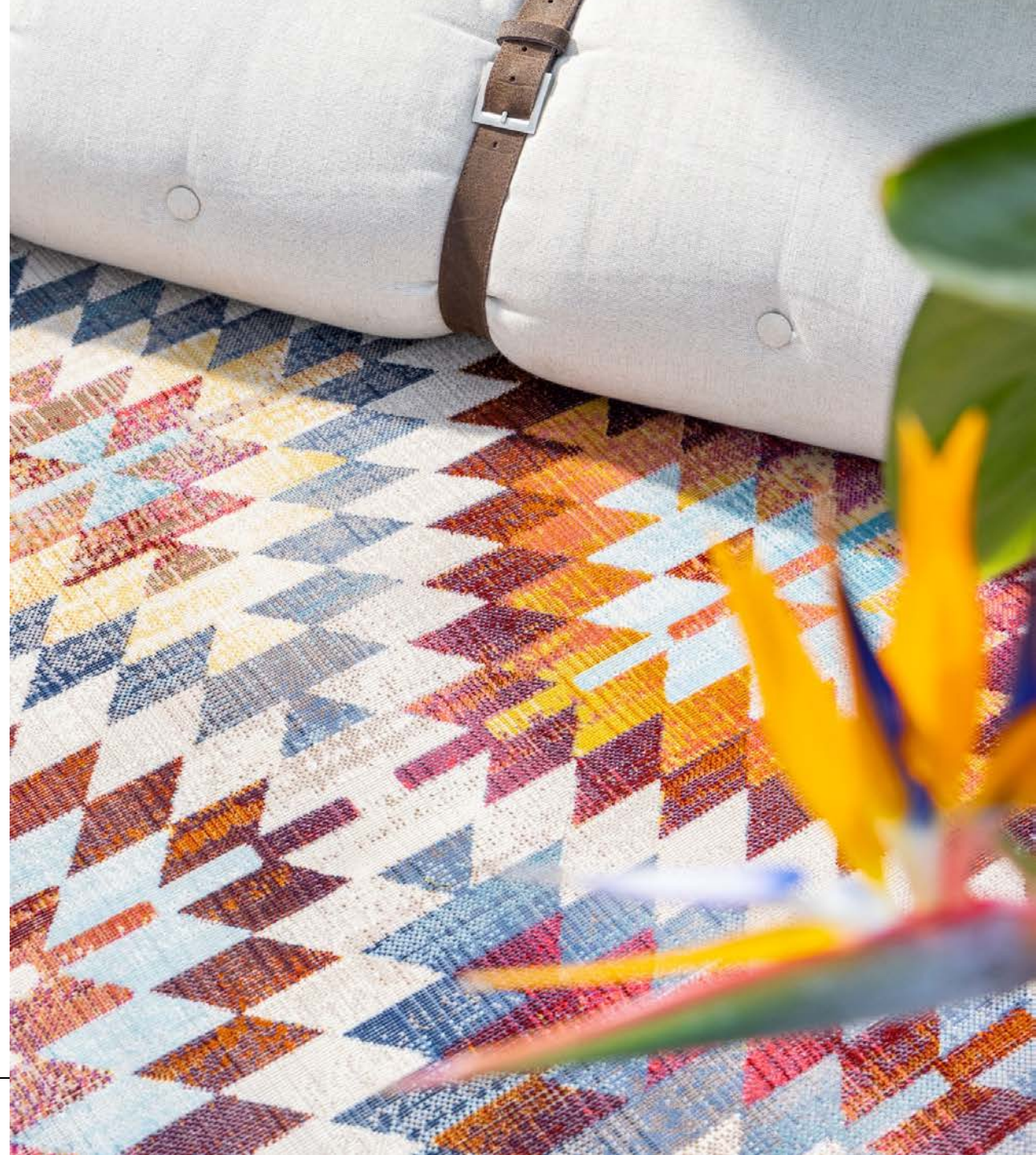
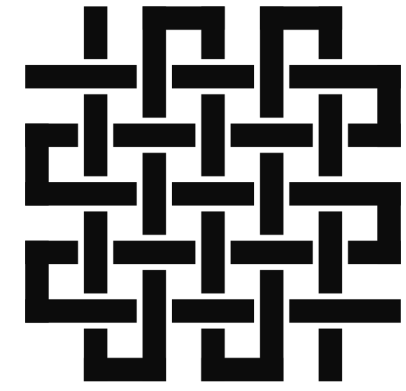


Today's agenda

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

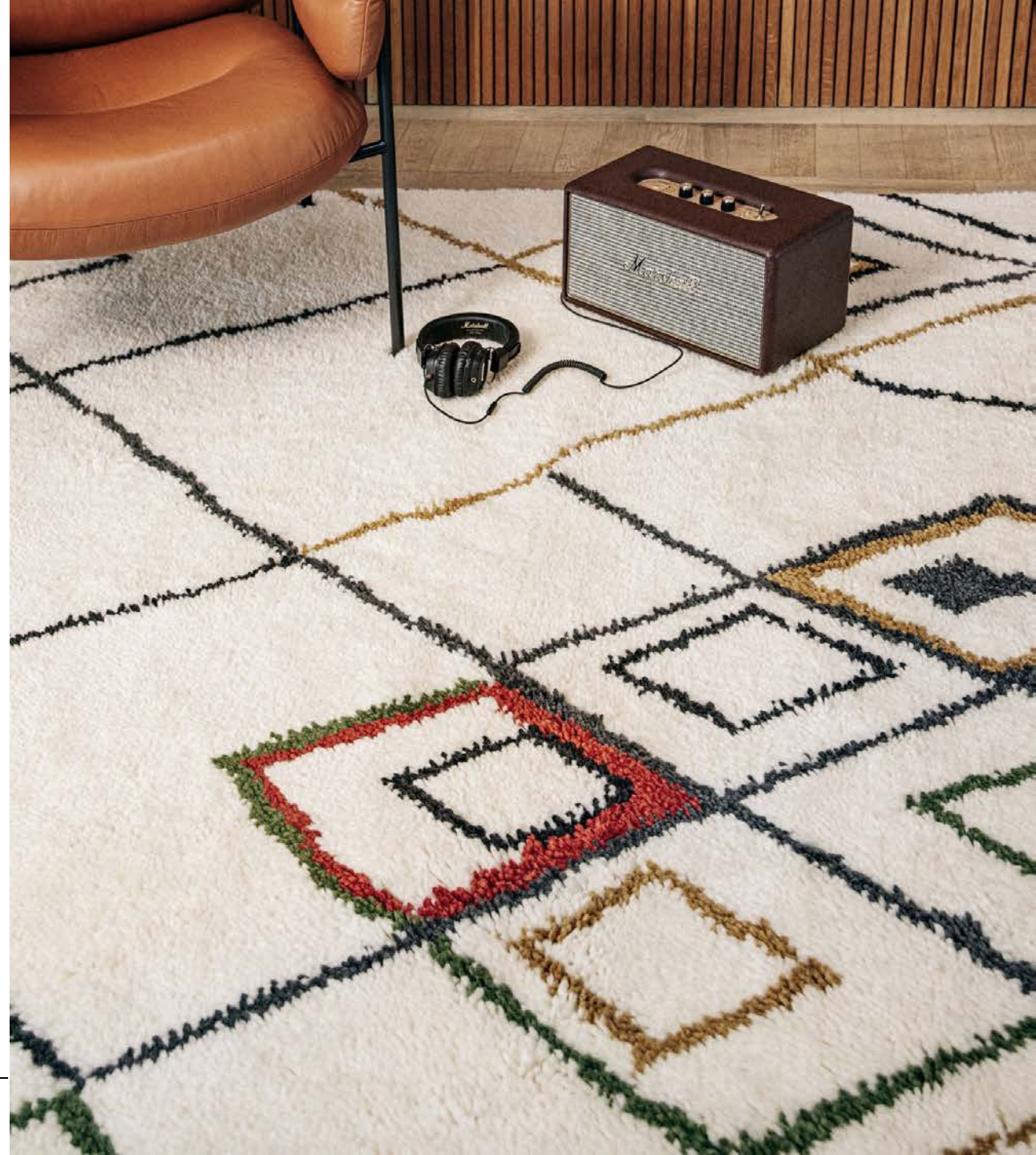


Today's topics

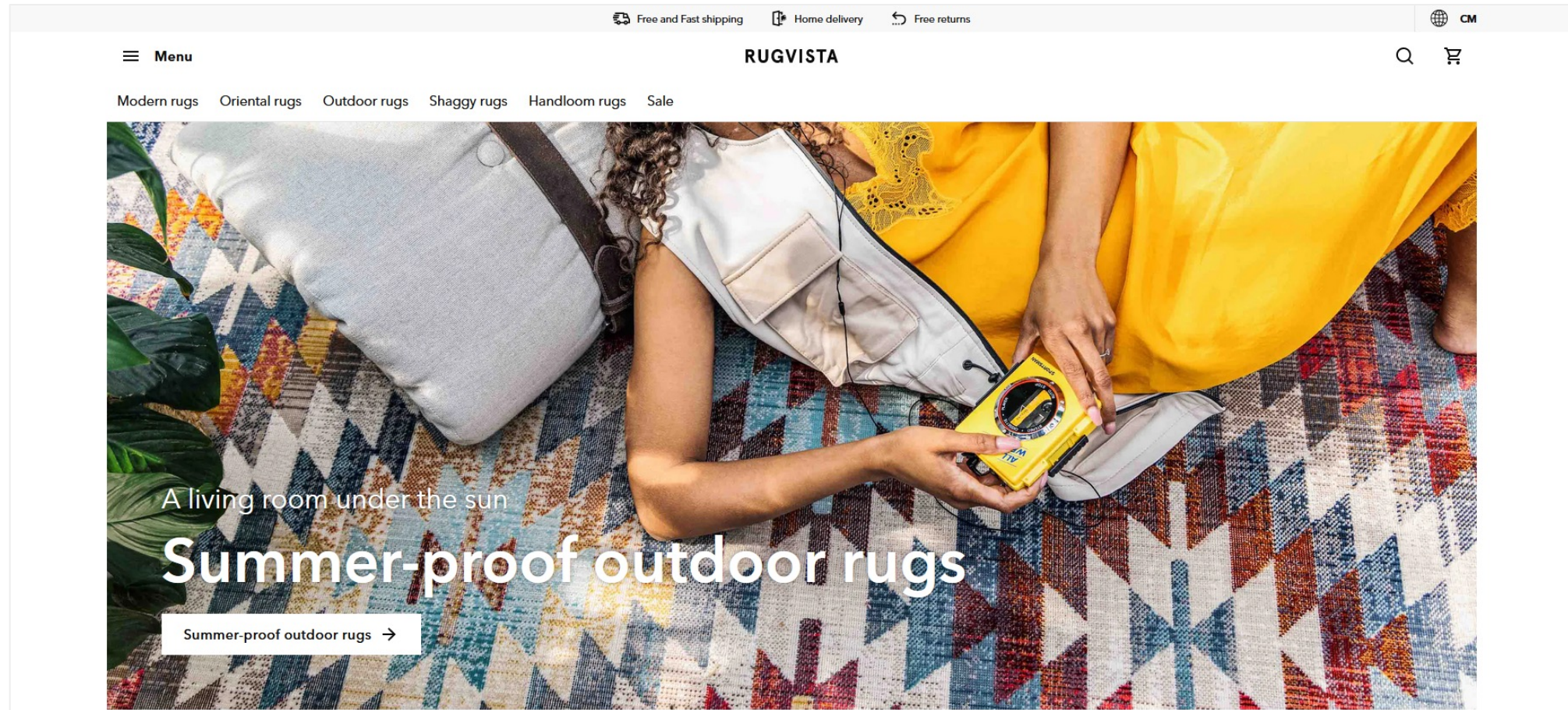
The Basics

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

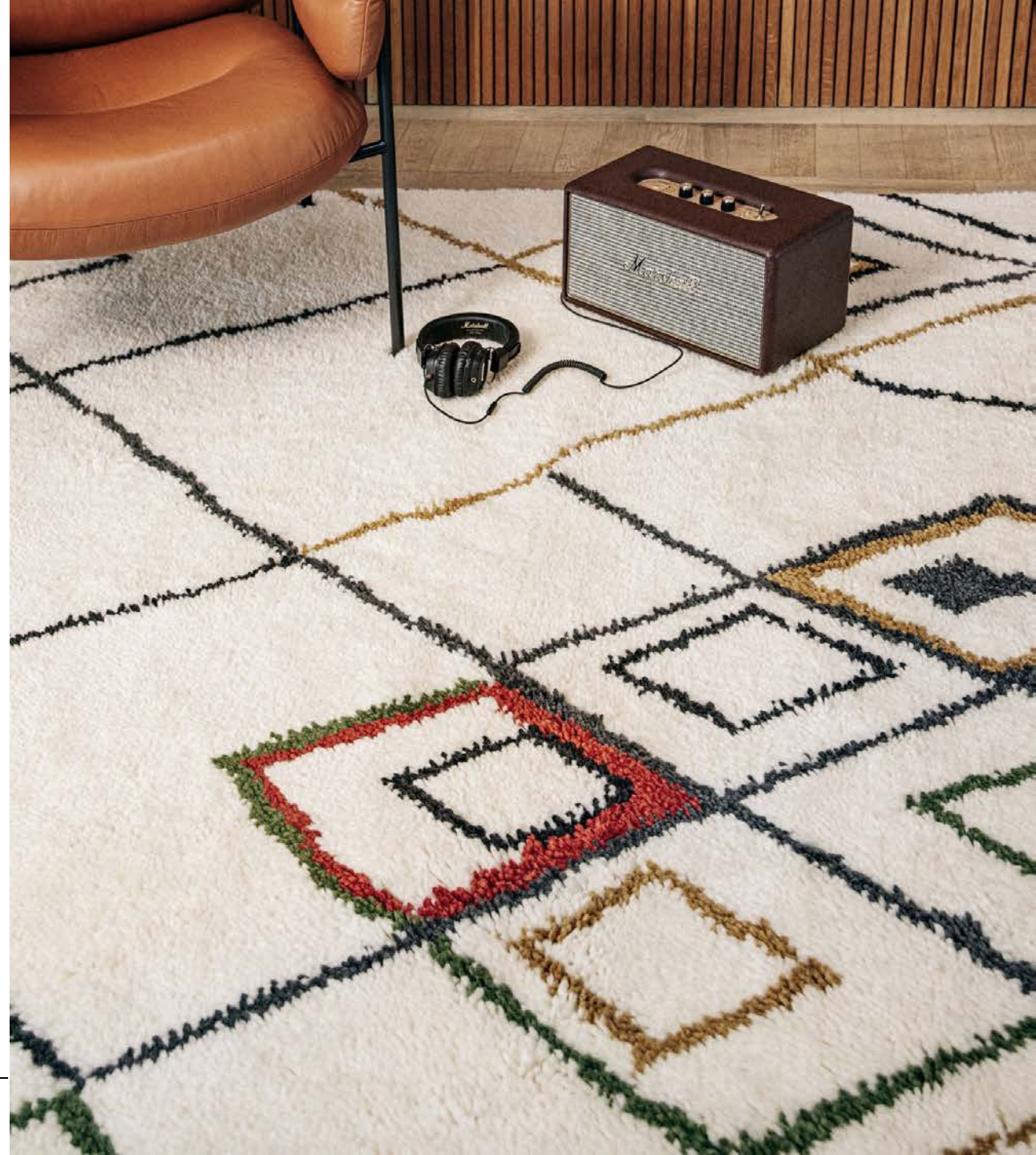
We act as owners

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

- Worth >30 BSEK annually
- >10% online CAGR expected
- >225 million millennials in Europe by 2030

Perfect online product

- Superior online shopping experience
- Low inventory risk
- High average order value
- Low return rates

Fragmented competition & no brands present

- Fragmented reseller landscape online & offline
- No mega brands present in the vertical

2 Ambition & positioned to own European online rug category

Customer centricity

- Industry leading satisfaction ratings
- Best-in-class service proposition

Optimized D2C business model

- In-house product design & sourcing
- Comprehensive assortment offering outstanding value-for-money

Tailored operating model & expertise

- Operating model designed with customer in mind
- Tailored in-house tech, warehousing, and customer service

3 Clear strategy for profitable growth

Showcase own assortment

- Lead with our collections
- Build content to inspire and help
- Serve more user journeys

Win Europe

- Localize end-2-end customer experience
- Build a known and liked brand

Be world-class

- Refine capabilities to efficiently drive growth at scale

Capture add-on opportunities

- Optimize & scale Amazon presence
- Leverage additional 3rd party channels

4 Strong financial position & track record

16%

5-yr Net Revenue CAGR
(SEK 639 million in 2022)

37%

5-yr EBIT CAGR
(SEK 75 million in 2022)

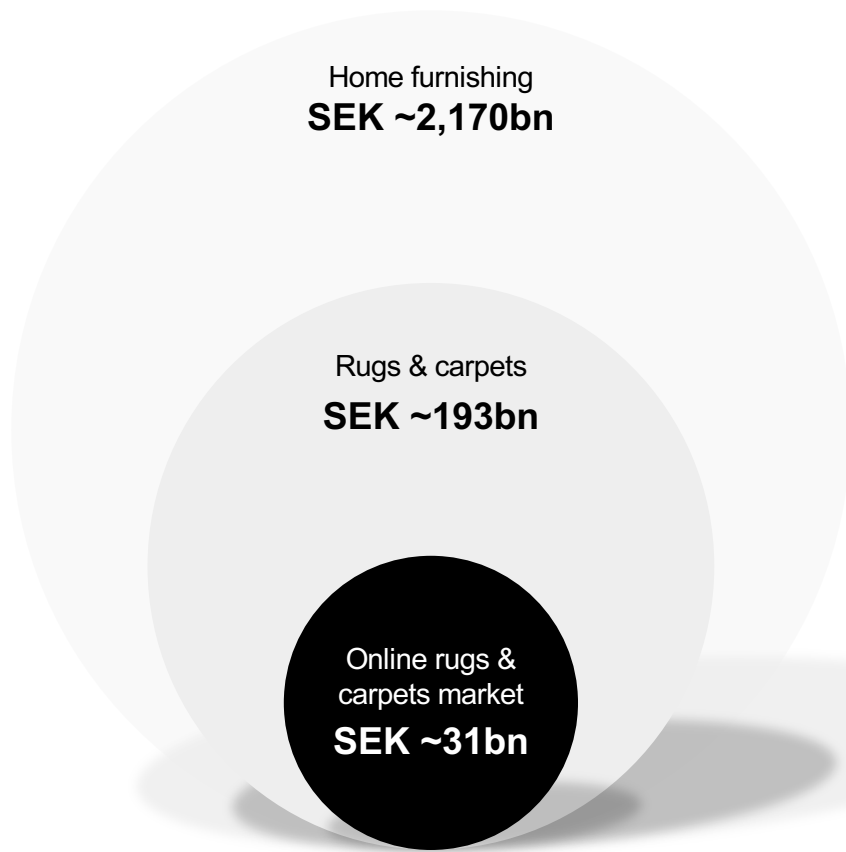
142

SEK million cash-on-hand
Q1 2023

Large market transitioning online

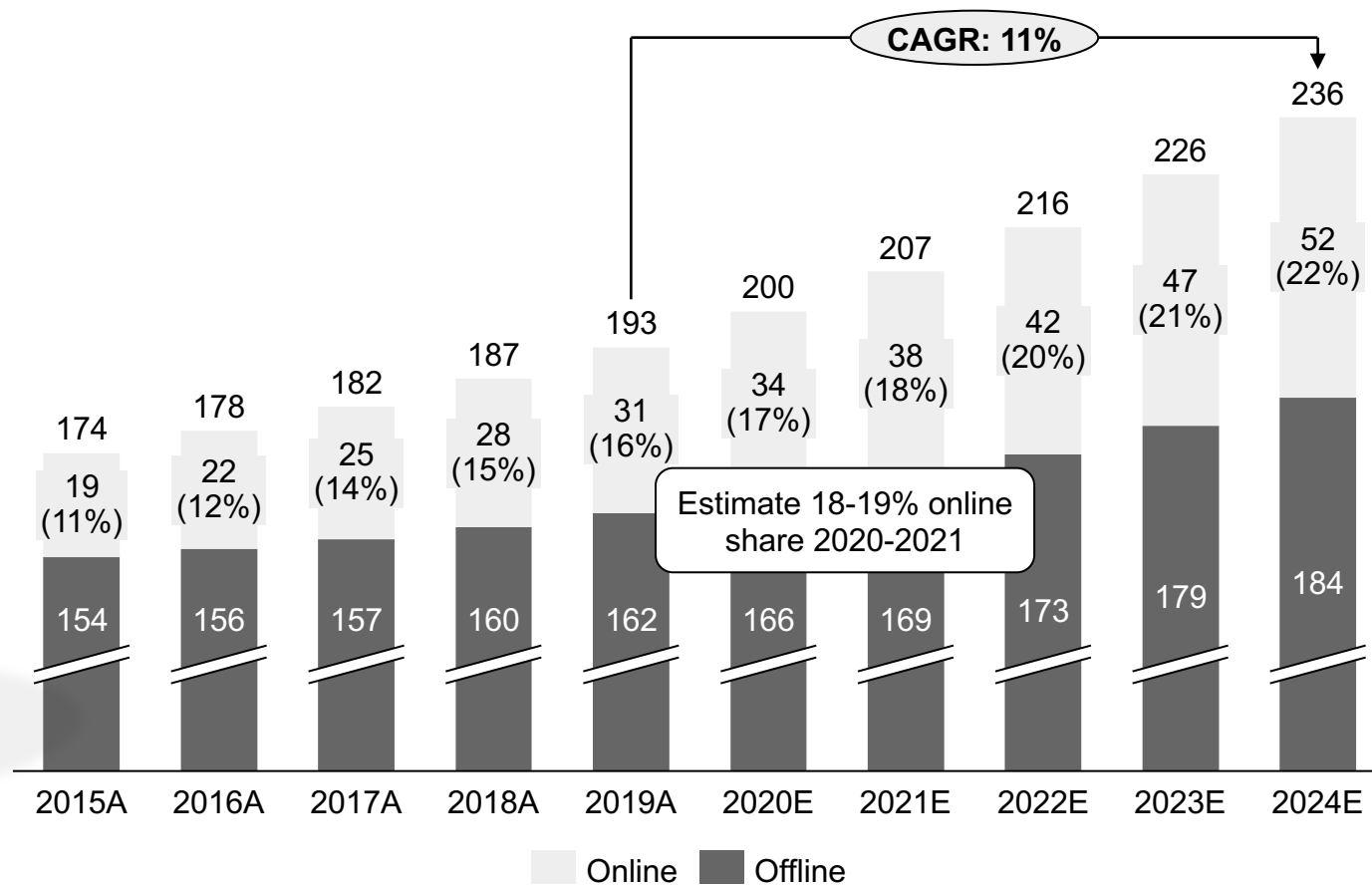
Huge vertical transitioning online...

European home furnishing 2019 market size¹

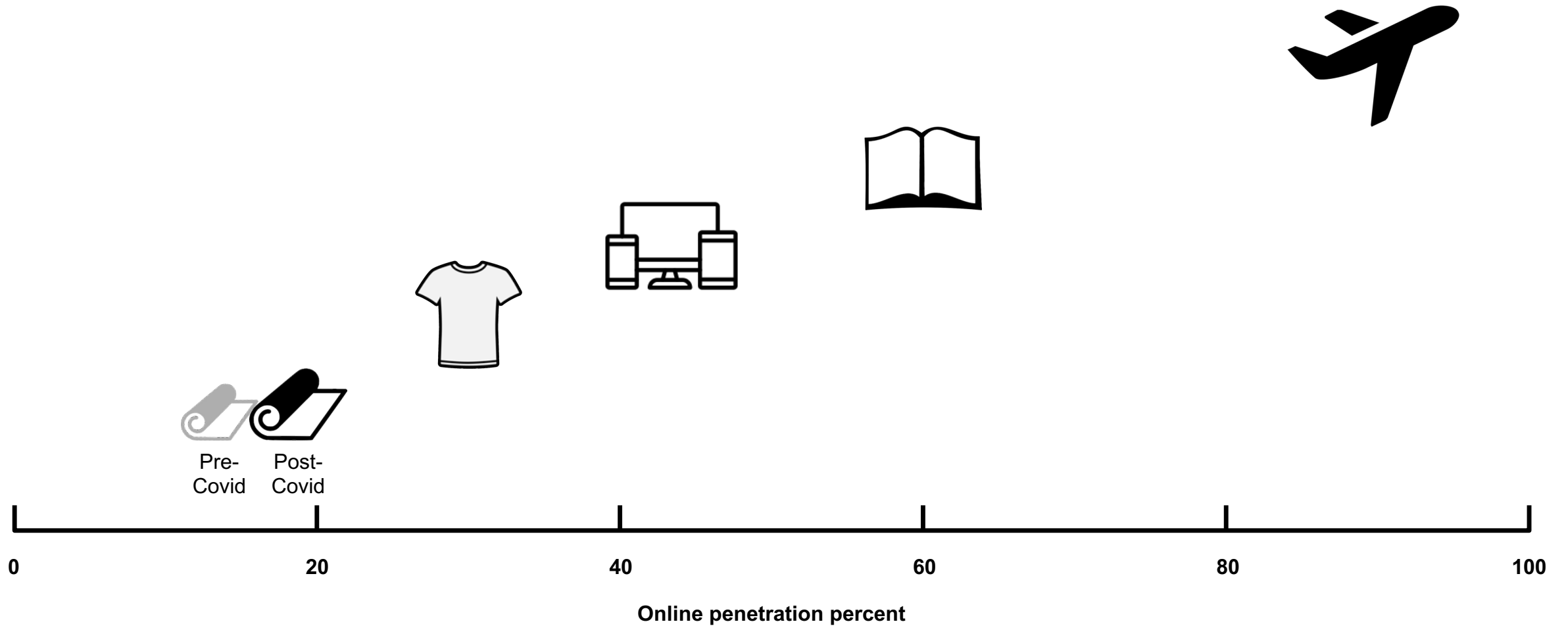


...online migration driven by mega trends & helped by Covid-19

European rug & carpet market¹, SEK billion (online share & CAGR)



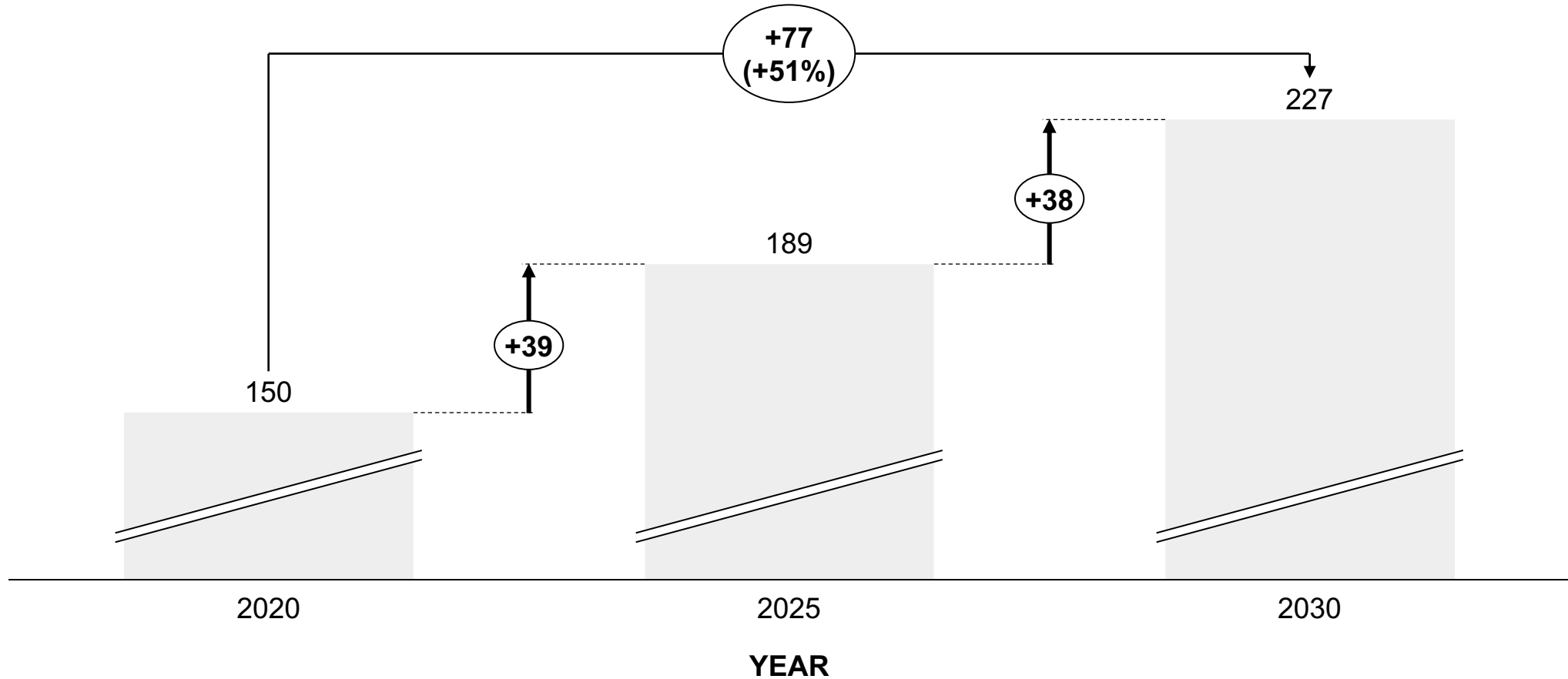
Covid-19 accelerated online migration, but vertical still trailing more mature categories



1































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

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

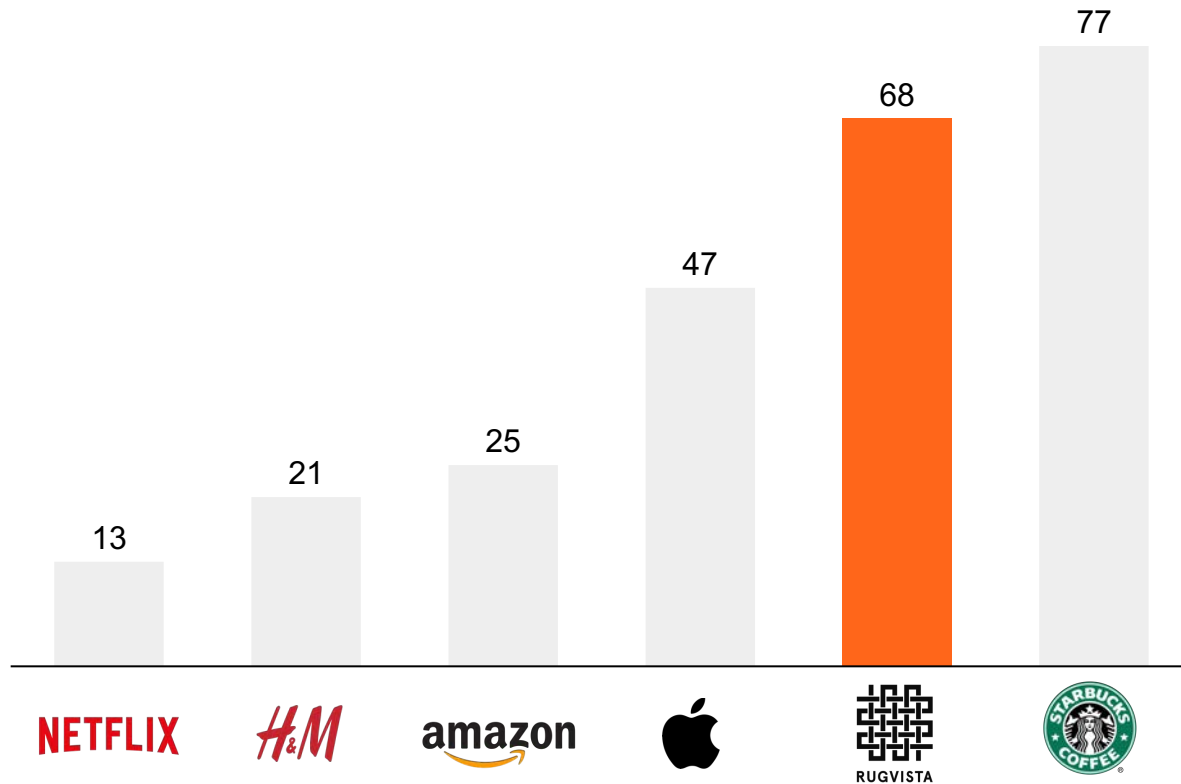
- **Fragmented both offline & online**
- **Offline focus**
- **Few with advanced digital capabilities**

No significant product brands within the rug category



Obsessed with delivering customer value proven by our KPIs

Outstanding NPS score compared to world-leading brands¹

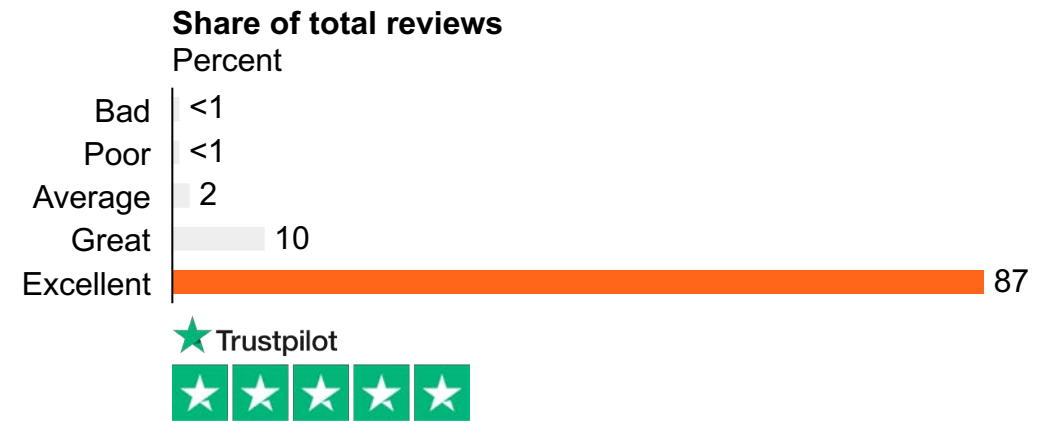


4.8 average score on TrustPilot based on ~90K reviews

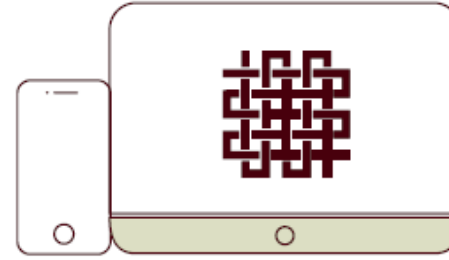
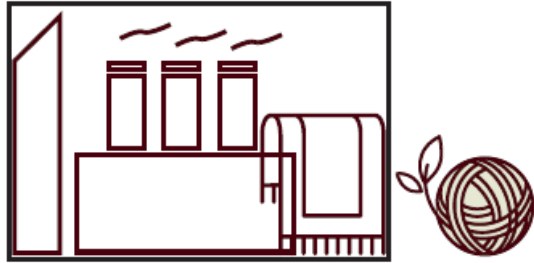
“Really happy with my rug which actually it is better than I expected and It has arrived before the scheduled date which is such a bonus. Definitely I will be purchasing in the future!”

“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



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



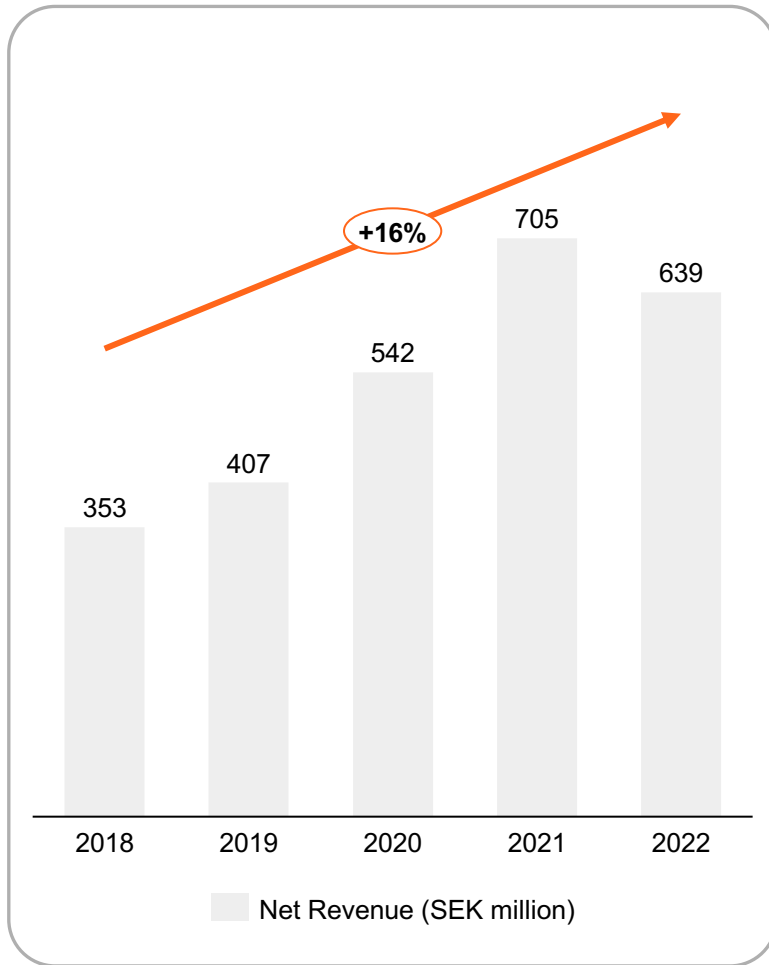
Capture selected add-on opportunities

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

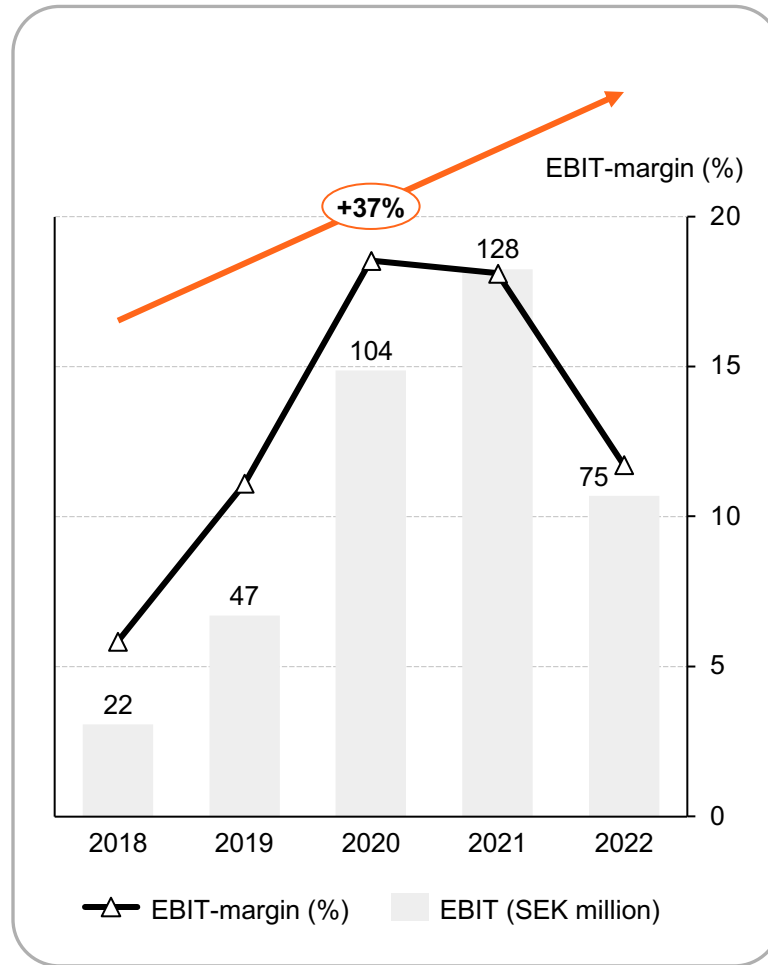
Leverage data & technology to fuel growth
Maintain high customer satisfaction levels

Profitable growth combined with strong cash generation

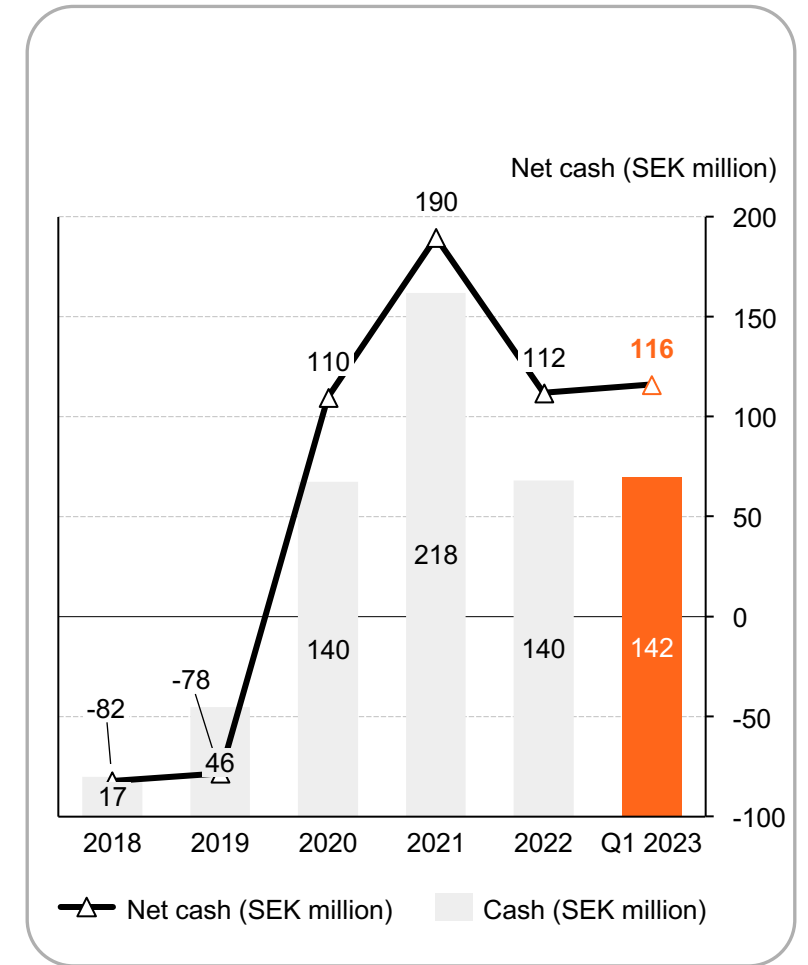
5-yr Net Revenue CAGR of 16%



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

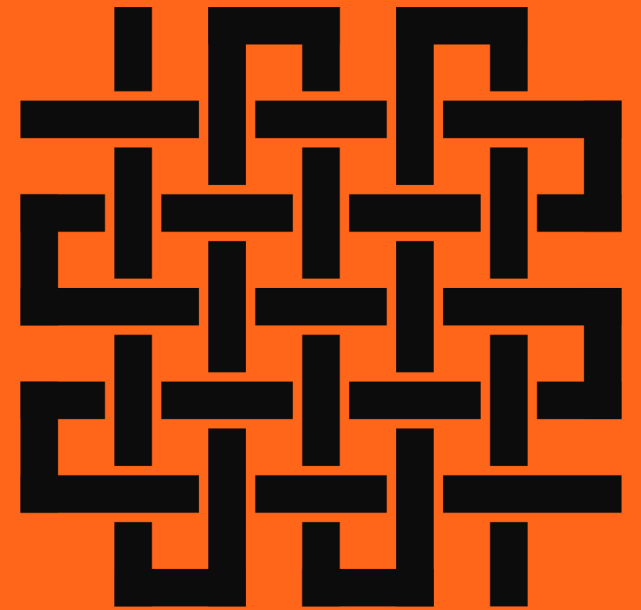
Ambition & positioned to own European online rug category

3

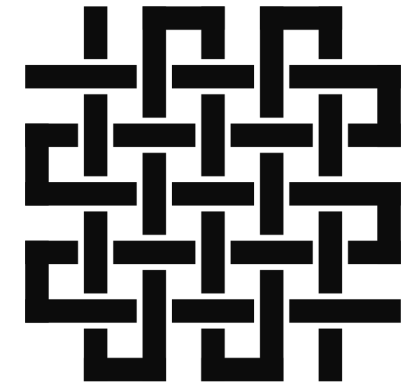
Clear strategy to drive future profitable growth

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

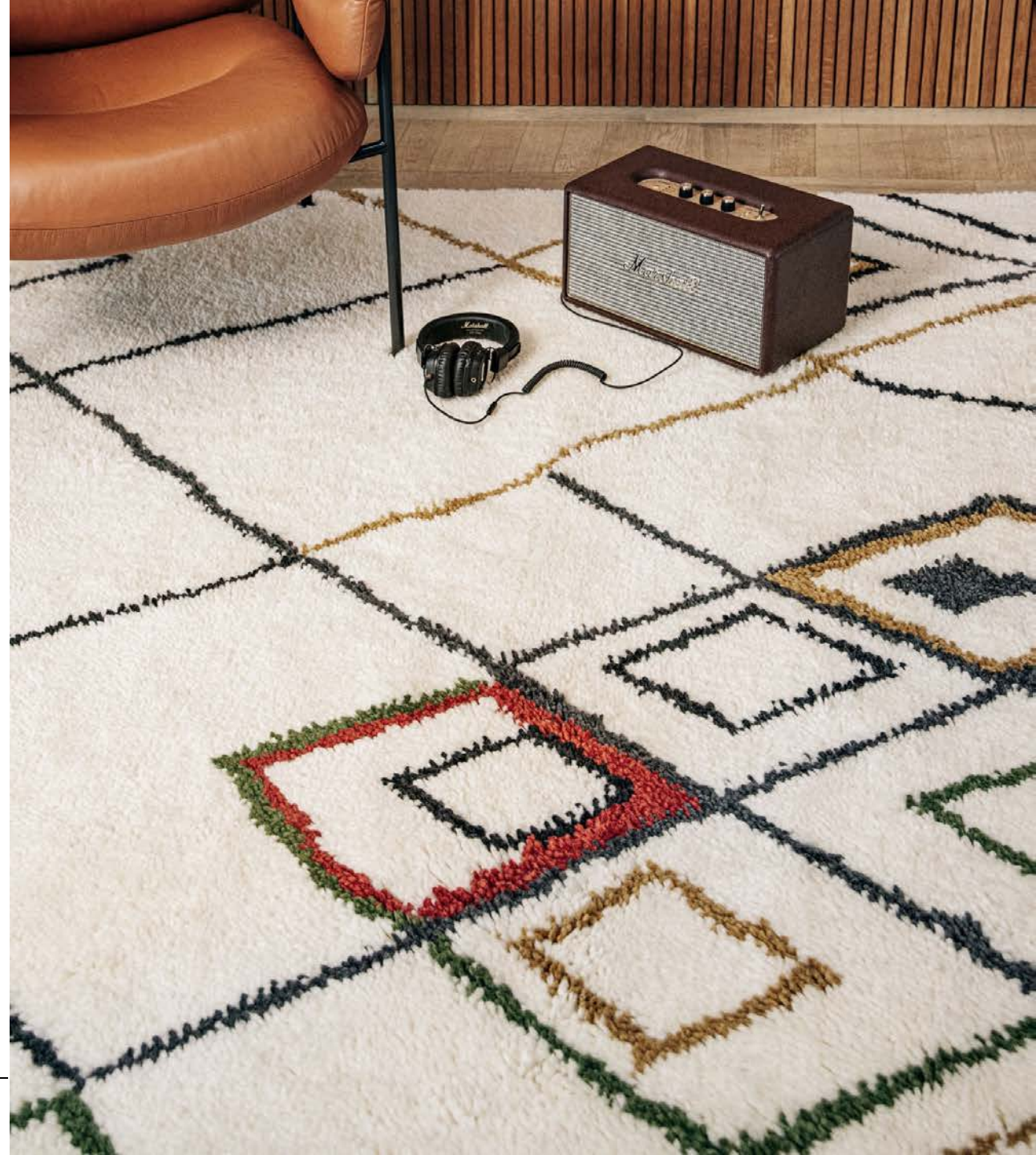
Assortment overview

Sourcing and production strategy

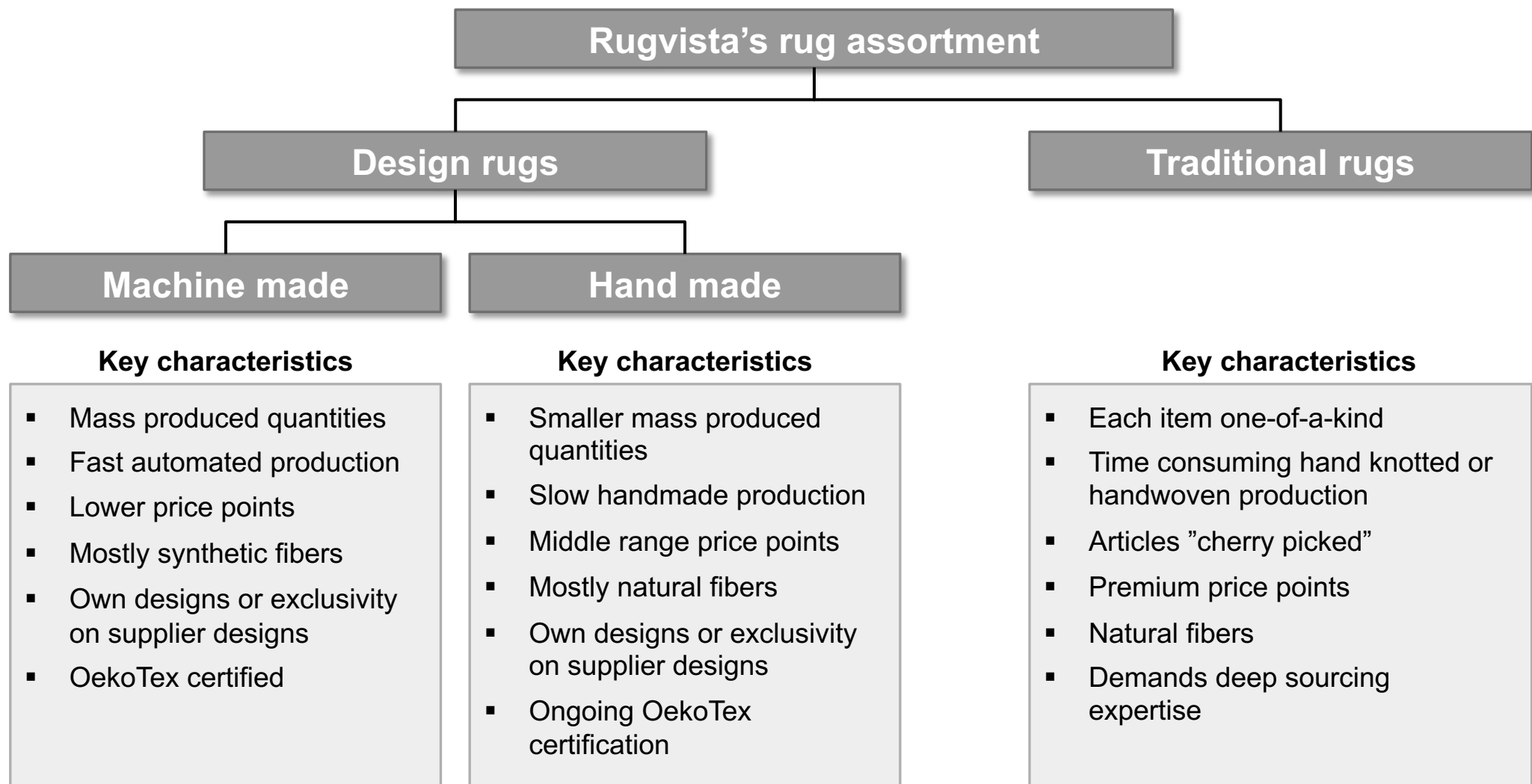
Own designs and collection strategy

Category extensions

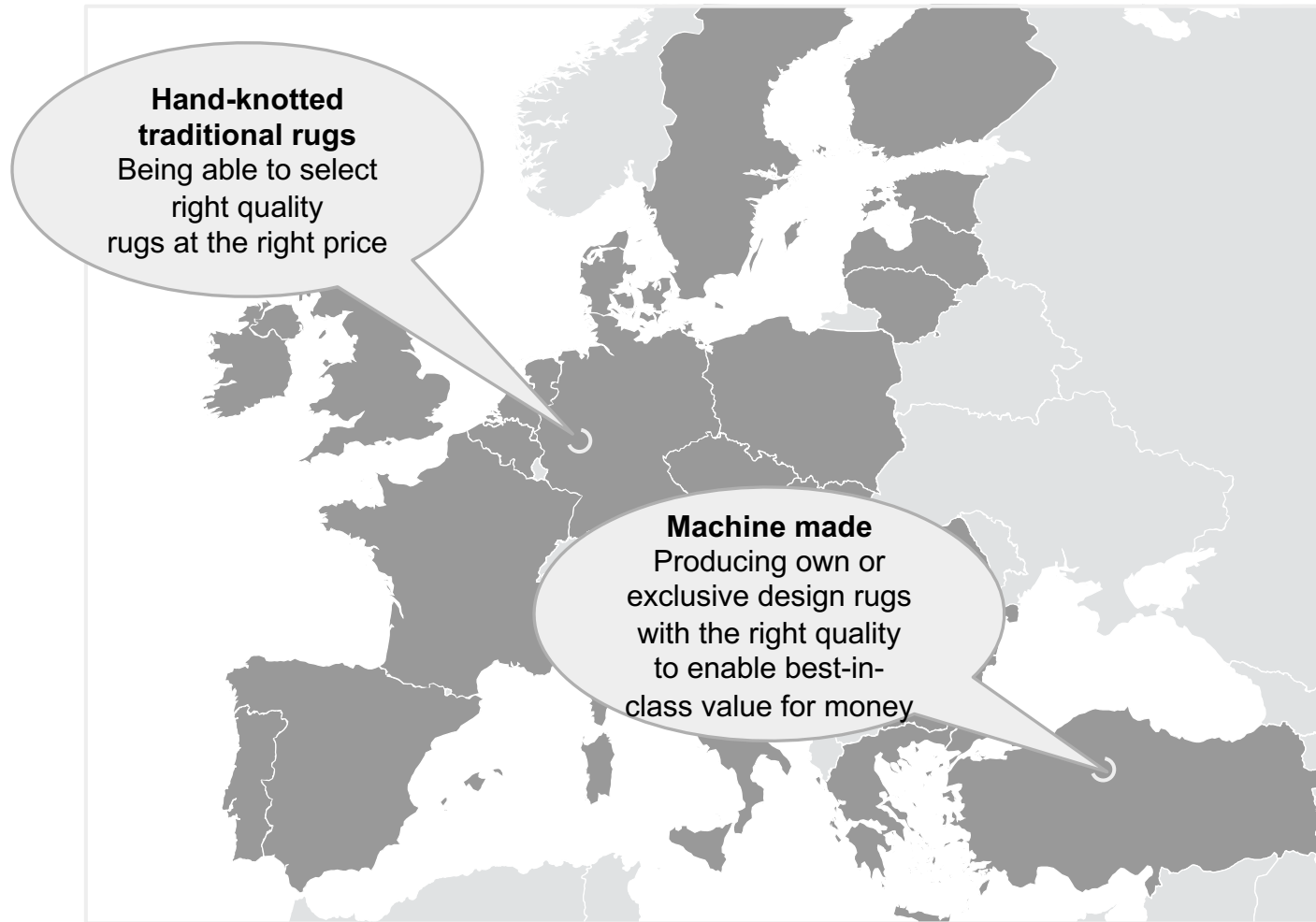
RUGVISTA



Introduction to the world of rugs

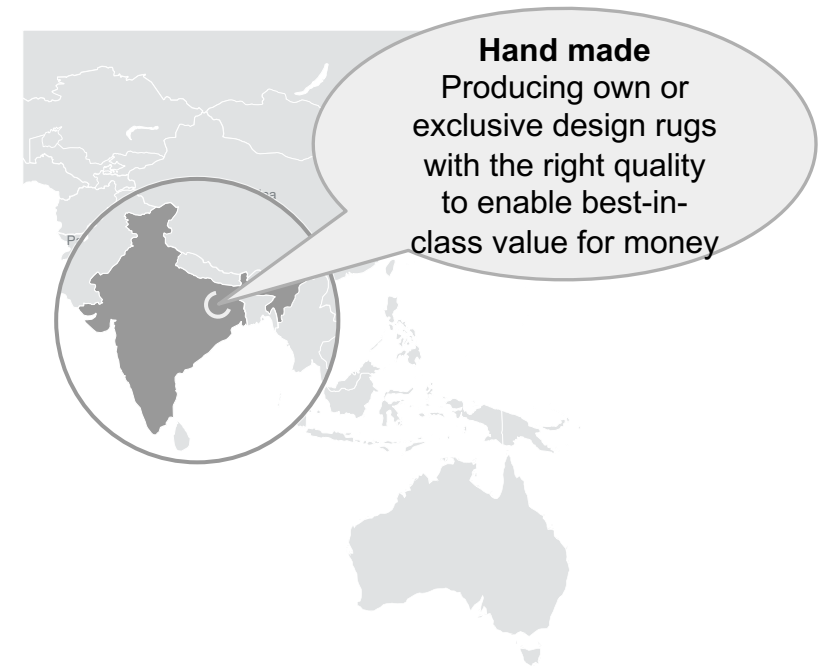


Deep sourcing expertise and cooperations with leading producers



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

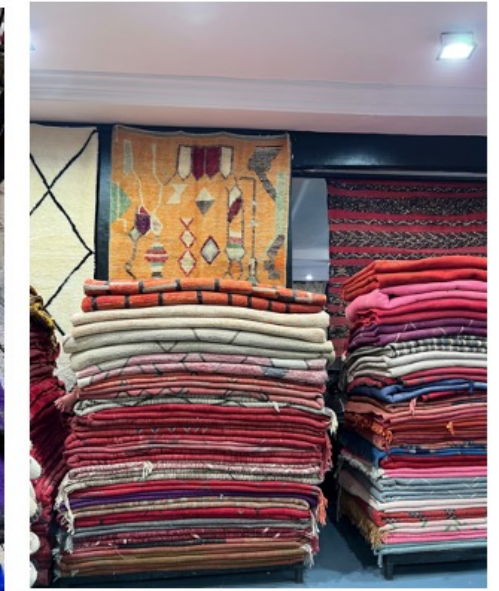


Village/Gabbeh



Nomad

"Cherry picking" unique carpets



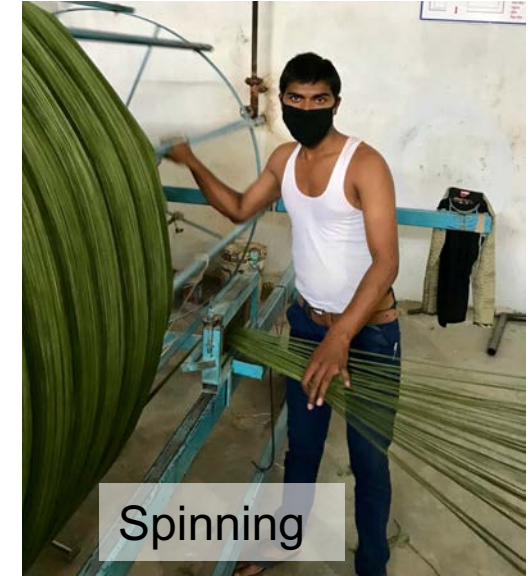
Production unit for handloom weaving



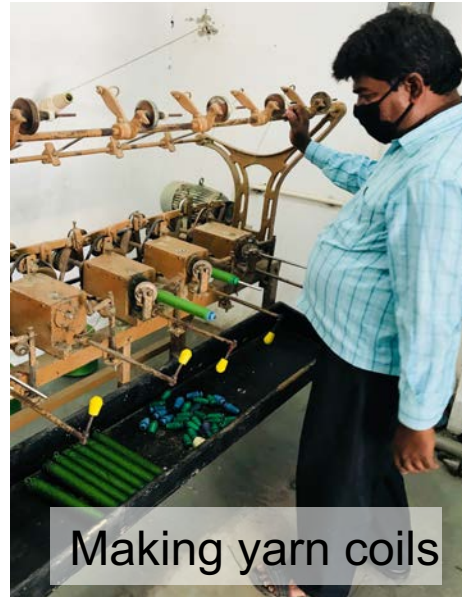
Handloom weaving



Opening of yarn



Spinning



Making yarn coils



Coil and shuttle



Ready for washing

Production unit of handloom finishing



Carpet washing



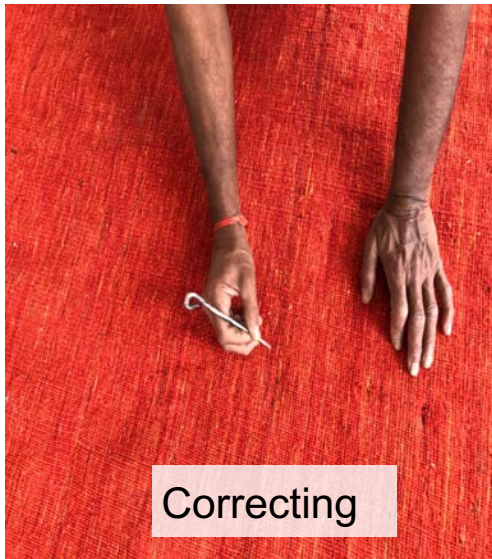
Sun drying



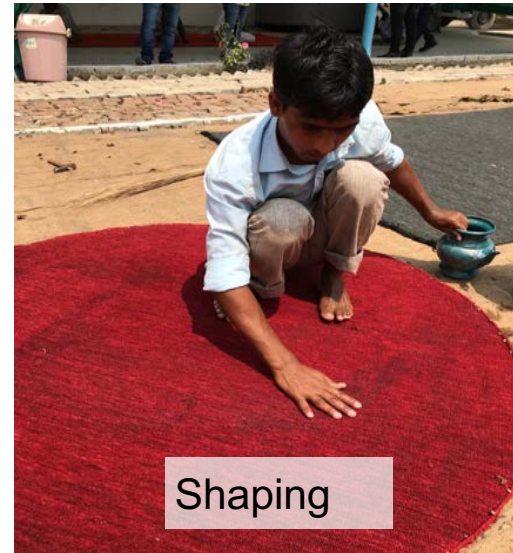
Binding edges



Knotting of fringes



Correcting



Shaping

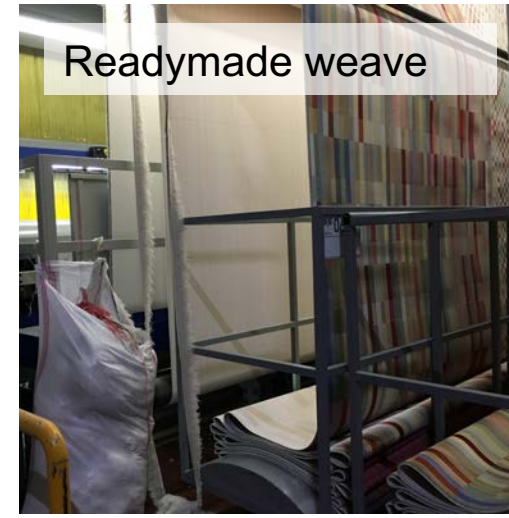


Shaving



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

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

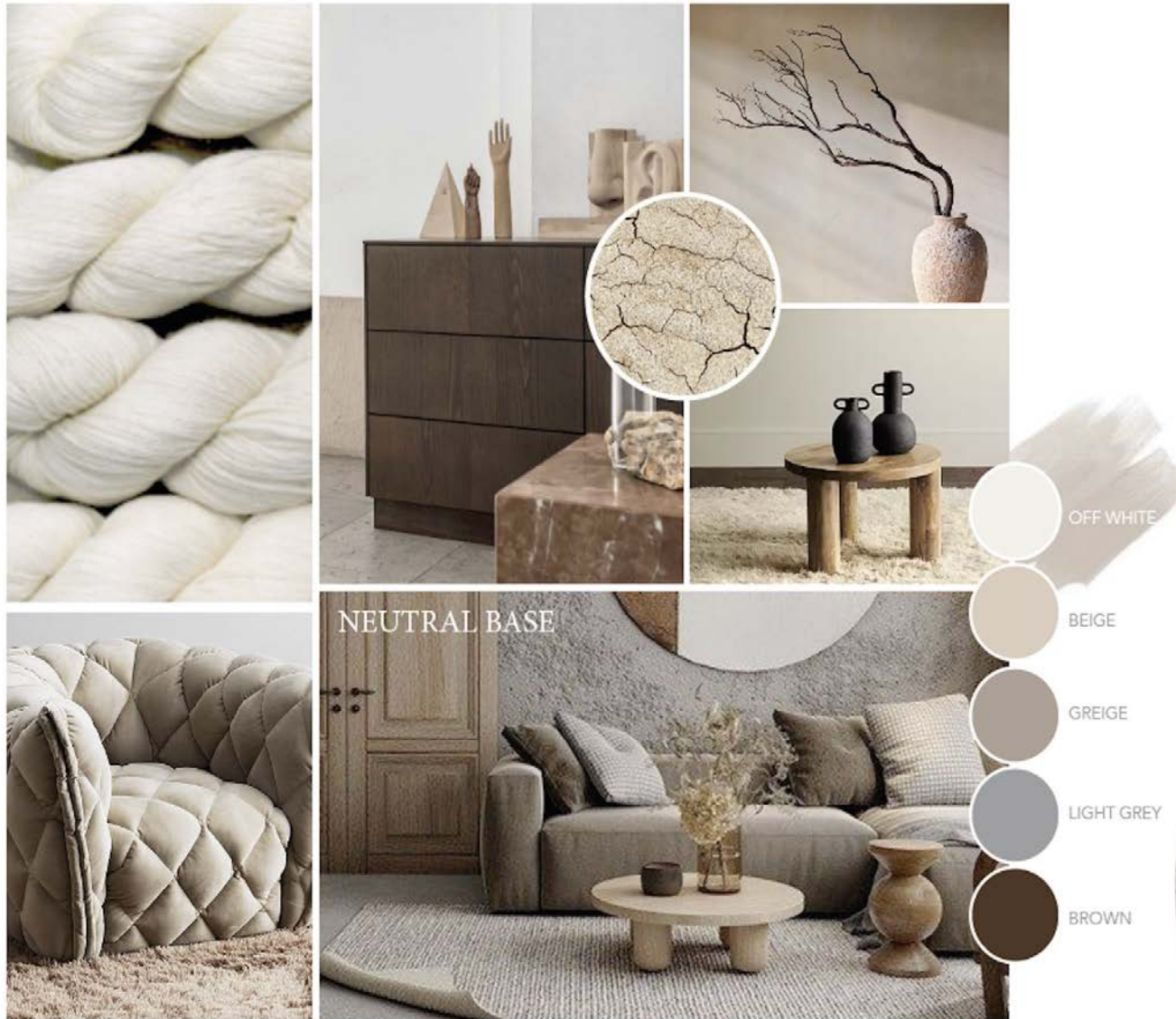


Kids



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



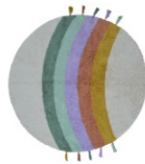
Puppy
RVD36800



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



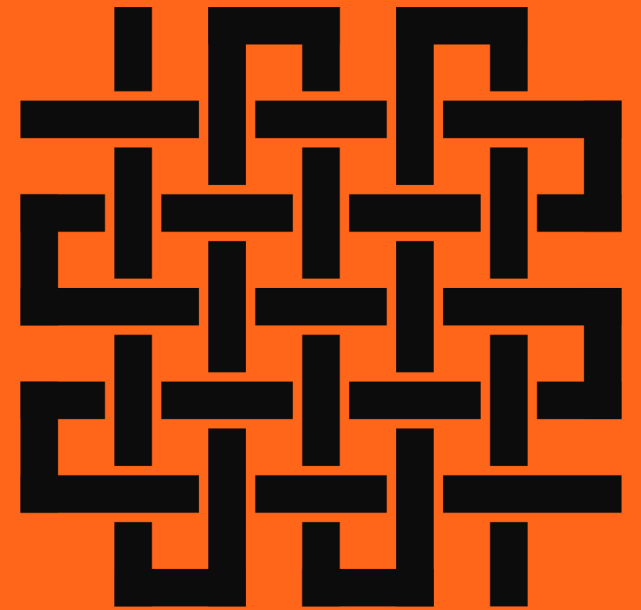
RIVIERA
CVD38770



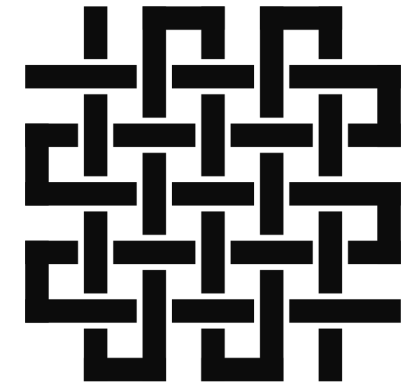
ATLANTIS
CVD38779



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



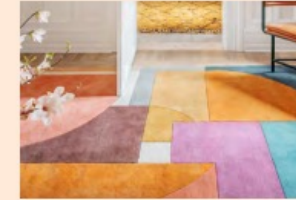
Rugvistas Kundmålgrupper

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 möbler 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

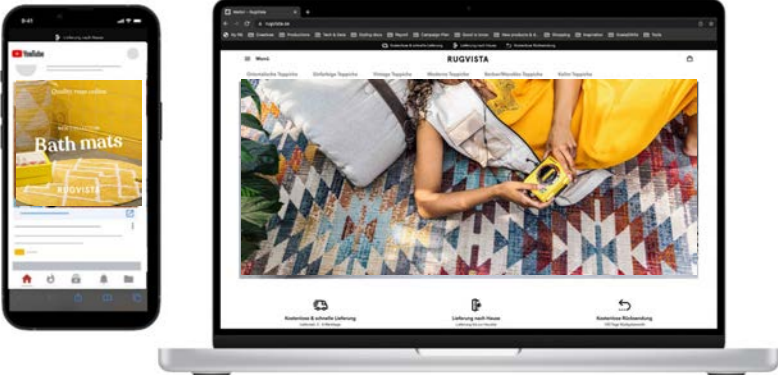
- Rugvista.com / pop up store
- Media & communication
- Product



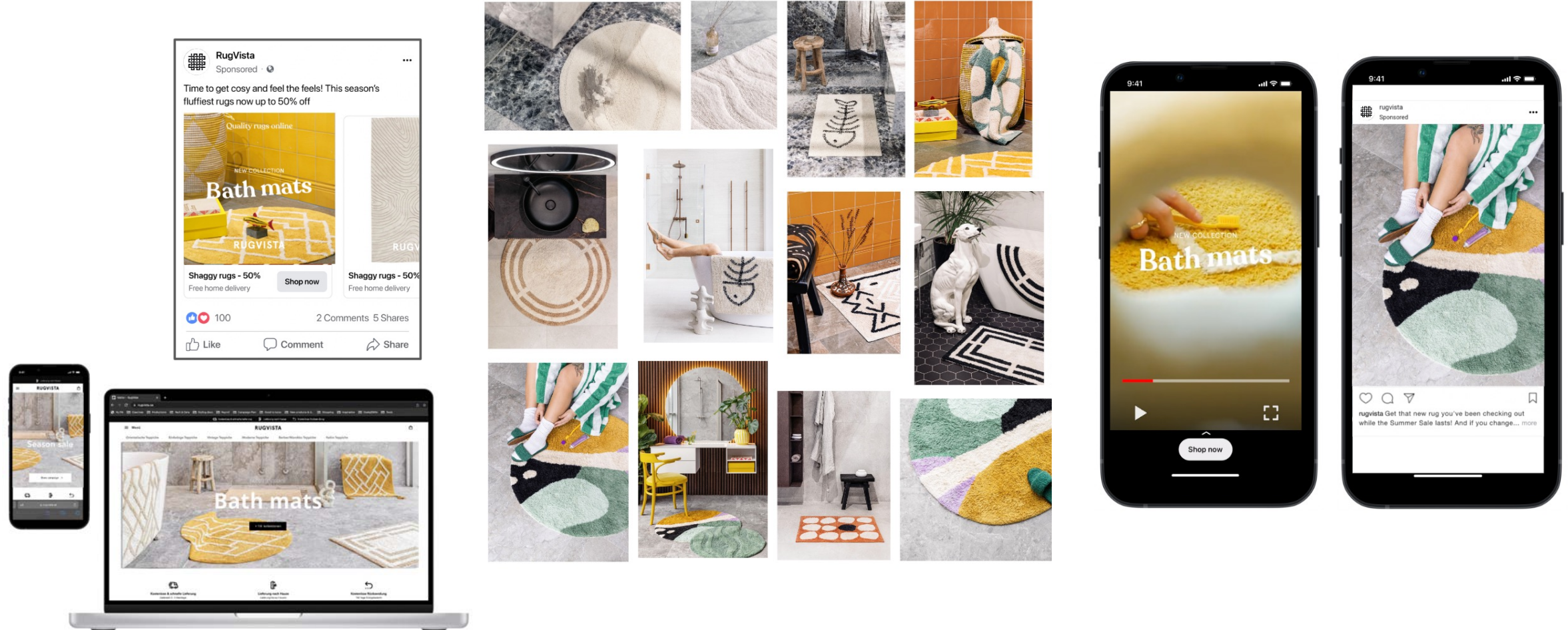
Tone of voice

Look & feel

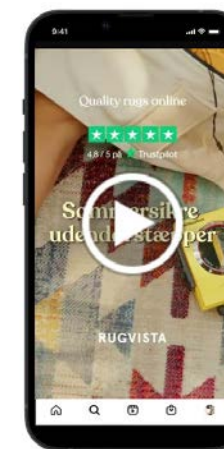
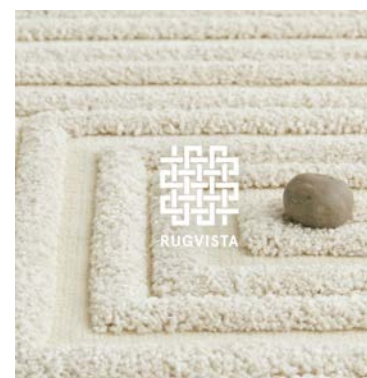
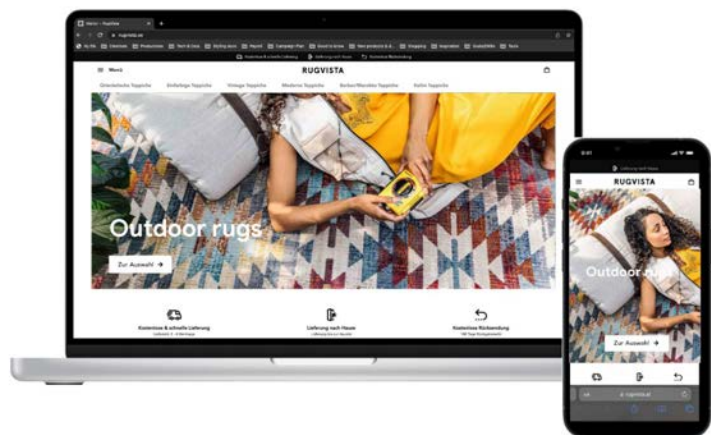
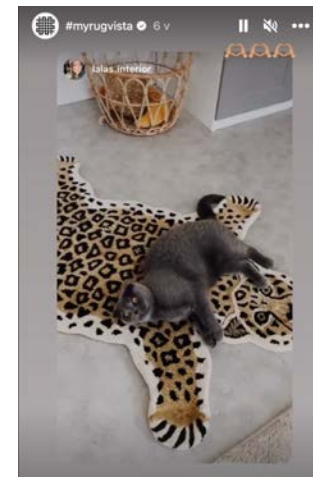
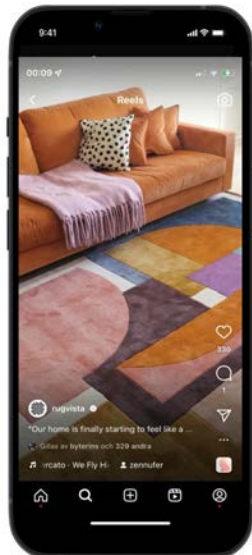
- **Distinctive:** Simple and easy to understand
- **Unique:** Rememberable, standing out
- **Relevant:** Match target group & category
- **Likable:** Drive consideration to buy



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



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

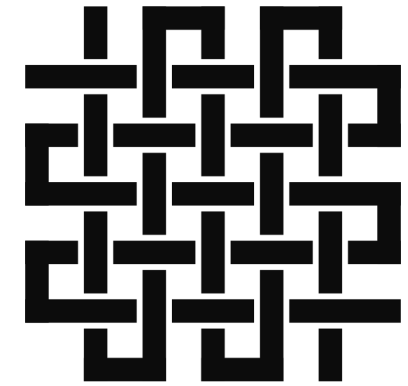
-> Increased consideration

-> 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

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

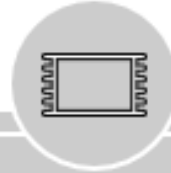
Overview of new e-com platform

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

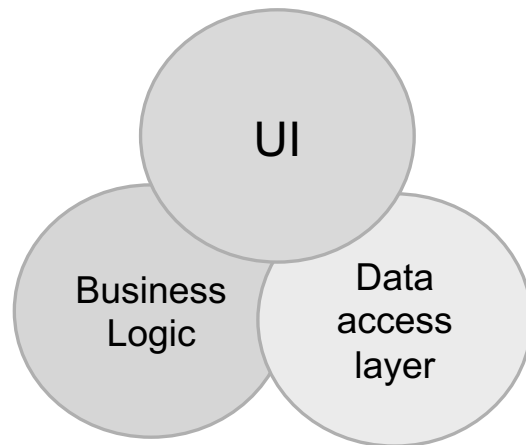
Total number of markets today



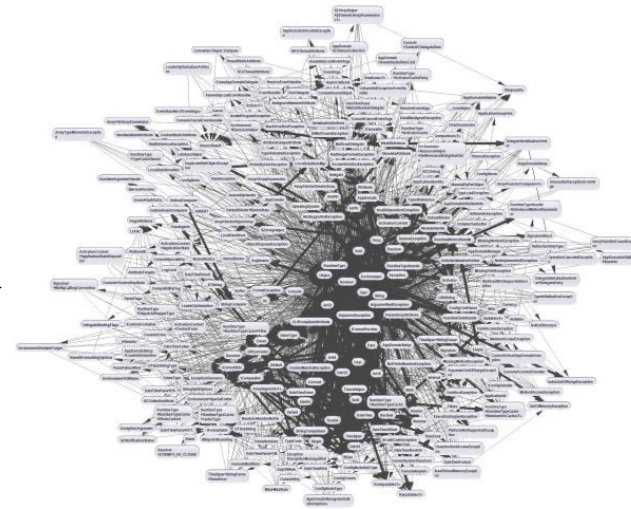
All major markets live 2023

New platform is a complete technology transition

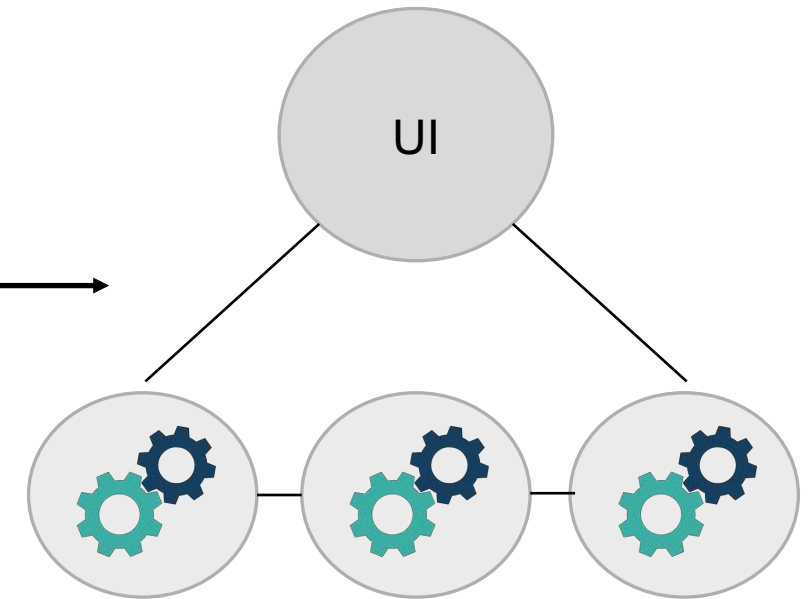
Previous platform



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



New platform

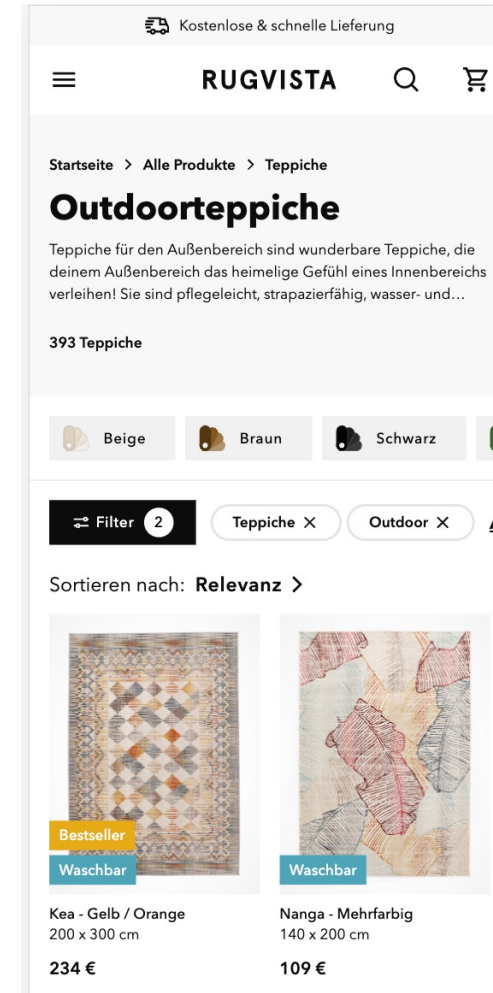


- Better maintainability
- Better scalability
- Independent deployment

New e-commerce platform comprised of 3 major system components

Backend solution

Content management

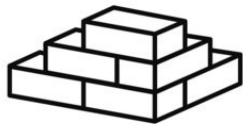


The backend solution is the data foundation



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

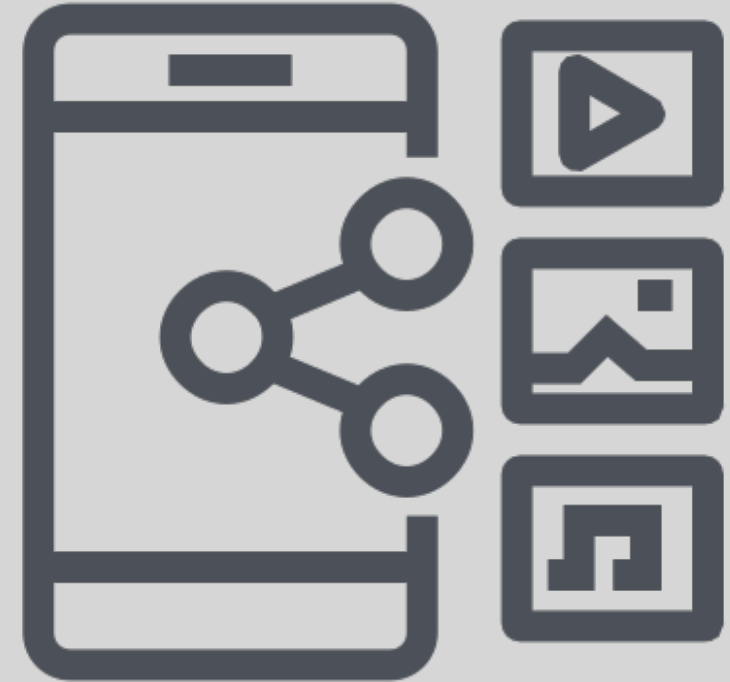
- Headless 3rd party solution
- Separated from frontend solution
- Customized to support strategy
- Multi domain setup

Localization enabler

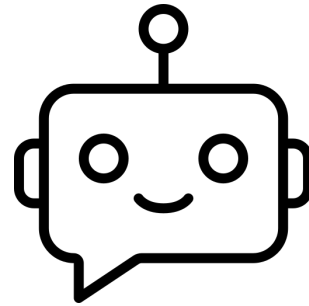
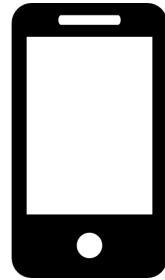
- Different online merchandising between countries
- Possibility to localize site experience, content and campaigns
- Catch countries seasonality assortment

Make-a-difference functionality

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



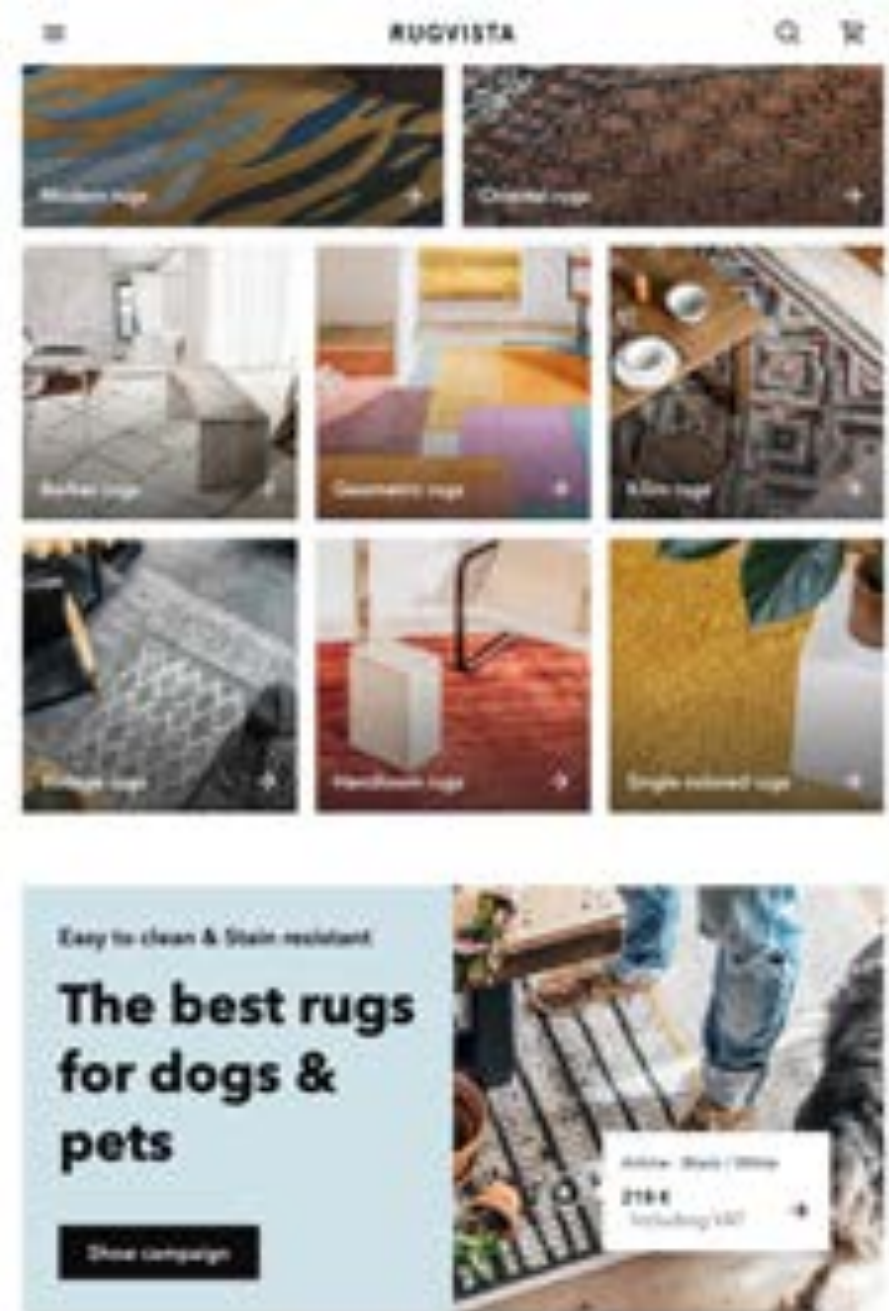
Frontend – Online Shop



- 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


Start page > All products > Rugs

Geometric rugs


263 Rugs

Beige Grey Brown Black

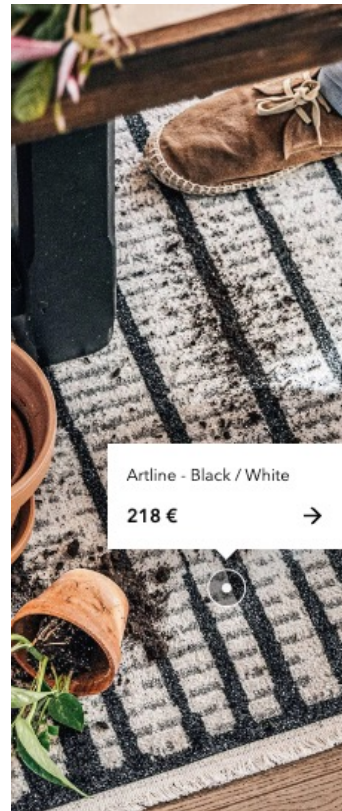
Filter 2 Rugs X Geometric X Clear all



Arty - Multicolor
140 x 200 cm
420 €



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



Bestseller

Washable

Kea - Yellow / Orange
200 x 300 cm

234 €

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)

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

New platform basis for enhanced shopping experience



New checkout
experience



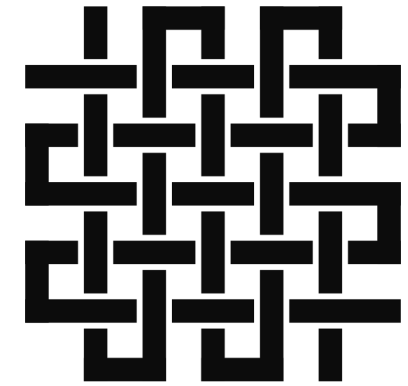
New my pages
experience



Enhanced onsite algorithms
(personalization)



Create content!



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:

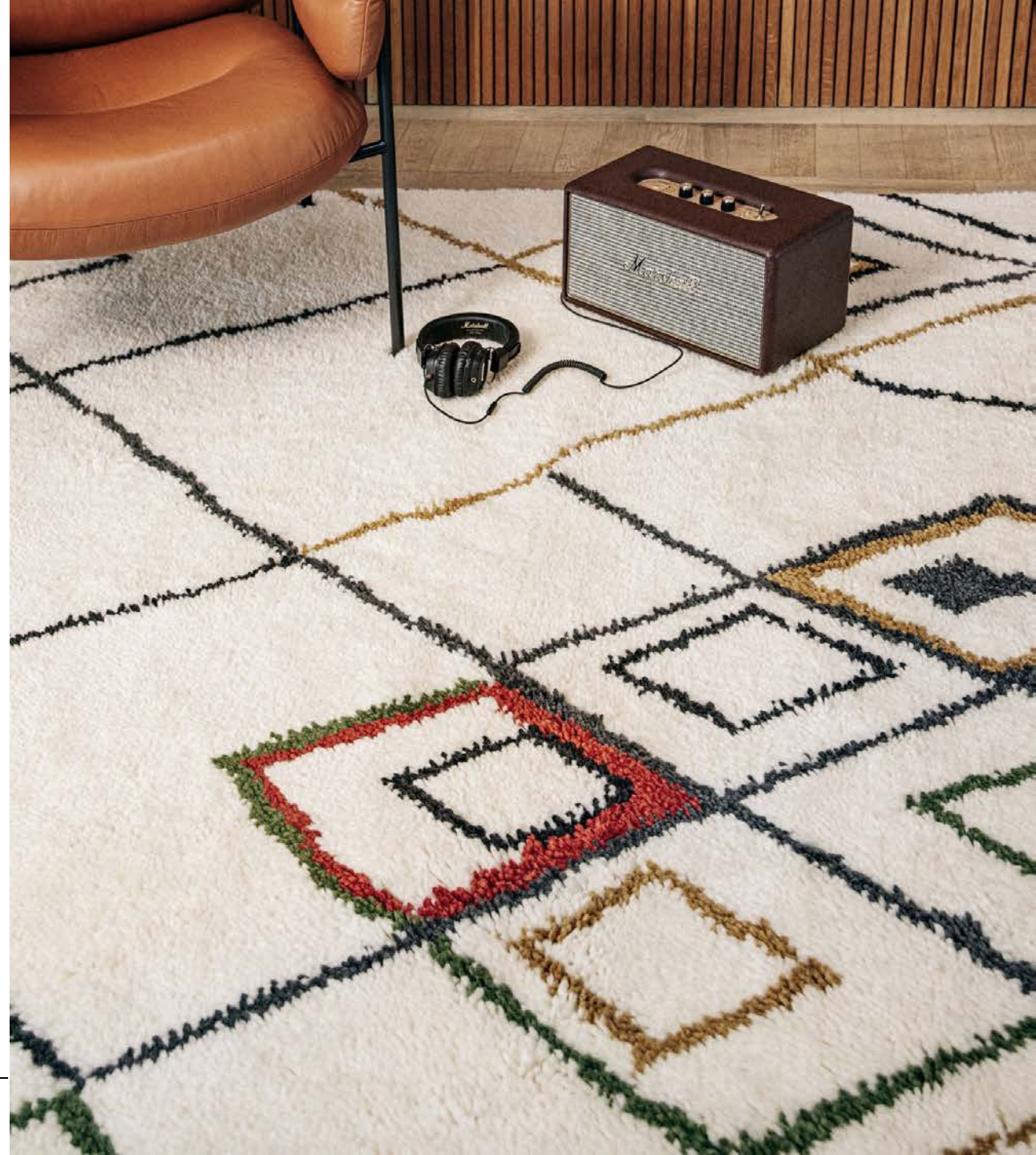
- BSc. In Business administration, Lund University

Topics covered today

Our financial targets

Our financial development

RUGVISTA



Our financial targets

Medium- to long-term targets

Organic net revenue
growth of approx.

20%

EBIT-margin of
at least

15%

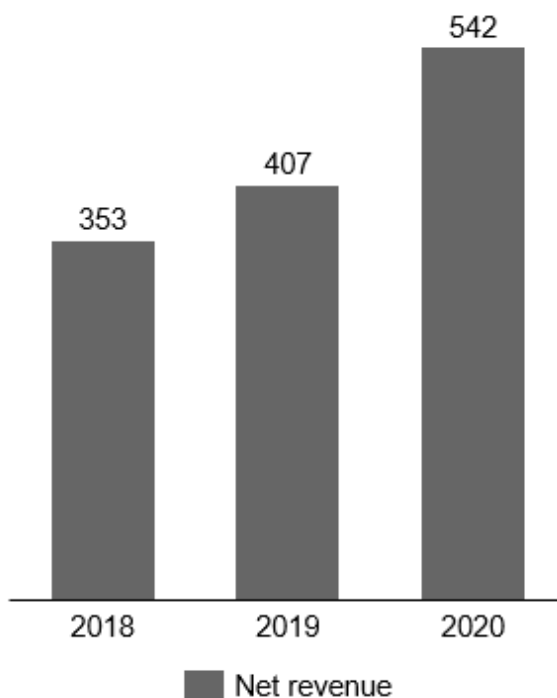
Dividend as % of net
profits, up to

50%

20% Net revenue growth

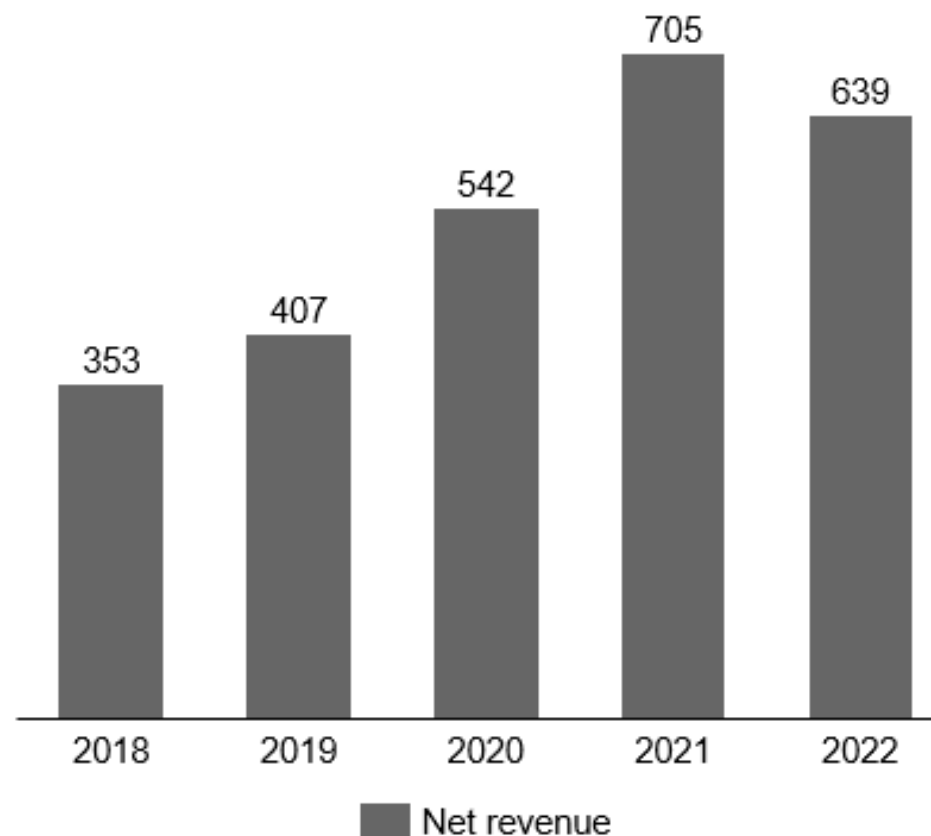
@IPO 3 Year CAGR 20% ¹⁾

SEK million



After two more years 5 Year CAGR 16% ¹⁾

SEK million

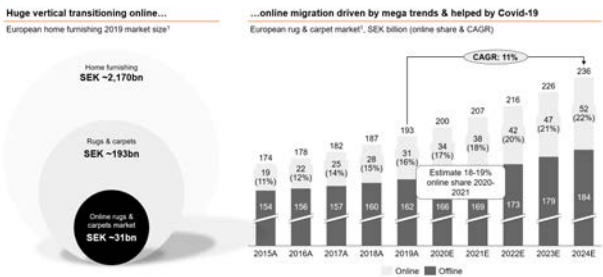


- ✓ Pandemic short-term boost of interior design and home improvement
- ✓ Pandemic long-term boost of migration from off- to online strengthened our growth case
- ✓ Current setting in the market due to macro-economics led us to focus on profitability rather than growth

Foundation for growth

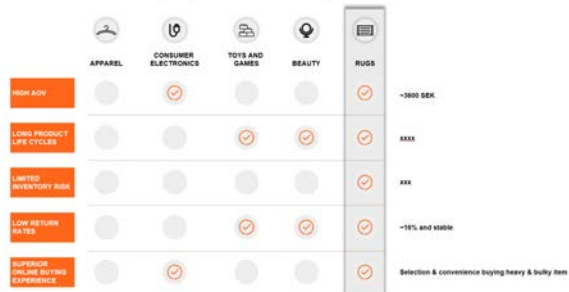
1

Large market transitioning online

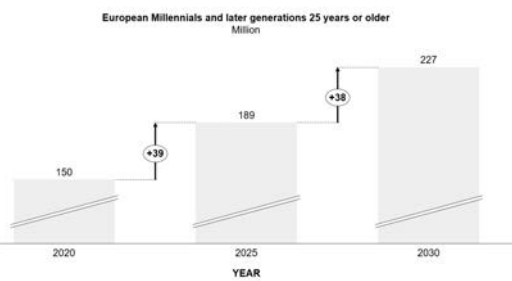


1

Rugs "perfect" online product



~225 million digitally native European homesteaders by 2030



3

Clear strategic priorities to drive future profitable growth



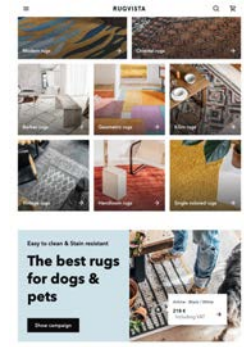
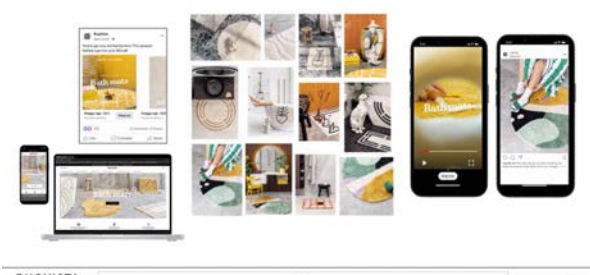
Base Moodboard 2023-24



Bold and Brave Collection



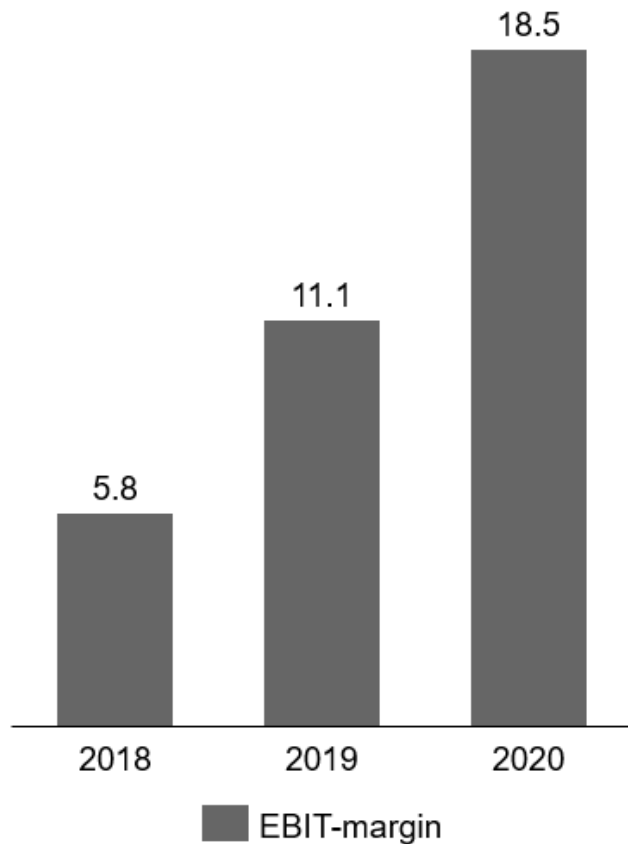
Branding in all touch points – distinctive & diverse



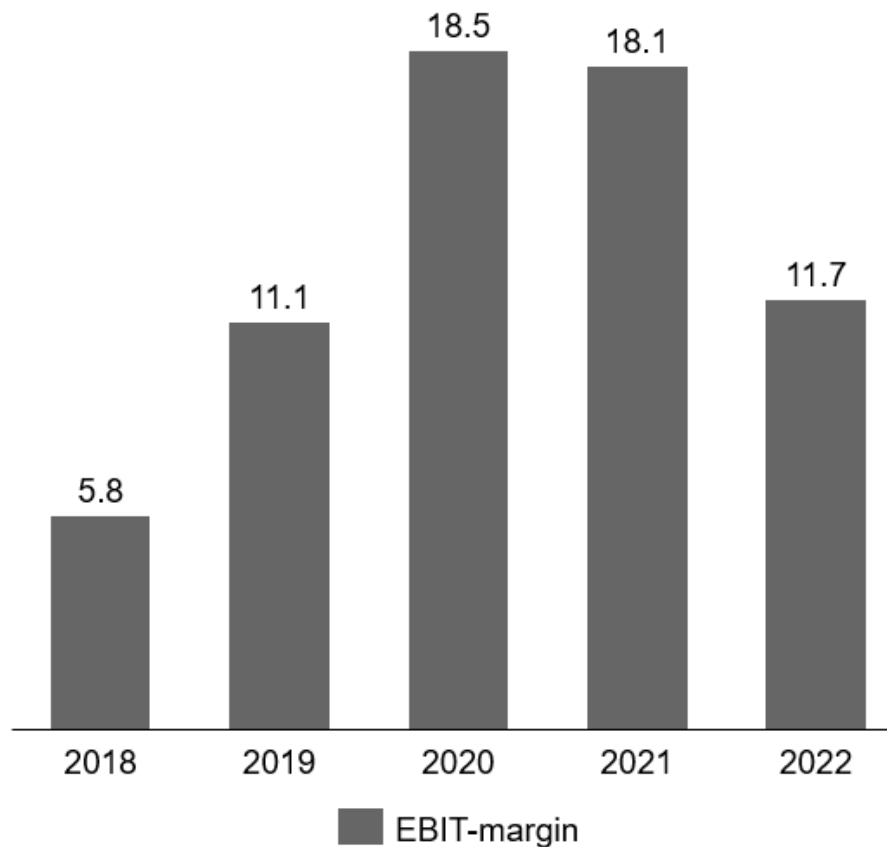
Organic net revenue growth of approx. **20%**

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%:

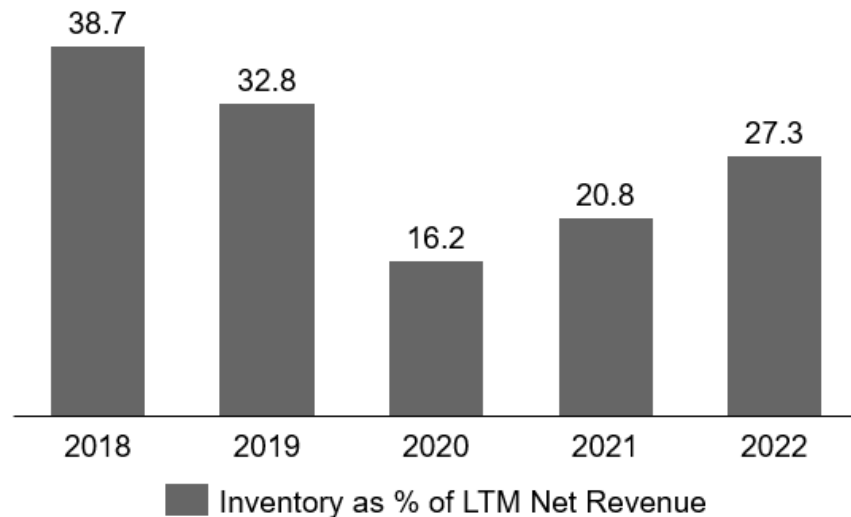
- Other external expenses (excl marketing)
- Personnel expenses
- Amortization and depreciation
- Other operating expenses

Lacking economies of scale in 2022.

Growth => EBIT-margin

Dividend of up to 50% of net profit

2018-2022 Inventory & cash conversion



- Changes in inventory make up for a large part of working capital changes
- Inventory target is 17.5%-22.5% of LTM of Net revenue. Quarter 1 2023 was at 26.3%
- Total weighted 5-year cash conversion: 84.5% ¹⁾
- High solvency and no interest-bearing debt

Dividend track record as a listed company

For 2021 profits:

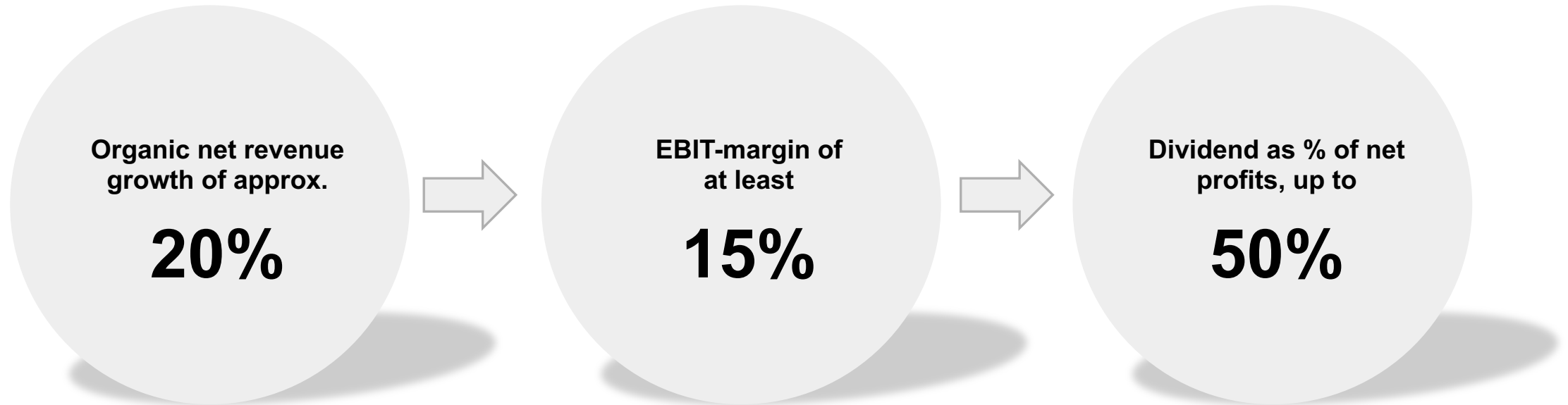
- SEK 2.50 per share
- 52.0 SEK million
- 52.0% of Net profit for 2021

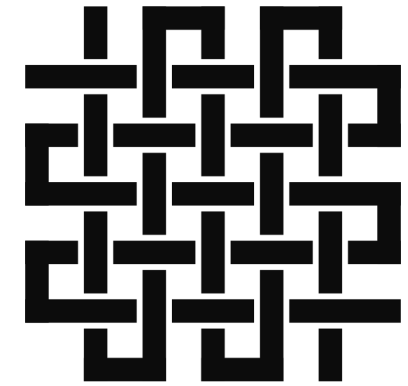
For 2022 profits the Board has proposed:

- 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

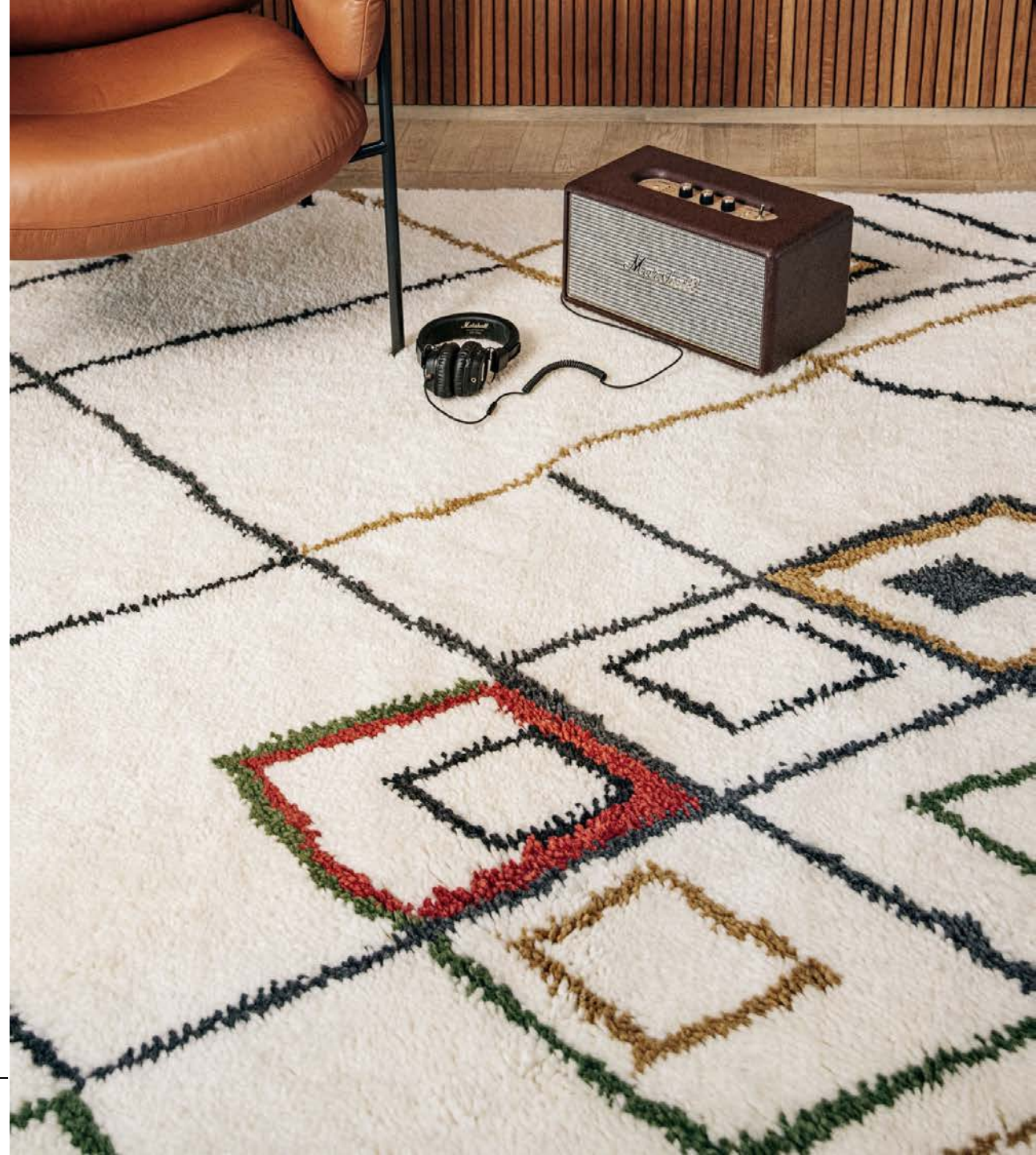
Sustainability topics covered today

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

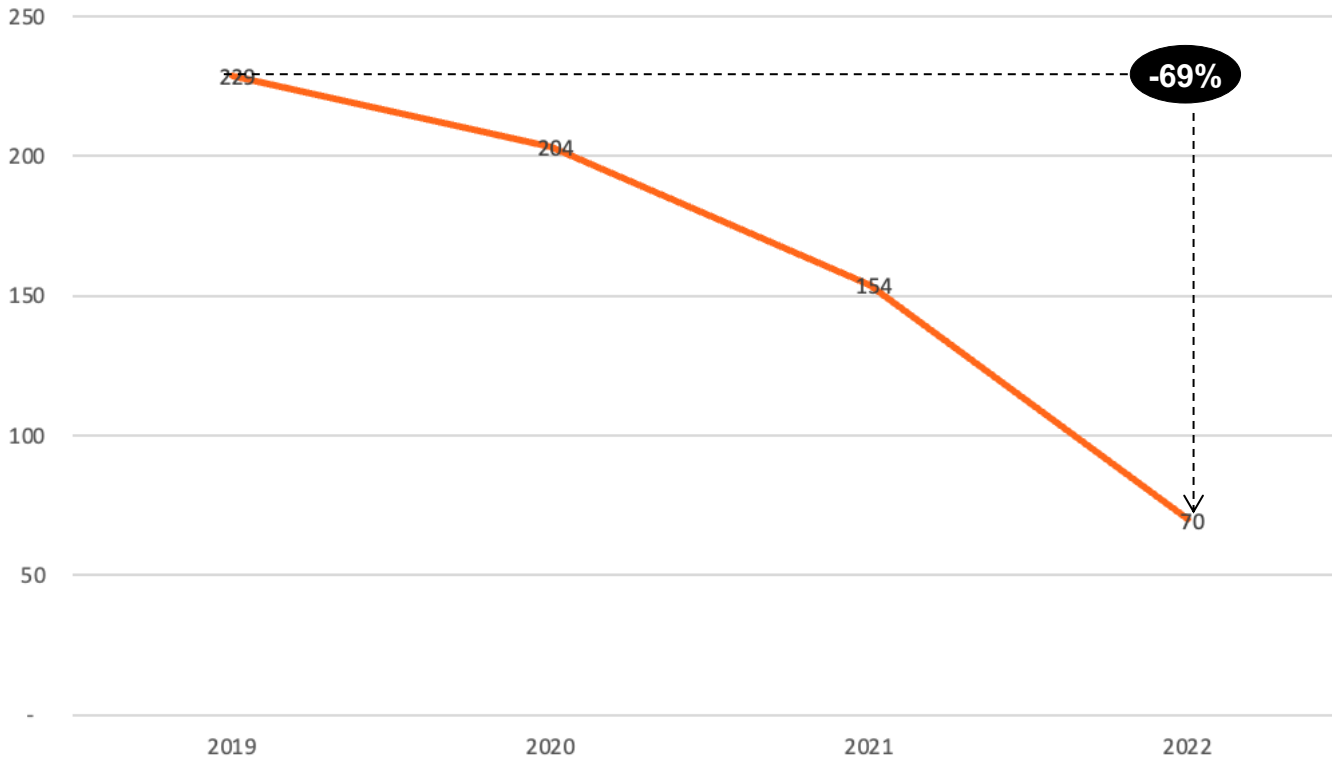




PLANET

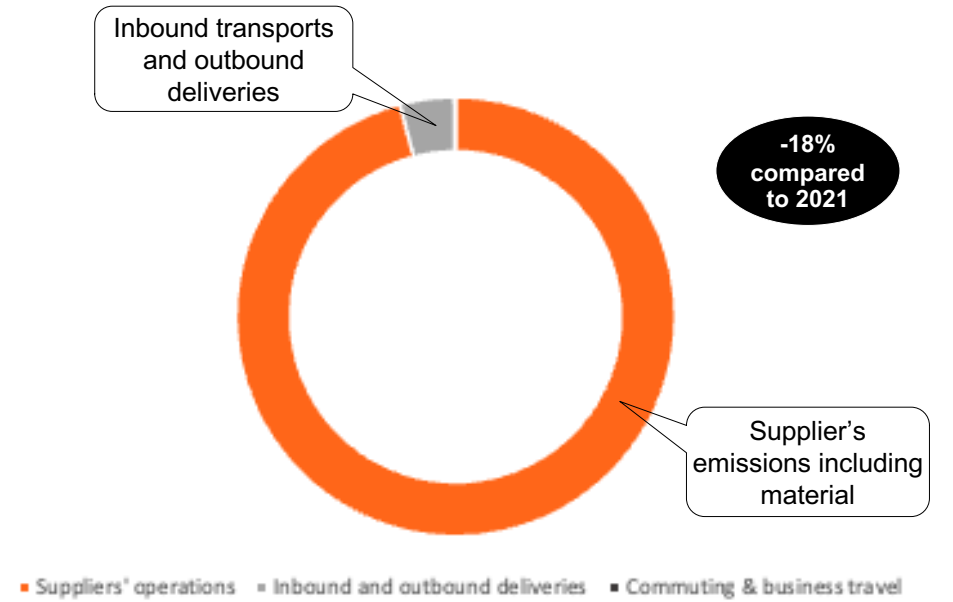
GHG emissions break down

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

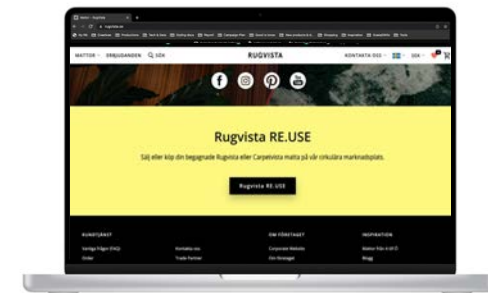
- Hand-woven PET yarn rugs from worn out, recycled PET bottles
- Printed rugs made by recycled cotton



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





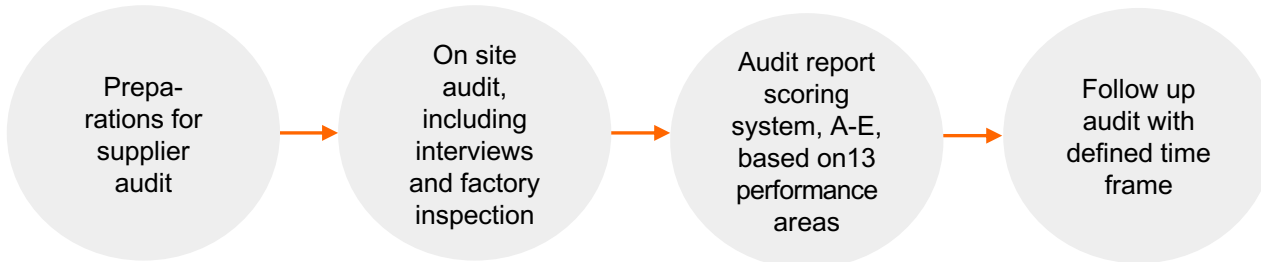
PEOPLE

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

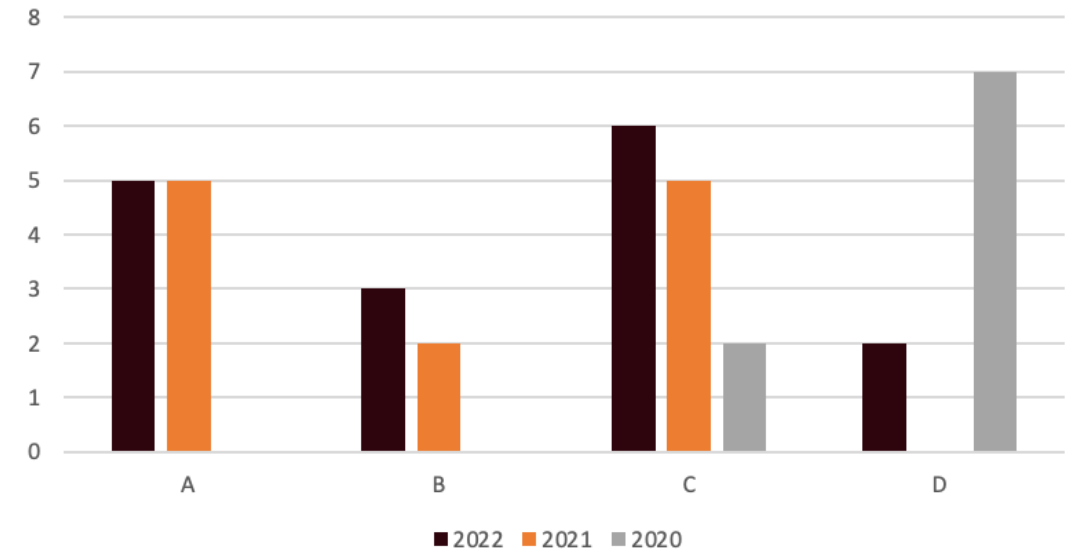


amfori BSCI 13 performance areas:

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

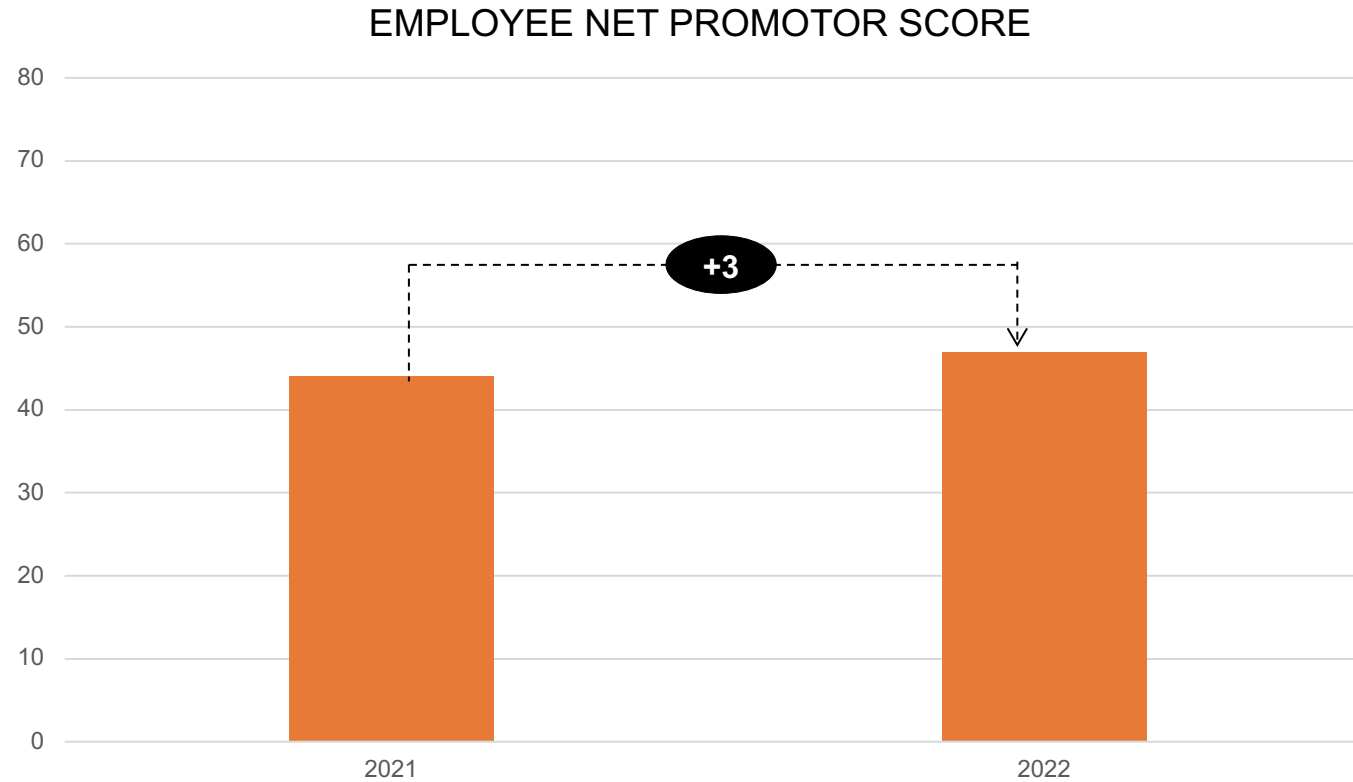
Audit results per rating, amfori BSCI suppliers



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

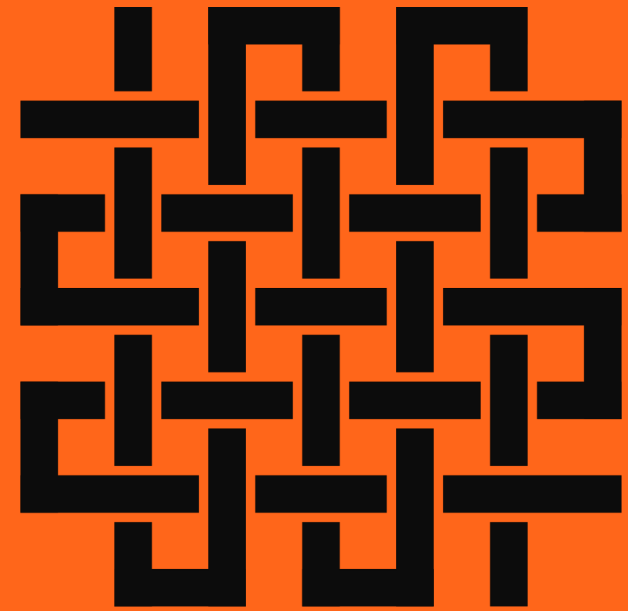


- Continuously educate and support suppliers to adhere to best practices for social and environmental concerns
- Initiate auditing of tier 2 sub-suppliers
- Further enhance our employee value proposition and attain an eNPS of 60

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

RUGVISTA 8

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

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

3 Clear strategy for profitable growth

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

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

RUGVISTA 10

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%

RUGVISTA 74

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 team
Drive sustainability into everything we do

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 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

RUGVISTA 83

A bohemian outdoor patio scene. In the foreground, a large, patterned rug with a geometric diamond design in shades of grey and white covers the ground. To the right, a round, light-colored straw rug sits under a wicker chair with a white cushion and a white crocheted blanket. In the background, a wooden pallet bench is covered with a white blanket and a green and white striped cushion. Behind the bench, several large, patterned textiles are hanging, including a white one with a dark leaf pattern, a white one with a grid pattern, and a dark grey one with a subtle pattern. The scene is set against a white wall with some greenery visible on the right.

Questions & Answers