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**CORPORATE  
SOCIAL RESPONSIBILITY  
REPORT 2020**



**CALIDAGROUP**



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# Acting on conviction

Dear Readers,

Sustainability is a topic everywhere and its importance keeps growing. CALIDA GROUP has been gearing all its activities towards sustainability for more than a decade now, and some of its brands have published their own corporate social responsibility reports on this topic.

CALIDA GROUP has been publishing a consolidated Corporate Social Responsibility Report since 2019. Our global clothing group based in Sursee (CH) comprises the brands CALIDA and AUBADE for lingerie, MILLET and LAFUMA Outdoor for alpine sport and the outdoor furniture brand LAFUMA MOBILIER. The environmental and social impact as well as the risks and opportunities vary on account of the equally different products and supply chains. In order to meet these varied requirements, we give our brands a high degree of flexibility in developing their own sustainability strategies. At the same time, the strategies are bound by guidelines: We consider identical standards and uniform reporting as important. As a Group, we assume responsibility across the entire value chain, address the interests of the various stakeholder groups and align our activities with the principles of sustainable development.

Sustainable thinking and action are an integral part of our corporate culture. Compliance with legal and regulatory requirements is for us a matter of course. The corporate social responsibility report is an expression of how all of us at the CALIDA GROUP carefully and consciously interact with our environment. Not only does that include every single employee in our Group, it also extends to the company in its actions and its goals. We are striving for an alternative to a throw-away society and are doing everything in our power to achieve this.



Daniel Gemperle, COO and Reiner Pichler, CEO

CALIDA GROUP has adopted a consistent approach to sustainability in recent years. We have chosen a risk-and-opportunity-based approach for sustainability management and have built up our programme progressively. Our achievements range from sustainably managing our supply chain and launching sustainable products onto the market through to supporting our own employees in maintaining a healthy work-life balance.

Our Group has achieved fantastic results thus far. Nevertheless, we still have a long road ahead of us and would like to invite you to join us on this journey.

Two handwritten signatures in black ink. The signature on the left is 'R. Pichler' and the signature on the right is 'D. Gemperle'.

Reiner Pichler, CEO

Daniel Gemperle, COO

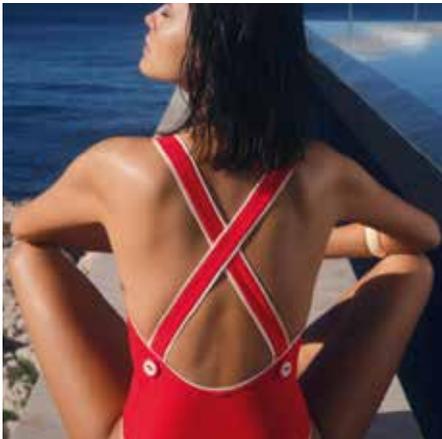
# Our highlights

We, as the CALIDA GROUP, make every effort to improve our products and achieve healthy levels of corporate growth. Our brands are as unique as their sustainability strategies. We would therefore like to feature the following brand highlights that we have developed and implemented in the past few years:



## Lafuma

Every year, 89 billion plastic bottles are thrown away all over the world. Our partner Repreve® recycles these bottles into a high-performance textile fabric. The bottles are collected, sorted, washed and made into flakes. They are ground, melted and reformulated into chips. The chips are used to make textile fibres from which we produce our Lappland jackets. It is PFC-free and bears the “Low Impact” label.



## Aubade PARIS

The spring/summer 2021 swimwear collection will make a statement for years to come. It features a new line of creative swimwear made entirely from recycled nylon. Not only is it sexy, soft and comfortable, it is also made from a more sustainable material. AUBADE is thus showing its intention to always use sustainable material whenever possible.



## Lafuma MOBILIER

When an iconic furniture manufacturer joins forces with a French leather craftsman... The cooperation with BLEU DE CHAUFFE came from a shared love of sustainable and useful design, driven by humanitarian and ecological awareness. Vegetable tanned leather encounters matt, high-strength steel in this capsule collection produced entirely in France.



**CALIDA**

In response to the global pandemic, CALIDA is applying its resources and know-how in a genuine “from the heart” project to produce hygiene masks. The outcome, in the context of the collaboration with Viktor & Rolf, is 100% compostable hygiene masks. To give something back to nature, the organisation “Trees Of Life” receives support from every mask sold for its mission to plant trees for a sustainable future.



**CALIDA**

In 2020, the proportion of “Cradle to Cradle Certified™” products in the entire CALIDA collection increased from ~1% to ~5%. A similar upward trend is also expected in 2021. CALIDA received the Swiss Ethics Award in 2020, not least due to this engagement.



**Aubade**  
PARIS

The underwear line Softessence launched in 2020, is seductive, comfortable and environmentally friendly all in one. The garments are made from especially soft, 100% recycled Swiss embroidery in a combination of net lace and embroidered cotton. The velvety, floral motif adds to the wearing comfort. Two colours are being launched in three new types.



**MILLET**

Our Austrian technical advisor, Philipp Brugger, has tested more than six prototypes for practical application, to develop this particularly innovative Millet Trilogy rucksack offering extra freedom of movement in high-Alpine areas. The rucksack is designed for mountaineering, trail running, ski tours and climbing. It combines highly durable, woven Dyneema® fabric with a highly resistant Dyneema® stretch panel on the front.



**Lafuma**  
MOBILIER

Durable paint coating and 0% use of harmful phosphate in our metal surface processing tunnel. The modification of this process enabled us to remove phosphate, reduce the use of energy and water, while at the same time extending the lifetime of our products by improving the quality of the structure coating.

# Our Group

CALIDA GROUP is a global provider in the clothing and outdoor segments with its brands CALIDA, AUBADE, MILLET, LAFUMA Outdoor and LAFUMA MOBILIER. Every single brand specialises in its core business and is unique and well positioned in its respective main markets.

CALIDA stands for the best Swiss quality, sustainability and absolute comfort. The long-established brand has made it its mission to produce sustainable products that fit perfectly, are a joy to wear and are tailored to the individual style of the customer. All its products are developed in Sursee, Switzerland.

AUBADE has been a leading brand for premium lingerie since its launch in 1958. Each creation is a mix of innovative styling and glamorous creativity. Perfect execution and the art of seduction are all part of AUBADE's sense of "savoir-vivre". The campaign "Leçons de seduction", which enjoys cult status in France, has increased the brand's international visibility.

The MILLET MOUNTAIN GROUP combines the two brands MILLET and LAFUMA Outdoor. MILLET is the alpinist's first choice. As a pioneer for innovative and functional products, MILLET offers a full range of equipment for mountaineering and climbing. LAFUMA specialises in clothing and equipment for sporty people and nature lovers and offers innovative technologies, protection and comfort for hiking, travelling and trekking tours.

LAFUMA MOBILIER designs, develops and manufactures outdoor furniture to accompany people in every moment of relaxation - at home and out in the great outdoors. Based on unique expertise, which has been enhanced and refined for 60 years, LAFUMA MOBILIER puts all its skills at the service of well-being, naturally taking into account sustainability and environmental aspects.

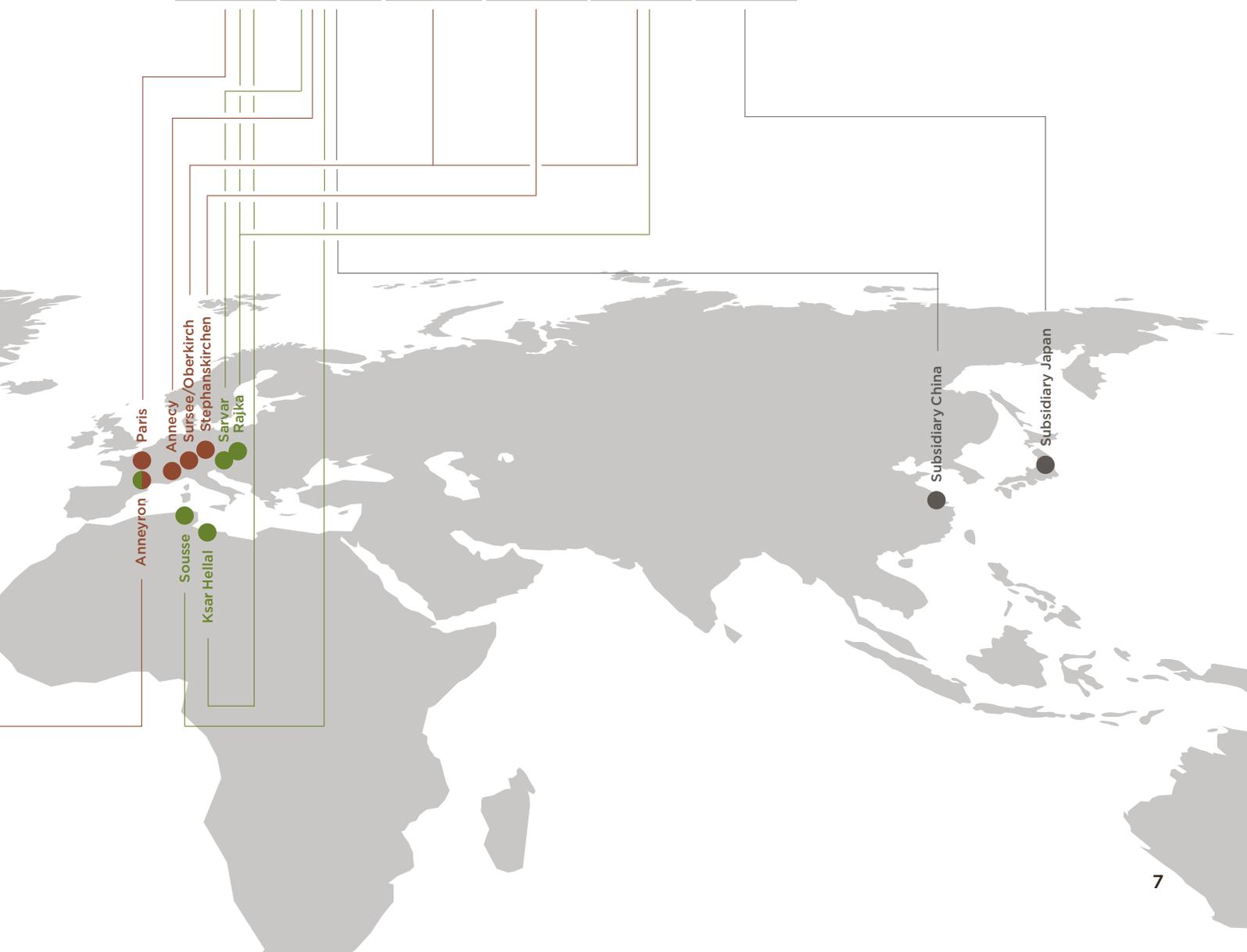


**Head offices**  
**Production locations**  
**Subsidiaries**

● Subsidiary USA

Moreover, CALIDA GROUP owns 100% of the shares in Germany's REICH ONLINE SERVICE GmbH, a central hub for all the Group's e-commerce activities. This investment enables the Group to assume a leading position in e-commerce across the sector.

Headquartered in Sursee (Switzerland), the CALIDA GROUP employs around 2,800 people and achieved sales of around CHF 333 million in 2020. CALIDA Holding AG is listed on the SIX Swiss Exchange in Zurich.



# Our employees

CALIDA GROUP employs about 2,800 people in its operations. That figure includes its own factories.



*“The percentage of women in the Group as a whole is very high. Many positions are held by women, not only in the specialist departments but also in management.”*



*“CALIDA GROUP is a global company in a multicultural environment. This promotes solidarity as well as varied, rich exchange.”*



*“We are proud of our sustainable commitment. The annual joint glacier cleaning is always a highlight in that regard.”*



*“Sustainable fashion not only makes you feel good, it also looks good. We are proud that our range of sustainable products is steadily growing.”*

*“It is great to see how our suppliers are all pulling together in the same direction. Regular communication, long-term partnership and on-site visits foster close collaboration.”*



*“As fans of the outdoors, it is important to us that we can rely on eco-friendly natural materials and raw materials that promote the preservation of resources.”*

# Our products

Our product range extends from lingerie, underwear and nightwear to outdoor clothing, such as jackets, trousers and shoes, through to outdoor furniture. All our brand products have one thing in common: the love for design and functional detail.



MILLET



AUBADE



CALIDA



LAFUMA MOBILIER



LAFUMA



# Our sustainability strategy

As a global provider in the clothing and outdoor segments, we work daily to offer our customers the best, highest-quality products. That includes attaching great importance to the sustainability aspects of these products.

We want to act responsibly and develop environmentally and socially acceptable products, for which sustainability is more than just an empty slogan. For us, sustainability means promoting: innovative materials, innovative technologies, longevity, value preservation and recycling.

Our thinking is holistic and covers the entire value chain. Our business model integrates such aspects as sparing resources, protecting people and nature, animal welfare and evening out the fashion cycle by thinking of our products' "next life" during the design stage.

Our Group excels through a broad and diversified product range. This offering is created and sold in several, strongly independent Group companies. To secure sustainability aspects and continually pursue their development, we have created the following obligatory documents for all Group companies based on a broad materiality assessment:

Categorised, mandatory sustainability guidelines with extra voluntary programmes

A standard, mandatory Code of Conduct

Documented examples of best practice

These instruments allow our Group companies to develop better and faster in this dynamic environment. On the one hand, they receive clear and mandatory instructions, while at the same time having the scope to adjust their sustainability strategy to their specific product, its procurement, production and their customer segment. Moreover, as a Group we have developed and specified common priority topics towards which the measures must be oriented. These topics cover the most important challenges facing our sector and enable Group-wide controlling

and reporting. The following topics have been defined as priorities:

Governance

Value chain

Environment

Employees

Society

To align the policy still more closely with the Group constellation, we categorise these topics and their goals in the following sub-groups:

Clothing

Shoes

Furniture

A Group sustainability team comprising representatives of all the Group companies plus experts in an advisory capacity, meets regularly and they work together on the following:

Analysis of the success of all the sustainability issues

Steering of necessary corrective measures

Exchanging knowledge and experience

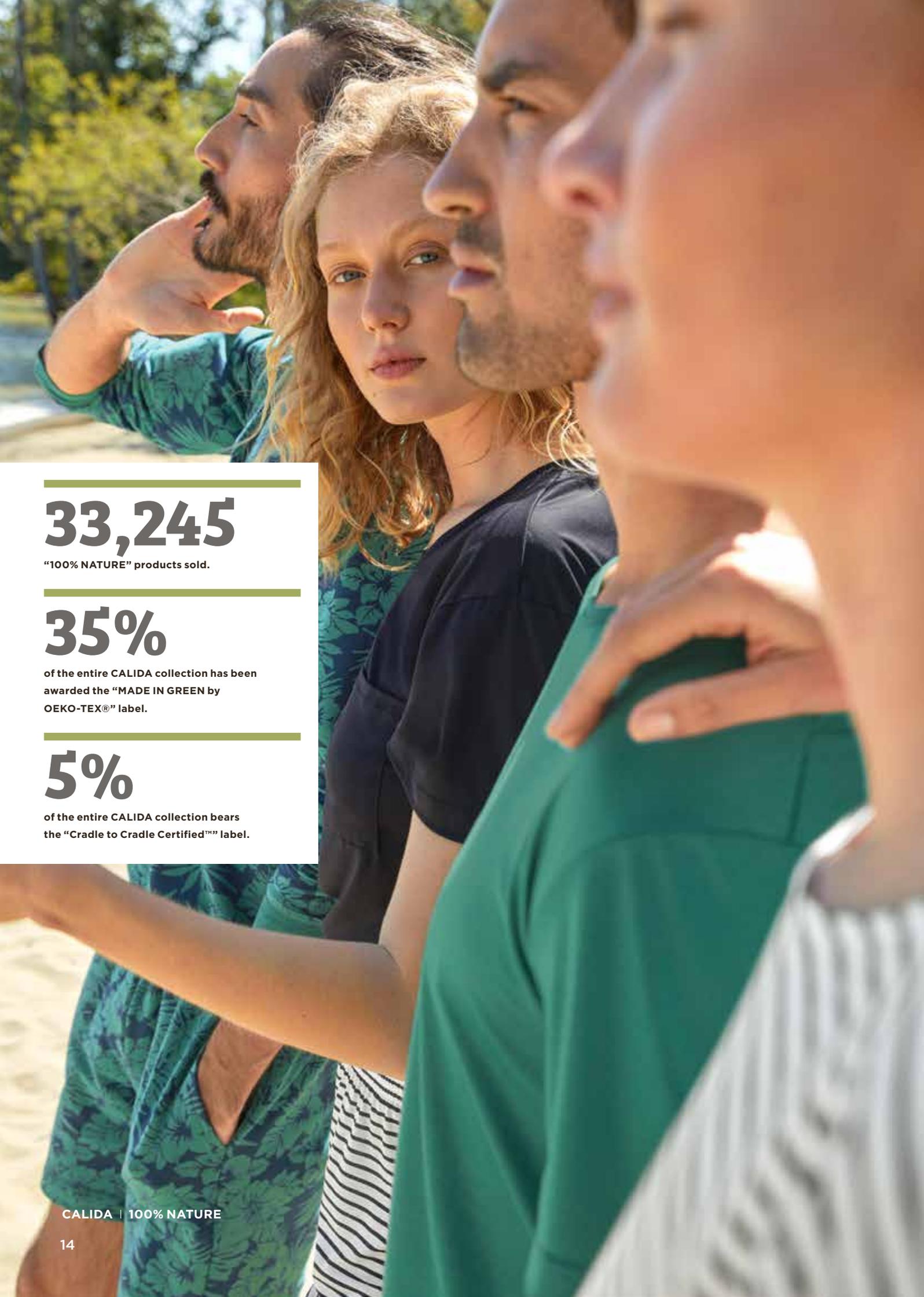
Formulating new desirable goals

In addition to the Group strategy and the Group CSR, we encourage our companies and their brands to issue individual, more detailed Corporate Social Responsibility (CSR) reports.

**What we have achieved so far**

Over the past twenty years, the CALIDA GROUP has set a number of milestones on its path towards sustainable management. What began in 1999 with an initial product life cycle assessment has developed to this day into an established management function with sophisticated management tools.

  <b>1999</b>	<p><b>Product life cycle assessment</b> It's more than twenty years since CALIDA developed its first ecological and environmental balance sheet.</p>
  <b>2005</b>	<p><b>Social ethics</b> CALIDA implements a social ethics programme.</p>
  <b>2014</b>	<p><b>Environmental impact</b> The MILLET MOUNTAIN GROUP implements its own environmental standard called "Low Impact".</p>
  <b>2014</b>	<p><b>Made in France</b> LAFUMA MOBILIER focuses on manufacturing in France and receives the OFG seal of approval "Made in France".</p>
  <b>2016</b>	<p><b>Made in Green</b> CALIDA receives certification for its first products meeting the high demands required to obtain the "MADE IN GREEN" label.</p>
  <b>2018</b>	<p><b>Cradle to Cradle Shirt</b> CALIDA introduces the first fully compostable t-shirt.</p>
  <b>2019</b>	<p><b>CALIDA GROUP</b> CALIDA GROUP publishes its first Group-wide Corporate Social Responsibility Report.</p>
  <b>2019</b>	<p><b>Large portfolio of compostable products</b> CALIDA gradually expands its product line of compostable products.</p>



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**33,245**

"100% NATURE" products sold.

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**35%**

of the entire CALIDA collection has been awarded the "MADE IN GREEN by OEKO-TEX®" label.

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**5%**

of the entire CALIDA collection bears the "Cradle to Cradle Certified™" label.

# CALIDA

Sustainability is not a trend for CALIDA, nor is it something new. It is part of the corporate identity and embedded in the company strategy as the brand essence. That includes the high quality and longevity of its innovative products plus its environmentally friendly and socially acceptable production.

## I. Governance

In 1999, CALIDA published its first environmental report, which has since evolved into the comprehensive annual CALIDA CSR Report. There are specific key figures and annual divisional targets (see table on pages 16 and 17) for all corporate divisions, for example product development or procurement. In 2020, these key figures were broken down further along the five strategic levers to align the CSR Report 2021 with the international GRI reporting standard. In this connection, the UN Sustainable Development Goals (UN SDG) are also integrated and corresponding measures defined. In order to further strengthen central governance, the CALIDA Code of Conduct 2021 is being revised and rolled out on the basis of the ten UN Principles.

## II. Products and materials

CALIDA has always aimed to create awareness of sustainable products in order to meet its responsibility to future generations. The basis for that is integrated and transparent value creation – from development to our customers. That is secured and continually reviewed through the independent and stringent product labels “MADE IN GREEN by OEKO-TEX®” and “Cradle to Cradle Certified™”. The “Viktor & Rolf x CALIDA” collection launched in 2020 also conforms to these strict criteria. The 100% biodegradable, a first for the sector, designer capsule collection emphatically underlines CALIDA’s pioneering role in sustainability and proves that high fashion and the highest sustainability standards are not mutually exclusive. CALIDA purposely advocates high-end and responsible fashion with its surprising capsule collections and conscious collaborations, so it can create more scope and awareness for innovative and sustainable design concepts.

### “MADE IN GREEN by OEKO-TEX®”

In 2016, CALIDA was one of the first underwear brands to introduce the label “MADE IN GREEN by OEKO-TEX®”. The product label is only awarded on fulfilment of stringent social and ecological criteria and is one of the few labels to cover the materials used as well as the manufacturing of the end products.

The label combines the certification requirements of “OEKO-TEX® Standard 100” and “STeP by OEKO-TEX®”. “OEKO-TEX® Standard 100” certifies that the materials have been checked for harmful substances. Over 300 test criteria guarantee the health safety of all of the materials used. Meanwhile “STeP by OEKO-TEX®” warrants that the products are manufactured in environmentally friendly facilities with secure and socially acceptable working conditions. A unique product ID enables the end customer to closely track the supply chain back to the raw materials via a QR code. The complete children’s collection has already borne this label since 2016 and a growing number of women’s and men’s products have meanwhile also been awarded the seal. The aim is to continuously increase the proportion of products in the coming years and thus certify the majority of CALIDA products with “MADE IN GREEN by OEKO-TEX®”. In 2020, the proportion of “MADE IN GREEN by OEKO-TEX®” products rose from -30% to -35%. In 2021, this proportion will continue to grow, as the STeP certification process was concluded or initiated with more suppliers and producers in 2020.

### “Cradle to Cradle Certified™”

In 2018, CALIDA launched the first completely compostable shirt, “100% NATURE”, made 100% with “TENCEL™” lyocell micro, produced in a closed, particularly resource-saving cycle from sustainable forestry. It established the foundation for the continually growing collection of “Cradle to Cradle Certified™” certified and recyclable products. That means the raw materials contained in the biological cycle can keep being reused. The production methods, the use and the recycling of the products are – in contrast to conventional recycling – designed such that the quality of the raw materials is preserved over several life cycles. When they decompose, the components are broken down into valuable biological nutrients. New products can then be produced from the renewable raw materials. In 2020, the proportion of “Cradle to Cradle Certified™” products in the entire CALIDA collection increased from -1% to -5%. A similar upward trend is also expected in 2021. CALIDA received the Swiss Ethics Award in 2020, not least due to this engagement.

### Sourcing and procurement strategy

Expanding the sustainable value chain is a fundamental component of the sustainability strategy. CALIDA has always prioritised high-quality and often locally procured materials. In 2020, -85% of all materials were

procured in Europe (excl. Turkey) – -75% of which exclusively in Switzerland, Austria and Germany. In 2021, the European share will rise to -90% and Asia will be reduced to a minimum. Furthermore, fundamental decisions were made in 2020 regarding the further centralisation of manufactured goods production in Europe: production in Asia and Tunisia either has been or is being suspended until mid-2021. The European share will therefore rise from 90% in 2020 to 95% in 2021 and 100% in 2022. In this connection, own production has been expanded in recent years in the 100% subsidiary in Hungary, and from mid-2021 100% of all CALIDA products will be manufactured from that location.

### Material development

Besides the expansion of an environmentally friendly and socially acceptable procurement portfolio, CALIDA is also using a growing volume of more sustainable materials. For example, the entire children's collection is made from GOTS-certified cotton and the share of sustainable material, such as Tencel, Lyocell etc. was increased to -10% in 2020. In 2021, a completely recycled material – ECONYL® – was added to the range for the first time. It is the basis of the new women's underwear basic series EcoSense. Furthermore, orders for polypropylene packaging were discontinued in 2020. As a result, the share of FSC-certified packaging will increase from -24% to -48% in 2020 and is set to increase to -73% in 2021.

### III. Environment

Ecological footprint reduction is becoming more urgent against the backdrop of climate change and is thus of central importance to CALIDA. In view of the complexity along the value chain, the focus is currently on reducing direct effects (as per Scope 1 of the GHG Protocol), that means effects caused in-house. A pilot project was started in 2019 to develop a comprehensive life cycle assessment (LCA) in cooperation with OEKO-TEX®. The project continued through 2020 and is scheduled for completion in 2021.

In 2020, dedicated measures enabled a -5% reduction in direct energy fossil fuel consumption (oil and gas) at both locations in Switzerland and Hungary. The abolition of oil heating at Sursee in itself brought about a -32% reduction in oil consumption. Both locations will now be 100% heated using gas in 2021. Waste (office and production) came down by -15% and the recycling share rose from -68% to -80%, not least due to the ongoing digitalisation of our business processes. Further good news was a reduction in water consumption of -14 %, or -21% per employee. Inbound air freight fell to -0.5% due to the consolidation of procurement in Europe and will therefore be 0% in 2021.

## Future Targets and Reporting CALIDA

	Main Strategic Targets
I. Governance	Develop common values and set up a resilient governance based on UN SDGs, principles and the GRI Reporting Standard.
II. Products & Materials	Set up a transparent end-to-end value chain enabling a sustainable product development, procurement and distribution.
III. Environment	Reduce our direct environmental footprint in our facilities and improve traceability along the value chain.
IV. Employees	Establish a fair culture and responsible working environment for our employees and enable our partners to follow.
V. Community Engagement	Contribute to our local communities and enable the know-how transfer with stakeholders for a sustainable development.

■ Target completed  
 WIP: Work in progress  
 TBD: To be decided  
 N/A: not applicable

	Main Operational Targets			Result	Result	Target
	Consolidated Targets	Target	Target Year	2019	2020	2021
	Implement measurable and standardized sustainability targets (UN SDG)	Done	2021	-	-	Done
	Set up a new CSR Report based on international reporting standards (GRI)	Done	2021	-	-	Done
	Roll out compliance and governance rules and regulations (UN Global Compact 10 Principles)	Done	2021	-	-	Done

	Maintain share of material certification OEKO-TEX Standard 100	100%	2019	100%		
	Increase share of product certification OEKO-TEX Made-in-Green (STeP)	80%	2025	30%	35%	40%
	Increase share of product certification Cradle-to-Cradle (C2C)	10%	2025	1%	5%	7%
	Increase share of near sourcing materials (Europe only)	95%	2022	80%	85%	90%
	Increase share of near sourcing finished goods (Europe only)	100%	2022	85%	90%	95%
	Increase share of certified bio cotton (GOTS)	10%	2025	3%	3%	3%
	Increase share of more sustainable materials (Tencel Modal, Lyocell, ...)	25%	2025	8%	10%	10%
	Increase share of recycled materials (Econyl, ...)	25%	2025	0%	0%	2%
	Increase share of certified product and distribution packaging (FSC)	75%	2023	24%	48%	73%

	Reduce indirect energy consumption (electricity) [abs.]	-25%	2025	-	-4%	-5%
	Increase share of indirect energy from renewable sources (electricity) [%]	80%	2025	65%	61%	65%
	Reduce direct energy consumption (oil/gas) [abs.]	-25%	2025	-	-5%	-5%
	Reduce direct energy consumption (oil) [abs.]	-100%	2021	-	-32%	-70%
	Reduce waste office & production [abs.]	-50%	2025	-	-15%	-15%
	Increase share of recycling office & production [abs.]	95%	2025	68%	80%	80%
	Reduce water consumption [abs.]	-25%	2025	-	-14%	-15%
	Reduce water consumption [per employee]	-25%	2025	-	-21%	-20%
	Reduce inbound air freight	0%	2021	1.5%	0.5%	0%

	Number of people (headcount)			1013	991	
	Women			87%	87%	
	Men			13%	13%	
	Employee structure by age and country <35 years (by headcount)			21%	20%	
	Employee structure by age and country 35-50 years (by headcount)			43%	43%	
	Employee structure by age and country >50 years (by headcount)			36%	37%	
	Women in management team functions (by headcount)			40	40	
	Women in management team functions (%)			58%	63%	
	Number of full-time jobs (full time equivalents, FTE)			808	791	
	Average length of service (years)			7.5	8.1	
	Employee turnover			16%	18%	

	Trees Of Life (number of planted trees)			7000	18000	
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#### IV. Employees

Our employees are the backbone of our company, particularly during these challenging times, as shown by the low staff turnover at both locations. In 2020, CALIDA employed ~1,000 staff, ~87% of whom are female and ~13% male. The distribution across the different age groups remains constant, with ~43% of employees in the 35 to 50 age group.

The coronavirus defined 2020, whereby CALIDA (independently of the pandemic) introduced a mobile working regulation across the board of up to three days per week. Moreover, the CALIDA Academy with its focus on e-learning was again upgraded and CALIDA received the “BEST RECRUITERS” seal in gold in 2020. In 2021, CALIDA will increase its investment in up-and-coming talent through a mentoring and development programme in order to ensure sustainable and fair development.

#### V. Community engagement

In spite of the growing online share of our business, we still decided in 2020 to invest in a new local outlet centre at the Sursee location, thus adding something to the region’s appeal. That clearly emphasises how deeply rooted the CALIDA brand remains in Switzerland and in the Sursee/Lucerne region. The factory outlet will be a brand world, nice place to visit, somewhere to shop and mingle for customers, visitors and CALIDA employees and will make the brand’s distinct, contemporary and sustainable character

visible and tangible. The deliberate use of wood as a support structure and the green roof represent the identification of the brand with nature and sustainability. The electricity supply is generated via the site’s own photovoltaic system, which also supplies charging stations for electric vehicles. Moreover, we have been investing consistently in our subsidiary in Rajka (Hungary) for 30 years now in order to maintain and develop the location – by doing so we are preserving jobs and contributing to economic development in the region. In cooperation with the “Trees Of Life”, CALIDA had planted about 18,000 trees in Madagascar by the end of 2020.



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**97%**

inbound marine transport.

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**0%**

destruction of materials and finished goods  
in the value chain.

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**99%**

of our suppliers are "OEKO-TEX Standard 100"  
certified.




AUBADE, with its head office in Paris, France, has been designing lingerie collections since 1958. The seductive lingerie brand has always understood how to combine expertise, comfort, fashion, sensuality and sustainability.

### Responsibility obligates

Creating designs that fit any figure like a second skin, around the clock and which will be a reliable companion to any woman in any stage of life and seductively accentuate the feminine curves of any woman – that is the challenge AUBADE is faced with every season and one which it tackles passionately. But it is not just comfort that plays a major role. The sustainability of the selected materials and the entire value chain are just as important for the company. AUBADE will focus more and report on this important issue over the coming years. To ensure a strategy compliant with more global goals, AUBADE will standardise and monitor actions to meet the United Nations – Sustainable Development Goals.

### Socially produced products

For the sake of traceability in the value chain, AUBADE's suppliers are mainly based in Europe. Internally, the brand has now implemented new processes to know exactly where the materials are coming from, and their sustainability certifications. To guarantee that social and environmental standards are respected, we have started auditing all our subcontractors based on the SMETA 4 pillars standard. One of our main subcontractors also has an A\* grade according to the BSCI standard.

### Internal sustainability team

AUBADE has set up an internal team to embed environmental and social matters more deeply in the common values. With the aim of complete sustainable efficiency in the entire company, this team is composed of a representative from each department, applying their knowledge and skills accordingly.

### Designed for longevity

AUBADE offers perfect tailoring and a comfortable fit, which is based on many years of expertise in manufacturing shapewear. The materials used are luxurious: Leavers lace, Swiss embroidery, guipure lace and satin. The company focuses on style and innovation and is always on the look out for new

colours, original motifs and fabrics. Each individual product is tested by independent bodies that run mechanical stress tests to ensure the sustainability of the products. At least 24 components are required to develop an AUBADE bra, which ensures the desired level of comfort and fit with a perfect anti-slip mechanism and discrete clips, no matter what the size.

### Environmentally friendly materials

In the future, AUBADE will work with some recycled materials having GRS certification to demonstrate the strong commitment of the brand to the future of this industry, and further increase the proportion of environmentally friendly materials it uses over the coming years, such as Tencel or Modal, mainly in menswear and nightwear products. The company deems these to be materials that really do have a low environmental impact. Furthermore, to guarantee harmless products, AUBADE is aiming in 2021 to have all products certified according to “OEKO-TEX Standard 100”, meaning that products are made of materials tested for hazardous substances, and will extend the scope of the certificate over the years.

### Optimisation of packaging

AUBADE has reduced the amount of packaging it uses and has switched over entirely to paper and cardboard from sustainably managed and certified fibres. The main supplier UNIBAGS received a silver medal in the 2019 EcoVadis CSR Rating. In the future, AUBADE will focus on FSC-certified packaging, supporting their renowned expertise in forest management and will use recycled cushioning in the packings, recycling our used cardboard internally.

### Environmentally driven business

Environmental awareness and particularly the reduction of carbon emissions are central. AUBADE is taking steps to measure its CO<sub>2</sub> balance. This data-driven approach will give a global view on the brand's environmental performance and will drive further actions to decrease emissions. The next targets for the brand are to use renewable energy and reduce waste in the value chain.

### Focus on employees

Improved working conditions for a happier, healthier and more productive workforce: that is an important goal and AUBADE is on the right path to achieve it. According to the Workplace Conditions Assessment

\* A is the highest mark attainable in the BSCI programme.

(WCA) carried out in September 2019, the production facility in Tunisia achieved an extremely high conformity rate. The company wants to further improve this already high score.

However, AUBADE is not only responsible to the internal workforce, but also for suppliers and subcontractors. There are now annual audits based on the Sedex SMETA standard, ensuring the working conditions and the environmental compliance of companies in the business ecosystem of AUBADE.

### Donations

AUBADE is not unconcerned about what is happening outside the company. Societal phenomena are monitored and support is provided where this is reasonable and possible. Therefore, the company donates products to charitable organisations (such as Sidaction, Arcade, Les Restos du Coeur), and fabrics to fashion schools, ensuring the know-how transfer of premium lingerie in AUBADE's home country. AUBADE's rational commitment arising from donations is to have no destruction or waste of products and materials along the value chain.

## Future Targets and Reporting AUBADE

	Main Strategic Targets
<b>I. Governance</b>	<ul style="list-style-type: none"> <li>- Global goal of product and operational excellence</li> <li>- Develop strategy and targets compliant with UN SDGs</li> <li>- Track and report according to the GRI standard</li> </ul>
<b>II. Products &amp; Materials</b>	<ul style="list-style-type: none"> <li>- Know the exact origin of material, minimize risks</li> <li>- Supply main materials and accessories mainly from Europe</li> <li>- Use recycled materials for one permanent line</li> <li>- Guarantee the durability of our products</li> </ul>
<b>III. Environment</b>	<ul style="list-style-type: none"> <li>- Include environmental evaluation criteria for new suppliers or transport service providers</li> <li>- Track and Minimize Carbon footprint &amp; Waste</li> <li>- Set up climat target, and implement a global climat strategy</li> </ul>
<b>IV. Employees</b>	<ul style="list-style-type: none"> <li>- Action for employees</li> <li>- Management sensibilization</li> <li>- Solidarity actions</li> </ul>
<b>V. Community Engagement</b>	<ul style="list-style-type: none"> <li>- Contribute to our local communities and ensure the know-how transfer</li> </ul>

\*on Menswear

■ Target completed  
 WIP: Work in progress  
 TBD: To be decided  
 N/A: not applicable

Main Operational Targets				Result	Result	Target
Consolidated Targets		Target	Target Year	2019	2020	2021
	Build an annual reporting compliant with GRI Reporting Standard	Done	2022	WIP	WIP	WIP
	Create, measure and track sustainability targets according to the UN SDGs	Done	2021	WIP	WIP	Done
	Increase share of OEKO-TEX STeP certified suppliers	10%	2025	0%	WIP	WIP
	Increase share of GOTS certified cotton suppliers	10%	2025	0%	0%	40%*
	Increase share of products made of more sustainable materials (Tencel, Modal) for nightwear, loungewear and menswear	50%	2025	0%	0%	34%
	Implementation of process for ensuring the longevity of our products	Done	2021	0%	WIP	Done
	Maintain 0% destruction along the value chain for materials and finished goods	0%	2020	0%	0%	0%
	Percentage of material suppliers certified according to OEKO-TEX Standard 100	100%	2021	94%	99%	100%
	Percentage of materials suppliers compliant with OEKO-TEX Standard 100 Appendix 6 (Detox standard)	70%	2025	8%	8%	15%
	Use FSC packaging	100%	2022	15%	20%	90%
	Explore mindful consumption alternatives (upcycling, recycling products, etc)	TBD	TBD	WIP	WIP	WIP
	Increase share of GRS certified suppliers	10%	2025	0%	0%	3%
	Calculate CO <sub>2</sub> emissions (scope 1 to 3) gradually between 2020 and 2022	Done	2022	WIP	WIP	WIP
	More eco-friendly office supply	75%	2022	0%	20%	50%
	Promote as far as possible sea transport between factories (in-house and subcontractors) and the distribution center (baseline year 2020)	90%	2021	83%	83%	90%
	Route optimization between factory and distribution center	Done	2022	0	WIP	WIP
	Implementation of recycled cushioning	Done	2021	0	WIP	Done
	Increase share of electricity from renewable energy production	20%	2022	0%	0%	10%
	Reduce direct energy consumption (oil/gas), concerning liters for oil at Distribution Center, and Electricity at Factory and Distribution Center in kWh	-10%	2021	0	-20%	-10%
	Reduce waste in production and for packaging	-10%	2025	N/A	0%	TBD
	Auditing 100% of our manufacturing sites/ finished goods suppliers	100%	2021	15%	80%	100%
	Sign and publish a non discrimination / diversity charter	Done	2021	0	WIP	Done
	Start regular internal CSR communication	Done	2021	0	WIP	Done
	Sign a new Homeoffice charter	Done	2021	0	WIP	Done
	Enhance skills of employees by large offer of training program	Done	2021-2022	0	WIP	50%
	Seminar for Directors about the Responsible Leadership	Done	2023	0	WIP	WIP
	Use the Solidarity Day (Pentecote day off) to propose to the employees to dedicate this day to a referenced association	Done	2025	0	WIP	WIP
	Build a strong relationship with one or several NGOs	Done	2021	0	WIP	Done

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# 84%

of named materials in the clothing and outfit collection are “bluesign®”, “OEKO-TEX® Standard 100” or “Responsible Down Standard” (RDS) certified.

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# 58,000

euro spent in 2020 to support NGOs and partners having signed up to social or ecological targets.

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# 1993

when the first environmentally friendly designed backpack was made from recycled cotton.





The MILLET MOUNTAIN GROUP is a pioneering group, which is convinced that the textile and outdoor industry must constantly question itself in order to go further to face the climate and environmental emergency.

MILLET MOUNTAIN GROUP unites its customers, suppliers and employees around a vision where people, the planet and our industries are interdependent, as are all ecosystems. The company therefore believes that business must be conducted with respect for the needs of future generations and available resources. So, the company must adapt its organisation and structures to strategically prepare the future of our business in a targeted way in a world in transition.

For more than 30 years, the MILLET and LAFUMA brands have paid particular attention to the impact of their activities and products on people and the environment. The company will now focus its commitments on five main pillars that are key for the future of the industry and our planet. The company aims to contribute to climate protection by initiating positive change as a pioneer in the outdoor sector.

**Governance:** MILLET MOUNTAIN GROUP builds teams that focus on issues of responsible corporate governance and adopt a corresponding position.

**Products and materials:** The company develops a low impact product strategy that gives direction to the product development teams and supports the ecodesign approach.

**Environment:** A clear climate strategy to measure and reduce our impact based on science and contribute to a carbon-neutral world. We also focus on a responsible supply chain based on social and environmental audits of factories and a controlled chemical strategy for suppliers (Restricted Substances List).

**Community engagement:** Brands are working closely in partnerships with environmental and social NGOs, organising events on sustainability issues and promoting committed ambassadors. The brands are also working on a transparency and CSR communication strategy including website content and social networks.

**Employees:** Various measures are being taken to maintain and improve employee motivation and well-being. The impact of those measures will be reviewed and confirmed by “B Corp” certification in future. Entry to this certification is currently under review.

2020 was a challenging year that made us move on some major topics:

#### Climate strategy

In 2020, MILLET MOUNTAIN GROUP launched an ambitious climate strategy to face the climate crisis. It plans to reduce emissions significantly by 2025. A strategic plan to reduce the environmental consequences will be implemented from 2021 and it will reduce CO<sub>2</sub> emissions along the entire value chain. From 2025, MMG also plans to extend financing to projects involving CO<sub>2</sub> compensation and the restoration of ecosystems to make a contribution to global CO<sub>2</sub> neutrality.

#### Materials

The MILLET MOUNTAIN GROUP has set itself the target of manufacturing products that are long-lasting and high-performing, but which above all are not harmful to people or the environment. This is ensured by carefully selecting materials that are recognised for their performance and durability. Systematic laboratory testing of all the materials we select is also important to ascertain whether they meet the requirements in terms of quality and life span. To this end, the company uses certifications such as “OEKO-TEX® STANDARD 100”, “bluesign®” and “Responsible Down Standard”, which help the company to identify appropriate sustainable materials.

In addition to certifications, the MILLET MOUNTAIN GROUP selects materials that have been manufactured with the lowest environmental impact. These are primarily recycled, organic and natural materials. The company has made adhering to and exceeding the requirements of the EU (REACH) chemicals regulation a top priority. The MILLET MOUNTAIN GROUP goes even further and uses its own restricted substances list (RSL), which governs which chemicals suppliers may not use in products.

#### Supply chain

The MILLET MOUNTAIN GROUP has an audit programme for all suppliers, which covers transparency

along with social, ecological and quality-related issues. The company initially decided to use the independent service provider “ACTE International”, which allows the production partners’ progress concept to be evaluated and promoted according to the SMETA protocol of the SEDEX 4 pillars. For the company, it is important that every effort is made to relocate production as close as possible to the site where the products are used. In line with this, the company owns two factories in Tunisia and Hungary – where approximately 25% of the MMG collections (and 30% of the clothing collections) are manufactured. This allows working conditions and the quality of the products to be monitored to an even greater extent.

### Communities

For twelve years, LAFUMA has been active in cleaning the mountains around Chamonix through the “Responsible Mountain Operation” project. This year, LAFUMA is going a step further by joining “1% for the Planet”. That means the company commits to donate 1% of its turnover from equipment to environmental NGOs (Foundation GoodPlanet/France Nature Environment/Nature Evolution). MILLET is developing a social donation programme with the NGO 82-4000\* to help people in need to access mountain activities.

### Workplace environment

The MILLET MOUNTAIN GROUP which has its head office in Annecy – in the heart of the French Alps – is also committed to reducing its environmental impact on site to as low a level as possible. For this reason, the company has established the “Greenside Collective” working group. It consists of volunteers from amongst employees, who suggest creative alternatives for operational environmental and social management. The working group deals with the following issues, amongst others: mobility (e.g. reduction of fine dust pollution using car sharing platforms or self-service fleets of bikes, etc.), responsible consumption (e.g., supporting local and organic food producers or using reusable bottles and cups) and waste management (e.g., waste sorting, upcycling).

## Future Targets and Reporting MILLET MOUNTAIN GROUP

	Main Strategic Targets
I. Governance	<ul style="list-style-type: none"> <li>- Set up MMG governance based on B Corp recommendations</li> <li>- Reorganize MMG CSR organization in order to cover all services</li> </ul>
II. Products & Materials	<ul style="list-style-type: none"> <li>- Reinforce Low Impact label and set concrete and achievable eco-design objectives</li> <li>- Guarantee an ethical supply chain</li> <li>- Give priority to the lifetime of its products thanks to their quality and repairability</li> </ul>
III. Environment	<ul style="list-style-type: none"> <li>- Implement a responsible climate strategy</li> <li>- Promote nearby production &amp; favour transport modes with low environmental impact</li> </ul>
IV. Employees	<ul style="list-style-type: none"> <li>- Develop MMG on B Corp worker part guidelines</li> </ul>
V. Community Engagement	<ul style="list-style-type: none"> <li>- Maintain the environmental &amp; social partnerships already running with the community of each brand</li> </ul>

Target completed  
 WIP: Work in progress  
 TBD: To be decided  
 N/A: not applicable

\* <https://824000.org/>

Main Operational Targets				Result	Result	Target
Consolidated Targets		Target	Target Year	2019	2020	2021
	Exploring the B Corp tool to assess its position/score in relation to this certification	Done	Annually	-	-	WIP
	Write down & implement the MMG CSR management organization	Done	2021	-	-	Done
	Developing our product strategy «Low impact»	Done	2020	-	Done	
	Aiming for 100% certified materials (OEKO-TEX/ Bluesign)	100%	2025	87%	84%	85%
	Aiming for 100% eco-friendly materials : Recycled, bio-sourced or organic, ...	100%	2030	7%	11%	20%
	Aiming for 100% PFC-free materials	100%	2025	67%	78%	80%
	Aiming for audits of 100% of our suppliers	100%	2023	51%	59%	65%
	Test 100% of our nominated fabrics in MMG laboratory	100%	From 2020	98%	99%	100%
	Exploring new business models (Upcycling, rental,...)	Done	2021	-	-	Done
	Optimizing the number of styles in Millet collections (vs 2020)	-25%	2024	-	-	-6%
	Carrying out a Scope 3 Carbon Footprint, one in 2020 and one in 2025	2	2020/25	-	1st CF	-
	Reducing GHG emissions from value chain: materials/energy/ supply chain	TBD	TBD	-	-	-
	Offsetting GHG emissions to become carbon neutral once carbon footprint is known	carbon neutral	2030	-	-	-
	Exploring alternatives to plastic and carton used in our collections	Done	From 2022	-	-	-
	Maintain a ratio of minimum 30% in our apparel collection produced by our own factories	30%	Annually	31%	35%	38%
	Optimizing the international business trips of our employees	Done	ongoing	-	WIP	WIP
	Countries with repair option	100%	2025	-	N/A	27%
	Repairing backpack in Annecy. Current target: 30%	30%	2021	-	N/A	30%
	Exploring solutions to repair MMG shoes in France	Done	2021	-	-	Done
	Digitisation of all employees wage slip to avoid using paper	100%	2021	-	N/A	100%
	Maintain and develop the profit-sharing policy already implemented	No KPI	Every 3 years	-	WIP	WIP
	Implement a home office policy	No KPI	2021	-	WIP	Done
	Encourage the MMG group of employees to develop projects around workplace environment	No KPI	Annually	-	WIP	WIP
<b>LAFUMA</b>						
	Maintain the participation to the global movement 1% for the planet	Done	Annually	-	Done	WIP
	Open the possibility to support eco projects out of France through OUTDOOR SENTINELS movement <a href="https://www.lafuma.com/fr/outdoor-sentinels">https://www.lafuma.com/fr/outdoor-sentinels</a>	Done	2021	-	WIP	Done
<b>MILLET</b>						
	Reinforce the partnership with 82-4000 SOLIDAIRES with more content creation & story telling	Done	Annually	-	WIP	WIP
	Exploring additional projects where Millet could support	Done	2021	-	WIP	Done

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# 2

production sites in France (Anneyron and Le Balmay) with 5 different workshops: metal transformation, metal painting, plastic injecting, sewing, and assembling.

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# 5-year

guarantee (since 1 Jan. 2019, extended to all products, excluding accessories).

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# 190

vital recliners donated to 16 hospitals in 5 European countries (France, Switzerland, Italy, Belgium and Germany) during the COVID-19 crisis in 2020.





### A French purpose-driven company

Based on its unique metal and textile DNA, LAFUMA MOBILIER designs, develops and manufactures the most comfortable and functional outdoor furniture. Comfort, style and durability are the common values of all the brand's creations.

Building on a unique French savoir-faire and a keen sense of innovation, LAFUMA MOBILIER has been popular with lovers of well-being for over 60 years. Since 2020, LAFUMA MOBILIER has been "Entreprise du Patrimoine Vivant", a label which recognises companies preserving the living heritage. The brand thus joins 1,500 French companies awarded for their excellence of craftsmanship and industrial skills.

With two industrial sites in France (Drôme & Ain), we are fully committed to Made in France. Since the beginnings in 1954, all products have been manufactured in the Anneyron and Le Balmay workshops, and most of them bear the "Origine France Garantie" label – basically the Made in France certification, created to give consumers transparency regarding production origin.

LAFUMA MOBILIER's commitment to the local economy and environment goes back a long way, yet the company wants to go further and to explore the B Impact Assessment within the framework of the B Corp certification. Today, certified B Corporations are international businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy. Before thinking about being certified, the exploration of the B Impact Assessment – a rigorous assessment of a company's impact on its workers, customers, community, and environment – is necessary to identify an action plan.

### Products designed to last, to be easy to dismantle and repair

LAFUMA MOBILIER opposes planned obsolescence and the throwaway culture. The choice of raw materials is primordial. Two of the main criteria are their quality and their provenance: High tensile strength steel (lighter and stronger), 100% polyester powder coating (7 times more UV resistant than conventional epoxy), injected pads (abrasion resistance), outdoor fabrics (UV and weather resistant). Purchases come to 98% from Europe (68% from

France). Relax and Transat are the embodiment of lasting best-sellers that are in continual improvement since their creation in 1962. Internally or in the lab, each product undergoes mechanical tests regarding tear and UV resistance.

Disassembly is integrated from the creation and design phase. Thanks to the "end-forming" tube technique, canvas can be easily separated from the product structure. LAFUMA MOBILIER offers a range of replacement components such as fresh fabrics or wearing parts like pads and laces. Because accessibility is important, in terms of availability, price and ease of replacement, the aim is to develop a spare parts service online and to create tutorial videos for end consumers. Offering a "second life" to a product helps reduce its environmental impact while keeping a trendy look!

### Long-lasting products manufactured in a sustainable environment

In recent years, LAFUMA MOBILIER has integrated more and more recycled materials into its products (steel, paint, plastic components, cardboard, etc.). The company also invests in its industrial sites in order to reduce electricity consumption, for example by developing automatic light systems and changing all lightings to LED. One major project that enabled reduced energy and water consumption as well as the removal of harmful phosphate and chrome, was the process modification of the metal surface processing tunnel. Moreover, the new process extends the life of products by improving the coating quality of the structures.

To confirm this "long-lasting" strategy, the brand will apply for an independent European label called LONGTIME® which certifies products designed to last. This will give the client the assurance that the products are reliable and repairable, breaking with obsolescence.

Many other key environmental projects are under consideration such as the installation of photovoltaic panels, the collection of rainwater from the roof, the inclusion of electric and/or hybrid cars within the company policy.

### Well-being inside and outside the company

The CSR strategy is shared within the company by the employees. In 2018, LAFUMA MOBILIER supported the establishment of a voluntary employee team called COBEE – Well-Being & Environment Committee. This team realised many small actions on the

Anneyron industrial site such as the fitting out of recreation rooms and the increase of organic food in the staff canteen. In 2021, the goal is to develop COBEE as a key workstream of the company on CSR topics and well-being issues by defining clear missions in agreement with the works council.

In 2020, at the start of the COVID-19 crisis, LAFUMA MOBILIER wanted to contribute to the national effort by offering health care staff a Relax armchair designed for relaxation in hospitals. After liaising with the Foundation for French hospitals (Foundation AP-HP), LAFUMA MOBILIER decided to donate 25 such recliners to each of four hospitals in the Lyon area, which were transported by staff from the production and logistics platform in March 2020. The week after, more were sent to Montélimar hospital, in the Drôme area, where LAFUMA MOBILIER headquarters are located, and then to other units in France. The operation was then duplicated in four key hospitals in Europe (Switzerland, Italy, Belgium and Germany). Reactions from the hospital staff were very positive in all the different operations, giving credit to the brand's well-being expertise. "On behalf of the health care workers, we thank you again for this help. The shortages do make us tense, but small gestures are really comforting and help us continue with our work." This message goes directly to all our staff, working with passion and commitment for the development and production of the recliner products in this difficult period: they know that the products make a difference during this crisis. It also reinforces the brand "reason why" and brand dimension for all the consumers.

## Future Targets and Reporting LAFUMA MOBILIER

	Main Strategic Targets
<b>I. Governance</b>	- Develop LAFUMA MOBILIER as a leader of outdoor furniture for people's well being
<b>II. Products &amp; Materials</b>	- Design long-lasting products & think «repairable» - Achieve transparency and promote sustainability in the whole supply chain (flows, production, integration of recycling materials...) - Develop upcycling projects
<b>III. Environment</b>	- Minimize impacts regarding transport & logistics - Isolate, reduce consumption & improve 'green' power
<b>IV. Employees</b>	- Integrate sustainability in our mission - Set up the CSR action plan with a structured group of employees (follow up of COBEE)
<b>V. Community Engagement</b>	- Get the Longtime® certification for our bestsellers - Commit to long-term partnerships according to our CSR mission

■ Target completed  
 WIP: Work in progress  
 TBD: To be decided  
 N/A: not applicable

Main Operational Targets				Result	Result	Target
Consolidated Targets		Target	Target Year	2019	2020	2021
Explore the «B Corp» certification by responding to the «B Impact assessment»	Explore the assessment and identify the action plan		2022	N/A	20%	50%
Define the analysis criteria of our Design for Environment (DfE), draw up an inventory for the whole collection & set goals	100%		2021	50%	75%	100%
Longtime® certification for one major product range each year	More than 70% of our product volume		2025	N/A	N/A	N/A
Develop a spare parts service online and create tutorial videos	80% of our wearing parts volume online		2022	N/A	20%	30%
Development of upcycled products	2 accessories + 1 product		2023	N/A	25%	30%
Reuse of all of our plastic production waste	100%		Ongoing	100%	100%	100%
Remove plastic parts in packaging or replace it by recycled one if no other option	0%		2025	N/A	N/A	N/A
Inclusion of electric and/or hybrid cars in company cars policy	1 vehicle + 1 charging point		2022	N/A	N/A	80%
Develop part of renewable energy & recycling, e.g. with photovoltaic panel & water from rain for own use	TBD		2023	N/A	N/A	WIP
Reduce power consumption by developing automatic light system and installing LED lighting	more than 90%		2023	N/A	85%	90%
Develop a phosphate & chrome free tunnel treatment surface	0%		2020	98%	100%	
If alternative machinery oil available, then substitute	Done		2025	N/A	N/A	WIP
Reduce printing especially of our workbooks	Digitize 90% of workbooks		2023	N/A	20%	30%
Develop COBEE as a key work stream of our company	organise «official» Working Groups & define their missions		2021	75%	80%	100%
Continue to develop and improve social dialogue within the company	Number of social agreements signed every year		Ongoing	2	2	1
Develop opportunities for work experiences for students within the company	Number of trainees/ internships/ etc. every year		Ongoing	11	9	at least 7
Set up long-term partnerships with social organisations who bring well-being to people in need	Number of structures like Emmaüs association...		Ongoing	1	1	1

# Online by Reich Online Services

A passion for underwear and retail has defined Reich Online Services (ROS) since 1890, the year the company was founded and when the speciality store opened in Rosenheim Innenstadt to the south of Munich. 100 years later, ROS made its first step into the a new, digital world with calida-shop.de. Today ROS is a fully online business – traditional selling and expertise in underwear have been successfully digitised.

ROS has been part of CALIDA GROUP since March 2017 and assumes responsibility for the Group's online brand business as the E-Commerce Division. ROS also manages the multibrand underwear shop [www.onmyskin.de](http://www.onmyskin.de) and the brand shop [www.craft-sports.de](http://www.craft-sports.de).

## Online retail – a CO<sub>2</sub> balance

Retail is being shaped by the growing migration of customer demand to e-commerce. The coronavirus pandemic in 2020 condensed several years of progress into one year. What does this growth mean

for the environment? How damaging is online trade to the environment? Is online trade better than over-the-counter shopping environmentally speaking? An online vs. offline comparison is not straightforward. Online retail automatically entails packaging and return handling; over-the-counter shopping involves high CO<sub>2</sub>-exchange, as customers travel by car and the retail space has to be heated and lit. In an article dated 4 May 2019, [www.sueddeutsche.de](http://www.sueddeutsche.de) refers to an experiment by the Öko institute on how online retail affects the climate, through the example of shoe-selling. The result is quite clear: Online retailing causes significantly fewer CO<sub>2</sub> emissions. Even in an extreme case (online retail incl. returned items vs. offline buying by bike) distribution by e-commerce comes out better. The big advantage of online commerce is that a delivery service looks after many customers instead of the customers having to go to a sales outlet. Online retail as a more ecological alternative – the fewer return items for online and the longer the car journey (offline), the better.

## ONLINE OR OFFLINE?

The CO<sub>2</sub> balance of buying shoes, a comparison, information measured by grams of carbon dioxide

### Ordering online

Use of electricity by computer and server	60	●
Transshipment hub and diesel vehicle	370	●
Deliveries by diesel vehicle	230	●
Possible returns	370	●

### Summary

Sum without returned items	660	●
Sum including returned items	1,030	●

### Purchase from a local retailer

Transshipment hub and diesel vehicle	270	●
Shop (electricity and heating)	1,000	●

### Customer's journey to shop by...

Bicycle	0	●
Public transport	440	●
Car	2,000	●

### Summary

by bicycle	1,270	●
by public transport	1,710	●
by car	3,270	●

Another point regarding ROS: In Germany, all packages are sent via DHL GOGREEN (climate neutral), which balances out the CO<sub>2</sub> emissions caused by transporting the packages.

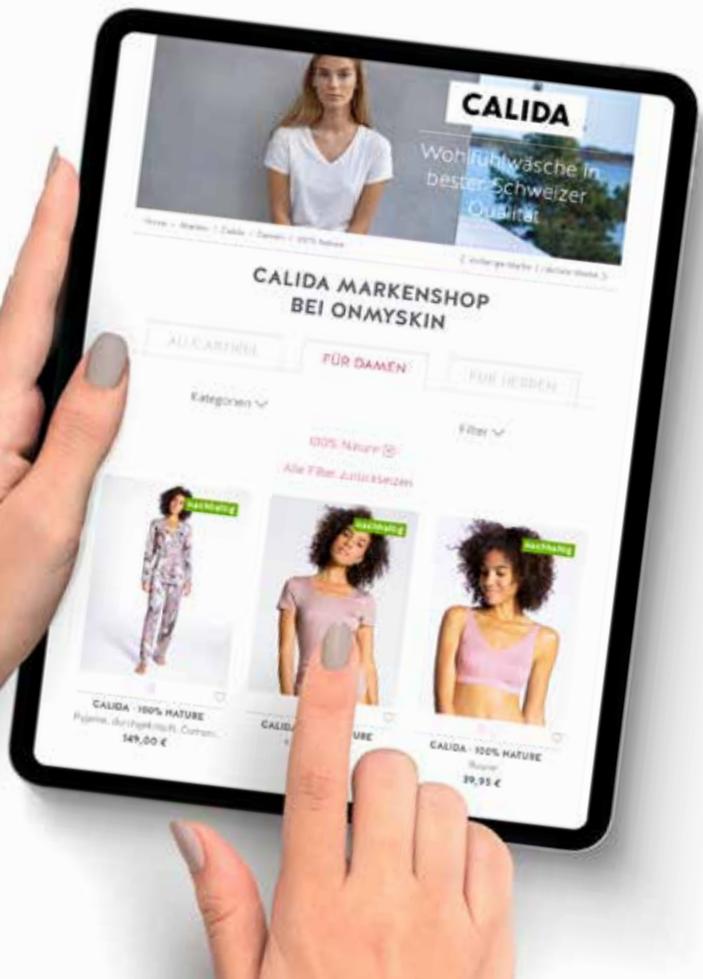


**Sustainability in the product offering at www.onmyskin.de**

Sustainability and retail – notwithstanding the advantages of online retailing for product distribution, the key factor in terms of CO<sub>2</sub> emissions is the production. ROS also manages the multibrand shop www.onmyskin.de and offers customers a selection of sustainable textiles via a suitable search function. There are other labels besides CALIDA with a comparable product focus. About 10% of the products offered in the shop already bear the sustainability label and the trend is growing.

**Sustainable packaging solutions**

Online retail requires despatch packaging. In 2019, there were 3.7 billion dispatches in Germany alone



with over 800,000 tonnes of packaging waste. A reusable packaging system can help reduce the mountain of waste. ROS offers the customer an alternative packaging option: REPACK – reusable packaging, can be used up to 20 times in a closed cycle (www.repack.com). REPACK was founded as a start-up in Finland in 2013 and received EUR 2 million support from the EU in 2019. REPACK enables savings of up to 80% of the CO<sub>2</sub> and up to 96% of the waste volume.

Following initial logistical tests and with the dispatch service DHL in spring/summer 2020, in the region of 2,000 dispatches were sent using REPACK. Improvements in the overall process and in customer communication will further increase the volume and customer acceptance.

As an e-commerce trading entity, the further optimisation of packaging solutions is an essential component of the sustainability strategy for ROS in 2021 and thereafter.

**“LAFUMA MOBILIER has set itself the goal of achieving more with less: more comfort for customers with fewer consequences for the environment.”**

**Arnaud du Mesnil  
General Manager LAFUMA MOBILIER**

**“The deliberate focus on our core value of sustainability supports us on our expansion and internationalisation path. We are addressing the exact same topic that new customers and the younger generations also identify with.”**

**Alexandra Helbling  
Managing Director CALIDA**

**“Our daily challenge is to combine creativity, sensuality, comfort and sustainability along our entire value chain. Our aim is to design the most beautiful and high-quality pieces as part of our responsible development and production.”**

**Philippe Bernaud  
General Manager AUBADE**

**“MILLET and LAFUMA have always been guided by innovation and a passion for nature. Respecting people and the environment is more important and necessary than ever for all of us.”**

**Romain Millet  
General Manager MILLET MOUNTAIN GROUP**



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