

# Corporate governance report 2019

## H & M Hennes & Mauritz AB

Sound corporate governance ensures that companies are managed as sustainably, responsibly and efficiently as possible in the interests of the shareholders. It is a matter of complying with external regulations and doing the right thing. At H&M, our values and global policies and guidelines are important tools in our approach to the world around us. Our Code of Ethics, which is signed by all our employees who have business relationships and by all business partners, clearly states our approach to doing business. Acting consistently and with a strong ethical compass is highly important, because we operate in many different markets that have different challenges and where the laws, environmental requirements and social conditions may differ.

*H & M Hennes & Mauritz AB is a Swedish public limited company. H&M's class B share is listed on Nasdaq Stockholm. H&M applies the Swedish Corporate Governance Code (the Code) and has prepared this corporate governance report in accordance with the Annual Accounts Act and the Code. H&M has applied the Code since 2005. The report, which covers the 2018/2019 financial year, was prepared by the company's board of directors and has been reviewed by the company's auditors.*

H&M is governed by both external regulations and internal control documents.

#### *Examples of external regulations that affect H&M:*

- The Swedish Companies Act
- Accounting legislation including the Swedish Bookkeeping Act and Annual Accounts Act
- MAR, EU Market Abuse Regulation (596/2014/EU)
- Nasdaq Stockholm Rules for Issuers
- The General Data Protection Regulation (GDPR)
- Swedish Corporate Governance Code (the Code), which is available at [corporategovernanceboard.se](http://corporategovernanceboard.se). The Code is based on the principle of “comply or explain”, which means that companies applying the Code may deviate from individual rules provided they give an explanation of the deviation, describe the chosen alternative and provide the reasons for the deviation.

#### *Examples of internal control documents:*

- Articles of association
- The board's work plan including instructions for the CEO and auditing committee
- The H&M Way
- Code of Ethics
- Code of Conduct: Sustainability Commitment (formerly Code of Conduct)
- Insider Policy
- Financial Policy
- Communications Policy
- Human Rights Policy
- Tax Policy
- Whistleblowing Policy
- Other policies, guidelines and manuals

H&M's corporate governance is managed by values, since it is based both on external regulations as well as on our values – which, in brief, can be described as a sound, simple, straightforward, cost-conscious, entrepreneurial corporate culture that focuses on teamwork, our belief in people and constant improvement. Sustainability work is well integrated into every part of the business and forms a natural part of our employees' everyday life.

Today, H&M is present in more than 70 retail markets and around 20 production markets. As a global company, it is of the utmost importance that we always act ethically, transparently and responsibly at every stage – from doing business with our suppliers to meeting with customers. Through good purchasing routines and close cooperation with our suppliers, our products should always be produced with the greatest possible consideration for people and the environment. Our risk management and internal control work ensure that we work purposefully in every part of the organisation. The board of directors and auditing committee receive regular feedback from the organisation concerning how the internal control work is being conducted. Every year a thorough review is carried out of the company's risks, both operational and financial, with well-defined action plans to minimise risk. The risk analysis also shows which risks are more long-term in nature, providing supporting documentation for long-term commercial decisions.

Responsibility for management and control is shared between the shareholders, board, auditing committee and CEO. The board's work plan states how the work is to be distributed between the board, the auditing committee and the CEO, with the board having the ultimate responsibility for the company's organisation and administration and the CEO taking care of ongoing management of the business, with regular feedback to the board.

The board of directors has eight members elected by the annual general meeting (AGM), two employee representatives and two deputies for these. Overall, the board has 12 members – eight women and four men.

The composition of the board exhibits breadth and diversity, with the board members' different areas of expertise complementing each other well. Their experience in areas such as retailing, entrepreneurship, fashion, digitalisation, AI, advanced analytics and automation, sustainability and communication forms a good basis for valuable discussions with the CEO and management.

During the year the board held six board meetings, including a statutory meeting in conjunction with the AGM. As in previous years, there was a very high level of attendance by board members. The CEO, CFO and chief accountant also attend all the meetings. Generally, one or two functions/departments are invited to each meeting to give a status presentation concerning what their particular function is working on; for example, every six months the head of sustainability provides an update on the company's sustainability work, making reference to key indicators and targets. These presentations act as a complement to the CEO's status reports and provide opportunity for more in-depth discussions concerning specific areas of the operations. At each board meeting the chair of the auditing committee also gives an account of the matters addressed by the auditing committee at its most recent meeting within areas such as accounting, auditing, tax, internal control and risk, as well as various new regulations and legislation.

The company has chosen to have the corporate governance report as a separate document to the annual report, in accordance with chapter 6 section 8 of the Swedish Annual Accounts Act. The information that must be provided under chapter 6 section 6 items 3–6 of the Annual Accounts Act is included in the administration report on page 42 of H&M's annual report for 2019 and is therefore not included in this corporate governance report. In accordance with chapter 6 section 9 of the Annual Accounts Act, the company's auditors have issued a statement on the corporate governance report that can be found on page 15.

In 2019 the company deviated from the Code on the following point:

- 2.4 The fact that Stefan Persson, the chairman of the board, also chairs the nomination committee. The nomination committee is unanimous that, as the chairman of the board and the largest shareholder in H&M, Stefan Persson is the natural choice to chair the company's nomination committee.

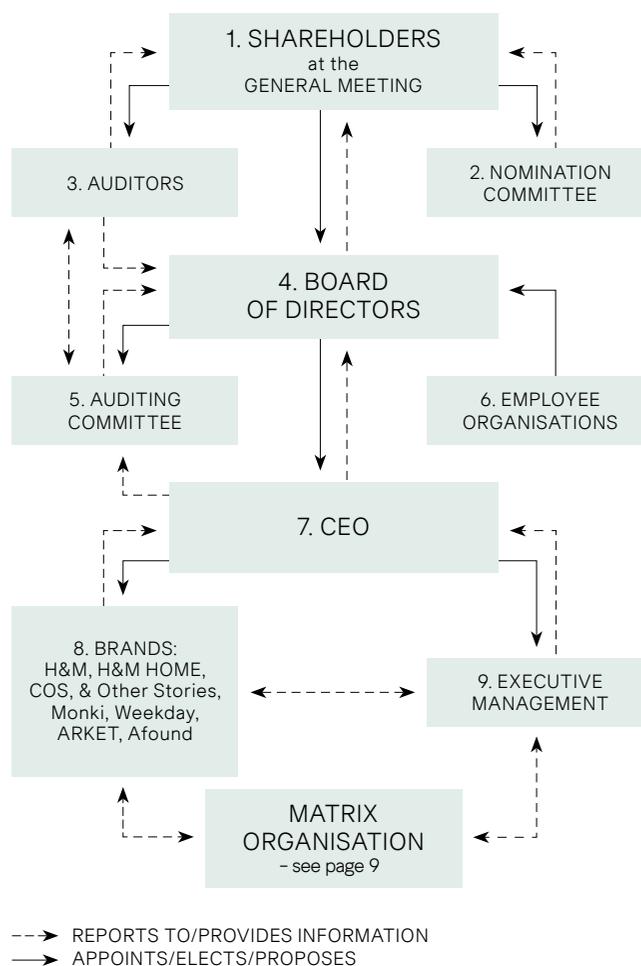
Read more about H&M's corporate governance at [hmgroup.com/corporategovernance](http://hmgroup.com/corporategovernance).

Among other things, you will find here:

- Previous corporate governance reports
- Articles of association
- Information on the nomination committee, board of directors, CEO, auditors, auditing committee, guidelines and policies, executive management team etc.
- Information and material from previous AGMs
- Risks and uncertainties

## H&M's corporate governance structure

H&M's corporate governance structure encompasses shareholders, the board of directors, the auditing committee, the CEO, the nomination committee, auditors, the executive management team, business units organised by brand, employees and employee organisations (see the illustration below). The illustration summarises the company's corporate governance structure. H&M's shareholders ultimately decide the company's direction, since the shareholders at the general meeting appoint the board of directors and the chairman of the board. Proposals for the composition of the board, board fees and the election of auditors are prepared in advance within the nomination committee. The board in turn appoints a CEO to take care of day-to-day administration. The CEO appoints members of the executive management team within H&M's matrix organisation. The board includes two employee representatives and two deputies for these, who are appointed by their respective employee organisations. The board appoints an auditing committee from among its members, which deals with accounting and auditing matters on an ongoing basis and which is the main channel of communication between the board and the auditors. Each year the auditors report to the board and the annual general meeting on their scrutiny.



## 1. SHAREHOLDERS AND ANNUAL GENERAL MEETING

*It is H&M's shareholders who have the final decision on the company's governance by voting at the general meeting to adopt the articles of association, which decide what the business will focus on, and to appoint the board of directors and its chairman, whose task it is to administer the company's affairs on behalf of the shareholders. The shareholders at the general meeting also elect auditors, decide on the principles for the nomination committee and select the members of this committee.*

The general meeting is thus the company's highest decision-making body and is the forum in which shareholders exercise their right to decide on the company's affairs. H&M's ordinary general meeting (annual general meeting) is held once a year, in late April or early May.

The date and venue are announced in conjunction with H&M's nine-month report as well as at [hmgroupp.com](http://hmgroupp.com). The notice of the meeting is published in full usually five weeks before the meeting as a press release and in Post och Inrikes Tidningar and at [hmgroupp.com](http://hmgroupp.com). Publication of the notice is announced by an advertisement placed in Dagens Nyheter and Svenska Dagbladet. Shareholders registered directly in the register of shareholders who have given notice of their attendance on time are entitled to participate in the meeting and vote for the total number of shares that they hold. Shareholders who cannot be present in person may be represented by proxy.

Shareholders wishing to have a particular matter considered by the meeting may submit a written request to the board at least seven weeks before the meeting. H&M's email address is also given for those shareholders who wish to submit their questions to H&M in advance. All the material belonging to the meeting, including the minutes of the meeting, is available on the website in both Swedish and English. Extraordinary general meetings can also be held when there is a particular need to do so.

### Shareholders' decision-making powers

Among other things, the general meeting makes decisions concerning:

- The election of board members and the chairman of the board
- Board fees including the compensation paid to members for work on the auditing committee
- Discharge of the members of the board and the CEO from liability
- Amendments to the articles of association
- The election of the auditor
- The adoption of the income statement and balance sheet
- The distribution of the earnings for the past financial year
- The election of members of the nomination committee and establishment of principles for the nomination committee
- Guidelines for remuneration to senior executives

### Articles of association

According to the H&M articles of association, H&M's board of directors is to consist of at least three and no more than twelve members elected by the AGM and no more than the same number of deputies. The annual general meeting decides the exact number of board members, and which individuals are to be elected to the board. Board members are elected for the period until the close of the next annual general meeting. The annual general meeting also decides on amendments to the articles of association.

### Annual general meeting 2019

H&M's annual general meeting 2019 was held on 7 May in the Erling Persson Hall, Aula Medica, Karolinska Institutet in Solna. A total of 1,288 shareholders were represented at the meeting, representing 84.6 percent of the votes and 68.4 percent of the capital. H&M's board of directors, executive management and nomination committee as well as the company's auditors attended the meeting.

The main resolutions passed were the following:

- The lawyer Sven Unger was elected as chairman of the meeting.
- Balance sheets and income statements for the parent company and for the group were adopted.
- A dividend to shareholders of SEK 9.75 per share was approved. It was resolved that the dividend would be paid in two instalments during the year: SEK 4.90 per share with a record date of 9 May 2019, to be paid out on 14 May 2019, and SEK 4.85 per share with a record date of 12 November 2019, to be paid out on 15 November 2019.
- The board members and the CEO were discharged from liability for the 2017/2018 financial year.
- The number of board members elected by the meeting to serve until the close of the next AGM was set at eight, with no deputies.
- The following ordinary board members were re-elected: Stina Bergfors, Anders Dahlgv, Lena Patriksson Keller, Stefan Persson, Christian Sievert, Erica Wiking Häger and Niklas Zennström. Danica Kragic Jensfelt was elected as a new member. Stefan Persson was re-elected as chairman of the board.
- The AGM approved the proposal from the nomination committee that board fees be paid as follows: chairman of the board SEK 1,700,000; board members elected by the AGM SEK 650,000; members of the auditing committee an extra SEK 175,000; and the chairman of the auditing committee an extra SEK 225,000.
- The AGM resolved to appoint Ernst & Young AB as auditors until the close of the 2020 AGM. Auditors' fees to be paid based on approved invoices.
- The proposed principles for the nomination committee were approved and members of the nomination committee were elected.
- The proposed guidelines for remuneration to senior executives were approved.

Votes and capital represented at H&M's annual general meeting:

YEAR	% OF VOTES	% OF CAPITAL
2015	82.4	63.7
2016	83.3	65.5
2017	83.7	66.6
2018	82.3	63.6
2019	84.6	68.4

### Number of shareholders and ownership structure

At the end of the financial year H&M had 235,545 shareholders. The total number of shares in H&M is 1,655,072,000, of which 194,400,000 are class A shares (ten votes per share) and 1,460,672,000 are class B shares (one vote per share).

H&M's largest shareholder is Stefan Persson and family, who via Ramsbury Invest AB hold all the class A shares, which represent 57.1 percent of the votes, as well as 561,749,929 class B shares, representing 16.5 percent of the votes. In addition, the family privately own 36,400,289 class B shares. This means that as of 30 November 2019, Stefan Persson and family privately and via Ramsbury Invest AB represent 74.7 percent of the votes and 47.9 percent of the total number of shares. Ramsbury Invest AB is thus formally the parent company of H & M Hennes & Mauritz AB. Ramsbury Invest AB is owned by Stefan Persson and family, and primarily by Stefan Persson. Karl-Johan Persson is also a shareholder in Ramsbury Invest AB.

### Annual general meeting 2020

H&M's annual general meeting 2020 will be held on Thursday, 7 May 2020 in the Erling Persson Hall, Aula Medica, Karolinska Institutet in Solna.

To register to attend the 2020 AGM, see page 86 of H&M's annual report for 2019 or visit [hmgroupp.com/aggm](http://hmgroupp.com/aggm).

## 2. NOMINATION COMMITTEE

*The nomination committee prepares information that will be used as a basis for decisions at the general meeting concerning the election of the board of directors, chairman of the board, auditors and chairman of the annual general meeting, the fees to the board and auditors, as well as principles for the nomination committee. The nomination committee's proposal for the composition of the board exhibits diversity and breadth as regards expertise, experience, background and gender balance. It also takes into consideration H&M's stage of development and future focus.*

Before each general meeting the nomination committee's report is available to read as a separate document at [hmgroup.com/corporategovernance](http://hmgroup.com/corporategovernance). The composition of the nomination committee is based on the principles for the nomination committee adopted at the 2019 annual general meeting. The nomination committee below is based on the principle that the nomination committee is to consist of the chairman of the board plus four others nominated by the four largest shareholders in terms of voting rights, as recorded in the register of shareholders, other than the shareholder that the chairman of the board may represent. As of 30 November 2019, the nomination committee consisted of:

- Stefan Persson, chairman of the board
- Lottie Tham
- Jan Andersson, Swedbank Robur Fonder
- Erik Durhan, Nordea fonder
- Anders Oscarsson, AMF and AMF fonder
- Thomas Wuolikainen, Fjärde AP-fonden (Fourth Swedish National Pension Fund)

The nomination committee meets the requirements of the Code regarding the independence of members. Stefan Persson is the nomination committee's chairman. This deviates from section 2.4 of the Swedish Corporate Governance Code. The 2019 AGM resolved that unless the members of the nomination committee agree otherwise, the chairman of the nomination committee shall be the member representing the largest shareholder. The nomination committee has found no reason to decide otherwise. The nomination committee was unanimous that in view of H&M's ownership structure, Stefan Persson in his capacity as chairman of the board and principal shareholder is the natural choice to chair H&M's nomination committee.

### **Work of the nomination committee in preparation for the 2019 AGM including description of diversity policy for the board of directors**

The nomination committee's proposal to the 2019 AGM for the composition of the board was to re-elect Stina Bergfors, Anders Dahlvig, Lena Patriksson Keller, Stefan Persson, Christian Sievert, Erica Wiking Häger and Niklas Zennström, and to elect Danica Kragic Jensfelt as a new member.

The starting point for the nomination committee's work ahead of the 2019 AGM was to supplement the board of directors with a further member. The nomination committee had also noted that this was a wish expressed by Aktiespararna (the Swedish Shareholders' Association) at the 2017 AGM. As a basis for its work analysing the composition of the board and identifying profiles for supplementary board candidates, the nomination committee studied the report by the chairman of the board on the work of the board of directors and also conducted interviews in autumn 2018 with all other board members elected by the annual general meeting. This provided a foundation for the nomination committee's proposals to the 2019 annual general meeting.

The nomination committee arrived at a proposal to the annual general meeting that all the current board members be re-elected and that Danica Kragic Jensfelt be elected as a new member of the board. Danica, who is a Professor of Computer Science at KTH Royal Institute

of Technology in Stockholm conducting research in the fields of computer vision and robotics, has unique expertise within computer science and AI and how this can be used in robotisation, logistics and recycling as well as within fashion and the shopping experience. In view of the great transition that is taking place in fashion retail as a result of increasing digitalisation, Danica's knowledge will be very valuable to H&M in the time ahead.

The nomination committee judged that the proposed composition of the board accorded well with section 4.1 of the Swedish Corporate Governance Code, which the nomination committee has applied as its diversity policy. The policy aims to ensure that the proposed board exhibits diversity and breadth of qualifications, experience and background, as well as gender balance. The nomination committee aims for gender balance and H&M's board has had a good gender balance for many years. The board members proposed, and subsequently elected, consisted of four women and four men. The board thus achieves the ambition communicated by the Swedish Corporate Governance Board, which wants owners to speed up developments towards a share of around 40 percent for the less well represented gender on the boards of major listed companies by 2020.

To achieve continued gender balance, H&M's nomination committee discusses this each year and identifies future board candidates with relevant backgrounds and experience on a continuous basis. It was felt that the proposed composition of the board more than satisfies the requirements made of expertise and experience, taking into account the company's operations and future development. The proposed composition was also considered to meet the applicable requirements well as regards the independence of board members, their stock market experience and their expertise in accounting and auditing.

### **Work of the nomination committee in preparation for the 2020 AGM**

Between the 2019 AGM and the end of the financial year the nomination committee held one meeting at which minutes were taken and has also been in contact at other times. In autumn 2019 the nomination committee began its work, starting with information from the chairman of the board concerning how well the work of the board had functioned during the year. The board functioned well over the course of the year and the information from the chairman of the board, along with interviews conducted with the AGM-elected board members, provides a basis for the nomination committee's work on its proposal to the 2020 annual general meeting regarding the composition of the board.

The nomination committee thus discusses the size of the board, its composition in terms of expertise and experience, among other things, the election of the chairman of the board and a chairman for the AGM, fees for board members, principles for the nomination committee and the election of auditors. No fees were paid to the nomination committee's chairman or to any other member of the nomination committee. The nomination committee's work in preparation for the next AGM is not yet complete and more information will be presented before and at the 2020 AGM.

## 3. AUDITORS

*The auditors, who are independent and appointed by the shareholders at the AGM, scrutinise H&M's annual report, consolidated financial statements, accounts, sustainability report and corporate governance report, and examine whether these have been prepared in accordance with current laws and recommendations. The auditors also scrutinise the management of H&M by the board and CEO, and review compliance with the guidelines on remuneration to senior executives adopted by the AGM.*

At the 2019 AGM the accounting firm Ernst & Young AB was elected as auditor of H&M for a one-year period of office, i.e. until the close of the 2020 AGM. Authorised public accountant Åsa Lundvall from Ernst & Young holds the main responsibility for the audit.

## COMPOSITION OF THE BOARD AND ATTENDANCE IN 2019

NAME	YEAR ELECTED	INDEPENDENT <sup>1)</sup>	INDEPENDENT <sup>2)</sup>	FEES (SEK) <sup>3)</sup>	BOARD MEETINGS <sup>4)</sup>	AUDITING COMMITTEE	SHARE-HOLDING	SHARES HELD BY RELATED PARTIES
Stefan Persson, chairman	1979	No	No	1,700,000	6/6			194,400,000 <sup>5)</sup> 561,749,929 <sup>6)</sup>
Stina Bergfors	2016	Yes	Yes	615,000	6/6		9,000	6,000 <sup>7)</sup>
Anders Dahlvig	2010	Yes	Yes	765,000	6/6	4/4	17,510	
Danica Kragic Jensfelt	2019	Yes	Yes		4/4		2,500	120
Lena Patriksson Keller	2014	Yes	Yes	615,000	6/6			1,200 and 9,450 <sup>8)</sup>
Christian Sievert	2010	Yes	No <sup>9)</sup>	815,000	6/6	4/4	81,000	19,000 and 2,400 <sup>10)</sup>
Erica Wiking Häger	2016	Yes	Yes	765,000	6/6	4/4		750 <sup>11)</sup>
Niklas Zennström	2014	Yes	Yes	615,000	6/6		72,700	
Ingrid Godin employee rep.	2012				6/6			60
Alexandra Rosenqvist employee rep.	2015				6/6			
Helena Isberg deputy employee rep.	2019				4/4			
Margareta Welinder deputy employee rep.	2007				5/6			

1) Independent of the company and company management in accordance with the Swedish Corporate Governance Code.  
2) Independent of major shareholders in the company in accordance with the Swedish Corporate Governance Code.  
3) Fees as resolved at the 2018 annual general meeting. This means that the fees related to the period until the next AGM, i.e. for the period 8 May 2018 to 7 May 2019. The amounts were paid out after the 2019 AGM.  
4) Attendance via technology is equated with attendance in person.  
5) Class A shares owned through Ramsbury Invest AB.  
6) Class B shares owned through Ramsbury Invest AB.  
7) Shares held by spouse.  
8) 1,200 shares owned through Lena Patriksson Keller's private company Verdani Holding AB, 9,450 shares held by spouse and children.  
9) Christian Sievert is not considered independent of Ramsbury Invest AB since Ramsbury Invest AB is a major shareholder in a company of which Christian Sievert is CEO.  
10) Shares held by related parties: 19,000 shares held through Christian Sievert's company Whitechris Industri AB and 2,400 shares held by spouse and children. Supplementary disclosure: in addition to Christian Sievert's shareholding shown above, Christian Sievert holds 9,000 H&M shares via a pension plan.  
11) 750 shares owned through Erica Wiking Häger's company Erica Wiking Häger Advokattaktiebolag.

All shareholdings reflect the situation as at 30 November 2019.  
There are no outstanding share- or share price-related incentive programmes for the board of directors.

As previously, the 2019 AGM resolved that the auditors' fees should be paid based on invoices submitted and approved. The fees invoiced by the auditors over the past two financial years are reported in note 10 of the annual report for 2019.

Ernst & Young AB (EY) is a member of a global network used for auditing assignments for most of the group's companies and meets H&M's requirements with respect to competence and geographical coverage. The auditors' independent status is guaranteed partly by legislation and professional ethics rules, partly by the accounting firm's internal guidelines and partly by the fact that non-auditing assignments must be approved in advance by the auditing committee. Åsa Lundvall conducts auditing assignments for companies such as ATG and Systemair.

The auditors attend all meetings of the auditing committee and, as in previous years, Åsa Lundvall also took part in the board meeting held in January 2019 in order to notify the board of the scope, focus, significant considerations and conclusions of the audit of the 2017/2018 financial year. In addition to this involvement, the auditor meets regularly with the chairman of the board, the chairman and other members of the auditing committee, the executive management and other key individuals. The auditor also takes part in the AGM, reporting the conclusions drawn from the audit.

Alongside its mandate as elected auditor, EY has also carried out related tasks such as verification of the sustainability report. In addition, EY has assisted with other consulting services, primarily tax advice. EY has internal processes to ensure its independence before these tasks

are begun. The auditing committee also has a process for approving non-auditing services in advance, before such assignments are begun. The auditing committee evaluates the auditor annually to gain assurance that the auditor's objectivity and independence cannot be questioned.

#### 4. BOARD OF DIRECTORS

*The task of the board of directors is to manage H&M's affairs in the interests of the company and all its shareholders. This means that the board has overall responsibility for H&M's administration, taking a long-term sustainable approach with a focus on the customer offering and growth.*

In addition to laws and recommendations, H&M's board work is regulated by the board's work plan which contains rules on the distribution of work between the board, its committees and the CEO as well as on financial reporting, investments and financing. The work plan, which also includes a work plan for the auditing committee, is updated as needed but is established at least once a year.

#### Composition of H&M's board and independence of its members

The board members are elected by the shareholders at the annual general meeting for the period up until the next AGM.

Since the 2019 AGM the board has consisted of eight ordinary members elected by the AGM, with no deputies, as well as two employee representatives and two deputies for these positions. The board is made up of eight women and four men. Only the employee representatives and

their deputies are employed by the company. Since the 2019 AGM the board has comprised the following members elected by the general meeting: Stefan Persson (chairman), Stina Bergfors, Anders Dahlvig, Danica Kragic Jensfelt, Lena Patriksson Keller, Christian Sievert, Erica Wiking Häger and Niklas Zennström. Ingrid Godin and Alexandra Rosenqvist are the regular employee representatives, with Helena Isberg and Margareta Welinder as their deputies. For more facts about H&M's board members, see pages 13–14.

The members are required to devote the time and attention that their position on the board of H&M demands. New board members receive introductory training that includes meetings with the heads of various functions.

The composition of H&M's board during the year met the independence requirements set out in sections 4.4 and 4.5 of the Code. This means that the majority of the board members elected by the general meeting are independent of the company and company management. The majority of the board members are also independent of the company's major shareholders.

#### Number of board meetings

During the financial year H&M normally holds six regular board meetings, one of which is the statutory board meeting. Extraordinary board meetings are held when the need arises. The CEO attends all board meetings, except on the occasion of the board meeting when the CEO's terms of employment are being discussed. The CEO reports to the board on the operational work within the group and ensures that the board is given relevant and objective information on which to base its decisions.

The CFO and chief accountant also attend the board meetings in order to provide financial information. The board is assisted by a secretary who is not a member of the board.

During the 2018/2019 financial year six board meetings were held. The level of attendance at board meetings is high, with each member's attendance shown in the table on page 5.

#### Work of the board in 2019

H&M's board meetings are generally structured as shown below. This is supplemented by one or more business presentations, e.g. by heads of functions or country managers.

The following areas are usually reviewed at each board meeting:

- Minutes of the previous meeting
- CEO's status report
- Report by CFO
- Strategic matters
- Feedback from latest auditing committee meeting
- Financial reporting, such as interim report and annual report
- Any other business

In 2019 CEO Karl-Johan Persson provided information on – among other things – the strategic plan and goals in response to the great transition that is taking place in the industry as well as the climate change that is affecting us all. Matters such as the customer offering and the status of each brand, digital development, sustainability, optimising the store portfolio along with future store development and the integration of stores and online, continued development of the online store, the supply chain, communications, marketing, organisation, external factors, new initiatives and business models as well as other development opportunities are examples of subject areas discussed on an ongoing basis at the board meetings held during the year, in addition to sales, costs, investments, earnings and the inventory situation. Examples of functions that presented their work during the year include HR as well as Inclusion and Diversity, Business Development, Sustainability, various parts of the H&M brand, New Business, Expansion, Logistics, Group Operations, IT,

Advanced Data Analytics and AI, and Communications. One of the year's board meetings was held in London, where the country manager and her team gave a detailed presentation of H&M's operations in the UK and Ireland. The board also visited the newly built logistics centre in Milton Keynes outside London.

During the year H&M and H&M HOME opened online in Mexico, and H&M opened via franchise in Indonesia, Thailand and Egypt. This means H&M's online store is available in 51 markets and in addition, H&M was also launched on India's leading ecommerce platform Myntra. COS, Monki, Weekday, & Other Stories and ARKET opened online in Norway, & Other Stories also opened on Tmall in China and Afound opened online in the Netherlands. During the year 281 new stores were opened, with Bosnia-Herzegovina, Belarus and (via franchise) Tunisia becoming new H&M store markets, while 173 stores were closed. This makes a net addition of 108 new stores. As a result, there are now H&M stores in 74 markets.

The industry is undergoing significant structural changes and rapid shifts in technology as a result of the increased digitalisation of society. This creates great opportunities, but also puts demands on the organisation. The board therefore discusses the significance of this shift, with more and more shopping taking place online, and the transformation that H&M is undergoing in order to respond to these changed circumstances. Among other things, it discusses future growth plans, how the organisation should adapt to the new situation and which investments need to be made in order to be able to offer customers a shopping experience that is as complete and seamless as possible. The board receives ongoing updates on these projects, which might involve developing the customer offering to enable a faster and more flexible product flow with quicker and more varied delivery options, the handling of returns, changes of platform, AI and advanced analytics, mobile payment solutions etc. The long-term investments being made aim to ensure the group's future expansion and position.

H&M's integrated sustainability work is very important and is discussed regularly by the board. Every six months, the head of sustainability provides an update on the group's sustainability work with reference to key indicators and targets, such as compliance with the Code of Conduct, sustainable materials, climate impact, anti-corruption, etc.

At each board meeting the chairman of the auditing committee reports to the board on what the auditing committee discussed at its latest meeting. This primarily concerns areas such as accounting, auditing, tax, customs duties, internal control, risk, various new regulations, legislation and directives such as GDPR, Task Force on Climate-related Financial Disclosures (TCFD) etc. The overall risk assessment, including the very greatest risks in both the short and the long term, is then also discussed at subsequent board meetings. During the year the board also took part in and discussed the results of the climate risk analysis conducted according to the guidelines issued by the TCFD. At four of the year's meetings the board goes through quarterly reports before they are published and at the January meeting the board discusses the annual report, with the auditor also reporting on the year's audit.

During the year the board takes various decisions, for example regarding the expansion and investment plan, the dividend proposed to the 2020 AGM – which was SEK 9.75 per share, the payment of the dividend in two instalments during the year, guidelines for remuneration of senior executives, the financial reports etc.

At the board meeting held in January 2019 the board of directors decided that H&M's growth target to increase sales in local currencies by 10–15 percent per year with continued high profitability remains a long-term target.

Since H&M does not have a separate review function (internal audit) for work on internal control, but has instead established its own model for managing the company's risk and internal control (see pages 8–10), once a year the board assesses the need for a separate internal audit function. This year the board again reached the conclusion that the pre-

sent model for monitoring internal control is working in a satisfactory way.

Before the 2019 annual general meeting the board assessed how well the guidelines for remuneration to senior executives that were adopted by the 2018 AGM were being applied. The results of this assessment were published on the website in good time before the 2019 AGM.

H&M has no remuneration committee, since the board of directors deems it more appropriate for the entire board to carry out the tasks of a remuneration committee. It is the board that prepares the proposed guidelines for remuneration to senior executives that are presented at the AGMs, and it is the board that decides on the CEO's salary in accordance with the guidelines adopted at the last AGM. The board continually assesses the CEO's work and once a year discusses this matter separately in conjunction with setting the CEO's remuneration for the coming year. No member of executive management is present when this is discussed.

The board continually evaluates its work. This evaluation covers working methods and the working climate, as well as the main focus of the board's work. It also focuses on access to and the need for specialist expertise within the board. The evaluation is used as tool for developing the board's work and also forms a basis for the work of the nomination committee.

## 5. AUDITING COMMITTEE

*The auditing committee monitors the company's financial reporting, which among other things involves monitoring the effectiveness of the company's internal control and risk management. Its work includes handling auditing issues and financial reports published by the company. The auditors attend the meetings of the auditing committee to report on their scrutiny of the group's annual report and financial statements, including the consolidated financial statements.*

The auditing committee also reviews and monitors the impartiality and independence of the auditor, and regulates which assignments the accounting firm may conduct for H&M in addition to the audit. The auditing committee annually receives a written assurance of independence from the auditor stating which services the accounting firm has provided to H&M during the financial year in addition to the audit. The auditing committee also assists the nomination committee with any proposals to the AGM concerning the election of auditors.

The auditing committee is made up of three board members, two of whom have expertise in accounting or auditing while the third has expertise in commercial law. All the members are independent of the company and its management. The majority of the members are also independent of the company's major shareholders. The auditing committee is appointed annually by the board of directors at the statutory board meeting held in conjunction with the AGM. Since the statutory meeting held in conjunction with the 2019 AGM, the auditing committee has consisted of chairman Christian Sievert and members Anders Dahlvig and Erica Wiking Häger. The committee held four meetings at which minutes were taken during the 2018/2019 financial year.

EY attended the auditing committee meetings and reported on the auditing assignments. The meetings were also attended by CFO Jyrki Tervonen and chief accountant Anders Jonasson, among others. The committee's meetings are minuted and the minutes are then distributed to the board members.

During the year the auditing committee addressed the following matters, among others:

- The company's financial reporting, including interim reports, the corporate governance report and annual report.
- Compliance with the group's internal control and risk management processes and review of the overall risk analysis for the group – both financial risk and operational risk – with well-defined action plans to minimise risk. Among other things, the results of the risk analysis conducted according to the guidelines issued by the TCFD were discussed.

- In addition, the following functions/departments provided information on their work: Expansion/Construction, Security, Accounting/Tax, Logistics, IT, Sustainability and data privacy.
- The transfer pricing model and tax matters. A status update regarding tax matters is given at each meeting, which is partly related to the OECD's BEPS project that deals with, among other things, how and where profits in multinational companies are to be taxed.
- In addition, customs matters were discussed in view of the fact that this is becoming an increasingly pressing matter for multinationals due to increased protectionism in certain countries.
- The transition to new IFRS rules was reviewed, particularly the project to meet the requirements of IFRS 16 Leases, IFRS 15 Revenue Recognition and IFRS 9 Financial Instruments.
- Preparations were made for the selection of a new auditor.
- EY informed the committee of the audit plan, the scope of the audit and the results of scrutiny carried out.
- In addition, EY provided information on current regulatory developments in the areas of accounting and auditing.
- Review of the auditors' independence and impartiality. The auditing committee finds that it is clear which assignments EY takes on in addition to auditing and sees no reason to question the accounting firm's impartiality. A process has been established for non-auditing services to be approved in advance. H&M also uses consulting services from other accounting firms and tax advisors.

## 6. EMPLOYEE ORGANISATIONS

Under Swedish law, the employees have the right to appoint employee representatives with deputies to the company's board. These are appointed via employee organisations (trade unions). The trade unions appoint two board members and two deputies to the board of H&M.

## 7. CEO

The CEO is appointed by the board of directors and is responsible for the daily management of the company as directed by the board. This means that, among other things, the CEO must focus in particular on recruitment of senior executives, buying and logistics matters, the customer offering, pricing strategy, sales and profitability, sustainability matters, marketing, expansion, development of the store network and of online sales, and digital development. The CEO reports to the board on the H&M group's development and makes the necessary preparations for taking decisions on investments, expansion, etc. The role of CEO includes contact with the financial market, the media and the authorities.

Karl-Johan Persson, born in 1975, has been CEO since 1 July 2009.

Before taking over as CEO, Karl-Johan Persson held an operational role within H&M from 2005, including working as head of expansion, business development as well as brand and new business. Since 2000 Karl-Johan Persson has been a member of the boards of H&M's subsidiaries in Denmark, Germany, the US and the UK. From 2006 until 2009 he was also a member of the board of H & M Hennes & Mauritz AB.

From 2001 until 2004 Karl-Johan Persson was CEO of European Network. Karl-Johan Persson holds a BA in business administration from the European Business School in London. Karl-Johan Persson currently has external board assignments for, among others, the Swedish Chamber of Commerce in the UK, Ramsbury Invest AB and the GoodCause Foundation. Since 2013 Karl-Johan Persson has also been a member of the board of the H&M Foundation.

Karl-Johan Persson is a shareholder in Ramsbury Invest AB and also personally holds 12,136,289 class B shares in H&M.

## 8, 9. ORGANISATION AND MANAGEMENT

H&M has a multi-brand matrix organisation with well-defined brands: H&M, H&M HOME\*, COS, & Other Stories, Monki, Weekday, ARKET and Afound. Each brand has its own organisation and managing director, and all the

**CEO** Karl-Johan Persson

**CFO** Jyrki Tervonen

#### GROUP FUNCTIONS

**Business Development**\*\*\* Daniel Claesson

**Controlling** Fredrik Nilsén

**HR** Doris Klein

**Sustainability** Anna Gedda

**Legal** Fredrik Björkstedt

**Communications** Kristina Stenvinkel

**Accounting** Anders Jonasson

**Security** Cenneth Cederholm

**COO** Helena Helmersson

**Advanced Analytics & AI**\*\*\*  
Arti Zeighami

**Expansion** Sam Miller

**Insights & Analytics**  
Marcus Moltubak

**IT**\*\*\* Joel Ankarberg

**Logistics** Fredrik Boije

**Production** David Sävman

#### BRANDS

**H&M and H&M HOME**

Fredrik Olsson  
Madeleine Persson

**New Business** Anna Attemark

**COS** Marie Honda

**& Other Stories** Karolina Gutke

**Monki** Jennie Dahlin Hansson

**Weekday** Daniel Herrmann

**ARKET** Lea Rytz Goldman

**Afound** Joanna Hummel

*As at 30 November 2019.*

brands have their own local sales organisations. Centrally, there are also a number of group functions that support each brand in order to capitalise on the benefits within these shared areas, so that each brand and country works purposefully according to central policies and guidelines. The CEO is responsible for day-to-day management of H&M and appoints the members of the executive management team, which is made up of the CEO plus nine others – six of whom are women. The executive management team\*\* is made up of the CEO, CFO, the two people with responsibility for the H&M brand\*, the head of New Business (which includes COS, & Other Stories, Monki, Weekday, ARKET and Afound), the heads of the group functions for Business Development\*\*\*, HR, Sustainability and Communications, and the COO, who has responsibility for the functions Advanced Analytics & AI\*\*\*, Expansion, IT\*\*\*, Logistics, Production and Insights & Analytics. Those responsible for the other group functions are appointed by the CFO. The matrix organisation provides a good combination of central and local perspectives on leadership and entrepreneurship.

The local sales organisations are responsible for daily retail operations in their country, giving them a collective responsibility for all the support functions in their country working according to instructions from the central group functions.

\* H&M HOME is included in the H&M brand's organisation.

\*\* As at 30 November 2019.

\*\*\* The Business Development, IT and Advanced Analytics & AI functions will gradually be replaced by a new function called Business Tech, which will be led by CPO Daniel Claesson and Acting CTO Joel Ankarberg.

## Internal control

The board of directors is responsible for the company's internal control, the overall aim of which is to safeguard the company's assets and thereby its shareholders' investment. Internal control and risk management are part of the board's and the management's control and follow-up responsibilities, the purpose of which is to ensure that the business is managed in the most appropriate and effective manner possible, to ensure reliable financial reporting and to ensure compliance with applicable laws and

regulations. This description of H&M's internal control and risk management for financial reporting has been prepared in accordance with chapter 6 section 6 of the Swedish Annual Accounts Act and section 7.4 of the Swedish Corporate Governance Code.

H&M uses the COSO framework as a basis for internal control over financial reporting. The COSO framework, which is issued by the Committee of Sponsoring Organizations of the Treadway Commission, is made up of the following five components: control environment, risk assessment, control activities, information and communication, and monitoring.

### CONTROL ENVIRONMENT

The control environment forms the basis of internal control, because it includes the culture that the board and management communicate and by which they work. The control environment is made up primarily of ethical values and integrity, expertise, management philosophy, organisational structure, responsibility and authority, policies and guidelines, as well as routines.

Of particular importance is that management documents such as internal policies, guidelines and manuals exist in significant areas and that these provide the employees with solid guidance. Within H&M there exists above all the Code of Ethics; an ethical policy that permeates the entire company, since it describes the way in which the employees should act within the company and in business relations with suppliers. For a number of years the group has had a document called "The H&M Way", which briefly describes and brings together what the company stands for and provides a basis for how employees are to act in relation to each other and the outside world. It also refers to the group's main policies.

H&M's internal control structure is based on:

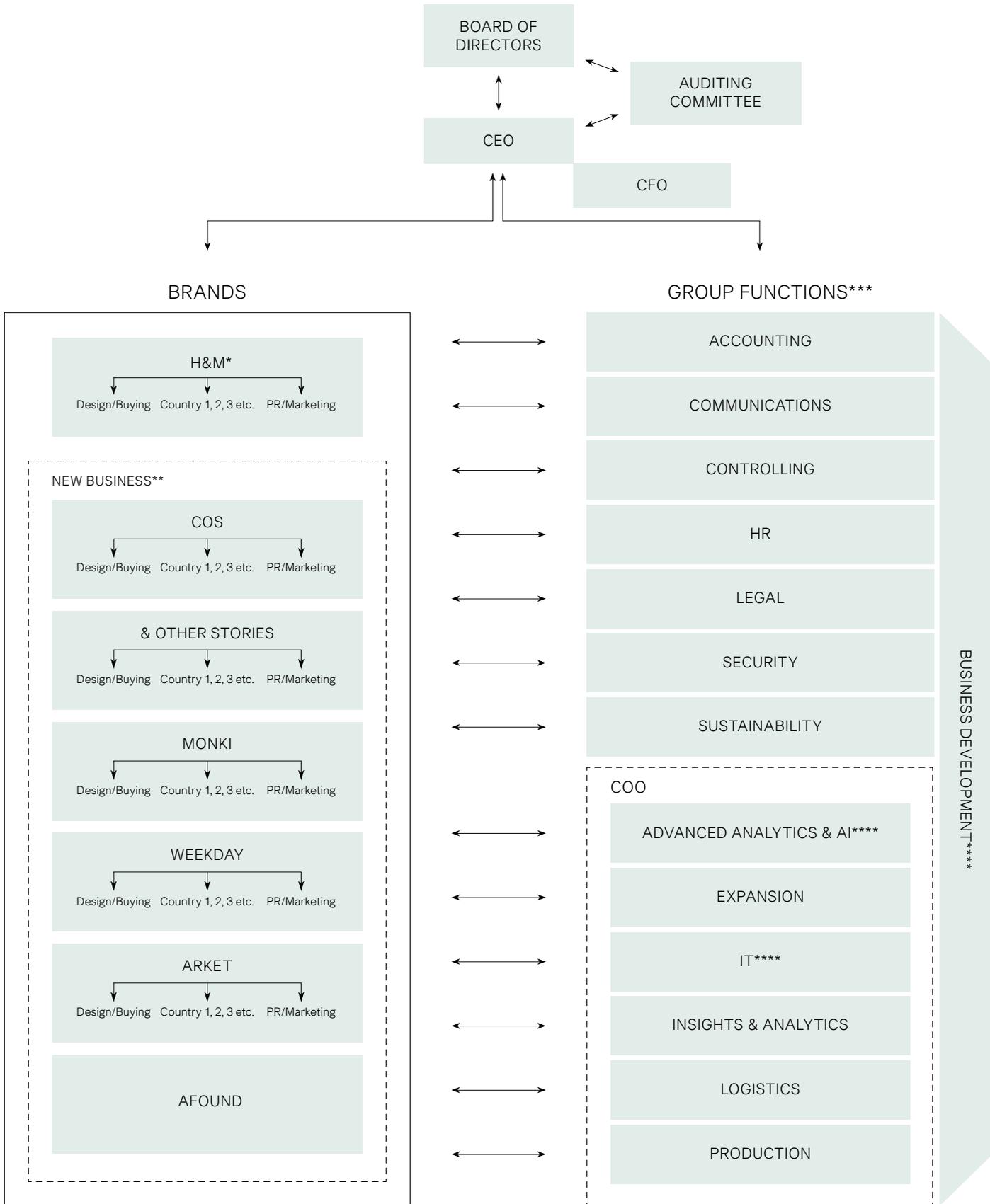
- The division of work between the board of directors, the auditing committee and the CEO, which is clearly described in the board's formal work plan. The executive management team and the auditing committee report regularly to the board based on established routines.
- The company's organisation and way of carrying on business, in which roles and the division of responsibility are clearly defined.
- Values and guidelines, as well as policies and manuals; of these, the Code of Ethics, the financial policy, the insider policy, the communications policy and the store instructions are examples of important overall policies.
- Awareness among the employees of the importance of maintaining effective control over financial reporting.
- Control activities, checks and balances, analysis and reporting.

H&M has a matrix organisation (see page 9), which means that those responsible for the joint group functions are responsible for the efficiency of work within their function at each brand (the horizontal arrows). Each brand has its own organisation and managing director, and all the brands have their own local sales organisations.

Internal control is evaluated annually by the relevant group function, which checks that its function in each country is working according to the prescribed policies and guidelines. The stores are in turn checked by internal store auditors.

All the companies within H&M have the same structure and accounting system with the same chart of accounts. This simplifies the creation of appropriate routines and control systems, which in turn facilitates internal control and comparisons between the various companies. There are detailed instructions for the store staff that control daily work in the stores. Many other guidelines and manuals are also available within the group. In most cases these are drawn up in the central departments at the head office in Stockholm and then communicated to the respective departments in the country offices. Each central department regularly reviews its guidelines and manuals to see which need updating and whether new guidelines need to be developed.

# The H&M group's matrix organisation



\* H&M HOME is included in the H&M brand's organisation.

\*\* New Business has overall responsibility for producing, refining and supporting the H&M group's newer brands.

\*\*\* In alphabetical order.

\*\*\*\* The Business Development, IT and Advanced Analytics & AI functions will gradually be replaced by a new function called Business Tech, which will be led by a CPO and a CTO.

As at 30 November 2019.

## RISK ASSESSMENT

H&M carries out regular risk analysis for both operational and financial risks. At the end of each financial year the analysis is updated in respect of the main operational risks – in the short and long term – and also the risks within financial reporting. This is carried out in two group-wide documents, based on the probability and impact of each risk. In 2019 a climate risk analysis was conducted according to the guidelines issued by the TCFD.

As in previous years, at the end of 2019 each central function reviewed its main risks, assessed these and identified the systems, methods and controls that are in place to minimise any impact of the risks. This information was compiled at group level, after which the functions together prepared the general risk analysis mentioned above with a view to getting an overall picture of the group's main risks – and thereby shedding light on the mitigation plans that are in place to manage these risks. The risk analyses for operational risks and for the risks within financial reporting were then dealt with in the auditing committee and thereafter discussed by the board.

For a description of H&M's operational risks, see the administration report on page 41, for risks within financial reporting, see the administration report on pages 41–42 and note 2, Financial risks, on pages 64–65 of the annual report for 2019.

To limit the risks there are appropriate policies and guidelines as well as processes and controls within the business.

## CONTROL ACTIVITIES

There are a number of control activities built into every process to ensure that the business is run effectively and that financial reporting provides a true picture at each reporting date. The control activities, which aim to prevent, find and correct inaccuracies and non-compliance, are at all levels and in all parts of the organisation. Within H&M the control activities include effective control and analysis of sales statistics, account reconciliation, monthly accounts and financial reports.

During the year ongoing internal control of the IT department is also carried out, to ensure that the work and processes are being performed in accordance with guidelines set. This also includes systems relating to financial reporting. These financial systems are also reviewed by an external party in cooperation with those responsible for systems and system areas within H&M.

## INFORMATION AND COMMUNICATION

Policies and guidelines are of particular importance for accurate accounting, reporting and provision of information, and also define the control activities to be carried out.

H&M's policies and guidelines are updated on an ongoing basis. This takes place primarily within each central function and is communicated to the sales countries by email and via the intranet, as well as at meetings.

H&M has a communications policy providing guidelines for communication with external parties. The purpose of the policy is to ensure that all disclosure obligations are met and that the information provided is accurate and complete.

Financial communication is provided via:

- Annual report
- Interim reports, the full-year report and quarterly sales reports
- Press releases on events and circumstances that may impact the share price
- H&M's website [hmgroup.com](http://hmgroup.com)

## MONITORING

In 2019 the group functions/central departments assessed internal control within their respective functions in the sales countries based partly on general issues and partly on department-specific issues, using the COSO model.

The work resulted in a plan of action for each central department working on internal control, defining the areas that ought to be improved in order to further strengthen internal control – not only in respect of each country, but also for the central function. The functions also followed up on the assessments made in the previous year. The way in which H&M assesses internal control is considered to be firmly established within the organisation. It is an aid and an instrument that the central functions can use to ensure that their respective departments in the sales countries are working in a uniform and desirable way. The assessment of internal control also allows each sales country to provide valuable and constructive feedback to the central function regarding where there is room for improvement at central level. An important part of the internal control work is the feedback to the country management (country manager and country controller) which the central function provides based on the results of the evaluation in each country. This is done with a view to transparency and to ensuring that the countries adopt best practice.

Within the production organisation there is a firm and regular control and monitoring process for the internal routines that are brought together in the Routine Handbook for Production. These routines are about how H&M ensures that the company does business in an ethical and transparent way. Most of these routines are monitored on a monthly basis at regional level and every other month at global level.

Internal store auditors perform annual checks at the stores aimed at determining the strengths and weaknesses of the stores and how any shortcomings can be corrected. Follow-up and feedback with respect to any non-compliances found during the assessment of internal control constitute a central part of internal control work.

The board of directors and the auditing committee continuously evaluate the information provided by the executive management team, including information on internal control. The auditing committee's task of monitoring the efficiency of internal control by the management team is of particular interest to the board. This work includes checking that steps are taken with respect to any shortcomings detected and suggestions made during the assessment by the central departments and internal store auditors, as well as by external auditors. The work on internal control maintains awareness of the importance of effective internal control within the group and ensures that continuous improvement is made.

## INTERNAL AUDIT

In accordance with section 7.4 of the Swedish Corporate Governance Code, during the year the board assessed the need for a specific internal audit department. The board concluded that H&M's present model of monitoring internal control is the most appropriate for the company. In the board's opinion, this model – which the central departments such as accounting, construction, shop fitting, IT, communications, security, logistics, production etc. apply in the subsidiaries – and the work carried out by internal store auditors are well in line with the work performed in other companies by an internal audit department. It was therefore deemed that there was no need for an internal audit department.

The issue of a specific internal audit department will be reviewed again in 2020.

Stockholm, February 2020

The Board of Directors

*More information on H&M's corporate governance work can be found in the section on corporate governance at [hmgroup.com](http://hmgroup.com). The next four pages contain information about the board members.*



**ALEXANDRA ROSENQVIST**  
Employee representative

**INGRID GODIN**  
Employee representative

**CHRISTIAN SIEVERT**  
Board member and chairman of  
the auditing committee

**STEFAN PERSSON**  
Chairman of the board

**DANICA KRAGIC JENSFELT**  
Board member

**MARGARETA WELINDER**  
Deputy employee representative



**HELENA ISBERG**  
Deputy employee representative

**ERICA WIKING HÄGER**  
Board member and member of  
the auditing committee

**ANDERS DAHLVIG**  
Board member and member of  
the auditing committee

**LENA PATRIKSSON KELLER**  
Board member

**STINA BERGFORS**  
Board member

**NIKLAS ZENNSTRÖM**  
Board member

# About the board members

## STEFAN PERSSON

Chairman of the board. Born 1947.

### Primary occupation

Chairman of the board of H&M.

### Other significant board assignments

Board assignments in family-owned companies.

### Education

Stockholm University and Lund University, 1969–1973.

### Professional experience

1976–1982 Country manager for H&M in the UK and responsible for H&M's expansion abroad.

1982–1998 CEO of H&M.

1998– Chairman of the board of H&M.

## STINA BERGFORS

Board member. Born 1972.

### Primary occupation

Founder of the digital media company United Screens, where Stina works on strategic matters and business development.

### Other significant board assignments

Member of the board of INGKA Holding BV. Stina is also involved in the Prince Daniel Fellowship at the Royal Swedish Academy of Engineering Sciences (IVA).

### Education

MSc in business administration and honorary doctorate from Luleå University of Technology.

### Professional experience

1998–2000 TV3 MTG Sales.

2000–2004 Media strategist OMD Nordics.

2005–2008 CEO of Carat Sverige AB.

2008–2013 Country director for Google and YouTube in Sweden.

2014– Founder and CEO, and later business development, at United Screens.

## ANDERS DAHLVIG

Board member and member of the auditing committee. Born 1957.

### Primary occupation

Board assignments.

### Other significant board assignments

Chairman of Inter IKEA Holding BV and member of the boards of Oriflame SA and Resurs Bank AB.

### Education

MSc in business administration, Lund University, 1980 and MA from the University of California, Santa Barbara, 1982.

### Professional experience

1983–1993 Various roles within IKEA in Sweden, Germany, Switzerland and Belgium.

1993–1997 Managing director of IKEA UK.

1997–1999 Vice president of IKEA Europe.

1999–2009 President and CEO of IKEA.

## DANICA KRAGIC JENSFELT

Board member. Born 1971.

### Primary occupation

Professor of computer science at KTH Royal Institute of Technology conducting research in the fields of computer vision and robotics. The aim of the research is to use sensors to build future systems that interact with people and their environment in a natural way.

### Other significant board assignments

Member of the Royal Swedish Academy of Sciences and the Royal Swedish Academy of Engineering Sciences (IVA) and board member at FAM, SAAB and the Institute for Future Studies.

### Education

MSc in mechanical engineering from the Technical University of Rijeka, Croatia. Danica was awarded a PhD in robotics by KTH Royal Institute of Technology, Stockholm in 2001. Honorary doctorate from Lappeenranta University of Technology in Finland.

### Professional experience

2008– Professor of computer science, conducting research in the fields of computer vision and robotics at KTH Royal Institute of Technology in Stockholm.

## INGRID GODIN

Employee representative, on the H&M board since 2012. Born 1959. Employed since 2002.

Current position: Warehouse worker, Eskilstuna DC.

## ALEXANDRA ROSENQVIST

Employee representative, on the H&M board since 2015. Born 1976. Employed since 2012.

Current position: Product Owner (IT/Business Tech).

## HELENA ISBERG

Deputy employee representative, on the H&M board since 2019. Born 1978. Employed since 1998.

Current position: Sales advisor, H&M Karlskrona.

## MARGARETA WELINDER

Deputy employee representative, on the H&M board since 2007. Born 1962. Employed since 2000.

Current position: Omni Buyer, H&M.

**LENA PATRIKSSON KELLER**

Board member. Born 1969.

**Primary occupation**

Executive chairman at branding and communications agency Patriksson Communication AB.

**Other significant board assignments**

Member of the board of Elite Hotels, Wanås Art Foundation, Jaenerica AB and Maria Nilsson AB and chairman of the board of the industry organisation Association of Swedish Fashion Brands (ASFB). Lena is also involved in the Prince Daniel Fellowship at the Royal Swedish Academy of Engineering Sciences (IVA).

**Education**

Design and marketing at Parsons School of Design in New York and at the American University in London.

**Professional experience**

1993–1996 Buying & product development at H&M.  
1996–1998 Global communications manager, J.Lindeberg.  
1999– CEO and later executive chairman, Patriksson Communication AB.

**CHRISTIAN SIEVERT**

Board member and chairman of the auditing committee. Born 1969.

**Primary occupation**

CEO of investment company AB Max Sievert.

**Other significant board assignments**

Member of the board of AB Max Sievert and of the boards of portfolio companies of AB Max Sievert; also member of the board of AB Anders Löfberg.

**Education**

MSc in business administration from the School of Economics, Stockholm, 1994.

**Professional experience**

1994–1997 Consultant, Bain & Company, Stockholm and San Francisco, USA.  
1997–2003 Investment manager and partner at Segulah.  
2003–2013 CEO/managing partner at Segulah.  
2013–2014 Partner, Segulah.  
2014– CEO of investment company AB Max Sievert.

**ERICA WIKING HÄGER**

Board member and member of the auditing committee. Born 1970.

**Primary occupation**

Partner at the law firm Mannheimer Swartling since 2009 and chair of Mannheimer Swartling's Corporate Sustainability & Risk Management practice group; leads the team of lawyers advising on commercial law focusing on human rights, working conditions, the environment and anti-corruption. Erica is a member of the Swedish Bar Association, the New York State Bar Association and the International Association for Privacy Professionals (IAPP).

**Other significant board assignments**

Member of the board of Stockholm Chamber of Commerce.

**Education**

Master of Laws from Uppsala University, LL.M. from Harvard Law School in the US and supplementary studies at the University of Oklahoma in the US and Ruprecht-Karls-Universität Heidelberg in Germany.

**Professional experience**

1994–1995 Acting lecturer in civil law, Uppsala University.  
1995–1997 District court service, Sollentuna District Court.  
1997–1998 Law clerk, Svea Court of Appeal.  
1999–2000 Corporate counsel, Corechange Inc., Boston, USA.  
2000–2008 Associate, Mannheimer Swartling.  
2009– Partner, Mannheimer Swartling.

**NIKLAS ZENNSTRÖM**

Board member. Born 1966.

**Primary occupation**

CEO of venture capital company Atomico, which focuses on fast-growing tech companies, and involved in Zennström Philanthropies, which supports organisations particularly associated with climate change, social entrepreneurship, the Baltic Sea environment and human rights.

**Other significant board assignments**

Member of the boards of Atomico, Zennström Philanthropies, Farmdrop, Rovio, Orbital Systems and Lilium.

**Education**

Dual degrees in business administration and engineering physics from Uppsala University.

**Professional experience**

1991–1994 Product manager, Tele2 AB, Stockholm.  
1994–1996 Director of access network, Unisource Voice Services AB, Stockholm.  
1996–1997 Director of internet services, Tele2 Danmark A/S, Copenhagen.  
1997–2000 Director of internet services, Tele2 Europe ASA, Luxembourg/Amsterdam.  
2000–2002 CEO and founder, Kazaa, Amsterdam.  
2001–2003 CEO and founder, Joltid, Amsterdam.  
2002–2007 CEO and founder, Skype, London.  
2007– CEO and founder, Atomico, London.

**AUDITOR'S STATEMENT ON THE CORPORATE  
GOVERNANCE REPORT**

To the Annual General Meeting of H & M Hennes & Mauritz AB (publ),  
corporate identity number 556042-7220

**Assignment and division of responsibility**

We have reviewed the corporate governance report for the financial year 1 December 2018 to 30 November 2019. The corporate governance report is the responsibility of the board of directors, which is responsible for the report being prepared in accordance with the Swedish Annual Accounts Act. Our responsibility is to express an opinion on the corporate governance report based on our review.

**Orientation and scope of review**

Our review was conducted in accordance with RevU 16, Auditor's review of the corporate governance report. This means that we planned and performed the audit in order to obtain a reasonable degree of assurance that the corporate governance report is free from material misstatement. An audit includes examining, on a test basis, evidence supporting the information in the corporate governance report. We believe that our audit provides a reasonable basis for our opinion set out below.

**Opinion**

In our opinion, a corporate governance report has been prepared and its content is consistent with the annual accounts and the consolidated accounts.

Stockholm, 18 February 2020

Ernst & Young AB

Åsa Lundvall  
Authorised Public Accountant