

SOCIAL REPORT 2012



Everybody wants to look good.





As a company, we take our **social responsibility** seriously and view it as an important part of our corporate policy. Our philosophy is to provide our customers with stylish, quality garments at an affordable price. We want to present the latest trends that have been designed to make our customers happy and not just by how they look but the responsible way in which they were made.

Maintaining social standards in the countries of production has already been governed for years by a "Code of Conduct" for Takko Fashion's manufacturers and suppliers, guaranteeing that all of our partners act as fairly, honestly and responsibly as possible in all their business dealings.

In an attempt to fully embrace our company claim, we joined the Fair Wear Foundation in November 2011 - in addition to the measures that had been implemented internally several years before. We are looking to take a joint approach towards fulfilling our social responsibilities; the effort involved viewed as a long-term process of continuous development.

We are convinced that this collaboration with the Fair Wear Foundation is an important step for our company, which will help us anchor our corporate values in all business areas over the long term.

Management at Takko Holding GmbH



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Portrait of Takko Fashion

3.1 History of Takko Fashion

1982: Helmut Kohl is elected Chancellor of West Germany, pop singer Nicole takes first place at the Eurovision Song Contest, Italy wins the World Cup and value fashion retailer Takko Fashion, back then known as Modea, opens up just outside Münster.

30 years on, the company has become one of the leading fashion chains with almost 1,800 stores in Germany and the rest of Europe. Boasting the latest styles, presenting a pleasant shopping atmosphere and promising low prices, the company has established itself as a "value fashion retailer".

A decisive step in the successful development of the company was its decision to expand abroad. By 2000, the first branches had already opened in Austria; further stores opened in the Netherlands and the Czech Republic in 2003. Primarily Central and Eastern Europe developed to become important markets for the company in the years that followed. Today, Takko Fashion is represented with its own stores in Belgium, Slovakia, Hungary, Romania, Poland, Switzerland, Slovenia, Estonia, Croatia, Lithuania, Serbia and Italy.



A further milestone in the history of the company was marked with the relaunch of the store portfolio and the brand launch in 2009: Signalling the new generation of Takko Fashion, the stores were modernised and a new logo developed, one which reflected a contemporary take on modern fashion.

One vision is gradually becoming reality: Takko Fashion as Europe's "best fashion deal".



3.2 Positioning of Takko Fashion

The market views Takko Fashion as a family-friendly value fashion retailer, one which not only boasts low prices but also fashionable and on-trend styles, as well as inviting and modern stores.

The main reason for the successful rise of Takko Fashion alongside the leading fashion stores in Europe lies in its ability to recognise market opportunities early on and to implement these to the benefit of the customer. Takko Fashion observes and analyses customer requirements in order to act promptly.

The company has invested a lot of time and effort into entering a number of new markets, continuing to improve the company image through ongoing investment in shop design and the product range.

Simple, unbureaucratic and results-oriented: this sums up Takko Fashion, as well as the past 30 years of its existence. The company has thus managed to adapt and change to the latest requirements, without losing sight of what is important: an enthusiasm for fashion and the customers who wear it.





Positioning of Takko Fashion



Corporate responsibility in procurement

4.1 Development

Before the restructuring of procurement

Fashion did not have its own procurement structure when first starting out, but instead collaborated solely with importers. The company decided to take a different direction from 2004 onwards however and to verticalize procurement, as the previous process had not been without difficulty: on the one hand, this approach influenced the economic success of the company, on the other, there was a lack of transparency between the procurement countries, i.e. the manufacturers. Takko Fashion had thus been unable to make any worthwhile impact on this area to date.

Phase of procurement restructuring

2005:

The year 2005 thus represented a new start for Takko Holding GmbH in relation to procurement. The process of the company's verticalization was started, the corresponding structures created and implemented.



2006:

By the end of 2005/start of 2006, 41% of the merchandise was being sourced by the company itself.

2007:

At the start of 2007, the percentage of merchandise being imported by the company was almost 70%. This increase, coupled with the direct responsibility that came with it, called for a rethink when it came to supplier requirements.

Over the course of this measure, Takko Fashion became a member of the Association of Non-Food Importers in 2007 (ANFI). Based on the ANFI code of conduct for suppliers and manufacturers, Takko Fashion developed its own "Code of Conduct".



The code was developed in agreement with the ILO standards.

Central points of the Takko Fashion Code of Conduct include:

- No child labour
- No forced labour
- No punishment or harassment
- No discrimination
- Freedom of association
- Health and safety
- Salary and working hours
- Environmental protection
- Other laws

2008:

At the start of 2008, the company was already importing 90% of its merchandise itself.

The "Code of Conduct" was introduced to the suppliers in India. The first internal auditing teams were also set up during this time. The first factories were checked to see that they met the requirements of the "Code of Conduct".

Measures for implementing the "Code of Conduct" in India were extended to Bangladesh and the first "Social Complaints Audit & Monitoring Manual" was created. By the end of the 2008/09 business year (end of April 2009), the company was importing 95% of the merchandise itself.

2009:

In 2009, the "Code of Conduct" was finally implemented in China. It was to be monitored in collaboration with the TÜV Rheinland inspection agency and the first TÜV audits took place on site.

After the restructuring of procurement

2010:

Takko Fashion decided to press ahead with the procurement changes in Asia and the corresponding challenges in terms of auditing and monitoring using an external partner.

Investigations were carried out to see which organisations in Europe could offer their services as CSR partner.

The next step was to determine which of these organisations was best suited to Takko Fashion. What resulted from this search was the initial contact with the Fair Wear Foundation.

On 01.10.2011, Takko Fashion finally joined the Fair Wear Foundation.



What did Takko Fashion achieve during its first year of

membership with the Fair Wear Foundation?

- Following specific training regarding the Fair Wear Foundation, further improvements were made to the auditing and verification procedures carried out by the Takko Fashion auditing teams in India and Bangladesh.
- Integration of the production facilities into the company's own DP (data management system) was optimised, as was the corresponding interpretability.
- In 2012, a total of 190 audits were carried out at production sites in Bangladesh, India and China (these were also accompanied by follow-up checks in the factories).
- The internal flow of information regarding FWF membership within the Takko Fashion Sourcing department was established and expanded. Information events for new Sourcing employees has become an integral part of the initial training period.

4.2 Claim

What is Takko Fashion still looking to achieve?

The following objectives have been derived from the requirements of the Fair Wear Foundation and Takko Fashion's own procurement standards:

- Takko Fashion will strive to achieve maximum transparency at all the company's production locations.
- Takko Fashion will further expand relations with all suppliers.
- Takko Fashion will gradually improve the working conditions of employees at every single supplier.

• Takko Fashion will further develop the necessary expertise within its own organisation required to optimally support and promote the necessary processes.

4.3 Objectives

Which objectives has Takko Fashion set itself in the medium-term?

- By the end of 2013, the international organisations should be in a position to allow Takko Fashion to professionally carry out the necessary audits without needing any external support.
- By the end of 2014, 90% of the purchased volume should come from factories involved in the auditing process.



5 The search for a partner

Why did Takko Fashion decide to join the Fair Wear Foundation?

In its "Code of Conduct", Takko Fashion undertakes to maintain the highest standard of quality in every aspect of its business and in every part of the world in which it is involved. This includes the ethical and responsible management of all businesses, respecting the rights of all individuals, as well as respecting the environment.

Together with the values adhered to by Takko Fashion, the same responsibility is expected from all manufacturers with whom the company collaborates in terms of maintaining the utmost fairness, honesty and responsibility in all business operations.

In order to ensure these values are maintained, internal audits were carried out before entering the Fair Wear Foundation. Implementation of the Takko Fashion standards in the supplier businesses is an ongoing process.

In order to further optimise monitoring procedures, a strong partner was required, one that could support this aim over the long term.

The search for a suitable partner was based on the following criteria, among others:

Takko Fashion was looking for an independent and credible partner.

The FWF is a multi-stakeholder initiative that meets this requirement.

Takko Fashion is concerned with steadily improving working conditions in the factories over the long term as part of a gradual and continuous process. This process supports our attempts to develop and cement long-term business relations, and it also corresponds with the philosophy of the FWF.

After extensively researching alternative partners and options, the decision was made for FWF (Fair Wear Foundation) on the basis of the reasons already mentioned.









• What standards have set for our company?

In conjunction with the standards of the International Labour Organization (ILO Standards), Takko Fashion has set the following standards for all manufacturers or suppliers:

1. No forced labour

Employment is voluntary. There is no forced or involuntary labour (e.g. prison labour etc.).

2. No discrimination at the workplace

Hiring processes, salaries, access to basic and advanced training, retirement and any form of industrial relations should be based on the principle of equality and may not be influenced by any of the following: race, skin colour, gender, religion, political affiliation, social background, nationality or disability.

3. No child labour

Children may not be employed. Workers may not be younger than the compulsory school-leaving age and under no circumstances younger than 15 years. There may be no form of slavery or practices similar to slavery, such as the selling of children and child trafficking, bonded labour and servitude, forced or compulsory labour, including the forced or compulsory recruitment of children.



Young people between 15 and 18 may not perform any work which, by its very nature or due to the circumstances, may prove detrimental to their health, safety or morality.

4. Freedom of association and the right to collective bargaining

Manufacturers respect the rights of the employees to meet, organise and collectively negotiate in a legal and peaceful manner. The employees have the right to negotiate terms with the employer as a group. The manufacturer may not punish employees who express their opinion and wishes. If the right to freedom of association and collective bargaining is legally restricted, the manufacturer may not prevent other forms of collective bargaining or labour organisation. Employee representatives may not be discriminated against and must have access to all workplaces should this be required of them.

5. Secure wages

Wages and allowances for a normal working week must at least correspond to the legal or customary minimum amount and always be sufficient to cover the basic requirements of the workers and their families. The employees must receive a certain disposable income. Deducting from wages as a disciplinary measure is not permitted, nor any deductions that are not justified by national legislation. Deductions may not leave the employee with less money than the legal minimum wage. All employees are to be clearly and comprehensively informed about the wage elements, including wage rate and the period for which the wage will be paid.



6. No excessive working hours

The working hours must comply with the statutory provisions and customary trade standards. The employees may not be expected to regularly work more than 48 hours per week, and they must have at least one day free within a period of 7 days. Overtime must be voluntary, may not exceed 12 hours per week and may not be regularly requested. Employees must always receive an additional overtime payment.



7. Health and safety at work

The working environment must be kept safe and hygienic and maintaining a high standard of health and safety should be encouraged, which takes any specific dangers into account based on current, industry-related information. Due attention should be paid to the industry-specific occupational risks; a safe and hygienic working environment must be ensured. Rules that ensure maximum accident prevention and minimise health risks must be implemented. There must be appropriate access to drinking water and there must be sanitary facilities, fire safety, sufficient lighting and ventilation. Manufacturers are expected to implement the same standard of health and safety in all buildings in which the employees work.

Manufacturers are expected to treat every single employee with dignity and respect. Physical abuse, threats of physical harm, unusual punishments or disciplinary measures, sexual and other types of harassment, as well as intimidation from the employer, are strictly forbidden.

8. A legally binding working relationship

The obligations towards the employees under labour and social legislation and the provisions that result from the regular working relationship may not be circumvented through the use of temporary work or training programmes that do not really cater to the transfer of skills or a regular working relationship. Younger employees must be given the opportunity to participate in basic and advanced training programmes.

Sandblasting is prohibited!

Point 7 "Health and safety at work" in our first "Code of Conduct" also includes a sub-item "No sandblasting". In order to further counteract this health risk, Takko Fashion took the decision at the end of 2012 to implement a "No Sandblasting Policy".

Based on the health risks involved in abrasive sand blasting, Takko Fashion no longer tolerates the use of this method in the supplier chain by agents, production sites and their subcontractors. The business partners of Takko Fashion are not permitted to use any procedure during the bleaching of denim that involves treating the merchandise with sand or similar materials using high pressure. In order to achieve the desired effect, alternative methods that are not hazardous to health must be selected.



7 How is Takko Fashion organised?

Organisational structures

A consistent implementation of the defined objectives and claims is only possible with a structure designed to meet the challenges involved. This is the approach taken by Takko Fashion when it comes to the company's structural organisation.

- Directly responsible for this matter is the Managing Director of Sourcing. It is thus guaranteed the necessary priority.
- In Germany, this area has its own department. Here, all the information is gathered and can be accessed at any time.
- The suppliers are immediately supported by the international organisations. In the Takko Fashion offices in India, Bangladesh and China, independent CSR departments have been set up, which report directly to the respective office management. The latter then reports directly to the Managing Director of Sourcing.
- The CSR employees in the procurement countries are responsible for carrying out the audits and for monitoring any action taken.
- All documents, audit reports and plans of action are consolidated and archived at the headquarters in Germany. The large number of suppliers who collaborate with Takko Fashion means such a decentralised structure is essential.





Supplier basis

8.1 Sourcing strategy and structure

How are new production sites chosen?

In order to select new production sites, the Takko Fashion Purchasing department joins forces with local employees to pre-select a number of suppliers before evaluating them. There is a particular emphasis placed on social standards, production skills and capacity, as well as quality and price. Furthermore, the supplier must be able to meet the lead times and delivery deadlines.

Potential new partners and their production sites are informed early on about the membership of Takko Fashion in the Fair Wear Foundation. They must accept the company "Code of Conduct" before any orders can be placed.

Thanks to the Takko Fashion offices on site, the social standards in the factories can be checked before production starts. Furthermore, what are known as "corrective action plans" are worked out together with the local employees and management, used to further improve working conditions in the producing factory.

How is procurement structured?



Where and how does Takko Fashion source its merchandise?

The majority of the order volume from Takko Fashion is directly imported via the central Purchasing department in Friedrichsdorf. A small share is sourced through external partners. The main producing countries for Takko Fashion are China, Bangladesh and India.

Takko Fashion only purchases finished goods. In other words, raw materials, ingredients etc. are not purchased. The cost prices are calculated using the cost sheet system. The deadlines for placing orders with the Takko Fashion suppliers are selected so that they fall in what is known as "low season".





What are the requirements for a collaboration with Takko Fashion?

The basic requirement for a collaboration with Takko Fashion is accepting the membership of Takko Fashion in the Fair Wear Foundation and the commitments that this brings with it. This is an essential element for building a long-term, trusting collaboration between the supplier and Takko Fashion. Refusal to accept this "Code of Conduct" will rule out any collaboration with Takko Fashion.

Should any blatant infringement of the company's "Code of Conduct" emerge during an audit or as part of the complaint management, the necessary steps must be immediately taken to rectify this. The cooperation of the supplier is essential here. Should this not be the case, there will be no partnership entered into or any existing partnership will come to an end. All suppliers from Takko Fashion must implement the continuous improvement process, as well as the catalogue of measures arising from the audits carried out. The local Takko Fashion offices provide the necessary support here.

In particular with long- and medium-term orders, the production time is not directly linked with the lead time.

The standard lead time for Takko Fashion orders depends on the product and the style. The majority of the products have a lead time of seven to nine months.



S.2 International presenceIndia33 main factories
20 subcontracted factoriesHow are the direct Takko Fashion production sites and their
subcontractors distributed around the world (in 2012)?Bangladesh104 main factories
88 subcontracted factoriesOther
12 main factories



8.3 Production cycle

What is the production cycle of Takko Fashion?

Plenty of preparation goes into ensuring the Takko Fashion customer is kept up-to-date when it comes to the latest trends and fashion highlights. This calls for the expertise of plenty of dedicated employees. The following example should demonstrate the collaboration between the individual departments, from sourcing to store delivery.

The design team from Takko Fashion makes regular trips to the fashion capitals of the world, keeping an eye open for the latest trends that can be transformed into wearable, fashionable clothing for the Takko Fashion customer.

For example, the design for a new T-shirt that is to hit the shelves a few months later originates in the Product Management department at the headquarters in Telgte. The design is then sent to the Purchasing department in Friedrichsdorf in Hessen. Takko Fashion Friedrichsdorf (TKF) manages international purchasing and ensures that high-quality fashion can be manufactured at an affordable price. The company's international offices in India, Bangladesh, Sri Lanka and China coordinate the production of textiles and accessories in the respective countries.

Once the order has been placed, the suppliers selected for the order produce several prototypes of the T-shirt, which are then sent to the Takko Fashion Headquarters. Here, the samples are checked with regard to quality, fit and design, before the Purchasing department approves the order for production. At the end of the production cycle, the merchandise is delivered to a national or international port in a container ship. From here, the Logistics department manages its distribution to one of the four warehousing locations of Takko Fashion (Telgte, Schnelldorf, Winsen and Senec in Slovakia). From here, the approximately 1,800 branches across Europe are supplied with the latest trends.





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Auditing and continuous improvement process

9.1 Number of audits/Comparison of order volumes

What audits were carried out by Takko Fashion in 2012?

Based on the volume of orders in the individual countries (company imports only) in 2012, particularly in India and Bangladesh, a large share of the merchandise was sourced from production sites already involved in the auditing process:

% in audit process

Audits are not only carried out at the production sites to document the necessary improvements. The Takko Fashion auditing teams in India and Bangladesh, as well as employees from the TÜV inspection agency in China, regularly support the factory management and offer assistance in the implementation of measures that lead to an improvement of social standards.

In 2012, a total of 190 audits were carried out:



Number of audits 2012*



TOKKO FASHION

9.2 Audit findings

By analysing the audit results, the local Takko Fashion auditing teams can highlight specific ways in which to support the production sites and focus on improving social standards.

All conclusions drawn in conjunction with the labour standards determined by the Fair Wear Foundation are followed up for the fundamental improvement of social standards.

The audits highlight, in particular, the potential for improvement when it comes to occupational safety. Here, factory management needs to be made more aware of the appropriate precautions. Because even measures such as keeping escape routes free from obstruction or first-aid training can lead to a long-term improvement of occupational safety!

In 2012, the Takko Fashion auditing team carried out "Health & Safety Audits", unannounced, for the first time in India and Bangladesh – particularly focusing on the fire protection measures in place.

Takko Fashion firmly believes that these audits have made a significant contribution towards improving fire protection, above all raising awareness of the issue and regarding its prevention as part of "Health and Safety".







10 Training and capacitybuilding

10.1 Employee information

How are the employees of Takko Fashion informed about the membership with the Fair Wear Foundation and the corresponding social standards?

Background information and important information about membership with the Fair Wear Foundation is shared with all members of Takko Holding GmbH using various company media such as the company homepage, the employee magazine or internal training.

Furthermore, over the course of last year, all employees of Takko Fashion in Friedrichsdorf received detailed information about the foundation membership, the auditing processes and the associated social responsibility.

The briefing of new employees has become an integral part of the initial training period, which every employee goes through once the contract has been signed.

The Takko Fashion international offices in India and Bangladesh, who have their own auditing teams, received comprehensive training in the Fair Wear Foundation in 2012. Clear improvements were thus made to the quality of auditing processes, coming as near to the Fair Wear Foundation standards as possible.



10.2 Supplier information

How are suppliers and agents informed about the activities concerning the Fair Wear Foundation membership and the improvement of social standards in the producing operations? Existing business partners have been informed about the membership with the Fair Wear Foundation and the future implementation of the company's "Code of Conduct" by letter. If a new business relationship has been established, the theme of social standards is an integral part of contract negotiations.





10.3 Information at the production sites and for the factory workers

How are manufacturers and their workers informed about the Fair Wear Foundation membership and the company's social standards?

The relevant information is passed on to the employees at the production sites in their native language via the Takko Fashion auditing teams.

The Fair Wear Foundation lends its support here. Notices written in the language of the country are displayed in the factories, outlining the Takko Fashion "Code of Conduct" and the principles of the Fair Wear Foundation.

This is also regularly checked by our auditing teams during visits to our buyers.



11 Complaint management

The case of prison labour in China

In November 2012, Takko Fashion discovered that one of its suppliers had outsourced an order to a Chinese prison, a clear violation of the contractual agreements. The use of prisoners in the production of the merchandise is strictly prohibited by the company's "Code of Conduct". This code of conduct must be signed by all contractual partners of Takko Fashion.

A Code of Conduct had been signed by the supplier and by its subsidiary, who had sent the order for production to the prison. Both the supplier and the subsidiary had thus been expressly prohibited from carrying out orders that contravened the company's code of conduct and had thus reneged on the agreement.

Over the course of the investigation, the supplier confirmed that it knew what was going on, however had not informed its employer Takko Fashion about the situation as it had already closed the subsidiary in October 2012 due to internal irregularities. Unrelated to this, Takko Fashion had already cut ties with the subsidiary in September 2012 due to its general unreliability.

The issue was dealt with and further action determined together with the Fair Wear Foundation. This particular example highlights an important focus of Takko Fashion and the FWF, namely the coming together of company and supplier to work out the steps required for a sustainable improvement of working conditions. This was also the reason why Takko Fashion decided to initially maintain business relations with the main supplier in question and further strengthen the relationship through targeted measures.

Complaint management represents a central element of the Fair Wear Foundation philosophy.

Employees at the production sites wishing to make complaints can reach Takko Fashion in a number of ways:

- Employees can approach the Takko Fashion office on site directly.
- Employees can call the complaint hotline of the Fair Wear Foundation. Corresponding notices are displayed in the factories in the native language.
- An independent third party, such as a human rights body, may approach Takko Fashion in order to draw its attention to any grievances.

In each of the cases mentioned above, the complaint is followed up promptly. This is done in close cooperation with the Takko Fashion auditing team and the local offices who also speak the national language.

In 2012, Takko Fashion received a complaint via the Fair Wear Foundation. The complaint was made by a former employee of a Chinese factory, which also produced clothing for Takko Fashion. There was immediate contact between Takko Fashion in Friedrichsdorf, the Fair Wear Foundation, the office in Xiamen and the factory management.



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The Fair Wear Foundation carried out a complete audit at the factory in question, investigating more than just the specific complaint.

A comprehensive catalogue of measures was finally drawn up. The production site is working continuously on addressing all shortcomings. Since then, there have been quite a few achievements at the factory. Communication between the factory management regarding internal complaint mechanisms and the workers was further strengthened. The right to freedom of association was made more transparent for the employees. Further improvements were made to the consistent documentation of working hours and wages. Overtime was reduced. With regard to occupational safety, small measures with a big impact were introduced at short notice after the audit (e.g. illumination of the emergency exits, provision of safety goggles). Employees were provided with information on the correct posture at the workplace to relieve strain. They were also provided with comprehensive information about their insurance options (e.g. pension, healthcare, unemployment insurance), with 20% more people taking up such an offer.

Reforming the wage structure, in particular with piecework, is not something that can be done overnight. However, this factory is set to reap the rewards in this respect over the course of 2013 also.



12 Other social commitments

Social commitment is an integral part of the company philosophy of Takko Fashion. It was this understanding that led to the foundation of the "Takko hilft e.V." ("Takko helps") association in 2004. The employees of Takko Holding GmbH volunteer for this charitable and independent initiative, with the aim of providing facilities and institutions, in particular for children and young people, with direct and uncomplicated support.

The "Takko 4 Schools" Initiative

Education is the key element for a secure future – this was the thinking behind the opening of a kindergarten and primary school at the Indian production site in Tirupur in June 2008. With this initial project, the foundation stone had been laid for the initiative "Takko 4 Schools", which has long been the focus of "Takko hilft e.V.".

The aim is to support schools and school-related projects with direct and uncomplicated donations – at all locations around the world in which Takko Fashion is currently active. Giving children from socially disadvantaged families the chance at an education, and thus a more positive future.

Support for charitable projects for children and young people

Toys for the day care centre, a new swing for the playground – "Takko hilft e.V." is happy to help when it comes to providing facilities and institutions for children and young people with quick and uncomplicated support.

The association has set aside an annual budget for donations here, used to support small regional projects. The Management



Board checks every donation request and decides on a caseby-case basis whether the project corresponds to the objectives of "Takko hilft e.V.". This means that a number of regional requests can be adequately met each year.

Larger social project that encourage children and young people are also supported by the association through single donations or long-term commitment.

Emergency aid in the event of catastrophe

"Takko hilft e.V." is quick to provide assistance in the event of catastrophe, to support people who require emergency aid following environmental or natural disasters. Depending on the situation in question, the association donates either equipment or funds, making sure those affected receive the help they really need.

