



**STOCKMANN**

Lindex's expansion into a world  
class fashion experience

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**Vision** - World-class fashion experience

**Business idea** - Inspiring affordable fashion

**Target group** - Women interested in fashion



The background image shows a child on a swing in the foreground, and a young girl sitting on a large log on a sandy beach in the background. The scene is bright and sunny, with the ocean visible in the distance.

## Short facts about Lindex

- Founded 1954 in Alingsås, Sweden – Head office in central Gothenburg, Sweden
- Lindex is one of the leading fashion chains in northern Europe, with over 430 stores in 14 countries
- Approx. 5 000 employees
- More than EUR 570 million in revenue in 2010
- Since 2007 a part of the Stockmann Group
- Lindex assortment covers several different concepts within ladies' wear, lingerie, children's wear and cosmetics
- Shop Online in all 27 EU-countries and Norway

## LINDEX IN FIGURES

**EUR 579 million** IN REVENUE IN 2010

APPROX. **5 000 employees**

**80 million garments** SOLD IN 2010

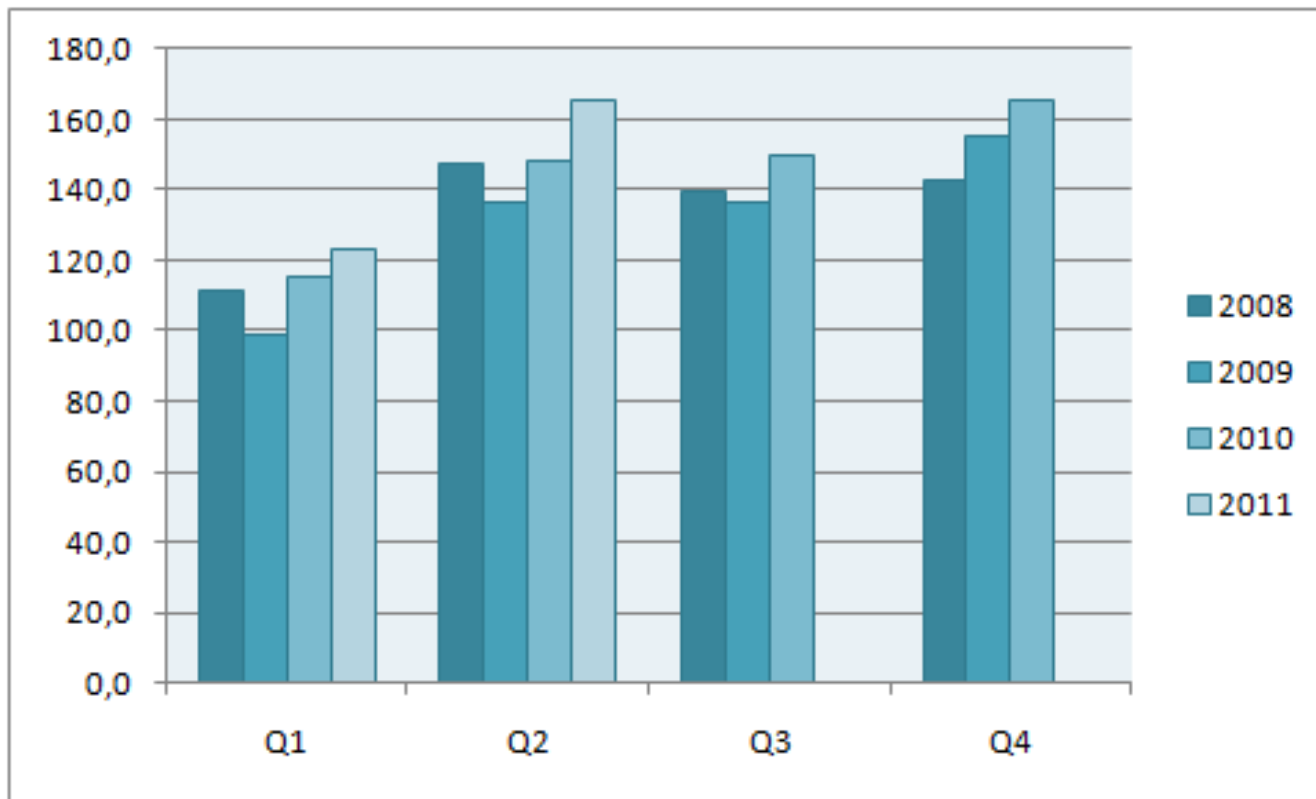
**269 000 sqm** OF SALES AREA

OVER **100 million visitors** IN OUR STORES PER YEAR

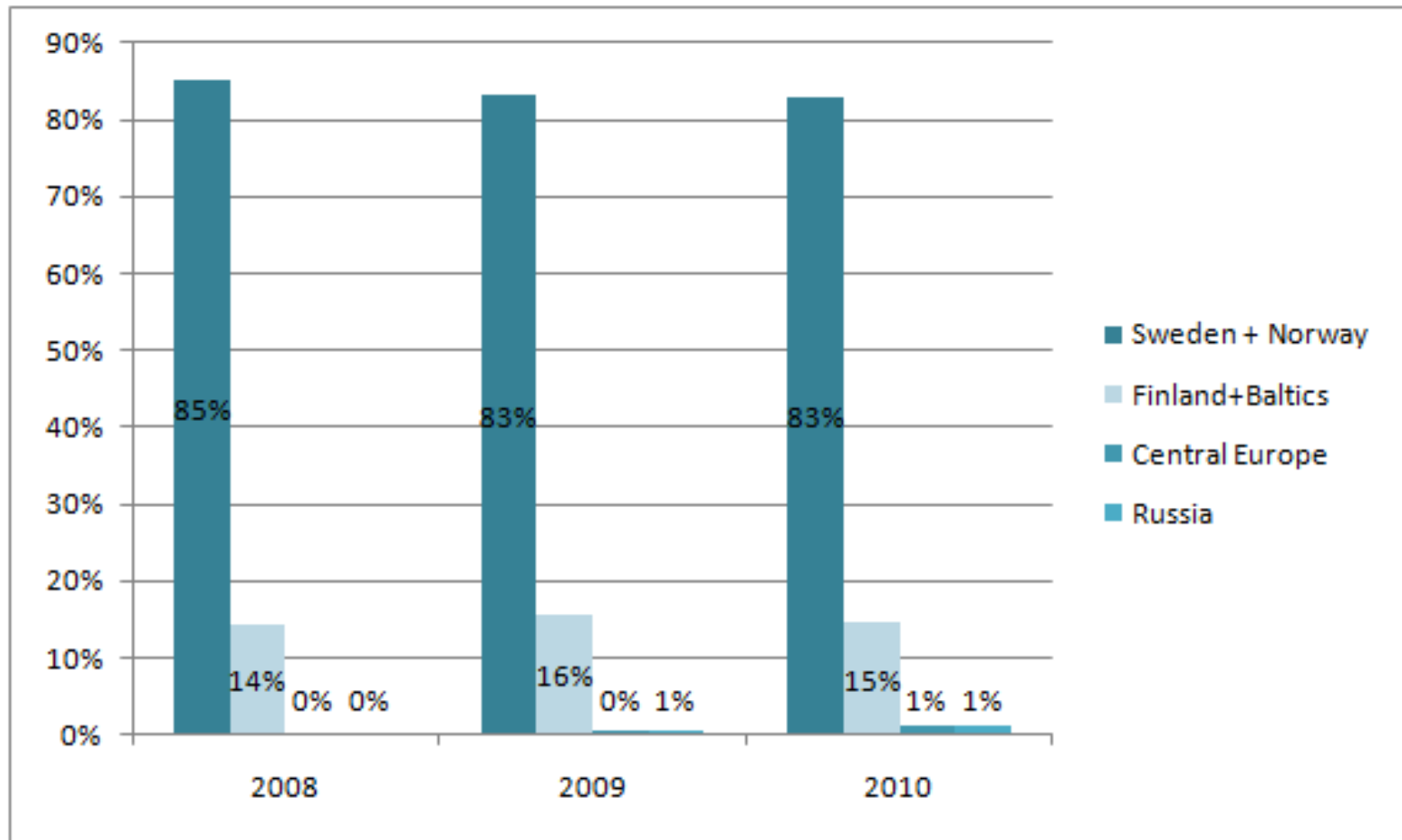
AROUND **250 suppliers** ALL OVER THE WORLD

THE PRODUCTION INVOLVED APPROX. **135 000 people**

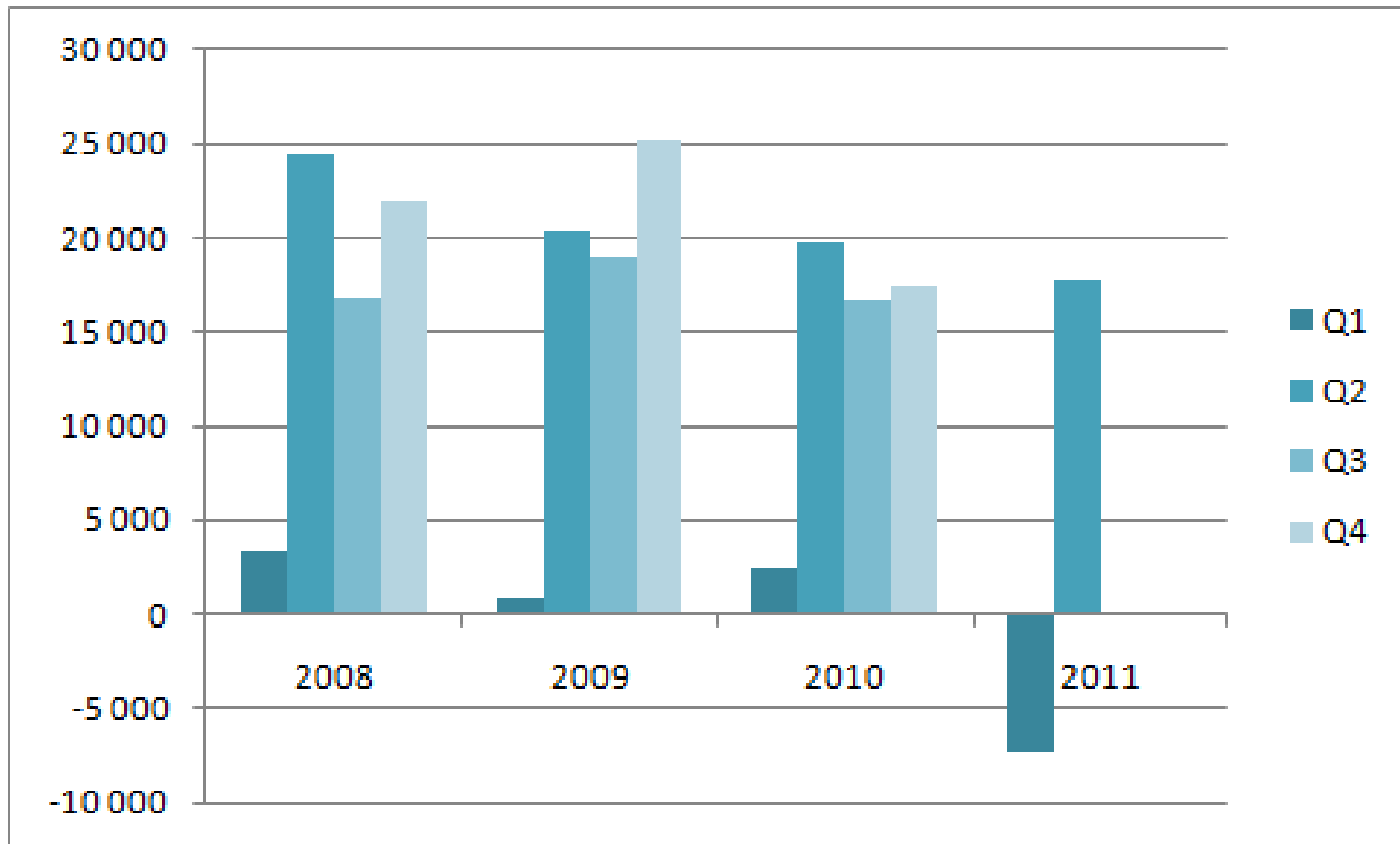
# Lindex revenue 2008 - 2010 MEUR



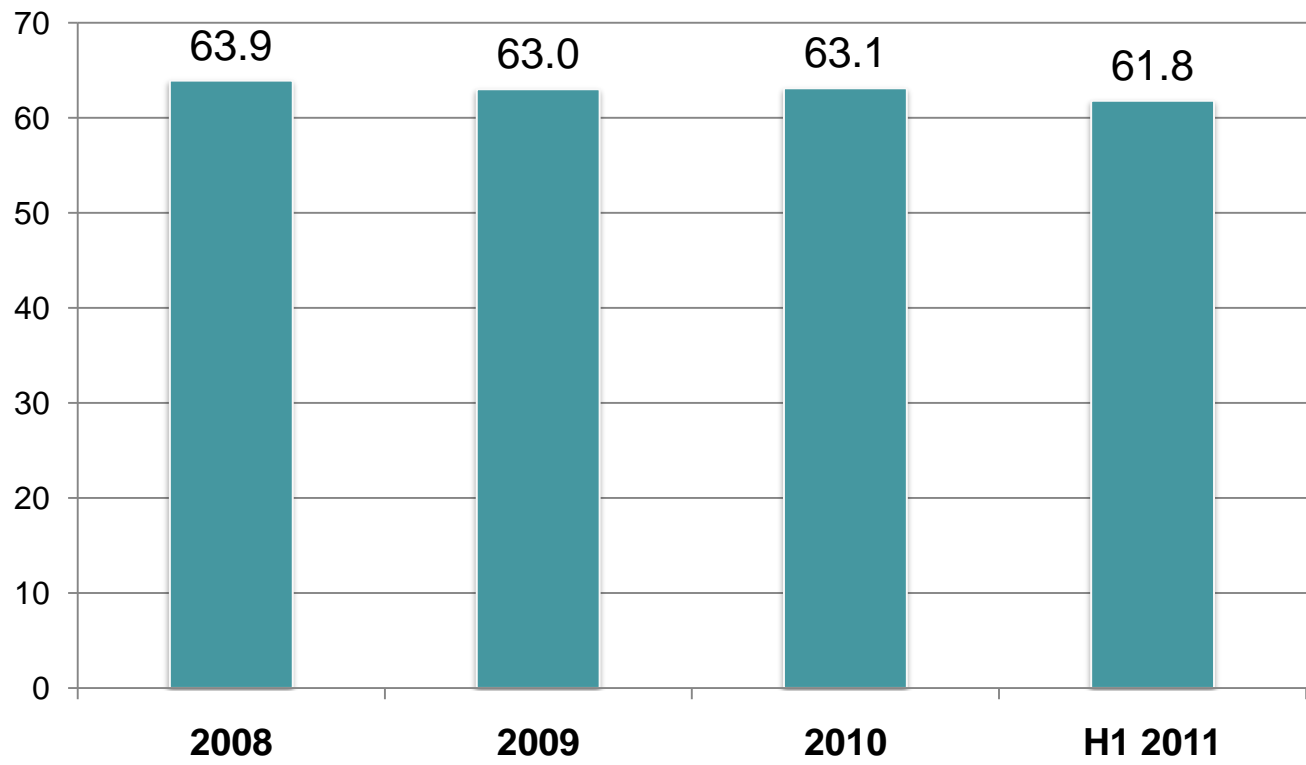
## Revenue per area 2008 - 2010



## Linde operating profit 2008 - 2011



# Lindex relative gross margin 2008 - 2010





# Store network – 436 stores in total

**SWEDEN** 206

**NORWAY** 96

**FINLAND** 56

**RUSSIA** 15

**THE BALTIC COUNTRIES** 24

**POLAND** 3

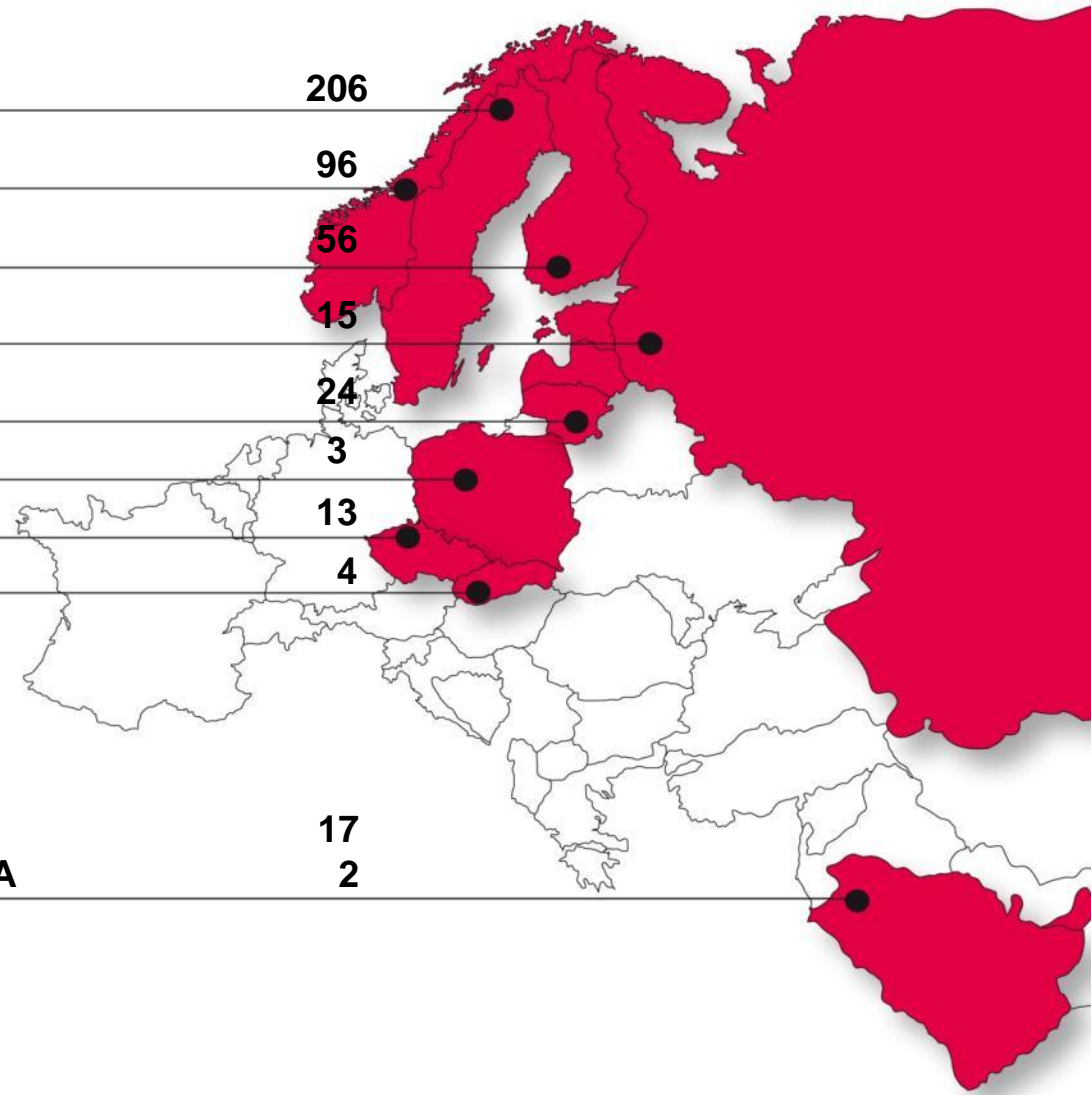
**CZECH REPUBLIC** 13

**SLOVAKIA** 4

**FRANCHISE IN MEDDLE EAST** 17

**FRANCHISE BOSNIA-HERCEGOVINIA** 2

**E- COMMERCE**



# Lindex in Russia



## Our goals in Russia

- Increase the number of stores: best location, best layout
  - Main focus on Moscow, St Petersburg + other cities where Lindex is currently operating
  - Increase brand awareness
  - Better sales
- 
- Lindex at Atmosphera and Stockmann Nevsky Centre in St Petersburg are the top performance stores in Russia

## Future openings in Russia 2011 - 2012

### Signed

- Kazan, Yuzhny, September 2011
- Moscow, Avenue 77, October 2011
- St Petersburg, Great, November 2011

### Approved

- Nizhny Novgorod, Meschera / 7<sup>th</sup> Sky, April 2012

### Under consideration

- Moscow (Butovo), Favorit, Q1 2012
- St Petersburg, Mega Parnas, Q1 2012
- Krasnodar, SBS, Q1 2012
- Krasnodar, Krasnaya Ploschad, Q1 2012
- Moscow, Goodzone, Q2 2012

# LINDEX لندكس

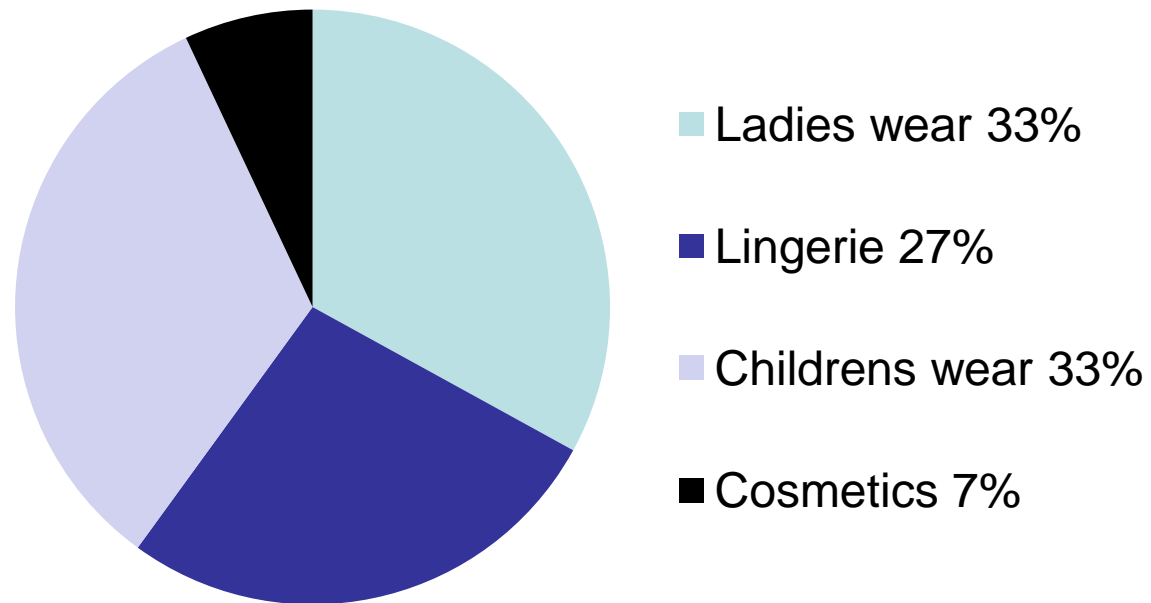


## Franchise

Lindex has since 2008 operated franchise business in the Middle East and 2010 enlarged its franchise family with the Balkan. Autumn 2011 Lindex will open its next franchise business in Reykjavik, Iceland.

Lindex is now present in Saudi Arabia, United Arab Emirates and the Balkan.

## Revenue per business area in 2010



## Ladies wear

*“Stylish & wearable,  
always great value  
& quality”*

- Everyday – a fast, fun and easy collection for everyday life
- Contemporary – urban elegance with a twist
- Generous – modern and stylish everyday and contemporary collections to suit everyone
- Market share: Number three overall in the Nordic region.





## Lingerie

### *"Fashion & Basics"*

- Lindex – an inspiring and modern intimate line
- Ella M – sophisticated with a luxury feeling
- So.U with an attitude
- Night and home wear
- Swimwear
- Hosiery
  
- Cosmetics
  
- Market share: Market leader in Sweden and Norway and strong position in Finland.





## Kids wear

*“Everything they need”*

- Everything from everyday to special occasions, inside and outside. There’s also a selection of licensed cartoon garments.
- We offer a wide range of well coordinated garments that allow kids to be whoever they want.
- Kids have an eye for fashion just like their parents!
- Market share: Together with H&M the absolute market leaders in Sweden and a very strong position in the Nordic countries



## Guest designers and successful collaborations



Successful collaborations with well-known guest designers like Narciso Rodriguez and Ewa Larsson.

In 2010 Lindex and our customers donated EUR 1.2 million to different organisations of which 0.8 million went to fight against breast cancer.

## Guest stylist



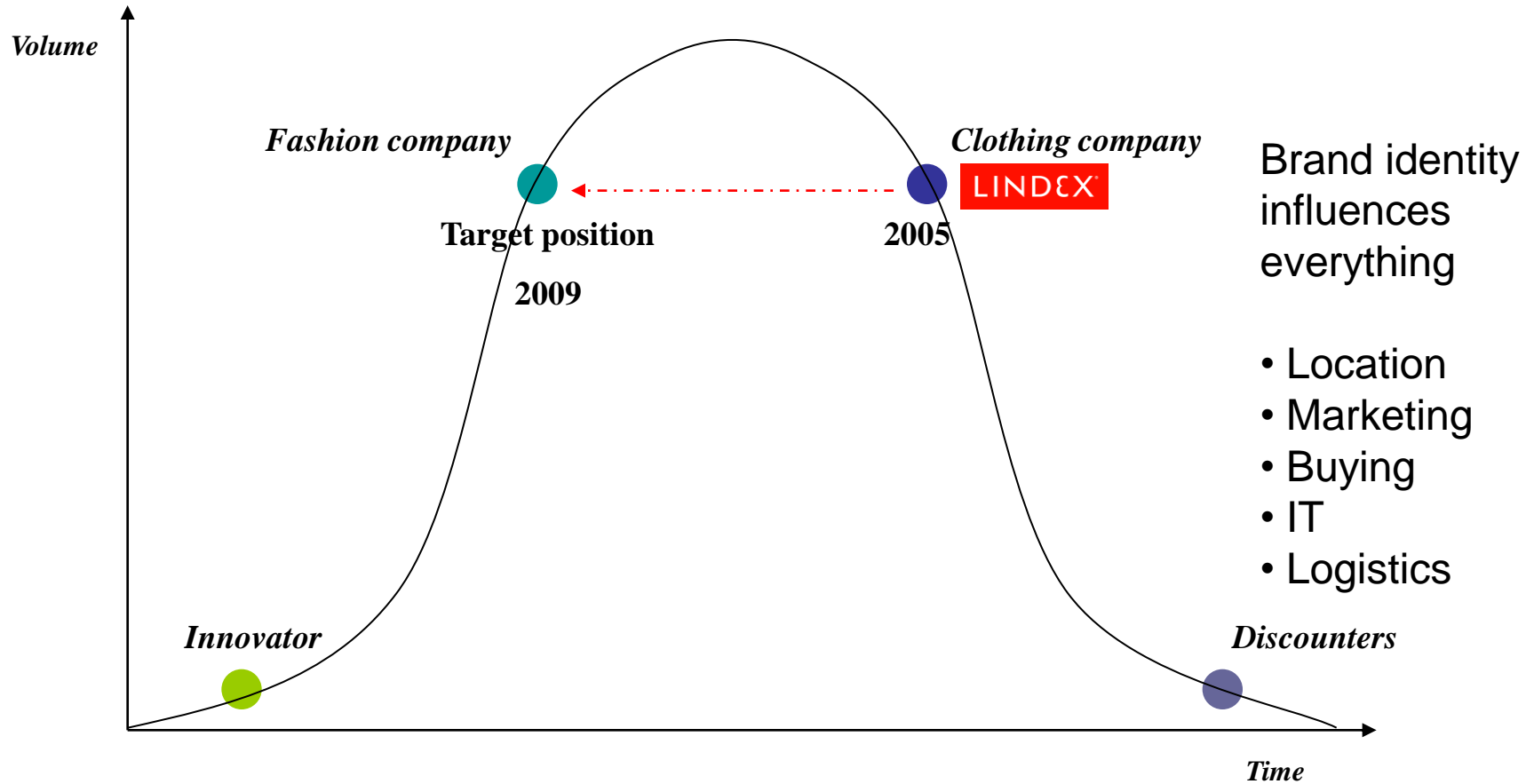
## Supply chain



30 designers → Buyers → 5 production offices →  
2 DC → Over 430 store in 13 countries

Design & Purchase → Marketing → Customer / Stores

# Lindex journey





## Today's agenda

# 2011 **four** **focus**

- WORLD-CLASS LADIES' WEAR
- MARKETING
- LEADERSHIP
- NORWAY



## World class ladies' wear

- Commercial fashion focus
- A clear and efficient structure
- Clear hand-overs will give us confidence

2011 **four**  
**focus**

- WORLD-CLASS  
LADIES' WEAR
- MARKETING
- LEADERSHIP
- NORWAY

## Marketing

- Extra effort into the windows and store fronts
- Interact more with our customers through e-commerce, our website, social media and other digital platforms
- Launch of new communication concept – Get the Look!
- E-commerce
- Organization





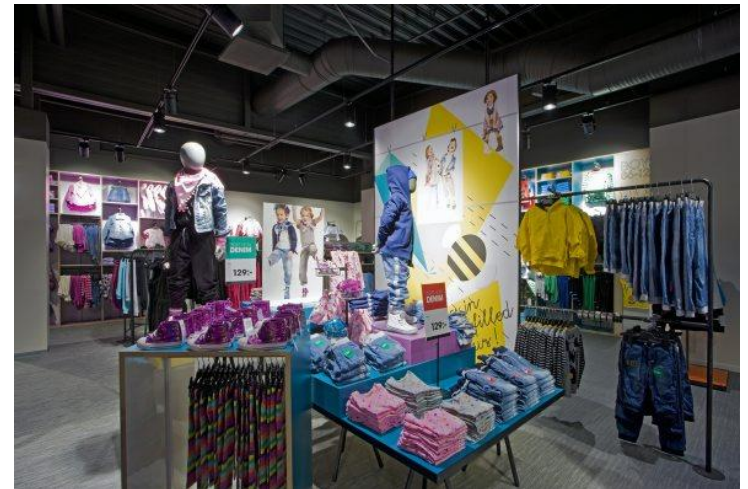
# Marketing

- New FAB concept
- Get the Look execution in all stores



Volume

Get the look



## Leadership

- We will create more winner-attitude, higher performance, and increased power to act in our organization.
- We as leaders will become better in setting clear targets, involving people, communicating, organising, giving feedback and following up results on all levels and securing that we act according to our values – this will be measured.
- Able
- Clear
- Driven

2011 **four  
focus**

- WORLD-CLASS LADIES' WEAR
- MARKETING
- LEADERSHIP
- NORWAY

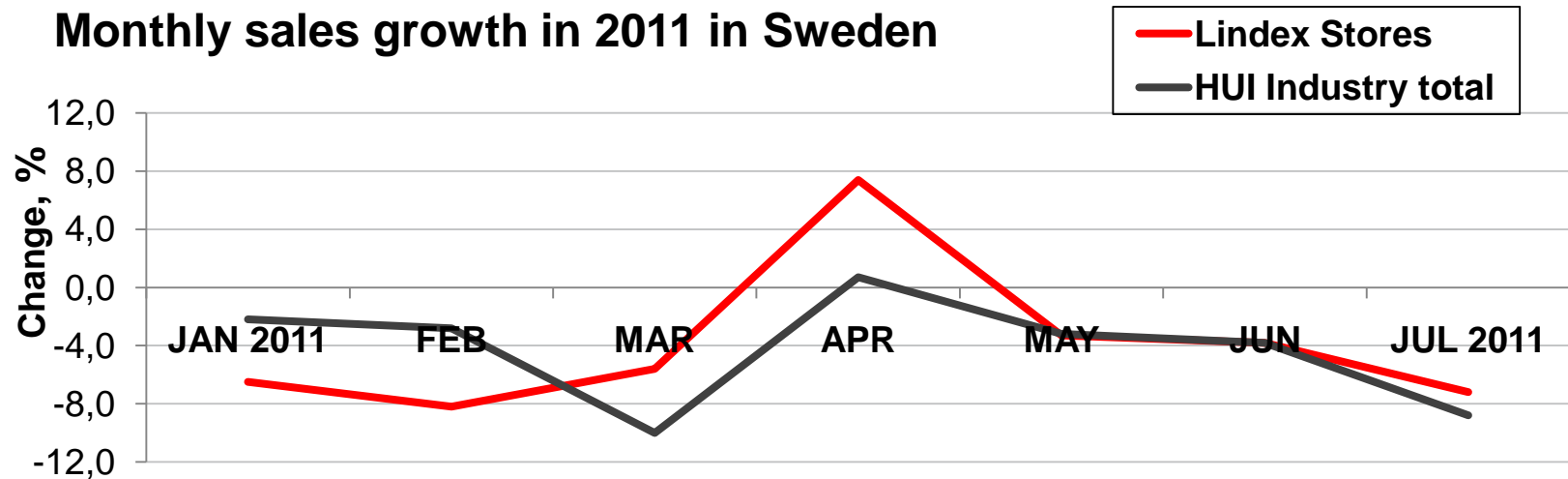
## Norway

- The focus on Ladies wear and Marketing will help Norway to get an improved assortment and marketing-support.
- Head office will be extra perceptive, proactive and creative when it comes to Norway's needs and desires.

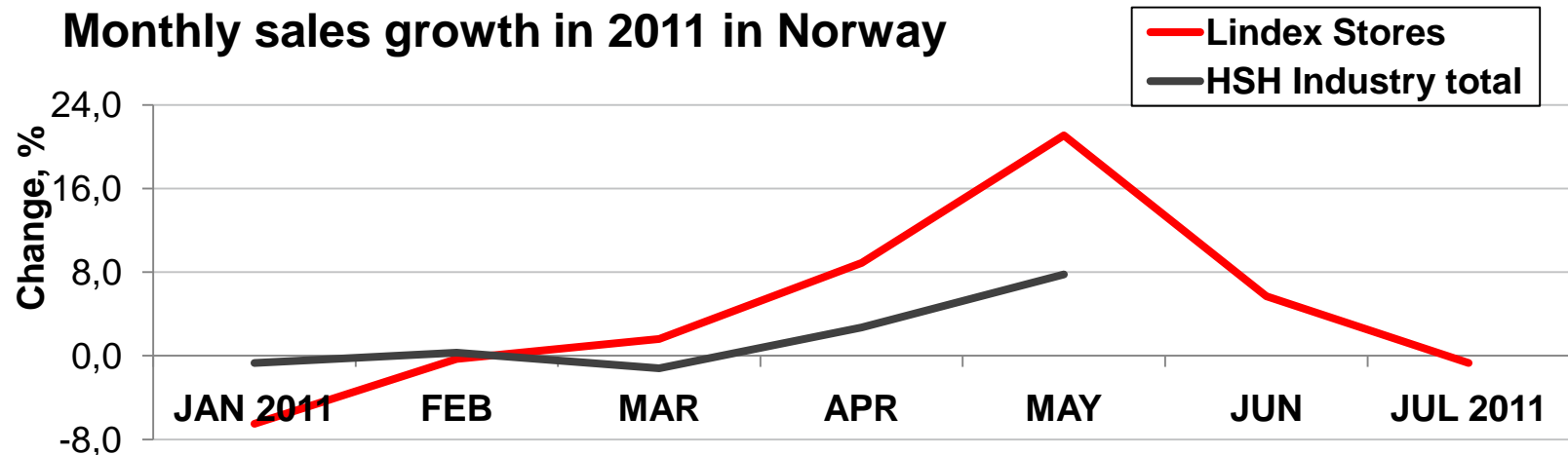


## Improved market position in Sweden and Norway

### Monthly sales growth in 2011 in Sweden



### Monthly sales growth in 2011 in Norway



## Strategic assumptions

### **Mature markets:**

- Challenging environment
- Entries from new players
- Old competitors enters small cities
- Still room for profit development

### **New markets:**

- We see very positive development in our first opened stores in both Czech Republic and Russia
- We look forward to very strong development
- Marketing
- Organisation
- Focus 2012

## Lindex 5-year strategic forecast

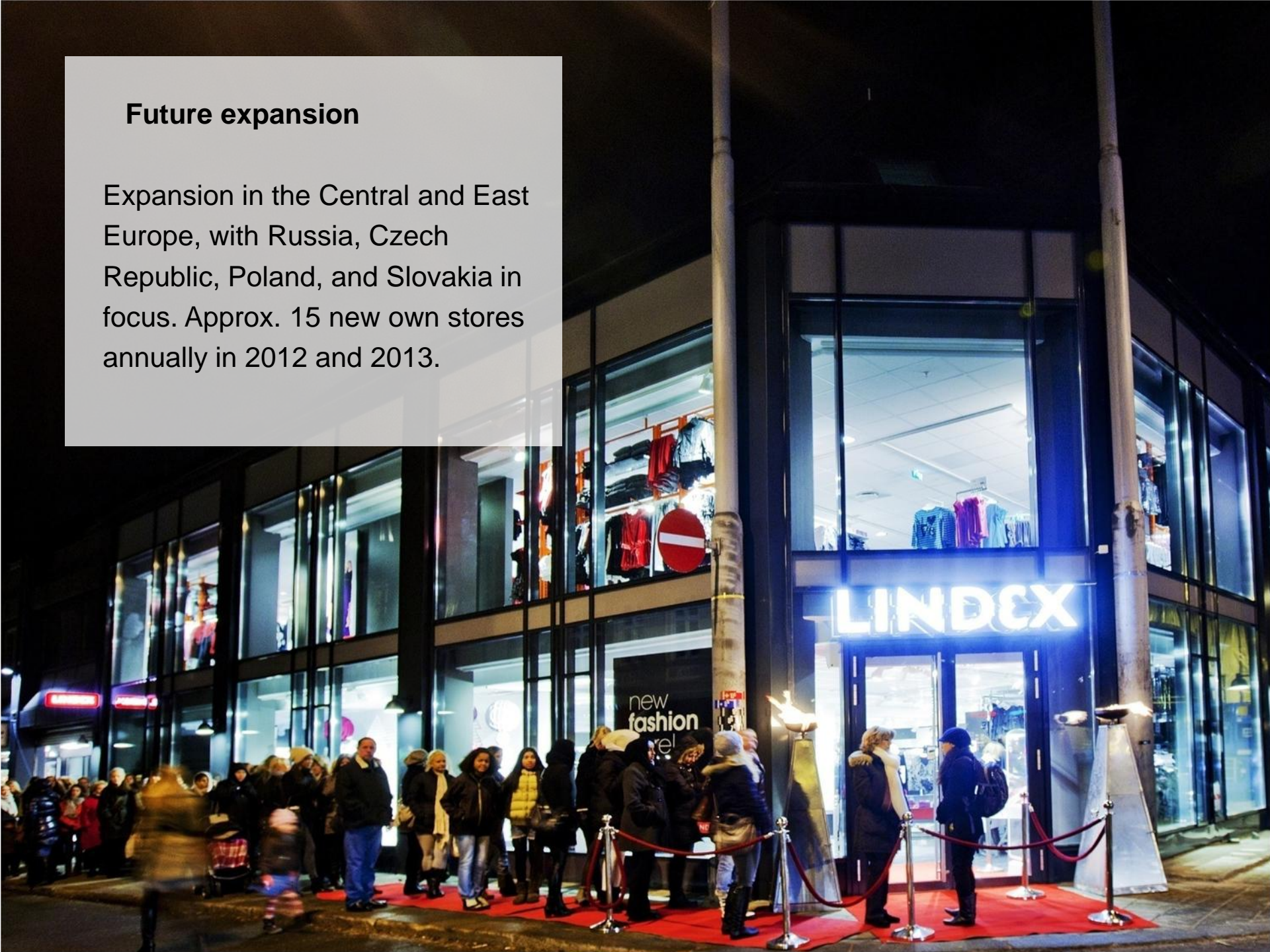
- Expansion
- Sales
- Rental
- Other store expenses
- Refurbishment
- Gross Margin
- Office costs





## Future expansion

Expansion in the Central and East Europe, with Russia, Czech Republic, Poland, and Slovakia in focus. Approx. 15 new own stores annually in 2012 and 2013.



## Where to be in 2016

- Successful fashion chain with stable profit development
- Clear offer with the Lindex signature
- Profitable in Central Europe and Russia; overall profitability improved

