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Luxury & Fashion Forum 2022

DUBAI | CHICAGO | SINGAPORE | **COLOGNE**



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Mirella Muller-Wuellenweber

Global Sector President eRetail & Fashion
DHL Customer Solutions & Innovation



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WELCOME TO THE LUXURY & FASHION FORUM COLOGNE

Converging two worlds of fashion and luxury

Discover. Connect. Create Creating a unique experience under the IC roof to bring industry specialists and thought leaders

Bringing Global to Local

A forum to bring international and local industry players together to meet here in the heart of Europe

The Future of Logistics (in fashion and luxury)

A real emphasis on customer centric supply chains



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BRINGING THE INDUSTRY TOGETHER...

VITE ENVOGUE
DESIGNER SECOND HAND



LOUIS VUITTON

TIFFANY & Co.



BVLGARI

DIOR RICHEMONT



MYTHERESA

YOOX
NET-A-PORTER
GROUP



everstream
ANALYTICS



Loro Piana



ICOTRADING

Roland Berger
Strategy Consultants



BRITISH
FASHION
COUNCIL

McKinsey
& Company

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The background of the slide is a dark blue gradient with a complex, glowing network of white lines and dots, resembling a digital or supply chain network. The dots are of varying sizes and brightness, and the lines connect them in a web-like pattern.

1 DIGITALIZATION

SUPPLY CHAINS

An aerial photograph of a large, active port at dusk or dawn. The foreground and middle ground are filled with rows of colorful shipping containers in shades of red, blue, green, and white. Several large yellow gantry cranes are positioned along the waterfront, some with ships docked. In the background, a city skyline is visible across the water. The overall scene conveys a sense of global trade and logistics.

2

SUPPLY CHAIN RESILIENCE

3

ENVIRONMENT
SOCIAL
GOVERNANCE



4

RE-COMMERCE & CIRCULARITY

A conceptual image of a globe with a dense network of glowing lines in blue, orange, and yellow, representing global connectivity or data flow. The lines are most concentrated over the landmasses, particularly in the North Atlantic and Europe. The background is a deep blue gradient.

5

REGIONALIZATION



Nikola Hagleitner

Chief Executive Officer

Post & Parcel Germany, DPDHL Group



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ACCELERATED GREEN LOGISTICS IN THE ERA OF SUSTAINABILITY

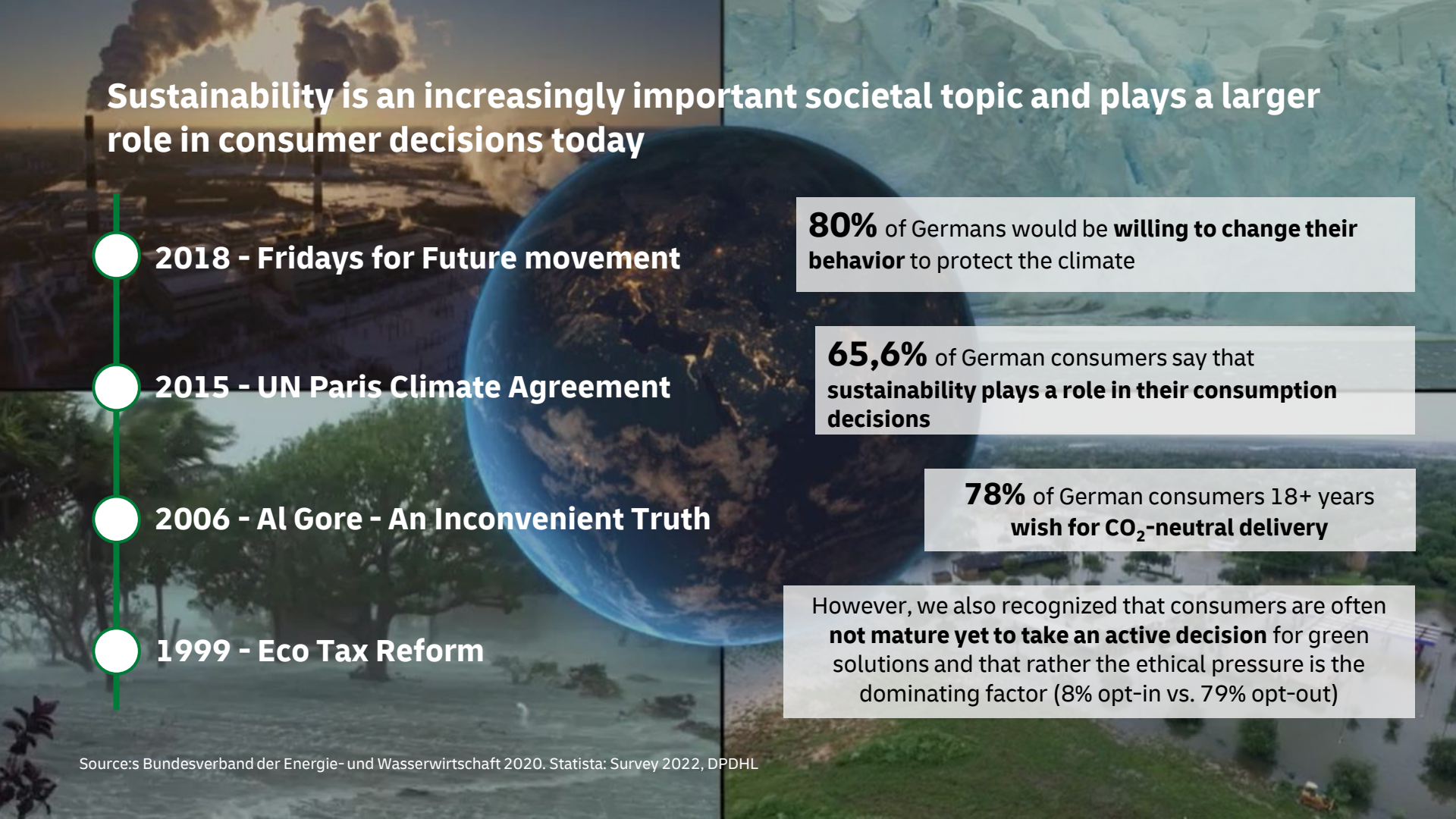
DHL LUXURY & FASHION FORUM 2022

Nikola Hagleitner, 06. September 2022

P&P Germany

Deutsche Post  





Sustainability is an increasingly important societal topic and plays a larger role in consumer decisions today

2018 - Fridays for Future movement

2015 - UN Paris Climate Agreement

2006 - Al Gore - An Inconvenient Truth

1999 - Eco Tax Reform

80% of Germans would be **willing to change their behavior** to protect the climate

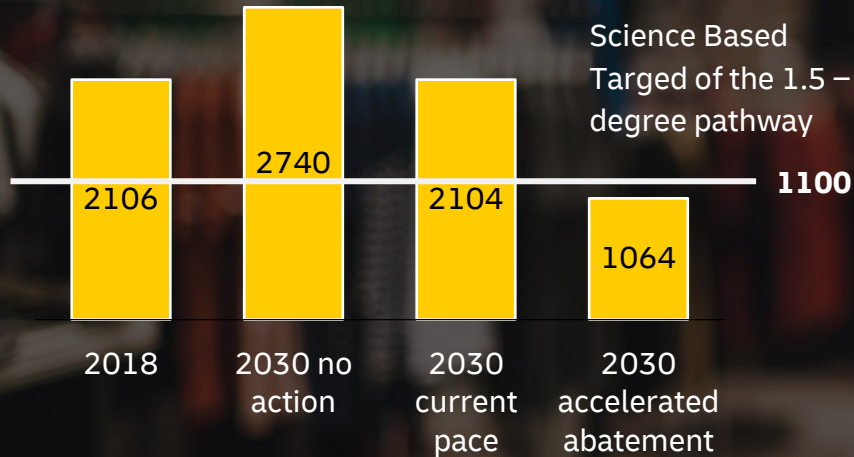
65,6% of German consumers say that **sustainability plays a role in their consumption decisions**

78% of German consumers 18+ years **wish for CO₂-neutral delivery**

However, we also recognized that consumers are often **not mature yet to take an active decision** for green solutions and that rather the ethical pressure is the dominating factor (8% opt-in vs. 79% opt-out)

Green solutions in transportation and last mile delivery can play a vital role in positively influencing consumer's perception of a product's sustainability

Emissions of the fashion industry
in Mn Tonnes CO2Eq



20% potential emission savings within brand operations (Mn tonnes CO2Eq):

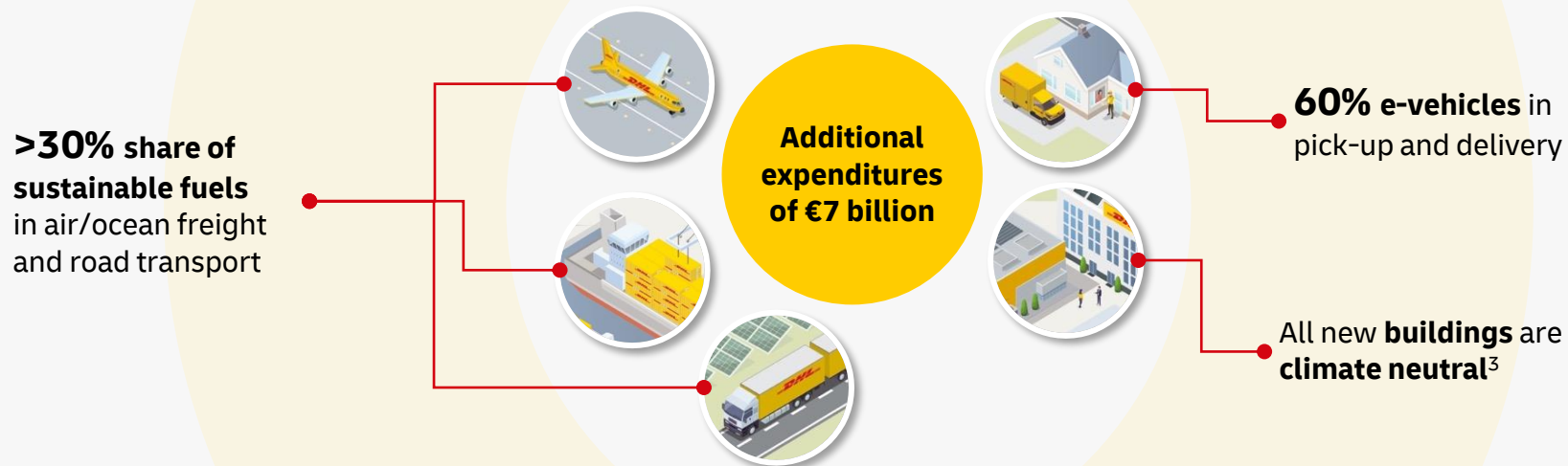
- Reduced overproduction (-158)
- Decarbonized retail operations (-52)
- Improved material mix (-41)
- **Increased use of sustainable transport (-39)**
- Minimized returns (-12)
- Improved packaging (-5)

Fashion industry executives perceive supply chain & logistics (30%) and sustainability (14%) as main challenges ahead

DPDHL Group is a pioneer in sustainable logistics, making high investments to reach our goal of climate-neutral logistics by 2050

By 2050, reduce logistics-related GHG emissions¹ to net zero² (Scopes 1 to 3, excluding offsetting).

By 2030, additional expenditures of up to €7 billion earmarked for sustainable technologies and fuels.



Joint effort and engagement: Working together with customers, transportation partners and industry partners on initiatives to reduce fuel consumption and GHG emissions; procuring data needed for targeted subcontractor management.

¹ Basis for GHG emissions calculation (well-to-wheel): Greenhouse Gas Protocol, DIN EN 16258 and Global Logistics Emissions Council Framework. ² Reduction to unavoidable minimum, which is to be fully compensated by recognized countermeasures (without offsetting). ³ New owned buildings.

With our green portfolio, we make carbon emissions completely transparent for us and for you – and offer solutions to reduce or compensate them

Optimized delivery with DHL recipient services

- Parcel notification and selection of drop-off location and delivery date
- **Increase first time delivery and avoid unnecessary emissions**



CO₂e-free delivery vehicles

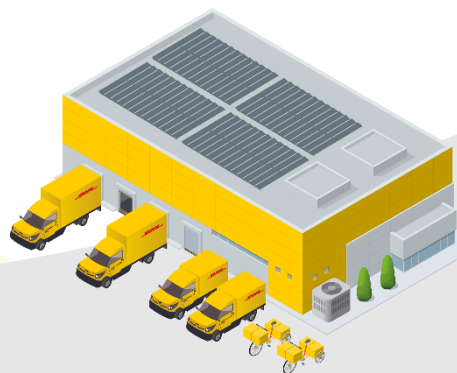
- Expansion to **>52,000 CO₂e-free delivery vehicles** by 2025 (38,000 electric vehicles and 14,000 e-trikes)

Direct addressing to DHL Packstation

- **>10,000 DHL Packstation**
- **CO₂e savings of up to 30%¹⁾**
- Around the clock access

Operating Locations

- **280 CO₂e-neutral** delivery bases by 2025
- **> 95%** share of green electricity
- Save **5,600 tonnes** of CO₂e by 2025



¹⁾Federal Environment Agency (2020): The greening of online trade. New challenges for the environmental promotion of sustainable consumption (https://www.umweltbundesamt.de/sites/default/files/medien/5750/publikationen/2020_12_03_texte_227-2020_online-handel.pdf).

**all figures related to Germany's last mile*

With our green portfolio, we make carbon emissions completely transparent for us and for you – and offer solutions to reduce or compensate them

Transparency target:
Carbon reports for customers in all divisions

Green optimization



Optimization of customer supply chains to reduce emissions, waste and other environmental impacts

Insetting



Decarbonization of logistics service by using sustainable fuels and technologies (GoGreen Plus)

Offsetting projects



Offsetting of customer GHG emissions¹ via certified climate protection projects (Go Green)

¹ This offsetting is not taken into account for the calculation of our carbon footprint.



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Tiffany Wendler

Associate Partner

McKinsey & Company

McKinsey
& Company



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The State of Fashion 2022

Luxury and Fashion Forum

September 6

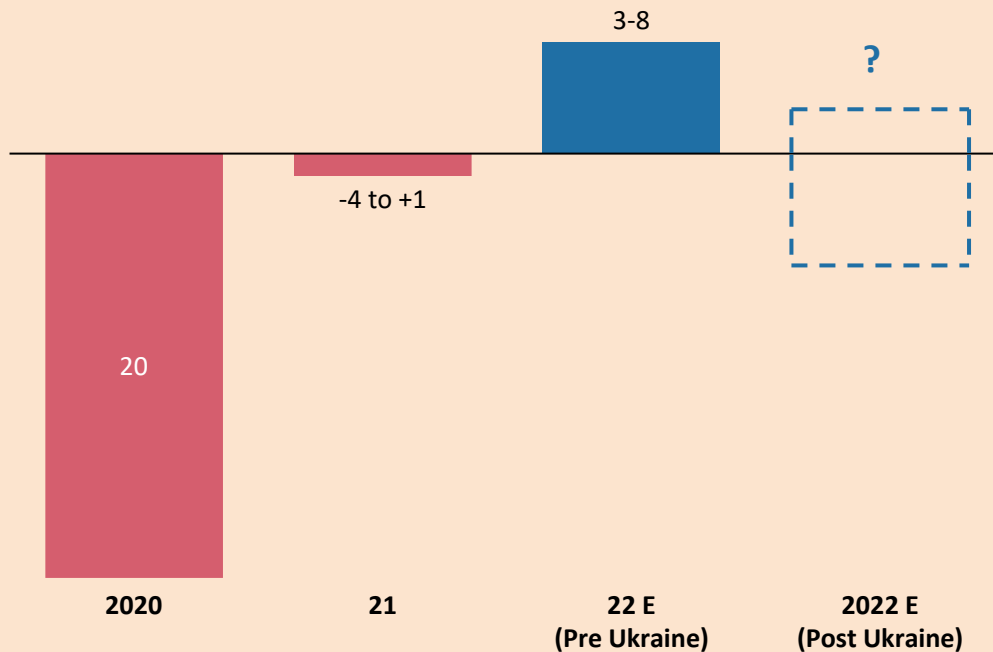
The Business of Fashion
BOF

McKinsey
& Company

**2020 was a
devastating year:
Industry revenues fell
by 20% - the future
remains uncertain**

Fashion Sales in McKinsey Fashion Scenarios

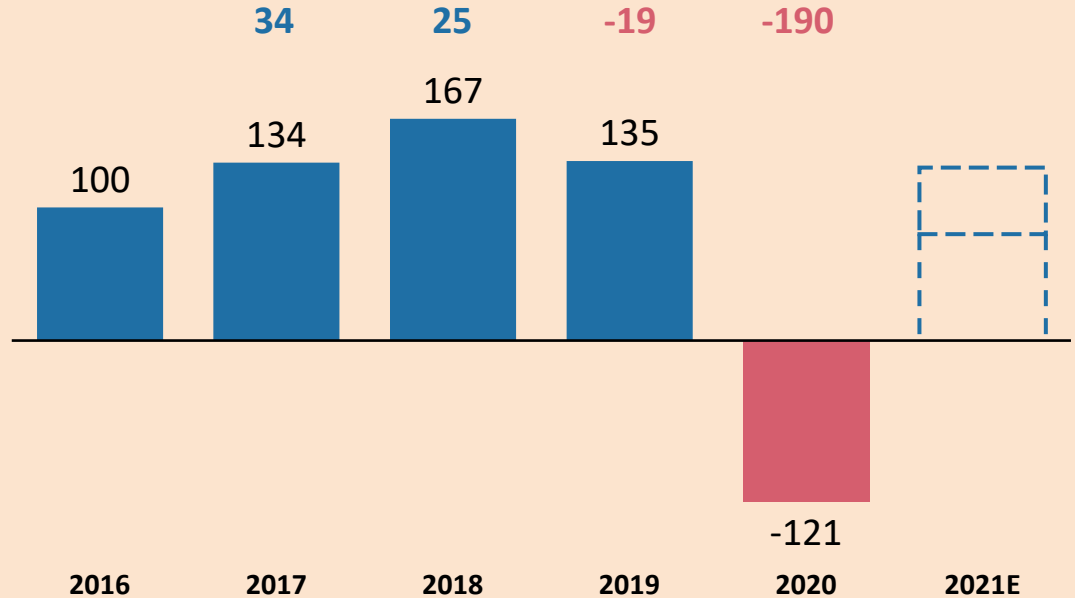
Compared to 2019 baseline, %



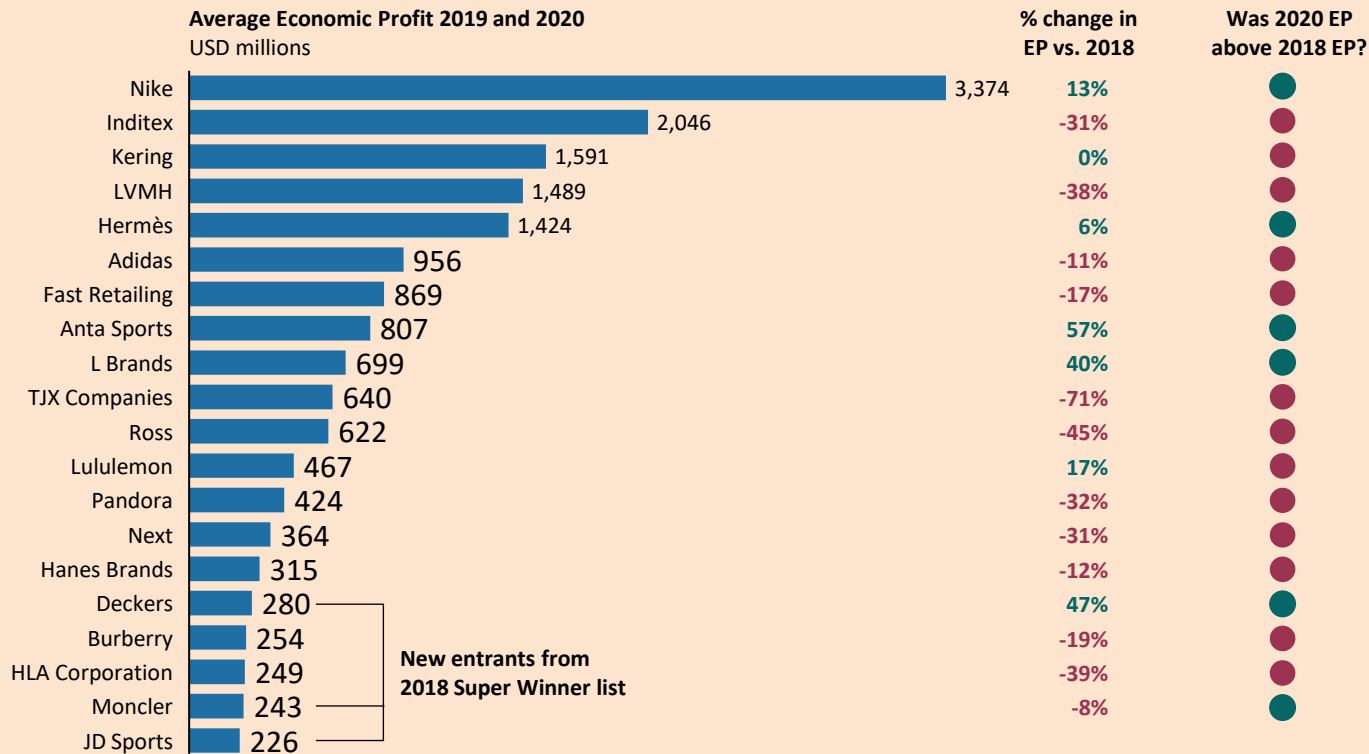
As a result, industry economic profits fell dramatically, and turned negative for the first time

Total economic profit

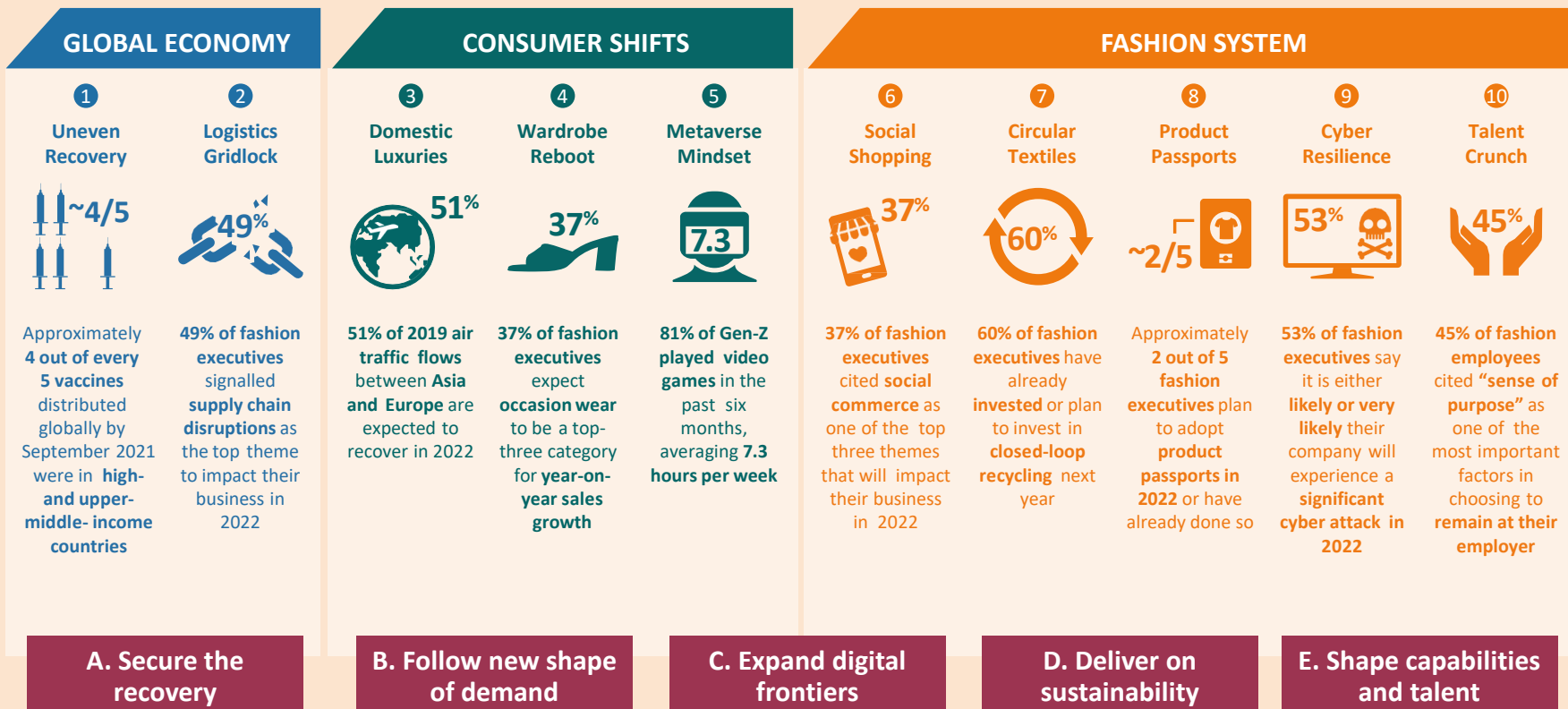
Indexed to 2016 economic profit as 100



There is a group of Super Winners that have remained consistent throughout the past two years



We see five priorities that shape the State of Fashion in 2022

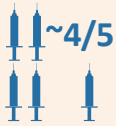


Today we are going to focus on how to secure the recovery and deliver on sustainability

GLOBAL ECONOMY

1

Uneven Recovery



Approximately **4 out of every 5 vaccines** distributed globally by September 2021 were in **high- and upper-middle- income countries**

2

Logistics Gridlock



49% of fashion executives signaled **supply chain disruptions** as the top theme to impact their business in 2022

CONSUMER SHIFTS

3

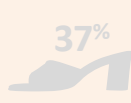
Domestic Luxuries



51% of 2019 air traffic flows between Asia and Europe are expected to recover in 2022

4

Wardrobe Reboot



37% of fashion executives expect occasion wear to be a top-three category for year-on-year sales growth

5

Metaverse Mindset



81% of Gen-Z played video games in the past six months, averaging **7.3 hours per week**

FASHION SYSTEM

6

Social Shopping



37% of fashion executives cited social commerce as one of the top three themes that will impact their business in 2022

7

Circular Textiles



60% of fashion executives have already **invested or plan to invest in closed-loop recycling** next year

8

Product Passports



Approximately **2 out of 5 fashion executives** plan to adopt **product passports in 2022** or have already done so

9

Cyber Resilience



53% of fashion executives say it is either likely or very likely their company will experience a **significant cyber attack in 2022**

10

Talent Crunch



45% of fashion employees cited "sense of purpose" as one of the most important factors in choosing to remain at their employer

A. Secure the recovery

B. Follow new shape of demand

C. Expand digital frontiers

D. Deliver on sustainability

E. Shape capabilities and talent

Let's hear it from you

Participants' poll

How concerned are you regarding these challenges?

Please rank the options below

[1 = very concerned; 5 = not concerned]

- A** COVID-19 and country restrictions
- B** Demand decrease due to inflation and recession
- C** Supply chain cost and bottlenecks
- D** Increase in input costs
- E** (Future) excess inventory



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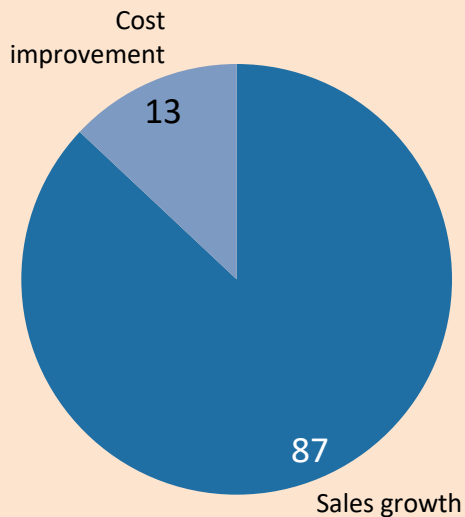
Join at
slido.com
#3410



A. SECURE THE RECOVERY

Executives are expecting growth...

Focus of performance in 2022
% of Survey responses



... but this optimism is met with a sense of change and uncertainty

How executives describe the year ahead
Top 3 adjectives, % of survey responses

Challenging

Digital

Change

Uncertainty

Optimism

Profitability

Supply Chain & Logistics

Customer centricity

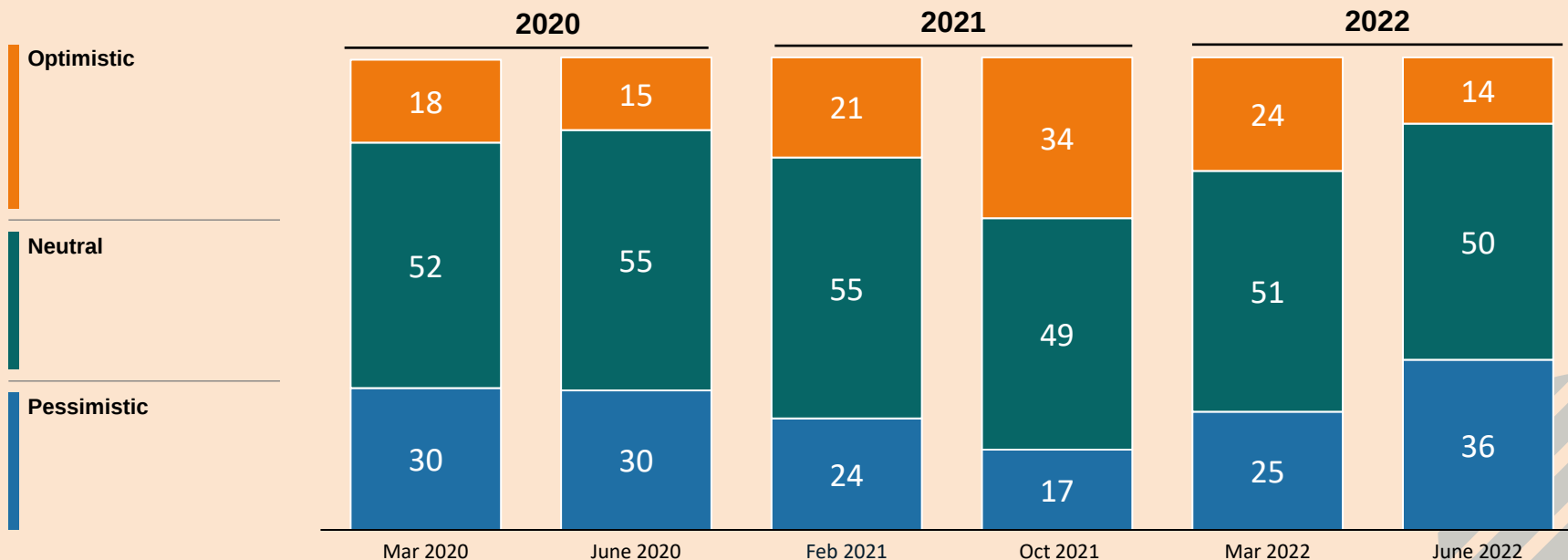
Consolidation

Dynamic

ESG

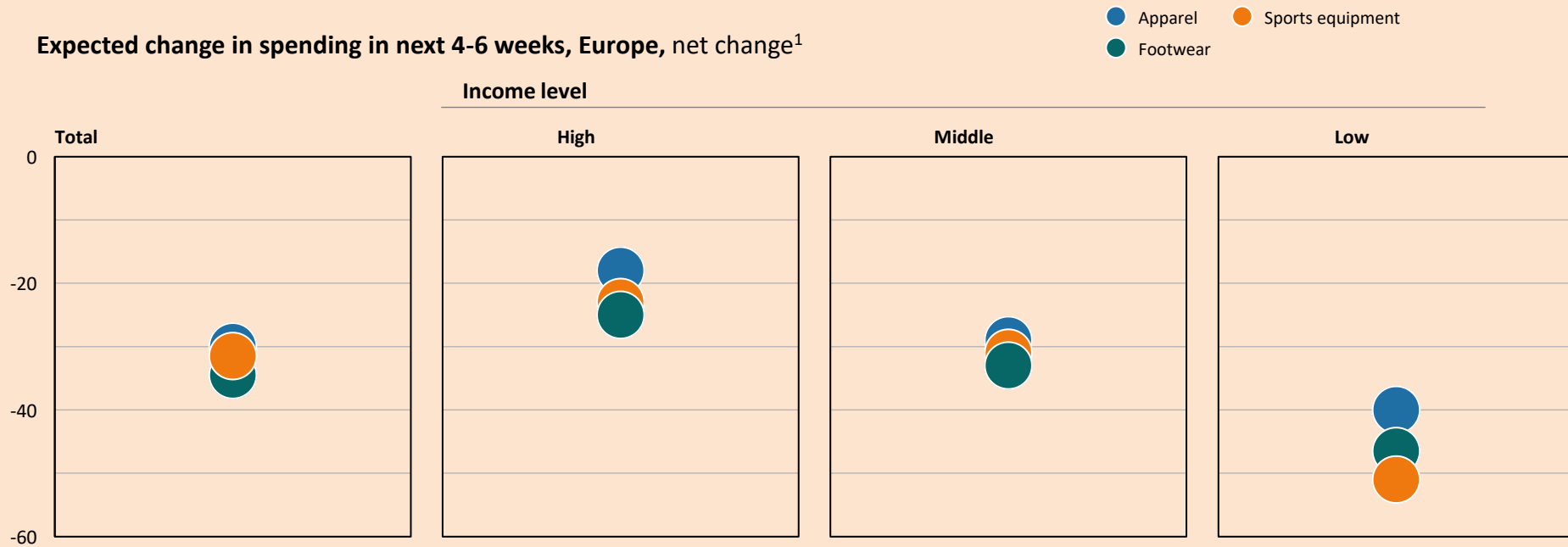
Recent economic and geo-political developments have increased consumer pessimism to higher levels than 2020

Confidence in own country's economic recovery after crisis, % of respondents



Forward-looking consumers expect to decrease spending, especially low-income groups

Expected change in spending in next 4-6 weeks, Europe, net change¹



1. Net change is calculated by subtracting the % of respondents stating they decreased spend from the % of respondents stating they increased spend in the category

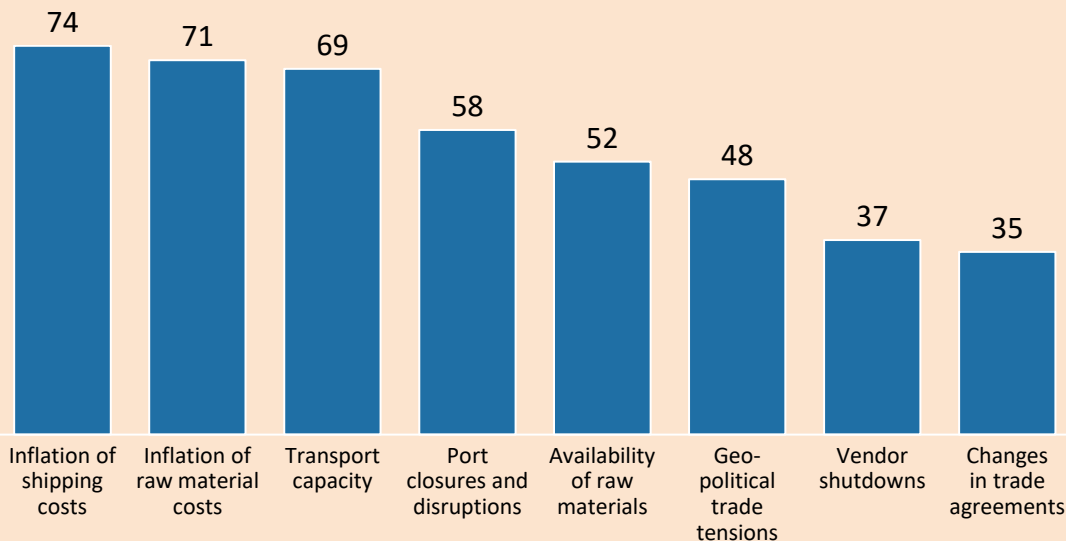
In addition to the unstable economy the fashion industry has to navigate the new normal around logistics gridlock

Rising shipping costs and longer wait times are adding new layers of complexity

Fashion brands must focus on improved demand driven planning, while still building flexibility and supply chain resilience

Multiple factors negatively impact supply chains in 2022, with shipping and raw materials cost

Operational trends expected to impact¹ supply chains in 2022, % of responses

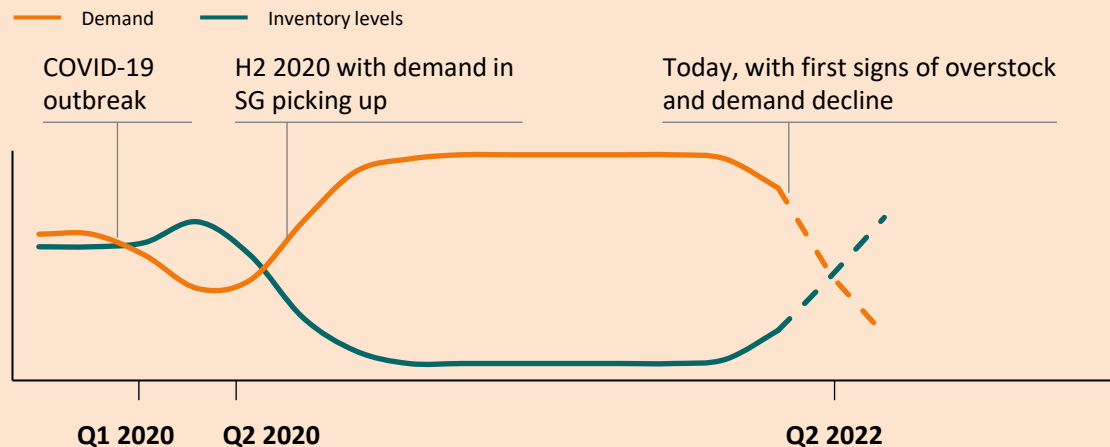


1. Responded "very high impact" or "high impact"

And there is a new threat to global supply chains – the risk of excess inventory is becoming real

High risk for in-season products, that if marked down, could **impact margins heavily**

Excess inventory threat



After a first demand shock in H1 2020, we have then experienced demand picking up, while supply decreasing,

Orders of parts and materials that increased during the supply crisis are expected to unlock, while inflation may reduce demand – with risk of excess inventory as consequence

Let's hear it from you

Participants' poll

How important do you consider the following themes?

Please rank the options below

[1 = very important; 5 = not important]

- A** Change in consumer expectations
- B** Stringent ESG regulations
- C** Investment and growth requirements
- D** Talent moving to sustainable companies
- E** New technologies (e.g., closed-loop recycling)



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The time to act on sustainability for the fashion industry is now

**Shifting
consumer
expectations**

15-30%

price premium for
sustainably produced
products
and services across
B2C and B2B sectors

**Stringent
ESG
regulations**

30-50%

corporate profits at
stake from external
engagement, e.g.,
with carbon pricing
(in place in EU,
expected in USA)

**Investors
upping ESG
requirements**

2-5x

multiple uplift
possible
for companies with
strong
sustainability focus

**Talent moving
to sustainable
companies**

80%

of millennials want
to work for a
company strong on
ESG

**Closed loop
recycling**

60%

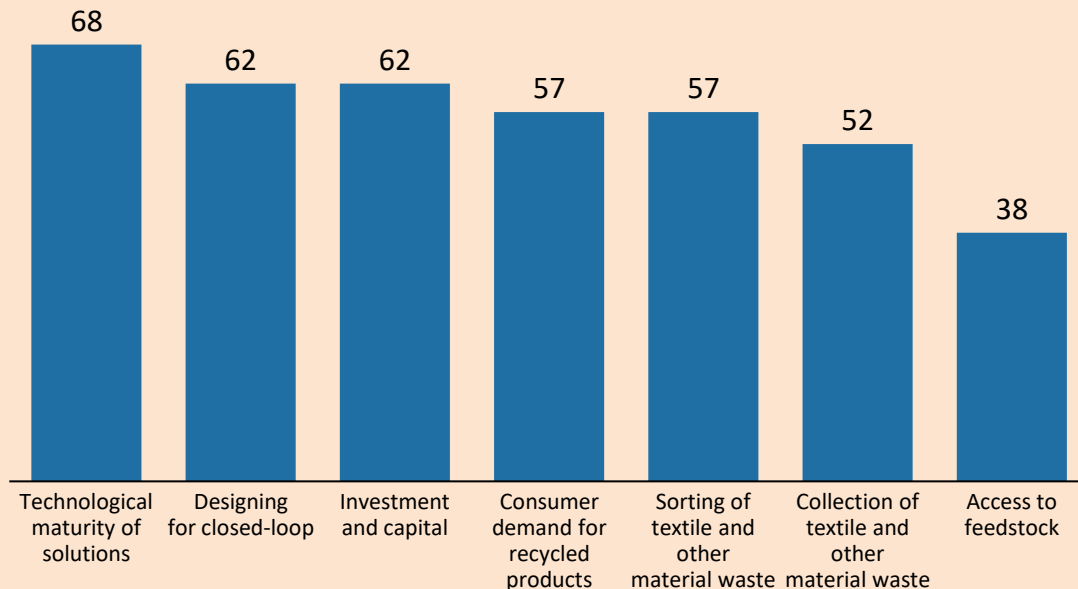
**invest in closed
loop recycling**
planned or done
by fashion
executives

Closed loop recycling is one of the key levers the fashion industry can pull to reduce its environmental impact

For fashion circularity to be successful, companies will need to **embed circular textiles into the design stage**, while adopting **large-scale collection and sorting processes**

The maturity of existing solutions, the need to design for closed-loop, and investment are considered the most important

Most important¹ factors to effectively scale closed-loop recycling, % of responses



1. Responded "very high importance" or "high importance"

Source: BoF-McKinsey State of Fashion 2022 Survey



Core principles for the fashion industry

Five considerations for executives to navigate the State of Fashion in 2022

Build up the resilience muscle

The future remains uncertain. Fashion companies must build in flexibility into their assortment and supply chains to react fast to changes in supply and demand

Invest in smart pricing

Optimize strategy around net margin with priced based on elasticity, key value items and next alternative to buy

Drive proactive cost management

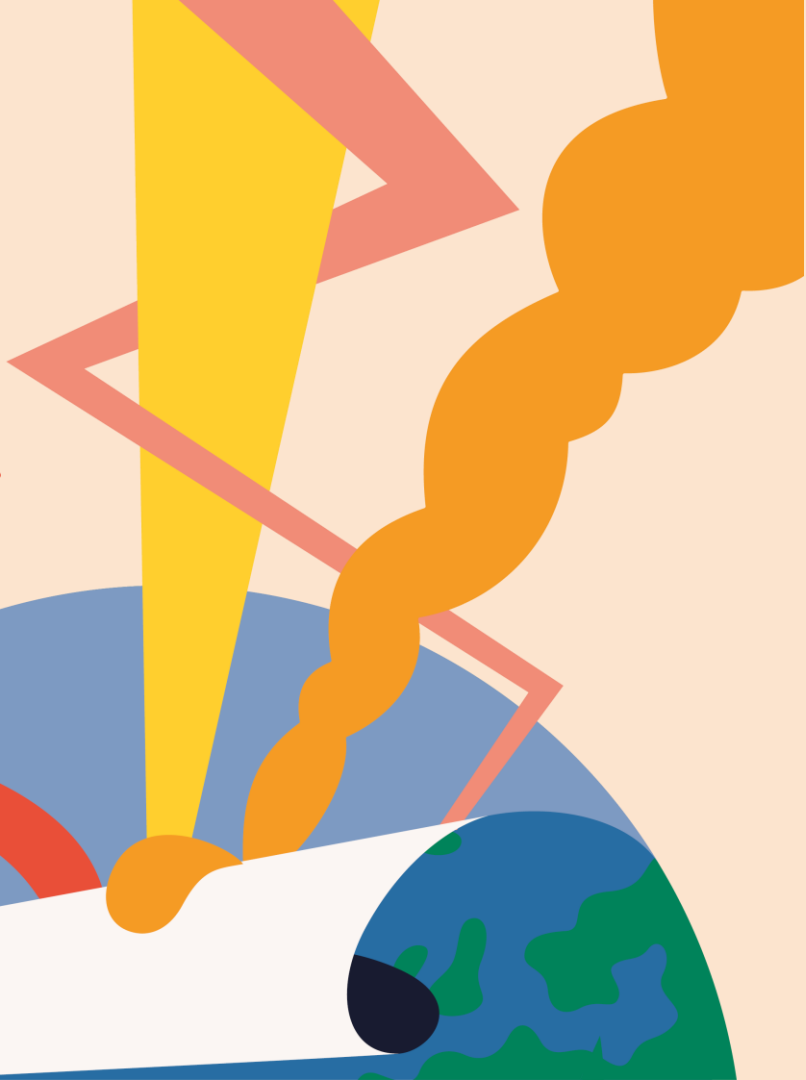
To cope with the recent margin pressure companies need to create full transparency on the spending and optimize cost structure at product and category levels

Make net zero an organizing principle for business

Coalitions of stakeholders are needed to solve systematic problems. Net zero pledges need to be translated into clear plans as a clear requirement of investors and regulators

Play offense vs. defense when it comes to ESG

Companies will be expected to disclose more information and should invest in closer monitoring of value chains – next to complying with regulations there is the opportunity to create a true competitive advantage



Thank you

Do not hesitate to reach out to continue the conversation



Tiffany Wendler

Associate Partner

EMEA Apparel, Fashion & Luxury Practice at
McKinsey



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Caroline Rush

Chief Executive Officer

British Fashion Council

Scott Lipinski

Chief Executive Officer

Fashion Council Germany

Ann Claes

Sr. Project Manager Fashion

Flanders DC



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WHAT TO EXPECT FOR TODAY ...

09:00-10:00	ARRIVAL & REGISTRATION
10:00-11:45	▪ Opening Mirella Muller-Wuellenweber (DHL) ▪ Accelerated green logistics in the era of sustainability Nikola Hagleitner (DHL) ▪ The State of Fashion 2022 Tiffany Wendler (McKinsey) ▪ The European Fashion Alliance Caroline Rush (BFC), Scott Lipinski (FCG), Ann Claes (FDC)
11:45-12:00	COFFEE BREAK
12:00-13:00	▪ Knowledge Sessions
13:00-14:00	LUNCH
14:00-15:30	▪ Accelerated Digitalization in Supply Chain Hendrik Venter (DHL) ▪ Empowering brands with circular fashion Ludovic Terru (Reflaunt) ▪ Solving Fashion Returns Shailja Dubé (IPF)
15:30-15:45	COFFEE BREAK
15:45-16:45	▪ Sustainable Supply Chain Risk Mgmt. for Fashion & Luxury Matthias Lenz (Everstream Analytics) ▪ Augmented Reality in the Fashion Supply Chain Tobias Broehl (TeamViewer)
17:00-OPEN	CLOSING & NETWORKING DINNER

KNOWLEDGE SESSION OVERVIEW



**How to enable
supply chains to
deal with unsold
garments**

1



**Accelerate
the Transition
to the Digital
Supply Chain**

2



**Internet of
Things - High
Value Luxury
Goods Tracking**

3



**Luxury & Fashion
Supply Chain
Decarbonization**

4



We start again
at 2 pm

LUNCH



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Hendrik Venter

Chief Executive Officer EMEA

DHL Supply Chain

Claire Lannou

VP Business and Account Development eCommerce

DHL Supply Chain



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Ludovic Terru

VP of Operations

Reflaunt



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**The fashion resale market.
Where are we?**

The fashion resale market has reached a pivotal moment in 2020

KEY FIGURES FROM THE BOF REPORT

\$132 bn

Size of the global fashion resale market in 2020

11-16%

Max. market share held by the largest resale marketplaces (Poshmark, TheRealReal)

5-7%

Of "resaleable" inventory in the market today

647%

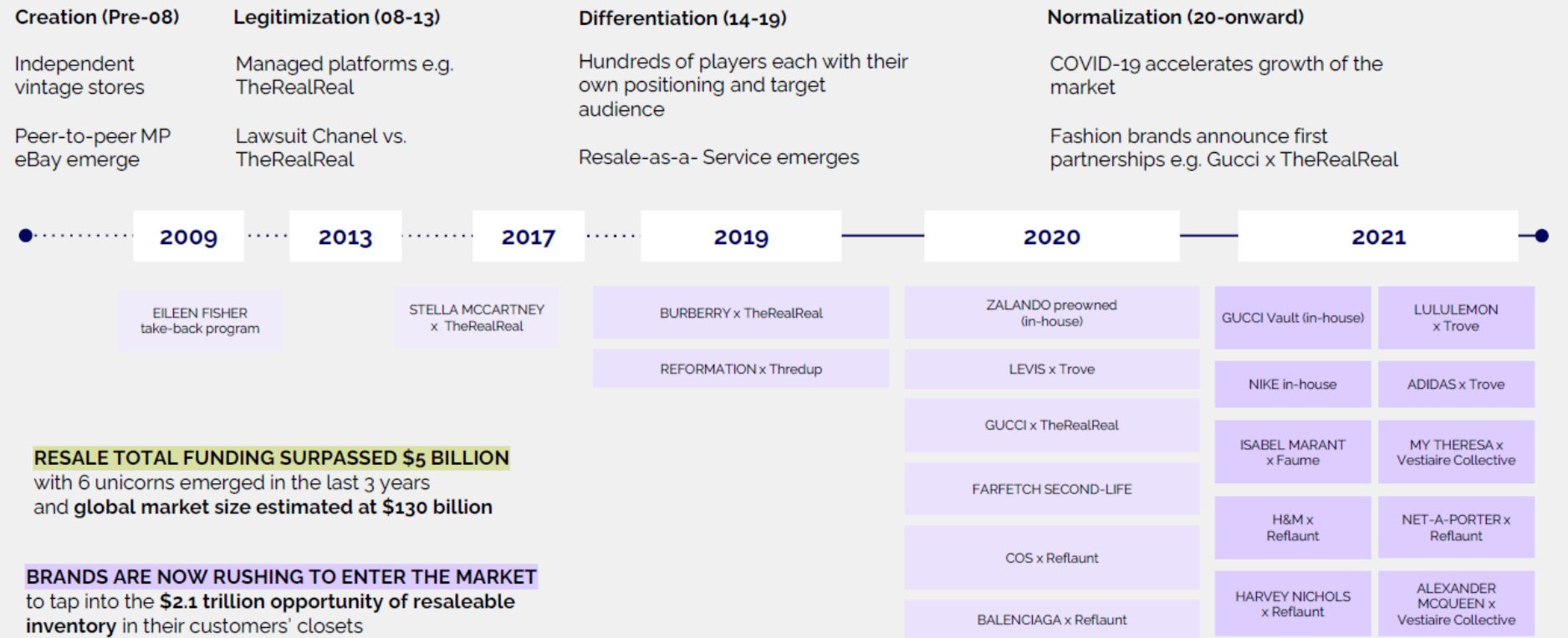
Value appreciation in resale of a pair of limited edition Dior x Air Jordan 1 sneakers

\$2.1 tn

Untapped opportunity of items sitting in people's closets



As brands enter the booming second-hand market, we are at the dawn of a new phase of growth with an estimated \$2.1 trillion locked in customers' closets





**We offer Resale-as-a-Service to
luxury brands and retailers,
connecting them with a global
network of marketplaces**



Our model allows brands and retailers to retain customers and generate repeat sales

Our technology enables the brand's customers to resell or upcycle their past purchases in a click from their own account on the ecommerce platform.

Once the item has sold, they receive cash or shopping credits which they can immediately use towards a new purchase.



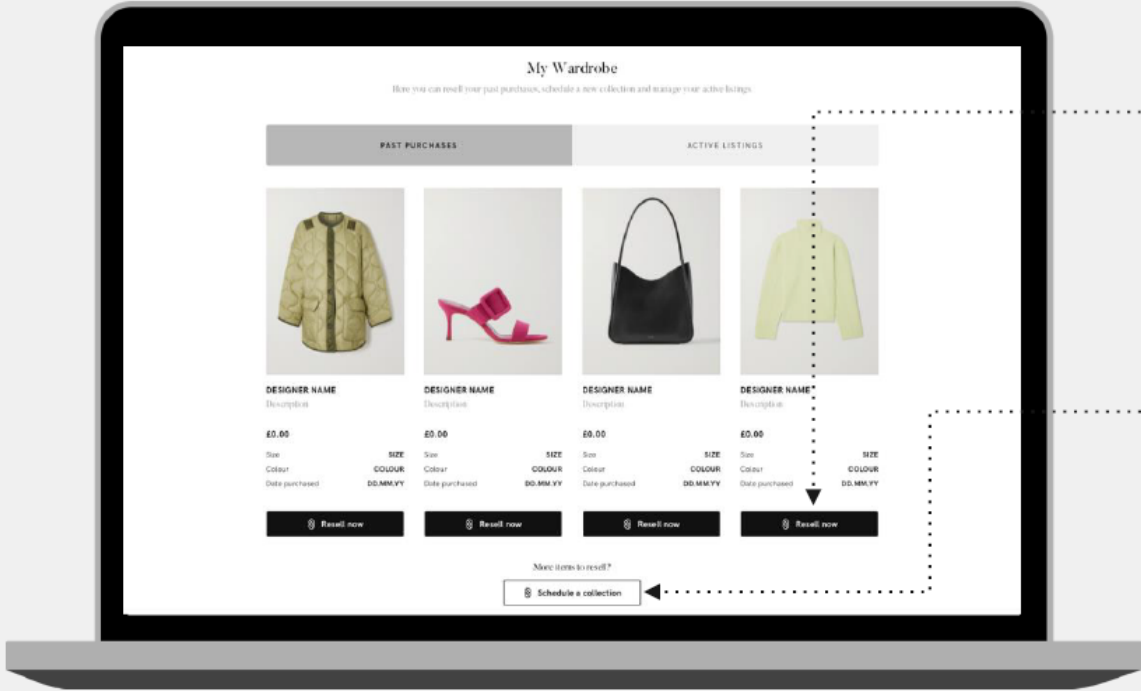
We source inventory with a white label Resale-as-a-Service offering and sell it through our unique network of second-hand channels

We source inventory through a white label RAAS, directly through the brand

We sell the inventory through our network of second-hand channels



We integrate directly in the brand's ecommerce to offer a frictionless journey



 **Resell now**

Resell Smart Button

Smart button integrated in the e-commerce for customers to select past purchases to resell on Reflaunt's network of marketplaces

 **Schedule a collection**

Concierge Service

Courier pick-up, quality checks, listing creation and curation of items, everything provided by Reflaunt

We source inventory with a white label Resale-as-a-Service offering and sell it through our unique network of second-hand channels

We source inventory through a white label RAAS, directly through the brand

We sell the inventory through our network of second-hand channels



We are continuously growing our network of resale channels to accelerate time to market and liquidity

Through this network, we reach an aggregate of **50 million second-hand shoppers** across different demographics and shopping behavior.



Resale boosts traffic and customer retention



ON AVERAGE WE HAVE SEEN

3.4

Items sold per seller

65%

items sold within 4 months

85%+

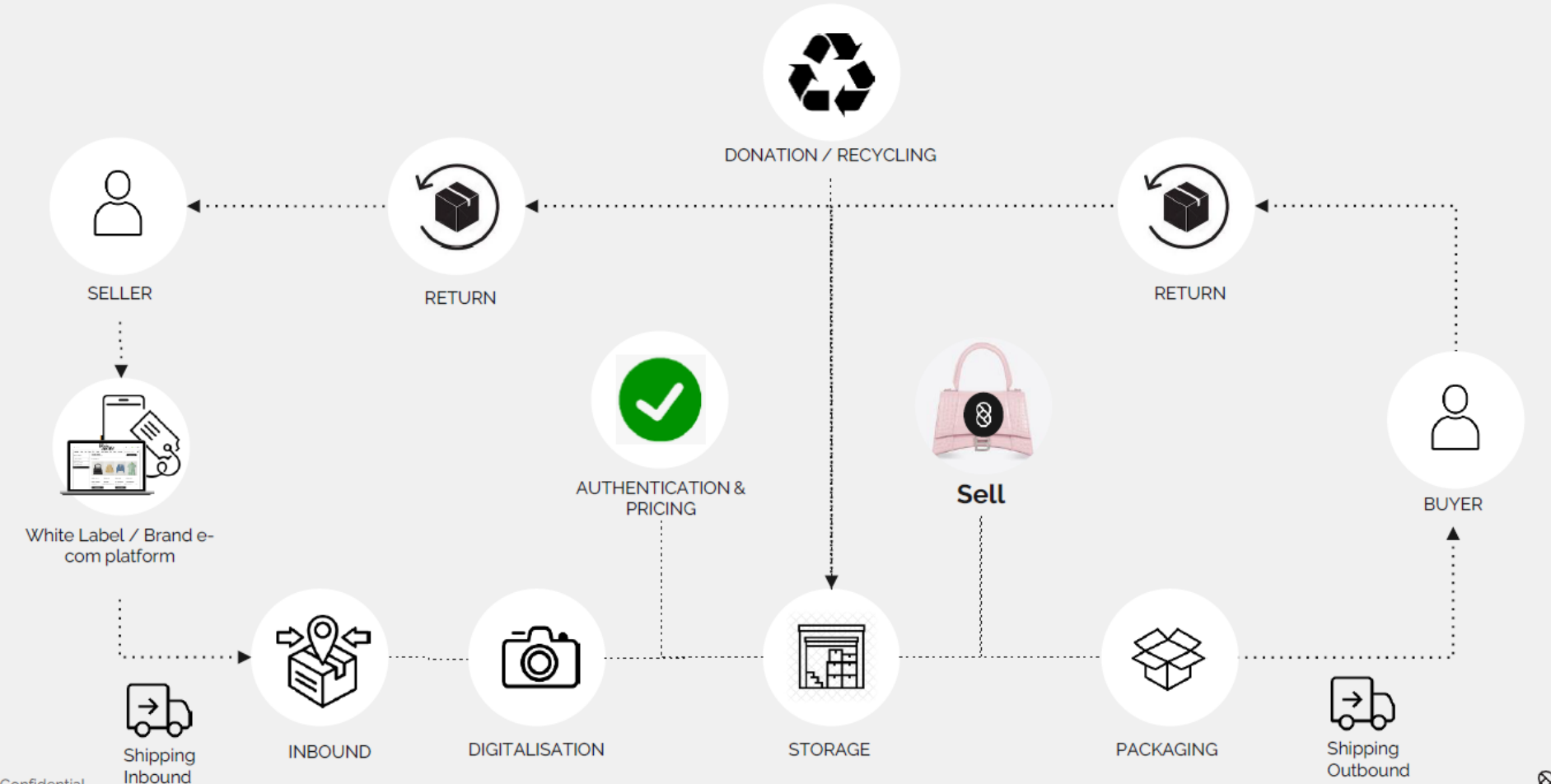
Sellers choose shopping vouchers

2.2x

Top-up on voucher value



Concierge Service Flow



Resale made possible with a strong Operational model

Operational Pillars



Build an integrated eco-system – Enable the integration of all partners: Retailers, Brands, Marketplaces, 3PLs.



A unique digitalization process for unique products - This includes professional photos to reflect the best the condition of the product.



Authentication – Leverage on data and collaborate with Brands to assess the risk of counterfeit and authenticate product.



A pricing algorithm optimizing the pay-out to the seller while maximising sell through.



A global logistics network – Our global presence allow us to scale and reach out to Brand's customer.

Thank you.

Ludovic Terru

VP of Operations

ludovic@reflaunt.com





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Shailja Dubé

Institute of Positive Fashion Lead
British Fashion Council



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THE
CIRCULAR
FASHION
ECOSYSTEM
PROJECT



INSTITUTE
OF POSITIVE
FASHION

PHASE 2:

SOLVING FASHION RETURNS

Shailja Dubé

Institute of Positive Fashion Lead, British Fashion Council

6th September 2022

BRITISH
FASHION
COUNCIL



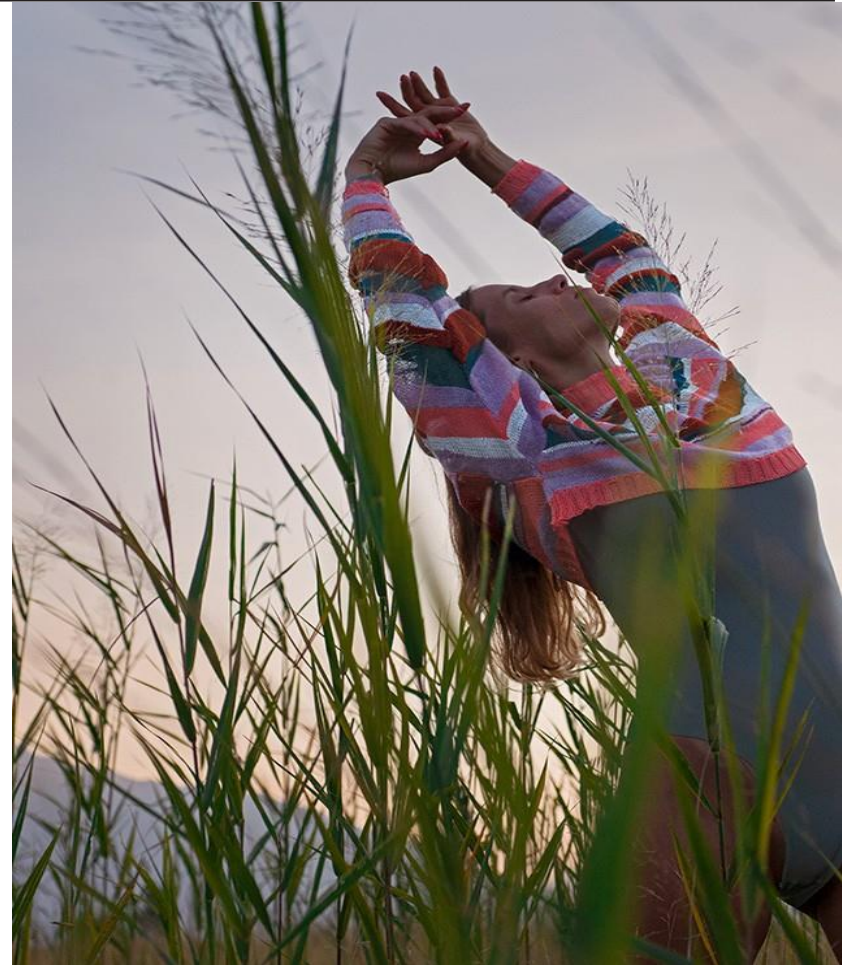
Agenda

A Background

B Initial Key findings: Stakeholder interviews and consumer survey

C Your opinion: Measures to reduce returns

D Q&A





BACKGROUND

The Circular Fashion Ecosystem –Phase 1

THE STRATEGIC FRAMEWORK FOR REALISING A CIRCULAR FASHION ECOSYSTEM

3
TARGET
OUTCOMES10
PRIORITY
ACTION AREAS30
RECOMMENDATIONS
FOR STAKEHOLDERS

Reduced volume of new physical clothing

Through circular and sharing business models, extended product lives, consumer empowerment and digital innovation, the UK fashion market could retain revenue and profitability at the same time as significantly reducing the volume of new physical product and material supply.



Maximised utilisation through product circularity

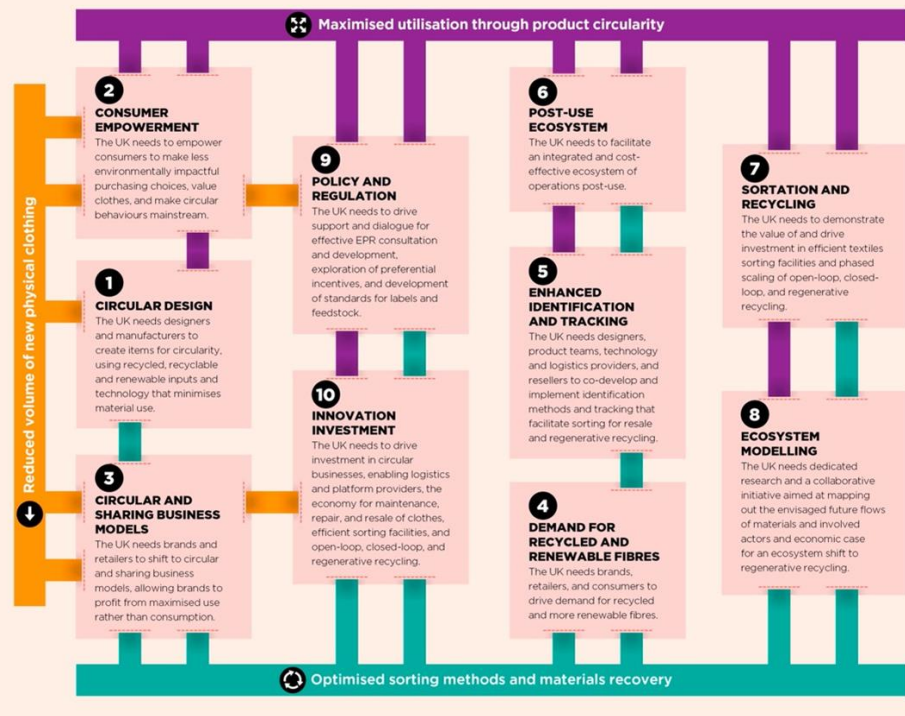
Through improved conditions for reusing garments, the value and enjoyment of every garment produced is maximised.



Optimised sorting methods and materials recovery

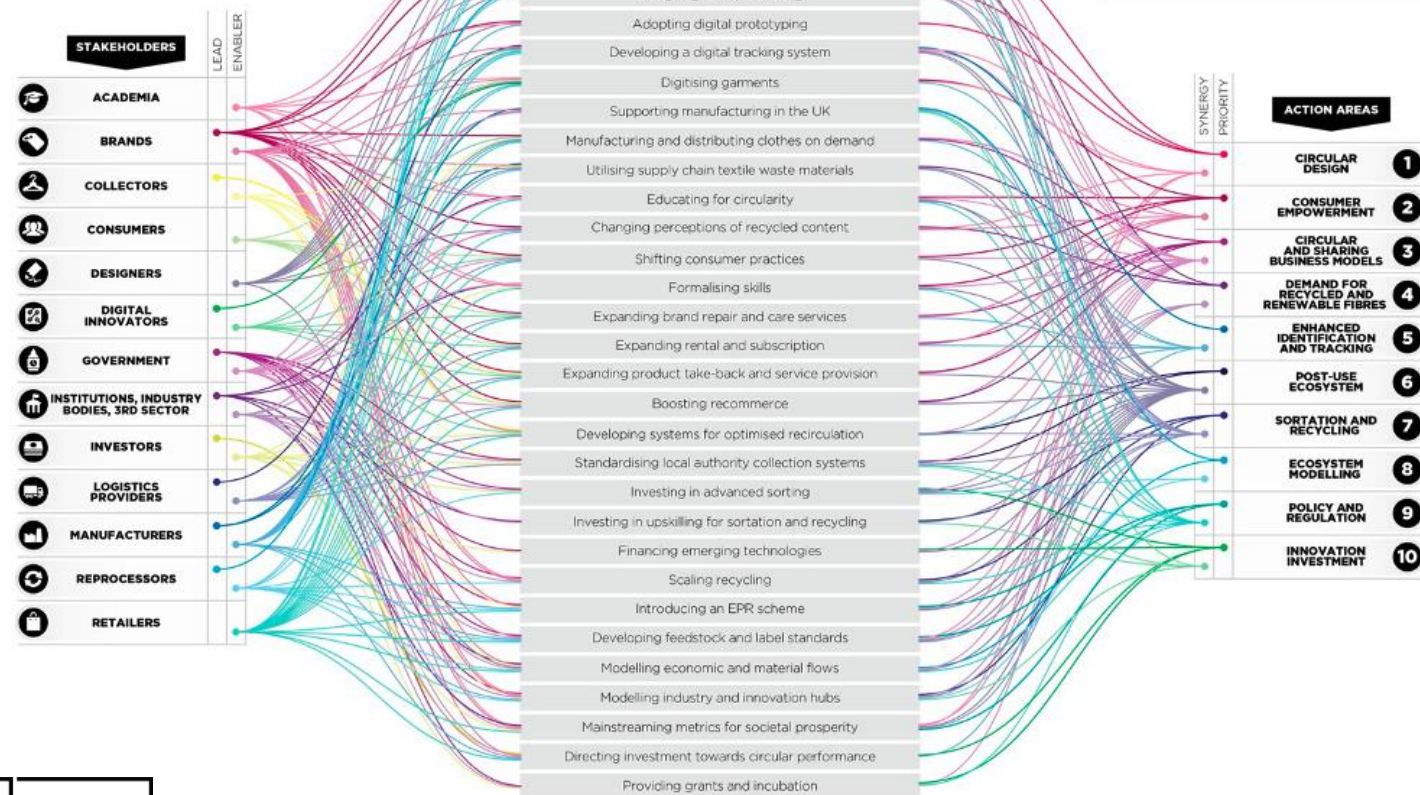
Through infrastructure and technologies that ensure advanced and efficient methods for sorting used clothing, optimal 'next lives' can be ensured. Rewearable items can be recovered for repair and reuse while sorting of non-rewearables provide the quality feedstock needed for improved recycling.

10 PRIORITY ACTION AREAS FOR REALISING THE TARGET STATE



Source: The Institute of Positive Fashion, BFC

STAKEHOLDER ACTIONS AND CONNECTIONS



Across the recommendations, there will be a need for one or more convening actors who can bring the relevant stakeholders together and ensure alignment against a common goal.

Lead stakeholder:

Stakeholders identified as most suited to lead on implementing the recommendation.

Enabling stakeholder:

Stakeholders that are needed as collaborators to make the recommended initiative a reality and a success

Priority action areas:

The action area the recommendation is designed to contribute to the most.

Synergy action area:

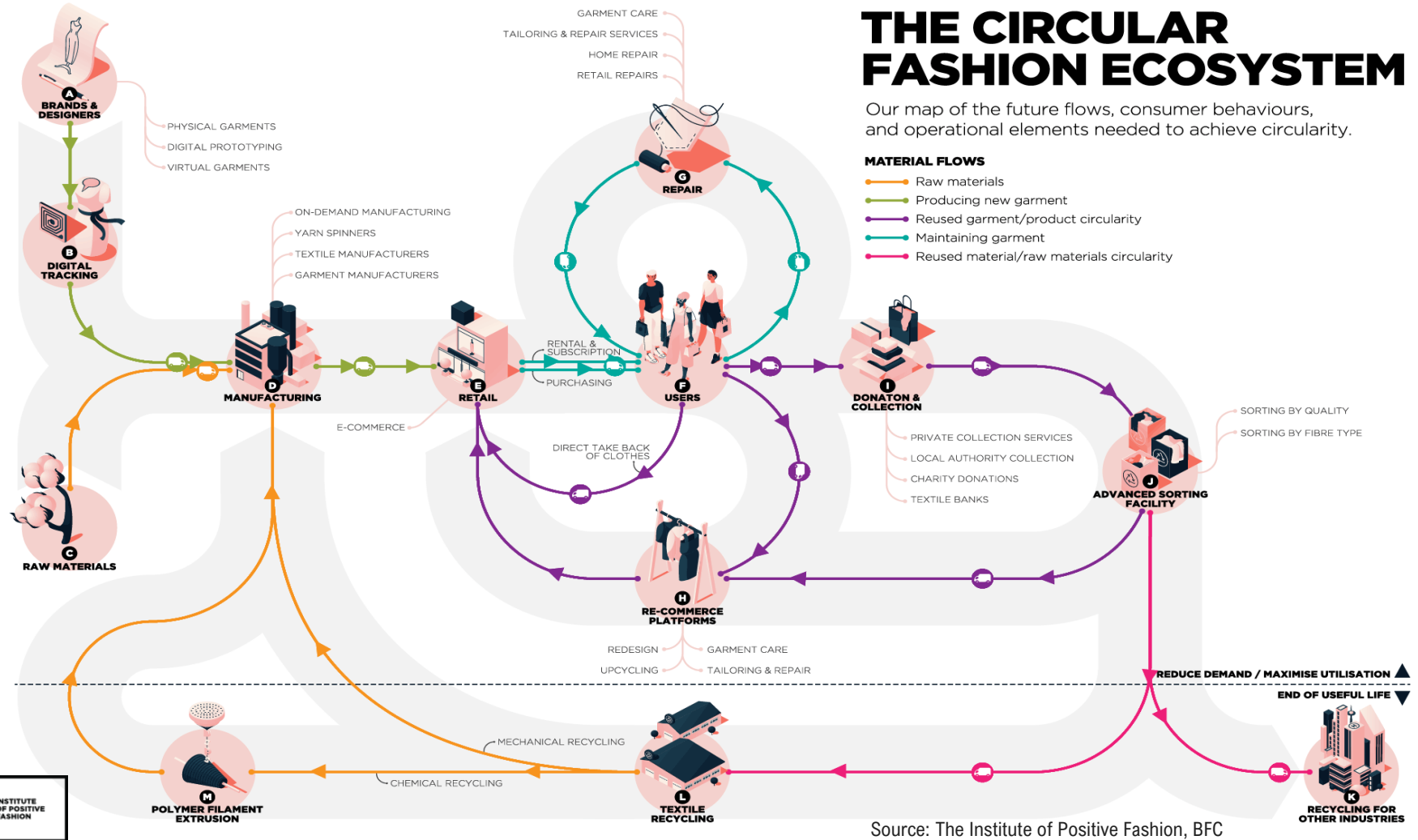
Additional action areas that the recommendation contributes to.

THE CIRCULAR FASHION ECOSYSTEM

Our map of the future flows, consumer behaviours, and operational elements needed to achieve circularity.

MATERIAL FLOWS

- Raw materials
- Producing new garment
- Reused garment/product circularity
- Maintaining garment
- Reused material/raw materials circularity



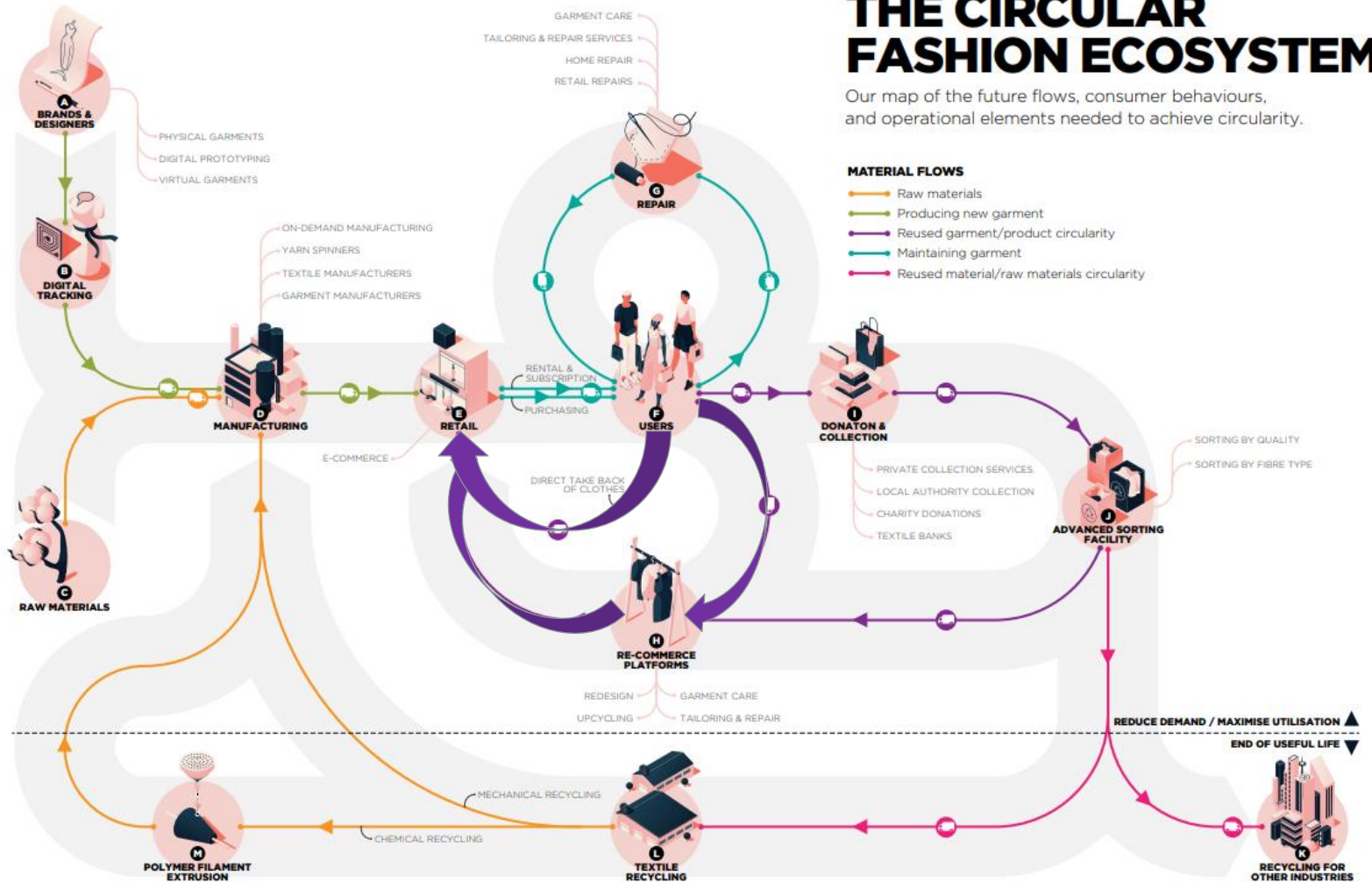
Source: The Institute of Positive Fashion, BFC

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Target outcome 1:
Product returns are reduced

Target outcome 2:
Product returns are handled more efficiently

Fashion returns generate significant financial and environmental costs

RETURNS BY CHANNELS



30%

of items bought online are returned in comparison to 10% in brick & mortar in the UK



2024

is the year that more clothes will be sold in e-commerce than bricks & mortar in the UK

FINANCIALS



£7 bn

yearly cost for UK fashion retailers caused by returns processes

50%

of returns get discounted with an average of
40%
reduction from the original retail sales price

CONSUMER LIFETIME



>30 minutes

of a customer's time is taken for each return sent

ENVIRONMENTAL IMPACT



750,000 tn

of CO2 emissions due to returns

~350,000 tn

of CO2 emissions due to reverse transport

3%

of all returns are not resold

19.5 tn

CO2 / tonne of clothing for the whole lifecycle of clothing

50%

returned items that cannot be resold are sent to landfill



The current UK fashion sector represents an ecosystem that has recognised a need to evolve and address its environmental and social impact

Aim of the report

- 1 Highlight the environmental and societal impact of fashion product returns
- 2 Explore potential mitigation measures
- 3 Provide insights from returns that are relevant to circular and sharing business models (CSBMs)

... within the UK fashion industry





INITIAL KEY FINDINGS

This report takes a holistic approach

LITERATURE
REVIEW

100+

ARTICLES REVIEWED

40+

DIFFERENT
PUBLICATIONS

STAKEHOLDER
INTERVIEWS

17

STAKEHOLDER
INTERVIEWS

RESPONSES

~1500

IN JULY & AUGUST

CONSUMER
SURVEY

1

HACKATHON
ORGANIZED

30

INDUSTRY
STAKEHOLDERS

IPF
HACK

2

ADVISORY MEETINGS
REFLECTION AND
FEEDBACK

AB

Stakeholder Voices: Returns pose significant challenges to the industry



Long return periods

...cause high mark downs as products become outdated

" (...) almost half of our collection is Never-Out-Of-Stock styles, which means that we don't really need to discount our returns."

Brand



Environmental issues

...emissions, water utilization and waste

"Reverse logistics play an important part in the discussion around CO₂ emissions (...) However, today, there are still significant data gaps."

NGO



Complex operations

...returns are more complex to handle than original item

"Returns handling is a complex process with numerous manual steps. This (...) eats up all the margin of a mass-market item."

Innovator/Technology provider



Untapped innovation

...causes missed efficiency opportunities

"By putting tracking tags on all our products, we are able to scan the garment and it will tell us what is the best place for that return to go, what shop or other location."

Brand



Carrier capacity constraints

...given rising return volume & labour shortage

"We see an increasing demand for logistic services in the future that make an expansion of our networks necessary to handle the additional volume."

Logistic provider



Company-wide alignment

...different KPIs across BUs make a unified approach difficult

"The Finance Department might be incentivized to reduce high intensity shoppers, who make the highest value of purchases but also incur the highest costs of returns."

Innovator



Digital customer experience

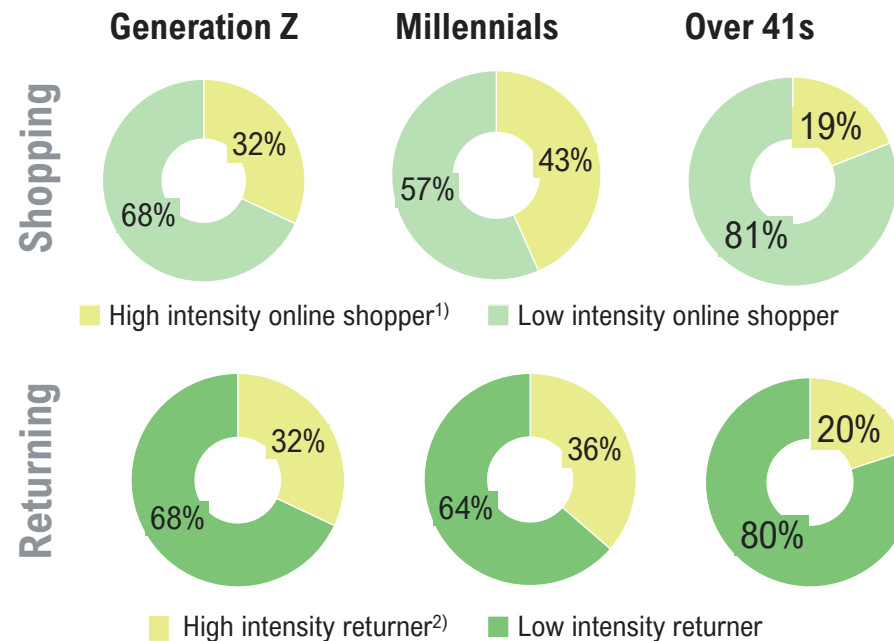
...missed opportunity to engage customers digitally

"Customers can engage with a brand much more than they do now; they can do digital fitting in real time (...), and decide yes, this is the right outfit for me. It's brand interaction."

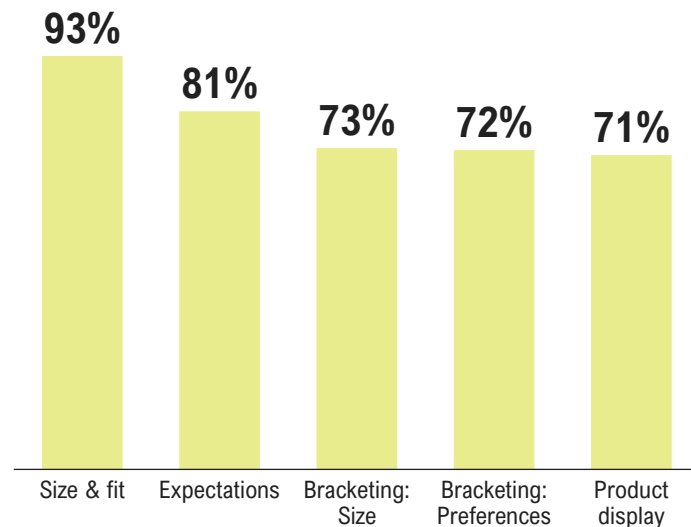
Technology provider

Consumer Survey: who returns and why...

Online shopping & returning behaviour



Top 5 reasons for returns³⁾

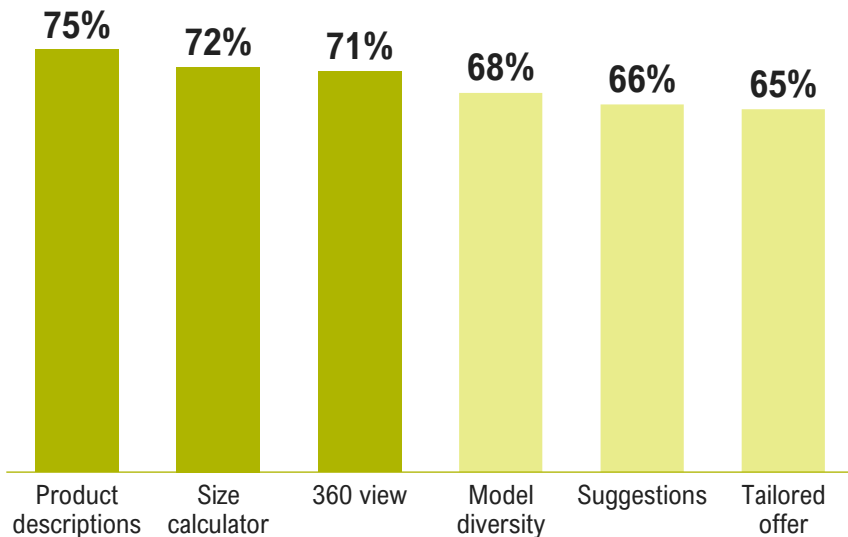


1) High intensity online shoppers: people purchasing above-average amounts of items (approx. >=2 items/typical month); 2) High intensity online returner: shoppers returning over the average rate of returns for online purchases in the UK (~30%);

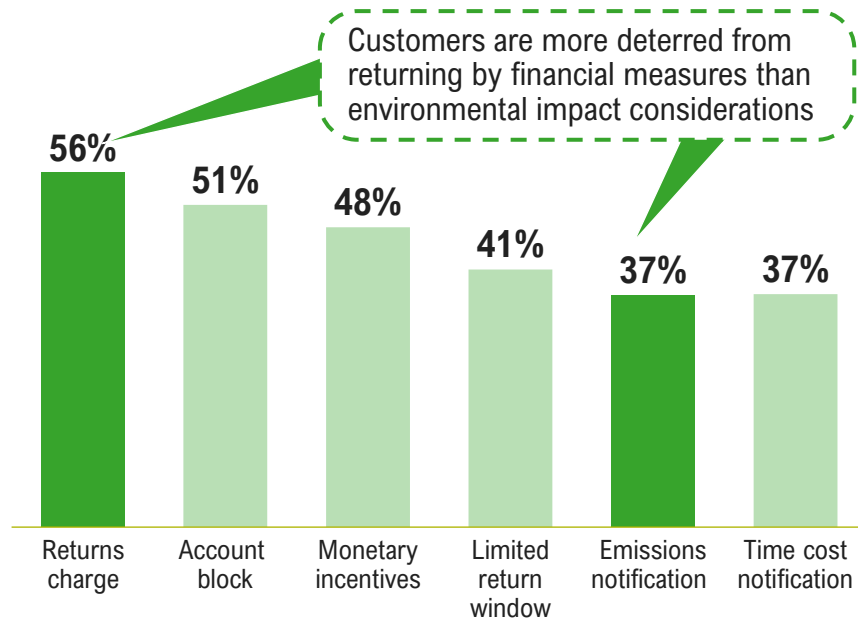
3) Multiple answers possible; Bracketing is where customers buy several versions of the same item in different sizes/colour to try on at home, with the intention to return the ones that don't fit

Consumer Survey: Measures to minimise returns...

What features would be helpful for you to select a product and not return it? Choose all that apply¹⁾



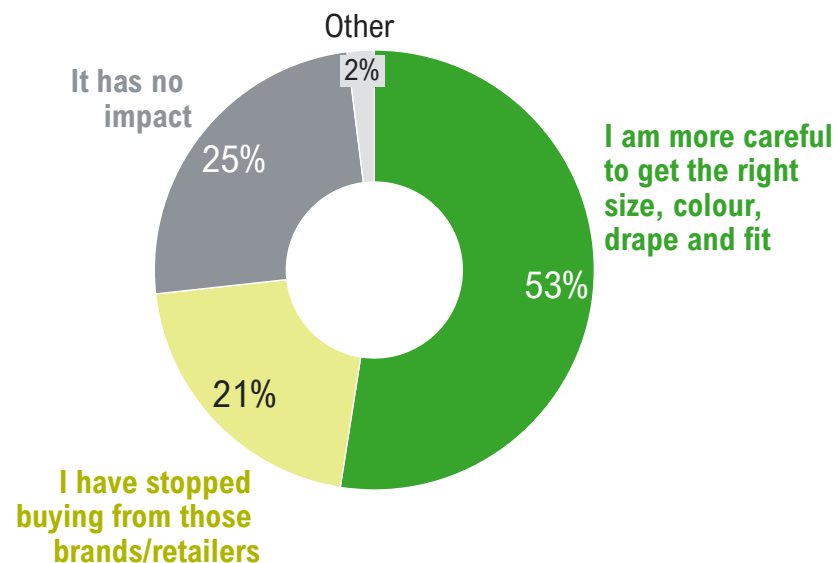
Which measures would likely stop you from returning online purchases? Choose all that apply¹⁾



¹⁾ Multiple answers possible; % indicates share of online shoppers who selected the response

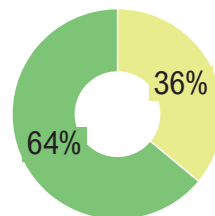
Consumer Survey: Measures to minimise returns...

Do return charges levied by retailers/brands have an impact on your online purchasing behaviour?



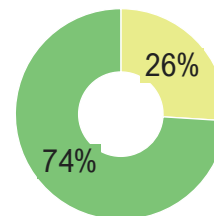
Would you share your data with brands/retailers for a digital avatar to try on products virtually?

Generation Z



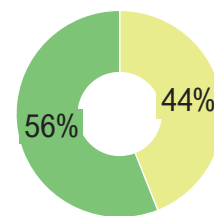
■ Yes

Millennials



■ No / other

Over 41s



"The product would be shown on an avatar which is representing yourself, it's not a picture. From our experience, consumers are benefitting from this feature and [uptake] is increasing."

Technology

provider

Applying learnings from reverse logistics of returns can help optimise CSBM's operations, achieving greater efficiency with lesser environmental impact

Learnings from returns that are relevant to circular and sharing business models (CSBMs)

Operational efficiency

Education

① Digital passport

Identification tags to optimise sorting & tracking and validate authenticity of luxury products, increasing resale value

② Automation

Automated operations in, e.g. warehousing, cleaning & stock management, to increase efficiency and lower cost

③ Last mile improvements

Logistics can be optimised if CSBMs partner with store-based partners to utilise their store network for fulfilment, and consolidate truck trips for both pick ups and drop offs

④ Customer awareness

Addressing consumer concerns on resold/ used items, especially around sanitization, is critical to increase penetration of CSMBs

"Customers have a reticence for pre-loved and rental clothing because they see it as dirty, but new clothes have also been through so many hands. [CSBMs] need to communicate the sanitisation process better."

Re-commerce provider

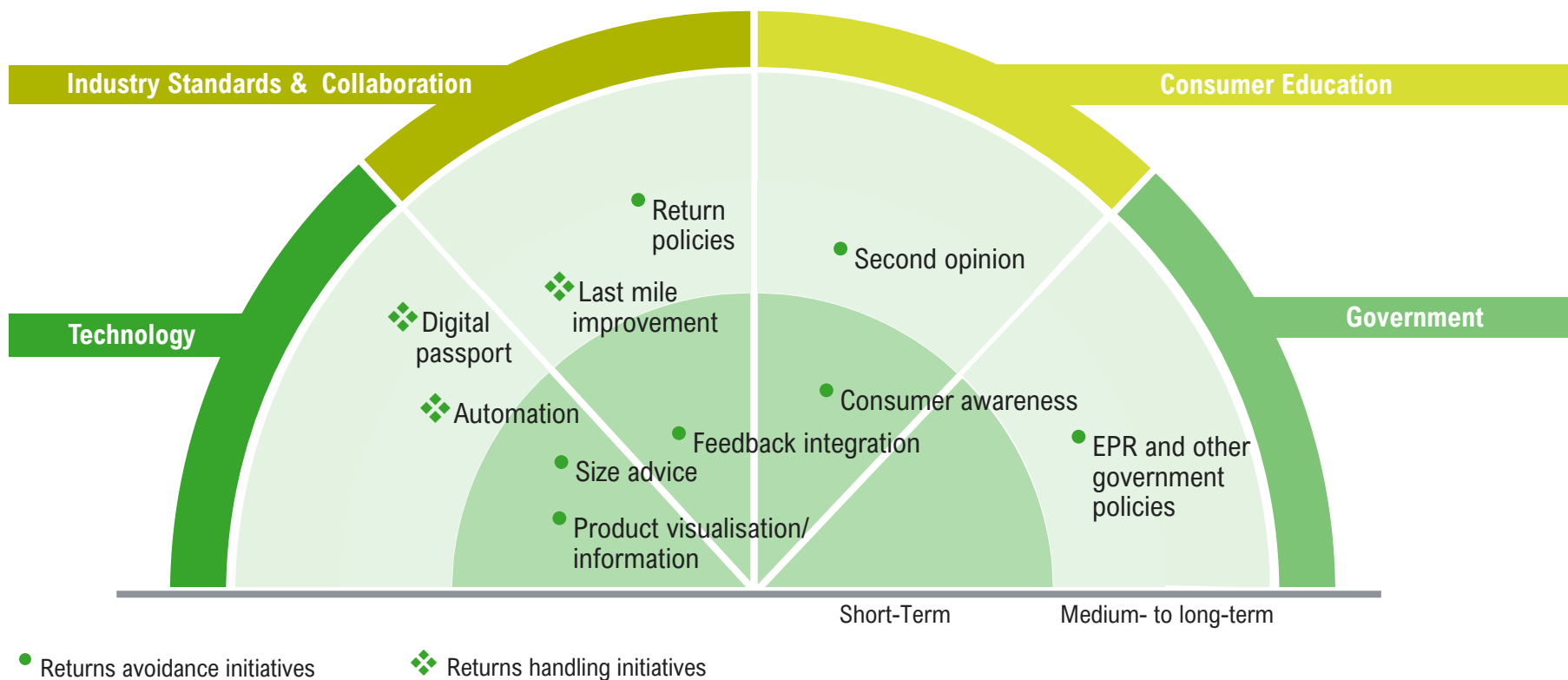
The [CSBM's] message needs to be a really positive one, that people can feel good about bringing their products back and confident that they're doing the right thing by doing so."

NGO



YOUR OPINION

Measures to minimise returns or to handle them more efficiently



Your opinion is needed



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Matthias Lenz

DHL Channel Partner Lead
Everstream Analytics



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**Make your
supply chain
more
responsible &
sustainable**



Reputation / Image

For 70% of consumers, social factors (human and labour rights) play a huge role in their buying decisions

Accenture

Number of victims of child labor worldwide 170M

ILO

Penalty payments for violating German Corporate Due Diligence Act up to 2%

Climate Change

Projected water shortage impact for high-risk companies 40-50% EBITDA

Estimated cost of workplace disruption from climate change \$2T

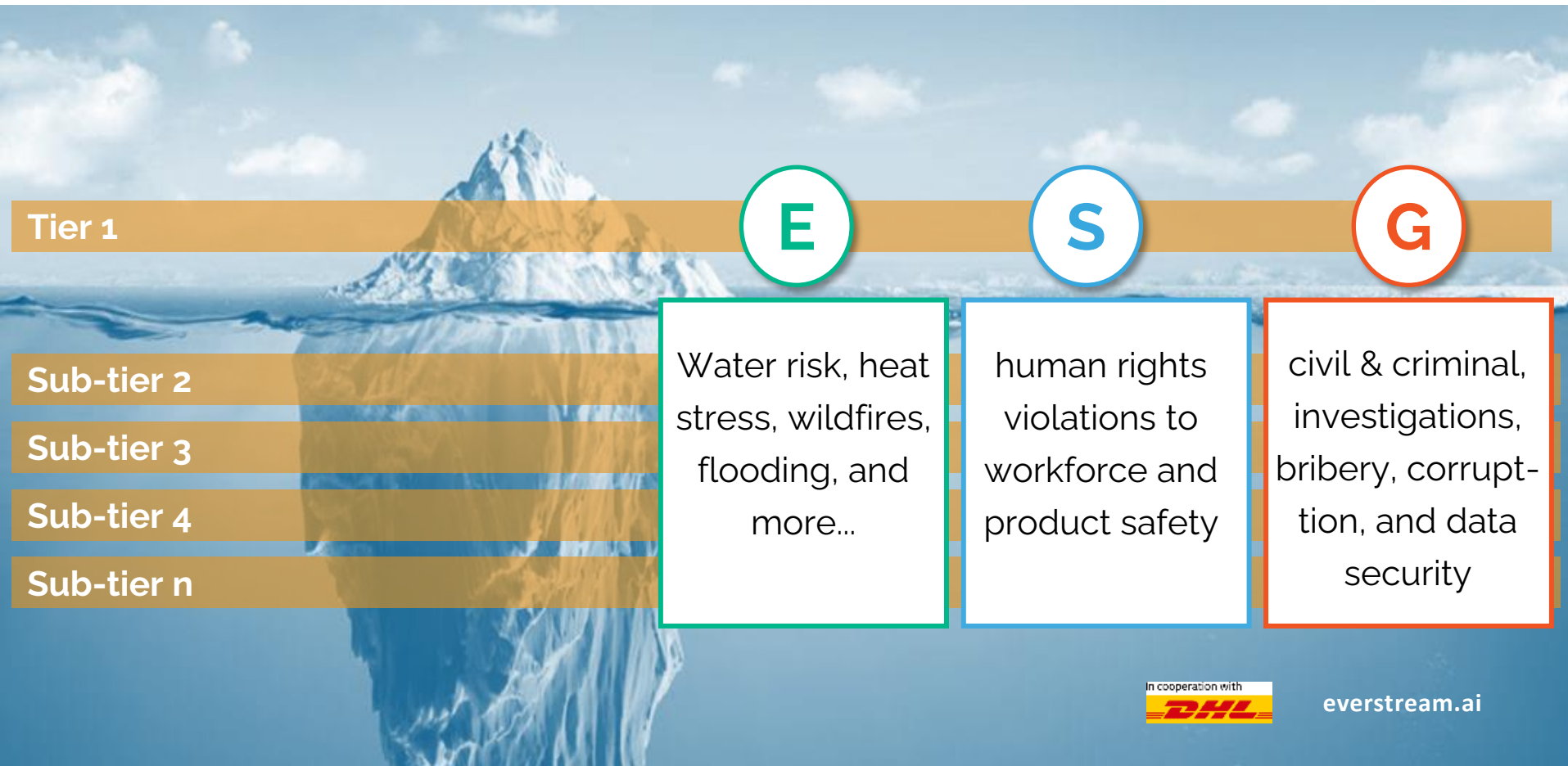


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It is a challenge to keep track of all supplier risks



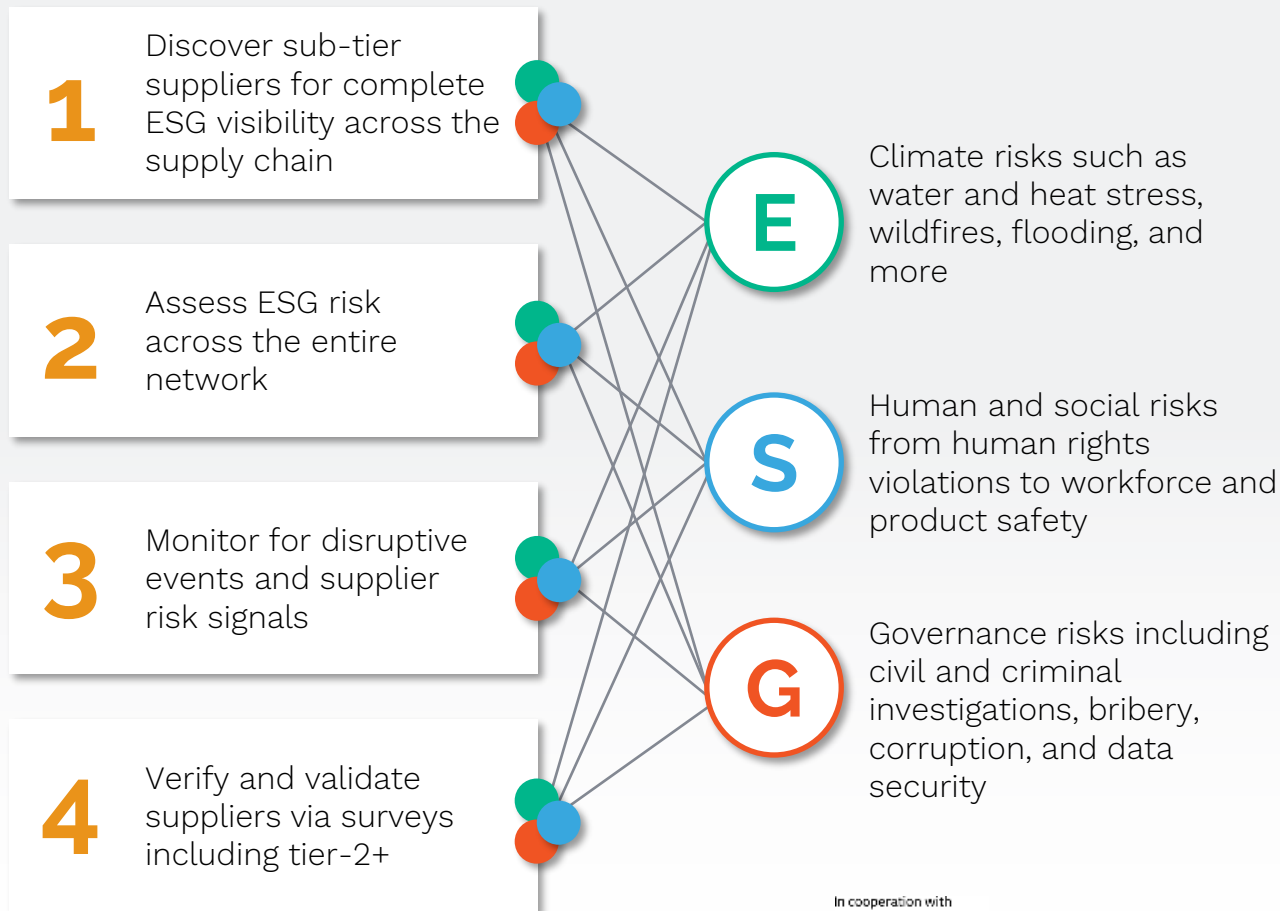
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Complete multi-tier ESG visibility and monitoring

Across every step of the process





Everstream deep dive

Example: German Supply Chain Act Dashboard





Everstream deep dive Global Cotton Risk

		COTTON	CITY	STATE	RISK CHIEF RISKS	RISK
Ext Pre (3in48hrs) High Risk		USA Arizona Pinal (Cotton)	Ak Chin	USA	Temperature	25
		Uzbekistan Bukhara Bukhara city (Cotton)		Uzbekistan	Temperature	17
Extreme cold (<0F)		Uzbekistan Bukhara Karaulbazar district (Cotton)	Navoiy	Uzbekistan	Temperature	16
High Risk		Pakistan Punjab Sahiwal (Cotton)	Arifwala	Pakistan	Temperature	16
		Pakistan Punjab Sahiwal (Cotton)	Arifwala	Pakistan	Temperature	16
Extreme Heat (>100F)		Pakistan Punjab Bahawalnagar (Cotton)	Chishtian Mandi	Pakistan	Temperature	16
High Risk		Pakistan Punjab Bahawalnagar (Cotton)	Chishtian Mandi	Pakistan	Temperature	16
		Uzbekistan Andijan Asaka district (Cotton)	Marg'ilon	Uzbekistan	Temperature	14
Extreme Wind (>40/50mph) Med/High Risk		Uzbekistan Andijan Asaka district (Cotton)	Marg'ilon	Uzbekistan	Temperature	14
		Turkey Akdeniz Adana Mersin (Cotton)		Turkey	Temperature	13
		Turkey Akdeniz Adana Mersin (Cotton)		Turkey	Temperature	13
Frost-freeze (<32F)		Pakistan Punjab Khanewal (Cotton)	Kamalia	Pakistan	Temperature	13
High Risk		Pakistan Punjab Khanewal (Cotton)	Kamalia	Pakistan	Temperature	13
		Mexico Chihuahua Ojinaga (Cotton)	Los Arbolitos	Mexico	Precipitation	12
Global Ag Belts		Turkey Akdeniz Adana Mersin (Cotton)		Turkey	Temperature	11
Global Coffee Risk		Turkey Akdeniz Adana Mersin (Cotton)		Turkey	Temperature	11
Global Cotton Risk		Brazil Bahia Sao Desiderio (Cotton)		Brazil	Temperature	10
		China Xinjiang wulumuqi (Cotton)		China	Temperature	10
Global Dairy Risk		China Xinjiang wulumuqi (Cotton)		China	Temperature	10
		China Xinjiang wulumuqi (Cotton)		China	Temperature	10
Global Rice Risk		China Xinjiang wulumuqi (Cotton)		China	Temperature	10
		China Xinjiang jinghe (Cotton)		China	Temperature	10
Global Strawberry Risk		China Xinjiang jinghe (Cotton)		China	Temperature	10
Global Sugarbeet Risk		Pakistan Punjab Rahim Yar Khan (Cotton)	Ahmadpur East	Pakistan	Temperature	10
		Brazil Bahia Sao Desiderio (Cotton)		Brazil	Temperature	10
Global Sugar cane Risk		China Xinjiang luntai (Cotton)		China	Temperature	10
		Brazil Bahia Sao Desiderio (Cotton)		Brazil	Temperature	10
		Brazil Bahia Sao Desiderio (Cotton)		Brazil	Temperature	10

Think of the first mover advantage you have by proactively monitoring your most important commodities.

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your supply
chain more
resilient

More than 250 companies trust the Everstream Analytics solution

Kundenauszug

Manufacturing



Automotive



Consumer Goods



Medical Device



Pharma



Chemicals



Electronics



Food and Beverage



Partner (Auszug)

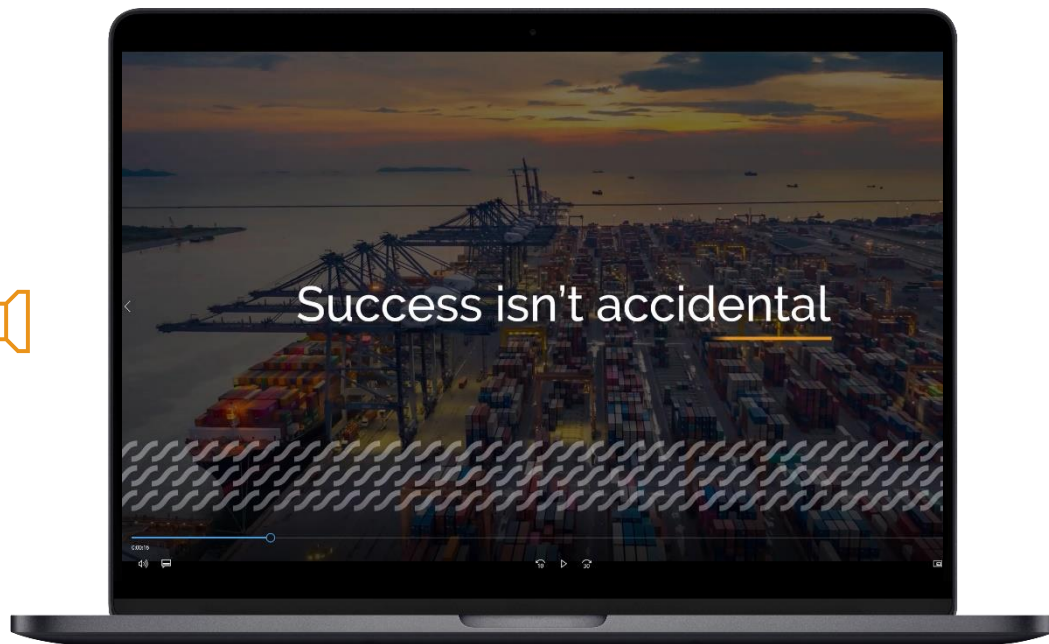
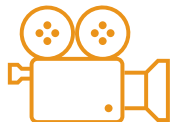


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The market leading Everstream end-to-end supply chain risk management solution



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Tobias Broehl

Account Executive
TeamViewer

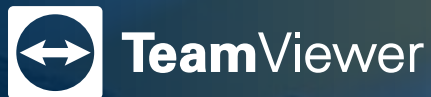


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AUGMENTED REALITY IN THE FASHION SUPPLY CHAIN

EMPOWERING FRONTLINE WORKFORCE



Tobias Bröhl - AR Expert



TeamViewer
Frontline

THE WAY WE WORK
IS FUNDAMENTALLY
CHANGING

**DIGITAL
TECHNOLOGY** HAS A
GREAT IMPACT ON
OUR EVERYDAY LIFE



TeamViewer

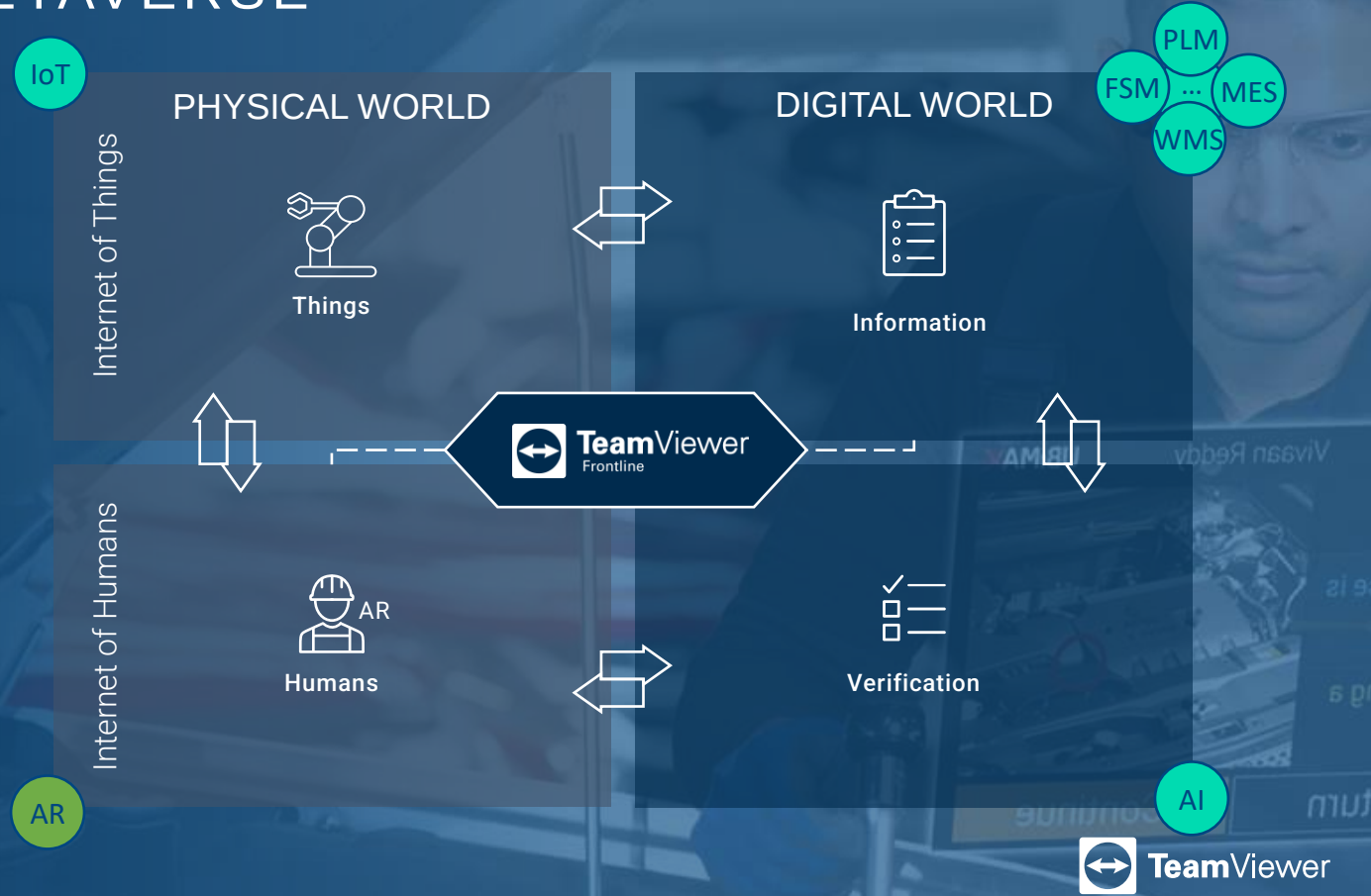
80% OF WORKFOCE IS DESKLESS
THE DIGITAL AGE
OFTEN LEAVES OUT FRONTLINE WORKERS

TEAMVIEWER IS
AUGMENTING
FRONTLINE
WORKERS'
INTELLIGENCE



TeamViewer

ENABLING THE INDUSTRIAL METAVERSE





/Autonomous
/Sensing
/Communication
/Battery
/Navigation
/Mirrorless
/Ecology

100m

48
mph

/Autonomous
/Sensing
/Communication
/Battery
/Navigation
/Mirrorless
/Ecology

Augmented Reality Productivity Suite

xAssist
Remote Support
Remote Support
Service & After Sales
Guided Training

xPick
Logistics
Manual Order Picking
In- & Outbound Logistics
Inventory & Sorting

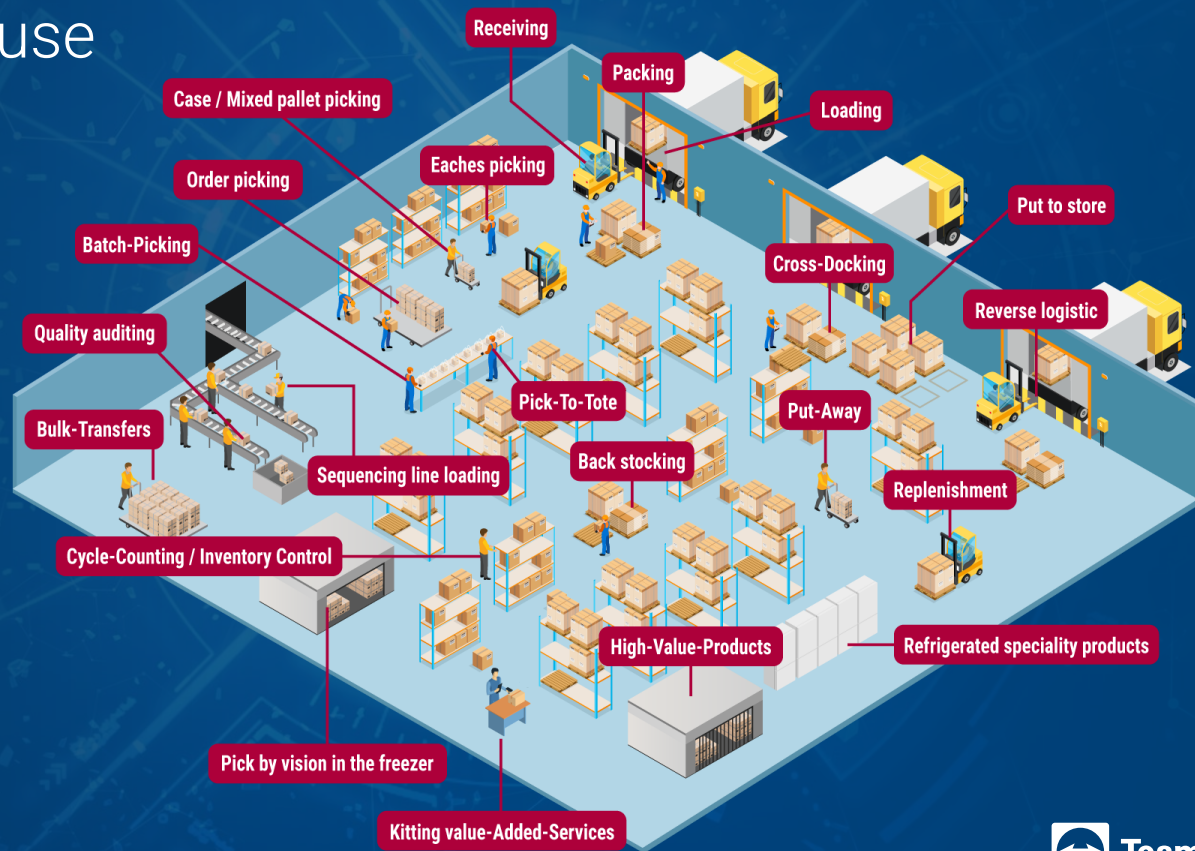
xMake
Assembly
Assembly Instructions
Quality Assurance
Training

xInspect
Maintenance
Maintenance & Service
Guided Diagnosis
Instant Troubleshooting



Logistics Operations 4.0

AR in the warehouse



AR in Recommerce Processes



Incoming Goods
Handling



Goods Inspection
(Documentation)



(Re-)Packing



Storing



Picking



Outgoing

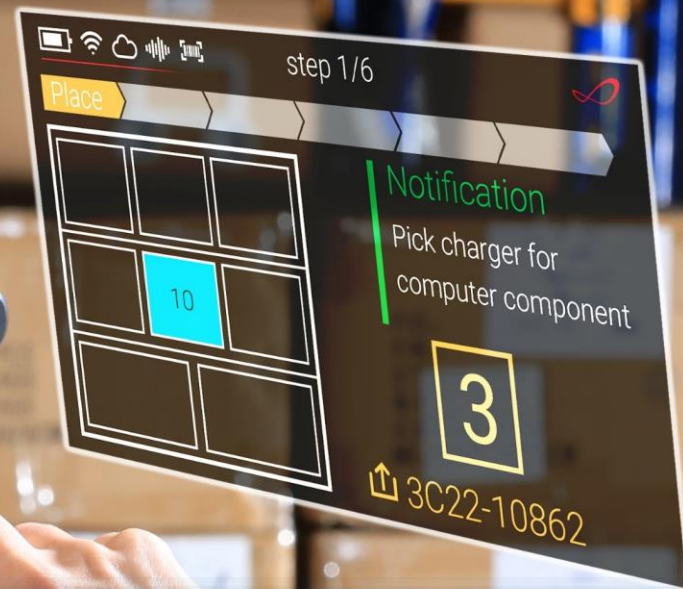
FASTER HANDLING OF INCOMING GOODS THROUGH HANDS-FREE OPERATIONS



AUTOMATIZED PRODUCT CONFIRMATION THROUGH IMAGE RECOGNITION



INCREASED PROCESS SECURITY THROUGH STEP-BY-STEP GUIDANCE



15% PRODUCTIVITY INCREASE THROUGH VISION PICKING







CREATING A WORLD THAT **WORKS BETTER**



AMG
PETRONAS
FORMULA ONE TEAM



FRISCH AUF!
GÖPPINGEN



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SHARE sustainability-related challenges, experiences, knowledge, and ideas

SHAPE the future of logistics, to help businesses operate sustainably and profitably

DELIVER sustainable logistics solutions for a more sustainable future

“TOGETHER
WE CAN HELP
ADDRESS THE
CHALLENGES OF
THE CLIMATE
EMERGENCY”

KATJA BUSCH
Chief Commercial Officer
DHL & Head of CSI

25. – 27 April 2023
Valencia, Spain





NETWORKING DINNER