

bokusgruppen

bokus



**bokus
play** 

INVESTMENT HIGHLIGHTS

- 1** Market leader on a growing market, with the highest online penetration
- 2** Clear vision, dedicated employees and focus on sustainability
- 3** Competitive offerings in all formats and channels, with a large share of online
- 4** Strong brands and large customer base
- 5** Stable historic turnover and earnings with favorable growth opportunities
- 6** Experienced company management that can master the transition from brick-and-mortar to digital



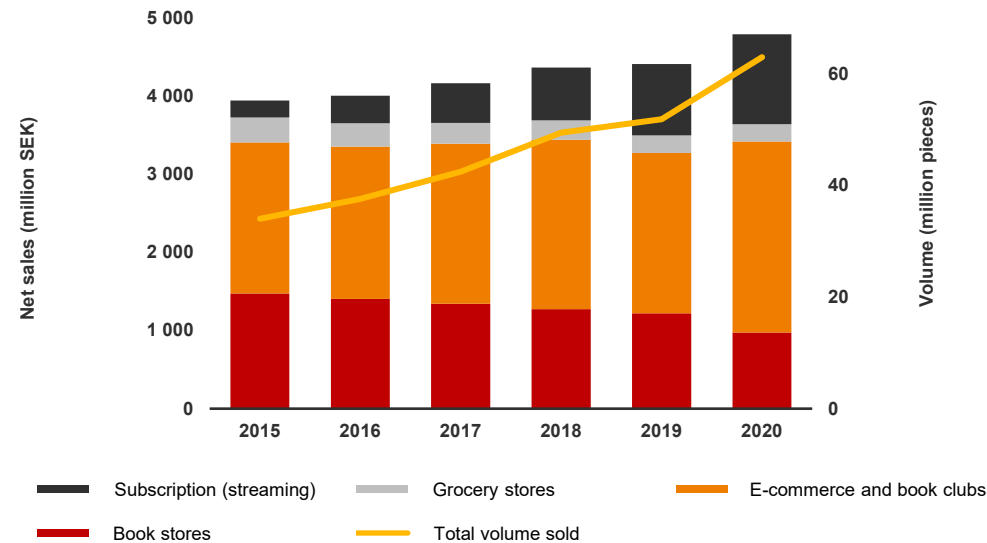


Books: 80%
Other*: 20%
*Board games, jig-saw-puzzles,
toys, art supplies and stationary
Wrap and cards, Private label



MARKET IN GROWTH

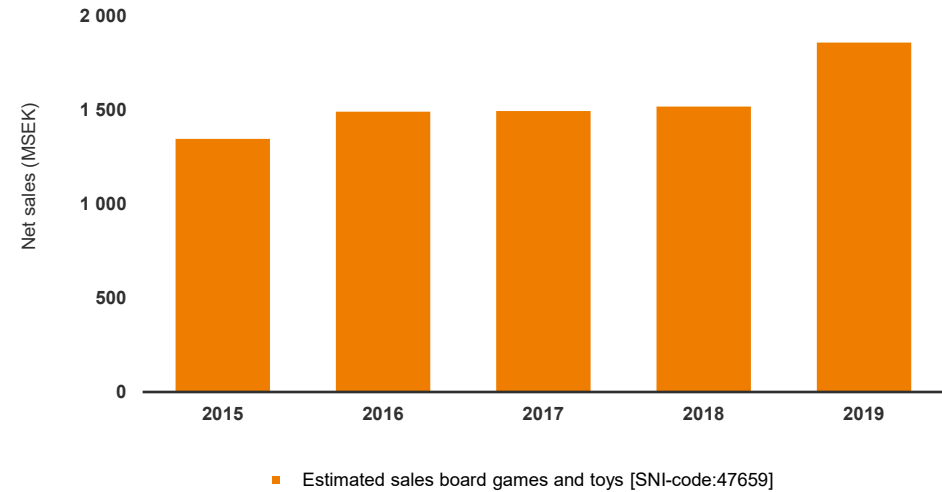
Book market's size and sales development per channel, 2015-2020, millions¹



Total sales development, SEK
+3% CAGR
(2015-2020)

Total volume development, pieces
+11% CAGR
(2015-2020)

Estimated sales of board games and toys in Sweden 2015-2019, MSEK²



Estimated annual growth in games and toys segment, SEK
+7% CAGR
(2015-2019)

1. Statistics on book sales 2016-2020

2. Estimation based on SNI code (47650 – Retail sale of games and toys in specialised stores)

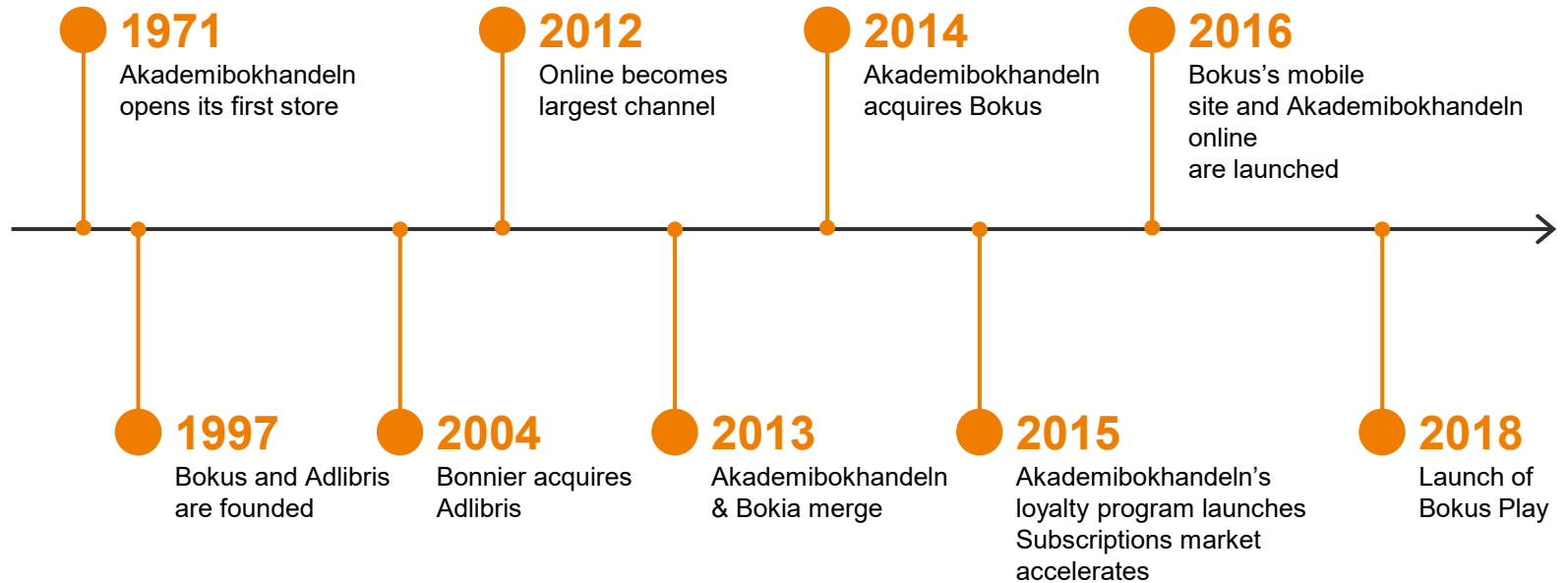
IMPORTANT EVENTS IN BOKUSGRUPPEN'S HISTORY

**Book stores dominate
1970-2000**

**Online grows and becomes
the largest channel
2000-2012**

**Consolidation and acquisition
phase
2000-2014**

**Channel and format shift
2010-today**

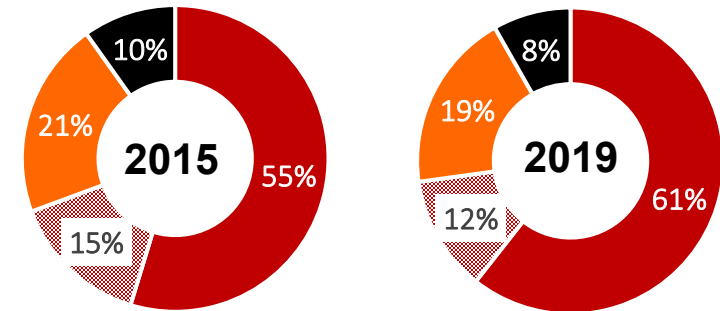
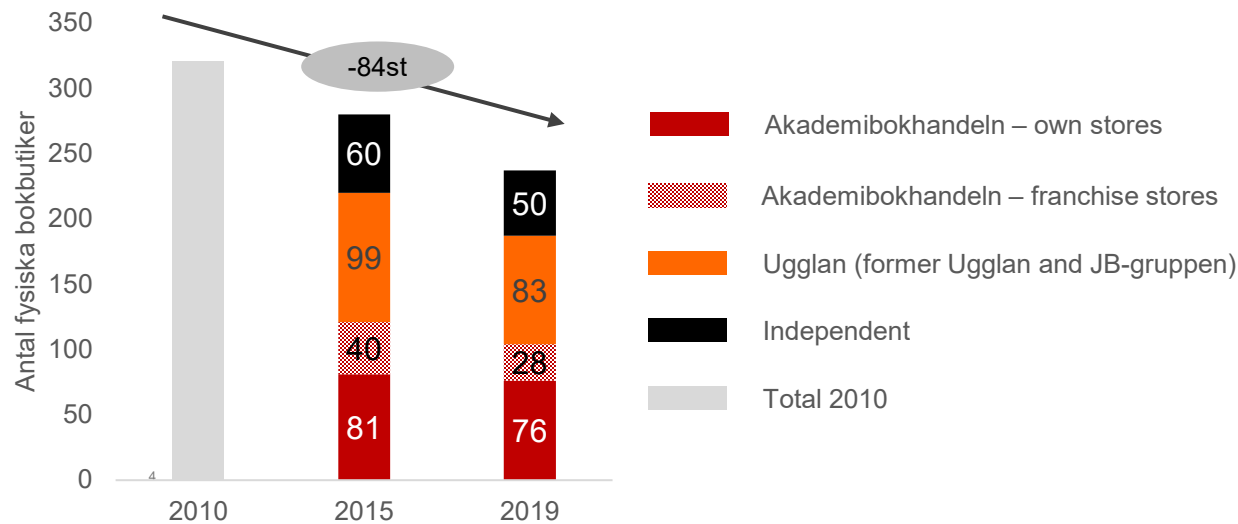


THE BOOK INDUSTRY HAS A 15-YEAR LEAD IN THE RETAIL CHANNEL SHIFT – BOKUSGRUPPEN IS A WINNER



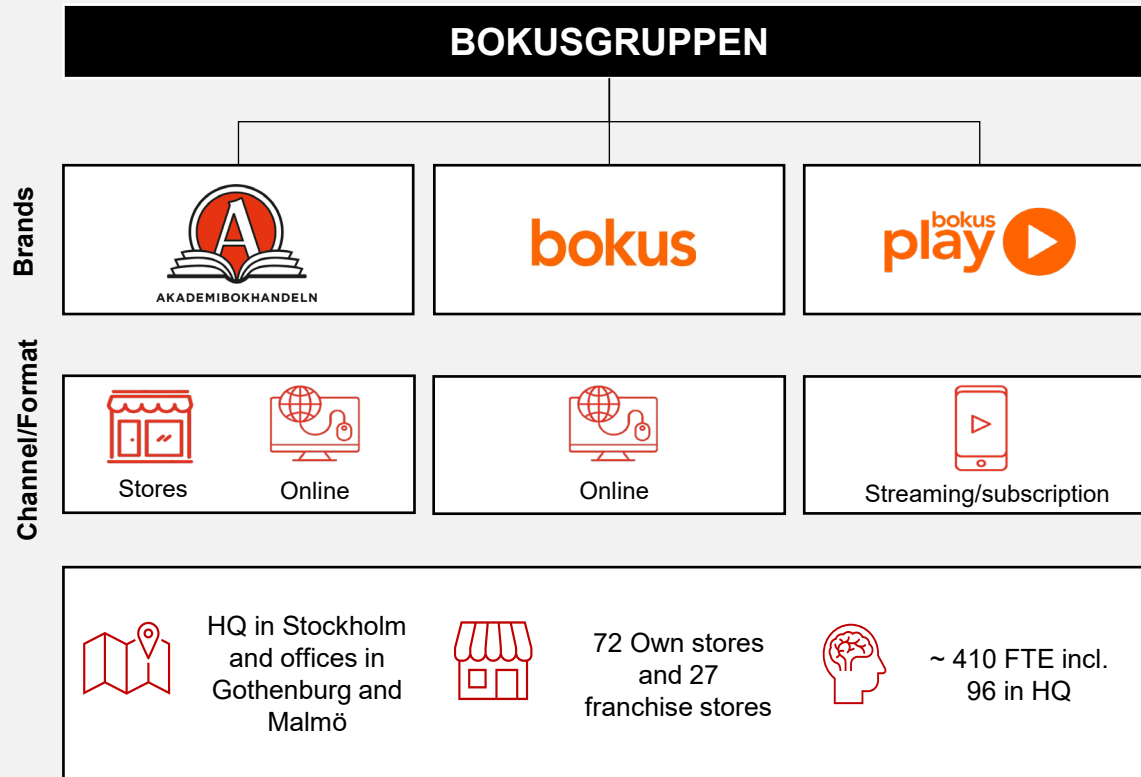
E-barometer 2019. 2020 increase to Books 67%, Apparel&footwear 30%, DIY 14%, Grocery 4%


Number of book stores in Sweden and breakdown of their sales (%), 2015 and 2019



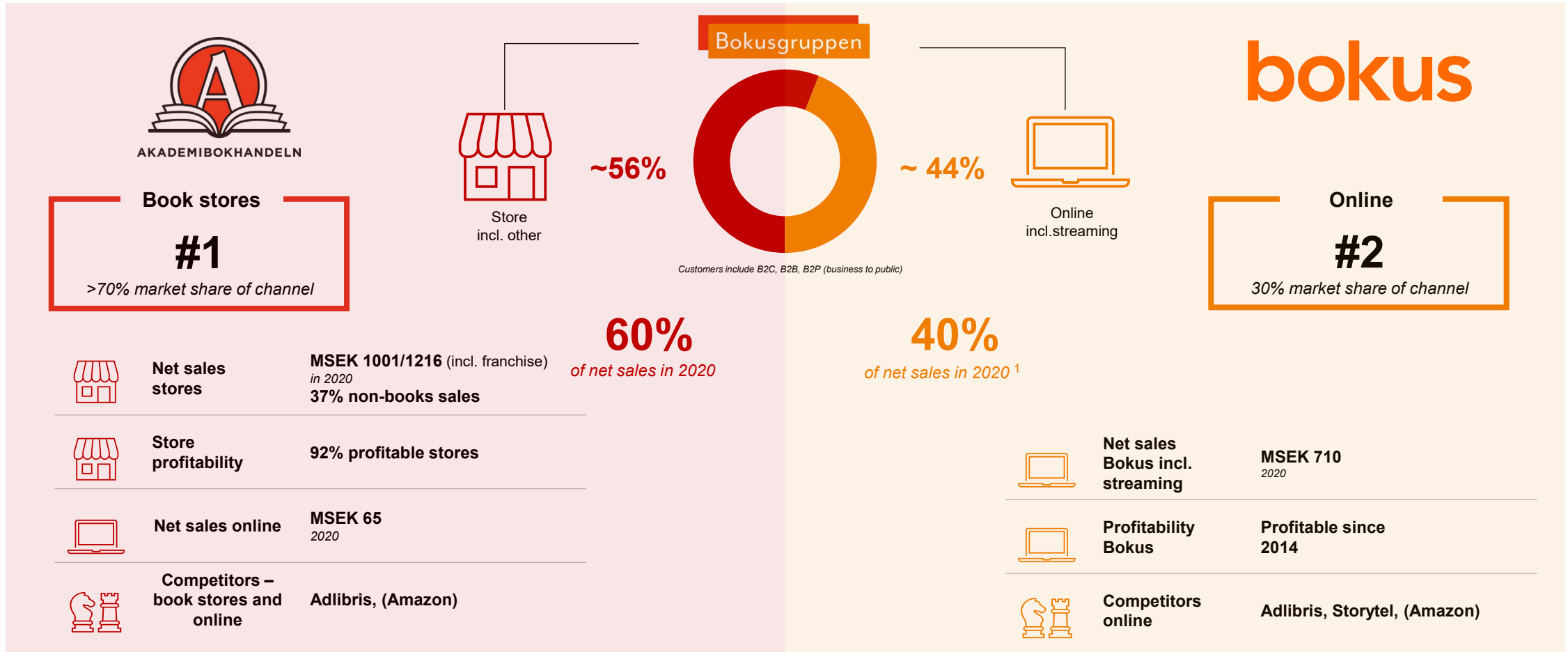
VISION

EVERYONE SHOULD EXPERIENCE THE JOY OF READING, EVERY DAY



-  **>2 million** members of Akademibokhandeln's loyalty program and **>550,000** registered customers at Bokus
-  **~13 million annual store visits and 44 million online**
- 
 - Strong brand awareness**, 94% for Akademibokhandeln 80% for Bokus.
-  **Winner of numerous awards**

STRONG AND UNIQUE MARKET POSITION IN ONLINE AND STORES



¹ Incl. Bokus play

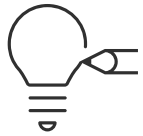
SUSTAINABILITY IS A FOCUS AND A COMPETITIVE ADVANTAGE

Sustainability strategies



Joy of reading

Initiatives to promote and inspire reading.



Product range

Products are safe, of high quality, with long life-cycle and produced in a responsible manner.



Environment & Climate

Reduce our environmental and climate impact.



Employees

*Safe and fair workplace that encourages people's differences and capabilities and gives development opportunities.
Strong culture.*

25%

of consumers wish e-tailers have more sustainability focus¹

62%

of consumers rate sustainability as important or very important¹

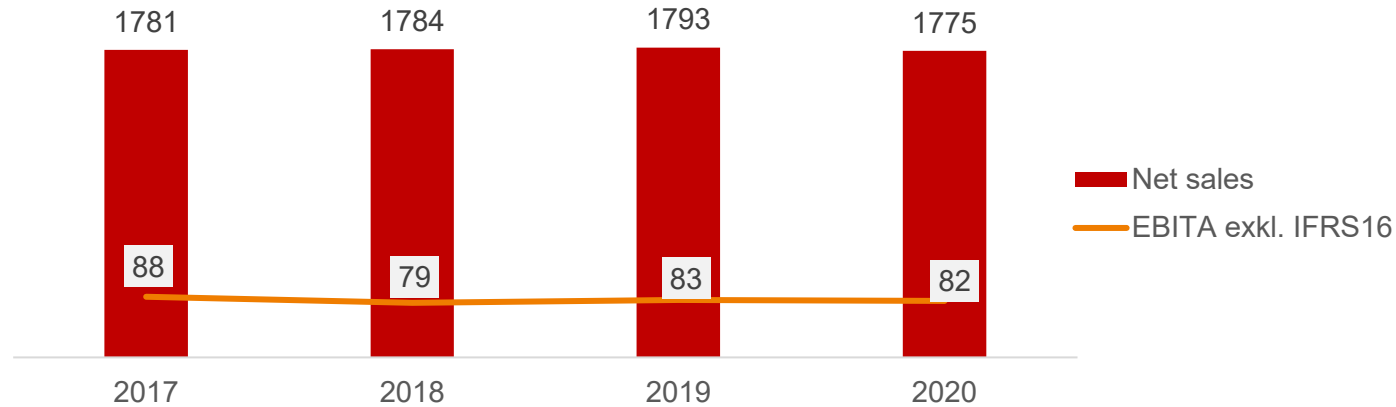
25%

of customers consider Akademibokhandeln socially responsible.²

1. E-barometer (2020)
2. Internal documents

BOKUSGRUPPEN HAS REPORTED HEALTHY PROFITABILITY FOR MANY YEARS

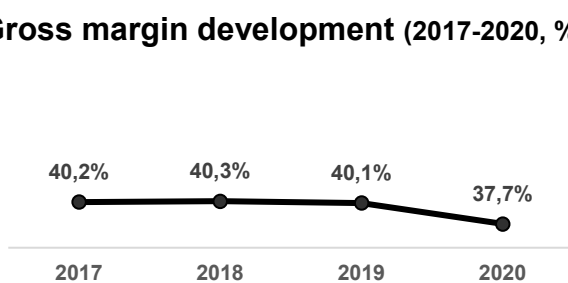
Bokusgruppen's sales and profitability development (2017-2020, MSEK)



Cash conversion
Above 75%
2017-2020

KPI trend

Gross margin development (2017-2020, %)



Sales per worked hour

+3.2%
2017-2020



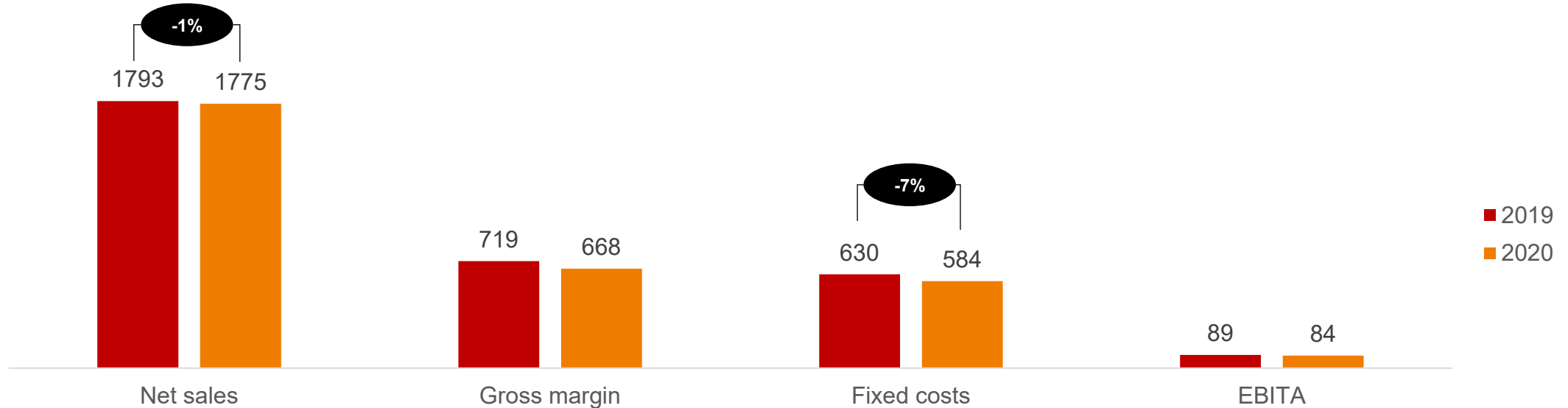
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Online growth (CAGR %)

+8.7%
2017-2020

NEGATIVE CORONA IMPACT EFFECTIVELY COUNTERED IN 2020

Sales and profitability trend for Bokusgruppen (2019–2020, MSEK) – incl. IFRS 16



Key performance trend (2020,%)



Profitable stores (%)

+92%



Sales trend (%)

+120%

2020 in relation to 2019

bokus



Sales trend (%)

+20%

2020 in relation to 2019

ALL SEGMENTS ARE PROFITABLE

	Segments	2019	2020
Net sales (MSEK)	Bokus Online	588	709
	Akademibokhandeln Online	29	65
	Akademibokhandeln Stores	1176	1001
	Total	1793	1775
EBITA %	Bokus Online	2%	5%
	Akademibokhandeln Online	3%	9%
	Akademibokhandeln Stores	7%	5%
	<i>Central functions and IFRS effects</i>	<i>-0,2%</i>	<i>-0,3%</i>
	Totalt	5.0%	4.7%

STRONG DIGITAL PLATTFORM AFTER SEVERAL YEARS OF INVESTMENTS



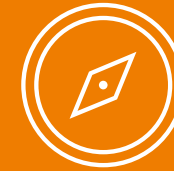
Digital subscription service

Bokus Play a competitive audio and e-book subscription launched 2018.



Digital platform and channels

Modernized IT platform and strengthened digital offerings



Established omnichannel

Integration of Akademibokhandeln stores and online enhances the customer experience

>> Average CAPEX 27MSEK/year (2016-2020)

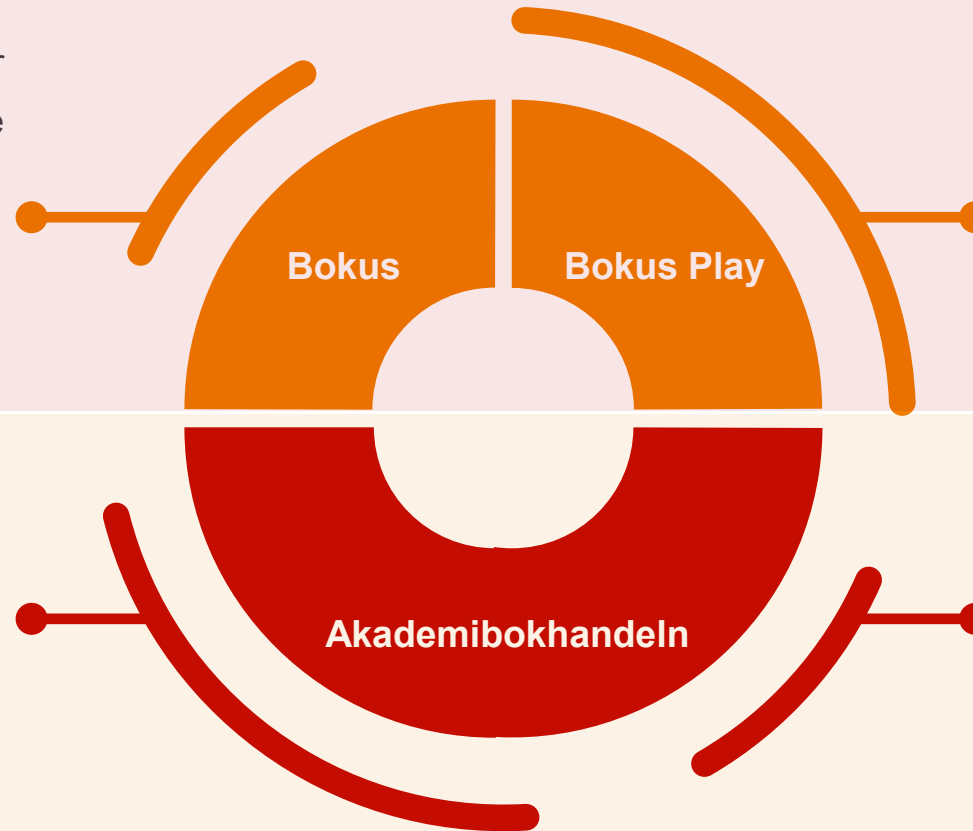
FURTHER INVESTMENTS TO GENERATE FUTURE GROWTH

Growth in online channels

Smoother online consumer experience

Growth in digital subscription

Further improve function and content. Ready to be scaled up at a favourable cost.



Enhanced consumer centric Omnichannel

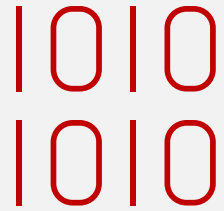
Leveraged in-store and online integration based on consumer preferences

Accelerating non-book growth

Accelerating growth in existing categories, adding new including services.
Adding online

>> Increased Capex to MSEK 40–45/year (2021-2024). Financed through own cashflow

DRIVERS OF EBITA-MARGIN GROWTH



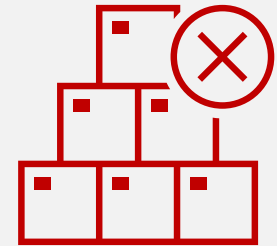
**Automation and
efficiency at HQ**



**Renegotiation
lease contracts**



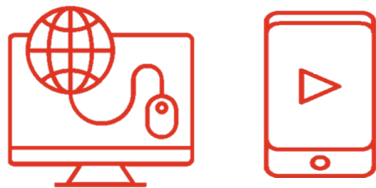
**Resource
optimization in
stores**



**Increased share of
non-books and
private label**

FINANCIAL FOCUS IN THE COMING YEARS

+10%



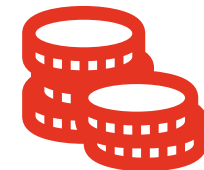
**Digital growth, online
and streaming**

**On par
with
economy**



Store sales growth

6%



EBITA%

STRONG COMPANY MANAGEMENT HAS LED THE DIGITAL TRANSFORMATION



Maria Edsman
CEO, 53 years

- CEO since 2018
- Sales Director 2014-2018
- CEO Brothers&Sisters
- CEO Polarn O Pyret



Jane Jangefeldt
CFO, 59 years

- CFO since 2010
- CFO Norstedts
- CFO Liber



Cecilia Helsing
Market- & com. Director 50 years

- Marketing Dir since 2010 incl. Bokus 2016
- Marketing mgr. Glitter
- Marketing mgr. DUKA



Johan Junehé
Sales Director, 47 years

- Employee since 2019
- CEO Cervera
- Business development mgr Cervera
- Analyst Hakon Invest



Anita Jansson
HR Director, 50 years

- HR Dir since 2011
- HR Dir KF Media
- HR Dir Norstedts



Patrik Övreby
Assortment Director. 41 years

- Employed since 2010
- Category Manager
- Supply chain Manager



Sara Hildingsson
Supply Chain Director, 31 years

- Employed since 2020
- Volati mgmt program (2018-2020)
- Mangement consultant, Centigo



Anna-Lena Olsson*
CIO, 41 years

- Employed since 2018
- Managing Dir Ignation
- Sales mgr. Sogeti
- Application mgr. Sogeti

- Developed a clear vision and strategy.
- Dimensioned and strengthened the operations' competencies – shift to digital.
- Efficiently managed the ongoing channel and format shift as well as successfully countering the ongoing pandemic.
- Experience from bond listing
- Parts of Management team as well as Board are minority owners of Bokusgruppen (Management ~2% Board ~5%).

*Anna-Lena will leave the company in April 2021. Recruitment is underway

INVESTMENT HIGHLIGHTS

- 1 **Market leader on a market with 3% annual growth and over 50% online penetration**
- 2 **Clear vision, dedicated employees and focus on sustainability**
- 3 **Competitive offerings in all formats and channels, with 44% of turnover from online and subscription**
- 4 **Strong brands and large customer base.**
 - Akademibokhandeln 94% awareness, >2 million customers
 - Bokus 80% awareness, >0,5 million customers
- 5 **Stable historic turnover and earnings with favorable growth opportunities**
- 6 **Experienced company management that can master the transition from brick-and-mortar to digital**



THANK YOU!

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