


*mission*



**Mission Zero**  
**Ramón Arratia**

A photograph of Ray Anderson, an older man with grey hair, wearing a dark blue jacket over a teal shirt. He is leaning against a tree trunk with his arms crossed, looking directly at the camera with a slight smile. The background is a blurred forest scene with tree trunks and branches.

“We will cutting the  
umbilical cord to oil”

Ray Anderson  
1994

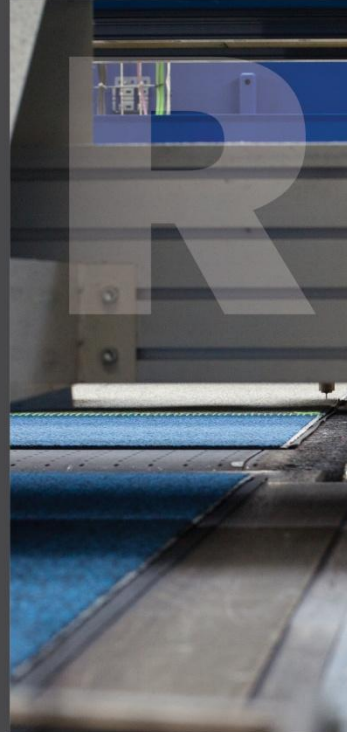
# Applying 'zeroism' everywhere



For Our  
**Customers**



For Our  
**Products**



For Our  
**Factories**



For Our  
**Value Chain**



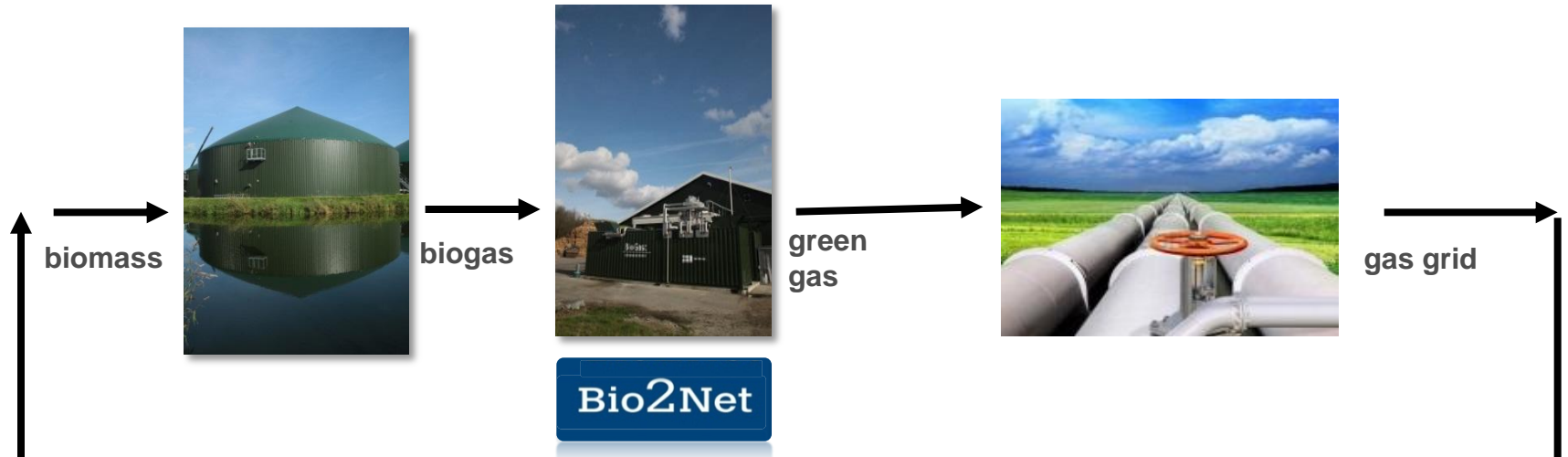
# Direct impacts: Our factories



## Green electricity

started using green electricity in Europe in 1998 and have used 100% green electricity in all sites since 2007.

# Starting 1 Jan 2014 - 100% Biogas



**Fish factory Spakenburg**



**Interface**

# Improving energy efficiency in manufacturing

Increasing the speed of the production lines while using the same energy

Insulating pipes and equipment to avoid thermal loss

Switching to super-high efficiency electrical motors

Progressively switching to low consumption lighting in our operations.

Periodically fighting leakages of compressed air

Improving the efficiency of boilers

Using outside air to cool production facilities

Reducing the voltage needed for lighting



Efficiencies: Our new Pre-coat process consumes  
50% less gas per m<sup>2</sup>



# Our Direct impacts

91%

Waste: Amount sent to landfill per unit of production is down 91% since 1996.

81%

Water: Intake per unit of production is down 81% since 1996.

66%

Safety Performance: Total Accident Frequency Rate is down 66% from 1999.

61%

Non-Renewable Energy: Use per unit of production is down 61% since 1996.

49%

Raw Materials: 49% of total raw materials are recycled or bio-based.

41%

GHG Emissions: Emissions per unit of production are down 41% since 1996.

36%

Renewable Energy: 36% of energy used is from renewable sources since 1996.

19%

Footprint: The carbon footprint of the production phase for the global weighted average product is down 19% since 2008.

Cool!

Cool Carpet: We have sold 25 million square metres of Cool Carpet and purchased and retired 344 thousand metric tonnes of offsets.

100%

Electricity in factories in Europe is 100% renewable.

99.8%

99.8% of the products sold in Europe were manufactured in Europe.

71.4%

71.4% is the highest total recycled content for a carpet tile made in Europe.

74%

Absolute GHG Emissions are down 74% since 1996.

27%

Product embodied carbon footprint is down 27% since 2008.

365+

More than 365 colourways are made out of 100% recycled yarn.

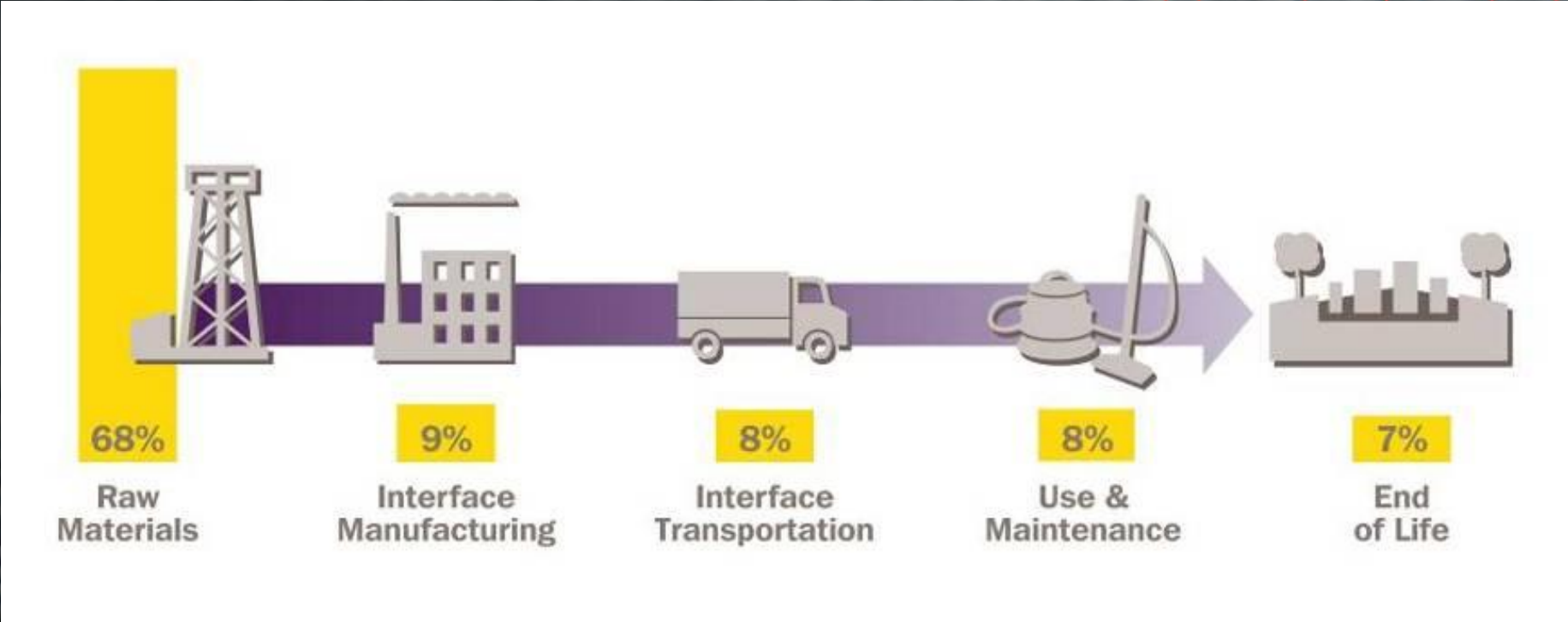
## Aim of zero direct carbon

- 74% Absolute reduction in direct GHG (2012)
- 95% Absolute reduction in direct GHG (estimate by 2014)

A top-down photograph of a person lying on a checkered floor. The person is wearing a light-colored long-sleeved shirt, dark pants, and dark shoes. They are lying on their back with their arms and legs spread out. Two square tiles are missing from the floor, one to the left and one to the right of the person's head. The floor is composed of alternating light and dark square tiles. The entire image has a red color cast.

# Product impacts

# Most of our impacts are not in our factories

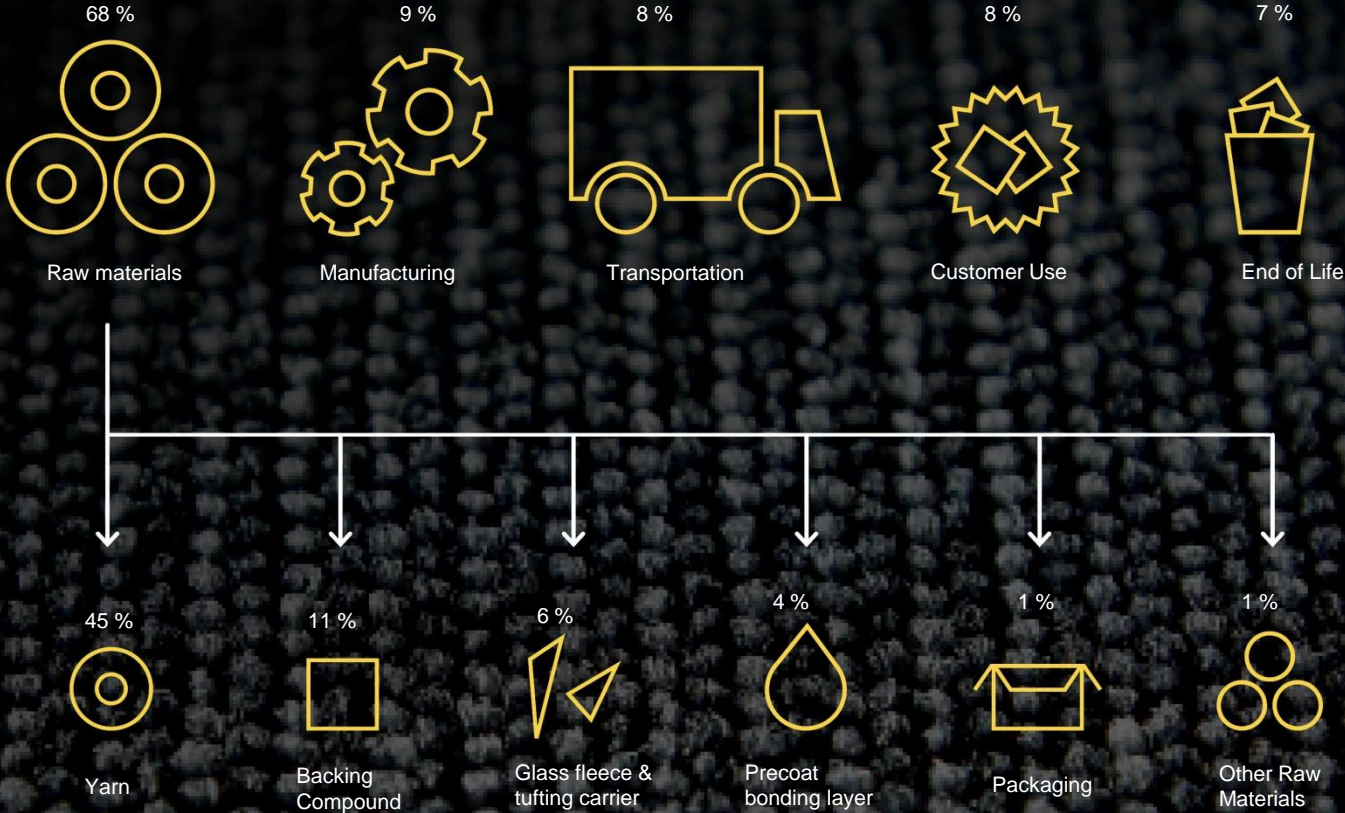


What can we do to reduce the impact of the yarn?

- 1. Reduce the amount of yarn used**
- 2. Use more recycled yarn in the composition**
- 3. Invent a new yarn**



# Life cycle assessment: measuring what counts



# Biosfera, minimum material and 100% recycled yarn

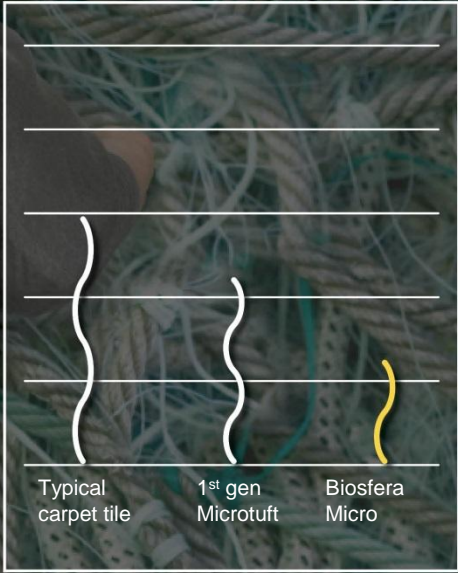
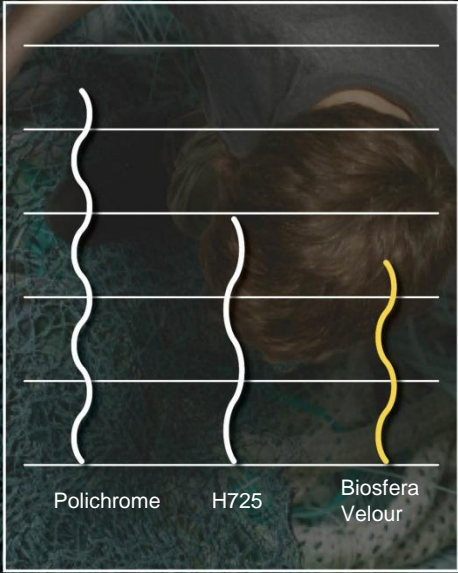
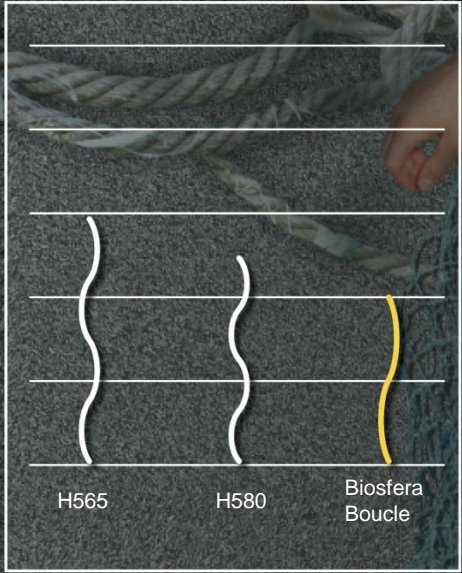
g/m<sup>2</sup>

Loop pile construction

Cut pile construction

Microtuft construction

1,250  
1,000  
750  
500  
250  
0



Raw materials

Raw materials

Fotosfera uses  
63% bio-based  
yarn



Microtuft: around 50%  
less yarn

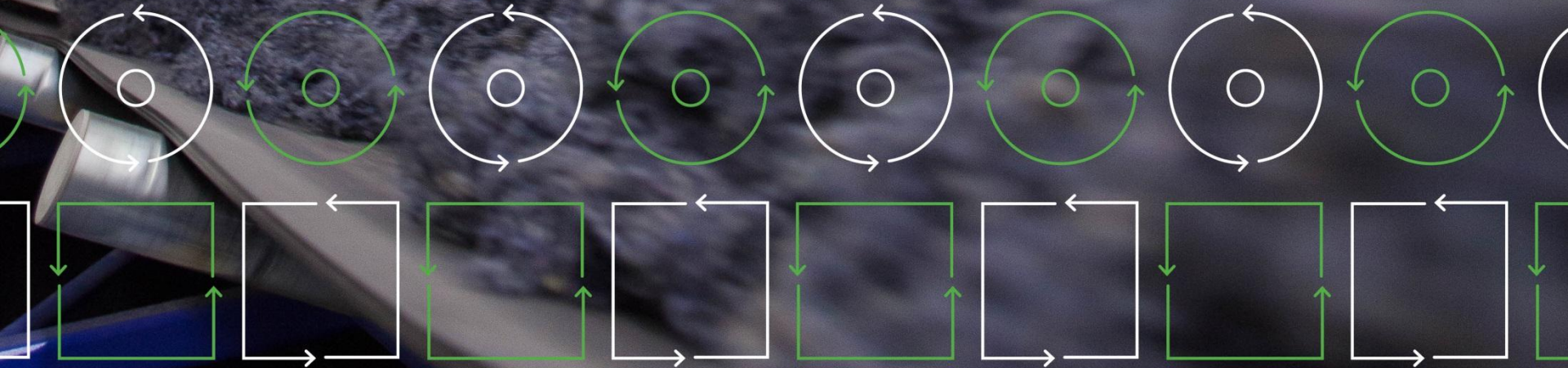




A photograph of a man with short, grey hair, wearing a light blue button-down shirt, looking intently at a green, spiky plant in a field. He is wearing a watch and a colorful beaded bracelet on his left wrist. The background is a lush green field of similar plants.

# Renewable materials

ReEntry 2.0  
Like for like recycling



# Offsetting the whole life cycle carbon with Cool Carpet®



It uses recognised standards such as VCS or VER

It is verified and audited by an independent third party

It covers the full life cycle of our carpet tiles as opposed to just our direct footprint



# Examples of Cool Carpet® projects

1 Fuel switch programme in Brazil

2 Biomass Power in India

3 Small scale hydro project in China

4 Fuel-efficient stoves in Cambodia

5 Wind Turbine Construction in India





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