



The better shopping experience

Nina Jönsson

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Nina Jönsson

25+ years experience
from international retail



2016 -
President and CEO HL Display



2010-2015: 5 years
Senior Vice President Category, Purchasing and Private
label development



1991-2009: 18 years
RU: Commercial Director; Distributors, Market & Strategy
(Russia, Ukraine, Belarus)
CH: Market Strategy Director, CEEMEA (107 countries)
UK: Team Leader Tesco
SE: Nordic Sales Director; Country Manager Sweden





European leader with global reach

- 1.5 Bn SEK turnover
- 1000 employees
- 4 design centres
- 4 factories





the better shopping experience

We help the world's leading retailers and brands to provide a better shopping experience in grocery retail



GlaxoSmithKline





Our solutions are installed in
295 000 stores
in over 70 markets around the world

- HL sales companies
- Distributors
- HL Factories



HL has the broadest offering in the market

Store Communication

42% of sales



Solutions for displaying information to shoppers

Category Merchandising

40% of sales



Solutions for displaying product and produce

Impulse Solutions

11% of sales



Secondary display units

Service & Design

5% of sales



Service offering to build preferred supplier position

Lighting & Power

2% of sales



Improved shelf-presentation and functionality

16% YTD growth in Merchandising



Our promise

With passion for retail development and pride in execution we partner with our customers to:

Grow **sales**

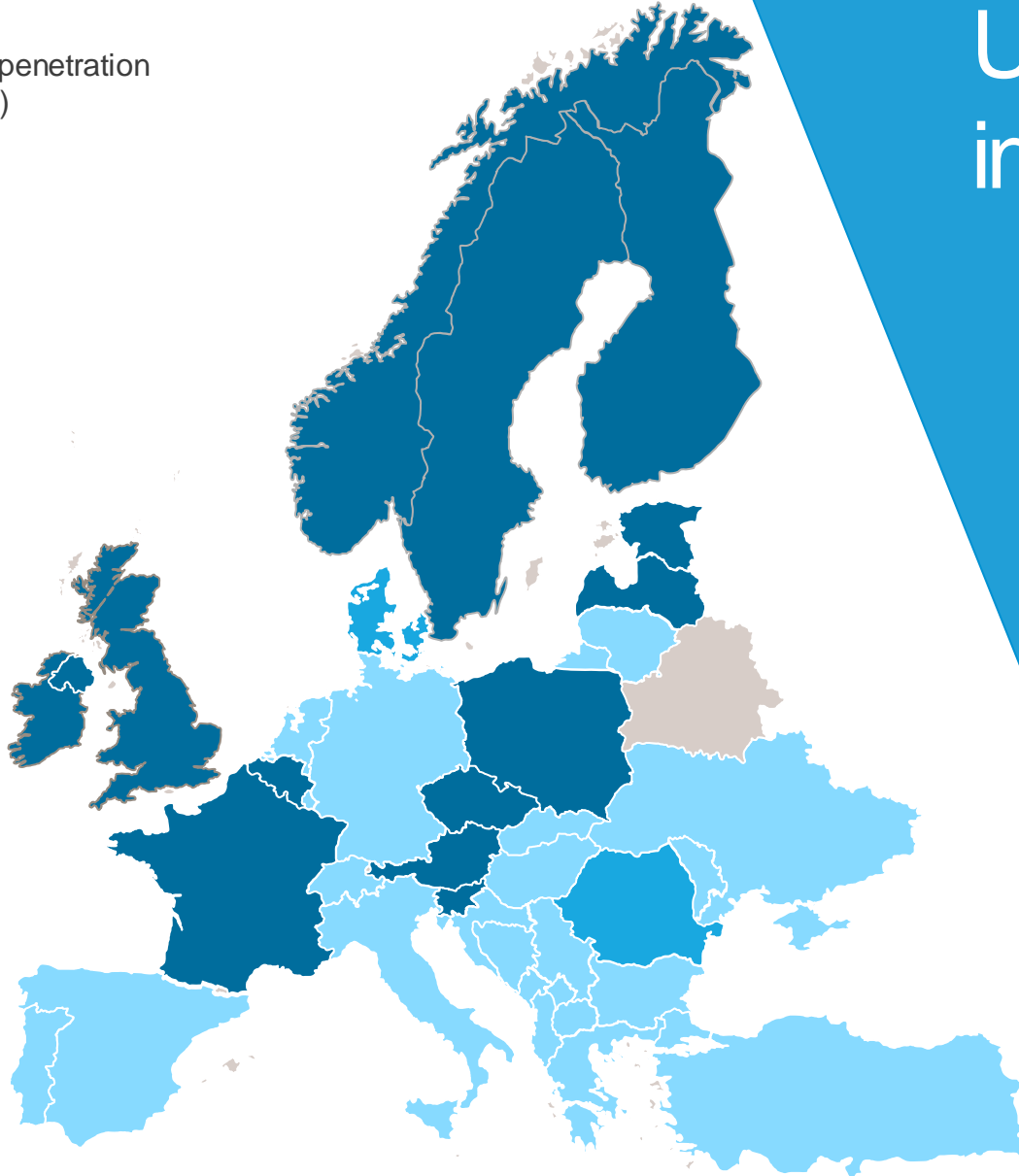
Inspire **shoppers**

Drive **automation**

Reduce **waste**



HL market penetration
(Estimation)



Legend

- +50%
- 30-50%
- <30%

Unrivaled market leader in Europe

Europe

- HL is 2-3x it's closest European competitor
- 3 European players >500MSEK. Rest are niche players
- Many small scale local competitors

USA

Some of the American large competitors have tried to enter Europe but not acquired scale





Grocery retail is changing too

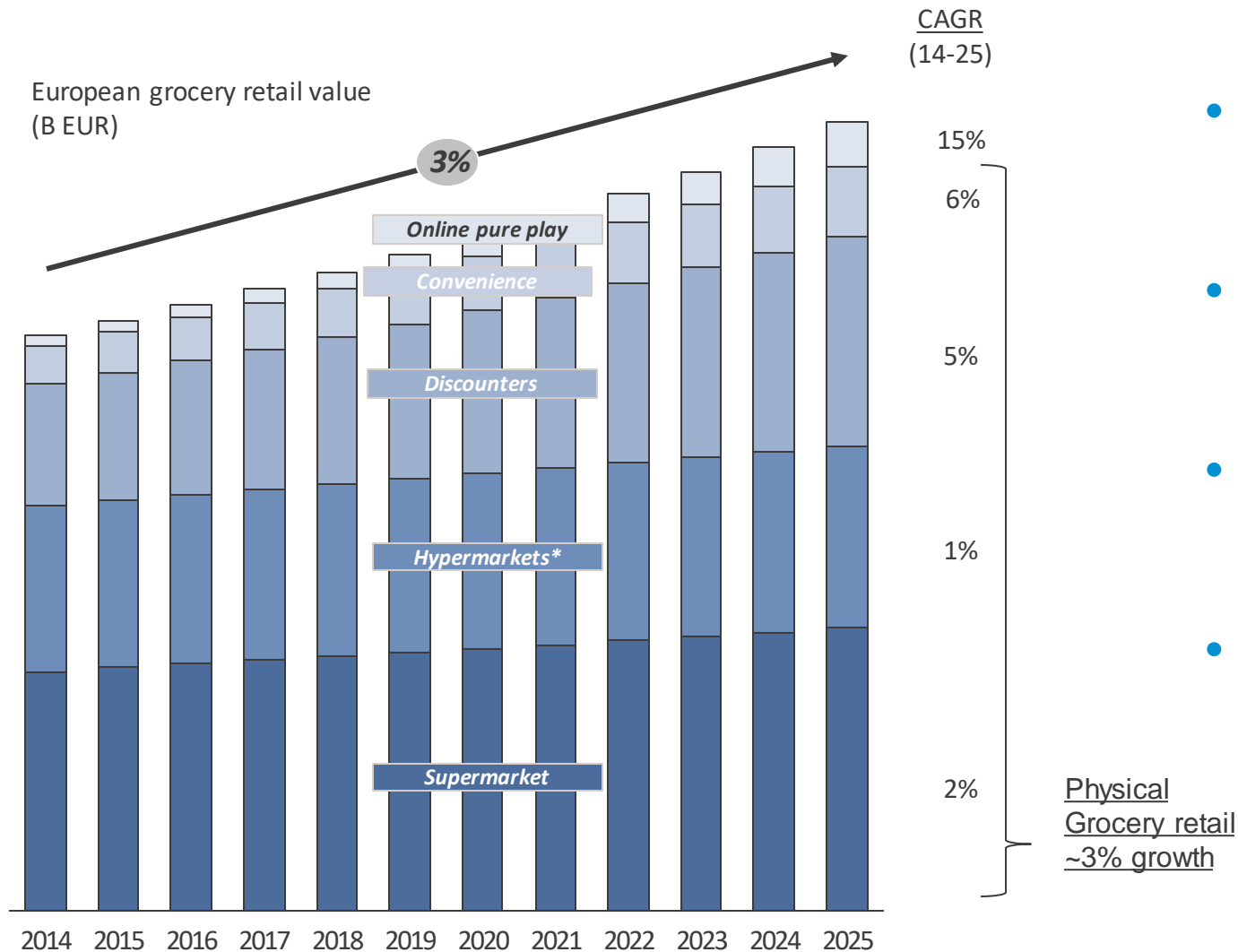
- Grocery retail is a more physical affair than confectionary retail
- Stores are evolving to meet new shopper missions
- Stores are no longer just a pantry for buying ingredients and assembling at home



Grocery retail is growing with new customer experiences



Grocery retail is long-term growth business correlated to population



- Total grocery retail will continue to grow
- Discounter and convenience gaining share
- Conversion to modern trade globally continues
- Penetration of HL-like solutions is still relatively low



Impact of digitalisation and online retailing



- Online continues to grow, however pace proves slower than predictions
- Shopper's planning horizon seems shorter driving growth of convenience
- Nonetheless, retailers under pressure to improve offering, renew stores, and make the store visit worthwhile
- Big box retailers re-developing formats. All stores grow food-to-go offering
- Merge of physical and online drives "click & collect" concept



The HL transformation journey

- New organisation & exec team from **international retail & marketing**
- Decentralised **commercial organisation** built around the customer
- **Innovation and offering expansion** that helps customers build winning stores
- Customer penetration and **sales value increase**
- **Scale and cost structure** improvement through selective centralisation
- **Complexity reduction** and shared target setting cross-functionally
- **Marketing acceleration** to build HL as the undisputed leader
- Building **a company that professionals are proud to be part of**



Customer penetration & sales value increase



Key innovation areas to win in fast-changing retail environment



HL Sustainable
Choice

The better shopping experience



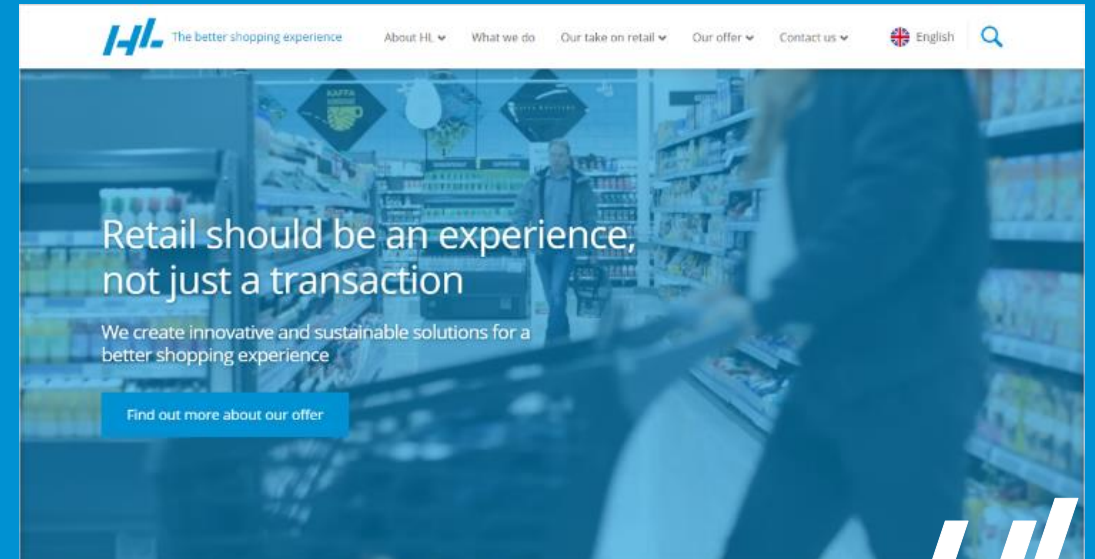
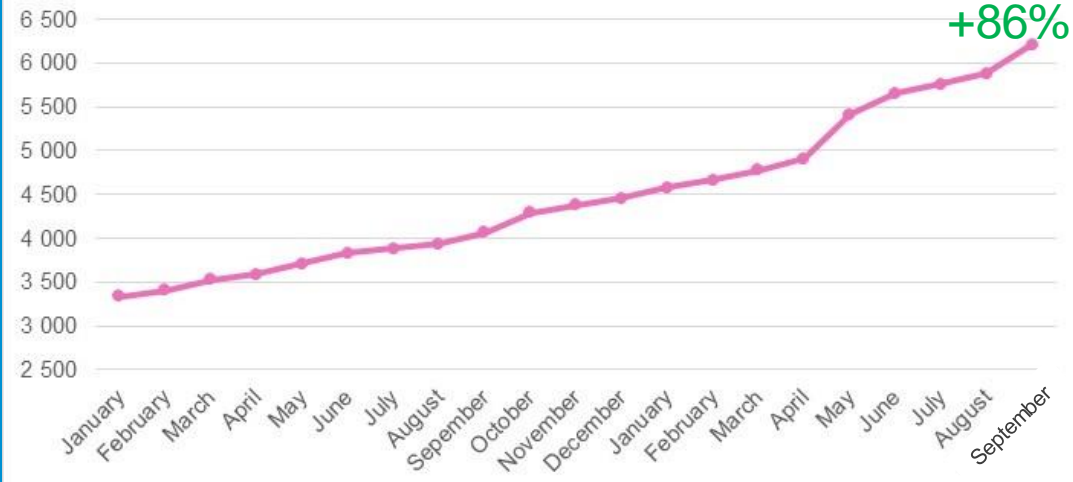
Marketing acceleration

- Building HL as the undisputed industry leader



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LinkedIn followers 2018/01 – 2019/09

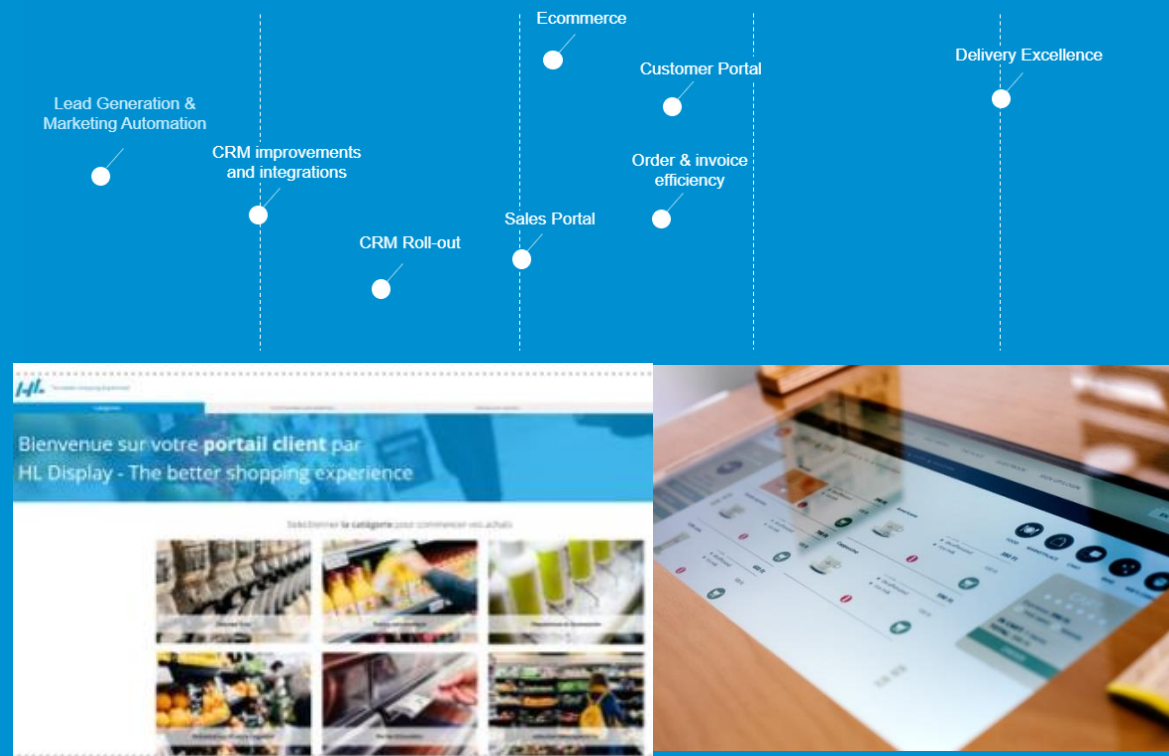


Easy to do business with

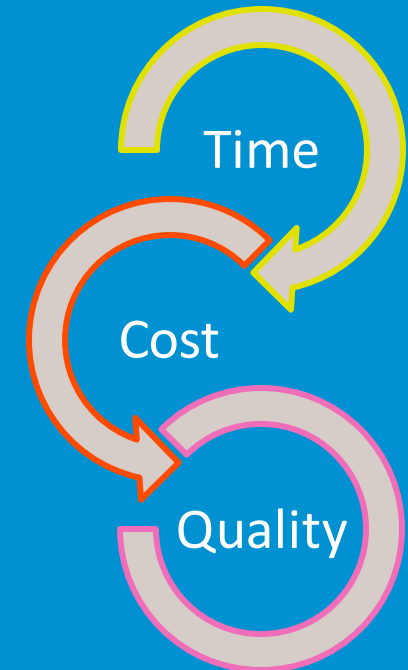
Customer



Digital Transformation

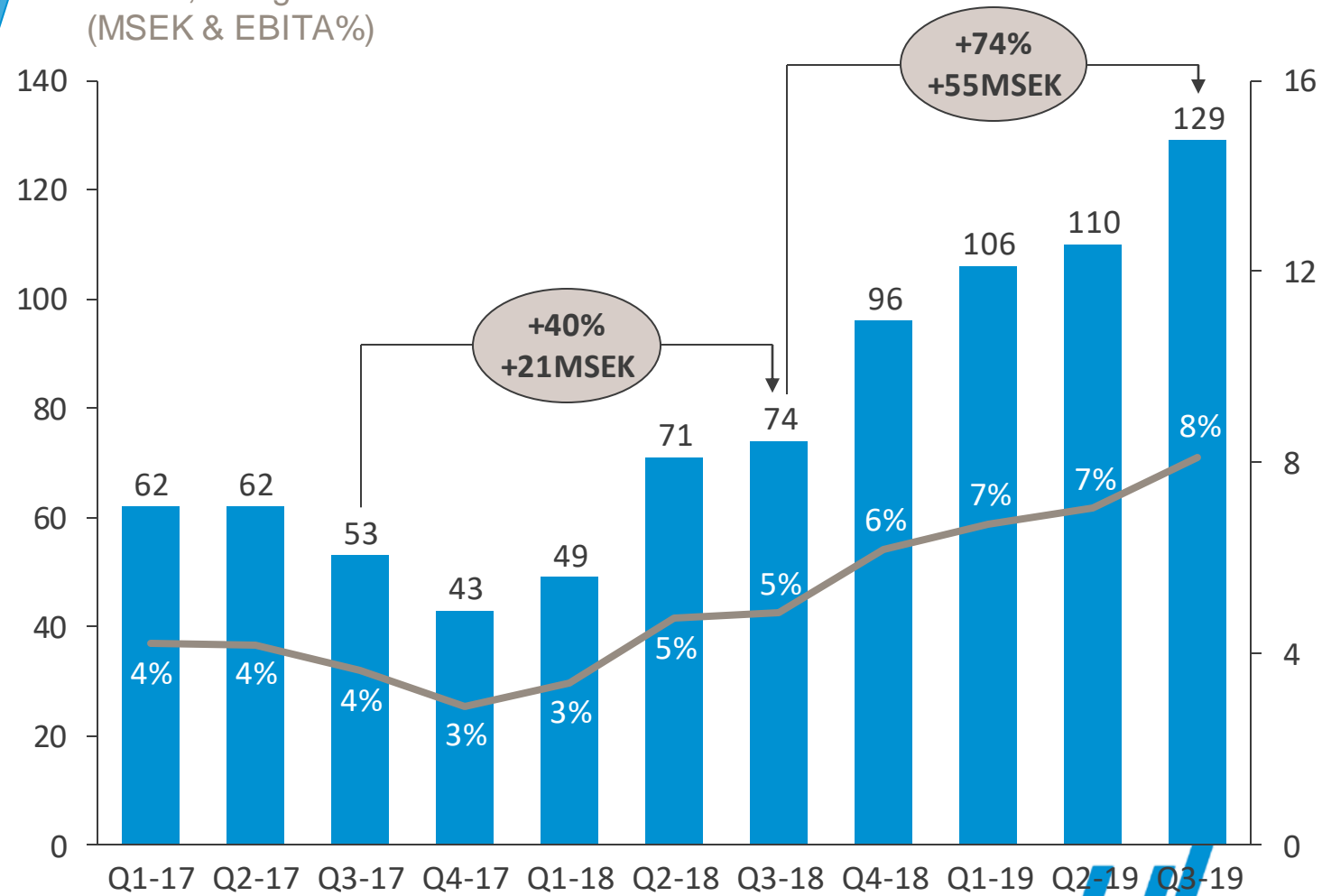


KPI's



HL financial results

EBITA, rolling twelve months
(MSEK & EBITA%)



Capturing future growth

- Win with the biggest retailers & brands
- Expand geographical reach through sales companies and/or distributors
- Cover more categories & needs in the store through development, licensing and acquisitions
- Become the #1 for sustainable merchandising solutions

Our vision

To be the preferred partner in our industry
leading the development of
innovative & sustainable solutions for a
better shopping experience around the world

Our Strategic Choices

Leaders on
Innovation & Sustainability

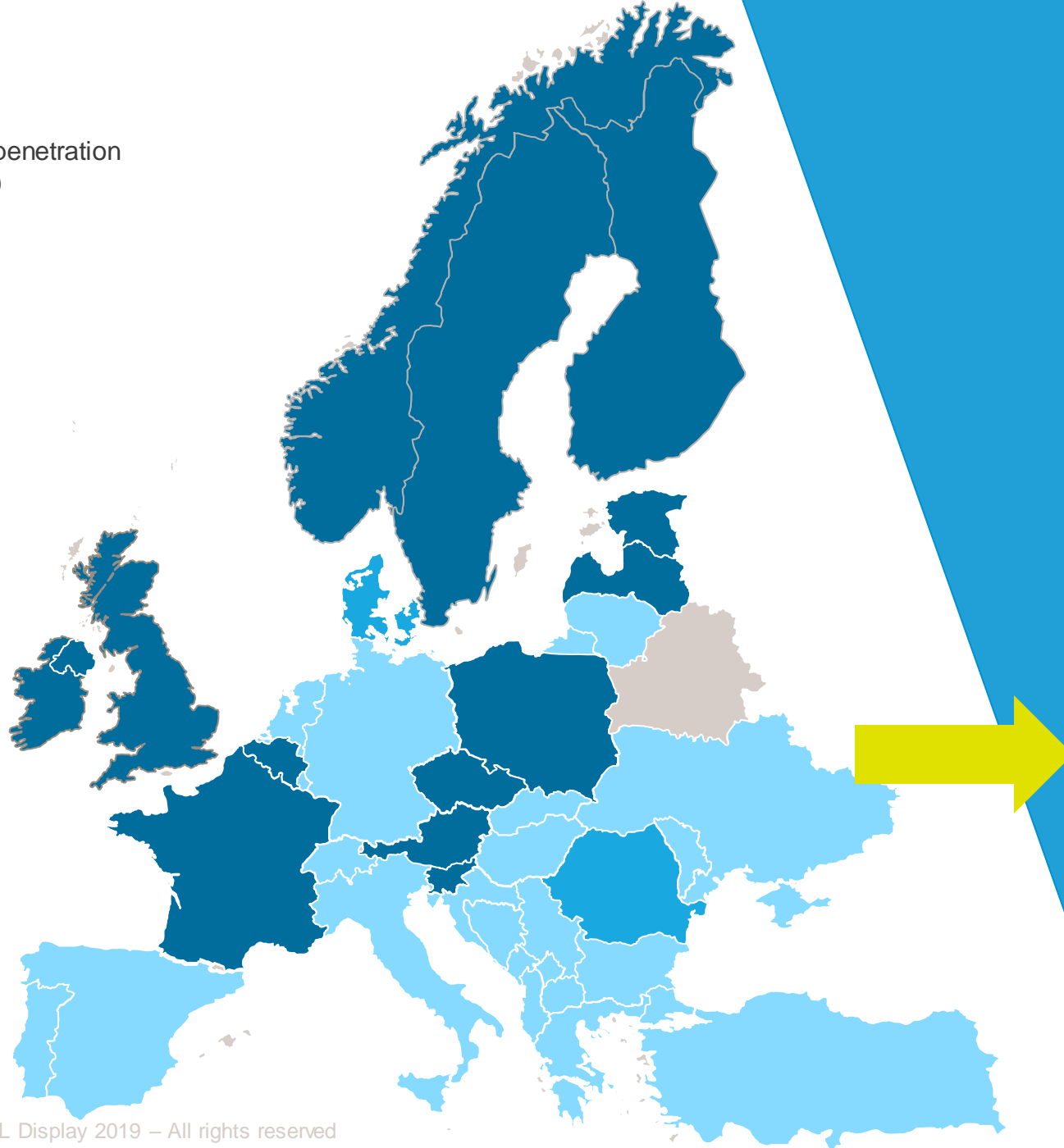
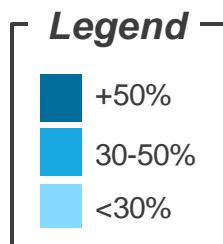
Easy to do
Business with

Best in Class
Cost Efficiency

Capabilities to
Drive Growth



HL market penetration
(Estimation)



Given local nature of business, still many European markets with significant upside

Room for organic growth combined with acquisitions





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