

AGENDA

- Byggmax & our market
- Our priorities
- Financials
- Outlook
- Q&A

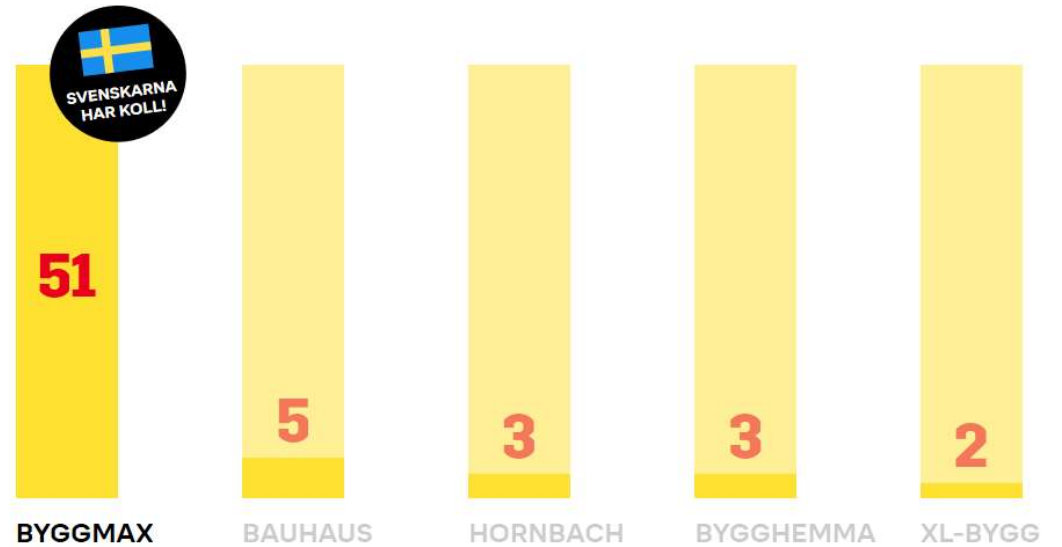


DISCOUNT KEEPS GROWING

Change in number of stores
Sweden



VILKEN BYGGHANDEL UPPLÉVER DU HAR LÄGST PRIS?



BYGGMAX IN NUMBERS

6.5

BILLION SEK SALES
RTM Q3 2020

169

BYGGMAX STORES
Q3 2020

No 1

PRICE PERCEPTION IN
DIY SE/NO/FI

+29%

SALES GROWTH
2020 Q3 YTD

3

MARKETS AND
2 SEGMENTS

20%

GROUP E-COM SHARE OF
SALES RTM Q3 2020

No 1

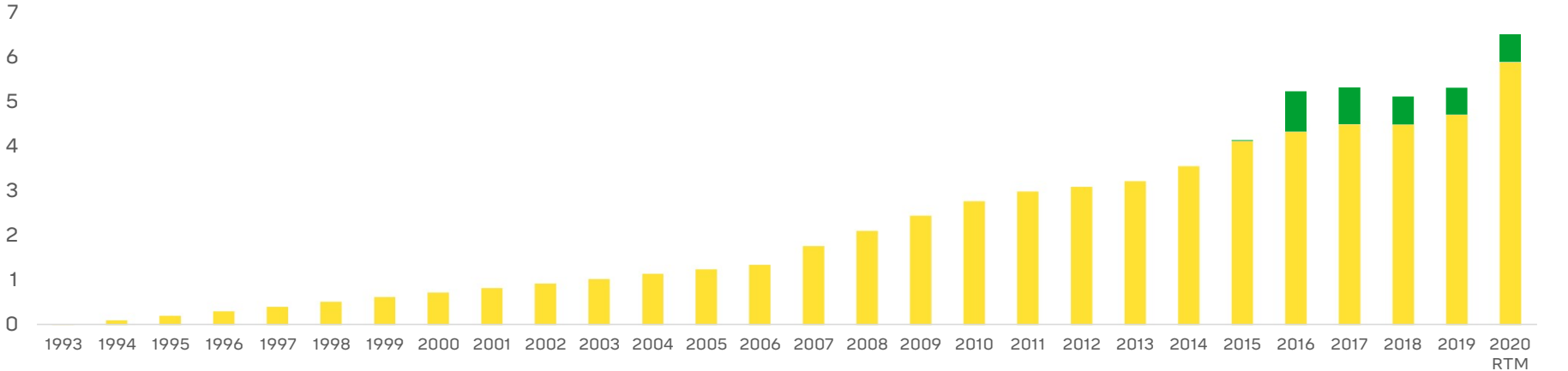
SUSTAINABLE BRAND
INDEX 2019

+50%

BYGGMAX E-COM
SALES 2020 Q3 YTD

SUCCESS STORY WITH NEW MOMENTUM

Sales, SEK bn



- ▲ Start ('93)
- ▲ Rebrand Byggmax ('99)
- ▲ Enter NO ('07), FI ('08)
▲ Launch e-com ('07)
- ▲ IPO ('10)
- ▲ Byggmax 2.0 launched ('13)
- ▲ Acquire Buildor ('15) & Skånska Byggvaror ('16)
- ▲ Garden & small town format ('17)
- ▲ Store 3.0 & new branding ('18-'19)



MISHAPS FIXED, UPGRADE IN PROGRESS

Old mishaps fixed

Turn around Skånska Byggvaror

- 9 consecutive quarters of profit growth

Turn around Byggmax Finland

- “Keeper” stores profitable

Upgrade tech platforms

- Supply, ERP, POS, online

Reduce net debt

- Cut 1/3 in 2 years



Now upgrading the customer offer

New store formats

- Updated assortment, better experience
- Small town format (2017), Garden departments (2017), Store 3.0 (Q4 2018)

New online set-up

- Site, delivery options, assortment (2019)

New brand profile

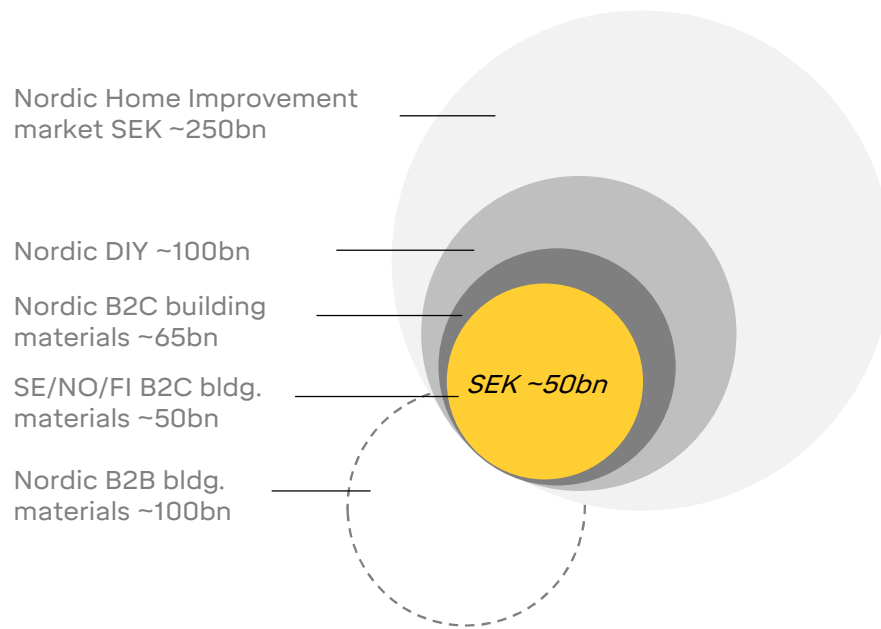
- Logo and visual identity (2018)



Mean more for more

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

LARGE NORDIC DIY MARKET



High Nordic DIY spend

- Highest DIY spend per capita in Europe
- High taxes & expensive craftsmen
- Many own multiple houses
- Long DIY tradition

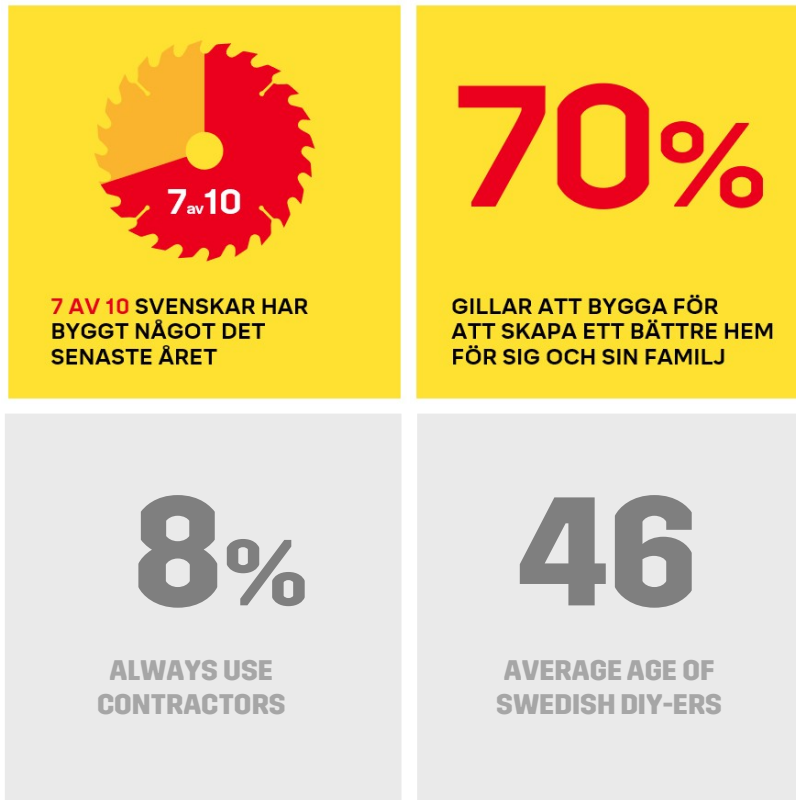
Nordic DIY market ca SEK 100bn

- Bygghem's core market, i.e., B2C building materials market in SE/NO/FI, ca SEK 50bn
- Developed ca as GDP over (long) time

Price, store proximity and online is key

- Price & value no 1 consumer criteria
- Proximity of store location also key
- Customers increasingly digital

HIGH INVOLVEMENT, CHANGING BEHAVIORS



- Do the fun part**
 - More small DIY projects
 - More DIFM for larger, more complex projects
- Don't fool me**
 - Consumers source materials, also when using contractors
- Shift to value**
 - Discount gaining share
 - Particularly with younger
- Digitalization**
 - E-commerce gaining share

DIY BOOM AND ACCELERATING TRENDS



Nordic consumer market for building materials estimated +15-20% 2020 Q3 YTD

- “Stay home” effect during covid-19 pandemic
- Housing transactions increased
- Weather effects favorable



Accelerating consumer trends

1. Home even bigger role in consumers’ lives
2. Consumers willing to spend on homes
3. More experienced DIY-ers
4. Discount accelerating
5. E-com accelerating

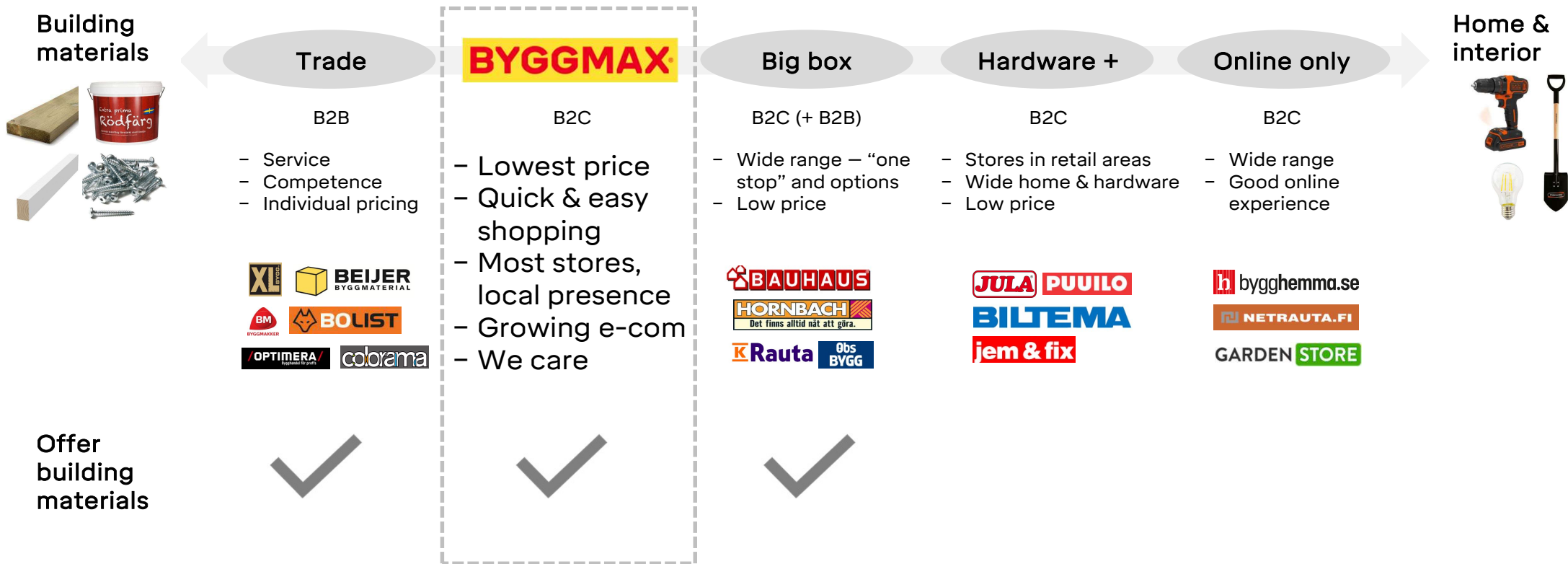


“Sweden could follow in Denmark’s footsteps”
Swedish Trade Federation, 2020



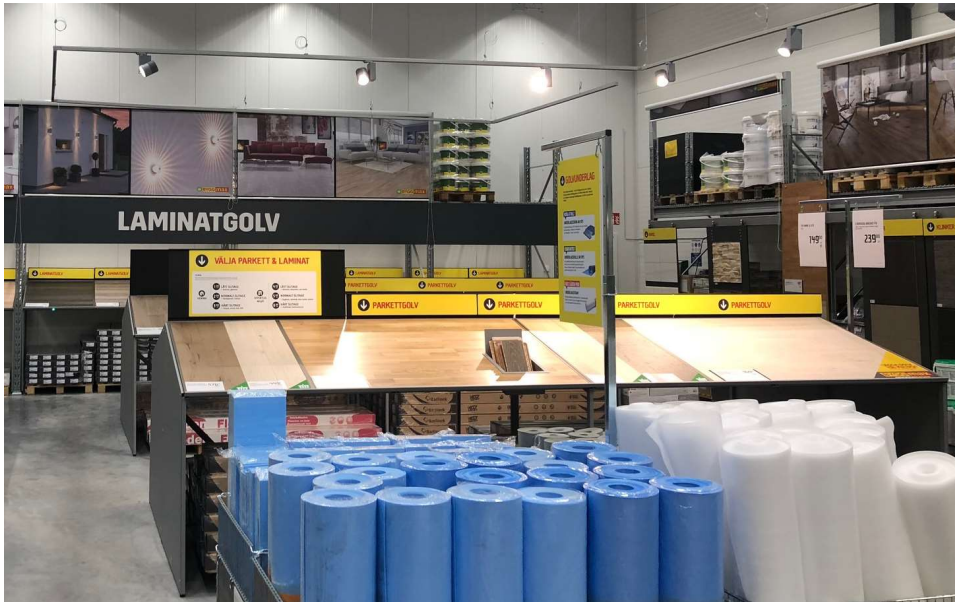
FIG. 28. Källa: DTI

NICHE POSITION WITH TRADE AND BIG BOX AS MAIN COMPETITORS



MODERN DISCOUNT FEELS LIKE PREMIUM

New store 2017



New store 2019



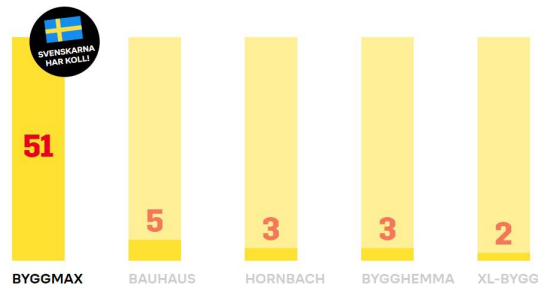
*Updated assortment * Higher quality perception * Still lowest price!*

CUSTOMERS – AND OTHERS – LIKE THE UPGRADE

+4

%-POINT BYGGMAX BRAND CONSIDERATION (TWO YEARS)

VILKEN BYGGHANDEL UPPLIVER DU HAR LÄGST PRIS?



LAVEST PRIS PÅ TERRASSBORD

Hos Bygghandel får du de billigste terrassebordene til en god kvalitet, ifølge VGs prisundersøkelse.

Hj 110 produktene ble testet og sammenlignet. Sjekk din lokale forhandler.

SPARE PENGER

12⁹⁵ kr/m² **SJEKK PRISEN**

22⁹⁵ kr/m² **SJEKK PRISEN**

BYGGMAX

+10

POINTS BYGGMAX NPS DEVELOPMENT (TWO YEARS)

SVERIGES BILLIGASTE ALTAN INKLUSIVE HEMLEVERANS

Der har de billigste altanene blitt testet og sammenlignet. Sjekk din lokale forhandler.

Der du pengene til bygger alt du skal gjøre billigst mulig. Etter 713 testere, om du ikke vil det.

TEST VINNARE

BYGGMAX

Forbrukerrådet: Dette er de beste byggevare-kjedene

BYGGMAX

SUPER-TEST

VIUTSER

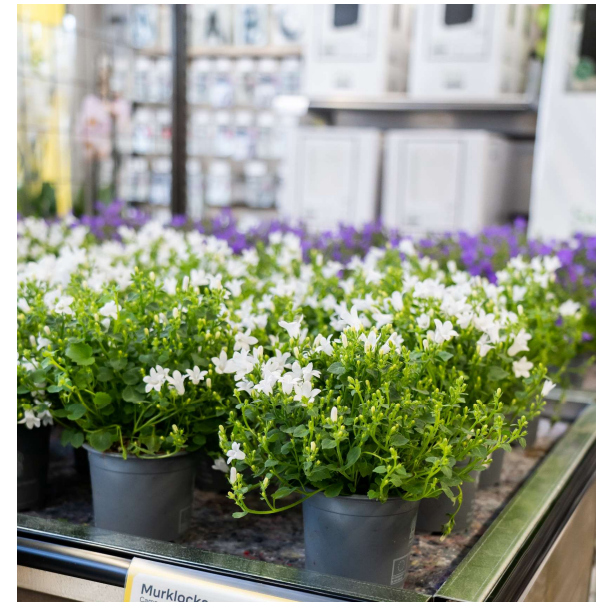
SVERIGES BÄSTA VÄGGFÄRG

För max 630 kr

12⁹⁵ kr/m²

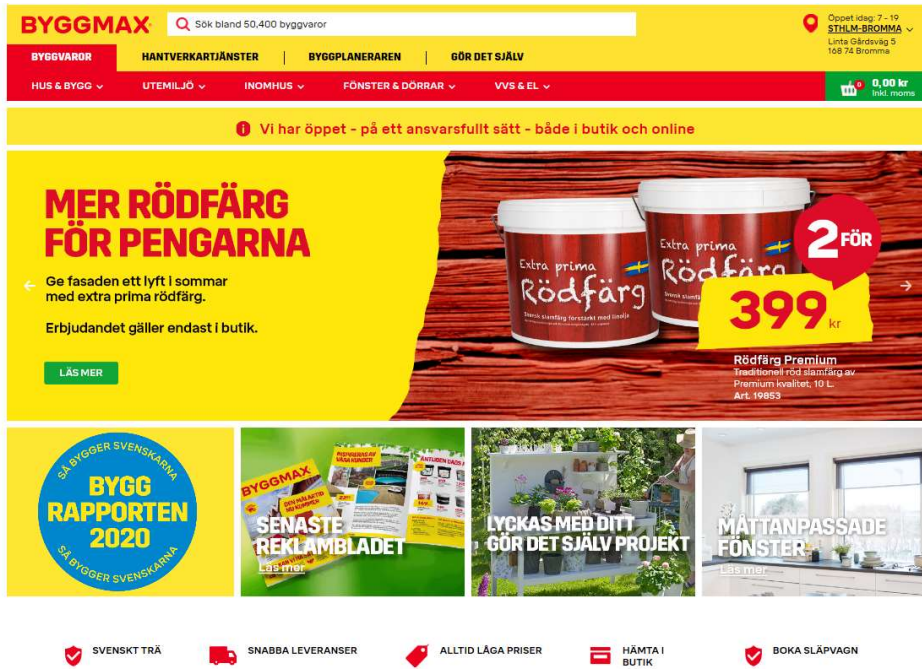
BYGGMAX

STORE SALES +6 PERCENT AFTER UPGRADE



“Store 3.0”: increased assortment and improved store experience
Upgrades drive 6% sales increase per store & happier customers

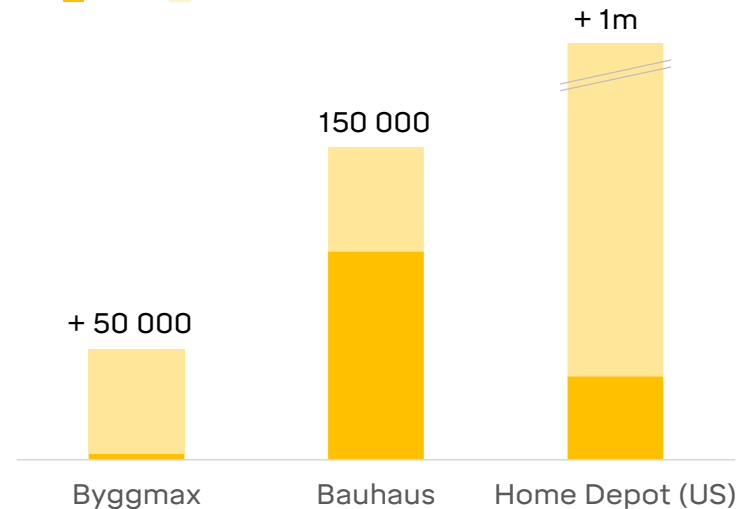
E-COMMERCE +50% 2020



Room for wider offer

Number of products

■ Store ■ e-com



- Our approach: lowest price, wide assortment, customer decides how & when to shop
- Much progress last two years: new site, larger assortment, more delivery options
- Bygghuset e-com sales +50% 2020 Q3 YTD

E-COM BEST TOGETHER WITH STORES

169 stores
integrated with
+50,000 e-com
products



Customer decides

- Shop in store
- Shop from car
- Collect@store
- Cheap delivery
- Express delivery
- Pick day delivery

2x +15%

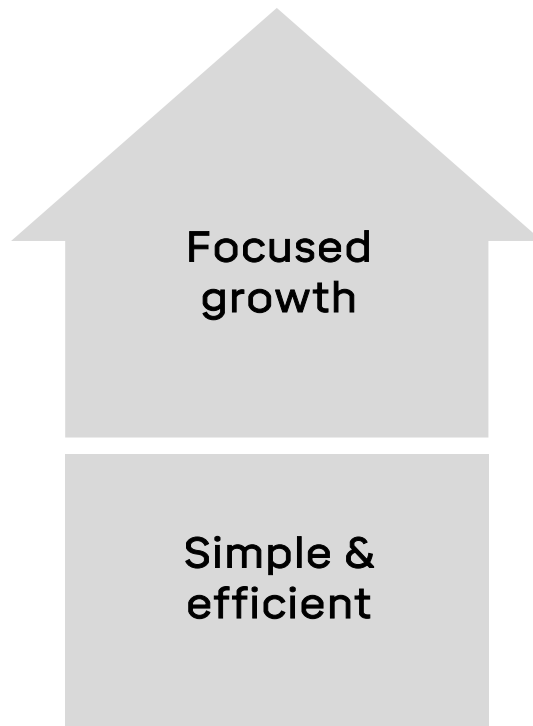
GROWTH OF COLLECT@STORE ORDERS VS. HOME DELIVERY YTD ADDITIONAL E-COM GROWTH AFTER OPENING A NEW BYGGMAX STORE

LOWEST FREIGHT



ON BULKY ITEMS WHEN SHIPPED FROM BYGGMAX STORE

OWN INITIATIVES ADD TO SALES GROWTH



Store upgrades

- "Store 3.0" 30% (12%) of portfolio end Q3, generate 6% per store
- Garden departments perform strongly (12% of portfolio)

E-commerce

- Bygghmax segment online sales +50% Q3 YTD
- Larger assortment, upgraded site, better delivery options

Store expansion

- 9 new stores opened as of Q3, 1 more in Q4
- New stores add 4% sales YTD

Skånska Byggvaror build-out

- Product development generates new product sales
- Strong effect of digital sales & marketing initiative

Further efficiency improvements

- GM% increase +0.3pp YTD (vs. last year's all-time-high)
- Strong cost control, YTD OpEx +9% (-4%-p of sales)

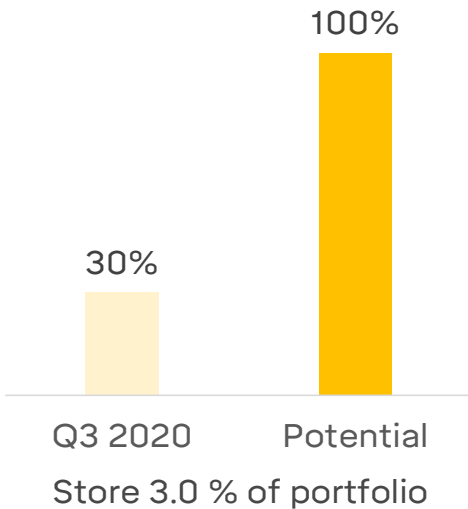
Own initiatives
drive ca 10% sales
growth Q1-Q3 2020

Scale effects in
GM% and Opex%

... AND HAVE MUCH MORE TO GIVE

Store upgrades

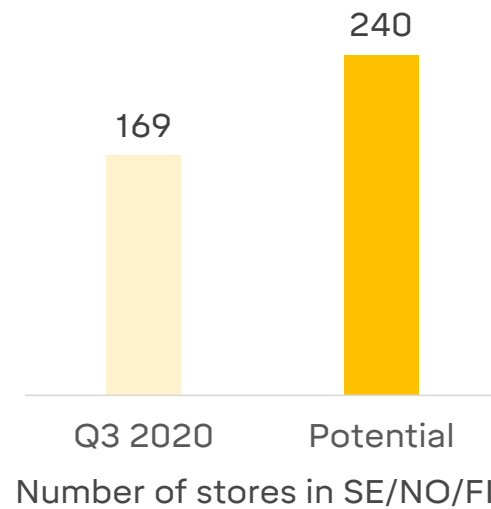
Sales +6% per store



SEK ~200 m

Store expansion

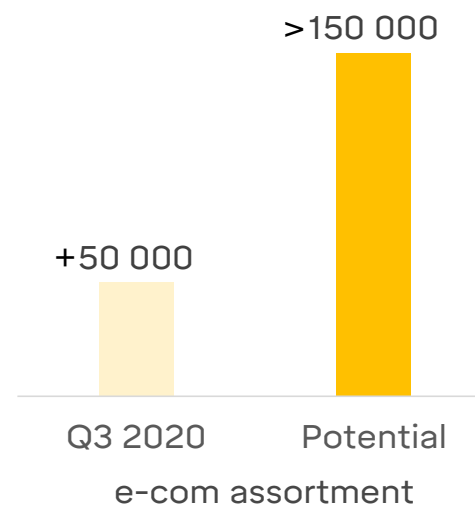
Three formats, 15-45+m/store



SEK 1.5-2 bn

e-commerce

Sales +50% 2020 YTD Q3



SEK +1 bn

SEK ~3bn sales potential remaining in current Bygghem initiatives alone

- Move towards
- More stores
 - Upgraded stores
 - e-com 25-30% of Group sales

STRONG FINANCIALS AND DIVIDEND ALREADY PROPOSED

	2019	2020 RTM
Sales (vs LY)	5.3bn (+3%)	6.5bn (+24%)
EBITA margin	5.1% (+0.8%-p.)	9.7% (+4.6%-p.)
Net debt Q3, excl. IFRS16	0.8bn (-0.1bn)	0.4bn (-0.4bn)
Dividend SEK per share	0 Proposal of SEK 1.16 per share canceled due to covid-19 precautions	2.75 Proposal, paid 2021

Financials started improving 2019

Massive scale effects 2020

- 2020 YTD sales increased +29%
- Higher GM%, OpEx only +9%

More solid earnings

- No drags, more contributors (Finland, Skånska Byggvaror)
- Cost and GM% efficiency
- Higher lease portfolio flexibility

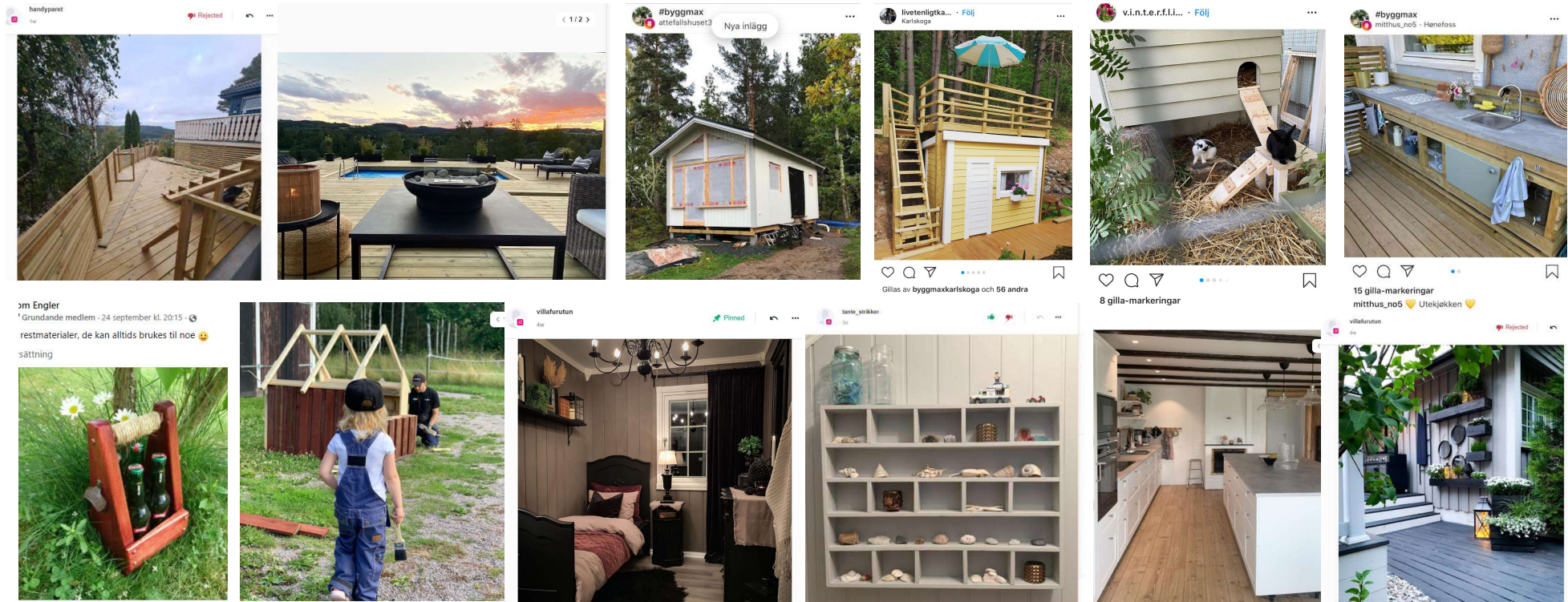
Dividend capacity reinstated

- Dividend of SEK 2.75 already proposed (to be paid out 2021)

STRONG POSITION & POSITIVE OUTLOOK

1. Bygghmax has a clear discount position in a lively and long term attractive DIY market
2. Upgrading Bygghmax discount model drives profitable organic growth
 - Previous mishaps fixed
 - Modernizing brand, stores and e-com gives more & happier customers
 - Benefit from trends towards discount, e-com and role of the home
3. Our business model allow us to be successful both in stores and online
4. Journey ahead builds on proven initiatives for profitable organic growth
 - Growth initiatives have much more to give
 - Strong scale effects from increased sales, as demonstrated in 2020
 - Positive market outlook provides support
5. Dividend proposal of SEK 2.75 per share already communicated

Q&A



Everybody has the right to a fantastic home
Best price * Right assortment * Quick & easy * We care

BYGGMAX®