

bol.com

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Brand President bol.com

bol.com[®]

The Netherlands and Belgium are attractive eCommerce Markets

High internet penetration

96% NL / 91% BE

High smartphone usage

93% NL / 75% BE

Local eCommerce focus

90% of online purchases in NL from local websites

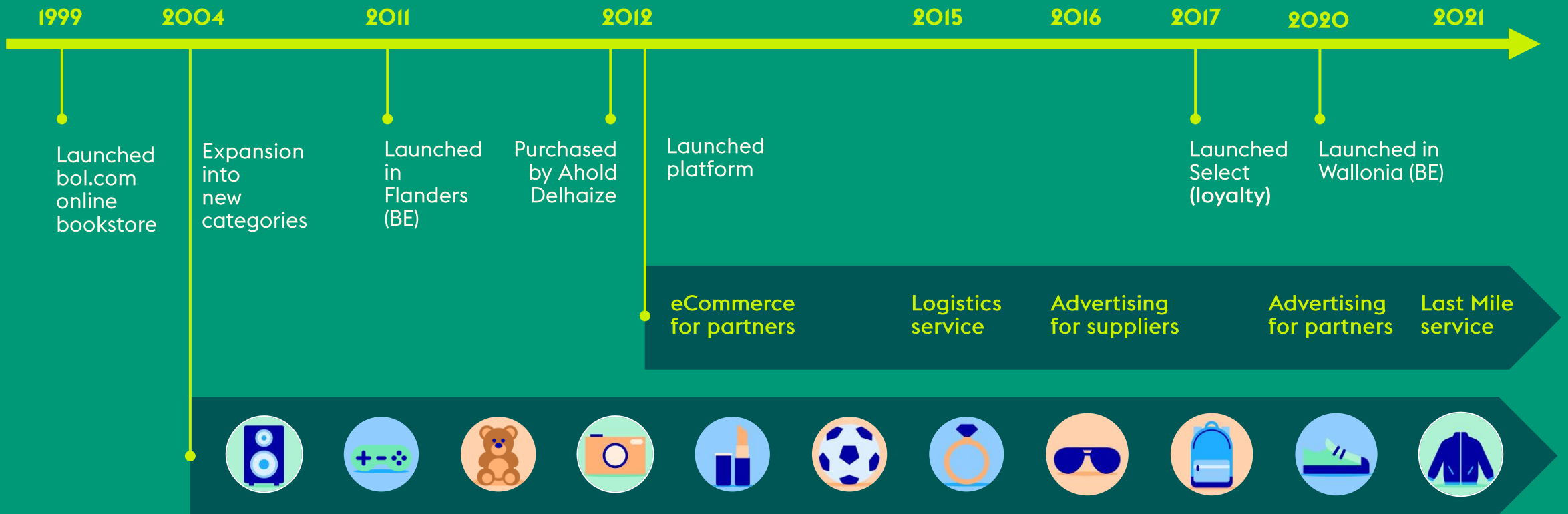
Strong eCommerce penetration

87% NL / 72% BE

Attractive geographic density

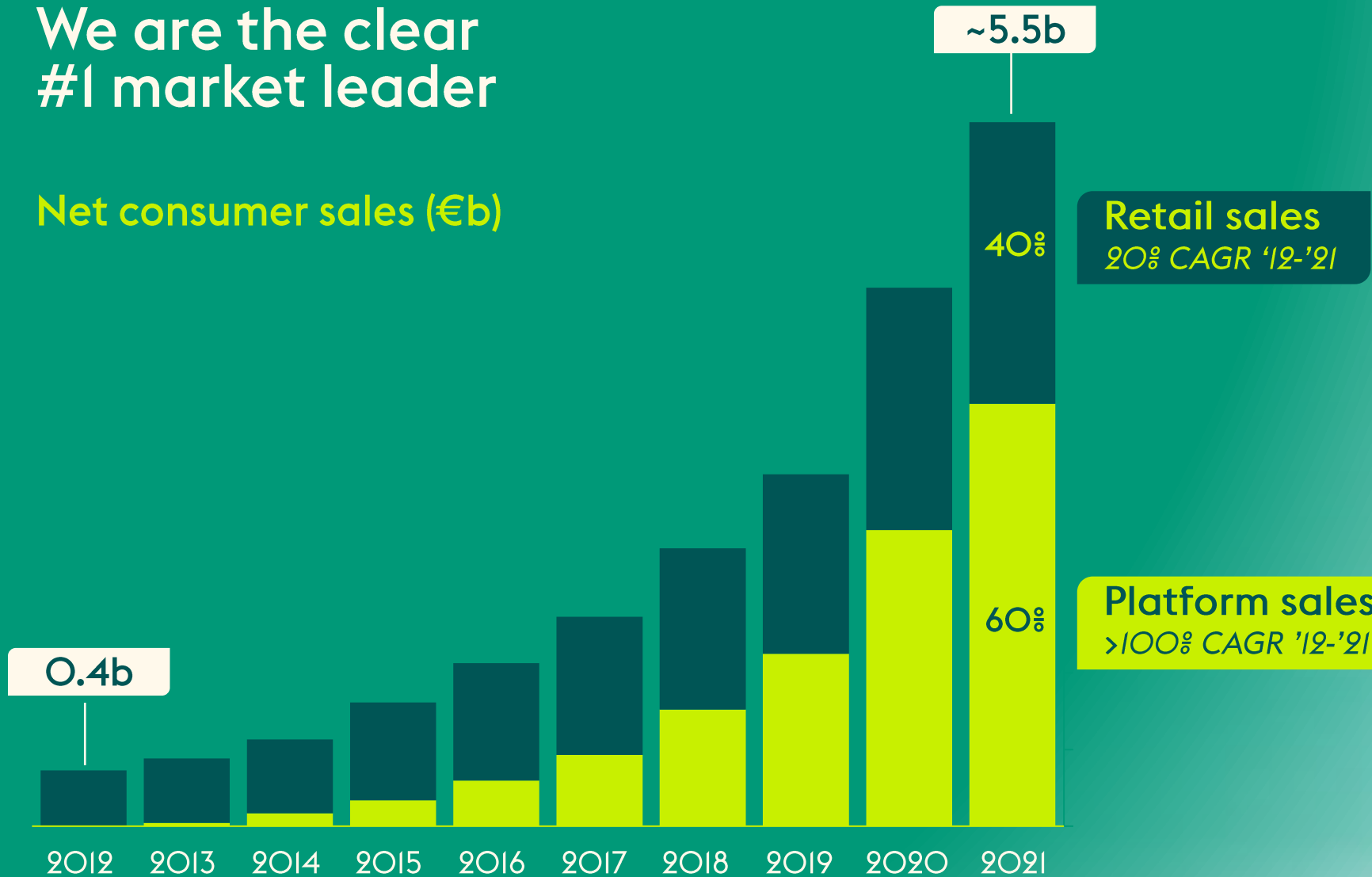
500 NL / 383 BE
Inhabitants per km²

We have shaped ecommerce in our home markets



We are the clear #1 market leader

Net consumer sales (€b)



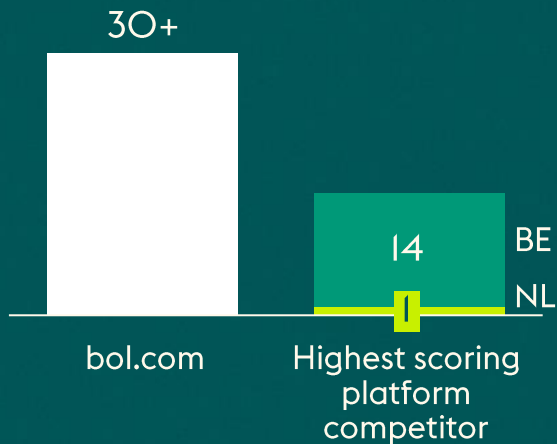
2021
EBITDA
€150-170m



Our market leadership is very strong: This is our home

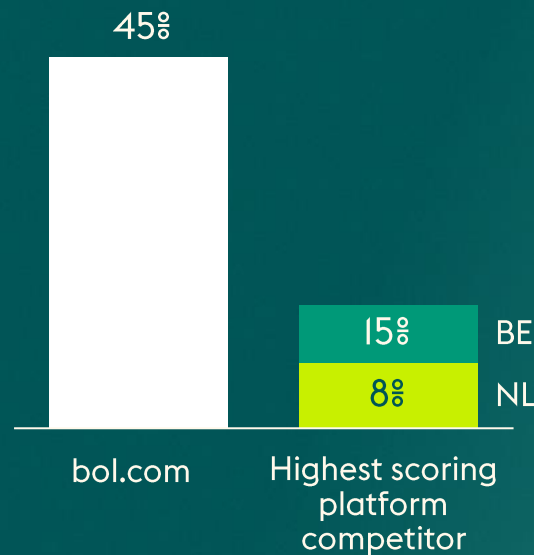
Our market leadership is very strong

NPS relational



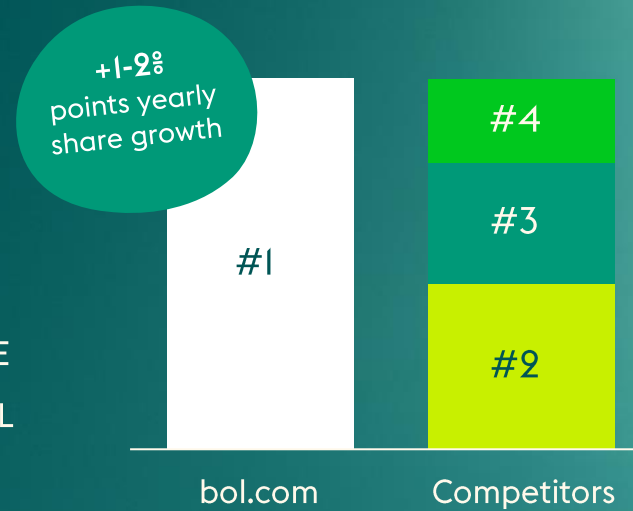
Our partners love us

Partner brand preference

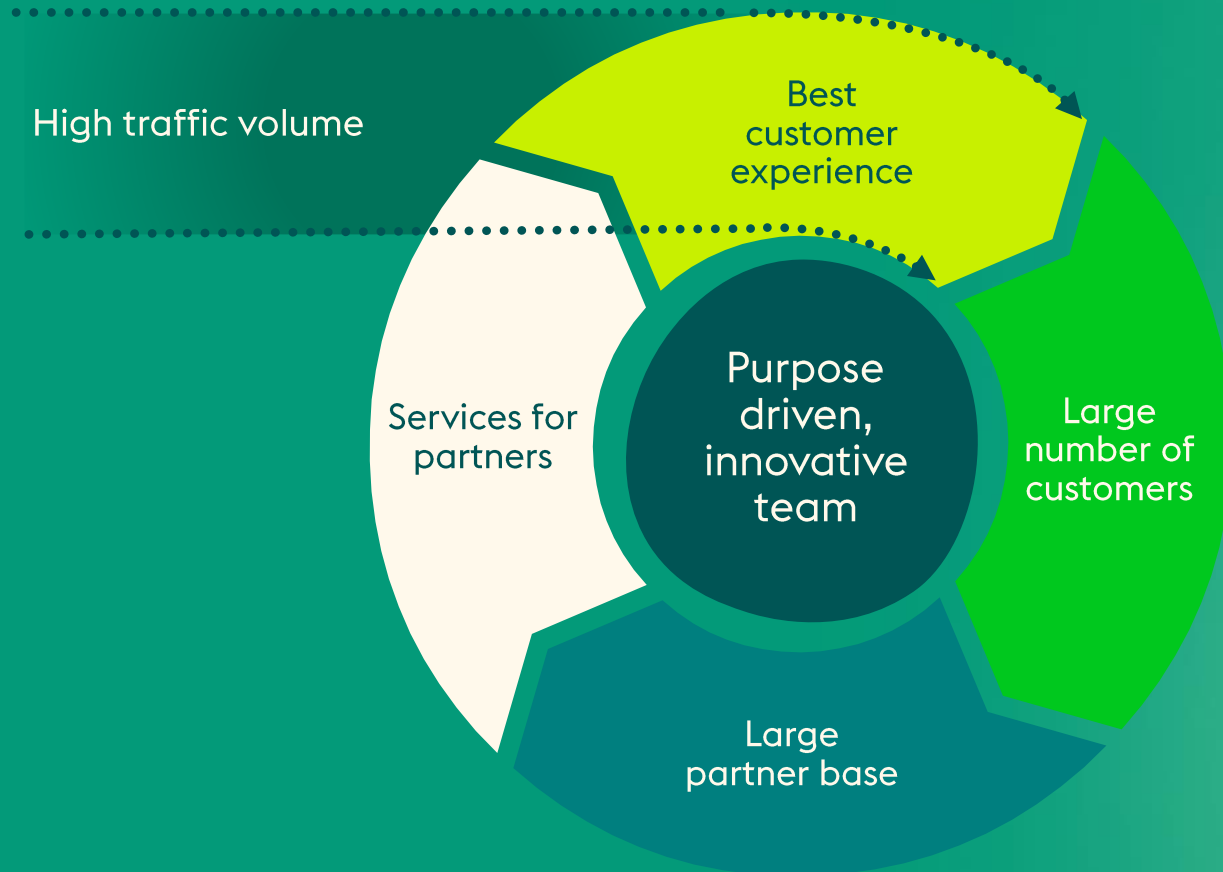


We lead the market

Relative market share NL + BE-FL



Our leadership is built on our platform flywheel, localized for our markets



Our Brand is deeply rooted in NL & BE and has enormous 'likeability'

Best customer experience

Brand awareness
>90% NL
>85% BE



140m
unique monthly
visitors
BE + NL



6x
strongest
retail
brand NL





We win through our outstanding customer propositions



“Whatever I'm looking for, I can find it at bol.com”

“Customer Service is available 24/7 and is always so friendly”

“bol.com is reliable. I trust them to deliver on their promises”

“bol.com has great deals and is fairly priced”

“Next day delivery seems to be the norm”

~34m

Number of unique products offered

#1

Best in the market on ‘easy to find product’ and ‘fast delivery’

>95%

On time delivery

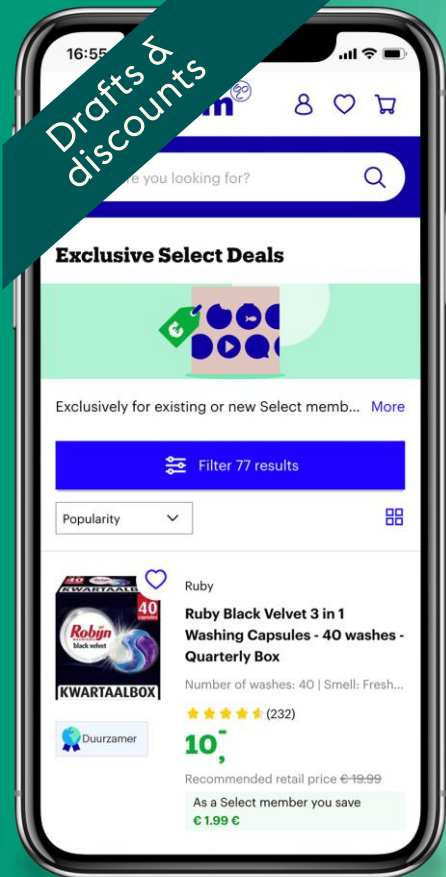
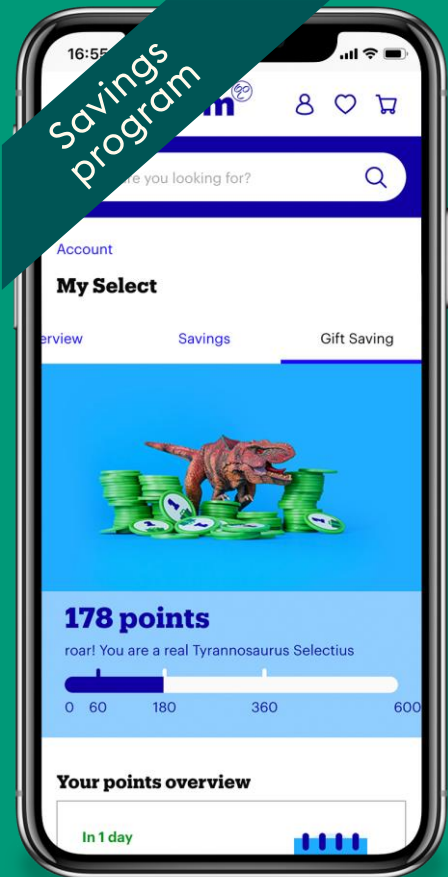
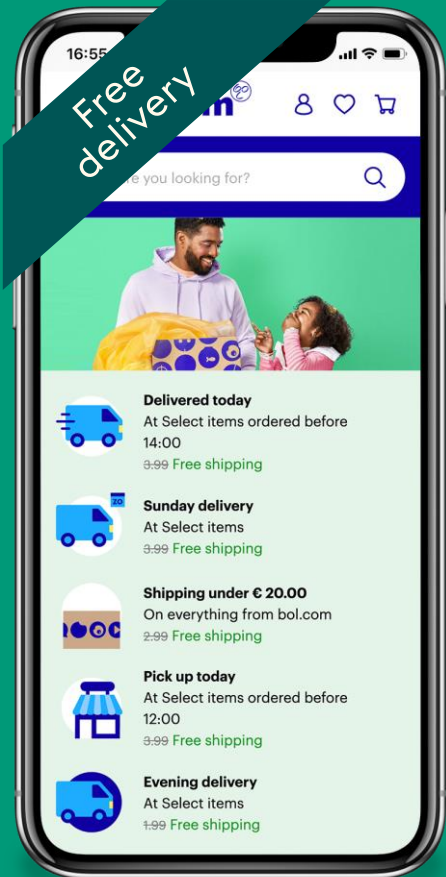
<30sec

75% of Customer service calls are answered within 30 seconds

Sources: customer questionnaires
Ahold Delhaize - Investor Day 2021



Our Select loyalty program is gaining traction fast



+80%
CAGR member growth 19-21



+€200 p.a.
spend per member

Our strong partner focus is central to our success

~47,000 local entrepreneurs

In true local partnership

60% CAGR platform sales 2019-2021

“bol.com offers access to the largest number of customers in NL & BE”



Partner Sebastiaan
Coffee specialist

“The bol.com partner service is fast, friendly, reliable and in Dutch”



Partner Jeanin
Beauty specialist

“Bol.com customers are primarily service, not price, driven and place a high number of orders per year”



Partner Youssef
Textile specialist

Distinctive services help our partners be successful

Logistic services

“Great customer experience at lowest cost”



Full logistics service

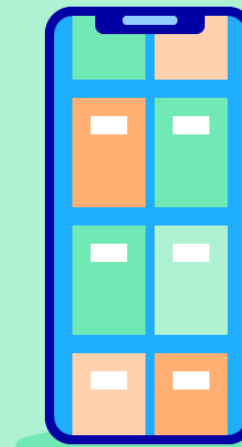


Last mile only service

>30% of platform sales through logistic services in 2021

Advertising services

“Become highly visible to our customers”



Display/Social advertising



Sponsored products

~30% of top-tier partners already use advertising services in 2021



Our success is built on our entrepreneurial & innovative team



8 / 10
on employee
engagement



3
consecutive
years best tech
employer
(Computable)



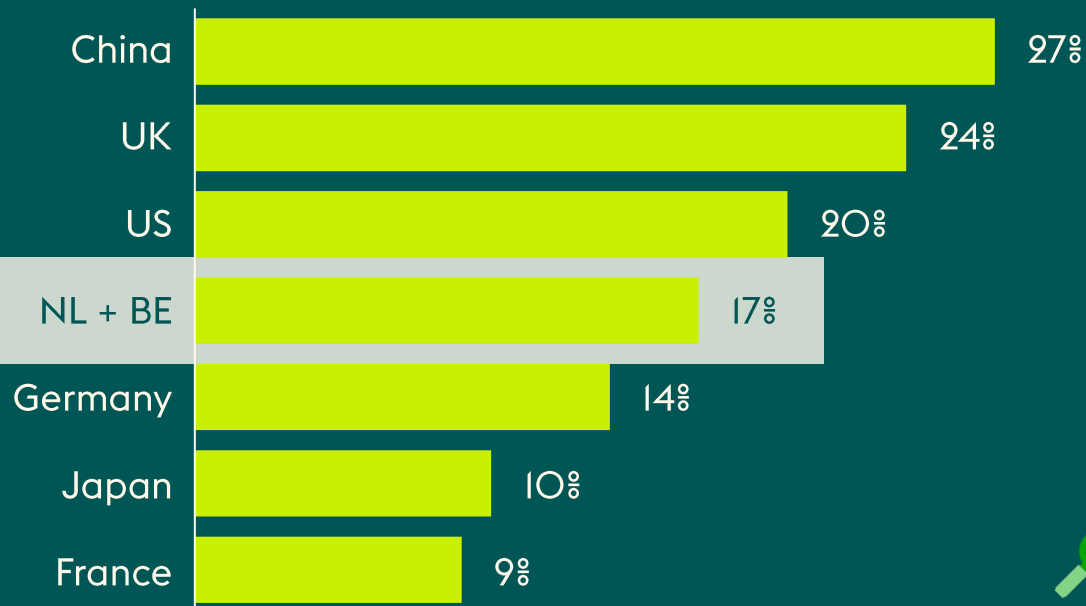
This is just the beginning



Ample opportunity for continued growth in the NL + BE online market

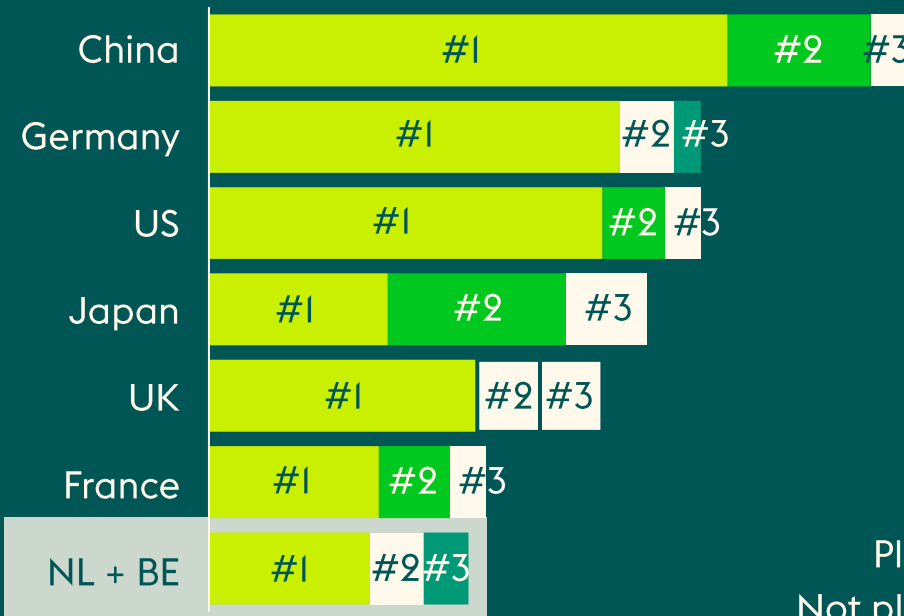
Online sales

Online as % of total retail sales in all product categories



Market share

Indicative market shares of top 3 eCommerce companies



Platform ●●●
Not platform ●

3 key game changers will enable us to further accelerate market leadership

Increase loyalty, multi-category buying and frequency



Accelerate and expand advertising services



Scale logistics services to partners



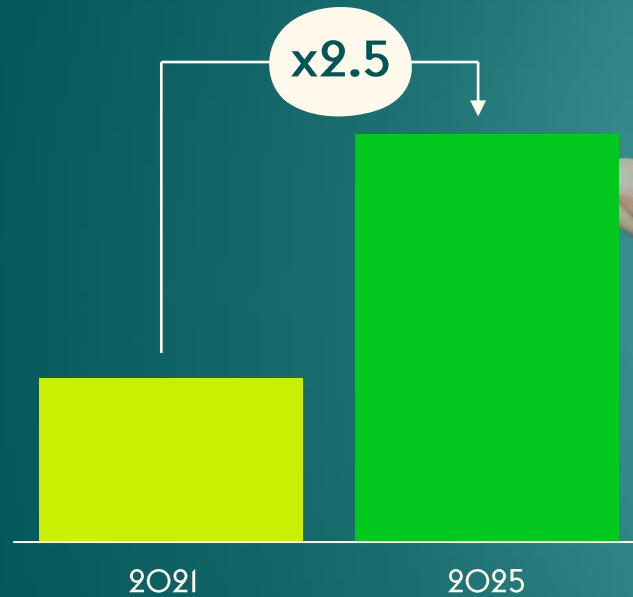
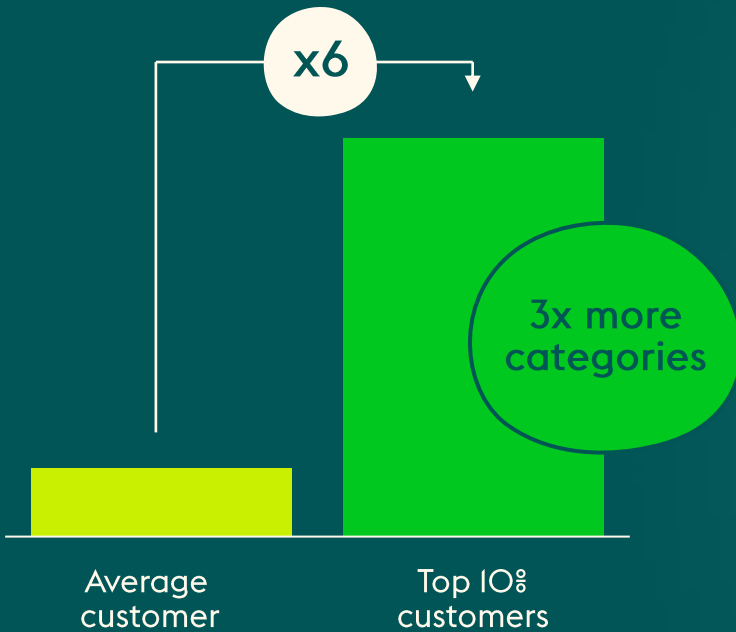


There is significant room to grow in category depth, frequency & Select

Even stronger opportunity to grow frequency and loyalty with Win in Benelux

of orders per customer, last 12 months

of orders per customer, last 12 months

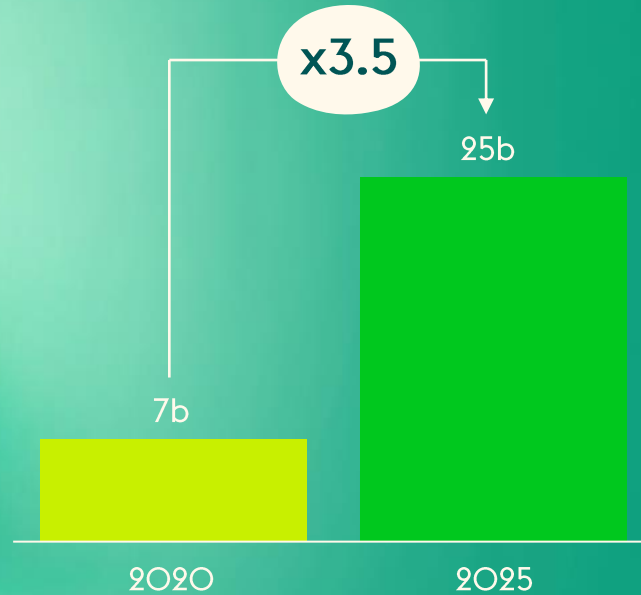


Accelerate & expand advertising services



There is ample market potential

Estimated European advertising spend on retail media [€ Bn]



We have a strong position

#1 online shopping destination

Trusted relationship with our customers and partners

Rich shopping data

Even stronger position with Win in Benelux



Scale our logistics services to improve partner and customer propositions

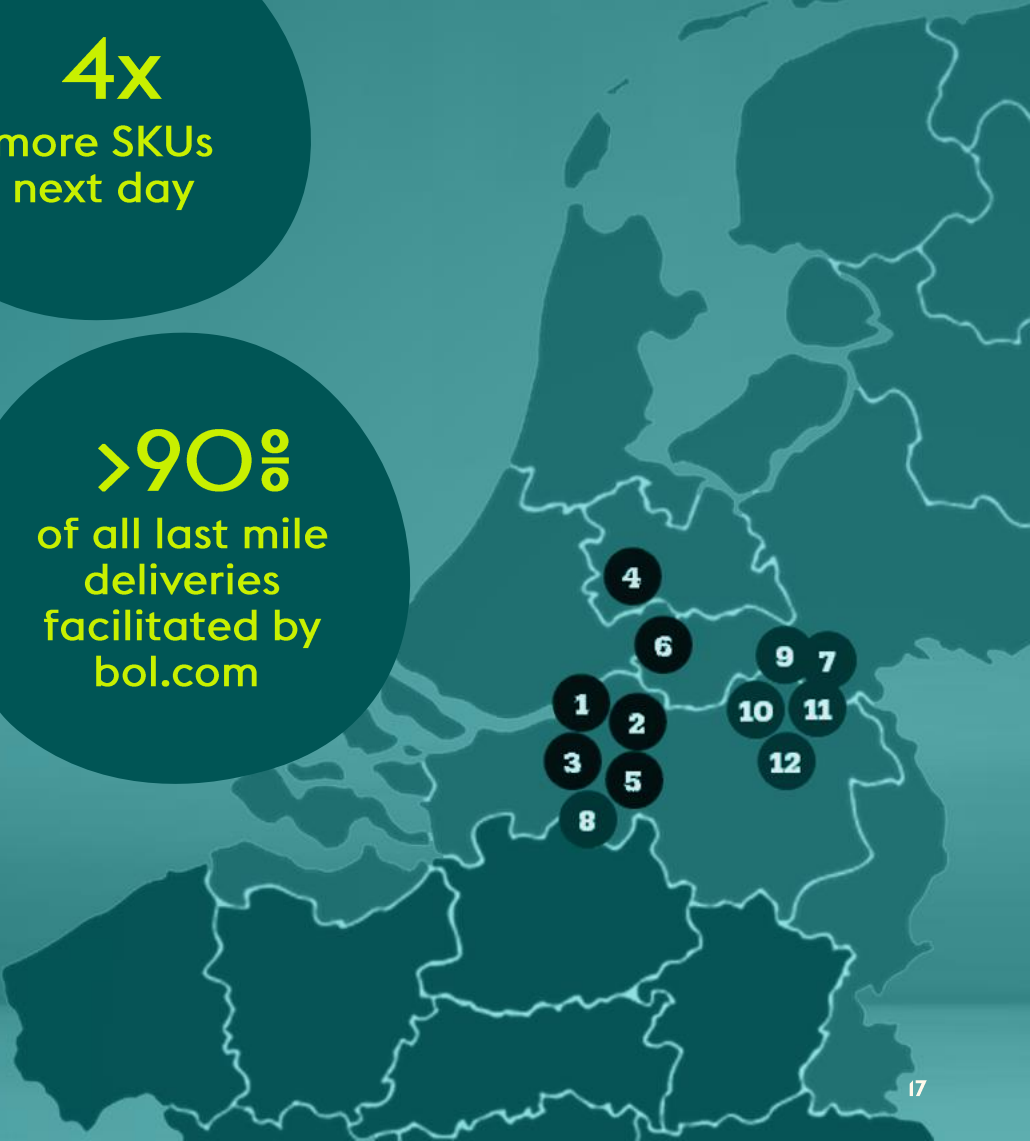


2x
warehousing footprint

4x
more SKUs next day

CO₂
neutral last mile delivery

>90%
of all last mile deliveries facilitated by bol.com



Bringing
it all
together...



Our 2025 ambition

~2x

Net consumer sales

~2x

EBITDA

~3x

Shipments facilitated by bol.com

~4x

Capital investments for
continued growth



This
really is
just the
beginning



Thank you

