

WEBINAR DE TOEKOMST VAN DE FINANCIËLE FUNCTIE

'BESLUITVORMING & LEIDERSCHAP'



About Vanderlande: Company profile

Established
in 1949




>9,000
employees


Warehousing



Many of the largest
global e-commerce
players and retailers



- Lidl (part of Schwarz Gruppe)
- Albert Heijn (part of Ahold Delhaize)
- Zalando
- Walmart

€2.4 billion
revenue




Airports

>600 airports
12 of the world's top 20



- Orlando International Airport
- London Heathrow Airport
- Hong Kong International Airport
- Amsterdam Airport Schiphol
- Istanbul Airport



Global market leader



Innovative
systems



Intelligent
software



Life-cycle
services



Parcel

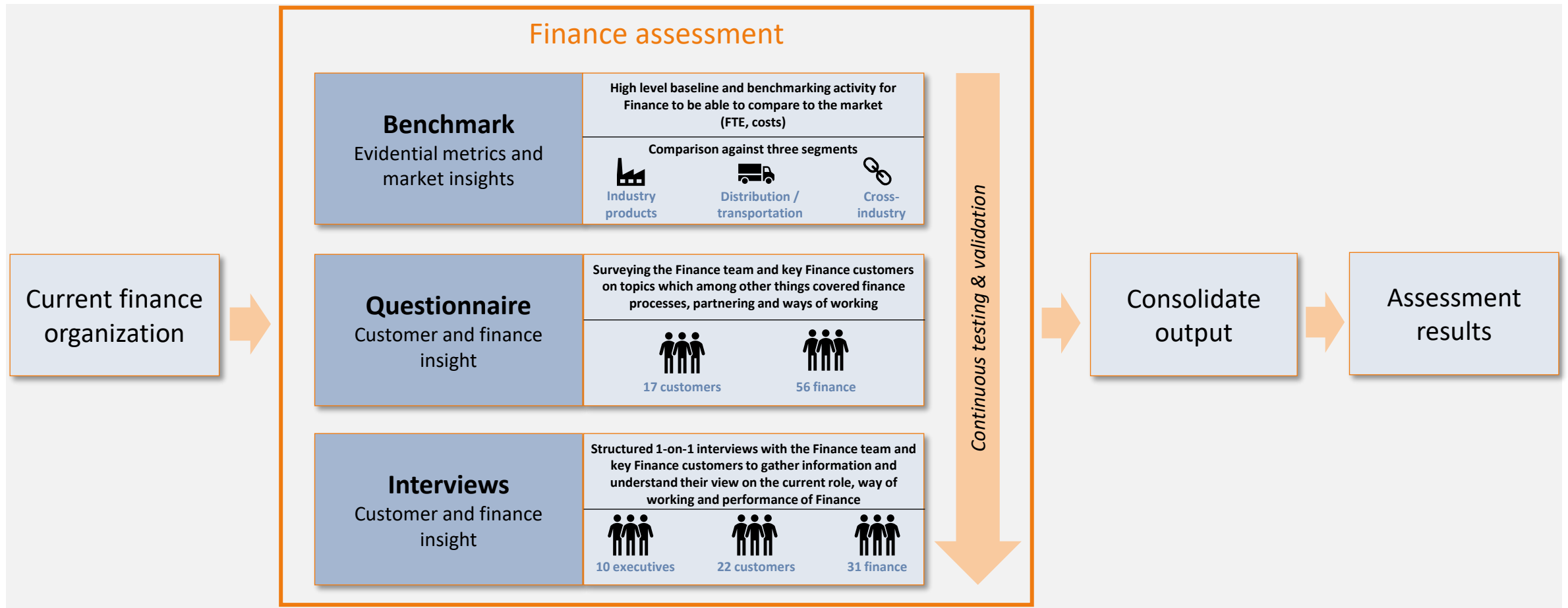
>52 million
parcels sorted
every day



5 largest parcel
and postal
companies

- UPS
- DHL
- FedEx
- SF Express
- DPD

*In Q 4 2020 we start our journey -> Future Finance
Our journey to a new FTOM and Future Proof Finance Organisation*



THE FTOM IS A CLEAR 'BIG PICTURE' VIEW OF HOW THE FINANCE FUNCTION WILL OPERATE



FUTURE FINANCE – brainstorming, sharing knowledge discussing



Structured approach to come to FTOM

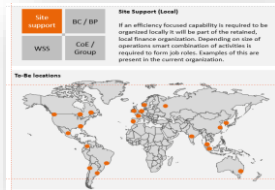
1 Finance business capabilities

Performance Management	Transactional services	Specialty services & Control
1 Strategic planning Phase 1.1 Strategic planning 1.2 Operational planning 1.3 Performance management	4 Revenue operations 4.1 Revenue accounting 4.2 Financial reporting 4.3 Revenue management 4.4 Revenue analysis	6 Risk management 6.1 Risk assessment 6.2 Risk mitigation 6.3 Risk monitoring 6.4 Risk reporting
2 Budgeting & Forecasting 2.1 Budgeting 2.2 Forecasting 2.3 Variance analysis	5 Customer service & support 5.1 Customer service 5.2 Customer support 5.3 Customer retention 5.4 Customer loyalty	7 Compliance 7.1 Regulatory compliance 7.2 Internal control 7.3 Audit management 7.4 Reporting
3 Analytical & Reporting 3.1 Reporting 3.2 Analytics 3.3 Data management	3 Account payable 3.1 Accounts payable 3.2 Invoice processing 3.3 Supplier management	8 Internal control & assurance 8.1 Internal control 8.2 Assurance 8.3 Reporting
5 Financing 5.1 Financing 5.2 Capital management	2 Account receivable 2.1 Accounts receivable 2.2 Invoice processing 2.3 Customer management	9 Tax management 9.1 Tax management 9.2 Tax reporting 9.3 Tax compliance

2 Service Delivery Model

Process	Method of Adding Value	Knowledge Transfer
1.1 Strategic planning 1.1.1 Strategic planning 1.1.2 Operational planning 1.1.3 Performance management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
2.1 Budgeting & Forecasting 2.1.1 Budgeting 2.1.2 Forecasting 2.1.3 Variance analysis	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
3.1 Analytical & Reporting 3.1.1 Reporting 3.1.2 Analytics 3.1.3 Data management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
4.1 Revenue operations 4.1.1 Revenue accounting 4.1.2 Financial reporting 4.1.3 Revenue management 4.1.4 Revenue analysis	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
5.1 Customer service & support 5.1.1 Customer service 5.1.2 Customer support 5.1.3 Customer retention 5.1.4 Customer loyalty	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
6.1 Risk management 6.1.1 Risk assessment 6.1.2 Risk mitigation 6.1.3 Risk monitoring 6.1.4 Risk reporting	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
7.1 Compliance 7.1.1 Regulatory compliance 7.1.2 Internal control 7.1.3 Audit management 7.1.4 Reporting	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
8.1 Internal control & assurance 8.1.1 Internal control 8.1.2 Assurance 8.1.3 Reporting	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management
9.1 Tax management 9.1.1 Tax management 9.1.2 Tax reporting 9.1.3 Tax compliance	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management	Business Consulting: Business Planning 1.2 Business Planning 1.3 Business Reporting 1.4 Business Management

3 Service Management Model

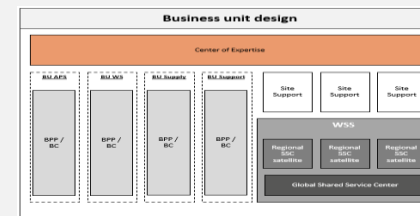


Getting to a high level design and governance structure

Based on benchmark input, defining our purpose, detailing our scope (capabilities) defining the location and eventually how to manage the capabilities and services defined the high level organizational impact as result of the FTOM choices.

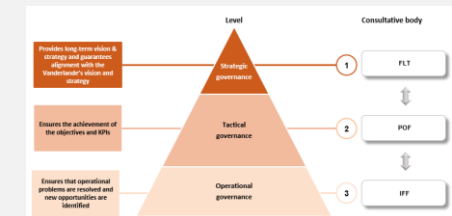
This section consist out of two parts;

1. High level organization design



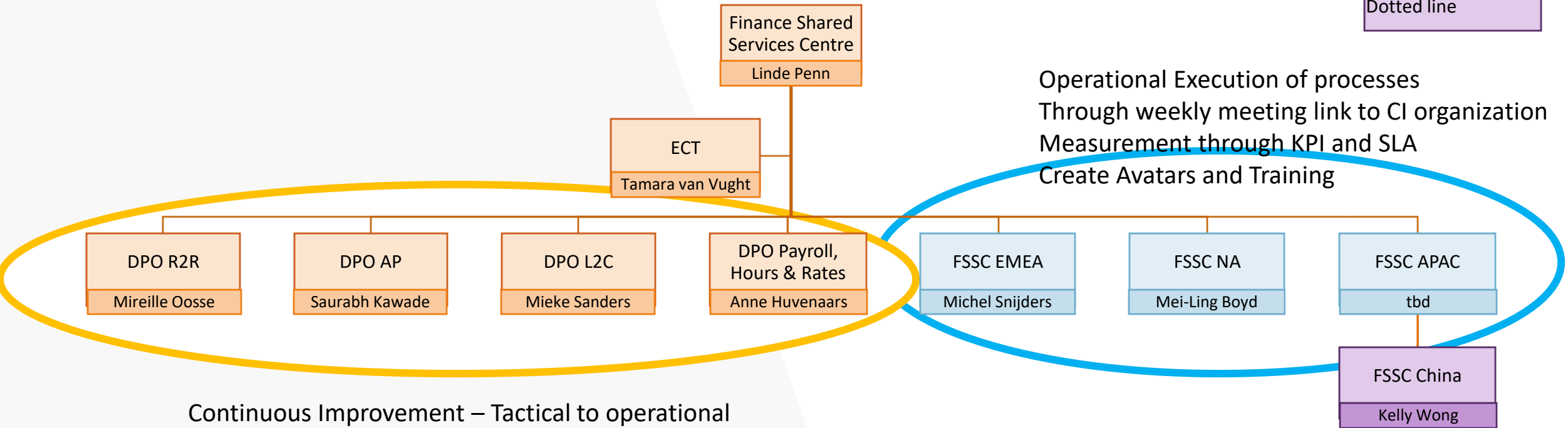
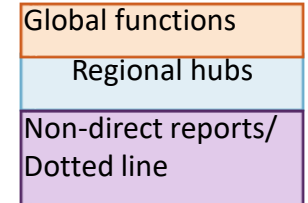
Based on high level organizational finance design, Service Delivery Model and Service Management Model on the proposed design

2. Governance structure



Based on the defined high level organization design, the governance structure will be specified to determine interaction between different parties and ensure effective decision-making.

FSSC – Global Organisation



Continuous Improvement – Tactical to operational
Roadmap alignment through Finance Design board
Create Avatars & Training

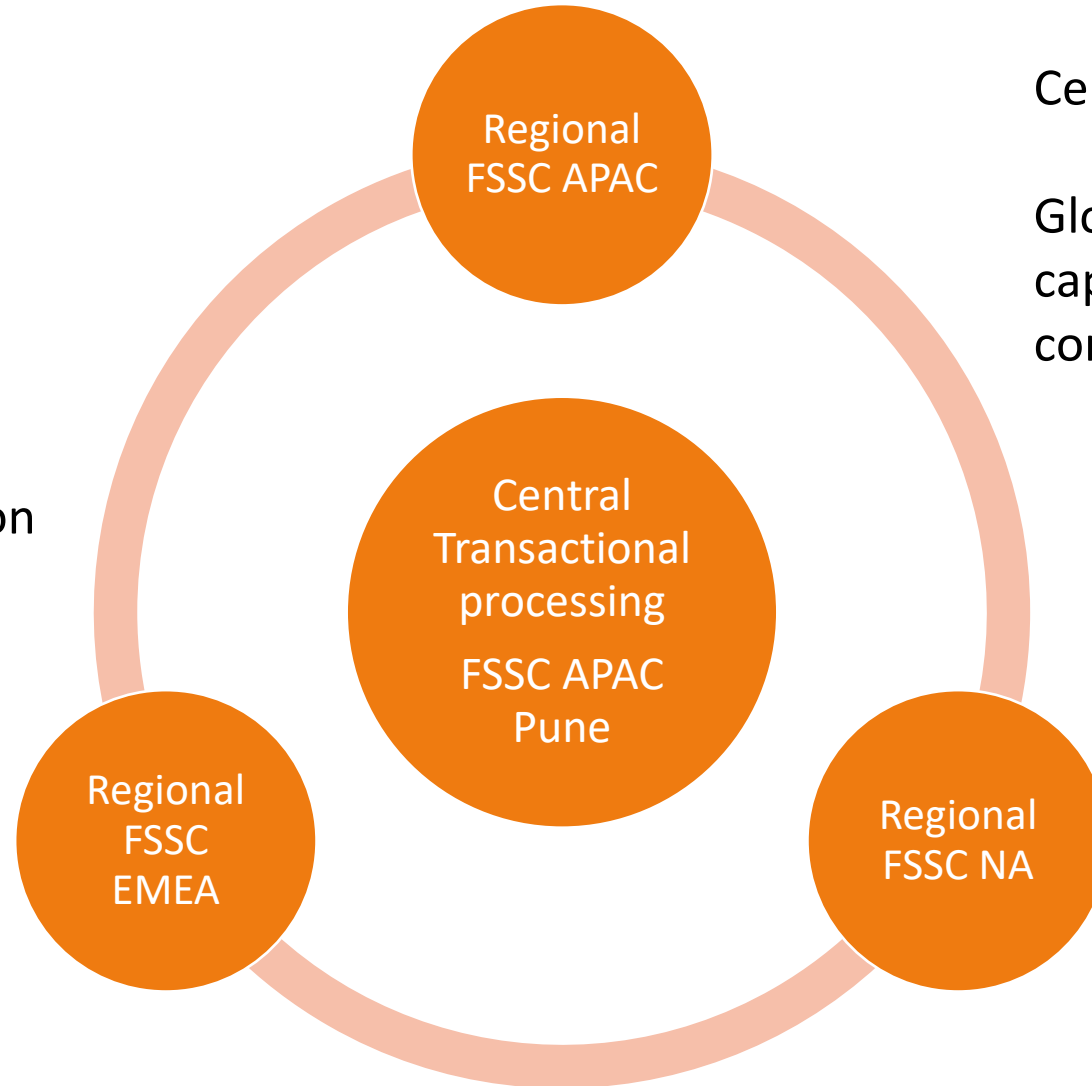
ECT = Engagement and Communication Team

DPO = Delegated Process Owner – Owner of a (sub)capability responsible for design of the process & controls

FSSC – One service delivery organisation

Central operational delivery

Global and Regional improvement capacity through DPO and SME community



Central processing in PUNE



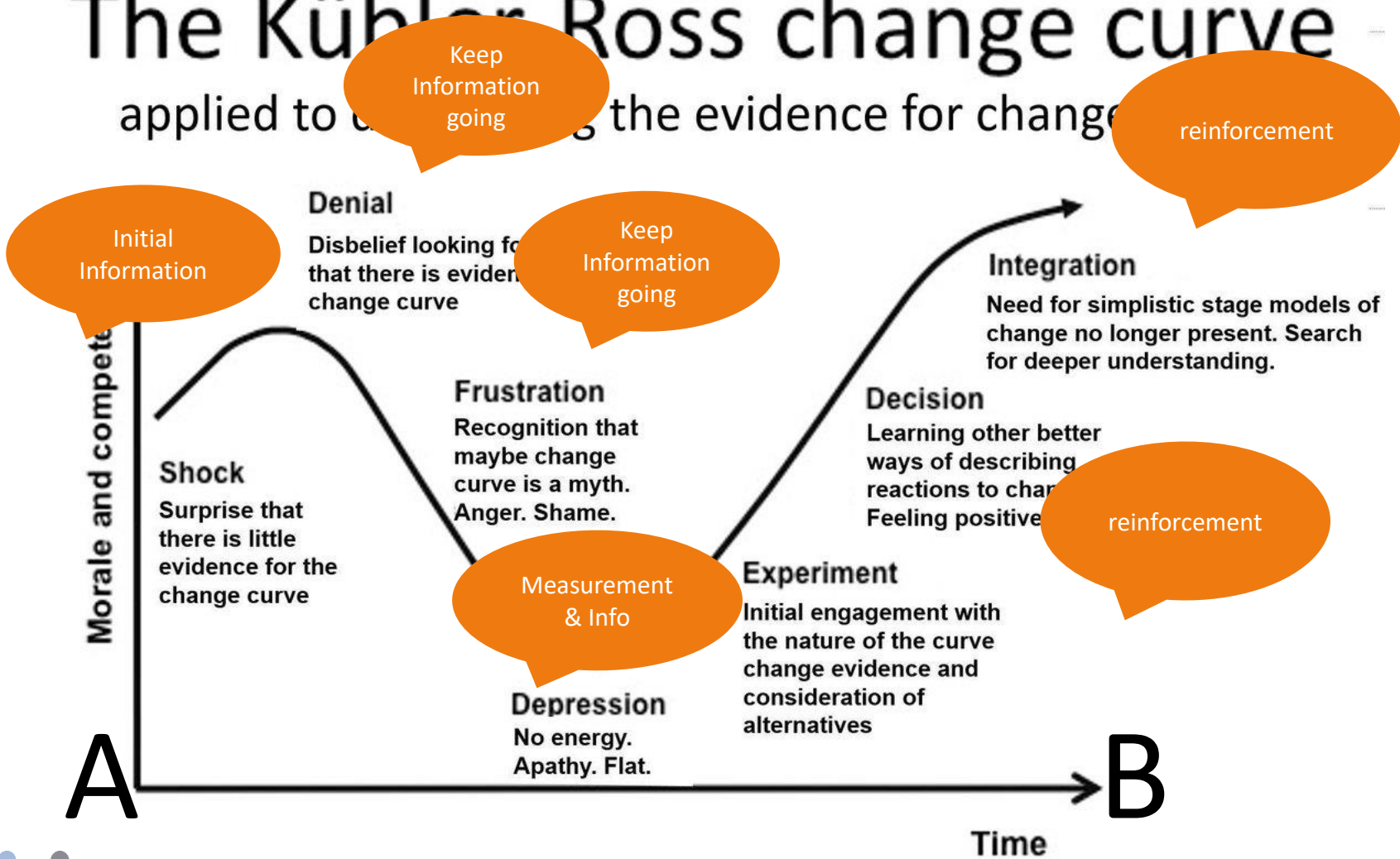
Regional Focus on Compliancy



One Service delivery organisation

The Kübler-Ross change curve

applied to the evidence for change



All of us go through this cycle when we change
remember
 some go faster than others

We can help them.....

Wehkamp Retail Group

1952 - eerste advertentie

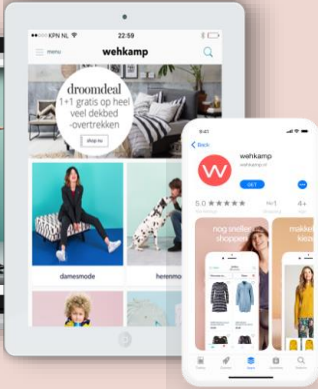
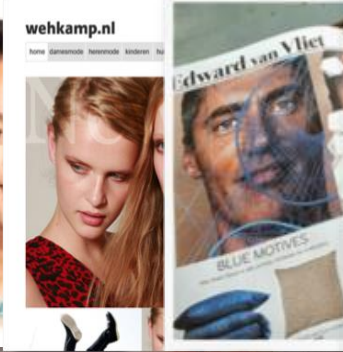
1955 - eerste catalogus

1995 - eerste stappen online

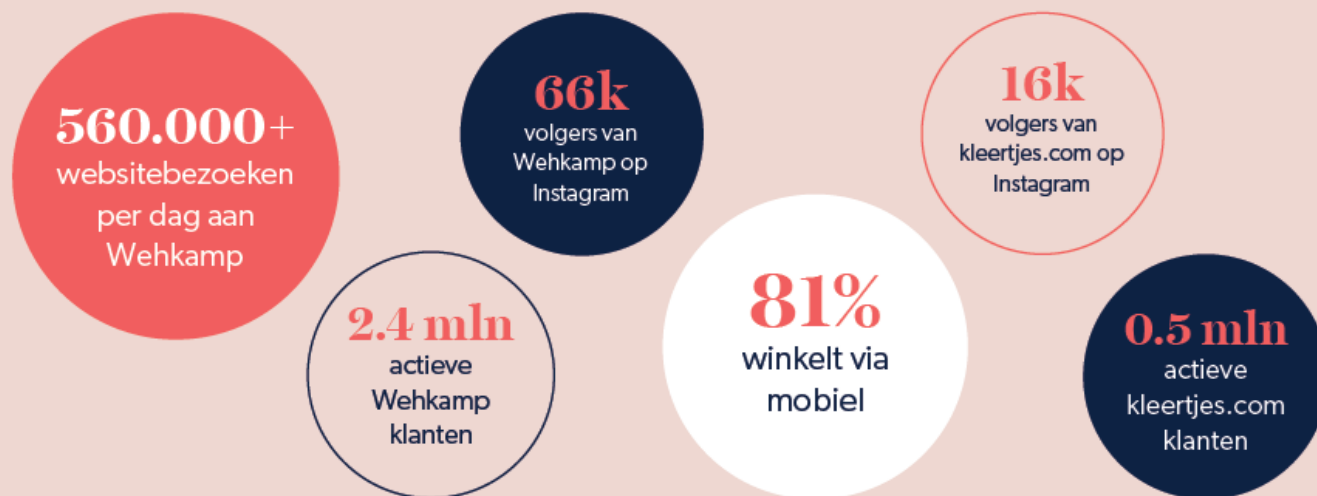
2010 - volledig online

2018 - mobile first

2021 - Overname kleertjes.com



Wehkamp Retail Group in cijfers



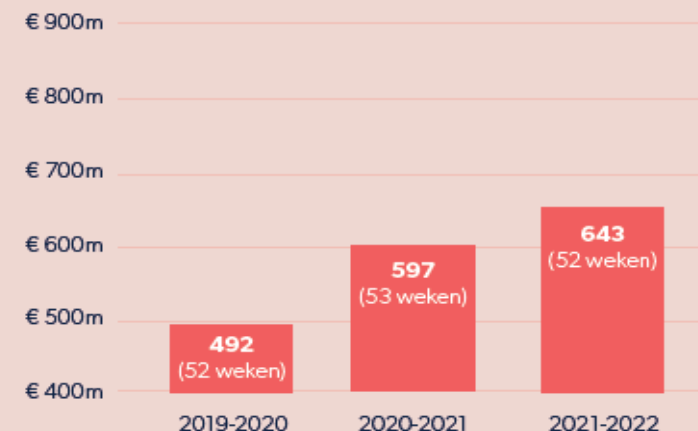
Wehkamp is een groeiende Nederlandse online retailer in Fashion, Home & Living, gericht op Nederlandse gezinnen. Met 51% van de Nederlandse gezinnen dat in 2021-2022 bij ons kocht is Wehkamp inmiddels een bekend begrip. We onderscheiden ons van andere e-commerce aanbieders door het meest inspirerende, gecuratede en relevante aanbod aan te bieden. kleertjes.com, overgenomen door de Wehkamp Retail Group (WRG) in september 2021, is de Nederlandse online retailer in kinderkleding. Ons voormalige kredietfinancieringsbedrijf Tinka is in dit boekjaar afgesplitst waarna Tinka nu een afzonderlijke, op zichzelf staande onderneming is geworden.

58% twee jaar groei in Private Label **Fashion sales**

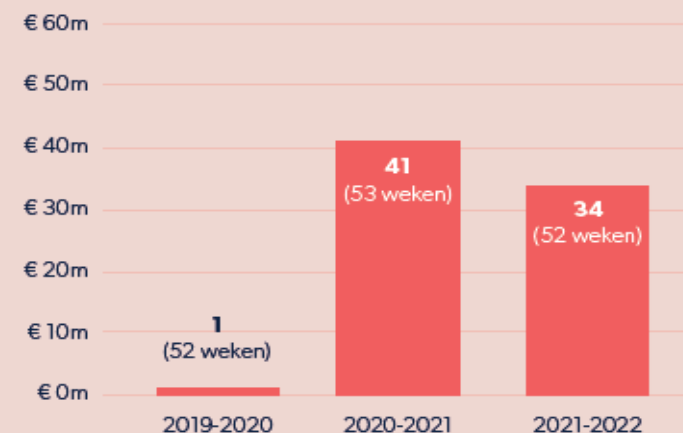
12% van omzet **Wehkamp klanten** komt nu van Private Label

95% van het assortiment is beschikbaar voor **same day delivery**

Consumentenomzet excl. btw ¹



Core EBITDA ²



¹ Klantenverkoop 2020-2021 met 53 handelsweken. kleertjes.com pro-forma (volledig jaar) klantomzet alleen opgenomen in resultaten 2021-2022.
² Geeft de core EBITDA weer zoals hierboven gedefinieerd; EBITDA 2020-2021 met 53 handelsweken. kleertjes.com pro-forma (volledig jaar) core EBITDA alleen opgenomen in resultaten 2021-2022.

Strategie



1. Doorontwikkeling van onze **eigen merken**



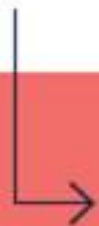
2. Meer aanbod in kleinere, sterkere groeicategorieën



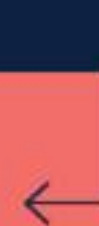
3. Doorgaan met het **stimuleren van categorie-overschrijdende aankopen**



4. Wehkamp's **multifacia strategie** organisch voortzetten



Hogere aankoopfrequentie groter winkelmandje stimuleren

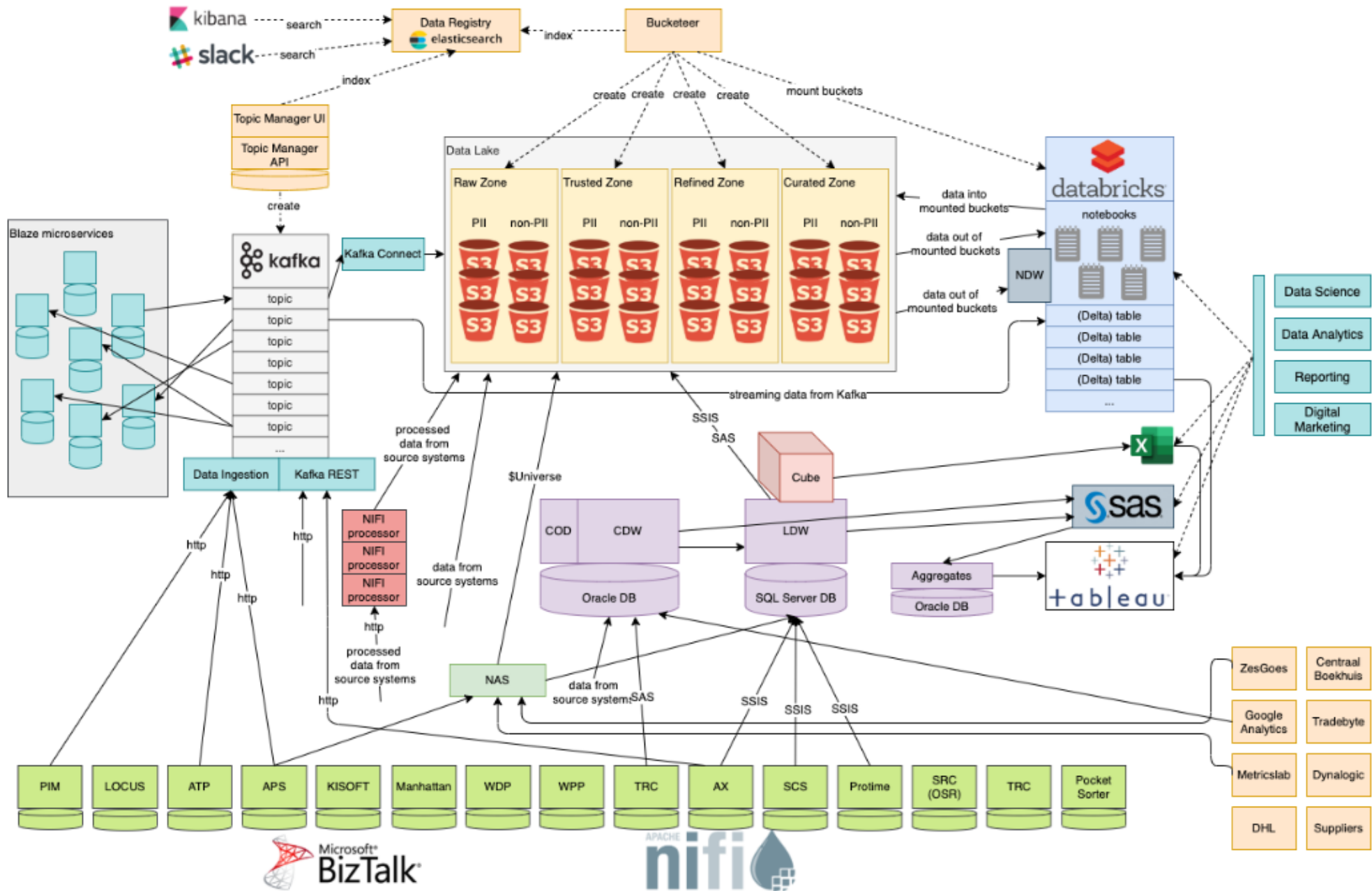


Bereik verhogen



Bedrijf in transitie

- Van 1 retail label -> naar multi label
- Gecentraliseerde voorraad en logistieke operatie voor de labels
- Complex systeem landschap
- Eerste post acquisitie integratie



Impact op dagelijkse besluitvorming

- Andere KPI's
- Complexere data stromen
- Tijdigheid
- Loskoppelen financiële- en managementinformatie
- Kosten effectiviteit van reporting
- Wat is voor welk doel echt nodig?
- Wat krijgt welke prioriteit?



BEDANKT VOOR JE AANDACHT!

