



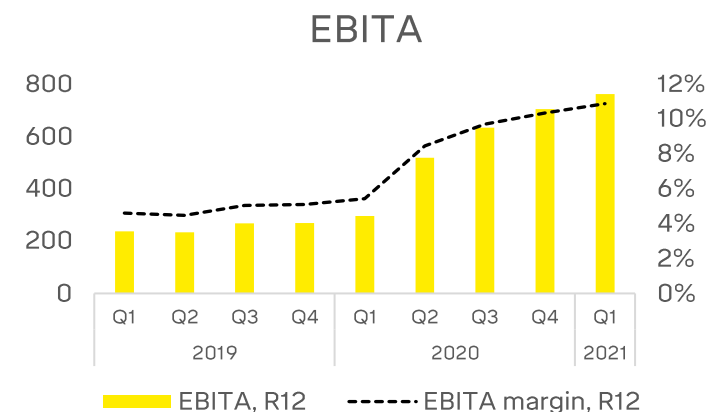
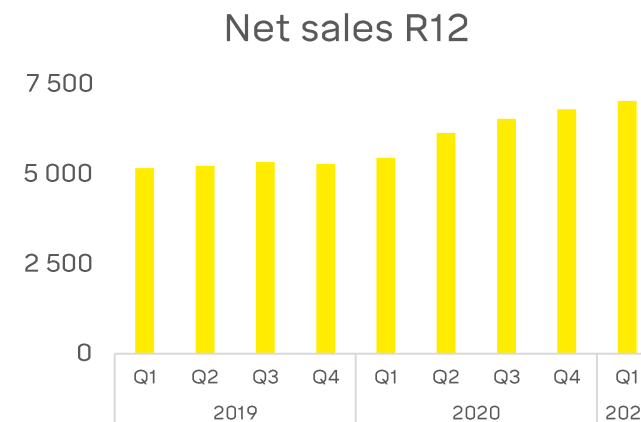
Q1 Report 2021

April 20, 2021

Mattias Ankarberg, CEO
Helena Nathhorst, CFO

Q1 2021: STRONG START DESPITE TOUGH COMPARABLES

- Q1 net sales increased 26% (23%) to 1,111m (879m)
 - Good market and continued share gains
 - Like-for-like sales increased 20%
 - Byggmax branded e-com grew 90%
 - E-com accounted for 26% of Group sales
- Increased gross margin and solid cost control gave continued strong scale effect
- EBITA increased to SEK 7 M (-51),
EBITA margin increased to 0.7% (-5.8%)
RTM EBITA margin increased to 10.9% (10.4% 2020)



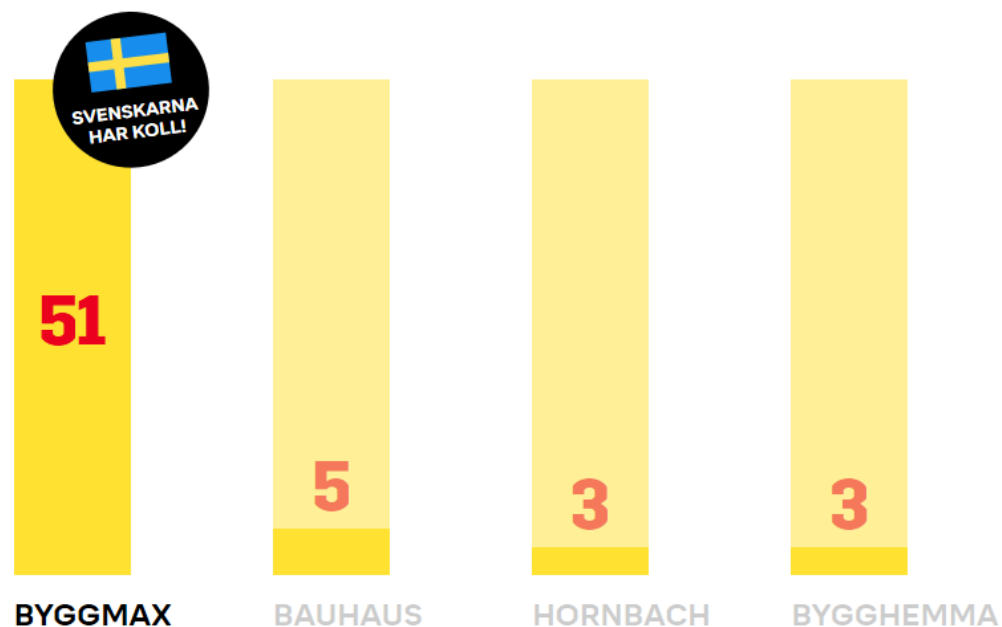
KEY EVENTS

- Covid-19 situation – precautions to operate in a responsible way
- Partial lockdowns in Denmark and Norway, due to covid-19 restrictions
- Store portfolio further upgraded and 2 new stores opened in Q1 2021
- Entered Denmark January 2021
- Updated financial targets at Bygghmax Capital Markets Day on March 23



CLEAR AND LEADING DISCOUNT POSITION

VILKEN BYGGHANDEL UPPLEVER DU HAR **LÄGST PRIS?**



Bygghuset recognized for both price & quality in Q1 2021 by independent Swedish surveys

- Lowest price for terrace project (byggahus.se)
- Quality of terrace (impregnated) wood products



HEALTH & SAFETY FIRST IN COVID-19 PANDEMIC

Continued precautions

- Ensure health & safety of staff and customers, e.g., hygiene routines, cleaning frequency, cash point covers, canceled events, hand washing stations, info signs, distance markers, etc.
- Launched “pay from car” service May 2020

Partial lockdowns in Denmark and Norway Q1 2021

- For part of Q1, consumers not allowed in Danish and some Norwegian stores – only click and collect
- Main impact in Norway, where up to 23 stores were closed for visits for ca 2 weeks (Bygghmax total 175)
- Newly launched “collect outside store” recouped good part of lost store sales

Positive financial impact

- Positive demand from “stay at home” effect
- Disruptions in all manageable
- At end Q1, 23 Norwegian stores closed for visitors



KLIKK & HENT UTENFOR BUTIKK

Kjøp varer på byggmax.no. Vi pakker bestillingen din innen to timer. Du får en sms med en bekreftelse og kan hente ordren din utenfor butikken innenfor ordinære åpningstider.

Bestill før 16:00 for å kunne hente ordren samme dag.



HJEMLEVERING

Velg mellom ulike leveringsalternativ på byggmax.no.

MARKET SHARE GAINS CONTINUED

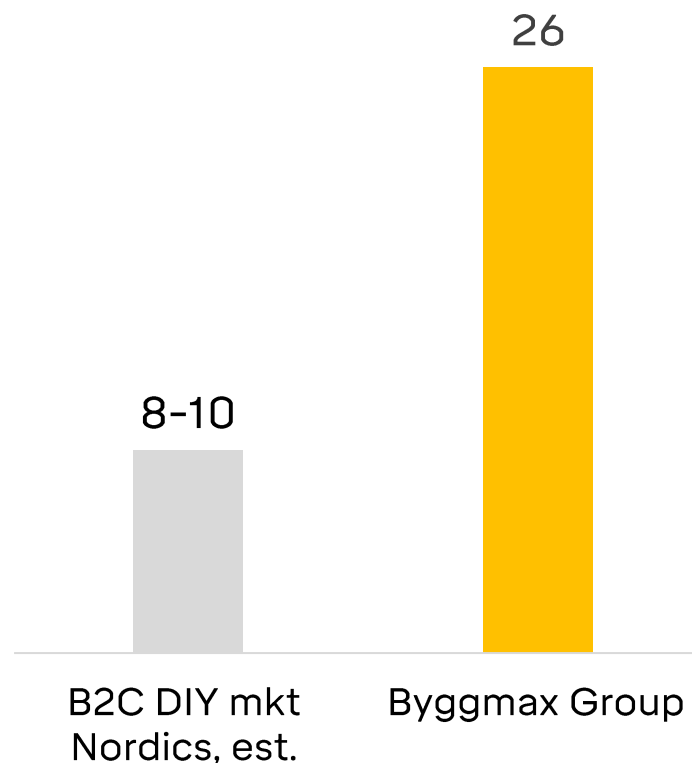
2020: Nordic B2C DIY market ca +20% (local currency)



Q1 2021: +8-10% estimated Nordic B2C market growth

- Continued “stay home” effect
- Negative weather effect from later arrival of spring vs. LY
- Positive effect from increased consumer market prices
- Negative effect of partial lockdowns in Norway, Denmark
- Continued consumer shift to discount and e-com

Q1 2021, percent



2020: Bygghmax Group net sales +32% in local currency, +29% reported

Q1 2021: Bygghmax Group +26%

Bygghmax segment +23%

- Bygghmax stores not yet upgraded performs in line with market
- Strategic initiatives drive the growth: e-com, store upgrades, new stores
- Acquired Denmark business adds 5%

Skånska Bygghvaror +69%

- Leading online garden niche position
- Well performing growth initiatives
- Very strong growth in small quarter

STRATEGIC INITIATIVES DRIVE PROFITABLE GROWTH

Bygghmax “Modern discount for today’s DIY-ers”

e-commerce +90% Q1 2021

- Bygghmax branded online sales +90% Q1
- Continued fastest growth from collect@store
- Larger assortment, upgraded site, better delivery options

Store upgrades +6% per “Store 3.0”

- Store 3.0 at 46% (27%) of portfolio end Q1, generate 6% sales per store
- Garden range perform strongly, +70% in Q1 2021 (39% of portfolio with garden departments)

Store expansion +4% Q1 2021

- 2 new stores opened Q1 2021, 4 new acquired Denmark
- Target 2021 is 12 new stores, in addition to 4 acquired
- New stores add 4% sales Q1 2021 (+ Denmark acq.)



VERY STRONG ONLINE GROWTH

Bygghmax branded e-com sales +90% in Q1 2021

- Larger assortment, improved site, delivery options
- e-com sales boosted by partial lock-downs – in Sweden, with no lockdowns, Bygghmax e-com increased +65%
- Strong growth from both store assortment and online exclusive range

Our model of integrating e-com and stores enables faster growth

- Fastest growth continue to come from collect@store (order online, pick up in store)
- e-com increase 15 percent where new store is opened

Further strengthen e-com offer in 2021

- First in Nordic DIY to launch “pro-active track & trace”
- New private label ranges for garden furniture and bathroom products
- Digital guides and instructions for over 200 DIY projects



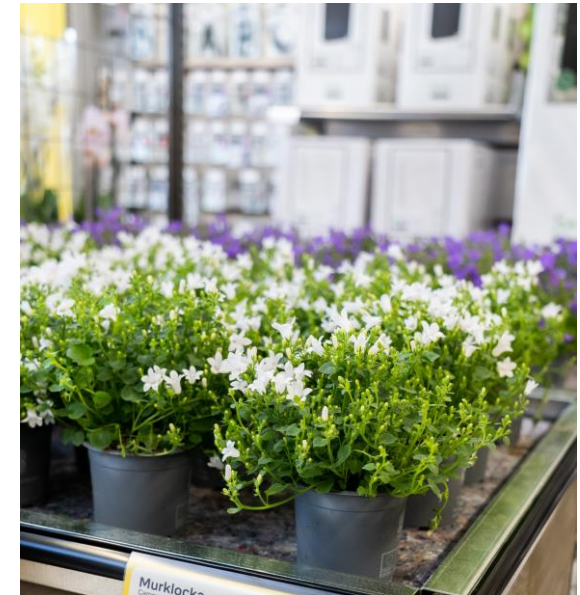
UPGRADING TO “STORE 3.0” FORMATS



Small town format
Upgraded “3.0” version
launched 2020



Regular format
“Store 3.0” launched Q4 2018
Upgrades ongoing



Large format (& large Garden)
Upgraded “3.0” version
launched 2020

Store 3.0 – more home improvement projects and quality experience
Upgrades generate 6% sales increase per store

INCREASINGLY UPGRADED PORTFOLIO

Bygghmax store portfolio



Store 3.0 now 46% of portfolio

- 2 new stores opened in Q1 2021: Tanum (Sweden) and Elverum (Norway)
- 4 stores from acquired Næstved Lavpristræ (“NLT”), Denmark
- 12 upgrades in Q1 2021 to Store 3.0, to total 80 Store 3.0 (46% of Bygghmax portfolio)
- Garden departments in 69 stores (39%), of which 19 large Garden departments (large format)
- Portfolio includes 17 stores of format for small towns (10%) and 19 large format stores (11%)
- 10 new stores announced so far for 2021 (8 not yet opened), and 2 relocations (both Sweden)

GOOD START IN DENMARK

Entered Denmark Jan 2021 through own acquisition of Næstved Lavpristræ (“NLT”)

- Sales 2020 ca DKK 125m, history of organic growth at good profitability
- 4 stores in Zeeland and 30% e-com

Good start of first year

- Sales increased vs LY
- NLT stores have received first goods from Bygghmax supply chain

Acquisition of NLT adds 5% sales in Q1 2021



FANTASTIC START FOR SKÅNSKA BYGGVAROR

Benefit from leading online garden niche position

Continued strong results from growth initiatives

- Product development
- Digital sales and marketing

Sales growth of 69%, and strong order intake, in small first quarter

Focus on executing selected growth initiatives: product development, digital sales & marketing, expansion in Norway and Finland



10%

SKÅNSKA BYGGVAROR
OF GROUP SALES Q1 2021

26%

TOTAL GROUP E-COM
OF GROUP SALES Q1 2021

CAPITAL MARKETS DAY MARCH 23

- Drivers of market share gains 2020
- Big trends: discount, role of the home, e-com
- Byggmax to “Modern discounter for today’s DIYers”
 - Home improvement projects (not building materials)
 - Quality experience (not cheap)
 - Best of stores & e-com
 - Still best price!
- Financial details on strategic growth initiatives: e-com, store upgrades, new stores
- Updated financial targets



om.byggmax.se/en/for-investors

UPDATED FINANCIAL TARGETS

	Previous targets	New targets	2019	2020
Sales	+10-15% organic growth per year	SEK 10bn 2025	5.3 bn	6.8 bn
EBITA margin	7-8%	7-8%	5.4%	10.3%
Net debt / EBITDA RTM EBITDA, ex. IFRS16	-	<2.5x	3.1x	0.6x
Dividend Share of net income	50%	50%	- SEK 1.16 proposal canceled in covid-19 precautions	2.75 Board proposal
CO2 From goods transports, per ton km vs. 2010	-	-70% 2030	-23%	-32%

SALES DEVELOPMENT Q1

	Byggmax	Skånska Byggvaror	Total
Share of Byggmax Group sales Q1 2021	89.9%	10.4%	100%
Sales development Q1 2021 vs. Q1 2020	22.9% LFL 15.4% Acquisition 4.8% New stores 3.8%	69.1% LFL 69.7%	26.4% LFL 19.6% Currency -0.6%

- Good market growth and continued “Stay home” effect during covid-19 pandemic
- Byggmax stores not yet upgraded perform in line with market development
- Strong sales growth from Byggmax own initiatives i.e., e-com, store upgrades, new stores
- Very strong growth for Skånska Byggvaror in small quarter

P&L Q1 2021

SEK M	2021	2020
Net sales	1 111	879
Other operating income	8	3
Total revenue	1119	882
Cost of goods sold	-734	-592
Other external costs and operating expenses	-105	-96
Personnel costs	-161	-141
Depreciation and amortization of tangible assets	-112	-105
Total operating expenses	-1 112	-934
EBITA	7	-51

Byggmax Group

- Net sales in Q1 increased by 26.4 percent to SEK 1,111 M (879)
- Gross margin increased to 33.9 percent (32.7), positively impacted by favorable mix effects, scale effects within logistics and increased consumer market prices driven by expectations of increased raw material prices.
- Cost control remained solid and cost share of sales decreased. Comparable costs increased by SEK 9 M (11). The increase is mostly due to increased costs for personnel and store operations related to the strong sales growth.
- Costs related to new and acquired stores amounted to SEK 21 M.
- EBITA increased to SEK 7 M (-51)
- EBITA margin increased to 0.7 percent (-5.8)

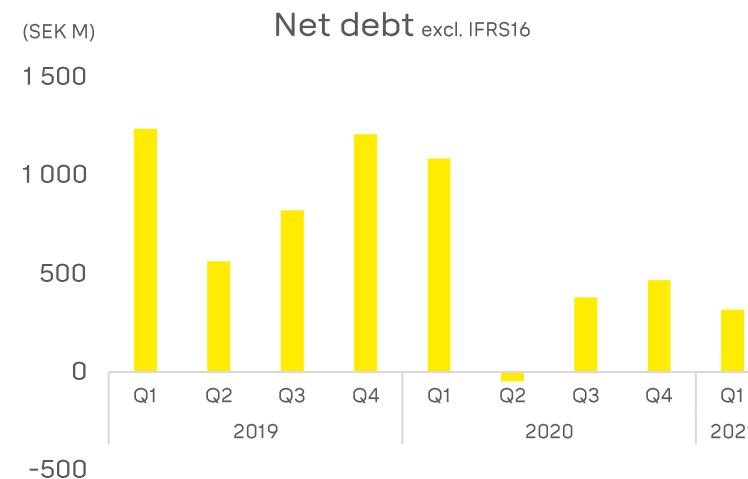
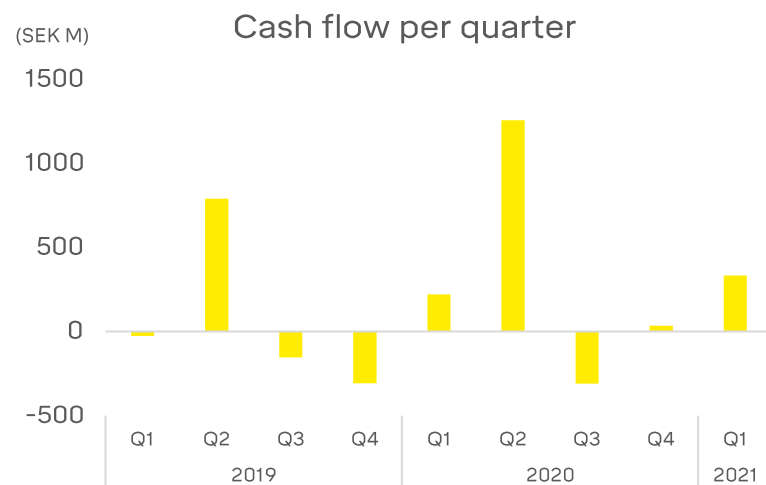
Byggmax (excl. IFRS 16)

- Net sales increased 22.9 percent to SEK 998 M (813)
- EBITDA increased to SEK 41 M (1)

Skånska Byggvaror (excl. IFRS 16)

- Net sales increased 69.1 percent to SEK 115 M (68)
- EBITDA increased to SEK -1 M (-21)

CASH FLOW & NET DEBT



Cash flow from operating activities amounted to SEK 332 M for the first quarter, an increase of SEK 112 M compared to the same period last year.

The change in cash flow was mainly driven by a stronger EBIT combined with increased accounts payable.

Balance sheet strengthened with a net debt amounting to SEK 318 M excluding IFRS16, to be compared with a net debt position of SEK 1,086 M in Q1 2020.

PERFORMANCE VS. FINANCIAL TARGETS

	Targets	Q1 2021	Comment
Sales RTM	SEK 10bn 2025	SEK 7.0bn	+26% Q1 2021
EBITA margin RTM	7-8%	10.9%	10.4% 2020
Net debt / EBITDA RTM EBITDA, ex. IFRS16	<2.5x	0.4x	2.6x Q1 2020
Dividend Share of net income	50%	35%	SEK 2.75 per share proposed by Board to AGM
CO2 From goods transports, per ton km vs. 2010	-70% 2030	-32%	FY 2020

2021 FOCUS – EXECUTE PROVEN STRATEGY FOR PROFITABLE GROWTH

Strong start to the year

- Good market growth & continued market share gains
- Share gains driven by initiatives, particularly e-com
- Fastest growth from younger customers
- Strong scale effects and profit improvement

We remain focused on our proven organic growth initiatives

- Byggmax towards “Modern discounter for today’s DIY-ers”
- e-com – increased efforts during 2021
- Store upgrades – continue, mainly Q4/Q1
- New store expansion – continue, target 12 new 2021

Short term: expect continued good market, with challenges

- Expect good market also in Q2, although spring arrived later
- Expect to continue tackle operational challenges, incl. Norwegian partial lock-downs during April, in covid-19 situation
- Exceptional comparable sales figures (“stay home” peak Q2 2020)

Longer term: towards sales SEK 10 bn 2025

- Proven initiatives have more to give, Denmark adds to potential
- Benefit from big trends: discount, increased role of the home, e-com



Q&A



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