



VIVAWINE  
GROUP

# Today's presenters



**Emil Sallnäs**  
CEO & Founder



**Linn Gäfvert**  
CFO



The Nordic leader in wine,  
in the stable monopoly  
markets



Sweden

Finland

Norway

Profitable European  
e-commerce business with  
growth potential



Strong mix of own brands  
and partner brands

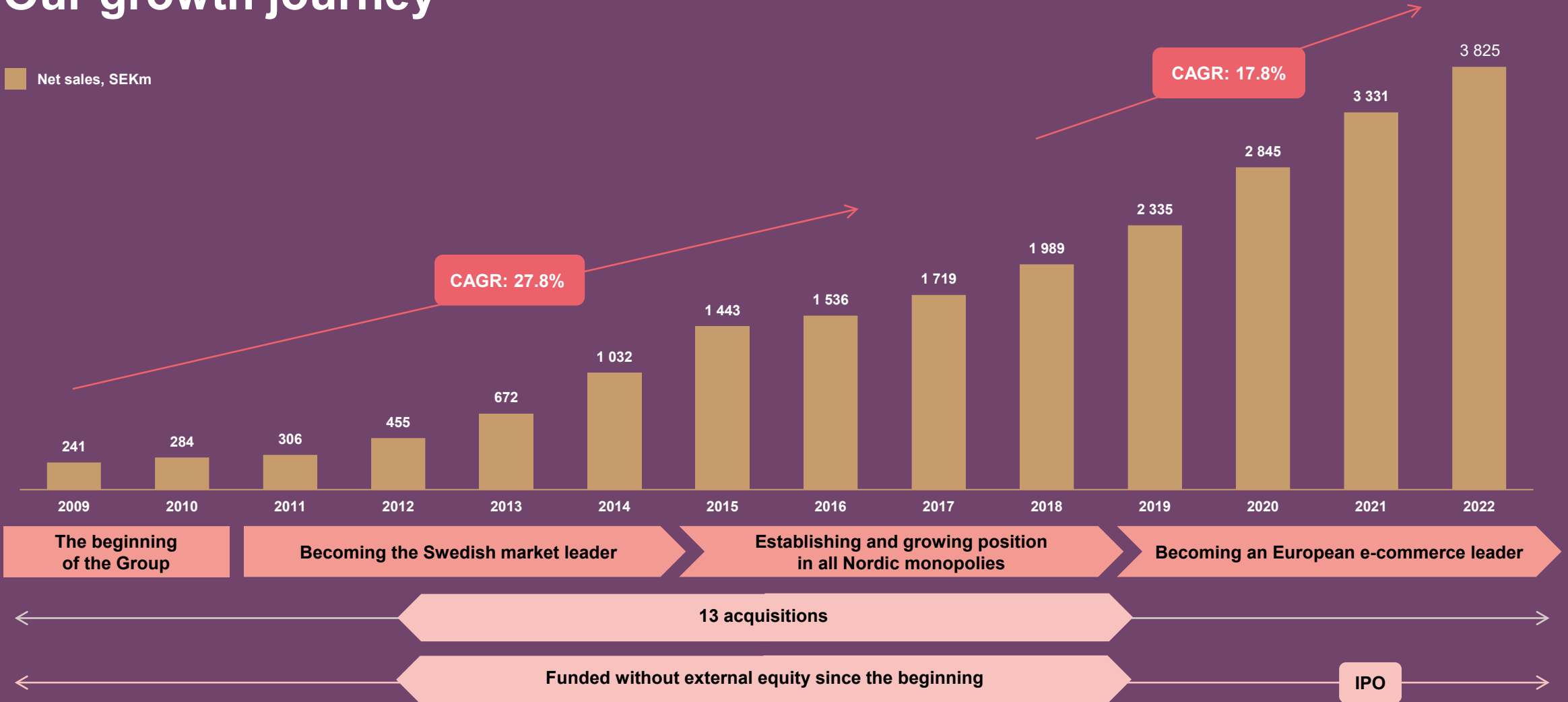


Pioneer and industry leader  
in sustainability



# Our growth journey

Net sales, SEKm



# Entrepreneurial-driven group



**Ownership by the entrepreneurs supports growth and long-term commitment**

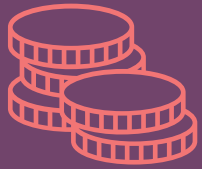


**Supports innovation and product development**



**Decentralised structure enables agility in every market**

# Supported with a shared platform



**Financing**



**Logistics**



**Supplier network**



**Sustainability**



**Marketing & CRM**



**Data analysis**



**Consumer insights**



# Stellar product portfolio and innovation rate

Wide assortment across wine types and price points

## OWN BRANDS

Higher gross margins

Full control of the brand

Flexibility throughout the value chain



## PARTNER BRANDS

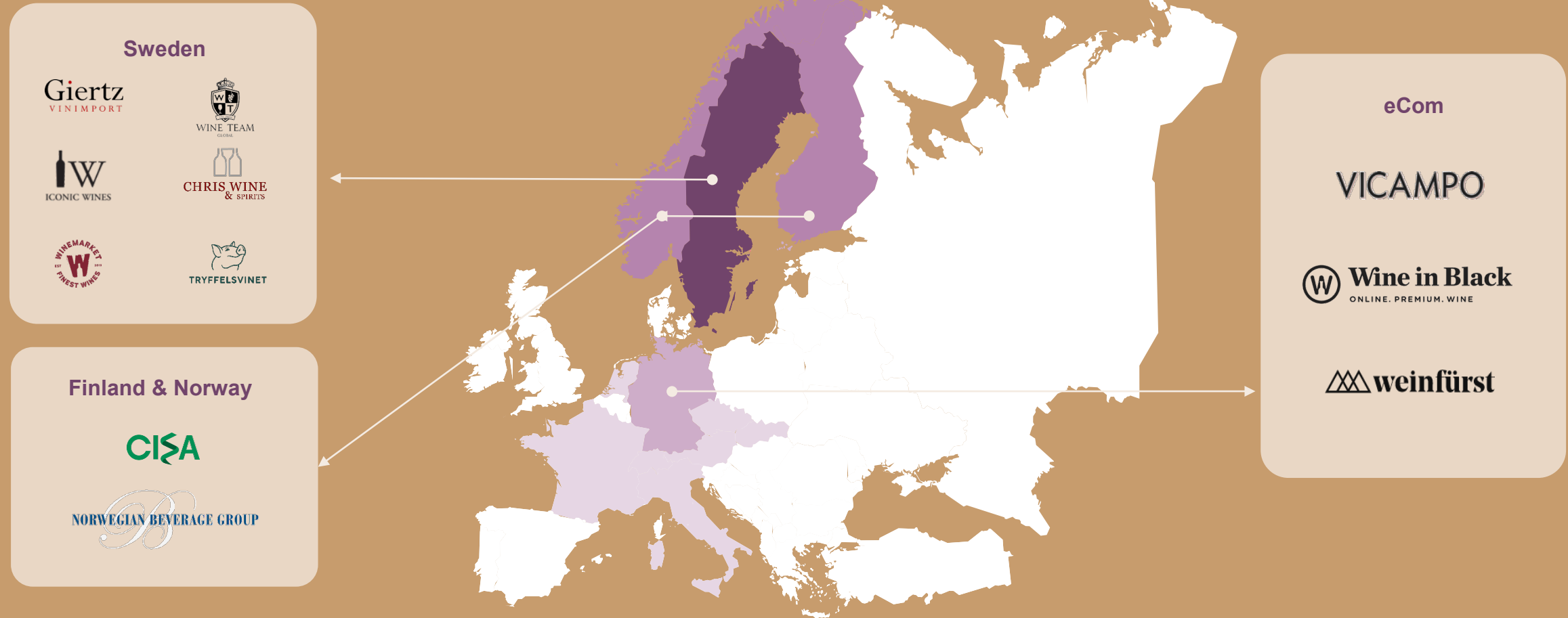
Provides depth in assortment

Access to strong brands

Shared marketing activities and expenses









# Markets & operating companies

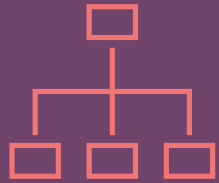




# Viva Wine Group is number one in the Nordic monopoly markets

Wine volume (litres)	~67m	~47m	~23m	~21m	~13m	~10m	~8m
Market share by wine volume (%)	~20% #1	~14%	~7%	~6%	~4%	~3%	~2%
Company		<b>ANORA</b>					
HQ	Stockholm, Sweden	Helsinki, Finland	Copenhagen, Denmark	Stockholm, Sweden	Santiago, Chile	Copenhagen, Denmark	Paris, France
Pure play wine group	✓	-	-	✓	(✓)	-	-
Group access to e-commerce	✓	-	✓	-	✓	-	✓

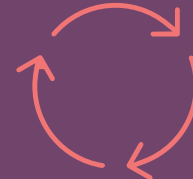
# Nordic monopoly markets - key success factors



**Mastering all assortments**



**Efficient and significant marketing**



**Continuous development of existing assortment**

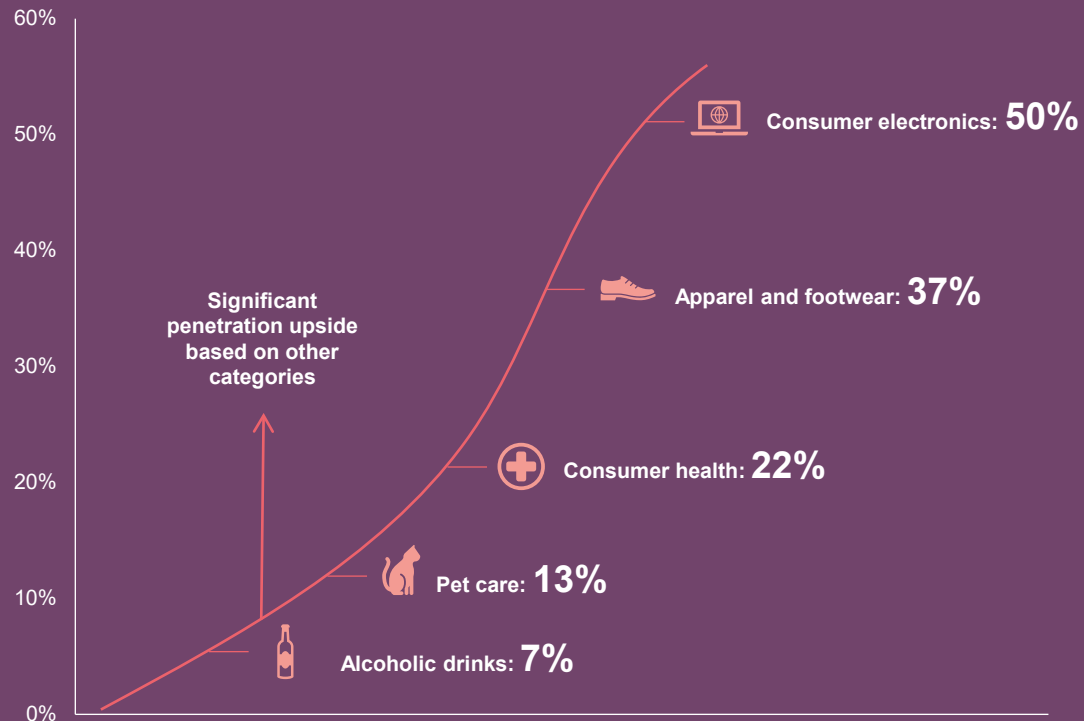


**Innovative product launches**

# Viva eCom – large and attractive opportunity

## Low online penetration with catch-up potential

Online penetration by category, Germany

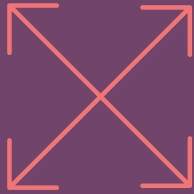


## Product offering well-suited for online sales

					
Low cyclicity	✓	✓	●	●	●
High AOV	✓	●	✓	●	✓
High purchasing frequency	✓	✓	●	✓	●
Packaging similarity	✓	●	●	●	●
Long product life cycles	✓	●	✓	●	●
Low return rates	✓	✓	✓	●	✓
Low online penetration	✓	✓	●	●	●
Purchase decision guidance	✓	●	●	●	●



# Viva eCom – Key success factors



**Size**



**Datadriven  
CRM**



**Good  
product mix**

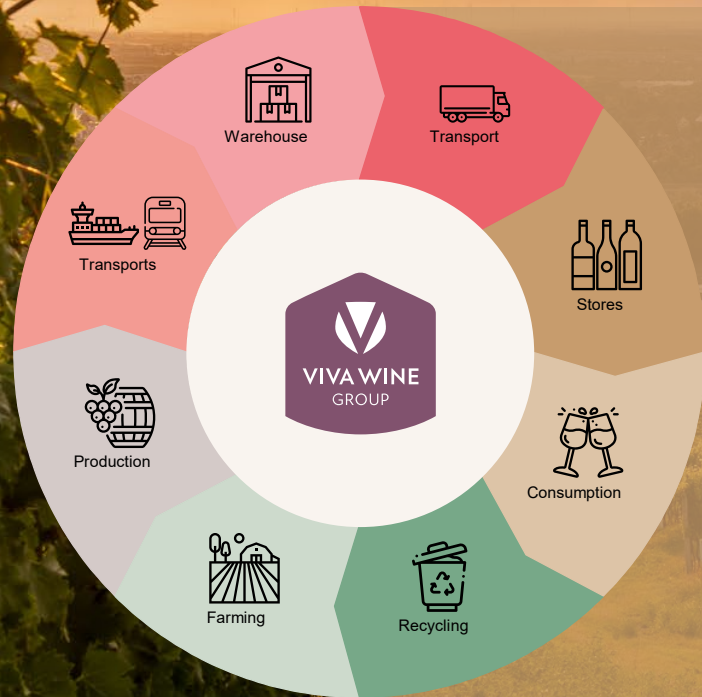


**Limited price  
comparisons**

# Sustainability



# Industry pioneer within sustainability



Full responsibility for the whole value chain with four areas of focus

## Areas of focus



### Sustainable farming

- Biodiversity
- Water use
- Climate protection



### Sustainable transports and packaging

- Climate efficient transports (rail)
- Climate efficient packaging



### Sustainable production

- High labour standards, decent working conditions and fair pay



### Sustainable consumption

- Responsible advertising
- No underage drinking
- Don't drink and drive campaigns

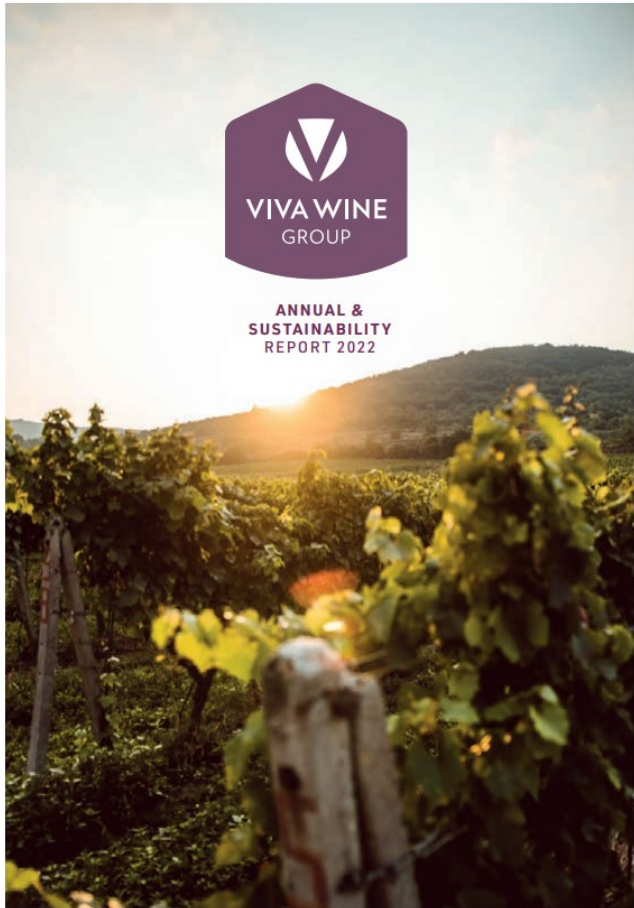


## Sustainability Vision & Mission

Become recognized as **industry role-model** in economic, social and environmental sustainability, where sustainability is **integrated** in all our **business processes** and a **key driver of growth** and **stakeholder value creation**.

### Sustainability targets 2030

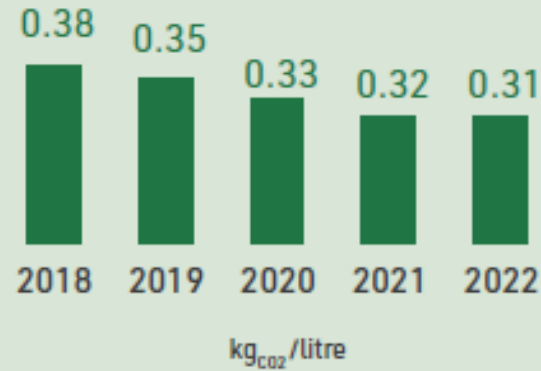
- Decrease CO2 emissions per litre wine sold by 50%
- Increase share of climate efficient packaging to 90%
- Increase share of sustainability certified wine to 75%



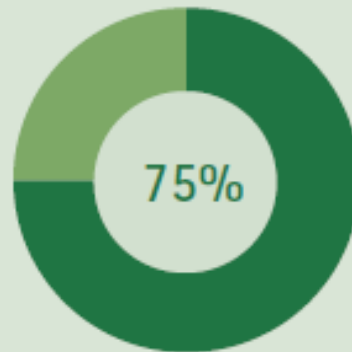
ANNUAL & SUSTAINABILITY REPORT 2022

## EMISSIONS 2022

Climate impact, total



## SHARE OF VOLUME IN CLIMATE-SMART PACKAGING



Data for Segment Sweden

## 2022 Highlights

- **Presentation of 2022 Annual & Sustainability Report.** Sustainability Report according to GRI standards 2021, reviewed and assured by EY Sweden.
- **KgCO<sub>2</sub>/litre down 1,7%**
- **75% of volume in climate efficient packaging**
- **Several Sustainability KPIs met one year ahead of schedule**
- **Well positioned for CSRD,** the upcoming EU Corporate Social Reporting Directive.



2021 GRI Universal Standards



# Strategy



# Becoming Pan-European leader within wine e-commerce while expanding #1 position in the Nordics

1

Increase market shares in the Nordic monopoly markets

2

Accelerate the profitable e-commerce business in Europe

3

Value creating M&A with primary focus on e-commerce





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