



Brødrene A & O Johansen A/S



# Q1 2025 – Interim Report

Presented by  
Niels A. Johansen, CEO  
Per Toelstang, CFO

Webcast 01-05-2025 – 13,00 CET



# Agenda



1. Business highlights
2. Financial performance
3. Outlook 2025
4. Q&A

This presentation contains statements relating to the future, including statements regarding AO's future operating results, financial position, cash flows, business strategy and future targets. Such statements are based on Management's reasonable expectations and forecasts at the time of release of this report. Forward-looking statements are subject to risks and uncertainties and a number of other factors, many of which are beyond AO's control. This may have the effect that actual results may differ significantly from the expectations expressed in the report. Without being exhaustive, such factors include general economic and commercial factors, including market and competitive conditions, supplier issues and financial and regulatory issues, potential impacts from implementation of tariffs and IT failures.





# Business highlights



Highest Q1 sales ever in AO in terms of sales - revenue growth of 18.8% where 10.1% is organic growth.

Solid quarter in B2B segment with improved sales and earnings in the segment.

Number of customers in the stores remains higher than in previous years.

Strong B2C quarter driven by high growth combined with higher margins from acquired businesses.

Improved EBITDA ratio driven by gross margins as well as revenue growth.

Agreement made for the acquisition of the B2C website VVS-eksperter.dk as per 1<sup>st</sup> January 2026.



# Management observations



Demand still lower than supply which creates a fierce competition

Continued small basket sizes increase internal activity and lead to higher cost of logistics

Market for heat pumps is still stagnant. Consumers move toward district heating units.

Cost of doing business at a high level in relation to revenue.

As usual 1<sup>st</sup> quarter is a cash-draining quarter due to working capital and dividend

Geopolitical and macroeconomic tensions create uncertainty, affecting investment appetite and consumer confidence



# Financial performance



# Performing as expected in Q1

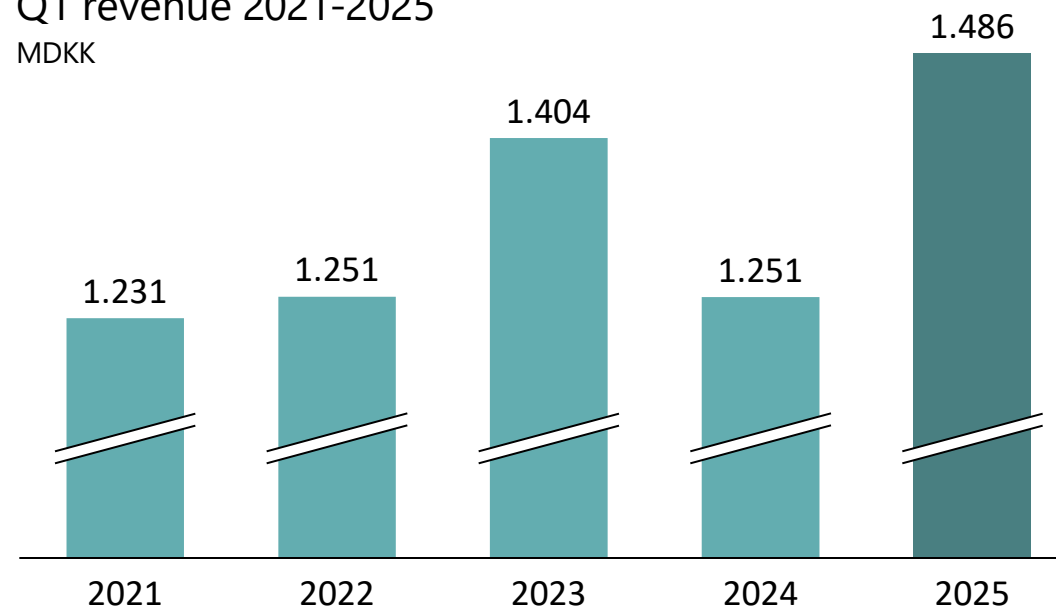


MDKK	Q1 2025	Q1 2024
<b>Revenues</b>	<b>1,486.1</b>	<b>1,250.9</b>
COGS	-1,065.8	-906.8
Distribution	-64.9	-51.7
Gross profit	355.4	292.4
Other income	0.4	0.5
Gross profit	355.8	292.9
External costs	-96.1	-81.9
Salaries	-166.2	-142.8
EBITDA	93.5	68.2
Depreciations	-33.1	-27.6
EBIT	60.4	40.6
Financial costs	-10.4	-6.4
<b>EBT</b>	<b>50.0</b>	<b>34.2</b>

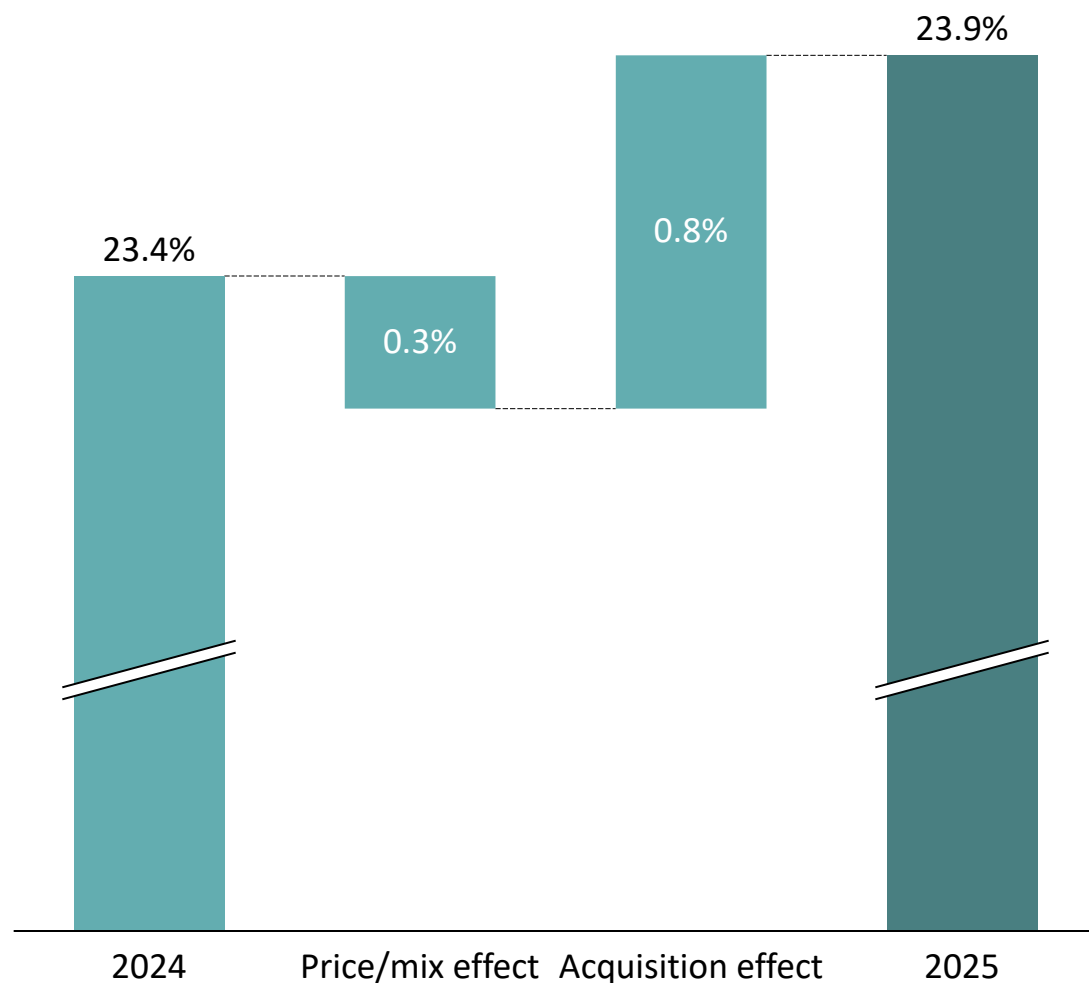
- Q4 revenue increased with 18.8% which is as expected for the quarter
- 10.1% organic growth with positive impact in the quarter from timing of easter
- Basket sizes unchanged compared to Q1 2024.
- Gross profit increased by 21.5%. EBITDA margin increased from 5.5% to 6.3% driven by revenue growth as well as improved gross margins.
- Costs are impacted by inflation and investments in the future.

## Q1 revenue 2021-2025

MDKK



# AO saw margin increase compared to Q1 2024

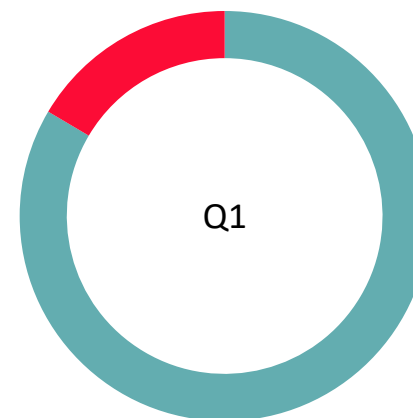


- Margins increased to 23.9% from 23.4% in Q1 2024
- Positive effect from acquisitions
- Slight decline in B2B margins on an organic level
- B2C margins are significantly higher than last year

B2B ●

83.5%

Serving the construction industry and professional tradesmen



B2C ●

16.5%

Serving private DIY consumers

# Segment reporting



MDKK	B2B	Δ%	B2C	Δ%	Total	Δ%
Revenue	1.240,8	13.0%	245.3	60.4%	1.486,1	18.8%
Cost of Goods sold	-914.0	13.1%	-151.9%	54.2%	-1.065,9	17.6%
<b>Product margin</b>	<b>326.6</b>	<b>12.6%</b>	<b>93.4</b>	<b>71.7%</b>	<b>420.2</b>	<b>21.9%</b>
Distribution	-48.1	20.3%	-16.8%	43.6%	-64.9	25.5%
<b>Gross margin</b>	<b>278.7</b>	<b>11.4%</b>	<b>76.6</b>	<b>79.4%</b>	<b>355.3</b>	<b>21.3%</b>
Direct expenses	-139.0	8.7%	-55.4	63.9%	-194.4	20.2%
<b>EBITDA before indirect expenses</b>	<b>139.7</b>	<b>14.2%</b>	<b>21.2</b>	<b>138.2%</b>	<b>160.9</b>	<b>22.6%</b>
Indirect expenses					-67.4	7.0%
<b>EBITDA</b>					<b>93.5</b>	<b>37.1%</b>
Depreciation and amortisation					-33.1	
<b>EBIT</b>					<b>60.4</b>	
Financial income and expenses					-10.4	
<b>EBT</b>					<b>50.0</b>	
<b>Key figures</b>						
Gross margin %	22.5%	-0.3%-p	31.2%	33%-p	23.9%	0.5%-p
EBITDA						
(before indirect expenses) %	11.3%	0.1%-p	8.6%	2.8%-p	10.8%	0.3%-p
EBITDA %					6.3%	0.8%-p

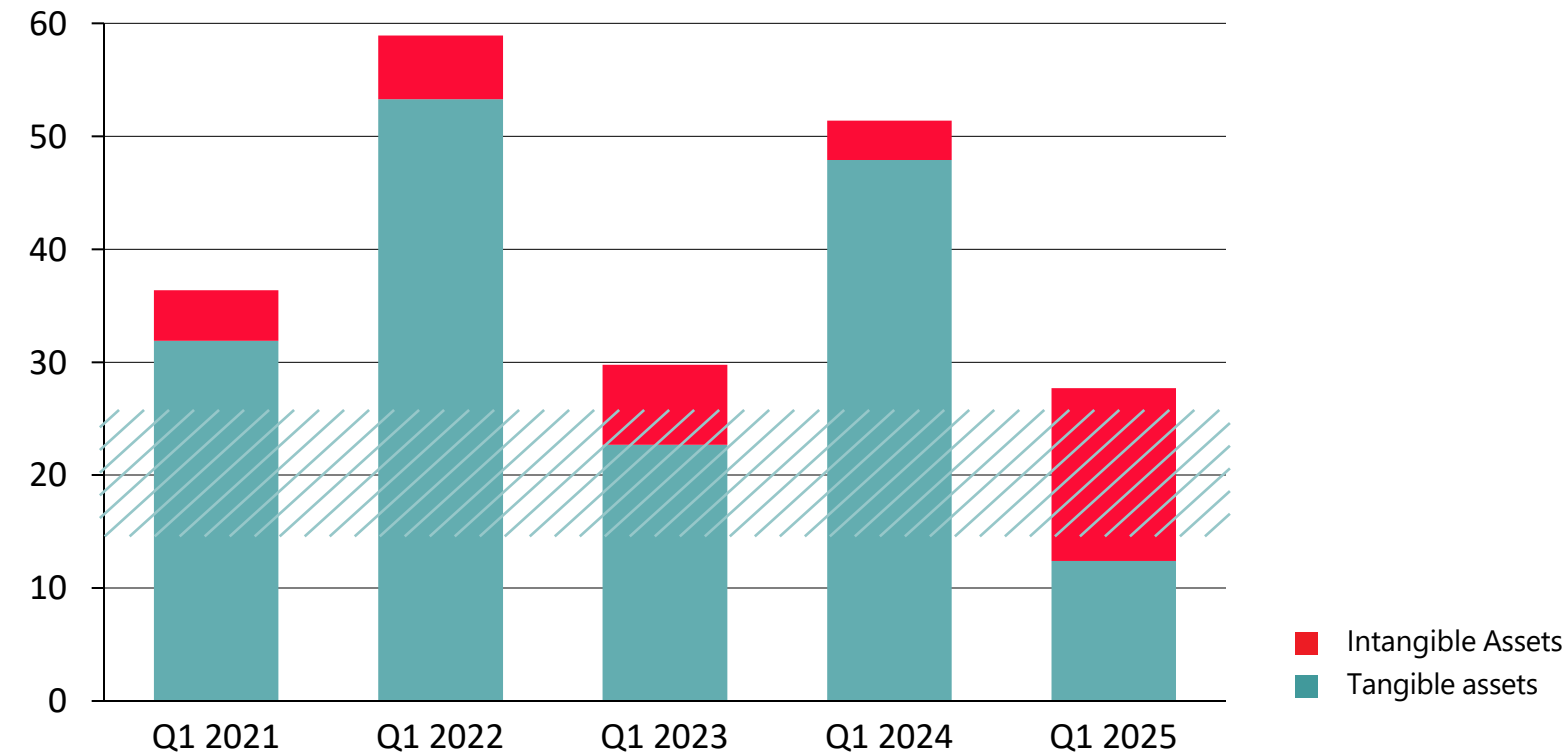
- B2B revenues impacted by market momentum and timing of easter
- Earnings in B2B impacted by the higher revenue.
- Significant growth in the B2C segment.
- B2C Gross margin is significantly higher than last year.
- Indirect expenses are mainly head-quarter-costs



# Relatively low investments in Q1 – investments in warehouse expansion will kick in rest of year

## Investment overview

MDKK

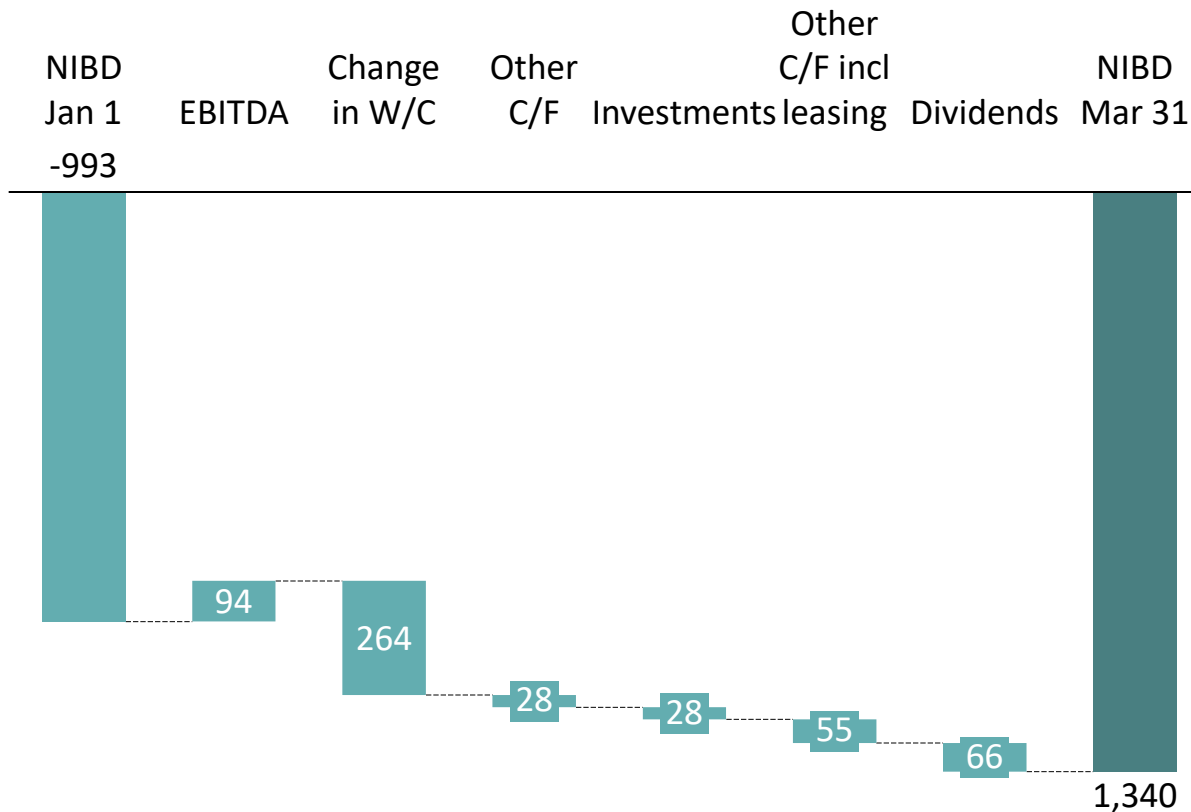


- Relatively low level of investments in Q1
- Maintenance investments amounts to approx. 60-90 MDKK yearly
- For 2025 CAPEX investments are expected to be approximately 200 MDKK. Half of the investments relating to further investments in the central warehouse to facilitate the longer-term growth ambitions

# Net debt end of Q1 reflects expected development

## Change in Net Interest Bearing Debt

MDKK



- Increase in Net Interest-Bearing Debt, mainly due to impact from higher working capital
- Q1 is traditionally a cash negative quarter, which is also the outcome for Q1 2025
- Dividend payout to shareholders



# Outlook 2025



**NYT AO LAGER PÅ VEJ**

# Guidance 2025 – unchanged



## Revenue

5.8 – 6.1

Billion DKK

6.8% to -12.4%  
growth

(2024: 5.42 Billion DKK)

## EBITDA

410 – 450

Million DKK

EBITDA ratio of

7.1% to 7.4%

(2024: 366 MDKK / 6.7%)

## EBT

235 – 275

Million DKK

EBT ratio of

4.1% to 4.5%

(2024: 210 MDKK / 3.9%)



# Q&A





# Thank you!





