

2019
Transparency Report



Move to natural™

icebreaker

our

purpose

driven by the belief that nature has the answers, we provide natural performance alternatives to synthetic-based apparel, to create a healthier and more sustainable future for our species and the planet

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Report from a year in review 2019. Latest version published September 6 2020.

high- lights

**PLASTIC-FREE
BY '23**

25 years of natural progress

In 2020 we celebrate 25 years of business and progress. We're setting new goals and will continue our commitment to working with what nature provides.

A movement towards natural

We're passionate about connecting people to natural alternatives. In 2020 we continue to launch campaigns and activities to enable people to better understand how their clothes are made, what they are made of and how moving to natural alternatives can make a positive impact.

Our plastic-free ambition

We are aiming for all our materials to be plastic-free by 2023. The constant pursuit of better is what drives our progress. We're not perfect, but we're looking for solutions that make a positive difference.

Wear more, wash less

We focused on raising awareness of the impact of microplastics and microfibers on waterways and the ocean. This includes showing people it's possible to wash clothing made from natural fibers less often, and, in turn, reduce their impact on the environment.

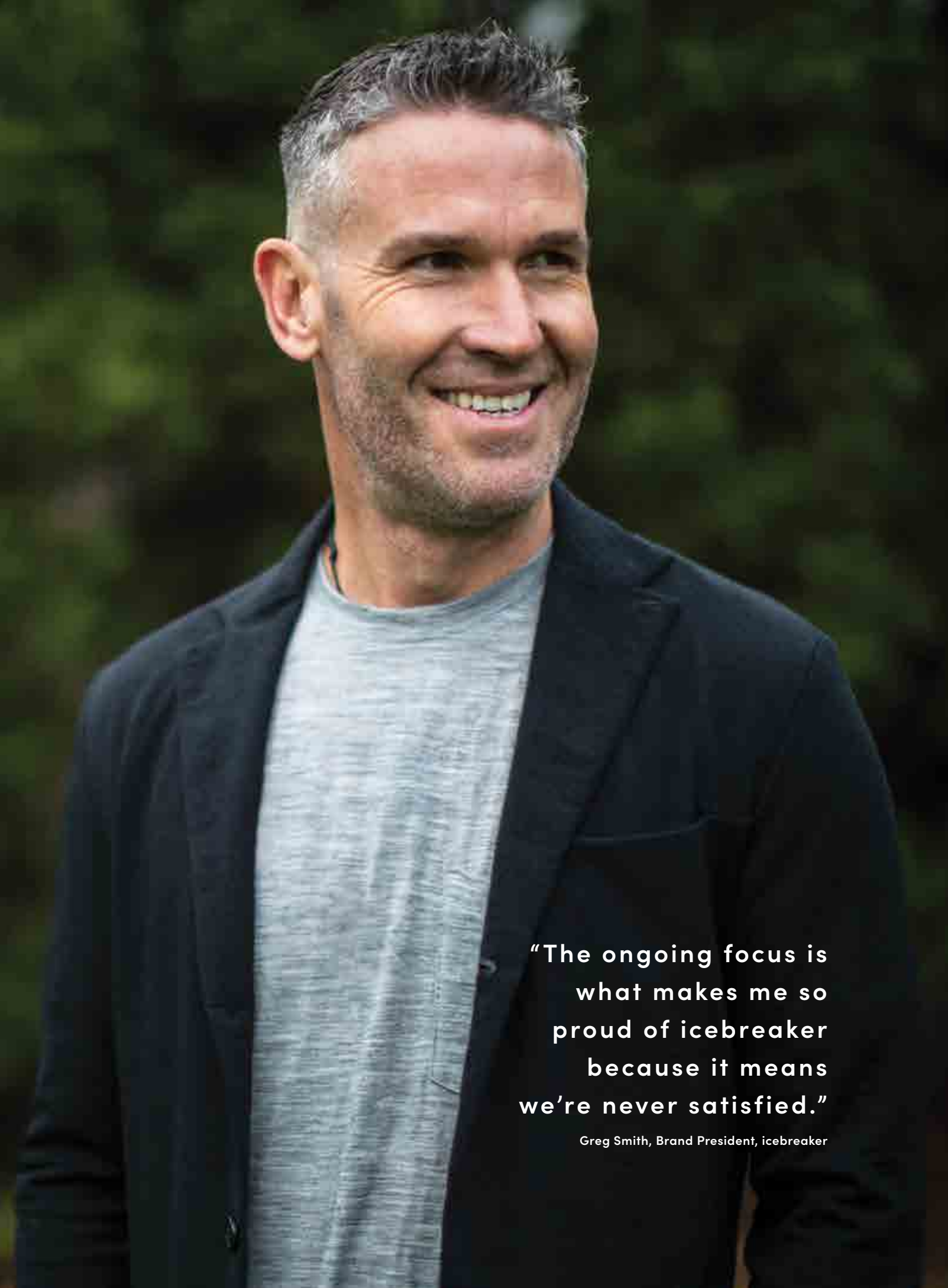
Understanding our impact

We take our original natural base layer to complete a cradle-to-grave analysis, assessing full environmental impacts associated with all stages of the product's life, from raw material to end use.



Overview

report overview



“The ongoing focus is what makes me so proud of icebreaker because it means we’re never satisfied.”

Greg Smith, Brand President, icebreaker

overview

Welcome

Our Brand President, Greg Smith, outlines our progress across 2019. In our aim to be 'plastic-free by '23' and in our journey to inspire consumers to move towards a more natural way of living.

As American author Simon Sinek says, it's about the infinite game. It's not about next year or the next five years: it's ongoing. That ongoing focus for icebreaker, means we're never satisfied.

We hit some great milestones in 2019, but our achievements are not just about what we've ticked off. What's more important is what we continue to do – how we're learning, evolving, changing and how this impacts us.

We have been focused on one thing – the move to natural. This includes inspiring people towards more natural choices and a goal to have all plastic-free materials by '23.

This is a galvanizing force within our business. Internally, it's about continuous innovation and doing a better job with natural materials. The vision inspires our people to question everything and keep thinking outside the square.

Externally, it's about inspiring consumers and our stakeholders to do the same. Consumers are making more conscious decisions about the foods they eat, and what they put on, or next to, their skin. We want to raise this awareness within the apparel industry – which is unfortunately the second biggest polluter in the world.

We want to lead a move to natural by being an educator and providing inspiration for people to make the move.

So, welcome to the third edition of our Transparency Report. Within this report we open the doors of our business for all to view. It isn't about being perfect, but instead showing our commitment and ambitions to be better. As part of VF Corporation we are proud of the Made for Change™ sustainability goals published by the group, including some of the most ambitious science-based targets (SBTs) in the industry. We are proud of the role we play as a brand in the portfolio to contributing to change. From sharing full transparency of our supply chain and partners we work with to the materials we use to make our clothing.

VF Corporation is one of the world's largest apparel, footwear and accessories companies. We are excited to see our fellow brands in the VF family focusing more and more on sustainability and exploring natural-fiber product ranges. This is phenomenal.

Finally, my message is simple: Do better. Keep improving. Every small decision we make has an impact. It's not too late, it's not too hard and it doesn't cost a lot. And in fact, it will cost us more if we choose not to act.

Move to natural

Greg Smith
Brand President, icebreaker

[To discover more, visit icebreaker.com](https://www.icebreaker.com)

The next 25 years

Carla Murphy, our Vice President of Global Brand and Product, shares how we are focusing on having all plastic-free materials, and how setting big intentions is driving our purpose to make a big difference.

“Our purpose will continue to drive our ambitions and actions. We are committed to working with what nature provides, exploring innovative ways to reduce our reliance on synthetics to create a more natural and sustainable way of living.”



We still have much to do and learn on our journey.

We will embrace this new decade with open minds and gusto, exploring new materials, new design and production techniques and new partnerships. All to enable new conversations and ways to connect people with responsible natural apparel.

We will also be listening closely to our customers, as humans everywhere rethink and rebuild what they need in their new normals, in light of the COVID-19 impact. Our responsibility is to respond to these changes too in a more meaningful way, to challenge the status quo and to bring solutions that are truly better for the planet and people.

Our goal is to have all plastic-free materials by 2023. Today, 87% of our total fiber composition is natural. We're focusing on our materials - for example, replacing nylon and elastane with new, natural fiber alternatives. These will have comparable performance qualities as the synthetic fibers they replace and will have lower impact on the planet.

We know our plastic-free goal is ambitious but we believe that setting a big intention is the way to make a big difference. We'll be focusing our energy on making

this goal a reality. We don't have the answers today but we're committed to seeking them out for tomorrow. In times of great challenge, people and industry are at their most innovative. We can't reverse the damage humans have caused to our natural world but we can work as a collective to help reduce future harm. For the wellbeing of our species and the planet, we must be more resourceful, responsible and innovative. These ideas, actions and improvements will shape our future.

It's natural to ask questions. It's human to be progressive.

Move to natural

Carla Murphy
Vice President, Global Brand and Product



Natural progress for 25 years

In 2020 we're celebrating 25 years since we first pioneered natural alternatives in an outdoor industry dominated by synthetic-based apparel. Explore our big milestones, below.

●	●	●	●	●
1995	1997	2003	2007	2010
Natural pioneers	Partners for life	International partnerships	Leading the industry	Traceability
Jeremy Moon creates a new category of natural performance clothing that is less reliant on petrochemical fibers	We are the first company in the world to establish long-term contracts with key merino wool growers	To advance our capacity and access the best technology, we expand our manufacturing hub to Shanghai	In a first for the outdoor apparel industry, we ban the practice of mulesing sheep	We introduce a 'baacode™', enabling customers to trace the fiber from their clothing all the way back to the farm



●	●	●	●	●	●
2012	2014	2017	2018	2019	2020
No need to duck	Keeping it cool	Transparent and proud	Introducing the Growers Club	Move to natural launch	Celebrating natural progress
We develop merinoloft™, a natural insulation made from merino fiber that offers an alternative to duck down	We develop cool-lite™, a breakthrough blend of merino and plant-based TENCEL™ fibers	We launch our first Transparency Report, leading the industry in complete public disclosure of our supply chain, policies, structure and practices	An industry first based on strong relationships, we launch 10-year supply contracts to transform on-farm economics, social and environmental sustainability	We launch a global movement towards choosing natural solutions with ambassador Ben Lecomte and The Vortex Swim	Our goal is to have all plastic-free materials by '23 and to continue our engagement with naturally progressive people driven to lead positive change
			Partnering for purpose		
			Acquired by VF Corporation, a purpose-led company		

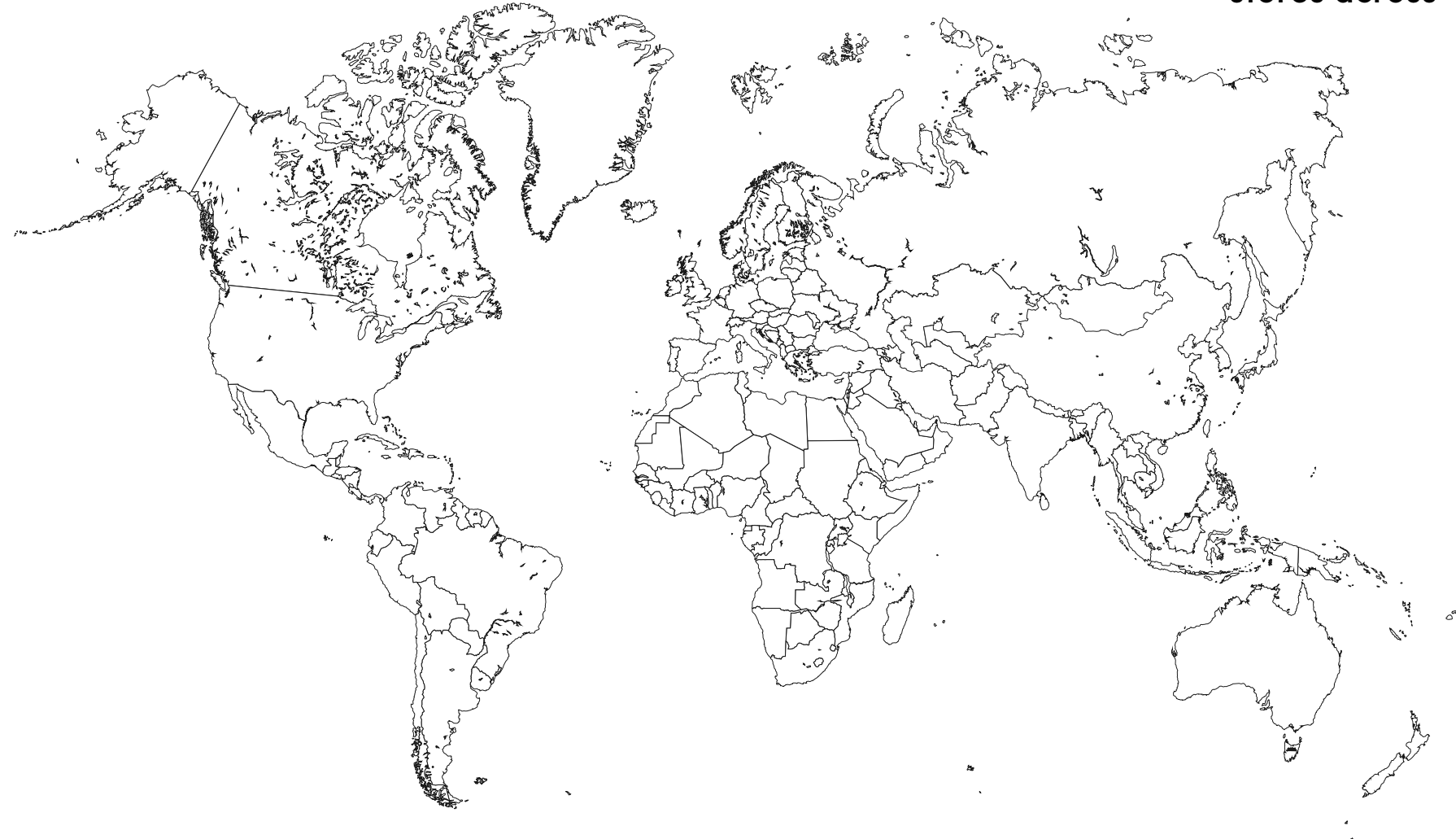


Today, icebreaker is sold through more than 2,500 wholesale customers and in 45 icebreaker retail stores across 45 countries

Our business

Jeremy Moon founded icebreaker in New Zealand in 1995 at the age of 24. From humble beginnings, icebreaker has grown to a global business across 45 countries.

In 2018, global apparel company VF Corporation bought icebreaker. This gave us an incredible opportunity to propel natural performance apparel into the global spotlight. Jeremy remains involved with icebreaker as founder, inspirer and natural fiber expert.



Founded	1995, New Zealand
Headquarters	Auckland, New Zealand
Ownership	A VF Corporation company since 2018.
Structure	VF Corporation is listed on the New York Stock Exchange
Management	Greg Smith: Brand President Michael Bohnert: Chief Financial Officer Carla Murphy: Vice President, Global Brand and Product
Global sales	USD \$174m
Global unit sales	4.8m units
Distribution	2,579 wholesale accounts. eCommerce in 23 countries. 33 icebreaker-owned stores
Global markets	45 countries. Main markets are Europe, North America, New Zealand and Australia
Employees	458 direct employees, excluding contractors
Products	Naturally performing apparel, comprising next-to-skin categories - including base layer - and supporting mid-to-outer layer solutions for men, women and children

North America

icebreaker stores	16
Countries	2
Employees	163

Europe

icebreaker stores	3
Countries	33
Employees	67

Asia

icebreaker stores	4
Countries	8
Employees	0

Australasia

icebreaker stores	22
Countries	2
Employees	166

Progressive feedback

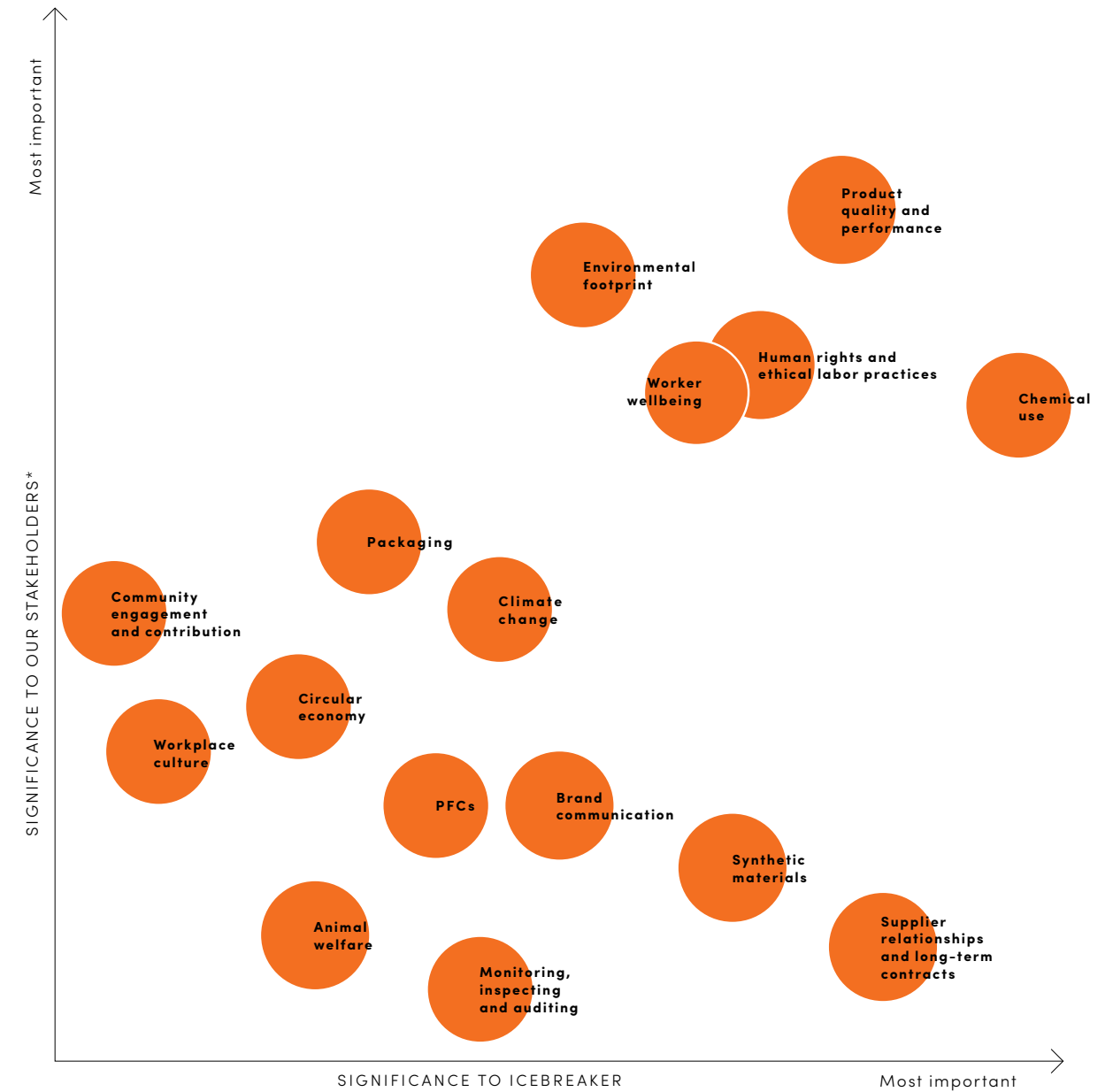
Our materiality matrix

We recently delved further into our business to better understand our impacts. This materiality assessment meant we could have greater conversations with our key partners and stakeholders, including growers, suppliers and customers. Among other things, it highlighted the environmental, social and governance issues affecting our business. It also helped us to better understand the people who work with us and those who buy our products.

We have incorporated this feedback into our new move to natural strategy, but it doesn't end there. We want to continue this conversation, share what has changed and what we plan to do next. While we realize we're not perfect, it's important to ensure our customers can see everything we do. We must also be accountable for improving the way we do things, wherever we can. Do keep in touch, we'd love to hear what you think.

We asked what was most important to our stakeholders. Here is what they said

The most important issues to icebreaker and our stakeholders are product quality and performance, chemical use, environmental footprint, human rights and ethical labor practices and worker wellbeing



A total of 22 issues and impacts were identified. For the full materiality matrix please see appendix.

*Our stakeholders: growers, suppliers, wholesale customers and consumers.

How we're leading the move to natural

We're disrupting the industry and offering our consumers more natural solutions

	GLOBAL CHALLENGE	OUR VISION	KEY OUTPUTS	STRATEGY	UN SUSTAINABLE DEVELOPMENT GOALS
PEOPLE	The Paris Agreement makes it clear we must hold the increase in global temperature to below 2°C or face grave consequences for people and our planet ¹ . Two key issues: people believe governments are not acting fast or progressively enough, and many consumers don't understand the scale of the issue or how to make meaningful changes in their lives. Businesses and people must be the drivers of change.	To champion a global community of people driving natural solutions and change for good.	 Enable progressive thinkers to drive and inspire natural solutions	EDUCATION AND AWARENESS Mobilize our network of people to choose natural. From consumers, employees and business partners, inspire people with purpose to inspire, act and drive change towards natural solutions.	 
PROVENANCE	Biodiversity underpins life on earth and we are at risk of losing species and ecosystem functionality ² . Globally, poor farming practice has a major influence on greenhouse gas emissions, the loss of biodiversity and could raise animal welfare concern.	To demonstrate how ethical and regenerative farming can be a force for good.	 Be custodians of our land	FARMING FOR GOOD To celebrate the work of our growers and to strive for even better. To innovate and make farming a force for good, with the ability to restore biodiversity, protect animals and lead carbon positive farming initiatives.	 
	Humans produce 300 million tonnes of plastic waste each year; over 8 million tonnes enters our ocean ^{3,4} . This is equivalent to dumping a truckload of plastic into the ocean every minute ⁵ . It is estimated 85% of manmade materials found on shorelines worldwide are microfibers. These microfibers predominately match materials like polyester, acrylic, and nylon, found in clothing ⁶ .	To champion eliminating plastics by having all plastic-free materials by '23.	 Be custodians of our oceans	EDUCATE AND INSPIRE BY EXAMPLE Lead by example by reducing reliance on synthetic fibers and to strive remove all plastics in our materials. Inspire and educate by partnering with people leading positive change.	 
PRODUCT	Consumer demand and fast fashion have propelled the apparel industry to unsustainable levels. Today, global fiber consumption amounts to 69.7 million tonnes annually, with petrochemical-based synthetic fibers estimated to account for 60% ⁷ .	To inspire people towards a more natural way of living, through choosing natural, responsible apparel.	 To make natural, ethical clothing that look, work and feel better	LEAD IN NATURAL, RESPONSIBLE INNOVATION Lead the change in how clothing is made and champion natural, responsible apparel.	

¹ UNFCCC, The Paris Agreement, 2016.

² World Wildlife Fund, 2018, Living Planet Report.

³ UNEP (2018) Banning single-use plastic: lessons and experiences from countries. UN Environment Report.

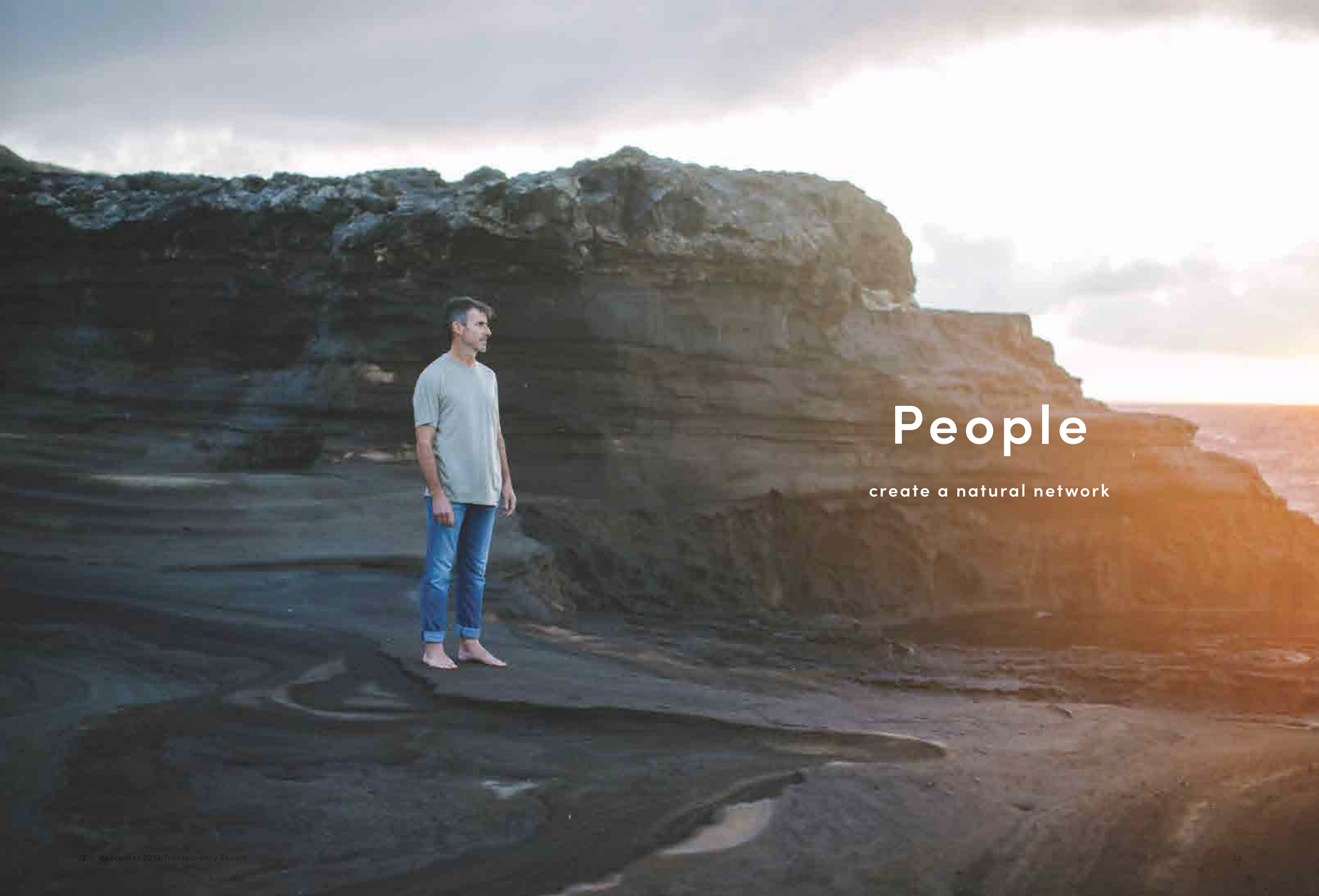
⁴ Geyer, R., Jambeck, J. R., & Lavender Law, K. (2017). Production, use, and fate of all plastics ever made. 3(7). Science Advances.

⁵ World Economic Forum, Ellen MacArthur Foundation and McKinsey & Company (2016). The New Plastics Economy – Rethinking the future of plastics (<http://www.ellenmacarthurfoundation.org/publications>).

⁶ Browne, Mark Anthony, Phillip Crump, Stewart J. Niven, Emma Teuten, Andrew Tonkin, Tamara Galloway, and Richard Thompson. (2011). Accumulation of Microplastic on Shorelines Worldwide: Sources and Sinks. Environmental Science & Technology 45 (21): 9175–79. doi:10.1021/es201811s.

⁷ F.A.O, 2013, World Apparel Fiber Consumption Survey.

Refer to page 122 for icebreaker's SDG's



People

create a natural network

The global challenge

The Paris Agreement is clear that we must hold the increase in global temperature to below 2°C, or face grave consequences for people and our planet¹. Two key issues: people believe governments are not acting fast or progressively enough, and many consumers don't understand the scale of the issue or how to make meaningful changes in their lives. Businesses and people must be the drivers of change.

¹UNFCCC, The Paris Agreement, 2016

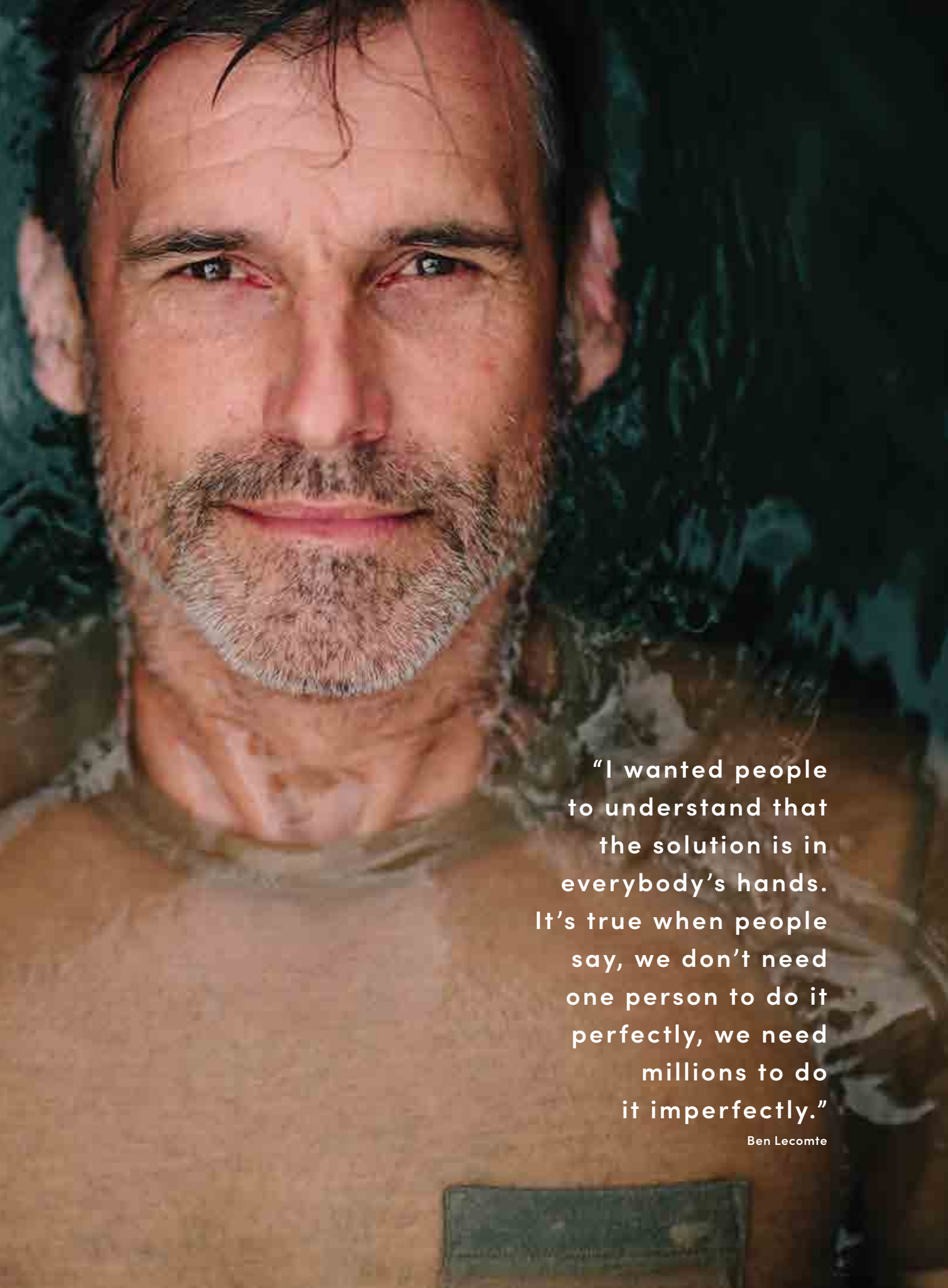
Giving people a platform to make positive change

icebreaker vision

To champion a global community of people driving natural solutions and change for good.

How?

Mobilize our network of people to choose natural. From consumers to our flock to our business partners, inspire people with purpose to act and drive change towards natural solutions.



“I wanted people to understand that the solution is in everybody’s hands. It’s true when people say, we don’t need one person to do it perfectly, we need millions to do it imperfectly.”

Ben Lecomte

people

Progressive people

Ben Lecomte – ocean advocate

In partnership with icebreaker, ocean advocate Ben Lecomte swam 350 nautical miles – up to eight hours a day – through the smog of plastic pollution known as the Great Pacific Garbage Patch

The Vortex Swim was named after the converging currents, or vortex, in the North Pacific Gyre between Hawaii and California. Often referred as the ‘Great Pacific Garbage Patch’, this area twice the size of Texas is estimated to gather 1.8 trillion pieces of trash and it is the highest concentration of ocean plastic in the world.


Lecomte’s mission shows his dedication to raising awareness of plastic pollution, reducing our impact on the planet and contributing to scientific research. “The 300 nautical mile goal represented the 300 million tonnes of single-use plastic produced every year,” Lecomte says. “I wanted people to understand that the solution is in everybody’s hands. It’s true when people say we don’t need one person to do it perfectly, we need millions to do it imperfectly.”


The swim aimed to give people, especially those who are landlocked, a glimpse into a remote part of the ocean. Through the unique pace and perspective of a swimmer, the journey displays the wonders of the underwater environment responsible for 50% of the oxygen we breathe, and highlights the deep connection we all have with the ocean. We must make more natural, conscious choices to protect it.

[Learn more at www.icebreaker.com](http://www.icebreaker.com)


19 million


consumers aware

 **3.7 million** consumers engaged

 **1.4 million** video views

 **over 45,000** fragments of microplastics collected

 **over 3,700** pieces of floating plastic debris counted

 **240** microfiber batch samples collected for science



Preparing microplastic and microfiber scientific samples. Ben Lecomte counts microplastics after a water net tow. Photographer credit: @thevortexswim @joshmunoz @sea.marshall



Large ghost nets contributed to their plastic debris data collection. Photographer credit: @thevortexswim @joshmunoz @sea.marshall

By breaking the cycle,
we estimate that we
collectively prevented
750 million* microfibers
from being released
into the environment

*estimated 1,900 microfibers x seven days x 57,000 people who participated in the seven-day challenge

Progressive people

Our community

Seven days, one tee, zero washes

#teesforgood

Our #teesforgood campaign encouraged our community to move to natural by challenging them to get more mileage from their tee, and, in turn, reduce impact on the planet.


With up to 152L of water used per wash, and up to 700,000 microfibers released¹, washing clothes frequently may have a significant impact on the planet. The icebreaker seven-day t-shirt challenge encouraged people to try wearing the same tee for seven days without washing it. A total of 2.7 million people engaged with the campaign and 57,000 people participated in the t-shirt challenge. By breaking the cycle, we estimate they collectively prevented 750 million microfibers from entering the ocean.

We demonstrated how small steps can produce big changes. More wear, less impact.

Engagement

22 million

consumers aware

 **2.7 million**
consumers engaged

 **57 thousand**
consumers participated in the challenge


 **1.8 million**
video views

¹ Napper, I. E., & Thompson, R. C. (2016). Release of synthetic microplastic plastic fibers from domestic washing machines: Effects of fabric type and washing conditions, 122(1-2), 39-45. Marine Pollution Bulletin.

Average breakdown of your wash

152L

of water per wash

 **Up to 700,000**
microfibers may be released*

 **Break**
the cycle

 **Care More.**
Wear More. Wash Less

*Average 6kg of clothing per wash load.

Progressive partners

Our growers

The icebreaker Growers Club is developing a model for economic, environmental and social sustainability

For the past 20 years, our grower families have shared icebreaker's obsession with merino and our care for the animals and the environment.

In 2017, we introduced an unprecedented commitment: 10-year supply contracts.

For many other wool growers, their fiber is sold through auctions. Growers find out how much they will receive for their wool only on the auction day and prices have historically been subject to extreme volatility.

Our 10 year contracts provide a world-first platform for progressive farming. Our growers have the security to invest in their businesses, their land, their animals and their people.

Each family has its own reason for joining the growers' club. For Richard and Annabel Subtil, it has ensured their children can manage the farm like the generations before them. For Simon and Linda Harvey, the club means they can continue to invest in biodiversity projects. From a community perspective, the contracts help support the neighboring small towns and businesses which rely on the rural sector to thrive.

In 2019 the Growers Club held its inaugural meeting, giving growers the chance to meet the icebreaker and VF Corporation leadership teams, and to reflect on the year's performance and how it might be improved.

There was resounding support for the club and the benefits it offers. As Steve Satterwaite from Muller Station put it, "It is a group of progressive farmers. I value the environmental and commercial education and insight that being part of the growers' club gives me."

These long-term contracts can transform global supply chains. We will work to integrate them into the VF Corporation business to help drive economic and environmental sustainability.



"We believe these types of contracts have the ability to transform global supply chains. icebreaker will be working to scale long-term supply contracts within the VF Corporation to help drive economic and environmental sustainability."

Tui Taylor, Director Global Product Development and Operations



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“It is a group of progressive farmers. I value the environmental and commercial education and insight being part of the growers club gives me.”

Willy Ensor, Redcliff Station

01 Merino Wool Shed in the Southern Alps, New Zealand

02 A moment with growers Robert and Kate at Mt Nicholas Station, New Zealand

03 Opposite page; Simon and his son on Lindis Peak Station, New Zealand



02

Photographer: Tom Powell, icebreaker



Progressive partners

Our factories

Case Study Venitra. Interview with Clyde Adam Lam, CEO, Venitra

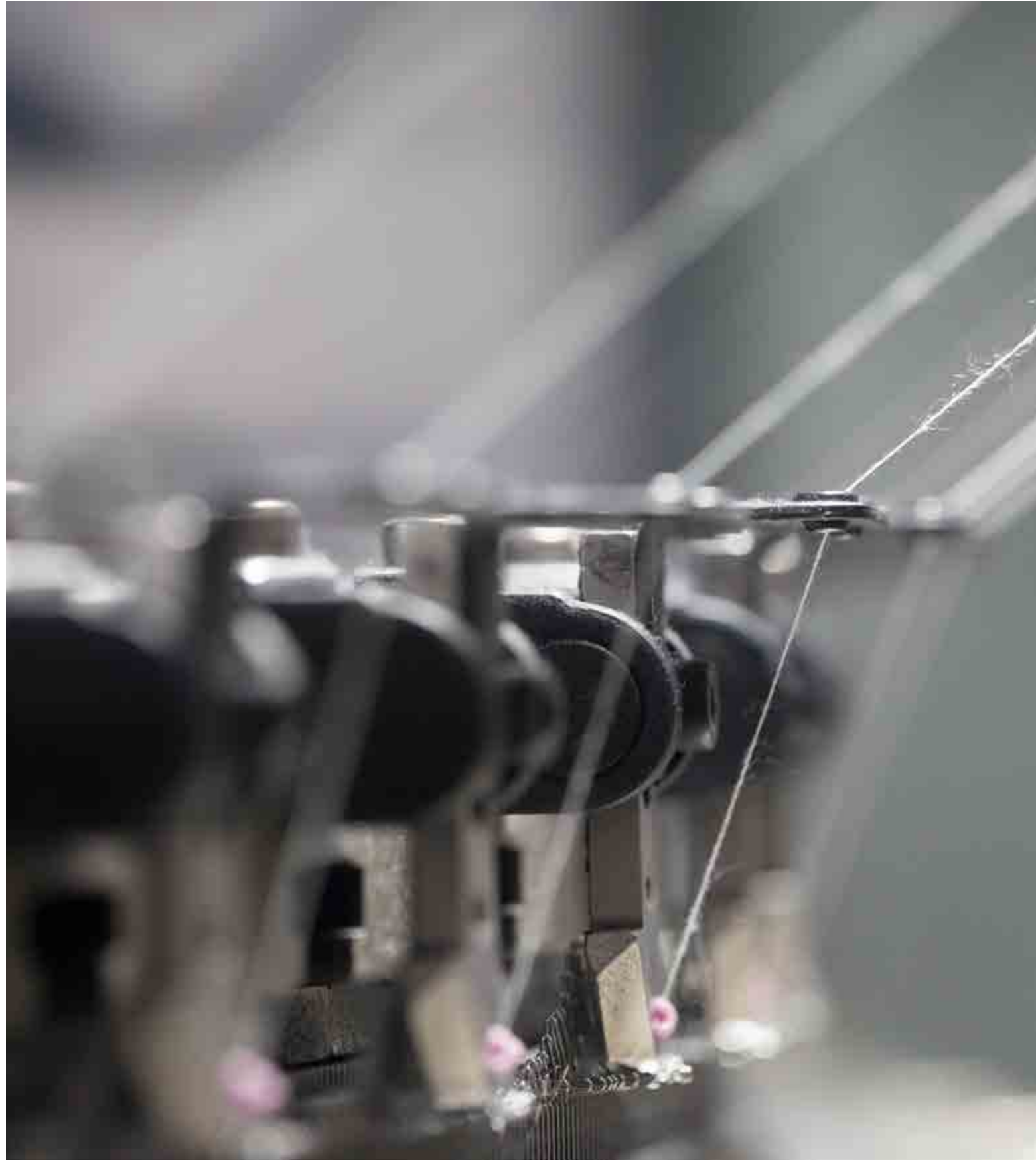
How did you come to work with icebreaker?

Through our connections and reputation we put together a meeting with icebreaker founder Jeremy Moon. From there we went through a detailed vetting. This included inspections, visits, product development and fabric selections.

What do you enjoy most about your new relationship with icebreaker?

What's nice about icebreaker is the business they're in and the product they make. They think about the world as we live now: the environment, working with natural fibers and renewable resources and we're very proud to be part of that. That's the future.

We enjoy working with the icebreaker teams. The knowledge-sharing, open discussions, vendor summits and product research and development. All of it shows icebreaker really cares about its supply chain and everyone is important in the team.



What are the business values for Venitra?

We have a mission to be the best-quality maker in the world. To do that we must have the best people. One of the things we strive to do is make sure our workers are happy. We don't want them to leave; we want them to be there year after year. So the factory conditions, pay and social compliance must all be excellent.

How do you ensure the icebreaker clothing you make is of the highest product quality?

It's an exhaustive process of quality inspection, from yarn all the way to finished product. It's a very special fabric that must be treated in a very special way. We have quality-control teams right through yarn to finished product. It's demanding and it's constant. But it ensures we deliver the best product on the market.

How do you ensure Venitra is a custodian of the environment?

We have taken huge steps forward, as many companies have now, with environmental standards. We work with a local recycling company to have any waste wool recycled into carpets, clothing, hosiery, gloves and baize. Our water is cleaned and recycled. We are constantly looking for ways to further reduce waste and footprint. Going forward, we are working to introduce solar power and the bluesign® system for a sustainable textile production.

“We have taken huge steps forward with environmental standards. We recycle waste fabric and water. Going forward, we are working to introduce solar power.”

Clyde Adam Lam, CEO, Venitra

What does nature mean to you?

We all live an outdoor active lifestyle and enjoy the beauty of nature that comes with that. Having been an active person my whole life I look at nature for inspiration. We must protect it.

What does transparency and traceability mean to you?

Transparency is critical to the way we work. We are very proud to show the world how we make our products.

We open ourselves up to our customers and ask: 'How can we be better?'

01



01 Tom Liu , quality control, seven years at Venitra

02 Skillful sewing at Venitra

02



“We have a mission to be the best-quality maker in the world. To do that we must have the best people. One of the things we strive to do is make sure our workers are happy.”

Clyde Adam Lam, CEO

icebreakers

Our people

We are icebreakers. It's who we are, who we hire, who we attract as customers and how we work together

Jeremy Moon, icebreaker Founder

icebreaker is more than just a company in the business sense; it is the company we keep. At icebreaker, we attract people who want to make a difference, who share common beliefs and who have the courage to go their own way.

Here we showcase some of our movement makers, the people in the business who bring our values to life every day.

Ready for the adventure of a lifetime?

If this has got you excited, discover the jobs we have available at:

www.icebreaker.com/careers



Joey SungBerry
Partner and Product Manager - Asia

"Love what I do. Do what I love. My passion is to connect people who care about our relationships with nature and each other. It is awesome to work with people who want to make a difference. I'm fortunate to work with our partners in Asia who share the belief that 'nature has the answers'. This belief is beyond product, it is a purpose that drives us all to do our best and pioneer new way of natural living to lead a movement to natural, together for the betterment of people and our planet."



Scott Bishop
Business Intelligence Specialist

"Heading up icebreaker's health and wellbeing 'The Shepherds' is a privilege. In a world where life's pressures are constantly growing and evolving we can create checks and balances to combat these pressures and protect our 'flock!'"

"The Shepherds are a diverse team run by the people for the people. Our main aim this year has been around wellbeing – encouraging flexibility around our workplace environment and working hours, work/life balance and helping our flock live our brand."



Nikki O'Logan
Senior Manager, Creative Design

"I was responsible for the idea and campaign creative direction for our 'Tees for good' campaign. It was important to me that the concept was relatable, unique and aligned to our brand purpose; nature always has the answers. Inspired by the number of icebreaker T-shirts flung over the bedroom chair throughout the week to save for another day, the concept of 7 days, 1 tee, 0 washes was born. By generating ideas from my own icebreaker experience we were able to develop a relevant, fun concept which challenged customers to re-think the impact their clothing choices have."

Counting on our people

Our first seven employees were all women. Today, we are proud that 55% of our managers are female

_45% of our people are employed in New Zealand/Australia, 40% in North America and 15% in Europe

_61% of our employees are in full-time positions

_38% of our employees are in management roles

_60.5% of our people are female, 39% are male and 0.5% do not align to either gender (declared)

_55% of managers are female and 45% are male

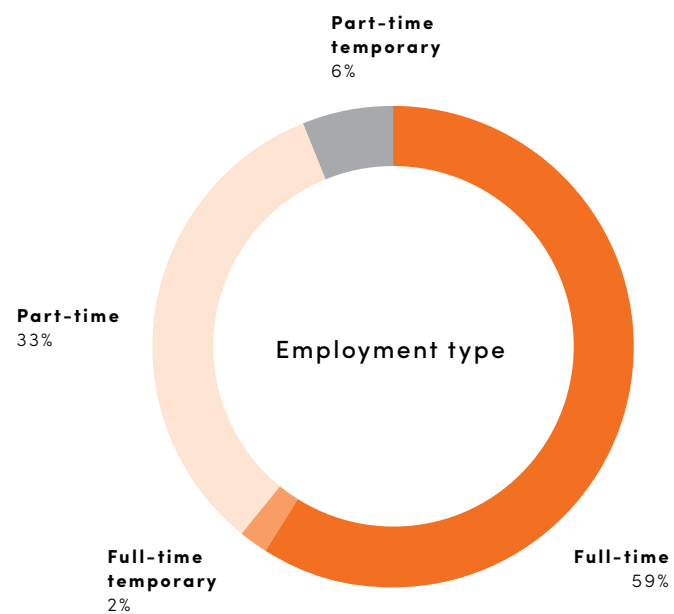
_44% of staff are under 30 years of age

_76% of our team are directly involved in selling our product to our customers

_49% work in retail sales, 12% in wholesale sales, 9% in customer operations and 6% in marketing

Length of service and employment type

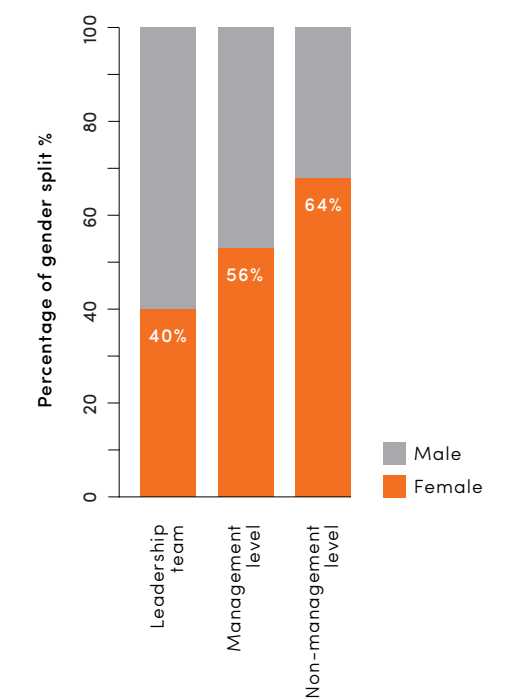
Length of service*	People	% of Total
> 10 years	9	2%
6 to 10 years	34	7%
3 to 6 years	81	18%
1 to 3 years	141	31%
6 Months to 1 year	64	14%
< 6 Months	129	28%
Total	458	100%



Global employees by function

Function	People	% of total
Brand president	1	0%
Business intelligence	4	1%
Corporate sales	4	1%
Customer operations	41	9%
Executive	9	2%
Finance	23	5%
Global ecom	11	2%
Global operations	12	3%
Information technology	8	2%
Inventory	12	3%
Market development	2	0%
Marketing	27	6%
Office management	4	1%
HR operations	6	1%
Product	19	4%
Retail sales	222	48%
Wholesale sales	53	12%
Total	458	100%

Gender by management level





Provenance

ocean

The global challenge

Humans produce 300 million tonnes of plastic waste each year; over 8 million tonnes enters our ocean.^{1,2} This is equivalent to dumping a truckload of plastic into the ocean every minute³. It is estimated 85% of man-made materials found on shorelines worldwide are microfibers. These microfibers predominately match materials like polyester, acrylic, and nylon, found in clothing.⁴

¹ UNEP (2018) Banning single-use plastic: lessons and experiences from countries. UN Environment Report.

² Geyer, R., Jambeck, J. R., & Lavender Law, K. (2017). Production, use, and fate of all plastics ever made. 3(7). Science Advances.

³ World Economic Forum, Ellen MacArthur Foundation and McKinsey & Company (2016). The New Plastics Economy – Rethinking the future of plastics (<http://www.ellenmacarthurfoundation.org/publications>).

⁴ Browne, Mark Anthony, Phillip Crump, Stewart J. Niven, Emma Teuten, Andrew Tonkin, Tamara Galloway, and Richard Thompson. (2011). Accumulation of Microplastic on Shorelines Worldwide: Sources and Sinks. Environmental Science & Technology 45 (21): 9175–79. doi:10.1021/es201811s

icebreaker vision

To champion eliminating plastics by having all plastic-free materials by '23.

How?

Lead by example by reducing reliance on synthetic fibers and to remove all plastics in our materials. Inspire and educate by partnering with people leading positive change.



Spotlight on microplastics

provenance_ocean

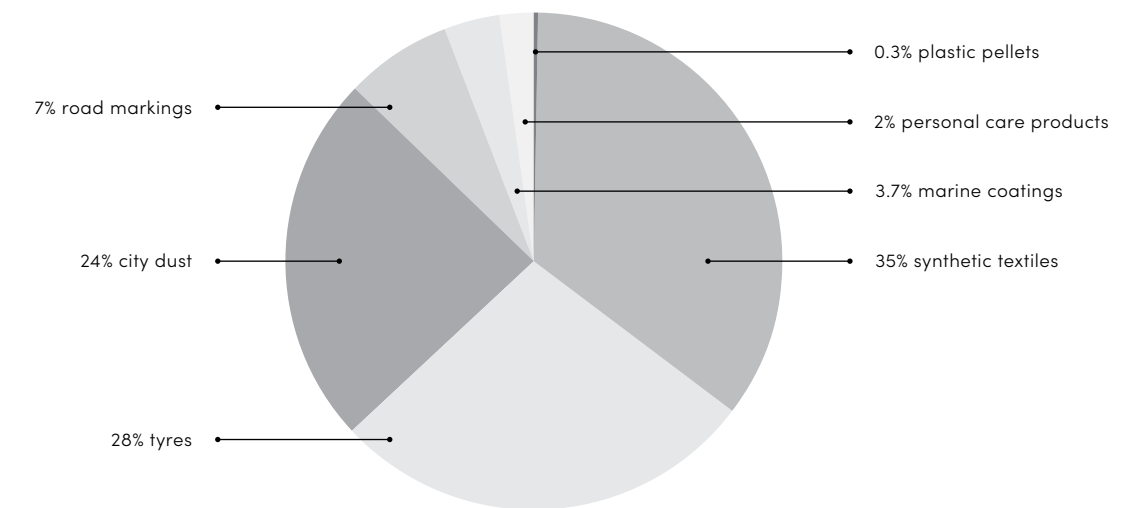
Plastic never disappears, it breaks up

Synthetic textiles, including what you wear, may be a significant contributor to microplastic pollution

What are microplastics and microfibers?

Plastic is not biodegradable, meaning it breaks up rather than breaking down. The combined action of UV and wave action causes it to break into small pieces called microplastics which aggregate like underwater smog and tend to be invisible. There are two types of microplastics. Primary and secondary. Primary microplastics were originally produced to be < 5 mm in size, while secondary microplastics result from the breakdown or "break up" of larger plastics. Microbeads in personal care products are an example of primary microplastics. Sources of secondary microplastics include microfibers (also known as fiber filaments or fragments) from textiles, tire abrasion, and larger plastic items that degrade and, consequently, fragment into microplastic particles, mostly due to weathering degradation¹.

Global release of microplastics to the world oceans¹



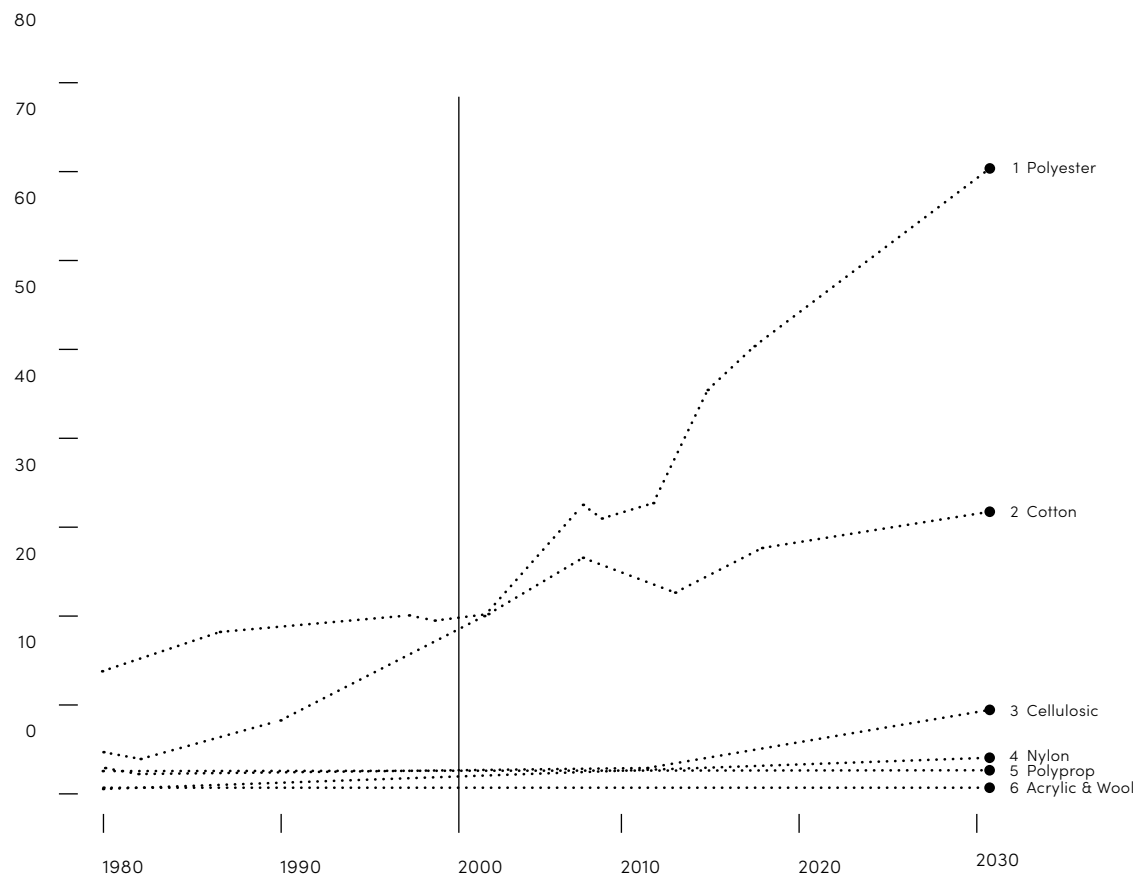
¹ Rochman CM, Kross SM, Armstrong JB, Bogan MT, Darling ES, Green SJ, et al. Scientific evidence supports a ban on microbeads. Environ Sci Technol 2015; 49(18):10759-10761.

A need to reduce the rise of synthetic fibers

Polyester - fast fashion's favorite material is on the rise

'Fast fashion' has been a particularly hot topic. It is estimated that consumers keep clothing items about half as long as they did 15 years ago. Some estimates suggest that consumers treat the lowest-priced garments as nearly disposable, discarding them after just seven or eight wears. Further to this, clothing production has doubled from 2000 to 2014, where the number of garments purchased each year by the average consumer increased by 60 percent¹.

Estimated global fiber consumption



Increase in global material demand - million tonnes

More than 43.5% of the textiles fibers are for clothes -

Graph adapted from the Textile World (2015)

¹ <https://www.mckinsey.com/business-functions/sustainability/our-insights/style-thats-sustainable-a-new-fast-fashion-formula>

We're looking for change-makers. Be part of the solution

How can you make a difference?



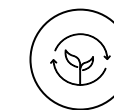
Choose natural

Merino and natural garments do shed microfibers but they are natural microfibers that biodegrade in certain conditions.



Wash less

Research shows that up to 700,000 fibers may be shed per full load of washing². icebreaker merino is naturally odor-free, to help keep your laundering to a minimum. Only wash a garment when it needs it and use a cold water wash.



Conscious consumption

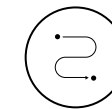
Make conscious decisions and consume less clothing that will work better for more. icebreaker offers timeless, versatile, quality clothing that will last well beyond one season.

What is icebreaker doing to reduce microfiber pollution?



Raising awareness

By harnessing our global platform, we have reached more than 41 million consumers in a bid to raise awareness of microplastics and microfibers.



Supporting change-makers

We are proud to support pioneers, such as The Vortex Swim crew, to raise consumer awareness and champion change. We believe people are the ultimate change-makers.



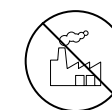
Understanding the science

Science can help unlock natural solutions. We are proud to have supported two significant studies this year: the first trans-Pacific dataset on ocean pollution, and a study comparing the way our oceans biodegrade merino and synthetic fibers.



Working groups

To bring together the best and the brightest in the industry, icebreaker's parent company VF Corporation has initiated multiple working groups, including one for natural materials and the other for microfibers.



Our vision - plastic free

Our ambition is to have all plastic free materials by '23. We are proud that our total fiber consumption is 87% natural and we continue to explore natural alternatives.

² Napper, I. E., & Thompson, R. C. (2016). Release of synthetic microplastic plastic fibers from domestic washing machines: Effects of fabric type and washing conditions, 122(1-2), 39-45. Marine Pollution Bulletin.

The low-down on ocean break-down

Synthetics vs merino

Look deep into nature and you'll understand everything better

Albert Einstein

The science of today is the technology of tomorrow. At icebreaker, we believe nature has the answers. Scientific research helps unlock our understanding of nature's ecosystem so we can make better choices for people and the planet.

Together with The New Zealand Merino Company we have been involved in cutting-edge research to understand how natural materials like merino biodegrade differently from synthetics in the ocean. The research is currently in the process of being peer reviewed. Here we discuss the research with **Steward Collie from AgResearch, New Zealand**¹.

Why was this research carried out?

Microplastic and microfiber pollution has emerged as one of the most critical global challenges of our time. It is estimated synthetic textiles are one of the largest contributors towards ocean microplastic pollution globally². The team wanted to know what happened to merino and polyester during its 'in-use' phase and if it was released into the ocean. Put simply, what happens to your t-shirt fibers that are lost during washing?

How was it completed?

This was a scientific trial - carried out with consistent with a standard test method ASTM D6691 - 17, biodegradation in the marine environment. The 90-day trial included placing samples of both merino and polyester clothing into bottles of ocean water and keeping them at a steady temperature. They were agitated to mimic ocean conditions and the levels of carbon dioxide measured to determine the level of natural biodegradation.

What did it show?

Merino degrades over time while synthetics remain essentially intact and unchanged under these aquatic conditions.

What does this mean and how can we use this research?

Synthetic materials are incredibly persistent and do not biodegrade easily in the ocean environment where as merino fibers do. This study did not measure the impact of biodegradation on the wider environment, but this is an area we would like to explore more.

As leaders in the apparel industry, it is our responsibility to find the best solutions for the planet and for our consumers. Together with VF Corporation, we will help to scale those solutions. We are relentless and will continue our commitment to furthering research and awareness on this topic

¹ Autex2019 - 19th World Textile Conference on Textiles at the Crossroads, 11-15 June 2019, Ghent, Belgium

Microfiber Pollution - What's The Story For Wool? S R Collie, S L Ranford, I J Fowler, P H Brorens

Bioproduct and Fiber Technology, AgResearch Ltd, Lincoln, New Zealand
stewart.collie@agresearch.co.nz

² <https://textileexchange.org/wp-content/uploads/2017/02/Clear-Blue-Oceans-The-Seen-Unseen.pdf>



This study may suggest that the merino degraded over time, while the synthetic material remained almost intact under these aquatic conditions

Steve Ranford, senior scientist (AgResearch) and Gerty Gielen, environmental scientist (Scion) analyze biodegradation samples at the Scion laboratory



Natural Progressive partners, icebreaker and The Vortex Swim, celebrate the arrival to California after two months at sea. Photographer credit @thevortexswim



The Vortex Swim crew

On boat

- Ben Lecomte - Swimmer
- Tyral Dalitz - First Mate / Expedition Manager
- Drew McWhirter - Scientist
- Yoav Nevo - Skipper
- Joshua Muñoz - Photographer/Videographer
- Corbin Marshall - Photographer/Videographer
- Hannah Altschwager - Communications Manager
- Adam Hill - Medic
- David Langdon - Social/Digital Strategist
- Heather Lynn Hatcher - Deckhand

On Land

- Paul Lecomte - Project Manager
- James DuBourdieu - Producer
- Claudia Muller - Marketing Manager

On Land - Science Advisors

- Dr. Nikolai Maximenko (University of Hawaii)
- Dr. Sarah-Jeanne Royer (Scripps Institution of Oceanography)
- Dr. Dimitri Deheyn (Scripps Institution of Oceanography)
- Dr. Kara Lavender Law (Marine Biological Laboratory)
- Dr. Lynda Amaral Zettler (NIOZ)
- Dr. Erik Zettler (NIOZ)

Progressive partners

The first Trans-Pacific dataset on plastic pollution

What type of plastic is lying under the surface? Where does it come from? What species of microbes are living on it? How do microplastic and microfibers get re-integrated into our food and water? Very little is known about the real impact of plastic pollution.

icebreaker and The Vortex Swim; long-distance swimmer Ben Lecomte launched The Vortex Swim, an expedition to raise awareness and understand the most polluted areas of our oceans. During Ben's 350 nautical mile swim and over two months of exploration, scientists captured the first transpacific dataset on plastic pollution. By providing this dataset, icebreaker will help scientists to learn more about the consequences of plastic pollution on marine life and human health.

Drew McWhirter, the scientist on-board the boat, led the research on plastic pollution. "All day we were observing the floating trash and recording what we saw in logbooks," says Drew. "We communicated with the land-based science team and used satellite imagery to guide Ben and the crew through the highest concentration zones. If the debris was small enough, we kept it on the boat. If it was too big to keep we tagged it with a GPS tracker so scientists could track the movement and work on models of how debris is moving and accumulating."

The team was also leading some of the latest research around the 'plastosphere', Drew notes. "We completed daily tows of 30 minutes which would result in more than 100 tows on the trip. During the tows we collected

microplastics, and stored and froze them so land-based scientists could analyze the chemical composition of the plastic and the microbes growing on it. This is a completely new area of research to understand how life adapts to plastic."

Even smaller than most microplastics, the 'invisible villains' are plastic microfibers. Today it is estimated that microfibers make up 85% of human-made debris on shorelines around the globe. The Vortex Swim crew also collected water samples, which were sent to labs to analyze the presence of microfibers and water toxicity.

In the first part of their exploration inside the plastic vortex, the crew were finding more than one floating debris every two minutes, and one microplastic every minute. "I expect that we will find some really interesting insights on how we directly interact with the ocean, and how the ocean interacts with us," says Dr Linda Amaral Zettler of the Marine Biological Laboratory.

"This swim inspired our ambition to have all plastic-free materials by '23."

Greg Smith, Brand President, icebreaker



Citizen Scientist, Tyrall Dalitz, organizes ocean samples on The Vortex Swim ocean expedition

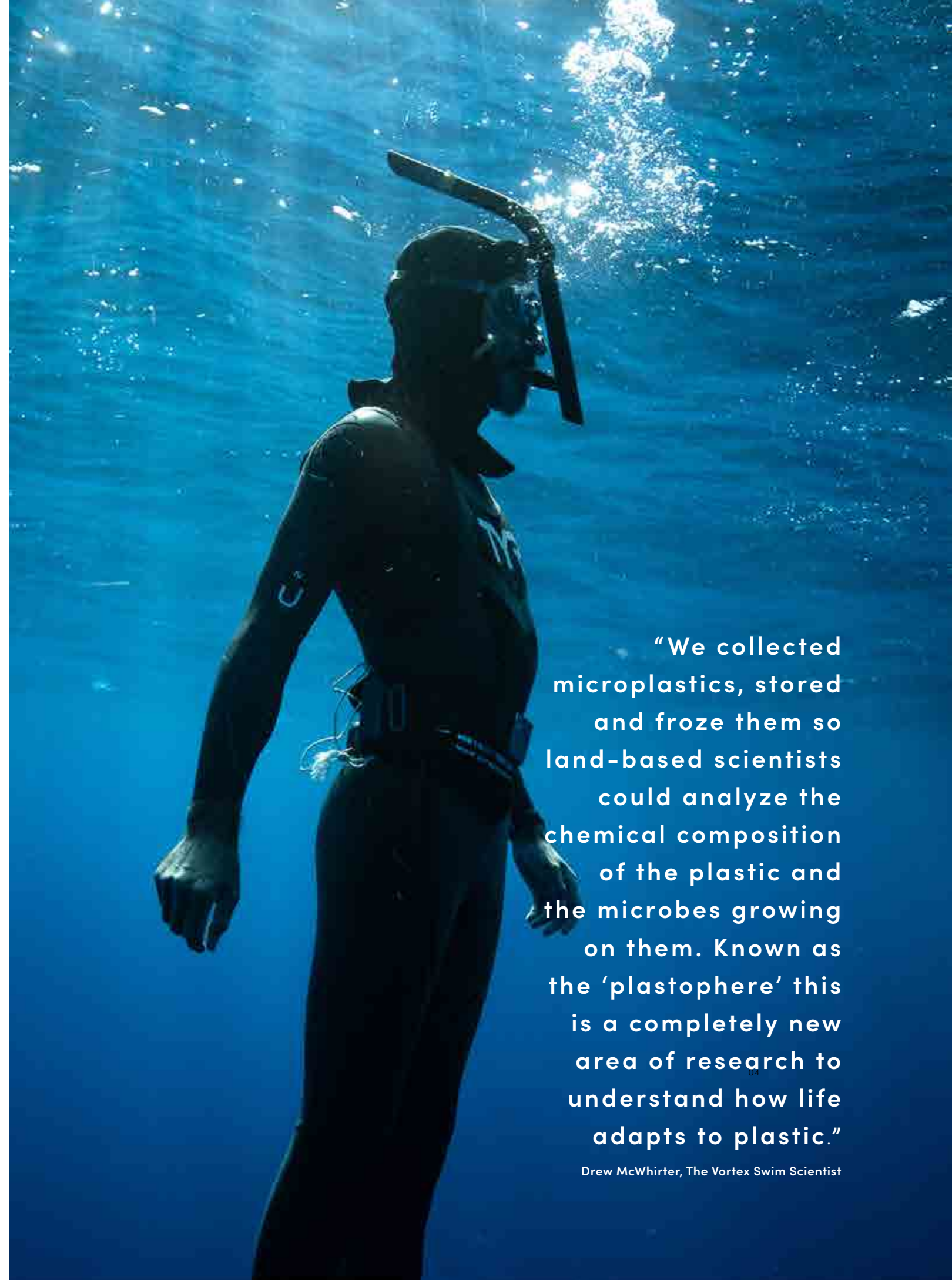


Skipper planning expedition through various concentrations of microplastic pollution



Ben Lecomte and Heather Lynn Hatcher collect and observe plastic debris along the way

Facing page; Ben Lecomte, long distance swimmer
Photographer credit @thevortexswim



“We collected microplastics, stored and froze them so land-based scientists could analyze the chemical composition of the plastic and the microbes growing on them. Known as the ‘plastosphere’ this is a completely new area of research to understand how life adapts to plastic.”

Drew McWhirter, The Vortex Swim Scientist



innovation drives
icebreaker's purpose,
where we believe
natural solutions are
the key to creating a
healthier and more
sustainable future

Case study

icebreaker nature dye

We are constantly looking to improve every part of every product we make, to make the best clothing, with the lightest possible footprint

Innovation drives icebreaker's purpose, and is the key to finding more natural solutions for our customers and the planet.

Among our latest color innovations, is the use of plant-based pigments to dye our icebreaker nature dye collection.

Alongside our partner, Shanghai Challenge (Fabric supplier and garment vendor), we have developed a process that cuts by up to 65% the amount of water used to dye our products, compared with traditional dyeing methods.

Better still, Shanghai Challenge has pioneered a cold-water natural dyeing technique where no chemicals are released into the water, and up to 40% of waste water is recycled.

icebreaker is proud to be working alongside Shanghai Challenge on this project which also means we can support small, undeveloped farming communities across several areas of China.

These are the farmers who grow the renewable plants from which our plant-based dyes are sourced. By using their products, we can help to preserve their traditional farming methods, and support their social and economic progress.

The dyes come from a variety of plants. Our 'True Indigo' color is derived from Indigowoad. 'Tannin' is derived from the outer peel of the gallnut. 'Rubia' comes from Madder. Many of these plants have also been used in traditional Chinese medicine for centuries.

At present, we only use these plant-based dyes for our icebreaker nature dye collection. So why don't we use this for all of our range?

The rest of our range uses non-toxic dyes that give the highest level of color-fastness and batch consistency and we are working with Shanghai Challenge to find a way of extending this process to more of our range.

Don't worry – icebreaker's best and most creative brains are on the case and we'll update you as soon as we can.

We have developed a process that cuts by up to 65% the amount of water used to dye our products, compared with traditional dyeing methods



Provenance

land

The global challenge

Biodiversity underpins life on earth and yet we have lost 60% of species and ecosystem functionality¹. Globally, poor farming practice has a major influence on greenhouse gas emissions, the loss of biodiversity and could raise animal welfare concern.

¹World Wildlife Fund, 2018, Living Planet Report.

icebreaker vision

To demonstrate how ethical and regenerative farming can be a force for good.

How?

To celebrate the work of our growers and to strive for even better. To innovate and make farming a force for good, with the ability to restore biodiversity, protect animals and lead carbon positive farming initiatives.



Direct grower relationships

“We developed a ground-breaking concept that has transformed the partnership with our grower families: the icebreaker growers’ club and our 10-year supply contracts.”

Greg Smith, Brand President, icebreaker

icebreaker broke new ground in developing deep, long-term relationships with our merino farmers. Our partnerships guarantee not only a high-quality fiber, but also the highest standards of land stewardship and animal welfare.

Today, we are still deeply connected to our roots in New Zealand. We work direct with 70 growers

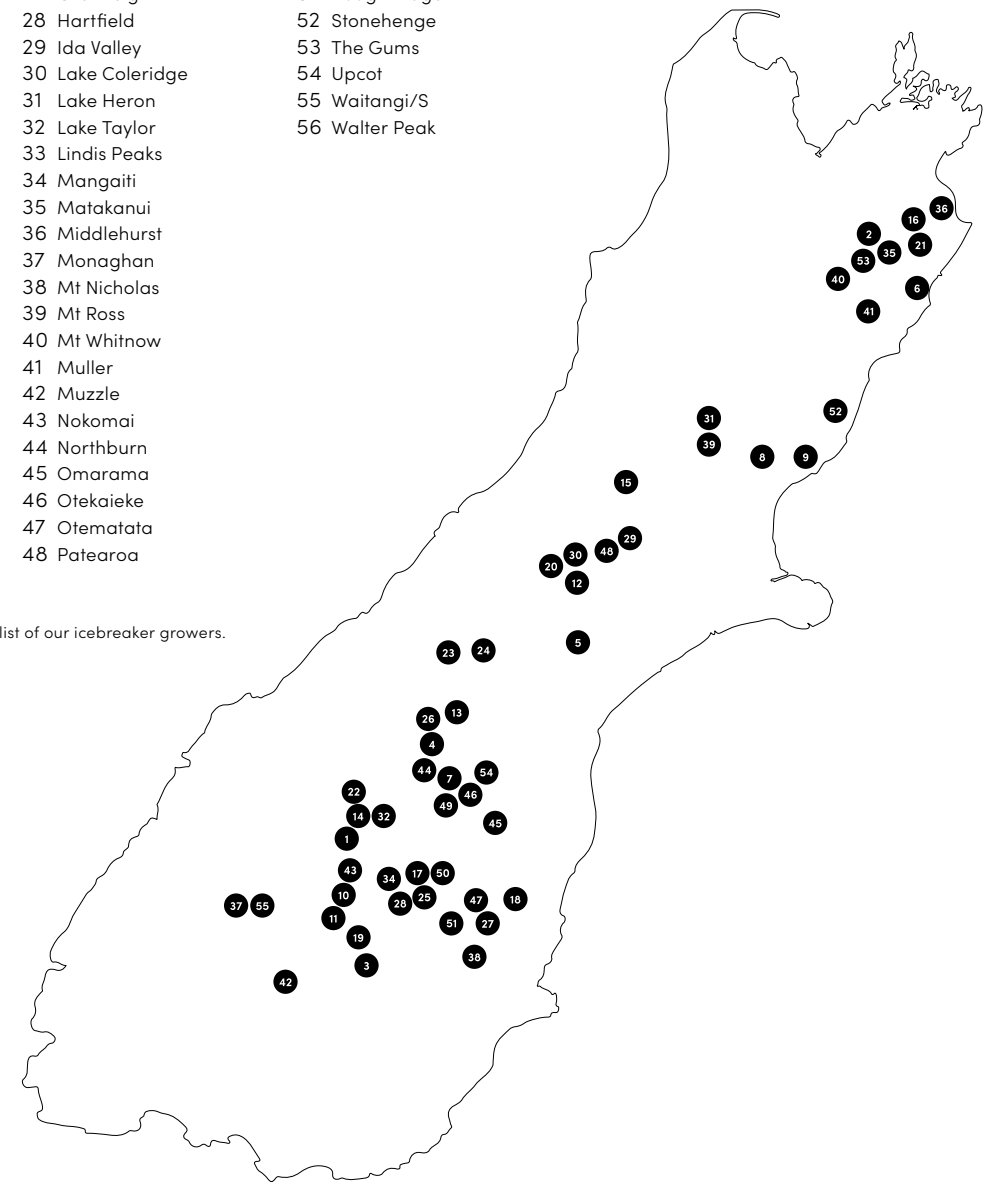
provenance_land

icebreaker growers' club

members as of September 2019

- | | | |
|---------------------|-------------------|----------------|
| 1 Ahuriri Downs | 25 Godley Peaks | 49 Redcliffs |
| 2 Ardgour | 26 Goulburn | 50 Roseneath |
| 3 Awapiri | 27 Grantleigh | 51 Rough Ridge |
| 4 Baldwin | 28 Hartfield | 52 Stonehenge |
| 5 Benmore Stn Heart | 29 Ida Valley | 53 The Gums |
| 6 Blue Mountain | 30 Lake Coleridge | 54 Upcot |
| 7 Bluff | 31 Lake Heron | 55 Waitangi/S |
| 8 Bog-Roy | 32 Lake Taylor | 56 Walter Peak |
| 9 Bonjedward | 33 Lindis Peaks | |
| 10 Braevaar | 34 Mangaiti | |
| 11 Cairnmuir | 35 Matakanui | |
| 12 Carrick | 36 Middlehurst | |
| 13 Castle Ridge | 37 Monaghan | |
| 14 Catherine Field | 38 Mt Nicholas | |
| 15 Cluden | 39 Mt Ross | |
| 16 Cora Lynn | 40 Mt Whitnow | |
| 17 Corleggy | 41 Muller | |
| 18 Cragside | 42 Muzzle | |
| 19 Dolphins | 43 Nokomai | |
| 20 Earnscleugh | 44 Northburn | |
| 21 Erewhon | 45 Omarama | |
| 22 Glen Orkney | 46 Otekaieke | |
| 23 Glenfoyle | 47 Otematata | |
| 24 Glentanner | 48 Patearoa | |

*Please see appendix for a full list of our icebreaker growers.



through our partnership with The New Zealand Merino Company (NZM). This includes 56 growers that form our icebreaker Growers' club, with 10 year long term supply contracts (LTSC).

Our growers are dedicated to looking after the landscapes in which they live. This goes way beyond their own land and livestock. It means taking care of the entire ecosystem.



“We have worked closely with Department of Conservation New Zealand and environmental consultants to identify key biodiversity indicators that, when recorded, can give a whole-farm biodiversity score.”

Lisa Anderson, Bog Roy station

Biodiversity

One million plant and animal species are on the verge of extinction¹, with alarming implications for human survival. More plants and animals are threatened with extinction now than any other period in human history. Nature’s current rate of decline is unparalleled, and the accelerating rate of extinctions could have grave consequences for people and the planet. Biodiversity is life on earth. Growers are gathering data about their farms as a benchmark, enabling them to track and better understand change.

All icebreaker-contracted growers have a land environmental plan in place; however, this is just the beginning

The extensive high-country environment has made it hard for growers to reliably monitor biodiversity in a cost-effective way. Together with NZM, icebreaker growers are capturing a picture of biodiversity and health of ecosystems on their farms.

Five icebreaker growers are participating in this long-term project and we already know of many more who wish to join. Growers are gathering data about their farms as a benchmark, enabling them to track and better understand changes due to farming as well as

naturally occurring impacts. This includes responsible management of hazardous substances and waste.

To achieve this, they are engaging with stakeholders who are equally invested in minimizing environmental impacts such as the Department of Conservation (DOC).

We are proud to be working with icebreaker growers at the forefront of biodiversity monitoring and improvement.

¹IPBES Global Assessment Report on Biodiversity and Ecosystem Services, 2019

Land stewardship

ZQ, the sustainable wool program from The New Zealand Merino Company, icebreaker's key wool supplier partner



Planning and awareness



Biodiversity



Healthy soil



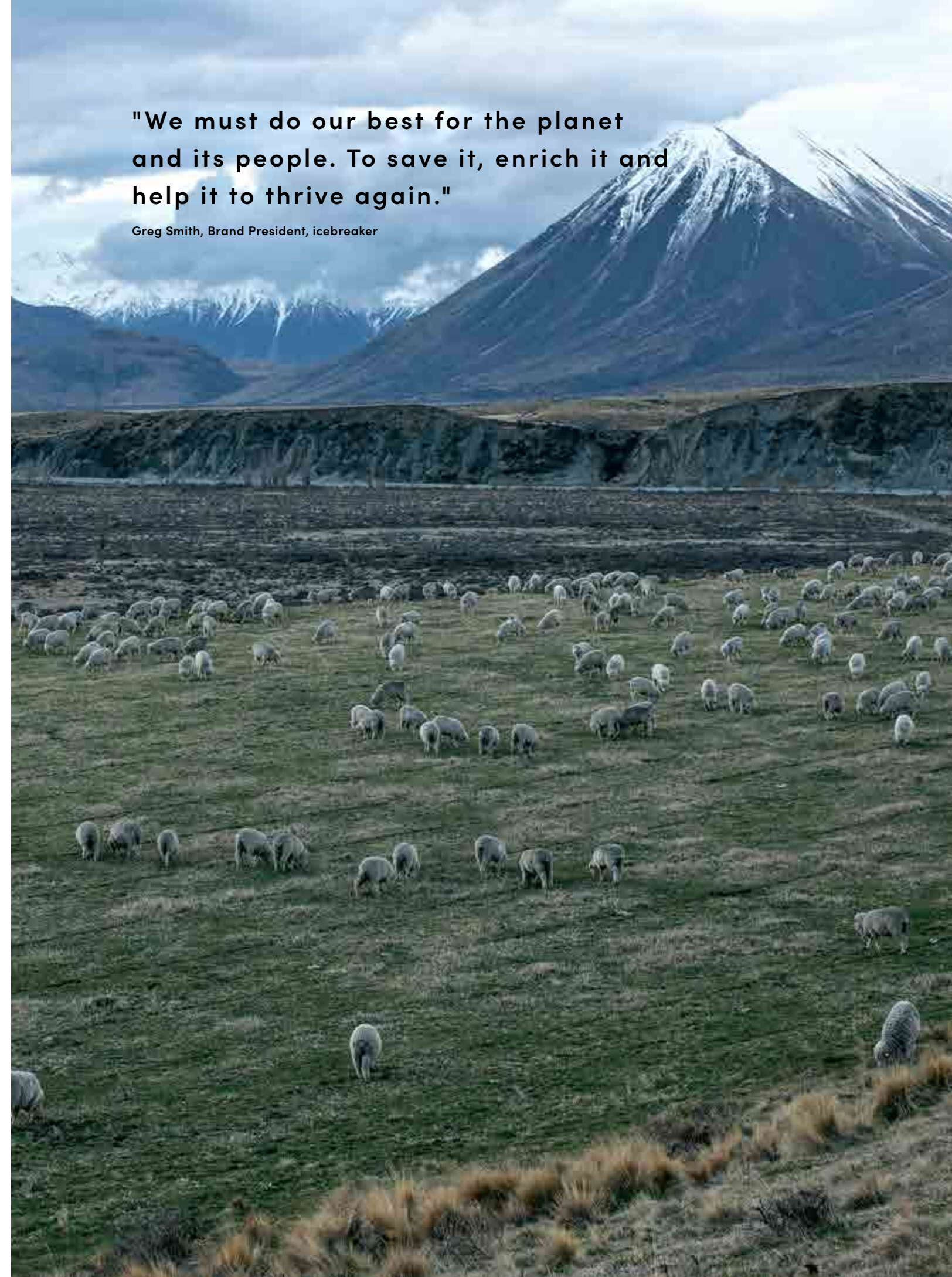
Healthy waterways and bodies



Responsible management of hazardous substances and waste

"We must do our best for the planet and its people. To save it, enrich it and help it to thrive again."

Greg Smith, Brand President, icebreaker





Case study

Bringing biodiversity to life: Glen Orkney Station

Biodiversity is life on earth. Lynda, Simon and Tom Harvey share their story of farming with this philosophy in mind. Working with scientists and ecologists, the family has settled more than 16 hectares of land in the Queen Elizabeth II Trust, protecting it in perpetuity. It's all about working in kinship with nature



Overview

Location: Marlborough, New Zealand

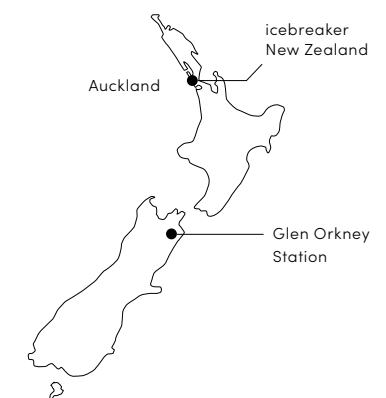
Founded: 1908

icebreaker supplier: 17 years

1,930 hectares

5,000 merino sheep

250 angus cattle



How did you come to work with icebreaker? Why are you still working with the brand today?

We've been working with icebreaker for 17 years because it is genuinely interested in the triple bottom line philosophy. As consumers we are becoming so much more aware of what we're eating and what we are wearing. icebreaker is really leading the way with sustainable clothing production and our business practices are aligned.

Why do you love growing merino for clothing?

The fashion industry has to change the way it's working. It's not sustainable for people to be dumping excess clothing on an annual basis. Consumers need quality garments which at the end of their lifetime can be composted. We farm with that ethos in mind and believe merino wool is a part of the answer.

How are you protecting the land for future generations?

We all see the land as something we're borrowing. We want to be able to produce this wonderful, biodegradable fiber that we're totally passionate about but we don't want to displace everything else that was here before us. We want to be able to farm alongside that.

We've learnt a lot over the years about not running too many animals and how to manage grazing to allow land regeneration. We are constantly working to maintain top-soil, organic matter and carbon in the soil.

Tell us about some of the land you've protected on your station.

We'd like to think of it as a thoughtful integration of conservation and livestock farming. In 2001, ecologists identified our 'significant natural areas'. We now have 16 hectares of land that has been covenanted and that is protected in perpetuity by the Queen Elizabeth II Trust.

We have also identified about 250 hectares that we want to protect. The land is fenced off from stock; we have native planting programs and we protect it from pests and weeds.

How are you working to maintain biodiversity on your station?


Biodiversity is life on earth. On our farm, it's the trees and the birds and insects that provide a healthier environment for our sheep to graze on, and it must at the end of the day provide a better product. We also do a significant amount of work planting natives, fencing waterways, weed and predator control. We have a wonderful amount of bellbirds and fantails, and the tui has recently come back. Native birds are a special part of the regeneration.

Why have you recently planted a carbon forest?

We have planted a small carbon forest to complement what we do on the farm. It has been strategically placed to also provide shelter to the merino. It gives our property the potential to offset emissions in the short-term while we're trying to work out better solutions for offsetting methane in the long term.

What does nature mean to you? How are you moving to natural?

To me, moving to nature means always rethinking what we've been doing historically and saying - is this sustainable? Is there a better way of doing that? Can we find a solution that is not using plastic? It's buying into this whole cyclical philosophy a lot better.

A photograph of a man in a grey sweater and dark pants walking a black dog on a grassy hillside. The man is holding a long wooden stick. In the background, there are rugged mountains under a clear sky. The text is overlaid on the right side of the image.

“We all see the land as something that we’re borrowing. We want to be able to produce this wonderful, biodegradable product that we’re totally passionate about but we don’t want to displace everything else that was here before us.”

Tom Harvey (son of Simon Harvey, pictured)



provenance_land

The five freedoms of the flock

This means you can feel happy that the sheep felt just as good making your icebreaker merino as you will wearing it.

01

Freedom from hunger and thirst

Sheep with good nutrition are better able to cope with natural stress, such as extreme weather. Farmers must ensure sheep have access to clean water and adequate nutrition.

02

Freedom from discomfort

Farmers must ensure their sheep have adequate shade and shelter available at all times.

03

Freedom from injury or disease

Farmers must regularly monitor each individual sheep to help prevent disease and illness, including rapidly diagnosing animal health issues.

04

Where sheep can be sheep

Sheep must be free-range and roam in open pastures. This allows them to display their natural patterns of behaviors with minimal human intervention or interference.

05

Freedom from distress

Farmers must manage sheep to avoid any unnecessary stress and pain. Their farms also need to be maintained to ensure they do not pose a risk of injury.

Animal welfare and ethical merino

Our responsibility to nature is wider than the way our products are made and we've been committed to protecting animal welfare from the beginning. This means respect for the way the animals that produce the fiber are cared for, along with the standards in place to ensure their wellbeing. We're part of The New Zealand Merino Company (NZM)'s ZQ program, which ensures stringent standards are met. These cover the stewardship of livestock, management of the environment and social responsibility. With our contracted merino growers certified through ZQ, we can ensure the fiber meets our quality requirements and that the growers share our ethical values and practices. ZQ ensures traceability back to the growers that supply the fiber, and fiber quality that is customized to the specific garments and products that we produce. The

ZQ programme is audited by independent 3rd party providers and is recognized by ISO/IEC: 17065:2012. A key component of icebreaker's relationship with ZQ is the ongoing commitment by ZQ growers to invest in continual evolution and improvement of the programme, and in research, development and grower education to ensure that best practice continues to be evolved through the identification, trialling, and adaption of new strategies to optimise environmental, animal and social wellbeing.

ZQ aligns with the Responsible Wool Standard (RWS), and works closely with the Textile Exchange to ensure that this alignment continues.

Happy sheep, happy shirt

In 2008, icebreaker became the first company to ban the mulesing of sheep in the outdoor apparel industry as part of its work to champion animal welfare.

We are pleased to see this policy has now been widely adopted by the industry.



Monitoring our performance

Farm auditing

This year, 70 contracted growers produced merino for icebreaker. 97% are ZQ certified, with two currently working toward the latest ZQ standard. All the growers are audited at least once every three years; 24 were audited in 2019. There was a 50% reduction in corrective action raised compared to last year, with most of these

issues now resolved. The most common issues include the need to create and update land-environment plans and animal-health treatment records. These will continue to be the focus of further training and advice.

Audit Corrective Action Plan (CAP)

Issues	Number	Percentage
No Issues	7	29%
CAP closed	16	67%
CAP open	1	4%
Total	24	100%

Issues	Number	Percentage
Critical	0	0%
Major	2	4%
Minor	43	96%
Total	45	100%





Product

natural, responsible apparel

The global challenge

Consumer demand and fast fashion have propelled the apparel industry to unsustainable levels. Today, global fiber consumption amounts to 69.7 million tonnes annually, with petrochemical-based synthetic fibers estimated to account for 60%¹.

¹F.A.O, 2013, World Apparel Fiber Consumption Survey

icebreaker vision

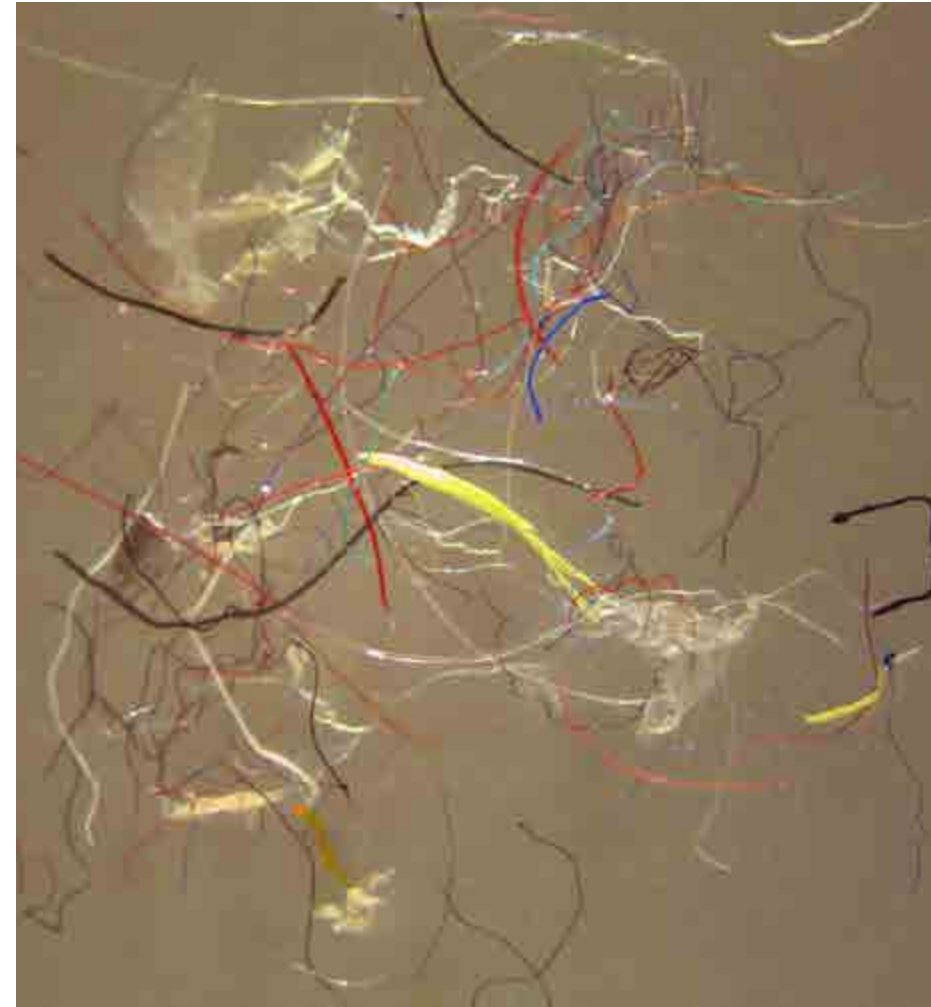
To inspire people towards a more natural way of living, through choosing natural, responsible apparel.

How?

Champion natural, responsible apparel by leading the change of knowing how your clothing is made and what it is made from.



The Natural Solution



The Unlikely Suspect

Natural highlights

- _87% natural fiber consumption
- _Removed 59 synthetic-heavy styles with retail value of US\$7.9 million from our collection
- _Established the 'natural materials' Platform within VF Corporation
- _Launched icebreaker nature dye, an alternative to synthetic dye
- _Launched one of the highest merino content seamless technologies in the market
- _0% acrylic status
- _PFC-free

Our ambition: plastic-free materials by '23

**PLASTIC-FREE
BY '23**

Our move to natural is not just a statement for change but a lens through which we measure ourselves and a way to continually do better

"Goals shouldn't feel achievable - they should feel uncomfortable," says Carla Murphy, icebreaker's Vice President of Global Brand and Product.

"The danger isn't that we aim too high and miss but that our goals are too low and we reach them without driving systemic change throughout our business and the industry."

The first step to getting what you want is to have the courage to get rid of what you don't. "We have removed 59 styles from our collection with retail value of US\$7.9 million, because they did not align to our brand purpose," says Murphy. We are constantly assessing this

and our vision forces us to make the hard decisions.

icebreaker has been a catalyst for developing VF Corporation's Natural Materials Platform. This is a working group across VF Corporation brands to work with industry experts on creating natural solutions for apparel.

Our design principles

Q&A with Director of Global Product Design, Alistair Smith

Tell us about yourself. Why were you inspired to join icebreaker?

I joined icebreaker in 2019 and it was an easy choice for me, moving from another sportswear brand. There's no other apparel brand in the world that has the incredible links to where the material and the fiber comes from. The ambition to live in greater harmony with the world around us, and to do so in a design-led, inspiring way is what's always drawn me to icebreaker.

What are icebreaker's design principles and how do you bring these to life in the product?

We believe nature has the answers. We believe in using natural materials instead of plastic or oil-based materials common in the clothing industry today. It took thousands of years for nature to develop merino wool to have the incredible properties that it has. It's truly a miracle fiber.

How are you designing for plastic-free? What progress have you made as a team?

We're going about it in a number of ways. Firstly, by removing synthetic yarns from our materials where possible without compromising on durability and longevity of product. Secondly, where it's not as simple as just removing the yarn, we're launching innovation projects in collaboration with yarn and material partners to explore natural alternatives to certain synthetics (such as elastane). While we see recycled synthetic materials and products as a step in the right direction, we believe natural materials offer a better solution to the problem of plastic waste. For us, the use of any form of plastic, including recycled plastics is unacceptable, as fundamentally they're still an oil-based product that does not biodegrade nor does it limit our dependence on them. We believe in ending our reliance on plastic and oil-based synthetics altogether.

How can product design 'design out the problem' of today's apparel industry?

Mainly by offering people an alternative choice. Many people don't know what their clothing is made of. It's no-one's fault, it's just not something that gets highlighted much. People care a lot about what they eat or what skincare they use. You wear clothing next to your skin all day. Would you want plastic or the most natural clothing next to your skin? Synthetic fabrics often get a lot of chemical treatments added in an attempt to replicate the natural properties of merino wool. And I don't think they do as good a job. Merino is just so great for its thermoregulation, odor management and breathable qualities and our job is to make useful, long-lasting, versatile and beautiful products that simply provide the benefits of the natural fiber.

What is icebreaker's signature style?

Simple, versatile, function-led design powered by natural performance materials.

Who are you designing for and what's important to them?

We're designing for natural progressives. People who care about what they buy and the impact those products have on the world around them. People who want to connect more with nature. People who want performance but don't want to wear plastic next to their skin.

What does nature mean to you?

It means living in harmony with the world around us, not trying to conquer it. It means good times with friends in beautiful surroundings. It means getting lost and exploring. It's a force to be respected and admired, to learn from and enjoy. It means being yourself, not being artificial. It means finding your center, feeling good and growing.

"Recycling is broken and we believe in ending our reliance on plastic and oil based synthetics altogether."

Alistair Smith, icebreaker Director of Global Product Design





People with purpose. Product with purpose.
icebreaker partnered with New York based artist Justin Brice Guariglia, to showcase the relationship between humans and nature.



The 100% merino nature dye Oasis 200 long sleeve crewe, won the ISPO Gold Award in the Best Baselayer category for 'creating a provoking collection connected to changing the world'.

“Plastic against your skin? Really? We believe there is a better way and nature has the answers.”

Jeremy Moon, icebreaker Founder



Nature's performance fiber

Why icebreaker merino?

icebreaker pioneered the use of merino in high-performance outdoor clothing. We still lead the flock.

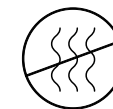
We were the first company in the world to develop deep, long-term relationships with merino farmers. This has allowed us to develop unrivaled expertise in specifying and selecting the finest quality merino.

We specify fiber length, strength, diameter, consistency, color and cleanliness. We even specify our own

icebreaker 'style' of raw fiber that ensures we get the right crimp and structure.

Our partnerships also guarantee the highest standards of animal welfare. Our animal welfare policy ensures a healthy, low-stress quality of life for the sheep.

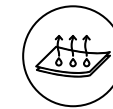
Why do we love merino?



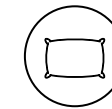
Wear more, wash less
Naturally odor-resistant
icebreaker merino is naturally odor-resistant so users can wear more and wash less.



Leave no trace
The merino wool fiber is a naturally biodegradable fiber. Under the right conditions it will readily biodegrade if buried.



Manage your micro-climate
icebreaker merino absorbs moisture from the skin and then disperses it into the atmosphere. This leaves you drier and more comfortable. Your garment will absorb up to 35% of its own weight in water before feeling wet – far beyond most synthetic fibers.



Comfort
icebreaker merino fibers are so soft they bend when they contact the skin. This provides outstanding softness and comfort.

Our fiber philosophy

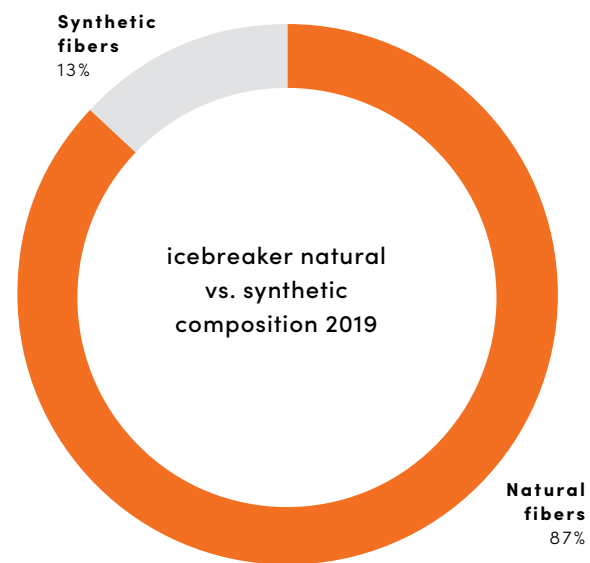
We believe nature has a better way. We are on a journey to having all plastic-free materials by '23 and are relentlessly seeking natural fiber alternatives to the synthetic fibers we use today

We believe in the power of our superfine merino wool as the basis for our natural performance apparel. It's far superior to regular wool, feels amazing against your skin, is highly breathable, regulates temperature and doesn't hold odor like synthetics.

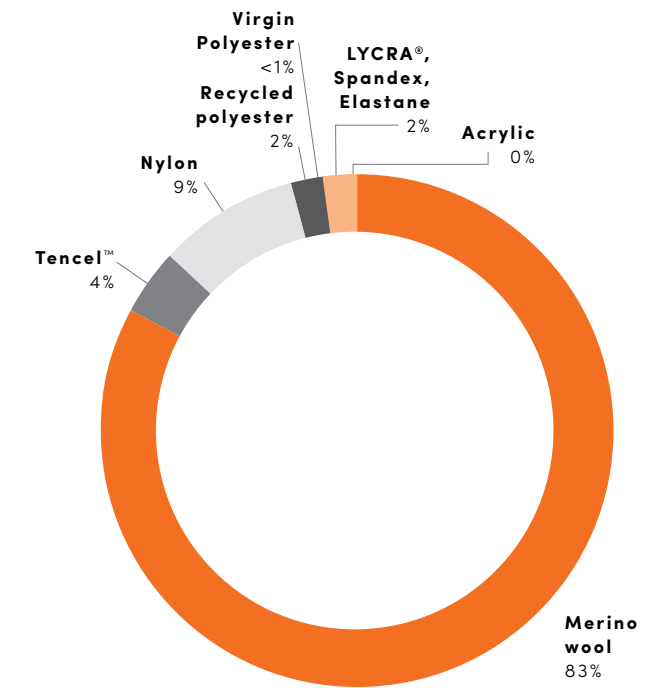
To make our 'top-to-toe' layering system possible, there are times when we combine our merino with other fibers to deliver the performance not currently available in natural alternatives. To date the role of the technology is to enable, enhance or amplify the natural benefits of the fiber.

But we are on a journey. As part of our ambition to have plastic-free materials by 2023, we are continually innovating to find natural solutions to replace the small amount of synthetics we currently use in our range.

Today, our business reflects our dedication to natural solutions. Some 87% of our global fabric composition is natural fiber and only 13% is synthetic



We are on the road to all plastic-free materials by '23. For now, the synthetic fibers we include in our range serve specific performance requirements, such as adding stretch. We never blend to make our fabrics cheaper



Tencel™
Tencel™, sourced from Lenzing, has a natural cooling effect and is used in our innovation, Cool-Lite™. Tencel™ is a natural fiber made from cellulose found in the wood pulp of renewable eucalyptus trees. It is obtained from sustainably managed farms that have earned Forest Stewardship Council (FSC) certification.

Tencel™ fibers are produced using an environmentally responsible closed-loop production process, which transforms wood pulp into cellulosic fibers with high resource efficiency and low environmental impact. This solvent-spinning process recycles water and reuses it. This special process received the European Award for the Environment from the European Union.*

Nylon
Nylon is added to certain icebreaker fabrics for added strength and durability. This is mainly via our technology co-spun where a nylon core is wrapped with merino, maintaining signature merino softness next to skin.

Recycled Polyester
Approximately 80% of the polyester used in our range in

2019 was recycled. We are currently innovating to find natural solutions for the synthetic fibers we use in our range today.

Lycra
LYCRA® is added to some icebreaker fabrics to provide stretch, comfort and freedom of movement. We source our LYCRA® from The Lycra Company.

Ethical and organic cotton
Cotton makes up less than 1% of our total fiber consumption. Where we use cotton, we use only organic, ethically-sourced cotton. icebreaker organic cotton is sourced from China and is certified organic via the Global Organic Textile Standard.

We believe nature has a better way. We are relentlessly seeking natural fiber alternatives to the synthetic fibers we use today. Over the past few seasons, our product team has focused on specific synthetic fabrics within our range. They have been collaborating with our suppliers to either increase the natural fiber content, or to replace the virgin synthetic fiber with recycled versions.

*Source: www.lenzing-fibers.com

Our innovations

Inspired by nature, we are committed to deliver the most natural solutions possible. To enhance the benefit of merino and allow more people to move to a more natural way of living, we blend merino fibers into innovative fabrications. In saying this, we are on the road to having all plastic-free materials by '23 and aim to reduce the reliance on synthetics. Watch this space!



100% merino

Our merino fibers are selected for quality and softness next to the skin, a natural alternative to petrochemical-based synthetics.

Inspired by nature, we are on the constant pursuit to find new ways to work with our fiber, including new construction and new ways to wear.



Corespun

Our customers are demanding lighter-weight fabrics, but this can decrease the durability of the fabric, leading to holes. We discovered that by wrapping the merino around an ultrafine nylon core, we could increase the strength of the fabric. This does not affect the comfort or odor-resistant properties of merino against the skin but creates a garment that lasts much longer.



RealFLEECE®

It's shocking that what has become commonly known as 'fleece' on the high street isn't fleece at all. It's plastic - polyester. We want to reclaim the word by making fleece out of fleece. RealFLEECE® fabric is a soft to the touch brushed fleece that naturally warms.



BodyfitZONE™

BodyfitZONE™ is our innovative technology that uses fine merino yarns blended with a touch of Lycra® to enhance movement. Strategically-placed zone mesh panels create natural thermal dumping zones for optimal temperature regulation and breathability.



Cool-Lite™

Our summer fabric, icebreaker Cool-Lite™, is a remarkable blend of merino and Tencel®. Tencel® is a fiber made from cellulose found in the wood pulp of renewable eucalyptus trees. Cool-Lite™ is a lightweight and breathable fabric designed to wick moisture away from the body.



MerinoLOFT™

MerinoLOFT™ wool fiber insulation is a lofted wool insulation warming without weight and is a natural alternative to synthetic down. It's cruelty free, breathable and machine washable.



Our packaging

We are committed to sourcing packaging sustainably and are working towards more responsible packaging wherever we can. We are constantly assessing how we can improve our packaging

Packaging production FY2018/19

- 2 million**
Boxes (sleeves & trays)
- 8 million**
Stickers for boxes e.g. size stickers
- 6 million**
Swing tags & barcode stickers
- 1 million**
Sock wraps
- 230,000**
Accessory header cards & stickers
- 3.5 million**
Degradable, recycled poly-bags
- 100,000**
Retail bags

Our efforts to date include

- 79% of our paper and cardboard packaging is certified by the Forest Stewardship Council.
- Our retail bags are made with 20% natural kraft paper. This is FSC-certified and 80% post-consumer waste.
- 100% of the inks in our product packaging are vegetable-based. The glue we use is water-based.
- A new 'high protection, low impact' garment bag. Proven to be non-toxic in marine environments.
- We have removed all non-biodegradable additives from our packaging.



Our new swing tag

As part of our mission to move to natural, we have fast-tracked our swing tag improvements. An organic cotton cord will replace our old plastic punch pin and recycled cotton paper. And sugar cane paper will replace our old laminated card. With more than six million swing cards used every year, this is a significant step forward in our move to natural.

product

High protection. Low impact bag

We will be phasing a new bag into our supply chain from February 2020, with significantly lower environmental impact than our current bags.

Based on testing ASTM 6691, it also showed biodegradation in the marine environment under laboratory conditions. In initial laboratory testing, the bag also indicated no adverse impacts on marine life and was detailed down to the smallest of ocean organisms, algae and water flea. In lower concentrations, early findings actually showed enhanced growth rates. There is continued further testing being

undertaken in this space.

We are continuing to pursue cutting-edge natural solutions that can withstand our protection and supply chain standards. We look forward to sharing more updates as we continually look for lower impact, natural solutions. Good things take time!



We continue to look to nature for new lower impact solutions

Who makes my product and where?

Traceable product

icebreaker's supply chain consists of 101 suppliers operating across 120 factories in 19 countries. 51 of these suppliers we maintain direct relationships with. This includes our wool tops, fabric, garment-makers and point-of-sale fixture suppliers, as well as our main yarn, packaging and trim suppliers. In addition, icebreaker's vendors nominate 50 of their own trim, yarn and packaging suppliers. These nominated suppliers are still operating within icebreaker's ethical supply chain principles



_at icebreaker, we have visibility of all parts of our products' creation - from merino growers to top-makers, yarn spinners, fabric makers and trim suppliers. This extensive understanding of our value chain has given us a unique advantage in controlling and minimizing our footprint as our company grows

Americas

Suppliers	6
Factories	6
People	1,557
Distribution centers	2
Kamloops, Canada	
Reno, USA	

Largest-volume suppliers
Nester, USA

Data acquired through an icebreaker supplier survey

Europe

Suppliers	14
Factories	16
People	1,574
Distribution Center	1
Onsabrück, Germany	

Largest-volume suppliers
Intersocks, Italy (socks)
Safil, Italy and Bulgaria (yarn)

Asia

Suppliers	76
Factories	91
People	68,385

Largest-volume suppliers

Chargeurs, China (wool tops)
Sudwolle, China (yarns)
Xinao, China (Yarns)
Shanghai Challenge, China (fabric, garments)
Youngone, Bangladesh and Vietnam (garments)
Venitra, China (garments)
Supercap, China (accessories)

Pacific

Suppliers	1
Factories	1
People	10
Distribution Center	1
Christchurch, NZ	

icebreaker production countries

The list includes suppliers for wool tops, yarn, fabric, trims, packaging, point-of-sale fixtures and garment-makers, along with our direct supplier relationships and suppliers of our vendor-sourced components.

Country	Suppliers*	Factories	People
Bangladesh	6	6	18,432
Bulgaria	1	1	585
Cambodia	1	1	800
China	47	63	28,862
Greece	1	2	332
Hong Kong	5	5	535
India	1	1	29
Italy	7	8	259
Japan	2	3	950
Korea	1	1	31
Mexico	1	1	450
New Zealand	1	1	10
Slovenia	2	2	92
South Korea	1	1	1,691
Taiwan	8	8	8,936
Turkey	2	2	300
UK	1	1	6
USA	5	5	1,107
Vietnam	6	6	8,119
TOTAL	101*	120	71,526

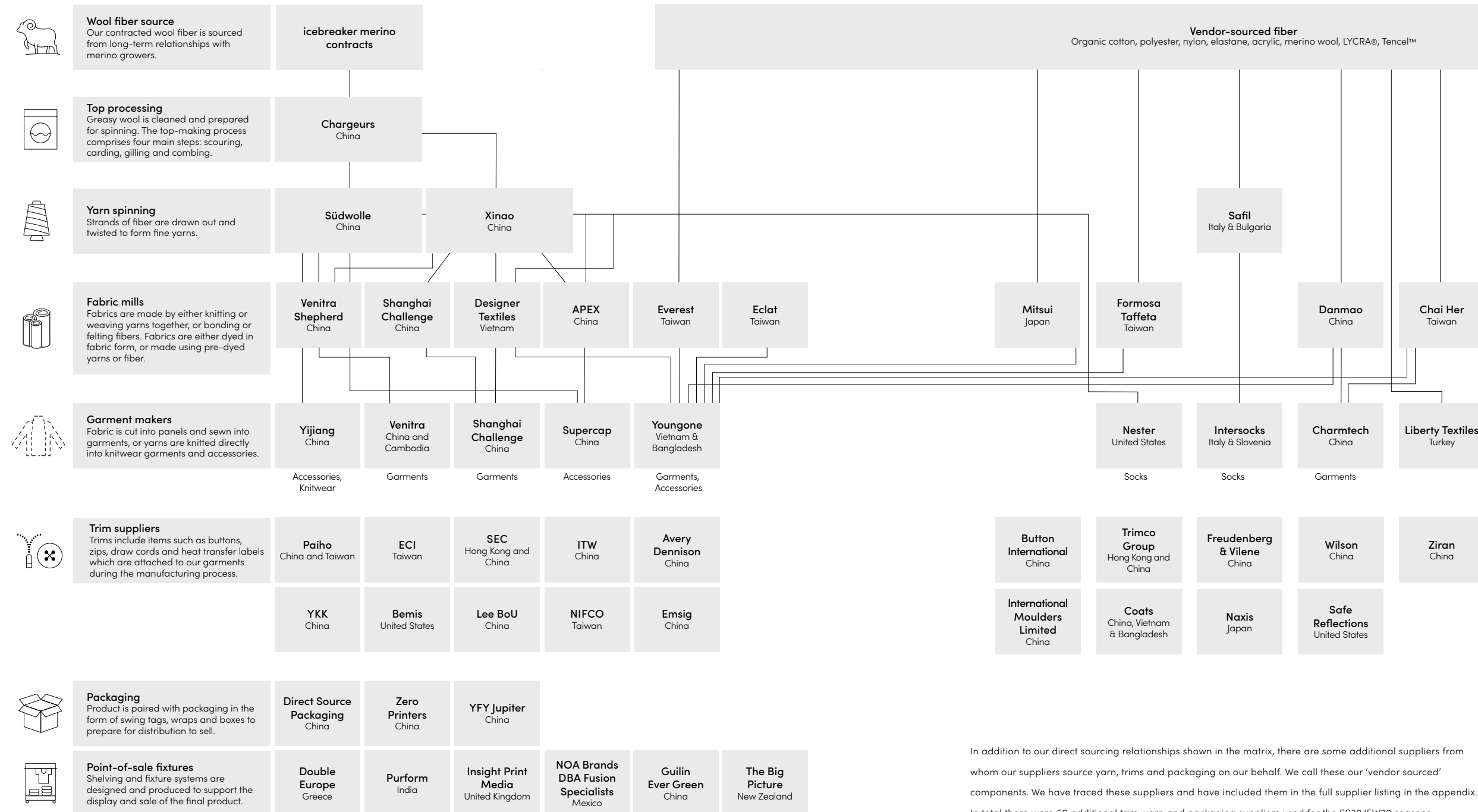
*Total number of suppliers will not be the sum of the column because some of our suppliers are located in two countries. Excludes wool fiber source.
Data acquired through an icebreaker supplier survey



Who makes my icebreaker and where?

Supplier matrix

As of 2019 production



At icebreaker, we have visibility of all parts of our products' creation - from merino growers to top makers, yarn spinners, fabric makers and trim suppliers. This extensive understanding of our value chain has given us a unique advantage in controlling and minimising our footprint as our company grows. See the appendix for a detailed Spring Summer 2018 & Fall Winter 2018 supplier listing.

In addition to our direct sourcing relationships shown in the matrix, there are some additional suppliers from whom our suppliers source yarn, trims and packaging on our behalf. We call these our 'vendor sourced' components. We have traced these suppliers and have included them in the full supplier listing in the appendix. In total there were 50 additional trim, yarn and packaging suppliers used for the SS20/FW20 seasons.



01



02

01 Gui Liang Kan, wool tops processing, Chargeurs, Shanghai, China.

02 Testing lab at Shanghai Challenge, Shanghai.

03 Xiao Ying Hou, gilling machine operator, 12 years' employment, Chargeurs, Shanghai, China.



03

product

Ethically-made product

It's our responsibility to ensure that everyone who works on an icebreaker product does so in a fair, safe and non-discriminatory workplace

Every day, more than 71,000 people head off to a job that supports the production of icebreaker products. This massive workforce spans hundreds of facilities across approximately 20 countries.

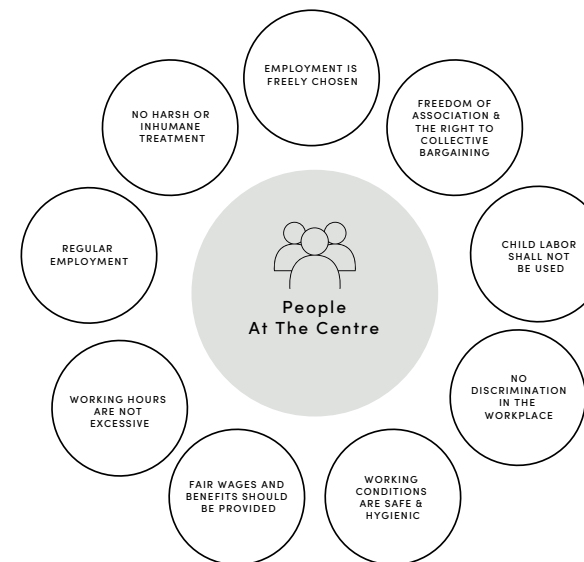
The apparel industry is often among the first to enter developing countries. In many cases, these countries lack the laws, policies, standards or infrastructure needed to support safe and healthy working environments.

Workers who are treated fairly, enjoy good health and work in safe environments contribute to a more productive facility. Not only is this important to our business but it is part of our core values.

Our Global Compliance Principles and corresponding auditing procedures serve as the foundation for our

approach to worker safety, factory performance and worker well-being. These principles set out clear requirements that our contracted suppliers must meet about worker safety, human rights and the environment. When suppliers are unable to meet our standards, we intervene with worker-centric solutions designed to help improve performance.

The International Labor Organization (ILO) defines universal human rights as those inherent to all human beings regardless of race, gender, nationality, ethnicity, language, religion, or any other status. These human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, and the right to work and education, among others. We believe every worker in our global supply chain is entitled to these rights without exception.



icebreaker supply chain human rights policy

Monitoring our performance

We aim for long-lasting and deep working relationships with our suppliers. This means having clear requirements about how we work together and comprehensive auditing processes

Since icebreaker's acquisition by VF Corporation in 2018 we have transitioned to a new audit program which continues to be one of the most comprehensive audit programs in the apparel industry. This includes all cutting facilities, sewing plants, screen printers, embroiderers and packaging locations. Production cannot begin until a factory audit has taken place with a positive result, and terms of engagement have been signed.

Factory audits are done by a VF Corporation factory compliance auditor or by an accredited third-party audit company. A typical audit will last from six to eight hours; larger factories may require a two-day audit.

Human trafficking, environmental impacts, sub-contracting and temporary workers include just some of the potential risks that are addressed

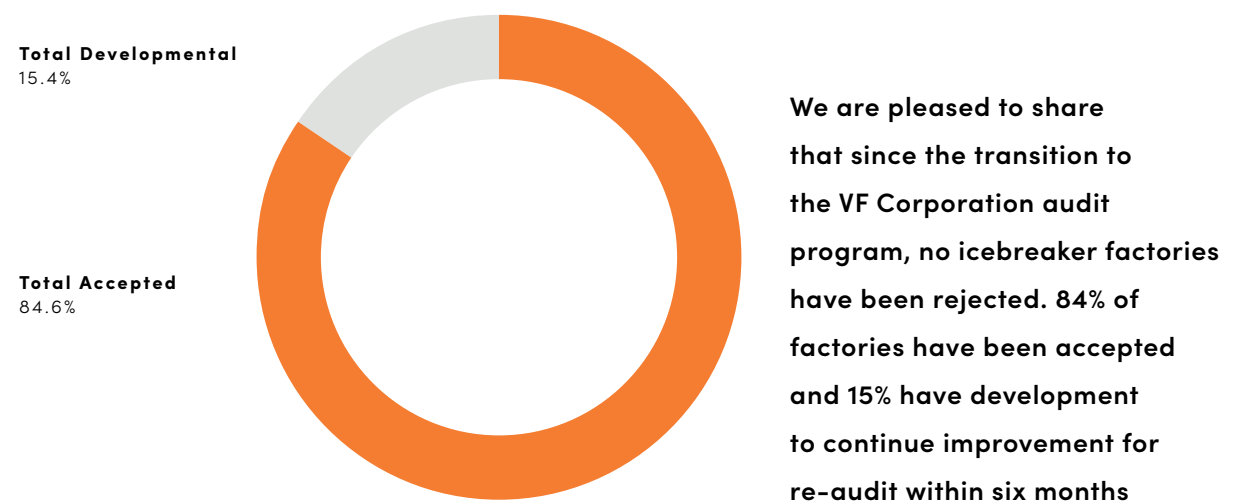
during an audit. Factory payroll records, operating licenses, employee records, etc will all be reviewed for compliance to local laws. A random sampling of employees will be interviewed to assist in evaluating the working conditions at the facility. At the end of the audit, the factory manager will be presented with a written Corrective Action Plan detailing any findings determined during the audit.

Factories receive one of four classifications – accepted, development, pending rejection or rejected. Since the transition to the VF Corporation program, no icebreaker factories have been rejected; 84% of factories have been accepted and 15% have development areas. In addition, the average icebreaker audit score was 85% – well above industry average.



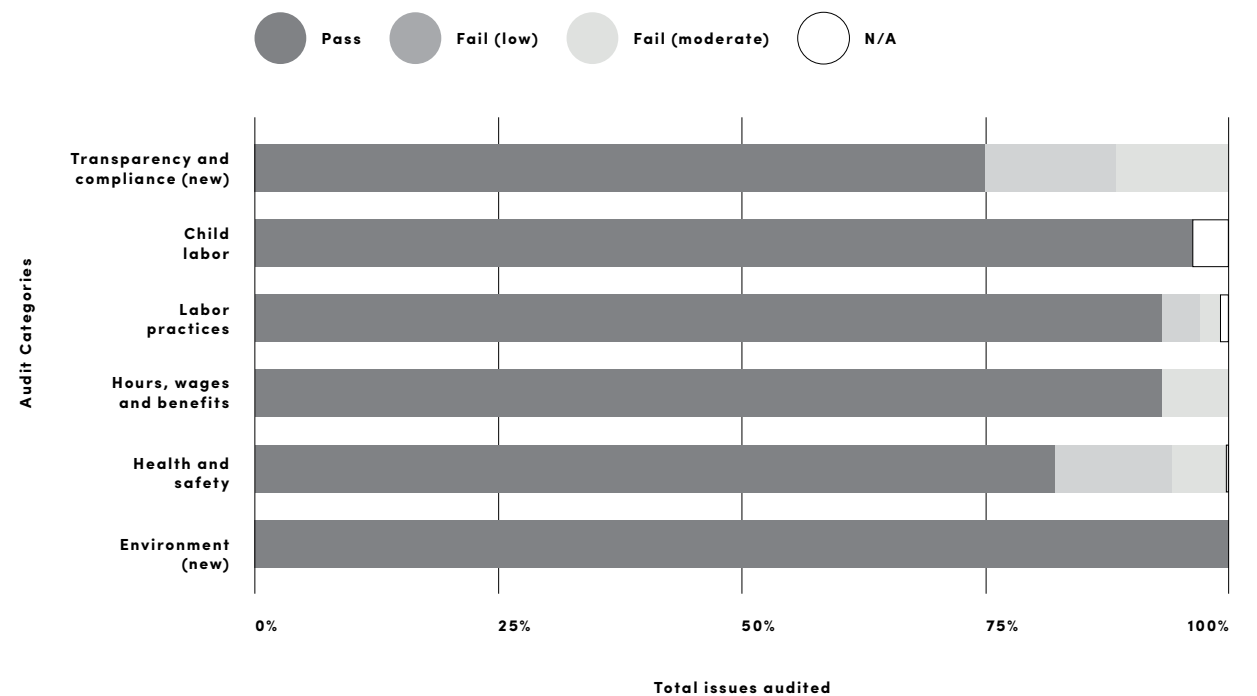
- | | | | |
|---|--|--|---|
| <ul style="list-style-type: none"> • 12-month audit cycle • Low-rated findings • New moderate findings | <ul style="list-style-type: none"> • Six-month audit cycle • Failure to close previous findings • Moderate-rated findings | <ul style="list-style-type: none"> • Pending reject audit conducted at sourcing request • High-rated findings for active factory, or • Previous three audits with the same moderate finding | <ul style="list-style-type: none"> • Failure to close previous high finding, or • Failure to close pending rejection moderate finding • First rejection, may apply for a re-audit after three months • Second rejection, may apply for a re-audit after 12 months |
|---|--|--|---|

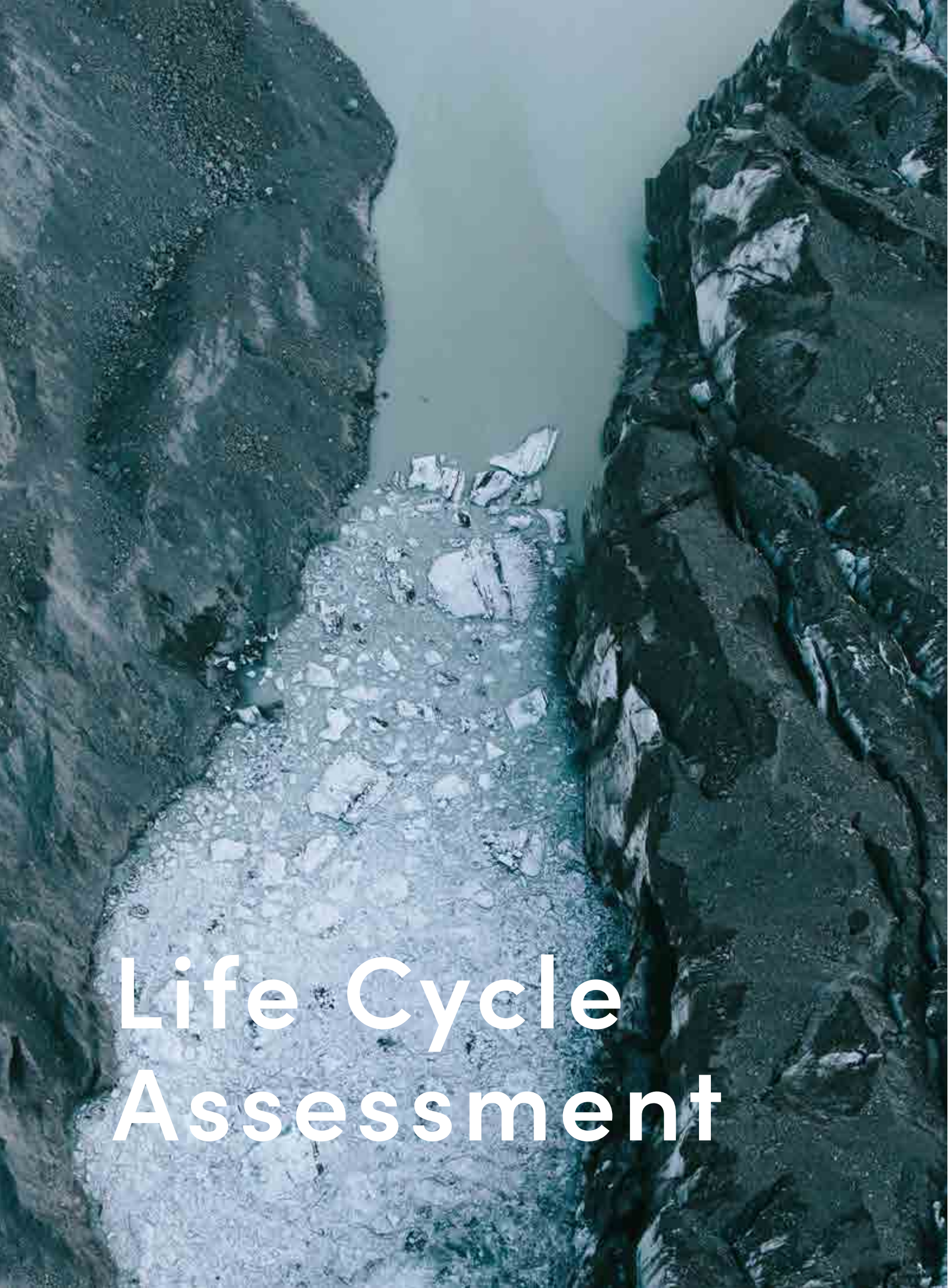
1b. Overall Audit Outcomes 2018/19



3. Audit results by category (%)

The average icebreaker audit score was 85% – well above the industry average





Life Cycle Assessment

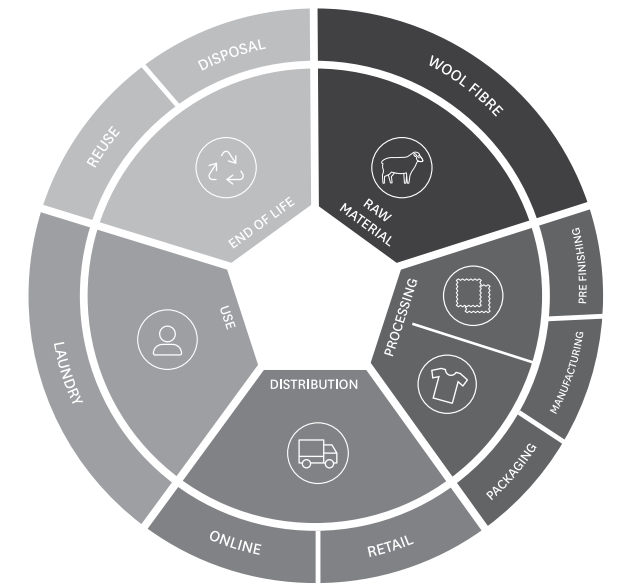
product

Aim

To measure the environmental impacts of an icebreaker 100% merino baselayer across its entire life cycle at a glance

What is an LCA?

Life Cycle Assessment (LCA) is an established method to objectively and scientifically evaluate the resource requirements of the product and potential impacts on the environment over its lifetime. LCA has its own International standard: 'ISO 14044: Environmental Management – LCA – Requirements and Guidelines' (2006).



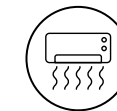
Impact categories



Global warming potential

Kilograms carbon dioxide equivalent.

A measure of the heat trapped in the atmosphere by greenhouse gas emission, such as CO₂ and methane, over a 100-year time-frame. This measure is also known as a 'carbon footprint'.



Primary energy use

Megajoules of energy.

A measure of the total energy required, including energy used for processing the renewable and non-renewable primary energy sources ready for use.



Water usage

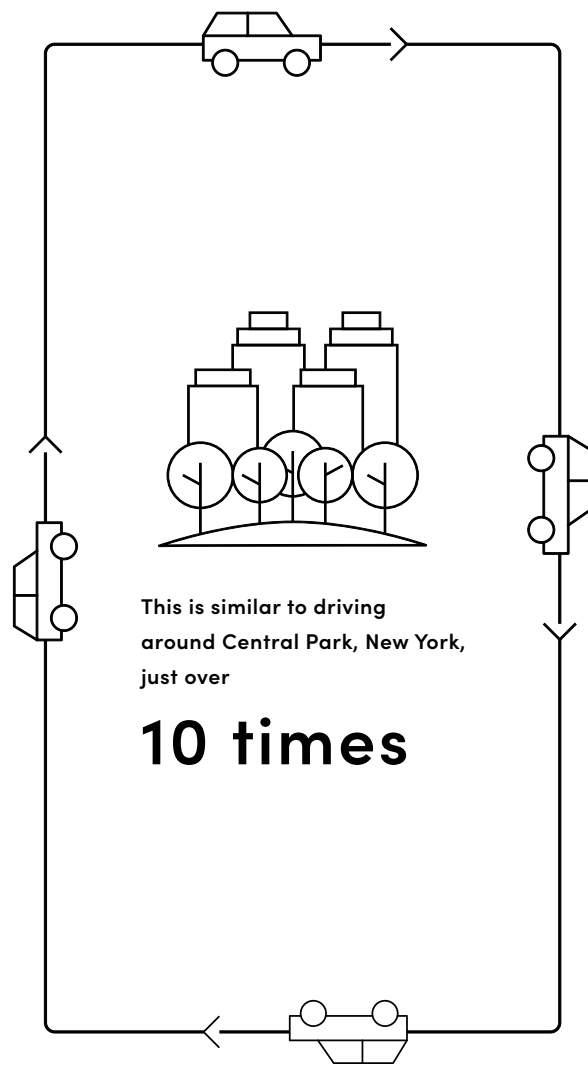
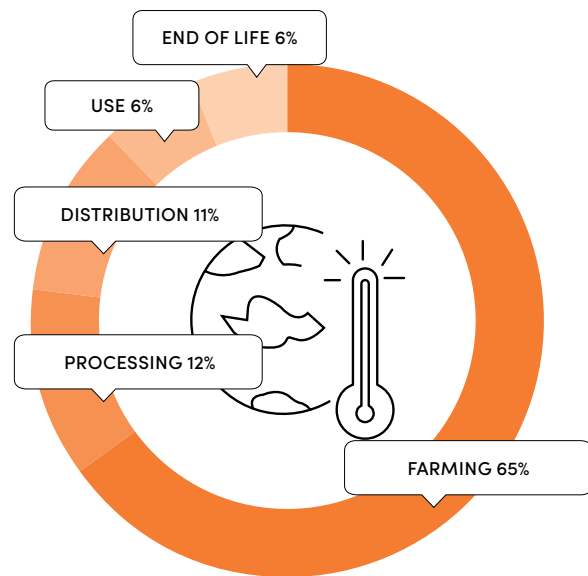
A measure of fresh water (from lakes, rivers or groundwater) that leaves a watershed and is lost to ecosystems and for downstream users. Rainwater consumption is excluded.

Life Cycle Assessment

The environmental impacts of a 100% merino icebreaker base layer

Global warming potential

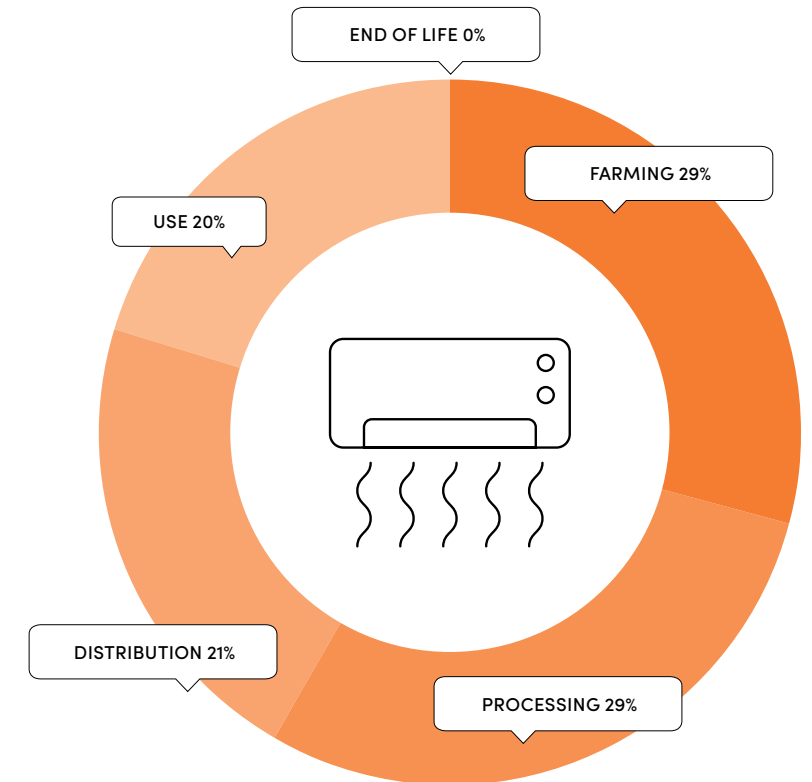
The global warming potential through the lifecycle of an icebreaker merino baselayer is 21.3 kilograms of CO₂ equivalent.



Primary energy use

The primary energy demand required through the lifecycle of the garment is 150 megajoules.

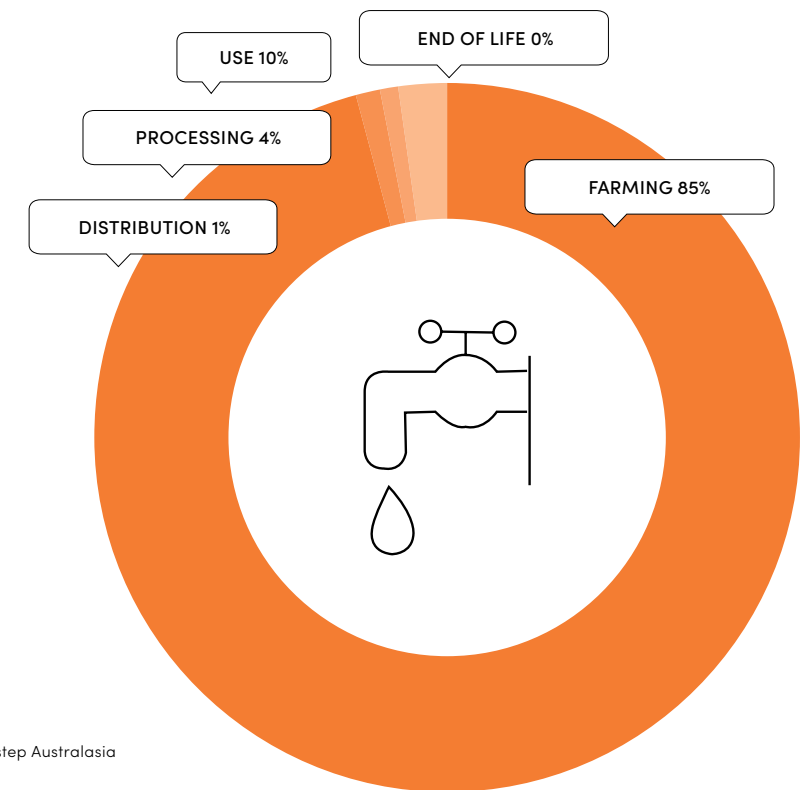
This is the same amount of power as having a 2400kW heater running for **17 hours**



Water usage

The water consumption created through the lifecycle of the garment is 556 litres.

This is the same amount of water as taking a 10 minute shower every day for **1 week**



*This assessment was conducted by third party Thinkstep Australasia 2019, led by VF Corporation

Life Cycle Assessment

Insights

_The majority of the garment's carbon emissions was associated with merino farming. This is an area we are exploring to improve in the future

_The greenhouse gas emissions on-farm are almost exclusively associated with methane from enteric fermentation (sheep farts and burps!) and nitrous oxide emissions from soils (a reaction to natural plants or fertilizer use)

_Primary energy demand impact category was mainly from the on-farm and processing phases, although the distribution and use phases both contribute significantly

_The on-farm stage was the main driver behind water usage, followed by washing in the use phase.

Why we can't compare

This Life Cycle Assessment of our baselayer garment is a great tool to help us understand our supply chain impact and to consider potential improvements that will affect a wide range of icebreaker garments. But we can't make direct comparisons as they would be inaccurate. Data collected at every step of product creation can differ greatly due to the location of the wool grown, materials used, manufacturing processes, packaging and transportation. The 'use' and 'end-of-life' phases depend on the frequency and the way we anticipate each garment might be worn, washed and dried.

The afterlife

The LCA is an established method often used to measure a products impact. However it doesn't take into account a products 'afterlife' or time on earth. The benefit of natural materials, like merino is that they're proven to break down and return to the earth under certain conditions. Manufactured synthetic textiles, including polyester, spandex, nylon, and rayon may take between 20 to 200 years to fully biodegrade¹.

¹<https://www.thebalancesmb.com/how-long-does-it-take-garbage-to-decompose-2878033>



Where to next?



By 2021, establish icebreaker's strategy to align with the VF Corporation science-based targets, including reduction in carbon emissions.

For more details, see Our Progress pages at the end of this report



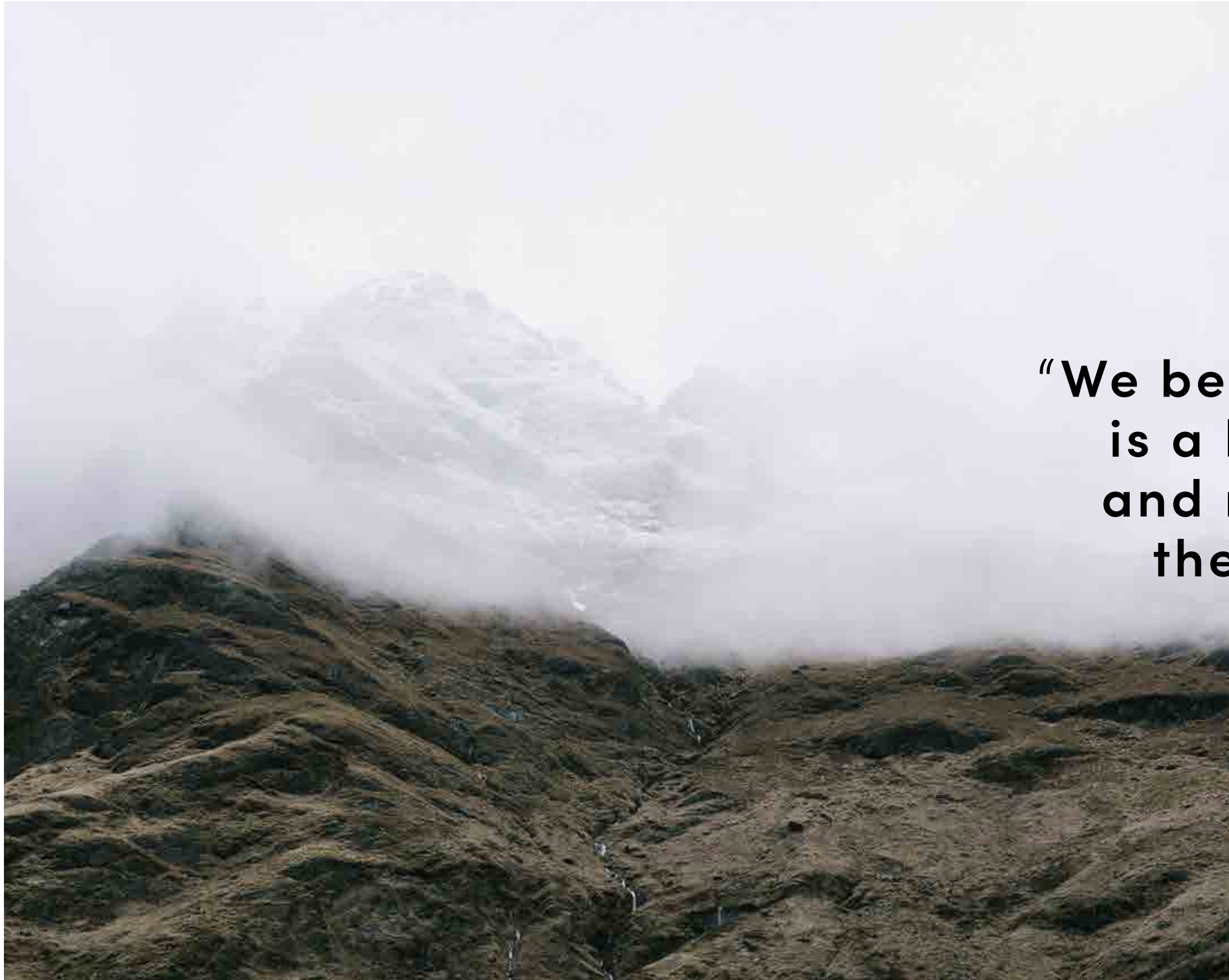
Through collaboration with our Growers Club, by 2023, launch on-farm programs, optimizing land management systems to promote biodiversity and increased carbon sequestration



Continue to work with our merino grower community to identify on-farm efficiencies and best practice



Explore and test a circular garment program by 2023



**“We believe there
is a better way
and nature has
the answers.”**

Jeremy Moon, icebreaker Founder

A large flock of sheep is gathered in a field, moving away from the viewer. The sheep are densely packed in the foreground and middle ground, forming a long line that recedes into the distance. The field is a mix of brown and green grass. In the background, there are rolling hills and mountains, some with snow on their peaks. The sky is blue with some light clouds. The overall scene is a pastoral landscape.

Our progress

Our progress

	GLOBAL CHALLENGE	ICEBREAKER VISION	TACTICS	MEASURES
<p>people</p> <p>Movement Makers</p>	<p>The Paris Agreement makes it clear we must hold the increase in global temperature to below 2°C or face grave consequences for people and our planet.. Two key issues: people believe governments are not acting fast or progressively enough, and many consumers don't understand the scale of the issue or how to make meaningful changes in their lives. Businesses and people must be the drivers of change.</p>	<p>To champion a global community of people driving natural solutions and change for good.</p>	<p>* CONNECTION, EDUCATION AND AWARENESS: Establish a platform which connects people to lead a movement to a more natural way of living. Encourage consumer awareness and education driven by natural solutions.</p> <p>* OUR FLOCK: Champion diversity, inclusion, belonging, community and philanthropy in our global teams.</p>	<p>* 150 million people to be aware of the movement to natural</p> <p>* To assess, act and report on inclusion, diversity, community and philanthropy programs by 2021</p>
<p>provenance</p> <p>Be Custodians Of Our Land</p>	<p>Biodiversity underpins life on earth, and we are at risk of losing species and ecosystem functionality.</p> <p>Globally, poor farming practice has a major influence on greenhouse gas emissions, the loss of biodiversity and could raise animal welfare concern.</p>	<p>To demonstrate how ethical and regenerative farming can be a force for good.</p>	<p>* SCALE ETHICAL SOURCING: Continue to ensure sustainable and ethical sourcing of all raw materials. Scale our ethical merino sourcing and long-term contract model within VF Corporation brands and the merino apparel industry.</p> <p>* SCIENCE BASED TARGETS: Establish science-based targets for carbon emissions and biodiversity.</p> <p>* PARTNERSHIP PROGRAMS: Through collaboration with our icebreaker Growers Club, develop and launch on-farm grassroots action programs, optimizing land management systems to promote biodiversity and increased carbon sequestration.</p> <p>* LAUNCH NEW COLLECTIONS: Launch ethical, renewable, sustainable, natural material sourcing into new categories beyond merino.</p>	<p>* By 2021, establish and publish icebreaker's strategy to align with the VF Corporation science-based targets (SBT) which include reduction in carbon emissions:</p> <ul style="list-style-type: none"> - An absolute reduction of Scope 1 and 2 greenhouse gas emissions 55 percent by 2030, from a 2017 baseline year. - An absolute reduction of Scope 3 greenhouse gas emissions 30 percent by 2030, from a 2017 baseline year focusing on farm-to-retail materials, sourcing operations and logistics. <p>* Establish an on-farm carbon reduction program by 2023 to support our 2030 emissions reduction targets.</p> <p>* Publish our Sustainable Materials Roadmap by 2020.</p>

	GLOBAL CHALLENGE	ICEBREAKER VISION	TACTICS	MEASURES
<p>provenance</p> <p>Be Custodians Of Our Ocean</p>	<p>Humans produce 300 million tonnes of plastic waste each year; over 8 million tonnes enters our ocean.^{1,2} This is equivalent to dumping a truckload of plastic into the ocean every minute.³ It is estimated 85% of man-made materials found on shorelines worldwide are microfibers. These microfibers predominately match materials like polyester, acrylic, and nylon, found in clothing.⁴</p>	<p>To champion eliminating plastics by having all plastic-free materials by '23.</p>	<p>* MOVEMENT MAKERS: Lead a new conversation connected to driving awareness and understanding of what goes into your clothing, moving towards a more natural way of living through providing natural apparel solutions.</p> <p>* REDUCE SYNTHETIC MICROFIBERS: Remove synthetic fabrics from our range, hence reducing shedding of synthetic microfibers.</p>	<p>* Our total fiber composition to be plastic free by 2023.</p>
<p>product</p> <p>Make Natural, Responsible Apparel</p>	<p>Consumer demand and fast fashion have propelled the apparel industry to unsustainable levels. Today, global fiber consumption amounts to 69.7 million tonnes annually, with petrochemical-based synthetic fibers estimated to account for 60%.</p>	<p>Inspire people towards a more natural way of living, through choosing natural, responsible apparel.</p>	<p>* PLASTIC FREE: Replace synthetic materials with natural, ethical alternatives. Our fiber composition to be made of 100% natural fibers.</p> <p>* TRANSPARENT. TRACEABLE: Continue our heritage as leaders in supply chain transparency and traceability.</p> <p>* SCALE NATURAL INNOVATION: Together with VF Corporation, lead industry innovation around natural textile technologies that can support our net positive impact goals.</p> <p>* ETHICAL CLOTHING: Continue to ensure social inclusion, fair wages and respectful working conditions in our supply chain.</p> <p>* NEW CIRCULAR MODELS: Explore a circularity program.</p>	<p>* All our materials to be plastic-free by '23.</p> <p>* Publish our 3-year social and environmental responsibility roadmap by 2021.</p> <p>* Test a circularity program by 2023.</p>

¹ UNEP (2018) Banning single-use plastic: lessons and experiences from countries. UN Environment Report.
² Geyer, R., Jambeck, J. R., & Lavender Law, K. (2017). Production, use, and fate of all plastics ever made. 3(7). Science Advances.
³ World Economic Forum, Ellen MacArthur Foundation and McKinsey & Company (2016). The New Plastics Economy – Rethinking the future of plastics (<http://www.ellenmacarthurfoundation.org/publications>).

⁴ Browne, Mark Anthony, Phillip Crump, Stewart J. Niven, Emma Teuten, Andrew Tonkin, Tamara Galloway, and Richard Thompson. (2011). Accumulation of Microplastic on Shorelines Worldwide: Sources and Sinks. Environmental Science & Technology 45 (21): 9175–79. doi:10.1021/es201811s






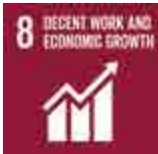

Appendix

The UN Sustainable Development Goals

These are the five UN Sustainable Development Goals identified as being the most relevant to icebreaker and where we can have the most impact

The 17 United Nations Sustainable Development Goals (SDGs) were established in 2015 to achieve specific sustainability targets by 2030. They seek to end poverty, protect the planet and ensure prosperity. Business will play a critical role in achieving these goals and delivering on the promise of sustainable and inclusive development.

Our materiality assessment furthered our progress on incorporating the SDGs into our work by identifying how these global goals relate to the issues and impacts within our business. We are committed to building and strengthening the wide ranging partnerships needed to support these goals. We encourage all the businesses we work and interact with to also take up this challenge.

SDG	Role of business	What matters to icebreaker	UN SDG targets
	<p>Identifying 'hot spots' within the value chain to improve environmental and social impact.</p> <p>Innovation and design to enable and inspire sustainable lifestyles and wellbeing.</p>	<ul style="list-style-type: none"> • Environmental stewardship • Move towards living a life less plastic • Empowering sustainable lifestyles for consumers • Innovation • Industry collaboration 	<ul style="list-style-type: none"> • 12.2: By 2030, achieve the sustainable management and efficient use of natural resources • 12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment • 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse • 12.6: Encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
	<p>Innovation to prevent and mitigate detrimental impacts to marine environments. Protecting marine species. Support people who depend on oceans.</p>	<ul style="list-style-type: none"> • Reducing micro-fiber plastic use • Responsible use of chemicals • Packaging • 'Nature has a better solution' 	<ul style="list-style-type: none"> • 14.1: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution
	<p>Supporting the delivery of health needs around the world.</p>	<ul style="list-style-type: none"> • Promoting healthy and active lifestyles 	<ul style="list-style-type: none"> • 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
	<p>Creating decent jobs and economic growth. Upholding labor standards. Ending discrimination. Embracing diversity and inclusion.</p>	<ul style="list-style-type: none"> • Human rights and ethical labor practices • Worker safety and wellbeing • Fair wages • Equal work opportunities • Diversity and inclusion 	<ul style="list-style-type: none"> • 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labor-intensive sectors • 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation • 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and people with disabilities, and 8.7: Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
	<p>Measuring, managing and mitigating the impact and dependence on land and ecosystems. Incentivizing sustainable land use, responsible forest management and environmental stewardship. Restoring degraded land.</p>	<ul style="list-style-type: none"> • Land and product stewardship • Natural resources and materials 	<ul style="list-style-type: none"> • 15.1: By 2020, ensure conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

Grower listing

icebreaker contracted growers for season 2019

Property name	Property location	Last audit date
AHURIRI DOWNS	Omarama	30/05/18
ARDGOUR	Wanaka	12/07/17
AWAPIRI	Blenheim	15/06/17
BALDWIN	Roxburgh	21/03/18
BENMORE STN HEART	Omarama	17/04/18
BLACKSTONE HILL	Omakau	20/03/18
BLUE MOUNTAIN	Fairlie	2/02/18
BLUFF	Kekerengu	13/06/17
BOG-ROY	Kurow	20/02/18
BONJEDWARD	North Canterbury	2/08/17
BRAEVAAR	Amberley	31/08/18
BRANCH CREEK	Wanaka	19/06/18
BRANCHES	Queenstown	15/05/18
CAIRNMUIR	Cromwell	14/06/17
CARRICK	Cromwell	11/08/17
CARRICKMORE	Ranfurlly	20/06/18
CASTLE RIDGE	Ashburton	21/11/17
CATHERINE FIELD	Pukaki	23/03/18
CECIL PEAK	Queenstown	31/08/17
CLUDEN	Cromwell	27/06/18
CORA LYNN	Arthurs Pass	26/06/17

Property name	Property location	Last audit date
CORLEGGY	Blenheim	4/07/17
CRAGSIDE	Oturehua	5/06/18
CRAIGLEA	Roxburgh	15/03/18
DOLPHINS	Palmerston	21/06/18
EARNSCLEUGH	Alexandra	6/07/17
EREWHON	Ashburton	22/08/17
GLEN ORKNEY	Blenheim	14/03/18
GLENFOYLE	Cromwell	19/06/17
GLENTANNER	Mt Cook	14/02/18
GODLEY PEAKS	Lake Tekapo	26/02/18
GOULBURN	Oturehua	20/03/18
GRANTLEIGH (BEN OHAU)	Twizel	19/01/16*
GUIDE HILL	Tekapo	12/02/18
HARTFIELD	Ranfurlly	10/07/18
HILLTOP DOWNS	Roxburgh	14/06/18
IDA VALLEY	Oturehua	15/06/18
LAKE COLERIDGE	Darfield	15/11/17
LAKE HERON	Ashburton	22/08/17
LAKE OHAU	Omarama	23/02/18
LAKE TAYLOR	Hawarden	19/04/18
LINDIS PEAKS	Tarras	21/06/17

* Audit completed on Ben Ohau station prior to ownership and name change to Grantleigh

Property name	Property location	Last audit date
MAHERUA	Little River	11/04/18
MANGAITI	Wanganui	7/06/17
MATAKANUI	Omakau	19/06/17
MIDDLEHURST	Blenheim	21/06/18
MONAGHAN	Blenheim	12/06/17
MT NICHOLAS	Queenstown	31/08/17
MT ROSS	Middlemarch	23/06/17
MT WHITNOW	Hawarden	18/06/18
MULLER	Blenheim	27/06/18
MUZZLE	Clarence Valley	6/03/18
NOKOMAI	Lumsden	15/06/17
NORTHBURN	Oturehua	14/03/18
OMARAMA	Omarama	6/02/18
ORMOND	Blenheim	27/04/18
OTEKAIEKE	Duntroon	19/04/18
OTEMATATA	Otematata	20/03/18
OTEMATATA/A	Otematata	20/03/18
PATEAROA	Ranfurlly	21/03/18
REDCLIFFS	Methven	4/09/17
ROSENEATH	Kurow	30/04/18
ROUGH RIDGE	Oturehua	12/03/18

Property name	Property location	Last audit date
STONEHENGE	Ranfurlly	21/03/18
TEMPLE PEAK	Otago	20/06/18
TEVIOT RIVER DOWNS	Roxburgh	18/05/18
THE GUMS	Cheviot	16/08/17
THE ROCKS	Middlemarch	23/04/18
UPCOT	Blenheim	28/01/19
WAITANGI/S	Kurow	23/03/18
WALTER PEAK	Queenstown	16/01/18

Supplier listing

icebreaker supply chain listing

Data acquired through an icebreaker supplier survey

SUPPLIER	Factory Name	Category	Date of last audit	Country	Address	Total no employees	% Local	% Non local (from other region)	% Migrant (from other country)	% Female	% Male	Partnership commenced (year)	Length of service (years)
A&E	A&E Dongmei Thread Manufacturing Co., Ltd	Trims vendor sourced	X	China	Nange Industrial Village of Daojiao Town, Dongguan City Guangdong Province, China	369	25%	75%	0%	50%	50%	2013	6 years
AD TRIMS	AD Trims	Trims vendor sourced	X	Bangladesh	261, Ukil Building (Ground Floor) Jamal Khan Road Chittagong, Bangladesh	22	100%	0%	0%	0%	100%	2017	2 years
ANABEL TEKSTIL	Anabel Tekstil	Trims vendor sourced	X	Turkey	Beylikduzu Organize San. Bolgesi (BOSB) Bakir Ve Princ San Sit Sardunya CD NO11 K:2, Beylikduzu 34520							2018	1 year
APEX	Apex(Zhejiang) Textile Co.,Ltd	Fabric	Nov-18	China	NO.175,Ling Hao Road,HangZhou Economic &Technological Development Area 30019 China	321	96%	4%	0	52%	48%	2018	1 year
ASI CHINA	Huaian Yuantong Headwear Mfg Co., Ltd.	Garment Accessories	Dec-19	China	No. 30, 32, and 99 Yan Huang Avenue, Lian Shui Economic Developmental District HuaiAn Jiangsu, China	3266				86%	14%	2018	1 year
AVERY DENNISON	Paxar Packaging Guang Zhou Limited	Trims	Jul-18	China	Tanshan Village, Hualong Town, Panyu District, Guangzhou, Guangdong Province, China, 511434	4069	17%	83%	0%	56%	44%	2007	12 years
BEMIS	Bemis	Trims	X	USA	2849 Greenwich St. Suite 1, San Francisco CA 94123	450	99%	1%	0%	30%	70%	2016	3 years
BUTTON INTERNATIONAL	Changshu Button International Co., Ltd	Trims	X	Taiwan	2nd Floor, #8 Aleey 30, Lane 358, Ruiguang Road, Taipei, Taiwan 114	175	17%	83%	0%	70%	30%	2009	10 years
CHARGEURS	Zhangjiagang Yangtse Wool Combing Co Ltd	Tops production	Mar-18	China	European Industrial Park, Tangshi St, Yangshe Town, Zhangjiagang City, Jiangsu, 215618, China	172	34%	65%	1%	40%	60%	2006	13 years

CHARMTECH INDUSTRIAL LIMITED	Qingyuan Bowcharm Garment Manufacturing Limited	Garment Vendor	Aug-17	China	Zhoutian Industry Area, Taihe Town, Qingxin County, Qingyuan city Guang Dong province, China	420	76%	24%	0%	78%	22%	2012	7 years
CHIA HER	Chia Her International	Fabric	May-18	Taiwan	Gongye road, Guantian District, Taiwan, ROC	822	79%	21%	1%	0.51	0.49	2014	5 years
COATS	Shanghai Coats Thread Co., Ltd.	Trims	x	China	No.9 Baosheng Road, Songjiang District, Shanghai, China	179	28%	72%	0%	38%	62%	2010	9 years
COATS	Coats Bangladesh Limited	Trims	x	Bangladesh	Chittagong : Fouzderhat Industrial Estate , Sagorika Road,P.O custom Academy, Chittagong4219, Bangladesh. Dhaka Gazipur Factory Address: Rajendrapur Plant, 468, Bangla Bazar Road, Gazipur-1703, Bangladesh	1588	97%	0%	3%	1%	99%	2014	5 years
COATS	Coats Phong Phu Company	Trims	x	Vietnam	Phố Nối B Industrial Park - Nghĩa Hiệp - Yên Mỹ - Hưng Yên Province	399	99.75%	0.25%	0%	51%	49%	2005	14 years
COPEN UNITED LTD.	Copen United Ltd.	Trims vendor sourced	X	Hong Kong	Copen United Limited Unit 1611-1613 16/F, One Midtown, No. 11 Hoi Shing Road Tsuen Wan, N.T. Hong Kong							2016	3 years
DANMAO (JIANGSU DANMAO TEXTILE CO LTD)	Jiangsu Danmao Textile Co Ltd	Fabric	May-18	China	No.2 Lumeng North Road, Lucheng, Danyang, Jiangsu, China	1060	95%	5%	0%	60%	40%	2011	8 years
DAOYUE	Wuxi Daoyue Trading Co., Ltd	Trims vendor sourced	X	China	86-1111 Hubing Road Binghu District, Wuxi, Jiangsu Prov, China							2017	2 years
DD CORPORATION	DD Corporation	Trims vendor sourced	X	Bangladesh	1338/A Al Noor Manzil Nasirabad r/a Chittagong	9	100%	0%	0%	0%	100%	2015	4 years
DESIGNER TEXTILES INTERNATIONAL LTD	Designer Textiles Vietnam	Fabric	Jan-18	Vietnam	Lot P, Hoa Xa Industrial Park, Nam Dinh, Vietnam	150	87%	13%	0%	27%	73%	2000	19 years
DIRECT SOURCE PACKAGING	Dong Sung Printing Co., Qingdao Factory	Packaging	May-18	China	Qingdao D.S. Corporation, Shaoshan, Xiazhuang Town, ChengYang District, QingDao, China 266107	125	98%	2%	0%	52%	48%	2016	3 years

DONG HWA	Donghwa Textile Co.,Ltd	Trims vendor sourced	X	Korea	Hanhwabizmetro 2-Cha, #511 449-21 Gayang-Dong, Gangseo-Gu Seoul, Korea	31	81%	19%	0%	30%	70%	2013	6 years
DONGGUAN BAOYUN CLOTHING ACCESSORIES CO.LTD.	Dongguan Baoyun Clothing Accessories Co.ltd.	Trims vendor sourced	X	China	Sukeng Management District, Changping Town, Dongguan City, Guangdong Province, China	100	50%	48%	2%	70%	30%	2015	4 years
DONGGUAN HENGLIANG PRINTING.,LTD.	Dongguan Hengliang Printing.,Ltd.	Trims vendor sourced	X	China	A-4,NO.41 Meiming Industrial Park,Shangnan Road,Shangjiao,Changan Town,Dongguan, China	60	60%	40%	0%	45%	55%	2015	4 years
DOUBLE RETAIL	Pafos, Inofyta	POS Fixtures	Jan-18	Greece	32011 Inofyta Viotias Greece	112	39%	28%	33%	13%	87%	2014	5 years
DOUBLE RETAIL	Vefa, Athens	POS Fixtures	Jan-18	Greece	1-3 Aristeidou str, Aharnai, Athens, Attica, Greece	220	83	0%	1700%	5%	95%	2014	5 years
DUK PHUC	Duc Phuc Co., Ltd	Trims vendor sourced	X	Vietnam	No 190 Hai Ba Trung, Ba Trieu Ward, Nam Dinh City, Vietnam	8	100%	0%	0%	50%	50%	2013	6 years
E.C.I. ELASTIC CO., LTD	E.C.I. Elastic Co., Ltd	Trims	x	China	Qian - Wu Doumen, China	535	67%	33%	0%	58%	42%	2006	13 years
ECLAT TEXTILE CO.,LTD	Eclat Textile Co.,Ltd	Fabric	Apr-18	Taiwan	No.28, Wu Chuan Road, Wu Ku industrial park, New Taipei City, Taiwan	1000	94%	5%	1%	55%	45%	2016	3 years
EMSIG	Sunco Button Factory	Trims	x	China	263 West 38th Street, Flr 5th, New York 10018 USA. Factory: Ker Yuan 7th Road, Tang Xia, Dongguang, China	60	0%	100%	0%	23%	77%	2007	12 years
ENIX	Shanghai Enix Dress Co., Ltd	Trims vendor sourced	Jul-16	China	Jianding Road #88, JinShan District, Fengjin Town, Shanghai, China	148	100%	0%	0%	80%	20%	2017	2 years
EVEREST TEXTILE	Everest, Tainan	Fabric	May-18	Taiwan	256 Ming Ho Tsun, Shansan Hsiang District, Tainan Hsien, Taiwan, R.O.C.	1906	68%	0%	32%	50%	50%	2013	6 years
FORMOSA TAFFETA CO.	Formosa Taffeta Co.ltd	Fabric	Sep-17	Taiwan	317, Shu Liu RD., Touliu 640, Taiwan, R.O.C	3723	84%	0%	16%	34%	66%	2016	3 years
FREUDENBERG & VILENE INTERNATIONAL LTD.	Freudenberg & Vilene Interlining (Natong) Co., Ltd.	Trims	x	China	408 Chang Jiang Middle Road, Nantong/China	261	100%	0%	0%	39%	62%	2015	4 years
FUDING	Shanghai Fuding Dress Co.,Ltd	Trims vendor sourced	X	China	No.156 Shenxi Village Zhoupu Town ,Shanghai, China	6	50%	50%	0%	50%	50%	2010	9 years
GIA HUNG	Nam Dinh	Trims vendor sourced	X	Vietnam	Nam Truc, Nam Dinh, Vietnam	20	100%	0%	0%	30%	70%	2013	6 years

GRAPHIC VISUAL SOLUTIONS	Graphic Visual Solutions	Packaging vendor sourced	x	USA	4301 Waterleaf Court, Greensboro, NC 27104	100	100%	0%	0%	30%	70%	2008	11 years
GUILIN EVER GREEN HANGER FACTORY	Guilin Ever Green Hanger Factory	POS Fixtures	x	China	Shangzhai Tun, Zaijiao Village, Licheng County, Lipu Town, Guilin City, Guanxi, China	90	100%	0%	0%	70%	30%	2009	10 years
HAIRUI	Shanghai Hairui Industrial Limited Company	Trims vendor sourced	X	China	No.68 Dongheyan Road Chenqiao Town Chongming District Shanghai China	36	100%	0%	0%	50%	50%	2018	1 year
HONG CAI	Hongcai Textile Co. Ltd.	Trims vendor sourced	X	China	The Shenwan port Industrial Area, Shenwan Town, Zhongshan City, Guangdong Province, China.	150	80%	20%	0%	25%	75%	2009	10 years
HUJIANG	Zhejiang Huijiang Thread Co.,Ltd	Trims vendor sourced	X	China	675 Airport Road, Yiwu, Zhejiang Prov.	465	38%	62%	0%	32%	68%	2017	2 years
INSIGHT PRINT MEDIA	Insight Print Media Ltd	POS Fixtures	Jul-18	UK	Unit 17, Bristol Vale Trading Estate, Bedminster, Bristol, BS3 5RJ	6	100%	0%	0%	0%	100%	2017	2 years
INTERNATIONAL MOULDERS LIMITED	Dongguang Honghua Bra Subsidiary Material Products Co Limited	Trims	x	China	A10, Jinfu RD, Tangchun Industrial, Liaobun Town, Dongguan, Guangdong Province, China	313	4%	96%	0%	44%	56%	2018	1 year
INTERSOCKS D.O.O	Recinko D.o.o (Confection)	Sock Vendor	Jul-20	Slovenia	Roška Cesta 29 SI-1330 Kočevje Slovenia	57	100%	0%	0%	88%	12%	2014	5 years
INTERSOCKS D.O.O	Insocks Srl (Knitting)	Sock Vendor	Jul-20	Italy	Via dell'Industria 28 Alpago 32016 Belluno Italy	21	57%	43%	0%	48%	52%	2014	5 years
INTERSOCKS D.O.O	Calz. Telemaco SRL(Knitting)	Sock Vendor	Jul-20	Italy	Via Brentella, 9, IT-31040 Trevignano, Italy	17	53%	47%	0%	58%	42%	2014	5 years
ITW GRAPHICS ASIA LIMITED	Itw Sports Branding Enping Pacific Concept Industries Ltd.	Trims	Jul-18	China	Puqiao Economic Industry District, Shahu Town, Enping City, Guangdong Province, China	180	80%	20%	1%	63%	37%	2008	11 years
JINGXIAN	Zhejiang Jingxian Garment Technologies Co. Ltd	Yarn vendor sourced	x	China	No.9 Qunfeng No.1 Provincial Road, Lin Dai fTown, Pinghu Zhejiang Province, China	220	80%	20%	0%	80%	20%	2017	2 years

K AND K CLOTHING ACCESSORIES CO. LTD	Dongguan K And K Garment Accessories Co., Ltd.	Garment Accessories	Aug-20	Dongguan, China	Xiaoling Industrial Area, Yuanshanbei Precinct, Changping town, Dongguan	321 EMPOLYEES	100%	Zero	Zero	52%	48%	2019	New
K AND K CLOTHING ACCESSORIES CO. LTD	Huizhou Cai Cheng Textile Company Limited	Garment Accessories	Aug-20	Huizhou, China	Huayang 2 Road, Jiu Tan Environmental Protection Ind. Zone, Yuanzhou Town, Boluo Country, Guangdong Province, Huizhou City, China.	51 EMPOLYEES	100%	Zero	Zero	22%	78%	2019	New
KEN SMITH YARNS	Ken Smith Yarn Company	Yarn vendor sourced	X	Hong Kong	No. 704 Castle Peak Road, Lai Chi Kok	15	100%	0%	0%	46%	54%	2016	3 years
KRAJEVSKI	Pphu Krajewski Marek Krajewski	Yarn vendor sourced	X	Hong Kong	Kowloon, Hong Kong	65	90%	10%	10%	60%	40%	2014	5 years
KUNSHAN WENJIA THREAD&TAPE CO.,LTD	Kunshan Wenjia Weaving Co. Ltd	Trims vendor sourced	X	China	No.1195 Yuanqu Road Zhouzhuang Town, Kunshan, Jiangsu Province, China.	51	60%	40%	0%	50%	50%	2017	2 years
LEE BOU INTERNATIONAL LTD.	Wuxi Lee Bou Silicone Industries	Trims	Jul-18	China	No. 16, Hexin Rd., Xishan District, Dongting Town, Wuxi City, Jiang Su, China	233	12%	85%	2%	70%	30%	2008	11 years
LI-HUA TRADE COMPANY	Li-Hua Trade Company	Trims vendor sourced	x	China	The Mingmen Garden Residential Area, Sanxiang Town, Zhongshan City, Guangdong Province, China.	50	100%	0%	0%	50%	50%	2012	7 years
LIBERTY TEXTILE & SEAMLESS	Liberty Textile & Seamless Wear	Garment Vendor	Feb-19	Turkey	Universite Mah. Sarigul Sok. No 8. Avcilar, Istanbul	300				52%	48%	2017	2 years
LINGDA PLASTIC FACTORY	Lingda Plastic Factory	Trims vendor sourced	X	China	Pinnan Industrial Zone, Sanxiang Town Zhongshan City, Guangdong Province China	100	50%	50%	0%	40%	60%	2015	4 years
LISHUN	Shanghai Lishun Accessories Co.,Ltd	Trims vendor sourced	X	China	Room 102, No.9th Lane 500 Xiangyin Road Shanghai, China	30	60%	40%	0%	90%	10%	2005	14 years
LIUQING	Zhejiang Hujiang Thread Co.,Ltd	Trims vendor sourced	X	China	675 Airport Road, Yiwu, Zhejiang Prov, China	465	37.60%	62%	0%	32%	68%	2017	2 years
LIUQING SEWING THREAD COMPANY	Liuqing Sewing Thread Company	Trims vendor sourced	X	China	No 2048, Airport road Liuqing Industrial Park, Yiwu City, Zhejiang Province, China	595	40%	60%	0%	80%	20%	2016	3 years
LUART D.O.O	Luart D.O.O	Packaging vendor sourced	X	Slovenia	Parmova ulica 41, 1000 Ljubljna	35	97%	0%	3%	52%	49%	2014	5 years
M/S S.S. INTERNATIONAL	S.S. International	Trims vendor sourced	x	BANGLADESH	37, N.A. Chowdhury Road, 308-309, Paper Plaza (2nd Floor), Anderkilla, Chittagong	7	30%	70%	0%	0%	100%	2018	1 year

MAGHINA	Filati Elastici Maghina Srl	Yarn vendor sourced	X	Italy	Via Marconi 54 - 25020 San Paolo BS - Italy	20		0%	25%	45%	55%	2014	5 years
MCMICHAEL	McMichaels, Mills, Inc.	Yarn vendor sourced	X	USA	130 Shakey Rd. Mayodan, NC 27027	295	100%	0%	9%	57%	43%	2016	3 years
mitsui BUSSAN I-FASHION LTD.	Mitsui Ochiai-Cho Factory	Fabric	Jun-18	Japan	15. Ochiai-Cho, Kisshoin Minami-ku, Kyoto, Japan 601-8324	168	73%	27%	0%	21%	79%	2016	3 years
mitsui BUSSAN I-FASHION LTD.	Mitsui Ishikawa Factory	Fabric	x	Japan	Nu161-4, Hama-machi, Nomi-shi, Ishikawa Pref, Japan 929-0124	155	82%	2%	16%	30%	70%	2016	3 years
NANTONG BANGRUN LACE/ ELASTIC FABRICS CO.LTD	Nantong Bangrun Lace/ Elastic Fabrics Co.ltd	Trims vendor sourced	X	China	Xinglong Road, Tianshenggang District, GangZha Area, Nantong City, JiangSu Province, China	30	30%	70%	0%	40%	60%	2016	3 years
NAXIS	Naxis Co., Ltd	Trims	x	Japan	64-6 Oguro, Maruoka-cho, Sakai-shi, Fukui, Japan	607	85%	15%	0%	82%	18%	2016	3 years
NESTER HOSIERY	Nester Hosiery Inc	Sock Vendor	Jun-20	USA	1546 Carter Street, Mt. Airy, NC 27030	176	99%	1%	0%	60%	40%	2005	14 years
NEW FUJIX(SHANGHAI)	New Fujix(Shanghai) Thread Ltd	Trims vendor sourced	x	China	No.10157 Beiqing Highway, Qingpu District, Shanghai China	180	89%	11%	0%	61%	39%	2017	2 years
NEW YARN	New Yarn Srl	Yarn vendor sourced	X	Italy	Via Industriale,7 Barbariga 25030 (BS) ITALIA	5	80%	0%	20%	20%	80%	2014	5 years
NHAN MY	Junmay Label Co., Ltd	Trims vendor sourced	X	Vietnam	Lot CN-01-03 Ninh Hiep Industrial Zone Ninh Hiep Commune Gia Lam District. Hanoi City Vietnam	90	62%	30%	8%	66.67%	33.33%	2013	6 years
NIFCO TAIWAN CORPORATION	Nifco Taiwan Corporation	Trims	x	Taiwan	No.198,Sec.2,Zhong Ai Rd, Guan-Yin District, TaoYuan City 407, Taiwan	250	99%	1%	0%	48%	52%	2015	4 years
NOA BRANDS DBA FUSION SPECIALTIES	Fusion Specialties	POS Fixtures	May-18	Mexico	Santos Dumount #6620, Cd. Juarez, Chih, Mexico	450	100%	0%	0%	43%	57%	2013	6 years
NYFIL	Nyfil	Yarn vendor sourced	X	Italy	Via Dell'Artigianato 69, 25018, Montichiari, Italy	8	25%	0%	75%	25%	75%	2014	5 years
OHYA CORPORATION	Ohya Corporation	Trims vendor sourced	x	Japan	22-28 Hyotan-Machi, Kanazawa-Shi Ishikawa-Pref. 920-0845, Japan	20	80%	20%	20%	75%	25%	2014	5 years
PAIHO GROUP	Paiho Group Wuxi	Trims	Jul-18	CHINA	No.18 HeXin Rd Dongting Town Xishan District Wuxi City Jiangsu, China	1134	49%	51%	0%	63%	38%	2008	11 years

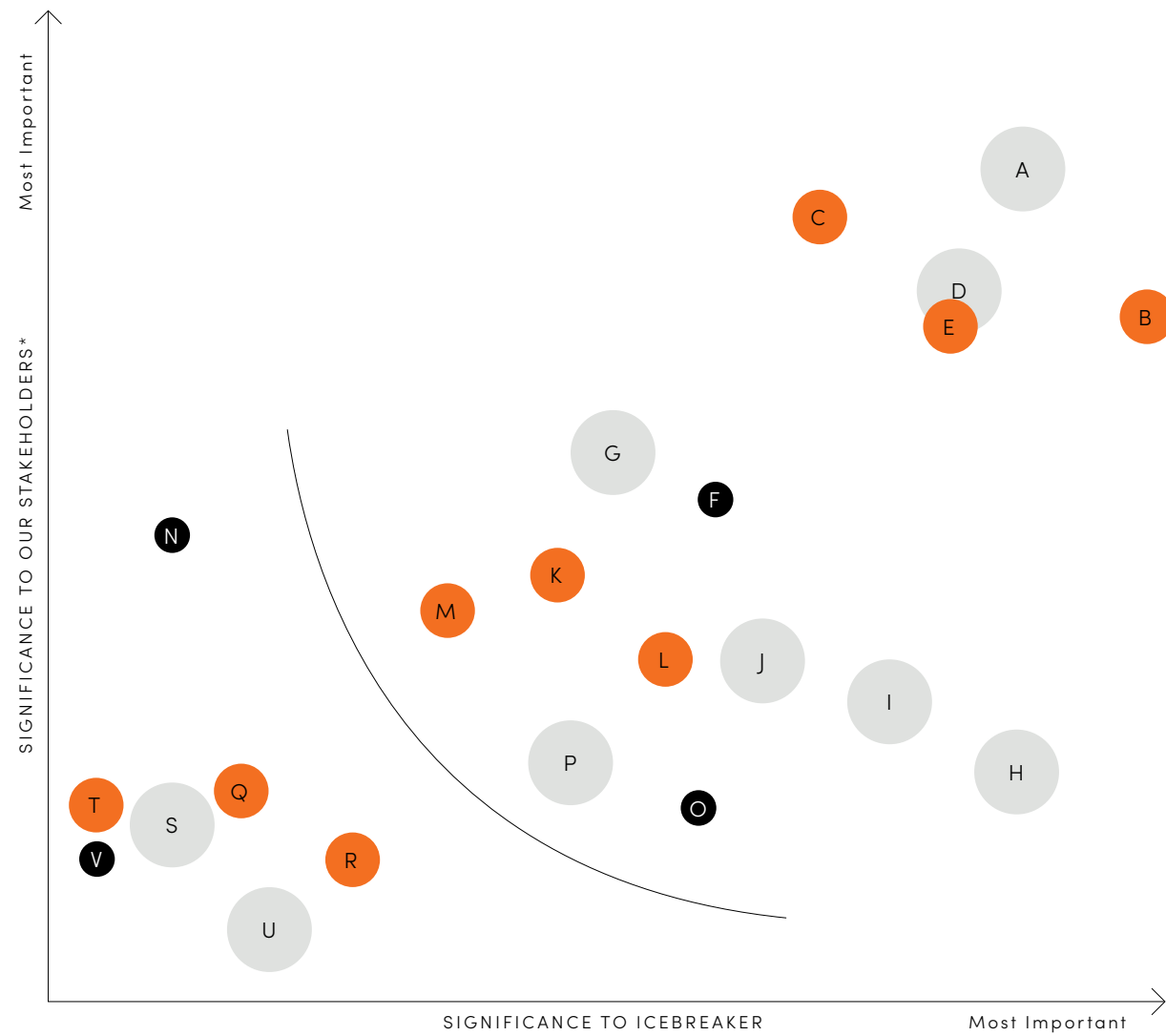
PAIHO GROUP	Paiho, Taiwan	Trims	x	Taiwan	No. 575 Hokang Road Homei Township Changhua County Taiwan 508	1060	77.00%	0%	24%	58%	42%	2008	11 years
PRYM FASHION ASIA PACIFIC		Trims vendor sourced	x	Hong Kong	2/F, New Lee Wah Road, ToKwa Wan, Kowloon, Hong Kong	260						2016	3 years
PRYM FASHION ASIA PACIFIC	Hotat (Dongguan) Metal Products Co., Ltd	Trims vendor sourced	Aug-19	China	No.13, Chang Ping Section, Dong Seng Road, Chang Ping Town, DongGuan City, GuangDong Province, China	175	20%	80%	N/A	40%	60%	2016	3 years
PURFORM - SIMPLEX PLAST.	Simplex Plast	POS Fixtures	Feb-18	India	Plot No. 29, Diwan & Shah Udyog Nagar, Waliv Village, Sativali Rd, Vasai East, Dist Palghar 401208, India	29	100%	0%	0%	0%	100%	2006	13 years
QIANZI	Wuxi Daoyue Trading Co., Ltd	Trims vendor sourced	X	China	86-1111 Hubing Road Binghu District, Wuxi, Jiangsu Prov, China	3	100%	0%	0%	33%	67%	2017	2 years
R.M. ENTERPRISE	R.M. Enterprise	Trims vendor sourced	X	Bangladesh	40/41 Kodom Mobarak Momin Road, Chittagong Bangladesh	7	100%	0%	0%	0%	100%	2016	3 years
S.E.C. ACCESSORIES LTD.	S.E.C. Accessories Ltd. (Dongguan)	Trims	X	China	4th Floor, Dai Long Xin Wei Zai Village, Xiegang Town, Dongguan City, Guangdong Province, China	53	11%	82%	0%	51%	49%	2016	3 years
SAFE REFLECTIONS	Safe Reflections Inc	Trims	x	USA	3220 Granada Ave N St Paul, Minnesota USA, 55128	86	91%	9%	0%	35%	65%	2018	1 year
SAFIL SPA	Safil Spinning Plant	Yarn	Mar-17	Bulgaria	Industrial Zone, 4134 Scutare, Plovdiv, Bulgaria	585	100%	0%	0%	65%	35%	2015	4 years
SAFIL SPA	Safil Dyeing Plant	Yarn	Mar-17	Italy	Via del Mosso, 10, Gaglianico, Biella, Italy	150	92%	8%	0%	67%	33%	2015	4 years
SEES GLOBAL INC.	Sees	Garment Accessories	x	South Korea	612 Suntechcity-II 3072, Sangdaewon-Dong, Jungwon-Gu, Seongnam-Si, Gyeonggi-do	1691				88%	12%	2018	1 year
SHANGHAI CHALLENGE	Shanghai Jialinjie Garment Co., Ltd.	Garment Vendor	Jul-20	China	No.1918 Tingfeng Road, Tinglin, Jin Shan District, Shanghai, 201514, China	632	74%	26%	0%	87%	13%	2009	10 years
SHANGHAI CHALLENGE	Lianyun Gang Guanlin Garment Co., Ltd	Garment Vendor	x	China	No.68 Xingyang Road, Guanyun, Lianyungang city, Jiangsu Province, China	156	98%	2%	0%	85%	15%	2015	4 years

SHANGHAI CHALLENGE	Hubei Challenge Garment Co.,Ltd	Garment Vendor	Dec-18	China	Tongjigou Industry Plant, Zhushan, Shiyan, Hubei China	770	89%	11%	0%	74%	26%	2018	1 year
SHANGHAI CHALLENGE	Shanghai Jialinjie Garment Co., Ltd.	Fabric	May-18	China	No.1918 Tingfeng Road, Jinshan district, 201504, Shanghai, China	665	76%	24%	0%	48%	52%	2004	15 years
SHIMADA	Shimada Sh	Trims vendor sourced	X	China	Room 904-908, Tower.A Far-East International Plaza, No.319 Xian Xia Road, Shanghai 200051 China	85	65%	20%	15%	50%	50%	2016	3 years
SHIMADA	Shimada Shoji (Shanghai) Co., Ltd.	Trims vendor sourced	X	China	Room 904-908, Tower.A Far-East International Plaza, No.319 Xian Xia Road, Shanghai 200051 China	30	100%	0%	0%	60%	40%	2018	1 year
SML DONGGUAN DONG HING LABEL & EMBROIDERY CO.,LTD.	SML Dongguan Dong Hing Label & Embroidery Co.,Ltd.	Trims vendor sourced	X	China	Shangsha District Chang'an Town Dongguan Guangdong Province China	1800	20%	80%	0%	55%	45%	2011	8 years
SUEDWOLLE	Zhangjiagang Yangtse Spinning Co.,Ltd	Yarn	Nov-17	China	Economic Development Zone, Yang Zi Road 5, Tangshi, Zhangjiagang City Jiangsu Province China	1250	25%	75%	0%	62%	38%	2006	13 years
SUPERCAP TIGER GROWTH ASSETS LIMITED.	Zhongshan Weili Textile Co., Ltd.	Garment Vendor	Jun-20	China	The 2nd Industrial Area, Sanxiang Town, Zhongshan City, Guangdong Province China	1806	7%	93%	0%	69%	31%	2013	6 years
TECHNICAL & TEXTILE SERVICE SRL	Technical & Textile Service SRL	Yarn vendor sourced	X	Italy	Via 8 Marzo, 25 Borgo San Giacomo, Italy	25	80%	20%	20%	50%	50%	2014	5 years
TECNOYARN	Tecnoyarn Spa	Yarn vendor sourced	X	Italy	Via Alessandrini, 4 - 25086 Rezzato (BS) Italy	13	100%	0%	0%	45%	55%	2014	5 years
THE BIG PICTURE	The Big Picture	POS Fixtures	May-18	New Zeland	7D Saturn Place Rosedale Auckland 6032	10	100	0%	0%	30	70	2014	5 years
TRIDENT	Trident Textiles (Asia Fiber Public Co. Ltd.)	Yarn vendor sourced	x	Thailand	406-7 Sukumvit Road Bang-poo Mai Sumuthprakarn Thailand 10280							2016	3 years

TRIMCO GROUP (CLOTEX-LABELON)	Clotex Labels	Trims	Sep-20	Hong Kong	Flat G, 8/F, City Ind. Complex, 116-122 Kwok Shui Road, Kwai Chung Hong Kong	195	95%	5%	0%	60%	40%	2016	3 years
TRIMCO GROUP (CLOTEX-LABELON)	Clotex Labels Hangzhou	Trims	Sep-20	China	1/F, Block 8, No.611, Dong Guan Road, Bin Jiang District, Hangzhou, Zhejiang, China	110	100%	0%	0%	70%	30%	2016	3 years
UTS	Universal Trim Supply Co Ltd	Trims vendor sourced	x	Taiwan	No. 63 Wugong 5th Rd, Wugu Dist., New Taipei City 24890, Taiwan							2018	1 year
VENITRA ENTERPRISES INTERNATIONAL	Jacqsintex Industries Cambodia Co., Ltd.	Garment Vendor	Nov-20	Cambodia	Chamka Doung Road, Morl Village, Dongkor Quarter, Dongkor District, Phnom Penh Cambodia	800	100%	0%	0%	90%	10%	2019	New
VENITRA INDUSTRIAL GROUP LTD	Anhui Verino Manufacturing Co,Ltd	Garment & Fabric Vendor	Sep-19	China	Donghe Road 52 # ,Qinyang Town, Chizhou, China	300	100%	0%	0%	70%	30%	2017	2 years
WENJIA	Kunshan Wenjia Weaving Co.,Ltd	Trims vendor sourced	X	China	No.1195 Yuanqu Road Zhouzhuang Town, Kunshan, Jiangsu Province, China.	30	100%	0%	0%	60%	40%	2018	1 year
WILSON	Wilson Group	Trims	Aug-19	China	1, Xing Cun Road, Xinfeng Industrial Pak, Xinfeng County, Ganzhou City, Jiangxi Province, China	1186	100%	0%	0%	42%	58%	2019	New
XINLAN	Wuxi Xinlan Paper&Plastic Packaging Co.ltd	Trims vendor sourced	X	China	Yanshuizhuang Village Ganlu Town, Xishan District Wuxi, Jiangsu Prov, China	4	100%	0%	0%	50%	50%	2017	2 years
XINMAO PRINTING CO.,LTD	Xinmao Printing Co.,Ltd	Trims vendor sourced	x	China	No. 18-88, Qianzhu Road, Economic Development Zone, Suzhou, China	120	80%	20%	0%	60%	40%	2019	New
YALISI	Yalisi (One Department Of Liuqing)	Trims vendor sourced	X	China	No 2048,Airport road Liuqing Industrial Park Yiwu City Zhejiang Province, China	595	40%	60%	0%	80%	20%	2016	3 years
YFY JUPITER LIMITED	Dongguan Xinhai Environment-Friendly Material Co., Ltd	Packaging	Dec-17	China	No.17 Shenxi Road, Houjie, Dongguan, Guang Dong, China	48	100%	0%	0%	38%	62%	2017	2 years
YIJIANG KNITTING	Yijiang Knitting Co., Ltd	Garment Vendor	May-20	China	No 9 Chunhui Road Xishan Edz Wuxi Jiangsu China	58	75%	25%	0%	62%	38%	2017	2 years

YKK SH	Shanghai YKK Zipper Co Ltd	Trims	x	China	7th Floor No. 501, Dongdaming Road, Shanghai, China Factory: 468 Lu-Chun Road, Minhang Economic & Technological Development Zone, Shanghai, China	2300	98%	2%	2%	67%	33%	2008	11 years
YKK SH	Shanghai YKK Zipper Co Ltd	Trims	x	China	No.1258 Feidu Road,Pudong New Area, Shanghai, China	669	98%	2%	2%	60%	40%	2008	11 years
YOUNGONE CORPORATION	Youngone Corporation Bangladesh/ Karnaphuli Shoes Ind Ltd (Garment Unit)	Garment Vendor	Jun-20	Bangladesh	Korean Export Processing Zone, Anwara, Chittagong, Bangladesh	16799	95%	5%	0%	68%	32%	2015	4 years
YOUNGONE CORPORATION	Youngone Nam Dinh Co Ltd	Garment Vendor	Mar-20	Vietnam	Lot O,P,Q,R, N6 Road, Hoa Xa IP, My Xa Commune, Nam Dinh City, Nam Dinh Province, Vietnam	7452	88%	12%	0%	75%	25%	2012	7 years
ZERO PRINTERS (SHANGHAI LINGDIAN GARMENT ACCESSORIES CO LTD)	Shanghai Donghong Printing Co Ltd	Packaging	Mar-18	China	No.2001 Jinteng Rd. Jin Shan District, Shanghai, China	300	50%	50%	0%	60%	40%	2016	3 years
ZHANGJIAGANG BONDED TIANKE TRADING CO.LTD	Zhangjiagang Bonded Tianke Trading Co.ltd	Trims vendor sourced	X	China	Zhangjiagang Economic development zone Jiangsu Province, China	300	50%	50%	0%	60%	40%	2016	3 years
ZHONGSHAN HONGCAI TEXTILE CO.,LTD.	Zhongshan Hongcai Textile Co.,Ltd.	Trims vendor sourced	X	China	God Wan Town, Zhongshan City, Guangdong Province Bay Port Industrial Park, Guangdong Province, China	68	5%	95%	0%	20%	80%	2015	4 years
ZIRAN NON-WOVEN CO	Ziran Non-Woven Co Ltd	Trims	Dec-17	China	Shixia Industrial Aera, Longhu, Jinjiang, Fujian, China	110	41	59	0	45	55	2017	2 years

icebreaker materiality assessment



icebreaker's ability to influence or impact business activities



*Our stakeholders: growers, suppliers, wholesale customers, consumers.
*Materiality Assessment completed in 2018

