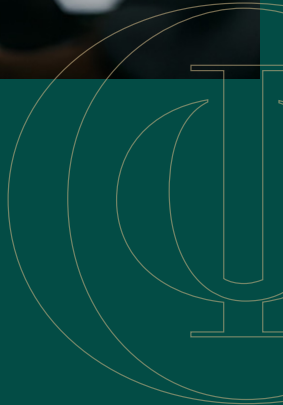




**COMPAGNIE
CHARGEURS
INVEST**

Joining forces

For employees



Foreword

Joining forces to achieve sustainable, responsible performance

Amid rapidly evolving expectations in the economy, society and the environment, we bear a clear responsibility: **to turn sustainability into a driver of long-term performance and resilience.**

Strategically, this commitment presents the perfect opportunity to innovate and build trust with our customers, financial partners and employees by fulfilling their expectations, as well as ensuring the sustainability of our value chains and planning ahead for regulatory developments worldwide.



Joëlle Fabre-Hoffmeister

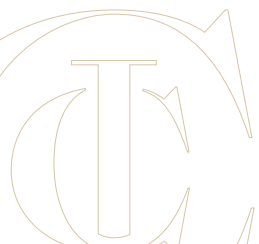
Group Corporate Secretary
Deputy CEO,

Organization, Talent and Sustainable Transformation

How can we embed our ambition to create sustainable value across all employees? What do our commitments to climate, society and ethics mean for our distinct business lines?

We all have an active role to play in driving our sustainable transformation, and together, we will earn and maintain the trust of our stakeholders.

The purpose of this leaflet is to explain the economic, social, environmental and heritage challenges that lie ahead for the Group and each of our business activities. I hope you will find these insights useful as we shape our future together.



Compagnie Chargeurs Invest

With a dual industrial and financial heritage, owned by Groupe Familial Fribourg and its partners, for more than 150 years, Compagnie Chargeurs Invest has established global, market-leading businesses.



Hybrid operator-investor model



International identity with a presence on 5 continents



Stability from a long-term family and institutional shareholder base

Key figures for 2024

63

industrial and commercial sites

€581m

Net asset value at end-2024

€730m

Consolidated revenue

100

countries

2,600

employees

Our ambition

Accelerate sustainable value creation through active portfolio management, leveraging our proven expertise in building global leaders and our vocation as a long-term investor.

Focusing on a long-term CSR approach

Responsible transformation, designed to last

Founded in 1872, Compagnie Chargeurs Invest was developed through prolonged cycles of growth and diversification. Since the mid-2010s, the Group has increasingly placed sustainability at the heart of its business. To date, the Company's strategy builds on this background, combining sustainable innovation with a societal commitment.

Transformation milestones

2015

Colombus Holding, founded by Michaël Fribourg, becomes the Group's main shareholder.

First major capital expenditure in technology businesses.

2017

Signature of the UN Global Compact.

Establishment of the NATIVA™ program.

First-ever Global Safety Day.

2018

Management training course developed with ESMT Berlin.

2021–2022

The Group conducts its initial carbon assessment.

Chargeurs PCC unveils *Sustainable 360*, the world's first sustainable interlining range.

2019

CSR Summit inaugurated.

CSR strategy formalized.

CSR compass adopted (4 KPIs).



2023

Launches: *Zero-Water Dyeing & Pearlflex*.

Creation of NATIVA™ Regen.

Public tender offer: Groupe Familial Fribourg and its partners hold 67.6% of the Chargeurs' share capital.

2025

New 2025–2030 strategic plan kick-started, including a Sustainability roadmap and a Climate Transition Plan.



Integrating sustainability strategy at the heart of our business model

The climate transition and societal expectations now represent a strategic turning point for our businesses at large.

In response, we integrated a sustainability strategy.

In 2024, this ambition was reflected in the formation of a **Sustainable Strategy Committee** that reports to the Board of Directors, the establishment of a **CSR Experts Committee** and more robust governance for every subsidiary.

3 commitments & 5 priorities for our 2025–2030 CSR strategy

COMMITMENT NO. 1

Preserving the natural environment

Priority No. 1: Respond to climate change

2030 targets

–42%

CO₂eq emissions (scopes 1 & 2)

–25%

CO₂eq emissions (scope 3)

+30%

of suppliers committed to climate action

Priority No. 2: Reduce the pressures on biodiversity

2030 target

–30%

in yearly water withdrawals

All environmental targets are calculated on the basis of the 2022 reference year.

*This target denotes a firm commitment toward employees. It signals a shared endeavor for continuous improvement.

**Versus market standards.

COMMITMENT NO. 2

Developing human capital

Priority No. 3: Protect health and safety

2030 target

0

accidents*

Priority No. 4: Foster inclusion and equal opportunities

2030 targets

40%

of women in senior management

22 hrs

of training per employee on average

COMMITMENT NO. 3

Promoting business ethics

Priority No. 5: Act as a responsible partner in our sectors across the board

2030 target

+32%

revenue generated by more sustainable products and services**

Realizing a Group-wide commitment

Success in our CSR strategy, and the achievement of our targets, depends on the **active involvement of every Compagnie Chargeurs Invest employee.**

Each team is instrumental in curbing our environmental impact, upskilling human capital and championing ethics-driven governance.

The below pages outline significant business-specific challenges, in addition to simple and effective ways of acting and doing on a daily basis. Together, we will ensure business continuity as an efficient and responsible Group.

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and Sales





Production and HSE

Combining industrial excellence with controlled impact

Whether it's production sites, technical infrastructure or raw material flows, the manufacturing ecosystem is central to Compagnie Chargeurs Invest's sustainability strategy.

Every action counts in enhancing overall performance. This involves safeguarding resources, managing risks and boosting safety.

Working directly on-site means repurposing our manufacturing base to make it more efficient, resilient and safer in tackling climate and regulatory challenges.

Production and HSE

How to reduce my impact

01

Monitor available indicators

Analyze, harmonize, and democratize internal data on energy, water, waste, chemicals, non-compliance, and accidents in order to take measurable and meaningful action geared toward continuous improvement.

02

Leverage the Group's tools

Use a risk assessment matrix (climate, water, biodiversity, human rights, corruption) to target priority sites.

03

Plan for extreme events

Test and enhance site resilience to climate events, water supply restrictions, and the impact on local biodiversity.

04

Coordinate an ISO initiative

Operationalize a system of continuous improvement for safety, quality and the environment (e.g., ISO standardization).



Purchasing

Encompassing supplier relations and responsible value creation

Positioned front and center of the global supply chain, our Purchasing teams are pivotal to managing risks and making continued progress on the social and environmental impact. We must go beyond securing supplies by strengthening our traceability and performance requirements.

The climate transition, scarce resources and social norms serve to strengthen buyers' accountability in the Company's sustainable transformation.

Purchasing

How to reduce my impact

01

Consolidate, gather and review supplier data

Inspect manufacturing locations, product specifications, emission factors and records of compliance along with environmental and social performance claims.

02

Assess and manage partners' commitment to sustainability

Evaluate and assist our partners with their carbon assessments, social indicators (accidents, working conditions), climate strategy, water consumption and business continuity plans.

03

Include CSR criteria in calls for tenders

Vet suppliers based on their environmental, social and governance practices.

04

Support suppliers in their maturity curve stage

Wherever possible, educate suppliers, arrange interactive seminars, and commission external audits focused on strategic challenges.





Finance

Aligning financial performance with sustainability

Given the profound shift in economic models, our Finance departments assume a strategic role, engaging in non-financial communications, implementing climate risk management and recognizing ESG criteria in investment decisions. Each of these levers matters in adding sustainable value to our assets.

Finance is tasked with reconciling economic performance, a sustainable business model and mounting investor expectations.

Finance

How to reduce my impact

01

Increase the resilience of our business model

Assess the commercial risks of the climate transition and prepare for their impact on financial forecasts.

03

Audit differently

Consider sustainability criteria at the time of internal auditing and due diligence (e.g., during external growth transactions).

02

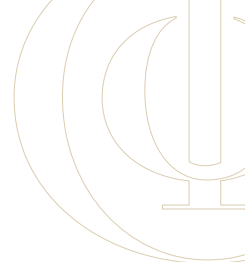
Back investment decisions

Factor CSR challenges into Capex/Opex requests, including R&D projects.

04

Step up non-financial communications

Undergo training to address issues raised by investors and rating agencies as well as to consolidate the Group's integrated reporting.





Human Resources

Putting people first in the transformation process

People are an essential enabler in a multinational, multisite manufacturing group. Quality of life at work, health and safety, inclusion and upskilling are all guiding principles of corporate social responsibility, but also when it comes to a company's appeal and resilience.

Our HR departments implement rigorous policies that reflect the highest social standards.

Human Resources

How to reduce my impact

01

Improve workplace safety

Periodically update risk analysis for occupational health and safety, and oversee the running of a continuous safety management system, working in tandem with HSE teams.

03

Guarantee quality working conditions for one and all

Enable employees to benefit from favorable social protection and a decent wage. Harness employees' potential and adaptability through training.

02

Instill a sustainability culture

Organize awareness events (Global Safety Day, ESG Culture) and introduce training plans covering sustainability topics (ESG). Develop discussion platforms to acknowledge real-life feedback and share tangible progress.

04

Encourage diversity and inclusion

Endorse concrete steps to promote diversity, equal opportunities and inclusion throughout our entities.





R&D and Quality

Innovating to the highest standard through sustainable design

Operating at the intersection of technical performance, customer requirements and environmental standards, our R&D and Quality Departments play a vital part in the sustainable transformation of Compagnie Chargeurs Invest's offerings.

Designing more responsible products, ensuring their reliability and researching their impact are critical factors that contribute to boosting the Group's competitiveness while meeting the latest market standards.

R&D and Quality

How to reduce my impact

01

Expand the range of more sustainable products and services

Formalize and document criteria distinguishing our lower-impact solutions, benchmarking them against market standards, and internal practices where necessary.

03

Track the life cycle of strategic products

Measure the full impact of products and services, ranging from raw materials in use to their end of life.

02

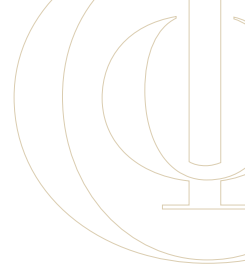
Seek third-party assurances

Obtain accredited certification (labels, standards) to validate product environmental performance (carbon footprint, zero discharge of hazardous chemicals, etc.).

04

Innovate to propel sustainability

Optimize the amount of raw materials, incorporate more recycled materials, limit the use of hazardous substances. Illustrate the competitive advantage of our product and service innovations.





Marketing and Sales

Actively interfacing between our customers and markets

Our Marketing and Sales teams are key to forging trustworthy relationships with our customers. They are the first to identify needs, feedback and market trends which are crucial in informing our sustainability strategy and adapting our offerings.

Integrating sustainability into business relationships is now paramount to meeting the growing demands of customers and partners alike.

Marketing and Sales

How to reduce my impact

01

Collect and consolidate customer feedback

Coordinate escalation of customer feedback and complaints regarding sustainability so as to administer responses and upgrade the offering.

03

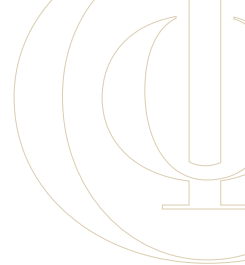
Be sure to collaborate with trusted partners

Systematize third-party assessment (France's Sapin II law), notably in high-risk areas.

02

Refer to sustainability in business presentations

Highlight the sustainable commitments of the Group and its business units, and how our products and services perform environmentally and socially. Describe the competitive advantage of our innovations and how we continuously improve our solutions.





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