



Odlo, the Swiss company with Norwegian roots, was founded in 1946 and is currently represented worldwide in over 20 countries. As the originator of the three-layer principle and our unique sports underwear, we have become the market leader and pioneer in functional sportswear. Odlo outfits people with active lifestyles and renowned athletes alike throughout the world. At our headquarters in Hünenberg, Switzerland, we successfully unite our 70 years of experience with cutting-edge technology.

## Reference

We hereby confirm that **Michel Pham**, born on 13 October 1986, from Fribourg/FR, was employed at our company from **1 October 2017 until 30 April 2018** as **E-Commerce Project Manager**.

His main responsibilities and tasks included the following:

- Optimizing the SEA and SEO strategy as well conducting the implementation of improvements with measurable success on traffic, conversion and revenue on defined strategic keywords
- Managing the SEA and Affiliate agencies with the outcome of a significant revenue growth as well as favorable cost improvements
- Identification and implementation of various site improvements based on the analysis of data from A/B-testing, heat map recordings and Google Analytics with a positive impact on the conversion rate
- Identification, negotiation and implementation of commercial partnerships (affiliates) with successful return of investments
- Review of the implementation of tracking pixels, GA and GTM
- SEO migration from Magento to Demandware for former content and SEO implementation for new markets
- Various ad-hoc analysis and solution recommendation reports for the e-com team and the group COO
- CMS with Magento and Demandware with a high-level skills in coding efficient HTML/CSS code with the expected visual results
- Implementation of Facebook advertising campaigns with a strong return of investment
- Support and education of the brand marketing team in digital marketing tasks
- Optimization of the on-site search performance, layout and keyword matrix
- Evaluation and implementation of SEO monitoring tools (MOZ and Sistrix)
- Implementation of event based pop-up promotion campaigns
- Creation of web banners for the website & affiliation network with Adobe Photoshop
- Managing various sub-projects of the Salesforce Commerce Cloud (Demandware) re-platforming (search & catalogue configuration, search engine optimisation, content management, localisations, store locator, checkout)

We knew and appreciated Michel Pham as a very committed, responsible and conscientious employee who, thanks to his very good grasp was always able to rapidly analyse complex situations and to find solutions in agreement with the respective interest groups.

Michel Pham had a very networked and entrepreneurial way of thinking and acting as well as a marked wealth of ideas and very good specialist knowledge in his areas of expertise, especially Social Media, SEA, SEO, Performance Marketing and E-Commerce.

Michel Pham carried out the tasks allotted to him independently, in a well organised manner and with great commitment. He stands out through his thorough and trustworthy style of working and was always able to meet the often very tight deadlines.

Michel Pham's high level of reliability was impressive. He did not lose his composure even in very hectic circumstances and he did not lose sight of the big picture. He was very resilient and always was prepared to take on additional work. Michel Pham showed great personal initiative and always sought ways of improving the results of his work. We were very satisfied with both his qualitative and quantitative performance.

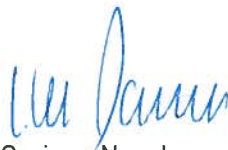
We knew Michel Pham as a collegial, team-oriented and courteous employee who, through his trustworthy and optimistic nature, was valued by all as a sparring partner. His approach to superiors, employees, colleagues and external organisations was always friendly and professional. As an open-minded team player and with his balanced character, Michel Pham showed the necessary tact and sensitivity in dealing in and communicating in different cultures.

Michel Pham is leaving our company at the expiry of the limited term employment contract on 30 April 2018. We would like to thank him for his valuable and committed collaboration and wish him all the very best in his career and private life.

**Odlo International AG**

A handwritten signature in blue ink, appearing to read 'Knut Are Hogberg'.

Knut Are Hogberg  
COO

A handwritten signature in blue ink, appearing to read 'Corinne Nussbaumer'.

Corinne Nussbaumer  
Human Resources Manager

Hünenberg, 30 April 2018