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Introduction

Setting an example in transparent reporting

A few months ago adidas Salomon published its first social and environmental report for the year 2000. The report describes the international activities of the company, their effects on society and on the environment and the measures that are being taken to make adidas Salomon a responsible and transparent company.

The report on the whole group follows the model of the adidas-Salomon Global Technology Centre in Scheinfeld, Germany, which was successfully tested against the requirements of the EMAS Regulation back in 1998. The validated Environmental Statement 1998 describes transparently and comprehensively the environmental impact of the Scheinfeld site and the objectives and measures that are geared towards improving environmental performance.

EMAS II – comprehensive evidence of environmental performance achieved

In the present Environmental Statement 2001 we are committing ourselves to actively continuing the course we have set in the direction of environmental responsibility and sustainability.

The Environmental Statement 2001 contains evidence of our achievements in matters relating to the environment over the last three years. As well as quantitative information regarding the environmental impact of the company’s activities at Scheinfeld, specific programmes are cited that are directed at improving our environmental performance still further.

In addition, information is provided for the first time about indirect environmental impact, for example, environmental effects which are a consequence of our international activities relating to the sourcing of raw materials and primary products.

“Best practice” – motivation and support for international business partners

Most of adidas Salomon’s products are produced by independent manufacturers. We have less control over environmental performance in the operations of our suppliers than we do in our own production centres.

It is therefore all the more important for us to support our suppliers with case studies and by passing on any valuable experience of our own so that they can manage and organize their production plants in an environmentally benign manner. This Environmental Statement for the Global Technology Centre in Scheinfeld is therefore intended to actively guide our business partners towards the objectives of keeping their activities compatible with sustainability.

In July 2001 adidas Scheinfeld, the only sports footwear and ball factory owned directly by adidas-Salomon AG, was successfully revalidated under the Eco Audit Regulation, along with the test centres, training centres and export/shipping operations also based there. This tied in with our existing successes and provided confirmation of our commitment to environmental protection.

Being economical in the use of natural resources, avoiding accidents anywhere and at any time, taking environmentally aware action beyond the statutory requirements – this is how the global environmental policy of adidas Salomon AG is implemented in practice in Scheinfeld.

The numerous measures aimed at retaining and improving safety at work achieved formal recognition when the Scheinfeld adidas business location won the national Safety at Work Prize 2000 organised by the Textil- und Bekleidungs-Berufsgenossenschaft (the textile and clothing trade association). In this connection we would like to say a special thank you to all our staff.

We at Scheinfeld appreciate the importance of the subject, “health and safety at work”. Our long-term objective is therefore to actively guide our business partners towards the objectives of keeping their activities compatible with sustainability.

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adidas-Salomon Company Profile

Workplaces
adidas-Salomon is synonymous with competence in all areas of sport all around the world. The vision and corporate philosophy of the man who founded the company, Adolf Dassler, long ago became the guiding principle for the generations who came after him.

The idea was at once simple and ingenious: every sportsman should be supplied with the equipment that was optimal for him. The company dates back to 1920 when Adi Dassler manufactured his first shoes out of the few materials that were available after the first world war.

Today the adidas product portfolio extends from basketball, football, fitness and training footwear shoes out of the few materials that were available after the first world war.

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Today the adidas product portfolio extends from basketball, football, fitness and training footwear.

Scheinfeld sports footwear factory built.
Production of lightweight trainers and football boots began.

Heavy involvement in the development of innovative sports footwear concepts in the years that followed.

Scheinfeld production centre named the “Global Technology Centre”.

As a consequence of its altered role within the company, additional future-oriented measures are implemented: abandonment of the function of central sourcing organisation for sports footwear in Europe.

Integration of production for high-quality ball materials.

expansion of existing training facilities into an international training centre for sports footwear technicians.

Integration of specialist departments for the development of innovative sports footwear concepts.

establishment of a materials laboratory for testing sports footwear and ball materials and a test centre for innovative product development programmes.

Introduction of an integrated quality and environmental management system: first-time validation under the Eco Audit Regulation Certification: ISO 14001.

Establishment of the international training centre, covering:
• product training
• employee training
• management training

As part of planning to meet future recruitment requirements, first intake of shoe manufacture technicians, graduate engineers in shoe technology (College of Pirmasens).

Safety at Work Award

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In the last few years there have been a wide variety of initiatives aimed at minimising the environmental impact of operations on the site.

**Input materials**
Collaborating with adhesive suppliers and machine manufacturers, we have been carrying out large-scale testing of a new hot-melt adhesive application system since 1999 and have thus made a major contribution in the area of adhesive technology towards developments in the automation of adhesive application.

The definitive, advanced automated hot-melt applicator for the cementing of two components, e.g. soles, will undergo testing in our laboratories starting in September 2001. Assuming that the tests are successful, solvent usage could then be completely eliminated. This would mean a reduction in Scheinfeld of approx. 30–35%.

**Noise emissions**
The purchase of new, quiet machines (riveting machine, insole-stamping machine) has made it possible to reduce noise pollution. In addition, a form of ear protection that is individually adjustable and controllable, known as variphone otoplastic, has been purchased for those employees whose work areas are noisy. These otoplastics can be adjusted in accordance with the sound level.

**Standards of Engagement**
adidas Salomon pursues the ambitious goal of being the best sporting goods group. To achieve this goal, the entire company is expected to act in a responsible manner towards society and the environment. This status is underpinned by the “Standards of Engagement (SoE)”, the company’s code of conduct.

To implement the Standards of Engagement with regard to safety, health and environmental protection, globally recognised standards and limit values have been collected and described in detail in a manual, the “Guidelines on Health, Safety & Environment”. This contains practical, sensible and easy-to-understand instructions on how to improve working conditions in production facilities as well as recommended environmental protection measures. The manual provides the basis for training programmes which are carried out together with the company’s business partners at the same time serving as the basis for specific technical advisory services which adidas Salomon provides to its business partners.

Use of and adherence to these requirements are monitored and assessed at regular intervals by a specially created audit and advisory team.

Building on the Guidelines on HSE, environmental guidelines containing suggestions as to how to improve industrial environmental protection and good management practices are currently under development.

**Criteria for product materials**

- **Safe** materials are materials which are not toxic during use or disposal and whose use in product manufacture does not cause any toxic emissions or harm to ecosystems.
- **Cyclical** materials are materials whose raw ingredients stem from ecological cultivation and which can either be recycled or are biodegradable or compostable.
- **Clean** materials are materials which have been manufactured using solar energy or other “clean” renewable forms of energy. In this way we encourage our materials suppliers to manufacture product components and materials under conditions that are as environmentally benign as possible and to make use of the best available technologies.

With the ‘Policy for control and monitoring of hazardous substances’ we have developed a globally harmonised tool to enable us to adhere both to local regulations and to recognised standards (e.g. Eco Tex Standard 100) in our global sourcing.

Ongoing testing of material samples by accredited external test laboratories and our own Quality Assurance department are an important element of the ‘Policy’.

**Environmental activities in Scheinfeld**

In the last few years there have been a wide variety of initiatives aimed at minimising the environmental impact of operations on the site.

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Environmental activities in Scheinfeld are currently being addressed and will all have been upgraded by the end of 2001. The lighting concept has been implemented in shoe production and the warehouse for raw materials. Energy concept

The power load management system was installed at the end of 1999 and has proved very successful. Waste management

Ball production

The sequence of operations has now been changed so that assembly of pre-fabricated pieces entails a single pass of an automatic laminating machine. Moreover, the new automatic metering process ensures that the latex adhesive is spread evenly. Waste management

The changeover to environmentally friendly gas heating has been completed. Waste management

The materials laboratory performs analyses of product materials which are not to be used as alternatives to PVC on a large-scale. General avoidance of PVC materials in products is an important aspect of the company’s materials strategy.

Test centre

Educated in the form of lectures and practical workshops. Management of safety at work has long been an important issue at adidas-Salomon. The award of the Safety at Work Prize 2000 organized by the Textil- und Bekleidungs-Berufsgenossenschaft (the textile and clothing trade association) is a testimony to the exemplary health and safety at work practices exercised in Scheinfeld.

The training centre has offered premises, facilities and equipment for training and meetings. As well as training for shoe manufacturers and trainees and an academic programme, we offer different departments the opportunity to attend company and external training sessions. Seminars and training sessions on the subject "Local environmental protection" and "Environmental and social responsibility throughout the supply chain" form a fixed element of the syllabus for the trainees. These subjects are taught to trainees in the form of lectures and practical workshops.

Safety at work

Management of safety at work has long been an important aspect of adidas Salomon. The award of the Safety at Work Prize 2000 organized by the textile and clothing trade association is a testimony to the exemplary health and safety at work practices exercised in Scheinfeld.

Private vehicle traffic

To keep down private vehicle traffic generated by our commuters and avoid accidents on the way to work, we provide eight company minibuses free of charge for our employees. The resulting journey pooling scheme now saves 560,000 kilometres on the road per year. If we assume that all our employees would drive to Scheinfeld on their own, we are relieving our environment of approximately 115t CO2, 320kg NOx, 1.6t CO, 160kg of particles and 130kg of organic compounds.
The Environmental Management System

Environmental policy of the Global Technology Centre

Principle of sustainability

The adidas-Salomon principles of sustainability, which apply to operations worldwide, provide us with a yardstick for assessing our own progress in the areas of social and environmental responsibility. They have been adopted as the environmental policy to be applied at the Scheinfeld site.

Statutory requirements

We adhere to social and environmental laws, directives and guidelines while continually improving upon our own contribution to a sustainable society.

Management

We aim to:

• to analyse and assess the social and environmental impact of our products, technologies and procedures already at the design and development stage;
• to set clear objectives, draw up an action plan and monitor our progress;
• to publish the relevant results.

Relationship with suppliers and customers

We expect the activities of our suppliers to be compatible with our SOE. We work in partnership with them to improve work place conditions. We encourage our business partners to take a proactive stance on the social and environmental impact of their own activities.

Support

We support social and environmental projects and develop partnerships with businesses and organisations whose direct and indirect output contributes to a sustainable society.

Dialogue with our stakeholders*

We aim to communicate with all stakeholders in an atmosphere of mutual trust and respect. We provide them with appropriate information related to the social and environmental performance of the group on a regular basis.

Environmental objectives and environmental programmes are specified by the site manager in cooperation with the Environmental Delegate and the members of the Eco Audit Team and are tracked on an ongoing basis as regards their implementation. Primary responsibility for the use and maintenance of the Environmental Management System lies with the Environmental Delegate. The works council is involved at all times in all matters of environmental protection.

The plan is to fully integrate the management systems for quality and environment, to include safety at work as well. The co-ordinator for quality and environment is responsible for this. Numerous documents, such as instructions, which apply to both systems already exist.

The way the Environmental Management System is organised has clearly proved itself in the three years of its existence. Regular training sessions and open discussions have had the effect of anchoring environmental awareness at all levels of the workforce.

The Environmental Management System has a supportive role as regards compliance with statutory requirements and integration of any necessary information processes into business processes.

In the meantime the guiding principles which apply worldwide have been adopted as the environmental policy for the Scheinfeld site.

At the highest level of environmental protection in adidas-Salomon AG is the Global Director for Social and Environmental Affairs, who plays a co-ordinating and advisory role for all areas. Specifically to Scheinfeld, industrial environmental protection is implemented by the senior management representatives, the Environmental Delegate and environmental representatives from all the relevant sectors.

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Environmental impact

Steps of football production and environmental impact

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<td>Bottom preparations</td>
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<td>5</td>
<td>Finishing</td>
<td>Energy, Noise emissions, Emission of solvents, Waste, Water emission</td>
</tr>
</tbody>
</table>
Indirect Environmental Impact

Sourcing of materials and components

In this step, the following indirect environmental effects were recorded and evaluated on a site-specific basis:

- Transport-induced emissions relating to the sourcing of raw materials for the mass production of Copa Mundial Football boots and raw materials for ball production.
- Environmental impact of emissions associated with the relocation of the upper production and ball stitching lines.

Transport kilometres associated with main products in 2000

<table>
<thead>
<tr>
<th>Product</th>
<th>Kilometres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of raw materials for Copa Mundial</td>
<td>294,966 km</td>
</tr>
<tr>
<td>Purchase of raw materials for footballs</td>
<td>37,900 km</td>
</tr>
<tr>
<td>Upper production</td>
<td>69,163 km</td>
</tr>
<tr>
<td>Ball stitching</td>
<td>164,416 km</td>
</tr>
</tbody>
</table>

As we do not have any information regarding the lorries used or their diesel consumption, we have been forced to make informed guesses.

- Average fuel consumption is assumed to be 25L diesel / 100 km
- Average reliable total weight is assumed to be 20t
- Harmful substance class: European standard II

In this way it is possible to calculate the transport induced emissions of various harmful substances using data contained in the guidelines "Transport in environmental management" published by the Federal Environmental Agency in 1999. The figures are available regarding shipments by sea.

Based on the above assumptions, the volumes of transport-induced emissions for the harmful substances listed are as follows:

<table>
<thead>
<tr>
<th>Substance</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon monoxide (CO)</td>
<td>480 kg</td>
</tr>
<tr>
<td>Hydrocarbons (VOC)</td>
<td>300 kg</td>
</tr>
<tr>
<td>Nitrogen oxide (NOx)</td>
<td>2,000 kg</td>
</tr>
<tr>
<td>Particles</td>
<td>120 kg</td>
</tr>
<tr>
<td>Carbon dioxide (CO₂)</td>
<td>290 t</td>
</tr>
</tbody>
</table>

Development and design

Adidas-Salomon AG’s strategy for product life cycles – from design through to disposal – is based on the requirements defined regarding the content of noxious substances in the raw materials used and also the guidelines for monitoring and checking materials.

Disposal of products

Capsule and recycling options for sports footwear and ball products have been investigated in a number of studies. Levenson earned and other information obtained from industry companies in the waste disposal industry and from official organisations have been considered, amongst other inputs.

Particular attention has been paid here to the question of whether separate recording of products and their constituent materials, and hence special "disposal logistics", would be of ecological benefit.

Currently such data as is available is inadequate to serve as the basis for recommendations on specific disposal options.

In this connection, Scheinfeld is making an effort to get involved in projects on the subject of “Integrated Product Policy (IPP)” – here it is a matter of concentrating on the product itself and its direct and indirect environmental impact throughout its entire life cycle. The aim is to place all those involved in the chain, from product developers through to end-users, under an obligation to cooperate in avoiding waste and emissions.
### Data and facts

<table>
<thead>
<tr>
<th>Year</th>
<th>Raw materials, shoe production</th>
<th>Raw materials, ball production</th>
<th>Ancillary materials and consumables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Raw materials, shoe production**
- Leather (low) 146,042 kg
- Sheepskin 132,726 kg
- PU leather 114,147 kg
- Paper & cardboard 208,702 kg

**Raw materials, ball production**
- PU leather 16,600 kg
- Sheepskin 17,300 kg
- Paper & cardboard 20,000 kg

**Ancillary materials and consumables**
- Green waste 25 m³
- Films 11.2 t
- Paper & cardboard packaging 114.0 t
- El fuel oil 3,152,665 kWh
- EL fuel oil 3,836,734 kWh

**Total consumption**
- Leather 2,168 m³
- Sheepskin 2,291 m³
- PU leather 2,272 m³
- Paper & cardboard 2,501 m³
- EL fuel oil 2,324 m³
- EL fuel oil 2,610 m³

**Raw materials, shoe production**
- Total consumption 5,235,049 kWh
- Total consumption 5,642,607 kWh
- Total consumption 5,158,453 kWh
- Total consumption 5,274,707 kWh
- Total consumption 5,496,950 kWh
- Total consumption 6,091,899 kWh

**Balls produced**
- 126,000 pcs.
- 124,606 pcs.
- 148,009 pcs.
- 132,993 pcs.

**Used solvents, shoe production**
- 3.9 t
- 3.8 t
- 2.3 t
- 3.46 t
- 3.58 t
- 3.31 t

**Solvent-containing supplies, solid**
- 0.95 t
- 435 pcs.
- 700 pcs.
- 819 pcs.
- 1514 pcs.
- 520 pcs.
- 710 pcs.

**Solvents**
- 32.0 kg
- 31.0 kg
- 36.0 kg
- 32.3 kg

**Leather dyes**
- 323 kg
- 271 kg
- 327 kg
- 448 kg

**Granulated PU**
- 31.0 t
- 35.0 t
- 48.2 t
- 66.0 t

**Dust**
- 7.7 m³
- 6.9 m³
- 7.2 m³
- 8.0 m³

**SO2 (kg)**
- 1803.3
- 1626.2
- 1692.1
- 1890.4

**CO2 (t)**
- 997.6
- 899.6
- 936.1
- 1045.8

**CO2 (kg)**
- 859.6
- 761.6
- 797.1
- 826.5

**DMCO (g)**
- 133.0
- 136.4
- 140.0
- 142.7

**Emissions**
- Clear effects on electricity consumption. The objective of reducing the amount of waste that has to be disposed of by 10% has already been comfortably exceeded. The recycling ratio, i.e. the amount of waste that is recycled expressed as a proportion of total waste, rose by 6% between 1998 and 2000 to over 65%. The drop in the amount of domestic household-like industrial waste from over 90 t in 1997/98 to 25 t in 2000 should be noted. Improved segregation of waste has meant that a substantial amount of waste is now suitable for energy recycling and therefore no longer needs to be placed in a landfill site.

**Solvent-based adhesives and pigments are used in shoe production. The volatile matter is relea- sed into the atmosphere through evaporation.**

**Trends and effects**

- Total emissions of organic solvents for the year 2000 came to 27,854 kg.

- When these figures are made specific to one pair of shoes, the result is an average emission of 0.33 g/pair.

- When in the VOC Directive that has to be achieved Europe-wide by 2007 is 25 g/pair.

- In the figures, shoes are used as a base of comparison for environmental improvements. This allows for a clear effect. The objective of reducing the amount of waste that has to be disposed of by 10% has already been comfortably exceeded. The recycling ratio, i.e. the amount of waste that is recycled expressed as a proportion of total waste, rose by 6% between 1998 and 2000 to over 65%.

- The drop in the amount of domestic household-like industrial waste from over 90 t in 1997/98 to 25 t in 2000 should be noted. Improved segregation of waste has meant that a substantial amount of waste is now suitable for energy recycling and therefore no longer needs to be placed in a landfill site.

- This has the effect of sparing natural resources and saving considerable amounts on disposal at Schellfeld. When normalized to the quantity of shoes produced, this specific volume of waste has declined by 69%. The specific volume of waste that needs to be specially monitored has even declined by over 73%. Over half of the waste generated that needs to be specially monitored has increased over the last five years.

- Total emissions of organic solvents for the year 2000 came to 27,854 kg.

- When these figures are made specific to one pair of shoes, the result is an average emission of 0.33 g/pair.

- Simply by changing over to the more environmentally friendly source of gas, approximately 30% less CO2 and other noxious substances have been emitted since 2001.
### Environmental Programme – Objectives and Measures

A number of measures have contributed to the continuous improvements in industrial environmental protection at Scheinfeld. Additional activities are planned for the coming years. These are oriented towards our environmental policy, the global objectives of adidas-Salomon AG and Scheinfeld-specific factors. Responsibilities and the resources that are necessary are determined internally.

#### Energy Management

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measures</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce electricity consumption by 5%</td>
<td>• Implement the lighting concept in the export warehouse 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reduce electric power usage by 25% to 30% of peak power</td>
<td>• Take into consideration low electricity and compressed air consumption when planning operational reserves</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reduce use of fossil fuels</td>
<td>• Carry out regular checks for leakages in the supply of compressed air 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact of all stages of the life cycle of artificial labour</td>
<td>• Change laminating process in ball production so that drying process is no longer required 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reduce diffuse solvent emissions by 50% to 75% of original values</td>
<td>• Use recycled dispersion systems for adhesives and solvents 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reduce laboratory losses</td>
<td>• Improve capture of data relating to solvent consumption in the area of mass shoe production 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Use new injection moulding machine for PU sole production 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise laboratory losses</td>
<td>• Recover heat from the compressor 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Use environmentally benign fine materials</td>
<td>• Analyse the &quot;Copa Mundial&quot; product, applying the Integrated Product Policy (IPP) strategies at all stages of the life cycle of a football boot 2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise diffuse solvent emissions in the area of mass shoe production</td>
<td>• Improve capture of data relating to solvent consumption in the production process (e.g. water-based adhesives, hot melt) 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Use environmentally benign fine materials</td>
<td>• Use PVC-free materials 2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise laboratory losses</td>
<td>• Change ball production processes 2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise laboratory losses</td>
<td>• Expand data on materials purchased to include environmentally relevant aspects 2003</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

#### Environmental Management System

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measures</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further develop the Environmental Management System</td>
<td>• Add to and update the management manual Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Display information on environmentally relevant aspects for individuals Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Purchase new, easy-to-read information boards as required 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Providing regular training on relevant environmental factors as part of regular staff training Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Arrange for raw materials suppliers to provide training on environmentally relevant subjects as required 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Hold seminars for international trainees on environmentally relevant subjects Annually</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Plant greenery in front of the Aditeria 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Create a statement of solvent quantities Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Increase use of hot-melt technology 2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Continue trials and studies on the use of more environmentally benign substances in the production process (e.g. water-based adhesives, hot melt) 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Use ECC-free materials 2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Change ball production processes 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmental impact on noticeboards</td>
<td>• Expand data on materials purchased to include environmentally relevant aspects 2003</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

#### Environmental Data

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measures</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the amount of waste requiring disposal by 10% in ball production</td>
<td>• Improve segregation of different waste categories still further 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Purchases pre-fabricated fabrics and sub-materials Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Provide regular training on relevant environmental factors as part of regular staff training Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Arrange for raw materials suppliers to provide training on environmentally relevant subjects as required 2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Pass on environmentally relevant knowledge to suppliers Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Plant greenery in front of the Aditeria 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Increase use of hot-melt technology 2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Continue trials and studies on the use of more environmentally benign substances in the production process (e.g. water-based adhesives, hot melt) 2002</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Use ECC-free materials 2003</td>
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<td>Minimise environmentally benign low materials</td>
<td>• Change ball production processes 2001</td>
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</tr>
<tr>
<td>Minimise environmentally benign low materials</td>
<td>• Expand data on materials purchased to include environmentally relevant aspects 2003</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Objectives achieved 1998-2001

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measures carried out</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce electricity consumption by 10%</td>
<td>• Power load management system installed</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>• Lighting concept introduced</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>• Lighting concept implemented</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>• Additional step switches installed for the compressed air system</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>• Use electricity and compressed air consumption taken into consideration during planning of operating process</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>• Regular checks made for leakages in the supply of compressed air</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reduce fuel oil consumption by 10%</td>
<td>• Waste management concept developed</td>
<td>100%</td>
</tr>
<tr>
<td>Generate specific environmental figures</td>
<td>• Concept for collection of consumption data by category</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• Additional meters: electricity, water etc. installed</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Set up an eco-accountability structure</td>
<td>• Purchasing and sales data amplified to include environmentally relevant aspects</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Give employees more information</td>
<td>• Notices on information boards</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• Environmental aspects included in regular staff training</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

*) Objectives will be updated in the new environmental programme.

Environmental Verifier’s Organisation
Michael Spelling
Gefahrts Orts GmbH
Parkallee 5a
37073 Korb

Presentation of Next Environmental Statement
The next Environmental Statement will appear in August 2004.
Simplified Environmental Statements will be prepared by Scheinfeld for the years 2002 and 2003.

Environmentally acceptable energy consumption
If you have any questions or require any further information, please contact us at the following address:
address: Adidas-Salomon AG
World of Sports
Social and Environmental Affairs
Tel.: 00 49 (91 32) 84 - 0
D-91074 Herzogenaurach
E-Mail: sustainability@adidas.de

The adidas-Salomon AG has established an environmental policy, at its location Global Technology Center in Herzogenaurach, and applies an environmental management system, applied in environmental programs, aimed on environmental audit of operating process and environmentally relevant aspects.

In the name of the accredited environmental verifier organization, here, Michael Spelling has established that:
• the environmental policy, the environmental program, the methodology and execution of the environmental audit of operating process as well as the environmental statements are due to the specifications of the Regulation (EE, No. 705/1991) of the European Parliament and the Council of the European Union 1991/705/EG on the voluntary participation by organisations in a Community environment management and the scheme (EMAS) and
• the specification of the environmental statement 2001 as well as in the simplified environmental statements of the last two years are notable and all environmental questions, which are described in the statements, are to be considered in appropriate way.
This statement is based on the insight into current documents, terms and other installation and comments with the permit holder within the environmental statement 2001 is explained valid.
In the name of the environmental verifier organization:
Michael Spelling
Gefahrts Orts GmbH
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Contact Partner on Environmental Issues
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This Environmental Statement was prepared in collaboration with INTECHNICA, environmental and management consultants, Nuremberg, www.intechnica.de.