CAPITAL MARKETS DAY 2023

28 March, 2023

Agenda for on-site participation

| Time (CET) | Topics and speakers |
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| 09.00-09.30 | Delivering our strategy Co-Founder & CEO, Hermann Haraldsson |
| 09.30-10.00 | Delivering the leading Nordic Department Store Commercial Co-Founder & CCO, Peter G. Jørgensen |
| 10.00-10.15 | Buying & Merchandising CPO, Mads Bruun Famme |
| 10.15-10.30 | Q&A session with Commercial and Buying & Merchandising |
| 10.30-10.45 | Break |
| 10.45-11.05 | Technology (Platform) Co-Founder & CTO, Jesper Brøndum |
| 11.05-11.25 | Supply Chain CSCO, Sven Thiessen |
| 11.25-11.40 | Q&A session with Platform and Supply Chain |
| 11.40-12.20 | Lunch Break |
| 12.20-13.00 | Financial update and Sustainability in focus CFO, Sandra Gadd |
| 13.00-13.20 | Q&A session with CEO and CFO |
| 13.20-13.30 | Key take aways Co-Founder & CEO, Hermann Haraldsson |