

Boozt

Capital Markets Day

28 March 2023

Agenda

Time (CET)	Topics and speakers	
09.00-09.30	Delivering our strategy	Co-Founder & CEO Hermann Haraldsson
09.30-10.00	The Nordic Department Store: Commercial	Co-Founder & CCO, Peter G. Jørgensen
10.00-10.15	The Nordic Department Store: Buying and Merchandising	CPO, Mads Bruun Famme
10.15-10.30	Q&A session with Commercial and Buying & Merchandising	
<i>10.30-10.45</i>	<i>Break</i>	
10.45-11.05	The Nordic Department Store: Platform	Co-Founder & CTO, Jesper Brøndum
11.05-11.25	The Nordic Department Store: Supply Chain	CSCO, Sven Thiessen
11.25-11.40	Q&A session with Platform and Supply Chain	
<i>11.40-12.20</i>	<i>Lunch Break</i>	
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
13.30-17.00	Operational site visit to the Boozt Fulfilment Center	
<i>13.40-14.40</i>	<i>Transport from Malmö to Ängelholm</i>	
<i>14.45-15.45</i>	<i>Guided tour with CSCO, Sven Thiessen</i>	
<i>16.00-17.00</i>	<i>Transport from Ängelholm to Malmö</i>	

Introduction

Today's presenters



CO-FOUNDER &
GROUP CTO
Jesper Brøndum



CO-FOUNDER &
GROUP CCO
Peter G. Jørgensen



GROUP CPO
Mads Brunn Famme



GROUP CFO
Sandra Gadd

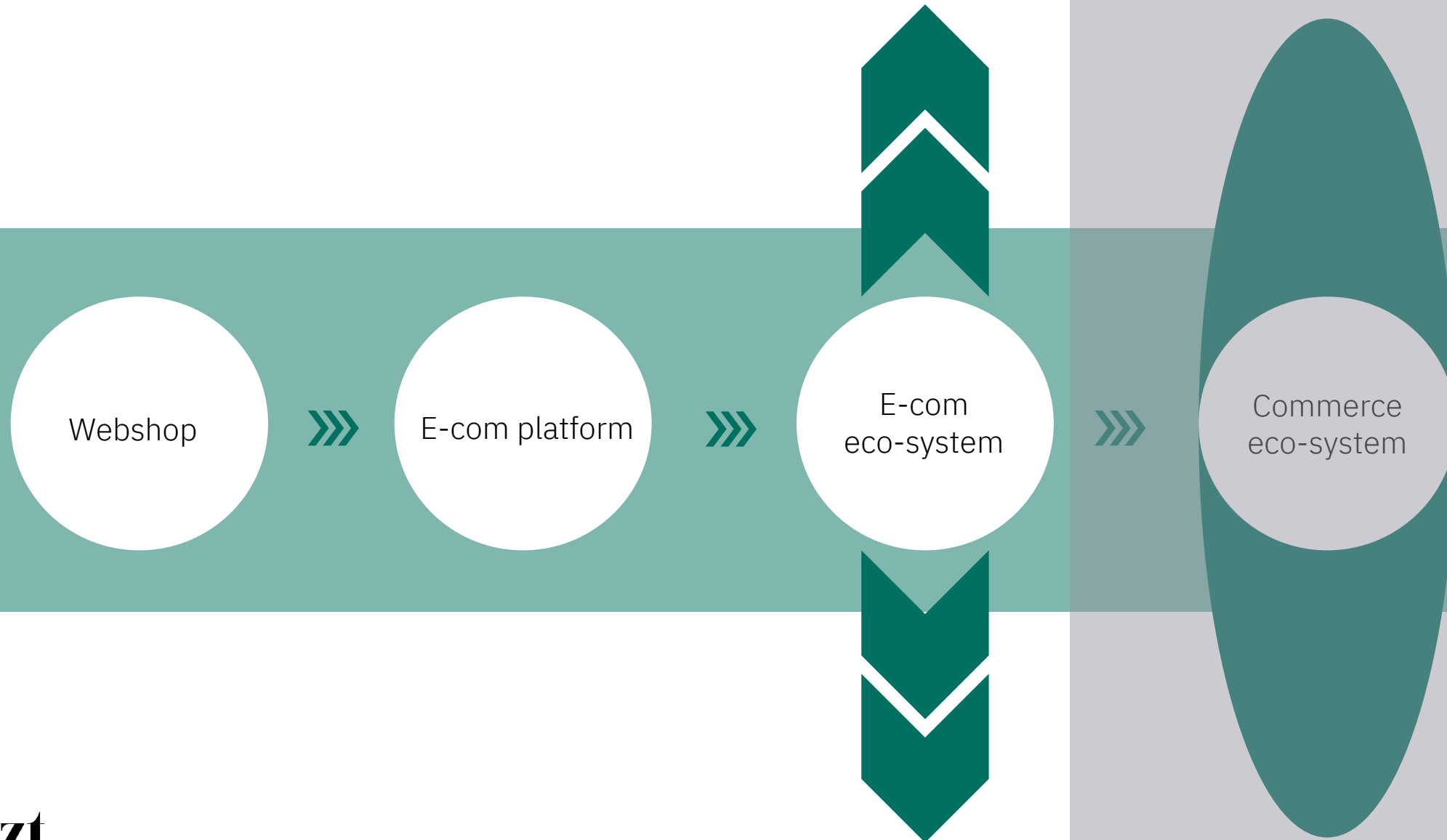


GROUP CSCO
Sven Thiessen

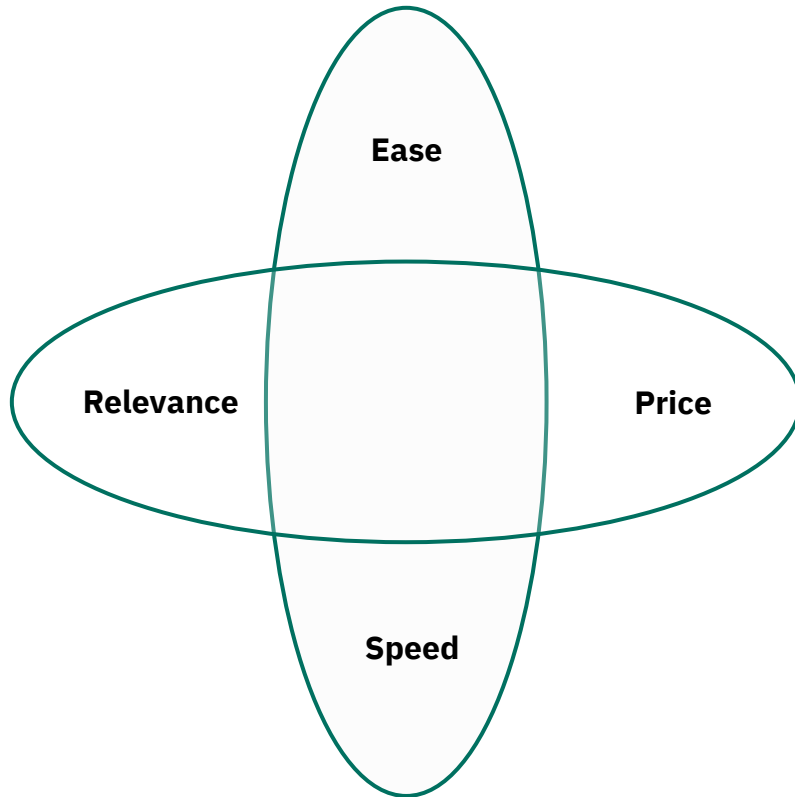
A recap of our strategy

Co-Founder & CEO, Hermann Haraldsson

Where are we heading?

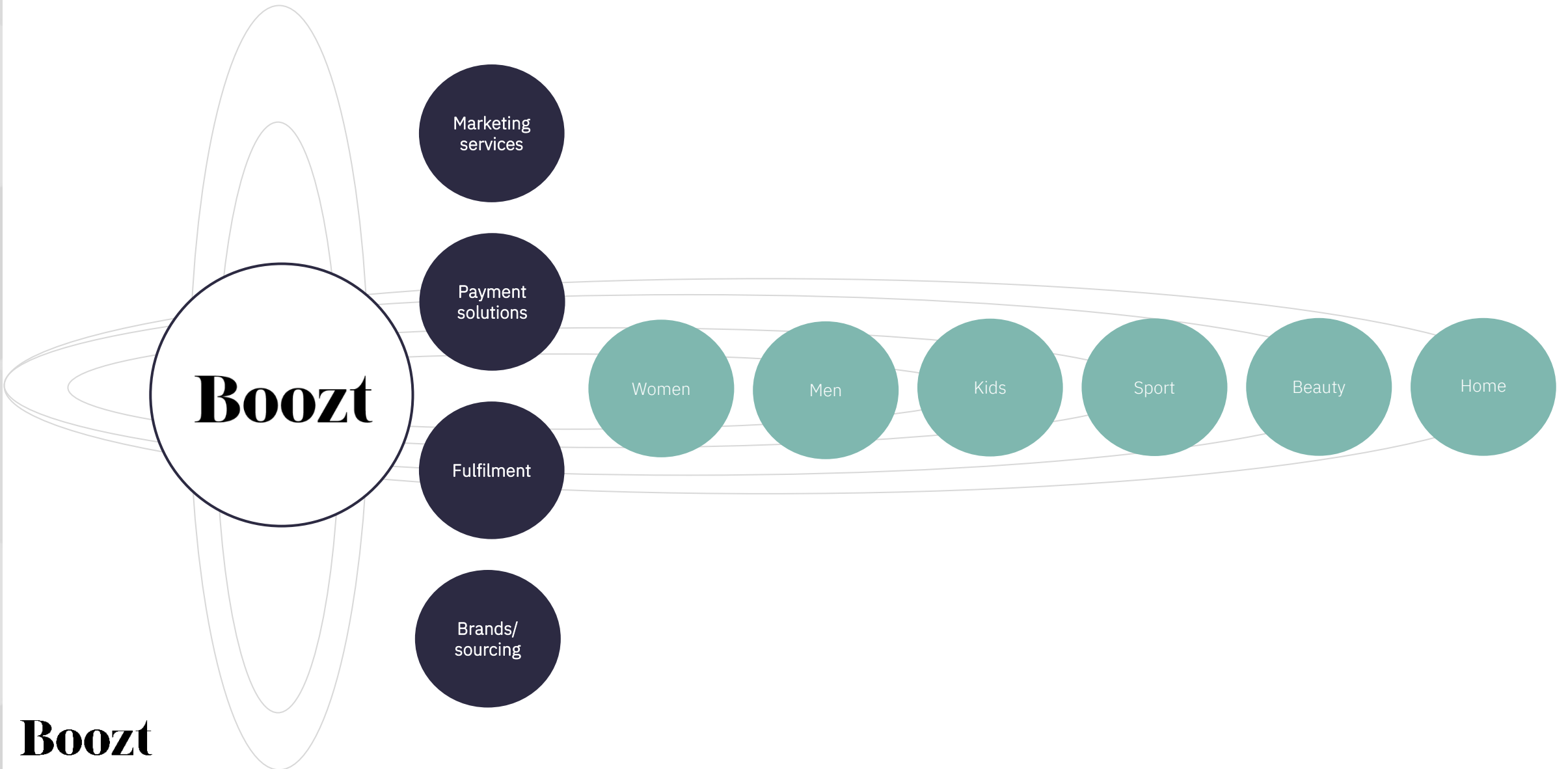


Forces driving customer expectations



Relevance	<ul style="list-style-type: none">• Relevant and curated selection• Personalised yet "power to the people"• Nudging and not forcing
Ease	<ul style="list-style-type: none">• Platform agnostic experience (however mobile first)• Convenient delivery and return options• Easy access customer care
Price	<ul style="list-style-type: none">• Pay THE (right) price
Speed	<ul style="list-style-type: none">• Fast site• Fast delivery• Fast (instant) returns• Fast response (customer care)

The eco-system in a Boozt context



Things we needed to succeed with

1

Be relevant and important

- Relevant for the customers
- Important to the brands

2

**Secure a strong position
in the value chain**

- Owning the customer relation
- Be the dominant player in the value chain
- Be in control of the vertical value chain
- Taking the biggest part of the value chain

3

Ensure financing

- Be profitable
- Generate free cash flow
- Be cash rich
- Be bankable

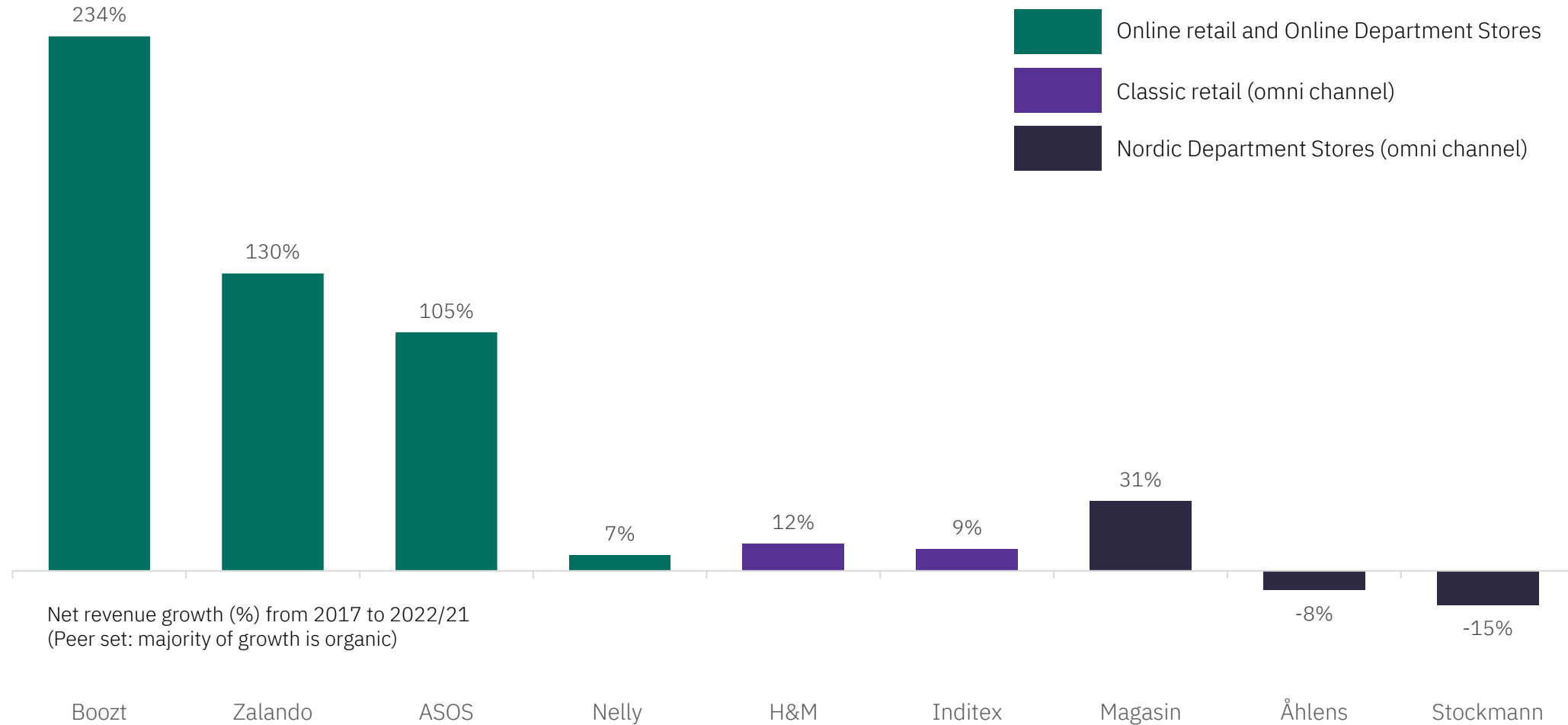
Key wins

- ✓ Relevant and curated selection
- ✓ Platform agnostic experience
- ✓ Convenient delivery and return options
- ✓ E-com eco-system
- ✓ Relevant for the customers
- ✓ Important to the brands
- ✓ Owning the customer relation
- ✓ Be the dominant player in the value chain
- ✓ Be in control of the vertical value chain
- ✓ Taking the biggest part of the value chain
- ✓ Profitable, bankable and cash rich
- ✓ Generate free cash flow

The largest **online department store** in the Nordics
supported by strong **category specialists**
controlling the relevant parts of the **e-com eco system**

”The Boozt Group”

Delivering sustainable growth at a high pace (2017-2022)



Delivering our strategy

Co-Founder & CEO, Hermann Haraldsson

Our vision is to become the leading
Nordic Department Store

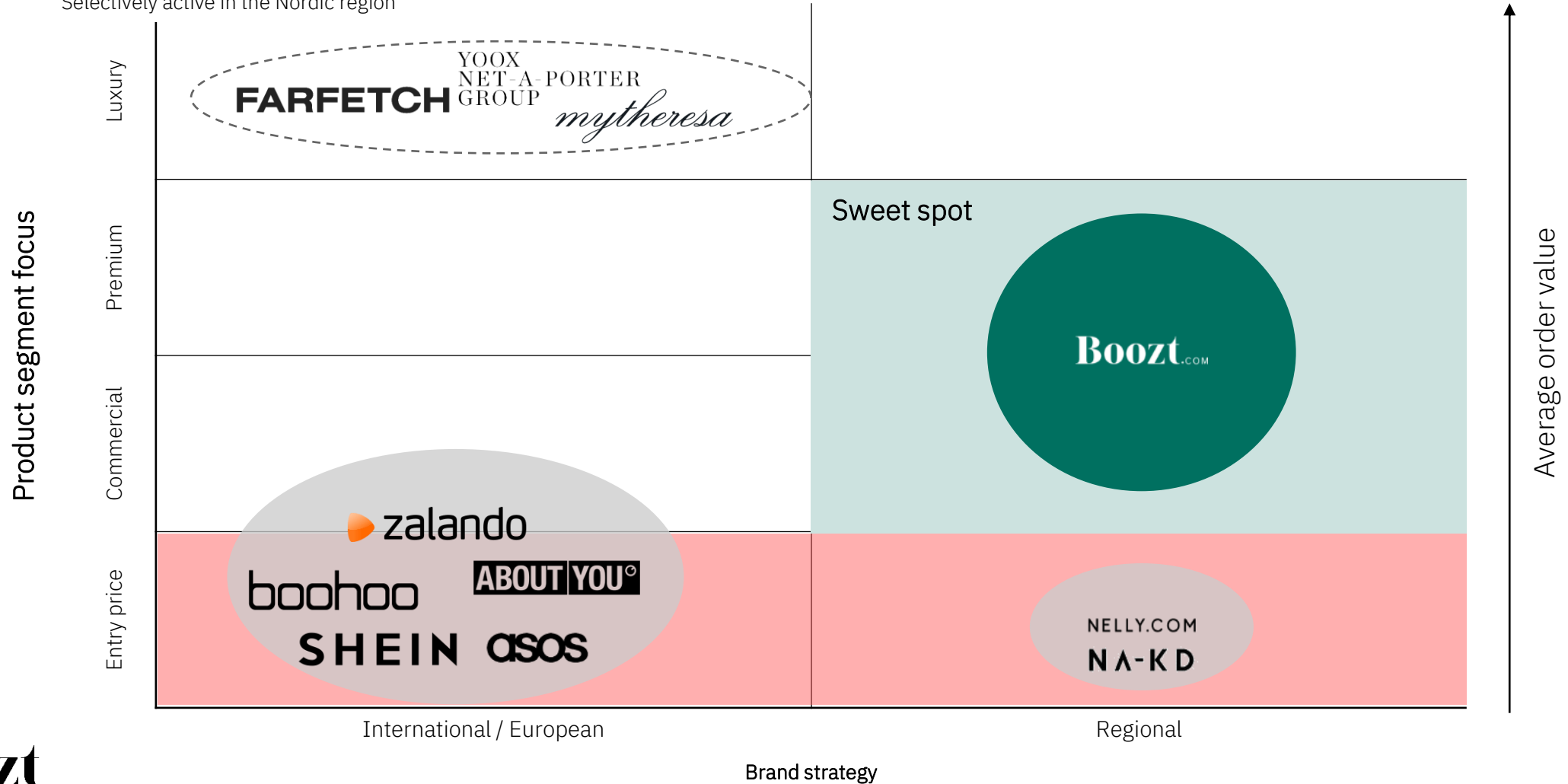
Strategy update – staying the course



Unique positioning key to sustainable growth and leading margins

Illustrative Nordic market landscape

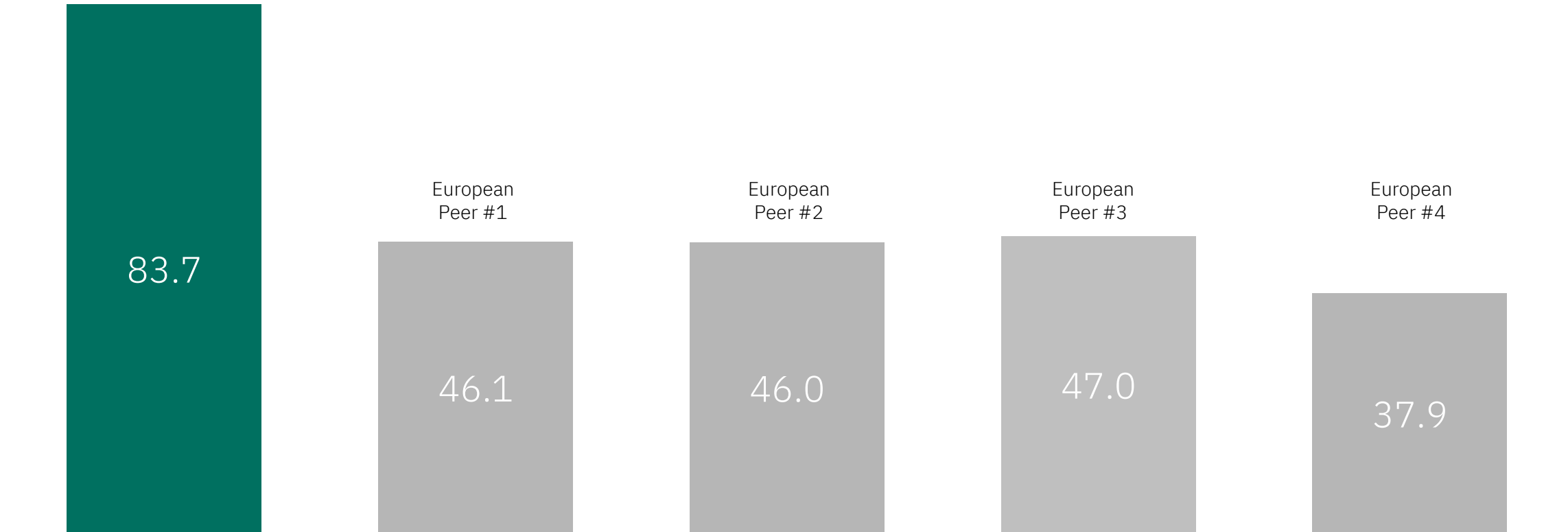
Selectively active in the Nordic region



Unique positioning key to sustainable growth and leading margins

AOV excl. VAT & returns in EUR *

Boozt.com

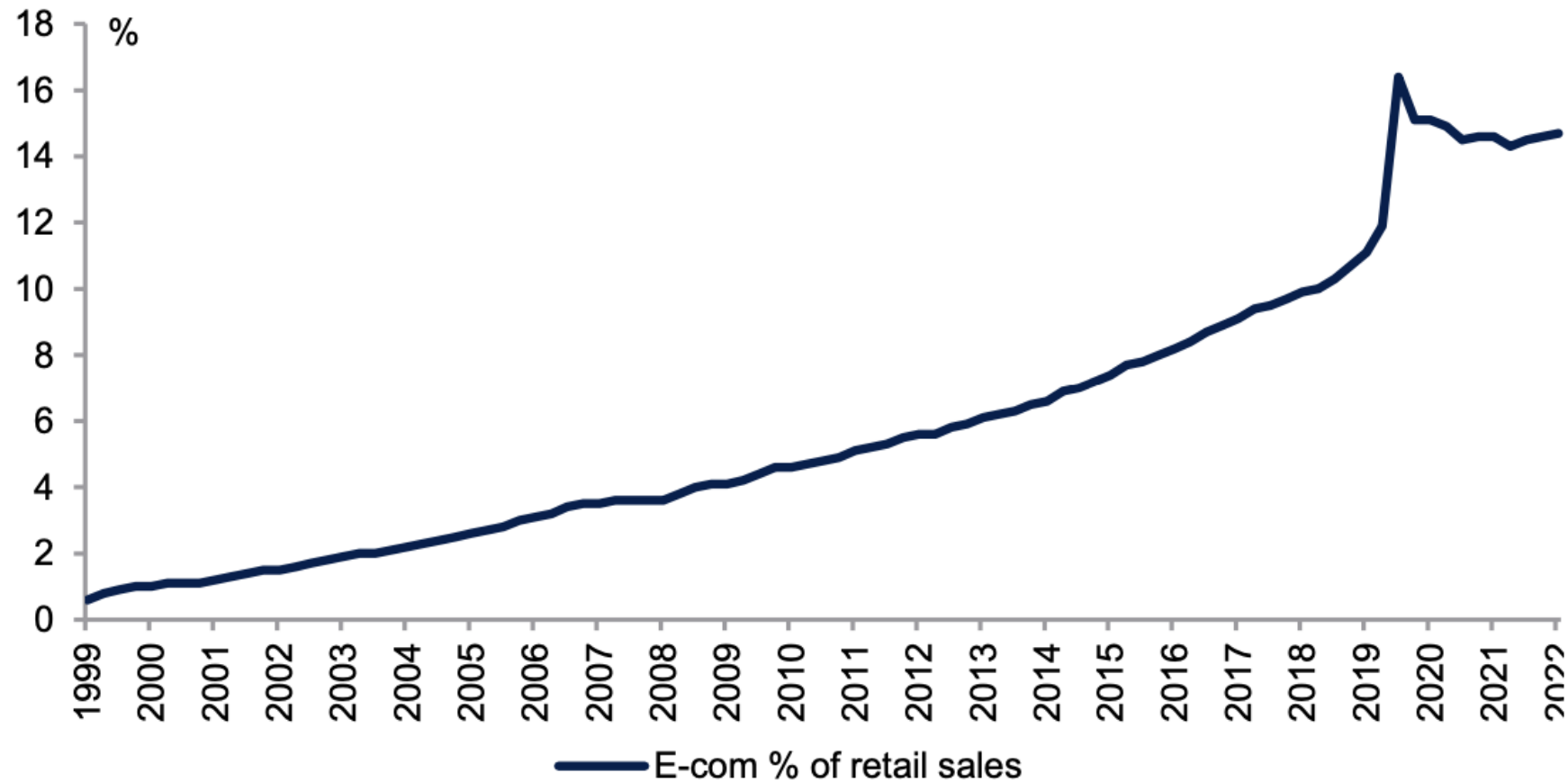


The peer group represents the most significant European players in fashion and lifestyle e-commerce with meaningful similarity of business models

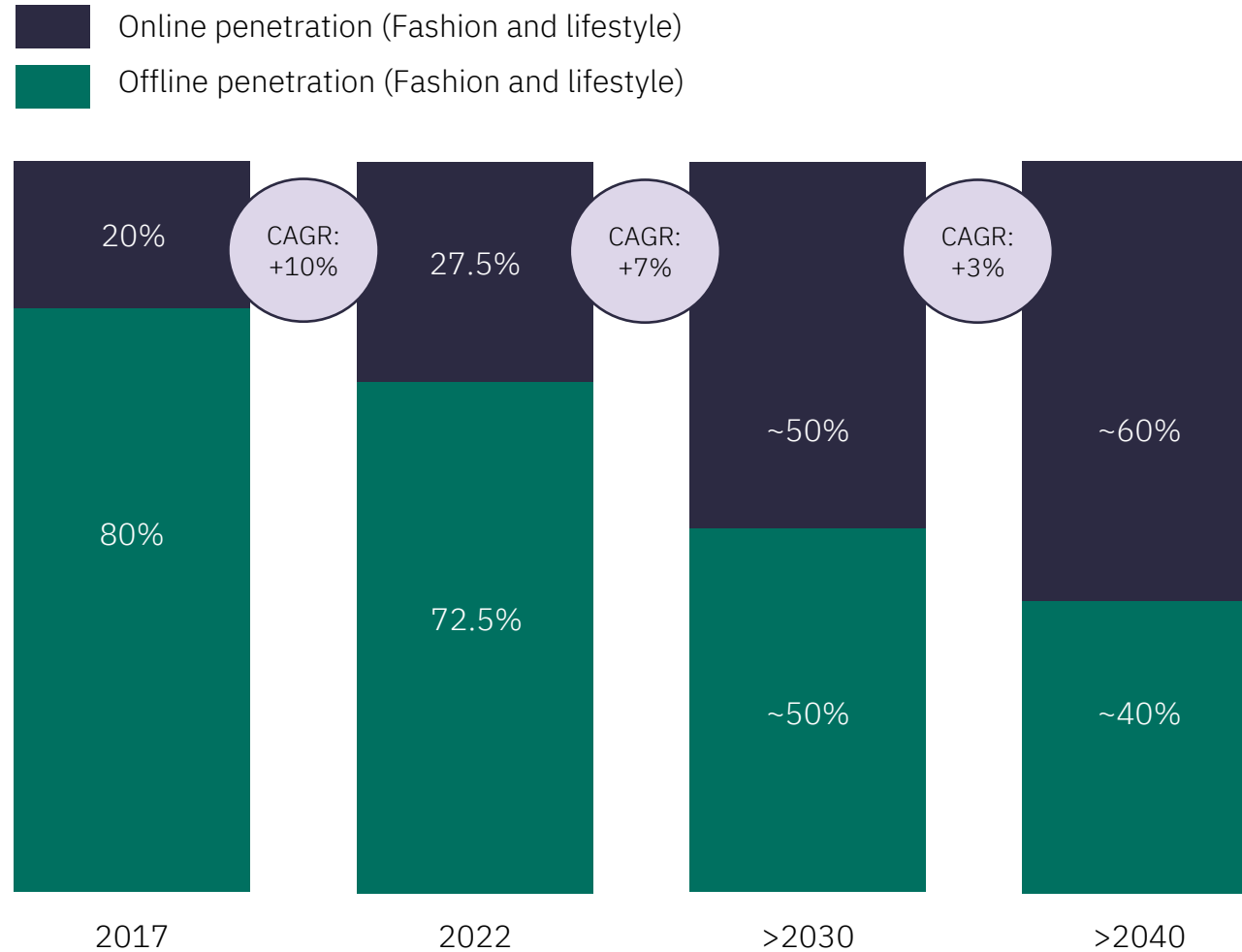
*Based on 2022 fiscal year figures for Boozt and 2021 figures for selected peers. AOV excludes VAT and for peers who include this in their average order value VAT of estimated 20% is subtracted. *AOV excl. VAT & returns in EUR

Penetration – the long game is still on*

US retail development



Penetration in the Nordics – the potential end game



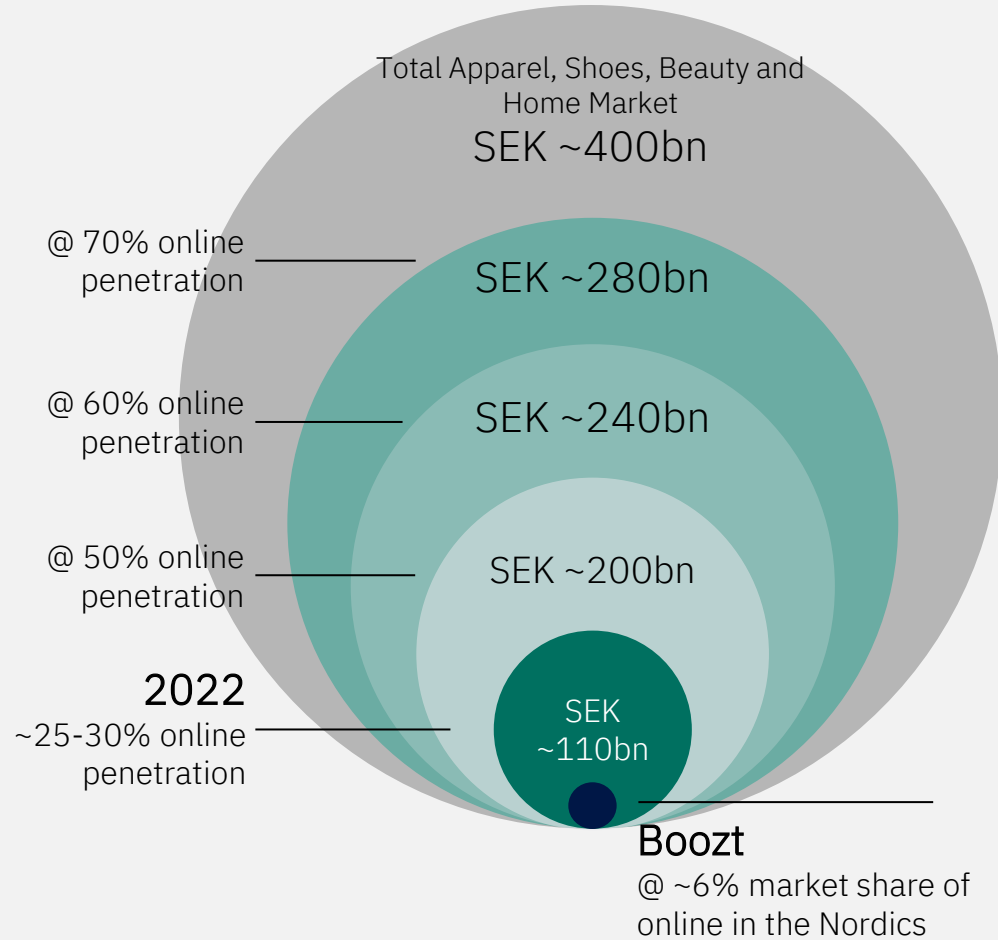
Forces driving online penetration:

- + Selection
- + Convenience
- + Pricing
- + Cost structure

Market size – addressable market for Boozt and Booztlet

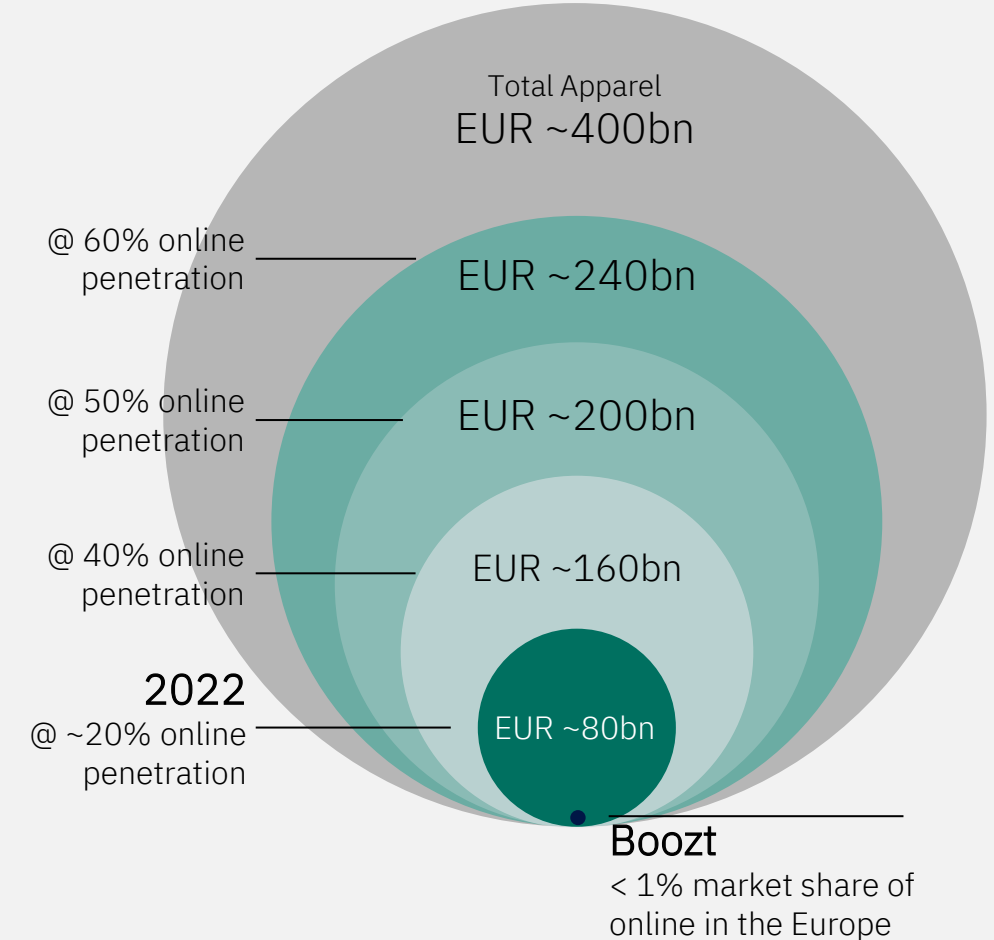
Large Nordic market with strong online momentum

Key strategic priority – building a Nordic powerhouse



European fashion market with immense growth potential

Leverage on investments – cater to selected European countries



Delivering the leading Nordic Department Store

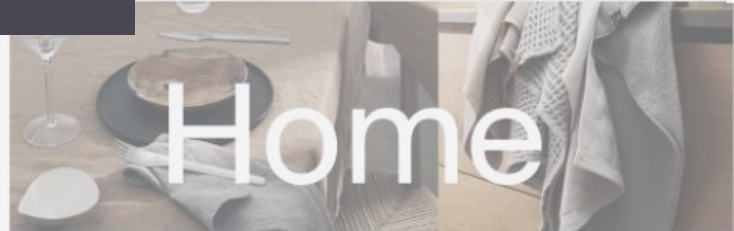
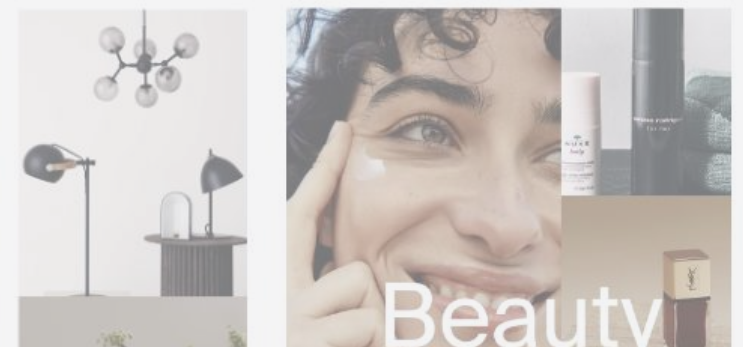
Commercial

Co-Founder & CCO, Peter G. Jørgensen

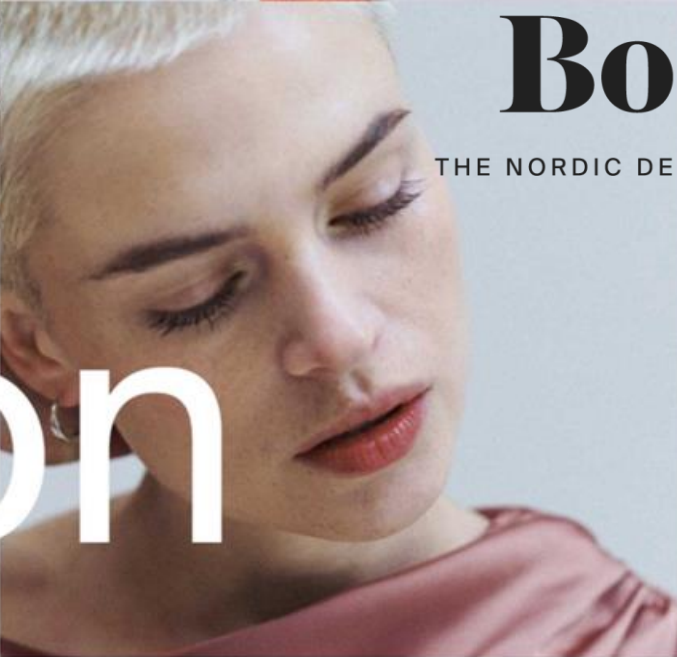
Boozt.com

THE NORDIC DEPARTMENT STORE

Our vision is clear
Our strategy remains the
same



Boozt



Boozt.com

THE NORDIC DEPARTMENT STORE

Fashion



Boozt.COM

THE NORDIC DEPARTMENT STORE

Kids

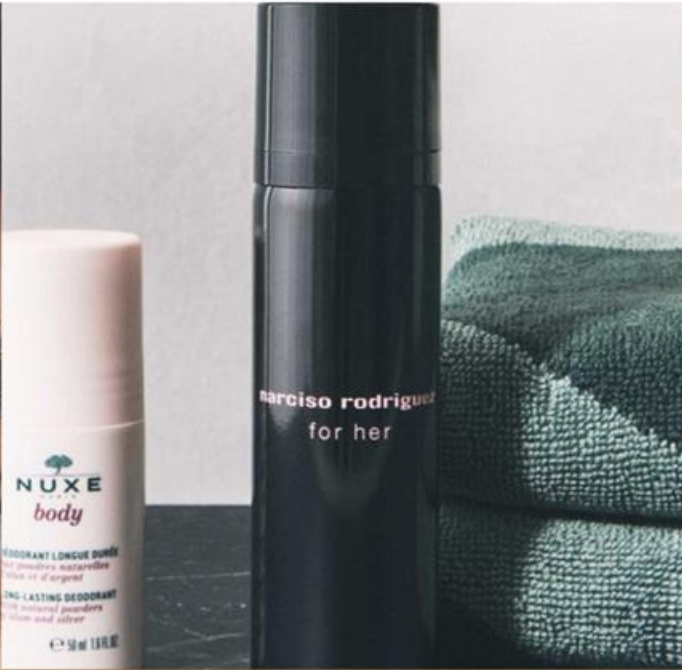


Boozt.com

THE NORDIC DEPARTMENT STORE



Sport



Boozt.COM

THE NORDIC DEPARTMENT STORE

Beauty

Boozt.com

THE NORDIC DEPARTMENT STORE



Booztlet.COM

NORDIC OUTLET

Let's outlet!

30% extra off everything.
Yes, everything!

SMASH SALE

%30%



%60%

Op til 50%
ekstra rabat

Overtøj, sko
og outlet-
favoritter



THE OUTLET SALE

%50%50%

NORDIC

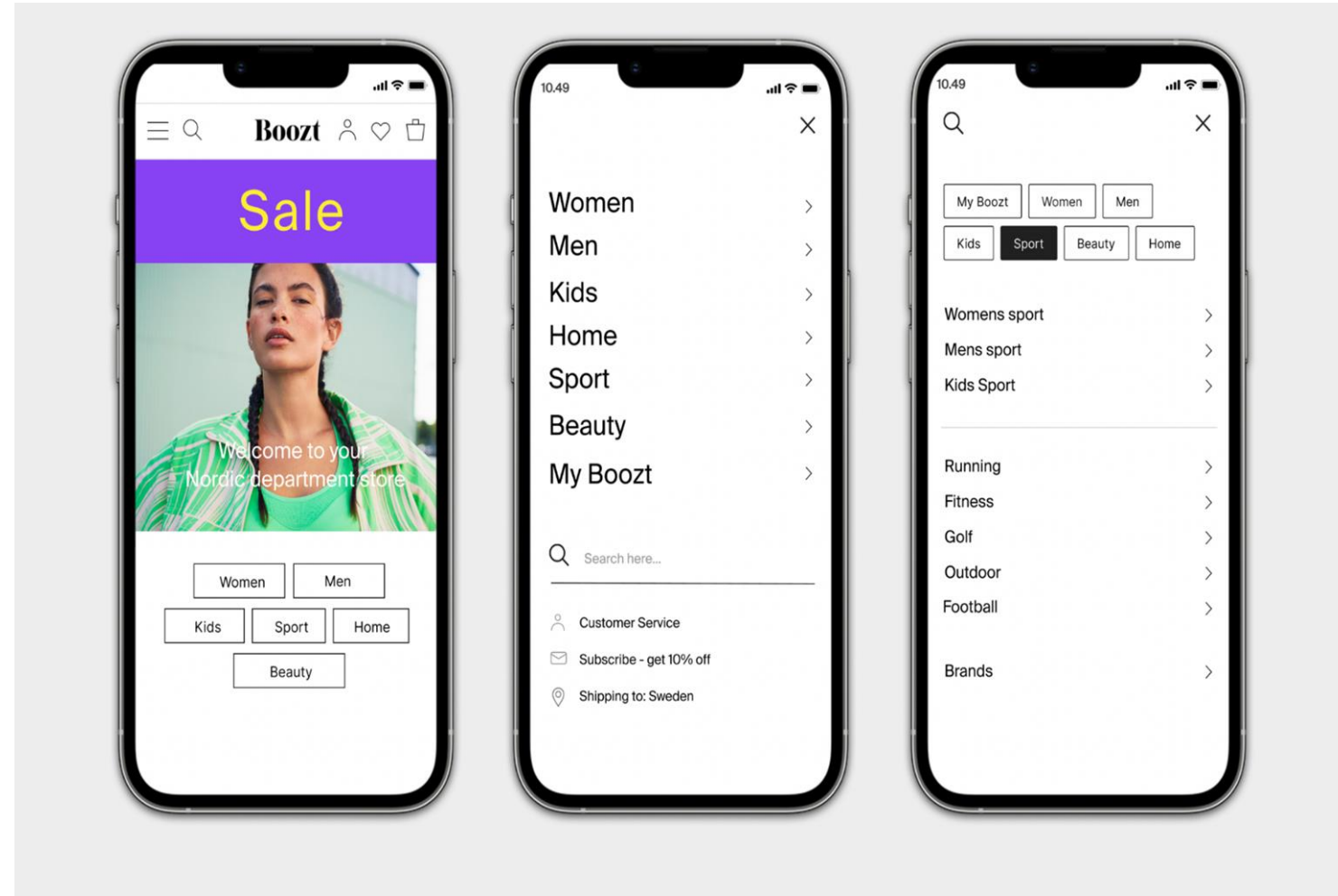
ET OUTLET

NORDIC

ET OUTLET

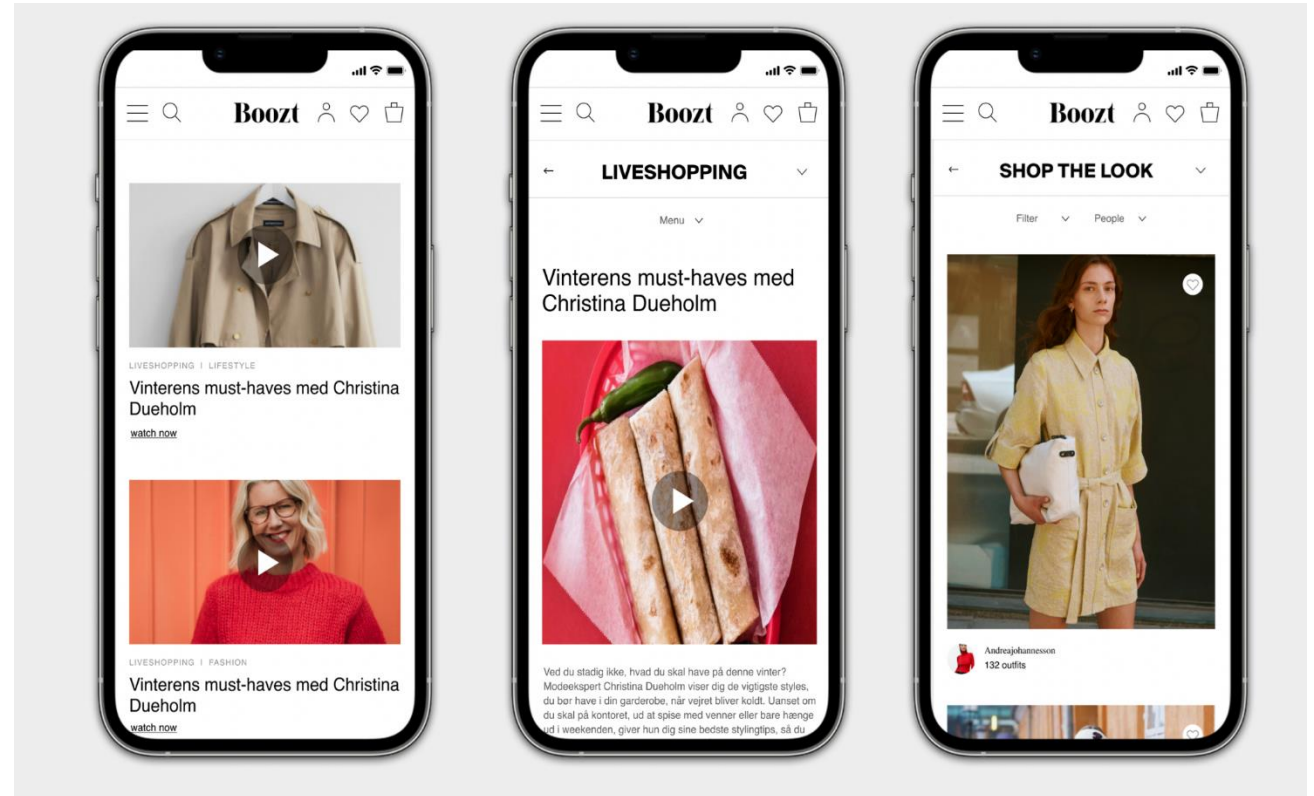
...building the household brand

Easy to shop
Easy to navigate



...building the household brand

Easy to get inspired
By Boozt & BMP partners



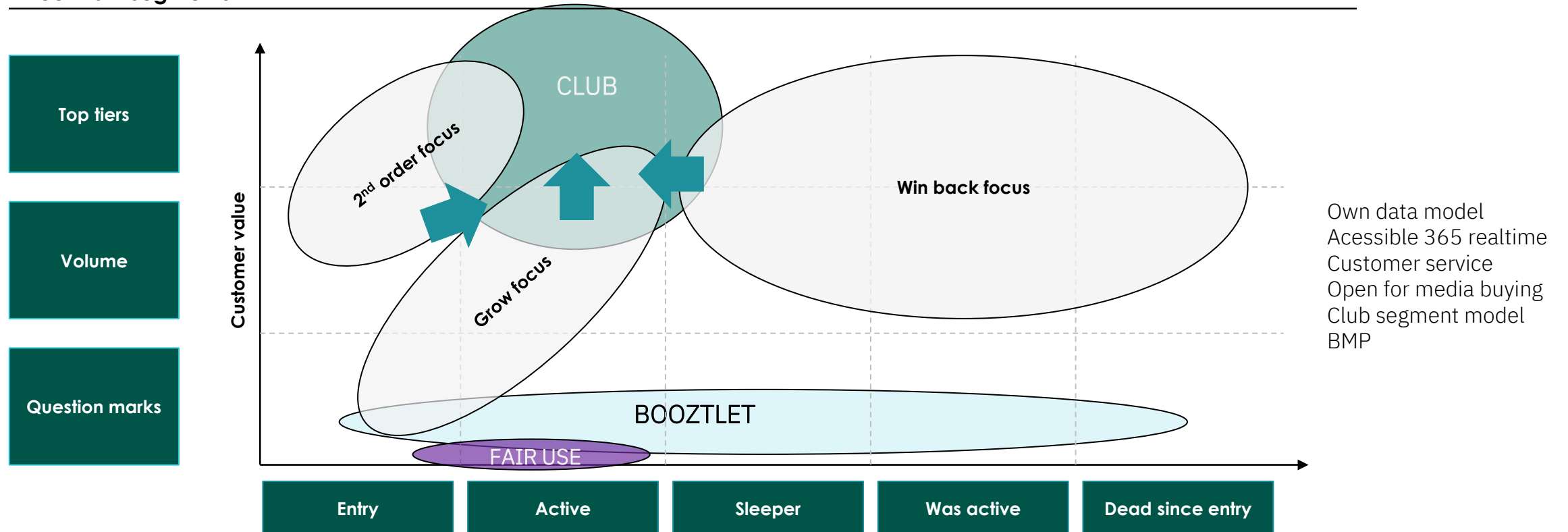
...building the household brand

Being local
Being relevant

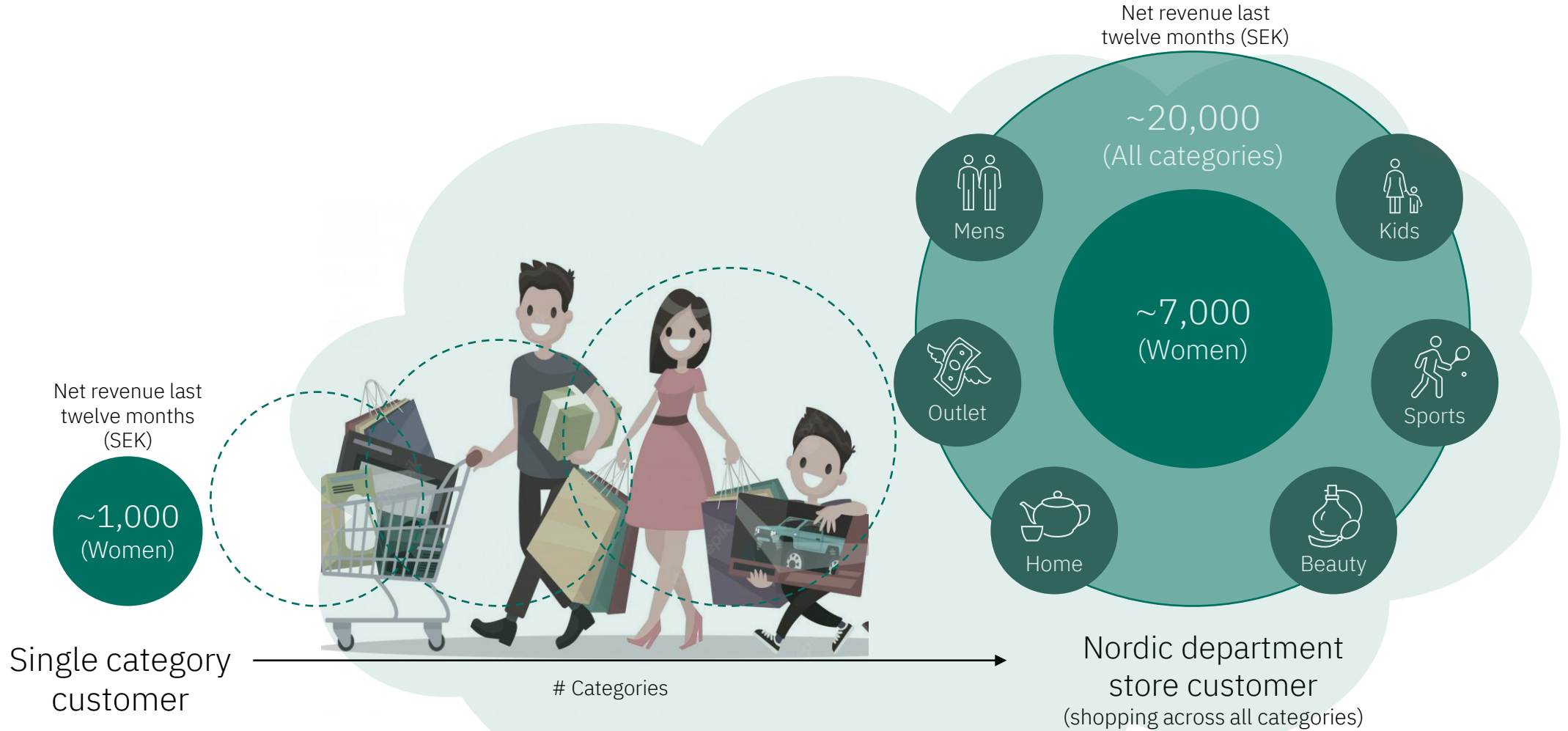


Customer segments – real time segmentation model

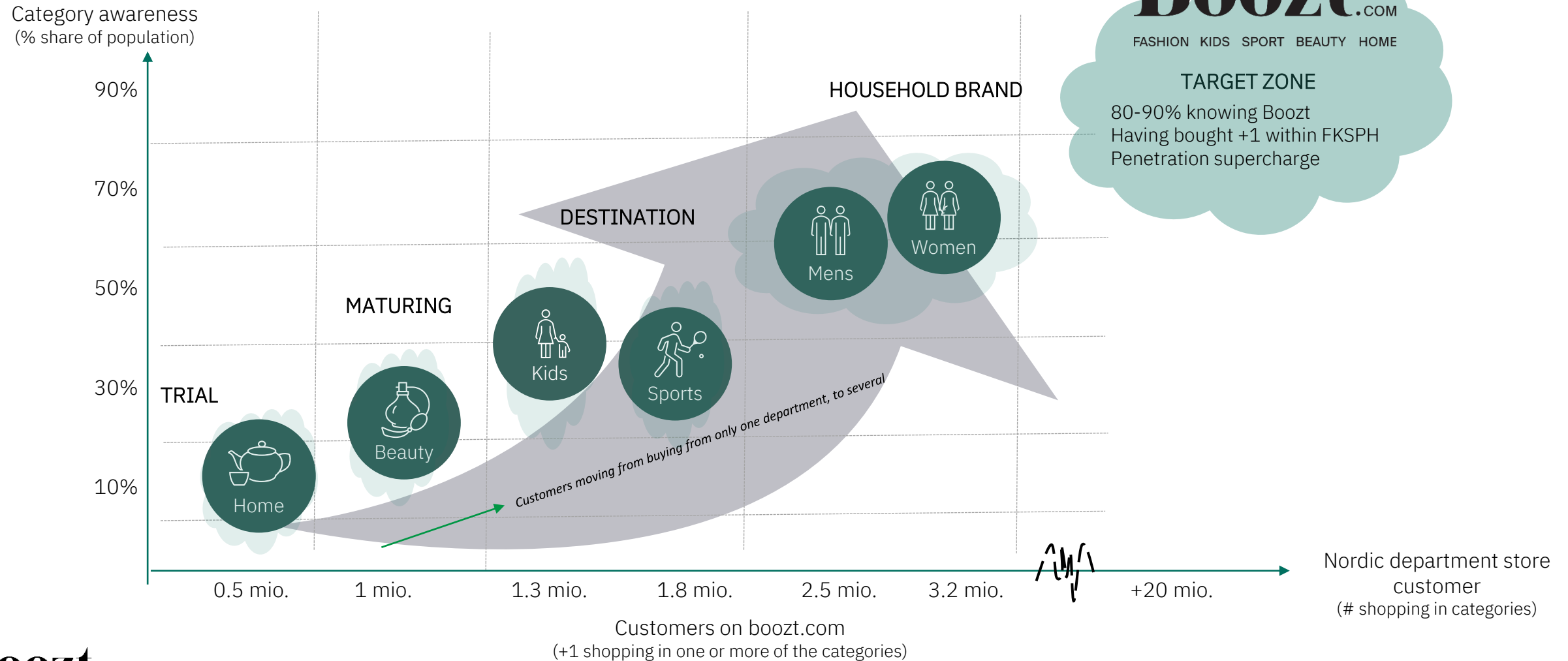
Three main segments



Moving customers through the Nordic Department Store



Building 'awareness, category trials and multi buyers' for the NDS



Share of wallet for the Department Store



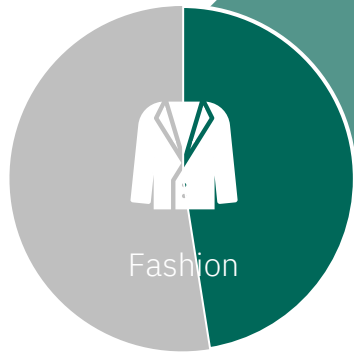
Average yearly disposable income for a Nordic household

SEK 500,000

of which

SEK 40,000

is spent our departments



Fashion

Yearly spend:

SEK 19,000

Offline/Online

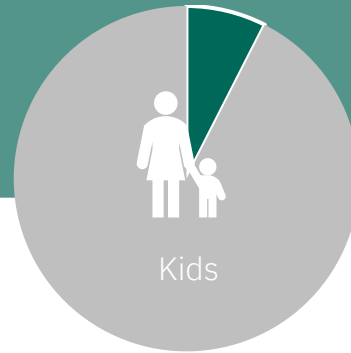
70/30



Sports

SEK 4,000

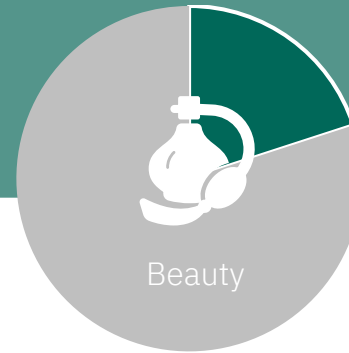
70/30



Kids

SEK 3,000

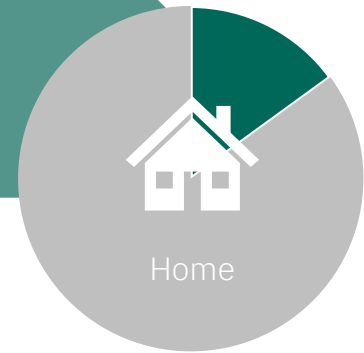
70/30



Beauty

SEK 8,000

80/20

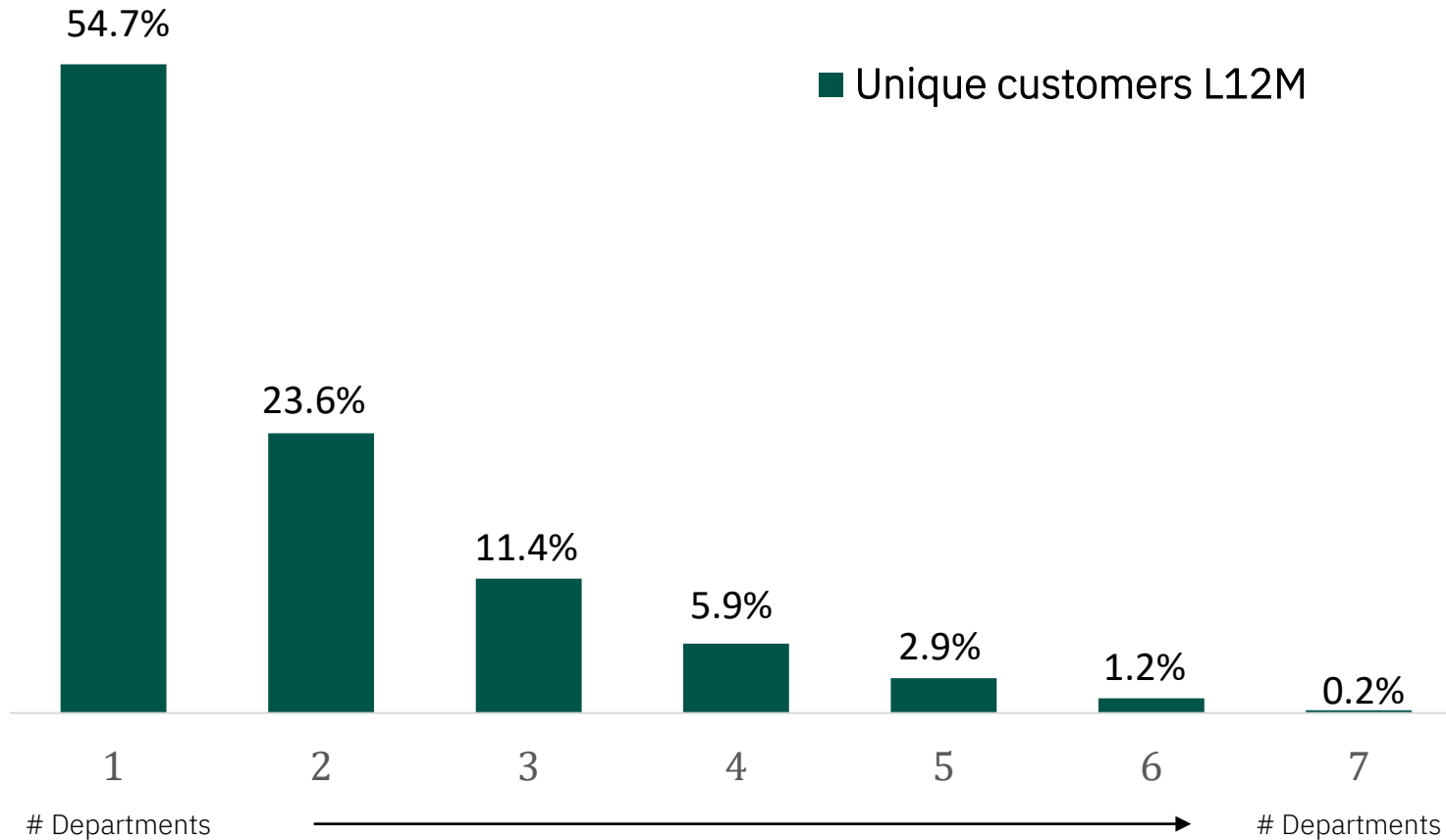


Home

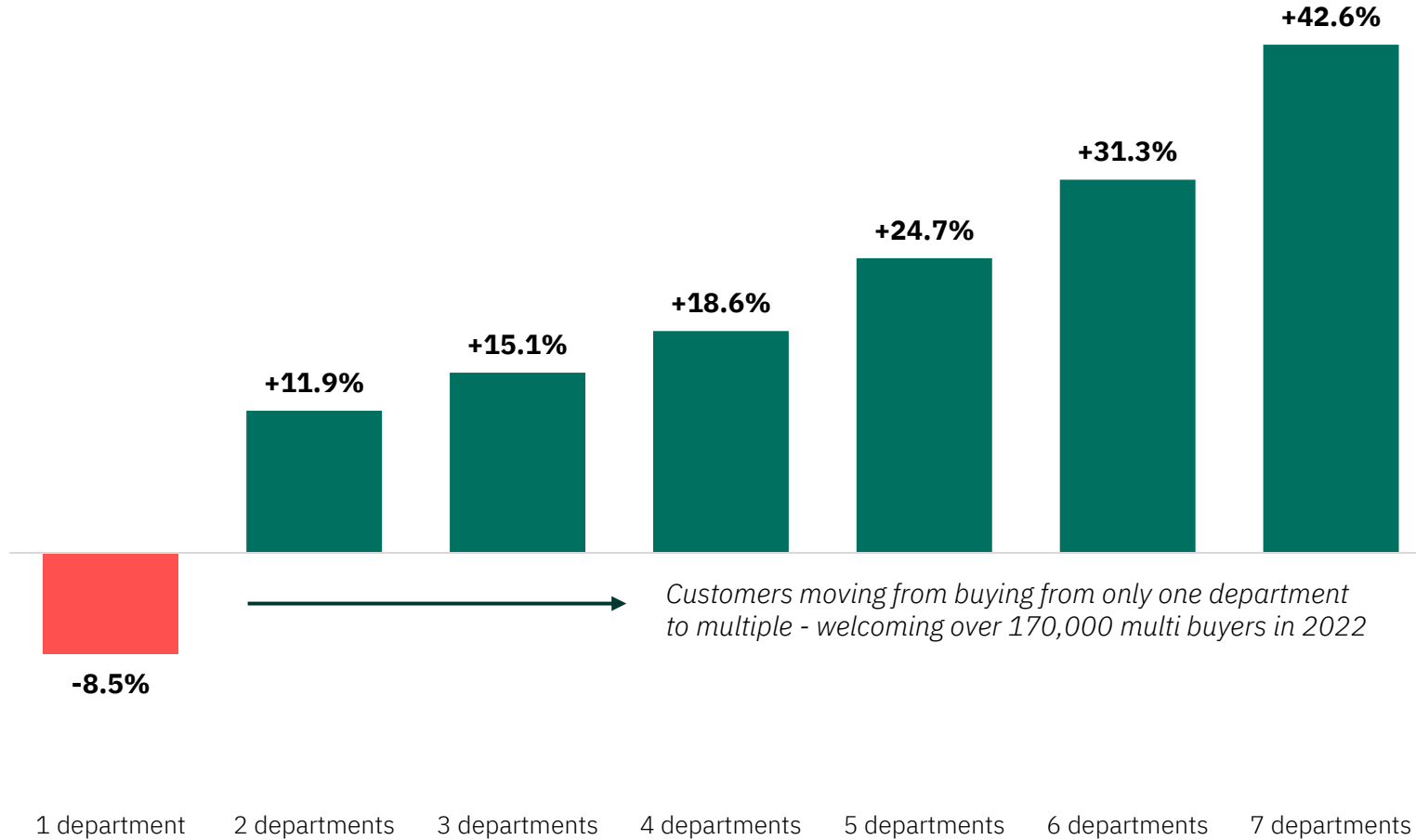
SEK 6,000

80/20

Customer base – vast potential to upsell



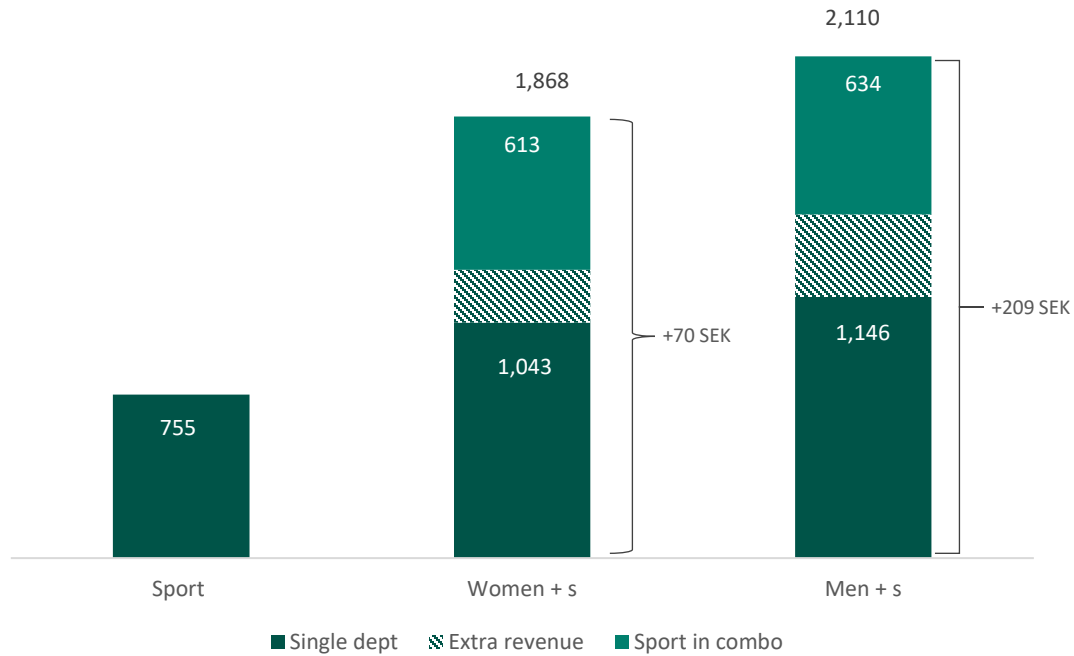
Strong growth in multi category buyers



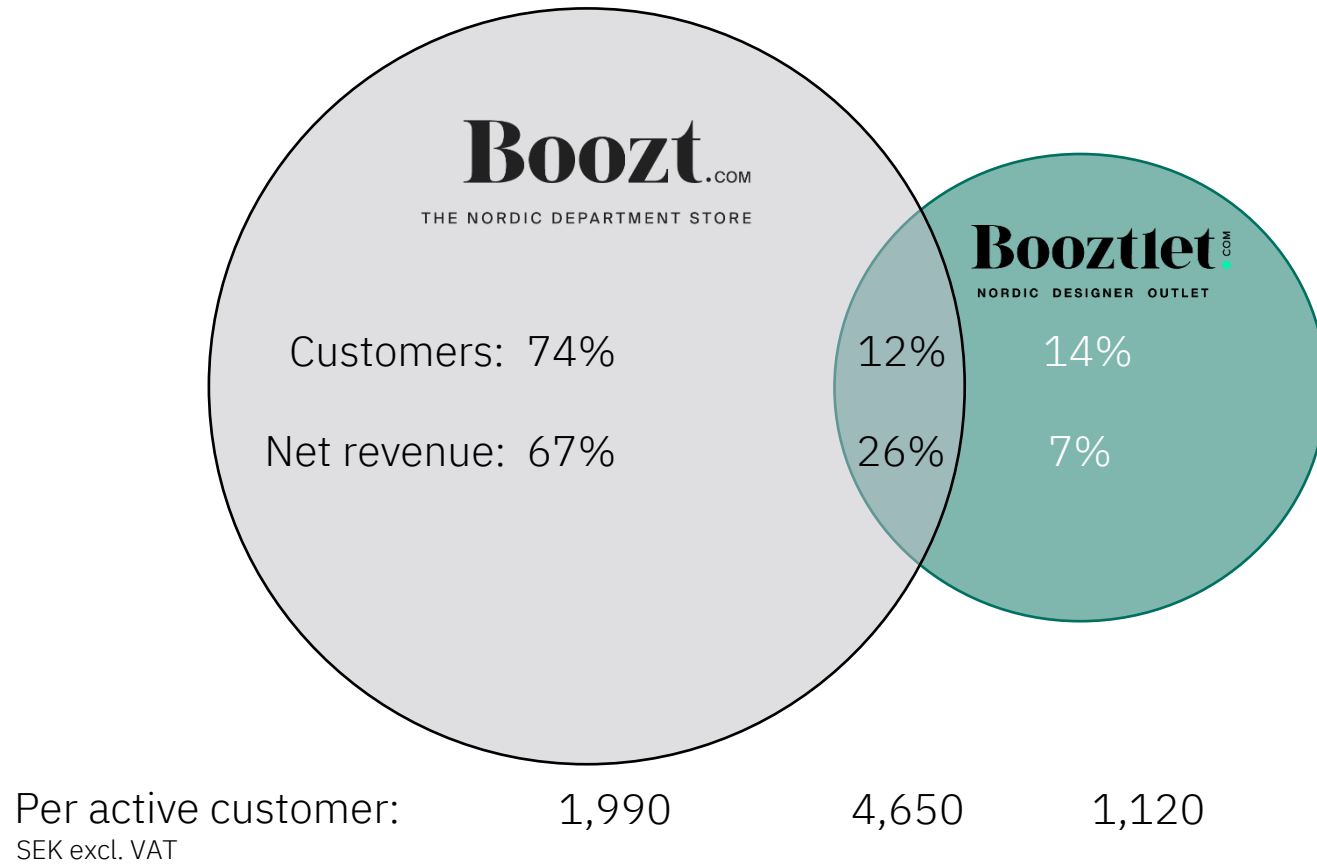
‘The-power-combo’

Nordic Department Store customers – multi buyers

Added department value
LTM 12 month (SEK)



Value of both business – segments, stock and market development



Strong value proposition 'the Nordic Department Store' and 'Nordic Outlet'

Boozt.com

FASHION KIDS SPORT BEAUTY HOME

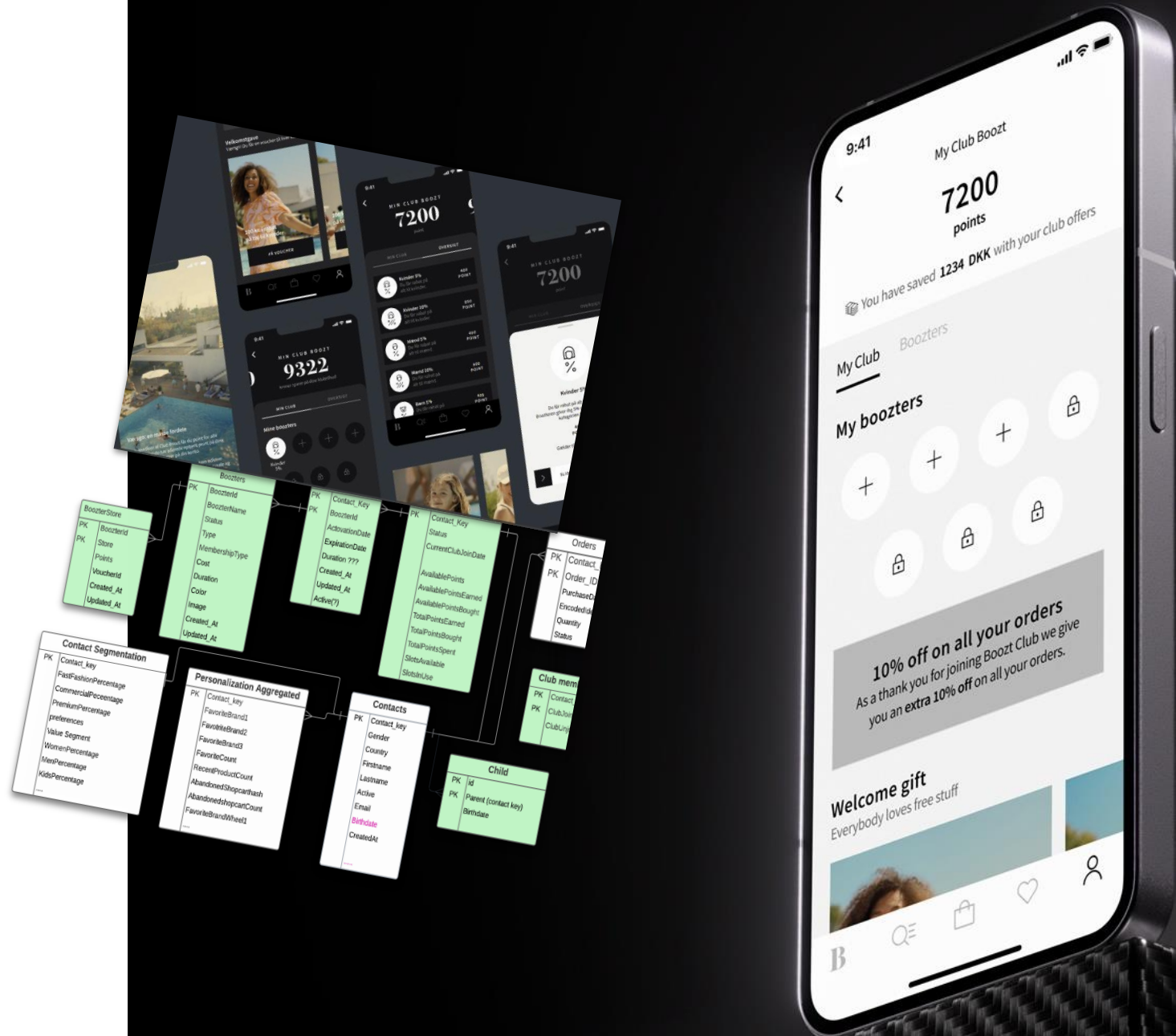
CLUB BOOZT



BOOZT CLUB

Born with benefits
Multi-cat-buyers gets more
Loyalty gets xtra treats
Wallet with extra service

Boozt

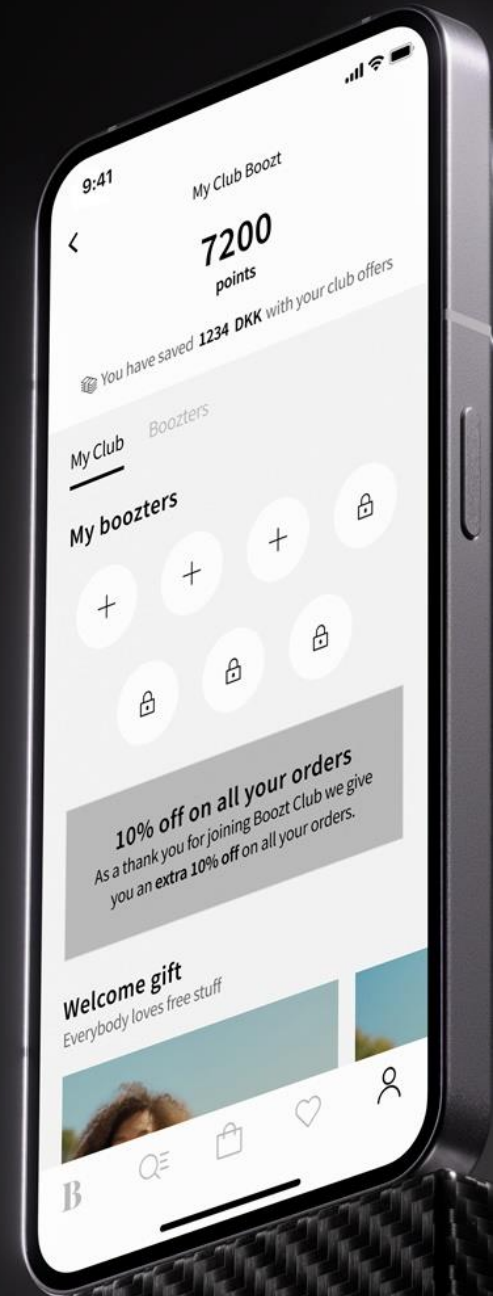
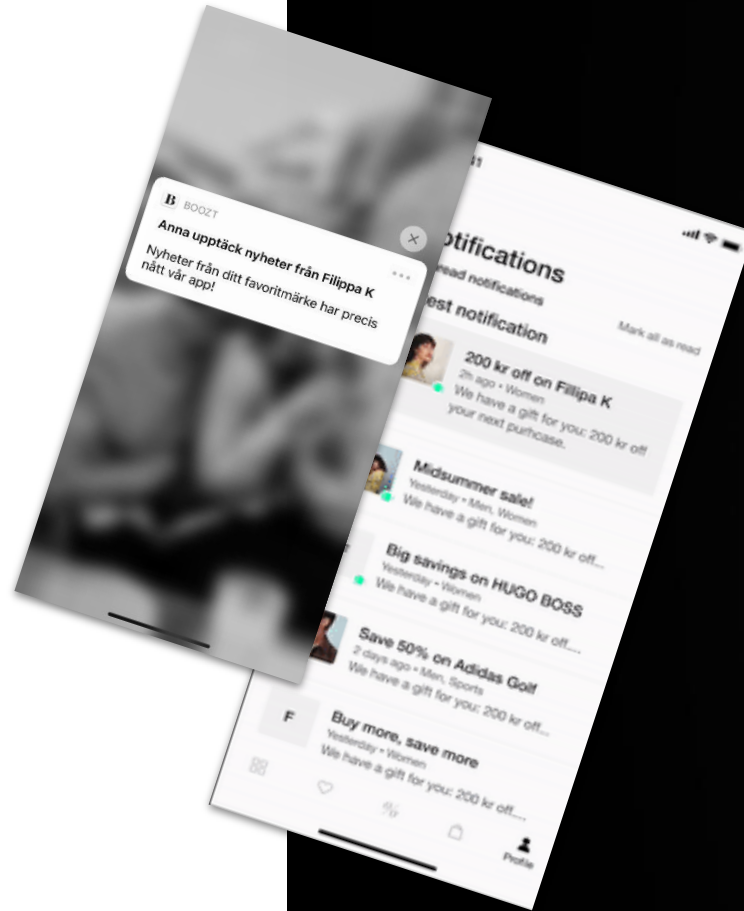


BOOZT CLUB

Inbox in app

From notification to inbox

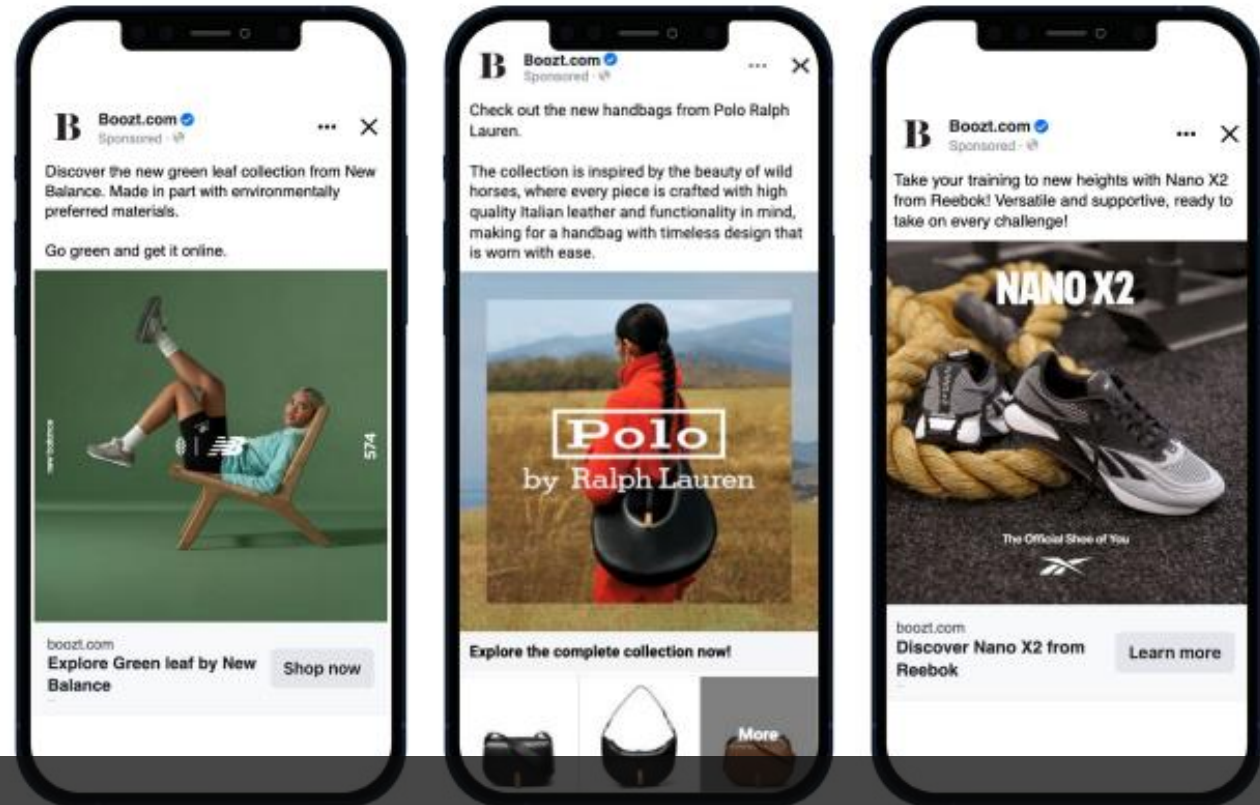
Segmented and stored



Boozt Media Partnership – activities with partner brands

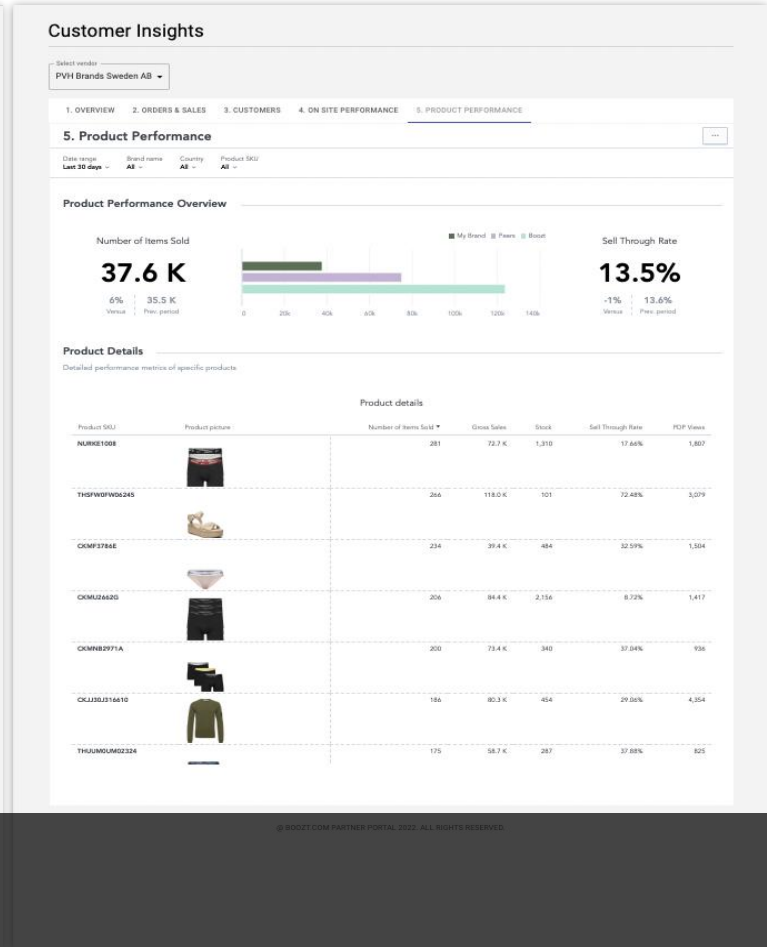
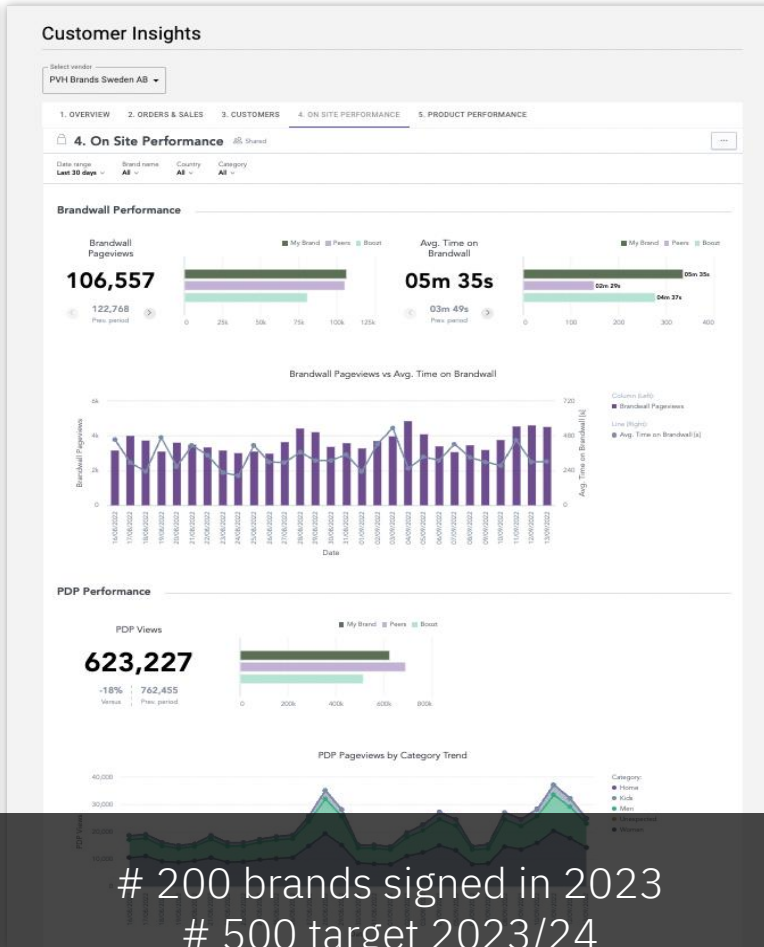
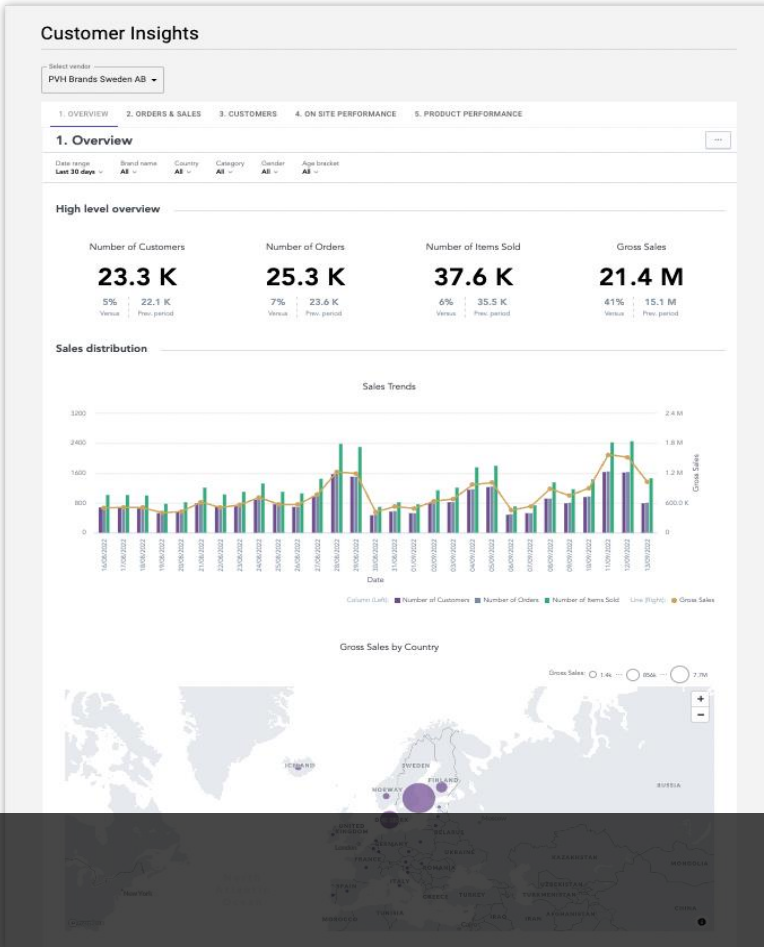
Boozt MEDIA PARTNERSHIP

- ✓ Buildig brand awareness
- ✓ Keeping loyals active
- ✓ Driving sales to NEW segments



650 brands active
6.500 campaigns in 2022

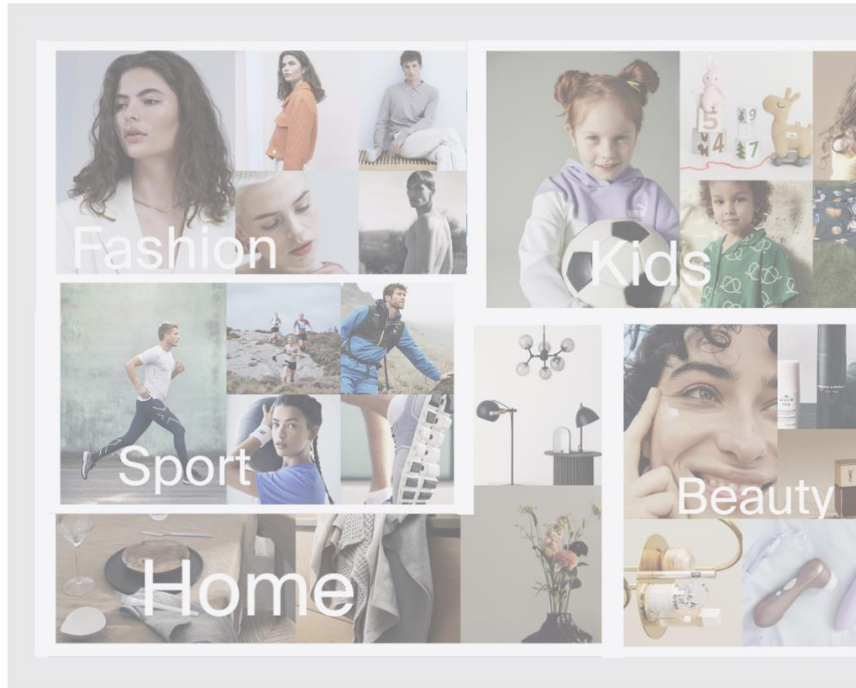
Boozt Data Intelligence – data and insights real time for all brands



200 brands signed in 2023
500 target 2023/24

Boozt.com

THE NORDIC DEPARTMENT STORE



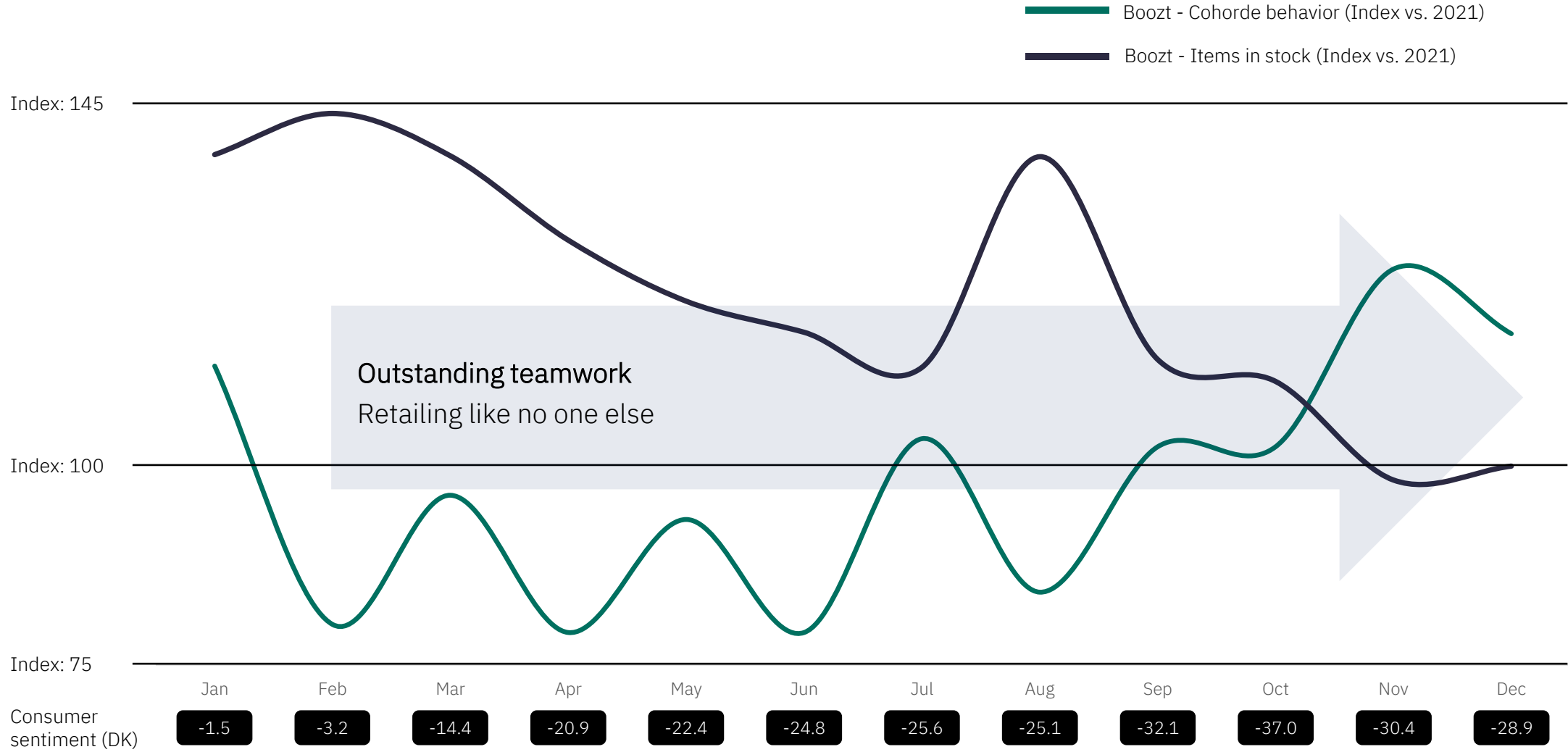
KEY FOCUS

Continue to build the best NDS
Move single- to multi buyers
Vertical revenue streames

Buying & Merchandising

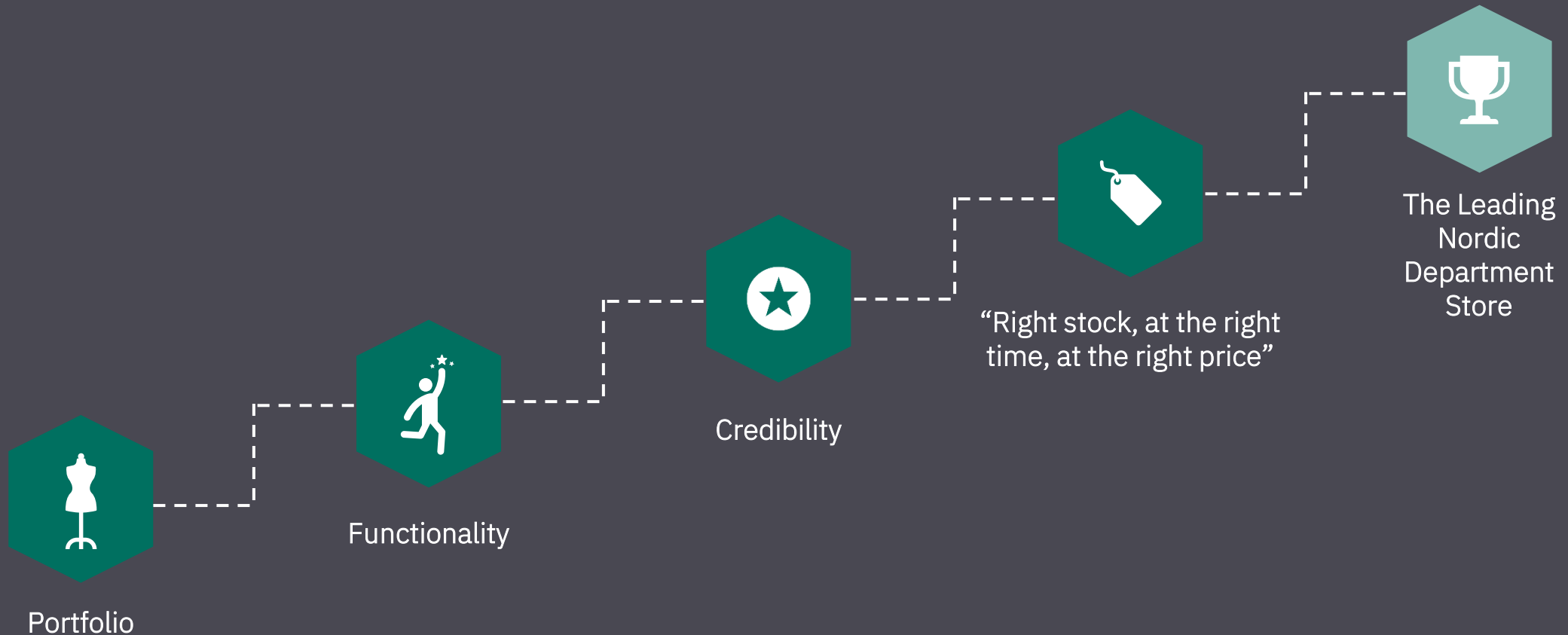
CPO, Mads Bruun Famme

Buying and Merchandising

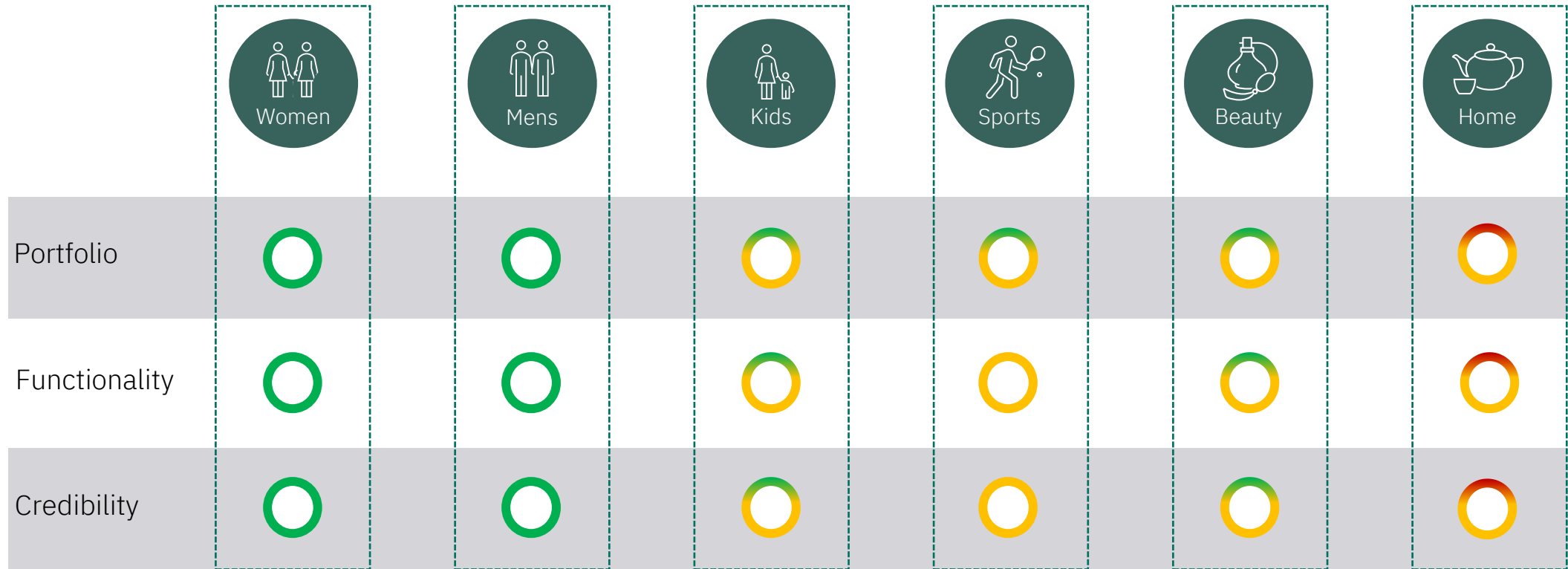


Become the best within each category

Equal or better than the best pure player in the Nordic market

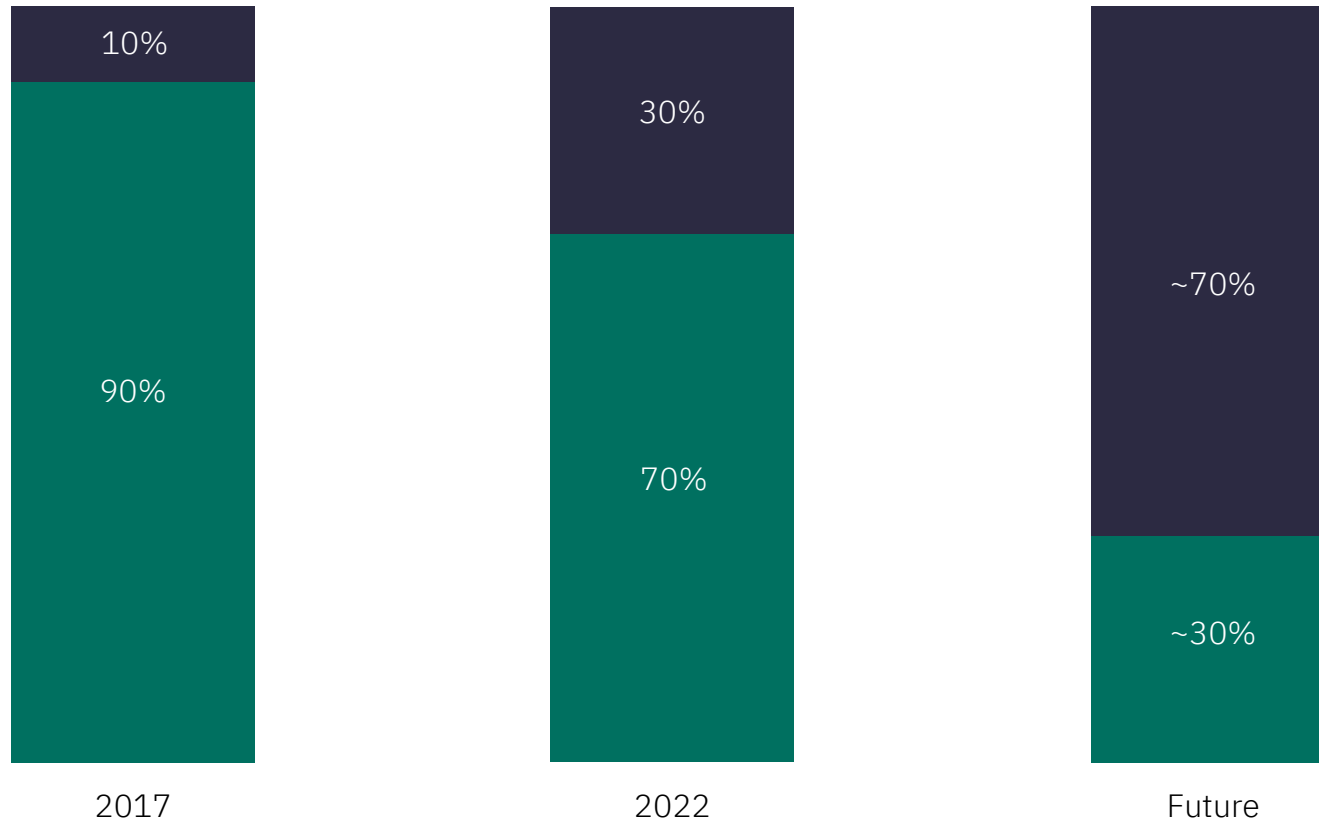
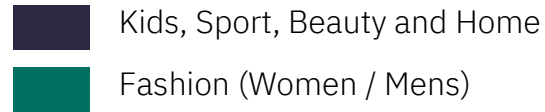


The preferred destination for Fashion, Kids, Sport, Beauty and Home



#1 Department Store in the Nordics in terms of portfolio, functionality and credibility.
On a journey to become equal or better than the best pure player in the Nordic market...

The preferred destination for Fashion, Kids, Sport, Beauty and Home



- + Lower return rates
- + Increased share of wallet
- + Average order value
- + Improved profitability

Buying and Merchandising – short to mid-term focus



Stock management



Regain and retain



Meeting the customer mindset in a difficult environment



Odd Size



Premium/Designers



SC 3.0: moving workload and responsibility from Boozt to Brands



Affordable Fashion



Continue building destinations for Beauty, Home, Kids and Sport

Q&A

Commercial & Buying and Merchandising

Platform

Co-Founder & CTO, Jesper Brøndum

Platform – organisation

190

Employees



30

Teams

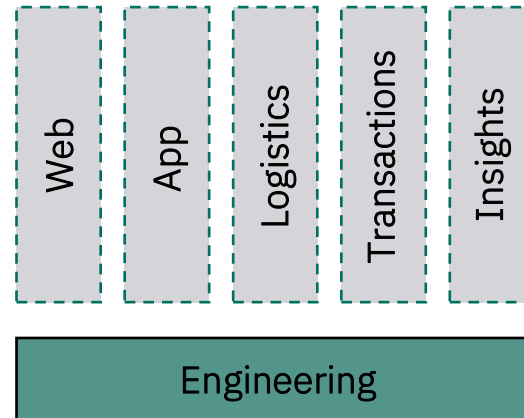


6

Branches



-  Malmö, Sweden
-  Copenhagen, Denmark
-  Aarhus, Denmark
-  Vilnius, Lithuania
-  Poznan, Poland



Boozt Tech Strategy



We control all CORE processes



We take ownership of performance, stability and priorities



We work in small autonomous teams in close collaboration with the business



We ask “WHY”, we have a “x10” mentality and try to stay one year ahead of the business



We are built on a shared technology stack using Google Cloud

Boozt

Boozt
PLATFORM
POWER TO THE PEOPLE



We offer a web shop with fast and frictionless user experience for our customers

We build the tools for all business units to operate the business efficiently – internal and external

Platform – history

2007-2010

Boozt your
ecommerce

Outsourced

- Customer service
- Platform
- Warehouse
- Monolithic

2011-2017

Nordic
E-commerce Shop

Taking ownership

- No outsourcing
- No consultants
- Own warehouse
- Power to the people
- Boozt.com
- Big mono brand business
- Cloud journey

2017-2020

Nordic technology
company selling
fashion

Service Foundation

- Mobile/App first
- Warehouse automation
- BigQuery warehouse
- Decentralised and autonomous team growth
- Engineering focus

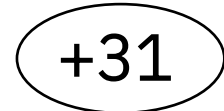
2021 →

The Nordic
Department Store

Preferred destination

- Club concept
- Category differentiation
- Product based journey
- Revenue generating services (BMP, BDI)

We have built one of the most advanced e-commerce platforms in the Nordics



Cyber Security – modern cloud-based technologies

Key Security Services at Boozt



Cloudflare is a global network protecting web sites and ensuring stability and security



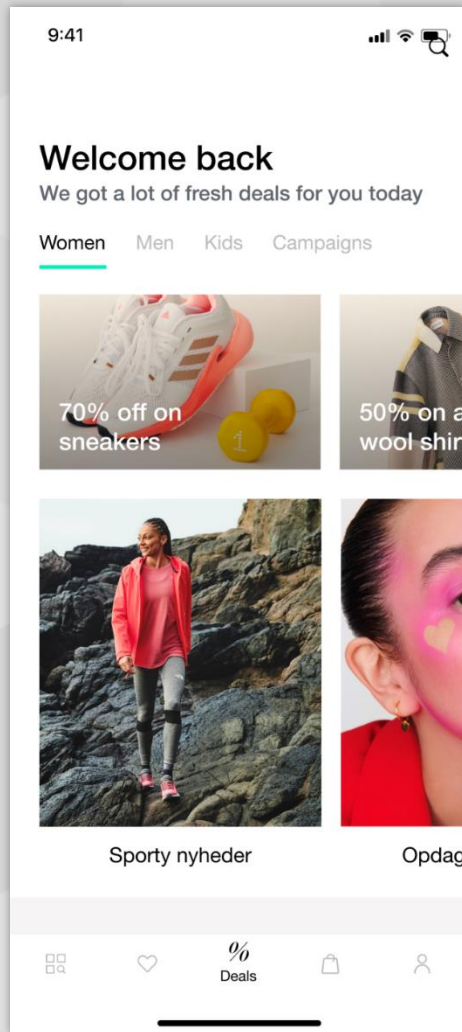
Google Cloud and **Workspace** takes care of our cloud scaling and user application security



RackSpace and **HackerOne** security experts help with consulting and bounty hunting potential breaches

- Native **Cloud** strategy incl. scaling and redundancy
- No old **single-point-of failure** heritage
- No **OnMetal** infrastructure
- IT **auditing** and developer best practices in place
- Refined (and own controlled) **role/permission** system
- “**Startup**” attitude
- Internal **security training** as part of onboarding

The Department Store journey



Category differentiation

Template based components to support the category differentiation on product page, landing page, etc.

Context based recommendation

General, segmented and personalized recommendation based on category, history, and sales context.

Navigation, search and filters

Relevant customer journey based on which floor of the department store you visit.

Logistics

Category dependent shipping options such as split fulfillment, prioritised pack, drop shipping, split distributors.

Brand involvement

Closer collaboration with the brands, commercial risk sharing, self service, category dependencies, proactive reporting/BDI.

Shop alignment | Device balancing

Align functionality and customer expectations across shops and devices using modular components and design system.

Inspirational Universe

Wider use of visual editing, the Edit magazine, Liveshopper, landing pages, categories, inline campaigns, brand wall and transactional emails.

Next gen. customer communication

Club Boozt, app notifications, rich text messages, Inbox concept, Wallet for vouchers, discounts and VIP refunds.

Vertical integration fuelled by our core tech competences



Boozt Media
Partnership



Boozt Data
Intelligence



BooztPay



Liveshopper



Vertical integration fuelled by our core tech competences

Three million customers – billions of eyeballs

Dashboard

Media Plan
22 Placements

Impressions	Campaign Value	Sales Revenue	Return on Investment	Conversion rate
595,315	1,415,000 kr	8,490,120 kr	9.96	5.70%

Newsletter Media Performance

Placement	Sent	Open	Open rate	Clicks	Click-through rate
Branding E-mail	265,169	109,880	40.82%	1,359	1.24%

Onsite Media Performance

Placement	Week	Impressions	Clicks	Click-through rate
Category Branding Banner Sport Women - New Arrival	5	186	3	1.61%
Premium Branding Banner - Sport Women	4	2,738	76	2.78%
Premium Branding Banner - Women	5	39,940	240	0.60%

Planning

Marketing Contribution

Final campaign price

Marketing channels

Channel	January	February	Total Price
On Site (2) Premium Branding Banner - Women			400,000 SEK
Newsletter (1) Branding E-mail			180,000 SEK
On Site (1) Category Branding Banner Sport Women - N...			0 SEK
Top of category (3) Top of Category Sport Women - Running Sh...			25,000 SEK
On Site (1) Premium Brand Carousel - Sport Women			0 SEK
On Site (1) Twin Banner - Sport Women			0 SEK
Product placement carousel (1) Product Placement - Women Sport			0 SEK
Top of category (3) Top of Category Women - New Arrivals			150,000 SEK
Top of category (2) Top of Category Women - Shoes			100,000 SEK

Inspiration

Trenden med alddæmpet luksus går godt i spænd med artiklerne i vores forstokkes Designer Shop

Liveshopper

19.08 Instagram

919,00 DKK

899,00 DKK

1.400,00 DKK

Tryk her for at tænde for lyd

Amanda Katinka 🔥🔥🔥

Catherine Did the leather belt come with the coat?

No, it does not ❤️

Chat

SHOP KURV LIKE

Bank

Select Vendor
Billi Bi (Fransl A/S)

Available Balance
54,753 kr

Transactions

Date	Vendor	Description	Amount in SEK	Reference
2023-02-20 09:40...	Billi Bi (Fransl A/S)	MC spend on Billi Bi, branding campaign, w12, 2023	-180000.00	
2023-01-25 10:07...	Billi Bi (Fransl A/S)	Marketing credits Billi Bi	75000.00	
2023-01-17 11:52...	Billi Bi (Fransl A/S)	MC spend on Billi Bi, brandwall, 2023	-80000.00	
2023-01-01 04:38...	Billi Bi (Fransl A/S)	Marketing - pay as you go 2022-10-01 - 2022-12-31	235633.49	AMR-00008467

Prod. Placem.

WOW25 NYHED

EXTRA10 WOW25 NYHED

WOW25

See by Chloé
1799 kr
XS S M L XL

Day Birger et Mikkelsen
2520 kr 2800-kr
34 38 40 42

Mads Nergaard
1100 kr
34 38 38 40 42

Bruuns Bazaar
999 kr
34 38 38 40 42 +

Banners

Gestuz er et funktionelt og stilrent skandinavisk modebrand med fokus på kvalitet, iøjnefaldende kontraster og feminin styrke.

Shop nu

Tech spinoff case: Boozt Media Partnership

B

Media Plan

22 Placements

VIEW MEDIA PLAN

Impressions

595,315

Campaign Value

1,415,000 kr

Sales Revenue

8,490,120 kr

Return on Investment

9.96

INFO

Conversion rate

5.70%

Newsletter Media Performance

	Placement	Sent	Open	Open rate	Clicks	Click-through rate	
	Branding E-mail	269,169	109,880	40.82%	1,359	1.24%	VIEW

Onsite Media Performance

	Placement	Week	Impressions	Clicks	Click-through rate
	Category Branding Banner Sport Women - New Arrival	5	186	3	1.61%
	Premium Branding Banner - Sport Women	4	2,738	76	2.78%
	Premium Branding Banner - Women	5	39,940	240	0.60%

Platform – the founding principle

Control



Scalability



Supply Chain

CSCO, Sven Thiessen



“Logistics is the internal service provider delivering capacity and capabilities to support The Leading Nordic Department Store”



~88,000 m² warehouse space located close to the customer in Ängelholm, Sweden



Shipping and returns handled locally for lowest environmental impact



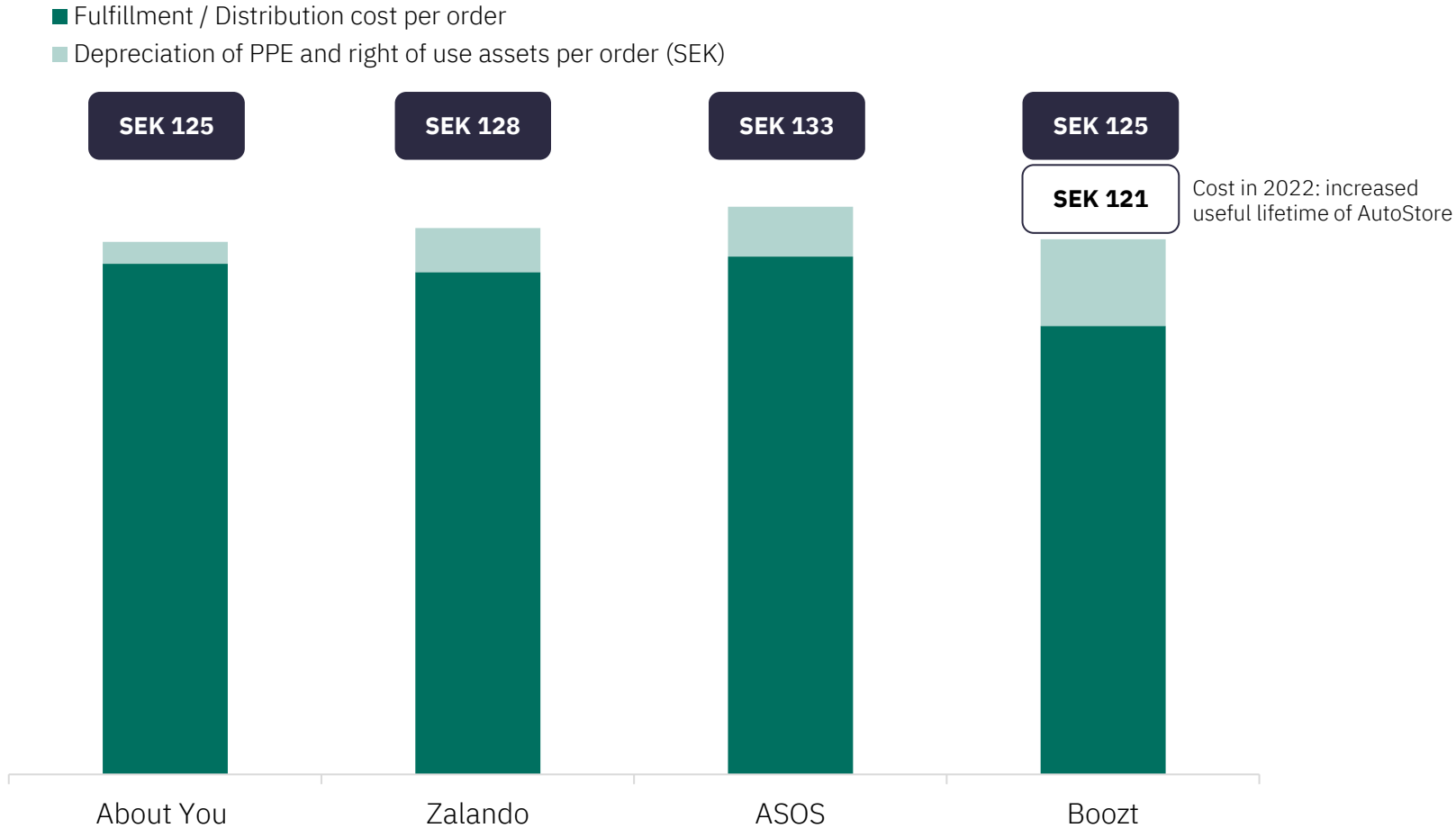
Customized and scalable ASRS (Automated Storage and Retrieval System) with 1,200,000+ bins and 1,200+ robots



Inhouse developed WMS (Warehouse Management System)

Fulfillment and distribution benchmark

Compared to peer group for FY2022/21



Strong and competitive logistics services compared to our largest peers...

...with further potential ahead!

Key projects for logistics productivity in the short to medium term



Packaging materials

- Develop and improve packaging types to adapt to changing requirements
- Environmental / sustainability
- Reduce cost and turnover



Leverage Data Science

- Use existing and generate new data to create a "glass" FC
- Identify opportunities to improve automation technologies, manual processes and capacity utilization



Next Level Lean Management

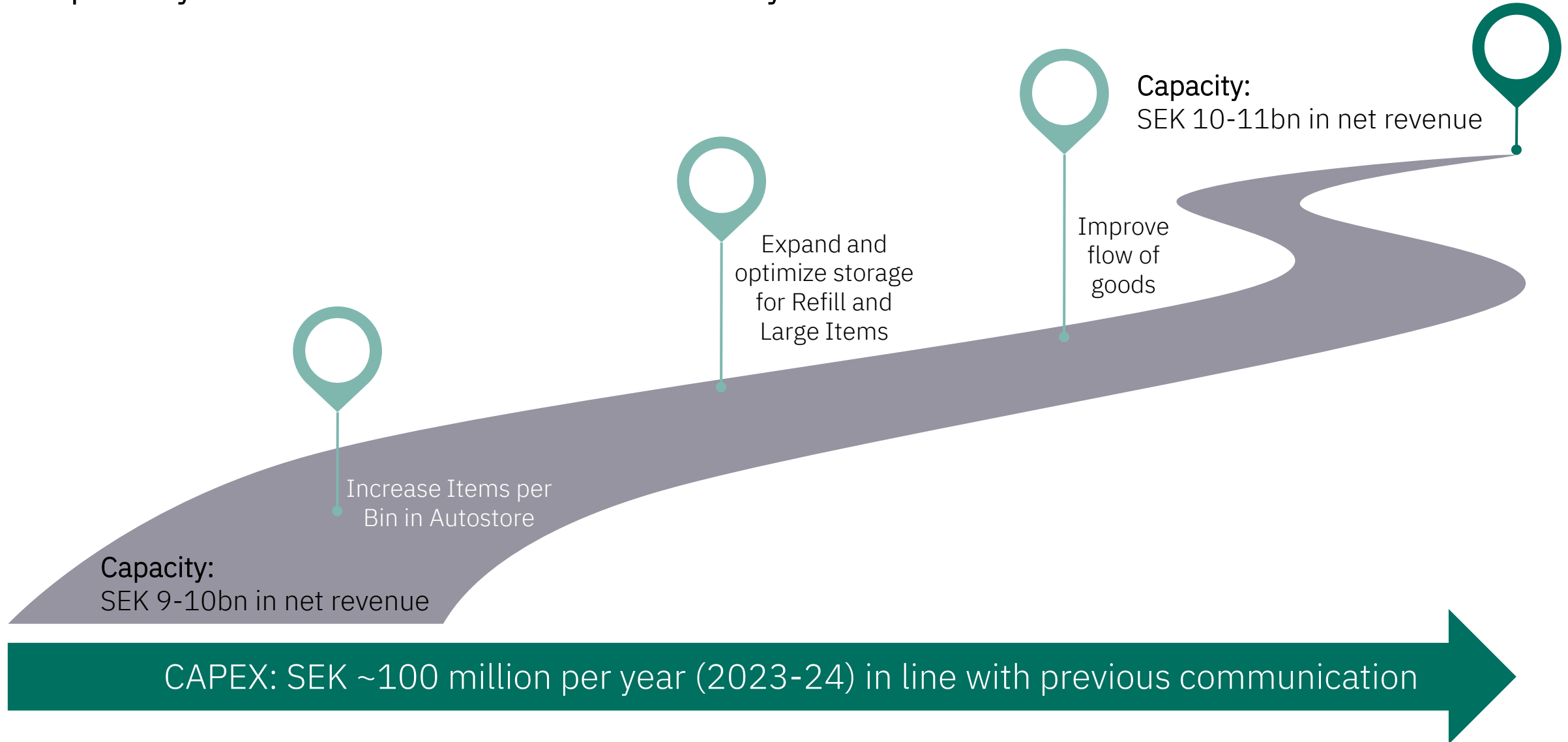
- Re-organise processes to avoid double touches and buffers
- Implementation of Kaizen method



Consolidation

- Connecting the Autostore cubes to eliminate manual work, double touches and unnecessary transports

Capacity in current fulfilment facility – BFC 1.0



Key projects for logistics capacity in BFC 1.0



Increase items per bin in Autostore

- Adjust stow strategy
- Adapt configuration



Expand and optimize storage for Refill and Large Items

- Use available space to expand storage capacities through VNA
- Optimize layout of existing storage systems



Improve flow of goods

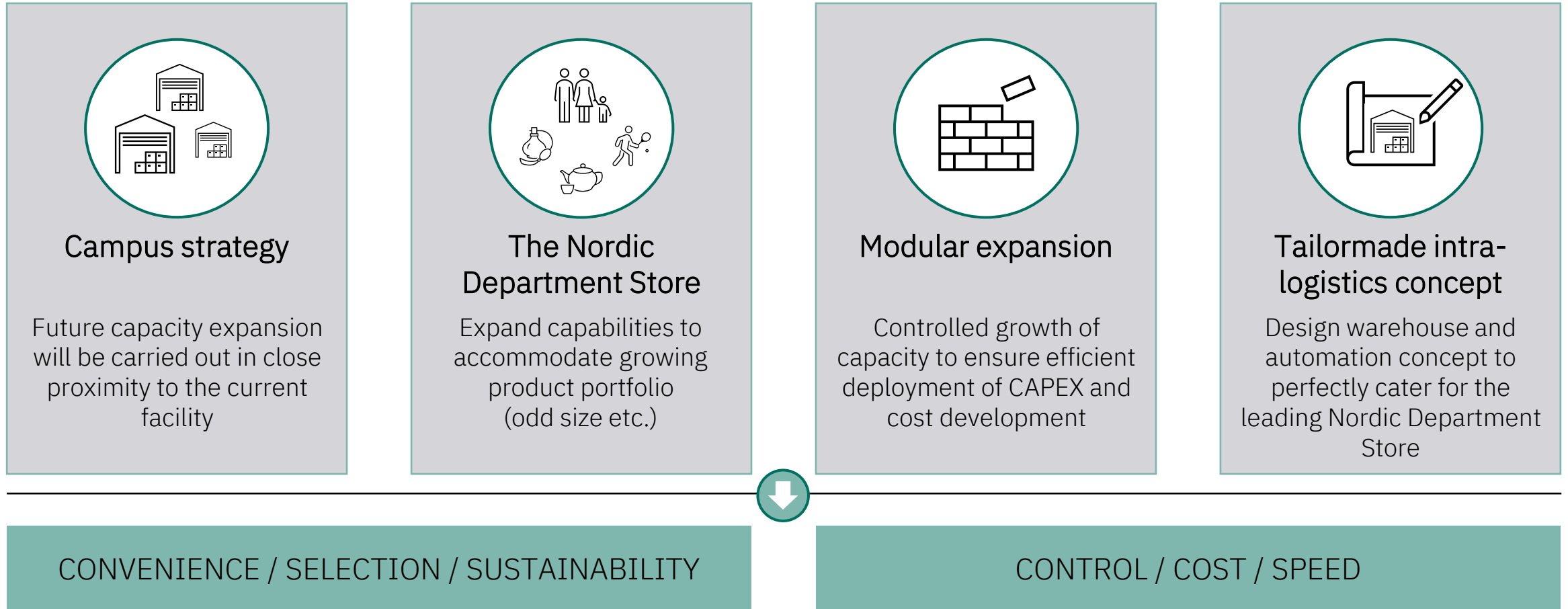
- Reduce buffer areas to re-use space for storage and process area



Maintain a high degree of flexibility

- Be able to quickly re-design processes and layout to accommodate for new commodity groups

Future capacity expansion – Boozt Fulfilment Center 2.0



First phase of BFC 2.0: 2025/26 depending on growth – CAPEX requirements pending intra-logistics review

Key take-aways

- ✓ Competitive logistics services with cost per order among best-in-industry
- ✓ Clear roadmap to further improve operational excellence
- ✓ Required capacity until end of 2025 secured
- ✓ BFC 2.0 on track to enable growth beyond 2026

Q&A

Platform & Supply Chain

Boozt

Lunch break

Sustainability in focus

CFO, Sandra Gadd

Reducing emissions through our fair use policy

~800k = 791

parcels not handled and shipped
in 2022

tonnes of CO2 emissions
saved in 2022

CO₂e intensity per parcel

In the Nordics, 2022

0.29 kg of CO₂e intensity per parcel
per parcel in the Nordic¹ countries

Corresponds to riding 0.83km with a passenger car in Europe

In total, 2022

0.49 kg of CO₂e intensity per parcel
covering 99.5% of the total order volume. Compared to 90.7% in 2021.

Corresponds to riding 1.67km with a passenger car in Europe

Committed to Science Based Targets



**MEASURE THE FULL CLIMATE
IMPACT**

2022



**SET SCIENCE-BASED
TARGETS***

2023



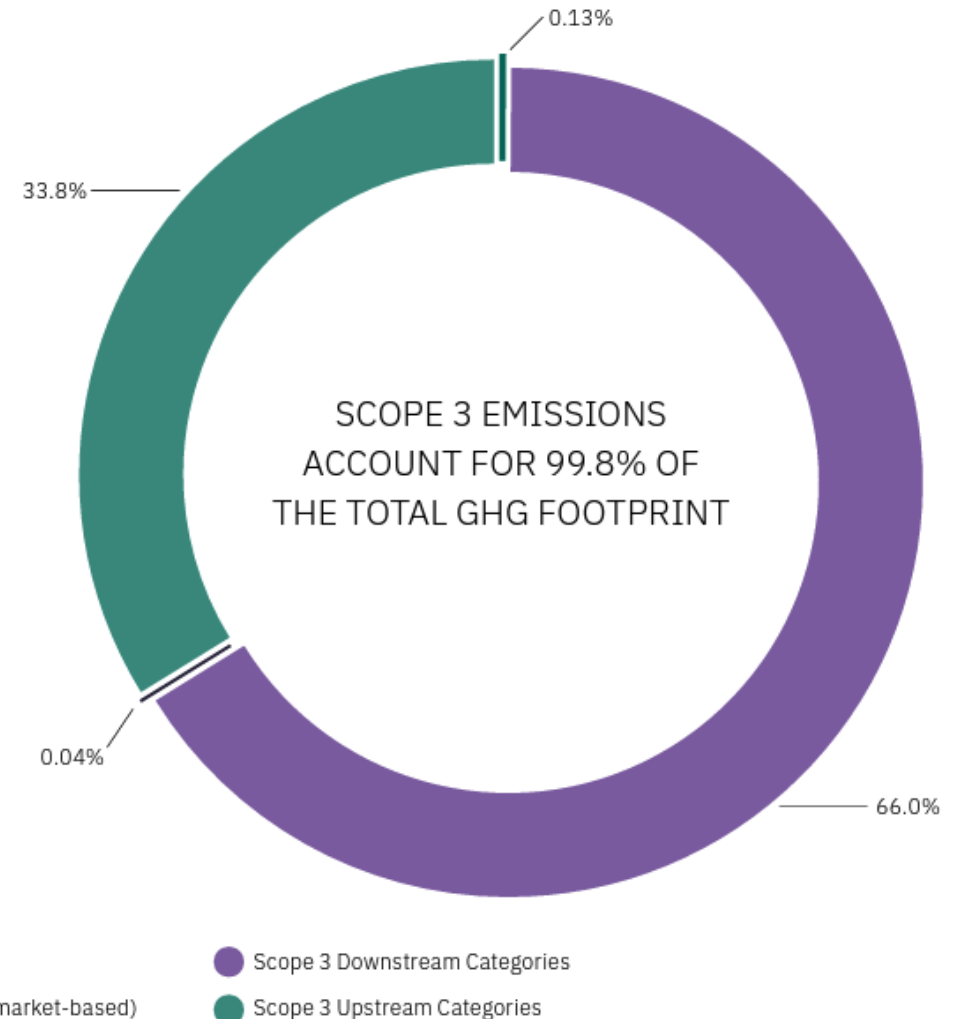
**REDUCE AND OFFSET
INEVITABLE GHG EMISSIONS**

2024-2030

*Boozt has committed to set near- and long-term company-wide emission reductions in line with science-based net-zero with the SBTi

GHG Emissions Breakdown

- We have worked extensively to reduce our direct emissions (Scope 1) as well as emissions from energy purchases (Scope 2).
- More than 99% of our total footprint stems from indirect emissions (Scope 3).
- Boozt has joined the multi-stakeholder alliance the Sustainable Apparel Coalition (SAC) in 2020 and collaborated on the Higg Brand and Retail Module (BRM) to push for a higher degree of supply chain transparency.
 - 107 brands onboarded and with completed Higg Brand and Retail Module (47% of business volume)



Sustainability report 2022 – improved disclosure and transparency



GOAL AREA	TARGET
Reducing Greenhouse Gas Emissions	By 2024 set science-based targets and submit them to the Science-based targets initiative
	By 2026 Disclose 100% of relevant Scope 3 emissions categories
Minimising Waste	By 2026 Increase the share of recycled waste to 80%
Driving Responsible Production	By 2024 Develop a scorecard to assess ESG Performance in purchasing decisions for at least 60% of our partner brands
Promoting Equality	By 2024 Update the parental leave policy to supplement governmental support to ensure equal parental leave compensation and opportunity for all Boozt Fashion AB employees
Engaging & Healthy Work Environment	By 2024 Reach above 77% of the aggregated participation rate in our internal employee survey
	By 2024 Increase ENPS score to reach the TOP 10 placement in the consumer industry
Shaping Employee Development	By 2023 Implement a regular career development review process that includes all Boozt Fashion AB employees.
Empowering Customers	By 2024 Extend ReBoozt's presence across our markets
Engaging Suppliers	By 2026 Provide semi-annual events for our brand partners
	By 2023 ensure 100% of our apparel brand partners are committed to supply chain transparency and to working with the Higg BRM tool.
Involving Communities	By 2024 Increase collaboration with relevant universities and research institutions to share and learn best practices
Accelerating Transparency	By 2024 Increase engagement with third-party ESG rankings and ratings
Mitigating Risks	By 2026 Request at least 80% of our brand partners to identify, map and share with us their Tier 1 and 2 suppliers.
Integrating Sustainability	By 2026 Increase participation to internal training on Sustainability

Financial update

CFO, Sandra Gadd

Following up on mid-term guidance from IPO

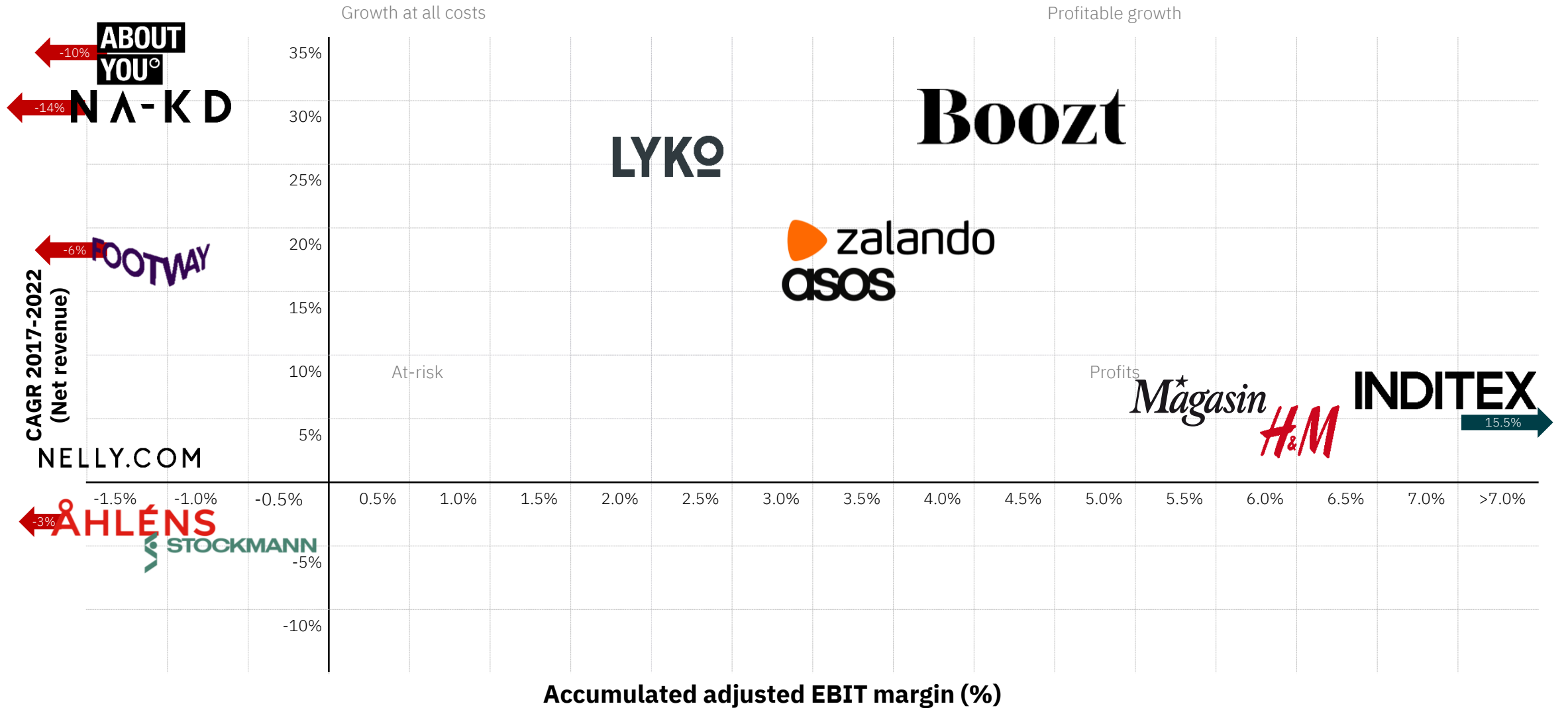
	Mid-term guidance <i>Communicated in IPO</i>	Mid-term guidance <i>Re-communicated in 2020</i>
Growth	Net revenue growth of 25-30%	Significantly outgrow the Nordic market
Profitability	Adjusted EBIT margin target of +6% in 2022	Adjusted EBIT margin of 5-7%
Cash	Consider dividend when cash exceed investments in growth	

Following up on mid-term guidance from IPO

	2017	2018	2019	2020	2021	2022	Mid-term outcome <i>2017-2022</i>
Net revenue growth %	44.4%	38.1%	23.0%	27.3%	33.4%	16.0%	CAGR of 30% from 2017 to 2022
Adjusted EBIT margin %	2.4%	2.3%	3.2%	6.7%	5.9%	4.2%	Adjusted EBIT margin 4.2% in 2022 Avg: 2017-2022: 4.1% Acc: 2017-2022: 4.5% Avg: 2020-2022: 5.6% Acc: 2020-2022: 5.4%

Balancing profitable growth since 2017







CAGR and accumulated adjusted EBIT 2017-2022*



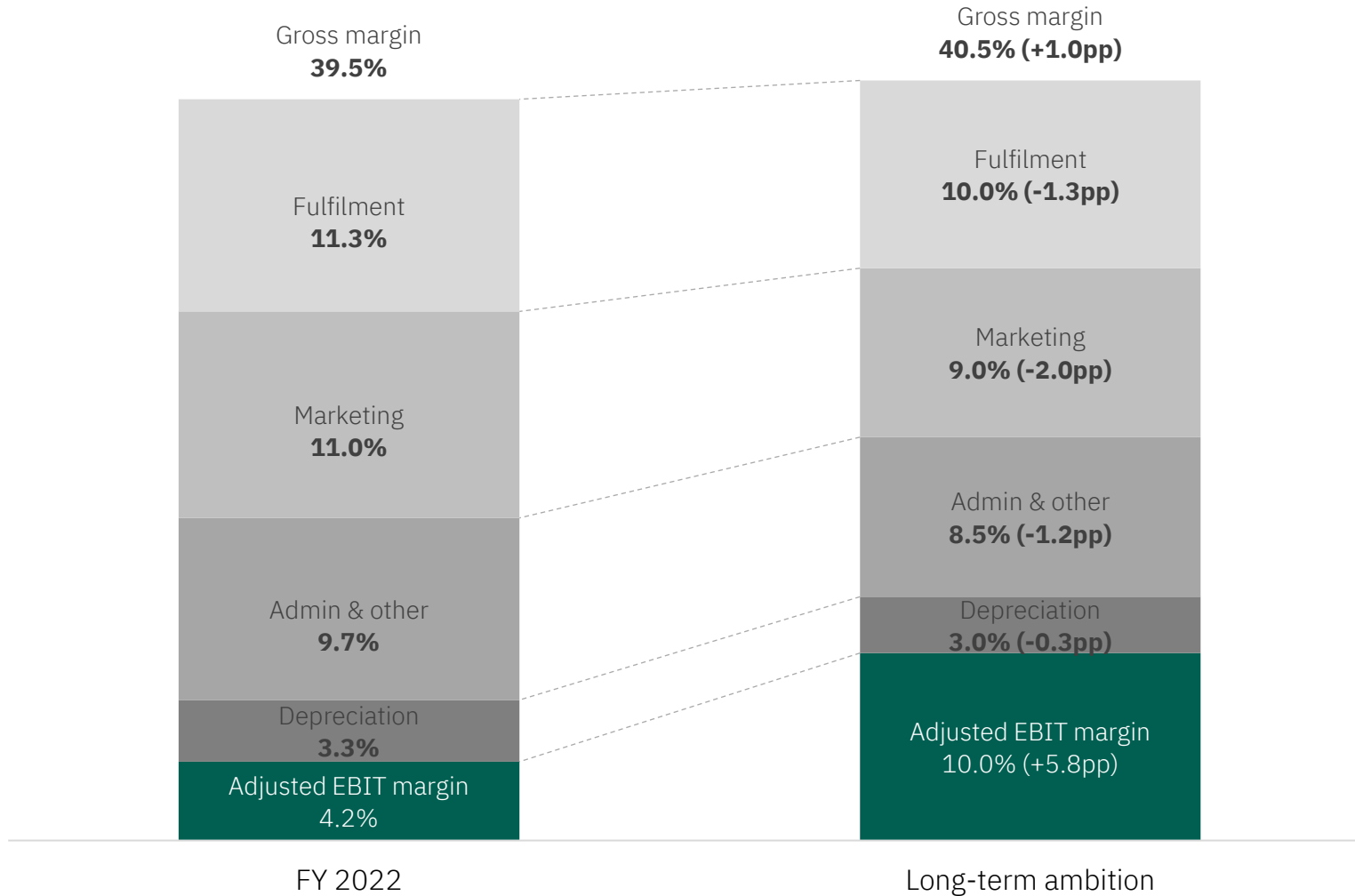
From mid-term guidance to long-term opportunity

	Outlook 2023	Long-term opportunity	
Growth	+5-15%	Market share around 10% (online and offline)	Growing significantly faster than the Nordic market
Profitability	Adjusted EBIT 275-375m	Adjusted EBIT margin exceeding 10%	Most profitable amongst peers
Cash	Free cash flow positive	Return excess cash to shareholders	

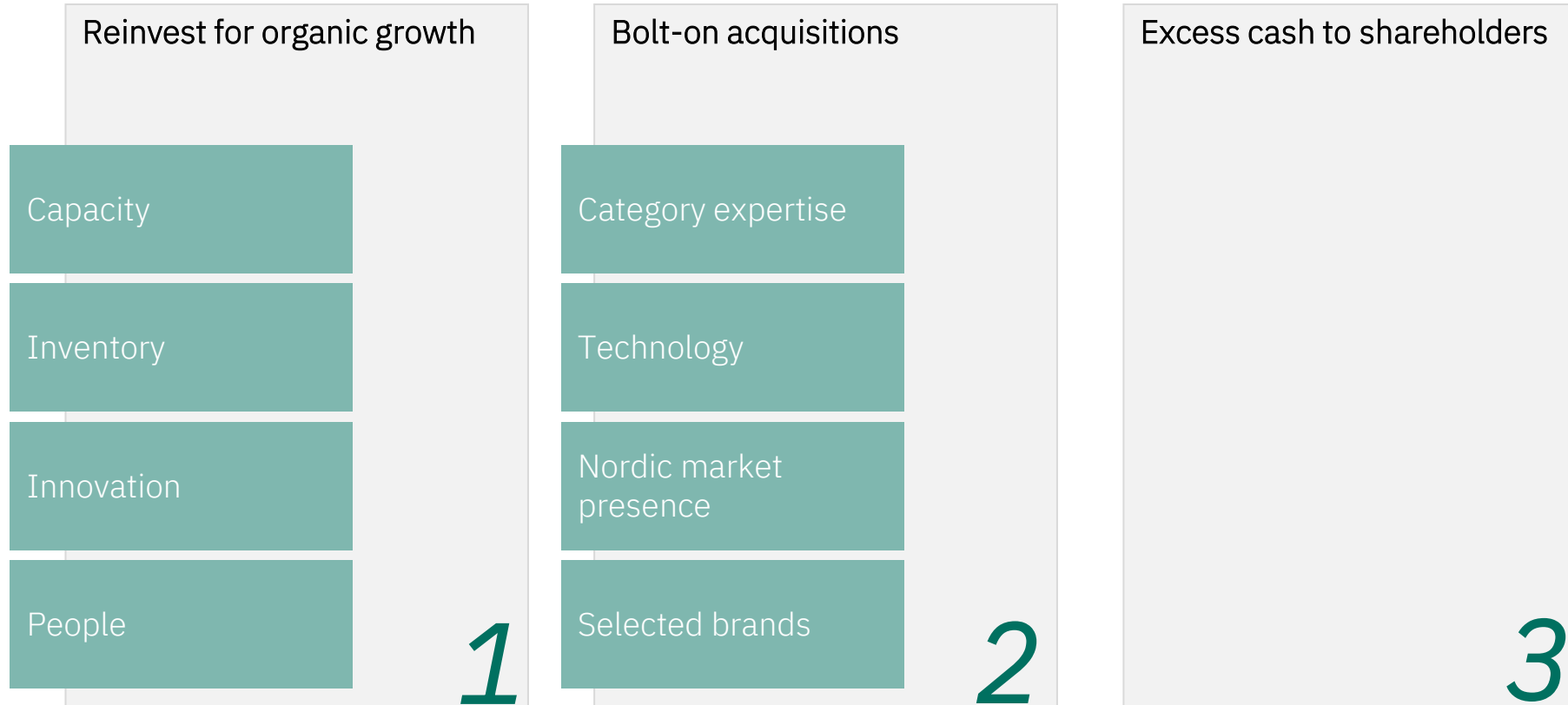
The Boozt universe – our long-term opportunity

	Boozt .com	Booztlet .com	Boozt Data Intelligence	Boozt Media Partnership	Nordic Brand Hub	BooztPay
Value proposition	The Nordic Department Store	Nordic Designer Outlet	Preferred e-commerce data partner in the Nordics	Retail media	Providing insights into designing, producing and selling apparel and fashion lifestyle brands	Seamless and easy checkouts and payments
Long-term target	Market share around 10% (online and offline)		4-5% of Group net revenue		5-10% of Group net revenue	Top-class payment provider, fully controlled by the Group
Current status	Market share of 1-2% 3 million active customers		Recently launched	< 3% of Group net revenue	3 active brands < 3% of Group net revenue	< 1% of Group net revenue
Revenue model	Wholesale / own buy		Business-to-business		Traditional production and wholesale	Cost savings and revenue share
Gross margin impact						
EBIT impact						

How to get to 10 percent

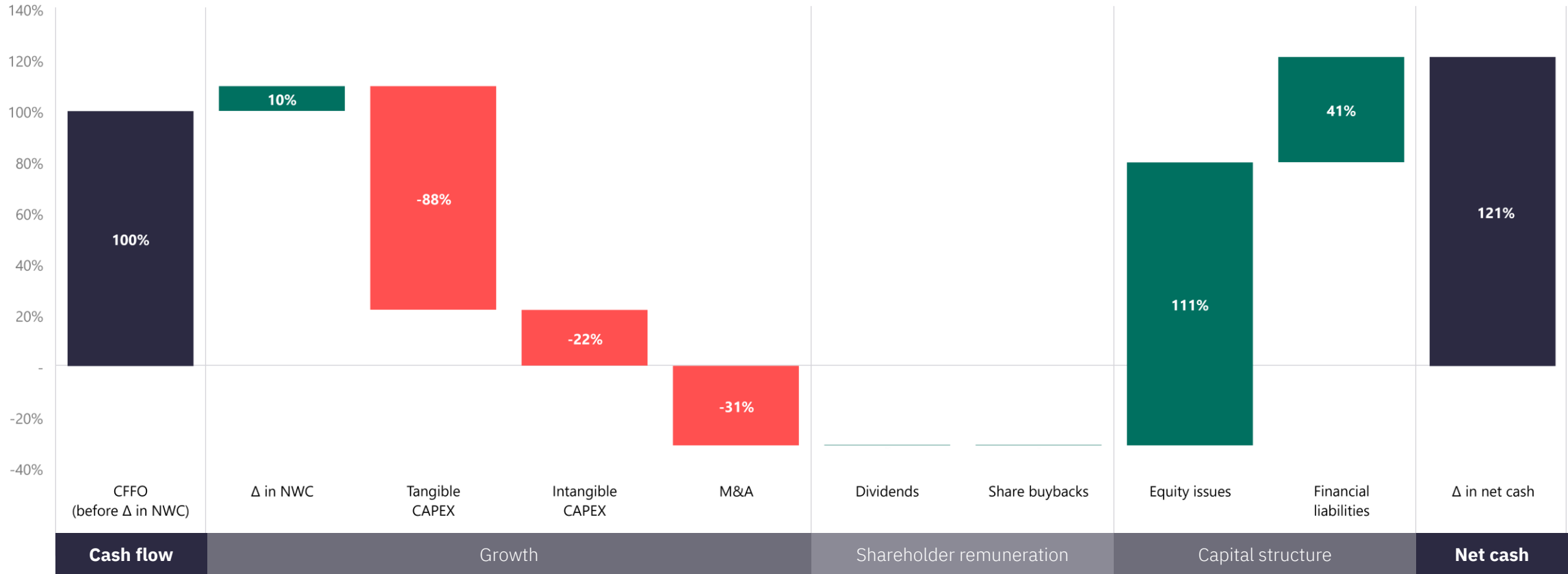


Capital allocation priorities - until now

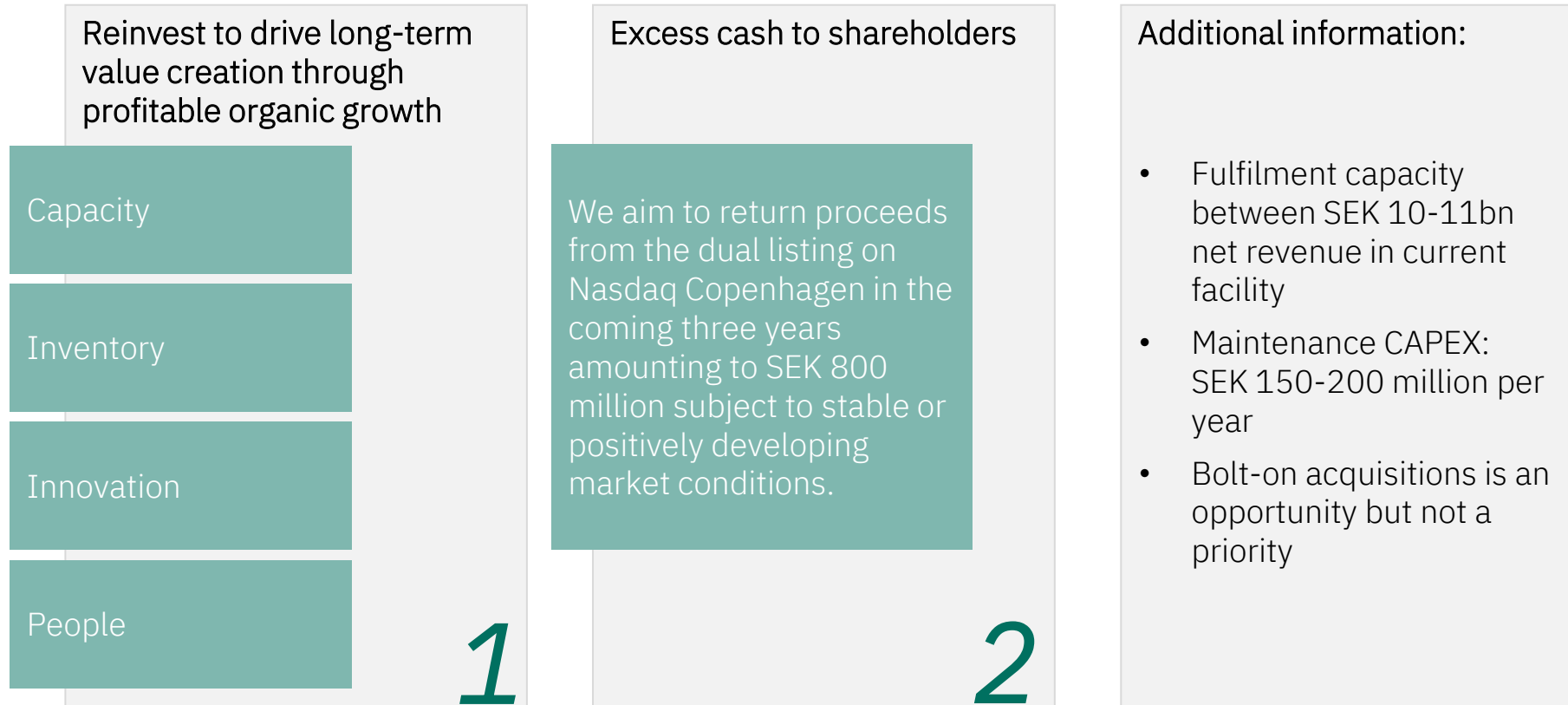


Cash flow deployment from 2016 to 2022

Cash flow deployment relative to CFFO (before Δ in NWC)
2016-2022



Capital allocation priorities – changed to reflect maturity of our business



Q&A

CEO and CFO

Key take-aways

Co-Founder & CEO, Hermann Haraldsson

We have never been stronger!

– commercially *and* financially

- ✓ Uniquely positioned with the Nordic Department Store strategy – stay the course
- ✓ Growth opportunities; consolidation of online space, wallet share and accelerated market share gains
- ✓ Scalable technology and fulfilment infrastructure
- ✓ Robust and experienced organisation with a winning culture
- ✓ On track to establish the largest Nordic fashion and lifestyle retailer with a 10% market share
- ✓ Long-term ambition; profitability exceeding 10% supported by superior basket unit economics and track record of best-in-industry profitability

Transport to Boozt Fulfilment Center

Operational site visit to the Boozt Fulfilment Center

13.40-14.40

Transport from Malmö to Ängelholm

14.45-15.45

Guided tour with CSCO, Sven Thiessen

16.00-17.00

Transport from Ängelholm to Malmö



Disclaimer

The Company's financial targets set forth above constitute forward-looking information that is subject to considerable uncertainty. The financial targets are based upon a number of assumptions relating to, among others, the development of the Company's industry, business, results of operations and financial condition. Company's business, results of operations and financial condition, and the development of the industry and the macroeconomic environment in which the Company operates, may differ materially from, and be more negative than, those assumed by the Company's when preparing the financial targets set out above. As a result, the Company's ability to reach these financial targets is subject to uncertainties and contingencies, some of which are beyond its control, and no assurance can be given that the Company will be able to reach these targets or that the Company's financial condition or results of operations will not be materially different from these financial targets.