

Environmental Statement 1998

adidas-Salomon AG
Global Technology Center
Scheinfeld





adidas-Salomon AG
Global Technology Center
Adi-Dassler-Strasse 24-26
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Germany

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1. Introduction

Commitment to sport – responsibility for the environment

As the authentic sports brand, adidas-Salomon is familiar with the rules of the game.

Observing the rules of the game requires of us fairness and a sense of responsibility towards the community and the environment.

Realizing that protection and preservation of the natural foundations of life represent the elementary rules for participation in all sports, adidas is committed to addressing the principles of environment-oriented corporate policy.

This aim of this Environmental Statement for the site of the *Global Technology Center* in Scheinfeld/Germany is to document this commitment.

The *Global Technology Center* – leading the way and setting an example worldwide

Successful validation of the only factory for sports footwear and balls owned by adidas-Salomon AG, pursuant to the EEC Eco Audit Regulation, represents a further milestone in transformation of this site into a future-oriented innovation and technology center. Thus the *Global Technology Center* continues to fulfil its strategic function within the global adidas organization, leading the way through pro-active introduction of future-oriented management systems that set an example for the cooperation partners of adidas-Salomon AG worldwide.

Even a journey of a thousand miles begins with a single step

The Environmental Statement is an ecological audit of the site in Scheinfeld.

It provides information on what has been achieved so far regarding environmental protection and also on future goals and concrete measures aimed at further improving environmental performance at this site.

It certainly is not yet able to lay claim to completeness as regards inclusion of all details.

This Environmental Statement, however, does represent a satisfactory starting platform for defining necessary future tasks which we are committed to fulfilling.



Bob Shorrocks
Managing Director
Footwear Management



Herbert Gallocke
Head of *Global Technology Center*
Scheinfeld

2. The *Global Technology Center* - Function and Mission within adidas-Salomon AG

The adidas-Salomon AG *Global Technology Center* is located in Scheinfeld, a small town in Central Franconia/Bavaria, in the Steigerwald forest area. The site covers 45,000 m² and is situated approximately 50 kilometers away from the headquarters of adidas-Salomon AG in Herzogenaurach. There are 210 people working at the *Global Technology Center*.

The site is part of the adidas-Salomon AG organization. It is one of a group of footwear production facilities manufacturing sports footwear on behalf of the company. In addition to this production site, the company works with other, independent contractors operating production facilities worldwide.

Within the global corporate organization structure of adidas-Salomon AG, the *Global Technology Center* is assigned to the functional sector for global footwear sourcing operations.

Successful development of the brand as a leading sporting goods company worldwide is closely linked with the achievements of the site in Scheinfeld. As a result of its proximity to company headquarters in Herzogenaurach, the sports footwear production facility ever since its foundation has been continually involved in development and implementation of product and process innovations. This has meant, in particular, that the employees there possess excellent qualifications and knowledge, which is valuable and helpful when it comes to building up and providing technical support for other production facilities around the world.

As the name of the site in Scheinfeld indicates, the *Global Technology Center* today is more than just a "production facility". It is a flexible and efficient innovation and expertise center with leading-edge management systems and services, characterized by its highly qualified employees who input their knowledge all over the world, as we pursue our mission to become the best sports brand in the world.

2.1. Historical Review of the Site

1959	A sports footwear factory is built in Scheinfeld.
1961	Production of lightweight training and soccer shoes starts. Substantial involvement in development of innovative sports footwear concepts in the following years
1962	The first machine for direct injection of soles made of thermoplastic polyurethane and rubber to sports shoe uppers is put into operation. Further injection technologies for polyurethane and nylon are developed in cooperation with well-known plastics and machine manufacturers.
1974	The first polyurethane plasticized foam injection machine for the manufacture of solid-color sports shoe soles is put into operation. This technology is further developed for the manufacture of two-color soles.
1980	Large-scale production of sports shoes with directly injected and cemented soles
1987	Utilizing state-of-the-art production technologies, and employing highly qualified workers, the sports shoe factory is gradually transformed into an innovation and technology site. This allows great flexibility in production and fulfillment of individual customer requirements in the form of custom-made shoes. The site increasingly takes on fundamental advice and service functions for adidas-Salomon AG contractors and cooperation partners worldwide.
1997/1998	The Scheinfeld production site is given the name " <i>Global Technology Center</i> ". As part of its changed function profile within the company, future-oriented measures are implemented: <ul style="list-style-type: none">● Assumption of the function of a central sourcing organization for sports footwear in Europe● Integration of production of high-quality ball materials● Expansion of existing training facilities, becoming an international training and development center for sports footwear technicians● Integration of specialist departments for development of innovative sports footwear concepts● Installation of a materials laboratory for testing of sports footwear and ball materials, and a test center for innovative product developments
1998	Introduction of an integrated quality and environment management system

3. Existing Milestones in Environmental Protection

Efforts had already been made at the site in the past to make advances in the sector of environmental protection. The environmental impact of adidas products has been continuously improved, primarily through substitution of materials and optimization of production processes. Materials suppliers are expected to focus on “environmental compatibility”, offering corresponding material innovations.

Since 1980:	In cooperation with well-known materials manufacturers, weight- and volume-optimized polyurethane materials are developed, tested and introduced in series production. Polyurethanes offer very good cushioning qualities and are often used as midsole and outsole materials in sports shoes.
Since 1985:	Usage in sole production of chlorofluorocarbons (CFC's), which destroy the ozone layer, is stopped. Following a successful series of tests, only toluene-free adhesives are now used in production. This leads to a reduction in emissions and a substantial improvement in health protection in the workplace environment.
Since 1990:	Utilization of machines for automatic dosage and application of adhesives to shoe soles and uppers in the assembly process represents a further important contribution to environmental protection and humanization of the workplace. This also results in a substantial reduction in adhesives consumption and related emissions. Only biologically degradable mold release agents are now used in the manufacture of outsoles made of thermoplastic polyurethane or rubber. Work is being carried out at the <i>Global Technology Center</i> to find more environment- and health-compatible alternatives to replace solvent-containing adhesives. Studies and tests in series production are carried out on an on-going basis.
Since 1991:	As part of further improvement measures in the production sector, a waste management infrastructure for production waste is put in place. This guarantees collection and sorting of waste directly at source.
Since 1996:	A fully automatic wire-screen washing system using biologically degradable cold cleaners is installed for the cleaning of color sieves which are used for printing soccer ball materials. The cold cleaners are recycled and used again in the cleaning process, resulting in a substantial reduction in consumption of new cleaning materials.
Since 1997:	“Environmental Protection in the Sports Footwear Industry” is included as part of the training program for technical trainees being trained as sports footwear technicians at the <i>Global Technology Center</i> in preparation for international assignments at production facilities worldwide. Participants in the training course are given comprehensive information on the subject of human ecology, production ecology and waste disposal ecology in sports footwear production.

4. The Environmental Management System

Implementation of EEC Regulation No. 1836/93 should lead to a constant improvement of environmental protection at the *Global Technology Center*.

Operational activities at the site in Scheinfeld have an impact on the environment. Measures are therefore taken to minimize this impact.

The Environmental Management System guarantees fulfillment of statutory requirements.

The measures contributing to improvement of environmental protection at the site are organized, coordinated, controlled and monitored with the help of the Environmental Management System.

In addition, it supports integration of the required information processes in operating activities.

The Environmental Management System at the *Global Technology Center* is built up, maintained and further developed in coordination with the Environmental Manager of adidas-Salomon AG who is responsible for setting up a company-wide management system.

The Environmental Management System is based on the Environment Manual. This contains objectives, responsibilities, processes and accompanying information for the individual sectors.

Environmental policy, environmental objectives and environmental programs are defined by the Environmental Management Representative in coordination with the Environmental Delegate and the members of the Eco Audit Team. Responsibility for application and maintenance of the Environmental Management System lies with the Environmental Management Representative.

The Eco Audit Team is made up of representatives from the production sites for sports footwear (including waste management, hazardous materials), ball production, purchasing, shipment, technical services (energy and water management), pattern mold construction, laboratory, canteen and administration. Alongside fulfillment of their own job functions, the representatives are responsible for technical implementation of environmental measures in the respective sectors, in coordination with the Environmental Delegate.

The Environmental Delegate organizes the measures and activities defined in the Environmental Program. He carries out information, reporting, monitoring and control functions in cooperation with the representatives of the Eco Audit Team.

Environmental awareness on all levels of operations is increased through employee information and discussions. The *PRO IDEA PROGRAM*, the company innovation proposal system aimed at promoting the on-going improvement process, enables all employees to submit ideas and suggestions for optimizing environmental protection and saving of resources within the company. Depending on the level of feasibility and benefit, improvement proposals submitted are implemented, rewarded and published.

Procedural and working guidelines and defined forms will describe and safeguard activities of relevance to the environment. These guidelines, and the structure of the Environmental Management System, are documented and updated in the Environment Manual. The effectiveness of the management system will be checked on an on-going basis and the functioning of the defined environmental programs will be documented by means of regular internal environmental audits of industrial activity at the site.

4.1. Environmental Policy of the *Global Technology Center*

- We are engaged in environmental protection on our own initiative, driven by a sense of responsibility and commitment.
- No threat to the environment should emanate from our activities.
- We regard the statutory regulations as minimum requirements and seek to achieve higher standards of environmental protection at the entire site.
- Our products, production processes and methods should have as little impact on the environment as possible.
- We constantly increase our knowledge of the environmental compatibility of our products; this includes evaluating and monitoring the impact of current activities on the local environment.
- We intend to evaluate the environmental impact of every product, every activity and every new process prior to utilization and thus take preventive steps to avoid damage to the environment and risks to safety.
- We use raw materials and energies sparingly and thus contribute to nature conservation.
- We aim to return residual materials to the materials cycle, as far as is possible and economically viable.
- We aim to guarantee a safe working environment for our employees.
- We involve our employees, on all levels and in all sectors of responsibility, in the tasks of environmental protection and promote their awareness of environmental issues through factual information, on-going training and regular instruction.
- We take the necessary steps to prevent accidents that may have environmental impact, by setting up emergency plans of action, carrying out control rounds and permanently monitoring the functioning of our environmental facilities and systems.
- We use our influence to bring our contract partners and suppliers to apply adequate environmental standards.
- We aim to foster open, objective dialog with our customers, the competent authorities and the community, in order to contribute to better mutual understanding.
- We ensure adherence to our environmental policy by means of an appropriate control system.

4.2. Organization

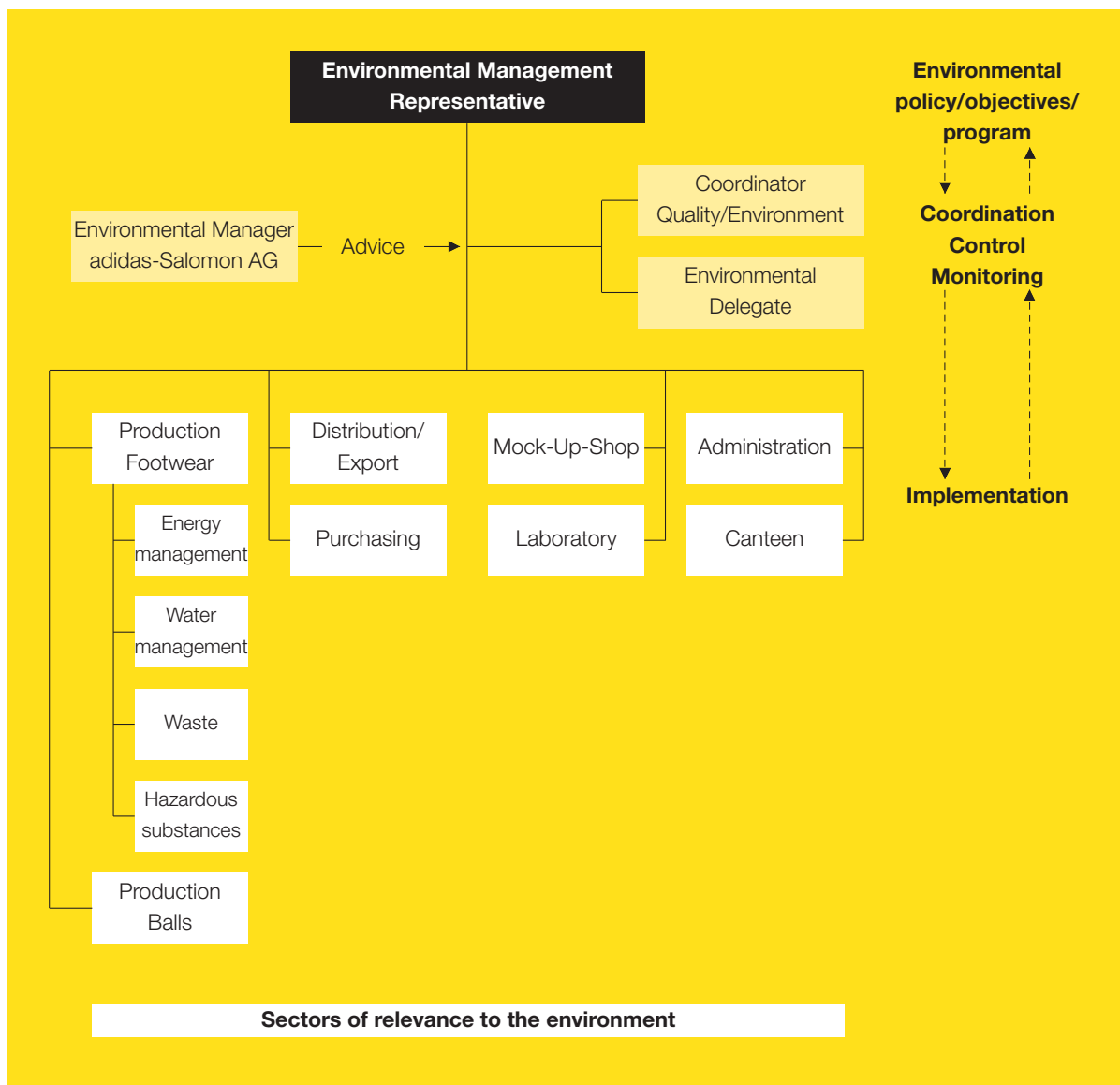
Specification of environmental policy and definition of environmental objectives and the environmental program for environmental protection at the site is carried out by site management in coordination with the people responsible for global sourcing activities in the footwear sector. The Head of the *Global Technology Center* is the Environmental Management Representative.

The Environmental Manager of adidas-Salomon AG assumes an advisory function in installation and maintenance of the Environmental Management System and in implementation of the environmental program.

The Environmental Delegate and Environmental Team in the relevant sectors at the site are responsible for implementing the environmental program and monitoring the defined activities.

The Coordinator for Quality and Environment is responsible for coordinating and linking up the environmental and quality management systems to form an integrated management system.

The following chart shows the organizational structure:



4.3. First Environmental Review/Environmental Audit

The current situation at the GTC site was analyzed as part of the first environmental review. This included checking adherence to all valid environmental regulations, recording all systems in operation, and storage facilities, and their environmental impact. Moreover, materials used and the relevant consumption data were recorded in the form of an input/output analysis. At the same time, the existing organizational structure and processes of relevance to the environment were analyzed with respect to their completeness and documentation.

In order to monitor the functioning and effectiveness of the installed Environmental Management System, internal audits will be carried out at the site at regular intervals in future. This will determine the appropriateness of the defined processes for implementation of environmental policy and achievement of environmental objectives. Corrective action will be taken in the event of any shortcomings and variances being identified.

The environmental audit cycle covers a period of three years. The efficiency of the Environmental Management System will be examined for the entire site. This includes:

- Environmental policy, environmental objectives, environmental organization
- Environmental media: raw materials and supplies, energy, water, effluents, waste, residual materials, emissions, storage
- Environmental programs, training, communication
- Control and correction mechanisms

If necessary, environmental policy, environmental programs and the Environmental Management System will be modified to meet new requirements, in line with the findings of the environmental audit.

5. Activities at the Site and Related Environmental Impact

On the production side, the *Global Technology Center* houses a manufacturing facility for sports footwear and balls. The process flow for manufacturing of the two product lines is shown in the following charts:

Sports footwear production

The actual manufacture of sports shoes in the sense of joining together individual components to form a finished product is preceded by key operational steps such as definition and provision of the material compositions to be used, and physical, chemical and human-ecology tests in the laboratory.

Operational steps

Related environmental impact

Cutting/Preparing/Stitching

The sports footwear production process begins with the cutting of individual materials to be used as components in the final product. Various synthetic materials of nylon, polyamide, polyester and also leather are used for the upper. The cut components are processed in various operations, for example splitting, stamping, looping or dyeing. Subsequently the components are joined together by stitching or cementing. As soon as the cut components are joined to form the upper, this is pulled over the last for further processing.

Materials used, energy, adhesives
Cutting waste
Emissions produced by use of solvents
Storage of hazardous substances

Bottom preparation

In bottom production, the individual components of a sports shoe sole, which may be made up of inlay sole, insole, midsole and outsole, are prepared for mounting on the upper. Cutting presses and stamping, trimming and roughing machines are used in this process. The outsoles are treated with primers, to enhance the effect of the adhesives. Sole materials often comprise natural and synthetic rubber compounds, ethylene vinyl acetate, polyurethane and nylon materials.

Energy, adhesives, crosslinking agents
Noise emissions, dust emissions, emissions produced by use of solvents
Waste, special waste
Storage of hazardous substances

Assembly

In the assembly process, the shoe upper and sole components are joined together. This is done either by cementing, using adhesives, or by injecting the outsole directly onto the upper.

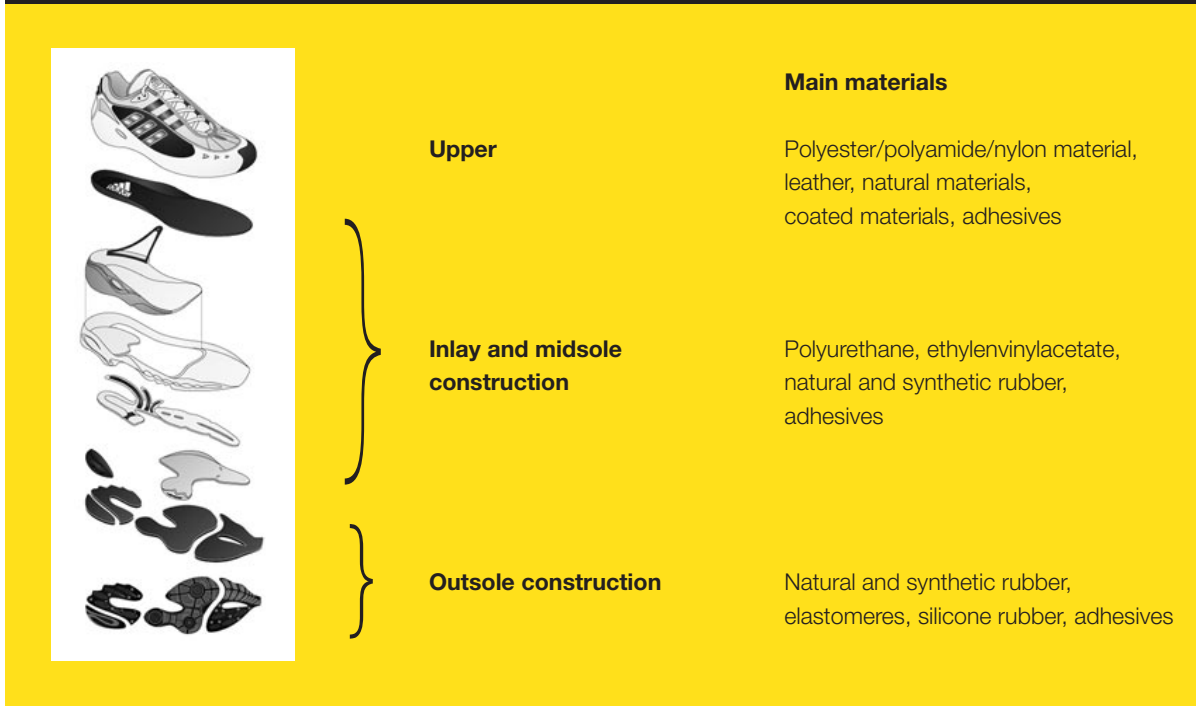
Energy, adhesives
Emissions produced by use of solvents, adhesive and solvent residues as waste, polyurethane waste

Finish

Following assembly, the sports shoes are completed in the finish process. Uppers are treated with finishes. Thread inserts are put into the outsoles of soccer shoes, sock linings inserted. Finished shoes are laced, inspected and subsequently packed in pairs in boxes ready for shipment.

Energy, adhesives, packaging
Emissions produced by use of solvents, waste, special waste

Example for construction of a running shoe



Production of soccer balls

Only soccer balls of top-quality synthetic materials are made in ball production at the Scheinfeld site. The material comprises a special layer construction that gives the balls excellent playing and quality characteristics.

The individual raw materials initially arrive as roll material. Identically sized sheets are cut from the rolls. These are then placed in layers, laminated, cemented and pressed. After drying in a drying oven, designs are printed onto the sheets.

Individual panels are cut from the sheets and subsequently stitched together to make the finished soccer ball.

The panels are delivered to production facilities specialized in the hand-stitching of soccer balls.

Once completed, the balls are returned to Scheinfeld for final inspection, packaging and shipment.

Related environmental impact

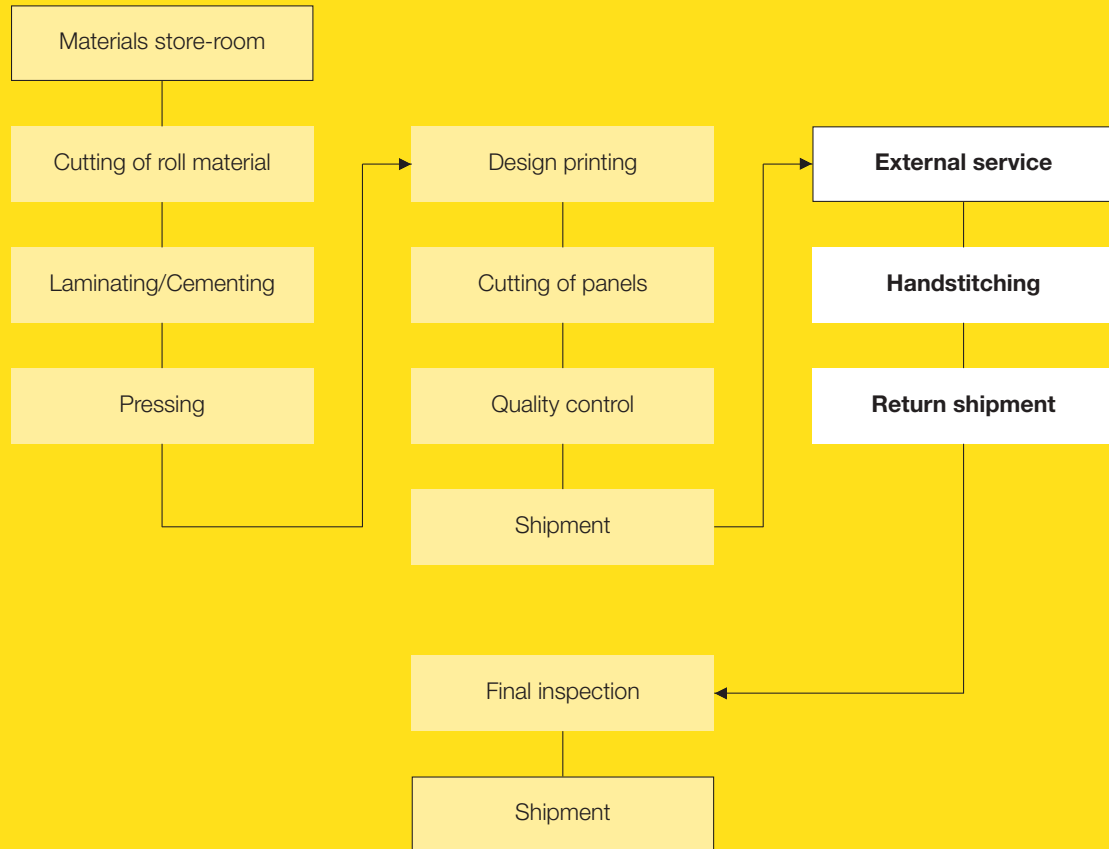
Synthetic materials, energy, latex adhesives, print dyes

Emissions produced by adhesives and print dyes, dye residues, adhesive residues as waste

Cutting waste

Packaging

Example for production steps in soccer ball manufacturing



5.1. Environmental Facts & Figures

Documentation of operating data aims to ensure verifiability of environmental performance. Absolute figures alone, however, are not very meaningful. For example, increased productivity with otherwise constant frame conditions almost inevitably leads to increased environmental impact. Our goal, therefore, is to record data in a more differentiated way and to compile specific key data. This key data will permit accurate analysis of operating processes and activities at the site.

5.1.1. Raw Materials and Supplies

Due to the multiplicity of materials used in the manufacture of sports footwear and soccer balls, differentiated recording of individual material categories is very time-consuming and therefore has not been carried out so far.

The following quantities of materials were used in 1997:

Materials used in footwear production		1997
Raw materials footwear production		
Leather and textile material		149,000 m ²
Granulated PU		31 t
Leather dyes		323 kg
Semi-finished products ¹⁾		80 t
Miscellaneous small items ²⁾		10 t
Shoe boxes and outcartons		93 t
Fabric bags		1.2 t
Labels, adhesive tape		1.3 t
Supplies		
Adhesives, thinners and solvents		39 t

1) semi-finished products include inlay soles, heel counters, wedges, etc., the quantity unit is in "pairs"

2) miscellaneous items include thread inserts, rivets and eyelets, etc.

Materials used in ball production		1997
Raw materials ball production		
Sheet materials		138,278 m ²
Latex adhesives		28 t
Screen-printing dyes		153 kg
Packaging material		27 t
Supplies		
Solvents		32 kg

5.1.2. Water/Effluents

Water supply

Fresh water is taken from the public drinking-water network of the town of Scheinfeld.

Water utilization

At the site, water is mainly needed for sanitation purposes. Small quantities only are used for regular checking of the sprinkler system.

Drinking-water consumption	1997	1996	1995
Sanitation purposes	2,232 m ³	2,251 m ³	2,128 m ³
Sprinkler check	40 m ³	40 m ³	40 m ³
Total consumption	2,272 m³	2,291 m³	2,168 m³

Effluents

Sanitation effluents flow into the public sewerage system. The volume of waste-water corresponds to the volume of drinking-water used. There are no industrial effluents occurring at the site.

5.1.3. Energy Consumption

The main sources of energy at the site are electricity and oil. Fluorescent and energy-saving lamps are used for all lighting in the production and administration buildings. The following table shows energy consumption levels for 1997.

Energy consumption	1997	1996	1995
Electricity in kWh	1,804,488	1,805,873	2,082,384
Oil			
– In l	349,000	387,000	318,000
– In kWh	~ 3,460,000	~ 3,835,000	~ 3,150,000
Total consumption in kWh	5,264,488	5,640,873	5,232,384

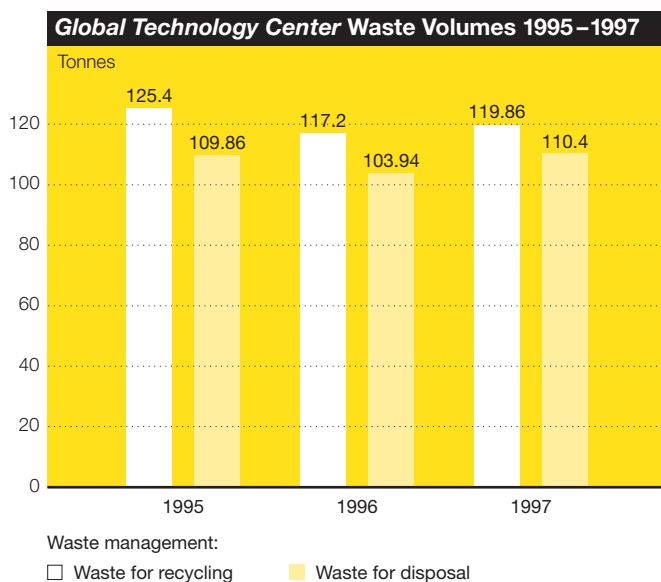
5.1.4. Waste

The following quantities of waste material were incurred in 1997, the majority of which was recycled or disposed of.

Waste	1997	1996	1995
For recycling			
Paper, cardboard	108 t	106 t	114 t
Plastic	11.46 t	10.85 t	11.20 t
Fluorescent lamps*	819 pcs.	700 pcs.	435 pcs.
For disposal			
Industrial waste	90 t	98 t	103 t
Biological waste, food leftovers	15 t	–	–
Grease separator contents	2 t	–	–
Used solvents, adhesive remains*	2.72 t	2.1 t	2.94 t
Solvent-containing supplies, solid*	2.32 t	3.84 t	3.92 t

* waste that needs to be specially monitored

The following chart shows the quantities of waste that were disposed of in an environmentally compatible way or re-used as a source of energy.



Further reduction of the total volume of waste at the site and identification of alternatives for utilization of unavoidable waste forms part of the future environmental objectives.

5.1.5. Noise Emissions

As defined in the local authorities' land development plan, the site of the *Global Technology Center* is situated in a mixed residential and commercial area.

The daytime and night-time limits for noise emissions are adhered to. The site currently works essentially in single-shift operations. No noise emissions are produced during the night.

Workers involved in noise-intensive processes wear individually adjustable, state-of-the-art hearing protection. Continuous monitoring takes place to ensure that hearing protection is actually worn.

5.1.6. Products

In 1997, 373,000 pairs of sports shoes and 126,000 soccer balls were produced, involving the above-stated materials and energy consumption levels.

Top-quality sports shoes and sports balls are made from a multitude of natural and synthetic materials which need to meet high requirements regarding functionality and quality. Before being used in production, materials for product components subject to great strain undergo extreme tests in order to guarantee long life of the product technology features without impairing wearing comfort and playing qualities.

At the end of their life, because of their material composition, sports shoes and soccer balls can be disposed of as "residual waste".

Extensive in-house research projects are currently being undertaken to explore future-oriented disposal alternatives for the products, such as recycling of individual materials or utilization as alternative fuels in energy-intensive industrial processes.

5.1.7. Transportation and Packaging

As the town of Scheinfeld does not have a direct rail link, raw materials and supplies and semi-finished products are delivered by truck. Merchandise deliveries from overseas suppliers are mainly transported by ship.

Shipment of products manufactured in Scheinfeld is handled by reputable carriers who themselves take into consideration environment-related criteria, such as route-optimized transportation planning in distribution logistics. Deliveries to overseas customers are mainly carried as sea freight, using the nearest sea (Bremerhaven) or inland (Schweinfurt) port.

The boxes used as packaging material for pairs of sports shoes are made of 80% recycled paper. Different boxes are used for the different shoe sizes and models, in order to reduce transport volumes and weight.

The shoe boxes are non-coated, the print colors used do not contain any heavy metals. Soccer balls are packed in polyethylene bags. Outcartons are used for transportation purposes for sports shoes and soccer balls.

Used cardboard containers from other suppliers that are still fully functional are re-used for transportation, in order to reduce consumption levels for packaging materials. Suppliers of raw materials and supplies are expected to take back transport packaging and containers.

Two-way systems are not yet used for merchandise deliveries, as products are essentially distributed worldwide. Industry-wide solutions for distribution of products within Germany are currently being developed and investigated.

6. Environmental Objectives and Programs

An environmental program has been defined based on the weaknesses identified in the first environmental review, in order to improve environmental protection at the site.

The program contains concrete environmental objectives, measures for implementation, responsibilities and timelines.

Objectives	Action	Time
Energy management	<ul style="list-style-type: none"> ● Install a power load management system 	1999
Reduce electricity consumption by at least 5%	<ul style="list-style-type: none"> ● Develop a lighting concept for export warehouse 	1998
	<ul style="list-style-type: none"> ● Implement lighting concept 	1999
	<ul style="list-style-type: none"> ● Install additional stop valves for the compressed-air system 	1998/99
	<ul style="list-style-type: none"> ● Take into consideration low electricity and compressed-air consumption when planning supplies 	ongoing
	<ul style="list-style-type: none"> ● Carry out regular leakage checks on the compressed-air supply 	ongoing
Reduction of heating oil consumption by 10%	<ul style="list-style-type: none"> ● Develop an integrated heating system concept for boilers 	2001
	<ul style="list-style-type: none"> ● Implement the integrated heating system concept 	2001
Waste management	<ul style="list-style-type: none"> ● Optimize collection of different waste categories 	1998
Reduction of waste volumes for disposal by 10%	<ul style="list-style-type: none"> ● Expand the existing waste separation system in production to include all sites 	1998
Substances used	<ul style="list-style-type: none"> ● Continue trials and studies with respect to usage of environmentally compatible substances in the production process 	ongoing
At-source collection of environmental data	<ul style="list-style-type: none"> ● Develop a concept for differentiated recording of consumption data through installation of additional meters (electricity, water) 	1999
	<ul style="list-style-type: none"> ● Develop an eco chart of accounts 	2001
	<ul style="list-style-type: none"> ● Extend purchasing and sales data to include environmental aspects 	ongoing
Further develop environmental management system	<ul style="list-style-type: none"> ● Continually add to and update Environment Manual 	ongoing
	<ul style="list-style-type: none"> ● Display environment-related information on info boards 	ongoing
	<ul style="list-style-type: none"> ● Include environmental protection as a regular item on the agenda of the weekly meetings of GTC management 	ongoing
	<ul style="list-style-type: none"> ● Include environmental aspects in the regular employee information 	ongoing
General	<ul style="list-style-type: none"> ● Develop a concept for greenery in outdoor areas 	2001
	<ul style="list-style-type: none"> ● Reduce paved and impermeable areas 	2001

7. Contact Partner for Questions

The contact partner for questions concerning our Environmental Management System is:

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8. Presentation of Next Environmental Statement

A simplified Environmental Statement appears annually in August. The next validated Environmental Statement will appear in August 2001.

9. Accredited Environmental Verifiers Organization

GERLING CERT UMWELTGUTACHTER GmbH
Mr. Michael Sperling
50597 Cologne
Germany

VALIDATION

At its Global Technology Center to Scheinfeld, **adidas-Salomon AG** has established an environmental policy, set up an environmental management system and an environmental programme, implemented an environmental review, determined what environmental audit measures are to be taken, and prepared an environmental statement.

In the name of the accredited environmental verifier organisation, Mr. Michael Sperling has established that

- the environmental policy, environmental management system, environmental programme, environmental audit methodology and the environmental statement conform with the standards and requirements of "Regulation (EEC) No. 1836/93 of the Council of European Communities of 29 June 1993 concerning the voluntary participation by companies in the industrial sector in a Community eco-management and audit scheme" and
- the statements in the environmental statement are reliable and the environmental statement adequately takes into account all environmental issues of importance the Global Technology Center to Scheinfeld.

This statement is based on the inspection of relevant documents, tours of the site installations and interviews of personnel.

The environmental statement is herewith declared valid.

In the name of the environmental verifier organisation:

A handwritten signature in black ink that reads "Scheinfeld 100898 M. Sperling". The signature is written in a cursive style.

(Gerling CERT Umweltgutachter GmbH)

