



We are on a
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We are in the middle of an amazing transformational journey.

Throughout the year we saw clear evidence of the benefits of the way in which we are transforming the business.

We still have more work to do, but we're moving in the right direction, making significant changes across three key areas of our business which will ensure we become a leading digital retailer fit for an exciting future.

Read about our progress and how we are transforming our business over the following pages.



mational **Journey**



Operating team

The past two years has seen an almost entirely new top team at N Brown. Our talented operating board are all digital natives, experts in their fields, and are enthused and excited about our journey.

➤ **More detail** [p23](#)

Digitalised our people processes

We are a digital-first retailer, and this influences everything we do. So, this year, we moved our people processes online – from recruitment to recognition, development to keeping our colleagues up to date.



New in-house design team

Having previously relied on third parties, we've invested in an in-house team of designers, to ensure that we are always on-trend and providing our customers with clothes which fit, flatter and make them look and feel amazing.

➤ **More detail** [p22](#)



Introducing new

Investing in new talent whilst retaining our broad knowledge and experience to successfully transform key areas of our business.

A photograph of three young women smiling and looking towards the camera. They are wearing colorful, patterned dresses. The background is softly blurred, showing what appears to be an indoor event space with warm lighting and decorative elements.

people

Digital-first marketing

Whilst paper-based marketing remains important for us, well over half our business now comes online – so this is our primary focus. Our digital marketing team are best in class, with capabilities including data analytics, personalisation and conversion optimisation.

Redefining our buying and merchandising processes

In order to ensure constant newness for our customers and give us far more trading flexibility in-season. We now operate as a truly online retailer, giving us far more agility and control.

Identifying a new process

Looking at new ways of working to match our digital-first approach and enable us to capture growth opportunities.

Bangladesh sourcing office

We opened our first in-country sourcing office in Autumn 2015, allowing us to work far closer with our suppliers in the country, and reduce our reliance on costly third-party agencies.



Outsourced creative production

This has enabled us to operate as a digital-first retailer, photographing and uploading new products to our websites as soon as they come in using our new, dedicated photo studios. Catalogue production has also been modernised and made significantly more efficient.

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Investing in...

Global web platform

We are investing in a new core website transaction engine, fixing legacy issues which significantly slow our speed to market. This new system will allow us to trade with far more agility going forwards, and give us global ship anywhere capability.

Planning systems

We are significantly upgrading the systems used by our product teams, providing more enhanced data for merchandising decisions and improving our supply chain efficiency.

new systems

More agility going forward, with Fit 4 the Future progressing well; early releases are now live and the main roll-out begins later this year.



New financial services system

Modernising our credit proposition and allowing us to operate in a far more flexible, customer relevant way. We will be able to charge variable APRs and make lending decisions tailored to individual customers and products.

> More detail p35

WHO WE ARE

**We are fit specialists,
dedicated to delivering high
quality fashion irrespective
of age or size.**



AUTHENTIC



Celebrating who



CREATIVE



BOLD

DIGNITY AND RESPECT



AGE INCLUSIVE



RESPONSIBLE RETAILING



PUSHING BOUNDARIES



we are



ONE PLANET



UNCOMPROMISING

