



INTERIM REPORT

Q3 2022

November 11, 2022



sledstore

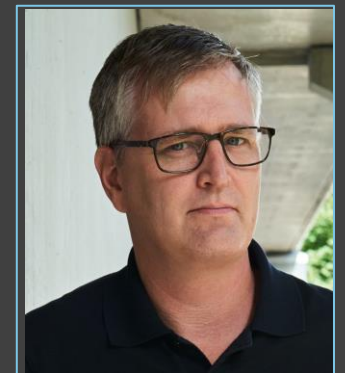


TODAY'S PRESENTERS

HENRIK ZADIG
CEO



NICLAS OLSSON
ACTING CFO



AGENDA

1. Q3 summary
2. Financial update
3. Looking forward
4. Q&A



Q3 SUMMARY

OPERATIONAL

Ongoing macro challenges

Online market declined slightly during the quarter. The general economic situation, incl Inflation, energy shocks, and rising interest rates impact customer buying behavior.

Continued Gross margin squeeze

Shipping from Asia, raw material and supplies cost increases and strengthened USD impacting margin negatively. Compensation from price increases to customer was limited, due to general demand and overstock situation in the market.

Execution of financial improvement program started

Program started with primary focus to restore gross margin, but also to improve marketing efficiency and working capital.

FINANCIAL

Net revenue growth of 3%

Net revenue in local currencies was flat in Q3. Campaigning and improved assortment compensated for the weak market.

Weak adjusted EBIT margin

Decline entirely driven by gross margin development, as cost increases were not fully forwarded to customers due to low demand and overstock in market – focus on cash generating actions.

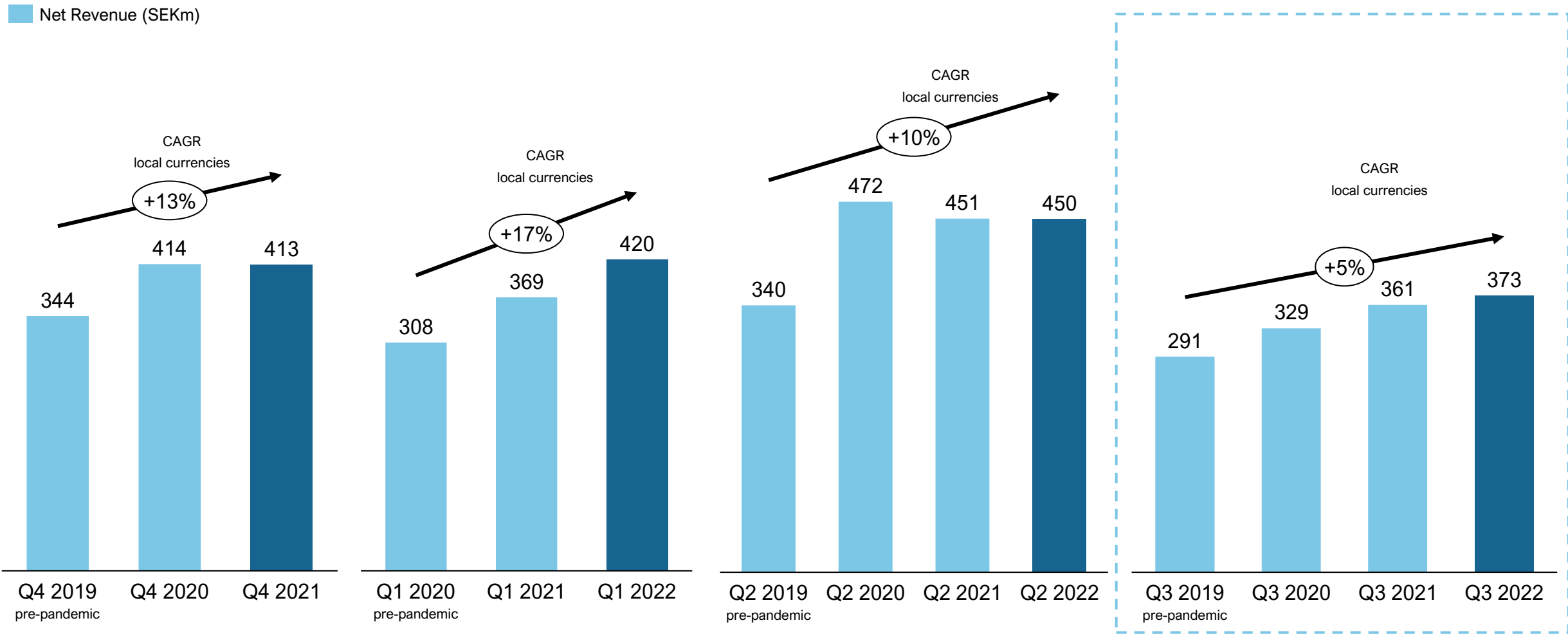
Significantly strengthened balance sheet

New share issue finalised in July. Fully subscribed, amounting to SEKm 347. Bank loans repaid and net cash end of Q3 was SEKm 115.

SEKm	Q3 2021	Q3 2022	Variance	
			Reported	Local currencies
Net Revenue	361	373	+3%	0%
Private Brands	129	138	+7%	
Adjusted EBIT	3	-9	-11	
Adjusted EBIT %	0.7%	-2.4%	-3.1 ppt	
Net Profit	-1	-20	-19	
Operating Cash Flow	-46	-38	+8	

REVENUE CAGR SINCE PRE-PANDEMIC

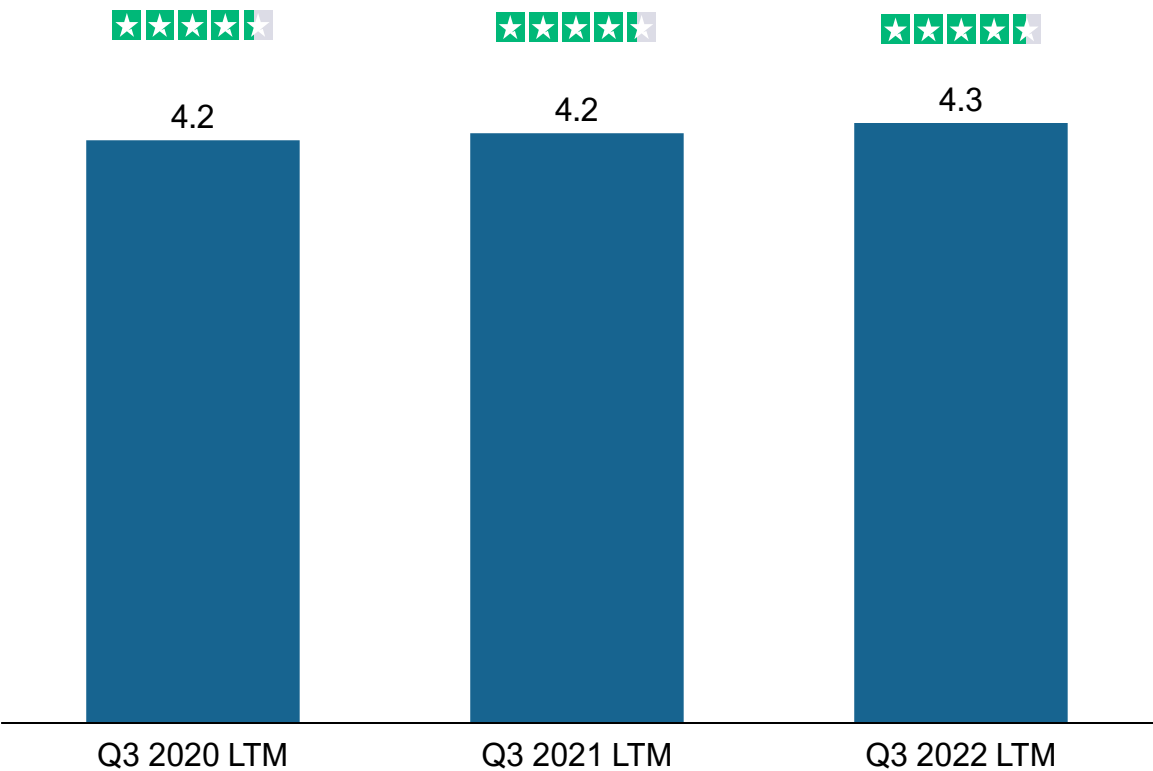
Gradually declining growth



KPI HIGHLIGHTS

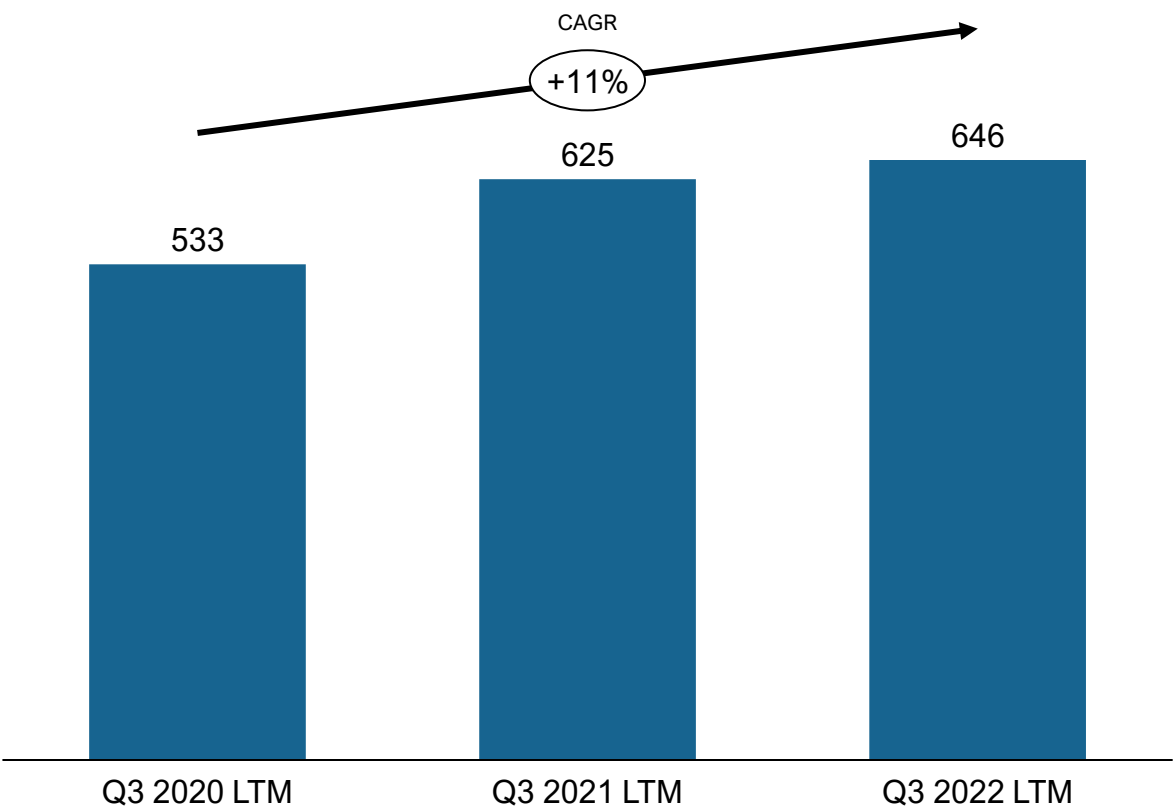
Customer satisfaction remain on high level

■ Aggregated Trustpilot scores



Continued private brand growth

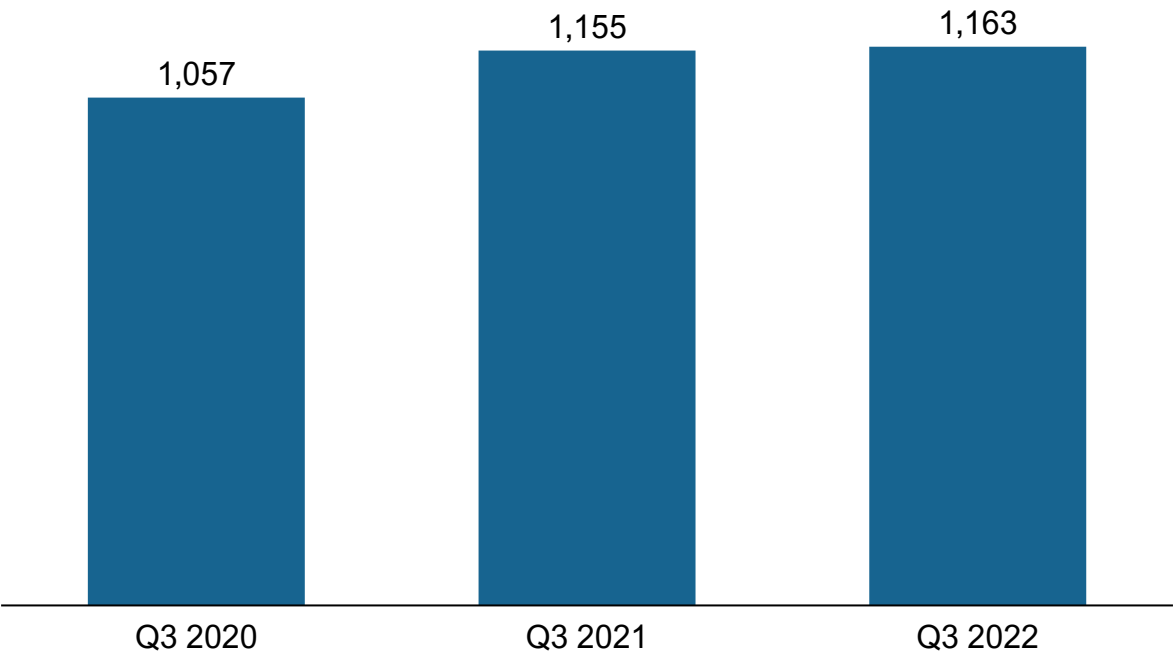
■ Net Revenue, Private brand (SEKm)



KPI HIGHLIGHTS (CONTINUED)

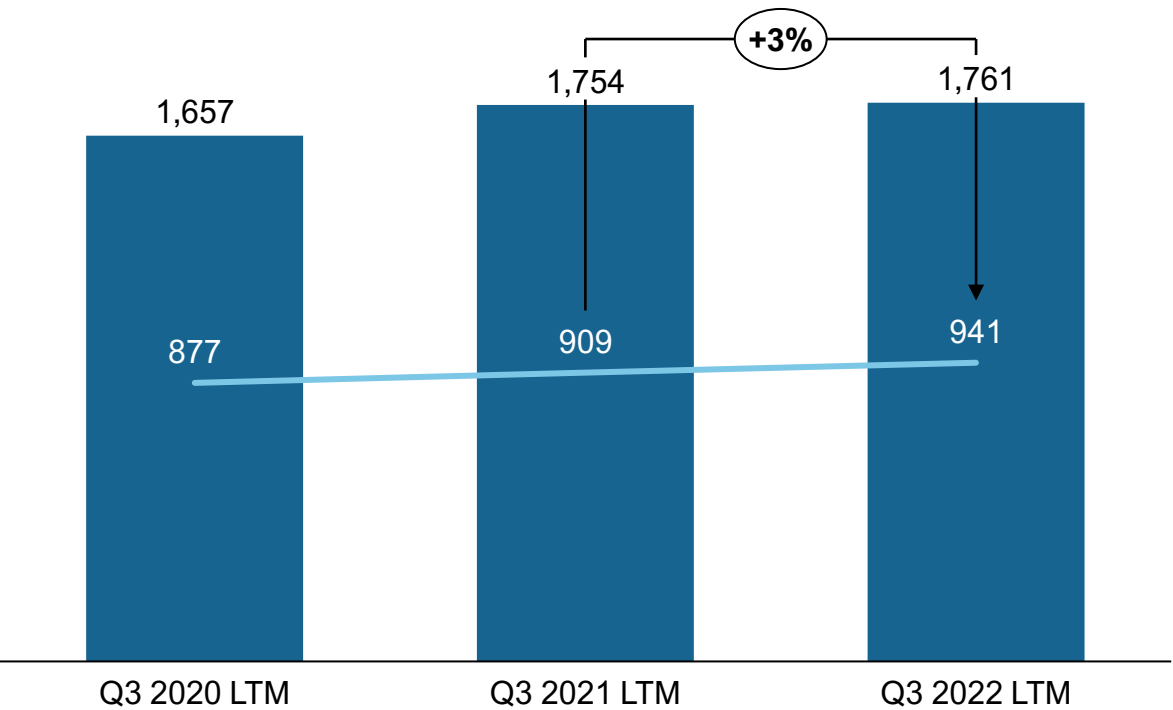
Active customers growing

■ Active customers LTM (000), end of period



Increasing AOV

■ Number of orders (000)
— Average order value (SEK)



AGENDA

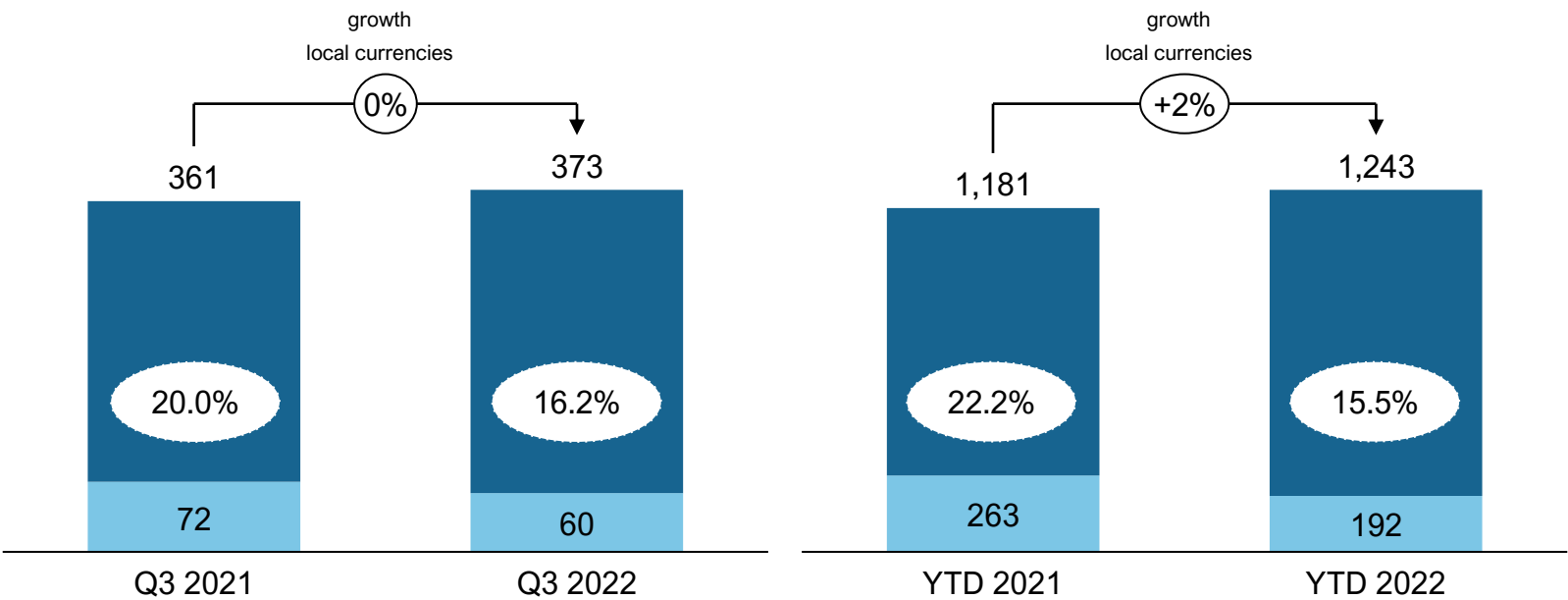
1. Q3 summary
2. Financial update
3. Looking forward
4. Q&A



GROUP FINANCIALS

Challenging market affecting revenue and margins

- Net Revenue (SEKm)
- Profit after variable costs (SEKm)
- Profit after variable costs (%)



Comments

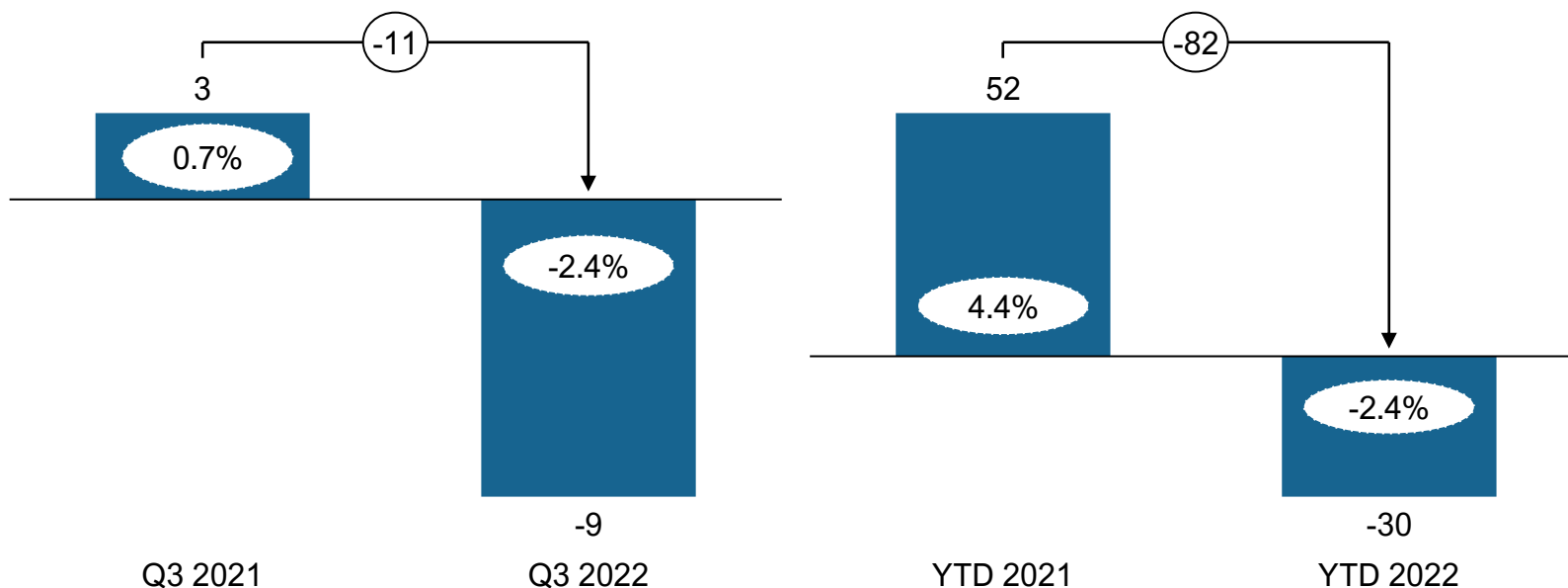
- Q3 2022 revenue growth affected by:
 - Negative development in the market.
 - Order volume -4% vs. LY.
 - AOV +4% (local currencies) vs. LY, partly driven by price increases especially within private brands.
 - Price increases however not in line with cost increases, leading to lower profit after variable costs.
- Similar development between Offroad and Onroad segments.

Profit after variable costs = Gross profit less Direct marketing, Invoicing costs, Outgoing freight and Packaging materials

ADJUSTED EBIT

COGS increases not compensated by customer price increases

- Adjusted EBIT (SEKm)
- Adjusted EBIT margin (%)

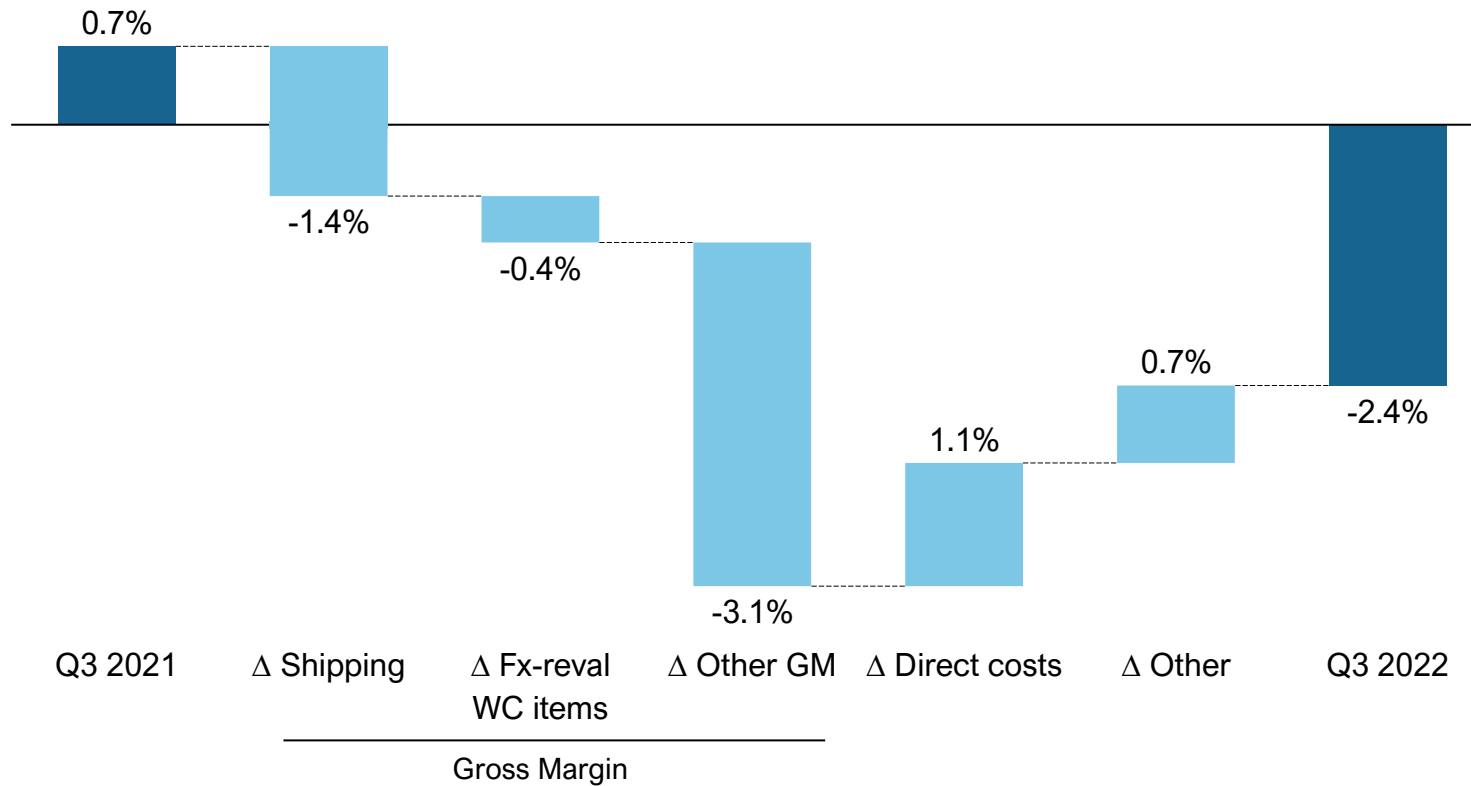


Comments

- Q3 2022 low profitability mainly explained by:
 - Adjusted EBIT margin Q3 2022, -3.1ppt lower than same period 2021. Negative development driven by Gross margin that was -4.9ppt vs. LY.
 - Lower gross margin driven by shipping costs from Asia, additional campaign activities to reduce inventory, purchase price increases and strengthened USD. Customer prices increasing slowly but not enough to compensate for cost increases.
 - Variable cost in relation to Net revenue, reduced due to decreased spending on performance marketing.
 - Overhead costs in level with last year, after adjustment for one-off negative effect in costs Q3 2021.
- Q3 2022 EBIT was affected in by cost of 6M, reported as adjustment, which includes external costs for strategic initiatives.

ADJUSTED EBIT MARGIN BRIDGE

Negative gross margin development affected Q3 EBIT margin

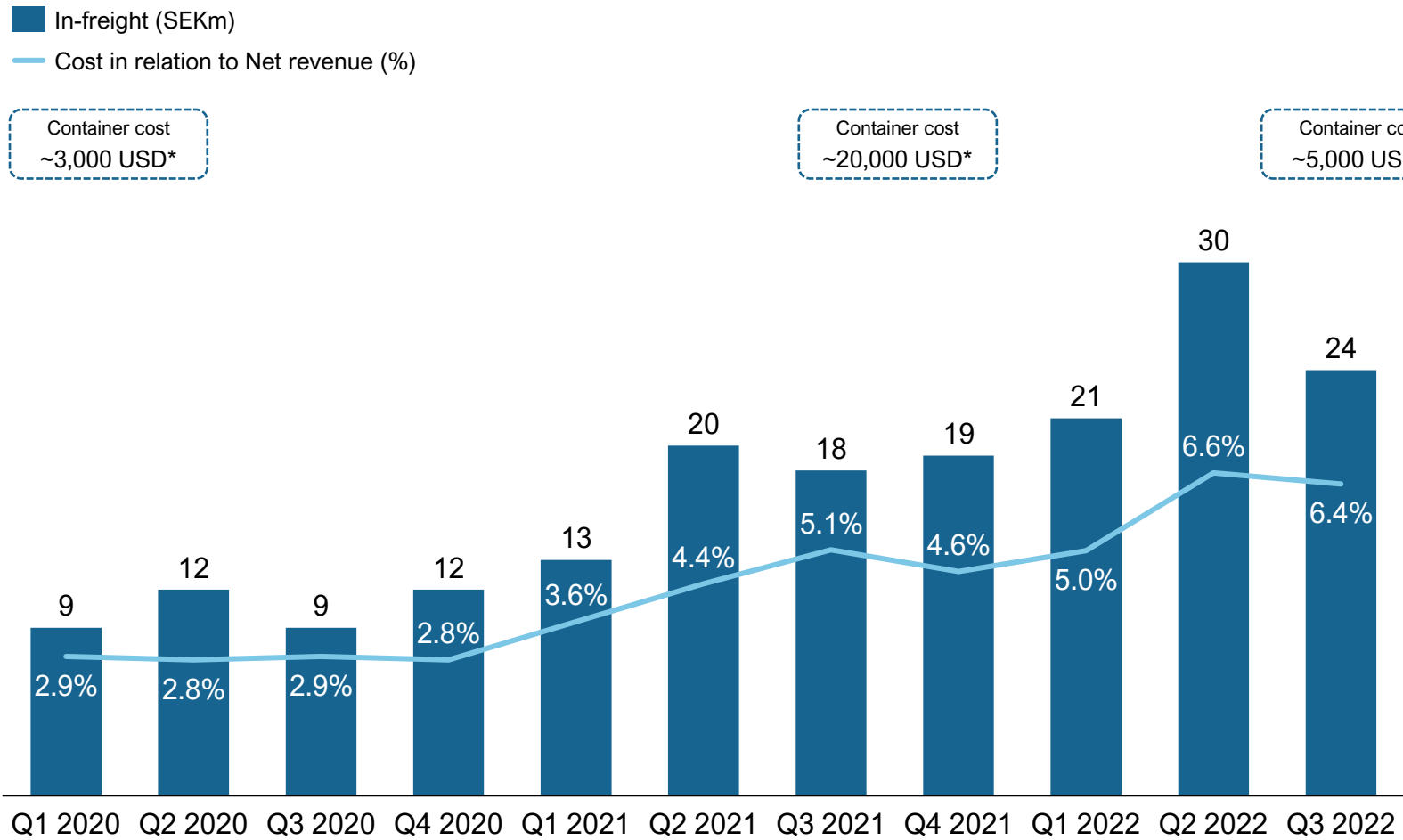


Comments

- Gross Margin:
 - Increased shipping costs from Asia, from SEKm 18 LY to SEKm 24.
 - Negative Fx-revaluation of working capital items related to COGS. From SEKm 0 LY to SEKm -2.
 - Other gross margin effects mainly related to increased purchasing prices (raw material etc) but also negative Fx-effects.
 - The negative Fx-effect in Q3 (excl. Fx-revaluation on working capital items) was estimated to SEKm ~2, mainly driven by strengthened USD from second half of 2021.
- Direct costs:
 - Decrease driven by better performance marketing efficiency.
- Other costs:
 - Continued cost management focus.
 - Temporary adjustment 2021, which affected the cost negatively.

SHIPPING COSTS

COGS related to shipping costs from Asia



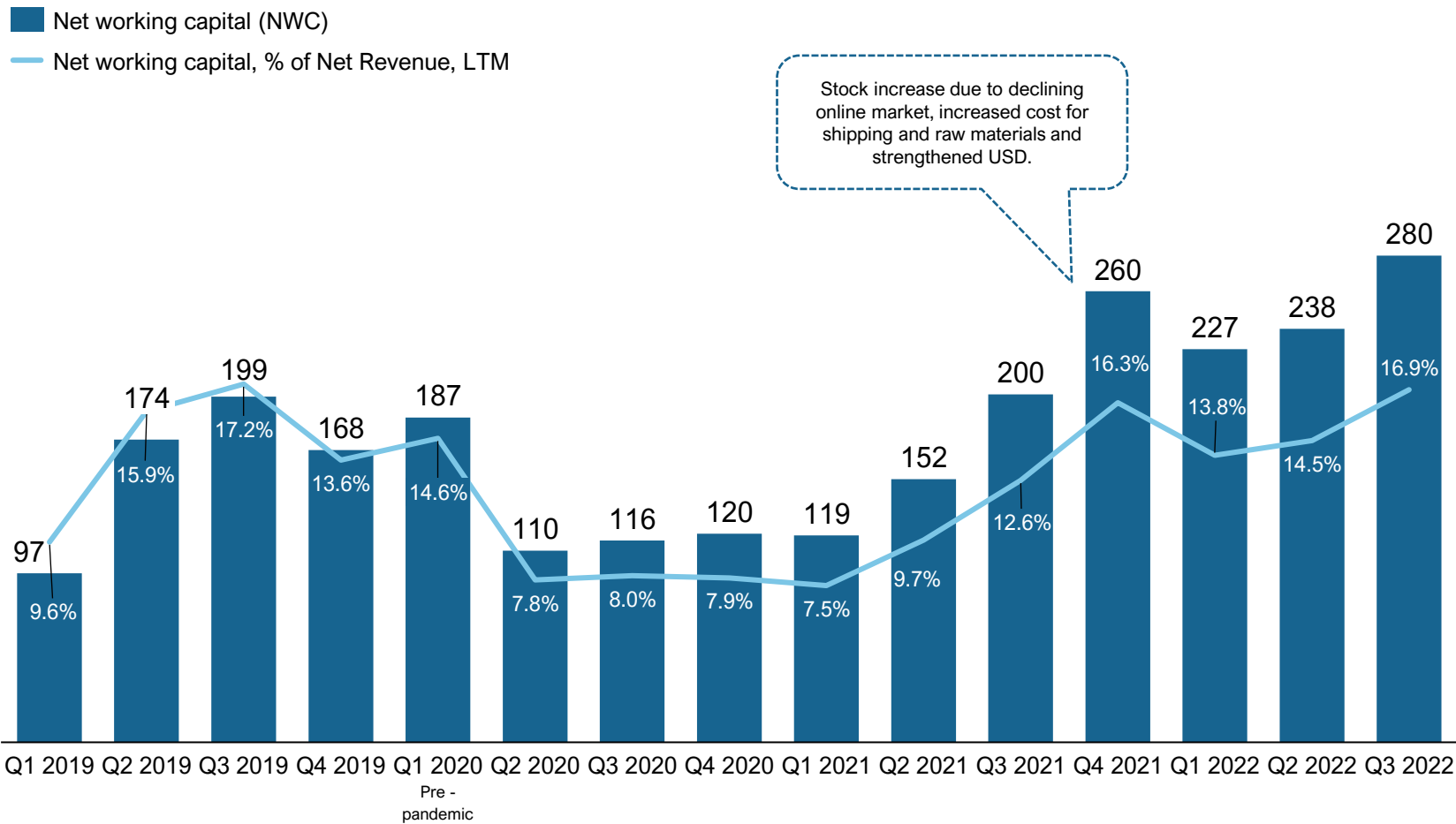
Comments

- Shipping prices have decreased significantly since peak levels 2021. Prices expected to decrease further coming quarter.
- Shipping costs are charged in the P&L when the product is sold. This means that the high shipping prices from Q4 2021 and Q1 2022 affect the COGS and P&L several quarters after shipment.
- Cost expected to be on high levels in P&L coming quarters.

*management estimate of average cost for 40-foot container incl. fees

NET WORKING CAPITAL DEVELOPMENT

Stock developments primary driver for changes of NWC in recent quarters



Comments

- Net working capital (NWC) increased in Q3 2022 vs. Q3 2021, mainly driven by:
 - Total inventory increased with SEKm 26.
 - Short term liabilities decreased by SEKm 58.

NET WORKING CAPITAL IN DETAIL

Earlier campaign season start this year vs. 2021 increased Net working capital level end of September

SEKm	Q3 2021	Q4 2021	Q3 2022	Q3 2022 vs Q3 2021
Physical stock	357	447	432	+75
Goods in transit	122	87	72	-50
Total inventory	479	534	504	+26
Other assets	27	30	24	-3
Short term liabilities	-305	-305	-248	+58
Net working capital	200	260	280	+80

- Total inventory value 2022 driven by higher purchasing prices, due to cost increases and Fx-development. Physical stock increased in value by 21% vs. Q3 2021 but decreased in units.
- Earlier stock build up 2022 as “Black campaign” started Nov 1st 2022 vs. Nov 19th 2021.
- Supply chain disturbances 2021 led to late inbounding for the campaigns Q4 2021, why a larger share of campaign inbounding was done in Q4 2021 vs. 2022.

- Larger share of units to be sold during Q4 has been inbounded and paid for end of Q3 2022 vs. Q3 2021. Note the variation in Goods in transit.

FINANCIAL POSITION

Debt-free, net cash positive and a solid equity position

SEKm (unless stated otherwise)	30 Sep 2022
Interest-bearing liabilities ¹	-
Cash and cash equivalents	115
Net debt excl. IFRS 16	-115
Equity	740

¹ Interest-bearing liabilities does not include leasing liabilities.

Comments

- Cash positive since new share issue.
- Solid equity position of SEKm 740.

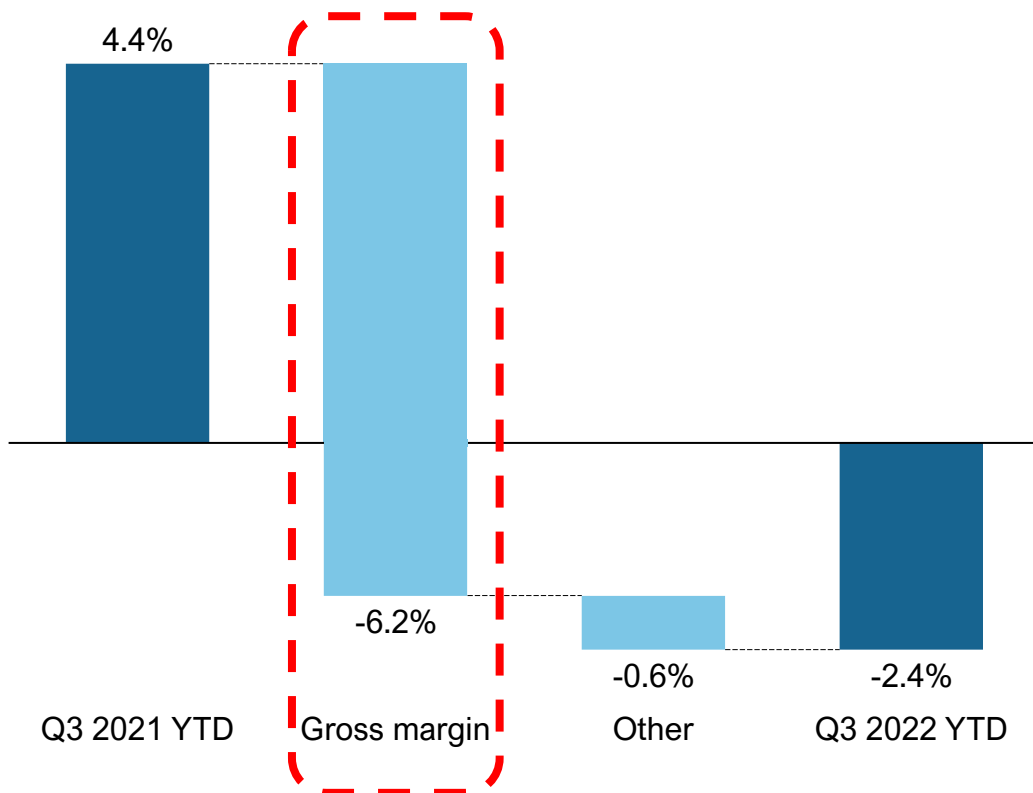
AGENDA

1. Q3 summary
2. Financial update
3. Looking forward
4. Q&A



GROSS MARGIN SQUEEZE DRIVING PROFITABILITY DECLINE

Adjusted EBIT – Q3 YTD 2021 vs 2022



Comments

Gross margin

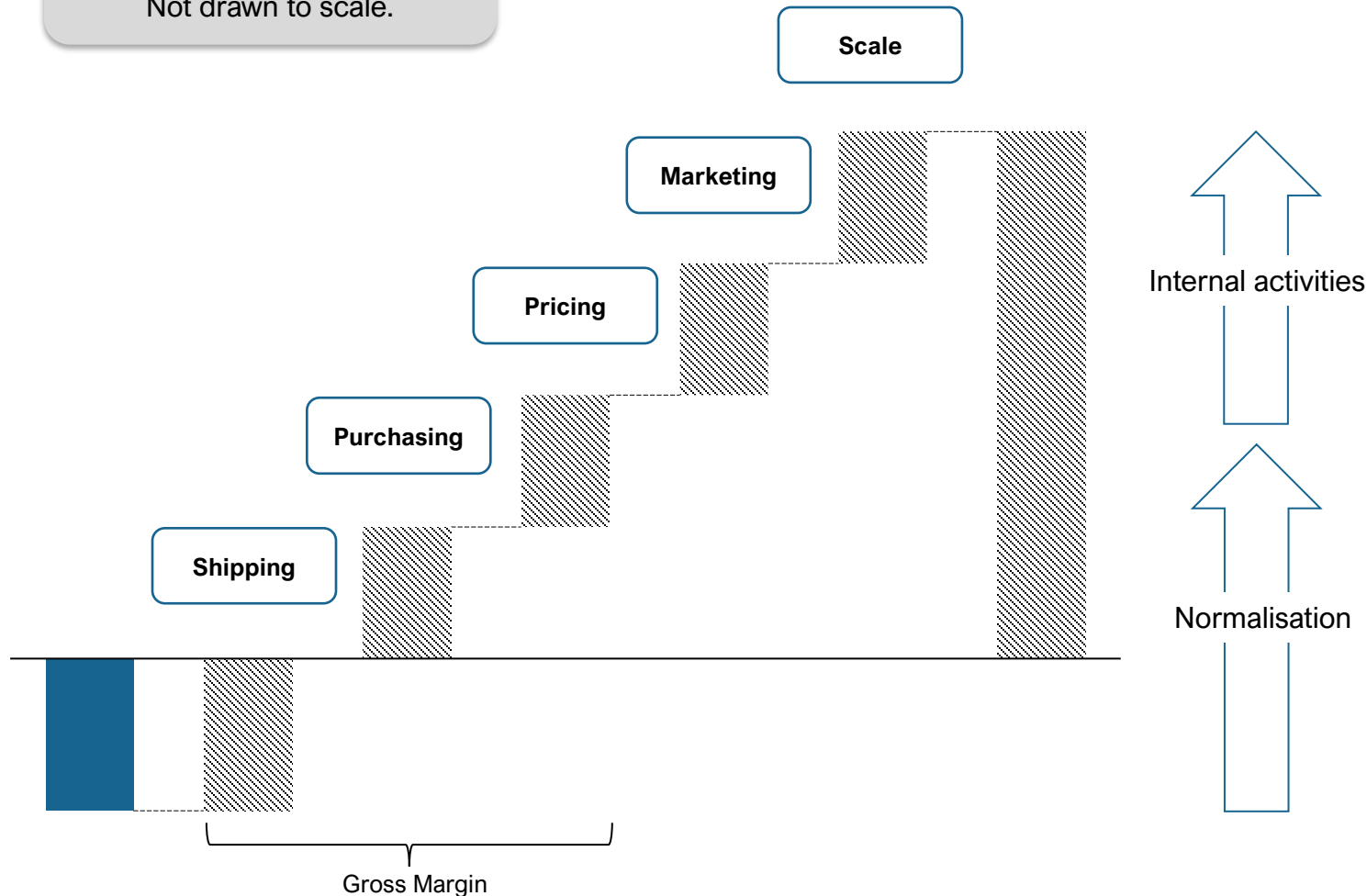
- Shipping costs from Asia increased from SEKm 51M 2021 to SEKm 75 2022. Effect on Gross margin -1.7%.
- Purchasing price increases driven by higher cost for raw material, energy, and manufacturing labour.
- Overstock in the market driving markdowns and slowing down price increases vis á vis customers.

Other

- Negative effect driven by increased variable costs from mainly outgoing freight and packaging material. Cost driven by increased cost for fuel and cardboard.
- Overhead in relation to Net revenue on same level as last year.

KEY LEVERS TO RESTORE LONG-TERM PROFITABILITY

Illustrative chart of key levers
for long-term profitability.
Not drawn to scale.



Shipping

- Assumption of shipping prices close to level before turbulence 2021.

Purchasing

- Market price for raw materials going down
- Action program to negotiate purchasing prices

Pricing

- Implementation of new pricing tool
- Less price pressure when overstock situation in market has been normalised
- Assortment optimisation to reduce low-value tail products

Marketing

- Increased efficiency within performance marketing and less push on ROI. Improvement during Q3 2022.

Scale

- Base organisation and systems in place. Built to handle growth at low marginal cost.

Please note that the Financial outcome is highly dependent on external factors as market demand, inflation, Fx-development etc.

THREE PRIORITIES NEXT QUARTERS

1. Maintain strong cash position

- Prioritise sales, at the cost of some gross margin points, if required
- Adapt purchasing volumes to market development

2. Execute program to improve financial performance

- Gross margin improvement from supplier negotiations and customer pricing
- Marketing and freight cost efficiency
- Working capital improvement

3. Ensure scale in overhead costs

- Continue to simplify the business and streamline routines, processes and systems

AGENDA

1. Q3 summary
2. Financial update
3. Looking forward
4. Q&A



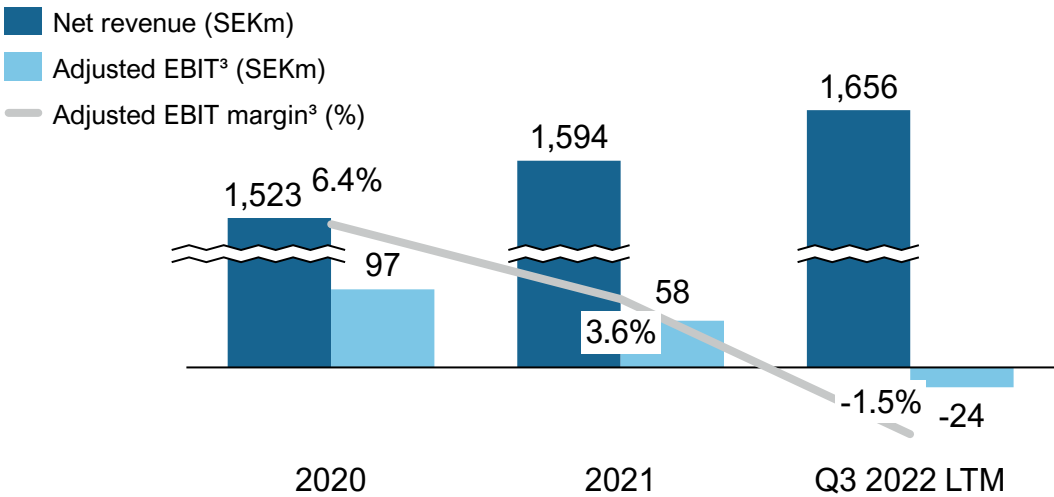
A black and white photograph of three motorcyclists in a desert landscape. The motorcyclist on the left is leaning over their bike. The middle motorcyclist is standing next to their bike. The motorcyclist on the right is standing next to their bike. The background shows rolling hills and a clear sky. A blue decorative graphic is on the left side of the image.

Appendix

THIS IS PIERCE

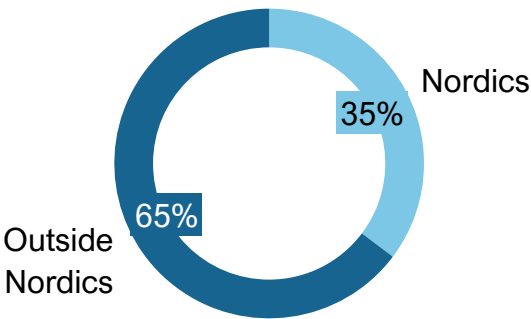
Online leader in a fragmented niche

- A **pan-European** company with local presence in 16 markets
- Large share of **private brands** makes **offering unique**
- Headquartered in Stockholm, a centralized warehouse in Szczecin, Poland and customer service in Barcelona. Approximately 420¹⁾ employees



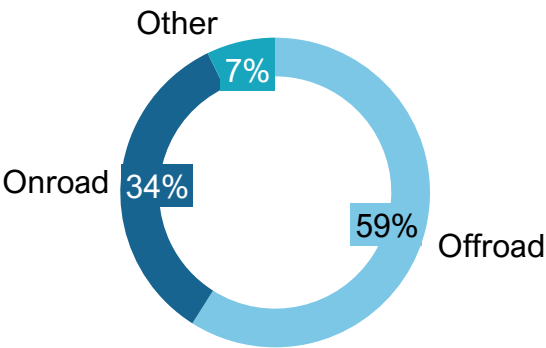
Pan-European company

Net revenue split, Q3 2022 LTM



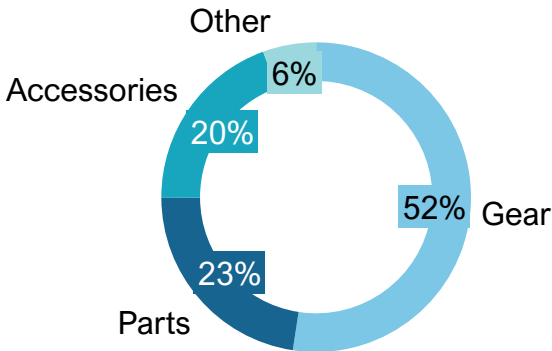
Motorcycle specialist

Net revenue split, Q3 2022 LTM



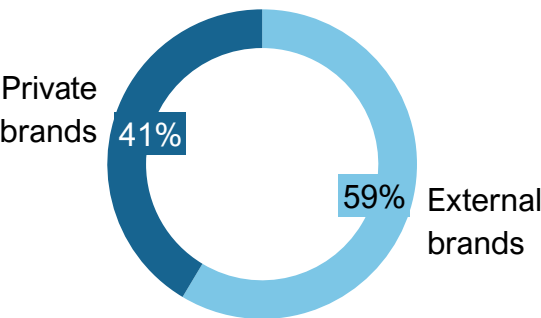
One-stop-shop offering

Net revenue split, Q3 2022 LTM



Strong private brands

Brand revenue split², Q3 2022 LTM

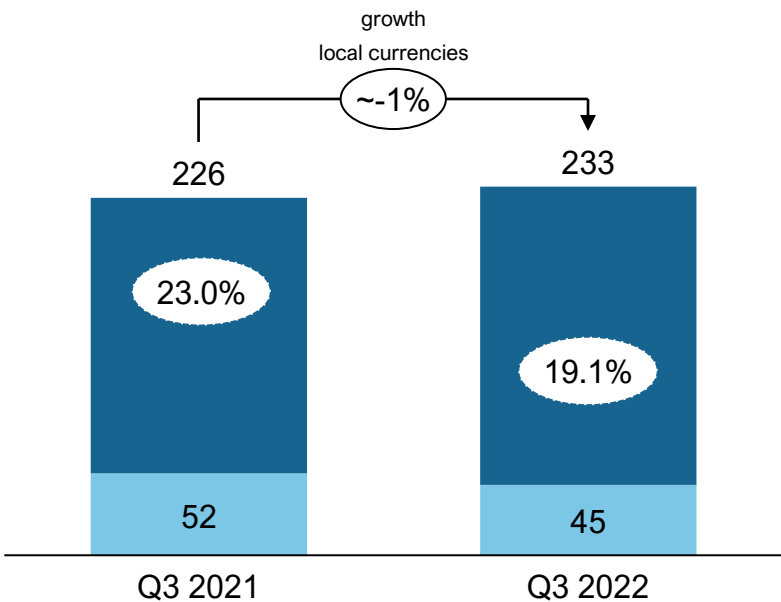


1) Total headcount of which approximately 270 white-collar employees and 150 blue-collar employees. Blue-collar workers are employed in the warehouse. 2) Net revenue, freight income and other fees. 3) EBIT adjusted for items affecting comparability for 2020- Q3 2022 LTM. Reported EBIT margin was 5.3%, 2.9% and -1.9% for 2020, 2021 and Q3 2022 LTM respectively.

SEGMENT OFFROAD

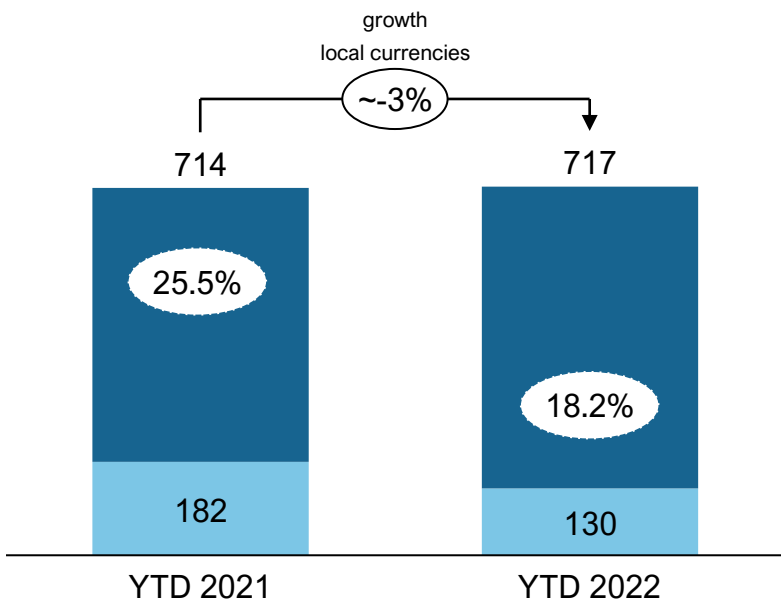
Price increases impacted volume in Q3

- Net Revenue (SEKm)
- Profit after variable costs (SEKm)
- Profit after variable costs (%)



In line with last year YTD

- Net Revenue (SEKm)
- Profit after variable costs (SEKm)
- Profit after variable costs (%)



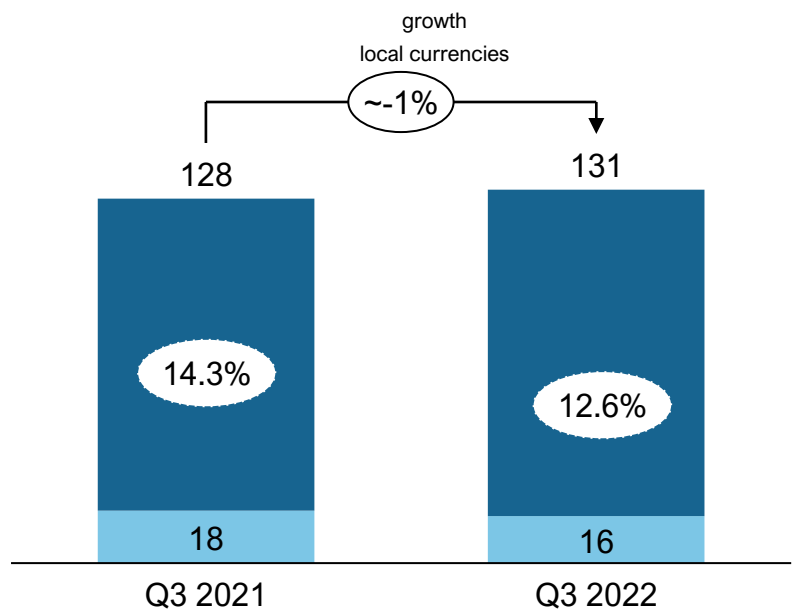
Comments



SEGMENT ONROAD

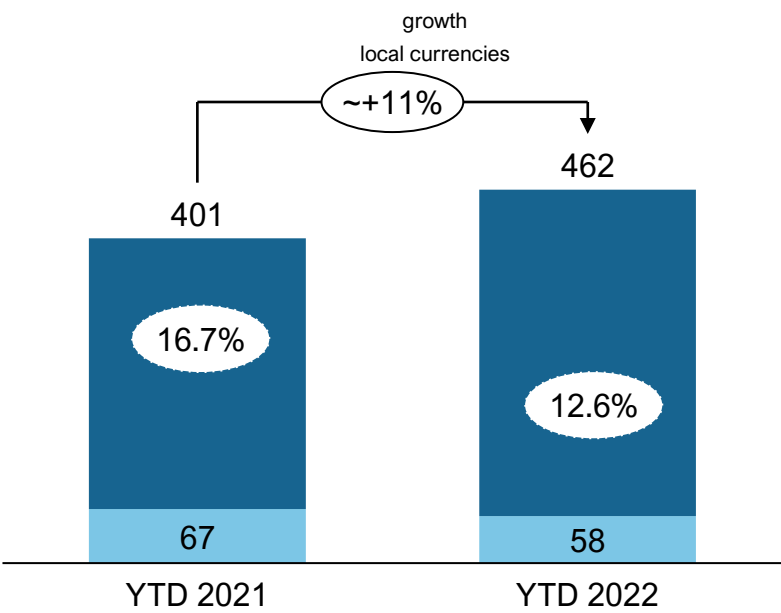
Solid growth in Q3

- Net Revenue (SEKm)
- Profit after variable costs (SEKm)
- Profit after variable costs (%)



Stronger offering drives growth YTD

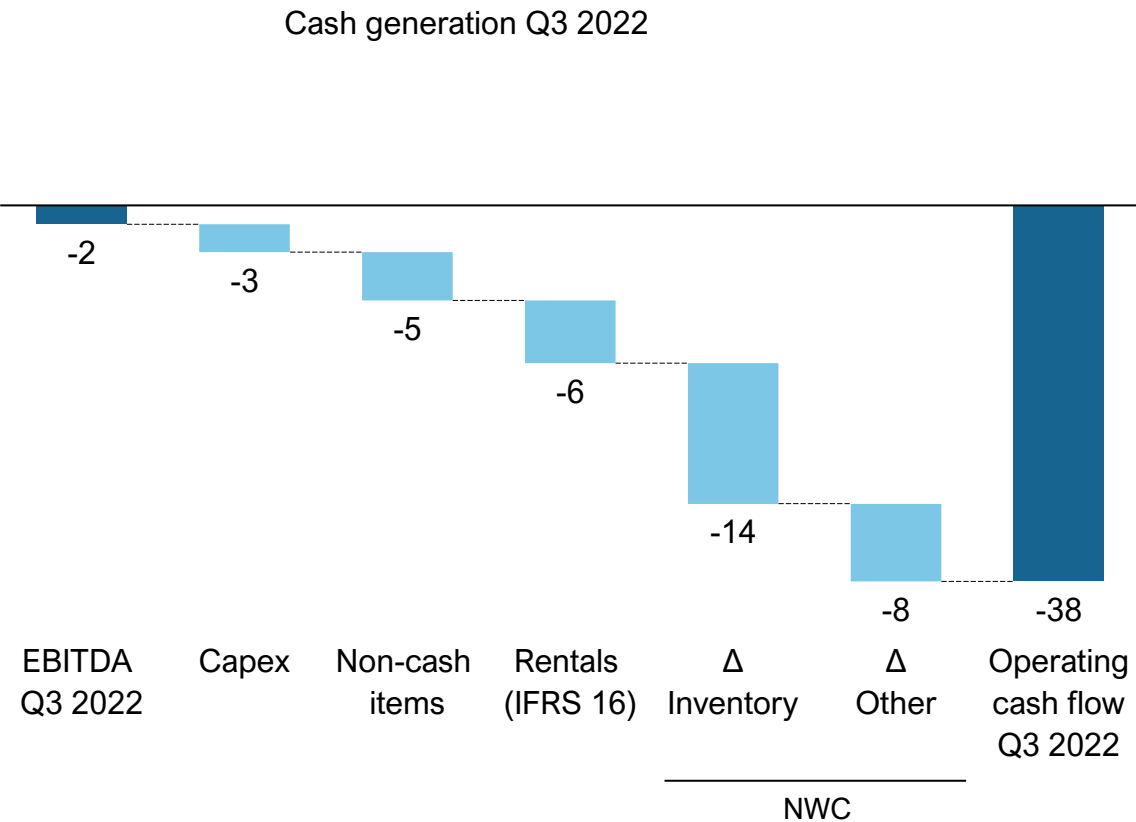
- Net Revenue (SEKm)
- Profit after variable costs (SEKm)
- Profit after variable costs (%)



Comments

CASH GENERATION

Inventory reduction offset by mainly lower short-term liabilities



Comments

- Total inventory increased from SEKm 490 Q2 to SEKm 504 Q3.
- Other net working capital increased mainly due to lower short-term liabilities driven by less purchases.

FINANCIAL TARGETS

Medium- and long-term financial targets

Adjusted EBIT margin	~8%
Growth	15-20% p.a
Capital structure	2.0x Net debt/EBITDA ¹

1) Net debt refers to Net debt excluding IFRS 16, EBITDA refers to Adjusted EBITDA excluding IFRS 16.

Q3 SUMMARY – PROFIT AND LOSS

SEKm (unless stated otherwise)	Q3 2021					Q3 2022				
	Offroad	Onroad	Other	Intra-group costs ¹	Total	Offroad	Onroad	Other	Intra-group costs ¹	Total
Net Revenue	226	128	8	-	361	233	131	9	-	373
<i>Growth (y/y) (%)</i>	9%	14%	-22%	-%	10%	3%	2%	22%	-%	3%
Gross Profit	104	51	4	0	159	95	49	4	-2	146
<i>Gross margin (%)</i>	46.1%	39.9%	49.4%	-%	44.0%	40.7%	37.4%	39.6%	-%	39.1%
Variable sales- and distribution costs	-52	-33	-1	-	-86	-50	-32	-2	-	-85
<i>Variable sales- and distribution costs (%)</i>	-23.2%	-25.6%	-18.8%	-%	-23.9%	-21.6%	-24.8%	-25.7%	-%	-22.8%
Profit after variable costs	52	18	2	0	72	45	16	1	-2	60
<i>Profit after variable costs (%)</i>	23.0%	14.3%	30.7%	-%	20.0%	19.1%	12.6%	13.9%	-%	16.2%
Overhead costs					-57					-57
<i>Overhead costs (%)</i>					-15.9%					-15.2%
Adjusted EBITDA					15					4
<i>Adjusted EBITDA margin (%)</i>					4.1%					1.1%
Depreciation and amortisation (D&A)					-12					-13
<i>D&A (% of net revenue)</i>					-3.4%					-3.4%
Adjusted EBIT					3					-9
<i>Adjusted EBIT margin (%)</i>					0.7%					-2.4%
Items affecting comparability (IAC)					-1					-6
<i>IAC (% of net revenue)</i>					-0.1%					-1.6%

¹ Intra-group costs, consists of exchange rate revaluation of net working capital items which are not divided between segments.

CONSOLIDATED FINANCIAL INFORMATION

SEKm (unless stated otherwise)	2020	2021	Q3 2022 LTM
Net Revenue	1,523	1,594	1,656
<i>Growth (y/y) (%)</i>	23%	5%	4%
<i>Growth in local currencies (y/y) (%)</i>	24%	7%	2%
<i>Growth in private brand sales (y/y) (%)</i>	24%	7%	5%
Gross Profit	711	728	680
<i>Gross margin (%)</i>	46.7%	45.7%	41.0%
Variable sales- and distribution costs	-353	-384	-407
<i>Variable sales- and distribution costs (%)</i>	-23.2%	-24.1%	-24.6%
Profit after variable costs	358	343	273
<i>Profit after variable costs (%)</i>	23.5%	21.5%	16.5%
Overhead costs	-221	-239	-248
<i>Overhead costs (%)</i>	-14.5%	-15.0%	-15.0%
Adjusted EBITDA	137	104	25
<i>Adjusted EBITDA margin (%)</i>	9.0%	6.5%	1.5%
Depreciation and amortisation (D&A)	-40	-46	-49
<i>D&A (% of net revenue)</i>	-2.6%	-2.9%	-3.0%
Adjusted EBIT	97	58	-24
<i>Adjusted EBIT margin (%)</i>	6.4%	3.6%	-1.5%
Items affecting comparability (IAC)	-17	-12	-7
<i>IAC (% of net revenue)</i>	-1.1%	-0.7%	-0.4%

SEGMENT FINANCIAL INFORMATION

SEKm (unless stated otherwise)	2020	2021	Q3 2022 LTM
Offroad			
Net Revenue	952	974	977
<i>Growth (y/y) (%)</i>	30%	2%	-1%
Gross Profit	460	462	419
<i>Gross margin (%)</i>	48.3%	47.5%	42.9%
Variable sales- and distribution costs	-206	-224	-233
<i>Variable sales- and distribution costs (%)</i>	-21.7%	-23.0%	-23.8%
Profit after variable costs¹	254	238	187
<i>Profit after variable costs (%)</i>	26.7%	24.5%	19.1%
Onroad			
Net Revenue	461	500	561
<i>Growth (y/y) (%)</i>	11%	8%	14%
Gross Profit	195	209	211
<i>Gross margin (%)</i>	42.3%	41.8%	37.7%
Variable sales- and distribution costs	-122	-131	-142
<i>Variable sales- and distribution costs (%)</i>	-26.4%	-26.1%	-25.3%
Profit after variable costs¹	73	78	69
<i>Profit after variable costs (%)</i>	15.9%	15.6%	12.4%
Other			
Net Revenue	110	119	119
<i>Growth (y/y) (%)</i>	14%	9%	7%
Gross Profit	50	59	53
<i>Gross margin (%)</i>	46.1%	49.4%	44.2%
Variable sales- and distribution costs	-25	-30	-33
<i>Variable sales- and distribution costs (%)</i>	-22.4%	-25.1%	-27.5%
Profit after variable costs¹	26	29	20
<i>Profit after variable costs (%)</i>	23.7%	24.2%	16.8%

1) Excluding intra-group costs, which are not allocated on segments, of SEKm -5, SEKm -2 and SEKm -4 respectively. Intra-group costs refers to exchange rate revaluation of net working capital items that are not divided between segments.

QUARTERLY CONSOLIDATED FINANCIAL INFORMATION

SEKm (unless stated otherwise)	2020					2021					2022			
	Q1	Q2	Q3	Q4	FY20	Q1	Q2	Q3	Q4	FY21	Q1	Q2	Q3	Q3 LTM
Net Revenue	308	472	329	414	1,523	369	451	361	413	1,594	420	450	373	1,656
<i>Growth (y/y) (%)</i>	15%	39%	13%	20%	23%	20%	-5%	10%	0%	5%	14%	0%	3%	4%
<i>Growth in local currencies (y/y) (%)</i>	13%	39%	16%	25%	24%	25%	-1%	11%	1%	7%	10%	-3%	-0%	2%
<i>Growth in private brand sales (y/y) (%)</i>	14%	32%	21%	27%	24%	36%	3%	6%	-9%	7%	9%	9%	7%	3%
Gross Profit¹	138	216	150	206	711	176	209	159	184	728	172	178	146	680
<i>Gross margin (%)</i>	44.9%	45.8%	45.7%	49.8%	46.7%	47.8%	46.3%	44.0%	44.5%	45.7%	41.0%	39.5%	39.1%	41.0%
Variable sales- and distribution costs	-73	-106	-78	-96	-353	-89	-106	-86	-103	-384	-110	-109	-85	-407
<i>Variable sales- and distribution costs (%)</i>	-23.7%	-22.4%	-23.6%	-23.3%	-23.2%	-24.0%	-23.5%	-23.9%	-25.0%	-24.1%	-26.1%	-24.2%	-22.8%	-24.6%
Profit after variable costs	65	110	73	110	358	88	103	72	81	343	62	69	60	273
<i>Profit after variable costs (%)</i>	21.1%	23.4%	22.1%	26.5%	23.5%	23.7%	22.8%	20.0%	19.5%	21.5%	14.9%	15.3%	16.2%	16.5%
Overhead costs	-55	-57	-49	-60	-221	-58	-60	-57	-63	-239	-62	-66	-57	-248
<i>Overhead costs (%)</i>	-17.8%	-12.0%	-15.0%	-14.5%	-14.5%	-15.8%	-13.3%	-15.9%	-15.3%	-15.0%	-14.7%	-14.7%	-15.2%	-15.0%
Adjusted EBITDA	10	54	23	50	137	29	43	15	18	104	1	3	4	25
<i>Adjusted EBITDA margin (%)</i>	3.4%	11.4%	7.1%	12.0%	9.0%	7.9%	9.5%	4.1%	4.2%	6.5%	0.1%	0.6%	1.1%	1.5%
Depreciation and amortisation (D&A)	-8	-9	-11	-11	-40	-11	-11	-12	-12	-46	-13	-12	-13	-49
<i>D&A (% of net revenue)</i>	-2.6%	-2.0%	-3.3%	-2.7%	-2.6%	-3.0%	-2.5%	-3.4%	-2.9%	-2.9%	-3.0%	-2.7%	-3.4%	-3.0%
Adjusted EBIT	2	44	12	39	97	18	32	3	6	58	-12	-9	-9	-24
<i>Adjusted EBIT margin (%)</i>	0.6%	9.4%	3.8%	9.3%	6.4%	4.9%	7.0%	0.7%	1.4%	3.6%	-2.9%	-2.1%	-2.4%	-1.5%
Items affecting comparability (IAC)	-1	-1	-2	-12	-17	-10	-1	-1	0	-12	-	-1	-6	-7
<i>IAC (% of net revenue)</i>	-0.2%	-0.2%	-0.8%	-2.9%	-1.1%	-2.8%	-0.2%	-0.1%	0.0%	-0.7%	-%	-0.3%	-1.6%	-0.4%
¹ Revaluation of working capital items	-5	5	-1	6	5	-4	-	-	2	-2	-1	-2	-2	-3
Number of orders (000)	354	521	385	464	1,724	427	477	385	445	1,735	462	483	371	1,761
Average order value (AOV) (SEK)	869	906	856	893	884	864	944	936	928	919	910	933	1,004	941
Net revenue from private brands	116	160	122	173	571	157	165	129	157	609	171	179	138	646
Active customers, LTM (000)	902	1,010	1,057	1,118	1,118	1,174	1,141	1,155	1,148	1,148	1,165	1,167	1,163	1,163

1) Exchange rate revaluation of working capital items are included in cost of goods sold.

QUARTERLY SEGMENT FINANCIAL INFORMATION

SEKm (unless stated otherwise)	2020					2021					2022			
	Q1	Q2	Q3	Q4	FY20	Q1	Q2	Q3	Q4	FY21	Q1	Q2	Q3	Q3 LTM
Offroad														
Net Revenue	182	286	208	276	952	221	267	226	260	974	241	243	233	977
<i>Growth (y/y) (%)</i>	22%	48%	18%	30%	30%	22%	-7%	9%	-6%	2%	9%	-9%	3%	-1%
Gross Profit	89	133	100	138	460	111	129	104	118	462	103	103	95	419
<i>Gross margin (%)</i>	48.9%	46.4%	48.3%	49.9%	48.3%	50.1%	48.4%	46.1%	45.4%	47.5%	42.8%	42.5%	40.7%	42.9%
Variable sales- and distribution costs	-41	-60	-45	-60	-206	-50	-60	-52	-61	-224	-63	-58	-50	-233
<i>Variable sales- and distribution costs (%)</i>	-22.5%	-20.8%	-21.9%	-21.9%	-21.7%	-22.7%	-22.4%	-23.2%	-23.6%	-23.0%	-26.1%	-23.9%	-21.6%	-23.8%
Profit after variable costs¹	48	73	55	77	254	61	69	52	57	238	40	45	45	187
<i>Profit after variable costs (%)</i>	26.5%	25.6%	26.4%	28.0%	26.7%	27.3%	26.0%	23.0%	21.8%	24.5%	16.7%	18.7%	19.1%	19.1%
Onroad														
Net Revenue	84	174	112	92	461	101	173	128	99	500	134	197	131	561
<i>Growth (y/y) (%)</i>	0%	27%	5%	4%	11%	20%	-1%	14%	8%	8%	33%	14%	2%	14%
Gross Profit	35	74	47	40	195	44	75	51	39	209	50	73	49	211
<i>Gross margin (%)</i>	41.5%	42.3%	41.9%	43.3%	42.3%	44.0%	43.2%	39.9%	39.4%	41.8%	37.5%	37.2%	37.4%	37.7%
Variable sales- and distribution costs	-23	-43	-30	-25	-122	-27	-43	-33	-28	-131	-34	-48	-32	-142
<i>Variable sales- and distribution costs (%)</i>	-27.7%	-24.8%	-27.2%	-27.3%	-26.4%	-26.8%	-25.1%	-25.6%	-27.8%	-26.1%	-25.0%	-24.5%	-24.8%	-25.3%
Profit after variable costs¹	12	30	16	15	73	17	31	18	11	78	17	25	16	69
<i>Profit after variable costs (%)</i>	13.8%	17.5%	14.7%	16.0%	15.9%	17.2%	18.0%	14.3%	11.6%	15.6%	12.4%	12.7%	12.6%	12.4%
Other														
Net Revenue	42	12	10	46	110	47	11	8	54	119	45	10	9	119
<i>Growth (y/y) (%)</i>	20%	23%	13%	7%	14%	12%	-10%	-22%	17%	9%	-4%	-5%	22%	7%
Gross Profit	19	5	4	22	50	25	5	4	25	59	20	4	4	53
<i>Gross margin (%)</i>	45.5%	39.9%	45.8%	48.3%	46.1%	52.7%	47.2%	49.4%	46.9%	49.4%	43.9%	36.2%	39.6%	44.2%
Variable sales- and distribution costs	-9	-3	-2	-11	-25	-11	-3	-1	-15	-30	-13	-3	-2	-33
<i>Variable sales- and distribution costs (%)</i>	-21.2%	-24.5%	-21.2%	-23.2%	-22.4%	-24.4%	-23.4%	-18.8%	-27.0%	-25.1%	-28.9%	-25.0%	-25.7%	-27.5%
Profit after variable costs¹	10	2	2	12	26	13	3	2	11	29	7	1	1	20
<i>Profit after variable costs (%)</i>	24.3%	15.4%	24.6%	25.0%	23.7%	28.3%	23.8%	30.7%	19.9%	24.2%	15.0%	11.2%	13.9%	16.8%

1) Excluding intra-group costs, which are not allocated on segments. Intra-group costs refers to exchange rate revaluation of net working capital items that are not divided between segments. See previous slide, row "Revaluation for working capital items" for quarterly details.

QUARTERLY CONSOLIDATED NET WORKING CAPITAL

SEKm (unless stated otherwise)	2020	2021				2022		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Physical stock	270	283	293	357	447	431	431	432
Goods in transit	64	68	81	122	87	80	59	72
Inventory	334	350	374	479	534	511	490	504
Working capital assets	29	39	43	27	30	31	36	24
Working capital liabilities	-244	-270	-265	-305	-305	-316	-288	-248
Net working capital	120	119	152	200	260	227	238	280
<i>As % of net revenue LTM</i>	7.9%	7.5%	9.7%	12.6%	16.3%	13.8%	14.5%	16.9%
<i>Stock turnover¹</i>	2.4x	2.4x	2.2x	1.8x	1.6x	1.8x	1.9x	1.9x
<i>Inventory % of net revenue LTM</i>	22.0%	22.1%	23.9%	30.0%	33.5%	31.1%	29.8%	30.4%

1) Defined as cost of goods sold LTM divided by end of quarter inventory.

CONDENSED CONSOLIDATED STATEMENT OF PROFIT/LOSS

SEKm	Jul-Sep		Jan-Sep		Oct 2021-	Jan-Dec
	2022	2021	2022	2021	Sep 2022	2021
Net revenue	373	361	1,243	1,181	1,656	1,594
Cost of goods sold	-227	-202	-747	-637	-977	-866
Gross profit	146	159	496	544	680	728
Sales and distribution costs	-116	-117	-403	-375	-540	-512
Administration costs	-45	-40	-133	-126	-176	-169
Other operating income- and expenses	0	0	2	-2	4	-1
Operating profit	-15	2	-37	41	-32	46
Financial net	3	-4	9	-23	12	-20
Profit/loss before tax	-11	-2	-28	17	-20	26
Tax	-8	1	-6	3	-9	0
Profit/loss for the period	-20	-1	-35	20	-29	26

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

SEKm	30 Sep 2022	30 Sep 2021	31 Dec 2021
Intangible assets	348	350	351
Property, plant and equipment	15	16	18
Right-of-use assets	61	67	63
Financial assets	3	2	2
Deferred tax assets	5	13	10
Total non-current assets	432	448	445
Inventory	504	479	534
Other current assets	42	29	38
Cash and cash equivalents	115	23	18
Total current assets	661	531	591
Total assets	1,093	979	1,035
Total equity	740	432	441
Liabilities to credit institutions	-	-	-
Leasing liabilities	43	54	48
Deferred tax liabilities	28	29	28
Total non-current liabilities	72	83	76
Liabilities to credit institutions	-	128	178
Shareholder loans	-	-	-
Leasing liabilities	25	22	23
Contingent consideration	-	-	-
Trade payables	98	128	147
Other current liabilities	158	186	169
Total current liabilities	281	464	517
Total equity and liabilities	1,093	979	1,035

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOW

SEKm	NOTE	Jul-Sep		Jan-Sep		Oct 2021- Sep 2022	Jan-Dec 2021
		2022	2021	2022	2021		
Operating profit	A	-15	2	-37	41	-32	46
Adjustments for non-cash items	B	8	9	45	31	58	45
Paid interest		-5	-1	-9	-10	-11	-12
Realised cash hedges		5	0	9	0	10	1
Paid/received tax		-3	-2	-8	-3	-9	-4
Cash flow from operating activities before changes in net working capital		-9	8	-1	58	17	76
Changes in net working capital	C	-22	-48	-17	-80	-74	-137
Cash flow from operating activities		-31	-41	-18	-22	-57	-61
Investing activities							
Investments in non-current assets	D	-3	-3	-12	-17	-21	-26
Paid/received blocked funds		0	0	-	14	0	14
Cash flow from investing activities		-3	-3	-12	-3	-21	-12
Financing activities							
New share issue including issue costs		331	-	331	350	331	350
Issue of warrants including issue costs		0	-	-	4	-	4
Change in utilised credit facility		-45	45	-26	129	21	177
Repayment of shareholder loans ¹		0	-	-	-64	-	-64
Repayment of liabilities to credit institutions ¹		-150	-	-157	-414	-157	-414
Repayment of leasing liabilities	E	-6	-5	-17	-15	-22	-20
Paid contingent consideration		0	-	-	-30	-	-30
Cash flow from financing activities		130	40	131	-40	173	2
Cash flow for the period		96	-4	100	-66	95	-71
Cash and cash equivalents at beginning of period		23	27	18	87	23	87
Exchange rate difference		-4	0	-4	2	-3	2
Cash and cash equivalents end of period		115	23	115	23	115	18
Operating cash flow before IFRS 16 interest	A+B+C+D+E	-37	-46	-39	-41	-90	-92
Interest IFRS 16		-1	-1	-3	-3	-3	-4
Operating cash flow		-38	-46	-42	-43	-94	-96

1) Including capitalised interest expenses.

RECONCILIATION OF ADJUSTED FINANCIALS

SEKm	Jul-Sep		Jan-Sep		Oct 2021- Sep 2022	Jan-Dec
	2022	2021	2022	2021	Sep 2022	2021
Net revenue	373	361	1,243	1,181	1,656	1,594
Cost of goods sold	-227	-202	-747	-637	-977	-866
Variable sales- and distribution costs	-85	-86	-304	-281	-407	-384
Other costs ¹	-75	-70	-229	-222	-304	-297
Operating profit (EBIT)	-15	2	-37	41	-32	46
Reconciliation of adj. EBIT and adj. EBITDA						
Operating profit (EBIT)	-15	2	-37	41	-32	46
IAC related to:						
IPO-costs	0	1	1	9	1	9
Change in fair value, contingent consideration	-	-	-	3	-	3
Other costs (XO)	-5	-	-6	0	-6	0
Adjusted operating profit (EBIT)	-9	3	-30	52	-24	58
Adjusted EBIT margin (%)	-2.4%	0.7%	-2.4%	4.4%	-1.5%	3.6%
Depreciation	-7	-7	-21	-20	-27	-26
Amortisation	-6	-6	-17	-15	-22	-20
<i>(of which PPA amortisations included in adjusted EBIT)</i>	0	0	0	-1	-1	-1
Adjusted EBITDA	4	15	7	87	25	104
Adjusted EBITDA margin (%)	1.1%	4.1%	0.6%	7.4%	1.5%	6.5%

1) Other costs mainly consist of non-variable sales- and distribution costs, administration costs and other operating expenses/income.



PIERCE

RIDERS IN E-COMMERCE