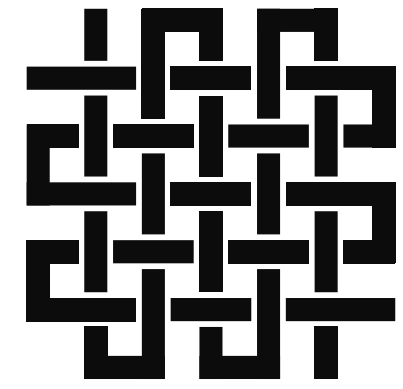


# Today's agenda

Start time	Topic	Presenter
10:05	Investment case & Strategy intro	Michael
10:30	Assortment & Sourcing	Carin
10:55	Brand building strategy	Ulrika
11:10	New e-commerce platform	Peter
11:25	Break	-
11:30	Financial targets	Joakim
11:45	Sustainability strategy	Patricia
12:00	Questions & Answers	Carl
12:30	Lunch	-

**RUGVISTA**





**RUGVISTA**

2023 Capital Markets Day  
**Investment case & Strategy**

RugVista Group AB (publ)



**Michael Lindskog**

**CEO since Oct-2019**

**Selected previous experience:**

- Zalando (2012-2016)
  - MD & Co-founder MOVMT (Factory-2-Consumer platform)
  - Head of Nordics
- McKinsey & Company (2007-2011)

**Education:**

- MBA, Stockholm School of Economics
- Master of Science in Marketing, Western Kentucky University

# Today's topics

The Basics

Why invest?

**RUGVISTA**



# Today's topics

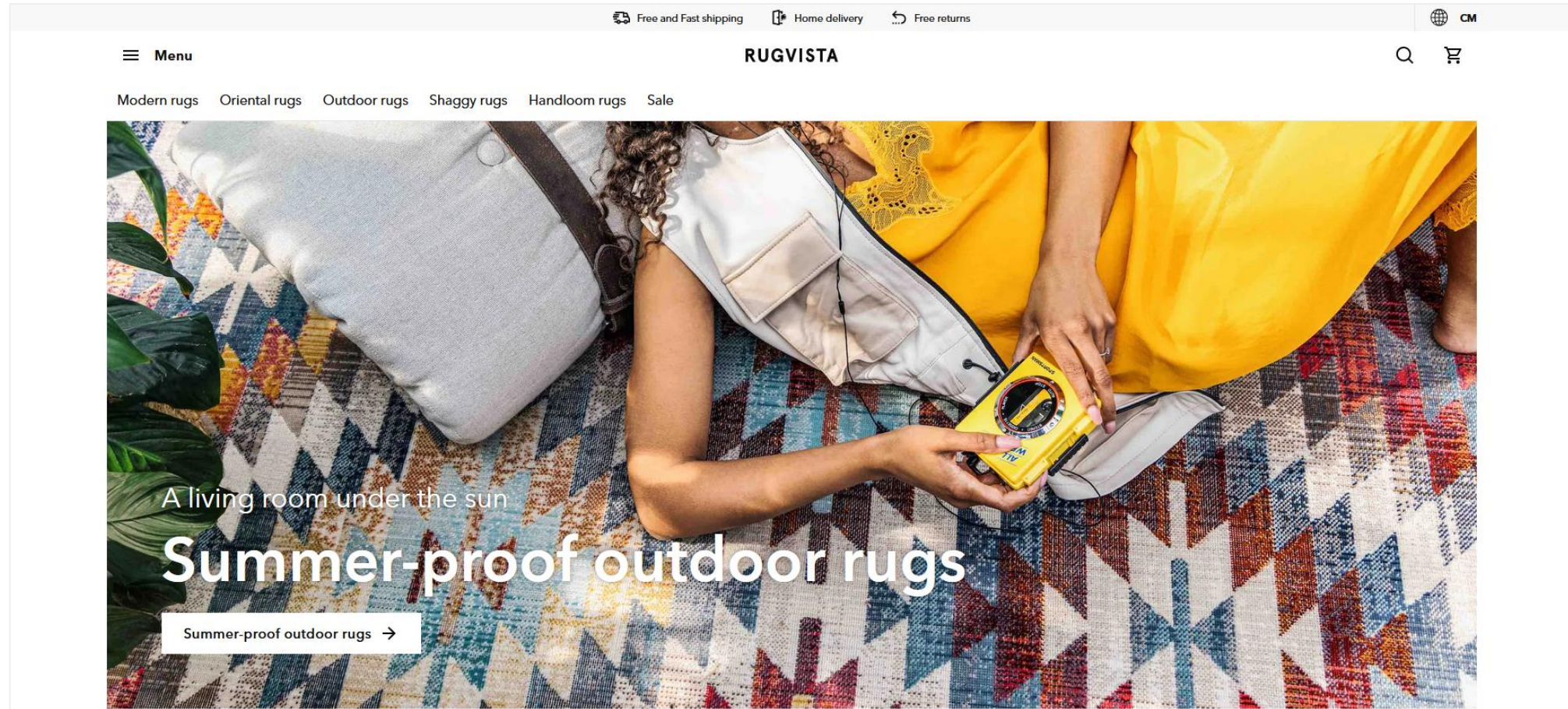
## The Basics

Why invest?

**RUGVISTA**



# What we do



***“We sell in-house designed rugs through our own web-shops.”***

# Key facts & History

## Key facts

Headquarter in **Malmö**, Sweden

**2** warehouse locations in Malmö

Average monthly web-shop visits **>2** million

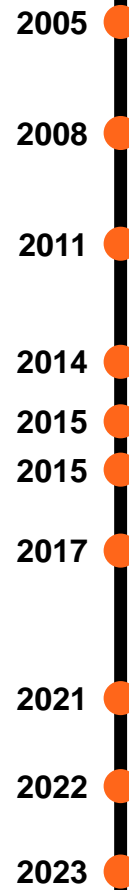
SEK **639** million in 2022 Net Revenue

**11.7%** 2022 EBIT margin

**89** # of FTEs

Female share in the management team **44%**

## Company history

- 
- 2005** ● Founded as Carpetvista
  - 2008** ● ArtGlassVista launched (sold 2020)
  - 2011** ● Rugvista brand launched to sell Design rugs
  - 2014** ● “DI Gasell” award received
  - 2015** ● Second fulfillment center opened
  - 2015** ● Litorina becomes majority owner
  - 2017** ● AmforiBSCI membership
  - 2021** ● IPO on Nasdaq First North Premier Growth Market
  - 2022** ● Rugvista Essentials introduced
  - 2023** ● Bathmats category introduced

Purpose

**We help people to a home they love**

Business vision

**To be the center of gravity for the European rug industry**

People vision

**To attract, motivate, and retain extraordinary people**

Sustainability vision

**To lead the rug industry towards a socially and environmentally sustainable future**

Values

**Focus on impact**

We are obsessed with delivering customer value

We make decisions based on insights and the best arguments

We are sustainability leaders

We earn responsibility and are accountable

**Stay true**

We put purpose and team first, ego last

We act with integrity, respect, and honesty

We appreciate our differences

We take pride in and celebrate our successes

**Be entrepreneurs**

We seek to improve ourselves and our business

We pursue excellence

We dare to change

We act as owners



# Today's topics

The Basics

**Why invest?**

**RUGVISTA**



# Leading European digitally native Direct-2-Consumer rug expert

## 1 Large attractive market transitioning online

Large market transitioning online	Perfect online product	Fragmented competition & no brands present
<ul style="list-style-type: none"> <li>Worth &gt;30 BSEK annually</li> <li>&gt;10% online CAGR expected</li> <li>&gt;225 million millennials in Europe by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Superior online shopping experience</li> <li>Low inventory risk</li> <li>High average order value</li> <li>Low return rates</li> </ul>	<ul style="list-style-type: none"> <li>Fragmented reseller landscape online &amp; offline</li> <li>No mega brands present in the vertical</li> </ul>

## 2 Ambition & positioned to own European online rug category

Customer centricity	Optimized D2C business model	Tailored operating model & expertise
<ul style="list-style-type: none"> <li>Industry leading satisfaction ratings</li> <li>Best-in-class service proposition</li> </ul>	<ul style="list-style-type: none"> <li>In-house product design &amp; sourcing</li> <li>Comprehensive assortment offering outstanding value-for-money</li> </ul>	<ul style="list-style-type: none"> <li>Operating model designed with customer in mind</li> <li>Tailored in-house tech, warehousing, and customer service</li> </ul>

## 3 Clear strategy for profitable growth

Showcase own assortment	Win Europe	Be world-class	Capture add-on opportunities
<ul style="list-style-type: none"> <li>Lead with our collections</li> <li>Build content to inspire and help</li> <li>Serve more user journeys</li> </ul>	<ul style="list-style-type: none"> <li>Localize end-2-end customer experience</li> <li>Build a known and liked brand</li> </ul>	<ul style="list-style-type: none"> <li>Refine capabilities to efficiently drive growth at scale</li> </ul>	<ul style="list-style-type: none"> <li>Optimize &amp; scale Amazon presence</li> <li>Leverage additional 3<sup>rd</sup> party channels</li> </ul>

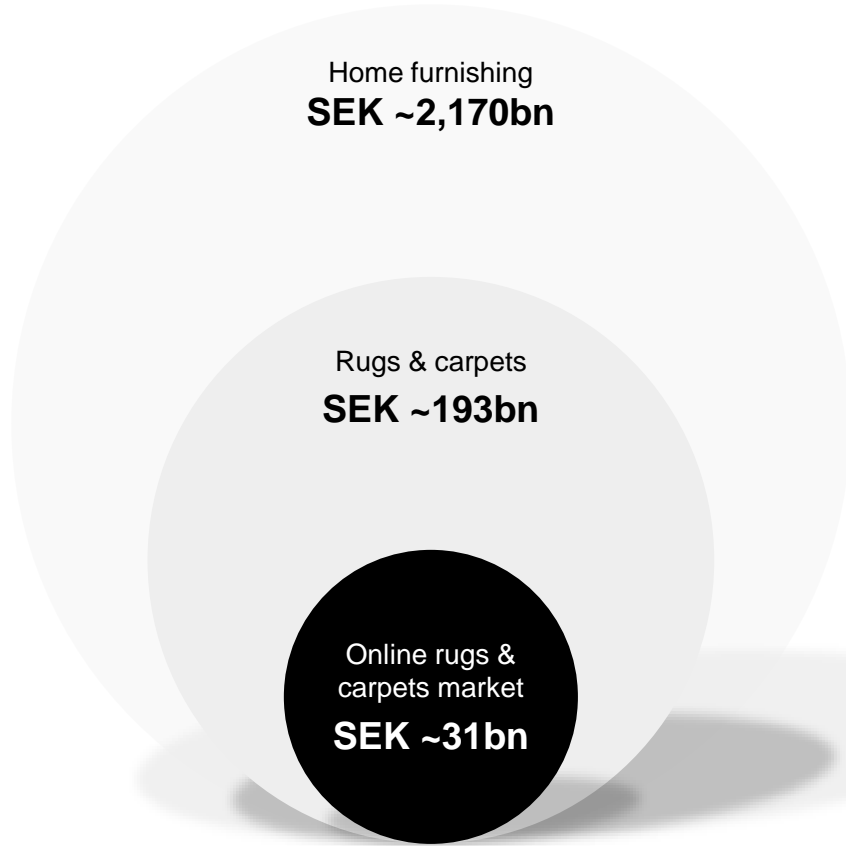
## 4 Strong financial position & track record

<b>16%</b>	<b>37%</b>	<b>142</b>
5-yr Net Revenue CAGR (SEK 639 million in 2022)	5-yr EBIT CAGR (SEK 75 million in 2022)	SEK million cash-on-hand Q1 2023

# Large market transitioning online

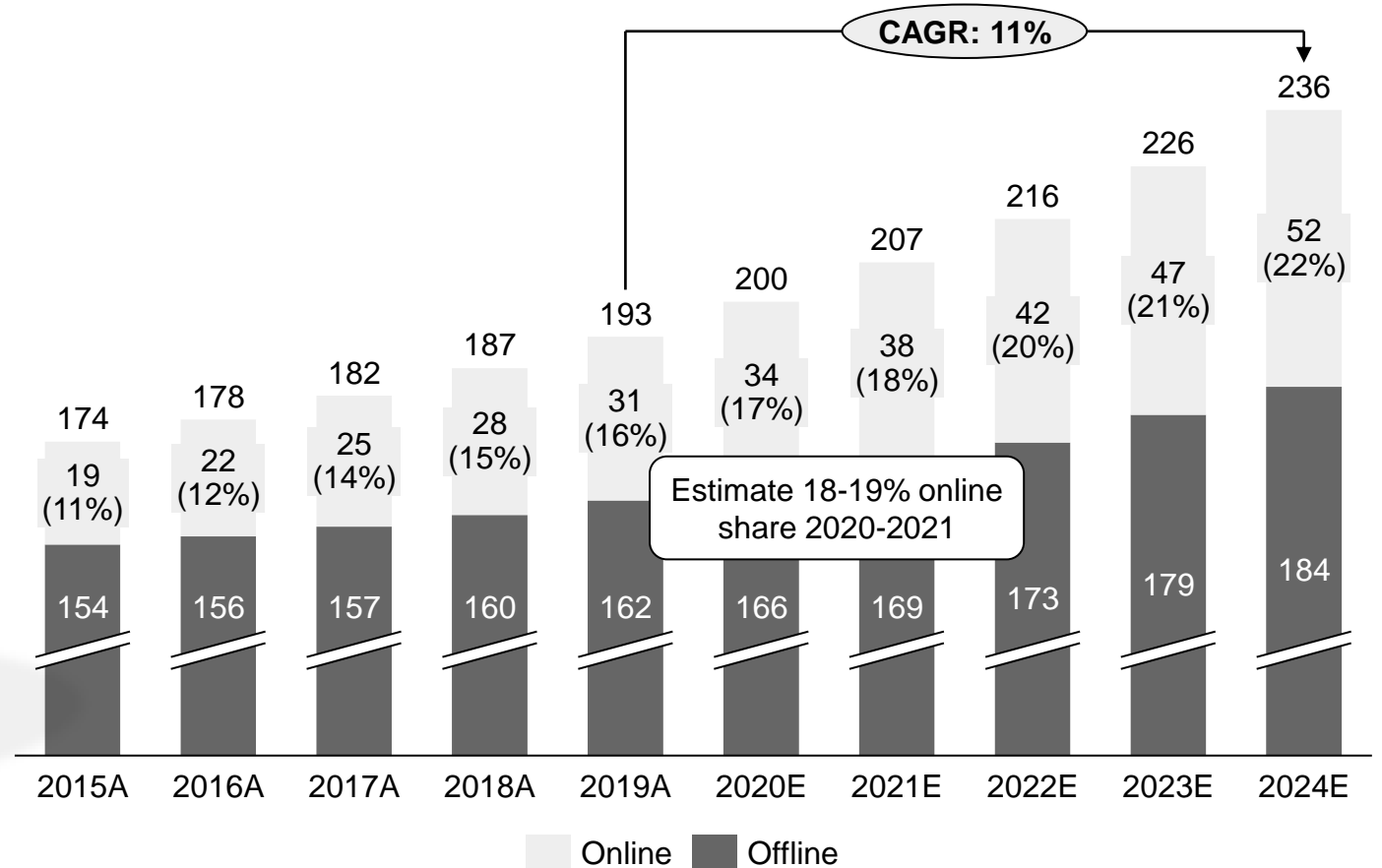
## Huge vertical transitioning online...

European home furnishing 2019 market size<sup>1</sup>

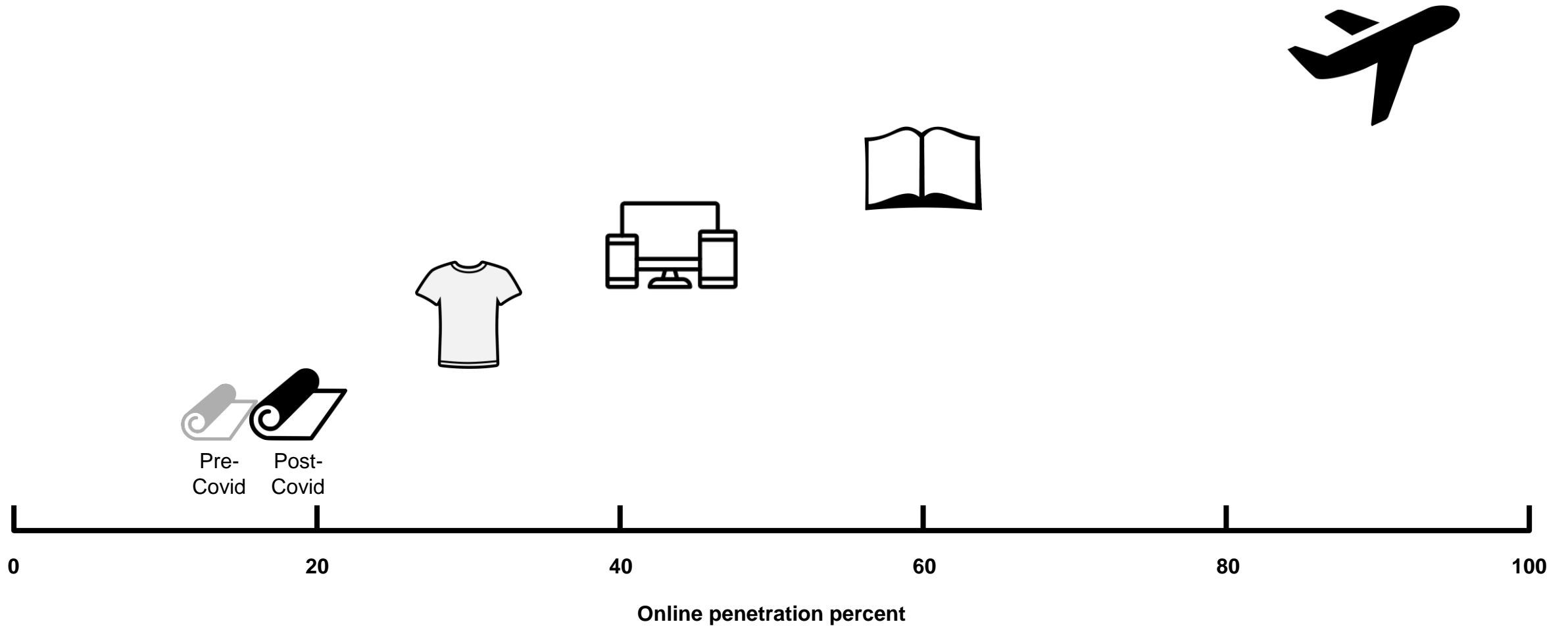


## ...online migration driven by mega trends & helped by Covid-19

European rug & carpet market<sup>1</sup>, SEK billion (online share & CAGR)

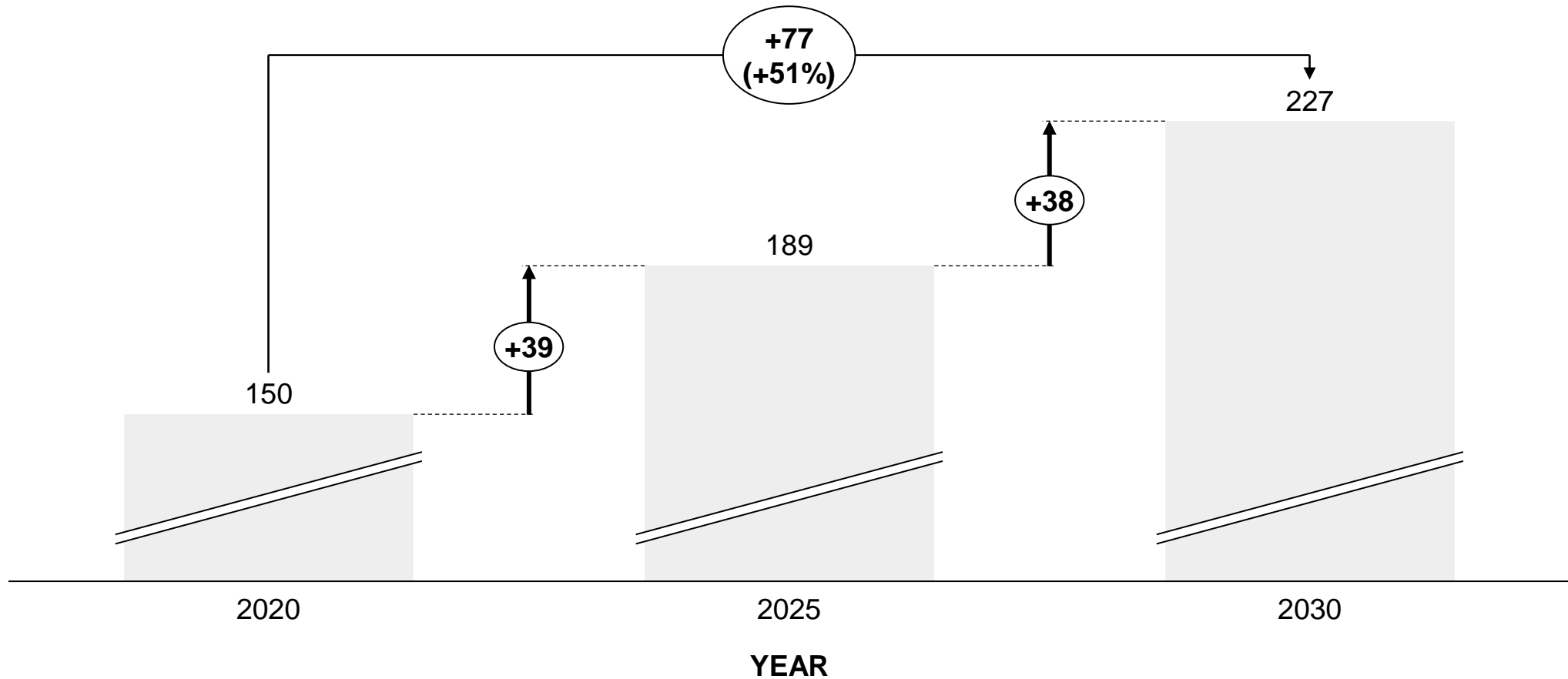


# Covid-19 accelerated online migration, but vertical still trailing more mature categories








# >225 million digitally native Europeans expected to live in their own homes by 2030

25+ year old Europeans from generation Millennials and later  
Million



1

# Rugs “perfect” online product

	 APPAREL	 CONSUMER ELECTRONICS	 TOYS AND GAMES	 BEAUTY	 RUGS	RUGVISTA FACTS
HIGH AOV						<ul style="list-style-type: none"> <li>▪ SEK ~3,600 average order value</li> </ul>
LONG PRODUCT LIFE CYCLES						<ul style="list-style-type: none"> <li>▪ Inventory not destroyed when on shelf</li> <li>▪ Multiple best-selling designs introduced 5+ years ago</li> </ul>
LIMITED INVENTORY RISK						<ul style="list-style-type: none"> <li>▪ 3% annual inventory provision used</li> </ul>
LOW RETURN RATES						<ul style="list-style-type: none"> <li>▪ Stable return rate of ~16%</li> </ul>
SUPERIOR ONLINE BUYING EXPERIENCE						<ul style="list-style-type: none"> <li>▪ ~30K SKUs to select from</li> <li>▪ Convenient and free home delivery of heavy and bulky item</li> </ul>

# Fragmented competitive landscape with no strong brands

## Fragmented competitive landscape

### Traditional resellers:

- Small offline privately owned stores
- Focus on traditional rugs or local furniture stores offering limited rug selection

### Large & medium home furnishing chains

- Wide range of home products
- Typically focus on furniture or home textiles
- Offline focus, but many have web-shops

### Digital department stores

- Wide range of products across multiple categories (e.g., Amazon) or within home furnishing mega-category (e.g., Wayfair)
- Generic shopping experience and/or sub-par post-purchase experience

### Digital rugs & carpet specialists

- Broad selection of different rug types
- Tailored shopping and delivery experience
- Few European players of any significant size

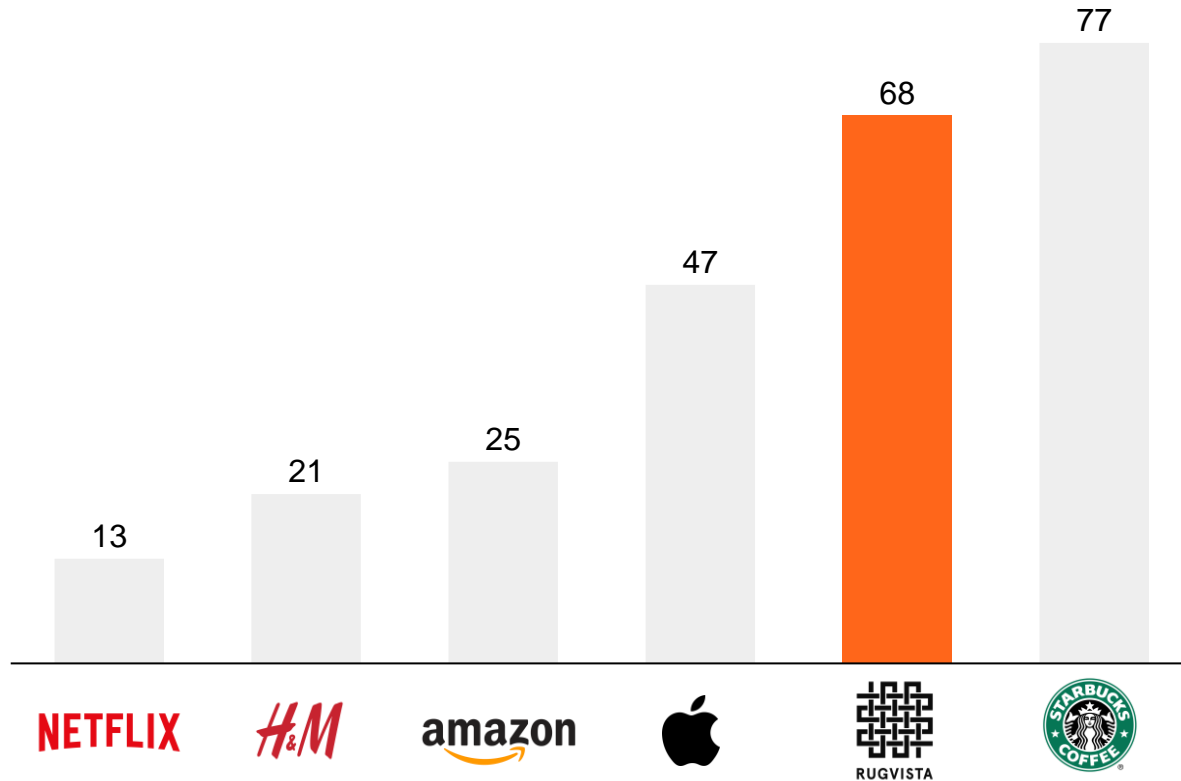
- **Fragmented both offline & online**
- **Offline focus**
- **Few with advanced digital capabilities**

## No significant product brands within the rug category



# Obsessed with delivering customer value proven by our KPIs

## Outstanding NPS score compared to world-leading brands<sup>1</sup>

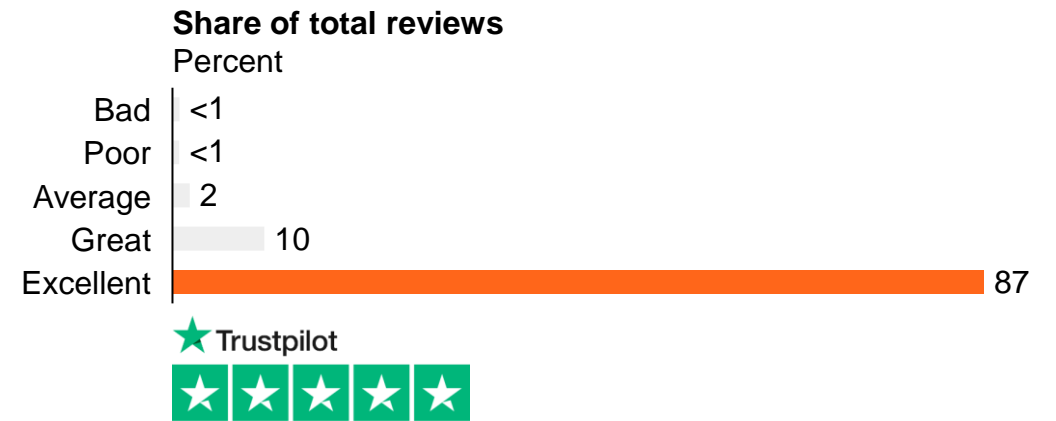


## 4.8 average score on TrustPilot based on ~90K reviews

*“Really happy with my rug which actually it is better than I expected and It has arrived before the scheduled date which is such a bonus. Definitely I will be purchasing in the future!”*

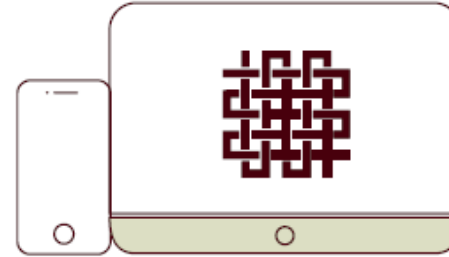
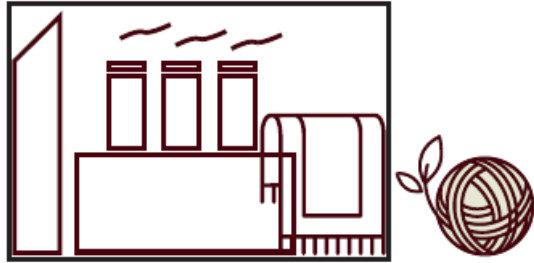
*“Fast, efficient service at a great price. My rug was exactly as pictured and arrived in really good condition thank you. It is perfect for the space and I love it.”*

*“Amazing company to deal with. Best tracking system and communication I've come across in the age of online shopping. A credit to the company. Great quality. Really recommended them.”*





# Optimized Direct-to-Consumer business model provides distinct advantages



- In-house product development, design, and direct sourcing
- Carefully curated assortment across rug types, styles, and price points

- In-house software development and technology infrastructure
- Dedicated and custom fitted warehouse combined with tailored order fulfillment

- Marketing communication adapted to local preferences
- In-house customer service with product expertise in ~20 languages

**Outstanding value-for-money for customers**

**Customized End-2-End customer experience**

**High degree of margin profile control**

D2C benefits

# Clear strategy to drive future profitable growth



## Showcase own assortment

- ✓ Lead with our in-house designed collections
- ✓ Build content to inspire and help users in the discovery and decision-making process
- ✓ Serve more user journeys effectively through new platform



## Win the key European markets

- ✓ Tailor and localize End-2-End customer experience, e.g., localize go-to-market approach
- ✓ Build a known and liked brand in selected key markets



## Be world-class

- ✓ Develop commercial and operational capabilities to efficiently drive profitable growth at scale



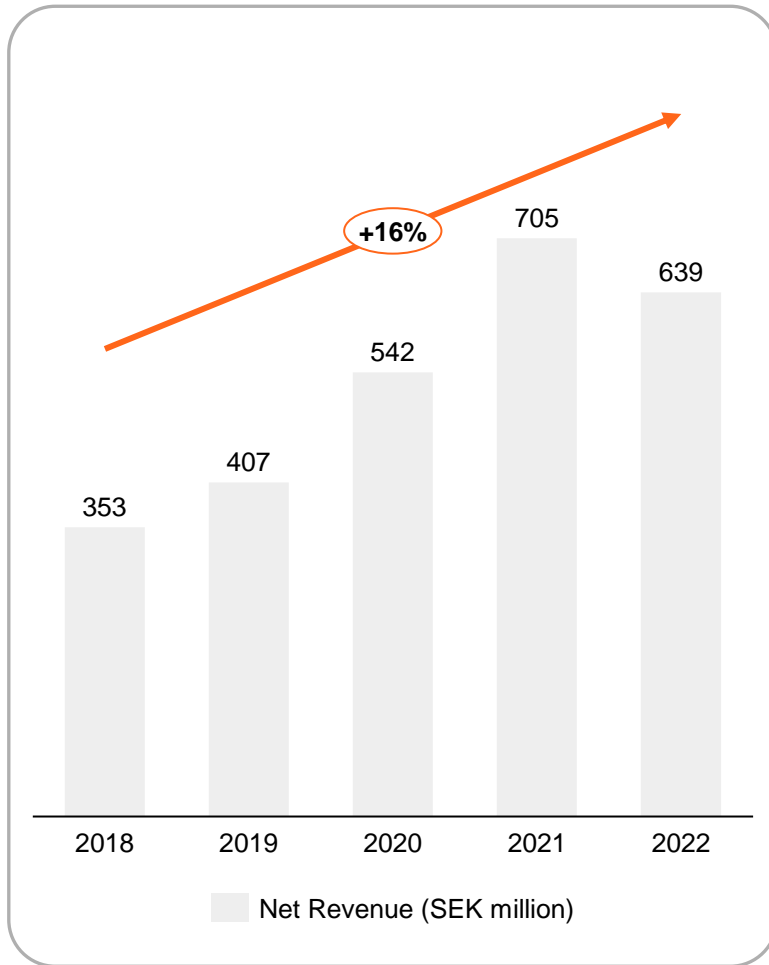
## Capture selected add-on opportunities

- ✓ Optimize and scale Amazon presence
- ✓ Leverage selected additional third-party channels

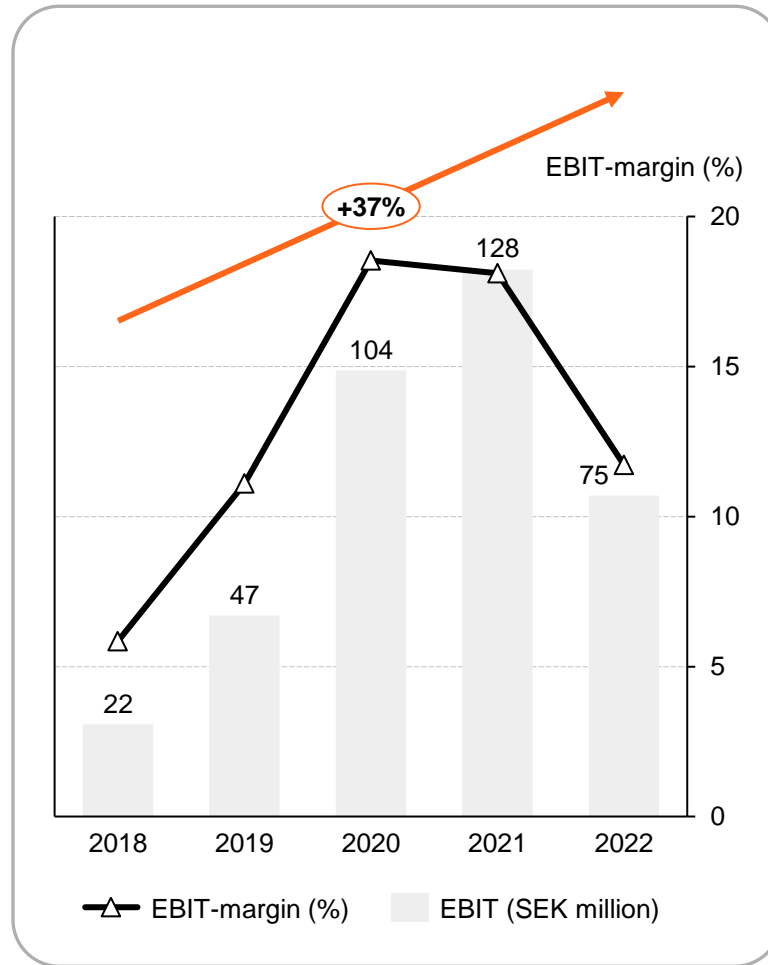
**Leverage data & technology to fuel growth**  
**Maintain high customer satisfaction levels**

# Profitable growth combined with strong cash generation

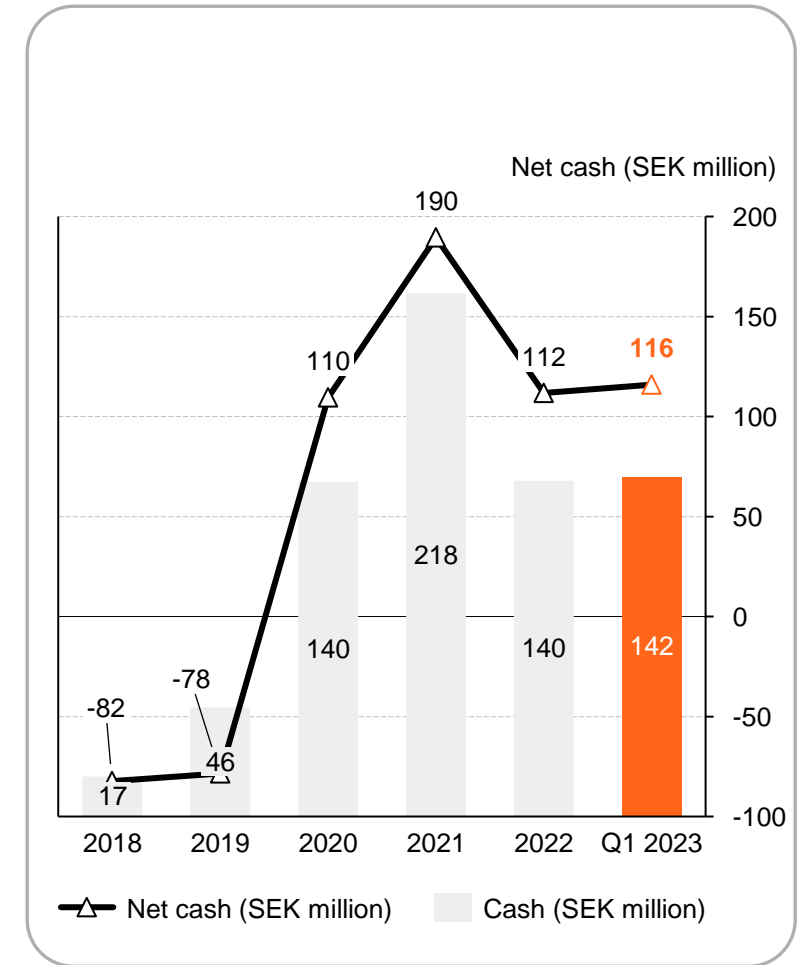
5-yr Net Revenue CAGR of 16%



5-yr EBIT CAGR of 37%



Strong financial position



# Leading European digitally native Direct-2-Consumer rug expert

**1**

**Large attractive market transitioning online**

**2**

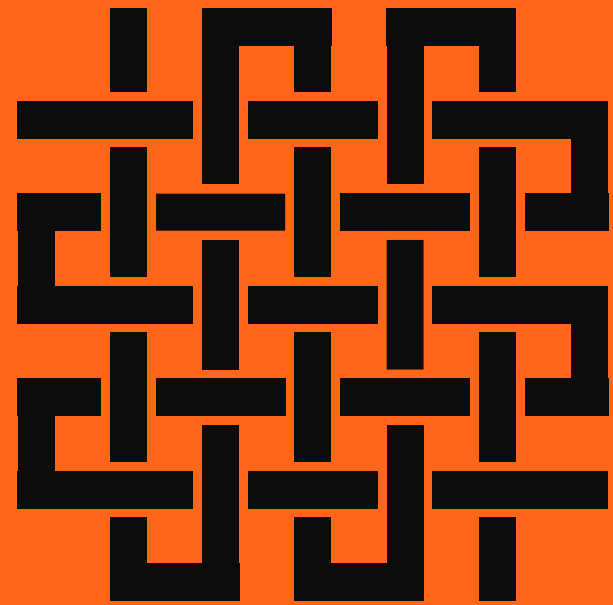
**Ambition & positioned to own European online rug category**

**3**

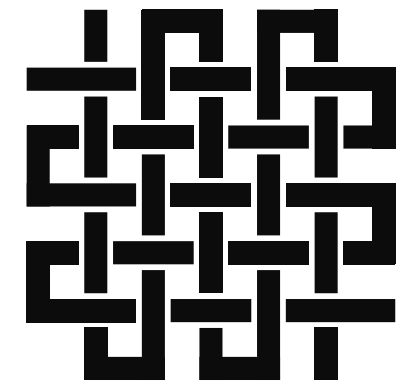
**Clear strategy to drive future profitable growth**

**4**

**Strong financial position and track record of profitable growth**



**RUGVISTA**



**RUGVISTA**

2023 Capital Markets Day  
**Introduction to the world of rugs**

RugVista Group AB (publ)



**Carin Terins**

**CDPO since Jan-2018**

**Selected previous experience:**

- Flash (2003-2017) Design- and Purchasing Director
  - Flash (1998-2003) Design Manager and Buyer
- Tenson Designer

**Education:**

- University of Borås, Product Development, Design
- IHM Business School, Digital Marketing

# Today's topics

Assortment overview

Sourcing and production strategy

Own designs and collection strategy

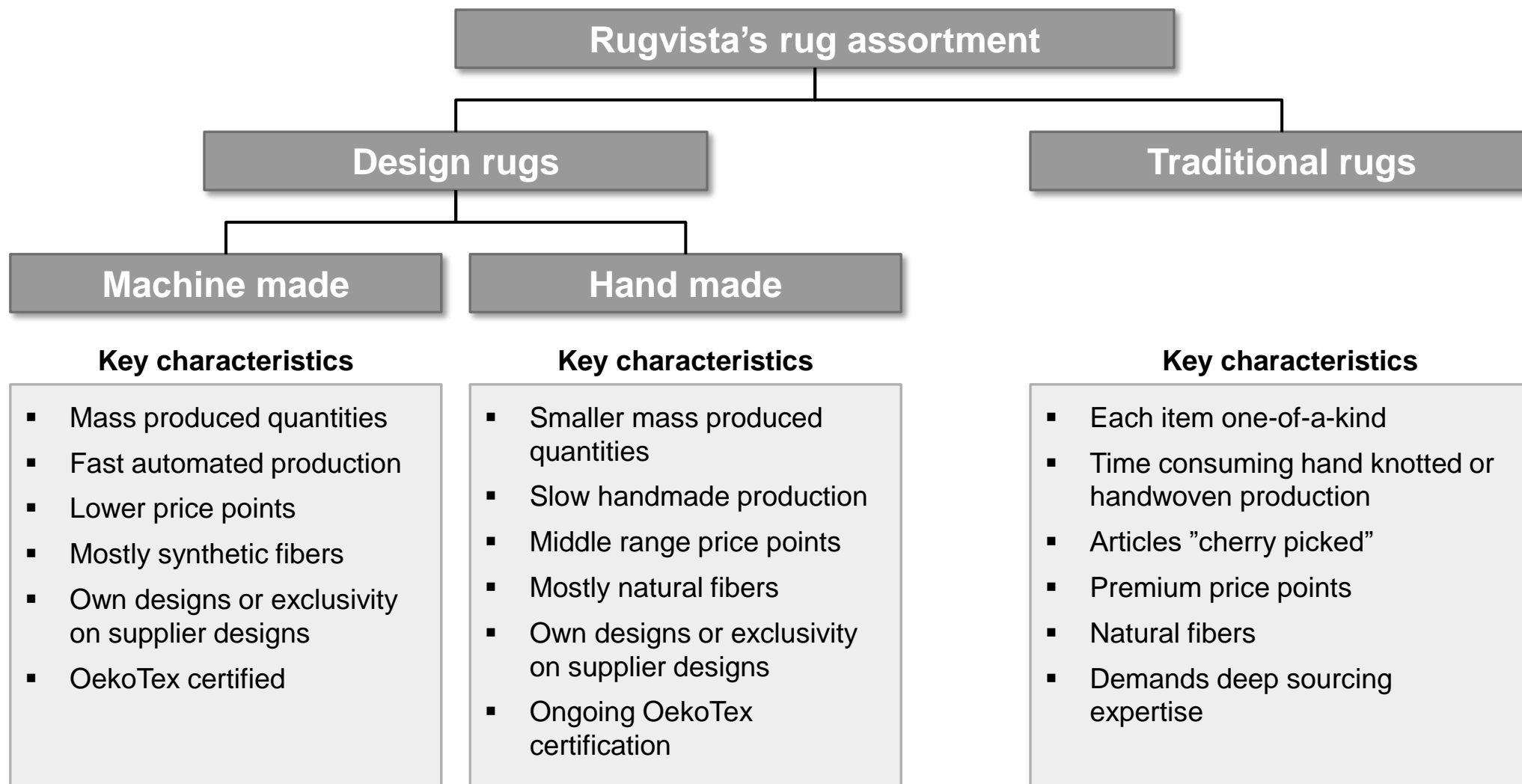
Category extensions

**RUGVISTA**

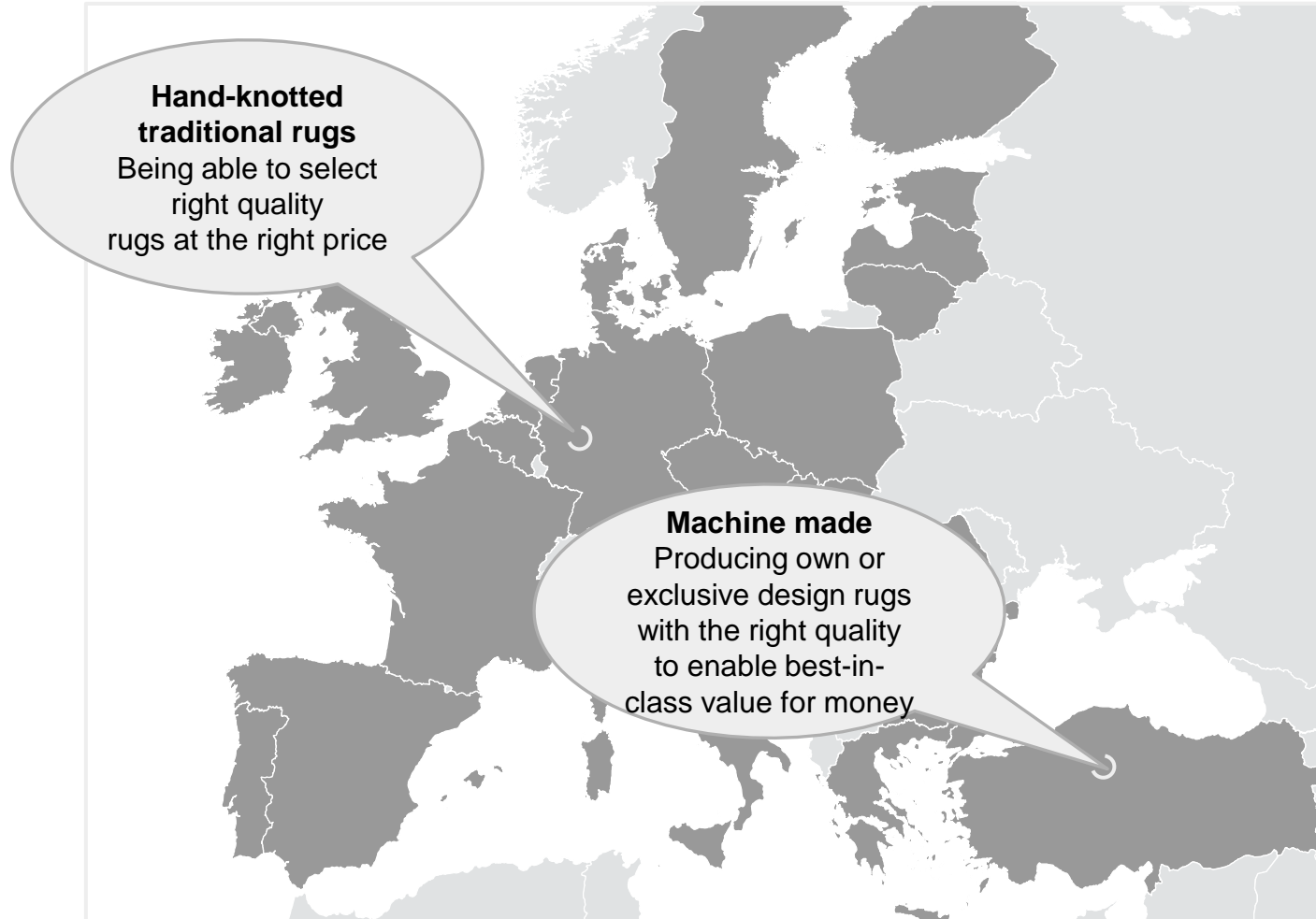




# Introduction to the world of rugs

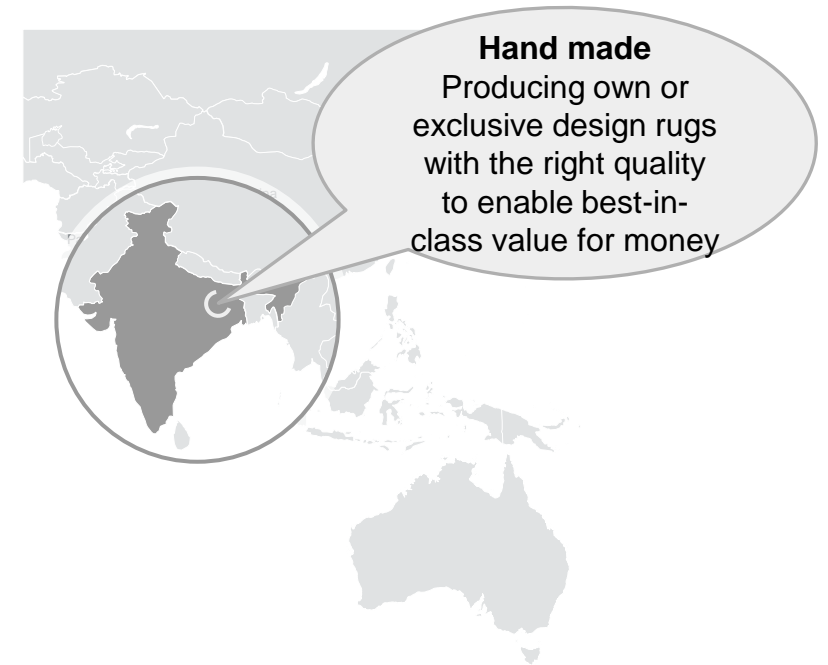


# Deep sourcing expertise and cooperations with leading producers



## KEY SUCCESS FACTORS

- Longstanding relationships with suppliers
- Economies of scale
- Continuous external auditing of all suppliers



## Sourcing of unique traditional rugs



About 22 000 unique rugs in stock

Handknotted and Handwoven

Iran, Afghanistan, Turkey, Morocco, India

# Selection of categories of unique rugs



Persian  
traditional



Afghan/ Pakistan



China



Ziegler



Silke



Vintage



Berber/Moroccan



Kilim



Village/Gabbeh

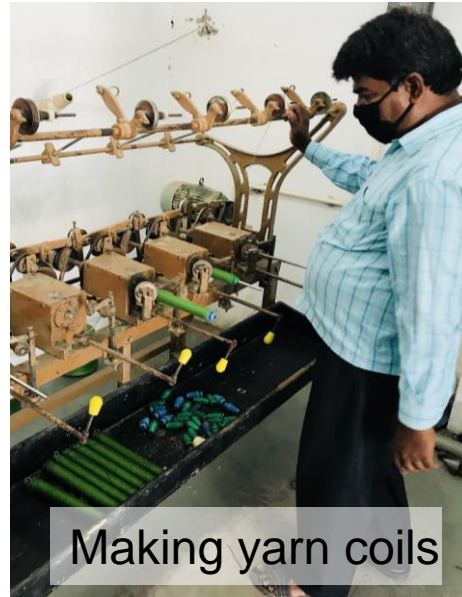
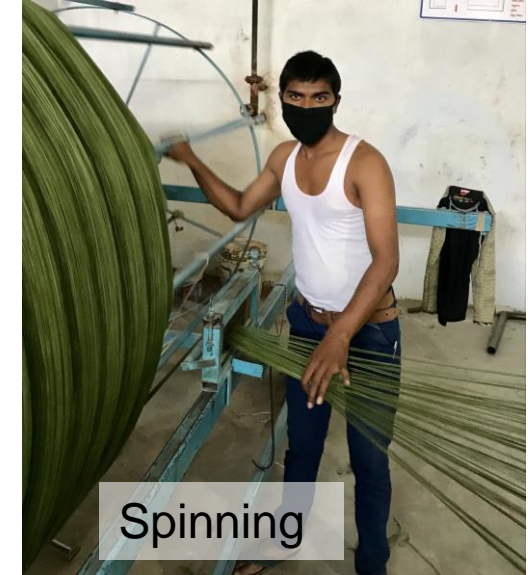


Nomad

# "Cherry picking" unique carpets



# Production unit for handloom weaving



# Production unit of handloom finishing



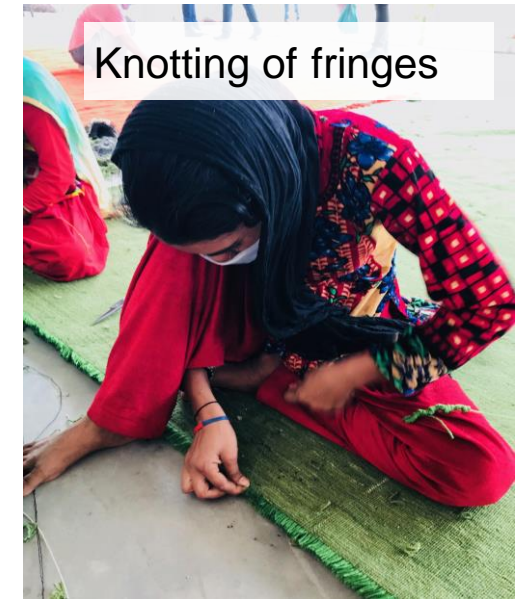
Carpet washing



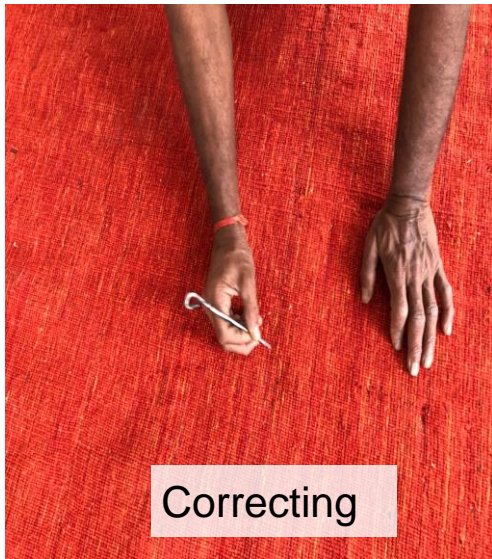
Sun drying



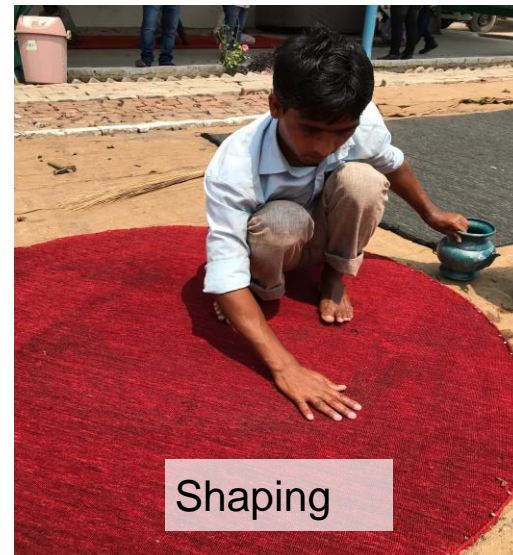
Binding edges



Knotting of fringes



Correcting



Shaping

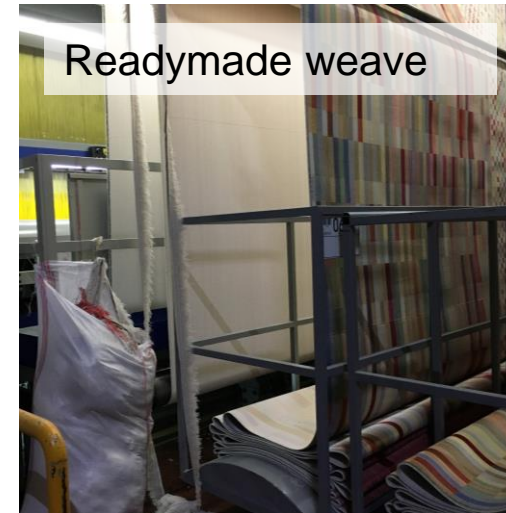


Shaving



Finishing

# Machinemade production





# Design- and product development



## TREND- AND COLOR ANALYSIS

- Fairs and Trend seminars inspiration
- Create moodboards
- Social Media - what is going on
- RV Design competition
- Co-operation with designers

## IN-HOUSE DATA EXPERTISE

- Provides insights on customer preferences and trends

## LISTEN TO OUR CUSTOMERS

- Cooperation with our customer service

## LISTEN TO OUR SUPPLIERS

- Experts in our area!

## Design strategy



- **In-house designs and exclusivity on designs** from suppliers and co-labs, a **key factor** for the future
- **Building an interesting assortment and collections** by producing own designs or exclusive design rugs in the **right quality and price, will enable best-in class value for money**
- Helps building the brand and we can **easier target our prices and keep a strong margin**

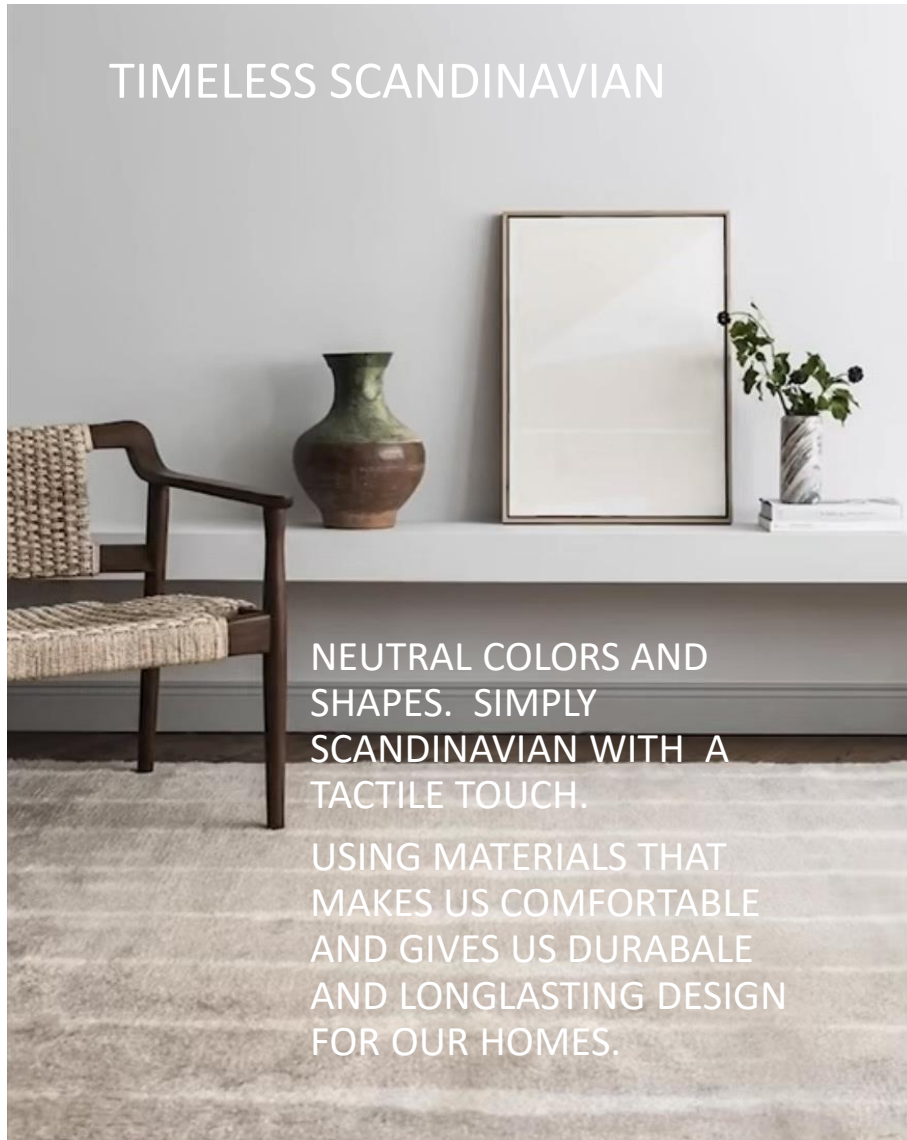


## Collections

- A name for a theme, style or other inspiration from which a set of designs have been developed and put together

### Benefits

- Better structure for building our assortment and **more inspiring and user friendly to our customers**
- Our collections will support storytelling and it will be easier to “set the scene” when centered around the collection concepts



TIMELESS SCANDINAVIAN

NEUTRAL COLORS AND SHAPES. SIMPLY SCANDINAVIAN WITH A TACTILE TOUCH.

USING MATERIALS THAT MAKES US COMFORTABLE AND GIVES US DURABLE AND LONGLASTING DESIGN FOR OUR HOMES.

## Sub-brands



### Essentials

Essentials offers a unique range of affordable rugs for the trendy home.

- **Essentials** (good)
- **Core** (better)
- **Premium** (best)

### Benefits

- Our collections will contain a mix of the sub-brands
- Helps us to structure our assortment in regard to quality, pricing and purchasing
- There shall be rugs for every wallet and every stage in life

# Rugvista Essentials an affordable story



## Essentials



- Successfully launched 2022
- First home
- Limited budget
- Early adpoters of trends
- Digital natives
- No car (home delivery important)
- A growing target group
- Updated assortment for A/W 2023



**New Shaggy**



**New Shaggy**



**New Shaggy**



**Colorfull**



**Washable**



**Washable**



**Flatweave Easy clean**



**Flatweave Easy clean**



**Printed Washable**



**Printed Washable**



**Structured**



**Structured**

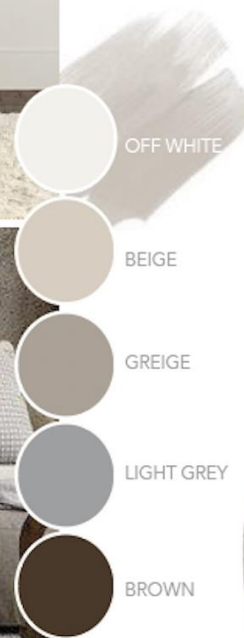


**Kids**



**Kids**

# Base Moodboard 2023-24



- Nature is the source for inspiration
- Focus on the warm shades from Brown to Beige and Ivory
- The nature inspires to tactile surfaces in both textiles, ceramics and furnitures
- Rattan, wood, jute, leather and wool are materials that brings nature into our homes
- Round and chunky shapes in everything from tables to sofas, rugs and accessories
- Most important, a warm and textured rug that will bring the room together



# Natural Structure Collection



- Structures is the trend
- Different surfaces meets in the same rug
- Natural color shades
- Timeless look
- Mix with wooden details and ceramics
- All sub-categories included



**Tuscany**  
RVD25183



**Mylla**  
CVD36829



**Japandi**  
RVD36946



**Millie**  
CVD38619



**Chelsea**  
RVD39729



**Lalique**  
RVD39729



**Chaima**  
RVD32200



**Byzan**  
RVD37008



**Como**  
RVD37713



**Caia**  
RVD39153



**Mosaic**  
CVD29494



**My Way**  
RVD39242



**Bubbles**  
RVD39292

# Bold and Brave Collection



- Eye catching is the trend
- Bold, brave and colorful
- Blue, Green, Orange and Pink
- Round and uneven shapes
- Paint the walls and the ceiling in the same brave color
- Go outside the box, express yourself!



**Bean Bean**  
CVD36737



**Barba**  
CVD36973



**Barba**  
CVD37694



**Barba**  
CVD37694



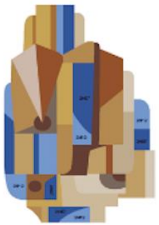
**Barba**  
CVD39676



**Barba**  
CVD39674



**Barba**  
CVD39678



**Quentin**  
RVD39694



**Jardin**  
RVD39697



**Botanic**  
CVD31853



**Portal**  
CVD31872



**Portal**  
CVD31868



**Portal**  
CVD31876



**Portal**  
CVD31880



**Elephant**  
CVD31882



**Elephant**  
CVD31852



# Kids Collection



- Co-ordinated warm and dusty colors
- Playful and interactive designs
- Uneven shapes
- Mix 2-3 designs together
- Focus on lower priced sub-categories



**Fun Tiger**  
RVD39168



**Confetti**  
RVD34073



**Lucky Numbers**  
CVD31865



**Lurig**  
RVD34006



**Baloon Ride**  
CVD33643



**Honey Bear**  
RVD33864



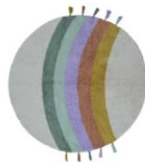
**Puppy**  
RVD36800



**Lollo Lamm**  
RVD39212



**Paradise**  
RVD33598



**Rainbow**  
RVD39612



**Play Track**  
RVD33462



**Gecko**  
RVD39266



**Bear World**  
RVD33870



**Apple Tree**  
RVD39608

# Bathroom rugs



- New product category
- Successfully launched in March this year
- Two major looks; Colorful and Classics
- Tufted cotton rugs with or without latex anti-slip
- Washable
- OekoTex certified



**BREEZE**  
CVD38790



**OCEANA**  
CVD38780



**THALASSA**  
CVD38768



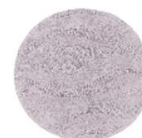
**THALE**  
CVD38762



**CHATEAU**  
CVD38763



**CHATEAU**  
CVD38763



**BREEZE**  
CVD39593



**RIVIERA**  
CVD39066



**ARIEL**  
CVD38775



**CADIZ**  
CVD38777



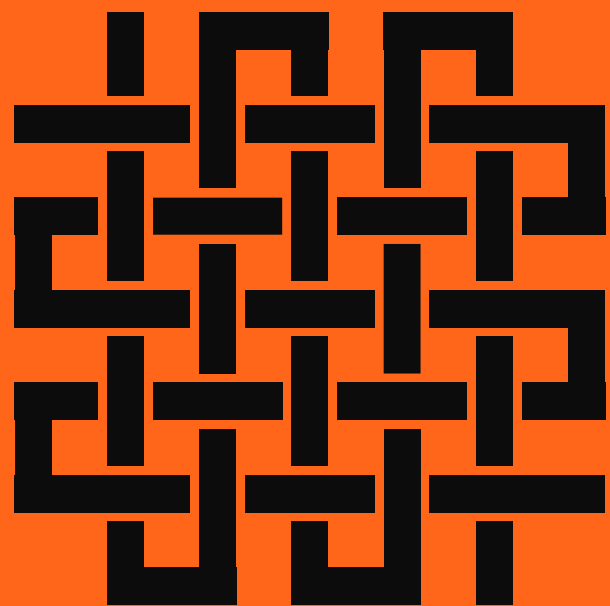
**RIVIERA**  
CVD38770



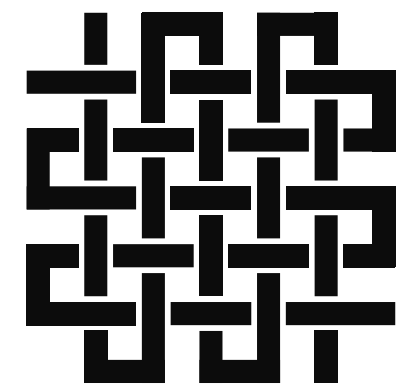
**ATLANTIS**  
CVD38779



**NEPTUN**  
CVD38776



**RUGVISTA**



**RUGVISTA**

2023 Capital Markets Day

**Branding**

RugVista Group AB (publ)



**Ulrika Klinkert**

**CMO since Nov-2017**

**Selected previous experience:**

- Betsson (2014-2017), Head of Markets
- Kjell & Company, (2010-2013), CMO
- Cloetta, (2001-2010), Marketing Manager, Brand Manager, KAM

**Education:**

- M.Sc.Eng. LTH and KIT (Karlsruhe Institute of Technology)
- Thesis, ANU (Australian National University)

# Today's topics

Why branding

Rugvista Brand Position

Next steps



# Today's topics

Why branding

Rugvista Brand Position

Next steps

**RUGVISTA**



## Why branding?



Reach = awareness = **consideration list**



Brand awareness = trust =  
**more efficient marketing mix**



Strong brand = less price sensitive = **higher margin**



# Today's topics

Why branding

Rugvista Brand Position

Next steps

**RUGVISTA**



RugVista Group AB (publ)

# Årsredovisning och Hållbarhetsrapport 2022



## Rugvistas Kundmålgrupper

Inom segmenten Privatpersoner (B2C) och Företagskunder (B2B) arbetar vi utifrån identifierade kundmålgrupper. För B2B är fokus primärt på tre kundgrupper: inredningsarkitekter, hotellkedjor samt boutique-hotell. För B2C gjorde vi under 2022 en ny kundsegmenteringsstudie i Europa. Utifrån studien avseende privatpersoner identifierades fem kundtyper (se nedan) för vilka vi vill vara ett relevant alternativ.



### Premiumkunden

Mycket intresserad av heminredning och ser mattan som en viktig del av inredningen. Kvalitet och exklusivitet är viktigt vid val av produkt.



### Visuella kunden

Mycket intresserad av trender, både inom mode och heminredning. Mattans utseende och trendriktighet är viktiga faktorer vid val av produkt.



### Situationsstyrda kunden

Intresserad av heminredning. Ser möblerna som de viktigaste delarna i inredningen och att mattan ska komplettera övrig inredning. Köpprocessen påbörjas utifrån behov till exempel på grund av att nya möbler har inhandlats, något är utslitet eller en flytt.



### Försiktiga kunden

Intresserad av heminredning och ser mattan som en viktig inredningsdetalj. Har lägre inkomst och därför mån om och villig att jämföra mellan olika butiker i valet av den perfekta produkten.



### Priskänsliga kunden

Lågt intresse för heminredning och ser mattan som en produkt som skapar en personligare och mysigare känsla i rummet men som ändå är en perifer detalj i hemmet. Pris är den viktigaste faktorn i valet av produkt.

# Rugvista brand strategy

## Who are we?

What do we want people to think about us

- **Convenient** - practical & save time
- **Experts** - inspired, get support
- **Trustworthy** - confident to buy



## Customer benefits

... at point of contact

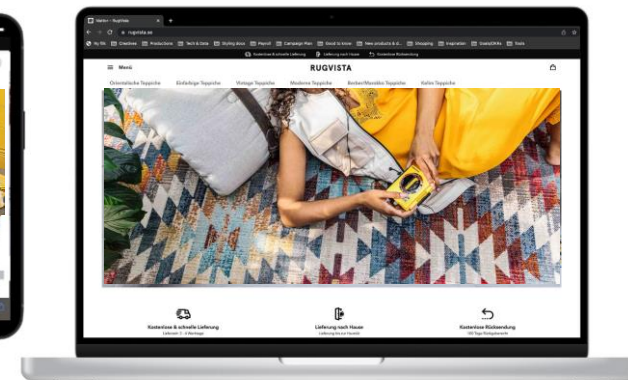
- Rugvista.com / pop up store
- Media & communication
- Product



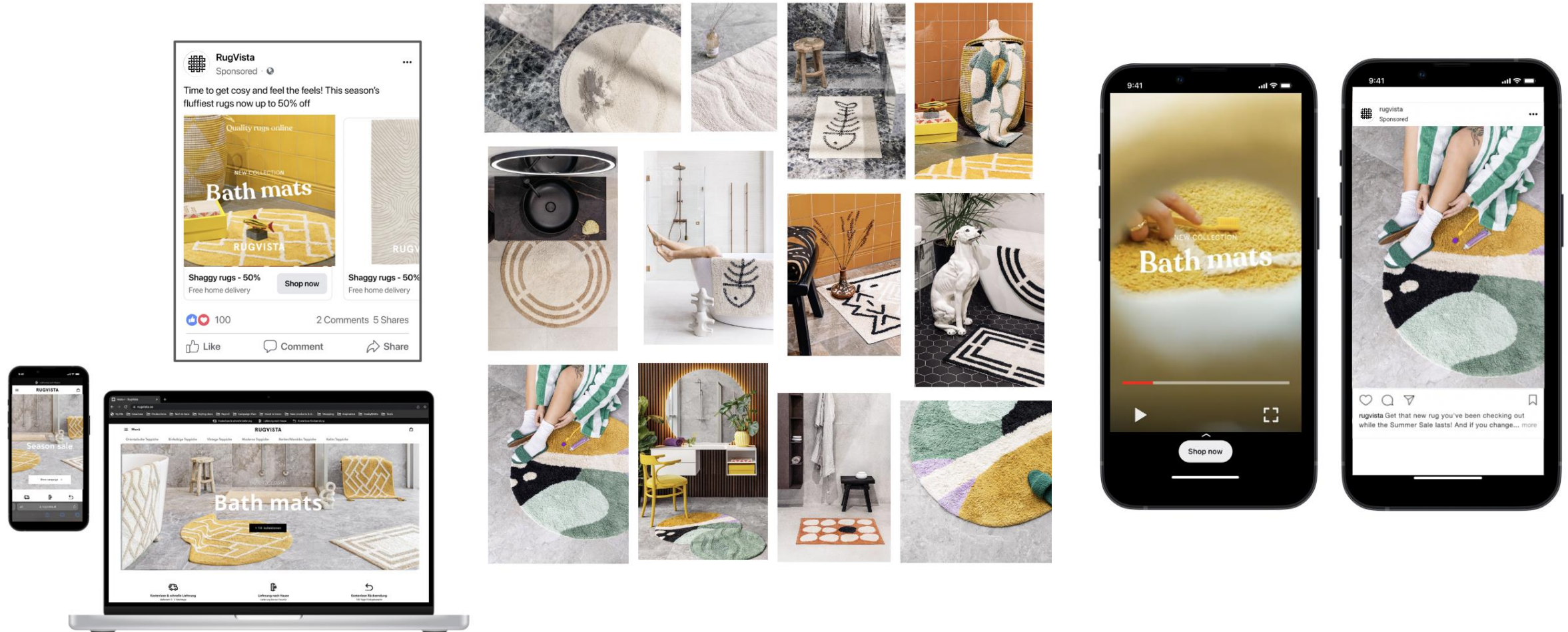
## Tone of voice

Look & feel

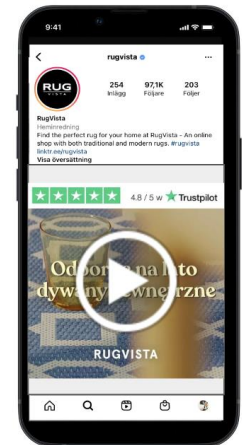
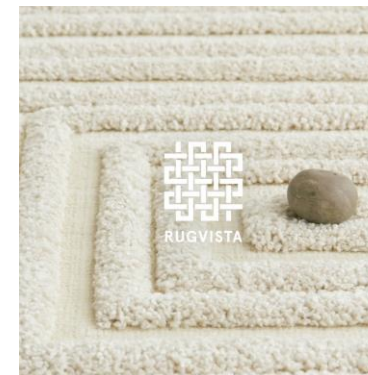
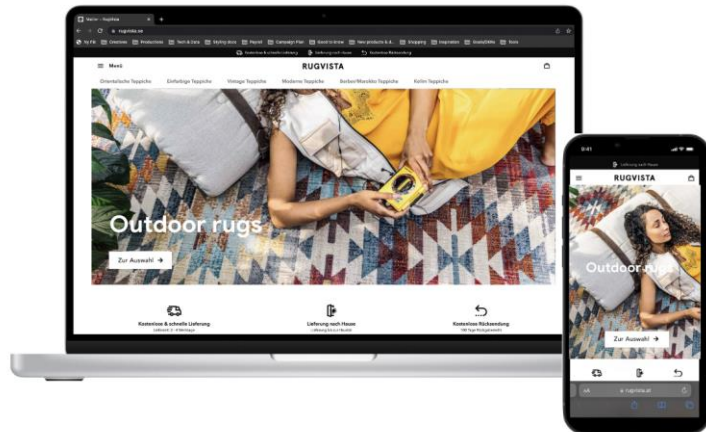
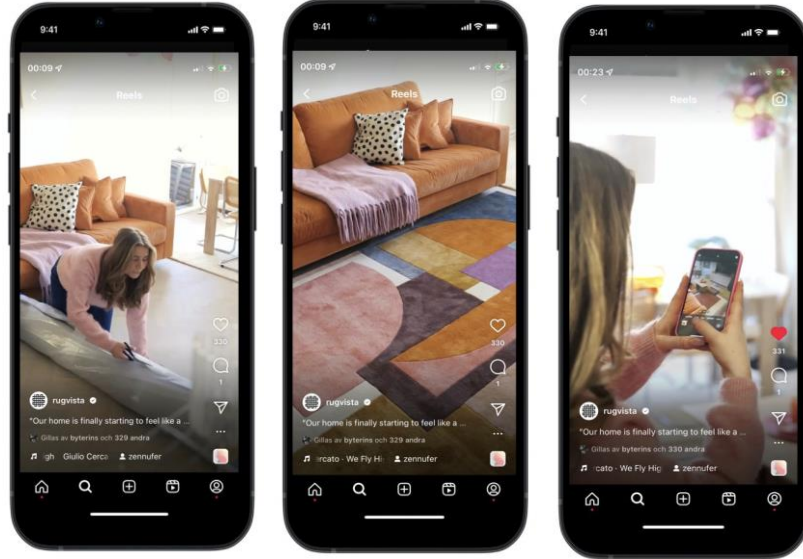
- **Distinctive:** Simple and easy to understand
- **Unique:** Rememberable, standing out
- **Relevant:** Match target group & category
- **Likable:** Drive consideration to buy



# Branding in all touch points – distinctive & unique



# Branding in all touch points – relevant & likable



## Branding in all touch points – first steps Q1&Q2

**Bathmats**

# Today's topics

Why branding

Rugvista Brand Position

Next steps



**RUGVISTA**

**RUGVISTA**

# Next steps - to be a liked and well-known brand



Reach **new target groups** via new channels

-> New opportunities for growth

Build **broad brand awareness** in key markets

-> Increased direct and organic traffic

-> More cost efficient media mix

-> Trigger both new and current customers





Focus on **customer relevant content**, on and of site

-> Increased consideration

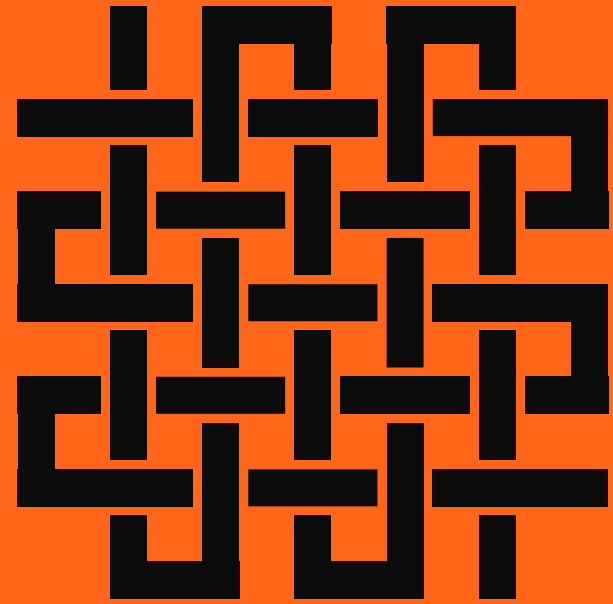
-> Visual formats important for our category

-> New tech stack key enabler

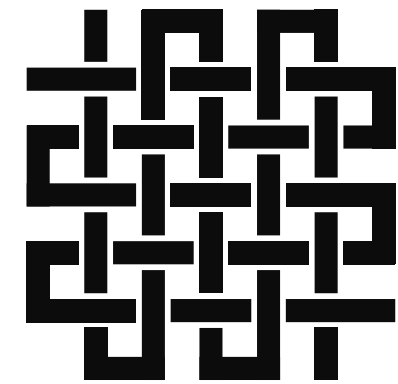


	 RUGVISTA	 Jotex	 IKEA	 RUSTA
Unaided awareness	1 %	5 %	66 %	36 %
Aided awareness	11 %	61 %	93 %	84 %
Aided consideration	8 %	30 %	79 %	59 %
Aided preference	5 %	17 %	65 %	46 %
Recent purchase	2 %	6 %	44 %	38 %





**RUGVISTA**



**RUGVISTA**

2023 Capital Markets Day

**New Rugvista e-com platform**

RugVista Group AB (publ)



**Peter Rosenfors**

**CTO at Rugvista since Dec-2021**

**Selected previous experience:**

- CDON (2020-2021)
- Axis Communications (2019-2020)
- Rillion (2017-2019)

**Education:**

- M.Sc. Civ. Eng., Luleå Technical University

# Today's topics

History of previous tech solution

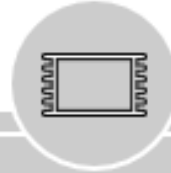
Overview of new e-com platform

Next steps

**RUGVISTA**



# Strategic priorities to drive growth



## Showcase own assortment

- ✓ Lead with our in-house designed collections
- ✓ Build content to inspire and help users in the discovery and decision-making process
- ✓ Serve more user journeys effectively through new platform



## Win the key European markets

- ✓ Tailor and localize End-2-End customer experience, e.g., localize go-to-market approach
- ✓ Build a known and liked brand in selected key markets

## Finalizing remaining core features while releasing in additional domains

**0.8**

Existing version of the new platform



New Checkout experience  
New My Pages experience

**5**

Number of markets live on the new platform today



Croatia, Austria, Switzerland, the UK, and Sweden

**20**

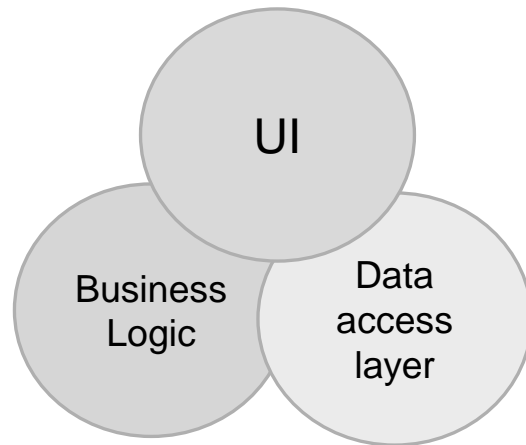
Total number of markets today



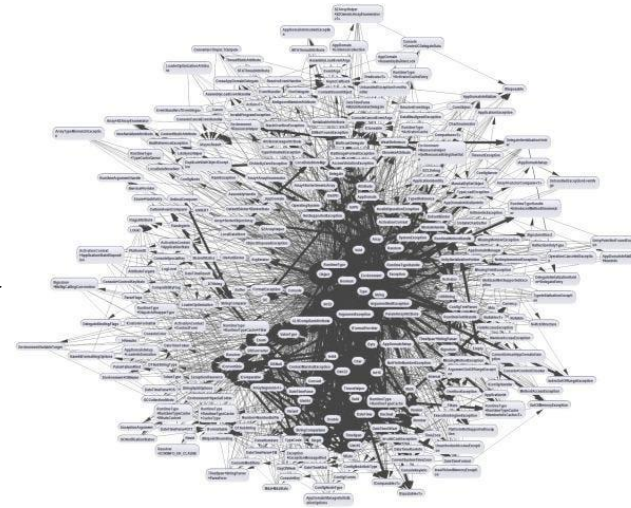
All major markets live 2023

# New platform is a complete technology transition

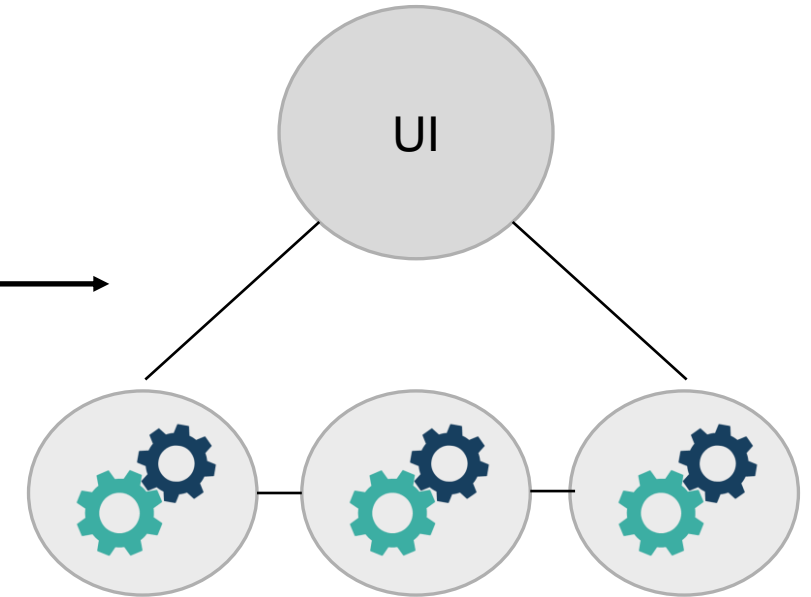
## Previous platform



- Hard to maintain
- Difficult to add feature
- Single point of failure



## New platform

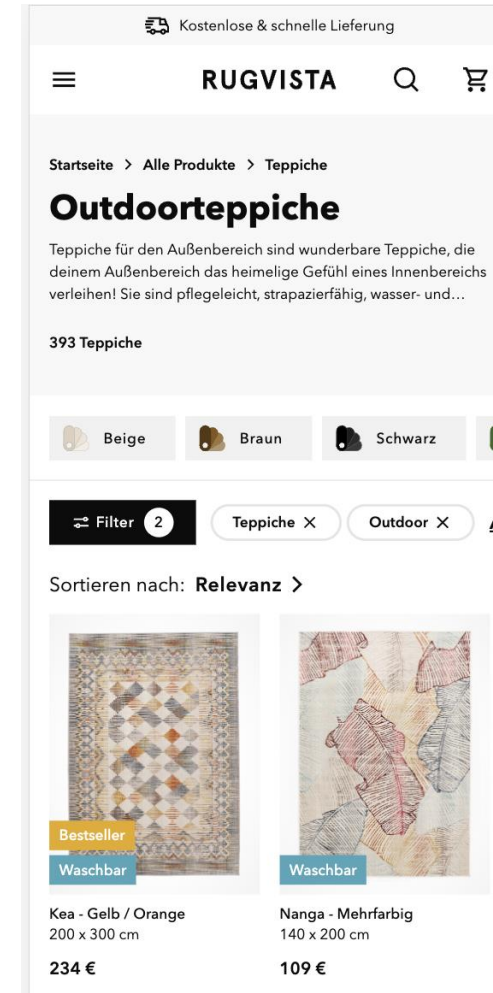


- Better maintainability
- Better scalability
- Independent deployment

# New e-commerce platform comprised of 3 major system components

Backend solution

Content management



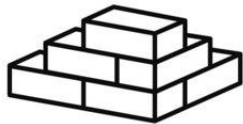


## The backend solution is the data foundation



### Inhouse solution

- Flexible and tailor made
- Use our knowledge



### Platform foundation

- Enhanced product model
- Serves onsite experience



### Localization enabler

- Product content
- Price, discount, campaigns, more

# Content Management

## System and solution

### Tech foundation

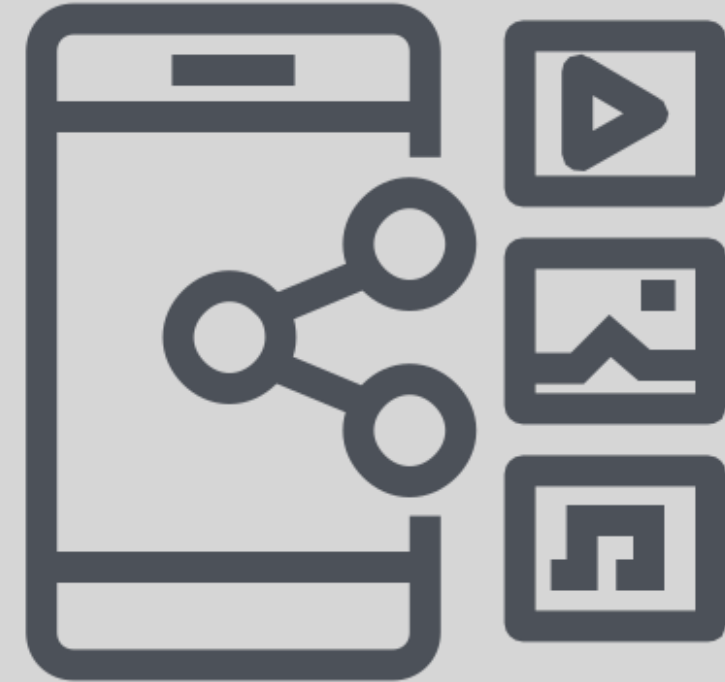
- Headless 3<sup>rd</sup> party solution
- Separated from frontend solution
- Customized to support strategy
- Multi domain setup

### Localization enabler

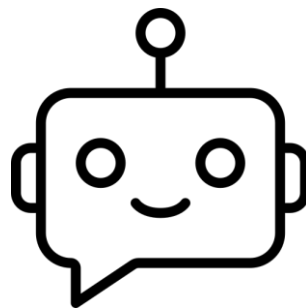
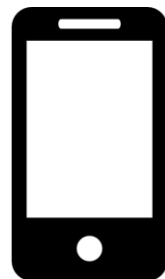
- Different online merchandising between countries
- Possibility to localize site experience, content and campaigns
- Catch countries seasonality assortment

### Make-a-difference functionality

- Build an enrich the e-com shop (layout, text/image/video content)
- Efficient content creation
- SEO optimized structure



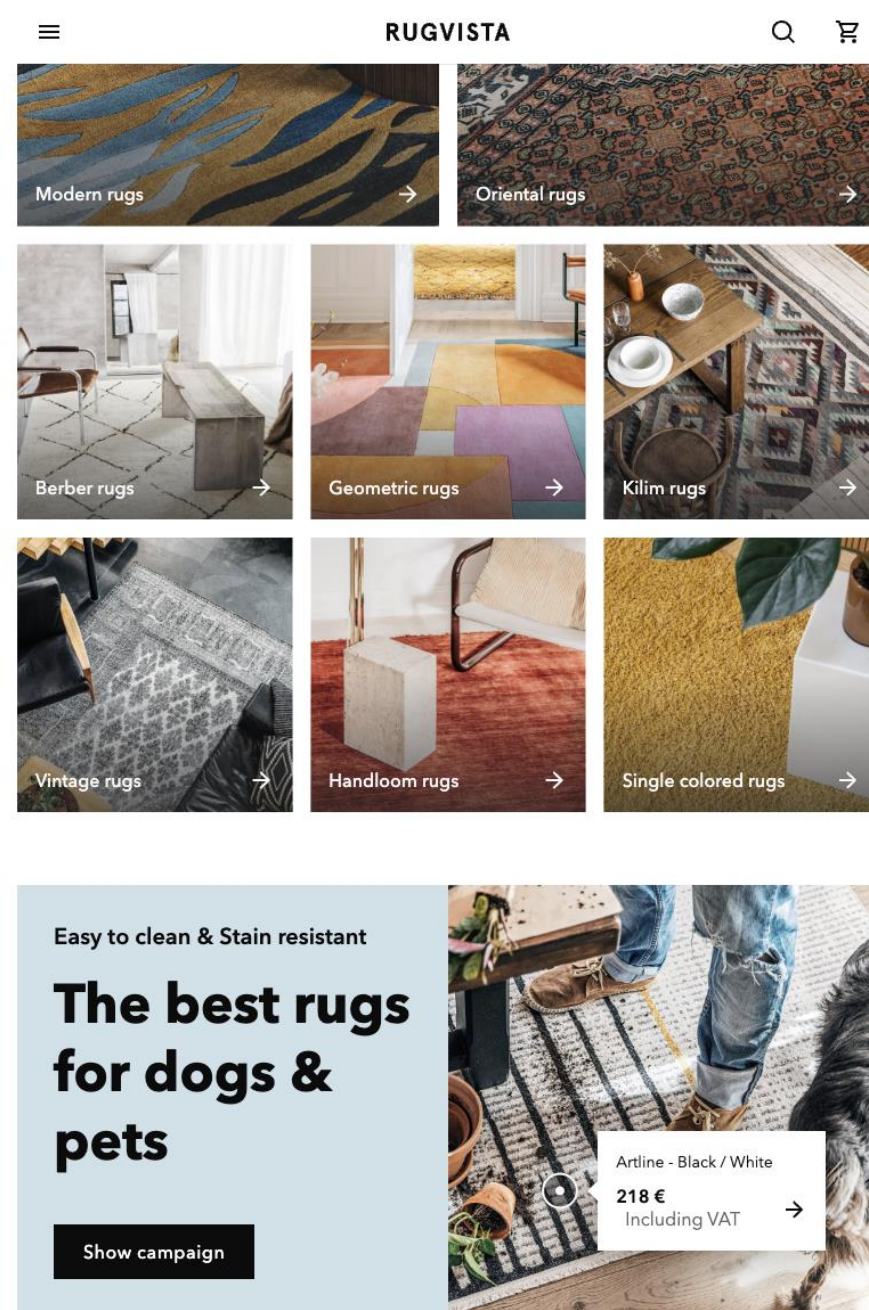
# Frontend – Online Shop



- Built our frontend ourselves
- Own our User Experience
- Ability to present our products and use our full potential

- Responsive design for all devices
- Mobile first approach
- Site speed important

- Search engine optimized site structure
- Machine- and human content value available
- Support transition to more cost efficient traffic mix



## The new platform

Find rugs by

- Shape >
- Size and Thickness >
- Color >
- Room >
- Style >
- Type >

Shape

- Rectangular rugs
- Runner rugs
- Round rugs
- Square rugs
- Odd shape rugs

Bestseller

Washable

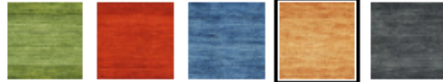
Kea - Yellow / Orange  
200 x 300 cm

234 €

**Gabbeh Rainbow - Rust Red Wool Rug**  
140 x 200 cm

9% off  
**397 €** 441 € (VAT included)  
Lowest price last 30 days: 397 €

Selected color: **Rust red** 5 colors



140 x 200 cm

**Add to cart**

**In stock**  
Ready to be shipped next working day

**Free return**  
100 day money back guarantee

**Free and fast home delivery**  
Delivery to your doorstep

**Material:** Wool

**Sustainability:** Care & Fair

**Specifications**


Start page > All products > Rugs

### Geometric rugs


263 Rugs

Beige Grey Brown Black

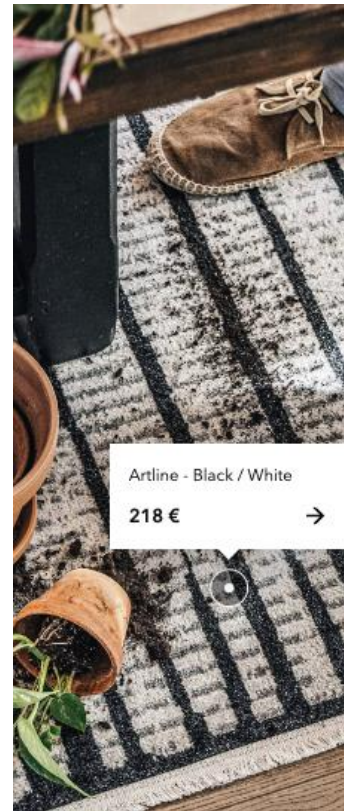
Filter 2 Rugs X Geometric X Clear all



Arty - Multicolor  
140 x 200 cm  
420 €



Triangel 2 - Beige / Multicolor  
200 x 300 cm  
299 € ~~322 €~~ **-10%**



Filter Clear all

Sort by Relevance >

Size >

Shape >

Thickness >

Price >

Discount >

Color >

Style >

Pattern >

Room >

Type >

Manufacturing Handloom >

Material >

Feature >

Origin >

Bestsellers (4)

Secondaries (77)

# New platform basis for enhanced shopping experience



New checkout  
experience



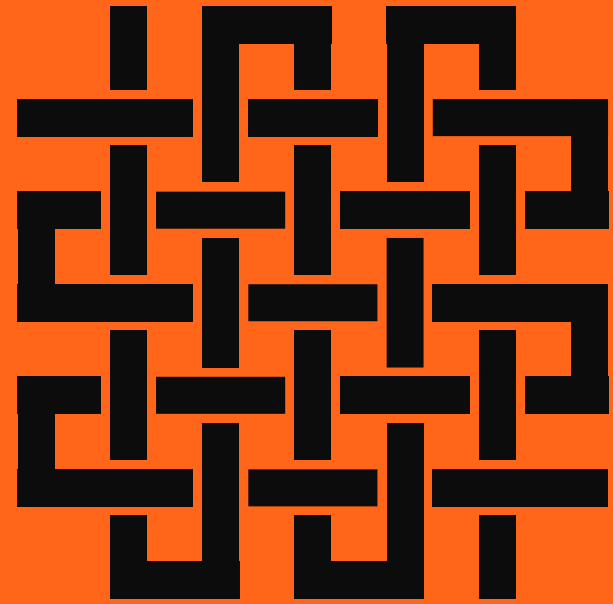
New my pages  
experience



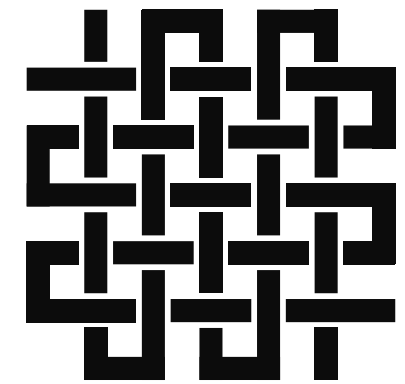
Enhanced onsite algorithms  
(personalization)



Create content!



**RUGVISTA**



**RUGVISTA**

2023 Capital Markets Day

**Financial targets**

RugVista Group AB (publ)



**Joakim Tuvner**

**CFO since Jan-2023**

**Selected previous experience:**

- VP Finance Oatly EMEA
- CFO Bona
- CFO KLS
- CFO & dep CEO Pågen
- Head of Finance Oriflame, Latin America & Asia

**Education:**

- BSc. In Business administration, Lund University



# Topics covered today

Our financial targets

Our financial development

**RUGVISTA**



# Our financial targets

## Medium- to long-term targets

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Organic net revenue  
growth of approx.

**20%**

EBIT-margin of  
at least

**15%**

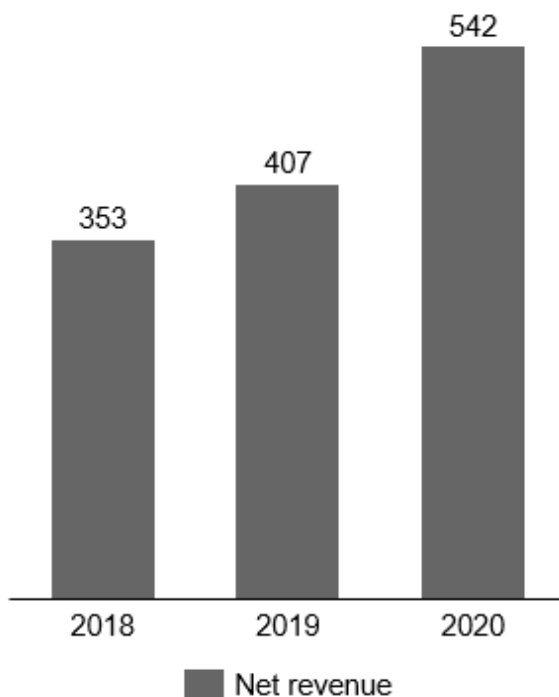
Dividend as % of net  
profits, up to

**50%**

## 20% Net revenue growth

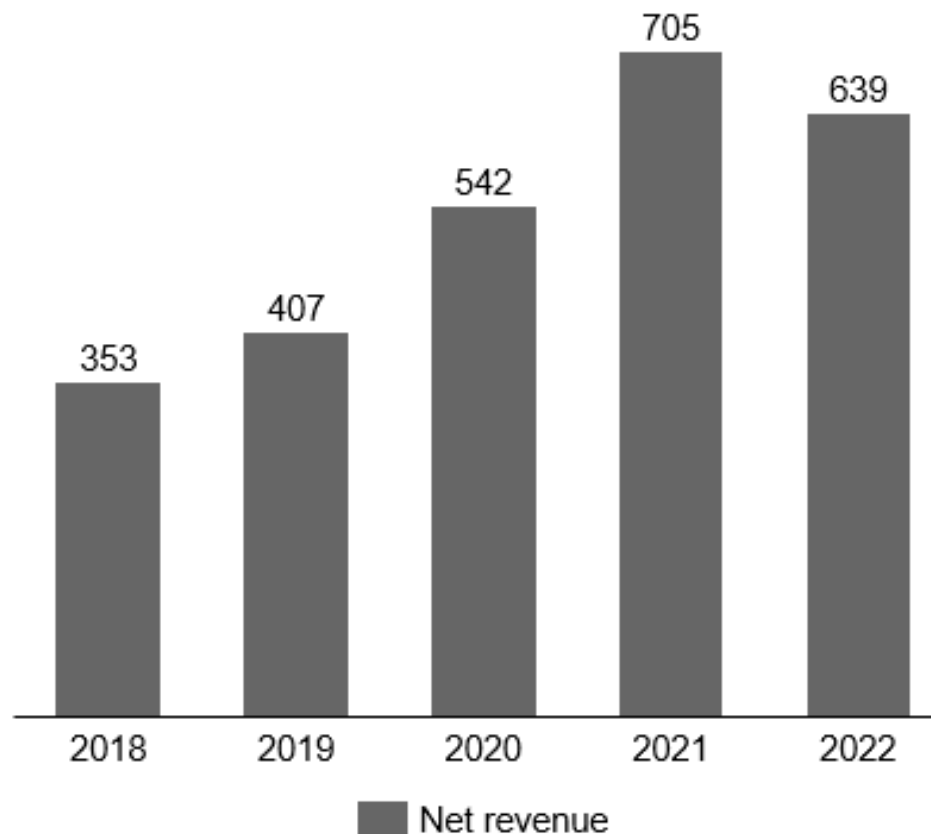
@IPO 3 Year CAGR 20% <sup>1)</sup>

SEK million



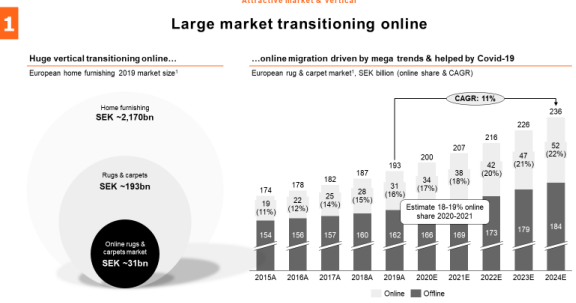
After two more years 5 Year CAGR 16% <sup>1)</sup>

SEK million

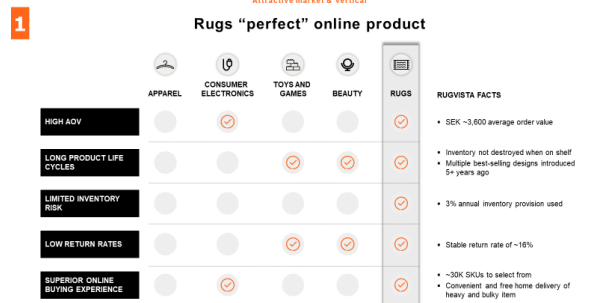


- ✓ Pandemic short-term boost of interior design and home improvement
- ✓ Pandemic long-term boost of migration from off- to online strengthened our growth case
- ✓ Current setting in the market due to macro-economics led us to focus on profitability rather than growth

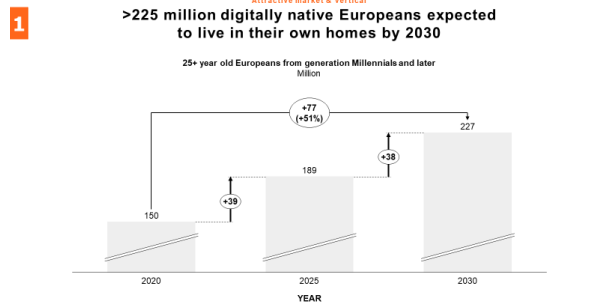
# Foundation for growth



RUGVISTA 11



RUGVISTA 14



RUGVISTA 15

**3** Clear strategy & priorities

### Clear strategy to drive future profitable growth

Showcase own assortment	Win the key European markets	Be world-class	Capture selected add-on opportunities
<ul style="list-style-type: none"> <li>Lead with our in-house designed collections</li> <li>Build content to inspire and help users in the discovery and decision-making process</li> <li>Serve more user journeys effectively through new platform</li> </ul>	<ul style="list-style-type: none"> <li>Tailor and localize End-2-End customer experience, e.g. localize go-to-market approach</li> <li>Build a known and liked brand in selected key markets</li> </ul>	<ul style="list-style-type: none"> <li>Develop commercial and operational capabilities to efficiently drive profitable growth at scale</li> </ul>	<ul style="list-style-type: none"> <li>Optimize and scale Amazon presence</li> <li>Leverage selected additional third-party channels</li> </ul>

Leverage data & technology to fuel growth  
Maintain high customer satisfaction levels

RUGVISTA 16

### Base Moodboard 2023-24

- Nature is the source for inspiration.
- Focus on the warm hues from brown to beige and ivory.
- The nature inspires to tactile surfaces in both textiles, ceramics and furnitures.
- Rattan, wood, jute, leather and wool are materials that brings nature into our homes.
- Round and chunky shapes in everything from tables to sofas, carpets and accessories.
- Most important, a warm and textured rug that will bring the room together.

RUGVISTA 18

### Bold and Brave Collection

Color palette: Yellow, Green, Brown, Purple, Blue, Pink, Orange, Grey.

Rug samples: Bean Bone, Barba, Barba, Barba, Barba, Barba, Barba, Quantis, Jardin, Botanica, Portal, Portal, Portal, Portal, Elephant, Elephant.

RUGVISTA 21

### Branding in all touch points – distinctive & unique

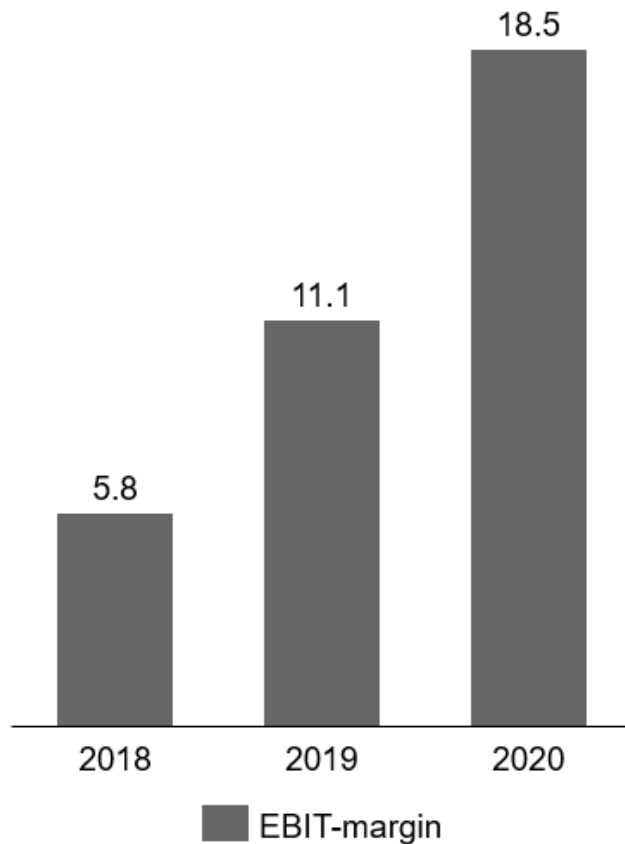
RUGVISTA 22

Easy to clean & stain resistant  
**The best rugs for dogs & pets**

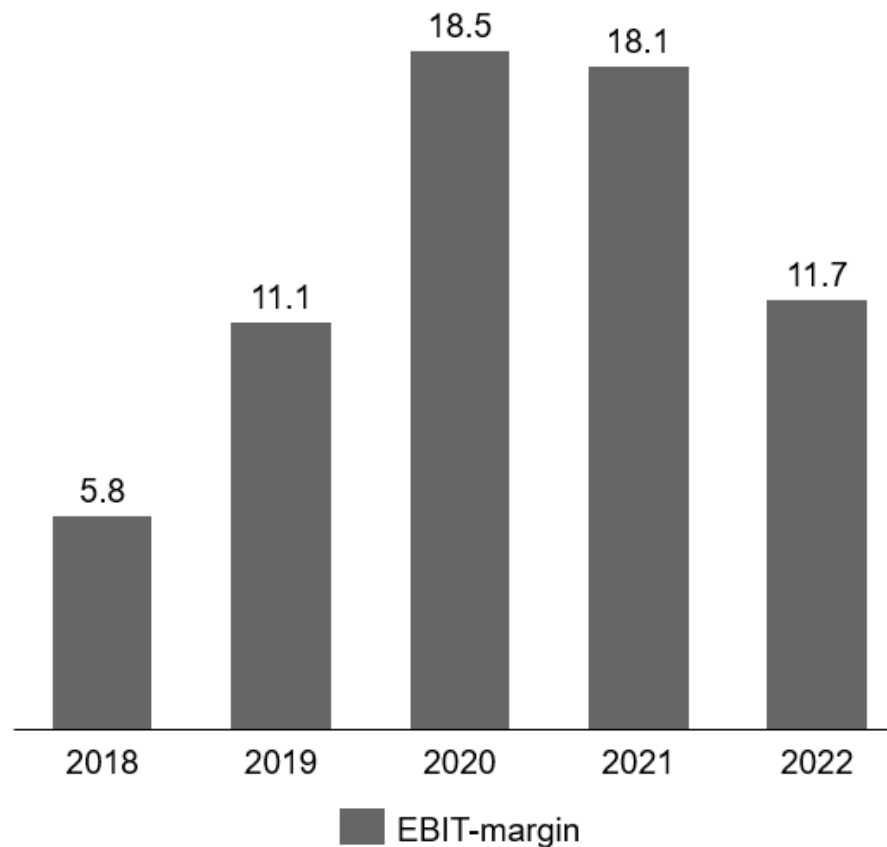
Organic net revenue growth of approx. **20%**

# EBIT-margin of at least 15%

@IPO EBIT-margin



2021 delivered, 2022 macro-economic slowdown



## 2022 share of net revenue

Variable costs 70.1%:

- Goods for resale
- Marketing

Fixed costs 18.1%:

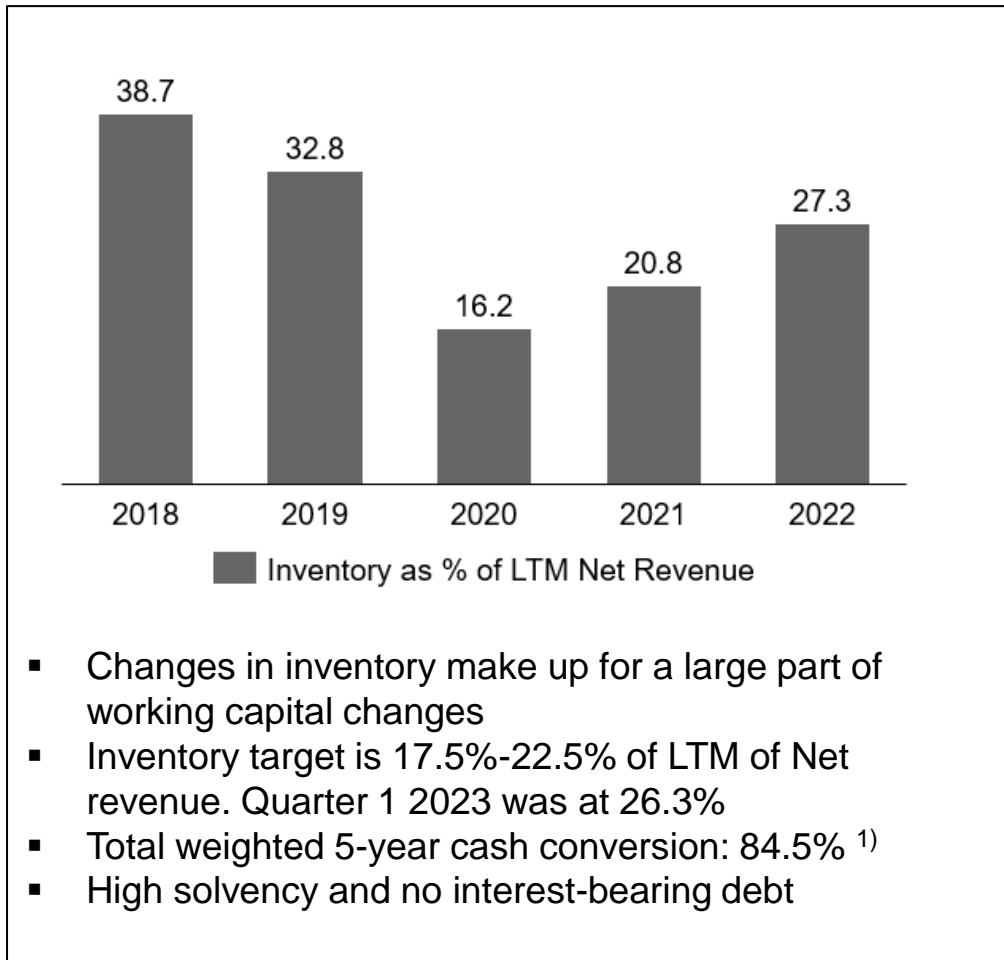
- Other external expenses (excl marketing)
- Personnel expenses
- Amortization and depreciation
- Other operating expenses

Lacking economies of scale in 2022.

Growth => EBIT-margin

# Dividend of up to 50% of net profit

## 2018-2022 Inventory & cash conversion



## Dividend track record as a listed company

### For 2021 profits:

- SEK 2.50 per share
- 52.0 SEK million
- 52.0% of Net profit for 2021

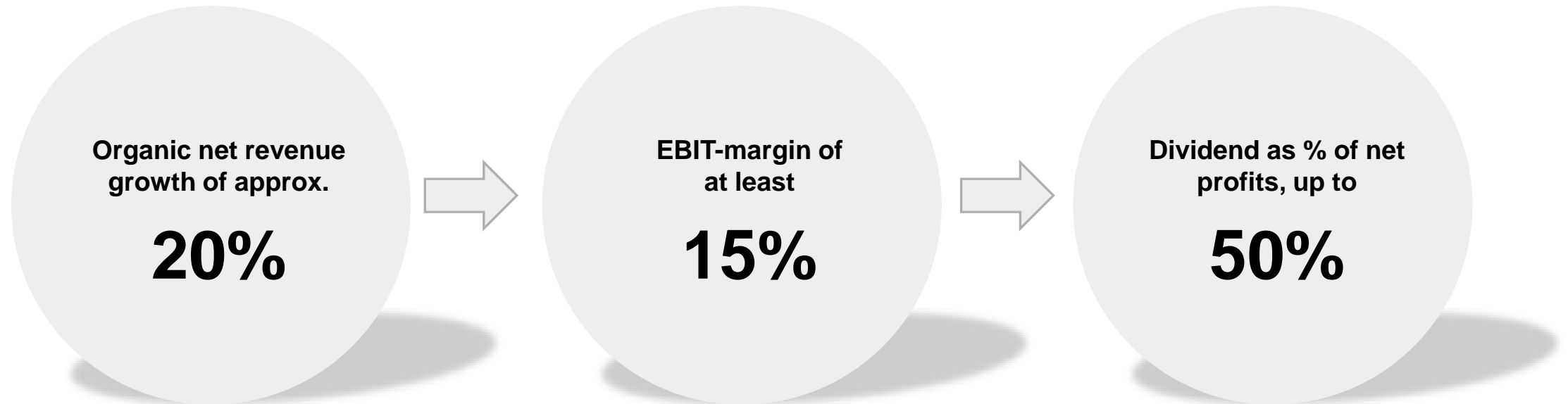
### For 2022 profits the Board has proposed:

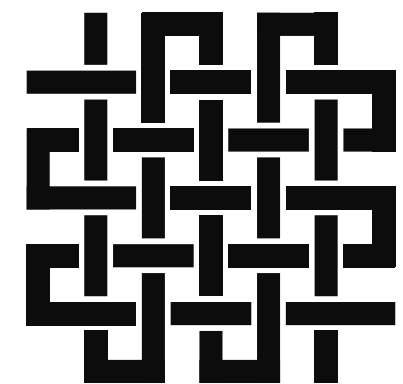
- SEK 1.50 per share
- 31.2 SEK million
- 53.0% of Net profit for 2022

# Our financial targets

Medium- to long term targets

---





**RUGVISTA**

2023 Capital Markets Day  
**Sustainability in focus**

RugVista Group AB (publ)





**Patricia Rajkovic Widgren**

**Chief Organization & Sustainability Officer since Jan-2020**

**Selected previous experience:**

- Hangzhou Century Co., Ltd. (2011-2015), CEO Century Europe
- Bergendahls (2008-2011), Retail Director Bergendahl Home Deco
- Biltema Sweden (2005-2008) CEO & Country Manager

**Education:**

- Marketing economist DIHM, IHM Business School

# Sustainability topics covered today

Vision and strategy

Long-term goals and achievements

Going forward

**RUGVISTA**



To lead the rug industry  
towards a socially and  
environmentally sustainable  
future

# LEAD.CHANGE – our 2030 sustainability strategy

## LEAD.CHANGE

- is divided into three focus areas, all crucial to achieving our vision.
- serves as the foundation for our 2030 sustainability goals.
- supports the UN's Sustainable Development Goals (SDGs)
- encompasses five change levers that must be engaged to successfully accomplish our long-term sustainability goals



# Our 2030 goals are crucial catalysts in achieving the sustainability vision

## Selected achievements



Rugvista's climate goals are approved by SBTi:

- We aim to reduce GHG emissions by 46% in scope 1 and 2 by 2030 (base year: 2019).
- Committed to measuring and reducing GHG emissions in scope 3

In 2022, we conducted LCA for the top five materials used in our rugs. The insights led us to:

- broaden our scope 3 goals, encompassing the climate impact of rug materials.
- understand the climate impact of each material and the relevant environmental issues for each fiber.

All rug suppliers are included in Rugvista's social audit system.

- In 2022, 607 audits were conducted by accredited auditors through amfori BSCI and Label Step.

In 2022, we successfully mapped 67% of our tier 2 rug suppliers, based on the percentage of Rugvista's purchase value.



## Long-term goals



### Planet

#### By 2030, we aim to:

- Increase the proportion of recycled, reused, recyclable, or more sustainable natural materials to 80%.
- Reduce greenhouse gas emissions by 50% (based on 2019 levels) in scope 1, 2, and parts of scope 3 related to our own operations, such as employee commuting and business travel.
- Reduce indirect greenhouse gas emissions from carpet procurement by 50% per square meter of carpet sold (based on 2021 levels).
- Use packaging that is 100% made from circular or other sustainable materials.



### People

#### By 2025

- 100% of our suppliers will be included in Rugvista's system for social audits.
- Rugvista's employee Net Promoter Score will reach 60.



### Business

#### By 2025

- 100% of all tier 2 subcontractors will be mapped.

# A sustainable value chain creates stakeholder value

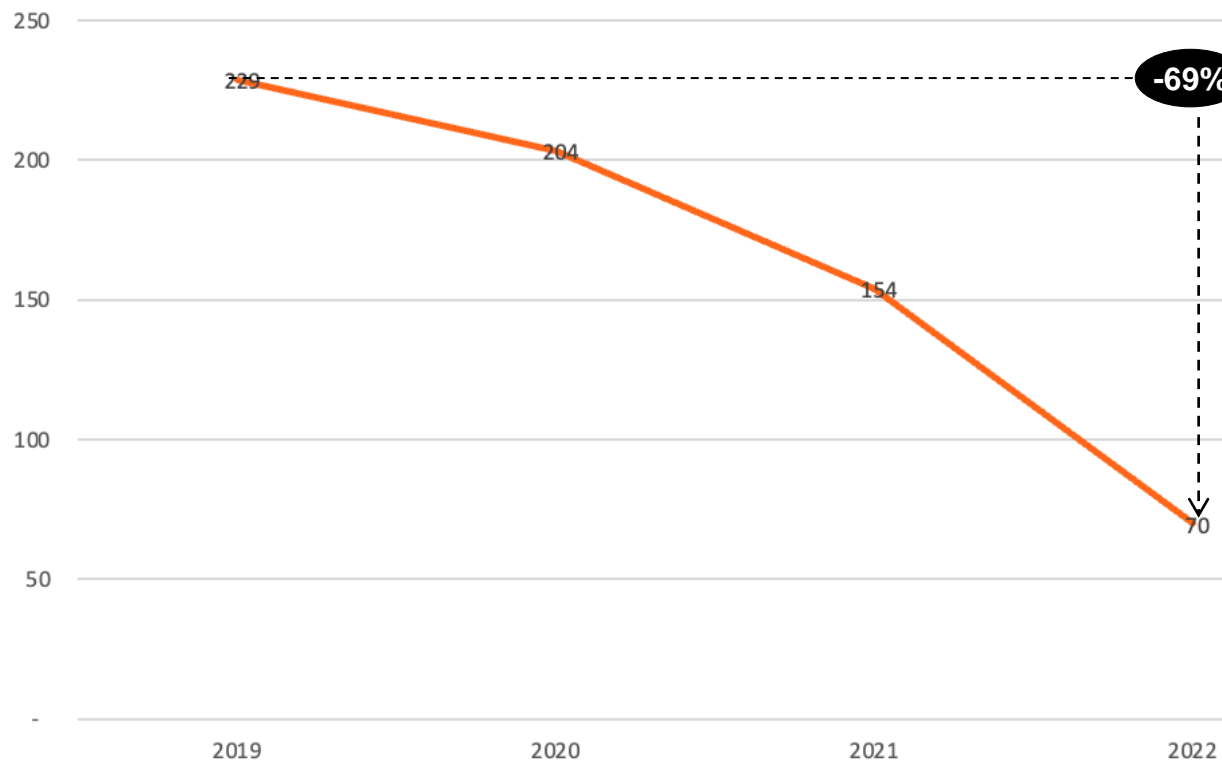




PLANET

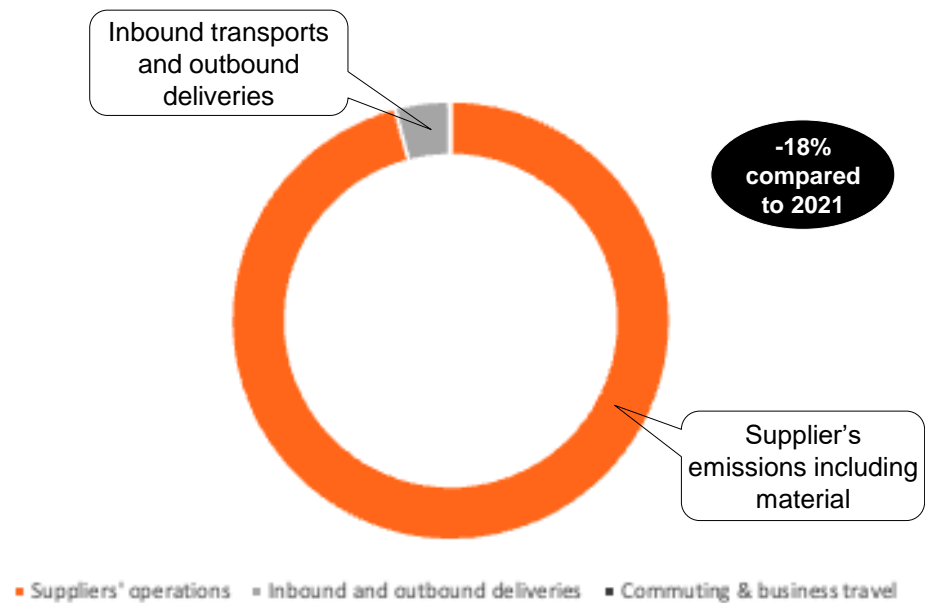
# GHG emissions break down

EMMISSIONS SCOPE 1+2, (tons CO2e)



Reduced direct emissions (Scope 1) and emissions from energy purchases (Scope 2) by 69% in 3 years

% OF CO2e EMISSIONS PER CATEGORY, SCOPE 3 (2022)



Indirect emissions (Scope 3) account for over 99% of our total footprint.



# Developing a circular business model while inspiring customers to make sustainable choices

1

## Restored old rugs

- Antique and semi-antique wool rugs (20 to >100 years old)
- Patchwork rugs, created by pieces of old worn-out handmade rugs
- Colored Vintage rugs, washed and recolored older rugs



2

## Recycled materials

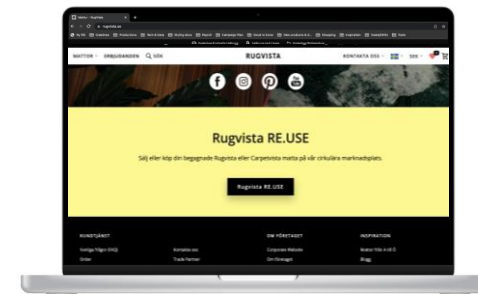
- Hand-woven PET yarn rugs from worn out, recycled PET bottles
- Printed rugs made by recycled cotton



3

## RUGVISTA RE.USE a circular marketplace

- Helps customers to extend the life of their Rugvista rugs
- Enables customers to buy pre-loved Rugvista rugs
- Enables us to give defective rugs a second chance





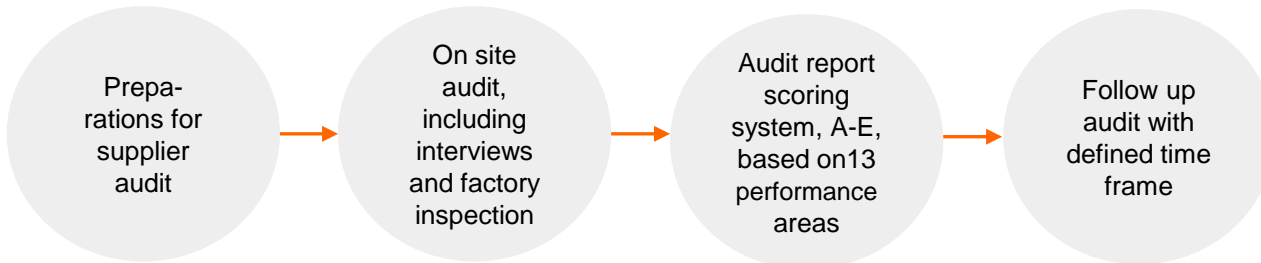
PEOPLE

# The people in our value chain are the core of everything we do

## Our supply chain

- Social responsibility is vital, addressing complex issues and ensuring sustainable development across our value chain
- Long-term supplier relationships enable us to drive improvements through collaboration, education, and support
- We have established strategic partnerships with two renowned NGOs to effectively navigate the complex audit processes in the rug industry:
  - amfori - for centralized production units
  - Label Step - for home weavers

### amfori BSCI audit process

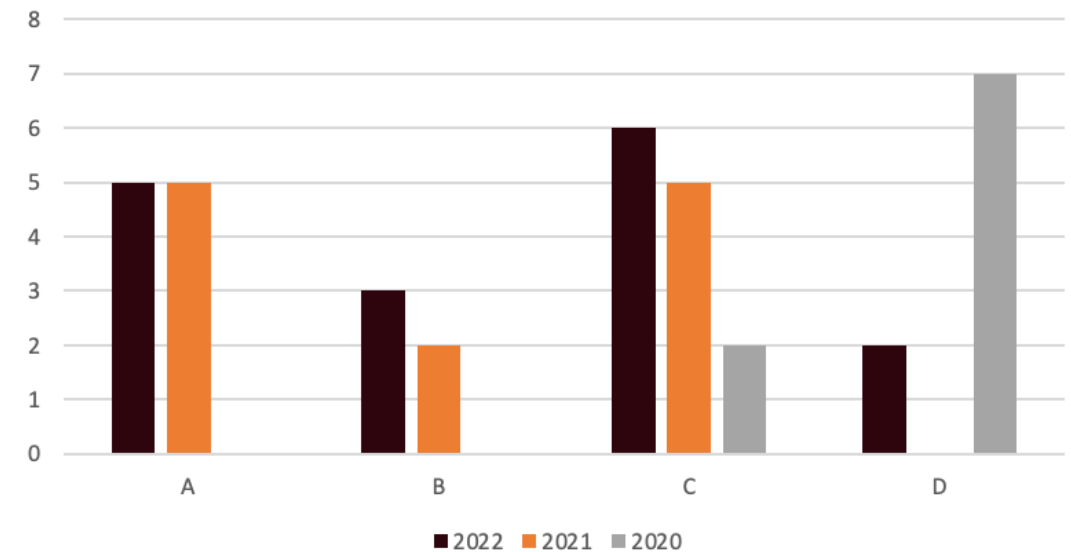


#### amfori BSCI 13 performance areas:

1. Social management system and cascade effect
2. Worker engagement and protection
3. Freedom of association and the right to collective bargaining
4. No discrimination
5. Fair remuneration
6. Decent working hours
7. Occupational Health and Safety

8. No child labor
9. Special protection for young workers
10. No precarious employment
11. No forced labor
12. Environmental protection
13. Ethical behavior

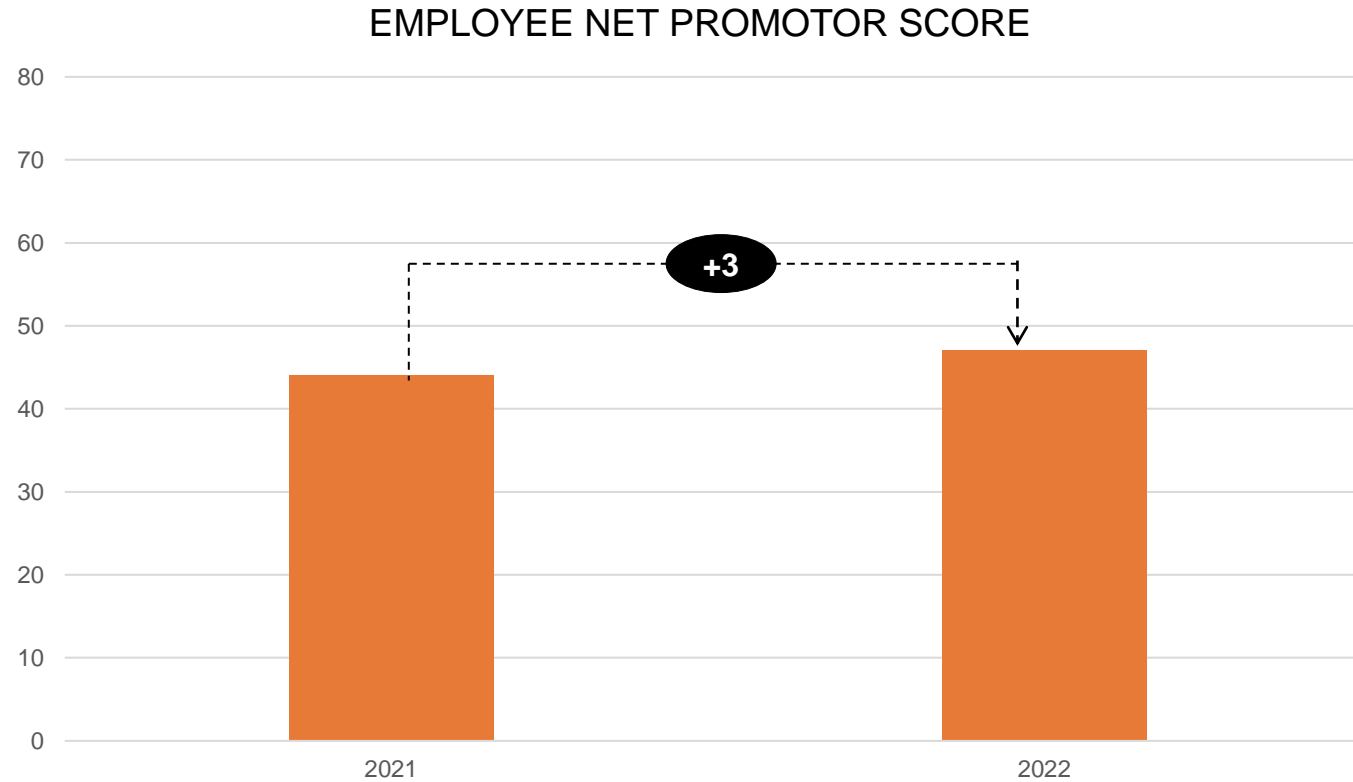
Audit results per rating, amfori BSCI suppliers



In 2022, **607** audits were conducted by accredited auditors through amfori BSCI and Label Step

# The people in our value chain are the core of everything we do

Our people



BUSINESS



# Good corporate governance and responsible business practices maintained in 2022

100% of our rug suppliers have signed our Code of Conduct

We have mapped 67% of our tier 2 suppliers (as % of purchase value)

Zero corruption incidents reported

# Going forward

## PLANET



- Ensure implementation of amfori BEPI and emission reduction plans with key suppliers by 2024
- Incorporate a higher percentage of recycled materials in our rug design and integrate recyclability in the design process using LCA insights
- Further develop our circular marketplace Rugvista RE.USE

## PEOPLE

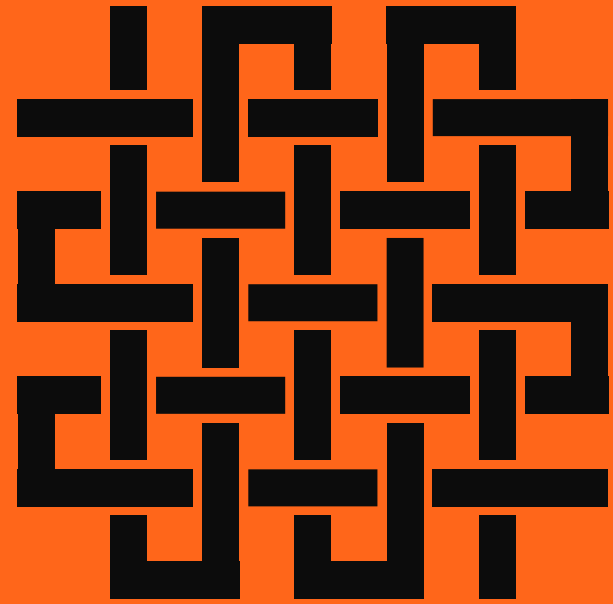


- Continuously educate and support suppliers to adhere to best practices for social and environmental concerns
- Initiate auditing of tier 2 sub-suppliers
- Further enhance our employee value proposition and attain an eNPS of 60

## BUSINESS



- Strengthen our brand positioning by building content that empowers our customers to make sustainable choices - leveraging the new platform as a key enabler
- Increase supply chain transparency by achieving 100% tier 2 mapping to align with HRDD
- Prepare for upcoming laws and requirements, such as the Corporate Sustainability Reporting Directive (CSRD), that will have an impact on our operations and financial reporting



**RUGVISTA**



# Foundation for sustainably continuing profitable growth journey

**The Basics**

**Purpose**  
We help people to a home they love

**Business vision**

To be the center of gravity for the European rug industry

**People vision**

To attract, motivate, and retain extraordinary people

**Sustainability vision**

To lead the rug industry towards a socially and environmentally sustainable future

**Values**

**Focus on impact**

- We are obsessed with delivering customer value
- We make decisions based on insights and the best arguments
- We are sustainability leaders
- We earn responsibility and are accountable

**Stay true**

- We put purpose and team first, ego last
- We act with integrity, respect, and honesty
- We appreciate our differences
- We take pride in and celebrate our successes

**Be entrepreneurs**

- We seek to improve ourselves and our business
- We pursue excellence
- We dare to change
- We act as owners

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**Why invest in Rugvista?**

### Leading European digitally native Direct-2-Consumer rug expert

**1 Large attractive market transitioning online**

Large market transitioning online	Perfect online product	Fragmented competition & no brands present
<ul style="list-style-type: none"> <li>• Worth &gt;30 BSEK annually</li> <li>• &gt;10% online CAGR expected</li> <li>• &gt;225 million millennials in Europe by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• Superior online shopping experience</li> <li>• Low inventory risk</li> <li>• High average order value</li> <li>• Low return rates</li> </ul>	<ul style="list-style-type: none"> <li>• Fragmented reseller landscape online &amp; offline</li> <li>• No mega brands present in the vertical</li> </ul>

**2 Ambition & positioned to own European online rug category**

Customer centricity	Optimized D2C business model	Tailored operating model & expertise
<ul style="list-style-type: none"> <li>• Industry leading satisfaction ratings</li> <li>• Best-in-class service proposition</li> </ul>	<ul style="list-style-type: none"> <li>• In-house product design &amp; sourcing</li> <li>• Comprehensive assortment offering outstanding value-for-money</li> </ul>	<ul style="list-style-type: none"> <li>• Operating model designed with customer in mind</li> <li>• Tailored in-house tech, warehousing, and customer service</li> </ul>

**3 Clear strategy for profitable growth**

Showcase own assortment	Win Europe	Be world-class	Capture add-on opportunities
<ul style="list-style-type: none"> <li>• Lead with our collections</li> <li>• Build content to inspire and help</li> <li>• Serve more user journeys</li> </ul>	<ul style="list-style-type: none"> <li>• Localize end-2-end customer experience</li> <li>• Build a known and liked brand</li> </ul>	<ul style="list-style-type: none"> <li>• Refine capabilities to efficiently drive growth at scale</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize &amp; scale Amazon presence</li> <li>• Leverage additional 3<sup>rd</sup> party channels</li> </ul>

**4 Strong financial position & track record**

16%	37%	142
5-yr Net Revenue CAGR (SEK 639 million in 2022)	5-yr EBIT CAGR (SEK 75 million in 2022)	SEK million cash-on-hand Q1 2023

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### Our financial targets

Medium- to long-term targets

Organic net revenue growth of approx.

20%

EBIT-margin of at least

15%

Dividend as % of net profits, up to

50%

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### The strategy

## LEAD.CHANGE – our 2030 sustainability strategy

**LEAD.CHANGE**

- is divided into three focus areas, all crucial to achieving our vision.
- serves as the foundation for our 2030 sustainability goals.
- supports the UN's Sustainable Development Goals (SDGs)
- encompasses five change levers that must be engaged to successfully accomplish our long-term sustainability goals

**CHANGE LEVERS**

**Our customers**  
Engage and inspire customers to consume more sustainably and circular.

**Our business practices**  
Maintain functioning and efficient governance through our standards, policies and code of conduct.

**Our team**  
Drive sustainability into everything we do

**Our communication**  
Be transparent about our current progress, ambition, and challenges

**Our business partners**  
Support all our business partners to develop sustainable business practices.

**FOCUS AREAS**

**Planet**  
Develop a circular business model & reduce our environmental impact

**People**  
Promote inclusion & Social responsibility

**Business**  
Maintain good governance & responsible business practices

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A bohemian outdoor patio scene. In the foreground, a large, patterned rug with a geometric design in shades of beige and grey covers the floor. To the right, a round, light-colored wicker chair with a white cushion and a white textured throw is positioned on a circular, light-colored straw mat. Behind it, a wooden slat bench is visible, with a white and green striped cushion and a white textured throw. To the left, a large, round, woven basket sits on the rug. The background features a white wall with several patterned textiles hanging from it, including a dark grey textured fabric and a light-colored fabric with a geometric pattern. A small potted plant is visible on the far left. The overall atmosphere is warm and inviting, with natural light filtering through the scene.

# Questions & Answers