

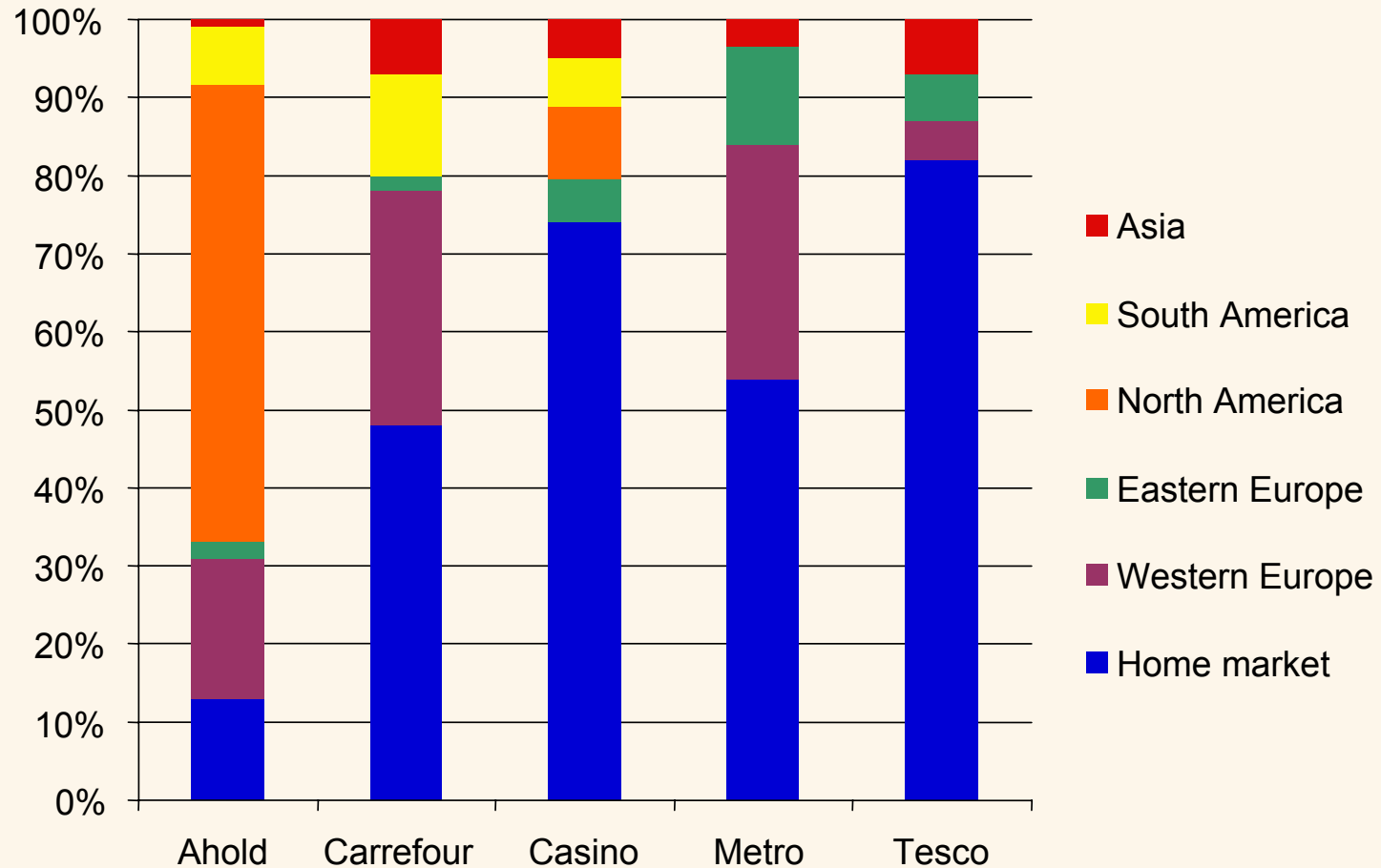
CCI Seminar

Co-operation in buying

Chairman of the Board of Coop Norden Mr. Ebbe Lundgaard

European players are internationals

Shares of business in different parts of the World



Coop in Buying

- **InterGroup (Non-food)**
- **NAF (Nordic Andels Forbund) from 1928 to 2003**
 - **Coop Trading (part of Coop Norden)**

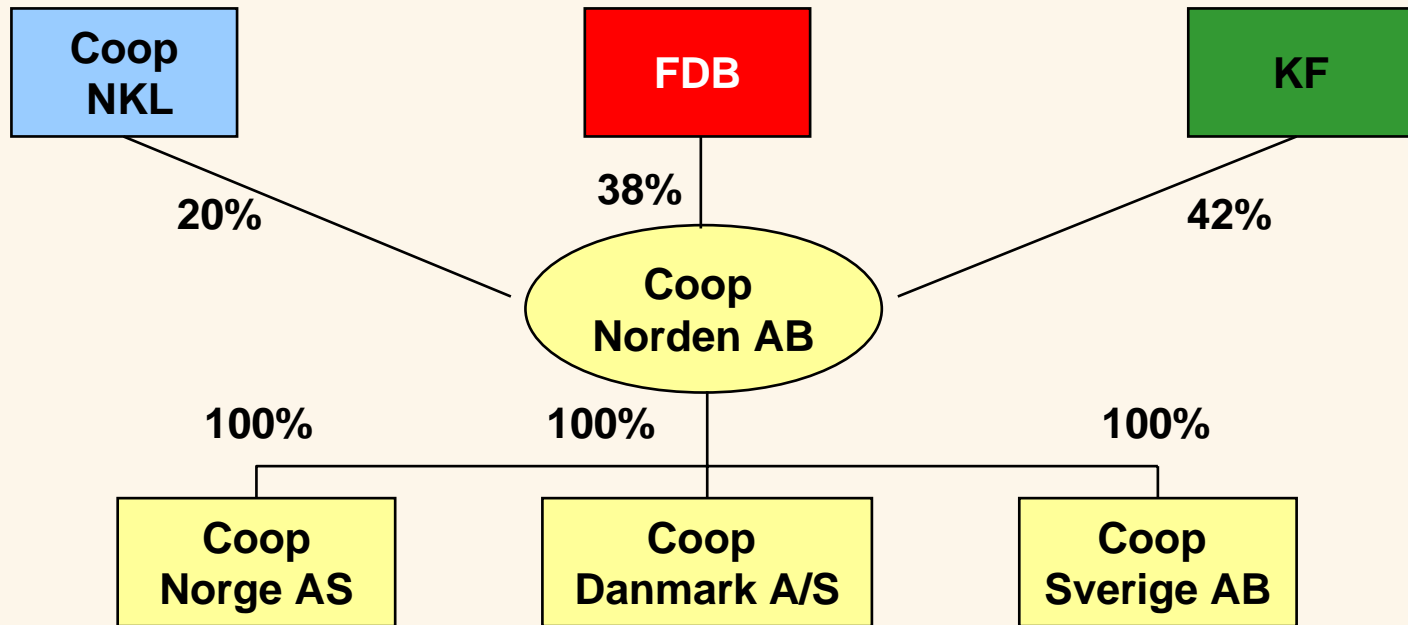
Joint buying includes SOK, Finland

Coop in the Nordic countries (excl. Finland)

- ▶ About 5 million members
- ▶ Share of retail trade everyday commodities \approx 30 percent
- ▶ Turn over almost 100 billion SEK (\approx € 10.7 billion)



Coop Norden 2002 – a cooperative group



Coop Norden

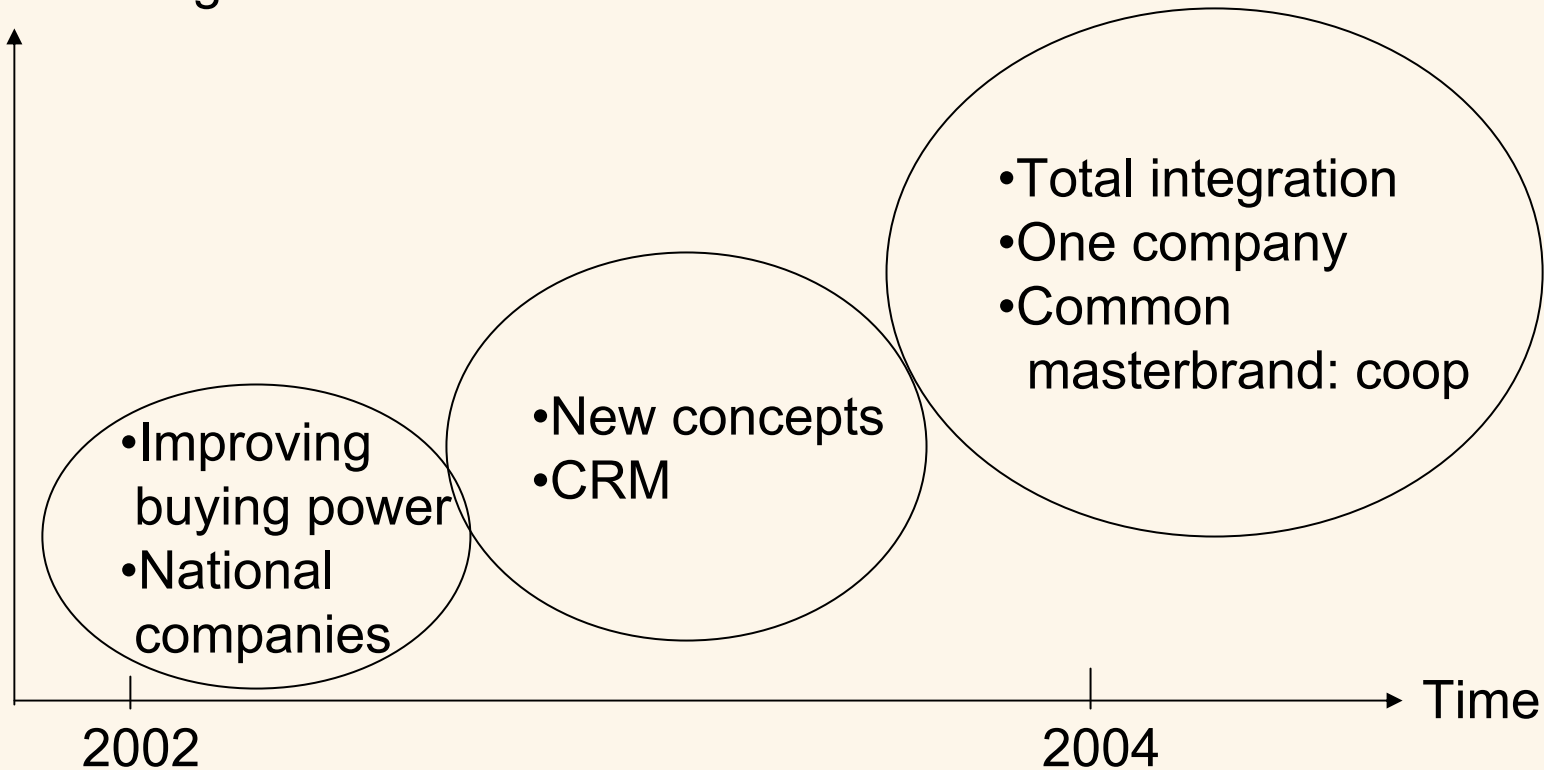
- **Turnover to consumers around 76 billion SEK**
- **Including retailing in local cooperatives
the turnover is near 100 billion SEK**
- **Substantial share of everyday commodities market;
Sweden 23%, Denmark 37%, Norway 24%**
- **1 100 shops (plus 1 800 in local cooperatives)**
- **26 000 employees
(plus 25 000 in regional/local cooperatives)**

Coop Norden since 2002

- **Harmonisation of buying**
- **Common basic shop concepts**
 - Harmonisation of IT
- **Common trade marks**
 - Coop X-tra, Ino, Tero etc.
- **New shop concepts**
 - Coop X-tra
- **Joint marketing campaigns**
 - (first campaign in november 2004)

Long term vision of Coop Norden

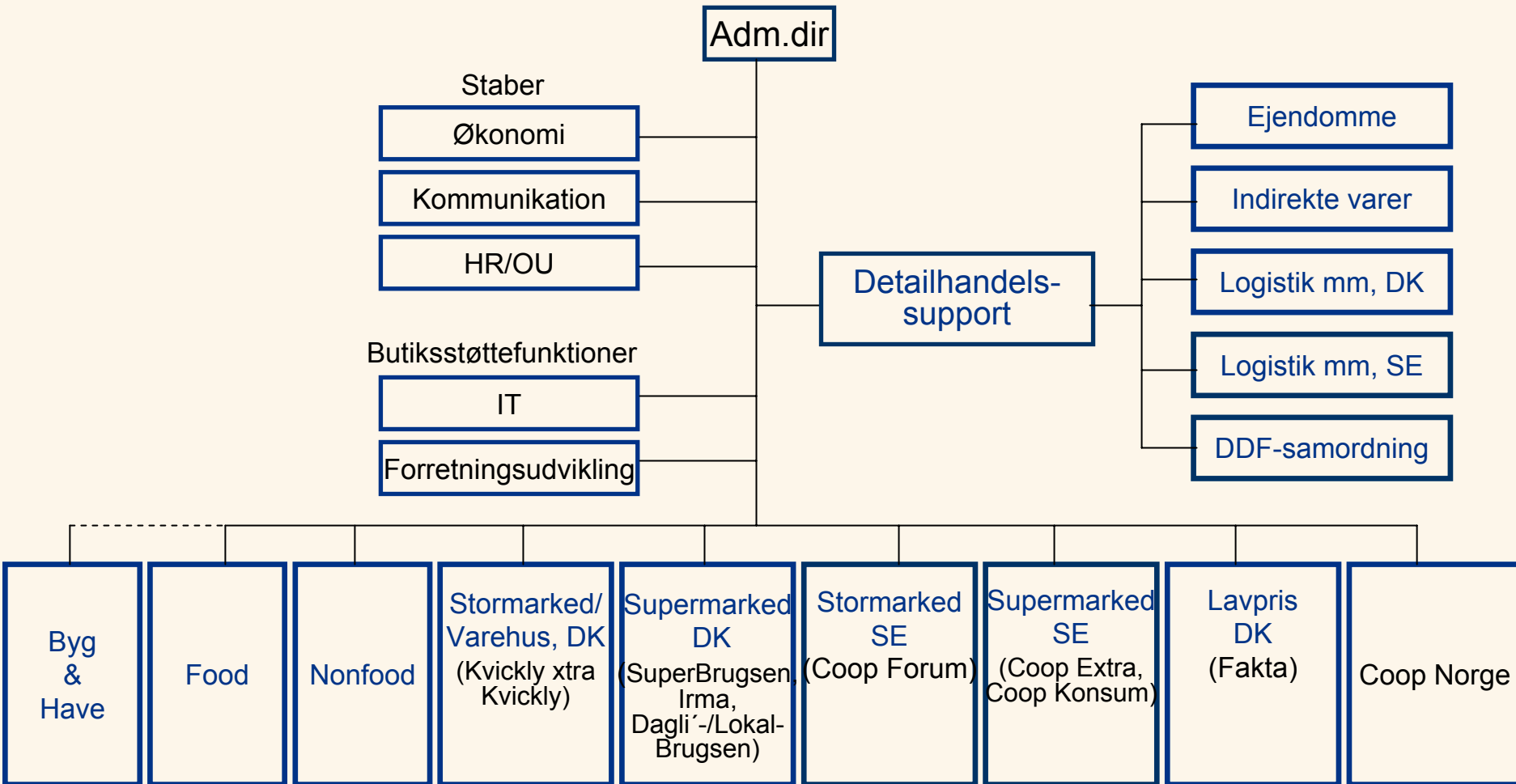
Valueadding



Plan: total integration 4-6 years

Reality: only 2 – 3 years to meet competitors

New Coop Norden organization September 2004



Long term possibilities?

- **Joint European buying unit(s)**
- **Common basic shop concepts**
- **Common trade marks**
- **Common promotion of the Coop brand**
- **One European consumer co-operative company**
- **Our competitors are single companies**