

Remei 2024/25
Annual Report



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Chairman's Editorial

Dear Readers,

The 2024/25 financial year was once again characterized by a variety of challenges. In an environment characterized by uncertainty, particularly with regard to the predictability of demand and changing consumer trends, Remei achieved a solid and successful result.

The global economic and political turbulence continues to pose major challenges for the textile industry. The world is in a state of transition – and, in some respects, disorder. And yet a clear trend can be identified: Alliances along the value chain continue to gain in importance. On the one hand, this is taking place in the context of growing but unclear regulatory requirements and, on the other, out of the conviction that genuine transparency is the key to sustainable development.

The question of the origin of organic cotton – and above all the people who grow our raw material – is increasingly taking center stage. The integration of cotton farmers as relevant stakeholders in the value chain is becoming increasingly important.

Thanks to our stable network of smallholder farmers in Tanzania and India, long-standing industry partners and reliable trading partners, we can look to the future with confidence.

Remei is working on clearly positioning its specific and long-standing business model in order to make it resilient and further develop our innovative strength for the future.

I would like to thank you, our shareholders, customers and suppliers, our employees and the teams in India and Tanzania, for the trust you have placed in us and for the excellent cooperation over the past business year.

Yours truly,

Simon Hohmann
Chairman of the Board of Directors



Remei achieves stable results.

Remei achieved a stable economic result in the 2024/25 financial year. The past financial year was characterized by further adjustments, but also by the development of new partnerships and solutions.

Despite ongoing challenges in the textile industry, such as high stock levels in the retail sector and restrained consumer demand, Remei was once again able to close the year with a successful financial performance.

The company benefits from its solid financial structure and close cooperation with long-standing partners along the entire supply chain and in B2B trade. The measures implemented at an early stage to achieve targeted cost control were implemented further and offer a good cost structure for the coming years.

In the past financial year, Remei was able to increase the amount of organic cotton purchased directly from smallholders in Tanzania and India. Reliable fulfillment of the purchase guarantee and direct premium payments to the contract farmers remain the cornerstones of Remei's all-holder value approach. Remei works with real pricing for the raw material organic cotton. This takes place directly in the villages when the organic cotton is purchased. This aspect is the special feature of Remei's economic model, in which we use the economy as a force for development to economically strengthen the people in Tanzania and India in agriculture and industry.

We were able to increase the production of traceable finished textiles that Remei supplies to B2B partners in the past financial year and achieve further optimizations through consolidation in our supply chain and in the respective production facilities.

Direct to Farm since 1991 - Responsibility starts at the source

Remei has been going its own way for over three decades: by sourcing organic cotton directly, we ensure the traceability and quality of our textiles and create reliability for everyone involved along the value chain. Remei's expertise offers important potential for the development of new products and services for retailers in the future.

We have been able to establish new partnerships in the growing area of direct-to-farm initiatives. For Remei, these partnerships are an important growth area and a strategic field of development: they enable us to further develop proven structures and confirm that traceability down to raw material level remains a key success factor for the future.

Transparency is more than just a trend - it is the future of textile value creation

The conventional fashion industry, as it is structured today in global supply chains, was not developed with people and the planet in mind. On the contrary: industry experts are certain that a radical transformation is needed. Nevertheless, so-called #sustainability issues are currently struggling. Consumers' concerns about multiple crises are changing consumer trends and reinforcing the trend towards cheaper products. Experts see the textile industry in a state of ongoing change and currently in a phase in which progress is slow. Decision makers must bridge the gap between sustainability and profitability and enable long-term investments that contradict strict cost discipline. It is precisely this contradiction that is currently holding back the scaling of innovation in the textile value chain and in retail companies.

Transparency is a must-have

Global regulations are pushing fashion brands and retailers to prioritize sustainable sourcing practices and full supply chain traceability. They aim to take a complete view of the business models for finished textiles. Transparency that includes the raw material level is no longer a nice-to-have, but the basis of credible, future-oriented corporate practice. In future, brands should bear responsibility at every stage of the product life cycle - from design and material procurement, through production and distribution, up to the use and the end-of-life of the textile.

Remei brings relevant and tried-and-tested solutions to the organic cotton textiles market and is actively shaping the future of this sector. The increasing sharpening of our offering plays a central role for us: it strengthens our positioning and enables us to further develop sustainable innovations for textiles and for partnership-based cooperation along the entire value chain. Our aim remains to use impact-oriented alliances to create added value at all stages of the value chain and to consciously take a closer look at where risks exist in the textile sector. The active integration of the interests of small-holder farmers within a resilient supply chain is indispensable, particularly in the context of growing demands for human rights and environmental due diligence.

Remei offers trading partners access to this innovative economic system with a transparent and complete value chain for finished textiles that includes the raw material level.

We are convinced:

Organic cotton is not just a raw material with a label - it stands for a value-based, reliable and inclusive form of economic activity.

Organic cotton from direct trading relationships with farmers and transparency are far more than our unique selling point - they form the basis for a holistically positive development in textile production. The key lies in committed collaboration along the entire value chain with trading partners and with the involvement of consumers in order to create a genuine connection - between the people who make clothes and those who wear them.

Due diligence at raw material level

100% transparent organic cotton

Transparency in organic cotton is Remei's expertise and an essential element in the implementation of effective due diligence practices in the textile value chain. We focus on organic cotton producers and our responsibility for the availability of our raw material and we invest in building local structures and long-term trading relationships.

Due diligence in organic cotton

Remei works with concrete and smallholder structures in India and Tanzania. We recognized smallholder farmers early on as a vulnerable group in the textile supply chain and have therefore consciously and actively worked for decades on proactive, risk-based due diligence that specifically addresses the causes of risks.

The cotton sector is closely linked to potential risks of poverty among smallholder farmers. Poverty remains one of the main causes of the risk of child labor and other risks. Cotton farmers are completely dependent on external market conditions and an uncontrollable market price in the global commodity trade, they have neither direct market access to a textile supply chain, nor do they receive a guaranteed premium for their efforts in controlled organic cultivation. The volatility of cash crop cotton poses a systematic problem for farmers.

This is why the integration of the interests of smallholders, as an important stakeholder group in the value chain, is at the heart of Remei's entrepreneurial activities.

Direct purchase of organic cotton by Remei since 1991

Remei is one of the few textile trading companies to purchase the organic cotton we need to produce the traceable textiles for our B2B trading partners exclusively ourselves and directly from smallholders. Remei's subsidiaries conclude direct contracts with the contract farmers on site. They receive a reliable purchase guarantee from Remei, direct payments in line with the applicable market price and an additional 15% premium for the organic cotton.

With our economic model, we want to ensure that smallholders have predictable and reliable market access for organic cotton in a transparent supply chain in order to improve their economic situation and actively reduce risks, at least in this respect. Through reliable trade relationships, we create connection, responsibility and real change along the entire value chain - from the fiber to the finished garment.

Since 2013, our traceability tool my trace by Remei has combined our promise of transparency along the supply chain with a technological solution. Every finished textile can be traced back to the seed. For our B2B partners. For consumers.

It is important for Remei to know where and under what conditions our organic cotton is grown.

Our investment in the development of the transparent value chain enables us to ensure the availability and traceability of organic cotton textiles, but above all to identify potential risks in the value chain in connection with human rights at an early stage, to address them systematically and to prevent them wherever possible. To this end, we carry out risk analyses in our value chain and develop effective control mechanisms with the aim of promoting and safeguarding the integrity of organic cotton.

From Fibre to Fashion: Due diligence in the value chain

Organic cotton from direct partnerships with smallholders is therefore the foundation and the future. Direct exchange, training in organic farming, raising awareness of structural, potential risks such as child labor, etc. and a focus on appropriate working conditions and health and safety issues are key components of our work on site.

Regular audits of our processes are carried out by third parties and serve as a basis for further root cause analysis to improve our systems.

Cooperation with local NGOs

For decades, we have been working to transform the organic cotton textile supply chain into a good system by engaging with smallholder farmers and their communities and with our B2B partners.

In addition to reliable trade relations with contract farmers, Remei supports the bioRe Foundation, which promotes the development of local infrastructure and successful projects in the areas of primary and secondary education, education for farmers, health and hygiene, etc. in the growing regions. By working directly with local NGOs and communities, targeted measures can be implemented that are specifically linked to Remei's transparent value chain.

Our aim is to work to ensure that best practices in transparency and due diligence can have a positive impact in the textile value chain, right up to the raw material level. It is a task that we are taking on and that will never be completed.



I grow your cotton

**It is essential for Remei to know who
grows our organic cotton and who
processes it into
traceable organic cotton textiles.**

That is why we build genuine relationships
along the value chain

with our contract farmers
with our industry partners
with our B2B trading partners.

From Fibre to Fashion.

Remei



From Fibre to Fashion

Direct cooperation with organic farmers

	2020/21	2021/22	2022/23	2023/24	2024/25
Remei India Ltd.					
Farmers enrolled (incl. satellite project)	3'047	3'261	3'010	1'836	1'960
Output of seed cotton (t)	838	690	536	950	761
Remei Tanzania Ltd.					
Farmers enrolled (incl. satellite project)	1'792	1'866	2'206	2'204	2'023
Output of seed cotton (t)	5'337	5'237	4'180	5'460	6'897
Total number					
Farmers enrolled (incl. satellite project)	4'839	5'127	5'216	4'040	3'983
Output of seed cotton (t)	6'175	5'927	4'716	6'410	7'658

Organic premium payment to organic farmers in India and Tanzania

	2020/21	2021/22	2022/23	2023/24	2024/25
Payments to organic farmers (CHF)	431'928	418'820	329'475	365'602	434'945

Beyond economic cooperation, Remei is also engaged in the communities

	2020/21	2021/22	2022/23	2023/24	2024/25
Royalty fee to the bioRe Foundation (CHF)*	100'000	100'000	100'000	100'000	100'000
Donations to the bioRe Foundation (CHF)	2'778	43'107	15'667	10'000	30'000
Contribution to CO ₂ projects in India and in Tanzania to the bioRe Foundation (CHF)	36'041	23'621	22'198	14'096	13'855

* Since 2018: royalty fee to the bioRe Foundation

Employees Remei AG

	2020/21	2021/22	2022/23	2023/24	2024/25
Number of staff Switzerland	17	16	16	12	11
Full-time equivalent	14.2	14.6	14.5	10.8	9.3
Number of women	14	12	12	9	8
Number of men	3	4	4	3	3
Average age	42.3	42.2	43.2	43.3	44.8
Average years of service	10.8	10.3	11.3	13.6	14.5

Employees Remei subsidiaries

	2020/21	2021/22*	2022/23	2023/24	2024/25
Remei India Ltd.					
Number of employees India	26	35	36	30	39
Number of women	-	2	1	1	1
Number of men	-	33	35	29	38
Average age	-	44	43	47	43
Average years of service	-	11.5	10.6	13.0	10

Remei Tanzania Ltd.

Number of employees Tanzania	79	82	80	78	75
Number of women	-	22	22	22	21
Number of men	-	60	58	56	54
Average age	-	35	36	37	38
Average years of service	-	8	9	10	11

* In the process of rebranding into the Remei Group, employee figures are reported for the first time in 2021/22

Digital product passport with my-trace by Remei

A milestone for my-trace by Remei

With **my trace by Remei**, our traceability tool that makes Remei's value chain transparent from seed to end product, we were able to achieve a remarkable milestone in the past financial year:

Since 2013, Remei has made over 11 million finished textiles traceable on my-trace.ch. With a QR code on the textile, our B2B partners can offer their consumers immediate access to the complete product life cycle and product origin.

The aim of our long-established solution is to give visibility to production partners in industry and agriculture and to provide consumers with access to real information about the composition and production of the textile, as well as about the specific value chain.

What Remei has been implementing since 2013 is set to become law in EU countries in the future.

The Digital Product Passport (DDP) is part of the planned EU regulations for recyclable textiles to enable the disclosure of information as well as the reuse and recycling of textiles in the future. For many manufacturers, transparency and traceability in global supply chains remain one of the biggest challenges that need to be solved. The DDP is therefore to be standardized in the future and become mandatory for certain textile product groups in the coming years so that manufacturers can provide verifiable data on the ecological footprint and manufacturing processes directly on the textile. The overarching aim is to make environmental and sustainability promises comprehensible and verifiable, as well as to fully disclose materials and manufacturing parameters. The planned information includes material composition and raw material origin, manufacturing processes and production facilities, carbon footprint and resource use, care recommendations for the textile, as well as information on recycling content and recyclability.



From Fibre to Fashion: Transparency and traceability

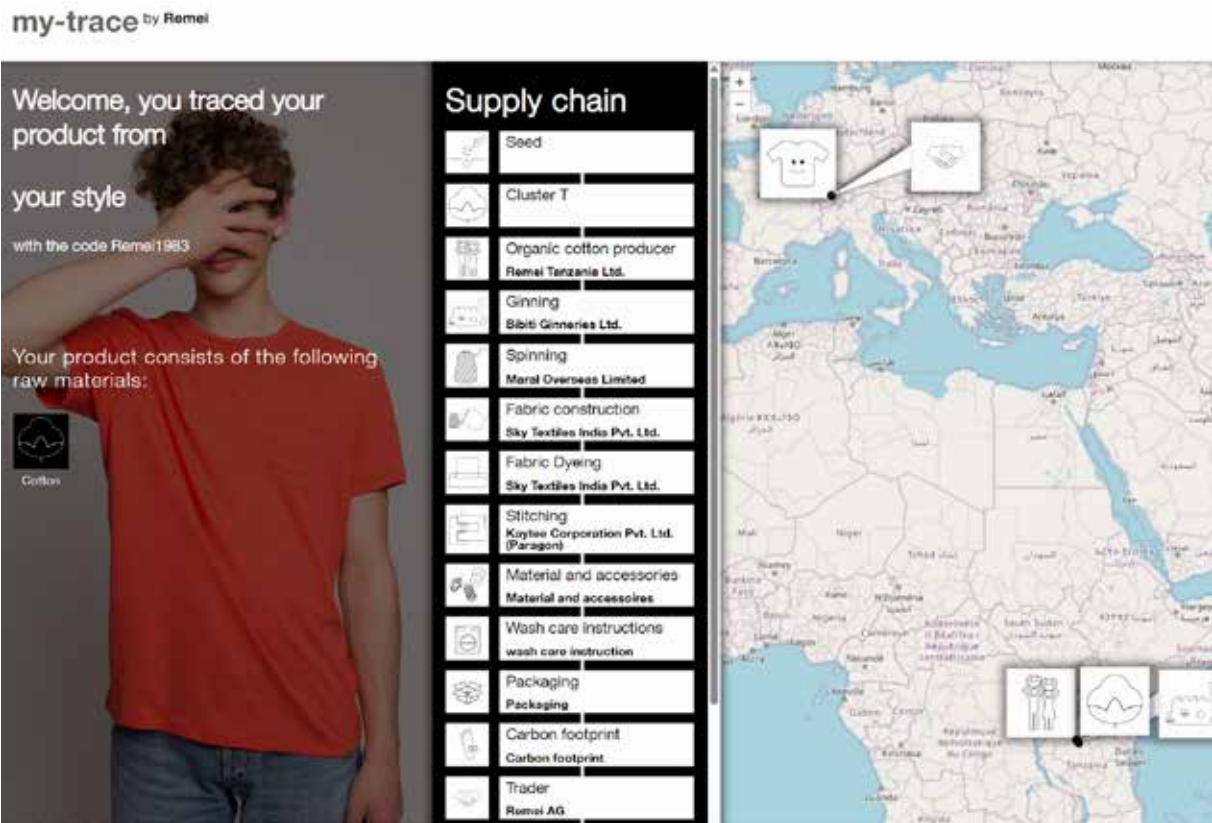
All finished textiles, yarns and organic cotton are equipped with the contents of a digital product passport via my-trace by Remei and are traceable up to the raw material level. We provide our B2B partners and consumers with direct access to raw material, production and product information by scanning the QR code on the textile product.

We initiated the provision of traceability data for raw materials (organic cotton) and semi-finished products (yarns) in the past financial year.

Remei's expertise in holistic textile design, in focusing on a small number of materials and in establishing transparency in value chains will also serve as an opportunity to further develop our offering in the future: Remei is also mapping

external supply chains with **my-trace by Remei** for the first time, thereby supporting B2B trading partners in building transparency in their external supply chains.

We are currently continuing to develop **my-trace by Remei** with a view to implementing impact data and closing-the-loop processes. Remei is participating in a research project in Switzerland as an implementation partner. The aim of the project is the science-based development of circular design and material strategies for recyclable textiles, as well as communication with consumers. In doing so, we are launching initial tests to be able to integrate downstream recycling processes into our traceability tool in the future.



Systematic supply chain management

Remei invests in the systematic development of the small-holder-inclusive and transparent value chain for organic cotton textiles.

In the past financial year, we were once again able to rely on a stable supplier network and excellent cooperation with our production partners. The trusting, long-term relationships with our production partners provide us with an essential basis for developing joint solutions.

In the past financial year, we were able to increase the production volumes of traceable finished textiles that Remei supplies to B2B partners. The production volumes of yarns from this year's harvest were kept stable by consolidating production.

The difficulty of planning with regard to consumer behavior in the retail sector continues to present us with challenges. Through targeted consolidation in our production chain and in the respective production facilities, we have successfully managed to find sensible solutions together with our production partners.

When implementing due diligence along the entire supply chain, from the raw material level to textile production, we focus on identifying, assessing and avoiding risks with regard to social and environmental conditions in the production facilities along our value chain.

Since 2023, we have been pursuing a roadmap to promote living wages that the production companies in our value chain pay their workers.

Our subsidiaries Remei India Ltd. and Remei Tanzania Ltd. pay all employees wages that correspond to the respective benchmarks of the Global Living Wage Coalition for the specific region. This enables us to successfully implement a Living Wage at the level of the raw materials procurement organization.

In the past financial year, we successfully conducted our own study - using the Anker method - to determine the living wages at one of our long-standing production partners in India (tier 1). Remei financed a "fair share" for the proportion of production that we were able to utilize in the factory as part of finished article production over the entire financial year, which was paid directly to all workers.



Congratulations to COOP!

naturaline celebrates its 30th anniversary.

For over 30 years, Remei and Coop have been united by a pioneering alliance that set standards decades ago. As early as 2002, this partnership was honored with the UN's "Award for Sustainable Development Partnerships" - early proof of the sustainable effectiveness of cooperative approaches in retail, which today shows what is possible when pioneering work is done together.

Since the introduction of Coop's brand naturaline, Remei has been developing and producing finished textiles in our transparent value chain. Together with its subsidiaries, Remei ensures purchase guarantees, premium pay-

ments and direct cooperation with smallholders on site, as well as the availability of traceable organic cotton yarns for other COOP supply chains.

With my-trace by Remei, naturaline-textiles are traceable back to the origin of the fiber, and to COOP's local commitment to strengthening local communities in the organic cotton growing regions.

We would like to sincerely thank COOP for an exceptional partnership.



Source: COOP naturaline

Direct-to-Farm-Programm für STANLEY / STELLA

Remei is developing the first direct-to-farm program in Tanzania for Stanley/Stella, the European market leader for high-quality and sustainable blank apparel. Together with Remei Tanzania Ltd., the aim is to provide a raw material from a collaborative and transparent source and to support the next generation of organic cotton farmers. The goal is to ensure high quality harvests through responsible

organic cotton farming and create value at the source for farmers to enable traceable organic cotton as the first step in a sustainable textile value chain - from fiber to finished textiles.

We are grateful for this partnership and look forward to shaping the next chapters of our development together.



Mass flow in the 2024/25 financial year

Remei uses organic cotton only. One of Remei's core processes is building up a transparent and smallholder-inclusive value chain designed to ensure that the origins of

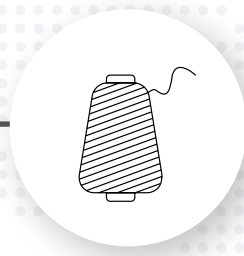
the raw material and the paths through the supply chain can be traced back for each finished piece of textile.



7,658 t
organic cotton



2,832 t
Lint
(524 t lint own production)



348 t
yarn

Farming

100% certified organic cultivation

100% of the farmers receive a purchase guarantee.

100% of the farmers receive a premium of 15% above the local market price.

100% of employees at Remei India Ltd. and Remei Tanzania Ltd. receive a living wage.

90% of the cotton grown is only irrigated by rain (Tanzania), so-called rain-fed.

Ginning

100% of the ginning plants are GOTS certified.

Spinning

100% yarn made from organically grown cotton

100% of the spinning mills are GOTS certified and in addition 89% are audited or certified according to an internationally recognized social standard.

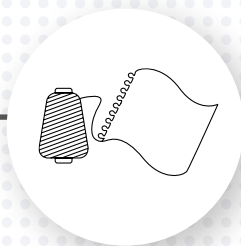
In the 2024/25 financial year, a total of 7,658 tons of raw cotton were grown organically, 90% of which came from organic cultivation in Tanzania. The low availability of GMO-free seed in India and the zero tolerance or lack of a GMO threshold for GMO contamination in the guidelines for organic cultivation are still the main reasons why cotton volumes in India cannot be substantially increased.

100% traceability of organic cotton

100% traceability of the lint

100% traceability of the yarns

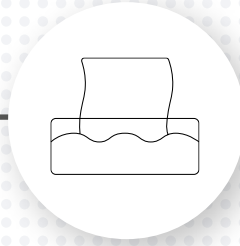
From Fibre to Fashion



169 t
yarn for our textile
production

Fabric production*

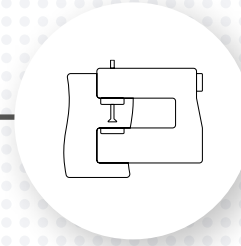
100% of the fabric production facilities are GOTS certified and in addition 97% are audited or certified according to an internationally recognized social standard.



Wet processes*

100% GOTS-compliant dyes and auxiliaries are used.

100% of the dyeing plants are GOTS certified and in addition 97% are audited or certified according to an internationally recognized social standard.



547,484 pieces
finished textile

Ready-made manufacturing*

100% cotton content from certified organic cultivation

100% of the sewing factories are GOTS certified and in addition 97% of the sewing factories are audited or certified according to an internationally recognized social standard.

*Figures in % refer to the proportion of finished textiles produced.

100% of the wastewater is controlled and treated and, in addition, 90% of the dyeing takes place in dyeing plants with Zero Liquid Discharge (ZLD), i.e. without wastewater emissions.

100% traceability of the fabric production

100% traceability of the wet processes

100% traceability on my-trace.ch using a QR code in the textile.

From Fibre to Fashion

CO₂ emissions generated in the 2024/25 financial year (scope 3)



547,484 pieces
finished textile



cotton & ginning

101 t



100% cotton from certified organic farming



90% of the cotton grown is only irrigated by rain.

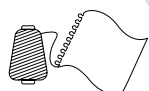


spinning

71 t



89 % Use of electricity from renewable energy sources*

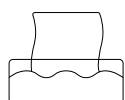


fabric production

0 t



99% Use of electricity from renewable energy sources*



dyeing

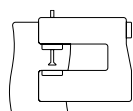
671 t



99% Use of electricity from renewable energy sources for finishing processes*



100% fossil energy sources were used to produce the thermal energy required for the dyeing process.



ready-to-wear production

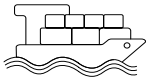
57 t



99 % Use of electricity from renewable energy sources*

*Since 2021, Remei India Ltd. has been financing electricity with I-REC certificates (International Renewable Energy Certificates). This has made it possible to optimize the electricity mix for the entire supply chain.

From Fibre to Fashion



logistics

213 t



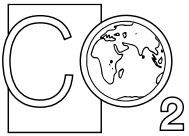
100% of the ginned cotton was transported by sea or land.



100% of the yarn was transported by sea or land.



10% of the textiles produced had to be transported by air. Due to generally longer transportation times (Suez Canal closed), delivery delays and to avoid financial penalties for delays.



aggregate total

1,114 t
CO₂ emissions



That is an average of 2kg CO₂ per textile. The same amount of CO₂ is equivalent to driving 13km in a car, which emits 150g of CO₂ per kilometer.

Investment in the construction of biogas plants and efficient stoves



With a view to achieving a positive impact despite the inevitable emissions, we have developed a solution in our textile supply chain beginning in 2013. By means of investments in the construction of biogas plants for

farming families in India and efficient stoves in Tanzania, we contribute to reducing the consumption of firewood on site in the communities in India's and Tanzania's organic cotton growing regions.

From Fibre to Fashion

We believe in fair relationships and direct
collaboration
from the fiber to the finished textile.

Together, we are all part of a
shared responsibility
and a future that we are shaping with every
fiber we wear.

We are convinced that there is great power in the
connection between farmers and consumers.
Even with textiles.

Remei



A photograph of two women in traditional Indian attire, including sarees and headscarves, walking along a dirt path in a field. They are carrying a large, shallow, terracotta bowl filled with white flowers. The background shows a vast field of green plants under a cloudy sky.

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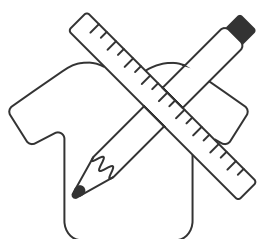
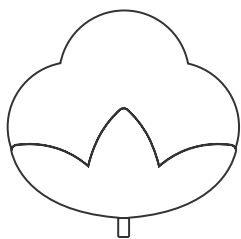
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