



GLOBAL PACKAGING SUMMIT BRUSSEL
05/2022

DECATHLON

AGENDA

WHO ARE WE : DECATHLON & DECATHLON PACK BU

OUR SENSE & PROJECT

ENVIRONMENTAL IMPACT : ACTIONS AND PRIORITIES

AMAZING EXPERIENCE : ACTIONS AND PRIORITIES

Q/A



WHO ARE WE : DECATHLON & DECATHLON PACK BU





OUR COMPANY MISSION

SPORT FOR THE MANY

TO SUSTAINABLY MAKE THE PLEASURE AND BENEFITS OF SPORT ACCESSIBLE TO THE MANY

OUR PURPOSE

TO BE USEFUL TO PEOPLE AND TO THEIR PLANET



1976 : **France**
1986 : **Germany**
1992 : **Spain**
1993 : **Italy**
1997 : **Belgium**
1999 : **United Kingdom**
2000 : **Portugal**
2001 : **Poland, Brazil**
2003 : **Netherlands, China (incl Hong Kong)**
2005 : **Hungary**
2006 : **Russia**
2009 : **Romania), India, Morocco**
2010 : **Turkey, Czech Republic**
2011 : **Sweden**
2012 : **Taiwan (China)**
2013 : **Bulgaria**
2014 : **Croatia**
2015 : **Slovakia, Thailand**
2016 : **Singapore, Slovenia, Malaysia, Mexico, Ivory Coast**
2017 : **Colombia), Ghana, Philippines, Switzerland, Israel**
South Africa, Tunisia, USA, Indonesia, Australia
2018 : **Egypt, Chile, Canada, DR Congo, Senegal, Austria,**
Cambodia, South Korea, Sri Lanka, Lithuania, Kenya, Greece
2019 : **Ukraine, Japan, Vietnam, Algeria, Malte, Serbia**
2020 : **Kazakhstan, Ireland, Latvia**
2021 : **Luxembourg**

OUR UNITED PRESENCE



1,747 stores in 60 countries on December 31, 2021

TRAJECTORY - 2022 AMBITIONS

190M CUSTOMERS & 600M USERS



PEOPLE

- 58%**
Pleasure at work "yes totally"
- 48**
NPS Product pride
- 57 000**
Teammates Shareholders
- 50%**
Equity Gender
- 88%**
Suppliers scoring ABC in HRP audit



Miguel RUIZ
Developing our human richness

PLANET

- 30%**
Net sales with eco-designed products
- 5%**
Sustainable net sales
- 18%**
Carbon intensity per product sold
- 50%**
"cost+" turnover produced with renewable energy
- 88%**
Suppliers scoring ABC in Environmental audit



Isabelle GUYADER
Developing our environmental capital

PROFIT

- €15 billion**
Net sales
- 35%**
Online net sales
- €1 billion**
Net result
- 20%**
ROCE



Jean-Marc LEMIERE
Developing our economic resources to support our human, social and environmental ambitions

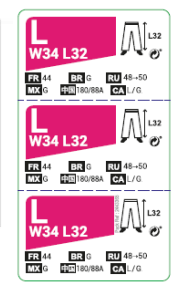


PLAYING FIELD

Current situation

2,2 BILLIONS PACK UNIT EVERY YEAR

750 Millions Care Label
 350 Millions Pack
 300 Millions Hangers
 100 Millions User Guide
 65 Millions Carton Boxes



322
 622
 642
 644
 434
 432



OUR SENSE & PROJECT



PACKAGING BU PURPOSE



***“WE PROTECT OUR PLAYGROUND
AND CO-CREATE UNIQUE EXPERIENCES”***





PACK

OUR PROJECT

WE PROTECT OUR PLAYGROUND & CO-CREATE UNIQUE EXPERIENCE

**OUR TARGET :
KEY SUPERIORITY**

PRODUCT

ENVIRONMENT

DIGITAL

**STRATEGIES
TO TRANSFORM**

DEFINE EXPERIENCE

INNOVATION

STRATEGIC PROJECTS

PEOPLE
#Happy
& competent



PANEL
#Mastered
value
chain



**LEGAL
MARKING**



OUR BASEMENTS

“PROTECT OUR PLAYGROUND”

Ours Drivers

- We are Data centric . Our **decision are as often as possible based on Datas**.
If we don't have it , we work to build it
- We take some **strong commitment** not negociable **0 SingleUsePlastic, 100% FSC**
- We adapt our strategy to the evolution of recycling channel
- **Global Mastering as a target** : Design Mastering And Production mastering
And end of life mastering
- We don't speak too much , we act : **Humbleness and determined**

The best pack is the one that isn't existing !

Waste management hierarchy



OUR PLAYING FIELD

“ We build sustainable pack solution for a circular economy ”



RAW MATERIALS

We fight against deforestation by using **paper pulp from sustainably managed forests** (**SUSTAINABLE FORESTRY KPI**) and against resource depletion by **using recycled material**.



ECO-CONCEPTION

We measure the environmental impact of our designs and **think about their end of life** by eco-designing our packaging to make it **100% recyclable**. (**ECODESIGN KPI**) We are preserving our playgrounds by **eliminating plastic from our single-use packaging**.



PRODUCTION

We **measure** and **support** the **environmental performance** of our suppliers.



TRANSPORT

We **optimize** as much as possible **the number of products transported by box** in order to limit our CO2 emissions.



DISTRIBUTION

We **reduce the quantity of packaging** distributed (by knowing our distribution areas or dematerialisation)



END OF LIFE

We **ensure the circularity** of part of our packaging.

ECO DESIGN Example : PACK DELETION

Wedze HUG : Selling cardboard packaging removed



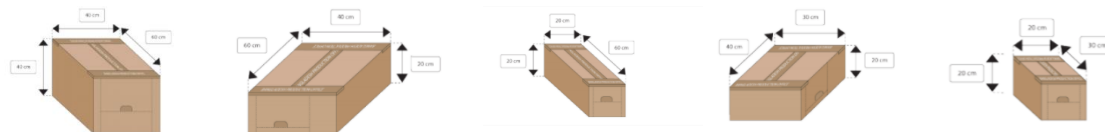
900 k pieces

- 32 T de carton
- 60 Teq CO2
- 150 k€



From 40 product to 84
product by box
=> decrease transport
cost

Raw material : Example "Simple Box"



5 sizes: 644 - 642 - 432 - 622 - 322

Annual Qty : 35 000 000

FSC / PEFC certification guarantees the **origin** and **traceability** of wood. It ensures that it comes from sustainably managed forests. **This certification must be a standard**, and therefore cannot be considered as an eco-design approach.

It doesn't guarantee a reduction in CO2 in the process of transforming raw wood into pulp and cardboard.

2020 SIMPLE BOX PRICE GAIN = -1,4 M\$

2020 SIMPLE BOX FSC RATIO = 51,7%

ECO DESIGN Example : 0 Single Use Plastic

Camping table

Annual Qty : 160 000 pieces

The goal for the design team is to delete any protective single-use plastic packaging. First, by removing unnecessary packaging, then, when the protection is found to be really useful, we replace it with an unbleached cardboard alternative.

Trajectoire 0 SUP :

- 300T 2020
- 1200T 2021
- 3600T 2022
- 10000T 2025 (soit 100%)

	BEFORE	AFTER
Pictures	 	 
Material	PE	Unbleached paper 80 gsm
Weight	125 g	124 g
CO ₂ (kg eq CO ₂)	Per piece : 0,80 Total : 128 000	Per piece : 0,50 (-37%) Total : 80 000

ECO Transport Example : Pack Scooter

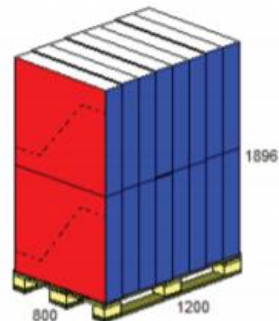
DECATHLON
PACKAGING
CARE FOR LIFE & BETTER



OLD ONE

NEW ONE

Material used	B flute	B flute
Surface used	15 229 mm ²	12 734 mm ²
Material profit	-	- 2 495 mm² / 16,4 %
Weight / pack	926 g	664 g
kg CO2 eq.	1,638	1,175
Environment profit	-	- 0,453 kg CO2 eq. / 28,3 %
Price (rmb / €)	16,74rmb / 2,15€	11,75rmb / 1,51€
Price profit	-	+ 0,64€ / pack
Pack/palette (UE2)	30	32
Palette profit	-	+ 2 pack/palette
Logistic price (R3)	5,63€	4,25€
Logistic profit	-	+ 1,38€ / pack



PCB2 / UE2

Annual quantities	95 000 pieces
-	-
Material profit	- 237,02 m³
Plastic profit	0 plastic
kg CO eq. profit	- 43 035 kg CO2 eq.
-	-
Material price profit	60 800€
Logistic price profit	131 100€
TOTAL	191 900€

WITHOUT MARGIN, WITHOUT TRANSPORT, WITHOUT FEES

EXAMPLE OF RECONCEPTION PACK 1

Visibility cycling jacket



-3,4 tons of SUP
AW21

Darts



-6,1 tons of SUP
SS22

End of Life/Circularity : Example Hanger & E-Com boxes



CONCLUSIONS

- **Number** and prioritise your stakes
- Identify **your commitment and strategy** : Sustainable development is made of choice
- **Engage top management AND operational team to succeed** => This will become a company strategy as well as a individual proudness. A company not acting on those subject won't be desirable for best talent
- **Mastering the pack isn't only a pack strategy** but is must start at the product design . This is a transverse topics
- **Act >> Communicate**

***AND CO-CREATE UNIQUE
EXPERIENCES***



PACK 900

PACK 900 | THE BEST BALANCE

	EXPÉRIENCE PACK 100	EXPÉRIENCE PACK 500	EXPÉRIENCE PACK 900
ENVIRONMENT	0SUP, FSC, Recycled, CO2	0SUP, FSC, Recycled, CO2	0SUP, FSC/PEFC, Recyclé
PRICE	*	**	****
EXPÉRIENCE	*	**	****

PACK 900 | UNBOXING : FAST & NO TOOLS



PACK 900 | UNBOXING



<https://photos.google.com/share/AF1QipPDeijahIWykjjgrd4Q2liY5jj5djrZbgoHL98CMqsqNJCAkxTgSM3EJpJfYmEjlQ/photo/AF1QipPYR-St4EXcCrURFRFM4IeuLa4kAK3Yp3sIKHQ?key=ZWoxT2N0NmppZIFibU9DQ1BfdnlvbHpZTXphVC1B>

PACK 900 | USER FRIENDLY

Clear Communication (Understand , Use , Repair) / Personal link



PACK 900 | **UPCYCLING**



PACK EXPERIENCE | OFFER : DECATHLON ONE BRAND

	PACK DESIGN	GRAPHIC DESIGN	EXPERIENCE
FOR ALL	Raw Material Finitions functionalities	Cross charter Finitions	Centralisation of Best practice experience (unbox ...)
FOR YOU	To be define with sport	To be define with sport	To be define with sport

CONCLUSION : WE ARE FOCUS EVERYDAY ON :

PROVIDING “WOW” EXPERIENCE
WITH **ZERO COMPROMISE**
ON PLANET IMPACT

