

# 2018-2019 SUSTAINABILITY REPORT

Benchmark in premium eyewear.

*Silhouette*<sup>®</sup>  
INTERNATIONAL

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At Silhouette International, gender equality is a matter of course. It is part of who we are. We strive to reflect this attitude in our written communications as well. Any general references to our employees or others in this report are to be understood as gender neutral. For the sake of readability, we use the gender-neutral pronoun "they" to refer individually and collectively to people of all genders.

## PREFACE

**F**acing the future with a clear **VISION**: this was the guiding principle on which Arnold and Anneliese Schmied founded Silhouette International 55 years ago. It took courage, far-sighted entrepreneurship and a pioneering spirit for them to get the company off the ground.

The word "sustainability" had a different meaning in those days. Yet, when we look back on our company's history today, we can see that sustainability has always been an intuitive aspect of what we do. It has been a factor behind every decision we've made, and it continues to guide us throughout the years. As we progress, our view of sustainability becomes clearer. That is why we are now releasing our first Sustainability Report, looking back on what we have achieved so far and strengthening our resolve to continue on the path carved out by our company's founders.

As the members of the Executive Board, we have made it our task to lead this company responsibly. We have also set the challenge for ourselves to create a healthy balance between people, the environment and business concerns. As a company, we have the opportunity to play a part in shaping the future. We can help ensure that the next generation continues to thrive in a world worth living in.

### Acting for the Good of Everyone

In Germany alone, around two-thirds of adults now wear glasses. The number of people between the ages of 20 and

29 who wear glasses has more than doubled in the last 60 years. In Austria, 85% of all people over the age of 50 require reading glasses. There is a growing trend already visible among children: due to heavy use of smartphones and other mobile devices, there is a rise in cases of short-sightedness. The Digital Age has changed the way that we live and work.

Silhouette International gives eyes the attention that they deserve. Precise vision, with eyewear lenses adjusted to meet the individual wearer's needs, is indispensable for our quality of life.

We are a family-owned company, dedicated to long-term thinking and an unwavering competitive and innovative spirit. We are deeply rooted in our home country of Austria and committed to conserving the natural resources it affords us. Our independent ownership allows us to make autonomous decisions and put responsible actions ahead of quick profits.

Today, two generations later, our company's family owners are still working to lead us successfully into the future. Our internal SIGMA, SIM, SIA and SILVITAL programs position us to achieve our strategic targets.

We have already come a long way, and there is still much to be done. **With a clear VISION of the future**, we will continue to live up to our company founders' guiding principles.

# 1

## A FOCUS ON THE COMPANY

Reinhard Mahr

Christian Ender

Michael Schmied

Thomas Windischbauer

# FROM AN IDEA TO A CALLING

## UNLIMITED VISUAL EXPERIENCES

**G**lasses have gone from being a ubiquitous part of daily life to an object of prestige and value. For those who wear them, the demand for quality has never been greater. They rely on the right prescription lenses to provide them with perfect vision, without fatiguing the eyes. The glasses themselves have to be light and comfortable. This makes it even more important for the eyewear and lenses to be fully adjustable.

At Silhouette International, it is our mission to provide people with unlimited visual experiences in every way possible. We achieve this through our proprietary brands, Silhouette and neubau eyewear, as well as through our licensed brand, adidas Sport eyewear. As the world market leader in premium eyewear, our company has consistently pursued this vision ever since it was founded more than 55 years ago. In the words of Arnold Schmied, Jr., a member of the family who owns the company, "Our guiding principle and calling at Silhouette International is to develop and produce eyewear that meets the strictest standards of functionality and aesthetics."



## OUR COMPANY'S PURPOSE

### AN EYE FOR AUTHENTIC DETAILS

**A**t Silhouette, our company's clear vision helps us keep sight of what is important. Expertise and passion are our focus. As a premium supplier, we do what we know how to do best: design, develop, produce and bring to market superior-quality, innovative eyewear.

According to Arnold Schmied, "We create eyewear designs with timeless, unmistakable style. They enhance the personalities of the people who wear them and satisfy the need for total protection and comfort, every moment of the day." At our headquarters in Linz, Austria and throughout the world, it is our goal to set the highest standards of quality in everything that we do. That is how our company sets the international benchmark for premium eyewear.



In 2017, we transformed from being a manufacturer of eyewear frames to become a full-service eyewear provider. That year, we began producing lenses at our in-house Silhouette Vision Sensation® Lab in Linz, surpassing yet another milestone as a premium eyewear manufacturer. The Silhouette Vision Sensation® Lab is housed in an ultramodern building, the facade of which evokes the shapes of lenses. We produce our lenses with the utmost precision, including a large degree of hand craftsmanship. The result is lenses that are tailor-made to fit the frames. This union of lenses and frames creates something truly special: a perfect visual experience.

# OUR MISSION

AT SILHOUETTE INTERNATIONAL, OUR VISION, MISSION AND STRATEGY HAVE A SINGULAR FOCUS: TO GENERATE PROFITABLE AND SUSTAINABLE GROWTH FOR THE COMPANY.



## WHAT WE DO

Silhouette International is the benchmark in premium eyewear. We are the market leader in premium eyewear, creating high-quality products for perfect sight correction and sight protection. Outstanding quality combined with unique aesthetics give our brand its allure, turning every glasses-wearer into a fan of our products.



VISION



MISSION

## WHY WE DO WHAT WE DO

Everyone wearing glasses, everyone wanting to see and protect their eyes perfectly, while looking their best at the same time, enjoys wearing eyewear from Silhouette International.

## HOW WE DO WHAT WE DO

We passionately challenge ourselves and our partners to create bold, innovative designs and push the boundaries of technology. We create a unique brand and buying experience for our customers via digital and real-life touchpoints with our brand. We are guided in all our activities by the greatest respect and appreciation for our customers, employees and environment.



STRATEGY

# FACTS AND FIGURES



**1964** FOUNDERS  
Arnold and Anneliese Schmied



**100%** OWNERS  
Arnold Schmied, Jr., Brigitte Reepmaker and Dr. Rupert Schmied

# ORGANIZATIONAL STRUCTURE



**EXECUTIVE BOARD**  
as of 1st November 2019

**Reinhard Mahr**  
(born 21st November 1960)  
Board member since  
1st October 2019

**Thomas Windischbauer**  
(born 31st May 1969)  
Board member since  
1st September 2013

**Christian Ender**  
(born 17th March 1976)  
Board member since  
1st October 2019

**Michael Schmied**  
(born 4th April 1983)  
Board member since  
1st October 2019

**AUTHORIZED REPRESENTATIVES**

Petra Hofer (born 24th August 1975)  
Authorized representative since 29th January 2019

Johann Pürmayr (born 6th August 1961)  
Authorized representative since 1st April 2003

**SUPERVISORY BOARD**

Dr. Andreas Meier  
(born 10th July 1962)  
Chairman of the Board since 1st November 2019

Dr. Gerhard Mayer  
(born 1st December 1952)  
Delegate since 1st November 2019

Arnold Schmied  
(born 26th September 1952)  
Member since 1st November 2019

Petra Hauser  
(born 7th September 1966)  
Member since 1st November 2019

Dr. Daniela Huemer  
(born 4th November 1978)  
Member since 15th July 2019



Incorporated Company



FORM OF ENTERPRISE

Worldwide more than  
**20,000**  
EYECARE PROFESSIONALS and  
**87** DISTRIBUTION PARTNERS  
belong to the Silhouette Family.



Worldwide, the premium eyewear market leader Silhouette International employs

**1,529** EMPLOYEES

**13** INTERNATIONAL SALES OFFICES  
and 1 regional office make Silhouette International the market leader in premium rimless eyewear.



**AU**  
HQ and production site

**768**  
EMPLOYEES

430 women, 338 men  
519 workers, 249 FTEs

**CZ**  
production site

**337**  
EMPLOYEES

269 women, 68 men  
303 workers, 34 FTEs

**USA**  
largest distribution subsidiary

**157**  
EMPLOYEES

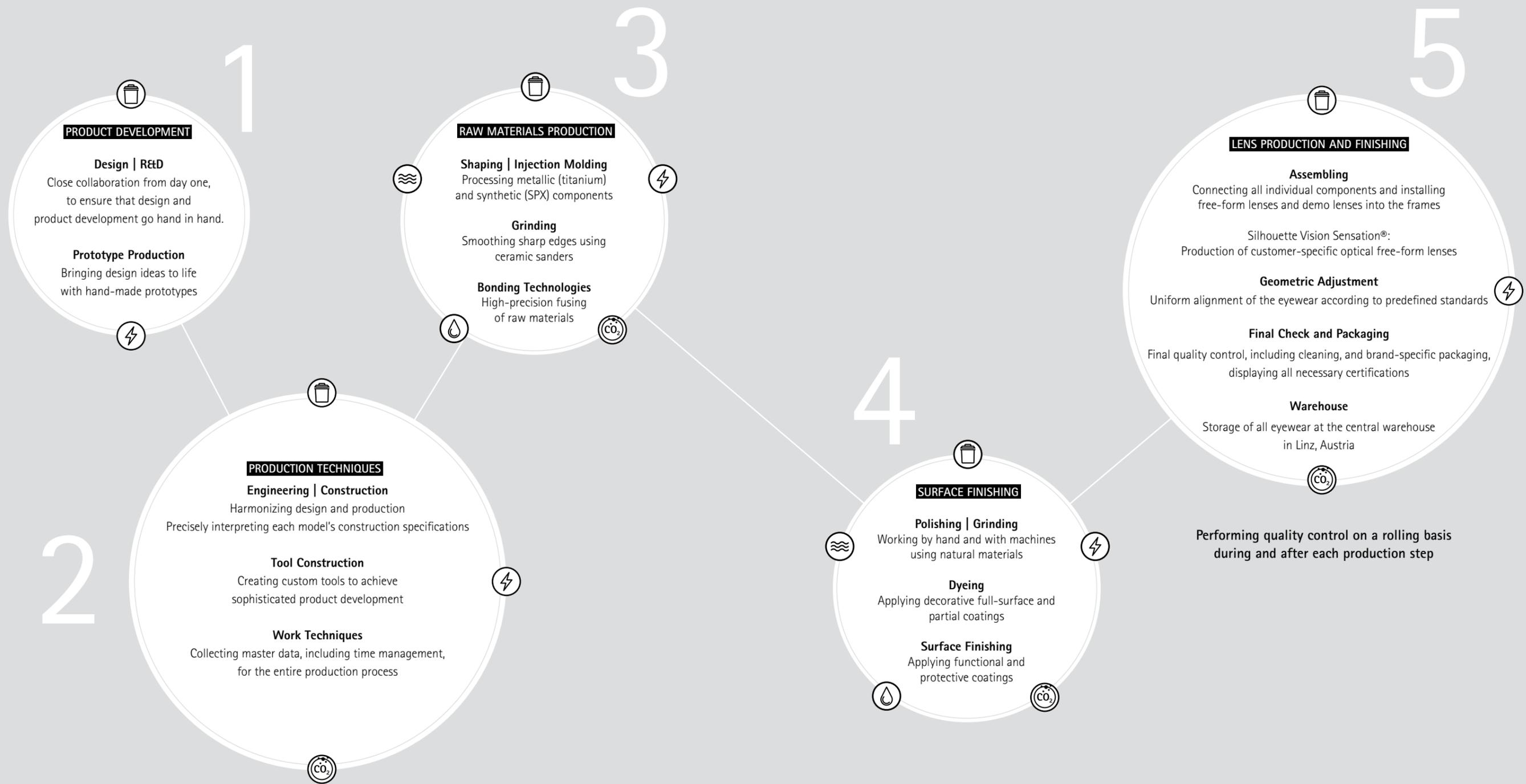
98 women, 59 men  
27 workers, 130 FTEs

An EXPORT SHARE of more than **95%** in over 100 countries, attesting to our company's international focus.

PRODUCTION SITES  
Headquarters in Linz and Silhouette subsidiary in the Czech Republic

**35** INTERNS are currently completing their education in **9** WORK-STUDY PROGRAMS at Silhouette International.

# 2018 PRODUCTION PROCESS



## BRAND PORTFOLIO

### THREE BRANDS, THREE LIFESTYLES

Silhouette International oversees its two proprietary brands, Silhouette and neubau eyewear, as well as our licensed brand, adidas Sport eyewear. Each of these brands is uniquely positioned, with its own product range catering to specific target groups and their lifestyles.

The Silhouette brand is synonymous with minimalism, comfort and tradition, reflecting contemporary styles since 1964. Our younger proprietary brand, neubau eyewear, was launched in 2016. It is dedicated to sustainability and an urban lifestyle, with its finger on the pulse of today. Since 1993, our licensed adidas Sport eyewear brand has offered high-performance sports eyewear of unparalleled quality. The brand embodies perfect vision, total protection and an ideal fit.





## SILHOUETTE: MINIMALISM, COMFORT AND TRADITION

**D**istinctive aesthetics often arise from the combination of two seemingly opposite poles. This has always been a hallmark of Silhouette eyewear: achieving unparalleled lightness through inner strength. Remaining true to its own identity while continually blazing new trails. Creating timeless design which resonates with the spirit of the times.

### ICONIC, MINIMALIST DESIGN

The Silhouette brand achieved its breakthrough and worldwide acclaim by introducing its Titan Minimal Art (TMA) eyewear. This model features a distinctively clear, fluid and minimalistic design which ergonomically aligns to the wearer's face. Silhouette's design philosophy follows the motto: "Avoid the superfluous and then the necessary becomes so special." Yet, not only the rimless models, but also Silhouette's full-frame eyewear adjusts harmoniously to its wearer's face while also demonstrating remarkable stability.

### COMFORT: LIGHTNESS YOU CAN FEEL

You feel the difference as soon as you put on a pair of Silhouettes. Try them on and you immediately feel how special they are. No other pair of glasses is as light or comfortable as a Silhouette. With its noticeable lightness and supple design, each piece of Silhouette eyewear becomes one with its wearer. From the moment you try on a pair of Silhouette eyewear, you will fall in love with them.

### TRADITION: PRECISION-MADE IN AUSTRIA

The company's location and continual investment in Austria ever since its founding in 1964 guarantees continuity and quality-leadership in the premium eyewear sector, which continues to expand throughout the decades. Sustainable operations, a passion for perfection and unmatched precision, as well as a love of hand-craftsmanship have always been the basis for the company's success, ensuring that Silhouette eyewear can exceed its discerning customers' expectations every day.

**Try it. Wear it. Love it.**

## NEUBAU EYEWEAR: SUSTAINABLE URBAN LIFESTYLE

Inspired by the colorful, exhilarating lifestyle of Vienna's Seventh District and the many creative metropolises of the world, the neubau eyewear brand was launched in 2016. Urban lifestyle and sustainability in optical frames and sunglasses are the brand's core elements.

All the eyewear is designed, developed and manufactured in Austria. Dedication to style and quality, as well as conscious handling of resources go hand in hand with neubau's high environmental standards. The naturalPX material used to produce the polymer eyewear frames is a highly advanced, environmentally friendly material. naturalPX is produced using organic, renewable raw materials, providing all the properties required of a first-class material: light, extremely flexible and stable, with unlimited color possibilities. The lightness of the material ensures comfort and a pleasant feel for the wearer. Within the neubau universe, everything from our frames and beyond is guided by the same attention to the environment. The neubau carry case for all naturalPX frames is made from

a cellulose-based material that requires no adhesives, making it easily recyclable. The cleaning cloth is made from recycled plastic bottles and packaged exclusively in recyclable paper. Even the marketing materials used at opticians are made using the most environmentally friendly materials possible and created by suppliers who share the company's concern for the environment.

Under the motto "See & Do Good," neubau eyewear also engages with initiatives that combine creativity with environmental awareness. In 2017, for example, neubau eyewear teamed up with upcycling label gabarage to create useful new products from used materials.

neubau eyewear also supports urban greenery projects in Vienna and cooperates with a bee sanctuary project in New York, because environmental protection calls for worldwide collaboration.





## ADIDAS SPORT EYEWEAR – PROTECTION WITH VISION

**A**s one of the world's leading names in sporting goods, adidas has blazed new trails in all areas of its production. Its products are the perfect fusion of design and technology. Silhouette International shares this philosophy, making it the ideal partner for licensing adidas Sport eyewear worldwide since 1993. The brand produces eyewear for sports and skiing, which can be fitted with corrective lenses. They unite perfect vision with total protection for any athlete.

During the development process for this high-performance eyewear, we seek input from top athletes. This results in the most innovative technologies for both frames and filters.

The world's leading athletes demand top quality and performance in terms of vision, customization and shape. The products from adidas Sport eyewear are more than just sunglasses. They are an essential component of any top athlete's sporting equipment, ensuring clear sight under high-stakes conditions. For any type of sport, adidas Sport eyewear offers an ideal solution made from premium-quality materials. Even with their sophisticated technical features, each model is built to last for a very long product lifespan. This is one of the hallmarks of sustainable production practices.

# 2

## UNDERSTANDING POINTS OF **VIEW**

# IN DIALOG WITH OUR STAKEHOLDERS

For us, corporate social responsibility (CSR) means continually striving for improvement. A key factor in this process is to have a dialog with our stakeholders. This helps specify our targets and areas of activity, which we can then define from a CSR perspective. We want to ensure the continued, sustainable success of our company. That makes it important for us to clearly determine all the demands that are placed on us from both internal and external stakeholders.

## OUR STAKEHOLDERS

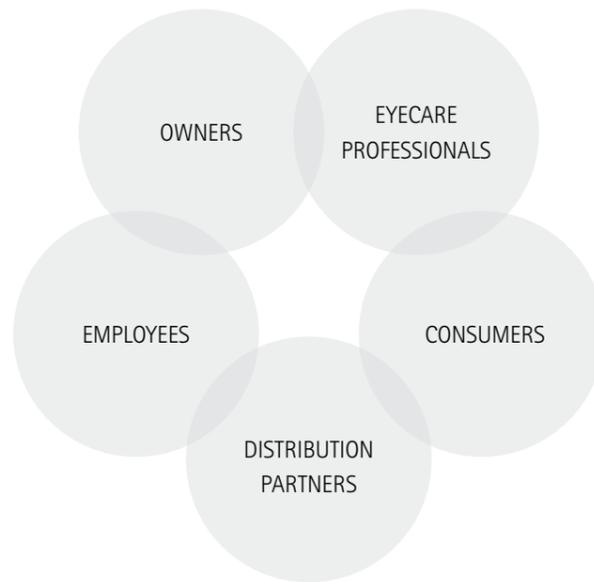
We know exactly who our stakeholders are (for a detailed stakeholder map, see page 102 of this report). We define our stakeholder groups in terms of how they influence or contribute to adding value to our products and helping us achieve success.

We are attentive to all of our stakeholder groups. Yet, the actions we take as a company revolve primarily around the expectations of our employees, eyecare professionals and consumers.

## KEEPING STAKEHOLDERS INVOLVED

One of the main aspects of our sustainability strategy is to establish a systematic exchange of ideas with our stakeholders. This is the only way to gain a clear understanding of their opinions, expectations and ideas on how our company should be run. It takes transparent, open communication for us to understand the challenges they are facing, so that we can live up to their demands more fully.

To prepare this Sustainability Report and evaluate the topics from our materiality mix, we chose to include the following stakeholders:



We divide sustainability measures into three categories: ecological, financial and social. Based on these three categories, we used an E-Spot to survey employees, eyecare professionals, consumers and distribution partners. The two fundamental questions for each topic are:

- How important do you think it is for Silhouette International to engage with the following topic?
- How engaged do you think Silhouette International already is with this topic?

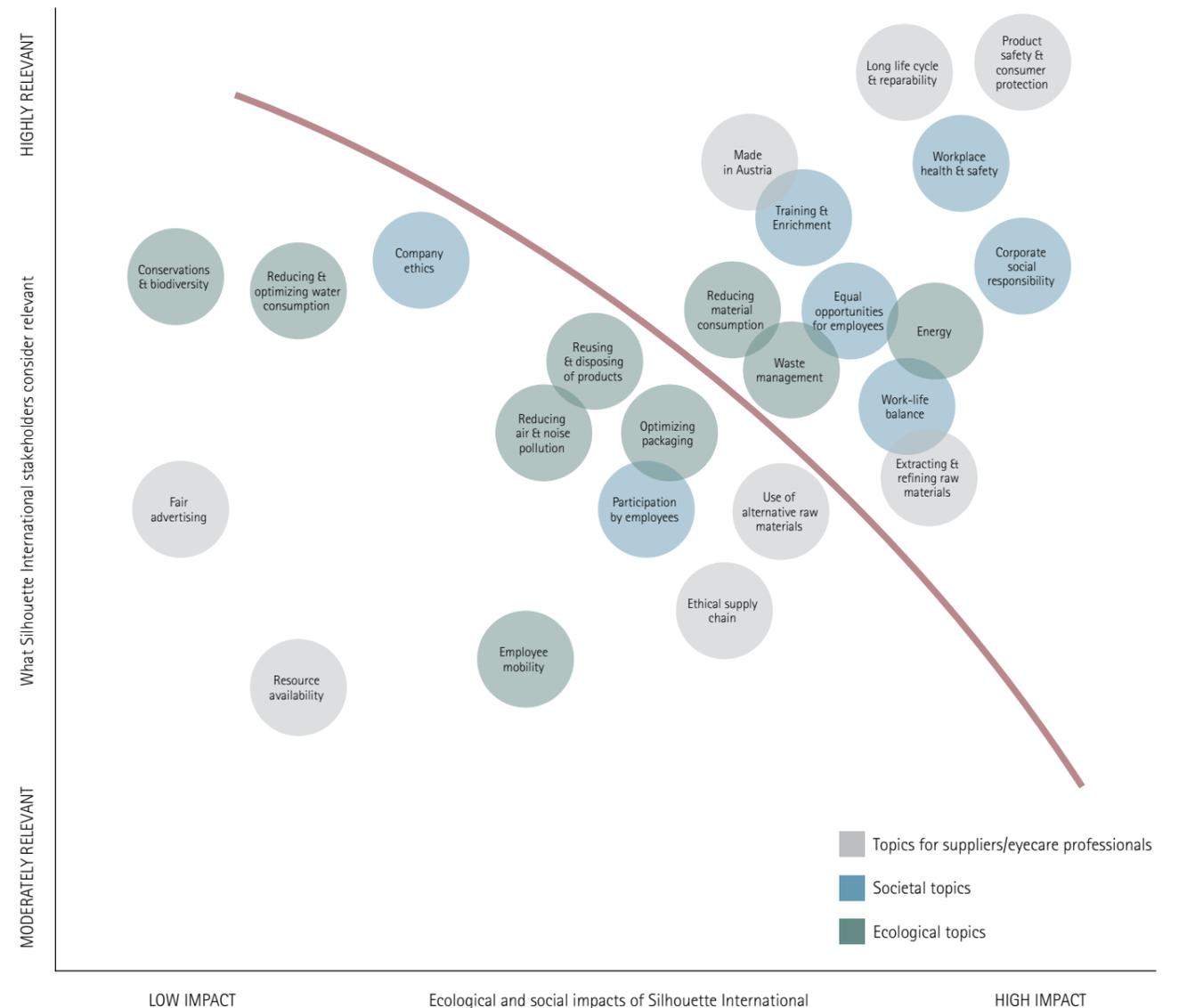
The company owners were surveyed through an in-person interview with the company leadership.

# MATERIALITY MATRIX

Our materiality matrix illustrates the twelve fundamental topics that our stakeholders identified when we surveyed them on the theme of sustainability.

We see these twelve topics as a core component of this Sustainability Report. Because of the geographical location of our company headquarters, we have also integrated the

topics of Wastewater and Emissions into the topic of Waste Management. The matrix serves as a guide, enabling us to continually evaluate our company strategy with regard to sustainability topics. This helps us to adjust and realign our strategy when necessary.



# 3

## LONG-TERM VISION

“ We want to free glasses from their serious image and position them as an accessory instead.

*A quote from our company's founders (back then)*

“ We want to expand our company further, so that it is healthy and profitable when we hand it down to the next generation.

*A quote from the second generation of company owners (today)*

“ We want to be the forerunners in sustainable innovation, in harmony with environmental protection.

*A quote from the third generation of company owners (tomorrow)*

## YESTERDAY AND TODAY: STRONG ROOTS FOR SUSTAINABLE GROWTH

ROLAND KEPLINGER, HEAD OF DESIGN, TALKS ABOUT THE EVOLUTION OF DESIGN AT SILHOUETTE INTERNATIONAL



### When did you start working for Silhouette International?

In May last year, I celebrated my eight-year anniversary as Head of Design here at Silhouette.

### Would you say that the eyewear designed at Silhouette International today has a longer "lifespan" than it did back then?

Yes. In my view, the Titan Minimum Art laid the groundwork for developing eyewear designs with a long lifespan. We've been pushing that idea further ever since. Completely stripping down a pair of glasses to the most essential components—the temples, the lenses and the bridge—is the ultimate method for conserving resources during production. One of the nice side effects of designing rimless glasses is that the shape of the lens can play into the wearer's personal style. If the wearer wants to change the shape, then they can do that without having to switch to a new pair of frames.

### In the 1990s, we saw a shift in thinking among Western society. Suddenly, anti-consumerism, environmental

### protection and social injustice were on a lot more people's minds. Did these global developments influence eyewear design, and was the stripped-back design of Silhouette eyewear like the Titan Minimal Art a response to this?

As a designer, what's going on in society influences you in both conscious and sub-conscious ways. So, the ideas you come up with often reflect solutions or resemble formal statements. That's just as true for eyewear design as it is for any other product.

### Does sustainable thinking guide you in your creative work?

Sustainability is the result of creative work. It's about carefully examining every aspect of a form, functionality and production processes. You can see this in many different ways in our brands. Silhouette stands for minimalism and timelessness, both of which conserve resources. At neubau eyewear, the sustainability comes primarily from using sustainable materials, from naturalPX to special carry

cases, to conscious handling of POS materials. With adidas Sport eyewear, consumers get sophisticated, high-performance products that are built to last and durable enough to withstand extreme sporting conditions. That's also a form of sustainability.

### The fast pace of modern life has triggered new needs in people. The "return to good style," reduction, substance, longevity and individuality have become the values of our times. Is Silhouette International following these new human desires?

Definitely! When people buy a pair of glasses from Silhouette, they find the individuality, style, quality and long lifespan that they are looking for. Today, people want to know where a product comes from. They want to know how and under which conditions it was made. We can answer these questions with a clean conscience.

### Good style is good. Good fashion is subject to certain trends that come and go. What is the difference between fashion and style, for you, and how can we unite the two?

So, the first rule is that good style never comes from fashion. Fashion is getting faster and faster, and I also think it's becoming more and more arbitrary. We design eyewear that enhances a person's style without becoming a statement itself. That's why timelessness is so important for us. With sunglasses, you cannot escape the ever-changing fashions. But we are still careful to avoid putting out "one-season wonders." We stand for timeless shapes with an established fashion history, but pay special attention to include trendy color options, which are always changing.

Our design team's highest goal is still to create a design classic, a pair of glasses that lives on for decades, like our Titan Minimal Art.



# 55 YEARS OF FAMILY BUSINESS: MILESTONES OF THE PAST DECADES



**1964**

With passion and a long-term vision, Anneliese and Arnold Schmied found the Silhouette company and brand.

**1975**

In the mid-1970s, Silhouette becomes the first brand to send eyewear and vision aid accessories onto the runways of international fashion shows.



**1993**

Licensed production of the adidas Sport eyewear brand begins in the early 1990s.



**1999**

A groundbreaking year: Weighing only 1.8 grams (less than a tenth of an ounce), the Titan Minimal Art (TMA) takes the eyewear market by storm, becoming an international success. It is the first titanium eyewear model made without screws or hinges, fully adjustable to each wearer's individual needs.

**2013**

A new interpretation of "Titan Minimal Art. The Icon," the most successful collection in Silhouette history, is introduced.

**2014**

Silhouette turns 50, marking the occasion with a reinterpretation of its cult classic Futura model.

**2019**

- Michael Schmied, son of Arnold Schmied, Jr., joins the company, taking on the role of CMO.
- The Titan Minimal Art, now considered a design icon, turns 20. It is widely acclaimed for its groundbreaking design which reduces eyewear to its most essential components. Over 12 million pairs of this iconic model have been sold since its introduction.
- The year ends with the launch of evil eye, Silhouette's own premium sports eyewear brand, which replaces the licensed adidas Sport eyewear brand. The new brand's high-performance sports eyewear is a perfect combination of high-tech frames and filters.



1960

1970

1980

1990

2000

2010

2020

2030

**1970/71**

After achieving success in Europe and Canada, Silhouette captivates the USA and Southeast Asia.



**1974**

The "Futura" model garners acclaim, becoming one of the brand's first ambassadors. Today, after countless appearances in films, the glasses are an icon and collector's item.

**1983**

Silhouette invents its proprietary plastic, SPX®+, bringing eyewear design to a new dimension and ushering in the age of lightness.



**1978/79**

Arnold Schmied, Jr., and Klaus Schmied, both sons of the company's founders, join the company and help shape the future of the Silhouette brand.

**2016**

Silhouette launches its neubau eyewear brand, with urban lifestyle and sustainability as its core elements.

**( ) neubau**

**2018**

The 100,000,000th pair of eyewear was produced with Silhouette's signature eye for detail at the company headquarters in Linz.



**2017**

Silhouette International begins producing its own lenses at its in-house Lens Lab, a special new facility located on the company's campus in Linz. These lenses are custom created to fit Silhouette frames. The union of frames and lenses results in the perfect visual experience.

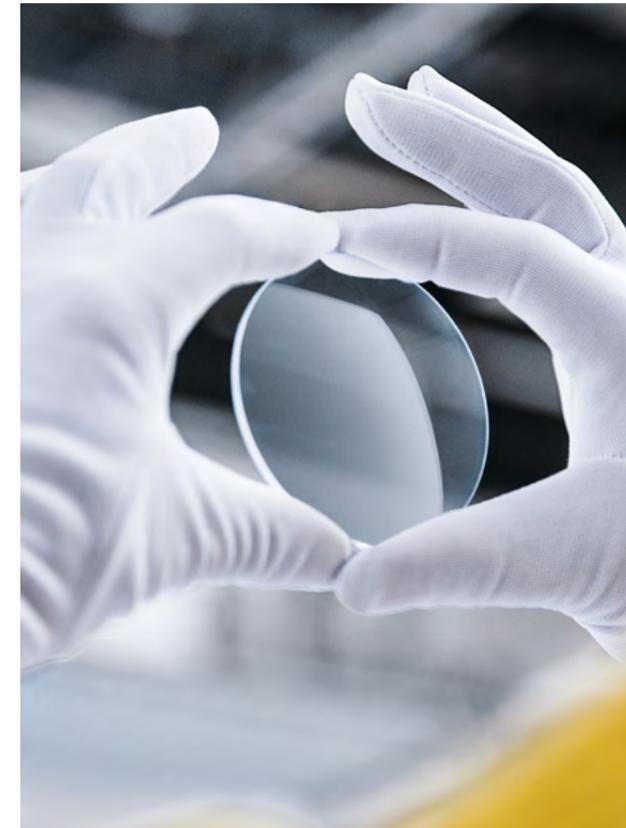


**2000**

The Titan Minimal Art launches into orbit. These ultralight, screw-less, hinge-less glasses guarantee astronauts a perfect fit, even in the weightlessness of outer space.



## FUTURE: THE COMPANY ENTERS ITS THIRD GENERATION



**A**rnold and Anneliese Schmieid have been a strong influence on the generations that followed them. Their entrepreneurial qualities are as relevant today as they were back then. They were uncompromising in building up their brand. They were resolute in their commitment to societal topics. And they continued to expand to new markets, long before anyone was even talking about "globalization." For us, it's not just a matter of preserving our traditions, but also about keeping our values system up to date.

We are not afraid to call the status quo into question and continue to improve. You might say, we follow the motto that "many small steps add up to one big step." We have the luxury of giving our designs time to develop. The only fixed point for the future of Silhouette International is that it will continue to be a family-owned company based in Austria.

We know how quickly the economy is changing and how much smaller the world is becoming. But we will always have the confidence not to simply chase after every trend. Instead, we will rely on our strengths to become a forerunner ourselves. We want to maximize the benefit for our consumers while focusing more heavily on protecting the environment and conserving resources.

The bigger and more global a company becomes, the more country-specific situations you have to account for. An important step for the future of Silhouette International is to expand our presence in the Asian market with our two sales offices in China. That will help us gain a stronger share of the above-average growth in the Asian eyewear market.

# 4

## A **TRUSTED** PARTNER

“ Everyone knows exactly what they can expect from us. It takes trust and joint effort to create lasting quality and forward-thinking solutions.

*The family owners of Silhouette International*



# ETHICS AND INTEGRITY

## OUR VISION OF A HEALTHY COMPANY

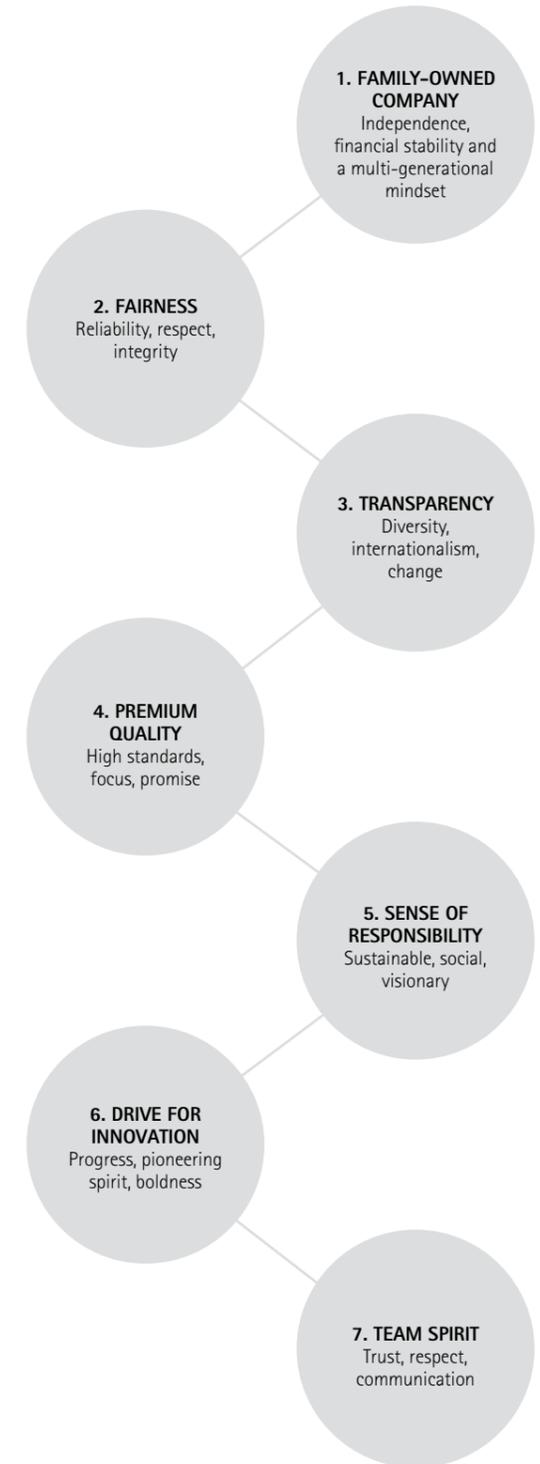
**E**yewear from Silhouette International offers the best selection for protecting the eyes and enhancing vision. We intentionally avoid short-lived fashion trends, because these inevitably result in wasted resources. We owe it to our proud Austrian heritage to guarantee the utmost quality for better vision, long-lasting products, beneficial features and stylish design.

Our sustainable approach, quality, design, perfection and, above all, authenticity and respect have always been the foundation for our company's success. This has made us a trusted name among our partners, eyecare professionals and employees around the world.

As a family-owned company, we are keenly aware of our responsibilities toward our employees, the environment, our business development and our home region. True to our Austrian values, we have made it our mission to live by the principles of sustainability. It is our top priority to ensure fair working conditions for a healthy, motivated workforce. Above all, we are committed to ensuring job security.

## THE VALUES THAT GUIDE US

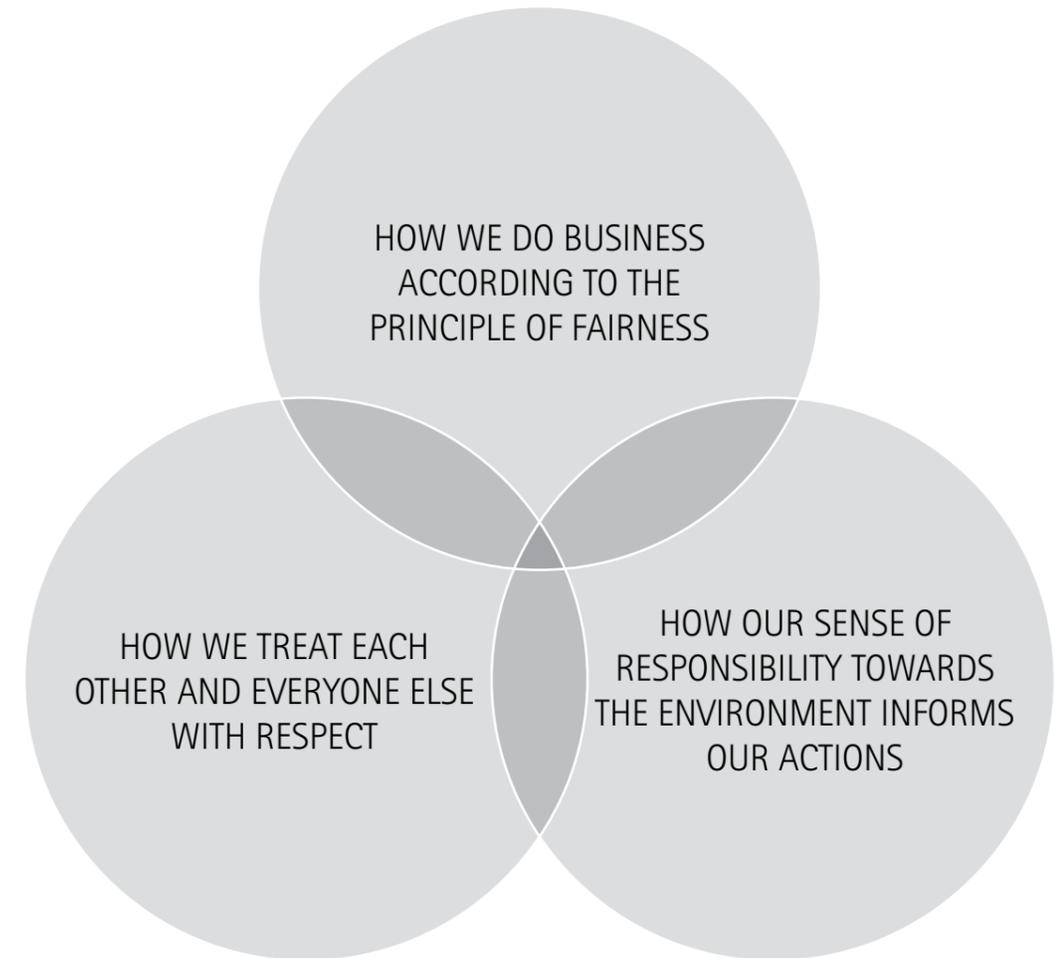
Our strongly held values compel us to embrace sustainability at every stage of our value-added chain. The result is continual growth, as well as respectful, transparent relationships with our employees, eyecare professionals, suppliers and consumers.



“ We take responsibility for discovering our own opportunities. That means we set challenging goals and pursue them with optimism and consistency. By actively driving forward our evolution, we will successfully shape our future.

*Arnold Schmied Jr., member of the owning family*

**CORPORATE GOVERNANCE**  
Our values define our company's fundamental mindset.



**PUTTING SUSTAINABILITY INTO PRACTICE IN THE ORGANIZATION**

Josef Keplinger, Head of Quality Management, Statistics and Environmental Management has been appointed as our company's CSR officer. He is tasked with further developing our sustainability strategy and firmly embedding corporate social responsibility in all areas of our company. He is working side by side with Thomas Windischbauer, COO of Silhouette International, offering strategic and operational support.

Josef coordinates all our CSR activities, ensuring that sustainability is permanently enshrined in our company. He oversees our progress as we work in each department towards meeting our sustainability goals. He also facilitates the dialog

among our CSR core team and external stakeholders, taking charge of our CSR reporting and communications.

We assembled our own CSR core team for the purpose of creating this Sustainability Report. It includes members of top and senior management, as well as our Quality Management, Procurement, HR, Production, Technologies and Communications departments. Yet their work will not end there. After completing this report, this core team will help drive forward our sustainability management from now on. Each team member will also help ensure that their departments are putting sustainability measures into practice and living by our company's values.

We are currently defining a code of conduct that will extend to our entire company. It is based on our company's values as well as international standards. To ensure its effectiveness, we are planning how we will phase in this code of conduct throughout the company.

Since 2019, our supplier code of conduct has been in place, setting the terms by which we cooperate with our partners and suppliers. Each year, we perform an audit to ensure strict compliance with this code.

To make our CSR activities even more transparent, we have decided to issue a Sustainability Report every three years, starting with this report. Compiling this report gives us a regular opportunity to reflect, evaluate how well we are achieving our targets, and continually set new targets. Even

though we know that we are on the right track, there is always room to improve. A healthy working environment is one of our highest priorities. That is why we also regularly conduct employee surveys. In case our employees observe any misconduct or have any doubts regarding their own conduct, they can always turn to our HR department for guidance.

An open dialog is essential to sustainability. That is why we are working to establish a systematic exchange with our stakeholders on CSR-related topics. For example, to compile this report, we conducted a CSR survey among our suppliers, eyecare professionals and employees. We will repeat this survey regularly from now on.

# 5

## BUSINESS FOCUS

“ For us, change does not mean doing everything differently. What it means is questioning the status quo, making changes or adjustments and adapting things wherever necessary. But it also means learning from the past and always striving to do better.

*Thomas Windischbauer, COO Silhouette International*

# SIGMA: A PROGRAM FOR STRATEGIC CHANGE



Silhouette International is the market leader in the premium eyewear sector, creating high quality products that protect the eyes and offer perfect optical correction. We will constantly pursue this vision to successfully reach our company's ambitious strategic goals.

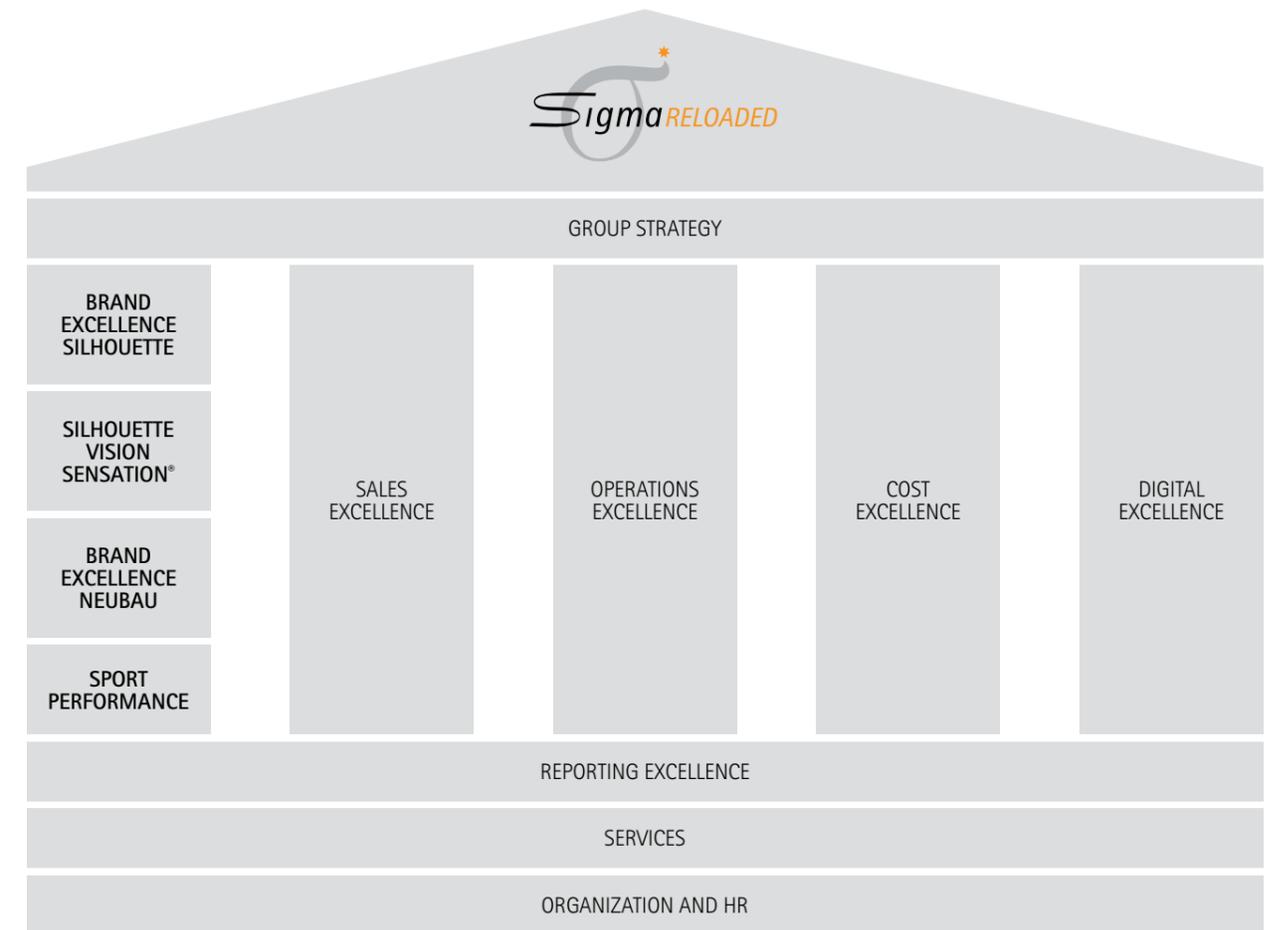
The story of Silhouette International is one of many successful innovations and transformations. Our strengths, know-how and quality provide a firm foundation upon which we can continue to build in the future.

We want to confidently face rapid changes now and in the future to maintain and expand our position as market leader. That is why Silhouette International launched SIGMA, a program for strategic change. In February 2018, this initiative expanded to include SIGMA Reloaded, which covers all fundamental pillars of our value-added chain.

The goal of the SIGMA Reloaded program is to achieve excellence in all our day-to-day processes and expenditures, to generate sustainable, profitable growth and to transform our organization and its culture. At its first level, the program includes the following pillars:

“ The SIGMA program equips Silhouette International and its employees for a competitive future that we can all be proud of.

*Michael Schmied, member of the owning family and CMO of Silhouette International*



These areas provide our company with great opportunities for the future, without losing focus on our partners and consumers.

True to our company culture, the sustainability approach we take at Silhouette International is firmly anchored in the SIGMA Reloaded program. Alongside growth and

optimization, sustainability is one of its main focal points, making it an indispensable component of the past, present and future of Silhouette International.

This means that sustainability is always factored into every project and pillar within the SIGMA Reloaded initiative, serving as a basis for any measures we take.



**THE BUSINESS FOCUS AT SILHOUETTE INTERNATIONAL IS GUIDED BY THREE CORE BELIEFS:**

**1. LONG-TERM THINKING AND FAMILY BUSINESS**

Companies that have been successful on the international market for more than 50 years usually owe their success to some well-kept secret. For Silhouette International, the key to our success is an open secret, but one that we handle with great care. Since our company was founded in 1964, it has been a proud family-owned business.

Short-term success and quick profits are not the main priorities for family-owned businesses. We have the perseverance and patience to let developments unfold before successfully and sustainably putting them into place. That's the only way we can ensure that our company will be in good shape when we hand it down to the next generation.

” A family is an inherently sustainable system. Drawing on the past, but looking towards the future, we represent each generation. The generations that will follow us will ensure that our family continues to exist and renew itself.

*The family owners of Silhouette International*

Family-owned companies are only ever as good as the people who bring them to life and drive them forward. That is why the Silhouette International Academy (SIA) is a fundamental aspect of our strategic employee enrichment. The SIA is designed to fully prepare future generations to take over the key positions that will keep our company successful in the future.

**2. COMPETITIVE AND INNOVATIVE SPIRIT**

Innovation does not just happen on its own. It takes a lot of hard work. It sometimes starts with a seemingly impossible idea that slowly takes shape throughout years of development. Our interdisciplinary, bottom-up approach has helped us succeed, creating unprecedented space for development. At Silhouette International, our innovative spirit thrives because employees at every level of the company have close contact with our suppliers, eyecare professionals and partners.

Silhouette Idea Management (SIM) offers a platform for all employees to take part in our company's sustainable, successful business development. We are drawing on experiences and ideas from everyday business to improve our services, procedures and processes.

It's important for us to keep our eyes and ears open, even beyond the boundaries of our industry. Our close collaborations with top athletes, designers and trend watchers help us to discover new paths forward.

Our in-house R&D department has been a part of our company since the day it was founded. From the very beginning, we have

continually promoted and accumulated know-how amongst our own ranks. Under the leadership of Rupert Spindelbalker, our five-person R&D team focuses every day on three key areas of our product development: new materials, new technological solutions and new production processes. The goal is to find even more functional, efficient and environmentally friendly ways to design and manufacture our products. Every two months, we hold an Innovation Day, in which R&D meets with our company leadership to discuss the latest progress and technological developments. Twice a year, the team presents the best ideas to the owning family and the Supervisory Board of Silhouette International. Around 80% of the new solutions they develop are put into practice. We are very proud of this high rate of success.

At its core, Silhouette International is guided by future-oriented thought and action. Every day, we make small steps forward. Over the years, these have led to the major innovations that have made our company what it is today: a successful international family-owned company, doing business for the next generation.



Rupert Spindelbalker has been working in the R&D department at Silhouette International for over 30 years. He took over as head of the five-member team about 15 years ago. Rupert firmly believes that his relatively small team is exactly the right size for the job.

**INTERVIEW**

**It's no longer common practice to stick with one company and stay in one department for as many years as you have. What made you decide to stay for so long?**

Silhouette is very diverse in the technologies we use. We are interested in new developments and open for changes. We always want to be the forerunner, with each of our brands. So, as a developer, you are constantly confronted with new challenges covering many different topics. That's what makes my job so rich and exciting.

**What do you like most about your job?**

The possibility to change things, to create something new, or maybe even just the variation and freedom to do my own thing. It's very rewarding and exciting for me to work with all kinds of different people from many different areas of expertise.

**How do you think Silhouette International will continue to develop in the future?**

I think we will continue to stay ahead with exceptional design, innovation, quality, reliability, partnership and service. Our new specialization in lens production gives us the opportunity to develop products in a completely holistic way. That sets us apart from other companies in our industry. It also enables us to create products that no one else on the market can create. That gives us a significant competitive advantage.

For years, Silhouette International has been a driving force for developing exceptionally high-quality, functional materials out of titanium and synthetics. That's allowed us to reach extraordinary heights in product quality and functionality. We embrace new technologies all the time and that keeps us on the cutting edge. We are expanding our areas of expertise, which will make us an unbeatable force in the market.



### 3. MADE IN AUSTRIA

Our proud Austrian roots compel us to live by our company's values of top quality for better vision, long-lasting products, beneficial features and stylish design. The company's location and continual investment in Austria ever since its founding guarantees continuity and quality-leadership in the premium eyewear sector, which continues to expand throughout the decades.

For our family-owned company, the "Made in Austria" quality seal means even more, because we have been based in Austria for over 50 years. Our homeland in the heart of Europe is one of the main reasons why our company has been able to build up its international reputation while also remaining based in Linz for the long term. We feel that it is our duty to give something back to our country. We are continually investing in initiatives to help ensure high quality of life and a clean environment going forward. One of our company's main priorities is to ensure that we continue to be based in Austria.

#### Profiting from Know-How and Agility

If you want to understand our fundamental approach to doing business ethically, simply look about the environmental and social standards of our home country. For us, this means encouraging our employees to bundle their collective knowledge in one place. That is what keeps our company agile. We see agility as essential to sustainable success and responsible business practices. Many of our employees have been working for our company for years, whether in production or in key strategic positions. Along with the close collaboration between different departments, this experienced workforce enables us to quickly put new ideas into practice and quickly respond to new challenges. Our product development partners work closely with our company's top levels of management. As a result, we can continually improve efficiency and make environmentally conscious decisions.

Silhouette International launched its own in-house Tool and Machine Construction departments in 2016, along with our newly constructed Lens Lab. Ever since, we have been bringing one-of-a-kind eyewear onto the market. This boosts our brand recognition and helps sustainably position our brand for the future.

#### Embracing Our Responsibilities

At Silhouette International, we are highly aware of our responsibility towards our employees, the environment, our business development and our region. True to our Austrian values, we have made it our mission to live by the principles of sustainability. It is our top priority to ensure fair working conditions for a healthy, motivated workforce. Above all, we are committed to ensuring job security. As an international company, this standard applies not only to our headquarters in Linz, but also to our 13 other international branch offices.

As a manufacturer of premium eyewear, we see it as our duty to protect the environment and conserve our natural resources. This enables us to operate our production facility at full capacity, even though it is located in a water conservation area. Our internal policies go even further than the legal requirements, making us a forerunner in the field of sustainable innovation and environmental protection.

### STAYING TRUE TO OUR AUSTRIAN ROOTS

#### A Czech Production Site with Austrian Standards

To strengthen and reinforce our headquarters in Austria for the long term, Silhouette International operates a second production site in Trhové Sviny, Czech Republic. We consciously chose to open our cost-saving facility in Europe in the Czech Republic because it abides by the same high standards as Austria. The site is just a one-hour drive from Linz, which ensures a quick supply path and close collaboration between the two locations. This helps us ensure top quality for our products. We also enforce our environmental standards there, and our Czech employees enjoy the same fair treatment as our employees in Austria.

**What happens where?**

Above all, our company stands for quality that is "Made in Austria." The unfinished frames and components for metal-framed eyewear are manufactured in the Czech Republic. All of the surfacing technologies and processes required for refining the metals are located in Austria. This is highly relevant from both a financial and an environmental standpoint. In Austria, it is easier to monitor the handling of processes such as galvanization and lacquering, which pose challenges with regard to environmental protection. The same goes for our frames made of plastic. These are fully produced and refined in Austria, including all individual components, which are then assembled in the Czech Republic.

In accordance with all the legal requirements, all of our eyewear bears the label "Made in Austria." We clearly meet the mandatory criteria for this. All of the essential processing steps take place in Austria. That means that complex, wide-scale processes that require the full depth of our experience must be performed at our location in Linz.

At least five times a year, we audit our products to determine their actual place of origin. This is mandatory for distributing our products to the many different countries to which we export. For us, it is only natural that we want to prove the origin of our eyewear with transparency and integrity.

**Our Quality Standards Require Stable Production Sites**

There are, of course, many other places in the world where we could choose to produce our products. However, quality is far more important to us than low-cost production. We are also convinced that production sites in the Far East are only a solution to companies that want to produce generic products. In those cases, one pair of eyewear is just as good as another, it simply bears a different brand name. This is a no-go for Silhouette International.

We are not interested in following short-lived fashion trends. Our focus is on high quality for better vision, long-lasting products, beneficial features and stylish design. These values compel us to continue our production inside of Europe.

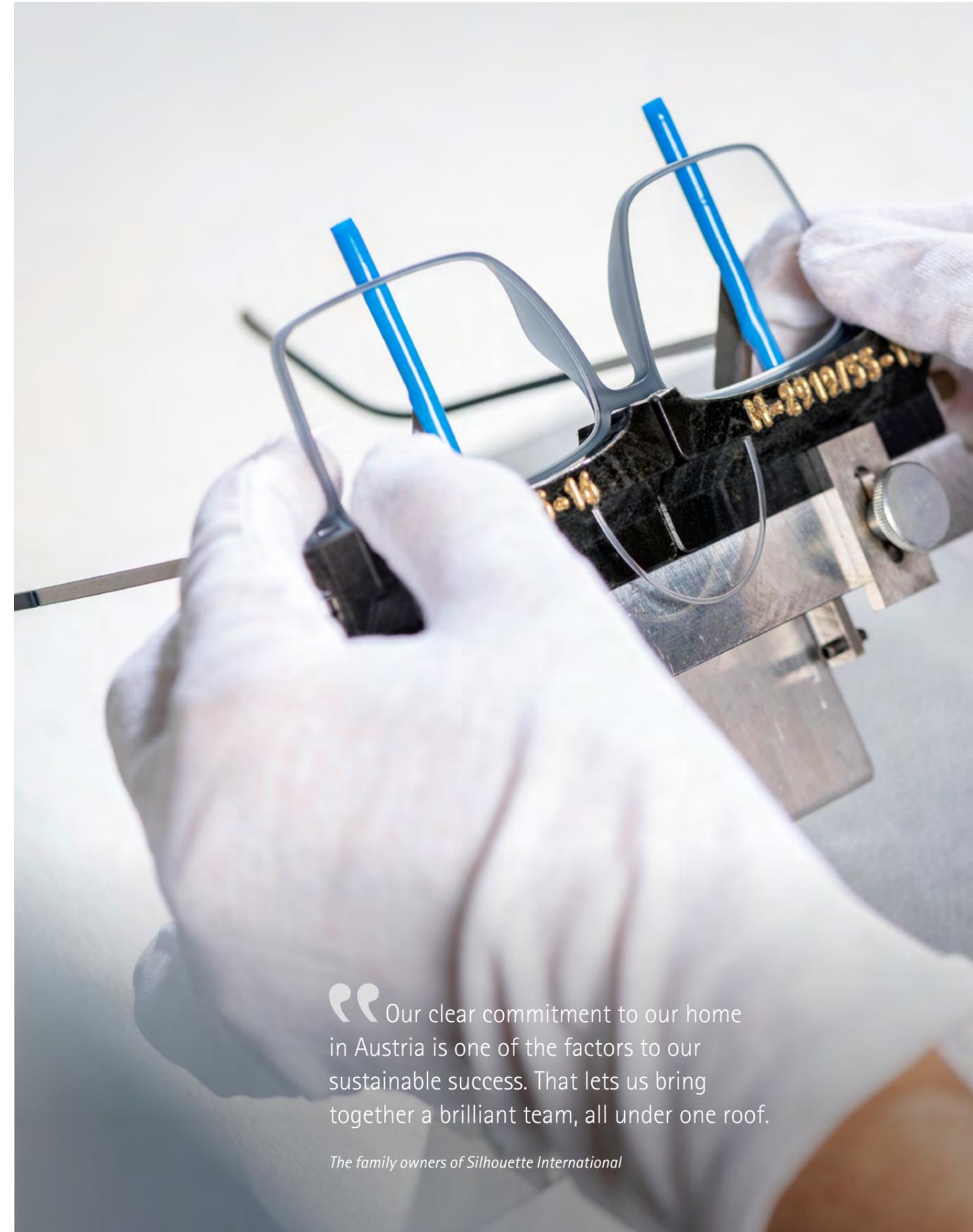


Seventy percent of Silhouette International suppliers and agencies are based in Austria. This backs up our clear commitment to being "Made in Austria" at every stage along our entire value-added chain.

We like to rely on local know-how and quality, and we value our quick, easy collaborations with partners located "around the corner." We also want to make a sustainable contribution to our country's economy. Our production machines and

operating equipment, as well as our agency-based creative service providers are primarily based in Austria.

We also benefit from our proximity to our suppliers from other countries in Europe. These ensure relatively short supply paths, as well as services and goods that are best fit for purpose. We rely on only a few suppliers outside of Europe, primarily for the raw materials used to make our eyewear.



“Our clear commitment to our home in Austria is one of the factors to our sustainable success. That lets us bring together a brilliant team, all under one roof.”

*The family owners of Silhouette International*

# 6

## FORESIGHT



## WORKPLACE HEALTH AND SAFETY

For us, our employees represent our potential. They are the core pillar of our existence and essential to the success of our company. Their health and well-being are the top priority at Silhouette International. We strictly comply with all workplace safety regulations. In addition, our SILVITAL health management program has offered essential preventive care since 2009, ensuring the top performance and job satisfaction of our employees. These in-house initiatives enable us to take numerous actions and preventive measures to ensure the health and safety of all our employees on the job.

Active well-being starts with proper preventive care. We take a holistic view of human health, incorporating not just physical aspects, but also mental and social health. We have made these concerns a part of our company culture. This has helped us, for example, to find solutions for reducing work-related stress. We conduct employee surveys which serve as a basis for continually improving the SILVITAL program.

## HOLISTIC HEALTH AND SAFETY MANAGEMENT

Since 2006, our company has been certified under the Occupational Health and Safety Assessment Series (OHSAS) norm 18001. In October 2019, we were issued an ISO45001 certification. This means that Silhouette International not only meets the legal requirements for workplace safety in Austria and the Czech Republic, but also exceeds these standards by far.

Our company health management system, SILVITAL, is divided into five areas of activity with clearly designated financial and staffing resources. Both chairs of our works council, the company nurse and doctor, as well as the HR department oversee this program. Each quarter, the steering committee meets to plan for future developments. In 2011, our company was awarded Austria's National Prize for Promoting Occupational Health and Safety (in the category for companies with over 100 employees). This award, issued by the Austrian Ministry of Labor and Social Affairs, has strengthened our commitment to expanding our company's workplace safety management year by year.

### 1. MEDICAL HEALTH CENTER

Since 1977, our company has staffed an in-house nurse in accordance with legal requirements. This is an important step toward preventive workplace healthcare. Today, we not only fulfill all workplace health and safety standards, but also exceed them. Over the years, we have expanded our workplace healthcare system to include a medical health center (MHC). Our employees can count on the MHC for preventive healthcare procedures such as vaccinations. The MHC also offers emergency care and specialized examinations (such as dermatology, ophthalmology and optometry). Its services are available free of charge, four days a week (Mondays through Thursdays) to all employees at our headquarters in Linz. Our in-house nurse is on duty each of these days, and an external doctor is on hand two days a week.

The SILVITAL steering committee defines our company's health agenda items each year. In 2017, our focus was on nutrition. We worked closely with our organic canteen to offer presentations and tips. We also conducted a study on taking meals in shifts for our production employees on the afternoon shift. Our theme for 2018 was exercise. We hosted numerous walking and hiking excursions, helping our employees strike a healthy balance with their sedentary workdays.

### 2. WORKSTATIONS

At least once each year, each department in our office and production facilities undergoes an inspection by occupational health and safety officers. These inspections ensure that each workstation meets the standards for ergonomics and safety.

If any problems are identified, we immediately take action to correct them. We also regularly audit to ensure that all other health and safety measures (such as maternity leave or care for work-related injuries) meet the legal requirements for employee protection.

Each new facility we build is carefully designed to ensure full accessibility. Our buildings are either furnished with elevators or accessible by wheelchair through adjacent buildings.

In 2018 alone, the health and safety officers at Silhouette performed 115 inspections to ensure full compliance with employee health and safety regulations.

### 3. NUTRITION

The company canteen at Silhouette International offers warm lunches at a reduced price, which are subsidized by the company. Each day, employees enjoy a selection of three recommended meals, including a vegetarian option. In 2018, around 170 warm meals were served every day. We also offer fruit, salads and dairy products. Our kitchen staff slices around 90 pounds (40 kilograms) of fruit salad by hand each day to ensure that all our employees can enjoy plenty of vitamins and essential nutrients. We are also committed to using regional and organic ingredients in our canteen whenever possible. Another important step for the health of our people and our planet was our decision to phase out plastic water bottles in favor of glass.

#### Our suppliers include:

- Bread and Baked Goods:** An organic wood-oven bakery in Linz
- Vegetables:** A local farm in Eferding, Austria
- Eggs:** A local farm in Gunskirchen, Austria
- Organic Juices:** Hofkirchen
- Organic Milk:** Gmunden
- Meat:** A local butcher with its own processing facility in Hörsching, Austria

## UPPER AUSTRIA



#### 4. EXERCISE

We see physical exercise as an essential component for maintaining health and well-being. It also helps ensure the right work-life balance. That is why Silhouette International offers numerous sporting activities at reduced prices to our employees. This promotes health and builds stronger ties and a sense of belonging between members of our various teams. These initiatives include:

- Group walks (Silhouette International also pays the entry fees for employees who participate in competitive runs)
- Yoga courses
- Badminton
- Hiking excursions
- Strengthening exercises for the back
- Self-defense training for women
- Driving courses in partnership with the Austrian Automobile, Motorcycle and Touring Club
- Company-wide skiing day

During the 2018-2019 fiscal year, 213 company employees took part in sporting activities offered by SILVITAL.

#### 5. COMPANY CULTURE

Because of our values as a family-based company, we are firmly committed to cultivating a positive company culture. The first step is to conduct regular employee interviews and surveys to gauge the attitudes of our workforce. This helps us to develop important culture-related initiatives.

#### Employee Surveys

We survey our employees to monitor job satisfaction in general under the motto, "Great Place to Work." This survey is based on the internationally standardized Trust Index® from Great Place to Work®, which covers the categories of trustworthiness, respect, fairness, pride and team spirit.

So far, we have conducted this survey twice. The very high participation rates (80% in 2008 and 81% in 2012) reflect the level of trust that employees have in our company. We communicated an overview of the survey's findings, along with a comparison to past results, throughout the company via our company newsletter. Our company management devised measures for the entire company, guided by the principle of "building upon strengths and tackling areas for improvement." Managers also worked with their teams to develop measures for their own departments. The next "Great Place to Work" employee survey on the topic of work and health is already planned for the year 2020.

Improvement measures range from an online employee training book to company-wide meetings in which we present our new targets, as well as internal job listings and measures under the SILVITAL program that focus on mental health. The 2012 survey revealed that these improvement measures had had a positive impact compared to 2008. These findings encourage us to seek continual methods for improving the working environment within our company.

Measures that promote a company culture conducive to well-being and satisfaction include initiatives like these:

#### Operational integration management (OIM)

This program helps employees return to work step by step after long periods of sick leave due to physical or mental conditions. An external consultant guides these employees and their team members during the reintegration period.

#### Breakfast with the Board

Once every quarter, employees from all departments and levels of the company join one of the members of the Executive Board for breakfast. This provides an informal setting where employees can talk about current events and ask questions. We also hold breakfasts for new mothers on maternity leave, new employees and interns. This allows us to cater specifically to each of these groups' interests.

#### Mentoring Program

New employees at Silhouette International are well taken care of from day one. They are escorted by mentors, who are experienced team members that teach them important information about our company culture and help show them the ropes.

#### Welcome Day

Twice each year, we host a day-long orientation event for all new employees. Members of the Executive Board personally welcome the new employees. The day includes a wide range of workshops that give employees a look behind the scenes into each of the company's departments.

#### Onboarding New Employees

Our structured onboarding program helps new employees at the headquarters and other Silhouette offices integrate into the organization. This is a three-month program that ends with a personal reflection interview with HR and management.

#### Company Party

Once a year, the works councils organize a summer party for all employees, including the company owners and top management. This gives our employees a chance to get to know people from across the company in a laid-back atmosphere over a fun round of games. In 2019 for the first time, we spotlighted sustainability topics during a Green Event

for the entire organization. We chose to host this event at the Traun Spinnerei events center because it is easily accessible with environmentally friendly transportation. Even the menu at the event, which consisted of seasonal, regional ingredients, reflected the sustainability theme.

#### Self- and Time-Management Seminar

External trainers help our employees improve their self-management skills on the job.

#### Company Meetups

Twice a year, all our employees come together for a presentation by our Executive Board in which they learn about the most important company developments.

#### Mission Statements for Employees and Managers

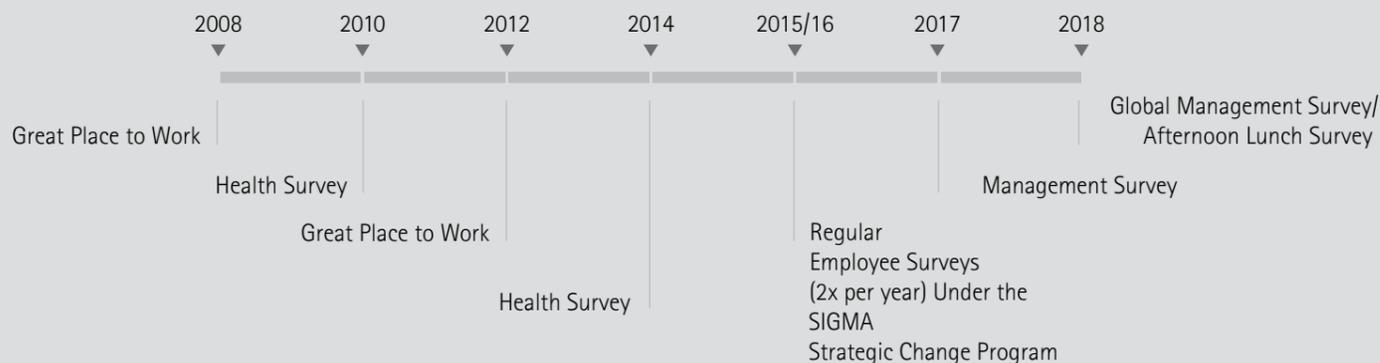
During a workshop hosted by the works council and management, we developed mission statements which were rolled out worldwide in 2018. These mission statements were published in a series of short articles in our company newsletter, *Insight*, and are a continual focus for all our employees.

#### 2017 Upper Austria Health Prize: Special Category, Workplace & Cancer

The Upper Austria Health Prize shines a spotlight on companies who go the extra mile towards sustainably improving the quality of life for their employees. In 2017, Silhouette International won the award in the special category, "Workplace & Cancer." This award is presented to companies that are highly active in ensuring a smooth return to work for their employees who are cancer survivors.

Our company maintains a written policy covering all the necessary work-related steps during an employee's battle with cancer. These include reporting ill with cancer, to sick leave, to returning to work. It is very important for us to maintain strong contact with our employees, preferably by telephone, throughout this time. We want to show our employees how much we care about them during life-changing event. With the peace of mind that their job position will remain vacant for them and that we will adjust working times when necessary to accommodate their needs, our employees who are living with cancer have the freedom to focus fully on their recovery.

Employees Surveys at Silhouette International



## WORK-RELATED ILLNESSES, SICK DAYS AND ABSENTEEISM\*

DATA FOR LINZ (2016-2017)		NOTE
Job-related accident rate in %	1.2	This rate is very low compared with other companies; it has also steadily declined over the last 20 years.
Rate of minor accidents resulting in 0 to 3 sick days in %	0.40	
Minor on-the-job accidents in %	0.66	
Moderately serious on-the-job accidents in %	0	
Serious on-the-job accidents in %	0.13	An employee in the Machine Construction department was removing a locked bolt which came loose with a jolt, causing the employee to break the tip of their ulna in their wrist. After treatment in the hospital, the employee was assigned to a suitable job position and given additional training on handling tools with stronger leverage.
Total sick days	107	
Job-related deaths (total)	0	
Sick leave days per employee (in %)	12.8	

DATA FOR CZ (2016-2017)		NOTE
On-the-job accident rate in %	7.1	
Rate of minor accidents resulting in 0 to 3 sick days in %	7.1	No on-the-job accidents resulted in any sick days in CZ.
Minor on-the-job accidents in %	0	
Moderately serious on-the-job accidents in %	0	
Serious on-the-job accidents in %	0	No serious accidents have occurred in CZ to date.
Total sick days	0	
Job-related deaths (total)	0	

DATA FOR LINZ (2017-2018)		NOTE
On-the-job accident rate in %	0.9	7 out of 781 employees; extremely low compared to other companies. This rate has been on a steady decline at Silhouette International for the past 20 years.
Rate of minor accidents resulting in 0 to 3 sick days in %	0.38	3 out of 781 employees
Minor on-the-job accidents in %	0.38	3 out of 781 employees
Moderately serious on-the-job accidents in %	0.13	1 out of 781 employees
Serious on-the-job accidents in %	0	No serious accidents in Linz
Total sick days	78	
Job-related deaths (total)	0	
Sick leave days per employee (in %)	15.5	

DATA FOR CZ (2017-2018)		NOTE
On-the-job accident rate in %	6.6	23 out of 348 employees
Rate of minor accidents resulting in 0 to 3 sick days in %	6.3	22 out of 348 employees, all minor accidents without resulting in sick days
Minor on-the-job accidents in %	0	
Moderately serious on-the-job accidents in %	0.29	1 out of 348 employees
Serious on-the-job accidents in %	0	No serious accidents in CZ
Total sick days	27	
Job-related deaths (total)	0	

DATA FOR LINZ (2018-2019)		NOTE
On-the-job accident rate in %	1.17	9 out of 770 employees
Rate of minor accidents resulting in 0 to 3 sick days in %	0.65	5 out of 770 employees
Minor on-the-job accidents in %	0.26	2 out of 770 employees
Moderately serious on-the-job accidents in %	0	
Serious on-the-job accidents in %	0.26	2 out of 770 employees
Total sick days	212	
Job-related deaths (total)	0	
Sick leave days per employee (in %)	15.8	

DATA FOR CZ (2018-2019)		NOTE
On-the-job accident rate in %	10.37	34 out of 328 employees
Rate of minor accidents resulting in 0 to 3 sick days in %	9.15	30 out of 328 employees, all minor accidents without resulting in sick days
Minor on-the-job accidents in %	0.61	2 out of 328
Moderately serious on-the-job accidents in %	0.30	1 out of 328 employees
Serious on-the-job accidents in %	0.30	1 out of 328 employees
Total sick days	91	
Job-related deaths (total)	0	

\* On-the-job accident-related data is only documented for the production sites (Linz and CZ).



## EQUAL RESPECT FOR ALL

### OUR VISION FOR DIVERSITY AND INDIVIDUALITY

To perform successfully and sustainably in the global market, we embrace, understand and appreciate the diversity that makes each country unique. We see diversity as an enrichment to our culture and a boon to our company's success. We offer complete respect and equal opportunities to all employees, regardless of their origin, gender, age or sexual orientation. In return, we know that all employees are equally motivated to give their best performance for the company. Our hiring policy is as individually tailored as the products that we create.

Our recruitment process evaluates people solely with regard to their qualifications and their ability to share and abide by our company values. At Silhouette International, we employ people from around 30 different countries. One of them is an intern from Afghanistan who joined our company in 2016 after immigrating to Austria as an unaccompanied asylum

seeker. Our hiring practices also far exceed the mandatory quotas for hiring people with disabilities. This is a topic that is very near to the hearts of the family owners of Silhouette International. We currently employ two people who came to Austria as unaccompanied minors from Afghanistan: the first is a Tool Construction apprentice in the third year of their apprenticeship, and the second is a production assistant who is completing a work-study program at our company from May 2019 until October 2022.

### KNOWLEDGE PROMOTES UNDERSTANDING

We firmly believe that exchanging knowledge about our culture and heritage is a path toward better understanding one another. Since 2008, our employees have had an opportunity to introduce themselves to the company through our internal newsletter, *Insight*. We always ask them to introduce a traditional dish from their home country, which our kitchen staff serves in the canteen during the following quarter.

# AT A GLANCE



The four members of the Executive Board at Silhouette are men. Women account for 18% of our managerial staff. It is clearly one of our goals to continually promote women into management positions and to hire employees based solely on their qualifications and fit with the company.

To help ensure equal opportunities among men and women, our company has offered family-friendly options, such as part-time work schedules, for many years. In 2015, we opened our company-wide daycare facility, Villa RoSiPez.

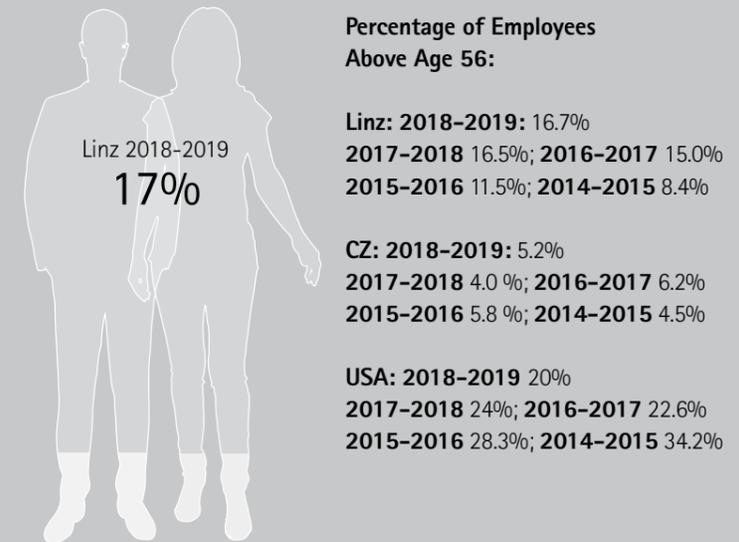
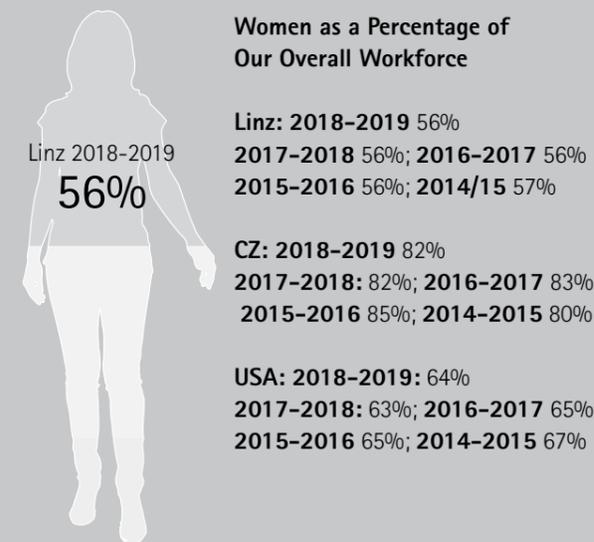
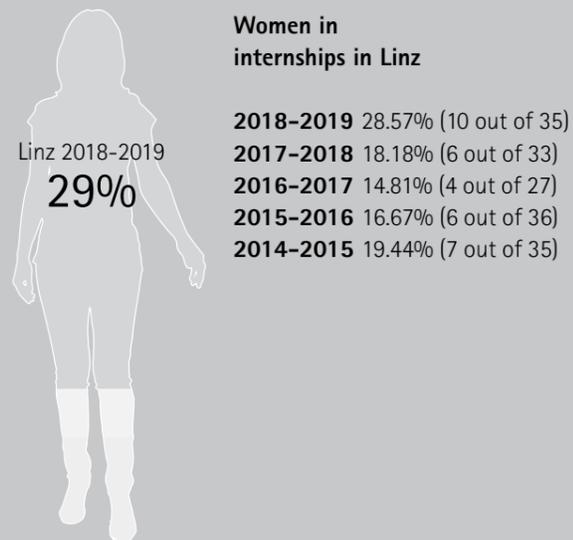
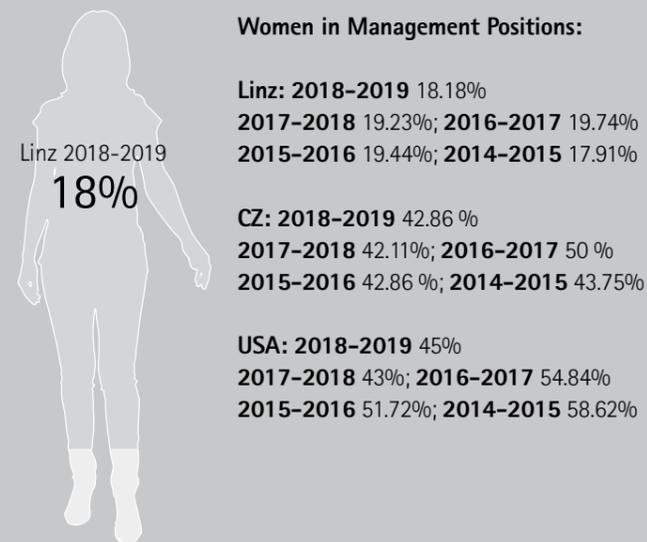
## INCOME EQUALITY

While compiling this Sustainability Report, we examined income inequality between male and female employees. Our review was based on base salary and the collective bargaining contract. We included an age-group analysis to avoid possible discrepancies due to the age-related pay structure.

Our research found that our employees all together earned 25% more than the amounts specified in the collective bargaining agreement. Because they are in a lower category in the collective bargaining contract, this actually meant that

female employees all together earned 26% more, while male employees earned 24%. The research covered the years 2015 through 2018, also identifying stable wage growth.

As a traditional company, our philosophy is based on a balanced mix of longstanding experience, youthful vigor and an innovative spirit. We believe that this formula for success contributes significantly to our company strategy in the long term. The expertise behind Silhouette International products is handed down from one generation to the next.



# SUSTAINABILITY THROUGH INDIVIDUAL DEVELOPMENT

Since 1964, Silhouette International has been defined by our vision, knowledge and human resources. We build upon these foundations while always looking towards the future. A company is only as good as the people who bring it to life and move it forward. Innovation can only take place when we all work together to improve and make progress.

Our experience teaches us that individual enrichment measures help boost employee job satisfaction and retention. That makes these measures essential to the sustainable development of our company.

Through sustainable staff development, we want to make sure today that we are prepared for the challenges of tomorrow. We have developed numerous measures to ensure that knowledge is effectively passed on from generation to generation. This holistic approach contributes to our company's success. We focus on three main areas: participants, knowledge-transfer design and organizational conditions. Our in-house staff- and organizational-development team is certified in applying the Kirkpatrick® model and in sustainable transfer design. This ensures the quality and effectiveness of our training, enrichment and change management measures (Ina Weinbauer, Institute for Transfer Effectiveness).

## ONE-TO-ONE MEETINGS

One-to-one employee meetings are part of our company culture at Silhouette International. They enable us to show our employees how much we appreciate them. The meetings are based on a culture of open dialog, defined by trust, respect and fairness. They help us to continually improve our communication and teamwork, as well as the nature of our company management. They also help us to promptly detect any areas that need improving. We conduct standardized one-to-one meetings once a year at our company's main offices. These meetings take into account any possible cultural differences.

They are focused on helping our employees to develop and grow. One of the core aspects of these meetings is to enhance our employees' awareness of how they perceive themselves, and how others perceive them. The conclusions we reach during these meetings are then translated into specific steps for follow-up actions.

**Percentage of Managers who Conducted One-to-One Meetings in 2018:**  
**Linz:** 77% (57 out of 74 managers)  
**CZ:** 100% (4 out of 4 managers)  
**USA:** All employees receive job appraisals several times a year (100% coverage).

## WORK-STUDY PROGRAMS: TACKLING THE SHORTAGE IN SKILLED LABOR

Today, interns and apprentices are more likely to change companies after completing their work-study programs. We approach this challenge with a structured work-study program, including systematic intern management.

We take a long-term view and only accept as many interns as we will be able to actually hire once their work-study program is complete. Thanks to our structured intern management, we have succeeded in retaining nearly all of our interns, whether in production or sales positions, over the past ten years. This shows how strongly our employees are connected with the company. It reflects the benefits of a company culture that emphasizes opportunities for professional growth.

In 2016, we expanded our work-study workshop, including a training room, and increased the number of interns to three. They are focused solely on the work-study workshop. This has enabled us to increase our capacity to accept new interns and ensure a continual supply of trained, skilled workers.

## Number of Interns in 2018:



## Number of Technical and Commercial Interns in the Past Four Years:

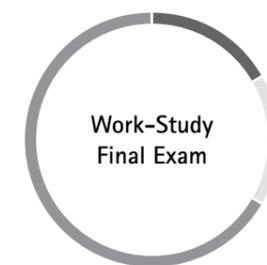
**2015-16:** 23 technical / 4 commercial  
**2016-17:** 26 technical / 3 commercial  
**2017-18:** 29 technical / 4 commercial  
**2018-19:** 32 technical / 3 commercial

“ At Silhouette International, work-study programs offer a firm foundation for successfully entering the workforce. Our work-study programs give interns an opportunity to reflect on their next steps forward at the beginning of their careers. To build lasting ties between our interns and the company, it is important to me that we recognize and cater to their needs.

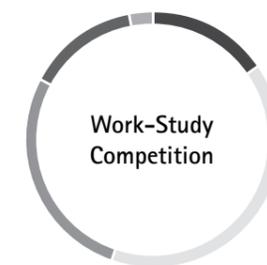
*Julia Gal, Director Human Resources*



KPIs collected each year show how successful our interns have been. We are very proud of this. These KPIs also show that our strategic approach to training interns is producing the desired effects. By introducing training modules in mathematics and technical specializations, we have been able to significantly improve our work-study outcomes and ensure successful final-exam results.



- 66% completed with excellent results
- 17% completed with good results
- 17% passed



- 15% completed with excellent results
- 40% completed with good results
- 28% completed with satisfactory results
- 14% completed with adequate results
- 3% completed with inadequate results



- 57% completed with excellent results
- 33% completed with good results
- 10% passed



**MANAGEMENT DEVELOPMENT**

Our standards for employee management are enshrined in the Silhouette International managers' mission statement. To encourage adoption of our mission statement and support managers in their duties, we conduct on-demand training, workshops and even coaching. The main focus of our management development in 2017 and 2018 was on managers reporting directly to the Executive Board. We are committed to promoting cohesion within the Management team and giving people the tools they need to take on challenging situations.

**INCREASING SALES**

After a lengthy pause, we resumed worldwide sales training in December 2018. We recognized the need for training our employees (Account Executives) in new sales processes and standards. Our new training measures directly address that need. In 2018, we introduced a new customer segmentation model and new standard operating procedures (SOPs) for the sales process. These serve as guidelines that help our sales staff conduct business in new ways. Silhouette International supports all employees and their managers in learning and applying these new forms of conduct step by step. For Silhouette International, a team of twelve trainers and multiple project managers has been tasked with ensuring high-quality, tailor-made training worldwide. Our global standard is also adapted to country-specific conditions, because all of our trainers are native speakers of the languages in the countries in which they specialize.

In addition to face-to-face training, we also use a mentoring system to ensure an effective transfer of knowledge from day

one. We also host online face-to-face modules (via WebEx), which we refer to a "Sustainment Sessions." The goal of these modules is for employees to refresh existing knowledge, reflect on shared development targets and coach one another.

**ACCOUNT EXECUTIVE APPRAISAL**

From 2014 to 2016, the managing directors of all our subsidiaries conducted biannual appraisals of all account executives. The appraisals were based on their sales figures. Depending on these figures, each executive received one of the following three ratings:

- 1. High Performance Account Executive** (continually reached or exceeded set targets)
- 2. Performance Account Executive** (usually reached set targets)
- 3. Non-Performance Account Executive** (did not reach set targets)

These ratings helped us to establish appropriate training and coaching measures to support each of our account executives. The results of the ratings also provide a framework for ensuring our company's success in the long run.

After we introduced global sales trainings in December 2018, we developed and implemented a new appraisal system in 2019. This will provide valid data about the current state of play and the level of development amongst our account executives. It will also help us identify areas for improvement. Lastly, it will serve as a useful tool for managers, enabling them to offer individualized coaching.

**EVALUATION OF KEY PEOPLE**

This leadership tool helps us maintain a steady focus on the key people at our headquarters and all other locations. It defines an objective, timely process for defining lines of succession whenever a key person leaves the company. It also identifies career opportunities and areas for development. This helps us to maintain a strategic, internationally oriented staff development, which plays a key role in ensuring the sustainability of our company.

**SILHOUETTE INTERNATIONAL ACADEMY (SIA)**

The Silhouette International Academy (SIA) is an essential component of our strategic staff development. The SIA is designed to prepare new generations for taking over positions that are crucial to our company's success. It offers targeted training and enrichment opportunities to potential candidates.

Closely linked with our strategic succession planning, the SIA offers qualified training to employees and key people who are crucial to our company's success but are in short supply, both within the company and on the job market.

The SIA was successfully launched in 2012-2013. The target groups were 14 talented individuals and key employees from Linz and Trhové Sviny. Since then, the SIA has become more specialized. It is now optimized to target the special requirements of each area of activity within our company. Based on this, we have developed specially designed branches of the SIA: one for employees in Sales & Marketing and Administration (Human Resources and Sales Subsidiaries), and one for our employees in Production and Technologies in Austria and the Czech Republic. We held our first SIA for the Sales/Marketing/Administration department from January 31, 2017 through July 2, 2019.

**Women Participating in the SIA** 2012 53.8% (7 out of 13)  
2018-2019 44% (4 out of 9)

When selecting participants, we take care to ensure balanced representation from the various teams, age diversity, various levels of experience and gender equality. A maximum of 50% of the selected employees come from our company headquarters. Unfortunately, due to a few participants leaving the company in 2018-2019, the gender balance was slightly skewed.

**ENGAGE COURSE CATALOG**

The Silhouette course catalog offers our employees a wide range of training opportunities. This online catalog is updated each year to meet the current needs of our company and its employees. We take inventory of the current needs each year and then organize custom-made in-house training programs. The catalog includes brand-specific courses, as well as language courses and training courses for self-management, project management and IT, just to name a few.

In 2018, we updated the online catalog and added features to make it even more user friendly. The catalog not only helps administer training courses but also serves as a one-stop knowledge platform.

**FREE IN-HOUSE LANGUAGE COURSES**

One of our overarching goals is to help employees use foreign languages in their everyday work. English is one of our main focuses, due to the international scope of our company. To make the learning process as efficient as possible and cater to individual needs, the courses are offered to small groups of up to eight participants. These course usually last for ten weeks, with each session lasting one-and-a-half hours. In 2018, many of our employees took part in courses and one-on-one lessons in English, Czech and Chinese. As part of their work-study programs, our interns also take English classes during each year of their apprenticeship.

In 2012, Silhouette International expanded its language learning opportunities so that employees could learn new languages not only for business but also out of personal interest. Our goal is to promote foreign language skills to boost intercultural sensitivity and openness among our employees.

# JOB SATISFACTION: BOOSTING RETENTION



**W**e want to provide our employees with opportunities for professional growth. We work closely with them to shape their career paths forward. By creating and maintaining stable employer-employee relationships, we ensure a sustainable future workforce and further development for Silhouette International. That is why job security is such a priority to us.

At the same time, our company strategy focuses on keeping our employees motivated and retaining them for the long run. We have found this balanced approach to be the best way of achieving these goals: fair pay, a wide range of training and development opportunities, group sporting activities and family-friendly working conditions. This helps us ensure that our employees enjoy coming to work each day, and that they feel well and secure in their working environment. Our high employee retention rate and the positive findings of our various employee surveys attest to the success of this approach.

## FLEXIBLE WORKING HOURS

Our company employs people in administrative positions as well as in our production departments. As a result, we have been unable to introduce a uniform model for flexible working hours. However, within each department at Silhouette International, employees enjoy the freedom of flexible scheduling. That means that each employee can individually adjust the starting time and ending time of their workday, with approval from their supervisors and based on what is possible from an organizational standpoint.

### A 100-Hour Time Scale

Employees can also build up overtime hours and paid time off. This enables us to respond effectively during peak seasons while also allowing our employees the freedom to take time off for vacations.

## NEW HIRES AND STAFF FLUCTUATION

LINZ NEW HIRES (EXCL. INTERNS, VACATION WORKERS, LEASING WORKERS)

	> 20	f	m	21-30	f	m	31-40	f	m	41-50	f	m	51-60	f	m	Total	%	f	%	m	%
2018	7	3	4	15	5	10	11	5	6	2	0	2	0	0	0	35	4.35	13	37.14	22	62.86
2017	12	3	9	28	15	13	13	6	7	6	5	1	2	0	2	61	7.87	29	47.54	32	52.46
2016	10	2	8	23	14	9	9	4	5	9	5	4	2	0	2	53	7.05	25	47.17	28	52.83
2015	7	2	5	12	4	8	5	1	4	5	2	3	0	0	0	29	3.97	9	31.03	20	68.97
2014	4	0	4	4	2	2	3	2	1	3	1	2	0	0	0	14	1.87	5	35.71	9	64.29

LINZ DEPARTURES (EXCL. INTERNS, VACATION WORKERS, LEASING WORKERS AND RETIREES)

	> 20	f	m	21-30	f	m	31-40	f	m	41-50	f	m	51-60	f	m	Total	%	f	%	m	%
2018	0	0	0	13	5	8	8	7	1	3	1	2	3	1	2	27	3.49	14	51.85	13	48.15
2017	0	0	0	15	5	10	6	2	4	2	2	0	0	0	0	23	2.97	9	39.13	14	60.87
2016	0	0	0	2	0	2	3	2	1	8	4	4	0	0	0	13	1.73	6	46.15	7	53.85
2015	0	0	0	8	1	7	5	3	2	13	11	2	4	4	0	30	4.11	19	63.33	11	36.67
2014	0	0	0	2	2	0	9	5	4	4	3	1	2	0	2	17	2.27	10	58.82	7	41.18

TRHOVÉ SVINY, CZ NEW EMPLOYEES

	21-30	f	m	31-40	f	m	41-50	f	m	51-60	f	m	Total	%	f	%	m	%
2018	7	5	2	14	10	4	3	3	0	1	1	0	25	7.60	19	76	6	24
2017	11	10	1	10	8	2	13	12	1	1	0	1	35	10.03	30	85.71	5	14.29
2016	26	24	2	11	8	3	7	7	0	2	1	1	46	12.99	40	86.96	6	13.04
2015	20	15	5	13	12	1	4	3	1	0	0	0	37	11.35	30	81.08	7	18.92
2014	2	0	2	2	2	0	0	0	0	0	0	0	4	1.20	2	50.00	2	50.00

TRHOVÉ SVINY, CZ DEPARTURES

	21-30	f	m	31-40	f	m	41-50	f	m	51-60	f	m	Total	%	f	%	m	%
2018	11	11	0	5	4	1	10	7	3	6	6	0	32	9.73	28	87.50	4	12.50
2017	10	7	3	11	8	3	13	13	0	8	8	0	42	12.03	36	85.71	6	14.29
2016	6	5	1	11	8	3	3	2	1	0	0	0	20	5.65	15	75.00	5	25.00
2015	0	0	0	2	2	0	10	9	1	3	2	1	15	4.60	13	86.67	2	13.33
2014	6	5	1	12	12	0	8	8	0	1	1	0	27	8.11	26	96.30	1	3.70

GREEN ISLAND, USA NEW HIRES

	> 20	f	m	21-30	f	m	31-40	f	m	41-50	f	m	51-60	f	m	Total	%	f	%	m	%	Total
2016	2	2	0	17	11	6	7	2	5	14	12	2	6	3	3	46	27.38	30	65.22	16	34.78	168
2015	0	0	0	8	1	7	5	3	2	13	11	2	4	4	0	30	4.11	19	63.33	11	36.67	159
2014	0	0	0	2	2	0	9	5	4	4	3	1	2	0	2	17	2.27	10	58.82	7	41.18	152

GREEN ISLAND, USA DEPARTURES

	21-30	31-40	41-50	51-60+	Total	%	f	%	m	%	Total Employees
2016	15	7	9	7	38	22.62	24	63.16	13	34.21	168
2015	9	4	3	9	25	15.72	18	72.00	7	28.00	159
2014	9	10	4	10	33	21.71	16	48.48	17	51.52	152

**VILLA ROSIPEZ: OUR DAYCARE CENTER  
A PREMIUM, ENVIRONMENTALLY  
FRIENDLY FACILITY**

**In-house daycare is an important factor for us, helping to:**

- make work more compatible with family life
- boost employee retention and job satisfaction
- position us as a family-friendly employer
- reinforce our core value of "family"
- offer greater flexibility to our employees and quicker returns after maternity leave, thanks to the extended opening hours

Our company-wide daycare center, Villa RoSiPez, officially opened its gates on September 7, 2015 to the youngest members of the Silhouette family. The facility is a joint venture with the local Linz-based daycare providers Rosenbauer and PEZ/Haas. It took two years of hard work to develop the concept, and one year of construction to make this vision a reality. It is located just 3 miles (5 kilometers) from Silhouette International headquarters, making it easily accessible by car within about ten minutes.

There are currently eleven children enrolled in our daycare. The facility is designed to accommodate up to 20 children, ages one through three. It is housed in a two-story building, featuring an ecologically sustainable wood-beam construction design and surrounded by a 5,400 square-foot (500 square meter) yard. The house is built primarily from natural materials and designed for high energy efficiency. The interior of Villa RoSiPez features spacious rooms and high-quality wooden surfaces, making it a bright, welcoming atmosphere where everyone can feel at home. Each day follows a set schedule, catering to the children's needs and giving them a sense of security throughout their time in daycare. They play, eat and explore together during periods of both activity and rest. The daycare staff consists of childcare professionals and assistants who are licensed by the Upper Austrian Family Association.

**FAMILY AND CAREER**

As a family-owned company, our values compel us to make work compatible with family life for all of our employees, and to support them in the important task of raising their children. We see this as an investment in the futures of our employees, the next generation and ultimately our company itself.

Because women account for such a large percentage of our employees in all departments, especially Production, we have introduced numerous part-time work models. These help our employees on an individual basis to meet the needs of their families.

We have fine-tuned this model over the past three years, based on what we have learned from experience.

**Number of Part-Time Work Models**



**RETURN RATE AFTER MATERNITY LEAVE**

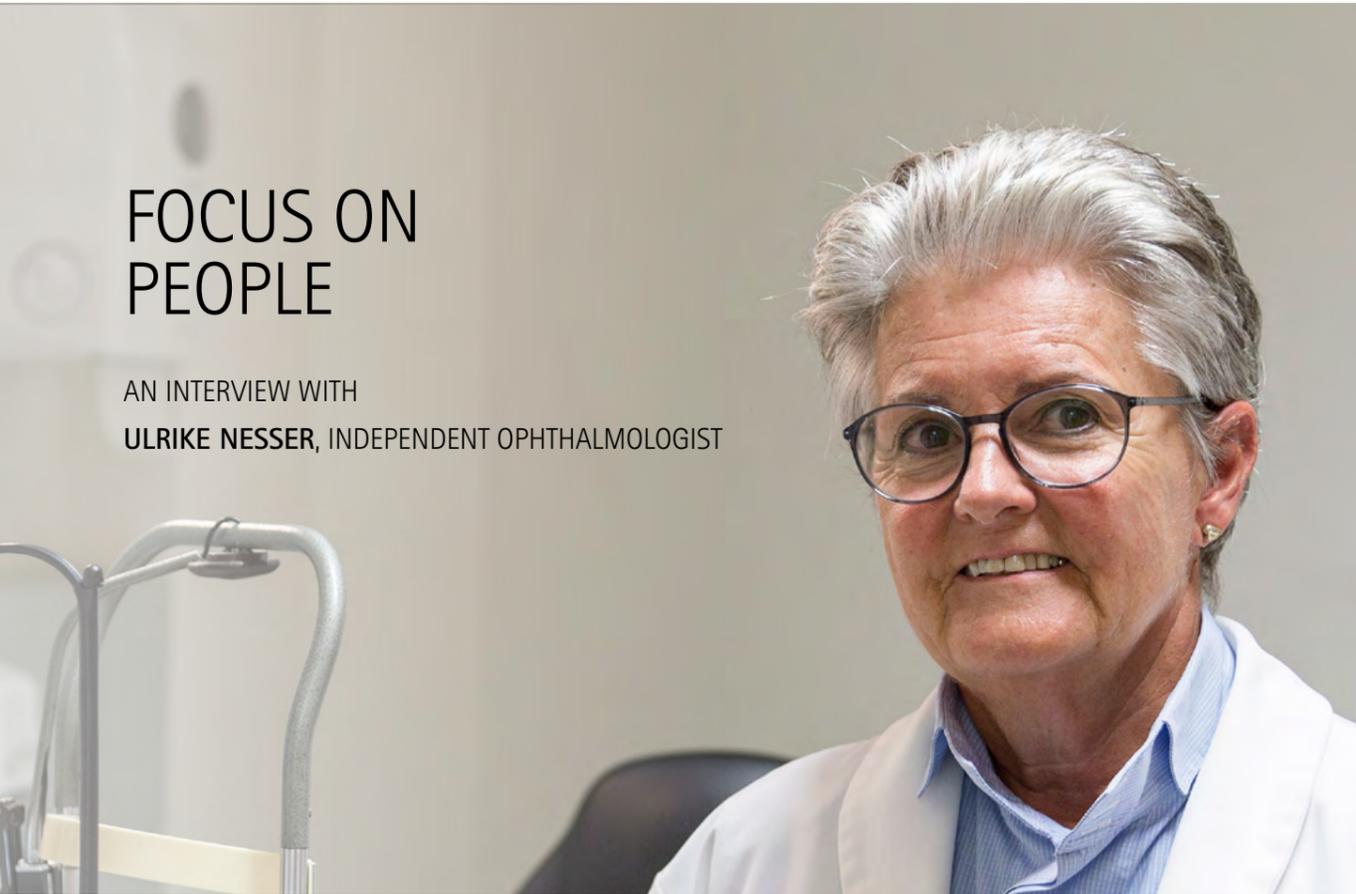
- AU: 100% women; 0% men
- CZ: 66% women; 0% men
- USA: 100% women; 0% men



Villa RoSiPez, our company daycare center

# FOCUS ON PEOPLE

AN INTERVIEW WITH  
**ULRIKE NESSER**, INDEPENDENT OPHTHALMOLOGIST



**Research shows that visual impairments are increasingly common. What are the main causes for this in your opinion?**

Our eyes have to perform many more tasks now than ever before. They are exposed to many harmful environmental influences, like strong sunlight, artificial light and ground-level ozone. We also strain our eyes by working at too close a distance when performing some tasks. Adults spend relatively long amounts of time working on computers. We're constantly checking our phones. Even our kids often have access to a smartphone or a tablet. That's why it's important to make sure your kids have a balanced program of activities, even if they are wearing the best glasses you can get. Take breaks from the screen, do some physical activity and make time for eye relaxation exercises.

**Why is it important for glasses to be properly adjusted?**

The only way that glasses can support our vision every day is when they are fully adjusted to the individual. Every eye and every face is different. There's no such thing as a one-size-fits-all solution. Our eyes are not only sensory organs, they are also the first point of contact for interpersonal interaction. When our glasses fit well and reflect our personal style, they project well-being. They put a sparkle in our eyes.

**What should people watch out for when buying glasses and getting them adjusted, to make sure they can see comfortably?**

First, the size of the glasses has to be right, so that it expands the field of vision as well as possible. The length of the temples is also important. They need to fit the ears just right, so they stay in place without causing uncomfortable pressure. And lastly, the size of the lenses is important. The upper edge of the glasses should never "cut through" the field of vision.

**Why are the right frames just as important as the right lenses when choosing glasses?**

Even if the lenses are the right prescription, the frames have to fit correctly. If the glasses are too tight, they will cause pressure, which may skew the vision or cause headaches. The glasses should also not be too loose. If they shift during movement, then the focal point of the lenses will no longer be properly lined up.

SILHOUETTE INTERNATIONAL GIVES PEOPLE THE ATTENTION THEY DESERVE. WE FOCUS SQUARELY ON WHAT REALLY MATTERS.

Our people-focus means uncompromising coordination between experts throughout our product development process. Based at Silhouette International headquarters, they have made it their task to combine better vision for greater quality of life, natural well-being through harmonious design and excellent quality through innovation and sophisticated development work.

**1. Better Vision for Greater Quality of Life**

We rely on our eyes for around 80% of the information we gather from our surroundings. Our sense of sight allows us to visualize the world around us. It is no wonder that the eye is often seen as the most important sensory organ. That makes clear vision a prerequisite for high quality of life. At Silhouette International, we improve each individual's vision

with our own lenses, developed in-house and fully adjusted to the wearer's needs. Our frames and temples also play an important part because they ensure a natural, comfortable fit. Our Design/Prototype Construction, Research & Development, Engineering (Model Preparation) and Lens Production teams are constantly pushing the boundaries of what is possible.

**2. Natural Well-Being Thought Harmonious Design**

When designing our eyewear, we account for ergonomic aspects too. Human well-being is always at the center of our attention. To prevent slipping or formation of uncomfortable pressure points, we offer various temple lengths, nose-bridge widths and lens sizes.

The glasses should be functional, but also create a harmonious appearance with the face. Whether the curvature of the glasses follows the natural curves of the head or eyebrows is also an important design aspect that we always take into consideration. Designing excellent glasses calls for a clear understanding of the people who will wear them.

**3. Excellent Quality Through Sophisticated Development Work**

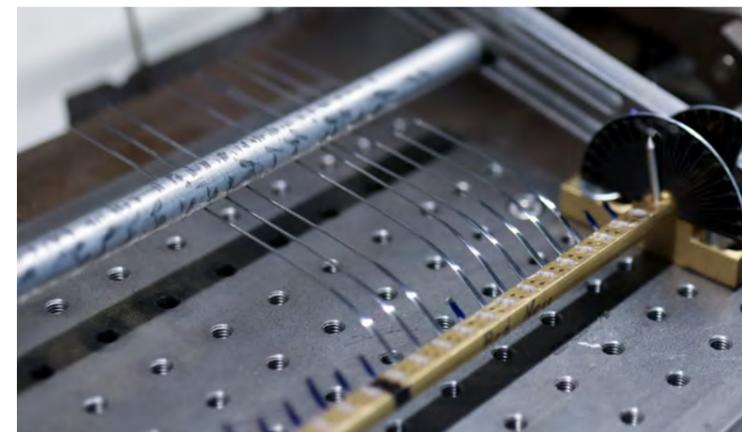
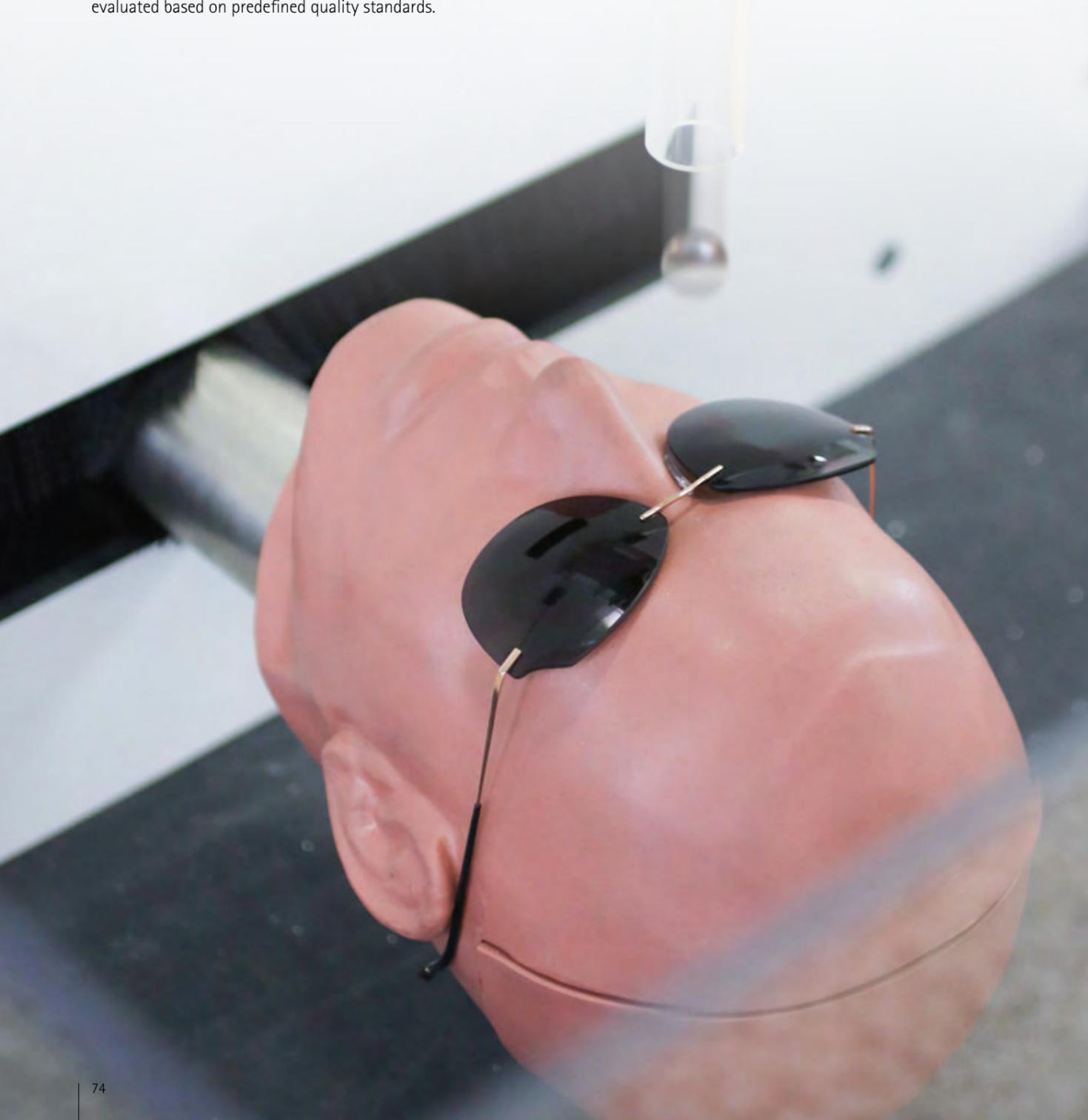
Our in-house Research & Development and Engineering departments focus every day on improving our products. We even develop our own precision tools in-house. Our Design department is closely involved at every stage to ensure that our design ideas and product developments can be translated into production.

We use only the finest-quality materials. The right combination of durability and flexible break-resistance enable us to guarantee the best possible protection for the eyes.

**PUT TO THE TEST**

Our promise is to produce glasses that offer the best quality for better vision. Every one of our products at Silhouette International undergoes rigorous testing, involving numerous test procedures. These tests are a constant component of our everyday processes. They are evaluated based on predefined quality standards.

We are never satisfied to merely abide by minimum legal requirements. It takes more than that to design and produce premium products for the human eye. We want to offer only the best to our customers. That means products that live up to our own standards of functionality and design. This is why we consistently pursue quality management along with a wide range of analysis and testing procedures.



**AUDITING AND FMEA**

We conduct annual audits in all of our departments. These ensure compliance with the international standards chosen by our executive committee: ISO9001 (quality), ISO14001 (environmental protection) and OHSAS18001, as well as ISO45001 (workplace safety) starting in October 2019. We are also audited externally by our certification institute at the intervals prescribed by law.

Our quality management and quality assurance are based primarily on the Failure Mode and Effects Analysis (FMEA) model for increasing technical reliability. This model enables us to identify possible weak points and causes of failure that threaten the reliability of our technologies. FMEA methods are applied twice internally to every new model we develop. We make a distinction between:

- Construction FMEA: These inspections focus on structural components, including their elasticity properties and strength.
- Process FMEA: The focus is on the entire production process, including surface finishing. The goal is to detect any possible weak points or causes of failure in advance.

**PRODUCT TESTS**

Silhouette International uses an array of finely tuned product tests to ensure extensive quality control. We divide these into three categories:

**1. Product Development Testing**

Every new material or newly developed components we use for our eyewear, such as new hinging technologies, must be 100% tested before use. This includes many different types of tests:

- Deflection testing: These test procedures are used to test components for break-resistance; for example, by repeatedly opening and closing a hinge many times.
- Cross cutting test: This test is used to check the adhesiveness of coatings.
- Wear test: During these tests, we check how resistant surface finishes are.
- Drop-ball test: We test the break-resistance of the complete eyewear and lenses.
- Biocompatibility test: This tests how tolerable materials are to the skin.

**2. Production Testing**

After each production stage, all individual components and surface finishes must undergo 100% testing by experienced employees. If any component of surface finish does not meet our quality standards after a production stage, it will not be allowed to continue onto the next stage. We also use multiple types of tests here:

- Checking all materials on arrival
- Visual inspections between each production stage
- Optical decentering for sunglasses to determine the ideal focal point and prevent distorted vision
- Drop-ball testing
- Measuring the thickness of surface coatings
- Checking each pair of eyewear during final assembly

**3. Allergy Testing**

At Silhouette International, almost all the materials we use are nickel-free. Any alloys that contain nickel are isolated from the base material using surface coatings such as galvanization or lacquering. This protective layer ensures that there is no nickel on the surface that can come into contact with the wearer's skin.

Additional allergy-related testing is performed based on requests from consumers, eyecare professionals, national authorities and our own Quality Assurance team at headquarters. Testing is based on the consumer's allergy passport.

# TAKING RESPONSIBILITY, AT HOME AND ABROAD



**W**e are acting according to the values we uphold. That also means doing our part to improve society, both at home and abroad. This is also reflected in smaller initiatives inside our region, such as "Christmas in a Shoebox." Other initiatives include collecting money and clothing for disaster relief for flood victims in Bosnia, aid shipments to orphanages and people in need in Romanian villages or donating glasses to an orphanage in Kazakhstan. Many of our employees make their own personal contributions wherever help is needed, partly by showing up and helping on location. This gives them a hands-on opportunity to help others. Our company also supports two main initiatives through financial as well as active support.

## COMING TOGETHER, BREAKING DOWN BOUNDARIES

From 2016 to 2018, Silhouette International actively supported a refugee shelter operated by the Upper Austrian Red Cross. We are dedicated to helping newcomers integrate into society. We partnered with the online portal [refugeestories.eu](http://refugeestories.eu) to help make this happen. Through this portal, the residents of the shelter post videos in which they tell their stories. We feature these stories in our newsletters and through our intranet for employees.

Many of our employees donated their time to help with activities for the residents of the shelter, including excursions, guided tours and German language courses, as well converting one of the spaces in the shelter into a recreation room for children. They also donated items such as computers and bicycles. Silhouette International also provided free eye exams and individually fitted glasses for children in the shelter.

We want to encourage people to make contact with other cultures. This teaches us all that what unites us is so much stronger than any differences between us. It starts with the little things in everyday life that we all have in common. Refugees cook in our company canteen and share their traditional recipes. We organize a small party in the fall on our company campus, serving traditional Austrian cuisine. Our goal is to get people involved so that they can help make a difference. We believe that this is beneficial to our community in the long term. Our support for the refugee shelter in Traun is a project that was close to all of our hearts. That made it even more special for us when our company was awarded the "HENRI" prize for social volunteer work from the Upper Austrian Red Cross.

“When the patient finally removes the bandage from their eyes one day after the operation and gradually starts to see the world around them again... That moment is what makes traveling to Africa all worthwhile.”

*Bettina Hochwimmer, Master Optometrist  
at Silhouette International*

## AN EYECARE CLINIC FOR BURKINA FASO “The eye is the light of the body.” This motto greets everyone who enters the eyecare clinic in Kongoussi, Burkina Faso.

Since 2008, Silhouette International has been working with a small group of doctors and healthcare professionals to build an eyecare clinic in the northern part of Burkina Faso.

This project is not the work of any single company or organizations. It is sponsored by a private charity supported by Austrian eyecare professionals, ophthalmologists, pharmacists and Silhouette International. The project is headed by ophthalmologist Ulrike Nesser and Bettina Hochwimmer, who has been the master optometrist at Silhouette International since 2000. Each year, the two initiators spend two weeks inside the hospital alongside an optical surgeon. During this time, they train and guide the doctors and staff on location while also supporting them in their daily work. Bettina Hochwimmer also conducts regular vision tests at the school in Kongoussi, Burkina Faso.

This project will continue until 2022, with the goal of achieving self-sustainability for the clinic. Our plan is to turn over full control of the eyecare clinic to local professionals in Kongoussi after 15 years of support.

Silhouette International not only provides financial support but also valuable resources such as glasses and operating equipment. By giving these donated glasses a second life, they remain in use for a longer time. The clinic undergoes continual maintenance and improvement, such as adding new furnishings, building a cafeteria and renovating the roof. The operating theater was funded by the state government of Upper Austria. Once a year,

- Burkina Faso is one of the most impoverished and debt-burdened countries in the world.
- It is home to 18.9 million people, with a land area around the size of the state of Colorado.
- Average daily income per person here is about fifty cents a day.
- Annual spending for healthcare amounts to less than forty cents per person

**By comparison:**  
Annual healthcare spending per person in the United States is over \$11,000.

a container is shipped to Burkina Faso filled with medicines, ophthalmologic equipment, glasses and notebooks for documenting patient histories.

Today, the clinic performs around 400 operations each month, treating around 65 patients each day.

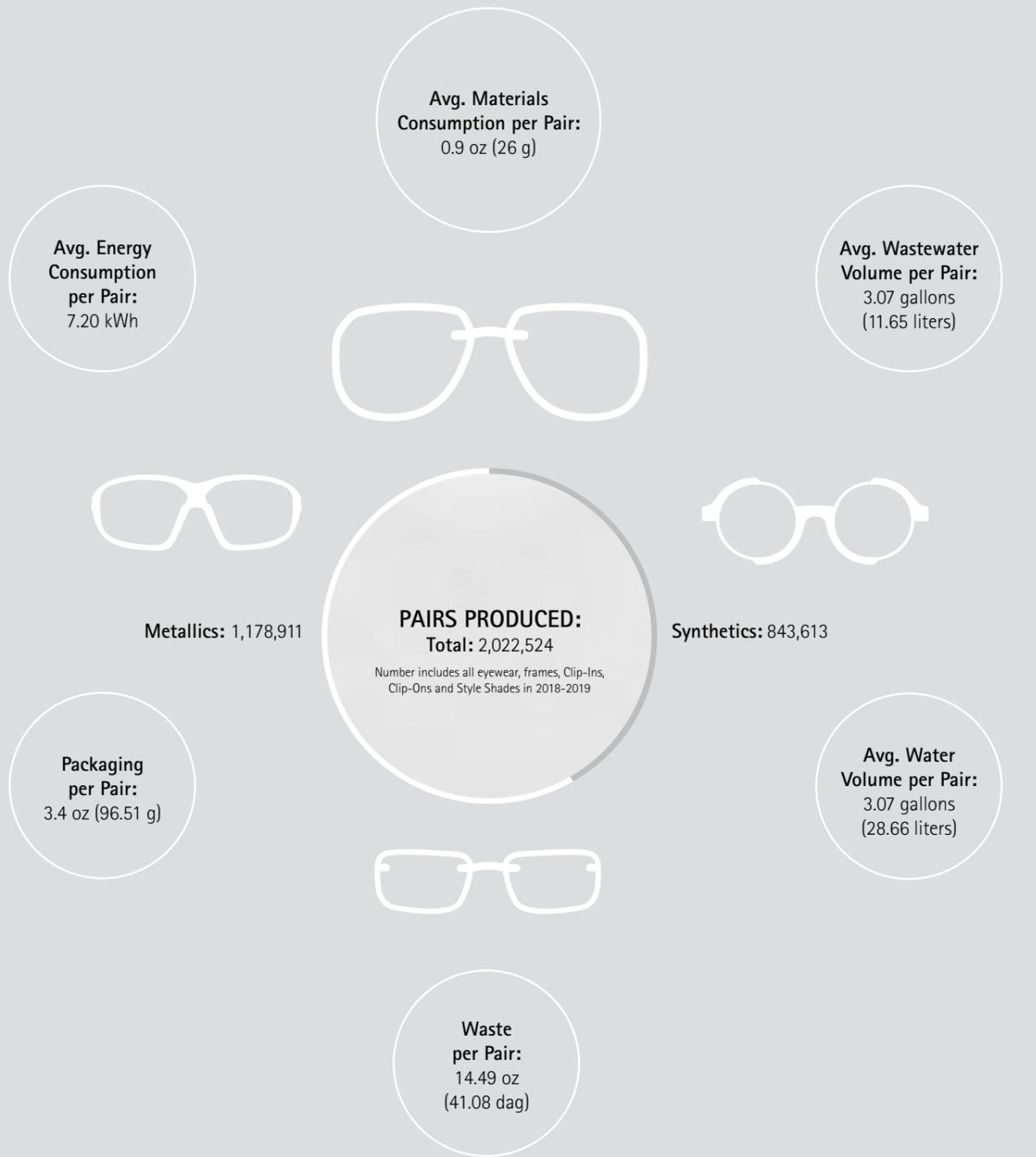
We also support orphanages and homes for girls. Each employee at Silhouette International has the option to donate €100 (\$108) to sponsor a child in Burkina Faso for a year of education at school and one warm meal a day.



# 7

## STEWARDSHIP

# EACH PAIR OF EYEWEAR FROM SILHOUETTE INTERNATIONAL CONTAINS:



# LESS IS MORE: MINIMAL MATERIAL, MAXIMUM QUALITY

Silhouette International redefined the way we handle materials when it launched its legendary Titan Minimal Art model in 1999. Since then, we have been guided by the principle of "less is more" along with our approach of "reducing to the max." This perspective extends to all of our products, whether they come from our proprietary Silhouette and neubau eyewear brands, or our licensed adidas Sport eyewear brand. The focus of our development strategy is to reduce material consumption for each pair of eyewear we produce. This approach starts with our in-house Design, Research & Development and Prototype Construction teams and carries through all the way to our Production teams. It is not only important to us when we talk about sustainability. We also feel that we owe it to our customers to continually develop new innovations in our product features.

## Titanium, SPX®+ and naturalPX: The Materials that Define Our Eyewear Designs

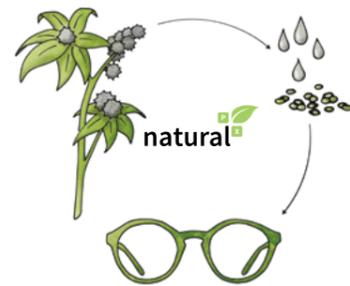
It is no coincidence that the Titan Minimal Art is the most iconic design associated with the Silhouette brand. This model was the first **titanium** eyewear design to contain neither screws nor hinges. It is the ultimate example of eyewear that is stripped back to the minimum, but still offers maximum functionality. We are always on the lookout for exclusive, versatile materials and technologies that push the boundaries of what is possible. This is exactly how we developed the flexible, yet highly durable titanium alloy used in the Titan Minimal Art. It takes carefully selected suppliers and flawless materials to continually improve our production process and achieve excellent results. High-Tech Titanium is a unique alloy, offering extreme flexibility, lightness, strength and purity. It is also anti-allergenic and resistant to corrosion and extreme temperatures.





**SPX®+** is the most innovative synthetic material on the eyewear market. It offers total functionality with unlimited design possibilities. This material helps us at Silhouette International to fulfill our promise behind each pair of glasses we produce. The "S" stands for Silhouette; "P" is for polyamide and "X" refers to the infinite design possibilities that this material offers. Materials must meet specific requirements depending on the exact function they serve in the eyewear design. These requirements include lightness, haptic properties, precision to detail, elasticity and strength. We use modern injection molding techniques to meet these requirements. This has the positive side effect of significantly reducing waste materials when producing the eyewear. **SPX®+** offers the elasticity and stability to create sleek, elegant designs with unparalleled comfort. Because it is transparent, it can be combined with even the tiniest fraction of an ounce of pigment powder to take on any color imaginable.

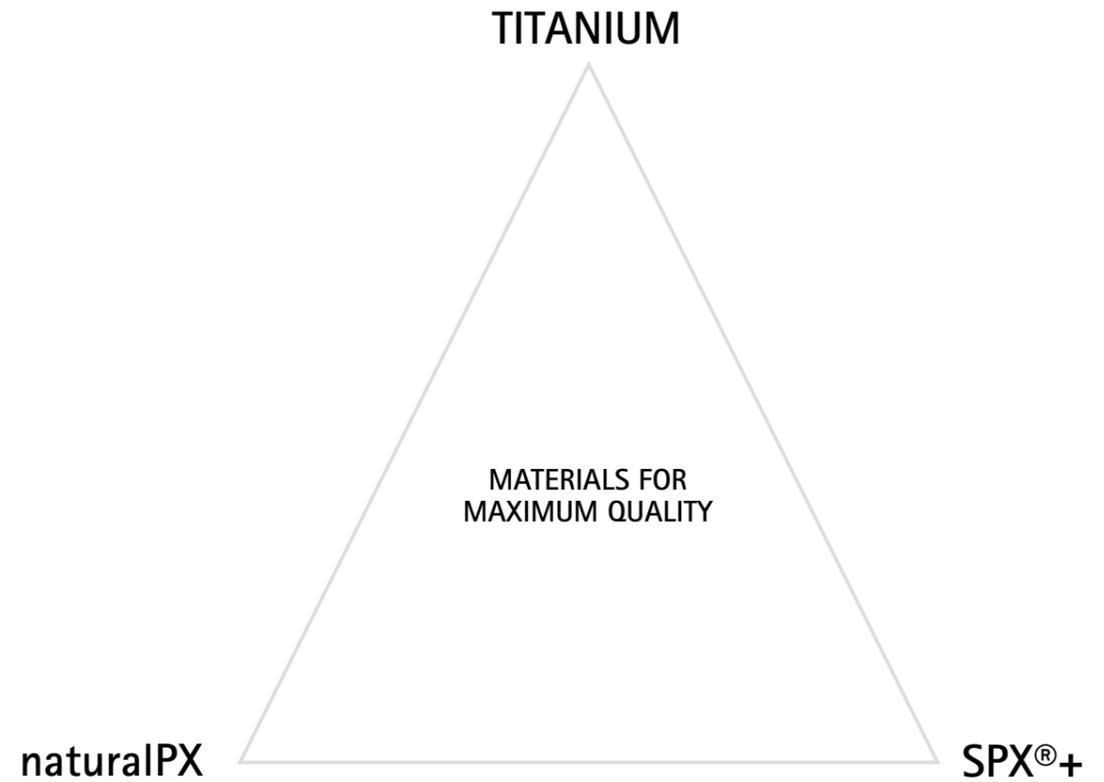
In January 2017, we unveiled **naturalPX (NPX)** at the OPTI trade fair in Munich, Germany. This special new material was designed in-house for neubau eyewear. It is fully aligned with the brand's commitment to the principles of sustainability. It is an environmentally friendly polymer made from renewable organic raw materials. It is used to produce eyewear frames for neubau eyewear. NPX allows us to follow the natural cycle of



the environment. The material is made using 65% castor bean oil, harvested from a plant that is known in some cultures as the "miracle tree." This renewable raw material contains no emollients such as bisphenol A (BPA) or bisphenol S (BPS). It also helps reduce CO<sub>2</sub> emissions. Castor plants are farmed in arid regions of India that are not suitable for other forms of agriculture. The plants are not genetically modified and only require very low volumes of pesticide due to their natural pesticide properties.

**But, above all, this material also has to meet the standards of excellence that we expect of all our materials at Silhouette International.**

naturalPX offers endless color possibilities. It is light and flexible, yet durable and strong. It not only meets our standards for design and aesthetics but also guarantees a comfortable fit.



Raw Material Consumption in lbs (kg):	Plastic in lbs (kg):	Metal in lbs (kg):	Total Packaging in lbs (kg):
2014-2015 128,527 (58,299)	2014-2015 112,358 (50,965)	2014-2015 22,783 (10,334)	2014-2015 485,661 (220,292)
2015-2016 154,982 (70,299)	2015-2016 132,861 (60,265)	2015-2016 22,116 (10,032)	2015-2016 469,311 (212,876)
2016-2017 167,040 (75,768)	2016-2017 143,882 (65,264)	2016-2017 23,197 (10,522)	2016-2017 481,057 (218,204)
2017-2018 145,979 (66,215)	2017-2018 126,594 (57,422)	2017-2018 19,385 (8,793)	2017-2018 469,346 (212,892)
2018-2019 113,963 (51,693)	2018-2019 97,739 (44,334)	2018-2019 16,223 (7,359)	2018-2019 430,309 (195,185)

**LEVERAGING POTENTIALS**

For manufacturing companies, processing raw materials is a fact of life. Yet, the difference lies in how we handle them, even beyond their life cycle. That means continually improving our company's production strategies.

We are living up to the challenge of making our material consumption even more efficient. The goal is to establish a high-efficiency circular economy in the near future. This will allow us to make an important contribution to how we handle valuable resources while protecting the climate. It will also reduce dependency on imported fossil fuels and metals.

**We are considering the following:**

**Cradle-to-cradle:**

Defining intelligent production approaches to serve as a basis for all our new collections (product design, material selection, reparability, etc.)

**Research & Development:**

Finding, testing and developing renewable materials that live up to the premium quality standards of Silhouette International.

**Local vs Global:**

Reducing raw-material imports by using more local raw materials.

Through these activities, we want to contribute to Austria's added value for industry and the economy and do our part to help reach Austria's goals for its #mission2030 climate and energy strategy.



## OUR SUPPLIERS

**W**e only select suppliers whose raw materials meet our standards of quality. In addition to that, they must share our basic philosophy and approach to comprehensive sustainability.

### SOURCING OUR ESSENTIAL RESOURCES:

**Titanium** is our main raw material. We source our titanium from Japan, because the special alloys we use are not available in Europe.

Titanium is one of the most common elements found in the Earth's crust. Unlike other metals, it does not occur in pure form. It is always chemically bonded within oxides, which means that it is contained in many different types of stones and minerals.

Currently, only two titanium minerals are suitable for deriving metallic titanium: rutile and ilmenite. The so-called "titanium sponge" is extracted by reducing titanium-containing metals with carbons. As a result, it takes various chemical processes to produce metallic titanium. These are very intensive processes, but they always take place inside a vacuum chamber filled with inert gas at high temperatures. This means that these processes have virtually no impact on the environment.

The titanium sponges are then processed by a Japanese firm. All of our suppliers are ISO-certified and regularly release their own sustainability reports.

The titanium alloys they extract are delivered to us in the form of raw wires, panels and reduced components which are unfortunately not ISO-certified at this time. As a relatively minor buyer of titanium raw components, we unfortunately do not have enough influence at this time to require our suppliers to certify these materials. However, at regular intervals, we visit our suppliers and audit them on their compliance with Silhouette standards for quality, environmental protection and workplace safety.

Our R&D team also works continually to discover innovative materials for producing our eyewear. We only consider using materials that meet our standards for quality, environmental protection and social responsibility. Only these materials can be used to produce our premium-quality eyewear.

The **polyamide granulate for SPX®+** is another key material for our production. We source this from a reputable Swiss manufacturer that adheres to a strict corporate strategy for environmental protection, safety, health and social responsibility.

**naturalPX**, which we use to produce eyewear for our neubau eyewear brand, is made in France using environmentally friendly materials. This organic, renewable polyamide consists primarily (65%) of castor bean oil, which derives from certified sustainable agriculture in India. Our partner is a member of

various programs including the Sustainable Castor Initiative and Together for Sustainability. This means that they are dedicated to fair treatment of farmers and a sustainable supply chain. In addition to titanium, SPX®+ and naturalPX, there are various other important materials we use in our production at Silhouette International. These include gold, precious stones and ebony.

We procure all of the **gold and precious metals** for our production from Austria's market-leading processor of precious metals. This supplier adheres strictly to an ecological and socially responsible sustainability approach to procurement. That means it shares the principles of Silhouette International.

The precious metals we use are derived only from legitimate sources which are, to the best of our knowledge, conflict-free. Our supplier also uses exclusively secondary materials (scrap metals containing precious metals) during its production processes. This means that no mercury is used to extract the gold, as mercury is not necessary for the recycling process. All of our manufacturer's refinement activity is based on the recycling process. This means by default that primary materials (extracted from mining) are never used.

Our supplier also abides by the principles of the No Dirty Gold campaign ([www.nodirtygold.com](http://www.nodirtygold.com)) and the Responsible Jewelry Council ([www.responsiblejewellery.com](http://www.responsiblejewellery.com)). If there is any suspicion that the precious metals are derived from

disreputable or dubious sources, we categorically refuse to purchase or use them. In such cases, these materials are neither analyzed nor purchased nor resold.

When sourcing **diamonds and other precious stones**, the origin of the product is as important to us as its excellent quality. All our suppliers must prove that their products have been sourced from conflict-free regions and comply with binding UN resolutions on the sourcing of precious stones. We exclusively use stones that are hand-selected by our Austrian diamond dealer. These are always Top Wesselton diamonds (GIA scale) with very small inclusions (VSI) and a 57-facet brilliant cut. Our own goldsmiths and stone setters carefully examine each precious stone before setting it.

We also use small volumes of **Macassar ebony** and Cameroon ebony in our products. The cores of these trees are among the most precious types of wood in the world. These trees are not listed as protected species under the Washington Convention.

### PARTNERSHIPS

Our suppliers of raw materials share the same values as we uphold at Silhouette International. As a global market leader, we have established many long-term strategic partnerships. Together, we are continually pushing for new innovations and developments. This allows for the raw materials we use to be precisely coordinated to the specific needs of our production processes at Silhouette International.

### CERTIFICATIONS

In 2018, we surveyed 29 strategic partners in Europe and Asia to determine their level of certification. Eighty-six percent of our suppliers responded to the survey.

25 suppliers returned the documentation	(86%)
17 suppliers signed our Supplier Code of Conduct	(59%)
18 suppliers are ISO 9001 certified	(62%)
7 suppliers are ISO 14001 certified	(24%)
2 suppliers are ISO 50001 certified (energy mgmt.)	(7%)
1 supplier is SA 8000/2008 certified (working conditions)	(3%)
2 suppliers are ISO 13485 certified	(7%)
3 suppliers are ISO 16949 certified	(11%)
1 supplier is certified in Responsible Care	(3%)
1 supplier is certified by RJC	(3%)
1 supplier is certified by Fairminded	(3%)

#### Other Certifications and Affiliations:

1 ISO 27001	(3%)
3 SEDEX	(11%)
1 AEOF	(3%)
1 ISO 14485	(3%)
7 issue an annual sustainability report	(24%)

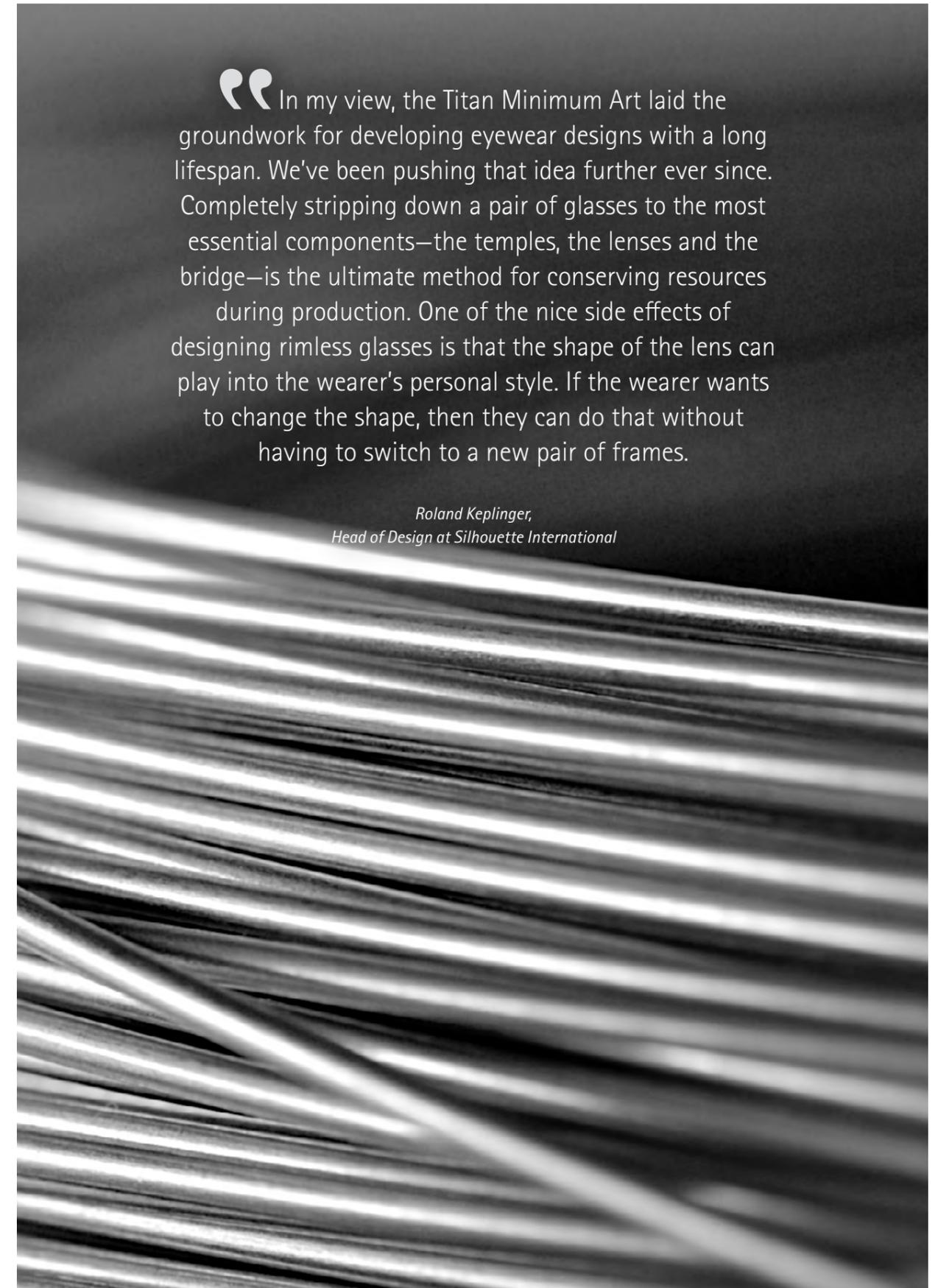
All of the valid certificates listed in the graphic have been demonstrated by our suppliers.

From raw material extraction to production, we are committed to ensuring that our suppliers comply with the principles of sustainability at every level. That means conducting themselves in ways that are ecologically, economically and socially responsible.

### SUPPLIER CODE OF CONDUCT

In March 2019, we adopted a new Supplier Code of Conduct (CoC) which defines ecological, economic and social criteria for selecting our suppliers.

Among the 29 suppliers we surveyed for our Sustainability Report, 17 have already signed the CoC. The other suppliers are already in compliance with the CoC.



“In my view, the Titan Minimum Art laid the groundwork for developing eyewear designs with a long lifespan. We've been pushing that idea further ever since. Completely stripping down a pair of glasses to the most essential components—the temples, the lenses and the bridge—is the ultimate method for conserving resources during production. One of the nice side effects of designing rimless glasses is that the shape of the lens can play into the wearer's personal style. If the wearer wants to change the shape, then they can do that without having to switch to a new pair of frames.

*Roland Keplinger,  
Head of Design at Silhouette International*

## SUSTAINABLE CONSUMPTION MEANS PURCHASING QUALITY

**W**e want for our eyewear to enrich the daily lives of our consumers for years to come. Modern consumers have many low-cost options for selecting their eyewear, whether from discount chains or other low-end retailers. It is unlikely that such products are truly fit for purpose and functionality. Lower quality and lower prices equal short product lifespans. This promotes a "disposable" mindset that squanders natural resources and produces more waste.

This is incompatible with our understanding of quality, because does not abide by the principles of sustainability. What matters to us is that our products will enhance our customers' lives for many years of use.

Our standards of quality go beyond materials, processing and design and include specific values. Instead of merely consuming resources, we take efforts to adhere to our values as strictly as possible. We feel that it is our duty to uphold high social standards in our production cycle. We also invest in excellent service, reparability for our products and expert consultation to prevent uninformed purchases.

### SOPHISTICATED PRODUCTS FOR LASTING COMFORT

Before we start production, each Silhouette International product is carefully planned from start to finish. Our highly trained customer service also helps ensure that consumers will enjoy our products for a long time. We apply this model in every country where Silhouette International products are sold. Our eyecare professionals always have access to a customer service representative who speaks their language. These activities are closely coordinated with our headquarters in Austria so that any necessary adjustments or repairs can be carried out precisely and efficiently.

We also offer a guarantee for spare parts. Even after a collection is phased out, we still keep its models in stock for three years at the Silhouette International warehouse in Linz. Replacement parts for each collection are also kept in stock for another six years. These can be provided to eyecare professionals on request.

### INDIVIDUAL CONSULTATION, YEARS OF SATISFACTION

We work with stylists to develop an in-house style consultation program. This helps Silhouette customers find the perfect glasses for their own personal style. Our style-conscious consumers can feel good about choosing eyewear that is not swayed by short-lived fashion trends. Our specialized trainers host in-store Style Days alongside eyecare professionals to help consumers make the right choice. These trainers also coach eyecare professionals on how to offer style consultation tips to their customers. Our motto is: "satisfaction that is made to order." Our Silhouette eyewear style consultants can always recommend the best models, colors and shapes, based on our customers' needs, the situations in which they will be wearing the glasses, and a precise analysis of their eyes and face shape. Afterwards, we provide the eyecare professional with a customer profile to help them with future consultations.

### SHARED VALUES, RELIABLE PARTNERSHIPS

We cultivate loyal, trusting collaborations with independent eyecare specialists and optical chains who share our vision of quality and service. These partnerships are important to us. This helps us ensure that our products are associated exclusively with highly qualified professionals, from production to the showroom floor. This also enables us to quickly correct any problems that might occur without having to exchange the glasses altogether.



# CONSERVING RESOURCES PROTECTING OUR ENVIRONMENT WHEREVER WE ARE

It is vitally important for us to conserve resources and energy so that we can maintain the location of Silhouette headquarters in Linz, Austria. Our company headquarters, which is also our primary production facility, is located in Austria, a country that operates no nuclear power plants. We support this policy 100% as a company and supply our energy needs with a mix of CO<sub>2</sub>-free, sustainable, green power.

In the past, our site in the Czech Republic relied on an energy mix consisting of renewable energies as well as non-renewable sources such as natural gas, coal and, to a lesser extent, nuclear. To achieve our own environmental targets, we continually reduced this percentage of non-renewable energy sources. By the beginning of 2017, we achieved complete independence from non-renewable energies. Since then, our facility in the Czech Republic uses a purely CO<sub>2</sub>-free mix of 100% renewable energies (solar, wind, hydroelectric, biomass and biogas).

Electricity is the most heavily used form of energy at our production facilities and offices in Austria and the Czech Republic, followed by district heating. We use gas to a lesser extent and will continue to do so for the foreseeable future because it is considered indispensable for essential exhaust air purification processes.

## OTHER MEASURES FOR OUR ENERGY-SAVING APPROACH

We use compressed air to recover waste heat. The compressors conduct waste heat through air ducts to the locations where it is used to air-dry painted products.

Our company's internal magazine, *Insight*, offers our employees guidance on how to handle energy more responsibly. We continually encourage our employees to save energy, not only on the job, but also beyond. We do this by offering them useful tips for conserving electricity at home.

When purchasing new production machines, energy efficiency is a major criterion for us.

Starting in 2015, we regularly conduct external energy efficiency audits at both of our operating facilities in Linz and Trhové Sviny in compliance with the Austrian Energy Efficiency Act. These energy audits involve a systematic inspection and analysis of energy use and consumption in our facilities, buildings and systems. The goal is to identify and report on energy streams and potentials for improving energy efficiency.

Starting on June 22, 2016, we have been producing solar power at Silhouette International for our e-bike charging station. This enables our employees to charge their e-bikes for free.

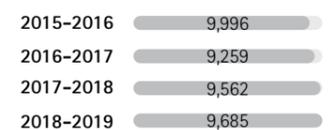
Solar energy use is a defining feature of any modern backstop technology. This helps us to replace non-renewable energy with renewable energy sources. Another component of this is our Smart Flowers project, which we launched in 2017. We installed three Smart Flowers (solar energy production stations) at our company headquarters in Linz to produce energy for our e-vehicle charging stations and promote e-mobility.



## ELECTRICITY CONSUMPTION IN AUSTRIA AND THE CZECH REPUBLIC:

Our electricity consumption at both our production sites has remained relatively stable over the past three years despite increases in production. We experienced a minimal increase in consumption due to the relaunch of full-rim and nylor models at Silhouette, the launch of our new neubau eyewear brand and the construction of opening of the Silhouette Vision Sensation® lab.

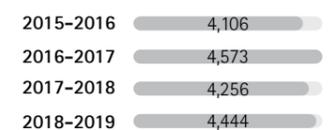
### Electricity in MWh:



## DISTRICT HEATING IN AUSTRIA AND THE CZECH REPUBLIC:

We heat all of our buildings using district heating, which is an environmentally friendly, communal heat supply. Our heat supply needs slightly increased due to the opening of additional production facilities at our location in Linz.

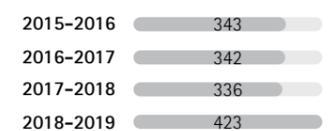
### District Heating Consumption in MWh:



## GAS CONSUMPTION IN AUSTRIA AND THE CZECH REPUBLIC:

Most of our gas consumption is used in the exhaust air purification system at the painting facility in Austria (there is no painting facility in the Czech Republic). This system captures exhaust gases in a rotary system. The concentrated solvents are then incinerated in a firing chamber. The purified exhaust air from the painting facility is then emitted through an exhaust air duct above the roof.

### Gas in MWh:



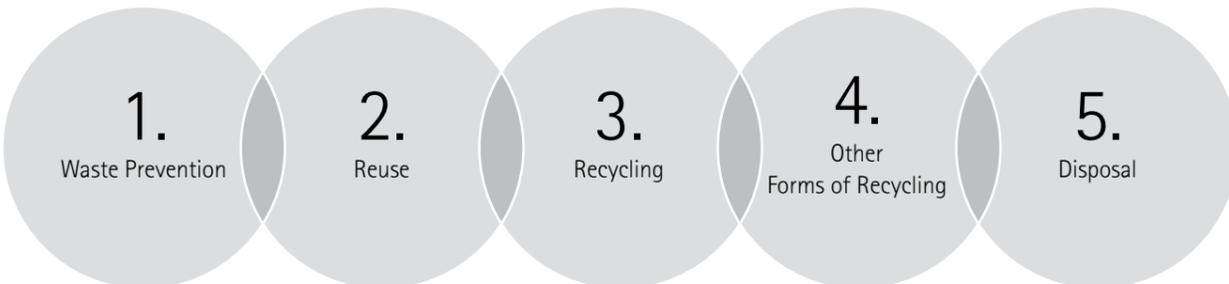
It is very important for us to reduce emissions and noise pollution, because our company headquarters in Linz is located in a residential area.

# REDUCING OUR FOOTPRINT

**W**e all leave behind an environmental footprint. Our goal is to make our footprint as small as possible. As a manufacturing company, waste, wastewater and emissions are inevitable for Silhouette International. This is why it is even more important for us to take a conscious approach to how we handle this topic. Our goal is to exceed the already strict regulations that exist in Austria and the European Union. Another important reason for this is that our company headquarters is located inside a water conservation area.

## SUSTAINABLE WASTE MANAGEMENT

Our waste management follows the guidelines established in the Austrian Waste Management Act. These provide a hierarchy based on the principle of sustainability:



### Waste Prevention

We work to minimize the amount of waste produced in all areas of our productions. This includes activities such as transport of goods between Linz and Trhové Sviny, in which we primarily use reusable packaging. Specially developed trays are used to make countless transport runs. These are only disposed of or recycled when they are no longer fit for use. Even the outer boxes we use are reused multiple times until they are ultimately recycled.

We also send tools such as milling cutters to be re-sharpened, which extends their lifespans. Around 50% of milling cutters can be re-sharpened. The rest are returned to the manufacturer and recycled.

We also manage to prevent waste by using dry separation during wet painting, hot-air drying processes (instead of freon drying stations) and microfiltration of hydraulic oil.

### Reuse

A portion of our eyewear is reused in aid projects in Russia, Kazakhstan or Burkina Faso. This aspect is of less significance to our production at Silhouette International, because the materials used generally cannot be reused without treatment.

### Recycling

Recycling is the most relevant measure used at Silhouette International. In our production as well as in our administration, we recycle materials such as paper and cardboard.

We collect and sort packaging materials made from plastic, glass and larger volumes of metal and sell these to recycling companies. Wood waste generated from defective Euro pallets and non-reusable pallets is also partially recycled.

As part of our sustainable environmental management program, we have been working towards cyclical reuse of used polymer powder from our 3D Printing department since the beginning of 2019. This recycling program, organized by our partners Kajo Plastic and EOS (the manufacturer of our 3D printers) not only saves us disposal costs for the old powder but also enables us to improve our environmental management in compliance with ISO 14001. For each pound of used material, Kajo Plastic pays around \$1.56 to EOS. This money is then invested in social programs as part of our CSR activities. The old powder is also reused in specialized industrial applications, and we use the proceeds from the sale of this old powder to support further social initiatives.

## OTHER FORMS OF ENERGY RECOVERY

We take two approaches to heat recovery: inertization and energy recovery.

Inertization involves incinerating commercial waste in approved facilities according to legal requirements.

Waste from our production of sunglasses lenses and demo lenses are used at Silhouette Energy to produce alternative fuel. PMMA, the material used to make these lenses, offers a very high thermic value, making it an ideal alternative fuel. These lenses are transferred to a waste management company which redistributes them for use as fuel for the cement industry, for example. Scraps from particle board and other wooden products are also used for thermic waste recovery, although we only produce small amounts of this waste.



## COMPOSTING

All organic waste generated on the grounds of our company campus and in our in-house organic canteen is collected by a local waste management company for composting.

## DISPOSAL

With any form of production, it is inevitable that waste will be generated which must be disposed of in the landfill. We work to constantly reduce this proportion of our waste. One way in which we do this is to capture residue from the filters of our wastewater management system to recover any metals it contains. However, these amounts proved to be so negligible that this treatment was found to be unsustainable.



### AU: Total Waste in lbs (kg)



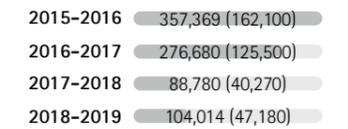
### CZ:



### AU: Hazardous Waste in lbs (kg)



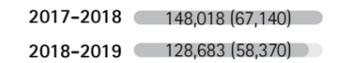
### CZ:



### AU: Waste in lbs (kg)



### CZ:



Data collected since 2017-2018

## WASTEWATER

### Wastewater for the Production Channel in gal. (m³)

2015-2016	6,217,025 (23,534)
2016-2017	6,501,274 (24,610)
2017-2018	1,480,975 (25,494)
2018-2019	6,222,573 (23,555)

### Wastewater in the Domestic Channel in gal. (m³)

2015-2016	2,644,362 (10,010)
2016-2017	2,594,170 (9,820)
2017-2018	1,480,975 (16,548)
2018-2019	3,046,168 (11,531)

### Linz, Austria

For Silhouette International, it is important to not only to conserve water but also to improve the quality and purity of the wastewater we generate. This is determined by the balance between water volumes and the concentrations of residues in the wastewater. We use an internal water jet for our production wastewater to constantly monitor and record the temperature, pH value and volume of wastewater than passes through the water channel. This enables us to quickly detect and address and fluctuations or violations. We also test specifically each day for nickel, copper and chrome. The limits are based on Austria's national Wastewater Emissions Ordinance. All wastewater that meets the standards for domestic use is transferred into the residential water channel. As a rule, wastewater only passes into the water treatment system if it meets all the legal requirements.

Around ten to twenty percent of our wastewater volume does not meet the legal requirements. That is why we treat this portion of the wastewater ourselves in our in-house water treatment facility. This uses a hydroxide precipitation system to filter the water and remove residual metallic ions through an ion exchanger. After that, the processed water is filtered again to remove solid particles and then it is ready to be reintroduced into the water supply.

Silhouette International is aware of its responsibilities with each pair of eyewear we produce. This is especially important to us because our production facility in Linz is located inside a water conservation area. As a result, we treat 27,473 gallons (104,000 liters) of water from our production facility each day without producing additional wastewater.

### Trhové Sviny, Czech Republic

At our production site in the Czech Republic, we also treat a portion of the wastewater, especially runoff water, using a wastewater purification system.

There is no measuring system for capturing the data on this water, but the volume of wastewater is proportional to total water consumption.

## TACKLING AIR POLLUTION IN PRODUCTION

The company headquarters of Silhouette International is located not only in a water conservation area, but also in a densely populated residential zone. That makes it even more important for us to minimize noise and emissions.

Since 2001, we have been using a special system made by a company called Chemical Thermic Process Technologies (CTP) in our painting facility in Linz. This system makes an important contribution to our sustainability efforts. It not only reduces industrial air pollution but also allows us to comply with air purity standards.

Eyewear production releases large volumes of exhaust air with trace concentrations of solvents. We use the CTP system to save energy and avoid having to incinerate the entire volume of these airflows. The system's rotor is made of a special absorbent material which enables us to capture solvents from the exhaust air (from the painting facility, particles from printing and paint mixing). A counterflow of hot air (356°F/180°C) releases the solvents from the filter and conducts them to the firing chamber where they are thermally incinerated at 1,472°F (800°C). The detoxified air is then expelled as the rotor cools itself. Once the rotor has cooled, it is ready to absorb solvents again and the cycle repeats.



The system offers a purification capacity that far exceeds legal requirements by achieving nearly zero emissions in the final result. The rotor purifies about 105,944 cubic feet (3,000 cubic meters) of heavily solvent-contaminated air, which accounts for 10% of the total exhaust air output from the painting facility. This means that we achieve a purification rate of 97%.

### Trhové Sviny, Czech Republic

We are continually working to optimize the logistics paths between our two production sites in Linz and Trhové Sviny while also reducing their environmental impacts. By minimizing unladen or partially loaded transports, we have significantly reduced CO<sub>2</sub> emissions.

### World Environment Day 2019: Join Us to Fight Air Pollution

Each year on June 5, we observe World Environment Day, an initiative started by the United Nations Environment Program in 1972.

People all over the world work together on this day to promote activities that protect our planet's natural resources. Around 150 countries take part in this event.

The theme for 2019 was "Join Us to Fight Air Pollution." As a company, we introduced internal measures to take part in World Environment Day.

Our main activity was "Biking for a Good Cause." This gave all Silhouette International employees a chance to take part in the fight against air pollution at our company's main offices. For one month (from June 5 until July 5, 2019), our employees accumulated CO<sub>2</sub>-free miles for a good cause. For each kilometer they traveled by bike, Silhouette International donated one euro (\$1.08) to the KleinBlindKind initiative, a charity dedicated to fighting blindness and visual impairment among infants in Upper Austria.

In 30 days, we accumulated 8,760 kilometers/euros (\$9,538), not just for a good cause, but also to save fuel costs and help the environment in the fight against air pollution. Based on the positive response, our Executive Board decided to extend the initiative and even hop on their own bikes to pedal for a good cause.

# 8

## OUTLOOK

# PUSHING OURSELVES TO ACHIEVE EVEN MORE



Our goal is to play an active part in shaping the future and to ensure that the next generation will inherit a world that is worth living in. We have consciously made this our mission. We not only want to reduce impacts but also devise creative new solutions. We are already doing our part today with our products, services and activities. The Sustainable Development Goals (SDGs) issued by the United Nations serve as a guide to our work. Together, our Executive and Supervisory Boards and the family owners of our company have defined ten areas of activity from the SDGs which will serve as the basis for our sustainability targets.



From 2019 to 2022, we are focusing on the following goals:



### Goal 6: Clean Water and Sanitation

ENSURING AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL

In our view, the availability of clean (drinking) water should not even be a matter of discussion. It is (still) available in plentiful amounts. However, the recent warm periods in Europe have shown that this may not always be the case. By 2050, the world population will require 55 percent more drinking water that is currently available (Source: Global Risks Report 2015).

Despite the currently plentiful water supply in Austria, our goal is to take preventive measures to prevent scarcity and reduce water consumption in the production of our eyewear by five percent before 2022. We are currently developing a set of measures to conserve freshwater and recycle wastewater in even greater volumes.



### Goal 7: Affordable and Clean Energy

ENSURING ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL

In Austria, we cannot imagine living without electricity in our homes. However, one out of five people around the world lives without electricity. The United Nations estimates that more than 1.3 billion people on the world must survive without electricity. The International Energy Agency predicts that energy needs will increase by one-third by 2035 due to increasing economic development.

Silhouette International devoted 2019 to the topic of energy. Based on a 2019 energy audit, we want to reduce the consumption of electricity by 5% each year by 2022. Our top priority is to improve energy efficiency at our production sites in Linz and Trhové Sviny. The focus is on renewable energy, which we can produce ourselves using photovoltaic generators.

IN ADDITION TO THESE TWO UN SUSTAINABLE DEVELOPMENT GOALS, WE ALSO WANT TO IMPLEMENT TWO OTHER PROJECTS.

#### Partner in the Austrian Climate Federation

Rising greenhouse emissions, the depletion of rain forests and intensifying climate change are impacting the entire planet. Climate protection calls for local initiatives and global collaborations. The Austrian Climate Federation is an international partnership for protecting the world's climate. We would like for our company to join this federation in 2020.

#### EMAS Certification

EMAS, a voluntary instrument of the EU, is increasingly regarded as the premium standard for environmental management systems. It is especially useful for improving environmental protection measures within companies and organizations of all sizes and from all industries. We want to achieve EMAS certification before the year 2021. To us, this is a logical continuation of our existing ISO 14001 certification for our environmental management system.

# OVERVIEW OF SILHOUETTE INTERNATIONAL STAKEHOLDERS

STAKEHOLDERS	COMMUNICATIONS CHANNELS	ESSENTIAL COMMUNICATION TOPICS
<b>Consumers</b>	Corporate & Brand Websites Social Media B2C Media Newsletter	Premium Products Services Functionality and Usability
<b>Customers (Eyecare Professionals)</b>	Account Executives Trade Fairs & Events Website Social Media Customer Service Newsletter Linz Visits B2B Trade Press	Premium Products Services Functionality and Usability Advertising Support Training
<b>Employees</b>	Intranet Newsletter Insight Employee Magazine Company Meetups Breakfast with the Board One-to-One Meetings Blackboard Employee Events (Summer Party, Anniversary Parties) Employee Surveys ARIS for Account Executives	Job Security Equal Opportunities Advanced Training Health-Related Topics Workplace Safety Work-Family Balance Team Cohesion Performance-Based and Fair Income
<b>Subsidiary Employees</b>	General Manager Meetings Sales Meetings Global Brand Conference (GBC) Newsletter Reports Personal Coaching by Sales HQ Employees	Premium Products Services Functionality and Usability Marketing Packages Sales Targets Budget
<b>Distribution Partners</b>	Personal Guidance from Regional Offices and Sales Team at HQ Reports Global Brand Conference (GBC) Contract	Premium Products Services Functionality and Usability Marketing Packages Sales Targets
<b>Owners</b>	Fixed Event with Executive Board Supervisory Board Meeting Company Inspections Permanent Dialog	Sustainable Growth Increasing the Value of the Brand and Company Securing the Company for Future Generations Staff Development Securing our Location in Austria Family-Owned Company Strategic Projects Budget

<b>Supervisory Board</b>	Supervisory Board Meeting Supervisory Board Report	Strategic Projects Budget Sustainable Growth Increasing the Value of the Brand and Company
<b>Suppliers</b>	Contracts Permanent Dialog Visits for Special Events Audits	Shared Growth Long-Term Partnership Sustainable Procurement
<b>Partner Companies and Collaborations</b>	Joint Projects Contracts Permanent Dialog Events Linz Visits	Long-Term Partnership Mutual Benefit
<b>Competitors</b>	Market Observation Event-Based Meetings	Fair Competition
<b>Authorities and Governmental Organizations (Magistrate of Linz, Policymakers &amp; Economy)</b>	Decrees Authorization of Experts Environmental Audits Networking Meetings	Paying Taxes and Fees Observing Legal Requirements Strengthening the Region Minimizing Environmental Impacts Energy Efficiency
<b>Associations</b>	European Council of Optometry and Optics (ECOO) German Industrial Association for Optical, Medical and Mechatronic Technologies (SPECTARIS)	Active Participation Industry Information
<b>Media &amp; Opinion Leaders</b>	Press Packages Trade Fairs & Events Newsroom Website Permanent Dialog	Prompt and Transparent Communication on Product Launches and Company Topics Long-Term Partnership Premium Products Innovations
<b>Advocacy Groups</b>	Trade Unions Chamber of Commerce	Active Participation
<b>Economics Institutions (Universities, Trade Schools, Research Institutes)</b>	Presentations Knowledge Exchange Collaborations	Practical Input Support on Projects and Graduate Projects
<b>Society</b>	Schools School Fairs	Work-Study Programs Assuming Social Responsibility

# THE SILHOUETTE INTERNATIONAL SUSTAINABILITY REPORT

This first Silhouette International Sustainability Report is based on the structure of the G4 Standard of the Global Reporting Initiative and was compiled based on the specifications of the G4 Core option. The contents of the report also follow the Core Values of Silhouette International, SIGMA (program for strategic change and sustainable growth) and our own conception of sustainability.

The report provides an overview of our past activities and strategic targets towards creating a sustainable future. The data provided refers primarily to the Silhouette International company headquarters and production site in Linz, the secondary production site in Trhové Sviny, Czech Republic and our main sales region, the USA.

The data collected refers to the period from February 1, 2018 until January 31, 2019. For comparison purposes, three years were retroactively included, and individual projects from the year 2019 are also covered in the reporting. Our Sustainability Report will be revised and updated once every three years from now on.

## Background and Team

This report was compiled by an eight-member internal project team consisting of representatives of a wide range of departments, working in consultation with external experts. The design of the report structure accounts for internal as well as external stakeholders. Along with the project team, the Executive Board and family owners of the company played an active role in the development and design process and granted consent for the full content of this report.

**Project Commissioner:** Thomas Windischbauer  
(Member of the Executive Board)

**Project Leader:** Sabine Hieslmair  
(Assistant to the Executive Board)

## Project Team:

- Julia Gal (Director Human Resources)
- Josef Keplinger (Head of Quality Assurance)
- Herbert Flattinger (Technologies)
- Jürgen Schwabegger (End Production)
- Karin Steininger (Procurement)
- Tanja Enzenhofer (Corporate Communications)

## External Consultants and Stakeholders:

- (2015 – 2017) Henriette Gupfinger and Karl Resel (denkstatt GmbH)
- (2015 – 2017) Bernadette Larcher (CSR Strategy)
- (2017) Stephan Hilpold (Editor in Chief of Standard Rondo)
- (2017) Ulrike Nesser (Independent Master Optometrist)

## Reporting Stages

1. Analysis
  - Internal kick-off: Presenting the project to the family owners of the company Assembling the project team
  - CSR workshops with the Executive Board and team members to compile the stakeholder list and materiality matrix
  - Dialog with internal and external stakeholders
2. Conception
  - Analysis of results, harmonization with Silhouette International Core Values and company strategy
  - Defining basic areas of activity in coordination with the Executive Board
3. Documentation
  - GRI data collection and compiling the report
  - Auditing and approval by the family owners of the company; finalization

## Contact:

**Silhouette International Schmied AG**  
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silhouette-international.com, sustainability@silhouette.com



GRI STANDARDS	INDICATOR DESCRIPTION	INFORMATION
Strategy and Analysis		
102-14	Explanation of the top decision makers in the organization	Page 4
Organizational Profile (Our Company in FOCUS)		
102-1	Name of the organization	page 110
102-2	Most important brands and products	pages 6, 16-23
102-3	Headquarters of the organization	pages 7, 110
102-4	Number of countries in which the organization operates, and the names of the countries in which the organization is active to a significant degree or for which the sustainability topics handled in this report are particularly relevant.	pages 12-13, 102
102-5	Ownership structure and legal form	pages 10-12
102-6	Active markets	pages 12-13
102-7	Size of the organization	pages 12-13
102-8	Workforce profile by gender, type of position and region	pages 12-13, 69
102-41	Percentage/number of employees covered by collective bargaining agreements	<b>Austria:</b> 100% <b>CZ and USA:</b> No collective bargaining agreement; average salaries far exceed minimum wage requirements
102-9	Description of supply chain	pages 80-86
102-10	Fundamental changes in the size, structure or ownership conditions during reporting period	None (first report)
102-11	Precautionary principle	page 4
102-12	Self-obligation towards voluntary initiatives	<b>Work &amp; Family:</b> familieundberuf.at/audits/audit-berufundfamilie <b>BGF Quality Seal:</b> netzwerk-bgf.at/portal27/bgfportal/content?contentid=10007.752621&portal:componentId=gtn1d80cf22-69a3-4800-84e6-12cd2367c453&viewmode=content <b>Diversity Charter:</b> charta-der-vielfalt.de/unterzeichnen/
102-13	Active memberships	pages 100-101
Basic Aspects and Limits		
102-45	Organization structure including subsidiaries	pages 12-13
102-46	Approach to specific contents of this report	pages 26-27, 102
102-47	Essential aspects	page 27
103-1	Definition of basic aspects within the organization; scope of reporting	page 102
103-1	Defining basic aspects outside the organization	pages 27, 102
102-48	Representing information from past reports	None (first report)
102-49	Changes in the scope or definition of aspects	None (first report)

Involving Stakeholders (Points of VIEW)		
102-40	List of stakeholder groups involved in the organization	pages 100-101
102-42	Basis for selecting stakeholders to be involved	page 26
102-43	Involving stakeholders. Approaches to involving stakeholders, including frequency of involvement, distinguishing between types and stakeholder groups	page 26
102-44	Results of involving stakeholder groups	pages 26-27
Report Profile		
102-50	Reporting period for the data contained in the report	FY 2018-2019 (February 1, 2018 - January 31, 2019)
102-51	Publishing of the previous report	First report (not applicable)
102-52	Reporting cycle	once every three years
102-53	Contact partner for the report and its contents	Josef Keplinger (Head of Quality Assurance)
102-55	GRI Content Index	pages 104-107
102-56	Confirmation through external review	page 108
Company Leadership		
102-18	Management structure and governing bodies, sustainability committees	pages 39-41, 102
Ethics and Integrity (A Trusted Partner)		
102-16	Values, principles and code of conduct for the organization	pages 39-41
205-3	Confirmed cases of corruption	None
206-1	Total number of legal proceedings due to violations of competition law	None
419-1	Fines and non-monetary penalties due to noncompliance with the law	None
PRODUCT SAFETY AND CONSUMER PROTECTION (ForeSIGHT)		
416-1	Process for significant product categories whose impacts on health and safety are tested to determine potentials for improvement	pages 74-75
416-2	Total number of cases of noncompliance with regulations or non-binding codes of conduct in relation to the impacts of products on health and safety, described in terms of type and results	None
LONG LIFESPAN AND REPARABILITY (Stewardship)		
	Second-use	pages 76-77
301-1	Put to the Test	pages 74-75
	Customer service, spare parts guarantee, individual consultation	pages 88-89
WORKPLACE HEALTH AND SAFETY (ForeSIGHT)		
403-9	Type of injury, rate of injury, work-related illnesses, sick days and absenteeism, as well as total number of work-related fatalities by region and gender	page 58-59 Work-related accidents are only documented for the production sites (Linz & CZ)
403-10	Workers with a higher rate of illness or hazard in relation to their job position	Work-related illness rate 0%

MADE IN AUSTRIA (Business FOCUS)		
204-1	Share of expenditure for local suppliers to main places of business	page 50 Indicating the number of local suppliers, not the expenditures. The number cannot be determined because procurement takes place on a department- and brand-wide basis.
413-2	Business activities with significantly negative impacts on local communities	None
EQUAL OPPORTUNITIES FOR ALL EMPLOYEES (ForeSIGHT)		
405-1	Makeup of governing bodies and distribution of employees based on employee categories	pages 61-63
405-5	Ratio of base salary and compensation for women to base salary and compensation for men, by employee category and main place of business	page 63
202-1	Ratio of entry-level salary to minimum wage	page 63 Linz, AU: men 25%, women 26% Trhové Sviny, CZ & Albany, USA: No collective bargaining agreement; average salaries far exceed legal minimum wage
406-1	Number of discrimination incidents resulting in civil action	No incidents
TRAINING AND ENRICHMENT (ForeSIGHT & Business FOCUS)		
404-3	Percentage of employees who undergo regular job appraisals and career development activities, by gender and employee category	page 58
CORPORATE SOCIAL RESPONSIBILITY (ForeSIGHT)		
415-1	Total amount of political donations	None
	Support for a refugee shelter	pages 76-77
WORK-LIFE BALANCE (ForeSIGHT)		
401-1	Total number and rate of new hires as well as staff fluctuation, by age group, gender and region	Page 69 The data excludes retirees because this would have been impossible to research within the given time constraints
401-3	Return rate after maternity leave	page 70
ENERGY (Stewardship)		
302-1	Energy consumption within the organization	pages 90-91
	Measures for promoting energy conservation	page 90
WASTE MANAGEMENT (Stewardship)		
306-2	Total weight of waste, by type and disposal method	page 93
--	Total volume of wastewater	page 94
305-1	Direct greenhouse emissions (scope 1)	pages 94-95
305-2	Indirect energy-related greenhouse emissions (scope 2)	pages 94-95
305-3	Other indirect greenhouse emissions (scope 3)	pages 94-95

MATERIAL CONSUMPTION (Stewardship)		
301-1	Materials used, by weight and volume	pages 80, 83
	Design development	pages 30-31
RAW MATERIALS EXTRACTION AND PRODUCTION (Stewardship)		
308-1	Percentage of new suppliers evaluated based on ecological criteria	page 86
414-1	Percentage of new suppliers evaluated based on working practices	page 86

## GRI Check Statement



### Auditing Order, Criteria and Scope of Audit

TÜV AUSTRIA CERT GMBH ("TACE") was commissioned by the company Silhouette International Schmied AG ("Silhouette") to conduct a GRI Check for Silhouette's 2018-2019 Sustainability Report on the application level "Core Option."

The criteria for this check are based on the GRI Standards for Sustainability Reporting (published 1st July 2018; available at <https://www.globalreporting.org/standards/gri-standards-translations>). In addition to the mandatory general information that is to be communicated, it is above all necessary to report on the topics specified as essential topics in the materiality mix of the Silhouette Sustainability Report (see chapter "Understanding Points of VIEW").

The scope of the GRI Check includes auditing of contents and key figures/KPIs to determine their adequacy, plausibility and exhaustiveness. A GRI Check does not include auditing of contents and key figures/KPIs to determine their accuracy by collecting evidence for the contents and key figures/KPIs described.

### Auditing Process

TACE was contracted to perform the audit during the stage of the reporting process in which the Sustainability Report was already prepared in layout. The feedback from the TACE GRI auditor with regard to the information and key figures/KPIs required was incorporated into the report. In addition to this, suggestions from the GRI auditor on how to improve the report were also incorporated, which resulted in further optimization of the report. The GRI auditor composed this GRI Check Statement along with an audit report which was presented to Silhouette. This audit report contains further instructions for Silhouette on how to improve its reporting, which will be taken into consideration when compiling the next Sustainability Report and are intended to contribute to continual improvement of the sustainability reporting process at Silhouette.

### Audit Results

The GRI Check of the Silhouette Sustainability Report yielded a positive result. The requirements for the current GRI Standard for application level "Core Option" were fully integrated into the 2018-2019 Sustainability Report and discussed/communicated in accordance with the specifications.

Therefore, the GRI Auditor hereby confirms that the GRI Standard in the "Core Option" has been fully adhered to and applied.

Brunn am Gebirge, Austria, 24th March 2020

Werner Gargitter  
GRI Auditor and External Lead Auditor of  
TÜV AUSTRIA CERT GMBH

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AT141200052949025201  
BIC BKAUATWW

UID ATU63247169  
DVR 3002477

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### Printing

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### Photo Credits

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