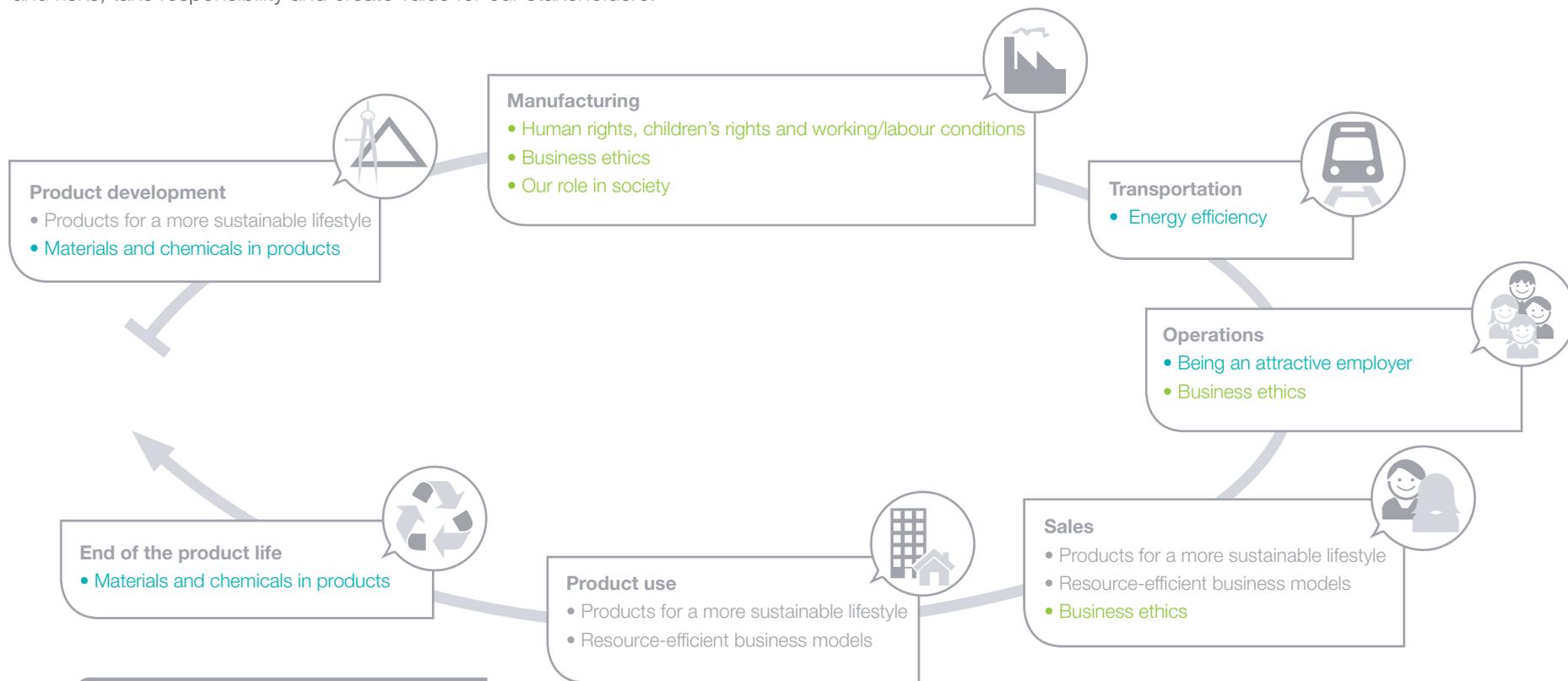


# Our value chain

To effectively manage our negative and positive impact, we must understand where in the value chain we can make the biggest difference. The value-chain perspective helps us to identify possibilities and risks, take responsibility and create value for our stakeholders.



CRITICAL IN REALISING OUR VISION

SOUND BASIS FOR LONG-TERM PROFITABILITY

ONE STEP AHEAD OF OUR STAKEHOLDERS' EXPECTATIONS

The three categories are described in more detail on page 11.

	 <b>Product development</b>	 <b>Manufacturing</b>	 <b>Transportation</b>	 <b>Operations</b>	 <b>Sales</b>	 <b>Product use</b>	 <b>End-of-life products</b>
AREA	Together with strategic partners for our own brands	Close to 70 per cent of our products manufactured in Asia	Transportation of more than 550 million tonne kilometres of goods	Some 4,700 employees in seven countries	205 stores in six countries and online shopping in four markets	Products often have the greatest environmental impact when being used	Participate in collection and recycling schemes
ISSUES	<ul style="list-style-type: none"> <li>• Water and energy efficiency</li> <li>• Replace material with more sustainable alternatives</li> <li>• Packaging</li> <li>• Recyclability</li> <li>• Functionality</li> <li>• Product lifetime</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Conduct and quality requirements</li> <li>• Anti-corruption and bribes</li> <li>• Human rights in new and existing markets</li> <li>• Migrant worker conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Emissions of CO<sub>2</sub> and energy consumption</li> <li>• Transportation efficiency</li> <li>• Packing rate and freight consolidation</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development</li> <li>• Diversity</li> <li>• Health and well-being</li> <li>• Young people in our workforce</li> <li>• Energy efficiency and waste</li> <li>• Anti-corruption and bribes</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of products that have favourable environmental performance</li> <li>• Information about products for a more sustainable lifestyle</li> <li>• Energy efficiency in stores</li> </ul>	<ul style="list-style-type: none"> <li>• Product lifetime</li> <li>• Environmental impact during the product life</li> <li>• Hazardous chemicals</li> <li>• Product safety</li> <li>• Services for a more sustainable lifestyle</li> <li>• Spare parts</li> </ul>	<ul style="list-style-type: none"> <li>• Waste</li> <li>• Recycling</li> <li>• Reuse</li> <li>• Producer responsibility and collection system</li> <li>• Chemicals</li> </ul>
VALUE CREATION	<ul style="list-style-type: none"> <li>• Reduced impact from product use and recycling</li> <li>• Relevant and unique products</li> </ul>	<ul style="list-style-type: none"> <li>• Improved standards for suppliers, their workers and families and local communities</li> <li>• Increased confidence in the Clas Ohlson brand</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced CO<sub>2</sub> emissions</li> <li>• More cost-efficient transportation solutions</li> </ul>	<ul style="list-style-type: none"> <li>• A high-performing organisation</li> <li>• Attract and retain skilled employees</li> <li>• Increased employee commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Loyal customers</li> <li>• Dedicated employees</li> <li>• Attractive, unique and relevant product offering</li> <li>• Reduced energy costs</li> <li>• More information about environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Extend product usage</li> <li>• High confidence in the products</li> <li>• Less waste and more resource efficiency</li> <li>• Less chemicals to the environment</li> <li>• Reduced energy consumption and CO<sub>2</sub> emissions</li> <li>• Cost savings</li> </ul>	<ul style="list-style-type: none"> <li>• Less waste and more material recycling</li> <li>• Less chemicals to the environment</li> </ul>
ABILITY TO INFLUENCE	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	LOW	LOW