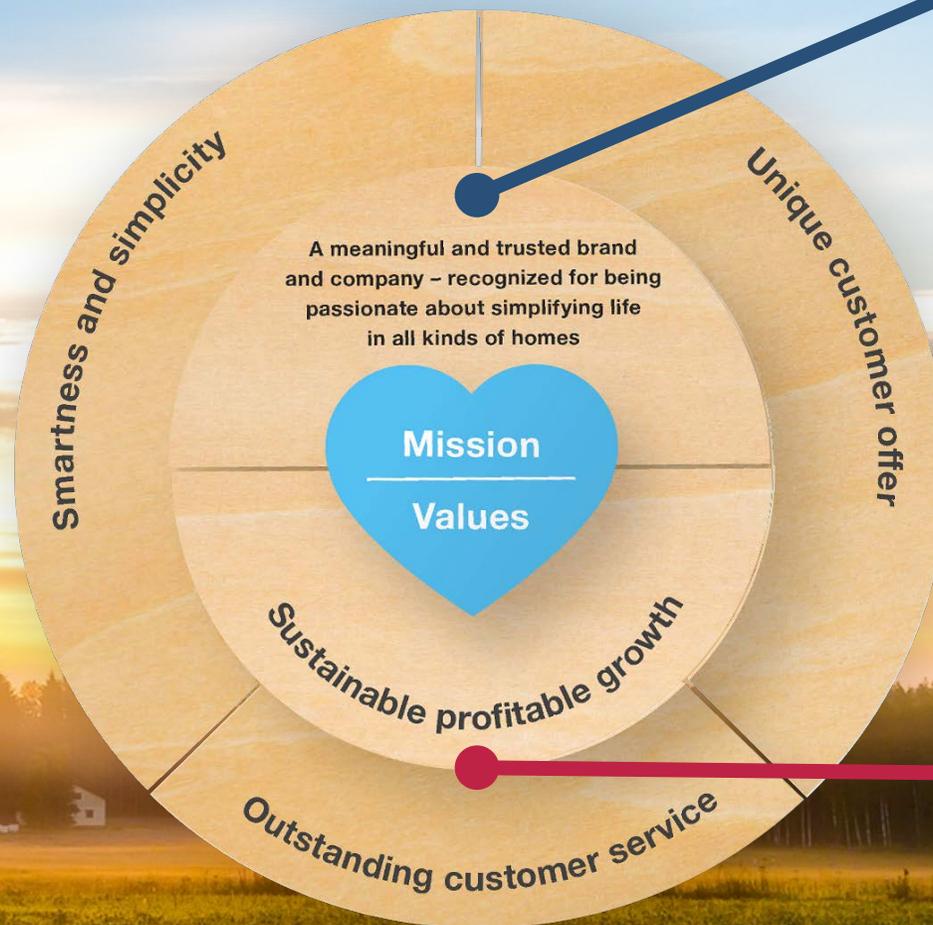




NEW GOALS AND FINANCIAL PLAN 2018/19-2022/23

Lotta Lyrå

Objectives



Targets based on

- Customer base
- Customer perception
- Co-worker perception

Targets based on

- ① Sales growth
- ② EBIT margin
- ③ Capital structure
- ④ Dividend

1

Sales target

Average annual organic sales growth of 5% during next five years

- Sales per customer increases
- Sales per square meter increases
- Sales online to double every other year

2

EBIT margin target

- Operating margin at 6-8% within next five years
 - Share of own brands increases
 - Efficient organisation
 - Product development, purchasing and logistics systematized
- During the first two years approximately 1-2% of the underlying operating margin will be invested in strategic initiatives

3

Capital structure target

Net debt / EBITDA below two (2) times

- Investments in line with financial position, cash flow and credit facility

4

Maintained dividend policy

- Dividend policy unchanged
 - The dividend is to comprise at least 50% of earnings per share after tax, with consideration for the company's financial position
- During the first two years the ambition is to maintain the dividend at the same level as last year in absolute terms

Summary financial targets

1

Average annual sales growth of 5% during next five years

- Sales per customer increases
- Sales per square meter increases
- Sales online to double every other year

2

Operating margin at 6-8% within next five years

- Share of own brands increased
- Efficient organisation
- Product development, purchasing and logistics systematized

3

Net debt / EBITDA kept lower than two (2) times

- Investments in line with financial position, cash flow and credit facility

4

The dividend policy unchanged

- The dividend is to comprise at least 50% of earnings per share after tax, with consideration for the company's financial position

Financial targets follow up

Monthly follow up

(press release on monthly sales development)



- Sales growth
- Sales growth like for like
- Sales online

Quarterly follow up

(Q-reports)



- Sales per square meter
- Operating margin
- Net debt / EBITDA

Yearly follow up

(Annual report)



- Dividend
- Share of own brands



Byt bild

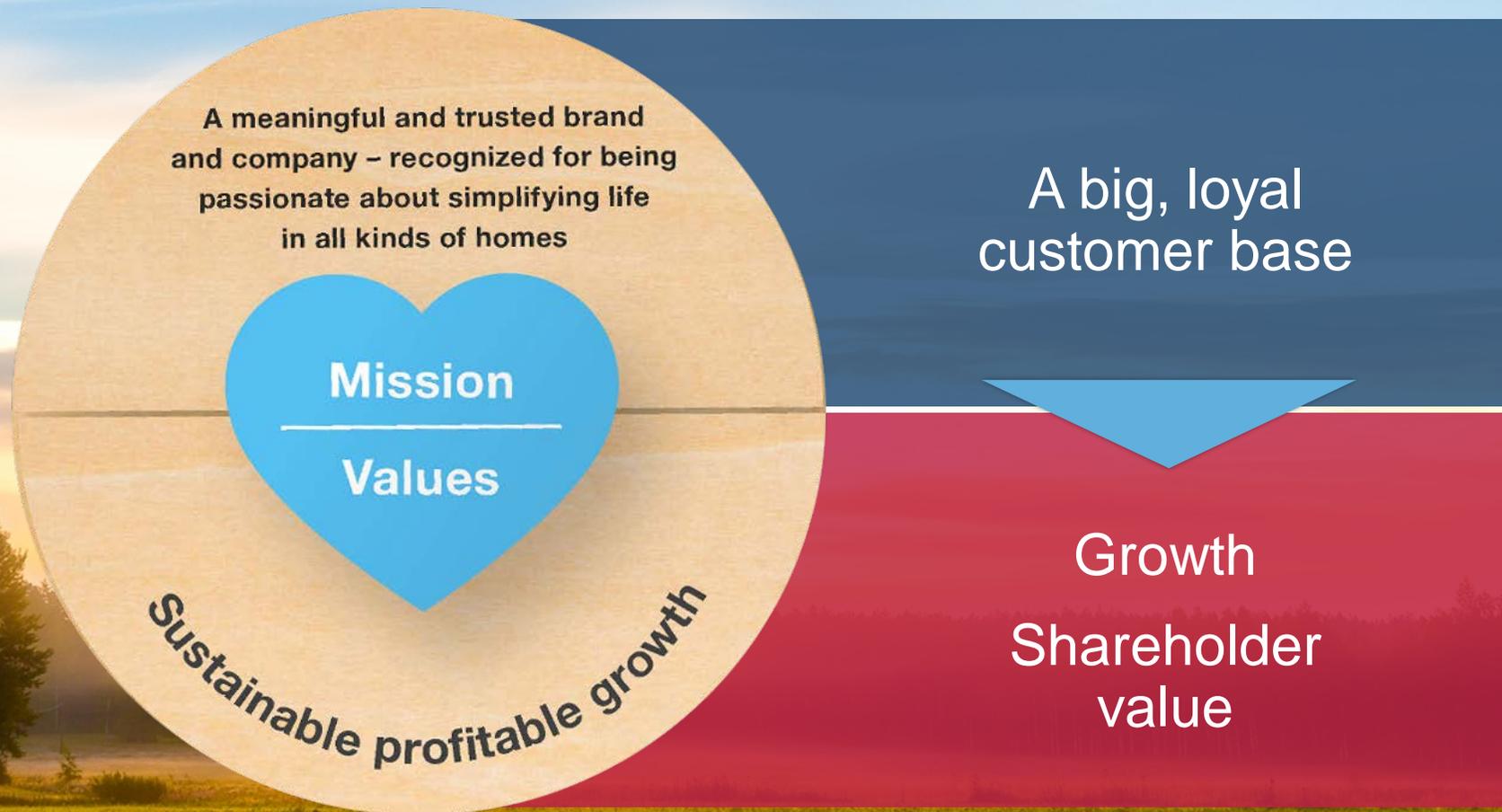
NEXT STEPS

Har du sett den här?



Passionate about simplifying
life in all kinds of homes

What we want to achieve 100 more years – our business objectives



Creating value for our customers



C/O platform

- One point of contact
- Access to all of Clas Ohlson
- Unique loyalty setup



Product offering



Service offering



Store experience

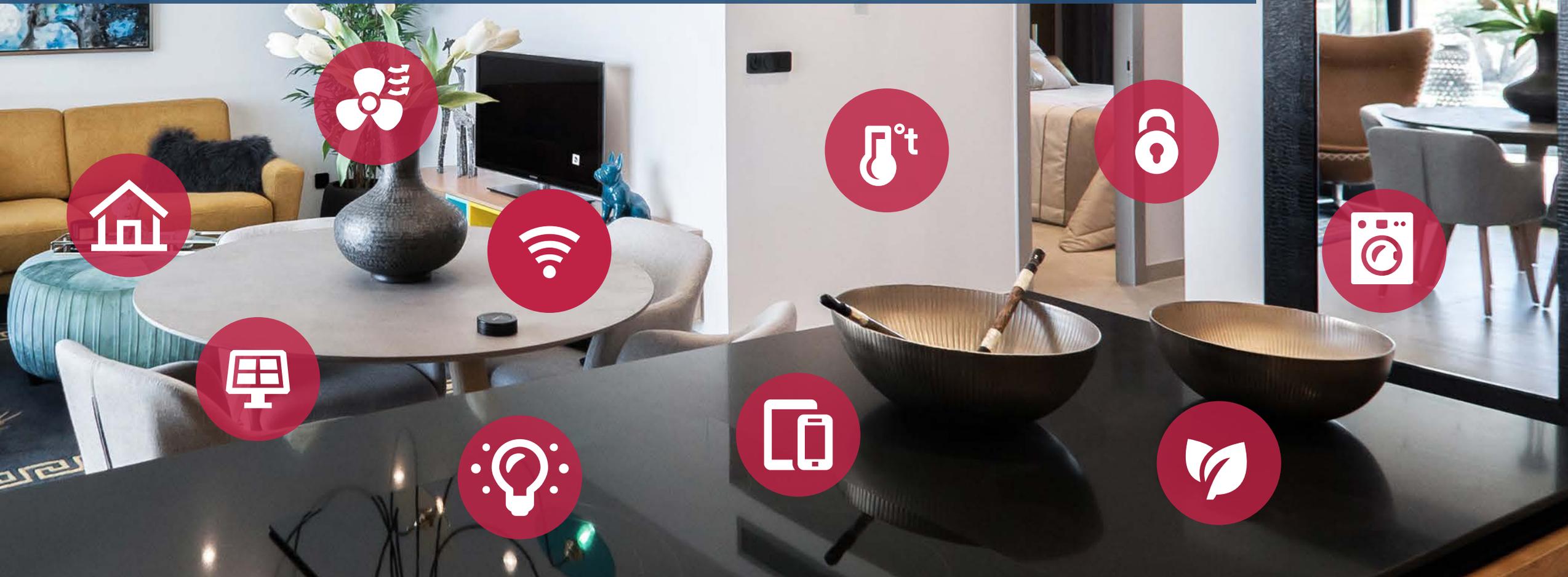


Online experience



Passionate about simplifying life in all kinds of homes

Clas Ohlson has a much bigger role to play in peoples every day lives and homes than today



100
YEARS OF clas
ohlson