

# Focus on profitable growth yields results

## EBIT increased 38 percent in the third quarter

### 1 JULY–30 SEPTEMBER 2023

- Net sales amounted to SEK 1,450 million (1,319), up 9.9 percent. Organic growth totalled 7.0 percent (9.6)
- Net sales from spectacles subscriptions increased 13.7 percent (23.4)
- The gross margin increased to 74.9 percent (73.8)
- EBITDA<sup>1</sup> rose to SEK 373 million (303) and the EBITDA margin was 25.2 percent (22.7)
- EBITA increased to SEK 222 million (169) and the EBITA margin was 15.0 percent (12.7)
- EBIT increased to SEK 184 million (133) and the EBIT margin was 12.4 percent (9.9)
- Cash flow from operating activities amounted to SEK 104 million (214)
- Net debt amounted to SEK 2,953 million (2,864) at the end of the period, compared with SEK 2,969 million at year-end 2022
- Profit after tax increased to SEK 90 million (80)
- Earnings per share before and after dilution increased to SEK 0.61 (0.53)

### 1 JANUARY–30 SEPTEMBER 2023

- Net sales amounted to SEK 4,427 million (3,904), up 13.4 percent. Organic growth totalled 11.4 percent (11.9)
- Net sales from spectacles subscriptions increased 18.1 percent (22.8)
- The gross margin was 75.1 percent (75.4)
- EBITDA<sup>1</sup> rose to SEK 1,092 million (944) and the EBITDA margin was 24.3 percent (23.9)
- EBITA increased to SEK 650 million (571) and the EBITA margin was 14.5 percent (14.4)
- EBIT increased to SEK 535 million (462) and the EBIT margin was 11.9 percent (11.7)
- Cash flow from operating activities increased to SEK 746 million (505)
- Profit after tax amounted to SEK 249 million (277)
- Earnings per share before and after dilution totalled SEK 1.67 (1.84)

Organic growth, quarter	EBITDA margin, quarter <sup>1</sup>	Organic growth, LTM	EBITDA margin, LTM <sup>1</sup>
+7.0%	+25.2%	+10.2%	+23.2%

<sup>1</sup>Since no items affecting comparability were reported for the quarter, the first nine months of the year or the preceding year, adjusted EBITDA corresponds with EBITDA, and the related margins also correspond with each other.

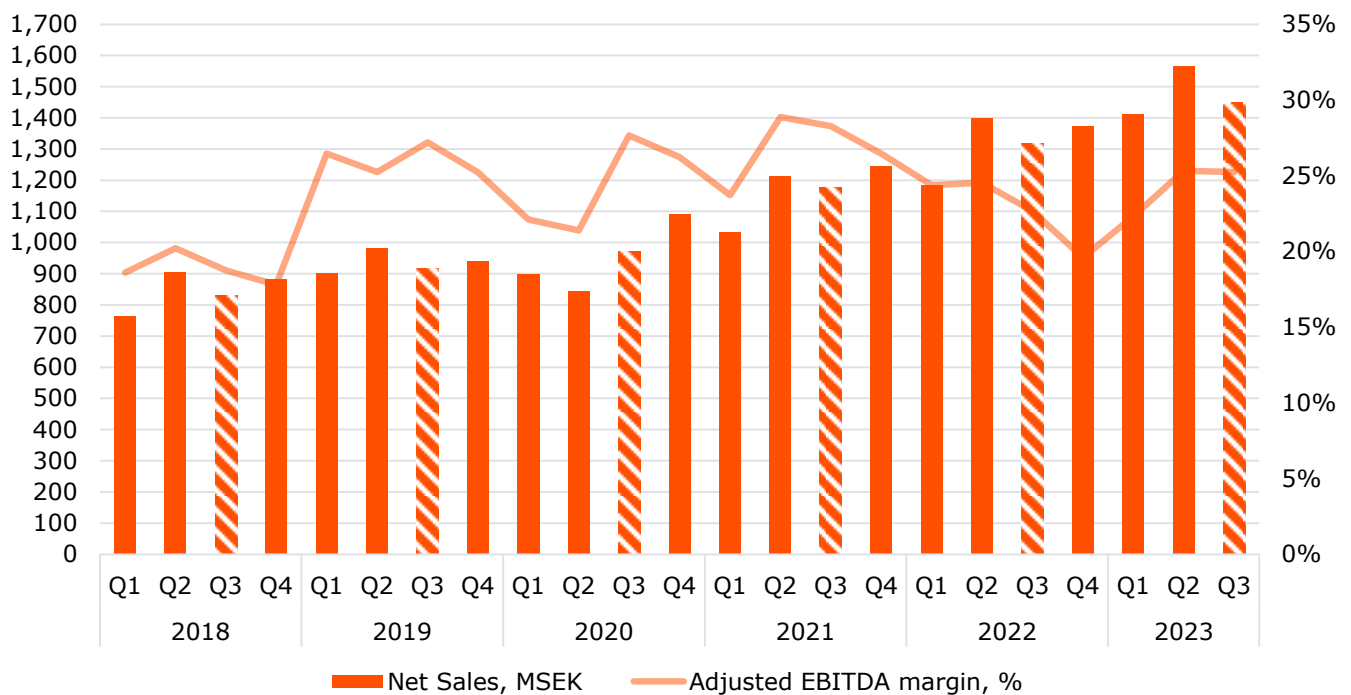
## FINANCIAL PERFORMANCE MEASURES

MSEK	Q3			Jan-Sep			Oct-Sep	Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	22/23	2022
Net sales	1,450	1,319	9.9	4,427	3,904	13.4	5,800	5,277
Organic growth, % <sup>1</sup>	7.0	9.6		11.4	11.9		10.2	10.6
Gross margin, % <sup>1</sup>	74.9	73.8		75.1	75.4		75.5	75.8
EBITDA <sup>1</sup>	373	303	23.3	1,092	944	15.8	1,366	1,217
EBITDA margin, % <sup>1</sup>	25.2	22.7		24.3	23.9		23.2	22.8
EBITA <sup>1</sup>	222	169	31.5	650	571	13.9	777	698
EBITA margin, % <sup>1</sup>	15.0	12.7		14.5	14.4		13.2	13.1
EBIT	184	133	38.5	535	462	15.8	625	552
EBIT margin, %	12.4	9.9		11.9	11.7		10.6	10.3
Profit after tax	90	80	12.9	249	277	-9.8	301	328
Earnings per share before and after dilution, SEK <sup>2</sup>	0.61	0.53	15.2	1.67	1.84		2.02	2.19
Cash flow from operating activities	104	214	-51.7	746	505	47.6	931	690
Cash flow from operating activities/ EBITDA, % <sup>1</sup>	27.7	70.7		68.3	53.6		68.1	56.7
Net debt/Adjusted EBITDA <sup>1</sup>	n/a	n/a		2.16	2.24		2.16	2.44

<sup>1</sup>For information on the calculation of these alternative performance measures, refer to pages 32-38. The performance measure net debt / Adjusted EBITDA is calculated based on a rolling 12-month basis for January – September.

<sup>2</sup>For information on the change in the number of shares and the average number of shares, refer to the section "Other financial information" on page 31.

## NET SALES AND ADJUSTED EBITDA MARGIN PER QUARTER<sup>1</sup>



<sup>1</sup> The adjusted EBITDA margin for all quarters starting in 2019 was impacted by the implementation of IFRS 16 Leases. Previous comparative quarters have not been restated.



# CEO's comments

Continued improvement in profitability. The cost programme is having an effect.

In the third quarter of 2023, Synsam delivered improved earnings in three of its four markets, which is satisfactory. The cost programme is also having an effect and is proceeding according to plan. Earnings for the third quarter improved across the entire income statement, all the way through to net profit for the period, and the improvement in earnings performance we have seen since the second quarter continued. EBITDA increased 23.3 percent and EBIT rose 38.5 percent. The EBITDA margin and EBIT margin also improved considerably compared with the year-earlier quarter and amounted to 25.2 percent (22.7) and 12.4 percent (9.9), respectively. EBITDA for the nine-month period rose to SEK 1,092 million (944). The gross margin also improved compared with the year-earlier quarter.

We once again advanced our market position in three of four countries during the quarter. Net sales increased 10 percent in the quarter and organic growth amounted to 7 percent. Our strategy yields results, with the right type of establishments, focus on Synsam Lifestyle, and a strong service offering. Consumers are prioritising eye health even in more challenging times, and there is a strong need despite the weak economic situation.

### **Continued success for subscription model**

Synsam's spectacles subscription, Synsam Lifestyle, posted a 14 percent increase in sales compared with the year-earlier period. The active customer base increased by 24 thousand customers in the quarter, a somewhat lower increase than in the previous quarters, as a result of optician capacity.

The churn rate remained low during the quarter and amounted to 2.04 percent. The business provides added value for our customers, in particular during these times of economic uncertainty, since the service provides customers with options at several price levels and predictable monthly fees, enabling costs to be spread out over time. Synsam Group's contact lens subscription was also successful, with high growth and net sales of SEK 106 million (64).

### **Continued strong performance in three of four segments. Measures being taken in Denmark**

Profitability – EBITDA – increased in three of Synsam's four segments in the third quarter. In Sweden, Synsam further increased its market share with organic growth of 10 percent while the EBITDA margin strengthened.

Norway continued to improve, with organic growth of 8 percent and a stronger EBITDA margin.

Synsam's strong growth in Finland continued and its profitability improved. Synsam's concept is successful and appreciated by customers, which is the basis for the strong organic growth in Finland, where we take significant market shares.

The Danish market continued to face a great deal of competition and challenges, which affected Synsam Denmark's performance in the quarter. Organic growth amounted to negative 10 percent and the EBITDA margin declined. The Danish Credit Agreement Act was also amended in the third quarter, impacting creditworthiness assessments for customers of the Danish Lifestyle offering. Measures are being taken.

Cost and restructuring programme phase 1 is having the intended effect. Cost and restructuring programme phase 2 is now being implemented and is expected to take effect starting in 2024.

### High innovation rate

The rate of establishment is in line with the established plans. Optician capacity has been a limiting factor for growth in our industry. The introduction of Synsam EyeView in Synsam's stores creates the prerequisites for further growth, increased availability and more satisfied customers. Synsam EyeView combines new innovative technological solutions and changed processes and ways of working, resulting in higher optician capacity while at the same time reducing the need for consultants, and therefore, expenses. Synsam EyeView also means that we can continue to expand into areas where the lack of opticians had previously been an obstacle to store establishments. The project to introduce Synsam EyeView has continued throughout the entire year, and the success of this project has been evident in the stores where the solution has been introduced. The goal is for all stores in Sweden and Norway to use Synsam EyeView. Implementation will also begin in Denmark.



The production facility on Frösön in Östersund is proceeding according to plan and it is with great satisfaction and pride that we have now launched a new collection, Oscar Eide, in our stores, our second collection produced at this facility. With this collection, we can now offer even more locally produced frames for our customers in the Nordic market. Bringing production from Asia and closer to the end customer is an important part of Synsam's sustainability strategy. It also shortens lead times, which makes it possible to meet customer needs and demands more quickly.



In the third quarter of 2023, we achieved our medium-term profitability target of an EBITDA margin of 25 percent or higher, continuing on from the improvement in earnings performance we have seen since the second quarter. Our focus on meeting our customers' needs is the foundation of our success, and thanks to the outstanding work of our employees, Synsam is strengthening its position in the market.

Håkan Lundstedt  
President and CEO



# Financial performance

## Group net sales

### 1 JULY–30 SEPTEMBER 2023

Net sales increased 9.9 percent to SEK 1,450 million (1,319). Organic growth amounted to 7.0 percent (9.6) and like-for-like growth to 3.9 percent (5.5). Acquisitions impacted sales in the quarter by SEK 3 million (-). Currency translation effects had a positive impact of SEK 36 million (35) on net sales, corresponding to 2.7 percentage points (3.0).

The active customer base for Synsam Lifestyle subscriptions increased 25 percent to 595 thousand customers (478 thousand) compared with the year-earlier period and 17 percent since year-end 2022. Synsam Group's quarterly churn rate, Synsam Lifestyle is a measure used to express the share of customers who terminated their spectacles subscriptions. The churn rate for the third quarter declined to 2.04 percent (2.17). The annual churn rate for 2022 was 9.45 percent.

Net sales from spectacles subscriptions increased 14 percent to SEK 729 million (641), with all segments contributing to this increase.

Net sales from Synsam Group's contact lens subscriptions increased to SEK 106 million (64) in the third quarter of 2023, corresponding to 66 percent. The introduction of contact lens subscriptions in Denmark is having a positive impact on growth. The active customer base on 30 September 2023 amounted to 173 thousand customers (123 thousand), an increase of 41 percent (129 thousand customers on 31 December 2022).

Synsam Group's net sales online amounted to SEK 41 million (42) for the third quarter of 2023, corresponding to -3 percent.

### 1 JANUARY–30 SEPTEMBER 2023

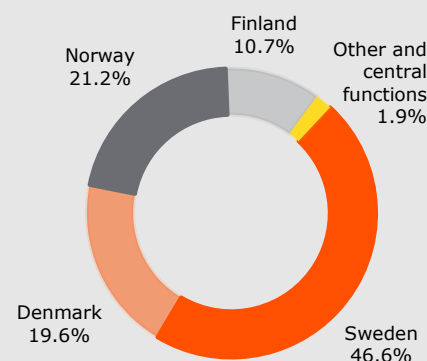
Net sales increased 13.4 percent to SEK 4,427 million (3,904). Organic growth was 11.4 percent (11.9) and like-for-like growth was 8.1 percent (7.7). The net effect of acquisitions is estimated to have had an impact on sales of SEK 6 million (2), equivalent to 0.1 of a percentage point (0.0). Currency translation effects had a positive impact of SEK 74 million (88) on net sales, corresponding to 1.9 percentage points (2.6).

Net sales from spectacles subscriptions rose 18 percent to SEK 2,228 million (1,887), an increase attributable to all segments.

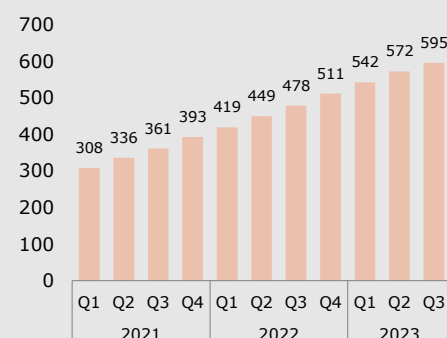
Net sales from Synsam Group's contact lens subscriptions increased to SEK 276 million (166), equivalent to growth of 67 percent. The introduction of contact lens subscriptions in Denmark is having a positive impact on growth. Synsam Group's contact lens subscription is a recurring purchase agreement with the right to cancel at least one week before the next delivery.

Synsam Group's net sales online increased to SEK 138 million (122), corresponding to 13 percent.

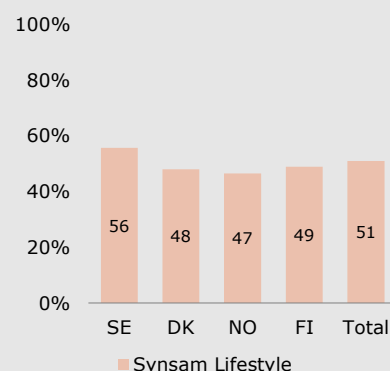
## Share of net sales per segment and Other and central functions during the quarter



## Active customer base Synsam Lifestyle (thousands), at the end of the period



## Share of total net sales LTM Q3 2023, Synsam Lifestyle



## Total net sales

External net sales per segment and Other and central functions

Breakdown, MSEK	Q3			Jan-Sep			Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	2022
Synsam Sweden	676	610	10.8	2,097	1,852	13.2	2,534
Synsam Denmark	284	283	0.3	904	826	9.4	1,093
Synsam Norway	308	292	5.6	898	844	6.4	1,128
Synsam Finland	155	104	48.7	436	285	52.9	393
Other and central functions	27	30	-9.9	91	96	-4.9	129
<b>Group, total</b>	<b>1,450</b>	<b>1,319</b>	<b>9.9</b>	<b>4,427</b>	<b>3,904</b>	<b>13.4</b>	<b>5,277</b>

## Like-for-like growth<sup>1</sup>

%	Sweden	Denmark	Norway	Finland	Group
Jul-Sep 2023	8.0	-9.7	5.2	17.6	3.9
Jan-Sep 2023	10.1	0.4	7.5	23.5	8.1

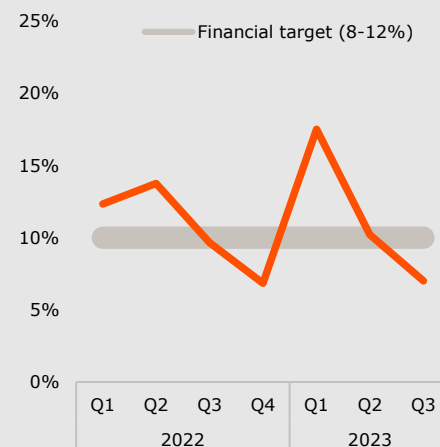
<sup>1</sup>For information on the calculation of alternative performance measures, refer to pages 32-38.

## Growth<sup>1</sup>

2023	Q3		Jan-Sep	
	%	MSEK	%	MSEK
Organic growth	7.0	92	11.4	443
Acquisitions	0.2	3	0.1	6
Currency	2.7	36	1.9	74
Franchise	0.0	0	0.0	0
<b>Total growth</b>	<b>9.9</b>	<b>131</b>	<b>13.4</b>	<b>523</b>

<sup>1</sup>For information on the calculation of alternative performance measures, refer to pages 32-38.

## Organic growth (%) per quarter<sup>1</sup>



<sup>1</sup>Organic growth is measured against the corresponding period last year. 2021 is excluded from the diagram since the comparison in the first half of 2021 was strongly impacted by the effects of the COVID19 pandemic on the corresponding period in 2020. Organic growth 2021: Q1 17%, Q2 44%, Q3 21% and Q4 14%.



## Group earnings

### 1 JULY–30 SEPTEMBER 2023

#### **EBIT before depreciation and amortisation of tangible and intangible non-current assets (EBITDA)**

EBITDA rose SEK 70 million to SEK 373 million (303), corresponding to an EBITDA margin of 25.2 percent (22.7). The increase in earnings was largely due to increased sales and the improved gross margin. Synsam's comprehensive offering including its attractive store concepts, own House Brands and Synsam Lifestyle subscriptions contributed positively to the increase in sales. Earnings were also positively impacted by the ongoing cost and restructuring programme. The start-up phase of production at Synsam Group's production and innovation centre in Östersund had a negative effect of SEK 11 million (20) on EBITDA.

#### **Gross profit**

The gross margin for the third quarter increased to 74.9 percent (73.8), despite high inflation. Measures taken since autumn 2022 contributed to this increase. The gross margin was also positively impacted by the changed sales mix during the quarter.

#### **EBIT before amortisation of intangible non-current assets (EBITA)**

EBITA increased to SEK 222 million (169) and the EBITA margin was 15.0 percent (12.7).

#### **Additional earnings information**

EBIT increased to SEK 184 million (133), as a result of the same factors that impacted EBITDA, which were partially counteracted by higher depreciation and amortisation as a result of accumulated higher investments in the last few years.

Profit after financial items amounted to SEK 115 million (98) and profit after tax to SEK 90 million (80).

Net financial items amounted to SEK -68 million (-34) in the third quarter and were impacted positively by exchange rate changes of SEK 3 million (15). The Group recognises exchange rate adjustments related to accounts receivable and accounts payable under net financial items. In the third quarter, these items were negative and amounted to SEK -1 million (7), which is included in the total amount of SEK 3 million (15). Interest income from Synsam Lifestyle amounted to SEK 62 million (34) and credit costs linked to Synsam Lifestyle totalled SEK 88 million (53). Interest expenses (including costs associated with raising loans) from bank loans amounted to SEK 43 million (21) and interest expenses linked to lease liabilities totalled SEK 10 million (13) in the quarter.

The Group's expense for income taxes totalled SEK 25 million (18), corresponding to an effective tax rate of 21 percent (18).

MSEK	Q3			Jan-Sep			Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	2022
<b>EBITDA per segment</b>							
Synsam Sweden	223	191	16.5	643	545	18.0	758
Synsam Denmark	69	80	-13.1	230	218	5.1	277
Synsam Norway	61	55	9.3	188	186	1.1	239
Synsam Finland	25	14	82.2	60	30	101.9	35
Other and central functions	-5	-38	87.3	-29	-36	19.6	-92
<b>Total EBITDA</b>	<b>373</b>	<b>303</b>	<b>23.3</b>	<b>1,092</b>	<b>944</b>	<b>15.8</b>	<b>1,217</b>
Depreciation of tangible non-current assets	-151	-134		-442	-373		-519
<b>Total EBITA</b>	<b>222</b>	<b>169</b>	<b>31.5</b>	<b>650</b>	<b>571</b>	<b>13.9</b>	<b>698</b>
Amortisation of intangible non-current assets	-39	-36		-115	-108		-146
<b>EBIT</b>	<b>184</b>	<b>133</b>	<b>38.5</b>	<b>535</b>	<b>462</b>	<b>15.8</b>	<b>552</b>
Net financial items	-68	-34		-212	-106		-137
<b>Profit before tax</b>	<b>115</b>	<b>98</b>		<b>324</b>	<b>356</b>		<b>415</b>
Income tax	-25	-18		-74	-79		-87
<b>PROFIT FOR THE PERIOD</b>	<b>90</b>	<b>80</b>		<b>249</b>	<b>277</b>		<b>328</b>

## 1 JANUARY–30 SEPTEMBER 2023

### EBIT before depreciation and amortisation of tangible and intangible non-current assets (EBITDA)

EBITDA rose to SEK 1,092 million (944) and the EBITDA margin was 24.3 percent (23.9). This increase in earnings was largely a result of higher sales supported by Synsam's comprehensive offering including its attractive store concepts, own House Brands, digital solutions and Synsam Lifestyle subscriptions. The gross margin was somewhat lower compared with the year-earlier period due to increased purchase prices. Earnings were positively impacted by the ongoing cost and restructuring programme.

### EBIT before amortisation of intangible non-current assets (EBITA)

EBITA amounted to SEK 650 million (571), corresponding to an EBITA margin of 14.5 percent (14.4). The increase in earnings was due to the same factors that impacted EBITDA, which were partially counteracted by higher depreciation and amortisation as a result of accumulated higher investments in the last few years.

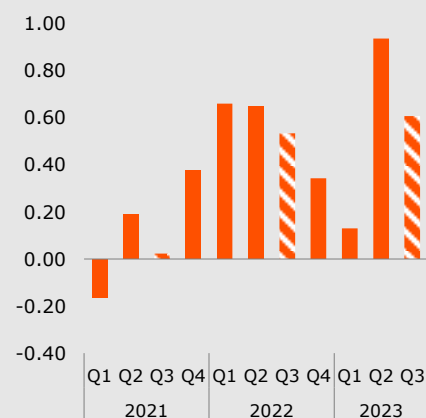
### Additional earnings information

EBIT increased to SEK 535 million (462) for the first nine months of 2023.

Profit after financial items was SEK 324 million (356) and profit after tax was SEK 249 million (277), of which tax amounted to SEK -74 million (-79), corresponding to an effective tax rate of 23 percent (22).

Net financial items amounted to SEK -212 million (-106) for the nine-month period. Exchange rate changes had a negative impact of SEK -9 million (29). The Group recognises exchange rate adjustments related to accounts receivable and accounts payable under net financial items. For the first nine months of 2023, these items amounted to SEK -43 million (11), which is included in the total amount of SEK -9 million (29).

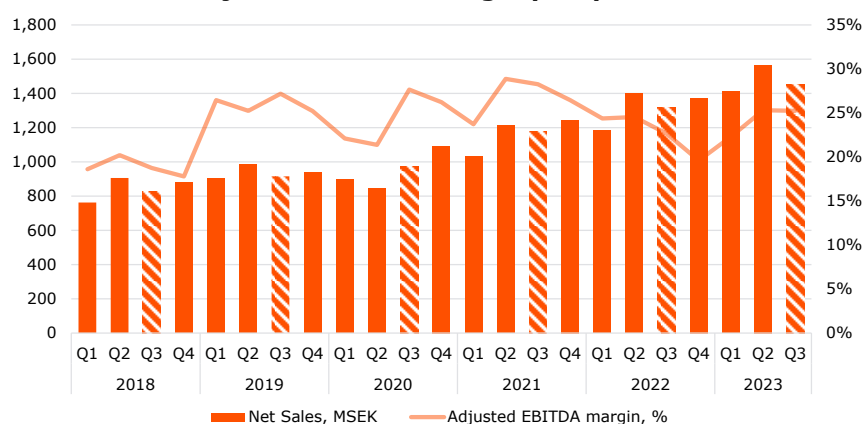
### Earnings per share per quarter, SEK





Interest income from Synsam Lifestyle amounted to SEK 181 million (89) and related credit costs amounted to SEK 256 million (138).

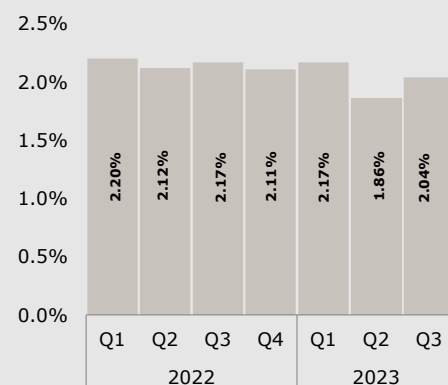
### Net sales and adjusted EBITDA margin per quarter<sup>1</sup>



### Synsam Group's quarterly churn rate

Synsam Group's quarterly churn rate, Synsam Lifestyle is a measure used to express the share of customers who terminated their spectacles subscriptions. This measure is calculated as the number of customers in Synsam Group who terminated their Lifestyle subscriptions during the quarter divided by the active customer base in Synsam Group at the beginning of the quarter. For definitions, refer to page 41. The churn rate for the third quarter declined to 2.04 percent (2.17). The annual churn rate for 2022 was 9.45 percent. The churn rate has been stable for the past 15 quarters.

### Synsam Group's quarterly churn rate - Synsam Lifestyle



<sup>1</sup> The adjusted EBITDA margin for all quarters starting in 2019 was impacted by the implementation of IFRS 16 Leases. Previous comparative quarters have not been restated.

## Cash flow

### OPERATING ACTIVITIES

Cash flow from operating activities amounted to SEK 104 million (214) for the third quarter and SEK 746 million (505) for the first nine months of 2023. Income taxes paid totalled SEK 18 million (15) for the quarter and SEK 113 million (161) for the nine-month period.

### INVESTING ACTIVITIES

Investments in tangible and intangible non-current assets amounted to SEK 48 million (49) for the third quarter and SEK 173 million (276) for the nine-month period. Refer to "Other financial information" on page 30 and "Reconciliation of alternative performance measures" on pages 32–38.

### FINANCING ACTIVITIES

Cash and cash equivalents totalled SEK 446 million (508) at the end of the third quarter. Exchange rate differences in cash and cash equivalents for the quarter amounted to SEK 5 million (6). Cash and cash equivalents at 31 December 2022 totalled SEK 444 million. The existing bank loans, which were raised in connection with the Group's refinancing during the fourth quarter of 2021, are payable in full upon maturity and run for three and five years, respectively. No new bank loans were raised and no repayments took place during the first nine months of 2023. During the first nine months of 2023, a dividend of SEK 253 million (255) was paid to Synsam's shareholders.

## Financial position

Loans from financial institutions amounted to SEK 2,520 million (2,471) on 30 September 2023, compared with SEK 2,488 million at year-end 2022. Unutilised credit lines amounted to SEK 940 million (940). Lease liabilities totalled SEK 865 million (886) at the end of the third quarter of 2023, compared with SEK 909 million on 31 December 2022. Net debt totalled SEK 2,953 million (2,864) at the end of the quarter and SEK 2,969 million at the end of the year.

Net debt was also negatively impacted in the first nine months of 2023 by a dividend of SEK 253 million paid to Synsam's shareholders.

If net debt had been calculated not taking IFRS 16 in account, it would have amounted to SEK 2,101 million (1,990) and to SEK 2,073 million at 31 December 2022.

## Acquisitions and establishments

### THIRD QUARTER

Synsam Sweden opened two new stores during the quarter, Synsam Hyllinge and Synsam Giraffen, Kalmar. Synsam Giraffen is the first combination Synsam store and Recycling Outlet.

In Synsam Denmark, the franchise store Profil Optik Akureyri closed.

In Synsam Norway, a new store opened in Egersund during the third quarter.

Synsam Finland opened two new stores during the quarter, Synsam Maxinge in Turku and Synsam Skanssi in Jomala, Åland.

Two new audiologist clinics opened under Other and central functions in Sweden: one in Östersund and one in Luleå.

### SECOND QUARTER

On 1 April 2023, Synsam acquire the operations of a former franchisee: the Synsam store at Järntorget in Gothenburg.

Synsam Sweden opened one new store in Tidaholm during the quarter while Synsam Helsingborg Söder and Synsam Uppsala Trend have merged with one new store in each location.

Synsam Finland opened one new store – Synsam Kaari.

In Other and central functions, one Ai store in Sweden merged with another Synsam store.

The acquisition had a marginal impact on the Group's sales and earnings.

### FIRST QUARTER

During the first quarter, five directly owned stores were opened, four stores merged with other stores and one store was converted from the Synsam Recycling Outlet concept to a regular store.

Synsam Sweden opened a new store in Söderköping in the first quarter. At the same time, two stores merged with other stores: one in Hallunda Centrum and the Synsam Recycling Outlet on Drottninggatan in Stockholm.

Synsam Norway opened two new stores in the first quarter: one in Trondheim (Sirkus) and one in Molde.

Synsam Finland opened two new stores: one in Järvenpää and one in Riihimäki. Synsam Erottaja merged with another store at the beginning of the year, while the store Synsam Ideapark Lempäälä was converted from the Synsam Recycling Outlet to a regular store.

In Other and central functions, one Ai store in Sweden merged with another store.

No changes were made to the store portfolio in Synsam Denmark in the first quarter.

For information on the number of stores, refer to pages 27 and 31.

## Number of stores and omni-concept

The total number of stores at the end of the quarter was 542 (520), of which 511 (487) were directly owned stores.

Synsam has created an integrated omni-concept that weaves together Synsam's digital and physical sales and service channels to provide the best product and service offering and purchasing and service experience for customers.

## Important events during the year<sup>1</sup>

### THIRD QUARTER

- Participation in LTIP 2023 was subscribed for on 26 September 2023. No cost for the programme was charged to the third quarter of 2023. To ensure delivery of shares to participants in the programme, own shares will be purchased during the fourth quarter of 2023.
- Malcolm Lidbeck left Group management in the third quarter of 2023.



<sup>1</sup> Refer to page 19 for events after the end of the period.

## SECOND QUARTER

- Synsam's Annual General Meeting was held on 25 April 2023. The Annual General Meeting resolved to reelect Peter Törnquist, Kenneth Bengtsson, Ann Hellenius, Helena Johnson, Terje List, Håkan Lundstedt, Gustaf Martin-Löf and Christoffer Sjøqvist, and to elect Anna Omstedt as a new Board member. Philip Røpcke had declined reelection. Peter Törnquist was also reelected as Chairman of the Board. Deloitte AB was elected as the new auditor for the period until the end of the next Annual General Meeting, with Johan Telander as auditor in charge.

A dividend of SEK 1.70 per share was also approved. The Annual General Meeting also resolved to introduce an additional long-term incentive programme (LTIP 2023) for the company's Group management and other selected key individuals, as per the Board's proposal. No cost for LTIP 2023 was charged to the second quarter of 2023. For other resolutions and documentation from the 2023 Annual General Meeting, refer to Synsam Group's website: [www.synsamgroup.com](http://www.synsamgroup.com).

- Synsam wins the "Store salesperson of the year 2023." The Retail Awards is the gala award ceremony for the entire Swedish retail sector and was established to promote individual efforts that rewards companies and to highlight the best role models in the industry. Lova Lindgren, store salesperson at Synsam Recycling Outlet in Umeå, won the Retail Awards' gold medal.

Lova was recognised for her successful sales results combined with customer service that help improve the company's positive performance.



## FIRST QUARTER

- Synsam held a capital markets day on 20 January 2023, where the primary message was that Synsam is adhering to its financial targets and investing in innovation and improved efficiency.
- Synsam Group was named "Business Wellness Company of the Year" for 2023. The jury highlighted Synsam's innovative power, development of new business models and customer offerings, and ability to balance commercial drivers with sustainable targets.

# Performance per segment

Synsam Group comprises four segments: Sweden, Denmark, Norway and Finland. The segments include the sales derived from the various geographic markets, excluding sales that belong to Other and central functions, and the costs directly attributable to these sales. Certain costs are decided at the Group level and are therefore not included in the individual segments, including certain marketing expenses and other central activities and functions, such as the treasury, finance and IT functions.

These costs are recognised in Other and central functions.

Net sales from external customers come from sales of goods (primarily sales of spectacles, sunglasses and contact lenses) as well as eye examinations (services) and revenue from Synsam Lifestyle. Net sales in the segments are also specifically monitored for Synsam Lifestyle.





## Synsam Sweden

Synsam has a strong brand and market position in Sweden, which was further strengthened during the third quarter of 2023. This increase in sales was a result of Synsam's comprehensive offering including its attractive store concepts, own House Brands, digital solutions and Synsam Lifestyle subscriptions.

The gross margin was somewhat lower during the quarter, partially as a result of measures to ensure value for money, which was offset to a certain extent by positive mix effects. Improved efficiency reduced personnel costs as a share of sales, which was partially offset by expenses for securing optician capacity in the short and long term. The focus on reducing operating expenses, including lower marketing expenses as a result of more efficient media allocation, has further reduced total costs as a share of sales, while the EBITDA margin improved.

During the third quarter, the churn rate for Synsam Lifestyle amounted to 1.81 percent (1.69). Net sales for the quarter increased 10.8 percent. Organic growth was 10.4 percent (10.7) and like-for-like growth was 8.0 percent (7.2). EBITDA rose to SEK 223 million (191).

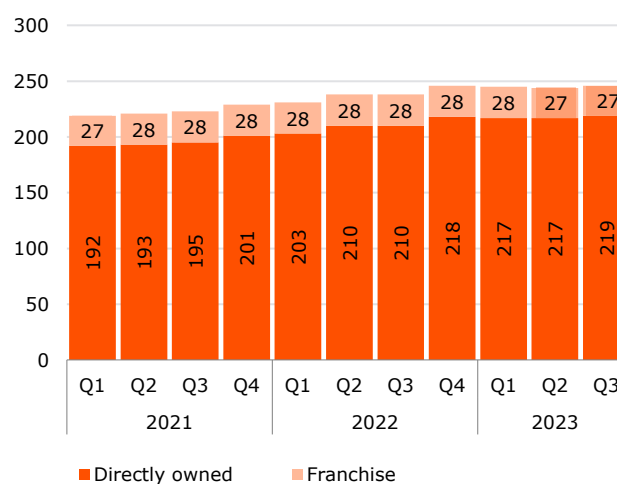
Growth 2023	Q3		Jan-Sep	
	%	MSEK	%	MSEK
Organic growth	10.4	63	12.9	238
Acquisitions	0.5	3	0.3	6
Currency	-	-	-	-
Franchise	0.0	0	0.0	1
<b>Total growth</b>	<b>10.8</b>	<b>66</b>	<b>13.2</b>	<b>245</b>

MSEK	Q3			Jan-Sep			Oct-Sep	Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	22/23	2022
Net sales, Synsam Lifestyle	370	321		1,151	978		1,547	1,374
Net sales, other	306	288		946	874		1,232	1,160
<b>Net sales, external</b>	<b>676</b>	<b>610</b>	<b>10.8</b>	<b>2,097</b>	<b>1,852</b>	<b>13.2</b>	<b>2,779</b>	<b>2,534</b>
Organic growth, %	10.4	10.7		12.9	12.7		11.8	11.6
Gross profit	518	473	9.5	1,614	1,427	13.1	2,164	1,977
Gross margin, %	76.3	77.1		76.6	76.5		77.5	77.5
EBITDA	223	191	16.5	643	545	18.0	856	758
EBITDA margin, %	32.8	31.2		30.5	29.3		30.7	29.8
Number of stores/of which, directly owned	246 / 219	238 / 210		246 / 219	238 / 210		246 / 219	246 / 218

Net sales and adjusted EBITDA margin



Number of stores per quarter Sweden



## Synsam Denmark

Organic growth was negative in the third quarter of 2023, in a deeply competitive and weaker consumer market. The Danish Credit Agreement Act was amended during the quarter, impacting credit-worthiness assessments for customers of the Danish Lifestyle offering.

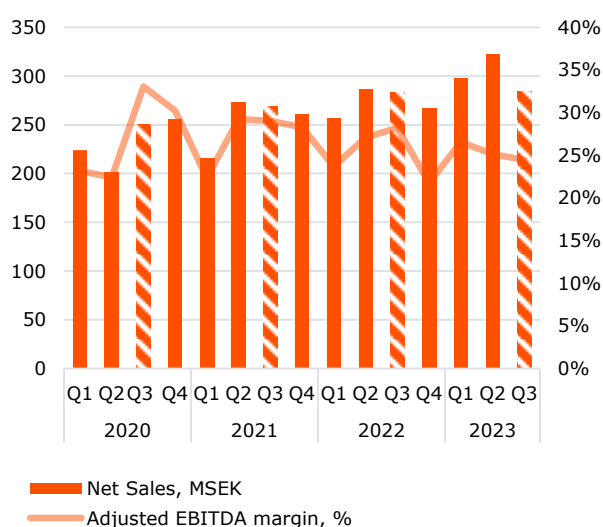
The share of total sales attributable to Synsam Lifestyle increased compared with the year-earlier period. The gross margin improved in the third quarter of 2023. Operating expenses as a share of sales increased in the third quarter of 2023 compared with the year-earlier period as a result of negative organic growth. Measures are being taken with the aim of having an effect over both the short and long term.

During the third quarter, the churn rate for Synsam Lifestyle amounted to 2.90 percent (3.72). Net sales for the quarter increased 0.3 percent. Organic growth was -9.6 percent (3.2) and like-for-like growth was -9.7 percent (2.4). DKK currency effects had a positive impact of SEK 28 million (11) on net sales in the quarter. EBITDA for the quarter amounted to SEK 69 million (80).

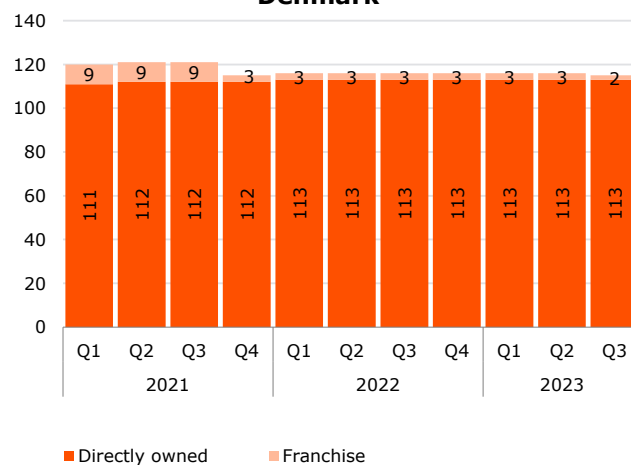
Growth 2023	Q3		Jan-Sep	
	%	MSEK	%	MSEK
Organic growth	-9.6	-27	0.5	4
Acquisitions	-	-	-	-
Currency	10.0	28	8.9	74
Franchise	0.0	0	0.0	0
<b>Total growth</b>	<b>0.3</b>	<b>1</b>	<b>9.4</b>	<b>78</b>

MSEK	Q3			Jan-Sep			Oct-Sep	Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	22/23	2022
Net sales, Synsam Lifestyle	133	125		435	369		561	495
Net sales, other	150	157		469	457		609	598
<b>Net sales, external</b>	<b>284</b>	<b>283</b>	<i>0.3</i>	<b>904</b>	<b>826</b>	<i>9.4</i>	<b>1,171</b>	<b>1,093</b>
Organic growth, %	-9.6	3.2		0.5	7.1		-0.9	3.9
Gross profit	214	213	<i>0.5</i>	684	631	<i>8.3</i>	888	835
Gross margin, %	75.2	74.9		75.6	76.3		75.7	76.3
EBITDA	69	80	<i>-13.1</i>	230	218	<i>5.1</i>	288	277
EBITDA margin, %	24.5	28.2		25.4	26.4		24.6	25.3
Number of stores/of which, directly owned	115 / 113	116 / 113		115 / 113	116 / 113		115 / 113	116 / 113

Net sales and adjusted EBITDA margin



Number of stores per quarter Denmark



## Synsam Norway

The strong sales growth noted in the first two quarters of 2023 continued in the third quarter, albeit at a somewhat lower rate, with organic growth of 8.1 percent. This increase in sales was a result of Synsam's comprehensive offering including its attractive store concepts, own House Brands, digital solutions and Synsam Lifestyle subscriptions.

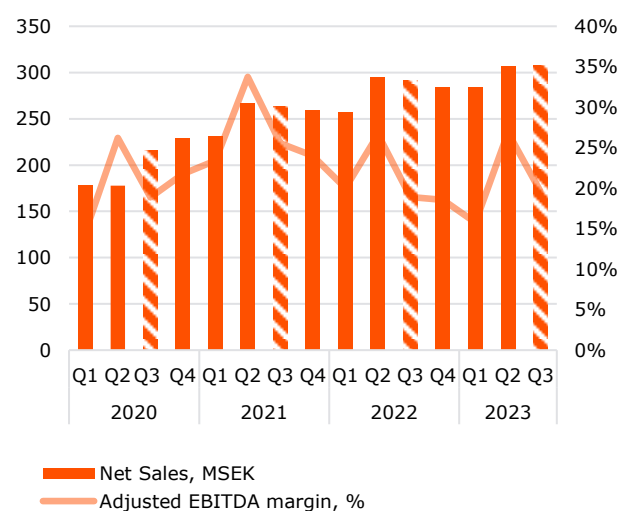
The gross margin for the third quarter of 2023 was lower than in the year-earlier period due to measures to ensure value for money, which resulted in increased sales. Improved efficiency reduced personnel costs as a share of sales, which was partially offset by expenses for securing optician capacity in the short and long term. The focus on reducing operating expenses, including lower marketing expenses as a result of more efficient media allocation, has further reduced total costs as a share of sales, while the EBITDA margin improved.

During the third quarter, the churn rate for Synsam Lifestyle amounted to 2.04 percent (2.12). Net sales for the quarter increased 5.6 percent. Organic growth amounted to 8.1 percent (3.6) and like-for-like growth to 5.2 percent (2.2). NOK currency effects had a negative impact of SEK -7 million (19) on net sales in the quarter. EBITDA rose to SEK 61 million (55).

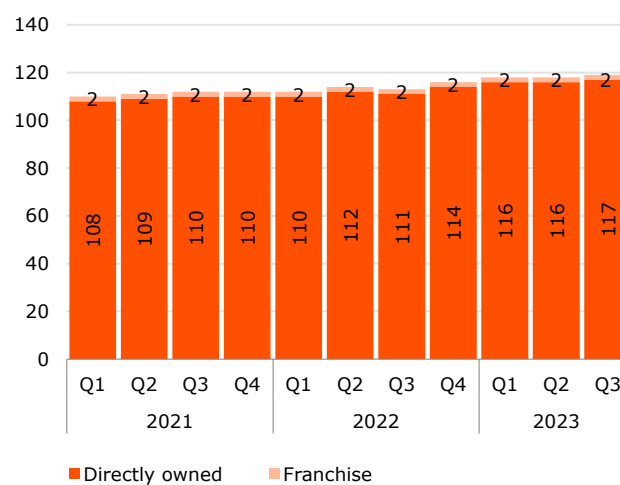
Growth 2023	Q3		Jan-Sep	
	%	MSEK	%	MSEK
Organic growth	8.1	24	10.6	90
Acquisitions	-	-	-	-
Currency	-2.5	-7	-4.2	-36
Franchise	-0.1	0	0.0	0
<b>Total growth</b>	<b>5.6</b>	<b>16</b>	<b>6.4</b>	<b>54</b>

MSEK	Q3			Jan-Sep			Oct-Sep	Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	22/23	2022
Net sales, Synsam Lifestyle	142	131		407	363		550	507
Net sales, other	166	161		491	481		632	622
<b>Net sales, external</b>	<b>308</b>	<b>292</b>	5.6	<b>898</b>	<b>844</b>	6.4	<b>1,182</b>	<b>1,128</b>
Organic growth, %	8.1	3.6		10.6	4.6		9.4	4.9
Gross profit	227	219	3.5	651	624	4.4	875	848
Gross margin, %	73.6	74.8		72.3	73.6		73.8	74.8
EBITDA	61	55	9.3	188	186	1.1	241	239
EBITDA margin, %	19.6	18.9		20.9	22.0		20.3	21.1
Number of stores/of which, directly owned	119 / 117	113 / 111		119 / 117	113 / 111		119 / 117	116 / 114

Net sales and adjusted EBITDA margin



Number of stores per quarter Norway



## Synsam Finland

Finland's strong growth continued in the third quarter of 2023 with organic growth of 34.2 percent. Synsam Finland continued to capture significant market shares in 2023 after climbing to fourth place in the Finnish market in 2022. This increase in sales was a result of Synsam's comprehensive offering including its attractive store concepts, own House Brands, digital solutions and Synsam Lifestyle subscriptions.

Store expansion in 2022 and the establishment of five new stores in 2023 have resulted in a higher cost base. However, increased sales resulted in benefits of scale, leading to a higher year-on-year EBITDA margin.

The gross margin improved in the third quarter of 2023 compared with the year-earlier period mainly due to the sales mix.

During the third quarter, the churn rate for Synsam Lifestyle amounted to 1.73 percent (1.81) Net sales for the quarter increased 48.7 percent. Organic growth was 34.2 percent (43.9). Like-for-like growth in the quarter was 17.6 percent (11.1). EUR currency effects had a positive impact of SEK 15 million (4) on net sales in the quarter. EBITDA rose to SEK 25 million (14).

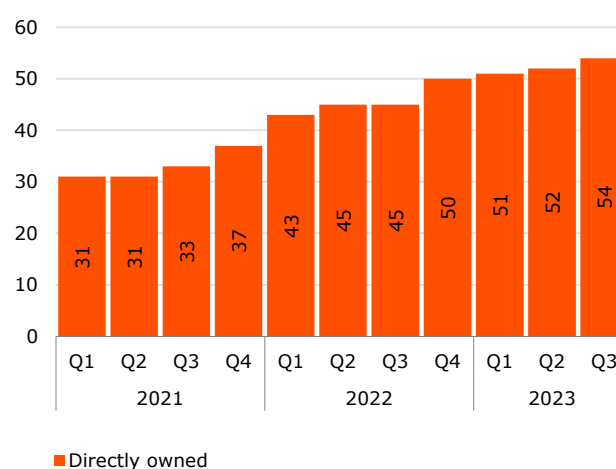
Growth 2023	Q3		Jan-Sep	
	%	MSEK	%	MSEK
Organic growth	34.2	36	40.3	115
Acquisitions	-	-	-	-
Currency	14.5	15	12.6	36
Franchise	-	-	-	-
<b>Total growth</b>	<b>48.7</b>	<b>51</b>	<b>52.9</b>	<b>151</b>

MSEK	Q3			Jan-Sep			Oct-Sep	Jan-Dec
	2023	2022	Δ%	2023	2022	Δ%	22/23	2022
Net sales, Synsam Lifestyle	79	52		211	131		266	187
Net sales, other	76	53		226	154		278	206
<b>Net sales, external</b>	<b>155</b>	<b>104</b>	<b>48.7</b>	<b>436</b>	<b>285</b>	<b>52.9</b>	<b>544</b>	<b>393</b>
Organic growth, %	34.2	43.9		40.3	44.3		38.6	41.0
Gross profit	108	72	50.3	300	198	51.3	377	275
Gross margin, %	69.9	69.1		68.7	69.4		69.3	70.0
EBITDA	25	14	82.2	60	30	101.9	65	35
EBITDA margin, %	16.4	13.4		13.8	10.5		12.0	8.9
Number of stores/of which, directly owned	54 / 54	45 / 45		54 / 54	45 / 45		54 / 54	50 / 50

Net sales and adjusted EBITDA margin



Number of stores per quarter Finland



# Other information

## Material risks and uncertainties

The company has reviewed and assessed its operational and financial risks as well as uncertainties, which are presented in the 2022 Annual Report. For a complete report on the risks deemed to impact the Group, refer to the 2022 Annual Report.

### RISKS RELATED TO THE CURRENT GEOPOLITICAL SITUATION

Synsam has no direct or indirect exposure to Russia or Ukraine. Aside from the impact the war has had on the business environment in general, it has not had any material financial impact on Synsam. Synsam is monitoring the geopolitical and international security situation.

### INFLATION

The rising inflation around the world has impacted Synsam in the form of higher costs. Synsam is continuing to take action to ensure profitability.

## Parent Company

Synsam AB (publ), corporate identity number 556946-3358, is the Parent Company of the Group. The Parent Company's operations comprise the ownership and management of shares in subsidiaries and certain management activities. The Parent Company's revenue for the third quarter amounted to SEK 4 million (3). The Parent Company posted a loss after net financial items of SEK -31 million (-43) for the quarter.

## Other and central functions

External net sales for Other and central functions primarily comprise sales in the Ai webshop, Synsam Hearing stores, sales of goods from the central warehouse to Synsam's franchise stores and a central component of sales for Synsam Lifestyle. External net sales for Other and central functions for the third quarter amounted to SEK 27 million (30).

EBITDA for Other and central functions totalled SEK -5 million (-38) for the quarter. Internal inventory gains for the central warehouse and the production unit are recognised in Other and central functions and had a negative impact of SEK 19 million (2) on EBITDA for the quarter.

Refer to the accounting policies for more information concerning the recognition of the central warehouse and segments.





## Financial targets

- **Growth rate** – Synsam Group targets annual organic growth of 8-12 percent in the medium term, depending on pace of greenfield expansion
- **Profitability** – Synsam Group targets an annual adjusted EBITDA margin of 25 percent or more in the medium term, depending on pace of greenfield expansion
- **Capital structure** – Synsam Group targets a net debt / adjusted EBITDA ratio of 2.5x, excluding temporary deviations
- **Dividend policy** – Synsam Group aims to pay dividends of 40-60 percent of the net profit for the year

## Employees

The average number of full-time equivalent employees during the quarter was 3,476, of whom 2,829 were women (3,253, of whom 2,621 were women). The corresponding figure for full-year 2022 was 3,145, of whom 2,539 were women.

## Events after the end of the period

- The Board of Directors of Synsam AB (publ) has resolved, with the support of the authorisation granted by the Annual General Meeting held on 25 April 2023, on the purchase of own shares in Synsam to ensure delivery of shares under LTIP 2023. In total, a maximum of 1,455,000 own shares may be acquired.
- During the fourth quarter of 2023, Ingrid Holm, since earlier a member of Group management, assumed the role of Managing Director of Synsam Norway.

- During the fourth quarter of 2023, Martin Daniels left Group management.
- Synsam won the 2023 Market Awards. Each year, the retail industry's news organisation Market recognises the leading retail companies through the Market Awards. The most distinguished retail companies in Sweden are featured in ten different categories. Synsam won first prize in the Opticians & Accessories category, with the following commendation:  
"This year's winner has continued to build new stores, new innovative concepts and first-class customer service. The results of its ambitious and deliberate work are reflected in its performance measures, which are impressive in this turbulent time for retail. Congratulations, Synsam!"



Stockholm, 17 November 2023  
Synsam AB (publ) 556946-3358

**Håkan Lundstedt**  
President and CEO



## Review Report

To the Board of Directors of Synsam AB (publ.)  
Corp. Id. 556946-3358

### Introduction

We have reviewed the interim report for Synsam AB (publ) for the period January 1 - September 30, 2023. The Board of Directors and the President are responsible for the preparation and presentation of this interim report in accordance with IAS 34 and the Annual Accounts Act. Our responsibility is to express a conclusion on this interim report based on our review.

### Scope of Review

We conducted our review in accordance with the International Standard on Review Engagements ISRE 2410, Review of Interim Financial Information Performed by the Independent Auditor of the Entity. A review consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review has a different focus and is substantially less in scope than an audit conducted in accordance with ISA and other generally accepted auditing practices. The procedures performed in a review do not enable us to obtain a level of assurance that would make us aware of all significant matters that might be identified in an audit. Therefore, the conclusion expressed based on a review does not give the same level of assurance as a conclusion expressed based on an audit.

### Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the interim report is not, in all material respects, prepared for the Group in accordance with IAS 34 and the Annual Accounts Act, and for the Parent Company in accordance with the Annual Accounts Act.

Stockholm, November 17th, 2023

*Deloitte AB*

*Johan Telander*  
*Authorized Public Accountant*

# Financial statements

## Condensed consolidated income statement and statement of other comprehensive income

MSEK	Q3		Jan-Sep		Jan-Dec
	2023	2022	2023	2022	2022
<b>Net sales</b>	<b>1,450</b>	<b>1,319</b>	<b>4,427</b>	<b>3,904</b>	<b>5,277</b>
Other operating income	29	16	61	51	72
<b>Total revenue</b>	<b>1,479</b>	<b>1,335</b>	<b>4,487</b>	<b>3,954</b>	<b>5,349</b>
Goods for resale	-364	-345	-1,102	-960	-1,279
Other external expenses	-164	-168	-509	-489	-667
Personnel costs	-577	-520	-1,785	-1,562	-2,186
<b>EBITDA</b>	<b>373</b>	<b>303</b>	<b>1,092</b>	<b>944</b>	<b>1,217</b>
Depreciation of tangible non-current assets	-151	-134	-442	-373	-519
<b>EBITA</b>	<b>222</b>	<b>169</b>	<b>650</b>	<b>571</b>	<b>698</b>
Amortisation of intangible non-current assets	-39	-36	-115	-108	-146
<b>EBIT</b>	<b>184</b>	<b>133</b>	<b>535</b>	<b>462</b>	<b>552</b>
Financial income	69	52	198	124	184
Financial expenses	-137	-87	-409	-231	-322
<b>Profit before tax</b>	<b>115</b>	<b>98</b>	<b>324</b>	<b>356</b>	<b>415</b>
Income tax	-25	-18	-74	-79	-87
<b>PROFIT FOR THE PERIOD</b>	<b>90</b>	<b>80</b>	<b>249</b>	<b>277</b>	<b>328</b>
<b>Other comprehensive income</b>					
Items that have been or may be reclassified to profit/loss for the period:					
-Translation differences for the period, foreign subsidiaries	-10	24	-17	51	75
<b>COMPREHENSIVE INCOME FOR THE PERIOD</b>	<b>81</b>	<b>104</b>	<b>232</b>	<b>328</b>	<b>402</b>
Profit for the period attributable to Parent Company shareholders	90	80	249	277	328
Comprehensive income for the period attributable to Parent Company shareholders	81	104	232	328	402
Earnings per share before and after dilution, SEK <sup>1</sup>	0.61	0.53	1.67	1.84	2.19

<sup>1</sup>For information on the change in the number of shares and the average number of shares, refer to the section "Performance measures" on page 31.

## Condensed consolidated statement of financial position

MSEK	30 Sep		31 Dec
	2023	2022	2022
<b>ASSETS</b>			
Intangible non-current assets	4,652	4,695	4,712
Tangible non-current assets	681	651	699
Right-of-use assets	823	848	878
Financial non-current assets	35	26	27
Deferred tax assets	70	60	60
<b>Total non-current assets</b>	<b>6,262</b>	<b>6,280</b>	<b>6,375</b>
Inventories	719	595	597
Accounts receivable	446	385	414
Current receivables	210	188	189
Cash and cash equivalents	446	508	444
<b>Total current assets</b>	<b>1,822</b>	<b>1,677</b>	<b>1,644</b>
<b>TOTAL ASSETS</b>	<b>8,084</b>	<b>7,957</b>	<b>8,019</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity<sup>1</sup></b>			
Non-current loans from financial institutions	2,520	2,471	2,488
Lease liabilities attributable to right-of-use assets	518	584	592
Other non-current liabilities, interest-bearing	44	32	41
Deferred tax liabilities	498	498	514
Non-current liabilities, non interest-bearing	6	7	6
<b>Total non-current liabilities</b>	<b>3,586</b>	<b>3,591</b>	<b>3,641</b>
Lease liabilities attributable to right-of-use assets	346	303	317
Other current liabilities, interest-bearing	0	1	1
Accounts payable	781	793	728
Other current liabilities, non-interest-bearing	812	716	748
<b>Total current liabilities</b>	<b>1,940</b>	<b>1,812</b>	<b>1,794</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>8,084</b>	<b>7,957</b>	<b>8,019</b>

## Condensed consolidated statement of changes in equity

MSEK	30 Sep		31 Dec
	2023	2022	2022
Equity at beginning of year	2,584	2,479	2,479
Dividends	-253	-255	-255
Share savings programme	7	2	5
Repurchase of own shares	-	-	-47
Recalculation IFRS 16	-12	-	-
Comprehensive income for the period	232	328	402
<b>EQUITY AT END OF PERIOD<sup>1</sup></b>	<b>2,558</b>	<b>2,553</b>	<b>2,584</b>

<sup>1</sup>At the end of the reporting period on 30 September 2023, the share capital amounted to SEK 1 million (1), additional paid-in capital to SEK 4,306 million (4,306), the translation reserve to SEK 173 million (167) and retained losses including the loss for the period to SEK -1,922 million (-1,920). Equity is entirely attributable to Parent Company shareholders.

## Condensed consolidated statement of cash flows

MSEK	Q3		Jan-Sep		Jan-Dec
	2023	2022	2023	2022	2022
<b>Operating activities</b>					
Profit before tax	115	98	324	356	415
Adjustments for other non-cash items	-7	-18	62	-30	-34
Depreciation and amortisation	190	170	557	481	665
Income taxes paid	-18	-15	-113	-161	-153
<b>Cash flow from operating activities before changes in working capital</b>	<b>280</b>	<b>236</b>	<b>830</b>	<b>646</b>	<b>893</b>
Cash flow from changes in working capital:					
Change in inventories	-20	-32	-119	-150	-148
Change in operating receivables	2	38	-59	0	20
Change in operating liabilities	-158	-28	93	9	-75
<i>Increased (-) / Decreased (+) funds tied up in working capital</i>	<i>-176</i>	<i>-22</i>	<i>-84</i>	<i>-141</i>	<i>-203</i>
<b>Cash flow from operating activities</b>	<b>104</b>	<b>214</b>	<b>746</b>	<b>505</b>	<b>690</b>
Investments in intangible non-current assets	-8	-3	-24	-19	-30
Investments in tangible non-current assets	-40	-47	-149	-256	-352
Other investing activities	1	-2	-19	-3	-3
<b>Cash flow from investing activities</b>	<b>-47</b>	<b>-51</b>	<b>-192</b>	<b>-278</b>	<b>-385</b>
Repurchase of own shares	-	-	-	-	-47
Amortisation of leasing debts	-94	-83	-279	-228	-328
Dividends	-	-	-253	-255	-255
<b>Cash flow from financing activities</b>	<b>-94</b>	<b>-83</b>	<b>-533</b>	<b>-483</b>	<b>-631</b>
<b>CASH FLOW FOR THE PERIOD</b>	<b>-38</b>	<b>80</b>	<b>22</b>	<b>-256</b>	<b>-326</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>	<b>479</b>	<b>423</b>	<b>444</b>	<b>755</b>	<b>755</b>
Exchange rate differences in cash and cash equivalents	5	6	-19	9	14
<b>CASH AND CASH EQUIVALENTS AT END OF PERIOD</b>	<b>446</b>	<b>508</b>	<b>446</b>	<b>508</b>	<b>444</b>



## Condensed Parent Company income statement

MSEK	Q3		Jan-Sep		Jan-Dec
	2023	2022	2023	2022	2022
Operating income	4	3	10	8	15
Operating expenses	-10	-6	-25	-24	-36
<b>EBIT</b>	<b>-6</b>	<b>-3</b>	<b>-14</b>	<b>-15</b>	<b>-21</b>
Financial items	-25	-41	-140	-109	-155
<b>Profit/loss after financial items</b>	<b>-31</b>	<b>-43</b>	<b>-154</b>	<b>-124</b>	<b>-177</b>
Appropriations	-	-	-	2	100
<b>Profit/loss before tax</b>	<b>-31</b>	<b>-43</b>	<b>-154</b>	<b>-122</b>	<b>-77</b>
Income tax	-	-	-	0	-1
<b>PROFIT/LOSS FOR THE PERIOD</b>	<b>-31</b>	<b>-43</b>	<b>-154</b>	<b>-122</b>	<b>-78</b>

## Parent Company comprehensive income statement

MSEK	Q3		Jan-Sep		Jan-Dec
	2023	2022	2023	2022	2022
<b>Profit/loss for the period</b>	<b>-31</b>	<b>-43</b>	<b>-154</b>	<b>-122</b>	<b>-78</b>
<b>COMPREHENSIVE INCOME FOR THE PERIOD</b>	<b>-31</b>	<b>-43</b>	<b>-154</b>	<b>-122</b>	<b>-78</b>

## Condensed Parent Company balance sheet

MSEK	30 Sep		31 Dec
	2023	2022	2022
<b>ASSETS</b>			
Financial non-current assets	6,927	6,927	6,927
Current receivables	18	8	111
Cash and cash equivalents	0	0	0
<b>TOTAL ASSETS</b>	<b>6,945</b>	<b>6,935</b>	<b>7,038</b>
<b>EQUITY AND LIABILITIES</b>			
Restricted equity	1	1	1
Non-restricted equity	3,503	3,903	3,903
<b>Total equity</b>	<b>3,504</b>	<b>3,904</b>	<b>3,904</b>
Untaxed reserves	3	1	3
Non-current liabilities	2,923	2,863	2,886
Other current liabilities	503	159	229
Accrued expenses and deferred income	12	8	16
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>6,945</b>	<b>6,935</b>	<b>7,038</b>

# Notes

## Note 1 Accounting policies

Synsam Group applies the International Financial Reporting Standards (IFRS) adopted by the EU. This interim report has been prepared pursuant to IFRS, applying IAS 34 Interim Financial Reporting. The same accounting policies and calculation methods that were used for the 2022 Annual Report have been applied. No new standards, changes or interpretations of existing standards applied from 1 January 2023 are assessed to have had any material impact on the Group's earnings or financial position. This interim report consists of pages 1–43 and should be read in its entirety. Disclosures according to IAS 34.16A are also presented in other sections of this interim report in addition to the financial statements and associated notes.

The Parent Company prepares its accounts in accordance with the Swedish Annual Accounts Act and RFR 2 and applies the same accounting policies and valuation methods as in the most recent Annual Report. The Parent Company does not apply IFRS 16 Leases in accordance with the exception in RFR 2.

### *Clarification concerning reporting of the Synsam Lifestyle subscription service*

Revenue from Synsam Lifestyle is calculated at present value and recognised after the agreement is entered into in conjunction with the customer receiving the spectacles ordered. For Synsam Lifestyle, revenue calculated at present value for the entire contract period is recognised when the customer receives their spectacles. In cases where a customer receives spectacles on multiple occasions, the revenue calculated at present value for the entire contract period is recognised for each pair as the customer receives them. Synsam has entered into agreements with external credit companies to sell

the receivables from customers that arise as a result of the agreements. Agreements sold to external credit companies are not recognised in the company's own accounts after payment has been received.

A contact lens subscription can also be included as a product in Synsam Lifestyle. This contact lens subscription is recognised under contact lens subscriptions, meaning that revenue is recognised upon the delivery of contact lenses, which takes place over time. Revenue from contact lens subscriptions is not included in revenue from Synsam Lifestyle. For further information, refer to Synsam AB's (publ) 2022 Annual Report, Note 1 Accounting policies and valuation principles.

### *Clarification of reporting between segments and Other and central functions*

Synsam Group has been establishing central warehouse operations since the beginning of 2018. The majority of the Group's purchasing of frames is carried out by the central warehouse, which then sells the frames on to all stores in Sweden, Denmark, Norway and Finland. The central warehouse is a part of Other and central functions. The segments continuously utilise about 96 percent of the central warehouse's profit to reduce the cost of goods for resale based on the segments' actual purchasing volumes for the period. The warehouse's internal profit that arises from sales to the stores is recognised in Other and central functions. The central warehouse is operated as a separate profit centre, but is not sufficiently material to be presented as a separate segment in the financial statements and is not continuously monitored by the chief operating decision maker.

## Note 2 Segment information

Synsam Group comprises four segments: Sweden, Denmark, Norway and Finland. The segments include the sales derived from the various geographic markets, excluding sales that belong to Other and central functions, and the costs directly attributable to these sales. Certain costs are decided at the Group level and are therefore not included in the individual segments, including certain marketing expenses and Other central activities and functions, such as the treasury,

finance and IT functions. These costs are recognised in Other and central functions. Net sales from external customers come from sales of goods (primarily sales of spectacles, sunglasses and contact lenses) as well as eye examinations (services) and revenue from Synsam Lifestyle. Net sales in the segments are also specifically monitored for Synsam Lifestyle.

## QUARTERLY DATA, SEGMENTS AND OTHER AND CENTRAL FUNCTIONS

MSEK	2023				2022				2021				
	Q3	Q2	Q1	FY	Q4	Q3	Q2	Q1	FY	Q4	Q3	Q2	Q1
<b>NET SALES</b>													
Synsam Sweden	676	751	670	2,534	682	610	681	561	2,266	622	551	585	508
Synsam Denmark	284	322	298	1,093	267	283	286	257	1,018	261	268	273	216
Synsam Norway	308	307	284	1,128	284	292	295	257	1,020	259	263	267	231
Synsam Finland	155	156	125	393	108	104	100	81	266	75	70	64	58
Other and central functions	27	30	34	129	33	30	36	30	98	28	25	25	21
<b>GROUP</b>	<b>1,450</b>	<b>1,566</b>	<b>1,411</b>	<b>5,277</b>	<b>1,373</b>	<b>1,319</b>	<b>1,399</b>	<b>1,186</b>	<b>4,669</b>	<b>1,245</b>	<b>1,176</b>	<b>1,213</b>	<b>1,034</b>
<b>Of which, Synsam Lifestyle</b>													
Synsam Sweden	370	403	378	1,374	396	321	359	298	1,120	315	257	282	265
Synsam Denmark	133	150	152	495	126	125	125	118	430	112	117	106	94
Synsam Norway	142	130	135	507	143	131	121	111	409	116	100	97	96
Synsam Finland	79	70	62	187	55	52	43	37	121	40	31	27	23
Other and central functions	4	8	12	52	6	12	18	16	56	16	14	13	12
<b>GROUP</b>	<b>729</b>	<b>760</b>	<b>739</b>	<b>2,614</b>	<b>728</b>	<b>641</b>	<b>666</b>	<b>580</b>	<b>2,136</b>	<b>600</b>	<b>520</b>	<b>526</b>	<b>491</b>
<b>EBITDA</b>													
Synsam Sweden	223	224	196	758	213	191	202	152	758	209	202	179	168
Synsam Denmark	69	81	79	277	58	80	78	61	280	74	78	80	48
Synsam Norway	61	83	45	239	53	55	79	52	274	62	67	90	54
Synsam Finland	25	22	13	35	5	14	8	8	37	7	12	9	9
Other and central functions	-5	-8	-15	-92	-56	-38	-20	21	-161	-57	-45	-18	-41
<b>Total EBITDA</b>	<b>373</b>	<b>401</b>	<b>318</b>	<b>1,217</b>	<b>273</b>	<b>303</b>	<b>347</b>	<b>293</b>	<b>1,189</b>	<b>296</b>	<b>314</b>	<b>340</b>	<b>239</b>
Depreciation and amortisation of tangible and intangible non-current assets	-190	-183	-185	-665	-183	-170	-159	-152	-555	-145	-142	-137	-132
<b>EBIT</b>	<b>184</b>	<b>218</b>	<b>133</b>	<b>552</b>	<b>90</b>	<b>133</b>	<b>188</b>	<b>142</b>	<b>633</b>	<b>151</b>	<b>171</b>	<b>203</b>	<b>107</b>
Net financial items	-68	-55	-89	-137	-31	-34	-59	-13	-470	-60	-141	-165	-104
<b>Profit before tax</b>	<b>115</b>	<b>164</b>	<b>45</b>	<b>415</b>	<b>59</b>	<b>98</b>	<b>129</b>	<b>129</b>	<b>163</b>	<b>91</b>	<b>31</b>	<b>39</b>	<b>3</b>

## QUARTERLY DATA, SEGMENTS AND OTHER AND CENTRAL FUNCTIONS, CONT.

MSEK	2023			2022					2021				
	Q3	Q2	Q1	FY	Q4	Q3	Q2	Q1	FY	Q4	Q3	Q2	Q1
<b>EBITDA margin, %</b>													
Synsam Sweden	32.8	29.7	29.2	29.8	31.2	31.2	29.5	26.9	33.3	33.5	36.5	30.4	32.9
Synsam Denmark	24.5	25.1	26.5	25.3	21.8	28.2	27.1	23.7	27.5	28.3	29.0	29.3	22.3
Synsam Norway	19.6	26.9	15.7	21.1	18.5	18.9	26.7	20.0	26.8	24.0	25.6	33.7	23.4
Synsam Finland	16.4	14.0	10.4	8.9	4.8	13.4	8.3	9.5	14.0	9.8	16.6	14.8	15.7
<b>GROUP</b>	<b>25.2</b>	<b>25.3</b>	<b>22.3</b>	<b>22.8</b>	<b>19.6</b>	<b>22.7</b>	<b>24.5</b>	<b>24.4</b>	<b>25.1</b>	<b>23.5</b>	<b>26.3</b>	<b>27.6</b>	<b>22.8</b>
<b>Adjusted EBITDA</b>													
Synsam Sweden	223	224	196	758	213	191	202	152	758	209	202	179	168
Synsam Denmark	69	81	79	277	58	80	78	61	280	74	78	80	48
Synsam Norway	61	83	45	239	53	55	79	52	274	62	67	90	54
Synsam Finland	25	22	13	35	5	14	8	8	37	7	12	9	9
Other and central functions	-5	-8	-15	-92	-56	-38	-20	21	-76	-19	-22	-3	-31
<b>GROUP</b>	<b>373</b>	<b>401</b>	<b>318</b>	<b>1,217</b>	<b>273</b>	<b>303</b>	<b>347</b>	<b>293</b>	<b>1,274</b>	<b>333</b>	<b>337</b>	<b>356</b>	<b>248</b>
<b>Adjusted EBITDA margin, %</b>													
Synsam Sweden	32.8	29.7	29.2	29.8	31.2	31.2	29.5	26.9	33.3	33.5	36.5	30.4	32.9
Synsam Denmark	24.5	25.1	26.5	25.3	21.8	28.2	27.1	23.7	27.5	28.3	29.0	29.3	22.3
Synsam Norway	19.6	26.9	15.7	21.1	18.5	18.9	26.7	20.0	26.8	24.0	25.6	33.7	23.4
Synsam Finland	16.4	14.0	10.4	8.9	4.8	13.4	8.3	9.5	14.0	9.8	16.6	14.8	15.7
<b>GROUP</b>	<b>25.2</b>	<b>25.3</b>	<b>22.3</b>	<b>22.8</b>	<b>19.6</b>	<b>22.7</b>	<b>24.5</b>	<b>24.4</b>	<b>26.9</b>	<b>26.5</b>	<b>28.3</b>	<b>28.9</b>	<b>23.7</b>
<b>Number of stores per quarter, Group</b>													
Directly owned stores	511	504	504		503	487	487	476		467	456	451	446
Franchise stores	31	32	33		33	33	33	33		33	39	39	38
<b>Total</b>	<b>542</b>	<b>536</b>	<b>537</b>		<b>536</b>	<b>520</b>	<b>520</b>	<b>509</b>		<b>500</b>	<b>495</b>	<b>490</b>	<b>484</b>

For further information about the segments, refer to pages 13-17.

### Note 3 Financial instruments

#### Disclosures on financial instruments measured at fair value

The Synsam Group's financial instruments are recognised and measured at amortised cost or at fair value through profit or loss. Measurement at fair value takes place by dividing the measurements into three levels, which are described in Note 17 of the 2022 Annual Report. The company's financial instruments measured at fair value are included in Level 3 and pertain to contingent considerations. At the end of the third quarter of 2023, contingent considerations amounted to SEK -1 million (-5) and pertained to acquisitions that took place during 2021.

The main methods and assumptions used to determine the fair value of the financial instruments are described in Note 17 of the 2022 Annual Report.

The existing financial instruments are of the same character as those described in the 2022 Annual Report. The fair value of financial instruments essentially corresponds to the carrying amount since they either have short maturities or, in the case of financial instruments with longer maturities, variable interest or other terms that enable the repayment of liabilities without additional fees. No hedge accounting is applied. The carrying amount of accounts receivable, other receivables, cash and cash equivalents, accounts payable and other liabilities constitutes a reasonable approximation of the fair value.

## CHANGE LEVEL 3

MSEK	30 Sep		31 dec
	2023	2022	2022
<b>CONTINGENT CONSIDERATION</b>			
Opening balance	3	8	8
Settled liabilities	-3	-	-
Reversals	0	-3	-5
<b>TOTAL</b>	<b>1</b>	<b>5</b>	<b>3</b>

## THE GROUP'S FINANCIAL ASSETS AND LIABILITIES BY MEASUREMENT CATEGORY, 30 SEPTEMBER 2023

MSEK	Amortised cost	Fair value through profit or loss	Fair value through other comprehensive income	Total carrying amount
<b>FINANCIAL ASSETS</b>				
Financial non-current assets	35			35
Accounts receivable	446			446
Receivables for goods delivered but not invoiced	10			10
Cash and cash equivalents	446			446
<b>TOTAL</b>	<b>938</b>	<b>-</b>	<b>-</b>	<b>938</b>
<b>FINANCIAL LIABILITIES</b>				
Interest-bearing non-current liabilities <sup>1</sup>	3,038			3,038
Non-interest-bearing non-current liabilities	-			-
Interest-bearing current liabilities <sup>1</sup>	346			346
Non-interest-bearing current liabilities	781	1		782
<b>TOTAL</b>	<b>4,166</b>	<b>1</b>	<b>-</b>	<b>4,166</b>

<sup>1</sup>Includes SEK 865 million in lease liabilities that are recognised in accordance with IFRS 16 Leases and not in accordance with IFRS 9 Financial Instruments. Recognised as financial liability.

## THE GROUP'S FINANCIAL ASSETS AND LIABILITIES BY MEASUREMENT CATEGORY, 30 SEPTEMBER 2022

MSEK	Amortised cost	Fair value through profit or loss	Fair value through other comprehensive income	Total carrying amount
<b>FINANCIAL ASSETS</b>				
Financial non-current assets	26			26
Accounts receivable	385			385
Receivables for goods delivered but not invoiced	13			13
Cash and cash equivalents	508			508
<b>TOTAL</b>	<b>933</b>	<b>-</b>	<b>-</b>	<b>933</b>
<b>FINANCIAL LIABILITIES</b>				
Interest-bearing non-current liabilities <sup>1</sup>	3,054			3,054
Non-interest-bearing current liabilities	-	2		2
Interest-bearing current liabilities <sup>1</sup>	303			303
Non-interest-bearing current liabilities	793	3		796
<b>TOTAL</b>	<b>4,151</b>	<b>5</b>	<b>-</b>	<b>4,155</b>

<sup>1</sup>Includes SEK 886 million in lease liabilities that are recognised in accordance with IFRS 16 Leases and not in accordance with IFRS 9 Financial Instruments. Recognised as financial liability.

## THE GROUP'S FINANCIAL ASSETS AND LIABILITIES BY MEASUREMENT CATEGORY, 31 DECEMBER 2022

MSEK	Amortised cost	Fair value through profit or loss	Fair value through other comprehensive income	Total carrying amount
<b>FINANCIAL ASSETS</b>				
Financial non-current assets	27			27
Accounts receivable	414			414
Receivables for goods delivered but not invoiced	17			17
Cash and cash equivalents	444			444
<b>TOTAL</b>	<b>902</b>	<b>-</b>	<b>-</b>	<b>902</b>
<b>FINANCIAL LIABILITIES</b>				
Interest-bearing non-current liabilities <sup>1</sup>	3,080			3,080
Non-interest-bearing current liabilities	-	1		1
Interest-bearing current liabilities <sup>1</sup>	317			317
Non-interest-bearing current liabilities	728	3		731
<b>TOTAL</b>	<b>4,125</b>	<b>3</b>	<b>-</b>	<b>4,129</b>

<sup>1</sup>Includes SEK 909 million in lease liabilities that are recognised in accordance with IFRS 16 Leases and not in accordance with IFRS 9 Financial Instruments. Recognised as financial liability.

### Note 4 Related-party transactions

The nature and amounts of the related-party transactions that took place during the period are in line with the description in the 2022 Annual Report.

### Note 5 Events after the end of the period

For information on events after the end of the period, refer to page 19.

### Note 6 Acquisitions and establishments

For information on acquisitions and establishments during the period, refer to page 11.

### Note 7 Provision for tax dispute

One of the subsidiaries in the Group has an ongoing tax dispute with the Swedish Tax Agency related to the deductibility of intra-Group interest for the 2014 and 2015 income-tax returns. At the beginning of 2023, a provision corresponding to the reconsideration decision was reserved for a total of SEK 52.8 million, plus penalty interest. The legal process is ongoing, and Synsam's assessment is that the provision is sufficient to fully cover the dispute and the remaining risk pertains to a possible liquidity flow in the event that the subsidiary loses the tax dispute.

The Group is also engaged in a tax dispute in Finland regarding VAT and arrears of an amount totalling approximately SEK 2.8 million for the tax years 2015 and 2016. The Finnish subsidiary appealed the Finnish tax authority's decision to the administrative court, but the appeal was rejected on 9 June 2021.

An application for leave to appeal as well as the appeal was then submitted to the Supreme

Administrative Court of Finland on 5 August 2021. In November 2022, the Supreme Administrative Court of Finland handed down a judgement, leading the Tax Agency to submit questions to Synsam in December 2022 that the company was asked to answer. Synsam submitted its answers to the Tax Agency in January 2023. In March 2023, Synsam received a proposed decision from the Tax Agency in which Synsam received a certain degree of support for its reasoning. Synsam submitted its answers to the Tax Agency in May 2023. Also in May, Synsam received a decision from the Tax Agency that did not differ from the proposed decision. The decision led to a decline in exposure for the second quarter of 2023. In July 2023, Synsam submitted an appeal of the decision to the Tax Agency. The Group has made a provision of SEK 2.2 million in the accounts for 2015 and 2016, including interest on overdue payments.

In addition, the Group has made a provision of SEK 0.8 million in the accounts for 2017 and onwards,



including interest on overdue payments. The Finnish subsidiary has adjusted its VAT reporting for 2017 and the following years according to the Group's interpretation of the tax authority's new guidelines on the matter pertaining to the VAT audit of the 2015 and 2016 financial years. The subsidiary's adjustment is in line with the position advocated for by the vision and eye health sector organisation in Finland (NÄE ry). If the subsidiary

were to adjust its VAT reporting for 2017 and the following years according to the tax authority's interpretation of these guidelines, for example due to a disadvantageous outcome in the aforementioned tax dispute in Finland, this could have a negative effect of SEK 1.5 million on the Group's profit or loss. The total possible negative effect on the Group's income statement, including 2015 and 2016, amounts to SEK 2.1 million.

## Other financial information

### QUARTERLY DATA

MSEK	2023				2022				2021				
	Q3	Q2	Q1	FY	Q4	Q3	Q2	Q1	FY	Q4	Q3	Q2	Q1
<b>Total revenue</b>	<b>1,479</b>	<b>1,584</b>	<b>1,425</b>	<b>5,349</b>	<b>1,395</b>	<b>1,335</b>	<b>1,415</b>	<b>1,204</b>	<b>4,728</b>	<b>1,260</b>	<b>1,191</b>	<b>1,231</b>	<b>1,045</b>
EBITDA	373	401	318	1,217	273	303	347	293	1,189	296	314	340	239
EBITA	222	257	171	698	127	169	224	178	773	186	206	238	143
EBIT	184	218	133	552	90	133	188	142	633	151	171	203	107
Net financial items	-68	-55	-89	-137	-31	-34	-59	-13	-470	-60	-141	-165	-104
Profit after financial items	115	164	45	415	59	98	129	129	163	91	31	39	3
Income tax	-25	-24	-25	-87	-8	-18	-31	-30	-112	-44	-29	-25	-15
Profit/loss for the period	90	140	19	328	51	80	97	99	51	47	2	14	-12
EBITDA margin, %	25.2	25.3	22.3	22.8	19.6	22.7	24.5	24.4	25.1	23.5	26.3	27.6	22.8
EBITA margin, %	15.0	16.2	12.0	13.1	9.1	12.7	15.8	14.7	16.3	14.8	17.3	19.4	13.6
EBIT margin, %	12.4	13.8	9.4	10.3	6.5	9.9	13.3	11.8	13.4	12.0	14.4	16.5	10.3
Investments, excluding acquisitions <sup>1</sup>	49	54	79	389	110	51	132	96	275	114	59	60	43
Maintenance investments	24	45	50	194	61	39	49	44	166	70	30	37	30
Expansion investments	20	6	24	128	43	14	33	39	89	37	21	20	11
Strategic investments	5	3	5	66	6	-2	49	12	21	7	8	4	2
Earnings per share, SEK <sup>2</sup>	0.61	0.94	0.13	2.19	0.34	0.53	0.65	0.66	0.60	0.38	0.02	0.19	-0.17

<sup>1</sup>Investments in this table include leases for tangible non-current assets, such as cars and optical equipment. However, these have not been included in the Group's cash flow as cash flow from investing activities.

<sup>2</sup>For information on the change in the number of shares and the average number of shares, refer to the following table "Performance measures".

## PERFORMANCE MEASURES

MSEK	Q3		Jan-Sep		Jan-Dec
	2023	2022	2023	2022	2022
<b>Sales measures</b>					
Net sales	1,450	1,319	4,427	3,904	5,277
Net sales growth, %	9.9	12.2	13.4	14.0	13.0
Organic growth, %	7.0	9.6	11.4	11.9	10.6
<b>Earnings measures</b>					
EBIT	184	133	535	462	552
EBITA	222	169	650	571	698
EBITDA	373	303	1,092	944	1,217
<b>Margin measures</b>					
Gross margin, %	74.9	73.8	75.1	75.4	75.8
EBIT margin, %	12.4	9.9	11.9	11.7	10.3
EBITDA margin, %	25.2	22.7	24.3	23.9	22.8
EBITA margin, %	15.0	12.7	14.5	14.4	13.1
<b>Cash flow measures</b>					
Cash flow from operating activities	104	214	746	505	690
Cash flow from operating activities / EBITDA, %	27.7	70.7	68.3	53.6	56.7
<b>Capital structure</b>					
Net debt	2,953	2,864	2,953	2,864	2,969
Net debt / EBITDA <sup>1</sup>	n/a	n/a	2.16	2.24	2.44
Equity / assets ratio, %	31.6	32.1	31.6	32.1	32.2
<b>Return</b>					
Return on equity, %	n/a	n/a	9.8	n/a	12.9
<b>The share</b>					
Number of shares at end of period <sup>2</sup>	149,055,000	150,000,000	149,055,000	150,000,000	149,055,000
Average number of shares during the period <sup>2</sup>	149,055,000	150,000,000	149,055,000	150,000,000	149,834,372
Earnings per share before and after dilution, SEK <sup>2</sup>	0.61	0.53	1.67	1.84	2.19

<sup>1</sup>The performance measure net debt / EBITDA is calculated based on a rolling 12-month basis for January – September. For the comparison period, the performance measure is net debt / adjusted EBITDA..

<sup>2</sup>The total number of shares amounts to 150,000,000, of which 945,000 are shares in own custody at the end of the period. Buyback of 945,000 own shares took place during the fourth quarter 2022 in order to ensure delivery of shares under LTIP 2022..

## NUMBER OF STORES

	Sweden		Denmark		Norway		Finland		Other		Group	
	30 Sep		30 Sep		30 Sep		30 Sep		30 Sep		30 Sep	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Directly owned	219	210	113	113	117	111	54	45	8	8	511	487
Franchise	27	28	2	3	2	2	-	-	-	-	31	33
<b>Total</b>	<b>246</b>	<b>238</b>	<b>115</b>	<b>116</b>	<b>119</b>	<b>113</b>	<b>54</b>	<b>45</b>	<b>8</b>	<b>8</b>	<b>542</b>	<b>520</b>

## AVERAGE NUMBER OF EMPLOYEES

	Q3		Q3	
	2023	whom, women	2022	whom, women
Synsam Sweden	1,682	1,442	1,598	1,346
Synsam Denmark	572	461	580	460
Synsam Norway	674	533	651	511
Synsam Finland	296	253	226	189
Other and central functions	252	141	198	115
<b>Total</b>	<b>3,476</b>	<b>2,829</b>	<b>3,253</b>	<b>2,621</b>

Average number of employees during the period, full-time equivalents (FTEs).

## Reconciliation of alternative performance measures

Synsam applies the ESMA Alternative Performance Measures Guidelines. An alternative performance measure is a financial measure of a company's past or future earnings performance, financial position or cash flow that is not defined in accordance with IFRS. Detailed calculations of the following alternative performance measures are presented below: organic growth, like-for-like growth, EBITDA, adjusted EBITDA, EBITDA margin, adjusted EBITDA margin, EBITA, adjusted EBITA, EBITA margin, adjusted EBITA margin, gross profit, gross margin, the churn rate for Synsam Lifestyle, net debt and investments. These alternative performance measures are used by the management to monitor the Group's operations. Synsam is of the opinion that these performance measures provide valuable supplementary information to enable management, investors and other stakeholders to assess the company's performance. EBIT provides information about the Group's operating profitability. EBITDA and EBITA also provide information about the Group's operating profitability but before the non-cash items of depreciation and amortisation of tangible and intangible non-current assets with respect to

EBITDA and before amortisation of intangible non-current assets with respect to EBITA. Adjusted EBITDA and Adjusted EBITA provide better information about the Group's capacity to generate earnings than EBITDA and EBITA since the adjusted measures do not include items affecting comparability. Gross profit is a performance measure that shows the Group's profit in the form of total revenue less costs for goods for resale. Organic growth provides information about the Group's capacity to generate growth through its concepts, excluding acquisitions, currency effects and franchise sales, but including the opening of new stores. Like-for-like growth provides information about the Group's capacity to generate growth in comparable stores. Churn rate, Synsam Lifestyle is an important tool for measuring customer loyalty in the subscription business. Net debt provides the most relevant information concerning the Group's financial position and is also included as a component of the Group's financial target. Investments provide information about the types of investments the Group makes and a reconciliation against cash flow.

### Organic growth, %

Jul-Sep 2023	Group	Sweden	Denmark	Norway	Finland
Net sales growth	9.9	10.8	0.3	5.6	48.7
Net effect of acquisitions <sup>1</sup>	-0.2	-0.5	-	-	-
Currency	-2.7	-	-10.0	2.5	-14.5
Franchise stores	0.0	0.0	0.0	0.1	-
<b>Organic growth</b>	<b>7.0</b>	<b>10.4</b>	<b>-9.6</b>	<b>8.1</b>	<b>34.2</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

### Organic growth, %

Jan-Sep 2023	Group	Sweden	Denmark	Norway	Finland
Net sales growth	13.4	13.2	9.4	6.4	52.9
Net effect of acquisitions <sup>1</sup>	-0.1	-0.3	-	-	-
Currency	-1.9	-	-8.9	4.2	-12.6
Franchise stores	0.0	0.0	0.0	0.0	-
<b>Organic growth</b>	<b>11.4</b>	<b>12.9</b>	<b>0.5</b>	<b>10.6</b>	<b>40.3</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

### Organic growth, %

Jul-Sep 2022	Group	Sweden	Denmark	Norway	Finland
Net sales growth	12.2	10.7	5.4	11.0	49.9
Net effect of acquisitions <sup>1</sup>	-	-	-	-	-
Currency	-3.0	-	-4.2	-7.3	-6.0
Franchise stores	0.5	-0.1	2.1	0.0	-
<b>Organic growth</b>	<b>9.6</b>	<b>10.7</b>	<b>3.2</b>	<b>3.6</b>	<b>43.9</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Organic growth, %**

<b>Jan-Sep 2022</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	14.0	12.7	9.0	11.0	49.6
Net effect of acquisitions <sup>1</sup>	-0.0	-	-	-	-
Currency	-2.6	-	-3.9	-6.3	-5.4
Franchise stores	0.5	0.1	1.9	0.0	-
<b>Organic growth</b>	<b>11.9</b>	<b>12.7</b>	<b>7.1</b>	<b>4.6</b>	<b>44.3</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Organic growth, %**

<b>Jan-Dec 2022</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	13.0	11.8	7.3	10.6	47.7
Net effect of acquisitions <sup>1</sup>	0.0	-	-	-	-
Currency	-2.7	-	-4.9	-5.7	-6.8
Franchise stores	0.3	-0.2	1.5	0.0	-
<b>Organic growth</b>	<b>10.6</b>	<b>11.6</b>	<b>3.9</b>	<b>4.9</b>	<b>41.0</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Like-for-like growth, %**

<b>Jul-Sep 2023</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	9.9	10.8	0.3	5.6	48.7
Franchise stores	0.0	0.0	0.0	0.1	-
Net effect of acquisitions <sup>1</sup>	-0.2	-0.5	-	-	-
Adjustments for stores not open for 12 months	-3.1	-2.4	0.0	-2.9	-16.7
Currency	-2.7	-	-10.0	2.5	-14.5
<b>Like-for-like growth</b>	<b>3.9</b>	<b>8.0</b>	<b>-9.7</b>	<b>5.2</b>	<b>17.6</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Like-for-like growth, %**

<b>Jan-Sep 2023</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	13.4	13.2	9.4	6.4	52.9
Franchise stores	0.0	0.0	0.0	0.0	-
Net effect of acquisitions <sup>1</sup>	-0.1	-0.3	-	-	-
Adjustments for stores not open for 12 months	-3.2	-2.8	-0.1	-3.1	-16.8
Currency	-1.9	-	-8.9	4.2	-12.6
<b>Like-for-like growth</b>	<b>8.1</b>	<b>10.1</b>	<b>0.4</b>	<b>7.5</b>	<b>23.5</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Like-for-like growth, %**

<b>Jul-Sep 2022</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	12.2	10.7	5.4	11.0	49.9
Franchise stores	0.5	-0.1	2.1	0.0	-
Net effect of acquisitions <sup>1</sup>	-	-	-	-	-
Adjustments for stores not open for 12 months	-4.1	-3.4	-0.8	-1.5	-32.9
Currency	-3.0	-	-4.2	-7.3	-6.0
<b>Like-for-like growth</b>	<b>5.5</b>	<b>7.2</b>	<b>2.4</b>	<b>2.2</b>	<b>11.1</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Like-for-like growth, %**

<b>Jan-Sep 2022</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	14.0	12.7	9.0	11.0	49.6
Franchise stores	0.5	0.1	1.9	0.0	-
Net effect of acquisitions <sup>1</sup>	0.0	-	-	-	-
Adjustments for stores not open for 12 months	-4.2	-3.6	-1.3	-1.3	-32.9
Currency	-2.6	-	-3.9	-6.3	-5.4
<b>Like-for-like growth</b>	<b>7.7</b>	<b>9.2</b>	<b>5.8</b>	<b>3.4</b>	<b>11.4</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

**Like-for-like growth, %**

<b>Jan-Dec 2022</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
Net sales growth	13.0	11.8	7.3	10.6	47.7
Franchise stores	0.3	-0.2	1.5	0.0	-
Net effect of acquisitions <sup>1</sup>	0.0	-	-	-	-
Adjustments for stores not open for 12 months	-3.8	-3.1	-1.1	-1.3	-30.0
Currency	-2.7	-	-4.9	-5.7	-6.8
<b>Like-for-like growth</b>	<b>6.7</b>	<b>8.5</b>	<b>2.8</b>	<b>3.6</b>	<b>11.0</b>

<sup>1</sup>Adjustment for acquisitions where the sales of the acquired businesses are deducted from sales for the current year.

<b>EBITDA</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	<b>Other and central functions</b>
<b>Jul-Sep 2023, MSEK</b>						
EBIT	184	159	43	33	-1	-52
Amortisation of intangible assets	-39	-1	0	0	0	-37
Depreciation of tangible assets	-151	-62	-26	-27	-26	-10
<b>EBITDA</b>	<b>373</b>	<b>223</b>	<b>69</b>	<b>61</b>	<b>25</b>	<b>-5</b>

<b>EBITA</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	<b>Other and central functions</b>
<b>Jul-Sep 2023, MSEK</b>						
EBIT	184	159	43	33	-1	-52
Amortisation of intangible assets	-39	-1	0	0	0	-37
<b>EBITA</b>	<b>222</b>	<b>160</b>	<b>44</b>	<b>34</b>	<b>-1</b>	<b>-14</b>

<b>EBITDA margin</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
<b>Jul-Sep 2023, %</b>					
EBIT margin	12.4	23.5	15.3	10.8	-0.5
Amortisation of intangible assets	-2.6	-0.1	-0.1	-0.1	-0.1
Depreciation of tangible assets	-10.2	-9.2	-9.1	-8.8	-16.8
<b>EBITDA margin</b>	<b>25.2</b>	<b>32.8</b>	<b>24.5</b>	<b>19.6</b>	<b>16.4</b>

<b>EBITA margin</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>
<b>Jul-Sep 2023, %</b>					
EBIT margin	12.4	23.5	15.3	10.8	-0.5
Amortisation of intangible assets	-2.6	-0.1	-0.1	-0.1	-0.1
<b>EBITA margin</b>	<b>15.0</b>	<b>23.6</b>	<b>15.4</b>	<b>10.9</b>	<b>-0.4</b>

<b>Gross profit</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	<b>Other and central functions</b>
<b>Jul-Sep 2023, MSEK</b>						
Net sales	1,450	676	284	308	155	27
Other operating income	29	3	0	1	0	25
<b>Total revenue</b>	<b>1,479</b>	<b>678</b>	<b>284</b>	<b>309</b>	<b>155</b>	<b>53</b>
Goods for resale	-364	-160	-70	-81	-47	-6
<b>Gross profit</b>	<b>1,114</b>	<b>518</b>	<b>214</b>	<b>227</b>	<b>108</b>	<b>47</b>

<b>Gross margin</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	<b>Other and central functions</b>
<b>Jul-Sep 2023, %</b>						
Net sales, MSEK	1,450	676	284	308	155	27
Goods for resale, MSEK	-364	-160	-70	-81	-47	-6
<b>Total, MSEK</b>	<b>1,085</b>	<b>515</b>	<b>213</b>	<b>227</b>	<b>108</b>	<b>22</b>
<b>Gross margin</b>	<b>74.9</b>	<b>76.3</b>	<b>75.2</b>	<b>73.6</b>	<b>69.9</b>	<b>79.7</b>

<b>EBITDA</b>						<b>Other and central functions</b>
<b>Jul-Sep 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	133	133	56	27	-4	-80
Amortisation of intangible assets	-36	-1	0	0	0	-35
Depreciation of tangible assets	-134	-56	-24	-28	-18	-8
<b>EBITDA</b>	<b>303</b>	<b>191</b>	<b>80</b>	<b>55</b>	<b>14</b>	<b>-38</b>

<b>EBITA</b>						<b>Other and central functions</b>
<b>Jul-Sep 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	133	133	56	27	-4	-80
Amortisation of intangible assets	-36	-1	0	0	0	-35
<b>EBITA</b>	<b>169</b>	<b>135</b>	<b>56</b>	<b>28</b>	<b>-4</b>	<b>-45</b>

<b>EBITDA margin</b>						
<b>Jul-Sep 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	9.9	21.8	19.8	9.4	-4.2	
Amortisation of intangible assets	-2.7	-0.2	-0.1	-0.1	-0.1	
Depreciation of tangible assets	-10.0	-9.2	-8.3	-9.5	-17.5	
<b>EBITDA margin</b>	<b>22.7</b>	<b>31.2</b>	<b>28.2</b>	<b>18.9</b>	<b>13.4</b>	

<b>EBITA margin</b>						
<b>Jul-Sep 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	9.9	21.8	19.8	9.4	-4.2	
Amortisation of intangible assets	-2.7	-0.2	-0.1	-0.1	-0.1	
<b>EBITA margin</b>	<b>12.7</b>	<b>22.0</b>	<b>19.9</b>	<b>9.4</b>	<b>-4.1</b>	

<b>Gross profit</b>						<b>Other and central functions</b>
<b>Jul-Sep 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales	1,319	610	283	292	104	30
Other operating income	16	3	1	1	0	11
<b>Total revenue</b>	<b>1,335</b>	<b>613</b>	<b>284</b>	<b>293</b>	<b>104</b>	<b>42</b>
Goods for resale	-345	-139	-71	-74	-32	-29
<b>Gross profit</b>	<b>990</b>	<b>473</b>	<b>213</b>	<b>219</b>	<b>72</b>	<b>13</b>

<b>Gross margin</b>						<b>Other and central functions</b>
<b>Jul-Sep 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales, MSEK	1,319	610	283	292	104	30
Goods for resale, MSEK	-345	-139	-71	-74	-32	-29
<b>Total, MSEK</b>	<b>974</b>	<b>470</b>	<b>212</b>	<b>218</b>	<b>72</b>	<b>1</b>
<b>Gross margin</b>	<b>73.8</b>	<b>77.1</b>	<b>74.9</b>	<b>74.8</b>	<b>69.1</b>	<b>4.4</b>

<b>EBITDA</b>						<b>Other and central functions</b>
<b>Jan-Sep 2023, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	535	454	151	107	-11	-166
Amortisation of intangible assets	-115	-3	-1	-1	0	-110
Depreciation of tangible assets	-442	-186	-78	-81	-71	-27
<b>EBITDA</b>	<b>1,092</b>	<b>643</b>	<b>230</b>	<b>188</b>	<b>60</b>	<b>-29</b>

<b>EBITA</b>						<b>Other and central functions</b>
<b>Jan-Sep 2023, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	535	454	151	107	-11	-166
Amortisation of intangible assets	-115	-3	-1	-1	0	-110
<b>EBITA</b>	<b>650</b>	<b>458</b>	<b>152</b>	<b>107</b>	<b>-11</b>	<b>-56</b>



<b>EBITDA margin</b>						
<b>Jan-Sep 2023, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	11.9	21.6	16.7	11.9	-2.6	
Amortisation of intangible assets	-2.6	-0.2	-0.1	-0.1	-0.1	
Depreciation of tangible assets	-9.9	-8.8	-8.6	-9.0	-16.3	
<b>EBITDA margin</b>	<b>24.3</b>	<b>30.5</b>	<b>25.4</b>	<b>20.9</b>	<b>13.8</b>	

<b>EBITA margin</b>						
<b>Jan-Sep 2023, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	11.9	21.6	16.7	11.9	-2.6	
Amortisation of intangible assets	-2.6	-0.2	-0.1	-0.1	-0.1	
<b>EBITA margin</b>	<b>14.5</b>	<b>21.7</b>	<b>16.8</b>	<b>11.9</b>	<b>-2.5</b>	

<b>Gross profit</b>						<b>Other and central functions</b>
<b>Jan-Sep 2023, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales	4,427	2,097	904	898	436	91
Other operating income	61	8	1	2	0	50
<b>Total revenue</b>	<b>4,487</b>	<b>2,105</b>	<b>904</b>	<b>900</b>	<b>436</b>	<b>141</b>
Goods for resale	-1,102	-492	-221	-249	-136	-4
<b>Gross profit</b>	<b>3,386</b>	<b>1,614</b>	<b>684</b>	<b>651</b>	<b>300</b>	<b>137</b>

<b>Gross margin</b>						<b>Other and central functions</b>
<b>Jan-Sep 2023, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales, MSEK	4,427	2,097	904	898	436	91
Goods for resale, MSEK	-1,102	-492	-221	-249	-136	-4
<b>Total, MSEK</b>	<b>3,325</b>	<b>1,605</b>	<b>683</b>	<b>649</b>	<b>300</b>	<b>87</b>
<b>Gross margin</b>	<b>75.1</b>	<b>76.6</b>	<b>75.6</b>	<b>72.3</b>	<b>68.7</b>	<b>95.7</b>

<b>EBITDA</b>						<b>Other and central functions</b>
<b>Jan-Sep 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	462	380	152	108	-18	-159
Amortisation of intangible assets	-108	-3	-1	-1	0	-104
Depreciation of tangible assets	-373	-161	-66	-78	-48	-20
<b>EBITDA</b>	<b>944</b>	<b>545</b>	<b>218</b>	<b>186</b>	<b>30</b>	<b>-36</b>

<b>EBITA</b>						<b>Other and central functions</b>
<b>Jan-Sep 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	462	380	152	108	-18	-159
Amortisation of intangible assets	-108	-3	-1	-1	0	-104
<b>EBITA</b>	<b>571</b>	<b>384</b>	<b>152</b>	<b>108</b>	<b>-18</b>	<b>-56</b>

<b>EBITDA margin</b>						
<b>Jan-Sep 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	11.7	20.4	18.3	12.7	-6.4	
Amortisation of intangible assets	-2.7	-0.2	-0.1	-0.1	-0.1	
Depreciation of tangible assets	-9.4	-8.7	-8.0	-9.2	-16.8	
<b>EBITDA margin</b>	<b>23.9</b>	<b>29.3</b>	<b>26.4</b>	<b>22.0</b>	<b>10.5</b>	

<b>EBITA margin</b>						
<b>Jan-Sep 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	11.7	20.4	18.3	12.7	-6.4	
Amortisation of intangible assets	-2.7	-0.2	-0.1	-0.1	-0.1	
<b>EBITA margin</b>	<b>14.4</b>	<b>20.6</b>	<b>18.4</b>	<b>12.8</b>	<b>-6.4</b>	

<b>Gross profit</b>						<b>Other and central functions</b>
<b>Jan-Sep 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales	3,904	1,852	826	844	285	96
Other operating income	51	9	1	3	0	37
<b>Total revenue</b>	<b>3,954</b>	<b>1,861</b>	<b>827</b>	<b>847</b>	<b>285</b>	<b>133</b>
Goods for resale	-960	-435	-196	-223	-87	-19
<b>Gross profit</b>	<b>2,995</b>	<b>1,427</b>	<b>631</b>	<b>624</b>	<b>198</b>	<b>115</b>

<b>Gross margin</b>						<b>Other and central functions</b>
<b>Jan-Sep 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales, MSEK	3,904	1,852	826	844	285	96
Goods for resale, MSEK	-960	-435	-196	-223	-87	-19
<b>Total, MSEK</b>	<b>2,944</b>	<b>1,418</b>	<b>630</b>	<b>621</b>	<b>198</b>	<b>77</b>
<b>Gross margin</b>	<b>75.4</b>	<b>76.5</b>	<b>76.3</b>	<b>73.6</b>	<b>69.4</b>	<b>80.6</b>

<b>EBITDA</b>						<b>Other and central functions</b>
<b>Jan-Dec 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	552	528	186	133	-35	-261
Amortisation of intangible assets	-146	-4	-1	-1	0	-139
Depreciation of tangible assets	-519	-226	-90	-105	-69	-29
<b>EBITDA</b>	<b>1,217</b>	<b>758</b>	<b>277</b>	<b>239</b>	<b>35</b>	<b>-92</b>

<b>EBITA</b>						<b>central functions</b>
<b>Jan-Dec 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT	552	528	186	133	-35	-261
Amortisation of intangible assets	-146	-4	-1	-1	0	-139
<b>EBITA</b>	<b>698</b>	<b>533</b>	<b>187</b>	<b>134</b>	<b>-34</b>	<b>-121</b>

<b>EBITDA margin</b>						
<b>Jan-Dec 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	10.3	20.7	17.0	11.7	-8.8	
Amortisation of intangible assets	-2.7	-0.2	-0.1	-0.1	-0.1	
Depreciation of tangible assets	-9.7	-8.9	-8.2	-9.3	-17.6	
<b>EBITDA margin</b>	<b>22.8</b>	<b>29.8</b>	<b>25.3</b>	<b>21.1</b>	<b>8.9</b>	

<b>EBITA margin</b>						
<b>Jan-Dec 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
EBIT margin	10.3	20.7	17.0	11.7	-8.8	
Amortisation of intangible assets	-2.7	-0.2	-0.1	-0.1	-0.1	
<b>EBITA margin</b>	<b>13.1</b>	<b>20.9</b>	<b>17.1</b>	<b>11.8</b>	<b>-8.7</b>	

<b>Gross profit</b>						<b>central functions</b>
<b>Jan-Dec 2022, MSEK</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales	5,277	2,534	1,093	1,128	393	129
Other revenue	72	12	2	4	0	54
<b>Total revenue</b>	<b>5,349</b>	<b>2,546</b>	<b>1,095</b>	<b>1,132</b>	<b>393</b>	<b>183</b>
Goods for resale	-1,279	-569	-259	-284	-118	-49
<b>Gross profit</b>	<b>4,070</b>	<b>1,977</b>	<b>835</b>	<b>848</b>	<b>275</b>	<b>135</b>

<b>Gross margin</b>						<b>central functions</b>
<b>Jan-Dec 2022, %</b>	<b>Group</b>	<b>Sweden</b>	<b>Denmark</b>	<b>Norway</b>	<b>Finland</b>	
Net sales, MSEK	5,277	2,534	1,093	1,128	393	129
Goods for resale, MSEK	-1,279	-569	-259	-284	-118	-49
<b>Total, MSEK</b>	<b>3,998</b>	<b>1,965</b>	<b>833</b>	<b>844</b>	<b>275</b>	<b>81</b>
<b>Gross margin</b>	<b>75.8</b>	<b>77.5</b>	<b>76.3</b>	<b>74.8</b>	<b>70.0</b>	<b>62.4</b>

<b>Churn</b> <b>%</b>	<b>Q3</b>		<b>Jan-Dec</b>
	<b>2023</b>	<b>2022</b>	<b>2022</b>
Active customer base at beginning of period, thousands	572	449	393
Departing customers, thousands	12	10	37
<b>Churn rate, %</b>	<b>2.04</b>	<b>2.17</b>	<b>9.45</b>

<b>Net debt</b> <b>MSEK</b>	<b>Q3</b>		<b>31 Dec</b>
	<b>2023</b>	<b>2022</b>	<b>2022</b>
Loans from financial institutions	2,520	2,471	2,488
+ Lease liabilities	865	886	909
+ Bank guarantees	15	16	16
- Cash and cash equivalents	-446	-508	-444
<b>Net debt</b>	<b>2,953</b>	<b>2,864</b>	<b>2,969</b>

<b>Investments</b> <b>MSEK</b>	<b>Q3</b>		<b>Jan-Sep</b>		<b>Jan-Dec</b>
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>	<b>2022</b>
Maintenance investments	24	39	119	133	194
Expansion investments	20	14	50	86	128
Strategic investments	5	-2	13	60	66
<b>Investments, excluding acquisitions</b>	<b>49</b>	<b>51</b>	<b>182</b>	<b>279</b>	<b>389</b>
Leasing of tangible non-current assets, not affecting cash flow	-1	-1	-10	-3	-7
<b>Total investments, intangible and tangible non-current assets</b>	<b>48</b>	<b>49</b>	<b>173</b>	<b>276</b>	<b>382</b>
Other investment activities, financial non-current assets including acquisitions	-1	2	19	3	3
<b>Total investments, affecting cash flow</b>	<b>47</b>	<b>51</b>	<b>192</b>	<b>278</b>	<b>385</b>

# Definitions

## Financial definitions

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<b>Return on equity<sup>1</sup></b>	Profit/loss for the period as a percentage of average equity. Average equity is calculated as total equity for the five most recent quarters divided by five.
<b>Gross margin<sup>1</sup></b>	Net sales less the cost of goods for resale as a percentage of net sales.
<b>Gross profit<sup>1</sup></b>	Total revenue less the cost of goods for resale.
<b>EBIT margin<sup>1</sup></b>	EBIT as a percentage of total revenue.
<b>EBITA<sup>1</sup></b>	EBIT after depreciation of tangible non-current assets, including right-of-use assets, but before amortisation of intangible non-current assets.
<b>Adjusted EBITA<sup>1</sup></b>	EBITA adjusted for items affecting comparability.
<b>EBITA margin<sup>1</sup></b>	EBITA as a percentage of total revenue.
<b>EBITDA<sup>1</sup></b>	EBIT before depreciation of tangible non-current assets, including right-of-use assets, and amortisation of intangible non-current assets.
<b>Adjusted EBITDA<sup>1</sup></b>	EBITDA adjusted for items affecting comparability.
<b>EBITDA margin<sup>1</sup></b>	EBITDA as a percentage of total revenue.
<b>Equity per share</b>	Equity in relation to the number of shares at the end of the period.
<b>Net debt<sup>1</sup></b>	Loans from financial institutions plus lease liabilities plus bank guarantees less capitalised borrowing costs less cash and cash equivalents.
<b>Items affecting comparability<sup>1</sup></b>	In order to improve comparability and clarify the development of the underlying operations between years, different performance measures are presented excluding items affecting comparability. Items affecting comparability refer to major items that impact comparability insofar as they do not recur with the same regularity as other items. These items include, for example, restructuring costs due to a major change in the operations, transaction costs and related costs in conjunction with acquisitions, divestments or changes in ownership, and impairment of non-current assets. In addition, owner-related expenses that would not exist in a new ownership structure have been recognised as items affecting comparability since 2014. Costs related to restructuring or changes to the operations may pertain to a period of several years, provided they are included in a clearly defined project with a start and end date.
<b>Like-for-like growth<sup>1</sup></b>	Growth in net sales adjusted for, in the Group, the sales of recently opened stores in the current year for the months in which these stores were not open in the preceding year and for currency, franchise stores and acquisitions.
<b>Cash and cash equivalents</b>	Cash and cash equivalents includes cash, cash equivalents and bank deposits.
<b>Organic growth<sup>1</sup></b>	Organic growth in directly owned stores: Growth in net sales adjusted for the net effect of acquisitions, currency and franchise stores and items affecting comparability that impact net sales.

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<sup>1</sup> Alternative performance measures.

**Earnings per share** Profit/loss for the period in relation to the average number of shares. The average number of shares is calculated as the number of shares at the end of the period multiplied by the number of days this number existed during the period plus any other number of shares during the period multiplied by the number of days this number existed during the period. The total is then divided by the number of days during the period.

**Equity/assets ratio<sup>1</sup>** Equity as a percentage of total assets.

<sup>1</sup> Alternative performance measures.

## Company-specific glossary and definitions

<b>Accumulated number of Lifestyle subscriptions ordered</b>	Accumulated number of Lifestyle subscriptions ordered since the Lifestyle offering started. This is a gross measure and does not include the effect of terminated subscriptions, but pertains to unique customers, meaning that individuals who have terminated their subscriptions and later ordered again are not counted twice.
<b>Ai</b>	Ai complements Synsam's current customer offering by clearly addressing a younger target group with high demands in terms of flexibility, availability and choice.
<b>Active customer base</b>	The number of Lifestyle subscription customers including Lifestyle subscription customers in franchise stores, excluding cancelled orders, customers who terminated their subscription and later ordered again, and customers who terminated their orders within 30 days (right of withdrawal).
<b>Frames</b>	Frames for spectacles and sunglasses.
<b>Synsam EyeView</b>	Software and hardware, in combination with changes to processes and ways of working, for carrying out eye examinations, which increase optician capacity and improve customer accessibility.
<b>Facing fee</b>	Facing fee refers to payments from certain suppliers for the products included in Synsam Group's central range, which are displayed on store shelves.
<b>Flagship Stores</b>	Flagship Stores are Synsam's largest stores. They are centrally and attractively located in so-called AAA locations in major cities. They have a floor space of at least 400 square metres, offer approximately 3,000–5,000 different products and are fully equipped, modern eye health centres. Flagship Stores offer a range of more exclusive products that cannot be found in other Synsam stores. Customers have access to a complete optical retail and eye health range.
<b>Franchise stores</b>	Stores that are not directly owned, but operate under the Group's brands/store concepts.
<b>Glass</b>	The glass used for spectacles or sunglasses, with or without corrective properties.
<b>House Brands</b>	Brands designed in house.
<b>Investments<sup>1</sup></b>	Investments, excluding acquisitions, are divided into maintenance investments, strategic investments and expansion investments, with maintenance investments pertaining to the maintenance of operating activities, and also include investments related to moving stores. Strategic investments pertain to investments related to strategic initiatives, including but not limited to the refurbishment of the majority of stores to reflect Synsam's new concept and investments in new IT systems to support the strategic plan. Expansion investments pertain to investments related to the establishment of new stores, referred to as greenfields.
<b>Contact lens subscriptions</b>	A contact lens subscription is a contract involving recurring purchases with the right to terminate the contract at the latest one week before the next delivery.

<b>Contact lenses</b>	Contact lenses that are placed directly on the eye.
<b>LTIP</b>	Long-term incentive programme that allows members of Group management and other select key individuals to participate in shareholding in Synsam.
<b>Market share</b>	Share of the optical retail market, based on external market information in Sweden and management's assessment in other countries.
<b>Online sales</b>	Sales to end customers that are carried out entirely online where delivery takes place directly to end customers. However, online sales of contact lens subscriptions are categorised as contact lens subscriptions, i.e. not as online sales.
<b>Synsam Group's quarterly churn rate, Synsam Lifestyle</b>	The number of customers in Synsam Group who terminated their Lifestyle subscriptions during the quarter divided by the active customer base in Synsam Group at the beginning of the quarter.
<b>Synsam Group's annual churn rate, Synsam Lifestyle</b>	The number of customers in Synsam Group who terminated their Lifestyle subscriptions during the year divided by the active customer base in Synsam Group at the beginning of the year.
<b>Synsam Hearing</b>	Synsam Hearing includes hearing exams and the opportunity to try out hearing aids in selected stores.
<b>Synsam Lifestyle</b>	Spectacles subscription and related services, including both Synsam Lifestyle and Profil Optik Lifestyle.
<b>Synsam Megastores</b>	Synsam Megastores are one step down from Flagship Stores in terms of size but are larger than regular stores. Megastores are situated in highly attractive areas for optical retail stores in the local market, known as AA locations. Megastores have a broader range, approximately 2,700 different products compared with regular stores that have about 1,000 different products, and extra rooms for eye examinations.
<b>Synsam Recycling Outlets</b>	Synsam Recycling Outlets offer a smaller, simpler business concept. The stores are part of Synsam's sustainability agenda and primarily offer second-hand and recycled spectacles from Synsam's Lifestyle subscriptions and recycling boxes.
<b>Eye examinations</b>	Examination of the customer's eyesight to identify potential visual defects, changes in visual defects or eye diseases.

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<sup>1</sup> Alternative performance measures.



# Synsam Group's House Brands

CIRCULAR  
COLLECTION



FELLEPINI



D.ARNESEN



**Ai**



OSCAR EIDE



FELLEPINI

SEA2SEE COLLECTION



READERS



 **SYNSAM  
SPORTS**



*Design by  
Bernadotte & Kylberg*



**\*RIGEL**



JÄMTÖ



## WEB BROADCAST

Synsam will present the interim report through a web broadcast at 7:30 a.m. (CET) on 17 November at [www.synsamgroup.com](http://www.synsamgroup.com).



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## DATES FOR FINANCIAL INFORMATION

Information	Period	Date
Year-end report	January–December 2023	21 February 2024
Interim report	January–March 2024	17 May 2024
Interim report	January–June 2024	23 August 2024
Interim report	January–September 2024	19 November 2024
Year-end report	January–December 2024	21 February 2025



## ANNUAL GENERAL MEETING

The 2023 Annual General Meeting will be held on 26 April 2024 in Stockholm. Notice will be published well ahead of the meeting. The 2023 Annual Report will be published on Synsam Group's website no later than 28 March 2024.

## NOMINATION COMMITTEE

Synsam has established a Nomination Committee in accordance with the guidelines established at the Annual General Meeting on 25 April 2023. The Nomination Committee is to prepare proposals for the 2024 Annual General Meeting regarding the election of the Chairman of the Meeting, the Chairman and other members of the Board, Board fees and remuneration for committee work, election of the auditor and auditor's fees, and instructions for the Nomination Committee. Ahead of the 2024 Annual General Meeting, the Nomination Committee consists of Tomas Ekman, Committee Chairman (representing CVC/Theia Holdings S.à r.l.), Karin Eliasson (representing Handelsbanken Fonder), Lovisa Runge (representing the Fourth Swedish National Pension Fund), Henrik Söderberg (representing C WorldWide Asset Management) and Peter Törnquist, Chairman of the Board.

## SYNSAM GROUP IN BRIEF

Synsam is a leading and profitable lifestyle company in optical retail and eye health in the Nordics, with regards to adjusted EBITDA margin. The Group conducts its operations in local stores in Sweden, Denmark, Norway and Finland as well as online/omnichannel in each of these countries. Stores are operated both as directly owned stores and by franchisees, which also exist in Iceland and the Faroe Islands. The stores in Sweden, Norway and Finland are operated under the Synsam brand and under the Profil Optik brand in Denmark and Iceland, except Synsam Recycling Outlets which are always operated under the Synsam brand. Synsam has a unique offering of eye examinations, spectacles, sunglasses, sports spectacles, contact lenses and accessories in optical retail as well as spectacles subscriptions and related services under the name Synsam Lifestyle. Synsam offers a mix of well-known external brands as well as House Brands.

## VISION

We are the leading and most sustainable lifestyle company in optical retail and eye health.

## BUSINESS CONCEPT

We are a customer-driven and sustainable lifestyle company that offers affordable eyewear, fashion and eye health solutions for the whole family through unique and innovative concepts for all moments of life.



This information is such that Synsam AB (publ) is obligated to disclose in accordance with the EU Market Abuse Regulation. The information was submitted for publication, through the agency of the contact person set out above, at 7:30 a.m. on 17 November 2023.

This interim report is published in Swedish and English. The Swedish version represents the original version, and has been translated into English.

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