

icebreaker's road to transparency

100%Plastic Free?

Our journey to the last 4%.

icebreaker
Move to natural

Kia Ora and Welcome.

I am thrilled to present our latest transparency update, a celebration of our journey toward uncompromising excellence and transparency.

Today, we continue our journey of transparency, and we proudly announce our failure of only reaching 96.14% plastic-free fibres.

In 2018 we started our plastic-free journey, at the time 84% of our fibres were natural or plant-based. In 2020 we set a commitment to be “plastic-free by 23”. While we acknowledge that we haven’t reached the coveted 100%, we take immense pride in the remarkable strides we’ve made, standing proudly at 96.14%. This accomplishment exemplifies our significant progress in transitioning to plastic-free fibres.

Since 1995, our commitment to choosing the less travelled path in the pursuit of progress continues to define our journey, showcasing our unwavering dedication to nature.

We embrace the journey and use it to drive forward towards more ambitious goals, a testament to our resilience that reflects on our natural desire to continuously evolve.

As part of this evolution, we continue to help pave the way towards a petrochemical- free future, having already substituted 14% of the remaining synthetic content in our styles with bio-based alternatives, not choosing the easiest path, but the right one.

Tracing 100% of our merino wool to its source exemplifies the brand's commitment to responsible sourcing. We've built strong relationships by securing 10-year supply contracts with our growers, which creates added trust, to the point that we know each of them by name. Our growers, many of them part of the ZQRX program, reflect our dedication to the betterment of the planet.

As we march towards our 2028 aim of sourcing wool entirely from growers that are using regenerative practices, we want to emphasize how fundamental it is to us that we take less, and give back more.

Reflecting on the year, we've strengthened our commitment to leading the movement towards a more natural way of living. Removing unnecessary plastic from performance apparel is a testament to our dedication to nature-led innovations, deepening ties with our growers, and evolving with unfiltered transparency.

The journey of the last 4% will undoubtedly be even more rewarding and this is how we will carve out our most meaningful achievements. These accomplishments are the stepping stones that pave the way for a future where sustainability becomes the most beaten path, not the most difficult.

Nature has and always will be our guide on this journey. Will you join us?

There has never been a better time to move to natural.

 Jan Van Mossevelde, Global President icebreaker

icebreaker’s road to transparency

1

96.14%

plastic-free fibres.

2

100%

merino wool
traced back to the source.

3

14%

of remaining synthetics
have already been
substituted with
bio-based alternatives.

4

10

year supply contract
between icebreaker
and growers.

5

100%

of our growers club
members have signed up
to the ZQRX programme.

6

100%

of our wool will be sourced
from growers using
regenerative practices
by 2028.

1

**Progress
Over Perfection.**

Uncompromising transparency: we boldly acknowledge our 2023 100% plastic-free goal was not achieved; we proudly celebrate our failure of only reaching 96.14% plastic-free.

2

**Always Mindful
Of The ‘How’.**

For icebreaker, sourcing fibres responsibly is a given, not an exception. We can trace the origin of 100% of our merino wool.

3

**Never Choosing
The Easiest Path.**

We are always on the quest for solutions, leading the revolution on fabrics by exploring bio-based alternatives to help pave the way to a petrochemical-free future.

4

**We Know Our
Suppliers By Name.**

Fewer suppliers means better relationships. We continuously work to build strong partnerships with suppliers at all tiers of our global supply chain.

5

**Partnering Up For
The Greater Good.**

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.

6

**Give Back More
Than We Take.**

Regenerative is the future, our future. We’re focused on regenerative farming principles and renewable resources to help lighten our environmental footprint.

1

Our plastic-free journey



Uncompromising transparency:

**we proudly celebrate our failure of only
reaching 96.14% plastic-free fibres.
Progress over perfection.**

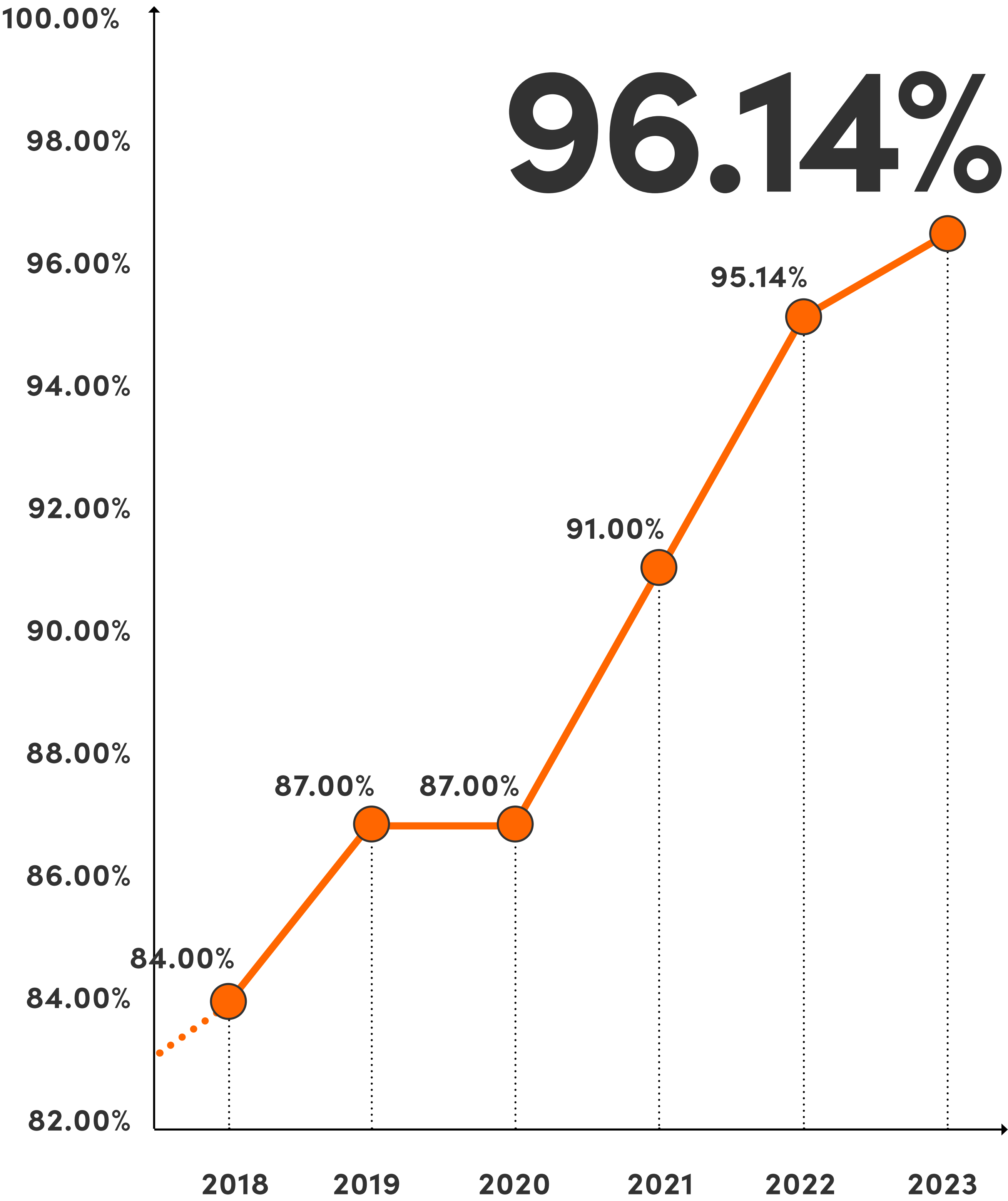
In 2018 we started our plastic-free journey, at the time 84% of our fibres were natural or plant-based. In 2020 we set a commitment to be “plastic-free by 23”. While we acknowledge that we haven’t reached the coveted 100%, we take immense pride in the remarkable strides we’ve made, standing proudly at 96.14%. This accomplishment exemplifies our significant progress in transitioning to plastic-free fibres.

Since 1995, we want to lead a movement towards a more natural way of living by taking unnecessary plastic out of performance apparel. The journey of the last 4% will undoubtedly be even more rewarding and this is how we will carve out our most meaningful achievements.

Progress

Future Plans

Proof Points



* % of fibre in volume NATURAL or PLANT-BASED firm buy.

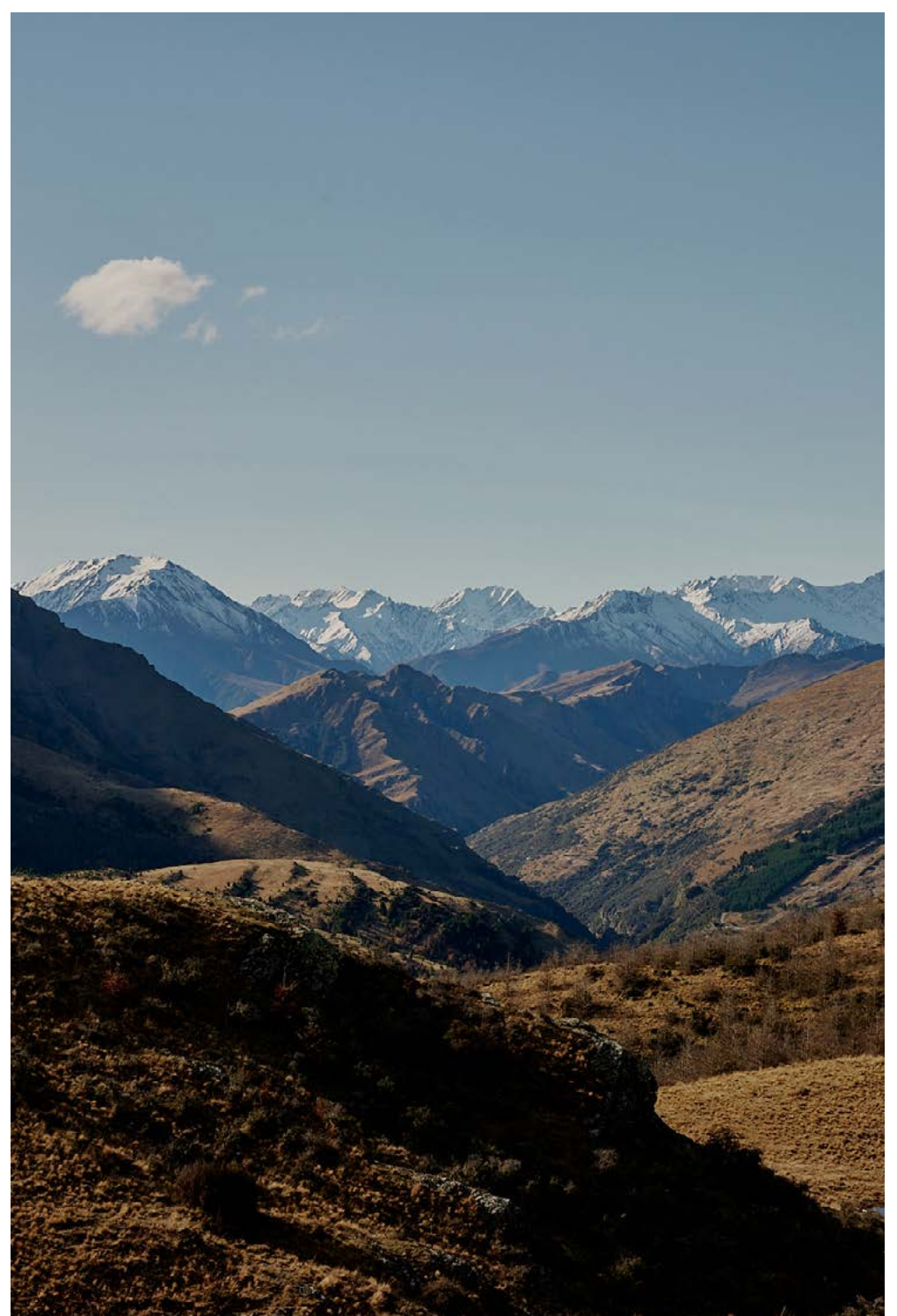


01

We are going as far as removing products from our range that we have yet to find a natural alternative for.

02

We are actively innovating towards natural or bio-based alternatives and feel confident we will be able to complete our plastic-free mission. When we hit a roadblock, we keep looking.





Back in 2018, we started at

84%

of our fibres to be natural or plant-based.



Progress

Future Plans

Proof Points

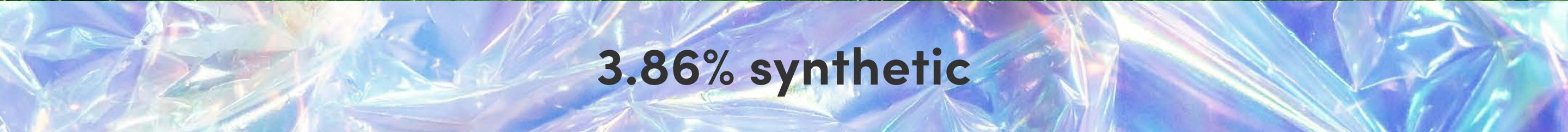


84.50%

of the total amount of fibres used
is represented by merino wool.



11.64% plant-based



3.86% synthetic



2

Responsibly sourced fibres



Sourcing fibres responsibly – it's a given, not an exception. We can trace the origin of 100% of our merino wool.

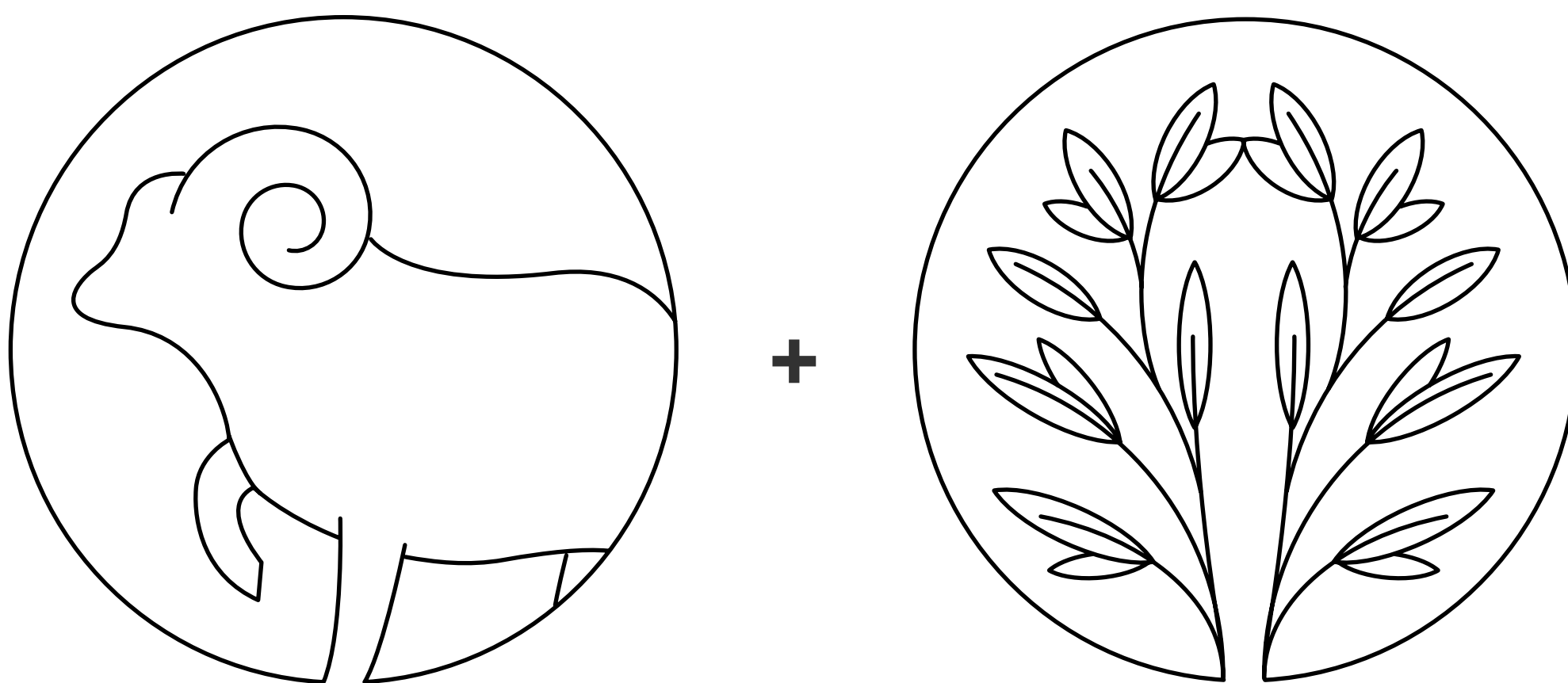


We are committed to sourcing wool and fibres in the most responsible way possible and prioritising our relationships with growers and partners to do so. 100% of our merino wool come from RWS certified farms and almost 50% is a part of the ZQRX wool sourcing programme which considers fibre quality, animal welfare and health, and the environment.

We also blend merino wool with other fibres, such as TENCEL™ Lyocell, responsibly sourced cotton, and linen, to enhance the performance qualities of some of its product ranges. Our Cool-Lite™ range, for example, blends merino wool with TENCEL™ Lyocell for its moisture management properties.



We blend our merino wool with other natural, bio-based and plastic-free fibres:



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.

Currently,

cotton

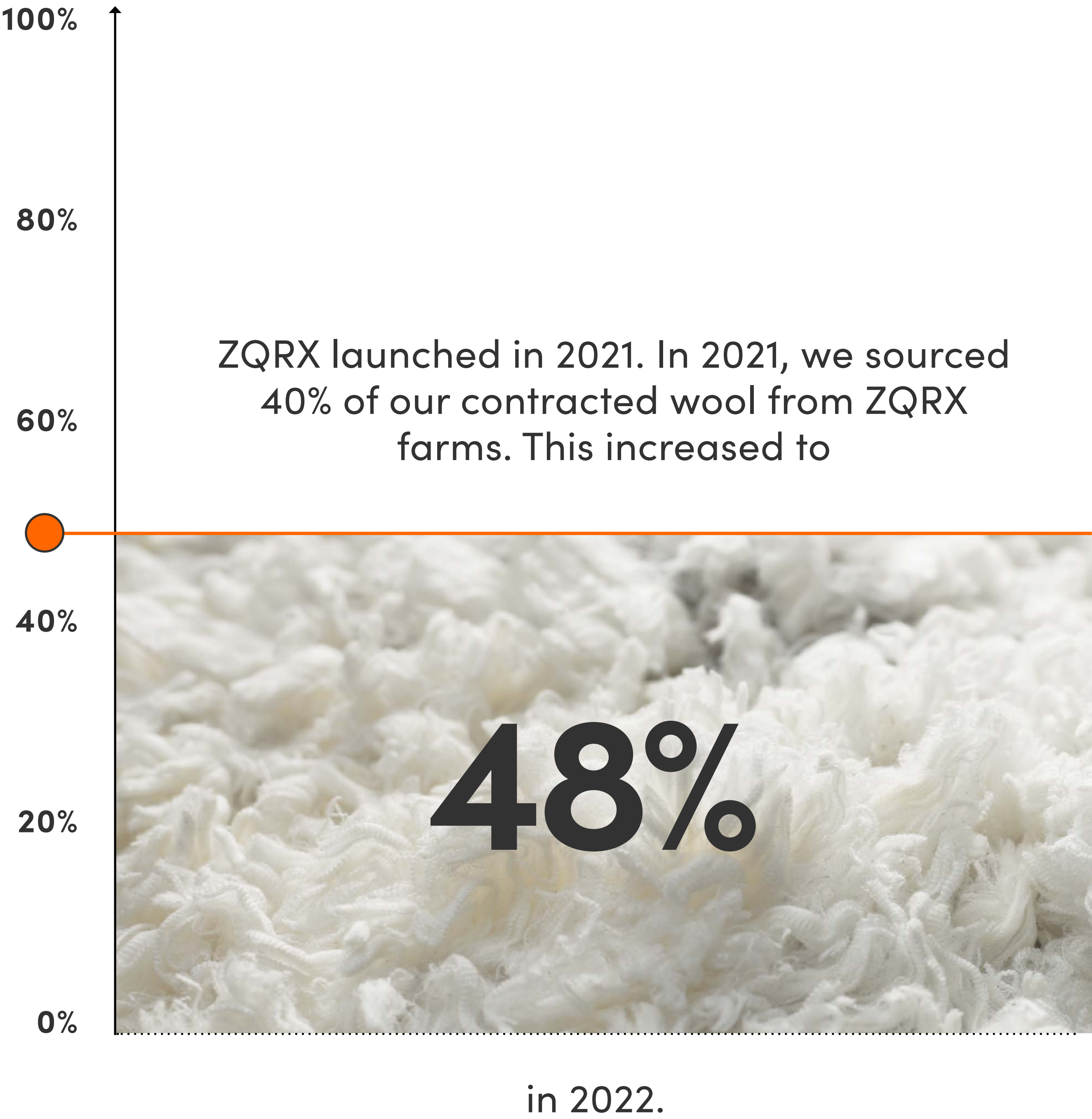
makes up less than 2% of our total fibre consumption. All the neck labels on all our clothing are made from organically grown cotton.

Our high-quality

linen

is grown in its natural habitat – Belgium.

Our focus in exploring
alternatives to synthetics
revolves around both man-made and plant-based
fibres, emphasizing our growing interest
in bio-based alternatives.



Progress

Future Plans

Proof Points



Our

Descender family

of fabrics is in the process of moving to a completely plastic-free solution (by FW25) in which Merino wool is blended with TENCEL™ Lyocell and then brushed for extra warmth.



01

100% of our merino wool come from RWS certified farms.

02

Almost 50% of our merino wool is sourced from ZQRX farms that utilize regenerative agriculture practices to support soil health, biodiversity, water quality, carbon improvement and community well-being.
... And we're not done yet.

03

100% of TENCEL™ Lyocell is FSC certified.

3

Bio-based alternatives



Leading the revolution on fabrics by exploring bio-based alternatives to help pave the way to a petrochemical-free future. 14% of the remaining synthetics in our range have already been substituted with bio-based alternatives.



Bio-based 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 help lessen our dependency on fossil-fuel-based synthetic material, with no product performance compromise, always following our progress over perfection philosophy.

Our overall % of
synthetics is going down

and the % of bio-based solutions we are adopting is raising. (14% of the total in SS24 will be bio-based, 22% in FW24).

We are working with Hyosung on
bio-based elastane
alternatives made using corn feedstock.

We are teaming up with Fulgar on
bio-based nylon
alternatives derived from castor beans.

Progress

Future Plans

Proof Points



We have re-developed the Fastray leggings (SS24), Anatomica Cool-Lite™ (FW24), Sprite (FW24) and our innovative Seamless (SS24) using bio-based fibres from Hyosung/Fulgar blended with Merino/Tencel™ Lyocell.



Starting from SS24 our core family of products will feature the use of Hyosung Bio-based elastane blended with Merino and Tencel™ Lyocell.



01

14% of the total synthetics in SS24 will be bio-based, in FW24 we will arrive to 22% of the total synthetics replaced with bio-based alternatives.

02

We have re-developed product ranges using bio-based fibres from Hyosung/Fulgar blended with Merino/TENCEL™ Lyocell.

4

Partners for life



Annabelle and Richard Subtil, Omarama Station.

We know our suppliers by name.



Alistair Campbell, Earnscleugh Station.

So far

70

growers have signed a 10-year supply contract with us, and counting.

Fewer suppliers means better relationships.

We continuously work to build strong partnerships with suppliers at all tiers of our global supply chain.

Back in 2018, icebreaker, The New Zealand Merino Company and the grower community established the world's first 10-year rolling forward contracts.

For growers, the contracts provide a clear line of sight to the long-term fibre needs of icebreaker, enabling strategic decisions to be made regarding their farms.

The wool icebreaker uses today is the result of the decisions made by growers many years ago and ongoing relationships ensure that every garment icebreaker produces is made from wool that has been grown specifically for that purpose.

Progress

Future Plans

Proof Points

We are one of the first that introduced
mutually beneficial
10-year contracts
with growers, a unique
model in the industry.

A special aspect of the 10-year contracts that has
become evident over the past 6 years has been
the impact this has had on the
next generation.

The stability and certainty offered by these contracts has
incentivised and enabled generational farm succession,
as well as enabling the development of unique equity
solutions to support new growers entering the industry
and taking the path towards farm ownership.

We have as well 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.

We will continue to invest directly into our Grower's Club to help them with ZQRX projects.



The 'icebreaker Growers Club' will keep on helping to create long-lasting partnerships to support a better future for growers and help to ensure high-quality fibre and the highest standard of land stewardship and animal welfare.



icebreaker is supporting the One-VF Wool Cadetship.



This programme is supporting the next generation of shearers and wool handlers and has become an influential and valued programme within the New Zealand shearing industry. We are investing in this programme to ensure that wool harvesting as a pathway is attracting and developing the talent needed to ensure its future.

Progress

Future Plans

Proof Points



01

We are honoured to work with 70 growers as part of the Long-Term Supply Contract Growers Club.

02

The 10-year contract allows farmers to invest in their farms for betterment of the animals, people and planet. These contracts are key to driving impact through the ZQRX programme, giving growers the confidence to invest in regenerative impact with long-term support from the buyers of their wool, like icebreaker.



03

This market incentive, in addition to on-farm support, helped phase out mulesing 11 years ahead of legislation in New Zealand!



5

Pioneers with ZQRX



Partnering up for the greater good.



100%

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

Our collaboration with The New Zealand Merino Company and founding of the ZQRX programme will enable the integration of regenerative practices throughout the merino farms in our network. ZQRX, a wool sourcing initiative emphasizing ethical wool production through regenerative farming, enables our growers to prioritize soil health, biodiversity, carbon sequestration, and community well-being. ZQRX actively promotes the shift toward a net-positive future.

Progress

Future Plans

Proof Points

We work with The New Zealand Merino Company
to ensure our merino wool is

ZQ certified

and/or sourced from RWS certified farms.

In 2023 there are

500+ growers

signed up to ZQRX across New Zealand,
Australia and South Africa.

All ZQRX growers have been assessed against the
ZQRX Index proving that they are operating

beyond sustainability

across 15 KPIs spanning environment,
animals and people.

All ZQRX growers have a directionally accurate

carbon measurement

on their farm.

Progress

Future Plans

Proof Points

We have a mindset of continuous improvement, and we are working with nature to do so.



We have prioritised getting to know our growers through deep, long-term partnerships and maintaining the conversation about how we can keep on supporting our mutual regenerative journey.



01

Back in 2021, icebreaker and Smartwool, alongside Allbirds® and The New Zealand Merino Company proudly embarked on a transformative journey to launch the apparel industry's first regenerative wool sourcing programme – ZQRX.

02

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

03

Almost 50% of our merino wool is sourced from ZQRX farms that utilize regenerative agriculture practices to support soil health, biodiversity, water quality, carbon improvement and community well-being. ... And we're not done yet.

6

The future is regenerative



**We aim to give
back more than
we take.**



100% of our wool will be sourced from growers using regenerative practices by 2028.



To have a positive impact on nature, we need to source our wool from producers using responsible and regenerative practices. Regenerative is the future. It's our future. Regenerative practices encompass several environmentally and socially conscious principles which aim to promote biodiversity, improve soil health and reduce carbon emissions among many other positive outcomes.

We have a responsibility to do what we can to take care of the land, for the future of our growers, our communities, our product, and for nature. This is why we're embarking on a regenerative journey.

Progress

Future Plans

Proof Points

100%

of icebreaker contracted farms are a part of the ZQRX program and have been scored on the ZQRX regenerative index. To do so involves each farm spending time being inducted into the ZQRX program and encompasses committing to continuous improvement and farming with a regenerative mindset.

ZQRX growers represent at least 2million hectares of land,

800,000

of which is native ecosystems. There is significant opportunity to restore and improve the land.

Progress

Future Plans

Proof Points

Sustainability has always been a key pillar for icebreaker. We are going a step beyond sustainability with our goal to

source 100%
of our wool from growers using regenerative
practices by 2028.



Progress

Future Plans

Proof Points



01

100% of icebreaker contracted farms are a part of the ZQRX program and have been scored on the ZQRX regenerative index.

02

67% of icebreaker contracted farms have worked directly with The New Zealand Merino Company to generate a GHG* footprint.



03

34% of icebreaker contracted farms have participated in regenerative land health monitoring.



Move To NATURAL

icebreaker
Move to natural