

new business
seize the potential

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agenda

why we exist our business model our plan

why we exist

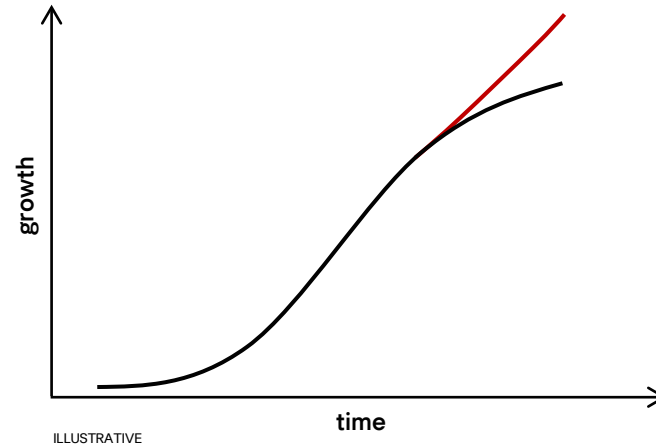


- customer offering & experience
- growth

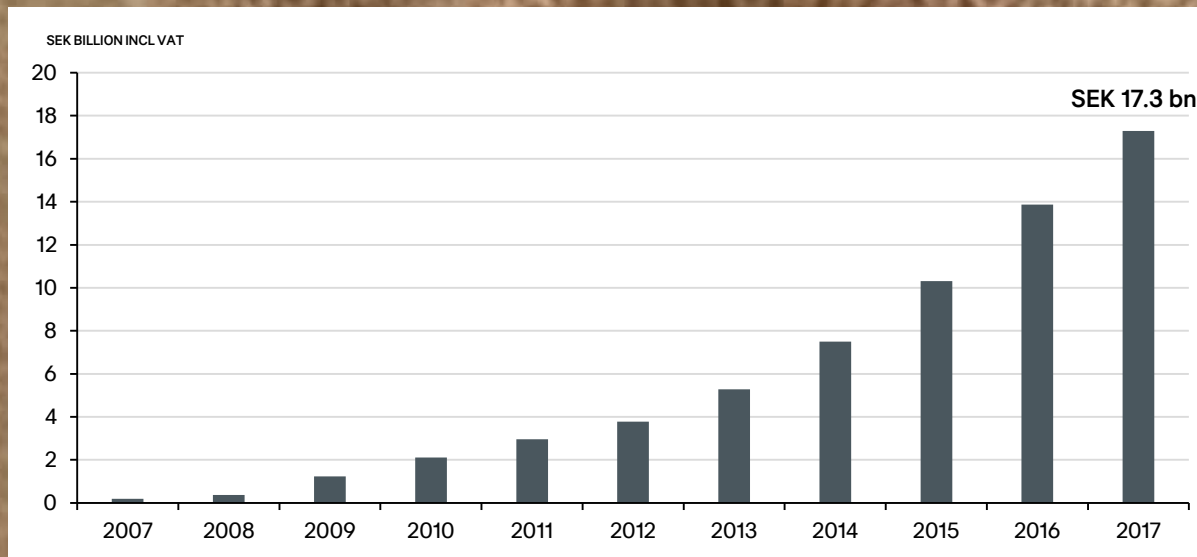


bending the curve – market by market

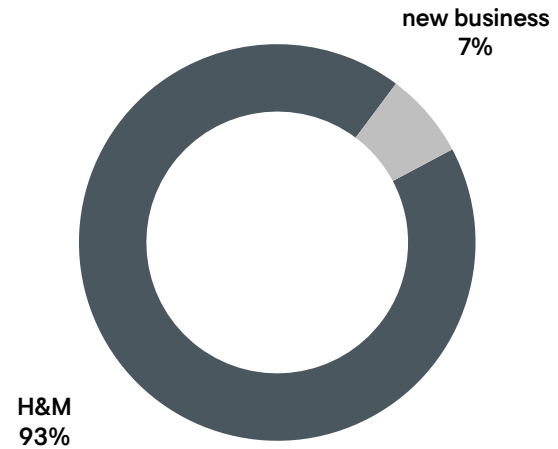
- continue to be a growth business, but it will require developments
- new business is a part of the plan to secure the long term growth of the H&M group



new business 2007-2017



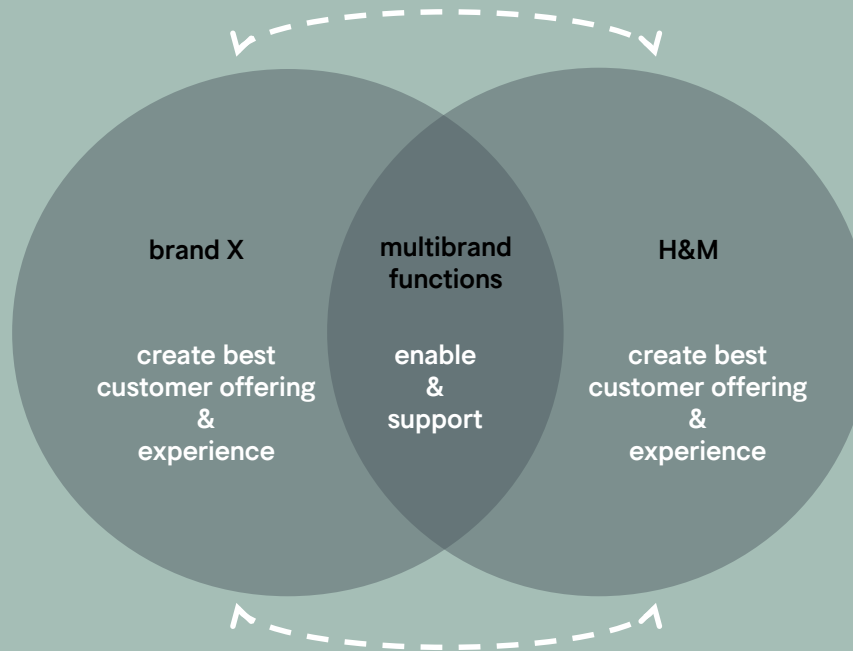
sales share 2017



our business model



our business model



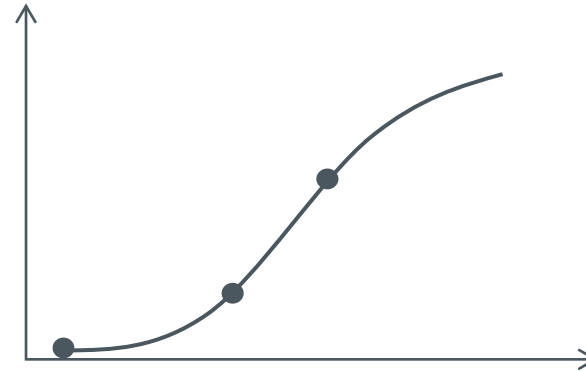
knowledge and cooperation
– *value added*

shared multibrand functions
– *value added*

talents
– *value added*

making rapid growth possible

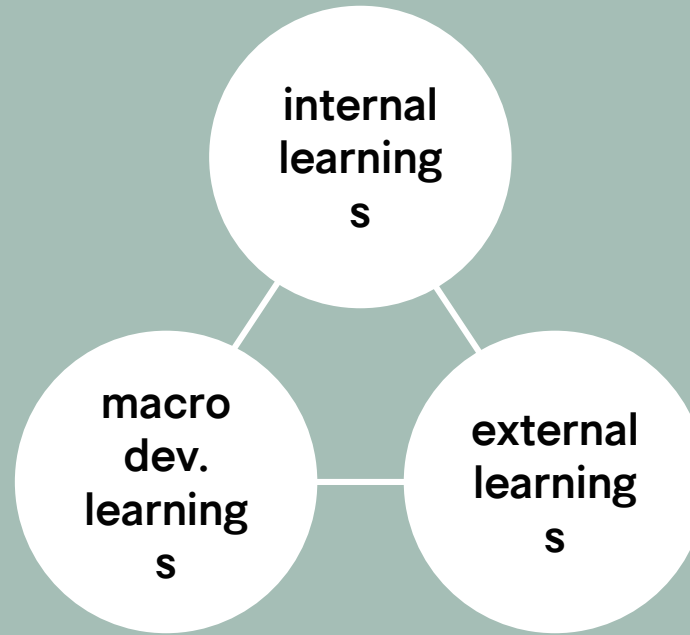
- brands in different phases
- utilise learnings
- finance new initiatives



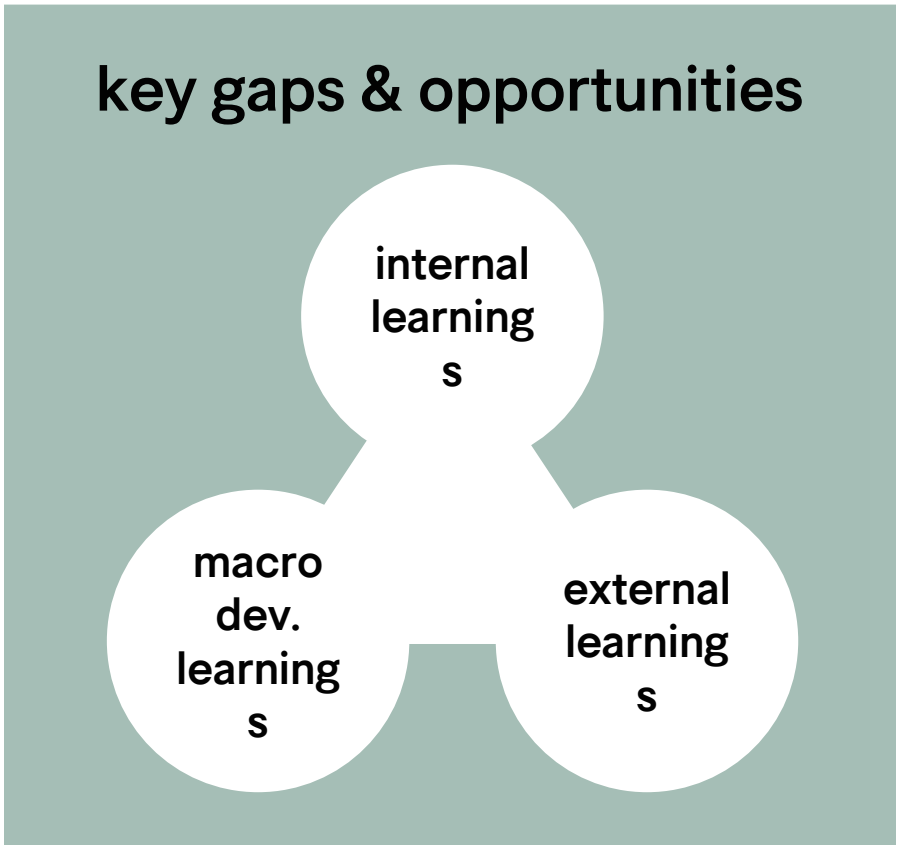
ILLUSTRATIVE

key gaps & opportunities

commercially relevant
customer and idea




strong synergies



OUR BUSINESS MODEL





Cotton Crêpe T-Shirt 350 SEK

Choose size [Size guide](#)

ADD TO BAG

ID 213022-2000

DEPARTMENT Women


TYPE T-Shirts

PRODUCT Cotton Crêpe T-Shirt

MATERIAL Organic cotton @

COLOR White @

MADE IN TURKEY @



SUPPLIER Tera Giyim

FACTORY Tera Giyim Sanayi Ticaret

Supplier information is updated periodically but discrepancies can occur. Contact our customer service if you have any questions regarding a supplier or our transparency policy.

CARE INSTRUCTIONS @

Cut from a lightweight single jersey fabric, knitted with crêpe yarn of organic cotton, this T-shirt has a sheer and slightly dry feel. Designed with a regular straight fit and a self-fabric binding around the crew neck.

- Regular fit
- Long sleeves
- Organic cotton is cultivated and harvested from non-genetically modified plants, without the use of chemical fertilisers and pesticides
- Tops > T-shirts
- Organic Cotton 100.00%

our plan



directions for new business

growing existing brands


adding new brands

creating new business models



the brands and planned growth 2017 - 2022



	COS	MONKI	WEEKDAY	 SHEEP IN A HAT	H&M HOME	& other Stories	ARKET	AFOUND
year	2007	2008 (acquired)	2008 (acquired)	2008 (acquired)	2009	2013	2017	
growth	>100%	>150%	>300%	>100%	>200%	>250%		

THIS SLIDE CONTAINS FORWARD-LOOKING STATEMENTS. ACTUAL RESULT MAY BE MATERIALLY DIFFERENT



AFOUND

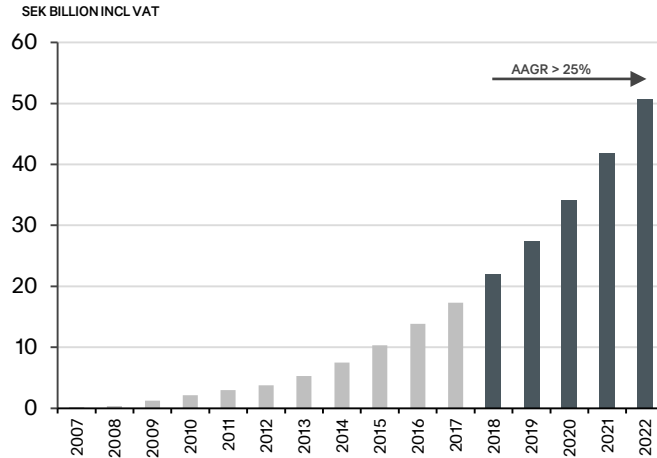
a multi-brand, multi-channel,
off-price marketplace

our plan

AFOUND

- the style and deal hunting paradise
- launch 2018 in Sweden
- a marketplace for off-price
- launch – learn – leverage

planned growth until 2022



- growing existing brands
- new brands
- new business models

ILLUSTRATIVE, THIS SLIDE CONTAINS FORWARD-LOOKING STATEMENTS. ACTUAL RESULT MAY BE MATERIALLY DIFFERENT

- proven business model
- 7 brands 2017
- global presence
- launch 1 new brand 2018



- huge potential
- continued growth for physical stores
- global digital expansion
- annual sales growth of 25% until 2022

thank you!