

ERAM GROUP

CHANGE FOR GOOD :
TAKING ACTION
FOR OUR FUTURE

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We will prove our commitments to our stakeholders through concrete action.

As we work towards a world more respectful of people and their environment, it is through action that we will profoundly change our business models.

Xavier Biotteau

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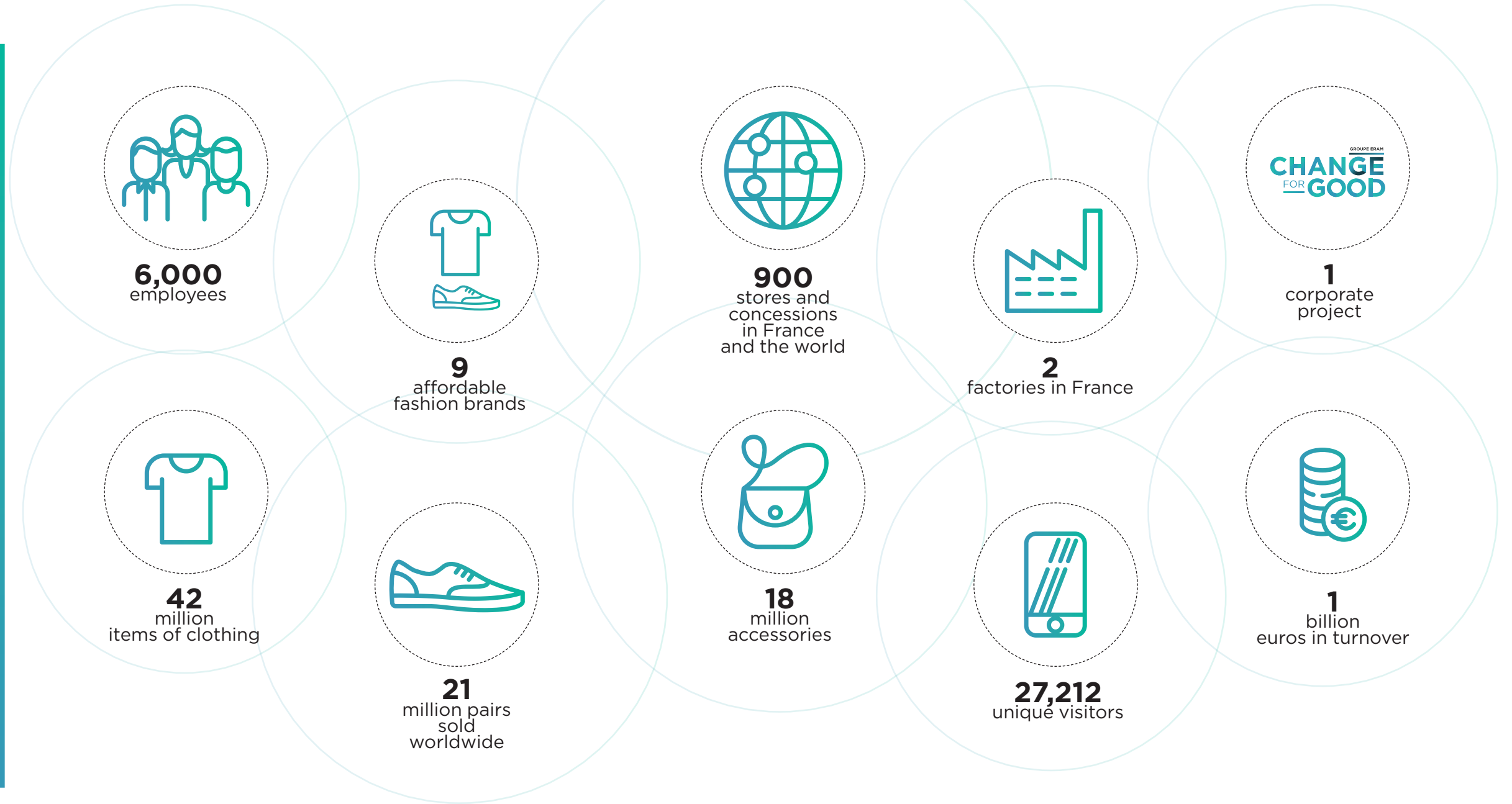
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STRENGTHENED FAMILY GOVERNANCE

TO ENSURE THE CONSISTENCY AND HARMONY OF OUR STRATEGIC ACTIONS

MEMBERS OF THE BOARD OF DIRECTORS

THE BOARD OF DIRECTORS

has 7 family members and 2 independent members.

The Board meets four times a year and defines the Group's strategy. In particular, it approves the major growth and degrowth operations recommended by the Executive Committee. It appoints a Strategic Committee and Audit and Risk Committee to support its missions. The Group's Ethics Committee reports to the Board of Directors. ●



Simone
Biotteau

Xavier
Biotteau

Luc
Biotteau

Marc
Biotteau

Charlotte
Biotteau

Thomas
Biotteau

Caroline
Biotteau

INDEPENDENT ADMINISTRATORS

2019 saw two independent administrators join the Group's governance. Their mission is to guarantee the independence of the Board of Directors.



Anne-Laure
Constanza

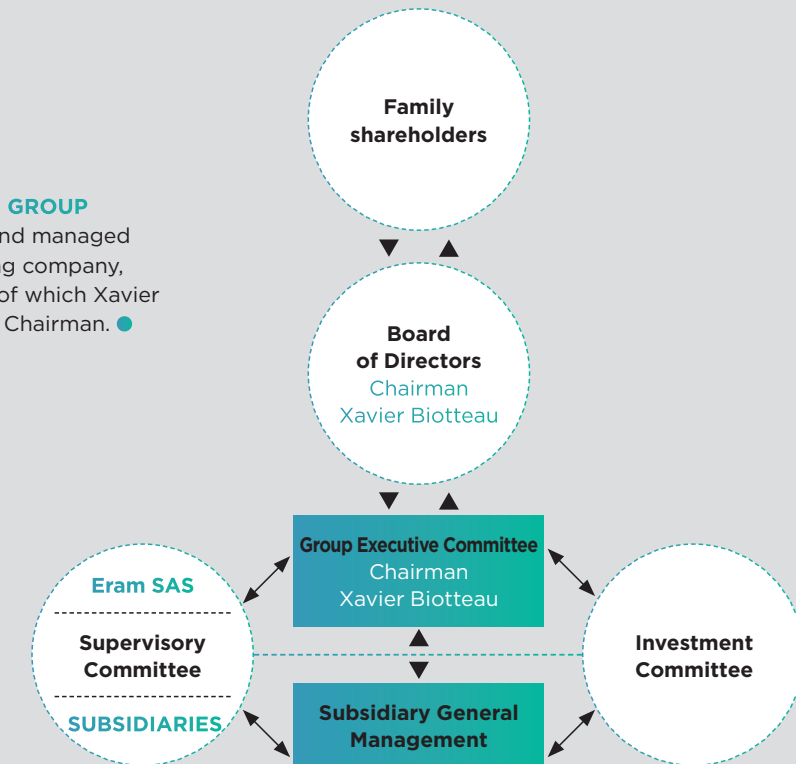
Olivier
de Marignan

Anne-Laure Constanza
Managing Director of French clothing group MK DIRECT (Linvosges and Françoise Saget), militant and committed, Anne-Laure works with entrepreneurs during their acceleration phase and is involved in many actions supporting the disabled.

Olivier de Marignan
Chairman of the Simon de Cyrène Nantes charity which develops and runs shared accommodation in town centres where small groups of disabled and able-bodied people can live normal lives together. ●

THE ERAM GROUP

is owned and managed by a holding company, Eram SAS of which Xavier Biotteau is Chairman. ●



SUBSIDIARY SUPERVISORY BOARD

Each of the Group's subsidiaries has a supervisory board made up of members of the Executive Committee. On behalf of Eram SAS, the Committee's mission is to manage the execution of the subsidiary's budget and strategy, making sure the subsidiary is in line with the Group's project and complies with the objectives defined by the holding company within the context of the project. ●

THE INVESTMENT COMMITTEE

Is made up of members of the Executive Committee. The Committee meets on request. Its role is to approve investment or disinvestment operations in a broad sense (acquisition of equity, business assets, leasehold rights, property, IT systems, supply chains, franchise contracts or other partnerships). ●



Hubert Aubry
Strategy Director

François Drouin
Director, Organisational Structure and IT Department

Gilles Aballea
General Secretary / Finance Director

Xavier Biotteau
Chairman

Isabelle Saviane
HR and CSR Director

Laurence Pailloux
General Counsel

MEMBERS OF THE EXECUTIVE COMMITTEE

THE EXECUTIVE COMMITTEE

members are Xavier and Luc Biotteau, Gilles Aballea, Hubert Aubry, François Drouin, Isabelle Saviane and Laurence Pailloux.

The Committee meets once a week and whenever necessary to ensure the correct management of the Group. It guarantees all BUs apply the strategy defined by the Board of Directors and the Group's current rules. ●

MEMBERS OF THE MANAGEMENT COMMITTEE

THE MANAGEMENT COMMITTEE

is made up of members of the Executive Committee and managers of subsidiaries/BUs.

The Committee meets 6 times a year. It is an organisation that ensures consistency and discussion for group-wide projects sharing important information about the Group, its challenges and strategic decisions. ●

ERAM SAS

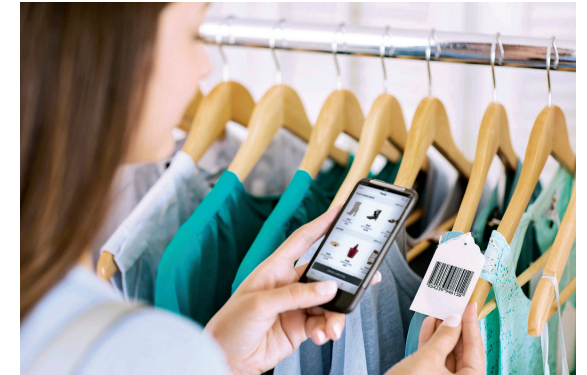


ESSENTIALS

FROM DESIGN TO PRODUCTION AND SALES,
ALL THE BRANDS HELP IMPROVE THE
GROUP'S RESPONSIBLE PERFORMANCE.

WHAT CHALLENGES ARE WE FACING?

OUR BUSINESS SECTOR IS EXPERIENCING PROFOUND CHANGES IN CONSUMPTION MARKED IN PARTICULAR BY THE BOOM OF ONLINE SHOPPING, SECOND-HAND RETAIL AND THE DEMAND FOR MORE RESPONSIBLE AND MORE TRANSPARENT PRODUCTS. OUR CHALLENGE IS TO MANAGE EXTENSIVE CHANGE TO MEET THE EXPECTATIONS OF ALL OUR STAKEHOLDERS.



A CONDITION FOR SUCCESS

ROOT OUR ACTIONS IN OUR FUNDAMENTALS

Our culture, our values, our history and our expertise represent our foundations, the cornerstones on which we are building our future.

A NECESSITY

REINVENT OURSELVES

- Redesign our business models.
- Invent a corporate model that is high-performing, responsible and respectful of people and their environment.
- Develop a culture of responsible performance.
- Align the whole Group with a shared culture of performance based on goodwill and high standards.

AN OPPORTUNITY

CHANGE FOR GOOD

Bring our global corporate project Change For Good to life with all our stakeholders and become a company known for its responsible performance.

“WE HAVE SET A COURSE FOR THE NEXT FEW YEARS.”

OUR MISSION

PROMOTE THE DEVELOPMENT OF EACH PERSON AT EVERY MOMENT OF THEIR LIFE.

ENCOURAGE FULFILMENT

This applies to all stakeholders with customers, employees and we citizens as a priority.

AT EVERY MOMENT IN LIFE

Our values are very precious, intangible. We must all, collectively and every day, embody them and make sure that new arrivals like our oldest members embrace them and include them in their behaviour and actions. ●



OUR AMBITION

BECOME A BENCHMARK RECOGNISED FOR OUR RESPONSIBLE PERFORMANCE.

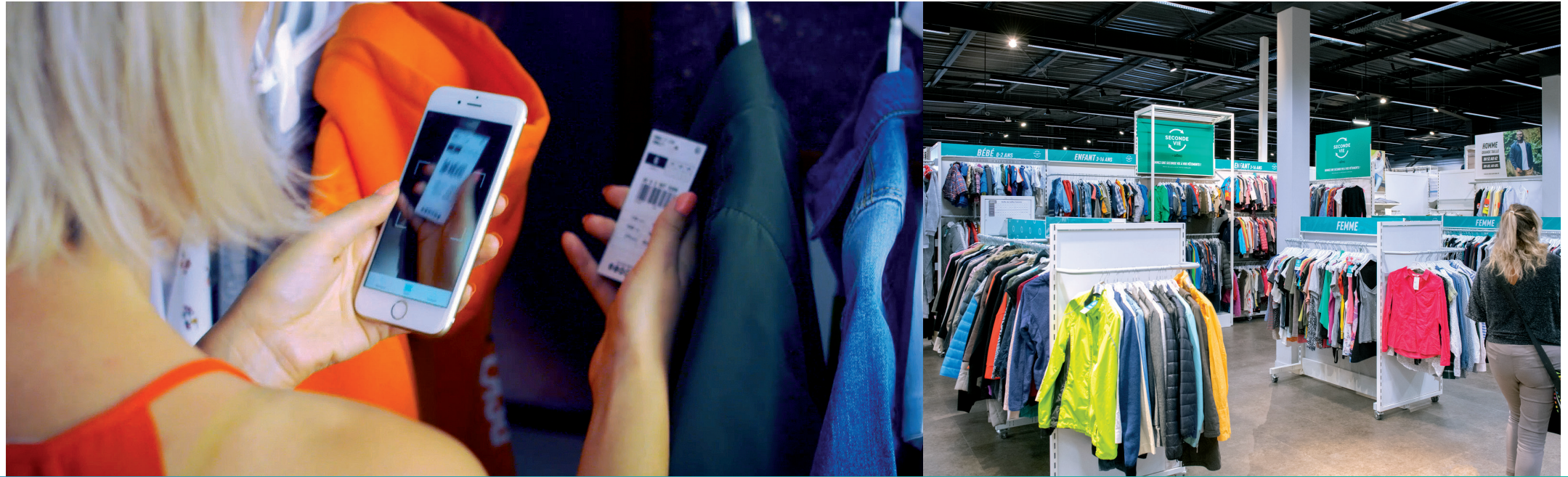
A BENCHMARK COMPANY

We are different. We are unique. We want our company to stand out from the others, be a favourite for customers and employees.

RESPONSIBLE PERFORMANCE

More than ever, we must prove that a company can perform well and be environmentally friendly and profitable, an essential condition for its survival and development, while complying with commitments to all its stakeholders. ●

OUR ACCELERATION INITIATIVES



FIVE STRUCTURING AND PRIORITY DIRECTIONS HAVE BEEN DEFINED TO ACCELERATE CHANGE AND ESTABLISH CHANGE FOR GOOD IN OUR BUSINESS PRACTICES.

1

Managerial culture

2

Sustainable development

3

Diversification of our businesses & our growth relays

4

Organisations: convergence & synergies

5

Digital: data & customer knowledge

2 CARBON FOOTPRINT

SUSTAINABLE DEVELOPMENT



WE HAVE MADE A COMMITMENT TO REDUCE OUR CARBON EMISSIONS BY 30% BY 2030. TO ACHIEVE THIS TARGET, WE HAVE AUDITED THE CARBON FOOTPRINT OF THE GROUP AND ITS BRANDS.

To collect the data, an in-house team working with Climat Mundi¹ consultants surveyed over a hundred employees. Over 4 million lines of data were processed!

The results of the carbon footprint show that we need to take significant actions in two main areas:

- raw materials, in an initiative that includes eco-design and life-cycle analysis;
- manufacturing to reduce our consumption. ●

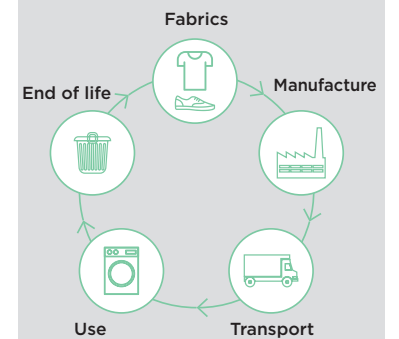
¹ Climat Mundi has been the French leader in carbon footprint audits since 2010 (source: Ademe). It has carried out over 200 carbon footprint audits.

ECO-DESIGN

The design of products, goods or services that takes into account any negative environmental impact throughout their life cycle in order to reduce said impact, while preserving the qualities and performances of the products, goods or services.

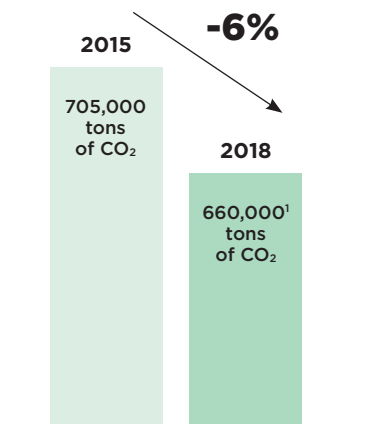
LIFE-CYCLE ANALYSIS

Assessment of a product's direct or indirect impact on the environment, from extraction of the raw materials it is made from to its disposal. This is a multi-criteria and multi-stage environmental assessment.



GROUP RESULTS

30%
REDUCTION
IN OUR CARBON
EMISSIONS
BY 2030.



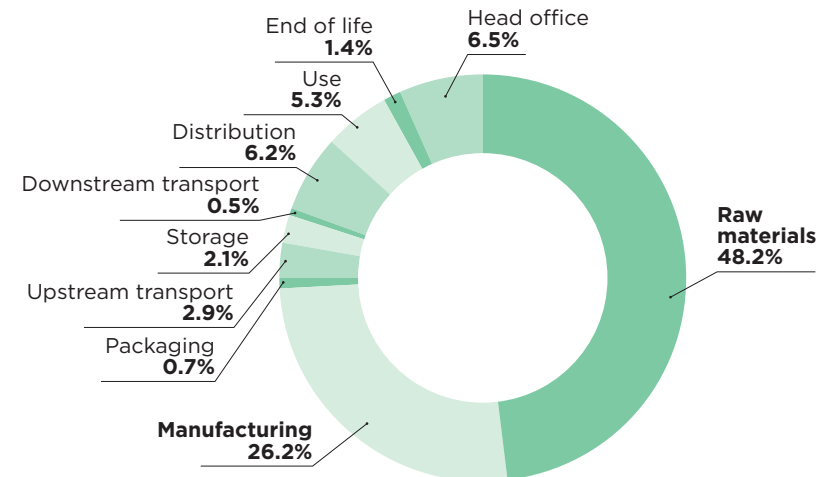
¹ Including customer journeys to stores.

660,000 tons of CO₂

850,000 loaded trucks travelling 500 km each. Emissions generated by 55,000 French people in one year.

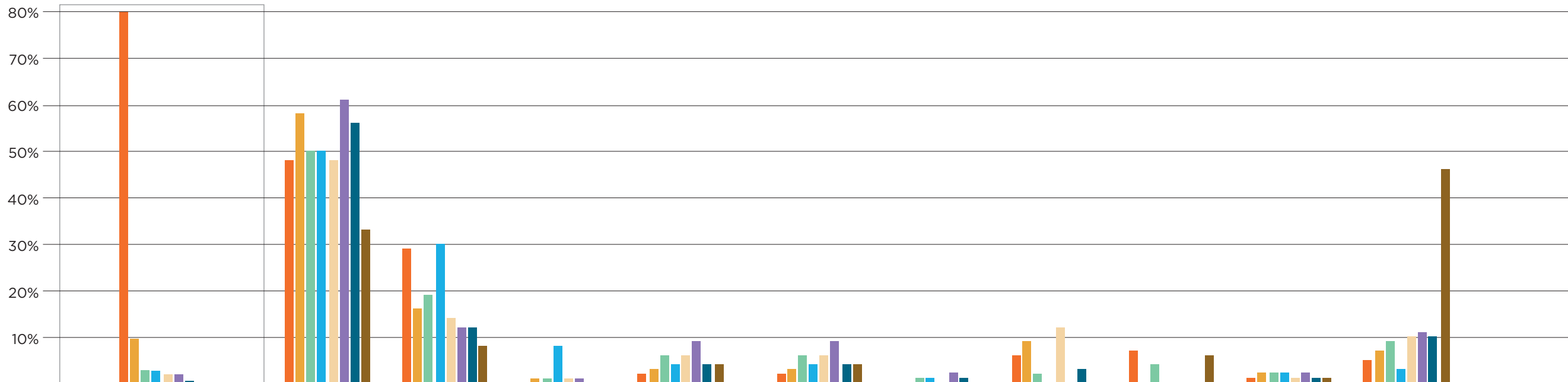
BREAKDOWN OF CO₂ EMISSIONS

Excluding customer journeys



2 BREAKDOWN OF EMISSIONS BY RETAILER AND BRAND

SUSTAINABLE DEVELOPMENT



Brands	% of CO ₂ emissions by Group brands	Raw materials	Manufacturing	Packaging	Upstream transport	Storage	Downstream transport	Distribution	Use	End of life	Head office	Online store
Gémo	80%	48%	29%	0%	2%	2%	0%	6%	7%	1%	5%	0.02%
Eram + Texto	9.6%	58%	16%	1%	3%	3%	0%	9%	0%	2%	7%	0.2%
Tbs	2.8%	50%	19%	1%	6%	6%	1%	2%	4%	2%	9%	0.2%
Dresco	2.7%	50%	30%	8%	4%	4%	1%	0%	0%	2%	3%	0.01%
Bocage	1.9%	48%	14%	1%	6%	6%	0%	12%	0%	1%	10%	0.2%
Parade	1.8%	61%	12%	1%	9%	9%	2%	0%	0%	2%	11%	0.002%
Mellow Yellow	0.6%	56%	12%	0%	4%	4%	1%	3%	0%	1%	10%	0.07%
Montlimart	0.01%	33%	8%	0%	4%	4%	0%	0%	6%	1%	46%	0.07%



Tristan Bientz,
Environment Engineer

"This graph helps identify the product life cycle stages for each brand's carbon footprint. We can clearly see the stages that emit the most (raw materials and manufacturing) and devise a suitable action plan, including the launch of an eco-design process." ●

GLOSSARY

Raw materials: these are the components of our products.

Manufacturing: this is the energy used in manufacturing, packaging and protecting our products (poly bags, overwrapping, cardboard, etc.) in our factories.

Packaging: this is what is necessary to pack our products.

Upstream transport: these are the emissions from shipping our products from the factories to the warehouses.

Storage: these are the emissions from our warehouses (energy used, employee journeys, waste, etc.).

Downstream transport: these are the emissions from shipping our products from warehouses to our stores.

Distribution: these are the emissions from our stores (energy used, employee journeys, excluding customer journeys, waste, etc.).

Use: this represents the energy consumed by customers using our products (washing machine, tumble dryer, iron).

End of life: these are the emissions from our products' end of life.

Head office: these are emissions from head office (energy used, employee journeys, services measured in k€, waste, etc.).

Online store: these are the emissions from shipping our web goods and energy used by our web servers.

2 ECO-DESIGN

SUSTAINABLE DEVELOPMENT

“FROM THE BEGINNING, WE WANTED TO HAVE OUR MANUFACTURING LESS THAN 2,000 KM AWAY.”

Juliette and Charlotte Biotteau, Montlimart

WE TAKE A CLOSER LOOK AT TWO OF THE GROUP'S BRANDS WITH JULIETTE AND CHARLOTTE BIOTTEAU, BEHIND MONTLIMART, AND LAURENT MERCERON, DESIGN AND R&D MANAGER AT TBS.



30% OF RANGES WILL BE ECO-DESIGNED FOR ALL OUR BRANDS BY 2025.



IN WHAT WAY IS YOUR BUSINESS PART OF THE CHANGE FOR GOOD PROJECT?

Juliette and Charlotte Biotteau — Since its beginning, the Montlimart brand has been resolutely committed to sustainable development. For example, we decided to manufacture less than 2,000 km away and choose French-made items as often as possible. By formalising this approach, Change For Good helped us fully establish this ambition for local production and high quality. It is a tool that provides a framework, a path forward and objectives. As a young brand, we can quickly set course for Change For Good's

objectives and go further in terms of eco-design.

Laurent Merceron — There are 3 cornerstones to the Tbs strategy: French manufacturing, innovation and environmental responsibility. Our target for 2025 is for 100% of our collection to be built on these 3 cornerstones. There is a lot of openness between them and that represents a strength for the brand. Some products only tick the “made in France” box but others tick all 3. Suffice to say that the positioning of Tbs completely embraces the general framework of Change For Good defined by the Eram Group.

IN TERMS OF ECO-DESIGN, WHICH OBJECTIVES HAVE YOU ALREADY ACHIEVED?

J. and C.B. — As an example, all the new jumpers are made from organic cotton or recycled fabrics and 100% are made in France. Our best-seller of the year is a pair of ankle boots made from recycled fabrics, infinitely recyclable and made in France. Our organic cotton is GOTS-certified and our shirts have the OEKO-TEX® label. We are always looking for high-quality organic cotton fabrics. **By 2025, 90% of Montlimart's products will be made from environmentally-responsible materials and fabrics.**

L.M. — 2019 saw the development of the Resource project, a shoe made only from recycled materials using a brand-new process. These recycled vegan trainers are infinitely recyclable in any waste bin and there's no need to break them down. A genuine evolution, or revolution even, on the responsible shoe market. Saving energy, zero waste, reduced environmental impact and with all that, we still offer our customers a good-looking, lasting and comfortable product. ●

“THE “RESOURCE” SHOE IS COMPLETELY RECYCLABLE.”

Laurent Merceron, Tbs



Resource by Tbs.

2 ENERGY TRANSITION

SUSTAINABLE DEVELOPMENT

RESOLUTELY COMMITTED TO ENERGY TRANSITION, THE ERAM GROUP REDUCED ITS ENERGY CONSUMPTION BY 27% BETWEEN 2015 AND 2019 AND IS NOT PLANNING ON STOPPING THERE. ONE EXAMPLE IS THE SOLAR ENERGY CANOPY AT MGÉMO'S TRIGNAC STORE. HERE WE DISCUSS THE PROJECT WITH LUC ROBOT, ENERGY-ENVIRONMENT MANAGER AND MARINE GABORY, SMILE SHOWROOM HOST IN NANTES (SMART IDEAS TO LINK ENERGIES).

“WE WANTED TO GO EVEN FURTHER BY REINVENTING THE ENERGY MODEL OF OUR STORES.”

Luc Robot, Eram Group



“SMILE LENDS PROJECTS CREDIBILITY.”

Marine Gabory, Smile

Solar canopy, Géo Trignac.



WHAT STEPS DID YOU GO THROUGH TO PREPARE YOUR ENERGY PROJECT FOR THE GÉMO STORE IN TRIGNAC?

Luc Robot — Between 2014 and 2019, Géo reduced its energy consumption by 48% by raising team awareness (stores, warehouses, factories, offices) and rationalising its energy systems. Having achieved that, we wanted to go even further by reinventing the energy model of our stores.”

TELL US ABOUT THIS ENERGY TRANSITION PROJECT.

L. R. — We installed a canopy over the car park of the Géo store in Trignac. It is made of solar panels with a capacity of 47,000 kWh/year, the equivalent of the annual consumption of ten households. 40% of the store’s energy requirements are covered thanks to an innovative storage system using repurposed electric vehicle batteries. The remaining 60% comes from 100% local and renewable energy. We have also installed an electric vehicle charging station to involve the customers and industrial park visitors in this environmentally-responsible initiative.

WHAT IS SMILE’S ROLE IN THIS PROJECT?

Marine Gabory — Smile is a non-profit organisation supported by Brittany and Pays de La Loire local authorities to encourage the roll-out of smart energy networks or “smart grids”. We help and advise project developers, like Géo and its solar canopy at Trignac, with finding financing, partners, sites, etc. With over 300 members and as many potential partners, Smile lends projects credibility. The Géo-Smile partnership helped obtain financial aid from the Pays de Loire region that represented 40% of the budget.

CAN THIS KIND OF PROJECT IMPROVE PUBLIC AWARENESS?

M. G. — At Smile, we believe education and information are extremely important. A campaign informed people shopping at Géo Trignac that 40% of the store’s energy came from the solar panels above the car park. Workshops were also available to raise awareness about energy transition with concrete examples.

CAN WE MAKE AN INITIAL ASSESSMENT ON THE RESULTS OF THIS PILOT PROJECT FOR GÉMO STORES?

L. R. — The project has been going less than a year but initial results are very positive. We produced over 45,000 kWh in 10 months, so more than the estimated 47,000 kWh/year! To date, we have saved €5,000 of the estimated €4,500 for 12 months. The project is growing: in 2 years, four stores will be equipped with solar panels. ●



See page 38

2 RESPONSIBLE STORES

SUSTAINABLE DEVELOPMENT

AS ENVIRONMENTS THAT PRIVILEGE CUSTOMER RELATIONS, STORES ARE THE REAL AMBASSADORS FOR BRAND INITIATIVES. SALES ASSISTANTS HAVE A DUTY TO PROVIDE CUSTOMERS WITH INFORMATION ABOUT WHERE THE PRODUCTS ARE MANUFACTURED, TRACEABILITY AND SUSTAINABILITY TOO. DIDIER TERRIEN, DIRECTOR OF AN ERAM STORE, TALKS ABOUT HIS COMMITMENT TO THIS INITIATIVE.

“CUSTOMERS ARE INCREASINGLY WELL-INFORMED ABOUT PRODUCT PROVENANCE.”

Didier Terrien, Eram Nantes



A RESPONSIBLE STORE LABEL IS CURRENTLY IN DEVELOPMENT WITH SGS, A CERTIFICATION ORGANISATION.

WHAT DO YOU EXPECT FROM IT?

I'm expecting a great deal! For customers, the image of a group that is more responsible - at every level of its production right down to its stores - will be reinforced. For us sales assistants, this label will give us the resources to promote Eram's efforts on its carbon footprint, reducing its energy consumption, product provenance and manufacturing processes too. It will lend credibility to the messages we already share with the customer about reducing paper stuffing in shoes or the French

manufacture of the Eram Flex shoe, to name but two examples.

WHAT NEW EXPECTATIONS DO CUSTOMERS HAVE?

Price remains very important but customers are increasingly well-informed about product provenance. They need reassurance. They are pleased when we tell them a particular shoe is made in Europe. We actually designed a special "made in Europe" window display, which they liked very much. And when you put the price and provenance together, we can promote the Eram Flex shoe made by our workshop in Montjean-sur-Loire.

Another increasingly important expectation: the materials used and their processing, like tanning for example. The relaunch of the Buggy collection, entirely made from natural materials, is a response to customer concerns. In short, today customers expect sustainability and transparency in addition to their demands for excellent quality and value for money.

HOW CAN SALES ASSISTANTS SET ERAM APART FROM THE COMPETITION?

Maybe, actually, by using the Change For Good corporate project and in particular the Group's environmentally-responsible strategy. As sales assistants in direct contact with customers, we must be informed of all the initiatives Eram takes in this area. Customers like chatting with staff who know what they are talking about when it comes to sustainable development. Be we must go even further and talk about labels, certifications, standards, leather tanning, types of glue and more. In one word: we must know absolutely everything! ●



Kimberly Guillot, Sales Assistant at the Eram store in Nantes

"Themes associated with environmental protection, product provenance, place of manufacture and the nature of the components are becoming more and more important. Just yesterday, a customer asked me if the shoes I was showing her were made in France. I was very pleased to show her the Eram Flex range! ●"



100% OF STORES WILL BE LABELLED BY 2025.

SGS | SGS is a certified external auditor that audited 15 stores and also carried out the audit for the Supplier Relationships & Responsible Purchasing Label.

RELATIONSHIP FOR SUPPLIERS & ALMAS RESPONSIBLE LABEL | The Supplier Relationships & Responsible Purchasing Label is given to French companies that have proven, sustainable and balanced relationships with their suppliers. The label is developed by the Médiateur des Entreprises (Business Ombudsman) attached the French Ministry for the Economy and Finance. It is based on an international standard (ISO 20400).

4 CONVERGENCE & SYNERGIES

ORGANISATIONS

“OUR STRENGTH COMES FROM OUR ABILITY TO ACT AS A COLLECTIVE.”



Eram now a combined Eram/Bocage store.

AWARE OF ITS STRENGTHS AND WEAKNESSES, THE ERAM GROUP IS CONVINCED TODAY MORE THAN EVER OF THE NEED TO CONTINUE ADAPTING ITS STRUCTURES AND OPTIMISING PROCESSES AND TOOLS FOR ALL ITS BRANDS. THE SYNERGIES INITIATIVE RISES TO THESE CHALLENGES.

mellow yellow éram BOCAGE

ENCOURAGING INTERACTIONS AND SYNERGIES

The Eram Group's brands are taking it in one unique and shared direction. At the heart of the Change For Good project, the Synergies initiative has the primary objective of encouraging synergies and interactions. Its ambition is to share best practices and enable teams to increase their expertise. Some actions have already seen success:

- **grouping the High Street head office teams** together in one department (Eram, Bocage, Mellow Yellow);
- **commercial partnerships:** Les Tropéziennes in Eram stores. Soon Faguo in Bocage stores and Tbs clothes in Eram stores;
- **pooling supply chain and IT systems in the High Street division** in only a year.

EFFICIENCY AND PROFITABILITY

The Group is studying the applicability of sharing the (shoe) supply chain with all the other BUs¹ by 2025. In the shorter-term, the High Street division will have one more efficient and less expensive online sales platform instead of the current three. New distribution channels (second-hand website), offer diversification (Tbs clothing in Eram stores) and also sharing shop floor space (for example: combined stores with Eram/Bocage Faguo/Mellow Yellow) are being envisioned for improved profitability.

¹ BU: Business Unit. A group of people within a company that run their operations with a degree of independence.

AND TOMORROW?

In 2021, a purchasing/sourcing community will be created to share best practices and merge negotiations.

The launch of the second-hand online platform Claquettes Market will be a concrete example of a multi-BU project as it will bring together the High Street division and La Manufacture.

In parallel, the Eram Group is targeting a new market launched by Gêmo that Eram wants to include in the catalogue: products for professionals. ●



Antony Bacle, Co-Director of the Eram brand and Director of Operations for the High Street division
“In the Group, we are lucky enough to be able to count on BUs and support services with many varied and complementary assets. Creating communities (online, retail and finance) has helped us establish the foundations for better collaboration between the BUs. Within the context of the Group project, we are going to accelerate to trigger every possible synergy.” ●

OBJECTIVE FOR 2022
20
 COMBINED STORES
 (5 TODAY).



HORIZON

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY, EVER-IMPROVING CONSUMER UNDERSTANDING OF THE IMPACT OF THEIR PURCHASES... THESE ARE CHALLENGES THE ERAM GROUP OVERCOME THROUGH PROFOUND CHANGES IN ITS PRACTICES AND OFFERS THANKS TO THE CHANGE FOR GOOD PROJECT.

3 SECOND-HAND SHOES

— DIVERSIFICATION IN OUR BUSINESSES

ATELIER BOCAGE IS OFFERING A NEW SHOE HIRE SERVICE DESIGNED TO MEET THE EXPECTATIONS OF CUSTOMERS INCREASINGLY SENSITIVE TO MORE RESPONSIBLE CONSUMPTION AND THE PROVENANCE OF THE PRODUCTS THEY BUY. AFTER THEIR RETURN, THE SHOES ARE RECONDITIONED AT LA MANUFACTURE BEFORE THEY ARE SOLD AS SECOND-HAND. WE TAKE A LOOK AT THIS INNOVATION WITH CLÉMENCE CORNET, BOCAGE BRAND DIRECTOR AND GAUTHIER BEDEK, R&D EXPERT.

BOCAGE LA MANUFACTURE
FABRICATION FRANÇAISE DEPUIS 1927



— “WE HAVE ADAPTED OUR EXPERTISE TO GIVE A SECOND LIFE TO OUR SHOES.”

Gauthier Bedek,
La Manufacture



— “SALES OF “NEARLY NEW” SHOES TOOK OFF LIKE A SHOT AT THE END OF 2019!”

Clémence Cornet,
Bocage

ATELIER BOCAGE IS A REVOLUTION IN THE FASHION SECTOR. HOW DID THIS IDEA COME ABOUT?

Clémence Cornet — At the end of 2017, we started thinking about solutions to extend the life of shoes in partnership with the ADEME (France’s Environment and Energy Management Agency). Shoe hire (for 2 months at €34 a month) followed by sale as second-hand answers the questions we were asking: how can we help our customers enjoy fashion in a more responsible way? What business model could we invent to stay profitable while consuming less materials? We are the first in the world to attempt such an adventure.

Gauthier Bedek — One of the keys to the success of the project is the fact that we are manufacturers. At La Manufacture, the shoe repair workshop can correct any faults in the production chain. So we already have the expertise required to recondition shoes. We adapted our expertise to give a second life to our shoes. These second-hand shoes called “Nearly New” are sold in pop-up spaces in Bocage stores and now on bocage.fr/commes-neuves. We use high-quality reconditioning processes - cleaning and shaping - without adding any materials.

WHAT DIFFICULTIES HAVE YOU ENCOUNTERED?

C.C. — I would call them challenges rather than difficulties. They include the newness of this approach which means we have to convince our customers. A challenge also in removing obstacles associated with hygiene, which requires a huge effort in communication. We have to showcase the professional expertise and experience in how the shoes are reconditioned at La Manufacture: a short business circuit. We were surprised by its success. We had 1,500 subscribers in a few months and sales of Nearly New shoes took off like a shot at the end of 2019!

G.B. — Another challenge: this new offer could have been seen as an

encouragement for even more overconsumption. We had to explain what the reconditioning of a product really represents and how it makes us radically different from other retail circuits for second-hand shoes.

WHAT LESSONS CAN WE LEARN FROM THIS EXPERIENCE?

G.B. — Bocage and La Manufacture worked together to design the right business model. We now have enough second-hand products to industrialise and optimise the new line dedicated to reconditioning. We are reconditioning between 1,000 and 2,000 pairs a month that come to us from the shoe hire service. In business terms, we have demonstrated that we are capable of reinventing ourselves in line with new

consumer trends, perfectly embracing the proximity between consumption and production areas. The role of industrial shoe repair is only relevant when it is managed locally. The territorial aspect of this project is key.

C.C. — The success of the project shows that second-hand retail has a good future in the fashion industry, including for shoes. We are working on a second-hand platform for all shoes, removing any hygiene issues thanks to high-quality reconditioning. We are also considering a project for men’s shoes for Atelier Bocage, with the possibility of hiring second-hand pairs and 100% online rentals. ●

3 SECOND-HAND SHOES & CLOTHES

— DIVERSIFICATION IN OUR BUSINESSES

THE CRAZE FOR SECOND-HAND ITEMS IS GROWING FAST. IN 2020, 29% OF FRENCH PEOPLE BOUGHT SECOND-HAND CLOTHES COMPARED TO 18% IN 2018. TO MEET CONSUMER EXPECTATIONS, GÉMO, ERAM AND BOCAGE ARE EXPERIMENTING WITH NEW OFFERS.

éram BOCAGE GÉMO



Cécile Duriez,
Sustainable Market Manager

“At the end of December, 7,500 items had been sold, representing 7.7% of overall clothing sales for women and children. Initial figures that support our initiative.” ●

GIVING CLOTHES A NEW LEASE OF LIFE

Seconde vie by GÉMO is an opportunity to give a new lease of life to the whole family’s clothes that are filling up wardrobes. With GÉMO, everyone can donate clothes in good condition that they no longer wear in return for a voucher (for GÉMO products and products from other brands). The clothes are then collected and sorted by Patatam before going to the second-hand circuit, if they are in a good enough condition, or being recycled.

In 2020, 3 GÉMO stores (Vendin-le-Vieil, Trignac and Montgeron) trialed a new space for second-hand clothes (for women and children), all sorted and quality-certified by partner Patatam, an expert in second-hand fashion. ●



Laurent Moreau,
New Business Development Manager GÉMO

“The second-hand market has a promising future. At the same time, it is in phase with reduced purchasing power and people’s ecological convictions.” ●



GIVING SHOES A NEW LEASE OF LIFE





Since September 2020, 4 Eram and Bocage stores (Angers, Nantes, Paris and Bordeaux) have been experimenting with sales of second-hand shoes. The customer can drop off a pair of shoes they no longer want. Over 300 pairs have been sold as second-hand since the launch of this scheme. For 2021, 30 other concessions should open at Eram and Bocage stores. ●



ERAM TESTS SECOND-HAND CLOTHES

Eram launched a second-hand clothing scheme by opening a space dedicated to vintage fashion in the heart of its Sébastopol store. ●

HOW DOES IT WORK?

-  The customer brings the shoes (any brand) that they no longer want to the store.
-  They agree on their value with the sales assistant using a price list.
-  The shoes are beautifully reconditioned (folds removed from leather shoes, deep clean, polish, shine) before being sold.
-  Once the shoes are sold, the customer returns to collect their earnings: a voucher for the price with an extra 30% or payment of the price minus a 7% commission.



Alexandra Gibou,
Second-Hand Project Manager, High Street

“The strength of this initiative is to capitalise on the expertise of our sales team and reinvent the customer experience to generate traffic in our stores. We provide expertise and a new service for our customers as shoe professionals.” ●

OBJECTIVE FOR 2021

- Launch of Claquettes Market, an online platform dedicated to second-hand shoes.

CLAQUETTES
MARKET

3 GROWTH RELAYS

— DIVERSIFICATION IN OUR BUSINESSES



Hubert Aubry,
Strategy and Development
Director for the Eram Group



Étienne Ouvrard,
Director of the Restaurant BU



AS PART OF ITS CHANGE FOR GOOD CORPORATE PROJECT, THE ERAM GROUP IS EMBRACING NEW GROWTH RELAYS. WITH ITS HERITAGE AND HISTORY, ERAM CAN DRAW STRENGTH FROM ITS RETAIL AND SERVICE EXPERTISE AND EXPERIENCE.

WHAT CHALLENGE UNDERLIES THE DEVELOPMENT OF NEW GROWTH RELAYS?

Hubert Aubry — Our growth relays must contribute to our ambition to become a company recognised for its responsible performance. Our history is built around affordable shoes and fashion. These activities are the DNA of the Eram Group. But we can have a future where our role is in both retail and service. Thanks to our combined expertise and our experience in network management, we can confidently operate in new business sectors that complement our historic businesses and are in phase with our dream.

WHICH SECTOR WAS CHOSEN TO DIVERSIFY THE GROUP'S BUSINESS?

H. A. — We are interested in several sectors but our first operations will mainly concern the restaurant industry. The market is worth €57 billion and despite the social activism of the last few years, it has resisted well. Of course, it has been heavily affected by the health crisis but it meets a basic demand for pleasure and togetherness that will ensure its resistance over the long-term. The margins are significant and there is no seasonality to the industry. We are therefore going to work with winning formulas that combine originality, taste, customer experience and fresh produce. We have already proven ourselves with our first successful experience: Columbus Café. ●

WHY DID YOU CHOOSE RESTAURANTS AND MORE SPECIFICALLY COLUMBUS CAFÉ?

Étienne Ouvrard — The restaurant and fashion industries share at least two aspects: pleasure and togetherness. We have chosen a new adventure that cultivates the spirit of the local French café, a love of flavour and authenticity. Leader on the market, Columbus Café was also the first “coffee shop” to open in France.

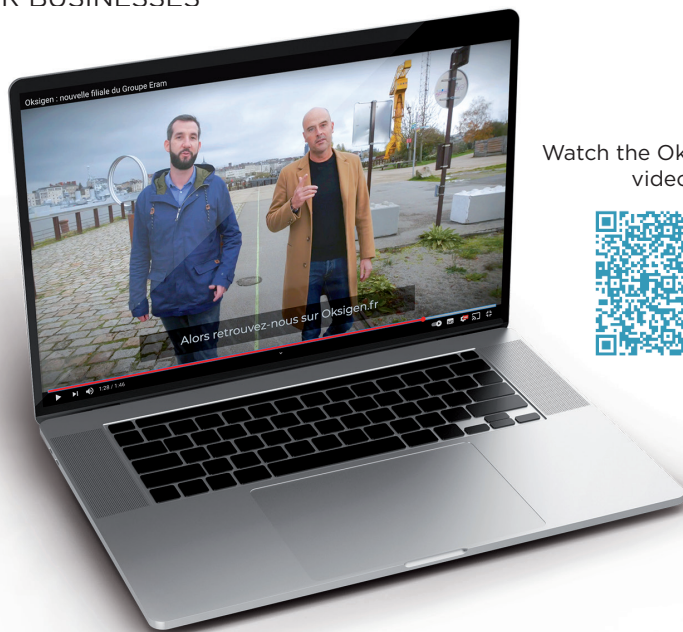
SO CAN WE CALL IT A SUCCESS?

É. O. — Yes! In addition to the first Columbus Café that opened as a trial in 2014, we have had three new openings since the summer: Bordeaux, Saint-Étienne and Toulouse. These four initial cafés have been set up in former stores and our objective is to open 4 other restaurants by the end of 2021. ●



3 GROWTH RELAYS

— DIVERSIFICATION IN OUR BUSINESSES



Watch the Oksigen video here



DIVERSIFYING OUR BUSINESSES ALSO MEANS OFFERING NEW SERVICES TO COMPANIES IN THE PRIVATE AND PUBLIC SECTORS.



Created in October 2020, the Oksigen project (oxygen in Breton), a subsidiary of the Eram Group, was designed and developed by Luc Robet, formerly Energy-Environment Manager for the Eram Group. Passionate about his job and convinced by results achieved by Gémo and other Group brands, Luc came up with the idea of sharing this expertise with companies in all business sectors, public and private, to reduce their environmental footprint and help stimulate their energy transition. This new subsidiary ticks all the boxes in the Group's Change For Good project: develop new services, reduce emissions, have a positive impact, etc. ●



Luc Robet,
Founder of Oksigen

“Like a traditional research department, Oksigen can define a project tailored to its customers. An engineer or a whole team can be on hand to steer a project for change in-house,” explains Luc Robet, formerly Energy-Environment Manager for the Group, now founder of Oksigen. ●

A HYBRID CONSULTANCY-RESEARCH DEPARTMENT BASED ON 3 CORNERSTONES



STIMULATE A LOW-CARBON STRATEGY: carry out carbon footprint audits and implement action plans to reduce CO₂ emissions.



IMPROVE ENERGY EFFICIENCY: carry out energy audits to identify areas for improvement and launch projects to concretely reduce energy use: solar cells, LED relamping, user awareness, etc.).



OPTIMISE ENERGY COSTS: consolidate procurement.

GÉMO pro

A CUSTOMISED SERVICE

In 2020, the Gémo brand diversified by developing a service dedicated to professionals. This customised service meets all of their requirements (dedicated team, quotes, professional account, specific payment methods). With some 17,000 items in the Gémo collection, the Gémo Pro service offers a wide choice of products selected for and adapted to different professional environments: from schools to local authorities, state-run organisations and businesses. ●



Tiphaine Chateigner,
New Business Manager

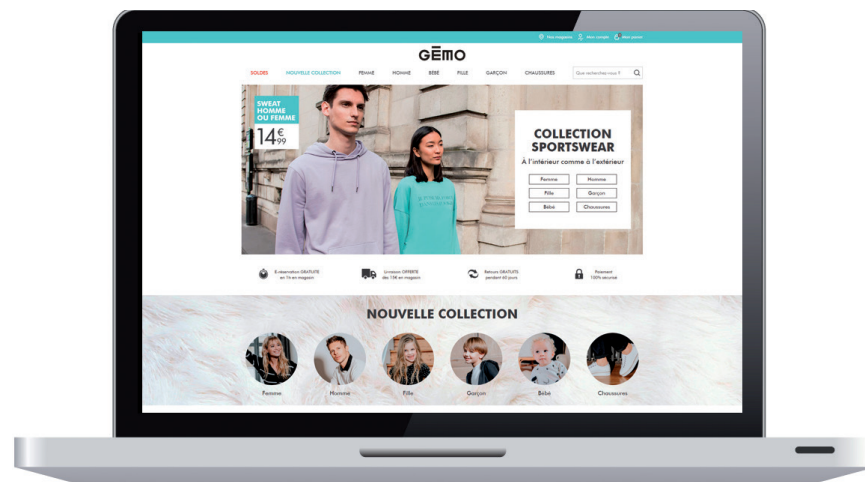
“With Gémo Pro, we provide fashion to the professional clothing sector. We are bringing trendy items at affordable prices to this market. Our offer sits between professional clothing providers, who have more conventional products, and pure players who have a low price policy.” ●



5 EMBRACING DIGITAL TECHNOLOGY

DIGITAL

THE ERAM GROUP'S OBJECTIVE FOR 2025 IS TO DOUBLE THE TURNOVER OF ITS ONLINE BUSINESS. TO ACHIEVE THIS, DIFFERENT ACTIONS HAVE ALREADY BEEN ROLLED OUT FOR ALL BRANDS AND THESE WILL CONTINUE. OTHER PROJECTS HAVE ALREADY BEEN IDENTIFIED AND WILL ALSO BE LAUNCHED BY 2025. A CLOSER LOOK.



Renaud Montin,
Gémo Marketing
and Digital Director

“The digital community, with around twenty employees from all our brands, is tasked with creating synergies, developing and accelerating group-wide projects such as data analysis and processing, performance indicators to challenge ourselves, multi-channel operations and responsible online business.” ●

— “ACCELERATING THE ROLE OF DIGITAL TECHNOLOGY BY 2025.”

PROJECTION FOR 2025



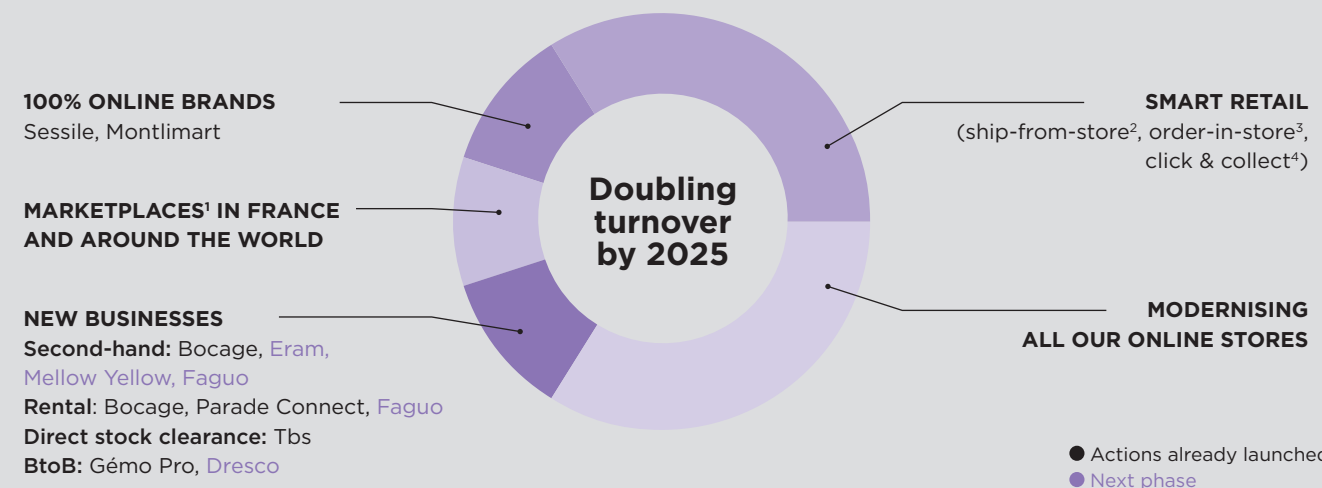
François Aspe,
Eram Co-Director
and Digital Director

“To achieve our objectives for 2025, we must use the historic strength of our brands, particularly through multi-channel sales, the modernisation of our websites and the roll-out of our offer on marketplaces. But we must also show how inventive we are, developing new business models like second-hand and shoe hire and continuing the growth of our fabulous start-ups Montlimart and Sessile.” ●



François Drouin,
Organisational
Structure and IT
Department Director

“In the Organisational Structure and IT Department, we have set up a Data Unit to boost the impact of our online business and develop the performance of our brands through data science.” ●



1 Marketplaces: online stores grouping together and selling products from several partner brands (Eram Group brands for example) under one online brand (for example: Amazon, La Redoute, Zalando, etc.).
 2 Ship-from-store: this is a delivery method where shipments are sent directly from physical stores or points of sale instead of from the distributor's warehouse platform.
 3 Order-in-store: customers order items in the physical store.
 4 Click & collect: online reservation of a product that is then collected from a store.
 5 Data science: data processing and analysis.

1 EMPLOYEE EXPERIENCES

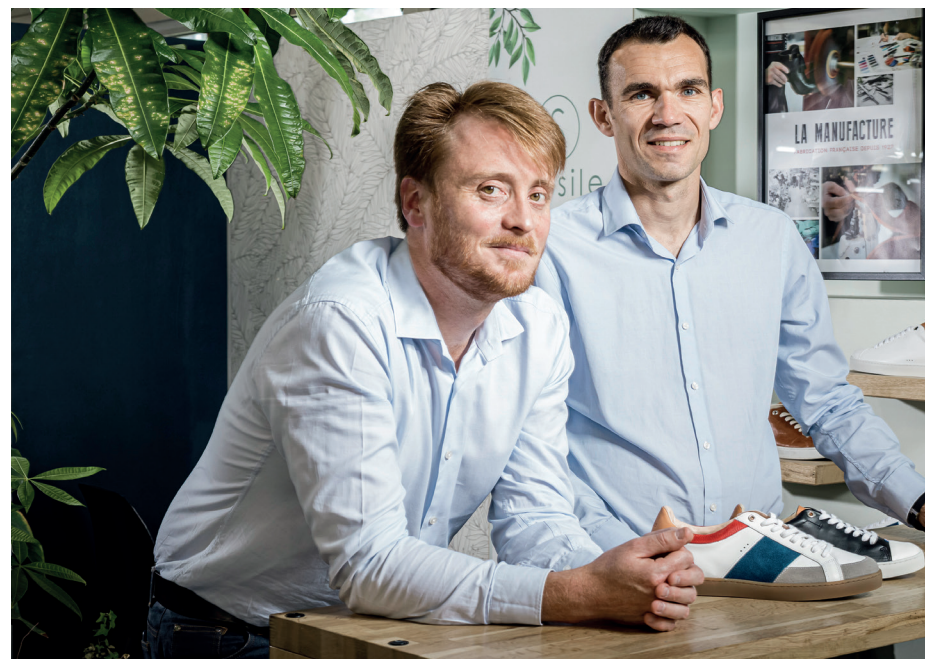
GROUP CULTURE

DEVELOPING NEW WAYS TO WORK TOGETHER IS ONE OF THE OBJECTIVES OF CHANGE FOR GOOD LIKE INTRAPRENEURSHIP, WHICH ENABLES ONE OR SEVERAL EMPLOYEES TO MANAGE AN INNOVATIVE PROJECT. JEAN-OLIVIER MICHAUX AND ALAIN PÉRON, RESPECTIVELY DIRECTOR AND CONTROLLER OF INDUSTRIAL MANAGEMENT AT LA MANUFACTURE, TAKE A LOOK BACK AT A SUCCESSFUL PROJECT: THE SESSILE SHOE.

LA MANUFACTURE
FABRICATION FRANÇAISE DEPUIS 1937

“INTRAPRENEURSHIP MEANS FREEING ENERGIES FOR THE GREATER GOOD.”

Alain Péron and Jean-Olivier Michaux,
La Manufacture



WHAT DOES INTRAPRENEURSHIP MEAN TO YOU?

Alain Péron — Intrapreneurship is all about freeing up energy. By providing an environment that encourages intrapreneurship, a company's management enables employees to express their ideas and above all implement them with everyone's approval. In this context, intrapreneurial projects are a source for innovation and motivation in the company.

Jean-Olivier Michaux —

Intrapreneurship represents thinking outside the box. Straying from the beaten path using your own expertise and experience. People with an idea for a project can use the strength of their company to make it a reality.

Rather than giving up our main mission, intrapreneurship means “as well as” not “instead of”. For intrapreneurs, what may seem like an additional workload is not experienced that way. They are motivated first and foremost by their shared commitment to an idea.

HOW DID INTRAPRENEURSHIP APPEAR AT LA MANUFACTURE?

J.-O.M. — Good ideas always emerge during team discussions. But they often only exist on paper because of a lack of time. When the idea came for a shoe that was more humanly and environmentally responsible, there was a different mindset, an ambition to make the idea a real project. And Group Management trusted us to make it happen.

A.P. — We were given the time to discuss it, usually at the end of the working day. The aim was to develop ideas without neglecting our main jobs. We began with brainstorming meetings that lasted two hours every two weeks. There were six or seven of us around the table, but it was a more collective project than that. We were using the energy all around us.

HOW DID YOU CREATE THE SESSILE PROJECT TEAM?

A.P. — The initial brainstorming group provided different skill sets with our volunteers: Production Manager, expert from the Research Department, Quality Manager, Communication Manager, etc. But the project really took off when it extended beyond this

initial circle, when all the roles in La Manufacture joined in.

J.-O.M. — Intrapreneurial projects can move fast when they use the company's resources. There was barely a year between the initial discussions about Sessile and the Ulule campaign in autumn 2019 which promoted the project! The team changed several times in line with what was needed: template design, drawings, samples, etc. In the end, all of La Manufacture came together to develop the Sessile shoe.

WHAT LESSONS CAN BE DRAWN FROM THIS INTRAPRENEURIAL PROJECT?

A.P. — One of the lessons from the Sessile project is that an idea can be very quickly tested to decide whether it should be pursued or abandoned. Avoiding any type of indecision is essential.

J.-O.M. — Intrapreneurship plays a role in the Group's development. Everything we learnt in terms of team dynamics has made us want to start all over again on a new project! ●

1 EMPLOYEE EXPERIENCES

GROUP CULTURE

NEW PROJECTS, NEW JOBS,
NEW METHODS OF
WORKING TOGETHER:
CHANGE FOR GOOD
REFLECTS CHANGES AT THE
VERY HEART OF THE
COMPANY SO WE CAN BE AS
CLOSE AS EVER TO OUR
CUSTOMERS AND THEIR
NEEDS. WE INTERVIEWED
THREE YOUNG EMPLOYEES
READY FOR THE
CHALLENGE, A CHALLENGE
THEY SEE AS ABSOLUTELY
ESSENTIAL.



Corentin Desmoulin,
Material Quality Engineer

— I work with the Group's brands calculating the environmental impact of their products and setting up eco-design initiatives. I joined the Eram Group in September 2018 as part of the Change For Good project. My role means I am acknowledged in the company every day. I'm only 23 but my colleagues take me seriously and that's really nice! Eco-design projects receive a very warm welcome from the staff. We have no sticking points. On a personal level, this means I can develop my skill set and be true to myself. **My job is a recent one and reflects the emergence of new roles associated with corporate environmental responsibility.** Awareness is growing and the movement isn't going to stop! For consumers of my generation, this trend will continue to grow in importance.



Tristan Bientz,
Low Carbon Strategy Project Manager

— **The Change For Good project was key to me wanting to join the Eram Group in 2019.** Responsible retail, product traceability, energy savings, reducing the Group's greenhouse gas emissions by 30% by 2030... For me, what counts is managing our impact on the environment - one of the great causes of the immediate future! With my engineering degree, how could I not be excited by this challenge? The many colleagues I have met since I joined the company share my enthusiasm. No one takes environmental issues lightly. Change For Good is a uniting project that rallies us around one unique subject, whatever our role. As well as making the Group more environmentally responsible, this project is helping break down the barriers between us, for even more collaboration.



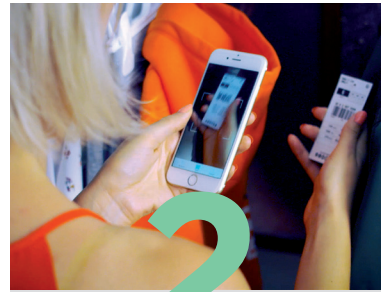
Chloé Boissinot, Assistant Project Manager,
IT Department

— Previously a consultant, I joined the Eram Group in 2019 to be at the heart of IT projects, interfacing between brands and the IT departments developing web solutions. **Change For Good is having a strong impact on the Group's different departments** including IT! For example, I'm working on the sale and marketing of reconditioned shoes, setting up second-hand spaces in stores and also on a project for smart shoes that send a warning if the wearer has a fall, for people who work alone. And I'm enjoying all these adventures because of their connection to people. I feel empowered and responsible because I have been entrusted with ambitious projects in areas where I don't necessarily have a great deal of experience. In my job, you mustn't feel afraid to ask colleagues for help even if you don't know them very well. Change For Good has helped me do that. It is a movement that knocks down the walls between the Group's different departments and services.



Managerial culture

- 100% of employees know the corporate project and know what it is about.
- 100% of employees personify the values of the Group.
- 50% of key roles are filled through internal recruitment.



Sustainable development

LABEL FOR RESPONSIBLE BRANDS & STORES

- 100% of stores with the label.

ECO-DESIGN

- 30% of products are eco-designed for all our brands.
- 100% of collections involve environmentally-friendly materials.
- Reducing volumes of unsold stocks.

SUPPLIER RELATIONSHIPS

- 100% of suppliers are associated and involved.



Diversification of our businesses & our growth relays

RESTAURANTS

- Opening of 3 to 4 additional restaurants.

SECOND-HAND

- Launch of a second-hand marketplace.
- 30 additional second-hand shop-in-shops in our Eram and Bocage stores.



Organisations: convergence & synergies

CONVERGENCE & SYNERGIES

- Development of new combination stores.
- Development of commercial partnerships with internal and external brands.
- One single online store for the High Street division.
- Rationalising our BtoB offer.



Digital: data & customer knowledge

EMBRACING DIGITAL TECHNOLOGY

- Double the online turnover.
- Modernise all our online stores.
- Personalised relationships with our customers.
- Roll-out of marketplaces in France and around the world.
- Development of ship-from-store for our other brands.



ERAM GROUP



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GROUPE ERAM

CHANGE
FOR **GOOD**