

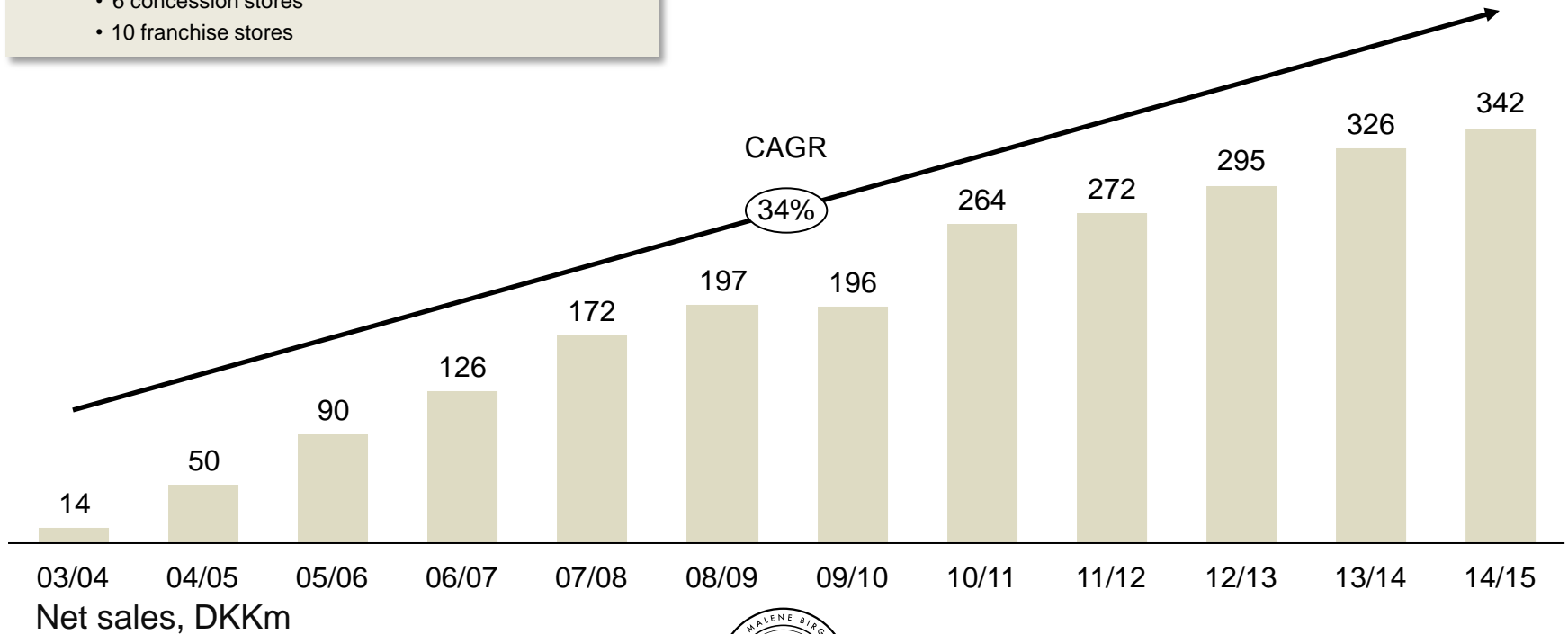
BY MALENE BIRGER

Investor Day 2016

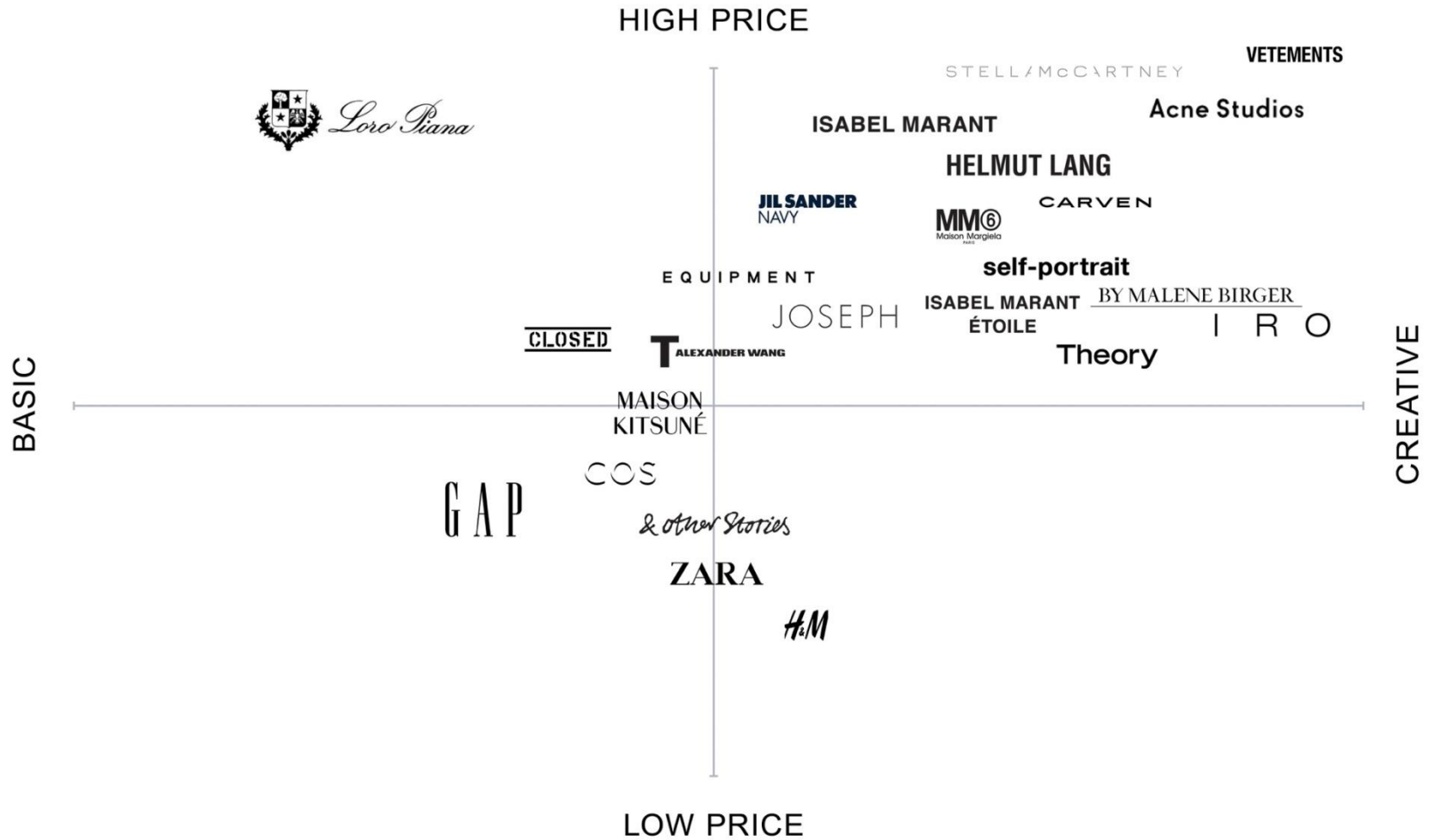
April 6, 2016

By Malene Birger in short

- 98 employees
- 4 Collections a year (ready-to-wear and accessories)
- Sold in 42 countries (59% from Nordic region)
- Approx. 900 wholesale customers
- Controlled space distribution:
 - 7 own retail stores
 - 6 concession stores
 - 10 franchise stores



We operate in a competitive and highly fragmented landscape



Being a design brand, clarity on offering and consumers is key



OUR OFFERING:

Product and brand benefits

- Fashion at competitive prices
- Quality and attention to detail
- A complete wardrobe with items for many occasions
- High fashion that looks wearable
 - A complete brand universe

OUR CONSUMER:

Demographics and lifestyle

- Urban female, middle class
- Age 25 to 45 years old
- Fascinated by classic, minimalistic design, but appreciates details.
- Not a fashionista and therefore requires guidance and a high service level when shopping.
- Loves By Malene Birger for the chic universe the brand represents and for always providing the right product for her needs.



65% of total revenue from key categories leaves us with a strong platform for growth

NET SALES BY PRODUCT CATEGORY

	2014/15, DKKm	Share of total, %
Dresses	60	18
Shirts	57	17
Accessories	52	15
Knitwear	48	14
Pants	40	12
T-Shirts	24	7
Skirts	20	6
Outerwear	17	5
Blazers	11	3
Other	14	4
Total	342	100

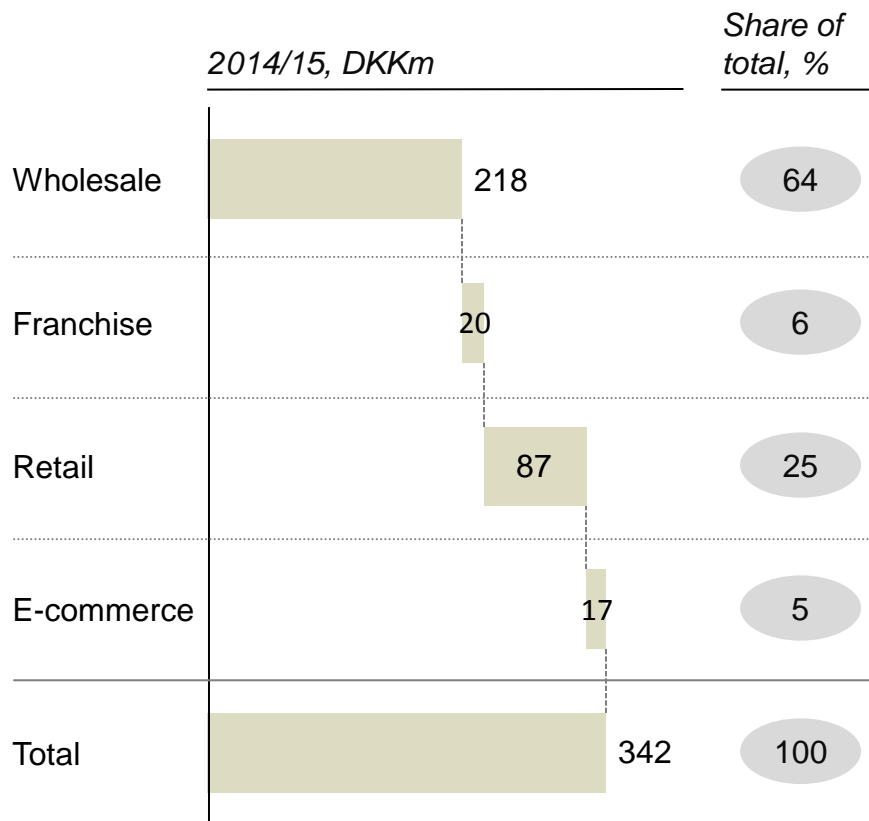
KEY FOCUS AREAS

- Strengthen collection structure to consumers' needs (*adapt to compete*)
- Increase no. of re-runners
 - *Implement SSP program*
 - *Increase share of non-cyclical revenue*
- Reduce amount of styles in each collection
- Strengthen selected categories
 - Dresses and shirts
 - Accessories (bag collection)
 - Outerwear



To manage and develop the brand, controlled space is vital. Further efforts will be allocated to secure this development

NET SALES BY CHANNEL



KEY FOCUS AREAS

WHOLESALE

- Grow through key accounts – especially department stores
 - Shop-in-shops and soft corners

FRANCHISE

- Use for expansion in emerging focus markets
- Grow with existing partners in mature markets
- Keep relative share of full-year revenue

RETAIL

- New store concept (to be rolled out in all stores)
- Increase relative share of full-year revenue
- Key growth driver in Nordic Region, UK and France
- Store openings in London and Paris
- Selective use of outlets in Nordic region/London

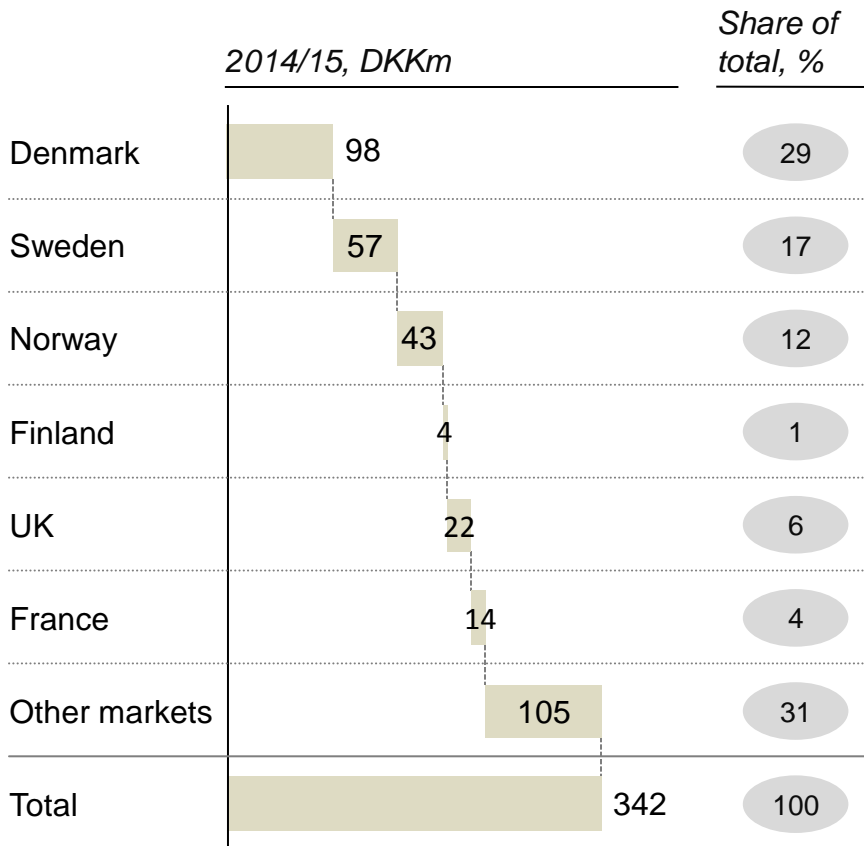
E-COMMERCE

- Continue growth momentum
- Increase no. of visitors, conversion rate and basket size



A strong position in the Nordics allows for an increased focus on expansion of selected countries

NET SALES BY MARKET



KEY FOCUS AREAS

NORDIC REGION

- A strong home market with room for further growth
 - Denmark, Sweden and Norway
 - Prominent high street locations
 - Strong presence in leading department stores
 - Growth through key accounts

UK AND FRANCE (LONDON AND PARIS)

- London and Paris are particularly important cities on the international fashion scene and will enable growth in other regions as well (e.g. Asia, North America and Middle East)
- Similar market approach in UK and France



UK is a top priority for a number of reasons

1

UK (with London as pivotal center of gravity) is one of the largest apparel markets in Europe and is expected to be the fastest growing market in Europe over the next 5 years*

2

London opens doors to other international markets (almost half of all apparel sales in London are non-domestic)

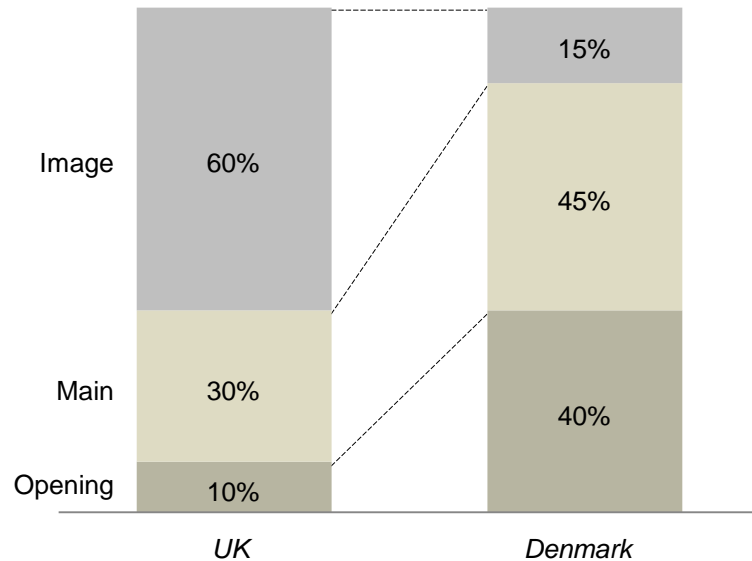
3

UK is our 4th largest market and we have always had a solid position in the market (in 2011 UK was our largest market)



Clear potential in the UK where our best performing categories are even stronger and our sales mix support higher price points

NET SALES BY PRICE RANGE (UK VS. DK)



CATEGORY PERFORMANCE BY NET SALES (UK VS. DK)

Share of net sales, 2014/15 in %

Product category	UK	Denmark	Delta, ppt
Dresses	25	17	8
Shirts	20	15	5
Knitwear	10	13	-3
Skirts	8	5	3
Pants	8	15	-7
Outerwear	8	5	3
T-Shirts	6	8	-2
Accessories	6	12	-6
Other	8	9	1
Total	100	100	



The UK market demands focus and attention – and we give it just that!



Key take-aways

1

Strengthen the brand through further clarity on offering and consumers

2

Increase our ownership, also outside the Nordics, of 'dressing for every day elegance'

3

Further strengthen the key categories and capture the opportunities in strengthening the remaining parts



THANK YOU

