

patagonia works[®]

Annual Benefit Corporation Report

Fiscal Year 2018
May 1, 2017 - April 30, 2018



Introduction

Patagonia Works ("Patagonia") is an outdoor apparel company with a 40-year history of environmental conservation and activism. In 2018, we changed our mission statement to amplify this directive: "We're in business to save our home planet." Patagonia became a registered benefit corporation in 2012, on the first day we were legally able to do so in the state of California. In doing so, Patagonia and our subsidiaries, Patagonia, Inc., Great Pacific Iron Works, Patagonia Provisions and Fletcher Chouinard Designs, adopted six specific benefit purpose commitments (which you'll find listed and described within) that govern our operations at the most fundamental level. This report shares the work we've done during our fiscal year 2018 (May 1, 2017 - April 30, 2018) to advance public benefit and implement our specific benefit purposes.



1% for the Planet[®]

Each year, we commit one percent (1%) of our annual net revenues to support nonprofit charitable organizations that promote environmental conservation and sustainability.

1% for the Planet®

A nonprofit we co-founded in 2002 that commits Patagonia to donating 1% of net revenues in cash and in-kind support every year, primarily to grassroots environmental nonprofits.

\$104 Million

Dollars (and dollar value of other forms of assistance) given to support environmental work since we started our tithing program in 1985.

1,210

Grants funded in FY18 to 1,082 organizations.

550

Employees who are actively involved in grant-making and advocacy, and deciding which environmental organizations to support.

\$2.8 Million

In grants made to 153 organizations working to fight climate change and promote a future in sustainable energy.

\$2.6 Million

Grants made to support the fight to protect and preserve public lands in FY18.

Highlights

Patagonia Action Works

For almost 40 years, Patagonia has supported grassroots activists working to find solutions to the environmental crisis. But in this time of unprecedented threats, it's often hard to know the best way to get involved. That's why we've connected our 2.3 million-member community network with our environmental grantees, to act on the most pressing issues facing the world today. On February 7, 2018, we launched Patagonia Action Works, a new digital platform that meaningfully connects our customers and community to the grassroots environmental groups we support to learn more about local environmental issues and how to get involved with events, petitions, fundraising and volunteering time and skills. Specifically, Patagonia Action Works allows people to find environmental nonprofits based on issue and location. Patagonia Action Works features 954 grantees around the world.

Protecting Our Public Lands in Court

Many of the groups who have received Patagonia's support over the past 40 years have worked to protect threatened wild places and special public landscapes in their local communities by fighting to achieve national monument designation. Now, together, we've taken that fight to the courts. On December 4, 2017, President Trump issued an executive order purporting to reduce Bears Ears National Monument by 85% and Grand Staircase-Escalante National Monument by more than half. In response, Patagonia, along with a coalition of grassroots groups including Utah Diné Bikéyah, Friends of Cedar Mesa, Conservation Lands Foundation, Archaeology Southwest, National Trust for Historic Preservation, Society of Vertebrate Paleontology and The Access Fund filed a lawsuit in the D.C. District Court challenging the president's illegal action based on a simple premise: The Antiquities Act of 1906 grants the president the authority to create national monuments but not to reduce or rescind them. We are proud to stand alongside conservation groups and Native American tribes that have come together on this issue, and will use all the tools at our disposal to help protect and preserve these sacred places.

National Parks in Patagonia

January 29, 2018 was a historic day for conservation, when Chilean president Michelle Bachelet signed decrees creating Pumalín National Park – Douglas R. Tompkins and

Patagonia National Park, solidifying the donation pledge that Kris Tompkins, Patagonia's former CEO, and her late husband, Doug Tompkins, signed in March 2017. These lands, along with the infrastructure envisioned and created by Kris and Doug, have been formally accepted by Chile's National Park Service and will be protected in perpetuity for generations to come. This effort took decades of work and many partners, and is considered the largest donation of private land to a government in history. The one million acres given by Tompkins Conservation, combined with nine million acres of federal land donated by the government, expands Chile's national parklands by 10 million acres, a 38.5% increase. Patagonia is proud to have been part of the effort, contributing more than \$560,217 to Tompkins Conservation over the years and many hours of employee volunteer time, working to help establish and maintain the infrastructure that now supports the Pumalín National Park – Douglas R. Tompkins.

Challenges

Can (and Should) We Do More?

On the day after Thanksgiving in 2016, Patagonia decided to give away 100% of our Black Friday sales to environmental nonprofits, which brought in an additional \$10 million in grant-making funds—on top of our 1% annual giving. This allowed us to expand the size and scope of our environmental donations over a two-year period. We continue to ask ourselves, can and should we do more?*

Activism Can Be Polarizing—and Litigation Always Is

Patagonia has been fighting to help save the planet since the company was formed in 1973, but until this year, only outside of the courts. While activism is part of the company's ethos, litigation is not. This comes as no surprise to anyone who's read our founder Yvon Chouinard's book, which starts with the lines: "I've been a businessman for almost fifty years. It's as difficult for me to say those words as it is for someone to admit being an alcoholic or a lawyer." Even so, it was never a question whether Patagonia should engage in its first major lawsuit, even when that took the form of suing the president of the United States. Many will say we should stay out of politics and stick to making clothes, but since our mission is to save our home planet, we intend to use every new means we can, even if it drives some customers away (and attracts a lot of lawyers).

*In December 2018, we pledged to give away \$10 million of the savings we'll see from the President's irresponsible tax cuts.



Build the Best Product With No Unnecessary Harm

We endeavor to build the best products, while causing no unnecessary harm to the planet or its inhabitants by:

(i) designing and fabricating the highest quality products as defined by durability, multifunctionalism and non-obsolescence; (ii) designing and fabricating products that are easily repaired and made from materials that can be reused or recycled;

(iii) designing and fabricating products with minimal impacts throughout the supply chain—including resource extraction, manufacturing and transportation—on water use, water quality, energy use, greenhouse gas emissions, chemical use, toxicity and waste; and (iv) partnering with customers to take mutual responsibility for the life cycle of our products, including repair, reuse and recycling.

9.14

Average quality score on a 1-10 scale (10 being best), against our internal Patagonia Design Quality Attributes rating system for the 224 new and redesigned products in our Spring '19 product line, compared to 8.77 in the same season last year. This rating process serves as a way to push our design teams to improve the overall quality, performance and environmental/social responsibility of our products.

0.36%

Quality returns in 2018 as a percent of sales, the same rate as FY17. Returns due to fit were 1.63% as a percent of sales, down from 1.85% in FY17.

42,000

Number of apparel workers who have earned a Fair Trade premium for their labor and/or received improved benefits from Patagonia's participation in the Fair Trade USA program, up from 26,000 in FY17.

90%

Of our Tier 1 finished-goods suppliers trained through our grievance system program to build effective and trustworthy two-way communication channels.

92%

Of materials used in our products are dyed and finished at facilities managed under our Chemical and Environmental Impacts Program.

52%

Fabrics by weight that are made from recycled (31%) or renewable (21%) sources.

40+

Patagonia product care and repair guides, in six languages, available on our WornWear.com website.

100,288

Garments repaired globally through our Reno repair center, and through our Worn Wear tours and events.

72

Repair centers located in Patagonia stores all over the world that repair clothing for free or for a nominal charge.

6,797

Pounds of Patagonia product we recycled this year.

Patagonia Material and Worn Wear Numbers for FY18

MATERIAL SOURCES

	2016	2017	2018
Virgin petroleum-based products (POLYESTER/NYLON)	54%	51%	49%
Recycled materials	26%	29%	35%
Cotton and other plant-based materials	18%	19%	15%
Wool and other animal products	2%	1%	1%

WORN WEAR FISCAL YEAR ENDED APRIL 30

	2016	2017	2018
Number of garments repaired in Reno	44,000	50,295	54,833
Total cost of Reno Repairs Dept. (USD)	\$2.2M	\$2.92M	\$3.06M
Number of Patagonia items recycled (IN UNITS)	13,902	17,272	6,797*
Worn Wear Tour attendance (US + EUROPE)	9,920	90,085	84,235
Number of used items traded in (US RETAIL)	1,392	2,622	85,627

*We are now able to repair and resell many more garments through WornWear.com rather than recycle them.

Highlights

ReCircle Collection

In spring of 2018 we launched our ReCircle collection using REFIBRA™ lyocell fibers that are made out of 80% wood pulp and 20% recycled cotton scraps. The collection was designed with simplicity in mind and, as always, with an eye toward minimizing the overall footprint of our products.

Recycled Baggies

This year we converted one of our most iconic and widely worn products, our Baggies™ shorts, to an outer shell made with 92% recycled nylon. In doing so, we reduced water used in the production of the garment by 52% and CO₂ emissions generated by 18%.

Patagonia Provisions Mussels

Patagonia Provisions introduced yearling mussels to its product line, harvested from the Galician coast in Spain and grown according to the European Union's organic aquaculture standards. Patagonia Provisions identified this particular source of high-quality protein and iron as a perfect addition to the line both because the Galician coast is one of the first places to implement an organic certification for mussel aquaculture, and because mussels are native to the region—which means cultivation there doesn't involve introducing an invasive species.

Challenges

A Growing Business

Over the past years, our business has been on a healthy growth trajectory, proving the theory that operating as a responsible company with a focus on delivering benefit for people and the planet can also benefit the bottom line. At the same time, even with a constant focus on decreasing our per-unit footprint, the sheer growth in products sold drives an overall increase in our total footprint year-over-year. Most of the impact comes from the materials we use in our products, yet even as we continue to replace virgin materials with recycled or natural materials, the overall CO₂ emissions continue to grow. Our primary goal when it comes to product innovation—from design to production—is to reduce the overall negative impact making our products has on the planet even as sales expand—and even start to work toward having a positive impact.

Conflicts Between Performance and Environmental and Social Responsibility

Our top priority when designing and building products is to make durable, quality products that deliver maximum performance. We believe that quality is the most important attribute of a product, because the longer it's used the less resources it takes to replace it. At times, prioritizing quality comes at a cost to the planet, but we examine all sides along the way in our pursuit to build the best product causing the least amount of harm. We also work to implement supportive working conditions in our supply chain, but sometimes the most technically adept suppliers may not have the highest social responsibility standards. Our philosophy when it comes to managing these conflicts is to always work toward continuous improvement.



Conduct Operations Causing No Unnecessary Harm

We will conduct our operations in a manner causing no unnecessary harm by continually seeking to reduce the environmental footprint and impact of our operations in water use, water quality, energy use, greenhouse gas emissions, chemical use, toxicity and waste.

13,118,003

kWh of solar energy put on the grid through our solar fund this year.

1,200

Pounds of waste sorted at our Ventura campus to analyze our waste stream in a path to becoming a zero-waste company.

94%

Reduction in CO₂ emissions this year in the U.S.-to-Europe portion of our product shipping due to improved logistics operations.

951,482

Single occupant vehicle trip miles averted through our employee Drive-Less Program, an 11% increase from FY17.

0

Waste generated at our Pittsburgh store opening.

58

Patagonia stores that completed an environmental-impact assessment addressing their use of energy, water and waste, up from 32 in FY17.

ELECTRICITY USE
(KWH)

	FY17	FY18
North America	5,498,075	5,500,624
Japan	1,167,189	1,275,256
Australia	135,565	142,343
South Korea	166,258	174,571
Europe	557,190	622,205
South America	88,054	92,457
TOTAL	7,612,331	7,807,456

SCOPE 1 & SCOPE 2 EMISSIONS
(TONNES CO₂E)

	FY17	FY18
	2,838	2,738
	712	726
	135	139
	89	90
	190	211
	38	37
	4,002	3,942

Highlights

Implementing Our Preferable Purchasing Principles

Over the past year, we have implemented a number of principles which guide our internal purchasing practices for vendors providing the goods and services we need to support our business (outside of those making our products). These principles cover general purchases throughout our operations and provide a framework for evaluating vendors on more than just their price. All new contracts are now vetted through this criteria, institutionalizing the guidelines across the company as a way to work to reduce the harm caused through our business.

Waste Audits

We are working toward becoming a zero-waste-to-landfill organization in our owned and operated facilities. The first step toward achieving this goal is to know what is in our waste stream and answer questions that give us a better understanding: What are the sources of trash, recycling and compost in our bins? Are we properly sorting items? What are the big (and small) operational changes we can make to reduce the amount of material we send to the landfill? This year we performed waste audits at our Ventura headquarters and Reno distribution center to help us dig a little deeper into our waste profile. We sorted trash, interviewed different teams, and looked at our operations and purchasing. We are now making more strategic changes to our own behaviors and practices to reduce our waste generation, with the goal of becoming a zero-waste-to-landfill organization.

Retail Zero Waste Week

This year all of our U.S. and Australian (and a few of our Japanese) retail stores have participated in a company-wide initiative we call Zero Waste Week. The goal of the initiative is to highlight ways employees can reduce their waste footprint both in the store and in their personal lives. Through setting up different challenges, trainings and events, our stores are making strides at becoming zero-waste-to-landfill hubs in their communities.

Challenges

Gathering Accurate Data

Gathering accurate data on our use of resources continues to be a challenge. Measuring energy and water use at our own facilities is easy, but coming up with reliable waste data is much harder. Many locations share waste containers, or waste haulers only report the number of bins collected, not their weight or volume. We have been working on developing methodologies to measure our waste footprint at our headquarters, distribution center and retail stores. We continually find ways to refine this data and, more importantly, things we can do to reduce our impact on the environment.

Generating Renewable Energy

We are moving toward having 100% of the electricity used in our owned and operated footprint be covered by renewable energy by the end of 2020 (and becoming carbon neutral throughout our supply chain by 2025). By increasing operational efficiencies we are reducing our overall demand, but that doesn't get us far enough. Space and ownership constraints prevent us from installing renewable energy generation at many of our owned and/or operated facilities, especially our retail stores. We are looking to expand our on-site renewable investments and currently have solar arrays at our headquarters in Ventura, CA; our distribution center in Reno, NV; and at our Australian headquarters and store in Torquay. To cover the remaining electricity not met by these on-site arrays, we are investing in off-site projects such as a residential solar fund where we put more than 2,500 solar arrays on houses across the U.S.



Sharing Best Practices with Other Companies

In support of our commitment to “use business to inspire and implement solutions to the environmental crisis,” we will share proprietary information and best practices with other businesses, including direct competitors, when the board of directors determines that doing so may produce a material positive impact on the environment.

February 2018

Patagonia held its first Regenerative Organic Fiber Summit with the head of the Textile Exchange, a non-governmental organization focused on sustainable fibers, which Patagonia was a founding member of when we began our journey to use organic cotton. The summit brought together our cotton suppliers from all over the world, from India to Texas, resulting in exciting commitments from suppliers who see the future of agriculture is about regenerating the planet, not degrading it.

72

Speaking engagements—at which Patagonia employees shared information related to our culture, mission and operations—at universities, sustainability/eco-fashion events, outdoor industry gatherings, fabric/textile conferences, HR conferences and others.

2,345

Free community events we hosted at our 34 North American stores, including films, community activism, yoga classes, bike rides and environmental presentations.

82,088

Workers in 44 of our supplier factories trained in comprehensive fire safety.

44

Patagonia employees who serve on boards or in advisory roles across 50 organizations, helping to guide, support and influence the apparel industry and academic and environmental institutions.

75

South Korean businesses that convened with Patagonia Korea to discuss responsible business practices.

Highlights

Regenerative Organic Certification

In 2012, we started Patagonia Provisions, a food company focused on products sourced in innovative ways that benefit and regenerate the planet. The more we learn about food, the more encouraged we are about the potential of agriculture to sequester carbon and produce a positive impact on the environment, through regenerative practices. Alongside Dr. Bronner's, Rodale Institute and a number of leaders in the organic industry, we developed a Regenerative Organic Certification. Regenerative organic agriculture can rebuild topsoil, reduce pollution from chemicals and sequester the carbon that causes climate change—all at the same time. In March, 2018, we unveiled the new Regenerative Organic Certification at Expo West—the largest natural and organic food show in the U.S., with 80,000 people in attendance—and met with the brands who have committed to pilot the program with us. The Regenerative Organic Certification brings together what we believe is the best science on regenerative practices with the best practices for social fairness and animal compassion. It is a direct result of cooperation between change-makers, brands, farmers, ranchers, nonprofits, regulators and scientists.

Guides for Going B

In an effort to share lessons learned and the information we've gathered from our own experience and that of other B Corps, Patagonia—in conjunction with the Yale Center for Business and the Environment, the Yale Environmental Law Association, Vermont Law School and Caprock—sponsored the following three guides: *An Entrepreneur's Guide to Certified B Corporations and Benefit Corporations*; *Just Good Business: An Investor's Guide to B Corps*; and *A Legislative Guide to Benefit Corporations*. These are part manifesto for the B movement and part users' guides for three separate constituencies: entrepreneurs deciding whether and when to go B; impact investors seeking a new specialty; and legislators in states and nations that have yet to pass a benefit corporation law. These are a great way to gain a better understanding of what it is to be(come) B.

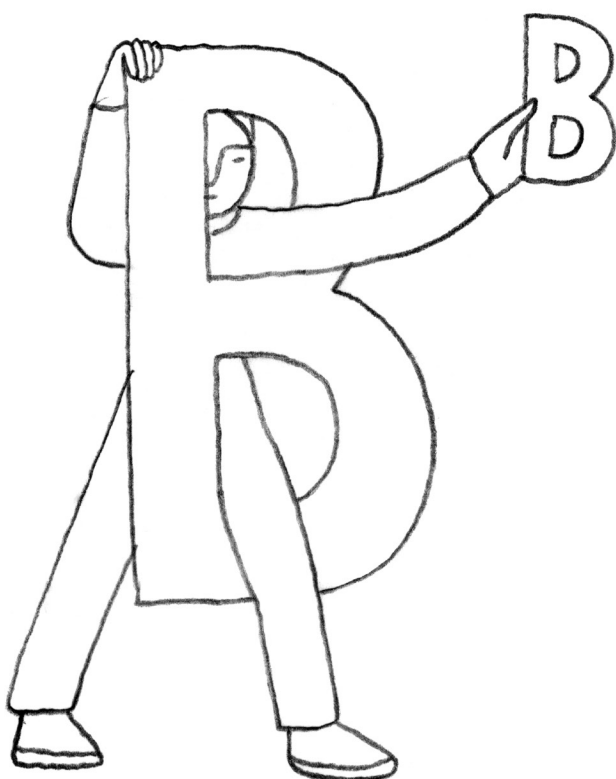
Challenges

The High Cost of "Doing the Right Thing"

We know there is a significant financial commitment required in making the transition from commodity agriculture to organic and even regenerative organic agricultural practices. We saw that in our transition in 1996 from conventional to organic cotton and know we'll face it now in moving to regenerative organic agriculture practices in our food and fiber supply chains. And it will be a long road—transitioning from conventional farming to regenerative organic farming can take years. We're committed to achieving the benefits we know we'll see from the adoption of a new, high bar for agriculture focused on enriching the soil and animal and social welfare. Long-term payoff for people and the planet far outweighs the short-term financial risk and investment we might face along the way.

Developing Standards for Adoption

"If you want to go fast, go alone. If you want to go far, go together." In the hope of effecting widespread change, we devote substantial financial and staffing resources to develop, implement and publicize environmental and social standards. But working alone to develop more stringent standards, versus working collectively, has its costs. Learning from previous work and based on slow adoption rates of standards we've developed on our own, we led a collaborative movement last year, along with Rodale Institute and Dr. Bronner's, to create a regenerative organic agriculture certification. We have since helped establish the Regenerative Organic Alliance, a nonprofit organization that will own and administer the certification. Multi-stakeholder initiatives are challenging, but there is great promise that the Regenerative Organic Certification (ROC) will create a long-lasting solution to help solve the climate crisis, and offer solutions for our broken food system.



Transparency

We will provide information through our website and print catalogs that describe the environmental impact of representative items across our different product lines, based on the best science and data practicably available.

15

Years since we first posted a list of the factories we work in worldwide, which remains a leading practice in our industry.

51

Posts or position papers—a 31% increase from the previous year—we produced addressing various issues, including protecting public lands, the climate crisis, regenerative organic agriculture, responsible business practices, fair wages, durable water repellent, microfiber pollution, why we manufacture our products all over the world and others.

108

Teams of university students—a 59% increase from the previous year—who participated in the 3rd Annual Patagonia Case Competition to solve for our company how to achieve carbon neutrality across our businesses value chain.

Highlights

Patagonia–UC Berkeley–Haas School of Business Case Competition

In the third year of our case competition, graduate students from across the U.S. tackled the interconnected business and sustainability aspects of a current, real-life issue facing Patagonia. Past cases have addressed the quality and environmental concerns of durable water repellent and how to accelerate the adoption of regenerative agricultural practices. This year, students examined how Patagonia can reach carbon neutrality across its entire value chain, covering scope 1, 2 and 3 emissions by 2025. The case competition allows Patagonia a productive and meaningful way to provide increased transparency into how the business operates, while receiving actionable solutions from the students.

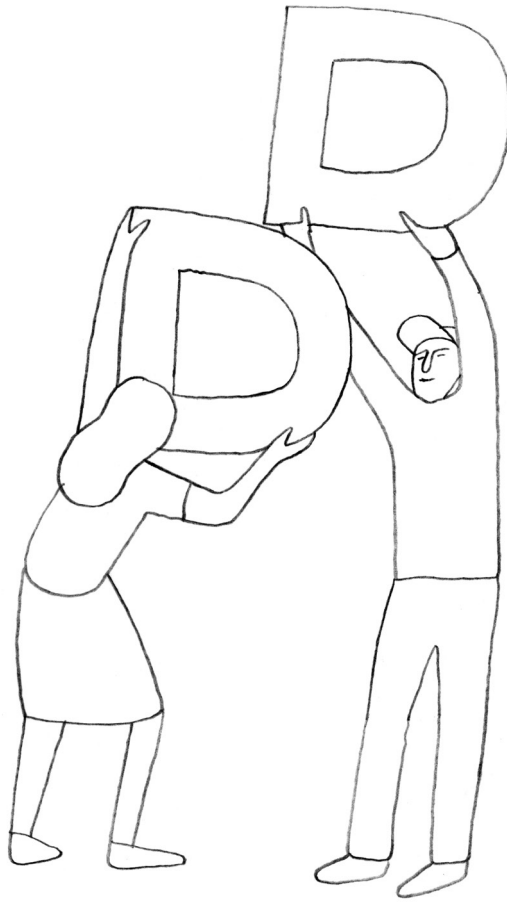
Challenges

Full Transparency Isn't Yet Possible

When we started The Footprint Chronicles®, our goal was to show every step of the entire supply chain for all of our products. Our supply chain is deep, complicated and changing. We work to build strong relationships. Many suppliers enjoy being listed and featured on The Footprint Chronicles but some suppliers would prefer to remain private due to various concerns. We have to respect those requests and aren't able to share all supplier locations. We will never know what is going on everywhere at every moment. So, we audit our suppliers regularly and share key findings along the way.

Opening Ourselves Up to Criticism

We work to be openly transparent about our business with our customers, nongovernmental organizations and other stakeholders, because we believe they deserve to know where and how our products are made—the good, the bad and the ugly. We often focus on issues that are not unique to Patagonia but affect the industry, such as dealing with microfiber pollution or excessive fees for migrant workers. We often call out problems before we have a good solution. This can open us up to criticism. And with so much information available in so many formats, it can be a challenge just to keep up.



Providing a Supportive Work Environment

We will endeavor to provide a supportive work environment and high-quality healthcare through measures including, but not limited to, providing on-site day care at our corporate headquarters or subsidized child care at our other facilities.

\$0

Amount full- and part-time Patagonia employees pay for health insurance premiums, beginning the first day of work with no waiting period.

100

Percent of Patagonia moms who took their maternity leave and returned to work (compared to the national average of 64%), thanks to on-site day care and other family forward practices.

\$400,000

Savings to the company attributable to post-maternity retention rates in the U.S. in FY18.

56%

Of our parents in the U.S. who took parental leave in FY18 were dads.

1

Patagonia female CEO, Rose Marcario. (Fewer than 5% of U.S. companies are led by a woman.)

47%

Of Patagonia executives are female, compared with the national average of 27%.

50%

Of Patagonia board members are female, compared with the national average of 20%.

22

Annual turnover percentage in Patagonia retail compared to the national average of 32%, with 6% in our corporate headquarters compared to a national average of 10%.

31.7

Average total hours spent by each employee who participated in an environmental internship this fiscal year (fully paid leave of up to two months to work for a nonprofit environmental organization). 547 employees participated in the program, totaling 17,316 employee hours volunteered.

23

Three-day weekends Patagonia employees in Ventura enjoy each year through a 9/80 work schedule, providing more time to get outdoors with family and friends and take care of the things that need to get done in life.

Patagonia Child Care-Related Benefits in FY18

145

Children age 8 weeks through 9 years enrolled at our two Patagonia on-site child care centers in Ventura, California, and Reno, Nevada.

47

Teachers employed by Patagonia.

13

Number of classrooms.

72

Number of caregiver days spent on the road caring for babies traveling with their parents for work.

31,705

Square feet of outdoor learning space.

\$118,742

Subsidies provided for Patagonia child-care programs.

\$170,629

Total of stipends paid globally for child care (to employees who don't have access to Patagonia child care).

Highlights

Employee Disaster Support

Patagonia supports its employees in good times and in bad. That was tested in FY18 as one of the worst wildfires in California history hit Ventura, California, home of our U.S. headquarters, and surrounding areas, followed by catastrophic mudslides that together caused the destruction of more than 1,035 structures and the loss of 23 lives. Employee support provided by Patagonia during the Thomas Fire (December 2017) and the Montecito mudslides (January 2018) totaled \$2.3 million and included things like reimbursement of lodging costs for those displaced from their homes, continued pay for all employees when the office was closed or inaccessible, reimbursement of child care costs and even support for the purchase of dozens of air filters. These disasters prompted work currently underway to establish an employee support charitable foundation to help current and past Patagonia employees in need and during a crisis.

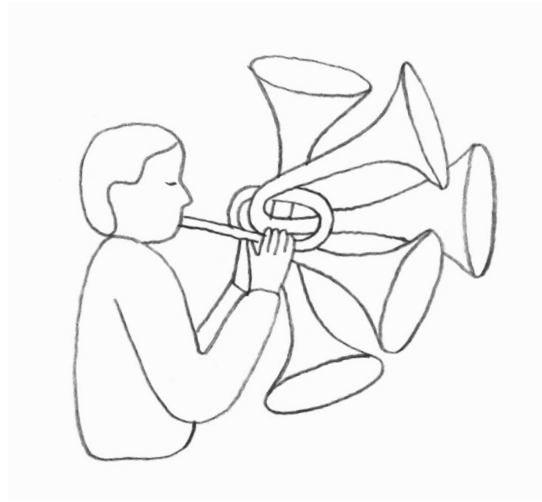
Getting Kids Outside

Patagonia believes that connecting kids to the outdoors, early, is one of the most important things we can do to advance the long-term health of the planet, so the children enrolled in our on-site child care spend a lot of time outside every day. With 31,705 square feet of outdoor learning space, our yards provide natural environments for classroom activities that foster all types of play, as well as practical routines like eating and napping. Infants, toddlers and preschoolers spend their days crawling, climbing, building and creating while their parents are at work. Being outside is in our DNA and research confirms that children who spend time outdoors are happier and healthier because of lasting relationships with both nature and community. We join forces with networks across the nation working to fight the trend to move childhood indoors and will continue to find more, measurable ways to expand our influence and inspire other companies and schools to promote the benefits of kids being outdoors.

Challenges

Rising Housing Costs

Despite the fact that Patagonia pays 100% of our regular employees at or above a living wage, it's becoming increasingly challenging for employees to find affordable housing in our two main locations—Ventura and Reno—due to skyrocketing housing costs. We're working on creative solutions for employees and are in the early stages of forming a housing initiative with the idea of providing home loan assistance (down payment help), short-term housing (e.g., dorm-style housing for new hires) and subsidized housing. This, together with creating partnerships with local municipalities to push for stronger rent control measures and more affordable housing, is a goal for FY19.



In Closing

Patagonia is a Certified B Corp, which means that our company's overall environmental and social performance is measured and independently verified by third-party B Lab. To be a Certified B Corp, a company must score a minimum of 80 out of 200 points on B Lab's Impact Assessment. We chose B Lab for the third-party verification required under the California Benefit Corporation statute because we believe their experience certifying hundreds of companies and their social and environmental performance standards are the most comprehensive and aspirational available. Our latest score was 152, up from 116 the previous assessment.

By the Numbers

A snapshot across our six benefit purposes.

\$104 Million

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