

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

Objectives

Targets based on

- Customer base
- Customer perception
- Co-worker perception

Smartness and within Unique customer offer A meaningful and trusted brand and company - recognized for being passionate about simplifying life in all kinds of homes **Mission** Values Sustainable profitable growth Outstanding customer service

Targets based on
Sales growth
EBIT margin
Capital structure
Dividend



As- | Ene starke Maschine mit ex m-- tra hoher Leistung für größe - Bauprojekte und Renovie

Sales target

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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



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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



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Capital structure target

Geeignet für EINFACHERE PROJEKTE Velseitige Maschiene mit einem Drehmoment von bis zu 30Nm.

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Net debt / EBITDA below two (2) times

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



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Ma- | Eine starke Maschine mit ex im- | tra hoher Leistung für größe a- | re Bauprojekte und Renovie-

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

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

3)

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

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

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Operating margin at 6-8% within next five years

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

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)

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



Yearly follow up

- (Annual report)Dividend
- Share of own brands



NEXT STEPS

301

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310 -

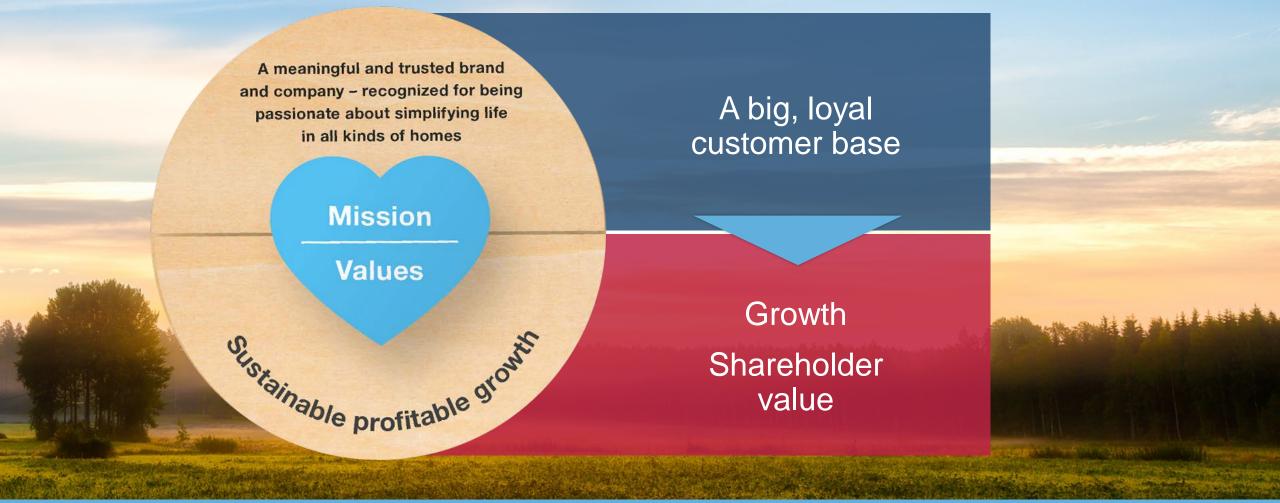


Passionate about simplifying life in all kinds of homes



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





Creating value for our customers

One point of contact



C/O platform



Product offering



Service offering



Store experience



Online experience clas ohlson

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

