



Impact WITH INTEGRITY

FY2025 TRANSPARENCY REPORT

debrand

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**AMELIA ELEITER**

Pictured at Basecamp, Debrand's 30,000 sq. ft. facility in Metro Vancouver, Canada

CEO & CO-FOUNDER

The need for traceability & transparency in the reverse supply chain has never been greater.

“

In 2008, Wes and I sat on a beach in Southern Sri Lanka and watched branded waste move through the tide. At the time, it seemed like a simple observation. We did not yet know it would become the catalyst for Debrand and for the work that would shape our next two decades.

As we sat there, one realization became clear. These materials were not inherently worthless. They were resources with untapped potential, provided we were willing to design systems that recognized their value.

That belief continues to anchor our work today as we build toward a resource-wise economy that not only unlocks the full potential of products at end of use but ensures value is captured responsibly and shared equitably.

Over the years, I have seen both meaningful progress and persistent gaps. I have learned that meaningful transformation demands depth, not just ambition. It requires infrastructure, accountability, collaboration, and a willingness to examine what is actually happening, not just what we hope will happen.

As I reflect on our journey over the past 18 years, I am most proud of our relentless commitment to driving this industry forward with integrity and courage. I believe real change demands that we ask hard questions of ourselves and of the systems we operate within. It requires candor about our progress and clarity about our limitations. For too long, the realities of waste have remained out of sight, obscured by complexity, while the environmental and social costs have continued to accumulate.

It's clear that the current system is not yet sufficient to deliver the vision we are working toward—a future with a more equitable and less wasteful society.

At the same time, I am encouraged by the momentum building around us. In the past five years, I have seen more change than at

any time in Debrand's history. Regulatory frameworks are evolving to demand greater accountability. Technologies in advanced sorting and recycling continue to improve. Our brands and partners are seeking deeper visibility into what happens beyond the first life of their products. These shifts are real, and they are laying the groundwork for stronger systems.

Circularity cannot advance on ambition alone. It requires operational rigor, credible data, and the discipline to build systems that function in the real world. To move us towards our vision, Debrand must lead by example, offering greater transparency into our operations, our metrics, and the true challenges we face as a long-time operator in this space.

This Transparency Report is an important step in that journey. It is not a declaration of arrival, but rather a commitment to progress. It represents what we can share today as we continue to strengthen how we measure, review, and communicate our impact. When we bring our work into the light, we create opportunities to learn, refine, and strengthen the systems we are building together.

I am deeply proud of the team at Debrand and the rigor they bring to this work every day. Day after day, they continue to strengthen our internal systems and invest in the infrastructure, technology, and partnerships required to enable true end-to-end traceability for next-life solutions.

Collectively, we at Debrand offer this report in the spirit of collaboration and welcome conversation to ensure our methodologies reflect reality and evolve alongside the industry. If we are to build a truly circular economy, it will require all of us to work with greater transparency, humility, and resolve.

I hope this report contributes meaningfully to that effort.

Upwards, together.

While our industry has made significant strides, there's still plenty more left to do.

Over the past 18 years, we have watched the textile circularity landscape evolve from fragmented experimentation to coordinated momentum. Longstanding solutions such as shoddy fiber, mechanical recycling, and waste-to-energy have become less prominent in industry discussions as focus has shifted toward advanced and chemical recycling. What was once a niche conversation is now central to how our brand partners, policymakers, recyclers, and investors are shaping strategy.

FIBER MARKET SCALE & STRUCTURAL REALITY

Global fiber production reached approximately 132 million metric tons in 2024. Yet, less than 1% of that volume came from textile waste (pre- and post-consumer recycled textiles). That statistic clarifies both the scale of the opportunity and the magnitude of the work we have ahead of us as an industry to recycle textiles at a similar scale to how much we produce.

The fiber and textile industry remains overwhelmingly dependent on virgin inputs. Meaningful progress will require not only new technologies, but systems capable of handling material at a significantly larger scale than today.

EMERGING CAPACITY IN ADVANCED RECYCLING AND TEXTILE-TO-TEXTILE (T2T) TECHNOLOGIES

Technology expansion is promising. System readiness will determine impact.

Within the broader textile circularity system, advanced recycling technologies continue to progress. Companies such as Syre, Reju, Circ, Ambercycle, Circulose (formerly Renewcell), and Samsara Eco have publicly announced new facilities, partnerships, and commercial capacity targets in recent years. Taken together, public announcements and partnerships suggest a trajectory toward hundreds of thousands of metric tons (~500,000 metric tons) per year of advanced recycling input capacity once facilities are commissioned (~2028 onward). Many of these are focused on textile-to-textile (T2T) applications. Additional technology providers such as gr3n, Carbios, and CuRe Technologies, which take a more industry agnostic approach, have announced commercial scale expansion, adding to textile waste processing capacity. Even so, the collective capacity of these technologies

represents a small fraction of total global fiber production when fully operational. The reality is that we have a long way to go. Emerging players such as Tereform, Ravel, and Macrocycle demonstrate that continued innovation in this space has the potential to both add commercial capacity in the coming years and expand operational possibilities for blended textiles.

The gap between fiber production and advanced recycling capacity underscores that while technology development is meaningful, scaling will depend heavily on reliable feedstock characterization, consistent sorting performance, and aligned offtake markets.

SORTING AND MATERIAL IDENTIFICATION PERFORMANCE

As volumes of textile waste grow, the question is not simply where material can go. It is whether it can reliably meet specification once it arrives. Sorting and material clarity are foundational, particularly in advanced recycling, and its performance determines what is possible downstream. Reliably meeting our partners' end channel requirements with variable raw inputs is core to our business.

As fiber blends and product construction remain complex, sorting must consider the main material composition, how best to remove trims (i.e. buttons), characterize dyes and treatments (i.e. prints), and identify unknown additives. In this environment, characterization that matches customer needs, while delivering consistency, and managing cost is what determines viability for a feedstock. Our industry is moving beyond manual identification methods toward near infrared (NIR) and hyperspectral imaging technologies which aim to close data gaps.

But higher-fidelity information only creates value when it is aligned with a verified downstream channel. Without alignment to reuse markets, shoddy fiber production, advanced recycling partners, or other viable offtake pathways, data alone is not an asset and does not enable circularity. Operational efficiency, specification alignment, and technology stacking are becoming essential to sorting and reverse logistics performance.

POLICY AND REGULATORY ACCELERATION

Policy momentum is reshaping expectations across North America and beyond. Extended Producer Responsibility (EPR) frameworks are advancing in both the United States, Canada, and the EU and we are watching the system be built in real time as Producer Responsibility Organizations (PROs) are selected and product design expectations are set. Industry coalitions such as American Circular Textiles (AMCIRC) continue to clarify infrastructure needs and regulatory readiness. Even amid shifting political climates, the direction of travel remains consistent. We see increased accountability, clearer timelines, and rising expectations for traceability. Greater transparency is no longer optional. It is becoming foundational to compliance and credibility.

All in all, commercial ambition for advancing recycling is growing. Data tools and material traceability are improving. Policy frameworks are tightening and product traceability is shifting from voluntary to required. Yet the gap between global fiber production and true T2T circularity remains substantial. Closing that gap will depend on disciplined execution across reverse logistics and recycling, transparent reporting, and systems designed to perform consistently at scale —capabilities that sit at the core of Debrand's work.



We've been in the business of responsibly managing end-of-life textiles since 2008



Debrand has worked in textile sustainability and circularity long before it was part of the mainstream conversation. As early pioneers in the reverse supply chain, we operate where circular ambition meets operational reality—bridging brand goals, material truth, and market constraints. By aligning logistics, material handling, and transparent data, we act as an active convener that unlocks innovation and translates intent into execution, helping build systems that make sustainability and circularity practical, scalable, and credible.



The values that drive every decision we make

Integrity

We're guided by our ethical backbone

Our north star is doing what's right. Every decision we make—from partnerships to processes—is shaped by accountability, clarity, and a commitment to ethical outcomes.

Impact

We focus on outcomes that truly move the needle

Our team prioritizes meaningful, measurable progress over optics. The work we do is designed to deliver real environmental and operationally scalable impact that makes a difference for the long-term.

Transparency

We bring clarity to a complex industry

We communicate openly and honestly—sharing data, context, and limitations—so our partners can make informed decisions with clear, credible, and reliable insight.

Efficiency

We're discerning in how we make progress meaningful

Efficiency means focusing our energy where it will have the greatest impact. This means intentionally balancing ambition with feasibility, and responsibility with market realities.

Boldness

We challenge the industry with clarity and courage

We're not in the business of performative statements. Our work is rooted in informed advocacy, integrity, and real-world outcomes. We're willing to name what isn't working, and push for what will.

Community

We build progress together

Nothing impactful can be built in a silo. We collaborate across teams, partners, and the broader ecosystem—centering empathy, trust, and shared success in everything we do.

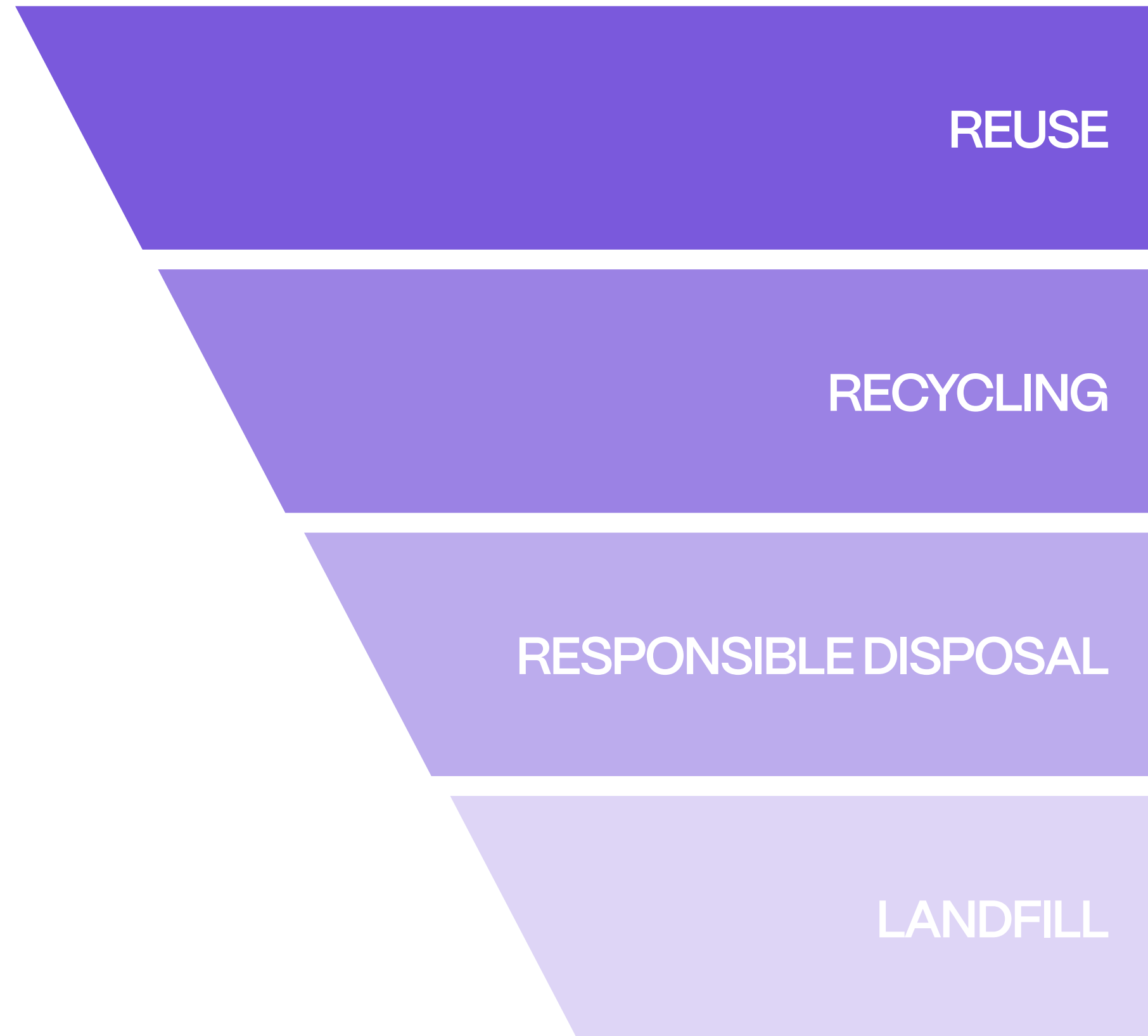


Our theory of change

Our theory of change is grounded in a simple but urgent belief: the way textile materials move at the end of life today is too fragmented, too opaque, and too often results in lost value and unnecessary waste. Meaningful progress requires more than isolated solution providers and transactional relationships. It requires better coordination, clearer pathways, and a shared understanding and impetus across the ecosystem.

At Debrand we think a lot about how to connect what is happening within our facilities' with the impact we want to have and with the future we are trying to build. Each day, we operate at the intersection of logistics, data, and collaboration. We coordinate end-of-life programs with brands, manage the movement and sorting of materials, and work with downstream partners to route textiles into the most appropriate reuse and recycling pathways. Alongside this, we document material flows, generate verifiable data, and share insights that help stakeholders better understand how systems are functioning in practice. We also engage with industry and regulatory stakeholders to ensure that real-world operational insights inform decision-making and policy development.

Through this work, we enable stronger alignment across the value chain, improve decision-making, and reduce fragmentation in how end-of-life systems operate. By enabling more coordinated and transparent systems, we aim to continually unlock higher-value pathways for textiles, strengthen trust and accountability across the value chain, and accelerate the shift toward our vision of a resource-wise economy where waste is designed out and material value is shared equitably.



Our ecosystem of solutions keeps products at their highest next-life value.

Every decision we make about next-life logistics is guided by the Waste Hierarchy—a globally recognized framework that prioritizes pathways based on their environmental value, with Reuse at the top and Landfill as the last resort. This is the operating logic behind how we evaluate and allocate every pound of material we process.

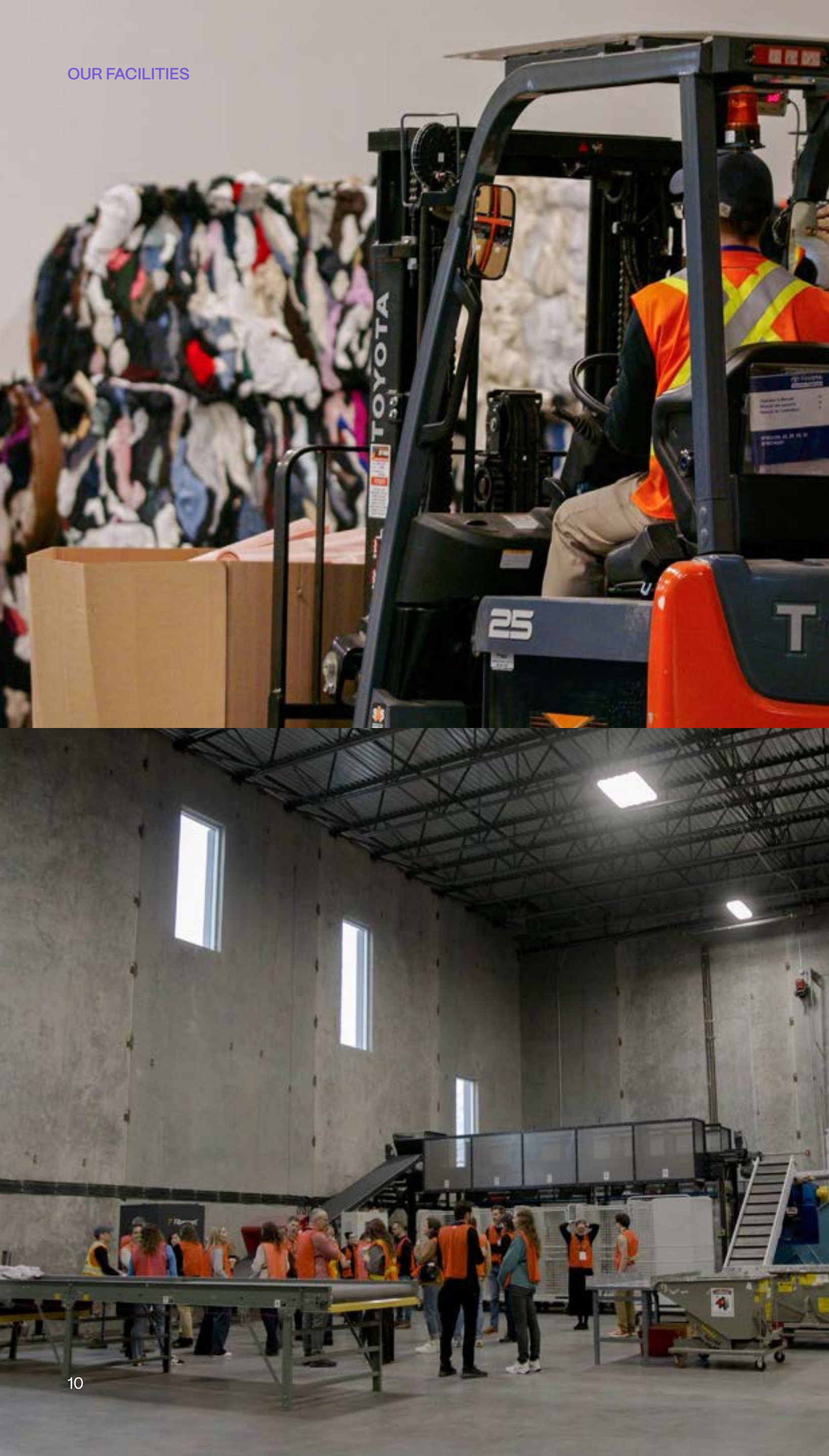
In practice, navigating the Hierarchy means working within real constraints. Client scope, budget, material condition, and market demand all shape what's achievable for any given material stream. Our role is to execute within those parameters with rigor and transparency. Where opportunity exists to elevate a pathway or unlock an innovation, we surface that conversation. We don't impose outcomes; we align around what's feasible, responsible, and right for the client and the material. Our commitment is to pursue the highest achievable pathway for every stream, and to report on those outcomes with the honesty that responsible stewardship demands.

Definitions anchoring our work

Within the textile circularity and recycling ecosystem, key terms are often used inconsistently and can carry different meanings depending on context, methodology, or geography. This lack of alignment can create confusion and make it difficult to clearly communicate solutions, intended impact, and how stakeholders can effectively organize and move forward together. We believe that greater clarity and consistency in language are essential to strengthening transparency and shared understanding across the industry.

To support this, we have included a set of definitions to provide clarity throughout this report. These definitions are aligned, where possible, with leading industry standards such as ISO 8887-1:2017, the EU Waste Framework Directive, emerging EPR standards across North America, and thought leaders such as Ellen MacArthur Foundation. They will continue to be refined as our field evolves.

Reuse	To extend a product’s lifetime beyond its intended designed life span, without changes made to the product or its functionality. For the purposes of the data, we include resale, donation, repair trials and remanufacturing into reuse metrics.	Fiber Reclamation	All material sent to this channel has been sent to and processed by our partners to be mechanically shredded and turned into a shoddy fibers. Through shredding, this process makes a lower grade fiber, often for use in insulation or as upholstery filler.
Resale	All material allocated to this channel is directed to wholesale buyers, brick-and-mortar thrift stores, or direct-to-consumer resale pathways for reuse as-is.	Yoga Mat Recycling	All yoga mats sent to this channel has been sent to and processed to be shredded and turned into horse arena bedding.
Donation	All material sent to this channel has been sent to donation partners to be reused as is.	Polypropylene Bag Recycling	All material sent to this channel has been sent to and processed by partners to be turned into recycled pellets. Through shredding, melting and extruding, the polymers remain intact throughout the recycling process.
Remanufacturing	All material allocated to this channel is processed by partners to recover usable components or materials and transform them into new products, extending the value of existing resources.	Metal Recycling	All metal material allocated to this channel is processed by partners for recovery and recycling, typically including stainless steel components.
Recycling	The reprocessing of materials beyond their original intended use into secondary raw materials for use in new products. For reporting purposes, recycling metrics include thermomechanical recycling, down feather recycling, closed-loop textile recycling, open-loop textile recycling, open-loop footwear recycling, open-loop yoga mat recycling, metal recycling, and packaging and warehouse by-product recycling. For the purposes of the data, we include mechanical recycling, down feather recycling, closed-loop textile recycling, open loop textile recycling, yoga mat recycling, metal recycling, packaging and warehouse by-product recycling.	Packaging and Warehouse By-Product Recycling	All material allocated to this channel has been sent to and processed by our regional partners. This includes but is not limited to: paper, poly bags, cardboard, etc).
Down Feather Recycling	All down- or feather-filled material allocated to this channel is processed by partners to extract, clean, and recover the fill material for reuse. Any remaining shell material is managed through responsible disposal channels (see Responsible Disposal).	Return To Customer	All material allocated to this channel has been sent back to customer in accordance with our program specifications.
Advanced Recycling	All material sent to this channel has been sent to and processed by partners to be turned into virgin quality material input. Can include several recycling processes (i.e. Gasification, Pyrolysis, Depolymerization). Depending on recycling processes energy consumption, yield and output vary broadly. For the purposes of the data, this applies to textile inputs.	Responsible Disposal	For the purposes of the data, we include Alternative Fuel and Waste to Energy into Responsible Disposal metrics
		Alternative Fuel	All material sent to this channel has been sent to and processed by our partners to become alternative engineered fuel sources. Material is converted into an engineered fuel source that is typically used by cement kilns to offset the use of fossil fuels like coal and natural gas.
		Waste-to-Energy	All material sent to this channel has been sent to and processed by our partners to undergo recovery of energy or products for energy production via by thermal, chemical, or biological processes.



Growing our facility operations

Over the past five years, our operational footprint has transformed significantly—we grew an approximate 894% in capacity between 2019 and 2025. This extraordinary trajectory was fueled by the addition of new facilities, deeper US market entry, and strengthened strategic partnerships. What began as a single facility in Vancouver has expanded into a multi-location network designed to support rapid growth, improve service coverage across North America, and strengthen our circularity infrastructure.

Today, we operate two owned facilities—Basecamp in Surrey, British Columbia and Camp 1 in Delaware, Ohio—as well as use of two WM-owned facilities located in South Carolina and Arizona. This growth allows us to meet rising demand while reducing transportation impacts, increasing sorting and processing facility, and positioning our team to support future regionalization as we continue to scale.

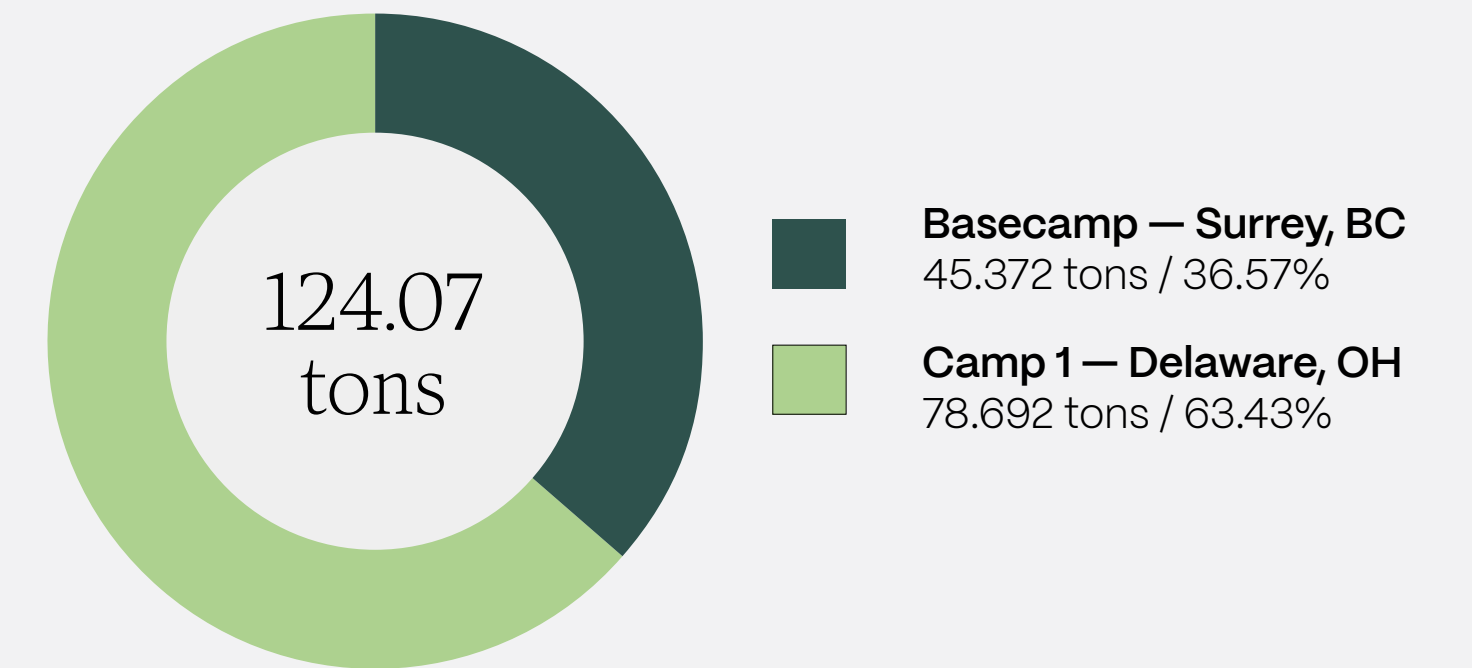
EMISSIONS CONTEXT

Facility emissions are influenced by a combination of operational needs, regional energy infrastructure, and climate conditions, rather than activity levels alone.

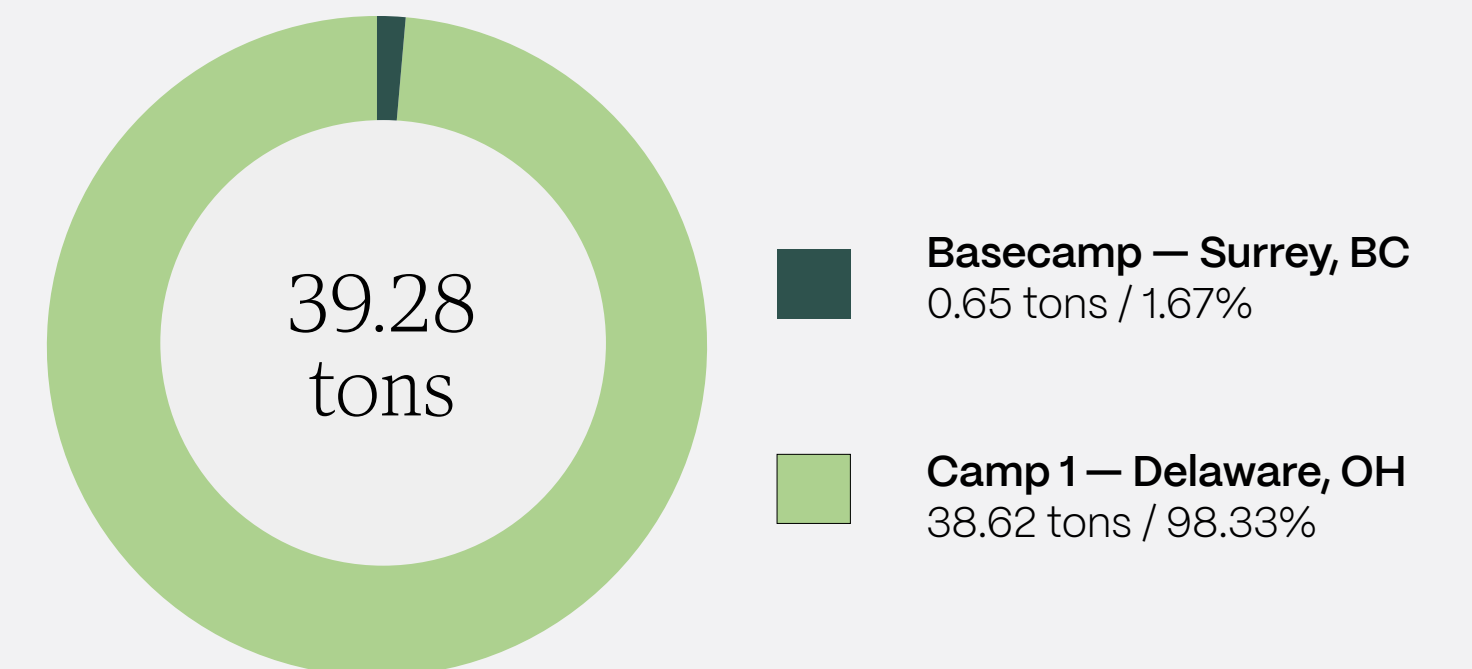
Natural gas emissions are primarily associated with space heating and follow predictable seasonal patterns, with higher emissions during colder months and minimal emissions during warmer periods. Regional climate therefore plays a meaningful role in shaping annual emissions outcomes.

Electricity-related emissions vary significantly by location due to differences in grid carbon intensity. Facilities operating in regions with lower-carbon electricity grids can report substantially lower emissions than facilities with similar operations in higher-carbon grid regions. These differences reflect energy sourcing and infrastructure, not relative operational efficiency. Providing this context supports accurate interpretation of facility-level emissions and comparisons across locations.

FY2025 NATURAL GAS CO2 EMISSIONS — OWNED FACILITIES



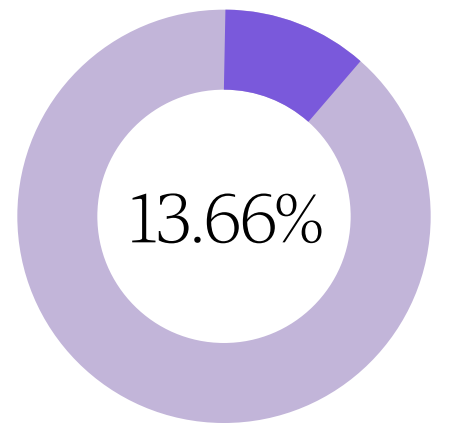
FY2025 HYDRO / ELECTRICITY CO2 EMISSIONS — OWNED FACILITIES





■ Reuse	13.66%
Resale	9.74%
Donation	2.92%
Remanufacturing	0.99%
■ Recycling	69.54%
Advanced Recycling	1.06%
Down Feather Recycling	1.37%
Fiber Reclamation	56.13%
Yoga Mat Recycling	1.02%
Metal Recycling	0.58%
Polypropylene Recycling	4.11%
Packaging & Warehouse By-Product Recycling	5.26%
■ Responsible Disposal	16.32%
Waste-To-Energy	9.23%
Alternative Fuel	7.09%
■ Other	0.45%
Returned to Customer	0.45%
In Facility – To Be Processed	0.00%

Reuse



Underpinning our approach across Reuse channels is a shared philosophy: whether through resale or donation, every item allocated to Reuse must meet a standard of quality and care that ensures its next owner receives it with dignity. This approach serves as our commitment to traceability, quality assessment, and community appropriateness that protects both brand integrity and the people that each product ultimately reaches. In FY2025, 347,440 lbs of textiles were diverted through these Reuse channels.

What are Debrand’s quality assessment standards for Reuse?

- All the functional elements still work, like zippers, buttons, and clasps
- There are no significant signs of wear and tear that impact the garment’s usability
- There are no stains or odors that make the garment unsanitary and therefore unusable
- Any cosmetic issues are mild and do not impact the functionality of the garment

RESALE — 9.74% OF TOTAL DIVERSION

Our approach to resale supports medium- to large-scale brands through a brick-and-mortar wholesale model, as well as brand-owned Software-as-a-Service (SaaS)-based online resale operations where applicable, ensuring products are channeled to markets where real demand exists. In FY2025, 247,875 lbs of textiles were allocated to Resale.

Our Resale model prioritizes traceability and accountability at every step. Each item is assessed to confirm it meets a standard its next owner can wear with confidence, then documented and routed through vetted partners who value and distribute product responsibly based on market conditions. This disciplined allocation protects brand equity while ensuring goods don’t simply move—they land somewhere meaningful. Our primary resale channel operates through NuSource, a vetted partner that connects directly with thrift and consignment stores across the United States and Canada.

A clear chain-of-custody runs through every transaction, ensuring products are not only diverted from landfill but placed in communities where they retain real value—strengthening environmental and economic outcomes while upholding our commitment to integrity and transparency.

DONATION — 2.92% OF TOTAL DIVERSION

Donation is a meaningful pillar of Reuse—and one that demands intention. We evaluate condition, functionality, and community appropriateness to ensure what we give reflects genuine care, not a clearing of surplus.

This means partnering with organizations whose missions align with that standard, such as Working Gear, a volunteer-run nonprofit in Vancouver’s Downtown Eastside that provides work-appropriate clothing to individuals reentering the workforce, supporting employment readiness through both practical resources and wraparound services. In FY2025, 74,296 lbs of quality garments were diverted to our vetted donation partners.

Done with care, donation reduces waste and creates real social value, keeping quality products in circulation and in the hands of people who need them most.



Donated garments in Working Gear’s headquarters

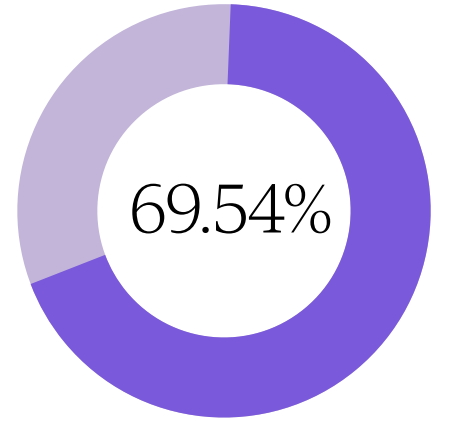
REMANUFACTURING — 0.99% OF TOTAL DIVERSION

In FY2025, we diverted 25,269 lbs of material through a key remanufacturing initiative in partnership with Target, one of North America’s largest retailers. Through our Denim Takeback pilot launched in August 2024, we provided clean feedstock to Los Angeles-based upcycler SUAY to transform unsellable post-consumer denim into a custom upcycled sofa and accessories, now furnished at Target’s headquarters in Minneapolis. This project was completed in Debrand’s FY2025.

What could have been discarded became a visible, tangible symbol of circularity. By leveraging a collaborative approach, we were able to maximize the value of Target’s takeback material while simultaneously enabling other pathways along the Waste Hierarchy for remaining volumes through our vetted ecosystem of solution partners. This initiative demonstrates how intentional collaboration across brands, recovery partners, and creative innovators can unlock solutions that are both operationally responsible and culturally resonant.

While remanufacturing alone cannot absorb the full scale of post-consumer textile waste, it plays an important role in piloting new models, shifting perception, and proving what’s possible when ecosystems are aligned.

Recycling



In FY2025, Debrand diverted 1,769,395 lbs of apparel, footwear, accessories, and warehouse byproduct from landfill through recycling channels, representing 69.54% of total volumes processed.

Recycling remains a critical pathway within today’s textile ecosystem—particularly for products that cannot be resold or reused in their current form. While it is often positioned as a universal solution, the reality is more complex. Infrastructure availability, fiber composition, contamination levels, regional access, and end-market demand all influence what is technically and commercially feasible at scale.

This is especially important in the context of advanced recycling. While larger-scale solutions have begun to emerge in recent years, the sector is still maturing. Post-consumer materials further complicate outcomes, as composition and quality can vary significantly.

Our role within the textile sustainability and circularity ecosystem is to responsibly match materials to the highest viable recycling pathway available today—while continuing to advocate for and help advance more scalable solutions for the future.

ADVANCED RECYCLING – 1.06% OF TOTAL DIVERSION

For the past five years, we have been committed to advancing textile-to-textile (T2T) recycling pathways through targeted pilot projects with select brands and vetted recycling partners. In FY2025, we diverted 27,107 lbs

of material to T2T recyclers—our largest volume of clean feedstock supplied to date. While this represents just 1.06% of total diversion, it reflects measurable progress in a sector that is still maturing. Our T2T recycling pilots were conducted through brand partnerships with lululemon and another global clothing brand, with project completion slated for 2026.

Across the textile sustainability and circularity ecosystem, the limitations of fully realized T2T recycling in North America are well understood. Challenges include the wide range of fiber compositions, varying chemical and mechanical processing methodologies, inconsistencies in post-consumer material quality and condition, and contamination. Recycled fibers are also not yet fully embedded into mainstream supply chains as replacements for virgin inputs, which inherently caps the volume that can be absorbed, even when processing capacity exists.

Advanced recycling infrastructure remains in the early stages of scaling, with ongoing constraints including, but not limited to: growing but still limited commercial-scale processing capacity; fiber-blend complexities; higher cost per pound compared to downcycling pathways; and inconsistent, developing end markets for recycled outputs. Until technology, policy alignment, supply chain integration, and capital investment accelerate in tandem, advanced recycling will remain a smaller share of overall diversion.

At present, commercial-scale processing capacity remains limited. As a result, verified and completed T2T outputs across the industry remain constrained by what facilities can realistically process, leading to lower-than-anticipated volumes. Our reported figures reflect material that has been directed into active processing pathways with vetted partners, based on current and available capacity.

We continue to prioritize eligible materials into these streams wherever feasible and collaborate closely with innovators through intentionally designed pilots and targeted circularity initiatives. These efforts enable iterative testing across Debrand’s own R&D processes, brand partner participation in circular trials, and recyclers’ evolving intake capabilities—helping move the ecosystem forward in a responsible, transparent, and scalable way.



Pre-processed feedstock prepped for shipment to advanced recycling partners

DOWN FEATHER RECYCLING – 1.37% OF TOTAL DIVERSION

Down feather recycling preserves the longevity of one of the apparel industry’s most valuable natural materials. Through this process, down filling recovered from post-consumer and unsellable insulated outerwear is pulled, cleaned, sterilized, and reintroduced into the supply chain rather than sent to landfill or incineration.

In FY2025, we continued our longstanding partnership with Tersus Solutions to scale commercial-grade down recovery, diverting 34,916 lbs* of down-filled products into a specialized recycling stream, resulting in almost 6000 lbs of usable down.

Once received at Tersus’ facility, eligible products undergo mechanical separation to extract the down from surrounding materials. The recovered down is then cleaned, sterilized, and sorted by species and color before being reintroduced into the supply chain as a raw material for new product production.

Down recycling demonstrates how complex, mixed-material products can be successfully reintegrated into the economy when the right infrastructure and technical expertise are in place. Our partnership with Tersus enables a scalable solution that extends the life of a high-performance natural resource while advancing both environmental and economic resilience across the value chain.



lululemon

Since 2011, lululemon has partnered with Debrand as part of its broader circularity initiatives, advancing solutions that demonstrate what circularity can look like at scale for a global high-performance apparel brand—evolving from inventory management into a comprehensive, multi-channel next-life ecosystem. What began as a local collaboration between two Vancouver-based companies has grown into a long-standing partnership grounded in shared values, operational rigour, and a commitment to systemic change across the apparel industry.

Together, we have built an integrated ecosystem spanning resale, donation, advanced textile-to-textile recycling pilots, and circularity trials testing emerging high-value recovery pathways and R&D technologies. Today, lululemon's next-life program engages more than 12 solution partners across reuse, recycling, and responsible disposal, ensuring products are directed to their highest viable outcome along the Waste Hierarchy.

Over time, the partnership has expanded beyond operational diversion into strategic innovation. As the circularity landscape evolves, so has our collaboration: embracing pilots, scaling new programs, conducting internal Design for Circularity workshops for cross-functional teams spanning

Product Design and Raw Materials to Legal and Brand, and advancing textile-to-textile recycling through applied innovation. We are leveraging Debrand's proprietary software R&D and activating advanced technologies such as the Valvan Fibersort® to unlock scalable transformation. This work has supported initiatives including lululemon's Like New resale program and breakthrough textile-to-textile recycling pilots—most notably with our closed-loop recycling trials with Samsara Eco that led to the world's first retail garment produced using enzymatically recycled textiles.

Initiatives like these are proof that brands can be active architects of the apparel industry's circular infrastructure. That sustained commitment to testing, refining, and expanding recovery programs drives progress toward lululemon's 2030 impact commitments and serves as a model for how partnerships can advance systemic change. This collaboration represents a blueprint for embedding brand-led circularity across an organization. By pairing scalable infrastructure with innovation pilots and guest-facing programs, lululemon demonstrates that sustainability can drive both business resilience and cultural leadership. Fifteen years in, this partnership continues to evolve, proving that circularity is an ongoing practice of adaptation and collaboration for broader systems transformation.

FIBER RECLAMATION – 56.13% OF TOTAL DIVERSION

Fiber reclamation—often referred to as downcycling or open-loop recycling—remains one of the most established, high-volume textile recycling pathways available today. While not a closed-loop solution, fiber reclamation meaningfully extends material life and displaces virgin inputs in adjacent sectors, reducing demand for resource extraction.

In FY2025, 1,428,089 lbs of material were mechanically processed into reclaimed fiber for use in applications such as home insulation, mattress padding, industrial wipers, and sporting equipment fill. This represents 56.13% of total materials diverted from Debrand's facilities.



Example of shoddy fiber used as sporting equipment fill

The significant volumes directed to fiber reclamation also reflect a broader industry reality: most post-consumer textiles are not currently designed for T2T recyclability. Scaling higher-value recycling outcomes will require upstream product design shifts, improved material traceability, and more robust collection systems led by industry stakeholders with consumer-facing reach.

YOGA MAT RECYCLING – 1.02% OF TOTAL DIVERSION

Yoga mat recycling addresses a material stream that has historically fallen to the bottom of the Waste Hierarchy due to limited recovery options. Most yoga mats are made from blended synthetic foams, including polyvinyl chloride (PVC), thermoplastic elastomers (TPE), and ethylene-vinyl acetate (EVA). While durable in use, these materials are difficult to process through conventional textile or plastics recycling systems. Their multi-material composition and additives have long made landfill the default outcome.

Recognizing this systemic gap, Debrand founded sister company ReitenRight in 2013 to establish a dedicated next-life pathway for post-consumer yoga mats. Rather than accepting disposal as inevitable, ReitenRight was designed to move this material stream up the Waste Hierarchy through purposeful repurposing.

In FY2025, we diverted 26,059 lbs of yoga mats into this specialized recovery channel, representing 1.02% of total landfill diversion. Collected mats are inspected, sorted, and mechanically processed into durable equestrian arena footing—a high-performance application where shock absorption, resilience, and weather resistance are critical.

This pathway transforms a difficult-to-recycle product into a long-life industrial input.

While yoga mats are not currently designed for closed-loop or fiber-to-fiber recycling within today's infrastructure landscape, ReitenRight reflects our broader role in the circular ecosystem: building viable solutions when existing systems fall short. By developing and scaling a recovery pathway for this complex material stream, we have elevated a landfill-bound product into a functional, value-retaining application.

METAL RECYCLING – 0.58% OF TOTAL DIVERSION

Another popular accessory in the athletic apparel space is reusable water bottles, which frequently appear in returns and damages due to dents, lost components, or cosmetic wear.

In FY2025, we diverted 14,835 lbs of metal water bottles into established metal recycling streams through our vetted solution partners, accounting for 0.60% of our total landfill diversion. With the reusable water bottle market continuing to gain popularity, we're dedicated to continuing the upkeep of next-life streams for this key accessory.

POLYPROPYLENE BAG RECYCLING – 4.11% OF TOTAL DIVERSION

Reusable shopping bags have become a mainstream retail accessory and a standard touchpoint in brand-led sustainability efforts. As their adoption has grown, so too has the need for responsible end-of-life solutions when bags become damaged, returned, or unsellable.

In FY2025, we diverted 104,679 lbs of shopper bags into a dedicated plastics recycling stream via thermomechanical recycling, where the material is processed into pellets for reuse across various supply chains. Many reusable bags are made from polypropylene materials that require specialized processing to ensure clean, viable outputs.

By directing this material into pelletization rather than landfill, we help preserve the embedded value of plastic polymers and reduce demand for virgin resin production. This pathway supports circular material flows by enabling recovered plastic to be reintroduced into new manufacturing applications, extending its functional life beyond its original retail purpose.

PACKAGING & WAREHOUSE BY-PRODUCT RECYCLING – 5.26% OF TOTAL DIVERSION

Packaging is an operational reality of next-life logistics. As products move through returns, sorting, and redistribution channels, cardboard cartons, poly bags, paper inserts, and protective plastics are generated as part of responsible handling and processing. While our primary focus remains textile sustainability and circularity, we recognize that packaging recovery and transparent reporting support broader producer accountability frameworks.

In FY2025, we diverted 133,710 lbs of packaging materials including cardboard, poly bags, plastic films, and paper into established recycling streams. These materials were sorted and directed to appropriate downstream partners to ensure recovery through existing paper and plastics recycling infrastructure.



Samsara Eco

Unlocking true textile circularity demands rigorous testing, continuous iteration, and transparent collaboration across the value chain—often through new partnerships exploring carefully designed pilots. Our work with Samsara Eco represents a meaningful step toward advancing a promising breakthrough in textile-to-textile recycling: enzymatic depolymerization. Through this innovation partnership, we processed high volumes of specification-ready feedstock, contributing to the creation of the world’s first retail garment made using enzymatically recycled textiles.

An Australian technology company, Samsara Eco has developed engineered enzymes capable of breaking down synthetic textiles into their original molecular building blocks. Unlike traditional mechanical recycling, which can degrade fiber quality, this process depolymerizes materials such as polyester and nylon into virgin-equivalent monomers. These monomers can then be re-polymerized, spun into yarn, and reintroduced into the apparel supply chain as high-performance textiles without compromising quality.

Debrand’s role in this collaboration was foundational. We sourced, sorted, and pre-processed both pre- and post-consumer materials to meet precise feedstock specifications. This included removing trims, isolating compatible

fiber compositions, and preparing textiles for shredding to ensure alignment with Samsara Eco’s proprietary system. The recovered textiles were successfully enzymatically recycled and reintroduced to the market through lululemon’s limited-edition Packable Anorak jacket—marking a notable milestone for commercially viable textile-to-textile recycling.

This achievement demonstrates what becomes possible when advanced recycling technology, operational expertise, and brand commitment converge. It also reinforces a critical industry truth: Advanced recycling cannot mature without upstream material preparation, traceability, and logistics systems capable of delivering clean and consistent inputs.

As Samsara Eco expands its processing capacity, we continue to explore possibilities with additional initiatives designed to refine efficiencies and further validate commercial viability. These iterative projects are essential building blocks toward larger-scale adoption. While enzymatic recycling remains an emerging solution, this collaboration illustrates how intentional ecosystem partnerships can accelerate transformation, moving textile-to-textile recycling from proof-of-concept to practical application.

Our partnership with Debrand and lululemon shows what’s possible when every part of the value chain aligns. When the right infrastructure and partnerships are in place, circularity becomes possible and the impact is significant. It’s a glimpse into how the industry will operate in the future.

— SARAH COOK, CHIEF COMMERCIAL OFFICER, SAMSARA ECO

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Responsible Disposal & Other

At Debrand, Responsible Disposal is not a first choice, but rather a necessary safeguard that redirects otherwise-landfilled product into an end channel that converts waste into a resource.

Guided by the Waste Hierarchy, we prioritize Reuse and Recycling wherever it's impactful and technically feasible. However, certain products cannot currently be processed through higher-value recovery channels due to material composition, contamination, embedded finishes such as PFAS, or the construction complexity of a garment. In these cases, Responsible Disposal serves as our last line of defense against landfill.

In FY2025, 16.32% of total diversion was directed into Responsible Disposal pathways, ensuring that non-recyclable materials were managed through vetted energy recovery systems that ensure textiles stay out of landfill.

Responsible Disposal reflects the operational realities of today's textile ecosystem. While we actively work to expand Reuse and Recycling pathways, scalable solutions do not yet exist for every material stream. By directing non-recoverable products into vetted energy systems, we reduce transportation emissions, minimize landfill dependency, and ensure transparency in our reporting. Our goal will always be to shift more material upward and reduce reliance on disposal wherever possible.



WASTE-TO-ENERGY — 9.23% OF TOTAL DIVERSION

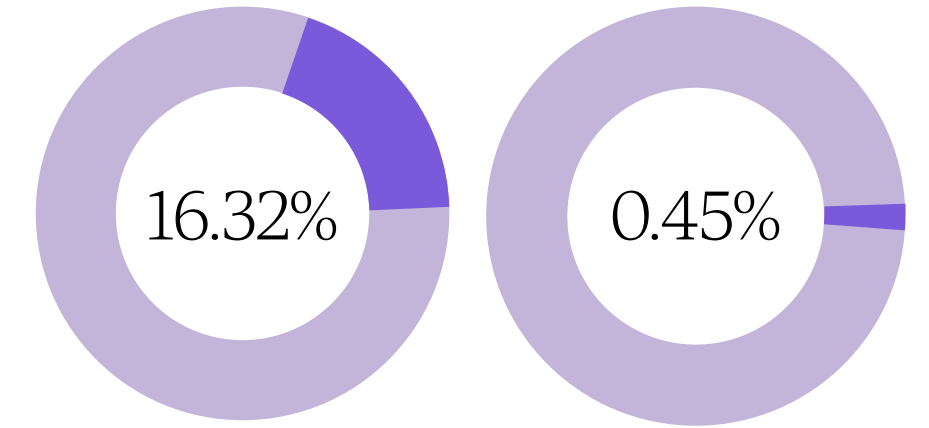
Waste-to-Energy (W2E) converts non-reusable and non-recyclable textiles into electricity through controlled, high-temperature combustion. Modern facilities are equipped with advanced emissions control systems to recover metals from residual ash for recycling. We processed 234,878 lbs of textiles through this pathway in FY2025.

While not a circular solution in the traditional sense, W2E is widely recognized as a more favorable alternative to landfill within integrated waste management systems particularly for materials that cannot be reused or recycled with current technologies.

ALTERNATIVE FUEL — 7.09% OF TOTAL DIVERSION

Alternative Fuel diverts non-hazardous textile waste into engineered fuel used primarily in cement production facilities. Materials are processed and combusted at extremely high temperatures, achieving near-complete destruction of contaminants while replacing fossil fuels such as coal and natural gas.

Unlike traditional incineration, this process produces no residual ash and offsets carbon-intensive inputs within industrial manufacturing systems. Alternative Fuel represents a transitional pathway while broader textile recycling



infrastructure continues to scale. In FY2025 we processed 180,446 lbs of textiles through Alternative Fuel.

OTHER — 0.45% OF TOTAL DIVERSION

We are proud to maintain a comprehensive ecosystem of vetted solution partners, enabling a robust range of next-life pathways for the products entrusted to our facilities. In certain cases, however, viable and scalable solutions may not yet exist to meet a brand partner's specific impact mandates or internal policies. In these instances, and in alignment with client direction, products are returned to the brand for further evaluation or alternative solution development.

In FY2025, we returned 11,391 lbs of product to a brand partner whose impact requirements do not permit Responsible Disposal pathways. This channel reflects our commitment to transparency and respect for client governance frameworks, even when infrastructure constraints limit available recovery options. A small batch of product (797.00 lbs) remains in our facility as they are still under active review for their highest-level allocation.



CleanBC Plastics Action Fund Grant

With support from the CleanBC Plastics Action Fund, Debrand launched a research initiative to strengthen British Columbia’s capacity for textile-to-textile (T2T) recycling. The project evaluated how post-consumer, plastic-rich textiles—particularly made of polyester—can be transformed from waste-stream material into viable feedstock for advanced recycling technologies.

Rather than focusing solely on diversion, this initiative prioritized infrastructure readiness. Through detailed analysis of the material composition, mapping of recycler input specifications, and pre-processing trials, we assessed the operational, technological, and economic requirements for preparing textiles for emerging advanced recycling systems (see State of Industry section for more on Advanced Recycling). We combined manual and automated sorting to

separate materials into categories that align with emerging T2T advanced recycling requirements, such as high-purity polyester and blended fabrics. This allowed us to test how much contamination and fiber variation recyclers will accept, and what level of pre-processing is actually needed to meet growing market demand.

While industry-wide processing capacity remains limited, the research generated critical insights into the gap between waste collection and advanced recycling readiness. Grant funding also supported targeted equipment procurement and process experimentation—strengthening BC’s long-term infrastructure foundation for textile circularity.

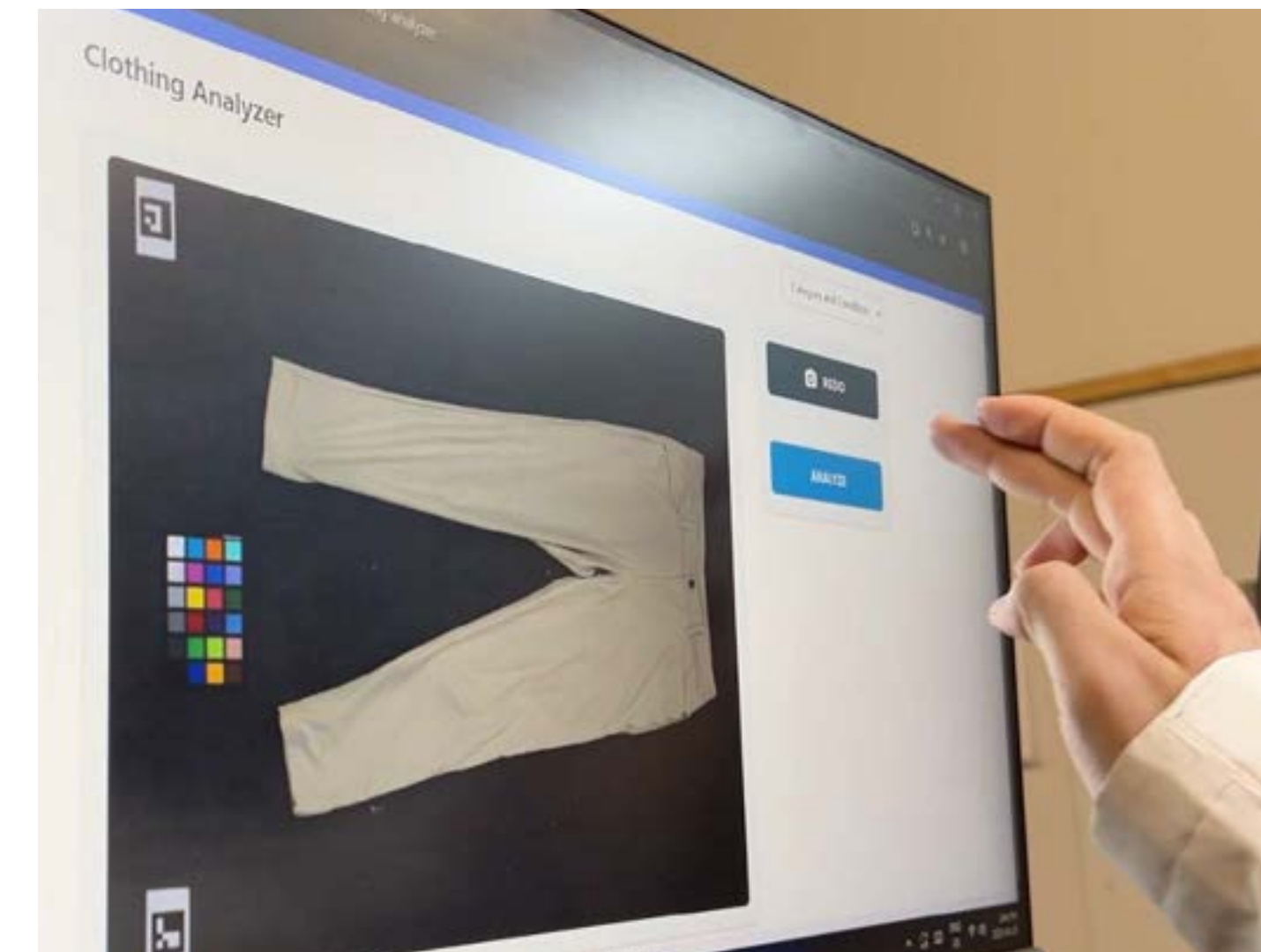
The project will conclude in 2026, with findings shared across public and private stakeholders to help accelerate BC’s regional circular economy development.

Advancing sortation technology to unlock textile circularity

Scaling textile circularity depends on building the technological infrastructure required to sort, identify, and allocate products accurately. At Debrand, we are investing in both hardware and software innovation to increase the speed, efficiency, and precision of textile sortation—unlocking traceability with item-level accuracy that maximizes the value of every product we process. The momentum gained in FY2025 has opened promising opportunities to further test and refine circular innovation trials and pilot programs—both in the past year and in the years ahead.

Innovation is embedded within our core strategy. Through ongoing R&D, pilot initiatives, and close collaboration with brand partners, we are developing the tools and systems needed to support emerging circularity solutions. Our dedicated Engineering team is advancing systems that integrate AI-powered image recognition and machine learning to identify key product attributes such as material composition, colour, condition, and product type. These insights enable more precise allocation of products to next-life pathways aligned with each brand partner's circularity goals.

By advancing these capabilities, we are helping build the technological foundation for a scalable textile circular economy in North America. Higher-value channels such as resale and advanced textile-to-textile recycling often require detailed inspection to verify material integrity, provide clean feedstock, and meet recycler specifications. Historically, this level of analysis has relied heavily on manual processes, creating barriers to scale. Our technology initiatives are designed to augment human expertise, improving precision while increasing throughput and economic viability.



Target

As one of North America's largest retailers, Target is uniquely positioned to influence how circularity solutions scale across the apparel industry. We partnered with Target to launch a Denim Takeback Pilot designed not only to divert product from landfill, but to generate critical insights into how large-scale takeback programs can inform future circular strategies.

The pilot invited customers to return their unwanted apparel through three weeks of in-store collection starting in August 2024 at select retail locations across the United States, resulting in more than 65,000 lbs of product entering the program. From there, our team sorted and processed the wide range of returned items—which included various product types, styles, fiber compositions, and conditions—using a combination of manual sortation supplemented with our proprietary software systems to execute on this pilot with speed, accuracy, and efficiency.

This technology-enabled approach allowed us to quickly assess material composition, garment condition, and product categories while managing the operational complexity of large-volume takeback logistics. Each item was then directed toward its highest viable next-life pathway within the pilot's parameters, including upcycling, fiber reclamation, and responsible disposal.

Beyond diversion outcomes, the true value of the program was the data generated through the sorting and analysis process. By examining product materiality, construction, condition, and return patterns, the pilot provided a detailed view into what customers are returning, how products perform over time, and which circular pathways may be most viable at scale.

These insights created a foundation for identifying opportunities to expand higher-value solutions across reuse and advanced recycling, while also informing how takeback programs can be optimized for both operational efficiency and customer engagement.

Our data-rich reporting equipped Target with a clearer understanding of program performance across multiple dimensions—including customer participation trends, product composition profiles, and opportunities to strengthen future circularity initiatives and broader corporate strategies.

As Target continues to advance its sustainability and circularity commitments, this collaboration has helped establish a framework for how customer engagement, operational infrastructure, and data-driven insights can work together to unlock scalable circular solutions across a national retail footprint.



Living into our values of community and impact

Our impact starts with empowering our people and living into our values. We believe that meaningful circular solutions are built by teams who are grounded in purpose, supported in their growth, and connected to the communities they serve. Our approach to People & Culture is intentional: creating space for reflection and development, investing in leadership and learning, and empowering our team to turn values into action—both within our business and beyond it.

GROUNDING IN PURPOSE

Every year, each Debrander develops a personal framework that aligns purpose with impact, self development, and connection which is then reflected upon every week. This practice encourages teammates to reflect on how their strengths contribute to Debrand’s mission, while also identifying areas for personal growth as leaders and community members. This grounding helps our team stay focused on core work while intentionally developing skills, curiosity, and leadership beyond day-to-day responsibilities.

COHESION THROUGH ALIGNMENT & LEARNING

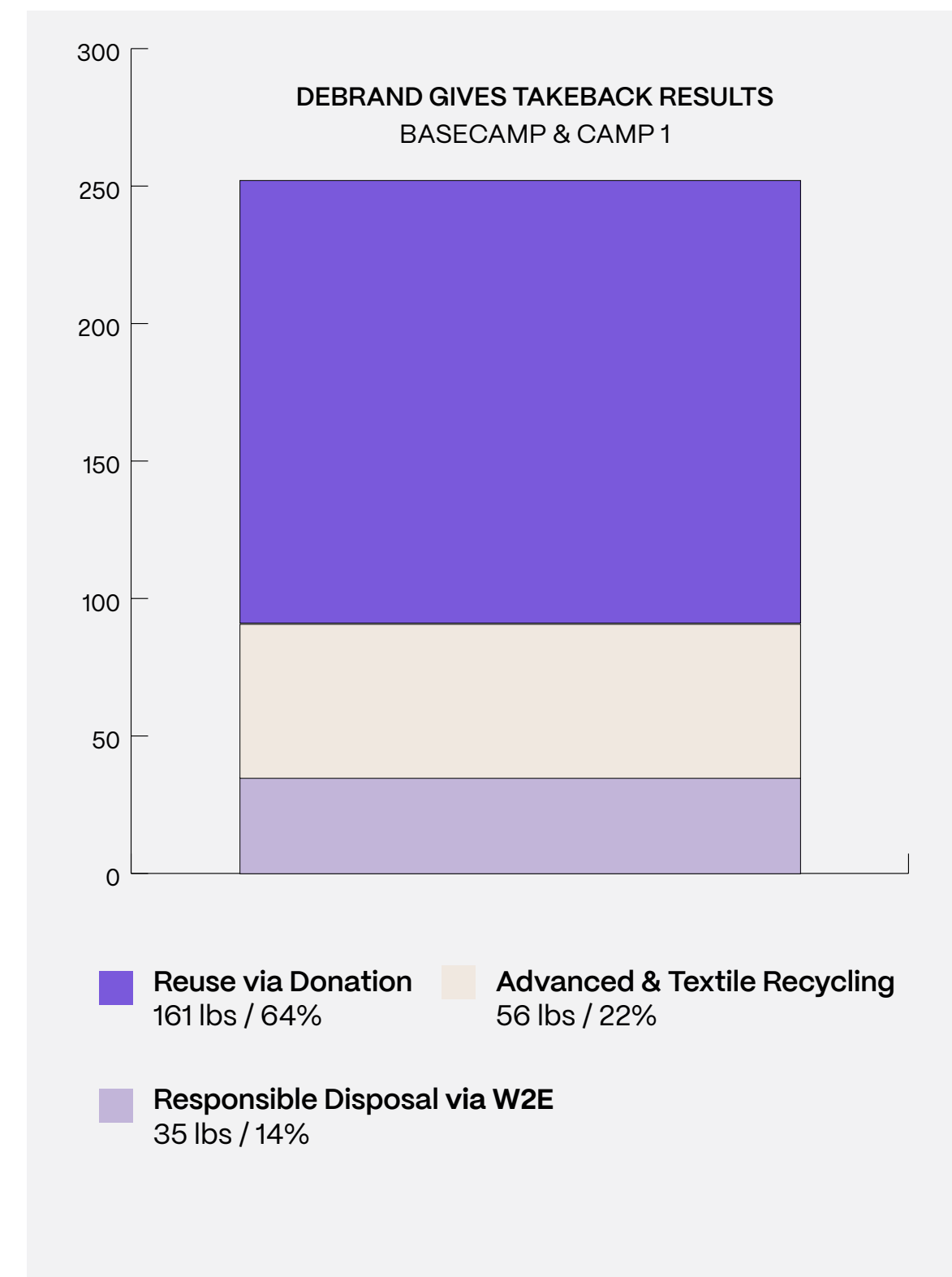
We reinforce this purpose through consistent rhythms that create clarity and momentum across the organization. Annual town halls align the team around strategy and priorities, while Quarterly Business Reviews provide space to

reflect, learn, and adjust course together. Leadership offsites allow our leaders to step back, recenter, and invest in long-term strategic thinking.

Alongside these moments of alignment, we support individual growth through professional development budgets, enabling employees to build skills that strengthen both their roles and the organization as a whole.

COMMUNITY & GIVING

Our culture extends beyond our walls. Each year, our team comes together to support causes that reflect our values: raising over \$10,000 over the last two years for Movember in support of men’s health, and continuing Debrand Gives, an employee-led internal initiative that focuses on volunteering and giving back to our local community. This year, our team launched a textile takeback and donation initiative, inviting employees at Basecamp and Camp 1 to bring in unwanted textiles from home. Our team sorted materials for Reuse, Advanced and Textile Recycling, and Responsible Disposal via Waste-to-Energy when no higher circular pathway was available. Reusable items were donated to local community organizations, extending the life of materials while meeting real community needs. Recipient organizations included Working Gear and Big Walnut Friends Who Share.



INVESTING IN THE NEXT GENERATION OF CIRCULAR LEADERS

Education is a critical component of the work we do in the industry, and this dedication extends to our post-secondary education support. For the second year, Debrand partnered with LaSalle College’s Fashion Games, supporting the program as a materials partner, training contributor, and judge. Through presentations and mentorship, we shared real-world insights into circular design and the current state of the fashion industry. The program grew significantly this year, with new partners including Fashion Revolution, the University of British Columbia, and DreamStill. This work reflects our value and commitment to local community education and to embedding circularity into the future of fashion.



FY2025 TRANSPARENCY REPORT



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In support of collective progress

Debrand has actively participated in shaping the policies, partnerships, and industry norms that enable the scaling of North America's textile circularity ecosystem for years. In FY2025, we deepened our engagement across policy development, key professional associations, and community-building initiatives to help accelerate this important and pivotal work at large.



Lina G. Londono, Debrand's VP of Sustainability and Solutions (second from right), in Washington D.C alongside members of American Circular Textiles participating in a lobbying day to inform lawmakers on circularity and supply chain resiliency.

POLICY DEVELOPMENT & ADVOCACY

Our senior leadership plays a critically active role in the framing and development of Extended Producer Responsibility (EPR) in North America by contributing practical, on-the-ground expertise to help ensure emerging regulations are both ambitious and implementable.

Through our policy advocacy, we contributed insights and technical input for California's SB707 (Responsible Textile Recovery Act)—the first textile-specific EPR law in the United States—and advanced parallel efforts for the Washington Proposal for Textile EPR. We engaged directly in stakeholder consultations, reviewed draft legislation, provided operational and systems-level feedback, and advocated for provisions that meaningfully address waste diversion, infrastructure readiness, and clear end-of-life accountability for textiles.

PROFESSIONAL ASSOCIATIONS & INDUSTRY COLLABORATIONS

We actively participate in leading industry associations and sustainability organizations to advance shared standards, coordinate collective action, and support policy-aligned solutions across the textile and apparel value chain. This work allows us to keep our finger on the pulse with the latest industry updates and evolving solution.

In FY2025, we deepened our engagement across these groups by contributing foundational insights into the systems-level changes required to advance the circularity

infrastructure in North America. Our active memberships included: Accelerating Circularity, American Apparel & Footwear Association (AAFA), American Circular Textiles, BC Apparel and Gear, Canadian Circular Textiles Consortium, Fashion Takes Action, Secondary Materials and Recycled Textiles (SMART), and Textile Exchange.

Through these partnerships, we contributed to working groups, policy discussions, and industry forums focused on textile waste reduction, traceability, circular business models, and the development of scalable end-of-life solutions. This participation enables us to align our operational experience with broader industry initiatives, influence the development of practical and effective frameworks, and anticipate regulatory and market shifts that impact our partners and the next-life programs we support.

THOUGHT LEADERSHIP & EVENTS

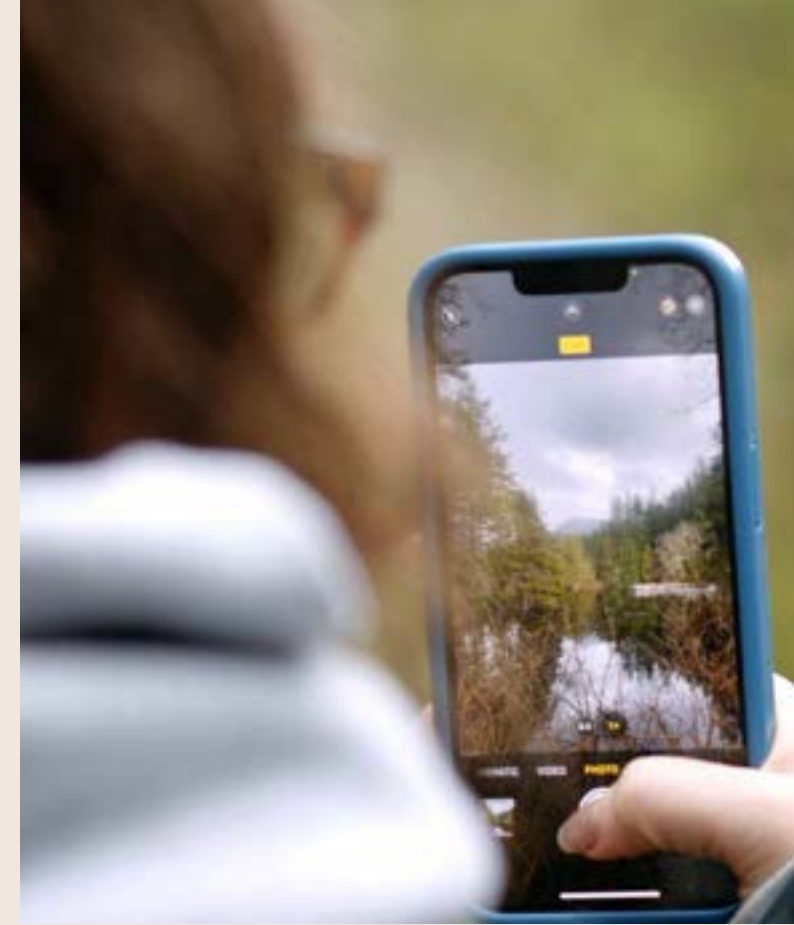
A key vehicle for sharing our expertise and on-the-grounds perspective to the broader industry is through our speaking engagements at leading industry events, including Sourcing Journal's Sustainability Summit Los Angeles, AAFA's Traceability & Sustainability Conference, Textile Exchange, the Canadian Circular Economy Summit. Whether through keynote addresses or panel discussions highlighting our partnerships and innovations in action, our thought leadership contributions continued to drive actionable insights forward to build on the textile circularity ecosystem.



Our Circular Lanyard Program in action at Sustainable Brands' SB '24 conference.

Beyond attendance, we also drove sponsorships through unique programs like our Circular Lanyard Program in collaboration with our recycling partner Eastman. Spearheaded in FY2024, our values of finding the best next life for textile products extended into the conference space where lanyards can be easily overlooked.

In FY2025, our Circular Lanyard Program supported sustainable initiatives at Sustainable Brands' SB '24 Conference, Circularity by Trellis, and Textile Exchange. We were able to drive a successful uptick in year-over-year returns by enhancing customer-facing communication around the program, ensuring high visibility of collection box design and placements, and deploying word-of-mouth strategies to help drive engagement with the program and the storytelling behind it.



Basecamp Summit

In 2025, we hosted our inaugural Basecamp Summit, a two-day invite-only immersive experience designed to enable the future of North America's circular textile ecosystem. Bringing together key leaders and decision-makers across apparel brands, solution partners, recyclers, policy advocates, and logistics providers, the Summit was built on a foundational belief that driving textile circularity requires connection, candor, and the willingness to hold space for honest conversations that don't always happen across competing stakeholders.

Through workshops, facility tours, candid roundtables, and intentional space to nurture casual conversations, attendees explored six interconnected pillars shaping progress across the ecosystem: economic viability, policy collaboration, physical infrastructure, brand and consumer engagement, supply chain logistics, and innovation. What emerged was both an alignment on shared challenges and a map of shared opportunities, surfacing misaligned incentives, underdeveloped infrastructure, and a collective desire to break the silos that have long slowed systemic progress.

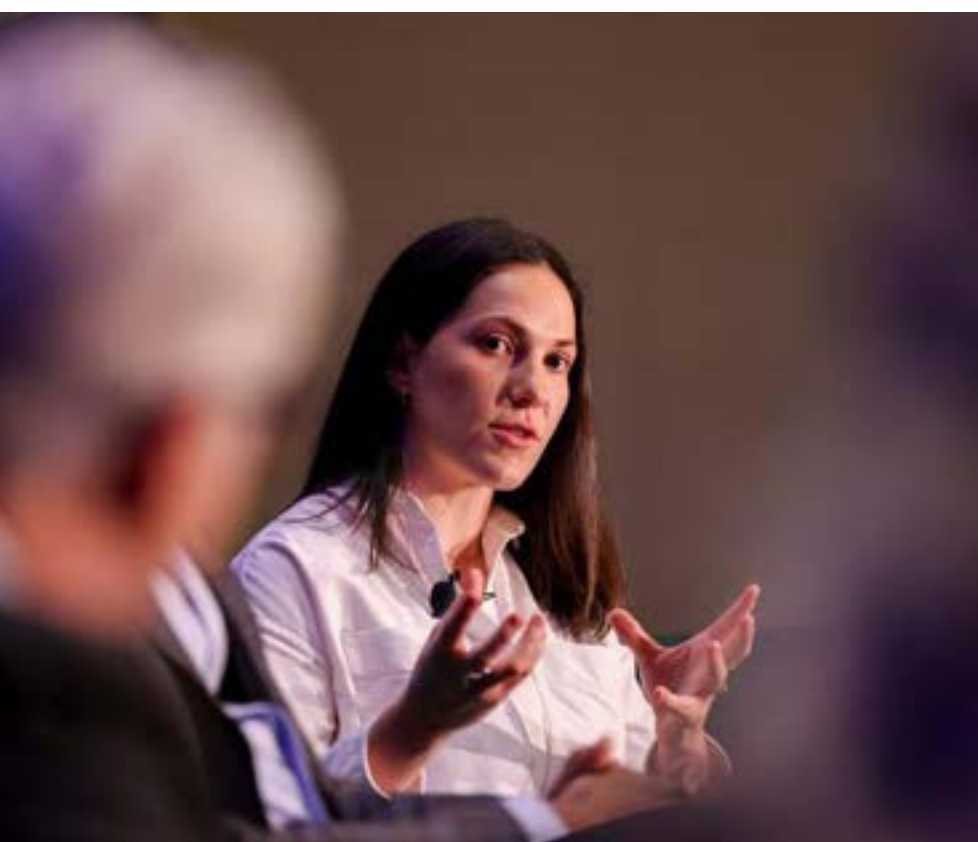
One of the most resonant insights was the importance of pre-competitive collaboration. Circularity cannot scale if players protect their piece of the puzzle rather than enabling shared progress. The path forward is not a solo climb—it's a collective effort that requires brands, recyclers, sorters, and policymakers working together transparently toward outcomes that benefit the whole ecosystem.

We closed by grounding ourselves in why this work matters. An interactive nature walk and forest bathing experience with Talaysay Tours in the mountains of North Vancouver offered perspective through the voices of Indigenous storytellers and land stewards whose reciprocal relationship with nature has always embodied the circularity we're striving to build.

For us, the Summit reflected something central to who we are. As sorters at a critical node in the reverse supply chain, convening this community was an intentional act of stewardship rooted in our core values of trust, integrity, community, and transparency. Real progress will be built through honest relationships and the courage to show up at the table together.



What we're learning and what's coming next



This past year has reinforced something we already suspected: circularity only works when it's operationalized. Ambition sets direction, but execution determines impact. That truth shows up everywhere in our work. In how we define and classify diversion pathways, in how we train and align teams, in how we choose and hold our partners accountable, and in how honestly we communicate outcomes to the brands and communities we serve. The gap between vision and reality is closed through these kinds of daily decisions that uphold integrity.

One of our clearest learnings is that definitions matter more than the industry currently treats them. Shared, precise language around reuse, recycling, repair, and recovery is not a semantic exercise—it's foundational to trust and credibility. Without it, impact claims become difficult to verify, comparisons break down, and the industry loses the coherence it needs to scale responsibly. As brands navigate growing EPR pressure with varying degrees of readiness, that lack of clarity has real consequences. Part of leadership in this space means helping shape more consistent standards while remaining transparent about where today's systems still fall short.

We've also learned that partnership quality outweighs partnership quantity, and that the right partners are defined as much by their transparency and values alignment as their operational capability. Strong impact depends on relationships built on trust and a shared commitment to continuous improvement. That standard applies equally

across our resale channels, donation networks, and the pre-competitive partnerships we're cultivating across the value chain. We're also learning how to navigate that pre-competitive space more intentionally by finding ways to collaborate with other stakeholders to collectively build a more equitable, efficient, and transparent circular economy—even where interests occasionally overlap.

Consumer education and trust is part of this equation, too. When people participate in takeback or trade-in programs, they want to know what happens to their products, and they deserve a clear answer with reliable information that tells an honest story. Closing that transparency gap is necessary for the long-term credibility of this work.

Looking ahead, the signals are encouraging but the stakes are rising. Resale is gaining real momentum. Policy and funding landscapes are shifting in ways that could meaningfully expand what's possible. The industry is growing—which is good—and that growth means the bar for doing this work with integrity is rising alongside it.

This report exists not for optics, but for action, clarity, and accountability. What matters most is the forward momentum we hope to build from it. So we'll close with a simple call: keep going, but go deeper. Be more precise. Be more collaborative. Build systems that last.

This report serves as less a record of where we are, and more a push toward what we're willing to build next. As our CEO always says: Upwards.



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Let's keep products living on
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