



SEB seminar 2022

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EVERYBODY HAS THE RIGHT TO A FANTASTIC HOME

Bygghmax is a modern DIY discounter successful in four Nordic markets



Attractive market

SEK 120bn Nordic DIY market

Home increasingly important post pandemic

Discount & e-com accelerate

Modern discounter with Nordic success

Bygghmax modern discount offer drives market share gains

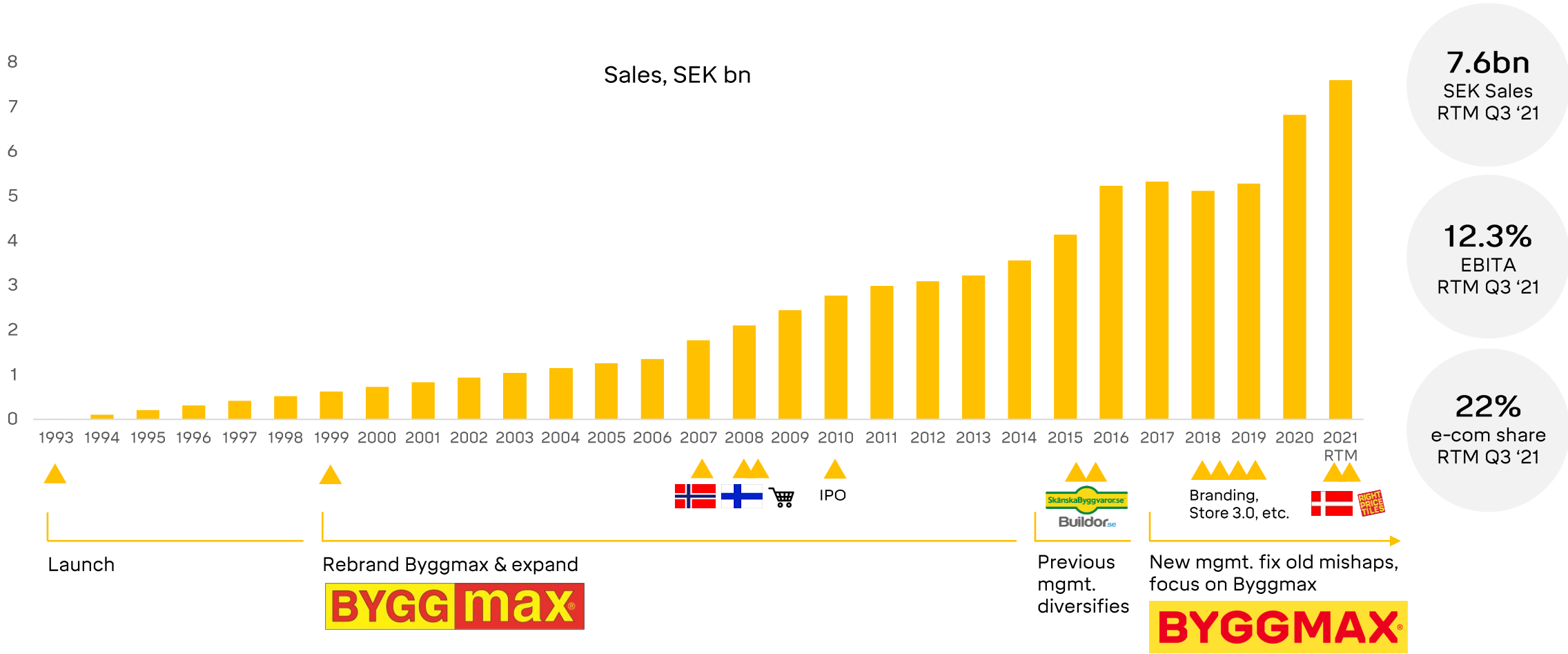
- Lowest price and high quality
- Small stores, leading e-com
- Products for today's DIYers
- Successful in four markets

Strong cash generation

Profitable growth through proven initiatives, add-on M&A and cost leadership

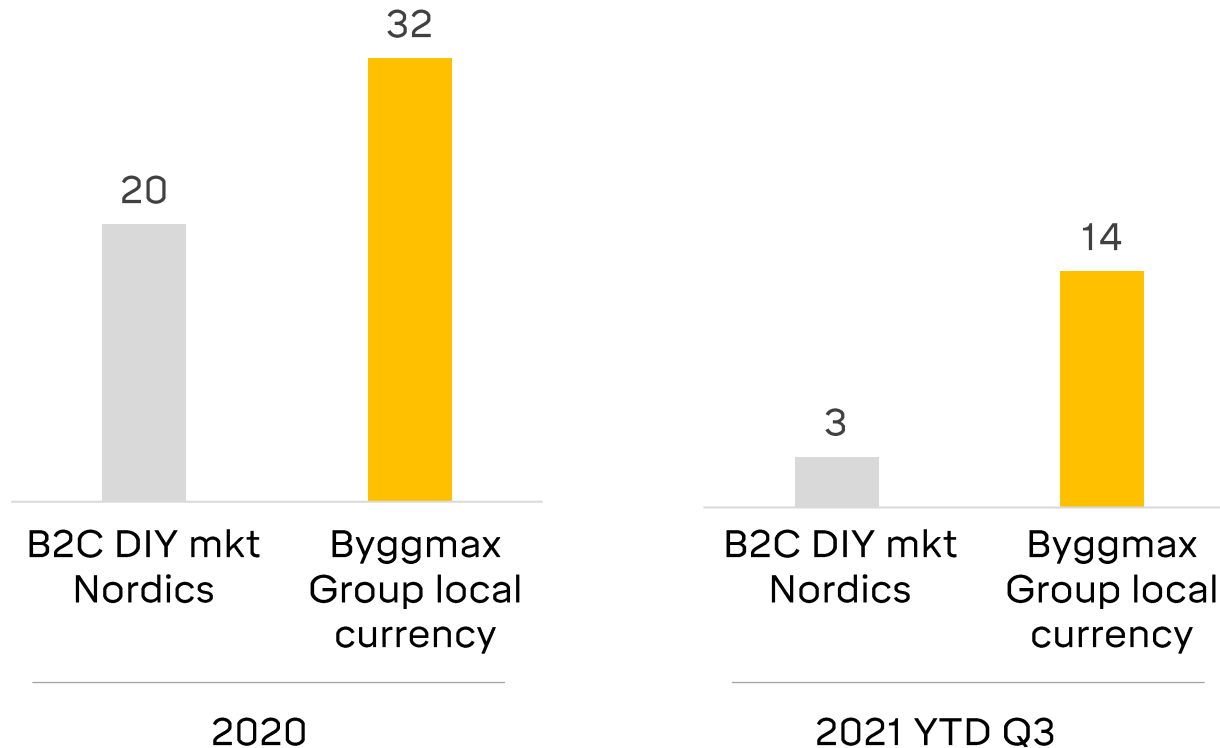
Strong cash generation to fund growth and dividends

SUCCESS STORY WITH NEW MOMENTUM



MARKET SHARE GAINS THROUGHOUT PANDEMIC YEARS

Percent



Recognized by independent surveys for price and quality



“HÄR FINNS SVERIGES BILLIGASTE TRÄDÄCK”

AFTONBLADET

Undersökningen publicerades på aftonbladet.se i april 2021.

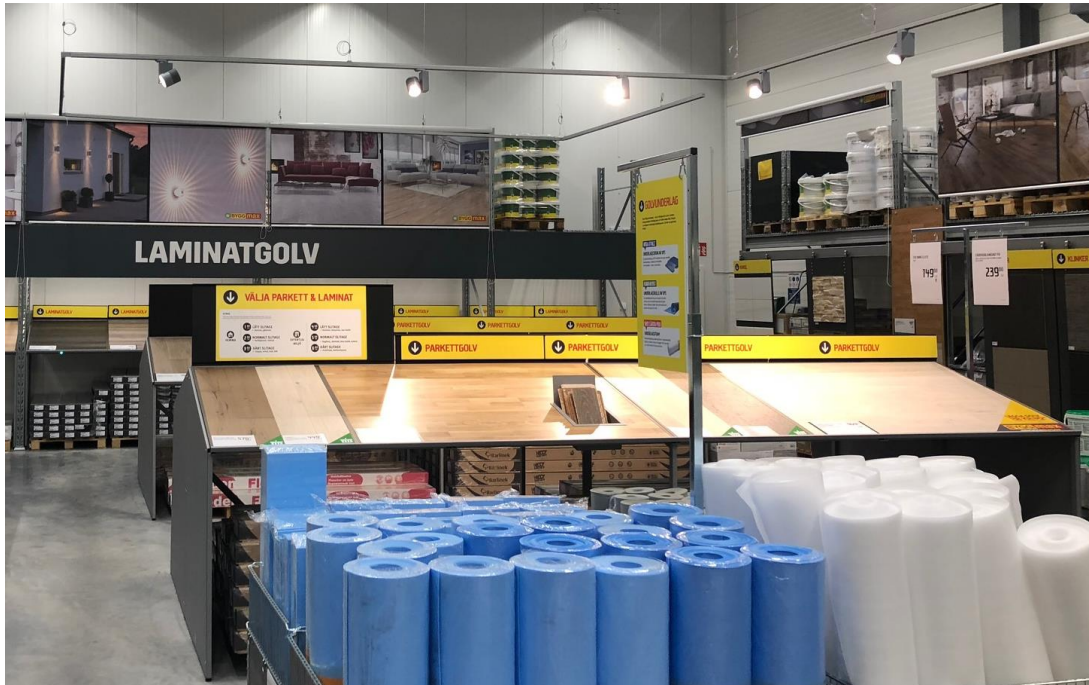


Forbrukerrådet: Dette er de beste byggevare-kjedene



MODERN DISCOUNT FEELS LIKE PREMIUM

New store 2017



New store 2019



*Updated assortment * Higher quality perception * Still lowest price!*

PROVEN ORGANIC GROWTH INITIATIVES WITH MUCH MORE TO GIVE

Store upgrades



+6% per “Store 3.0”

e-com



2x RTM Q3 '21 vs '19

New stores

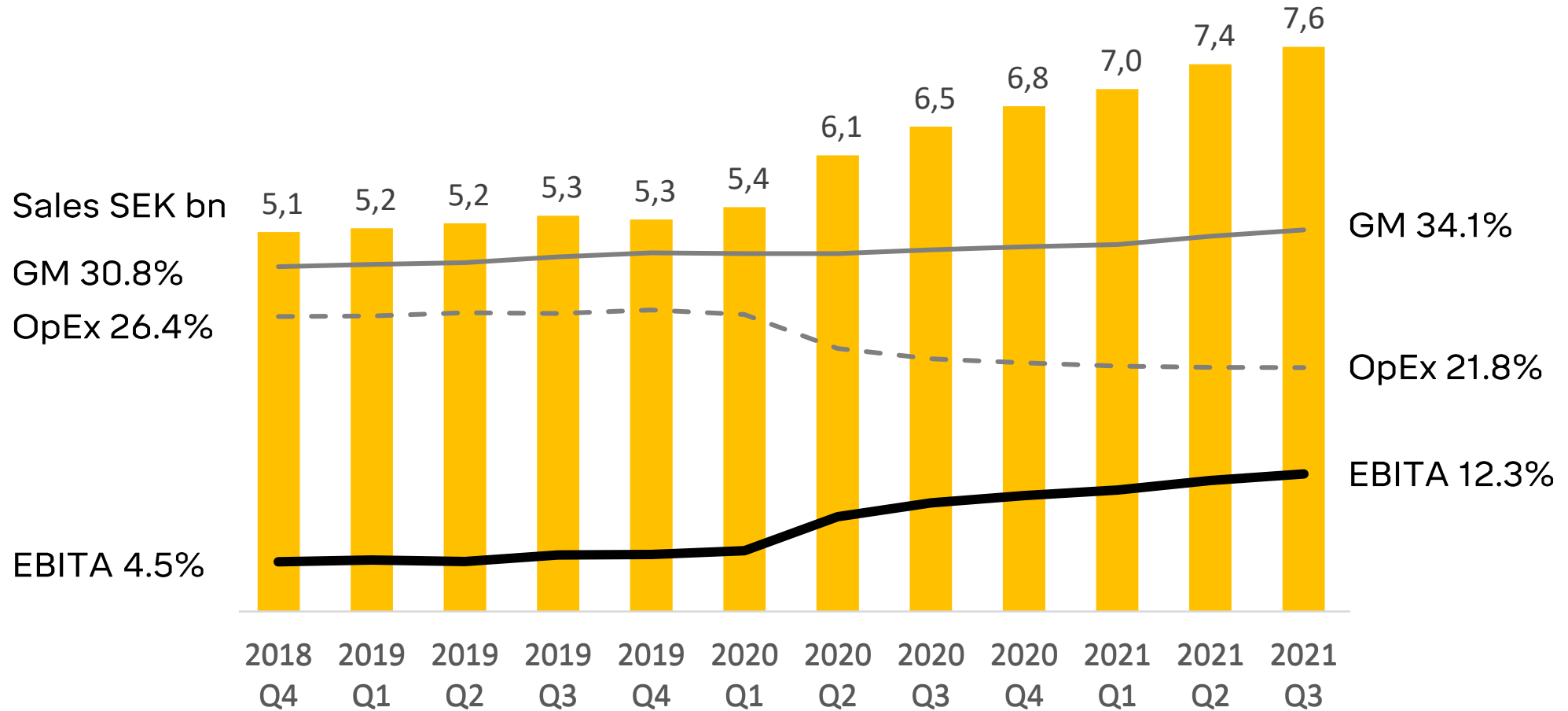


10 new stores 2021

Updated product offer and improved quality experience
SEK 4-5bn sales potential remains from existing initiatives

DEMONSTRATED SCALE EFFECTS

RTM figures



PERFORMANCE VS. FINANCIAL TARGETS

	Targets	RTM Q3 2021	Comment
Sales RTM	SEK 10bn 2025	SEK 7.6bn	SEK 6.5bn RTMQ3 '20
EBITA margin RTM	7-8%	12.3%	9.7% RTM Q3 '20
Net debt / EBITDA RTM EBITDA, ex. IFRS16	<2.5x	0.3x	0.5x Q3 2020
Dividend Share of net income	50%	35%	SEK 2.75 per share +200m buy-backs
CO2 From goods transports, per ton km vs. 2010	-70% 2030	-32%	FY 2020

POSITIVE OUTLOOK

We remain focused on our proven organic growth initiatives, that all have much more to give

- Byggmax towards “Modern discounter for today’s DIY-ers” – more categories, higher quality, best of stores & e-com – and still best price!
- Focus remains on organic growth initiatives, all with much more to give
- Continue store upgrades, e-com growth, and new stores in white spots
- Add-on acquisitions at appropriate opportunity

Favorable trends provide support

- Accelerating shift to discount as consumer market prices increase
- Role of the home increases, more consumers working partly from home
- Many new (young) DIYers and e-com customers during pandemic
- Our market view: DIY market larger post vs. pre covid-19 pandemic, although not as large as during the pandemic



Q&A



BYGGMAX®