



hunkemöller
BRAND JOURNEY
January 2021

Digitally driven, powered by data



BRAND *Journey*

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WELCOME

We're Europe's fastest-growing lingerie brand in 19 countries with state-of-the-art webshops and over 900 stores acting as digital hubs. Our customers (Sheroes) are attracted by distinct product and brand handwriting, continual new collections and sub-brands appealing to a range of Sheroes across ages, cultures, body shapes, tastes and budgets, all delivered via an inspiring and rewarding shopping experience - whatever the channel. As we look beyond 2020 and with a renewed strategy for post-Covid digital acceleration, we remain confident and ambitious to grow our brand, people and business. Having invested in digital, store experience and people training throughout the 2010s, we're in good shape as we take the next steps in our brand journey.

Our mission is to always be a **much-loved, social and inclusive brand** and we do this by offering a combination of market-leading, design-led products, an inspiring Omni-Channel customer experience, passionate staff delivering World-Class service, smart use of data and technology, in touch marketing and social media to build lifetime loyalty.

We've created this Brand Journey document to help all those who are part of our journey understand who we are, what we do, the success of our global teams and our plans for the future. You'll discover more about our customers, products and collections, colleagues and how we will go about retailing in the 2020s. You'll also learn more on how our adapted strategy will accelerate use of data to understand our customers better (helped by a market-leading loyalty programme) and how we'll continue our investment in technology and operating model so we can compete both with large established players and agile start-ups.

Be your most beautiful self

19

COUNTRIES

7,400

EMPLOYEES

€640M

TOTAL SALES 2019

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FROM PHILIP MOUNTFORD



It has been a privilege leading Hunkemöller through its digital transformation - and now to lead our brand through the next stage of the global retail revolution. I'm proud of how our teams adapted and thrived during the 2010s. Most recently a mindset of being agile, open to change, optimism and resilience was so valued as we faced the biggest challenge in retail history, Covid-19. As we worked to achieve **three years of strategic change in three months**, I realised once again how important each person is in our organisation and how every day, we need to earn the loyalty of our diverse, global customers – our army of Sheroes.

I'm also proud we have a business where our investors supported our commitment to continual re-invention through a market leading Omni-Channel journey, people training, inspiring customer experience and investment in a seamless shopping experience. The investments throughout the 2010s have created a solid platform from which we can further adapt and thrive. As we adapted in 2010, I share the main drivers as we look to 2021 – 2025:

- Digital transformation is now digital acceleration
- Every day, the distinct USPs of our brand help us do better for our Sheroes

PHILIP MOUNTFORD CEO

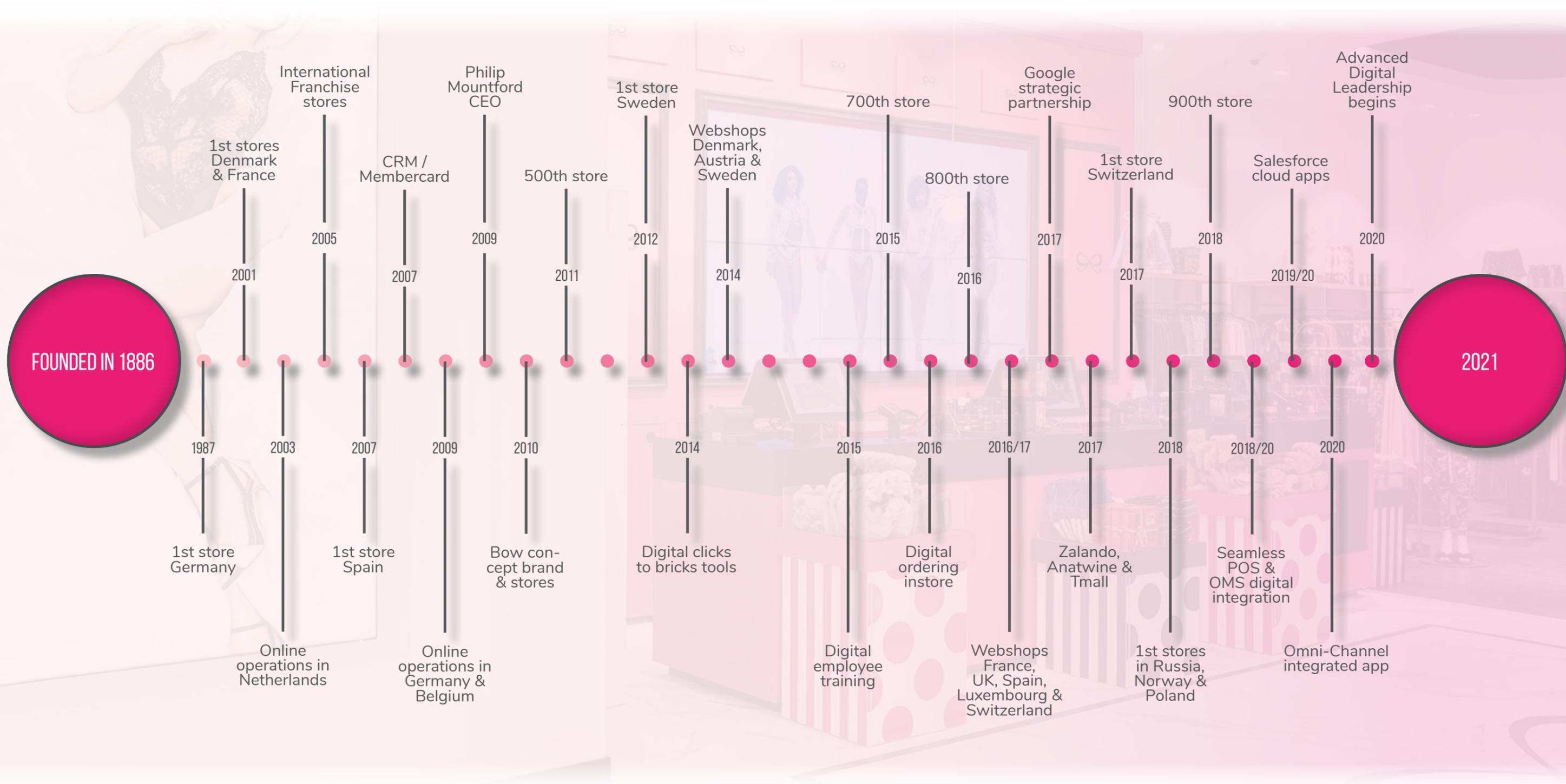
- Our loyalty programme, with 4.7 million active members, will both gather data to better understand customers and respond to their needs – not least through further segmentation, personalisation and extensive use of AI
- We can further respond to channel shift with our flexible physical store portfolio and further develop these stores to become 'digital hubs'
- We build on our strategy of focused sub-brands/collections where HKMX, Noir, Private Collection and the new Freedom range success will take a lead in our growth plans
- Our first class Omni-Channel eco-system will focus on a seamless and frictionless experience – including a more ambitious digital wholesale model that will efficiently and more rapidly extend the reach of our brand
- We do all this while understanding our wider role in the world – something demonstrated by our commitment to sustainability and the creation of the Together Tomorrow programme

I thank all those who have helped us on our journey and a warm Hunkemöller welcome to all those who will join us in 2021 and beyond.



TIMELINE

Since 1886 we've been re-inventing to do better for our customers and improve the business performance. In the 2010s the pace and scale of that re-invention has been deep, wide and digitally focused. Here are the key dates from our journey.



BRAND VISION



CUSTOMER FIRST

Our vision is to create a highly inspiring brand and design led experience which earns the loyalty of our wide and diverse customer base. We continue to create seamless customer experiences for the many physical and digital journeys. From first impressions and inspiration on our digital platforms (web-shops, apps and social) to the cash-desk experience or the parcel delivery / pick-up, we aim to deliver a **World-Class Hunkemöller** experience every time. We are focused on providing consistency where it matters and surprise where it's wanted.

ALWAYS LISTENING

We aim to understand our customers - our Sheroes - better than anyone else and provide our Sheroes with rewards, incentives and communication where product choice and promotions are both personalised and targeted. Our unrivalled behavioural data from our member programme will increasingly help us be customer first and relevant. Our Shero is our muse and a personification of our many customer profiles and the attributes that bind all women together. We believe in affordable luxury for every woman.

We understand the power of brand advocacy, whether by a single customer, staff member or a high-profile influencer. Our goal to be a social brand means we have large, growing and engaged social communities, an active global network of brand advocate employees, and an ambassador programme that extends our reach and engagement way beyond our stores.

360 WORLD-CLASS SERVICE

Whatever the channel or customer touch-point we aim to offer seamless World-Class service; from our web-shops to physical stores and app to social media. This ambition has been made possible by bringing all **customer service / care operation in-house** and training all teams in customer care and advanced product sales.

PHYSICAL STORE EXPERIENCE

Our product is enhanced by the intimate and emotionally led way we connect with our Sheroes. Not least in our physical stores, where our store teams receive market-leading training to deliver the best customer experience, in a multi-sensory environment which makes shopping fun and rewarding

We view our physical stores as 'digital hubs' and this is made possible by offering our full range and choice for everyone, via in-store ordering. **There are no longer any 'small' stores**, and our developing logistics and open inventory will allow products to be picked, packed and dispatched from the optimum location.

We will continue to invest in our physical store experience where a Hunkemöller opening is a valuable addition to a high street or shopping mall - and our customers can experience valuable 'me time'. Our flagships will develop further to become a multi-sensory shopping experience with a wide PR halo effect - and a service focused digital hub.



BRAND VISION



SINGLE VIEW OF THE CUSTOMER & PRODUCT

Top of our agenda is a single view of the customer. A single view provides our teams with valuable insights and tools to understand customer behaviour, marketing with relevance and World-Class customer care. Alongside a single view of customers is a single view of product both for our customers and commercially which is optimising how and where we pick product for delivery.

A SUSTAINABLE FUTURE

We have an increasing focus on sustainability (CSR), to drive both our business model and how we can make a positive impact on the wider environment. Our Together Tomorrow programme will increase its impact across all we do as we enter 2021 and the next phase of growth.

WE START & END WITH PEOPLE

As an organisation we will continue to build an agile operating model, optimised for an Omni-Channel, on-demand, competitive and increasingly customer-centric environment. From the first sketch to the 'last mile', we are building teams of people who come together to develop opportunities. These teams are focused on **continuous improvement** and are driven by both listening and responding to our Sheroes and understanding the wider demands of returning shareholder value, whilst behaving with genuine ethical and environmental integrity.

We have proven that World-Class training creates World-Class service and that this, in turn, achieves World-Class performance. This investment in our people and the culture we create will lead to attracting the best talent at every level, and better levels of retention in often 'tight' employment markets.

We deliver a World-Class, inspiring brand experience for every Shero wherever and however they shop with our brand.

We are one team with one dream

16

WEBSHOPS

19

COUNTRIES

4.7M

ACTIVE MEMBERS

BRAND DNA

Our brand DNA is everything that makes us who we are today. Our DNA defines us through our mission, values and USPs and guides our whole organisation to deliver consistency across channels, products and marketing.



OUR MISSION

MUCH LOVED

Creating emotional loyalty is high on our mission's agenda. We aim to build a genuine, lasting relationship with our Sheroes by continually listening, learning and acting on their needs and desires. We also believe that working in an open and inclusive way is key to being a much loved brand.

SOCIAL

Being a social brand is in two parts: firstly, we encourage dialogue with our teams and customers with a particular emphasis on social media. Secondly, being social means taking our role and impact in the world seriously.

& INCLUSIVE

Finally being inclusive completes our mission. Everyone is welcome in our brand and we're passionate that diversity and inclusion is better for everyone. We strive to be a much loved, social and inclusive brand.

A much loved, social & inclusive brand



BRAND DNA



OUR VALUES

Our values shape our behaviours and how the brand expresses itself. They help remind us of the important mindset that keeps us successful.

INTOUCH

This is our spirit. We listen, interact and involve others offering our best.

INSPIRING

This is our motivation. We are creative and think 'out of the box'.

FUN

This is our attitude. We enjoy what we do and it shows.

SEXY

This is our look. We are self confident and show pride in our brand.

INCLUSIVE

This is who we are. We welcome everyone and seek to create a diverse and inclusive brand.

PASSIONATE

This is our heart. We are passionate about lingerie and World-Class service.

6

VALUES

1

TEAM

24/7

LIVING THE VALUES

OUR USPS

Our USPs are our Unique Selling Points - or what make us special and stand out from the crowd.

A HIGHLY ACCESSIBLE BRAND

Diverse with a premium experience.

DESIGN-LED

97% of our products are designed in-house, which provides uniqueness and a perfect combination of surprise and consistency.

PERSONAL

From 'My Hunkemöller' to Sexy Shapes and Fabulous Fits, we understand more about our customers than our competitors.

MORE WAYS TO SHOP

We lead Omni-Channel retailing in the European market – where the entire collection is always available even in the smallest boutique store.

A SOCIAL BUSINESS

All of our people are empowered to be active brand advocates.

DIGITAL NATIVES

We're a brand created by digital natives building digital leadership.

A SPECIALIST

We offer the products and experiences only a true specialist can deliver.

FOR EVERY SHERO

From Private Collection to Everyday Sexy, and from Love the Price to Designer Collaborations, there are products and prices for every Shero.

REWARDING

From Passion Points and free gifts to special events and advocate programmes, we are always rewarding our customers.

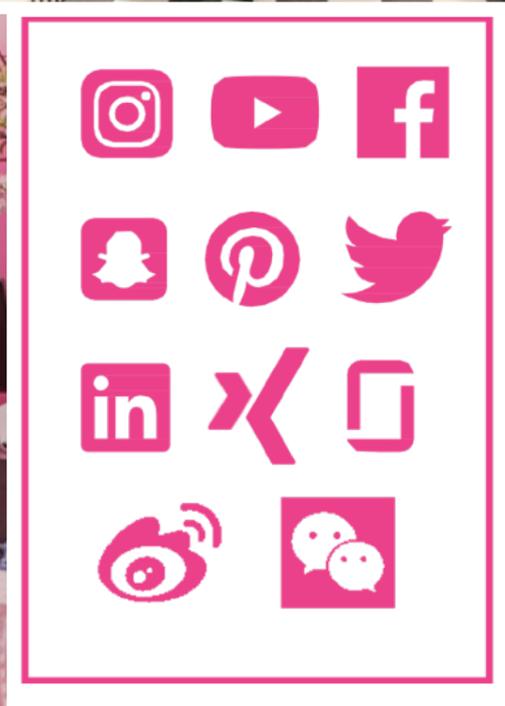
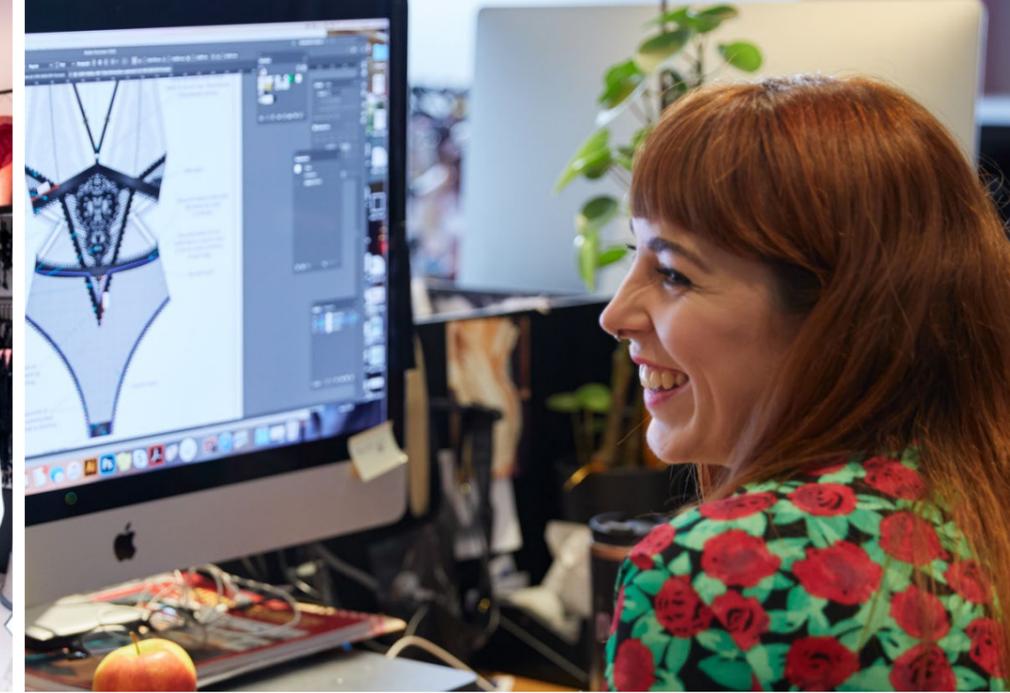
INSPIRING STORES

Our stores are designed to provide a premium and inspiring brand experience – way above the average 'high street' stores.

FROM BOUTIQUES TO FLAGSHIPS

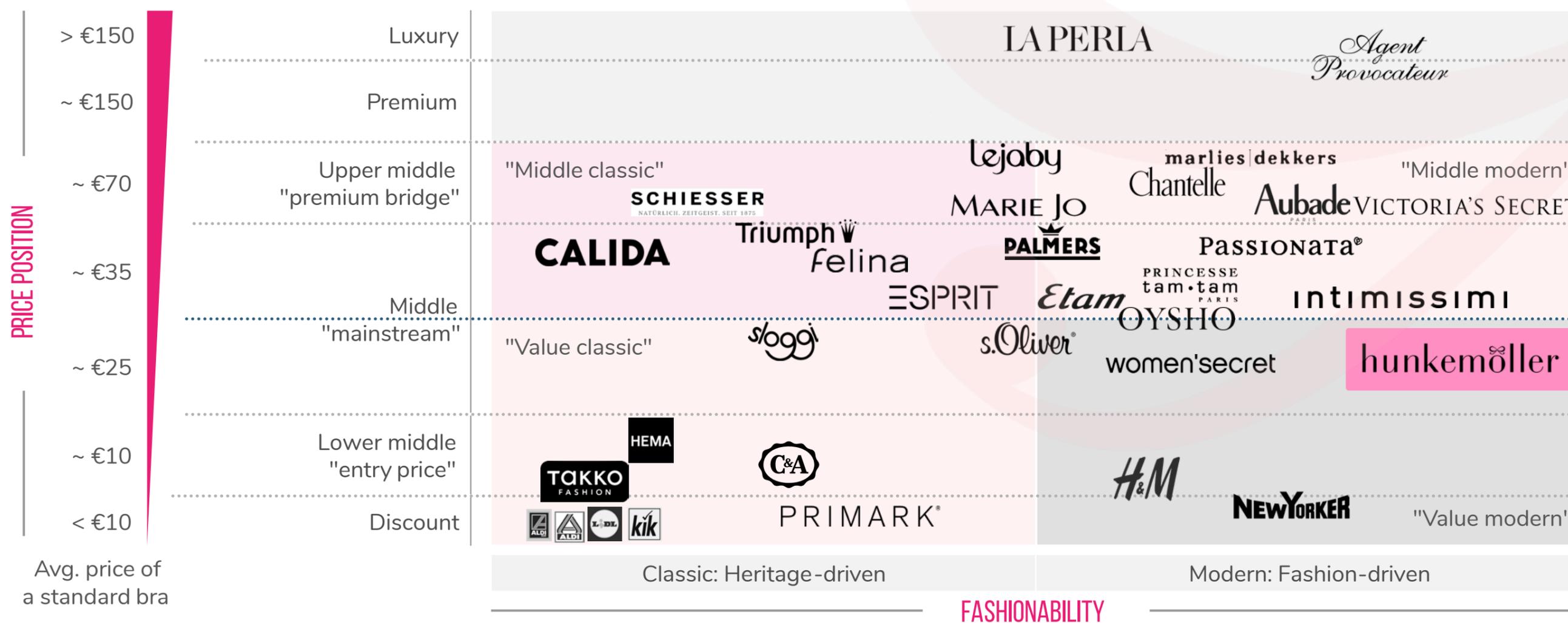
In our main markets, customers are always near a physical Hunkemöller store.

It's what makes us special



MARKET POSITION: PRICE X FASHIONABILITY

Although we define our market position by many criteria, price and fashionability are often the most useful axis to plot where we operate. The chart below shows how we aim to offer a modern / fashion driven product and experience at great prices.



MARKET POSITION: BRAND ATTRIBUTES

Understanding customer perception ensures we are always aligned to our Sheroes wants and desires. We can then respond with product, service or communication developments. The chart below shows key brand attributes for ourselves and two competitors.

Perfectly positioned

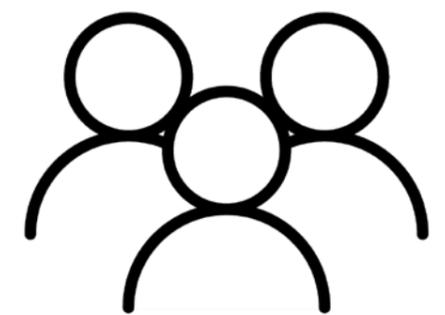
THE DEFINITION OF SEXY IS CHANGING:
IT IS NOW RELATED TO WHAT MAKES
CUSTOMERS FEEL GOOD, STRONG AND POWERFUL



HUNKEMÖLLER IN NUMBERS



20% REDUCTION
ON ENVIRONMENTAL
IMPACT BY 2024



4.7 MILLION
ACTIVE MEMBERS

#1

PREFERRED BRAND IN GERMANY,
THE NETHERLANDS & BELGIUM

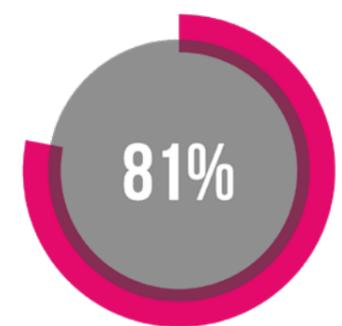
10
FLAGSHIP
STORES

19
COUNTRIES

900+
STORES

92%
OF CUSTOMERS RATE STORE
APPEARANCE AS GOOD/VERY GOOD

0 CHILD LABOUR
FATAL ACCIDENTS



81%
DUTCH ACCORD
SUSTAINABILITY SCORE
- IN TOP 5%

1.9
MILLION
FACEBOOK
FOLLOWERS

786
THOUSAND
INSTAGRAM
FOLLOWERS

€640.6M
SALES 2019

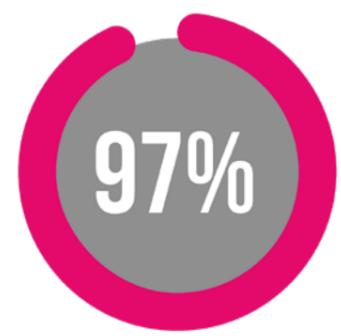
2.4 MILLION
DIGITAL SHOW VIEWS

#1 SEXY
LINGERIE BRAND
FOR VALUE FOR MONEY

25%
PHYSICAL STORE
CONVERSION

84
MILLION
INFLUENCER
NETWORK
FOLLOWERS

7.1M
ACTIVE MEMBERS,
FANS & FOLLOWERS



97%
PRODUCT DESIGNED
IN-HOUSE



#1
AWARENESS GERMANY,
THE NETHERLANDS & DENMARK

58
BRA SIZES

2.8%
LOW RATE OF
STORE RETURNS

6,000+
SHEROES FEEDBACK
ON COLLECTIONS
EACH QUARTER

7,400 EMPLOYEES

8 FAVOURITE
FIT BRAS
4 X SEXY SHAPES

THE PILLARS OF OUR BUSINESS

CONTINUOUS OPTIMISATION

We have structured our strategy around three pillars and two operating and mindset approaches that drive all we do. Our three pillars are: 1) building a female empowered brand, 2) being customer centric to earn lifetime loyalty and 3) creating a best-in-class adaptive Omni-Channel model. Our two business-wide approaches are being digitally driven / powered by data and having an adaptive mindset of continuous optimisation.

Digitally driven. Powered by data.

97.9%

FEMALE WORKFORCE

74%

SALES VIA MEMBERCARD

17

YEARS ONLINE

DIGITALLY DRIVEN POWERED BY DATA & TECHNOLOGY

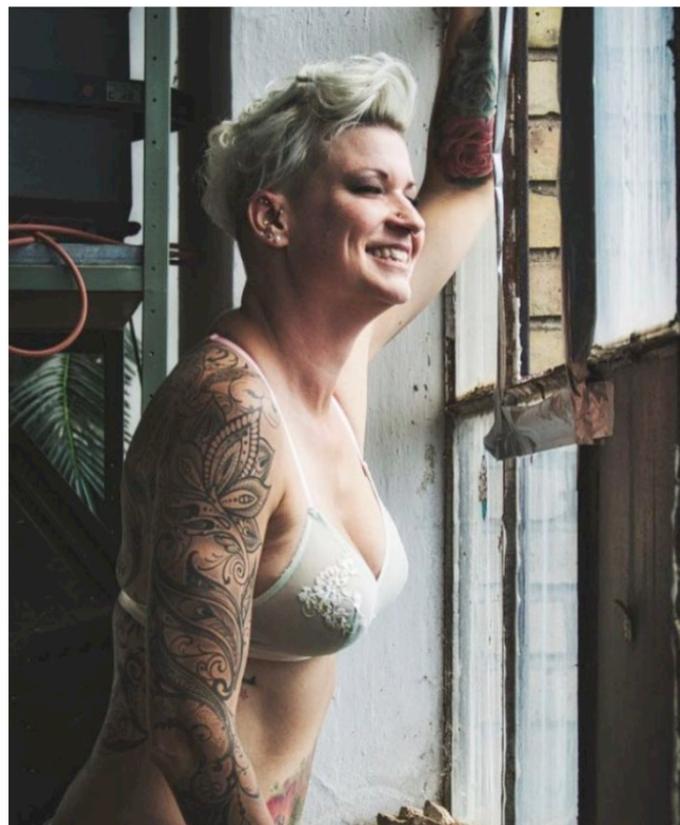
1
FEMALE
EMPOWERING
BRAND

2
CUSTOMER
CENTRIC TO
GROW LIFETIME
LOYALTY

3
BEST IN CLASS
ADAPTIVE
OMNI-CHANNEL
MODEL

ADAPTIVE MINDSET OF CONTINUOUS OPTIMISATION

OUR SHEROES



16 OUR SHEROES

17 #IAMSHERO

18 SHERO FACT FILE

21 CUSTOMER INSIGHTS



OUR SHEROES

DIVERSE & GLOBAL

Our Shero is at the heart of everything we do. She helps us focus on delivering the right communication and services to our customers. She keeps us consistent, so we always make sure we take the time to regularly check in with what our customers need. So, who is she? In short, she's our muse. A character we created out of everything we know about our target market. Here's what we know about her:

Be your most beautiful self

This is the mantra for our Shero. She's 100% in touch with herself, she's fun and positive and lives her life to the fullest. She's health conscious and enjoys her social life but equally values her 'me time'. She's a real 'Millennial' and 'Generation Z' and is always online, waking up with her smartphone in her hand. She's always up to date with what's happening on Facebook, Instagram, Pinterest, WhatsApp, YouTube, Snapchat and Twitter. She shops in the city but also online and loves fashion. She values quality over quantity and is loyal to the brands that give her a great shopping experience both in terms of product and service. She responds better to messages from real people rather than real companies, and social media is a key way for her to find information.

Shero is the name we give to the visualisation and profile of our bullseye customer. Our Shero embodies the evolving spirit, attitudes, wants and needs of our wide, diverse and inclusive global customer base

WHO IS SHE?

Our Shero is a kind and caring person who is young at heart. Having a full-time job or being a college student characterises her ambitious nature. She leads a conscious life but allows herself to enjoy the good things in life as well. It is important to her that she can express herself the way she wants to and that others see and treat her as a unique individual. Our Shero wants to be the best version of herself in a personal and authentic way, no filters and 100% real. She loves herself for who she is and looks that way at others. In her eyes, everyone is beautiful, and no one should be judged by looking or behaving differently. Inclusivity, diversity, and body positivity are topics she feels related to. You should treat others, the way you want to be treated yourself.

THEIR INTERESTS

Whenever our Shero is not working or studying, she likes to surround herself with friends and family. The importance of personal care and for others is exposed in her interests. In her spare time our Shero likes to go shopping, follow the latest trends, travel, go out with friends, listen to music, but also commit to a healthy lifestyle. In order to keep track of her busy life, her mobile phone is her best friend. Our Shero makes sure she is always connected, online and on the go. She wants to stay ahead of the latest trends, sharing important moments with friends and not miss out on anything. Our Shero is always on the look for inspiration, which she finds on Instagram, YouTube and Snapchat by following her favorite influencers, but also looking for fun & interaction on TikTok.



#IAMTHESHERO

SHOPPING BEHAVIOUR

Our Shero wants to shop anytime and anywhere. Online is an inspiration source where she can follow the latest fashion trends. Online also gives her the convenience that she can shop even when she is busy with work or study. Nothing beats a nice shopping trip in-store, preferably with her friends so she can combine the best of her interests. Stores provide her inspiration, she can touch and feel the products, and share her experiences with friends.

RELATIONSHIP TO BRANDS

Brands that appeal to our Shero, are the brands that understand her needs and share the values that are important to her. It's not only about the product. Brands that are not in line with her values are easily exchanged. Our Shero is loyal to the brand(s) that conquer her heart, and she will make sure to recommend them to friends and family.

Brands reflect her personality and communicate her identity. Our Shero likes to receive recommendations for brands, as she trusts people over brands. Our Shero is aware of approximately 15 lingerie brands, would consider 8, and end up buying only three of them. Therefore top of mind awareness is key!

Our Shero is conscious about the health of our planet. She understands the importance of adapting sustainable behaviour. However, she also admits that she finds it hard to resonate this in daily life. Therefore she prefers companies that can provide her with conscious alternatives, brands that care for the environment, so she can shop and contribute to a better world at the same time.

LINGERIE

According to our Shero, sexy lingerie are the items that make you feel good and therefore look great on you. Main drivers for lingerie purchase are attributes related to function and comfort. Lingerie needs to fit perfectly, give support and feel like a second skin. Wearing a beautiful set of lingerie, which is both functional and comfortable, gives our Shero confidence.

Our Shero believes every woman deserves great lingerie, no matter your size or style. All body shapes and sizes should be embraced. Looking sexy is the result of feeling confident, regardless of size.

Our Shero is passionate about fashion and lingerie and likes to follow the latest trends. For different occasions she likes to wear different lingerie styles. During the day comfort is key, while for special occasions our Shero likes to wear lingerie with some extra detail. The colours black and red are favourite.



"Be YOUR MOST BEAUTIFUL SELF"

- SHERO'S MOTTO IN LIFE -

#I AM THE SHERO

Our **SHEROES** are everything to us...
They are our muse, our northern star.
They help us focus our efforts in creating
and developing the best possible products,
communications and services.

Already more than 30%
of Hunkemoller revenue is generated by
Gen Z* and more than 40% staff are Gen Z.

*Gen Z age <25 (Born between 1995 and 2015)



WHAT REALLY MATTERS



Switched on

I am... always connected, on-line and on the go...

My mobile is my BFF! I love sharing with friends. I want the latest trends now Make my life easy and get my attention. I want to shop wherever I am.

#Iwantitgotit



Authentic & Personal

I like to express myself, I am unique - treat me that way! I'M ME...

I'm real and add my own 'stamp'. I trust people over brands.

#nofilters



Curiously Fun

Keep me inspired!

I have fun and... love shopping in stores that wow me, travelling and holidays, being creative on Social Media.

#wanderlust



INSPIRATION & INFLUENCE

Sharing my style and beliefs.

I'm inspired and influenced by: people with confidence, my BFFs, influencers, cool fashion brands, Instagram & YouTube. Videos I don't skip after five seconds!

SHOPPING IS MY WORKOUT :)

#influencer



THE LONG SCROLL

Gen Z scrolls for an average of 150m per day!
That's 10 hours daily.



CIRCLE OF TRUST

Our Sheroes trust their peers and **influencer marketing** over big name companies.



BRICKS + CLICKS

Gen Z are big shoppers of both etail and retail. 80% of our Sheroes are retail shoppers with **etail catching up fast!**



VIDEO

By 2020, 80% of worlds internet traffic will be video!
They eat, sleep and watch video!

WHAT REALLY MATTERS



The Conscious Buyer

I recycle and believe we can all act responsibly.

I will make a difference. I buy from brands that do the right thing and care for their employees and the environment.

#bethechange



Love

For me love is: Being with friends, family or my partner. Loving myself for who I am.

Taking care of myself and the buzz I get when healthy and fit. Love is being me and caring for others.

#noexcuses



Diversity & Positivity

We are all beautiful. I want a world where everyone is welcome.

I never judge others. Let everyone be proud of who they are. I want brands to be inclusive and adapt to our changing world. Let everyone be their most beautiful self!

#iamhkm



Empowerment!!

I want brands to make me feel good about myself.

Treat me as an equal. I want to control my life and my future. Trust me and I will make a difference. Lingerie is my under armour! I am a real 'go get 'em girl!'

#girlboss



SAVE OUR PLANET

Nearly 89% of Gen Z say they're worried about the health of the planet. **They want to buy from companies that make a difference.**



HAPPINESS STARTS WITH HEALTH!

Our Shero is active and positive. She does not look for excuses, she commits to a healthy lifestyle. **And we support that.**



DIFFERENT SHAPES

One out of Three Sheroes*, has Cup A size D80 or bigger. **All sizes are beautiful!**
 *Sheroes = Active Members



CREATE

Our Shero is part of a powerful post internet generation. **She doesn't just consume entertainment,** she helps create and shape it.

CUSTOMER INSIGHTS

BEING CUSTOMER FIRST

Being customer first means really listening - and responding - to what our Sheroes tell us. Over the 2010s we steadily increased the role of customer insight in our business and today we have both the tools to listen and a culture of customer-first thinking. As the role of data insights has increased, we now optimise to create a **powerful combination of using both quantitative and qualitative methodology** to tell us not only the 'what' but the 'why' too. Most recently we have learned:

BRAND

- **We have a Top Of Mind Awareness** of around 50% among 20-34 year old customers in our core markets resulting in being the most preferred brand in Germany, The Netherlands and Belgium
- **We have a very strong brand proposition** for fashion and being (contemporary) sexy. Other brands do not / or are much less associated in this domain (U&A research, August 2019)
- **We are recognised for body positivity** and diversity by the Glam campaign 2019 (Brand Campaign tracker, December 2019)
- **Hunkemöller is perceived to be a highly innovative brand**, with good price perception (Brand Campaign tracker, December 2019)

MEMBERS

- **Our members are very eager to share their opinion**, provided their feedback is actioned (follow-up U&A research, January 2020)

GLOBAL

- **For Hunkemöller buyers, comfort and looks are most important** in lingerie (U&A research, August 2019)
- Lingerie needs to be sexy, but lingerie buyers don't want to compromise on comfort (anymore). Comfort has become more important (follow-up U&A research, January 2020)
- Lingerie is a way to feel good about yourself and not only about pleasing others (anymore) (follow-up U&A research, January 2020)
- **Typical customers have awareness of 15 lingerie brands**, consideration of eight brands and will purchase from only three (U&A research, August 2019)
- **Sustainability of products is more important than price for half** of Hunkemöller buyers (U&A research, August 2019)

THE CUSTOMER JOURNEY

- **Orientation and purchase is predominantly in store**, while inspiration mostly comes from online sources (Swim survey brand ambassadors/ store staff, July 2019)

CHANNELS

- **Offline shopping is still preferred over online shopping** (U&A research, August 2019)
- **Our physical stores get even more important along the journey** culminating in dominating share of 77% in purchase stage for HKM
- **Offline shopping is driven by inspiration and experience**, online shopping is more often driven by convenience (U&A research, August 2019)

GLOCAL

- **Lingerie buyers across countries are not the same**, the main difference in preference of lingerie products is seen between DK and main countries (NL, DE, BE) (U&A research, August 2019/ product testing, 2019)

Always listening, always learning

OMNI-CHANNEL COMMERCE



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The transformation of our physical stores into 900 digital hubs - these pages describe how since 2010 the physical store customer experience has increasingly become digitised allowing our Sheroes to shop the way the want to.

We also share our commitment to physical store retail with growth ambitions by 2025 where we can secure the best locations.



A MESSAGE FROM GIJS

OUR DIGITAL & DATA MINDSET

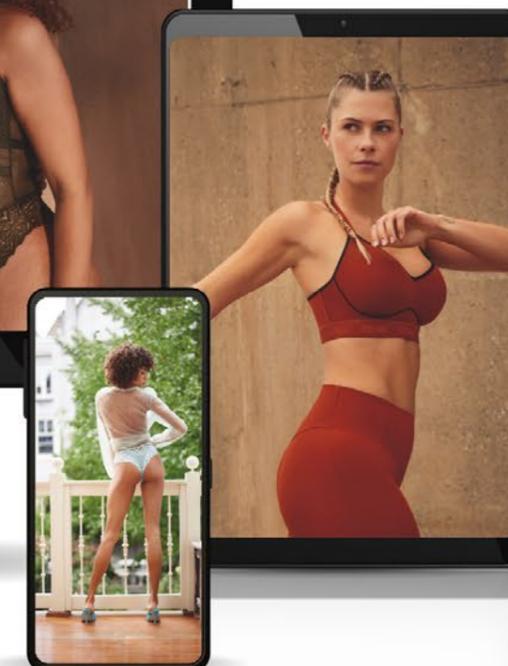
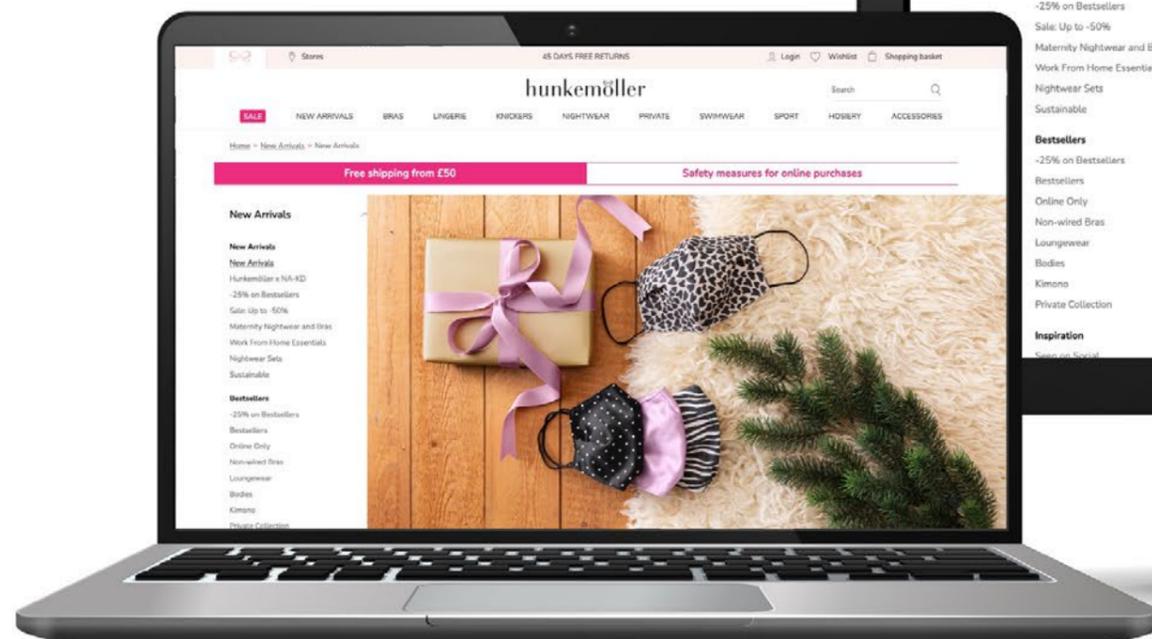
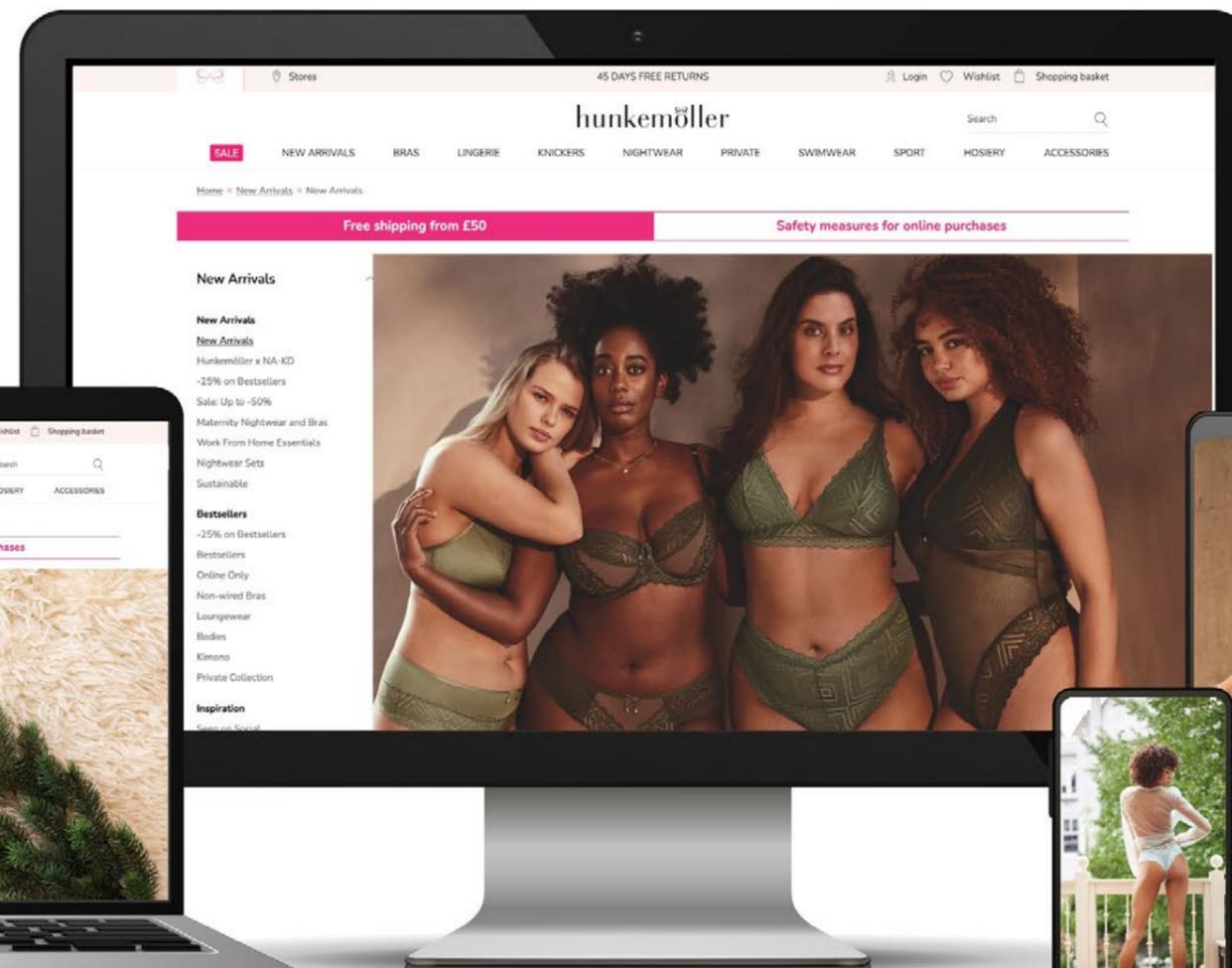
We are digitally driven and powered by data; a simple statement yet fundamental to the success of any retail organisation. The recent Covid Pandemic accelerated the pace of our digital transformation and reminded us of just how agile, responsive and innovative we can be. In this chapter you will see our digital journey and how, in 2021 we enter a phase of digital leadership. Throughout 2020 we've been powering up our partners, resources, people and goals - ready for the next phase of our brand journey.

Digital leadership will be about being visionary and leading a market where most sales and profit are from digital channels and, of course, creating a World-Class shopping experience whatever the channel or journey. Our mindset learns from the best of the best; the start-ups, the up-starts and the pure players. We also learn from the best fashion branded experiences and not least, we learn by listening relentlessly to our customers and each other.

Fast forward digital



GIJS VAN ENGELEN
CHIEF DIGITAL OFFICER



DIGITALLY DRIVEN. POWERED BY DATA

Today, we're fortunate to have an Omni-Channel platform, learnings, expertise and customer base that's well positioned for the upcoming period we call digital acceleration. We're at the cutting edge of delivering a seamless omni customer experience across our brand. We're continually driven by digital developments and powered by the data insights our customer interactions provide.

We know digital is a layer, not a silo and there's no better example of this than how our physical store operations and teams have transformed to be digital hubs. The next phase of our digital and data journey will:

DIGITAL FIRST

- Leverage our investment in market-leading Salesforce cloud applications
- Utilise AI as it continues with the benefits of Einstein integration with our CRM activities
- Further develop the customer app with a full suite of shopping and customer service options

DATA STRATEGY:

- Grow the Membecard programme with its unique, direct link we have with 80% our customers
- Continue to ensure data has a strategic approach with commercial long-term and tactical customer and business benefits - this includes our new centralised data 'warehousing' approach
- Gather more customer behavioural data to drive better insights that will guide our product, service and marketing developments

THE CUSTOMER JOURNEY

- Drive the omni customer journey / experience (Or UX) to become more seamless and frictionless
- Develop the physical stores to become digital hubs - and provide the products and services our Sheroes want - when and where they want them
- Understand the typical and many customer journeys, so we can plan to inspire where our Sheroes are looking - while recognising the importance of the physical store experience for many of our Sheroes

OPERATIONS

- Align around our goal to build an adaptive, Omni-Channel operating model
- Continue to ask ourselves, what would our model be like if we were a start-up?
- Build resources, talent and capability aligned to the new, accelerated digital world of retail

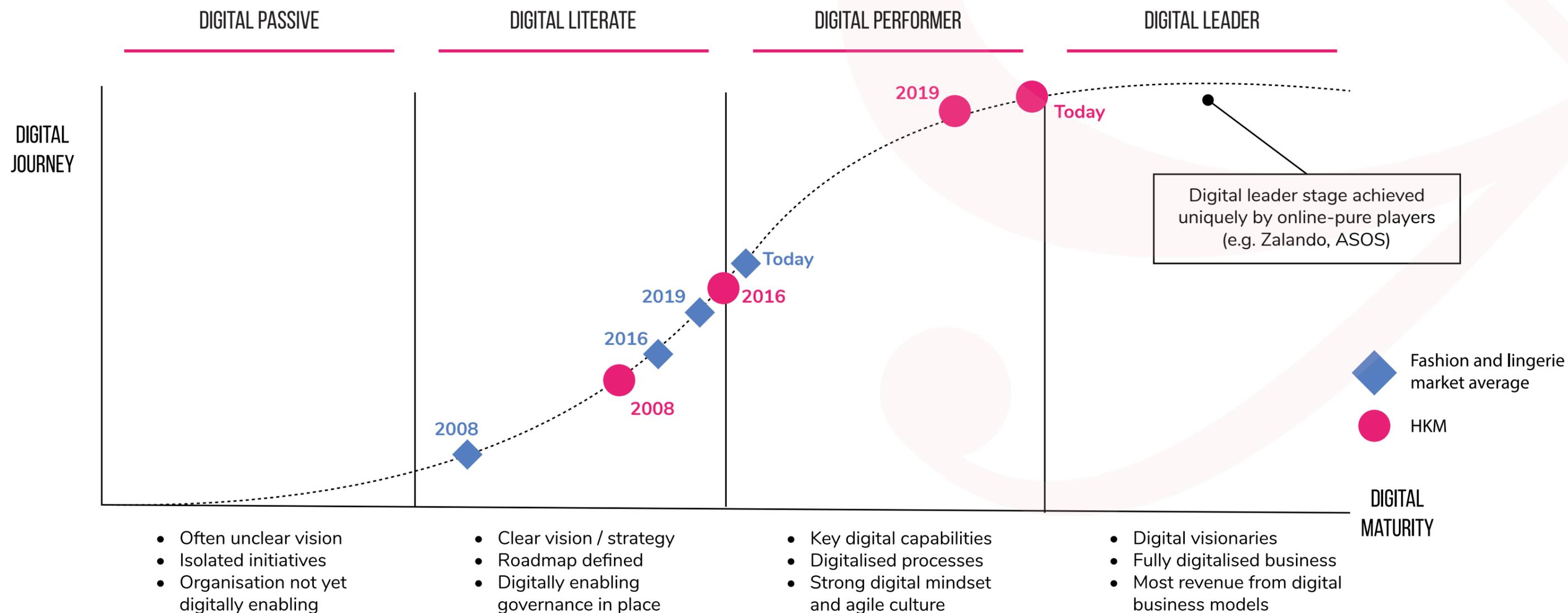


Data = Insights = Better actions



AN EARLY DIGITAL ADOPTER

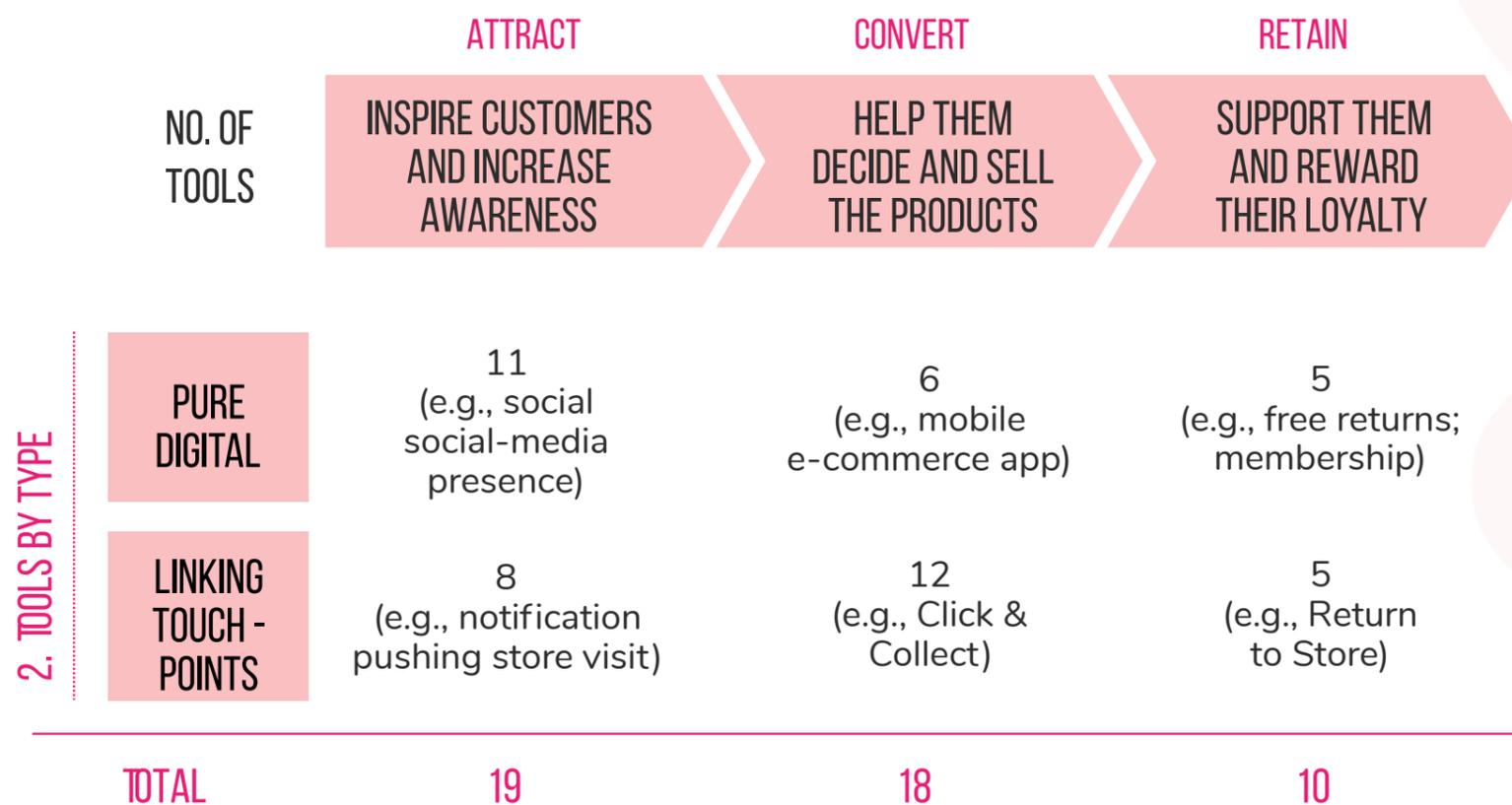
Being an early digital adopter means we are well placed to respond to the ongoing channel shifts - both those that were happening organically and those that were accelerated as a result of Covid-19. In 2020 we were already transforming from digital performer to digital leader and our renewed 2021 - 2025 strategy will now accelerate this. We are leveraging our experience in fashion retail, maximising our credentials to deliver on our promises and behaving like an agile start-up / pure player for our operational model.



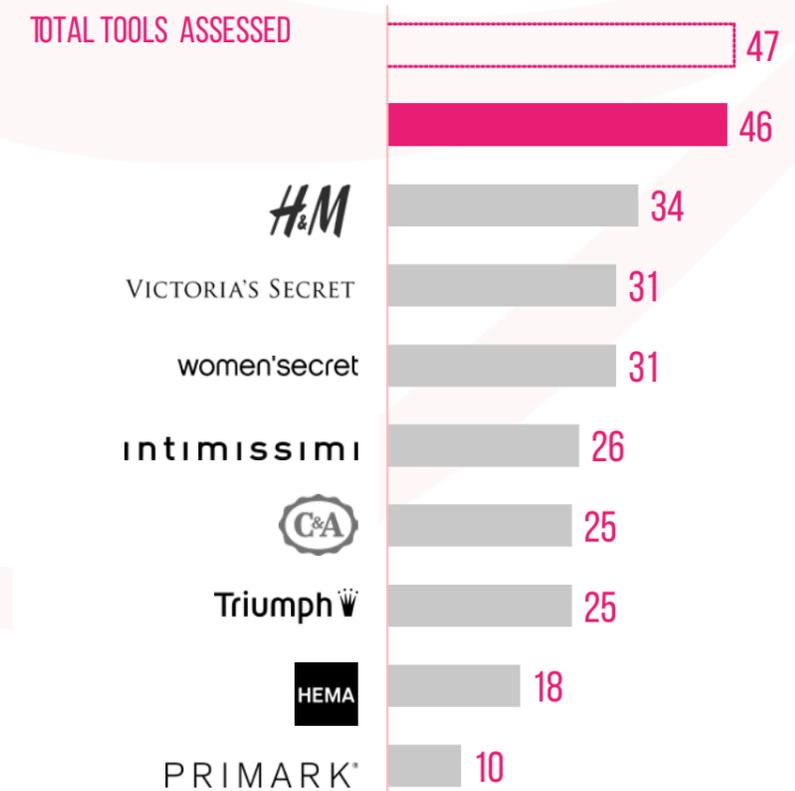
LEADING THE DIGITAL TOOLS JOURNEY

Digital tools and functionality create better shopping experiences for our Sheroes and a better commercial performance. An independent audit of our web-shops and competitors found we are in an advanced position for providing tools that create smoother and more seamless Omni-Channel journeys.

1. TOOLS BY CUSTOMER JOURNEY PHASE



NO. OF TOOLS BY COMPANY

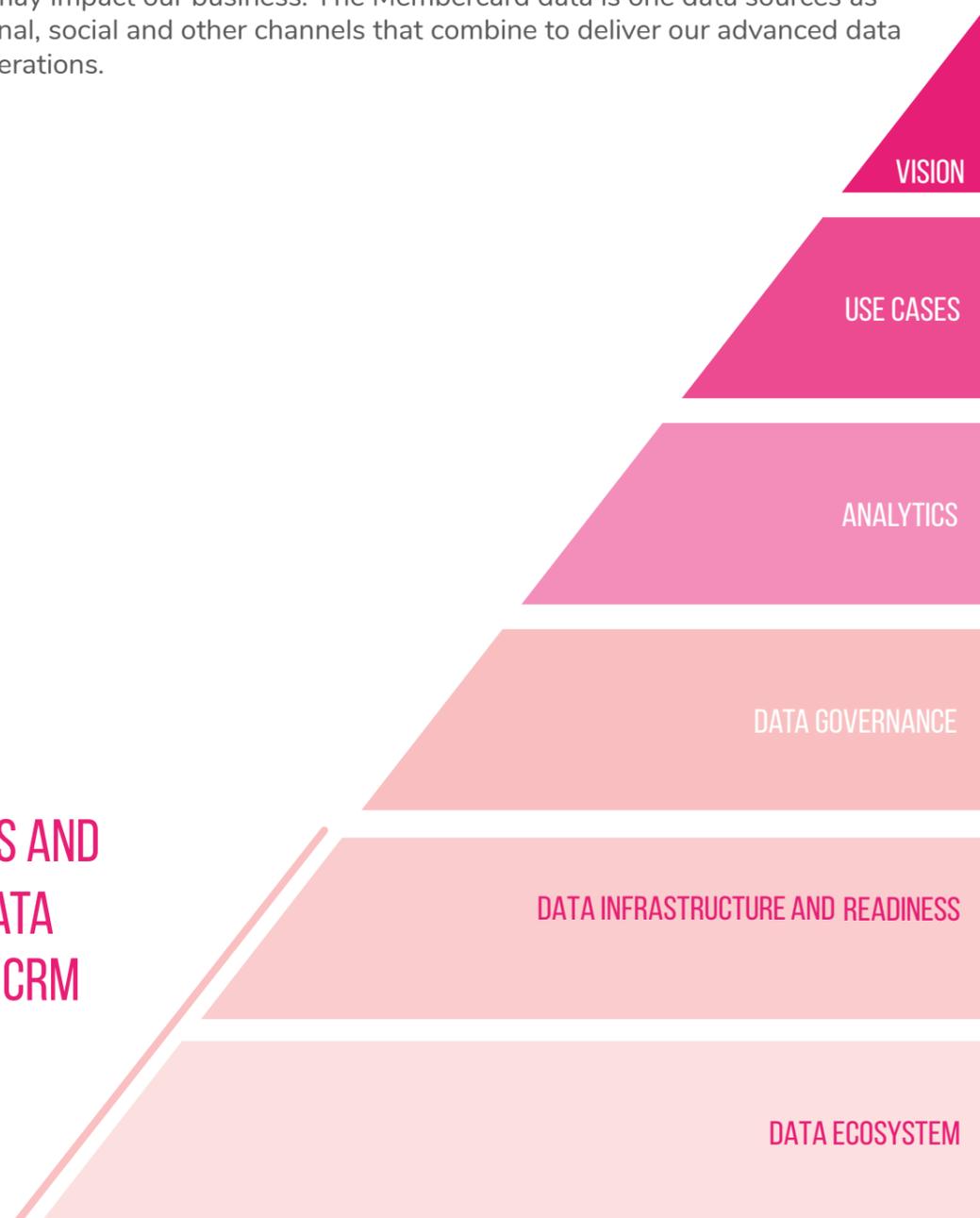


POWERED BY DATA

A powerful data strategy is at the heart of our business plan. Fortunately we have built upon our successful Membercard programme where around 74% of sales are attributed to a member profile.

We not only know **what** we sell but **who** we sell it too - and can see early changes in behaviour that may impact our business. The Membercard data is one data sources as well as transitional, social and other channels that combine to deliver our advanced data strategy and operations.

75% OF SALES AND CUSTOMER DATA CAPTURED IN CRM



A CLEAR STRATEGY: BECOMING A DATA-DRIVEN COMPANY

- Shared business-led vision, strongly driven by business leaders ...
- ... and fed by concrete and prioritised use cases

ANALYTICS

- Advanced-analytics function to be set up as a Center of Excellence with a concentrated group of data scientists and engineers
- Use-case-driven buildup of the capability

DATA GOVERNANCE

- Clear roles and responsibilities, involving businesses to drive data governance as a means to increase value
- Policies to give guidance on data-related issues
- Data dictionary to ensure shared taxonomy
- Structured work on improving data quality/access where it brings value

DATA INFRASTRUCTURE

- Flexible systems for an easy and quick access to data
- Modern architecture, tools, and applications, adapted to the use case industrialisation needs

DATA ECOSYSTEM

- Strategic choices for building and leveraging a data ecosystem



POWERED BY THE BEST

WORLD-CLASS TECH PARTNERS

We believe investing in leading technologies that make the customer experience better. Our suite of partners keep us **aligned with the best of the pure-play retailers** - and often ahead - in delivering a World-Class customer experience. Our IT, tech and digital providers are aligned by the collaboration and leadership of our digital and IT teams. Never has collaborative and silo-busting ways of working been so important.



- SAP/BW (Data Warehouse)
- SAP ECC
- SAP Analytics Cloud (E2E live analytics)
- SAP CAR



- CRM: better CRM integration
- Seamless payments and refunds
- AI/ML for segmentation and personalisation
- Master data migrated to salesforce: one-stop shop



POS integration and single view on stock; enables Order in Store (OIS).



AI technology turning data into insights (product recommendation, next best buying option etc; both digital and in store).



Advanced allocation and replenishment solution.



Customer and sales teams have full access to all ranges and options and can select from any location in store and online.



360° view of customers available for customer service, staff both in stores and at HQ.



Customer Activity Repository is a foundation that collects transactional data that was previously spread over multiple independent applications in diverse formats.



Advertising for local store based on availability of stock.



Advanced campaigning CRM tool, with AI features.



Integrates third-party stock management back-end platforms, allowing for further expansion in online marketplaces.



Seamless payment for physical and digital stores, to be implemented in 2021.



Hyper-localised marketing to increase physical shop visibility.



Advanced sourcing of all channels, with OAA (Omni-channel Article Availability).



Automates every step of social advertising (FB, IG, Pinterest).

CUSTOMER JOURNEY INSIGHTS

10 INSIGHTS DRIVING BEHAVIOUR

We keep listening to our Sheroes and we keep learning. In October 2020 we commissioned an international consultancy to understand more about the changing customer journey. As well as a validation of our strategy, we also understood in more detail the changes that Covid 19 was having on the many customer journeys and the acceleration of digital transformation.

Here are 10 key findings that drive our thinking and retail model.

Most lingerie browsing happens online

Most lingerie purchases happen offline

The 4 key stages of the lingerie journey are:
Inspiration > Research >
Purchase > Post Purchase

There are typically 7.8 customer customer journey touchpoints

78% of lingerie purchases happen in physical stores

Branded physical stores are the most preferred physical channel

Full Omni-Channel shoppers spend more than those who shop online only

Social communities have the highest influence on brand and purchase decisions

There are many more multi-brand to single brand journeys than vice versa

Members use less multi-brand environments V non-members. Members are more loyal

THE CUSTOMER JOURNEY

Although there are many customer journeys - for example be inspired on social media and purchase in store or see a great shop window and go home to browse online, we see the overall customer journey as circular where customers are triggered by needs / wants or marketing through to receiving after purchase incentives to return to our brand. We understand that physical stores are not separate from digital but integrated with, and benefiting from digital tools and our seamless Omni-Channel experience.

Relationship

- CRM & segmentation
- 'Next time' incentives
- E-mail marketing
- Personalisation

Triggers

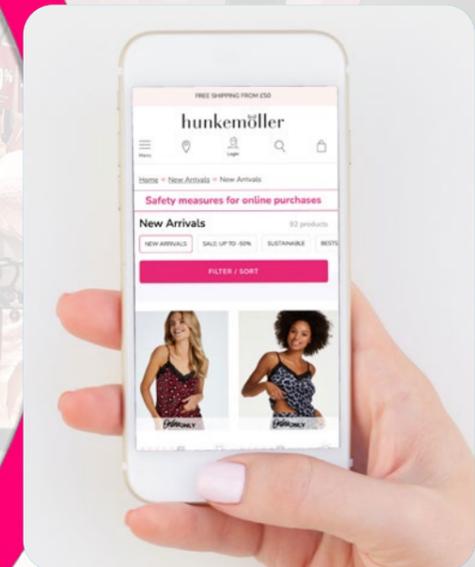
- Reviews & advocacy
- Social media
- Multi brand platforms
- Research & search
- Marketing & PR

Retail

- Physical Stores

Online

- Digital Stores
- C2B
- 3rd party



Delivery

- Customer options
- Speed
- Collection points
- Returns

Experience

- Store design & VM
- Web-shop experience
- Benefits & rewards
- Product & price
- Promotions & events
- World-Class service
- Consistency

10
AVERAGE TOUCHPOINTS FOR CUSTOMERS COMPARISON SHOPPING

A MESSAGE FROM VI

PHYSICAL STORE VALUE CREATION

Staying customer focused, listening and learning keep us relevant and in touch. We are here to create retail magic, whatever the customer journey or market. My goal is to drive and enable our teams to deliver seamless shopping experiences – whatever the channel. The debate about physical versus digital retail is over. It's now about delivering a consistent, digitally driven and data powered customer experience across an evolving channel mix. That said, the value of our physical store estate is significant. We benefit from over a decade of investment in our real estate that leaves much of our competition behind and our Sheroes in love with the shopping experience.

Our physical stores are optimised to contribute significant value to the sales and profit mix through customer acquisition, member sign-up, Click & Collect, Click & Reserve, tablet order in store and the many up-sell opportunities presented by Omni-Channel shoppers. Our entire store portfolio delivers our Omni-Channel services and are fully connected.

It's the physical store experience that 'sets the bar' for the whole customer experience and it's our Sheroes' preferred ways to shop. Welcome to a World-Class experience. Welcome to Hunkemöller.



VI PATEL
COO



7,400

EMPLOYEES TRAINED
IN OMNI SALES

1M+

DIGITAL ORDERS
INSTORE BY 2025

100%

OF RANGE AVAILABLE
IN EVERY STORE

THE NEW ROLE OF THE PHYSICAL STORE

GOOD IS NOT GOOD ENOUGH

Stores have changed more in the last decade than in the past fifty years. Those that adapt can not only survive but thrive by offering customers an inspiring and rewarding experience.

Our Sheroes have told us time and time again they love shopping in physical stores where, even if triggers are online, most purchases take place in the high streets or malls. We're fortunate to have invested in our store customer experience and have an estate to be proud of and that keeps us ahead of the competition.

DIGITAL X PHYSICAL

Our Sheroes can experience:

- Full range availability in even the smallest store via...
- In-store for rapid delivery order by assisted tablet browse and purchase
- Browse online anywhere to...
- Click & Collect (Pay online)
- Click & Reserve (Pay in store)
- Social media interactions for rewards
- Digitised Membercard look-up and sign-up
- Full member benefits via the app including earn and redeem points
- Knowledgeable staff trained direct by buyers and designers via video learning materials
- And fun, fun, fun!

We make shopping fun and inspiring



DIGITAL HUBS & LAST MILE

A NEW ROLE FOR PHYSICAL STORES

The role of the physical store has changed - and will continue to change. We now view our stores on high streets and in shopping malls as digital hubs. These stores often provide a vital part in the customer journey where click and reserve and click and collect are all part of 'the last mile' where the customer experience is so important.

We passionately believe that it's not digital or physical stores but digital with physical. Our retail estate has benefited from investment in the full suite of Omni-Channel ordering and as online ordering provides even more choice of delivery methods including faster delivery times, our physical stores gain extra footfall and customers to service.

CONNECTED RETAIL

We know the physical store environment will remain the preferred channel for most of our Shero shopping journeys. Our store user experience (UX) focus is what makes us #1 brand preference in our leading markets. With initiatives such as Digital Pop-Ups and V-tail, where online customers can connect by video chat to real in-store customer advisors for help and advice, we are determined to provide seamless shopping however our Sheroes choose to shop with us.

MINI DISTRIBUTION CENTRES

Our stores will increasingly act as mini distribution centres as part of our 'single view of product' strategy. For example, if a direct order is more efficiently distributed from a physical store, it will be.

From May 2021 our mini distribution centres within stores will create 900 dispatch locations.



9.9M

CLICK & COLLECT
CUSTOMERS BY 2025

4.5M

CUSTOMERS ORDERING
DIGITALLY INSTORE BY 2025

14.4M

UP-SALES IN PHYSICAL STORES
FOR ALL CLICK TO BRICK SERVICES

OMNI-CHANNEL SALES SUCCESS

CHANNEL CHOICE = IMPROVED PERFORMANCE

Our market-leading approach to Omni-channel retail has given our Sheroes the widest choice of ways to shop. **This strategy has made every physical store a digital hub.** Our stores attract customers to browse our collections showroom style and use our range of Omni services. All of this is made possible by a combination of Omni focused planning, logistics, technology, training and in-store experience. Here is a table showing our Omni-Channel sales success and future ambitions.

More channel choice for customers

€1M	2019	2020 Impacted by Covid 19	2021	2025
WEB-SHOP SALES INCLUDING CLICK & COLLECT AND OIS (1)	€89	€149	€187	€338
WHOLESALE	€21	€25	€47	€167
CONCESSION	€9	€9	€11	€23
MARKETPLACE	€1	€3	€3	€27
3RD PARTY TOTAL	€31	€37	€61	€217
OWN + 3RD PARTY TOTAL	€120	€185	€248	€555

OMNI-CHANNEL SALES SUCCESS

CLICK TO BRICK SALES

These are sales attributed to our physical stores. An up-sale is where, for example a customer collects an online order and chooses to purchase more items in-store.

€1M	2019	2020 Impacted by Covid 19	2021	2025
CLICK & RESERVE	€2	-	€2	€4
C & C UP-SALES	€12	€8	€24	€53
RTS UP-SALES	€5	€5	€10	€22
CLICK TO BRICK TOTAL	€19	€13	€36	€79
OMNI TOTAL	€139	€198	€284	€634

STORE DESIGN & UX

WHERE DIGITAL MEETS PHYSICAL

Our stores are typically 120 - 180 square metres (1,300 - 1,900 square feet) where we work with landlords to maximise the flexibility of terms. With digital channels driving footfall and a must visit experience, we are a most wanted tenant able to command favourable deals for a win/win arrangement.

Our real estate strategy will reduce the number of physical stores by around 70 in the near future.

We remain committed to have an optimum number of stores as customer behaviours change.

FOR 2021 AND BEYOND

- Maximise visits into our stores, including stunning window changes every 2-3 weeks
- Surprise customers with new and fresh presentations which create a desire to explore the whole store
- Update in-store wall presentation with fresh wall build-ups and new inspiring POS
- Extend the dwell time (and increase sales) via digital engagement, more fun things for Sheroes to do, and inspiring, helpful service
- Strengthen our brand image via strong presentation across all aspects of the collection
- Focus on Visual Merchandising (VM) training for a consistent store experience and operational VM excellence, achieved through our VM ambassador programme and e-learning module
- Capitalise on scent and sound marketing; developing neuro-marketing to deliver a stronger in-store experience
- Provide support to strengthen outlet strategy with VM materials and guidelines
- Better communicate Omni-Channel services in-store
- Setting up VM test stores to test effect of lower product density and other new initiatives

> Read more about our store experience in the VM section of the marketing chapter.

Giving our Sheroe's 'me time'

600+

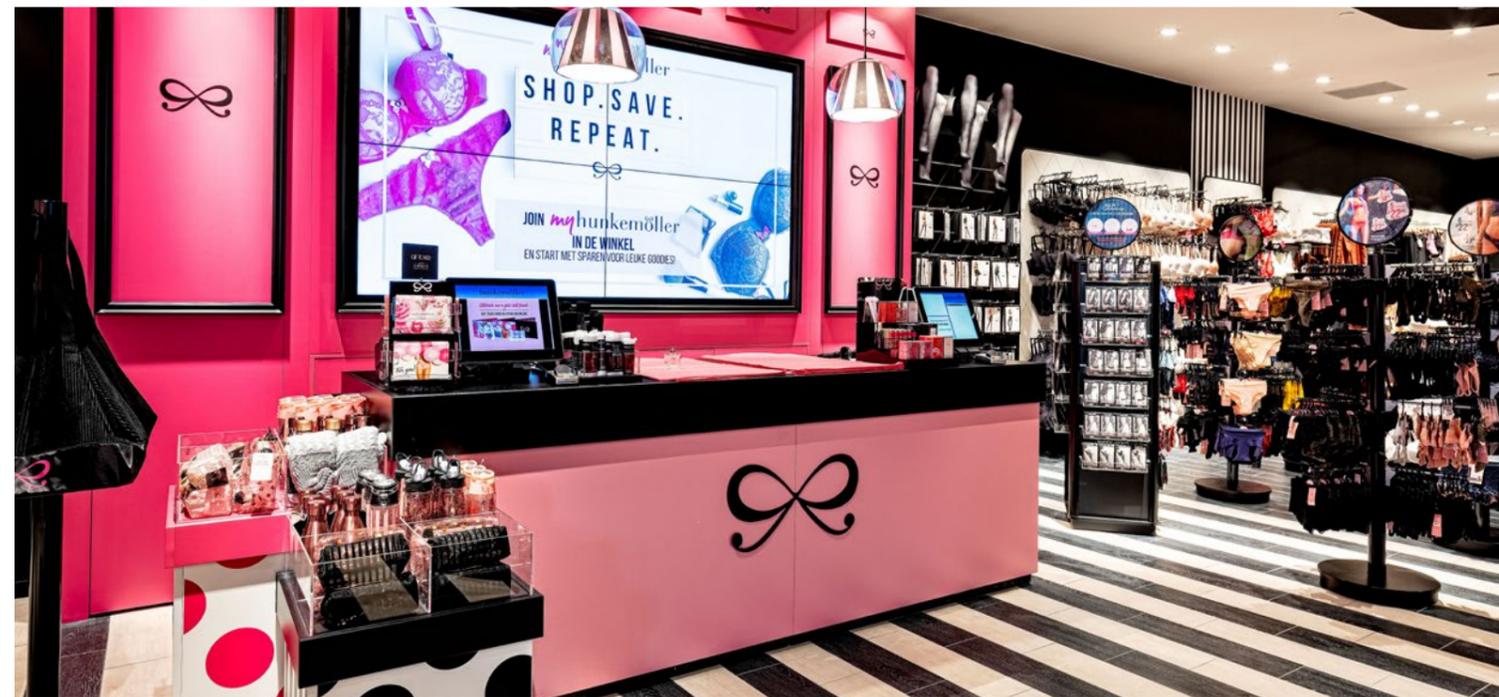
STORES MODERNISED TO A MARKET-LEADING STANDARD

10

FLAGSHIPS

25%

CONVERSION OF VISITS TO SALES (PRE COVID)



EUROPE & BEYOND

GLOBAL REACH & APPEAL

In the mid to late 2010s we steadily increased our store portfolio throughout Europe and beyond. With significant openings in Germany, Scandinavia, Poland, Spain and Russia we are now serving more global Sheroes and gaining the advantages of market leadership or increased market share.

2021: Our physical stores will reduce by around 70 as we optimise our store portfolio for post Covid demand and opportunity.

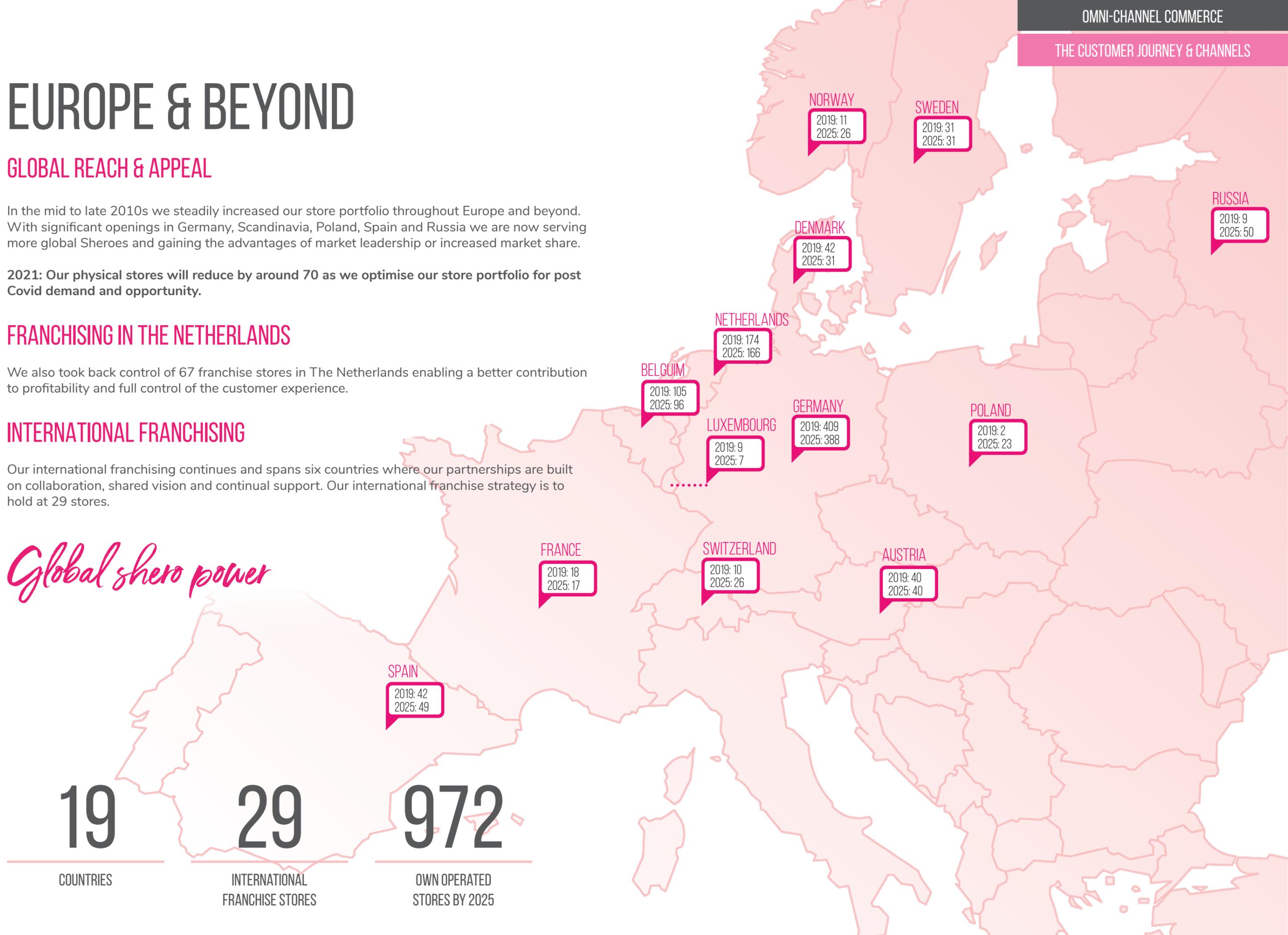
FRANCHISING IN THE NETHERLANDS

We also took back control of 67 franchise stores in The Netherlands enabling a better contribution to profitability and full control of the customer experience.

INTERNATIONAL FRANCHISING

Our international franchising continues and spans six countries where our partnerships are built on collaboration, shared vision and continual support. Our international franchise strategy is to hold at 29 stores.

Global shero power



19

COUNTRIES

29

INTERNATIONAL
FRANCHISE STORES

972

OWN OPERATED
STORES BY 2025

DESIGNER OUTLETS

No longer just for bargain hunters, Designer Outlet Centres are now serving all customer profiles. With a shopping experience often comparable to high streets and malls and discounts up to 70%, our outlet strategy both efficiently clears old stock and builds brand awareness. From the Netherlands and Belgium to Spain and Austria our designer outlets have gone global, with further opportunities in Sweden, Russia, Germany and Switzerland.

DESIGNER OUTLET BENEFITS

- Profitable sales channel
- Brand building – no longer for ‘factory seconds’
- Brand awareness
- New customer acquisition
- Efficient stock management
- Improve experience and margin in regular stores

DEVELOPMENT DRIVERS

- Less old and more new product
- Designer outlet exclusive styles
- Zone layouts where discounting is progressively deeper
- Specific window and promotional calendar
- Stock consolidation distribution centre in the Netherlands – dedicated for clearance product



VI PATEL
COO

Our Designer Outlet strategy is key to reaching new customers and efficient stock clearance. Our outlets are vital to achieving our World-Class mark down percentage.

34

DESIGNER OUTLETS
FOR EFFICIENT CLEARANCE

1

DESIGNER OUTLET
FOR EVERY 29 STORES

19%

YEARLY AVERAGE
SALES GROWTH ON DOCS



DIGITAL STORES

OUR DIGITAL STORES VISION

Our digital stores are our 13 country specific web-shops, our hunkemöller.com web-shop that fulfils to the rest of the world and our native in app shops. (We also think of our physical stores as digital hubs given their digital integration in to our omni services). Our vision is simple: an inspiring, seamless and easy customer journey whatever the channel.

INVESTING FOR SUCCESS

Our digital performance during the 2010s- and particularly over the last five years, allows us to confidently invest in state-of-the-art applications and tech to accelerate our move to our digital leadership phase. These investments include greater use of AI, voice command, personalisation, maximum payment and delivery solutions. Our investment is also with our business partners too: from suppliers to Salesforce and Google to agile digital start-ups. We also recognise the importance of our own learning and development.

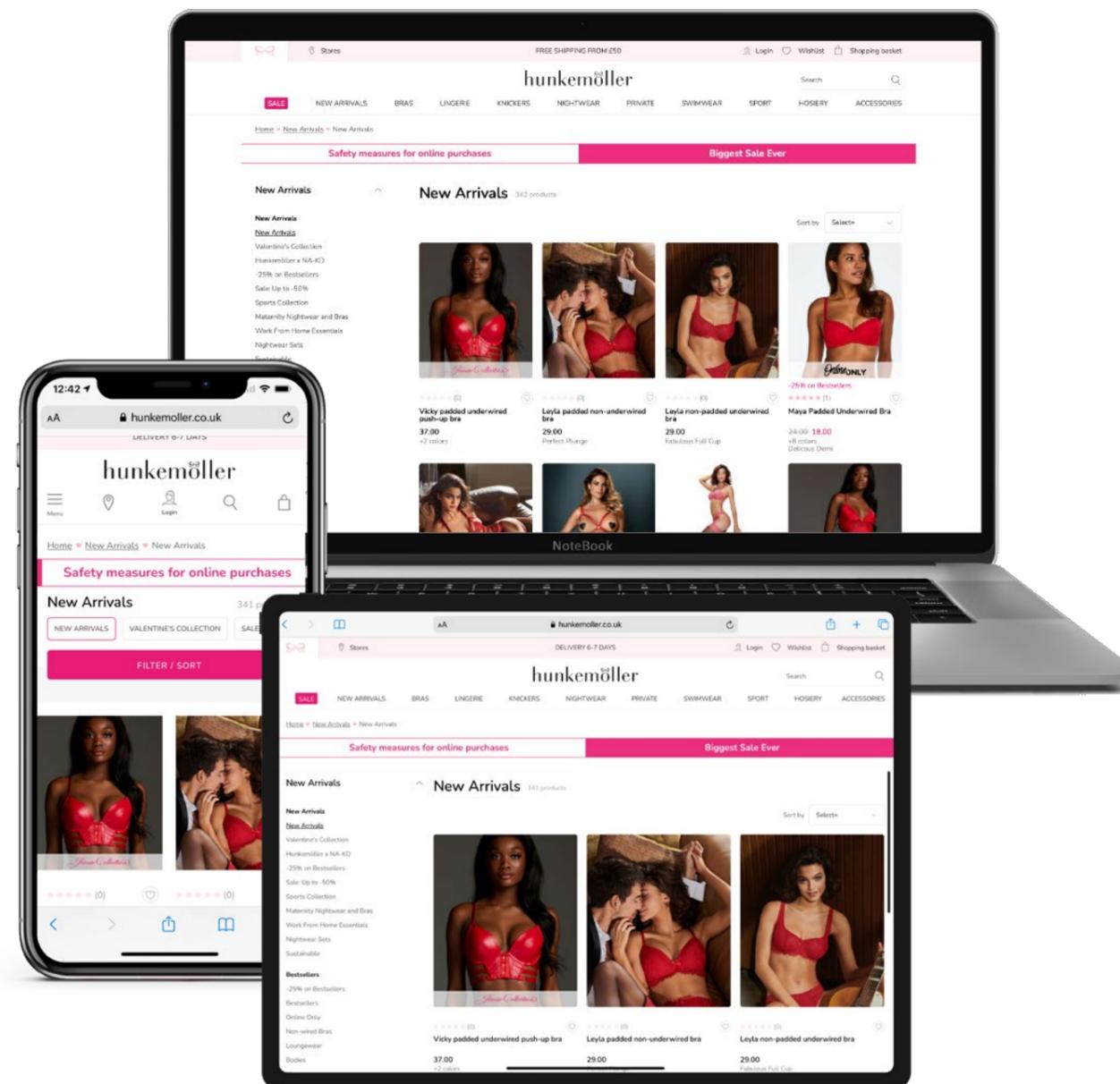
MORE & BETTER DELIVERY OPTIONS

For customers ordering online, the 'last mile' is a key area where we continue to develop the range of options for our Sheroes. Our choices are:

- Standard delivery
- Next day (selected countries)
- Express delivery
- Choose a timeslot
- Click & Collect
- Click & Reserve

And to support these options our shipping options will expand to:

- Ship from store (From May 2021)
- Ship from new country hubs - for example Spain



€513M

TOTAL STORE SALES IN 2019

€99M

TOTAL E-COM SALES IN 2019

€21M

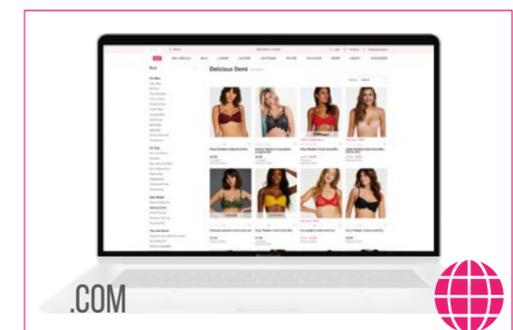
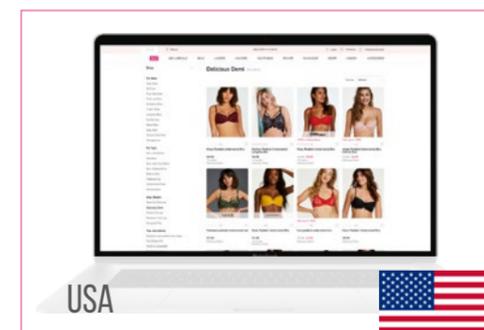
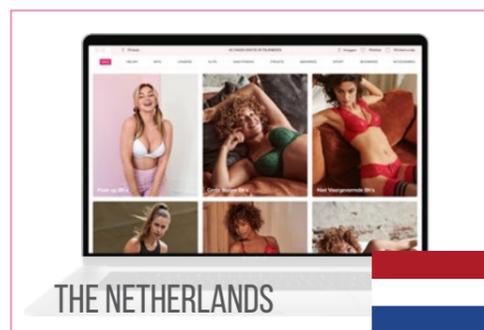
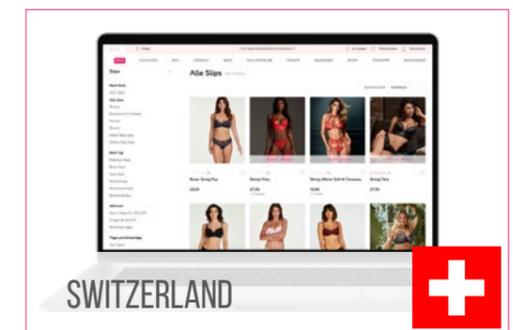
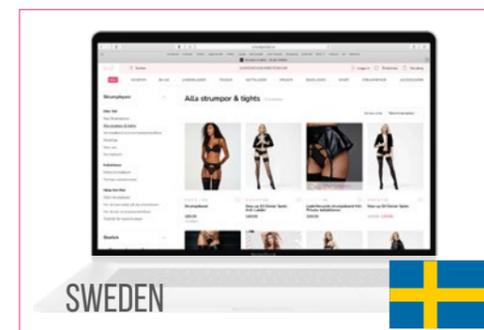
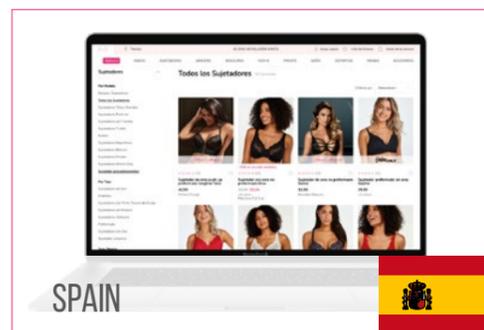
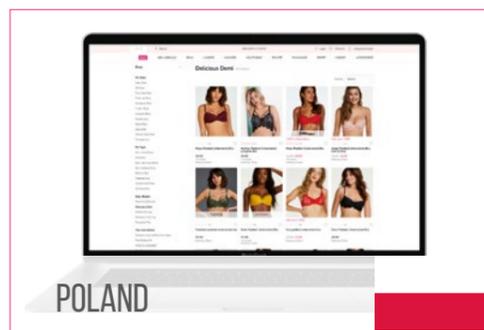
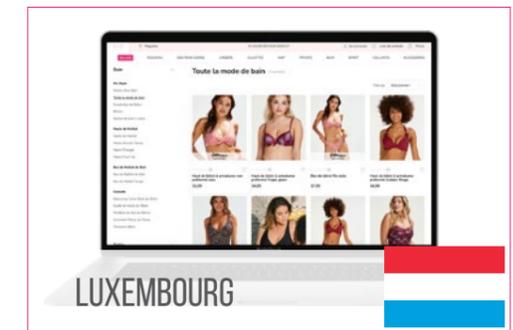
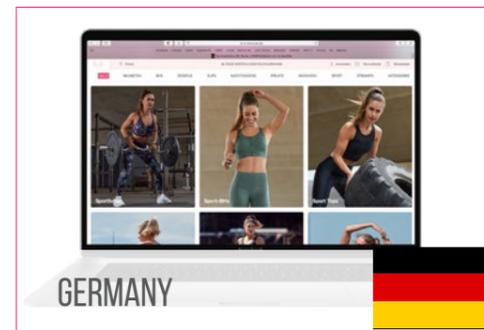
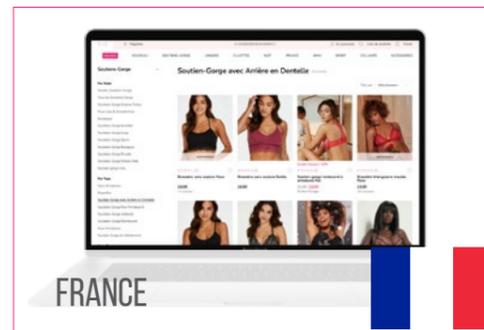
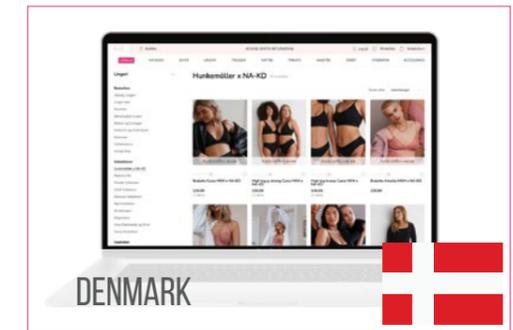
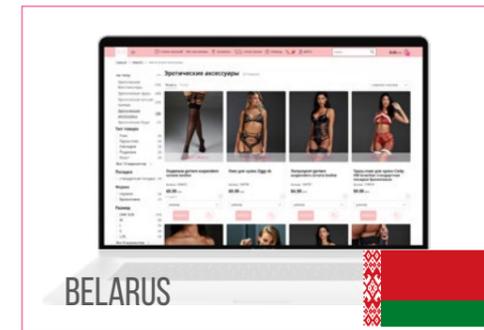
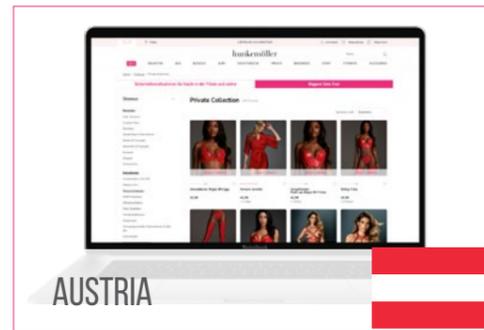
TOTAL WHOLESALE SALES IN 2019

INTERNATIONAL WEBSHOPS

We have 13 country specific web-shops including web-shops operated by franchise partners and a .com shop that serves the rest of the world.

LOCAL WEBSHOP BENEFITS

- Local currency
- Local language
- Glocal range and content potential



WHOLESALE & 3RD PARTY

RAPID GROWTH CHANNEL

Our wholesale operation - where we sell to others who sell our products to their customers, is a significant low cost, low risk growth channel for our business. Wholesale also provides accelerated awareness of our brand to audiences we might not reach. As we build conversion with new audiences there is the potential to migrate customers to our own vertical model including full customer data via our Membercard. We also invest strategically in co-marketing to specifically target new markets and new customers segments.

NEW CUSTOMERS & GROWTH

2020 research found there is little risk on cannibalisation as wholesale growth is to either new territories and/or new customer segments. 45% of lingerie journeys start in a multi-brand environment so the scope for new customer acquisition is significant. Our focus for 2021 and beyond is Europe as well as the Americas, South East Asia, the Mena region and Southern Hemisphere. We are also focused on growing our existing market places and strengthening these relationships including our partnership with China's Tmall - our gateway to the €1.4b Chinese market.

THREE MODELS

We have three main wholesale models:

- Marketplace - we own the stock and fulfil
- Concession - we own the stock and the partner fulfills
- Wholesale - partner both owns the stock and fullfills

OPERATIONS

To support our wholesale ambitions our merchandising, distribution and IT colleagues are integrated with our planning so we maximise the efficiency of our operations and the service we provide to our partners. In addition our finance team plays a key role to ensure timely cash flow with our partners.

3

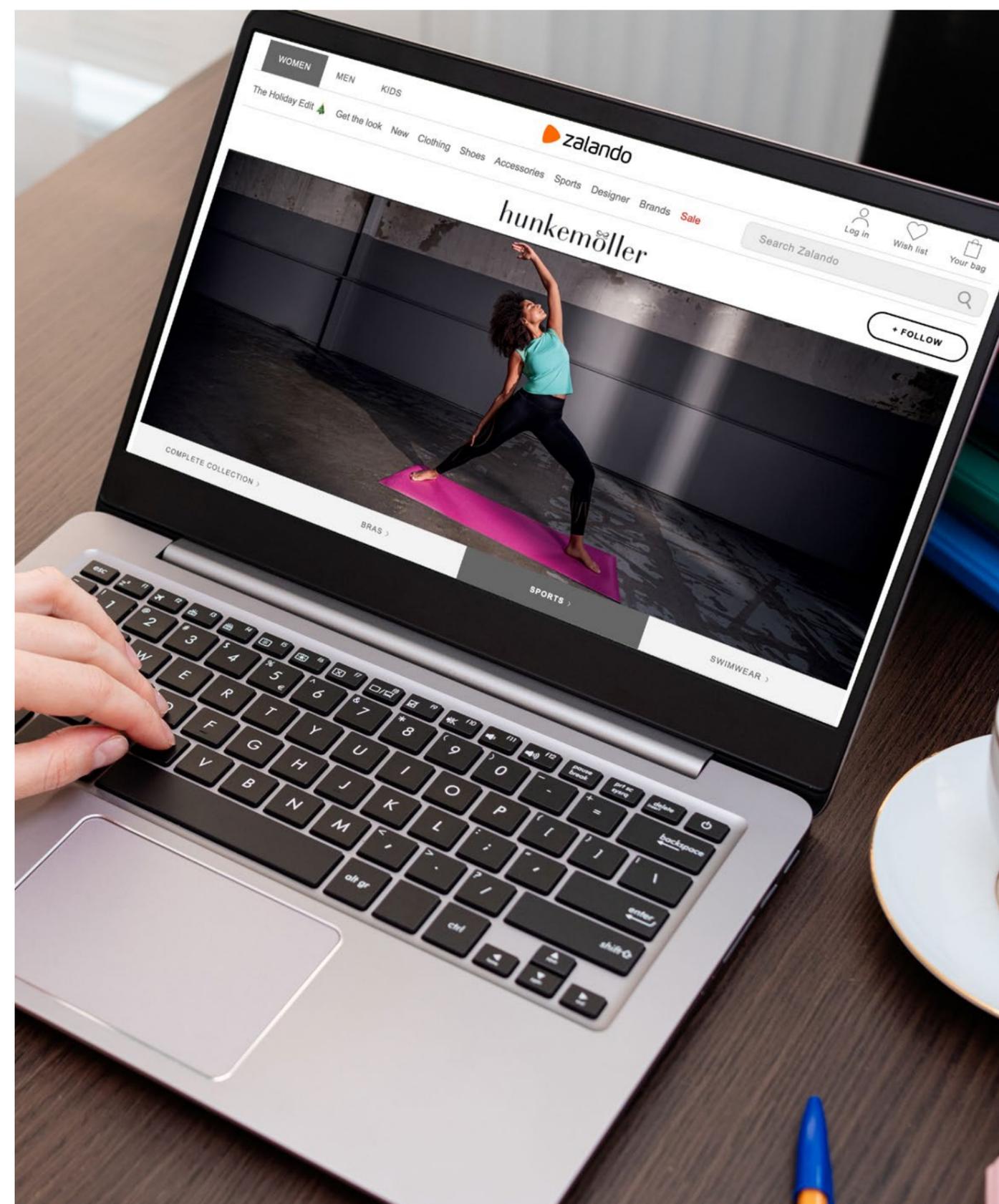
LARGEST PLAYERS
PER MARKET GOAL

30

PARTNERS BY END OF 2021

€21M

SALES IN 2019



WHOLESALE & 3RD PARTY

COLLABORATING FOR SUCCESS

We work collaboratively with our wholesale partners to ensure the best customer experience and commercial partnerships. The areas we continually focus on are:

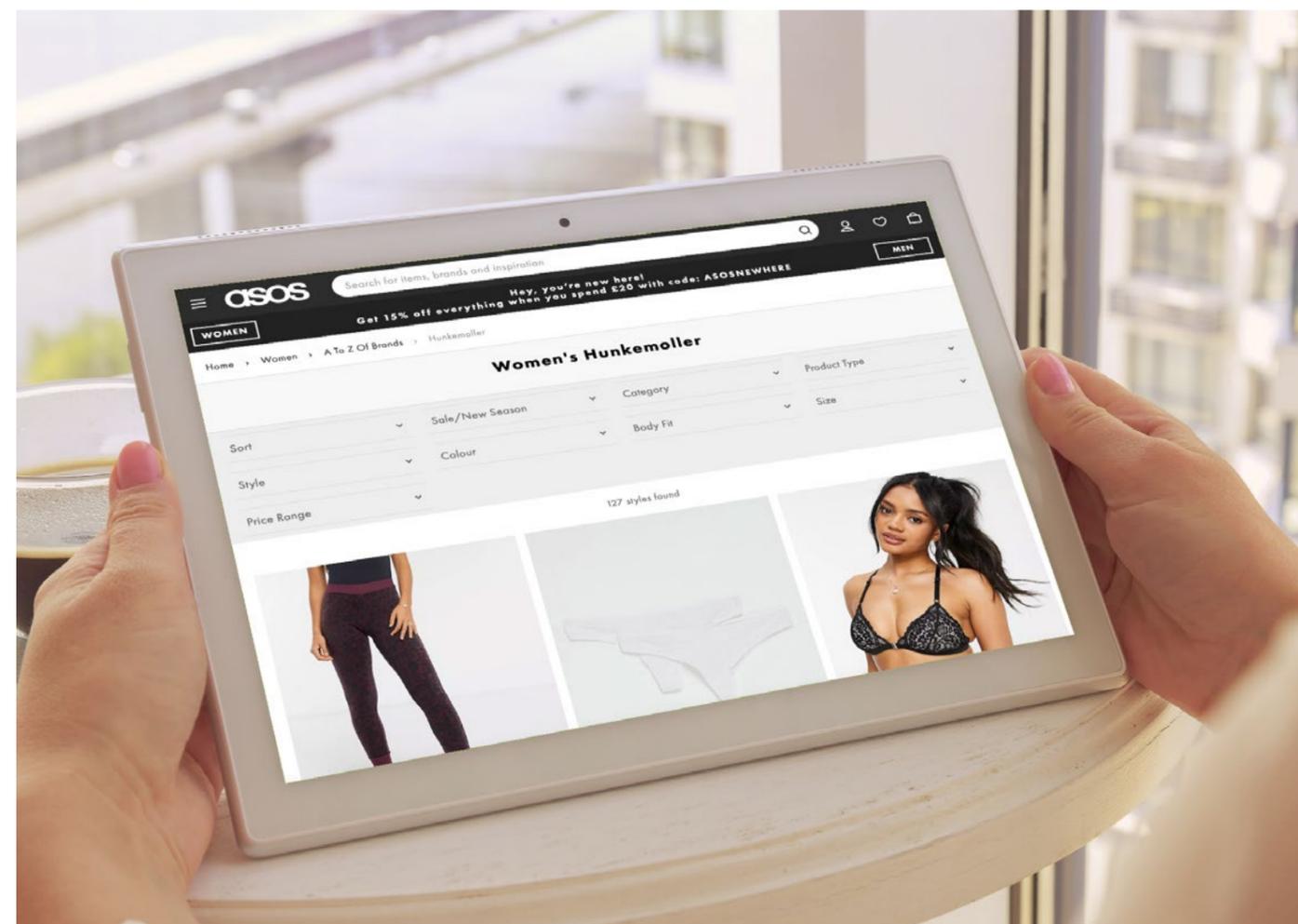
- Partner on-site marketing
- Search optimisation
- Pricing and promotions
- Partner exclusives
- Ranging and assortment
- Excellent account management

POWERED BY ANATWINE & CHANNEL ENGINE

Integrators allow wholesale partners to have an uninterrupted supply of products - even when their wholesale order has sold through. Anatwine picks products from our entire inventory and updates future demand forecasts.

AN INTEGRATED APPROACH

Our integration approach is led by VMI (Vendor Management Inventory) which maximises the choice of styles for each partner's customer profile(s) with an emphasis on sizing and speedy replenishment.



New customers. New markets

€92M+

SALES BY 2025 GOAL

12

PARTNERS IN 2020



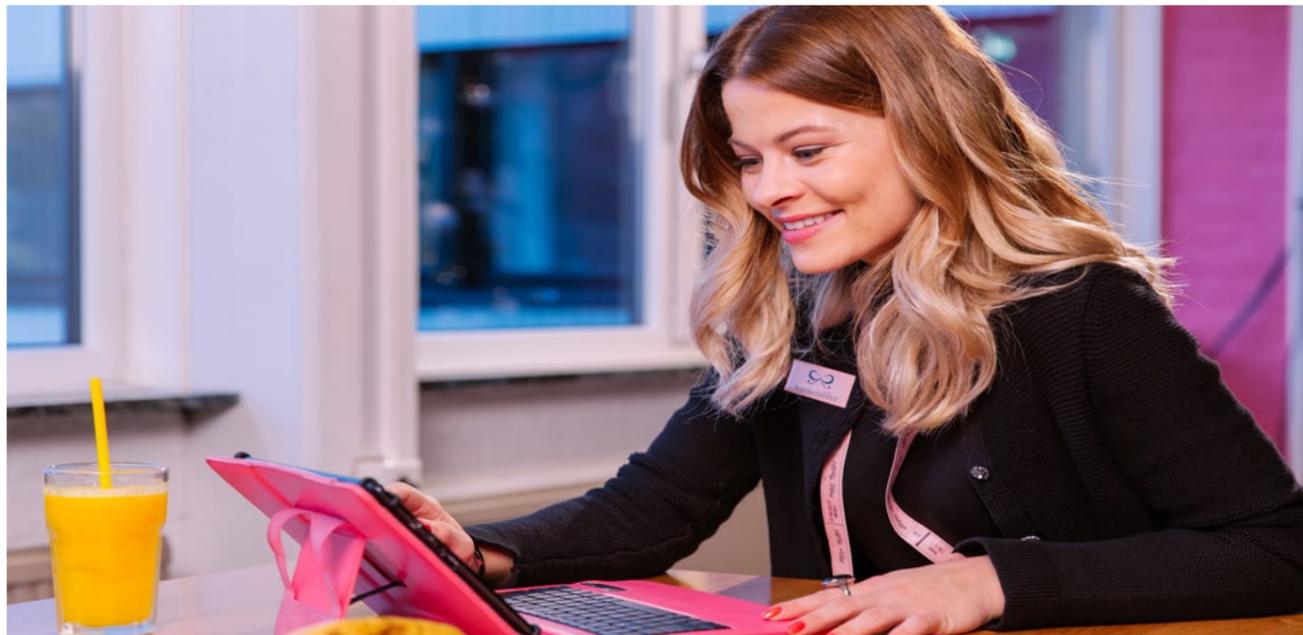
OMNI-CHANNEL CUSTOMER CARE

SERVICE POWERED BY SALESFORCE

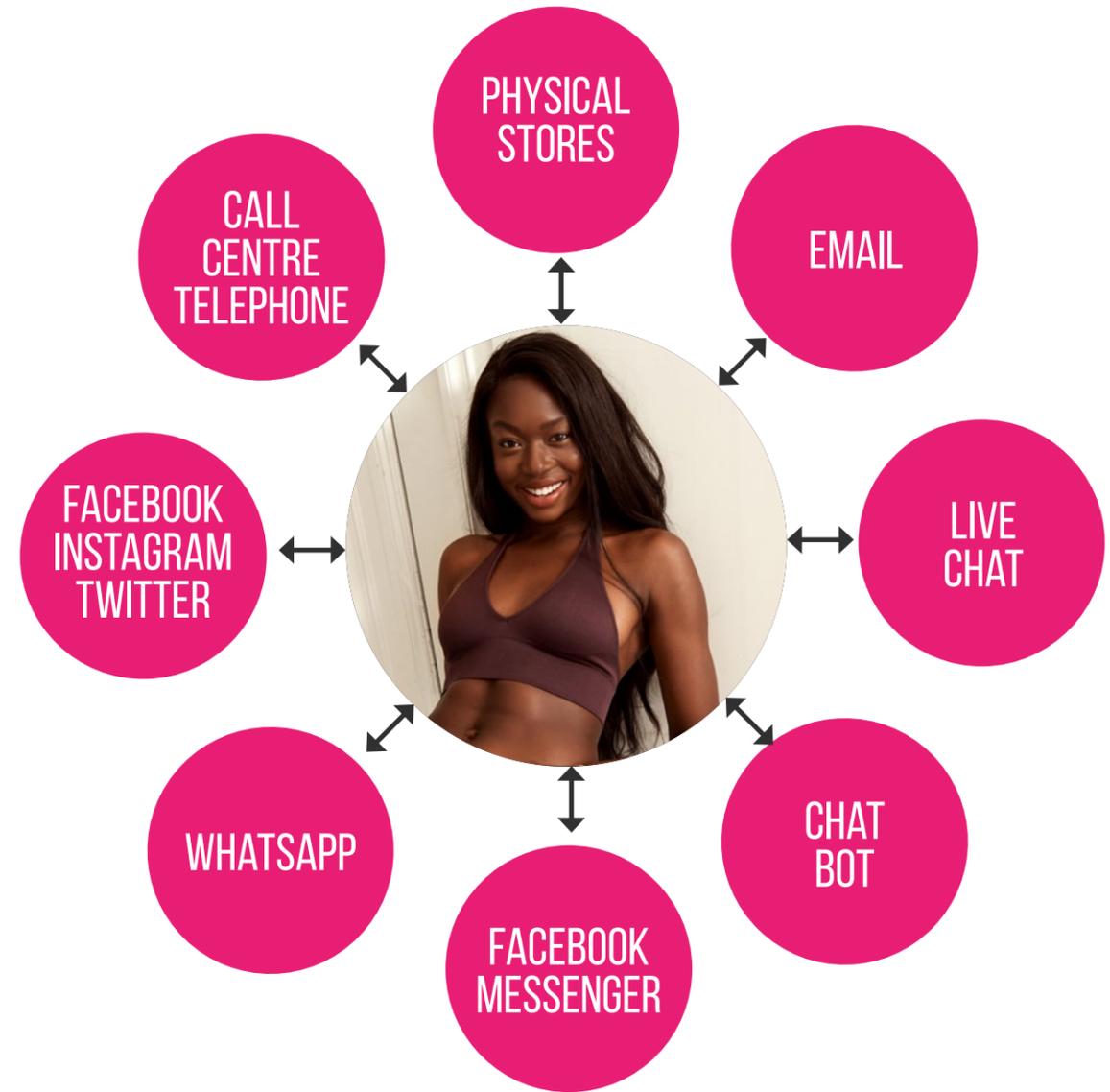
The World-Class Service in our physical stores has transformed both the customer experience and our business performance. Our focus now is to further develop World-Class service across all our channels and customer shopping journeys. This means many more opportunities to provide our Sheroes with what they want, when and where they want it.

We took a strategic decision to ensure we provided the same level of World-Class service online as we do in our physical stores. In 2019 we took back control of all customer service and care by bringing activities in-house. This vital function - and brand USP - is now under our direct control. In 2020 we invested in the Salesforce service cloud enabling our teams to deliver a better and more seamless customer journey. This enables a single view of the customer to show, for example, their complete order history and the brand interactions on social media.

We will use digital tools to deliver more efficient customer care and a better experience for our Sheroes.



JOINED UP SERVICE FOR OUR SHEROES



All customer care is now in-house



OMNI-CHANNEL WORLD-CLASS SERVICE

POWERED BY DIGITAL TRAINING

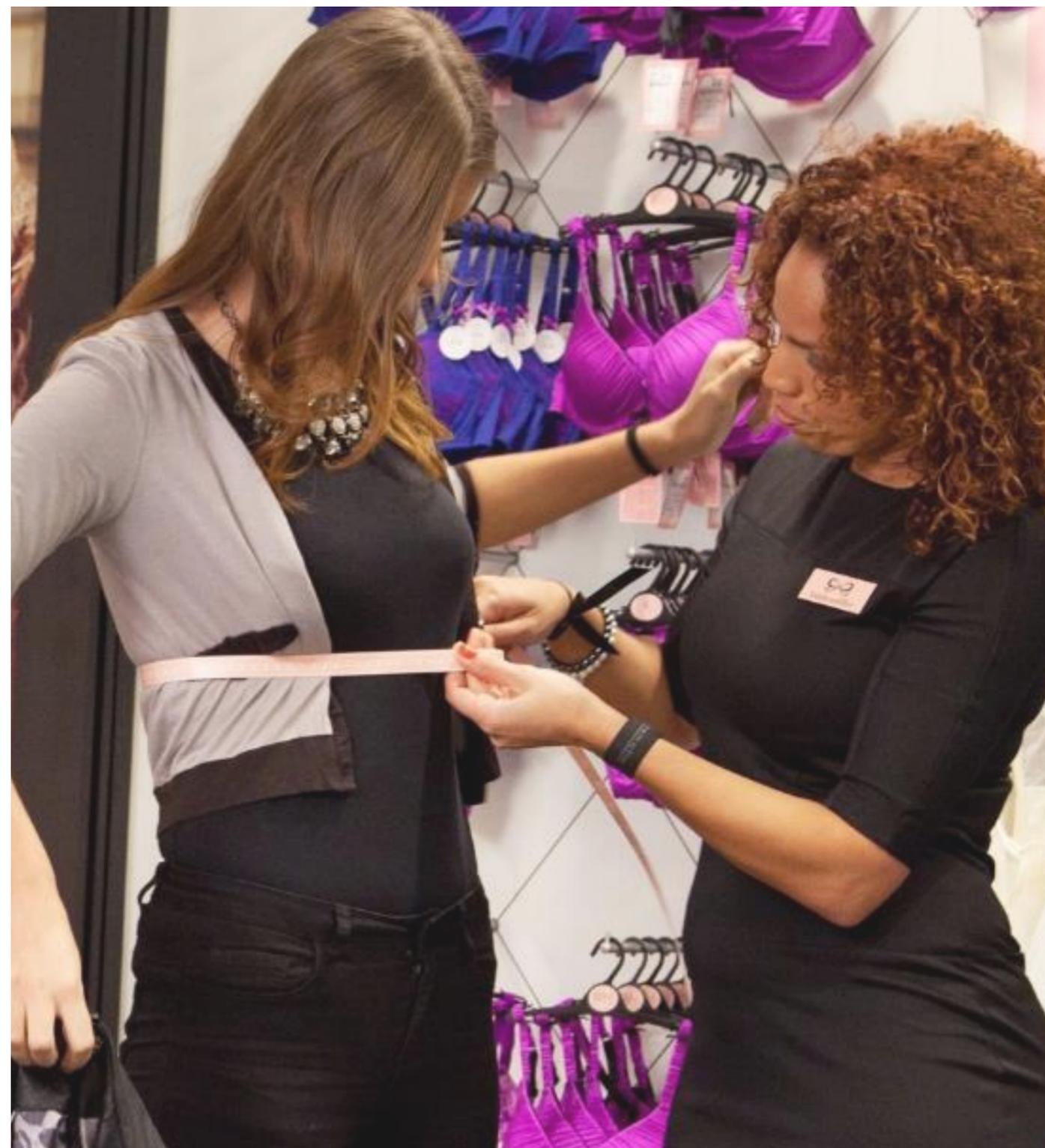
World-Class service is the most important USP for our brand. As well as our Omni-Channel approach, we know and recognise the importance of World-Class training for all our people. Since 2015 we've created digital learning and development materials and utilised a state-of-the-art e-learning platform. Our ever changing training modules ensure our teams receive the latest product training as well as detailed training on how to deliver the very best customer journey and experience. All our learning materials are available to all those who deliver service - whatever the channel.

DIGITAL TRAINING FOR PHYSICAL STORES

Our global network of training ambassadors (1 trainer for every six stores) support our online programmes by offering in-store training that focuses on and maintains high service levels. We internally certify training ambassadors to train other stores, alongside their day job, four days a month; this is cost-efficient and a positive development opportunity.

This training delivers one of the best physical store KPI performances in our industry and we are proud to have trained 7,400 staff members.

World-Class service across all channels



FEMALE EMPOWERED PRODUCT



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CHARLOTTE DAVIES

GLOBAL DESIGN & BUYING DIRECTOR



By continually staying in touch with our global Sheroes the opportunities to create most-wanted collections are endless.



PATRICIA BEURSKENS

GLOBAL HEAD OF DESIGN



Designing with emotion by embracing the beauty of all woman. Style is timeless, intimate and personal but reflects its moment in time.



LED BY DESIGN

DESIGNED WITH PASSION

Our brand is design-led with 97% of our products are being designed by our global design team. Our designers are passionate about developing products that truly encapsulate the unique DNA of our brand - this means designs that are **diverse, feminine, seductive, fun and in touch** with our Sheroes. Our design team is international so understands the global nature of our business and the many cultural influences important for a global fashion brand. Everyone of our Sheroes has different moments in their life and we design with that in mind. To understand those moments - and all our Shero wants and desires, our design team works closely with our insight team to ensure we are always listening and learning.

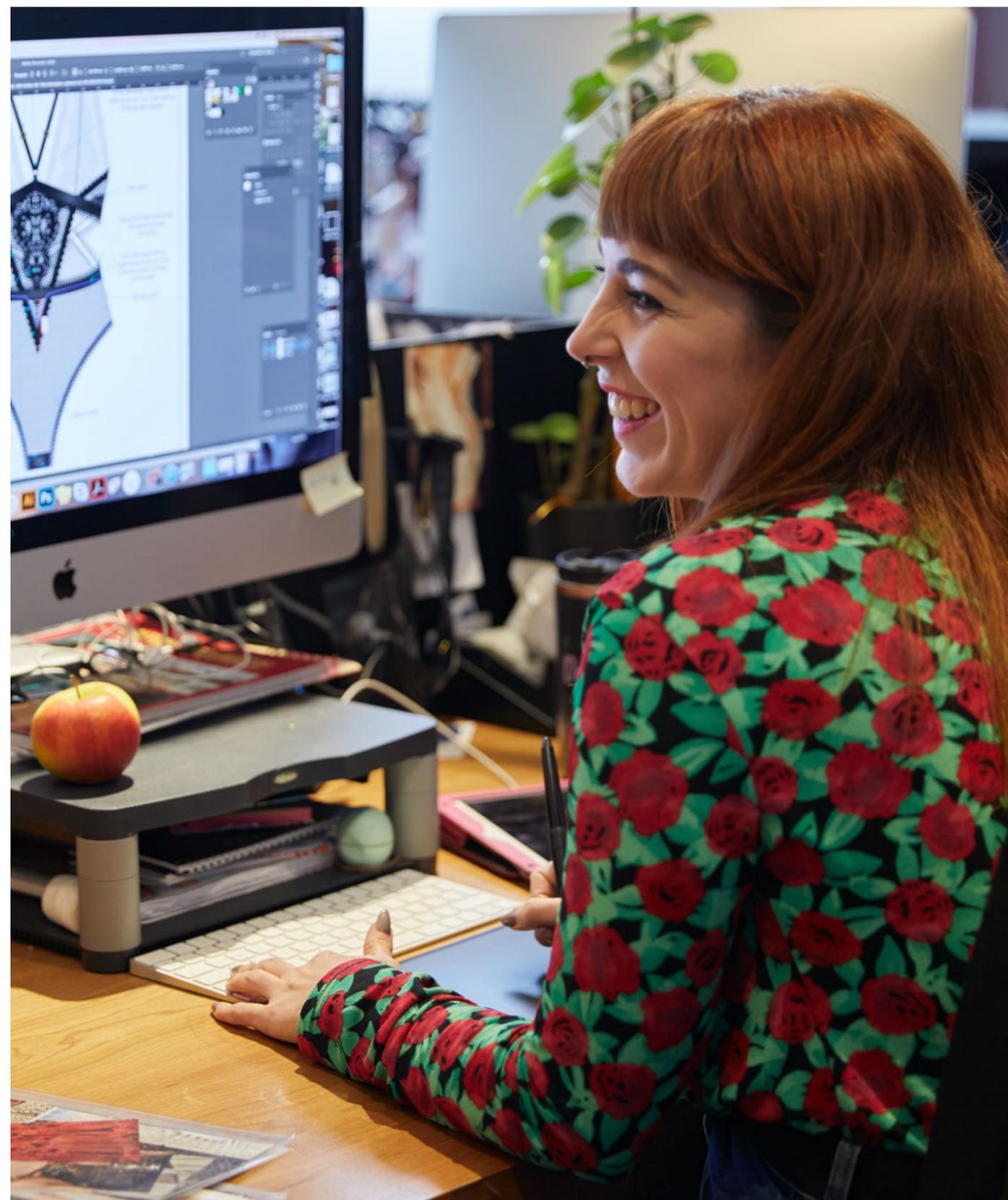
The focus of design is story building and ensuring each sub brand and sub category maintains individual brand values and DNA.

Our design capability is fashion focused, specialist and increasingly collaborating to create designer and influencer collections. **The creativity and passion of our design team is live-streamed annually at our Brand Fashion Show in early spring each year.**

Join us online for our next show!



[>View the 2020 digital show](#)



FROM THE FIRST INSPIRATION

INSPIRED BY LIFE, CULTURE & OUR SHEROES

As an industry leader, we set our own trends and it all starts with that one idea, scene from a movie, or a piece of art...anything can inspire us.

From this first idea to the final design, we follow a design path both proven and flexible to the changing trends around us. Developing a unique colour story or creating new laces and embroideries just for our Shero are some of the steps along the way to create our product. Our team believes in everything they design, and it shows in the final collection.



RESEARCH

Gather inspiration from multiple sources such as fashion forecasting source, fabric and print fairs, the runway and international shopping trips.



TREND MEETING

Starting point to inspire and set direction for the new season. Presentation of concept, colour and fabrications.



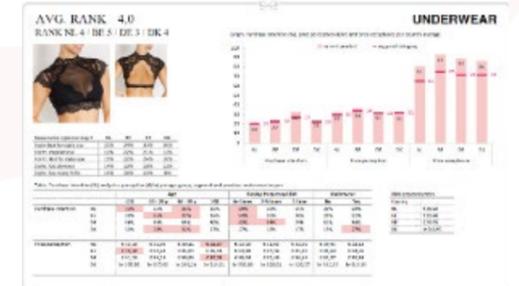
WORKSHOPS

Collaborate with buying and merchandising before designing the collection.



DESIGN

Create the collections based on the seasonal trend and our fashion favourites.



PRODUCT TEST

We engage with at least 6000 Sheroes on a quarterly basis to validate our design and pricing propositions.

Feminine Seductive Fun Diverse Inclusive



DIVERSITY & INCLUSION



FOR EVERY SHERO

Our commitment is both internal and external; how we recruit internationally for a brand that has a global customer base and how our marketing is executed to achieve our mission of **'every woman being her most beautiful self'**. The 'what' and the 'how': Our commitment also recognises that diversity represents what our team and marketing looks like and inclusivity represents how everyone is actually included.

We strive to be inclusive for all body shapes, ethnicities and LGBTQ+ communities.

Our commitment to D&I has been further strengthened with a dedicated project group who drive a range of initiatives across our brand - including D&I training for people across our brand. All of this of course is helped by the 44 nationalities that work in our HQ.

INCLUSIVE PRODUCT

We believe that every woman is beautiful and sexy in her own way. Our collections reflect the wide range of body shapes, tastes and cultures we serve. **Diversity means celebrating our differences.** From comfort and fit, the widest range of sizes and colour palettes to suit every skin tone - our collections and sub-brands are designed for every Shero.

INCLUSIVE MARKETING

We believe that showing and demonstrating diversity in our marketing will help create inclusivity. Our brand is open to everyone and it's important that, as we continue our journey, our communication and advertising reflect this commitment.

The beauty norm has changed



PRODUCT STRATEGY

FEMALE EMPOWERED

Fashion retail has never been more competitive. Our Sheroes today have more choices, lower prices and more ways to shop. New market entrants have and will continue to create agile and responsive business models that quickly understand the latest trends and deliver products to customers fast. We operate in a world where fashion now competes with many other demands on spend – from more frequent holidays to technology.

The mindset of our Shero is changing, and the younger generation is more social and environmental conscious. Inclusivity and body-positivity has given a new idea of what sexy means. There is a greater mindfulness over sustainability, value for money and what you spend your money on. Our Shero puts digital first, and we can see the acceleration of E-commerce giants as serious fashion players – from Amazon to Zalando – with increasing credibility of their own brands, ranges and marketing. Social platforms have enabled smaller brands to grow rapidly internationally, and in 2018, Rihanna's Savage Fenty brand used social media to cause a stir in the lingerie world. The new perfection is individuality; **our Shero expects to see different shapes & sizes in fashion**, this driving out the importance of inclusivity and diversity as key foundation within everything we do.

There are many different stages of our Shero's life, from first bra, special wedding moments, to starting a new family. The breadth of our collection ensures our Shero has everything she needs for her summer holiday, cosy nights in or sweating it at the gym.

We also recognise the changing wants and needs of our global community who now increasingly work from home - and the many benefits this presents for our Freedom, Loungewear and HKMX collections. Our global nature also reminds us to understand sizing differences across the countries we operate and respond accordingly.

For every Shero

4,200+

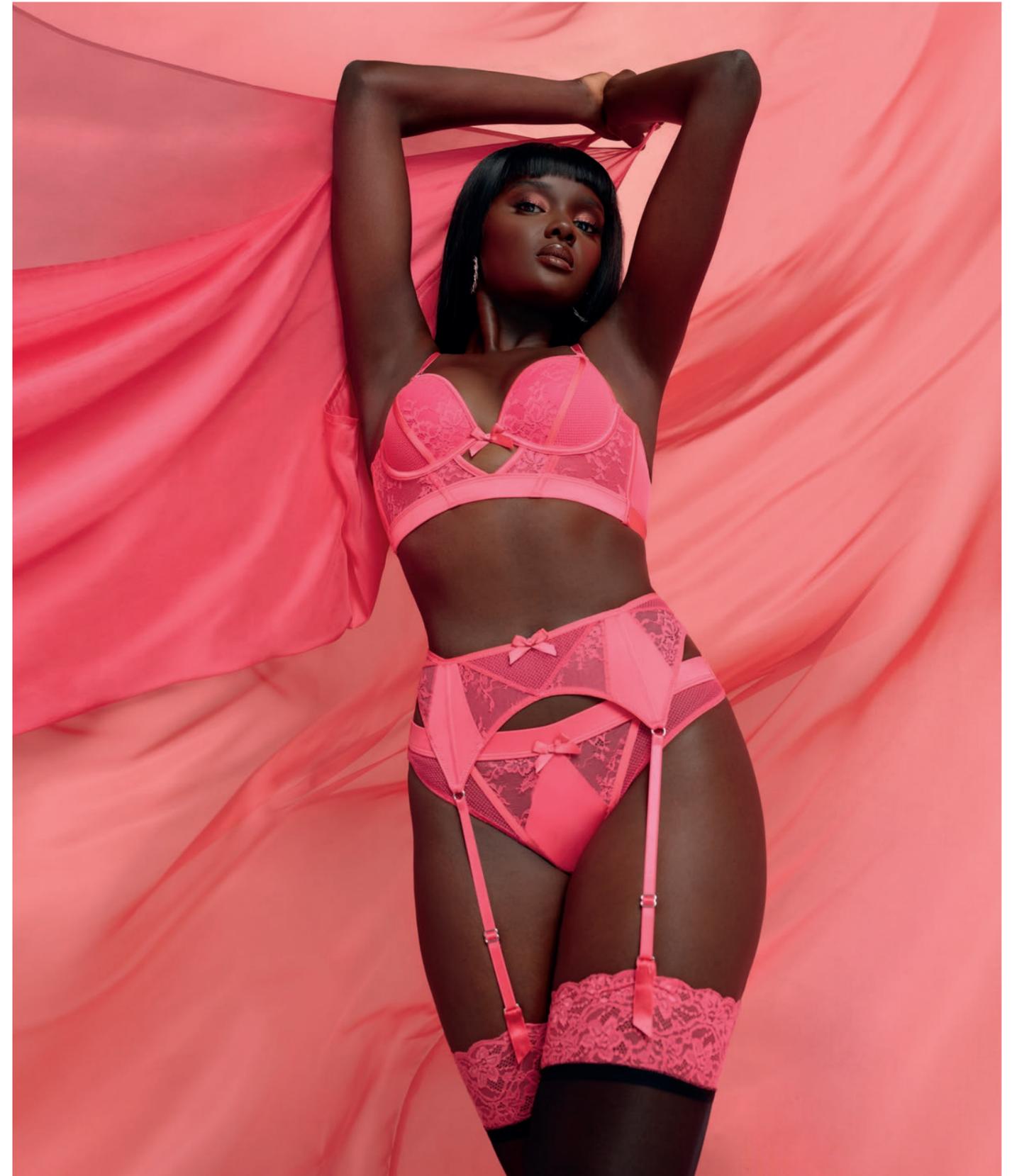
NEW STYLES
DESIGNED IN 2020

7

TARGETED SUB-BRANDS

114

TYPICAL COLLECTIONS
PER YEAR



PRODUCT STRATEGY

EXCLUSIVELY FOR EVERY SHERO

Our product strategy is built around our Sheroes needs and a diverse global community whatever their age, ethnicity, body shape or budget. **We design 97% of our ranges in house** allowing us to quickly respond to trends and ensure we provide continual inspiration, innovation and new collections. We're passionate about providing size ranges for all Sheroes and colour palettes for all skin shades. We love fashion and interpreting trends and we also value the specialist expertise of our design and technical teams – vital for a product type that sits next to the body.

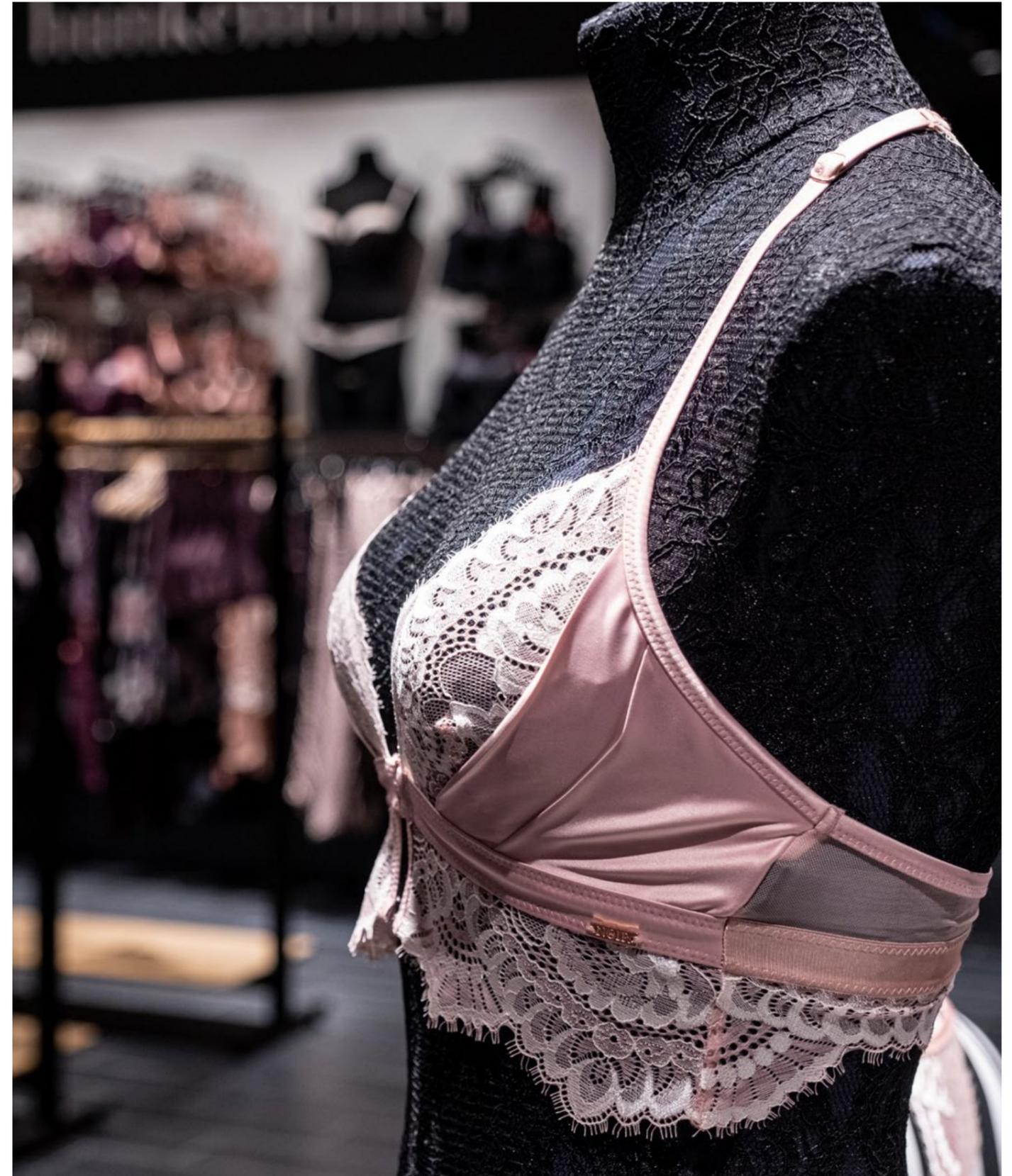
To help provide for all occasions and customer types, our sub brands and collections help us create clearly defined ranges and help our customers navigate our whole collection. This sub-brand approach also ensures we provide for all: from those on a budget to Sheroes seeking ultimate quality and luxury.

We know how important it is when a customer finds that perfect product and fit, so our strategy includes **Favourite Fits and Sexy Shapes** which provide consistency in fit across a range of seasonally changing styles, as well as Always Sexy where we work hard to never be out of stock of our customer everyday favourites.

We do all of this with an increasing focus on sustainability and a real partnership approach with our suppliers. From bras to fragrance and sportswear to cosy sleepwear, we're taking the success of our lingerie ranges to new related product areas.

SIZING

Our aim is to provide **sizing for every body shape** and size. Our unrivalled expertise as a true specialist means complex contour wear is designed with consideration for fit, comfort and a global audience with differing body shape profiles. We're very proud to offer 67 bra sizes.



SUB-BRANDS & COLLECTIONS

Our sub-brands and collections are the main building blocks of our entire product range. They are aligned to customer end-use needs, wants and desires. Our Sheroes often shop from a repertoire of our sub-brands eg: HKMX for the gym, Private for a weekend away and Freedom for everyday living.

Below are our sub-brands and collections that compliment our Main Collection (including Always Sexy), swimwear, nightwear, loungewear and accessories.

*Private
Collection*
by hunkemöller

FOR THE DARING & FASHION CONSCIOUS

- Ultra-sexy collection of seductive lingerie pieces
- Seductive bra and coordinating briefs are complemented by hot accessories, plus lingerie and nightwear

HKMX
SPORTSWEAR

FOR THE SPORTY

- Collection focused on functionality, fitness, and sporty products
- Set to grow, considering emerging consumer trends and casualisation

NOIR
exclusively by hunkemöller

FOR LUXURY SEAKERS

- NOIR collection represents most premium offer of sophisticated refined lingerie and nightwear, with higher price point (AIP €35 in 2019)

The
FREEDOM
Collection

FOR SHEROES WHO WANT COMFORT

- New Freedom bra features molded cup that provides trusted HKM fit without wires and a lighter design, meaning to provide feeling of wearing a “second skin”

P.O.P.
POWER OF POSITIVITY

FOR GENERATION Z

- Targeting Gen Z, aged 16+
- Launch in February 2021 in selected stores and e-comm

**INFLUENCER
COLLECTIONS**

FOR THE TREND & SOCIAL MEDIA AWARE

- Limited-edition high-fashion collections jointly designed with well-positioned social-media influencers

**INFLUENCER
COLLABORATIONS**

FOR THE FASHION-FORWARD

- Premium-trend-driven fashion collection created in partnership with HKM’s key brand ambassadors (e.g., Doutzen)

THE MAIN COLLECTION

OUR RANGE FOUNDATIONS

Our main collection represents 79% of our business. The collection goes across many product categories, ranging from bras to briefs, swimwear & sleepwear and incorporates our Favourite Fits programme.

Our focus is to always inspire with **continual newness**, as this encourages reasons to buy and stimulates regular visits to our digital and/or physical stores. To compliment this, we ensure we have our Shero's fashion iconics and 'can't live without' lingerie items available all year round. We're always listening, learning and responding to our Sheroes and keeping a close eye on the markets trends and competition.

Our buyers work collaboratively with the design team to develop new colour palettes, new prints, shapes and design details. This creates seasonally relevant collections designed for a perfect fit and all body shapes.

Just like our customers, we care about the planet and as well as a natural passion for making better choices to improve sustainability, our buying and design teams receive external sustainability training. **Simply we design and create beautiful inspiring lingerie for every Shero that is increasingly helping our planet and its people.** In this chapter you will discover more about Freedom, Always Sexy and Favourite Fits. All of which are building blocks of the Main Collection. Freedom is our runaway success that is responding and leading the long-term trend of comfort-first lingerie.

Every fit for every body shape



79%

OF OUR PRODUCT RANGE IS MAIN COLLECTION

52%

OF ALL SALES ARE BRAS

€650M+

SALES BY 2025

Private Collection

by hunkemöller

EMPOWERED SEDUCTION

Welcome to our iconic Private Collection sub-brand.

The world of Private is a world of indulgence. A world where you can be who you want to be... seductive, daring and indulgent. Somewhere to become fully immersed and lose yourself. Enjoy, explore and wander deep into our world. Are you ready?

Strictly for grown-ups, our ultra-sexy collection of seductive lingerie pieces are made to excite and empower our Sheroes. Beautiful bras and coordinating briefs are complemented by glamorous, super-sheer hosiery and jaw-dropping accessories that are almost too hot to handle. Our digital strategy is focused on empowering women and includes more social exposure and offering a broader online collection.

For every Shero

200%+ €60M+

INCREASE IN SALES BY 2025

SALES BY 2025

425

PHYSICAL GLOBAL
STORE LOCATIONS



Private Collection

by hunkemöller

Our Sheroes love the Private Collection which provides confidence to grow this exciting brand. Our new initiatives are many and align to the main business strategy of digital leadership and a diverse customer base. Our initiatives include:

IMPROVED VISIBILITY ONLINE & OFFLINE

MORE FASHION ICONICS PRODUCTS

INCLUSIVITY & DIVERSITY

NEW PRODUCT INITIATIVES

Global seduction

200

STORES WITH ENHANCED
SHOP-IN-SHOP EXPERIENCE

10

DAY LEAD-TIME
FOR POPULAR LELO STYLE

500+

STORE POTENTIAL





A LONG TERM TREND

Being fit and healthy is important to our Shero. Having work-out wear that is both fashionable and performs is a proven long-term fashion trend. This together with our credentials and wide customer base for contour wear has created the **most-wanted and high growth sub-brand HKMX**. It's always a fashion-forward collection that also does not compromise on performance and technical expertise - something that comes naturally to our technical teams who everyday create perfect fitting products across a range of materials and styles.

The trend of work-out wear and athleisure has been accelerated by the Covid-19 pandemic. As many of our Sheroes stayed at home, they used this time to set goals and also look after their mental wellbeing. Although we're hopeful the pandemic will subside, we recognise the longer term behaviour shifts that are now imbedded. **We now plan for an even stronger role for HKMX** in our overall product mix. We will continue to listen to our Sheroes, learn and create new styles and product innovation.

GROWTH DRIVERS

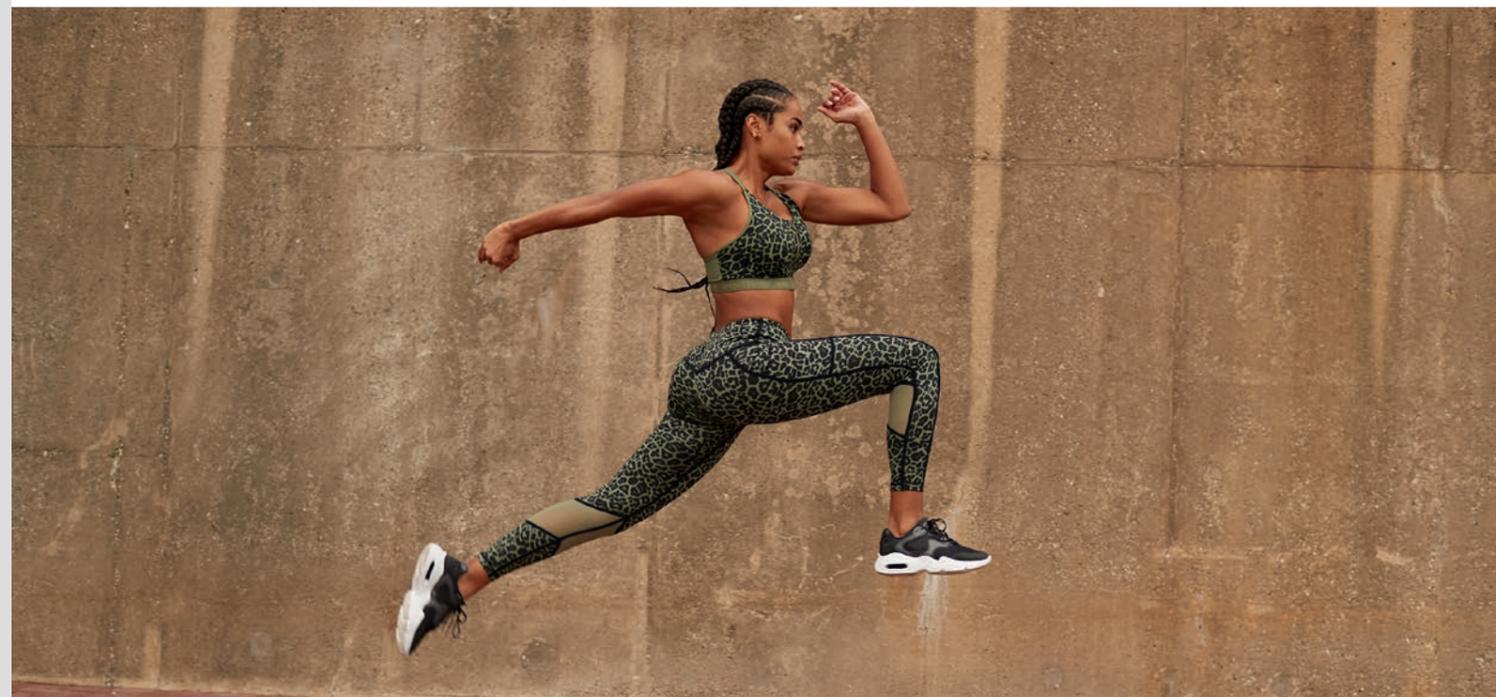
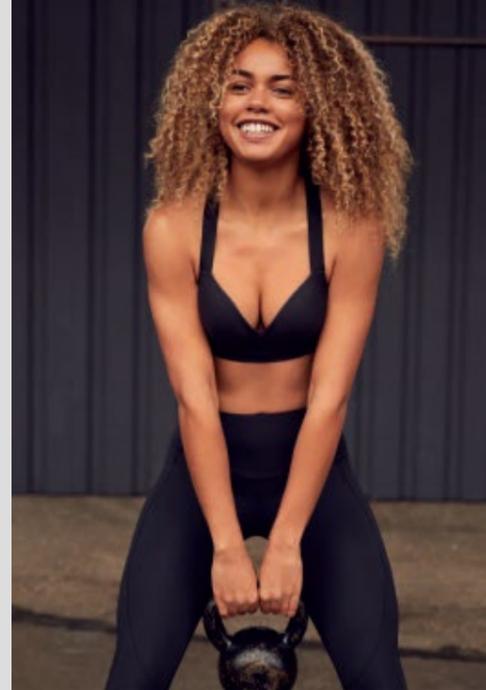
ONGOING FITNESS & WORK FROM HOME TRENDS

GROW CORE PRODUCT & PRINT FORMULA

FURTHER DEVELOP TECHNICAL CREDIBILITY

RANGE MIX: ICONICS, INNOVATION, FASHION & TREND

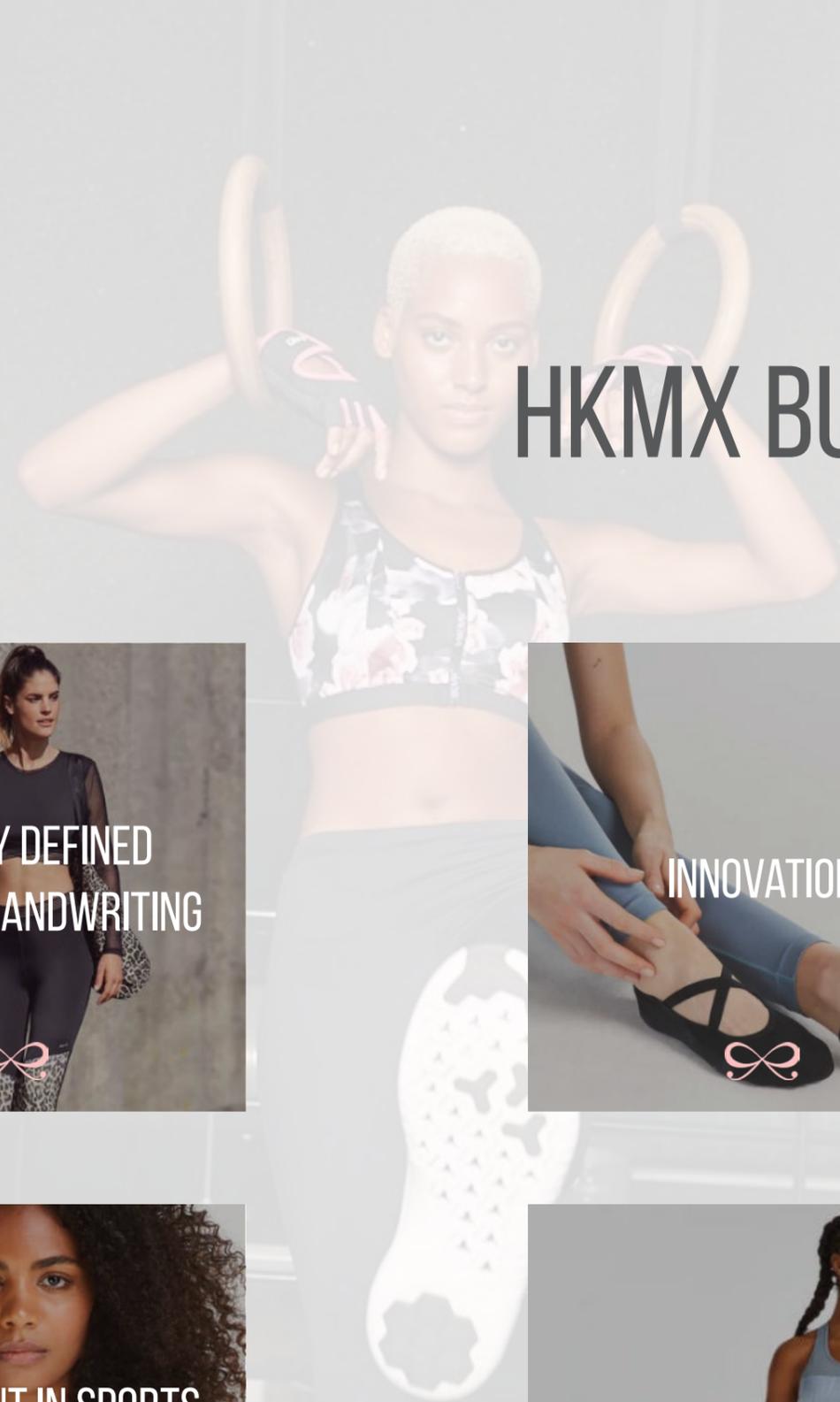
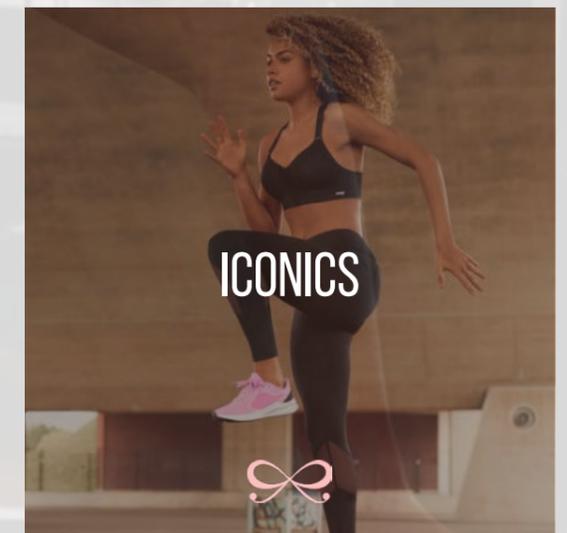
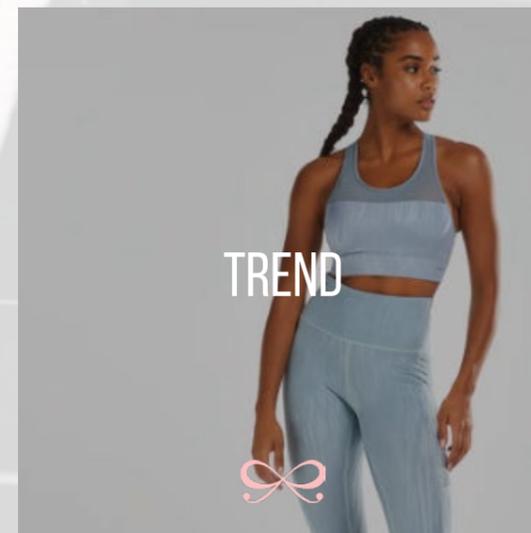
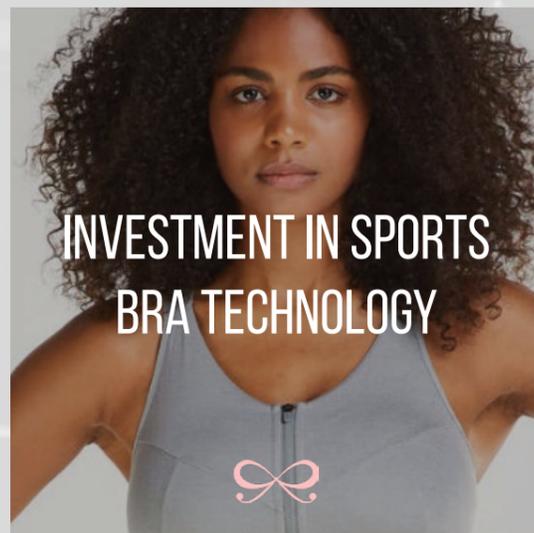
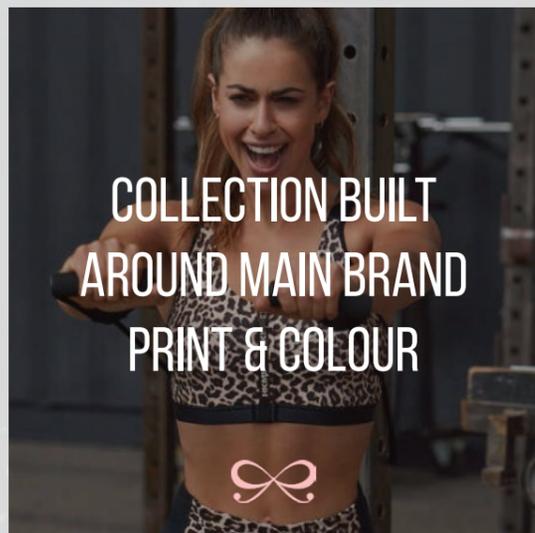
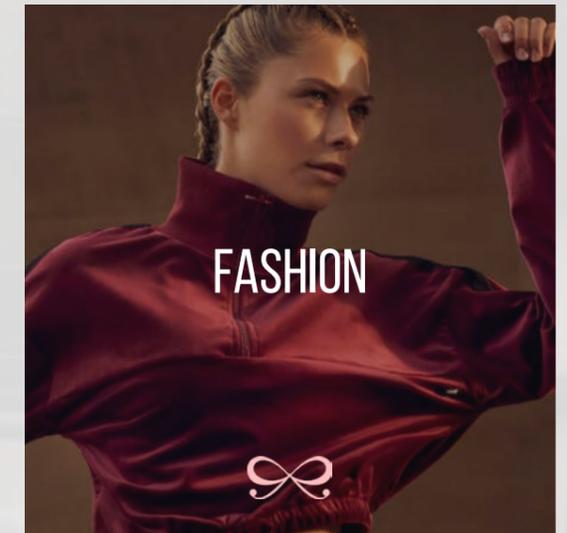
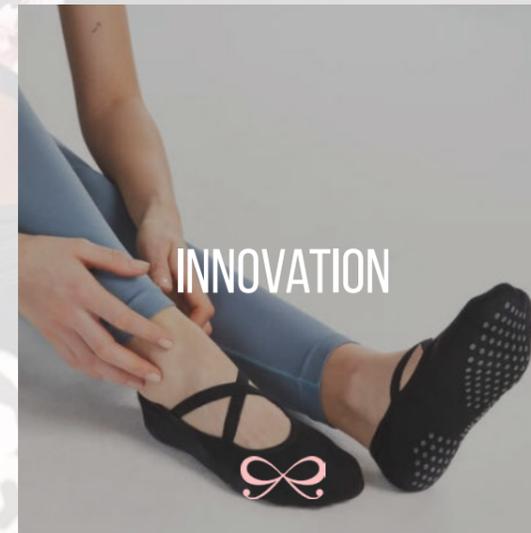
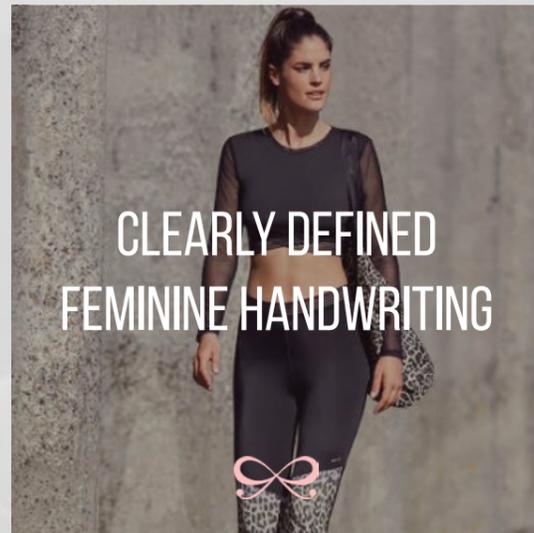
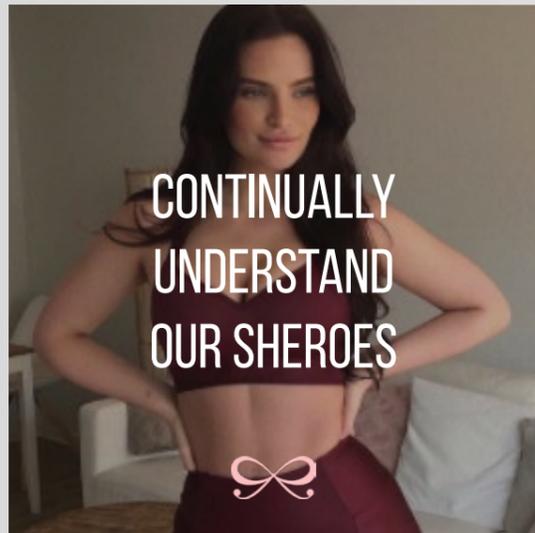
LEVERAGE BRA EXPERTISE AND MAIN BRAND HANDWRITING





GROWING HKMX

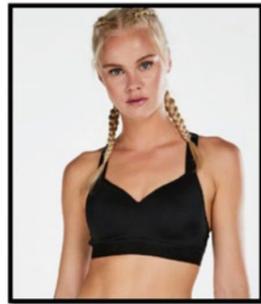
HKMX BUILDING BLOCKS





3 LEVELS OF SPORTS BRAS

Our bra expertise allows us to design a market leading sports bra across three impact levels. Again, fashion meets function, performance and technology. Sports bras are one of our HKMX iconics.



THE COMFORT



Sport Level 1



THE ALL STAR



Sport Level 2



THE ELITE 2.0

THE PRO



Sport Level 3

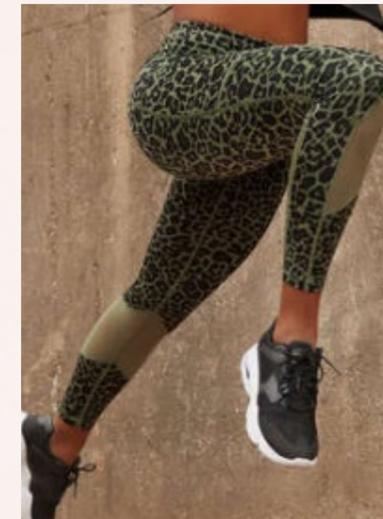
LEGGINGS

To go with our sports bras, our second iconic are the HKMX leggings. Perfect for running, gym, Yoga and Pilates, this product icon is a best seller - particularly online.



RUN BABY RUN
LEGGINGS

It's all in the details



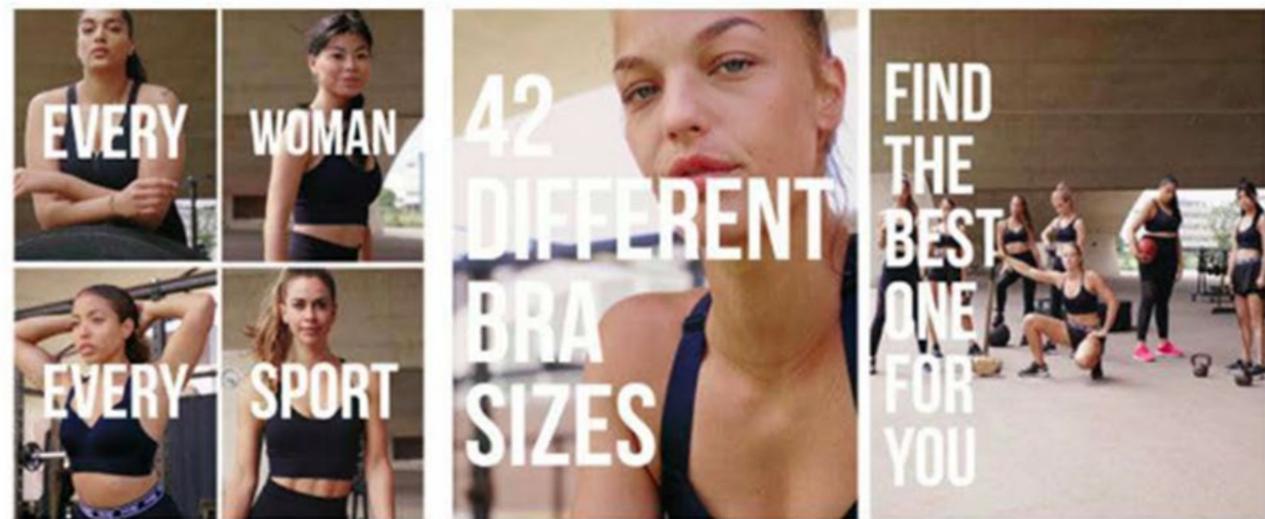
OH MY SQUAT
LEGGINGS

Breathability is key



MAKE ME ZEN
LEGGINGS

Comfortable but firm



Fashionability & specialist performance



A PASSION FOR PERFORMANCE

SPECIALIST EXPERTISE

Our design and technical teams pack our products full of performance specifications, features and benefits. This is what makes our HKMX products not only on trend but ideal for every level of workout. Our handy icons appear online and on products to allow our Sheroges to make the right product choices.

Passion powered performance

Breathable mesh	Water repellent	Wind proof	Reflective	Lightweight	Lightweight fabric
Soft soft hand feel	Moisture wicking & breathable	Seamless v2	Comfort warm	Adjustable straps	Quick drying
Bonded	Active Stretch	Laser cut	Chlorine resistant	Recybility	Sustainable
Sport Level 1	Sport Level 2	Sport Level 3	Racerback design v2	Removeable cups	Racerback design
Front closure	Adjustable clasp back	Regular waist	High waist	Core sculpting	Bum sculpting
Squat proof	Full length	Capri	7/8 Length	Grip waistband	Phone pocket
Hidden Pocket V1	Zip pockets	Back angle zipper	Locked zipper	Drawcord	Thumb holes

39

PERFORMANCE FEATURES

83

PRODUCTS IN OUR WEBSHOP
(FEBRUARY 2021)

15

SUSTAINABLE PRODUCTS
(FEBRUARY 2021)

NOIR

exclusively by hunkemöller

OUR MOST PREMIUM SUB-BRAND

Noir is our most premium sub-brand collection offering sophisticated, refined lingerie and nightwear. Our design team's elegant handwriting is complimented with luxurious materials, carefully considered trims and exquisite finishing. **Our Noir Shero is a styling sensation, sensual and magnetic, compelling, subtle and self assured.** Our Noir Sheroes value premium craftsmanship and find joy in the details. She is seduced by lingerie for the way it looks, the way it feels and the way it makes her feel.

The success of Noir and its loyal customers is leading to accessory product extensions. We will introduce Noir to customer profiles that we believe want the Noir level of sophistication and ensure our Sheroes recognise the very best is our good, better, best range mix. Our ambitions are high as we seek to extend the Noir reach to customers across all channels including wholesale.

DEVELOPMENT AREAS

IMPROVING QUALITY

TIMELESS LINGERIE

GROW ICONIC STAND-OUT PIECES

NEW PRODUCTS: MATCHING HOSIERY & CORSETRY

+50%

SALES GROWTH BY 2025

54

STYLES ONLINE
(JAN 2021)

1

DISCERNING
CUSTOMER PROFILE



SWIMWEAR

SWIMWEAR RENEWAL FOR 2021 & BEYOND

We love swimwear as much as lingerie and our Sheroes love our swim collections too. During 2020 demand was impacted by the lack of travel and holidays and as we head through 2021, we are responding by having the shortest lead-time possible to react when we can all confidently get summer sun again. **We've also taken this time to listen in depth to our Sheroes** and improve the product design hand-writing and price points. Our new collections will also showcase our collaborations with Danielle van Grondelle. Our customer insights will also allow better targeting of specific customer age and taste profiles with a style edit.

Our swimwear often leads our sustainability initiatives by using recycled yarns and waste materials that are turned in beautiful and comfortable fabrics. We also know how important fit is to our curvy Sheroes and the widest size and cup range is now available in our stores, online and via wholesale.

Finally, from 2021 swimwear has been added to Favourite Fits - where customers can identify their favourite cup by looking for one of eight favourite fits.

Beach ready for every body

€66M+

SALES BY 2025

2

AMAZING COLLABORATOR
COLLECTIONS FOR 2021

2021

WHEN OUR NEW SWIMWEAR
STRATEGY LAUNCHES



The FREEDOM Collection

THE KEY BRA TREND

Our customers and wider market research told us our Sheroes wanted more wire free bras. Wire free is the fastest growth trend in lingerie. It's about comfort and being sexy.

The seasonal Freedom collection - part of our Main Collection - are designed to fit like a second skin and empower body positivity. With our Freedom launch early in 2020, we both realised the immediate success of this collection and its timely appeal as many countries restricted movement and more of us stayed at home. **As with HKMX we anticipate long term changes to how we live our lives and Freedom will play a significant role in our range mix.**

Our growth ambitions are high across all channels as is the extension of the freedom concept into other sub-brands areas such as Noir.

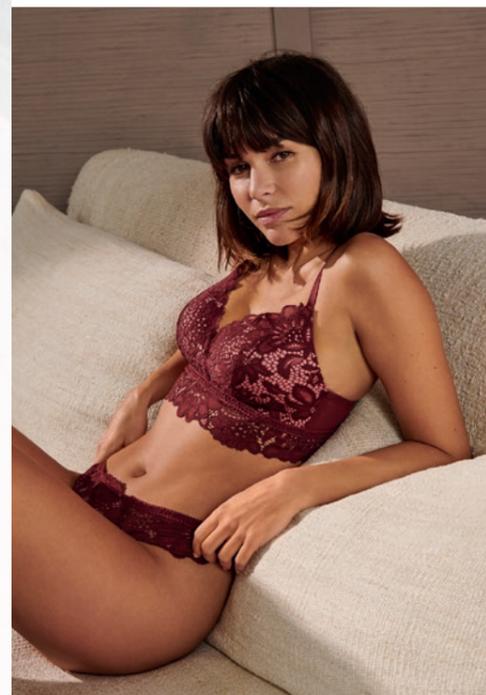
Comfortably sexy

€17M €30M+ 0

SALES IN 2020

SALES BY 2025

WIRES IN OUR
FREEDOM COLLECTION BRAS



NIGHTWEAR & LOUNGEWEAR

FOR THE BEDROOM. FOR THE LOUNGE

Everybody's working from home and loungewear has become a huge trend in the market. The life changes of 2020 have inspired our teams to go to a whole new level.

Our new collections use natural, breathable and sustainable fabrics across jersey pants and matching tops complimented by iconic styles including our best-selling velour pieces. We also have more contemporary designs within our Sunday Stories collections with seasonal prints ideal for never ending Sundays - and perhaps now mid-week work-from-home days.

An additional focus is to ensure we are providing for all body shapes with the introduction of tall, petite and curvy ranges.

Today, our nightwear collection is a mix of sleepwear and loungewear, styles can be mixed and matched and worn as layering pieces together with lingerie. We are having our moment and we're going to get our Sheroes hooked on comfy, cosy, fashionable styles each season. Finally as we look beyond 2021 we will be adding more luxurious fabrics for even more comfortable styles.

Choose your mood



WORK IN



WORK OUT



WHAT WORK?

€ 102M € 130M+ 400+

SALES IN 2020

SALES BY 2025

STYLES ONLINE
(JAN 2020)



P.O.P.

POWER OF POSITIVITY

CONNECTED, INCLUSIVE & OPEN MINDED

In 2020, after realising we were at risk of losing some Gen Z customers (Born mid 90s to early 2010s) we commissioned an international research consultancy to discover how we could re-engage with Gen Z. The insights drove a strategic decision to develop a collection specifically targeted at the Gen Z customer - encompassing all their needs and desires. **Gen Z wants products to be as open minded as they are - and connected to their ever-changing world.**

Body positivity and inclusivity are big on their agenda and should never be forced or fake but be genuine and come naturally.

Our first step was to understand better the wants and needs of this key generation. This insight has led to the decision to create a dedicated sub-brand. Targeting our 18 – 24-year-old Shero, **we launch spring 2021 in selected stores and our web-shops.** We will continue to listen and learn. And what does P.O.P mean? Well, power of positivity of course.

DIVERSITY BY DEFAULT

This collection will launch in Q1 2021 in 67 stores and online delivering a new handwriting.

Gen Z expect a diverse product mix to build their own look. They are always on the hunt for easy to wear pieces that are casual and sometimes seductive but in a sporty way and at affordable price points. Nothing fussy or complicated and above all with a conscious.

Because after all they are:

- Fun loving
- Travelling
- Aware
- Sustainable
- Curious
- Health conscious
- Open minded
- Comfort
- Experimental
- Online
- Sparkly

€5M

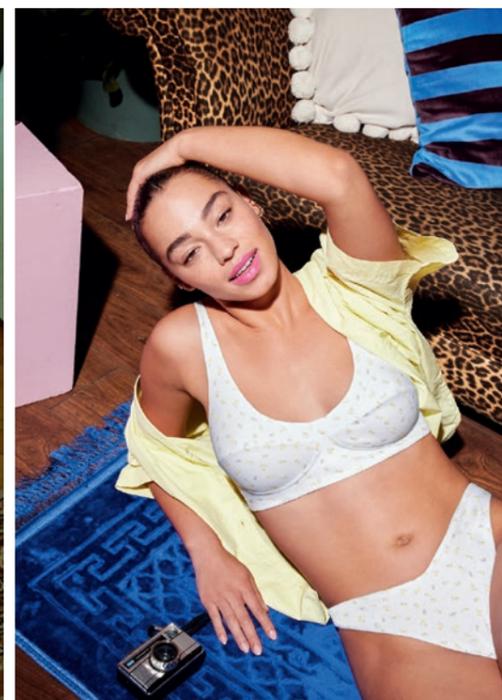
SALES FOR 2021

67

PLANNED STORES & DIGITAL CHANNELS

21

YEARS OLD TYPICAL AGE



DESIGNER COLLABORATIONS

WITH GLOBAL BRAND AMBASSADORS

Our designer collaborations consist of the most fashionable trend-driven collections. We recognise the ever changing need of our younger generation and by focusing on more global and international stars we are able to provide collections with strong messages that support our brand values. **By working with new ambassadors more frequently, our Shero gets the very best in fashion.** The collections are designed in close partnership with the brand ambassador and Hunkemöller's design team. Our collaborations use premium and exclusive fabrics, details and colours and will be developed to increase positive brand credibility and social media awareness.

Our most recent collaborator is Doutzen Kroes and for her final collection, Doutzen went out in style with her most glamorous swim collection yet. Not only is it a stand-out collection, but it also features sustainable fabrics - something very important to both Doutzen and Hunkemöller.

What next? As Doutzen takes a bow we are renewing our ambassador strategy to provide more newness and be even more diverse by partnering with multiple ambassadors. **We'll soon share news of a collaboration with one of the freshest and biggest names in Hollywood.** With over 39 million followers across Instagram, Facebook and Twitter, her social reach is quite extensive. Not only is she known for her acting career, she is starring in a new Netflix series - a real Netflix girl appealing to our young Sheroes. In 2021 we also go live with an ambassador partnership with a famous pair of twins from Germany.

Who's that girl?

6.5M

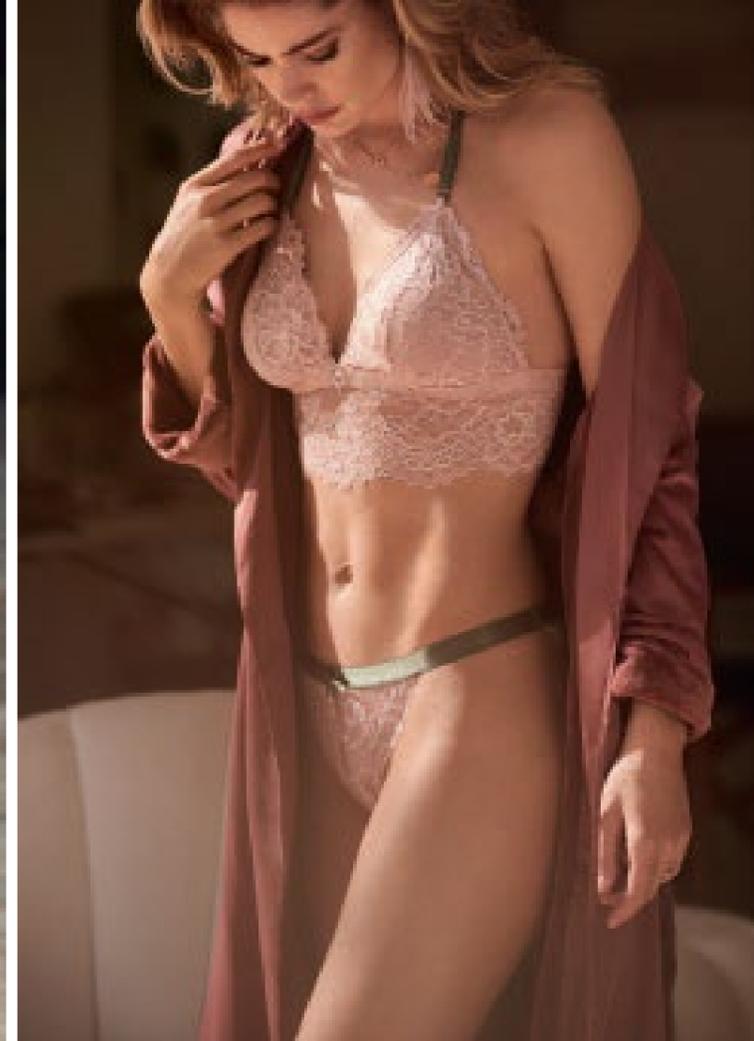
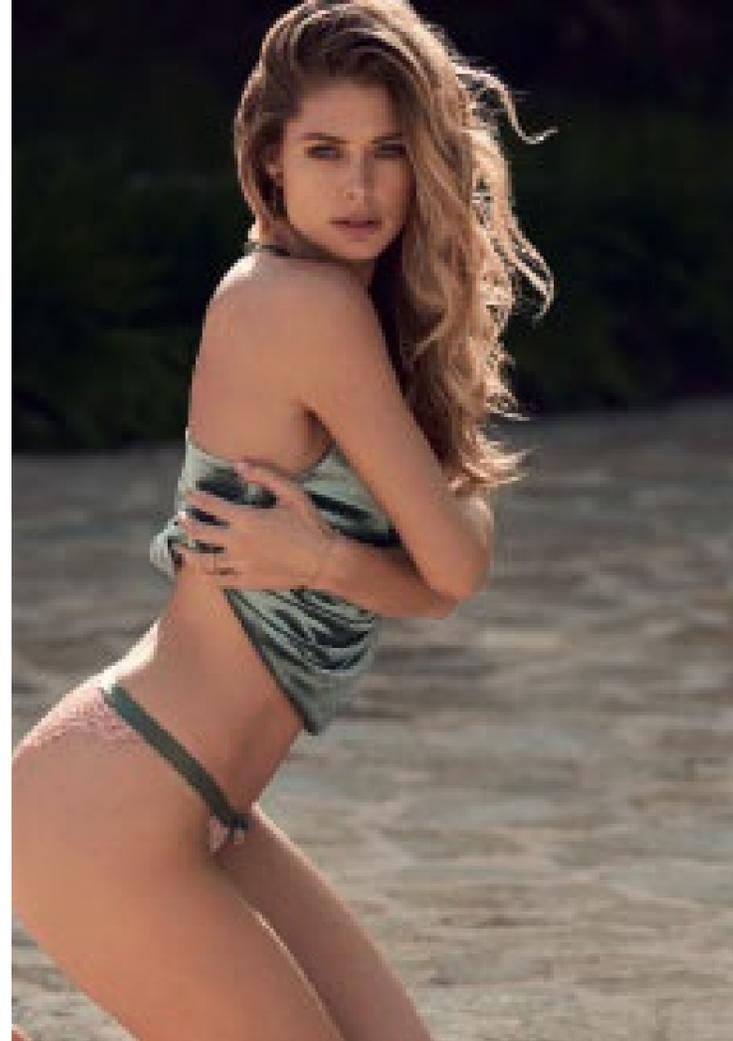
DOUTZEN INSTAGRAM
FOLLOWERS

218k

DOUTZEN YOUTUBE
SUBSCRIBERS

14.7M

DOUTZEN YOUTUBE
VIDEO VIEWS



DOUTZEN KROES

INFLUENCER COLLABORATIONS

MEET OUR AMBASSADORS

As a social brand, we also collaborate with influencers to create key collections. The collaborators are highly influential and our Sheroes trust their posts. Key to this is a credible and authentic relationship with our brand and we take great care to ensure every ambassador and every influencer is a true fan of our brand.

Vivian Hoorn is a Dutch photographer, digital change and social influencer and model with an active Instagram account of 227k followers. She is a passionate and loyal Hunkemöller fan with an impeccable sense of style. She has worked closely with us on a truly fashionable swim capsule.

Danielle van Grondelle is a Netherlands based model and influencer with her roots from Suriname and Holland and has an Instagram account with over 35k followers. She has been on Vogue and Harpers Bazaar, as well as walking New York fashion Week. She celebrates and embraces inclusivity through her beautiful curves as well as being recognised as Hollands first Curvy Top Model . We have collaborated with her on both a swimwear and lingerie capsule collection. Special shapes have been developed to enhance and celebrate our curvier Shero.

Duckie Thot is an Australian model with 1.2m Instagram followers. Duckie finished in third place on Australia's next top model and made her runway debut at the Yeezy Spring Summer 2017 show. She is best known for being a face of Fenty Beauty and LÓreal Paris. We are excited about the modern collection we have collaborated with her on.

Rebecca Mir is a German model and tv-presenter. She came 2nd on Germany's Next Top Model and performed in Let's Dance gaining national attention. With her fun personality she has gained over 732.000 followers on Instagram and 565.000 followers on TikTok. With this rich collection we want to show all sides of Rebecca. The ones we know but also a new unexpected side. From the girls next door to the glamorous icon she is. This is her first lingerie shoot and we can say one thing: we're definitely 'Falling for... Rebecca Mir'.



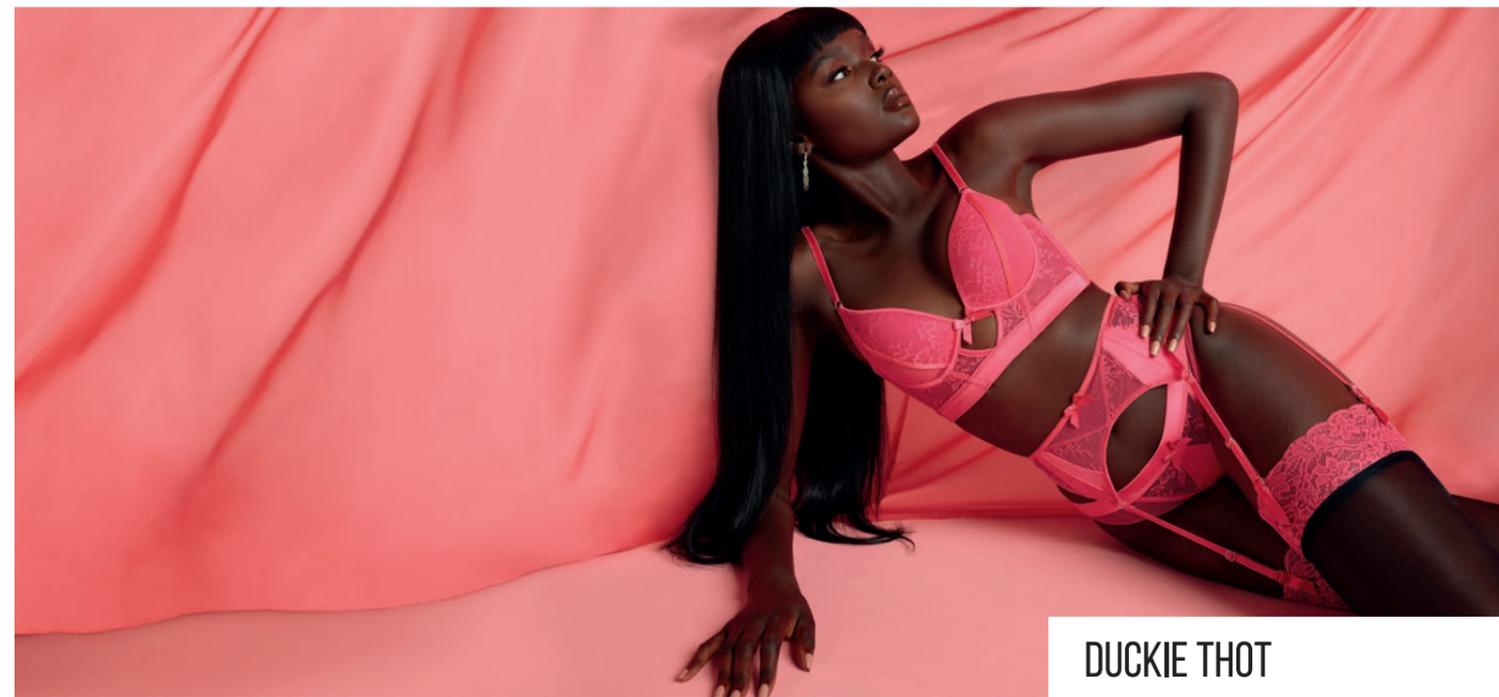
DUCKIE THOT



DANIELLE VAN GRONDELLE



REBECCA MIR



DUCKIE THOT



DANIELLE VAN GRONDELLE



REBECCA MIR



VIVIAN HOORN

1.2M

INSTAGRAM FOLLOWERS
FOR DUCKIE THOT

732k

INSTAGRAM FOLLOWERS
FOR REBECCA MIR

€14M+

COMBINED SALES
BY 2025

Always Sexy

ALWAYS SEXY. ALWAYS AVAILABLE

We want to offer our Shero the best everyday collection with a focus on great fit, perfect shape, comfortable materials and competitive prices. Always Sexy is a wardrobe staple that is available in core colours and has an extensive size range to meet all of our Sheroes' needs.

Some brands call this range Basics. We don't do basic and believe every Shero deserves to feel special - even for everyday items where comfort, fit and price are top of mind. To keep our styles fresh we continually check in with our Sheroes via regular research and adjust our styling to ensure we're always relevant. We also take great care to understand specific country needs and working with our merchandising teams work to ensure the very highest availability of all sizes. These styles are ideal for repeat purchases via digital channels.

Everything but basic

€45M

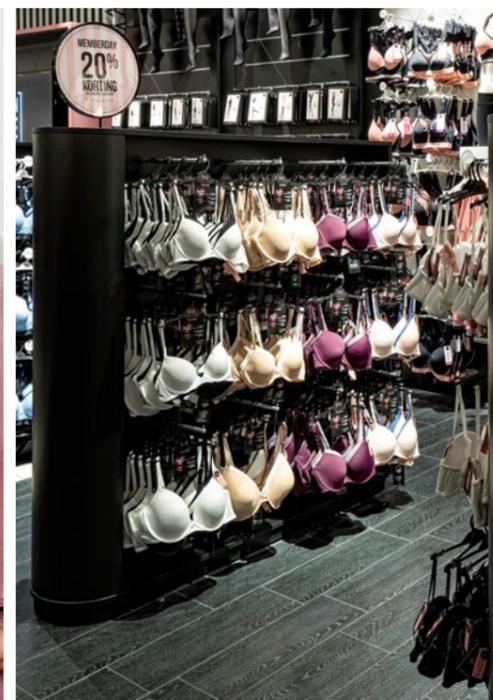
SALES IN 2020

26

STYLES IN COLLECTION
(FY 2021)

10%

TOTAL BRA SALES 2020



SEXY SHAPES / FAVOURITE FITS

FINDING THE PERFECT FIT

Many women wear the wrong size bra or struggle to find their favourite bra type and shape. We continue to solve these problems via our product design and World-Class service. We have three steps to finding the perfect bra:

- At home or in-store traditional measuring
- Sexy Comes in all Shapes digital tool or in-store assessment
- Find and choose from Favourite Fits

SEXY SHAPES

Since 2014 we've helped customers find their perfect bra by using shape and volume assessment - far more suitable than measurement alone. Sheroes are attributed the best bra types for their body shape eg: Demi, Full cup, Balcony etc.

FAVOURITE FITS

Bra type is not everything, fit is also important and to help Sheroes find a favourite fit, our eight most popular fits are identified online and in-store.

In 2021 we will re launch these valuable services that have become even more important as we see more digital channel shift.

RIGHT SIZE: MEASURE YOUR SIZE



RIGHT SHAPE: SEXY COMES IN ALL SHAPES



RIGHT FIT: CATERING FOR DIVERSE SHERO BODY TYPES AND PREFERENCES



4

SEXY SHAPES

4.4M

SEXY SHAPE REGISTRATIONS

8

FAVOURITE FITS

ACCESSORIES

ESSENTIALS TO INDULGENCE

Our accessory collection ranges from fragrance to slippers and is on course for €54m of sales by 2025. These are the essential items for bra care or the indulgent treats added to an online shop.

As we move through 2021, we will work to further develop the connection between accessories and the main collections and sub-brands, sharpen our prices and ensure all accessory products and packaging are as sustainable as possible.

HOSIERY

A significant product area for accessories is Hosiery and we will strengthen this area with more sizes and choice for our diverse Sheroes. Hosiery presents an exciting opportunity for new styles and innovation.

The final touch

€34M

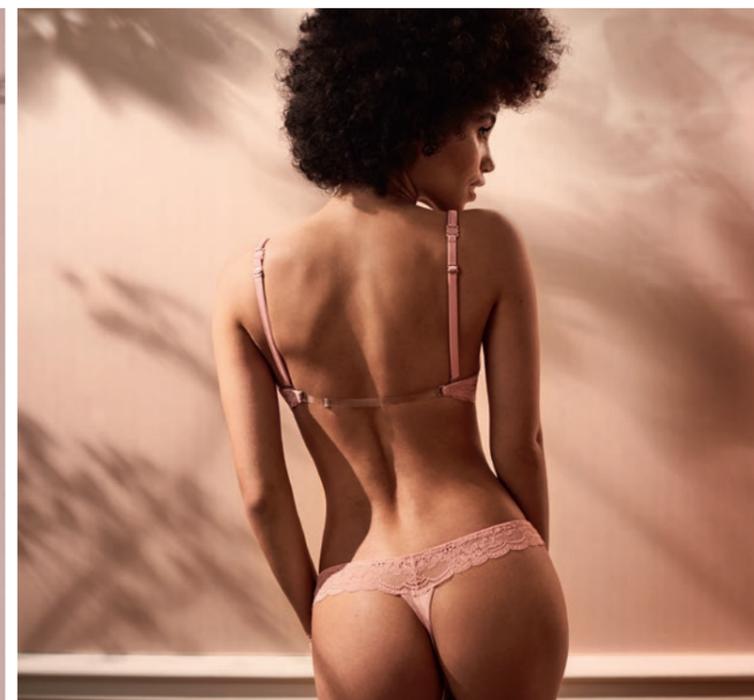
SALES IN 2020

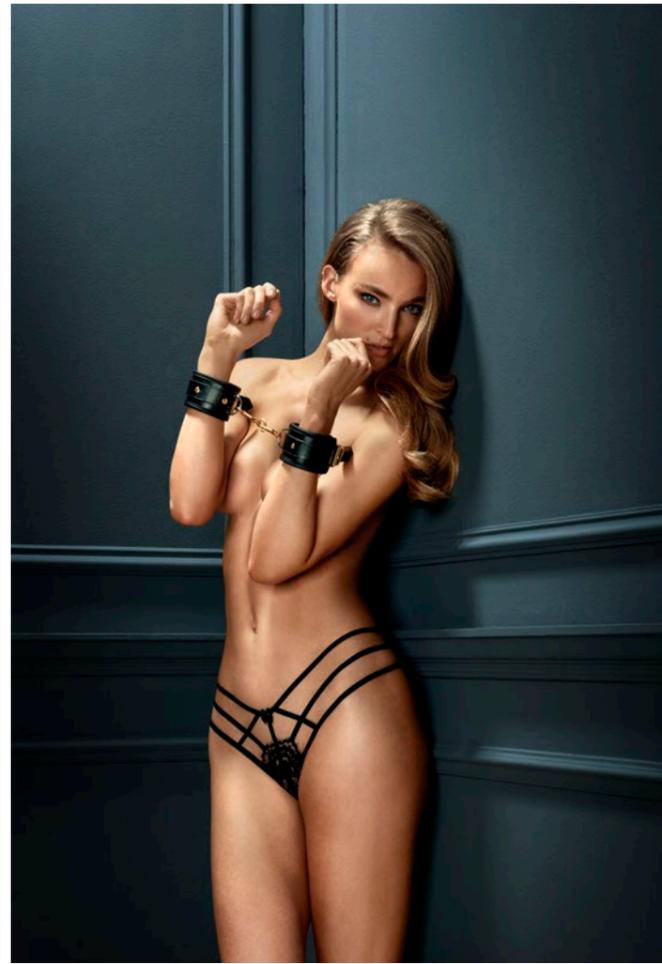
€50M+

SALES BY 2025

79

HOSIERY STYLES ONLINE





MARKETING & COMMUNICATION



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ALEXANDRA LEGRO

GLOBAL MARKETING &
COMMUNICATIONS DIRECTOR

Whatever the channel, we never forget the role of marketing is to build our brand and create profitable sales in equal measure.



MARKETING DRIVERS

WE ADAPT TO GROW

Whilst our mission remains the same: to be a much loved, inclusive and social brand, the events of 2020 have led to a review of what we do and how we operate. Simply, the sustained brand and awareness building of the 2010s has provided a highly valuable platform from which we can further digitally pivot.

Through all we do we have three lead communication messages, seven activity drivers that power our work and three growth drivers to ensure our marketing is aligned to our global Sheroes and delivering lasting value.

LEAD COMMUNICATION MESSAGES

FEMALE EMPOWERMENT

INCLUSIVITY & BODY POSITIVITY

SUSTAINABILITY MADE SEXY

Creating passion and loyalty

#1

TOP OF MIND IN BELGIUM, DENMARK,
GERMANY & THE NETHERLANDS

84M

COMBINED INFLUENCER
NETWORK FOLLOWERS

500M+

COMBINED CONTENT AND SOCIAL
STRATEGY REACH BY 2025

ACTIVITY DRIVERS

BRAND BUILDING & STORY TELLING

ADAPTIVE CONTENT STRATEGY

INCREASE DIGITAL / SOCIAL MIX

POWER UP PR & INFLUENCER MARKETING

STRENGTHEN STOPPING POWER OF STORE VM/STORE DESIGN

DRIVE LIFE-TIME VALUE THROUGH MEMBERS

GROW TOGETHER TOMORROW AWARENESS

MARKETING GROWTH DRIVERS

INCREASE AWARENESS AND PREFERENCE

DRIVE DIGITAL & PHYSICAL STORE VISITS

DRIVE CUSTOMER LIFETIME VALUE

DIVERSITY & INCLUSION: MARKETING

FOR EVERY SHERO

Although diversity and inclusion (D&I) runs through our brand and business, the way we market and communicate ourselves lets everyone know what type of brand we are. This is why we're proud to place D&I at the heart of our marketing strategy - from model choice where we seek to represent our many Shero body shapes, broad ethnicity, cultures and sexuality to empowering women to be sexy for themselves first. Our ambassador and influencer programme takes the lead in showing we are a brand for every Shero.

CAMPAIGN EXAMPLES THAT SUPPORT OUR DRIVE FOR D&I

Our annual digital fashion shows celebrate every Shero with curvy top model Danielle van Grondelle. She is a true inspiration to us because of her power, confidence and being proud of who she is. Our shows have also featured transgender icons Loiza Lamers and Manny Willie for many years now. **All we do is about a celebration of diversity** from curvy to colour and trans gender to attitudes and looks. Every Shero is welcome!

Our 2020 Christmas glam campaign was a reunion of women we have worked with in past years where together we celebrate the end of year. Influencers such as Vivian Hoorn, Danielle van Grondelle were part of this campaign - as well as a very diverse mix of ambassadors. Not only in our campaigns, but in all our channels our Shero sees the variety of girls we are working with. In 2021 the new Valentine's campaign will show all types of love.

GLOCAL MARKETING

We are building a global brand. This means a global marketing, communication and engagement strategy. It also means taking a local approach, when and where it is necessary, by adding additional local/country level content marketing, social content, connecting with local bloggers and influencers building local ambassador pools.

21

NATIONALITIES
OF OUR MODELS

100%

OF CAMPAIGNS
FEATURING INCLUSIVITY

100%

COMMITMENT TO
DIVERSITY IN MARKETING



360 CAMPAIGNS & PURCHASE JOURNEY

DRIVE DIGITAL & PHYSICAL STORE VISITS

THE PURCHASE JOURNEY

Through ongoing research we understand the purchase journey where typically there are 7.8 touchpoint; from inspiration to after care and where **41% of our Sheroes start their inspiration phase online** and 61% actively research online - from social channels to multi-brand channels and our own web-site to peer recommendations.

The following page illustrates 11 purchase journey touch-points where our team aim to inspire, engage, convert and reward our customers.

360 & DIGITAL FIRST

We use 360 marketing campaigns using on-brand and inspiring imagery across digital channels, TV, print, CRM, PR and social platforms to create a real connection with our Sheroes, creating high awareness wherever they connect with us. We use data to create insights that allows us to optimise the channels mix eg: knowing when direct highly targeted digital campaigns are best versus high profile traditional media (TV etc). All channels have a role dependant on country, age group, campaign size and goal. This mix will change continuously over time.

With our Sheroes all the way

7.8

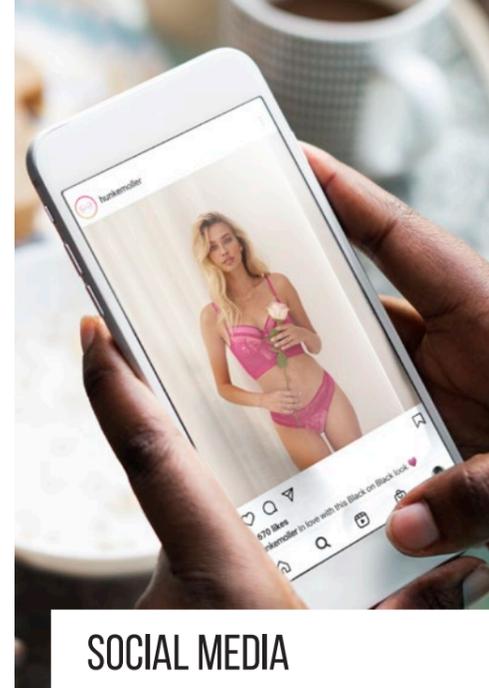
AVERAGE CUSTOMER JOURNEY TOUCHPOINTS (NL & DE)

10

...TOUCHPOINTS WHEN COMPARISON SHOPPING (NL & DE)

23%

OF CUSTOMER JOURNEY TIME SPENT ON RESEARCH (NL & DE)



SOCIAL MEDIA



WINDOWS & IN-STORE



MAGAZINE COOPS



CUSTOMER CARE

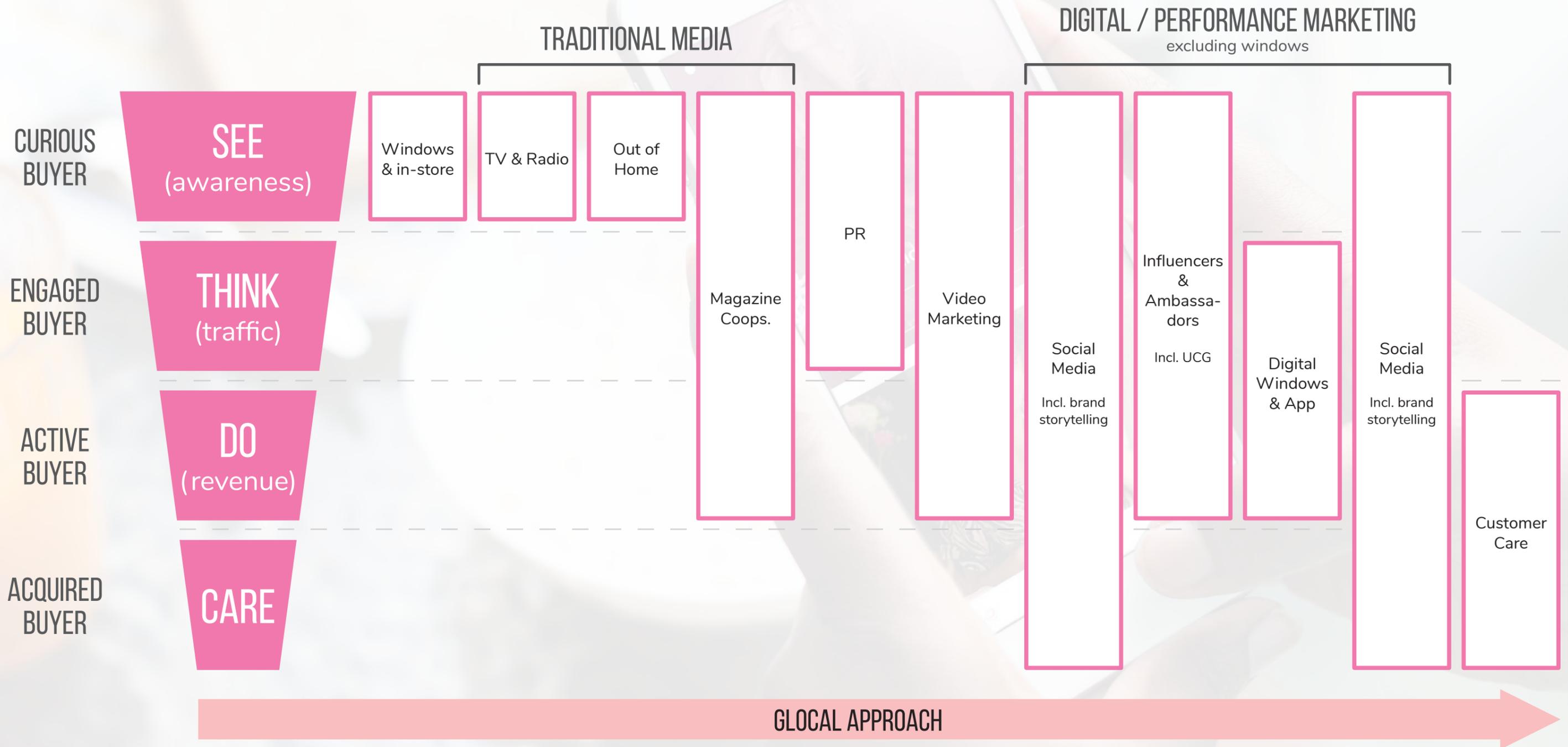


INFLUENCER



AMBASSADOR

THE 11 PURCHASE JOURNEY TOUCH-POINTS



AWARENESS & PREFERENCE

INCREASE AWARENESS & PREFERENCE

In a crowded market where our Sheroes have an increasing choice of products and ways to shop, our first task is to create high levels of brand awareness and ensure we are their preferred destination. TOMA (Top Of Mind Awareness) and brand preference are the two measures we use to check our progress and ensure we optimise campaigns to the best ROI channel mix.

We are number one for **unaided** awareness and the preferred lingerie brand in Germany, The Netherlands, Belgium and Denmark in our target groups. TOMA is important as typically our Sheroes are aware of 15 lingerie brands, consider eight and buy from only three.

With TOMA scores to be proud of, our team is also recognised for the all important preference measure: **we are the most preferred brand in Germany, The Netherlands and Belgium.**

We create mind share



68%

TOMA IN
THE NETHERLANDS IN 2020

48%

TOMA IN
GERMANY IN 2020

48%

TOMA IN
BELGIUM IN 2020

SOCIAL MARKETING

ADAPTIVE CONTENT STRATEGY

Since 2010 we have aimed to be a social brand: a brand that empowers the use of social media internally and externally to build brand advocacy and engagement.

Key to the success of social marketing is an adaptive content strategy with growing and engaged followers and networks. **We now create content and network strategies for each platform** aligned to maximise the use of each channel, its demographics and role of the platform that's best for our brand. We also seek to align content with where our Sheroes are in the purchase 'See, think, do and care' journey. Our approach to content is to create hubs that drive discoverability and distribution with more practical help such as tools, services, people, style advice and guides to create a rounded experience for our audience.

Our social team is in three parts: i) **Organic content** working collaboratively with creative and PR ii) **'Paid for'** content to drive reach, engagement and traffic as well as campaign boosting. iii) **Performance** where our focus is on conversion.

Our success in building large and engaged audience across the most relevant platforms will develop from 2020 to:

- Leverage influencer marketing to grow global social followers, reach, traffic and sales
- Give-aways to increase followers and other fun activities
- Leverage social channels for new member leads and newsletter sign up
- Connect Facebook with our Membercard to allow more targeted messaging
- Live stream events eg; DJ sessions, workouts and dance classes on Instagram
- Maximise use of Instagram features; IGTV, Reels and Stories
- Live stream PR events via Instagram and Facebook
- Leverage collection collaborations to drive reach and traffic e.g. NA-KD
- Build brand awareness and engagement on TikTok and Snapchat for all with a focus on Gen Z
- Shopping on Pinterest
- Trial social livestream shopping
- Leverage Facebook messenger for marketing opportunities (chat bot/121 marketing/ community building)



~800k

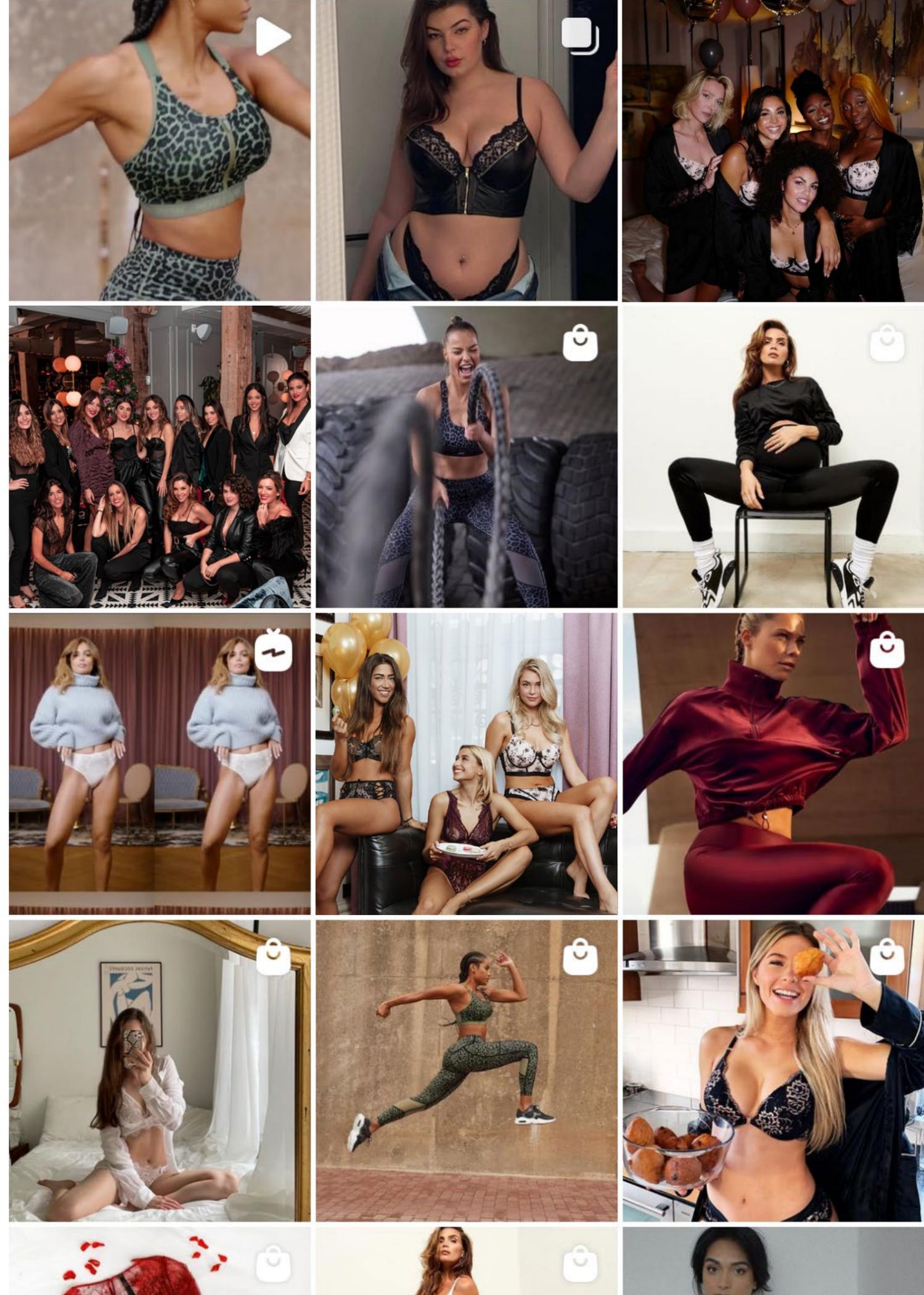
INSTAGRAM FOLLOWERS
*883K INCL RUSSIA/INDIA/
BELARUS/MAROCCO

1.9M

FACEBOOK FOLLOWERS

4%

ENGAGEMENT SCORE



DIGITAL MARKETING

PHYSICAL WITH DIGITAL

Working alongside our social marketing we have an increasing range of digital marketing tools and tactics to drive awareness, visits and conversion to both our physical and digital stores. We collaborate with our digital and e-commerce colleagues to create market leading, country level organic and paid-for search strategies. However, our digital marketing doesn't stop at search with activities ranging from re-targeting to affiliates and e-mail to specific online for offline tools. These emerging tools are again helping us create seamless shopping experiences where our Sheroes have the choice of channel.

We love digital. We love local

ONLINE FOR OFFLINE MARKETING

RADIUS8

Hyperlocalised marketing to increase offline shop visibility.

GOOGLE LIA

Local inventory ads (LIAs).

notificare

Geomarketing: HKM app pushes and directs emails and notifications based on customer location.



Google My Business

Google tool to interact with customers and reply to store reviews.



2016

LOCALISED PUSH NOTIFICATION MARKETING

2017

GOOGLE LIA TO SHOW LOCAL INVENTORY IN SEARCH

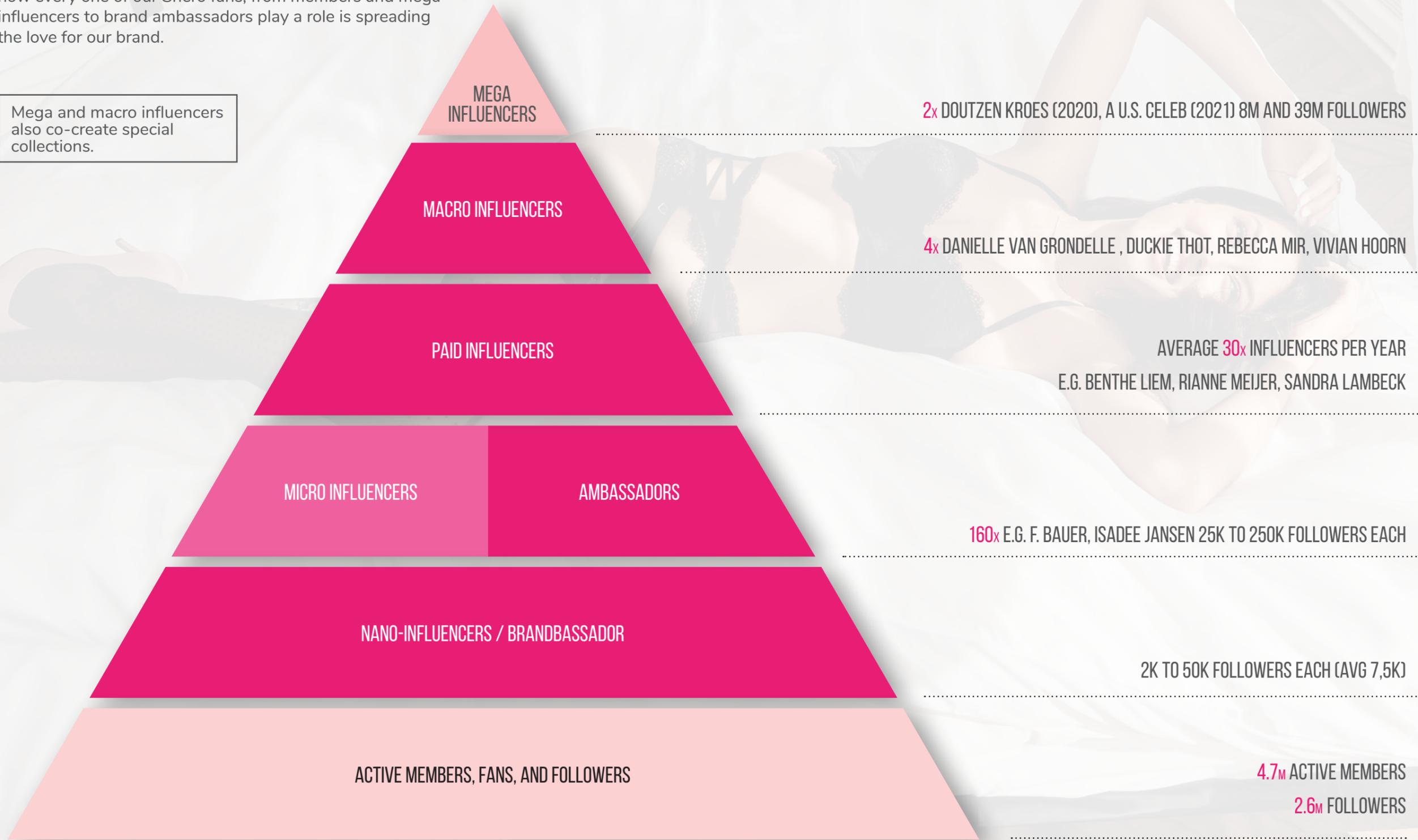
2020

HYPERLOCALISED MARKETING TO INCREASE STORE VISIBILITY

THE PYRAMID OF INFLUENCE

We are all influencers! Our Pyramid of influence illustrates how every one of our Shero fans, from members and mega influencers to brand ambassadors play a role in spreading the love for our brand.

Mega and macro influencers also co-create special collections.



84M
COMBINED
INFLUENCER
NETWORK
FOLLOWERS

INFLUENCERS

POWER UP PR & INFLUENCER MARKETING

We've embraced influencer marketing since 2010. It's important we create authentic and genuine relationships with our global network of influencers. Our strategy plays a significant role in achieving awareness and reach among new audiences. Our influencers represent the top tiers of our pyramid of influence - where we have a smaller number of relationships who individually have a very large reach.

Preference and consideration are led by high-profile influencers and increasingly by a growing network of hyper-local brand ambassadors - sharing the Hunkemöller brand to their networks, families and friends. **The influencer's authenticity establishes trust** in our brand in a world where the mistrust of broadcast messaging is increasing.

From 2012 to 2020 we developed one key relationship with a major, high profile influencer. For the first four years this was Sylvie Meis and from 2016 to 2020 we collaborated with Doutzen Kroes. Today, to further emphasise the diverse nature of our brand and the rapidly changing nature of fashion and our Sheroes wants and needs, our strategy is to work with a select roster of high profile influencers. This creates more cultural and body diversity awareness that we know is important to all our Sheroes.

Influencers with authenticity

2

MEGA INFLUENCERS

~30

MACRO INFLUENCERS PER YEAR

7.1M

ACTIVE MEMBERS,
FANS & FOLLOWERS



DOUTZEN - MEGA INFLUENCER



DUCKIE - MACRO INFLUENCER



DANIELLE - MACRO INFLUENCER



VIVIAN - MACRO INFLUENCER



REBECCA - MACRO INFLUENCER

AMBASSADORS

ALWAYS AUTHENTIC & BRAND LOVERS

Our brand ambassador programme uses internal and external ambassadors to help us share content across social media. **We now have over 160 ambassadors** with millions of followers between them: our micro influencers from 25k to 250k followers and 2,600 Brandbassadors with an average of 7,5k followers. They co-create with us and in return attend special events and get to try new products.

Our external Brandbassadors and ambassadors deliver content, reach, cocreate and deliver insights. Our external ambassadors can even participate on our annual fashion show catwalk. **They are all true brand fans that share the love of Hunkemöller** in exchange for being part of our community and featuring in our campaign shoots.

Our internal ambassadors are passionate advocates of our brand values and share the latest news on our behalf across social media, reaching our customers, their colleagues and a wider online audience.

Passionate brand advocacy

700+

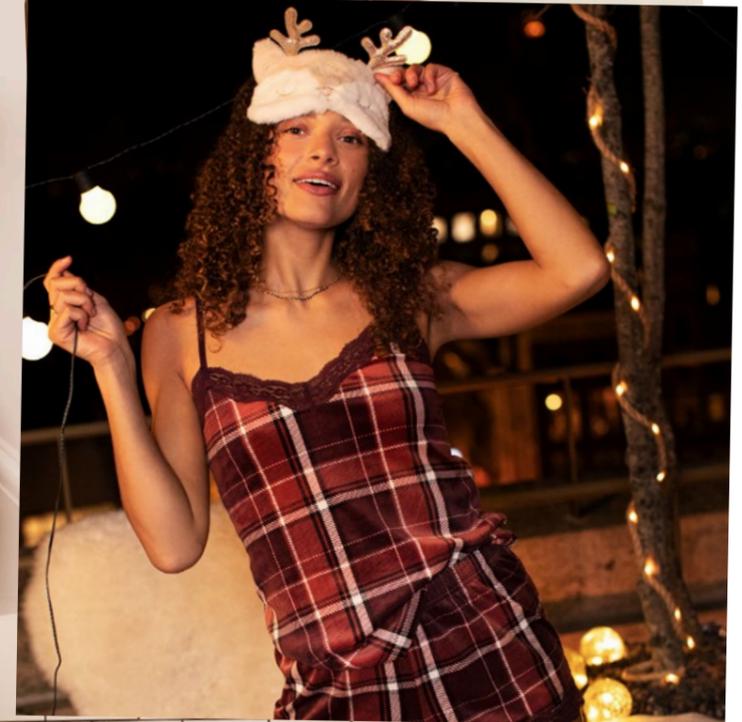
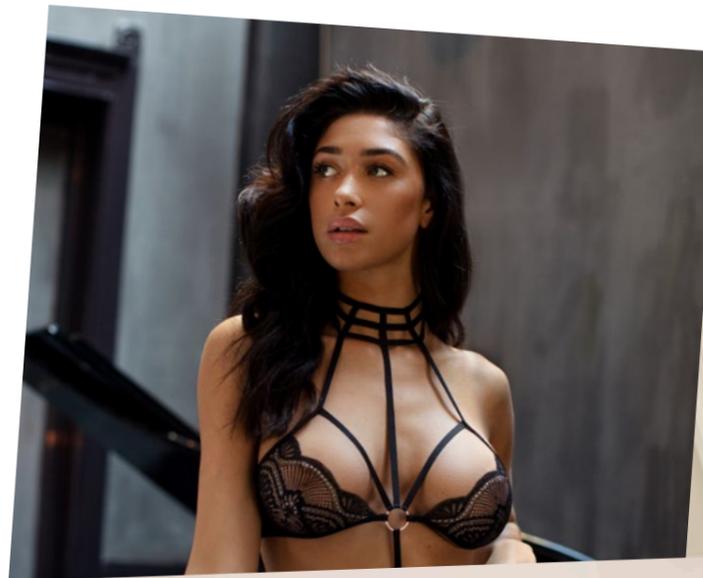
AMBASSADORS
BY 2025

200M

AMBASSADOR
POTENTIAL REACH

€18M+

AMBASSADOR
VALUE BY 2025



PR

INFLUENCING THE OPINION FORMERS

Our PR work co-ordinates a range of activities - all aimed to make Hunkemöller the most positively talked about lingerie brand in Europe. We love...

- Transforming PR for the digital world
 - Amplifying our mission to help every woman be her most beautiful self
 - Creating bespoke influencer events and experience trips
 - Talk-ability via collaborations, campaigns and 'guerrilla' marketing
 - Developing short-term partnerships to create more surprise and reach new audiences
 - Leveraging the power of our Ambassadors
 - Creating high impact video content
 - Creating Podcast series
 - Growing corporate opportunities
 - Developing our annual brand event into an external awareness campaign
 - Showing diversity and empowerment
 - Driving awareness for our sustainability programme wrapped under Together Tomorrow communication concept
-
- €50.9 Million PR value 2019

Creating talk-ability



CRM & LOYALTY

LOYALTY REWARDED

CRM (Customer Relationship Management) and loyalty are our activities that bridge our Omni-Channel and marketing operations. CRM is customer communication and engagement where we have a direct connection with existing customers. Life-time loyalty is our goal. Our CRM work is powered by our Membercard with 4.7 million members which provides an unrivalled data insight and communication channel. Our other CRM channels are our app, e-mail marketing and social Media platforms

The data all these channels provides power our design, buying, merchandising and allocation teams to keep doing better for customers across our many markets.

Our CRM activities have achieved many successes and our ambitions are high. We're unique in fashion in having 74% of customer purchases attributed to a member profile. The data insights this provides have been pivotal in our success and identifying customer segment trends and formulating an agile response.

Simply, our marketing builds engagement with our Sheroes to continue to connect and shop with us, our insight teams understand behaviours and trends and everyone responds through continual improvement. Our Membercard data mine means **we're more responsive and aligned to our customers.**

DATA PROTECTION & SECURITY

We take Data Protection very seriously and are fully compliant with the recent GDPR changes. The data we collect is used to provide better and more targeted offers and this allows us to better understand our customers.

Always targeted and relevant.

4.7M

ACTIVE MEMBERS IN 2019

6M+

ACTIVE MEMBERS BY 2025

85%

OF MEMBERS PROVIDED
FULL DATA 2019



MEMBERCARD & LOYALTY

NEW LOYALTY CX & AI

At the heart of our CRM activity is our member based loyalty programme. The programme is one of our most valuable benefits for our customers and creates both loyalty and insights. With more than 70% of all sales (on & offline) driven by members and 85% (2019) full customer data registration we lead the fashion market with the use of member data.

We keep our millions of members, subscribers and followers engaged, entertained and shopping through a range of activities including:

- Passion Points for members; 10 passion points for every £1 spent
- Extra points for actions eg: points for registrations or social media likes
- Competitions
- Personalised e-mails
- In app push benefit notifications
- In app games
- 3rd party brand partnerships

As we entered the 2020s the role of AI increased with smart algorithms identifying the types of products, services and promotions. Tech combined with data will further drive loyalty and customer growth.

AI will also help us keep our audience loyal by understanding when individual Sheroes may lapse throughout our customer and purchase journeys.

Loyalty is earned

200k

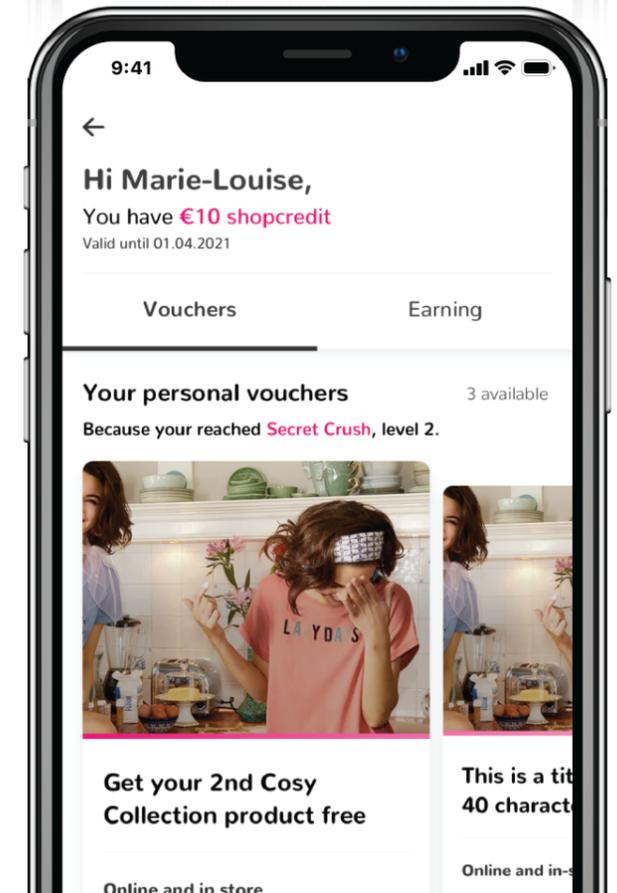
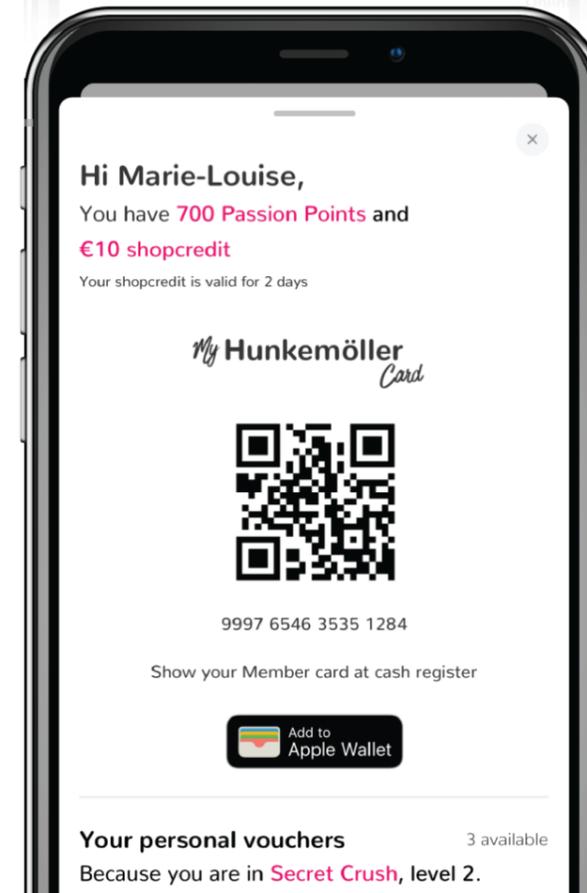
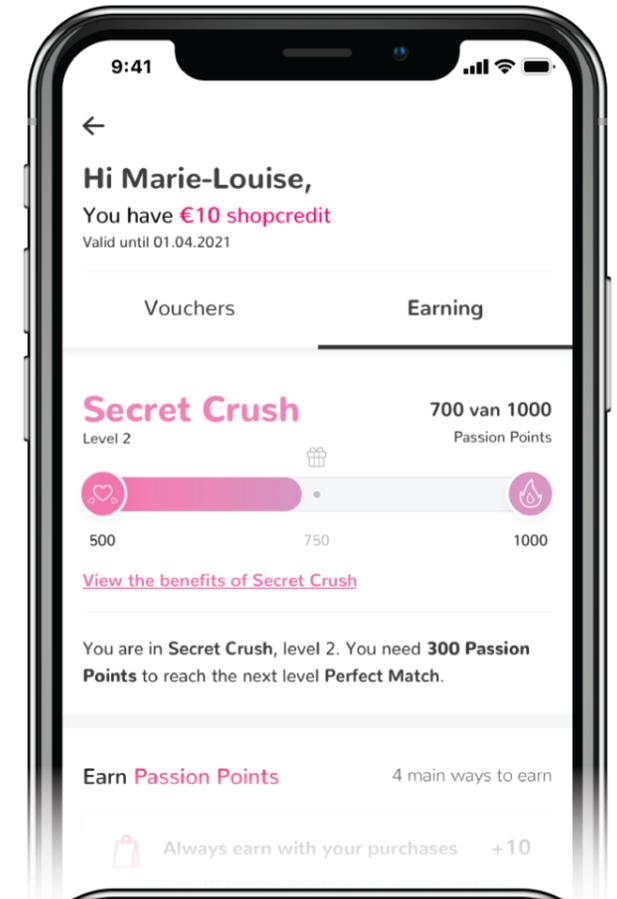
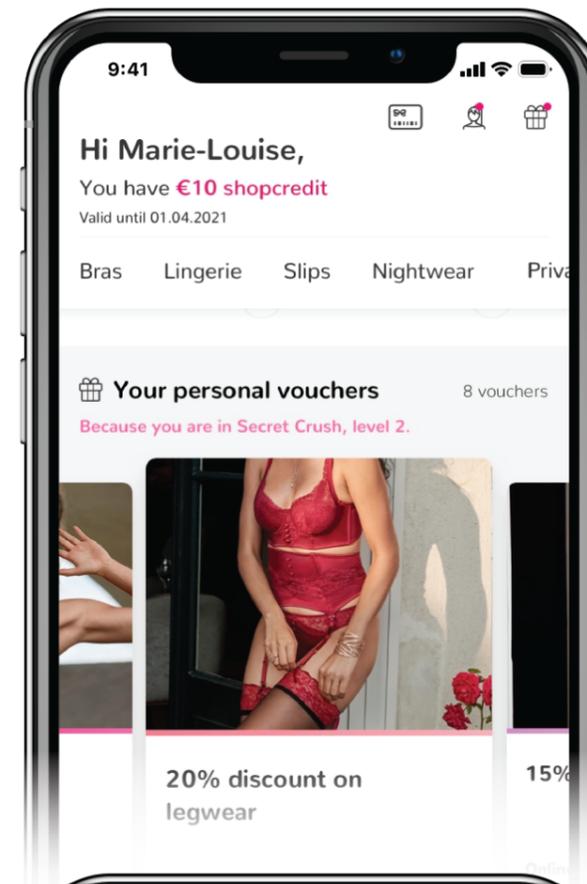
ACTIVE MEMBER GROWTH IN 2019

100

EXTRA POINTS FOR FULL CUSTOMER DATA

4.2%

CHURN RATE IN 2019



LOYALTY CX

NEW LOYALTY CX & AI

LOYALTY CX is our project designed to further enhance the value for customers from our Membercard programme. We have designed LOYALTY CX to ensure **we continue to encourage our Sheroes to be active members**. We want to make the whole process for members and colleagues even easier and we will start with renewing the training for our store teams. When we encourage our store teams' passion for the Membercard programme, everyone benefits

Here are the highlights for 2021 and beyond:

<p>EASIER STAFF & CUSTOMER SIGN-UP & REGISTRATION</p> 	<p>VOUCHERS FOR REFERRALS & A 10% WELCOME DISCOUNT</p> 	<p>PERSONALISED & USER GENERATED CONTENT IN E-MAILS</p> 	<p>REWARDS FOR EMOTIONAL ENGAGEMENT</p> 	<p>GAMIFICATION INC. WHEEL OF PASSION ALL PLATFORMS</p> 
<p>A.I. TO RETAIN MEMBERS</p> 	<p>PERSONALISED VOUCHERS</p> 	<p>A.I. PRODUCT RECOMMENDATIONS</p> 	<p>ENHANCED GIFTS WITH PURCHASE RECOMMENDATIONS</p> 	<p>PREDICTIVE MODELING FOR CUSTOMER COMMUNICATION TIMING</p> 

87%

OF MEMBERS HAVE BRA SHAPES REGISTERED

+44%

MEMBER BASKET VALUE V NON-MEMBERS IN 2019

46%

OF MEMBERS IN HIGHEST SPEND & FREQUENCY SEGMENTS

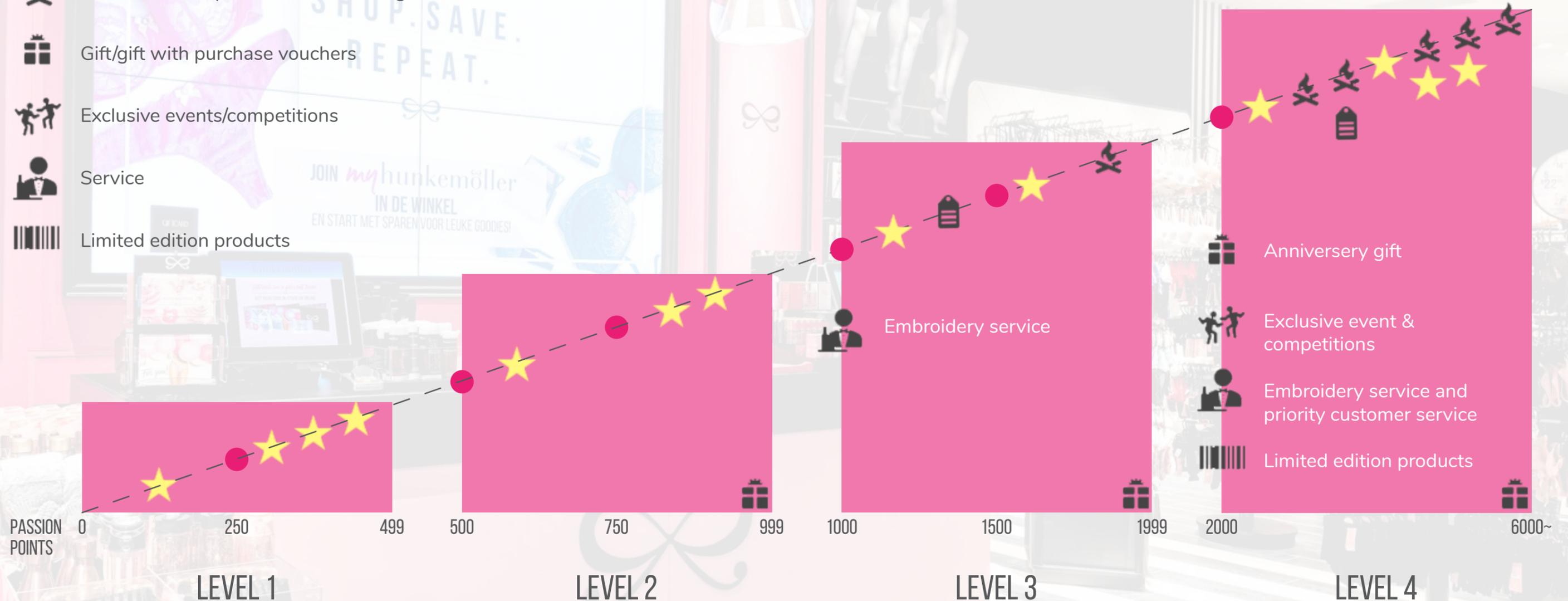


LOYALTY REWARDED

Members earn Passion Points when they shop or engage with our brand. Passion Points act as both an incentive and thank you to our customers. Our range of vouchers is shown below:

-  Discount vouchers like € or % discount, brief bra for free, €10 discount with €50 spend
-  Free shipping vouchers
-  Burn vouchers: points are burned to gain access to exclusive vouchers
-  Gift/gift with purchase vouchers
-  Exclusive events/competitions
-  Service
-  Limited edition products

- For all levels:
- MEMBER PRESALE X2
 - MEMBER DAYS X4
 - BIRTHDAY VOUCHER
 - SHOP CREDIT
 - €5 FIRST ONLINE SHOP VOUCHER
 - €5 TOP UP SHOP CREDIT
 - WHEEL OF PASSION



*DRAFT STRATEGY BEING AGREED IN 2021

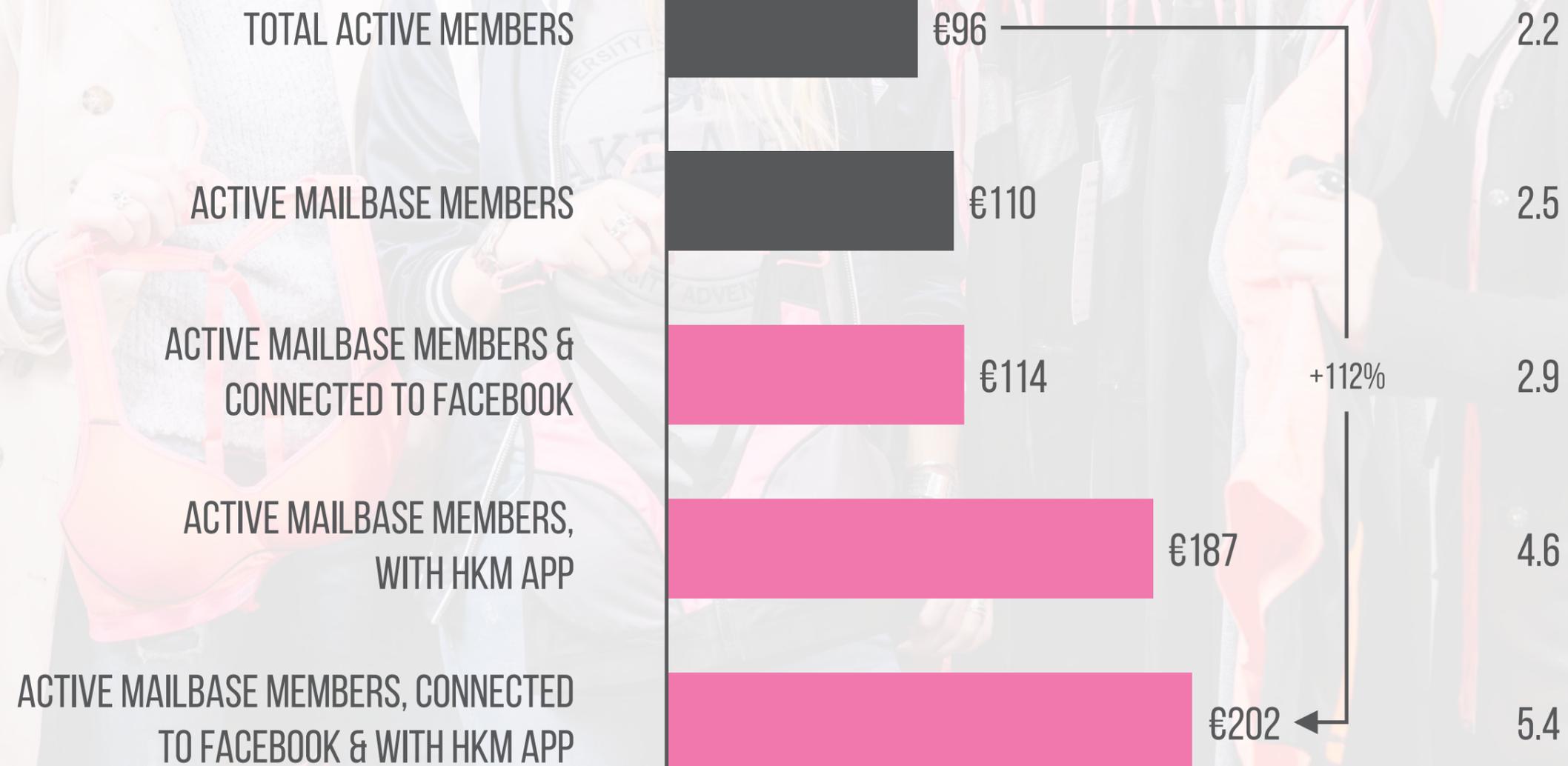
THE POWER OF CONNECTION

Our Memberard programme means we know the power of connection. Here you will see how the more connected our Sheroes, the more we earn their loyalty.

MEMBER TYPE BASED ON CONNECTIONS

VALUE OF ACTIVE MEMBERS BY LEVEL OF CONNECTION (€)

AVERAGE FREQUENCY



APP

SHOPPING, MEMBER PROFILE & FUN!

Our members access their accounts via the Hunkemöller app or website. This multi-functional app combines full shopping functionality, Membercard benefits and management, and a range of fun activities to keep our Sheroes tapping for inspiration.

Through 2021, more fun functionality will build on the success of our Wheel of Passion game encouraging our Sheroes to open up the app and enter our world. In the app our Sheroes will also discover more 3rd party brand partnerships that will increase the amount of benefits we offer our members.

APP SHOPPING BENEFITS

- App only promotions
- Free home delivery promotional periods
- Minimum spend = free delivery always
- Check the status of online orders
- Personalised shopping: filter by sizes and shapes
- Wheel of passion
- Digital receipts

Digital shopping can be fun too

4.6

APP USER FREQUENCY
V 2.2 NON-APP USERS

4.9M

APP DOWNLOADS

64%

ACTIVE USERS



**DREHE &
GEWINNE***

VISUAL MERCHANDISING & STORE DESIGN

THE ULTIMATE SHOWROOM

The role of our physical stores is changing. They are now Omni-Channel digital hubs that provide experiential and 360 shopping. Our VM design team continues to develop the World-Class shopping experience for now and the future, bringing our mission and values to life. Connected, digital and multi-sensory our physical stores are our most preferred shopping channel and the start or end of many customer journeys. **We aim to inspire and make shopping fun and rewarding** with dedicated sub-brand areas, comfortable fitting rooms, stand-out displays and windows. Our goal is to deliver a branded, immersive experience in every high street and shopping mall.

In our larger stores and flagships, we take the sub-brand approach to the next level by creating immersive experience led rooms to showcase each sub-brand at its best. **This passionate approach to store design and visual merchandising is designed to keep our Sheroes in love with our physical stores.** However we also understand the role of the physical store is changing and will be even more focussed on inspiration, show-rooming, a multi sensory experience and of course, digital hubs.

A little 'me time'

85%

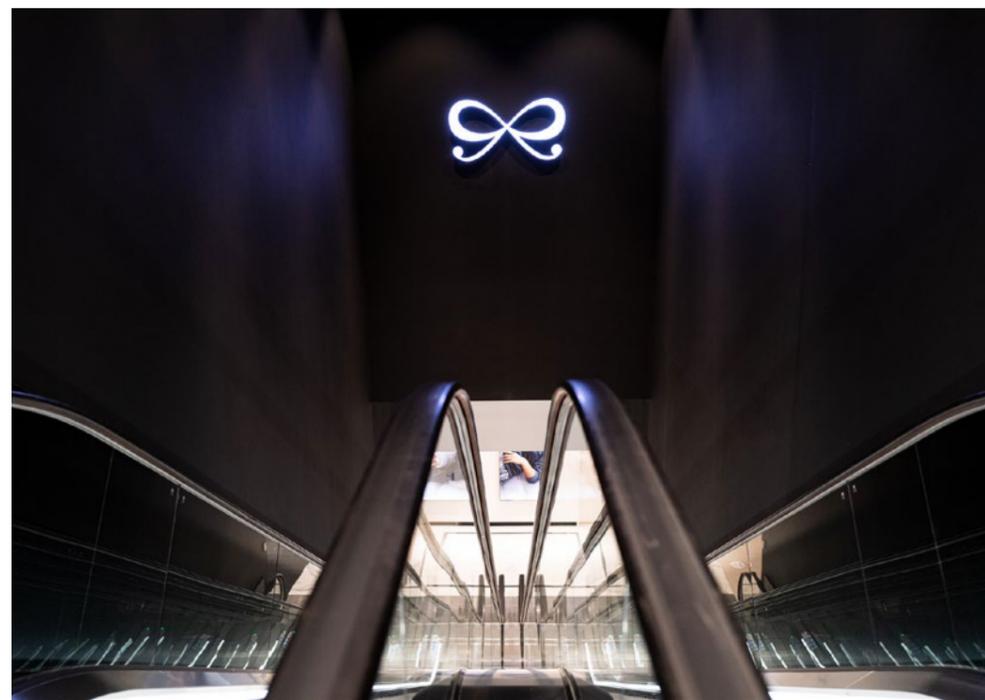
RATE WINDOWS GOOD OR VERY GOOD IN 2019

92%

RATE STORE APPEARANCE GOOD OR VERY GOOD IN 2019

86%

RATE EASE OF FINDING PRODUCTS GOOD OR VERY GOOD IN 2019



ANNUAL DIGITAL SHOW

INSPIRATION - CLICK & BUY

Our annual digital fashion show is a true celebration of women. Each spring we surprise our Sheroes with a powerful catwalk show showing the latest styles they can immediately 'Click & Buy' and provide inspiration with a new season sneak preview.

In 2020 our livestream reached an audience of more than 2.4m creating global awareness, engagement and conversion. In 2021 we will continue focusing on diversity and inclusivity with an amazing mix of beautiful women representing different cultures, body shapes and attitudes.

Join us online!

For every Shero



>View the 2020 digital show

2.4M

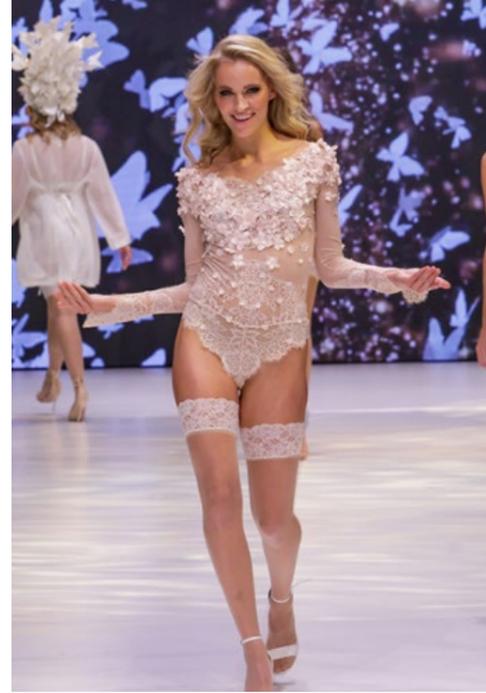
LIVE STREAM
VIEWS OF 2020'S SHOW

300k+

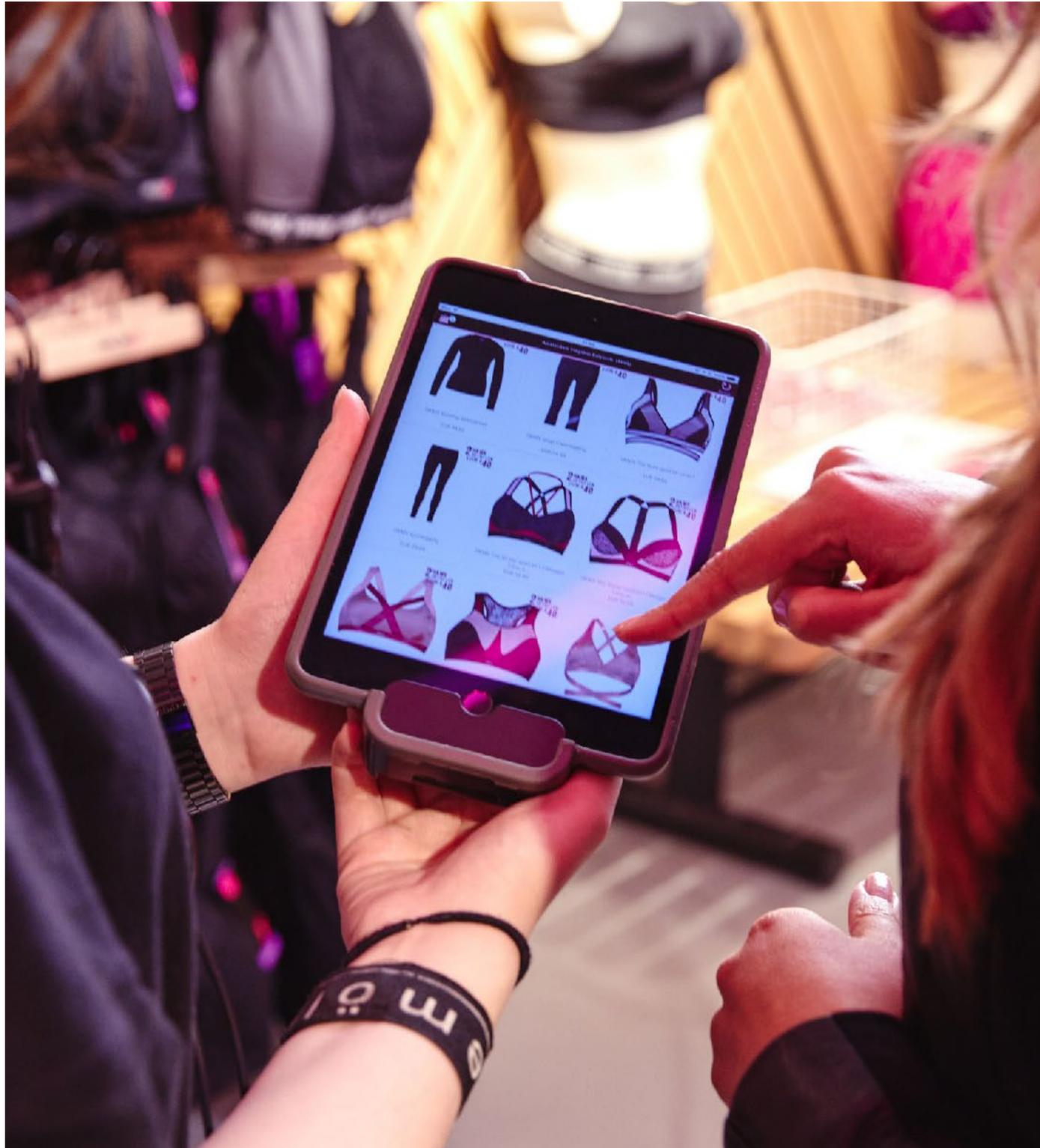
YOUTUBE VIDEO VIEWS

20

DIVERSE MODELS



ADAPTIVE OMNI-CHANNEL OPERATIONS



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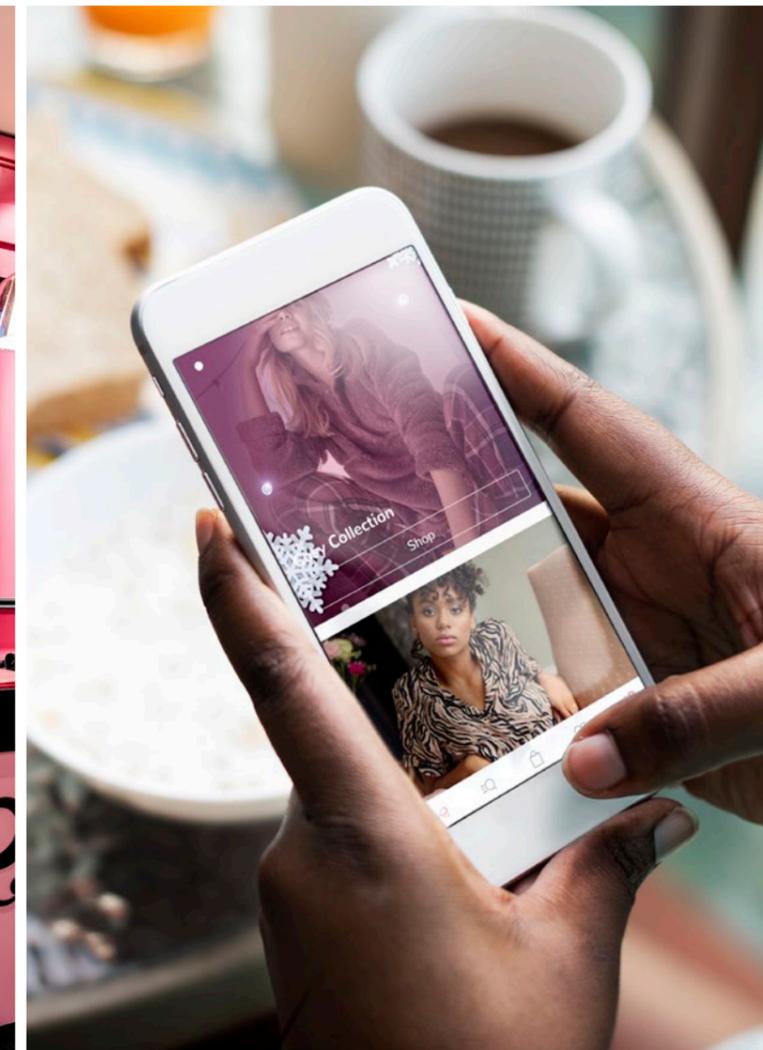
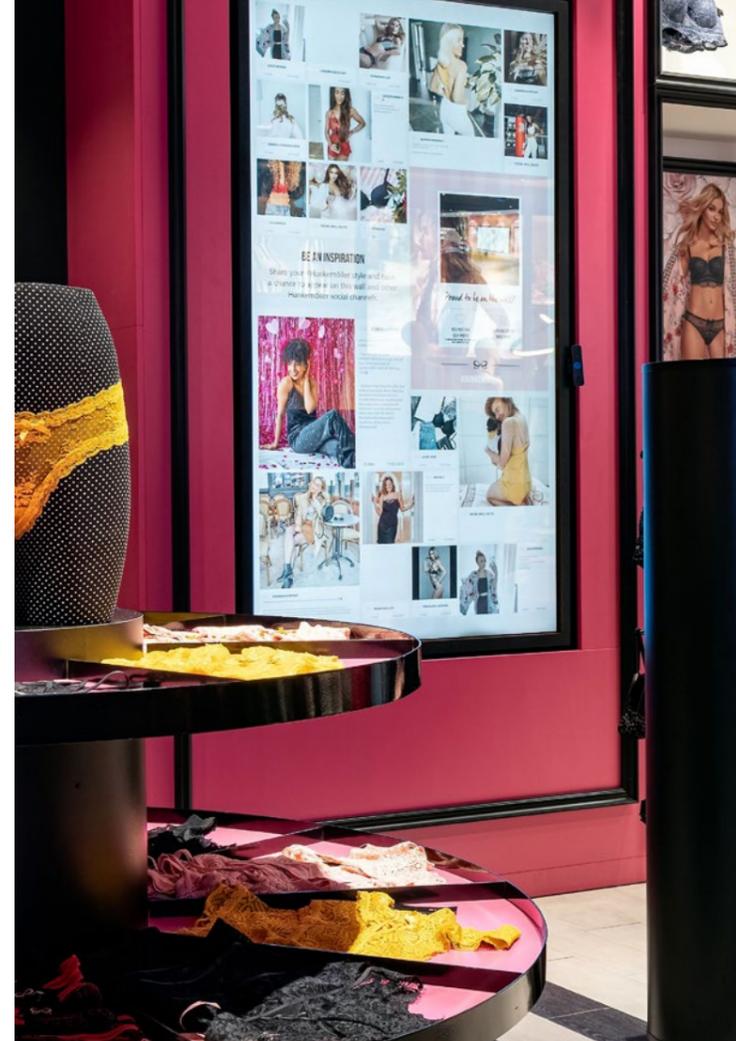
A MESSAGE FROM MICHAEL

INVESTING IN WHAT MATTERS

When I joined Hunkemöller in 2018 it was clear the business had invested wisely across both digital and bricks and mortar retailing channels. High street stores delivering a World-Class customer experience, provided a seamless interaction with the digital sales channel, acting as digital hubs where appropriate; a global team of sales associates trained and motivated to achieve the business KPIs. It was very clear that the business understood that offline sales channels delivered online sales growth and vice versa. The Finance team's priority will always be to support the wider Group to create a total commercially and financially viable business model **ensuring that a compelling customer experience is always delivered.** Our team is in a fortunate position of leading the finance and other functions of a business with the digital foundations very much in place - and clearly defined and recognised pillars of how we move forward with Omni-channel and digital leadership. The events of 2020 provided both challenge and opportunity and as we head through 2021, we remain driven by optimism and belief to grow our people, our brand and business performance via our five year strategy.



MICHAEL HITCHCOCK
CFO



GLOCAL

CONTEXT

Glocal is the term we use to describe our approach as a global brand to understand and develop country-specific retail strategies. We aim to optimise our global brand appeal and product offer with local knowledge, in order to tailor our offer to each market.

Country-specific products have been proven to improve full price sell-through, offering greater customer experience and choice for our customer. Our international Shero has different taste levels and size requirements. Also, every country has different weather and selling patterns, which we will continue to address with improved country phasing. **In Underwear and Bras, country specific product now accounts for 20-30% of the buy.**

Our glocal approach is all part of understanding customers better than the competition. Our CRM programme has been developed to use customer insight to deliver truly aligned products and communication – whatever the customer profile or market. This is already beginning to lead to the concept of an Asian Shero.

THE MAIN DRIVERS OF BEING GLOCAL:

- Range selection
- Size and fit
- Colour palettes
- Seasonality
- Cultural attitudes: from daring to modesty
- Marketing channels



NICK BAILEY

GLOBAL MERCHANDISING, PLANNING
AND DISTRIBUTION DIRECTOR

We now move to operational leadership for every part of the logistics model - from sourcing and shipping to a single inventory view with its many customer and business benefits.

RUSSIAN EXPANSION

Russia is currently a €2bn bodywear market and will accelerate with growth of around 6% p.a. projected for the coming years. We see ourselves well placed to take advantage of this major trend. With our strong focus on fashionable design and colour, which is a must for the Russian consumer, Hunkemöller will attract a very fashion-aware consumer.

Our current research has been extremely positive in terms of fashionability, design and affordability, giving us great confidence to drive our expansion plans in the country.

Competition is diverse, with established local players and international brands, the most popular being Milavitsa with 372 stores and the Calzedonia group with 362 stores (of which Intimissimi has 157). The Hunkemöller concept will therefore have a unique position that delivers both fashionability and design, under a totally integrated branded experience.

With a vast population largely concentrated in the west, our main expansion focus will target Moscow and St. Petersburg, along with other key cities in western Russia.

With the recent but rapidly growing online market, Hunkemöller will be able to capitalise on its experience and 'know-how' to leverage this growth to its fullest over the coming years.

We opened our first seven stores in 2018 and are planning to have 50+ stores by 2025, with store net sales of €20m.

To Russia with love

50+

RUSSIAN STORES BY 2025

€20M+

RUSSIAN SALES BY 2025

1.7B

MARKET 2025

MERCHANDISING & PLANNING

OPTIMISED ALLOCATION TO STORES

Our customers' needs are continually evolving, but one thing we do know is that they have increasingly high expectations about getting the product they want in the right style, size and colour, wherever and whenever they want it.

To fulfil our customer needs and expectations we are reviewing our clustering and grading across our customer touchpoints, store formats and geographies. By the end of 2021 we will have analysed and reviewed our physical store space and assortment in order to build a new store grading and clustering structure. These new store grades and clusters will enable us to better understand and plan for more localised customer demand and facilitate more accurate planning of space by category, sub-brand, product type and size. We'll combine data gained from stores, e-commerce and CRM to make better informed buying decisions. Our new allocation and replenishment system by Logility will ensure accurate execution of the plan across our channels and drive UPT, conversion and ultimately higher full-price sell-through. More specifically new clustering of stores combined with our new allocation and replenishment solution will allow for more globalised store specific allocations. Further to this we are reviewing our current assortment and space allocation across categories and geography with the goal of always doing better for our customers.

Omni-Channel optimised



54M

ITEMS HANDLED
BY THE DC IN 2020

70M+

ITEMS HANDLED
BY THE DC BY 2025

11%

YEAR-ON-YEAR DC
EFFICIENCY IMPROVEMENTS

MERCHANDISING & PLANNING

ACTIVITY DRIVERS

We have 12 activity drivers covering our merchandising and planning activities designed to accelerate the development of our Omni-Channel and digital operations.

DIRECT SHIPMENTS

Given current and future growth levels of E-Com, now is the right time to evaluate and review the cost and speed of the inbound flow of goods.

MORE LOCATIONS TO FULFIL E-COM ORDERS

We will be fulfilling more online orders from stores as part of our digital hub strategy and also our DC in the Netherlands for the first time.

OPTIMISING RETURNS DESTINATIONS

Where returned products are sent will be reviewed to ensure the most efficient handling.

ONE STOCK PICK

Develop a single view of stock inventory to maximise all channel availability and minimise costs.

OLD STOCK CLEARANCE

Utilise closing stores for clearance and explore if stores with poor performance would be better as clearance outlets.

-5%

OPERATIONAL COSTS EACH YEAR

20k

SQ.M-THE SIZE OF OUR NEW DC

27%

MARKDOWN TARGET 2025
INCL. ALL PROMOS & DISCOUNTS



TECHNOLOGY

WE ARE DIGITALLY DRIVEN

Throughout this document we have referenced the importance of technology and digital in our business strategy. In many cases digital and tech drive the direct customer experience however, our IT team also looks after and develops the whole IT infrastructure for our business. Our main drivers for 2021 and beyond is are:

- Partner with global vendors to ensure consistency and flexibility
- Use data analytics to better understand our customers
- Accelerate on technological innovations to stay ahead of our competition

BUILDING A DATA STRATEGY

Data is an essential value driver of our business. During 2021 we will focus on enabling real-time data across the business to create a better customer experience and more efficient business operations. An example is a single view of inventory (stock) so we can maximise availability. To deliver this, we will use existing tools like the tablets used by in-store staff. We will also implement new tools from our strategic partners SAP and Salesforce which will **embrace the use of more AI and machine learning capabilities** - all designed to unlock opportunities of value creation such as data-driven marketing, trend spotting, customer feedback and detection of bestsellers.



GORDON SMIT
DIRECTOR OF IT

Our IT developments are designed to drive the business ambition of moving from digital maturity to leadership. Starting with the customer and users we work backwards to deliver a joined up solution across our business.

>20%

INCREASE IN STOCK ACCURACY BY 2022

1.5%

INVESTMENT AS A PERCENTAGE OF SALES

100%

TEAM SECURITY COMPLIANCE

IT PROJECTS



SAP CAR + SAC
Unlock the data across our systems with real time data.



service cloud
State-of-the-art customer service tools.

FULLY FLEXIBLE WORKFORCE
IT to support work anywhere, anytime and anyhow.



LOGILITY
Advanced allocation and replenishment.



SOFTBRICK
Workforce vitality
More flexibility for store manager work scheduling.

RFID
Know exactly where every product sku is.



MULESOFT
Platform to accelerate on integration of all systems.

NETWORK IN STORES
Protection across our business for everyone.

TOGETHER TOMORROW



Mission

WE WANT TO ACTIVELY CONTRIBUTE TO A MORE SUSTAINABLE WORLD AND PROMOTE A SUSTAINABLE LIFESTYLE TODAY AND FOR FUTURE GENERATIONS.

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> More: Together Tomorrow has its own website where you can view the latest content and also download our annual report. <https://togethertomorrow.hunkemoller.co.uk>



REBECKA SANCHO
CSR MANAGER



Our sustainability journey is just that - a journey. We are determined to work collaboratively to affect real change and see the benefits for every stakeholder.



TOGETHER TOMORROW STRATEGY

VISION

Through a value-based approach we want to create a sustainable foundation for our business and empower employees and stakeholders to make active and conscious decisions. We strive to be responsible and inclusive by enabling fair working conditions and act in an environmentally sound manner to promote a more sustainable world for today and future generations.

WE SECURE FAIR WORKING CONDITIONS

Employees throughout our value-chain must feel safe, healthy, equally treated and developed and stimulated in an environment where diversity and equality prevail.

WE ACT ENVIRONMENTALLY CONSCIOUSLY

Creating the best conditions for the future by using resources efficiently, challenging limits and contributing to the positive affects on climate and biodiversity.

WE EMPOWER PEOPLE

Our creativity constantly challenges the limits of thought and we stimulate people to develop new societal and environmental solutions in global collaboration.

15

SMART GOALS

12

PUBLISHED ACHIEVEMENTS

100%

FACTORIES INSPECTED



TOGETHER TOMORROW

PARTNERS DRIVING CHANGE

We are proud to be members of and / or work with:

- The Bangladesh ACCORD – Fire and building safety
- Amfori BSCI - Trade with purpose
- AGT - Dutch Agreement on Sustainable garments and textiles
- UNICEF - Better Business for Children project
- Newlife - The charity for disabled children
- Pink Ribbon - Womens breast cancer charity
- Governments, unions and NGOs
- Better Cotton Initiative

ETHICAL CODE OF CONDUCT

We are proud of our company values and the trust we have built with our suppliers, employees and partners. Our employees and relations should always comply with the legislation and regulations of the countries in which we are active and also comply with the values and standards that apply within Hunkemöller and which have been laid down in the Ethical Code of Conduct.

Our Ethical Code of Conduct sets out the minimum standards Hunkemöller requires from all suppliers who manufacture or procure goods or perform service for Hunkemöller. Hunkemöller is committed to strictly comply with all applicable law, conventions and regulations. Hunkemöller have based the requirements in this code on the following conventions

- ILO Conventions
- OECD Guidelines for Multinational Enterprises
- United Nations' Universal Declaration of Human Rights
- United Nations Guiding Principles on Business and Human Rights
- United Nations Global Compact
- UN's Conventions on children's rights and the elimination of all forms of discrimination against women

The Hunkemöller Ethical Code of Conduct aims to attain compliance with all mentioned and other relevant social and environmental standards.

We are proud to follow these 17 United Nations Sustainable Development goals that drive our Together Tomorrow strategy.



SUSTAINABLE DEVELOPMENT GOALS



SUPPLIER COLLABORATION

A COMMITMENT TO OUR SUPPLIERS

We design and retail our own collections. The whole process from design to delivery to our stores is managed with love from our head office in Hilversum, The Netherlands. We offer a variety of looks and therefore we work with different suppliers across the world, each with their own skills and talents.

We know that collaboration is key to success and we genuinely seek to work with our suppliers to **build long-term relationships** and resolve concerns together. An open, collaborative approach means we achieve more sustainable benefits, more quickly.

Our supply chain is complex and entails different stages from farming, ginning, spinning and weaving to sewing and transportation to our distribution centre. In some cases the suppliers own the factories directly, in other cases they act as an agent. We aim to build long-term relationships that benefit both sides. All our suppliers all over the world, follow the same social and environmental guidelines to make sure our products are up to the standards set out in our Ethical Code of Conduct.

We maintain a flexible supplier base across countries, with a total of 46 suppliers in the year ending 31st of December 2020. **Our Top 10 suppliers represent 77.87%** of production in the same period. Our top supplier accounted for 23% of costs of goods sold in 2020. We have long standing relationships with most of our main suppliers. This has enabled us to build strong partnerships, leverage scale, achieve consistent quality and strengthen our negotiating power.

Together we can achieve more

46

SUPPLIERS TO
YEAR END 31.12.20

10

TOP SUPPLIERS REPRESENTING
80% OF PRODUCTION

67%

OF SUPPLIERS HAVE WORKED
WITH US FOR SIX YEARS+



WORKING WITH OTHERS

TOGETHER WE CAN MAKE CHANGE

We believe that collaborating with others will help us achieve better, faster sustainable progress. Whether that's working with NGOs (Non governmental organisations), suppliers, industry experts or other retailers, we're happy to share knowledge, learn and collaborate. This mindset is driving our approach in 2020, where the thought of 'together we can make change' is always top of mind. This partnership approach will extend to involving all staff and our customers to help reduce our social environmental impact.



Join us!



44%

OF ORDERS WITH A OR B
AUDITED FACTORIES

70%

VISIBILITY OF SUPPLIERS WHO
PRODUCE FOR OUR DIRECT SUPPLIERS

96%

OF BANGLADESH ACCORD
FINDINGS CORRECTED

COMMUNITY

THE POWER OF PINK

In 2016 Hunkemöller entered into a partnership with Pink Ribbon by supporting the organisation financially to help their cause of research in the field of treatment, aftercare and long-term effects of breast cancer. We sell Pink Ribbon customised products such as bracelets and nightgowns in our physical and online stores. **The profit for each product's sales is donated to the Pink Ribbon organisation.**

We aim to actively encourage our employees to support the Pink Ribbon organisation, by offering new employees the opportunity to donate a small percentage of their monthly salary to the cause and by encouraging employees to participate in Pink Ribbon events to raise funds in our name, such as sponsored sports events.

In collaboration with Pink Ribbon, Hunkemöller designs and sells a special bracelet that launched for breast cancer day. Also from 2017, we have sold a Christmas bauble in our top stores in The Netherlands, Belgium and Germany for customers to hang on their Christmas trees. As with the bracelet, **the profit will financially support Pink Ribbon.**

BLACK LIVES MATTER

Duckie That is a passionate advocate for Black women's rights. After beginning our collaboration in July 2019 this partnership became even more pertinent as the Black Lives Matter movement gathered momentum during 2020. As a Black woman working in the fashion industry, Duckie offered a unique perspective on how we could challenge ourselves and reach even further with our inclusivity strategy. Along with creative collaboration Duckie provided input into both campaign strategy for the collection. As well as a call for customers to donate to ENAR (European Network Against Racism), we have donated to the Black Lives Matter campaign.

Empowered to make change

TOGETHER TOMORROW



COMMUNITY

OUR WORK WITH NEWLIFE

Since 2012 we have been working with Newlife the Charity for Disabled Children. Our partnership has not only saved items from ending up in landfill, but has helped change the lives of thousands of disabled children across the UK.

HOW OUR LINGERIE IS TURNED INTO VITAL EQUIPMENT FOR DISABLED CHILDREN

We donate any unsold, excess or end of line items to Newlife for them to be resold or recycled. **Every penny raised is used to fund Newlife's core care services** and to change children's lives. We work with Newlife in three countries: The Netherlands, Belgium and Germany.



20 FOR 2020

In 2020 our new Together Tomorrow website invited our global army of sustainability Sheroes to join in. We created and published 20 ways our customers could simply make a difference. 20 for 2020 provides handy tips from clothes care to recycling and buying better to helping good causes. Here are six ideas:

1. ARE YOU WEARING, CARING & REPAIRING?

MORE

Our wear, care and repair tips will save your clothes, save you time and money and reduce waste.

3. PARTY TIME!

Multi-buy items with friends or family to save packaging and delivery charges. Have a virtual party!

5. BAG FOR LIFE

MORE

Remember your bag for life and say NO to plastic.

7. KNOW YOUR SWIMWEAR SHAPE TOO

MORE

Stop those returns or holiday swimwear disappointments with our swimwear shape advice.

10. BRING SEXY BACK

Look out for our 'Bring Sexy Back' events where we recycle for you.

17. SUPPORT PINK RIBBON

MORE

Help us raise even more funds for Pink Ribbon - the international breast cancer charity.

SUSTAINABLE MATERIALS

OUR SUSTAINABLE FUTURE

We are committed to improving standards in the apparel industry and through our obligation to the Dutch Agreement of Sustainable Garments and Textiles (AGT). Our process is verified on a yearly basis. We are committed to working with our suppliers to solve sustainability challenges that are present within our sustainability context and countries they produce in.

Business partners are expected to share Hunkemöller's commitment to source materials in an ethical, transparent and responsible manner. Materials used in goods produced for Hunkemöller must not be derived from practices or origins which violate our principles as defined in the Hunkemöller Material Policy, the Hunkemöller Animal Welfare Policy or from regions with serious human rights violations. Hunkemöller's policy for materials must be respected by our business partners and implemented throughout their supply-chain.

GOOD PROGRESS

We are already using recycled Polyester, recycled Nylon, BCI cotton and Ecovero (Sustainable Viscose). We aim to have 35% of our products sourced with a sustainable material or component by 2024.

Look good, feel good, do good

35%

OF PRODUCTS MADE FROM
SUSTAINABLE MATERIALS BY 2024

100%

OF COTTON SOURCED AS
MORE SUSTAINABLE IN 2021

100%

FUR, LEATHER & FEATHER FREE





TOGETHER TOMORROW



POWERED BY PEOPLE



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108 WELLBEING, MINDSET & THE FUTURE OF WORK

109 DIVERSITY, INCLUSION & BELONGING

110 WORLD-CLASS TRAINING & ENGAGEMENT

110 LEADERSHIP DEVELOPMENT & RETENTION

111 NEW SKILLS TO DRIVE OMNI STRATEGY

112 WORLD-CLASS INTERNSHIPS



KARLIJN HENDRIKS
DIRECTOR OF GLOBAL HR

“For the ambitious Omni-Channel Brand that we are, our people are a key success factor. We focus on creating inspiring and truly inclusive working environments. I am convinced we are set for the exciting years ahead!”

THE PEOPLE VISION

Our vision is to become a much-loved, social and inclusive brand. From a people perspective, this means Hunkemöller is a fun and inspiring place where people love to work, are proud of the brand, and where we create true ambassadors.

In the next five years we will be hiring 20,000 new Sheroes, training all staff to be passionate World-Class Service certified experts delivering a NPS score of >55 per country. We aim to retain talent by empowering and growing winning teams (internal promotions >15% in 2025), reducing employee turnover by being rated a great place to work, offering a World-Class-Service HR (self) service to our people via newest HR technology, such as Workday or digital contract signatures.

Our building blocks to achieve this are...

A place where people love to work

PEOPLE BUILDING BLOCKS

WELLBEING & INCLUSIVE MINDSET

'HIRE FOR ATTITUDE' – DIGITAL-SAVVY RECRUITMENT

'&...TRAIN FOR SKILLS' – WORLD-CLASS TRAINING

INTERNAL PROMOTIONS & DEVELOPMENT PROGRAMMES

A GREAT PLACE TO WORK

RETENTION & OFF-BOARDING

< 10

DAYS TO HIRE

> 15%

INTERNAL PROMOTIONS

< 5%

RECRUITMENT
AGENCY USAGE



WELLBEING, MINDSET & THE FUTURE OF WORK

EMPLOYEE WELLBEING

We encourage employee health and fitness and recognise its importance in what can be a demanding and high-performance environment. We organise activities ranging from yoga classes to lunchtime runs. We also publish regular fitness videos on our YouTube channel – which is great for our team and our customers alike.

RESILIENT MINDSET

With each (health) challenge and change we encounter it is important that we pay close attention and deal wisely with the situation at hand, always putting the safety of our employees first, while staying InTouch by providing clear & continuous communication.

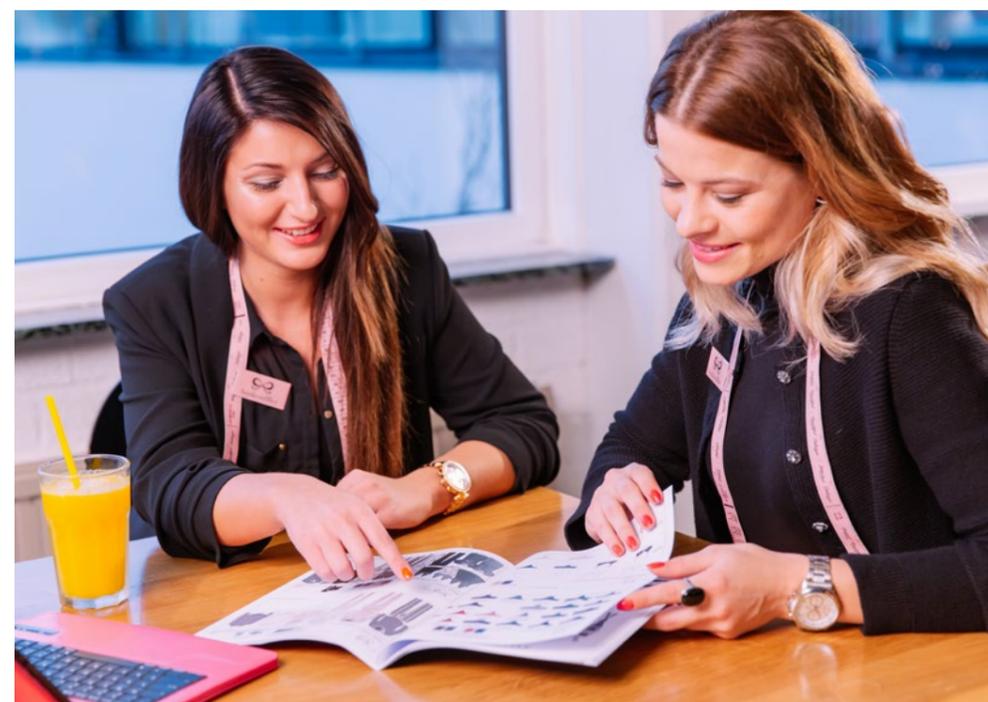
It is important for us to create a culture where people have a sense of belonging and feel that they contribute to the organisational goals. Maintaining a healthy balance between being challenged, having fun and having a healthy lifestyle is essential.

THE FUTURE OF WORK @ HQ'S

The future of where, when and how we work will be different. We need to rethink and evolve the future of work for our headquarters to ensure we're fit for the future.

We value the energy and dynamic vibe that comes with social interaction and collaboration. Now that teams will be working partly remotely, we're exploring how to develop an inspiring working environment for the long term that represents our company culture & values.

Furthermore, we continuously need to evaluate our ways of working and our organisational structure.



75%

OF STAFF RECOMMEND US AS A GREAT PLACE TO WORK

#1

CERTIFIED TOP EMPLOYER IN GERMANY & THE NETHERLANDS

<7%

ILLNESS RATE BY 2025

DIVERSITY, INCLUSION & BELONGING

ALWAYS OPEN MINDED

We value and embrace diversity & inclusiveness amongst our people, customers and candidates spreading over different areas such as age, race, nationality and body type. For us, this means being open minded to all opinions and thoughts, while aiming to prevent bias behaviour. Our diversity & inclusiveness policy will be further defined over time and circumstances.

We want to empower our customers to be their most beautiful selves and our people to reach their full potential. Female empowerment will be a result of our diversity and inclusion actions. We are a brand on a mission to make all women feel great about themselves.

The many female success stories in our business empower other women to join us, progress their career or simply make their contribution balanced with other commitments.

Create a sense of belonging for all

85%

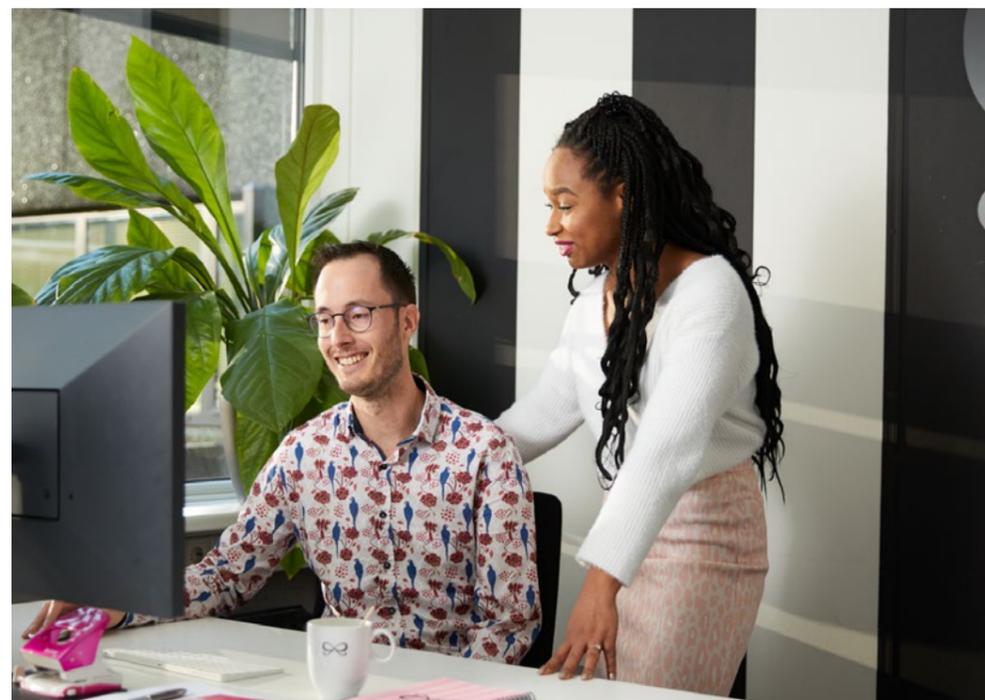
NUMBER OF EMPLOYEES WHO RECEIVED D&I TRAINING BY 2023

26

NATIONALITIES IN HQ

30+

NATIONALITIES IN INT. HQ



WORLD-CLASS TRAINING & ENGAGEMENT

FOR WORLD-CLASS SERVICE

The future of where, when and how we work will be different. We need to rethink and evolve our ways of working, processes and communication. In times like these, our brand value “InTouch” is more important than ever! We want our employees to feel confident, empowered and safe to exceed our customer’s expectations by delivering World-Class Service – being able to adapt to the situation. We stay InTouch and empower our teams by:

- Providing engaging training
- Developing short online Learning Bites & (product) videos to inspire our employees regarding our products, service level and (fast growing) Omni-Channel activities
- Providing regular and relevant internal communication via our InTouch app and other social media channels
- Conducting an annual employee engagement survey



JOLANDE VAN DER MEER
GLOBAL TALENT DEVELOPMENT
& HR PROJECT MANAGER

I love working for an organisation that is passionate about creating Brand Ambassadors. Everything I do contributes to delivering a great experience for either our customers or our employees.

80%

CERTIFIED IN TRAINING MODULES

15%

INTERNAL PROMOTION
TARGET FOR 2025

55+

NPS IN MOST COUNTRIES

LEADERSHIP, DEVELOPMENT & RETENTION

WE ARE ALL LEADERS

In 2019, we started our leadership journey. To reach our strategic goals we needed to portray and learn a new style and move from managing to leading. We will be continuing our journey in embedding our Leadership Philosophy into our business and with that supporting our managers to embed trust & appreciation in their teams and empower their teams to take ownership.

DEVELOPMENT PROGRAMMES

To become and stay a great place to work, as well as expanding rapidly, we offer an exciting and realistic career path. This is largely focused on transitioning store employees to become store and regional managers, as well as retaining trainees to progress their careers from entry-level HQ roles. We offer Development programmes such as Buying Academy, Retail Talent Programme, Talent Development Programme and Intern programmes, along with mentoring those with high potential, will grow our capabilities and nurture our future leaders. A shared leadership target and an empowering leadership style, focused on growing and rewarding individuals is essential.

BECOMING & STAYING A BRAND AMBASSADOR

By creating an engaged and happy workforce where employees become and stay brand ambassadors for a longer period of time we raise our retention level. As a result of employees staying with us for a longer period of time, we build a steady base of employees who contribute to our company values and culture and help us to further raise the level of World Class Service and refer the best talent to our brand via our personalised, interactive “Refer a (S)hero” programme. As a consumer brand we focus on creating Brand Ambassadors with the ultimate goal to stay Brand Ambassadors for life, even past their working journey with us, past their offboarding.

From managing to leading

> 1,000

EMPLOYEE RECEIVE
LEADERSHIP TRAINING

> 120

TALENT DEVELOPMENT ALUMNI

> 5%

HIRES BY REFERRAL

NEW SKILLS TO DRIVE OMNI STRATEGY

RECRUIT & TRAIN DIGITAL TALENT

The world of Omni-Channel retail and digital is changing faster than ever. For us, this impacts how & whom we recruit, train & which skills to enhance.

From a recruitment perspective, we're benefitting from our best in class digital attraction & selection tools, including video interviewing. Using technology & pre selection to assess the right 'attitude' is key to ensure we hire digital-savvy talent - for stores & HQ. Our Employer Branding activities will therefore be tailored to attract the right target audience.

The current generations yearn to enhance their skills & develop continuously. This matches perfectly with our Omni-Channel approach, using advanced technology in stores that enrich their skill sets and lays a foundation to further develop their Omni-Channel expertise.

Hire for attitude & train for skills

25K+

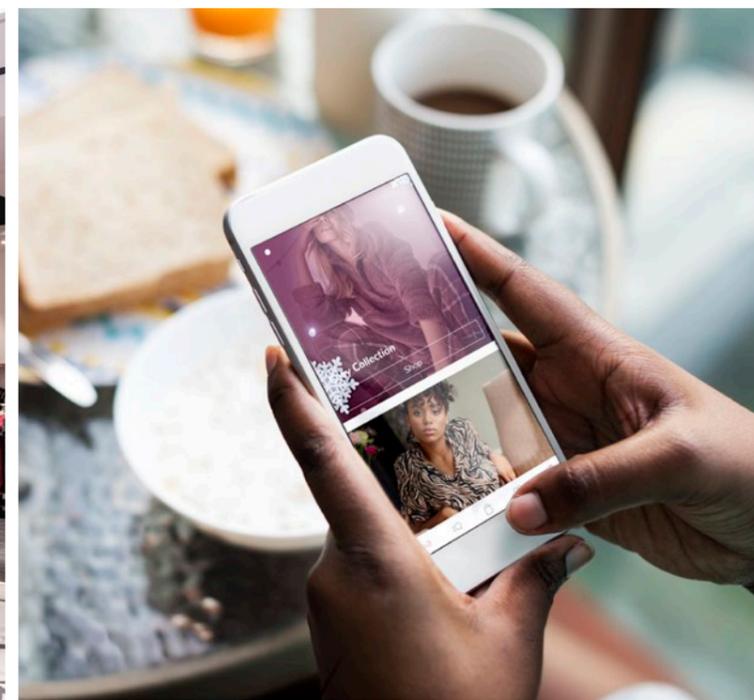
VIDEO INTERVIEWS PER YEAR

500+

DIGITAL COURSES COMPLETED BY HQ PER YEAR

30+

NATIONALITIES IN INT. HQ



WORLD-CLASS INTERNSHIPS

FOR A NEW GENERATION

Our international head office in the Netherlands offers over 50 retail internships across multiple departments every half year - starting from February & September. Our internship programme supports intern development and helps develop successful future careers within Hunkemöller or somewhere else. We also love to learn from our interns! Their opinion and creativity from an external point of view can be of great value to us.

We believe that good guidance is crucial during an internship since it will probably be a first role in a big retail company - exciting! Therefore interns have a buddy and a mentor to provide support. Furthermore, there are multiple activities with the other interns as well, such as: breakfast with our CEO, sport activities, creative workshops and training sessions which are specially designed for our interns.

Kick start careers



ANNE ALBRACHT
GLOBAL RECRUITMENT MANAGER



It's amazing to see the talent, drive and innovation level of our interns! We value this by implementing many of their ideas in our business & fill 85% of entry positions with former interns. That says it all- it's truly the "Best internship in Retail!"

100+

INTERNSHIPS PER YEAR

>85%

OF ENTRY LEVEL HQ
POSITIONS FILLED BY INTERNS

300+

TOP TALENTS IN POOL





GROWTH DRIVERS

A STRONG BUSINESS IN A CHALLENGING MARKET

With a key focus on providing our Sheroes with inspiring shopping environments, exceptional World Class Service, and fashionable design led collections, we will further enhance our position as best in class Omni-Channel retailer and continue our success story of growth. **Technology is key in terms of creating the best Omni-Channel customer journey** and creating a great relationship with our Sheroes. Our customer centricity has led to a strong loyal base of Sheroes, and the data from our Member programme allows us to better understand our Sheroes and supply them with relevant, inspiring and fun products, tools and services that fulfill their needs and desires, and create emotional engagement.

Our digital, data powered future



MARC VAN MARIS
DIRECTOR OF STRATEGY, BUSINESS
DEVELOPMENT & EXPANSION

Good strategies adapt to changing circumstances and 2020 proved the resilience of our long-term strategic foundations. What changed was our speed and determination to reach digital leadership.

€875M

TOTAL SALES
BY 2025

€150M

EBITDA BY 2025

80%

OF CUSTOMER
JOURNEYS USING DIGITAL



GROWTH DRIVERS

CONTINUED DIGITAL INVESTMENT

The market has never been more challenging than today and COVID-19 has fundamentally changed the retail landscape and the way consumers shop. **We have always been at the forefront of Omni Channel retailing** but this radical change in shopping behaviour encouraged us to accelerate our investments in Omni-Channel solutions like our website, our app and personalisation tools. We will increase our further investments in digital technology and innovation to ensure we will stay an agile organisation that quickly can respond to the rapidly changing needs of our Sheroes and guarantee them a great shopping experience in all circumstances.

Our integrated store network of 900+, recognised for its operational excellence, are playing a pivotal role in supporting the Omni-Channel ecosystem via click to brick, set to take an augmented role in the future as experience and fulfillment centers. Investments in local hubs, E-com return portal and 360 view of transactions will increase the speed of delivery and enhance the convenience of shopping at us.

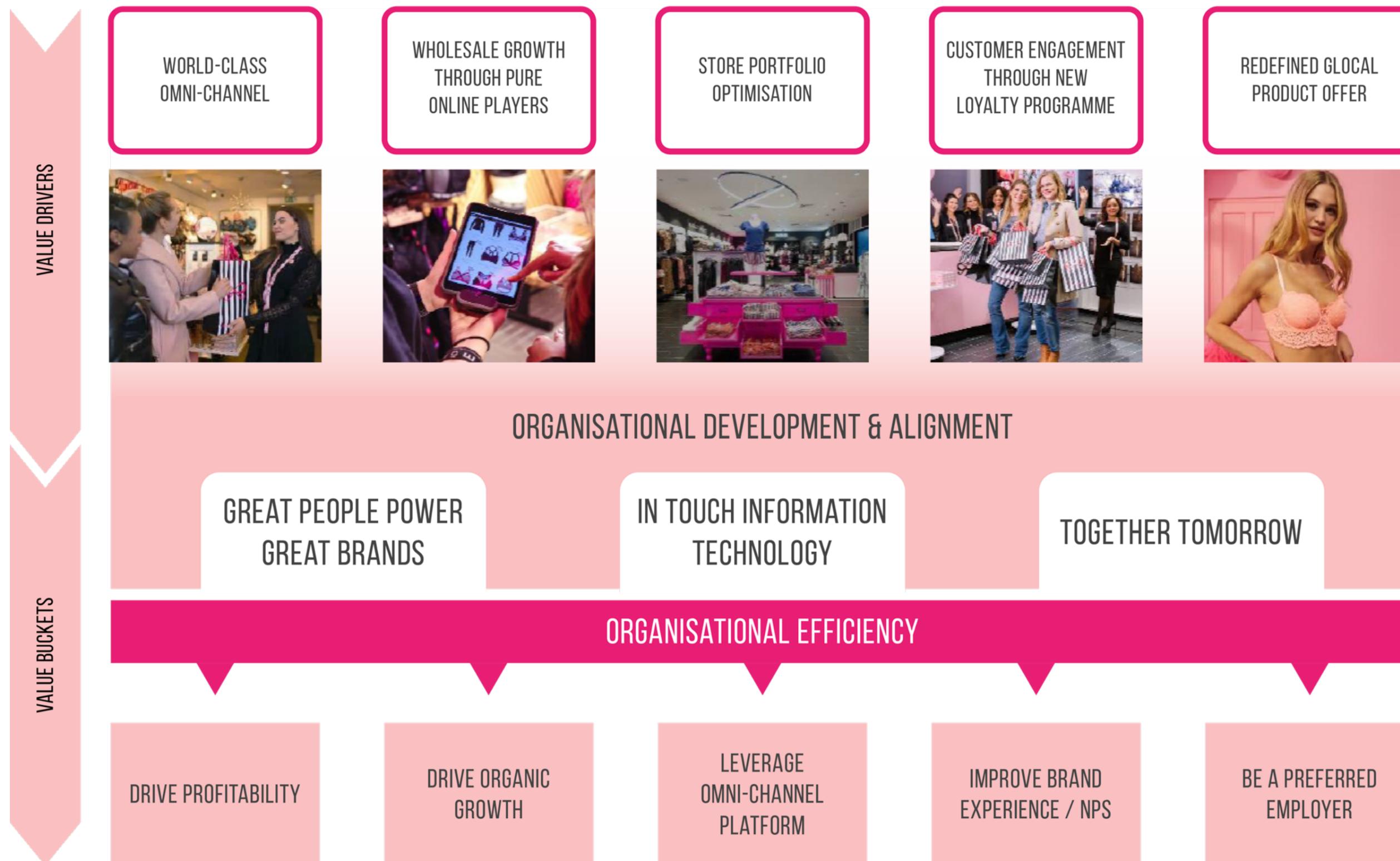
We see a huge opportunity in further growing our wholesale Omni-Channel market enabling us to reach new customers and new markets. **By investing in the right tooling we expect yearly double digit growth** with our existing partners and increasing opportunities in attracting new partners.

All of this would not be possible without our great team of people driven by an adaptive mindset for continuous optimisation, encompassing the whole company. Our mindset is fostered by passionate and curious people and enabled by technology. Our people strive for Innovation, are eager to optimise, and are curious & engaged. This is clearly visible throughout everything we do. In terms of developing our teams, we are also best in class with training, personal development, succession planning and new technology, which helps us to be a preferred employer and to continue to attract the best people. We will continue to invest in our team by hiring for attitude and training for skill to ensure we keep on attracting and developing great people, as great people power great brands.

Always a great shopping experience



GROWTH PILLARS



OUR TEAM AWARDS

GLOBAL RECOGNITION

Recognition is important for all of us and there's no better validation of our team's hard work than the many industry awards our brand has won. To all our winners and indeed to everyone who helps us every day create retail magic, take a bow.

Top Employer



Digital Awards

In 2020 we won the Global Selligent Favourites Award. An amazing accomplishment for the CRM team who utilised Selligent Marketing Cloud to streamline communications and develop smarter audience segmentations based on customer data – all while boosting engagement and revenue through its digital platforms.

SELLIGENT
AWARDS

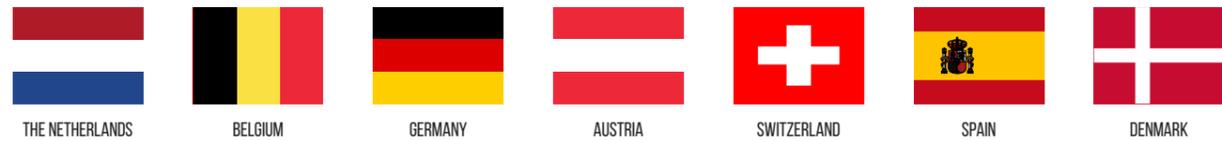


OUR TEAM AWARDS

AWARD WINNING OMNI-CHANNEL STORES

We are passionate about creating an inspiring and rewarding customer experience, whatever the channel. It is rewarding for us too that both our physical and digital stores are consistently recognised as delivering the very best customer experience.

Retailer of the year - Lingerie



Retailer of the year - Webshop



OUR TEAM

BOARD OF DIRECTORS



PHILIP MOUNTFORD - CEO

- Started with Hunkemöller in April 2009
- Former CEO of Moss Bros plc, MD at Versace, MD at Simpson, Sales and Marketing Director at Nautica
- Holds a Diploma in Directorship (IOD)
- CEO of the Year 2017
- Previous NED for All Saints, Score & Chasin'
- Current NED for Riviera Maison, HopLun, Sixty Eight and Dorina



MICHAEL HITCHCOCK - CFO

- Started with Hunkemöller in January 2018
- Previously CFO at L.K. Bennett
- Worked as CFO and latterly as CEO for Beales plc, CFO for Moss Bros plc and CFO for Ottakars plc
- Qualified Chartered Accountant who started in accountancy with Arthur Andersen in 1987
- Holds a BA in Accountancy, Finance and Economics



VI PATEL - COO

- Started with Hunkemöller in November 2009
- Former MD at Own Label London, G. Fox & Co and Controller at Mulberry
- Holds a BA in Chemical Engineering



GIJS VAN ENGELEN - CDO

- Started with Hunkemöller in October 2013
- Senior Adviser at the Carlyle Group
- Advisory Board member at Golden Goose Brand
- Former EMEA E-commerce Manager at Dell
- Holds a BA in E-commerce



ALEXANDRA LEGRO

GLOBAL MARKETING AND COMMUNICATIONS DIRECTOR

- Started with Hunkemöller in January 2014
- Held senior positions in marketing and communications at Mars, Mattel and Sara Lee, and is former Marketing Director at Pearle Benelux
- Holds a BA in Business Administration and Marketing



NICK BAILEY

GLOBAL MERCHANDISING, PLANNING AND DISTRIBUTION DIRECTOR

- Started with Hunkemöller in June 2016
- Former Director of Merchandising Supply, International and Sourcing at Asda (George), Director of Merchandising and Business Transformation at Gap Inc. and Head of Merchandising at Marks and Spencer
- Holds a BA in Retail Marketing



CHARLOTTE DAVIES

GLOBAL DESIGN AND BUYING DIRECTOR

- Started with Hunkemöller in March 2015
- Former Trading Director at Zulily, Product Director for Irisa Group and Head of Buying of Girlswear at Marks and Spencer
- Holds a BA in Business Studies

OUR TEAM

DIRECTORS



RONALD KOENECKE

GLOBAL FINANCE DIRECTOR

- Started with Hunkemöller in July 2012
- Former Group Manager of Accounting at Booking.com and Group Manager of Reporting & Accounting Policies at Heineken International
- Certified Public Auditor with an MA and post-Masters accountancy qualifications



MANIA WERMELSKIRCHEN

MANAGING DIRECTOR DACH / POLAND

- Started with Hunkemöller in March 2009
- Former Regional Store Manager at Stephen Kelian
- Holds a MA in History of Art, Archaeology and German Language



MARC VAN MARIS

DIRECTOR OF STRATEGY, BUSINESS DEVELOPMENT AND EXPANSION

- Started with Hunkemöller in July 2005
- Former Business Consultant at Ordina
- Holds a MA in Accountancy and a BA in Economics



KARLIJN HENDRIKS

DIRECTOR OF GLOBAL HR

- Started with Hunkemöller in January 2016
- Former HR Manager at Albelli
- Holds a MA in Corporate governance and organisational science



ERICA SNEPVANGERS

MANAGING DIRECTOR BENEFRUX

- Started with Hunkemöller in January 2020
- Former Head of Retail and Country coordinator BeNeLux, France and Sweden at Esprit Europe BV
- Former Retail Operation Manager (ROM) Northern Europe at Triumph international NV



ALEXANDRA SJOBLOM

DIRECTOR OF SCANDINAVIA

- Started at Hunkemöller December 1st 2018
- Former Scandinavian Director Levi's
- EMEA trade marketing Director Levi's
- VP Brand and Merchandising Triumph for North Europe
- Holds a MBA International business and Digital Marketing



GORDON SMIT

DIRECTOR OF IT

- Started with Hunkemöller in July 2019
- Former IT manager at Maxeda DIY group
- Holds a degree in Retail Leadership at Vlerick Business School



SARAH LACROIX

HR DIRECTOR DACH & POLAND

- Started with Hunkemöller in September 2020
- Former Head of HR and executive Consultant to the CEO for C&A
- Holds a Master degree in Human Resources management and a BA in International Trade

