OUTSTANDING CUSTOMER SERVICE
A meaningful and trusted brand and company – recognized for being passionate about simplifying life in all kinds of homes

Mission

Values

Smartness and simplicity

Unique customer offer

Sustainable profitable growth

Outstanding customer service
THE FUTURE ROLE OF THE STORE
Geir Hoff and Fredrik Uhrbom
Store experience in the customer journey

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

C/O platform

Product offering
Service offering
Store experience
Online experience

Passionate about simplifying life in all kinds of homes
Coming from: Growing by opening new stores
Moving towards: Growing our business through increasing share of home and utilizing our store network
Store network supporting the unique customer offer

An arena for direct buys and click & collect

Products
Click & collect

• Available in UK and Norway today
• Being introduced in all stores
Stores as part of e-com fulfilment

- Stores used as pick up points for click & collect
- Stores used as feeder stores for e-com delivery
  - Same day and next day deliveries
- Automated e-com fulfilment at DC to reduce lead times
Store network supporting the unique customer offer

- Guidance: An arena for learning and giving unique customer service
- Products: An arena for direct buys and click & collect
A place to experience and learn

We want to help our customers to solve their problems by giving them practical help in our stores.
Store network supporting the unique customer offer

- Full service: An arena for securing the complete solution for the customer
- Guidance: An arena for learning and giving unique customer service
- Products: An arena for direct buys and click & collect
A place to offer our broadened service portfolio

Rent tools

Breathalyzer calibration

Develop photos

Knife sharpening

Recycling toner and ink cartridges
Current Nordic store network is a strength

- Large number of stores
- Large in terms of square meters
- Extensive coverage and footprint in high traffic locations

<table>
<thead>
<tr>
<th>Country</th>
<th>Number of Stores</th>
</tr>
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<tbody>
<tr>
<td>Sweden</td>
<td>91</td>
</tr>
<tr>
<td>Norway</td>
<td>89</td>
</tr>
<tr>
<td>Finland</td>
<td>39</td>
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<tr>
<td>Total</td>
<td>219</td>
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</tbody>
</table>

![Store sizes chart]

- Insjön
- Hornstull

CAPITAL MARKETS DAY 2018
New store matrix supporting the unique customer offer

CO Brand stores
75-200 sqm
- Brand building in key traffic flow in urban areas
- Focus every day consumables / Services and click & collect

CO Compact stores
300-700 sqm
- Accessibility and Convenience in urban regions/cities and smaller cities
- Focus every day consumables and selected parts of range
- Services and click & collect

CO Normal stores
800-1,200 sqm
- Broader and deeper assortment
- High street and suburban - Central and external malls
- Full service stores and feeder stores for fast e-com and replenish for Compact stores

CO, Outlets
>1,500 sqm
- Major external discount shopping areas e.g border trade
- Add unique outlet offerings
- Price competitive

Clas Ohlson online
- Full range 24*7*365 with a variety of delivery options

Range, number of SKUs

Store size, sqm
Optimising size and location of existing store network

• Optimisation within existing contractual framework
  – Relocations
  – Downsizing
  – Transformation to other formats
• High flexibility in store network
  – Approximately 50 stores up for renegotiations or with break options within the next two years
Way forward: new store formats
Case Sweden – 6 new Compact Stores

- Accelerate adding smaller convenience stores, Compact Stores, in different locations:
  - Urban areas – high street locations
  - Suburban areas – Märsta/Tyresö
  - Smaller cities – Ljungby
- Efficient and cost effective way to increase store foot-print /coverage and OPEX
- Increased flexibility and efficiency in using our operational resources and replenishment between stores and adding feeder store functionality
- Introduction of click & collect services and online reservations

Compact Store Märsta
- Opening April 2018
- Store space: 430 sqm
- Location: Suburban

Concept Store Sveavägen
- Opening Sep 2018
- Store space: 170 sqm
- Location: City Center

Compact Store Götgatan Sthlm
- Opening Sep 2018
- Store space: 300 sqm
- Location: City Center

Compact Store Tyresö
- Opening May 2018
- Store space: 430 sqm
- Location: Suburban

Compact Store Mölndal
- Opening Sep 2018
- Store space: 450 sqm
- Location: Suburban

Compact Store Ljungby
- Opening June 2018
- Store space: 375 sqm
- Location: Smaller City
Optimising role of each store in geographical key locations
– Sub clustering's of different store formats

• Optimize the mix of concepts and formats in all regions to maximize customer experience – sub clustering
• Optimize assortment based on specific target groups per store and store location/formats
• Clear profile per store format to meet customer expectations

Example Normal CO stores with feeder capacity
Example Compact stores supported by Normal Stores
Example Brand Stores supported by Normal Stores
Example of outlet locations e.g converting existing stores or new stores