

IMPACT REPORT

2025

SHAPING THE FUTURE OF SPORT

SALOMON

TABLE OF CONTENTS

EDITO 3

SUSTAINABLY COMMITTED 6

WHO WE ARE 7

SALOMON HIGHLIGHTS 2025 12

OUR SUSTAINABILITY STRATEGY 14

WHERE WE STAND 22

HOW WE CREATE VALUE 24

INNOVATION 26

CLIMATE & NATURE 28

DRIVING RESPONSIBLE PRODUCT PERFORMANCE AND INNOVATION 36

WORKING TOWARD A CIRCULAR ECONOMY 48

COMMUNITIES 51

TAKING ACTION FOR A POSITIVE WORKPLACE 52

ACT FOR FAIR PRACTICES 64

FUTURE OF SPORTS 72

INCLUSIVE MOUNTAIN SPORTS 84

FUTURE OUTLOOK 90

APPENDIX 91



TRANSFORMING SALOMON BY 2030: A COLLECTIVE COMMITMENT



Marie-Laure Piednoir

Marie-Laure Piednoir (Global Sustainability & Impact Director): We can no longer ignore the challenges facing the world today. In 2025, economic pressures, social tensions, climate disruption, and rising consumer expectations made it clear that incremental change is not enough.

For Salomon, this means going far beyond treating sustainability as a simple add-on to our business. It means fundamentally transforming the way we operate.

By 2030, we believe performance, sustainability, and resilience will have to work as one. This means changing how we design our products, source materials, work with partners, support our people, and define growth.

Since no company can make this kind of shift alone, we invited voices from key industry stakeholders to challenge, enhance, and frame this conversation.

Salomon's leadership statement explains why the next chapter of performance must be sustainable by design.

To explore this new reality, we invited people from across the industry to share what matters most to them. Their voices shaped our conversation with Guillaume Meyzenq, Salomon's Chief Executive Officer (CEO) and President, and Magali Clément, Salomon's Chief People & Culture Officer (CP&CO).

Daniela Bettosini (Salomon EMEA Marketing Director): Guillaume, you often say that Salomon must "radically transform" by 2030. What does that mean for the way we run the company and our ambitions for growth?

Guillaume Meyzenq (Chief Executive Officer): By 2030, Salomon must be a company where sustainable performance is embedded in the way we design, source, manufacture, distribute, and grow.

Sustainability must move from the margins of our business to the core of how we operate.

This means aligning our business ambitions with the planet's limits and with the expectations of the communities we serve.

In practical terms, this has two implications. First, we need to decarbonize rapidly and meet our science-based targets, reshaping our value chain and product portfolio so we can significantly cut emissions while still delivering the performance products people love. Second, we must lead by example in our industry, demonstrating that an outdoor brand can grow by creating lower-impact, longer-lasting, recyclable products, investing in local and regional production where it makes sense, and being transparent about the tradeoffs and progress we make.

Magali Clément (Chief People & Culture Officer): This transformation is only real if our teams experience it firsthand. For employees, "radical transformation" has to be much more than a statement of intent. It has to translate into clear expectations, upskilling opportunities, and day-to-day decisions where people feel supported when they choose the sustainable option.

Benjamin Grenet (Salomon Softgoods Design Senior Director): Magali, Guillaume talks about radical ecological and business transformation. From where I sit as a designer, this means new restrictions, more complexity, and constant change. How do we make sure that our culture and the way we work enable us to deliver on this promise, rather than simply add to our workload?

Magali Clément: When people are asked to rethink materials, circularity, transparency, and impact, while still delivering on performance, creativity, and timelines, the risk is obvious: transformation can start to feel like an added burden rather than a shared ambition.

For me, the starting point is clear: we cannot deliver sustainable transformation without a healthy, robust company culture. First, this means that everyone needs to understand why we are changing, what it means for their role, and what is expected of them. Second, we must create an environment where people can experiment, question old ways of doing things, and sometimes fail without fear of repercussions. Third, we need shared support in the form of training, tools, and cross-functional collaboration so that no one feels alone with these new limitations.

Our goal is to make sustainable innovation feel less like an added pressure and more like a shared adventure. It's an approach where designers, engineers, and teams take pride in pushing the boundaries of mountain sports for the benefit of both people and the planet.

Guillaume Meyzenq: For me, company culture is not separate from strategy; it is one of its core components.

We can set the right targets, define the right roadmap, and make the right promises. But if people do not feel they belong, if they do not enjoy working together, if they do not feel connected to something meaningful, then we will never unlock the level of dedication this transformation requires.

Naomi Lang (Salomon international trail running athlete and environmental advocate): Guillaume, as an athlete, I see the impact of climate change in the mountains every season. How will Salomon's strategy by 2030 make a real difference for the places where we train, race, and live?

Guillaume Meyzenq: If we want to continue participating in and enjoying mountain sports in 2030 and beyond, we must do our part to ensure that these environments remain viable and accessible.

Specifically, our 2030 sustainability strategy focuses on three main objectives. First, responsible performance: driving 100% of our key products toward ecodesign or circularity standards by integrating environmental criteria into all major product decisions. Second, inclusive mountain sports: using our scale and our Foundation to make mountain sports more accessible and safer for a broader range of people. Third, climate leadership: delivering on our science-based targets and actively preparing for emerging regulations on product impact and transparency.

This is not about perfection. It is about moving decisively in the right direction, being accountable, and making tangible progress.

By 2030, I want Salomon to be recognized not only for the performance of our products and athletes, but also for the meaningful contributions we make to limit our externalities on the places that inspire us and the communities who depend on them.



Guillaume Meyzenq

Benoît Grenot (Carbios Chief Executive Officer): As Salomon transforms the business and raises expectations on ESG, what does this mean for your people, company culture, and for the way you work with partners like us?

Magali Clément: Our sustainable transformation does not stop with Salomon. It applies to our entire value chain, and that includes you. As we raise our standards on climate impact, human rights, and ethics, we also need to raise the bar on how we work together.

Inside Salomon, it means fostering a company culture based on respect, transparency, and accountability. We want our teams to feel empowered to ask difficult questions, flag risks early, and build long-term, trust-based relationships with partners who share our values.

Beyond our walls, it means being clearer about our expectations regarding social and environmental best practices, while also investing in dialogue and capacity-building, rather than simply imposing restrictions and rules.

Ultimately, our goal is to build a network where sustainable business is a shared effort, with Salomon, suppliers, factories, logistics partners, and communities working together. This enables the development of products that will not only meet our performance and style standards, but also respect the people work with and limit their negative impacts on the environments that make outdoor sports possible.



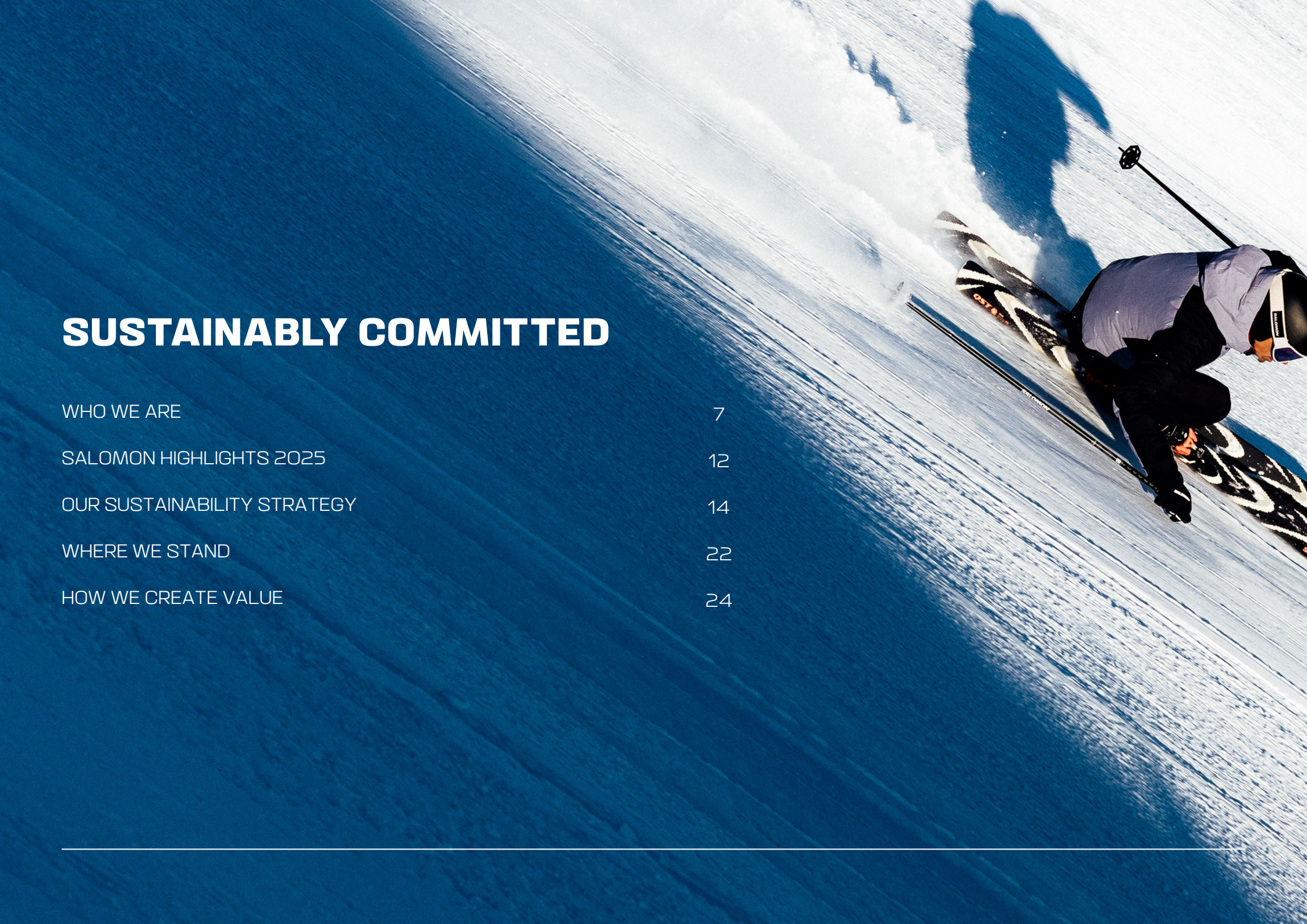
Magali Clément

Guillaume Meyzenq: This is why I often say that our 2030 goals cannot be reached by a sustainability team on its own. They require the full commitment of company leadership, our employees, and our partners. Maintaining a constructive, ongoing dialogue with our key stakeholders is essential to driving collective change. This includes our industrial partners, such as suppliers, as well as leading industry organizations including WFSGI, OEG, FESI, Textile Exchange, and the Ellen McArthur Foundation, as well as the civil society and non-governmental organizations we partner with, such as Protect Our Winters. If we succeed, Salomon will not only have transformed itself as a company, but will also have helped move an entire industry forward.

Marie-Laure Piednoir: While the road to 2030 will be demanding, we are also convinced it will be motivating and unifying. By combining our environmental and business transformation with a positive and engaging company culture and an inclusive employee experience, we believe that Salomon can continue to bring out the best in our people, both in the mountains and in the workplace.

SUSTAINABLY COMMITTED

WHO WE ARE	7
SALOMON HIGHLIGHTS 2025	12
OUR SUSTAINABILITY STRATEGY	14
WHERE WE STAND	22
HOW WE CREATE VALUE	24



WHO WE ARE

OUR PURPOSE

WE EXIST TO UNLEASH THE BEST IN PEOPLE THROUGH MOUNTAIN SPORTS

'What fascinates me most is what I'll do tomorrow.'
GEORGES SALOMON

BORN IN THE MOUNTAINS

Salomon was founded in 1947 in Annecy, in the heart of the French Alps, by François Salomon. With his son Georges, François first produced saw blades and ski edges. Georges developed the company by creating:

· the first Salomon ski binding in 1957
· the first Salomon ski boot in 1979
· the first pair of Salomon skis in 1989

INNOVATION & ATHLETES

Innovation and the desire to shape the future of outdoor sports have always been part of Salomon's DNA. This innovative mindset persists today and is rooted in a unique collaboration between Salomon's engineers, designers, and team of elite athletes.

From trail running to skiing, concepts for products that help athletes run longer, ski safely and hike higher are developed at the Annecy Design Center (ADC).

It is this collaborative work that results in inventive solutions that enable the best athletes on the planet to push the boundaries of our sports.

FROM THE MOUNTAINS TO THE STREETS

These days, depending on the season, Salomon shoes, clothing, equipment, and ski gear have been used to win the UTMB® ultra-trail race in Chamonix, alpine or cross-country ski races on the World Cup circuit, or even seen strutting down the runway at fashion shows in Milan, Paris, and Tokyo.

Since 2005, Salomon has been part of Amer Sports, a global group of iconic sports and outdoor brands with Nordic roots and 78 years of history. Salomon is the 'hero' brand in the outdoor performance segment, alongside Arc'teryx for technical apparel and Wilson for ball and racket sports.

OUR HISTORY

Founded in 1947 in Annecy, in the heart of the French Alps, Salomon has always been driven by a passion for outdoor sports. In 1957, the brand revolutionized skiing with the launch of the innovative “Skade” toe piece for ski bindings, setting the foundation for future innovations.













KEY DATES

1947
Founding by François Salomon in Annecy, France.

1957
Launch of the revolutionary "skade' releasable ski binding.

1979
Launch of the industry-changing SX90 rear-entry ski boots.

1980
Launch of the innovative SNS Nordic boot binding system.

1992
Launch of the Adventure hiking boot series.

1997
Launch of Salomon Snowboards, the Teneighty freestyle ski, and its range of inline skates.

2002
Launch of the XA PRO trail running shoe.

2005
Salomon joins Amer Sports.

2013
Launch of the XT-6 ultra-trail running shoe.

2021
Opening of the Advanced Shoe Factory 4.0, which allows Salomon to bring footwear production back to France.

2022
Salomon celebrates its 75th anniversary and wins 28 medals at the Beijing Winter Olympic Games.

2023
Salomon athlete Courtney Dauwalter wins the Triple Crown (Hardrock, Western States, UTMB).

2024
Amer Sports listed on the New York Stock Exchange.

2025
Salomon Paris Hub opens its doors.

OUR VISION

BEING THE BRAND FOR THE

MODERN

RESPONSIBLE INNOVATION

FRENCH ENGINEERING,
LED BY FUNCTION

MOUNTAIN SPORT

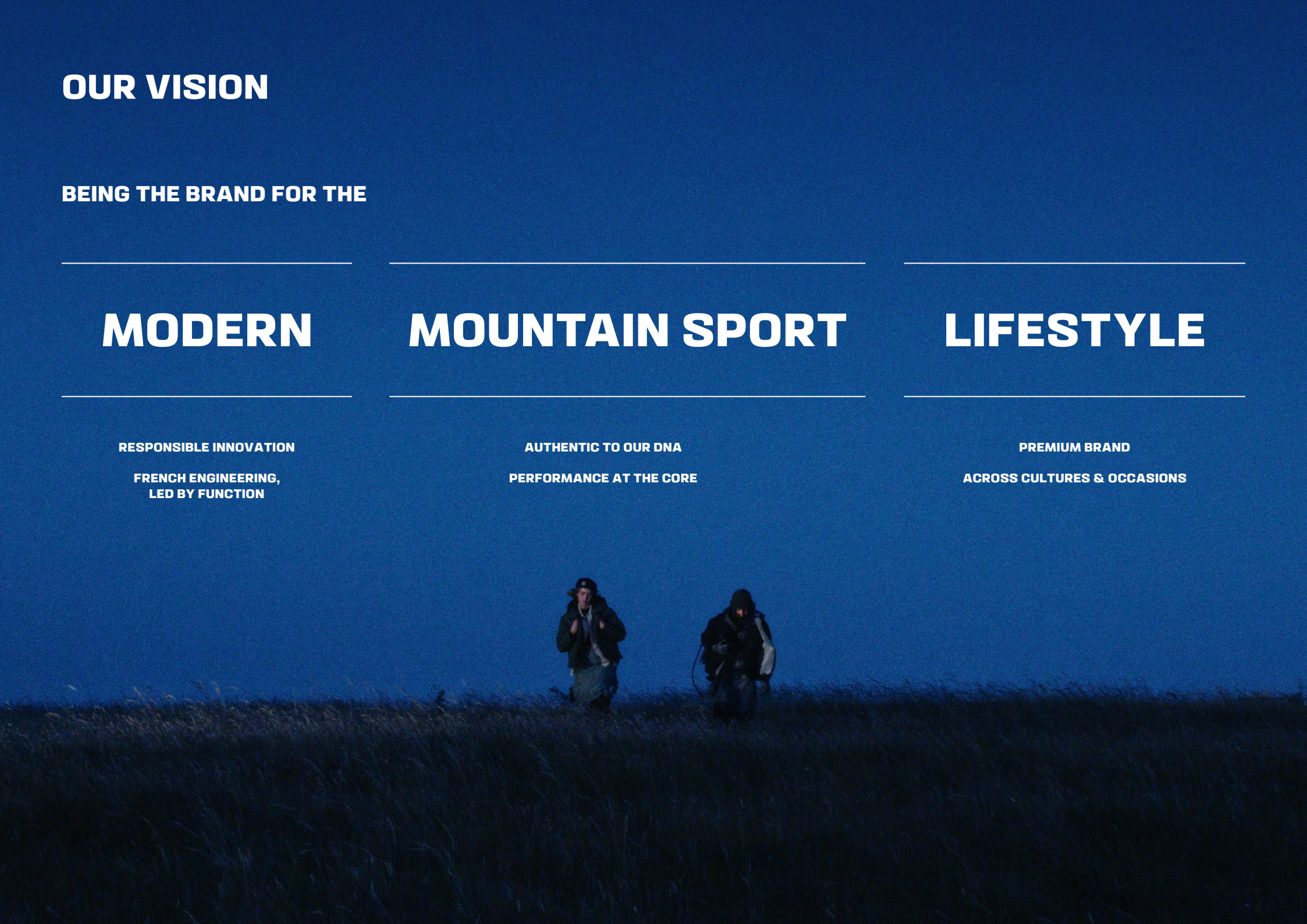
AUTHENTIC TO OUR DNA

PERFORMANCE AT THE CORE

LIFESTYLE

PREMIUM BRAND

ACROSS CULTURES & OCCASIONS

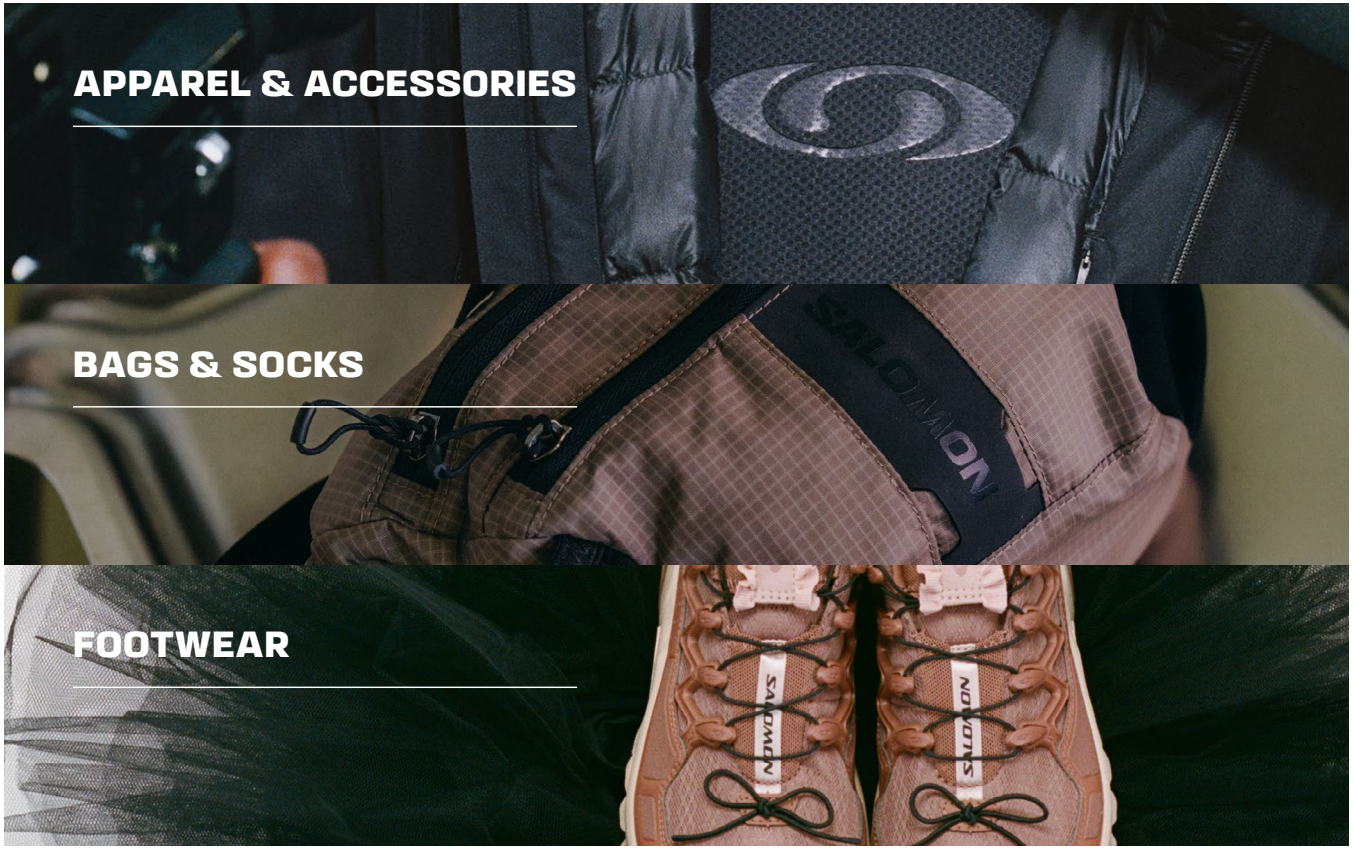


OUR PRODUCTS

Salomon structures its offer around four complementary product categories, all designed to bring out the best in people recreating in the mountain sports.

The first, **Apparel & Accessories**, includes technical garments and accessories engineered to support every movement, whatever the conditions. The second category, **Bags & Socks**, covers technical packs and socks developed to deliver freedom of movement, lasting comfort, and confidence on any terrain. The third, **Footwear**, brings together trail running, hiking, and lifestyle boots and shoes that embody Salomon's heritage in traction, protection, and precision. The fourth and final category, Winter Sports, reflects the brand's roots in mountain sports, with products designed to provide control, performance, and pure joy on snow, from amateurs to elite athletes.

SOFTGOODS



HARDGOODS




SALOMON

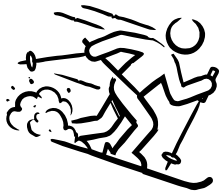
2025: SALOMON IN FIGURES

OUR INDUSTRY

78
years of expertise

WORLD NO.1
- in the sport of trail running
- in winter sports equipment sales
- in the alpine ski equipment market

WORLD NO.2
- in the cross-country ski equipment market
- in the snowboard equipment market



OUR PEOPLE

2,196
employees worldwide
(with 43.3% women, 55.7% men, 1% non-binary)

8/10 engagement score
survey placing Salomon above the Workday Peakon Employee Voice True Benchmark®

French Gender Equality 2025:
94/100
(+6pp improvement compared to 2024, on Salomon SAS scope)

More than 90% of our workforce trained on the key sustainability challenges that the company faces

OUR BUSINESS

Amer Sports Outdoor Performance segment, in revenues
2.404 billion dollars
(+31% compared to fiscal year 2024)

+530 branded stores worldwide in 2025

14 Board members

ENVIRONMENT

SINCE 2021, 100%
of Salomon headquarters electricity has come from renewable energy sources

CDP DRIVING SUSTAINABLE ECONOMIES
Salomon, through its parent company Amer Sports, reached Leadership level with an A- rating for Climate Change in the 2025 CDP Corporate Questionnaire

OUR SUPPLY CHAIN

17 countries of production
(for T1 suppliers including 3 countries with Amer Sports' owned factories)

6 FACTORIES *(winter sports equipment)* owned by Amer Sports

86% of Salomon's Tier 1 suppliers received an **A** or **B rating** on our social compliance standards

OUR SOCIAL IMPACT



€561,843
donated by the Salomon Foundation

42
mountain professionals and their families received assistance

32
non-profit organizations benefited from our support

HIGHLIGHTS

In 2025, Salomon operated in a market environment marked by economic uncertainty, social tensions, and accelerating environmental challenges. Cost-of-living pressures, shifting consumer expectations, and growing demand for well-being and purpose reshaped what people expect from brands. In this context, incremental change was no longer sufficient. Given the situation, in 2025 Salomon shifted into high gear.

MILANO CORTINA 2026 WINTER OLYMPIC GAMES

As a Premium Partner of the Milano Cortina 2026 Olympic and Paralympic Winter Games, Salomon designed the uniforms for volunteers and torchbearers, drawing on its extensive winter sports heritage and long-standing Olympic tradition. Developed in close collaboration with our apparel and sustainability teams, as well as our supply chain partners, these uniforms illustrate Salomon's commitment to sustainable innovation. They are made with a significant share of recycled materials.



BONATTI INFINITE

Salomon introduced the S/LAB Bonatti Infinite Jacket, the latest evolution of the brand's most protective running hard shell. Designed in the French Alps, this new version is made with Dyneema® fibers and weighs only 230 grams, improving durability while maintaining the lightweight feel and weather protection that defined the original.



SALOMON POSITIVE WORKPLACE

Salomon opened a 1,500 sqm **"Paris Hub"** in the 10th arrondissement, combining offices, a showroom, and a meeting space to strengthen the connection between our outdoor and urban worlds. This key location in Paris supports our global expansion strategy and lifestyle positioning, leveraging a creative community and maintaining growth in Europe.

XT PU.RE

Salomon redesigned its iconic **XT PU.RE** footwear model by integrating more sustainable materials, while maintaining high performance. The upper has been completely reengineered into two pieces, featuring premium recycled PET fibers sourced from complex waste and developed in partnership with Carbios and Far Eastern New Century (FENC).



6TH SUSTAINABILITY WEEK

"Change doesn't only come from the top—it grows when people are informed, inspired, and involved." - **Guillaume Meyzenq**

Salomon held its 6th annual **Sustainability Week at the Annecy Design Center**—a key moment for our teams to come together and explore how we can build a more sustainable future.

ADAPTIVE

At the French Open (Roland-Garros), 30 amputee models, including Salomon Para-Team athletes Fayçal Toumi and Eva Cajan, strutted across legendary Philippe Chatrier court during a fashion show like no other. Organized by Debout en Bouts in partnership with the Salomon Foundation, this event raised awareness and funds for fair access to prosthetic care.

Julien Veysseyre, one of Salomon's Para-Team athletes ready to take on the 100km CCC race, his biggest challenge yet, 20 years after the accident that changed his life.



CHANGE NOW

During ChangeNOW 2025, the international summit that brings together the world's most innovative minds and sustainability leaders, we explored how sporting events, environmentally conscious athletes, and committed brands can unite to drive collective impact for the planet, renewing for the second year in a rowour partnership with ChangeNOW's Sport for Change program.

OUR SUSTAINABILITY STRATEGY

Our sustainability strategy, originally developed in 2015, was updated in 2023 with new ambitions and targets to reach by 2030.

This strategy was shaped by Salomon's Sustainability Leadership Team, the Sustainability Strategic Committee, and several groups of senior leaders and dedicated employees.

This strategy was informed by:

STAKEHOLDER ENGAGEMENT

Through stakeholder mapping, we gathered valuable insights into the expectations of our partners and communities.

MATERIALITY AND RISK ASSESSMENT

In 2021 and 2022, we conducted dedicated materiality assessments to inform our new strategy and help prioritize the most critical issues for both our company and the wider community. We focused on our employees, consumers, international athletes, and key business partners. Since then, we have relied on the Amer Sports materiality and risk management framework.

THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS (SDGs)

We aligned our priorities and objectives with the 17 SDGs.

The Salomon Sustainability Strategy sets a high bar for the brand's ambitions, building upon the recently created 2023 Amer Sports Sustainability Strategy, which supports its brands through a shared compliance and reporting framework, a sustainable sourcing strategy, and clearly defined environmental requirements.

In 2025, Salomon further updated its internal organization to match its transformation journey and strategic priorities, embedding sustainability at the core of its business strategy. Sustainable Innovation is now positioned as one of the company's two key levers to modernize, and one of the five transformation enablers for its overall corporate strategy. This shift is reflected in the company's governance, with Sustainability now established as a distinct department and formally represented at Salomon's Executive Committee level.



CHANGE OUR FUTURE 2030

OUR PILLARS

CHANGE WITH INNOVATION

We close the performance loop through disruptive innovation, activating our communities of talent.

OUR PROGRAMS

CLIMATE & NATURE ●
For our planet

RESPONSIBLE PERFORMANCE ●
For our products

CIRCULAR LIFE
Of our business, for our users

CHANGE WITH COMMUNITIES

We empower our communities to shape the future of mountain sports with greater inclusivity and more responsible practices.

POSITIVE WORKPLACE
For our people

FAIR PRACTICES
For our business partners

FUTURE OF SPORTS
For our athletes and practitioners

INCLUSIVE MOUNTAIN SPORTS ●
For our communities

TRANSFORMATION ENABLERS

We empower meaningful change by weaving purpose into action, driving seamless integration, and unlocking potential through data-driven insights and an inspired collective mindset.

PURPOSE & TRANSPARENCY
Responsible business practices for our key stakeholders

PROCESS INTEGRATION
Strategic integration in company processes and transformation

SUSTAINABILITY TOOLS & DATA
For data-driven sustainable performance

CULTURE
Transforming our culture to be sustainability advocates

● *Our top 3 priorities*

OUR AMBITION

We want to be a sustainability leader in the outdoor industry and drive Salomon's regenerative transformation by 2030.



HOW WE DRIVE OUR SUSTAINABILITY STRATEGY

At Salomon, we are committed to operating transparently, sharing our progress openly with stakeholders, and fostering a culture of engagement throughout the organization.

PURPOSE & TRANSPARENCY

PURPOSE-DRIVEN PRACTICES WITH OUR KEY STAKEHOLDERS

Our actions are driven by a purpose-led approach to business, ensuring fair, meaningful, and transparent dialogue with our stakeholders.

We use the Amer Sports Code of Conduct as policy. In 2025, 99% of Salomon staff completed our biennial Code of Conduct training.

In 2025, we further strengthened and structured of our Sustainability & Product Compliance management framework to ensure more efficient monitoring and management of an increasingly stringent ESG regulatory landscape. We also enhanced alignment with Amer Sports Group's Compliance function and Product Compliance Network, leveraging mutualization efforts within our group and its other brands.

Salomon's B2B partners figure among our key business stakeholders, and year after year they continue to raise the bar on sustainability. In 2025, our B2B sustainability dialogue process allowed us to improve efficiency and focus on priority accounts. Since 2022, we have actively participated in the European Outdoor Group (EOG) Sustainability Data Exchange Project (SDEX), which standardizes data sharing with outdoor retailers.



PROCESS INTEGRATION

STRATEGIC INTEGRATION OF SUSTAINABILITY INTO COMPANY TRANSFORMATION AND PROCESSES

At Salomon, our goal is to systematically integrate sustainability into key processes.

Product design systematically incorporates eco-design principles, environmental assessments, and sustainability KPIs at every key stage of the Go To Market process. In 2025, these KPIs were further integrated into our product development milestones to bolster decision-making and accountability.

By adopting this enhanced eco-design approach, we aim to develop products with reduced environmental impacts based on available scientific data.
Regularly scheduled environmental assessments, using clearly defined KPIs, enable informed choices and continuous improvement throughout the product lifecycle.

This systematic integration of sustainability supports our transformation, addresses customer expectations, and reinforces our long-term commitment to environmental responsibility.

SUSTAINABILITY TOOLS & DATA

DEVELOPING TOOLS FOR DATA-DRIVEN SUSTAINABLE PERFORMANCE

Launched in 2021, the purpose of this program is to create tools and data management processes that support our other Change our Future programs. It guarantees reliable measurements and improved efficiency to ensure informed strategic decisions and promote transparency.

In 2025, we further developed two major projects:

SUSTAINABILITY DATA MANAGEMENT

In 2025, Salomon further refined its sustainability data management strategy by building a more structured and reliable system for non-financial data management. The Sustainability team developed a comprehensive data catalog, mapping all key sustainability data sets, their owners, sources, and intended uses, providing the organization with a unified reference for environmental and social data.

To support consistent and transparent data usage, we introduced a standardized data-collection checklist and standardized templates, helping teams collect, verify, and document information in a more robust and traceable way. At the same time, a master data-collection calendar was created to coordinate all sustainability reporting cycles, such as carbon assessment, material footprint assessment, AGEC (Anti Gaspillage pour une Économie Circulaire) requirements, and quarterly dashboards, enabling smoother collaboration across departments.

Together, these improvements marked a major step toward building a more reliable, efficient, and future-ready sustainability data ecosystem at Salomon.



PRODUCT DATA TRANSPARENCY

In 2025, Salomon enhanced its approach to data transparency by introducing a system that allows each product to be individually tagged with a unique QR code. Initiated in 2023, this innovation opens the door to a new level of information access throughout a product's lifecycle. It also represents an important step in preparing for emerging European requirements related to Digital Product Passports.

Individual tagging provides consumers with clear, easily accessible information about their products. Each product is now easy to identify, helping consumers to better understand the origin, characteristics, and lifecycle of their purchase.

Tagging individual products also lays the groundwork for future integration into Salomon's circular product lifecycle infrastructure. As we develop circular product lifecycle services, QR codes will enable consumers to register their products and access a range of services designed to extend product lifetimes, including care instructions, repair guidance, and recycling options.

COMMITTED TO A SUSTAINABILITY CULTURE

REINFORCING COMPANY CULTURE, COMMITMENT, AND SHARED EXPERTISE

In 2025, Salomon ramped up internal communications about sustainability, prompting greater engagement among program contributors and employees. Throughout the year, events such as Sustainability Week and regularly scheduled breakfasts served to inform, inspire, and energize staff.These initiatives reinforced Salomon's corporate culture, raised awareness about our approach to sustainability, and generated a companywide desire to approach innovation through a sustainability-driven lens.

In addition, our goal is to ensure that all employees understand the sustainability challenges we face and how Salomon is responding to them. In 2025, we ran new immersive, interactive webinars to reach teams across the globe. By year-end, more than 90% of our global workforce – and over 97% of employees based in Annecy – had completed the training.

Our commitment to sustainability extends far beyond our office walls. This includes conferences focused on how we gradually integrate sustainability in our business practices, as well as expert-driven, goal-oriented events like ChangeNOW.

These gatherings offer the chance to share the progress we have made, collaborate with other industry stakeholders, and work together toward having a greater impact

AN AGILE GOVERNANCE MODEL & ECOSYSTEM



PRESIDENT & CEO
Guillaume Meyzenq



CHIEF FINANCIAL OFFICER
Antonio Arrigoni



CHIEF PEOPLE & CULTURE OFFICER
Magali Clément



SVP WINTERSPORTS EQUIPMENT
Xavier LeGuen



VP PRODUCT & EXPERIENCE
Kristof Cavazzana



VP MERCHANDISING
Sebastien Dahan



GM EMEA
Bertrand Gachon



GM AMERICAS
Steven Doolan



VP GREATER CHINA
Jefferey Ma



CDIO
Sophie Wang



VP OPERATIONS
Frederic Giacobone



SALOMON CREATIVE DIRECTOR
Heikki Salonen



SVP MARKETING
Valérie Loh

Salomon's Executive Board drives the company's long-term strategic vision. It defines the company's strategic priorities and oversees their implementation, while taking into account social, environmental, ethical, and compliance issues.

As of May 1, 2026, the Board consists of 13 members.

AN AGILE GOVERNANCE MODEL & ECOSYSTEM

Our Global Sustainability Department, based in Annecy, is supported by key representatives from various departments, including Product Development (Footwear, Apparel, and Winter Sports Equipment), the Salomon Foundation, Human Resources, Finance and Internal Control, Legal, Design, IT/Digital and Marketing. Together, they form the Sustainability Leadership Team, which meets monthly to make operational decisions.

The Sustainability Community brings together core contributors who work on a daily basis to drive Salomon's sustainable transformation.

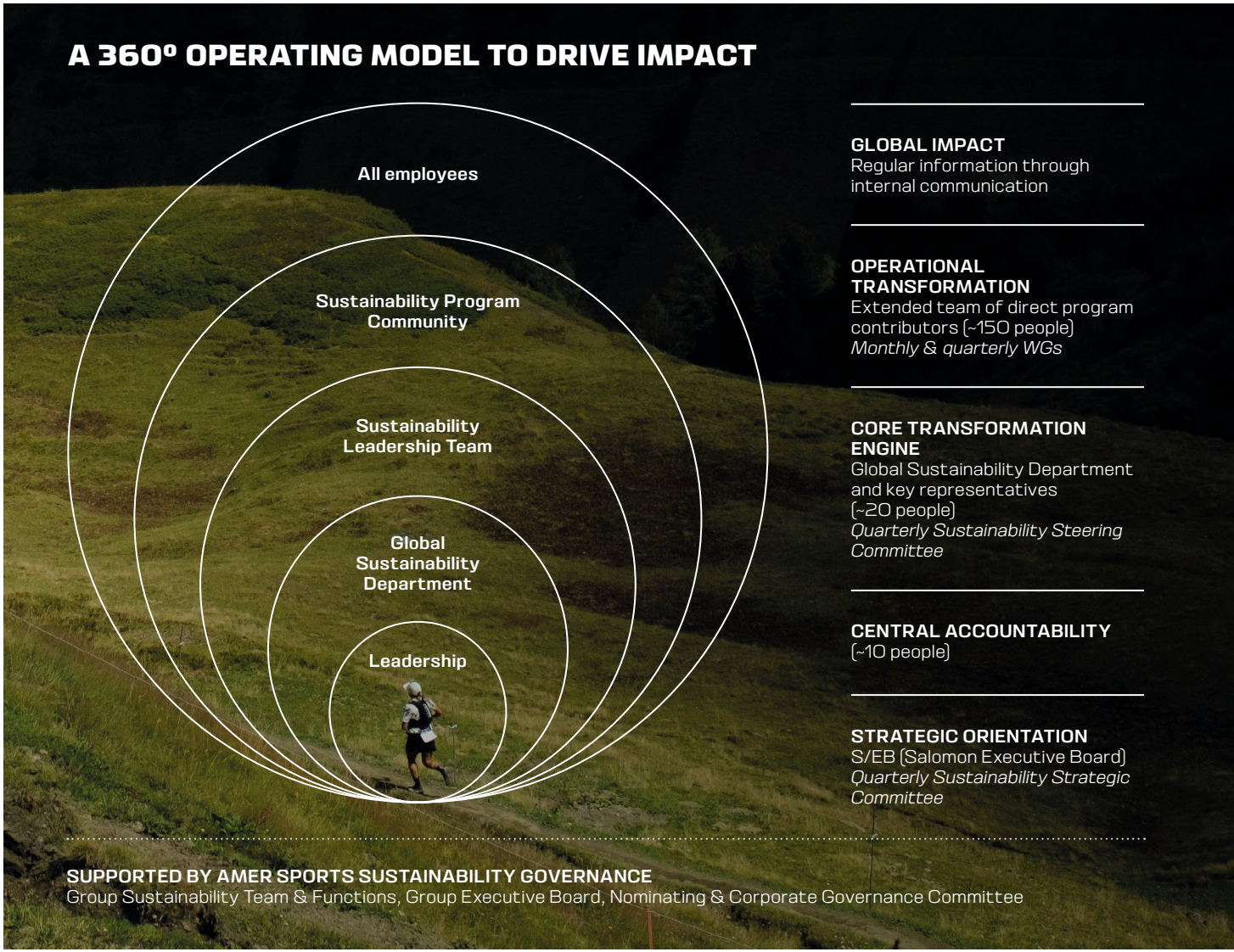
Strategic decisions are reviewed and made during quarterly meetings with the Sustainability Leadership Team. This committee consists of members of the Executive Board who have a significant influence on the company's sustainable transformation, and is chaired by Salomon's CEO.

Salomon's sustainability governance aims to:

- Drive our regenerative transformation through an integrated framework aligned with our purpose-driven strategy.
- Ensure executive-level attention, shared consensus, and lean decision-making on sustainability issues.

In addition, Salomon's sustainability governance is now aligned with that of Amer Sports' sustainability governance through the group-wide Drive Team and dedicated working groups.

In 2025, Salomon further updated its internal organization to match its transformation journey and strategic priorities, embedding sustainability at the core of its business strategy. Sustainability is now a distinct department and formally represented at Salomon's Executive Committee level.



AN AGILE GOVERNANCE MODEL & ECOSYSTEM

AMER SPORTS

ARC'TERYX · SALOMON · Wilson · PeakPerformance · ATOMIC · ARMADA

Salomon is part of Amer Sports, a global group of sports and outdoor brands. Amer Sports' brands are loved and trusted by millions of people around the world. Together, we set the standard for quality, performance, and experience. The brands are Amer Sports' stars, constantly elevating the consumer experience and creating thriving communities.





WHERE WE STAND

SALOMON 2030 SUSTAINABILITY TARGETS & PERFORMANCE SUMMARY

PILLARS	PROGRAMS	TARGET FOR 2030	2025 PERFORMANCE	STATUS
INNOVATION	**Climate & nature**	**01.** Reduce carbon emissions by following the Science-Based Targets initiative (SBTi) net-zero methodology as part the overall net-zero commitment made by our parent company Amer Sports. **a.** Achieve a 60% absolute reduction in scope 1 and 2 greenhouse gas emissions by 2030 compared to the 2022 baseline. **b.** Achieve a 25% absolute reduction in scope 3 greenhouse gas emissions by 2030 compared to the 2022 baseline. **c.** Contribute to Amer Sports Group's goal to reach net-zero emissions by 2050, primarily through science-based emission reductions, using clearly defined residual offsetting when necessary.	**01.** 2025 carbon emissions: **a.** Scope 1 & 2 greenhouse gas emissions (market-based) compared to 2024: +**3%**. **b.** Scope 3 greenhouse gas emissions compared to 2024: +**16%**. **c.** Amer Sports net-zero target was verified in January 2025.	
		02. By 2030, ensure that 90% of the waste produced by our operations and our Tier 1 suppliers is reused or recycled (by applying our waste management and reporting methodology), while also focusing on waste prevention and reduction.	**02.** Percentage of waste generated by our operations or those of Tier 1 suppliers that was reused or recycled: **To be determined**.	
		03. By 2030, reduce the volume of single-use packaging by 50% compared with baseline-year levels, prioritizing viable alternatives that meet regulatory and safety requirements.	**03.** Percentage of single-use packaging eliminated: **To be determined**.	
		04. By 2027, use 100% renewable electricity for our own operations (prioritizing on-site renewable generation and consumption first, then high-quality contractual instruments such as renewable power purchase agreements or energy attribute certificates), consistent with our defined accounting methodology.	**04.** Renewable electricity used in our own operations: **45%**.	
		05. By 2030, ensure that 50% of purchase volume from Tier 1 and Tier 2 suppliers is produced using a meaningful share of renewable energy, supported by data and documentation from our manufacturing partners.	**05.** Tier 1 & 2 purchase volume produced with renewable energy: **29% in 2024**.	
		06. By 2030, develop goals and a strategy based on the Science-Based Targets for Nature (SBTN) guidelines and the planetary boundaries framework, and progressively integrate them into our decision-making.	**06.** Environmental objectives aligned with SBTN guidelines: Salomon will release its Environmental Policy in 2026.	
	Responsible performance	**01.** Ensure that 100% of our key products reach Level 1 (Champions) or Level 2 (Eco-Designed) by 2030 through sustainable sourcing, eco-design, repairability or recyclability initiatives, and collaborative partnerships.	**01. 9%** of key products (excluding hardgoods) attained Level 1 or Level 2 status within our responsible product framework: Footwear: **6%** / Bags: **0.2%** / Socks: **5%** / Apparel & Accessories: **54%**.	
		02. Ensure that 100% of priority raw materials come from recycled, recyclable or bio-based sources by 2030.	**02. 17%** of our priority raw materials are now sourced as preferred materials.	
		03. By the end of 2025, phase out and eliminate 'intentionally added fluorinated chemicals' (PFCs, PFOAs and PFAS) from new DWR treatments and waterproof membranes within our defined product scope, while also managing any remaining legacy uses and exceptions.	**03. 93%**[1] of our products were free from intentionally added PFAS by the end of 2025.	

[1] Estimated percentage of product references (full year 2025, SS25, FW25 collections) identified as not containing intentionally added PFAS, based on currently available data. The result reflects the current state of knowledge and may be subject to revision as additional data becomes available.

WHERE WE STAND

PILLARS	PROGRAMS	TARGET FOR 2030	2025 PERFORMANCE	STATUS
INNOVATION		**04.** Ensure 100% compliance by our Tier 1 suppliers (for finished products) with our Material Compliance Policy and the Prohibited Substances List, as updated annually since 2023.	**04. 98.7 %** of our Tier 1 suppliers (for finished products) comply with our Material Compliance Policy and the Prohibited Substances List, as updated annually since 2023.	✓
		05. Ensure that all products are PVC-free by 2025.	**05. 99.7%** of our products were PVC-free by the end of 2025.	✓
	Circular life	**01.** Launch a pilot program for repair, recycling, second-hand sales, and rentals by 2025.	**01.** Number of pilot projects launched since 2020: 3 pilot projects, covering 3 out of the 4 categories (repair, recycling, second-hand, and rentals).	✓
		02. Offer at least one repair, recycling, second-hand sale, or rental program for our entire product catalogue by 2030.	**02.** % of products offering at least one of these solutions: **To be determined**.	!
CHANGE WITH COMMUNITIES	**Positive workplace**	Unleash the best in every team and employee through an innovative corporate culture driven by a shared purpose, fulfilling employee experience, growth mindset, and an empowered organization.	• Engagement survey: **8.0 / 10**. • Gender distribution: **43.3%** women / **55.7%** men / **1%** non-binary.	✓
	Fair practices	**01.** As a participating company in the Fait Labor Association (FLA), Salomon is committed to FLA's gold standards for improving factory working conditions in its global supply chain.	**01.** FLA's gold standards implementation: In progress.	✓
		02. 100% social compliance of T1, T2, T3 by 2030 (AS lead).	**02.** Social compliance ratings: • **86%** of Salomon's Tier 1 achieved an A or B rating. • **73%** of Salomon's Tier 2 achieved an A or B rating.	
	Future of sports	Honor the commitments outlined in the Salomon Sports Pledge charter by supporting our athletes and events in becoming more sustainable.	• More sustainable trail events by 2025: we assessed the environmental performance of 6 key trail running events. • % reduction in travel-related carbon emissions: **To be determined**.	!
	Inclusive mountain sports	Contribute a cumulative total of more than €15 million to the Salomon Foundation by 2030 to foster greater inclusivity in outdoor sports.	• **42** mountain professionals and their families received assistance. • **32** non-profit organizations benefited from our support. • **€561,843 donated** (€391,643 for nonprofits, €170,200 for mountain professionals).	✓

✓ ON TRACK ! FOCUS NEEDED

HOW WE CREATE VALUE

OUR RESOURCES

01. SOCIAL CAPITAL

- 2,196 employees worldwide.

- More than 1.3 million referenced D2C consumers (unique purchasers having made at least one transaction in 2025) in the Americas and EMEA, spread across 13 countries.

- More than 3.5 million referenced consumers (members of the S/PLUS loyalty program) in the Americas and EMEA.

02. INTELLECTUAL CAPITAL

- Sportstyle was the fastest-growing collection for the Salomon brand in 2025.

- In trail running, Salomon was the market leader in Germany (with a 32.3% market share in value) and in France (21.7% in value) in 2025[1].

- Salomon partnered with global innovation stakeholders such as Carbios, a chemicals recycling company.

03. CULTURAL CAPITAL

- Salomon was founded in 1947.

- Salomon has more than 6 million followers on across its global social media channels (Instagram, YouTube TikTok, Pinterest, Facebook, and LinkedIn).



04. PRIMARY RESOURCES

- We consumed 30,746 MWh of electricity, fuel, and heating in 2025 for all operations (excluding shipping), including factories, stores, offices and distribution centers.

- We used 28,209 tons of raw materials in 2025 to manufacture our products (including softgoods and hardgoods).

05. PROPERTY CAPITAL

- Headquarters in Annecy, France (offices, design and prototyping center).

- Salomon Paris Hub in Paris, France.

- 6 factories (winter sports equipment) owned by Amer Sports (1 in Austria, 3 in Romania, 2 in Bulgaria).

- 42 Tier 1 finished goods suppliers (footwear, apparel, bags, socks, and some winter sports equipment).

- 530 branded stores worldwide in 2025.

[1] Data analyzed by Salomon through Circana

HOW WE CREATE VALUE

OUR ADDED VALUE

01. SOCIAL CAPITAL

· In 2025, Salomon obtained engagement survey score of 8/10, placing the brand above the Workday Peakon Employee Voice True Benchmark®.

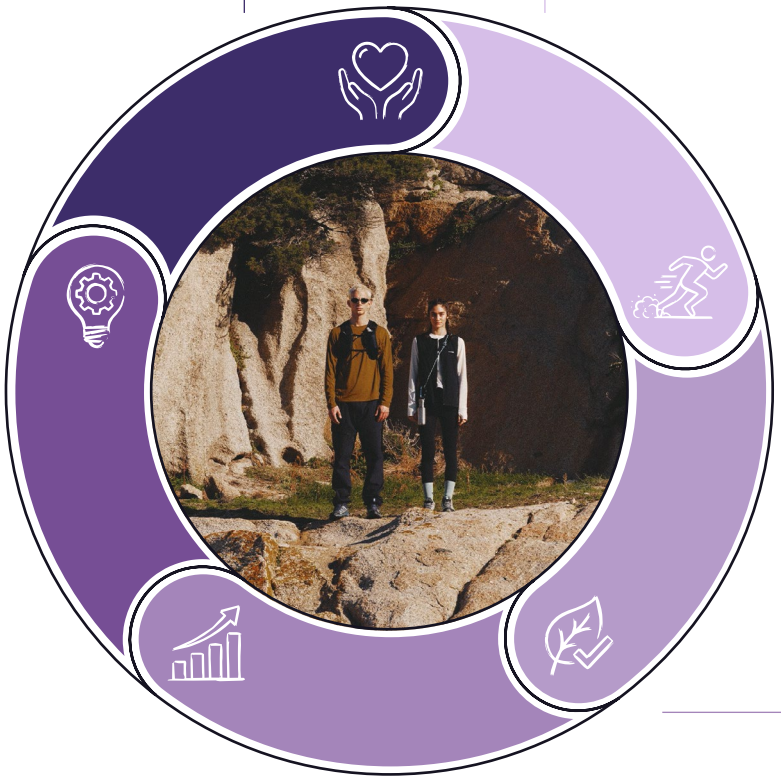
· In 2025, 32 non-profit organizations (+10% vs. 2024) and 42 mountain professionals and their families received financial support from the Salomon Foundation.

02. INTELLECTUAL CAPITAL

· Salomon is committed to developing and building upon its expertise by engaging with and drawing upon innovative ideas from students and future professionals. It builds partnerships with schools, universities, and professional training programs, including Savoie Mont Blanc University, Grenoble École de Management, INSA, INSEEC, Lycée Dauphiné, the University of Oregon, and the London College of Fashion.

· In 2025, Salomon filed 21 patent applications. Among these applications, 5 are first filings (priority filings).

· In 2025, Salomon filed 78 industrial design applications. Among these, 18 were first filings (priority filings).



03. CULTURAL CAPITAL

· Salomon designed the uniforms for volunteers and torchbearers at the 2025 Milano Cortina Winter Olympics.

· In 2025, the Salomon Para Team included a total of 13 athletes/ambassadors involved in several different sports including trail running, road running, skiing, and snowboarding.

04. COMMITMENT FOR NATURE

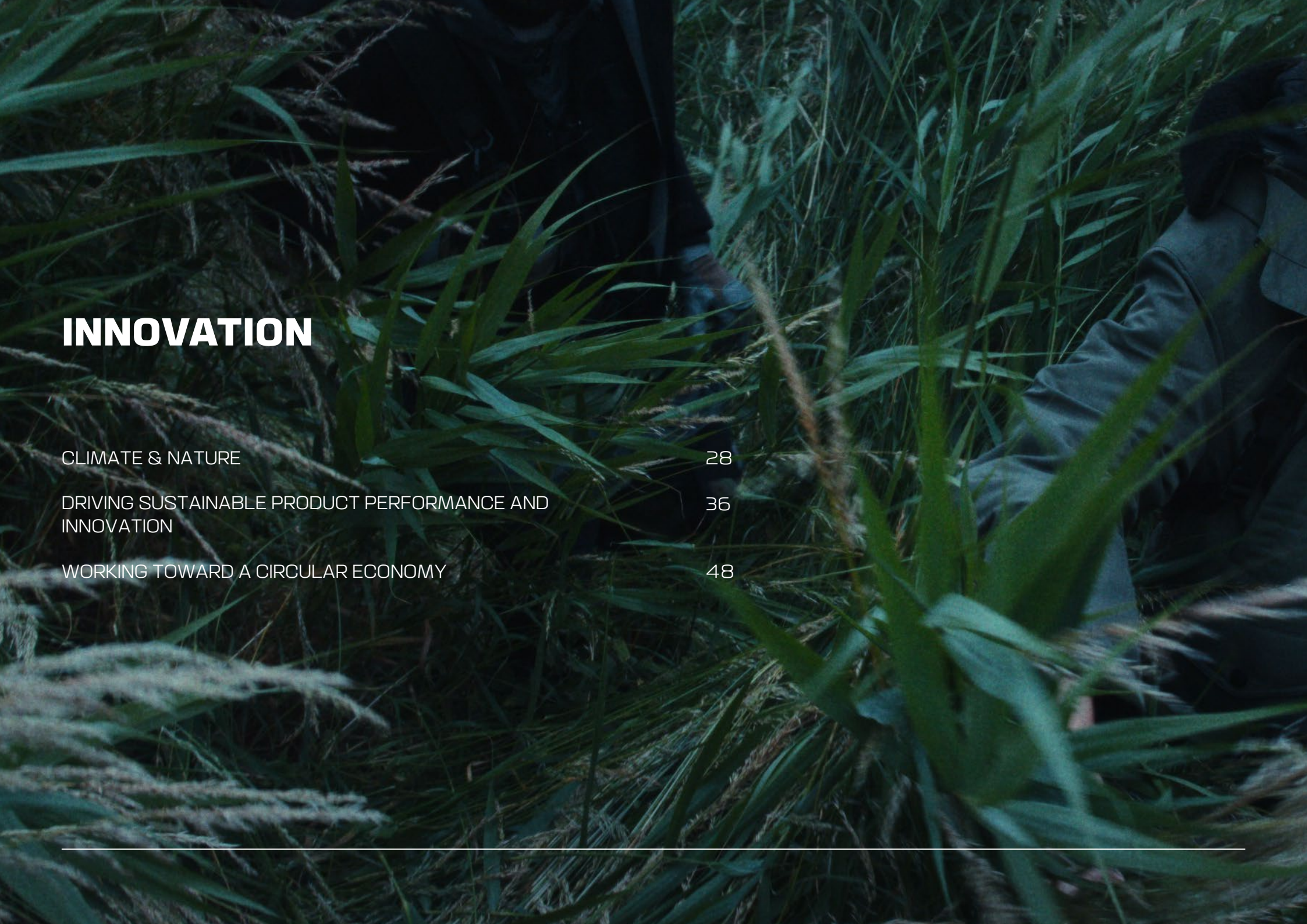
· At Salomon, we have established near-term science-based emission reduction targets for 2030, which were approved by the Science Based Targets initiative (SBTi). We intend to set a Science-based Target for Nature (SBTN) by 2030.

· Our Amer Sports operated Winter Sports Operations sites earned ISO 14001 certification (standard for environmental management systems), in the continuity of the Salomon headquarters certification since 10 years.

05. FINANCIAL CAPITAL

· Amer Sports' Outdoor Performance segment generated $2.40 billion in revenue, achieving 31% growth in fiscal year 2024.





INNOVATION

CLIMATE & NATURE	28
DRIVING SUSTAINABLE PRODUCT PERFORMANCE AND INNOVATION	36
WORKING TOWARD A CIRCULAR ECONOMY	48



CLIMATE & NATURE

We are committed to following a climate-compliant pathway to reduce the environmental impact of our operations.

We are committed to a sustainability pathway that reduces our climate impact and overall environmental footprint.

OBJECTIVES

01. Reduce carbon emissions towards a net-zero science-based target, validated by the Science-Based Targets initiative (SBTi) as part of parent company Amer Sports commitment.
a. Achieve a 60% absolute reduction in scope 1 and 2 greenhouse gas emissions by 2030 compared to the 2022 baseline[1].
b. Achieve a 25% absolute reduction in scope 3 greenhouse gas emissions by 2030 compared to the 2022 baseline[1].
c. Contribute to Amer Sports Group's goal of reacing net-zero emissions by 2050, primarily through science-based emission reductions, using clearly defined residual offsetting when necessary.

02. By 2030, ensure that 90% of the waste produced by our operations and our Tier 1 suppliers is reused or recycled (by applying our waste management and reporting methodology), while also focusing on waste prevention and reduction.

03. By 2030, reduce the volume of single-use packaging by 50% compared with baseline-year levels, prioritizing viable alternatives that meet regulatory and safety requirements.

04. By 2027, use 100% renewable electricity for our own operations (prioritizing on-site renewable generation and consumption first, then high-quality contractual instruments such as renewable power purchase agreements or energy attribute certificates), consistent with our defined accounting methodology.

05. By 2030, ensure that 50% of purchase volume from Tier 1 and Tier 2 suppliers is produced using a meaningful share of renewable energy, supported by data and documentation from our manufacturing partners.

06. By 2030, develop goals and a strategy for climate and nature topics which are informed by the SBTN guidelines and planetary boundaries framework, and progressively integrate them into our decision-making[2].

2025 ACHIEVEMENTS

01. 2025 carbon emissions:

a. Scope 1 & 2 greenhouse gas emissions (market-based) compared to 2024: +**3%**.
b. Scope 3 greenhouse gas emissions compared to 2024: +**16%**.
c. Amer Sports net-zero target was verified in January 2025.

02. Percentage of waste generated by our operations or those of Tier 1 suppliers that is reused or recycled: **To be determined**.

03. Percentage of single use packaging eliminated: **To be determined**.

04. Renewable energy used in our own operations: **48%**.

05. Tier 1 & 2 purchase volume produced with renewable energy: **29%** in 2024[3].

06. Environmental objectives aligned with SBTN guidelines and methodologies: Salomon to release its Environmental Policy in 2026.

[1] In 2025, Salomon decided to update its decarbonization targets to align with Amer Sports' targets and base year. This will preserve Salomon's climate ambitions, as the company remains committed to absolute reduction targets for scope 1, 2, and 3 emissions.
[2] The planetary boundaries framework sets scientifically based limits on humanity's impact on the Earth system, defining a "safe operating space" that helps protect the planet's current interglacial state as well as its long-term resilience. The framework identifies nine key processes critical to maintaining the stability and resilience of the Earth system as a whole: climate change, novel entities, stratospheric ozone depletion, atmospheric aerosol loading, ocean acidification, disruption of biogeochemical flows, freshwater change, land system change, and biosphere integrity.
[3] As 2025 supplier data will be provided later this year, we are currently reporting 2024 results. The 2025 data will be featured in our 2026 Impact Report.

OVERVIEW OF OUR CLIMATE STRATEGY

RISK MITIGATION

01. AVOID AND REDUCE EMISSIONS

Salomon has committed to developing a pathway aligned with the emissions reduction trajectory defined by the Science-Based Targets initiative (SBTi), based on 3 sets of interventions:

- Planned solutions.
- Identified solutions.
- Closing the solution gap through circularity and sustainable innovation.

02. CONTRIBUTE TO CARBON NEUTRALITY

This key component includes both current actions and long-term goals:

- Offset emissions from the Annecy Design Center headquarters.
- Contribute to full carbon neutrality by 2050.

03. DRIVE CHANGE BEYOND OUR OPERATIONS

Inspire change beyond Salomon's own footprint through three key channels:

- Publicly communicate our climate commitments and solutions.
- Advocate for climate topics through our global athlete network.
- Position the outdoor sports industry as a climate solutions provider.

RISK ADAPTATION

04. PLAN FOR A CHANGING CLIMATE

We are integrating climate considerations into business planning by:

- Assessing physical and transition risks and opportunities in line with the TCFD (Task Force on Climate-related Financial Disclosures).
- Using these insights to inform our business models and strategic adaptations.

Aligned with SBTi guidelines and methodologies.

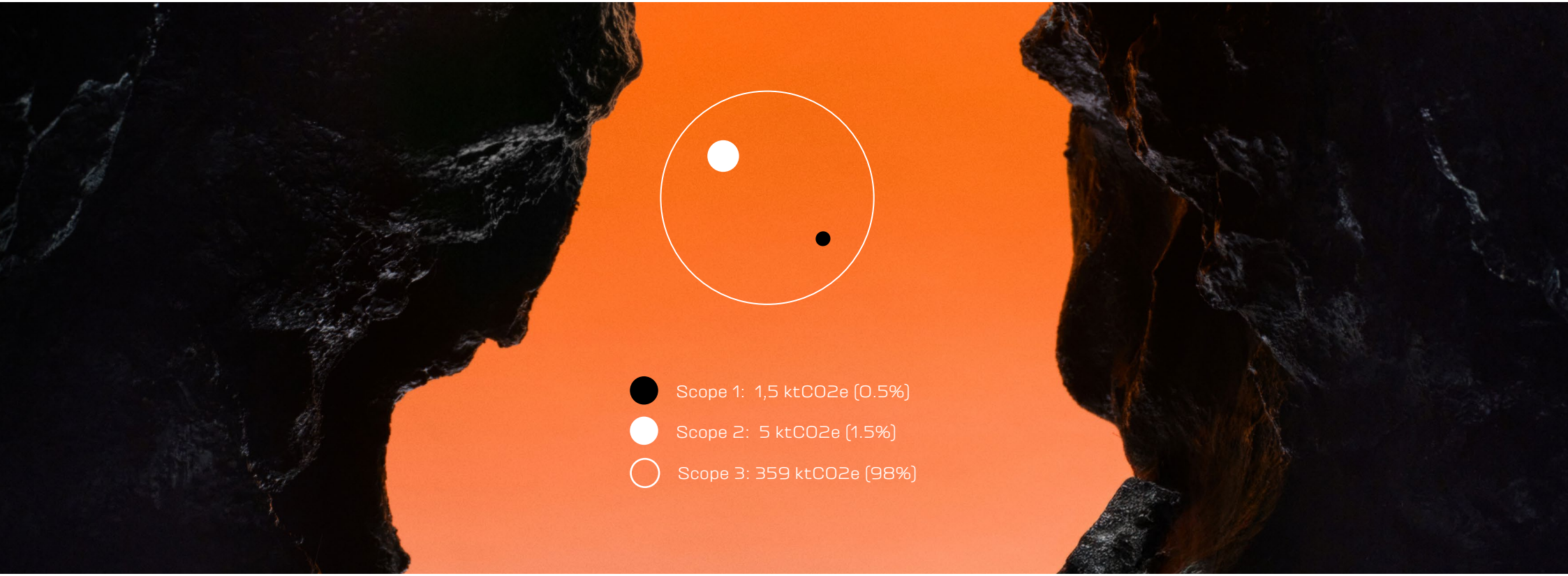
Aligned with UNFICCA guidelines and methodologies.

SALOMON'S 2025 CARBON FOOTPRINT

UNDERSTANDING OUR IMPACT: 2025 CARBON FOOTPRINT

Establishing an accurate carbon footprint is the critical first step in any decarbonization strategy, providing the foundation for meaningful climate action. Every year since 2019, Salomon has published our comprehensive carbon footprint to demonstrate our progress towards our goals for 2030.

In 2025, Salomon emitted a total of 366 ktcO2, a 16% increase compared to 2024. This increase reflects the rapid growth of our business ; however, a look at our emissions intensity metrics (page 30 of the report) also serves to showcase our operational efficiency and sustainability progress.



Every four years, French regulatory authorities require Salomon to publish our carbon footprint. Our 2022 carbon footprint was published on the BEGES website and is publicly available. Our next publication is scheduled for 2026.

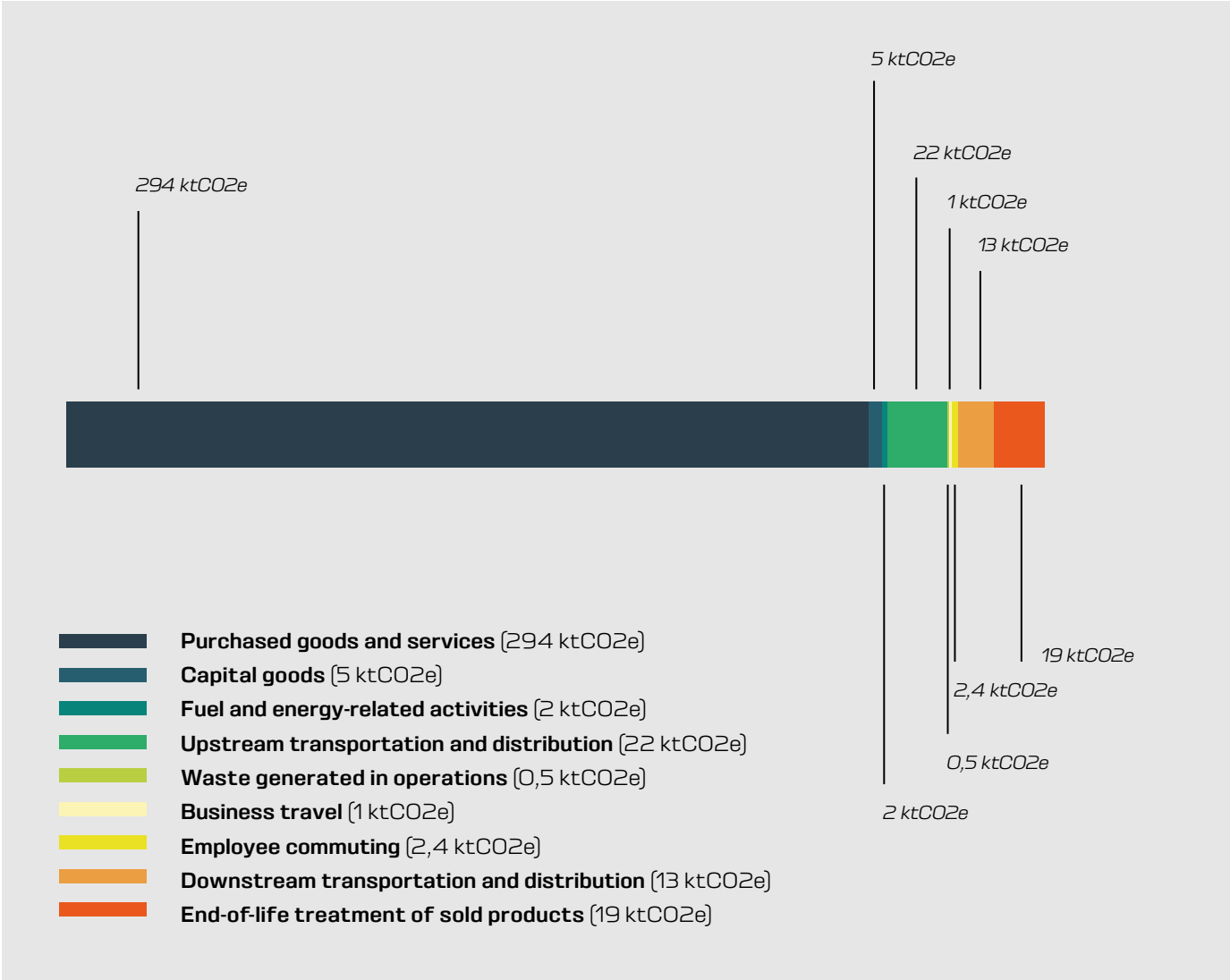
SCOPE 3: BREAKDOWN BY CATEGORY

Emissions from purchased goods accounted for 294 ktCO2e, or 82% of all scope 3 emissions. These emissions were mainly associated with materials use and manufacturing of Salomon products.

The second largest source of emissions was upstream transportation and distribution, which accounted for 22 ktCO2e.

2024 TO 2025 CHANGE

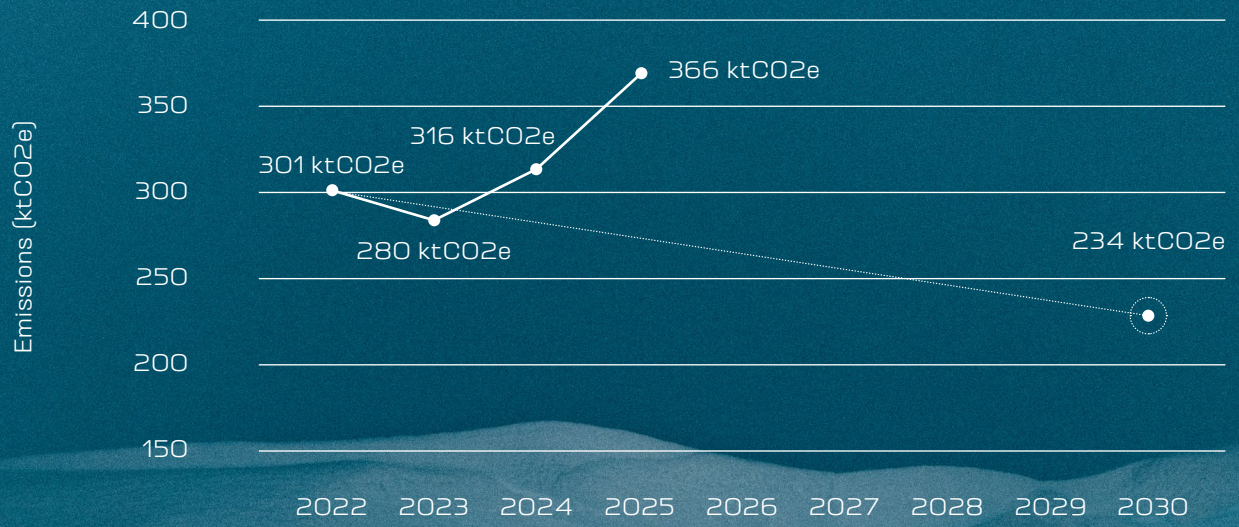
An increase was observed across most carbon emissions categories, driven by an increase in goods produced and sold and overall business growth in 2025 compared to 2024. Despite the rise in production, our eco-design initiatives in 2025 helped to ensure that emissions grew at a slower rate than our production volumes.



OUR CLIMATE PATHWAY

Salomon has set ambitious targets to reduce emissions across all scopes, aligned with the highest standards and climate science.

SALOMON ACTUAL EMISSIONS 2022 – 2025 AND SBTI TARGET PATHWAY[1]



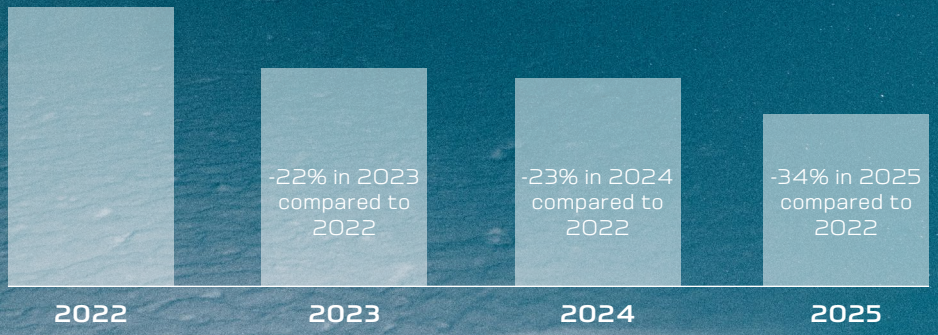
Given the substantial production and sales growth, our current trajectory highlights a gap between our absolute emissions and our long-term climate commitments.

To address this absolute rise in emissions, we need to increase efforts and ensure that decarbonization actions taken across the entire group yield systemic, emissions reductions.

Strong business growth can limit the visibility of the impact of the actions implemented when viewed in absolute terms. An intensity-based approach - defined as the ratio of greenhouse gas emissions to revenue (ktCOe/k$) - provides additional insight. On this metric, a 34% decrease is observed in 2025 compared to 2022. This development suggests a gradual improvement in the carbon efficiency of our activities, although this has not yet translated into a reduction in absolute emissions.

[1] In 2025, Salomon updated its decarbonization targets to align with its parent company, Amer Sports. Salomon now commits to reducing absolute Scope 1 and 2 GHG emissions by 60%, and absolute Scope 3 emissions (covering purchased goods and services, as well as upstream and downstream transportation and distribution) by 25%. The formal target validation process through the SBTi platform is scheduled for 2026.

INTENSITY EMISSIONS (ktCO2e/€ REVENUE) EVOLUTION





REDUCING THE FOOTPRINT OF THE ANNECY DESIGN CENTER

The Annecy Design Center (ADC) is the heart of Salomon's operations. Each product is designed and developed at this 33,000m2 site where around 900 people work. Given its scale, the ADC site accounts for a significant portion of our direct environmental footprint and should therefore also be the focus of our carbon emissions reductions efforts. In recent years, significant progress has been made to reduce ADC's environmental impact. This includes strategies that cover energy and waste management. The comprehensive roadmap launched in 2020 to reduce the ADC's greenhouse gas (GHG) emissions by 2030 continues to make steady, measurable progress.

In 2025, the ADC's Scope 1 and Scope 2 (market-based) emissions decreased by 10%, driven primarily by the continued transition to a fleet to electric vehicles.

The site received ISO 14001 and ISO 50001 certifications in 2017. These internationally recognized standards address environmental and energy management through structured policies, objectives, and procedures. ISO 50001 focuses on energy performance, while ISO 14001 addresses a company's broader environmental impact. Both certifications are subject to annual audits, with full recertification every three years. Driven by a commitment to continuous improvement, the Annecy Design Center has successfully maintained its certifications since 2017. The 2025 audit yielded outstanding results, with zero nonconformities and several strengths to capitalize on moving forward.

The ADC's carbon offset program accounts for Scope 1 emissions, location-based Scope 2 emissions to better reflect physical reality, and certain Scope 3 emissions related to daily operations, including business travel, FERA (Fuel and Energy Related Activities), employee commuting, and waste.

OUR GOALS	2022	2023	2024	2025
50% carbon reduction for scope 1 and 2 by 2030 30% carbon reduction for scope 3 by 2030 vs 2019	Scope 1 & 2: 33% reduction in carbon emissions Scope 3: calculation is included within the Salomon scope	Scope 1 & 2: 41% reduction in carbon emissions Scope 3: calculation is included within the Salomon scope	Scope 1 & 2: 39% reduction in carbon emissions Scope 3: calculation is included within Salmon's global carbon footprint.	Scope 1 & 2: 45% reduction in carbon emissions Scope 3: calculation is included within Salmon's global carbon footprint.
Reduction in business travel by 2030	Individual employee goals to be defined	Increase in trips: +46% of km traveled	Slight decrease in trips: -2.5% of km traveled compared to 2023	Increase in trips: +15% of km traveled compared to 2024
Conversion to a hybrid or electric vehicle fleet by 2030	New vehicle policy signed off by Salomon CEO	98 vehicles in total, including 15 hybrid vehicles and 8 electric vehicles, 24% of the fleet	105 vehicles in total, including 28 hybrid vehicles and 10 electric vehicles, 36% of the fleet	118 vehicles total, including 39 hybrid vehicles and 23 electric vehicles (53% of the fleet is either hybrid or electric)
100% renewable electricity by 2021	Goal achieved	Objective achieved and maintained	Objective achieved and maintained	Objective achieved and maintained
Installation of 35 electric charging stations by 2025	8 charging stations installed	20 charging stations installed	34 charging stations installed and operational	34 charging stations installed and operational
Start offsetting ADC carbon emissions by 2021	2,775 tCO2e offset with REDD+ Verified Carbon Units	3,835 tCO2e offset with REDD+ Verified Carbon Units	Salomon is exploring the expansion of its ADC carbon offset program to include more Scope 3 emissions inherent to its operations.	Salomon plans to offset, as with previous years, total ADC scope 1 and 2 location-based emissions, as well as scope 3 emissions from categories 3.3 (fuel-and-energy-related activities), 3.5 (waste), 3.6 (business travel), and 3.7 (commuting).
Installation of photovoltaic panels in 2022	Moved to 2023	The application is currently being reviewed by local authorities	Installation was approved by local authorities. Work will begin in summer 2025.	Solar-powered shade structures were installed on the ADC parking lot roof during the summer of 2025 (phase 1 of 3 of the on-site solar panel project)

[1] Of around 900 employees at the ADC, 750 employees work for Salomon; the others are employed by Amer Sports or its affiliated brands.

REDUCING OUR FOOTPRINT BEYOND OUR OWN OPERATIONS

01. AVOID AND REDUCE EMISSIONS

To drive emissions reductions across our supply chain, we implement sustainable guidelines with the aim to:

Implement the following best practices at every point of sale worldwide

- Increase the share of renewable electricity used in our operations, with the goal of reaching 100% renewable electricity by 2027 as detailed in our climate targets.
- Eliminate single-use plastics in products, packaging, and store operations.
- Get customers involved in our Change Our Future program.

Reduce supplier footprint

- Measuring the environmental performance of our suppliers.
- Providing support to Tier 1 and Tier 2 suppliers in installing solar panels on factory roofs.

Invest in circularity

- Increasing the use of recycled materials in product design.
- Minimizing material waste during production.

Optimize logistics

- Deploying more sustainable modes of transportation and distribution throughout the supply chain.

02. CONTRIBUTE TO CARBON NEUTRALITY

ADC emissions reduction and offsetting

- Since 2021, Salomon has offset the operational footprint of the Annecy Design Center. The scope of the offsetting covers: Scope 1 emissions, Scope 2 location-based emissions, and certain Scope 3 categories such as business travel, FERA (Fuel and Energy Related Activities), employee commuting, and waste.
- Salomon is considering expanding the ADC carbon-offset program to cover additional Scope 3 emissions related to its operations, including purchased services and capital goods.

Global Salomon Net-Zero ambition

- Aligned with the Amer Sports SBTi-validated commitment, Salomon is dedicated to reaching net-zero by 2050.
- Salomon plans to develop a dedicated approach to address residual emissions, ensuring a science-based transition to net-zero.



03. DRIVE CHANGE BEYOND OUR OPERATIONS

- **Support for industry-wide commitments.** As an industry leader, we are committed to supporting industry-wide sustainability efforts (Snowsports Industry Association's climate pact, Race to zero with the European Outdoor Group, the Winter sports sustainability network, the United Nations Fashion Industry Charter for Climate Action).
- **Contributions to international dialogue.** We engage in our industry's global initiatives such as Textile Exchange's call for trade policy for eco-friendly fibers and the Outdoor Climate Innovation Initiative, and have committed by signing open letters including The Outdoor Industry Demands Climate Policy.
- **Athlete commitments.** Some of our athletes, including Mike Douglas, Jessie Diggins, and Gaëtan Gaudissard, participate in climate education and community outreach programs through organizations like Protect Our Winters.

04. PLAN FOR A CHANGING CLIMATE

Building on Amer Sports' 2024 TCFD report, in 2026 we plan to conduct a climate risk assessment, the results of which will be published in next year's report. Salomon will continue to strengthen its climate resilience by integrating these findings into operational and strategic planning.



DRIVING RESPONSIBLE PRODUCT PERFORMANCE AND INNOVATION

Through sustainable innovation, we strive to reduce the environmental impact of our products over time, while remaining committed to designing high-performance products.

OBJECTIVES	2025 ACHIEVEMENTS
01. Ensure that 100% of our key products attain Level 1 (Champions) or Level 2 (Eco-designed) by 2030 through sustainable sourcing, eco-design, repairability or recyclability initiatives, and collaborative partnerships.	**01. 9%** of key products (excluding hard goods) attained Level 1 or Level 2 status within our responsible product framework: ▪ Footwear: **6%** ▪ Bags: **0.2%** ▪ Socks: **5%** ▪ Apparel & Accessories: **54%**
02. Ensure that 100% of priority raw materials come from recycled, recyclable, or bio-based sources by 2030.	**02. 17%** of our priority raw materials are now sourced as preferred materials.
03. By the end of 2025, phase out and eliminate 'intentionally added fluorinated chemicals' (PFCs, PFOAs and PFAS) from new DWR treatments and waterproof membranes within our defined product scope, while managing remaining legacy uses and exceptions.	**03. 93%**[1] of our products were free from intentionally added PFAS by the end of 2025.
04. Ensure 100% compliance of our Tier 1 suppliers (for finished products) with our Material Compliance Policy and the Prohibited Substances List, as updated annually since 2023.	**04. 98.7%** of our Tier 1 suppliers (for finished products) comply with our Material Compliance Policy and the Prohibited Substances List, as updated annually since 2023.
05. Ensure that all products are PVC-free by 2025.	**05. 99.7%** of our products were PVC-free by the end of 2025.

[1] Estimated percentage of product references (full year 2025, SS25, FW25 collections) identified as not containing intentionally added PFAS, based on currently available data. The result reflects the current state of knowledge and may be subject to revision as additional data becomes available.



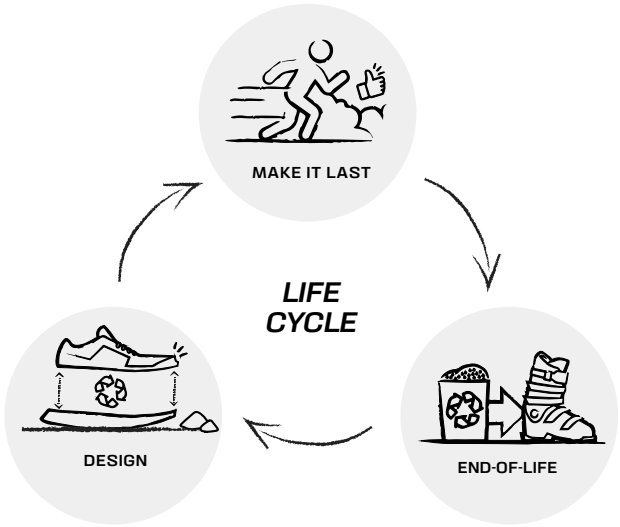
OUR CIRCULAR VISION

Our circularity strategy is based on the Ellen MacArthur Foundation's principles for circular fashion and is based on three core components:

01. USE RECYCLED & RENEWABLE INPUTS: Choose the most sustainable materials and chemical components possible for product design.

02. MADE TO LAST: Ensure product durability through wear resistance, repairability, and proper maintenance.

03. MADE TO BE MADE AGAIN: Ensure the end of a product's life cycle marks the beginning of a new one.



OUR RESPONSIBLE PRODUCT FRAMEWORK

To measure our progress, we have defined several levels of sustainable performance:

01

LEVEL 01 / CHAMPION
Our champion products lead in terms of sustainable sourcing, eco-design, repairability, and recyclability

02

LEVEL 02 / IN PROGRESS
Products making significant progress in eco-design

03

LEVEL 03 / BASICS FOR ALL
Basic improvements applicable to all our products, at all levels (materials, chemical components, packaging, etc.)

OUR RESPONSIBLE INNOVATION PROCESS

IDENTIFY OUR IMPACT

Understanding the environmental impact of our products, measured using the PEFCR-recognized Life Cycle Assessment (LCA) methodology, enables us to pinpoint the nature of the impact, the life-cycle stages involved, and ultimately the components or design levers with the highest potential for improvement.

A Life Cycle Assessment (LCA) is a scientific, standardized method used to evaluate a product's environmental footprint throughout its entire life cycle, from raw material extraction to end-of-life. An LCA helps identify environmental hotspots, informs better design choices, and supports transparent communication on product impact.

At Salomon, an LCA is more than a diagnostic tool; it serves as a strategic compass to guide material selection, product architecture, and manufacturing decisions.

Since 2019, we have progressively expanded the use of LCAs, and as of this year 100% of all product categories have undergone an LCA at least once. This long-term effort now gives us a clear understanding of the environmental challenges across our entire product portfolio.

In 2025, our focus shifted toward automating LCAs. This required linking our product life management systems to Glimpact and integrating new data fields. Glimpact provides a global environmental performance score (in µPt) as well as results by impact category and life-cycle stage, giving our teams the accuracy needed to target the most relevant actions. Data collection is ongoing, enabling us to progressively deploy LCAs across all softgoods models. These insights will strengthen decision making by generating data accessibility and by providing faster sustainability feedback on design choices.

By using Glimpact, Salomon applies PEFCR Apparel & Footwear methodology.

PRODUCT ENVIRONMENTAL FOOTPRINT CATEGORY RULES FOR WINTER SPORTS EQUIPMENT

As part of our commitment to fostering sustainable innovation across the sports industry, Salomon played a leading role in the creation of the **Product Environmental Footprint Category Rules (PEFCR) for winter sports equipment** — a major step toward harmonized, science-based environmental assessment in our industry.

The PEFCR provides a scientific and standardized approach fully aligned with European expectations, enabling brands to compare product impacts using the same calculation rules throughout the product development process.

After two years of collaborative effort, Salomon and several leading winter sports brands finalized a shared methodology that ensures consistency and comparability when measuring the environmental footprint of skis, boots, snowboards, bindings, and helmets.

An Industry-Wide Ambition

The initiative began more than two and a half years ago during discussions among French brands. Recognizing the importance of involving their European counterparts, the project was expanded to include major players across the continent. For the first time, leading companies in the winter sports industry chose to work together, demonstrating a shared commitment to sustainability.

Leadership Through Expertise

Salomon volunteered to **co-chair the project**, making it easy for the project coordinator, technical experts, and brand representatives to communicate with each other. Our extensive expertise in product development and Life Cycle Assessment enabled us to address complex methodological questions across multiple categories, adding momentum and increasing the scientific credibility of the project.



The Winter Sports Equipment PEFCR now covers skis (alpine and cross-country), snowboards, bindings (alpine, snowboard, and cross-country), ski helmets, boots (alpine, snowboard, and cross-country).

A Group Effort Within Salomon

Applying this methodology required the contribution of several teams within Salomon — from R&D engineers to quality specialists and LCA experts. Their technical expertise was essential in developing a robust and practical methodology. This teamwork illustrates the extent to which **Salomon Winter Sports is at the forefront of the industry's sustainability transformation**.



Teo Marin (Salomon Winter Sports Equipment Sustainability Coordinator and Project Co-Chair)

"At Salomon, we aim to lead sustainable innovation in the ski industry. Co-chairing this project and contributing our product and Life Cycle Assessment expertise was a natural step."

OUR RESPONSIBLE INNOVATION PROCESS

OUR APPROACH TO ECO-DESIGN

Eco-design focuses on the choices in the design process that reduce a product's environmental impact and make its life cycle increasingly circular, without compromising the performance, durability, style, and function that define every Salomon product.

This requires a meticulous approach based on environmental data and a test-and-learn mindset. Our process relies on two interconnected loops:

The Innovation Loop: Explores disruptive ideas, tests emerging materials and processes, and generates early lessons learned.

The Scaling Loop: Integrates proven solutions into our core product ranges, aggregates demand, and prepares the supply chain for widespread implementation.

Each loop fuels the other, creating a continuous cycle of experimentation and scalable impact.

Building strong feedback loops to test, learn, iterate, and improve, is central to circular design. Spending time and energy exploring is essential, but so is actively driving adoption of approved solutions into mainstream product lines. With precise tools like LCAs, the Eco-design Scorecard, and the Materials Toolbox, we now seek to integrate eco-design into every product we create.

APPLY IDENTIFIED ECO-DESIGN SOLUTIONS: THE ECO-DESIGN PRODUCT SCORECARD

To help teams translate lifecycle insights into specific, tangible measures, Salomon partnered with Quantis to develop a Sustainable Product Scorecard, a tool that balances the ambition for an approach aiming to reduce environmental impacts with technical feasibility and real-world limitations in product development.

The environmental impact identified through LCAs can be complex and difficult to apply to everyday design decisions, especially given the technical specificity of Salomon products and the corresponding manufacturing feasibility. Teams needed a clear, credible framework to guide priorities and choose the most advantageous tradeoffs.

The scorecards were created through a collaborative process involving product owners and cross-functional teams to ensure full alignment with Salomon's product development workflows and performance standards while staying grounded in life-cycle thinking.

Key outcomes of this work included:

- Identifying eco-design priorities based on LCA hotspots.
- Structuring these priorities into product-level criteria.
- Conducting an environmental relevance and feasibility assessment to prioritize specific measures.
- Translating priorities into indicators and scoring levels that teams can consistently use.
- Testing and refining the tool with internal stakeholders to ensure clarity and usability.



Nicolas Horvais (Footwear Sustainability Project Manager)

"Real progress occurs when we seamlessly integrate sustainability into product design. The scorecard rounds out our toolbox and helps teams make clearer, faster decisions; their enthusiasm shows just how powerful this alignment can be."

Salomon now uses this framework to assess its product portfolio and define internal thresholds associated with different score levels. These thresholds support portfolio-level indicators and track the changes in product performance over time.

The framework provides a shared basis for comparing products, structuring design discussions, and embedding eco-design considerations systematically across product categories. It also reinforces alignment between sustainability, design, R&D, and marketing teams through a common language and structure for environmental decision-making.



Marc Peyrègne (Global Eco-design and Circularity Senior Manager)

"Working alongside external sustainability experts was a key success factor — it provided the necessary distance, scientific rigor and external perspective we needed to challenge our assumptions and refine what we truly define as eco-design. With these tools and this shared expertise, we can iterate, compare configurations, and bring clarity to the impact of each design choice. This opens the door to better discussions and stronger alignment across our teams, creating a shared framework for better decisions — and ultimately accelerating sustainable innovation."

This new scorecard enabled us to update the way we evaluate our performance in eco-design by considering the full spectrum of measures available, beyond just materials-related improvements. This provides a more accurate reflection of the approach we have applied across all product lines, and especially within footwear, which used the new scorecard this year.

As a result, we are transitioning to a revised methodology that significantly reshapes how and where eco-design measures are applied: for softgoods from 9% in 2025 under the previous method to 40% in 2026 under the new scorecard. This does not reflect a sudden improvement in performance, but rather a methodological change that better captures the variety and relevance of eco-design initiatives integrated during product development.

Beyond its evaluation role, the eco-design scorecard is a key enabler of our Preferred Materials strategy. By translating LCA hotspots into clear product-level criteria, it allows teams to assess the contribution of material choices to overall product impacts, while embedding them within a broader, multi-lever eco-design approach.

OUR RESPONSIBLE INNOVATION PROCESS

TRANSITION TO PREFERRED MATERIALS[1]

Salomon is committed to driving change in how the materials we source are grown, extracted, processed, and recycled across our global supply chain, while minimizing the impact of more harmful conventional options.

Our approach goes beyond material selection, aiming to strengthen preferred production systems by creating demand for improved practices and working with partners currently accelerating systemwide change. Through this, we support sourcing models that can contribute to reducing environmental impacts, support people and communities, safeguard animal welfare, and limit the use of virgin fossil resources.

Preferred materials represented 17% of Salomon's priority materials in 2025, an increase since last year. Priority materials are those that either account for more than 10% of Salomon's annual material volume, are associated with significant environmental or social risks, or present strategic opportunities for improvement. In total, these priority materials accounted for 62% of all materials used by Salomon in 2025.

FROM MATERIAL SWAPS TO MATERIAL INNOVATION

Expanding the use of high-quality recycled materials is a key priority within our circular strategy to reduce reliance on virgin petroleum-based inputs, without compromising Salomon's performance standards. New materials are only integrated after careful technical and sustainability assessment.

However, recycled alternatives are not yet ready for all components. In 2025, progress remained limited for EVA and synthetic rubber - two of the most technically demanding components in footwear - where current alternatives fail to meet durability and performance requirements. Meaningful progress will require rethinking entire product systems, not just replacing materials.

Where feasible, we continue to increase recycled content without compromising safety or durability, while investing in next-generation recycled and bio-based materials for long-term impact.

IN 2025 WE:

- Increased the use of recycled polyester from 46.2 to 48.1%.
- Increased recycled polyamide use from 6% to 11.6%.
- Launched pilot projects to explore future transitions from bottle-based recycled polyester to textile-to-textile recycling by using emerging mechanical and chemical technologies.

FORESTRY SYSTEMS

Forests are essential to the outdoor environments that inspire Salomon and the activities we support. While we do not manage forests directly, we seek to contribute positively by prioritizing responsibly sourced forest-derived materials and working with suppliers committed to improving forestry practices. Preferred forestry systems, such as FSC ™ certification, help limits negative impacts on biodiversity, soil and water resources, and workers' rights.

Since 2024, FSC ™-certified wood cores have been integrated into part of our snowboard range. In footwear, natural rubber is a key forest-derived material. In 2025, we began working with suppliers to transition toward FSC ™-certified natural rubber. While volumes remain limited during this initial phase, broader integration will follow as certifications and validations are completed.

FSC™ N004451 ; www.fsc.org



[1] As per Textile Exchange methodology.

OUR RESPONSIBLE INNOVATION PROCESS



FARMING SYSTEMS

We favor farming systems that promote healthy soils, biodiversity, and thriving farming communities.

In 2025, 80.6% of the cotton used in our products was organically grown.

Organic farming contributes to reducing synthetic inputs, maintaining soil health, supporting biodiversity, and reducing exposure to chemicals. These principles guide our long-term cotton sourcing outlook.

ANIMAL WELFARE SYSTEMS

We continue to raise animal welfare standards throughout our wool, leather, and down supply chain.

Our Material Compliance Policy states that Salomon does not tolerate any unnecessary pain, suffering, or injury to animals, and does not use materials derived from endangered or threatened species. These requirements apply to all animal-sourced fibers and components.

We also work with suppliers to identify and mitigate the risk of deforestation and land conversion associated with cattle production for leather. Salomon leather is sourced almost exclusively from Leather Working Group (LWG) Gold or Silver-rated tanneries, and we are working to close remaining gaps where needed.The LWG framework is the industry's primary mechanism to prevent deforestation and land conversion in leather supply chains, helping to boost upstream visibility and environmental performance well beyond the tannery.

PREFERRED MATERIALS EVOLUTION

	2024	2025
Preferred Cotton	**83.6%**	**80.6%**
Preferred Down	**100%**	**100%**
Preferred Elastane	**0%**	**0%**
Preferred Ethylene Vinyl Acetate	**0%**	**0.4%**
Preferred Leather	**0%**	**0%**
Preferred Natural Rubber	**0%**	**0%**
Preferred Polyamide	**6%**	**11.6%**
Preferred Polyester	**46.2%**	**48.1%**
Preferred Synthetic Rubber	**0.3%**	**0.1%**
Preferred Wool	**22%**	**7.7%**
Preferred Wood	**-**	**42.3%**
PREFERRED MATERIALS SHARE OF PRIORITY MATERIALS	**12.1%**	**17%**

Variations from year to year reflect production cycles and calculation methodology.

OUR RESPONSIBLE INNOVATION PROCESS

HOW WE SCALE OUR IMPACT: MATERIAL CHANGE INDEX

Salomon continues to participate in Textile Exchange's Material Change Index (MCI), the industry's largest voluntary benchmark for tracking sustainable material sourcing and progress toward a circular product life cycle. In the latest Textile Exchange Material Change Index (MCI) assessment, Salomon reached Level 3 ("scaling"), which reflects progress in mainstreaming preferred materials and integrating impact-driven decision making into operations, according to this voluntary industry benchmark.

MANAGING CHEMICALS AND SUBSTANCES OF CONCERN

Bluesign®, AFIRM & LWG

Sustainable chemistry is essential for product safety and environmental performance.

- 42% of materials for apparel were bluesign® approved (final % forthcoming).
- Salomon now applies AFIRM's Restricted Substances List (RSL) across all categories.
- Salomon has expanded supplier training and testing programs were expanded to support safer chemical use.
- Salomon leather is sourced almost exclusively from Leather Working Group (LWG) Gold or Silver-rated tanneries, which follow best practices for chemical and wastewater management.

Transitioning Away from PFAS

Since 2016, Salomon has worked to remove fluorinated chemicals, including PFAS, from its materials and processes. By the end of 2025, we had removed 'intentionally added PFAS' from the vast majority of new textile and footwear products in our scope, and we continue to address remaining specific cases.

We are committed to continuously improving transparency, monitoring, reducing, and collaborating with our partners to phasing out PFAS across our value chain, where feasible.

IN 2025 WE:

- Expanded use of GORETEX ePE membranes.
- Phase out 'intentionally added PFAS' from DWR coatings and waterproof membranes.
- Strengthened testing and supplier oversight to reduce unintentional PFAS residues.

Our focus remains on transparency, continuous improvement, and compliance as regulations change.

Together, these initiatives—the deployment of Life Cycle Assessments, the integration of the eco-design score-card, and continued efforts on Preferred Materials—pro-vide concrete, practical tools to support product teams throughout the design process.

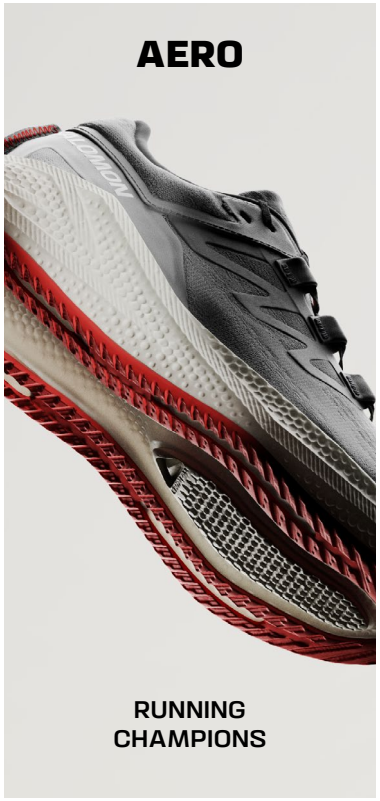


OUR RESPONSIBLE INNOVATION PROCESS

SCALING RESPONSIBLE PRODUCT DESIGN: OUR 2026 SEASON PROGRESS

In 2025, our teams worked on the SS26 and FW26 seasons, and these collective efforts enabled the soft goods range to reach 40% of products at eco-design Levels 1 and 2. This reflects the growing integration of eco-design principles into product development and the effective use of the tools and frameworks deployed across teams.

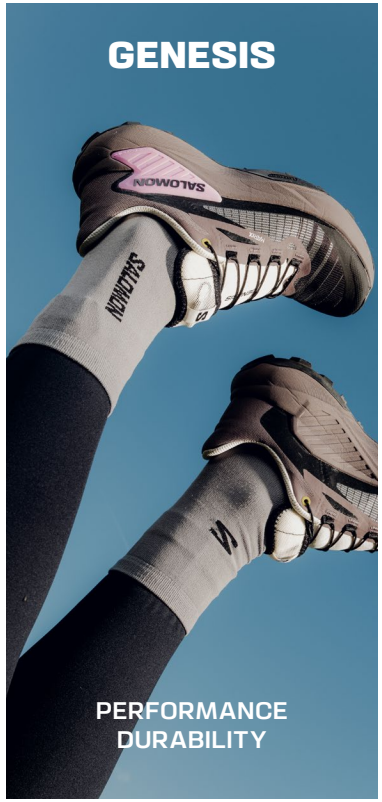
WE SCALE RESPONSIBLE PRODUCT DESIGN





40%

2026 SOFTGOODS RANGE IS ECO-DESIGNED[1]





[1] Levels 1 & 2 of the Salomon Responsible Product Framework

OUR RESPONSIBLE INNOVATION PROCESS

As a result, our Road Running and Gravel Running product ranges have made significant progress in their eco-design performance, with particularly strong improvements observed within the Aero range.

In the development of our EVR range, lower-impact midsoles were integrated from the very beginning of the design process. This illustrates the importance of embedding sustainability considerations as early as possible—whether during initial product creation or a first major redesign—and of capitalizing on the knowledge and learnings gained across other product categories.

Eco-design is never pursued at the expense of product durability. On the contrary, durability remains a fundamental principle, as making a product that lasts as long as possible is one of the most effective ways to reduce overall environmental impact. The Genesis shoe stands as a strong example of this commitment, combining long-lasting construction with high performance in demanding conditions.

Salomon also carries a responsibility to ensure that its most iconic and consumer-trusted products evolve. Reducing their environmental impact while preserving their performance and reliability is essential. This approach is exemplified by the Bonatti Infinite jacket: designed to withstand extreme conditions, it delivers an exceptional toughness-to-weight ratio thanks to Bio-Dyneema® technology, an ultra-light, highly resistant, bio-based fiber.



OUR RESPONSIBLE INNOVATION PROCESS

SUSTAINABLE INNOVATION AT THE HEART OF SALOMON'S OLYMPIC HERITAGE

As a Premium Partner for the Milano Cortina 2026 Olympic and Paralympic Winter Games, Salomon designed the uniforms for volunteers and torchbearers, drawing on its deep winter sports heritage and long-standing Olympic tradition. This role reflects the brand's historical commitment to mountain sports and its ability to translate technical expertise into functional, reliable, and meaningful products. Designed to provide comfort, confidence, and durability in any weather, the collection embodies an identity at the crossroads between city and mountain, innovation and emotion.

Developed in close collaboration with apparel and sustainability teams, as well as our supply chain partners, these uniforms illustrate Salomon's commitment to sustainable innovation. They incorporate a significant share of recycled materials, with 59% certified recycled fabrics by weight. Through this premium partnership, Salomon demonstrates how performance, responsibility, and Olympic legacy can be combined to contribute to the long-lasting cultural impact of the Winter Games.



Bertrand Raudet (Salomon Milano-Cortina 2026 Program Manager)

"We wanted this collection to embody the spirit of the Games. It's not just about clothing, it's about giving confidence to the volunteers, whatever the weather. Working with the Milano Cortina 2026 Organizing Committee, we fused our philosophy of functional products with their Italian energy to design something truly unique, an identity located at the crossroads between city and mountain, innovation and emotion."



OUR RESPONSIBLE INNOVATION PROCESS

MOVING TOWARDS CIRCULAR SYSTEMS: THE CARBIOS XT PU.RE FOOTWEAR CONCEPT

Disruptive circular progress often requires rethinking entire product systems and not just incremental actions.

This product was developed as a non-commercial capsule to test the feasibility of producing high performance footwear using this workflow. Learnings from this product fuel our future developments.

In 2025, Salomon redesigned its iconic XT PU.RE footwear model by integrating the Index Concept and materials developed through its Carbios partnerships, demonstrating that it is possible to manufacture a high performance shoe from textile and packaging waste.

The XT PU.RE model has been redesigned using primarily recycled and recyclable materials. The upper has been completely reengineered in two pieces, featuring premium recycled PET fibers sourced from textile and packaging waste. These materials offer the same fit, comfort, durability, and color quality as virgin fibers. Combined with the TPU sole of the original model, this redesign results in a fully recyclable[1] urban shoe.



The XT PU.RE was developed in partnership with Carbios and Far Eastern New Century (FENC). Carbios' enzymatic biorecycling technology plays a key role in the process, breaking down PET waste into its original monomers, which FENC then repolymerizes into high-quality recycled polyester fibers. These fibers are processed into durable, high-performance materials that meet Salomon's strict standards for fit, comfort, and longevity.



Guillaume Meyzenq (President & CEO)

"We are proud to support this pioneering collaboration with Carbios and FENC, which represents a major step forward in our quest to manage waste produced by our industry and reduce its impact on the environment."

Salomon remains focused on designing performance-driven products with a lower environmental impact, pushing the boundaries of innovation in sports footwear.

[1] Designed to be recyclable where infrastructure exists





WORKING TOWARD A CIRCULAR ECONOMY

We are focused on developing new ways to extend the lifespan of our products.

Integrated as early as the design phase, we now take recyclability into account throughout the entire product life cycle.

We continuously explore new ways to improve repairability and reusability, to extend product use for as long as possible, and ensure that, when a product is no longer usable, it can be recycled.

OBJECTIVES	2025 ACHIEVEMENTS
01. Launch a pilot program for repair, recycling, second-hand sales, and rentals by 2025.	**01.** Number of pilot projects launched since 2020: **3 pilot projects, covering 3 out of the 4 categories** (repair, recycling, second-hand, and rentals).
02. Offer at least one repair, recycling, second-hand sale, or rental program for our entire product catalogue by 2030.	**02.** % of products offering at least one of these solutions: **To be determined**.



CIRCULAR BUSINESS STRATEGY: REPAIRS AND LIFETIME EXTENSION

CONTINUING OUR COMMITMENT TO REPAIR IN RETAIL AND EVENTS

In 2025, Salomon continued to bolster its circular business strategy by expanding and formalizing repair services across our retail network and at key outdoor events.

Repair remains a cornerstone of our circular business strategy. Extending product lifespan reduces our environmental impact, increases the value of our products, and builds customer trust and loyalty.

Our stores in France (Annecy, Lyon, and Toulouse) continued to play a leading role in delivering quick, high quality repairs to customers. At our headquarters in Annecy, experienced technicians in our prototyping workshop also continued to repair garments. Stores in Lyon and Toulouse sent garments to our long-term partner, Greenwolf, which specializes in repairing outdoor garments and gear.

Customer demand for repairs continued to grow. In 2025, across all three stores, we completed:

- **380 repairs for apparel and bags.**
- **79 repairs for footwear, including resoles exclusively in Annecy.**

These figures confirm a genuine need for repair services and reinforce the importance of developing the ability to make everyday fixes, from tears and zipper replacements to resoling.

EXPANDING EXPERTISE THROUGH PARTNERSHIPS

As in previous years, our partnership with Greenwolf has remained a cornerstone of our repair services. Originally cofounded through an OSV multi-brand initiative, Greenwolf brings recognized expertise in repairs for technical garments and other textiles used by outdoor sports enthusiasts. Their involvement ensures high-quality repairs and expands access to services beyond our headquarters in Annecy.

For hardgoods such as skis and snowboards, we continue to provide repair services through our network of partners at ski resorts. The company ensures that spare parts are always available and repairs are easy and fast. In some cases, this requires reexamining the way we design our products.

REPAIRS AT EVENTS: BRINGING CIRCULARITY TO THE COMMUNITY

Throughout the year, Salomon and Greenwolf operated repair booths at major outdoor sports events, building on a successful model that started in 2023 and expanded in 2024 and 2025.

In 2025, during races such as the UTMB Mont-Blanc and Ultra Spirit, participants had the opportunity to have their equipment repaired right at the event, from trail-running bags to technical apparel. **This type of presence resulted in 136 repairs at the UTMB and 40 repairs the Ultra Spirit**, offering athletes a great way to extend the life of their gear while raising awareness about product care and durability.

These initiatives play a crucial educational role, demonstrating the value of repairs, encouraging sustainable product use, and reinforcing Salomon's leadership in promoting circularity within the outdoor sports community.



CIRCULAR BUSINESS STRATEGY: REPAIRS AND LIFETIME EXTENSION

Building on these experiences, in 2025, we conducted a comprehensive assessment to better understand how we can further expand repair services to our customers. This initiative focused on three key areas:

- **Identifying high-quality repair solutions.** Since repairing high-performance outdoor sports apparel and gear requires technical expertise, we looked for partners with the specialized knowledge and experience necessary to make repairs that meet Salomon's high standards.
- **Elevating the customer experience.** We want to make the repair process smooth, enjoyable, and motivating for customers, transforming what often feels like an uphill battle into a positive experience. To do this required analyzing current friction points in order to imagine what future repair experiences could look like.
- **Defining repair types and requirements with our partners.** Together, we mapped the specific repair needs within our product ranges and determined the conditions required to ensure that every repaired item continues to be reliable, durable, and high-performance.

The objective is to scale the lessons we have learned over the past few years to make repair services accessible to a larger share of our customer base, starting with Europe, historically our core market.

GREEN WOLF Repair

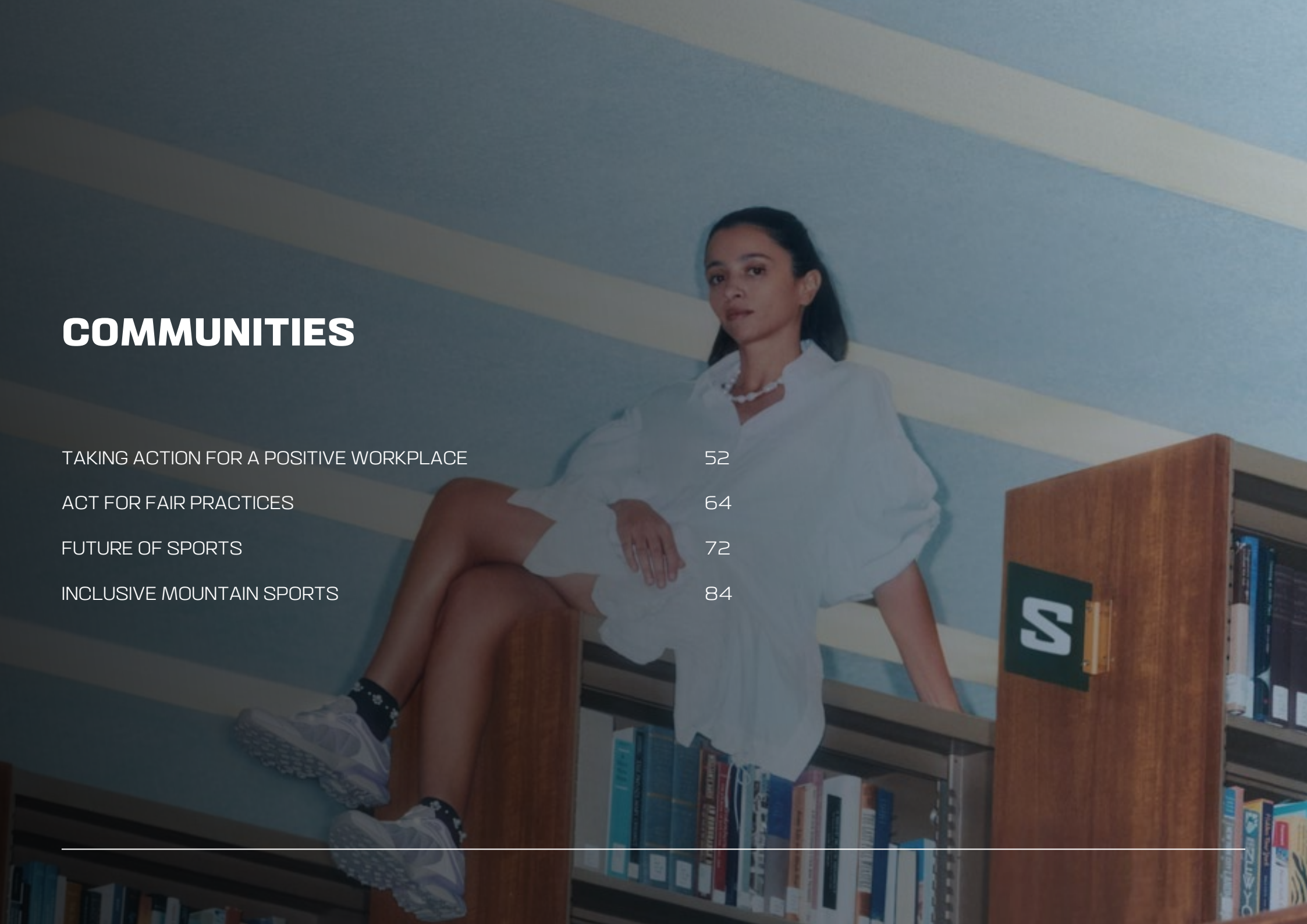
RECYCLING

In parallel, we continued to advance our efforts to build credible and scalable end-of-life solutions. In 2025, Salomon expanded its collaboration with key partners to shape the future of footwear recycling, where many significant technological and production challenges remain. Alongside organizations such as CETIA, our longstanding partner for dismantling and material separation technologies, we worked to transform early-stage experiments into viable industrial processes capable of handling the complexity of footwear made from several types of material.

To better understand and overcome the barriers to creating a more efficient recycling value chain, we expanded our testing phase by joining forces with TerraCycle, one of the most recognized companies in consumer-product recycling. Known worldwide for developing innovative collection and recycling systems for hard-to-process waste streams, TerraCycle brings decades of experience in turning difficult-to-salvage materials into new resources. In 2026, we will launch a joint pilot program at six retail locations in France and the United Kingdom, exploring ways to collect worn-out Salomon footwear from consumers and channel it into specialized recycling processes.

This experimental phase will provide the opportunity to refine logistics, evaluate consumer engagement, and assess real-world material recovery rates. Insights from these pilot sites will play a critical role in designing a scalable recycling model, supporting our ultimate goal of closing the loop on footwear and driving systemic progress toward circularity across the entire outdoor sports industry.





COMMUNITIES

TAKING ACTION FOR A POSITIVE WORKPLACE	52
ACT FOR FAIR PRACTICES	64
FUTURE OF SPORTS	72
INCLUSIVE MOUNTAIN SPORTS	84



TAKING ACTION FOR A POSITIVE WORKPLACE

Our strategic ambition: to become the preferred employer in the sports and outdoor industry.

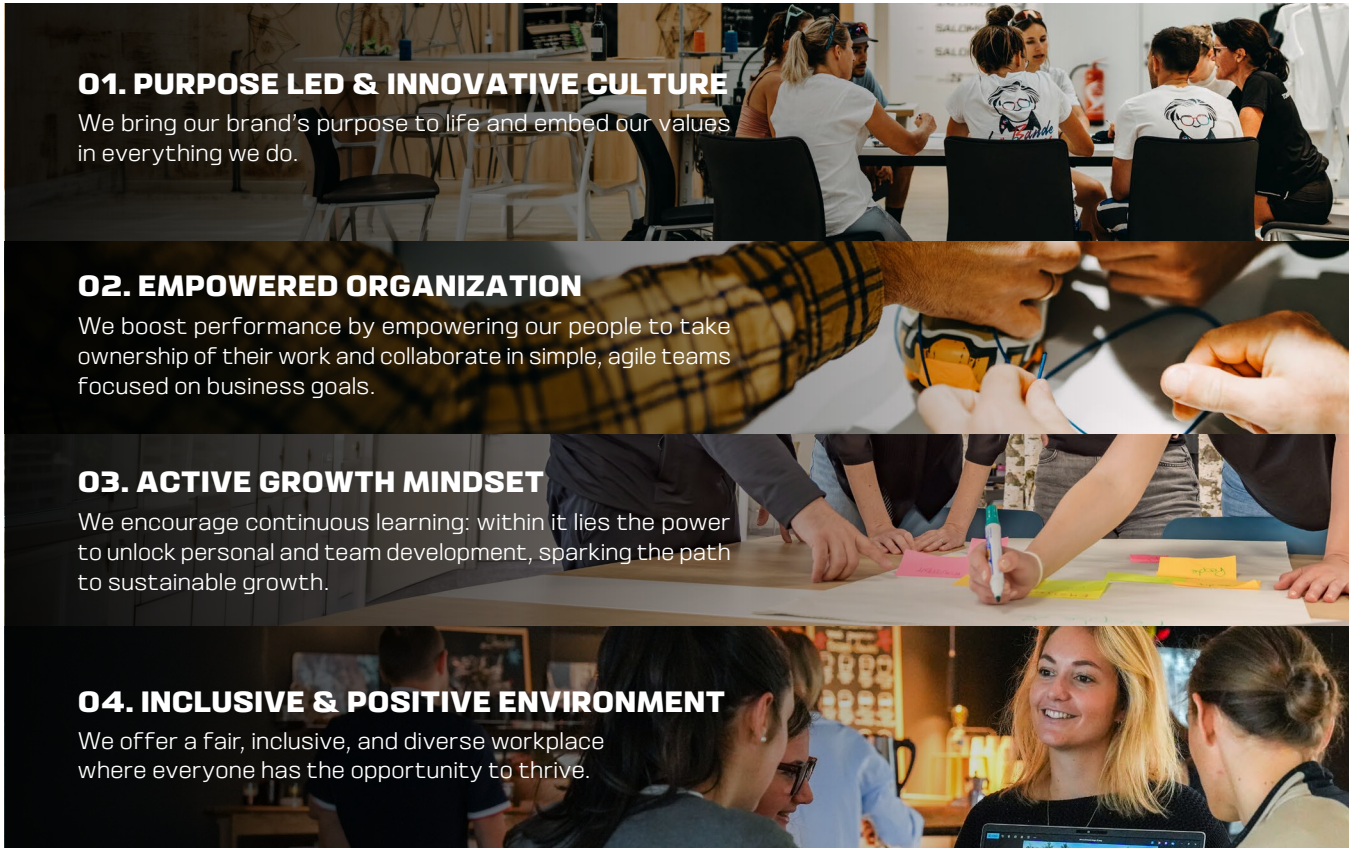
Our mission: to create an environment where everyone can reach their full potential, perform at their best, and contribute to Salomon's success.

OBJECTIVES	2025 ACHIEVEMENTS
Unleash the best in every team and employee through an innovative corporate culture driven by a shared purpose, fulfilling employee experience, growth mindset, and high-performance empowered organization.	▪ Engagement survey: **8.0 / 10**. ▪ Gender distribution: **43.3%** women / **55.7%** men / **1%** non-binary.



WE FOCUS ON OUR PEOPLE

OUR STRATEGY IS BUILT ON FOUR KEY PRINCIPLES.



01. PURPOSE LED & INNOVATIVE CULTURE

We bring our brand's purpose to life and embed our values in everything we do.

02. EMPOWERED ORGANIZATION

We boost performance by empowering our people to take ownership of their work and collaborate in simple, agile teams focused on business goals.

03. ACTIVE GROWTH MINDSET

We encourage continuous learning: within it lies the power to unlock personal and team development, sparking the path to sustainable growth.

04. INCLUSIVE & POSITIVE ENVIRONMENT

We offer a fair, inclusive, and diverse workplace where everyone has the opportunity to thrive.

2025 IN A NUTSHELL

Throughout 2025, we continued to aspire to become the preferred employer in the sports and outdoor industry, focusing on projects that support employee engagement, development, and well-being at work, resulting in an increase in overall performance:

- **We launched a program to strengthen our managers' leadership skills**, with the goal of training every manager by 2027.
- **We trained more than 90% of our workforce** on the key sustainability challenges that the company faces.
- **We supported career development, reaching 7% internal mobility in 2025** through programs designed to prepare employees for their next steps (Retail Talent Program) and to provide guidance when entering a new role.
- **We continued to actively listen to our people**, encouraging feedback and acting on any key issues or valuable ideas identified.
- **We forged ahead with the three-year program to reshape the Annecy Design Center**, creating a workplace that fosters collaboration, improves overall well-being, and incorporates upgraded materials technology to reduce our environmental impact.
- **We laid the foundation for a renewed commitment to diversity, equity, and inclusion**, establishing a dedicated task force to develop a roadmap and identify the resources needed to expand inclusive practices and create an inclusive culture throughout Salomon.

OUR PROMISE TO EMPLOYEES

In 2023, we began the journey to define our promise to employees, and since then we have woven this promise into everything we do for our community.

As a leading employer in the outdoor sports industry, we are committed to offering an experience that goes beyond today's workplace demands. We strive to foster an employee-employer relationship that addresses current societal challenges.

Our goal is to help everyone unleash the best version of themselves while making our contribution to create a more sustainable and conscientious world.

We continuously assess our impact through key indicators from our Engagement Survey, measuring employee satisfaction with our employer promise and gathering valuable insights to improve our approach and enhance the overall employee experience.



01. MAKE AN IMPACT

At Salomon we work with people driven by a passion to create a more sustainable world, all in a workplace environment that makes it possible to excel.



INSPIRING LEADERS

Our purpose-led culture shapes everything we do. It is championed by inspiring leaders who bring out the best in others, creating an environment where employees feel heard, are involved in decision-making, and learn through experience while receiving valuable feedback.



SUSTAINABILITY

We have an important role to play in driving market transformation through sustainability-driven solutions. Our purpose is to empower our employees to become agents of positive change.



DIVERSITY & INCLUSION

We treat everyone fairly to foster a people-centered workplace that embraces diversity and promotes inclusion. We create the right environment for our employees to rise to the occasion and be their best.

02. CONTINUOUSLY INNOVATE

Innovation is part of Salomon's DNA and permeates throughout every part of our organization. Employees continuously break boundaries, push beyond their limits, and explore new possibilities, both for themselves and the industry.



AGILE & EMPOWERED

We embrace the complex and unpredictable nature of our environment. We do this by streamlining decision cycles and clearly defining roles and responsibilities, empowering teams to be customer-centric and purpose-driven.



INNOVATION

Innovation is not just about tools and materials. It reflects the mindset and culture integrated into everything we do. Our innovative approach broadens perspectives, brings energy, and allows our employees to think big.



KNOWLEDGE

We believe that communities are much more than the sum of their parts. This is why we aspire to unite individual and team development through shared knowledge and experience for greater agility and responsiveness.

03. SHAPE YOUR FUTURE

At Salomon, employees have the opportunity to shape their own future through a growth mindset, ongoing training, career opportunities, and new professional challenges.



PERFORMANCE MANAGEMENT

We build performance into everything we do, and our pride comes through in the high quality and functionality of every finished product. We bring the same level of commitment to our teams through recognition, rewards, and data-driven decisions to enable them to perform at their best.



APPEAL

We strive to create a hybrid work environment and culture that empowers employees to embrace their passion for sports while challenging themselves both personally and professionally.



TRAINING & CAREERS

We strive to make career paths clear and transparent while offering practical and engaging training programs that encourage mobility throughout the organization, including international opportunities.

THE SALOMON COMMUNITY

Today, Salomon employs 2,196 people in 27 countries primarily across Europe, the Americas, and Asia.

At the end of 2025, we further boosted our presence by opening the Salomon Paris Hub, a new multi-purpose space combining showrooms, offices, and event areas. Located in an inspiring urban environment, the hub demonstrates our ambition to more closely connect our brand universes: sports, culture, fashion, and innovation.

The key figures below paint a picture of our workforce, highlighting gender balance, the wide range of nationalities working together, and our employment structure.

NUMBER OF NATIONALITIES



2024 60 nationalities

2025 71 nationalities

(9 pp progression compared to 2024)

SPLIT BY CONTRACTS (PERMANENT VS FIXED TERM)



2024 87% permanent contracts

2025 85.5% permanent contracts

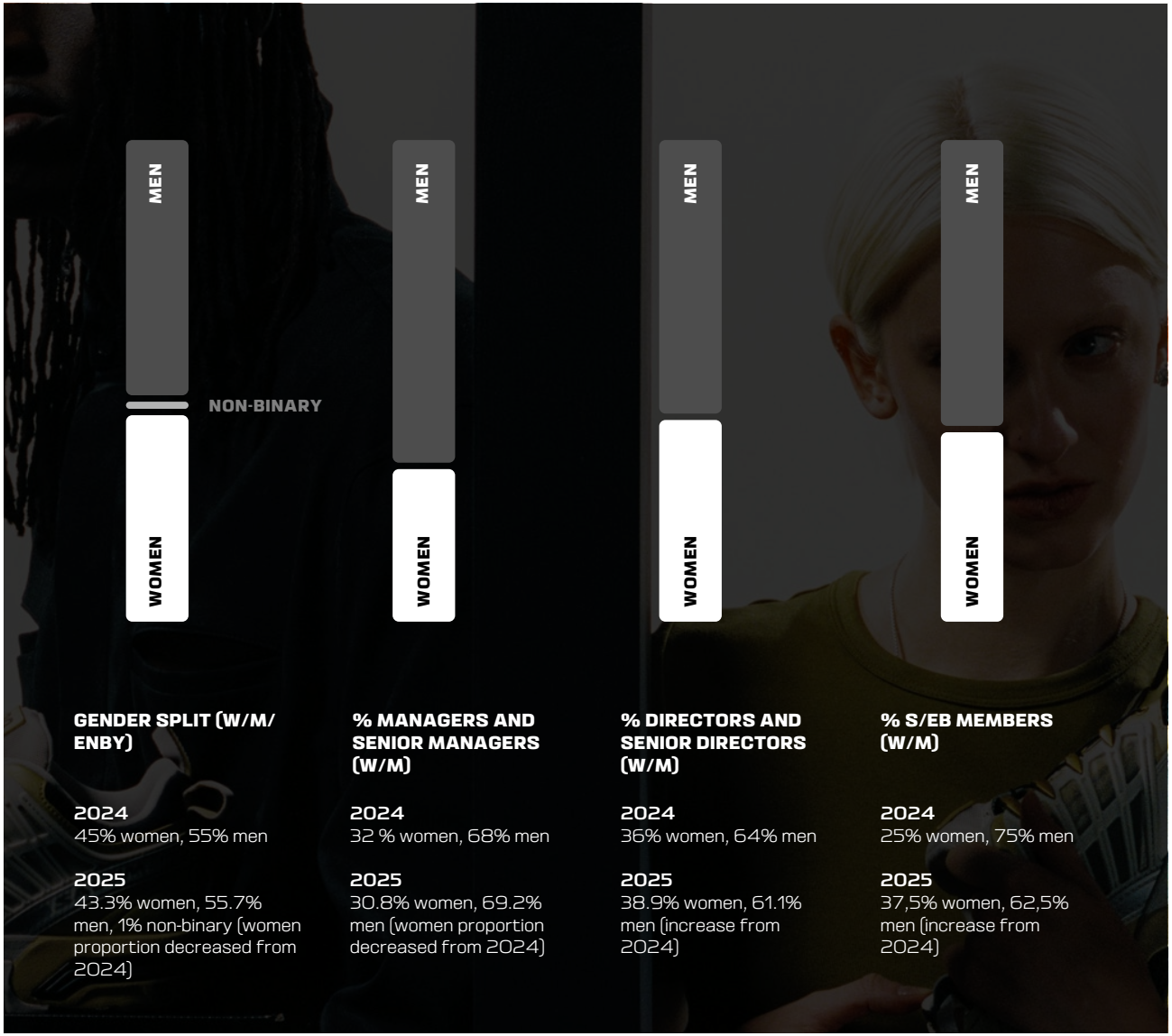
(decrease from 2024)

FRENCH GENDER EQUALITY INDEX



2024 88/100

2025 94/100 (+6pp improvement)



GENDER SPLIT (W/M/ ENBY)

2024
45% women, 55% men

2025
43.3% women, 55.7% men, 1% non-binary (women proportion decreased from 2024)

% MANAGERS AND SENIOR MANAGERS (W/M)

2024
32 % women, 68% men

2025
30.8% women, 69.2% men (women proportion decreased from 2024)

% DIRECTORS AND SENIOR DIRECTORS (W/M)

2024
36% women, 64% men

2025
38.9% women, 61.1% men (increase from 2024)

% S/EB MEMBERS (W/M)

2024
25% women, 75% men

2025
37,5% women, 62,5% men (increase from 2024)

SHAPING NEW CAREER PATHS

Empowering every employee to shape their future is a core component of our employer promise. At Salomon, employees have the opportunity to grow over their careers by developing their expertise and expanding their horizons across roles, positions, and locations.

In 2025, over 150 employees, 7% of our workforce, moved internally, including 78 promotions.

These internal moves, driven by both organizational changes and individual career aspirations, received support through several initiatives designed to help employees navigate mobility and grow their careers.

We expanded communications about internal opportunities and highlighted the experiences of employees who have changed roles. We also began to organize monthly mobility committees to introduce and encourage cross-functional moves.

A dedicated retail talent program now guides retail employees through personal career development plans, including targeted training, mentoring, and project-based experiences across different functions. The goal is to help them develop their skills and advance into expert or managerial roles.

In addition, employees who transition into new roles benefit from a dedicated support program that includes regular check-in meetings to assess both individual and team needs, along with personalized training or coaching.



DEVELOPING INSPIRING LEADERS

We believe that well-trained managers equipped with the right tools contribute to creating a more positive and engaging workplace. To achieve this, we decided to launch a tailored development program in late 2025 for all our leaders and managers.

Designed through strategic analysis, workshops, and internal interviews, the program is based on our Leadership Model, which defines the key skills required to be a successful manager at Salomon. It includes two dedicated pathways: a Leadership Program for directors and leadership teams, and a Management Program for frontline managers, each adapted to their roles and responsibilities. Over 5 to 7 days, participants follow a learning journey that combines in-person sessions, virtual classes, and digital content. The program teaches self-awareness and managerial posture, with a particular focus on diversity, inclusion, team development, and leading change.

Our ambition is to train all 370 managers by 2027. By the end of 2025, approximately 100 of them had already started the program, with a top-down rollout to ensure strong alignment from the outset.

In addition, we provided support and guidance to managers in their day-to-day duties through open webinars covering key topics. In 2025, sessions focused on decision-making and self-aware leadership, each attended by nearly one-third of all managers.

Through a pilot digital coaching platform, we also boosted individual development for a dozen managers. We plan to expand this initiative in 2026, aiming to broaden access to certified coaching through an easy-to-use platform offering flexible scheduling and virtual sessions.



TRAIN FOR CHANGE

GROWING SUSTAINABILITY SKILLS AT WORK

We are convinced that promoting sustainability within Salomon, and more broadly among our customers, relies on developing the requisite knowledge and skills in environmental and community-based transitions. The support and guidance we provide illustrate this commitment.

OUR COMMITMENT TO SUSTAINABILITY

Launched at the end of 2024, this homemade e-learning module aims to train all our current and future employees on the fundamentals of Salomon's sustainability strategy, helping them take their first steps toward becoming agents for positive change. This module is an integral part of our onboarding program.

SALOMON SUSTAINABILITY BASE CAMP

Our goal is to train all employees on the sustainability challenges we face and how Salomon addresses them. In 2025, we organized immersive and interactive webinars to reach employees worldwide. By the end of the year, over 90% of our global workforce, and more than 97% of our Annecy-based employees, had completed the training.

SALOMON SUSTAINABILITY TRAILBLAZERS

We continued to offer specialized programs tailored to specific roles, covering sustainable communications, eco-design, the Glimpact tool, and materials selection and management. These programs help employees to broaden their knowledge, strengthen relevant skills, and contribute more effectively to our sustainable development goals. In 2026, we will expand these programs to include emerging topics aligned with changing sustainability challenges.



BREAKING LANGUAGE BARRIERS IN A CONNECTED WORKPLACE

BREAKING LANGUAGE BARRIERS IN A CONNECTED WORKPLACE

In a global, interconnected workplace, the ability to communicate across languages is more important than ever.

To support this, Salomon launched a language training platform in 2024, providing all employees worldwide with unlimited access.

In 2025, we expanded this service to include personalized programs and 1:1 online classes with teachers. Over 330 employees participated, strengthening their skills in English, French, German, Italian, and Spanish, for a total of 2,023 training hours.

Beyond individual development, this initiative is enhancing international collaboration by making communication easier between colleagues from diverse backgrounds.



WELL-BEING IN ACTION

Our goal is to empower all employees to make their health and well-being a priority, as it forms the necessary foundation for growth, fulfillment, and personal development.

WELLNESS WEEKS

During September and October, Wellness Weeks were organized in every region, all with the shared goal of bolstering the physical, mental, and social well-being of our employees, wherever they live and work.

Approximately 300 employees in Europe, the US, and Mexico took part in a wide variety of activities and seminars, from sports and relaxation sessions to culinary experiences, creative workshops, and talks led by expert specialists, all crafted to address their needs, interests, and overall well-being.

Our focus on well-being is not limited to special events. Throughout the year, employees based in Annecy have access to a wide range of sports and creative activities, organized in partnership with the company's Works Council (CSE).

AN INSPIRING PLACE THAT CELEBRATES ALL LIVING THINGS

As part of the Reshape Project at the Annecy Design Center, we reimagined our workspace to encourage collaboration and support multiple ways of working together, including the redesign of such community spaces as the Patio.

The Patio, a gathering place full of character with its timeless design, is the centerpiece of Salomon's Annecy Design Center.

It showcases materials that last - wood, metal, vegetation, recycled materials- sparking a meaningful dialogue between the natural world and its industrial counterpart; one crafted by time, the other crafted by hand.

It embodies a subtle interplay of contrasts: the density of steel versus the openness of foliage; anchoring strength versus the wind's light touch; solid matter versus the ephemeral.

THE FOUR ELEMENTS SERVE AS A GUIDING FORCE

EARTH

Steel furniture, so heavy and stable, designed to appear as light as a leaf defying the laws of gravity. Anchored to the ground and perfectly centered, it extends to the terrace on a quest for resources both inside and out.

WATER

The marks left by water on raw metal, so natural looking, remind of the importance of the present moment, of slow transformation, of the humble nature of all living things.

FIRE

The welded metal, shaped by heat, bears witness to the mastery of energy, the concentration of power in a small space – a contained, peaceful force.

AIR

Occupying the most space and interweaving geometric metal lines, it carries plants upward toward the sky, letting the wind play with the openness of the Cube. The space becomes shaded, intimate, cool, and extends beyond the confines of time itself.

And as night falls...

As the sun goes down, the lighting reveals the contrasts and subtle coexistence between nature and industry, between textures and shadows.

A quiet sense of wonder settles into this enchanting place.

"The place serves as the missing link."



WELL-BEING IN ACTION



Sylvain Merlin (Lead Exploration Designer, Winter Sports Equipment)

"The ADC Reshape Project, especially community spaces like the Forum and Patio, was designed as a collaborative working tool to address to the following question: How can we work better together? With the brand expanding at fast pace, the project's creative direction focuses on three core values.

***OPEN, UNIFY, ADAPT**.*

If "the place is the bond," it shapes the way users interact with one another, and if "a place that brings us together is a place that reflects who we are," then it is essential to take great care in defining its form.

When designing the Patio, both functionally and stylistically, we sought to create a plant-covered atrium as the centerpiece, a community space full of character, where the natural and industrial worlds coexist. Vegetation and raw materials, time's unique veneer on rusted steel, high-quality wood and furniture made from recycled materials. The Patio serves to encourage employees to make this creative, outward facing space their own, whether on a break to clear their heads or to spark a group discussion to strengthen the bonds that connect us all."



EMPOWER, LISTEN, ACT, IMPROVE!

OUR COMMITMENT

At Salomon, we strive to build a workplace where commitment is more than a goal; it is a shared responsibility, one that fuels both individual and organizational success. Dedicated employees take pride in their work, feel connected to the company, and are motivated to do their best. Commitment and dedication reflect the experience we create for our people, which is why it is essential to actively listen to every employee and understand how best to support them.

WHERE WE STAND

In 2025, we conducted our second Salomon Employee Engagement Survey, reaching a record participation rate of 79%, which demonstrates our employees' willingness to share honest feedback and actively contribute to shaping our workplace.

The results confirmed a solid overall Engagement Score of 8 out of 10, placing Salomon above the Workday Peakon Employee Voice True Benchmark® (between the 50th and 75th percentiles of consumer industry companies). It shows the pride our employees feel in working for and being part of Salomon, their sense of team spirit, and their commitment to our mission. We also saw encouraging progress in how our strategy is understood and shared throughout the organization.

In addition, the survey highlighted areas where we can continue to improve. Three clear priorities will guide us moving forward:

- Launching a global, tailored leadership program in Q4 2025, with the goal of training all managers within two years and strengthening leadership at every level.
- Continuing to focus on clear, consistent communication of our strategy and priorities, in particular through Coaching for Success discussions, to ensure all teams are aligned.
- Further structuring our approach to supporting change, with improved communication during transitions, dedicated support for managers and teams, and clear indicators to track progress and impact.





ACT FOR FAIR PRACTICES

Since we understand that our value chain has a social and environmental impact, we strive to provide customers with high-quality products manufactured using best practices that respect the rights and dignity of those who make them.

OBJECTIVES	2025 ACHIEVEMENTS
01. As a participating company in the Fair Labor Association (FLA), Salomon is committed to FLA's gold standards for improving factory working conditions throughout its global supply chain.	**01.** FLA's gold standards implementation: **in progress**.
02. Ensure that 100% of our Tier 1 suppliers and strategic Tier 2 suppliers exceed our social compliance standards by 2030.	**02.** Supplier social compliance: • **86%** of Salomon's Tier 1 achieved an A or B rating. • **73%** of Salomon's Tier 2 achieved an A or B rating.



OUR COMMITMENT

Fair and safe working conditions are essential to how we operate.

We want everyone involved in making our products to be treated with dignity and respect.

To achieve this in a credible and consistent way, we combine robust governance inside the company with recognized external standards. Our goal is to ensure that our approach works for factories and workers on the ground, while also meeting the expectations of our consumers, partners, and other stakeholders.

HOW WE WORK WITHIN AMER SPORTS GROUP

Salomon's sustainable sourcing and human-rights efforts are part of the broader Amer Sports governance system. Key policies, such as the Supplier Code of Conduct, Social and Environmental Compliance Benchmarks, and the Human Rights Policy, are defined at the group level, with Salomon actively contributing to ensure these policies reflect the realities of our sourcing markets and manufacturing categories.

Since many partner factories manufacture products for multiple Amer Sports brands, audits and compliance assessments are coordinated at the group level. This helps to ensure consistent standards, reduce redundant audits, and make the process more efficient for suppliers.

Within this shared model, Salomon's sourcing teams take a hands-on approach. They support factories during audits, guide planning and scheduling for corrective actions, and monitor remediation progress. This set-up, with strategic coordination at the group level and operational expertise within each brand, enables us to tackle complex labor rights issues in a pragmatic and well-aligned way. Human rights and progressive labor issues cannot be solved by a single brand alone.

Progress in women's rights, fair compensation, safe and healthy working conditions, responsible recruitment, work hours, and the protection of at-risk workers requires industry alignment and cooperation, not only with brands and suppliers, but also with Non-Governmental Organizations (NGOs), civil society groups, government bodies, and industry associations.

Our sourcing policies set clear expectations, but lasting improvement depends on shared responsibility across this ecosystem as a whole.

Long-term supplier partnerships are a priority for Salomon. They foster the trust, stability, and shared investment needed to support responsible purchasing practices, improve working conditions, and drive sustainable innovation throughout our supply chain.

Through ongoing collaboration with strategic suppliers, we aim to support positive social outcomes for workers by improving their well-being, safety, and economic resilience, while continuing to identify, prevent, and mitigate risks across the value chain.



OUR SUPPLIER CODE OF CONDUCT

The Amer Sports Supplier Code of Conduct forms the foundation of our responsible sourcing program and aligns with Fair Labor Association (FLA) standards.

All suppliers must:

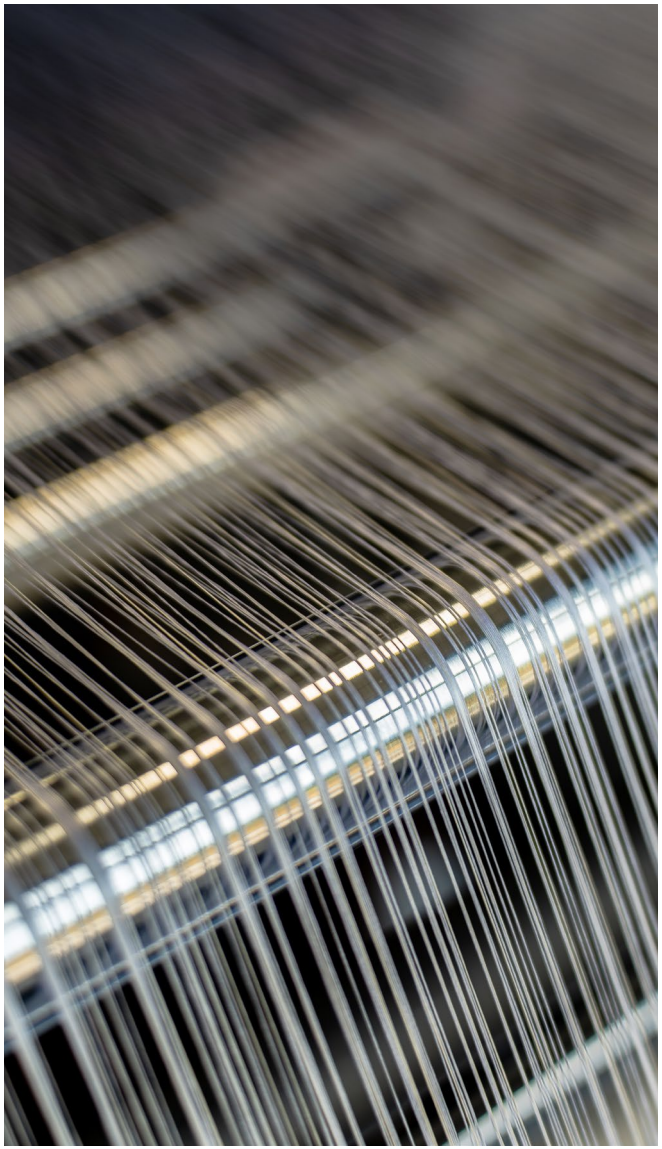
- Sign and comply with the Supplier Code of Conduct.
- Train their employees to follow all requirements.
- Allow monitoring and independent audits.

The Supplier Code of Conduct covers three key areas:

- Human & labor rights. Prohibits child and forced labor, prevents harassment, abuse, and discrimination, requires fair compensation and working hours, and requires respect for freedom of association and collective bargaining.
- Health & safety. Promotes safe, healthy working environments with robust emergency-preparedness measures.
- Environment & ethics. Supports climate-impact reduction, responsible water and waste management, and ethical business practices.

To ensure clear understanding, posters summarizing the Supplier Code of Conduct are available in 31 languages and displayed in local languages in all factories we work with.

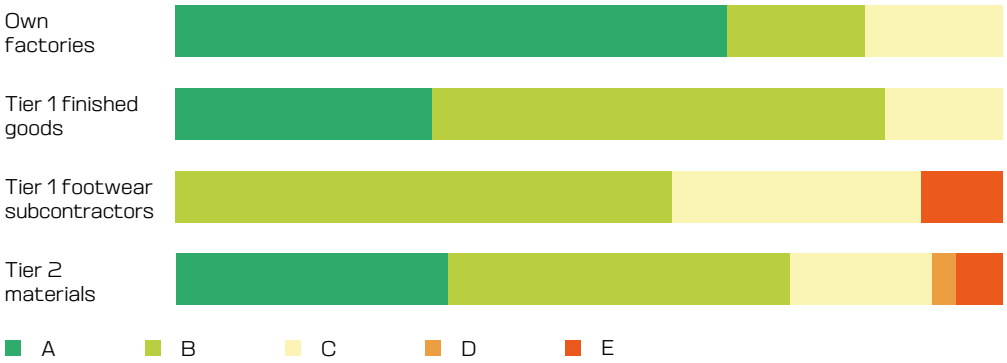






2025 AUDIT RESULTS AND FINDINGS

2025 AUDIT RESULTS



(Sourcing excludes Operation Winter Sports Equipment (WSE) Tier 2)

GRADE	SCORE	DEFINITION	
A	95-100	Mature	Factories with a mature management system to maintain compliance with Amer Sports Ethical Policy.
B	85-94	Good	Factories generally maintain a good compliance level even with an exceptionally small number of medium or minor risk level non-compliances.
C	76-84	Satisfactory	Factories at a satisfactory level of compliance with a small number of medium or minor risk level non-compliances.
D	60-75	Focus needed	Factories meet the barely minimum level of compliance without critical findings or with multiple medium/minor findings. Focus is needed for driving continuous improvement.
E	< 60	Failed / Non-compliant	Factories fail to meet minimum compliance with many findings or with a non-compliant critical finding. Failure in another audit triggers a non-compliance escalation procedure which potentially leads to vendor termination.

OUR GLOBAL SUPPLY CHAIN

Salomon products are made through a global network of partner factories participating in our social-compliance monitoring program:

- 6 factories (winter sports equipment) owned by Amer Sports.
- 42 Tier 1 finished goods suppliers (footwear, apparel, bags, socks, and some winter sports equipment).
- 10 footwear subcontractors.
- 70 strategic nominated Tier 2 material suppliers (fabrics and trims).

Across this network, we prioritize monitoring for systemic risks such as:

- Excessive work hours.
- Wage gaps relative to living-wage benchmarks.
- Recruitment fees affecting migrant workers.
- Effectiveness of grievance mechanisms.
- Occupational health and safety.

These are common, recurring challenges across the global apparel and footwear industry.

OUR APPROACH TO MANAGING HUMAN RIGHTS

We apply a structured human rights due diligence approach that includes:

- Country-level and factory-level risk assessments.
- Worker-voice inputs, where available.
- Clear escalation procedures for critical risks.

Audit and Assessment Tools We Use

To reduce redundancy and maintain stringent standards, we use well-known industry tools:

- **SLCP** (Converged Assessment Framework).
- **Cascale Higg FSLM** (built on SLCP, includes scoring).
- **Better Work, FLA SCI,** and **SA8000** assessments.

These tools help to ensure everyone aligns with global due-diligence expectations and help reduce audit fatigue for suppliers.

Monitoring & Ratings

Each audited facility receives a rating (A–E), which then guides follow-up actions and timelines. Our goal is to address root causes, such as scheduling pressure, documentation gaps, or training needs, so that improvements are sustainable over the long term. If a supplier cannot or will not remediate critical issues, we follow a responsible exit process.

FROM FINDINGS TO FIXES: HOW WE WORK ON CORRECTIVE ACTION PLANS

COMMON FINDINGS

- Work hours and overtime management.
- Recordkeeping and monitoring (timekeeping, wage records, training logs).
- Operational safety (machine guarding, evacuation routes, PPE).

OUR CORRECTIVE ACTION PLAN

As part of the Social and Environmental Compliance Benchmark, Salomon follows a Corrective Action Plan (CAP) approach that is risk-based, time-bound, and compliant with Fair Labor Association (FLA) expectations. The goal is not only to resolve audit findings, but to ensure improvements are meaningful, sustainable, and focused on worker well-being.

SEVERITY LEVELS:

- **Minor:** e.g., fire extinguishers are not fully visible.
- **Major:** e.g., missing annual health checkups, incomplete timekeeping.
- **Critical:** e.g., child labor, severe fire safety risks, forced labor indicators.

OUR CAP PROCESS INCLUDES:

01. Immediate safeguards. Critical risks, such as severe fire-safety issues or forced labor indicators, require same-day action to protect workers.

02. Root-cause analysis. We work with factory management to understand why issues occurred and how to prevent them from recurring.

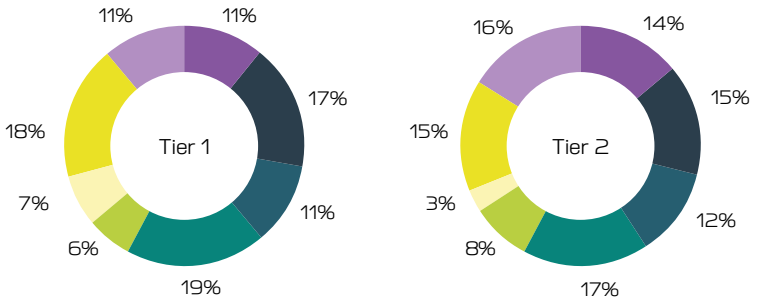
03. Time-bound remediation. Factories submit a CAP within 14 days, with corrective actions to complete within 60-90 days and verified through evidence or follow-up visits.

04. Worker-centered remedies. When workers are affected, factories must implement fair remedies such as back pay, reimbursement of recruitment fees, or reinstatement when appropriate.

05. Strengthening grievance mechanisms. Factories must maintain accessible, trusted, and confidential grievance channels. We assess their effectiveness and provide support for improvements when needed.

06. Verification and closure. Findings are considered resolved only after full verification. Repeated or unaddressed critical issues may lead to responsible disengagement.

BREAKDOWN OF AUDIT FINDINGS



(Sourcing only Tier 1 and Tier 2 does not include own operation WSE)



LIVING WAGE COMMITMENT

Salomon supports Amer Sports' long-term goal for workers in finished goods manufacturing to earn a living wage, as outlined in the Amer Sports Public Living Wage Commitment. A living wage is defined as *"the wage a worker earns in a standard workweek that is sufficient to afford a decent standard of living for the worker and their family, including food, housing, healthcare, transportation, education, and some discretionary income."*

Amer Sports applies a living-wage approach based on well-known methodologies, including guidance from the Global Living Wage Coalition (GLWC), which uses local cost-of-living data to establish credible, region-specific benchmarks. These benchmarks often differ from legal minimum wages and help us understand the real gap between current earnings and a living wage.

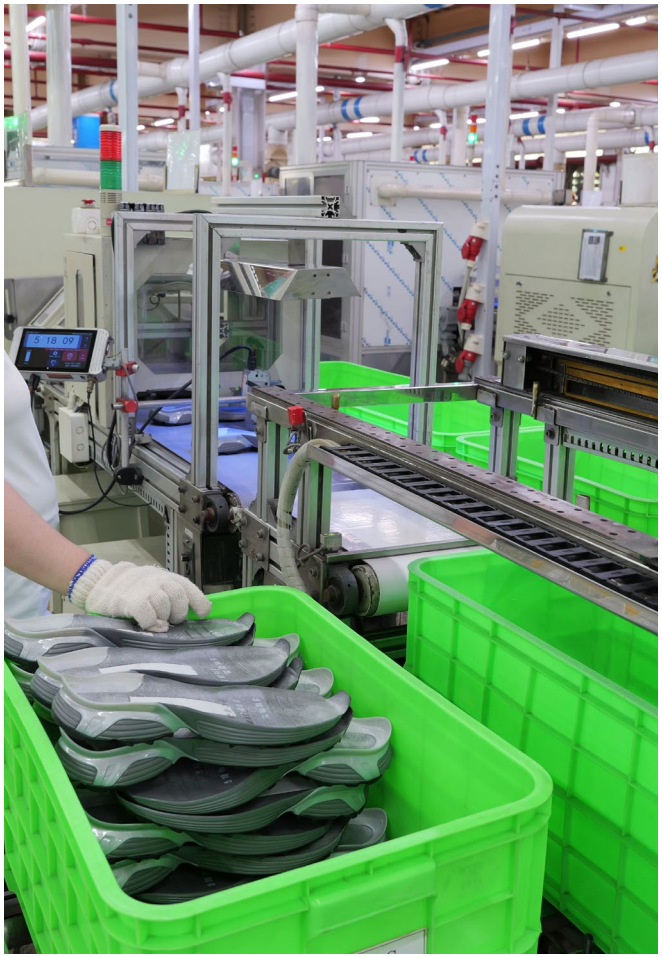
Achieving living wages across global supply chains is a long-term, industry-wide effort. Consistent with Amer Sports' strategy, the first step for Salomon is to measure wage levels accurately so we can understand where gaps exist and act accordingly through responsible purchasing practices, long-term partnerships, and continuous dialogue with suppliers.

In 2024, 23 Tier 1 factories participated in the wage data collection exercise, representing 93% of Salomon's forecasted procurement spending for 2025. These factories produce apparel, bags, footwear, and winter sports equipment in Bangladesh, Cambodia, China, India, Indonesia, and Vietnam.

Participation continues to grow each year:

2022	2023	2024
12 factories	19 factories	23 factories

This growing engagement broadens our understanding of wage conditions in key sourcing regions and will increasingly inform our sustainable purchasing practices as we work with partners to support fairer wage outcomes over time.



BETTER BUYING – LISTENING TO SUPPLIER VOICES IN OUR PURCHASING PRACTICES

Better Buying™ is an independent and anonymous supplier-feedback platform that evaluates key aspects of purchasing practices, including forecasting, costing, order placement, payment, and partnership quality. The insights we receive feed directly into our Act for Fair Practices program and help us become more disciplined when planning, improve consistency in cost management, and support more responsible order placement.

While Salomon performs very well in planning and negotiation, feedback highlights opportunities for continued improvement in managing seasonal markets and increasing forecast accuracy, since production peaks can place additional pressure on factories.

In response, we plan to focus on more precise forecasting, smoother production planning for seasonal product categories, and finalizing technical packs earlier. These changes will help reduce last-minute requests and ensure more stable, predictable production schedules.

By improving the way we plan, manage costs, and place orders, sustainable purchasing becomes a genuine win–win: suppliers gain greater visibility and operational stability, while Salomon benefits from stronger partnerships and more reliable product development cycles.

This ongoing improvement is a core element of our Act for Fair Practices approach, helping us not only to shape a new future for products and materials, but also to shape a new future for the people in our supply chain whose well-being and ability to thrive are essential to everything we make.





FUTURE OF SPORTS

We are committed to promoting greater sustainability and inclusiveness in sports through our athletes and events.

OBJECTIVES

Follow through with our commitments as outlined in the Salomon Sports Pledge charter through support for our athletes and events in implementing more sustainable and inclusive best practices.

2025 ACHIEVEMENTS

- More sustainable trail events by 2025: **we assessed the environmental impact of 6 key trail running events.**
- % reduction in carbon emissions from athlete travel: **To be determined.**



SINCE 2020, SALOMON HAS PURSUED THE GOAL OF MAKING SPORTS MORE SUSTAINABLE

WE PROMOTE SUSTAINABILITY IN SPORTS BY:

01. **Protecting the great outdoors.**

02. **Supporting athletes in adopting a sustainable approach to sports and their lifestyle.**

03. **Creating positive relationships with the communities that host our events.**

With support from a network of athlete ambassadors and dedicated Salomon staff, we shaped these guidelines into a practical charter, the Salomon Sports Pledge, to help integrate sustainability, inclusiveness, and social responsibility into our sports. Our goal is to ensure that growth in sports goes hand in hand with respect for natural environments, local communities, and the values that define the Salomon brand.

As the sports we love continue to grow, the landscape is also changing as new sustainable stakeholders emerge; key trail running and mountain sports organizations are reshaping how we all operate, raising everyone's expectations regarding accountability. The expansion of trail running and accelerating impacts of climate change amplify our obligation to manage and reduce our environmental and social footprint.

MAKING OUR EVENTS MORE SUSTAINABLE

Every year, Salomon provides support to a wide variety of events worldwide. As part of our commitment to reduce the environmental footprint of these events, as well as increase their social impact, the Salomon Sports Pledge establishes an event charter that provides organizational guidelines for a more sustainable and inclusive approach to sports.



THE 14 COMMITMENTS WE MAKE TO SUPPORT OUR EVENTS

01. Conserve local water resources (reduce pollution and consumption).

02. Prioritize clean energy by opting for renewable energy sources.

03. Choose reusable and eco-friendly materials (flags, banners).

04. Choose sustainable race packs with local, fair trade, and eco-friendly products, and offer the chance to donate to an environmental organization funded by Salomon.

05. Manage waste according to the “reduce, reuse, recycle” hierarchy.

06. Ban plastic goodies (bags, trophies, gifts, water bottles, and cups).

07. Select sustainable food options by sourcing from local and organic suppliers, using only seasonal produce, and always including vegetarian options.

08. Optimize transportation by offering low-carbon solutions and encouraging eco-mobility.

09. Ban helicopters for filming and promoting events to encourage more sustainable marketing and communications.

10. Offset carbon emissions from our events, and during registration offer participants the option to offset their carbon emissions linked to travel.

11. Protect natural habitats.

12. Appoint sustainability managers.

13. Promote diversity and inclusion, in addition to maximizing event accessibility.

14. Optimize race schedule to reduce emissions caused by travel.

SETTING STANDARDS FOR OUR EVENTS

Since 2021, Salomon has been working with AirCoop to develop a methodology and tool to assess the environmental and social impact of our sporting events. Eleven criteria related to such aspects as transportation, food, waste, local integration, water, and inclusion are measured and assigned a score to track progress from year to year. We also calculate the carbon footprint of every event to ensure a comprehensive approach. This field-tested tool can be used for smaller, in-store events as well.

In 2025 Salomon open-sourced the methodology through the My Event Impact tool in partnership with AirCoop and Protect Our Winters (POW), to help the outdoor community better understand and reduce the environmental footprint of sporting events. The platform provides a comprehensive set of key trail running event impact measurement results as well as a best practice guide to support event organizers in developing a sustainable approach. By open-sourcing the methodology and the platform, Salomon and its partners actively promote transparency, collaboration, and collective progress across the event landscape. In recognition for its positive contribution, My Event Impact received an international award at the Trail Running Awards, highlighting its relevance and leadership in sustainable event innovation.

In 2025 Salomon continued its collaboration with Ultra Spirit, the trail event created by François d'Haene, the ultra-trail running legend. Designed as a platform for brainstorming and collective action, Ultra Spirit promotes a more conscientious approach to trail running, fostering a dialogue between athletes, local stakeholders, and experts to reimagine the future of the sport in harmony with the mountain environment. This year, Salomon once again offered repair services to participants and promoted inclusion through the participation of the Salomon Para-team.

The Golden Trail World Series (GTWS), a worldwide trail running circuit created by Salomon, showcases our companywide commitment to sports and sustainability. Set in breathtaking natural locations, this iconic race series provides an excellent opportunity to share our values with a public audience. Our goal is to evaluate all major GTWS events to minimize their environmental impact and maximize their overall social benefits.

In April 2025, Salomon launched a dedicated Sustainability framework for the Golden Trail Series as part of its strategic partnership with Warner Bros. Discovery. This program embeds sustainability, inclusion and sustainable sport principles at the core of the circuit's development and international growth. It systematically assess the environmental impact of races using the open-source My Event Impact tool, and sets clear expectations for host events to continuously improve their performance. By linking global media exposure with high sustainability standards, Salomon aims to demonstrate that the growth and visibility of trail running can and must go hand in hand with positive environmental and social impact.



PURPOSE-DRIVEN, DEDICATED ATHLETES



To contribute to collective change in the sports we love, an operational team of Salomon employee ambassadors and a team of athlete ambassadors provide support. This includes Mike Douglas, a former Salomon athlete and freeski legend who is now heavily involved in environmental advocacy. He founded the Canadian chapter of Protect our Winters (POW), which he chaired until 2023. In 2025 Dedicated athletes Naomi Lang and Simon Paccard joined the effort. Both are elite trail runners and part of the Salomon International Pro Running team.

This year, four Salomon athletes took part in The Ordinary Project, each paired with a Salomon employee.

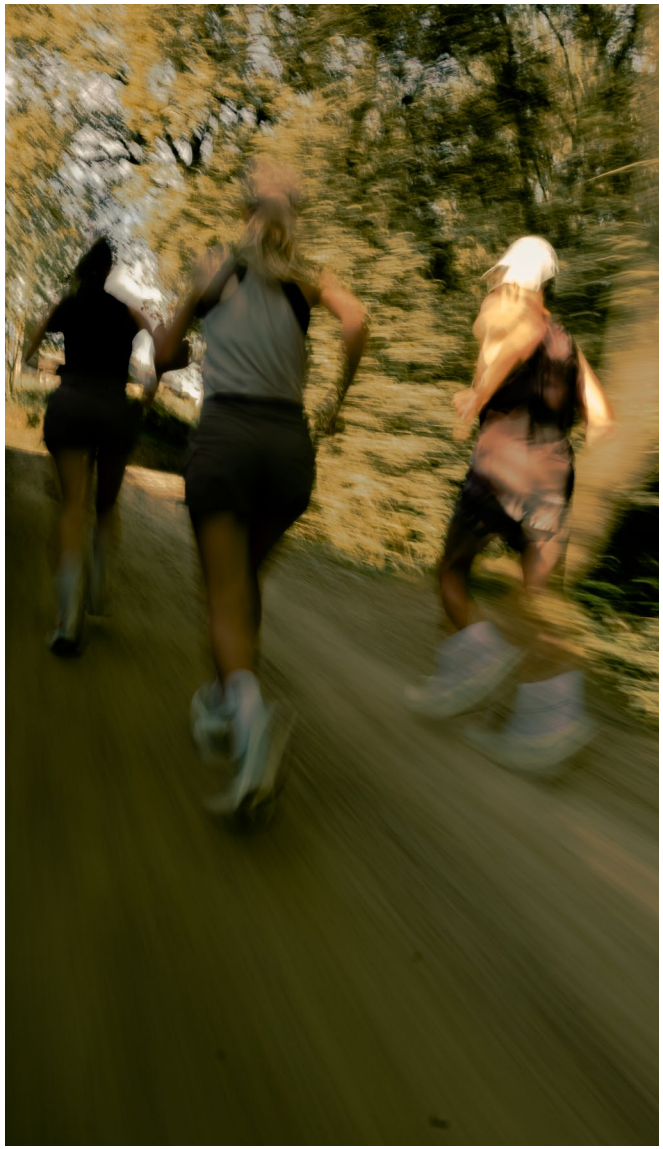
Led by Protect Our Winters (POW) and Outdoor Sport Valley (OSV), "The Ordinary Project" is a year-long program designed to help athletes and their sponsors adopt a more sustainable approach to sports (which Salomon contributed to from its early stages). The immersive boot camp, impact-assessment tools, training sessions, and tailored mentorship offered through this program empower the sports community to become agents of change on environmental and social issues.

Salomon actively supports and promotes initiatives like The Ordinary Project, because we believe that athletes are the best ambassadors to convey and showcase the brand's core values.



Naomi Lang (Salomon elite trail running athlete, first edition participant of The Ordinary Project)

"I found it really valuable to understand the impact we have as athletes, how to measure it, and how we can collectively improve the way we participate in sports and commit to protecting protect our mountains and natural ecosystems."



SUPPORTING THE FUTURE OF THE MOUNTAINS

Meaningful change only happens through collective action. This is why Salomon actively supports an ecosystem of change makers working to secure the future of mountain environments.

A long-standing partner of the European Outdoor Conservation Alliance (EOCA), Salomon contributes to tangible conservation projects protecting natural ecosystems.

Since 2024, to further increase its commitment to mountain environments and communities around the world, Salomon has reinforced its global partnership with Protect Our Winters, supporting both North American and European chapters to boost athlete advocacy for climate action. In addition, Salomon has been a partner of the Sports for Change track at Change NOW over the past two years, creating a dialogue with a global network of solution makers for the planet while innovating at the crossroads between sports and reducing our impact on the environment.

Eager to provide support to its traditional community in the French Alps, Salomon has also backed Mountain Change Makers since the very beginning, empowering local innovators driving positive change in mountainous regions.

As part of its partnership with the OSV, Salomon has supported the We Act program from day one, contributing this year to funding a project led by ONF (France's National Forest Service).

Salomon has also boosted its commitment to the inclusion of women in mountain sports by supporting the Annecy-based NGO Femmes en Montagne. As an official partner, we contribute to promoting greater diversity and access to mountain sports.




SALOMON

THE ADAPTIVE PROJECT

A NEW PHASE FOR THE ADAPTIVE PROJECT

Between 2024 and 2025, the Adaptive Project reached a turning point. After an initial exploration phase, 2025 marked the project's transition into a more structured initiative, defining clear objectives with Hopper for product development and sales. Founded in 2020 with the goal of making running as accessible as possible to lower-limb amputees, Hopper is a startup that designs a sports prosthesis intended for mass production and commercial distribution.

This change further integrated the project into Salomon's overall strategy. The Adaptive Project now officially involves contributors from multiple business units, including Alpine, Snowboard, and Footwear. This organizational structure enables cross-functional collaboration and supports an approach to production and sustainability that more closely reflects market realities.

In addition, we continue to work with Hopper, helping them grow and develop, and furthering our shared ambition of designing adaptive, high-performance solutions accessible to as many people as possible.



THE ADAPTIVE PROJECT

FROM CONCEPT TO PRODUCT: A SHIFT TOWARD PRODUCTION

The year 2025 was marked by a major shift across all projects. While the early stages focused primarily on proof-of-concept, ongoing work moved toward production feasibility, cost reduction, and broader accessibility at scale.

SKIING

For skiing, the project reached an important milestone by moving from a concept to a production approach. Our goal now is to develop a mainstream product capable of meeting performance requirements while remaining affordable. This represents a decisive shift in project maturity.

SKI TOURING

For ski touring, a new version of the prosthesis was developed. Still in the testing phase, it is part of a continuous improvement process based on user feedback and real-world conditions. With each new version, we refine function, comfort, and overall product usability.



SNOWBOARDING

For snowboarding, product development received support from the Service to Athletes (S2A) project and two athletes, Luca Liens and Valentin Fourcadier, who were training hard to qualify for the Milano Cortina 2026 Paralympic Games. This high-level collaboration contributed to developing a prosthesis with mainstream potential. This mainstream prosthesis is still being developed. In this case, athletic performance plays a key role in accelerating innovation and serves as a catalyst for applying these advances to a wider range of uses.

FOOTWEAR

For footwear, the project team structured around a new objective: developing a more affordable multi-sport foot. Defining the scope and the organizational approach was essential when doing the groundwork for a future product designed for multiple sports, with a focus on versatility, accessibility, and broader adoption.

THE ADAPTIVE PROJECT

A GREATER PRESENCE WITHIN THE BRAND

Beyond the technical aspects of product development, we spent 2025 building a structured framework for the Adaptive Project. The project's formal recognition as a brand priority helped clarify roles, increase contributions, and establish more consistent collaboration between teams. This recognition within the company helped to fast-track development, improve coordination and cooperation across areas of expertise, and firmly position the project on Salomon's roadmap.

EVENTS, RACES, AND VISIBILITY IN 2025

The year also featured many highlights, from sporting achievements to events and institutional milestones, which helped expand visibility for the Adaptive Project to a wide range of audiences.



RACES AND COMMUNITY ENGAGEMENT

The project was represented at several major events throughout the season, including:

SALOMON ecotrail PARIS

EcoTrail Paris 2025.

TERREX Maxi RACE

Maxi Race.

MARATHON du MONT-BLANC

Marathon du Mont-Blanc.

LE DÉFI de la Muzelle

Défi de la Muzelle, a four-day race that included dedicated sessions to build awareness about the project.

SIERRE ZINAL LA COURSE DES CINQ 4000

Sierre-Zinal.

UTMB WORLD SERIES

UTMB, including participation in the MCC (Martigny-Combe to Chamonix), a 40 km race for volunteers, partners, and local residents; the OCC (Orsières-Champex-Chamonix), a UTMB World Series final for the 50 km category; and the CCC (Courmayeur-Champex-Chamonix), the 100 km final and the UTMB's younger sibling that takes runners on a spectacular journey from Courmayeur to Chamonix. By finishing the CCC (100 km), Julien Veysseyre continued on his journey to participating in the UTMB's flagship race.

ultra spirit.

Ultra Spirit, also accompanied by awareness-raising activities (prosthetics workshop).

MOE

Marseille Outdoor Experience.

These events helped showcase the athletes, test solutions in real-world conditions, and further raise awareness with the public, sports communities, and partners actively working on the challenges and opportunities in adaptive sports.

THE ADAPTIVE PROJECT

REPRESENTATION, COMMUNICATION, AND RECOGNITION

The Adaptive Project also gained visibility far beyond the sports world.

FRENCH OPEN – DEBOUT EN BOUTS

During the 2025 French Open, Eva Cajan and Fayçal Toumi represented the Adaptive Project during the fashion show organized by the nonprofit, Debout en Bouts. With support from the Salomon Foundation, this initiative helped to raise awareness about equity in access to prosthetics. It also highlighted Salomon's commitment to inclusion and accessibility through movement.

SAINT-ÉTIENNE BIENNALE

The project's presence at the Saint-Etienne Design Biennale garnered recognition from a different audience, this time within the realms of broader product design and innovation. At this event, the Adaptive Project extended beyond technical and functional solution- rather, it promoted inclusion in modern innovation.









INCLUSIVE MOUNTAIN SPORTS

The Salomon Foundation's mission is to unlock human potential through mountain sports.

Founded in 1999, the Salomon Foundation focuses on two main initiatives:

Supporting nonprofits organizations:
We provide financial, outdoor gear, and logistical support to charities around the world that help disadvantaged communities gain access to mountain sports.

Supporting outdoor sports professionals in need:
We provide assistance to outdoor sports professionals in the event of an accident.

OBJECTIVES

Our goal is to contribute a cumulative total of more than €15 million to the Salomon Foundation by 2030 to foster greater inclusivity in the outdoors.[1]

2025 ACHIEVEMENTS

- **42** mountain professionals and their families received assistance.
- **32** non-profit organizations benefited from our support.
- **€561,843** donated (€391,643 for nonprofits, €170,200 for mountain professionals).

[1]In line with our goal to maximize the impact of every euro invested, we have adjusted our financial outlook since 2024 to ensure more focused and sustainable support. We now aim to mobilize more than €15 million by 2030 (compared with €20 million previously), while dedicating more time and expertise to our partner NGOs to boost the social value of our commitments.



OUR GOVERNANCE

In 2023, we decided to create an endowment fund to expand our mission beyond assistance to mountain professionals by extending our support to nonprofits. To manage the Salomon Foundation and support our 2 primary missions, we have established a two-tier governance structure:

AT THE TOP LEVEL, WE HAVE A BOARD OF DIRECTORS THAT:

- Defines the budget and strategy.
- Approves annual expenses and donations.
- Approves annual actions and events.



THE NEXT LEVEL IS DIVIDED INTO TWO PARTS:

- An executive committee, with support from the *Fondation de France*, determines the donations the Salomon Foundation makes to mountain professionals.
- The Foundation Team manages relationships with nonprofits by responding to their needs and developing projects hand in hand.



In 2025, we continued to bolster our organization and communications while remaining agile:

We created a third committee for mountain professionals to respond more quickly in the event of an accident. When urgent needs arise, we are able to act as quickly as possible.

While we worked with more NGOs than ever, expanding our support from 23 to 32, we maintained the same close relationships with each of them, staying true to our partnership-focused approach.

THE THREE PILLARS DRIVING OUR APPROACH



For our mission to make the outdoors a more accessible place for everyone, we built our approach on three key pillars. To illustrate these actions concretely, we chose to showcase 3 organizations (out of the 32 we support) that reflect each of our pillars.

DIVERSITY

Kabubu is a French nonprofits organization founded in 2018. Through sports, it promotes the social and professional inclusion of people in exile.

Kabubu runs free sports programs in Paris, Lyon, and Strasbourg, including football/soccer, basketball, boxing, yoga, and running, helping to bring people in exile and local communities together.

The nonprofit also develops professional training programs to help people in exile begin careers in the sports industry, in addition to initiatives to raise awareness about migration-related issues.

Kabubu focuses on building long-lasting relationships, developing skills, and creating social and professional opportunities through sports, helping people to overcome social isolation and integrate into their local communities.

"It was so nice to spend the weekend with the team and see the ocean during the Trail des Mathes race. For some people, this was their very first time attending the event. Friends were made and strong bonds formed, transforming it into a truly memorable outdoor adventure. Thank you to the Salomon Foundation for offering us the opportunity to embark on such an incredible experience." **Noémie Marchyllie (Kabubu)**

HEALTH ISSUES

So Every BODY Can Move (SEBCM), based in the United States, is a national, grassroots-led healthcare and disability rights initiative focused on ensuring equitable access to prosthetic and orthotic care needed for movement, well-being, and full participation in life.

By mobilizing grassroots advocates, sharing powerful personal stories, and advancing state-based legislation, SEBCM aims to pass laws in 28 U.S. states by the 2028 Los Angeles Paralympics, laying the groundwork for long-term national policy reform and enabling everybody to move and thrive.





EDUCATION

Snow Camp is a UK-based charity founded in 2003 with the mission of transforming young lives through the power of snowsports. Each year, the organization works with more than 1,000 young people from underserved communities, offering them opportunities they would not otherwise have access to.

Through skiing, snowboarding, and mountain-based experiences, Snow Camp helps break down social and economic barriers, broaden horizons, and build confidence. Beyond introducing participants to snowsports, the charity also supports pathways into education, training, and careers within the mountain and snowsports environment, enabling participants to envision and carve out brighter futures.

OZ'MOOV

Among the 32 nonprofits worldwide that received our support in 2025 was Oz'Moov in France. Shining a light on this organization offers a closer look at the challenges and needs of the non-profit we work with.

Oz'Moov is a nonprofit organization founded by Jérôme Bernard, a triple amputee, with two key goals in mind:

- To lend running blades to new amputees so they can participate in sports using equipment suited to their needs.
- To organize sporting events and outings where amputees support one another and discover what they are truly capable of.

In 2025, the Salomon Foundation funded a four-day trek around Mont Blanc to enabling 9 amputees to enjoy the beauty of hiking in the mountains. To strengthen their sense of community, a group of able-bodied participants joined them. Our project manager hiked alongside a young amputee to provide support during his first-ever hike.

The Salomon Foundation will continue to support Oz'Moov in the future.



FINANCIAL SUPPORT: €13,000 (2025)

2026 OUTLOOK

01. Increase the number of NGOs we support from 32 to 40.

02. Expand our support to Germany, Pakistan, and Madagascar.

03. Maintain the Salomon Executive Board's unwavering commitment to always assist mountain professionals facing financial hardship.

04. Embrace our differences. Staying close to the nonprofits we support is not always the easiest option. It takes time and energy to establish connections, but this is a fundamental part of who we are. Since 1999, we have built strong relationships with mountain professionals in need and have learned a great deal from the experience. We will continue to apply the same approach with the nonprofits we support.



Marie Accambray (Salomon Foundation Director)

"2026 already looks promising. Thanks to increased funding from Salomon, we will be able to work with more organizations than ever before! In the meantime, mountain professionals in France can rest assured that we will be here for them in the event of an accident; it is a core part of who we are."



FINANCIAL RESOURCE MANAGEMENT AND ALLOCATION



In 2025, the Salomon Foundation allocated €170,200 to support mountain professionals and their families in France. The foundation's support for nonprofits was even higher, with €391,643 in donations to organizations in ten countries: France, Italy, Spain, the UK, the USA, Mexico, Canada, Norway, Sweden, and Finland.

Looking ahead, the Salomon Foundation will focus on increasing its financial capacity by diversifying income sources. While Salomon as a company remains the largest donor, in 2025 we organized several events with employees that raised more than €120,000. Additionally, in the first quarter of 2025, we launched in-store donations throughout our network of shops in Europe, collecting €93,129 over the year with the help of our partner, Adyen.

FUTURE OUTLOOK

2026 EXEMPLIFIES A YEAR OF CONTINUITY AND TRANSFORMATION.

We will continue to focus on implementing our road map while integrating of sustainability into our business strategy at an accelerated pace. In a complex and ever-changing world, our priority is clear: align our energies, be consistent, and speak with one voice for impact.

OUR FOCUS FOR THE YEAR AHEAD WILL BE TO:

01. Reinforce our sustainability operating model throughout the entire organization

02. Continue to nurture a strong company culture, expanding our commitment, shared knowledge, and ownership at every level.

03. Strengthen the partnerships with our communities, bolstering collaboration and collective action.

04. Integrate sustainability deeper into our mid-year business planning so that reducing our impact on the environment is a driver for performance and greater resilience.

05. Strengthen impact measurement and transparency through consolidated data management and scalable sustainability tools.

06. Further our circularity ambitions by deploying our global eco-design and circularity platform.

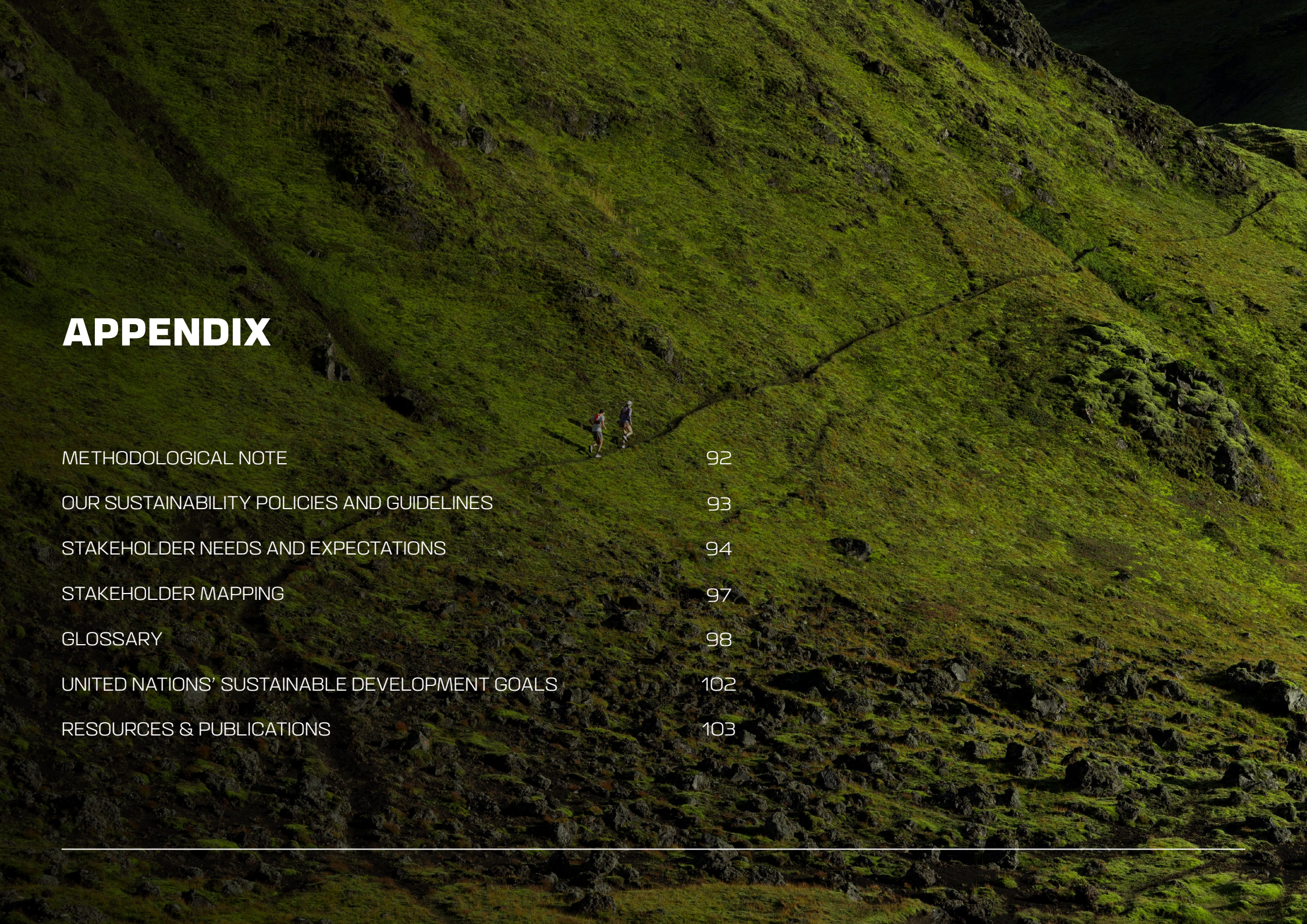
07. Centralize compliance and reporting efforts with our sister brands and throughout the Amer Sports Group.



Marie-Laure Piednoir (Global Sustainability & Impact Director, Salomon)

"We are on the path to transformation. Change takes time, but we are committed to shaping a new future for our business, our industry, and the communities we are part of. This is a journey to reinvent how we do things, one we would like you to join."

APPENDIX



METHODOLOGICAL NOTE	92
OUR SUSTAINABILITY POLICIES AND GUIDELINES	93
STAKEHOLDER NEEDS AND EXPECTATIONS	94
STAKEHOLDER MAPPING	97
GLOSSARY	98
UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS	102
RESOURCES & PUBLICATIONS	103

METHODOLOGICAL NOTE

The reporting period for non-financial data is based on the calendar year (January 1 - December 31, 2025) to ensure consistency with the company's existing reports. In cases 2025 data is not available, 2024 or 2023 data may be referred to.

The Sustainable Development Goals (SDG) framework from the United Nations was used to assess and map our goals against the 17 SDGs.

Our carbon footprint was calculated using the "Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard" (Revised edition, 2004), and ISO 14064-1 (2006).

The methodology and reporting was reviewed by a third-party expert, South Pole Carbon Asset Management Ltd.



The Corporate Net-Zero Standard provides a common, robust, science-based understanding of net-zero. It gives business leaders clarity and confidence that their near- and long-term decarbonization plans are aligned with climate science. Without a common definition, targets can differ in terms of the emissions sources included and the depth and speed of emissions reductions. This has fuelled confusion and accusations of greenwashing.

Key components of the Corporate Net-Zero Standard

Near-term targets: Rapid, deep cuts to direct and indirect value-chain emissions must be the overarching priority for companies. Companies must set near-term science-based targets to roughly halve emission before 2030. This is the most effective, scientifically-sound way of limiting global temperature rise to 1.5°C.

Long-term targets: Companies must set long-term science-based targets. Companies must cut all possible - usually more than 90% - of emissions before 2050.

Neutralize residual emissions: After a company has achieved its long-term target and cut emissions by more than 90%, it must use permanent carbon removal and storage to counterbalance the final 10% or more of residual emissions that cannot be eliminated. A company is only considered to have reached net-zero when it has achieved its long-term science-based target and neutralized any residual emissions.

Beyond Value Chain Mitigation (BVCM): Businesses should invest now in actions to reduce and remove emissions outside of their value chains in addition to near- and long-term science-based targets. Please refer to the BVCM page and resources for details.

OUR SUSTAINABILITY POLICIES AND GUIDELINES

CLIMATE & NATURE

[A] Amer Sports Group Environmental Policy

[S] Salomon sustainable retail staff guidelines

[S] Salomon sustainable retail guidelines

CIRCULAR ECONOMY

[S] Eco-design & Circular Guidelines

[S] Preferred Materials Guidelines

[A] Material Compliance Policy

OUR EMPLOYEES

[A] Code of Conduct

[A] Human Rights Policy

SUSTAINABLE SUPPLY CHAIN AND PROCUREMENT

[A] Supplier Code of Conduct

[A] Social and Environmental Compliance Benchmarks

CONSUMERS AND END-USERS

[A] Responsible Communication and Marketing Policy

[S] Responsible Communication and Marketing Guidelines

[A] Data Protection Guidelines and Information Security Policy

BUSINESS CONDUCT

[A] Anti-Bribery and Anti-Corruption Policy

[A] Amer level [S] Salomon level

STAKEHOLDER NEEDS AND EXPECTATIONS

Since 2021, mapping stakeholder needs results from working with the Work Environment Department and the Global Sustainability Department. It was updated in 2024. The methodology used is based on the guidelines from ISO 14001/50001 standards, utilizing the interest/power stakeholder matrix methodology. This analysis can be accessed here.

STAKEHOLDERS	DESCRIPTION	LEVEL OF COMMITMENT	NEEDS AND EXPECTATIONS	ACTIONS TO MEET THEIR NEEDS AND EXPECTATIONS
Employees and personnel representative bodies.	Employees, employee representative bodies, trade unions, directors representing employees, apprentices, interns.	To support	Offer training, skills development, and attractive career paths (in a “war for talent” environment). Empower employees, attractive compensation and benefits. Respect for private life/professional life balance. Quality social dialogue and respect for fundamental rights. Diversity and inclusion policy. Climate law and resilience.	Internal policy to facilitate non-motorized transport Company restaurant to avoid necessity to dine off site. Locker and fitness room. Electric car charging stations. CSR approach connected to their personal values. Forum renovation.
Athletes and Influencers.	Athletes and influencers sponsored by the brand.	To support	Provide ample support for the career paths and aspirations of our athletes and influencers including sports expertise, high-performance equipment, and support for their values and commitments.	S2A: Salomon Sports Pledge service to athletes.
Consumers, Clients, and Retailers.	Clients, consumer associations, influencers, retailers.	To serve	Customers benefit from a personalized experience, meet everyone’s expectations. Quality and sustainability standards aligned with the outdoor sports industry. Privileged exchange with a world -renowned brand. Transparent, educational, and reliable information. Compliance to applicable regulations.	CRM - Program. Launch S/+ loyalty program. Publish product sustainability information on the Salomon.com website. Process to manage retailer sustainability requests for Marketing and Sales teams.

STAKEHOLDER NEEDS AND EXPECTATIONS

STAKEHOLDERS	DESCRIPTION	LEVEL OF COMMITMENT	NEEDS AND EXPECTATIONS	ACTIONS TO MEET THEIR NEEDS AND EXPECTATIONS
Shareholders and Financial community	Institutional investors, financial analysts, market authorities (AMF, Euronext, etc.), individual shareholders, financial and extra-financial rating agencies.	To fulfill (fiduciary duty)	Relevance and coherence of the strategy. Financial performance and value creation. Return on investment (stock performance, dividends, share buybacks, etc.) Equal access to information, accurate, precise, and sincere financial communication. Increased expectations on ESG.	Measure annual CO2 emissions (since 2007). Provide information to Amer Sports Group in context of IPO.
Competitors, Peers, and Professional associations.	Competitors, business federations, multi-party coalitions, professional and sectoral organizations/ associations.	To inform	Maintain a constructive dialogue with every stakeholder and encourage collaboration on topics of general interest. Raise awareness among private sector stakeholders on various issues (e.g., biodiversity, climate.) Push the fashion sector towards best practices.	Participate in various bodies and conferences of sports industry stakeholders. (OSV, EOG, SIA, SAC, UNFICCA, FESI, USC, etc.) Create a collective dynamic within Winter Sports (PEF-CR Hardgoods, etc.)
Suppliers and Commercial partners.	Direct suppliers, their subcontractors, suppliers of primary raw materials, craftsmen and corporations, service providers, models.	To respect	Support and assistance. Respect of payment deadlines and fair commercial terms and conditions. Compliance to applicable regulations.	Charter for local sustainable purchasing.
Collaboration partners (including schools and universities, Innovation facilitators.)	Internal training, courses specialized in fashion, design and craftsmanship, universities, academic partners, think tanks, incubators.	To support	Support the preservation of the exceptional craftsmanship. Professional integration. Mentoring, coaching, feedback... Transparent participation in public debate. Support for the innovation and start-up ecosystem. Exchange of best practices.	Python innovation projects, especially with students. Active Recruitment of interns/apprentices. USMB sponsor. Founding member of the USMB open innovation board.

STAKEHOLDER NEEDS AND EXPECTATIONS

STAKEHOLDERS	DESCRIPTION	LEVEL OF COMMITMENT	NEEDS AND EXPECTATIONS	ACTIONS TO MEET THEIR NEEDS AND EXPECTATIONS
Civil Society, Local Communities, and NGOS.	Local authorities (elected officials, administration...), nonprofits and NGO, press and social media, opinion leaders, public interest foundations.	To inform	Local anchoring and proximity, participation in the economic dynamics with positive impact on individuals and society. Reduce environmental footprint. Transparency and reliability of information. Compliance to applicable regulations.	Regular meetings with our neighbors and town hall. Active participation in environmentally themed meetings with other industrialists. Salomon Foundation. Founding member of nonprofits (OSV, Mouv'Eco, IDEE.)
Public Authorities and Regulators.	Regulators and standardization organizations, government bodies, International organizations (UN, ILO...)	To comply	Regulatory compliance. Transparent participation in public debate. All laws regarding the environment.	Consistent regulatory monitoring.



STAKEHOLDER MAPPING

NGOs

American Apparel & Footwear Association (AAFA)	Brown Girl Outdoor World (BGOW)	Cimas de la Esperanza	Hikeish	Indigenous Women Outdoors (IWO)
La Fresque du Climat	Pass'Sport pour l'Emploi	Protect Our Winter (POW)	Sungai Watch	Youth Adventure Trust
Casiopeea	Snowboarders of Solidarity (SOS)	Enfance & montagne	Yambi	Apprentis d'Auteuil
Bivouac et Moi	Comme Les Autres	Snowcamp	Opening Up The Outdoors	EnForma Inspira
Sport Senza Frontiere	In Your shoes	Hope	Aldrig Ensam	Ridderrennet
Rise Up	Apprentis d'Auteuil	Oz'Moov	Kabubu	Debout en Bouts
SOS Prema	Project Love Run	APART	So EveryBody Can Move	Loisirs Assis Evasion
Accueil Savoie Handicap	Glisse Ensemble			

WORKING GROUPS / LABELS

Better Buying	Bluesign®	Cascale (previously SAC)	Climate United Coalition
Ellen McArthur Foundation	European Outdoor Group (EOG)	Fair Labor Association (FLA)	Federation of the European Sporting Goods Industry (FESI)
Wordly (previously Higg Index)	iDEE	Leather Working Group (LWG)	Outdoor Climate Innovation Initiative (OCII)
Outdoor Industry Association (OIA)	Outdoor Sports Valley (OSV)	Snowsports Industry Association (SIA)	Textile Exchange
United Nations Framework Convention on Climate Change (UNFCCC)	United Nations Fashion Industry Charter for Climate Action (UNFICCA)	UN Global Compact	Zero Discharge of Hazardous Chemicals (ZDHC)

INDUSTRY PARTNERS

2BPolicy	AirCoop	Carbios	CETIA
Chamatex Group	Game Earth	Gesellschaft für Internationale Zusammenarbeit (GIZ)	Glimpact
Green Wolf	Hopper	PEFTrust	Redeem
Woolmark Performance Challenge - The Woolmak company	World Federation of Sporting Goods Industry (WFSGI)		

GLOSSARY

ACRONYM	DEFINITION
ABS	Acrylonitrile butadiene styrene, or ABS, is an industrial thermoplastic polymer combining 3 different monomers.
LCA	Life Cycle Assessment is a systematic process used to evaluate the environmental impacts associated with all stages of a product's life cycle, from raw material extraction, production, and use, to disposal or recycling. The goal of LCA is to quantify the effects on the environment, such as energy consumption, water usage, waste generation, and emissions, and to identify opportunities for improving sustainability.
ADC	Annecy Design Center
Bio-based	Bio-based materials are derived from renewable organic matter (biomass), of plant or animal origin.
Biodiversity	The variety of life in a particular habitat, including species diversity, ecosystems, and genetic diversity.
Circularity	The concept of designing, sourcing, producing, and recycling textiles in a closed-loop system to minimize waste and environmental impact.
Climate change	Long-term changes in the Earth's climate, including shifts in temperature, precipitation, and extreme weather events, largely attributed to human activities.
Community	Groups of people living in proximity, often with shared interests and characteristics, whose well- being can be affected by various factors, including economic and environmental changes.
DEI	Diversity, Equity, Inclusion - a business is required to implement all three aspects to reap the full benefits of a diverse, equitable and inclusive workforce contributing a range of skills, knowledge, and experience.
DWR treatment	Durable Water Repellent treatment is a chemical coating applied to fabrics and materials to enhance their ability to repel water.
EPA	Environmental Protection Agency
Gender Equality Index	The index makes it possible to advance equal pay within companies, by objectively measuring the pay gap between women and men, while highlighting their areas for improvement. It is scored out of 100 points, and measured using 4 to 5 indicators depending on whether the company has fewer or more than 250 employees.



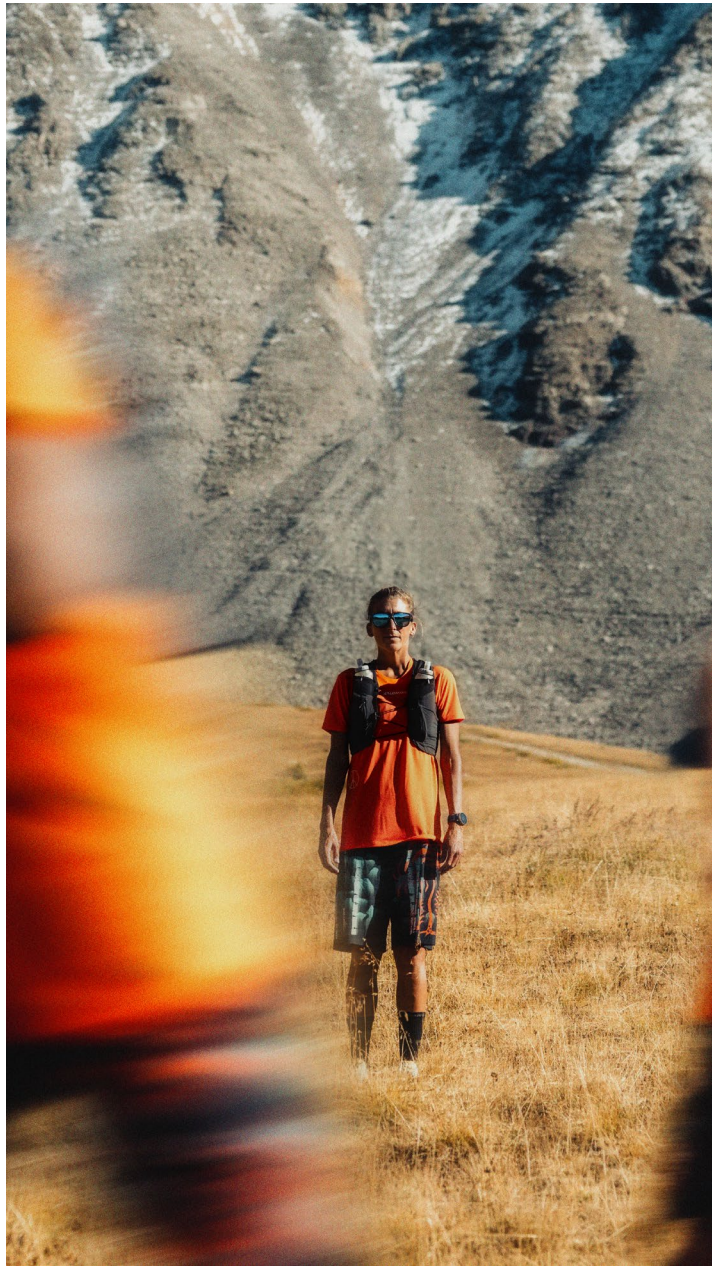
GLOSSARY

ACRONYM	DEFINITION
GHG	Based on their origin, we classify greenhouse gas (GHG) emissions into Scopes 1, 2, and 3. This classification helps to establish a company's or product's carbon footprint. · **Scope 1:** Direct GHG emissions from the combustion of fossil (oil, gas, coal, etc.) and renewable fuels (biofuels, biomass, etc.) · **Scope 2:** Indirect emissions resulting from the production of purchased energy consumed by the organization (e.g., electricity and district heating/ cooling). · **Scope 3:** Indirect emissions resulting from the organization's activities but occurring outside of its direct control, such as purchased goods and services, transportation and logistics, waste, etc.
Hardgoods	For Salomon, any particularly resistant and durable product that does not include any or little textile material (e.g. skis, snowboards, ski boots, protective helmets) is considered 'hardgoods.
Human rights	The fundamental rights and freedoms inherent in all individuals, including the right to life, liberty and security, as well as the right to be free from discrimination.
PFCs, PFOAs or PFAs	Per- and polyfluoroalkyl substances are substances that contain fluoride and are most often referred to by their acronyms: PFCs, PFOAs or PFAS.
Planetary Boundaries	The planetary boundaries framework formulates limits to the impact of the anthroposphere on Earth system by identifying a scientifically based safe operating space for humanity that can safeguard both Earth's interglacial state and its resilience. The planetary boundaries framework identifies nine processes that are critical for maintaining the stability and resilience of Earth system as a whole: climate change, novel entities, v ozone depletion, atmospheric aerosol loading, ocean acidification, modification of biogeochemical flows, freshwater change, land system change, biosphere integrity.
Preferred Materials	Materials that systematically produce reduced impacts and increased benefits for the climate, nature, animals, and people compared to their conventional counterparts, through a holistic approach to transforming production systems.
Priority Materials	Widely used materials but can present risks, offering opportunities for innovation towards more sustainable models.
PVC	In chemistry, PVC is a plastic material called polyvinyl chloride or polyvinyl chloride.
Recyclable	Able to be collected, processed and reused as a raw material in the production of new goods.
Recycled PET	Polyester or PET (Polyethylene terephthalate) is a petroleum-based material that can be recycled.



GLOSSARY

ACRONYM	DEFINITION
Regenerative Transformation	The regenerative economy is opposed to the conventional idea that economic growth inevitably requires the intensive exploitation of natural resources. On the contrary, it promotes sustainability, resilience, and well-being.
RSL	Restricted Substances Lists is a compilation of chemicals and substances that are regulated or banned due to their potential risks to health, safety, and the environment. Industries, especially in manufacturing and production, utilize RSLs to ensure their products comply with legal and safety requirements, and to avoid using harmful substances in their materials.
SBTi	The Science Based Targets initiative (SBTi) is a collective initiative born from the collaboration between several institutions – the Carbon Disclosure Project (CDP), the United Nations Global Compact (UNGC), and the World Resources Institute (WRI) – aimed at assisting companies in reducing their CO2 emissions through a methodology aligned and consistent with the recommendations made by the IPCC (Intergovernmental Panel on Climate Change).
SBTN	Science Based Targets for Nature (SBTN) is a global initiative aimed at setting clear and measurable scientific goals for the conservation and restoration of nature, similar to the Science Based Targets (SBT) that have been set for climate.
SDEX	The Sustainability Data Exchange (SDEX) tool was developed collaboratively between the European Outdoor Group (EOG) and the Bundesverband der Deutschen Sportartikel-Industrie (BSI) and was launched in July 2023. The project addresses the problematic situation around the exchange of sustainability data at product level between brand and retail.
Social impact	The effect that economic, environmental, or other activities have on communities, including social well- being, health and cultural aspects.
Softgoods	For Salomon, any product that includes textile materials in its structure (e.g. clothing, bags, accessories) is considered a "softgood".
Sustainability	The practice of meeting current needs without compromising the ability of future generations to meet their own needs, considering economic, environmental, and social factors.
Traceability	The ability to track and trace the origin, production, process, and distribution of a product, ensuring transparency and accountability.



GLOSSARY

ACRONYM	DEFINITION
UNFCCC	The United Nations Framework Convention on Climate Change is an international environmental treaty adopted in 1992 at the Earth Summit in Rio de Janeiro. The primary objective of the UNFCCC is to stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. The treaty sets out a framework for negotiating specific international agreements (protocols) that may set binding limits on greenhouse gases.
VCU	Verified Carbon Units (VCU) is the name that Verra gives to one ton of carbon dioxide (CO2) removal and/or reduction which they have verified as meeting the criteria of their standard. It comes from the Verified Carbon Standard (VCS) Program, the world's most widely used greenhouse gas (GHG) crediting program. It drives finance toward activities that reduce and remove emissions, improve livelihoods, and protect nature. VCS projects have reduced or removed more than one billion tons of carbon and other GHG emissions from the atmosphere.



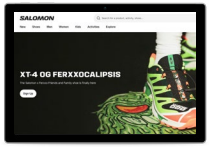
UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

WE HAVE DECIDED TO FOCUS OUR EFFORTS ON 12 OF THE 17 SUSTAINABLE DEVELOPMENT GOALS:



RESOURCES & PUBLICATIONS

Salomon website



Amer Sports Sustainability Report 2025



Amer Sports Task Force on Climate-Related Financial Disclosures (TCFD) Report



Amer Sports Materiality Assessment





SALOMON