



The better shopping experience

... för en strålande glansfull hårfärg

Ratos Capital Markets Day, June 12 2017

Nina Jönsson, CEO

A **global leader** with 60+ years of experience

- 50 markets
- 1.4 Bn SEK turnover and
85 MSEK Operating EBITA
- 1000 employees
- 4 design centres
- 4 factories



Re-start



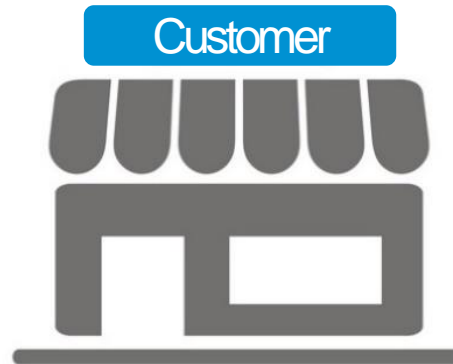
Transformation to a more customer centric organisation

Commercial organisation

Björn Borgman
Group Commercial Director



- 16 years international consumer goods & retail
- Trade terms
- New base cost model
- New Areas structure
- New bonus model
- Customer project Design Teams moved to commercial organisation



Marketing, Research & Innovation

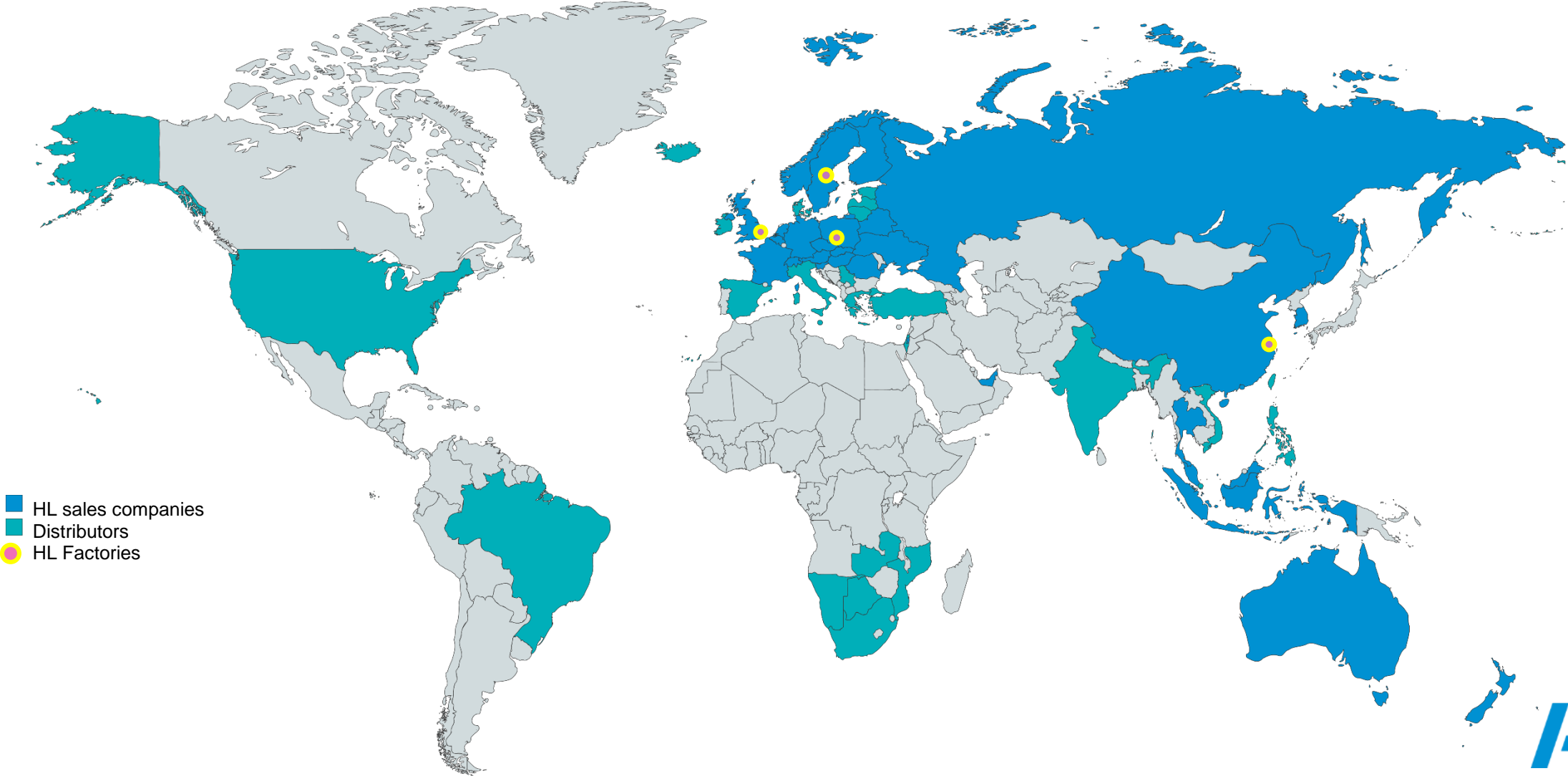
Peder Clason
Group Marketing Director



- 14 years international consumer goods & global brands
- New product managers
- Offering expansion
- Acceleration of new product development
- R&D moved to Group Marketing



Unique presence across the globe





Today our solutions are installed in

265 000 STORES

We enable a better shopping experience with the
widest offering on the market

Store communication
solutions
50%

Merchandising
solutions
30%

Lighting & instore
connectivity
10%

Secondary
displays
10%





Drive **sales**

Save **labour cost**

Create **differentiation**

Reduce **waste**



Retail is our passion

We are proud to be trusted suppliers to the biggest retailers and brands globally



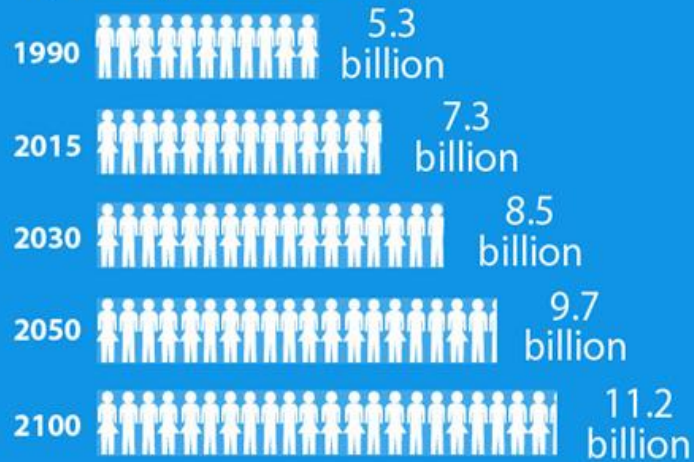
We believe the future is bright for our business

Retail is a long-term growth business, correlated with population growth.

- Total grocery retail will continue to grow
- Conversion to modern trade globally continues
- Penetration of HL-like solutions still relatively low

World Population

Projected world population until 2100



Source: United Nations Department of Economic and Social Affairs, Population Division, *World Population Prospects: The 2015 Revision*
Produced by: United Nations Department of Public Information



Shopper behaviours evolving

1. Longer working hours
2. Ageing population
3. Single households/buying for one
4. -50% time spent cooking



60 → **30** min
1980 2015

Shopping fewer items, more often



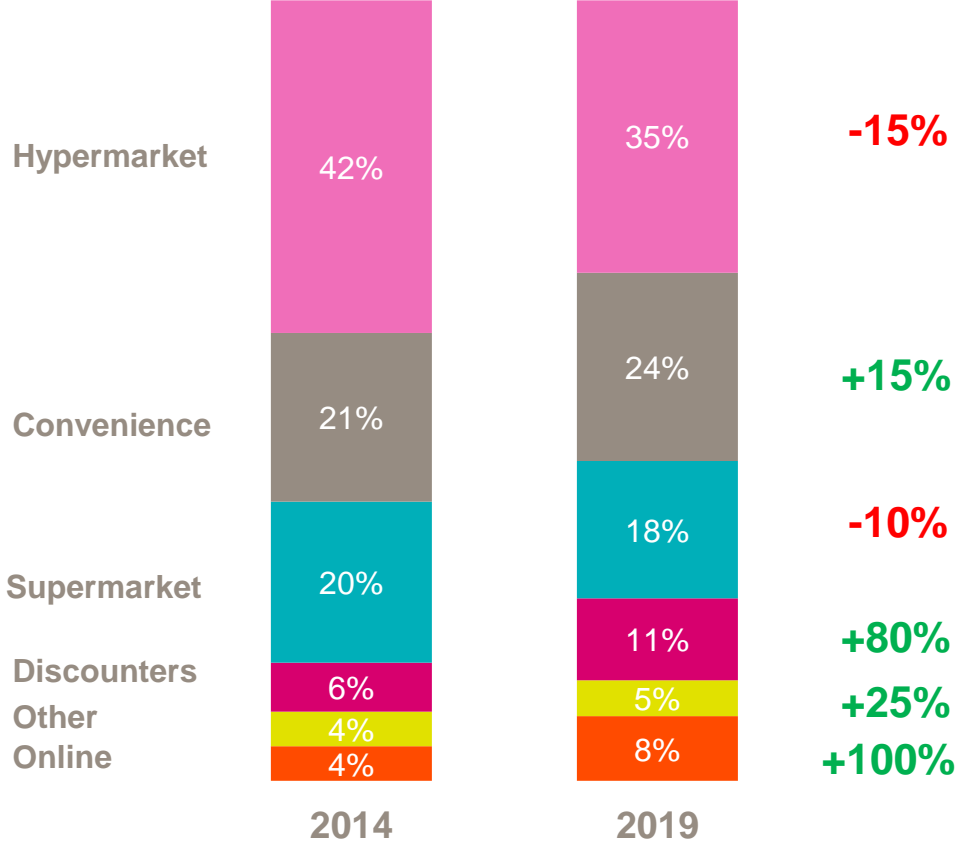
Impact of digitalisation and online retailing

- Online growing fast. Predicted to reach 8% of retail sales in 2019; 20% by 2025
- Retailers under pressure to improve their offering, renew stores, and the instore experience
- Digitalisation drives innovation and will help stores will focus on what they do best
- The merge of physical and online will drive emergence of new store formats such as 'click & collect'



Market dynamics

Transforming where to shop



We believe retail should be an **experience**, not just a transaction

Our vision is to lead the development in creating **innovative and sustainable** solutions for a better shopping experience around the world.



Capturing future growth

- Win with the biggest retailers & brands
- Expand geographical reach through sales companies and/or distributors
- Cover more categories & needs in the store through development, licensing and acquisitions
- Become the #1 for sustainable merchandising solutions

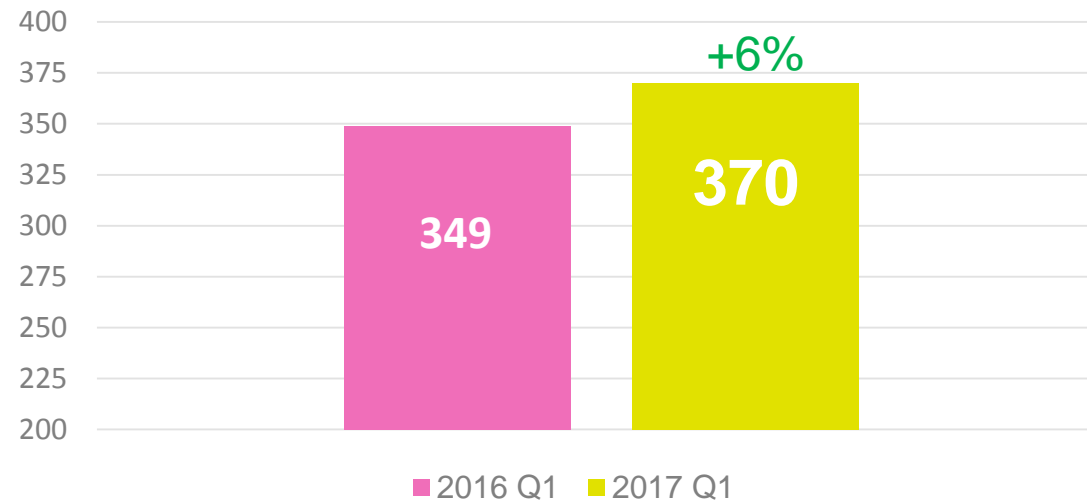




2017 progress

- Q1 2017 revenue +6%
- Broad based geographical growth and portfolio growth
- 3 new customers secured during Q1 with annual order value of >40MSEK (France, Middle East, Asia)

HL total sales (MSEK)





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