



icebreaker
Move to natural

Nature has
the answers.

Transparency Report 2021/2022.

This report reflects data and facts up to fiscal year 2022.



We lead a movement towards
a more natural way of living
by taking unnecessary plastic
out of performance apparel.

icebreaker
Move to natural



Kia ora and Welcome.

This year we achieved big milestones as a brand, further reinforcing our message that there has never been a better time to Move to Natural. And with the appetite for outdoor adventures growing stronger, we're looking forward to what the future brings. We're committed to our purpose, to lead the movement towards a more natural way of living by taking unnecessary plastic out of performance apparel.

While we're making good progress, people and investments are key to our continued success. By creating a globally dispersed team we're spreading skills, enabling teams to grow, and benefiting from access to invaluable local talent pools and key stakeholders. We're futureproofing for our people, our planet, and our business.

While many things remained uncertain, we ensured the things we could control held firm, our guiding principles. 1. Focus on performance innovations designed to work with nature. 2. Continue to grow deep relationships with our merino growers and strengthen our ties with New Zealand. 3. Lead with transparency.

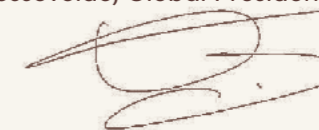
Now, more than ever, transparency and accountability are key. Our aim is to lead by example in the outdoor performance category. For us, sustainability never has, and never will be a trend. It's our fundamental reason for being. Since 1995, our message has always been clear: nature has the answers.

Speaking of which, the events of the past year ignited a newfound appreciation in many of you; an appreciation for nature and the great outdoors. The natural outdoor performance category is strong, and we couldn't be happier.

There's never been a better time to move to natural.

Thanks for joining us on this journey.

Jan Van Mossevelde, Global President icebreaker.



Nature has the answers.

At icebreaker, we're here to create a better world for people and nature. That means going beyond sustainable. We're at a breaking point – where humans have used up too much of the planet's resources. The solution? Give back to the land more than we take.

2022 report summary.

Regenerating for the future.

Regenerative is the future. It's our future. We know how important it is to the planet, our growers and the merino that make our clothes. We're focused on regenerative farming principles and renewable resources to help lighten our environmental footprint.

100% of our Growers Club members have signed up to the ZQRX programme.

Our goal is to pioneer regenerative wool.

We aim to use fibres grown using regenerative principles and responsibly sourced renewable fibres.

Natural alternatives.

We're getting closer to our plastic-free goals. In 2022 we will use 95% merino and plant-based fibres across our range.

95% of our global fabric consumption is a natural or plant-based fibre.

Only 5% of all fibre used is from petrochemical-based synthetics.

Merino wool represents 89.7% of our total fibre consumption.

Transparency through and through.

Knowing our suppliers all the way from sheep to shirt has always been a priority. We are:

Honoured to work with 70 growers as part of the Long Term Supply Contract Growers Club.

Consistently working towards a more traceable and transparent supply chain.

Consistently improving transparency in the way we make icebreaker products.

1 Regenerating for the future.



01	Regenerating for the future.	p. 12
02	The road to regenerative.	p. 16
03	Welcome to Omarama Station.	p. 20
04	Welcome to Earnscleugh Station.	p. 28
05	Welcome to Godley Peaks Station.	p. 32

2 The icebreaker way.



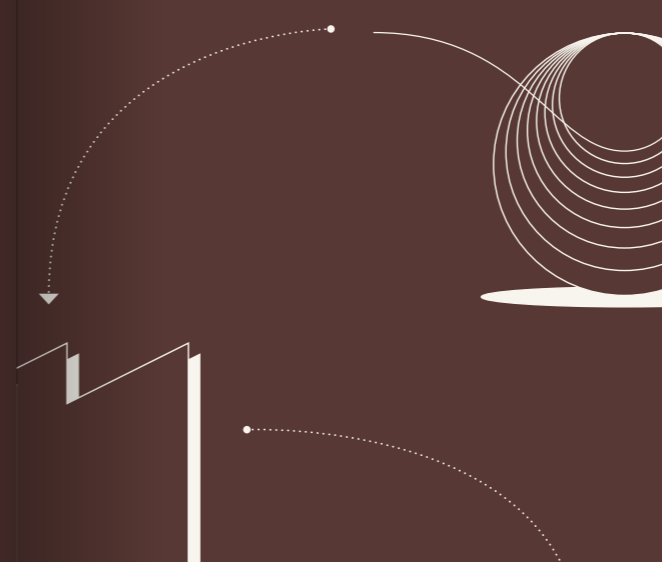
01	27 years of natural progress.	p. 36
02	Our business.	p. 38
03	What drives our icebreaker flock.	p. 40
04	Getting to know our people.	p. 42
05	Our culture of belonging.	p. 44
06	icebreaker Growers Club.	p. 46

3 Natural alternatives.



01	Five freedoms of the flock.	p. 52
02	How is our merino wool different?	p. 54
03	Fibres from nature.	p. 56
04	Our journey to plastic-free.	p. 59
05	Merino wool fibres.	p. 60

4 Supply chain.



01	Sustainability throughout the supply chain.	p. 64
02	Creating change for the better.	p. 66
03	Supplier matrix.	p. 72
04	Grower listing.	p. 74
05	Supplier listing.	p. 76

Chapter 1



Regenerating
for the future.

We're constantly striving to do better in our Move to Natural journey. We pride ourselves on our transparency and our belief in the power of natural fibres. Determined to reduce our impact on the environment, we're embarking on a regenerative journey.



↑ Grant Murray, Godley Peaks Station

Our goals:

Pioneer regenerative wool.

Use regenerative, responsibly sourced renewable fibres.

Invest in repairing and rehoming products.

Work with renewable energy and water efficiency.

What is regenerative agriculture?

Regenerative agriculture encompasses several environmentally and socially conscious principles which aim to promote biodiversity, enhance water cycles, improve soil health and reduce carbon emissions. It's a mindset of continuous improvement and working with nature to do so, focusing on tools, not rules, and progress over perfection.

Going back to our roots.

Although regenerative agriculture is fairly new to the clothing industry, its principles have been widely used for centuries. We like to look at it as a way of not only protecting all that Mother Nature provides but respecting and learning from those whose land we live on.

One big learning? Rotational grazing. This is where grazing livestock is rotated among multiple paddocks for short durations, stimulating grass growth, naturally fertilising microbes and allowing rainwater to sink into the earth for drought resilience and reduce runoff.

How we're tracking.

Some of the materials we need to reach our targets are not yet available, and there is no one-size-fits-all answer. But the field is evolving rapidly, and we want to be part of the solution. We believe partnerships are a critical component to the solution. Increasing the volume and scale of sustainable raw materials through collaboration with industry experts and supply chain partners is a fundamental component of our environmental sustainability strategy.

What is ZQ?

- > ZQ is a wool certification standard developed by The New Zealand Merino Company.
- > Every ZQ certified grower adheres to the requirements laid out in the ZQ Grower Standard. This considers fibre quality, animal welfare and health, care for the environment and programme management.

Our partnerships.

Our work with The New Zealand Merino Company and their ZQRX programme will help us to incorporate regenerative practices across the merino farms we work with. The ZQRX programme will enable merino growers to capture the complexity of their livestock, soil, climate, ecology and community. It's a holistic approach to farming, considering the land, animals and the people – everything is interrelated.

What is ZQRX?

- > ZQRX goes one step beyond. It takes a big picture view of global challenges and aims to address them by helping to accelerate small, collective, regenerative driven actions. The ultimate aim? Regenerative wool.
- > ZQRX is a regenerative agriculture programme that helps growers work with nature to continuously improve human, animal and environmental outcomes.
- > ZQRX wool growers interact with the natural world each day at the grassroots level; with the goal of restoring waterways, protecting native species, offsetting carbon, and enhancing local communities.

The road to regenerative.

Regenerative agriculture is the future. It's our future. We know how important it is to the planet, our growers and the merino that make our clothes.



↑ The Subtil family, Omarama Station.

We believe now is the time to make a bold move for the future. Being part of the ZQRX programme with our merino wool growers supports us on our journey towards our aim of moving to regeneratively grown wool. Our challenges may be big, but our ambitions are even bigger.

Our growers and ZQRX.

70

We're honoured to work with 70 growers as part of the Long Term Supply Contracts (LTSC) Growers Club.

100%

100% of growers club have signed up to the ZQRX programme.

59

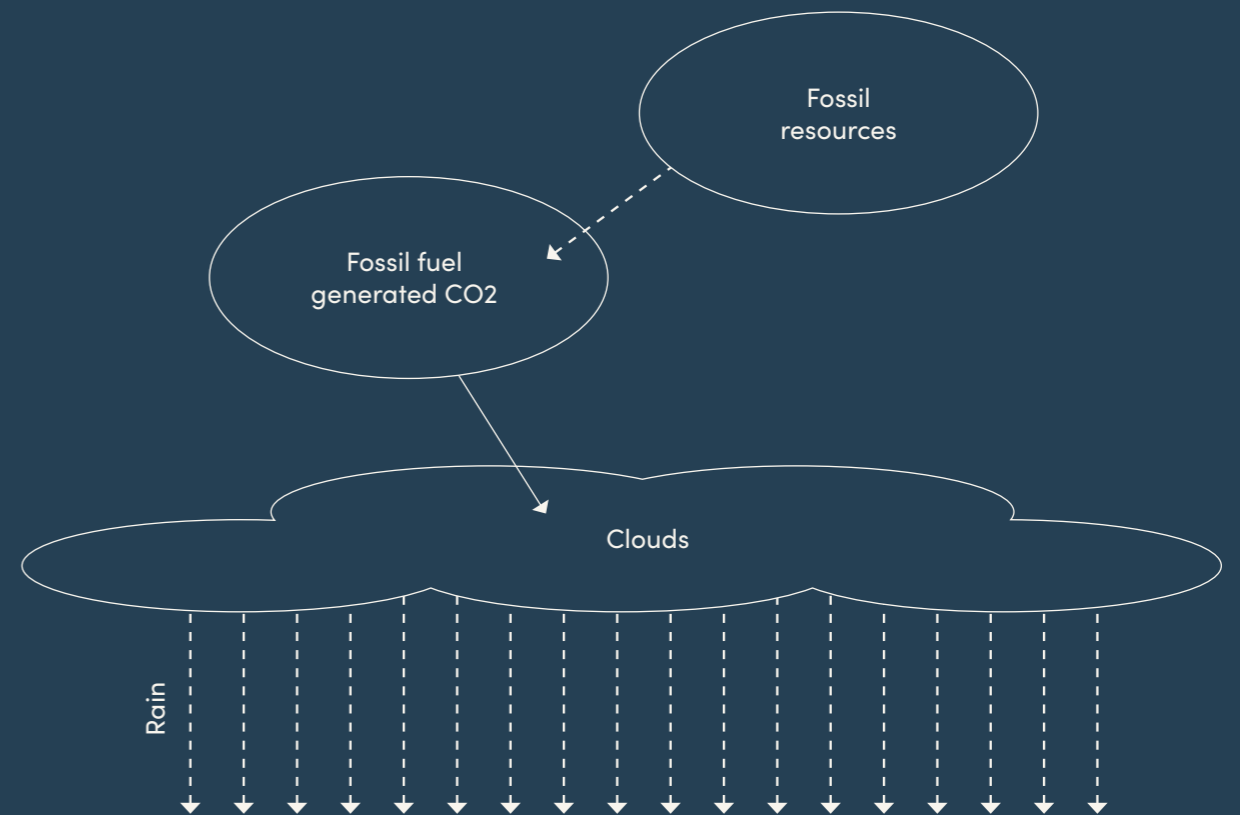
59 growers have gone through their initial assessment, the remaining 11 growers are committed and will be assessed by end of 2022.

Hear more from our growers, where the regenerative journey starts.

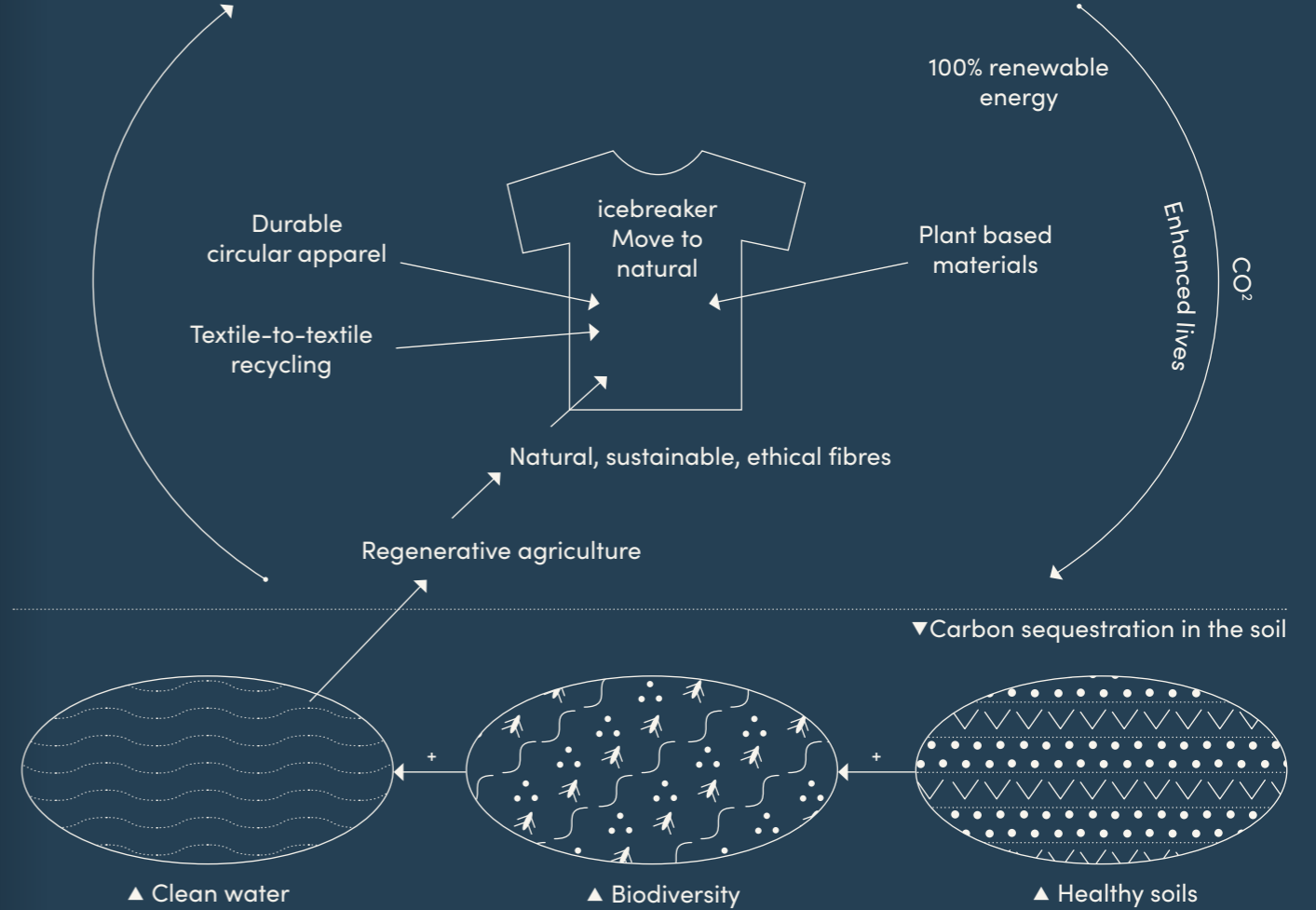


↑ The Subtil family, Omarama Station.

The status quo.



Our Future Vision.



Returning to our roots.



↑ The Subtil family, Omarama Station.

Third generation farmers Richard and Annabelle Subtil, of Omarama Station, understand the importance of re-learning what our ancestors did to farm as regeneratively as possible.

Welcome to Omarama Station.

Established: 1920.

Hectares: 12,000.

Location: Omarama, South Island, New Zealand.

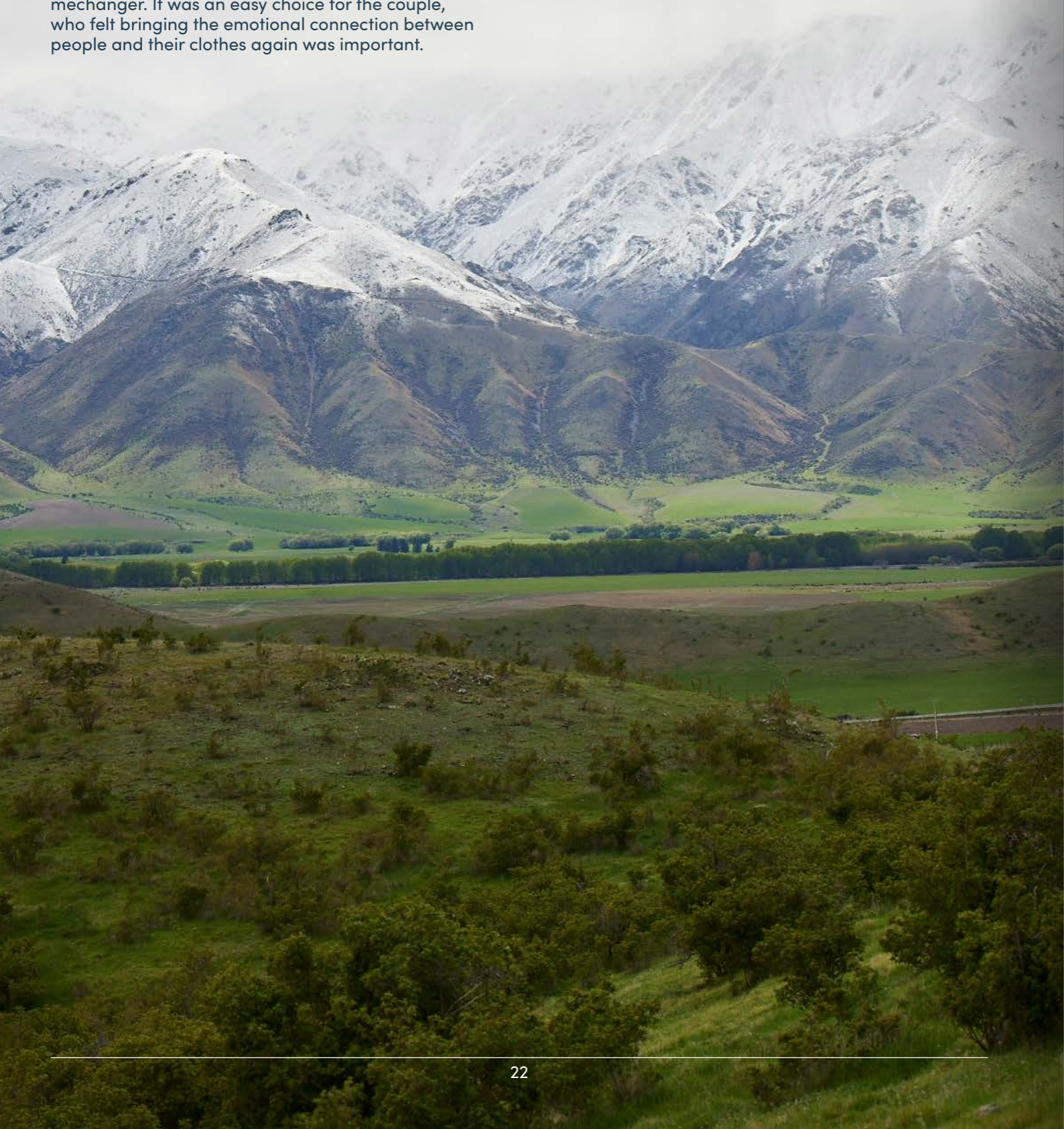
Merino Sheep: 19,000.



25 years ago, the Subtil's were given the opportunity to takeover Annabelle's family farm in the South Island of New Zealand. After time abroad and exploring other avenues, they felt the call to return to farm life.

The couple chose to foray into merino wool farming just as it was kicking off. To them, it was less of the business opportunity that drew them in, and instead, the personal connection to icebreaker founder, Jeremy Moon. Richard says up until that point, people were unaware of where their products were going. And the very fact that they had met the man himself, who had big dreams for merino wool, was a game-changer. It was an easy choice for the couple, who felt bringing the emotional connection between people and their clothes again was important.

Fast-forward to now, with expectations from society in knowing how our clothes are made, it seems the Subtil's were well ahead of the game. Richard speaks of being part of the ZQRX programme – an initiative to help farmers measure and improve how much they give back to the earth – and how this influences the way they farm.



Developing authenticity and trust.



↑ Richard and Annabelle Subtil, Omarama Station.

Richard is a big advocate of the ZQRX programme, saying it ensures they're kept to the highest standard. To the farm, only small changes have been made as many principles were already in place – it's largely what they've been doing for years. But now they have something to measure themselves against and guide them as they continue to learn and improve.

“Living on the farm, it seems so simple to us. We're super lucky we have that direct connection to the land, and we see it, live it and breathe it every day. ZQRX allows us that authenticity and integrity to show that we're doing what we say we're doing. It develops trust.”

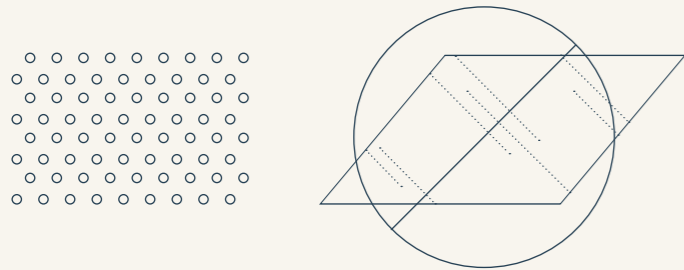
Maintaining the wellbeing of our sheep.



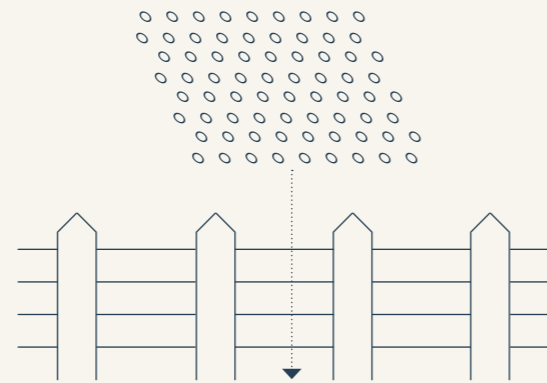
One of the big factors in caring for their land is about caring for their sheep. Richard says merino sheep are fussier than regular sheep – they love blue skies, sunshine and space. This is important for everyone on the farm.

↑ Richard Subtil, Omarama Station.

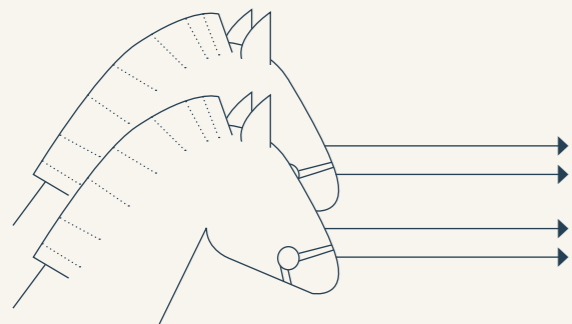
Actions aimed at reducing Omarama Farm's net carbon footprint.



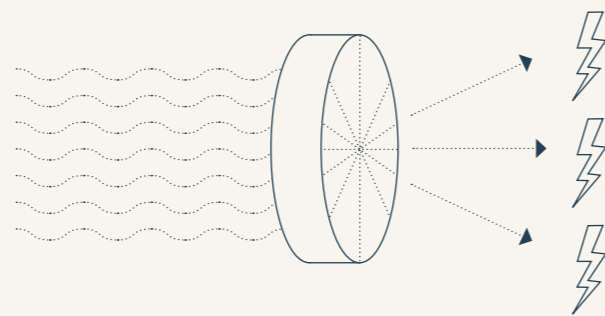
We cover preserved grass with lime instead of plastic.



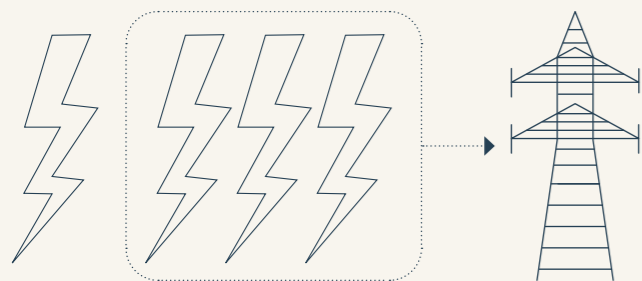
We spread the lime on the paddocks for good pH for the animals and the land.



We use horses for transport much more than we used to.



We use Hydro-turbines to generate our own hydroelectricity.



We export 3/4 of the electricity we produce to the grid.



↑ Emma Subtil, Omarama Station.

Relearning our roots.

While regenerative agriculture may seem new and exciting, Richard assures us it's largely about getting back to our roots.

"A lot of this is just going back to what our forebearers used to do. We got out of the habit because it was easy to just 'fix' it with a synthetic chemical or a fertiliser. We're just rewinding the clock really."

For example, understanding plants and herbs that can work to our benefit – for animal health, ground cover during winter and companion planting.

Even our grandparent's generation would've known a lot more about these practices, and what plants are best to use, however during our movement towards efficiency and maximum production, we've lost a lot of this knowledge along the way.

"We've got a wasted generation where everyone did anything to maximise things without considering the end effects. I think we're starting to re-learn that wisdom that earlier generations had."

Welcome to Earnsclough Station.

Established: 1981.
 Hectares: 21,000.
 Location: Central Otago, South Island, New Zealand.
 Merino Sheep: 27,000.



↑ The Campbell family, Earnsclough Station.

Life as a merino grower.

There's a saying "Once you've got merino's, you won't grow anything else". The Campbell family of Earnsclough Station in Central Otago, NZ would have to agree.

Reason being? Alistair, who purchased the farm back in 1981 says you begin to love merino sheep and their wool, so it becomes very hard to break away from that. Even so we hear merino's are the fussiest sheep of the lot, it seems they have more to love than just their wonderful wool.

Monitoring merino sheep.

Ensuring the wellbeing of the farm's sheep is no small task. The Campbell's are part of the StockCare Programme which helps them monitor their sheep's wellbeing. StockCare have a system that shows how well-fed/nourished the sheep are. However, a system is only one means of monitoring, the true results are by spending time with the sheep.

"You can tell as soon as you walk in the paddock. If their heads are up and they're skipping around they're pretty happy. If you go in there on a frosty morning, they'll all be sitting there with their heads down. If you go in the afternoon, when the sun comes out, they're really happy. It's the same as us I guess." – Duncan

Working with the environment.

Considering the harsh environment Earnsclough Station is in, it brings challenges to contend with. Based in Central Otago, which is known as the hottest, driest and coldest region in New Zealand – which makes for great wine growing in summer, but difficult to grow much else. For the Campbell's, they feel lucky in that their farm is so big that it has variations to work with the harsh weather. Duncan, son to Alistair who also works on the farm says they have a bit of breathing room, with lots of high altitude spots and north and south facing zones to work with.

They always ensure they're planning ahead and basing their business around the seasons. They can't guarantee much autumn, summer or winter grass growth so they plan for a largely successful spring growth that can produce supplementary feed to safely nourish their stock year-round. "We have to be kind to our country or it won't be there very quickly due to our harsher climate." – Duncan

A newfound freedom.

Earnsclough Station is part of icebreakers 10-year supply contracts, which allows them freedom within the financial security these have created. "When icebreaker brought the 10-year contracts out, we could see the benefit in the safety margins they gave us." – Alistair

From his generation, the only way to sell wool was at auction, you had no other option. "We would celebrate long into the night when the prices were high, and we would drown our sorrows long into the night when the prices were low." The 10-year supply contracts have allowed for more price stability.

"Contracts is probably one of the biggest changes for us. We didn't start from a very strong position. Now, the contracts give us the ability to spend our money to keep improving our farm". – Alistair

Benchmarking for improvement.

Being part of the ZQRX programme gives Earnsclough Station the ability to benchmark themselves. They'd been incorporating regenerative principles – such as increasing biodiversity, measuring water and carbon – for a long time, without having anywhere to put the information. Duncan says finally, when the ZQRX programme came along, they had more of a reason to be measuring themselves. It also allows them the opportunity to benchmark themselves against others. Seeing where others may be doing better and learning from them.

How we're improving:

A long-grass system which allows for seed fall, mulch and retaining moisture – a more sustainable way for our land.

Monitoring our sheep – with climate change they are more susceptible to parasites.

Increasing biodiversity.

↓ Alistair Campbell, Earnsclough Station.



Welcome to Godley Peaks Station.

Established: 1858.

Hectares: 14,495.

Location: Lake Tekapo, New Zealand.

Merino Sheep: 12,000.



↑ Rachel and Grant Murray, Godley Peaks Station.

Futureproofing our farms.

For Godley Peaks Station, having our 10-year supply contracts allows them to look towards the future. It also benefits us, knowing we'll have great quality merino wool year on year.

Tucked right under the Southern Alps in New Zealand, you'll find Godley Peaks Station. The farm which supplies some of our merino wool. Grant Murray, manager of Godley Peaks Station has been working with merino sheep on and off for about 20 years, so it's safe to say he knows a thing or two about them.

organisms they have on the ground , and the more living roots in the soil that are helping their soil biology.

For the future.

Godley Peaks Station is part of the icebreaker 10-year growers contracts. So how does it benefit them? Grant says the contracts give them surety that their wool is sold. It allows them to budget year on year pretty accurately with where they're going. They're in the stages of making 1, 5 and 10 year plans for the farm, which they're able to do because of the financial security the contracts provide.

"I enjoy making small improvements to the farm over time. They may be small at the time, but over a long period they make a big difference."

Regenerative driven actions.

Grant says the sheep like to pick and choose what they eat, so having variety is important. They grow a range of herbs, legumes and grasses to keep them healthy and happy. "They've got a full salad to pick through." Not only does this keep the sheep happy, but it increases the biodiversity of the land too.

Protecting our natives.

Outside of caring for merino sheep, the farm is able to protect some of New Zealand's endangered species, namely the native bird – the Kākā. How're they doing this? By fencing off certain areas in their farms – namely wetland sanctuaries – they're able to create an environment ripe for the Kākā to breed.

Currently the farm uses minimal fertilisers on their winter feed crops, which they're always working towards minimising further. It's just enough to get them through the long winters on the farm. "We have a lot of soil that needs to be put through a process of rejuvenation. It's going through a winter crop program to get it thriving again."

Another way of caring for their farm is letting the grass grow longer, also known as a longer grazing rotation. Why? The more grass they can grow, the more live

Chapter 2



The icebreaker
way.

Making natural progress.

27 years of natural progress.

1995

Natural pioneers.

Jeremy Moon creates a new category of natural performance clothing that is less reliant on petrochemical fibres.



1997

Partners for life.

We establish long-term partnerships with key merino wool growers.



2003

International partnerships.

To advance our capacity and access the best technology, we expanded our manufacturing hub to Shanghai.



2019

Move to natural launch.

We launch a global movement towards choosing natural solutions with ambassador Ben Lecomte and The Vortex Swim.



2020

Making natural progress.

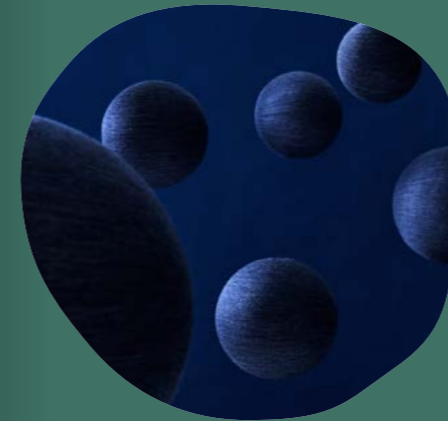
We continue to innovate with merino, plant-based fibres and bio-based synthetic fibres, towards our aim to be plastic-free.



2014

Keeping it cool.

We develop Cool-Lite™ a breakthrough blend of merino and plant-based TENCEL™ Lyocell fibres.



2017

Transparent and proud.

We launch our first Transparency Report, publicly disclosing our supply chain, policies, structure and practices.



2018

Introducing the Growers Club.

An industry-first based on strong relationships, we launch 10-year supply contracts to transform on-farm economics, social and environmental sustainability.



2007

Leading the industry.

We were one of the first outdoor apparel brands to source wool through the ZQ programme, thereby banning mulesing from any supplying farms.



2010

Traceability.

We introduce 'baacode™,' enabling customers to trace the fibre from their clothing all the way back to the farm.



2012

No need to duck.

We develop MerinoLoft™ a natural insulation made from merino fibre that offers an alternative to duck down.



Our business.

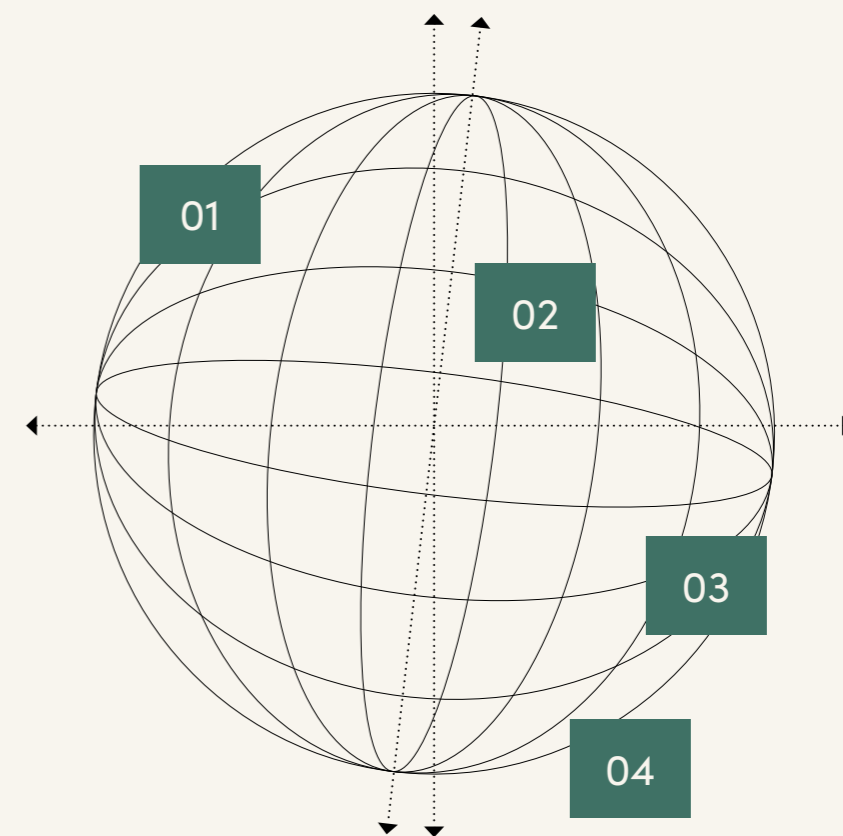
Jeremy Moon founded icebreaker in New Zealand in 1995 at the age of 24. From humble beginnings, icebreaker has grown to a global business across 38 countries.

In 2018, global apparel company VF Corporation acquired icebreaker. This gave us an incredible opportunity to propel natural performance apparel into the global spotlight. Today, icebreaker is sold through more than 3,000 wholesale customers and in 27 icebreaker-owned retail stores across 38 countries.

Founded	1995, New Zealand.
Headquarters	Stabio, Switzerland.
Ownership	A VF Corporation company since 2018.
Structure	VF Corporation is listed on the New York Stock Exchange (NYSE:VFC).
Global sales	USD\$173 million.
Global unit sales	5.2m units.
Distribution	More than 3000 wholesale doors. eCommerce in 19 countries. 27 icebreaker owned stores. All across 38 countries.
Global markets	Main markets are North America, Europe, Australia, New Zealand and Asia.
Products	Natural performance apparel, comprising of next-to-skin categories – including base layer – and supporting mid-to-outer layer solutions for men, women and children.

(Figures are of 2nd of April 2022).

In 2021, icebreaker moved its global headquarters from New Zealand to Switzerland.



01 North America

icebreaker stores*	14
Countries	2

02 Europe

icebreaker stores*	0
Countries	30

03 Asia

icebreaker stores*	0
Countries	4

04 Australasia

icebreaker stores*	13
Countries	2

*icebreaker owned stores (does not include wholesale).

What drives our icebreaker flock.



Your vibe attracts your tribe.

At icebreaker we believe our values set the standard. They create our vision and help us build a team of change-makers.

icebreaker is more than just a company. To us, it's about the culture we create and the change-makers we work with that bring the essence of our business to life.

We attract awesome humans who want to make a difference. They have the courage to challenge the status quo and push boundaries in the relentless pursuit for change.

Driven by our values, these pillars are our foundation. In turn, the passionate people we work with understand who we are and what drives us.

What drives us.

Building a diverse team of passionate, adventurous humans who were inspired by the same purpose was no easy feat. Ensuring that we remained on the same page and instilled our values day to day was a journey. In doing so, we built easy-to-understand and universal values that underpin how we live and breathe at icebreaker. It's our rallying cry to connect people to our purpose – **move to natural.**



Getting to know our people.

We're a diverse group of individuals working in a range of roles across the globe.



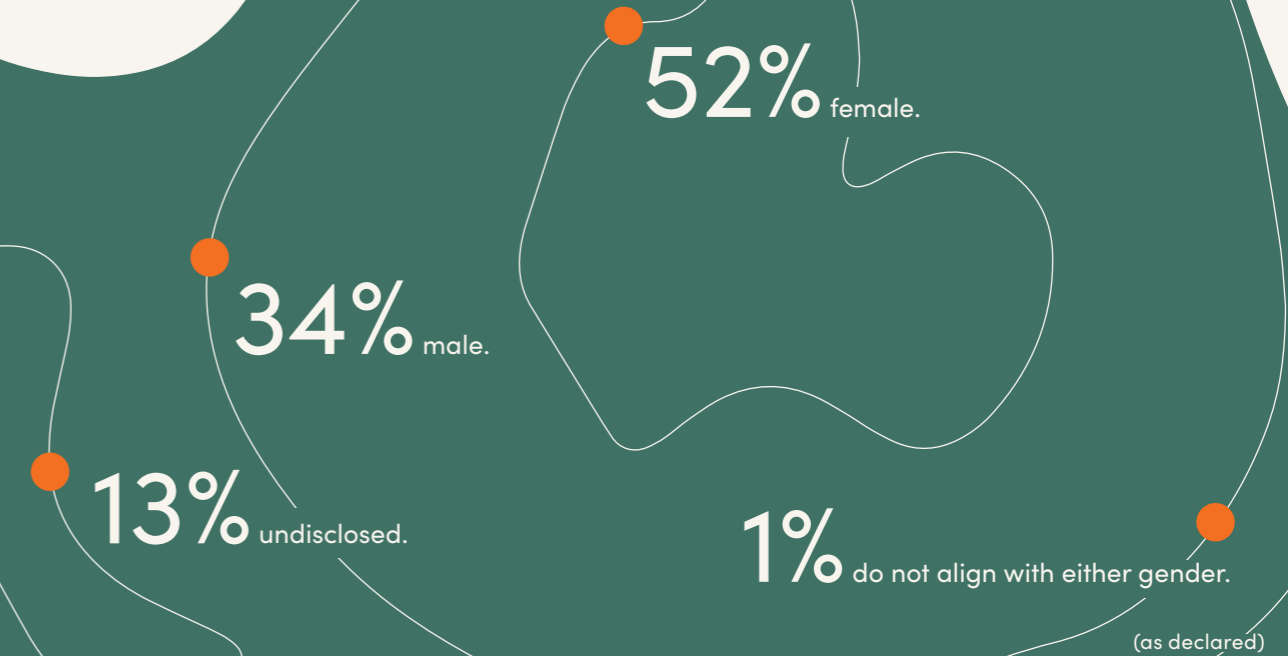
Our People: Who we are.

- > Across the globe, we're 331 people in total.
- > 42% of our people are employed in New Zealand/Australia, 34% North America and 24% Europe.
- > 18 – the number of countries where our staff have citizenship (as declared).
- > 51% of our team are directly involved in selling our product in our retail stores. The average age of our managers is 37. With 34% under 30, 41% between 30–49 and 3% over 50 years. (14% undisclosed)
- > 34% of our people are in part-time positions and 61% are full-time. 5% are casual associates.

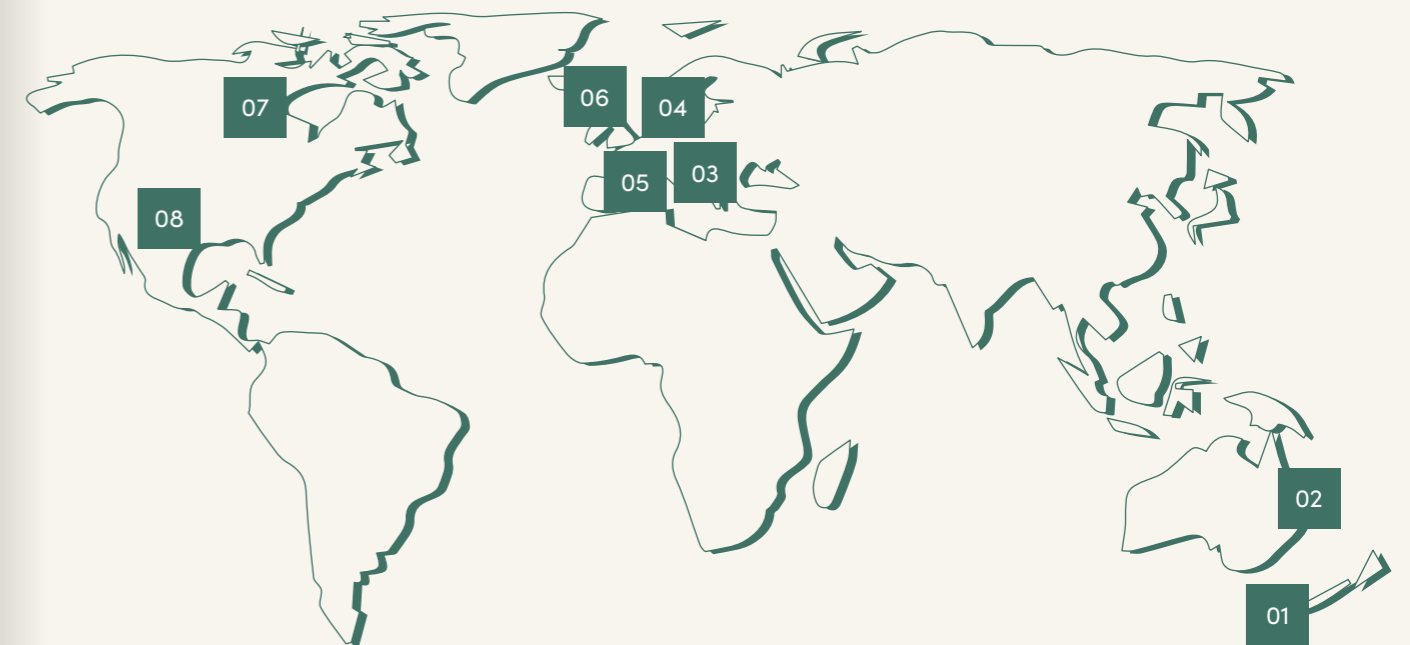
Figures as of 2nd of April 2022.

How we work.

Our associates have self-identified as...



Where our staff are located.



01 New Zealand	113	05 France	5
02 Australia	24	06 United Kingdom	4
03 Switzerland	62	07 Canada	75
04 Germany	10	08 United States of America	38

↓ Subtil's daughter at Omarama Station.

Our culture of belonging.

Fostering a culture of belonging is not only important to us; it's what we live by. We may not be perfect, but we're driven and we're working to create a diverse, inclusive and equitable workplace.

We strive to foster a culture of belonging based on respect, connection, openness and authenticity. We are also committed to building and maintaining a workplace that celebrates the diversity of our

associates regardless of gender, nationality, ethnic origin, religion, world view, abilities, age, sexual orientation or identity and allowing them to bring their authentic selves to work every day.

We're committed.

We believe change for the better starts from within. We are committed to improving our culture of inclusion and diversity.



Our journey.

> Our Global President, Jan Van Mossevelde was appointed co-chair of VF Europe's Diversity and Inclusion Council. Jan is also Global Sponsor of the VF Pride Employee Resource Group.

> This year, VF has prioritised its focus on inclusive people leadership, global mentorship, a relaunch of our global Employee Resource Groups (ERGs) and systemic interventions across the employee lifecycle to mitigate bias; promote the acquisition, advancement, and retention of underrepresented groups; and support the continued growth of belonging, allyship and advocacy within our VF culture and ways of working.

> We're offering training to our recruiters and hiring managers to drive a more inclusive hiring process, reducing potential biases.

> We're also establishing our first grassroots diversity and inclusion groups across icebreaker regions – focusing on enhancing our culture of belonging.

Our parent company, VF, has launched a global strategy to fulfil its goal to lead the way: *"This year, VF has prioritised its focus on inclusive people leadership, global mentorship, a relaunch of our global Employee Resource Groups (ERGs) and systemic interventions across the employee lifecycle to mitigate bias; promote the acquisition, advancement, and retention of underrepresented groups; and support the continued growth of belonging, allyship and advocacy within our VF culture and ways of working."* Lauren Guthrie, VP, Global Inclusion, Diversity, Equity & Action.

Read more about VF's commitment to Inclusion, Diversity, Equity and Action (IDEA) at vfc.com.



“Creating the 10-year contract is an achievement we are most proud of. These long term contracts are a unique model of the industry, in which we create long lasting, mutually beneficial partnerships to support a better future for our growers, our planet and icebreaker.”

Jordi Beneyto-Ferre, Senior Manager Global Materials and Sustainability.

What is the Growers Club? A 10-year partnership which allows our growers the security to continue doing what they do best – produce great merino wool.

icebreaker Growers Club.

Since 2018 we've focused on our relationships with our growers, by offering 10-year supply contracts. These partnerships allow our growers to take care not only of their sheep, but the entire ecosystem.

Our partnership offers them the security to invest in their businesses, their land, their animals and their people. What do we get in return? The guarantee of not only a high-quality fibre, but also the highest standard of land stewardship and animal welfare.

Each family has its reason for joining the Growers Club. For Richard and Annabelle Subtil from Omarama Station, it enables them to invest in their farm and feel confident with their plan and vision for the future, ensuring their children can manage the farm like the generations before them. For Duncan and Alistair Campbell from Earnsclough Station, it's the benefit of a safety margin and stable prices that's invaluable for them. For Grant Murray, from Godley Peaks Station, the 10-year contract means their product has an outlet, enabling them to confidently budget year-to-year.

That surety of income is especially important now, given the hardships these past years have served. From a community perspective, the contracts help support the neighbouring small towns and businesses which rely on the rural sector to thrive.

Working with our merino growers - 2021/2022.

(Date range for data collected as of 2nd April 2022).

N° of contracted merino growers	70
N° of growers audited in FY22*	9
N° of growers with corrective actions issued	9
N° of growers with corrective issues still outstanding	1

*Stations are audited on a three-year cycle.

icebreaker Growers Club list.

1	AHURIRI DOWNS	25	EARNSCLEUGH	49	MT MASON
2	ARDGOUR	26	EREWHON	50	MT NICHOLAS
3	AWAPIRI	27	GLEN LYON	51	MT ROSS
4	BALDWIN	28	GLEN ORKNEY	52	MT WHITNOW
5	BENMORE	29	GLENALLEN	53	MULLER
6	BLACKSTONE HILL	30	GLENFOYLE	54	MUZZLE
7	BLUE MOUNTAIN	31	GLENTANNER	55	NOKOMAI
8	BLUFF	32	GODLEY PEAKS	56	NORTHBURN
9	BOG-ROY	33	GOULBURN	57	OMARAMA
10	BONJEDWARD	34	GRAMPIANS	58	OTEKAIKE
11	BRAEVAAR	35	GUIDE HILL	59	OTEMATATA
12	CAIRNMUIR	36	HARTFIELD	60	PATEAROA
13	CARRICK	37	HUXLEY GORGE	61	QUAILBURN DOWNS
14	CASTLE RIDGE	38	IDA VALLEY	62	REDCLIFFS
15	CATHERINE FIELD	39	LAKE COLERIDGE	63	RICHMOND BROOK
16	CECIL PEAK	40	LAKE HERON	64	ROSENEATH
17	CLAREVALE	41	LAKE OHAU	65	ROUGH RIDGE
18	CLUDEN	42	LAKE TAYLOR	66	STONEHENGE
19	CORA LYNN	43	LINDIS PEAKS	67	THE GUMS
20	CORLEGGY	44	MAHERUA	68	UPCOT
21	CRAGSIDE	45	MANGAITI	69	WAITANGI
22	CRAIGROY	46	MATAKANUI	70	WALTER PEAK
23	DIP CREEK	47	MIDDLEHURST		
24	DOLPHINS	48	MONAGHAN		

*Data as of the 2nd of April 2022.



↑ The positions of the stations are illustrative.

Chapter 3



Natural
alternatives.

Ensuring we have the best-quality merino wool is no easy feat. How do we do it? By maintaining close relationships with our growers and upholding rigorous care standards for our flock, known as the ‘five freedoms of our flock’.

The five freedoms of our flock.

As one of the original merino wool pioneers, we know the incomparable quality of merino wool. Our relationship with nature – and our growers – allows us to care for the highest quality merino wool around.

Merino are not your regular sheep. They have evolved to survive the scorching summers and freezing winters of New Zealand’s rugged Southern Alps. How do they survive? Through their fleece – which is five times finer than a human hair and about twice as fine as regular wool. This makes it lighter and softer – a great fibre to wear all year round (in our humble opinion).

How do we create the finest quality merino wool? Instead of working against nature to manufacture something, we work with it. Maintaining great relationships with our growers and ensuring the five freedoms are respected, allows us to create the best environment for nature to do its thing.

Being part of the ZQ standard allows us to check in with our growers and work with them to keep doing things better. Through the ZQ standard, our growers are audited every three years – ensuring that the sheep are cared for, the environment and social responsibility of the land is managed, and as a result, the merino provided is of the highest quality.

What’s so good about the ZQ standard?

- > Every ZQ certified grower adheres to the requirements laid out in the ZQ Grower Standard, which considers fibre quality, animal welfare and health, social responsibility, care for the environment and programme management.
- > Allows traceability back to the grower, so we know where your wool comes from.
- > Supports economic, social and environmental sustainability of merino wool production.
- > Supports growers with access to ongoing development and advice.

The five freedoms of the flock:

01: Freedom from hunger or thirst.

Growers ensure that their sheep always have access to clean water and adequate nutrition.

02: Where sheep can be sheep.

Sheep are free to roam in open pastures so they can behave naturally.

03: A place to call home.

Growers ensure that their sheep have adequate shade and shelter.

04: Out of harm’s way.

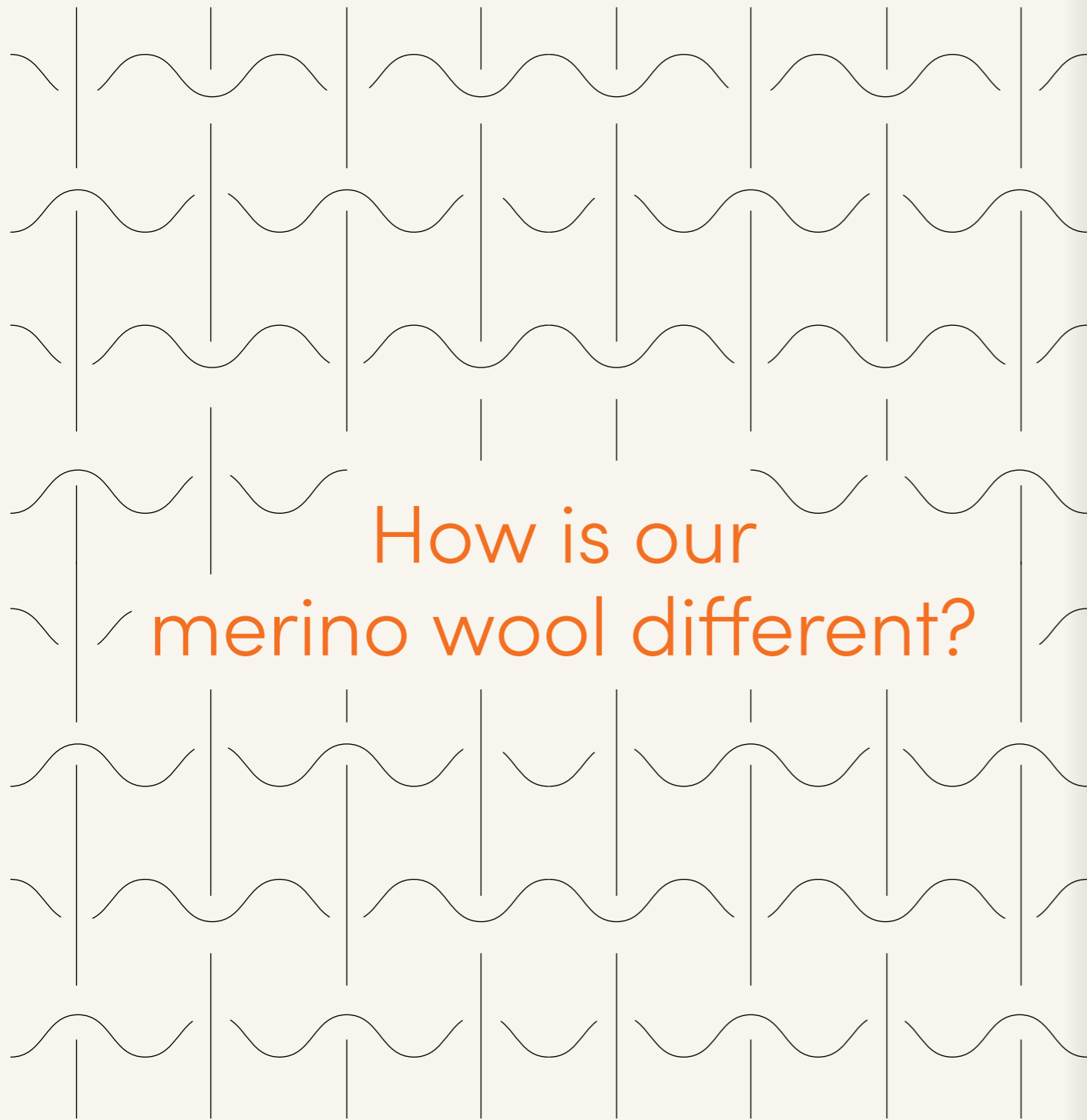
Growers are required to regularly monitor their stock to seek to prevent disease and illness and rapidly diagnose health issues.

05: Freedom from unnecessary pain or distress.

Growers must handle sheep in a way that avoids unnecessary stress and pain. The practice of mulesing is not permitted.



Being pioneers in developing deep, long-term relationships with our merino wool growers allows us to create unrivalled quality in merino wool.



How is our merino wool different?

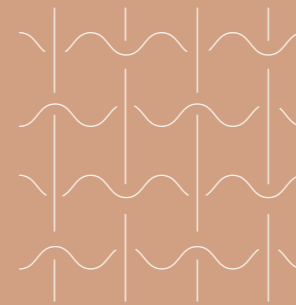
Our quality merino wool is a testament to our deep, long-term relationships with our merino wool growers. Our connection with our growers provides them the security to invest in their businesses, land, animals and people. In turn, it results in us having a consistent supply of high-quality merino wool.

To maintain quality merino fibres, we specify fibre length, strength, diameter, consistency, colour and cleanliness. We even specify our own icebreaker 'style' of raw fibre that ensures we get the right crimp and structure.

Ethical sourcing is critical to us. We want to protect our growers and we want to protect the animals we source the wool from.

Why icebreaker merino?

The special qualities of our merino make it an incredible natural performance fibre and a beautiful fabric to wear.



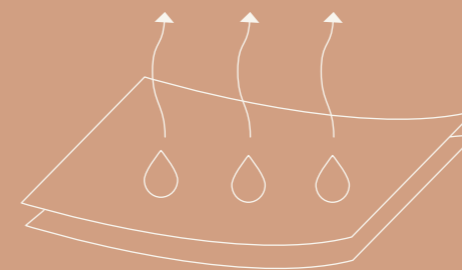
Resilient

Icebreaker merino fibres are resilient, with the ability to extend to more than 30% of their length without breaking.



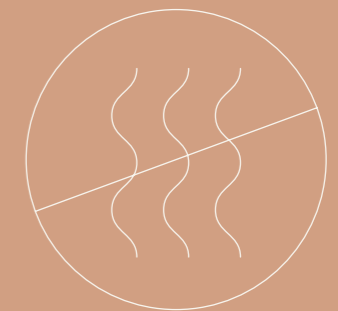
Regulates body temperature

The thermo-regulation properties of merino wool allow the wearer to gain or release heat depending on their needs.



Moisture management

Merino is great at managing moisture by transferring sweat away from your skin and releasing it into the air.



Naturally odour-resistant

Our merino is able to naturally resist the build-up of unpleasant odours.



Soft

Merino fibres are so soft – you have to feel it to believe it.

Fibres from nature.



Natural and renewable fibres are our thing, and if we could make apparel solely from natural fibres, we would. Find out how we're removing synthetics from our range to reduce our reliance on non-renewable resources.

We believe nature has a better way. As part of our plastic-free journey, we're relentlessly seeking natural or bio-based synthetic alternatives to the small number of synthetic fibres still in our range today.

Merino wool sets the basis for our clothing and today, our business reflects our dedication to natural fibre solutions. **95% of our global fabric consumption is a natural or plant-based fibre** and only 5% of all fibre used is from petrochemical-based synthetics.

We use **plant fibres** too – such as **organic cotton** and **linen**. And plant-based **TENCEL™ Lyocell**. Blended with our hero fibre, merino, they make beautiful, versatile and high-performing fabrics.

We do use some petrochemical synthetic fibres. Why? Because they can enhance the performance properties of clothes. But we're working to remove them or redevelop them as bio-based alternatives.

We're so close to achieving our plastic free goal; we're on the final stretch...so to speak.

Our fibre use: 2021 natural or plant-based vs synthetic composition.

Merino wool

What could be considered the epitome of natural fibres, merino wool shows us how nature has the answers. Merino is a resilient fibre making it long-lasting, it regulates body temperature with thermoregulation properties, it's naturally odour-resistant and feels incredibly soft on the skin. Merino wool currently represents 89.7% of our total fibre consumption.

TENCEL™ Lyocell

TENCEL™ Lyocell (sourced from Lenzing) is made from a natural raw material – wood. The wood pulp is turned into cellulosic fibres using a closed-loop production process.¹ TENCEL™ Lyocell is incredibly soft on the skin and we're thrilled to use it in our innovation, Cool-Lite™. ^{1: tencel.com}

Linen

Combining the qualities of two amazing natural fibres, we blend merino and linen to enhance our T-shirt range. Linen is a natural fibre derived from flax plants. Our high-quality linen is grown in its natural habitat – Belgium. When blended with merino, the flax fibres complement wool's natural absorption of moisture before feeling wet.

Responsibly grown cotton

Currently, cotton makes up less than 2% of our total fibre consumption. However, as we move away from synthetic fibres, we'll be increasing our use of cotton. It's important that we source ethically grown and sustainable cotton.

Nylon

Nylon, although synthetic, is strong and durable. In 2021, it represented only 1.56% of our total fibre consumption. We mainly use it in our Corespun technology, in which nylon is wrapped with merino so that the soft, natural fibre is next to your skin. Because we want to reduce our dependency on petrochemicals, we have adopted a bio-based nylon². From 2023 we will start to replace the conventional nylon we use in our range today.

^{2:} feedstock obtained from castor beans. 100% bio-based carbon certified by ASTM D 6866-16.

Polyester

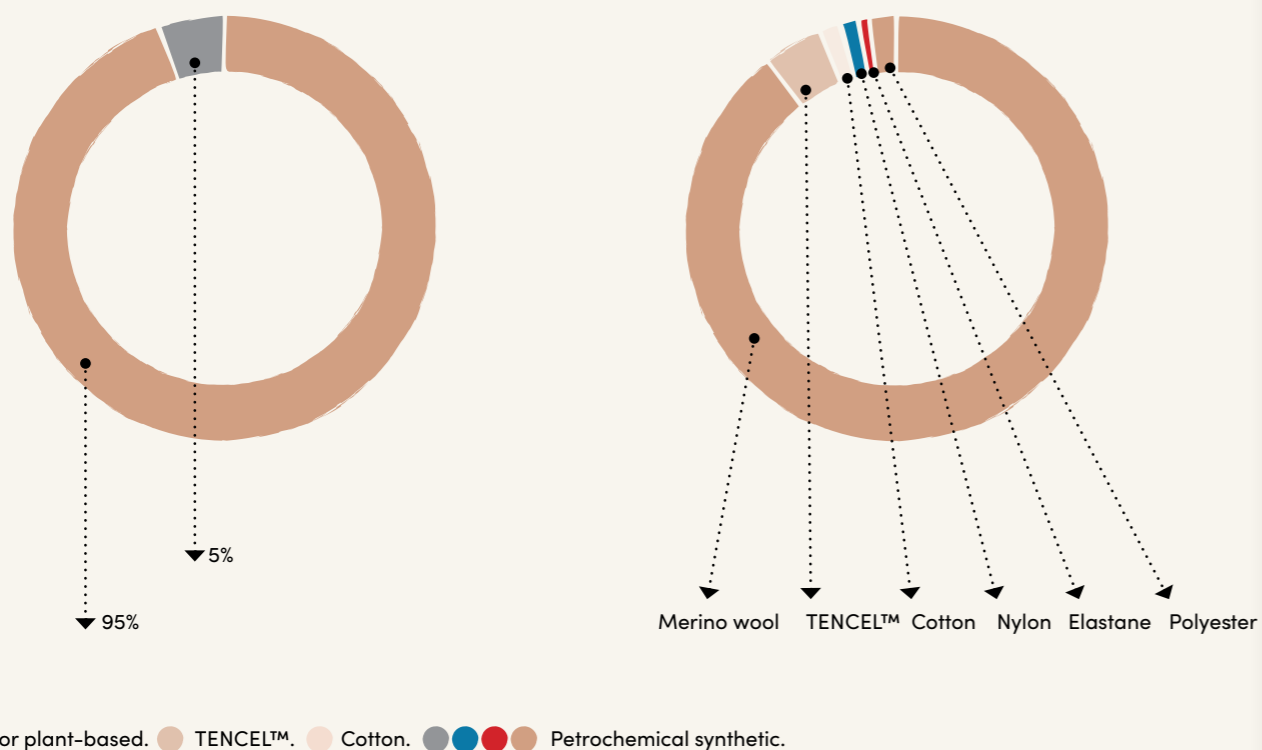
In 2021, polyester represented only 2% of our total fibre consumption. But we don't want to stop there, we want to remove all polyester from our clothing so we're currently innovating to find natural or plant-based replacements.

Elastane

We use elastane to provide stretch, comfort and freedom of movement. We've partnered with a leading elastane supplier to develop a partially bio-based³ version. Keep your eyes peeled, this launches in our 2023 ranges.

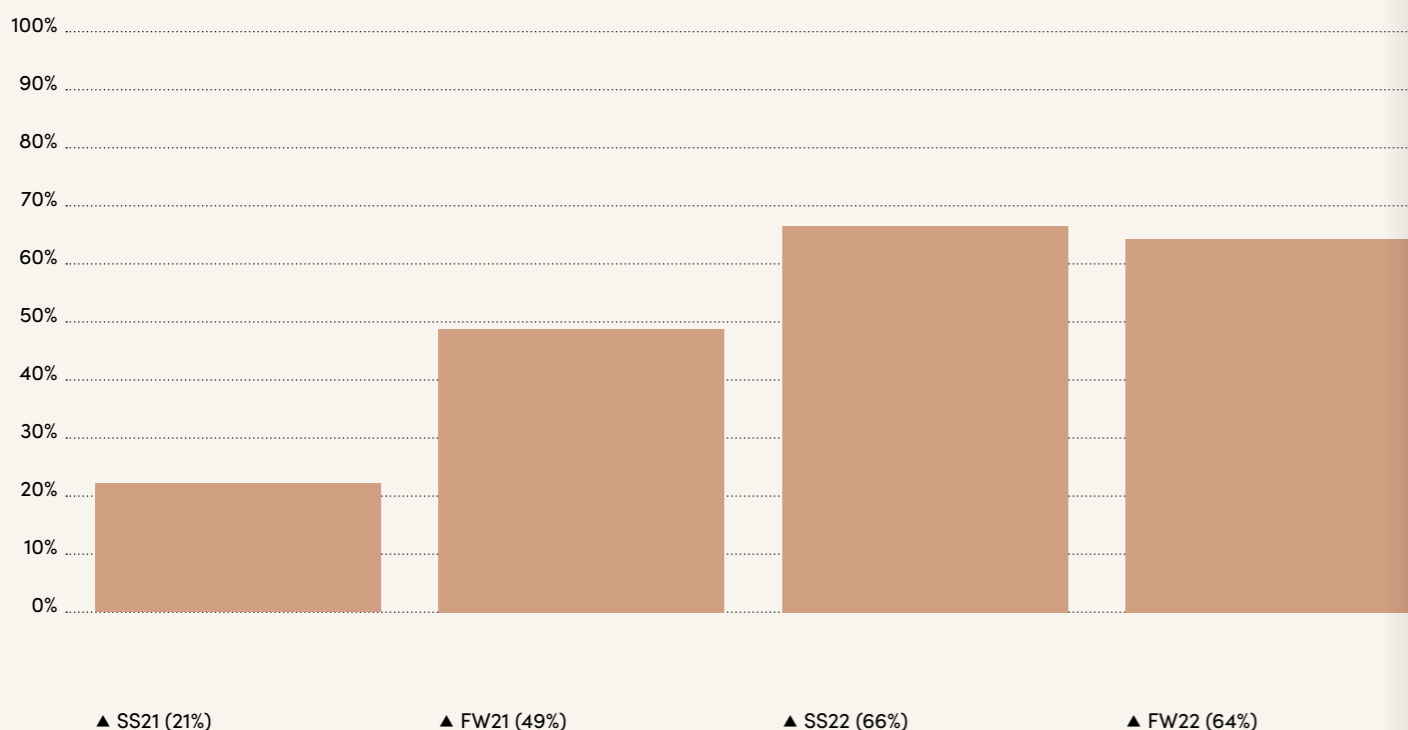
^{3:} bio-based feedstock obtained from corn. 31.35% bio-based carbon as certified by ASTM D 6866-16.

▼ 2022 icebreaker fibre break-down usage.



▼ % of styles with 100% natural or plant-based materials.

*excluding trims



We're getting closer to our plastic-free goals. In 2022 we will use 95% merino and plant-based fibres across our range. And we won't stop there as we continue to **move to natural**.

Our journey to plastic-free.

We're keen to use fibres solely sourced from nature. We're even going as far as removing products that we are yet to find a natural alternative for. When we need to keep synthetics (for performance purposes), we're searching for bio-based alternatives.

Petrochemical synthetics: what's the problem?

Petrochemical synthetics can feel clingy and smell after wear, and can contribute to microplastic pollution.

They often require the addition of chemical finishes to achieve certain performance characteristics, while natural fibres such as wool can deliver these benefits naturally.

We're passionate about moving to natural by removing petrochemical synthetics from our clothing. Here are the stats on how we are increasing the use of merino and plant-based fibres in our range.

Our goal.

We're removing petrochemical synthetics from our range to reduce our reliance on non-renewable resources

Bio-based yarns: what are they and why are they better?

Biobased synthetics are created either wholly or partially from renewable resources in place of petrochemical inputs. When using agricultural

inputs that are grown following organic or regenerative principles, some bio-based solutions may have the potential to address some of the challenges associated with virgin petrochemical-based synthetics. We see this as an interim solution to minimise our dependency on fossil-fuel-based synthetic material, with no product performance compromise. Stay tuned as we introduce them to our range from Fall/Winter '23.

Per- and PolyFluoroalkyl Substances (PFAS).

PFAS are a class of chemicals commonly used in outdoor clothing. In the past, PFASs were often referred to as "PFCs" (per- and polyfluorinated chemicals). Since 2016, icebreaker's goal has been to eliminate PFAS from our outerwear apparel and we are committed to expanding this goal to include all product categories. icebreaker has never used long-chain (C8) fluorocarbon-based Durable Water Repellent (DWR) coatings, by-products of which can be toxic and persist in the environment. Some of our outerwear fabrics used to contain 'short chain' version C6 treatments and in our previous reports we shared our ambition and progress in transitioning these fabrics to be PFC-free. icebreaker is thrilled to report that we no longer have any DWR fabric finishes containing PFCs.

Merino wool fibres.



At icebreaker, we have 25 years of experience in specifying the highest quality, responsibly sourced merino wool. Our wool proves time and time again how incredible nature is; a natural fibre capable of providing qualities and benefits we all expect from performance apparel, and then some.

Merino sheep have a light, fine and ultra-breathable coat that keeps them cool in the summer heat and warm during the frosty winters. Wool is shorn at the end of winter but before the heat of the summer, ensuring comfort all year round.

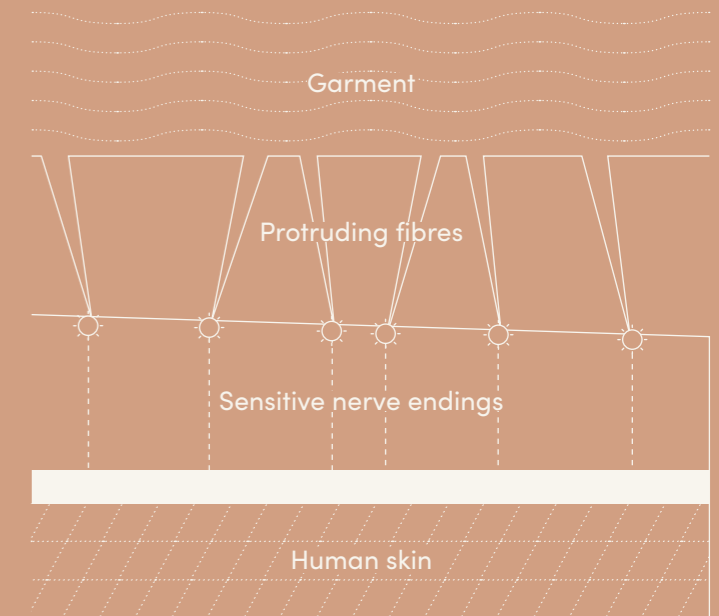
Ultrafine 15.5 micron.

- > Our standard micron is 'superfine' at 18.9 microns.
- > In 2021, we added a new 'ultrafine' fibre to the range, at 15.5 microns.
- > The 15.5 micron fibres have the luxury and softness of cashmere, but it's easier to care for because it is machine washable.

- > It feels luxurious and silky-soft.
 - > As with all our merino wool, it's naturally breathable, warm and regulates body temperature.
- We've adapted merino wool into a system of light-weight layers that give you the same freedom to explore your environment as the merino sheep. Next-to-skin layers can be worn in warmer weather and then layered up for insulation in the cold. When icebreaker garments are layered together, air is trapped between each fine layer to enhance warmth.

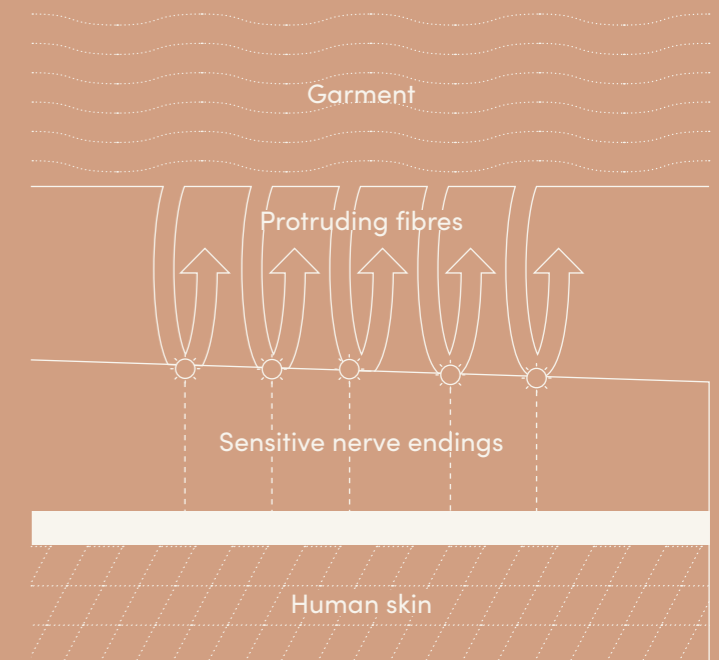
▼ Traditional wool

Coarse and stiff fibres do not bend when in contact with the skin, causing discomfort.



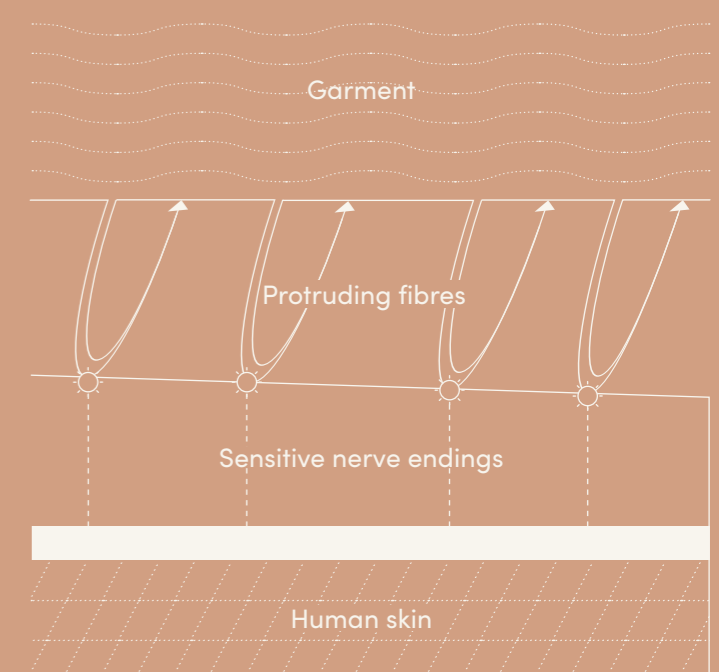
▼ 18.9 micron

18.9 micron merino fibres simply bend, meaning there is no sensation of prickle, only softness and comfort.

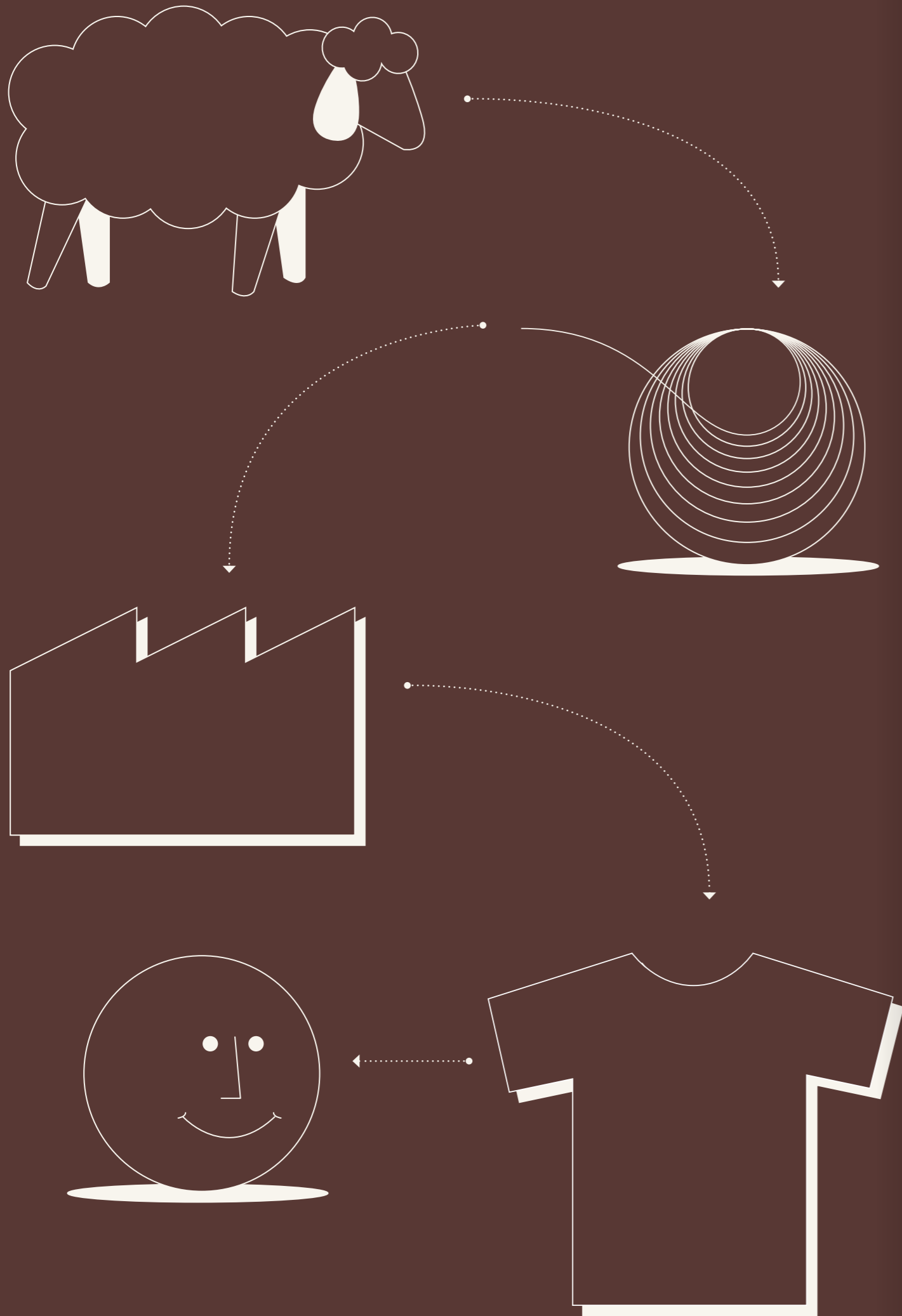


▼ 15.5 micron

15.5 micron merino fibres provide extra softness and comfort due to the smaller fibre diameter.



Chapter 4



Supply chain.



Sustainability throughout the supply chain.

As a proud member of VF, we aim to reduce our impact on people and the planet as much as possible. VF aim to find ways to be sustainable all the way through the supply chain.

VF engages with supply chain partners through the Higg FEM (Facility Environmental Module) adoption, verification and training programme to share and promote environmental management best practices. Since 2018, VF's Supply Chain Sustainability team has trained over 1000 supplier factory representatives on how to implement leading energy efficiency and resource management strategies.

What VF is doing for sustainability throughout the supply chain:

- > Higg FEM programme – measuring the environmental footprint of our suppliers' facilities across our supply chain.
- > Wastewater treatment and water efficiency – ensuring regular wastewater testing with independent third-party labs is conducted to validate that water discharged from VF supplier facilities meets its high-quality standards. VF also use the Higg FEM to collect information on facility-level water usage and promote water efficiency.
- > Pursuing sustainable materials – across our brands, we aim to source materials responsibly and accelerate the innovation of materials development. VF uses Life Cycle Assessment (LCA) methodologies to measure impacts and identify the greatest opportunities to reduce environmental impact.

What is the Higg Index?

- > A suite of tools to standardise the measurement of environmental and social impacts across the value chain.
- > Helps factories to understand where they are in their sustainability journey.
- > Identifies opportunities to enhance factories' sustainability performance.

Vietnam Improvement Programme.

- > VF has joined hands with other big names to promote sustainable manufacturing in Vietnam.
- > Experts work with the factories to identify key opportunities to optimise energy and water efficiency.
- > They also look at the opportunity to install renewable energy on-site through rooftop solar technology.

Caring for our people.

Sustainability goes beyond clothes. VF's policies and programmes aim to ensure the people who work in its

contracted factories are cared for and respected, so their workplace is also a sustainable environment.

To us, sustainability is not just an environmental consideration, it's a social consideration too. Each day one million people go to work in jobs that make, move, or sell VF products in more than 125 countries across the world. VF's Global Compliance Principles include requirements around fundamental issues like safety and workers' rights. In addition, VF aspires to go beyond compliance through programmes that target industry-specific issues such as child rights, and the provision of basic needs to workers and their communities like water and sanitation, healthcare and nutrition, and childcare and education.

At icebreaker, supporting safe, stable working environments for those in the factories producing our product, and improving the lives of those in local communities beyond our factory walls is critical. So, we're thrilled to be part of a company that's using its scale, influence and insight to do so.

VF's Worker and Community Development (WCD) initiative. This focuses on three key aspects:

01. Access to water and sanitation.
02. Adequate health and nutrition.
03. Affordable childcare and education.

A core principle at the centre of WCD is the belief that the wellbeing of the workers and communities that support our global supply chain is critical to our business. WCD's aim is to reach at least one million people by 2025. Not only do we aim to improve the lives of people we work with, but it makes business sense. Through investing in improving their livelihoods, we build a healthier, more efficient, and more stable team that will thrive in the workplace.

We're aiming to change the face of fashion by addressing some of our industry's most challenging issues. Learn more about our parent company's strategy below.



As one of the world's largest apparel companies, VF has both an opportunity and responsibility to change the face of fashion. We're proud to be part of VF's family of brands to help create change for the better.

Highlights.

We measure and manage our progress in line with UN Sustainable Development Goals.

>72% of VF's distribution centres around the world are zero-waste* facilities (FY2020).

>13 of VF's owned buildings are certified as LEED or BREEAM Gold or higher (FY2020).

>Sustainable materials vision focusing on regenerative, responsibly sourced renewable and recycled materials.

>VF brands, icebreaker and Smartwool, partnering on the world's first regenerative wool platform.

>Reaching over 290,000 people through our Worker and Community Development programme, to improve the lives of workers and community members in our supply chain (FY2020).

*95% diversion rate or greater.

Global scale for good.

VF's science-based targets (SBTs) are among the most ambitious in the industry. SBTs are reduction targets for greenhouse gas emissions (GHG). These SBTs include a 1.5-degree reduction target for its Scope 1 and Scope 2 emissions, and a well-below 2-degree target for its Scope 3 emissions.

In FY20, VF underwent an intensive, multi-year collaborative process to develop its SBTs. The company partnered with a global consultancy to model data across its owned and operated facilities as well as its entire operations and engaged deeply with its full value chain. Primary data was gathered from VF's 1,400 owned facilities, distribution centres and global logistics as well as more than 100 Tier 1 and Tier 2 suppliers, strengthening its ability to identify and implement reduction strategies.



“We strive to be a purpose-led enterprise that leverages the strength of our business to deliver positive impacts for people and the planet we share. We're proud of our progress but know there is so much more we can do. Our Made for Change strategy outlines our forward-looking priorities and provides us with a renewed focus to push ourselves harder and farther as we address some of our industry's most challenging issues.”

Steve Rendle, VF's Chairman, President and CEO.

VF's carbon emission targets:

An absolute reduction of Scope 1 and 2 GHG emissions 55% by 2030 (FY2017 baseline year).

Reduce absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation 30% by 2030 (FY2017 baseline year).

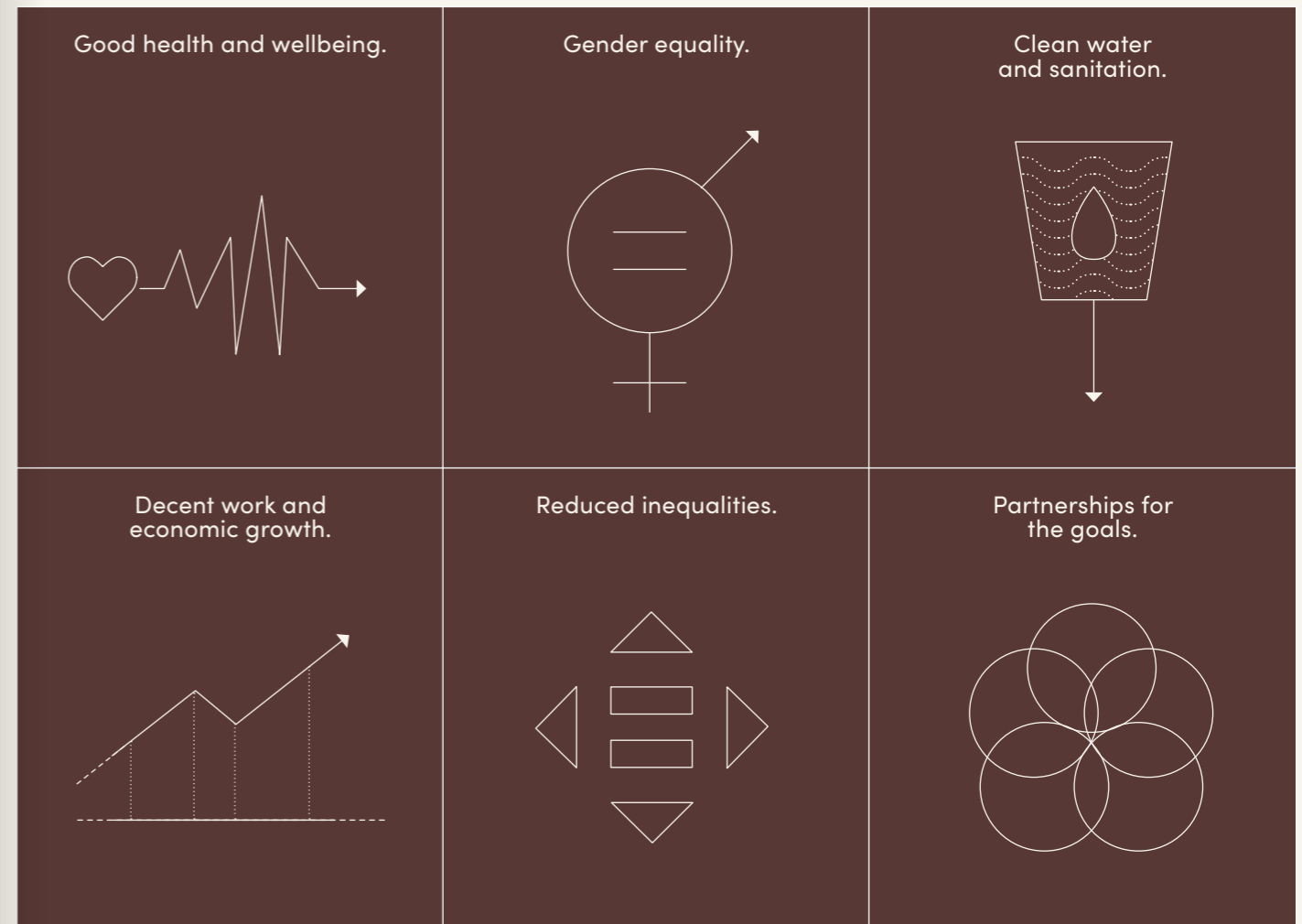
A bold vision for sustainable materials.

With two merino-based brands, icebreaker and Smartwool, wool is a priority material for VF in its move to regenerative.

VF is committed to sourcing wool in the most responsible way possible. As of FY2020, more than three-quarters of wool sourced across VF is either recycled or certified to the ZQ Standard. This standard requires sheep be treated ethically during wool harvesting and farmland to be managed with environmental preservation in mind. In 2021, icebreaker and Smartwool partnered with The New Zealand Merino Company to launch the world's first regenerative wool platform. The ZQRX platform will challenge growers to go beyond sustainability and continuously be driven by improvement, to deeply understand the complex interactions between their livestock, soils, climate, ecology and community.

Global Partnership with Better Work.

In April 2021, VF strengthened its partnership with Better Work by becoming a Global Partner. The collaboration with Better Work enhances training and assessments on critical supply chain issues such as child labour, discrimination, forced labour, freedom of association, and occupational health and safety. Better Work is a collaboration between the UN's International Labor Organization (ILO) and the International Finance Corporation (IFC), a member of the World Bank Group, which brings together all levels of the garment industry to improve working conditions, respect labour rights for workers, and improve the competitiveness of the industry. VF is one of the 40 Global Partners of the Better Work programme.



How icebreaker is making a difference.

We believe in a better future for everyone. It's our responsibility to ensure everyone who is part of the icebreaker flock has equal rights and opportunities. That's why we're focused on protecting human rights whilst continuously challenging ourselves and our supply partners to do better.

We care deeply about human rights.

VF's pledge to respect these fundamental rights is written in the VF Human Rights Commitment. Consistent with global standards, it aligns with:

- >the United Nations Declaration on Human Rights (UDHR).
- >the UN Guiding Principles on Business and Human Rights (UNGPs).
- >the Organisation for Economic Co-operation and Development (OECD) Guidelines.

VF promotes human rights and worker well-being throughout our operations which align with UN Sustainable Development Goals (SDGs).

Managing our supply chain.

Supply chain oversight at VF comprises two distinct functions: Responsible Sourcing and Global Assurance. The Global Assurance team, part of VF's internal audit function that reports to the Board of Directors, oversees supplier compliance. The Responsible Sourcing team, part of VF's supply chain operations, collaborates with internal and external stakeholders to drive continuous improvement across VF and our network of suppliers.

VF's Factory Compliance team, a key part of Global Assurance, completes more than 1,000 facility audits per year, and the Responsible Sourcing team's Sustainable Operations division helps our suppliers build capacity, understand our expectations and remain in compliance with our high standards. These teams are integral to the execution of VF's Health and Safety, Worker Rights, and WCD programs, which aim to better the lives and futures of those who make our products.

Our Factory Compliance team conducts regular factory audits to verify that practices throughout our supply chain align with our Global Compliance Principles. We also put programmes together to proactively mitigate risk by addressing the root causes of issues that could arise.



Fewer suppliers = better relationships.

We nurture our relationships with our partners. VF and icebreaker teams continuously work to build strong partnerships with suppliers at all tiers of our global supply chain. So that we know every step of the way, from sheep to finished shirt, how things are done and that they meet our standards.



↑ Omarama Station, source of raw material, New Zealand.

Supplier matrix.

Wool fibre source

Our contracted wool fibre is sourced from long-term relationships with merino growers.

Top processing

Greasy wool is cleaned and prepared for spinning. The top-making process comprises four main steps: scouring, carding, gilling and combing.

Yarn spinning

Strands of fibre are drawn out and twisted to form fine yarns.

Fabric mills

Fabrics are made by either knitting or weaving yarns together, or bonding or felting fibres. Fabrics are either dyed in fabric form, or made using pre-dyed yarns or fibre.

Garment makers

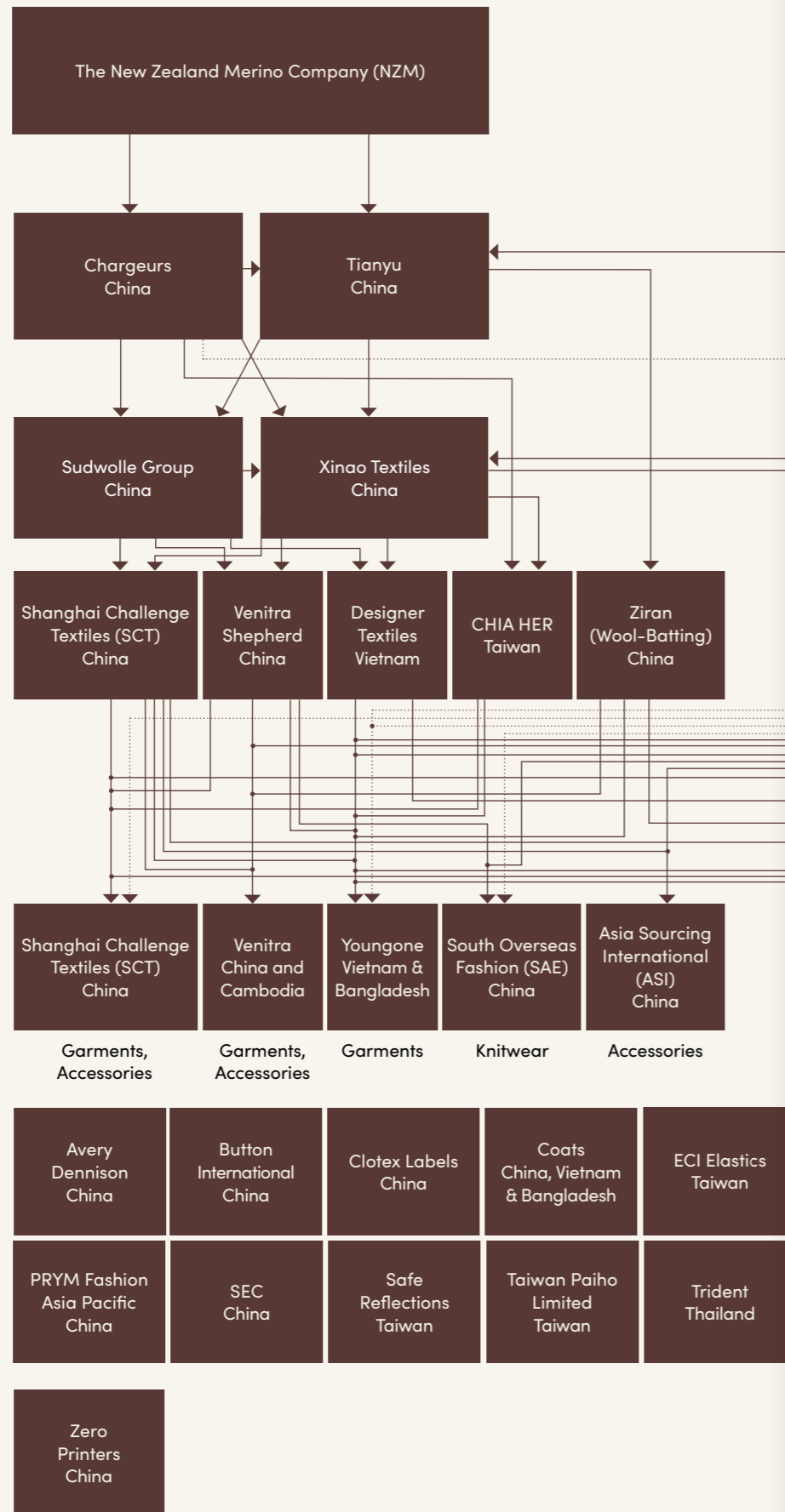
Fabric is cut into panels and sewn into garments, or yarns are knitted directly into knitwear garments and accessories.

Trim suppliers

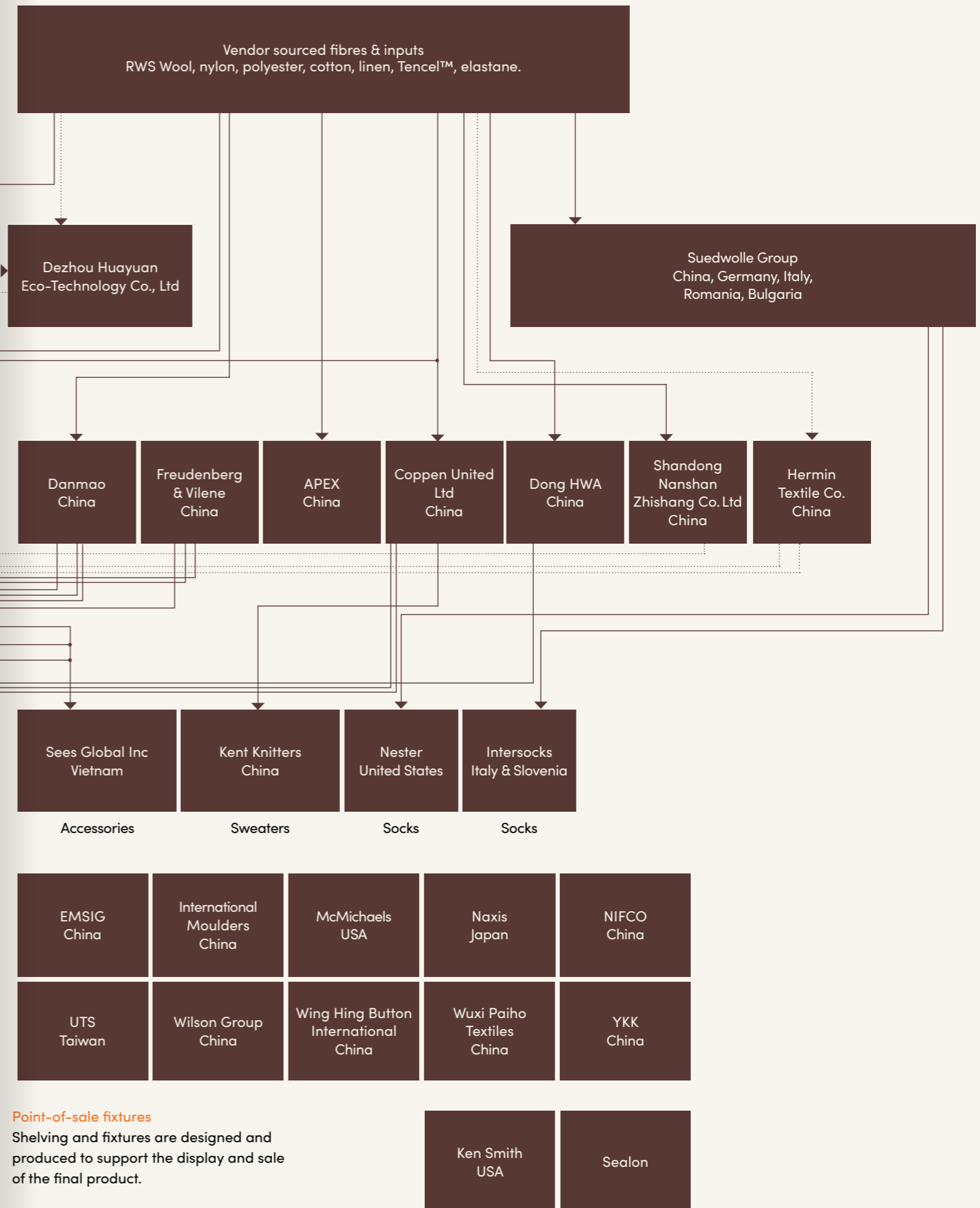
Trims include items such as buttons, zips, draw cords and heat transfer labels which are attached to our garments during the manufacturing process.

Packaging

Product is paired with packaging in the form of swing tags, wraps and boxes to prepare for distribution to sell.



icebreaker has a proud history of long-term partnerships within our supply chain. icebreaker and VF continue to foster these partnerships to maximise transparency and develop sustainable ways of working together.



Grower listing.

icebreaker contracted growers as of 2nd April 2022.

▼ Brand	▼ Location	▼ Audit Date
AHURIRI DOWNS	Omarama	30.06.2021
ARDGOUR	Wanaka	20.08.2020
AWAPIRI	Blenheim	26.08.2020
BALDWIN	Roxburgh	03.09.2020
BENMORE	Omarama	03.06.2020
BLACKSTONE HILL	Omakau	10.03.2021
BLUE MOUNTAIN	Fairlie	04.03.2021
BLUFF	Kekerengu	29.07.2020
BOG-ROY	Kurow	22.05.2020
BONJEDWARD	North Canterbury	06.07.2020
BRAEVAAR	Amberley	18.06.2020
CAIRNMUIR	Cromwell	11.08.2020
CARRICK	Cromwell	06.07.2020
CASTLE RIDGE	Hakatere	24.11.2020
CATHERINE FIELD	Pukaki	15.03.2021
CECIL PEAK	Queenstown	10.08.2020
CLAREVALE	Hawarden	14.01.2020
CLUDEN	Cromwell	21.10.2020
CORA LYNN	Arthurs Pass	29.06.2020
CORLEGGY	Blenheim	27.07.2020
CRAGSIDE	Oturehua	26.05.2021
CRAIGLEA	Roxburgh	16.10.2020
CRAIGROY	Cromwell	28.01.2020
DIP CREEK	Kurow	03.03.2021
DOLPHINS	Palmerston	22.08.2020
EARNSCLEUGH	Alexandra	26.08.2020
EREWHON	Ashburton	25.08.2020
FOULDEN HILL	Middlemarch	28.09.2020
FOVERAN	Kurow	09.07.2020
GLEN LYON	Twizel	23.07.2020
GLEN ORKNEY	Blenheim	28.05.2021
GLENALLEN	Waikari	22.09.2020
GLENFOYLE	Cromwell	18.06.2020
GLENTANNER	Mt Cook	01.02.2021
GODLEY PEAKS	Lake Tekapo	13.01.2021
GOULBURN	Oturehua	15.10.2020

▼ Brand	▼ Location	▼ Audit Date
GRAMPIANS	Lake Tekapo	14.10.2019
GUIDE HILL	Lake Pukaki	11.02.2021
HARTFIELD	Ranfurly	15.06.2021
HUXLEY GORGE	Twizel	23.07.2020
IDA VALLEY	Oturehua	10.08.2020
LAKE COLERIDGE	Lake Coleridge	03.08.2020
LAKE HERON	Hakatere	14.08.2020
LAKE OHAU	Omarama	11.02.2021
LAKE TAYLOR	Hawarden	07.08.2020
LINDIS PEAKS	Tarras	12.11.2020
MAHERUA	Little River	18.02.2022
MANGAITI	Wanganui	16.05.2020
MATAKANUI	Omakau	18.06.2020
MIDDLEHURST	Blenheim	14.07.2021
MONAGHAN	Blenheim	27.07.2020
MT MASON	Hawarden	23.01.2020
MT NICHOLAS	Queenstown	26.08.2020
MT ROSS	Middlemarch	17.08.2020
MT WHITNOW	Hawarden	06.07.2021
MULLER	Blenheim	13.07.2021
MUZZLE	Clarence Valley	12.06.2021
NOKOMAI	Lumsden	22.06.2020
NORTHBURN	Cromwell	06.08.2020
OMARAMA	Omarama	25.06.2020
OTEKAIKE	Duntroon	01.07.2021
OTEMATATA	Otematata	16.03.2021
PATEAROA	Ranfurly	10.03.2021
QUAILBURN DOWNS	Omarama	16.03.2021
REDCLIFFS	Methven	30.07.2020
RICHMOND BROOK	Seddon	19.08.2020
ROSENEATH	Kurow	03.03.2021
ROUGH RIDGE	Oturehua	28.09.2021
SHIRLMAR	Tarras	17.06.2020
STONEHENGE	Ranfurly	18.09.2020
THE GUMS	Cheviot	19.09.2020
UPCOT	Blenheim	13.03.2021
WAITANGI	Kurow	14.06.2021
WALTER PEAK	Queenstown	26.08.2020

Supplier listing.

▼ Supplier	▼ Factory name	▼ Category	▼ Date of last audit	▼ Location	▼ Address	▼ Total No employees	▼ % Local	▼ % Non local (From other regions)	▼ % Migrant (From other country)	▼ % Female	▼ % Male	▼ Partnership commenced (year)	▼ Length of service (years)
▶ A&G	A&E Dongmei Thread Manufacturing Co., Ltd	Trims Vendor Sourced		China	Nange Industrial Village Of Daojiao Town, Dongguan City Guangdong Province, China	369	25%	75%	0%	50%	50%	2013	7
▶ A&G	American & Efird Vietnam Thread LLC	Trims		Vietnam	Lot No 32-33, Nhon Trach 6 Ip, Long Tho Commune, Nhon Trach District, Dong Nai Province, Vietnam	188	99%	1%	0%	34%	66%	2009	11
▶ Anabel Tekstil	Anabel Tekstil	Trims		Turkey	Mahmutşevketpaşa Mah. Mahmutşevketpaşa Cad. No:52 Beykoz/Ist	20	100%	0%	0%	40%	40%	2008	12
▶ Apex	Apex (Zhejiang) Textile Co.,Ltd	Fabric Mill	11/1/2018	China	No.175,Ling Hao Road, Hangzhou Economic & Technological Development Area 30019, China.	321	96%	4%	0%	52%	48%	2018	2
▶ ASI Global Limited	Huaian Yuantong Headwear Mfg Co., Ltd.	Accessories	2/9/2020	China	No. 30, 32, And 99 Yan Huang Avenue, Lian Shui Economic Developmental District Huaian, Jiangsu, China	3694	99%	2%	0%	84%	16%	2012	8
▶ ASI Global Limited	Branch 1 - Greentech Headgear Company Limited in Dong Nai	Accessories	9/10/2019	Vietnam	Building# 3, 4, 5, 6, 22, 23, Road No. 3, Industrial Zone Nhon Trach 2 - Nhon Phu, Phu Hoi Commune Nhon Trach District, Dong Nai, Vietnam	1692	36%	64%	0%	80%	20%		
▶ ASI Global Limited	Jiangsu Asian Sourcing Headwear MFG. Co., Ltd	Accessories	23/10/2020	China	No. 2 South Guangzhou Road Economic And Technology Development Zone, Huai An City, Jiangsu, China	1206	99%	1%	0%	87%	13%		
▶ Avery Dennison	Paxar Packaging Guang Zhou Limited	Trims	7/1/2018	China	Tanshan Village, Hualong Town, Panyu District, Guangzhou, Guangdong Province, China, 511434	4069	17%	83%	0%	56%	44%	2007	13
▶ Bemis	Paxar Packaging Guang Zhou Limited	Trims		USA	1 Bemis Way, Shirley, MA 01464 USA.	430	99%	1%	0%	30%	70%	2016	6
▶ Button International	Changshu Button International Co., LTD	Trims		ROC	No.5, Nanxi Road, East-South Development Zone, Changshu, Suzhou city, Jiangsu.	130	30%	70%	0%	37%	63%	2009	13
▶ Chargeurs Wool Ltd	Zhangjiagang Yangtse Wool Combing Co Ltd	Wool Tops Production	31/12/2021	China	European Industrial Park, Tangshi St, Yangshe Town, Zhangjiagang City, Jiangsu 215618	190	59.50%	40%	0.50%	44.70%	55.30%	2006	16
▶ Chia Her	Chia Her International	Fabric	20/11/2020	ROC	Gongye road, Guantian District, Taiwan, ROC	829	79%	21%	0%	52%	48%	2014	7
▶ Clotex Labels Co. Ltd. (Trimco)	Trimco Group (Hong Kong) Co. Ltd. (Clotex Labels)	Trims	17/09/2020	China	Flat G, 8/F, City Ind. Complex, 116-122 Kwok Shui Road, Kwai Chung, Hong Kong	265	100%	0%	0%	69%	31%		
▶ Coasts Phong Phu	Coasts Phong Phu Company	Thread		Vietnam	Pho Noi B Industrial Park, Nghia Hiep, Yen My, Hung Yen, Vietnam	604	100%	0%	0%	49%	51%	2009	13
▶ Coats	Coats Bangladesh Limited	Trims		Bangladesh	Chittagong : Fouzderhat Industrial Estate , Sagorika Road,P.O custom Academy, Chittagong4219, Bangladesh.	1025	100%	0%	0%	4%	96%	2014	8

icebreaker 2022 supplier listing.

Data acquired through an icebreaker supplier survey.

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► Coats	Shanghai Coats Thread Co., Ltd.	Trims		China	No.9 Baosheng Road, Songjiang District, Shanghai, China	348	25%	75%	0%	39%	61%	2010	12
► Coats	Coats Phong Phu Company	Trims		Vietnam	48 Tang Nhon Phu, Tang Nhon Phu B, Thu Duc City, Vietnam	1429	99%	1%	0%	49%	51%	2005	17
► Copen United Ltd.	Copen United Ltd.	Trims		China	Copen United Limited Unit 1611-1613 16/F, One Midtown, No. 11 Hoi Shing Road Tsuen Wan, N.T. Hong Kong	700	93%	7%	0%	24%	76%	2019	3
► Danmao (Jiangsu Danmao Textile Co Ltd)	Jiangsu Danmao Textile Co Ltd	Fabric	14/01/2022	China	NO.2 LUMENG NORTH ROAD, LUCHENG, DANYANG, JIANGSU, CHINA	914	85%	15%	0%	66%	34%	2011	10
► DAU TU NAM A	DAU TU NAM A	Gumtape	31/12/2019	Vietnam	No 149/52 Gia Quat street, Long Bien Dist, Hanoi City	52	40%	60%	0%	42%	58%	2013	9
► DTI	Designer Textiles Vietnam	Fabric	18/01/2021	Vietnam	Lot P, Hoa Xa Industrial Park, Nam Dinh, Vietnam	213	100%	0%	0%	26%	74%	2000	21
► E.C.I. Elastic Co., Ltd	E.C.I. Elastic Co., Ltd	Trims		China	Qian - Wu Doumen, China	154	100%	0%	0%	52%	48%	2006	16
► Emsig	Sunco Button Factory	Trims		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	15
► Freudenberg & Vilene International Ltd.	Freudenberg & Vilene Interlining (Natong) Co., Ltd.	Trims		China	408 Chang Jiang Middle Road, Nantong/China	261	100%	0%	0%	39%	62%	2015	7
► GIA HUNG	GIAHUNG., Ltd	Silicagel, Tissue paper, PP band		Vietnam	Nghia An-Nam Truc-Nam Dinh	15	100%	0%	0%	30%	70%	2014	8
► Graphic Visual Solutions	Graphic Visual Solutions	Packaging vendor sourced		USA	4301 Waterleaf Court, Greensboro, NC 27104	100	100%	0%	0%	30%	70%	2008	14
► Huaian Zhanyuan Headwear Co.,Ltd	Huaian Zhanyuan-Headwear Co.,Ltd	Trims		China	Building 43 Nvzhen Road, Liancheng Town, Lianshui Huaian, China.	48	94%	6%	0%	45%	55%	2008	14
► International Moulders Limited	Dongguang Honghua Bra Subsidiary Material Products Co Limited	Trims		China	A10, Jinfu RD, Tangchun Industrial, Liaobun Town, Dongguan, Guangdong Province, China	352	2%	98%	0%	44%	56%	2017	5
► Intersocks d.o.o	Intersocks d.o.o	Socks	August 6th 2021	Slovenia	Reška cesta 29, 1330 Kočevje, Slovenia	184	86%	5%	9%	71%	29%		
► Intersocks d.o.o	Recinko d.o.o (confection)	Socks	August 5th 2021	Slovenia	ROŠKA CESTA 41, SI-1330 KOČEVJE, SLOVENIA	54	100%	0%	0%	90%	10%	2014	7
► Intersocks d.o.o	Inssocks Srl (knitting)	Socks	July 1st 2021	Italy	Via dell'Industria 28 ALPAGO 32016 BELLUNO, ITALY	78	73%	4%	23%	55%	45%	2014	7

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► Intersocks d.o.o	Calz. Telemaco Srl (knitting)	Socks	June 21st 2021	Italy	VIA BRENTILLA, 9, IT-31040 TREVIGNANO, ITALY	17	53%	47%	0%	58%	42%	2014	7
► K and K Clothing Accessories Co. Ltd	Dongguan K and K Garment Accessories Co., Ltd	Trims		China	Xiaolong Industrial Area, Yuanshanbei Precinct, Changping Town, Dongguan City, Guangdong Province, China.	394	1%	99%	0%	46%	54%	2014	7
► Ken Smith Yarns	KEN SMITH YARN COMPANY	Yarn - vendor sourced		Hong Kong	No. 704 Castle Peak Road, Lai Chi Kok	15	100%	0%	0%	46%	54%	2016	6
► Kent	Dongguan Bacui Knitwear Co. Ltd.	Garments	3/11/2021	China	No. 5, Pingding Road Changping Town Dongguan City, Guangdong Province	759	19%	81%	0%	52%	48%	2019	3
► KRAJEVSKI	PPHU KRAJEWSKI MAREK KRAJEWSKI	Yarn - vendor sourced		Poland	ul. Nadburzańska 19 99-400 Łowicz	51	63%	35%	2%	75%	25%	2014	7
► KSI	Youngone Corporation Bangladesh/ Karnaphuli Shoes Ind Ltd (Garment unit)		29/03/2022	BANGLADESH	Korean Export Processing Zone, Anwara, Chittagong, Bangladesh	18724	95%	5%	0%	68%	32%	2015	7
► Kunshan Wenjia Thread&Tape Co.,Ltd	Kunshan Wenjia Weaving Co.,LTD	Thread, Tape		China	No.1195 Yuanqu Road Zhouzhuang Town, Kunshan, Jiangsu Province, China.	40	99%	1%	0%	60%	40%	2017	5
► Liuqing	Zhejiang Hujiang Thread Co.,Ltd	Trims Vendor sourced		China	675 Airport Road, Yiwu, Zhejiang Prov, China	465	38%	62%	0%	32%	68%	2017	5
► LIUQING SEWING THREAD COMPANY	LIUQING SEWING THREAD COMPANY	Trims Vendor sourced		China	No 2048,Airport road Liuqing Industrial Park, Yiwu City, Zhejiang Province, China	595	40%	60%	0%	80%	20%	2016	6
► M/S S.S. International	S.S. International	Garment Accessories		BANGLADESH	37, N.A. CHOWDHURY ROAD, 308-309, PAPER PLAZA (2ND FLOOR), ANDERKILLA, CHITTAGONG.	9	30%	70%	0%	20%	80%	2018	4
► McMichael	McMichael, Mills, Inc.	Yarn - vendor sourced		USA	130 Shakey Rd. Mayodan, NC 27027	295	100%	0%	0%	57%	43%	2005	17
► Naxis	Shanghai Naxis Co., Ltd	Trims		China	No. 200 Xinyu Road Songjiang District, Shanghai China	447	85%	14%	1%	81%	19%	2016	6
► Nester Hosiery Inc	Nester Hosiery Inc	Socks	12/06/2020	USA	1546 Carter Street, Mt. Airy, NC 27030	207	99%	1%	0%	60%	40%	2005	17
► NEW YARN	New Yarn SRL	Yarn - vendor sourced		Italy	Via Svizzera, 38, 46042 Castel Goffredo, MN, Italy	5	80%	0%	20%	20%	80%	2014	7
► Nhan My	JUNMAY LABEL CO. LTD	Label	3/12/2020	Vietnam	Lot CN-01-03 Ninh Hiep Industrial Zone, Ninh Hiep Commune, Gia Lam District. Hanoi City, Vietnam	88	69%	25%	6%	72%	28%	2013	9
► Nifco Taiwan, ROC Corporation	Nifco Taiwan, ROC Corporation	Trims		ROC	No.198, Sec.2, Zhong Ai Rd., Guan-Yin District. TaoYuan City 407.Taiwan, ROC	204	92%	8%	0%	49%	51%	2015	7

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► Nyfil	Nyfil srl	Yarn - vendor sourced		Italy	Via dell'Artigiato, 69 25018 Montichiari	12	15%	0%	85%	15%	85%	2016	5
► OHYA CORPORATION	TAKENAKA SENI CO.,LTD	Narrow warp knitting		Japan	O-90-3, Takamatsu,Kahoku,Ishikawa, 929-1215	20	80%	20%	0%	75%	25%	2014	8
► Paiho Group	Paiho Group WUXI	Trims	1/07/2018	China	No.18 HeXin Rd Dongting Town Xishan District Wuxi City Jiangsu, China	1134	49%	51%	0%	63%	38%	2008	14
► Paiho Group	Paiho, Taiwan, ROC	Trims		ROC	No. 575 Hokang Road Homei Township Changhua County Taiwan, ROC 508	1022	77%	3%	20%	57%	43%	2008	14
► Paiho VN	VIETNAM PAIHO LIMITED	Accessories		Vietnam	Lot 30-32-34-36, Road No.3 & Lot 21 and 23, Road No.2 Tan Tao IZ, Tan Tao A Ward, Binh Tan Dist, HCM City	3124	100%	0%	0%	56%	44%	2005	17
► Prym Fashion Asia Pacific	HOTAT (DONGGUAN) METAL PRODUCTS CO. LTD.	Trims	30/08/2019	China	No.13, Chang Ping Section, Dong Seng Road, Chang Ping Town, DongGuan City, GuangDong Province, China	175	20%	80%		40%	60%	2017	5
► S.E.C. Accessories Ltd.	S.E.C. Accessories Ltd.	Trims		China	No.6, Xinghe Road, Licun Industrial Area, Xiegang Town, Dongguan, China	135	14%	86%	0%	53%	47%	2016	6
► SAE	Nanjing Fashions (China) Ltd.	Garments	27/07/2021	China	NANGING FASHIONS(CHINA)LTD.NANAN CITY,FUJIAN PROVINCE No. 1 Jing Hua Road Honglai Town Nanan City Fujian Province China	646	96%	4%	0%	83%	17%	2015	7
► Safil Spa	Bulsafil (Safil Spinning Plant)	Yarn - vendor sourced	1/03/2017	Bulgaria	Industrial Zone, 4134 Scutare, Plovdiv, Bulgaria	581	100%	0%	0%	66%	34%	2015	7
► Safil Spa	Suedwolle Group Italia S.p.A. (Safil Dyeing Plant)	Yarn - vendor sourced	1/12/2020	Italy	Via del Mosso, 10, 13894 Gaglianico, Biella, Italy	108	92%	7%	1%	50%	50%	2015	7
► SEES	SEES Global Inc.	Accessories		Korea	#612 Suntec city-II 307-2 Sangdaewon-dong, Jungwon-gu,Seongnam-si, Gyeonggi-do, Korea	55	100%	0%	0%	40%	60%	2019	2
► SEES	Sees Vina Co Ltd	Accessories	9/01/2021	Vietnam	Minh Duc Commune Tu Ky District Hai Duong 170000 Hai Duong	1759	100%	0%	0%	88%	12%	2019	2
► Shanghai Challenge	Shanghai Challenge Textile Co.,Ltd.	Fabric	7/01/2021	China	No.1918 Tingfeng Road, Jinshan district, 201504, Shanghai, China	620	70%	30%	0%	52%	48%	2004	18
► Shanghai Challenge	Shanghai Challenge Garment Co. Ltd	Garments	24/12/2020	China	No.1918 Tingfeng Road,Tinglin,Jin Shan District, Shanghai 201514, China	638	68%	32%	0%	79%	21%	2009	13
► Shanghai Challenge	LianYun Gang Guanlin Garment Co., Ltd	Garments	1/11/2017	China	No.68 Xingyang Road, Guanyun, Lianyungang city, Jiangsu Province, China	168	98%	2%	0%	85%	15%	2015	7
► Shanghai Challenge	Hubei Challenge Garment Co.,Ltd	Garments	1/12/2018	China	TONGJIGOU INDUSTRY PLANT, ZHUSHAN, SHIYAN, HUBEI, China	780	85%	15%	0%	70%	30%	2018	4

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► Shanghai Challenge	ShangHai JiaLinjie Garment Co., Ltd.	Garments	24/12/2020	China	2-4/F of Building B2, Building C3, one-third of Building B1, No.5568, Songjing Road, TingLin Town, JinShan District, Shanghai Shanghai Shi China	705	76%	24%	0%	86%	14%	2019	3
► Shanghai Coats Co.,Ltd	Shanghai Coats Co.,Ltd	Thread		China	No.9 Baosheng Road, Songjiang Industrial Zone, Shanghai, China	325	15%	85%	0%	60%	40%	2009	13
► Shanghai Hairui Co.,Ltd	Shanghai Hairui Co.,Ltd	Carton, Tape		China	No.350. Building 68, Dongheyan, ChengQiao Town, Shanghai ChengQiao Economic Development Zone, Congming District, Shanghai, China	80	40%	60%	0%	30%	70%	2018	4
► Suedwolle	Zhangjiagang Yangtse Spinning Co.,Ltd	Yarn	16/10/2020	China	No.5 Yangzi Road, Tangshi District, Yangshe Town, Zhangjiagang City, Jiangsu Province, China 215618	957	39%	60%	1%	65%	35%	2006	16
► SUN HING ELASTIC COVERING FTY LTD.	SUN HING ELASTIC COVERING FTY LTD.	Manufactory		China	Shu Tian Pu Village, Gong Ming Road, Guang Ming Xin Qu, Shen Zhen City, Guang Dong Province, P.R. China	67	0%	100%	0%	36%	36%		
► Taiwan Paiho Limited	Paiho, Taiwan, ROC	Trims		ROC	No. 575 Hokang Road Homei Township Changhua County Taiwan, ROC 508	1022	77%	3%	20%	57%	43%	2008	12
► TAN THAI TRINH	TAN THAI TRINH CO., LTD	Ticker, poster		Vietnam	So 18, Ngách 147/48, Tân Mai, Quan Hoàng Mai, Hà Noi	10	100%	0%	0%	40%	60%	2015	7
► Technical & Textile	Technical & Textile srl	Yarn - vendor sourced		Italy	Via VIII Marzo, 25 25022 Borgo S. Giacomo, Italy	23	91%	0%	9%	43%	57%	2012	9
► TECNOYARN	TECNOYARN SPA	Yarn - vendor sourced		Italy	VIA ALESSANDRINI, 4 25086 REZZATO (BS), ITALY	11	100%	0%	0%	45%	55%	2014	7
► Toan Phat	Toan Phat Co., Ltd	Carton		Vietnam	Bach Sam, My Hao, Hung Yen	250	76%	24%	0%	41%	49%	2017	5
► TRAFIL	Trafil di Buratti Pietro Antonio	Yarn - vendor sourced		Italy	Via dell'Industria, 89 25039 Travagliato	3	100%	0%	0%	0%	100%	2017	4
► Trident	Trident Textiles (Asia Fiber Public Co. Ltd.)	Yarn - vendor sourced		Thailand	406-7 Sukumvit Road Bang-poo Mai Sumuthprakarn Thailand 10280	30	100%	0%	0%	60%	40%	1996	26
► Trimco	Trimco Group (Zhejiang) Co. Ltd.	Trims		China	No.236, Xin Lang Road, Yu Yao City, Zhejiang, China	298	98%	1%	1%	48%	52%		
► Unitex International Button Accessories Ltd.	Unitex International Button Accessories Ltd.	Trims	12/07/2019	China	Fu-Yong 1st Industrial park, Bao-An District, Shenzhen City, Guangdong Province, China	480	8%	92%	0%	41%	59%	2000	22
► UTS	Universal Trim Supply Co Ltd	Trims		ROC	NO. 63 Wugong 5th Rd, Wugu Dist., New Taipei City 24890, Taiwan, ROC	300	100%	0%	0%	51%	49%		
► Venitra Industrial Group Ltd	Anhui Verino Manufacturing CO LTD	Garment & Fabric	31/03/2021	China	52 Donghe Road, Economic Development Zone, Qingyang, Chizhou, Anhui, China 242800	300	100%	0%	0%	70%	30%	2017	4

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▶ Wilson	Wilson Group	Trims		China	Room 501-509, 5/F Elite Industrial Centre 883 Cheung Sha Wan Road Kowloon, Hong Kong	1119	72%	28%	0%	42%	58%	2004	18
▶ Wing Hing Button International	Wing Hing Button International Ltd	Trims		China	1/F, Cheung Kong Factory Building, 6 Cheung Yee Street, Cheung Sha Wan, Kowloon	461	20%	80%	0%	70%	30%	2019	3
▶ Wuxi Paiho Textiles Co., Ltd	Wuxi Paiho Textiles Co., Ltd	Trims	1/01/2020	China	No. 18, Hexin road, Dongting town, Xishan district, Wuxi, Jiangsu, China	1134	49%	51%	0%	63%	37%	2015	7
▶ Xinao	Zhejiang Xinao Textiles Inc.	Yarn	1/09/2020	China	No 48 Zhenzhi Street, Chongfu Town, Tongxiang, Zhejiang, China	1703	53%	47%	0%	71%	29%	2017	5
▶ Xinmao Printing Co., Ltd	Xinmao Printing Co.,Ltd	Label, Bag		China	No.18-88 QianZhu Road, Wuzhong Economic Development Zone, Suzhou, China	105	78%	22%	0%	50%	50%	2017	5
▶ YFY Jupiter Limited	Dongguan Xinhai Environment-friendly material	Packaging	1/12/2017	China	No.17 Shenxi Road, Houjie, Dongguan, Guang Dong, China	48	100%	0%	0%	38%	62%	2017	5
▶ YKK	Shanghai YKK Zipper Co Ltd	Trims		China	468 LU-CHUN ROAD,MINHANG ECONONIC & TECHNOLOGICAL DEVELOPMENT ZONE, SHANGHAI	2300	98%	2%	0%	67%	33%	2008	14
▶ YKK SH	Shanghai YKK Zipper Co Ltd	Trims		China	NO.1258 FEIDU ROAD,PUDONG NEW AREA, SHANGHAI, China	669	98%	2%	0%	60%	40%	2008	14
▶ Youngone Corporation	Youngone Corporation Bangladesh/ Karnaphuli Shoes Ind Ltd (Garment unit)	Garments	6/01/2020	Bangladesh	Korean Export Processing Zone, Anwara, Chittagong, Bangladesh	18724	95%	5%	0%	68%	32%	2015	7
▶ Youngone Corporation	Youngone Nam Dinh Co Ltd	Garments	25/03/2022	Vietnam	Lot O,P,Q,R, N6 Road, Hoa Xa IP, My Xa Commune, Nam Dinh City, Nam Dinh Province, Vietnam	8081	92%	8%	0%	78%	22%	2012	10
▶ Yunshine Hardware Co.,Ltd	Foshan Sanshui Runcheng Hardware Co.,Ltd.			China	No.8, mumianyi lane, jinbenzhoubian village, southwest Street, Sanshui District, Foshan City	180	30%	70%	0%	40%	60%	2008	14
▶ Zero Printers (Shanghai Lingdian Garment Accessories Co Ltd)	Shanghai Donghong Printing Co Ltd	Packaging	1/03/2018	China	No.2001 JINTENG RD. Jin Shan District, Shanghai, China	220	39%	61%	0%	69%	31%	2016	6
▶ Zhejiang DongYi Thread Co.,Ltd	Zhejiang DongYi Thread Co.,Ltd	Thread		China	No.139, Huixin Road, Huiming Town, Jiashan, Jiaying, Zhejiang Province, China	175	89%	11%	0%	50%	50%	2016	6
▶ Zhejiang Huamei Thread Co.,Ltd	Zhejiang Huamei Thread Co.,Ltd	Thread		China	No.195 Zhaolong Road, Zhuangshi Town, Zhenhai, Ningbo, China	708	40%	60%	0%	58%	61%	2019	3
▶ Ziran Non-Woven Co	Ziran Non-Woven Co	Fabric	14/09/2020	China	Shixia Industrial Aera, Longhu, Jinjiang, Fujian, China	168	40%	60%	0%	38%	62%	2017	5
▶ Dezhou Fuhua	Dezhou Fuhua Eco Technology Co., Ltd	Yarn	26/2/2021	China	West Outer Ring Road West, Economic Development Zone, LingCheng District, Dezhou, Shandong	945	100%	0%	0%	70%	30%	2021	1

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► Shandong Nanshan ZhiShang Sci-Tech Holdings Co., Ltd.	Nanshan Zhishang Fashion SCI-TECH CO. LTD	Fabric	28/07/2021	China	NANSHAN INDUSTRIAL ZONE, LONGKOU CITY, SHANDONG PROV. CHINA
► Suedwolle Group Italia S.p.A.	Suedwolle Group Italia S.p.A.	Yarn - vendor sourced		Italy	Via del Mosso, 10 13894 Gaglianico, Biella
► Luart d.o.o	Luart	Packaing (printing) - vendor sourced		Slovenia	Lepovče 42, 1310 Ribnica
► Her Min Textile Co., Ltd	Her Min Textile Co., Ltd an nan branch	Fabric	20/11/20	Taiwan	188# dasheng road, zhou nan li,an nan district, tai nan city Tai wan
► Her Min Textile Co., Ltd	Her Min Textile Co., Ltd qi gu branch	Fabric	20/11/20	Taiwan	189#,dacheng, dachengli,qigu district, tai nan city, Tai wan

▼ Total No employees	▼ % Local	▼ % Non local (From other regions)	▼ % Migrant (From other country)	▼ % Female	▼ % Male	▼ Partnership commenced (year)	▼ Lenght of service (years)
2501	72%	28%	0%	64%	36%	2021	1
107	99%	0%	1%	50%	50%		
26	84%	12%	4%	46%	54%		
94	77.7%	8.50%	13.80%	70.2%	29.8%	2021	1
58	79.3%	0%	20.7%	58.6%	41.4%	2021	1





icebreaker
Move to natural