

**GREEN COMPANY
PERFORMANCE ANALYSIS 2012**

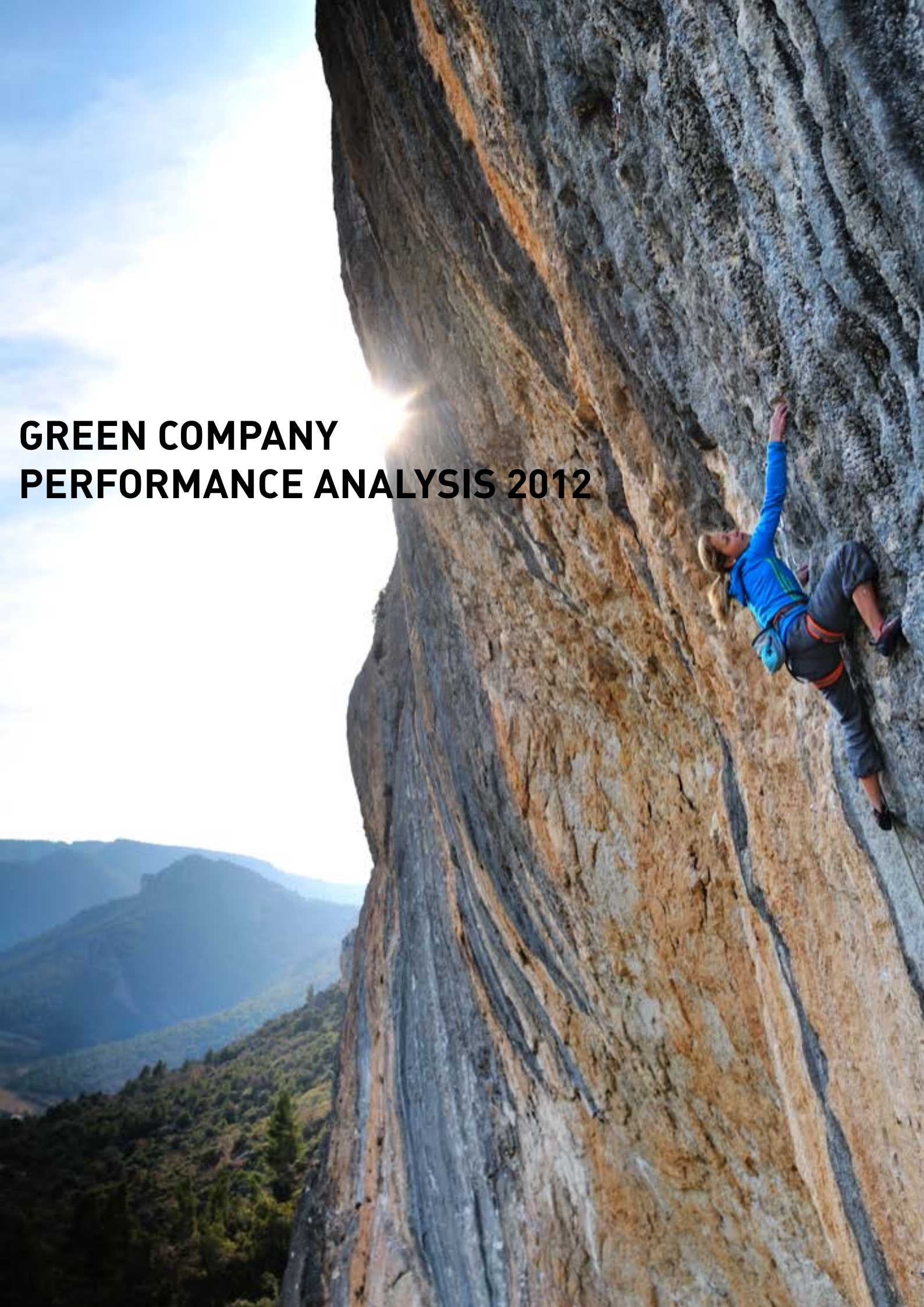


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1. Executive Summary

The Green Company Initiative is the environmental programme for our own operations, focusing on the administration offices, own production sites and distribution centres that we own, rent or lease. For those sites, we set ambitious targets in 2009 to improve the environmental performance. The results for 2012 show that we are on track to reach our 2015 saving targets for water consumption and reduction of household waste. In the area of energy consumption and carbon emissions, as well as the consumption of paper, we are progressing well, but we need to further intensify our efforts in order to reach our 2015 targets.

A closer look into the 2012 results shows that we need to differentiate between the facility groups when reviewing the progress towards our targets, especially when it comes to energy consumption. While our own production sites and distribution centres are on track with reducing their energy consumption and carbon emissions, our administration offices are lagging behind. The key results for 2012 are as follows:

- ✘ **Energy consumption:** -6.0% → linear target for 2012 not achieved
- ✘ **Carbon emissions:** -10.9% → linear target for 2012 not achieved
- ✔ **Water consumption:** -13.5% → linear target for 2012 achieved
- ✔ **Household waste reduction:** -23.2% → linear target for 2012 achieved
- ✘ **Paper consumption:** -16.7% → linear target for 2012 not achieved

Over the last few years we have implemented different tools to help achieve the Green Company targets. We built a strong environmental management system based on the ISO 14001 standard that had already been implemented and certified by eight sites. More sites plan to join this system and to become certified within the next two years. Another tool is the GreenENERGY Fund that we founded in 2012 to help sites implement their energy and carbon reduction projects. Over the next three years, this tool is expected to deliver the necessary improvements of our energy and carbon reduction results.

Besides our ISO 14001 system and the GreenENERGY Fund, increasing the local engagement of our employees is key to improving the environmental performance of our sites. Our local Green Teams are very active and their achievements are becoming visible in the reported results.

Again, the Green Company Initiative was strongly supported by the 49 sites that have reported their environmental data for 2012. The information provided enables us to review our performance and progress towards the 2015 targets of the Green Company Initiative. It also allows us to identify best practice examples that we can share on our intranet to help other sites contribute to the targets and to drive their own projects.

Even though we could not meet all of our linear targets for 2012, we continue to develop the support tools and engage strongly with different departments and employees to reach the ambitious, but realistic 2015 targets.

2. Introduction

With the vision of becoming a 'zero emission' company, we launched the Green Company Initiative in 2008 to improve the environmental performance of our own operations. The Initiative aims to provide the supporting framework, guidance and communication platform to help all Group entities improve their environmental footprint.

Based on the Green Company assessment 2009 and input from several of the business entities included in the assessment, we defined clear targets for 2015. We also acknowledge that all locations will define their own potential and plan for how to reach these targets.

We evaluate and report on the progress of the Green Company targets annually. The performance analysis includes a summary of the reported data for 2012 and previous years. More information about the Green Company programme can be found on our corporate website under www.adidas-group.com/en/sustainability/Environment/Our_Green_Company_programme/default.aspx.

3. Performance Review

3.1 Complete report for 2012

Table 1 shows the results of 2012 for energy consumption, carbon emissions, water consumption, reduction of household waste and paper consumption for the different administration offices, own production sites and distribution centres. In total 49 sites reported data.

Environmental data	Total energy consumption (MWh)	Total carbon emissions (tonne)	Total water consumption (m³)	Total household waste (tonne)	Total paper consumption (tonne)
Administration offices					
Region EMEA	54,765	11,633	74,441	508	116
Region AMERICAS	45,210	16,269	120,446	812	96
Region APAC	6,658	4,260	7,567	not reported	70
Administration offices (total)	106,632	32,161	202,454	1,320	282
Own production sites					
Region EMEA	7,092	1,278	2,913	124	3
Region AMERICAS	30,810	11,758	44,491	642	80
Region APAC	308	196	991	3	3
Own production sites (total)	38,210	13,232	48,395	769	86
Distribution centres					
Region EMEA	27,049	7,931	31,972	310	53
Region AMERICAS	41,328	12,920	38,751	615	56
Region APAC	2,067	1,181	25,900	4	7
Distribution centres (total)	70,444	22,032	96,623	929	117
TOTAL	215,285	67,426	347,472	3,018	484

Table 1: Environmental data 2012 Group-wide for all locations reporting (incl. 49 sites)

Note: All values in this table are shown as rounded values. Total values can differ from actual sum due to decimal place of individual values.

3.2 Assumptions made for the core target follow-up

We have set different targets for the adidas Group to reduce the environmental impact of our own operations. Targets focusing on the reduction of resources are the 'core targets', which we are aiming to achieve by 2015. We review our progress towards these core targets using annual linear targets. The assumptions made and decisions taken to develop these linear targets and a target follow-up are listed below:

- Only sites with a full year of operations are included in the reporting to ensure only representative values are considered.
- The first group of locations (21 sites) has been reporting since 2008.
- The second group of locations (28 sites) joined the reporting in 2010.
- At the end of 2009, we set and published Green Company targets for our own operations. See a full list of these targets in the Environment section of our corporate website under www.adidas-group.com/en/sustainability/Environment/Our_Green_Company_programme/default.aspx.
- Two different baseline years for the reporting sites are considered, depending on the first year of reporting (2008 or 2010).
- To allow for a target follow-up for the whole group of sites, a mathematical methodology was chosen and applied. According to this methodology, we developed one linear target value per year for the entire group of reporting sites, considering the individual base year of the sites.
- To be able to calculate a target follow-up for the entire group, required gap values were added for the sites that could not report data that is relevant for a target follow-up. The key performance indicators (KPIs) were held stable for those sites.

3.3 Follow-up of core targets

Table 2 presents a target follow-up and short description of our progress towards the 2015 targets, based on the reported data of our administration offices, own production sites and distribution centres for 2012. The individual results of the core targets for all 49 sites that reported in 2012 can be found in Appendix 2 of this report.

Core target follow-up	Energy savings MWh/m ²		Carbon savings t/m ²		Water savings m ³ /person		Household waste reduction t/person		Paper savings t/person	
	(Target 2015: -20%)		(Target 2015: -30%)		(Target 2015: -20%)		(Target 2015: -25%)		(Target 2015: -50%)	
	Linear target 2012	Saving result 2012	Linear target 2012	Saving result 2012	Linear target 2012	Saving result 2012	Linear target 2012	Reduction Result 2012	Linear Target 2012	Saving result 2012
Administration offices	-9.5%	-3.5%	-14.3%	-10.4%	-9.8%	-15.3%	-13.0%	-22.5%	-23.3%	-20.7%
Own production sites	-11.4%	-15.3%	-17.1%	-17.0%	-11.4%	+2.1%	-14.3%	-36.0%	-28.6%	-9.7%
Distribution centres	-7.5%	-9.0%	-11.2%	-12.1%	-7.3%	-15.8%	-9.4%	-14.1%	-18.0%	-12.6%
Total	-8.7%	-6.0%	-13.1%	-10.9%	-9.4%	-13.5%	-12.1%	-23.2%	-22.6%	-16.7%

Green: annual linear target achieved

Yellow: annual linear target not achieved

Table 2: Aggregated target results 2008 - 2012 (incl. 49 sites)

Energy and carbon

Target 2015: Reduction of relative energy use by 20% per square metre, +10% relative carbon savings through 'greener energy sources'. In total: 30% carbon savings per square metre.

Progress:

Energy savings KPI - target follow-up total group (49 sites)

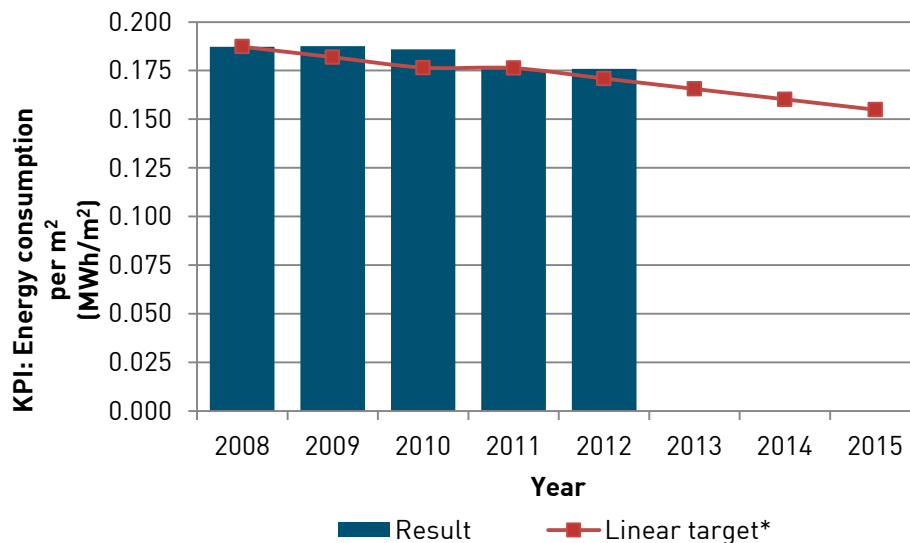


Diagram 1: Energy savings KPI - target follow-up total group (49 sites)

*As the reporting scope was extended in 2010, and to consider for the individual base years of the sites, the linear target for the total group was adapted accordingly. More details about the different base years and calculation of the linear target are described in section 3.2 of this report.

Even though we achieved a reduction in our energy consumption of 6.0% compared to the base year, this result does not meet our linear target for 2012 of 8.7%. If we differentiate between facility types, we see that our own production sites and distribution centres have actually achieved their linear target towards a saving of 20% in 2015, but that our administration offices are lagging behind, thereby influencing the total result for the entire group. Diagrams for the different facility types can be found in Appendix 3.

Projects that helped us to achieve energy consumption savings include the installation of new lighting systems or occupancy sensor controlled lighting, making sure that lights are switched off when not in use. Our GreenENERGY Fund also contributed to this result, by supporting investment in various local projects to reduce energy consumption and the carbon emissions caused. See section 6 of this report for more information about the GreenENERGY Fund.

The influence of our business operations is also visible in our energy performance. Additional or reduced shifts at our sites contribute to a higher or lower energy consumption. Also the increase or decrease of the number of employees at a site influences the energy consumption and results for all three facility types. The continued construction work and changes at the adidas Group headquarters in Herzogenaurach, Germany, have an especially significant influence on the overall performance of the reporting group. In 2011, different departments at the headquarters relocated to the newly constructed building 'Laces', while other offices were demolished. Additional construction work will continue at this location.

Carbon savings KPI - target follow-up total group (49 sites)

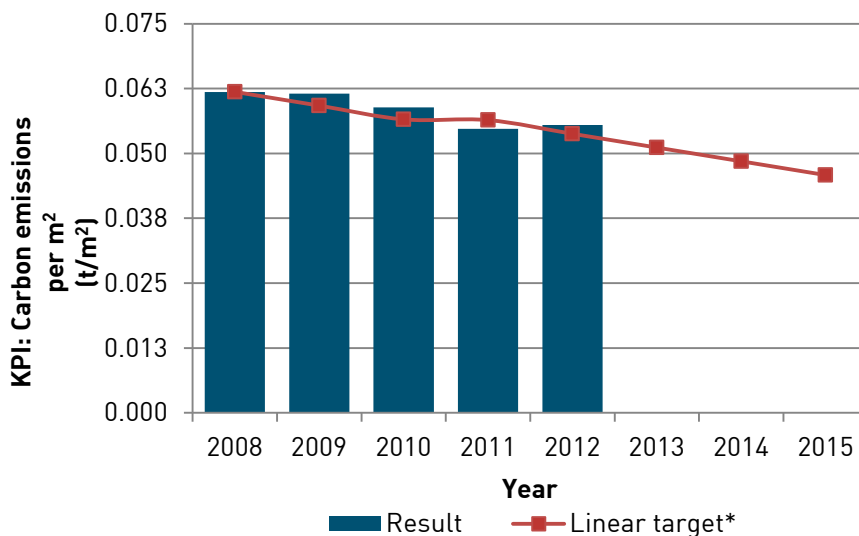


Diagram 2: Carbon savings KPI - target follow-up total group (49 sites)

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*As the reporting scope was extended in 2010, and to consider for the individual base years of the sites, the linear target for the total group was adapted accordingly. More details about the different base years and calculation of the linear target are described in section 3.2 of this report.

Relative to energy consumption, our carbon emissions were reduced by 10.9%. The linear target for 2012 was a reduction of 13.1%, which we did not manage to achieve. Considering the energy savings of 6.0%, the additional reduction in our carbon emissions comes mainly from carbon offsetting programmes from different sites, and are in themselves quite significant.

The results for energy and carbon emissions for 2012 show that we could not entirely keep up with the great results we achieved in 2011. But with the new GreenENERGY Fund in place we are convinced that we can improve our energy consumption to work towards the 2015 target.

Water

Target 2015: 20% water savings per employee.

Progress:

Water savings KPI - target follow-up total group (49 sites)

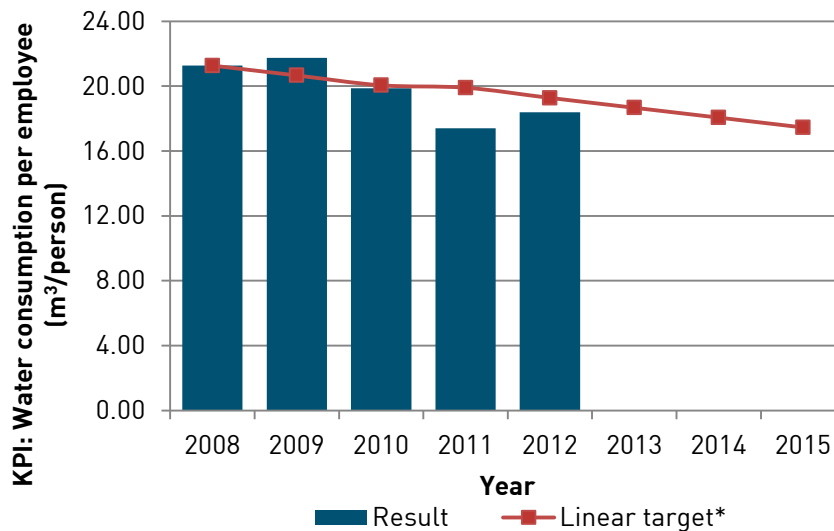


Diagram 3: Water savings KPI - target follow-up total group (49 sites)

*As the reporting scope was extended in 2010, and to consider for the individual base years of the sites, the linear target for the total group was adapted accordingly. More details about the different base years and calculation of the linear target are described in section 3.2 of this report.

The linear target for 2012 was for the total group of reporting sites to reduce water consumption by 9.4%. This target was exceeded, as we calculated a reduction of 13.5%. In reviewing individual

results, the main reasons for the reduction in water consumption are reduced irrigation and the installation of water saving devices.

Looking at the three different facility types, we see that the administration sites and distribution centres have achieved great savings. However, the group of own production sites increased their water consumption and did not contribute to the total group savings. One explanation is the influence of changed production levels that affect the water consumption per employee.

For a few sites, especially our administration offices in Asia, it is still difficult to measure water consumption as they are often located in shared buildings. The water consumption for their leased or rented space is part of one overall building fee and the individual water consumption is normally not metered separately. The same is true for the individual waste figures in these shared office buildings where we occupy only one part.

Household waste

Target 2015: Reduction of household waste by 25% per employee.

Progress:

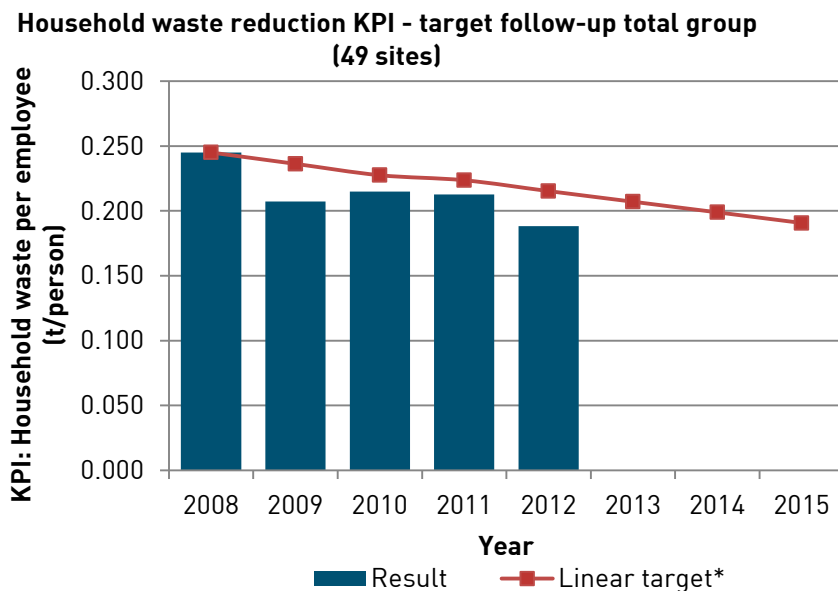


Diagram 4: Household waste reduction KPI - target follow-up total group (49 sites)

*As the reporting scope was extended in 2010, and to consider for the individual base years of the sites, the linear target for the total group was adapted accordingly. More details about the different base years and calculation of the linear target are described in section 3.2 of this report.

For 2012, we targeted a 12.1% reduction of household waste, and achieved 23.2% by the total group of reporting sites. Our administration offices, own production sites and distribution centres all exceeded their targeted saving for their respective facility group.

This great result is influenced by various projects that helped identify waste streams and introducing recycling projects to reduce the amount of household waste. The success of these projects is also apparent in the results of these sites. For example, our TaylorMade-adidas Golf headquarters in Carlsbad, California, started work with a recycling company to sort and recycle waste at their facility. In 2012, they recycled 60 tons of what had previously been landfill waste. Our headquarters in Herzogenaurach, Germany, reduced the household waste from its canteens by replacing one-way paper cups with reusable ones. These cups are made out of 'tree juice', a material left over from the paper production process. Read more about these reusable cups on our corporate blog here <http://blog.adidas-group.com/2012/04/raise-your-cups-for-a-stunning-and-ecological-idea/>.

Paper

Target 2015: 50% paper savings per employee.

Progress:

Paper savings KPI - target follow-up total group (49 sites)

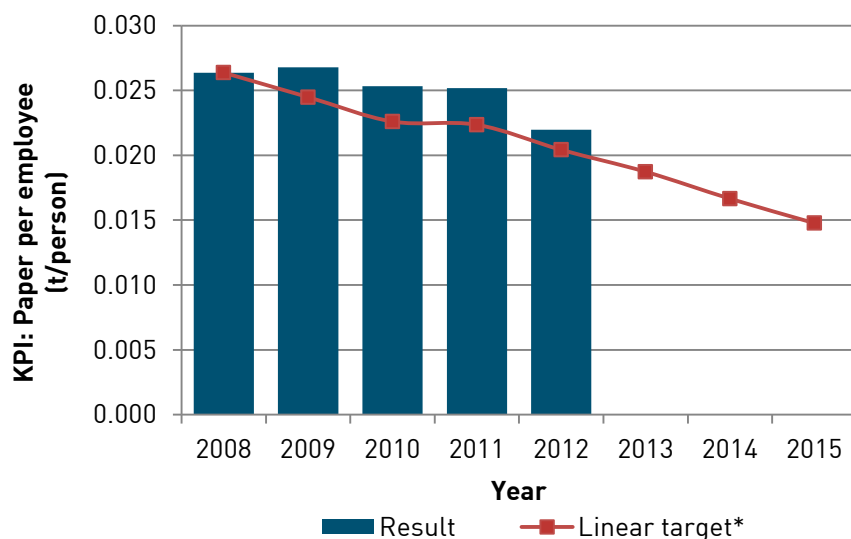


Diagram 5: Paper savings KPI - target follow-up total group (49 sites)

*As the reporting scope was extended in 2010, and to consider for the individual base years of the sites, the linear target for the total group was adapted accordingly. More details about the different base years and calculation of the linear target are described in section 3.2 of this report.

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Many sites could achieve a reduction in their paper consumption through updating the default settings of printers or replacing old printers with new ones that allow for more settings that favour a reduction of the amount of printed pages. Other sites introduced new printer procedures that helped them reduce their paper consumption. These projects supported us in achieving a total saving in paper consumption of 16.7%. Even though this is a good result, our linear target of saving 22.6% for 2012 was not met. Also if we review the results achieved by the different facility types, none of our administration offices, own production sites and distribution centres met their linear group target.

The paper results show a very different trend compared to the results of last year. The data verification process and a recalculation of the paper numbers for our German sites for 2008-2012 influenced this trend change significantly as the German sites cover a significant percentage of our total employees worldwide.

3.4 Progress on other targets

Besides the core targets, the Green Company programme includes targets for areas such as organic solvents, mobility, purchasing, canteens, green building standards and employee engagement. Some of the targets were set for 2010, others for 2015. Below is a short progress review of the targets for 2015.

Organic Solvents

Target 2015: All locations have phased out the use of organic solvents.

We set the target of phasing out the use of organic solvents, with the exception of our labs that use organic solvents, according to internationally accepted norms, for their analyses and tests of materials. For 2012, ten sites reported that they still use organic solvents, reporting a total of 39.6 tons of organic solvents used. We will carry out a small study with these sites to understand their organic solvent usage and to further work on the target for 2015.

Mobility – Business Trips

Target 2015: Reduce emissions caused by business travel to 570 kg CO₂ per employee.

Progress: Business trips and the associated emissions are a challenging area to manage because the adidas Group worldwide business operations require employees to travel. For monitoring emissions caused by business trips we rely on information provided by external travel agencies. However, their data reporting cycle does not align with ours. We have therefore decided to continue to monitor the emissions and publish preliminary data on our website until confirmed data becomes available.

Mobility – Car Policy

Target 2015: Reduce carbon emissions caused by the company car fleet by 30%.

Progress: A Group-wide Green Company car directive was issued, with incentives for the use of low-carbon vehicles and public transportation. Markets and locations have been asked to follow it when they set up or amend their car policy. However, there is currently no data tracking system in place that allows us to monitor our progress on a global level when it comes to the car fleet.

3.5 Milestones 2012 and actions taken

Below are the milestones that were set for the Green Company Initiative for 2012 and the actions that were taken to achieve them.

Milestone 2012: Further roll-out of trainings for energy audits and energy efficiency.

Action taken: In 2012 we launched the adidas Group GreenENERGY Fund to encourage more energy audits to identify and implement energy saving projects. Read more about this fund in section 6 of this report.

Milestone 2012: Develop and implement a best practice sharing programme with a focus on energy management.

Action taken: We established a best practice library that is accessible by all employees. The library includes examples of energy saving projects and other projects from our sites. Great examples of employee engagement actions and local waste reduction projects were provided from the different local Green Teams. The library will be further developed and expanded in 2013.

Milestone 2012: Streamline and optimise processes and documentation of the ISO 14001 management system.

Action taken: The ISO 14001 system was reviewed and improved by revising documents and processes. In addition, all documentation was moved to a new document management system that supports the administration of the certified system and also offers additional project management. The further alignment and strengthening of the ISO 14001 system will continue in 2013.

Milestone 2012: Review additional large adidas Group sites and locations as candidates for an ISO 14001 certification.

Action taken: Through applying a pre-defined process and criteria, additional sites were selected to join the ISO 14001 system within the next two years. The respective site managers were informed and briefed accordingly. Read more about the ISO 14001 system and the further roll-out in section 5 of this report.

Milestone 2012: Appoint a Green Team ambassador for all Green Teams. The Green Team ambassador will stand available for existing and starting Green Teams. Earth Day events to be held at several locations in 2012.

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Action taken: A Global Green Team was founded with representatives of all local Green Teams. The Global Green Team holds regular calls to discuss projects, share experiences and best practice. The team also plans further actions such as the global Earth Day, to make it a successful event at the adidas Group sites and to further engage employees. In 2012, a global Earth Day event was held at our offices in Germany, France, Turkey, USA, Hong Kong, China and Indonesia. Even more sites will join this event in 2013.

Moving forward we will focus on the further expansion of the support tools like the GreenENERGY Fund, our ISO 14001 system and best practice sharing. Therefore the following milestones were set for 2013:

- Further develop the best practice sharing programme.
- Further expand the ISO 14001 system through certification of additional sites (over the next two years).
- Survey organic solvents used at our own sites (excluding laboratories).

4. Green Company Reporting

4.1 Coverage 2012

The adidas Group occupies more than 300 offices, own production sites and distribution centres worldwide. Some of these are owned by the adidas Group, while some are leased or rented. The majority of these are quite small and don't cause significant emissions. In 2008, we started with a group of 24 sites that were asked to report on their environmental performance. In 2010, the reporting scope was increased significantly to cover around 80% of our total global emissions. To approximate this, we selected our major sites that cover in total approximately around 80% of the total area we occupy.

After evaluating the reported data for 2010, the number of reporting sites was adjusted slightly. The reason for this adjustment was that some of the sites added to the reporting in 2010 made a negligible contribution to the total emissions of the reporting group.

Since 2011 we have had a consistent group in place, which in total should still cover around 70-75% of the area we occupy, excluding the retail business. However, due to relocations and openings of new sites, this reporting group continues to evolve slightly from year to year, especially as we have not only owned buildings but also leased and rented sites included in the scope. We also expect that new important sites will be added to the reporting after their first complete year of operation.

In 2012 we included 49 sites in the Green Company reporting, 21 of which had been reporting their environmental data since 2008. The other group of sites joined them in 2010. See a list of all sites that have reported for 2012 in Appendix 1.

Comparing the number of employees at these reporting sites to the total number of employees for 2012, we currently cover around 80% of the total employees worldwide, excluding the own retail business and its employees.

4.2 Corrections of previous data

The collection and reporting of environmental metrics is a learning process for the teams involved. Over the years, the sites involved in the reporting annual procedure have become more experienced, and the reported data is more consistent. However, there are still some corrections we are asked to do on previous reported data by the sites, for example, when the calculation method changed and the data became more precise.

With the 2012 reporting, we corrected a few values from the years 2008 to 2011. Besides smaller updates, we had to correct our paper consumption numbers for the German sites, which influenced the result for the total group significantly.

4.3 Carbon emissions factors

To be as accurate as possible in calculating the carbon emissions caused by our own operations, we decided to take the individual local emissions factors for the electricity or district heat used at the various sites. Where the local emissions factor is not available, we applied a national average conversion factor.

The carbon emissions factors that we apply for the direct and indirect energy consumption are based on the factors published by the Department for Environment, Food and Rural Affairs (DEFRA) and the International Energy Agency (IEA).

Different international standards publish the average factors on an annual basis. However, for our Green Company reporting we decided to fix the emission factors that we apply and not to update these every year. The main reason for this decision is that through using the fixed emission factors our carbon emissions result reflects the actual performance of our sites in terms of their energy consumption and allows a target follow-up based on our performance.

5. Environmental Management Systems

One goal of the Green Company Initiative was to implement and certify an Environmental Management System according to the ISO 14001 standard at our main headquarters of our brands. Today, the adidas Group holds an ISO 14001 matrix certification for eight of our main sites. The certified facilities are located in Europe, Canada and the US.

One common system framework was implemented and adopted by all certified sites. The central management of this system is also certified and located in the adidas headquarters in Herzogenaurach, Germany. In 2012 our footwear factory, the Global Technology Centre Scheinfeld 1, joined this system and was successfully certified to ISO 14001, making eight sites now using the one environmental management system. A list of all certified sites is given in the table below.

Name of site	Region	EMS standard	Certified since
adidas Footwear Factory, Scheinfeld 1, Germany	EMEA	EMAS; ISO 14001	1998; 2012
adidas Group Head Office functions for Green Company	GLOBAL	ISO 14001	2010
adidas Office, Portland, America	AMERICAS	ISO 14001	2010
Reebok Headquarters, Canton, USA	AMERICAS	ISO 14001	2010
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	AMERICAS	ISO 14001	2010
adidas Group Distribution Centre, Spartanburg, USA	AMERICAS	ISO 14001	2010
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	AMERICAS	ISO 14001	2010
adidas Group Headquarters, Herzogenaurach, Germany	EMEA	ISO 14001	2011
Sports Licensed Division Factory, Indianapolis, USA	AMERICAS	ISO 14001	2011

Table 3: In-house EMAS and ISO 14001 certified sites

We plan to further roll-out the certified ISO 14001 system and to include additional sites within the next two years. The potential additional sites were selected by considering different criteria, such as the size of the site, their consumption of resources and costs involved, the number of employees and other strategic aspects.

6. GreenENERGY Fund

In July 2012, the adidas Group Corporate Real Estate team launched the adidas Group GreenENERGY Fund, a sustainability venture capital fund for energy efficiency and renewable energy projects globally. It is the first of its kind in the footwear and apparel industry. Its mission is to accelerate investment in cost-effective energy and carbon reduction projects – and to make a profit.

The GreenENERGY Fund's key innovation is that it finances projects as a portfolio. It targets a 20% Internal Rate of Return (IRR) across the portfolio, but allows IRR flexibility at individual project level. In this way, 'low-hanging fruit' projects with great financial returns can be combined with high-impact carbon projects that have a lower IRR. The Fund is designed to maximise carbon reduction and cost savings.

In 2012, the GreenENERGY Fund invested in seven projects at our North American sites to accelerate the Green Company's energy efficiency and carbon reduction goals. The return on investment is projected to be 39%. The Fund monitors financial and energy impacts through energy metering and utility bill analysis. Actual returns will be updated over time as project performance data becomes available.

In 2013, the GreenENERGY Fund will scale up to invest in energy efficiency initiatives across North America and Europe. Projects include lighting retrofits, heating and cooling upgrades, improved building controls and on-site generation projects.

7. Local Engagement and Success of the Green Teams

Data collection at each site requires team work as the information comes from different people and departments. Over the years of reporting, the engagement and support of the local teams has strengthened. This strong engagement enables us to follow up on the targets we have set and also to identify best practice examples.

Strong support also comes from the different local Green Teams. Besides organising great events around the global Earth Day, to raise awareness and engage our employees actively in the environmental work, the Green Teams support their site throughout the year to achieve the Green Company targets. In 2012, a number of successful projects were started and driven by these teams to reduce the energy consumption, waste production and paper consumption. To support local teams, we founded a Global Green Team to ensure best practice sharing and guidance on different projects. This global team also helps new local Green Teams with introduce and launch of their team and programme. In 2012, our local office in Vietnam and our Footwear Factory in Germany joined the group and have successfully implemented Green Teams at their sites.

The Green Teams are also actively engaged when it comes to the targets we have set for the company. For example, the Green Team in our headquarters in Portland, USA, organised a mobile farmer's market to provide employees and our canteens with fresh, organic and locally-grown food, to bring awareness of food choices into the workplace and at home and to create healthy habits. Our Green Team in Istanbul, Turkey, teamed up with some of our suppliers and organised a day of collecting waste in a nearby forest. And the Green Team in Indonesia organised an event where employees planted trees to help reduce urban temperatures.

8. Best Practice Sharing

The annual Green Company reporting helps us to identify best practice examples, as the implemented projects from our sites to work towards our targets are become apparent in their results. Some of these achievements and successes are shared through the Global Green Team that organises regular calls with representatives from each local Green Team. A best practice sharing library was also set up on our intranet to share local projects and related information. We plan to extend this library to create a pool of great examples for different projects to improve the environmental performance of our administration offices, own production sites and distribution centres.

9. Recap and Outlook

Since the Green Company Initiative was launched in 2008, the achievements from our different sites are becoming more and more visible in our results. While some sites are very strongly engaged and working towards the Green Company targets, other sites cannot contribute the same way. The Green Company programme is built on the idea that each site should identify its own individual potential to contribute to the environmental targets for the adidas Group.

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Support tools like the GreenENERGY Fund and the local engagement of our employees are essential to achieving the targets we have set for the adidas Group. Our 2012 results indicate that we have achieved great savings already and that we have improved our environmental performance, but that we need to do more when it comes to our energy and paper consumption.

The annual results of the Green Company Initiative show that the targets we established in 2009 are realistic. However, following up on targets where we rely on data from external third parties, such as business travel, has proved difficult. Also, we have learned that when it comes to areas such as purchasing and canteens, the influence on a global level is very limited and that we need to build on local engagement.

To support the projects underway at our sites and to further drive towards achieving our targets, we will focus in 2013 on the further roll-out of our ISO 14001 environmental management system, the support of individual projects through the GreenENERGY Fund and the expansion of our best practice sharing programme.

Herzogenaurach, March 2013.

Appendices

Appendix 1 – List of all sites that have reported for 2012

ADMINISTRATION OFFICES

Region EMEA

adidas Group Headquarters - WOS Herzogenaurach, Germany
adidas Group Headquarters - ADP Herzogenaurach, Germany
adidas Group Headquarters - WOGIT Herzogenaurach, Germany
adidas Factory Outlet Herzogenaurach, Germany
adidas Office, Amsterdam, The Netherlands
adidas Group Office, Stockport, United Kingdom
adidas France Office, Landersheim
adidas Office, Monza, Italy
adidas Office, Zaragoza, Spain
adidas Group Office, Moscow Russia

Region AMERICAS

adidas Office, Portland, America
Reebok Headquarters Canton, USA
TaylorMade-adidas Golf Headquarters Carlsbad, USA
adidas Group Administrative Service Building 3, Spartanburg, USA
adidas Office, Woodbridge, Canada
adidas Office, Baueri, Brasil

Region APAC

adidas Group Office, Shanghai, China
adidas Group Office, Gurgaon, India
adidas Office, Taikoo Shing, Hong Kong
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong
adidas Office, Seoul, South Korea
adidas Office, Taipei, Taiwan
adidas Office, Singapore, Singapore

OWN PRODUCTION SITES

Region EMEA

adidas Footwear Factory, Scheinfeld 1, Germany
Reebok-CCM Hockey Factory, Tammela, Finland

Region AMERICAS

Sports Licensed Division Factory, Indianapolis, USA
Sports Licensed Division Factory, Mattapoisett, USA
Sports Licensed Division Factory, Cedar Rapids, USA
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada
Reebok-CCM Hockey Factory, St. Jean, Canada

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adidas Canada Assembly Factory, Brantford, Canada

Region APAC

adidas Apparel Factory, Suzhou, China

DISTRIBUTION CENTRES

Region EMEA

adidas Distribution Centre, Scheinfeld 2, Germany

adidas Distribution Centre, Uffenheim, Germany

adidas Distribution Centre, Caspe, Spain

adidas Distribution Centre, Dettwiller, France

adidas Distribution Centre, Manchester, United Kingdom

TaylorMade-adidas Golf Distribution Centre, Basingstoke, United Kingdom

adidas Distribution Centre, Klimovsk, Russia

adidas Distribution Centre, Obukhiv, Ukraine

adidas Distribution Centre, Canot, Israel

Region AMERICAS

adidas Group Distribution Centre 1 (Apparel), Spartanburg, USA

adidas Group Distribution Centre 2 (Footwear), Spartanburg, USA

Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada

adidas Distribution Centre, Adams Boulevard, Brantford, Canada

adidas Distribution Centre, Embu, Brasil

adidas Distribution Centre, Pudahuel, Chile

Region APAC

adidas Group Distribution Centre, Suzhou, China

adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong

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Appendix 2 – Individual target follow-up for all 49 sites that have reported in 2012

ENERGY SAVINGS	Total energy consumption (MWh)					Target follow-up -20% by 2015	
	2008	2009	2010	2011	2012	Linear target 2012 [MWh/m ²] (base year 2008 or 2010)	Total savings achieved [MWh/m ²] 2008-2012/ 2010-2012
Administration offices							
Region EMEA							
adidas Group Headquarters - WOS Herzogenaurach, Germany	12,707	14,363	16,663	21,411	26,697	-11.4%	13.9%
adidas Group Headquarters - ADP Herzogenaurach, Germany	9,611	9,964	9,906	9,854	9,517	-11.4%	-1.0%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	1,277	1,166	1,322	1,366	1,623	-11.4%	-16.0%
adidas Factory Outlet, Herzogenaurach, Germany	2,169	2,236	2,195	2,294	2,283	-11.4%	-6.5%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	2,660	2,566	-5.7%	-3.6%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	3,811	2,670	2,843	-5.7%	-25.4%
adidas Office, Landersheim, France	n.r.	n.r.	4,645	4,947	4,925	-5.7%	6.0%
adidas Office, Monza, Italy	n.r.	n.r.	1,700	1,929	2,122	-5.7%	24.8%
adidas Office, Zaragoza, Spain	n.r.	n.r.	1,144	1,282	1,058	-5.7%	-7.5%
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	1,131	-5.7%	n.a.
Region AMERICAS							
adidas Office, Portland, USA	7,832	7,772	7,368	7,931	8,354	-11.4%	6.7%
Reebok Headquarters, Canton, USA	25,950	26,728	24,384	25,434	24,936	-11.4%	-3.9%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	5,215	4,930	4,769	5,240	5,210	-11.4%	-16.4%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	1,521	1,363	1,187	-5.7%	-21.9%
adidas Office, Woodbridge, Canada	n.r.	n.r.	5,665*	5,665	5,061	-5.7%	-10.7%
adidas Office Baueri, Brasil	n.r.	n.r.	927*	927	460	-5.7%	-51.2%
Region APAC							
adidas Office, Shanghai, China	788*	788	857	906	995	-11.4%	-3.6%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	1,101	1,066	916	-5.7%	-7.8%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	278	261	-5.7%	-6.4%
adidas Office, Seoul, South Korea	n.r.	n.r.	2,113	1,983	1,937	-5.7%	12.5%
adidas Office, Taipei, Taiwan	n.r.	n.r.	1,059	896	743	-5.7%	-29.9%
adidas Office, Singapore, Singapore	n.r.	n.r.	585	554	616	-5.7%	5.3%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	780	1,190	-5.7%	-45.4%
Administration offices (total)	65,549	67,947	91,736	101,437	106,632	-9.5%	-3.5%
Own production sites							
Region EMEA							
adidas Footwear Factory, Scheinfeld 1, Germany	6,047	5,052	6,161	4,994	4,736	-11.4%	-21.7%
Reebok-CCM Hockey Factory, Tammela, Finland	2,483	2,217	2,536	2,375	2,357	-11.4%	-5.1%
Region AMERICAS							
Sports Licensed Division Factory, Indianapolis, USA	19,676	19,631	18,450	16,825	16,505	-11.4%	-16.1%
Sports Licensed Division Factory, Mattapoisett, USA	1,201	1,183	1,141	1,199	994	-11.4%	-17.2%
Sports Licensed Division Factory, Cedar Rapids, USA	5,349	4,654	5,355	6,013	6,348	-11.4%	4.0%
Reebok-CCM Hockey Factory, St. Jean, Canada	5,831	6,155	4,987	4,695	3,804	-11.4%	-34.8%
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	2,976	2,691	2,516	2,575	2,433	-11.4%	-18.3%
adidas Canada Assembly Factory, Brantford, Canada	595	721	742	775	725	-11.4%	21.9%
Region APAC							
adidas Apparel Factory, Suzhou, China	426	418	427	361	308	-11.4%	-27.7%
Own production sites (total)	44,584	42,722	42,316	39,811	38,210	-11.4%	-15.3%
Distribution centres							
Region EMEA							
adidas Distribution Centre, Scheinfeld 2, Germany**	1,846	2,320	2,505	2,168	2,790	-11.4%	51.2%
adidas Distribution Centre, Uffenheim, Germany	6,976	6,404	6,396	6,290	6,545	-11.4%	-9.9%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3,385	3,631	3,918	-5.7%	15.7%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	932	1,342	1,049	-5.7%	12.6%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,059	3,340	3,307	-5.7%	8.1%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	1,481	n.r.	1,384	-5.7%	-6.6%
adidas Distribution Centre, Klimovsk, Russia	n.r.	n.r.	9,325	5,868	6,582	-5.7%	-29.4%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	1,393	1,166	1,166*	-5.7%	-11.2%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	103*	264	309	-5.7%	9.4%
Region AMERICAS							
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	13,618	13,271	12,269	-5.7%	-9.9%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	17,075	15,888	15,554	-5.7%	-8.9%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	10,829	9,647	8,480	7,990	8,950	-11.4%	-17.4%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	2,675	2,631	2,411	-5.7%	-9.9%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	2,100	2,100*	1,759	-5.7%	-20.1%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	371	324	386	-5.7%	-5.4%
Region APAC							
adidas Distribution Centre, Suzhou, China	2,287	2,078	2,035	1,742	1,700	-11.4%	-25.7%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	365	367	-5.7%	0.5%
Distribution centres (total)	21,938	20,448	74,934	68,379	70,444	-7.5%	-9.0%
TOTAL	132,070	131,118	208,986	209,627	215,285	-8.7%	-6.0%

Note: All values in this table are shown as rounded values. Total values can differ from actual sum due to decimal place of individual values.

n.a. = not applicable

n.r. = not reported

*value recalculated manually when actual data not available

**previously reported as 'adidas Footwear Factory, Scheinfeld 2, Germany'

Green: annual linear target achieved

Yellow: annual linear target not achieved

CARBON SAVINGS	Total carbon emissions (tonne)					Target follow-up -30% by 2015	
	2008	2009	2010	2011	2012	Linear target 2012 [t/m ²] (base year 2008 or 2010)	Total savings achieved [t/m ²] 2008-2012/ 2010-2012
Administration offices							
Region EMEA							
adidas Group Headquarters - WOS Herzogenaurach, Germany	1,637	2,082	2,452	3,543	4,284	-17.1%	41.9%
adidas Group Headquarters - ADP Herzogenaurach, Germany	2,588	2,686	2,338	2,456	2,380	-17.1%	-8.1%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	311	286	179	205	247	-17.1%	-47.6%
adidas Factory Outlet, Herzogenaurach, Germany	541	555	393	408	392	-17.1%	-35.6%
adidas Office, Amsterdam, Netherlands	n.a.	n.a.	n.a.	316	296	-8.6%	-6.5%
adidas Office, Stockport, United Kingdom	n.a.	n.a.	1,267	1,008	1,050	-8.6%	-17.2%
adidas Office, Landersheim, France	n.a.	n.a.	763	877	909	-8.6%	19.1%
adidas Office, Monza, Italy	n.a.	n.a.	1,034	1,163	1,279	-8.6%	23.7%
adidas Office, Zaragoza, Spain	n.a.	n.a.	468	517	426	-8.6%	-9.0%
adidas Office, Moscow, Russia	n.a.	n.a.	n.a.	n.a.	371	-8.6%	n.a.
Region AMERICAS							
adidas Office, Portland, USA	3,933	3,572	3,714	3,652	3,856	-17.1%	-2.0%
Reebok Headquarters, Canton, USA	9,887	10,541	10,074	9,452	9,403	-17.1%	-4.9%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	1,522	1,462	1,408	1,536	1,516	-17.1%	-16.6%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.a.	n.a.	557	511	444	-8.6%	-20.3%
adidas Office, Monza, Canada	n.a.	n.a.	1,131*	1,131	1,010	-8.6%	-10.7%
adidas Office Baueri, Brasil	n.a.	n.a.	77*	77	39	-8.6%	-50.0%
Region APAC							
adidas Office, Shanghai, China	598*	598	651	688	755	-17.1%	-3.5%
adidas Office, Taikoo Shing, Hong Kong	n.a.	n.a.	840	814	699	-8.6%	-7.8%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.a.	n.a.	n.a.	213	199	-8.6%	-6.4%
adidas Office, Seoul, South Korea	n.a.	n.a.	810	770	748	-8.6%	13.3%
adidas Office, Taipei, Taiwan	n.a.	n.a.	564	477	396	-8.6%	-29.9%
adidas Office, Singapore, Singapore	n.a.	n.a.	318	301	335	-8.6%	5.3%
adidas Office, Gurgaon, India	n.a.	n.a.	n.a.	737	1,127	-8.6%	-45.3%
Administration offices (total)	20,419	21,783	29,039	30,852	32,161	-14.3%	-10.4%
Own production sites							
Region EMEA							
adidas Footwear Factory, Scheinfeld 1, Germany	1,372	1,159	581	593	562	-17.1%	-59.0%
Reebok-CCM Hockey Factory, Tammela, Finland	570	669	757	671	716	-17.1%	25.6%
Region AMERICAS							
Sports Licensed Division Factory, Indianapolis, USA	10,323	10,116	9,161	8,425	8,442	-17.1%	-18.2%
Sports Licensed Division Factory, Mattapoisett, USA	512	508	478	515	422	-17.1%	-17.5%
Sports Licensed Division Factory, Cedar Rapids, USA	1,728	1,538	1,811	2,032	2,171	-17.1%	10.1%
Reebok-CCM Hockey Factory, St.Jean, Canada	615	650	444	385	346	-17.1%	-43.7%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	200	184	164	175	181	-17.1%	-9.7%
adidas Canada Assembly Factory, Brantford, Canada	166	143	209	218	196	-17.1%	18.6%
Region APAC							
adidas Apparel Factory, Suzhou, China	271	266	272	230	196	-17.1%	-27.7%
Own production sites (total)	15,756	15,233	13,877	13,244	13,232	-17.1%	-17.0%
Distribution centres							
Region EMEA							
adidas Distribution Centre, Scheinfeld 2, Germany**	516	633	260	234	331	-17.1%	-35.9%
adidas Distribution Centre, Uffenheim, Germany	1,780	1,635	1,069	1,026	1,188	-17.1%	-35.9%
adidas Distribution Centre, Caspe, Spain	n.a.	n.a.	926	998	1,075	-8.6%	16.0%
adidas Distribution Centre, Dettwiller, France	n.a.	n.a.	173	234	184	-8.6%	6.6%
adidas Distribution Centre, Manchester, United Kingdom	n.a.	n.a.	1,503	1,642	1,628	-8.6%	8.3%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.a.	n.a.	463	n.a.	454	-8.6%	-1.8%
adidas Distribution Centre, Klimovsk, Russia	n.a.	n.a.	3,800	2,261	2,534	-8.6%	-33.3%
adidas Distribution Centre, Obukhiv, Ukraine	n.a.	n.a.	371	312	312*	-8.6%	-11.0%
adidas Distribution Centre, Canot, Israel	n.a.	n.a.	75	193	225	-8.6%	9.4%
Region AMERICAS							
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.a.	n.a.	5,185	5,086	4,820	-8.6%	-7.0%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.a.	n.a.	6,283	6,115	6,092	-8.6%	-3.0%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	866	804	653	756	1,005	-17.1%	16.1%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.a.	n.a.	811	858	712	-8.6%	-12.2%
adidas Distribution Centre, Embu, Brasil	n.a.	n.a.	174	174*	146	-8.6%	-19.7%
adidas Distribution Centre, Pudahuel, Chile	n.a.	n.a.	139	121	144	-8.6%	-5.4%
Region APAC							
adidas Distribution Centre, Suzhou, China	1,457	1,324	1,297	1,110	1,083	-17.1%	-25.7%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.a.	n.a.	n.a.	97	98	-8.6%	0.5%
Distribution centres (total)	4,619	4,396	23,182	21,216	22,032	-11.2%	-12.1%
TOTAL	40,794	41,412	66,097	65,313	67,426	-13.1%	-10.9%

Note: All values in this table are shown as rounded values. Total values can differ from actual sum due to decimal place of individual values.

n.a. = not applicable

n.r. = not reported

*value recalculated manually when actual data not available

**previously reported as 'adidas Footwear Factory, Scheinfeld 2, Germany'

Green: annual linear target achieved

Yellow: annual linear target not achieved

WATER SAVINGS	Total water consumption (m3)					Target follow-up -20% by 2015	
	2008	2009	2010	2011	2012	Linear target 2012 (m ³ /pers.) (base year 2008 or 2010)	Total savings achieved (m ³ /pers.) 2008-2012/ 2010-2012
Administration offices							
Region EMEA							
adidas Group Headquarters - WOS Herzogenaurach, Germany	31,765	29,918	29,056	33,205	45,821	-11.4%	-19.0%
adidas Group Headquarters - ADP Herzogenaurach, Germany	10,219	7,720	7,803	7,359	5,322	-11.4%	-33.1%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	2,905	1,830	1,892	2,688	3,186	-11.4%	-28.4%
adidas Factory Outlet, Herzogenaurach, Germany	2,541	2,534	2,183	2,331	2,242	-11.4%	-23.1%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	3,892	2,264	-5.7%	-41.8%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	8,228	6,132	5,641	-5.7%	-30.7%
adidas Office, Landersheim, France	n.r.	n.r.	7,513	3,270	3,101	-5.7%	-57.2%
adidas Office, Monza, Italy	n.r.	n.r.	3,890	4,000	4,400	-5.7%	-19.9%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	2,464	-5.7%	n.a.
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Region AMERICAS							
adidas Office, Portland, USA	36,306	42,850	19,442	17,890	20,343	-11.4%	-48.3%
Reebok Headquarters, Canton, USA	58,669*	58,669*	48,691*	51,065	66,380	-11.4%	47.6%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	10,664	9,942	8,930	9,754	11,064	-11.4%	-12.1%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	6,300	4,997	3,721	-5.7%	-43.3%
adidas Office, Woodbridge, Canada	n.r.	n.r.	6,129*	6,922	9,224	-5.7%	14.7%
adidas Office Baueri, Brasil	n.r.	n.r.	n.r.	n.r.	9,715	-5.7%	n.a.
Region APAC							
adidas Office, Shanghai, China	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	7,104	7,306	6,877	-5.7%	-10.8%
adidas Office, Taipei, Taiwan	n.r.	n.r.	524*	664	690	-5.7%	10.8%
adidas Office, Singapore, Singapore	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Administration offices (total)	153,069	153,463	157,685	161,475	202,454	-9.8%	-15.3%
Own production sites							
Region EMEA							
adidas Footwear Factory, Scheinfeld 1, Germany	1,709	1,400	1,811	1,936	2,070	-11.4%	-5.2%
Reebok-CCM Hockey Factory, Tammela, Finland	1,000	1,000	900	963	843	-11.4%	7.7%
Region AMERICAS							
Sports Licensed Division Factory, Indianapolis, USA	22,325	22,404	27,414	27,671	32,635	-11.4%	-9.8%
Sports Licensed Division Factory, Mattapoisett, USA	80*	78*	79	76	76*	-11.4%	0.1%
Sports Licensed Division Factory, Cedar Rapids, USA	3,000	3,000	3,837	2,945	2,991	-11.4%	-0.3%
Reebok-CCM Hockey Factory, St.Jean, Canada	3,000	3,000	3,200	3,131	3,000	-11.4%	150.0%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	5,000	5,000	5,174	5,000	5,000	-11.4%	-1.3%
adidas Canada Assembly Factory, Brantford, Canada	454	459	662	570	789	-11.4%	53.6%
Region APAC							
adidas Apparel Factory, Suzhou, China	1,000	1,000	1,846	1,027	991	-11.4%	0.2%
Own production sites (total)	37,568	37,341	44,923	43,320	48,395	-11.4%	2.1%
Distribution centres							
Region EMEA							
adidas Distribution Centre, Scheinfeld 2, Germany**	2,581	2,936	2,531	2,855	3,751	-11.4%	-53.0%
adidas Distribution Centre, Uffenheim, Germany	2,400	2,064	1,936	1,914	2,059	-11.4%	-28.5%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	7,404	7,310	11,514	-5.7%	52.0%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	1,263	557	1,676	-5.7%	32.7%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,101	3,520	3,914	-5.7%	7.4%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	3,253	n.r.	1,986	-5.7%	-37.4%
adidas Distribution Centre, Klimovsk, Russia	n.r.	n.r.	7,040	6,802	6,444	-5.7%	-14.7%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	567	449	449*	-5.7%	-13.6%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	403*	576	179	-5.7%	-66.3%
Region AMERICAS							
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	9,716	8,799	8,422	-5.7%	-37.2%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	9,955	11,379	8,844	-5.7%	-30.2%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	28,000	25,000	16,646	14,035	16,605	-11.4%	-32.8%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	1,215	1,231	1,780	-5.7%	33.6%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	3,015	2,635	3,100	-5.7%	-34.9%
Region APAC							
adidas Distribution Centre, Suzhou, China	19,000	20,000	33,000	21,625	25,900	-11.4%	60.9%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Distribution centres (total)	51,981	50,000	101,046	86,940	96,623	-7.3%	-15.8%
TOTAL	242,618	240,804	303,653	291,735	347,472	-9.4%	-13.5%

Note: All values in this table are shown as rounded values. Total values can differ from actual sum due to decimal place of individual values.

n.a. = not applicable

n.r. = not reported

*value recalculated manually when actual data not available

**previously reported as 'adidas Footwear Factory, Scheinfeld 2, Germany'

Green: annual linear target achieved

Yellow: annual linear target not achieved

HOUSEHOLD WASTE REDUCTION	Total household waste (tonne)					Target follow-up -25% by 2015	
	2008	2009	2010	2011	2012	Linear target 2012 (t/pers.) (base year 2008 or 2010)	Total reduction achieved (t/pers.) 2008-2012/ 2010-2012
Administration offices							
Region EMEA							
adidas Group Headquarters - WOS Herzogenaurach, Germany	164	154	151	240	184	-14.3%	-37.1%
adidas Group Headquarters - ADP Herzogenaurach, Germany	54	44	47	42	27	-14.3%	-36.9%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	incl. in adidas Group Headquarters - WOS					n.a.	n.a.
adidas Factory Outlet, Herzogenaurach, Germany	28	23	25	23	26	-14.3%	-20.2%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Stockport, United Kingdom	n.r.	n.r.	132	115	99	-7.1%	-24.0%
adidas Office, Landersheim, France	n.r.	n.r.	76*	82	100	-7.1%	35.6%
adidas Office, Monza, Italy	n.r.	n.r.	61	65	73	-7.1%	-14.5%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Region AMERICAS							
adidas Office, Portland, USA	52	14	132	141	141	-14.3%	151.0%
Reebok Headquarters, Canton, USA	552	397	399	470	477	-14.3%	12.7%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	304	276	195	188	91	-14.3%	-74.6%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	19	19	19	-7.1%	-5.4%
adidas Office, Woodbridge, Canada	n.r.	n.r.	55*	62	84	-7.1%	16.7%
adidas Office Baueri, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Region APAC							
adidas Office, Shanghai, China	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Taipei, Taiwan	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Singapore, Singapore	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Administration offices (total)	1,154	908	1,292	1,445	1,320	-13.0%	-22.5%
Own production sites							
Region EMEA							
adidas Footwear Factory, Scheinfeld 1, Germany	61	59	33	64	75	-14.3%	-4.7%
Reebok-CCM Hockey Factory, Tammela, Finland	213	53	101	103	49	-14.3%	-70.3%
Region AMERICAS							
Sports Licensed Division Factory, Indianapolis, USA	464	357	485	255	394	-14.3%	-47.6%
Sports Licensed Division Factory, Mattapoisett, USA	27	30	27	31	26	-14.3%	-4.9%
Sports Licensed Division Factory, Cedar Rapids, USA	75	37	23	21	25	-14.3%	-66.1%
Reebok-CCM Hockey Factory, St.Jean, Canada	69	57	78	56	127	-14.3%	361.4%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	25	30	28	34	53	-14.3%	110.2%
adidas Canada Assembly Factory, Brantford, Canada	14	15	15	16	16	-14.3%	1.6%
Region APAC							
adidas Apparel Factory, Suzhou, China	3	3	3	4	3	-14.3%	1.2%
Own production sites (total)	951	641	793	585	769	-14.3%	-36.0%
Distribution centres							
Region EMEA							
adidas Distribution Centre, Scheinfeld 2, Germany**	19	39	41	111	81	-14.3%	37.7%
adidas Distribution Centre, Uffenheim, Germany	114	88	67	79	69	-14.3%	-49.2%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	n.r.	n.r.	10	-7.1%	n.a.
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	117	98	115	-7.1%	-1.2%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	n.r.	n.r.	4	-7.1%	n.a.
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	8	n.r.	20	-7.1%	159.7%
adidas Distribution Centre, Klimovsk, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	28	10	10*	-7.1%	-61.0%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Region AMERICAS							
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	153	265	186	-7.1%	-12.2%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	217	294	242	-7.1%	-12.3%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	160	107	95	95	72	-14.3%	-49.0%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	43	45	41	-7.1%	-13.0%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	60	65	74	-7.1%	-21.9%
Region APAC							
adidas Distribution Centre, Suzhou, China	3	4	5*	5*	4	-14.3%	69.1%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Distribution centres (total)	296	238	834	1,066	929	-9.4%	-14.1%
TOTAL	2,401	1,787	2,919	3,096	3,018	-12.1%	-23.2%

Note: All values in this table are shown as rounded values. Total values can differ from actual sum due to decimal place of individual values.

n.a. = not applicable

n.r. = not reported

*value recalculated manually when actual data not available

**previously reported as 'adidas Footwear Factory, Scheinfeld 2, Germany'

Green: annual linear target achieved

Yellow: annual linear target not achieved

PAPER SAVINGS	Total paper consumption (tonne)					Target follow-up -50% by 2015	
	2008	2009	2010	2011	2012	Linear target 2012 (t/pers.) (base year 2008 or 2010)	Total savings achieved (t/pers.) 2008-2012/ 2010-2012
Administration offices							
Region EMEA							
adidas Group Headquarters - WOS Herzogenaurach, Germany	32.3	23.8	23.3	23.1	25.1	-28.6%	-56.3%
adidas Group Headquarters - ADP Herzogenaurach, Germany	18.4	17.8	17.7	20.2	22.0	-28.6%	53.6%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	3.2	2.8	2.4	2.4	2.7	-28.6%	-45.4%
adidas Factory Outlet, Herzogenaurach, Germany	2.2	2.4	2.0	1.8	2.2	-28.6%	-14.6%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	6.6	6.6	-14.3%	-0.5%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	15.0	10.5	9.8	-14.3%	-34.0%
adidas Office, Landersheim, France	n.r.	n.r.	13.1	9.3	11.0	-14.3%	-12.9%
adidas Office, Monza, Italy	n.r.	n.r.	7.5	8.3	7.5	-14.3%	-29.2%
adidas Office, Zaragoza, Spain	n.r.	n.r.	5.8	5.9	4.8	-14.3%	-23.6%
adidas Office, Moscow, Russia	n.r.	n.r.	36.0	45.6	24.3	-14.3%	-32.2%
Region AMERICAS							
adidas Office, Portland, USA	16.0	16.0	15.0	10.3	10.3	-28.6%	-40.8%
Reebok Headquarters, Canton, USA	48.0	62.0	36.0	37.2	46.3	-28.6%	25.7%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	11.3	10.7	10.2	14.5	15.5	-28.6%	16.3%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	12.3	16.1	10.0	-14.3%	-21.7%
adidas Office, Woodbridge, Canada	n.r.	n.r.	2.6*	2.9	2.8	-14.3%	-16.1%
adidas Office Baueri, Brasil	n.r.	n.r.	16.6	11.0	11.0	-14.3%	-55.5%
Region APAC							
adidas Office, Shanghai, China	5.0*	5.0	8.0	7.8	7.2	-28.6%	27.8%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	6.6	6.6	6.8	-14.3%	2.1%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	3.8	3.6	-14.3%	-8.2%
adidas Office, Seoul, South Korea	n.r.	n.r.	3.8	3.8	4.2	-14.3%	1.0%
adidas Office, Taipei, Taiwan	n.r.	n.r.	35.0	37.0	38.0	-14.3%	-8.6%
adidas Office, Singapore, Singapore	n.r.	n.r.	3.0	2.5	2.0	-14.3%	-38.7%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	4.8	8.1	-14.3%	-4.3%
Administration offices (total)	136.5	140.5	272.0	292.1	281.9	-23.3%	-20.7%
Own production sites							
Region EMEA							
adidas Footwear Factory, Scheinfeld 1, Germany	1.6	1.1	1.5	1.5	1.5	-28.6%	-26.7%
Reebok-CCM Hockey Factory, Tammela, Finland	3.0	3.0	3.0	2.0	1.4	-28.6%	-40.4%
Region AMERICAS							
Sports Licensed Division Factory, Indianapolis, USA	21.8	20.8	23.1	37.6	25.5	-28.6%	-27.7%
Sports Licensed Division Factory, Mattapoisett, USA	8.0	8.0	6.9	7.5	7.2	-28.6%	-10.0%
Sports Licensed Division Factory, Cedar Rapids, USA	7.0	3.0	3.0	5.6	4.5	-28.6%	-35.2%
Reebok-CCM Hockey Factory, St. Jean, Canada	2.0	2.0	2.3	1.9	1.4	-28.6%	73.3%
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	1.6	1.1	1.2	1.4	0.7	-28.6%	-56.2%
adidas Canada Assembly Factory, Brantford, Canada	27.0	28.0	29.5	35.1	40.3	-28.6%	32.1%
Region APAC							
adidas Apparel Factory, Suzhou, China	3.0	3.0	3.0	2.2	3.0	-28.6%	1.2%
Own production sites (total)	75.0	70.0	73.4	94.8	85.6	-28.6%	-9.7%
Distribution centres							
Region EMEA							
adidas Distribution Centre, Scheinfeld 2, Germany**	0.8	0.7	0.6	1.1	0.8	-28.6%	-63.9%
adidas Distribution Centre, Uffenheim, Germany	2.2	1.5	1.3	1.4	1.7	-28.6%	-37.2%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3.4	5.5	4.4	-14.3%	27.2%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	1.3	1.3	2.0	-14.3%	60.8%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	21.8*	23.3	21.7	-14.3%	-15.4%
TMAg Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	4.0	n.r.	2.4	-14.3%	-38.5%
adidas Distribution Centre, Klimovsk, Russia	n.r.	n.r.	5.2	5.8	5.8	-14.3%	4.0%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	2.0	2.0	2.0*	-14.3%	9.9%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	10.0	14.3*	12.5	-14.3%	-5.4%
Region AMERICAS							
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	10.4	9.3	12.7	-14.3%	-11.9%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	16.1	11.9	12.7	-14.3%	-38.0%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	19.0	16.0	17.0	21.9	11.8	-28.6%	-29.5%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	1.9	2.3	2.3	-14.3%	11.1%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	1.9	2.2	7.4	-14.3%	271.7%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	9.0	10.0	8.9	-14.3%	-37.4%
Region APAC							
adidas Distribution Centre, Suzhou, China	4.0	5.0	5.0	5.0	4.5	-28.6%	32.8%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	2.8	2.9	-14.3%	-21.1%
Distribution centres (total)	26.0	23.2	110.9	120.0	116.6	-18.0%	-12.6%
TOTAL	237.5	233.7	456.3	506.9	484.1	-22.6%	-16.7%

Note: All values in this table are shown as rounded values. Total values can differ from actual sum due to decimal place of individual values.

n.a. = not applicable

n.r. = not reported

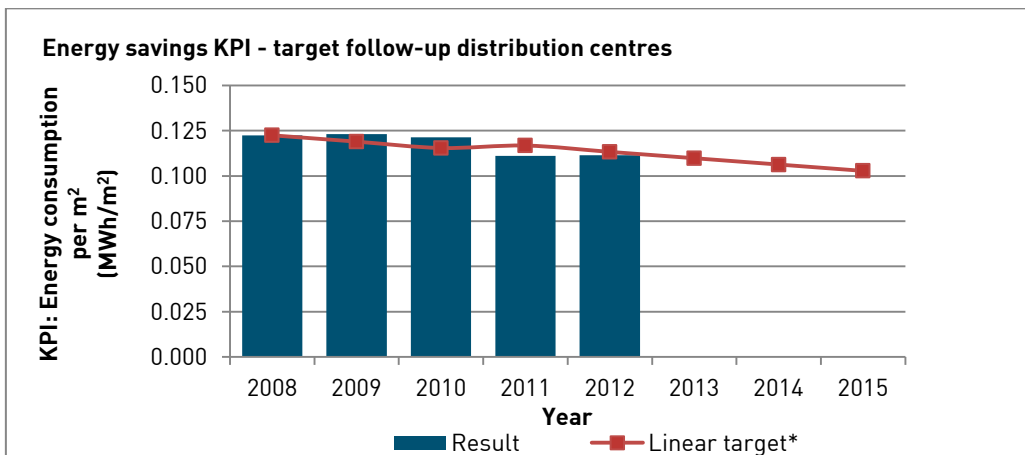
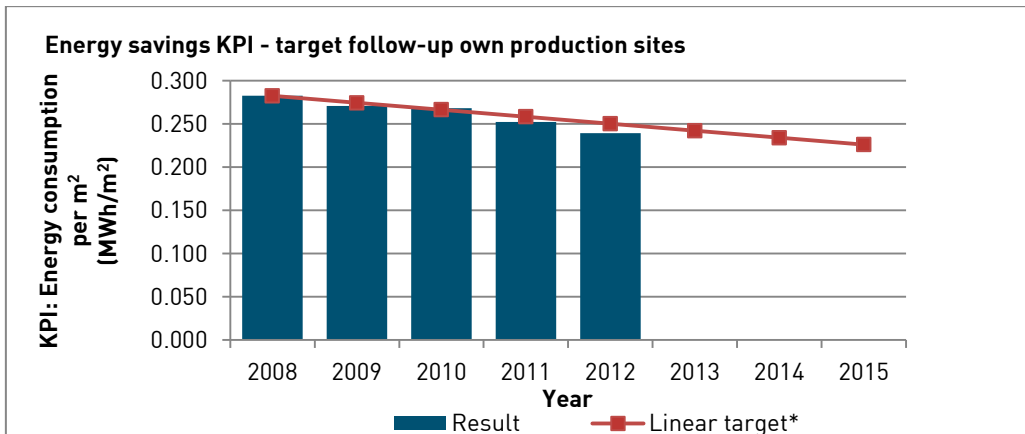
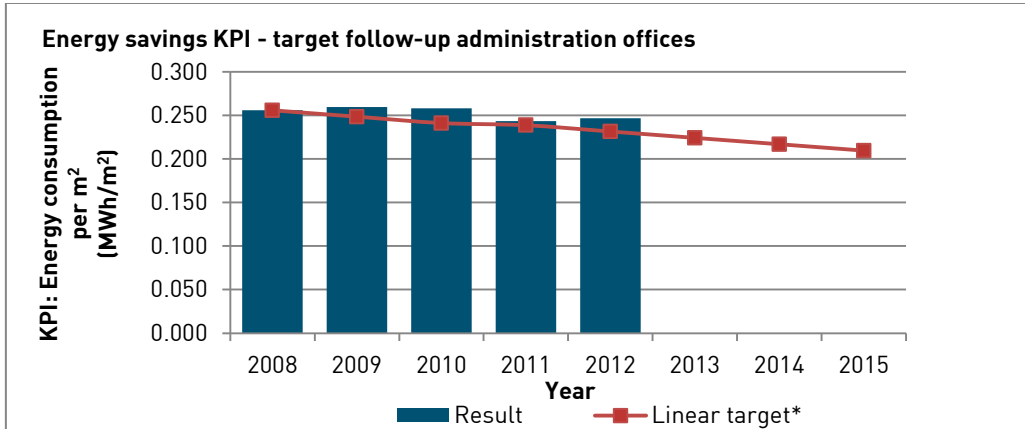
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**previously reported as 'adidas Footwear Factory, Scheinfeld 2, Germany'

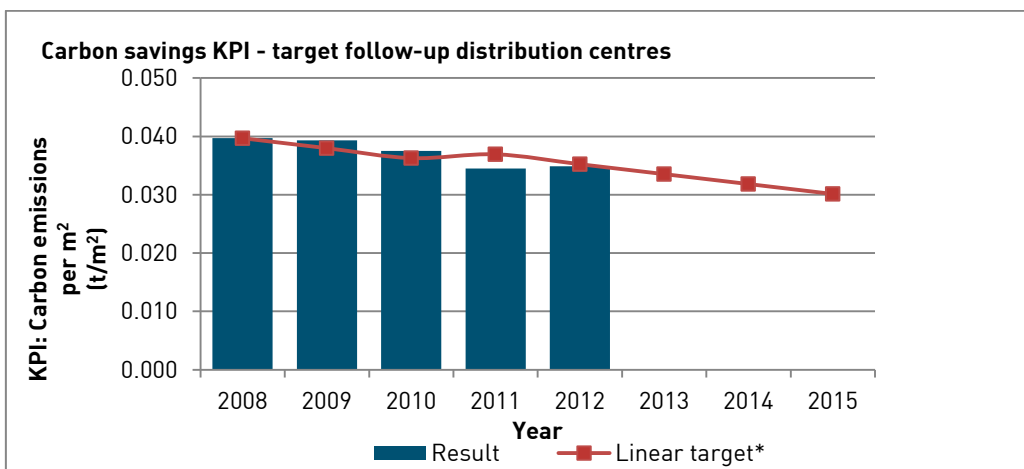
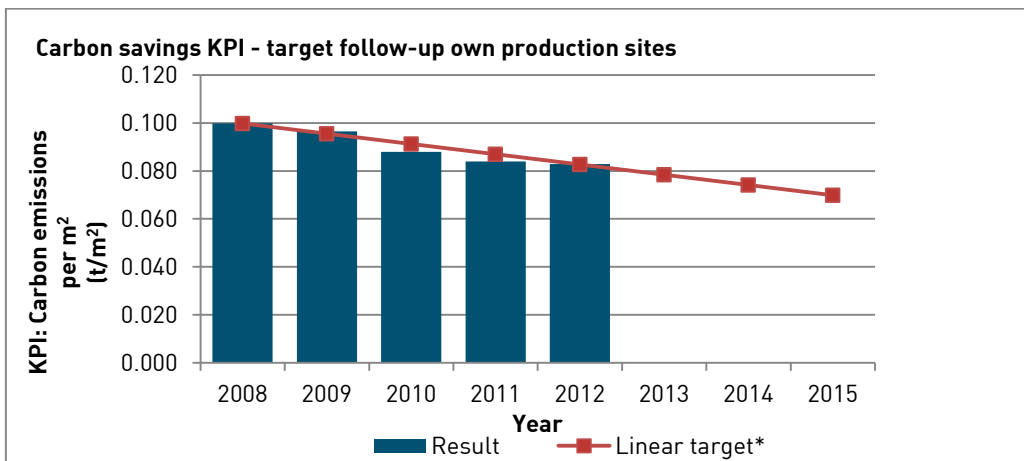
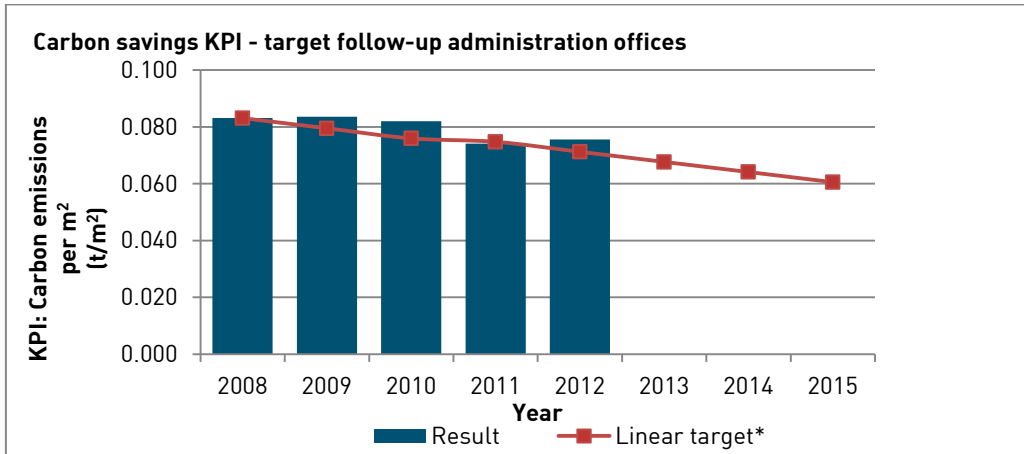
Green: annual linear target achieved

Yellow: annual linear target not achieved

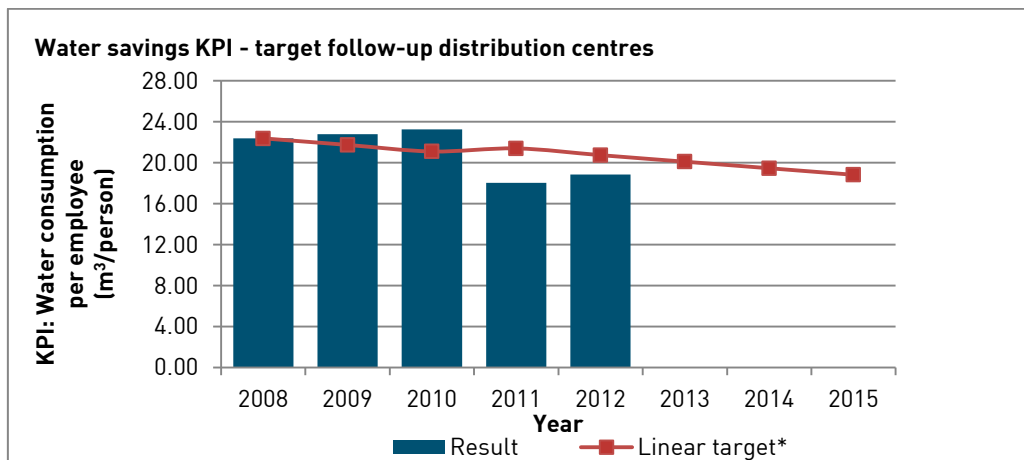
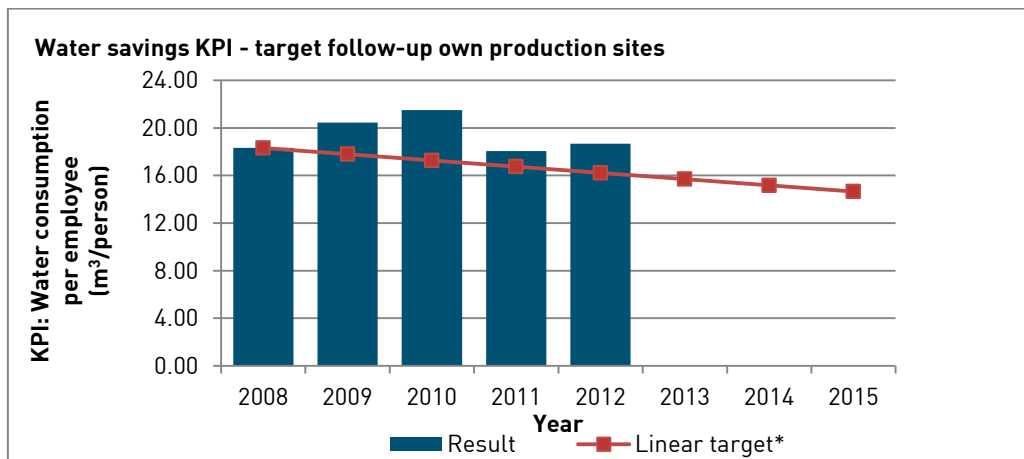
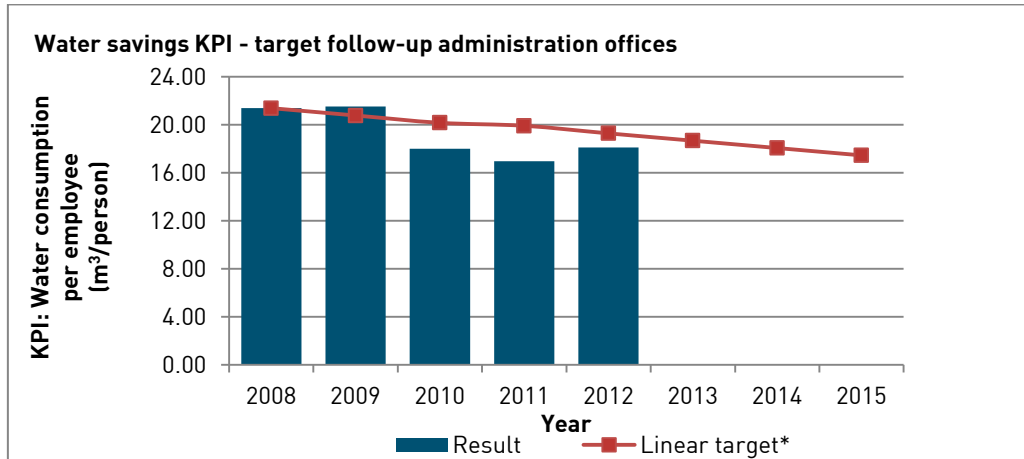
Appendix 3 – Progress of the different site groups 2008-2012 (administration offices, own production sites and distribution centres)



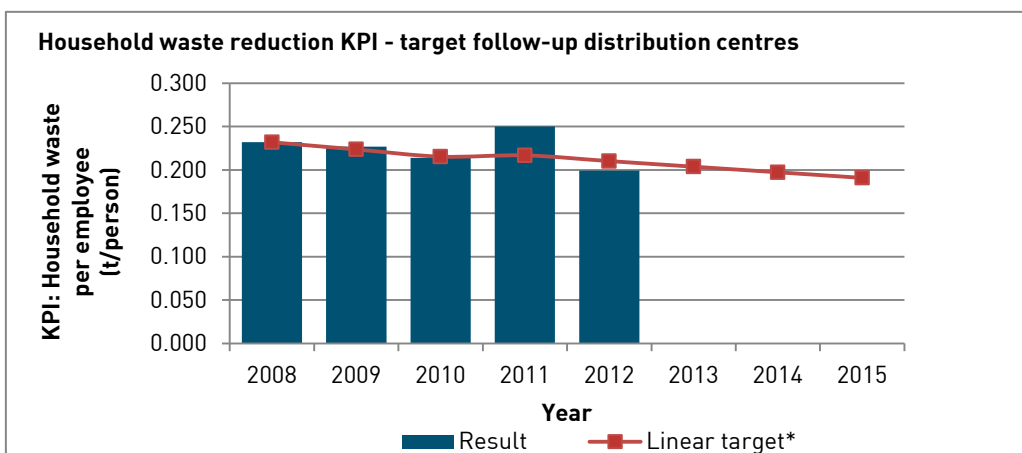
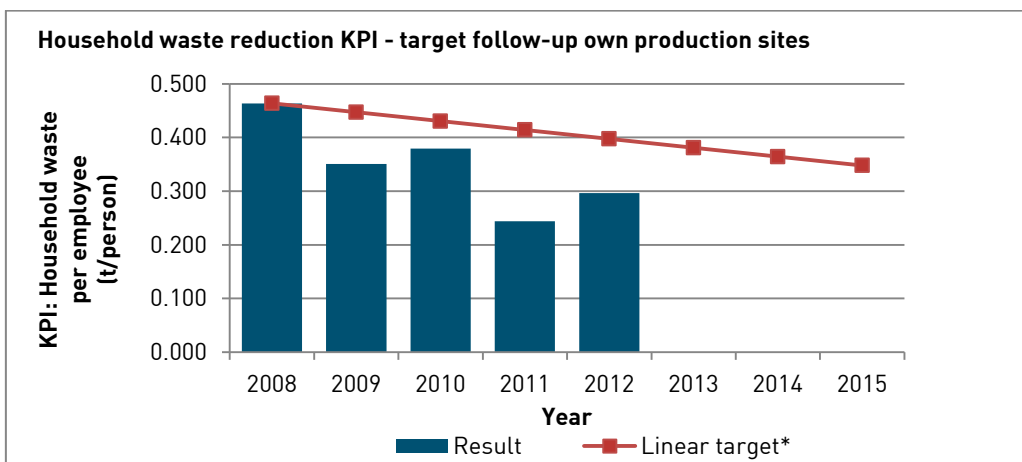
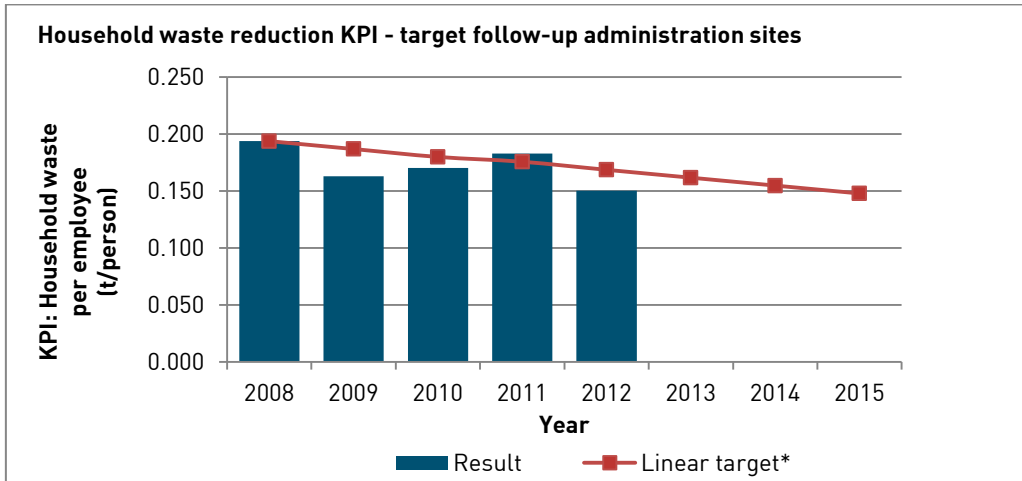
*As the reporting scope was extended in 2010, and to consider for the individual base years of the sites, the linear target for the total group was adapted accordingly. More details about the different base years and calculation of the linear target are described in section 3.2 of this report.



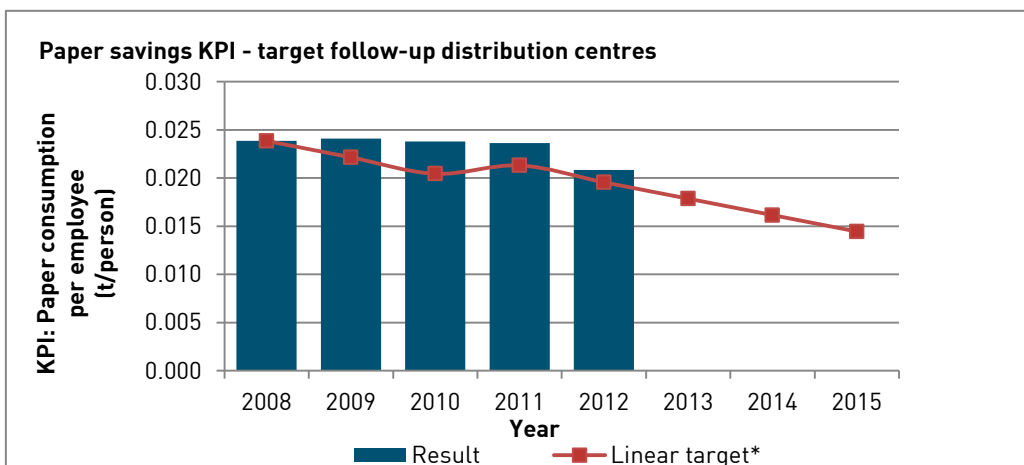
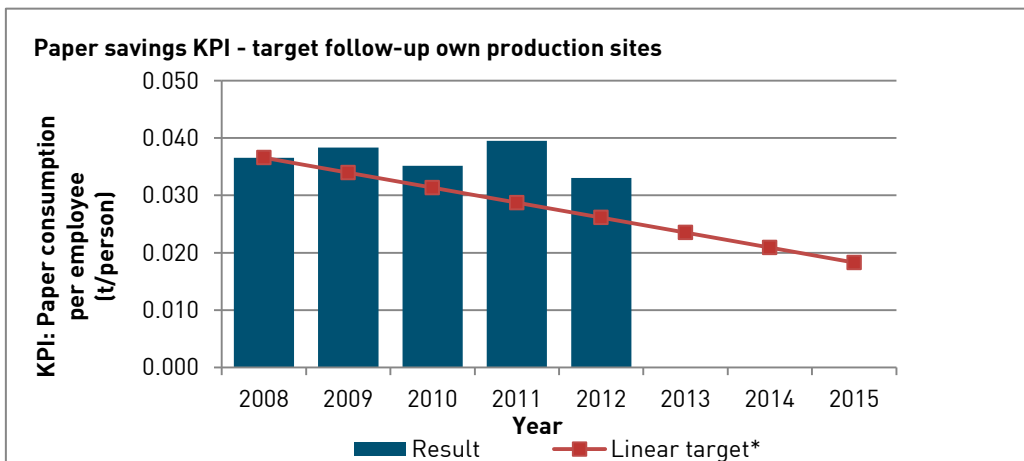
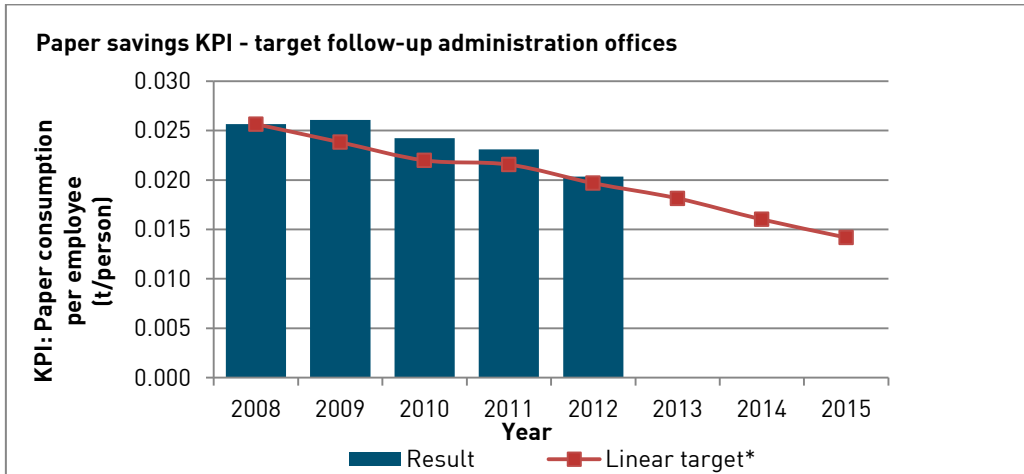
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