



THE SUSTAINABLE WAY

SUMMARY 2024



Vibram SpA - Via Colombo, 5 - 21041 Albizzate (Varese) - Italy
Tel. +39 0331 999 777 - Fax +39 0331 992 572

THE SUSTAINABLE WAY

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YOUR CONNECTION TO EARTH

“ Dear stakeholders,

In 2024, through our ESG journey Vibram The Sustainable Way, we continued to address global environmental and social challenges with responsibility and determination. Our efforts focused on reducing environmental impact, fostering innovation, and promoting responsible leadership, with the goal of inspiring a more conscious and resilient footwear industry.

Aware of our central role as the technical foundation for many leading brands, we aim to be a driver of change, offering tools and solutions to help reduce the environmental footprint across the entire supply chain. For us, sustainability is a shared journey, guided by our values: putting people at the center, designing for durability, and innovating with vision.

”



Paolo Manuzzi
Global General Manager

KPMG S.p.A. has performed a limited assurance on the 2024 Sustainability Report.

VIBRAM AT A GLANCE

Every day, our goal is to manufacture the best soles in the world, giving confidence and inspiration to each person and athlete who wears them, without forgetting the impact that the production and use of a sole can have on people and the environment.



MODELS DEVELOPED
EVERY YEAR

300



PAIRS OF VIBRAM SOLES
MANUFACTURED IN 2024

42 mln

10,6 of which manufactured internally



MARKETS REACHED

120+



BUSINESS PARTNERS

1,000+

CERTIFICATIONS

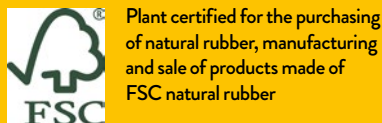
Albizzate Facility



North Brookfield Facility



Vibram Technological Center



WHAT WE DO



OUTDOOR
& SPORTS



WORK & SAFETY
MILITARY



REPAIR



ORTHOPAEDICS

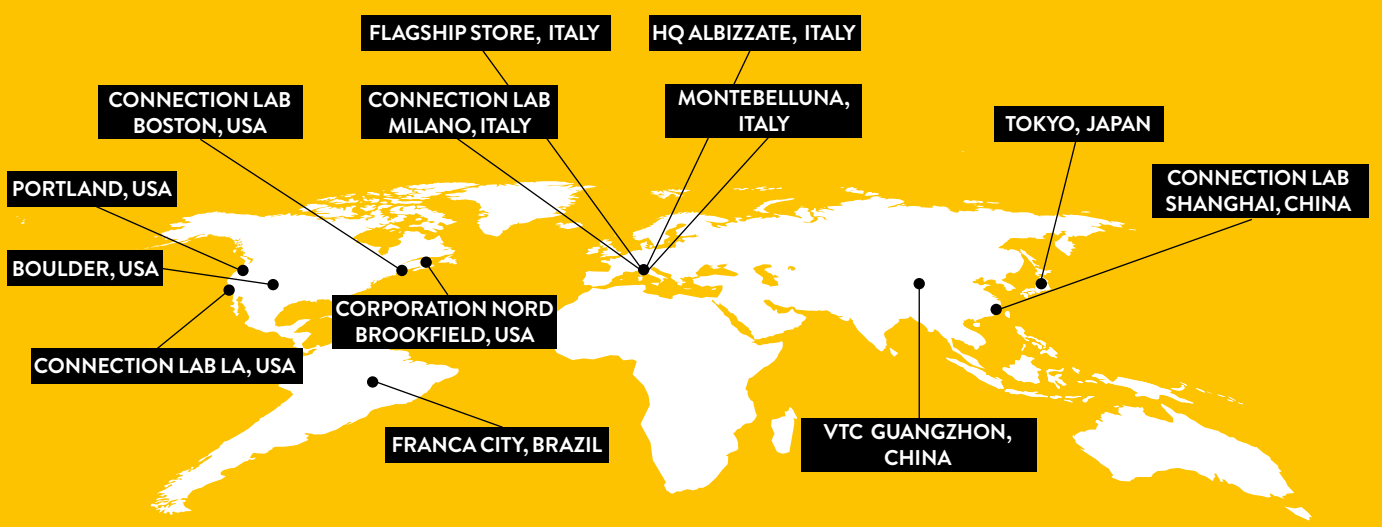


LIFESTYLE



FINISHED GOODS

WHERE WE ARE



Franca City in Brazil is a licensee.

HEAD QUARTER IN ALBIZZATE, ITALY
4 PRODUCTION FACILITIES IN ITALY, THE US, AND CHINA
3 WORKSPACES

4 CONNECTION LABS
1 TECHNOLOGICAL CENTER
2 VIBRAM RETAIL

2024 IN NUMBERS

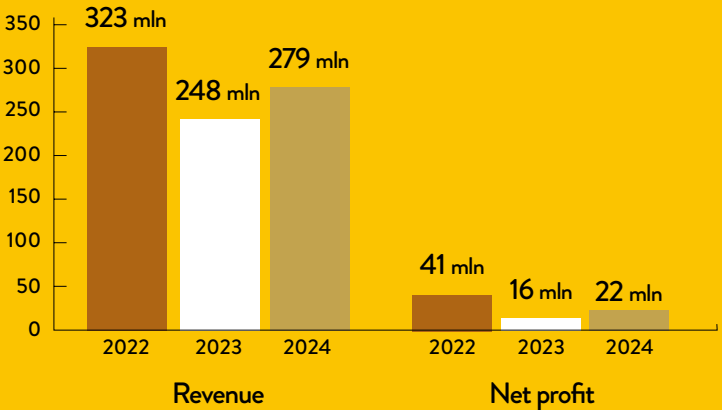
After the market slowdown that defined 2023, the Vibram Group achieved a strong recovery in 2024, reporting solid financial growth with net profit rising to €22 million. This performance highlights the company’s resilience, responsiveness, and the enduring strength of its brand.



REVENUE

279

million euros



NET PROFIT

22

million euros



EMPLOYEES

797



WORKFORCE
<30 YEARS OLD

13%



HOURS OF TRAINING
PROVIDED

10,643

+24%
vs 2023



HOURS OF
VOLUNTEERING

2,479

+46%
with respect to 2023



REDUCTION OF SCOPE 1
EMISSIONS VS 2023

-14%



ELECTRICITY CONSUMPTION
FROM RENEWABLE SOURCES*

71%



WASTE INTENDED FOR
REUSE AND RECYCLING

45%

*Chinese share of the national energy mix
from renewable sources not included.

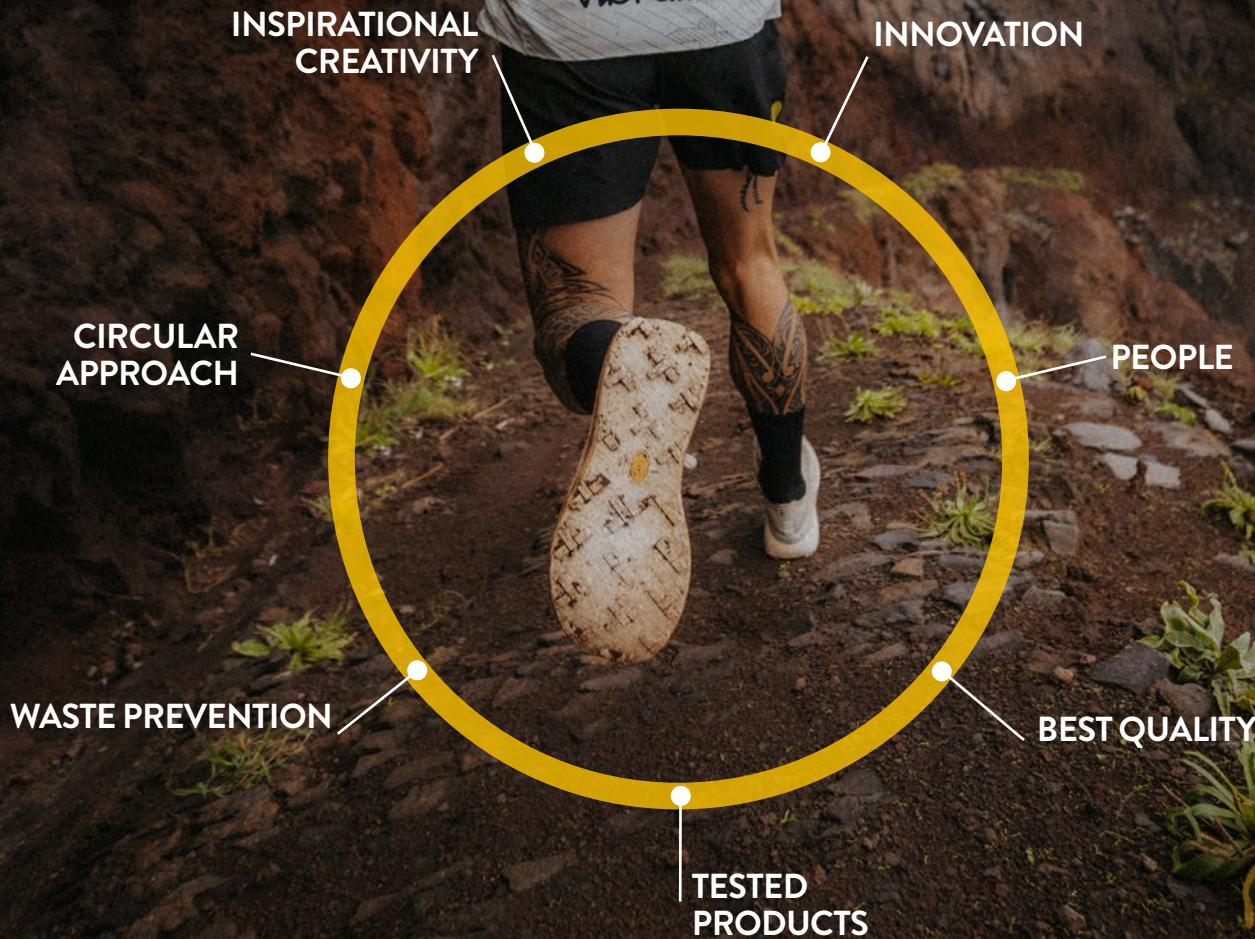
VISION & MISSION

VISION:

Provide confidence, inspiration
and innovation to every individual
and athlete

MISSION:

Create the best soles on Earth



SUSTAINABILITY GOVERNANCE

In order to fulfil our sustainability commitments and manage our impacts on the environment, people and their human rights, it is vital to involve all areas of business and foster a responsibility-centered corporate culture. We have defined a clear and efficient organization, with cross-departmental systems and procedures that integrate sustainability into our corporate strategy.



Foto Paolo Manuzzi

POLICIES

Corporate culture lays on a structured set of policies, starting from the **Vibram Ethical Code**. The latter guides our goals and the behavioral standards we see as crucial towards building valuable relationships with stakeholders. After the adoption of the **Anticorruption Code** in 2024, Vibram’s whistleblowing mechanism became fully operational across the entire Group, reinforcing the company’s commitment to ethics and integrity.



GLOBAL STRATEGIC COMMITTEE Sustainability Director

Responsible for reviewing sustainability goals and performances and updating the strategy.



OPERATING COMMITTEE

The key committee for enacting the sustainability strategy, it implements actions at the local level.

OUR PEOPLE

The people who work at Vibram, with their unique skillsets, are the true strongpoint that allows us to generate long-term value. To show our appreciation for our people and make working at Vibram an opportunity for growth and personal enrichment, we defined global guidelines for managing recruitment, remuneration, training, and safety, while also respecting local needs and regulations. In 2024, we focused on training and people wellbeing.



DIVERSITY & INCLUSION

Vibram’s corporate culture is deeply rooted in the diversity and multicultural nature of the Group—key drivers of a dynamic, innovative, and creative workplace, as well as of the company’s growth. We are committed to treating employees fairly, raising awareness around diversity and inclusion, and maintaining a zero-tolerance approach to any form of discrimination, in line with our **Diversity and Inclusion Policy**. The efforts of previous years continued in 2024, demonstrating Vibram’s strong commitment to advancing the initiatives already underway and highlighting the importance we place on promoting an inclusive, respectful, and equitable work environment across all regions.

37%

OF OUR WORKFORCE
ARE WOMEN

13%

OF OUR WORKFORCE
IS UNDER 30 YRS



TRAINING & DEVELOPMENT

In 2024, training activities saw a significant increase compared to the previous year, with growing attention dedicated to sustainability and health and safety topics. Among the most impactful initiatives was the continued **Vibram Global Exchange Program**, offering employees international experiences that foster inclusion, knowledge sharing, and a stronger sense of belonging. Vibram also launched new collaborations with academic institutions and design schools around the world, reinforcing its commitment to training and talent development. The performance evaluation process remained a key tool for growth, promoting a culture focused on continuous improvement.

18

EMPLOYEES INVOLVED IN THE VIBRAM
GLOBAL EXCHANGE PROGRAM

84%

OF EMPLOYEES ENGAGED IN
PERFORMANCE DEVELOPMENT



HEALTH & SAFETY

We are committed to guaranteeing a safe workplace, ensuring that all necessary measures are taken to prevent hazards that can cause accidents and injuries. For the Albizzate facility, we have implemented an **ISO 45001**-certified workplace health and safety management system. In addition to safeguarding our employees, we raise awareness about adopting a healthy lifestyle and promote healthy living initiatives, like through prevention initiatives, accessibility to sports facilities and counseling on health and wellbeing issues.



ROLLOUT OF WELFARE PLATFORM*



BREAST CANCER PREVENTION INITIATIVE*



ENGAGING WELLBEING INITIATIVES

*in Italy

OUR PATH TO SUSTAINABILITY

The principles of respect and collaboration that we find in the world of sport and the connection to nature are all part of our DNA, pushing us to act responsibly toward people and the environment. Over time, this spontaneous attitude evolved to become a concrete commitment to integrating sustainability into all areas and activities of our business, with the goal of reducing our negative impacts to a minimum and generating benefits for society and the planet. These are the key steps in our path:



THE SUSTAINABLE WAY

For us at Vibram, sustainability does not travel on separate tracks from those of true business, but rather it is a dimension that is integrated into doing business.

Our “The Sustainable Way” approach is a purposeful plan for the improvement of sustainability performance. It consists of 6 pillars and details the activities and projects to be pursued to ensure economic growth while being respectful of people and the planet.

Thus, we are contributing to the achievement of 9 of the 17 Sustainable Development Goals (SDGs) in the United Nations’ Agenda 2030.



The UN’s Agenda 2030 for Sustainable Development is a program that includes 17 macro-objectives, the so-called SDGs (Sustainable Development Goals), and 169 targets to reach by 2030. “The Sustainable Way” contributes to this agenda: the most relevant goals are listed alongside each pillar.

Data variations refer to 2023 performances.

ORGANIZATION AND PROCESSES



To make sustainability an integral part of the culture and management of our organization, it is vital to develop systems and procedures shared across all corporate departments and levels.

MATERIAL TOPICS

Corporate Culture
Corruption and Bribery
Data Protection and Cybersecurity

ACTIONS

- ▶ Sharing of corporate values among stakeholders via the Vibram Ethical Code
- ▶ Updating corporate policies and strategic sustainability objectives
- ▶ Data collection and continuous monitoring of sustainability performance indicators
- ▶ Allocation of sustainability KPIs to all managers

MAIN OUTCOMES

- ▶ Whistleblowing mechanism fully implemented
- ▶ Update of the Sustainability Strategic Plan
- ▶ 93% of Vibram Global sole production under data collection monitoring



PRODUCT INNOVATION



Vibram soles are safe, high-performance, and high-quality; we draw from the principles of the circular economy and ecodesign to improve sustainability and durability.

Social inclusion of consumers and/or end-users
Product information and user safety

- ▶ New circular production models for reusing production waste
- ▶ New compounds with sustainable characteristics
- ▶ Solutions for reducing the chemicals used in production processes

- ▶ Over 200 active patents
- ▶ >90% natural raw materials in ECOSTEP NATURAL
- ▶ Bluesign System Partnership
- ▶ Expansion of the Ecostep Recycle family with new recycled compounds
- ▶ Launch of a new compound with sustainable features and a new technology



ENERGY



We want to contribute to the energy transition by making our processes increasingly efficient and choosing to use renewable energy.

Climate Change

- ▶ Purchase of electricity from renewable sources whenever possible
- ▶ Streamlining production lines by replacing machineries, repairing and revamping devices, and doing system maintenance
- ▶ Transition to LED technology
- ▶ Gradual improvement of buildings’ thermal insulation

- ▶ 71% of total electricity from renewable sources
- ▶ 8% reduction of total energy consumption
- ▶ 14% reduction of Scope 1 and 4% reduction of Scope 2 location-based emissions



SUPPLY CHAIN



To us, suppliers are process partners: each link in the supply chain has to be involved in the pursuit of sustainability goals.

MATERIAL TOPICS

Management of relationships with suppliers
Workers in the value chain

ACTIONS

- Analysis and monitoring of our supply chain
- Encouraging the adoption of environmental certifications, such as ISO 14001
- Logistical optimization, also with a view to lower environmental impact

MAIN OUTCOMES

- 97% of subcontractors have signed the Vibram Ethical Code*
- Assessment and data collection from main subcontractors representing 93% the total number of pairs of soles produced externally

* Calculated as the proportion of soles produced by the selected suppliers compared to the total external production.



NO WASTE



The reduction of waste is one of the key principles of the circular economy. We believe that managing waste virtuously means seizing every opportunity to reuse and recycle, giving new life to waste.

Resource Inflows
Waste

- Continuous monitoring of waste production and optimization of processes
- Reuse of waste or distribution to recycling and reuse projects in collaboration with external partners
- Reduction of water use in our production processes

- 13% total waste reduction
- 45% of total waste coming from internal production intended for recycle or reuse
- 14.3% production scrap reduction
- 17.5 tons of internal production scraps intended for external reuse projects in Italy



STAKEHOLDERS



In every company, human relationships represent the opportunity to share value. This is why, at Vibram, we carefully cultivate our relationships with employees, communities, and clients.

Working Conditions
Equal Treatment and Opportunities for all
Respect for Human Rights
Affected Communities

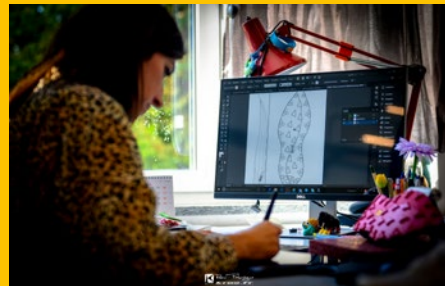
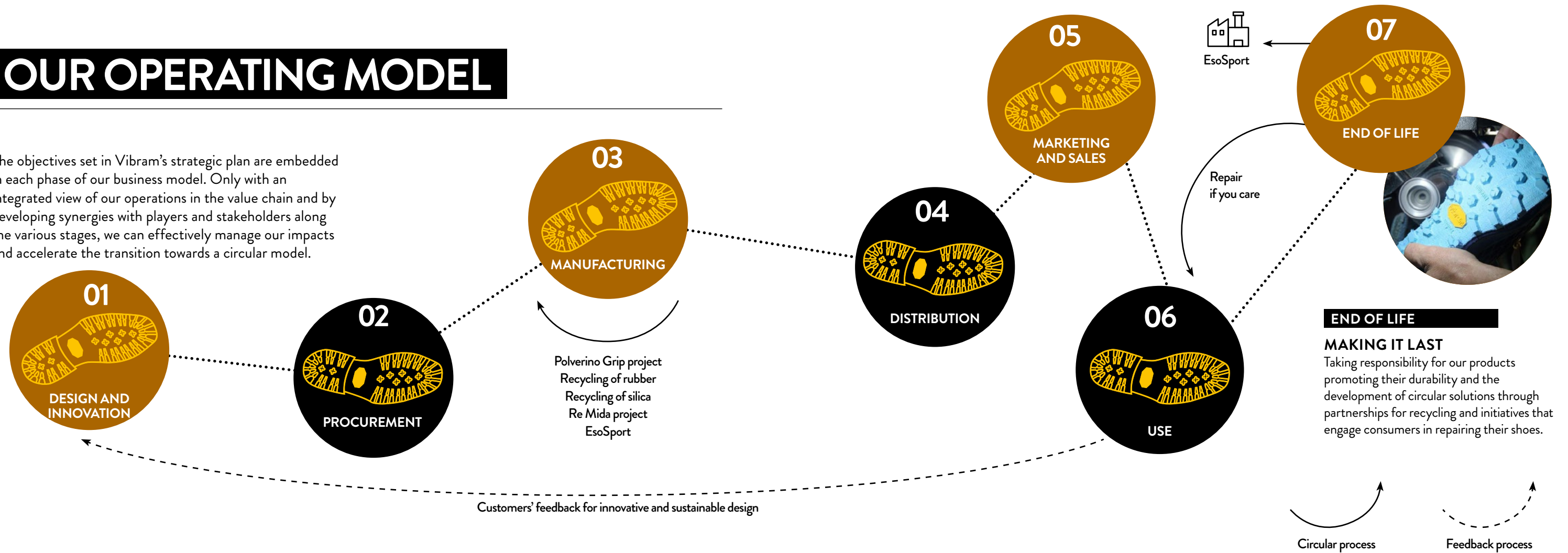
- Specific training programs on sustainability, integrated with regular awareness campaigns
- Exchange Program: dedicated to international travelling to inspire, align and invest in Vibram associates
- Involvement of employees in volunteering activities
- A structured welfare and wellbeing program for associates in all countries
- Participation in the Circular Fashion Monitor and The Footwear Collective to promote the sustainable evolution of the industry

- 10,643 total hours of training provided, +24% vs 2023
- 18.5% of total training hours dedicated to sustainability and H&S
- 18 employees involved in the Global Exchange Program in 2023
- 2,479 hours dedicated to volunteering, benefiting communities linked to Vibram, +46% vs 2023



OUR OPERATING MODEL

The objectives set in Vibram's strategic plan are embedded in each phase of our business model. Only with an integrated view of our operations in the value chain and by developing synergies with players and stakeholders along the various stages, we can effectively manage our impacts and accelerate the transition towards a circular model.



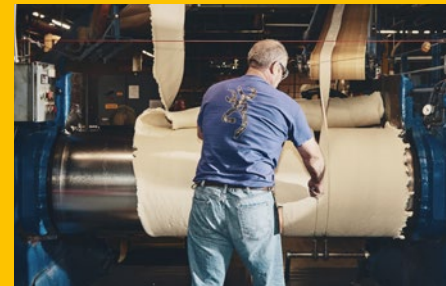
DESIGN AND INNOVATION

THINKING BEYOND THE LIMITS
 The expression of Vibram's mission: functionality, innovative technology and sustainability combined for a durable product that changes the daily lives of people and become part of their lifestyles.



PROCUREMENT

CHOOSING THE RIGHT DIRECTION
 A careful selection of materials and substances from partners aligned with Vibram's values, with the purpose of leading the supply chain towards a sustainable future.



MANUFACTURING

SHAPING PATHS
 Mixing, cutting and molding with the lowest impact, to protect the Earth that our soles allow people to explore.



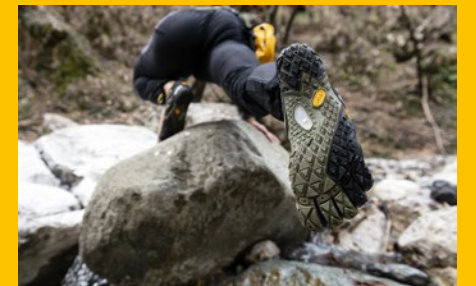
DISTRIBUTION

CUTTING DISTANCES
 Optimizing transport solutions whenever possible to reduce the footprint of our soles' journey to customers and consumers.



MARKETING AND SALES

SEIZING OPPORTUNITIES
 Responding to people's needs for best quality and highest safety, aware that we are part of an interconnected system striving for change and innovation.



USE

LIVING THE EXPERIENCE
 Supporting consumers in their daily challenges with top performing products, engaging them in dialogue and initiatives to understand their needs and exceed expectations.

DESIGN AND INNOVATION

Thinking beyond the limits

R&D and design have always been the engine of business development that allowed Vibram to become leader in the production of rubber soles for high-performance footwear. We work on innovative designs and cutting-edge technologies to achieve maximum quality, performance, and safety.

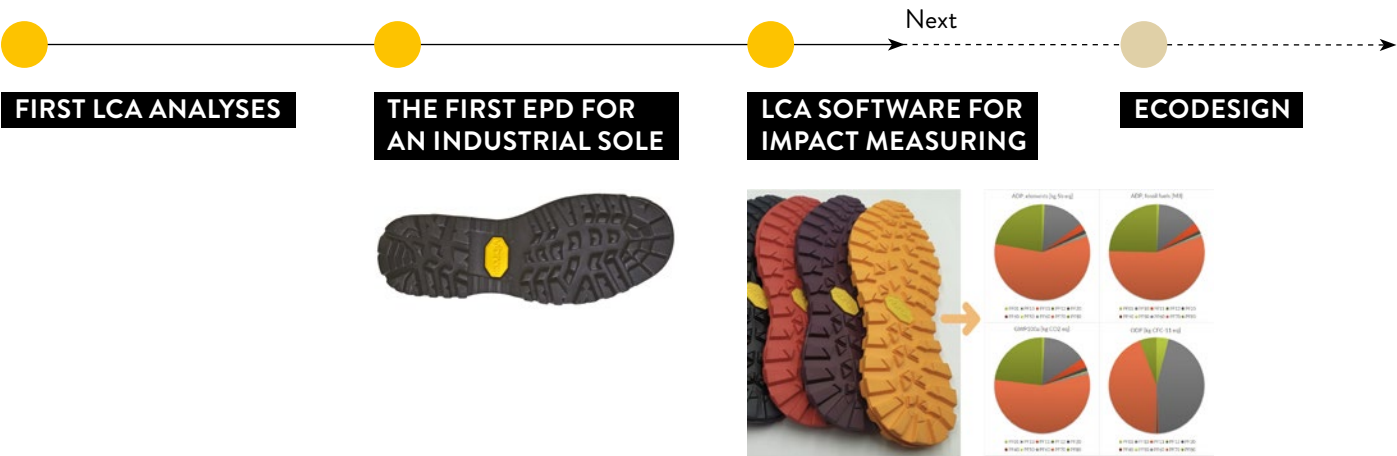
Design is also crucial for the transition to a circular production model: to prevent waste and pollution, keep materials in use and allow the regeneration of natural systems it is fundamental to intervene at the early stage of the process, with an “innovability” rationale (innovation + sustainability).



OUR APPROACH TO ECODESIGN

In 2024, Vibram took an important step forward in its sustainability journey by expanding the scope of Life Cycle Assessment (LCA) to include subcontractors’ production; existing calculations were updated as well to reflect the most current and comprehensive data set available. This allows more accurate assessments, enabling greater internal awareness during design. LCA is thus emerging as a key strategic tool, valuable not only within the company but also in contributing to the development of effective standards ahead of the new European ecodesign regulation.

As part of the “The Sustainable Way” strategy, Vibram achieved its 2024 objective under the “Product Innovation” pillar: using product carbon footprint measurement as a lever to enhance ecodesign processes.



KEY ELEMENTS OF PRODUCT INNOVATION

When creating new products, Vibram follows the principles of ecodesign, balancing the ambition of reducing environmental impact with the guarantee of performance and safety.

- **MATERIALS:** we design products with pre-consumer recycled content or products with recyclable components and compounds containing natural, biobased and biodegradable materials.
- **DURABILITY:** we develop processing techniques to maximally extend the life of our soles while maintaining optimal performance.

Vibram has continued its collaboration with specialized partners to develop an objective system for measuring sole durability. Although the process is still evolving, several partnerships are progressing, and new collaborations are being explored, with refinements underway to achieve a highly accurate and reliable evaluation method.

VIBRAM'S INNOVATIVE COMPOUNDS WITH SUSTAINABLE FEATURES		
ECOSTEP NATURAL	ECOSTEP NATURAL	Compound made of organic components (more than 90%) not deriving from oil. The soles' unique and original colors come from 100% natural pigments obtained from plants and by products of organic farming.
	NATURAL EVA	EVA midsole composed of more than 80% of bio-based components and DIN certified.
	MORFLEX NATURAL	Expanded EVA based rubber compound, produced with up to 50% bio-based contents , circular raw materials coming from agri-food wastes and circular raw materials as plastic waste.
ECOSTEP RECYCLE	ECOSTEP ECOSTEP EVO	Compounds that contain up to 30% recycled Vibram rubber by weight. Created in 1994, Vibram ECOSTEP is a pioneering compound, a global benchmark for recycled rubber sole applications. Vibram ECOSTEP EVO is the latest evolution of Vibram ECOSTEP: an innovative combination of sustainability and performance, providing greater durability and improved traction on wet and dry surfaces with respect to the previous compound.
	ECOSTEP PRO	Compound industrial sector's soles, made of reused processing waste (up to 20% in weight for European production and up to 30% in weight for Asian production).
	XSECO	Climbing compound up to 20% of reused processing waste .
	VI-LITE RECYCLE	Made with up to 25% recycled Vibram Vi-Lite in powder or flakes.
	RECYCLE EVA	Midsole compound containing up to 50% recycled industrial waste .

In 2024 we launched on the market two compounds:

XS TREK AO
Produced with more than 30% circular raw materials coming from rice husk.

MEGAGRIP ELITE
2024 advanced technology for unbeatable grip on wet and dry surfaces — ideal for trail running on steep, challenging terrain.



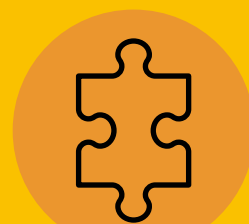
VIRTUOUS PRODUCTION MODELS

In our philosophy, a sole is first and foremost the element that connects a person with the earth and nature they are part of. Therefore, rethinking production using models inspired from natural processes is what we did with the Vibram Lock System and Vibram Sole Factor.



VIBRAM SOLE FACTOR

An innovation project that offers end users the possibility to personalize their shoes, choosing between different Vibram high performance rubber compounds. Through this continuous initiative, the sole becomes the protagonist, allowing us to test Vibram's most innovative technologies. Thanks to Vibram Innovation Mobile Lab, a fully cobbling-machinery equipped truck touring around Europe, consumers can test the latest innovations, giving back interesting insights.



VIBRAM LOCK SYSTEM

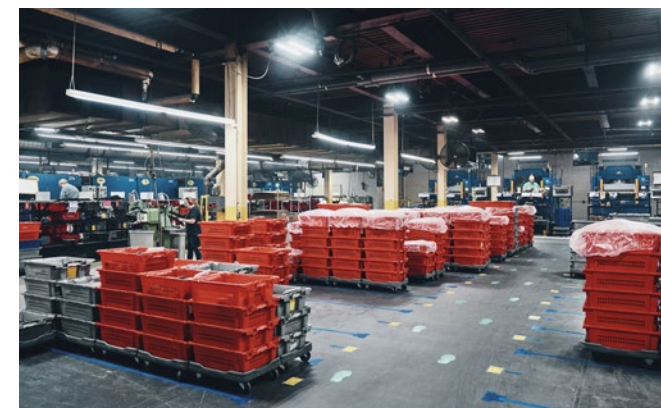
A system of soles to be assembled by hand, without glue, choosing among multiple combinations of sole compounds, uppers, and laces. Following circular economy principles, it sets forth an alternative production model that, thanks to the simple disassembly process, makes it possible to recycle and give new life to each material. With this concept Vibram aims at stimulating the footwear industry to conceive new models with lower impact, also using Vibram's materials.



PROCUREMENT

Choosing the right direction

Our suppliers are more than what the name suggests: they are our partners. Each link in the supply chain has to be involved in the pursuit of our sustainability goals. We trust only those suppliers aligned with Vibram's values and quality standards, which we choose following a preliminary assessment and the successful completion of an audit. In addition, the company is currently drafting a responsible procurement policy, which will be made available as soon as the development process is completed.



RESPECT FOR SOCIAL AND ENVIRONMENTAL CRITERIA

We require all our suppliers to uphold workers' human rights, explicitly banning any form of forced, bonded, involuntary, or child labor. In addition, we actively monitor our supply chain to ensure that working conditions are fair and respectful.

At the same time, we closely monitor the environmental impact of production across our entire supply chain. In addition to performing laboratory tests to verify the absence of prohibited chemicals, whenever we identify a product or raw material with potential environmental concerns, we promptly notify our suppliers and work with them to investigate the root causes and design improvement plans. We also promote a "pull supply chain" model, producing to order and limiting inventory levels to reduce time-to-market and minimize environmental impacts throughout the value chain.

DRIVING SUSTAINABILITY IN THE SUPPLY CHAIN

Since 2022, our main subcontractors have been engaged in a **self-assessment** process. In 2024, we expanded the scope of this initiative and introduced **ESG-focused audits** in addition to compliance and regulatory checks. The audits are conducted to assess supplier performance and provide recommendations for ongoing improvements, a process that will continue in 2025 as part of Vibram's long-term sustainability initiatives. Additionally, the Asian suppliers undergo CSR audits through QCIMA to ensure adherence to ethical and environmental standards

By the end of 2024, over 84% of suppliers and 97% of subcontractors had signed Vibram's Code of Ethics, surpassing the 90% alignment target. Monitoring activities covered 93% of soles produced by subcontractors*. To reduce the environmental impact of logistics, 77% of suppliers operate in the same countries as Vibram's production facilities, and 35% of total purchases were allocated to local suppliers.

11 mln

KG OF MATERIALS USED TO PRODUCE
VIBRAM'S OUTSOURCED SOLES

40 mln

KWH OF ENERGY CONSUMED TO PRODUCE
VIBRAM'S OUTSOURCED SOLES

70%

OF TOTAL WASTE GENERATED BY VIBRAM'S
SUBCONTRACTORS COLLECTED FOR REUSE
OR RECYCLING

*The analysis includes 11 subcontractors, representing 93% of the total number of soles produced by Vibram's subcontractors.

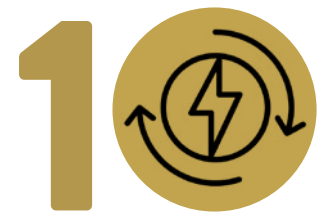
MANUFACTURING

Shaping paths

At the heart of Vibram's business, manufacturing operations are managed by an integrated system designed to optimize resource and raw material use while minimizing waste generation. In 2024, we continued to enhance the efficiency of our production processes by adopting advanced technological solutions such as Industry 4.0 systems and the "virtual factory" to improve precision, reliability, and safety. In line with **Vibram's Environmental Policy**, we also strengthened our commitment to circularity by refining FTT measurement, reducing compound waste, and introducing a new cooling system in US that eliminates the need for paper separators.

THE ENERGY WE NEED

We want to do our part in the energy transition by choosing renewable energy and reducing our consumption through increasingly efficient processes. We carefully measure the energy required to power our offices and production facilities. Based on the data collected through our regular monitoring activities, we pursue two courses of action:



REDUCTION OF ENERGY USE THROUGH MORE EFFICIENT PROCESSES AND CUTTING-EDGE SYSTEMS

Main actions implemented:

- Installation of counters to monitor energy consumption;
- Installation of LED lamps;
- Electric power center replacement;
- Maintenance or replacement of systems and machinery such as motors, mixers and fans to improve efficiency;
- Replacement of steam presses with electrical presses; where feasible;
- Thermal insulation projects.

-8%

REDUCTION OF TOTAL ENERGY CONSUMPTION VS 2023



USE OF CLEAN ENERGY

Where possible, we prioritize the purchase of renewable electricity. In China, where the energy market does not allow us to choose which sources we get our supply from, we have installed a solar plant that powers the streetlights and heating in the on-site dormitory.

71%

OF TOTAL ELECTRICITY FROM RENEWABLE SOURCES*

*Vibram purchases 100% electricity from renewable sources with certified guarantees of origin for the Italian and the American facilities. In China, the characteristics of the energy market do not allow it, notwithstanding that a share of the national energy mix is composed of renewable energy. For the next future, Vibram commits to find a way to obtain a reliable certification for the amount of electricity purchased from renewable sources. In the meantime, adopting a conservative approach, the Chinese share of renewable energy is not considered.



EMISSIONS MONITORED

We annually monitor our **Scope 1** and **2** emissions, aiming at expanding to a company-wide Carbon Footprint study, including **Scope 3** emissions. This will be the first step in defining a climate strategy with consistent emission reduction goals.

1,719 t CO₂ eq
-14% vs 2023

SCOPE 1 emissions generated by non-renewable sources used to heat spaces, to power production machinery, and by fuel for corporate mobility (petrol and diesel)

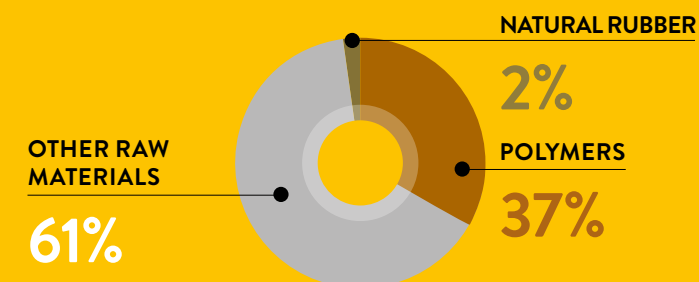
5,139 t CO₂ eq
location-based
-4% vs 2023

SCOPE 2 emissions generated by the use of electricity purchased from third parties

USE OF MATERIALS AND CHEMICALS

Soles production is mainly based on non-renewable raw materials like synthetic rubber, polymers, Ethylene Vinyl Acetate (EVA), blown materials and silica. We promote a conscious and responsible use of materials as to minimize their environmental impact. Furthermore, we continue investing on products with recycled content and products made of biobased and biodegradable materials.

MAIN MATERIALS USED FOR PRODUCTION





- Our Chinese plant is certified for the purchasing, manufacturing and sale of product composed of FSC NATURAL RUBBER
- The biobased content and the rate of biodegradability of the ECOSTEP Natural compound have been verified by third parties

Managing chemical substances is crucial to guarantee product safety. All our products, packaging, and ancillary materials undergo a yearly **RSL (Restricted Substances List)** test to ensure that the chemicals that we use, comply with health and environmental standards.

COOPERATING FOR RESPONSIBLE PRODUCTION STANDARDS

As part of its The Sustainable Way strategy, Vibram strengthened its partnership with Bluesign in 2024, promoting responsible production standards and more efficient resource use. The company confirmed compliance with the EU REACH regulation and continued annual testing of products, packaging, and materials against the Restricted Substance List (RSL).

WATER RESOURCES

We implement actions to further reduce water consumption in our production processes and ensure correct wastewater management to minimize the risk of contamination.

- We have converted our cooling circuits into semi-closed circuits to reduce the amount of water required;
- The water used for cooling ground rubber is collected and recycled in cooling towers;
- Our chemical water treatment station processes wastewater to ensure it can be safely reused or discharged without harming the environment around our facilities. We regularly sample and monitor the water we release;
- Some compounds have been modified to prevent contamination.

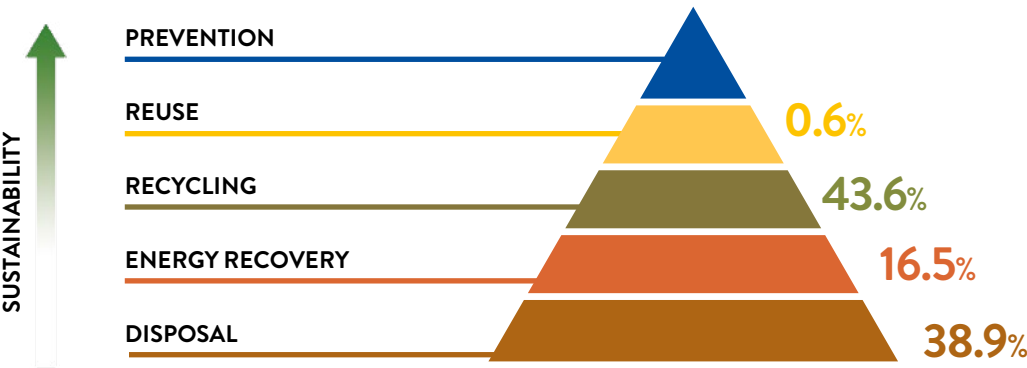
PREVENTING WASTE

We strive to prevent the generation of unnecessary waste throughout our operations by optimizing processes and identifying opportunities for recovering and recycling scraps. For instance, a share of the rubber scraps is recycled to become part of the ECOSTEP sole.

In 2024, we reduced total waste generation by 13% and waste intensity per ton of soles by 38%, thanks to improved efficiency, recycling, and material innovation. 45% of internal waste was recycled or reused, and production scrap was reduced by 14.3%. The Polverino Grip project directed over 100 tons of polishing powder to energy recovery and more than 7 tons to recycling.

-13%
OF TOTAL WASTE

DESTINATION OF WASTE



CIRCULARITY PROJECTS

In 2024 we continued the following projects:

- **Polverino Grip**, for recovering carding waste (referred to as polverino) and reusing it in the new XSECO compound, as well as other reuse projects managed by external partners.
- **Remida**, to sort production waste by color and pass it on to a company that recycles vulcanized rubber waste.
- **Collaboration with EsoSport**, started with the aim of testing the possibility of reusing rubber scraps, the project consists in recycling and reusing industrial rubber and end-of-life soles to build playgrounds for children, athletics tracks and floors for climbing gyms.

Moreover, in 2024 we started a project to **devulcanize production waste**, so that it can be reused as recycled raw material, without altering the technical performance of new compounds.

17.5 tons
INTERNAL PRODUCTION SCRAPS INTENDED FOR REUSE
THROUGH REMIDA PROJECT IN ITALY



DISTRIBUTION

Cutting distances

PREPARING OUR PRODUCTS FOR SHIPPING

Packaging plays a crucial role in protecting products during distribution, storage, sale, and use. However, they can also have significant environmental and social impacts during their life cycle. In 2024, packaging accounted for about 5% of the total materials purchased by the entire Group.

We minimize the impact of packaging through an approach based on:

- **Avoiding** unnecessary or single-use packaging by minimizing the amount of material used throughout the logistics chain;
- **Prioritizing** innovative, sustainable, reusable, recyclable, or compostable packaging solutions;
- **Reusing** containers and other packaging components whenever possible;
- **Preferring** cardboard, paper tape, and paper-based labels for e-commerce shipments within the EU, eliminating plastic materials;
- **Supporting** partnerships for reusable packaging.

In 2024, as part of the Repair If You Care initiative by the Vibram Mobile Lab, we launched a partnership with Movopack to begin shipping resoled footwear in reusable packaging. This initiative combines sustainable innovation with an enhanced customer experience, further reducing the environmental impact of our logistics.

THE JOURNEY TO CUSTOMERS AND CONSUMERS

The distribution of Vibram's products is mostly managed by third parties. However, we have implemented some measures to limit the impact of distribution activities:

- since 2019, we have established agreements allowing our partners to autonomously send production parts outsourced beyond Europe directly to clients, avoiding the need for the goods to transit through our Albizzate storehouse. This approach saves time, reduces costs and lower emissions;
- where possible, we require our partners to respect technical requirements for the shipment;
- to optimize transport loads, we modified the size of the cardboard allowing the packaging to better fit the pallets.

Furthermore, production is generally located in the nearest location to the customer thanks to an extensive network of business partners, located across all geographical areas.



MARKETING AND SALES

Seizing opportunities

Our customers, together with the final users of our products, represent the priority focus of our activities. We are fully committed to **meeting the expectations of our customer base**. We actively listen to their requests and perspectives through surveys, direct communications with our marketing, sales and sustainability departments, and site visits. In 2024, we strengthened our Marketing and Sales initiatives while maintaining a strong focus on customer and consumer interaction and sustainability efforts.

- **Repair if you care campaign:** launched in 2020, the campaign renews and evolves every year to engage customers, pursuing the mission of educating to the values of repair and reuse as a way of contributing to a better future.
- **Sport innovation marketing:** collaboration with international athletes who share Vibram's vision continued intensively in 2024. Athletes such as Andrea Lanfrie, Lucia Capovilla, and Beatrice Colli continued to be key partners, integrating their perspectives and experiences into the research and development process of high-performance products. With over 310 external testers worldwide, the Vibram Tester Team plays a key role in field testing and ensuring quality before products reach the market.
- **Connection Labs:** they are vibrant hubs that combine creativity, collaboration, and urban manufacturing, blending innovation, design, community, fashion, lifestyle, wellness, and mountain heritage. The Connection Lab opened in Shanghai in 2024 is dedicated to a multi-dimensional sensory journey that explores the theme of "connection," reinforcing direct presence and interaction with the global community.

Customers are also strategic partners for the development of products with innovative characteristics: co-development projects are systematically set up and executed to design, develop and test new products, also with a view to sustainability.

VIBRAM CONNECTION DAYS

In 2024, the Vibram Connection Days in Montebelluna were once again a key initiative led by the Vibram Green Team in Italy. These events brought together athletes, customers, outdoor enthusiasts, and local communities to share experiences and promote sustainability awareness. As part of Vibram's broader environmental and social responsibility efforts, the Green Team also carried out trail maintenance, school education programs, and awareness activities aimed at younger generations.



ENSURING MAXIMUM QUALITY AND SAFETY STANDARDS

Our commitment to quality is proven by the presence of Quality Management Systems, which are certified according to the **ISO 9001:2015** standard in the Albizzate and US facilities. We ascribe utmost importance to the product testing phase to improve performance and guarantee the quality of our soles before they are put on the market. New developed sole types are tested indoor and outdoor by our Tester Team to ensure performances, while routine sample tests are made along the full production cycle.

USE

Living the experience

Strengthening the dialog with the final users of our soles is fundamental for the development of increasingly high-performance products and relevant services that meet their expectations, also in terms of sustainability. That is why, over the last few years we have invested in the development of a direct-to-consumer relationship through different online and offline channels.



VIBRAM SOLE FACTOR PROJECT

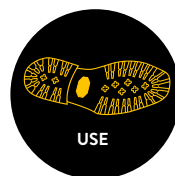
Launched in 2015, the project offers to consumers the possibility to customize shoes with a unique sole on the basis of the desired performance and personal taste. As stated by the claim “Customize your shoes with a Vibram sole”, every shoe can change its performance with regard to grip, volume and weight, depending on the sole.



VIBRAM DIAMOND STORES

Independent shoe repair shops. They are expert cobblers certified by Vibram, selected and managed by the Academy having 100% Vibram products and being part of the Sole Factor Project so that they can offer the exclusive Vibram Sole Factor soles collection.

Vibram interacts with consumers also at its **Flagship Stores** where it is possible to purchase Vibram’s products, test new technologies, and talk with Vibram’s staff. Furthermore, the **e-commerce platform** represents another channel where consumers can access information on products’ technical and, if available, sustainability features to enable informed purchases.



USE



VIBRAM ACADEMY

Vibram branded stores where consumers can repair and customize their shoes through exclusive Vibram Sole Factor Soles Collection. Moreover, clients can test the newest Vibram performing products and technologies, choosing from the most recent and innovative models to the classic ones. Availability also of Vibram Finished Products Collections. Vibram Academy is present in the city centers of the main European cities: London, Paris, Athens and Vienna.



VIBRAM INNOVATION MOBILE LAB

Special truck equipped with an onboard innovative laboratory for the customization of footwear by Vibram’s specialized shoe technicians. The Vibram Innovation Lab aims to promote Vibram’s most innovative products, tested directly by end users and showcased at major outdoor events sponsored by Vibram.

END OF LIFE

Making it last

We care about the soles we produce also when they reach the end of their life cycle. In addition to designing our soles to ensure high **durability**, we commit to enable **repair and maintenance services** to extend the life cycle of shoes, thus preventing waste and the consumption of new resources. We do this by investing in partnerships with shoemakers and cobblers and promoting awareness raising initiatives aimed at consumers.

REPAIR IF YOU CARE

Since the **mid-1950s**, Vibram has also been a leading player in developing products designed for the **shoe repair market**. Every year, Vibram develops soling products with unique designs and compounds specifically intended for repairing all types of footwear. Every day, all over the world, thousands of shoemakers put their trust in Vibram products to guarantee the best results for their customers. Over time we have developed a **capillary and certified network of cobblers**, in continuous expansion, precisely to promote the concept of reuse, repair, recycling and customize. **Vibram Academy and Diamonds** are part of this network, as well as all the Premium Cobblers, selected, trained and certified by Vibram to offer a high-level resoling service, proposing innovative solutions to meet the customer’s needs.

To raise awareness about this segment, we launched the Vibram **“Repair If You Care” program** to invite consumers to give new life to their well-worn shoes. By promoting the concept of reuse and repair as a sustainable approach, we encourage consumers not to throw shoes away, but to reuse and customize them, highlighting the fact that repairing is a precious opportunity to reduce waste and a conscious decision linked to sustainability. Consumers can easily find the nearest shoe repair on Vibram’s website on the dedicated cobbler locator page and everyone can actively contribute to the “Repair if You Care” initiative, thus generating positive impacts thanks to reusing and repurposing footwear.



767

COBBLERS OF THE VIBRAM NETWORK

216

CERTIFIED VIBRAM DIAMOND/PREMIUM COBBLERS



END OF LIFE

ENGAGEMENT WITH LOCAL COMMUNITIES

We collaborate with many non-profit organizations and associations that share our values with the aim of promoting sport, well-being, and care for the environment among local communities. We invest in initiatives for young people, helping them to act more responsibly. To ensure the greatest transparency in the identification, selection, and approval of initiatives in support of non-profits we have set out the **Vibram Non-Profit Policy**.

THE DRIVERS OF THE NON-PROFIT POLICY



PEOPLE

Promoting the well-being of people in need and the fair distribution of resources in the region; offering training opportunities and facilitating the entry of young people into the world of work; promoting psychological and physical well-being through sports.



ENVIRONMENT

Raising awareness and informing stakeholders about environmental protection by promoting contact with nature and responsible behavior; supporting environmental protection initiatives, also in partnership with non-profit organizations; promoting the energy transition and the circular economy.



SUSTAINABLE INNOVATION

Promoting the research and development of new sustainable products, also in partnership with other stakeholders in the supply chain and the sector; contributing to the development of sustainability standards and best practices for the fashion and footwear sectors.

To support local communities, the Group created the **Vibram Green Team**, dedicated to promoting environmental stewardship and social responsibility by engaging our employees in volunteering activities. The team focuses on trail maintenance—especially following trail running events organized or sponsored by Vibram—and on social initiatives such as educational programs in schools, outreach in underserved communities, and collaborative projects that foster environmental awareness among younger generations.

25+

EVENTS WHERE THE GREEN TEAM
WAS PRESENT (GLOBALLY)

PARTNERSHIPS FOR INNOVATION

We are committed to make our contribution to the sustainable development of the footwear industry. Therefore, we promote partnerships and projects to share information and best practices, increase trust among stakeholders and strengthen our positioning as market leader.

- **MONITOR FOR CIRCULAR FASHION:** a multi-stakeholder project supported by SDA Bocconi Sustainability Lab and Enel X, focused on developing circular economy standards and best practices for the fashion industry. In 2024, Vibram strengthened its involvement by co-developing the Component Shoe with Candiani Denim—a sustainable footwear prototype designed for disassembly and recycling—and collaborating with Save The Duck on a foldable backpack.
- **THE FOOTWEAR COLLECTIVE:** an initiative fostering collaboration among footwear brands to support the transition toward a circular production and consumption model. Vibram continued its participation in 2024, confirming its ongoing commitment to cross-industry sustainability efforts.
- **BLUESIGN TECHNOLOGIES:** a global network promoting responsible use of resources and reduced environmental impact in manufacturing. Vibram maintained its role as a Bluesign SYSTEM PARTNER in 2024, reinforcing its focus on sustainable product innovation.
- **LEONARDO DA VINCI THINK TANK:** a strategic forum engaging companies in developing proposals for the Italian Ministry of Enterprises and Made in Italy (MIMIT). While Vibram’s active participation dates back to 2023, the outcomes—such as the publication of the first White Paper on Innovation Management—continued to inform the company’s approach to innovation in 2024.
- **ASSOCIAZIONE FABBRICA INTELLIGENTE LOMBARDIA (AFIL):** a regional innovation cluster involving stakeholders from various sectors to collaborate on projects tied to circular economy, advanced materials, AI, and sustainable manufacturing. Vibram remains an active partner in 2024, with continued alignment to its innovation and sustainability goals.

Vibram is actively engaged in local industry associations activities and has established long-standing collaborations with universities, among which Politecnico Calzaturiero, European Design Institute, Hong Kong Design Institute, Guangdong University of Technology and Beijing Institute of Fashion Technology. These collaborations are realized also through the Vibram University Program, launched in 2014, to support our innovation system.





ASSOCIATIONS AND INITIATIVES WE CARRIED OUT IN 2024

EUROPE

Italy

- Vibram supported the **Mombello prison** in Brescia by donating machinery aimed at developing vocational training programs. This initiative contributes to the rehabilitation of inmates through the learning of specialized skills and productive work.
- A donation was made to the **Valdarno school** in the form of an **English language course**, to help students strengthen their language skills and expand future opportunities
- During 2024, **Vibram and UTMB** partnered to carry out trail maintenance in the Mont Blanc region. The joint initiative is dedicated to preserving the biodiversity of areas impacted by races and tourism, promoting environmental protection and sustainable access to natural spaces.
- As part of our commitment to women’s health, **Vibram organized on-site breast cancer prevention check-ups** at the Albizzate headquarters in collaboration with LILT. The initiative was dedicated to all female employees, offering them access to medical screening for early detection of breast cancer.



ASIA

China

- We organized a **volunteer blood donation event** at the VTC headquarters, encouraging associates to participate and contribute to the well-being of the wider community.
- At the **Yangshan Gekeng Primary School**, Vibram’s CSR, Finished Goods Innovation Lab, and PTC teams met with 9- to 10-year-old children to share sustainability topics. A workshop on **ecodesign principles** was held, along with a **Frisbee lesson**, combining education and physical activity



Japan

- Community **clean-up activities** were carried out in the areas surrounding our Tokyo offices. Colleagues from the Japan office and building operations team volunteered their time to clean and improve the neighborhood, demonstrating a shared commitment to environmental responsibility and community engagement

UNITED STATES

- In **North Brookfield**, colleagues from the U.S. office joined forces with **Habitat for Humanity** to carry out a **clothing drive**. The initiative aimed at collecting garments to support individuals and families in need within the local community.
- In **Boston**, Vibram colleagues volunteered at a local **food bank**, participating in tasks such as sorting, packing, and distributing food to assist people facing food insecurity.



LOOKING TO THE FUTURE

- TARGET ACHIEVED ● TARGET NOT ACHIEVED ● TARGET NOT YET STARTED
- CONTINUOUS TARGET ● 2025



ORGANIZATION AND PROCESSES

- Achieve 70% VOE (Vibram Overall Efficiency) target
- Reach 92.5% FFT (First Time Through) level
- Plan and implement specific training dedicated to Group policies (ex. Anti-corruption Policy, D&I Policy, etc.)

PRODUCT INNOVATION

- Adopt Vibram's LCA tool to improve eco-design processes
- Launch two new products with sustainable features
- Develop and apply a structured, objective methodology for assessing the lifespan of selected products
- Complete the implementation of the FSC certification for Albizzate production plant (Italy only)
- Develop an objective classification system for product durability

ENERGY

- Continued focus on reducing energy use via implementation of energy efficiency measures
- Maintain renewable electricity use above 85% globally
- Measure Vibram's Carbon Footprint
- Implement ISO 50001 - "Energy Management Systems"

SUPPLY CHAIN

- Over 90%* of the supply chain aligned with the principles of Vibram's ethics code
- Involve 50% of suppliers and external contractors in the sustainable procurement policy
- *(% expressed in terms of expenditure)

NO WASTE

- Achieve and maintain below 40% the rate of total waste generated by business activities sent to landfill
- Increase sales of products with recycled content derived from production scraps

STAKEHOLDERS

- Engage employees in corporate volunteering programs
- Engage the workforce in an annual event to socialize and raise awareness
- Continuously monitor sustainability and social responsibility certifications relevant to the sector
- Maintain support to relevant local associations
- Increase services to associates through welfare activities
- Monitor the progress and results of relevant sustainable development projects led by national and international organizations and associations and apply to one per region (Italy and US only)
- Obtain ISO 45001 certification - "Occupational Health and Safety"
- Adopt welfare platform (Italy only)
- Promote and spread a corporate culture based on equity and inclusion through the implementation of dedicated programs and initiatives (Italy and US only)

Our journey continues

Vibram has always been a pioneer in the footwear industry, being the transversal connection to earth for many brands. Feeling the responsibility to keep driving continuous improvement in the sector, we embarked on a challenging journey. By aligning our business strategy to the needs of our society and the environment, we commit to transition towards more durable and circular solutions to limit our footprint on the planet.



Keep up to date
with our sustainability initiatives on

vibram.com



Vibram SpA - Via Colombo, 5 - 21041 Albizzate (Varese) - Italy
Tel. +39 0331 999 777 - Fax +39 0331 992 572