



STRATEGY 2024-2026



VARUSTELEKA'S MISSION:

VARUSTELEKA SUPPORTS THE GOOD GUYS

For the neutral, it would suffice that no more evil enters the world. Those on the side of the good make efforts to increase the good in the world

VARUSTELEKA'S VISION:

TOTAL WORLD DOMINATION

BE A PATHFINDER

- Define the industry direction and act as an authority on clothing and equipment designed for the harsh northern conditions
- Varusteleka to be taken as a role model internationally
- Daring to take risks

BE INTERNATIONALLY KNOWN

- The Varusteleka brand is recognized internationally as the best clothing and equipment brand in the industry
- Creating wealth in Finland: Export more than what we import from abroad

BE A GOOD COMPANY THAT IS PROFITABLE AND GROWING

- Manage business to ensure the company is on a solid foundation. Strong cash flow and a 10% operating income target
- Varusteleka's employees develop, can be proud of their achievements, and enjoy working here
- Zero out Varusteleka's environmental impact

HIGH VALUE TARGET:

FOR ACTIVE PEOPLE FOR WHOM MILITARY ACTIVITY AND NATURE ARE IMPORTANT AND A PART OF THEIR IDENTITY

ON-DUTY | OFF-DUTY

Offering HVT's passions with clothing and equipment that also suits everyday needs.

TARGET PACKAGE

- Active duty
- Reserve
- Conscripts
- Shooters
- Military Larpers

STRATEGIC PRIORITIES FOR 2024-2026:

ONE HIGH VALUE TARGET



ONE BRAND

VARUSTELEKA
CLOTHING SYSTEM



OWN
PRODUCTS

YKSI ASSORTMENT

SURPLUS

SUPPLIER BRANDS

DECISIVE BATTLES 2024:

BE A PATHFINDER

- Development and implementation of the product category management model
- Renewing the product hierarchy
- Driving the own production selection under the Varustelega brand for one High Value Target (HVT)
- Review and development planning of all product categories for the entire strategic period
- Comprehensive e-commerce revamp

BE INTERNATIONALLY KNOWN

- Phasing out current product brands and renewing the Varustelega brand: design, implementation, communication
- New campaign plan for one HVT, with one brand and one selection
- Business case and go/no-go criteria for US 3rd Party Logistics operation (3PL)
- Mapping and tendering US 3PL operators
- Design of the 3PL operating model
- Separate plan for significantly increasing US marketing from 2025 onwards

BE A GOOD COMPANY THAT IS PROFITABLE AND GROWING

- Utilizing sales potential in the Euro area
- Definition, implementation, and execution of the military and law enforcement sales model
- Definition, implementation, and execution of the military and law enforcement marketing model
- Implementation and application of the Cut, Make & Trim (CMT) procurement system
- Research, planning for the entire strategic period, and implementation of necessary certificates and licenses (including ISO-9001 and NATO AQAP 2110 quality standards, ISO 14001 environmental certificate, and firearm business license)

VARUSTELEKA'S MODUS OPERANDI:

TAKE BOLD ACTION

- Be brave and take the initiative
- Help a customer, coworker, or partner succeed

DO SO YOU CAN BE PROUD

- Aim to exceed the expectations of customers, coworkers, and partners
- Do things so well that you are eager to share your achievements

SHARE KNOWLEDGE AND EXPERIENCES

- Openly share both good and bad experiences
- Set an example for customers, coworkers, and partners

FULL OWNERSHIP

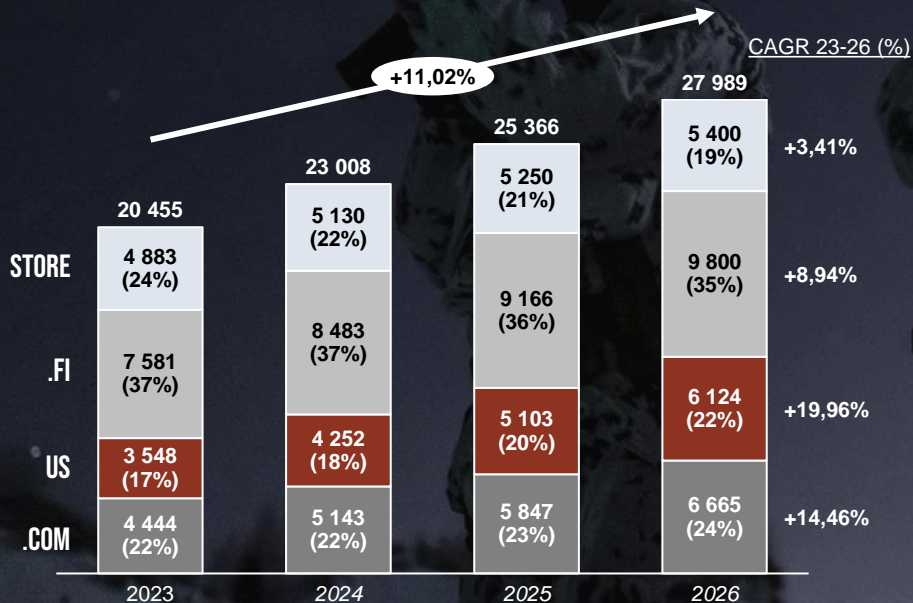
We all have 100% responsibility to act according to our modus operandi, take care of ourselves, our own attitude, and our behavior

PROFITABLE GROWTH:

AIMING FOR OVER 10% AVERAGE GROWTH AND MOVING TOWARDS A 10% OPERATING INCOME PERCENTAGE

Turnover by channel:

Turnover thousand €, Share of turnover %



EBIT:

EBIT thousand €, Share of turnover %

