

# Win in Benelux

Wouter Kolk

Chief Executive Officer Europe & Indonesia

 bol.com



 Gall & Gall  
SINDS 1884



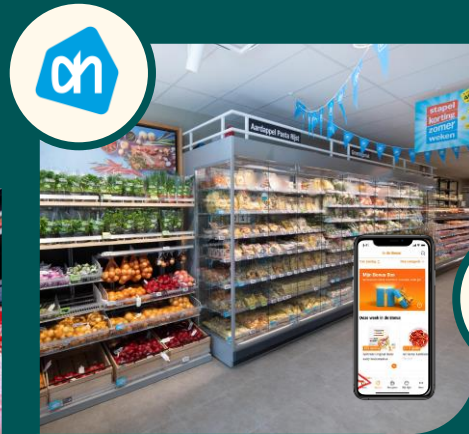
 Etos

# We have a unique position in the Netherlands & Belgium

We fulfill (almost) every food and non-food need with trusted local brands through offline & online channels



>2,900  
stores in NL /  
BE



5.7m  
active card  
holders



>35m  
unique  
products



All types of  
shopping  
journeys



25%  
of net sales via  
online

We already work  
together to  
strengthen our  
customer  
propositions...



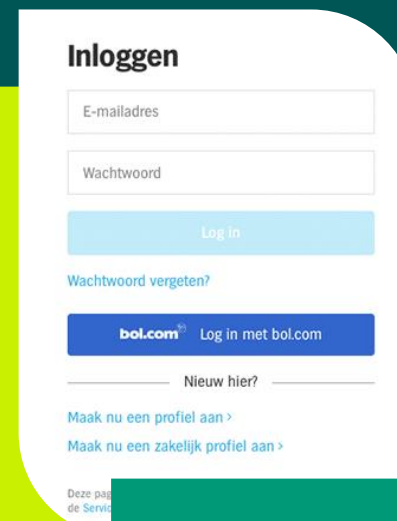
Collection  
points



Gift cards



Subscription  
benefits

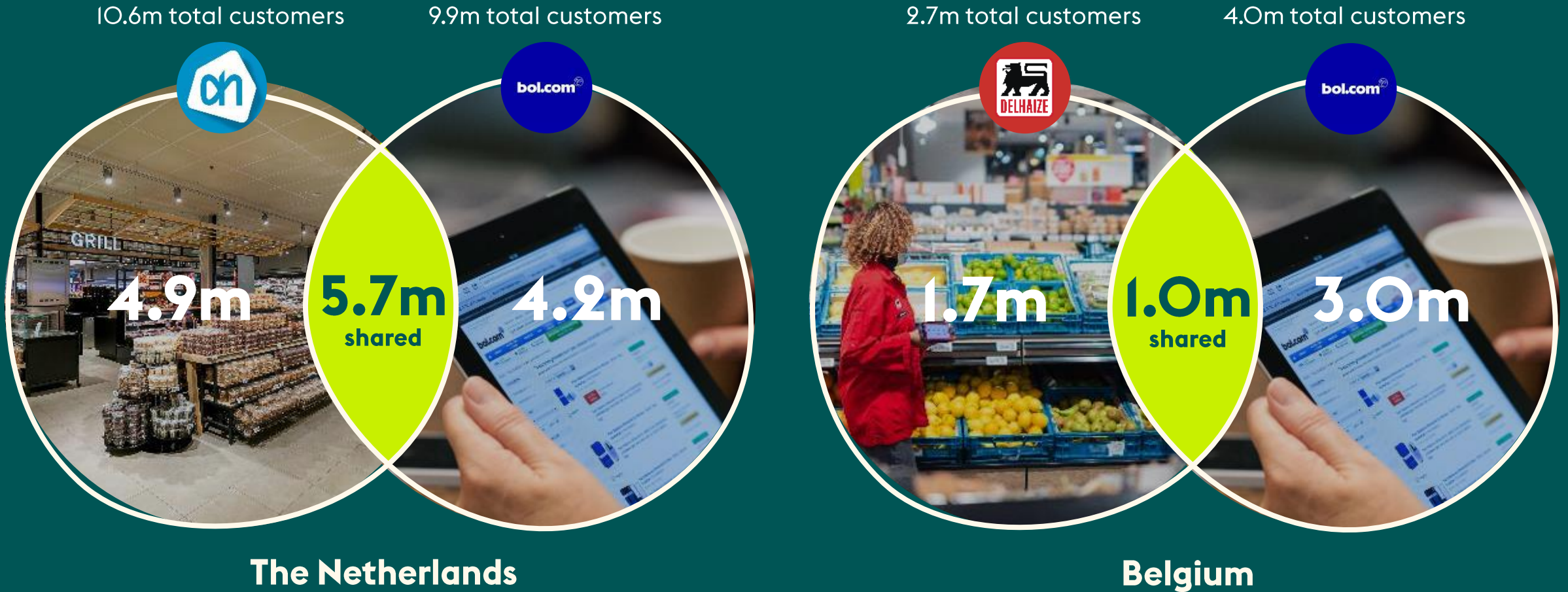


Single sign-on



# ... and believe there is even more opportunity

Potential to develop & nurture the customer base to increase share of wallet and stickiness



# Our Joint Mission

**Connect shopping experiences** across food and non-food, giving our customers...



More  
convenience



More  
value



More  
relevance



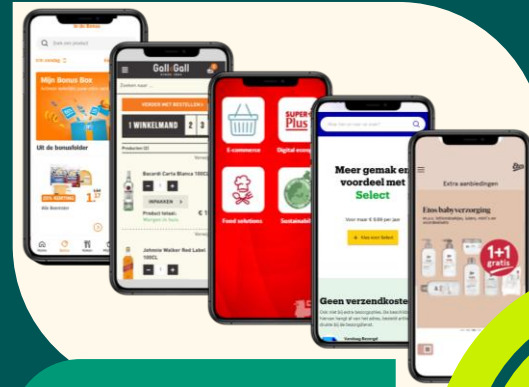
**Joint retail media services** to fund & augment customer propositions

# We will therefore create ultimate convenience in shopping

Connect our brands' shopping experiences, whilst retaining the fast & efficient shopping journeys our customers love

In the longer term, we will work to optimize deliveries and returns for even better sustainability

Easy connection  
between brands



Linked account  
convenience



Easy check out



Delivery & returns



# We will create a truly relevant experience and go the extra mile for our loyal customers

We will use our joint brand experience to realize the best and most relevant customer experience and add value across all banners

In addition, we award our loyal customers by providing additional benefits that matter to them, such as combined subscriptions, promotions and new services



Improved relevance in the customer journeys

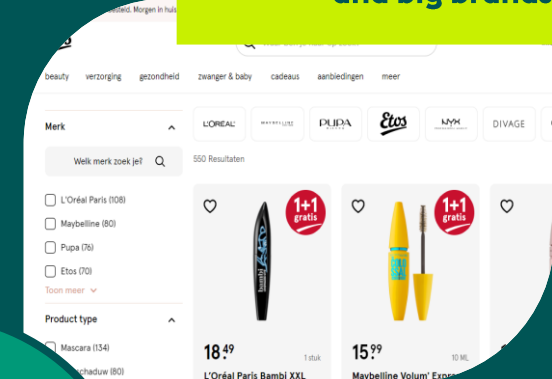


# Our joint retail media services will offer unique value to advertisers and customers

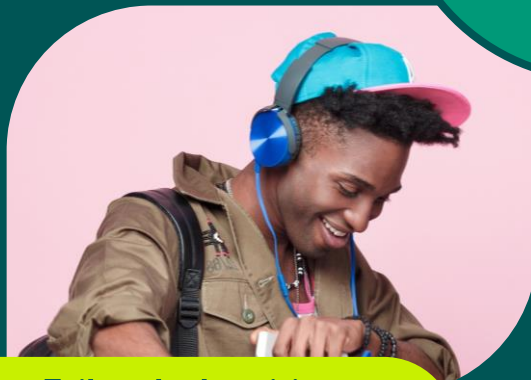
Combining our food & non-food reach and first party data yields a joint media proposition that makes us essential in every advertiser's media mix, while also leading to more relevant ads for 20m Dutch & Belgian customers



#1 Retail Media player in NL/BE



One stop shop for agencies and big brands



Tailored advertising opportunities in different shopping journeys



From shopper data to effective marketing

Proven impact on shopping carts through relevant ads





For ultimate convenience, Sam signed up for our **joint subscription program** to get all baby items any day, any time at the local store. We **remember** Sam across all our banners & channels

Convenience



Sam uses our **baby environment** to get **tips & tricks**, an easy shopping list for new parents and free samples and discounts

Convenience  
& value



When shopping at bol.com, Sam is delighted to see we are able to provide **relevant suggestions on baby clothing & toys** – based on Sam's **shopping behaviour** at Etos & Albert Heijn

Relevance



Sam is also triggered by an **on-site campaign** on a new type of diaper – just perfect! Made possible through having **better knowledge** on the 'families segment', leading to **better targeting**

Media

## Bringing this to life

Helping people like Sam with major life events such as: becoming a parent, moving to a new house, starting studies or retiring

We will delight  
**Dutch and Belgian**  
customers with our  
**joint collaboration**

Bring together  
our **great local**  
**brands**

In unique  
**omnichannel**  
**propositions**

Driving  
**convenience,**  
**value &**  
**relevance** for  
customers

Creating  
**sustainable**  
**competitive**  
**advantage**

# Thank you

