



**bhg.**

**Premium Living**  
**An international growth story**

**Bank Bergström**  
Head of Premium Living



**bhg.**

# Premium Living business area at a glance

Targeting to consolidate current brand portfolio into Nordic Nest Group

Premium Living has a premium position that is primarily based on stock keeping of external brands, which internationalises Scandinavian design in a scalable way from their Nordic base

NORDIC NEST GROUP

NORDIC NEST



LampGallerian KITCHENTIME

Sleepo

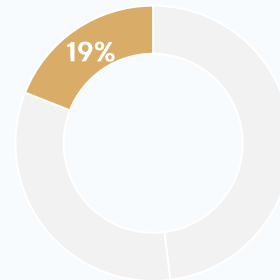
2.2

Net sales SEKm  
2023

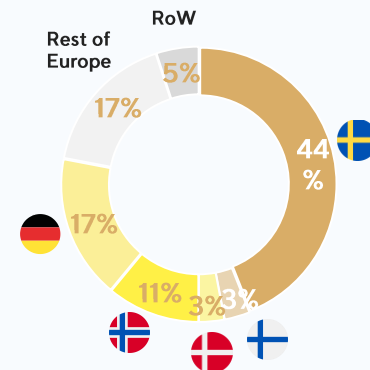
3.2%

Adj. EBIT-margin %  
2023

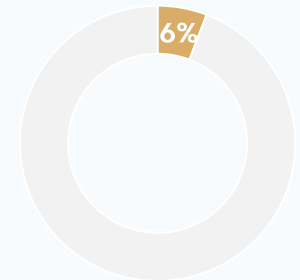
Share of Group sales  
2023



Net sales by country  
2023






Share of private label  
2023<sup>1)</sup>

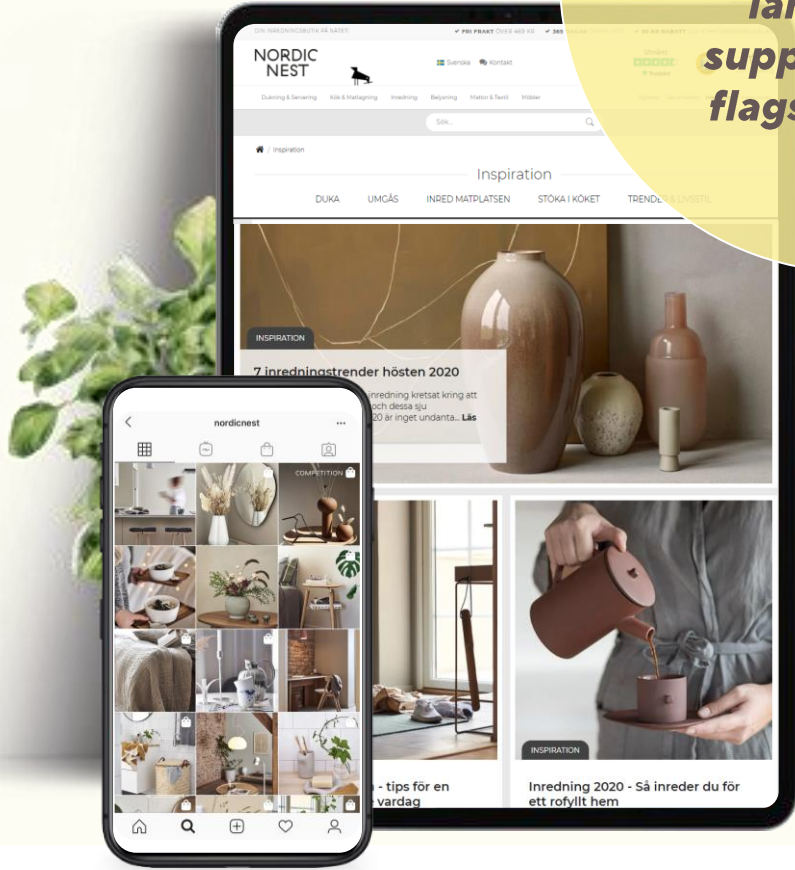


Note: 1) Excluding LampGallerian. Source: Company information

# Nordic Nest Group at glance

**NORDIC NEST GROUP**  
*Online-first with 26 sites in 16 local languages, supported by 5 flagship stores*

 <p><b>26</b> Sites</p>	<p><b>34,000m<sup>2</sup></b> Logistic center with global reach</p> 
 <p><b>70</b> Countries</p>	<p><b>500+</b> Employees</p> 
 <p><b>2.1bn</b> Sales 2023</p>	<p><b>450+</b> # of brands</p> 
 <p><b>5%</b> L4Y adj. EBIT margin<sup>1)</sup></p>	<p><b>4.7</b> Average customer review score on main markets</p> 



# Nordic Nest Group's pillars for success

**World's Best  
Customer  
Experience**

**4.7**  
/5.0<sup>1)</sup>

**World's Most  
Motivated Team**

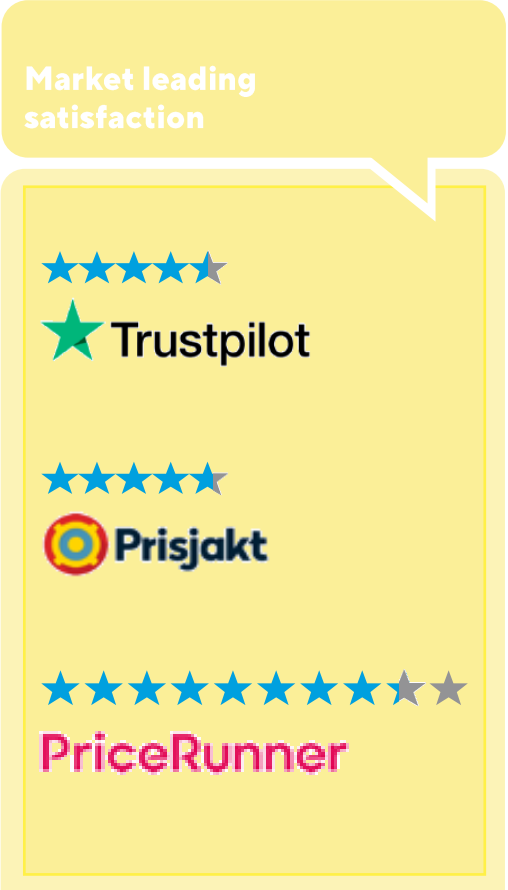
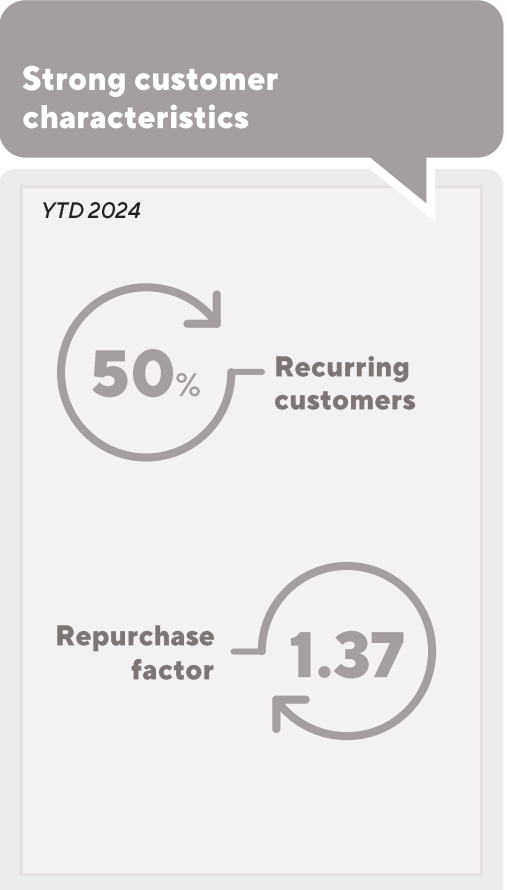
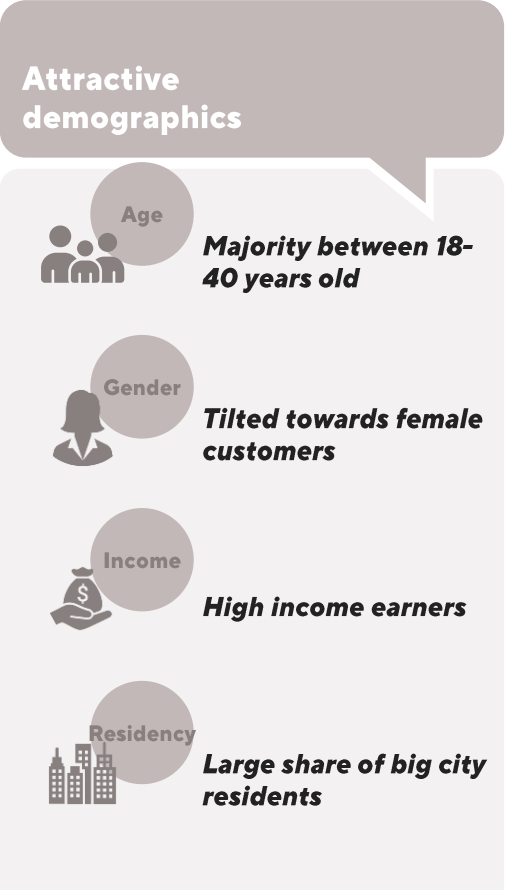
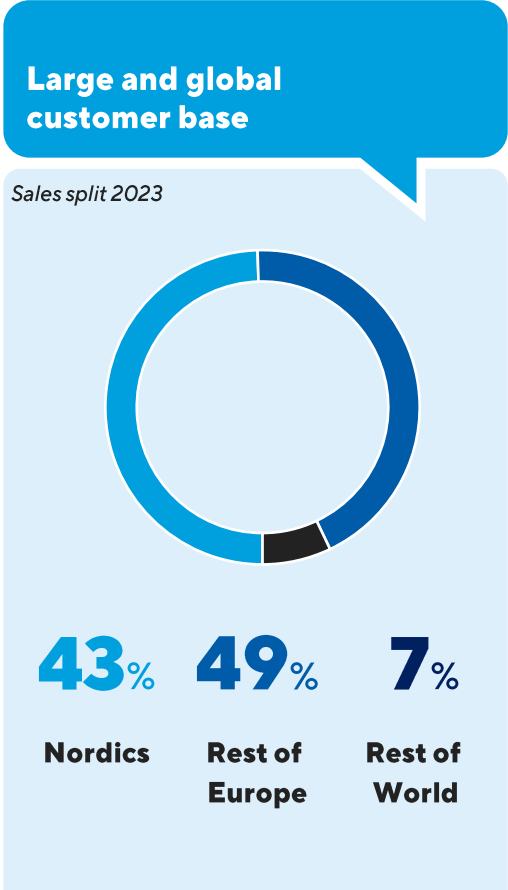
**91**  
/100<sup>2)</sup>

**Industry-leading  
profitability**

**5%**  
EBIT margin L4Y

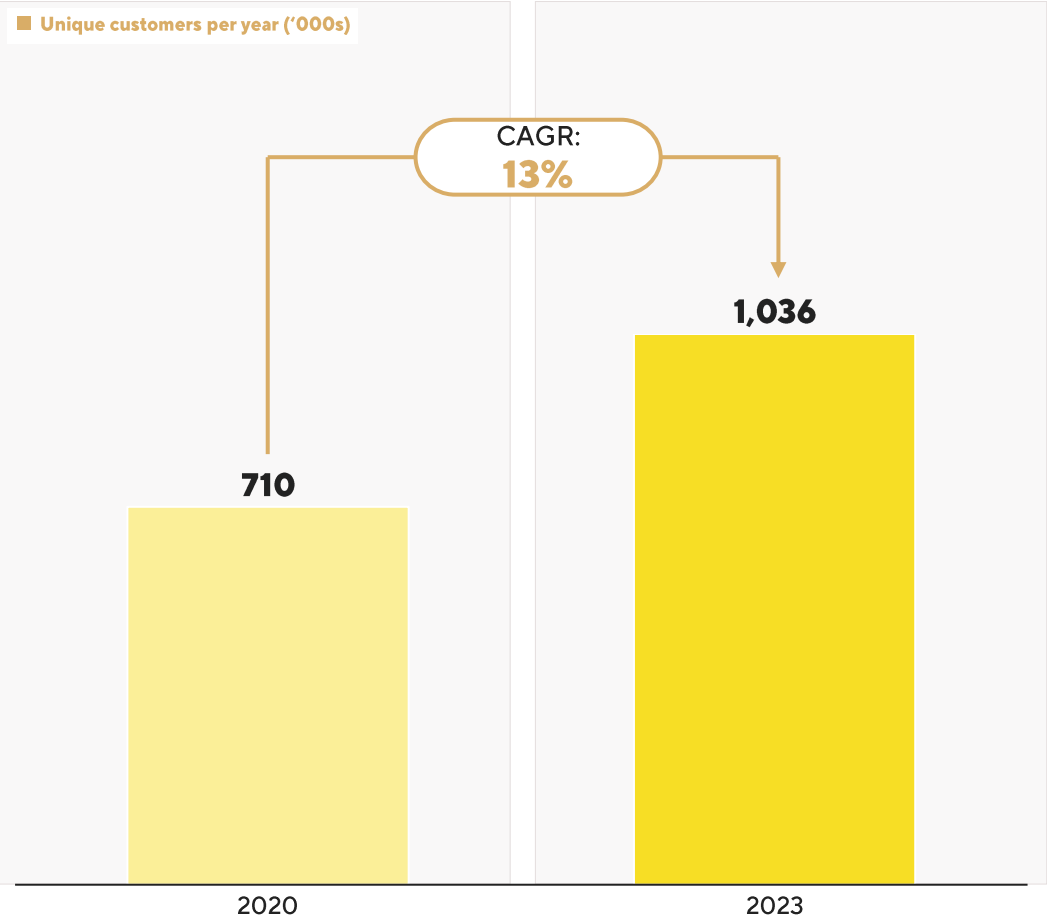
# Superior customer experience

Global, loyal, and satisfied customer base

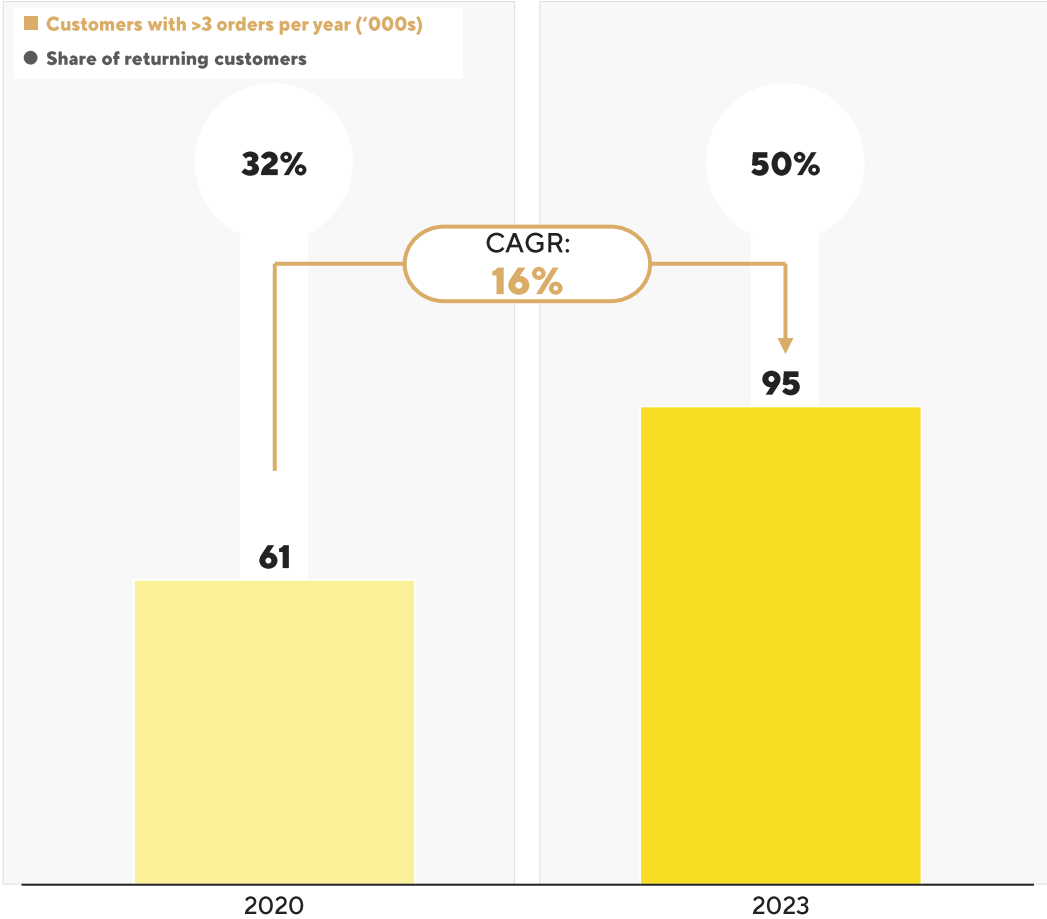


# Builds growing share of loyal and recurring customers

Significant increase in unique customers...



... with higher customer retention



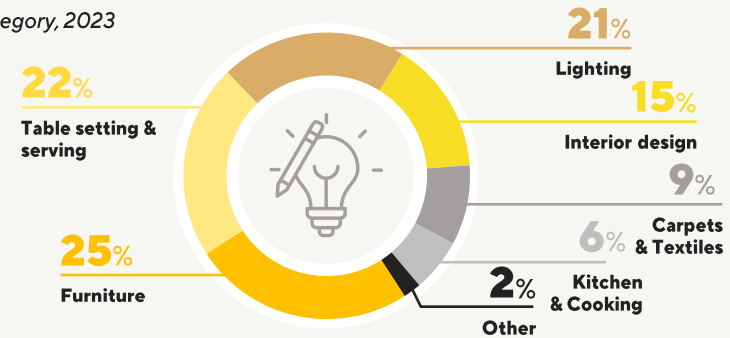
# Partner of choice for brands

Strong offering of premium brands with support from increasing share of own brands



## Focus on Nordic style home interior and furniture with 55 000+ SKUs in total

Net sales by category, 2023



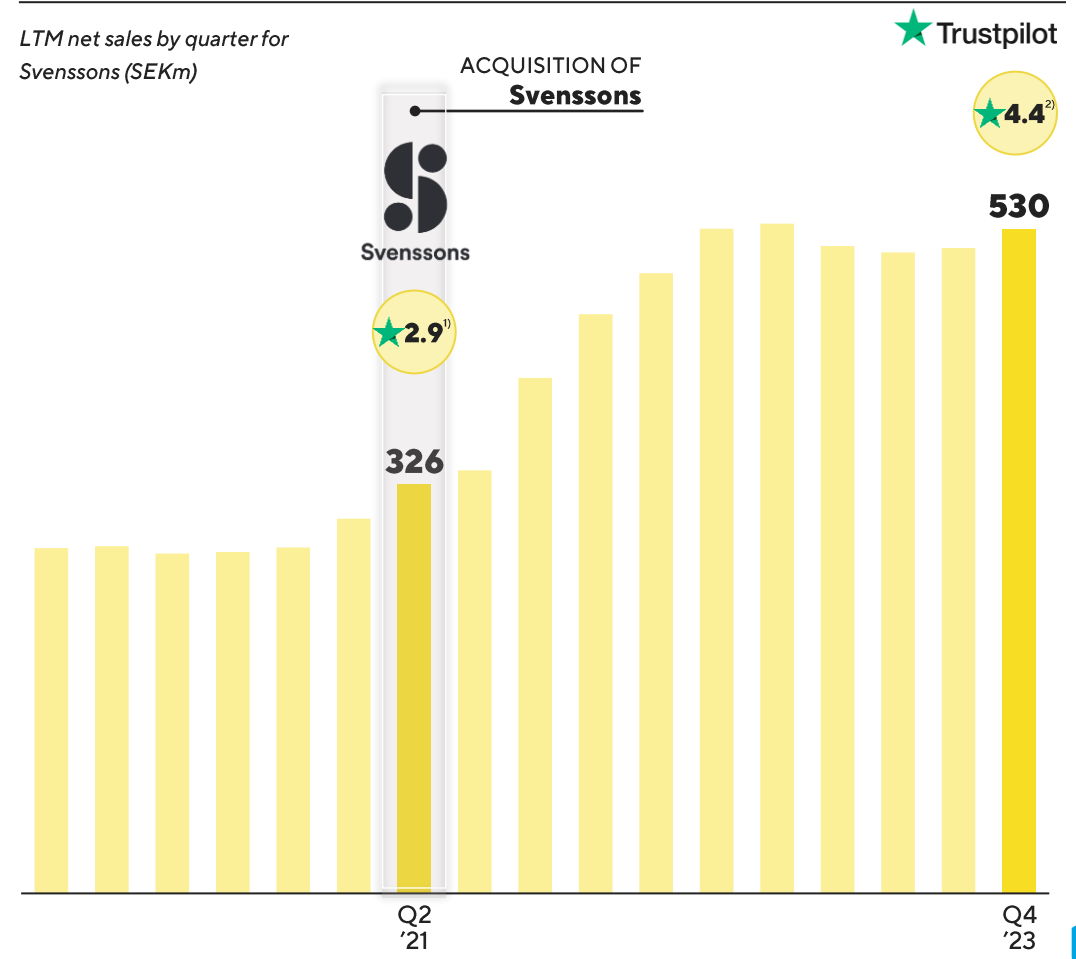
PREMIUM BRANDS	FRITZ HANSEN	ROYAL COPENHAGEN	GUBI	louis poulsen	MATEUS	vitra.
TRAFFIC GENERATORS	ferm	HAY	iittala	Rörstrand	&Tradition®	LE CREUSET
CORE OFFERING	muuto	eva solo	Design House Stockholm	normann COPENHAGEN	ARABIA 1873	
LOCAL STARS	Orrefors	STOLAB	Örsjö	KARLSKRONA LAMPPABRIK	RONNEBY BRUK SWEDEN	SWEDESE
ENTRY BRANDS	society of lifestyle	ERNST	*Bloomingville	wilfa	BY RYDENS	PR HOME lights up your day
OWN BRANDS	SCANDI LIVING	NJRD	nordwik	SCANDI ESSENTIALS	188	

# Well invested and efficient operating model

<p><b>Pre automation</b></p> <p><b>50-55</b> SEK per order</p>	<p><b>2022 Phase 1 Picking automation</b></p> <p><b>37-40</b> SEK per order</p>
<p><b>2023 Phase 2 Packing automation</b></p> <p><b>33-37</b> SEK per order</p>	<p><b>2024 Phase 3 Internal logistics</b></p> <p><b>30-33</b> SEK per order</p>

## Proven ability to acquire and integrate bolt-ons such as Svenssons and Kitchen Time

LTM net sales by quarter for Svenssons (SEKm)

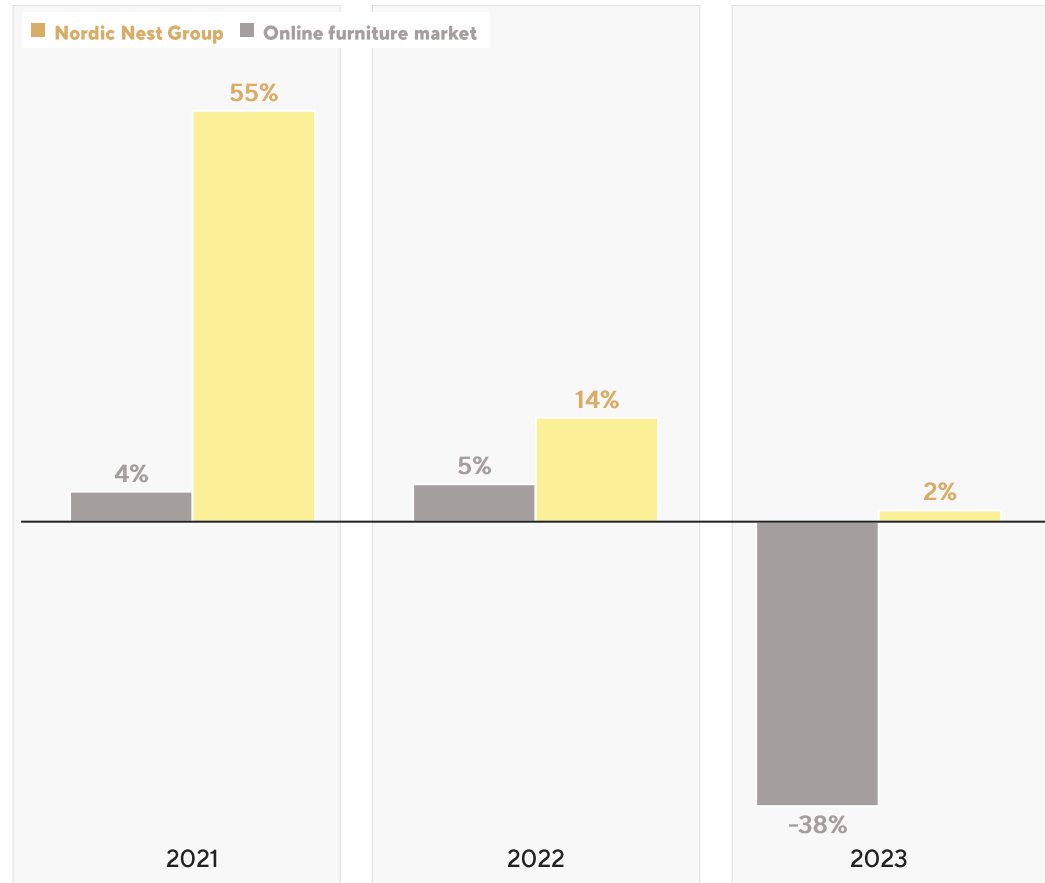




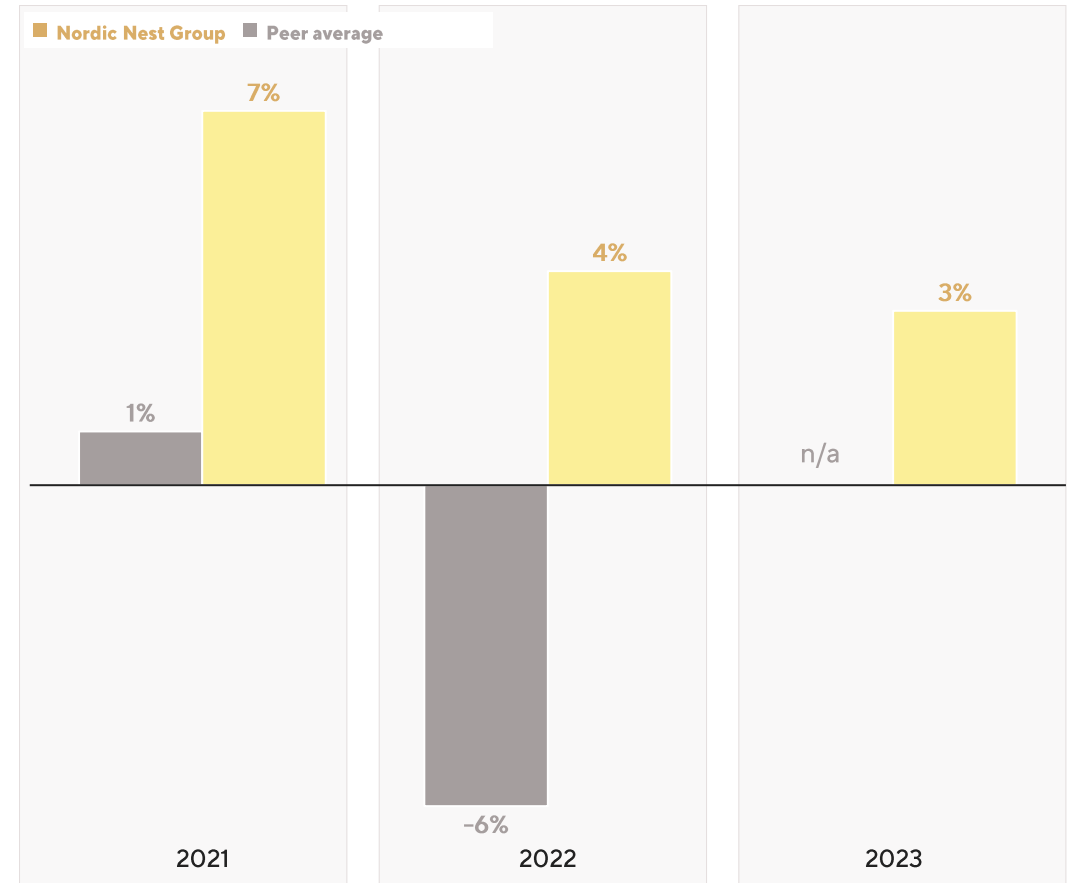
# Attractive financial profile

Outperforming the market and main peers with profitable growth

Net growth, Nordic Nest Group and online furniture market



Adjusted EBIT margin, Nordic Nest Group and main competitors<sup>1)</sup>



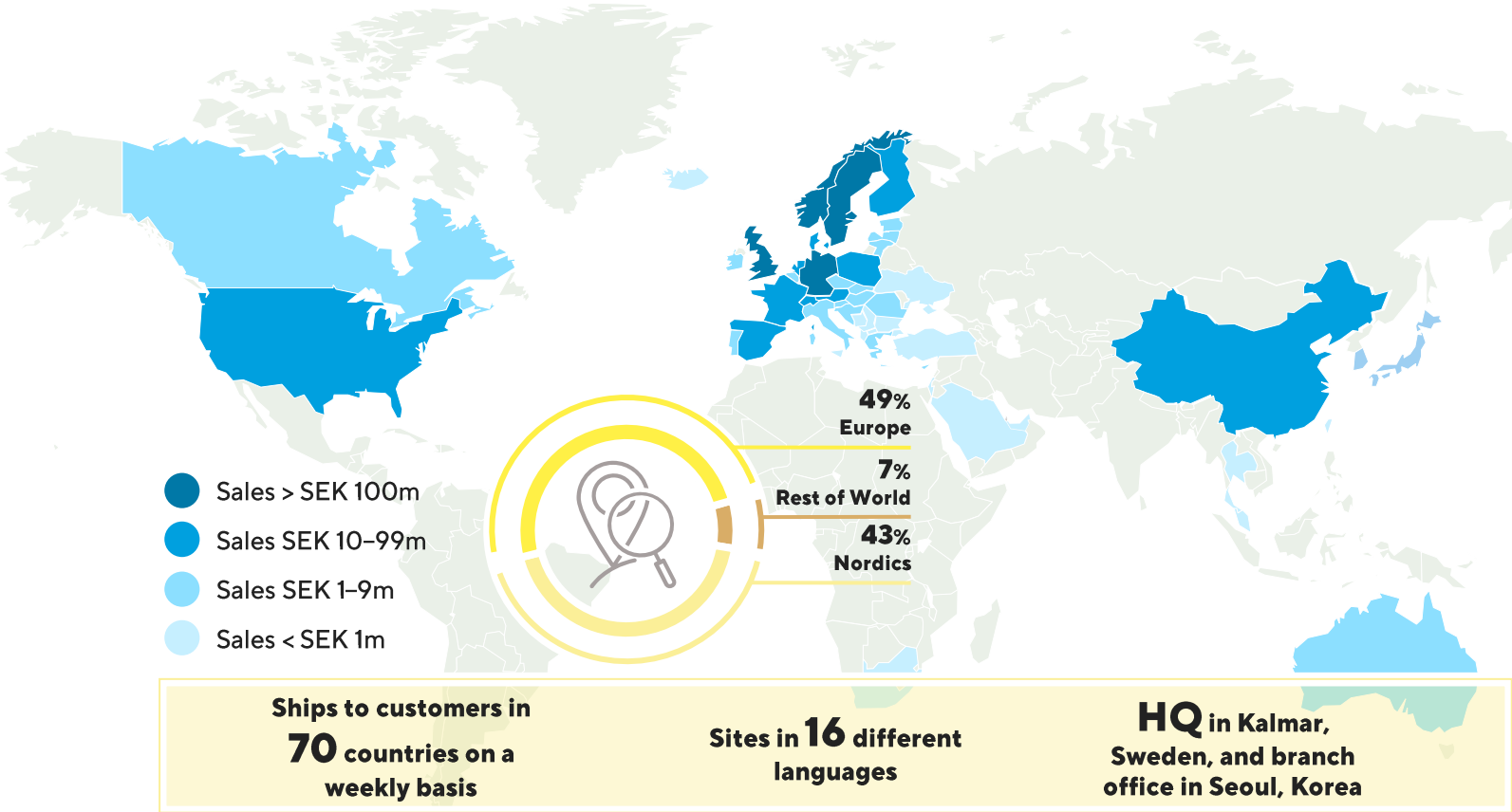
# Fragmented competitive landscape

The interior design category is fragmented across markets with no multi-national champion

ONLINE FOCUSED HOME INTERIOR PLAYERS	NORDIC NEST	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	RoyalDesign	✓	✓	✓	✓	✓	✓	✓									
	Rum®	✓	✓	✓	✓												
	WESTWING					✓		✓	✓	✓	✓	✓					
	NORDISKA GALLERIET	✓	✓	✓	✓												
	Bagaren och Kocken	✓	✓	✓	✓												
	FINNISH DESIGN SHOP	✓			✓	✓	✓		✓				✓				
	connox		✓			✓	✓	✓	✓								
MAIN MARKET-PLACES	amazon	GENERALLY SMALL OFFERING IN THIS NICHE, WITH LIMITED ACCESS TO PREMIUM BRANDS															
	CDDN.COM ebay	GENERALLY SMALL OFFERING IN THIS NICHE, WITH LIMITED ACCESS TO PREMIUM BRANDS															

# Opportunity to continue successful internationalisation

Global footprint with clear strategy for winning premium Scandinavian design customers



### What we are doing to win customers

- Develop customer interactions in all channels
- Deepen collaboration with all partners
- Expand to new markets
- Continue building our strong culture
- Analysis of customer and behavioral data
- Ensure efficient global logistics

# Profitable growth from all building blocks

