

BESTSELLER

WELCOME TO BESTSELLER

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& Peter Holm Jensen*



BESTSELLER

Agenda of Today

1

—
Introduction
& Lunch

11:30 – 12:00

2

—
Jack & Jones
Lab Visit

12:00 – 12:30

3

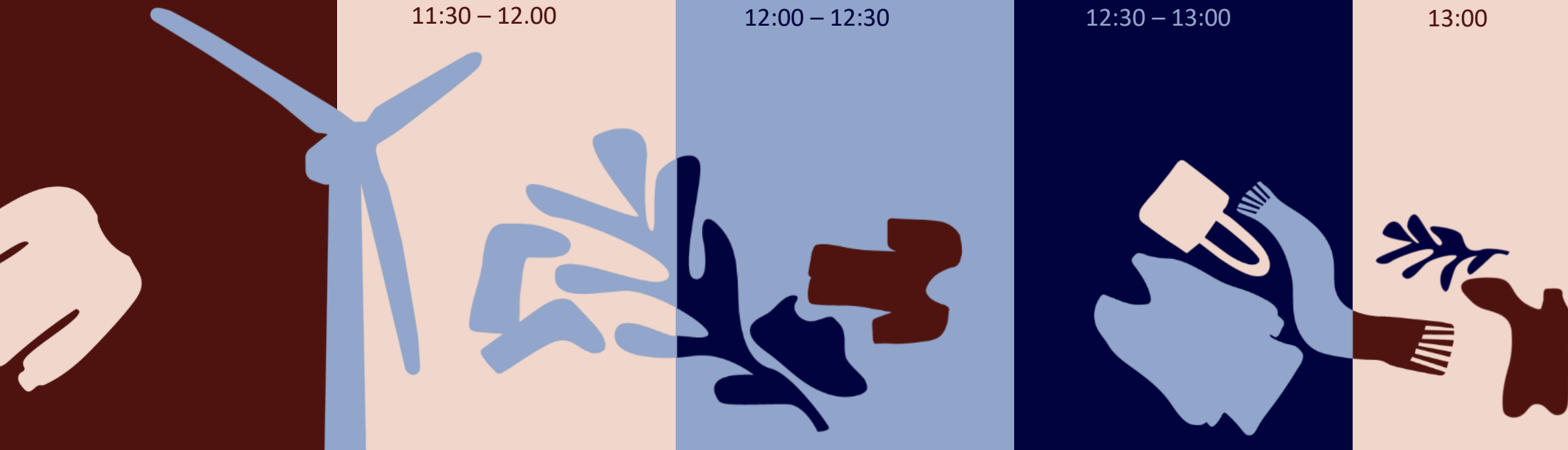
—
Jack & Jones
Presentation

12:30 – 13:00

4

—
Closing remarks
& End of visit

13:00



BESTSELLER

The story behind BESTSELLER

Founded in 1975 by the Holch Povlsen family, BESTSELLER is a global fashion company with a family of brands catering to every demographic. Our commitment to quality and affordability has been a core value throughout our journey from a single store in Denmark to selling products in more than 75 countries globally.



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Our Brands

JACK&JONES

ONLY

VERO MODA®

SELECTED
FEMME / HOMME

PIECES

n a m e i t

ONLY & SONS
PASSIONATE JEANS MAKERS

.OBJECT

V I L A
C L O T H E S

NOISY MAY

Y.A.S

mama:licious

ONLY PLAY

VERO MODA®
CURVE

KIDS **ONLY**

Lil'Atelier

ONLY CARMAKOMA
•••••

JJXX

JDY

LMTD

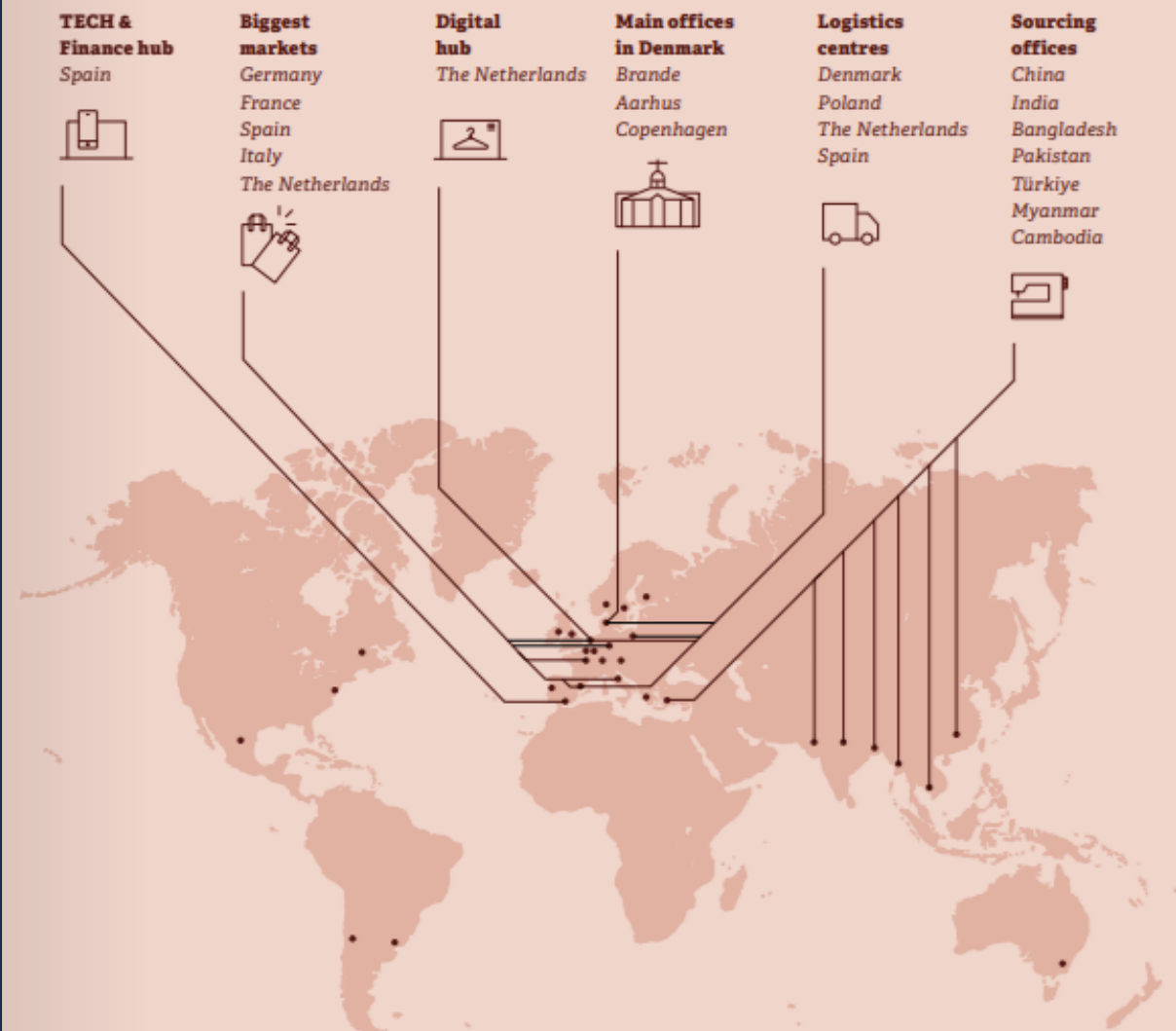
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BESTSELLER At glance

Our distribution network spans Europe, Asia, North America, South America, Oceania, and the Middle East. Through our wholesale operations, we collaborate with close to 16,500 multi-brand retailers, department stores, and online platforms. Additionally, we operate 3,100 BESTSELLER-branded retail stores, with a presence in 47 countries. Approximately 480 of these stores are run by close partners.

We are proud of our dedicated team of 24,000 colleagues. From design and logistics to sales and technology, we foster a culture of ambition and value creation for our partners.

Our global supply chain includes over 350 suppliers and 700 factories in 15 countries. We prioritise working together with our partners to keep improving manufacturing practices and empower over 750,000 people across our supply network.



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XS, S, M, L...

7%

1%

75%



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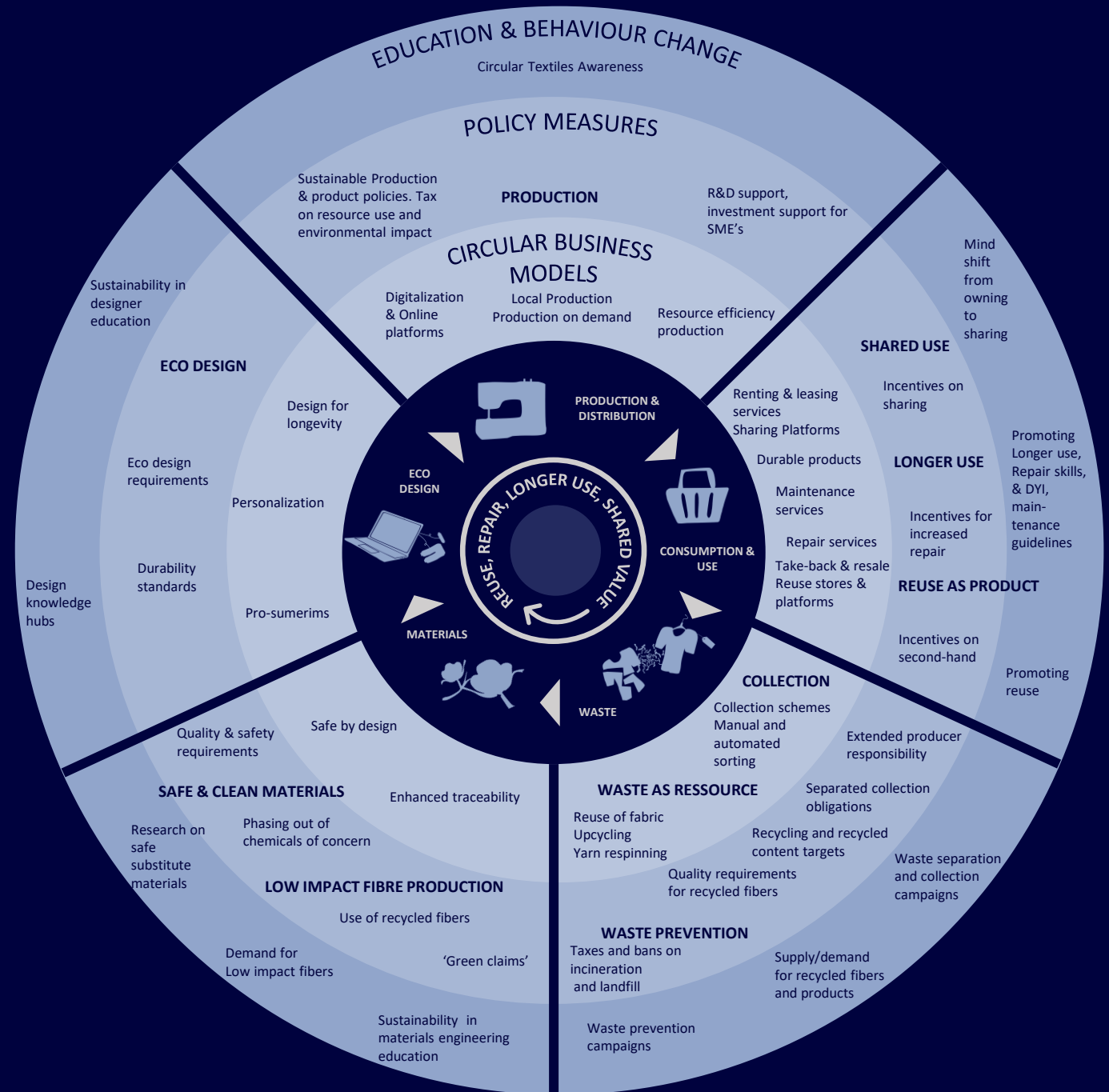
'Bringing fashion forward' is our ambition that guides our strategy, goals and actions.

FASHION
FWD▶▶
BRINGING SUSTAINABLE FASHION FORWARD



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Impact through Collaboration & Partnerships



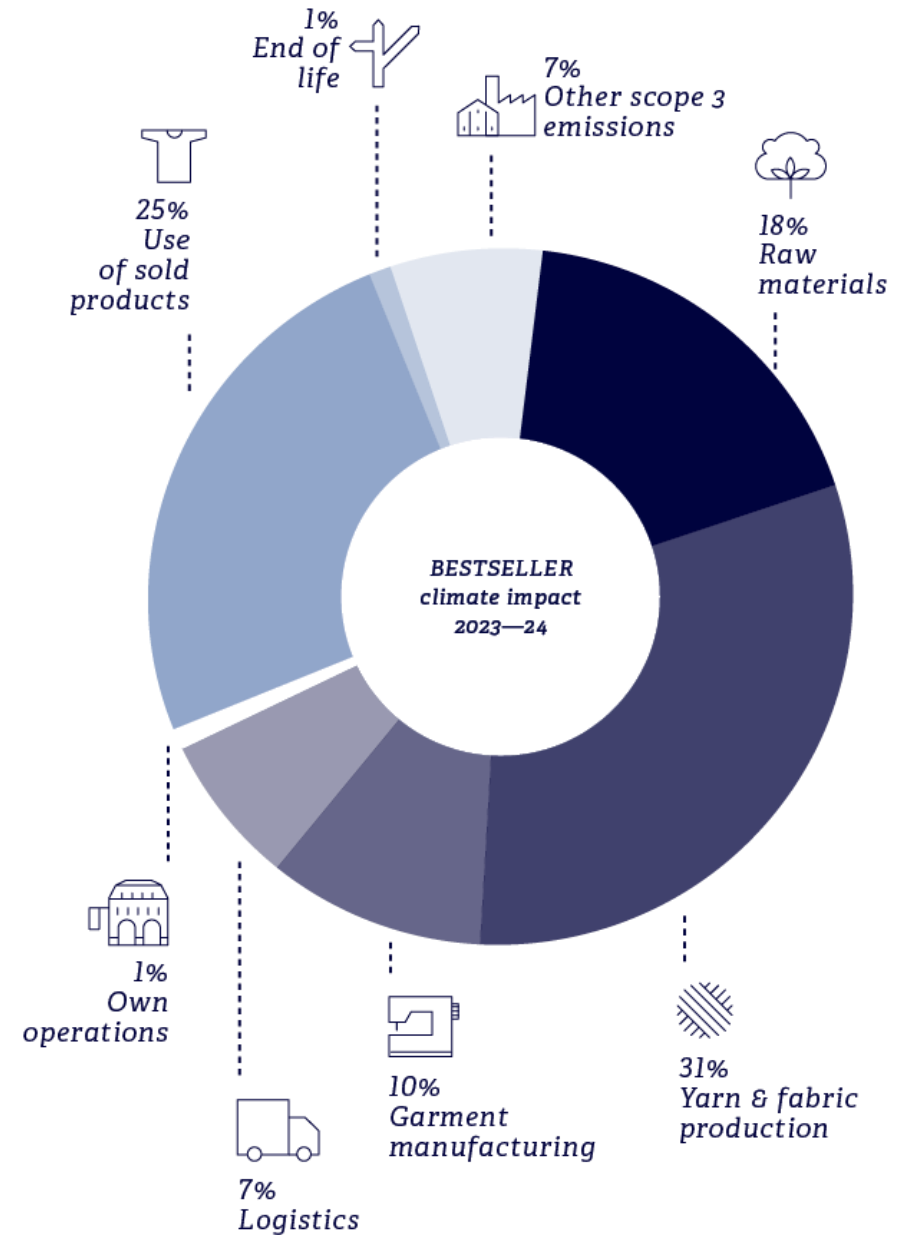
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Our Climate Impact

Near term STBi - By 2030:

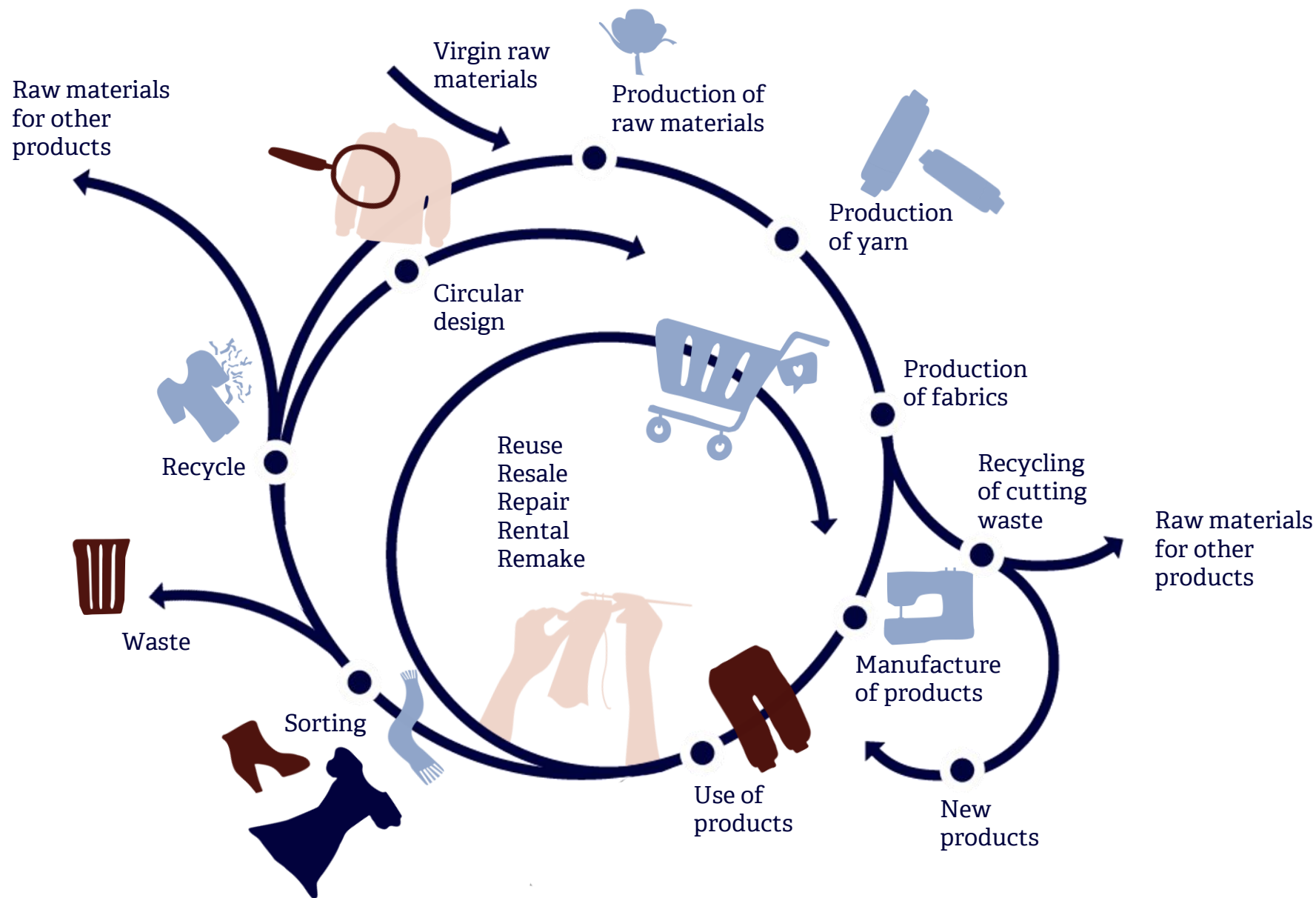
Reducing absolute scope 1 and 2 GHG emissions by 50 percent from the 2018 baseline.

Reducing absolute scope 3 GHG emissions from purchased goods and services, and upstream and downstream transportation by 30 percent from the 2018 baseline.



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Our approach to circularity



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DESIGN FOR THE FUTURE — A CIRCULAR DESIGN GUIDE

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Design for circularity

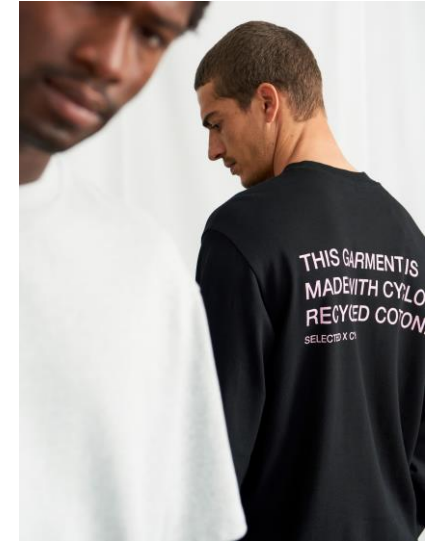
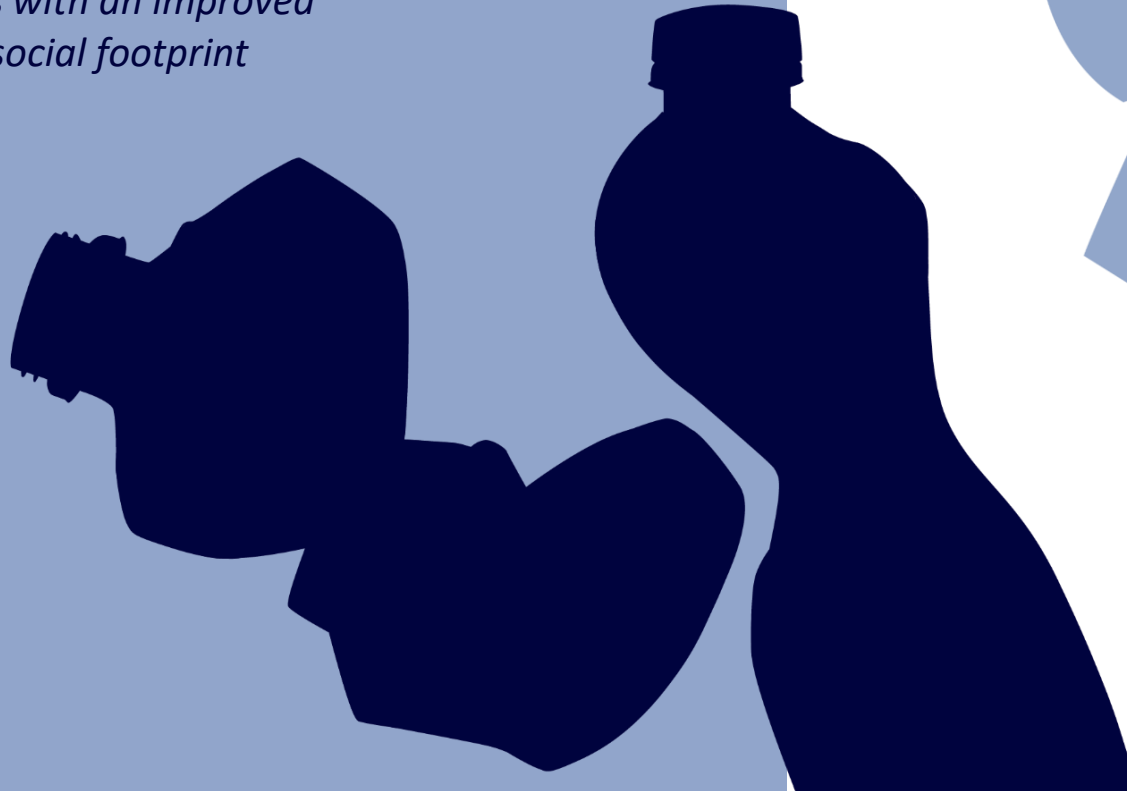
Our approach to circularity includes an ambition of designing products that are compatible with circular systems by adopting design principles that enable recycling, disassembly, and reuse.



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Materials & Innovation

We are committed to using both existing and newly developed materials with an improved environmental and social footprint



To succeed in solving the material challenges we face in the fashion industry by moving from a linear model to a circular model, collaboration with research institutions and partners across the entire value chain is key.

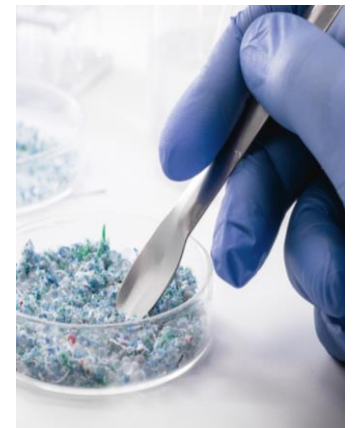
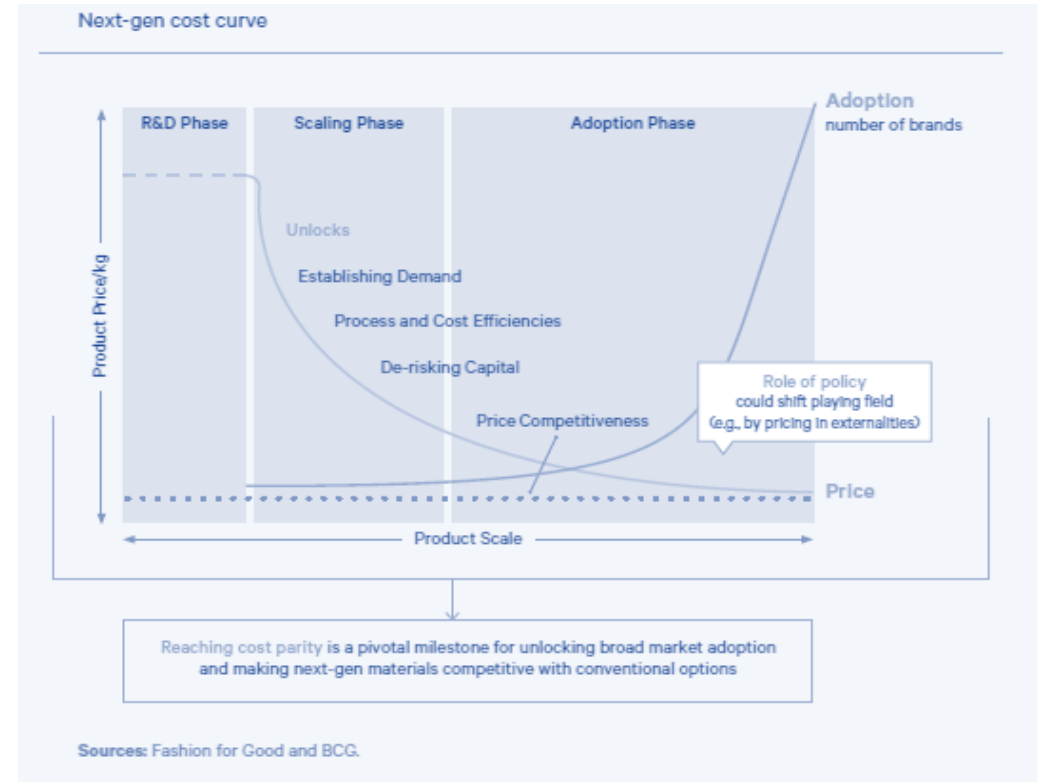
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Through the direct-to-farm program, we now support more than 20,000 organic cotton farmers.



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Scaling Next Gen Materials – Reaching cost parity is a pivotal milestone for unlocking market adoption.



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New Business models

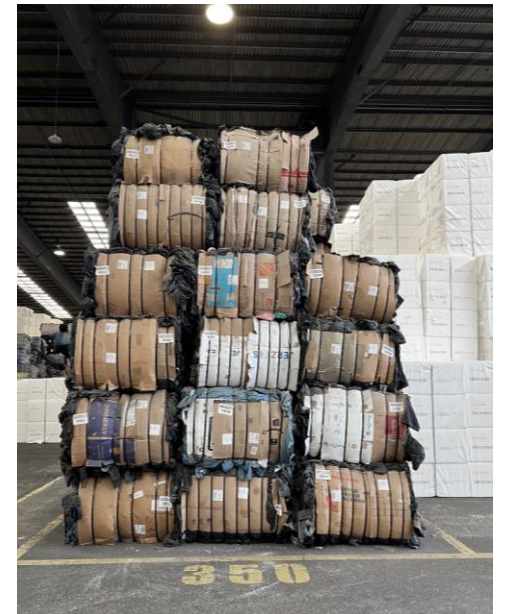
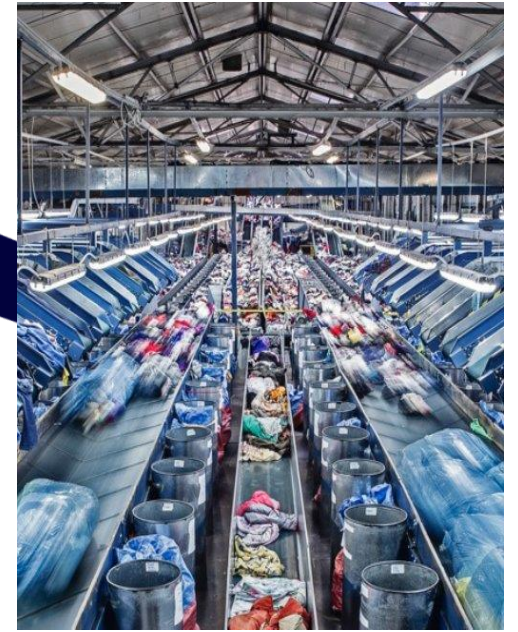
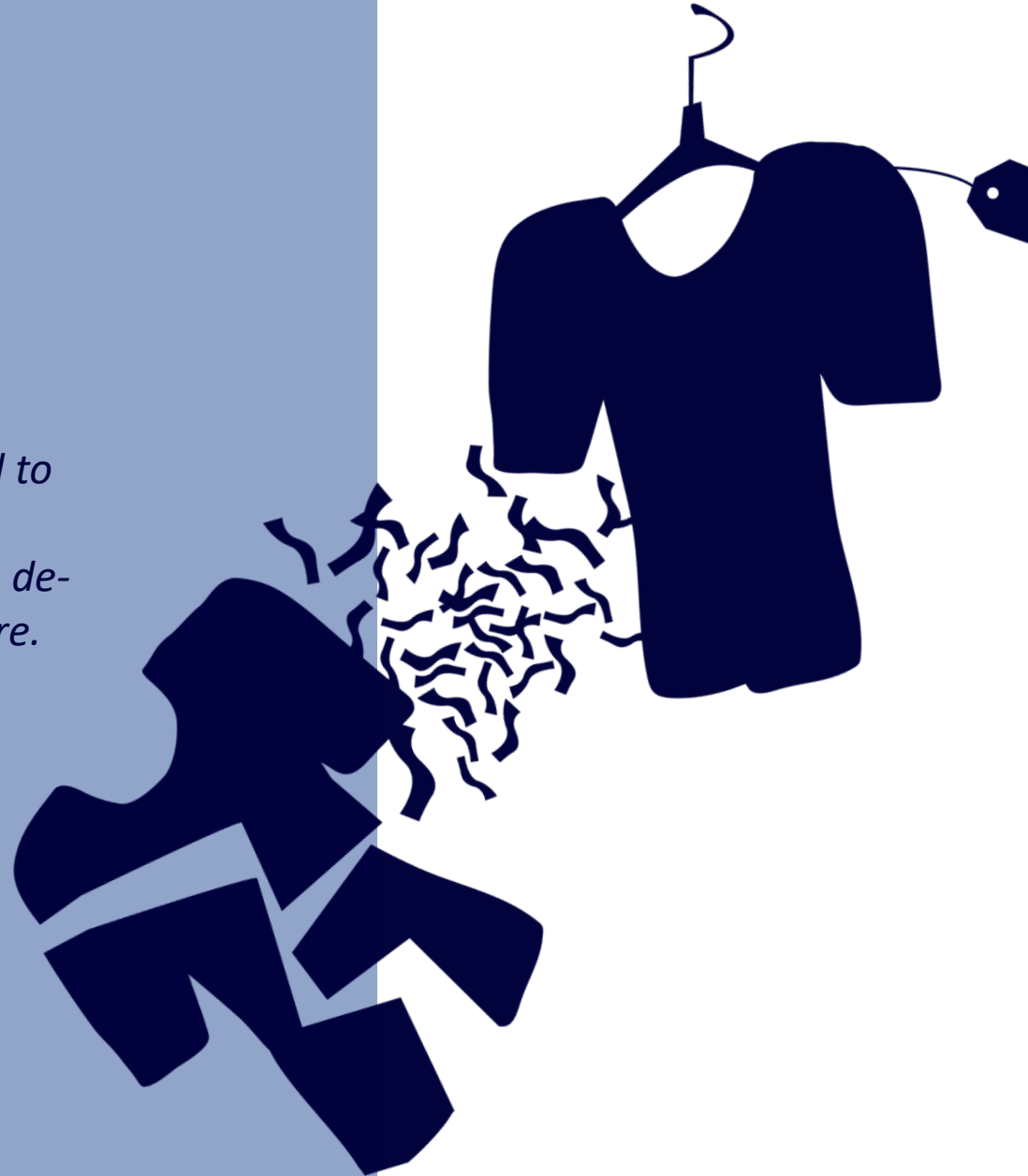
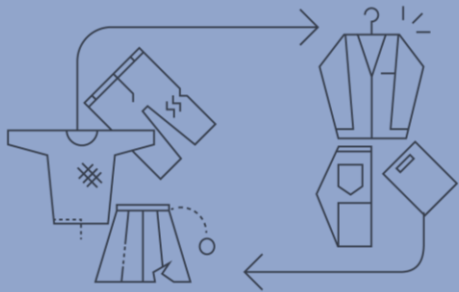
Adopting circular business models to minimise the need for virgin raw materials, allowing us to sustain economic growth through resource efficiency and reuse, which will in turn reduce our climate impact.



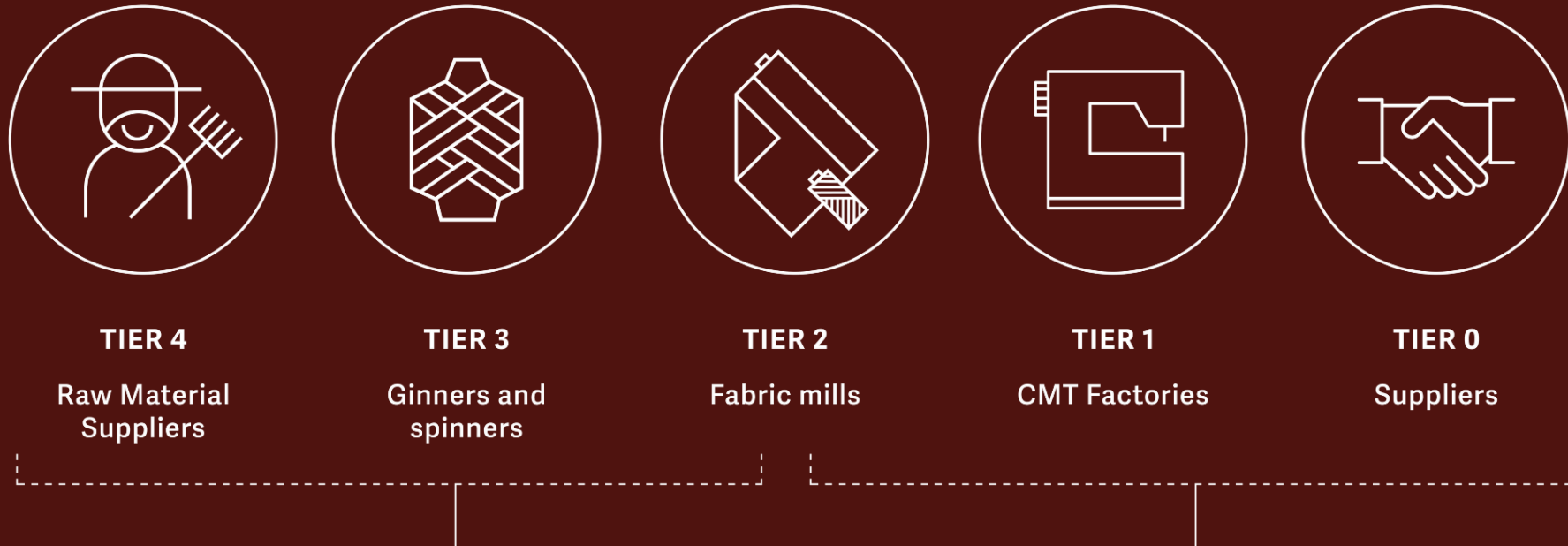
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Waste to Value

Substantial investments are required to cost-efficiently scale and link post-consumer textiles collecting, sorting, de-trimming, and recycling infrastructure.



Supply Chain Management



- Primarily indirect relations and low leverage
- Multistakeholder initiatives (BC/OCA)/CMiA)
- Innovative programs (DTF/Regen. cotton)
- Recycled and “next-generation” materials

- Direct and longterm relations
- Relatively high leverage
- Clear expectatons/Factory Standards Program
- Innovative industry initiatives (e.g. ACCORD/EIS)

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Supplier Sustainability Compliance & Development

Factory Standards Program monitors hundreds of indicators of environmental, chemical and human rights risks at lower supply chain tiers (0,1 and 2).

To become highly rated, factory management must consistently demonstrate that they meet and go above and beyond the expectations of our Code of Conduct.

It is our goal that by end 2025 we will place 75% of orders with highly rated suppliers. These suppliers enjoys special benefits in terms of more orders, payments terms and investments

Finally, the achievement of this goal is a key component of our 2025 bonus program for 24,000 employees worldwide



1,100

Tier 1 and 2 suppliers
visited by our inhouse
experts annually



12,000

Styles tested for chemical
substances annually



29,500

Employees trained in
Freedom of Association,
Collective bargaining and
more



+200,000

women in our supply
chain reached through
our women
empowerment
initiatives

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Investing in decarbonisation

Directly supporting suppliers to reduce their emissions is one of the many steps we are taking to decouple growth from climate impact.

Other steps relates to land & water use, materials, biodiversity etc.

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- Capacity building on energy reductions
 - SolShare – solar panels at supplier factories
 - Future Supplier Initiative – loan guarantees/investments
 - Offshore wind in Bangladesh - pledge to invest DKK 700 mill.
 - Sea transport - deal with Maersk on 100% bio-fuel
 - Solar park in Holstebro - 85% of scope 1&2 reduction
-



Policy engagement

- We engage...
- Strong mandate: Ambitious – effect – level playing field
- Competitiveness:
 - Avoid administrative burdens -> Focus on results
 - Risk-based approach
 - Level playing field
- Think European: No national reqs – EU is one single market

