



Value Home

**Strategic positioned assets
with room for improvement**

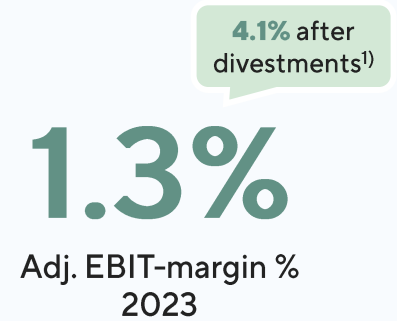
Christian Eriksson
Head of Value Home



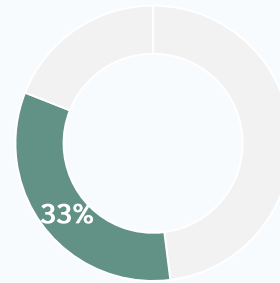
Value Home at a glance

+90% of sales from own and private label offering

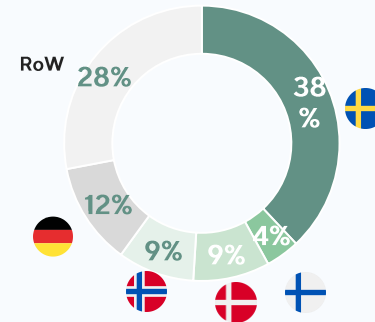
Value Home operates primarily in the Nordic and Eastern European markets. Value-driven model that focuses on offering competitive prices, enabled by high share of private label



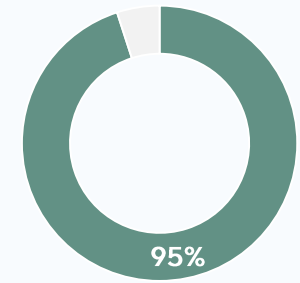
Share of Group sales
2023



Net sales by country
2023








Share of private label
2023



Note: 1) Divestment in Germany and Denmark and closing of stores in Sweden. Source: Company information

Main characteristics of Value Home operations

-  **Mix between private and white label products**
-  **Working with producers not brands/distributors**
-  **BHG managing content creation as well as product quality and compliance**
-  **Deep understanding of local customer preferences**
-  **Bulky products require complex supply chain**

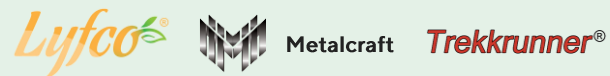


Value Home has several strategically positioned assets

Nordic home, garden and leisure in the value segment



PRIVATE LABEL OFFERING (94%)

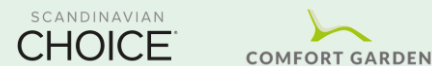


- ✓ Specialty expertise in doors, windows and bathroom products in the Nordics

Nordic furniture and interior design in the value segment



PRIVATE LABEL OFFERING (91%)



- ✓ One of Northern Europe's largest online destinations within home and furnishing

Outlet with focus on home in CEE



WHITE LABEL OFFERING (100%)

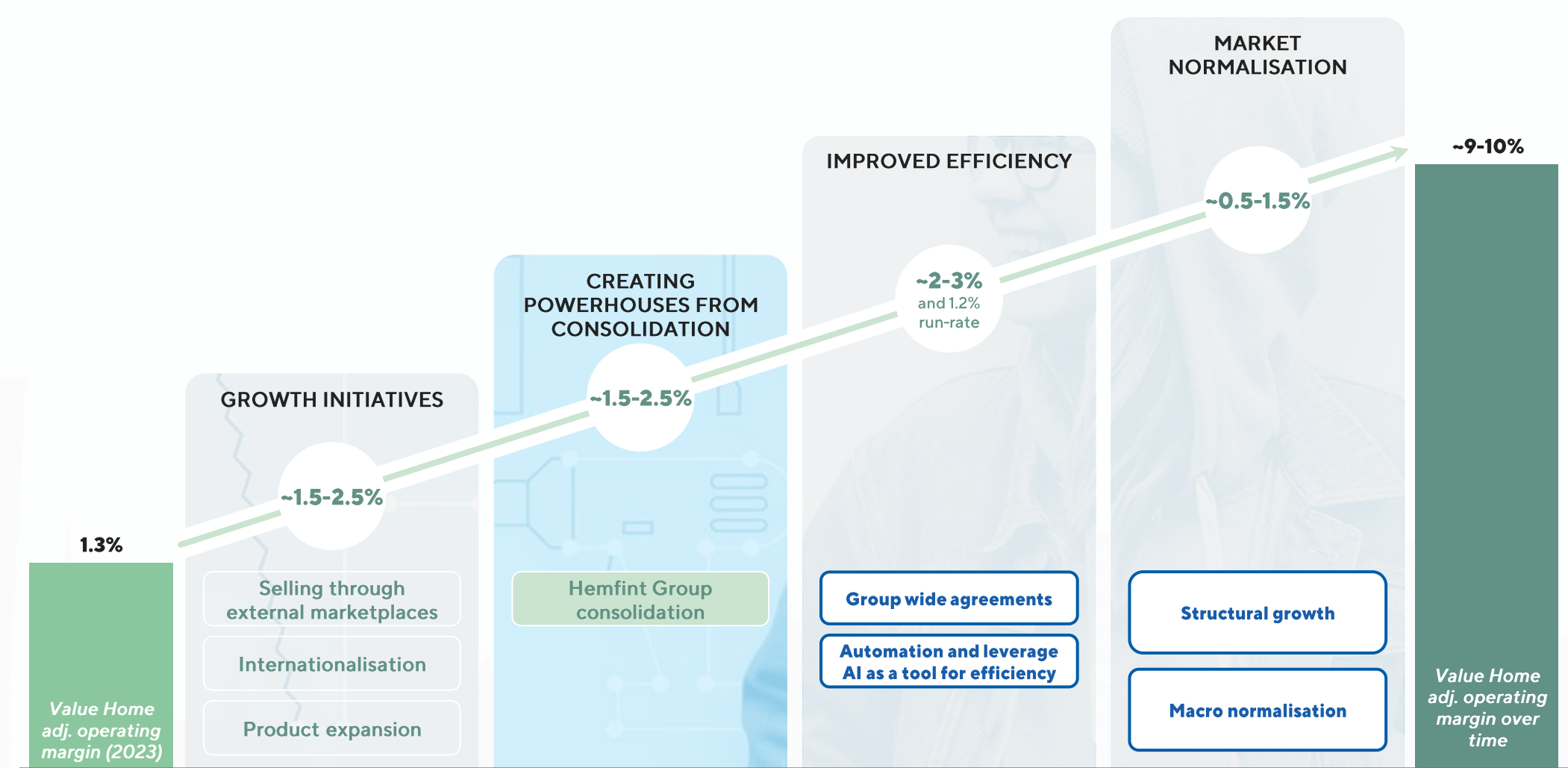


- ✓ Furniture player focuses on 10+ European markets outside of the Nordics

SIMILAR OFFERING TARGETING DIFFERENT GEOGRAPHICAL MARKETS

OPERATIONAL EXCELLENCE & CONSOLIDATION JOURNEY

Consolidation and efficiency expected to drive improvements



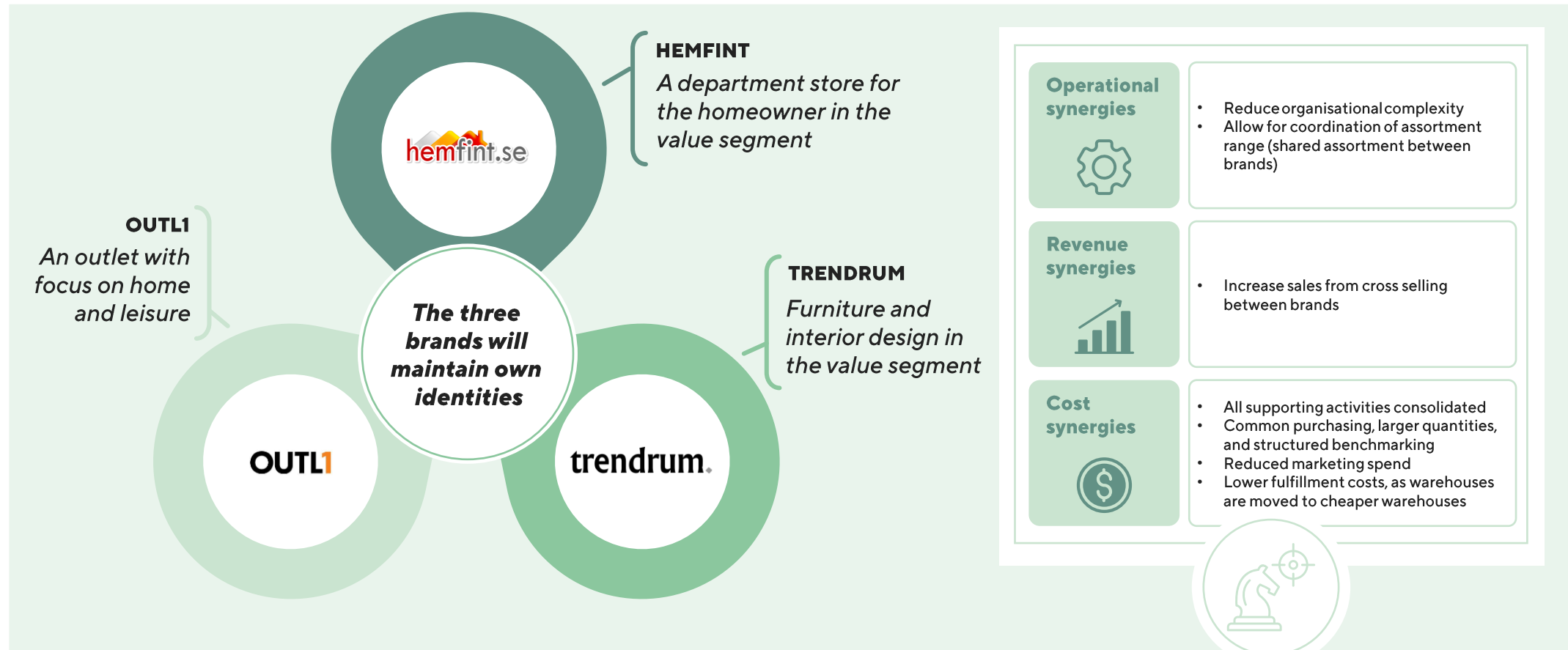
Hemfint consolidation journey

David Olhed
Group CCO



Strategic rationale behind consolidation of Hemfint, Trendrum and Outl1

Three brands with similar competencies, assortment and customer base



Thorough plan to ensure successful consolidation

Overview of planned activities

	Planned activities to reach target state			Target state
	Immediate	Short-term	Mid-term	
Warehouse and logistic 	Accelerate move from expensive warehouses	Consolidate all incoming goods across brands, move current inventory to new warehouses	Move warehouses	 <p>ONE SINGLE ORGANISATION PER FUNCTION</p>
Customer service 	Consolidate into one organisation, leverage off-shoring solutions	Focus in-house resources to single location		
IT 	Evaluate options for short/long term system set-up	Start consolidation	Consolidate	
Marketing 	Establish a new joint group organisation	Establish the new organisation (including recruitment if needed)	Co-location	
Finance 	Consolidate into a single organisation, with existing resources			
Purchasing 	Consolidate based on existing resources	Establish the long-term organisation		