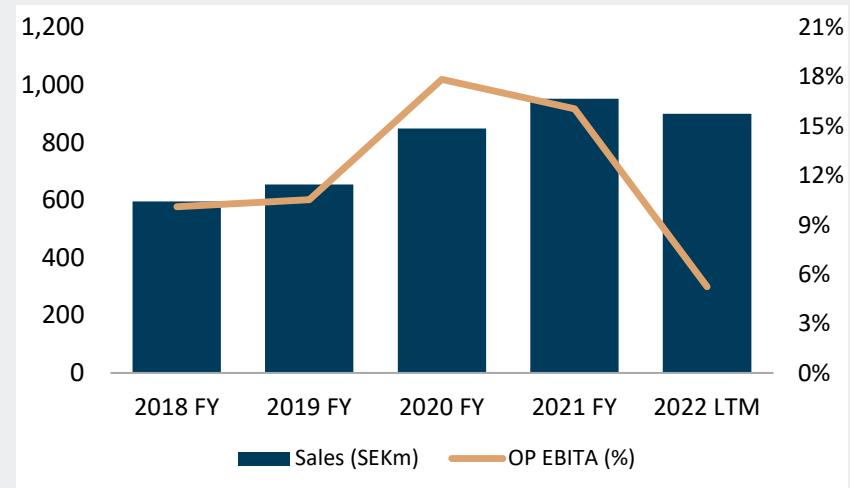
Bedst&Billigst

SPARVINDUER

BonusFönster

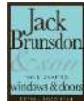
SPARFENSTER

Sales (SEKm) and OP EBITA (%)

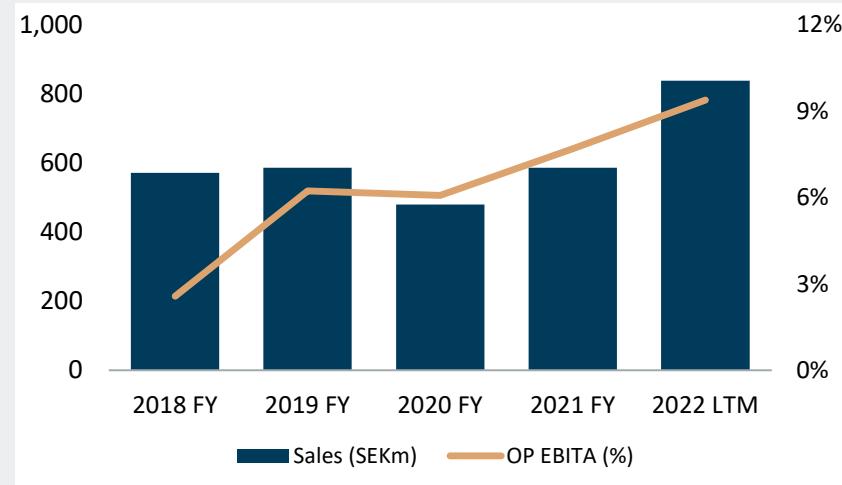


Western Europe

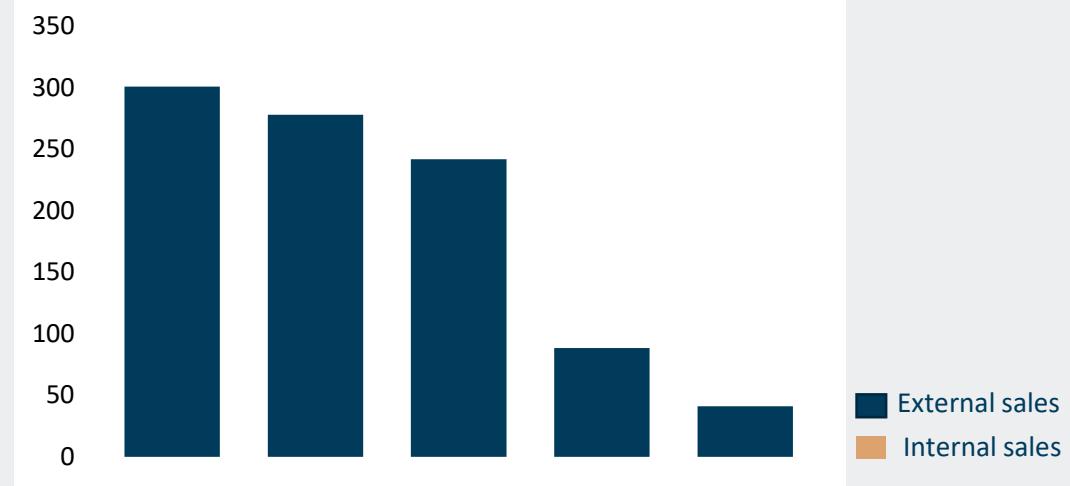
Improved margin and acquisition

LTM September 2022	
Sales	SEK 838m
Op EBITA (%)	9.4%
Number of Business Units	5
Consumer share, external sales	85%
Main sales channels	Middleman, 57% Direct, 23% Construction, 15%
CAGR 2018 – 2022.LTM	11%
Markets	UK, Ireland
ALLAN BROS. <small>Craftsmen of Timber Windows & Doors</small>	
	
	
	
	

Sales (SEKm) and OP EBITA (%)



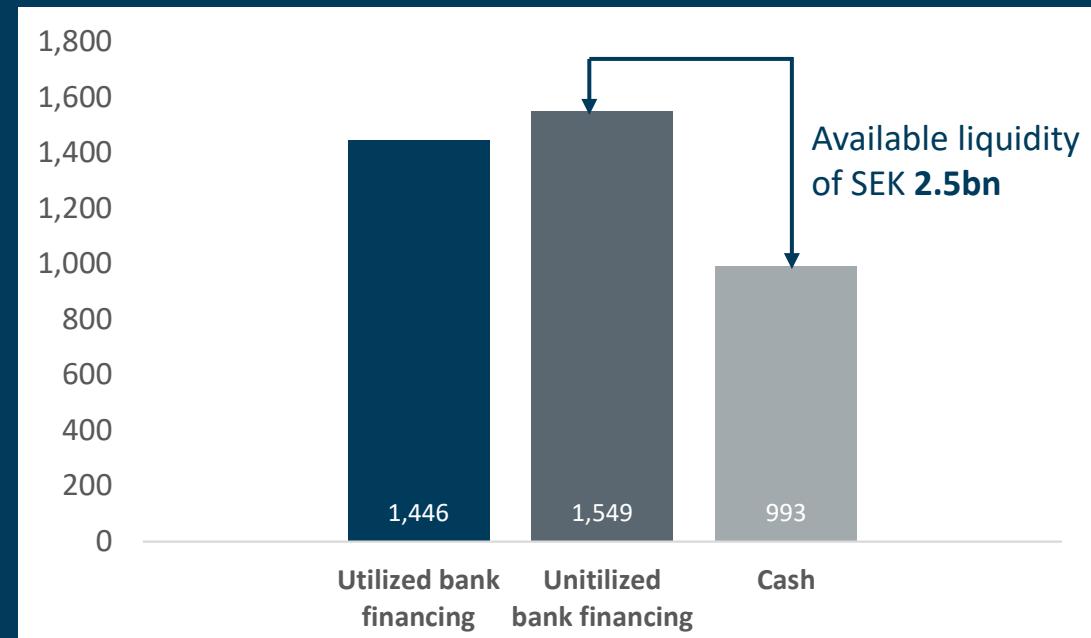
Sales (SEKm) per Business Unit (Pro Forma)



Liquidity to acquire sales of SEK 5bn

- Available liquidity of SEK 2.5bn
- Liquidity and balance sheet to acquire sales of approx. **SEK 5bn** based on normal profit multiples and margins.
- With acquired sales of SEK 5bn the Net Debt vs EBITDA will be below targeted level of x 2.5, based on the balance sheet September 2022.
- Future cash flows generations in 2023 – 2030 for further acquisitions to, together with organic growth, reach the target of SEK 20bn in sales year 2030.

Utilized and unutilized as per September 2022



Summary

- Performance exceeds long term targets
- Considerable improved margin and results since the IPO
- Increased cash flows from improved results and reduced working capital
- Strong financial situation and liquidity to secure future growth



Questions?

Upcoming events

February 7 – Year-end report 2022

April 24 – Q1 report 2023



Download or order your copy of Inwido's Annual and Sustainability Report 2021 at inwido.com

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