OUR MODEL



Karün Regeneration Model

We believe that sustainability alone is not enough, since sustainability is only about giving back what we take. Sustainability is great if the status quo is great. Unfortunately, the accelerated social and climate crisis shows us that it is not.

Beyond protecting and saving, we want to bring life back to the ecosystems back to life. We are nature and therefore we can create and regenerate like nature.

Regeneration, unlike sustainability (which pursues the zero-sum game), means bringing life back to ecosystems. With

our Model, we want to advance so that the existence of Karün as a company not only has the minimum negative impact on the planet but also restores previously contaminated natural spaces and works together with different allies and communities so that life can reappear in those spaces.

WHAT IS REGENERATION?

Regeneration is a holistic approach to creating a system that creates the necessary conditions for life to thrive (or multiply or expand). For example, A small seed creates a tree and gives us apples, then each apple brings 4-5-6 more seeds... And so on. That is regenerating.





WHAT ARE WE TRYING TO ACHIEVE?

We want to create a model that is applicable across all industries and all companies. This way, if we can get more organizations to convert their models towards regeneration, we will be able to create a group that truly generates a significant positive impact on the planet and culture. So, we will be able to live in a world in harmony with nature, society, and ourselves. We want to inspire other organizations to join this search.

SYMBIOSIS AS CORE AXIS

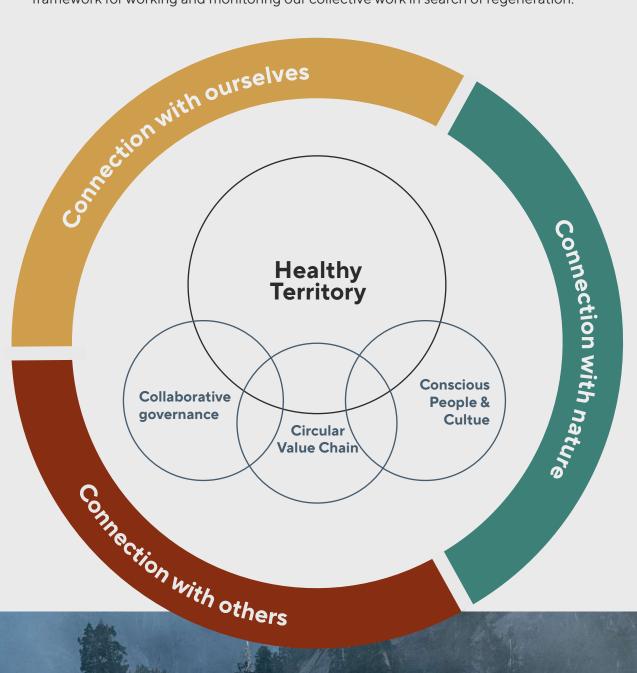
The model seeks to transform new and existing businesses into regenerative businesses through the implementation of core tactics and strategies in the company's value chain, its governance, and its culture, all of this in symbiosis with the territory.

Through this symbiotic process, where each decision considers this interaction, we will be able to contribute towards a healthier territory and in building a company on the way to regeneration.

This maximizes the creation of conscious products and services that benefit the whole (people, natural ecosystem, and well-being).

We want to create a model applicable in all industries and in all companies.

This is how **our model is synthesized in this diagram**, which serves as a theoretical framework for working and monitoring our collective work in search of regeneration.



How did we built this model?

To put our model together, we first studied the Regeneration principles that can be applied to companies and territories, to understand the foundations on which to build our model.

The synthesized result was the following:

	Healthy territory	Regenerative business	
Must aware (of being nature).	- Wealth is understood and managed in a holistic way, in terms of the well-being of the whole.	- Planetary purpose: to benefit the whole (business and territory with it's community and natural ecosystem. Ensuring intergenerational equity).	
		- Multi-capitalism: Measure returns that are not just financial, but inspirational, social, and natural capitals.	
Must learn from nature.	- Resilience through diversity: Diversity in scale and nature.	- Resilience through diversity: big and small scale projects; local and global approach within the business.	
	- Energy from renewable sources that ensure positive development cycles that preserves and enhances natural capital.	- Energy from renewable sources.	
	- Waste = Food	- Design to remanufacture: Aims to keep products, components, and materials at their highest utility and value at all times.	
Must collaborate.	- Constant change in order to survive.	- Constant innovation to improve and survive.	
	- Communities that respect and value all cultures, the ancestral knowledge, and the uniqueness of its people.	- They Design for Creativity: Creating an environment of psychological safety in which people are encouraged to think creatively in an open and transparent way without career risk is essential.	
	- Participation: All its members participate in the decisions that affect the entire community.	- They think collaborative not competitive.	

We concluded 4 things:

FIRST: The regeneration conditions for territories and companies **are in their basic** form, the same. In our model we call them:

must be	must learn	must	
aware	from nature	collaborate	
connection	connection	connection	
with	with natural	with	
ourselves	ecosystems	others	

SECOND: Contributing to the transformation of a healthy territory, means deep, long-term work, so in our model, we will **choose the territory where we can have the most influence on our organization (Patagonia).** However, the model as a whole **must consider all territories affected** by the existence of the organization in the development of its value chain through distributed production practices and other strategies.

THIRD: A **regenerative business is much more complete** than a sustainable production process, it addresses the entire business, and therefore it must be applied to:

Value Chain and production process

· Governance

Organizational culture

FOURTH: For regeneration to take place, the company and the territory **must be** in a symbiotic relationship, that is, Karün's interaction with the territory and its communities generates results that benefit everyone.

This is how our model is synthesized in this diagram, which serves as a theoretical framework for working and monitoring our collective work in search of regeneration.

O3. TRANSPARENCY PROJECT

Transparency Project
Eco-labeling on the carbon footprint
Traceability System

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Transparency Project

In 2022 we launched a transparency initiative that completely changes the way of understanding the impact behind each Karün product. And it is there where we would like to generate a change, in the understanding of its impact and communication. We have measured and labeled the carbon footprint of each product and we have also developed a Responsive Web Platform for the management and traceability of Karün's value chain from the origin of raw materials, through each link in the ecosystem of collaborating partners and suppliers, to the final product.

Customers deserve to know how their purchases impact the environment, and we've made it our mission to do everything we can to push this paradigm shift. Even so, traceability and eco-labeling have complex veins, which are difficult to deal with at first. It is revealing the good and, also, what is not up to the standard we are looking for today. There are elements that we are infinitely proud of and others that we believe have significant opportunities for improvement. In any case, we want to make the success and shortcomings transparent. We want to know everything in detail and show everything we can because we know that in this way, and only in this way, we can improve. What is observable is optimizable, which greatly helps the companies themselves.

Even tomorrow, the logical thing to do would be to generate synergies that allow us to learn from each other on this path to transparency to improve our processes, giving us knowledge that translates into more options and better ways of facing production.

Easily comparing products based on their practices and processes would be a highly desirable new standard. And, as traceability and eco-labeling become more widespread, this will lead to a race towards constant improvement to reduce the impact of products, which would also be a tremendous achievement. But, for this, we need to be more. If only a handful of companies publish the data, it becomes very difficult for consumers to decipher this data and make decisions based on it. They need points of comparison to be able to know if process "X" is more or less desirable for the planet than process "Y".

We've made it our mission to do everything we can to push this paradigm shift.

Only if we manage to push transparency and traceability to become the new standard for companies, could this become a radical act.



Eco-labeling on the carbon footprint

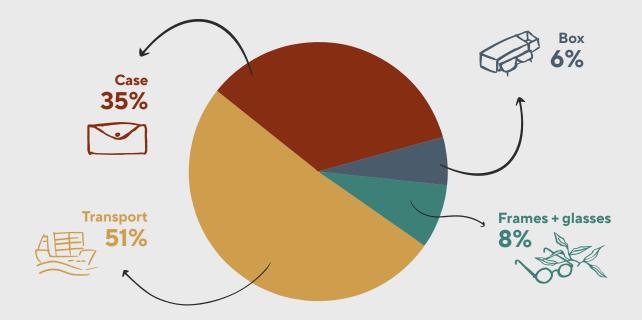
Since we cannot improve what we do not measure, we carried out a Life Cycle Analysis to understand the impact that our products leave on the planet in terms of carbon footprint, and global warming potential, among others. This way we can understand our environmental inefficiencies and we can work on them to reduce our footprint.

We aim to cut our emissions in half by 2030 (considering base numbers from 2021) and reduce by 90% by 2050.

What are we measuring? The entire process, from raw materials (which in our case are from recycled sources) to the production of the final frames, lenses, cases, cardboard packaging, and transportation to the same distribution center in Europe.

Main Results: Average/final product

1,69 CO2e



A number by itself doesn't mean much, but inspired by Oatly and its Together for Climate Labeling initiative, we want to set an example in the eyewear industry and call on other players to post their numbers.

Since our average of 1.69 KGCO2e/final product does not mean much by itself, we must compare it with others



3.72
KG of average CO2e per conventional eyewear



10
KG of average CO2e
by Allbirds shoe



14.1
KG of CO2e each average shoe. Source: Allbirds.



5.5
KG of average CO2e polyester shirt per unit



O.51
KG of average CO2e Oat Milk
Oatly Barista Version



O.51

KG of average CO2e per liter of cow's milk

This way we will be able to compare and hopefully share practices that help us move forward in the footprint that we are leaving on our planet.

The main differences in carbon footprint between our products are the composition of raw materials within the frames.

We found 3 main groups:



1,59

KG of CO2e recycled materials and/or Econyl regenerated nylon.



1,67

KG of CO2e recycled polycarbonate combined.



1,82

KG of CO2e recycled polycarbonate.

The numbers, similar to nature, will change because we will be working to improve every day and update the information behind our footprint. The latest data can be found on our website.

If you are like us and want to know even more information, read <u>here!</u>



Traceability System

Data today is powerful and allows us to understand, empirically, what to this day in most companies and industries is a great black box. And no problem can be solved until we can trace its contours and transform it from something vague to something concrete and observable.

Where does the raw materials of my product come from? How many kms did it have to travel to reach its production plant? Did it go through one or multiple plants to become what it is? Where were these plants? Our new tool empowers the client and certifies through Blockchain the answers to all those questions.

Two applications comprise the solution:

KARÜN TRACEABILITY SYSTEM™

1. THE KARÜN TRACEABILITY SYSTEM™

Is a responsive web application that allows Karün customers to track their eyeglasses throughout the production process, interacting with a map and with different links on it, accessing multimedia content that illustrates each participant in the development of their eyewear along the way.

2. KARÜN BACKOFFICE

Responsive web platform that manages all the necessary information to feed the traceability system. Here, our team can upload information about the different steps involved during the entire eyewear manufacturing process, from the collection and recycling of materials to distribution. Some selected transactional data in this process are protected using blockchain technology.

We developed a Responsive Web Platform for the management and traceability of Karün's value chain.

WHY IS IMPORTANT TO USE BLOCKCHAIN TECHNOLOGY?

This technology allows us to ensure the customer, through external validation, all relevant transactions within the Backoffice application. To do this, a blockchain API located in an A1 AWS (Amazon Web Server) is invoked to persist and secure each transaction executed by the Backoffice system.

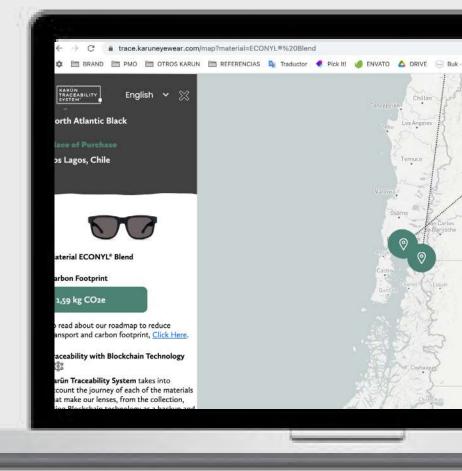
In this address, the Backoffice users within Karün will be able to save and secure information related to the different steps involved: (1) Collected batches, (2) Recycling batches, (3) Production batches and (4) Distribution batches.

In addition, the application provides the input for the multimedia content associated with each link, in order to display this content in the traceability system. This way you can see and connect with audiovisual content from the collections in Patagonia, from the plants, recycling centers, etc.

Why all this effort?

So that you can make informed purchase decisions. And also to encourage the rest of the industry to get on board. We want to inspire and catalyze the commitment of companies so that, together, we can change the parameters with which consumers can choose a product and, as a result, reduce carbon emissions globally.



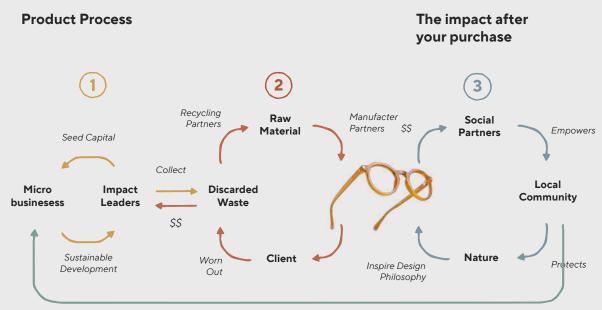




Value Chain: 2022 Milestones

Within any company that manufactures products, one of the most important elements is its value chain, the backbone of its production process.

At Karün we seek to build a cycle that addresses global issues and truly challenges the traditional rationales of development. Based on this vision, we need our value chain to emerge from the territories and from the communities, to stimulate the creation of social capital and contribute to the protection of natural ecosystems.



Nurture trust & confident to develop



Cycle 1: Collection and restoration

By adopting a **model in symbiosis with** the local community, we are presented with a unique opportunity to connect with the real needs and opportunities of the environment. This allows us to tackle challenges together and through concrete actions, not only developing our products but also the territory itself.

In turn, this approach of working collaboratively with the communities helps us to build meaningful relationships with local stakeholders, resulting in a more sustainable business model with greater impact. Thanks to this relationship we can gain a deeper understanding of the social, economic, and environmental factors that affect the region and work collaboratively to develop solutions that benefit everyone involved.

In this cycle, we recover the raw material with which we manufacture our glasses.

This material accumulated for years, even decades, along the coasts and mountains of Patagonia, deteriorating marine and terrestrial ecosystems. Today it is being recovered through collaborative work with the neighbors of these localities.

They are true positive Impact Leaders.

In these collection networks, the community members themselves are the protagonists in caring for their environment. In Karün we have trained these same Impact Leaders and formalized this alliance, in order to buy the recovered and well-prepared material. In this way, this cleaning up of their own territory also turns into an additional income that can be used in their own ventures or to support their family income. Find out more about this cycle here.



One of the objectives of working with the Leaders is that the income obtained from the sale of discarded materials becomes a driver to strengthen other ventures they develop, with the purpose of not generating dependency. Although we strive to support the collectors so they improve their management and capabilities, we believe that these must also be transformed into capital so that they can implement and expand it in the various areas or services they provide in the region.

It is not our interest at Karün that the associated entrepreneurs only deliver materials with a high standard and fair price, that is just the beginning, we also want the tools they acquire along the way to operate as a sounding board that allows them to strengthen and expand other business.

Finally, it is very important to mention that this work could not be carried out without collaborative work. We want to thank our Impact Partners Starken and Atando Cabos for supporting in the transportation for these collections and ensuring the recycling of the materials collected from these natural places in Chile, without them none of this work would be possible.

Learn more about this cycle **here.**

WHERE DO WE COLLECT?

This year in Karün we have managed to expand our reach in Patagonia, including from now on the district of Hualaihué and entrepreneurs from Chamiza and Calbuco. These new territories present great development opportunities and a high amount of marine debris.

Learn a little more about them:

Chamiza: In this place, our Impact Leaders are Pilar and Paz, they have a workshop where they repair nets for mussel farmers in the area. The nets that are not in a condition to be reused are delivered to Karün to give them a new life.

Hualaihué: Together with the community of local fishermen, Atando Cabos and Sonapesca, we created an alliance that seeks not only to protect the community, by collecting the large number of disused ropes and nets they have on their coasts, but also to provide the neighbors an opportunity for additional income by purchasing this material.

Calbuco: In association with a local women's group, we managed to start a collaborative alliance. They collect discarded material linked to fishing in their commune and deliver it to Karün, which allows them to take care of their environment and obtain additional resources for their activities as an association.



Cycle 2: Circular production

This cycle covers a fundamental part of the production chain, in which there is a circular structure that **includes the previously collected material to the end of the useful life of the glasses**, which can once again become raw material to make new glasses.

To implement circularity in our core processes, we consider that the product to be designed should be manufactured with recycled, reused or organic raw materials, and that once its useful life has expired, it should have collection channels that ensure that it can be reprocessed and used in new production processes for the manufacture of new eyeglasses or as a contribution to other production chains that benefit the communities and territories of Patagonia

Throughout 2022 in Karün restructured, formalized and validated methodologies to ensure that all disused, damaged, and/or factory-defective eyeglasses could optimally close the circularity cycle in an increasingly effective way. For this purpose, we actively worked with collaborators residing in the communities of Chilean Patagonia. We also established alliances with recycling partners that will ensure that all the materials of our products have an efficient reprocessing and injection into new production processes. By 2023 we expect to materialize, now with impact leaders, the dismantling, segregation and recycling of Karün glasses collected in the Chilean market. At the same time, we hope to promote and extrapolate this initiative to our various markets around the world.

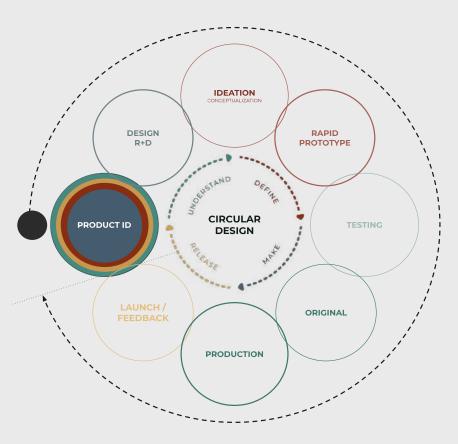


Once its useful life has expired it should have collection channels that ensure that it can be reprocessed.

Learn more about our circular production cycle 2 **here.**

Product Design

A crucial point of this cycle is the design. Our **product design methodology is based on a circular model** that involves eco-design requirements and the use of indicators throughout the entire process, resulting in inspiring, innovative, and mindful products.



Materials	Certified sources	Energy saving	Shapes & style	Recyclability	Quality
Should come from recycled, noble, biobased, and/or renewable sources. In our exercise we should be promoting the conscious use of soils and the reduction of harmful emissions into the atmosphere.	The materials for the design and production of our products should be certified (or promote their certification and meet hight quality standards and respect the requirements of environmentally friendly manufacturing.	The design of the product reduces or makes efficient use of materials. The manufacture of a Karün product promotes the conscious use of energy and/ or is made with renewable energy.	Timeless and sober design determinates our products, however some trend styles can be considered according to commercial needs when needed. Design should aim diversity as nature follows.	The materials and components of the products must be easy to separate and identify (exploded view) to promote its repair and/or recyclability.	A Karün product must look and feel as good -or better- than the leading brands. Recycled sources must always be perceived as a finished product and not as a prototype.
•	\downarrow	\			

apply circular design tools throughout



ECONYL®:

Through a radical process of material regeneration and purification (such as fishing nets and other sources), nylon waste is recycled to its original purity, a pioneering technology in achieving these results. This means that ECONYL® regenerated nylon has the same technical features as virgin nylon. No waste. No new resources. Just endless possibilities.

METALS:

The recycled metal used in the production of our frames come from different officially certified sources, which provide discarded material for us to recycle. As we always seek to further our commitment to protect and restore nature, every gram of recycled metal we use is also overcompensated through the collection of tens of tons of scrap metal in isolated areas of Patagonia.

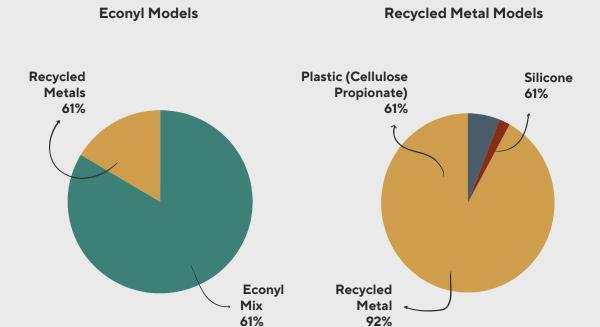


POLYCARBONATE:

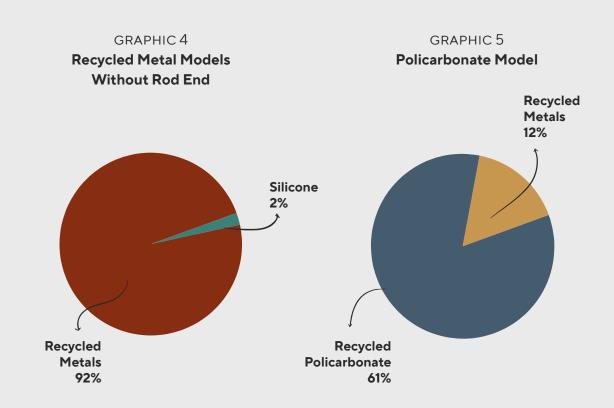
The polycarbonate used to produce these frames comes from a strategic partner in Spain. They provide us with recycled polycarbonate from the automotive industry, turning old car headlights into high-quality eyeglass frames.

This is the distribution of materials according to the type of product:

GRAPHIC 1



GRAPHIC 2



Packaging

The materials of our main collections packaging are:

RECYCLED CARDBOARD BOX: All of our products are packed in FSC-certified and recycled cardboard, produced in China.

RECYCLED LEATHER CASE: All our products are packed in recycled leather cases (70% pre-consumer recycled leather (RM0056) + 30% polyurethane (RM0210), which are produced in China.

New packaging pilot

This year, thanks to the lessons learned from the aforementioned Life Cycle Analysis (LCA), we saw the **need to reduce the carbon footprint of our packaging.**

The 2021 Status of our packaging was the following:

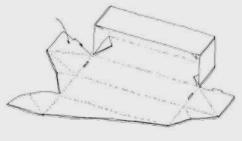


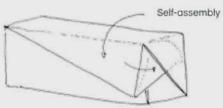
The challenge was to look for improvements to make our **packaging lighter, more efficient in the use of material, easier to recycle and without using glue,** in addition to looking for alternatives to the recycled leather of the case to avoid materials of animal origin (very strong carbon footprint)

In 2023 we launched the pilot of the first collection of glasses packaged with the efficiencies recognized in LCA analysis. After testing it on the market, we want to implement it in the rest of the Karün collections.

The improvements were the following:

1. CARDBOARD BOX: We created our own packaging inspired by origami techniques. An innovative structure that uses the minimum amount of material to provide the necessary protection for our products. In addition, the box uses O glue, the weight was reduced by 79%, and the materials were reduced from 3 to 1 mono-material, something essential for the subsequent recycling of the product and therefore in compliance with the principle of circular design.

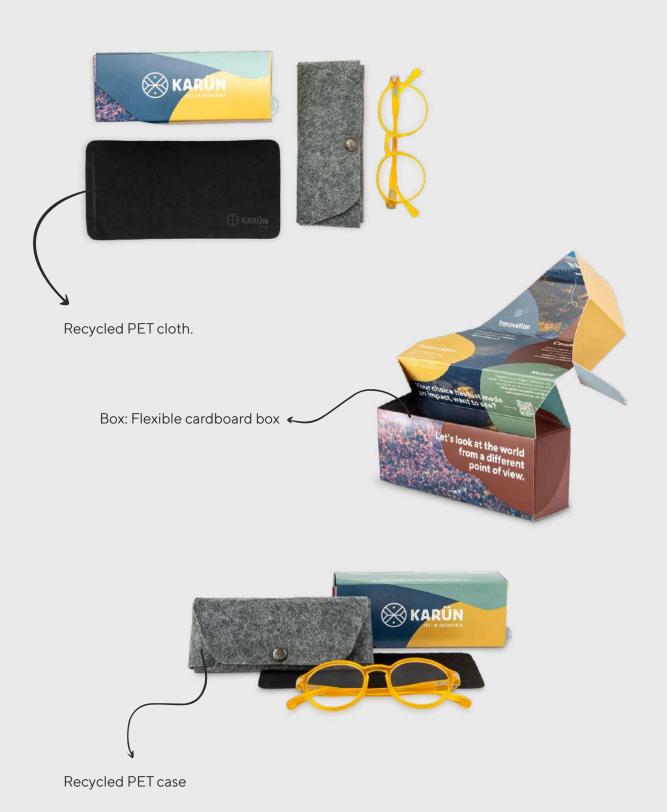




	Actual Lifestyle	Reading Launch	
Weight Grams	160,0	29,3	
% Weight	100%	18,3%	
Material	Cardboard	Cardboard Paper 305 Back White	
Typologhy	Hard Packed	Buildable	

- 2. We eliminated the additional infographic paper, this was **replaced by text on the packaging itself**, for material efficiency and a cleaner experience for our users.
- 3. The recycled leather case was replaced by a **recycled PET case** in alliance with the organization Waste 2 Wear.

Packaging final result:



Manufacturing

It is in the last part of the second cycle of our value chain that our manufacturing partners, who are also strategic allies, come in. They are key partners in creating eyewear that meets the highest quality standards while working with the best raw materials we can find in terms of CO2 emissions, recyclability, and superior technical features.

Since 2015 we have been working with an Italian company, leader in the manufacture of injection glasses and high-tech creations. Located in the Dolomites, this factory helps us manufacture our products under high-quality standards and social and environmental responsibility.

Our second factory is a multinational company with facilities in China and Turkey, where we work with both. This factory has 20 years of experience and is recognized for its quality standards such as FDA, ISO 9001, and CE certifications and the importance they assign to their staff in everything they do.

The creation of our products in this factory is divided into two phases:

- 1. The injection molding process and the creation of the different parts of the product. This phase is carried out in their specialized facilities in China
- 2. The technical assembly and calibration process, where all parts are assembled and the lenses are calibrated. The result of this assembly process is the final product

and it takes place in their Turkish facilities.

On the other hand, our straps are completely produced in Chile, they are manufactured by artisans with a braid of cotton thread, leather scraps, and rivets made with recycled metal. Through an entire community of women, our straps seek to value artisan work and articulate a network of support, leadership, and entrepreneurship through a functional and quality product.

Learn more about this beautiful project here.



Shipping

Among all the processes we had to audit for the LCA and review to re-measure our carbon footprint emissions and recertify as a carbon-neutral company, were all the actions that our Operations team carried out in the last mile. Below are some of the main ones:

- 1. This year we will continue to consolidate the strategic and commercial relationship with Ecoliga, who transport our products 100% by bicycle, covering a large part of the shipments in the Metropolitan Region of Chile (where our commercial office and operations warehouse are located), saving unnecessary carbon emissions, thanks to its environmentally friendly transport.
- **2**. At the same time, we will also continue working with our Servisenior partners, a platform with which we send our products through persons over 50 years of age, promoting the development of job opportunities for adults.

- **3**. We consolidated our business relationship with Greenmile in Chile, who provide us with compostable bags for our D2C shipments.
- **4.** We implemented the Lobster 2.0 project, which consisted of internalizing the optical laboratory service at Logisfashion Chile premises. With this, it was possible to improve not only response times but also to reduce the carbon footprint emission by shortening the process flow and shipments
- **5**. We work with a customs broker in Argentina that sends all the documentation generated from its processes (papers) to a public hospital to recycle and generate resources that serve as social aid to them.
- **6**. The international shipments that we have made during 2022 with DHL have been with carbon offset selection.

Among all the processes we has audit for the LCA, were all the actions that our Operations team carried out in the last mile.

Reuse and Recycle

When the eyewear gets to the end of its useful life, we invite our customers to send them back to avoid new plastic waste. In return, we give you a discount on any new pair of Karün. The polycarbonate lenses we receive can be recycled, and the frames can be regenerated thanks to the Econyl® Regeneration System. This means we can produce new ones, starting the circular chain once again.

If the used product arrives in good condition, we try to re-adjust it to convert it to a usable condition. These products are donated to community initiatives.

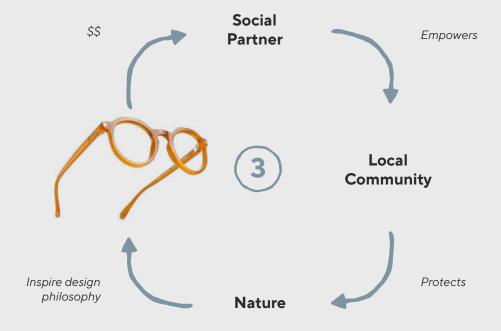


Cycle 3: Post-purchase impact

Each customer, by purchasing a Karün product, is directly contributing to the protection of the natural ecosystems of Patagonia, mainly in the district of Cochamó and Hualaihué. Through our collection network, as well as through other socioenvironmental actions, we can give circularity to discarded materials that have been accumulated in the environment.

Today, our eyeglasses use an average of 40g of recycled material. Understanding this figure, in Karün we have set ourselves the goal of collecting at least 20 times this amount for each sold eyeglass, achieving today an average of 800g of waste collected per eyeglass.

In addition, in collaborative work between the local government, civil society organizations, and other local institutions, we have participated and promoted other territorial actions in line with the needs of the districts and the philosophy of our company.



Find out more about this cycle here.

REPORT | 2

06. IMPACT



Impact Allies

During all these years, collaboration has become one of the fundamental pillars of our work. Each person, institution, or organization, from the private, public, or civil society sectors, has its strengths and weaknesses. Working collaboratively we can always complement our work to increase our positive impact in the territories.

These are the strategic allies that make our work possible:

Empresa



SISTEMA B: a company that supports different organizations to incorporate triple impact economies to structurally generate environmental and social impacts. Through its certification we quantify impact metrics with the community, our workers, suppliers, customers, etc., to achieve an inclusive, equitable, and regenerative system. In Karün we have been part a B Corp since 2012!



CARBON NEUTRAL: Climate Impact Partners' CarbonNeutral® certification is the most recognized carbon neutrality certification in the world. This company provides us with a set of guidelines for achieving and maintaining carbon neutrality, as well as a rigorous and transparent framework for measuring our products and activities. Thanks to them, we can offset the footprint that we work hard to reduce each year.



GREEN TICKET: With more than a decade of experience in sustainability, these partners help us drive sustainable growth while reducing our environmental impact. They specialize in measuring and controlling our CO2 footprint, both corporate and product.



AQUAFIL: For 50 years Aquafil has been a producer of raw materials, a leader in the production of Polyamide 6 and recycled yarn. It is one of the first companies in Italy to adopt a holistic approach or vision of a product and to evaluate its environmental impact, through the ECONYL® regeneration system.



HEALTHY SEAS: Healthy Seas is a registered charity founded in 2013 to address the phenomenon of ghost fishing, which is responsible for sky-high numbers of marine animals. Through clean-ups with volunteer divers and working with stakeholders in the fishing industry to prevent marine litter, we collect debris nets and ensure they become valuable resources that will later be transformed into raw material for our eyeglasses.



AZA STEELS: Company that manufactures steel products from the recycling of iron scrap. Thanks to their concern for the environment and the communities, we have joined together in different campaigns to remove scrap in isolated territories of Patagonia.



COMBERPLAST: Comberplast manufactures a range of products in recycled plastic that are marketed throughout Chile. With more than 25 years in the market, it transforms plastic into new materials with an innovative technology that allows preserving the same quality as virgin material. With them, we have transformed recycled fishing nets into raw materials for eyeglasses..



STARKEN: Company dedicated to national and international distribution, storage, and logistics. It is a great ally that supports us monthly with the collection of recycled metals, nets, and ropes, traveling monthly with their trucks through the Cochamó and Puelo.



BALLOON LATAM: Certified social B company that seeks to install entrepreneurial competencies in rural communities, generating a shared vision of territorial development through effective participation.



TALLER VERDE SUR: Recycling company for household waste in Puerto Varas, who also conducts regular educational workshops for different educational centers on waste management. They help us with the recycling of our waste in the Puerto Varas office!



REMBRE: Company in charge of the removal of recycling from our office in Santiago, which removes plastics, metals, cardboard/paper, tetra pak, glass, and plumavit every two weeks.



REGENERA ORGÁNICO: Company in charge of removing organic waste from our Puerto Varas office, preventing it from ending up in landfills.

Sustainability has been our priority since Karün was born in 2012. That is why this report is not just about what we did last year, but actually, about measuring and understanding the progress we made concerning our long-term commitment to the planet.

We celebrate our achievements. And we learn from where we are falling short. In turn, this report helps us to challenge our strategies and decisions to understand how we can improve in the years ahead to more effectively approach our goals.

At the same time, we hope that these actions will also help us to inspire more people, institutions, and organizations to truly live in harmony with themselves and the planet. The more of us there are, the greater the positive impact. And that's what we need to reverse this crisis, collective change. A different point of view.

Thank you for reading our report and joining us on this journey!

Karin Team



