



Investor Day  
April 6, 2016

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**WELCOME**

Mads Ryder, Group CEO



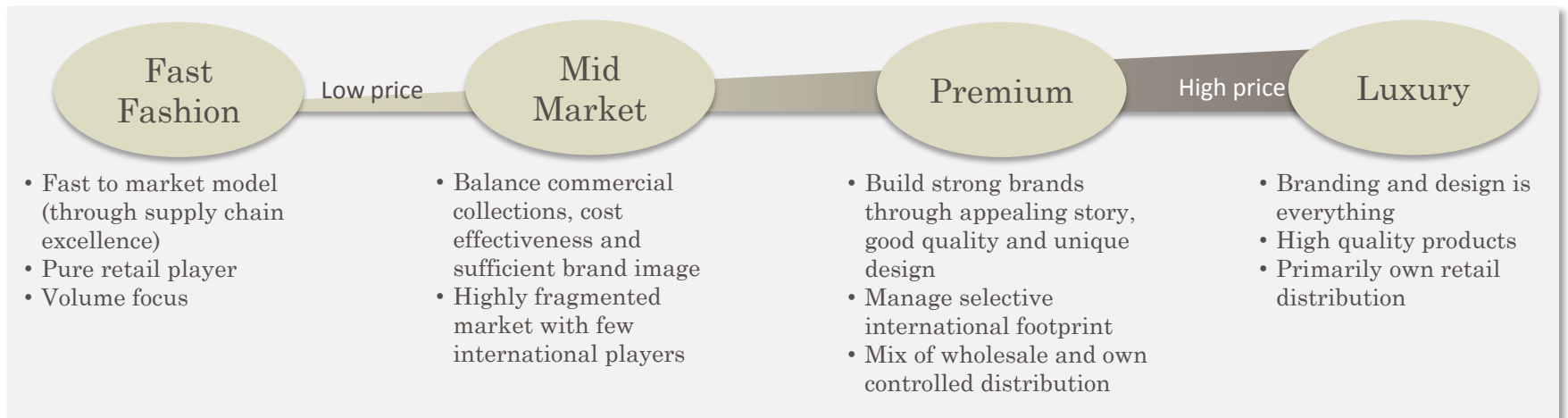
# WELCOME TO IC GROUP'S INVESTOR DAY 2016

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8.30 – 9.00	<b>Registration</b>
9.00 – 9.20	<b>Welcome and introduction to IC Group</b> / Mads Ryder
9.20 – 10.10	<b>Peak Performance</b> / Nicolas Warchalowski
10.10 – 10.40	<b>By Malene Birger</b> / Morten Linnet
10.40 – 11.20	<b>Tiger of Sweden</b> / David Thunmarker
11.20 – 11.40	<b>Break</b>
11.40 – 12.10	<b>Operations</b> / Lotte Franch Wamberg
12.10 – 12.30	<b>Financials</b> / Alexander Martensen-Larsen
12.30 – 12.45	<b>Closing remarks</b> / Mads Ryder
12.45 – 13.30	<b>Lunch</b>

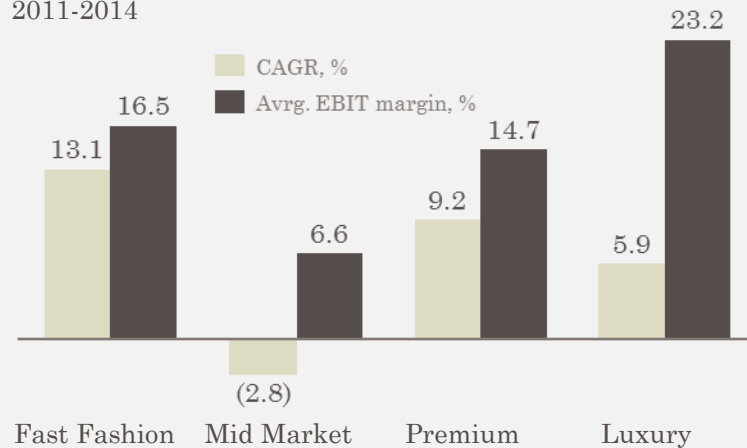


# COMPETING IN THE PREMIUM SEGMENT IMPLIES BUILDING STRONG BRANDS AND SELECTING THE RIGHT DISTRIBUTION



## MARKET PERFORMANCE:

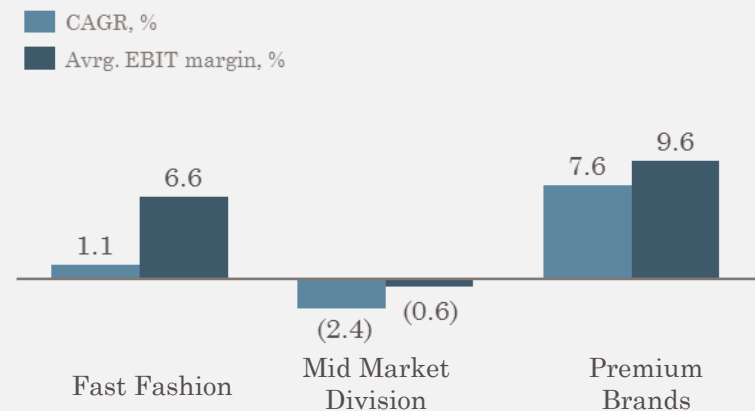
CAGR and EBIT margin by market segment 2011-2014



Fast Fashion: H&M, Inditex, Uniqlo  
 Mid Market: Levi's, Gary Weber, GAP, French Connection, ESPRIT, Columbia  
 Premium: Hugo Boss, Ted Baker, VF Corp, Ralph Lauren  
 Luxury: Cucci, Hermes, Burberry, Mulberry

## OWN BRAND PERFORMANCE

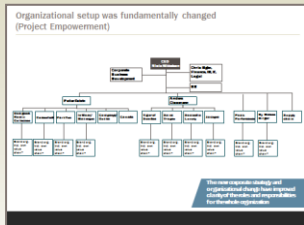
CAGR and EBIT margin by business segment 2011/12-2014/15\*



\*Jackpot and Cottonfield are included until the divestment in 2013/14

## BRAND "EMPOWERMENT"

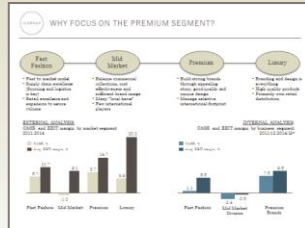
2010



- Clarity on brand performance and organizational responsibilities

## NEW FOCUSED GROUP STRATEGY

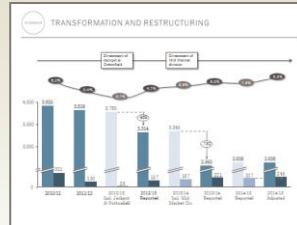
2012



- Focus on Premium segment due to match between capabilities, growth and earnings prospects and performance track-record

## TRANSFORMATION

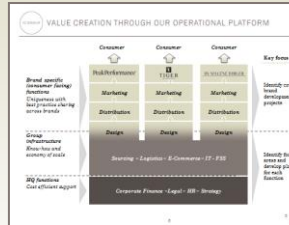
2013 - 2014



- Scale business to focus on Premium brands only
- Adjust operational platform to future activity level and Premium focus

## IC GROUP TODAY

2015



- Three brands with well-defined strategic agendas
- Operational platform to service, support and drive synergies and efficiencies

## GROWTH AND EXPANSION

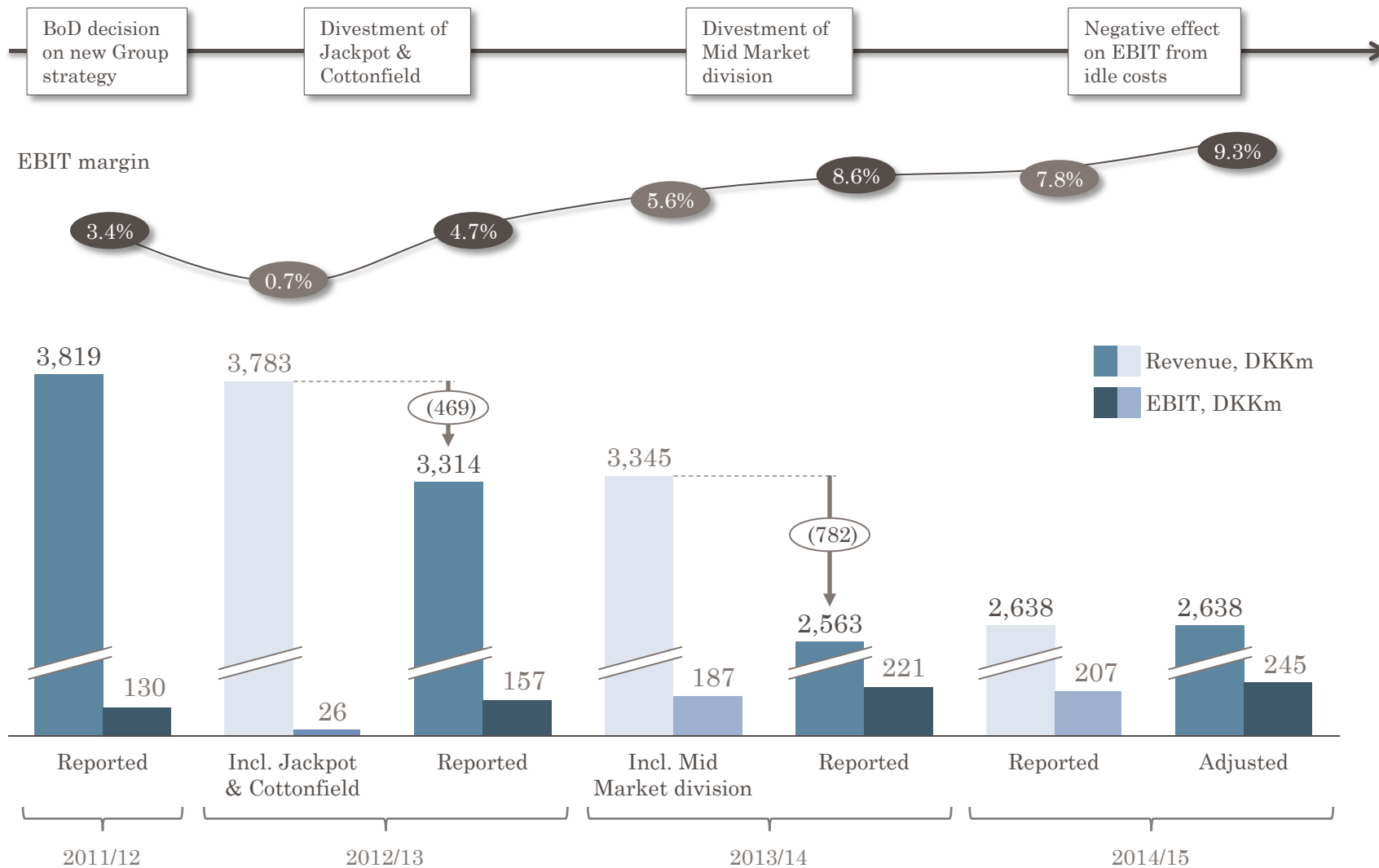
2016 →



- Increase focus on key markets
- Focus on consumers and controlled distribution
- Continuously improve operational efficiencies and manage fashion risk

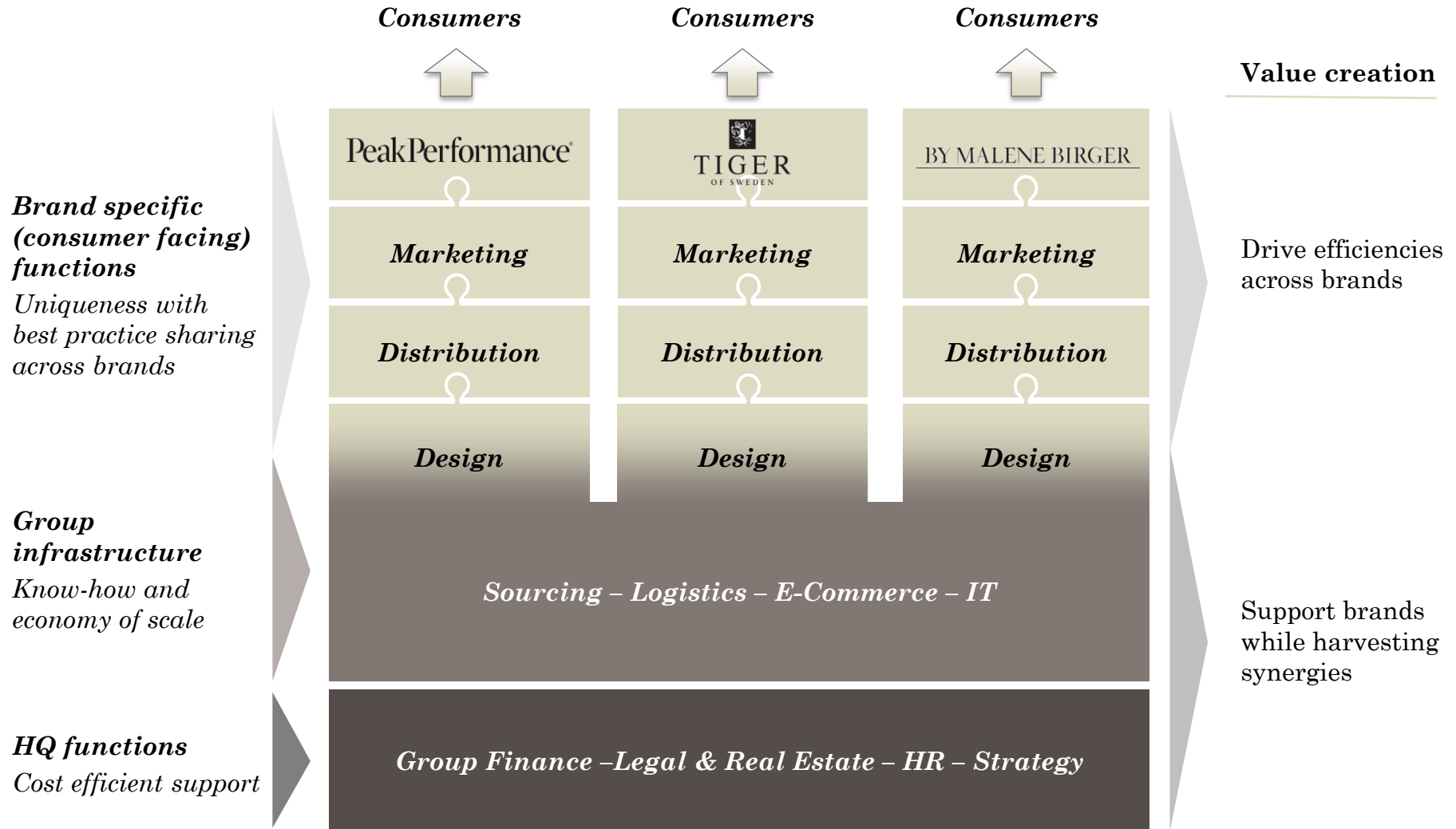


# GRADUALLY IMPROVING MARGINS WHILE BECOMING ONLY PREMIUM BRANDS





# IC GROUP TODAY - VALUE CREATION THROUGH OUR OPERATIONAL PLATFORM





# GOING FORWARD WE NEED TO SUCCEED ON SEVERAL STRATEGIC FOCUS AREAS

