



Home Improvement

Nordic Home Improvement powerhouse

Mikael Hagman

Deputy CEO and Head of Home Improvement



Home Improvement at a glance

Attractive business model primarily based on drop-shipping

Distinct market position within Home Improvement based on:

- Unbeatable assortment of popular brands
- Price leadership
- Combination of dominating generalist and agile specialists
- Predominantly drop ship model

Typical customer is a homeowner with above average household income

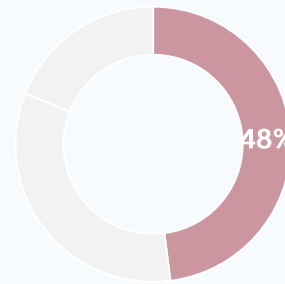
5.7bn

Net sales SEKm
2023

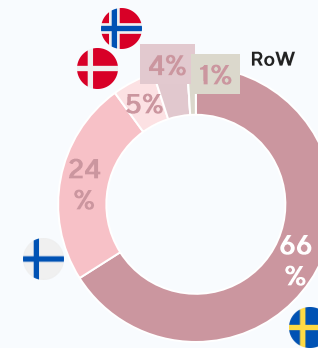
0.9%

Adj. EBIT-margin %
2023

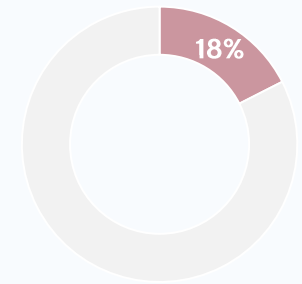
Share of Group sales
2023



Net sales by country
2023

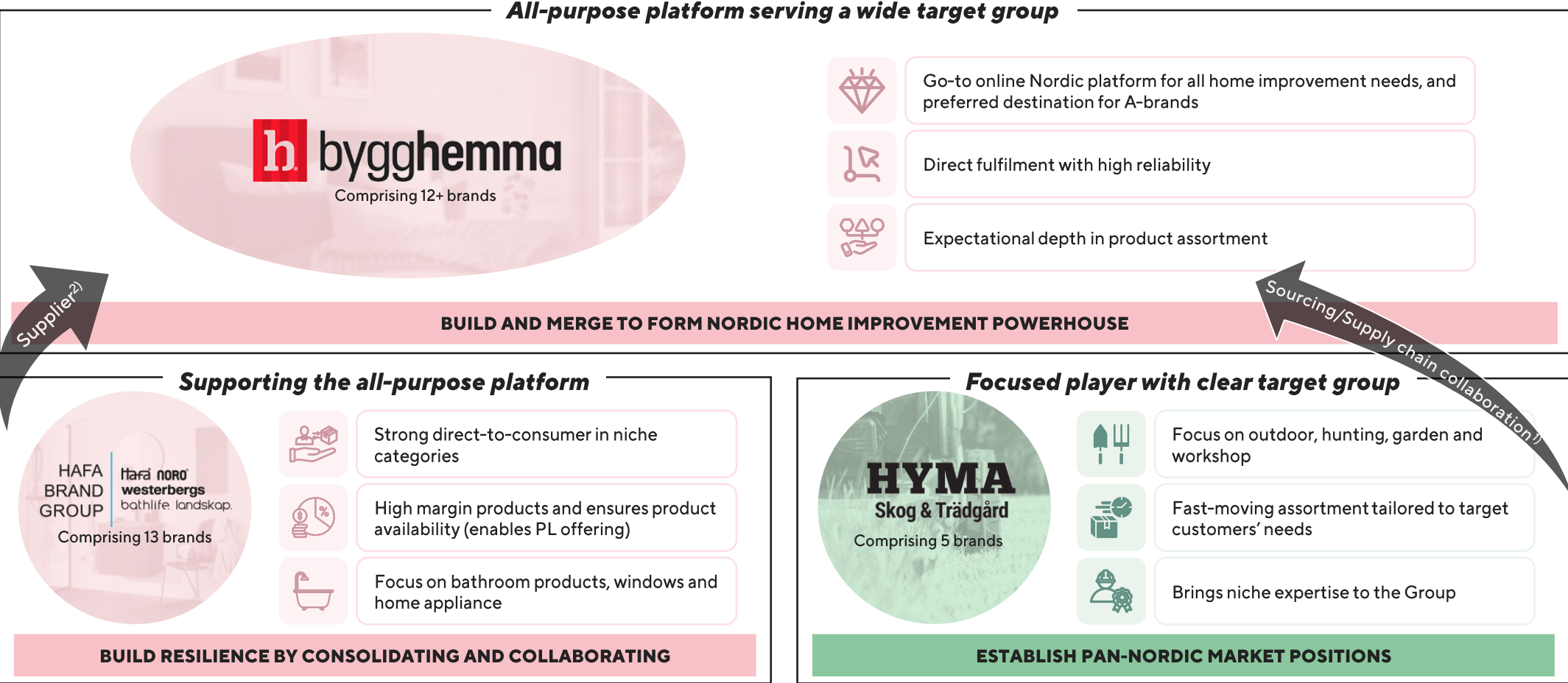


Share of private label
2023



Source: Company information

Home Improvement consists of three main platforms



Note: 1) Cross-selling from e.g. Husqvarna, and others. 2) Product distributor with wide reach; Bygghemma the largest seller and customer for Hafa

Several initiatives in each platform to drive growth



Growth actions in Norway and Denmark



Data-driven assortment expansion, and customer loyalty

HAFÄ
BRAND
GROUP | HAFÄ NORR
westerbergs
bathlife. landskap.



Geographical expansion of D2C business



Assortment expansion within bathroom segment based on Byggghemma customer insights

HYMA
Skog & Trädgård



Geographical expansion within Nordics (and beyond)



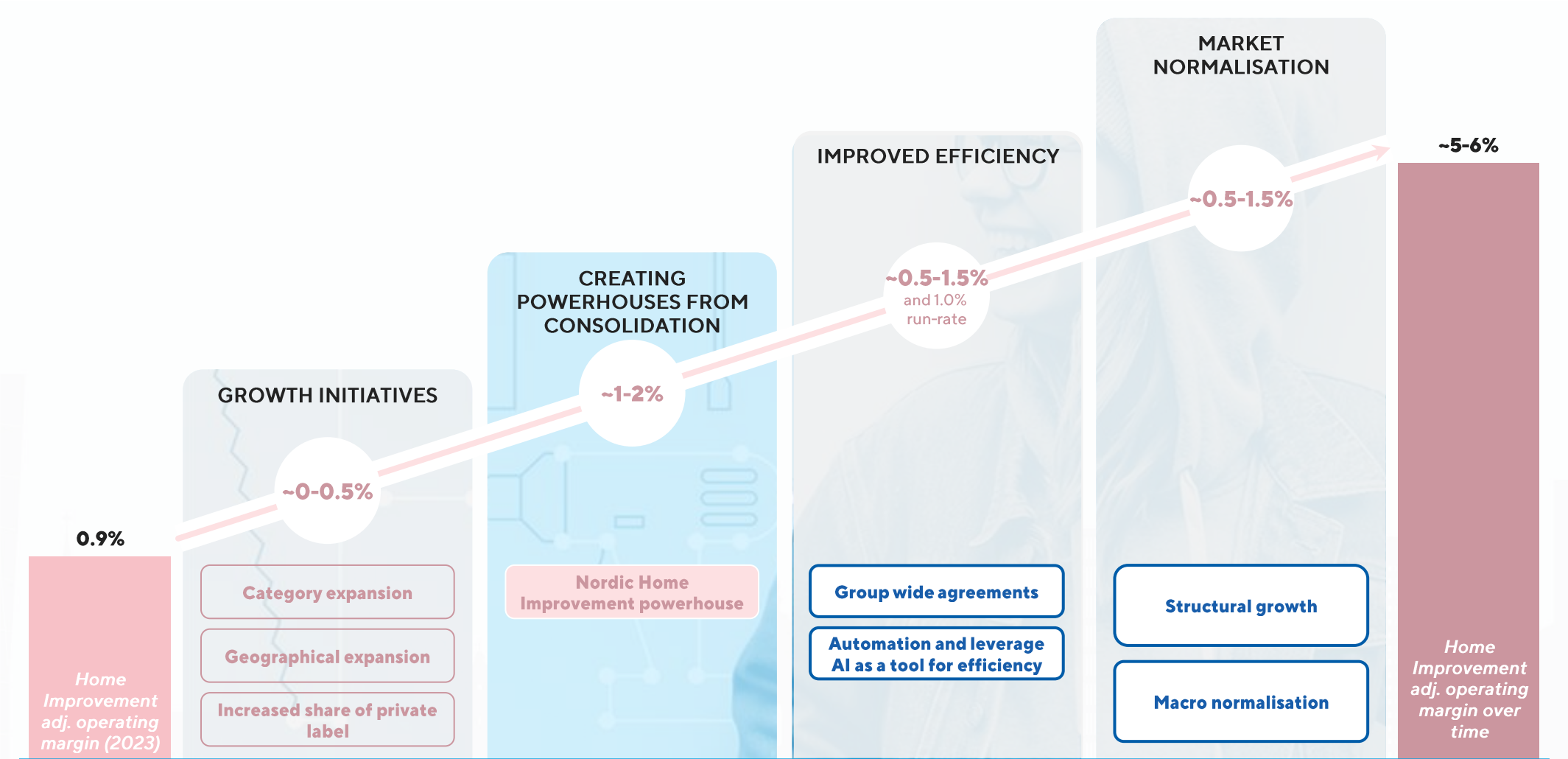
Increased share of private label in selected categories

Key enablers

Shared resources within supply chain, assortment and marketing

Consolidated sourcing, Group-wide agreements and sharing best practices

Growth and consolidation expected to drive improvement



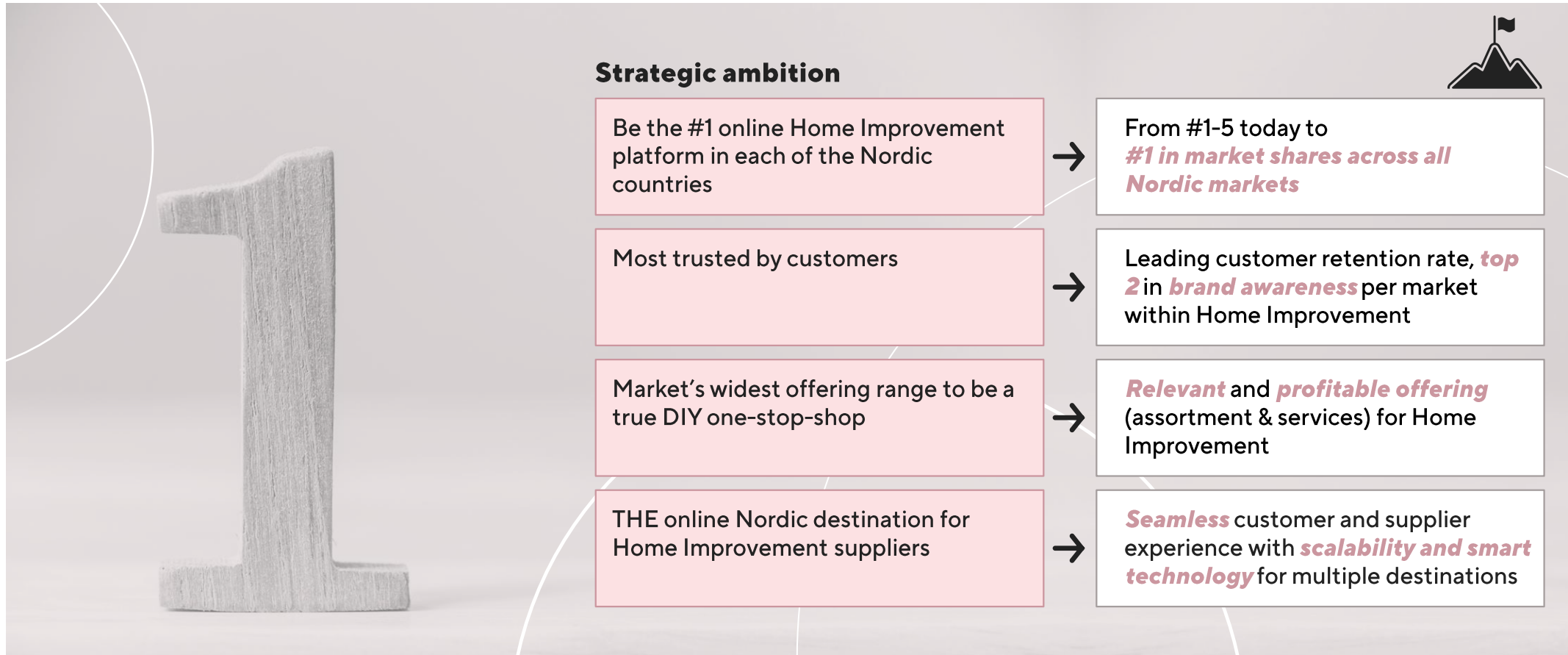


Bygghemma – A Nordic Home Improvement powerhouse

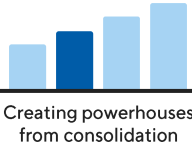
Emma Pålsson
CEO Bygghemma



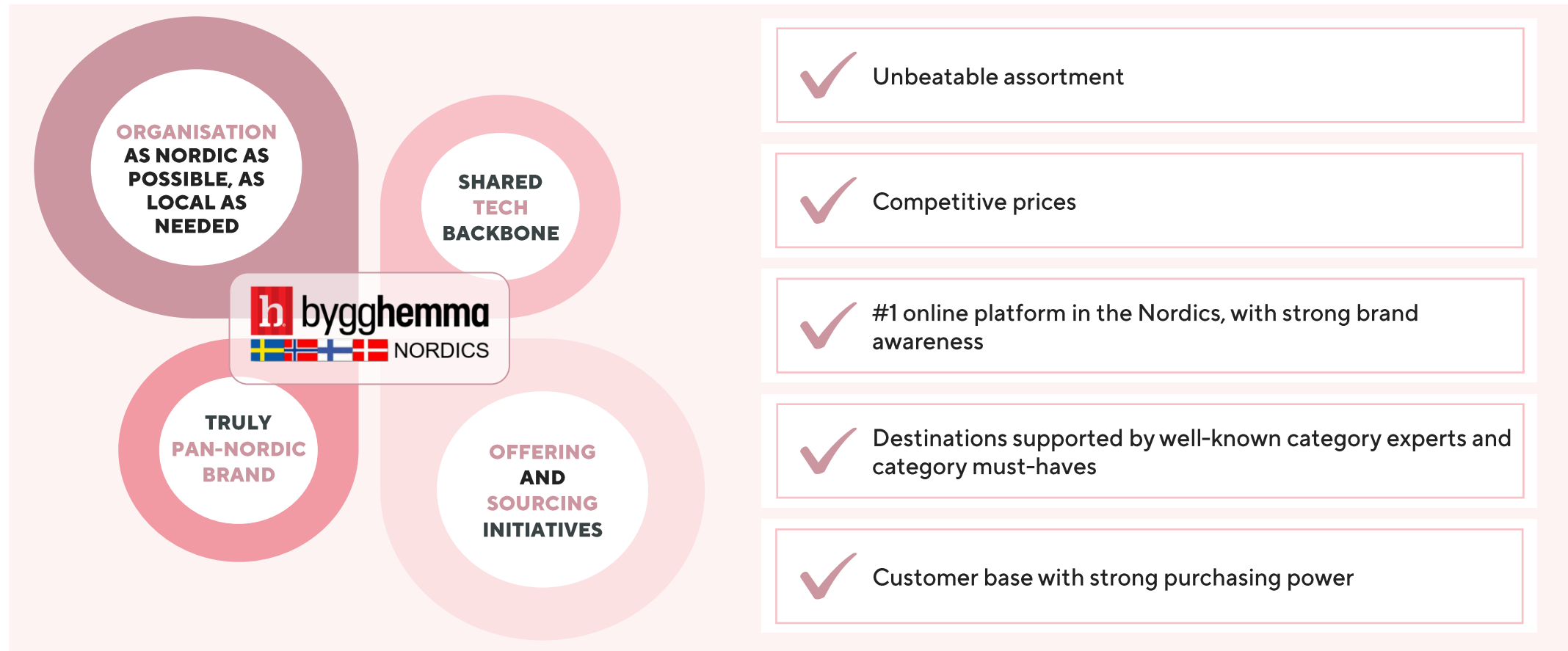
Building the Nordic's home improvement powerhouse



Bygghemma to be established as a Nordic Home Improvement powerhouse

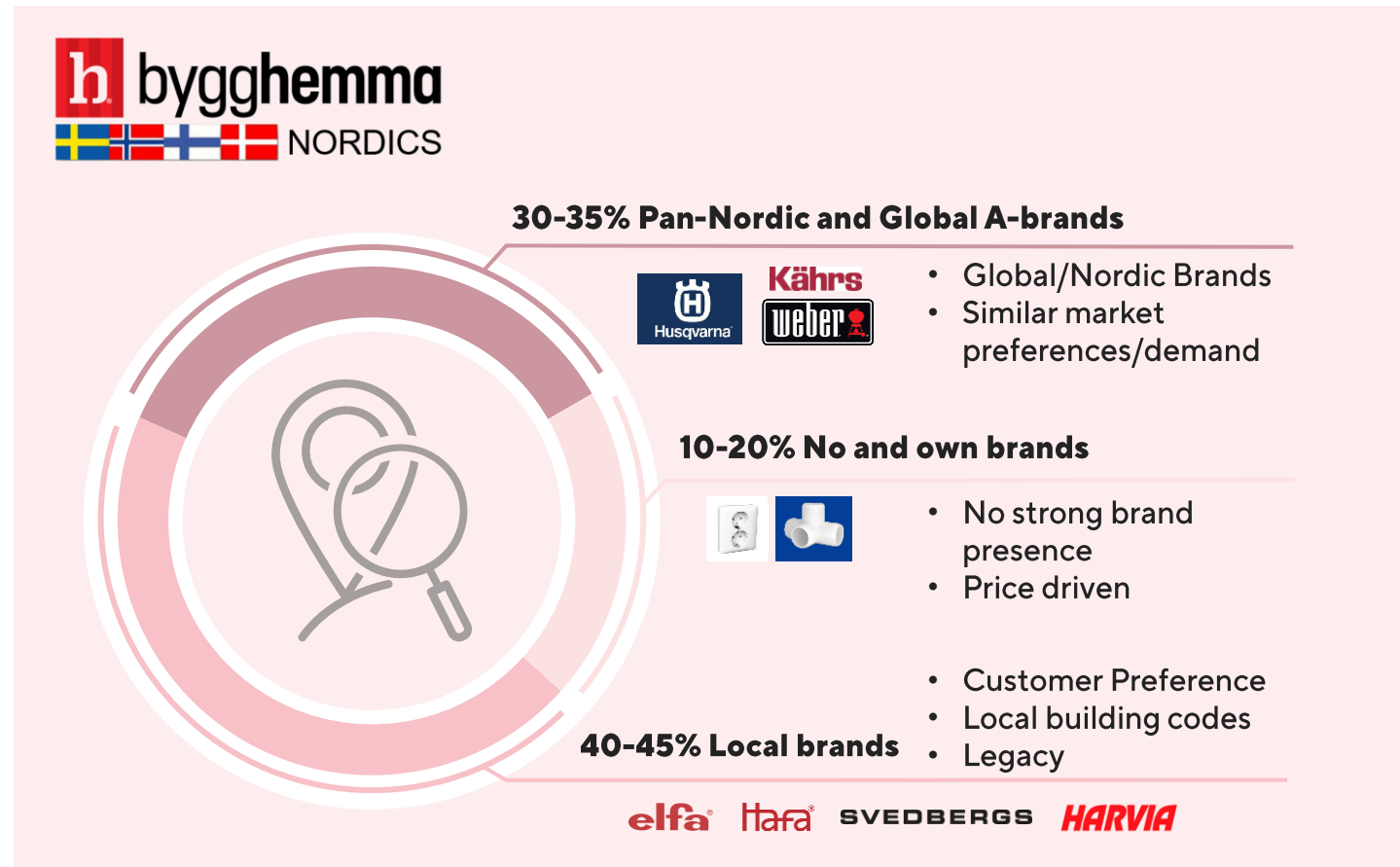


Dominating the online Home Improvement category by leveraging consolidation synergies

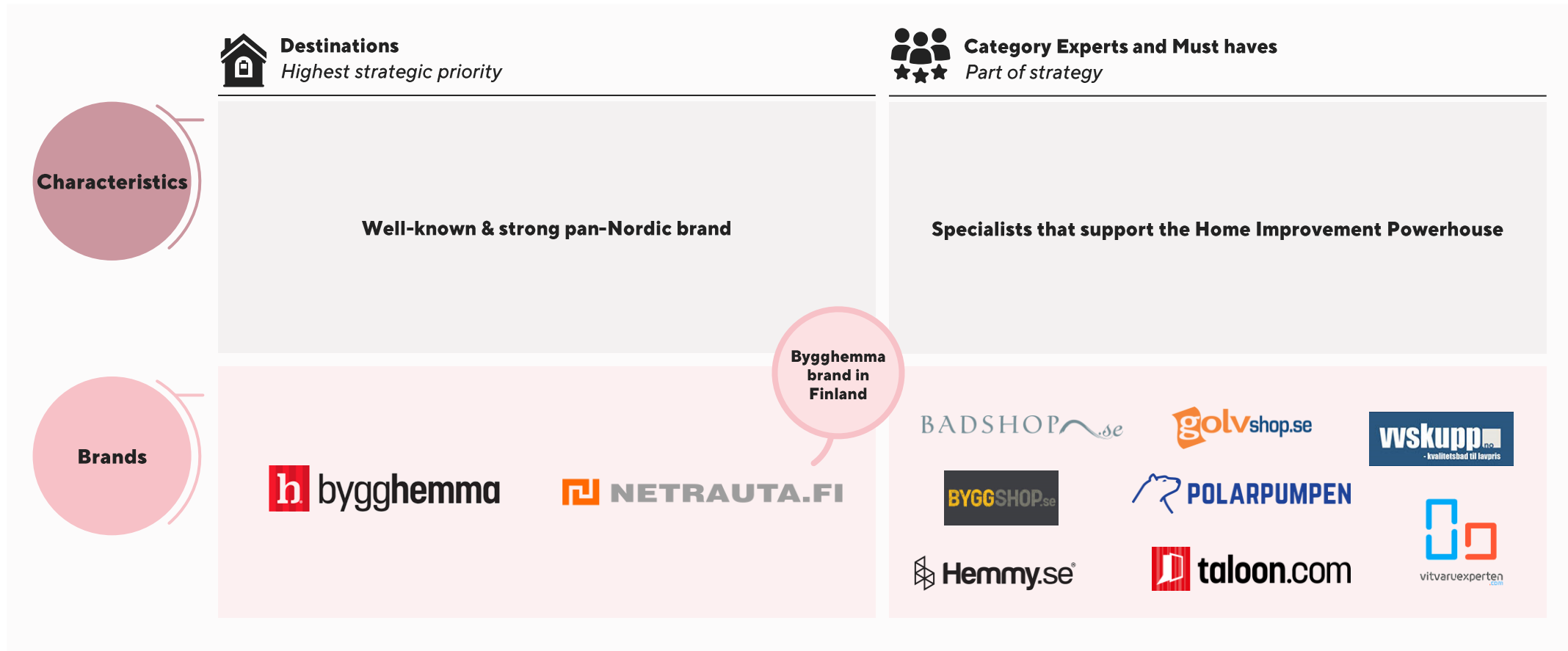
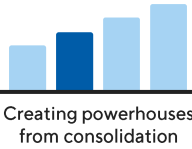


As Nordic as possible, as local as needed

Local customer preferences remains high, but will gradually become harmonised

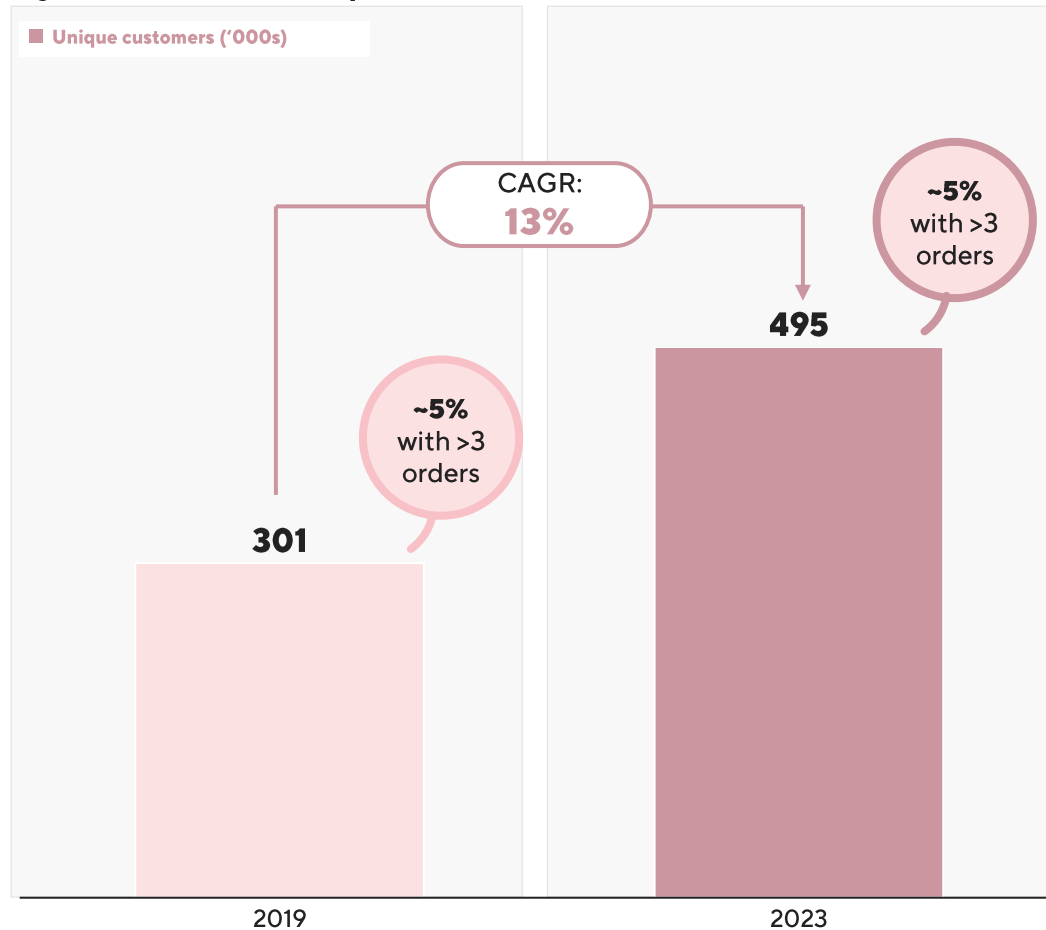


The country destinations supported by category experts



Why customers choose Bygghemma

Significant increase in unique customers...



... driven by a superior online shopping experience

Trustpilot	PriceRunner
<p>4.5 (~25,000 reviews)</p>	<p>4.5 (~800 reviews)</p>
<p>Great customer experience </p>	<ul style="list-style-type: none"> Customers recognise great value proposition, with 4.5 Trustpilot score (increased from <3 in 2020)
<p>Wide assortment </p>	<ul style="list-style-type: none"> 900+ SKUs live on site today and 2x increase since 2019, with offerings within all price brackets
<p>Price leadership </p>	<ul style="list-style-type: none"> Best-in-class prices with 90% price leadership across primary offerings (bathroom, doors and windows, floors)
<p>Exceptional delivery service </p>	<ul style="list-style-type: none"> Exceptional delivery-to-promise of 90%, increasing from 80% in the last two years Home delivery of bulky products