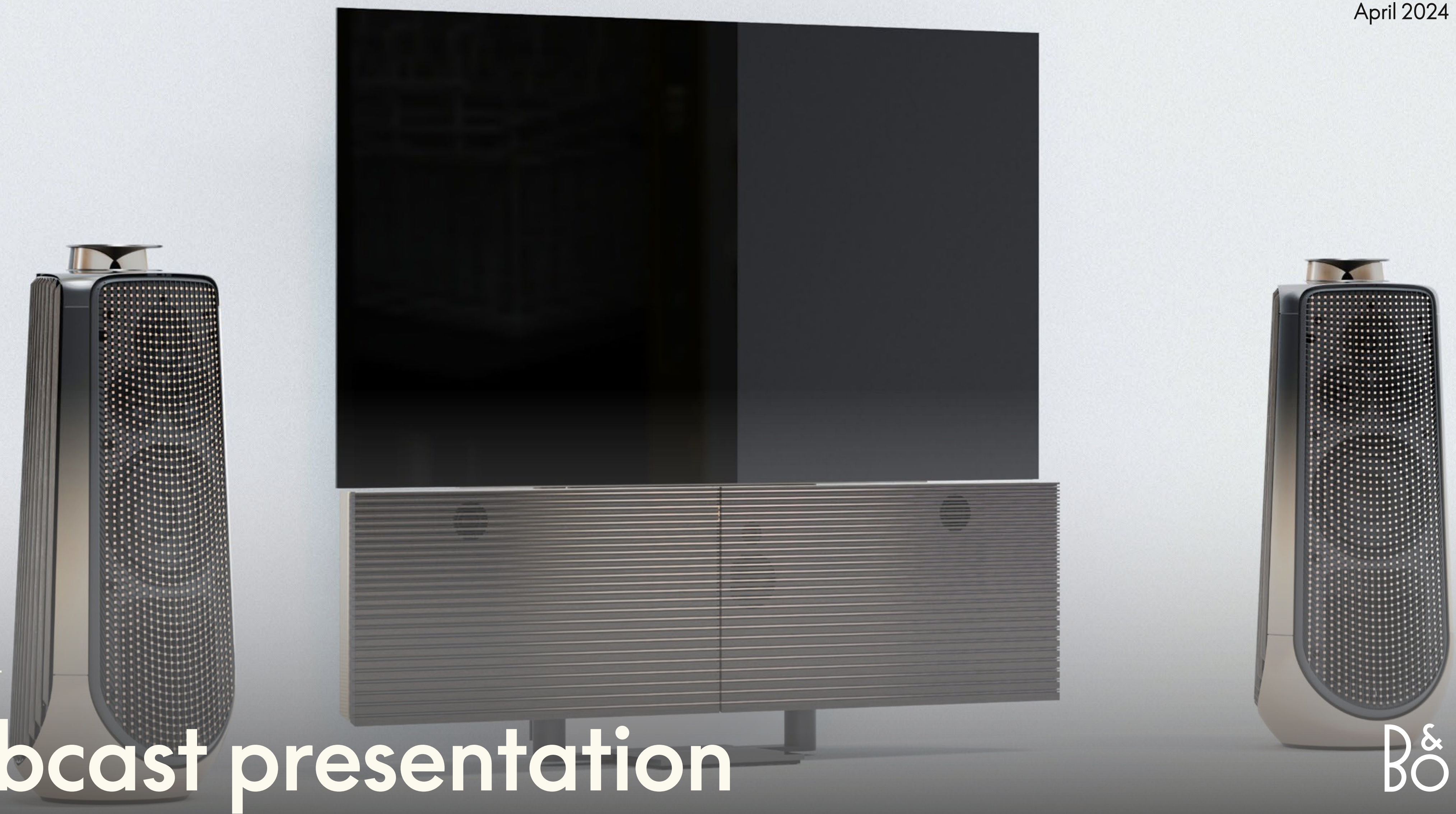
April 2024



Q3 2023/24

Webcast presentation

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Agenda

- # Key Highlights
- # Strategy Update
- # Financial Performance in Q3
- # Outlook

Positive earnings and strategic transition progressing, revenue challenged by macro

Record-high gross margin

53.2%

Gross margin

Positive earnings of 1.8% EBIT bsi* margin, despite negative revenue growth of 3% in local currencies.

Challenged markets

-2%

Sell-out growth

APAC sell-out grew 23% driven by China coming from low comparables. EMEA declined 13%, consumer confidence remained low in key markets.

Outlook FY 23/24

Revenue outlook adjusted on 17 March 2024. Positive earnings for the full year still expected despite lower-than-expected revenue performance.

Revenue growth (LC): -8% to -5%

EBIT bsi* margin: 0%-2%

FCF (DKKm): -50 to 10

*Before special items

Margins significantly improved, generating positive earnings despite lower revenue level

	Q3 2023/24	9M 2023/24
Revenue	DKK 614m -3% growth in local currencies	DKK 1,933m -7% growth in local currencies
Gross margin	53.2% (up from 43.6%)	52.9% (up from 41.9%)
EBIT margin bsi*	1.8% (up from -6.8%)	2.5% (up from -5.4%)
Free cash flow	DKK 5m (down from DKK 33m)	DKK -32m (up from DKK -47m)

Financials

- Positive earnings despite lower-than-expected revenue performance.
- Record high gross margin – delivering a gross margin above 51% for the fourth quarter in a row.
- Price increases implemented. Discounting reduced.
- Positive free cash flow.

Strategic channel focus

- Shift away from non-luxury multibrand stores.
- Focus on branded channels.
- Win city - opening of flagship store in London.

Strategic highlights from the quarter

Renewed Ferrari partnership for 2024 and 2025 seasons.

Customer base grew by 5%*. Number of customers owning two or more products grew by 5%.*

*Quarter-on-quarter.

Branded channels in focus.

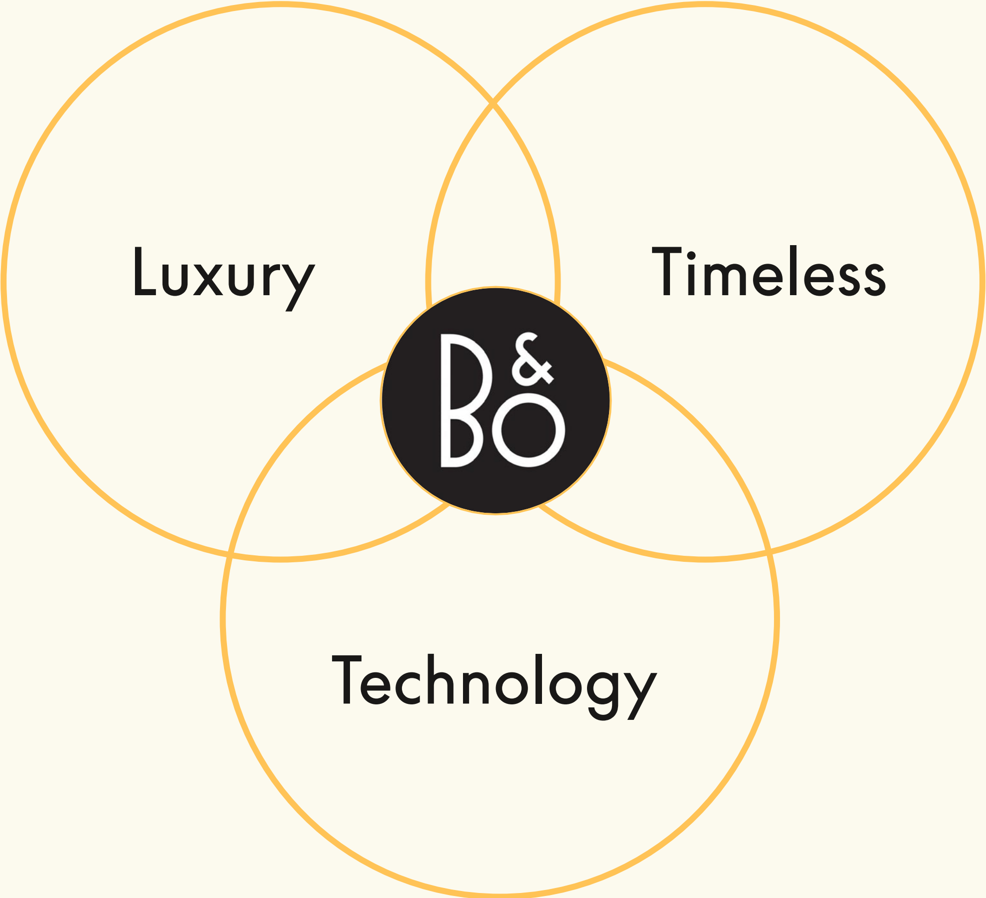
Activations and training.

Local pop-up stores.

Flagship store in London.

Pop-up store in Paris.

Partnership with Waldorf Astoria Residences New York.



Our five strategic shifts

#1	#2	#3	#4	#5
Luxury Love brand	Connected Product portfolio	Magical moments in touch points	Win key cities	Explore adjacent businesses

Financial Performance in Q3

Like-for-like Sell-out reflected softer demand in EMEA and improved market activity in China compared to last year

-2%
Sell-out growth

Regions		Product Categories	
-13%	EMEA	-10%	Staged
-7%	Americas	12%	Flexible Living
23%	APAC	2%	On-the-go

Regions

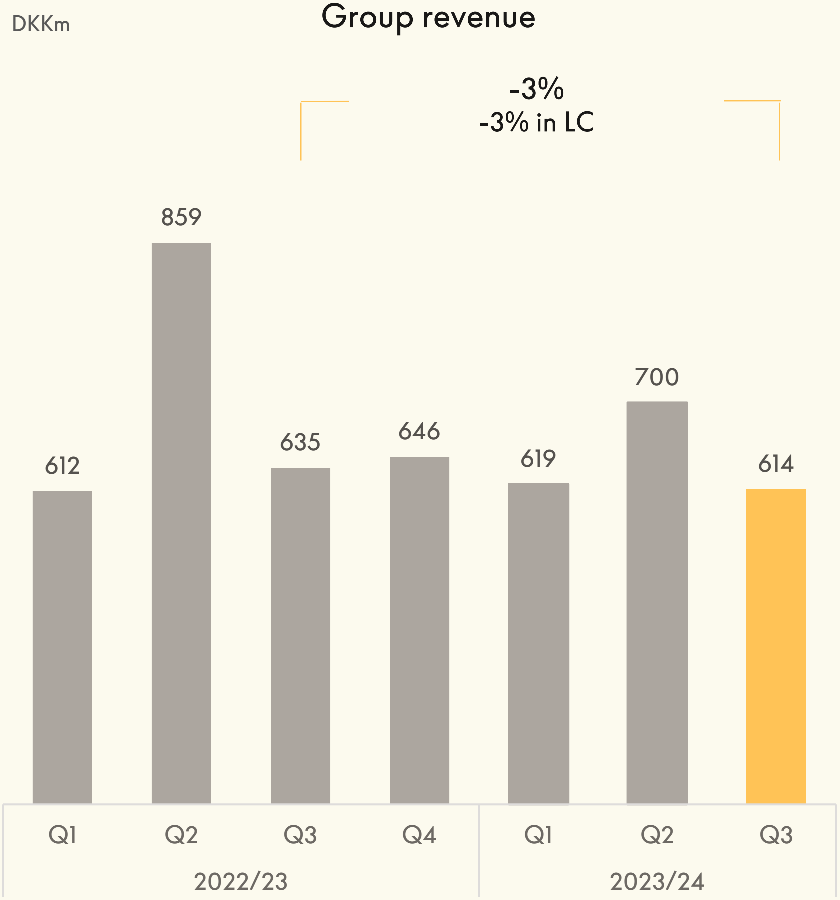
- **EMEA:** Monobrand was impacted by softer demand in Europe.
- **Americas:** Company-owned stores grew, monobrand and ecommerce declined.
- **APAC:** Growth driven by 36% sell-out growth in China. Monobrand grew. Low comparables last year.

Product categories

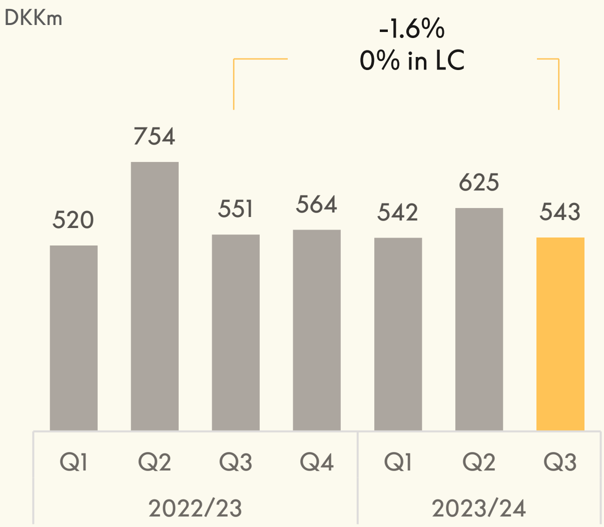
- Growth in Flexible Living and On-the-go. Decline in the Staged category of 10%.

Lower-than-expected revenue performance due to macroeconomic conditions

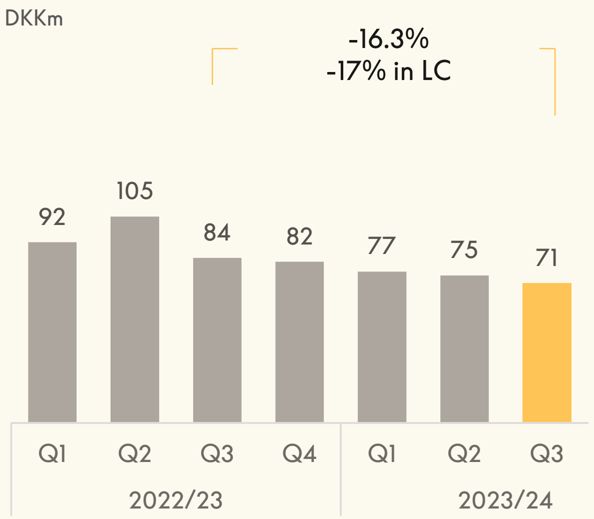
Group revenue



Product sales



Brand partnering & other activities



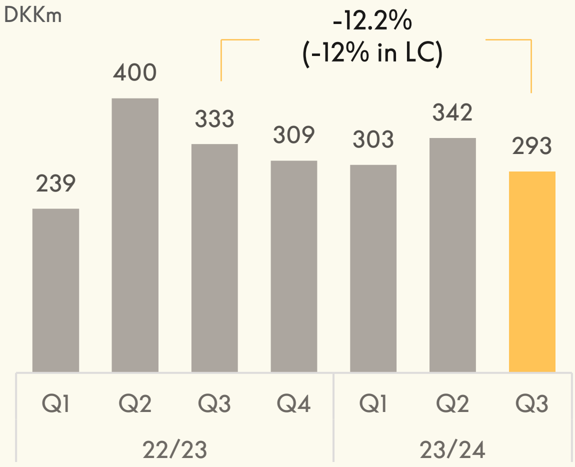
- The development in product revenue was driven by reported low single-digit growth in branded channels offset by decline in multibrand channels.

- Reduced income from the automotive industry as the industry slowly recovered from factory strikes in the US.
- Reduced income from HP.

Product revenue flat year-on-year in local currencies

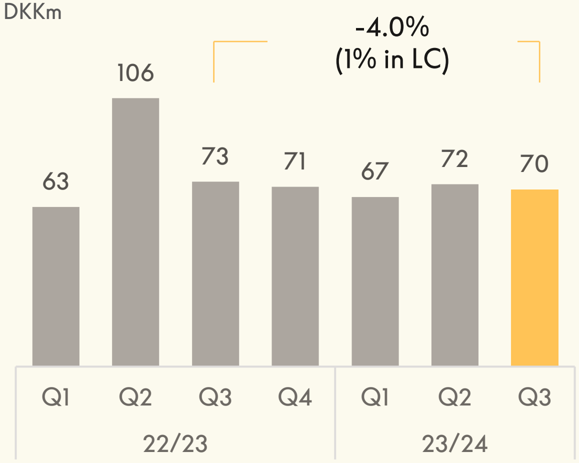
EMEA

DKKm



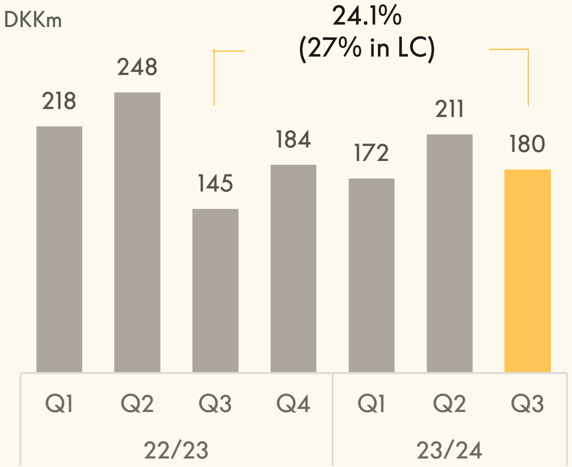
Americas

DKKm

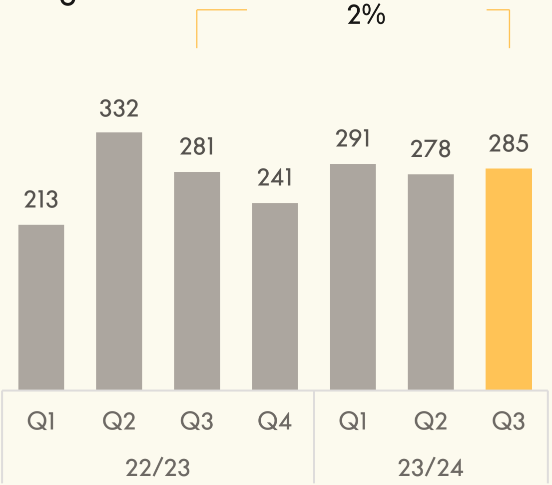


APAC

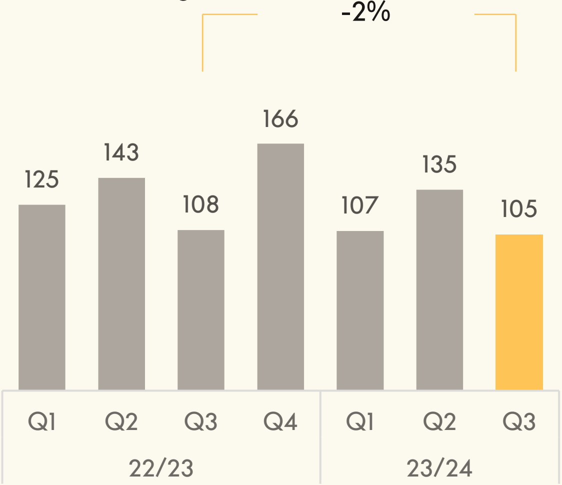
DKKm



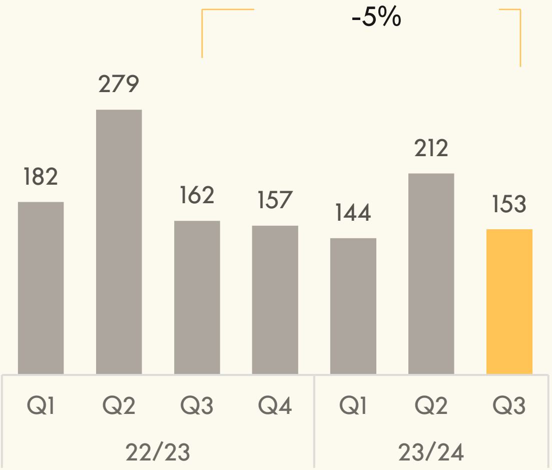
Staged



Flexible Living



On-the-go



EMEA: Down 12% in LC

Company-owned stores and our e-commerce delivered growth, while monobrand declined year-on-year.

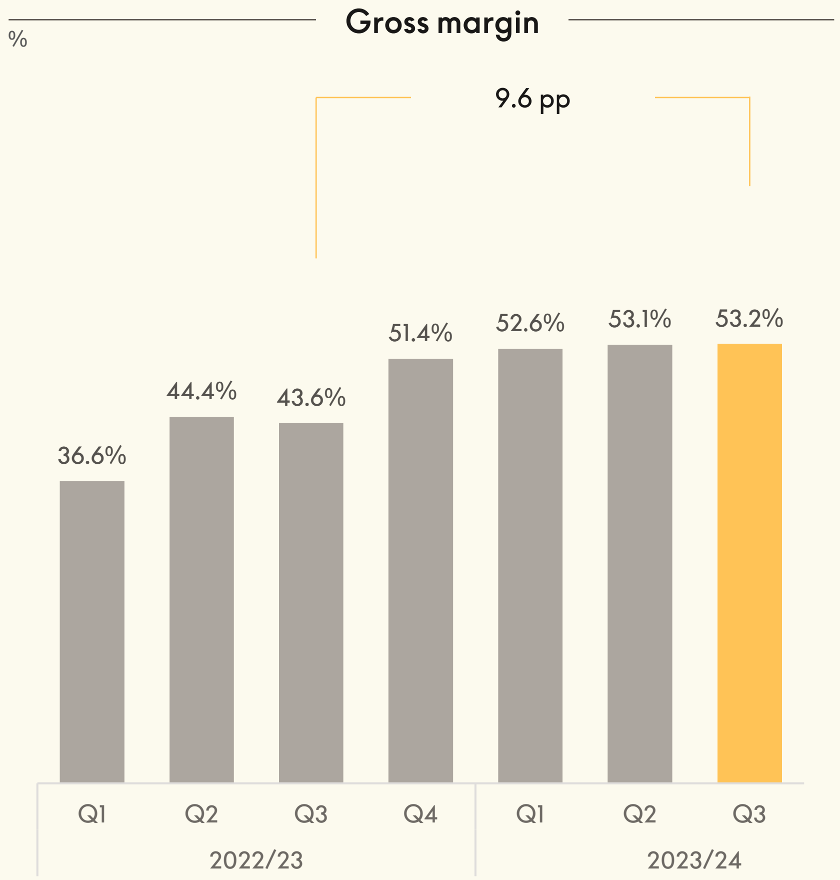
Americas: Up 1% in LC

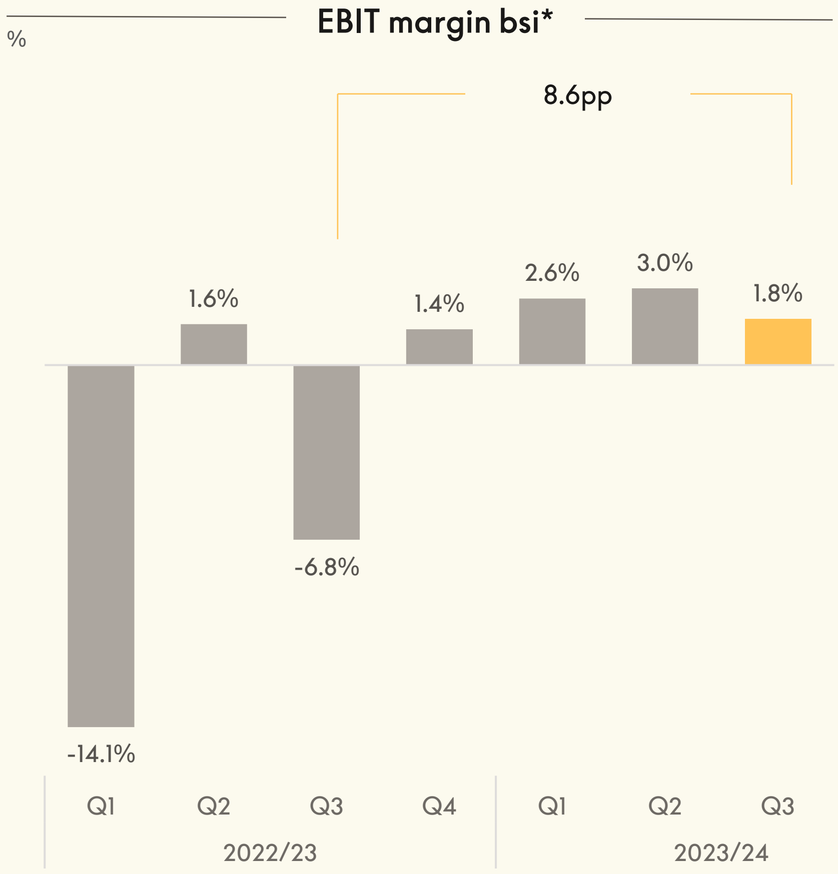
Company-owned stores was largely on par with last year. Monobrand had a small decline.

APAC: Up 27% in LC

Revenue from our monobrand channel increased by double-digits.

Margins significantly improved. Gross margin above 51% for the fourth quarter in a row.



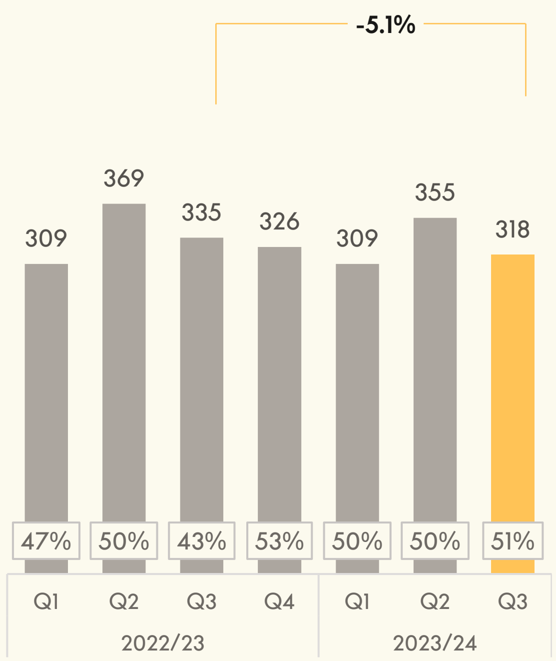


*Before special items

Capacity costs 5% lower than Q3 of last year

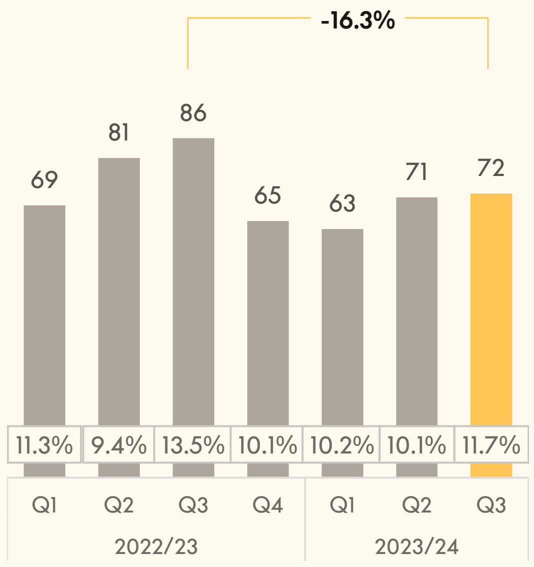
Capacity costs

DKKm



Development costs

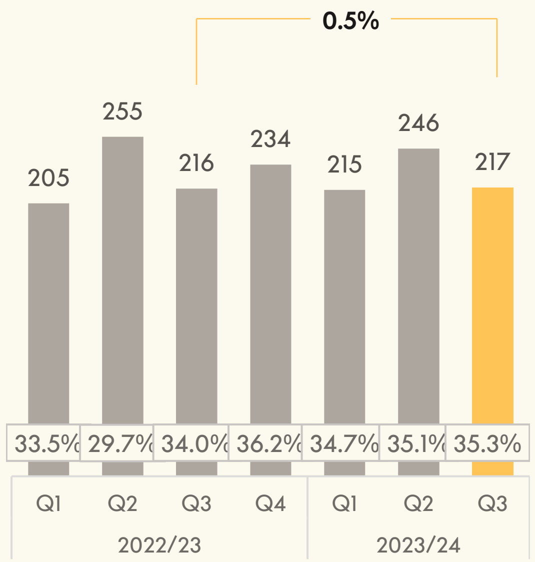
DKKm



- Development driven by lower incurred costs and higher capitalisation ratio compared to last year.

Distribution & marketing costs

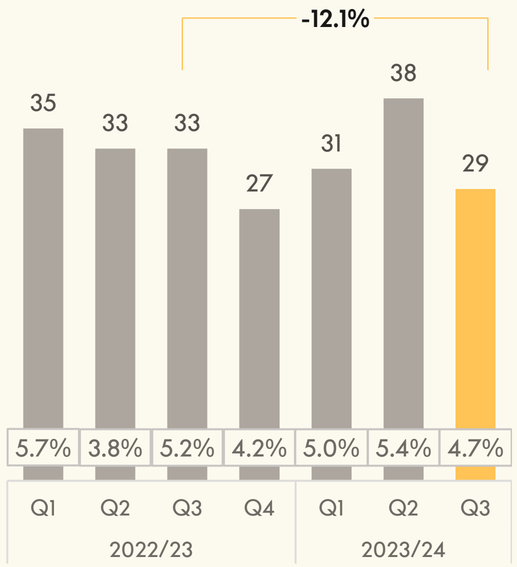
DKKm



- Marketing cost to revenue ratio of 8.6% (10.8%).

Administrative costs

DKKm

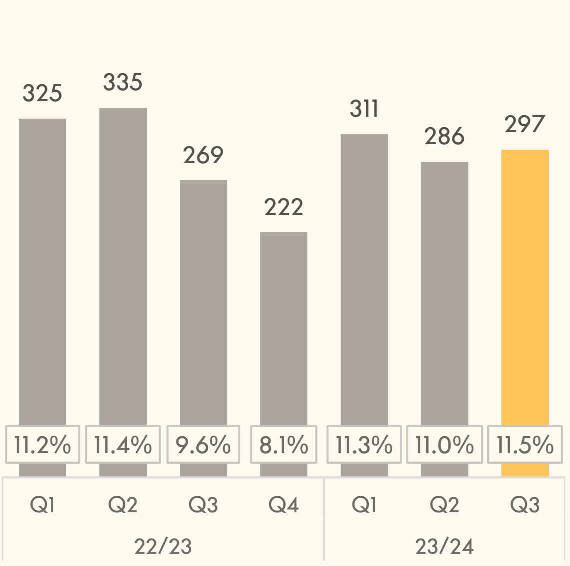


- Decline mainly driven by lower advisory costs.
- Cost ratio of 4.7% to revenue.

Costs relative to revenue

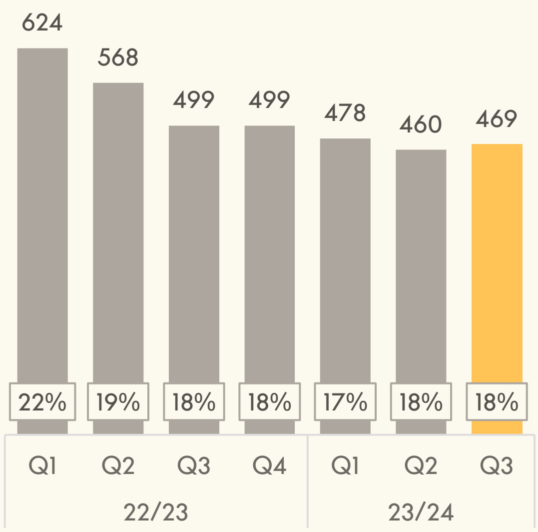
Focus on working capital - Inventory level reduced since 2022/23

Net working capital
DKKm



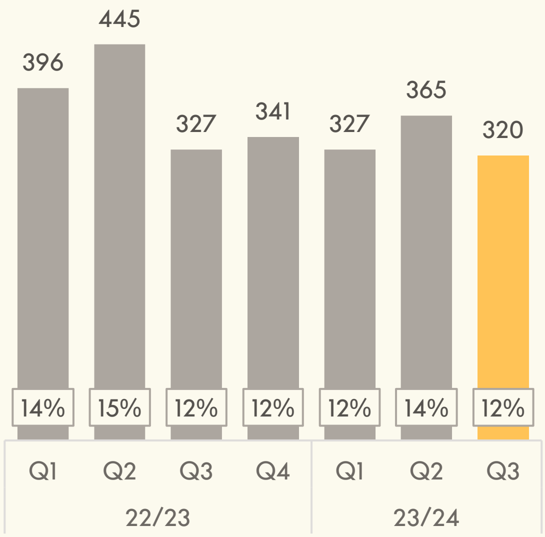
- Lower level of trade payables offset by reduced receivables and slightly increased inventory level.
- Other liabilities decreased by DKK 24m to DKK 136m primarily related to VAT and employee-related liabilities.

Inventory
DKKm



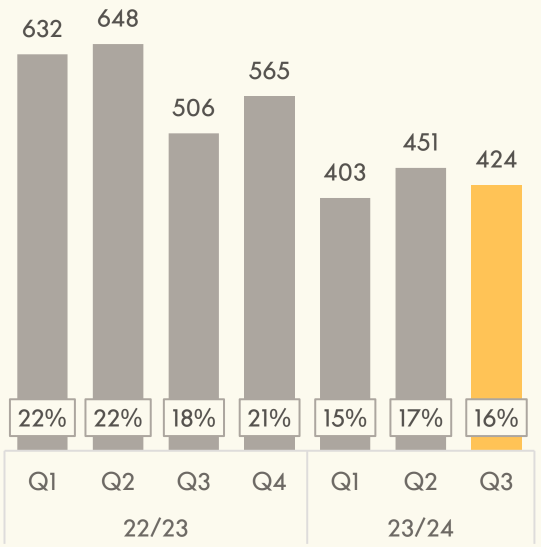
- Increased by DKK 9m during the quarter, driven by lower revenue than expected.

Trade receivables
DKKm



- The decrease was driven by the lower sales compared to Q2.
- Sales with extended credit was 1% of revenue compared to 2% in Q2.

Trade payables
DKKm

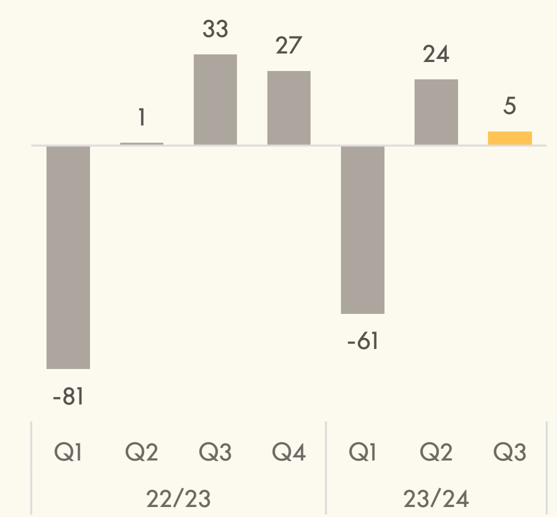


- Payables decreased by 27m to DKK 424m. Mainly related to timing of supply.

% of LTM revenue

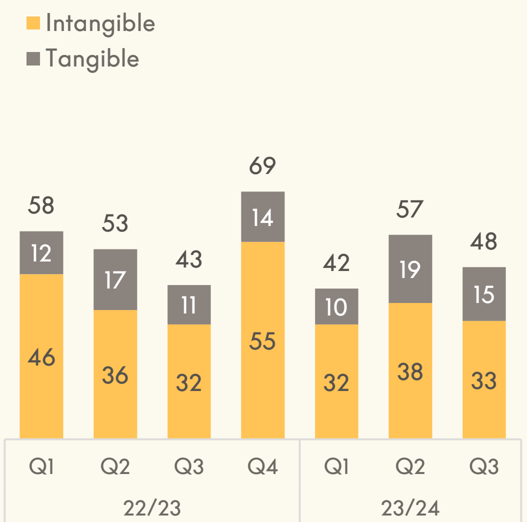
Positive free cash flow of DKK 5m for the quarter

Free cash Flow
DKKm



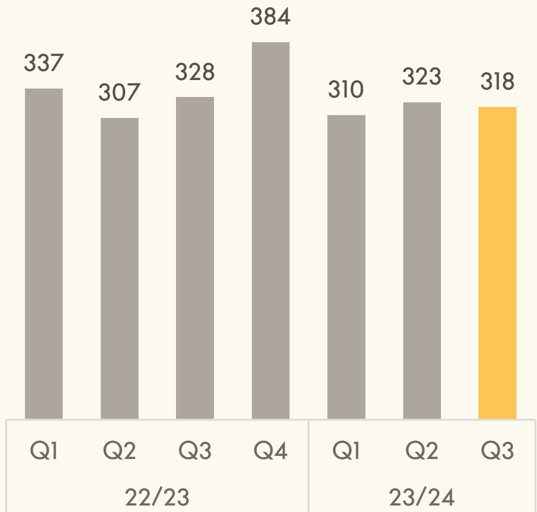
- Q3 free cash flow of DKK 5m, down DKK 28m against last year.
- Decrease primarily due to reduced cash flows from operating activities (DKK 22m) as Q3 last year saw a significant NWC improvement.

CAPEX
DKKm



- Increased DKK 5m from last year.
- Investments primarily within intangible assets and related to new products and platforms.

Capital resources
DKKm



- Capital resources, consisting of available liquidity and available credit facility, of DKK 318m.
- Available liquidity was DKK 158m, against 163 at end of Q2.


Outlook
BANG & OLUFSEN

Revenue outlook 2023/24 adjusted 17 March 2024. The ranges for EBIT margin bsi* and free cash flow narrowed

	Revenue growth in local currencies	EBIT margin bsi*	Free cash flow
Outlook FY 2023/24	**-8% to -5%** Previously lower end of 0% to 9%	**0% to 2%** Previously 0% to 6%	DKK **-50m to 10m** Previously lower end of -50 to 100m
Actuals 9M 2023/24	-7%	1.8%	DKK -32m

We adjusted our revenue outlook due to the macroeconomic conditions in our key markets in Europe and China.

The ranges were narrowed for EBIT before special items and the free cash flow.

Positive earnings expected for the full year despite lower-than-expected revenue performance.

 | * Before special items

Summary

- Margins significantly improved, generating positive earnings despite lower-than-expected revenue performance.
- Significantly improved gross margin – above 51% for the fourth quarter in a row.
  - Normalisation of component and logistics costs has lifted the margin level.
  - Margin improved across regions and product categories, supported by product mix and price increases.

- Renewed partnership with Ferrari for Formula 1 season 2024 and 2025.
- Strategy execution on channel network.
  - We continued to strengthen our Luxury Timeless Technology proposition with focus on channel network this quarter.
  - Continued Win City execution. Opening of our new flagship store on New Bond Street in London.

- Revenue outlook 2023/24 adjusted to negative growth. Positive EBIT margin bsi expected for the full year.


Q&A

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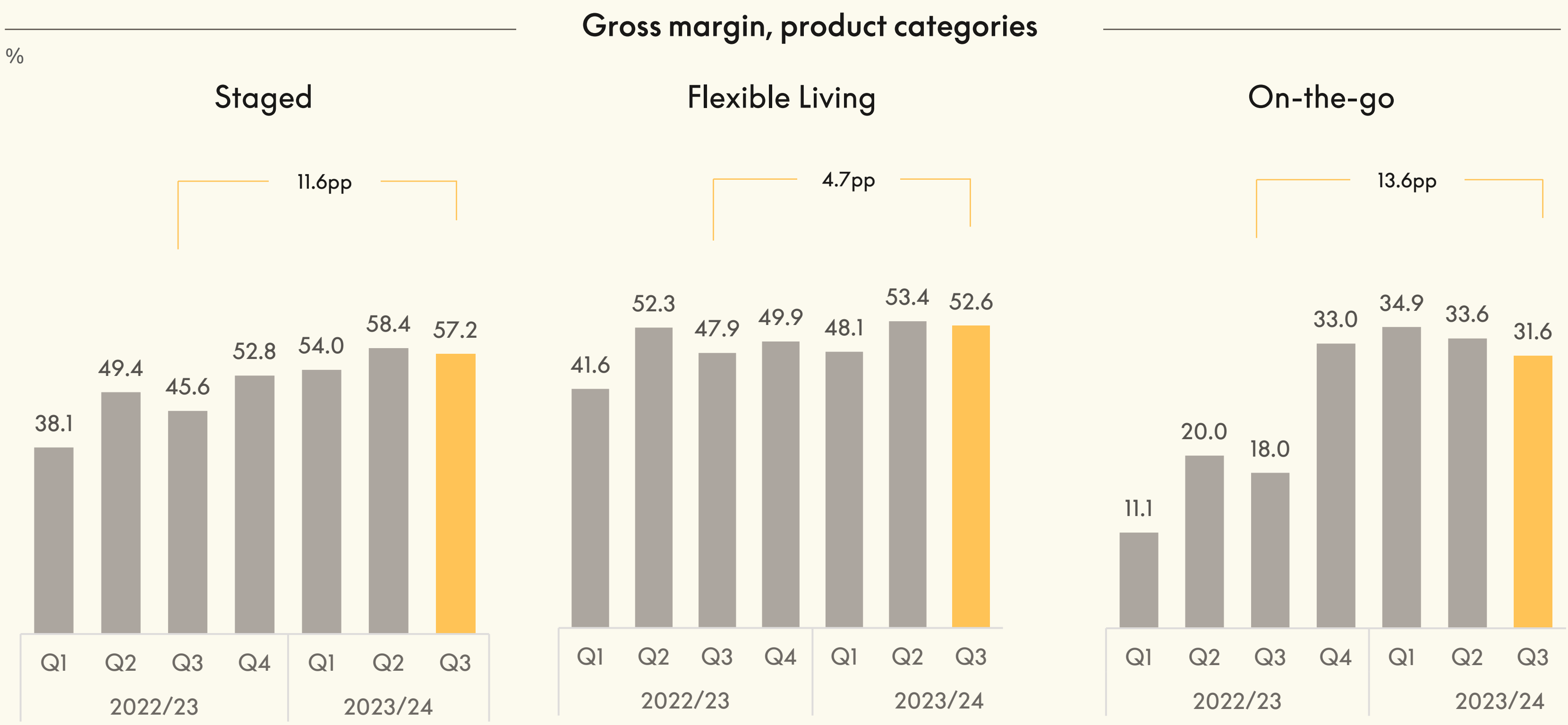
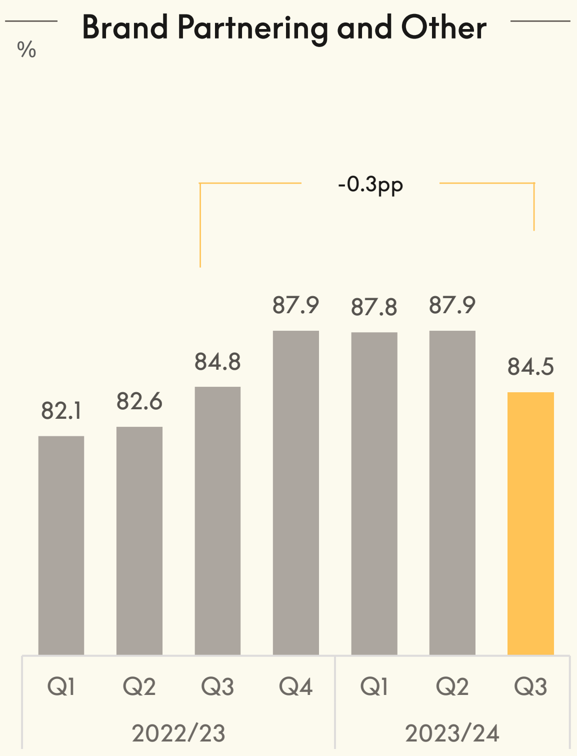
Improved gross margin across product categories





- Since Q4 2022/23, cost levels no longer impacted by extraordinary component and logistics costs.
- Improvement in gross margins were across categories, supported by price increases and less discounting and EOL deals
- On-the-go last year affected by few larger deals on headphones and earphones to reduce EOL inventories.

- Margin was largely on par year-on-year due to composition between license and product mix.