

# **NIBE** GROUP

**SEB Nordic Seminar, Copenhagen**

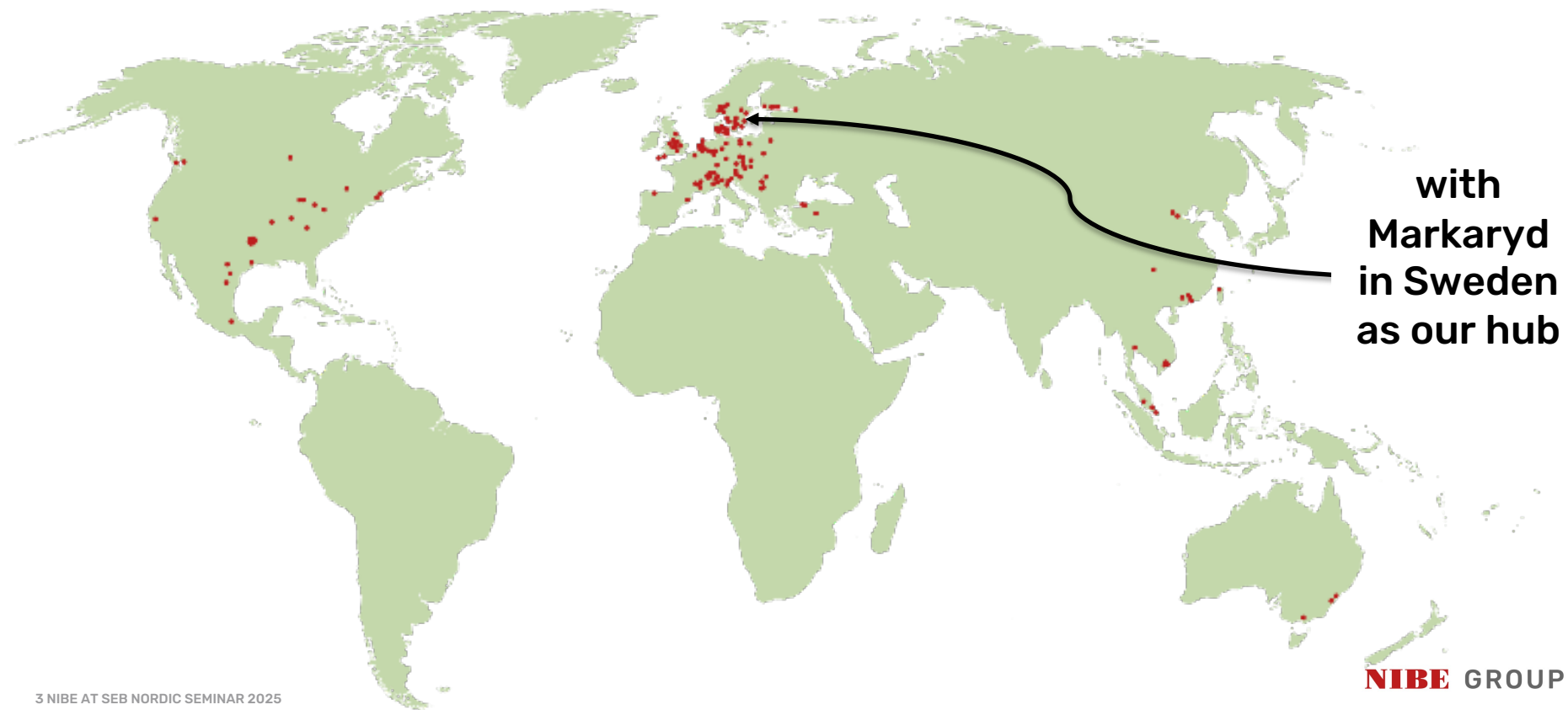
**January 7, 2025**



# **World-class solutions in sustainable energy**

# We are located all over the world

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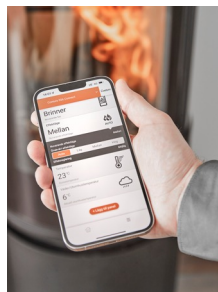
## **NIBE** CLIMATE SOLUTIONS



**Heating  
Ventilation  
Air Conditioning  
Cooling**



## **NIBE** STOVES



**Heating for  
pleasure and  
backup during  
power outages**



## **NIBE** ELEMENT



**Heating  
Measuring  
Controlling**

**NIBE** GROUP



# Financial targets

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## Growth

**20% per year  
(10+10)**

**20** %

**10** %

**Operating profit  
10% of net sales**

**Return on equity  
20% after tax**

**20** %

**30** %

**Equity/Assets ratio  
not under 30%**

## FACTS

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**SEK 46,6 bn**    **Net sales 2023**

**+16.4%**    **Growth 2023**

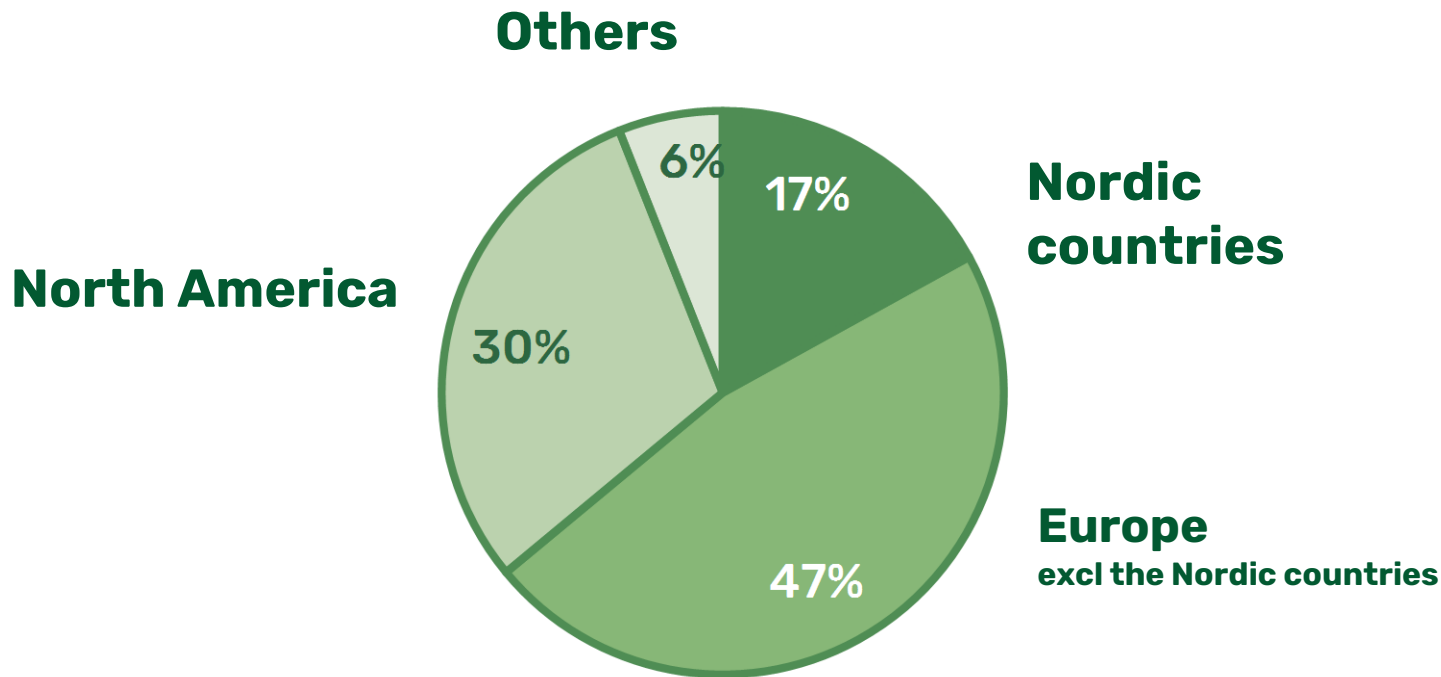
**14.9%**    **Operating margin 2023**

**Presently 174**    **Companies/Brands**

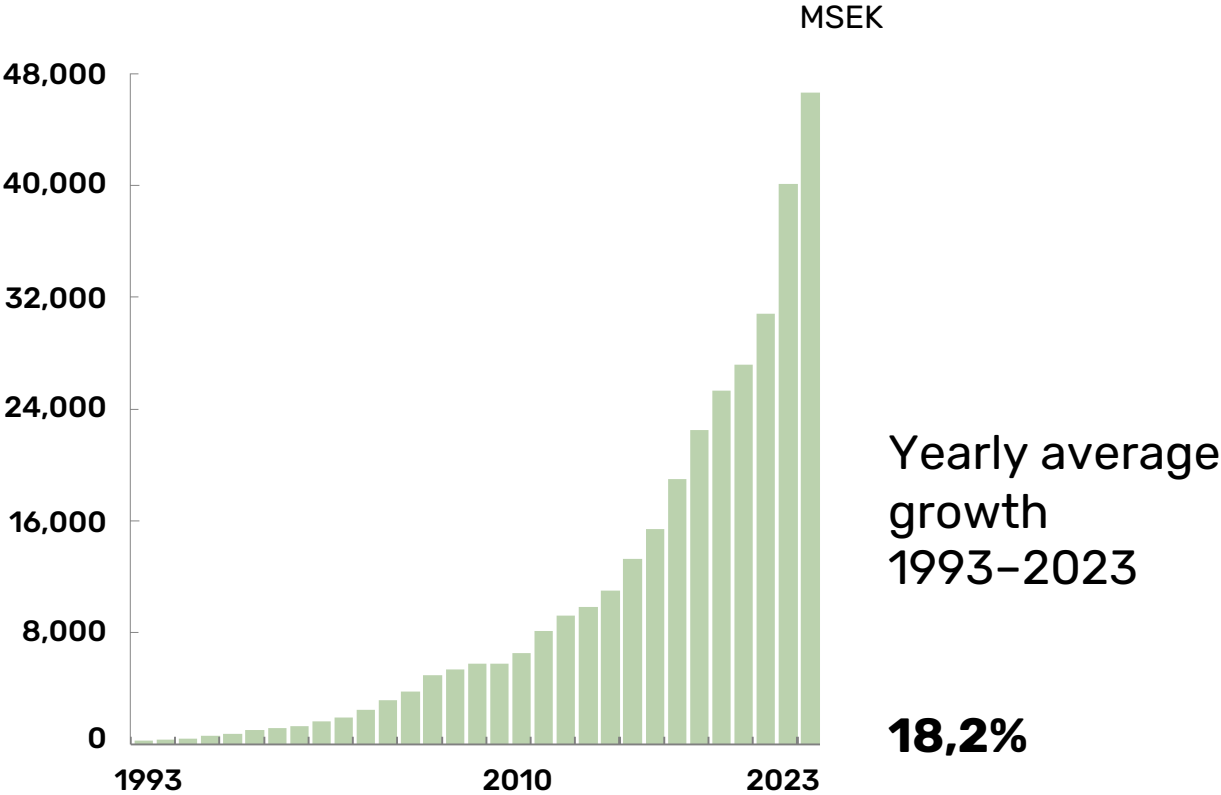
**1997**    **Stock market introduction**

# Geographical distribution of Group sales, 2023

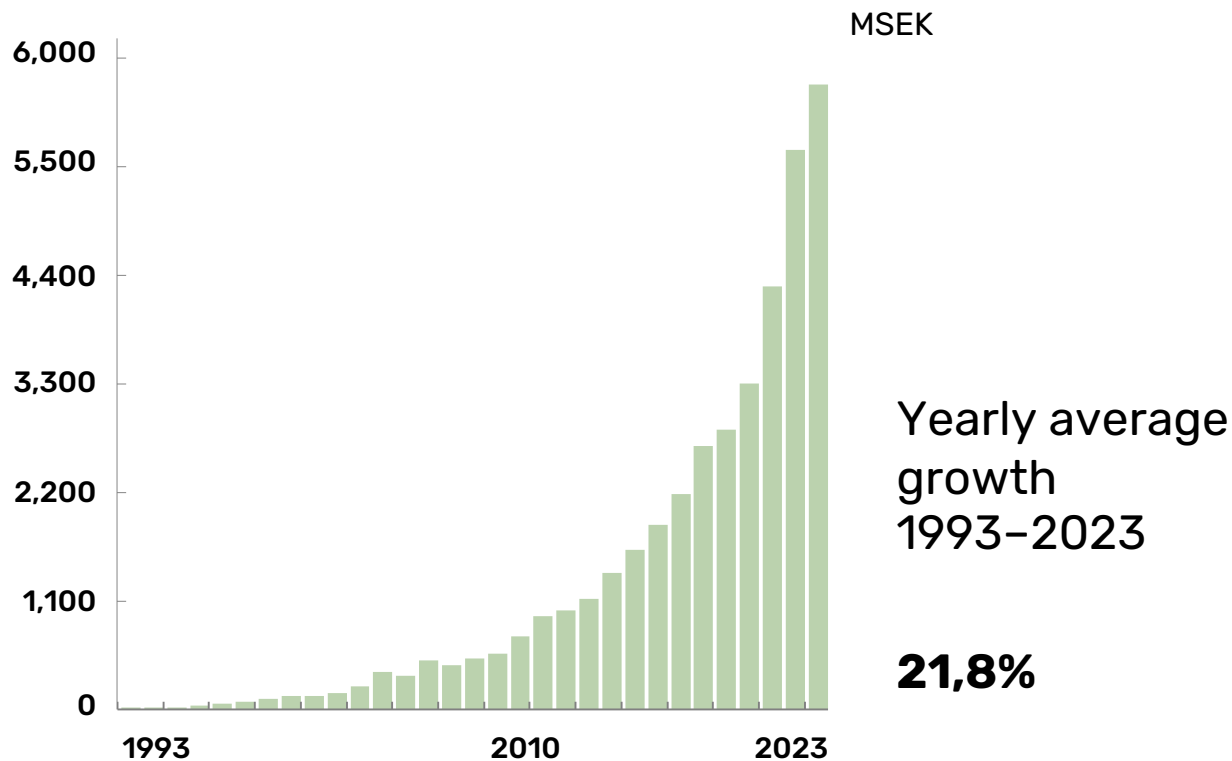
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# Turnover development

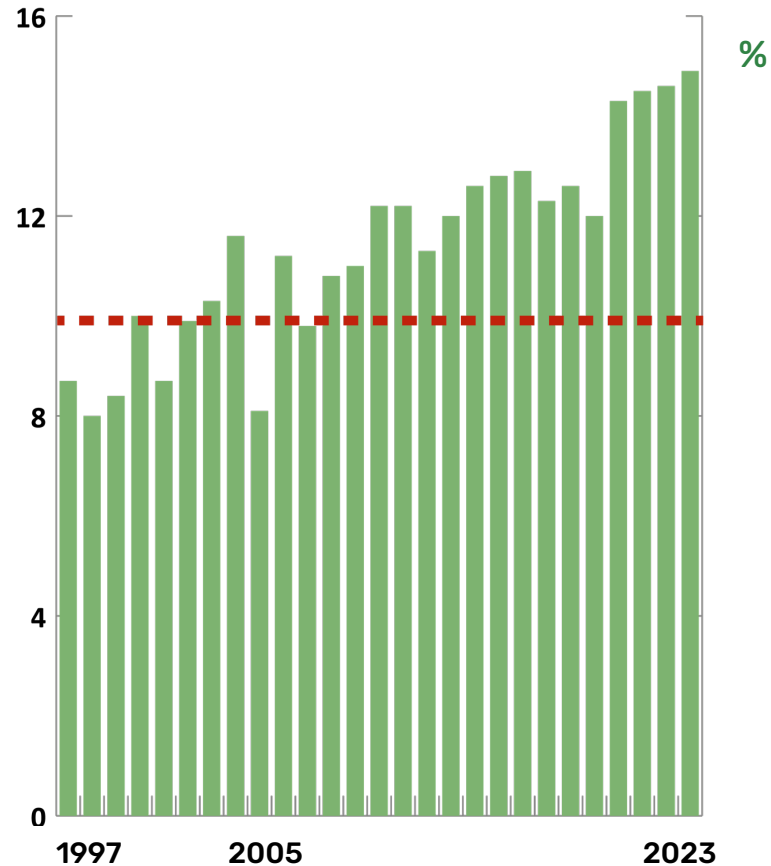


# Development of profit after financial items



# Operating margin development 1997 to 2023

2023



# **NIBE** CLIMATE SOLUTIONS



**Heat pumps, Water heaters, Air conditions, Chillers,  
Ventilation units, District heating solutions**





**NIBE FLOW, latest addition to our commercial assortment, creates unique possibilities for system solutions**

# NIBE CLIMATE SOLUTIONS

## FACTS

SEK 31,4 bn	Net sales 2023
+20%	Growth 2023
17.8%	Operating margin 2023
72	Companies/Brands
1981	First Heat pumps produced and delivered



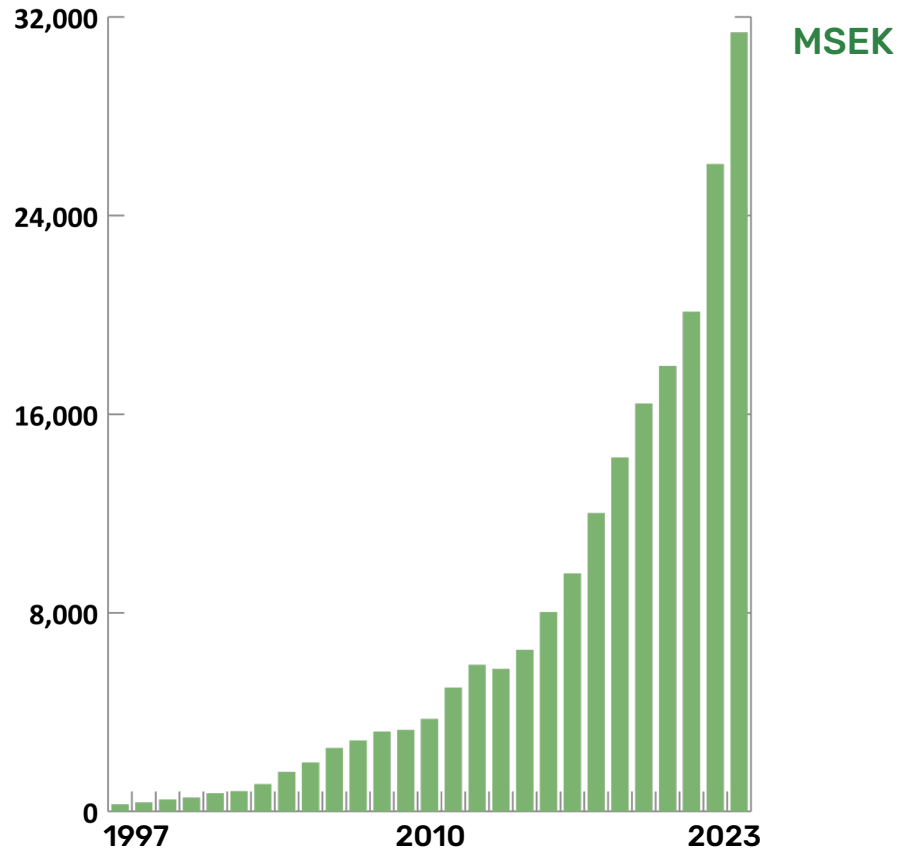
**NIBE** GROUP

# Net sales development 1997 to 2023

2023

Business Area

**NIBE Climate Solutions**

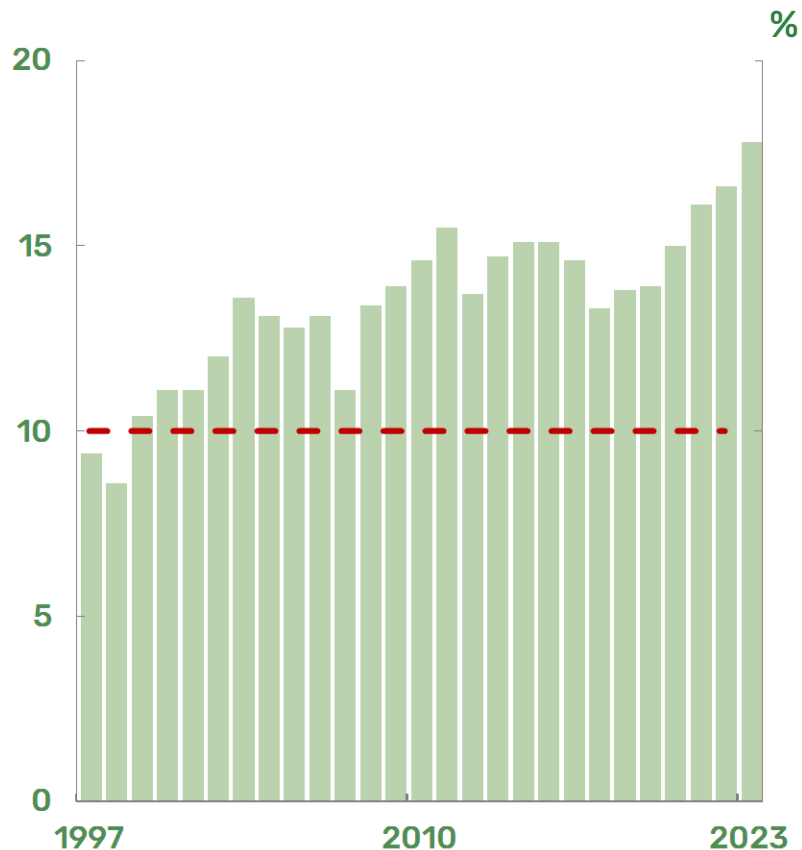


# Operating margin development 1997 to 2023

2023

Business Area

**NIBE Climate Solutions**



# NIBE ELEMENT





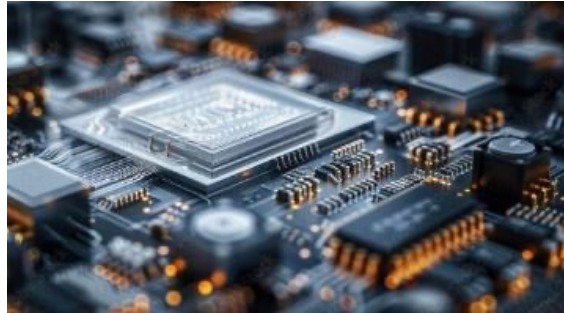
**Enabling  
trains  
being on  
time**



**Part of  
power  
generation**



**Component  
provider to  
the semi-  
conductor  
industry**



**Temperature  
control  
saving lives**



# NIBE ELEMENT

## FACTS

**SEK 11,9 bn** Net sales 2023

**8.9%** Growth 2023

**7.9%** Operating margin 2023

**71** Companies/Brands

**1949** First tubular heating element produced



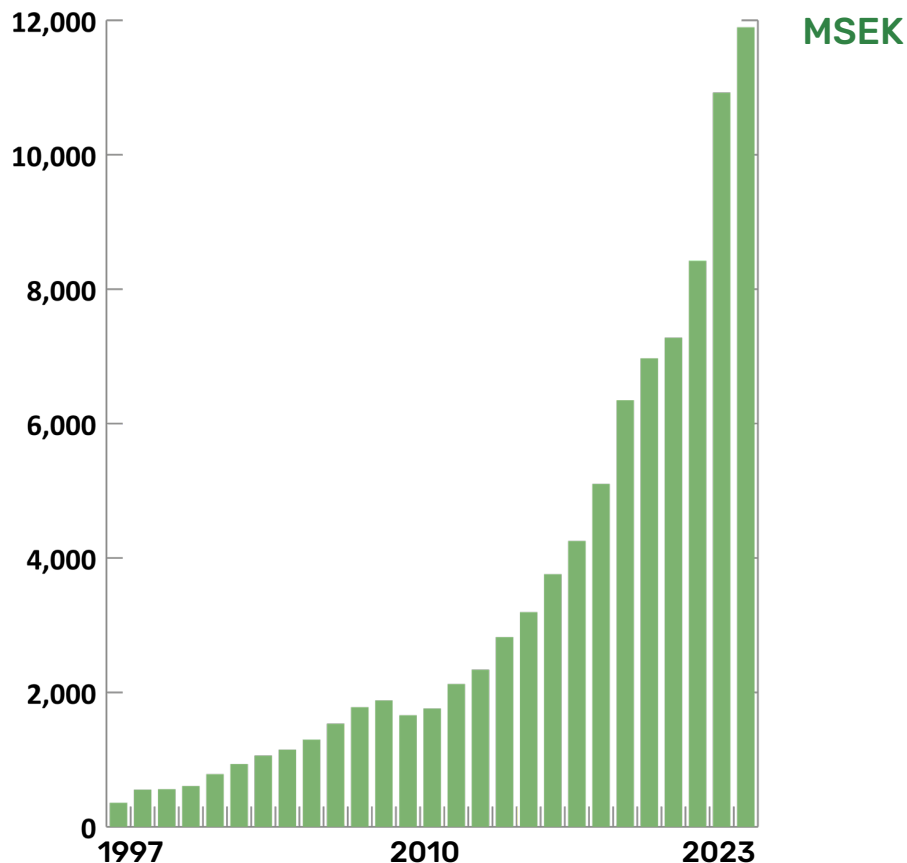
**NIBE** GROUP



# Net sales development 1997 to 2023

2023

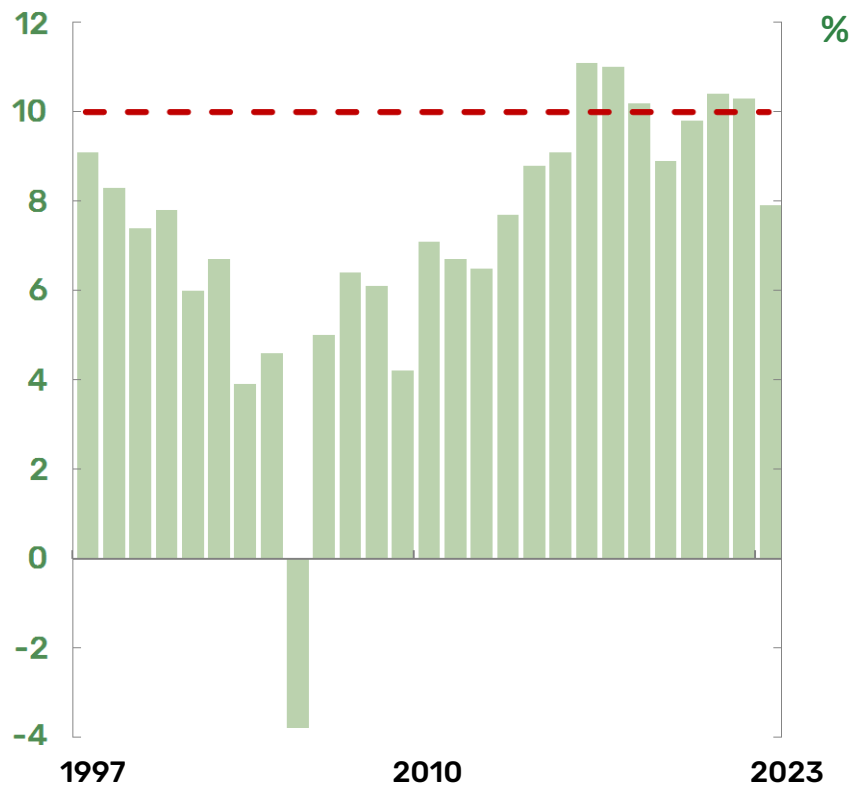
Business Area  
**NIBE Element**



# Operating margin development 1997 to 2023

2023

Business Area  
**NIBE Element**



# NIBE STOVES



# **NIBE** STOVES

**Free-  
standing**



**Inserts**



**Heat-  
retaining**



**Cassetts**



# NIBE STOVES

## FACTS

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**SEK 4,8 bn** Net sales 2023

**18.6%** Growth 2023

**11.2%** Operating margin 2023

**20** Companies/Brands

**1965** First wood burning stoves

produced and delivered under brand Handöl

Contura



evonicfires



ΣΤΙΛΛΑΙΜΑ

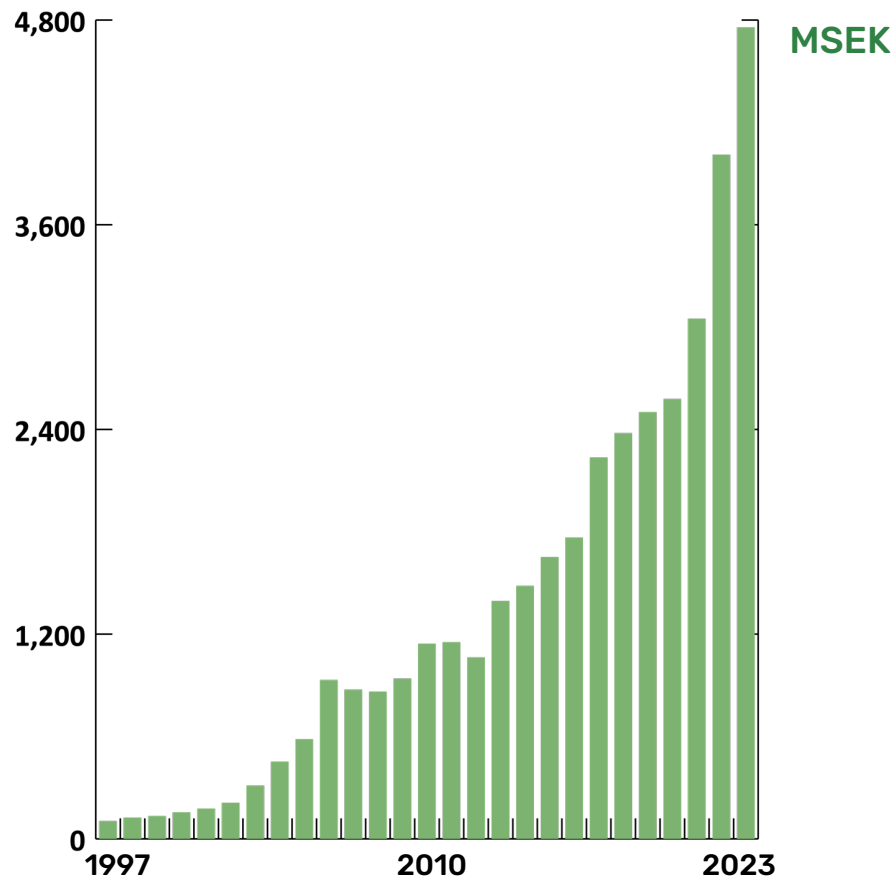


**NIBE** GROUP

# Net sales development 1997 to 2023

2023

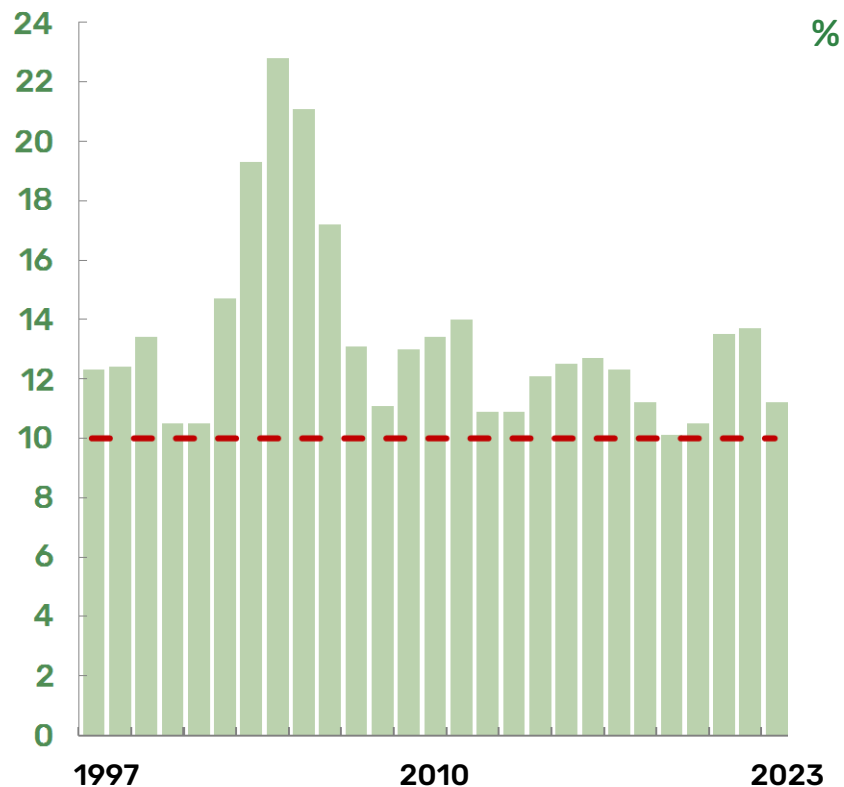
Business Area  
**NIBE Stoves**



# Operating margin development 1997 to 2023

2023

Business Area  
**NIBE Stoves**





# **NIBE**

## **Q1-3 2024**

# Two different realities

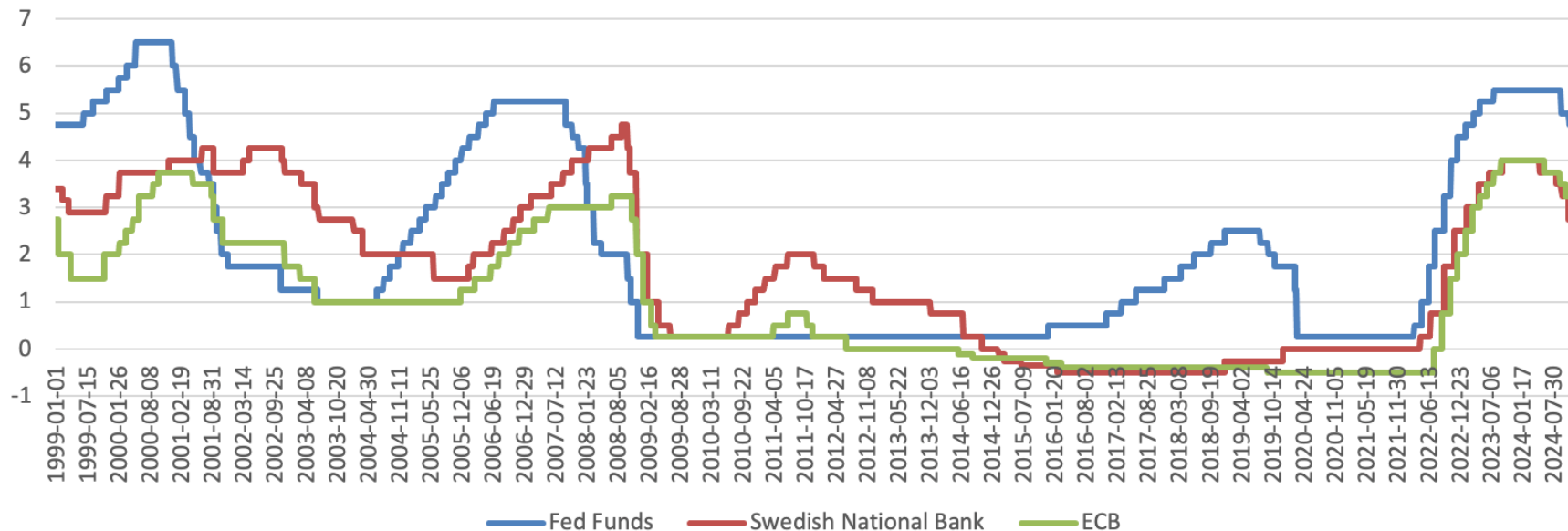
## 2021 - 2023

- Paris Treaty Agreement
- EU Green Deal
- Various subsidy schemes
- Low interest rates
- Environmental challenges around the world rising awareness
- Russia's full scale invasion of Ukraine impacting energy prices

## 2023 - 2024

- Considerable inventory in the system creating a bullwhip effect
- High interest rates
- Low new build activities
- Oil and gas prices back to old levels, creating a large spark spread between gas and electricity
- Increasing political uncertainty

# Interest rates 1999-2024

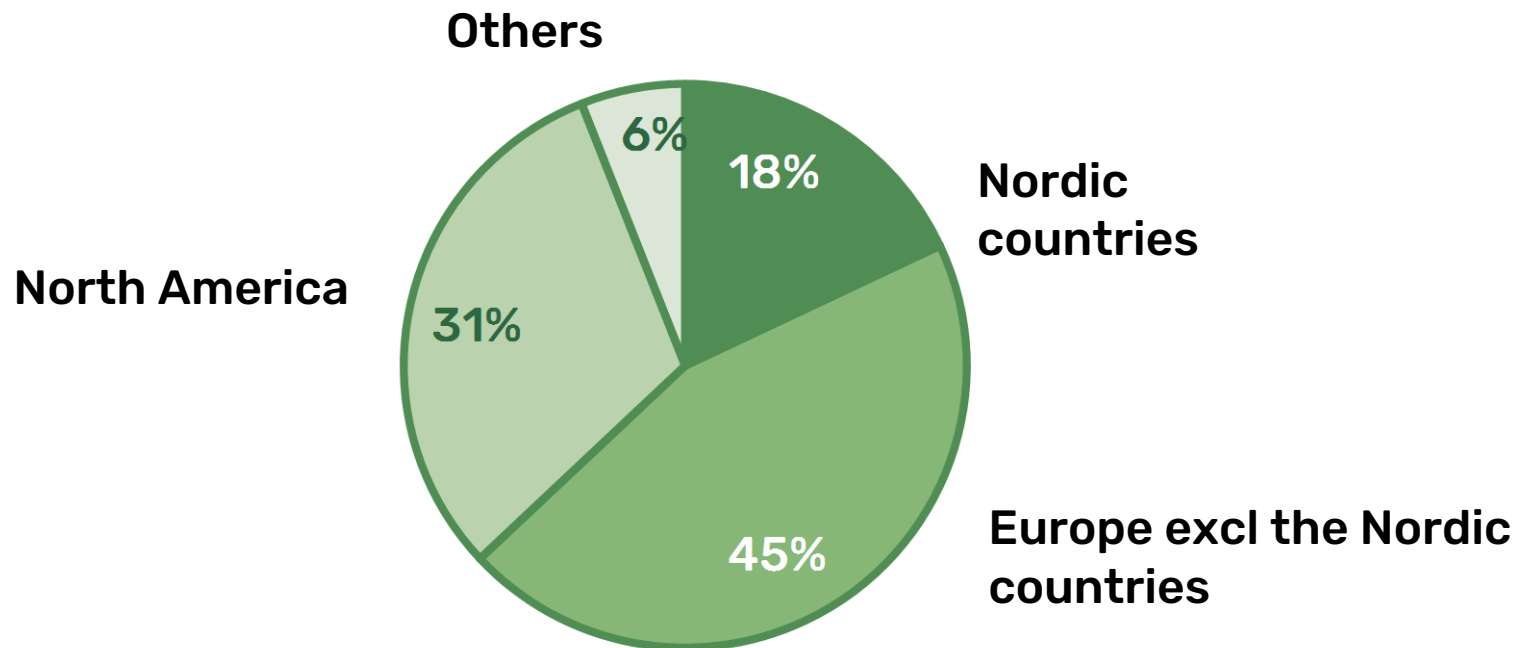


<b>Q1-3 2024</b>		<b>2024 Q1-Q3</b>	<b>2023 Q1-Q3</b>	<b>Past 12 months</b>	<b>2023 Full year</b>
Invoiced sales	MSEK	<b>29,496</b>	34,993	<b>41,152</b>	46,649
Growth	%	<b>-15.7</b>	+23.2	<b>-11.8</b>	+16.4
of which acquired	%	<b>+4.3</b>	+5.8	<b>+5.0</b>	+6.2
Gross margin	%	<b>28.8*</b>	33.7	<b>30.1*</b>	33.6
Operating profit	MSEK	<b>2,097*</b>	5,381	<b>3,690*</b>	6,973
Growth	%	<b>-61.0</b>	+35.4	<b>-64.3</b>	+18.9
Operating margin	%	<b>7.1*</b>	15.4	<b>9.0*</b>	14.9
Profit after net financial items	MSEK	<b>1,206*</b>	4,953	<b>2,583*</b>	6,331
Growth	%	<b>-75.7</b>	+26.9	<b>-77.9</b>	+11.6
Net profit margin	%	<b>4.1*</b>	14.2	<b>6.8*</b>	13.6

*\*Profit and key ratios have been calculated excluding items affecting comparability*

<b>Q1-3 2024</b>		<b>2024 Q3</b>	<b>2023 Q3</b>
Invoiced sales	MSEK	<b>9,967</b>	11,514
Growth	%	<b>-13.4</b>	15.1
of which acquired	%	<b>+1.8</b>	+6.3
Gross margin	%	<b>29.8</b>	33.8
Operating profit	MSEK	<b>912</b>	1,779
Growth	%	<b>-48.7</b>	+21.4
Operating margin	%	<b>9.2</b>	15.4
Profit after net financial items	MSEK	<b>626</b>	1,598
Growth	%	<b>-60.8</b>	+10.1
Net profit margin	%	<b>6.3</b>	13.9

## Geographical distribution of Group sales



## More stable market with adjusted cost structure

- **A more stable market** in most of Europe and North America
- **Inventory reductions** among distributors for heat pumps create a more normalized purchasing behavior, which generates positive effects for manufacturers
- **The action program** is implemented according to plan and will be completed in quarter 4, with full effect in 2025
- **We expect** a gradual improvement going forward in, all three business areas
- **Our ambition** is to be back at an operating margin level, within the historical range for each business area, in 2025



# **We are set up for continuous future success with**

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- advanced product development, generating outstanding products**
- automated and flexible top of the line production**
- broad market presence with excellent service capabilities**

## **Generating long-term profitable growth**

# **A few examples of investments for the future**

## NEW INNOVATION CENTER Markaryd, Sweden

One of several new Innovation centers in our Group











# NEW HEAT PUMP PRODUCTION UNIT Markaryd Sweden







# NEW HEAT PUMP PRODUCTION UNIT

## Kasendorf, Germany



# NEW PRODUCTION UNIT

## Nuevo Laredo, Mexico

For production of components to the semiconductor industry







# NEW PRODUCTION UNIT

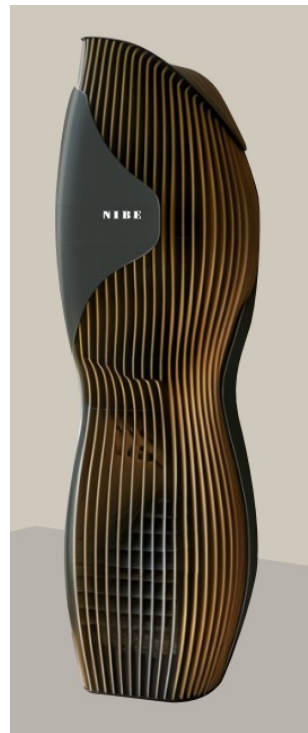
## Exeter, UK



## Expansion of Produktion unit, Contura Markaryd, Sweden



## The heat pumps of tomorrow





# FUTURE

Pedestal for the production of semiconductor wafers



**NIBE** ELEMENT

**NIBE** STOVES

Zero particle emissions from  
burning wood



**NIBE** GROUP

**We stand strong and  
stick to our ambitious goals . . .**

**. . . and we are part of  
the ultimate solution**

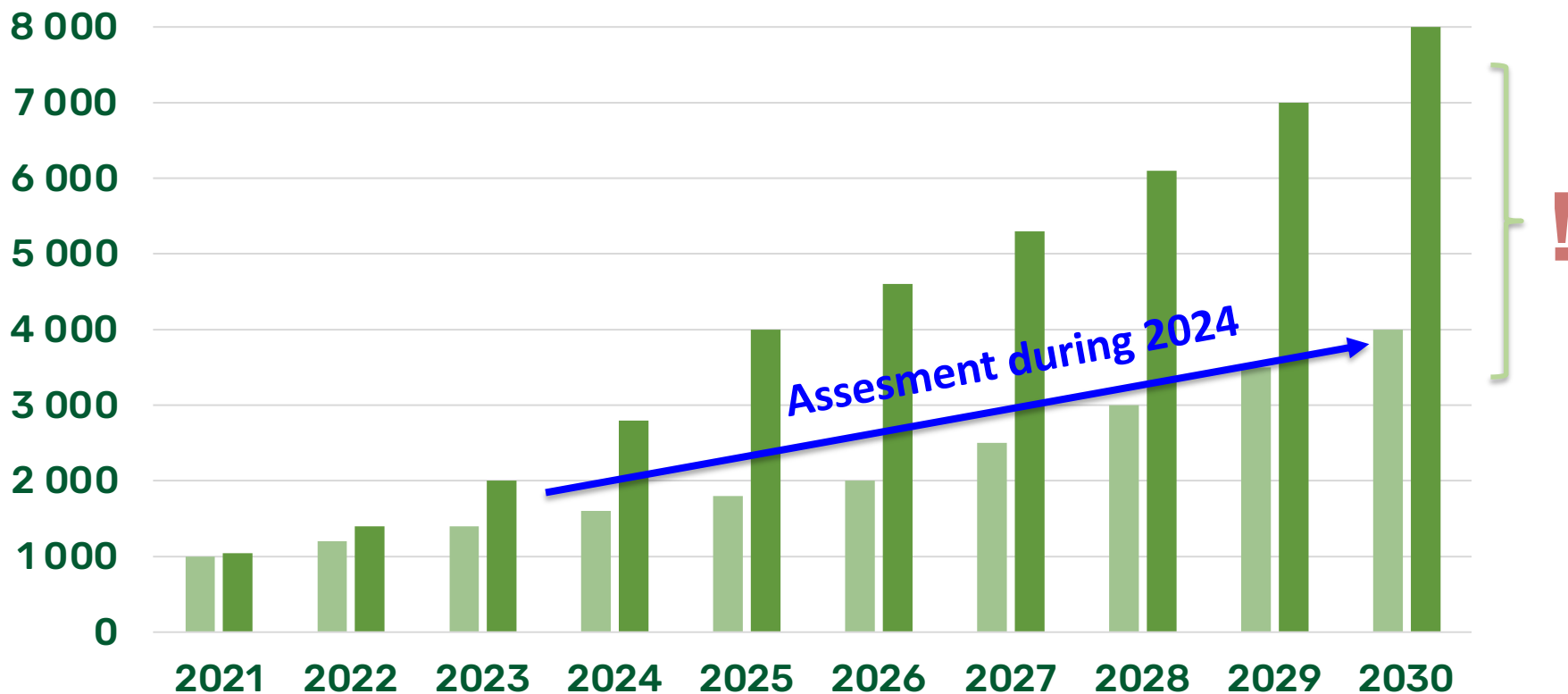
**Current target**  
**set May 2022**

**Revenue of SEK 80 billion**  
**at latest 2029**

# Development of the Heat Pump Market in Europe until 2030

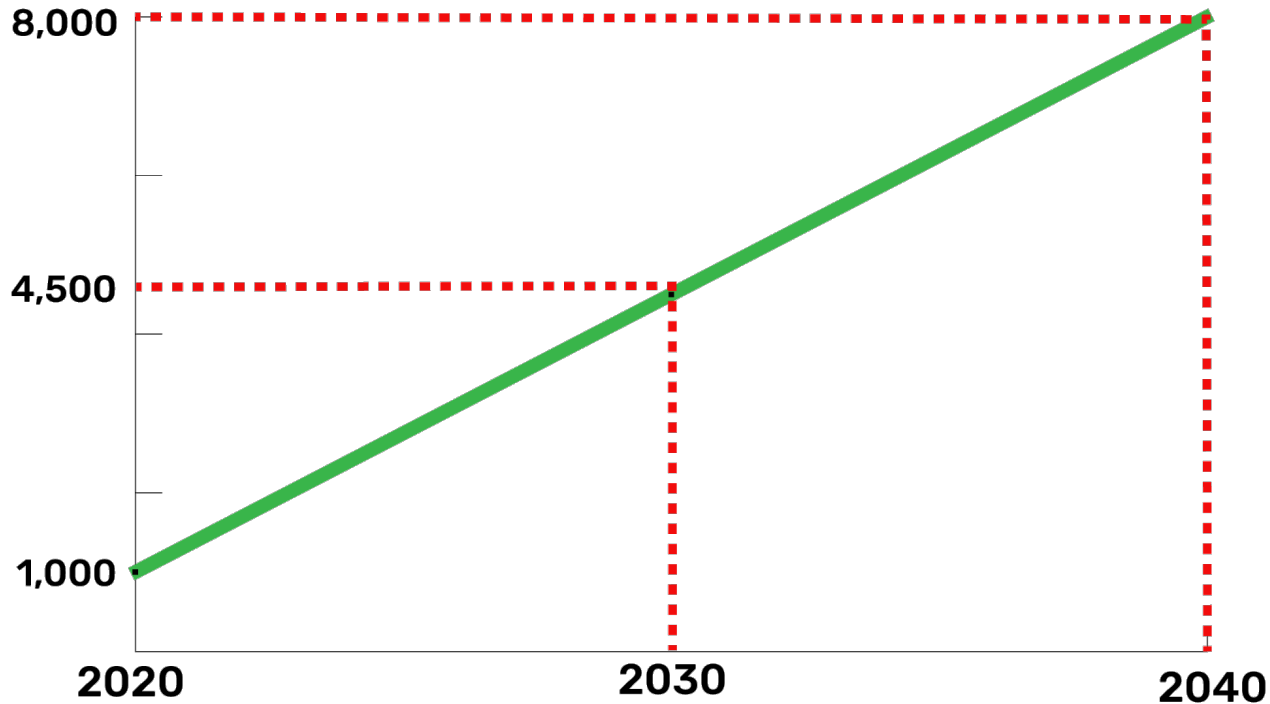
Millions of heat pumps

*Future forecast, 2022*



## If Europe would shift over to heat pumps at the same pace as Sweden has done.

Millions  
of heat  
pumps





# Intermediate market share targets

## ~ SEK 80 billion in Sales



### **NIBE** CLIMATE SOLUTIONS

Total adressable Market  
**SEK 1,000 bn**  
**5% = SEK 50 bn**

### **NIBE** STOVES

Total adressable Market  
**>SEK 50 bn**  
**20% = SEK 10 bn**

### **NIBE** ELEMENT

Total adressable Market  
**SEK 160 bn**  
**15% = SEK 20 bn**

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