



*Earth & mind*

**OUR SUSTAINABILITY AND ESG REPORT**

January 2022

RIVIÈRA MAISON

# CONTENTS

## 02 INTRODUCTION 1

- 03 WELCOME
- 04 ABOUT RIVIÈRA MAISON
- 05 GLOBAL SALES MAP
- 06 IN NUMBERS
- 07 FROM OUR CEO
- 08 HIGHLIGHTS
- 09 ABOUT OUR BRAND
- 10 BRAND VALUES
- 11 BUSINESS BEHAVIOURS

## 12 VISION & SCOPE 2

- 13 FOR OUR FUTURE
- 14 GOOD FOR BUSINESS
- 15 ESG PILLARS
- 16 UNITED NATIONS GOALS

## 17 COLLABORATION 3

- 18 TOGETHER IS BETTER
- 19 GOVERNANCE
  - 19 WAYS OF WORKING
  - 21 EQUALITY POLICY

## 22 PLANET & SUSTAINABILITY 4

- 23 SUSTAINABILITY STRATEGY & PROCESS
- 24 SUSTAINABILITY KEY TOPICS
- 26 KEY TOPICS PROGRESS
- 29 OUR U.N. GOAL PROGRESS
- 31 PRODUCT CIRCULARITY

## 32 PEOPLE 5

- 33 OUR GOALS FOR OUR PEOPLE
- 34 PEOPLE GOALS PROGRESS

## 37 COMMUNITY 6

## 39 NEXT STEPS 7



# INTRODUCTION

# WELCOME

Rivière Maison is proud to introduce its 2021 Sustainability Report, in which we present our sustainability ambitions and commitments.

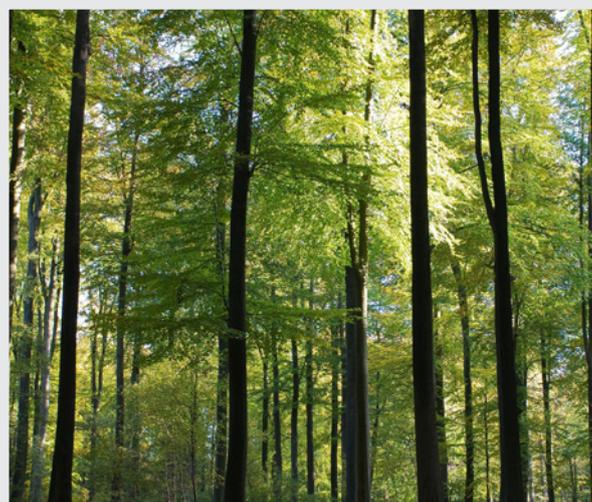
Rivière Maison is at an early stage when it comes to measuring the impact our products might have, and we have been committed for a long time to sustainable development in all aspects of our business, as creators and distributors. This can be seen on environmental, society and governance levels.

## Scope

This report reflects the work we are doing towards sustainable development and our commitment for the future, in line with our sustainability commitment and, in sequence of our major contribution as follows:

- Responsible consumption & production.
- Climate action.
- Life in Water & Life on Land.
- Decent work and economic growth.
- Good health & well-being.

*Important first steps*



# ABOUT RIVIÈRA MAISON

Welcome to Riviera Maison. We are a premium international omni-channel home furnishings brand. We reach our customers through our digital channels, our inspirational stores and via our extensive wholesale partners. Our brand DNA carries our founder's passion to build a global lifestyle brand with a promise of 'home is where you can be you'. Our operations are based in The Netherlands although our appeal is global, with a team that continually seeks international trends that can be adapted to the unique Riviera Maison DNA.

As we move through the 2020s, we are confidently embracing technology to make the customer experience better - as well as understanding our wider role in the world with our new Earth & Mind programme. Above all else, we are a combination of a strong vision, continually listening to customers, passion and talented teams.



# GLOBAL SALES MAP

We are a global brand with global reach and stakeholders. We have sales channels reaching 36 countries and cultures.



*Global reach, local appeal*

# IN NUMBERS



14 STORES



36 COUNTRIES



350 EMPLOYEES



600 DEALERS



36.5M ANNUAL SOCIAL REACH

187K INSTAGRAM FOLLOWERS



29% OF SALES FROM RETAIL

1 OUTLET STORE



25% OF SALES FROM DIGITAL



100K AVERAGE DAILY SOCIAL REACH



43% OF SALES FROM WHOLESALE

FOUNDED IN 1948



3% OF SALES FROM B2B

8 MILLION WEBSITE VISITS PER YEAR

~1.5M STORE VISITS PER YEAR

13 COUNTRIES VIA MARKETPLACE PARTNERS



3,000+ PRODUCTS ONLINE

192K E-NEWSLETTER SUBSCRIBERS

14 MARKETPLACE PARTNERS



€160 WEBSHOP AOV



3 CUSTOMER PROFILES



36 COUNTRIES VIA WHOLESALERS



CHARITABLE DONATIONS

# FROM OUR CEO

“We are a business built on a passion to deliver our purpose of a ‘home is where you can be you’. Over the decades we’ve taken care to maintain the benefits of a family operated business while gaining expertise to help us achieve sustainable growth. And, it’s sustainability that has been such an important driver in our strategic thinking: a sustainable business model to create sustainable growth with a sustainable approach to the resources we use. It’s this together with a goal of continuity for customers, colleagues and all stakeholders that’s at the heart of our business strategy. The nature of our products brings us in to direct contact with the world’s natural resources, communities that rely on our sourcing, and logistics that has to satisfy customer expectations without causing environmental damage. We know this is a journey and a journey best undertaken collaboratively with all our stakeholders.”

- Henk Teunissen  
Chairman & Founder

*Created with care*

MAX: CAN WE GET HENK’S SIGNATURE FOR THIS PAGE, MAKE IT LOOK MORE OFFICIAL



[HENK TEUNISSEN LINKEDIN](#)

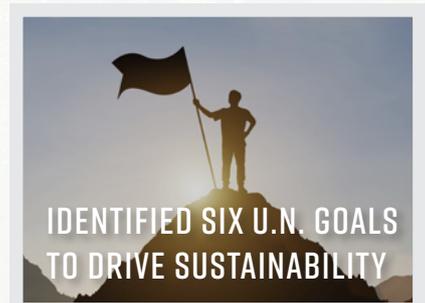
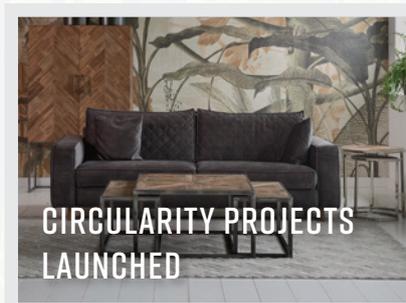
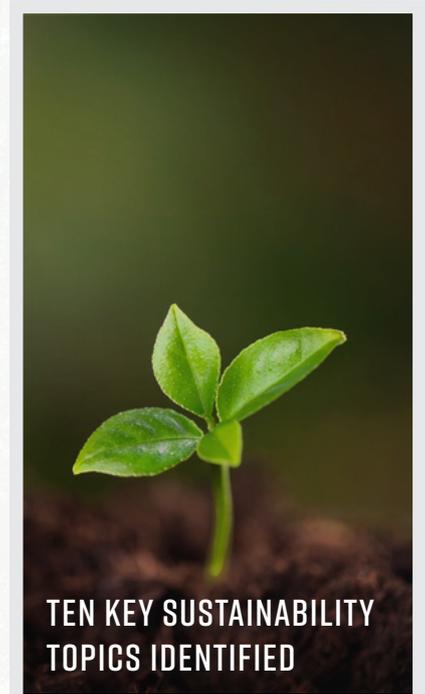


[HENK TEUNISSEN INSTAGRAM](#)



# HIGHLIGHTS

Throughout this report you will discover our areas of activity and processes to support success. We are on a sustainability journey and the creation of Earth & Mind in late 2021 was a significant step forward. Here are seven highlights of what's been achieved so far.



# ABOUT OUR BRAND

We are a premium, open and accessible brand with our roots in northern Europe and an international spirit. We aim to operate with care, passion and warmth across all our channels and customer touch-points. Our products are designed in-house with two main collections each year and in-season drops to ensure continual newness. Although we respond to external trends, we see our role as adapting styles and changing tastes to our unique DNA that our wide range of customers know and love. We are very proud that all our products are made of natural materials and our heritage of using reclaimed wood for our furniture products.

## Brand vision

We continue to expand globally, extending our reach to an ever wider audience. Our vision is simple: create an aspirational global, home life style brand with a unique signature and handwriting.

## Brand mission

Delivering our 'Home is where you can be you' promise.



Product



People



Service

# BRAND VALUES

Our brand values shape what we do and how we behave. They are a key part of our brand DNA and we always encourage each other and our stakeholders to live our values.



*Passionate*

We approach all we do with passion and encourage others to do the same.



*Welcoming*

In our stores, online or at our HQ we are helpful and welcoming.



*Authentic*

Our products, behaviours and communication are rooted in authenticity.



*Inclusive*

We see only talent and ability.



*Inspiring*

We inspire each other and our customers.



*Creative*

From product design for problem solving, we encourage creative thinking.

# BUSINESS BEHAVIOURS



## *Customer first*

Customer feedback and insights are at the heart of our decision making.



## *Results focused*

Well done is better than well said.



## *Adaptive*

We adapt to changing circumstances with positivity.



## *Innovative*

Innovation, both in our products and ways of working will maintain momentum and create differentiation.



## *Ambitious*

We are ambitious for our selves, our colleagues and our customers.



## *Digital first*

We will train and recruit for digital skills and act digital first in our planning and solutions.



## *Collaborative*

By working with others we can achieve more.



## *Open-minded*

The best results come from open-minded thinking.



## *Continual newness*

Continual newness and improvement is essential for our continued success.



# VISION & SCOPE

# FOR OUR FUTURE

Earth & Mind is the name for our Environmental, Social and Governance (ESG) activities, and includes our work on sustainability. Earth & Mind is designed to provide focus and raise awareness of all related initiatives. While we have led on some key issues, for example, the maximum possible use of reclaimed timber, we know there is more to do in other areas. This is a journey and we seek to make progress by collaborating with suppliers, our teams, NGOs and even our customers.



*Join our journey*



CHARITABLE DONATIONS

# GOOD FOR BUSINESS

Our vision is simple: create an aspirational, global, home life style brand with a unique signature and handwriting, and always respectful to our planet, people and community.

This report reflects the work we are doing towards sustainable development and our commitments for the future, in line with our sustainability commitment and, in sequence of our major contribution as follows:

- Responsible consumption & production.
- Climate action.
- Life in Water & Life on Land.
- Decent work and economic growth.
- Good health & well-being.



# ESG PILLARS

We have five ESG pillars that drive our actions. Below we capture the initiatives to support each pillar/area of action.

## BETTER OUTCOMES

CONSUMPTION &  
PRODUCTION

CLIMATE ACTION

LIFE ON LAND,  
LIFE IN WATER

DECENT WORK &  
ECONOMIC  
GROWTH

GOOD HEALTH &  
WELL-BEING

## KEY INITIATIVES

Sustainable  
collections

*Based on bio  
materials*

*Based on  
recycled  
materials*

*Repair and  
reuse*

*Second life*

*Face lift / make  
over*

Energy and  
waste

*Energy transition  
to non fossil*

*Waste reduction*

*Packaging  
reduction*

*Transport  
reduction*

*Transport  
management*

*Sorting and  
recycling waste*

Timber

*FSC & PEFC  
certification*

*EUTR compliant*

Social  
responsibility

*RM Code of  
Conduct social  
responsibility*

*CSR  
Assessments*

Community  
building &  
engagement

*RM health &  
safety policy*

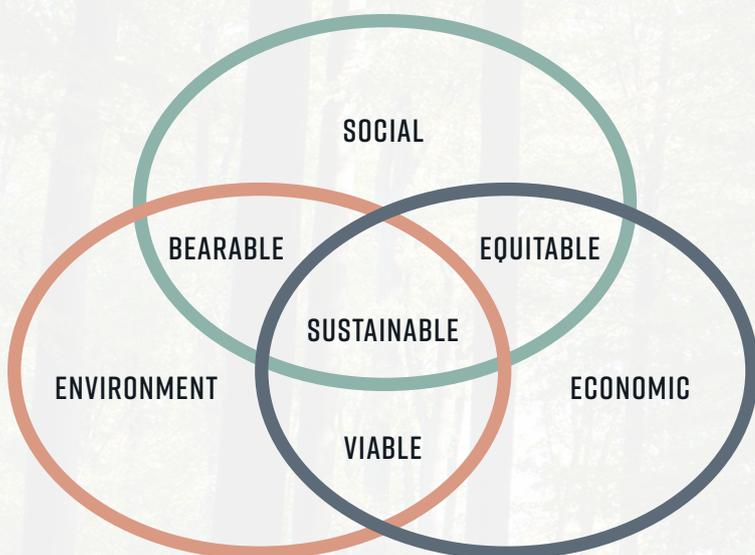
*Internal  
training*

*Community  
sponsoring and  
support*

# UNITED NATIONS GOALS

We endorse the U.N. Global Compact which is a non-binding United Nations initiative advancing universal principles on human rights, labour, the environment and anti-corruption.

Our code of conduct, human rights and supplier policies, and sustainability strategy are the key to enable us to live up to the standards set by the U.N. Global Compact.



Our sustainability strategy is based on United Nations' Sustainable Development Goals. We have chosen six U.N. goals where we can make the best contribution to a better world.



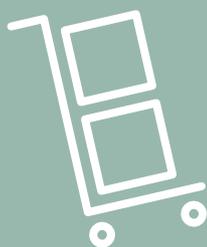


COLLABORATION

# TOGETHER IS BETTER

Working closely and collaboratively with partners and our customers are important for our ESG/sustainability goals success. All of our teams actively encourage feedback and collaboration.

SUPPLIERS



PARTNERS



CUSTOMERS



CARRIERS



Our collaborative efforts are closely monitored by robust protocols and principles. This is key to driving improvements across our value chain and achieve better outcomes for everyone.

*One team, one plan*

# WAYS OF WORKING

## Supplier code of conduct

We have developed and distributed our supplier code of conduct/social responsibility, emphasising our commitment to doing business with zero tolerance for unethical practices in the supply chain. We have set high standards of responsible and ethical behaviour in our own operations and expect a similar commitment from our suppliers. Our supplier code of conduct includes sections on human rights, child labour, working conditions, health and safety and environmental protection.



## Anti-bribery and corruption

We have a strict anti-bribery and corruption policy in place. All employees are required to read and sign the policy at the start of their employment. We are committed to achieving the highest ethical standards for the business and any attempt to bribe another person or gain advantage in the conduct of the company's business, or accept a bribe, will be considered gross misconduct. We will undertake regular reporting of the above to ensure that the Board is aware of any cases. All of our employees globally have been briefed with regards to the organisation's anti-corruption policies and procedures.



# WAYS OF WORKING

## Supplier selection process

We select potential suppliers by means of a checklist including ESG and sustainability issues.

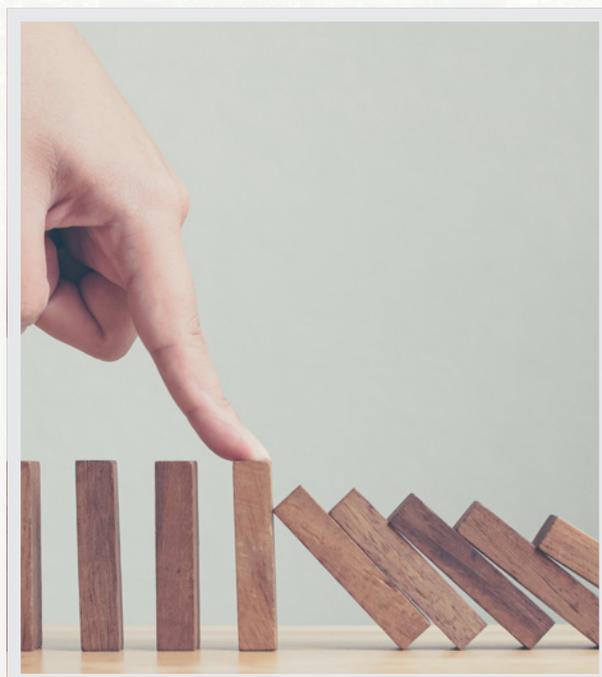
We place restrictions on materials used by suppliers according to EU regulation REACH.



## Risk Management

Our risk management approach is designed to provide assurance that our strategic objectives are met and legal requirements are complied with. We comply with all local, national and international regulatory requirements and are committed to adopting best practices in the business. Responsibility for sustainability sits within the Board of Directors. They are supported by the Interim Compliance & Governance Officer.

Environmental, Social and Governance matters are discussed with the Board on a quarterly basis, or as required. Progress reports are issued quarterly.



# EQUALITY POLICY

We recognise that discrimination and victimisation are unacceptable and that it is in the interests of our company and our employees to utilise the skills of the total workforce. Our aim is to ensure that no employee or job applicant receives less favourable facilities or treatment (either directly or indirectly) in recruitment or employment on grounds of age, disability, gender / gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex, or sexual orientation (the protected characteristics). Our aim is for our workforce to be truly representative of all sectors of society and for every employee to feel respected and able to give their best.

We only see talent and ability.

*Everyone welcome*



36

CULTURES IN  
COLLABORATION



PLANET &  
SUSTAINABILITY

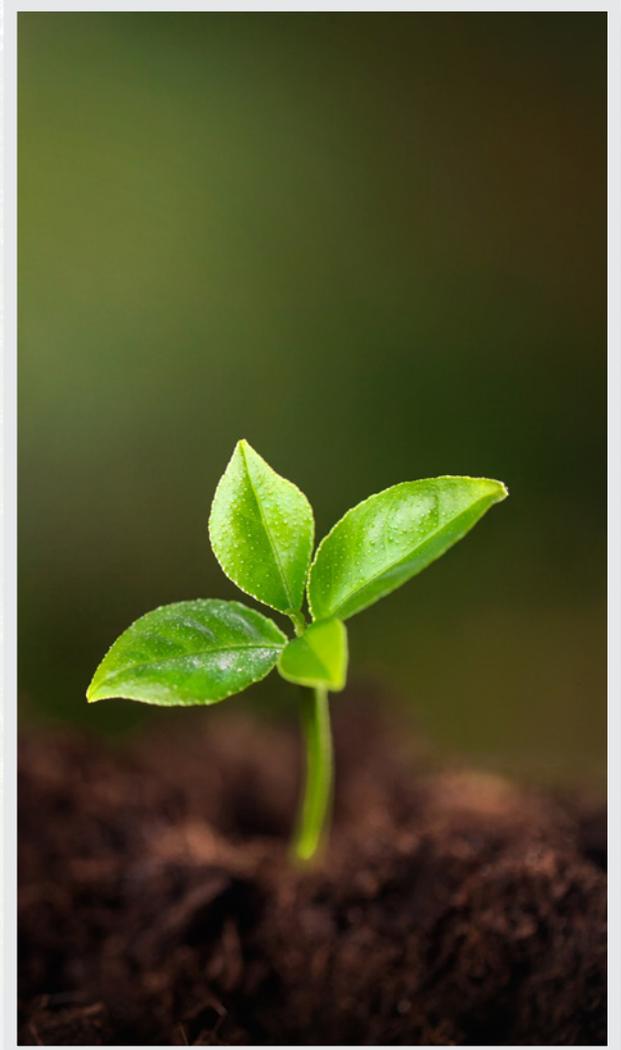
# SUSTAINABILITY STRATEGY & PROCESS

We are committed to creating responsible and ethically sourced products that provide a positive and sustainable improvement in the communities in which we operate. Our objective is to make long-term investments that benefit all stakeholders and create ongoing value and build a truly sustainable business. Indeed, we are becoming a more sustainable business every day by working in collaboration with our suppliers, partners, customers and carriers.

Our ESG strategy focuses on material sustainability topics and supports our vision to inspire our customers to create sustainable homes and our colleagues to make better choices. The U.N. Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. Our SDG led programme has gained broad approval and we have now mapped our strategy against the SDG goals where we think we can make the greatest impact.

Our sustainability strategy reflects the ways in which we are committed to:

- Responsible Consumption & Production.
- Climate Action.
- Life in Water & on Land.
- Decent Work and Economic Growth .
- Good Health & Well- Being.



# SUSTAINABILITY KEY TOPICS

Materiality assessment process and stakeholder engagement.

In 2021, we performed desktop research to identify material and high-priority sustainability topics. Managing the researched and analysed sustainability topics will be essential for our long-term business performance and will also impact the environment, the people and wider communities. In 2022 we will continue and consult our clients, customers, staff and suppliers for more input and prioritise our topics. We aim to steer the sustainability topics by robust protocols and principles and to monitor where we are now - and where we are headed. The process was:

## 1. Identifying sustainability topics peer group

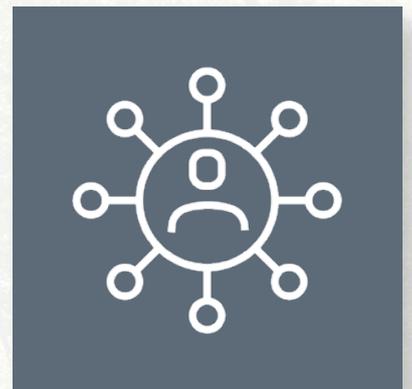
- The material topics considered by our peers were benchmarked. This has resulted in the identification of many material topics that could potentially impact our business and value chain.

## 2. Stakeholders and colleagues

- We benchmarked our external stakeholders and colleagues to identify and prioritise the topics that matter the most.
- Stakeholder benchmarking allows us to gather key insights, identify opportunities for improvement and reflect on our progress.

## 3. Prioritising our material topics

- The insights were analysed and ranked in order to prioritise the topics.
- The results reaffirmed the importance of many of our previous priority topics.



# SUSTAINABILITY KEY TOPICS

TOPIC	OUR FOCUS
Sustainable collection	Basis bio materials, repair, 2nd live, leasing
Source of timber	Certified
Suppliers management	RM code of conduct, scoreboards
Waste disposal practices	Kilo's vs turnover
Energy use	Reduction, alternatives wind/solar
Human and labour rights	Scorecards suppliers
Responsible sourcing of materials	Scorecards
Employee well-being, health & safety	Health & safety programme and protocol
Ethics & Integrity	Protocol
Community engagement	Sponsoring culture and sport, youth education, support community

# KEY TOPICS PROGRESS

## Sustainable Product Collection

This collection is sustainably designed from the very start, making use of bio-materials. Examples are banana tree leaves, rattan, bamboo, mango tree wood and recycled carton.

Our new leasing (rental) service is also good for the environment and it forms part of our sustainability initiatives.

- The collection is also designed for re-use, reclaim, recycling, second life, repair and is produced using reclaimed wood.
- KPI(s): Measures and targets to be determined early 2022.
- Reporting: Each quarter Board/Management team.



## Timber

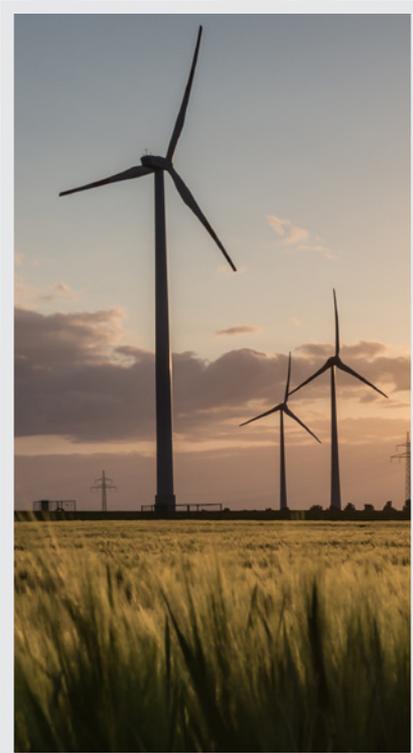
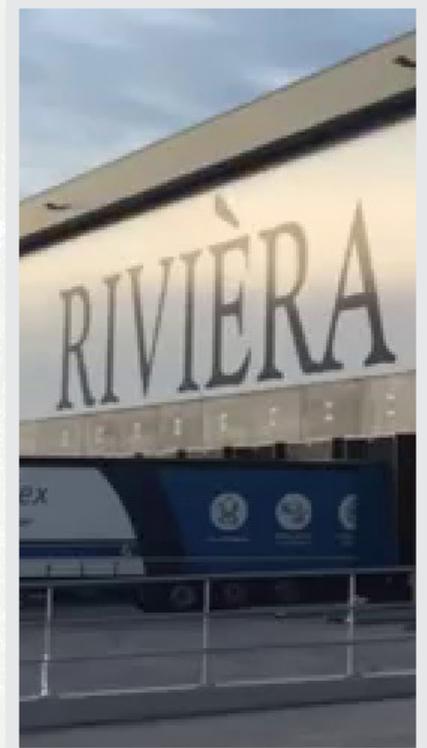
For many years we have been actively sourcing reclaimed wood and logged timber from sustainably grown fruit tree plantations. We support our suppliers to have a FSC and a PEFC Chain-of-Custody certificate, and to be compliant with the EUTR / European Timber Regulation.

- KPI(s): Measures and targets to be determined early 2022.
- Reporting: Each quarter Board/Management team.

# KEY TOPICS PROGRESS

## Transport

- We have set three goals for the external transportation and distribution of goods. These are:
  - Minimise use of fuel
  - Reduce air emissions
  - Reduce CO2 emissions
- Transporters to use our lean & green programme.
- KPI(s): Measures and targets to be determined early 2022.
- Reporting: Each quarter Board/Management team.



## Energy conservation

- We continue to explore if solar or wind energy is an option for the operation of our offices and warehouse.
- Our warehouse is built in compliance with the Breeam certificate and has a score of 3 stars (= Very Good), by way of illustration: birdhouses are attached to the warehouse gutters and insect hotels have been installed on the premises.
- KPI(s): Measures and targets to be determined early 2022.
- Reporting: Each quarter Board/Management team.

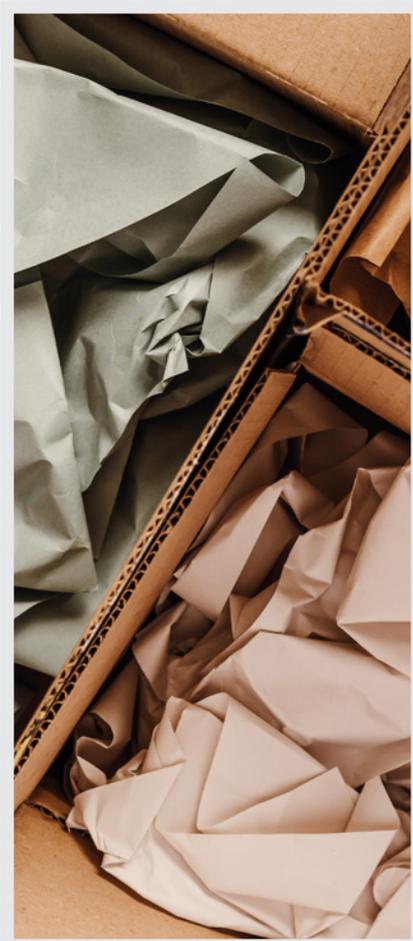
# KEY TOPICS PROGRESS

## Waste

- We have a comprehensive programme for waste disposal. Waste materials are sorted by type to recycle as much as possible; this minimises waste which has to be incinerated or disposed of in landfills (this practice improves cost efficiency because traditional waste disposal is relatively expensive in the Netherlands).

### Cost of waste removal and recycling:

- KPI, example: Sales turnover for 2021 to be calculated.
- Reporting: Each quarter Board/Management team.



## Packaging requirements

We are committed to reducing the quantity of packaging materials used across our business.

### Legal and Rivièra Maison requirements for sustainable packaging material are:

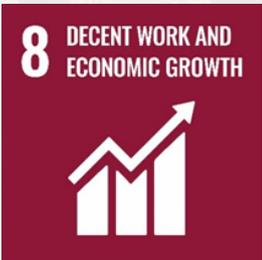
- Light packaging.
- Foil must be phased out.
- Cardboard must be recyclable.
- The use of euro pallets (pallet pool).
- Water based ink.
- Use of recycle code on synthetics.

### Not allowed in our packaging materials:

- PVC.
- CFC.
- Cadmium.
- PCB's.
- Heavy metals.
- Chlorous synthetics.
- Synthetics that might be considered as chemical waste.
- Buying team instruct suppliers by means of 'Standard & Instruction for delivering'.
- Inspections are carried out by Logistics and Goods Receiving departments.
- Reporting: Each quarter Board/Management team.

# OUR U.N. GOALS PROCESS

The key sustainability topics we've identified internally relate to six United Nations Goals recognised at a global level. These six goals will guide and shape what we do in areas where we believe we can make the most positive impact.

GOALS	TOOLS/PROCESSES
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p> <p>Ensure healthy lives and promote well-being for all ages.</p>	<p>RM Health &amp; Safety policy</p> <p>Training</p>
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<p>RM Code of Conduct Social Responsibility</p> <p>CSR assessments</p>
 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Ensure sustainable consumption and production patterns.</p>	<p>Sustainable collection &amp; packaging</p> <p><u>Material use</u></p> <ul style="list-style-type: none"> <li><i>Biobased</i></li> <li><i>Recycled</i></li> <li><i>Re-used</i></li> </ul> <p>Repair</p> <p>2nd life</p>

# OUR U.N. GOALS PROCESS

GOALS	TOOLS/PROCESSES
<p><b>13</b> CLIMATE ACTION</p>  <p>Take urgent action to combat climate change and its impact.</p>	<p>Transport, lighting, heating and mobility plans</p> <p>Energy non fossil - certified</p> <p>Energy conservation</p> <p>Waste management</p>
<p><b>14</b> LIFE BELOW WATER</p>  <p>Conserve and sustainably use the oceans, seas and marine resources.</p>	<p>No plastic use in products &amp; packaging</p>
<p><b>15</b> LIFE ON LAND</p>  <p>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.</p>	<p><u>Timber</u></p> <p><i>FSC certificate</i></p> <p><i>PEFC certificate</i></p> <p><i>Use of fruit tree wood</i></p>

# PRODUCT CIRCULARITY

We are developing a product circularity strategy that progressively adopts the principles of circular economy: reducing, reusing, recycling and exploring circular solutions. The majority of our products are currently sourced from suppliers around the globe, however, we are exploring opportunities to source more locally. We aim to source our products responsibly and locally wherever possible. Moreover, we will increase our resource efficiency by focusing on product lifecycle management. In the past, our product design process was mostly focused on the aesthetic; we are now committed to rebalancing this focus towards the use of sustainable materials.





PEOPLE

# OUR GOALS FOR OUR PEOPLE

MOBILITY PLAN FOR STAFF TRANSPORT: BICYCLE,  
PUBLIC TRANSPORT AND ELECTRIC CAR

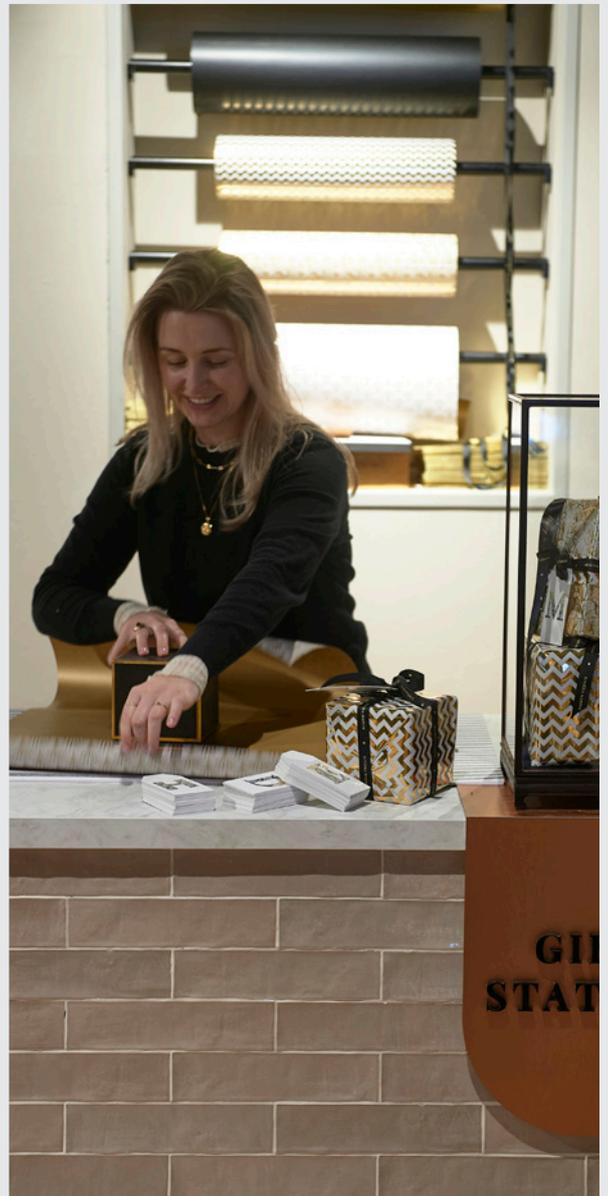
WELL-BEING

HEALTH & SAFETY

TRAINING

ENGAGEMENT & DEVELOPMENT

RECRUITMENT PROTOCOL: DIVERSITY,  
INCLUSIVE ORGANISATION

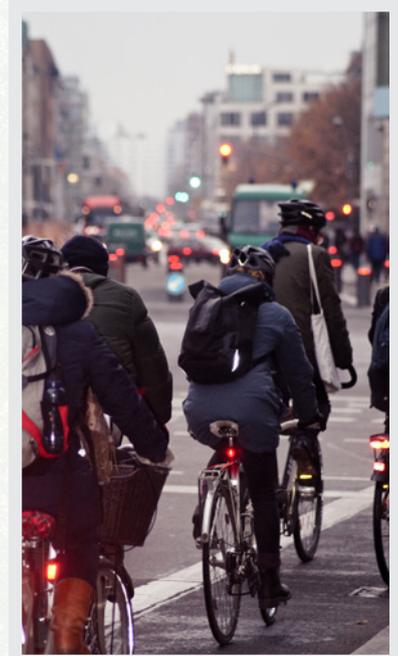


On the following pages you will see the progress we are making towards the six people goals above.

# PEOPLE GOALS PROGRESS

## MOBILITY PLAN FOR STAFF TRANSPORT: BICYCLE, PUBLIC TRANSPORT AND ELECTRIC CAR

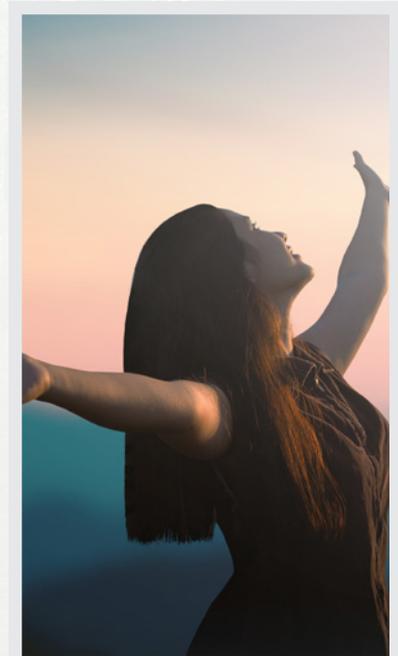
The objective of our mobility plan is to make employees travel more sustainable and help reduce carbon footprint related to employees' movement. Focusing on all the measures aimed at making employees' travel more fit for purpose will also be one more step towards their satisfaction and productivity. We are currently promoting remote working and making schedules more flexible. Next to this we facilitate the use of greener modes of transport, such as electric cars. New charging stations will be implemented at our HQ, making sure more employees can charge at our office. We are switching to mobility plans that allow staff to manage the allocation of their budget between various means of travel. We are looking into expanding this plan. Rivièra Maison encourages bicycle use by making it financially interesting to buy a new (electrical) bike.



## WELL-BEING

Rivièra Maison invests in employee well-being by providing a healthy fresh lunch prepared by our in house chef. We believe healthy meals improve employee wellness and keep employees feeling great throughout the working day. Recently we started to provide fruit for our office staff, and are currently looking into expanding this to our DC and retail locations.

We offer reduced gym membership fees that encourage our people to exercise more. We provide confidential support for issues like stress, depression and anxiety with help of our external health and safety partner, as we believe a lot of work-related stress can be addressed through guided coaching. We train management on sickness prevention in order to make this part of management's role.



# PEOPLE GOALS PROGRESS

## HEALTH & SAFETY

We are committed to ensuring the health and safety of our staff and anyone affected by our business activities. In particular we are committed to maintaining safe and healthy working conditions through control of the risks arising from our work activities, consulting with our staff and providing appropriate information, instruction, training and supervision and taking steps to prevent accidents and cases of work-related ill health. With our medical partner we focus on prevention and presentism as we feel this key to increasing health and safety.



## TRAINING

We invest in our employee's personal and professional development regularly in order to maximise employees' professional health and well-being. Staff can make use of our annual training budget on an individual level to develop themselves on specific fields. By demonstrating that we're invested in employee's long-term career paths and general growth, we try to build trust and show commitment. Next to this, we provide general training related to work skills and competencies.



# PEOPLE GOALS PROGRESS

## ENGAGEMENT & DEVELOPMENT

We see employee engagement as a shared responsibility with senior leadership, management, HR, and employees themselves determining results. We ensure employees are involved with decision-making. We survey employee satisfaction annually. The outcomes give a clear view on what to improve for the coming period. Through our internal app 'RM Inside' we communicate with staff, through newsletters and updates. Opinions, wishes and ideas can be expressed via a polling option. At least quarterly we organise a town hall meeting where management updates on company results, initiatives and answer staff's questions. With help of our cross departmental project group 'Increase employee satisfaction' we work on initiatives to make Rivièra Maison a better company to work at. We consider all these factors contributing to motivating employees, fostering a sense of trust, and allowing staff to feel heard. We encourage employees to become organisational ambassadors who constantly strive to do their best work and represent the company to the best of their abilities.



## RECRUITMENT PROTOCOL: DIVERSITY, INCLUSIVE ORGANISATION

We aim to ensure that no job applicant receives less favourable treatment on any unlawful grounds. We regularly review our recruitment procedures to ensure that all individuals are treated on the basis of their relevant merits and abilities. Job selection criteria are regularly reviewed to ensure that they are essential for the effective performance of the job and therefore justified on non-discriminatory grounds.

We also take steps to ensure that knowledge of vacancies reaches a wide labour market and, where relevant, groups under-represented in our organisation.





COMMUNITY

# COMMUNITY

An example of community building is our support to the Ronald McDonald Children's Fund. For over thirty years now, the Ronald McDonald Children's Fund has been working to ensure that sick children and their parents can be close to each other. They do this, among other things, by offering 'guesthouses' close to hospitals for parents and any siblings of the children. Rivièra Maison is committed to this project and has been a sponsor since 2011.

Rivièra Maison supports the Ronald McDonald Children's Fund by furnishing the living rooms of the houses, providing styling advice and taking care of the maintenance of the furniture and accessories or give the furniture a next destination.





NEXT STEPS

# NEXT STEPS

Our next steps are focused on both the challenges and opportunities that our ESG & Sustainability Program creates. RM is a unique and resilient brand and we want our stakeholders to recognise the commitment of all our teams over this period; we value their commitment to the brand as well as their passion and support for embedding our sustainability strategy in the business, our value chain and the wider society.

## New business drivers

Rivière Maison will start projects in 2022 in order to develop processes that will provide a blueprint for repair activities, second life targets, facelift and makeover. The processes start with the design until end of life cycle.



REPAIR ACTIVITIES



SECOND LIFE TARGETS



FACELIFT AND MAKEOVER

*Designed for life*

A dense forest of tall, green coniferous trees covering a hillside. The trees are packed closely together, creating a thick canopy of varying shades of green. The lighting suggests a bright day, with some areas appearing more vibrant and others in softer shadow. The overall scene is a lush, natural landscape.

RIVIÈRA MAISON