



Amer Sports Carbon Footprint 2015

Salomon*

July 2016



* In this report, 'Salomon' includes data for both Salomon and Mavic brands

Executive Summary

Key Points at a Glance



TOTAL EMISSIONS

Salomon emitted a total of 7,417 tCO₂e in 2015, a 0.3% increase since 2014.

TOTAL EMISSIONS

Salomon's gross emissions have increased 9% since 2009. However, Salomon's procurement of renewable energy reduced the brand's net emissions by 881 tCO₂e (12%).

At 4.95 tCO₂e per FTE, Salomon is the third most carbon intensive brand, over three times less carbon intensive than the most intensive brand (Precor).



BUILDING ENERGY

Building energy emissions were 4,463 tCO₂e in 2015, a 5% increase since 2014.

BUILDING ENERGY

Salomon has increased its spend on building energy by 6% since last year to €1.5million, whilst its energy use increased by 5% during the same period.

At €21 per m², Salomon has the fourth highest energy cost intensity across the Group. This has decreased by 2% since 2009.



TRAVEL

Travel emissions were 2,827 tCO₂e in 2015, a 4% decrease since 2014.

TRAVEL

Travel emissions intensity (per FTE) has reduced by 7% since 2009, but increased by 5% since 2014.

Whilst total travel costs are 1% lower than in 2014, travel costs per employee are 10% higher (€1,409/FTE). This is largely due to a 9% decrease in employee numbers.



BRAND REVIEW

In terms of total gross emissions, Salomon was the **second highest emitting brand**, contributing 16% of total Group emissions in 2015.



BRAND REVIEW

Salomon's significant emissions are partly attributed to the brand's large number of employees (1,497), which is 77% higher than the next highest brand, Arc'teryx.

The brand also spends more on energy and travel costs than other brand (€3,592,000) which is 37% higher than the next most costly brand (Precor).

Salomon has the highest travel emissions (2,827 tCO₂e) across the Group.

Salomon Operations Included

Operations that cause GHG emissions at Salomon

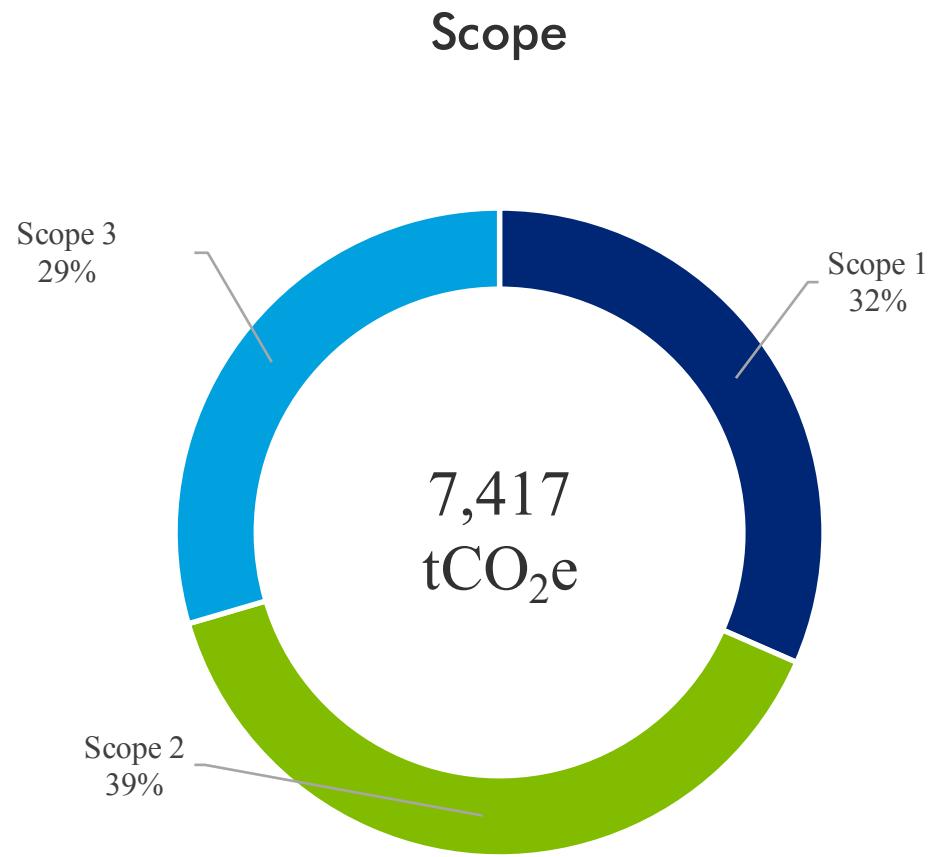
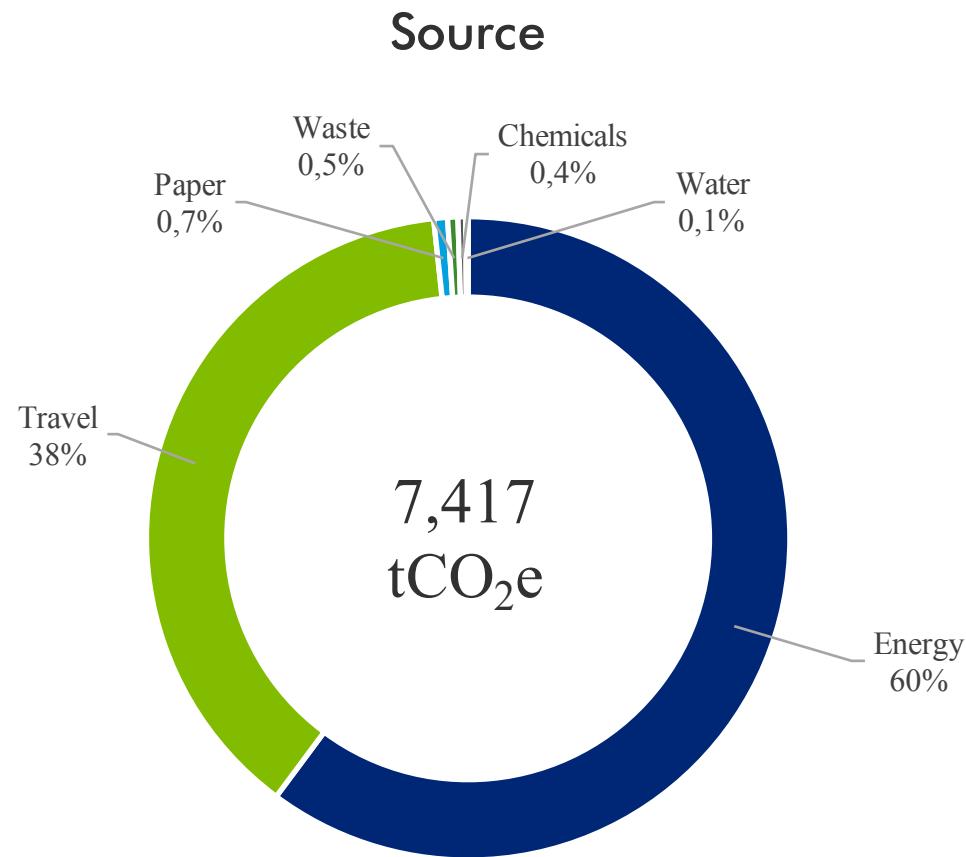
Scope	Source	
Scope 1 – Direct emissions <ul style="list-style-type: none">From operations owned or controlled by the company.		<ul style="list-style-type: none">Building energy (e.g. natural gas)Travel (e.g. fleet vehicles)Fugitive and process emissions (e.g. leaked refrigerants)
Scope 2 – Indirect energy <ul style="list-style-type: none">Generation of purchased electricity, steam or cooling consumed by the company.		<ul style="list-style-type: none">ElectricityDistrict Heating
Scope 3 – Indirect other <ul style="list-style-type: none">Emissions that are a consequence of the activities of the company, but occur from sources not owned or controlled by the company.		<ul style="list-style-type: none">Business travel (e.g. flights, mileage)Paper consumptionWater consumptionWaste generated in operations (sent to landfill) Transportation and distribution of goods (upstream & downstream); Employee commuting; Leased assets (upstream and downstream); Franchises; Investments; Processing, use and end of life treatment of Sold Products; Operational waste to other treatment

Salomon Carbon Footprint 2015

Results

Results Summary

2015 by GHG Source & Scope



tCO₂e is an abbreviation of 'tonnes of carbon dioxide equivalent' and is the internationally recognised measure of greenhouse gas emissions.

The GHG Protocol categorizes Greenhouse Gas emissions into three broad scopes:

- Scope 1: All direct GHG emissions
- Scope 2: Indirect emissions from consumption of purchased electricity, heat or steam.
- Scope 3: Other indirect emissions

Results Summary

SALOMON GREENHOUSE GAS EMISSIONS STATEMENT 1 January 2015 to 31 December 2015

Baseline year	Calendar Year 2009
Consolidation approach	Operational control
Consistency with Financial Statements	By following the operational control approach, our greenhouse gas disclosures include data from leased assets that are not included in the consolidated financial statements.
Boundary summary	All entities and all facilities either owned or under operational control of Salomon and Mavic were included, with data for shared sites allocated proportionately. Partner stores, brand stores, small distribution centres and factory outlets were excluded.
Emissions factor data source	Defra, UK Government conversion factors for Company Reporting (2015)
Assessment methodology	Greenhouse Gas Protocol (revised edition, 2004) and ISO 14064-1 (2006)
Materiality threshold	3% (all emissions sources >1% were included)
Intensity ratio	Emissions per €m revenue
External verification and/or assurance	None



Greenhouse Gas Emission Source	2015 (tCO ₂ e)	Change from baseline year (%)
Scope 1	2,341	19%
Fuel combustion	1,240	39%
Vehicle fleet	1,073	-1%
Fugitive / Process emissions	29	N/A*
Scope 2	2,885	12%
Purchased electricity	2,885	12%
Purchased heat, steam and cooling	0	0%
Scope 1 and 2 Emissions	5,226	15%
Scope 3	2,191	2%
Upstream scope 3 emissions	2,191	2%
Purchased goods and services (water, paper)	60	120%
Fuel- and energy- related activities	339	16%
Waste generated in operations	38	-55%
Business travel	1,754	0.46%
Downstream scope 3 emissions	Excluded	-
Total Gross Emissions	7,417	11%
Purchased Renewable Electricity	881	57%
Total Net Emissions	6,537	6%

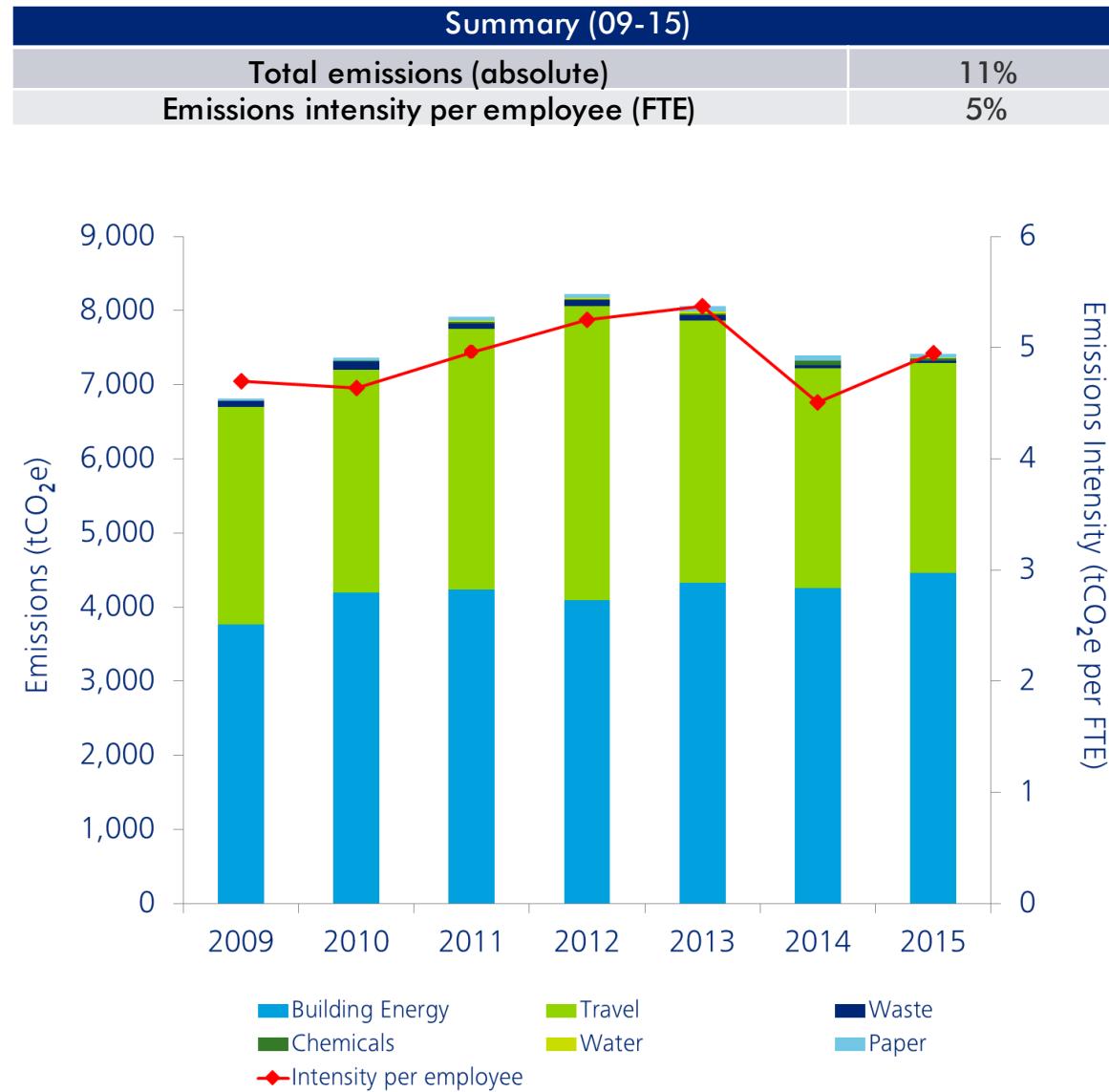
Group Metrics	2015	% Change
Full-time equivalents (FTE)	1,498	3%
Gross Internal Area (m ²)	69,678	7%

Intensity Ratios (Gross Emissions)	2015	% Change
Emissions per FTE (tCO ₂ e/FTE)	4.95	5%
Emissions per m ² GIA (tCO ₂ e/m ²)	0.11	2%

* No Fugitive / Process emissions were recorded in 2009

Results

Total and Relative Emissions (2009 to 2015)



- Salomon's absolute carbon emissions **increased slightly (9%)** between 2009 and 2014. Emissions peaked in 2012 at 8,222 tCO₂e.
- Between 2014 and 2015, total emissions **remained relatively stable**, with a **decrease of 0.3%**.
- Emissions from travel **decreased by 4%** between both 2014 and 2015, and since the 2009 baseline.
- However, the **decreases in travel emissions have been offset by increases in energy emissions** between 2014 and 2015 (**5%**) and since baseline year (**19%**).
- Between 2014 and 2015 emissions intensity per employee **increased by 10%**, driven by a **9% decrease in employees**. This was in contrast to a **decrease** in emissions intensity between 2013 and 2014, driven by a **9% increase in employees** during that period.

Glossary

HQ: Headquarters

PF: Production Facility

LC: Logistics Centre

SC: Sales Company

FTE: Full-time employee

tCO₂e: Tonnes of carbon dioxide equivalent

CDP: Carbon Disclosure Project

GHG: Greenhouse gas

Data and assumptions

This report has been prepared using data and documents provided by Amer Sports OYJ relating to its activities that cause greenhouse gas emissions (GHGs). The contents and accuracy of this report are dependent on Amer Sports supplying data (as part of its 2015 carbon footprint) as accurately as possible.

Where data was not provided we have made assumptions where needed in order to try to provide a fair reflection of your carbon footprint for the period stated in the report. These assumptions include estimates of energy use from normalised energy use per square meter calculations based on comparable sites within your portfolio, or use of cost data where better data is not available or suitable.

Certain figures have been based on reports from third-party sources (e.g. carbon conversion factors from Defra) and the accuracy of this information is limited to the accuracy of these reports and sources. Assumptions have been made in calculating many elements of the enclosed materials. Most of these assumptions have been detailed in the reports from which they were sourced, and should not be relied upon in isolation.