

BEST OF
BRANDS
GROUP

the lifestyle brands



Company Presentation

November 2021

Best of Brands Group at a glance

Overview

- Nordic technology company selling fashion, home and beauty products online through three different brand platforms as well as one concept store at Sickla, Sweden
- Offers its customers a broad and contemporary selection of brands, relevant to a variety of lifestyles, to highly attractive prices
- Key partner to brands as the Company is able to offer a large selection of different products to a broad and engaged customer base at both off-price and full-price
- Convenient shopping experience through high service level, quick deliveries and easy returns
- High customer satisfaction (4+ in TrustPilot rating for all brands) evidenced by a growing base of approx. 2.4m club members
- The Company has 60 employees plus sales staff dedicated to the concept store, headquarters in Stockholm and was founded in 2009

Key stats and facts

~2.4m

Club members

SEK 375m

Net sales Sep'21 LTM

4.2

Rating on Trustpilot

>890k

Avg. monthly online visitors (MAU)

~20%

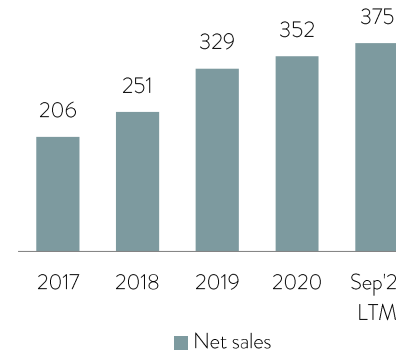
Net sales CAGR in 2016-2020

SEK 967

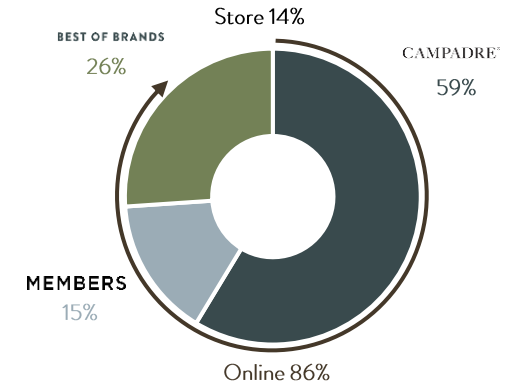
AOV 2021 YTD

Financial performance

Sales development (SEKm)



Sales breakdown (2020)¹



Brand platforms

CAMPADRE®

The largest pureplay digital outlet in the Nordics combining off-price flashsales from own stock and marketplace

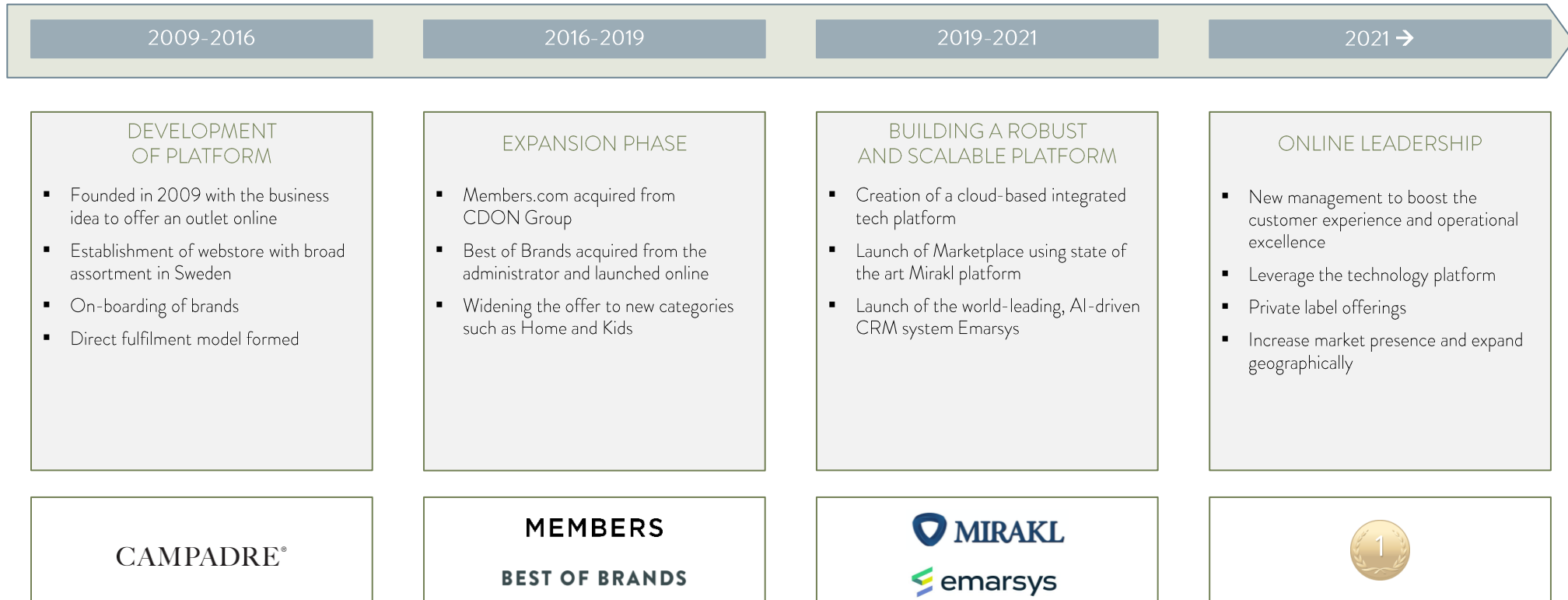
MEMBERS

A closed community for secret off-price deals for members

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A multi-brand shopping destination selling full-price products from premium brands with Nordic appeal

Rapid growth trajectory in Nordic online fashion and home products markets



Key business pillars – “Where the Company plays and wants to be”

NORDICS


Sweden is our base,
the Nordics is our
home

LIFESTYLE

A complete shopping
experience within
fashion, beauty,
accessories and home

ONLINE

Online native business
with offline concept
store



“WE AIM TO BE THE NUMBER ONE
LIFESTYLE SHOPPING DESTINATION IN THE
NORDICS”

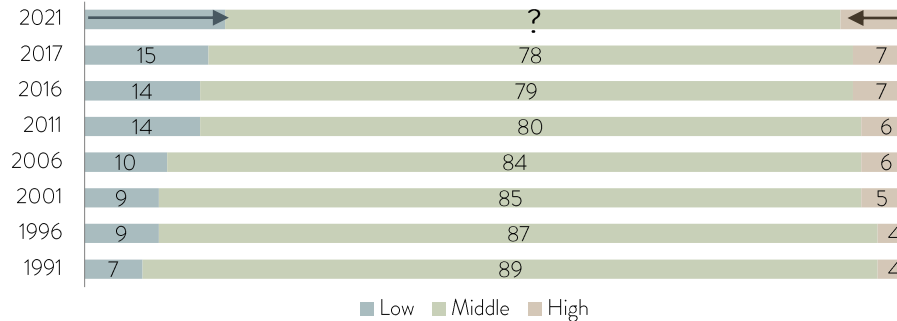


Well-positioned to ride on mega trends and become the key brand partner

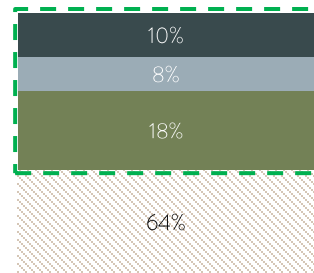
Increased polarization towards discounted or premium products as well as appetite for subscription

Income distribution
expected to
discrepate

Economic standard



Large share of
consumers are
trading down and up¹



Trading up: Buy more expensive products/brands

Trading off: Buy some cheaper and some more expensive products/brands

Trading down: Buy cheaper products/brands

Legend: No changes (Hatched), Trading down (Green), Trading off (Blue), Trading up (Black)

- ✓ Campadre / Members.com will benefit from the increasing demand for cheaper/discounted products while Best of Brands will benefit from the increasing share of the consumer population that is trading up and buying full-priced premium products

Unique value proposition for brands

CAMPADRE®

- ✓ Inventory clearance at the leading off-price online retailer in the Nordics

MEMBERS

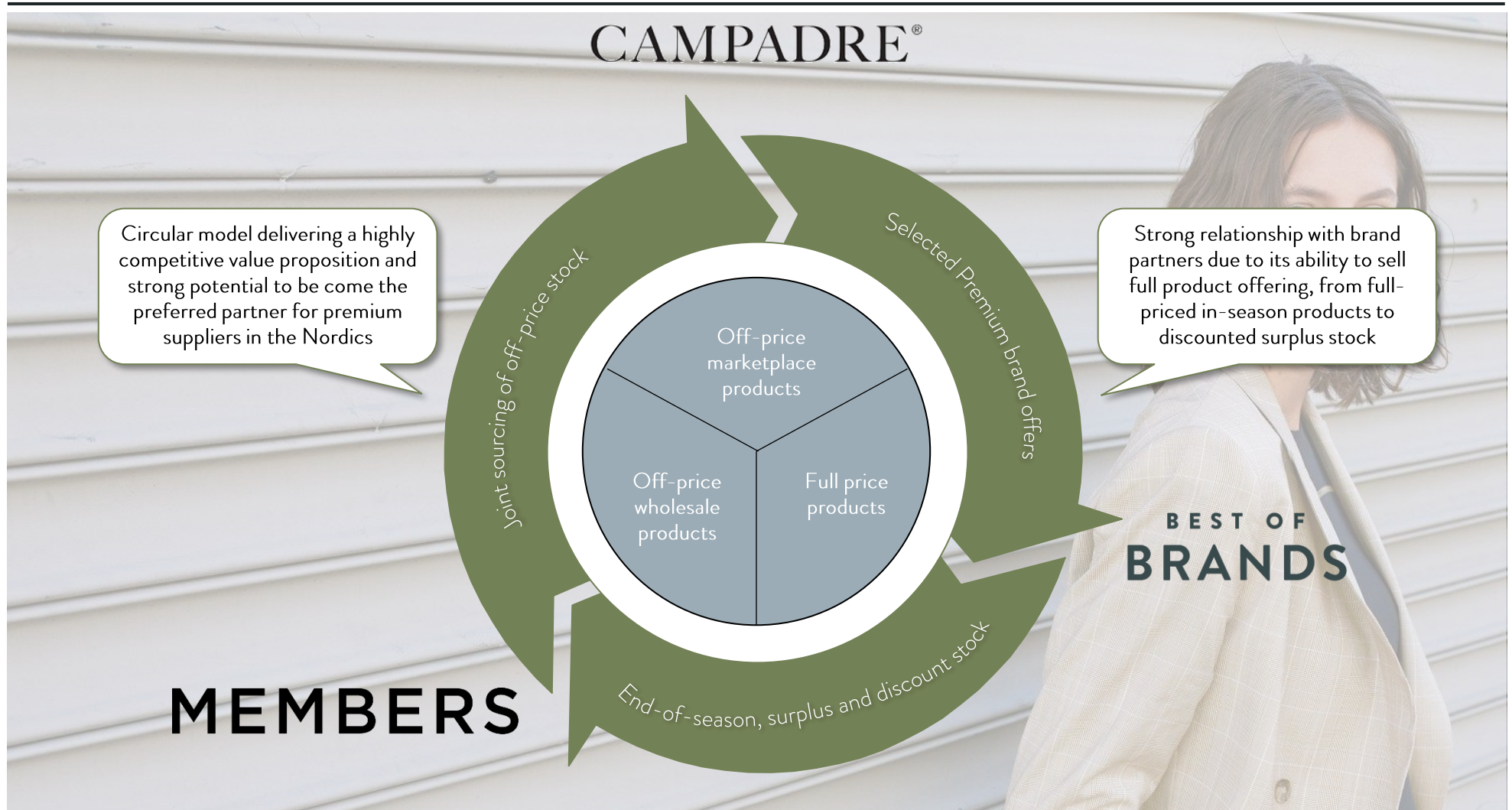
- ✓ Inventory clearance in a closed community of products that would likely not have been sold, reducing price comparisons and brand demotion

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- ✓ Full-price channel for volume growth next to other premium brands

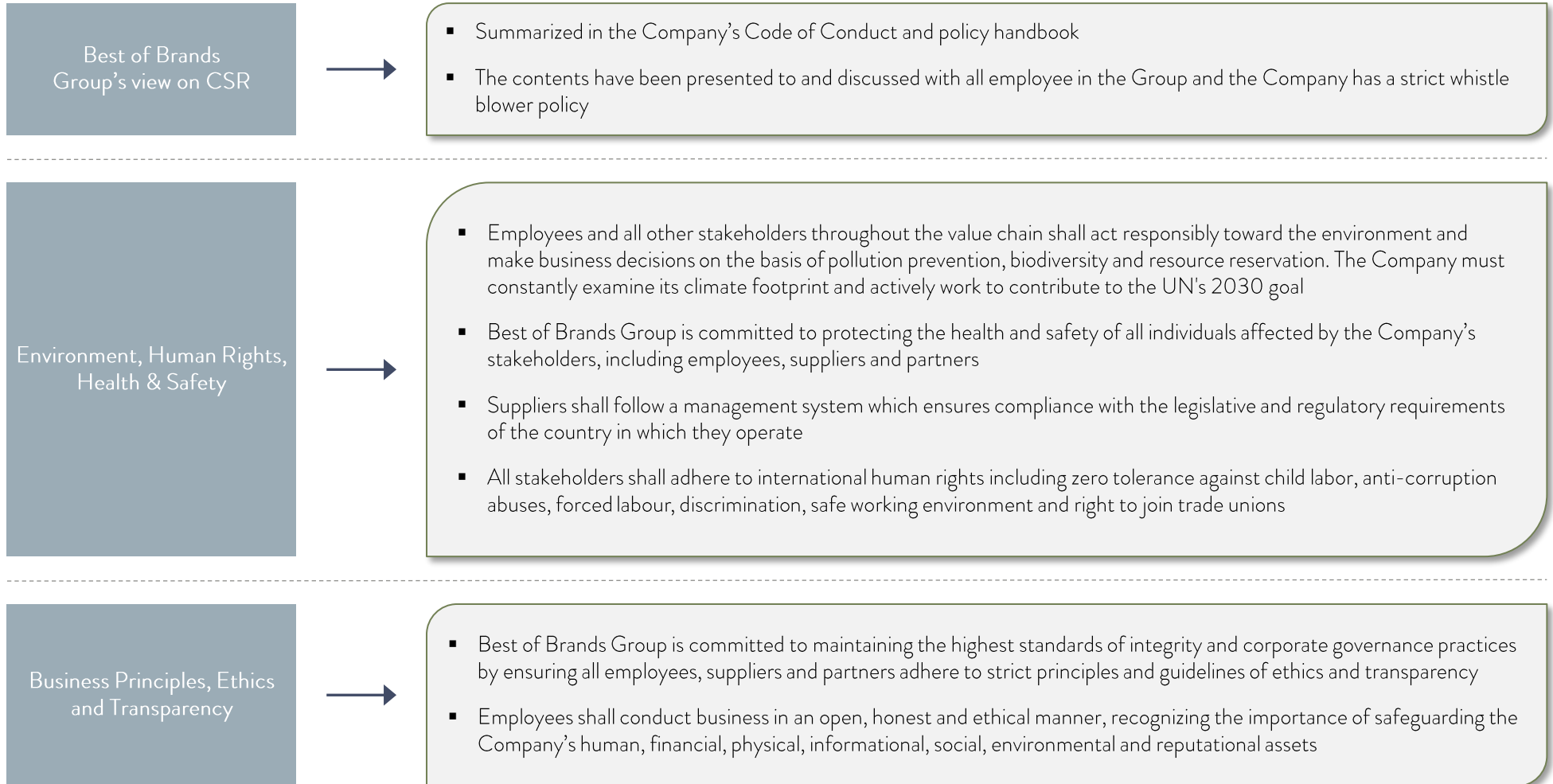
- ✓ Business model enabling brand partners to sell overstock and other discounted products with full control over the price points and exposure through an open marketplace (Campadre) and a closed shopping club (Members.com)

Seamless flow of stock to maximize margins



CSR policy overview

Summary guidelines within CSR and sustainability



Investment highlights

1

Targeting a large Nordic market rapidly transitioning to online

- Large addressable Nordic retail categories with a market value of SEK +350bn and stable growth outlook
- Upside potential from low online sales penetration in Nordics and the Company's addressable product categories compared to both other geographies (e.g. UK, US and DE) as well as other product categories (e.g. consumer electronics)

2

Unique position in the Nordic retail landscape with three complementing brands

- Campadre and Members.com having an attractive position and being the only pure play brands in the off-price premium segment
- All three brands provides tangibles benefits for both the consumers and suppliers
- Brand platform that captures all types of consumption, from bargain shopping to transactional shopping and need-based shopping

3

Large and growing customer club with development potential

- One of the largest online member clubs in the Nordics with ~2.4m members enabling lower marketing spend to engage with consumers compared to competition
- Improved UX and new CRM system will make the online journey more engaging and support a smoother website experience through personalization

4

Diversified portfolio of relevant brands with Nordic appeal

- Supplier base consisting of +100 premium brands with long-lasting relationships and low dependency on any single brand
- Industrialized sourcing of off-price stock with new campaigns launched daily
- Partner that helps brands sell their full product portfolio, from in-season full price products to surplus and discount stock

5

Clear path for further development

- Expand the market position in the Nordics by capitalizing on its large member club and increasing investments into digital marketing
- Ramp-up of newly launched marketplace for products with min 30% discount under the Campadre brand as well as asnumber of other strategic initiatives
- Continued investments into the customer journey to increase personalization, improve content and offer a superior shopping experience

6

Strong and revamped Group leadership

- New management team in place with experience from both the retail and tech sector with long track-record from improving the customer journey as well as working with member clubs