

# Project Avant-Garde

*Participating companies: Strategic intents & Superpowers*





## Strategic intent

- DHL are world leaders in the area of logistics. Our reach is global and spans the entire supply chain from sourcing to last mile delivery.
- We are always looking to address how our part of the supply chain can contribute to the goals of our customers and our own goal.
- Core to DHL's values is building collaborations with supply chain partners, supported by our well-established EGS strategies and innovation approach.
- The *people* element of PPP has been at the forefront of our work and we are involved in initiatives to building and support communities that we work in.
- Logistics has a role to play in the area of circularity in fashion. We want to collaborate with our customers to look at the supply chain end-to-end and address issues together.

## Superpowers

- DHL's expertise and global reach.
- We are the most international company in the world and are extremely culturally diverse
- As a leader in global logistics, we want to shape the industry and try new things to shape the way we operate. Our organisation is not afraid to try new things.

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## Strategic intent

H&M has more than 70 years of successful business experience, with almost 30 years of experience in sustainability. But the world is going through many changes that we need to adapt to, to make sure we remain relevant as part of a fair and just system. We want to transform the industry to a more sustainable fashion future. We need to rebalance the distribution of value across the industry, creating more value for all players, while still retaining our competitive advantage.

## Superpowers

- Our size, experience and leverage in the value chain, combined with our sustainability ambition and leadership position. With extremely passionate people leading H&M, we are in a position to drive and shape the public narrative.
- We are already a development agency, although not known as such. In many markets we have created the first formal jobs for women. Textile industry can empower many otherwise powerless women, if we create employment opportunities in a responsible way.

## Strategic intent

- As a tech company with a global network, Mastercard has both the skillset and the reach to play a part in driving change.
- We have the capabilities to create rules and standards for communication that enables trust, and facilitates impact measuring, data sharing and traceability.
- In particular, financial inclusion is dear to our heart. Our role is as a strategic enabler of payments, of global financial inclusion and of ESG across the industry .
- This is an ideal opportunity to build a concrete example of what new growth end-to-end can look like, and hopefully use the fashion industry as a model for others to follow suit.

## Superpowers

- Ability to leverage our global network to enable communication across the value chain.
- Passion about financial inclusion for all and commitment to driving real change.
- Capabilities around tech and data, as foundation for unlocking both financial stability and sustainability.

## Strategic intent

- We are a lifestyle company, designers of timeless products (intergenerational desirability) they are durable (circular)
- Purpose: To inspire the dream of a better life through authentic and timeless style.
- Next great chapter has a human element (DEI) of consumers, employees that lifts everyone up.
- Consumers and their evolving needs for all generations: convenience to buy or use. To stay in touch, serve them better is in focus.
- We believe in eco-systems and how best to serve our consumers
- By 2040 we aim to be net zero
- Innovation is the key to address many of today's challenge, including platforms and partnerships (cross-industry)
- Data connected to finance and consumers has real potential

## Superpowers

- Ralph's voice is strong in the industry
- Our passion to drive change
- Concept of timeliness

## Strategic intent

- Commitment: Become the most sustainable bank in the world
- Ensure sufficient cash flow in developing countries to reach sustainability goals
- Want to understand the transitional economies
- Democratize the access to sustainable funding

## Superpowers

- Strong presence and long-lasting expertise in emerging markets

## Strategic intent

- URW's purpose is to “reinvent being together”.
- We offer human spaces for brands, visitors and consumers, and to connect these groups of people.
- The vision of URW is about working together, to reinvent being together. The idea of reinventing the industry is a discussion we are deep into already; sustainability is at the core of what we do in our company-wide transformation “Better Places 2030”.

Our interest lies in 4 major areas:

1. Supply chain transparency
2. Circularity and sustainability of both stores and products; take-back programs and other new business models
3. In-store environmental operations and sharing of data between landlord and tenant;
4. Creating a customer experience that goes beyond shopping, including omnichannel experiences & customer education on responsible consumption.

## Superpowers

- URW can leverage access to consumers, through both physical and online spaces
- Places anchored in the local communities, community engagement plans and access to local stakeholders
- We have experience in designing and operating sustainable buildings

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## Strategic intent

- To be the starting point for fashion. Net positive for people and planet.
- When you think about fashion, you think about Zalando (theNetflix, or Spotify of fashion)
- Connector to help drive change to positively influence the market and industry: standards and platform.
- We have set a high bar for suppliers related to sustainability. In the future it will be a requirement.
- We support and provide visibility to sustainable products.
- We realize we are part of the problem; and, we want to be part of the solution.

## Superpowers

- We are a high growth, tech company
- We bring our platform technology and reach: 4,000 brands, 42 million customers (10% EU population)
- Our willingness to rethink and reinvent
- We are great at innovating, experimenting



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## Strategic intent

We work with leaders, teams and organizations to achieve impossibly ambitious business results. The key is intensive engagement, co-creation, unsurpassed quality and having fun along the way, persisting until the mission is accomplished. Impossibly. Sustainability is a strategic opportunity to expand that capability to inter-company collaboration to create greater societal, environmental and economic value.

## Superpowers

Helping people achieve together what what they could not do alone.