



# All-time high revenue and improved earnings in Q3

Interim report 9M 2023/24

2 February 2024

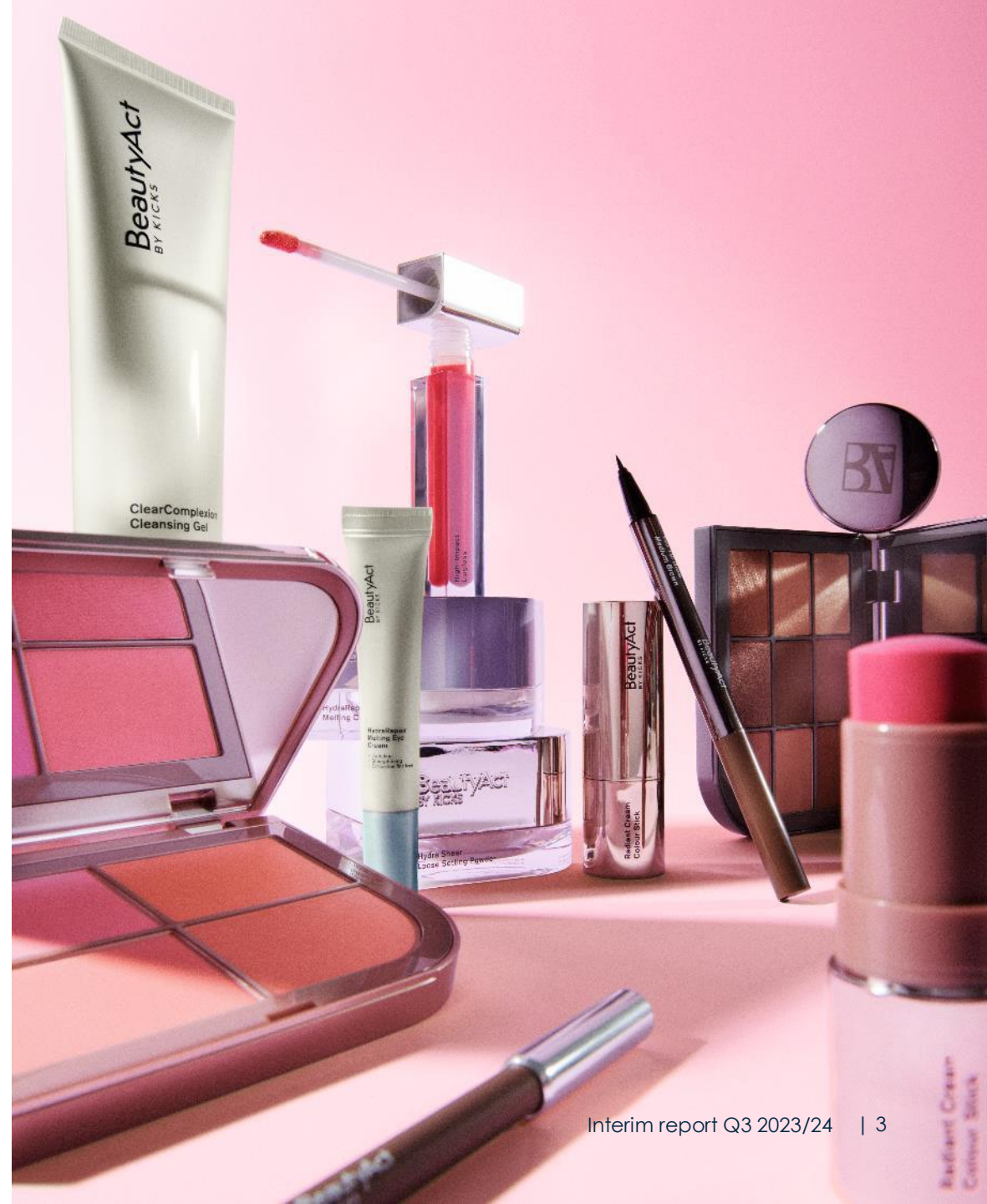
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## Forward-looking statements

The interim report contains statements relating to the future, including statements regarding Matas Group's future operating results, financial position, cash flows, business strategy and future targets. Such statements are based on Management's reasonable expectations and forecasts at the time of release of this report. Forward-looking statements are subject to risks and uncertainties and a number of other factors, many of which are beyond Matas Group's control. This may have the effect that actual results may differ significantly from the expectations expressed in the report. Without being exhaustive, such factors include general economic and commercial factors, including market and competitive conditions, supplier issues and financial and regulatory issues, IT failures as well as any effects of healthcare measures that are not specifically mentioned above.

# Agenda

- 01** Group CEO comments and strategy update  
Gregers Wedell-Wedellsborg
- 02** Financial results Q3 2023/24  
Per Johannesen Madsen
- 03** Q&A  
Gregers Wedell-Wedellsborg & Per Johannesen Madsen



# 01

## Group CEO comments & strategy update

**Gregers Wedell-Wedellsborg**  
Group CEO



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4<sup>th</sup> quarter in a row with organic growth of 8% or more



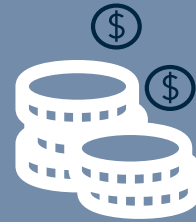
DKKm

**2,508**

(KICKS: DKKm 983)

Revenue

Q3 2022/23: DKKm 1,396



DKKm

**424**

EBITDA before special items

Q3 2022/23: DKKm 296



**9.2%**

Organic revenue growth

Q3 2022/23: 1.2%



**16.9%**

EBITDA margin before special items

Q3 2022/23: 21.2%



**11.1M**

(KICKS: 3.9M)

Transactions

Q3 2022/23: 6.8M

# Financial guidance for 2023/24 maintained from Trading update on 9 January 2024



Revenue in the range of  
**DKKm 6,650-6,750**

Including KICKS revenue of DKKm 1,826-1,878 (for the seven-month period in 2023/24)



EBITDA margin before special  
items around

**15%**



CAPEX, excl. M&A, of DKKm

**500-525**

incl. DKKm 250 to Matas Logistics Center and DKKm 45  
to the finalisation of the new KICKS Logistics Center

# Matas and KICKS' first Christmas as one Nordic company was a success



**+5M club members**

**+1M** unique Club Matas members shopped with Matas during December



**~500 stores**

Growth in stores across all markets in Q3



**> 30% online share**

Growth across markets, Matas organic online growth of 23% in Q3



**+60,000 SKU**

Launched 86 new brands in Q3, BeautyAct by KICKS launched in Matas



**+3,800 skilled colleagues** made it all happen, whilst integration process is ongoing

# Continued strong progress across the Growing Matas Group strategy. Organic growth of 9% in Q3 and compelling strategic fit with KICKS

## Growing Matas Group: #1 for Health and Beauty

### STRATEGIC TRACKS

#### Commercial: # 1 offer



Assortment expansion continued with **addition of 86 new brands and 1,200 SKUs online during Q3**. Around **half of Q3's revenue growth is from the new brands** launched 2022/23

#### E-commerce: #1 online



Organic online revenue **growth of 23%**, driven mainly by the strong performance of matas.dk. KICKS Click Express (order online, pickup in store within 4 hours) at all-time high 18% share in Q3

#### Connected retail: #1 in store



Store turnover from "**endless aisles**" (sale of products from matas.dk through the stores) increased significantly in Q3. Customer satisfaction maintained the high level

#### Brands: #1 products



Private label brands grew 9% in Q3 and accounted for 15% of retail revenues in Matas. **Striberne** will be available at **240 doors** in Germany by March, while **Nilens Jord** is available in **70 doors**

#### Logistics: #1 operator



The construction of **Matas Logistics Center (MLC)** is well on its way and progressing according to the timeline. Skincity orders shipped flawlessly from **KICKS' new Logistics Center** outside of Stockholm



# Commercial | Introduced 86 new brands in Q3. BeautyAct by KICKS launched online in Matas

**86** new brands and 1,200 SKUs were listed in Matas online during Q3 2023/24



BeautyAct by KICKS launched online in Matas with good reception

**>1M** unique Club Matas members shopped with Matas during December

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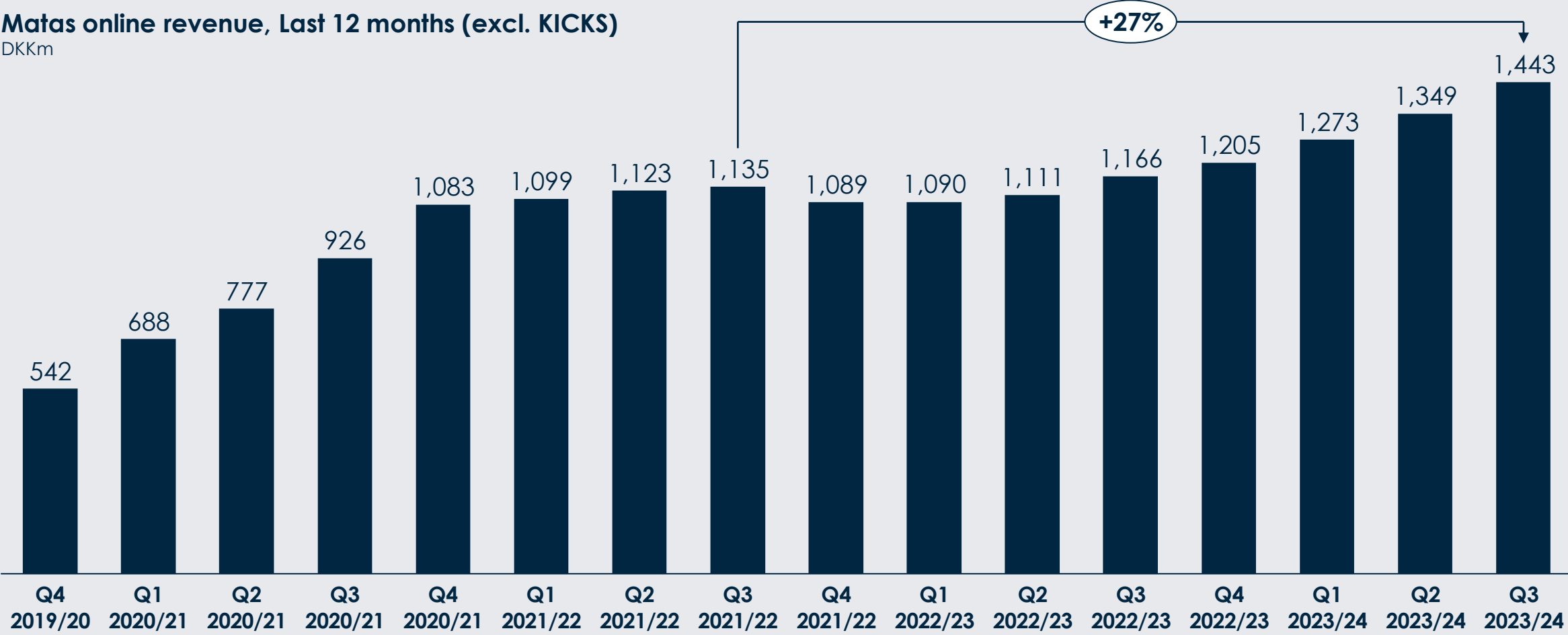


Approximately **half of Q3's revenue growth is attributable to new brands** that were launched during 2022/23



# E-commerce | Online organic revenue growth of 23% in Q3 2023/24 drives LTM revenues +27% above COVID-peak driven by assortment expansion

Matas online revenue, Last 12 months (excl. KICKS)  
DKKm



# KICKS update

- ✓ All-time high revenue in Q3, with growth in all markets and channels
- ✓ Flawless execution of Skincity orders shipped from KICKS' new Logistics Center outside Stockholm during Black Week and Christmas
- ✓ BeautyAct by KICKS launched online in Matas
- ✓ Integration and synergies progressing as planned
- ✓ Full year 2023/24 expected revenue for KICKS was upgraded in January, driven by performance and positive FX compared to original revenue guidance



# 02

## Financial results Q3 2023/24

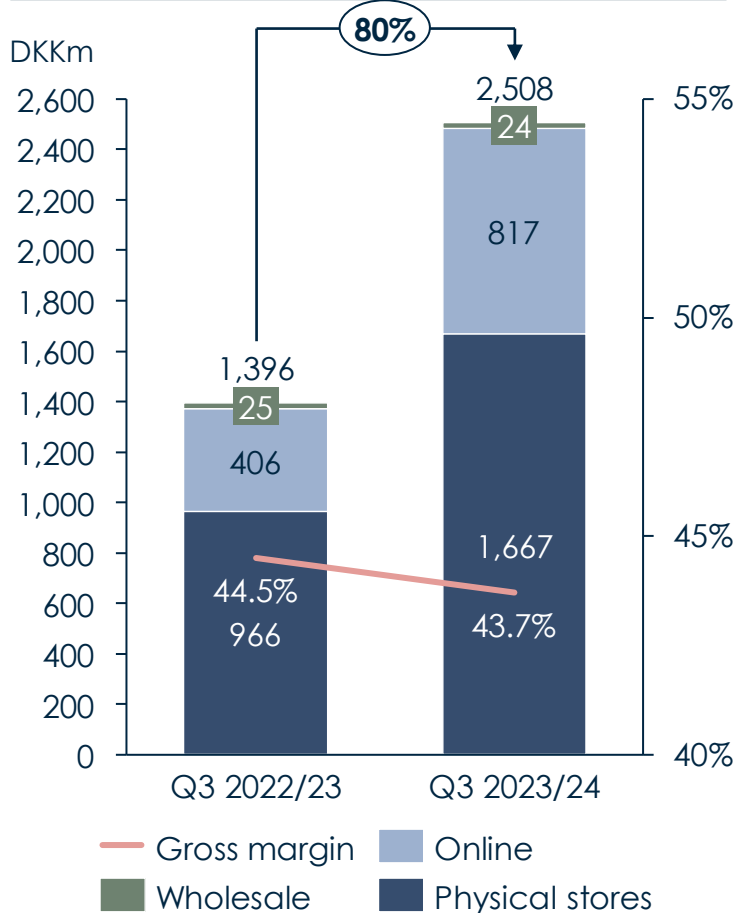
Per Johannesen Madsen  
Group CFO

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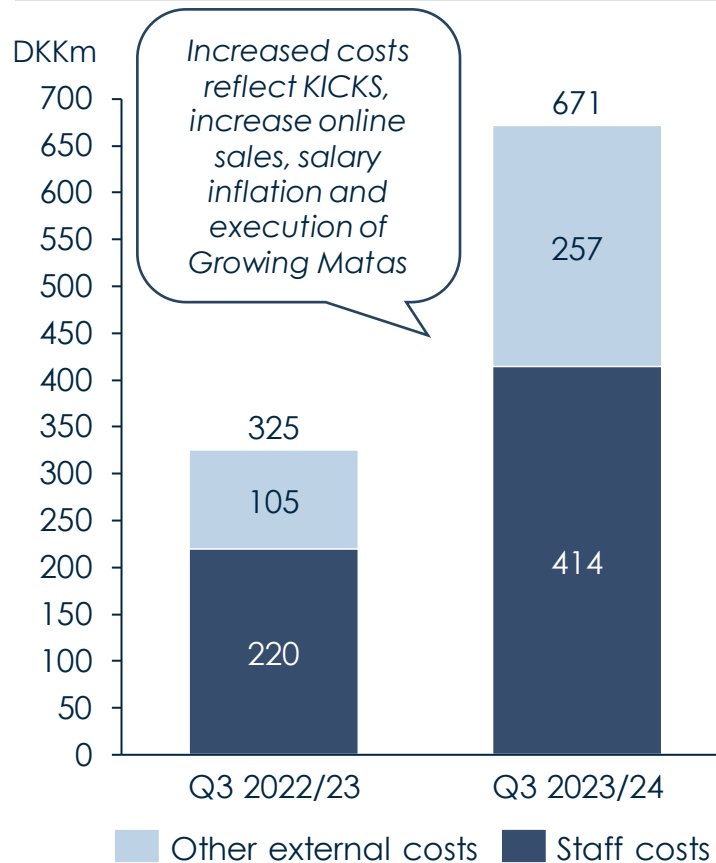


Q3 revenue was all-time high in both Matas and KICKS. Revenue and earnings growth continued. Revenue guidance maintained from Trading update on 9 January

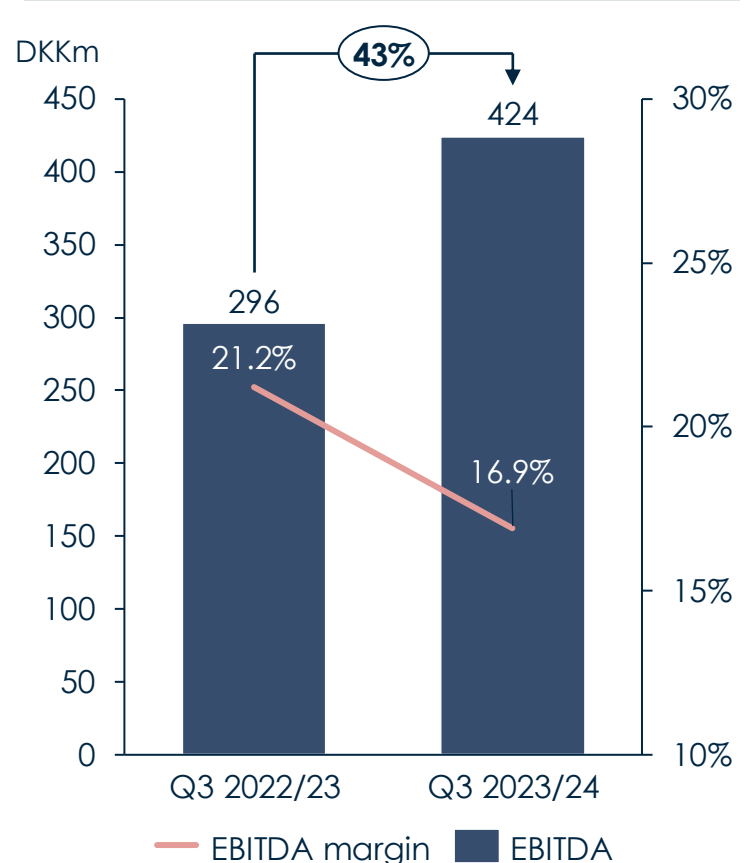
### REVENUE & GROSS MARGIN



### COSTS BEFORE SPECIAL ITEMS

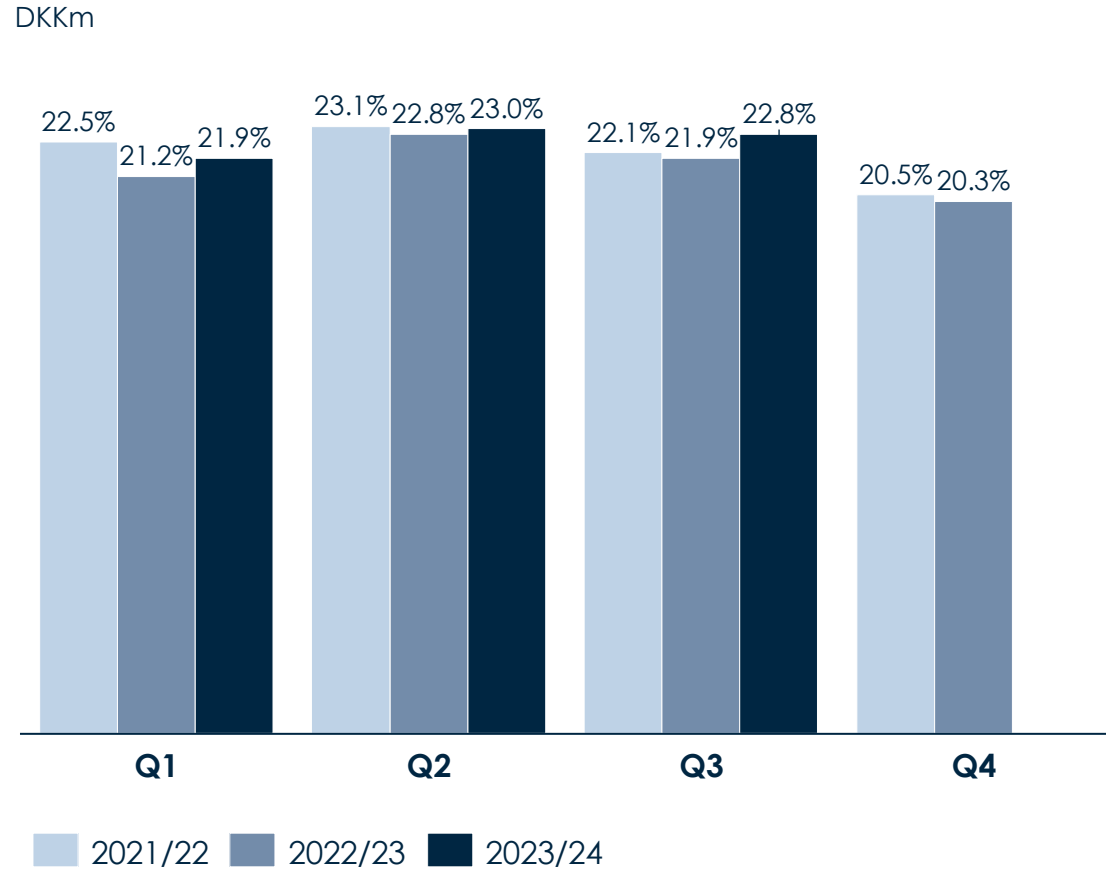


### EBITDA & EBITDA MARGIN BEFORE SPECIAL ITEMS

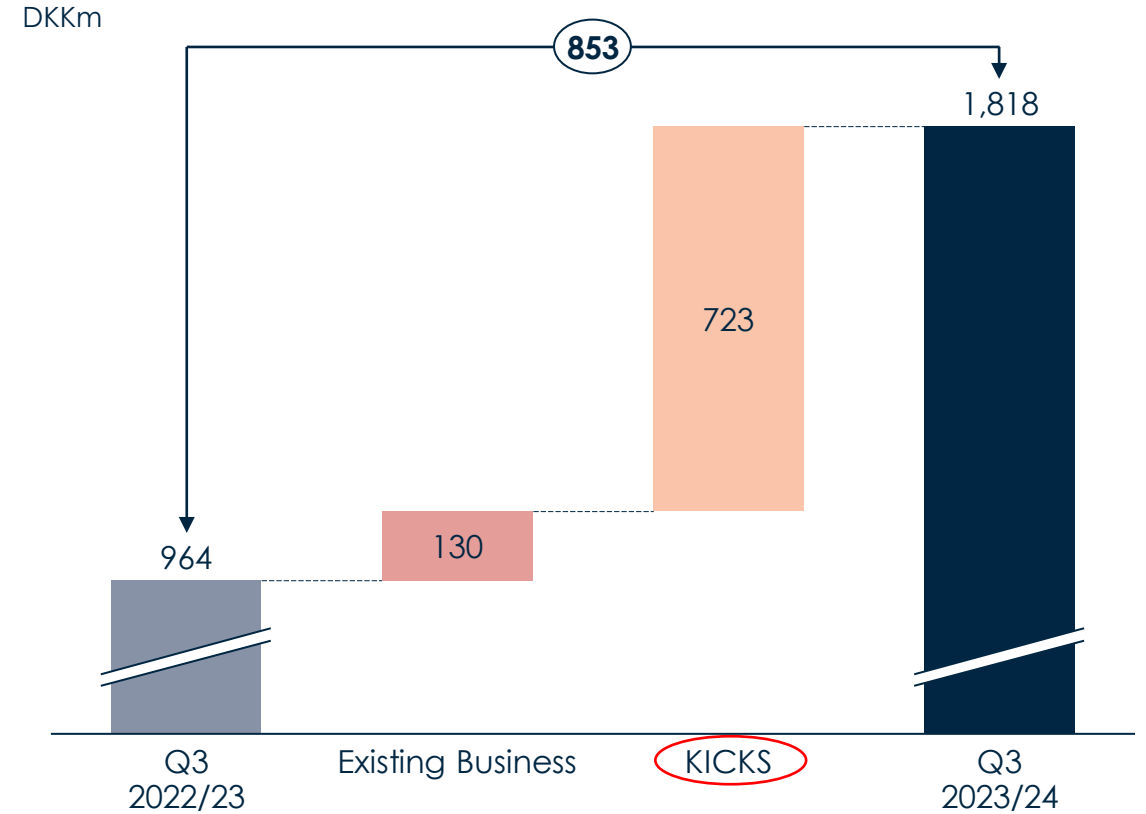


Inventories increased by DKKm 853 versus 31 December 2022, driven by KICKS inventory and continued assortment expansion

### Inventories per quarter in % of LTM revenue (excl. KICKS)

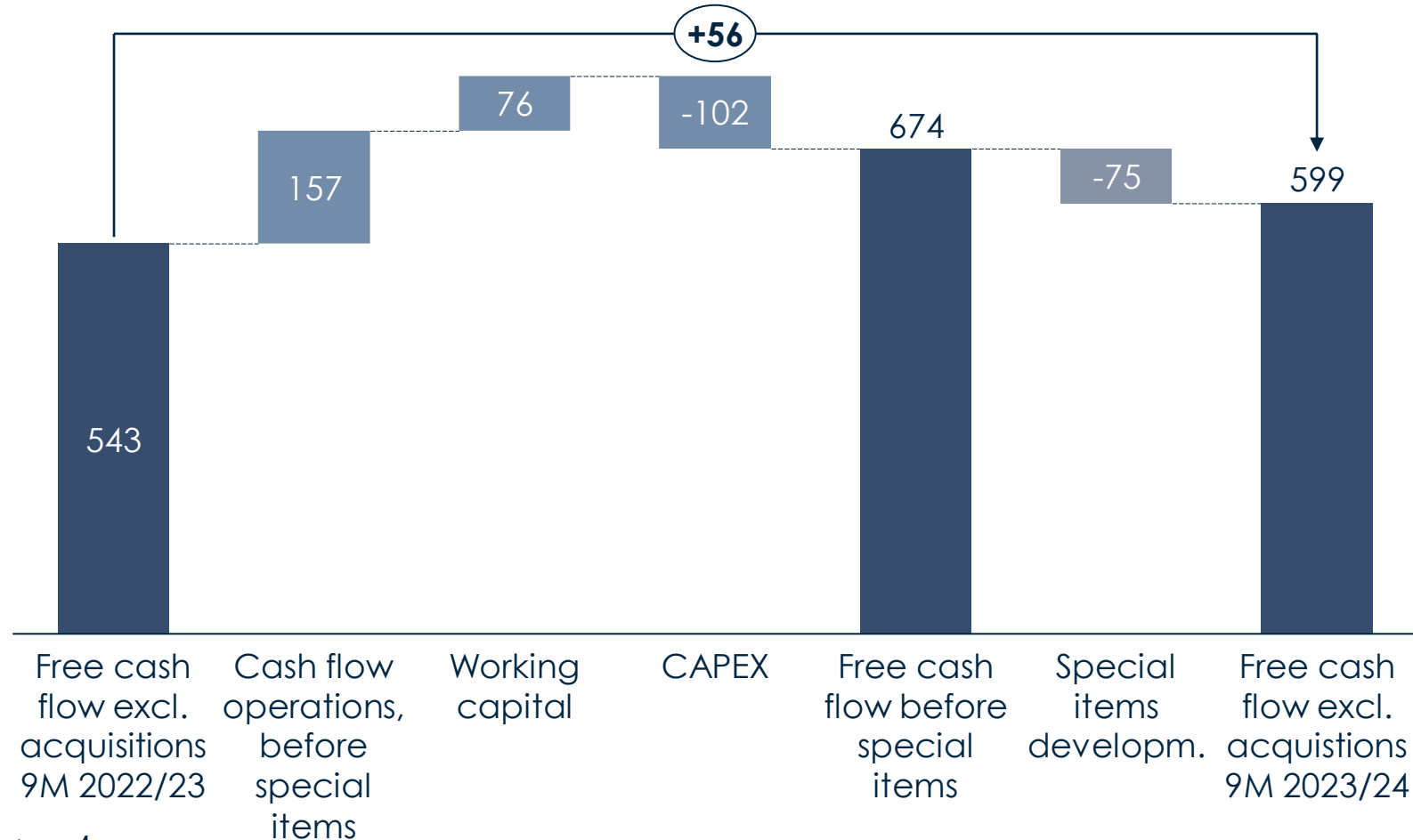


### Changes in inventories



# Free cash flow before special items reflects strong underlying performance

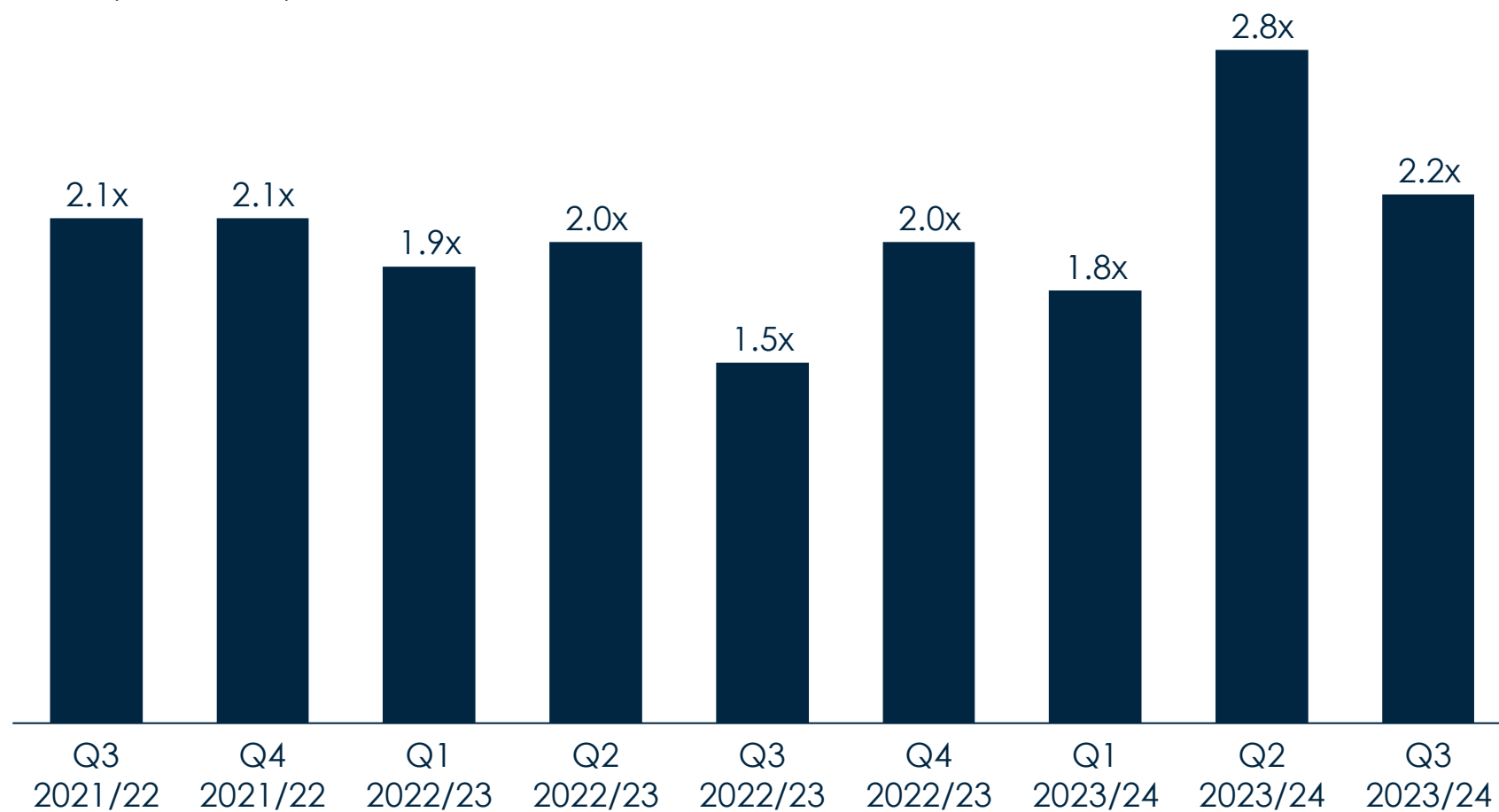
Matas Group free cash flow development  
9M 2022/23 – 9M 2023/24, DKKm



- Cash flow from operations before special items improved by DKKm 157 due to **underlying EBITDA improvement in 9M 2023/24**
  - Special items development had a negative net effect of DKKm 75 vs. 9M 2022/23
- Net change in working capital mainly driven by payables in KICKS, effect is expected to revert in Q4
- CAPEX increase was mainly attributable to Matas Logistics Center (MLC)

## Gearing decreased to 2.2x LTM EBITDA in Q3, partly due to timing effects

Matas Group NIBD / LTM EBITDA before special items  
Q3 2021/22 – Q3 2023/24



- Gearing at 2.2x in Q3 2023/24, partly due to timing effects and higher gearing expected in Q4 (below 3.0x)
- In Q2 2023/24, the closing of the **KICKS acquisition** increased gearing as expected (guidance was 2.8-3.0x)
- **Long-term target remains unchanged** with a gearing between 2.0x and 3.0x
- In January 2024, Matas refinanced the acquisition bridge facility and increased the amount available in the Revolving Credit Facility



# 03

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## Q&A



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