

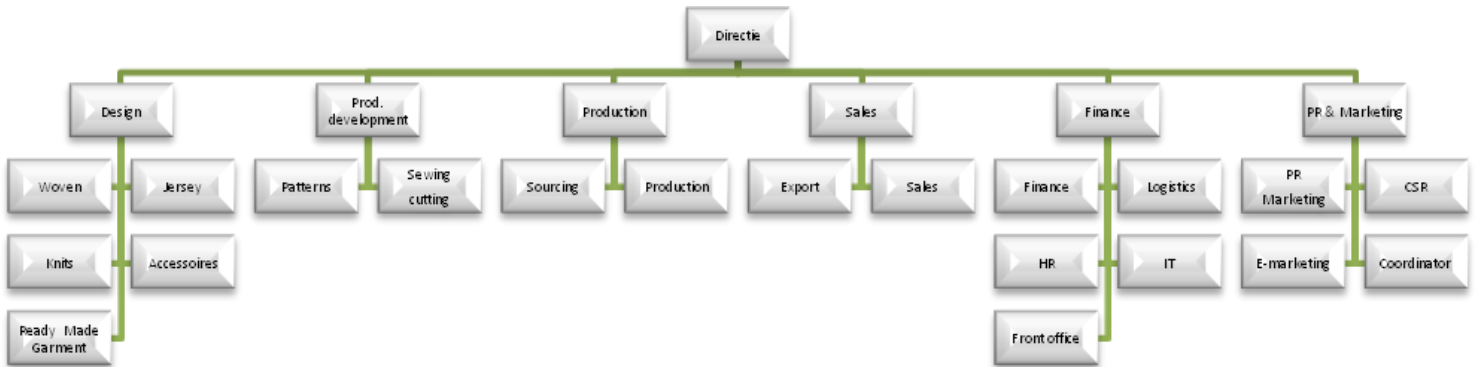


EXPRESSO

Fashion with a Soul

Expresso Fashion B.V. | www.expressofashion.com | Member since February 2004

Organisational Structure



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1. Summary: goals & achievements 2010

Social Compliance

We have achieved a few very good results regarding the implementation of the FWF Code of Labour Practices along our supply chain.

First of all, we have solved the complaint at one of our suppliers in China. The complaint concerned two FWF labour standards: No excessive overtime and Payment of a living wage.

After an extensive training paid for by Espresso, the factory was audited in September 2010. Results show that regarding wage payments, the factory was found to be in compliance with Chinese labour legislation. Regarding working hours, it was found that they were still excessive, but they had decreased compared to previous audits held at the factory.

We have shared an audit with two other brands at one of our shared suppliers in China.

It was the first audit Espresso initiated at this factory. It was also the first time we combined efforts like this with other FWF membership companies. All three companies and the supplier have since agreed on a stepwise process to tackle corrective action points.

We have seen many positive changes with our Greek supplier this year.

Many changes were made, especially on the OHS front. Payment documents were shown to the audit team for the first time this year. This leaves only few corrective action points to be worked on still.

A renewed awareness of the importance of continuous work on CAPs was established at our biggest Turkish supplier.

Possibly due to a quite negative experience with an audit / auditor in the past, very few changes were made in 2010. However, after discussions and a positive audit this year, both Espresso and the supplier and agent are back on track to improve on conditions in the workshops.

In May 2010 a new CSR Coordinator was hired.

After a period of close to one year of dividing CSR responsibilities between other staff members, it was clear that Espresso needed someone whose sole focus was our FWF membership responsibilities and other CSR related matters. The CSR Coordinator was hired for 16 hours a week.

Other achievements

Besides our social compliance efforts, we have continued to focus on many more CSR related issues in 2010.

We participated in a sustainable fabric training provided by MADE-BY.

This training focused on developing a sustainable fabric strategy in our organisation. Key representatives from styling, production, management and CSR departments took part in the training. In sourcing our fabrics, we continue to look for sustainable alternatives.

We donated clothing to several good causes.

Just like many years prior, we have donated numerous items of Espresso clothing to good causes. With our products we supported *Dress for Success*, *Stichting Hoop voor Morgen* and *Zending over Grenzen*.

Our employees also collected personal clothes and toys throughout the year, which we donated to *Zending over Grenzen* to benefit families in Eastern Europe.

We have updated the communication of sustainable fabric use.

The communication clothes in our collections are made from sustainable fabrics is communicated by new means. This consists of a green E on hang tags and information next to the care label to communicate its origin. We award fewer fabrics a sustainable qualification than we did before, because we decided to use MADE-BY's sustainable fabric benchmark (introduced in 2010) as a guide. Only listed fabrics in categories A through C in this benchmark can carry this hang tag plus green E. Other fabrics we deliberately choose because they are better than regular fabric choices, but that may not be listed in the benchmark (yet) or do not fall in the A-C category, are provided with this information in the care label.

Our head office is continually turning more environmentally friendly.

We recycle our hangers and plastics in our warehouse; we use paper from a printer with a FSC certification (among others); we separate waste; our office and our shops use green energy; we have water and energy saving solutions (lighting and bathrooms); we use organic and/or Fairtrade products; the CSR Coordinator introduced a CSR newsletter to inform employees and to increase awareness and provide inspiration.

We dedicate a section to CSR related content in the Espresso magazine.

Each edition of our own magazine (which comes out four times a year) gives some information about our own responsibility efforts or tips on sustainable living. We hope this inspires our customers, while providing a higher level of transparency at the same time.

We continued to support Orange Babies.

Through this foundation we support Hope Village in Windhoek, Namibia. This is an orphanage for girls between the ages of 4 and 18 who are infected by HIV or AIDS or have lost their families to this virus.

Our postal delivery is now CO2 neutral.

In collaboration with TNT, we started compensating our CO2 footprint from sending our mail by investing in a wind farm in India.

We provide water and energy saving tips on our website.

In hopes of creating awareness and to inform our customers, we uploaded some tips on our website on how to put less of a burden on the environment in the user phase of clothes.

Our empty cartridges are donated to Stichting AAP.

We collect our empty cartridges to benefit *Stichting AAP*. This sanctuary for exotic animals receives money for such items, which pays for much of the costs to care for the animals.

2. Sourcing strategy

2.1. Sourcing strategy & pricing

Expresso intends to give more sampling/orders to suppliers that are actively cooperating in the follow up of the FWF norms.

The responsible people for sourcing are Expresso's CEO; the Production Manager CMT; the Production Manager RMG, the CSR Coordinator and the Stylists RMG. Our sourcing policy is directed by the CEO. The production managers and stylists mostly work with long term relations. When a new supplier is needed, they try to find the best suppliers in collaboration with the CEO. The production managers assess potential new suppliers and they use criteria like margin, quality, lead-time and compliance with the CSR standards equally.

Up until now, Expresso has only sourced for new suppliers occasionally. One of our sourcing norms is that suppliers subscribe the code of conduct of Fair Wear Foundation and we expect an active cooperation with our FWF policy. The CSR Coordinator asks the supplier for a company profile, the policy regarding labour conditions and audit reports. Expresso informs suppliers about corporate social responsibility and tries to convince them of the need for an open approach towards the policy of Fair Wear Foundation. In case a supplier doesn't want to cooperate, we must end the relationship. New suppliers are included in the supplier register. The CSR Coordinator archives all new information for the supplier register. She keeps the production quantities in a file, which is updated 4 times per year.

Orders are given out to the supplier that made the samples. Price is not a primary means of comparison between suppliers.

It is very important to Expresso to build and maintain long term and stable relationships with suppliers. We deliberately do not leave suppliers when they don't completely comply with FWF requirements; instead we strive for continuous development and improvement. We provide training and support to suppliers where needed.

Over 90 % of the total production of our 2010 collections is produced by our long term relationships¹. Our biggest supplier (responsible for 36% of our 2010 collection) has produced Espresso clothes for 12 years, while our 2nd biggest supplier (responsible for almost 15% of the 2010 collection) has produced our products for 17 years.

Espresso is intent on creating a quality manual for all (new) suppliers including the FWF norms and environmental norms in 2011. Every supplier will have to sign this contract before starting the production in 2011.

2.2. Organisation of the sourcing department

The Styling department creates four collections per year. Espresso 's Styling department is divided in two: there is an RMG and a CMT design team.

Knitwear is mainly produced as Ready Made Garment (RMG) and the woven fabrics are mainly produced as Cut Make Trim (CMT).

The RMG Styling department chooses the suppliers for production in collaboration with the production manager RMG. The CMT Production department chooses the suppliers for the CMT production. When we work through an agent, they have an active role in the sourcing and buying policy and in the monitoring and follow up of the FWF norms.

¹ Long term means the relation has been stable for at least 2 years.

2.3. Production cycle

We have a very strict logistic planning. Espresso delivers on time 99% of the time. We deliver 4 collections in 15 (sub-) deliveries in a year. The first delivery of a collection always has the shortest lead time and the last the one the longest one. This allows for a comfortable production planning for our suppliers. Espresso has worked this way for many years and suppliers are generally satisfied with the lead times we provide.

The production department informs suppliers (both on the RMG and the CMT side) about the estimated quantities during the sales period. This provides them with more time to plan the production. As soon as the sales team has finished the sales of a season, the Production department places the orders. For time and efficiency reasons, this happens in that same week. The order is almost always placed at the supplier who made the samples. Price is not a primary means of comparison between suppliers.

If we need to we ask our supplier to ship the collection by air instead of by boat. This is obviously much faster and as a result we always meet our deadlines.

The working conditions in a factory play a role in the order planning. A supplier's active cooperation with the Corrective Action Plan leads to a steady relationship and more orders and vice versa. We do not rank our suppliers. We choose the supplier based on their capabilities and we work with the same parties every season. We always try to spread orders to give every supplier their share of the production.

The RMG collection is produced by suppliers in Greece, Turkey, China and India. The lead time for RMG is around three months.

The lead time for RMG is relatively long (and much longer than the period for CMT) because the

supplier has to arrange the yarns/fabrics, patterns and trimmings, which takes time. Also, a part of the RMG collection is produced in the Far East, which results in long shipping times.

The Cut Make Trim collection is made by suppliers in Tunisia, Poland and Lithuania. The lead time for CMT varies between 6 and 16 weeks.

Lead times vary depending on the delivery of the collection and on the production country (relating to shipping times). The fabrics, patterns and the trimmings are arranged by the production department at Espresso. This complete package is then sent to the supplier.

2.4. Selection of new factories

As stated before, we highly value our long-term relationships. We always prefer to work with these parties with whom we have established a good relationship. However, sometimes it is necessary to look for a new supplier. In that case, the Production managers search for the best suppliers in collaboration with the CEO. The production managers assess potential new suppliers using criteria such as margin, quality, lead-time and compliance with the CSR standards.

Espresso only sources for new suppliers occasionally. One of our sourcing norms is that suppliers subscribe the code of conduct of Fair Wear Foundation and we expect an active cooperation with our FWF policy. The CSR Coordinator asks the supplier for a company profile, the policy regarding labour conditions and possible audit reports. Espresso informs suppliers about corporate social responsibility and tries to convince them of the need for an open approach towards the policy of Fair Wear Foundation. In case a supplier doesn't want to cooperate, we must end the relationship.

New suppliers are included in the supplier register. The CSR Coordinator archives all new information in the supplier register. The Production Managers keep track of the production quantities in a file which is updated 4 times per year.

2.5. Integration monitoring activities and sourcing decisions

We mainly work with long-term suppliers and we try to reward them where possible. Since our supplier in Greece/Bulgaria has made a lot of progress according to this year's audit, we have rewarded them with large orders for the following collections.

This however is never merely due to a supplier's performance on labour conditions, since quality and ability to take on orders are very important criteria as well.

3. Coherent system for monitoring and remediation

3.1. Greece

SUPPLIER 1

- 35,6% of total production Espresso Fashion
- Supplier in Greece, production in Bulgaria
- Factory was visited twice by the Production Manager (Marielle Wagemaker). Once accompanied by the Head Stylist and once by a Production Assistant.
- Audit performed in September 2010 (Espresso Fashion was present at the audits)
- Audit was performed by local FWF audit team
- Two (of the five) subcontractors were also briefly visited on 16 September (no full reports)

Improvements up to 2010

- Espresso was informed about the use of subcontractors.
- The information on the code posters was updated.
- The grievance procedure was changed after last year's recommendation. It now allows for anonymous suggestions and complaints and is posted for worker information.
- Management changed sewing supervisors per request by sewing workers after complaints of unfair calculations of wages.

- A cargo elevator was built, which eases the manual workload and speeds up supply and forwarding processes.
- New chairs were purchased for the sewers, which improves comfort
- Payment records were kept and provided to the auditors.
- An OHS Group was established.

- Improvements in 2011
- An anonymous election for a worker representative on working conditions.
- Workers will be informed about which people are trained in first aid and which people are worker representatives.
- The Code of Labour Practices will also be posted at the subcontractors' premises and their workers there will be informed.
- The OT register should be kept for more than 3 months.
- Soft pads should be provided to people who work standing for 8 hours a day.
- The OHS committee will make an annual plan and will keep meeting minutes.
- The new cutting section will be fully operational and will provide up to 8 new workplaces.

3.2. Turkey

SUPPLIER 1

- 8,2% of total production Espresso Fashion
- Factory was visited twice by the Production Manager (Marielle Wagemaker). Once accompanied by the Head Stylist and once by the CSR Coordinator (Laura Hein) during the audit.
- Audit performed in October 2010 (Espresso Fashion was present at the audits)
- Audit was performed by local FWF audit team

- Two audits were performed at the two steady subcontractors which are responsible for the entire Turkish production from this supplier. Since the conclusions of both audits are very similar, we will combine the report of the outcomes.

Improvements up to 2010

- Improvement of Freedom of association and collective bargaining.
- A written disciplinary policy is provided.
- A grievance policy is communicated and a grievance box is provided.

Improvements in 2011

- Increasing awareness among workers regarding the Code of Conduct.
- A written disciplinary policy will be prepared and communicated. There will be a control mechanism on disciplinary penalty decision making activities. A disciplinary committee will contain worker representatives.
- There will be an employment system to avoid the risk of child labour.
- Improvement of knowledge of freedom of association and collective bargaining among workers.
- Workers will be informed about wage policy.
- Documentation of starting and ending times of workers.
- Income tax refunds will be paid to the workers
- Workers will get copies of their payslips and contracts
- Regular working hours will not exceed 45 hours a week and 11 hours a day
- The calculation of OT hours will be adapted to pay the correct amounts
- All workers will be paid at least the legal minimum wage.
- National holidays will be paid according with the law
- Workers will sign an OT agreement if they agree with their OT
- Improvement of Health and safety aspects, for example:
 - The health check reports will be completed
 - Using a qualified electrical engineer for grounding checks.

- Fire extinguishers will be hung on the wall
- Pressure tests of the pressure vessels are missing and this makes these vessels vulnerable to risk of explosion. Using a qualified mechanical engineer for these controls.
- All workers will be allowed to use annual leave rights and this will be documented.
- All personnel files will be completed (for all workers: contracts, sick leave, annual leave)

Requirements to discuss

- Formalisation: licenses, documents and registers are missing.
- Working hours, salary, overtime and leave is not registered and paid according the law.
- OT will take place on voluntary basis.
- Some H&S improvements are unpractical, like adjusting the opening direction of the emergency exit door due to the physical conditions of the building. Moving the mobile compressor outside is difficult (due to theft).
- Social Security Administration violations may be (partially) resolved with the help of Espresso and the 1st tier supplier.

SUPPLIER 2

- 2,9 % of total production Espresso Fashion
- Head office and factory were visited twice bij Espresso's PM.
- No audit performed in 2010

Espresso found no visible changes from the previous year. The sewing is done outside of their own factory, but this is always done by the same workshops.. This manufacturer employs a CSR manager and is audited regularly by three other fashion brands (named in the supplier register). There are several Codes of Conduct posted, including Espresso Fashion's /FWF's. Espresso asked for the 2010 audit results and was provided with 2 brands' own Code of Conduct assessments / CAPs. They were very positive. They showed this supplier has both made progress and has little to work on for the next year.

3.3. China

SUPPLIER 1

- 6,0% of total production Espresso Fashion
- Head office was visited twice by Production Manager (Marielle Wagemaker). Once accompanied by a stylist.
- The manufacturer was involved in a Sustainable Social Compliance Program (SSCP) from July 2009 – April 2010
- Audit performed in September 2010 (Espresso Fashion was not present at the audit)
- Audit was performed by local FWF audit team

Improvements up to 2010

Results from the SSCP are very positive. A total of five training/consultation visits and off-site consultancy services were performed (and paid for by Espresso). Results show that substantial progress was made, especially regarding wages and OT payment. Also, the manufacturer established a CSR team which supervises the internal social compliance implementation and future improvement plans. Worker awareness of overtime and OT hours remain an issue which requires further attention.

The FWF audit confirmed the above findings and reports:

- All workers are paid at least the local minimum wage
- Transparent and professional system of working hours registration of production workers
- Highly cooperative management who provide all documents, which the audit team believes to be authentic and reliable

Improvements in 2011

- Appointment of head of social compliance program
- Provide list of all subcontractors (incl. their activities and an indication of the production share for Espresso), inform them of the Code of Conduct and show how labour conditions are monitored at these subcontractors.
- Post PRC Labour Law, FWF CoLP and CoC of other clients in an easily accessible place.
- Set up complaint and suggestion register
- Set up voluntary OT system
- Unblocking fire extinguishers, evacuation and safety passages and an electrical panel

Requirements to discuss

- Improvement of living wages
- Discuss OT hours and minimum days off per week
- Establishment of an ergonomic program
- Social insurances (revisit this subject after the upcoming changes in legislation in 2011-2012)
- Provide all workers with a copy of their employment contract

SUPPLIER 2

- 6,0% of total production Espresso Fashion
- Head office was visited twice by Production Manager (Marielle Wagemaker). Once accompanied by a stylist.
- Audit performed in September 2010 (Espresso Fashion was not present at the audit)
- Audit was performed by local FWF audit team
- The costs of the audit were shared by Espresso, Mayerline and McGregor.
- The follow-up of the CAPs will also be a joint effort by these parties

Improvements up to 2010

This is the first audit done on Espresso's behalf.

Improvements in 2011

Espresso, Mayerline and McGregor have decided to tackle the existing issues in three steps. We will start with the first and hope to work our way through the steps in the next year.

Step 1 :

- Posting CoC of BSCI and FWF in the workshop
- Posting the minutes and name of the union secretariat on the notice board
- Building of a membership system and announce workers to join freely
- Election of union secretariat according to the China union law
- Provide all fire hydrants with checking forms
- Replacement of emergency exit signages with bigger signages
- Installation of warning signs outside the lift to warn worker from using the lifts during a fire
- Payment of the wage and salary on the agreed date of the next month

Step 2:

- Documenting actual work time of all workers.
- Creating transparency in the documentation of working hours
- Assuring one rest day in every week

Step 3:

- Payment of living wages

Requirements to discuss

- Specification of wages for regular working hours and overtime hours
- Working towards the Asian Floor Wage benchmark

3.4. Tunisia

SUPPLIER 1

- 14,8% of total production Espresso Fashion
- Factory visited once by Production Manager (Carolien Koenen)
- No audit performed in 2010

In 2010 little monitoring was done in the absence and during the start of a new CSR Coordinator. Espresso's PM does have regular contact with this manufacturer however, and feels they are performing well on social compliance. Starting 2011, Espresso will check the status of the following issues:

- Increase in paid holiday days from 1,5 days to 2 days for each worked month (in accordance with the labour code)
- Installation of a fire alarm
- Regular checks of all fire extinguishers
- Ventilation in the workplaces
- Posting of an evacuation plan and a first-aid policy
- Providing first aid boxes in every industrial unit
- Marking of passages and emergency exits with luminous signs
- Providing ergonomic chairs for all workers
- Informing of workers about the importance of using personal protective equipment
- Fixing of electric lines to cutting machines
- Installation of protection screens in the buttonhole machine
- Re-organizing the storage in accordance with standards
- Marking of all chemical liquids
- Maintenance of the canteens and toilets
- Organizing OSH training for workers

- Consideration of requests to change posts due to health problems

Requirements to discuss

- Increase of training hours of juvenile workers. These are not in accordance with the law, but with the labour office, which wouldn't provide enough hours
- Setting up a system to stimulate workers to finish the daily quota (to avoid unpaid overtime)
- Calculating overtime on a weekly i.s.o. a monthly basis
- Keeping an annual leave register (despite the supplier's opinion that this is unnecessary due to of a fixed holiday season)

3.5. Poland

SUPPLIER 1

5,5% of total production Espresso Fashion

- Low risk country, no audit since 2006
- Head office and factory were not visited in 2010
- One subcontractor (Firma Kinga)

Espresso's PM has regular contact with this manufacturer. They have always complied very well to the FWF standards. The company has an active trade union and management is advised by FWF to keep an good relationship with the union to keep workers satisfied. Espresso Fashion could monitor the labour conditions through contacting the trade union.

SUPPLIER 2

4,0% of total production Espresso Fashion

- Low risk country, no audit since 2006
- Head office and factory were not visited in 2010

- Three subcontractors

In 2010 little monitoring was done in the absence and during the start of a new CSR Coordinator. Espresso's PM does have regular contact with this manufacturer however, and feels they are performing well on social compliance. Starting 2011, Espresso will check the status of the following issues:

- Posting of CoC in all facilities (incl. subcontractors)
- Workers are informed about wages, social contribution and anti-discrimination laws
- There is a chosen representative for the workers
- Staff regulations are updated and copied for the workers
- There is a H&S committee

3.6. Lithuania

SUPPLIER 1

- 8,5% of total production Espresso Fashion
- Head office and factory were not visited in 2010
- Never been audited

This supplier used to be a member of FWF themselves. As such, we have never audited them. However, Espresso was informed this year that their membership was revoked. This means we could audit them in the future.

3.7. External production

There is no external production for Espresso.

4. Training and capacity building

4.1. Activities to inform staff members

- Internally: In 2010 a new CSR Coordinator started at Espresso and she was introduced to our FWF membership. This was mainly done by informal meetings and the sharing of existing documentation and Espresso's archives.
- Externally: The CSR Coordinator was also informed about FWF at the FWF offices and had contact with the FWF verification staff.

Since we have been a member of FWF for quite some time, all the relevant staff members are aware of our FWF membership and what this entails. There is contact between the CSR Coordinator and the Production Managers about the follow up of CAPs and other relevant information regarding our ongoing efforts to improve labour conditions at our suppliers.

4.2. Activities to inform agents

Espresso introduces the FWF code of conduct to every agent.

- The product manager (PM) provides the supplier with an information document about Fair Wear Foundation and the general CSR policy of Espresso.
- We provide the public Espresso CSR report to the supplier/agent and also the brochure "Fashion with a Soul", about Espresso's CSR policy.
- Espresso or our agent asks the supplier to fill out the questionnaire and to provide pictures of the factory. The PM takes all the effort necessary to introduce the FWF policy and to explain the procedure. We sent the code of conduct in the right language to the supplier after signing the questionnaire.
- The PM arranges meetings with the agent/supplier to talk very extensively about the requirements and to solve problems.
- There is also regular contact through email and telephone with the supplier and/or agent. When needed, we ask FWF to conduct a training for the management and/of the workers in the factory.

4.3. Activities to inform manufacturers and workers

Expresso introduces the FWF code of conduct to every manufacturer.

- The product manager (PM) provides the supplier with an information document about Fair Wear Foundation and the general CSR policy of Expresso.
- We provide the public Expresso CSR report to the supplier and also the brochure “Fashion with a Soul”, about Expresso’s CSR policy.
- We visit most of our suppliers to meet them, see the production location, see the new materials and methods, and check the quality and to build up a good business relationship. Some suppliers visit Expresso regularly as well.
- Expresso or our agent asks the supplier to fill out the questionnaire and to provide pictures of the factory. The PM takes all the effort necessary to introduce the FWF policy and to explain the procedure. We sent the code of conduct in the right language to the supplier after signing the questionnaire.
- The PM arranges meetings with the supplier to talk very extensively about the requirements and to solve problems.
- There is also regular contact through email and telephone with the supplier. When needed, we ask FWF to conduct a training for the management and/of the workers in the factory.

5. Transparency & communication

Expresso values CSR highly because we want grow our business and create beautiful products, but only with respect for people and the environment. We are certainly transparent about our CSR efforts, but we communicate about this very carefully. We communicate to both consumers and the press.

Expresso recognises the need for increased transparency as a result from the growing consumer desire to know which brands are more sustainable than others. Therefore we are slowly communicating more about our CSR policy, which obviously includes our FWF membership of

which we are very proud. Below you will find a list of our communications, articles and media in which our CSR policy or FWF membership were mentioned in 2010.

- Espresso's website. This includes a CSR page <http://www.expresso.nl/overexpresso/mvo> and the Fair Wear logo is featured at the top of every page.
- Espresso's new magazine. We will publish four editions a year, in 2010 we published a Fall and a Winter edition. Each edition features an article on CSR related matters. The first article was on the subject of our FWF membership and what this entails.
- Espresso's brochure "Fashion with a Soul". In this brochure our dedication to People, Planet and Profit is described.
- A CSR business case, including an interview with a Production Manager, on <http://www.businessindevelopment.nl/Cases/case/30>
- A CSR business case, including an interview with the CSR Coordinator, on <http://www.internationaalondernemen.nl>
- An interview with Espresso's PR/Marketing Manager about our sponsorship of Orange Babies in Textilia Magazine.
- As part of a press event hosted by Modint to promote the Green Fashion Competition during the summer edition of AIFW, we presented Espresso and our CSR efforts to a group of international journalists. Subsequently we were mentioned in several international publications.
- We are part of the Fairtrade route Arnhem and located on the fairtrade shopping route map, which was introduced in May.

We are mentioned on the following websites:

- Fairwear.nl
- Rankabrand.nl
- AllesDuurzaam.nl

- Fashionunited.nl
- Vrouwonline.nl
- Textilia.nl
- MVONederland.nl
- Groenhetnieuwezwart.nl
- Clubgreen.nl
- Mitex.nl