

new movements

OSLO ~ NORWAY

THE FUTURE WE STRIVE FOR

OUR STORY: What is our story

OUR MISSION: Where we are going

OUR IMPACT: What difference we will make

THE DAY TO DAY

OUR ENABLERS: How do we deliver our mission and impact?

OUR CULTURE: How do we what we do?

Founded in 2017 in Oslo, Norway, by fourth-generation shoemaker Martin Evensen, New Movements has grown to become a leader in premium circular footwear.

Rooted in craftsmanship, nature and family heritage, New Movements combines innovation with tradition to make new types of shoes of exceptional quality.

25 Billion Pairs made every year, 95% are not recycled.
New Movements is solving this problem.



OUR MISSION

To become the Apple of premium circular footwear by 2035, setting the global benchmark in design, innovation, and sustainability, and accelerating circularity from the ground up.

Our 2035 targets	Macro target	10% of all footwear sold are based circular design principles
	Company target	10 million pairs sold by New Movements

The market gap

There is no scalable circular solution for the footwear industry.

8%

The fashion industry accounts for 8% of global emissions.

McKinsey & Company, 2022

24bn

The amount of shoe pairs produced annually.

Worldfootwear, 2022

95%

95% of shoes end up in landfills.

Worldfootwear, 2022

1%

Of materials are recycled in footwear.

The Ellen MacArthur Foundation, 2017



OUR IMPACT

Accelerating circularity is core to what we do.
The more we grow, the less waste reaches landfills.

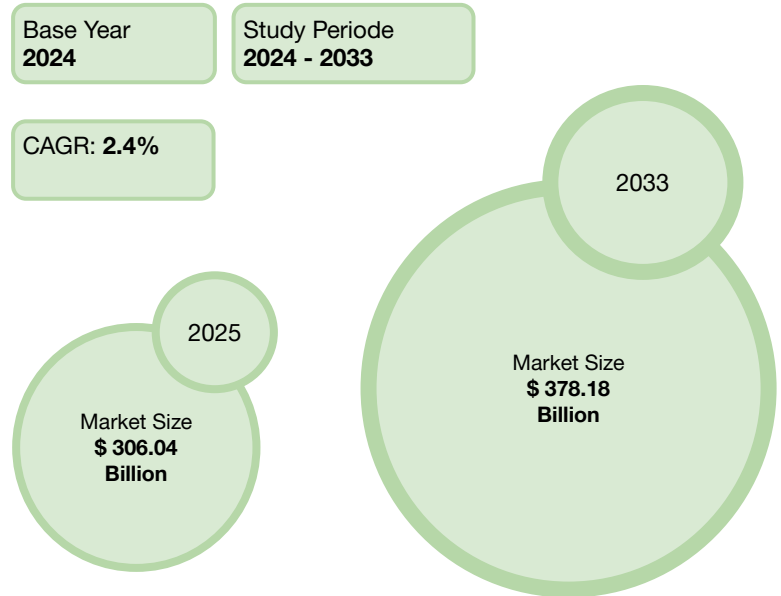


The market gap presents an opportunity for us

- ✓ 60% of growth comes from rising demand for sustainable footwear in emerging markets.
- ✓ Both women's and men's market is boosted by a 25% rise in eco-friendly demand
- ✓ Customization and 3D printed footwear saw a 25% growth.

Global Growth Insights, 2024.

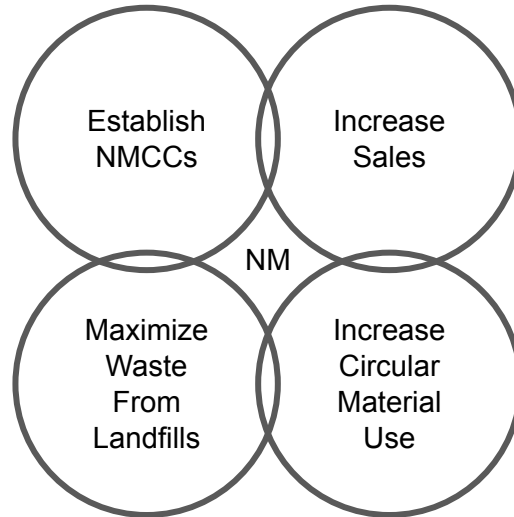
We meet the growing demand for sustainable, and customizable shoes with market growth led by values we had from day one.



Global Growth Insights, 2024.

Impact Goals 2025-2035

1. Establish New Movements Community Centers (NMCCs)
2. Increase Sales
3. Increased Demand for Circular Materials
4. Maximize Waste Extraction and Diversion from Landfills



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1. Expand New Movements Community Centers (NMCCs)

Action: Open more NMCCs across Europe, the United States, and Asia.

Community Centers Drive Sales: Opening more NMCCs increases brand visibility and community engagement, leading to higher shoe sales.

Impact:
Increased Awareness & Engagement: NMCCs serve as hubs for education, community building, and brand engagement.
Boosted Sales: Enhanced community presence leads to greater brand loyalty and more shoes sold.

2. Increased Sales & Production

Action: Grow our sales of premium, circular shoes.

Sales Fuel Circular Material Use: Increased sales create a higher demand for circular materials, prompting us to use more sustainable resources in our products.

Impact:
Higher Demand for Circular Materials: More shoes sold means a greater need for circular footwear materials.
Revenue Growth: Increased sales contribute to financial growth, enabling further investments in sustainability initiatives.

3a. Increased Demand for Circular Materials

Action: Utilize more circular materials in our shoe production.

Circular Materials Enhance Production: Greater use of circular materials supports the scaling of on-demand circular footwear production, making our operations more efficient and sustainable.

Impact:
Enhanced Circular Production: Greater use of circular materials drives the production of more circular footwear.
Sustainability Leadership: Demonstrates our commitment to sustainability, attracting eco-conscious consumers and partners.

3b. Increased Demand for Circular Materials

Action: Create more demand for footwear waste through our recycling programs.

Waste Extraction Reduces Landfill Impact: Increased waste extraction and recycling efforts decrease landfill usage, supporting our commitment to environmental sustainability.

Impact:
Increased Waste Collection: Higher demand incentivizes consumers and partners to participate in waste collection.
Resource Recovery: More footwear waste collected means more material can be recycled and reintegrated into the production cycle.

4. Increased Waste Extraction and Diversion from Landfills

Action: Extract more footwear waste from landfills and ensure it is properly recycled.

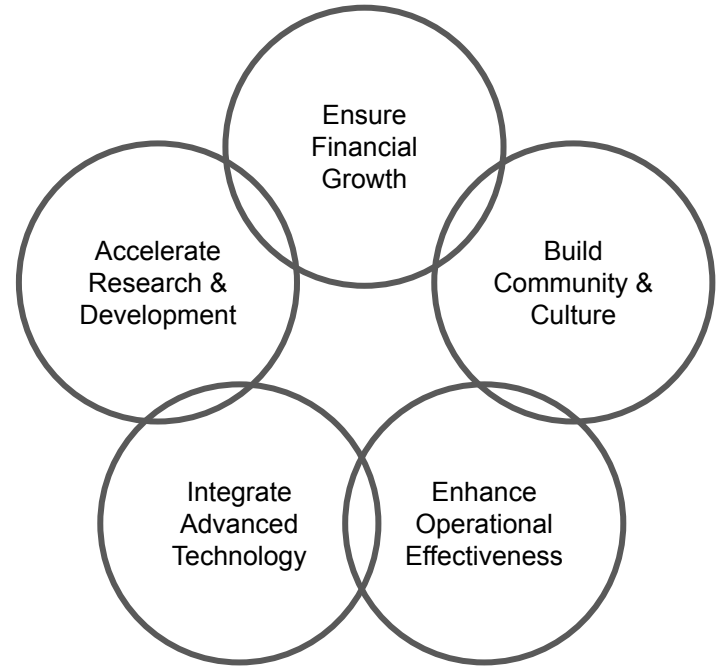
Environmental Success Reinforces Community and Sales: Successful waste reduction and sustainability efforts enhance our brand reputation, driving further community engagement and sales, thus continuing the cycle.

Impact:
Environmental Protection: Reduces the environmental burden of landfills and lowers our carbon footprint.
Circular Economy Advancement: Transforms waste into valuable resources, closing the loop in our circular economy model.

OUR ENABLERS

Together, our enablers move us forward, securing the foundation scaling up while staying true to our purpose.

They strengthen our ability to **become the Apple of premium circular footwear by 2035 and accelerating circularity from the ground up.**



We are entering the scale up phase



1

2017-2024
Proven culture, products, sales
(ongoing)

- Build products that set the benchmark in circular design, comfort, and durability
- Develop a core of high quality products in close corporations with our customers
- Validate the market, build physical and digital infrastructure, and onboard top talent

2

2025-2030
Build global distribution
(ongoing)

- Launch 5-20 flagship stores in high footfall locations to sell and showcase New Movements
- Partner with distributors, agents, wholesalers
- Continue develop robust e-commerce channels
- Recruit, on-board exceptional talent and investors

3

2031-2035
Scale circular leadership
(pending)

- Launch 10-35 new flagship stores, and partner with volume driven distributors, agents and wholesalers.
- Establish the BCAM platform for local on-demand circular production in key markets
- Inspire the industry to embrace circular innovation with the first-mover advantage

Our 2035 targets	Macro target	10% of all footwear sold are based circular design principles
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Enablers 2025-2030

1. Ensure Financial Growth
2. Build Community & Culture
3. Enhance Operational Effectiveness
4. Integrate Advanced Technology
5. Accelerate Research & Development

Ensure Financial Growth

We will secure short- and long-term liquidity to support rapid growth and expansion.

Proven profitability: D2C profit margins of 74–82% is providing a strong commercial base.

Channel economics: Our flagship store model will deliver NOK 8–30M annual revenue per location with low build-out costs (NOK 200–350k) and lean operating expenses; e-commerce will scale globally with strong ROAS.

Growth funding: We will complete our capital raise to execute our multi-channel Go-To-Market strategy.

Build Community & Culture

We will create a culture that inspires, connects, and mobilises our team, customers, and partners.

Community presence: New Movements Community Centers (NMCCs) will open in key global cities, serving as hubs for engagement, education, and retail.

Brand advocacy: We will foster a shared sense of purpose across our network to amplify our mission.

Enhance Operational Effectiveness

We will build the systems and processes to scale globally without compromising quality or values.

Standardisation: We will develop and implement Standard Operating Procedures across all functions.

Scalability: We will optimise workflows for efficiency, agility, and consistency as we expand.

Integrate Advanced Technology

We will deploy technology not only to run the business more efficiently but also to power our circular model.

AI-driven circular tech: We will integrate advanced AI, robotics, and data analytics to optimise design, production, and recycling loops.

Smart systems: We will upgrade our IT infrastructure to enable precision forecasting, inventory optimisation, and enhanced customer experience.

Accelerate Research & Development

Innovation will be central to our leadership in circular footwear.

2025–2027: We will develop our BCAM (Biomechanical Circular Additive Manufacturing) platform to locally 3D-print ergonomic, mono-material shoes designed for full recyclability.

2028–2030: We will expand BCAM manufacturing and recycling hubs internationally, creating on-demand circular production at scale.

Circular product leadership: We will design every product to be 2030-ready, meeting or exceeding emerging EU standards for durability, recyclability, and recycled content.

OUR CULTURE:

At New Movements, we will believe in quality:
quality in people, quality in products, and quality in service.

Our culture will be the foundation that ensures we scale without
losing the values that define us.

New Movements Totem Pole: Our Culture & Foundation

Our culture bearers

Us Against the Crowd

- We stand together for great design and a circular industry.
- We contribute to something greater than ourselves.
- We are excited, innovative, and ready to challenge the status quo.

Contribution-Focused

- At New Movements, our first focus is on how we can contribute to the community, to our colleagues, and to the success of NM.
- We take for granted that basic rights and frameworks are in place and respected.
- We do not engage in internal politics. We state our opinions, respect decisions, and do not continue discussions unnecessarily after a decision has been made.

Transparency

- We are open about most things, but not always immediately; we take time to prepare before sharing.

Honesty

- We tell the truth and never lie.
- Sometimes we may withhold information until we are prepared to share it thoughtfully.

Clarity

- We communicate clearly and precisely, while remaining respectful.
- We should not be so polite that we dilute the message.
- We can handle clear feedback because we grow from it.
- We understand that if we react negatively to feedback, our colleagues will stop giving it to us, and then our learning stops.

Resilience

- We face challenges and use them as opportunities to grow.

How we work together

- Everyone is welcome to have opinions, but we consider when and how we share them.
- Everyone is listened to, and an idea can change the course of the whole ship.
- Flat structure does not mean anarchy; the management makes the final decision.
- It is expected that everyone respects and follows up on decisions made by management.

Respect

- We respect our customers, each other, and the resources we use.
- We show respect through our communication and by being precise and present in meetings.

Meritocracy

- We understand that good ideas and knowledge can come from anyone, regardless of background or position.
- We actively listen to each other and value the contributions that are made.

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