

# GHG Accounting Methodology and Results 2022

Supplement to Haglöfs Sustainability Report 2022



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## **About Haglöfs**

Haglöfs is an outdoor brand with headquarters in Sweden from where outdoor clothing, footwear and hardwear are designed, developed and marketed. Haglöfs does not own any factories, instead it works with a network of approx. 90 trusted materials suppliers and clothing, footwear and hardwear manufacturers across 17 different countries. The majority of products are shipped to warehouses in Sweden from where they are distributed to various sales channels.

Haglöfs is a fully owned subsidiary of ASICS Corporation since 2010. ASICS Corporation's headquarters are located in Kobe, Japan and it is listed on the Tokyo Stock Exchange.

#### Key stats 2022

- 238 employees
- 997 MSEK in sales
- 1.76 million products sold worldwide
- Sweden, Finland, Norway top 3 markets
- Sold in 28 markets via:
  - Wholesale
  - o E-commerce in 13 countries
  - o 12 directly owned Haglöfs stores

#### Carbon Footprint

For several years Haglöfs has previously reported Scope 1 & 2 emissions and limited Scope 3 emissions covering inbound logistics and business travel, it is well established that the most significant portion of scope 3 emissions for a clothing and footwear brand lies in the production of the goods sold. In 2020 the measurement was expanded to include the product of goods sold establishing a baseline for this wider footprint against which a commitment to reduce emissions by 50% by 2030 could be measured. In addition, Haglöfs has committed to take responsibility for the remaining emissions over this time through the purchase of a quantity of carbon credits equivalent to their footprint.

#### Reporting

The following document outlines the methodology used to calculate Haglöfs carbon footprint as reported in Haglöfs Sustainability Report 2022

www.haglofs.com/sustainability/progress

#### Contact

Email: sustainability@haglofs.se

<sup>&</sup>lt;sup>1</sup>WRI and Aii, Roadmap to net zero (2020), McKinsey & Co, Fashion on Climate (2020), Quantis, Measuring Fashion (2018)



# Reporting standard

Haglöfs carbon footprint is calculated according to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Rev. ed. March 2004) published by the World Business Council for Sustainable Development (WBCSD) and the World Resource Institute (WRI) with reference to the Corporate Value Chain (scope 3) Accounting Reporting Standard and GHG protocol Scope 2 Guidance.

#### Boundaries and consolidation of data

#### Period covered

1st January 2022 - 31st December 2022

#### Consolidation approach

Operational control approach has been followed

#### Organisational boundaries

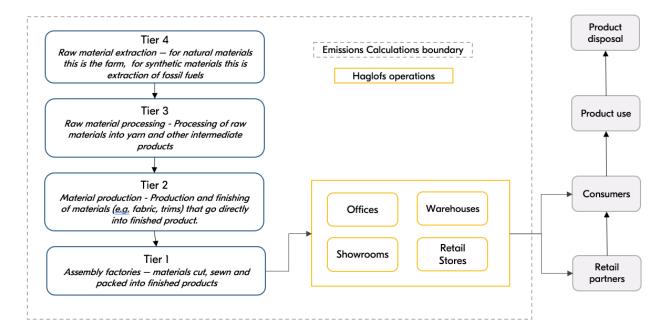
Included in the accounting is Haglöfs AB and all its subsidiaries collectively referred to as 'Haglöfs':

- Nordic Outdoor Group Aktiebolag NOGAB,
- Haglöfs Deutschland GmbH,
- Haglöfs Oy, Hagløfs AS,
- Haglöfs Danmark A/S
- Haglofs UK Limited.

Operations consist of facilities owned or leased by Haglöfs including offices, sales showrooms, warehouses and retail stores as listed in Appendix 1. Haglöfs does not own or have any financial interest in any factories used for production of goods sold.

#### Scope of assessment

The main system boundaries are shown in the diagram below:





Included in the assessment are Haglöfs operations as well as emissions arising from the production and distribution of goods sold as detailed in the following table:

		Inclusion/exclusions
Sco	pe - category	
Scop		
1.1	Stationary combustion sources	Use of natural gas for heating or food preparation
1.2	Mobile combustion sources	Company operated cars
1.3	Process emissions	n/a no processing activities
1.4	Fugitive emissions	Refrigerants for fridges and air conditioning units in offices, stores, warehouses
Scop	e 2	
2.1	Electricity consumption	Purchase of electricity for offices, showrooms, warehouses, and retail stores
2.2	Heat, steam or cold consumption	Purchase of heating for offices, showrooms, warehouses, and retail stores not produced at site
Scop	e 3	
1	Purchased goods and services	Raw material extraction, material processing, and materials assembly into finished products (Tier 4 to Tier 1) for all goods purchased for sale to the consumer. Includes product, transportation, and retail packaging materials. Includes transportation of materials between processing steps (Tier 4 to Tier 2)  Packaging of raw materials excluded as data not currently available and not considered significant relative to other materials.  Indirect materials not sold to the consumer, such as office materials, store
		interiors, or other materials used for marketing and sales purposes excluded as not considered significant relative to direct materials
2	Capital goods	Not assessed
3	Fuel and energy related activities	Scope 3 emissions from the production and distribution of electricity and fuels from Scope 1&2
4	Upstream transportation and distribution	Transportation of materials to assembly factories (Tier 2 to Tier 1) Transportation of purchased goods from assembly factories to Haglöfs warehouses and onwards to sales channels Note: transportation of materials between factories (Tier 4 to Tier 2) is included in the purchased goods and services data.
5	Waste generated in operations	A check on waste generated in warehouses and HQ office in 2022 indicated emissions generated is insignificant therefore not included
6	Business travel	Air and rail travel purchased through company travel agency included.  Taxis, private cars, rental vehicles or other travel by public transport not purchased through travel agency not included and considered insignificant in comparison to air travel.
7	Employee commuting	Not assessed
8	Upstream leased assets	n/a
9	Downstream transportation and distribution	Not assessed
10	Processing of sold products	n/a
11	Use of sold products	Not assessed



12	End-of-life treatment of sold products	Not assessed
13	Downstream leased assets	n/a
14	Franchises	n/a
15	Investments	n/a

# Quantification of carbon footprint

Product sold 2022: 1.76 million.

Turnover 2022: 997 MSEK.

#### Results<sup>2</sup>

Scope 1&2 (Market based)

Scope	Source	Ton CO₂e	% of total
1	Company operated vehicles	70	34%
1	Refrigerant leakage	5.5	3%
1	Heating	0.1	0%
2	Purchased Electricity	20	10%
2	Purchased Heating	112	54%
	То	tal 208	100%

Scope 1&2 location based: (number) 273-ton CO2e

Performance indicators (S1&2 market based):

Emissions/product sold: 0.118 kg CO2e/product sold

Emissions/turnover: 208 kg CO2e/MSEK

#### Scope 3

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Category	Subcategory	Ton CO₂e	% of total
1 - Purchased god	ods and services	25149	83%
	Tier 1 (product assembly)	3793	15%
	Tier 4-2 (materials production - Clothing)	16858	67%
	Tier 4-2 (materials production - Hardwear)	2610	10%
	Tier 4-2 (materials production - Footwear)	1433	6%
	Tier 4-2 (materials production - Packaging)	453	2%
3 - Fuel and energ	gy related activities	38	0.1%

<sup>&</sup>lt;sup>2</sup> Total emissions are reported in metric tons carbon dioxide equivalent (ton CO2e) including where applicable the impact of the seven Kyoto gases carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), nitrogen trifluoride (NF3), sulphur hexafluoride (SF6) and perfluorocarbons (PFCs).



			38	0.1%
4 - Upstream transp	ortation and distribution		4662	15%
	Transportation Tier 2-1		94	0.4%
	All other transportation - Road		75	0.3%
	All other transportation - Sea		481	2.0%
	All other transportation - Rail		2	0.0%
	All other transportation - Air		1610	6.8%
	All other transportation - Mixed/unknown		468	2.0%
6 - Business Travel			191	1%
	Air		19.6	0.1%
	Rail/other		0.0	0.0%
		TOTAL	30039	100%

Performance indicators (S1&2 market based + S3):

• Emissions/product sold: 17,06 kg CO<sub>2</sub>e/product sold

• Emissions/product manufactured: 11 kg CO₂e/product made

• Emissions/turnover: 30.13 ton CO<sub>2</sub>e/MSEK

## Methodology

#### Activity data and assumptions

#### Scope 1 & 2

#### Company cars

- Reports from leasing companies were used to obtain quantities of fuel used.
- Where data not available assumptions made based on average fleet data

#### Refrigerants

- Reporting by local stores and country offices on A/C units and fridges on site
- Where data not available assumptions made on number of units per site
- Where data not available on refrigerant type, charge and leakage, assumptions made based on commonly available unit types

#### Electricity and heating

- Market-based method is reported for scope 2 emissions from energy use to allow tracking of increasing use of renewable energy
- Data from invoices or meters from offices, warehouses, and stores
- Where data not available e.g. included in rent, estimations made based on the size of the facility and locally relevant energy use data.



#### Scope 3

#### 1 - Purchased goods and services

#### Tier 1

- Location based method used for reporting electricity use in scope 3
- Energy use data collected via both supplier questionnaires and Higg FEM 2021<sup>3</sup> and FEM 2022 submissions where available
- Energy use was then adjusted according to the % of total production which was carried out by the facility for Haglöfs during the year
- Where data not available assumptions made based on previous years data or averages from other comparable factories

#### Tier 2-4: Clothing and hardware

- Quantity of products purchased extracted from internal systems
- Quantity of different materials needed to produce each product collected from internal systems
- Higg MSI used as cradle to gate emission factors for each material type.
  - Note MSI includes transportation between processing stages with a standard assumption of 200km between each tier

#### Tier 2-4: Footwear

 Insufficient data was available at the material level therefore LCAs were used to extrapolate the T2-4 impacts for representative footwear items

#### Transportation of materials from T2-T1

- No actual data available
- Estimations made of transport modes and routes based on country-of-origin data for materials and www.searates.com/services/distances-time

#### 3- Fuel and energy related activities

Activity data same as that used for scope 1&2 energy data

#### 4 - Upstream transportation and distribution

- Reports from logistics providers.
- Where data not available invoices were used to estimate emissions relative to spend with the providers

#### 6- Business travel

• Report from travel agency covering air and rail travel.

#### **Emission Factors**

Category	Emission Factor Source
Transportation Network for Transport Measures	
	www.transportmeasures.org/en/wiki/evaluation-transport-suppliers
Fuels	Higg MSI v3.5 at higg.org, UK Government GHG Conversion Factors for Company
	Reporting 2021

 $<sup>^{3}</sup>$  Note due to the timing of the Higg FEM cycle 2021 data not yet available to be used at time of calculations



Heating	AIB European Residual Mixes 2020 & 2018. gCO2/kWh från 2019 (Table 2). Scope 3
	från 2018. CO2e baseras på differensen mellan CO2e och CO2 2018. (Direkt GWP
	och LCA GWP- direkt GWP) (dir co2 och LCA co2- dir co2)
	AIB European Residual Mixes 2020 (Värde för CO2e = värde för CO2)
	Genomsnitt av Svergies hela fjärrvärmeförbrukning
Electricity	AlB European Residual Mixes 2020 & 2018. gCO2/kWh från 2019 (Table 2). Scope 3
	från 2018. CO2e baseras på differensen mellan CO2e och CO2 2018. (Direkt GWP
	och LCA GWP- direkt GWP) (dir co2 och LCA co2- dir co2)
	AIB European Residual Mixes 2020 (Värde för CO2e = värde för CO2)
	Beräkingar utifrån andel el från källa och dess utsläpp -
	https://www.vattenfall.se/elavtal/energikallor-och-elmarknad/elens-ursprung/
	Beräkning utifrån emissionsfaktor Vattenkraft, Vindkraft, Biokraft och produktion
	av dessa enligt AIB "European Residual Mixes" 2018.
	Energimarknadsinspektionen (Svensk Energi "Ursprungmärkning av el, 2020")
	Vattenfall EPD -
	https://www.vattenfall.se/48f2f1/globalassets/foretag/miljo/miljovarudeklaration-
	epd-vattenkraft.pdf
Materials (cradle to gate)	Higg MSI v3.5 at higg.org
for clothing and hardwear	
Materials (cradle to gate)	LCA by Massachusetts Institute of Technology (MIT) on ASICS running shoe, 2012
for footwear	https://dspace.mit.edu/handle/1721.1/102070 and supplier own LCA
Business travel	DEFRA "UK Government Conversion Factors for greenhouse gas (GHG) reporting"
	Elförbrukning: NTM(2020), genomsnitt Inter city, regionalt och snabbtåg. Se
	utsläppsfaktor El
	"Larsson & Kamb (2019), Travel and climate
	Methodology Report. Version 2.0, Chalmers University of Technology.
	https://travelandclimate.org/sites/default/files/Methodology-report-Travel-and-
	Climate-Version-2.pdf"
	NTM (2022), beräknad med flygavstånd 1750 km. RFI=1,9 (ATTICA, UNFCCC och
	Lee et al på uppdrag av Committee on Climate Change (2009))
	NTM (2022), beräknad med flygavstånd 250 km. RFI=1 (ATTICA, UNFCCC och Lee et
	al på uppdrag av Committee on Climate Change (2009))
	NTM (2022), beräknad med flygavstånd 2500 km. RFI=1,9 (ATTICA, UNFCCC och
	Lee et al på uppdrag av Committee on Climate Change (2009))
	NTM (2022), beräknad med flygavstånd 750 km. RFI=1,9 (ATTICA, UNFCCC och Lee
	et al på uppdrag av Committee on Climate Change (2009))
Company operate car	"Emissionsfaktorer vägtrafik för 2020, 2030 och 2040" Trafikverket
	Används enbart i specialfall. För beräkningar i Sverige används
	reduktionspliktsdiesel. För utsläpp WTW: Energimyndigheten "Drivmedel 2020".
	För utsläpp TTW: Naturvårdsverket "värmevärden och emissionsfaktorer". GWP-
	faktor för metan och lustgas från IPCC
	Beräknat baserat på elförbrukning 0,2 kWh/km och bränsleförbrukning 1,7 l/km,
	samt andelen eldrift och bränsledrift
	Beräknat baserat på elförbrukning 0,2 kWh/km och faktor för nordisk medelmix
	För utsläpp WTW: Energimyndigheten "Drivmedel 2020". För utsläpp TTW:
	Naturvardsverket "varmevarden och emissionsfaktorer" samt DEFRA "conversion
	Naturvårdsverket "värmevärden och emissionsfaktorer" samt DEFRA "conversion factors 2021". För biogena utsläpp: DEFRA "conversion factors 2021". GWP-faktor

# Quality of data

It is acknowledged that there are challenges, particularly in scope 3, with data quality, availability, and precision a challenge due to the need to collect information from outside of Haglöfs own operations. As a result a programme



of continuous improvement is needed to refine the data year on year. The aim is to be transparent on how the approach is adapted as methods improve.

#### Scope 1 and 2:

In an improvement vs 2020, 24% of emissions in Scope 1 & 2 are estimated. Since most of the facilities used by Haglöfs are leased, data on heating and electricity usage is not always available and often hidden in the rental cost. There is limited opportunity to improve access to this data. Data on fuel use in some company cars is not currently available however there is the opportunity here to improve data collection and reduce level of estimated emissions. As cars move to hybrid models a change in how data collection is also needed to improve capture of emissions related to electricity use.

#### Scope 3:

**Logistics**: 10% of the emissions are estimated due to a lack of data from some carriers. An RFI of 2 is used for air freight however some discussion remains as to the correct factor to be applied. Changes in the RFI have a significant impact on the emissions from logistics.

**Tier 1**: For data from product manufacturers all the emissions were calculated based on primary data shared by the factories via a mixture of supplier questionnaires and Higg FEM submissions. The aim is to encourage more suppliers to report through the Higg FEM to improve efficiency and increase the number of suppliers obtaining verification of their modules to continue to increase the quality of the data.

**Tier 2-4: Clothing and hardware** – while activity data down to the material level was obtained from internal systems, the emission factors used are for generic material types which limit the potential to observe improvements going forward for example in energy efficiency improvements or the use of renewable energy in specific factories. Where possible, factory specific information should be used to start to replace the generic emission factors.

**Tier 2-4: Footwear** – footwear data was limited to product level rather than the material level data collected for clothing and hardware. Emission factors used were taken from LCAs of representative products only rather than Haglöfs specific products. The aim is to start to integrate more Haglöfs specific material level activity data to obtain a more accurate assessment of the impact of footwear.

## **Targets and Reduction Activities**

#### Base Year

2020 was the first year Haglöfs measured Scope 3 emissions related to the manufacturing of purchased goods sold which represents the most significant part of total emissions. This allowed Haglöfs to set emissions reductions targets covering a wider scope of emissions than previously measured. For this reason, 2020 was set as the baseline year from which reductions towards 2030 will be reported.

It is acknowledged that 2020 was an unusual year in business due to the Covid pandemic, with reduced sales due to closure of physical retail, and limited travel due to restrictions the calculated footprint is likely to be lower than a 'normal' year.

#### **Targets**

• 50% absolute reduction in emissions and net zero<sup>4</sup> by 2030 across scope 1, 2 and the newly expanded scope 3 categories as outlined in this document

<sup>&</sup>lt;sup>4</sup> Where net zero refers to removing a quantity of emissions from the atmosphere equal to the remaining footprint after 50% reduction



Climate neutral<sup>5</sup> from 2021 onwards

#### Strategy and 2022 activities

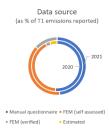
Haglöfs climate strategy is based on 4 focus areas:

#### 1) Measure and report:

To ensure measures are targeted at the areas where the biggest impact can be achieved and to monitor progress Haglöfs carbon footprint will be measured on a yearly basis

#### a. 2022 activities

- Increased suppliers reporting energy data through the Higg FEM and increased suppliers with verified data
- b. Future focus
  - Continuous improvement of data quality, availability, and precision
  - ii. Increasing number of suppliers reporting data through the Higg FEM



#### 2) Energy reduction

Production of materials used in the manufacturing of Haglöfs products is the largest source of emissions. Focusing on reducing the impact from this area will have the biggest impact through selection of materials with lower carbon footprints produced in factories with energy efficient practices.

#### a. 2022 activities

i. Progressed towards goal of 100% recycled or renewable materials in main fabrics for clothing and hardwear by 2025

#### b. Future focus

- i. Continue progress towards 2025 materials target
- ii. Increase use of lower energy dyeing techniques
- iii. Improve understanding of the energy efficiency performance of suppliers to allow targeted improvement measures

#### 3) Renewable energy

Even with better materials choices and more efficient factories, energy will always be energy required to manufacture and transport Haglöfs products therefore a transition to the use of renewable energy will be fundamental in achieving large scale reductions in overall emissions. We aim to use renewable energy in our own operations and support suppliers to do the same

#### a. 2022 activities

- i. Progressed towards goal of 100% renewable energy in the electricity purchased
  - 1. 97% where Haglöfs controls of the bill
- ii. Transitioned company car fleet to hybrid models

#### b. Future focus

i. Integrate renewable energy use into sourcing strategy

<sup>&</sup>lt;sup>5</sup> Where climate neutral refers to purchasing a quantity of carbon credits equivalent to the carbon footprint covering Haglöfs operations, manufacturing and distribution



ii. Develop strategy to support roll out of renewable energy with key partners in key sourcing countries

#### 4) Carbon removal

- a. 2022 activities
  - i. Purchased sufficient high-quality carbon credits to offset full reported 2022 carbon footprint
- b. Future focus
  - Over time transition from avoidance or reduction type offsets to projects which are removing carbon from the atmosphere. By 2030 all offsetting be from projects which remove carbon from the atmosphere



#### Carbon Instruments

#### 2022 Purchased Credits

The following carbon credits have been purchased and retired to offset against Haglöfs 2022 carbon footprint supporting a claim of climate neutral across Haglöfs operations and the production and distribution of goods sold.

All offsets are certified against either Gold Standard (GS) or the Verified Carbon Standard (VCS) in combination with the Climate, Community and Biodiversity Standard (CCB) with the exception of carbon removal projects purchased through the Puro Earth marketplace which use the CORC standard<sup>6</sup>

The total of 33390 tons  $CO_2$  is greater than the carbon footprint reported above to allow for variability in the data.

Name of project	Location	Project type	Standa rd	Quantity (tons CO <sub>2</sub> )	Additional info
Retired against 2022 ca	rbon footpri	nt			
Dora-II Geothermal power	Turkey	Geothermal	GS	7000	https://registry.goldstandard.org/projects/details/790
Qianbei Afforestation project	China	Reforestation	VSC	10000	https://registry.verra.org/app/projectDetail/VCS/2082
Bussme, Biochar	Sweden	Biochar	CORC	550	https://registry.puro.earth/carbon-sequestration
Bussme, Biochar	Sweden	Biochar	CORC	140	To be delivered
My Son - Hoan Loc Viet Solar Energy Project	Vietnam	Solar	VSC	15700	https://registry.verra.org/app/projectDeta il/VCS/1958
			Total	33390	tons CO <sub>2</sub>

#### Historical retirements

The table below provides a historical record of carbon credits retired in previous years

Name of project	Location	Project type	Standard	Quantity (tons CO <sub>2</sub> )	Additional info			
Retired against 2021 carbon footprint								
Infravest Changbin & Taichung	Taiwan	Wind	GS	4000	https://registry.goldstandard.org/credit- blocks/details/264090 https://registry.goldstandard.org/credit- blocks/details/264087			
InfraVest 2011 Wind Bundle	Taiwan	Wind	GS	22000	https://registry.goldstandard.org/credit- blocks/details/264096 https://registry.goldstandard.org/credit- blocks/details/264093			
Bussme, Biochar	Sweden	Biochar	CORC	200	https://registry.puro.earth/carbon- sequestration			
			Total	26200	tons CO <sub>2</sub>			

<sup>&</sup>lt;sup>6</sup> https://puro.earth/supplier-verification



Name of project	Location	Project type	Standard	Quantity (tons CO <sub>2</sub> )	Registry link				
Retired against 2020 carbon footprint									
Siam solar energy 1	Thailand	Solar Thermal	GS	100	https://registry.goldstandard.org/credit- blocks/details/141052				
Ceramic Water Purifiers by Hydrologic	Cambodia	Energy Efficiency	GS	60	https://registry.goldstandard.org/credit- blocks/details/141055				
Infravest Guanyin wind farm	Taiwan	Wind	GS	30	https://registry.goldstandard.org/credit- blocks/details/141058				
Dora-II Geothermal power	Turkey	Geotherm al	GS	100	https://registry.goldstandard.org/credit- blocks/details/141049				
Renewable Energy-Wind	China	Wind	GS	5000	https://registry.goldstandard.org/pr ojects/details/416				
Revolutionising Reforestation	Kenya	Reforestat ion	VCS + CCB	5000	https://registry.verra.org/myModule/rpt/myr pt.asp?r=206&h=131261 AND https://registry.verra.org/myModule/rpt/myr pt.asp?r=206&h=130721				
Protecting biodiversity hotspots	Indonesia	REDD (rainforest protection )	VCS + CCB	5000	https://registry.verra.org/myModule/rpt /myrpt.asp?r=206&h=130439				
Guanare Reforestation Project	Uruguay	ARR (afforestation, reforestation)	VCS + CCB	5000	https://registry.verra.org/myModule /rpt/myrpt.asp?r=206&h=139091				
Moelven	Norway	Carbon removal, wooden building elements	CORC	330	https://registry.puro.earth/carbon- sequestration				
Hjelmsäters Egendom,	Sweden	Carbon removal, biochar	CORC	50	https://registry.puro.earth/carbon- sequestration				
			Total	20670	tons CO <sub>2</sub>				

Name of project	Location	Project type	Standard	Quantity (tons CO <sub>2</sub> )	Registry link
Wester Coshieville	Scotland	Reforestation	Woodland Carbon Code PIU (ex-ante)	30	Markit Environmental Registry - Public Reports
			Total	30	tons CO <sub>2</sub>



# Other

# Appendix 1: Operations

Facility type	Name	Address	Country
Office	Bromma Office (HQ)	Gustavslundsvägen 141, 167 51 Bromma	Sweden
Warehouse + office	Avesta office & warehouse	Industrigatan 18, 774 35 Avesta	Sweden
Warehouse	Avesta warehouse 2	Grabbogatan 1, 774 35 Avesta	Sweden
Office	Finland office	Vanha Nurmijärventie 62, 01670 Vantaa	Finland
Office	Norway office	Mølleparken 2, 0301 oslo	Norway
Office/showroom	UK office/showroom	Staveley Mill Yard, Staveley, Cumbria, LA8 9LR	UK
Office	Goteborg office	Göteborgsvägen 89, 43130 Mölndal	Sweden
Office/showroom	Denmark office/showroom	Langhøjvej 1 C, True, 8381 Tilst	Denmark
Office/showroom	Benelux office/showroom	Taurusavenue 165, 2132 LS Hoofddorp	Benelux
Office	Germany Office	Grünwalder Weg 34, 82041 Oberhaching	Germany
Office/showroom	France office	6 Rue Du Bulloz, Parc de Glaisins, 74940 Annecy Le Vieux	France
Retail Store	Stockholm Brand Store	Kungsgatan 10, 111 43 Stockholm	Sweden
Retail Store	Göteborg Brand Store	Kungsgatan Göteborg	Sweden
Retail Store	Göteborg (Hede) Outlet Store	Unit 36B, Hede Fashion outlet, Kungsparksvägen 80, 434 39 Kungsbacka	Sweden
Retail Store / office / Showroom	Åre Brand Store	Årevägen 101, 837 52 Åre	Sweden
Retail Store	Chamonix Brand Store	35 Rue du Docteur Paccard, 74400 Chamonix	France
Retail Store	Barkarby Outlet Store	Majorsvägen 2-4, 177 10 Järfälla	Sweden
Retail Store	Avesta Outlet Store	Get Johannas Väg Avesta	Sweden
Retail Store	Haparanda Outlet Store	Norra Esplanden 8, 95331 Haparanda	Sweden
Retail Store	Oslo (Vestby) Outlet Store	Vestbyveien 155, Vestby 1540	Norway
Retail Store	Helsinki Brand Store	Aleksanterinkatu 17, 00100 Helsinki	Finland
Retail Store	Helsinki Outlet Store	Helsinki outlet village Tatti 17 00760 Helsinki	Finland
Retail Store	Båstad Pop up Brand Store	Köpmansgatan 9D, 26933 Båstad	Sweden
Warehouse	Warehouse - brovallen	Snickerivägen 14, Krybro	Sweden