

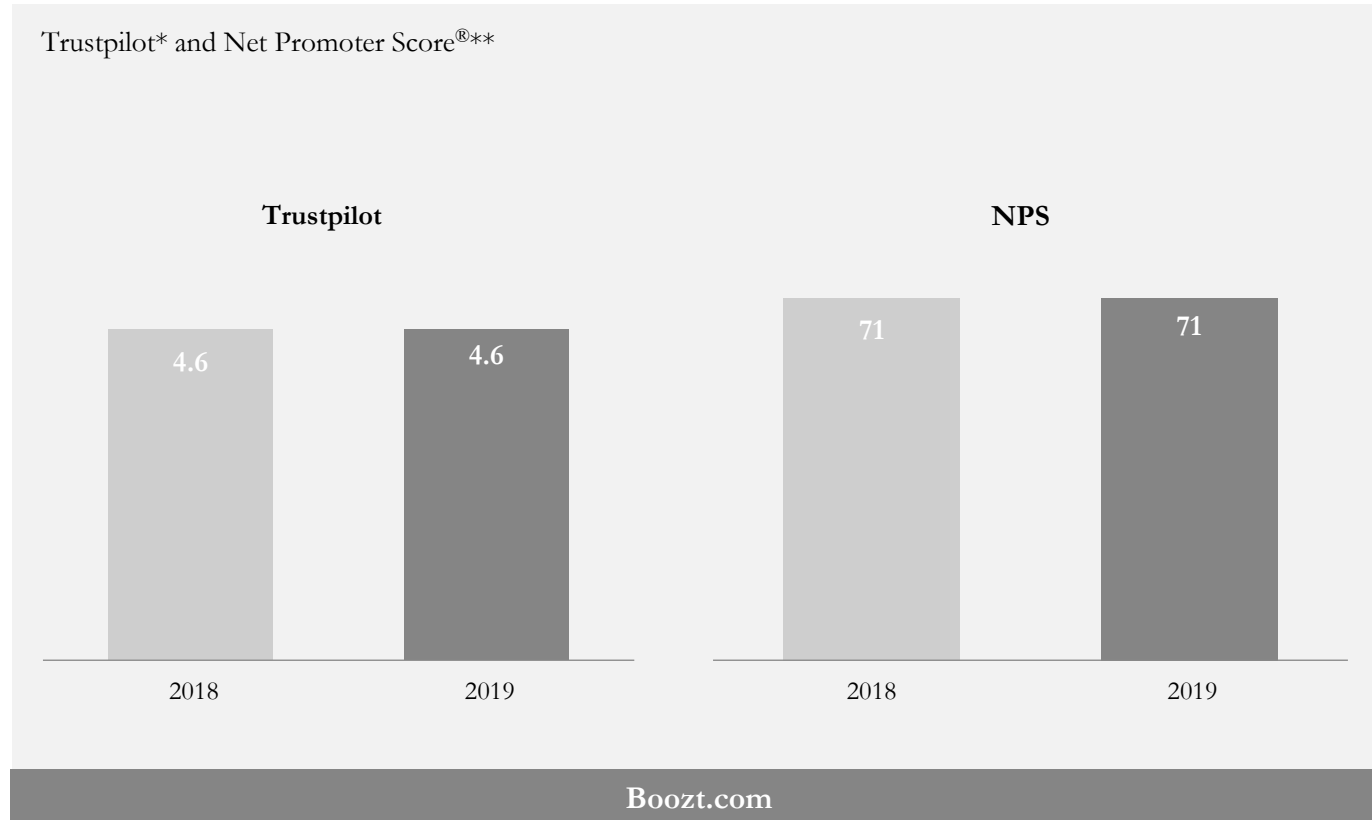


Boozt

Annual General Meeting

May 27, 2020

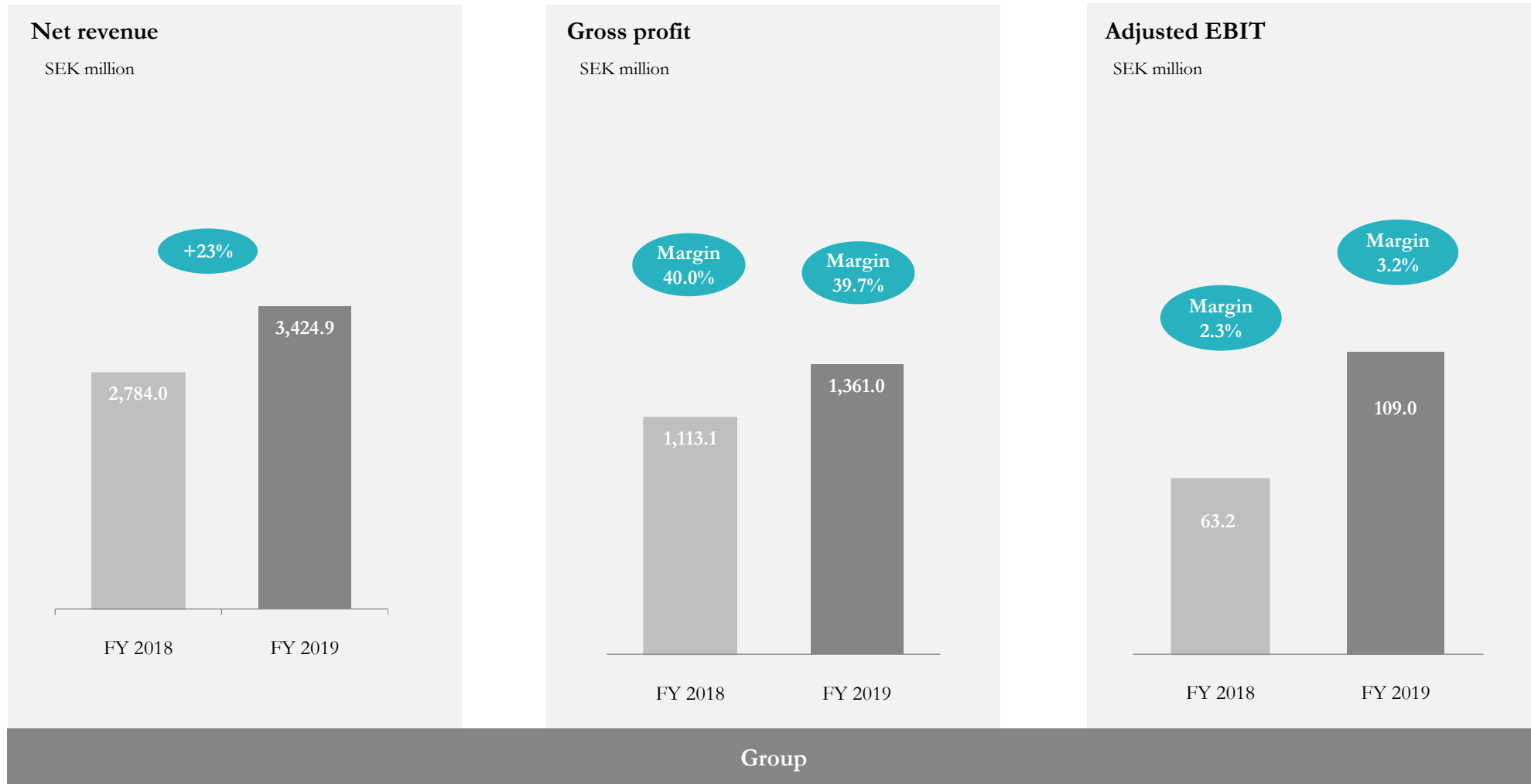
Customer satisfaction remains high



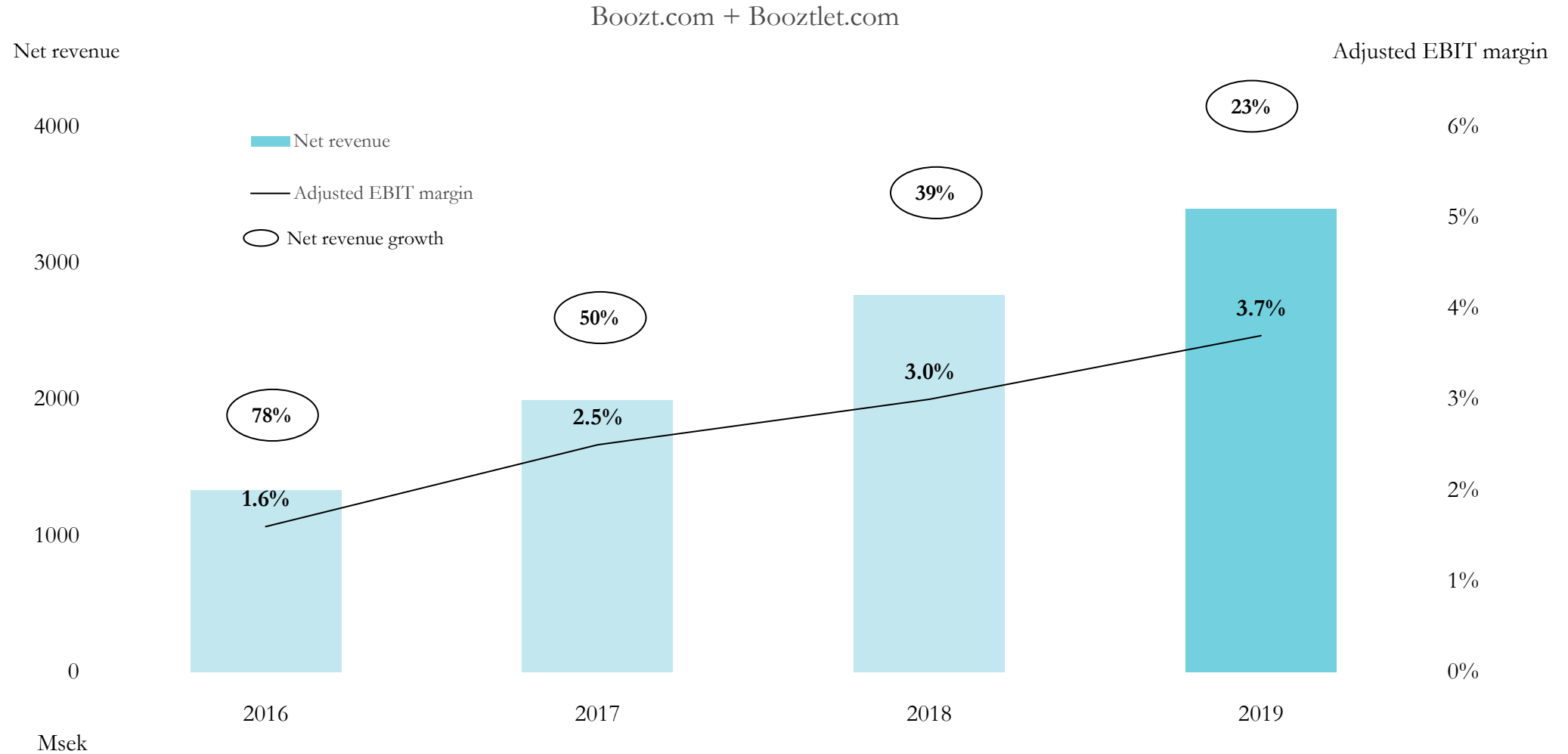
* Trustpilot.com is a leading customer review site with ranking range from 0 to 5

** Net Promoter Score (NPS) is a tool to gauge the loyalty of a firm's customer relationships. The metric was developed by and is a registered trademark of Fred Reichheld, Bain & Company and Satmetrix

Strong market share gains and improving profitability



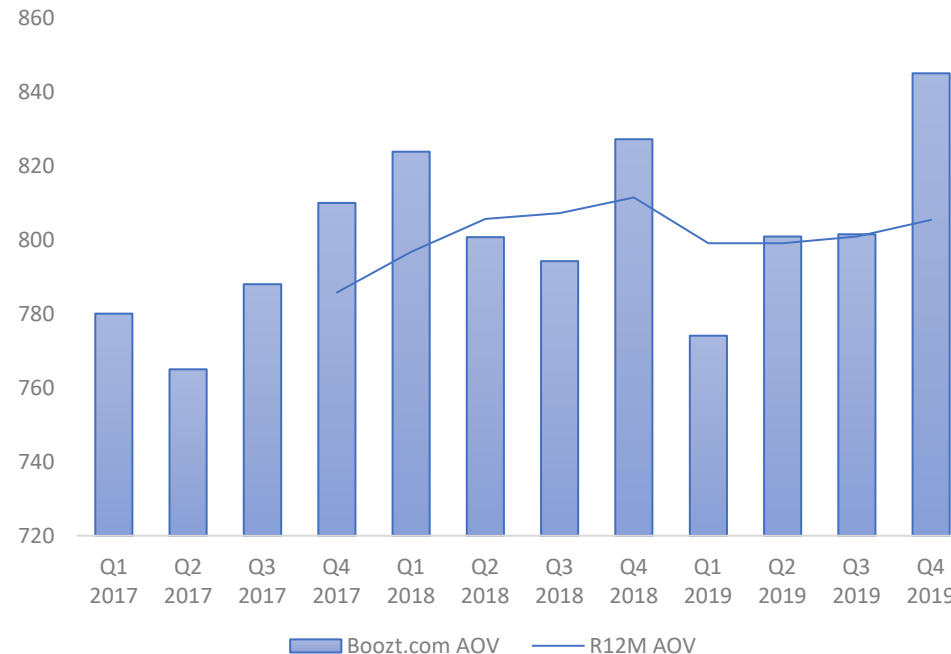
Online business progressing according to plan



Higher AOV from lower returns driven by 'fair use'

Net AOV has been stable over last 2 years

- Higher gross AOV has been offset by higher return levels as existing customers return more than new customers



All time high AOV in Q4 driven by lower returns from 'fair use'

- Return level unchanged in Q4 2019 compared to Q4 2018
- Higher gross AOV consequently materialise into higher net AOV
- Expect similar effect in Q1, Q2 and Q3 of 2020

What is 'fair use'

Background:

- Strong increase in extreme return behavior with little or no "buy and use" intention from small group of customers
- 1% of customers represents 12% of returns

Implementation

- 'fair use' clause implemented in November 2019 based on algorithm
- Some 9,000 customers blocked (<0.5% of customer base)

Impact

- Lower return rate
- More in-season items available
- Free up internal resources
- Slight negative impact on net revenue (~1%)
- Negative impact on frequency KPI's and NPS (temporary)

Gross margin stabilised

Despite a challenging market with aggressive competitors, initiatives to protect gross margin have succeeded

- Contractual improvements – shared risk-taking
- Higher share of campaign buys (lower up-front buy)
- Not chasing unhealthy growth supported by healthy inventory position

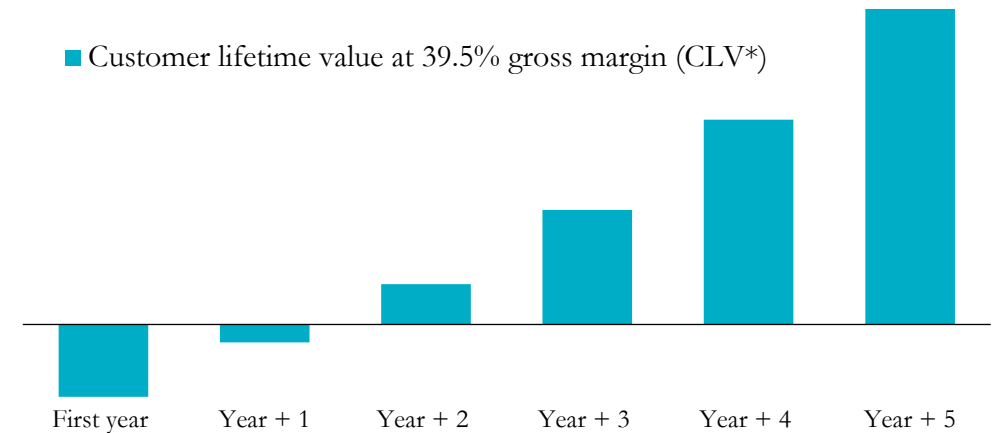
“Stilindex” showing apparel market down in Sweden

2019 blev ett tufft år för modehandeln

Stilindex från Svensk Handel Stil visar att den totala försäljningen av kläder i fysiska butiker och deras e-handel, mätt på jämförbara enheter och i löpande priser, minskade med 3,3 procent i december jämfört med samma månad förra året. Skoförsäljningen minskade med 9,7 procent under månaden.

Butiker och e-handel	December 2019	Akkumulerat 2019
Kläder	- 3,3 %	- 1,8 %
Skor	- 9,7 %	- 4,2 %

Very attractive customer lifetime value at 39.5% gross margin



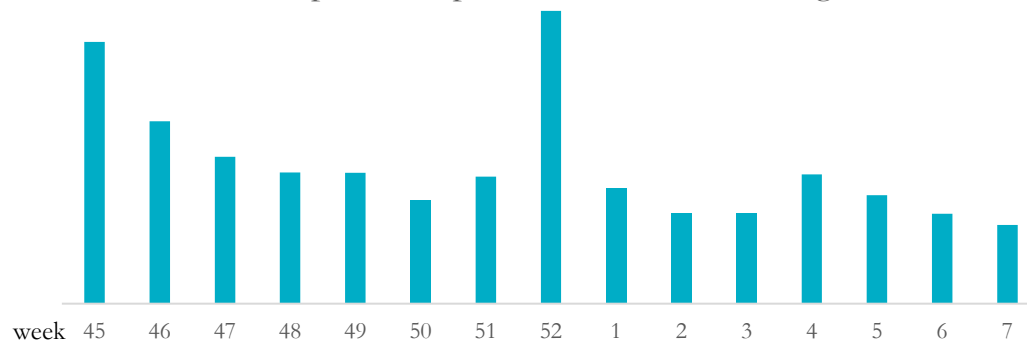
*CLV is defined as gross profit less fulfillment & distribution and marketing costs

Fulfilment costs trending lower

Fulfilment cost at lower level in 2020

- Operational processes improving
 - e.g. return costs decreasing
- Harvesting the efficiencies from own developed and recently implemented robot management system
- Stronger management of staff provider

Example - cost per return item decreasing



Cost per hour will be lower in 2021

- Terminated contract with current staff provider ending at December 31, 2020
- New improved contract with staff provider or insourcing of staff for 2021

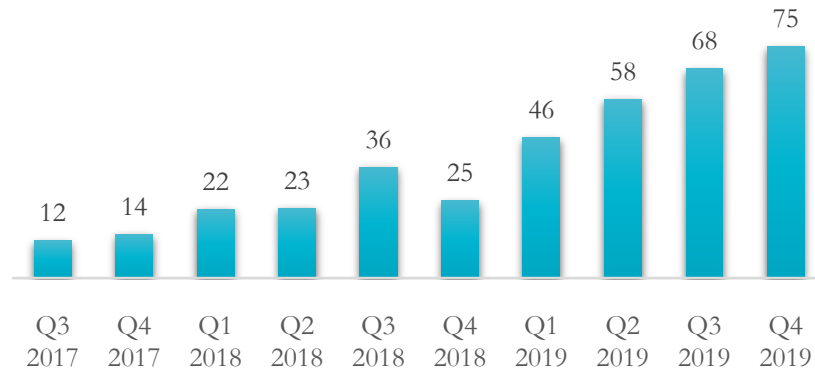
Why are we doing it now

- Worked with same staff provider since 2011
- Stability during years of hyper growth preferred
- Current setup too expensive
- New experienced fulfilment management team in place to secure better terms or smooth transition to new setup

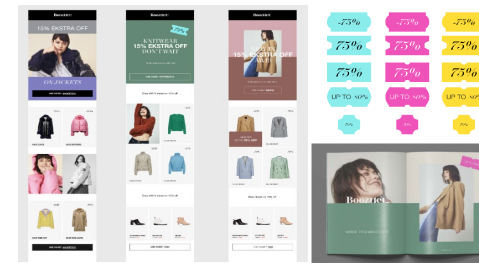
Booztlet with strong momentum

Increases addressable market and a hedge against economic downturn

From life-cycle management to hyper growth



Copying the Boozt.com journey and experience



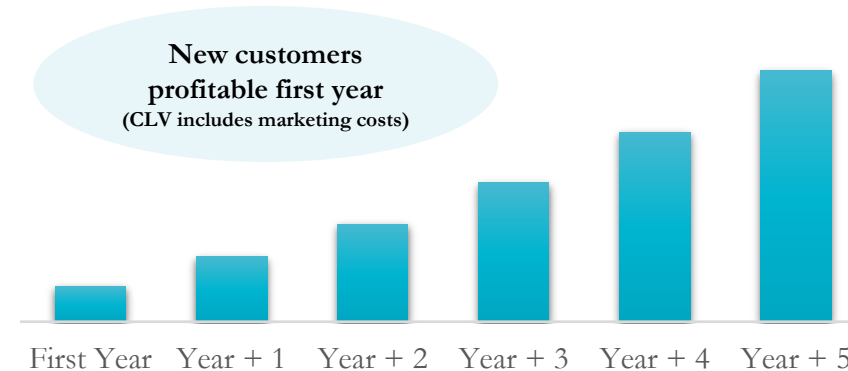
Leveraging the strong brand relationships to create unique offering



Strong growth opportunities

- Very fragmented competitive landscape
- New markets – leverage brand in Norway
- Partner with brands to manage excess inventory in the Nordics
- Own buy and special productions to improve “everyday store” feeling
- Impact from more marketing (offline initiatives)

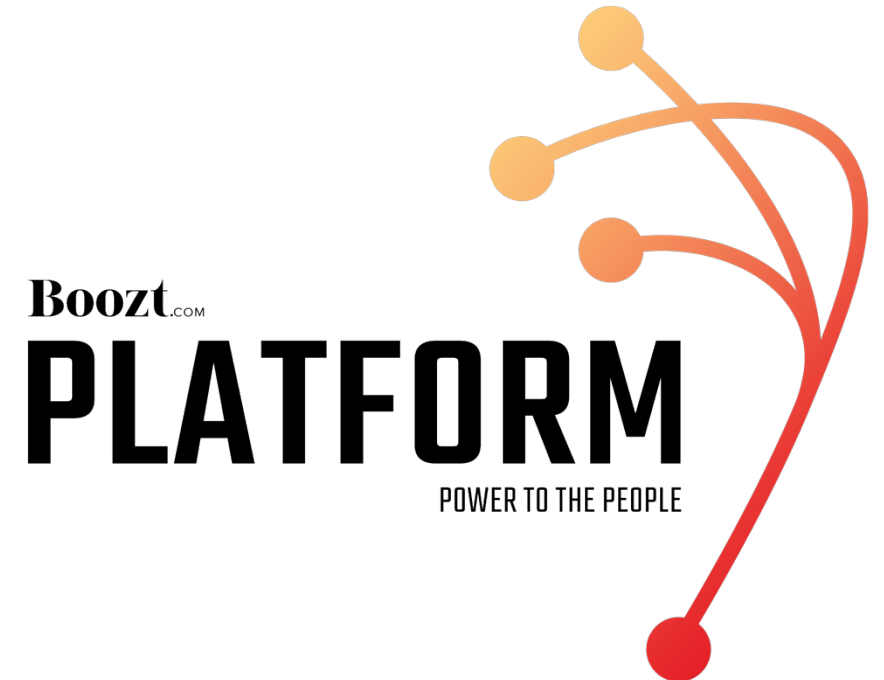
Booztlet CLV secures high EBIT margins today (~10%)



Creating Boozt Innovation Lab to stay ahead

Boozt Innovation Lab

- Strengthen our capabilities on app and mobile web – will take our app usability and functionality to the next level
- Based on the acquired Touchlogic who has a strong track record of best-in-class app development
- Bring new technology faster to our platform in a fail-fast approach
- Push towards creating the online shopping experience of tomorrow

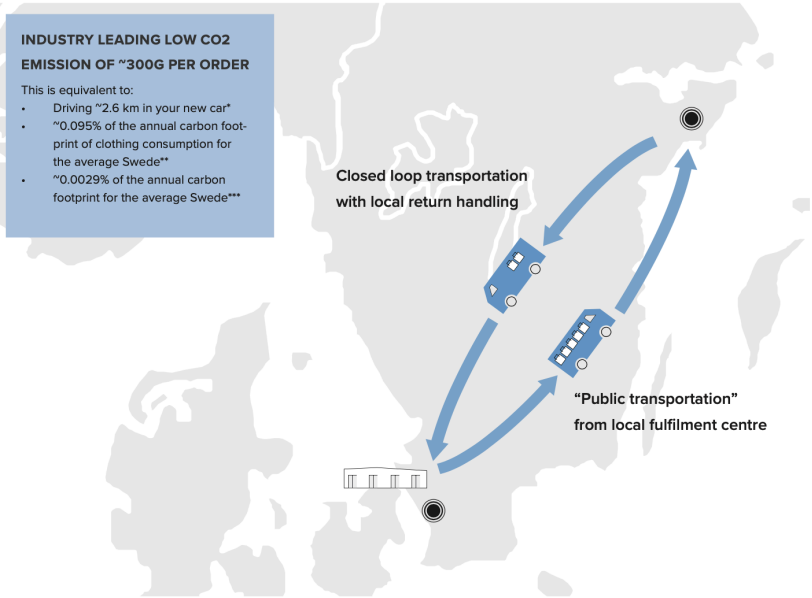


Sustainable choices made easy

Boozt responsibility vision

Our vision is to use our local Nordic position and our technology platforms to make sustainable choices easy for our customers and our partners.

By taking responsibility for our direct and indirect footprint on the value chain, and empowering people to act consciously, we strive to build a more sustainable future for fashion.



*Source: https://www.eea.europa.eu/data-and-maps/daviz/average-emissions-for-new-cars-5#tab-chart_1 (0.314kg CO2 eq / 0.120 Co2 eq)
 **Source: Environmental assessment of Swedish clothing assumption (0.314kg CO²eq/11.000kg CO2eq)
 ***Source: Environmental assessment of Swedish clothing assumption (0.314kg CO²eq/330kg CO2eq)



OUR HOUSE

We want to provide the best possible customer experience, while conducting our operations in an economically, socially and environmentally responsible way.

We are taking responsibility for the footprint of our operations. Reducing the footprint we have through our carbon emissions, energy, waste and packaging.

OUR PEOPLE

We want to make it easy for our people to do good.

A strong company culture and intelligent investments enable our people to contribute positively to the environment and the community.

'CARE WHY' CULTURE

OUR PARTNERS

We want to inspire our partners to make a positive impact on the value chain.

By partnering with key stakeholders, sharing our knowledge and best practice, we aim to encourage a more sustainable industry

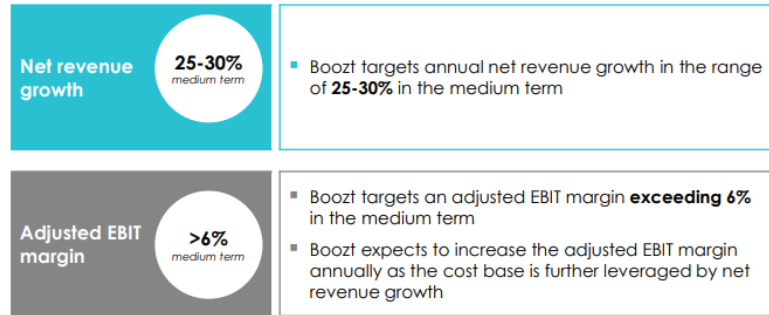
OUR SELECTION

We aim to make sustainable choices easy for our customers through transparency and technology.

We are building the largest Nordic sustainable fashion selection based on accredited certifications and industry standards.

Medium term financial ambitions set at IPO in May 2017 within reach

Medium term* targets at IPO in May 2017



* Medium term defined as 3-5 years post IPO

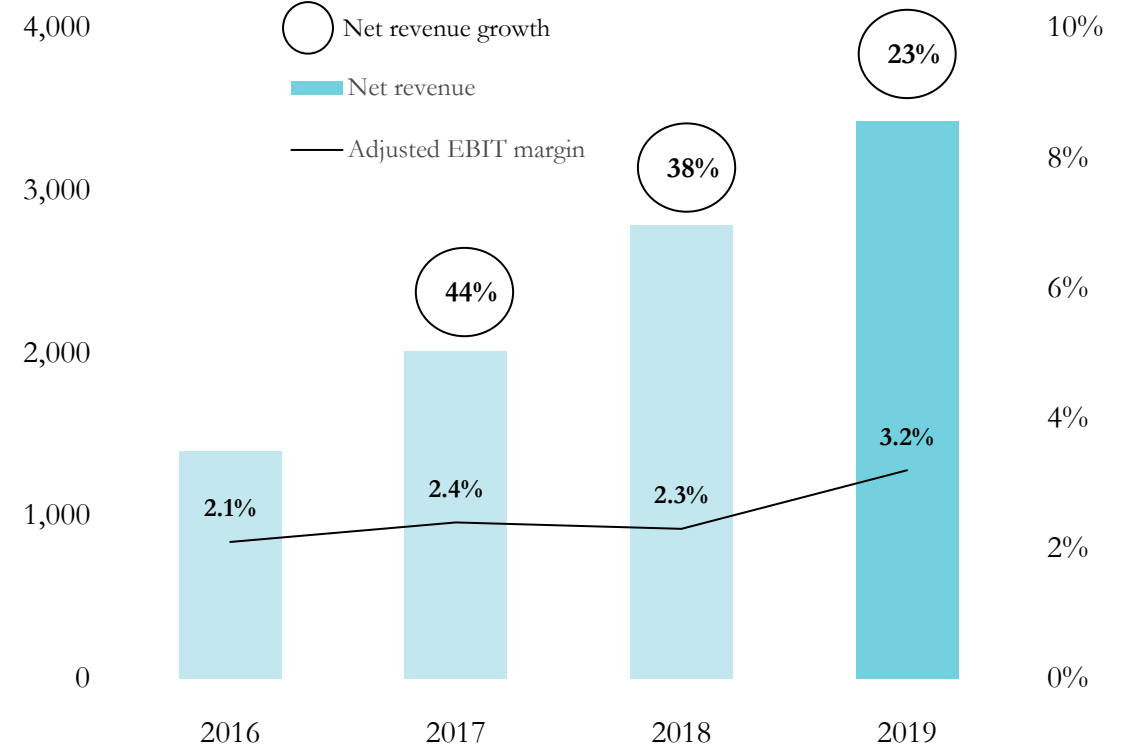
Net revenue growth progress ✓

- Average annual net revenue growth 2017-2019: **35%**
- On course to reach annual net revenue growth of 25-30% over the 3-5 years post IPO

Adjusted EBIT margin progress ✓

- Adj. EBIT margin improvement to **3.2%** below expectations
 - Shortfall primarily driven by postponed operational leverage and more costly entrance to the beauty segment than expected
- Clear path to reach the >6% target in 2022

Net revenue growth & adjusted EBIT margin development



Financial ambitions through 2022

Net revenue

Outgrow the Nordic online market significantly to expand market share

Key drivers

- Nordic online market within apparel and beauty is estimated to currently grow around 10%
- Continue to invest in leading customer satisfaction
- Acquire new customers at a high pace without overpaying, focusing on the relationship between customer lifetime value (CLV) and customer acquisition costs (CAC)
- High level of investment in Booztlet.com to fuel continued hyper growth
- Play the long game and invest in relationships

Adjusted EBIT margin

Exceed 6% adjusted EBIT margin by 2022

Key drivers

- Average order value (AOV) maintained around current level
- Gross margin around 39-40% supported by contractual improvements and disciplined pricing
- Fulfilment cost ratio is targeted to improve 1-2%-points driven by various ongoing and planned operational improvement initiatives including new staff setup at fulfilment centre
- Admin & Other cost ratio targeted to improve around 1%-point from scale effects, lower loss in Beauty by Boozt physical retail and new customs regulations in Norway
- Marketing cost ratio targeted to improve around 1%-point from leverage on offline marketing spend



Boozt