NB Renaissance Case Study (with BSR)

NB Renaissance used the Value Creation Tool on a recently closed deal in the **Apparel, Accessories, & Footwear** sector.

GP

NB | RENAISSANCE

HQ: Italy

€2.8 billion commitments

Mid-market companies primarily headquartered in Italy/Europe

33 PCs since inception

Target

Sector: Apparel, Accessories, & Footwear

Headquarter: Italy

EBITDA (2020): €79MM

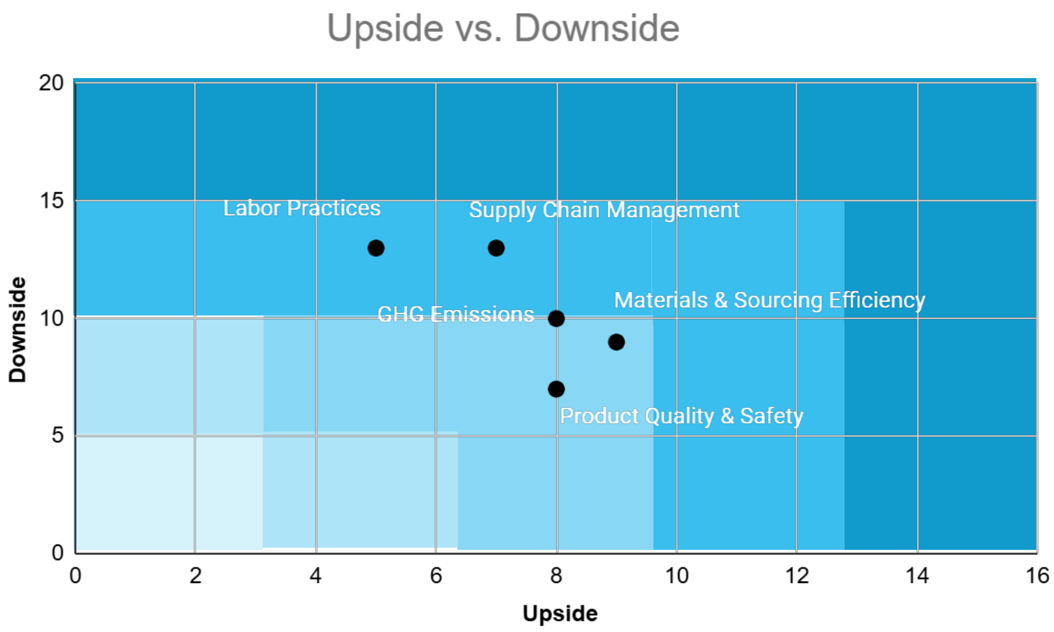
# of Employees: ~5,000

Assessment Findings

Material Topics	Current State	Estimated Downside	Estimated Upside
Labor Practices	Low	High	Low
Supply Chain Management	Low	High	Medium
Materials Sourcing & Efficiency	High	Medium	Medium
Product Quality & Safety	High	Low	Medium
GHG Emissions	Medium	High	Medium

Current State: green shading indicates good performance on material topics, while red indicates poor performance
Estimated Downside: red shading indicates high risk, while green shading indicates lower risk
Estimated Upside: red shading indicates low opportunity, while green shading indicates high opportunity

Identified Priorities



ROSI – Labor Practices: Mitigating the Estimated Downside

Proposed Practices	Implemented Practices	Direct ROSI Monetization		
		ROSI Mediating Factor	ROSI Benefit	ROSI Monetization
1. Competitive salary and benefits 2. Engagement on sustainability 3. Close pay equity gap 4. Ensuring a living wage 5. Promote workplace flexibility 6. Create clear and equitable promotion pathways	**2024-2026 Social Welfare plan**	Operational Efficiency	Improved worker satisfaction leading to improved productivity	**Reducing the absenteeism rate by 15%, avoiding extraordinary hours** **Ensuring 100% machinery productivity** (maintaining the temperature below thresholds) **avoiding extraordinary hours** **Savings of the related additional costs: 50% avg. cost increase for extraordinary hours**
		Indirect ROSI Monetization		
		Financing Accessibility	Increased access to diverse financing options and reduced interest expenses	Secured **ESG-linked financing option with social compliance** **Saving up to €300k** per year
		Customer Retention	Improved customer satisfaction leading to reduced churn rate	Good performance in **ESG audits** and third-party **ESG Rating**, better securing **~€85 million of the turnover (~30%of total revenues) from ESG sensible clients** **Reducing exposure to clients shifts**

Implemented practices

2024-2026 Welfare Plan

Oversight - Governance

Training

Communication

SOCIAL WELFARE

1. Whistleblowing system
2. Toilets / Cloakrooms rooms
3. Lunch areas and food conservation
4. Working hours and overtime
5. Living wage and healthcare support

HEALTH & SAFETY

1. Cooling and humidity system
2. Workers' chemical exposure
3. Machine safety
4. Equipment and installations
5. Fire safety and smoking areas
6. Personal Protective Equipment (PPE) and Safety culture

Successful client's audit results and improvement of EcoVadis rating

2023 – **Ecovadis Committed**

2024 – **Ecovadis Bronze (top 35%)**

2026 Target – **Ecovadis Silver (top 15%)**

Ethical and H&S Culture (lower absenteeism, higher productivity)

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