



2023/Q1

**Challenging quarter with very soft demand and price pressure in the market**

Inventories declined further in Q1, and cash flow improved compared with the previous year. Liquidity remains strong.



# Today's presenters

Gustaf Öhrn  
President and CEO

Jesper Flemme  
CFO

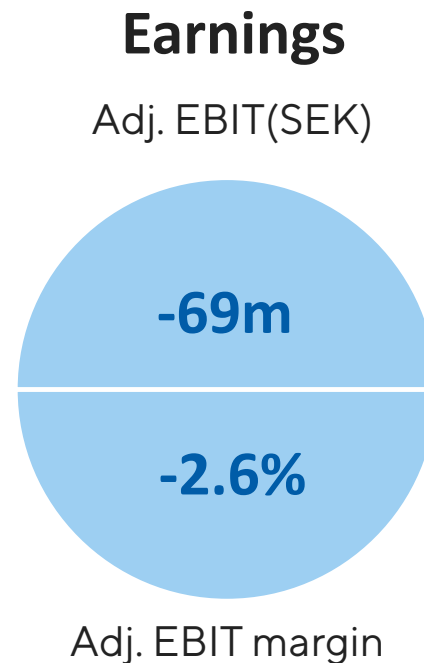
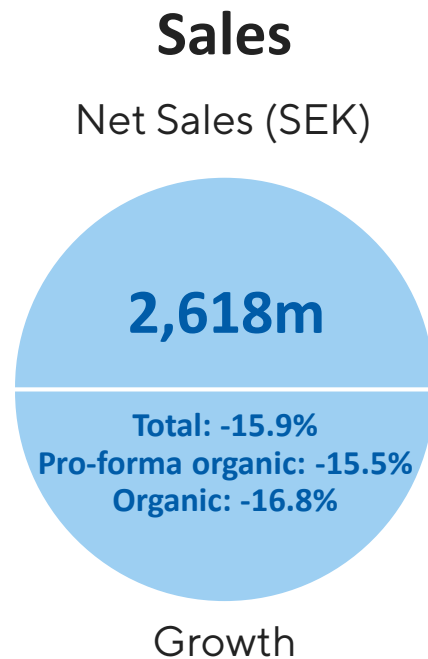


# Agenda

- **Q1 2023 highlights**
- Financial update
- Conclusions
- Q&A



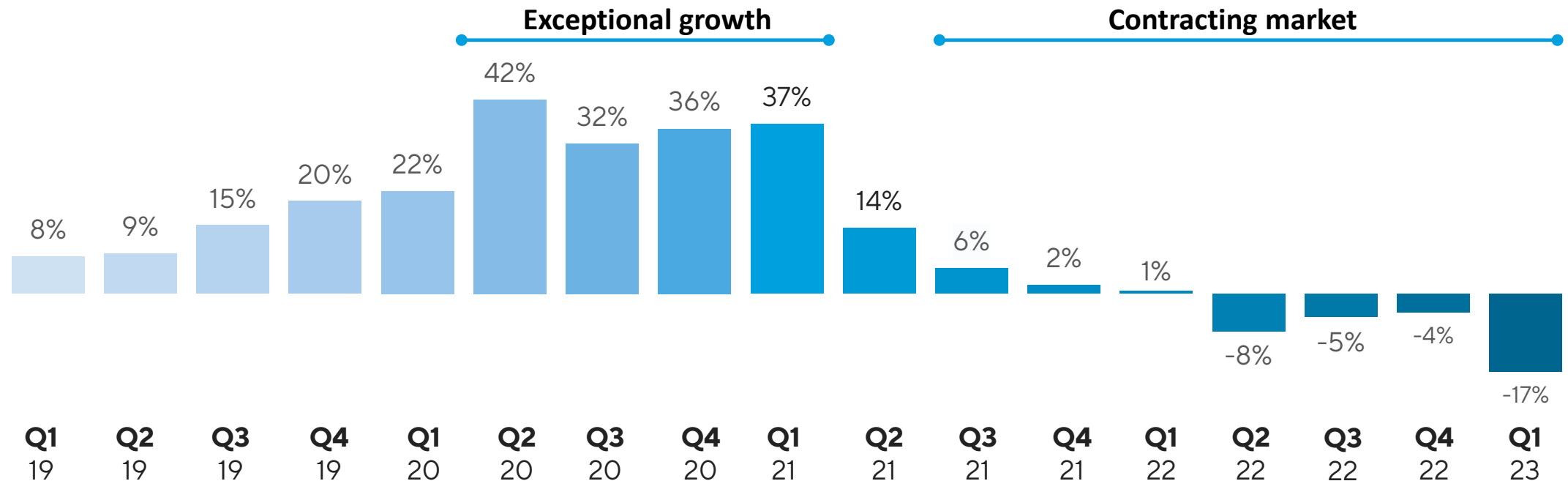
# Select financial highlights – Q1 2023



Inventory declined further and cash flow was improved compared with the previous year.  
Profitability impacted by price pressure in the market due to very weak demand.  
EBIT came in somewhat better than our guidance from 21 March.

# Difficult market situation – contracting market last 7 quarters

BHG organic growth, Y-on-Y development



## Market development

- Overall market continued to be negatively affected by weak macroeconomic trends, rising interest rates, falling housing prices, lower activity in the housing market, shrinking disposable income

## Outlook

- Our unchanged assessment is that demand in the market will remain challenging during 2023
- At the same time, our comparative numbers are gradually getting lower during the year

# Challenging start to 2023, but our actions are gaining traction

<b>Revised Strategy and structural changes</b>	<ul style="list-style-type: none"><li>• Revised strategy</li><li>• Three new business units based on business model to facilitate realisation of synergies</li><li>• Simplify structure by consolidations and closings of businesses</li><li>• Investing in tech to facilitate future consolidations</li></ul>
<b>Cost initiatives</b>	<ul style="list-style-type: none"><li>• Cost reduction target of SEK 150-200m (organizational and warehousing costs)</li><li>• Identifying additional cost-saving measures, both at Group and BU level</li></ul>
<b>Stock reduction</b>	<ul style="list-style-type: none"><li>• Inventory reduced by more than SEK 400m in last 3 quarters</li><li>• Ambition to reduce inventory by SEK 600m for full-year 2023</li></ul>
<b>Liquidity</b>	<ul style="list-style-type: none"><li>• Liquidity position remains strong</li></ul>
<b>Outdoor season</b>	<ul style="list-style-type: none"><li>• Well prepared for the important outdoor season, with competitive offerings, that should free up more liquidity from inventory</li></ul>
<b>Actions to drive sales</b>	<ul style="list-style-type: none"><li>• Multiple operational actions to drive sales in a challenging market, including Pricing, marketing, conversion, Intercompany sales, internationalization and marketplace</li></ul>



# Structural changes to reduce complexity and leverage synergies – major steps taken in all BUs

We are **executing** on our **long-term strategic plan** which includes both **structural measures** intended to reduce complexity, leverage synergies and secure scalable solutions, as well as growth through **organic geographic expansion**

## Home Improvement

- Investments in technology platform to enable current and future consolidations
- Customer data platform and marketing automation implemented in all major entities covering 70% of sales in BU – share of sales through marketing automation increasing rapidly
- Warehouse consolidation ongoing to reduce footprint
- Leveraging pan-Nordic functions to realise synergies

## Value Home

- Upgrading technology platforms to enable better customer experience on site and to reduce the running costs for development
- Warehouse consolidation ongoing to reduce footprint
- Reducing store footprint
- Geographic expansion through marketplaces and own platform



## Premium Living

- International expansion continues as planned. In the quarter, 39% of the sales was from outside the Nordics compared to 33% in the previous year
- Investments in warehouse automation having impact on handling cost per order – next phase operational ahead of the fourth quarter



# Several actions taken and ongoing to consolidate and simplify our businesses – more to come

## Home Improvement

- Consolidation of Polarpumpen into Bygghemma
- Consolidation of Finnish legal entities and discontinuation of Edututor
- Operational consolidation of Nordiska Fönster and LSBolagen into Hafa Brand Group
- Consolidation of Vitvaruexpertern and Hemmy
- Discontinuation of Stonefactory

 → 

 → 



## Value Home

- Consolidation of 7 legal entities into 1 in MyHome
- Discontinuation of Wegot





## Premium Living

- Consolidation of Svenssons i Lammhult into Nordic Nest

 → 



# Agenda

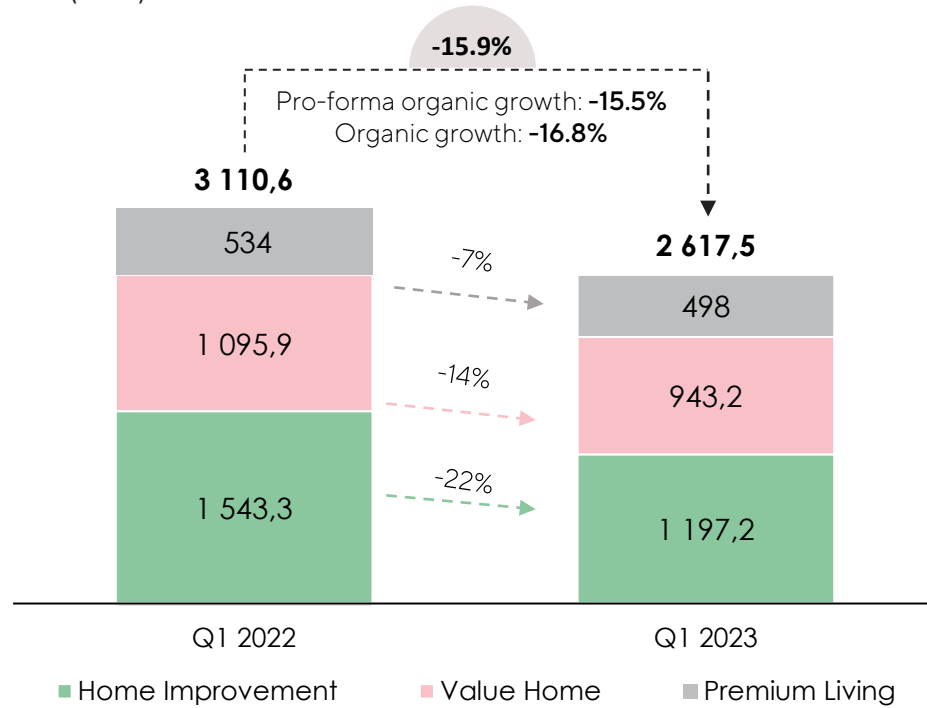
- Q1 2023 highlights
- **Financial update**
- Conclusions
- Q&A



# A very tough quarter – weak profitability

**Market in Q1 was softer than expected in our original outlook**

Net sales (SEKm)

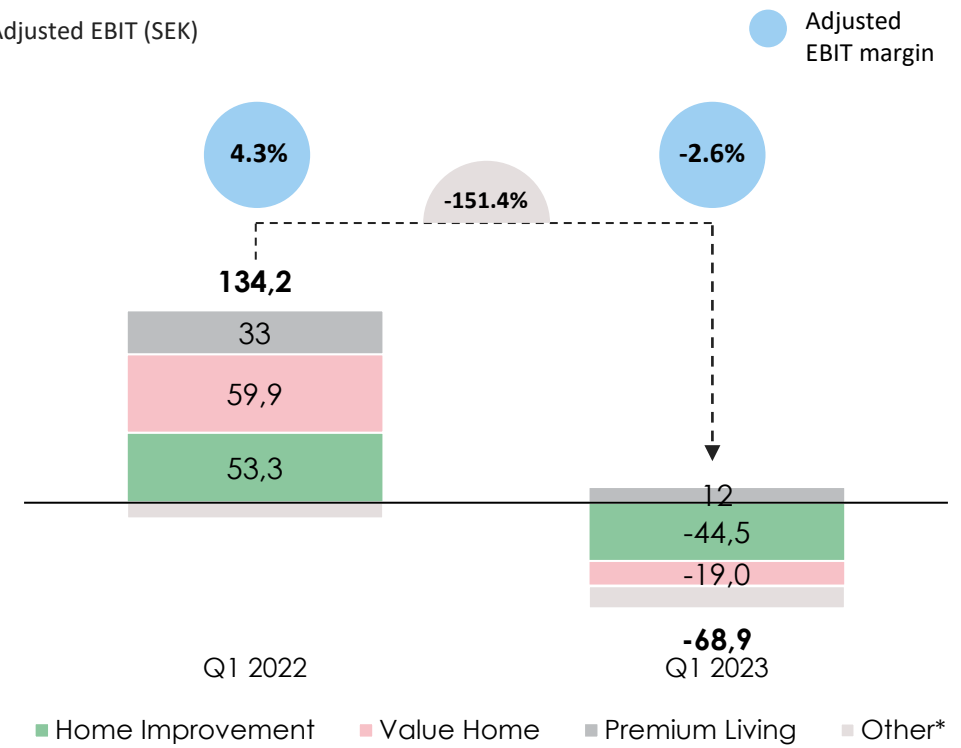


Note: Items affecting comparability in the quarter amount to SEK 5.9 million

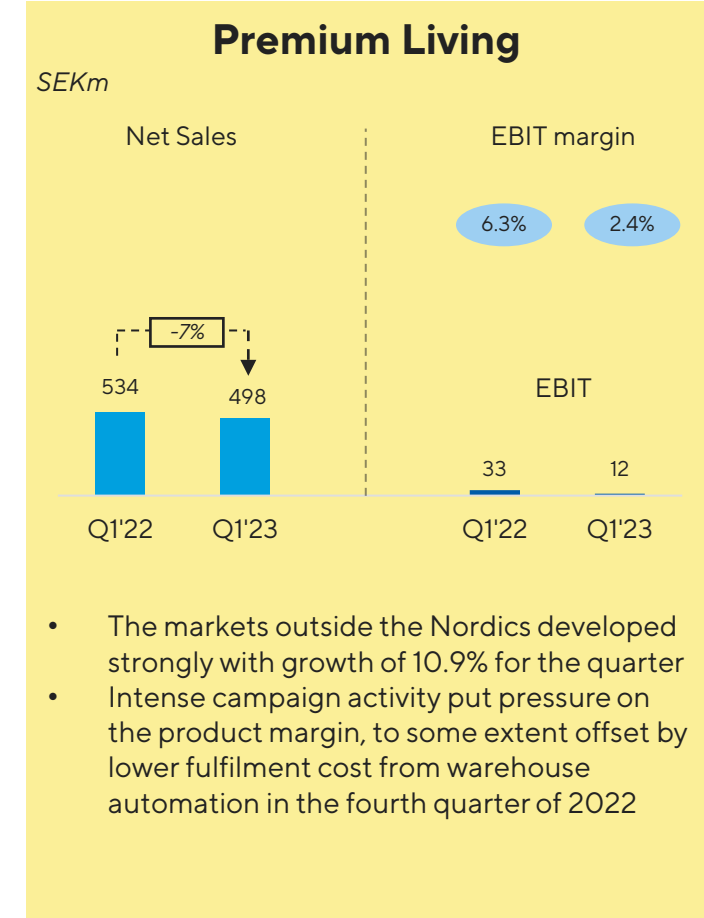
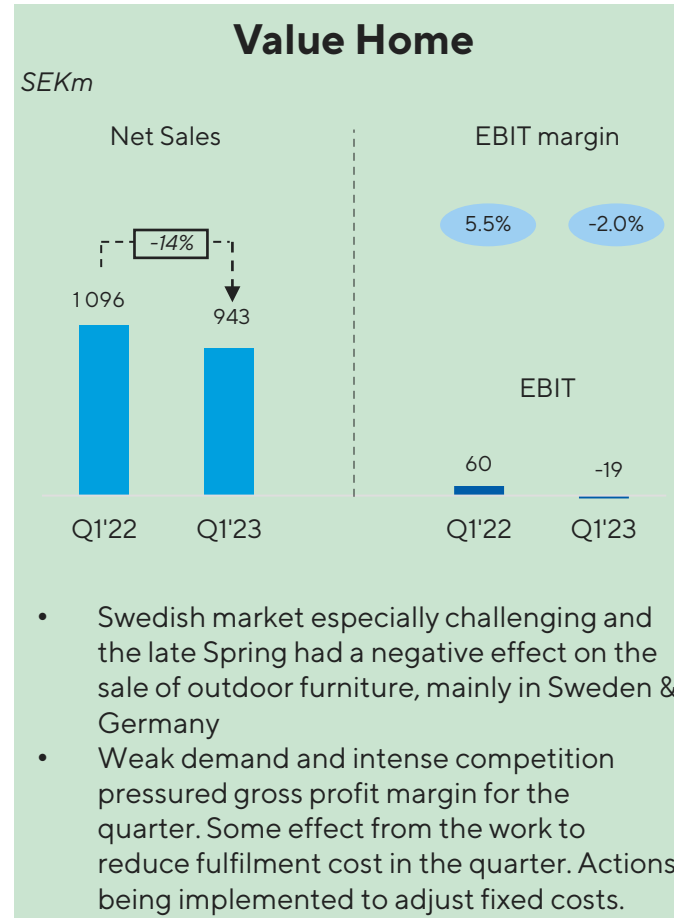
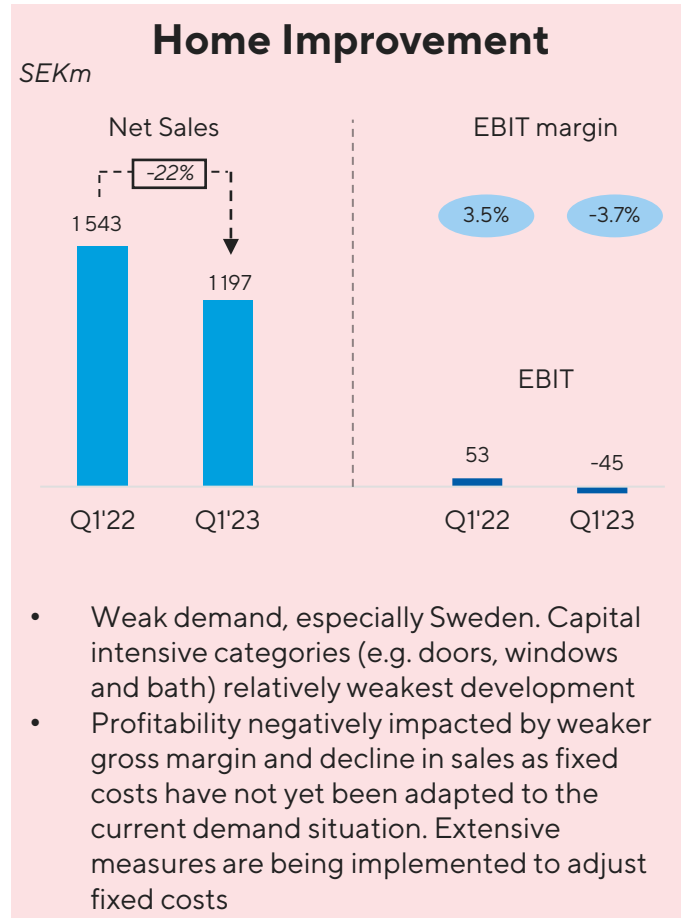
\* The Group's other operations primarily consist of Group-wide functions and financing arrangements

**EBIT margin impacted by price pressure in the market due to high inventories and very weak demand**

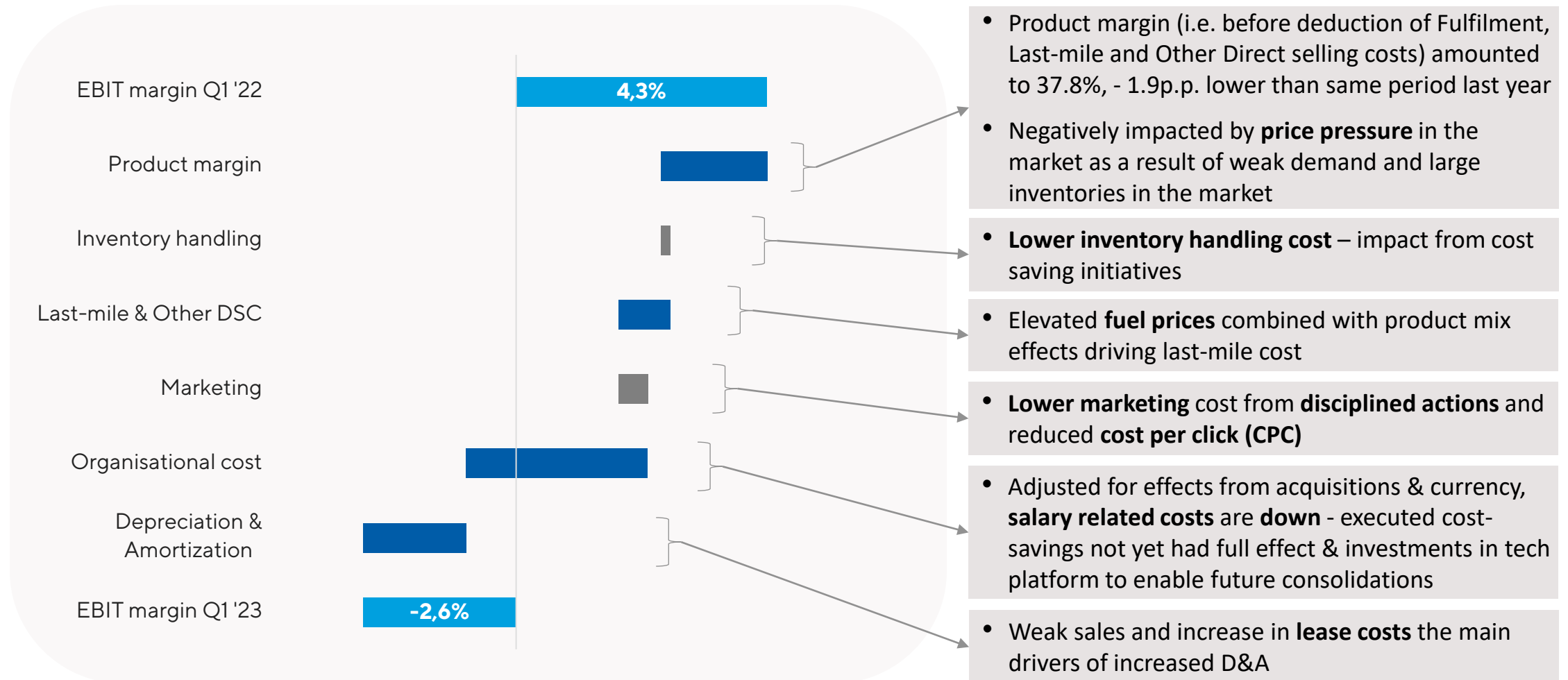
Adjusted EBIT (SEK)



# Weak demand and pressured profitability across our BUs



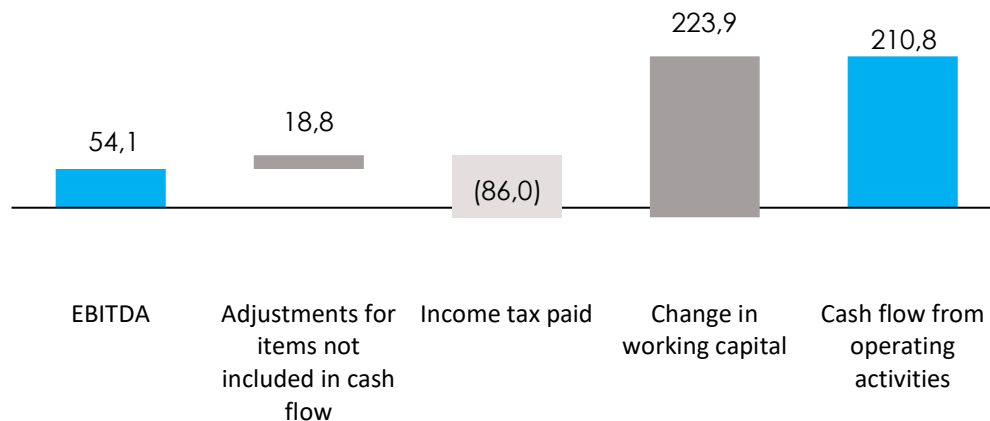
# EBIT margin bridge 2022 Q1 → 2023 Q1



# Cash flow and liquidity position improved in Q1

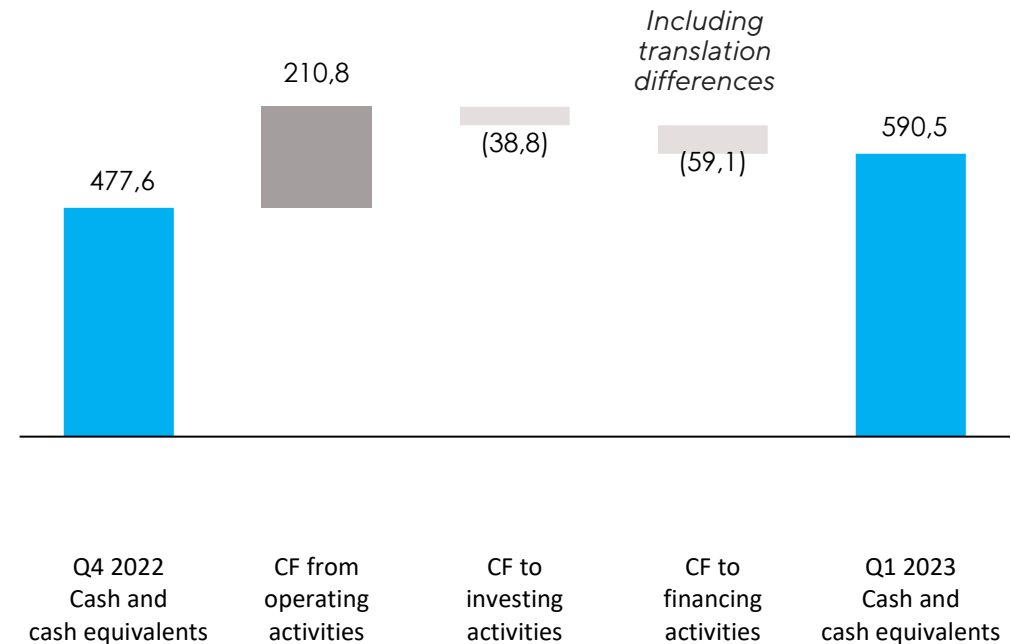
## Significant improvement in cash flow from operating activities compared to last year (Q1 2022: 122m)

Jan-Mar 2023 (SEKm)



## Liquidity mainly driven by cash flow from operating activities (due to changes in working capital)

SEKm



# We feel confident in our plan to get back to the capital structure target

## Overview of financial position

SEKm	31 March 2023
Interest bearing liabilities	4,257.1
Cash and cash equivalents	(590.5)
Adjustment lease liabilities	(965.9)
Adjustment for earn-outs and deferred payments	(1,280.5)
Adjustment transaction costs	9.1
<b>Net debt / (Net cash)</b>	<b>1,429.3</b>

Q1 2023 LTM adjusted EBITDA\*  
(excl. impact from IFRS 16)

296.4

**Net debt / LTM adjusted EBITDA**

**4.82x**

- Net debt / EBITDA of 4.82x, outside the range of the Group's medium-term capital structure target
- Previously announced measures to improve profitability and cash flow are expected to lead to a positive earnings and cash-flow performance, and constitute a first step in future-proofing BHG for future profitable growth
- The Group's unutilised credit facilities amounted to SEK 1,300 million at the end of the period, unchanged from the beginning of the year

\* Pro-forma EBITDA



# Agenda

- Q1 2023 highlights
- Financial update
- **Conclusions**
- Q&A



# Q1 Summary

<b>Challenging market</b>		<ul style="list-style-type: none"><li>✓ We expect the market to remain challenging in 2023</li><li>✓ Prioritizing cash flow and profitability</li><li>✓ Focus on operational short-term actions to drive sales in challenging market</li></ul>
<b>Revised strategy &amp; structural changes</b>		<ul style="list-style-type: none"><li>✓ Three new segments from 1 January 2023, to facilitate synergies</li><li>✓ Simplify structure by consolidations and closings of businesses</li><li>✓ Investing in tech to facilitate future consolidations</li></ul>
<b>Actions to respond to challenging market</b>		<ul style="list-style-type: none"><li>✓ Cost reductions</li><li>✓ Efficiency improvements</li><li>✓ Stock reduction to lower cost</li></ul>
<b>Strengthened balance sheet and financial strength</b>		<ul style="list-style-type: none"><li>✓ Liquidity position remains strong</li><li>✓ Stock reduction to free up liquidity</li></ul>
<b>Fundamental structural trends remain intact</b>		<ul style="list-style-type: none"><li>✓ Migration from physical retail to online for the foreseeable future</li><li>✓ Interest in the home and thus in our categories continues to grow</li><li>✓ Prospects are good for returning to pre-pandemic profitability and cash flow</li></ul>



bing.







# bhg.

## Appendix



# Condensed consolidated financial information

SEKm (if not otherwise stated)	Jan-Mar		Δ%	Jan-Dec
	2023	2022		2022
Net sales	2,617.5	3,110.6	-15.9	13,433.6
Gross profit	641.3	841.7	-23.8	2,981.1
Gross margin (%)	24.5	27.1	-2,6 p.p.	22.2
Adjusted gross profit*	641.3	841.7	-23.8	3,368.3
Adjusted gross margin (%)	24.5	27.1	-2,6 p.p.	25.1
Adjusted EBITDA*	60.0	232.4	-74.2	813.8
Adjusted EBITDA margin (%)	2.3	7.5	-5,2 p.p.	6.1
Adjusted EBIT*	-68.9	134.2	-151.4	374.9
Adjusted EBIT margin (%)	-2.6	4.3	-6,9 p.p.	2.8
Items affecting comparability	-5.9	-11.2	-46.9	-449.7
Operating income	-100.1	97.9	-202.3	-183.9
Operating margin (%)	-3.8	3.1	-7,0 p.p.	-1.4
Net profit for the period	-116.0	111.2	-204.3	45.7
Cash flow from operating activities	210.8	121.7	73.3	-105.6
Visits (thousands)	82,238	99,318	-17.2	364,224
Orders (thousands)	1,016	1,214	-16.3	5,172
Conversion rate (%)	1.2	1.2	0,0 p.p.	1.4
Average order value (SEK)	2,595	2,746	-5.5	2,626

\* Refer to “Relevant reconciliations of non-IFRS alternative performance measures (APM)” for a more detailed description.

# Home Improvement segment

SEKm (if not otherwise stated)	Jan-Mar		Δ%	Jan-Dec
	2023	2022		2022
Net sales	1,197.2	1,543.3	-22.4	6,856.3
Gross profit	246.3	350.1	-29.6	1,387.0
Gross margin (%)	20.6	22.7	-2,1 p.p.	20.2
Adjusted gross profit	246.3	350.1	-29.6	1,521.0
Adjusted gross margin (%)	20.6	22.7	-2,1 p.p.	22.2
Adjusted EBITDA	0.6	88.1	-99.4	434.1
Adjusted EBITDA margin (%)	0.0	5.7	-5,7 p.p.	6.3
Adjusted EBIT	-44.5	53.3	-183.5	226.1
Adjusted EBIT margin (%)	-3.7	3.5	-7,2 p.p.	3.3
Items affecting comparability	-0.4	-2.1	-83.2	-148.3
Operating income	-59.2	36.9	-260.5	17.1
Operating margin (%)	-4.9	2.4	-7,3 p.p.	0.2
Net profit for the period	-66.8	71.6	-193.3	83.3
Visits (thousands)	25,113	33,844	-25.8	128,523
Orders (thousands)	431	519	-17.0	2,256
Conversion rate (%)	1.7	1.5	0,2 p.p.	1.8
Average order value (SEK)	2,830	3,282	-13.8	3,020



# Value Home segment

SEKm (if not otherwise stated)	Jan-Mar		Δ%	Jan-Dec
	2023	2022		2022
Net sales	943.2	1,095.9	-13.9	4,558.7
Gross profit	279.0	361.5	-22.8	1,113.4
Gross margin (%)	29.6	33.0	-3,4 p.p.	24.4
Adjusted gross profit	279.0	361.5	-22.8	1,355.1
Adjusted gross margin (%)	29.6	33.0	-3,4 p.p.	29.7
Adjusted EBITDA	48.0	114.4	-58.0	317.0
Adjusted EBITDA margin (%)	5.1	10.4	-5,3 p.p.	7.0
Adjusted EBIT	-19.0	59.9	-131.7	126.0
Adjusted EBIT margin (%)	-2.0	5.5	-7,5 p.p.	2.8
Items affecting comparability	-	-		-250.1
Operating income	-24.2	54.9	-144.1	-149.8
Operating margin (%)	-2.6	5.0	-7,6 p.p.	-3.3
Net profit for the period	-34.9	91.6	-138.1	3.3
Visits (thousands)	34,581	47,952	-27.9	155,953
Orders (thousands)	230	291	-21.0	1,163
Conversion rate (%)	0.7	0.6	0,1 p.p.	0.7
Average order value (SEK)	3,954	3,690	7.1	3,778

# Premium Living segment

SEKm (if not otherwise stated)	Jan-Mar		Δ%	Jan-Dec
	2023	2022		2022
Net sales	498.0	533.7	-6.7	2,172.1
Gross profit	118.0	131.4	-10.2	487.8
Gross margin (%)	23.7	24.6	-0,9 p.p.	22.5
Adjusted gross profit	118.0	131.4	-10.2	499.4
Adjusted gross margin (%)	23.7	24.6	-0,9 p.p.	23.0
Adjusted EBITDA	28.2	42.0	-32.7	119.4
Adjusted EBITDA margin (%)	5.7	7.9	-2,2 p.p.	5.5
Adjusted EBIT	11.9	33.4	-64.3	81.2
Adjusted EBITmargin (%)	2.4	6.3	-3,9 p.p.	3.7
Items affecting comparability	-	-		-19.6
Operating income	6.2	27.7	-77.6	38.7
Operating margin (%)	1.2	5.2	-3,9 p.p.	1.8
Net profit for the period	1.0	21.9	-95.4	25.4
Visits (thousands)	22,544	17,522	28.7	79,748
Orders (thousands)	355	403	-12.0	1,752
Conversion rate (%)	1.6	2.3	-0,7 p.p.	2.2
Average order value (SEK)	1,429	1,373	4.0	1,354

# P&L

SEKm	Jan-Mar		Jan-Dec
	2023	2022	2022
Net sales	2,617.5	3,110.6	13,433.6
Other operating income	1.6	15.6	17.1
<b>Total net sales</b>	<b>2,619.1</b>	<b>3,126.2</b>	<b>13,450.7</b>
Cost of goods sold	-1,976.2	-2,268.8	-10,452.5
Personnel costs	-279.5	-278.4	-1,142.3
Other external costs and operating expenses	-308.9	-353.8	-1,480.4
Other operating expenses	-0.2	-3.5	-10.8
Depreciation and amortisation of tangible and intangible fixed assets	-154.5	-123.7	-548.5
<b>Operating income</b>	<b>-100.1</b>	<b>97.9</b>	<b>-183.9</b>
Profit/loss from financial items	-46.4	30.5	165.6
<b>Profit before tax</b>	<b>-146.5</b>	<b>128.4</b>	<b>-18.3</b>
Income tax	30.5	-17.2	64.1
<b>Profit for the period</b>	<b>-116.0</b>	<b>111.2</b>	<b>45.7</b>
Attributable to:			
Equity holders of the parent	-117.9	109.8	34.1
Non-controlling interest	1.9	1.4	11.7
<b>Net income for the period</b>	<b>-116.0</b>	<b>111.2</b>	<b>45.7</b>
Earnings per share before dilution, SEK	-0.66	0.89	0.25
Earnings per share after dilution, SEK	-0.66	0.88	0.25

# Balance sheet

SEKm	31 Mar		31 dec
	2023	2022	2022
<b>Non-current assets</b>			
Goodwill	6,491.4	6,385.7	6,480.9
Other intangible fixed assets	2,861.7	2,900.8	2,879.2
<b>Total intangible fixed assets</b>	<b>9,353.1</b>	<b>9,286.5</b>	<b>9,360.1</b>
Buildings and land	213	22.1	21.5
Leased fixed assets	987.0	918.2	902.2
Tangible fixed assets	152.9	140.4	156.0
Financial fixed assets	14.6	12.8	15.1
Deferred tax asset	125.3	23.9	102.5
<b>Total fixed assets</b>	<b>10,654.1</b>	<b>10,403.8</b>	<b>10,557.5</b>
<b>Current assets</b>			
Inventories	2,384.0	2,940.0	2,482.9
Current receivables	694.4	534.4	763.4
Cash and cash equivalents	590.5	504.4	477.6
<b>Total current assets</b>	<b>3,668.9</b>	<b>3,978.8</b>	<b>3,723.9</b>
<b>Total assets</b>	<b>14,323.0</b>	<b>14,382.6</b>	<b>14,281.4</b>
<b>Equity</b>			
Equity attributable to owners of the parent	7,482.7	5,297.4	7,613.8
Non-controlling interest	58.6	46.2	56.0
<b>Total equity</b>	<b>7,541.4</b>	<b>5,343.6</b>	<b>7,669.8</b>
<b>Non-current liabilities</b>			
Deferred tax liability	601.1	634.7	605.2
Other provisions	20.2	27.2	22.1
Non-current interest-bearing liabilities to credit institutions	2,010.7	2,816.9	2,009.3
Non-current lease liabilities	631.1	619.8	566.3
Non-current acquisition related interest-bearing liabilities	833.8	1,929.5	816.7
<b>Total non-current liabilities</b>	<b>4,096.8</b>	<b>6,028.1</b>	<b>4,019.5</b>
<b>Current liabilities</b>			
Current lease liabilities	334.8	279.1	311.4
Current acquisition related interest-bearing liabilities	446.7	205.5	437.5
Other current liabilities	1,903.3	2,526.3	1,843.1
<b>Total current liabilities</b>	<b>2,684.9</b>	<b>3,010.9</b>	<b>2,592.0</b>
<b>Total equity and liabilities</b>	<b>14,323.0</b>	<b>14,382.6</b>	<b>14,281.4</b>

# Consolidated statement of cash flows

SEKm	Jan-Mar		Jan-Dec
	2023	2022	2022
EBITDA	54.1	221.2	369.2
Adjustments for items not included in cash flow	18.8	-17.8	369.2
Income tax paid	-86.0	-103.2	-216.2
<b>Cash flow from operating activities before changes in working capital</b>	<b>-13.1</b>	<b>100.3</b>	<b>522.2</b>
Changes in working capital	223.9	21.3	-627.9
<b>Cash flow from operating activities</b>	<b>210.8</b>	<b>121.7</b>	<b>-105.6</b>
Investments in operations	-3.3	-54.3	-257.7
Redemption of loan to seller upon acquisition of operations	-	-6.9	-6.9
Investments in other non-current assets	-37.3	-48.9	-198.6
Divestment of operations	-	0.6	-2.8
Divestment of other tangible fixed assets	0.4	0.7	2.0
Received interest	1.3	0.5	5.8
<b>Cash flow to/from investing activities</b>	<b>-38.8</b>	<b>-108.3</b>	<b>-454.9</b>
New share issue	80.7	-	1,693.8
Loans taken	-	300.0	800.0
Amortisation of loans	-88.9	-74.3	-1,619.7
Issue of warrants	2.9	0.1	1.0
Interest paid	-42.0	-17.6	-99.5
Dividends to non-controlling interests	-	-	-10.5
<b>Cash flow to/from financing activities</b>	<b>-47.2</b>	<b>208.2</b>	<b>765.1</b>
<b>Cash flow for the period</b>	<b>124.8</b>	<b>221.6</b>	<b>204.6</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>477.6</b>	<b>273.5</b>	<b>273.5</b>
Translation differences in cash and cash equivalents	-11.9	9.3	-0.5
<b>Cash and cash equivalents at the end of the period</b>	<b>590.5</b>	<b>504.4</b>	<b>477.6</b>

# Reconciliation of non-IFRS metrics

SEKm	Jan-Mar		Jan-Dec
	2023	2022	2022
<b>Operating income</b>	<b>-100.1</b>	<b>97.9</b>	<b>-183.9</b>
Costs related to LTIP	5.6	-	-
Donation UNHCR	-	1.5	1.5
Acquisition-related costs	-	7.6	12.9
Warehouse consolidation	-	2.1	2.1
Strategy work	-	-	12.5
Inventory impairment	-	-	375.8
Salary expense for gardening leave	0.4	-	21.9
Impairment and restoration costs when closing stores	-	-	7.8
Disposal of intangible assets when liquidating operations	-	-	5.1
Impairment of inventory when liquidating operations	-	-	10.1
<b>Total items affecting comparability</b>	<b>5.9</b>	<b>11.2</b>	<b>449.7</b>
Amortisation of acquisition-related intangible fixed assets	25.3	25.1	100.6
Scrapping of acquired brands when sites are discontinued	-	-	8.6
<b>Adjusted EBIT</b>	<b>-68.9</b>	<b>134.2</b>	<b>374.9</b>
<b>Adjusted EBIT (%)</b>	<b>-2.6</b>	<b>4.3</b>	<b>2.8</b>
Depreciation and amortisation of tangible and intangible fixed assets	129.2	98.6	438.7
Gain/loss from sale of fixed assets	-0.2	-0.4	0.2
<b>Adjusted EBITDA</b>	<b>60.0</b>	<b>232.4</b>	<b>813.8</b>
<b>Adjusted EBITDA (%)</b>	<b>2.3</b>	<b>7.5</b>	<b>6.1</b>
SEKm	Jan-Mar		Jan-Dec
	2023	2022	2022
Net sales	2,617.5	3,110.6	13,433.6
Cost of goods	-1,627.4	-1,877.0	-8,717.4
<b>Gross profit before direct selling costs</b>	<b>990.1</b>	<b>1,233.5</b>	<b>4,716.3</b>
<b>Gross profit before direct selling costs (%)</b>	<b>37.8</b>	<b>39.7</b>	<b>35.1</b>
Direct selling costs	-348.8	-391.8	-1,735.2
<b>Gross profit</b>	<b>641.3</b>	<b>841.7</b>	<b>2,981.1</b>
<b>Gross profit (%)</b>	<b>24.5</b>	<b>27.1</b>	<b>22.2</b>
Inventory impairment	-	-	375.8
Impairment and restoration costs when closing stores	-	-	1.3
Impairment of inventory when liquidating operations	-	-	10.1
<b>Adjusted gross profit before direct selling costs</b>	<b>990.1</b>	<b>1,233.5</b>	<b>5,103.5</b>
<b>Adjusted gross profit before direct selling costs (%)</b>	<b>37.8</b>	<b>39.7</b>	<b>38.0</b>
<b>Adjusted gross profit</b>	<b>641.3</b>	<b>841.7</b>	<b>3,368.3</b>
<b>Adjusted gross profit (%)</b>	<b>24.5</b>	<b>27.1</b>	<b>25.1</b>

SEKm	Jan-Mar		Jan-Dec
	2023	2022	2022
Adjusted EBITDA	60.0	232.4	813.8
Adjusted gross profit	641.3	841.7	3,368.3
<b>Difference between adjusted gross profit and adjusted EBITDA</b>	<b>-581.2</b>	<b>-609.3</b>	<b>-2,554.5</b>
Adjustment other operating income	-1.6	-15.6	-17.1
Adjustment other operating expenses	0.2	3.5	10.8
Adjustment donation UNHCR*	-	-1.5	-1.5
<b>Selling, general and administrative expenses (SG&amp;A)</b>	<b>-582.6</b>	<b>-622.9</b>	<b>-2,562.3</b>



bhg.

WE MAKE LIVING EASY

bhg.