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
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
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
Capital structure target

Net debt / EBITDA below two (2) times

• Investments in line with financial position, cash flow and credit facility
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
Passionate about simplifying life in all kinds of homes
What we want to achieve
100 more years – our business objectives

Mission
A meaningful and trusted brand and company – recognized for being passionate about simplifying life in all kinds of homes

Values
Sustainable profitable growth

A big, loyal customer base

Growth
Shareholder value
Creating value for our customers

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

C/O platform

Product offering
Service offering
Store experience
Online experience

Passionate about simplifying life in all kinds of homes

CAPITAL MARKETS DAY 2018
Clas Ohlson has a much bigger role to play in peoples every day lives and homes than today