



2018  
Annual General Meeting  
CEO Presentation

Magnus Welanders

April 25, 2018

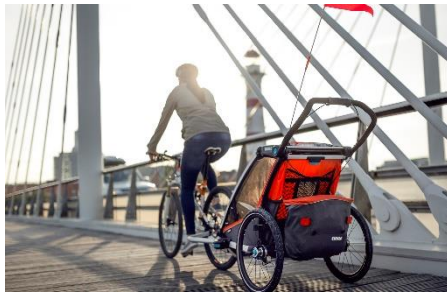
Malmö, Sweden

**Thule Group**»

Active Life, Simplified.



# Thule Group»



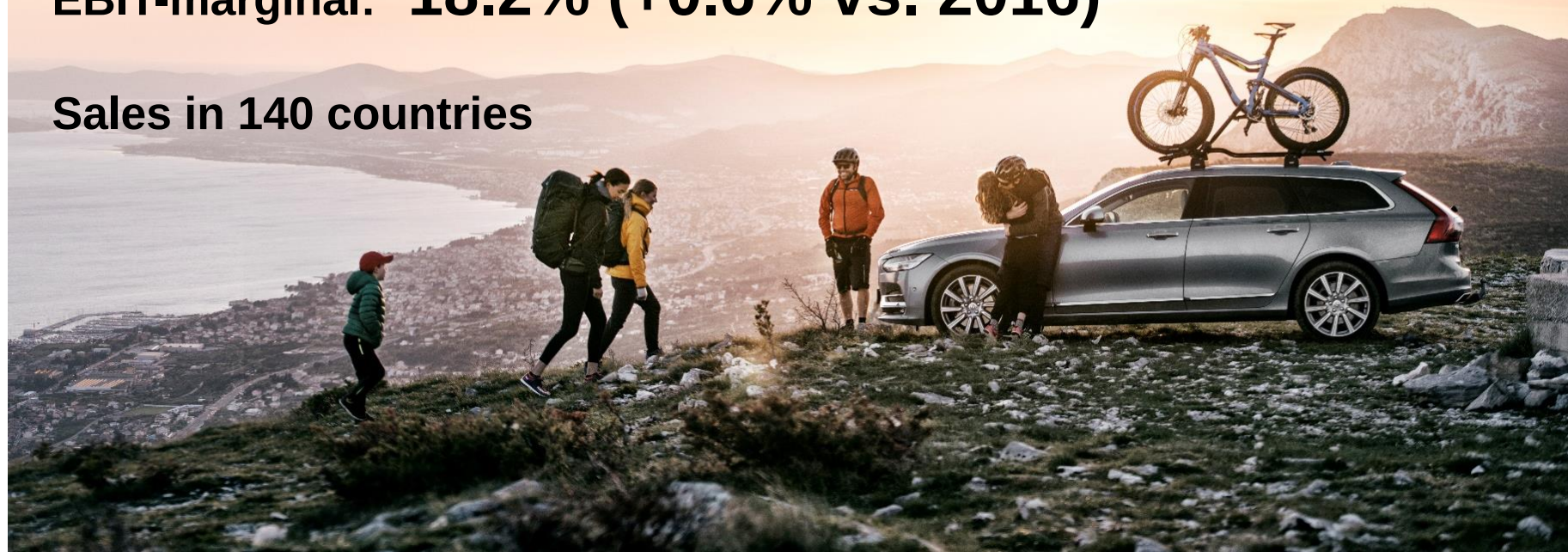
**We are today a branded consumer goods lifestyle Company with global reach**

**Sales: SEK 5,872m (+10.7% vs. 2016)**

**EBIT: SEK 1,067m (+14.3% vs. 2016)**

**EBIT-marginal: 18.2% (+0.6% vs. 2016)**

**Sales in 140 countries**



# Our investment case remains strong

## Attractive Market



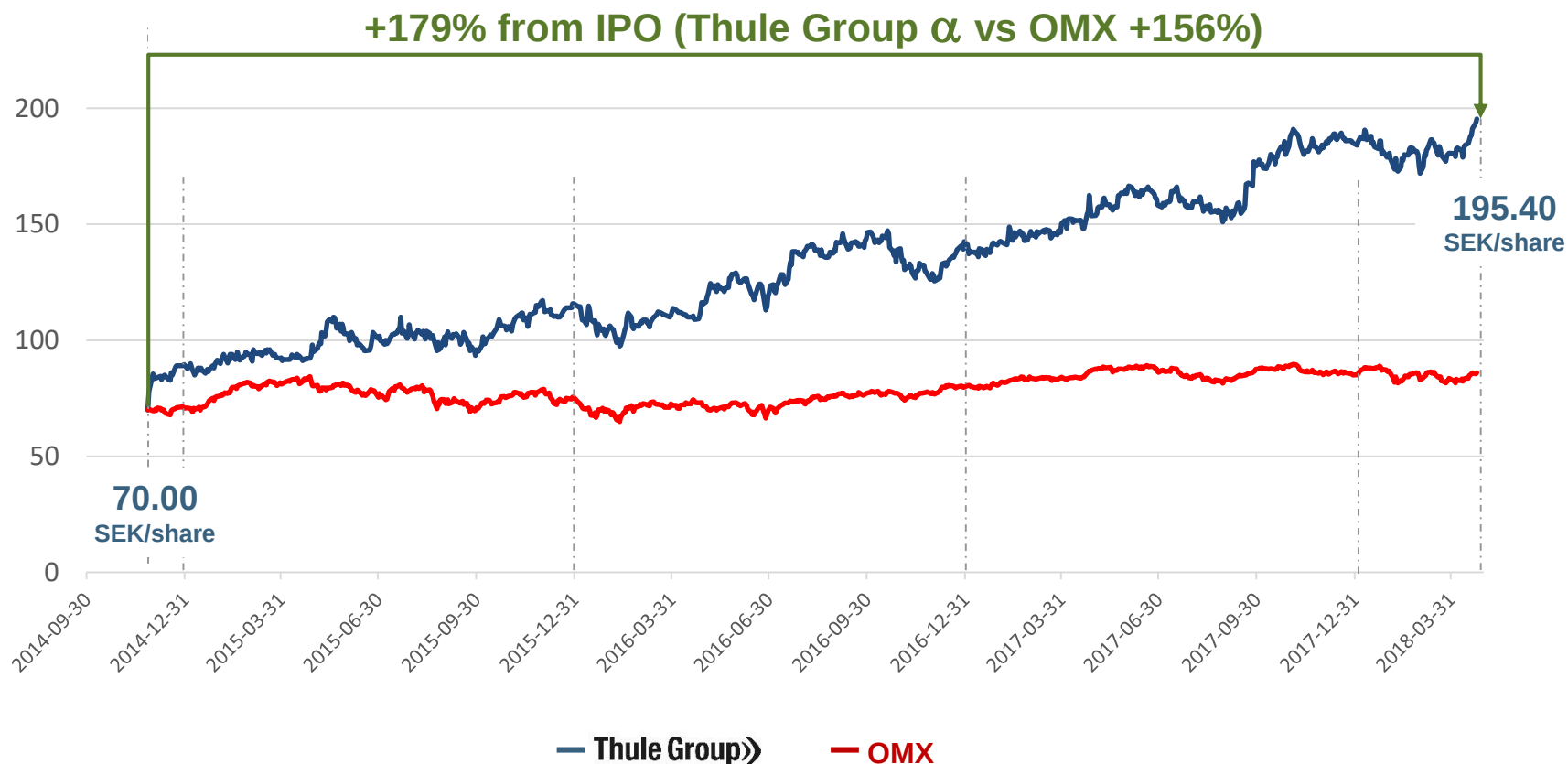
- Favorable mega-trends driving market growth

## Attractive Company



- Strong user-influenced Innovation and Product Development
- Differentiated Premium Brand
- Global Route-to-Market Strategy and Implementation
- Strong Position in the Value Chain
- Sustainable business approach

# Share price development since IPO has been strong



## Sustainable Approach



# Sustainability – Focus in all aspects of what we do



Products that inspire a healthy and active lifestyle



Sustainable and reliable manufacturing



Responsible business practices



Climate smart logistics



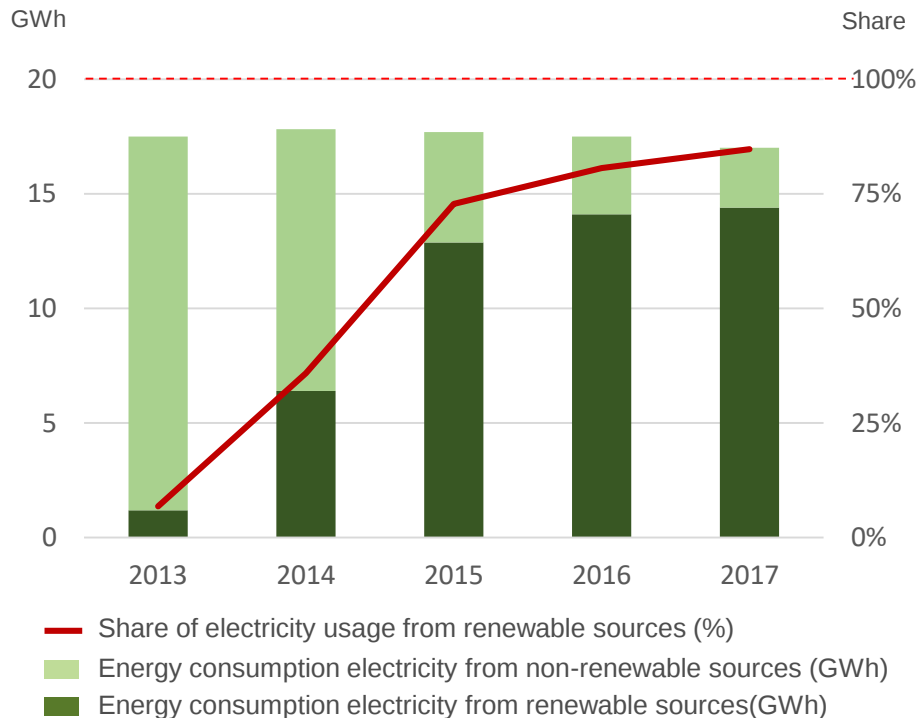
Genuine social engagement

# Environmental Focus is moving us closer to our ambitious 2020 targets



**- 55%**

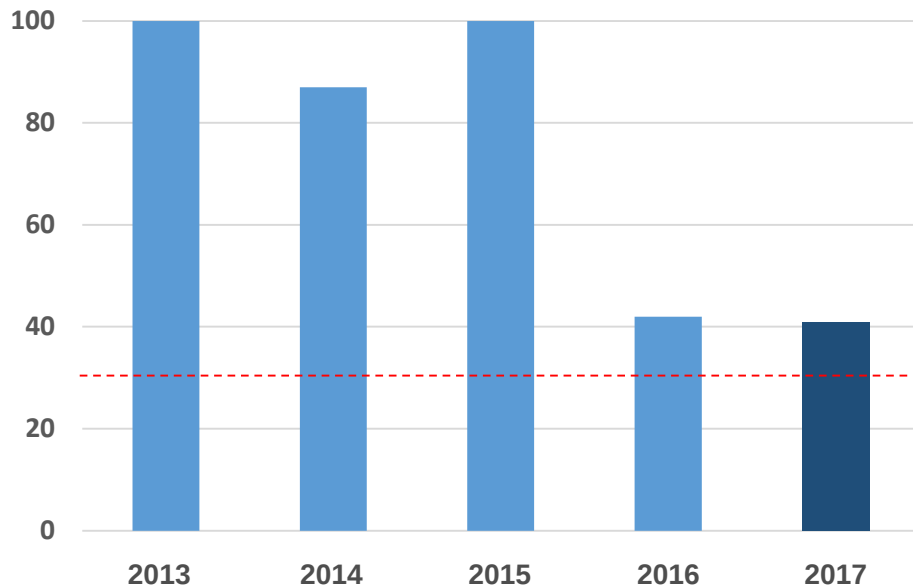
**Reduction CO<sub>2</sub> emissions  
at Thule Group sites  
(as compared with Base Year 2014)**



# Health&Safety and equal opportunities are high on our agenda

Number of accidents

Accidents



Share female employees

**42%**  
(41% in 2016)

## CSR activities together with our Thule Crew members



Innovation Driven



# “Product is King” mindset is our biggest strength



automechanika  
innovationaward



reddot award 2017  
best of the best



reddot award 2016  
winner



# Sport&Cargo Carriers: Thule EasyFold XT and Thule Motion XT



## RV Products: Van concept for the modern younger RV buyer



## Active with Kids: New Thule Chariot collection a hit in the market



## Packs, Bags & Luggage: Thule Subterra collection puts us on the map



Premium Brand



# The Thule brand stands for 79% of sales



› Bring your board.  
Bring your bike.  
Bring your skis.  
Bring your gear.  
Bring your kids.  
Bring your love.  
Bring your passion.  
Bring your dreams.  
Bring your life.

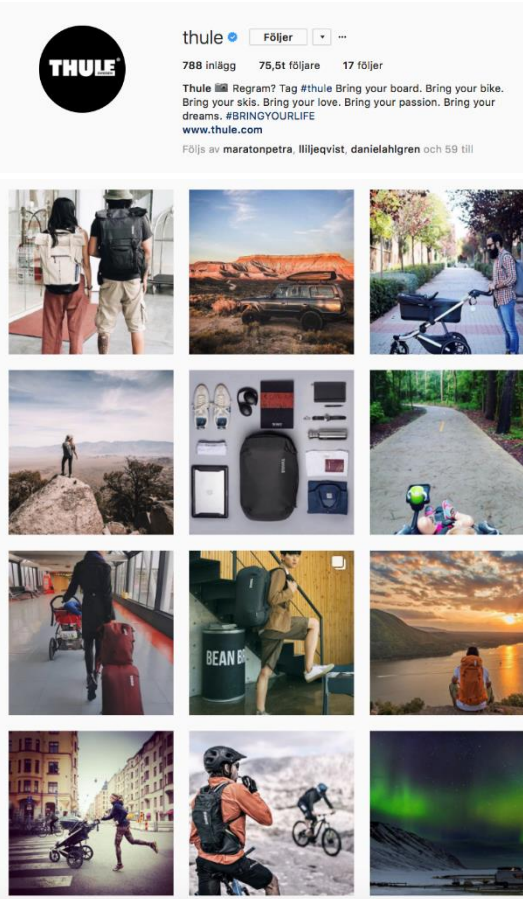
# 79%

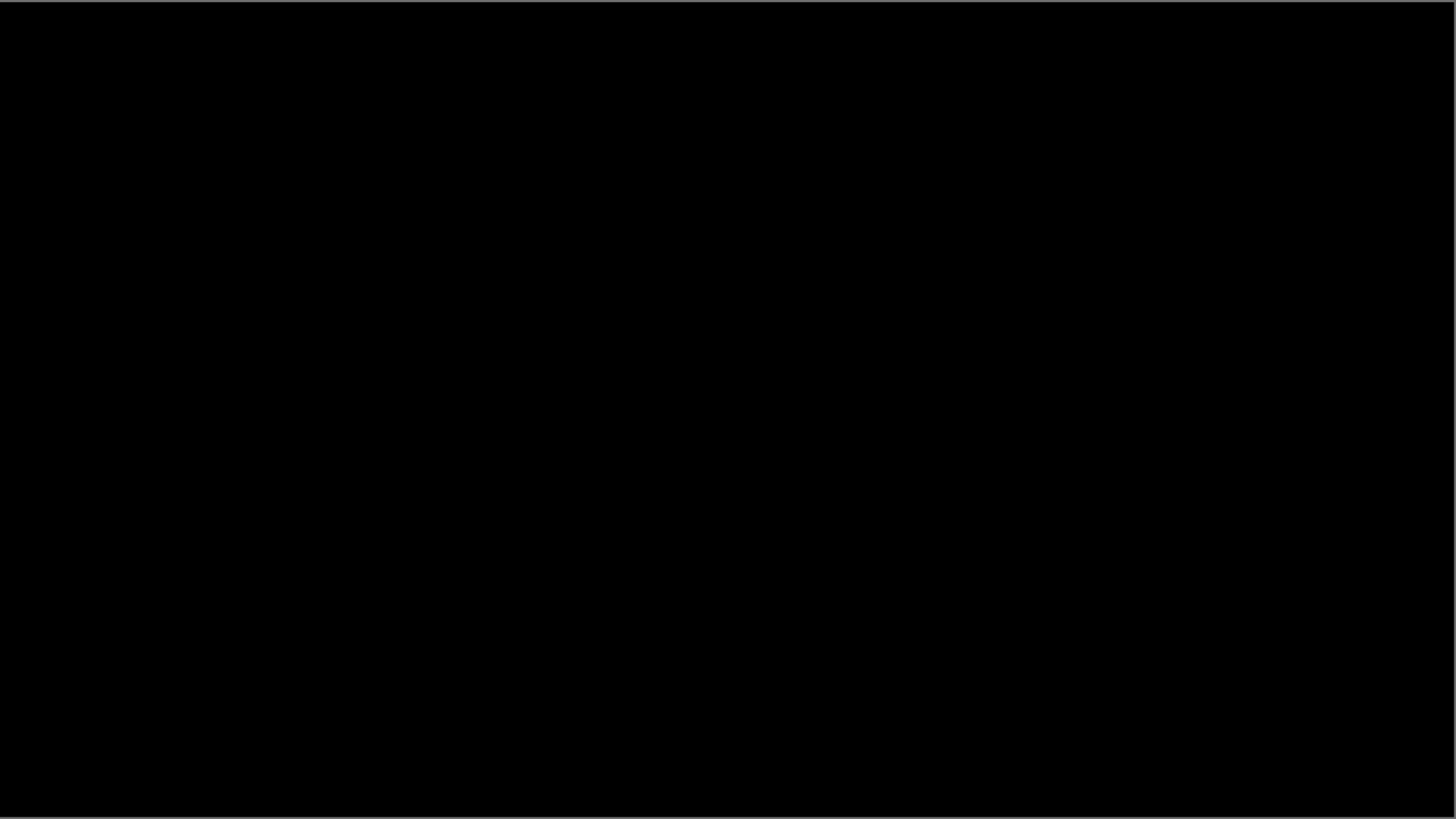
Share of sales  
Thule brand

# 89%

Share of Sales  
Thule Group brands

# Brand building in all channels





## Strong Position in the Value Chain



# In 2017 we opened our new assembly plant in Pila, Poland

- A top-modern assembly plant
  - Flexible set-up for future assembly lines
  - In line with Thule Group environmental focus
  - Health&Safety focused concept
- Focus at plant will be
  - Selected bike carrier models
  - Child Bike Seats
  - Thule Sleek stroller
  - Thule Revolve hard-sided luggage
- Currently employing 120 people at plant



# Focus on cost efficient Supply Chain that meets increased customer demands

- Retail customers expecting more from brands
  - Less and less inventory in retail
  - Later cut-off times for orders
  - Simplified ordering processes
  - More flexible pick&pack approach
- Economies of scale as majority of product portfolio has become global
- Flexible own plants and supplier structure
- Efficiency gains via improved and modernized structure in Distribution Centres



# Global Go-To-Market Approach



# Focus on tools to drive sales in Brick&Mortar and On-line retail

laRinascente



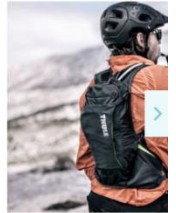
amazon.com



BIKE RACKS • ROOF RACKS • CARGO CARRIERS & BASKETS • STROLLERS • CHILD BIKE SEATS • LUGGAGE • BACKPACKS • MORE •

## ADVENTURE AWAITS

As the days get longer, enjoy the great outdoors with gear designed to help you live an active life. From bike racks to hiking packs, luggage to strollers, Thule has you covered.



Thule Subterra Collection - Stylish, versatile and built to last, the Thule Subterra collection offers luggage, duffels, backpacks, laptop bags and sleeves that help you put together a great look for your travels.



## Financials 2017



# 2017 Full Year – Performance vs. Financial Targets

|                        |             |                                                                         |                                                                               |
|------------------------|-------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Organic Growth         | $\geq 5\%$  | Constant Currency Net Sales Growth (excl. Acquisitions)<br><b>+8.7%</b> |                                                                               |
| Underlying EBIT Margin | $\geq 20\%$ | <b>18.2%</b>                                                            | 2016 at <b>17.6%</b>                                                          |
| Net Debt / EBITDA      | 1.5-2.5x    | <b>1.5x</b>                                                             | 1.6x (YE 2016)                                                                |
| Dividend Policy        | $\geq 50\%$ | <b>87%*</b>                                                             | * Ordinary dividend of <b>SEK 6.00 per share</b> (3.40) proposed by the Board |

# 2017 Full Year – Sales Development by Product Category

Sport&Cargo Carriers



Packs, Bags & Luggage



RV Products



Active with Kids



Share of  
Thule Group  
Sales 2017

65%

14%

13%

8%

Sales Growth  
2017 vs 2016  
(Constant  
Currency)

+6%

-3%

+28%

+40%

2018/Q1 Update



# Q1/2018 – Solid start to the year

- **Net sales** of SEK 1,611m (1,526)
  - +5.6% (+5.5% excluding currency effects)
- **Underlying EBIT** of SEK 309m (271) and **Underlying EBIT margin** of 19.2% (17.8)
- **Net income**, continuing operations of SEK 220m (197)
- **Earnings per share**, continuing operations of SEK 2.15 (1.94)
- **Cash flow**<sup>1</sup> from operating activities SEK -214m (-172)

<sup>1</sup> Based on total operations meaning both continuing and discontinued operations.



# We continue to focus on profitable growth in four product categories



# Thule Group»

ACTIVE LIFE, SIMPLIFIED.