

# Annual Report 2018

Jula Holding AB



**G&K Blanks**  
Fastigheter AB

**Wästgöta**  
*Finans*

**Jula Logistics**





# Focus on development in a turbulent world

2018 has seen a great deal of turbulence in the world around us. The Julia Holding Group has coped with this turbulence by focusing on the development of the prerequisites for its own business activities.

The group has developed and become more explicit during the year. One explicit example of this is the Annual Report you are now holding in your hand, the first one that has been prepared for the Julia Holding Group.

The group is poised for expansion and growth in several sectors: retail, logistics, real estate and hotel & conference. The broadening of the value network makes the group more robust and less vulnerable in an unpredictable world.

The development of the group also creates the prerequisites for a long-term perspective, a perspective that in this particular case transcends the generation gap.

The Julia Holding Group stands firm and is an attractive alternative to develop business opportunities, or for anyone who wants to work in one of the group's business activities.

*"The development of the group also creates the prerequisites for a long-term perspective, a perspective that in this particular case transcends the generation gap."*

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# Board of directors and organisation structure

The description of the board of directors and management refers to 2019.

**KJB Holding AB** is the overall group parent and owner company. Karl-Johan Blank is the owner and CEO, and also sits on the board of directors together with chairman Peder Larsson, board member Christian Blank and coopted member Fredric Blank.

**Jula Holding AB** is the operative parent company for the operating subsidiaries. The board consists of Karl-Johan Blank, chairman Peder Larsson, board members Hans-Åke Persson, Thomas Evertsson, Christian Blank and coopted member Fredric Blank. The president of Jula Holding AB is Joachim Frykberg.

**Jula AB** is the group's big retail company and main parent company in the Jula group. The board consists of Karl-Johan Blank together with chairman Peder Larsson, board members Hans-Åke Persson, Thomas Evertsson, Rune Brunberg Johansen, Patrik Ragnar and coopted members Christian Blank and Fredric Blank. The president of Jula AB is Joachim Frykberg.

**Jula Logistics AB**, the group's logistics company with its own rail terminal. The board consists of Karl-Johan Blank, chairman Peder Larsson and board members Joachim Frykberg, Hans-Åke Persson, and coopted members Christian Blank and Fredric Blank. The CEO of Jula Logistics AB is Lennart Karlsson.

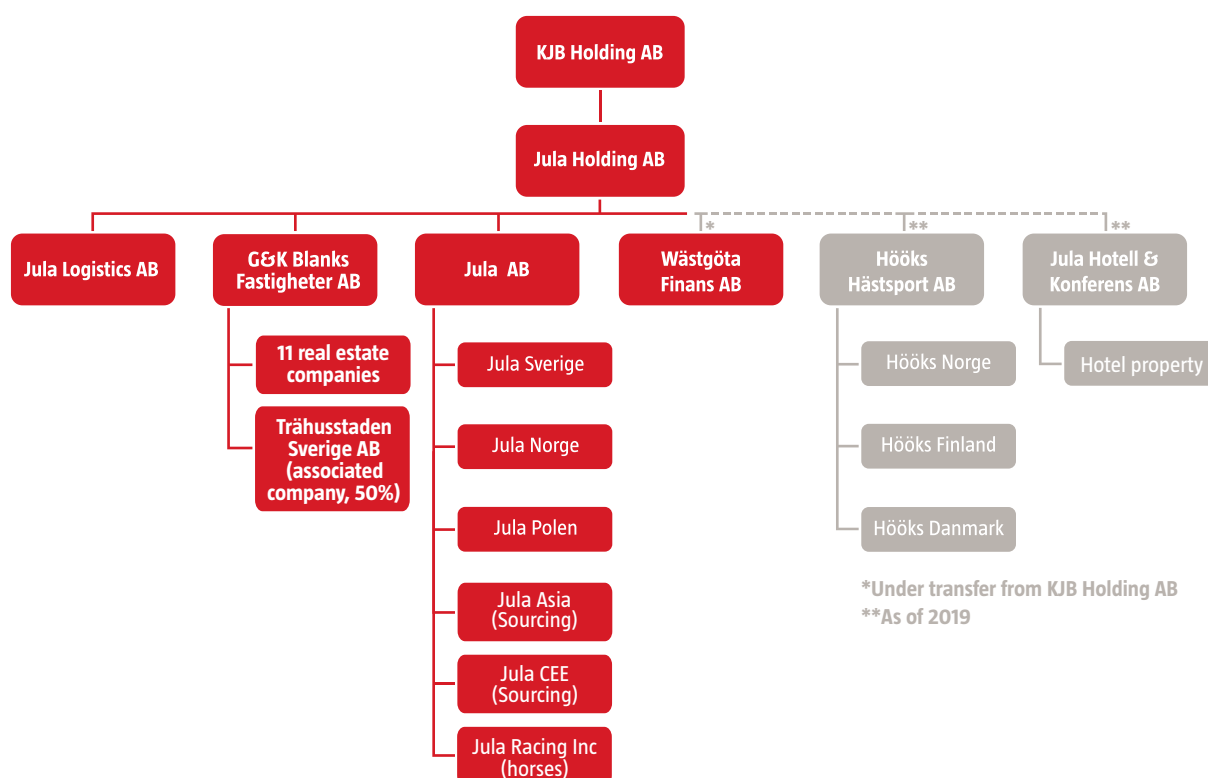
**G&K Blanks Fastigheter AB** is the group's real estate company and main parent company in the G&K Blanks Fastigheter group. The board consists of Karl-Johan Blank together with chairman Peder Larsson and board members Christian Blank, Joachim Frykberg, Peder Lövhagen and coopted member Fredric Blank. The CEO of G&K Blanks Fastigheter AB is Johan Carlberg.

**Wästgöta Finans AB** is the finance company for the group for consumer credit to private persons. The board consists of chairman Peder Larsson together with board members Christian Blank, Joachim Frykberg and Ann Krumlinde.

## Acquisitions 2019

**The Hööks Hästsport group** is part of the Jula Holding Group since its acquisition in December 2018. The transaction was finalised in February 2019 following the approval of the Swedish Competition Authority. The board consists of Karl-Johan Blank, chairman Peder Larsson and board members Joachim Frykberg and Joachim Höök. The president of Hööks Hästsport AB is Joachim Höök.

**Jula Hotell & Konferens AB** was acquired by the Jula Holding Group in the beginning of 2019. The board consists of chairman Peder Larsson and board members Johan Carlberg and Jessica Palm, and coopted members Joachim Frykberg and Karl-Johan Blank.







**Karl-Johan Blank**  
**Owner & CEO**  
KJB Holding AB  
Jula Holding AB  
Jula AB  
G&K Blanks Fastigheter AB  
Jula Logistics AB  
Hööks Hästsport AB  
Group management Jula Holding AB



**Peder Larsson**  
**Chairman**  
KJB Holding AB  
Jula Holding AB  
Jula AB  
G&K Blanks Fastigheter AB  
Jula Logistics AB  
Wästgöta Finans AB  
Hööks Hästsport AB  
Jula Hotell & Konferens AB



**Bengt Andersson**  
**Member**  
  
Jula AB  
G&K Blanks Fastigheter AB



**Joachim Frykberg**  
**President, member**  
  
G&K Blanks Fastigheter AB  
Jula Logistics AB  
Wästgöta Finans AB  
Group management Jula Holding AB  
Jula Hotell & Konferens AB



**Christian Blank**  
**Member**  
KJB Holding AB  
Jula Holding AB  
Jula AB  
G&K Blanks Fastigheter AB  
Jula Logistics AB  
Wästgöta Finans AB  
Group management Jula Holding AB



**Fredric Blank**  
**Coopted member**  
  
KJB Holding AB  
Jula Holding AB  
Jula AB  
G&K Blanks Fastigheter AB  
Jula Logistics AB



**Hans-Åke Persson**  
**Member**  
  
Jula Holding AB  
Jula AB  
Jula Logistics AB



**Thomas Evertsson**  
**Member**  
  
Jula Holding AB  
Jula AB



**Johan Carlberg**  
**CEO**  
**G&K Blanks Fastigheter**  
  
Jula Hotell & Konferens AB  
Group management Jula Holding AB



**Ann Krumlinde**  
**Member**  
  
Wästgöta Finans AB



**Peder Löwhagen**  
**Member**  
  
G&K Blanks Fastigheter AB



**Joachim Höök**  
**President Hööks**  
**Hästsport, member**  
  
The Hööks Hästsport group  
Group management Jula Holding AB



**Rune Brunberg Johansen**  
**Employee representative**  
  
Jula AB



**Patrik Ragnar**  
**Employee representative**  
  
Jula AB



**Magnus Sigurd**  
**Business Development**  
**Director**  
  
Group management Jula Holding AB



**Mikael Fellbrandt**  
**CFO**  
  
Group management Jula Holding AB



**Lennart Karlsson**  
**CEO Jula Logistics**  
  
Group management Jula Holding AB



**Johan Bergman**  
**HR Director**  
  
Group management Jula Holding AB



## A word from the owner and CEO

# We have handled the turbulence in 2018 together

It has been to say the least a turbulent year, very cold in March, extremely dry during the summer, and a very hot autumn. The dollar and euro rates have also been difficult to manage. Nevertheless, we can confirm that during the year we have together been able to cope with both success and misfortune in a very good way. We are on track again after the downturn in 2017. All the countries and organisations have done a fantastic job!

In the spring I felt that we were obliged to restructure the group. KJB Holding was changed to Jula Holding as part of this. It is in actual fact a new yet old structure where KJB Holding now becomes the owner company that takes the overall decisions for the orientation of the group.

### **Long-term perspective**

It feels good that all the pieces are now beginning to fall into place concerning the structure of the group, a structure that has actually been planned many years ago. But because of different circumstances, including the division of the estate after my father, the process has taken some time.

The long-term perspective is important for me, it is for example the reason why Jula is still in my ownership, and why we are where we are now. The long-term perspective is also the reason why we still have the decision making in our own hands, and that we have the

opportunity to continue to develop the family-owned group for the future.

### **Active CEO**

The work of building the group now continues. I am an actively participating CEO concerning management and support, with my very extensive and broad experience. This is something I want to be, and which I enjoy.

One objective of the reorganisation and structuring of the group is so that we can utilise and develop all our resources and staff in the best possible way. For example if we have key persons in the organisation with wide-ranging competence, these persons can be further developed in the group and accept new responsibility. This will lead to new challenges and new opportunities. I have excellent collaboration with Peder Larsson, who is the chairman. It is constructive and inspiring.

### Diverse competence

The idea is that the management group in Jula Holding will be able to use the competence from all the different parts of the group. We will then have a greater understanding that extends beyond the limits of the companies and results in good cooperation, which in turn strengthens the group. We are all specialists in different things. Together we are strong, with good results in a somewhat new yet old structure.

The former main parent company, KJB Holding, will in the new structure function as the owner company. Jula Holding will be the new executive group company with a board of directors and management group from the different parts of businesses.

### Group president

Joachim Frykberg, president of Jula AB, was also appointed this year as group president. I have great confidence in Joachim and know that he will do a good job. We have worked together for a long time, since the beginning of year 2000, and we have got to know each other well over the years. We have developed a way of working together to realise all the visions and ideas that occur to me as an entrepreneur.

### Collaboration leads to an exciting future

It has been an exciting year for our future prospects and establishments as a result of our excellent collaboration with Olav Thon. Collaboration that bodes well for the future development of Jula AB. The group originates from Jula AB. During the year we obtained an important addition to the board of directors in Thomas Evertsson, CEO of Willys, a powerful force who became an immediate asset.

The main part of Jula AB is Jula Sverige AB, which has now obtained a new CEO in Johan Sjöhagra. He has in a short space of time contributed with new energy, which has led to a positive development.

During the year we have also appointed a new purchasing manager for Jula AB, Roger Halvarsson, previously CEO of Bygghemma i Sverige. I am convinced that Roger will be moving our purchasing operations in the right direction. I have always had a heartfelt love of purchasing. In many ways it's purchasing that has built up Jula and from that perspective it's important that this work is taken over by someone who really has the right profile, with the right background and extensive experience. I believe we will get some good collaboration. It feels really good that we now have a strong team with the right competence in the management group for Jula AB. It gives us excellent prospects for the future.

### Sustainability

When it comes to sustainability we are taking new steps all the time. We really want to accept our responsibility and to develop sustainability in the best possible way. We are working actively, for example, with aftersales and claims. And this gives many of our products a new life. Our quality department has for many years put a lot of work into maintaining a high and uniform level of quality.

A new sustainability strategist, Maria Ragnarsson, was also employed this year and who has now prepared a new sustainability strategy that will be implemented during 2019.

As part of our environmental awareness the lighting in our central warehouse will be replaced with LED lighting. This is a change that will be implemented during 2019. We are also in the process of replacing the lighting in the stores to LED. This will reduce the environmental impact and also ensure a longer life span.

### Bonus and jubilee

Our bonus programme rolls on. There was a half bonus in 2017, but now that profitability has increased again it is very pleasing to be able to distribute a full bonus for 2018 within the framework of the programme.



Karl-Johan Blank, Olav Thon and Per Jacobsen.



Karl-Johan Blank outside Facebook's office in Dublin.



Karl-Johan Blank with his sons Christian Blank and Fredric Blank at the opening of the department store in Nacka.

In 2018 we have also made preparations for the 40 years jubilee that will take place in 2019. What could be better than celebrating the opening of the 100th department store? This will take place in Bydgoszcz, in Poland. We are positive about the work being done in Poland.

Jula in Norway also celebrated 10 years in 2018, a fantastic year in many ways. Norway continues to deliver at a high level with its excellent department stores.

**It is positive for both the staff and customers when we celebrate in different ways!**

We have had four excellent inaugurations of department stores during the year: Kungälv, Nacka Forum, the second store in Uppsala (Gränby) and Askim (Norway). We also had a successful new opening in Lublin in Poland. During the year we closed a department store in Malmö. This was the first time we have done this for a very long time, and it is by no means common practice. The store had been in the same place for over 20 years, and during this time shopping in the area had changed a lot. When the contract expired it was time to make a change. We have also begun an initiative to rebuild stores on a regular basis, we must have a good department store environment. Bright and good stores with the latest concepts to meet customers in the best possible way and to create a nice Spirit of Jula.

**JulaBase creates opportunities**

The implementation of JulaBase was a major event in 2018. JulaBase is a platform for our values throughout the entire company, and which gives us excellent prospects for the future. During 2018 we have also put in a lot of work concerning how the business should be run. This is something that will be implemented in 2019.

We decided to invest in digital price labels in 2018 (implemented in 2019 in Sweden), which in actual fact was one of our biggest investments ever. It's about keeping up in a world that is changing at an ever faster pace, and digital labels simplify day to day work in the stores for the staff so that they can engage more actively

with customers. It also ensures that products have the right price throughout. The implementation begins in Sweden and then continues in Norway and Poland if we get the right results.

The future is still looking tough, and we are working hard to ensure that we can continue to maintain our performance. It is therefore very satisfying to see that what we are doing concerning digitalisation (the digital marketing), for example the website, development of the catalogue app, social media, processing of customers, our 3 million JulaClub customers and the positive development of our JulaPro customers, has really helped us and will continue to do so.

**Best year ever for G&K**

G&K Blanks Fastigheter continues to develop positively and had its best year ever. 2018 has been fantastic in that we have gained leverage from most of our initiatives. A lot is also going on in the immediate future.

In 2018 we have developed collaboration with Götenehus, a new company called Trähusstaden Sverige AB, which will be building rental apartments in small and medium sized expansive locations. G&K's CEO Johan Carlberg has now been appointed chairman for Trähusstaden AB.

Half of G&K Blanks Fastigheter was previously owned by myself privately, but this situation has now changed so that the company is now wholly owned by the Jula Holding Group.

After many years we have now almost completely finished the building work in Angered, an object that has had a fantastic development. The second stage in the development of the shopping centre at Stallsiken, Skövde, has also been completed.

New competence has been brought onto the board in the form of Peder Löwhagen, who with his experience from Skanska and HSB has a lot to contribute.







#### **Eagerly awaited Wästgöta Finans – with enormous potential!**

Wästgöta Finans has acquired some very strong competence in the form of Ann Krumlinde. She has contributed with her extensive knowledge and experience in the new financing activities. We now see great opportunities for the processing of our JulaClub customers, and we believe in a strong development in 2019.

We have been working with this for many years, and it now feels really good that it is finally being realised. Taking all these factors into account there is a very strong team behind the launch. We are looking forward to a very exciting year in 2019.

#### **Jula Logistics perfect timing**

Previously Jula Logistics was “only” Sweden’s biggest logistic company. Now, thanks to the acquisition of the Dryport in Falköping, Jula Logistics has undergone expansive development. At the present time there are two rail tracks with transfer points, and we have also acquired a lot of land for future development. This will involve new construction for leasing and the development of new logistics.

Perfect timing for eco-friendly investments in logistics with the help of rail solutions. Within the framework of Jula Logistics we also manage the transfer points. We have attracted the interest of many new customers, both large and small.

#### **Gratifying acquisition of Hööks**

I have always had a keen interest in horses. It is therefore very pleasing to be able to present the acquisition we carried out at the end of the year of Hööks, Scandinavia’s leading equestrian sports chain.

This is a milestone in the development of the Jula Holding Group. Up to now we have started and developed new businesses from stage one. But, with the acquisition of Hööks we will have a well functioning company with a long history, strong brands, loyal customers, and dedicated staff. We see big opportunities to reinforce the businesses together.

#### **Jula Hotel & Conference**

Towards the end of 2018 it was decided that Jula Hotell & Konferens AB would be part of the Jula Holding Group in 2019. G&K Blanks Fastigheter, my father and I, acquired the site that housed a VIP motel. We demolished the existing building and the idea was to build a shopping centre with a hotel on top. However, this was not part of the detailed planning in the municipality and after various twists and turns my father took over the site. He then built the hotel with his own company and the help of G&K Blanks Fastigheter. Later on I continued to develop the golf and camping in the vicinity of the hotel. These activities belong to G&K Blanks Fastigheter, and it is therefore only natural that we are now continuing to develop the overall plan. It feels really good! We see extensive synergies here, and hope to improve the collaboration now that there is one owner.

#### **Good celebrations in 2019**

It’s important that we continuously support our customers, which in the Jula Holding Group can involve different forms of support. I personally value the meetings with customers during the opening of new department stores or visits to the stores, but also in meetings during the acquisition of premises or the starting of new businesses.

It’s going to be fantastic fun to celebrate this 40 years long journey, which for me began when I was packing mail order parcels in the barn, welding, turning on the lathe, and photographing products at Jultorp with Jula Industri in the late 70s. I took part in starting the company Jula AB in 1984 and have built it up into a chain of 100 department stores, distance selling and a whole group.

It has been a fantastic journey and it will be great fun to celebrate during 2019 together with the fantastic staff and loyal customers. ●

Karl-Johan Blank  
CEO and owner



## A word from the president of Jula Holding AB

# The group takes the next step

In an a troubled world the Jula Holding Group is now taking the next step. During 2018 all the businesses in the group have been developing in the right direction.

Jula is a family business with a long-term focus. With retailing as the hub, we have developed new businesses over the years. The basic concept is to spread the risks on several legs and to create opportunities through collaboration and synergies. We are now taking the next big step in this development through the formation of the Jula Holding Group.

A great deal of effort and resources were put into the preparations in 2017. The results of these preparations were implemented to a large extent in 2018. One clear example is the preparation and implementation of JulaBase, a comprehensive initiative that has produced opportunities and which will strengthen the organisation in the future. It is clear that our efforts in conjunction with the development of the group form an excellent platform for 2019 and in the long term.

### Cooperation leads to success

2018 was characterised by active preparations in the group's "new" organisations, Jula Logistics and Wästgöta Finans, preparations that will bear fruit in 2019.

One explicit strategy is to create opportunities for effective cooperation between the different businesses. It is of course important that each group company assumes responsibility for its own business, both the staff and managers. In the development of the group it is also important that we consider the overall picture together.

### More than one leg produces stability

There are many different ways of facing challenges in a turbulent world. The most important is not be passive, but to actively respond to events. We like to talk about continuously "aiming higher". With the group we have now chosen to widen the value

chain with a view to creating profitability in several business sectors. At the same time it is clear that in the development of the group there are major advantages of scale and synergies. A new sustainability strategy was also established in 2018. We do a lot within the group to improve sustainability, and in 2019 we will be more explicit in our communications concerning sustainability.

### Fast pace

The Jula Holding Group will maintain a fast pace. This could already been seen at the end of 2018 when the group expanded through the acquisition of Hööks, Scandinavia's leading equestrian sports chain, and the Jula Hotel in Skara. With the Jula Holding Group we now have the opportunity to take on new businesses in an effective way. And we have in Karl-Johan Blank an owner, every inch an entrepreneur, who really wants to maintain a fast pace.

The Jula Holding Group will develop and grow, you can count on it!

### The growth continues

The prospects for the group are in other words very good. For anyone looking for business partners to develop business opportunities, or looking for new challenges on the labour market, the Jula Holding Group is to say the least an exciting alternative. We have for many years been working actively to develop leadership and employeeship. We have fantastic and highly dedicated staff who see great opportunities in the development of the group.

We look forward to the future with great confidence. ●

A handwritten signature in black ink, reading "Joachim Frykberg". The signature is written in a cursive, flowing style.

Joachim Frykberg  
President of Jula Holding AB

# A word from the chairman

## Stable growth in an expanding group

Another year with stable growth of both sales and profit. We have succeeded in parrying both a high dollar rate and an otherwise weak growth in the industry.

### **The Jula Holding Group expands**

During the year we have reviewed and changed the structure of the group, and Jula now stands on more than one leg.

There are two important reasons why we have now collected the group companies under a holding company, Jula Holding AB.

First of all the Jula Holding Group now consists of so many companies that it is important to hold the businesses together and to coordinate the management and synergies.

Secondly, we have cutting-edge competence in several different areas apart from retail, such as logistics, financing and real estate. With the help of this competence we have been able to create completely new independent companies such as Wästgöta Finans and Jula Logistics, just as we once created G&K Blanks Fastigheter when we saw that we could build our own stores and in so doing create a real estate company.

**Retail;** with our well developed network of stores in Sweden, Norway and Poland, and our e-commerce. We believe in an expansive e-commerce on all our markets and it is important for us to have a business model that also creates satisfactory profitability in e-commerce.

**Logistics;** Jula Logistics AB is developing a new logistics area at Marjarp in Falköping. During the year we have acquired 230,000 square metres of land in the municipality of Falköping and we are planning extensive investments in logistics for some time to come.

**Finance market company;** Wästgöta Finans AB has now been approved by the Financial Supervisory Authority to conduct business with consumer credit. We will be starting lending activities in 2019.

**Real estate company;** G&K Blanks Fastigheter AB has developed strongly during the year. The shopping centre Stallsiken in Skövde and the school premises in Angered have made excellent progress. During the year we have also continued with the planning for construction on a site in Skellefteå. In addition G&K Blanks Fastigheter has formed a real estate company together with Götenehus AB and Erik Hemberg's company to focus on producing apartments.

**New activities;** On the 28th December we signed a purchase agreement where Jula Holding AB acquired Hööks Hästsport AB with businesses in Sweden, Norway, Finland and Denmark. Hööks Hästsport is a retail group with products for horses, riders, dogs and dog owners. Their corporate culture corresponds well to the Spirit of Jula. Hööks Hästsport therefore becomes the fifth leg in the Jula group.

In order to take care of our businesses in the best possible way we have also adapted our organisation with explicit synergistic resources.

Looking back on 2018 we can confirm that a lot has happened during the year and that our staff have done a fantastic job at all levels. ●



Chairman  
Peder Larsson





## The group expands – acquisition of Hööks

Towards the end of 2018 it became clear that the Jula group would acquire Hööks, Scandinavia's leading company in equestrian sports.

– This is a milestone in the development of the group. Up to now we have started and developed new businesses from stage one. But, with the acquisition of Hööks we will have a well functioning company with a long history, strong brands, loyal customers, and dedicated staff. We see big opportunities to reinforce the businesses together, says Karl-Johan Blank, owner and CEO of Jula Holding.

### **Karl-Johan has a strong personal interest in horses**

– The family has always had horses. I was first interested in equestrianism, and then harness racing took over more and more. I'm very pleased that this deal has gone through, says Karl-Johan.

### **Family business**

Both Hööks and Jula are fundamentally family-owned companies. – My father and I, Lars-Göran, knew the former owner Bengt Höök. We often met at trade fairs and through trade associations. Like us, Hööks is a family business spanning several generations. We work in different sectors, and now see the advantages of being able to develop together. Hööks will remain a freestanding company in the group with its head office in Borås. We really like Hööks, which like Jula has good prices and good brands, says Karl-Johan Blank.

– This is very positive for Hööks, we are now getting a strong and long-term owner, a family business that can continue to develop the company and work on its expansion in the Nordic countries, says Joachim Höök, president of Hööks.

### **Strong in e-commerce**

Jula Holding is now acquiring 100 per cent of Hööks from Nalka and the old main owners, including Joachim and Maria Höök.

An agreement on the acquisition was reached at the year-end and came into force in February 2019 following the approval of the Swedish Competition Authority. Hööks has a strong position in e-commerce, with stores on four markets in Sweden, Norway, Finland and Denmark.

– The acquisition of Hööks is in line with the long-term strategy of the Jula Holding Group to acquire and develop new and existing businesses. I am convinced that our cooperation will be very positive for customers. There is the real potential for collaboration in several different areas that will reinforce our respective offerings, says Joachim Frykberg, president of the Jula Holding Group.

### **Hööks**

Hööks started off as a saddlery in Eksjö in 1931. Hööks Hästsport AB was started in 1976. Hööks Hästsport AB is Scandinavia's leading company in equestrian sports and has a wide range of products for riders, horses and dogs. Hööks has a large network of stores (53) in Sweden, Norway, Denmark and Finland, and also has online sales. Hööks has a turnover of around SEK 500 million and 400 employees. ●



# Hööks



Jula Holding acquires Hööks.

# Jula Holding takes over Jula Hotell & Konferens

Towards the end of 2018 it was decided that the Jula Holding Group would take over the running of Jula Hotell & Konferens AB in Skara.

The takeover is part of an agreement reached after the distribution of the estate following the decease of Lars-Göran Blank (Jula's founder) in 2014. Jula Holding took over the ownership in March 2019.

## **The group is developing**

The idea is to successively integrate the hotel into the Jula Holding Group.

– The takeover of the Jula Hotel is fully in line with the long-term strategy and orientation of the Jula Holding Group, i.e. to acquire and develop new and existing businesses, says Karl-Johan Blank, owner and CEO of the Jula Holding Group.

## **Strategic position**

Jula Hotell & Konferens has a strategic location in Skara by the E20. It is a full-scale hotel and conference facility with 290 beds and a dining area for 300 guests.

The takeover also includes the running of the adventure golf and camping adjoining the hotel.

The hotel also has an art gallery with probably the largest private collection of works by Anders Zorn, Bruno Liljefors, Carl Larsson, Jenny Nyström and others. ●



Jula Hotel's adventure golf.





# KJB Holding AB

## Administration Report

The financial report presented here only consists of an extract from KJB Holding AB's Annual Report and consolidated financial statements for the financial year 2018. To access the entire documentation, please contact the company's financial department or the Swedish Companies Registration Office.

### EQUITY / ASSETS RATIO

# 38 %

### Information on the business

**KJB Holding AB** is Karl-Johan Blank's holding company that owns 100 per cent of Wästgöta Finans AB and Jula Holding AB. As part of the concentration of the group structure the company acquired in December 2018 Karl-Johan Blank's holding in G&K Blanks Fastigheter AB, after which all the shares were sold to Jula Holding AB. All the shares in Jula AB have also been sold to Jula Holding AB.

**Jula AB's** business activities include the operation and development of the company's department store concept and retail business via the subsidiaries Jula Sverige AB, Jula Norge AS and Jula Poland Sp.zo.o with the main emphasis on the DIY markets in respective countries. Sales take place through a chain of department stores in the respective countries, which consist of 53 stores in Sweden, 34 stores in Norway, and 12 stores in Poland. Four new department stores opened during the year. Jula AB provides the central functions for Jula Sverige, Jula Norge and Jula Poland, such as concept development, supply chain, marketing, finance, and administration, etc. The product range includes tools and machines, working clothes and protective gear, building equipment, electrical and plumbing, recreational articles and household products.

**Jula Logistics AB** owns and administrates the group's central warehouse and develops new logistics for third-parties..

**G&K Blanks Fastigheter AB** owns and administrates shopping centres and business properties in more than ten Swedish cities.

The business is primarily focused on providing the Jula department stores with suitable premises, but there are also a considerable number of external tenants in the company's properties.

**Wästgöta Finans AB** is a finance market company under development and has now been approved by the Financial Supervisory Authority to conduct business with consumer credit. The company has started lending activities in 2019.

### Important events during and after the end of the financial year

The KJB group continues its expansion and sales amounted to SEK 6,982 million (6,503) during the financial year. The group reported a profit after financial items of SEK 586 million (473). The business in Poland continues to be charged to profits. Profits amounted to 8.4 per cent in relation to sales, which can be considered as satisfactory. Allocations for bonus related benefits amount to approx. SEK 45 million of the profit for 2018. The group's economic and financial position is very good. The equity/assets ratio amounted to 38 per cent (41). The group's activated investments amounted to SEK 339 million.

Jula Holding AB acquired Hööks Hästsport in 2019, Scandinavia's leading company in equestrian sports with a large network of stores (57) in Sweden, Norway, Denmark and Finland. The company also has online sales. Hööks Hästsport has a turnover of SEK 500 million and approx. 350 employees. After the balance sheet date the shares in Jula Hotell & Konferens AB have also been acquired

### Multi-year comparison

SEK thousand	2018	2017	2016	2015	2014
<b>Group</b>					
Net sales	6,982,246	6,502,538	6,059,893	5,885,217	5,439,439
Profit after financial items	586,539	472,625	585,704	638,225	568,584
Number of employees	2,053	2,060	1,923	1,850	1,798
Balance sheet total	5,008,683	3,193,428	3,190,862	3,309,089	2,875,299
Equity/assets ratio (%)	38	41	40	34	44
<b>Parent company</b>					
Profit after financial items	6,018	312,940	341,156	986,327	0
Balance sheet total	1,522,267	1,225,250	1,533,423	1,623,803	40
Equity/assets ratio (%)	60	80	65	61	100

2014 refers to figures for the group for Jula Holding AB when KJB Holding AB did not have any comparative figures for the group that year.  
2018 G&K Blanks Fastigheter AB is included in the balance sheet.



from Karl-Johan Blank. The company is primarily engaged in hotel, restaurant and conference activities in Skara.

After the acquisition of 50.01 per cent of the shares in G&K Blanks Fastigheter AB in December 2018 the company has been fully consolidated in the KJB Holding Group. The company was previously reported as an associated company in accordance with the equity method. This change has had a significant influence on the balance sheet total for the group.

### Anticipated future development and essential risks and uncertainty

**The Jula group** continues its expansion. New department stores will open in 2019. After the considerable successes of recent years with a well-established brand, a prominent position on the market and an attractive product range, the Jula group now stands on a very stable financial platform.

**Jula Logistics AB:** With the experience and knowledge in logistics that Jula has we see great opportunities to build up third-party logistics for other companies, with rail transport as an important main factor.

**G&K Blanks Fastigheter – the group:** We continue to see good opportunities to develop both existing commercial properties and to build new ones at attractive prices.

**Wästgöta Finans AB:** We are currently in the start-up phase for our lending and believe that there is a great demand for these services. We have a good network of customers via our JulaClub members.

**Hööks Hästsport – the group:** A well functioning company with a long history, strong brands in equestrian sports, good e-commerce, and dedicated staff. We see good opportunities for synergies, not least in purchasing and logistics.

The group is exposed in its business activities to risks and uncertainty, such as greater competition, rising purchase prices and fluctuations in exchange rates. The higher dollar rate during the last year has influenced purchase prices, but these effects have been countered. Identifiable risks are judged to be manageable and will probably not affect the business negatively to any great extent. To sum up, the group management and the board have a positive outlook for the future and the opportunities to realise their set objectives.

### Sustainability

The Jula group does not conduct business activities subject to declaration in accordance with the Environmental Code. The Sustainability Report 2018 in accordance with the Annual Accounts Act 6:11 for the Jula AB group can be found in its entirety at [www.jula.se](http://www.jula.se).

### Proposed appropriation of profits

#### SEK

The board of directors recommends that the profit/loss:

profit brought forward	900,249,906
net profit for the year	3,523,619
	<b>903,773,525</b>
carried forward to shareholders in a new account	20,000,000
	883,773,525
	<b>903,773,525</b>

### Statement from the board of directors concerning the proposed distribution of profits

After the proposed distribution of profits the equity/assets ratio for the parent company amounts to 60 per cent. The equity/assets ratio is satisfactory in relation to the fact that the company's business activities continue to be managed profitably. It is judged to be fully possible to maintain the liquidity in the company at a satisfactory level.

In the opinion of the board the proposed distribution of profits does not obstruct the company, and other companies included in the group, from fulfilling its obligations in the short and long term, nor from accomplishing the requisite investments. The proposed distribution of profits can thereby be justified with due consideration to what is stated in the Companies Act § 17 paragraph 2-3.

# KJB Holding AB group

## Financial statements

### Income statement

SEK thousand

	2018	2017
Net sales	6,982,246	6,502,538
	<b>6,982,246</b>	<b>6,502,538</b>
<b>Operating expenses</b>		
Goods for resale	-3,796,410	-3,601,289
Other external costs	-1,392,021	-1,310,333
Personnel costs	-1,110,869	-1,035,743
Depreciation and write-down of tangible and intangible fixed assets	-120,881	-113,160
	<b>-6,420,181</b>	<b>-6,060,525</b>
<b>Operating profit</b>	<b>562,065</b>	<b>442,103</b>
<b>Profit from financial items</b>		
Profit from participations in associated companies and jointly controlled companies	17,841	12,577
Other interest income and similar profit items	32,118	39,403
Interest expense and similar profit items	-25,485	-21,368
	<b>24,474</b>	<b>30,612</b>
<b>Profit after financial items</b>	<b>586,539</b>	<b>472,625</b>
Tax on net profit for the year	-119,861	-99,939
<b>NET PROFIT FOR THE YEAR</b>	<b>466,680</b>	<b>372,686</b>

# KJB Holding AB group

## Financial statements

### Balance sheet

SEK thousand

31-12-2018

31-12-2017

#### ASSETS

##### Fixed assets

##### *Tangible fixed assets*

Land and buildings	2,075,225	350,377
Equipment, tools, fixtures and fittings	272,433	261,053
Construction in progress and advance payments for tangible fixed assets	58,672	964
	<b>2,406,330</b>	<b>612,394</b>

##### *Financial assets*

Participations in associated companies and jointly controlled companies	500	383,064
Other long-term securities	1,999	1,999
Deferred tax asset	34,866	29,133
Other long-term receivables	1	0
	<b>37,366</b>	<b>414,196</b>

##### Total fixed assets

**2,443,696** **1,026,590**

##### Current assets

##### *Inventories etc.*

Finished products and goods for resale	1,622,730	1,523,051
Advance payments to suppliers	8,697	5,026
	<b>1,631,427</b>	<b>1,528,077</b>

##### *Current receivables*

Accounts receivable	168,510	110,876
Current tax assets	47,635	19,087
Other receivables	87,302	147,575
Prepaid expenses and accrued income	92,584	84,266
	<b>396,031</b>	<b>361,804</b>

Other investments in securities etc.

17,919 16,704

Cash and bank balances

519,610 260,253

##### Total current assets

**2,564,987** **2,166,838**

##### TOTAL ASSETS

**5,008,683** **3,193,428**

# KJB Holding AB group

## Financial statements

### Balance sheet *cont.*

SEK thousand	31-12-2018	31-12-2017
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Share capital	10,000	10,000
Other equity including net profit for the year	1,877,358	1,293,837
<b>Total equity</b>	<b>1,887,358</b>	<b>1,303,837</b>
<b>Provisions</b>		
Deferred tax liability	224,279	188,990
Other provisions	201	312
	<b>224,480</b>	<b>189,302</b>
<b>Non-current liabilities</b>		
Liabilities to credit institutions	1,556,459	552,801
	<b>1,556,459</b>	<b>552,801</b>
<b>Current liabilities</b>		
Liabilities to credit institutions	87,633	42,167
Accounts payable	380,037	342,241
Current tax liabilities	33,067	26,728
Other liabilities	468,827	468,415
Accrued expenses and deferred income	370,822	267,937
	<b>1,340,386</b>	<b>1,147,488</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>5,008,683</b>	<b>3,193,428</b>



# KJB Holding AB group

## Financial statements

### Cash flow statement

SEK thousand	2018	2017
<b>Operating activities</b>		
Profit after financial items	586,539	472,625
Adjustments for non-cash items etc.	75,625	75,671
Income tax paid	-137,552	-167,890
<b>Cash flow from operating activities before changes in working capital</b>	<b>524,612</b>	<b>380,406</b>
<b>Cash flow from changes in working capital</b>		
Changes in inventories and work in progress	-103,350	-178,244
Changes in accounts receivable	-24,313	0
Changes in current receivables	25,160	-5,636
Changes in accounts payable	21,255	0
Change in current liabilities	49,831	169,399
<b>Cash flow from operating activities</b>	<b>493,195</b>	<b>365,925</b>
<b>Investing activities</b>		
Investments in tangible fixed assets	-119,786	-73,416
Sales of tangible fixed assets	389	586
Investments in financial assets	6,999	-1,499
Sales of financial assets	0	1,200
<b>Cash flow from investing activities</b>	<b>-112,398</b>	<b>-73,129</b>
<b>Financing activities</b>		
Repayment of loans	-15,960	-381,315
Dividends paid	-107,000	-110,000
<b>Cash flow from financing activities</b>	<b>-122,960</b>	<b>-491,315</b>
<b>Cash flow for the year</b>	<b>257,837</b>	<b>-198,519</b>
<b>Cash and cash equivalents at the beginning of the year</b>		
Cash and cash equivalents at the beginning of the year	276,957	470,617
<b>Exchange rate differences in cash and cash equivalents</b>		
Exchange rate differences in cash and cash equivalents	2,735	4,859
<b>Cash and cash equivalents at the end of the year</b>	<b>537,529</b>	<b>276,957</b>

# Jula AB

## 2018 in brief

### 5 legs

The Jula Holding group stands on five legs, that's to say there are five different businesses in the overall group structure: Retail (Jula AB and Hööks), Logistics (Jula Logistics), Finance (Wästgöta Finans), Real estate (G&K Blanks Fastigheter) and Hotels (Jula Hotell och Konferens).

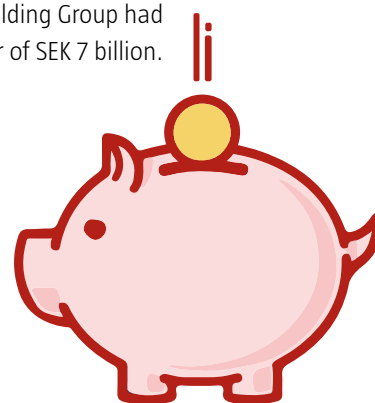
### 7 billion

In 2018 the Jula Holding Group had a turnover of SEK 7 billion.

Over **500** million NRK



Jula signed an agreement with Olav Thon, the Norwegian super entrepreneur. The agreement covers eight new department stores in new locations for an overall value of a half a billion NRK.



### 10 YEARS

Jula was established in Norway in 2008 and therefore celebrated its 10-year jubilee on the Norwegian market.



290

beds



Jula Hotell & Konferens offers a total of 290 beds.

99

department stores




Jula AB inaugurated its 99th department store in 2018.

3500

staff



The Jula Holding Group has a total of 3500 dedicated employees.



694  
million

Jula set a new sales record for one month in May 2018. The new record was quoted at SEK 694 million.



SEK  
300,000

Wästgöta Finans offers blank loans of up to 300,000 SEK over 10 years. Secure loans, quite simply.

250,000 square metres

Jula Logistics invested SEK 28.4 million and acquired 250,000 square metres of land (and rail track) at Marjarp, north of Falköping, in 2018.





## A word from the president of Jula AB

# Positive development in spite of great challenges

There were some big changes in Jula AB in 2018, not least in leading key positions. During the year we have accepted a great responsibility to look after our customers in the best possible way, both now and in the future.

In last year's Annual Report we wrote about initiatives that would be implemented. We can now confirm that they have been implemented in a fantastic way. We have put in 30,000 hours on the implementation of JulaBase, and we spent almost as many hours on the GDPR project. The two other big projects during the year concerned our margins and store management/supply chain. All these initiatives have given us new and better opportunities to meet our customers in the best possible way.

### **New appointments to key posts**

The country manager on Jula's biggest market, Sweden, left his post in 2017. This has of course had an impact on the business. Johnny Alvbøge, vice country manager in Norway stepped in at short notice and did a fantastic job, which created stability and paved the way for the successor. The new country manager in Sweden, Johan Sjöhagra, is now in place and is doing a very good job.

Key persons have also left Purchasing, the important hub in Jula's business activities.

The purchasing manager has left and been temporarily replaced. Lennart Andreasson, strategic purchasing manager, stepped in and during the year as acting purchasing manager has not only managed the business, but also conducted an active development in an

exemplary manner. Many thanks to both Johnny and Lennart, who have shown that there is substantial competence and loyalty within Jula AB.

### **We are taking market shares**

During the year it has been tough in retail on our three markets. At the same time we have developed well and taken a bigger share of the markets. We have experienced a positive development on the Swedish market during the year, and in actual fact Sweden is the country that has taken the biggest steps in 2018.

The successful development continues in Norway. The business is delivering, profitability is good, and the expansion is progressing.

*"The way in which we have handled the challenges in 2018 shows the strength of our organisation."*

In Poland we are still facing challenges with profitability, but we are moving in the right direction. In 2019 we will be taking the next step in this development by opening two new stores. We see an





Jula opens a new department store in Visby.

enormous potential on the Polish market. Jula's 100th department store will open in 2019. This will take place in Bydgoszcz in Poland

#### Drive and energy

In the time ahead we are seeing a clear strategic challenge in distance selling, and this is where we are focusing our most important development. We aim to triple e-commerce within a three-year period. This is a tough objective, but properly handled fully realistic.

Roger Halvarsson was appointed as the new purchasing manager in the beginning of 2019. Roger comes to us directly from having

been CEO at Bygghemma Sverige, and his extensive experience of e-commerce will be important for the future development of the company.

The way in which we have handled the challenges in 2018 shows the strength of our organisation. Whenever it's needed there is drive, energy, loyalty and a great sense of responsibility. It points to a bright future! ●

*Joachim Frykberg*

Joachim Frykberg  
President of Jula AB



Jula opens a new department store in Visby.



Jula opens a new department store in Visby.



# Global sourcing was established in Eastern Europe in 2018

During 2018 we have taken big steps in many different areas. The most conspicuous is of course that we have started up a new office in Eastern Europe.

But we have done a lot of other things as well. We have increased our quality controls by 22 per cent so that we now do considerably more inspections of our most critical orders and products. We have also worked hard to bring our factories into the CSR process, 92-93 per cent are included today. We now have continuous contact with 98 per cent of our suppliers, and 82 per cent of all orders are delivered ETD (Estimated Time of Departure).

## Extensive preventive work

During the year we have also implemented our supplier evaluation, where we assess all our suppliers within five areas (purchasing, quality, CSR, supply chain and contract). Suppliers are then categorised as gold, silver or bronze suppliers. In this way we know that we are working with the best suppliers, and we can also continuously improve others, or in the worst case exclude the poor suppliers. The assessments have given us some very useful knowledge, which in turn has meant that there is now a greater uniform focus in the process.

During the year we have also worked more with penalties as a preventive "weapon" for optimisation, for example order delays, quality control and CSR audits. These demands have produced a significant effect.

## Newly opened CEE

On the 1st of October 2018 we successfully opened our new purchasing office for Jula Central Eastern Europe (CEE) in Warsaw, Poland. The office has been established together with Jula's head office in Poland. The objective is of course to create synergies between the businesses. There are many advantages in being close to our products.

In conjunction with the opening we also welcomed our new manager of the purchasing office, Roman Guźniczak. Roman Guźniczak is new to Jula and initially it was important to ensure that within the Global Sourcing organisation we work in the same way and with the same values as the rest of Jula.

With the establishment of the new CEE office we now have new opportunities to source products that we currently buy from local Nordic traders. This gives us the opportunity to create a considerably better margin and competitiveness. It also means we obtain much better security in terms of price, quality, CSR and supplier capacity, in that it is easier for us to follow up and coordinate initiatives. We also create a more effective "time to market" in comparison with Asia, where the lead times are considerably longer.

## Focus ahead

In 2019 we will be focusing more at Jula on ensuring that we really apply the resources we have built up in Global Sourcing, and that together we create the best opportunities for better results. We are also working hard to guarantee the necessary resources and competence that make Global Sourcing a natural part of the process, despite that we come from different cultures and different places.

We will also continue to remain sharply focused on improving our prices. ●

Lars Bergmann  
CEO Jula Global Sourcing



# Implementation of JulaBase produced positive energy

During the first half of 2018 the implementation of JulaBase has taken place throughout the whole of Jula's organisation. The objective of the implementation was to ensure that all the staff were given the opportunity to understand and feel committed to what Jula is, and where Jula is going from the perspective of JulaBase. The implementation was a major initiative that has produced many different effects, including a greater willingness for cooperation between different parts in the organisation.

JulaBase is basically a practical platform where Jula's core values and overall motivation are exposed in order to create clarity.

## Method

The implementation of JulaBase was carried out simultaneously throughout the entire organisation, responsibly and with great dedication. The basis for the initiative has been established in accordance with a method with a starting point taken from how the organisation can achieve the overall objective in the best possible way.

*"JulaBase is not something that could be managed in one single initiative in 2018."*

The method for the implementation is that staff learn from each other through dialogue and sharing perspectives. The basic idea is that staff in small groups allow themselves to be influenced by each other. The choice of method for the implementation was to create the opportunity for a shared vision (throughout Jula's organisation) of what Jula wants to say with JulaBase.

## Just the beginning

It is important in this context to point out that the implementation is actually "only" a beginning. JulaBase is not something that could be managed in one single initiative in 2018. JulaBase will now be kept alive in all of the organisation in the long term through continuous use and development.

## Positive energy

A central part of JulaBase is the Spirit of Jula. Perhaps the most difficult thing in the entire implementation has been to describe tangible behaviour that comes from the Spirit of Jula. At the same it's also perhaps the most important, that's to say to actually come forward to tangible behaviour.

The implementation process has been positive for all of the organisation, with a lot of cooperation and the ambition to really understand together different perspectives.

The implementation initiative with JulaBase has also led to an understanding of the complexity in a document such as JulaBase. It is clear that the implementation has created a lot of positive energy. ●





## Jula's sustainability strategy

A large part of Jula's motivation is to find smart, effective solutions. Solutions that make it possible for home-improvers and professionals to fix, and to want to fix things themselves. We also want to reduce our climate footprint, we want to promote a sustainable development and the opportunities of the next generation to fix things themselves.

A natural part of our business is that we are resource efficient and therefore careful in the choices we make. This is a prerequisite for our long-term profitability and to offer cost-efficient products to our customers.

Doing business with Jula should be thought of as safe, and our products should keep what they promise. This year we have concentrated on further clarifying our standpoint on sustainability and our strategy. The targets that we are working towards and the activities we carry out are coordinated and guided by our overall strategy.

Jula creates growth and thousands of job opportunities in many places in Europe and Asia. Good conditions, diversity, the opportunity to develop and a good working environment for our suppliers and staff are a prerequisite for sustainable development. The implementation of the internal platform JulaBase™ creates an understanding of Jula's business concept, mission and vision among the staff at Jula concerning why the group exists and what we want to achieve. Jula's sustainability strategy means that as a company

we will contribute towards creating a sustainable impact through our business activities. We are aiming for the UN's global targets for sustainable development, which guide and show the effects of our work until 2030, when Jula will be climate neutral. These are targets that we will achieve through responsible leadership and with active improvements.

We create opportunities for everyone to fix things themselves. Together we assume responsibility for the opportunities of future generations to satisfy their requirements themselves and to contribute towards a sustainable society. Our sustainable approach will permeate all of our business activities and be a conscious part of our improvements towards a climate neutral business. ●

Maria Ragnarsson  
Sustainability strategist

# Three sustainable focal areas

We have chosen to concentrate our sustainability strategy in three overall focus areas where we can make the most difference. These three areas encompass all of our business and show how we should conduct our work towards our overall manifestation. We can influence different parts to different degrees, but our ambition is to make a difference. This focus means that we can easily and definitively set measurable subtargets that show how we contribute to a greater whole, as well as our contribution to the UN's global targets.\*

## DO IT YOURSELF

– And reduce your climate footprint at the same time

- We provide simple, cost-efficient, sustainable alternatives
- We inspire and make it easier for everyone to be a home-improver
- We have transparency and honesty in our offering



## WHAT DOES THIS MEAN FOR US:

- 5 – Products for all, everyone should be able to fix things themselves if they want to
- 7 – Energy saving products
- 8 – Sustainable alternatives, Sustainable economic growth, Resource efficiency
- 12 – Sustainable lifestyle, Reduction of waste, Chemicals, Use of materials
- 15 – Sustainable forestry

## CIRCULATE MORE

Take care of the world's resources, while increasing our business and profitability at the same time

- Create a profitable ecocycle
- Circular approach in the product life cycle
- Supply new sustainable technology and innovations



- 9 – Provision of sustainable, New technology and Innovations
- 12 – Spare parts, Repairs, Reuse, Recycled materials, Recycle
- 15 – Recycle, Reuse

## RESPONSIBLE AND HONEST

For all through Jula's added value chain

- We want to work with responsible suppliers
- We promote safe workplaces where everyone has the same opportunities to develop
- We are working for climate neutral logistics solutions
- We want to have renewable energy in our value chain



- 1 – Code of Conduct, Cooperation project
- 5 – Gender equality
- 7 – Energy consumption, Renewable energy, Wind power, Own rail solution, Effective transportation
- 8 – Code of Conduct, SAM, Long-term growth, Business objectives
- 10 – Code of Conduct, Audits, Diversity
- 13 – Climate consciousness, Education, Information

\* For more information on Jula's work with sustainability, go to [www.jula.se](http://www.jula.se).



# Major projects during the year

## Tenzing

A major project implemented in 2018 was called Tenzing, and was about improving opportunities for those who handle Jula's products in the department stores. The development project was also about making sure we had the right prerequisites for sales to go ahead. Or in other words, that the product is on the shelf when the customer wants to buy it.

With Tenzing, Jula has laid the foundation for more efficient work with the supply chain, which will improve the prospects of developing sales. The project has been both comprehensive and radical, all the development areas have concentrated on guaranteeing sales in the stores.

There is a substantial commitment to the project and a broad participation. The department store organisation has been represented by department store managers and regional managers, and a large part of the rest of the organisation is represented through the division of the project into subprojects.

## Effective refilling of products

In the spring of 2018 we created new conditions to ensure the efficient refilling of products. It involves newly developed logistics to satisfy sales in the stores.

It has been important for the project to be run from the perspective of the stores, and the objective has been to ensure there are the right procedures for the right challenges and opportunities the department stores face.

Over 50 comprehensive measurements were carried out during the project, which pointed to the potential development of efficiency. The appropriate measures were then put into place throughout the entire supply chain concerning preparations, rebuilding, staffing, clarification of expectations, campaigns, sorting, prioritisation,

and procedures. These measures were implemented in the autumn of 2018 and the results so far have been satisfactory.

The project was implemented on a broad front throughout the organisation, which has demanded a lot from the leadership and staff who have been involved. All the measures and proposed solutions have been decided jointly by the central organisation and the respective country organisations.

## Armstrong

Armstrong was another major project carried out in 2018. Project Armstrong was essentially about ensuring that Jula achieved its profitability targets for 2018, without inhibiting growth.

The objective of Armstrong was to create the prerequisites for profitability, while continuing to grow and expand.

The project was run in a way that, for Jula, was relatively new. In similarity with the Tenzing project large parts of the organisation cooperated to create the prerequisites to achieve profitability from the standpoint of JulaBase. The long-term nature of the project was sustained on the basis of comprehensive control documents.

## The advantage of the implementation

One of the main benefits of the Armstrong project was the way it was implemented. The greater cooperation between departments and staff has had a significant impact on many different processes. One of the big challenges facing the project was to follow-up and understand the effects of the activities being carried out while the project was in progress. The difficulty lay in knowing which effects specific activities actually produced. For this reason follow-up and flexibility were key factors for success.

## Multiple perspectives

Another advantage of the way Armstrong was implemented was that the perspectives of specialists have been taken into account in





a good way, which has enhanced the quality of the activities. This involvement has in a natural way contributed towards anchoring the solutions the project has produced.

Jula has not previously run these types of issues in project form in such a large part of the organisation. From this perspective it has been a kind of pilot project.

*"The greater cooperation between departments and staff has had a significant impact on many different processes."*

#### GDPR

The third major project during the year was GDPR (General Data Protection Regulation), the new European legislation. This project was also implemented throughout the entire organisation and extensive educational initiatives were realised with a view to preparing staff for the change.

Satisfying the requirements in the GDPR legislation has been wide ranging and complex for the organisation. To a large extent the requirements in the legislation were already in place, but in some areas changes to processes and behaviour have been necessary.

#### Quality and meeting customers

The objective of the project has been to achieve quality in the solutions that were implemented, which meant that some changes were not completely finalised when the legislation came into force on the 25th of May.

Work with data protection is a natural part of Jula's reality and is being continuously developed. The organisation will be managing questions from customers, staff and others on an ongoing basis. Good relations and sensitivity with regards to the supervisory authorities have been crucial in this process.

The project to satisfy the new requirements in GDPR has been mandatory, but it has also had its advantages especially in relation to the meetings with customers. ●



# This is where Jula's department stores are located

A total of four new department stores were opened in 2018. Jula is an expansive department store chain that operates on three markets – Sweden, Norway and Poland. Jula works with an overall department store concept, chain structure and scalability. Establishment takes place at shopping centres together with other well-known players in the commercial sector.

## Sweden

Borlänge, Borås, Charlottenberg-Eda, Eskilstuna, Gävle, Göteborg – Källered, Partille och Sisjön, Halmstad, Helsingborg – Hyllinge och Väla, Hudiksvall, Jönköping, Kalmar, Karlskrona, Karlstad, Kristianstad, Linköping, Luleå, Lund, Malmö – Stora Bernstorp, Jägersro och Svågertorp, Mora, Norrköping, Skövde, Skara, Skellefteå, Stockholm – Arninge, Barkarby, Bromma, Haninge, Häggvik, Kungens Kurva samt Värmdö, Sundsvall, Södertälje, Trollhättan, Uddevalla, Umeå, Uppsala, Varberg, Visby, Västervik, Västerås, Växjö, Örebro, Örnsköldsvik, Östersund, Norrtälje, Nyköping

### Establishments 2018

Kungälv, Nacka, Uppsala Gränbystaden

## Norway

Arendal, Bodø, Fredrikstad, Gjøvik, Hamar, Haugesund, Kristiansand, Kristiansund, Larvik, Lyngdal, Lørenskog, Mjøndalen, Mo i Rana, Moss, Oasen, Sandefjord, Sandnes, Sandvika, Sarpsborg, Skien, Stavanger, Steinkjer, Trondheim – Lade och Tiller, Tromsø, Tjønsberg, Vinterbro, Ålesund, Åsane, Harstad, Hønefoss, Jessheim, Lillehammer

### Establishments 2018

Askim

## Poland

Bielsko-Biała, Gliwice, Gdańsk, Kielce, Lublin, Łódź, Poznań, Słupsk, Szczecin, Warszawa – Janki and Targówek, Wrocław

**99** department stores



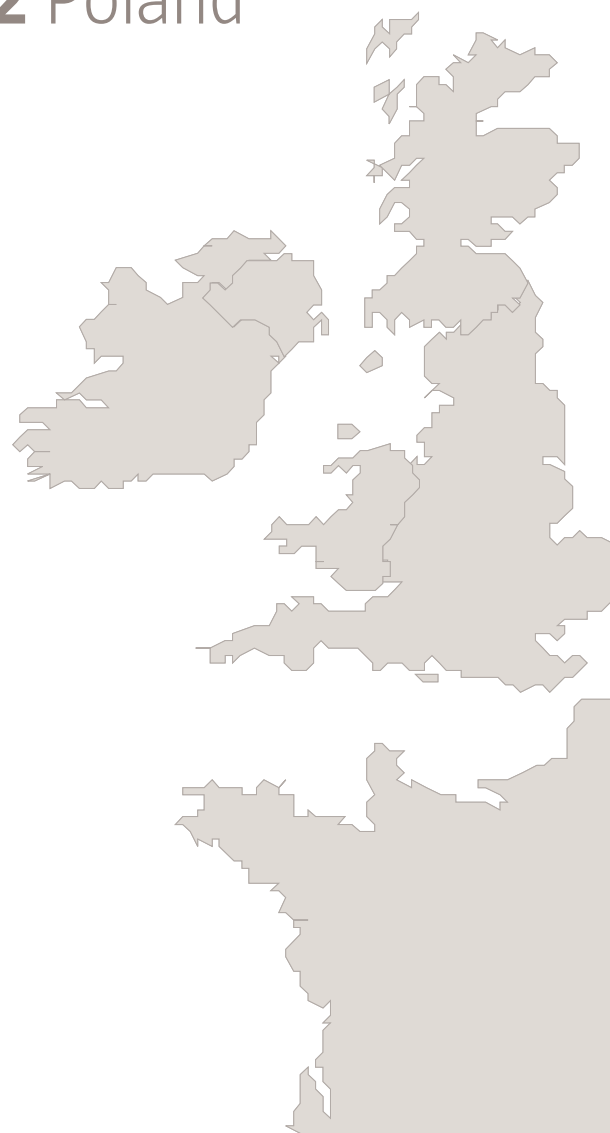
**53** Sweden



**34** Norway

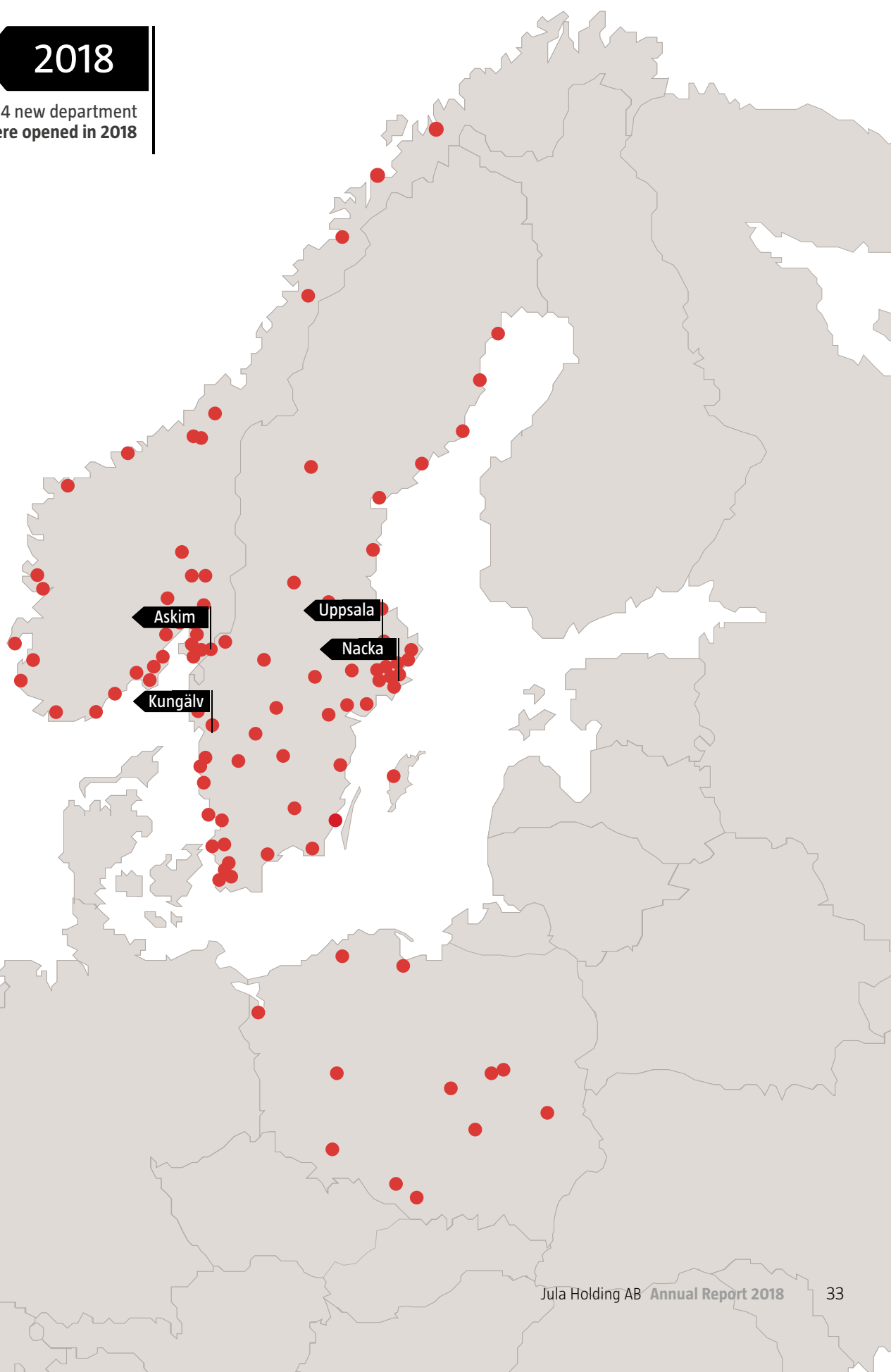


**12** Poland



**2018**

A total of 4 new department stores were opened in 2018





# Focal areas in 2019

We are going into 2019 with a lot of energy and excellent prospects. There will be two areas in sharp focus, first that Jula is celebrating its 40th anniversary, and secondly a strong focus on the development of our e-commerce.

The long-term objective for e-commerce is to triple sales over three years. The overall objectives for 2019 are a growth rate of 5 per cent and a profitability of per cent.

## Completely new ideas

We find ourselves in a world where the behaviour of customers is rapidly changing, and therefore it's important for us to develop and sharpen our offering in e-commerce. This is the main priority in 2019, and it will take time, resources and focus. These initiatives will demand a lot of the organisation, and in some respects will involve completely new ways of thinking. We can confirm that we are now an e-commerce company, not only a department store chain.

The switch over from analogue to digital is crucial for future development, a switch over that has been in progress for some time, but which will now be further reinforced.

## Jula 40 years old

2019 will be a jubilee year when Jula celebrates 40 years, and which will be celebrated during the year in different ways. Jula started off in 1979 at the farm, Jultorp, as a company that focused on mail order sales.

The world has changed, but the foundation of Jula's success remains in many ways the same. Jula is permeated by a spirit of entrepreneurship with a strong commitment and motivation, which creates a culture of success that is the key to Jula's success.

This is the foundation we stand on every day with JulaBase and the Spirit of Jula.

## Development and enhanced efficiency

As the business expands and become more complex, cost control becomes more and more important for us. Development and enhanced efficiency are crucial for Jula if we are to maintain our

position on the market. We need to accelerate and continue our offensive development, but at the same time it's important to do it in the right way with all our costs and the actual effects of development initiatives under control.

## Digital journey

The transition to a more digital market communication takes place in steps, with helping our customers to fix things themselves in focus. This can involve aspects of distance selling and changes to underlying systems.

Digitalisation rapidly changes the behaviour of customers. This is a journey we participate in with great dedication, and the implementation of digital price labels in all of our department stores (starting in Sweden) is one aspect of this. The digital initiatives share a common focus on developing an attractive offering for our customers.

The development of the group also aims to find synergies to create opportunities for a more advanced offering for customers.

The way ahead is through clarity concerning our offering, scalability, what we are and what we want to be, that's to say the Spirit of Jula. We live in a world that is rapidly changing and therefore we will be implementing major readjustments to develop our offering and efficiency.

Our objectives will not be achieved automatically. The increasingly severe competition and rapid changes in the world around us set tough demands on us as an organisation, but we have excellent prospects of coping with this both now and in the future. ●

*Joachim Frykberg*  
 Joachim Frykberg  
 President of Jula Holding AB





40 ÅR

**Vi fyller 40 år**  
– och har aldrig känt oss piggare!

Beställ via [jula.se](http://jula.se) – hämta dina varor i varuhuset.  
Inget kan stoppa dig nu!

**JULA**

# Jula AB

## Administration Report

The financial report presented here only consists of an extract from Jula AB's Annual Report and consolidated financial statements for the financial year 2018. To access the entire documentation, please contact the company's financial department or the Swedish Companies Registration Office.

### EQUITY / ASSETS RATIO

# 43 %

### Information on the business

#### Parent company

Jula AB is the parent company of the Jula department store chain and information on the business activities of the Jula group is presented in the following. Jula AB's business activities include the management and development of the company's department store concept. The company provides central functions such as retail establishment, supply chain management, marketing, finance, administration, financial services, etc. to the department stores in Sweden, Norway and Poland.

The product range includes tools and machines, working clothes and protective gear, building equipment, electrical and plumbing, recreational articles and household products.

#### Group

Sales to customers take part through subsidiaries in Sweden, Norway and Poland.

The group also includes purchasing offices for Asia and Eastern Europe via subsidiaries in China and Poland.

The success that the Jula chain has experienced in Sweden and Norway means it is one of largest and fastest growing players in the industry. Jula Poland is still in an establishment stage.

The group is organised so that the country managers for the chains in Sweden, Norway and Poland report directly to the president of Jula AB.

The group is exposed in its business activities to risks and uncertainty, such as greater competition, rising purchase prices and fluctuations in exchange rates.

### Important events during and after the end of the financial year

**Jula AB:** Jula Holding AB acquired in the beginning of December 2018 all the shares in Jula AB from Jula Holding.

**Jula Sverige:** Three new department stores were opened during the year in Uppsala, Kungälv and Nacka. Johan Sjöhagra was appointed CEO of Jula Sverige AB during the year.

**Jula Norge:** A new department store opened during the year in Askim.

**Jula Poland:** An overview and analysis of the stock and current leasing agreements took place during the year. The overview resulted in decisions on some relocations and new establishments.

### Multi-year comparison

SEK thousand	2018	2017	2016	2015	2014
<b>Group</b>					
Net sales	6,982,345	6,502,538	6,059,893	5,886,217	5,439,439
Profit after financial items	568,320	460,397	583,670	640,396	568,584
Number of employees	2,051	2,060	1,923	1,850	1,798
Balance sheet total	2,991,920	2,831,797	2,814,234	3,101,264	2,875,299
Equity/assets ratio (%)	43	42	42	35	44
<b>Parent company</b>					
Net sales	4,554,076	4,343,554	4,054,972	3,965,974	3,738,498
Profit after financial items	411,154	324,073	397,877	418,011	361,096
Balance sheet total	2,080,685	2,003,687	2,071,449	2,383,031	1,863,238
Number of employees	568	556	487	493	452
Equity/assets ratio (%)	40	38	40	35	55

Group figures for 2014 refer to the Jula Holding AB group, which is comparable with the Jula AB group.

**Jula Asia:** The company Jula Asia performs services for Jula AB in Asia. The business includes sourcing, control and follow-up of suppliers.

**Jula CEE:** A new company has been established in Poland to conduct services for Jula AB in Eastern Europe. The business, which started in the beginning of 2019, includes sourcing, control and follow-up of suppliers.

**Jula Logistics:** The subsidiary was sold in December 2018 to Jula Holding AB.

### Profit and financial position

The group continues its strong expansion and sales amounted to SEK 6,982 million (6,503) during the financial year, an increase of 7% (+7%), with a distribution in Sweden of + SEK 234 million, Norway +SEK 188 million and Poland +SEK 57 million. The Jula AB group reported a profit after financial items of SEK 568 million (460), an increase of 23% (-21%). Profit amounted to 8% (7%) in relation to sales.

The economic and financial position of the group is very good. The equity/assets ratio amounted to 43% (42%). Allocations for bonus related benefits amount to approx. SEK 45 million of the profit for

2018. Activated investments in the Jula group amounted to SEK 52 million.

### Anticipated future development and essential risks and uncertainty

After the considerable successes of recent years with a well-established brand, a prominent position on the market and an attractive product range, the Jula group now stands on a very stable financial platform.

Identifiable risks are judged to be manageable and are not expected to affect the business negatively to any great extent.

### Sustainability

The Jula group does not conduct business activities subject to declaration in accordance with the Environmental Code. The Sustainability Report 2018 in accordance with the Annual Accounts Act 6:11 for the Jula AB group can be found in its entirety at [www.jula.se](http://www.jula.se).

### Ownership structure

Jula AB is owned to 100 per cent by Jula Holding AB (CID 556433-2079).

### Proposed appropriation of profits

#### SEK

The board of directors recommends that the profit/loss:

profit brought forward  
net profit for the year

88,861,141  
412,386,358  
**501,247,499**

carried forward to shareholders in a new account

400,000,000  
101,247,499  
**501,247,499**

### Statement from the board of directors concerning the proposed distribution of profits

After the proposed distribution of profits the equity/assets ratio for the company amounts to 26 per cent. The equity/assets ratio is satisfactory in relation to the fact that the company's and the group's business activities continue to be managed profitably. It is judged to be fully possible to maintain the liquidity in the company and the group at a satisfactory level. In the opinion of the board the proposed distribution

of profits does not obstruct the company, and other companies included in the group, from fulfilling its obligations in the short and long term, nor from accomplishing the requisite investments. The proposed distribution of profits can thereby be justified with due consideration to what is stated in the Companies Act Chapter 17, Section 3, paragraph 2-3 (prudence rule).



# Jula AB group

## Financial statements

### Income statement

SEK thousand	2018	2017
Net sales	6,982,345	6,502,538
	<b>6,982,345</b>	<b>6,502,538</b>
<b>Operating expenses</b>		
Goods for resale	-3,796,410	-3,601,289
Other external costs	-1,387,199	-1,310,333
Personnel costs	-1,109,572	-1,035,743
Depreciation of tangible assets	-120,881	-113,160
<b>Operating profit</b>	<b>568,283</b>	<b>442,103</b>
<b>Profit from financial items</b>		
Other interest income and similar profit items	28,711	35,602
Interest expense and similar profit items	-28,674	-17,308
<b>Profit after financial items</b>	<b>568,320</b>	<b>460,397</b>
Appropriations	-15,062	-22,787
Tax on net profit for the year	-116,541	-99,942
<b>NET PROFIT FOR THE YEAR</b>	<b>436,717</b>	<b>337,668</b>

### Balance sheet

SEK thousand	31-12-2018	31-12-2017
<b>ASSETS</b>		
<b>Fixed assets</b>		
<b>Tangible fixed assets</b>		
Land and buildings	0	350,377
Equipment, tools, fixtures and fittings	238,535	261,053
Construction in progress and advance payments for tangible fixed assets	55	964
	<b>238,590</b>	<b>612,393</b>
<b>Financial assets</b>		
Other long-term securities	1,999	1,999
Deferred tax asset	34,866	29,133
	<b>36,865</b>	<b>31,133</b>
<b>Total fixed assets</b>	<b>275,455</b>	<b>643,526</b>
<b>Current assets</b>		
<b>Inventories etc.</b>		
Finished products and goods for resale	1,622,730	1,523,051
Advance payments to suppliers	8,697	5,026
	<b>1,631,427</b>	<b>1,528,077</b>
<b>Current receivables</b>		
Accounts receivable	134,445	110,877
Receivables from group companies	413,789	171,470
Current tax assets	33,808	19,087
Other receivables	22,729	3,550
Prepaid expenses and accrued income	85,597	83,316
	<b>690,368</b>	<b>388,299</b>
Other investments in securities etc.	17,919	16,704
Cash and bank balances	376,751	255,191
<b>Total current assets</b>	<b>2,716,465</b>	<b>2,188,271</b>
<b>TOTAL ASSETS</b>	<b>2,991,920</b>	<b>2,831,797</b>

# Jula AB group

## Financial statements

### Balance sheet *cont.*

SEK thousand	31-12-2018	31-12-2017
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Share capital	5,000	5,000
Other equity including net profit for the year	1,276,015	1,177,206
<b>Total equity</b>	<b>1,281,015</b>	<b>1,182,206</b>
<b>Provisions</b>		
Deferred tax liability	179,608	188,990
Other provisions	201	312
	<b>179,809</b>	<b>189,302</b>
<b>Non-current liabilities</b>		
Liabilities to credit institutions	295,630	552,801
	<b>295,630</b>	<b>552,801</b>
<b>Current liabilities</b>		
Liabilities to credit institutions	31,873	42,167
Accounts payable	330,363	342,241
Liabilities to group companies	312,234	0
Current tax liabilities	28,822	26,728
Other liabilities	244,165	228,415
Accrued expenses and deferred income	288,009	267,937
	<b>1,340,386</b>	<b>907,488</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>2,991,920</b>	<b>2,831,797</b>

### Cash flow statement

SEK thousand	2018	2017
<b>Operating activities</b>		
Profit after financial items	568,320	460,397
Adjustments for non-cash items etc.	93,783	87,048
Income tax paid	-134,936	-169,350
<b>Cash flow from operating activities before changes in working capital</b>	<b>527,167</b>	<b>378,095</b>
<b>Cash flow from changes in working capital</b>		
Changes in inventories and work in progress	-103,350	-178,244
Changes in accounts receivable	-23,569	-3,774
Changes in current receivables	-264,765	-4,752
Changes in accounts payable	-11,850	28,652
Change in current liabilities	357,431	141,099
<b>Cash flow from operating activities</b>	<b>481,064</b>	<b>361,076</b>
<b>Investing activities</b>		
Investments in tangible fixed assets	-60,578	-73,416
Sales of tangible fixed assets	389	586
Investments in financial assets	0	-1,499
Sales of financial assets	0	1,200
<b>Cash flow from investing activities</b>	<b>-60,189</b>	<b>-73,129</b>
<b>Financing activities</b>		
Repayment of loans	0	-91,315
Dividends paid	-300,000	-350,000
Changes in other investments in securities etc.	0	-47,114
<b>Cash flow from financing activities</b>	<b>-300,000</b>	<b>-488,429</b>
<b>Cash flow for the year</b>	<b>120,875</b>	<b>-200,482</b>
Cash and cash equivalents at the beginning of the year	271,895	467,518
Exchange rate differences in cash and cash equivalents	1,900	4,859
<b>Cash and cash equivalents at the end of the year</b>	<b>394,670</b>	<b>271,895</b>



# G&K Blanks Fastigheter 2018 in brief

## 1 new board member

**Peder Löwhagen** was appointed as a new board member in the real estate company.



## Hard facts

<b>Sales</b>	<b>Equity/assets ratio</b>
SEK 74 million	<b>for group 24%</b>
<b>Investments</b>	<b>Profit</b>
SEK 230 million	SEK 59.6 million

## 242,000 m<sup>2</sup>

The total area of G&K Blanks Fastigheter amounted to 242,000 square metres at the end of the year.

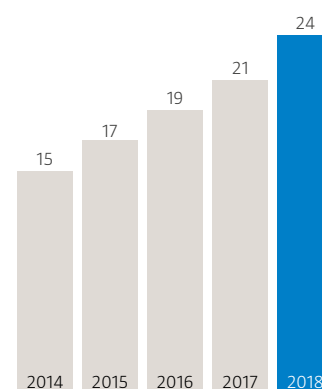
## New nine-year compulsory school

A nine-year compulsory school was completed in the autumn for the City of Gothenburg in Angered. The school has places for 540 pupils.

## Financial position

The company's economic and financial position is very good. It delivered a satisfactory profit and created opportunities for further growth, while maintaining the long-term strategy to take the right steps for the group.

**EQUITY/ASSETS RATIO FOR GROUP**  
%



## New tenants

**Åhléns Outlet** and **BabyWorld** became new tenants in the commercial property at Erikslund, Västerås, in the spring of 2019.



## Relay race

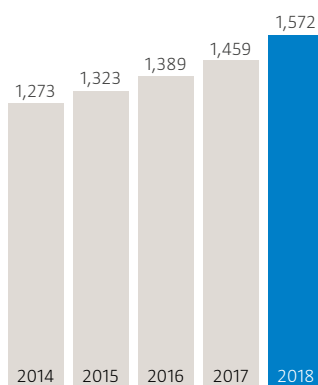
G&K Blanks Fastigheter took part in the relay race between Sälen and Mora in March 2018. It was an enjoyable and tough challenge that they managed together in 9 hours and 30 minutes. An achievement to be proud of!

## Stage 2 in Skövde

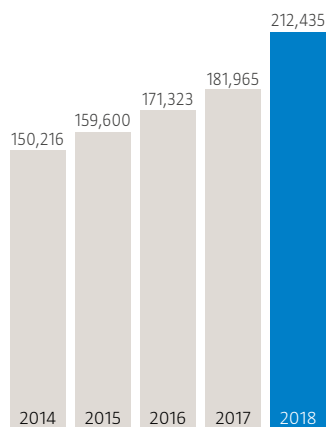
Stage 2 in the shopping centre at Stallsiken in Skövde was completed during the year. The tenants Lager 157, Blomsterlandet and Stadium Outlet opened their stores.



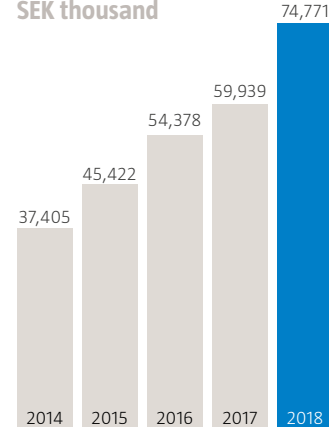
**BALANCE SHEET TOTAL FOR THE GROUP**  
million



**GROUP NET SALES**  
million



**GROUP PROFIT AFTER FINANCIAL ITEMS**  
SEK thousand





## A word from the CEO of G&K Blanks Fastigheter AB

# Further expansion of our property holdings

G&K Blanks Fastigheter AB looks back on one of its most successful years. We are continuously expanding and looking back can see some fantastic business during the year. We continue to strengthen our position on the Swedish market and prepare for further expansion of our property holdings.

The group has consolidated during the year and is now wholly owned by Julia Holding AB. This is part of the development of the companies and makes us a stronger group. The closeness to our sister companies with Julia at the fore creates multiple synergies and many business opportunities. We are well versed in retailing and real estate administration, and more often than not know exactly what our customers want.

*"We will continue to remain proactive and look for potential establishments and new business opportunities on the Swedish market."*

We have completed two major projects during the year. Skövde has been developed with a new building and new commerce. The school project in Angered has been completed and is an excellent development of our building. We are confident that we will fill out the last vacancies in our building with several excellent establishments.

G&K Blanks Fastigheter AB formed a real estate company in 2018 together with Götenehus Group AB and Erik Hemberg Fastighets AB. Trähusstaden Sverige AB aims to successively build up a stock of new rented apartments, mainly produced by Götenehus. An exciting orientation for the future and a step forward with a broader offering for the real estate company.

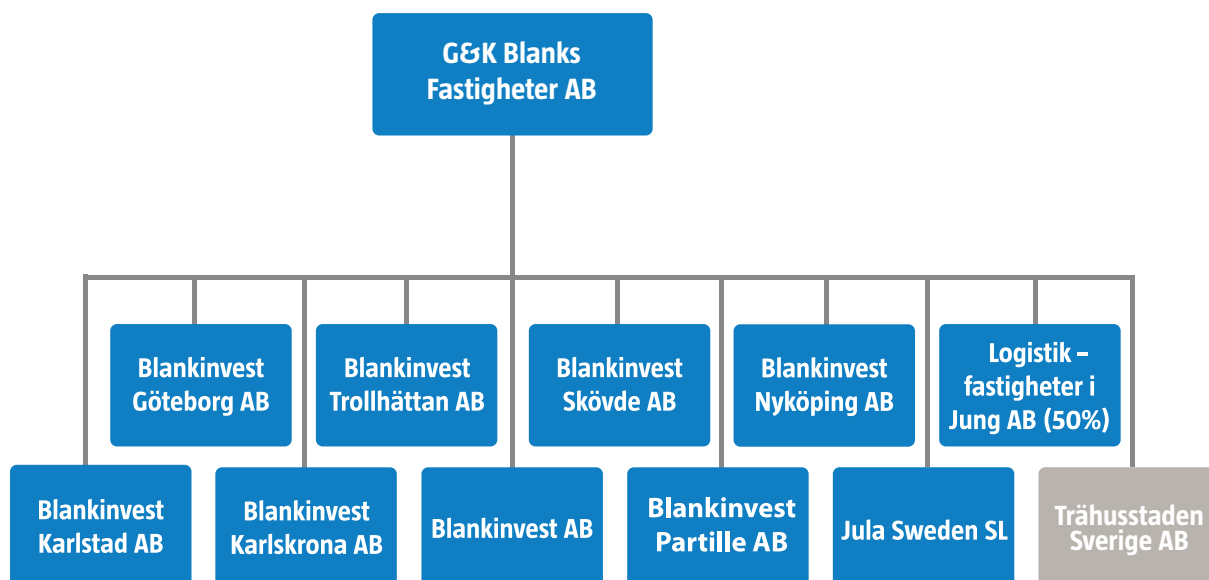
We will continue to remain proactive and look for potential establishments and new business opportunities on the Swedish market.

A lot has happened in 2018, which it is a little too early to bring up. The results of these events will become apparent in the years to come.

We are involved with a business sector that is highly influenced by factors in the world around us, and we are continuously following the market and planning processes for future projects. ●

Johan Carlberg  
CEO G&K Blanks Fastigheter AB

# Corporate structure for the group G&K Blanks Fastigheter AB



Several new tenants have come to Erikslund in Västerås during the year, one of which is Åhléns Outlet.



Stallsiken, Skövde

## Focal areas in 2019

G&K Blanks Fastigheter can look back on a profitable year and now look forward to focus on its future development in 2019. The focus areas that form the basis for the business of the real estate company are administration, marketing and growth.

### Administration

The administration of the property holdings is the essence of the company's activities. It is through a good contact interface with the tenants and regular maintenance of the properties that the company continues to have satisfied tenants year after year. In 2018 there has been an overhaul of the doors in the portfolio, the roof of a building in Västerås has been repaired, and cooling plant has been installed in a property in Kungens Kurva. Looking after the property holdings creates the opportunity for new projects and to expand as a company.

### Market

During the year the company has continued to develop its shopping centres.

At Erikslund, Västerås, Åhléns has established its latest concept the Åhléns Outlet in the Traversbanan property, and is therefore now a neighbour of Julia. BabyWorld is another new tenant at Erikslund, which opened in an adjacent building owned by G&K Blanks Fastigheter. The properties in Västerås will also get new tenants in 2019, when Stoff & Stil and KFL Bil open at Erikslund.

Another commercial building opened at the Stallsiken shopping centre in Skövde during 2018. Lager 157, Blomsterlandet and Stadium Outlet opened in the building as and excellent

complement to Julia, Willys and Elgiganten. Stallsiken has seen the completion of just over 18 000 square metres of shopping space.

The main part of the adjustments for tenants in the office building Angeredsvinkeln in Angered were completed during the year. Part of the property has been rebuilt to house the nine-year compulsory school run by the City of Gothenburg. Otherwise the main part of the 25,500 square metres in the building have been leased to different municipal authorities in Angered.

*"Stallsiken has seen the completion of just over 18,000 square metres of shopping space."*

### Growth

G&K Blanks Fastigheter is continuously expanding through new and initiated projects, but also by developing and creating the prerequisites for new tenants. By staying close to tenants, having short decision-making channels, and continuously valuing the personal meeting, we create new opportunities while looking after the tenants we already have. ●



*“We continuously follow developments in the world around us in order to take the right steps for the group in the future, where the long-term perspective is important.”*



The staff at G&K Blanks Fastigheter are Jan Israelsson, Björn Nord, Maria Ohlsson, Johan Carlberg, Linn Lechte and Hans Adolfsson.

# Real estate holdings

G&K Blanks Fastigheter AB owns a wide range of properties primarily for retailing, but also offices, warehouses, and for tourism. The total real estate area amounts to 242,000 square metres. Here is a presentation of the properties and an insight into how the holdings are allocated in terms of tenants and area in respective buildings.



Julahuset, Skara



Erikslund, Västerås



Tornby, Linköping



Hemlingby, Gävle





Ladan 3, Skara



Bilisten, Skara



Drysagården, Skara



Gula Villan, Skara

**G&K Blanks Fastigheter AB** (cont. on next page)

Property	Tenant	Area*
Östby 5:10, Hangaren, Lidköping	Jula	675
	<b>Total</b>	<b>675</b>
Krämaren 33, Julahuset, Skara	Citygross	6,675
	PJ Sport	900
	Goldux	700
	ES Småland AB	720
	Jula	4,745
	Jysk	1,268
	Sparbanken	0
	Vacant	460
	<b>Total</b>	<b>15,468</b>
Bilisten 1, Skara	Fordonsgas	
Gjutaren 1, Skara	Skara	
	Terminal	217
	Jula	9,020
	<b>Total</b>	<b>9,237</b>
Vilan 1:7, Drysagården/Gula Villan Skara	Knattehälsan	528
	Vacant	325
	<b>Total</b>	<b>853</b>
Ladan 3, Skara	Vacant	2,611
	PL Hälsocenter	1,990
	<b>Total</b>	<b>4,601</b>
Sparbanken 22, Skara	H. Andersson	135
	Hairdresser	85
	<b>Total</b>	<b>220</b>
Part of Vilan 1:7	own activity, camping, golf	

\* Area in thousands of square metres.



Sparbanken 22, Skara



Stadsträdgården Vedeby, Karlskrona



Stadsträdgården Vedeby, Karlskrona



Erikslund, Västerås



Solåsen, Jönköping



Erikslund, Västerås





Jula Äventyrsgolf, Skara



Hangaren, Lidköping



Jula Camping &amp; Stugby, Skara

**Blankinvest Karlskrona AB**

Property	Tenant	Area*
Karlskrona 6:75, Stadsträdgården	Jula	3,241
	Ö o B	2,293
	Stadium Outlet	1,355
	Hööks	445
	<b>Total</b>	<b>7,334</b>

**G&K Blanks Fastigheter AB** (cont. from previous page)

Property	Tenant	Area*
Hemlingby 52:9, Gävle	Jula	3,000
	Citygross	8,380
	<b>Total</b>	<b>11,380</b>
Hemlingby 52:10	land	
Överljudet 3, Solåsen, Jönköping	Tingstad Papper AB	2,430
	<b>Total</b>	<b>2,430</b>
Glaskolven 2, Tornby, Linköping	Jula	3,417
	Stadium Outlet	1,682
	Vacant	1,821
	Max Hamburgare	238
	<b>Total</b>	<b>7,158</b>
Kugghjulet 1, Erikslund, Västerås	Golden Dolphin	1,527
	Vacant	742
	Vacant	1,000
	Babyworld	1,100
	<b>Total</b>	<b>4,369</b>
Kugghjulet 5, Erikslund, Västerås	own activity, car wash	
Traversbanan 1, Erikslund, Västerås	Jula	3,958
	Willys	3,330
	Vacant	1,350
	Babya/Lekia	1,260
	ÖoB	2,486
	Hööks	470
	Alamadani AB	229
	Pass of Sweden	1,350
	CLUB XPRS	2,080
	Åhléns Outlet	2,777
	<b>Total</b>	<b>19,290</b>
Strandtorget 1, Mälarstrand, Västerås	Mälarstrands	564
	Havsklippa AB	
	<b>Total</b>	<b>564</b>
<b>Total</b>		<b>75,681</b>

\* Area in thousands of square metres.



Vällöviken, Karlstad



Stallsiken, Skövde

**Blankinvest Karlstad AB**

Property	Tenant	Area*
Handlaren 1, Vällöviken, Karlstad	Jula	3 212
	Elgiganten	5 020
	Lager 157	2,126
	Stadium Outlet	1,662
	<b>Total</b>	<b>12,020</b>
Handlaren 3, Vällöviken, Karlstad	XXL Sport	3,804
	Systembolaget	1,050
	Coop Värmland	4,618
	Apoteket	211
	ÖoB	2,127
	<b>Total</b>	<b>11,810</b>
<b>Total</b>		<b>23,830</b>



Gustavsberg, Nyköping

**Blankinvest Skövde AB**

Property	Tenant	Area*
Nicklet 2, Stallsiken, Skövde	Jula	3,335
	Willis	3,247
	Elgiganten	3,269
	Lager 157	1,813
	Vacant	3,569
	Stadium Outlet	1,198
	Blomsterlandet	1,298
	<b>Total</b>	<b>17,729</b>

**Blankinvest Nyköping AB**

Property	Tenant	Area*
Utmålet 11, Nyköping.	Jula	3,184
	<b>Total</b>	<b>3,184</b>

\* Area in thousands of square metres.





Angeredsvinkeln, Göteborg



Överby, Trollhättan



Gamla Alingsåsvägen, Partille

**Blankinvest Göteborg AB**

Property	Tenant	Area*
Angered 100:1, Göteborg	Arbetsförmedlingen	2,800
	Arbetsförmedlingen	23
	Astar	1,471
	Daily activities	4,034
	Ljungkile bus	560
	AME	1,200
	Service unit	1,633
	NAV	867
	School	6,624
	Vacant	4,469
	other area that cannot be rented	1,762
	<b>Total</b>	<b>25,443</b>

**Blankinvest Trollhättan AB**

Property	Tenant	Area*
Briggen 2, Överby, Trollhättan	Jula	3,112
	Elgiganten	1,541
	<b>Total</b>	<b>4,654</b>

**Blankinvest Partille AB**

Property	Tenant	Area*
Skulltorp 1:908, Partille	Jula	2,580
	Jysk	1,268
	<b>Total</b>	<b>3,848</b>

\* Area in thousands of square metres.



A6, Jönköping



Nova, Lund



Kungens Kurva, Huddinge





Mälarstrand, Västerås



Folkesta, Eskilstuna



Marieberg, Örebro

**Blankinvest AB**

Property	Tenant	Area*
Torlunda 1:290, Folkesta, Eskilstuna	Jula	3,950
	<b>Total</b>	<b>3 950</b>
Vinkeln 9, Kungens Kurva, Huddinge	Jula	4,165
	Ö o B	2,941
	<b>Total</b>	<b>7 106</b>
Medlingen 4, Nova, Lund	Jula	3,083
	Arken Zoo	946
	<b>Total</b>	<b>4 029</b>
Vakten 2, A6, Jönköping	Jula	3,245
	Willys	3,555
	<b>Total</b>	<b>6 800</b>
Mosås 2:67, Marieberg, Örebro	NeH Svenska AB	3,805
	<b>Total</b>	<b>3 805</b>
<b>Total</b>		<b>25,690</b>

\* Area in thousands of square metres.

# G&K Blanks Fastigheter AB

## Administration Report

The financial report presented here only consists of an extract from G&K Blanks Fastigheter AB's Annual Report and consolidated financial statements for the financial year 2018. To access the entire documentation, please contact Jula AB's financial department or the Swedish Companies Registration Office.

### Information on the business

G&K Blanks Fastigheter AB is a real estate company that directly and via subsidiaries owns and administers commercial properties and originates from the need for the Jula group to acquire suitable premises in attractive locations.

G&K Blanks Fastigheter AB and its subsidiaries own and administer mainly shopping centres and commercial properties in over ten cities in Sweden. The total commercial area amounts to approximately 242,000 square metres, an increase of 3 per cent. Approximately 64 per cent of the commercial area is rented to tenants other than Jula. 6 per cent of this commercial area is unoccupied. G&K Blanks Fastigheter also owns a large office and industrial property in Göteborg.

G&K Blanks Fastigheter AB has during the year formed a real estate company, Trähusstaden Sverige AB, together with Götenehus and Erik Hemberg Fastighets AB. The objective is to build rented apartments. Because G&K Blanks Fastigheter AB has a 50 per cent holding in Trähusstaden Sverige AB the holding is reported as an associated company.

The company has its head office in Skara.

### Important events during the financial year and after closing the financial statements

The G&K Blanks Fastigheter group has during the year succeeded in filling most of its vacancies, above all in Västerås. In Skövde (Stallsiken) properties have been further developed, and three tenants have opened during the year in a new building. The process of building store premises continues in Skellefteå, including one for Jula. The property in Angered has now for the most part been rented and is fully focused on municipal and educational activities, with the City of Gothenburg as a stable tenant.

### Profit and financial position

Net sales for the group amounted to SEK 212 million (182), an increase of 16 per cent in comparison with last year. Profit after financial items amounted to SEK 75 million (60). A valuation of the property holdings was made as of the balance sheet date in 2018 and the market value amounted to SEK 2,766 million (book value 1,479).

Investments amounted to SEK 230 million.

### Future development

The development of the group is considered to be satisfactory, with modern and well-located property holdings. A long-term important investment programme with establishments in several locations has been in progress for some time. A risk management programme has been implemented in this context to chart and confront any risks or other uncertainty that could be encountered. The group has a first-rate financial position.

### Environmental impact

The company conducts business activities subject to declaration in accordance with the Environmental Code. The declaration refers to the automatic washing of vehicles dimensioned for a minimum of 5000 vehicles per year. These activities correspond to 1 per cent of net group sales.

### Ownership structure

Karl-Johan Blank has in December 2018 sold his shares to KJB Holding AB, which in turn has transferred all the shares to the Jula Holding AB (CIN 556433-2079).

# NET SALES

# 212

## SEK MILLION

### Multi-year comparison

SEK thousand	2018	2017	2016	2015	2014
<b>Group</b>					
Net sales	212,435	181,965	171,323	159,600	150,216
Profit after financial items	74,771	59,939	54,378	45,422	37,405
Balance sheet total	1,572,412	1,459,373	1,389,361	1,322,844	1,272,780
Equity/assets ratio (%)	24.0	21.0	19.0	17.0	15.0
<b>Parent company</b>					
Net sales	72,576	67,583	66,841	68,584	72,638
Profit after financial items	7,029	7,830	7,114	8,822	13,396
Balance sheet total	1,402,402	1,307,792	1,255,435	1,165,869	1,142,571
Equity/assets ratio (%)	10.4	10.7	10.8	11.3	10.9

### Proposed appropriation of profits

#### SEK

The board of directors recommends that the profit/loss:

profit brought forward	130,503,355
net profit for the year	6,291,878
	<b>136,795,233</b>
carried forward to shareholders in a new account	136,795,233

# G&K Blanks Fastigheter – the group

## Financial statements

### Income statement

SEK thousand

	2018	2017
Net sales	212,435	181,965
<b>Operating expenses</b>		
Other external costs	-58,295	-49,593
Personnel costs	-6,542	-5,344
Depreciation of tangible assets	-44,221	-39,623
	<b>-109,058</b>	<b>-94,560</b>
<b>Operating profit</b>	<b>103,377</b>	<b>87,405</b>
<b>Profit from financial items</b>		
Other interest income	189	0
Interest expense and similar profit items	-28,795	-27,466
	<b>-28,606</b>	<b>-27,466</b>
<b>Profit after financial items</b>	<b>74,771</b>	<b>59,939</b>
Tax on net profit for the year	-15,101	-13,796
<b>NET PROFIT FOR THE YEAR</b>	<b>59,670</b>	<b>46,143</b>
Attributable to parent company shareholders	57,290	46,760
Attributable to holdings without controlling influence	2,380	-617

### Balance sheet

SEK thousand

	31-12-2018	31-12-2017
<b>ASSETS</b>		
<b>Fixed assets</b>		
<b>Tangible fixed assets</b>		
Land and buildings	1,478,978	1,292,494
Equipment, tools, fixtures and fittings	9,417	10,018
Construction in progress and advance payments for tangible fixed assets	27,846	83,546
	<b>1,516,241</b>	<b>1,386,058</b>
<b>Financial assets</b>		
Participations in associated companies and jointly controlled companies	500	0
Other long-term receivables	1	0
	<b>501</b>	<b>0</b>
<b>Total fixed assets</b>	<b>1,516,742</b>	<b>1,386,058</b>
<b>Current assets</b>		
<b>Current receivables</b>		
Accounts receivable	33,321	24,077
Current tax assets	10,954	9,922
Other receivables	1,497	5,545
Prepaid expenses and accrued income	2,554	2,016
	<b>48,326</b>	<b>41,560</b>
Cash and bank balances	7,344	31,755
<b>Total current assets</b>	<b>55,670</b>	<b>73,315</b>
<b>TOTAL ASSETS</b>	<b>1,572,412</b>	<b>1,459,373</b>



**Balance sheet cont.**

SEK thousand	31-12-2018	31-12-2017
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
<i>Equity attributable to parent company shareholders</i>		
Share capital	3,500	3,500
Other equity including net profit for the year	364,651	306,983
	<b>368,151</b>	<b>310,483</b>
<i>Equity attributable to minority shareholding</i>		
Holdings without controlling influence	3,381	1,001
	<b>3,381</b>	<b>1,001</b>
<b>Total equity</b>	<b>371,532</b>	<b>311,484</b>
<b>Provisions</b>		
Deferred tax liability	10,385	10,541
	<b>10,385</b>	<b>10,541</b>
<b>Non-current liabilities</b>		
Liabilities to credit institutions	1,016,848	992,927
	<b>1,016,848</b>	<b>992,927</b>
<b>Current liabilities</b>		
Liabilities to credit institutions	39,800	40,800
Accounts payable	16,541	20,234
Liabilities to group companies	30,132	0
Current tax liabilities	1,709	2,600
Other liabilities	13,992	14,770
Accrued expenses and deferred income	71,473	66,017
	<b>173,647</b>	<b>144,421</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>1,572,412</b>	<b>1,459,373</b>

**Cash flow statement**

SEK thousand	2018	2017
<b>Operating activities</b>		
Profit after financial items	74,771	59,939
Adjustments for non-cash items etc.	44,247	39,623
Income tax paid	-17,179	-23,469
<b>Cash flow from operating activities before changes in working capital</b>	<b>101,839</b>	<b>76,093</b>
<b>Cash flow from changes in working capital</b>		
Changes in accounts receivable	-9,244	-6,762
Changes in current receivables	3,511	-1,666
Changes in accounts payable	-3,693	-10,302
Change in current liabilities	4,678	19,968
<b>Cash flow from operating activities</b>	<b>97,091</b>	<b>77,331</b>
<b>Investing activities</b>		
Investments in tangible fixed assets	-174,315	-119,018
Sales of tangible fixed assets	30	0
Investments in financial assets	-501	0
<b>Cash flow from investing activities</b>	<b>-174,786</b>	<b>-119,018</b>
<b>Financing activities</b>		
Change in receivables and liabilities within the group	30,132	0
Borrowings	63,721	65,087
Repayment of loans	-40,800	-39,029
Dividends paid	0	-2,400
<b>Cash flow from financing activities</b>	<b>53,053</b>	<b>23,658</b>
<b>Cash flow for the year</b>	<b>-24,642</b>	<b>-18,029</b>
Cash and cash equivalents at the beginning of the year	31,755	49,784
Exchange rate differences in cash and cash equivalents	231	0
<b>Cash and cash equivalents at the end of the year</b>	<b>7,344</b>	<b>31,755</b>



## A word from the CEO of Jula Holding AB

# Secure and simple

The Jula Holding Group has had plans for a long time to form a company that provides consumer credit to private persons. The main objective is to enable Jula's customers to utilise financial services via a company in the group.

From the very beginning it was intended that this company would have the same values as Jula, or in other words financial services in a "Jula way". The plan in the long term is also not just to focus on lending, but also debt collection, factoring, and to offer financial services to companies.

Wästgöta Finans has been working hard in 2018 to develop and put its own organisation in place, and to create a business plan with the criteria required for the type of financial services that will be carried out. A lot of work has also been done and is still in progress to get the website and financial system in place. Most of it is now in place for a live run in 2019.

### Name change

A name change was also made in 2018. The previous name of the business did not correspond with the values and the image the company wanted to have. The name was therefore changed to Wästgöta Finans, a name that reflects in a good way the core values of the business, and which have been chosen to concur with and feel self-evident for Jula too. The name is down-to-earth and consistent with the genuine and honest feeling that Wästgöta Finans wants to have, since it concerns offering fair and simple unsecured loans throughout Sweden – quickly and conveniently,

comprehensible and with an understanding of the everyday lives of customers. We make it possible for people to achieve their goals! A new logotype and graphic profile was also produced in connection with the name change.

### The future

In the spring of 2019 the offer to borrow from SEK 50,000 to 300,000 for 12–36 months will be launched for private persons. The offer will be affordable in the segments on which we focus, both in terms of interest and charges, while at the same time we accept responsibility for serious lending.

Wästgöta Finans will in 2019, together with Jula, primarily target attractive offers to JulaClub customers. This is a first important step in this journey. If everything goes well we see a relatively quick development of the company, concerning for example lending to other groups of customers and the development of financial services. ●

*Mikael Fellbrandt*

Mikael Fellbrandt  
CFO Jula Holding AB

# Wästgöta *Finans*

Secure loans. Quite simply.



The staff in Wästgöta Finans are Mikael Fellbrandt, Therese Hjältnér, Anders With, Stefan Wedebrand and Sandra Johansson.

# Wästgöta Finans AB

## Administration Report

The financial report presented here only consists of an extract from Wästgöta Finans AB's Annual Report for the financial year 2018. To access the entire documentation, please contact Julia AB's financial department or the Swedish Companies Registration Office.

### Information on the business

The company will provide financial services in the form of lending to the general public and other compatible services. The business concept of Wästgöta Finans AB is to offer simple unsecured loans to customers throughout Sweden. The share capital of the company amounts SEK 4,000,000. Customers will initially be targeted through JuliaClub.

During the financial year the company has changed its name from Balance Finance AB to Wästgöta Finans AB. The change was registered on the 31st of August 2018.

### Ownership structure

The company is a wholly owner subsidiary of KJB Holding AB (CIN 556961-9900).

### Important events during and after the financial year.

A business plan has been prepared during the year and in February 2018 Wästgöta Finans AB was granted the approval of the Financial Supervisory Authority to conduct services with consumer credit. The company has started lending services to customers in the beginning of 2019.

### Proposed appropriation of profits

#### SEK

The board of directors recommends that the profit/loss:

accumulated deficit	-75,819
net profit for the year	5,527,607
	<b>5,451,788</b>
carried forward to shareholders in a new account	5,451,788



# Wästgöta Finans AB

## Financial statements

### Income statement

SEK thousand	2018	2017
<b>Operating expenses</b>		
Other external costs	-4,352	-76
Personnel costs	-1,279	0
	<b>-5,630</b>	<b>-76</b>
<b>Operating profit</b>	<b>-5,630</b>	<b>-76</b>
<b>Profit from financial items</b>	<b>-5,630</b>	<b>-76</b>
Appropriations	12,700	0
Tax on net profit for the year	-1,542	0
<b>NET PROFIT FOR THE YEAR</b>	<b>5,528</b>	<b>-76</b>

### Balance sheet

SEK thousand	31-12-2018	31-12-2017
<b>ASSETS</b>		
<b>Current assets</b>		
<b>Current receivables</b>		
Receivables from group companies	10,000	0
Other receivables	12	0
Prepaid expenses and accrued income	10	0
	<b>10,022</b>	<b>0</b>
Cash and bank balances	4,591	3,989
<b>Total current assets</b>	<b>14,613</b>	<b>3,989</b>
<b>TOTAL ASSETS</b>	<b>14,613</b>	<b>3,989</b>

### Balance sheet cont.

SEK thousand	31-12-2018	31-12-2017
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
<b>Restricted equity</b>		
Share capital	4,000	4,000
	<b>4,000</b>	<b>4,000</b>
<b>Unrestricted equity</b>		
Profit/loss carried forward	-76	0
Net profit for the year	5,528	-76
	<b>5,452</b>	<b>-76</b>
<b>Total equity</b>	<b>9,452</b>	<b>3,924</b>
<b>Untaxed reserves</b>	<b>2,300</b>	<b>0</b>
<b>Non-current liabilities</b>		
Liabilities to group companies	189	65
<b>Total non-current liabilities</b>	<b>189</b>	<b>65</b>
<b>Current liabilities</b>		
Accounts payable	787	0
Current tax liabilities	1,542	0
Other liabilities	98	0
Accrued expenses and deferred income	245	0
<b>Total current liabilities</b>	<b>2,672</b>	<b>0</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>14,613</b>	<b>3,989</b>

### Cash flow statement

SEK thousand	2018	2017
<b>Operating activities</b>		
Profit after financial items	-5,630	-76
<b>Cash flow from operating activities before changes in working capital</b>	<b>-5,630</b>	<b>-76</b>
<b>Cash flow from changes in working capital</b>		
Changes in current receivables	4,977	0
Changes in accounts payable	787	0
Change in current liabilities	344	0
<b>Cash flow from operating activities</b>	<b>478</b>	<b>-76</b>
<b>Financing activities</b>		
New emissions	0	3,950
Borrowings	0	65
<b>Cash flow from financing activities</b>	<b>0</b>	<b>4,015</b>
<b>Cash flow for the year</b>	<b>478</b>	<b>3,939</b>
Cash and cash equivalents at the beginning of the year	3,989	50
<b>Cash and cash equivalents at the end of the year</b>	<b>4,467</b>	<b>3,989</b>



## A word from the CEO of Jula Logistics AB

# Our own rail terminal – a milestone in our history

A decision was taken in March 2018 to acquire the Dryport\* in Falköping from Falköping municipality. The acquisition concerned rail track and a shunting area covering 30,000 square metres. The decision is a milestone in the history of Jula Logistics and signals the development of the company into an integral part of the Jula Holding Group.

In conjunction with the acquisition, we (and Falköping municipality) also created options for the rail infrastructure and adjacent land. To secure the deal a lot of work was put into presenting Jula as a serious partner that had the capacity and know-how to develop the area. The acquisition was made public in March and finalised in May. The takeover took place in September.

### Long-term sustainability

Jula has made major investments in the rail shuttle over a five-year period. As the business developed the idea of an acquisition gradually emerged, and the investment has created added value. If we had not started up the rail shuttle and developed it as much as we have done the acquisition would probably not have materialised.

The undersigned became CEO of Jula Logistics in conjunction with the acquisition in Falköping.

The business activities of Jula Logistics have been consolidated in the Jula Holding Group during the process. Jula remains the most important customer, but the idea is that Jula Logistics will stand on its own. We will make money at the same time as we create competitive advantages for all of our customers.

### Great interest

When Jula Logistics took over the rail shuttle we saw an acceleration in the demand for a solution. There is an enormous demand for rail and transport solutions, and for effective and sustainable "logistics

hubs". In that the acquisition was made by a municipal company it was made public at an early stage. This in turn led to stakeholders making direct contact, without any actual marketing on our behalf. As a result of this we almost immediately began to explore the possibility of expansion in this area. A decision was then taken to acquire an additional 300,000 square metres of land and rail track.

### Eco-friendly business

It is quite clear that this type of solution is very popular, because of the environmental benefits involved. From the environmental perspective it is the right thing to do. The fact that it is good business only makes it easier.

The volumes that Jula accounts for, in combination with other stakeholders, were decisive for the decision to complete the acquisition. Nevertheless Jula is not the only reason for the increase in volume. Swedish Match and Ikea have already been involved, and with large volumes from Mio the offering has become stronger and more robust.

Looking towards the immediate future we anticipate a wide range of exciting events, which will further reinforce the Dryport and our offering. ●

Lennart Karlsson  
CEO Jula Logistics AB

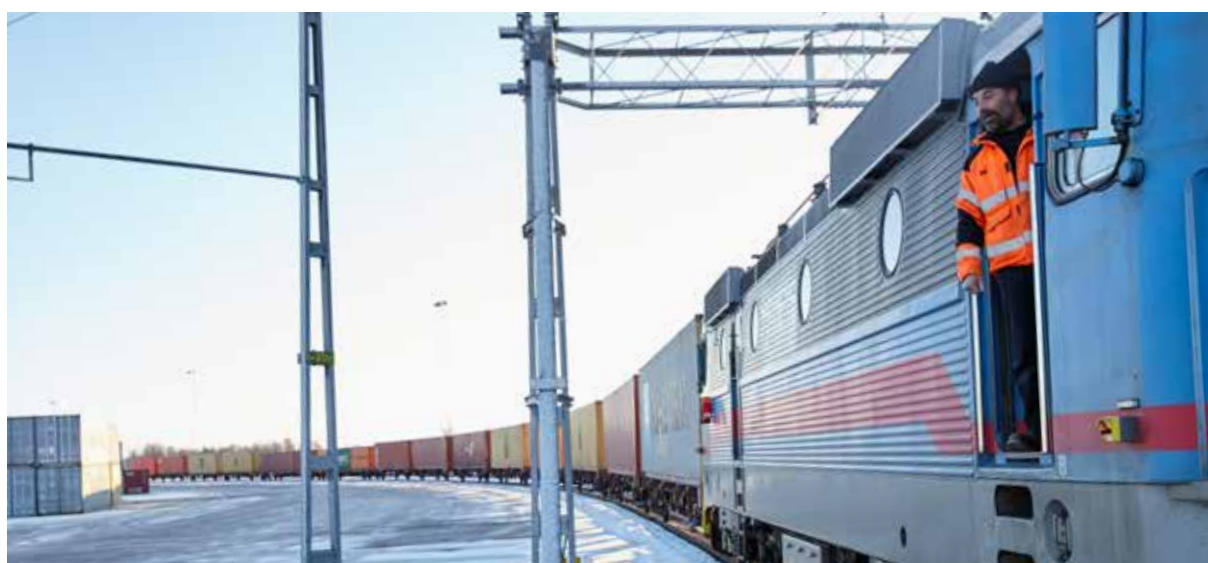
\* A Dryport is a facility for goods traffic, with ISO containers, resembling a harbour but without direct connection to shipping.



Transshipment in Falköping



Aerial photo Marjarp



Rail shuttle

# Jula Logistics AB

## Administration Report

The financial report presented here only consists of an extract from Jula Logistics AB's Annual Report for the financial year 2018. To access the entire documentation, please contact Jula AB's financial department or the Swedish Companies Registration Office.

### Information on the business

Jula Logistics AB is part of the Jula Holding AB group and the company is involved in the ownership, administration and running of logistics properties and part ownership of wind power stations.

The company owns Jula AB's central warehouse in Skara, which accounts for the supply chain to Jula's department stores in Sweden, Norway and Poland.

After the recent extension the central warehouse is the largest logistics property in Sweden and covers a total of 150,000 square metres and 170,000 pallet places.

During the year Jula Logistics AB has started an extensive logistics initiative in Falköping and has acquired from Falköping municipality a large plot of land in direct connection with the main western trunk line. Work to develop the area and start third-party logistics has commenced.

The company is anticipated to continue its positive development in line with the expansion of the group.

### Important events during the financial year

Turnover during the year amounted to SEK 40.9 million, an increase of 2 per cent in comparison with the previous year.

The company reported a profit after financial items of SEK 10.9 million (10.4).

Investments by the company amounted to SEK 59.2 million (0.6).

### Ownership structure

Jula Logistics AB was in December 2018 acquired to 100 per cent by Jula Holding AB (CIN 556433-2079), which in turn is owned to 100 per cent by KJB Holding AB (CIN 556961-9900).



NET SALES

# 40.9

SEK MILLION

## Multi-year overview

SEK thousand	2018	2017	2016	2015	2014
Net sales	40,920	39,946	39,860	36,988	28,203
Profit after financial items	10,938	10,368	9,479	1,234	5,099
Balance sheet total	413,282	368,037	384,781	405,856	417,221
Equity/assets ratio (%)	10	9	6	4	4

## Proposed appropriation of profits

SEK

The board of directors recommends that the profit/loss:

profit brought forward	17,173,303
net profit for the year	8,347,009
	<b>25,520,312</b>

carried forward to shareholders in a new account	25,520,312
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# Jula Logistics AB

## Financial statements

### Income statement

SEK thousand	2018	2017
Net sales	40,920	39,946
	<b>40,920</b>	<b>39,946</b>
<b>Operating expenses</b>		
Other external costs	-5,213	-4,719
Depreciation and write-downs of tangible fixed assets	-17,317	-17,237
<b>Total operating expenses</b>	<b>-22,530</b>	<b>-21,956</b>
<b>Operating profit</b>	<b>18,390</b>	<b>17,990</b>
<b>Profit from financial items</b>		
Other interest income and similar profit items	17	0
Interest expense and similar profit items	-7,469	-7,622
<b>Total profit from financial items</b>	<b>-7,452</b>	<b>-7,622</b>
<b>Profit after financial items</b>	<b>10,938</b>	<b>10,368</b>
Appropriations	-1,100	-1,500
Tax on net profit for the year	-1,491	-1,708
<b>NET PROFIT FOR THE YEAR</b>	<b>8,347</b>	<b>7,160</b>

### Balance sheet

SEK thousand	31-12-2018	31-12-2017
<b>ASSETS</b>		
<b>Fixed assets</b>		
<b>Tangible fixed assets</b>		
Land and buildings	353,228	350,377
Equipment, tools, fixtures and fittings	24,482	16,214
Construction in progress and advance payments for tangible fixed assets	30,771	917
	<b>408,481</b>	<b>367,508</b>
<b>Total fixed assets</b>	<b>408,481</b>	<b>367,508</b>
<b>Current assets</b>		
<b>Current receivables</b>		
Accounts receivable	743	0
Current tax assets	2,873	258
Other current receivables	1,020	117
Prepaid expenses and accrued income	166	154
	<b>4,802</b>	<b>529</b>
<b>Total current assets</b>	<b>4,802</b>	<b>529</b>
<b>TOTAL ASSETS</b>	<b>413,283</b>	<b>368,037</b>

# Jula Logistics AB

## Financial statements

### Balance sheet *cont.*

SEK thousand	31-12-2018	31-12-2017
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
<b><i>Restricted equity</i></b>		
Share capital	500	500
	<b>500</b>	<b>500</b>
<b><i>Unrestricted equity</i></b>		
Profit brought forward	17,173	10,013
Net profit for the year	8,347	7,160
	<b>25,520</b>	<b>17,173</b>
<b>Total equity</b>	<b>26,020</b>	<b>17,673</b>
<b>Untaxed reserves</b>	<b>20,100</b>	<b>19,000</b>
<b>Provisions</b>		
Deferred tax liability	4,331	3,602
<b>Total provisions</b>	<b>4,331</b>	<b>3,602</b>
<b>Non-current liabilities</b>		
Liabilities to credit institutions	243,981	259,941
<b>Total non-current liabilities</b>	<b>243,981</b>	<b>259,941</b>
<b>Current liabilities</b>		
Liabilities to credit institutions	15,960	15,960
Accounts payable	31,843	28
Liabilities to group companies	61,410	42,459
Other current liabilities	2,273	2,486
Accrued expenses and deferred income	7,365	6,888
<b>Total current liabilities</b>	<b>118,851</b>	<b>67,821</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>413,283</b>	<b>368,037</b>

### Cash flow statement

SEK thousand	2018	2017
<b>Operating activities</b>		
Profit after financial items	10,938	10,368
Adjustments for non-cash items	18,235	17,237
Income tax paid	-3,377	-152
<b>Cash flow from operating activities before changes in working capital</b>	<b>25,796</b>	<b>27,453</b>
<b>Cash flow from changes in working capital</b>		
Changes in accounts receivable	-743	0
Changes in current receivables	-915	101
Changes in accounts payable	31,815	-438
Change in current liabilities	263	-4
<b>Cash flow from operating activities</b>	<b>56,216</b>	<b>27,112</b>
<b>Investing activities</b>		
Investments in tangible fixed assets	-59,207	-1,135
<b>Cash flow from investing activities</b>	<b>-59,207</b>	<b>-1,135</b>
<b>Financing activities</b>		
Repayment of loans	-15,960	-15,960
Change in loan from group	18,951	-10,017
<b>Cash flow from financing activities</b>	<b>2,991</b>	<b>-25,977</b>
<b>Cash flow for the year</b>	<b>0</b>	<b>0</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>0</b>	<b>0</b>



**G&K Blanks**  
**Fastigheter AB**

**Wästgöta**  
*Finans*

**Jula Logistics**