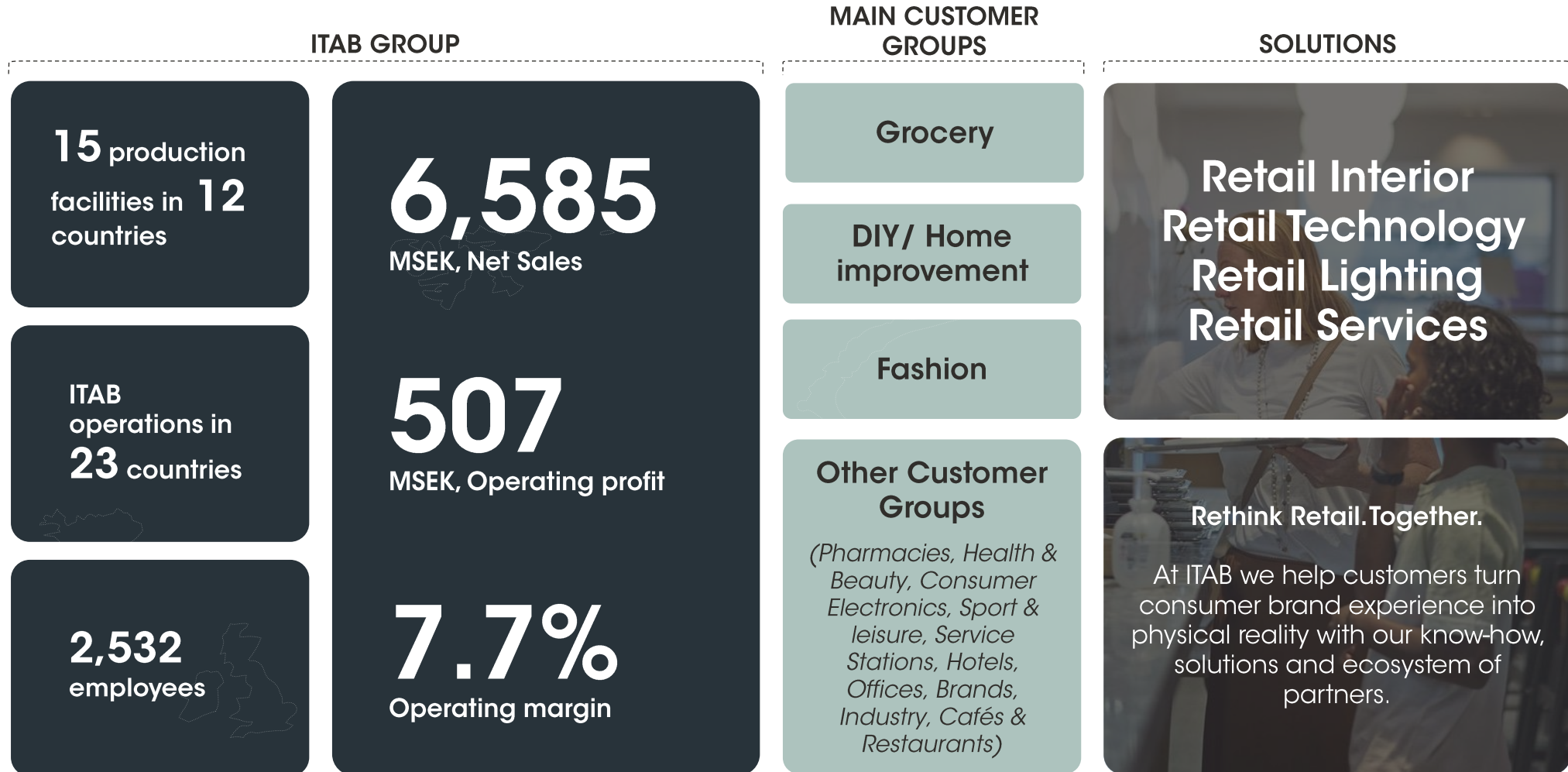


# Frukt & Grönt

**Year-End Report 2024**  
**ITAB Shop Concept AB (publ)**  
**7th February 2025**

# Introduction to ITAB Group

# ITAB at a glance in 2024



All figures refer to the Financial Year 2024 and excludes all non-recurring items.

# Leader in Europe with global reach ...



**Grocery**  
MSEK 3,683 (56% of 2024 sales)



**Home improvement**  
MSEK 810 (12% of 2024 sales)



**Fashion**  
MSEK 644 (10% of 2024 sales)



**Other**  
MSEK 1,448 (22% of 2024 sales)























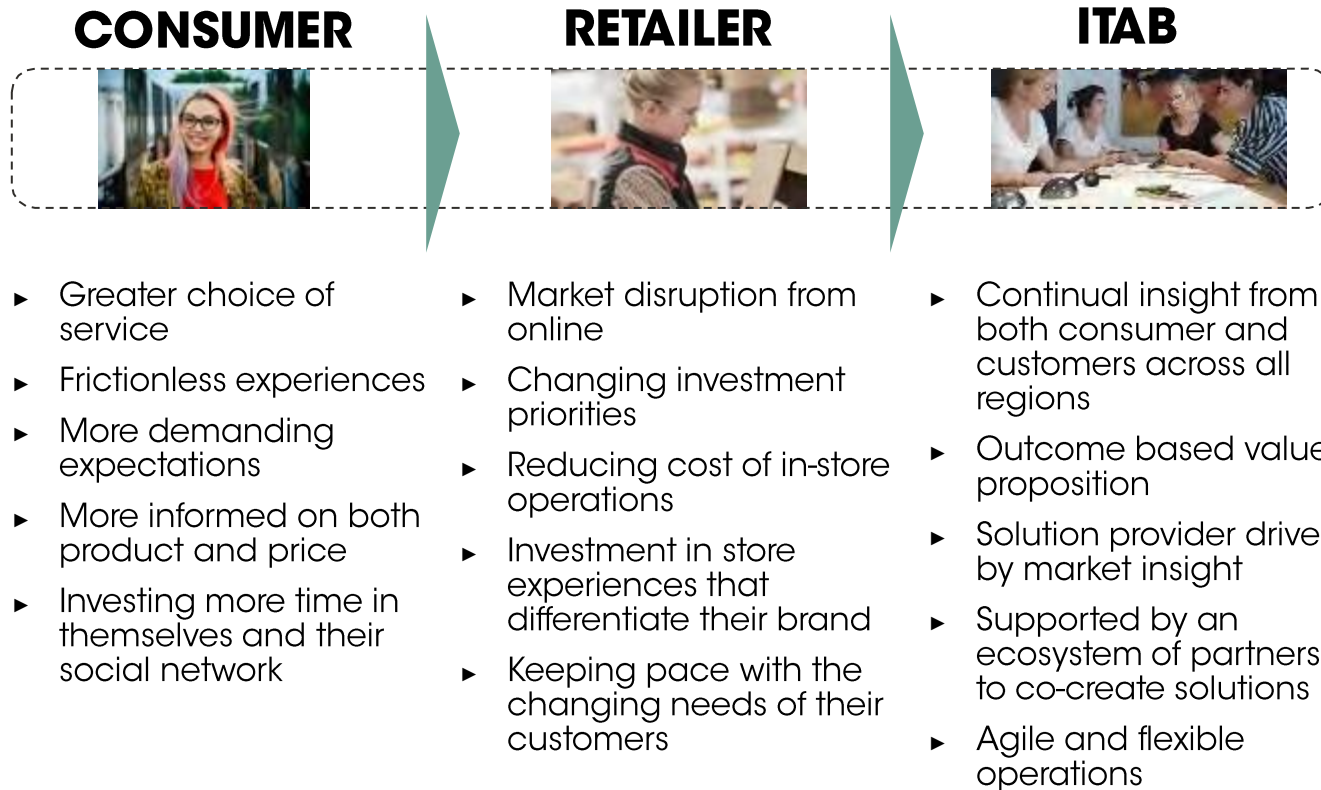

Note: Numbers refer to Financial Year 2024.

We are what we create  
together with our customers ...



# Retail and ITAB are transforming

# Changing consumer expectations drive transformation in retail ...



... creating a cost vs experience dilemma and how to get the best return on capital



# ITAB is well positioned to help retailers rethink retail, and improve their business

## Outcome based value proposition

- ▶ With a focus on a value based outcome we can deliver measurable results to our customers
- ▶ Starting with the consumer to understand their evolving needs and how they shop across different sectors
- ▶ Coupled with understanding the retailer challenges and investment priorities
- ▶ ITAB uses its retail insights, store know-how, solutions and leading best practice with proven return on investment
- ▶ Utilizing our breadth of solutions to create consumer journeys that influence buying behavior



### Desired Consumer Brand Experience

Improving the physical store experience, driving footfall and consumer retention



### Increased Sales & Conversion

Creating an experience that influences consumer buying behaviour



### Improved Efficiencies & Service

Seamless consumer journeys that increase throughput and service



### Reduced Operational Cost

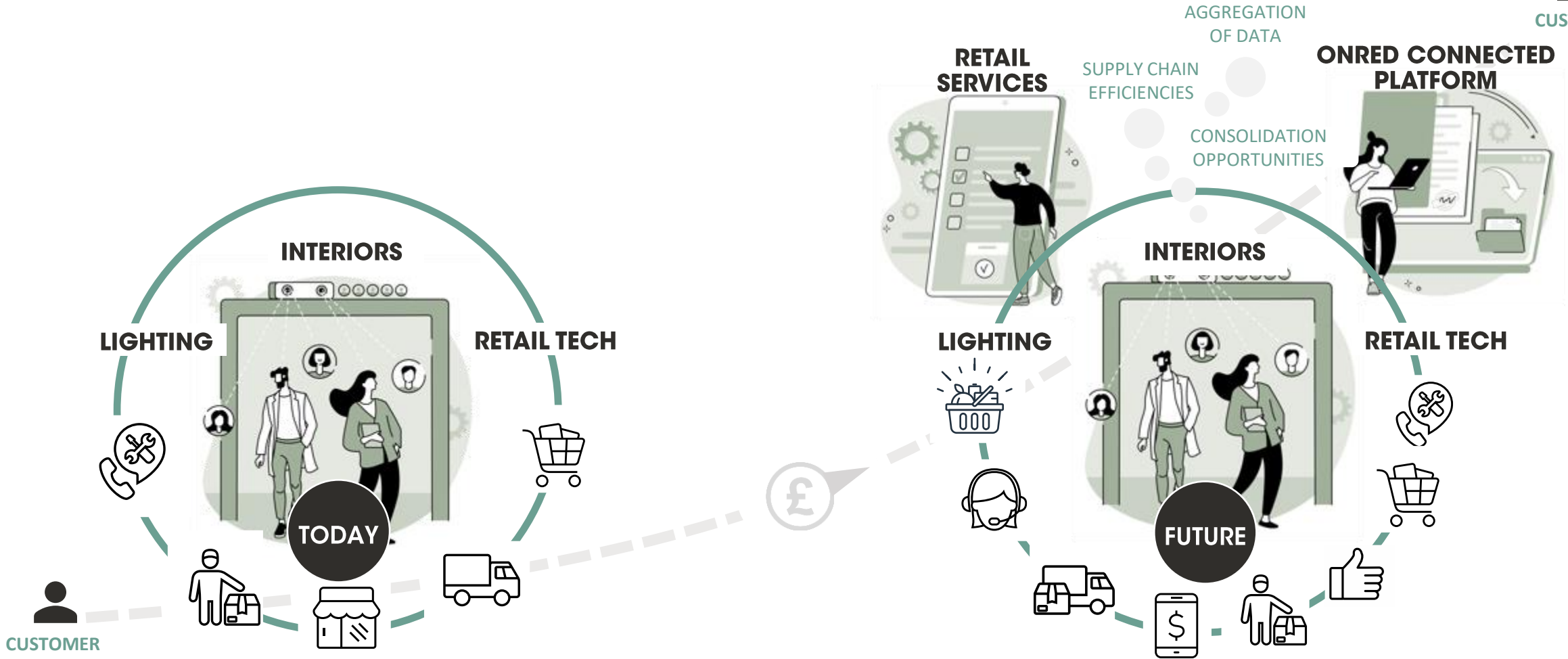
Efficient operating models to help reduce cost instore running costs



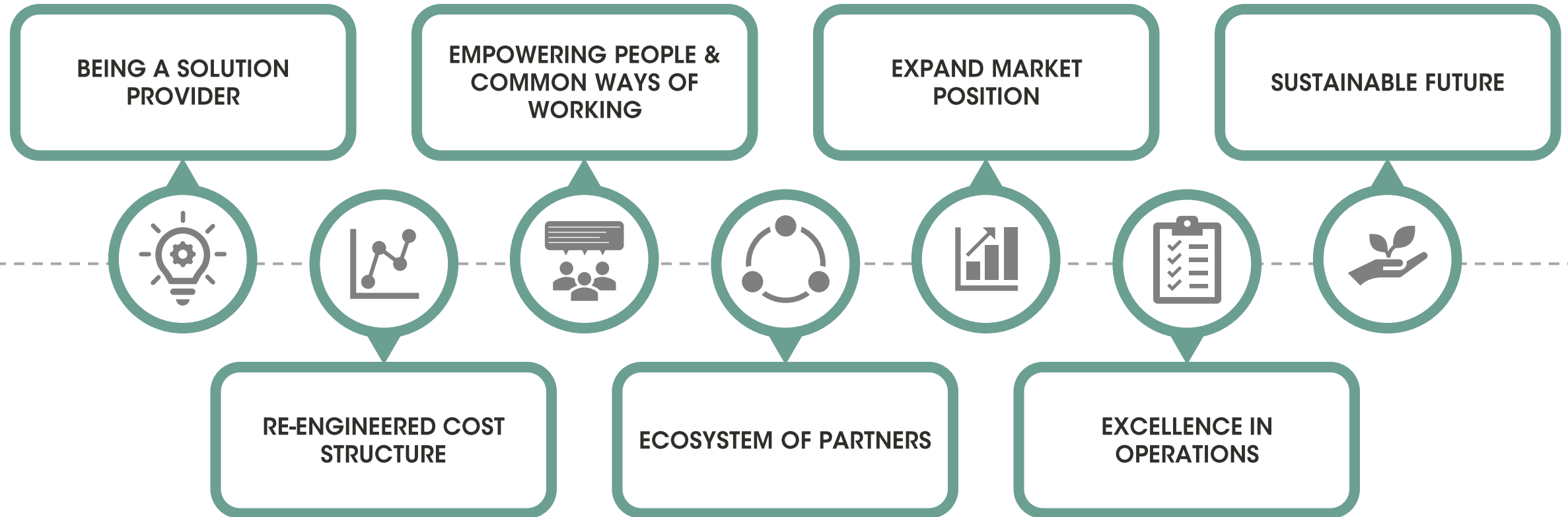
# Supporting our growing influence on the consumer journey and retail operations



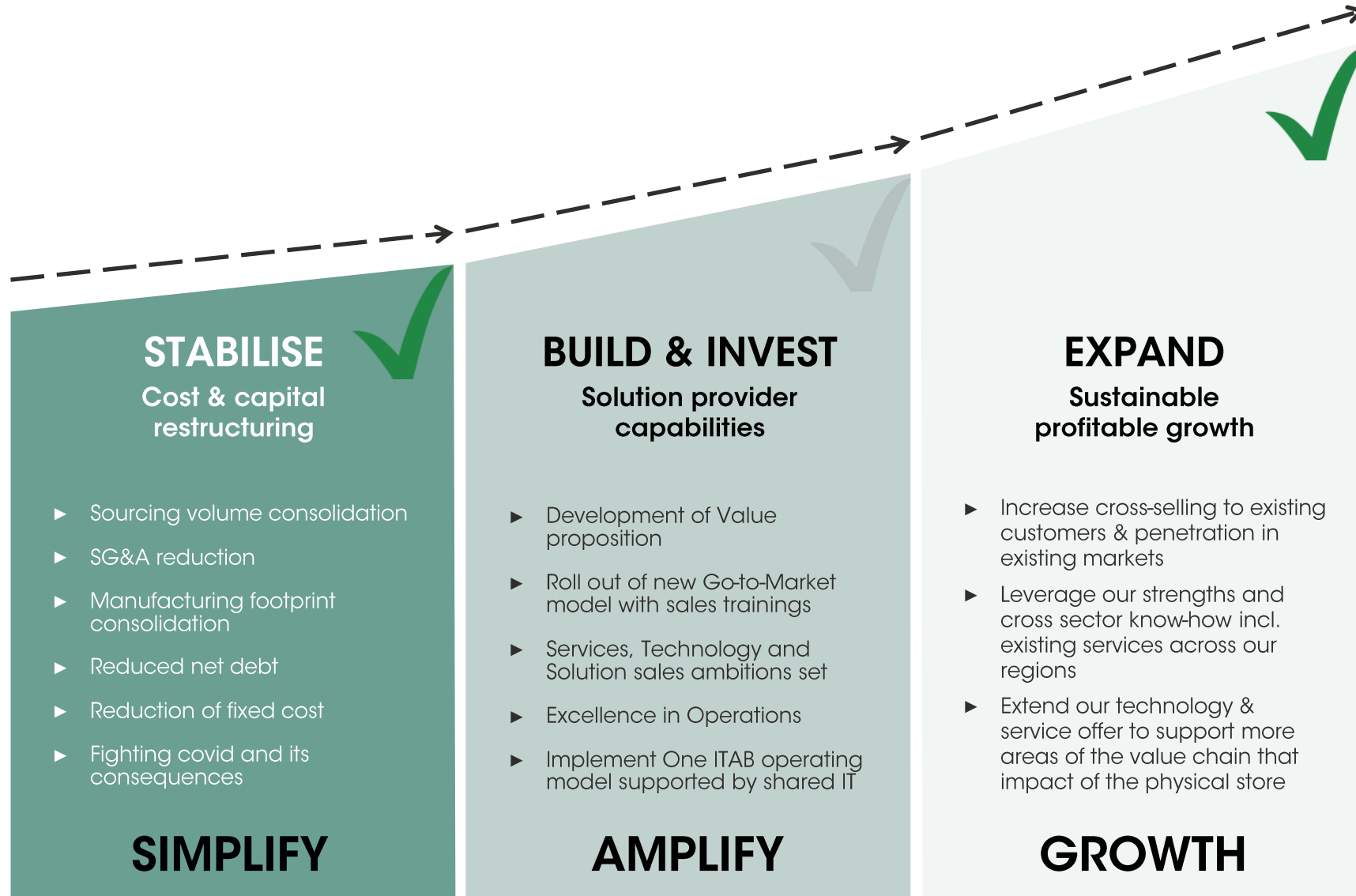
CUSTOMER ROI



# One ITAB strategy focuses on transforming ITAB into the leading Solution Provider with differentiating capabilities



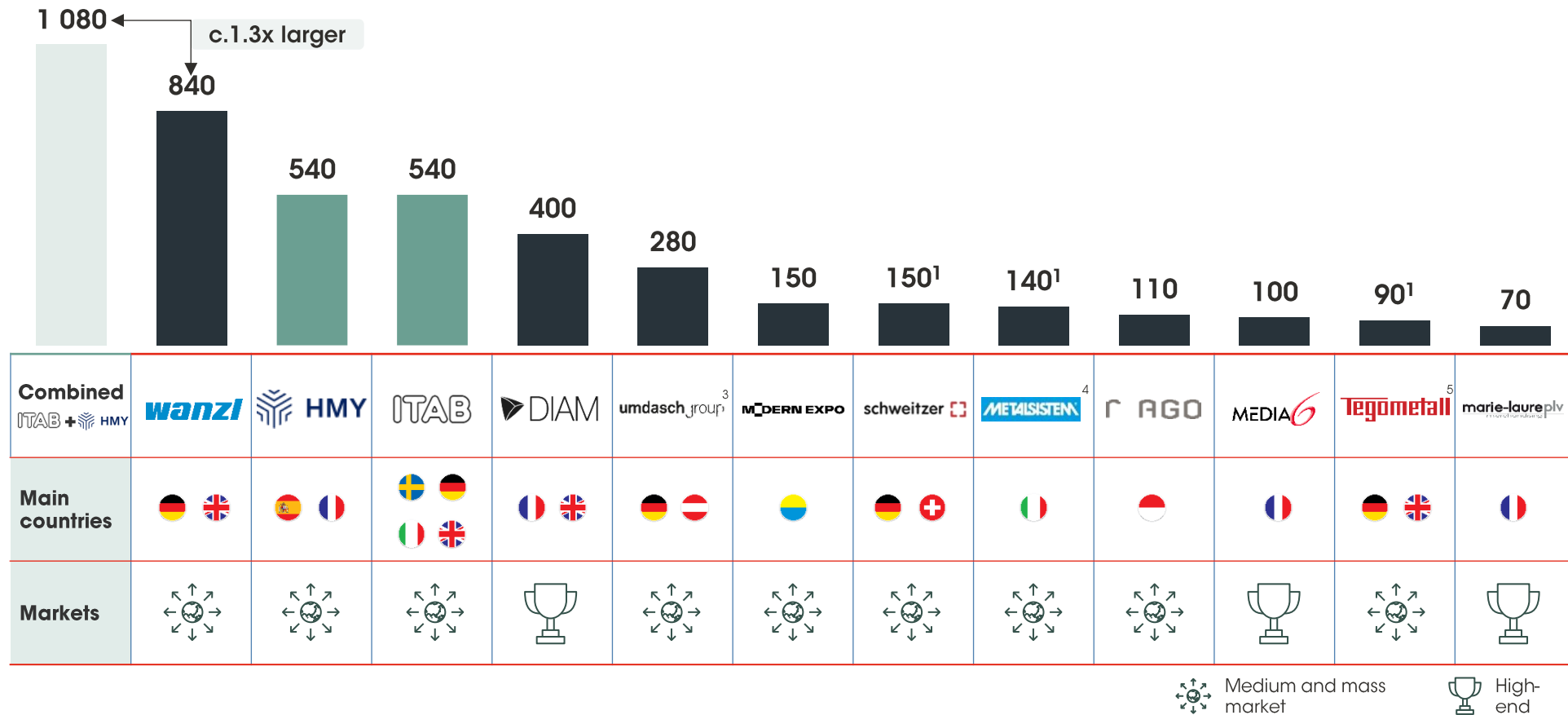
# Strategy execution update and our focus going forward



# ITAB and HMY - two leaders combined into one

ITAB and HMY are leading players in a large and highly fragmented market. The total addressable European market is estimated at ~10 BEUR<sup>1</sup>, which gives continued growth opportunity also for the combined business.

Top 12 European players in the market (MEUR, global revenue<sup>2</sup>)



Notes: 1. Based on management estimates. 2. Based on FY23 actuals or latest actuals wherever available; Rounded to nearest €10m. 3. Excludes revenue from formworks and ventures. 4. Excludes revenue from photovoltaic systems and specific furnishing concepts. 5. Excludes revenue from TegoStock. Source: Public filings, management estimates.

# ITAB and HMY together is a strategically and financially attractive vision for the future

ILLUSTRATIVE  
with full synergy  
realization 2027

## Strategic rationale in brief

- ▶ Geographically complementary to ITAB, given HMY's strength in Spain, France, Middle East and South America
- ▶ HMY and ITAB together offers strengthened relevance to the combined customer base and will enable commercial synergies
- ▶ Significant increase in scale will lead to improved efficiency and synergies in both cost and capital
- ▶ Potential synergies of MEUR 30 p.a. will enhance EBITDA margins in the combined entity and improve profit per share (full effect during 2027)
- ▶ The market in Europe offers the combined business continued room to grow, both organically and through acquisitions
- ▶ The transaction was completed on 31<sup>st</sup> January 2025, and HMY is consolidated in ITAB Group as of 1<sup>st</sup> February 2025

MEUR	ITAB	HMY	Potential synergies <sup>2</sup>	Aggregated <sup>1</sup>
	FY23A	FY23A		
Net sales	543.8	541.2	20.0	1,105.0
Adj. EBIT	38.3	27.1 <sup>3</sup>	30.0	95.4
<i>% margin</i>	7.0%	5.0%		8.6%
Net income	25.9	13.3 <sup>4</sup>	22.5	49.2 <sup>5</sup>
<i>% margin</i>	4.8%	2.5%		4.5%

Notes: FYE 31 Dec; ITAB financials converted from SEK to EUR based on exchange rate of 11.290 as of 24 September 2024.

1. The aggregated financial information presented in the table is for illustrative purposes only; HMY's financial information is prepared in accordance with French GAAP and is based on consolidated trial balances; The aggregated financial information is not financial pro forma and has not been audited or otherwise reviewed by the companies' auditors. 2. Annualised synergies, excluding restructuring / rationalisation costs; Yearly pre-tax synergies of MEUR 30 assumed including MEUR 20 of cost synergies and MEUR 10 EBITDA effect from commercial / revenue synergies of MEUR 20; Full synergy effect to be reached by 2027 with gradual materialisation from FY25 onwards; Applied to FY23 for illustrative purposes.

3. Extraordinary result is booked below EBIT (total extraordinary result was MEUR 9 in FY23A and includes the cost of restructuring and exiting business activities). 4. Excludes interest expenses based on current capital structure and other financial charges (incl. inventory and doubtful receivable provisions); Based on a 25% tax rate. 5. Includes impact of new debt issuance of MEUR 255; Assumes a tax rate of 25% for the group. Source: Company information.



**From February 1st, 2025**, we came together as one company and started working together. We will continue to serve the market as ITAB and HMY (as well as with our other brands). The main objectives for the first months of the integration will be:

## Ensuring business continuity

Continue to do what we do today and serve the customers.

## Getting to know each other

Start to get to know each other and exploring the strengths of being BETTER TOGETHER.

## Start to deliver on synergies

Realise key synergies especially related to procurement, cross selling and efficiency.

# ITAB and HMY – Better Together

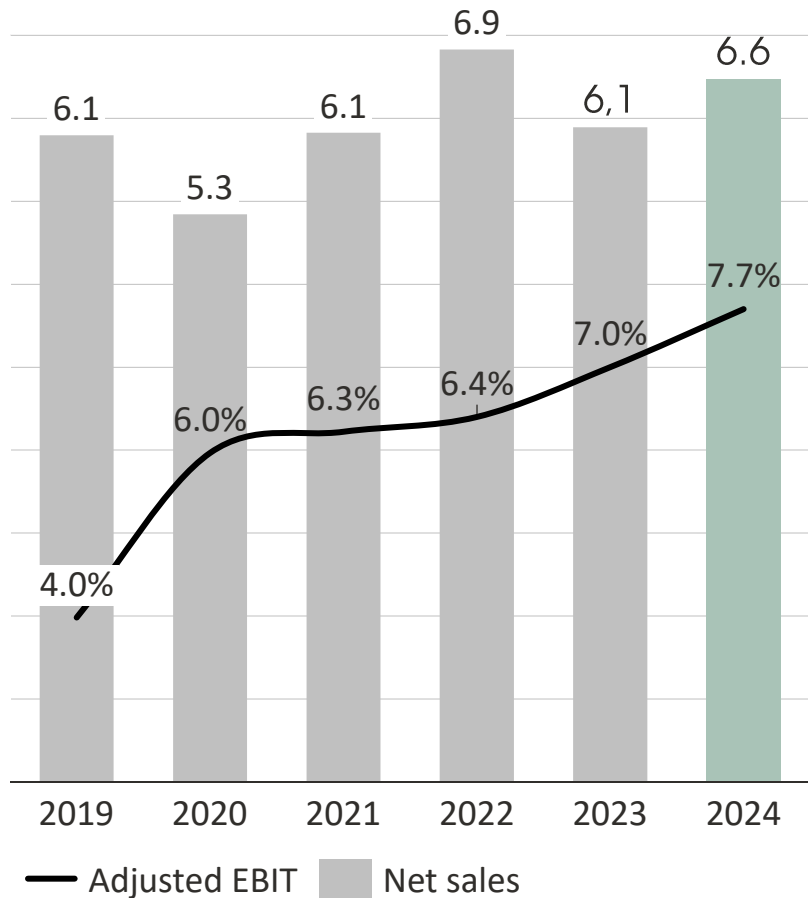
# Year-End Report 2024

January 1<sup>st</sup>-December 31<sup>st</sup>



# 2024 characterized by improving profitability, strong growth, and a transformative acquisition

Net sales and adjusted EBIT (BnSEK, %)

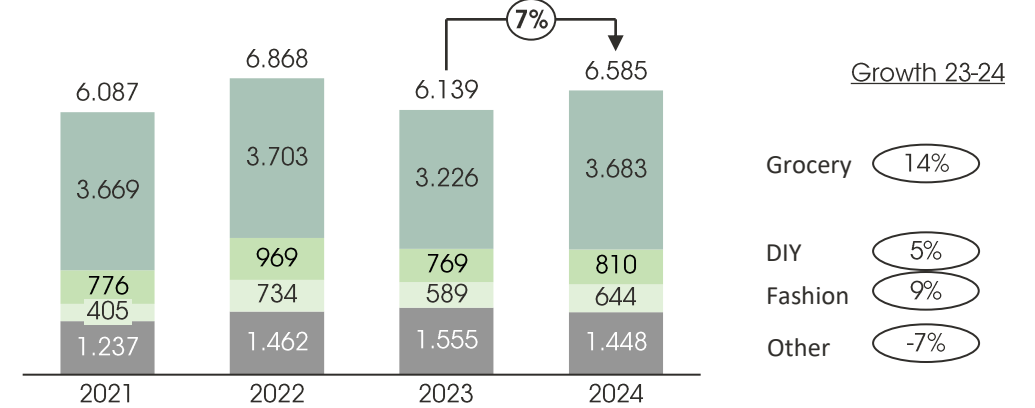


MSEK	Fourth quarter			Full year		
	Q4 2024	Q4 2023	Δ	2024	2023	Δ
Net sales	1,771	1,601	+11%	6,585	6,139	+7%
EBIT	79	142	-43%	459	432	+6%
EBIT margin, %	4.5	8.9		7.0	7.0	
Adj EBIT	106	142	-25%	507	432	+17%
Adj EBIT margin %	6.0	8.9		7.7	7.0	
Earnings per share (SEK)	0.29	0.51	-43%	1.38	1.24	+11%
Operating cash flow	323	376	-14%	624	810	-23%
Net debt excl. leasing	-969	45	-1014	-969	45	-1014

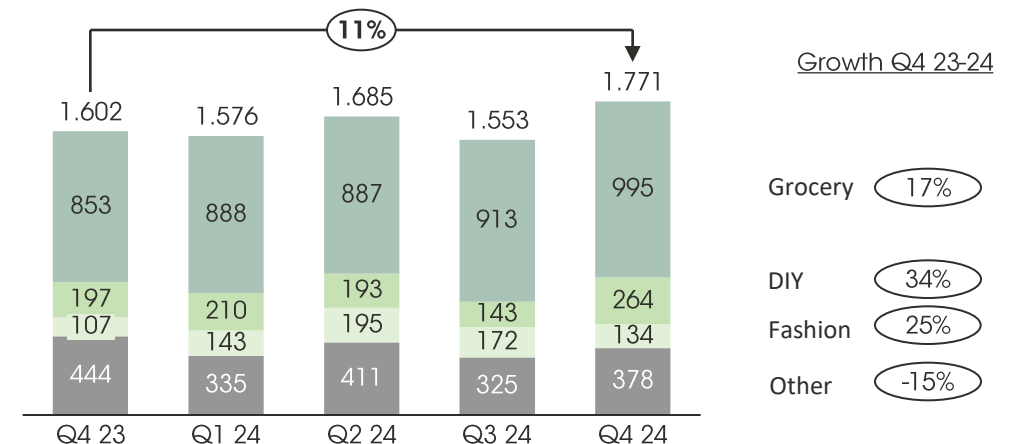
# Quarterly growth of 11% in Q4 (7% full year), driven by Grocery, DIY, and Fashion segments

- ▶ Sales development was positive in Q4 with 11% growth, driven by Grocery, DIY and Fashion segments
- ▶ Most of our geographical markets are experiencing growth YTD but especially Northern-, Central and Eastern Europe (also Southern Europe in Q4)
- ▶ Sales growth in self-service solutions continues, and while the positive market trend in Loss Prevention remains, we had some significant roll-outs during Q4 last year (e.g. Smart Gates) impacting our product mix negatively in comparison
- ▶ Onwards, the market is still a bit cautious, and we are fully focused on planning for the commercial synergies (cross-selling) with the acquisition of HMY

Net sales per RTM, MSEK

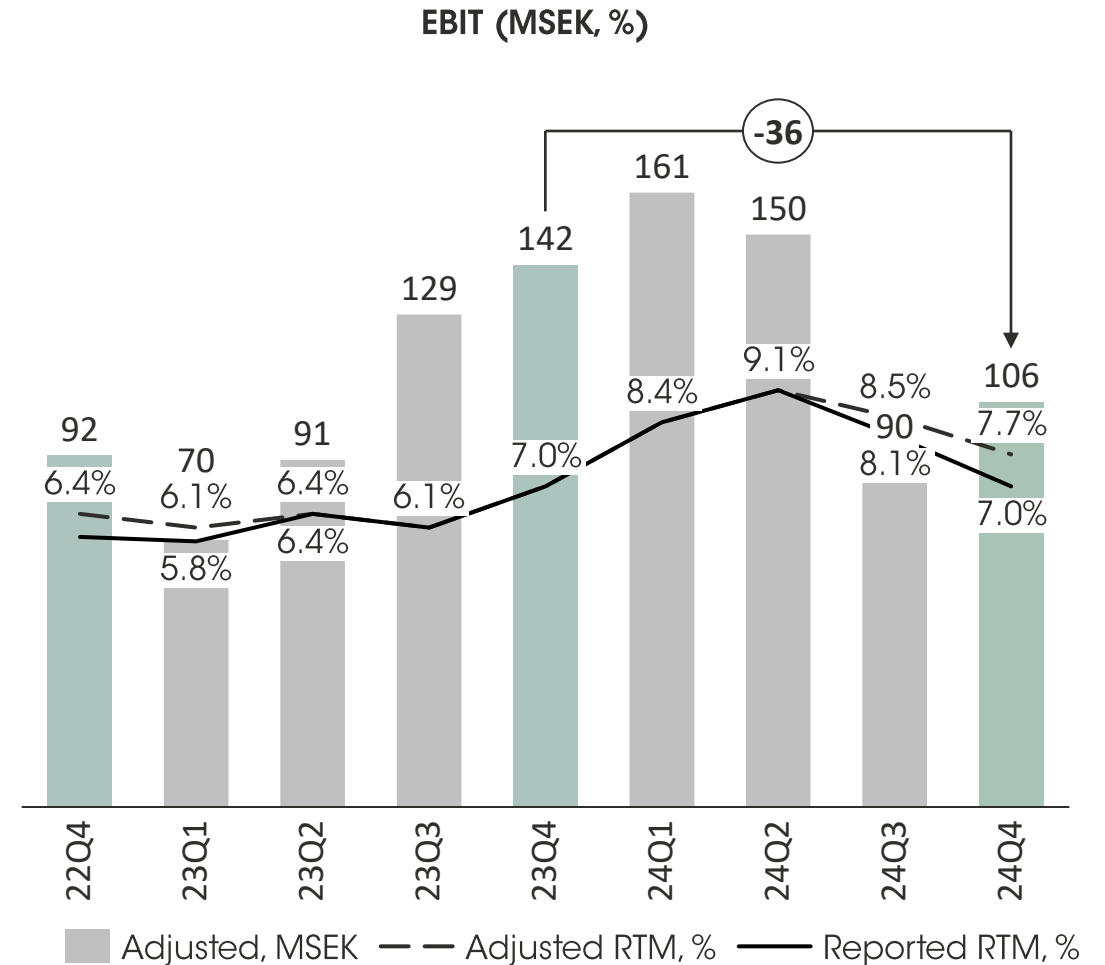


Net sales per quarter, MSEK



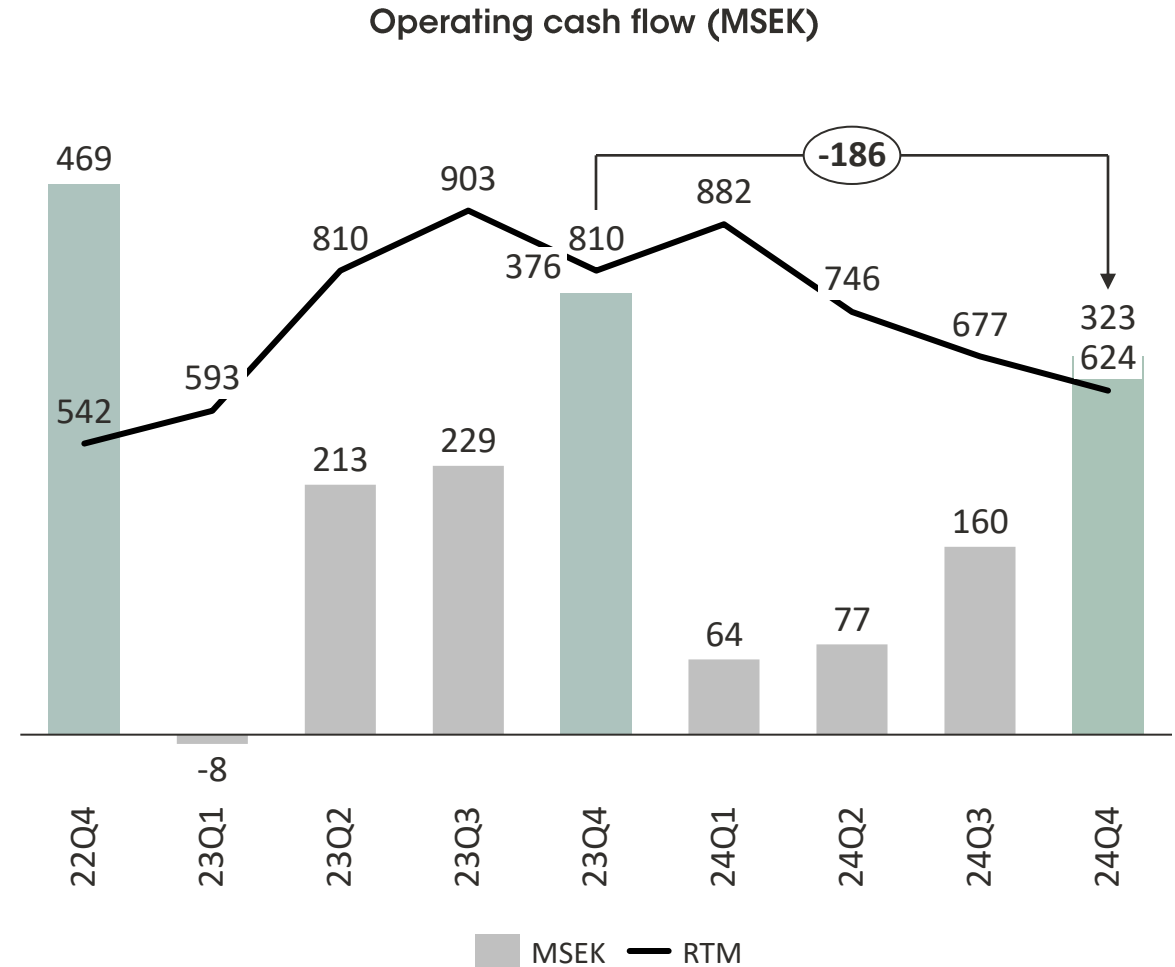
# Improved profitability full year 2024, despite a challenging market, and in comparison, a strong finish of last year impacted by significant roll-out of high margin products

- ▶ Adjusted EBIT of MSEK 106 (142) in Q4, non-recurring costs of MSEK -27. For the full year adjusted EBIT amounted increased with MSEK 75 to MSEK 507 (432) corresponding to an EBIT margin of 7.7% (7), non-recurring costs of MSEK -48
- ▶ During Q4, we are positively impacted by sales growth while our margin (relative to Q4 2023) is negatively affected by lower sales of technical solutions such as loss prevention solutions, which is a very project-led area of our business. We continue to be active in this segment and see several opportunities onwards
- ▶ Full year 2024 our result improved driven by increased sales, favorable product mix and increased capacity utilization
- ▶ We continue to focus on our sales efforts and organisational effectiveness – and the intended acquisition of HMY creates an even stronger platform for the future



# Strong RTM cash flow (MSEK 624) driven by profitability improvement and stable higher capital efficiency

- ▶ Cash flow for Q4 at MSEK 323 (376) and for the full year MSEK 624 (810) due to strong profitability and improving working capital. Average stock level for 2024 is lower than last year despite sales growth of 7%
- ▶ Cash conversion for 2024 at 88% (target 80%)
- ▶ Inventory continues to be a focus area for further improvements, and our ambition to improve capital efficiency will continue



# Main takeaways from Q4 2024

## Improved earnings, growth and a transformative acquisition

- ▶ The acquisition of HMY creates a strong platform for the future, and the transaction was completed on 31<sup>st</sup> January 2025. HMY will be consolidated financially as of the Q1 report 2025
- ▶ In the integration of HMY with ITAB, the initial focus will be on getting to know each other – in order to gradually achieve the synergies announced, and at the same time to continue improving operational efficiencies, our sales efforts and the underlying earnings improvement
- ▶ Increased sales and stronger profitability for ITAB in 2024, in which the historically strong start during the first two quarters was followed by a weaker second half of the year
- ▶ Currency-adjusted net sales increased by approximately 8 percent and the adjusted EBIT margin (excluding non-recurring costs primarily related to the acquisition of HMY) rose to 7.7 percent (7.0)
- ▶ Positive sales development and improvement in 2024, but the market continues to be cautious
- ▶ Our efforts to reduce the inventory levels and working capital continue to affect our cash flow positively



# Questions & Answers

**ITAB**  
RETHINK RETAIL. TOGETHER.