



Baird's 2021 Global Consumer, Technology & Services Conference

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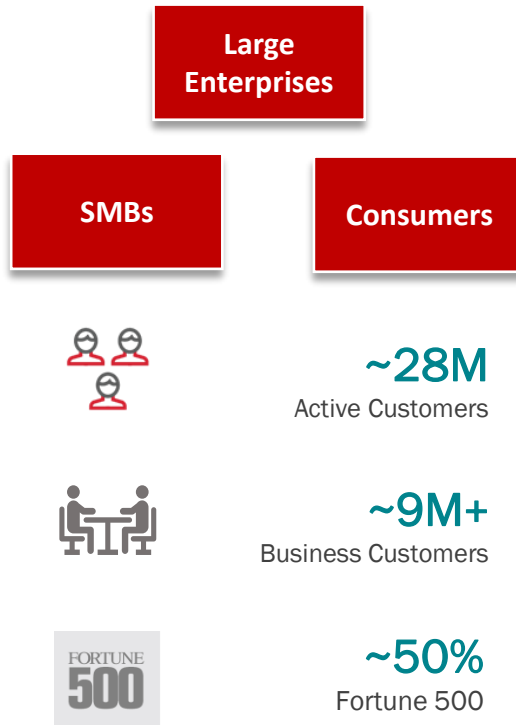
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Who we serve



Solutions we bring

Business Products & Supplies

Cleaning and Breakroom

Workspaces

Technology

Copy & Print

Private Label Products

How we serve

Robust sourcing and supply chain
reaching **99% of population next day**



To the home or **desktop**



Large and growing market presence:
~1,100 retail stores; ~1,300 sales professionals; Extensive distribution
coverage in North America

Foundation Supported by Unique & Valuable Ecosystem

Global Sourcing Capabilities

Agile & Flexible



Supply Chain

Expansive & Unique Distribution Network



Multiple Routes to Market

Enterprise Contract;
Ecommerce; Retail



ODP
THE ODP CORPORATION

Products & Services

Expanding Portfolio of Products & Services; Tech & Support



Sales/Support Presence

Sales Professionals
Over 6000 Tech Support/Field Support



Large Customer Base

Businesses & Consumers



Corporate Responsibility

ODP Business Segments



Business Solutions Division (BSD)

Large Enterprises & SMEs
CUSTOMERS

Dedicated Sales Channel
(~1,300) & eCommerce site
CHANNEL

Direct Supply Chain
eCommerce
DELIVERY

~\$5 Billion
REVENUE



Retail

Consumers & SMEs
CUSTOMERS

~1,100 Retail Locations
& eCommerce
CHANNEL

Retail Locations, BOPIS,
Ship-from-Store
DELIVERY

~\$4 Billion
REVENUE



CompuCom

Large Enterprises & SMEs
CUSTOMERS

Dedicated Technology
Sales Channel
CHANNEL

Direct
DELIVERY

~\$900 Million
REVENUE

ODP's Strategic Tenets; 5C Culture; Execution

1

Drive Low-Cost Model

Lower fixed cost, scalable model

2

Transition to Higher Growth Opportunities

Expanding our value proposition

3

Evolving into Higher Value Businesses

New growth engines, digital transformation, leveraging B2B assets

Recent
Progress

✓ Delivering solid operating results

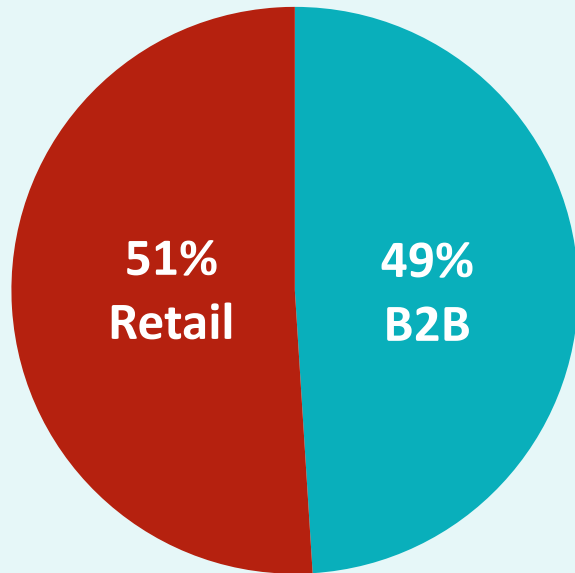
✓ Made significant progress in our B2B pivot and digital transformation

✓ Announced plan to separate ODP into two independent, publicly traded companies

Creating Long-Term Shareholder Value

B2B & Low-Cost Focus: Transforming the Business Model

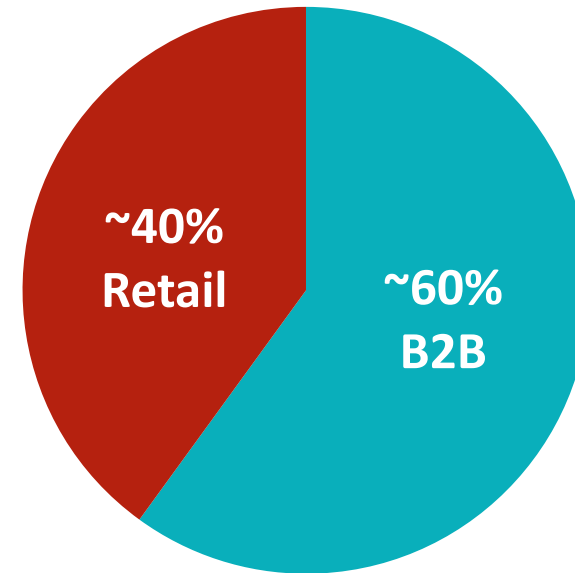
2017 Revenue



Adjacency % of BSD Revenue ~30%

SG&A % of Revenue > 20%

2019 - 2020 Revenue



Adjacency % of BSD Revenue ~45%

SG&A % of Revenue < 20%



Enhancing Retail Operating Performance & Optimizing the Store Footprint

Improved labor model and unlocking value in Retail assets

Operating Performance Improvements

- ✓ Lowering operating cost structure
- ✓ Streamlined processes including the use of technology
- ✓ More time allowed to focus on customer and sales
- ✓ Simplified store labor model with General Manager role
- ✓ Reductions in SG&A
- ✓ Goals aligned to improve same store sales

Optimizing Retail Store Footprint

- ✓ Improves retail store footprint performance
- ✓ Generates substantial cash flow to support investments and creates opportunities to enhance capital returns
- ✓ Reduces retail lease liabilities and supporting cost structure
- ✓ Provides greater flexibility in business model
- ✓ Creates more profitable footprint supports businesses/consumers

Evaluation Criteria for Optimizing Store Footprint

- Maximizing cash flow (Unlocks working capital; Captures transfers; Reduces cost)
- Reducing lease exposure; Flexibility on lease terms may affect pace

Key Long-term KPI's

- Overall lease liabilities
- Duration of leases
- Cash flow expectations

BSD: Customer Focused

Differentiated Value

The Essential Assist

*Helping customers start,
manage, and grow their business*

- ✓ Single source solution; custom reporting and visibility
- ✓ Dedicated Account Team; Product Specialists
- ✓ Desktop Delivery
- ✓ Business Exclusive Pricing
- ✓ ~99% of US zip codes covered next day through 30+ Distribution Centers & Ship from Store
- ✓ Same-day service through “Buy Online Pick Up In Store”



Office DEPOT OfficeMax CompuCom. GRAND&TOY.

Customers

200K+

enterprise customers

Nearly Half

Fortune 500

**Public agencies &
private corporations**

94%

Customer Retention

Top Industries

Education

Manufacturing

Healthcare

Public Administration

Growing BSD

Execution Priorities

1 Market Expansion

- Growth plan by segment, vertical, and LOB
- Expand coverage into new growth opportunities
- M&A targets based on strategic alignment

2 Customer Focused

- Superior Account Service prioritize sales based on individual customer needs
- Account plans to drive increased value, alignment, and solution set
- Digital enhancements

3 Coverage & Capacity

- Increase “*Virtual Selling*”
- Sales capacity plan aligned to growth objectives
- Enhanced training tools

4 Profitable Growth

- Drive margin expansion and commitment to low-cost business model
- Increased share-of-wallet within account base
- Full benefits of the **Targeted Growth System**



Creating & Driving the Next Gen Digital Business Platform

Integrated source-to-settle digital business platform utilizing ODP's comprehensive B2B ecosystem combined with proven technology and business expertise

Modern source to settle business platform

\$8 trillion+ marketplace with less than 20% enabled on-line

Curated & value-add experience for customers

Natural evolution and leverages our ecosystem

Experienced team in-place & relatively low capital investment

Procurement technology, partners and customers in place

Strong Progress on B2B Pivot & Digital Transformation



BuyerQuest

New technology platform business integrated BuyerQuest
Leading procure-to-pay (P2P) platform accelerates tech development

New Customer Launches
Growing Pipeline and Interest

Advanced collaboration with Microsoft

Broad reach to millions of customers
Successful technical demonstration at industry conference
Preparing for launch to Business Central customer later in year

Working closely with suppliers

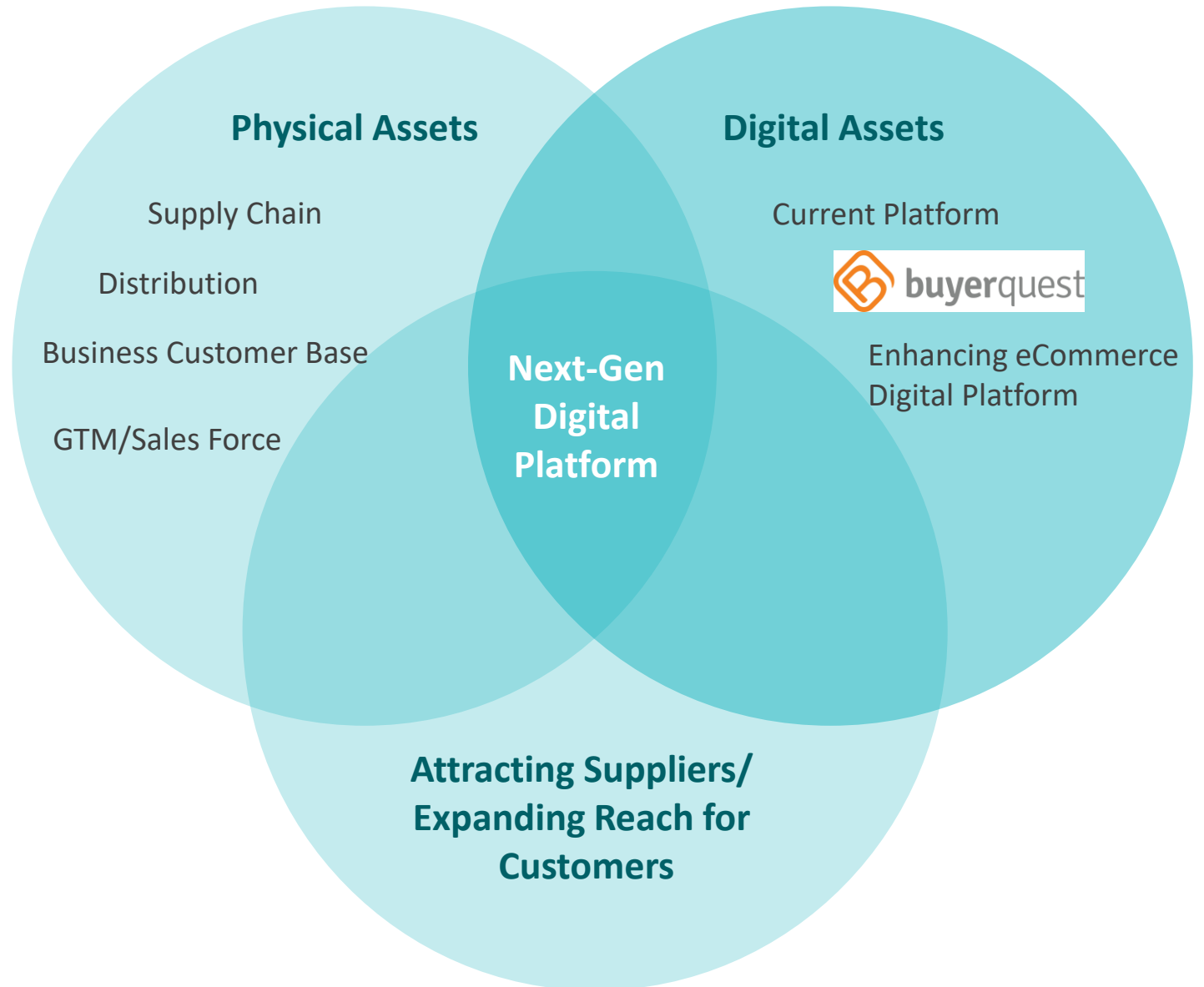
Growing interest from supplier community
Broad capabilities and reach on new digital platform



Why ODP – Right to Win!

The "right" assets, technology, digital platform and team in-place!

Customers want an integrated digital solution



Separation Creates Two, Highly Focused, Publicly-traded Companies



Remaining business



Office Depot Corporation

A leading B2C brand and provider of business products and services, consisting of:

Office Depot
Office Max
Retail Stores

Direct Channel
(officedepot.com)

Key capabilities and assets also include:

Merchandising

Marketing

Spin-off



NewCo

A leading B2B distribution business and business commerce platform, consisting of:

US Core
Contract

B2B Digital
Platform Business
(includes BuyerQuest)

Grand & Toy
and Federation

CompuCom*

Key capabilities and assets also include:

Supply Chain Assets

Procurement & Sourcing



Office DEPOT OfficeMax CompuCom. GRAND&TOY.

* Plan for value-maximizing sale of CompuCom, ODP's managed workplace services provider subsidiary, continues to move forward

Separation Expected to Unlock Value for all Stakeholders

CUSTOMERS

Increase focus on the unique needs of differing customer bases through aligned go-to market strategies and approach to innovation

Build new capabilities to improve customer experience

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INVESTORS

Execute capital investments to **maximize valuations** and better **align with shareholder specific return profiles** across income and growth

Pursue value creation strategies that **allow for more targeted investment opportunities**

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TEAM

Attract and hire talent that is motivated by the specific mission of each entity and provide greater advancement opportunities

Optimize the skill mix to fit the unique needs of each business

Empower team to have more focused business strategy and goal



ODP: Compelling Shareholder Value Proposition



- ✓ **Leading B2B distribution company with multiple channels to market and an expanding portfolio of products and services**
- ✓ **Valuable ecosystem with unique supply chain and distribution presence to serve customers in all environments**
- ✓ **Unlocking shareholder value through separation of Retail and B2B businesses**
- ✓ **Multiple levers to pursue future growth and value creation**
- ✓ **Developing and launching the NextGen Digital B2B platform aimed at the large and growing business commerce market**
- ✓ **Strong financial position supporting consistent return of capital**