

IS ZEEMAN  
CAREFUL OF  
MY FUTURE?

**Zeeman  
in 2022.**

**ZEEMAN**

# About Zeeman.

Zeeman is a chain of textile stores with over 1,300 locations in seven European countries. There is also an online shop available for each country. Zeeman stands for quality textile basics that are produced responsibly.

## Profile

**+1313** Textile stores

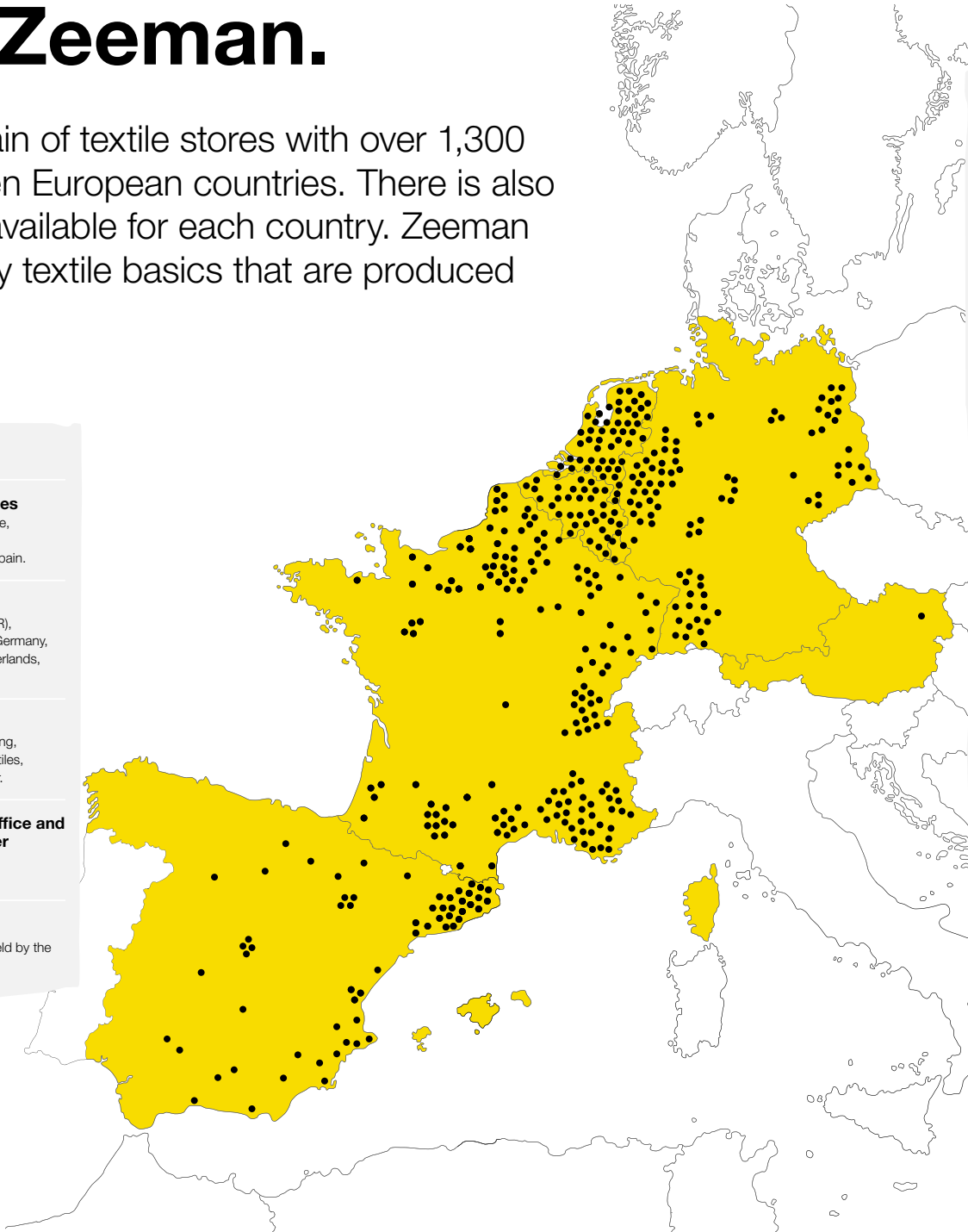
**7** **European countries**  
Austria, Belgium, France, Germany, Luxembourg, the Netherlands, and Spain.

**8** **Online shops**  
For Austria, Belgium (FR), Belgium (NL), France, Germany, Luxembourg, the Netherlands, and Spain.

**4** **Core groups**  
Baby & children's clothing, legwear, household textiles, underwear & sleepwear.

**1** **Central service office and distribution center**  
Alphen aan den Rijn, the Netherlands.

**since 1967** **Family business**  
100% of the stock is held by the Zeeman family.



## **Zuinig: at the heart of our strategy.**

*Zuinig* is a word from the Netherlands. It's about being both economical and caring. Not so easy to explain, but simple to live by.

*Zuinig* must be the core of our identity as well as our strategy. This was very clear when we started to describe our strategy for the coming years in 2022. We did that with input from across the whole company. But we also asked for outside input, such as from our stakeholders and an international group of students. For us, *Zuinig* is a theme that comes straight from the heart. That's why it will be a guide for the company in the years to come.

# General.

This year, an important question occupied our minds: in this inflationary environment, how can we keep our prices as low as possible? Because our textile basics must remain affordable for everyone. Due to inflation, we, like others, were forced to raise some of our prices. With pain in our hearts, because rising living costs and growing inequality concern us deeply. We see it as our role to keep basic items you really need accessible to everyone.

Redefining our strategy.

More than 100 colleagues contributed ideas and helped redefine Zeeman's strategy, making it clear for the period 2023-2027 what we are focusing on. And what needs to be done in the coming years.



**Retailer of the Year Award.**  
 Zeeman has been named Retailer of the Year 2022-2023. In addition, our CEO Erik-Jan Mares won the Retail Executive of the Year trade award: "I am *zuinig* proud!"

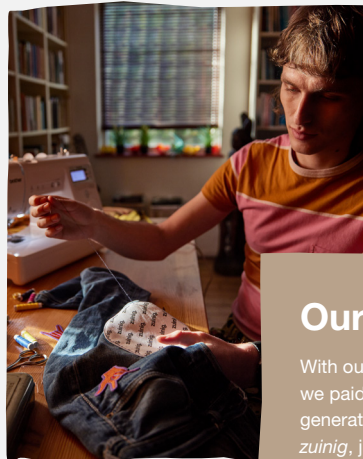


### Low prices every day.

At Zeeman, prices are low every day. So for us, offers are never a ploy to bring in additional customers.

### Organization development.

There was a lot of focus on interdisciplinary collaboration. We also built firmly on safety and trust in our organization.



### Distribution-center renovation.

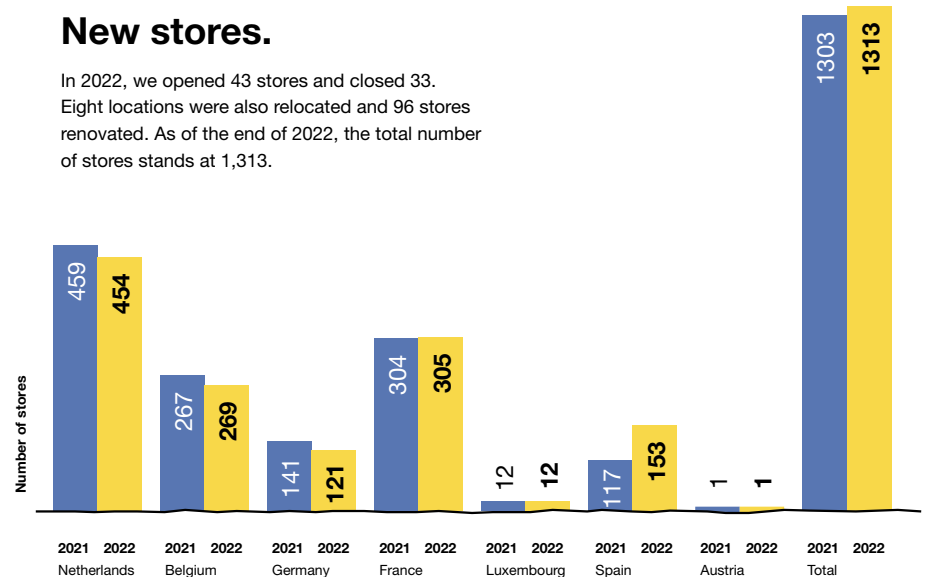
Preparations for the refit of our distribution center are in full swing. There will be a new mechanized storage and sorting system.

### Our basics.

With our basics campaign, we paid tribute to GenZ, a generation that is increasingly *zuinig*, just like us. And with the help of our customers, we held a clean-up campaign in our stores' neighborhoods.

### New stores.

In 2022, we opened 43 stores and closed 33. Eight locations were also relocated and 96 stores renovated. As of the end of 2022, the total number of stores stands at 1,313.



**milestones in 2022**

# Zuinig.

## CSR, at Zeeman we simply call it being *zuinig*.

*Zuinig* of the resources that we depend on. And *zuinig* of the people who work for us, the environment, and our society. Because if you are *zuinig* of everything, good and affordable go hand in hand.

Our annual [Social Responsibility Report](#) describes the goals we have achieved in detail. Here are the most salient points.

In the past year, we have again made great strides in corporate social responsibility. At the same time, there are still major challenges, which we are not avoiding. We are honest about that.

We can't do it alone. That is why we think it is important to have international legislation on sustainable business. Because the more parties participate, the more impact we can make together.



X 33,673 garments sold  
= 33,673 kg CO<sub>2</sub> saved

## Selling second-hand clothing.

We have continued to expand our Resale program. Since early 2022, we have been collecting clothing in all Dutch stores. And in May 2022, we started collecting clothes and selling used baby/kids' clothes in two Belgian stores as well.

In 2022, we sold a total of 33,673 used clothing items. This is up from 20,605 second-hand garments in 2021.

## Introducing the Two-Way Code of Conduct.

We have had a Code of Conduct for a long time, but this was established unilaterally by Zeeman. In 2020 and 2021, we distributed a questionnaire to our suppliers to investigate our buying practices and their impact on people and the environment. The results have been incorporated into our new Two-Way Code of Conduct. Here, the focus is not only on the supplier's obligations to Zeeman, but also on Zeeman's obligations to the supplier. For example, it stipulates that Zeeman will not make unilateral adjustments to contracts.

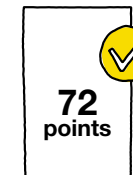
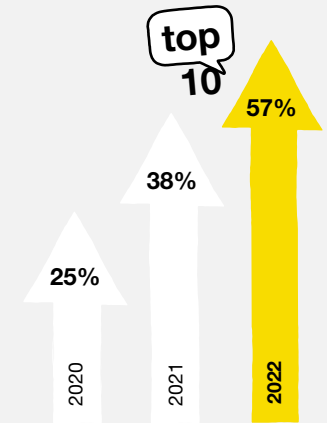
## Living-wage programs.

In 2022, we launched four new living-wage programs. This means we are enabling a living wage in South and East Asia and Turkey for our share of production for 12 percent of the purchase value of our textile suppliers.



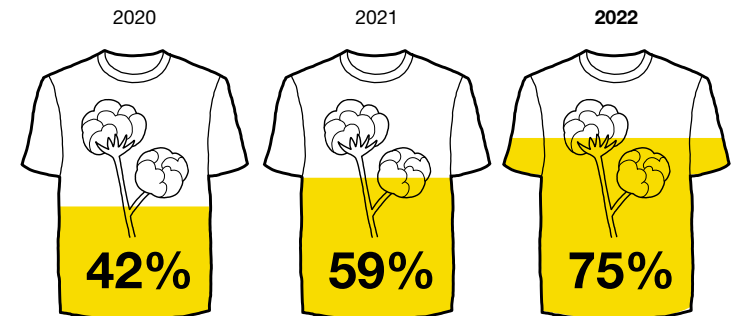
## Fashion Transparency Index.

This year Zeeman once again participated in Fashion Revolution's Fashion Transparency Index. This study evaluates 250 international retailers and brands in the fashion industry for their transparency. The assessment covers a broad range of issues. For example, it looks at approaches to social issues and the environment. But also at topics like more-sustainable materials and living wages. The starting point is the information that is available to everyone online.



## Brand Performance Check, Fair Wear Foundation.

In 2021, Zeeman had already achieved a "good" score of 65 points, and in 2022 this was surpassed by 7 points.



## Growth in share of more-sustainable materials.

In 2022, our cotton consumption consisted of 75% more-sustainable cotton. In addition, 53% of our total collection consisted of more-sustainable materials, such as recycled polyester and more-sustainable viscose. In 2021, this figure stood at 39%.

# Financial.

**Thanks to our sound financial foundation, in 2022 we managed again to achieve a good result.**

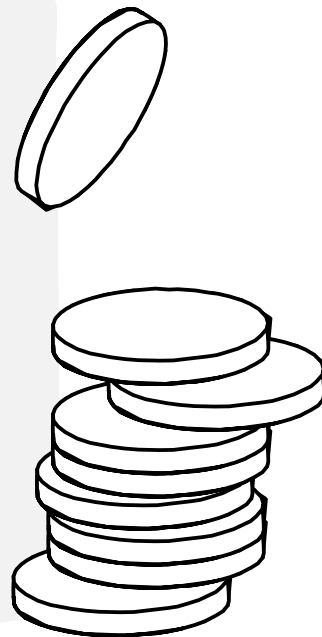
We continued to invest in the quality of our store portfolio. The COVID-19 pandemic and the Russian invasion of Ukraine had negative effects. Still, our sales increased by 14.1%. This was due to a mix of factors: choices of product range, the opening of new stores, inflation, and the price increases and price differentiation we implemented.

**Consumer prices were on average 9% higher.**

High inflation forced us to raise our own prices. In addition, we had to deal with a changing product-range mix. In September, we also introduced price differentiation. This means that, for part of our collection, we price differently in the various countries where we operate. On average, prices increased by 9% (compared with 2021).

## Sales grew by 14.1%.

	2019	2020	2021	2022
Net revenue in millions of €	639.1	616.6	678.5	774.2
Consumer sales in millions of €	768.6	740.6	816.2	931.5
Number of products sold in millions	284.0	261.9	277.8	290.7
Average number of employees in FTE	6,067	6,246	6,479	6,575



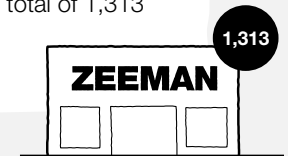
## Increasing investment.

Investment reached €45.9 million. This is up from €41.1 million in 2021.



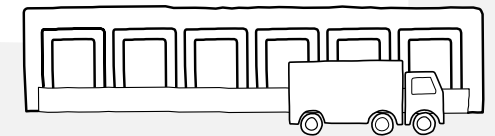
## Invested in the quality of our store portfolio.

In 2022, we invested in improving and expanding our store portfolio. Among other things, our new store concept was introduced. The quality of our store portfolio was improved by renovating properties and closing underperforming stores. By the end of 2022, there were a total of 1,313 Zeeman stores.



## Invested in the distribution center.

We started modernizing our distribution center in 2021. In 2023, this project will be complete. This modernization is necessary to support our growth strategy in the long term.



# Outlook.

We expect to face — for an extended period of time — macroeconomic challenges and global developments. This will require agility in our operations. Many projects and developments we worked on in 2022 have become part of our newly described strategy for 2023-2027. Our strategic pillars are represented in the strategy house shown here. By the release of this publication, we will have already opened our first stores in Portugal, and our leadership program will have commenced.

## What we're working on in 2023.

Target revenue growth to 1bn euros.

