



Investor Day  
April 6, 2016

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**KEY TAKE-AWAYS**  
Mads Ryder, Group CEO



## KEY TAKE-AWAYS OF TODAY

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- Coherent brand portfolio with a strong home market position enabling brands to further capitalize on their international potentials
- Strong focus on maintaining and further developing brands
- Well-defined product portfolios as a pivotal point for increasing control of distribution
- An ambition to grow own retail and build on a strong e-commerce momentum – all with a view to getting closer to the consumer
- A structured approach to continuous operational improvement based on experience, knowledge sharing and best practice from our own as well as other industries
- A clear strategic focus, a scalable operating model and relentless commitment to growing the business