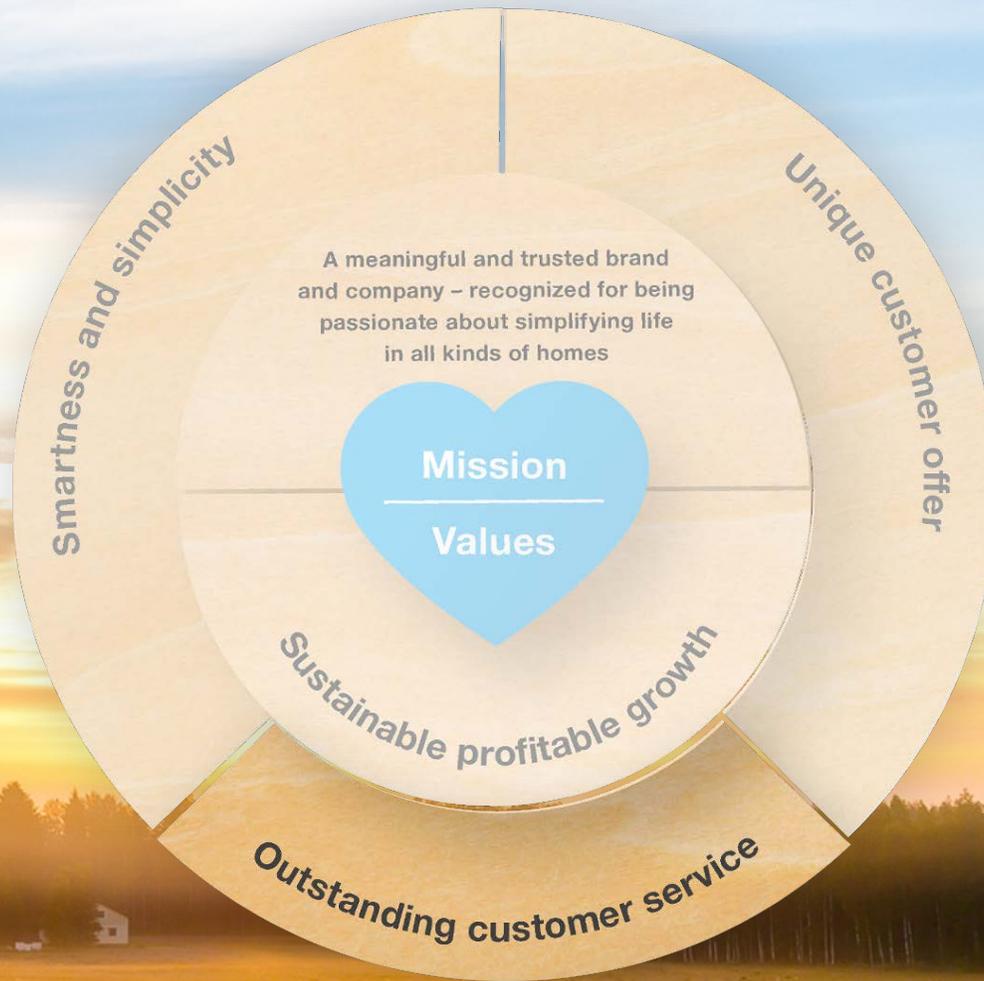


OUTSTANDING CUSTOMER SERVICE







THE FUTURE ROLE OF ONLINE

Jacob Sten and Fredrik Uhrbom

Online experience in the customer journey



C/O platform

- One point of contact
- Access to all of Clas Ohlson
- Unique loyalty setup



Product offering



Service offering



Store experience



Online experience



Passionate about simplifying life in all kinds of homes

Transforming the Nordic online model



Current agenda

Stores and online

- Channels largely operating independently
- Click & collect being launched



Next step

Direct to consumer

- Launching new routes to market
- Stores to shorten lead-times

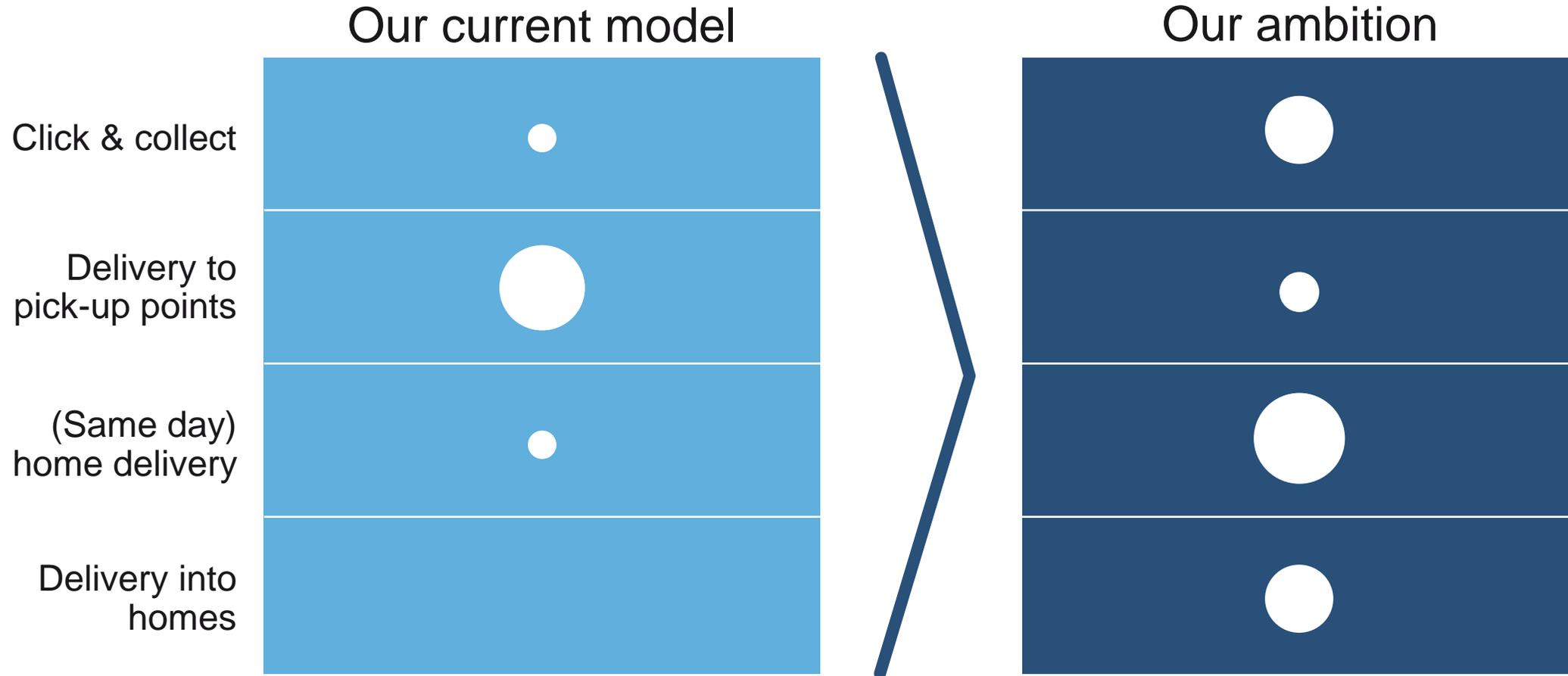


Our transformation ambition

Into consumers' homes

- Delivery at any time
- Offer solutions to consumers
- C/O platform being launched

Shifting focus to click & collect and home delivery





Current agenda

Solving the basics
before Christmas



- Introduction of one click payment
- Shortened delivery lead times
- New search engine for desktop and mobile
- Click & collect as delivery option
- Develop and hire e-com capabilities

Improve commercial
agenda



- Online assortment price and range
- Redefine online marketing strategy
- Scale MatHem pilot in Sweden
- Launch home delivery options in Stockholm, Gothenburg and Malmö in Sweden
- Commercialize last mile offer

Food on-line growing business – from a low level

– Scalability and last mile efficiency a critical factor

- Food online a fast growing segment
- Changing the consumer patterns impacting the existing store footprint
 - not at least major shopping centres in external locations
- Increased convenience for the customer
 - investments in warehousing
 - expanding coverage
 - improved services/last mile
- Opens up for new partnerships and business opportunities

Digital mathandel växer så det knakar

Förra året handlade var fjärde svensk mat på nätet. Nya prognoser visar att den digitala livsmedelshandeln fortsätter att öka även i år, och den beräknas omsätta miljardbelopp.



Partnership with MatHem launched in April

– Increased convenience for the Clas Ohlson customers

- **Number 1 priority**

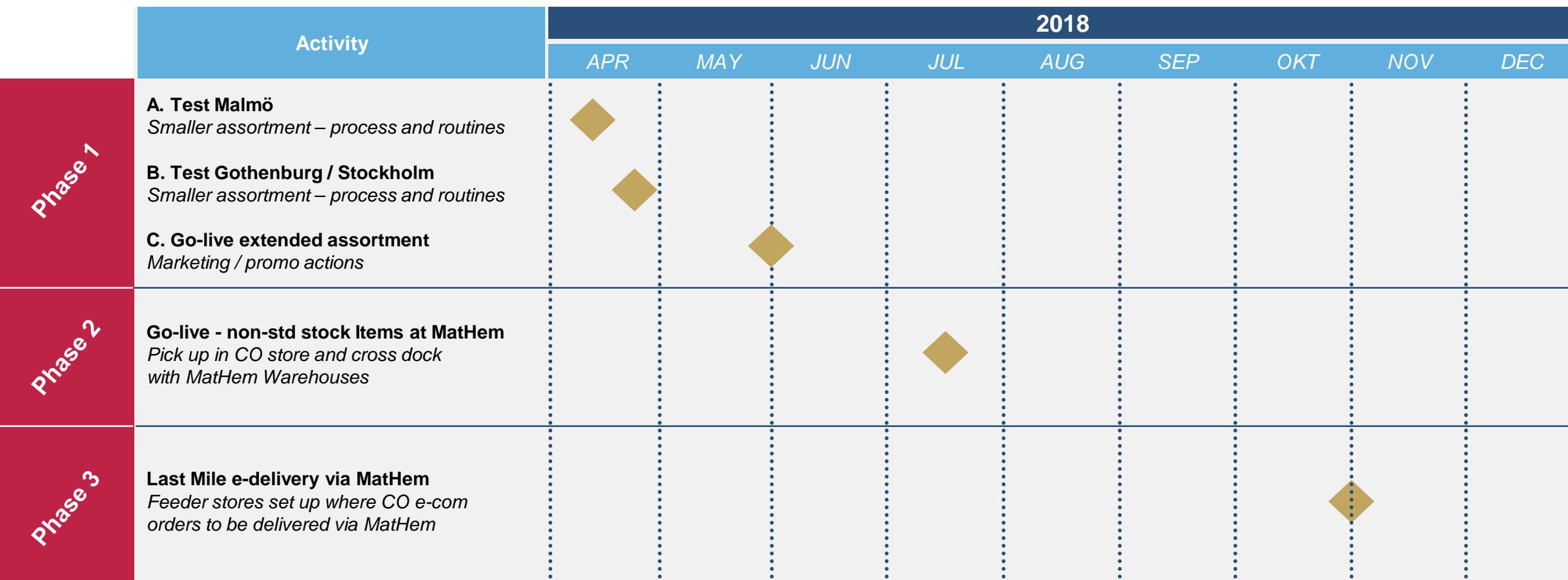
- Increased customer convenience – same day delivery all the way home to our customers
- Today covering 50% of the Swedish households

- **Other synergies**

- Complementary sales channel, non-overlapping customer base
- New business opportunities e.g. B2B offering
- Digital business development in customer segmentation, online marketing/promotions and new technology



MatHem and Clas Ohlson – timeplan



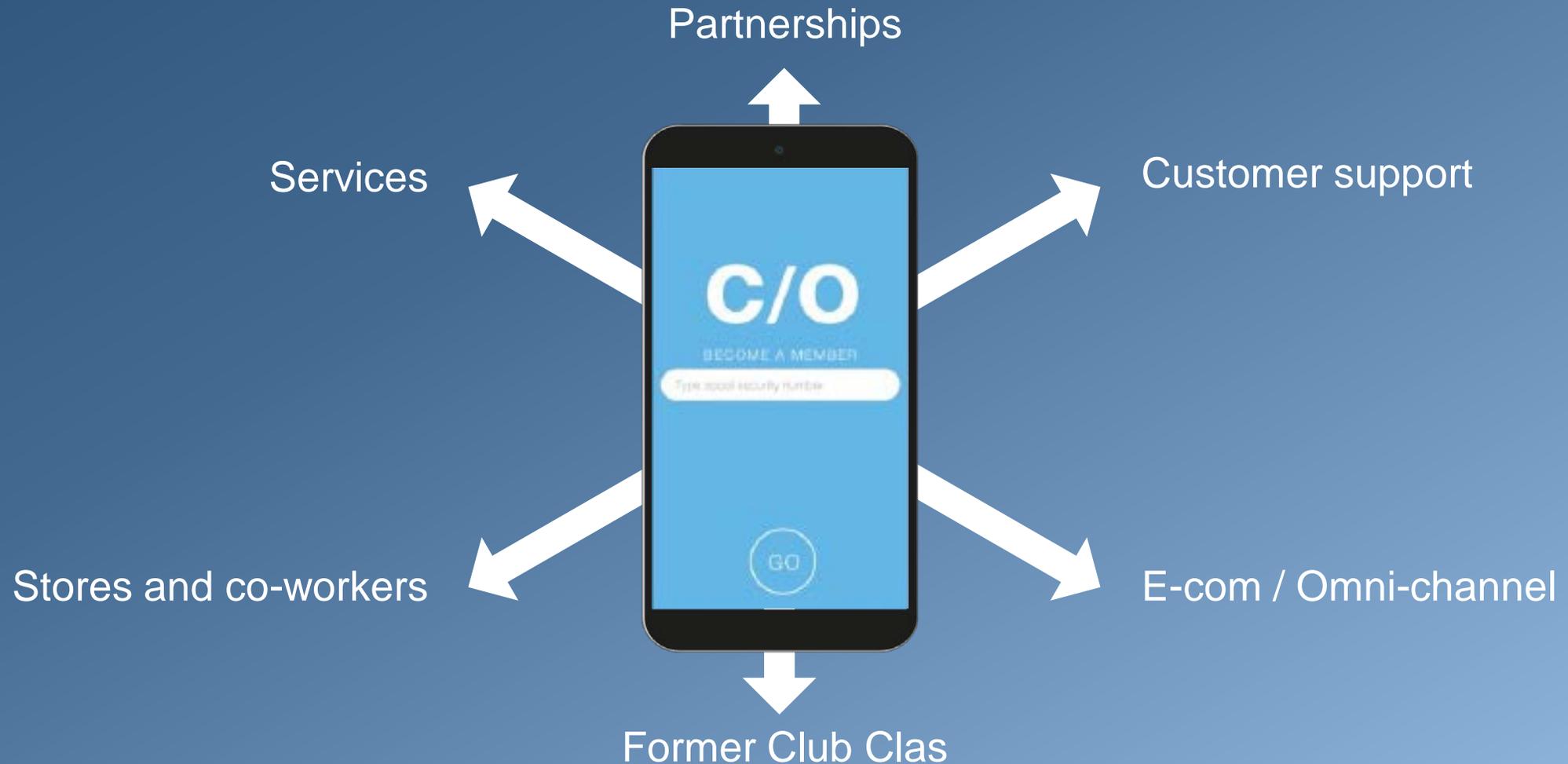
◆ = Launch date

Our journey of transforming Nordic online model



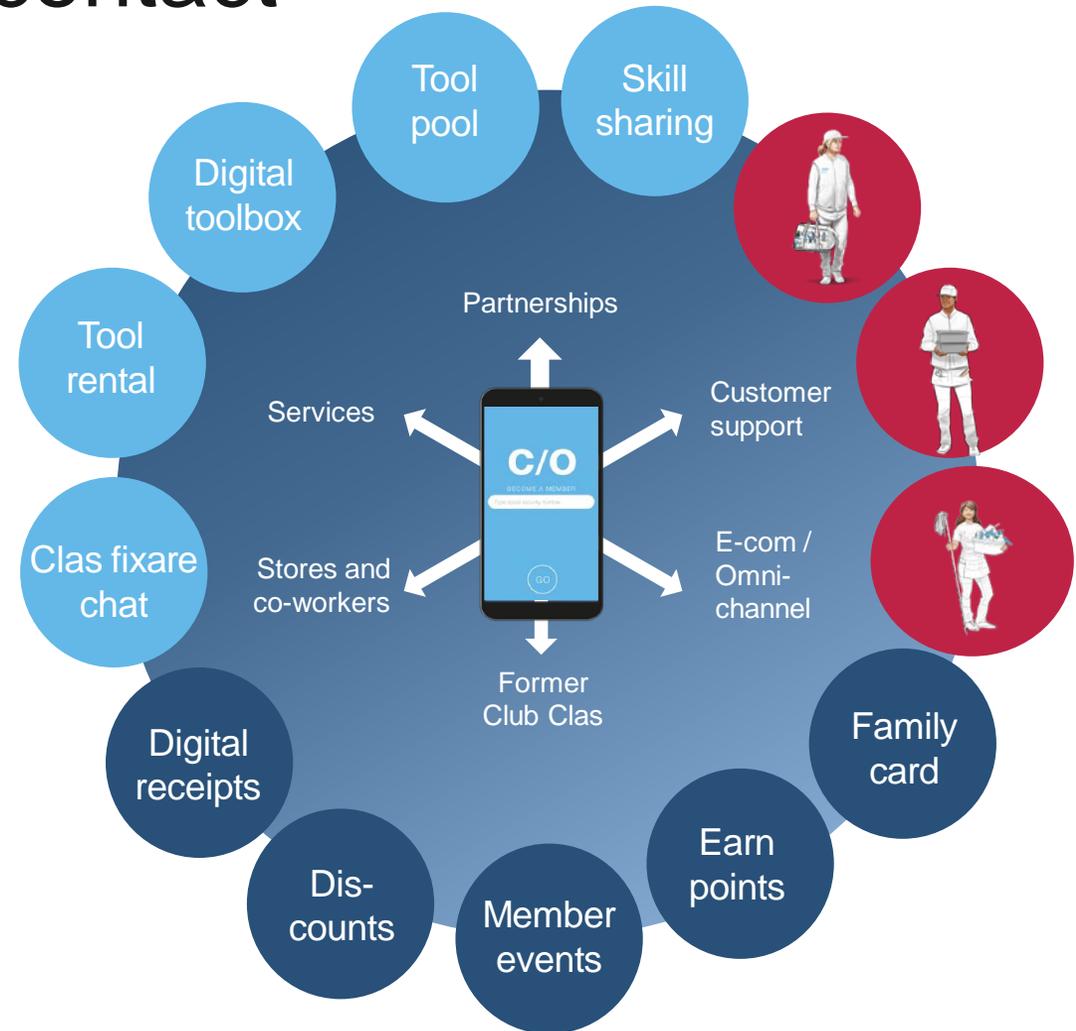
Our transformation ambition

C/O – tying offer, service and members together

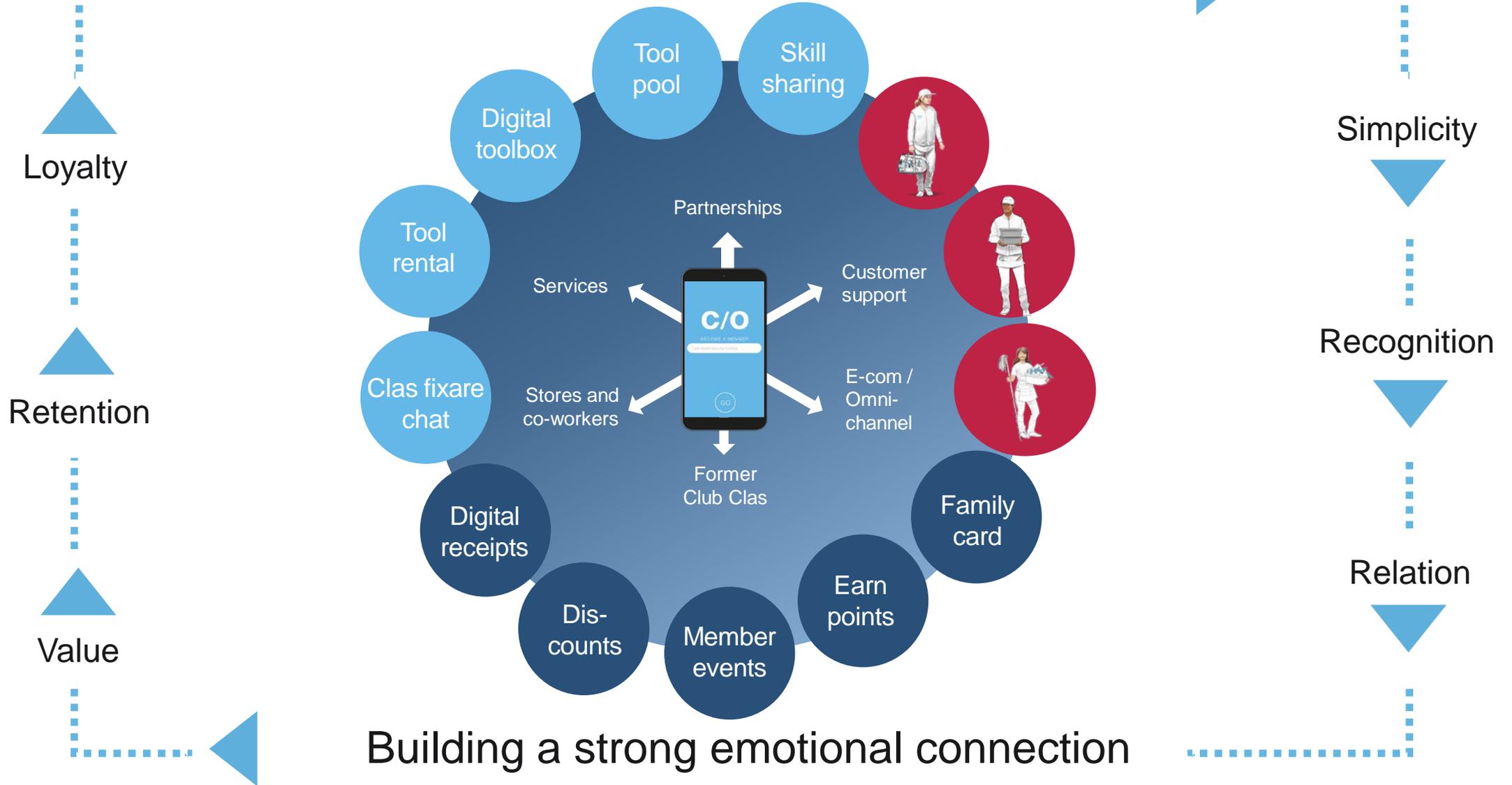


One platform – one point of contact

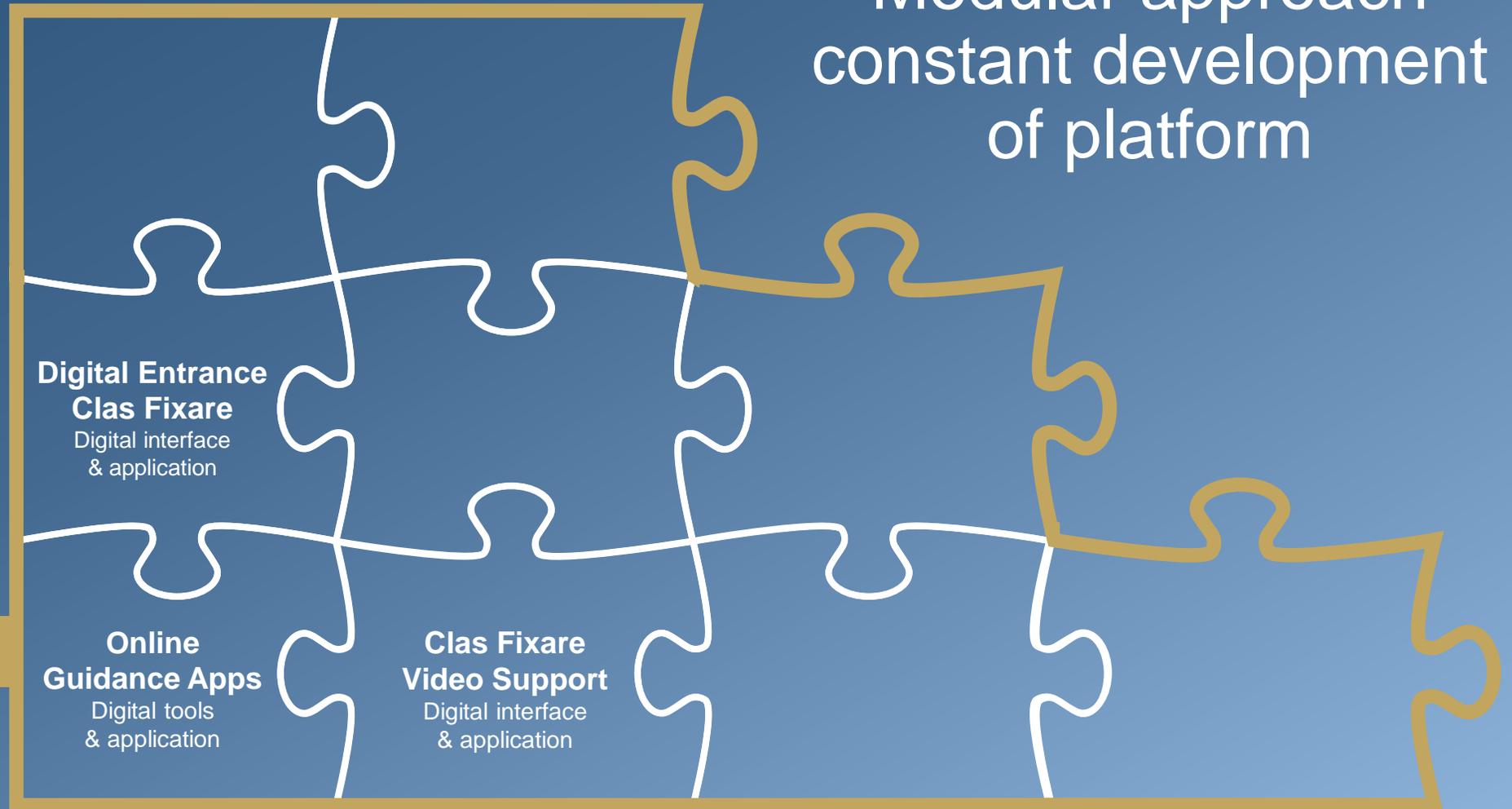
- Simple and easy to access
– all in place catering for simplicity
- Adding completely new values and benefits to a "membership"
- Establishing a new connection with our customers based on unique benefits and value



Eco-system simplifying life for all kinds of homes



Modular approach constant development of platform



System Architecture

Pre-study initiated

100
YEARS OF clas
ohlson