



# GREEN COMPANY PERFORMANCE ANALYSIS 2013

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## Executive summary

The Green Company Initiative is the environmental programme for our own corporate facilities and plays an important role in the adidas Group's Sustainability Strategy. In 2009, we defined ambitious targets that now drive the implementation of projects to reduce the environmental impact of our business operations. Our sites report on their progress towards these targets each year. The performance analysis of the 2013 data reported by 47 of our sites (including administration offices, own production sites and distribution centres) shows that we continue to improve our environmental footprint and have achieved considerable savings in our energy, water, paper consumption and reductions of waste and carbon emissions.

The engagement and support of the brands and local teams has strengthened in recent years. And a closer look at progress towards our Green Company 2015 targets reveals that we already achieved our water and household waste reduction targets in 2013. Furthermore we are on track when it comes to paper consumption. In the areas of energy consumption and carbon emissions, we are progressing well, but must further intensify our efforts in order to reach our 2015 targets.

KPI	2015 target	Result 2013 (compared to base year 2008)	On track towards 2015 target
Energy (per m <sup>2</sup> )	-20%	-7.7 %	✘
Carbon Emissions (per m <sup>2</sup> )	-30%	-15.0 %	✘
Water (per person)	-20%	-23.8 %	✔
Household Waste (per person)	-25%	-35.2 %	✔
Paper (per person)	-50%	-35.1 %	✔

Table 1: Key results 2013 Green Company core targets

We have achieved these savings by implementing tools and methods such as the ISO 14001 Environmental Management System, which is in effect at twelve of our sites so far. We also benefit from the greenENERGY Fund, a sustainability venture capital fund for energy efficiency and renewable energy projects that supported 25 projects in 2012/2013. In addition, local Green Teams are actively working towards the targets we have set for the adidas Group and sharing best practice across our sites.

## 1. 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 corporate facilities. 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 and measurable targets for 2015. We also acknowledge that all locations will define their own potential and plan for how to reach these targets.

To track the progress of our environmental initiatives and their impacts against our targets, we have established a detailed environmental data recording and reporting system. The reported data allows an annual target follow-up towards the Green Company 2015 targets.

More information about the Green Company programme can be found on our corporate website under <http://www.adidas-group.com/en/sustainability/planet/green-company/#/>

## 2. Achievements of the Green Company Initiative

### 2.1 Consistent environmental programme

The Green Company Initiative is an important part of the adidas Group's Sustainability Strategy. The initiative's ambitious targets drive the implementation of projects to reduce the environmental impact of business operations at our own sites and facilities. To ensure a review of our progress towards the 2015 targets, we established a stable and consistent reporting programme with our administration offices, own production sites and distribution centres worldwide.

Team work is needed to collect the environmental data at each site as the information comes from different people and departments. Over the years of reporting, the engagement and support of the local teams has strengthened considerably. This strong engagement enables us to follow up on the targets we have set and also to identify best practice examples.

More information about the Sustainability Strategy can be found on our corporate website under <http://www.adidas-group.com/en/sustainability/managing-sustainability/general-approach/>

### 2.2 Implementation of successful tools

To support our sites in reducing their energy consumption and carbon emissions, the 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 to finance 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.

Since launching in 2012, the Fund has invested in 25 projects in our owned and leased properties around the world. In addition to operational costs savings, these projects will bring a reduction of 70,524 MWh of our energy consumption and a reduction of 26,642 MT of carbon emissions.

For more information about the greenENERGY Fund, see our corporate blog at <http://blog.adidas-group.com/2013/04/did-you-know-that-the-adidas-group-has-a-sustainability-venture-capital-fund/>.

### 2.3 ISO 14001 brings strong internal collaboration

One Green Company Initiative goal was to implement and certify an ISO 14001 standard Environmental Management System (EMS) at the main headquarters for each of our brands. To achieve this goal, we established one common management system framework in 2010, which was adopted by all sites seeking certification. Today, the adidas Group holds an ISO 14001 matrix certification for twelve of its sites. The certified facilities are located in Europe, Canada and the US. Central management of the EMS is certified and located in the adidas Group headquarters in Herzogenaurach, Germany. A list of all certified sites is given in the table below.

Name of site	Region	EMS standard	Certified since
adidas Group central management for Green Company, Herzogenaurach, Germany	GLOBAL	ISO 14001	2010
adidas Office, Portland, USA	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 (incl. the sites World of Sports, World of Global IT, Adi-Dassler-Platz)	EMEA	ISO 14001	2011
Sports Licensed Division Factory, Indianapolis, USA	AMERICAS	ISO 14001	2011
adidas Footwear Factory, Scheinfeld 1, Germany	EMEA	EMAS; ISO 14001	1998; 2012
adidas Group Scheinfeld II, European Distribution Centre	EMEA	ISO 14001	2013
adidas Group Uffenheim, Area Distribution Centre, Germany	EMEA	ISO 14001	2013
adidas Group Manchester I, adidas Headquarters UK	EMEA	ISO 14001	2013
adidas Group Manchester II, Trafford Distribution Centre UK	EMEA	ISO 14001	2013

Table 2: In-house ISO 14001 and EMAS certified sites

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A designated ISO 14001 team works in close collaboration to ensure the continuous improvement of the system and of our environmental performance. The value of this team is shown in the successful re-certification achieved in 2013, including the integration of four additional sites to the system.

For more information about the ISO 14001 re-certification in 2013 see our corporate blog at <http://blog.adidas-group.com/2013/12/iso-14001-audits-is-the-adidas-group-in-for-a-greener-tomorrow/>.

## **2.4 Driving employee engagement**

The Green Company Initiative receives strong support from our local Green Teams. Besides organising events around global Earth Day, to raise awareness and engage our employees actively in environmental work, Green Teams support their sites throughout the year to achieve Green Company targets. A number of successful projects were started and driven by these teams to reduce energy, water and paper consumption as well as to reduce waste and to save carbon emissions. To support the local teams, a Global Green Team was founded to ensure best practice sharing and guidance on different projects.

As well as mobilising employees to help meet our environmental targets, Green Teams organise events to raise awareness about environmental issues in general. For example, the Green Teams 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 home and to create healthy habits. They also teamed up with some of our suppliers and organised a day of collecting waste at various locations, and organised an event where employees planted trees to help reduce urban temperatures.

Read more about a Green Team that succeeded in replacing paper cups with reusable cups made out of "tree juice", a material left over from the paper production process, on our blog at: <http://blog.adidas-group.com/2012/04/raise-your-cups-for-a-stunning-and-ecological-idea/>.

## **3. Progress towards Green Company 2015 core targets**

### **3.1 Assumptions made for the core target follow-up**

We have set different types of targets for the adidas Group to reduce the environmental impact of our own operations. "Core targets" focus on reducing resources and we aim to achieve these by 2015. We review our progress towards these core targets using annual "linear targets". We made the following assumptions and decisions in developing these linear targets and a target follow-up:

- At the end of 2009, we set and published Green Company targets for our own corporate facilities and sites. See a full list of these targets in the Environment section of our corporate website at <http://www.adidas-group.com/en/sustainability/planet/green-company/>.



- Only sites with a full year of operations are included in the reporting to ensure only representative values are considered.
- Different baseline years for the reporting sites are considered, depending on their first year of reporting.
- As the reporting scope was extended in 2010, and to take account of the individual baseline years of the sites, the linear target for the total group was adapted accordingly.
- To allow for a target follow-up, one linear target value per year was developed 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, we added required gap values for those sites that could not report relevant data for a target follow-up.

### 3.2 Summary of key results 2013

Table 3 shows the results of 2012 for energy consumption, carbon emissions, water consumption, household waste and paper consumption for the different administration offices, own production sites and distribution centres. In total 47 sites reported data.

Environmental data 2013	Total energy consumption (MWh)	Total carbon emissions (tonne)	Total water consumption (m <sup>3</sup> )	Total household waste (tonne)	Total paper consumption (tonne)
<b>Administration offices</b>					
Region EMEA	54,129	11,112	66,701	419	102
Region AMERICAS	44,927	15,791	130,086	781	81
Region APAC	5,963	3,692	7,085	not reported	32
<b>Administration offices (total)</b>	<b>105,019</b>	<b>30,595</b>	<b>203,872</b>	<b>1,200</b>	<b>215</b>
<b>Own production sites</b>					
Region EMEA	5,200	591	1,998	40	1
Region AMERICAS	27,737	10,246	40,600	523	66
<b>Own production sites (total)</b>	<b>32,937</b>	<b>10,837</b>	<b>42,598</b>	<b>563</b>	<b>68</b>
<b>Distribution centres</b>					
Region EMEA	20,131	5,548	26,947	262	44
Region AMERICAS	43,496	13,473	28,416	742	75
Region APAC	2,041	1,159	23,422	4	7
<b>Distribution centres (total)</b>	<b>65,668</b>	<b>20,179</b>	<b>78,785</b>	<b>1,008</b>	<b>126</b>
<b>TOTAL</b>	<b>203,624</b>	<b>61,611</b>	<b>325,255</b>	<b>2,772</b>	<b>409</b>

Table 3: Environmental data 2013 Group-wide for all locations reporting

The reduction and saving achievements for the Green Company core targets and our progress towards the Green Company 2015 targets is shown in Table 4. It is based on the 47 sites that reported their data for 2013.

The results for 2013 show that we are well on track when it comes to water, paper consumption and reduction of waste. In the areas of energy consumption and carbon emissions, we are progressing well, but must intensify our efforts in order to reach our 2015 targets. A more detailed description of the results of the different targets is given below. Individual results and target follow-up per site is given in Appendix 2.

Target follow-up per type of site	Energy savings MWh/m <sup>2</sup>		Carbon savings t/m <sup>2</sup>		Water savings m <sup>3</sup> /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 2013	Result 2013	Linear target 2013	Result 2013	Linear target 2013	Result 2013	Linear target 2013	Result 2013	Linear target 2013	Result 2013
Administration offices	-12.3%	-5.8%	-18.5%	-15.6%	-12.2%	-29.8%	-16.1%	-40.7%	-30.4%	-46.7%
Own production sites	-14.3%	-21.9%	-21.4%	-28.2%	-14.3%	+12.5%	-17.9%	-26.7%	-35.7%	-6.5%
Distribution centres	-10.4%	-7.0%	-15.6%	-9.5%	-10.4%	-22.0%	-12.1%	-27.2%	-25.7%	-16.0%
<b>Total</b>	<b>-11.6%</b>	<b>-7.7%</b>	<b>-17.4%</b>	<b>-15.0%</b>	<b>-11.9%</b>	<b>-23.8%</b>	<b>-15.3%</b>	<b>-35.2%</b>	<b>-29.8%</b>	<b>-35.1%</b>

Green: annual linear target achieved  
Yellow: annual linear target not achieved

Table 4: Aggregated target results

### 3.3 Reduction of energy consumption and carbon emissions

We have set the target to reduce our energy consumption per square meter by 20% and our carbon emissions per square meter by 30% by 2015. The review of the reported data from 47 of our sites show that we have achieved a total energy saving per square meter of 7.7% since implementing the Green Company programme in 2008. Several projects contributed to these savings, such as lighting retrofits, adjusted settings for lighting, installation of occupancy sensors, our ISO 14001 policies that are raising awareness and other energy saving campaigns for employees that inform about energy saving behaviour.

Furthermore, first achievements of the projects supported by the greenENERGY Fund become visible in the reduction of our energy consumption at our manufacturing site in Indianapolis, US and our distribution centres in Spartanburg, US and Suzhou, China.

While a saving of 7.7% energy per square meter is a great achievement, we did not meet our linear target of 11.6% for 2013. Reviewing the individual results of our sites, we identified different reasons that influence our energy performance. A few of our sites reported an increase in energy consumption due to a very hard winter in 2012/2013. And in some countries, providing energy back-ups for power blackouts remains a barrier to reducing energy consumption.

The overall performance of the reporting group is significantly influenced by our adidas Group headquarters in Herzogenaurach, Germany, which is the biggest site of the adidas Group. In 2013, we saw an increase of our energy consumption per square meter due to continued construction work and an increase in the number of employees. The development in the number of employees at our sites is a strong influencing factor when it comes to our energy performance per square meter. The same is true with changes in the actual operational business at our sites, as a change in production volumes and shifts becomes visible in the energy consumption per square meter.

If we analyse our energy consumption per employee, we have seen a reduction of 16.7% since the start of the Green Company programme, which is a strong achievement. However, further efforts are needed to improve our energy per square meter and meet our 2015 target.

**Energy savings - target follow-up total group**

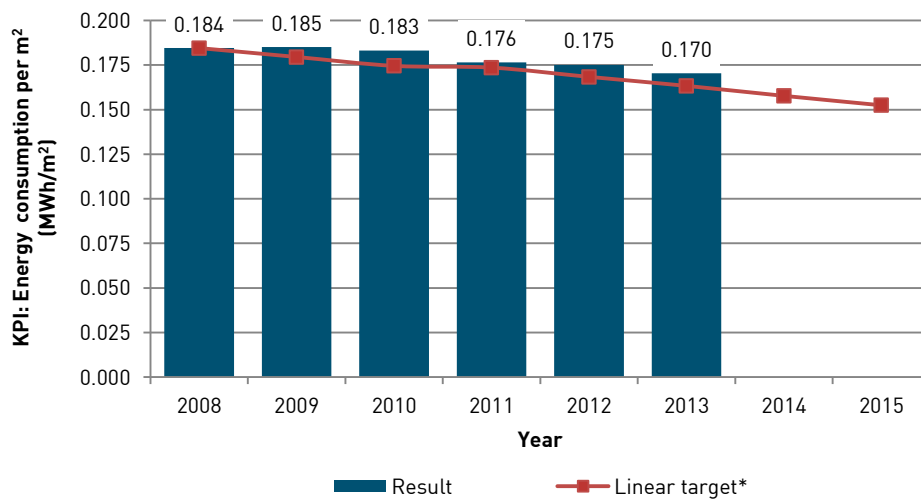


Diagram 1: Energy savings KPI - target follow-up total group

**Carbon savings - target follow-up total group**

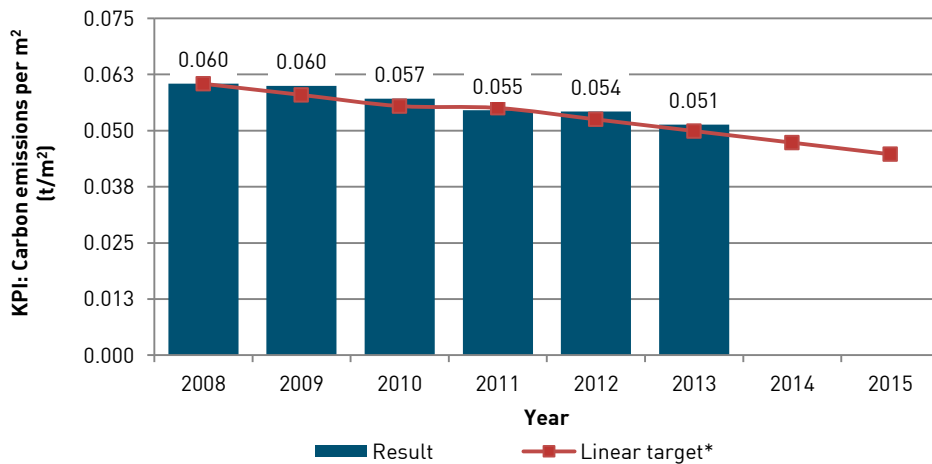


Diagram 2: Carbon savings KPI - target follow-up total group

\*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.

Relative to energy consumption, we reduced our carbon emissions per square meter by 15.0%. Considering the energy savings of 7.7%, the additional reduction in our carbon emissions comes mainly from carbon offsetting programmes, and the changes within the energy mix of the sites. The linear target for 2013 towards the 2015 target was a reduction of our carbon emissions of 17.4%, which we did not manage to achieve. If we look into the carbon emissions savings per employee, a reduction of 23.8% was achieved.

With the continued support of the greenENERGY Fund we are convinced that we can further improve our energy consumption and carbon emissions per square meter. We also expect to see additional great savings from projects that were started in 2013, such as the new solid oxide fuel cell at the TaylorMade-adidas Golf facility in Carlsbad, California. This low-carbon power plant will provide TMaG Carlsbad's electricity and is designed to run 24/7/365. This installation delivers improved fuel-efficiency and reduces the facility's carbon emissions.

### 3.4 Savings in water consumption

The linear target for 2013 was to reduce our water consumption per employee by 11.9%. This target was exceeded, as we calculate a reduction of 23.8%. With this result, we already achieved our 2015 target of saving 20% water per employee. In reviewing individual results, the main reasons for the reduction in water consumption are reduced irrigation and the installation of water saving devices.

#### Water savings - target follow-up total group

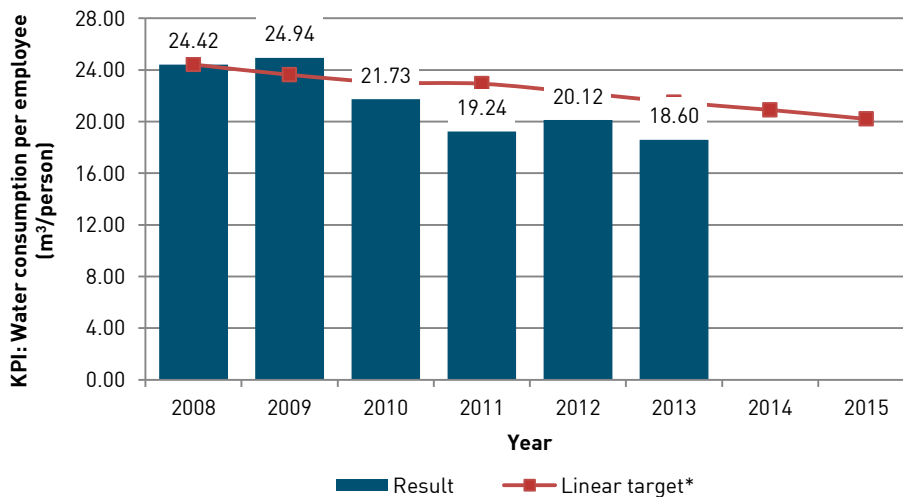


Diagram 3: Water savings KPI - target follow-up total group

\*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.

A few sites, especially our administration offices in Asia, still find it challenging 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.

### 3.5 Reduction of household waste

The reported numbers from our sites show strong reductions in our household waste. For 2013, we targeted a 15.3% reduction of household waste per employee, and achieved 35.2% for the total group of reporting sites. In reaching this saving, we have already achieved our 2015 target of a 25% reduction per employee.

This result is influenced by various projects that helped identify waste streams and by introducing recycling projects to reduce the amount of household waste. Reviewing individual results, shows the impact of our business operations on waste generation – especially at our own production sites – when it comes to changes in production volumes. Furthermore, construction work at sites results in a one-time increase of household waste.

#### Household waste reduction - target follow-up total group

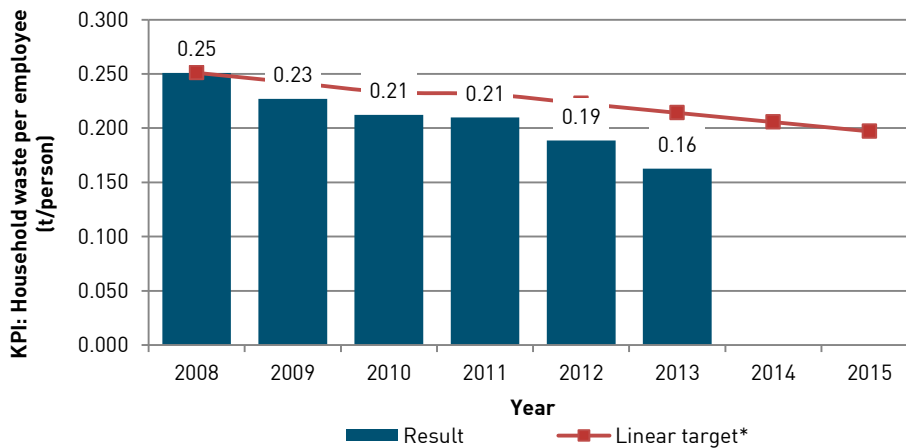


Diagram 4: Household waste reduction KPI - target follow-up total group

\*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.

### 3.6 Reduction of paper consumption

Many of our sites could achieve a vast reduction in paper consumption by updating the default settings of printers, or by upgrading to new printers with more settings to help reduce the number of pages printed. Some sites have already introduced new printer procedures that helped them reduce their paper consumption, which supported us in achieving a total saving in paper of 35.1% per employee. With this result, we have met our linear reduction target for 2013 of 29.8%, and we are well on track to reach the ambitious target for 2015 of a 50% paper saving per employee.

#### Paper savings - target follow-up total group

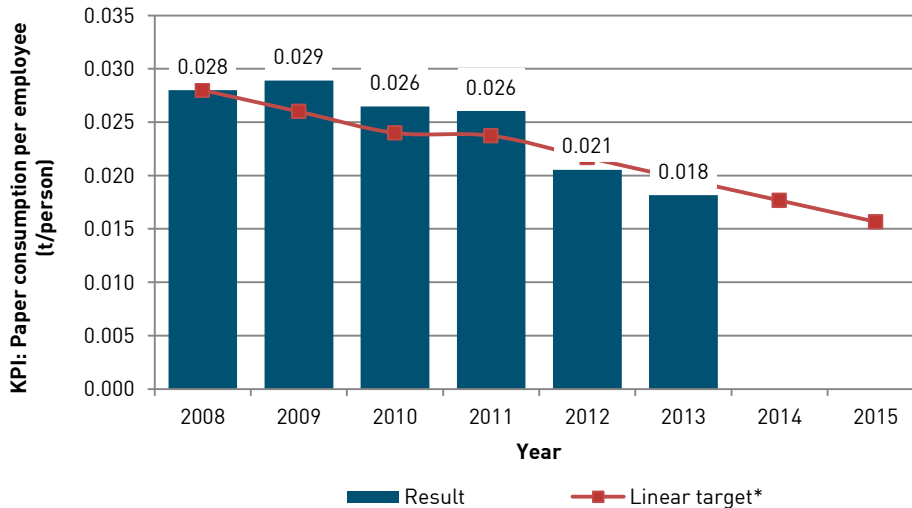


Diagram 5: Paper savings KPI - target follow-up total group

## 4. Further information about the Green Company reporting programme

### 4.1 Coverage reporting 2013

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.

\*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.

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However, due to relocations and openings of new sites, this reporting group continues to evolve slightly from year to year, especially as we have included not only owned buildings but also leased and rented sites in the scope. We also expect that new important sites will be added to the reporting after their first complete year of operation.

In 2013, we included 47 sites in the Green Company reporting. See a list of all sites that have reported for 2013 in Appendix 1.

#### **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 annual reporting 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. In our 2013 reporting, we corrected a few values from the years 2008 to 2011.

#### **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 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 update and publish the average national carbon emissions factors annually to allow for changes in the national electricity grid. Also, the applied methodologies for calculating the national electricity grid factors have changed in recent years, which led to another update of the average factors. However, for our Green Company reporting we decided to fix the emission factors that we apply for 2008-2015 and not to update these every year. The main reason for this decision is that by using 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.

Herzogenaurach, March 2014

## Appendices

### Appendix 1 – List of all sites that have reported for 2013

#### 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



**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  
adidas Canada Assembly Factory, Brantford, Canada

**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, 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  
adidas Distribution Centre, Tultitlan-Blokk, Mexico

**Region APAC**

adidas Group Distribution Centre, Suzhou, China  
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong

**Appendix 2 – Individual target follow-up for all 47 sites that have reported in 2013**

ENERGY SAVINGS  (2015 Target: -20% MWh/m <sup>2</sup> )	Total energy consumption (MWh)						Target follow-up (MWh/m <sup>2</sup> )	
	2008	2009	2010	2011	2012	2013	Individual linear target 2013*	Accumulated savings achieved 2013**
<b>Administration offices</b>								
<b>Region EMEA</b>								
adidas Group Headquarters - WOS Herzogenaurach, Germany	12,707	14,363	16,663	21,411	26,697	27,733	-14.3%	18.4%
adidas Group Headquarters - ADP Herzogenaurach, Germany	9,611	9,964	9,906	9,854	9,517	9,374	-14.3%	-2.5%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	1,277	1,166	1,322	1,366	1,623	1,870	-14.3%	-3.2%
adidas Factory Outlet, Herzogenaurach, Germany	2,169	2,236	2,195	2,294	2,283	2,216	-14.3%	-9.3%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	2,660	2,566	2,465	-8.6%	4.1%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	3,811	2,670	2,843	2,236	-8.6%	-41.3%
adidas Office, Landersheim, France	n.r.	n.r.	4,645	4,947	4,925	4,958	-8.6%	6.7%
adidas Office, Monza, Italy	n.r.	n.r.	1,700	1,929	2,122	1,055	-8.6%	-38.0%
adidas Office, Zaragoza, Spain	n.r.	n.r.	1,144	1,282	1,058	629	-8.6%	-45.0%
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	1,131	1,594	-8.6%	40.9%
<b>Region AMERICAS</b>								
adidas Office, Portland, USA	7,832	7,772	7,368	7,931	8,354	8,334	-14.3%	6.4%
Reebok Headquarters, Canton, USA	25,950	26,728	24,384	25,434	24,936	22,052	-14.3%	-15.0%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	5,215	4,930	4,769	5,240	5,210	6,902	-14.3%	5.9%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	1,521	1,363	1,187	1,087	-8.6%	-28.5%
adidas Office, Woodbridge, Canada	n.r.	n.r.	n.r.	5,665	5,061	6,015	-8.6%	6.2%
adidas Office Baueri, Brasil	n.r.	n.r.	n.r.	927	460	537	-8.6%	-43.1%
<b>Region APAC</b>								
adidas Office, Shanghai, China	788	788	857	906	995	926	-14.3%	-25.2%
adidas Office, Taikee Shing, Hong Kong	n.r.	n.r.	1,101	1,066	916	780	-8.6%	-21.4%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	278	261	262	-8.6%	-6.0%
adidas Office, Seoul, South Korea	n.r.	n.r.	2,113	1,983	1,937	1,846	-8.6%	7.2%
adidas Office, Taipei, Taiwan	n.r.	n.r.	1,059	896	743	850	-8.6%	-19.8%
adidas Office, Singapore, Singapore	n.r.	n.r.	585	554	616	527	-8.6%	-10.0%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	800	765	772	-5.7%	-65.5%
<b>Administration offices (total)</b>	<b>65,549</b>	<b>67,947</b>	<b>85,145</b>	<b>101,457</b>	<b>106,206</b>	<b>105,019</b>	<b>-12.3%</b>	<b>-5.8%</b>
<b>Own production sites</b>								
<b>Region EMEA</b>								
adidas Footwear Factory, Scheinfeld 1, Germany	6,047	5,052	6,161	4,994	4,736	5,200	-14.3%	-14.0%
<b>Region AMERICAS</b>								
Sports Licensed Division Factory, Indianapolis, USA	19,676	19,631	18,450	16,825	16,505	14,322	-14.3%	-27.2%
Sports Licensed Division Factory, Mattapoisett, USA	1,201	1,183	1,141	1,199	994	1,120	-14.3%	-6.8%
Sports Licensed Division Factory, Cedar Rapids, USA	5,349	4,654	5,355	6,013	6,348	6,194	-14.3%	1.5%
Reebok-CCM Hockey Factory, St. Jean, Canada	5,831	6,155	4,987	4,695	3,804	2,932	-14.3%	-49.7%
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	2,976	2,691	2,516	2,575	2,433	2,441	-14.3%	-18.0%
adidas Canada Assembly Factory, Brantford, Canada	595	721	742	775	725	729	-14.3%	22.5%
<b>Own production sites (total)</b>	<b>41,675</b>	<b>40,087</b>	<b>39,353</b>	<b>37,075</b>	<b>35,545</b>	<b>32,937</b>	<b>-14.3%</b>	<b>-21.9%</b>
<b>Distribution centres</b>								
<b>Region EMEA</b>								
adidas Distribution Centre, Scheinfeld 2, Germany	1,846	2,320	2,505	2,168	2,790	2,490	-14.29%	34.9%
adidas Distribution Centre, Uffenheim, Germany	6,976	6,404	6,396	6,290	6,545	6,092	-14.29%	-16.2%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3,385	3,631	3,918	3,145	-8.57%	-7.1%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	932	1,342	1,049	1,226	-8.57%	31.6%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,059	3,340	3,307	3,917	-8.57%	28.0%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	1,481	n.r.	1,384	1,479	-8.57%	-0.1%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	1,393	1,166	n.r.	1,212	-8.57%	-7.7%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	103	264	309	569	-8.57%	106.5%
<b>Region AMERICAS</b>								
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	13,618	13,271	12,269	12,676	-8.57%	-6.9%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	17,075	15,888	15,554	14,394	-8.57%	-15.7%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	10,829	9,647	8,480	7,990	8,950	8,846	-14.29%	-18.3%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	2,675	2,631	2,411	2,756	-8.57%	3.0%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	2,100	n.r.	1,759	2,618	-8.57%	18.9%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	371	324	386	567	-8.57%	-18.5%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	1,639	n.a	n.a
<b>Region APAC</b>								
adidas Distribution Centre, Suzhou, China	2,287	2,078	2,035	1,742	1,700	1,660	-14.29%	-27.4%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	365	367	381	-8.57%	4.5%
<b>Distribution centres (total)</b>	<b>21,938</b>	<b>20,448</b>	<b>65,609</b>	<b>60,411</b>	<b>62,696</b>	<b>65,668</b>	<b>-10.4%</b>	<b>-7.0%</b>
<b>TOTAL</b>	<b>129,161</b>	<b>128,483</b>	<b>190,106</b>	<b>198,943</b>	<b>204,447</b>	<b>203,624</b>	<b>-11.6%</b>	<b>-7.7%</b>

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n.r. = not reported

\*Individual linear target depends on individual base year

\*\*Accumulated savings in 2013 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved

CARBON SAVINGS  (2015 Target: -30% t/m <sup>2</sup> )	Total carbon emissions (tonne)						Target follow-up (t/m <sup>2</sup> )	
	2008	2009	2010	2011	2012	2013	Individual linear target 2013*	Accumulated savings achieved 2013**
<b>Administration offices</b>								
<b>Region EMEA</b>								
adidas Group Headquarters - WOS Herzogenaurach, Germany	1,637	2,082	2,452	3,543	4,284	4,527	-21.4%	50.0%
adidas Group Headquarters - ADP Herzogenaurach, Germany	2,588	2,686	2,338	2,456	2,380	2,344	-21.4%	-9.4%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	311	286	179	205	247	257	-21.4%	-45.4%
adidas Factory Outlet, Herzogenaurach, Germany	541	555	393	408	392	406	-21.4%	-33.4%
adidas Office, Amsterdam, Netherlands	n.a.	n.a.	n.a.	316	296	279	-12.9%	-1.1%
adidas Office, Stockport, United Kingdom	n.a.	n.a.	1,267	1,008	1,050	946	-12.9%	-25.3%
adidas Office, Landersheim, France	n.a.	n.a.	763	877	909	957	-12.9%	25.4%
adidas Office, Monza, Italy	n.a.	n.a.	1,034	1,163	1,279	630	-12.9%	-39.1%
adidas Office, Zaragoza, Spain	n.a.	n.a.	468	517	426	244	-12.9%	-47.9%
adidas Office, Moscow, Russia	n.a.	n.a.	n.a.	n.a.	371	522	-12.9%	40.9%
<b>Region AMERICAS</b>								
adidas Office, Portland, USA	3,933	3,572	3,714	3,652	3,856	3,718	-21.4%	-5.5%
Reebok Headquarters, Canton, USA	9,887	10,541	10,074	9,452	9,403	8,551	-21.4%	-13.5%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	1,522	1,462	1,408	1,536	1,516	1,876	-21.4%	-1.3%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.a.	n.a.	557	511	444	394	-12.9%	-29.2%
adidas Office, Woodbridge, Canada	n.a.	n.a.	n.a.	1,131	1,010	1,205	-12.9%	6.5%
adidas Office Baueri, Brasil	n.a.	n.a.	n.a.	77	39	47	-12.9%	-40.5%
<b>Region APAC</b>								
adidas Office, Shanghai, China	599	598	651	688	755	704	-21.4%	-25.2%
adidas Office, Taikoo Shing, Hong Kong	n.a.	n.a.	840	814	699	596	-12.9%	-21.4%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.a.	n.a.	n.a.	213	199	200	-12.9%	-5.9%
adidas Office, Seoul, South Korea	n.a.	n.a.	810	770	748	722	-12.9%	9.4%
adidas Office, Taipei, Taiwan	n.a.	n.a.	564	477	396	453	-12.9%	-19.8%
adidas Office, Singapore, Singapore	n.a.	n.a.	318	301	335	286	-12.9%	-10.0%
adidas Office, Gurgaon, India	n.a.	n.a.	n.a.	758	724	731	-8.6%	-65.5%
<b>Administration offices (total)</b>	<b>21,018</b>	<b>21,783</b>	<b>27,830</b>	<b>30,873</b>	<b>31,758</b>	<b>30,594</b>	<b>-18.5%</b>	<b>-15.6%</b>
<b>Own production sites</b>								
<b>Region EMEA</b>								
adidas Footwear Factory, Scheinfeld 1, Germany	1,372	1,159	581	593	562	591	-21.4%	-56.9%
<b>Region AMERICAS</b>								
Sports Licensed Division Factory, Indianapolis, USA	10,323	10,116	9,161	8,425	8,442	6,987	-21.4%	-32.3%
Sports Licensed Division Factory, Mattapoisett, USA	512	508	478	515	422	412	-21.4%	-19.4%
Sports Licensed Division Factory, Cedar Rapids, USA	1,728	1,538	1,811	2,032	2,171	2,092	-21.4%	6.1%
Reebok-CCM Hockey Factory, St.Jean, Canada	615	650	444	385	346	331	-21.4%	-46.1%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	200	184	164	175	181	208	-21.4%	3.9%
adidas Canada Assembly Factory, Brantford, Canada	166	143	209	218	196	215	-21.4%	30.2%
<b>Own production sites (total)</b>	<b>14,915</b>	<b>14,297</b>	<b>12,848</b>	<b>12,343</b>	<b>12,320</b>	<b>10,837</b>	<b>-21.4%</b>	<b>-28.2%</b>
<b>Distribution centres</b>								
<b>Region EMEA</b>								
adidas Distribution Centre, Scheinfeld 2, Germany	516	633	260	234	331	276	-21.4%	-46.5%
adidas Distribution Centre, Uffenheim, Germany	1,780	1,635	1,069	1,026	1,188	1,286	-21.4%	-30.6%
adidas Distribution Centre, Caspe, Spain	n.a.	n.a.	926	998	1,075	864	-12.9%	-6.8%
adidas Distribution Centre, Dettwiller, France	n.a.	n.a.	173	234	184	220	-12.9%	27.2%
adidas Distribution Centre, Manchester, United Kingdom	n.a.	n.a.	1,503	1,642	1,628	1,695	-12.9%	12.8%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.a.	n.a.	463	n.a.	454	484	-12.9%	4.6%
adidas Distribution Centre, Obukhiv, Ukraine	n.a.	n.a.	371	312	n.a.	307	-12.9%	-12.1%
adidas Distribution Centre, Canot, Israel	n.a.	n.a.	75	193	432	416	-12.9%	106.5%
<b>Region AMERICAS</b>								
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.a.	n.a.	5,185	5,086	4,820	4,912	-12.9%	-5.3%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.a.	n.a.	6,283	6,115	6,092	5,543	-12.9%	-11.8%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	866	804	653	756	1,005	979	-21.4%	13.1%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.a.	n.a.	811	858	712	865	-12.9%	6.7%
adidas Distribution Centre, Embu, Brasil	n.a.	n.a.	174	n.a.	146	241	-12.9%	32.4%
adidas Distribution Centre, Pudahuel, Chile	n.a.	n.a.	139	121	144	212	-12.9%	-18.5%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.a.	n.a.	n.a.	n.a.	n.a.	720	n.a.	n.a.
<b>Region APAC</b>								
adidas Distribution Centre, Suzhou, China	1,457	1,324	1,297	1,110	1,083	1,057	-21.4%	-27.5%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.a.	n.a.	n.a.	97	98	102	-12.9%	4.5%
<b>Distribution centres (total)</b>	<b>4,619</b>	<b>4,396</b>	<b>19,382</b>	<b>18,781</b>	<b>19,393</b>	<b>20,179</b>	<b>-15.6%</b>	<b>-9.5%</b>
<b>TOTAL</b>	<b>40,551</b>	<b>40,477</b>	<b>60,060</b>	<b>61,997</b>	<b>63,472</b>	<b>61,611</b>	<b>-17.4%</b>	<b>-15.0%</b>

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n.r. = not reported

\*Individual linear target depends on individual base year

\*\*Accumulated savings in 2013 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved

WATER SAVINGS  (2015 Target: -20% m³/person)	Total water consumption (m³)						Target follow-up (m³/person)	
	2008	2009	2010	2011	2012	2013	Individual linear target 2013*	Accumulated savings achieved 2013**
<b>Administration offices</b>								
<b>Region EMEA</b>								
adidas Group Headquarters - WOS Herzogenaurach, Germany	31,765	29,918	29,056	33,205	45,821	41,333	-14.3%	-39.4%
adidas Group Headquarters - ADP Herzogenaurach, Germany	10,219	7,720	7,803	7,359	5,322	5,310	-14.3%	-29.3%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	2,905	1,830	1,892	2,688	3,186	3,085	-14.3%	-30.6%
adidas Factory Outlet, Herzogenaurach, Germany	2,541	2,534	2,183	2,331	2,242	2,242	-14.3%	27.3%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	3,892	2,264	2,743	-8.6%	-25.8%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	8,228	6,132	5,641	3,280	-8.6%	-60.0%
adidas Office, Landersheim, France	n.r.	n.r.	7,513	3,270	3,101	2,202	-8.6%	-70.0%
adidas Office, Monza, Italy	n.r.	n.r.	3,890	4,000	4,400	4,400	-8.6%	-20.1%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	2,464	2,106	-8.6%	-5.8%
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-8.6%	n.a.
<b>Region AMERICAS</b>								
adidas Office, Portland, USA	36,306	42,850	19,442	17,890	20,343	20,649	-14.3%	-49.9%
Reebok Headquarters, Canton, USA	58,669	58,669	48,691	51,065	66,380	55,013	-14.3%	-10.4%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	42,654	39,766	35,721	39,780	40,036	42,580	-14.3%	-11.8%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	6,300	4,997	3,721	2,210	-8.6%	-65.8%
adidas Office, Woodbridge, Canada	n.r.	n.r.	6,129	6,922	9,224	9,634	-8.6%	11.3%
adidas Office Baueri, Brazil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-8.6%	n.a.
<b>Region APAC</b>								
adidas Office, Shanghai, China	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-14.3%	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-8.6%	n.a.
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-8.6%	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	7,104	7,306	6,877	6,190	-8.6%	-21.8%
adidas Office, Taipei, Taiwan	n.r.	n.r.	524	664	690	895	-8.6%	43.8%
adidas Office, Singapore, Singapore	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-8.6%	n.a.
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-5.7%	n.a.
<b>Administration offices (total)</b>	<b>185,059</b>	<b>183,287</b>	<b>184,476</b>	<b>191,501</b>	<b>221,711</b>	<b>203,872</b>	<b>-12.2%</b>	<b>-29.8%</b>
<b>Own production sites</b>								
<b>Region EMEA</b>								
adidas Footwear Factory, Scheinfeld 1, Germany	1,709	1,400	1,811	1,936	2,070	1,998	-14.3%	-11.2%
<b>Region AMERICAS</b>								
Sports Licensed Division Factory, Indianapolis, USA	22,325	22,404	27,414	27,671	32,635	28,138	-14.3%	12.5%
Sports Licensed Division Factory, Mattapoisett, USA	n.r.	n.r.	n.r.	n.r.	n.r.	758	-14.3%	n.a.
Sports Licensed Division Factory, Cedar Rapids, USA	3,000	3,000	3,837	2,945	2,991	3,000	-14.3%	7.0%
Reebok-CCM Hockey Factory, St. Jean, Canada	3,000	3,000	3,200	3,131	3,000	3,000	-14.3%	150.0%
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	5,000	5,000	5,174	4,703	4,250	4,916	-14.3%	-3.0%
adidas Canada Assembly Factory, Brantford, Canada	454	459	662	570	789	788	-14.3%	55.7%
<b>Own production sites (total)</b>	<b>35,488</b>	<b>35,263</b>	<b>42,097</b>	<b>40,956</b>	<b>45,735</b>	<b>42,598</b>	<b>-14.3%</b>	<b>12.5%</b>
<b>Distribution centres</b>								
<b>Region EMEA</b>								
adidas Distribution Centre, Scheinfeld 2, Germany	2,581	2,936	2,531	2,855	3,751	2,450	-14.3%	-68.2%
adidas Distribution Centre, Uffenheim, Germany	2,400	2,064	1,936	1,914	2,059	2,138	-14.3%	-27.7%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	7,404	7,310	11,514	13,010	-8.6%	143.7%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	1,263	557	1,676	817	-8.6%	-25.4%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,101	3,520	3,914	3,856	-8.6%	28.4%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	3,253	n.r.	1,986	3,647	-8.6%	7.8%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	567	449	774	514	-8.6%	8.8%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	n.r.	576	746	515	-8.6%	-20.5%
<b>Region AMERICAS</b>								
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	9,716	8,799	8,422	6,582	-8.6%	-46.1%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	9,955	11,379	8,844	9,375	-8.6%	-23.7%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	28,000	25,000	16,646	14,035	16,605	6,332	-14.3%	-76.2%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	1,215	1,231	1,780	2,388	-8.6%	79.2%
adidas Distribution Centre, Embu, Brasil	n.r.	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	3,156	-8.6%	-41.5%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	583	n.a.	n.a.
<b>Region APAC</b>								
adidas Distribution Centre, Suzhou, China	19,000	20,000	33,000	21,625	25,900	23,422	-14.3%	36.2%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-8.6%	n.a.
<b>Distribution centres (total)</b>	<b>51,981</b>	<b>50,000</b>	<b>93,603</b>	<b>76,885</b>	<b>91,071</b>	<b>78,785</b>	<b>-10.4%</b>	<b>-22.0%</b>
<b>TOTAL</b>	<b>272,528</b>	<b>268,550</b>	<b>320,176</b>	<b>309,342</b>	<b>358,517</b>	<b>325,255</b>	<b>-11.9%</b>	<b>-23.8%</b>

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n.r. = not reported

\*Individual linear target depends on individual base year

\*\*Accumulated savings in 2013 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved

HOUSEHOLD WASTE REDUCTION  (2015 Target: -25% t/person)	Total household waste (tonne)						Target follow-up (t/person)	
	2008	2009	2010	2011	2012	2013	Individual linear target 2013*	Accumulated reduction achieved 2013**
<b>Administration offices</b>								
<b>Region EMEA</b>								
adidas Group Headquarters - WOS Herzogenaurach, Germany	164	154	151	240	184	186	-17.9%	-47.4%
adidas Group Headquarters - ADP Herzogenaurach, Germany	54	44	47	42	27	29	-17.9%	-27.1%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	incl. in adidas Group Headquarters - WOS						-17.9%	n.a.
adidas Factory Outlet, Herzogenaurach, Germany	28	23	25	23	26	21	-17.9%	5.8%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Office, Stockport, United Kingdom	n.r.	n.r.	132	115	99	98	-10.7%	-25.4%
adidas Office, Landersheim, France	n.r.	n.r.	76	82	100	31	-10.7%	-58.1%
adidas Office, Monza, Italy	n.r.	n.r.	61	65	73	54	-10.7%	-36.9%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
<b>Region AMERICAS</b>								
adidas Office, Portland, USA	141	137	132	141	141	141	-17.9%	-11.9%
Reebok Headquarters, Canton, USA	552	397	399	470	477	433	-17.9%	-25.0%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	304	276	195	188	91	57	-17.9%	-83.4%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	19	19	19	19	-10.7%	-4.0%
adidas Office, Woodbridge, Canada	n.r.	n.r.	55	62	84	131	-10.7%	69.6%
adidas Office Baueri, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
<b>Region APAC</b>								
adidas Office, Shanghai, China	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-17.9%	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Office, Taipei, Taiwan	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Office, Singapore, Singapore	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-7.1%	n.a.
<b>Administration offices (total)</b>	<b>1,243</b>	<b>1,031</b>	<b>1,292</b>	<b>1,445</b>	<b>1,320</b>	<b>1,200</b>	<b>-16.1%</b>	<b>-40.7%</b>
<b>Own production sites</b>								
<b>Region EMEA</b>								
adidas Footwear Factory, Scheinfeld 1, Germany	61	59	33	64	75	40	-17.9%	-50.3%
<b>Region AMERICAS</b>								
Sports Licensed Division Factory, Indianapolis, USA	464	357	485	255	394	328	-17.9%	-36.9%
Sports Licensed Division Factory, Mattapoisett, USA	27	30	27	31	26	29	-17.9%	7.5%
Sports Licensed Division Factory, Cedar Rapids, USA	75	37	23	21	25	28	-17.9%	-59.9%
Reebok-CCM Hockey Factory, St. Jean, Canada	69	57	78	56	127	37	-17.9%	34.1%
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	25	30	28	34	53	83	-17.9%	228.9%
adidas Canada Assembly Factory, Brantford, Canada	14	15	15	16	16	18	-17.9%	17.1%
<b>Own production sites (total)</b>	<b>735</b>	<b>585</b>	<b>689</b>	<b>478</b>	<b>716</b>	<b>563</b>	<b>-17.9%</b>	<b>-26.7%</b>
<b>Distribution centres</b>								
<b>Region EMEA</b>								
adidas Distribution Centre, Scheinfeld 2, Germany	19	39	41	111	81	44	-17.9%	-22.0%
adidas Distribution Centre, Uffenheim, Germany	114	88	67	79	69	77	-17.9%	-45.2%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	n.r.	n.r.	10	10	-10.7%	41.9%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	117	98	115	98	-10.7%	-2.9%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	n.r.	n.r.	4	3	-10.7%	7.2%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	8	n.r.	20	19	-10.7%	127.2%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	28	10	n.r.	10	-10.7%	-57.1%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
<b>Region AMERICAS</b>								
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	153	265	186	163	-10.7%	-15.4%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	217	294	242	128	-10.7%	-52.1%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	160	107	95	95	72	85	-17.9%	-43.9%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	43	45	41	36	-10.7%	-24.7%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	60	65	74	n.r.	-10.7%	-22.7%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	330	-10.7%	n.a.
<b>Region APAC</b>								
adidas Distribution Centre, Suzhou, China	3	4	5	5	4	4	-17.9%	58.4%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	-10.7%	n.a.
<b>Distribution centres (total)</b>	<b>296</b>	<b>238</b>	<b>834</b>	<b>1,066</b>	<b>919</b>	<b>1,008</b>	<b>-12.1%</b>	<b>-27.2%</b>
<b>TOTAL</b>	<b>2,274</b>	<b>1,855</b>	<b>2,815</b>	<b>2,989</b>	<b>2,955</b>	<b>2,772</b>	<b>-15.3%</b>	<b>-35.2%</b>

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 as no value was reported or 2013 was first year of reporting for this site

n.r. = not reported

\*Individual linear target depends on individual base year

\*\*Accumulated savings in 2013 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved

PAPER SAVINGS  (2015 Target: -50% t/person)	Total paper consumption (tonne)						Target follow-up (t/person)	
	2008	2009	2010	2011	2012	2013	Individual linear target 2013*	Accumulated savings achieved 2013**
<b>Administration offices</b>								
<b>Region EMEA</b>								
adidas Group Headquarters - WOS Herzogenaurach, Germany	33.5	29.2	30.0	26.6	25.1	24.2	-35.7%	-66.3%
adidas Group Headquarters - ADP Herzogenaurach, Germany	23.0	24.0	23.3	23.4	22.1	17.2	-35.7%	1.7%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	3.2	3.0	2.4	2.4	2.7	2.1	-35.7%	-56.2%
adidas Factory Outlet, Herzogenaurach, Germany	3.0	3.1	2.6	2.3	2.2	0.9	-35.7%	-57.2%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	6.6	6.6	1.9	-21.4%	-69.2%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	15.0	10.5	9.8	9.9	-21.4%	-33.7%
adidas Office, Landersheim, France	n.r.	n.r.	13.1	9.3	11.0	7.1	-21.4%	-44.9%
adidas Office, Monza, Italy	n.r.	n.r.	7.5	8.3	7.5	3.1	-21.4%	-70.7%
adidas Office, Zaragoza, Spain	n.r.	n.r.	5.8	5.9	4.8	3.7	-21.4%	-34.9%
adidas Office, Moscow, Russia	n.r.	n.r.	36.0	45.6	24.3	31.4	-21.4%	-23.7%
<b>Region AMERICAS</b>								
adidas Office, Portland, USA	16.0	16.0	15.0	10.3	10.3	12.1	-35.7%	-33.1%
Reebok Headquarters, Canton, USA	48.0	62.0	36.0	37.2	46.3	31.2	-35.7%	-37.8%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	11.3	10.7	10.2	14.5	15.5	15.0	-35.7%	17.5%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	12.3	16.1	10.0	9.2	-21.4%	-27.3%
adidas Office, Woodbridge, Canada	n.r.	n.r.	2.6	2.9	2.8	2.0	-21.4%	-43.4%
adidas Office Baueri, Brasil	n.r.	n.r.	16.6	11.0	11.0	11.0	-21.4%	-59.7%
<b>Region APAC</b>								
adidas Office, Shanghai, China	5.0	5.0	8.0	7.8	7.2	8.4	-35.7%	11.9%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	6.6	6.6	6.8	5.1	-21.4%	-13.2%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	3.8	3.6	3.3	-21.4%	-20.6%
adidas Office, Seoul, South Korea	n.r.	n.r.	3.8	3.8	4.2	4.9	-21.4%	15.4%
adidas Office, Taipei, Taiwan	n.r.	n.r.	35.0	37.0	38.0	2.7	-21.4%	-93.4%
adidas Office, Singapore, Singapore	n.r.	n.r.	3.0	2.5	2.0	1.9	-21.4%	-45.0%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	4.8	8.1	6.0	-14.3%	-17.2%
<b>Administration offices (total)</b>	<b>143.0</b>	<b>153.0</b>	<b>284.8</b>	<b>299.2</b>	<b>281.9</b>	<b>214.6</b>	<b>-30.4%</b>	<b>-46.0%</b>
<b>Own production sites</b>								
<b>Region EMEA</b>								
adidas Footwear Factory, Scheinfeld 1, Germany	1.9	1.5	1.9	1.8	1.5	1.3	-35.7%	-49.2%
<b>Region AMERICAS</b>								
Sports Licensed Division Factory, Indianapolis, USA	21.8	20.8	23.1	37.6	25.5	18.1	-35.7%	-25.6%
Sports Licensed Division Factory, Mattapoisett, USA	8.0	8.0	6.9	7.5	7.2	5.1	-35.7%	-36.0%
Sports Licensed Division Factory, Cedar Rapids, USA	7.0	3.0	3.0	5.6	4.5	4.2	-35.7%	-35.5%
Reebok-CCM Hockey Factory, St. Jean, Canada	2.0	2.0	2.3	1.9	1.4	1.2	-35.7%	44.9%
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	1.6	1.1	1.2	1.4	0.7	0.9	-35.7%	-42.1%
adidas Canada Assembly Factory, Brantford, Canada	27.0	28.0	29.5	35.1	40.3	36.9	-35.7%	22.5%
<b>Own production sites (total)</b>	<b>69.3</b>	<b>64.4</b>	<b>67.9</b>	<b>90.9</b>	<b>81.2</b>	<b>67.7</b>	<b>-35.7%</b>	<b>-6.5%</b>
<b>Distribution centres</b>								
<b>Region EMEA</b>								
adidas Distribution Centre, Scheinfeld 2, Germany	0.9	0.8	0.8	1.2	0.8	0.3	-35.7%	-87.6%
adidas Distribution Centre, Uffenheim, Germany	2.8	1.9	1.7	1.8	1.7	1.2	-35.7%	-63.4%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3.4	5.5	4.4	3.3	-21.4%	36.7%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	1.3	1.3	2.0	1.6	-21.4%	47.1%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	21.8	23.3	21.7	20.1	-21.4%	-4.9%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	4.0	n.r.	2.4	2.3	-21.4%	-44.7%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	2.0	2.0	n.r.	1.6	-21.4%	-2.8%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	10.0	14.3	12.5	13.1	-21.4%	-18.8%
<b>Region AMERICAS</b>								
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	10.4	9.3	12.7	9.6	-21.4%	-26.9%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	16.1	11.9	12.7	10.9	-21.4%	-45.2%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	19.0	16.0	17.0	21.9	11.8	15.9	-35.7%	-12.1%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	1.9	2.3	2.3	1.8	-21.4%	-11.2%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	1.9	2.2	7.4	6.1	-21.4%	161.5%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	9.0	10.0	8.9	11.6	-21.4%	-28.0%
adidas Distribution Centre Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	19.6	n.a	n.a
<b>Region APAC</b>								
adidas Distribution Centre, Suzhou, China	4.0	5.0	5.0	5.0	4.5	4.4	-35.7%	21.5%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	2.8	2.9	3.0	-21.4%	-24.2%
<b>Distribution centres (total)</b>	<b>26.7</b>	<b>23.7</b>	<b>106.2</b>	<b>114.8</b>	<b>108.7</b>	<b>126.4</b>	<b>-25.7%</b>	<b>-16.0%</b>
<b>TOTAL</b>	<b>238.9</b>	<b>241.2</b>	<b>459.0</b>	<b>505.0</b>	<b>471.9</b>	<b>408.6</b>	<b>-29.8%</b>	<b>-35.1%</b>

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 as no value was reported or 2013 was first year of reporting for this site

n.r. = not reported

\*Individual linear target depends on individual base year

\*\*Accumulated savings in 2013 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved