

A silhouette of a person rappelling down a dark rock face against a vibrant sunset sky. The sun is a bright, glowing circle near the horizon, casting a warm orange and yellow light across the scene. The person is positioned in the center-right, with their body angled downwards. A rope is visible extending from the right side of the frame. The overall mood is one of adventure and achievement.

**GREEN COMPANY
PERFORMANCE ANALYSIS 2014**

Table of Contents

Table of Figures	2
List of Tables	3
Executive summary	4
1. Introduction.....	5
2. Achievements of the Green Company initiative	5
2.1 ISO 14001 certification	5
2.2 Investing in energy efficiency and carbon emission reduction	6
2.4 Driving employee engagement	7
3. Progress towards Green Company 2015 core targets	7
3.1 Assumptions made for the core target follow-up	7
3.2 Summary of key results 2014	7
3.3 Reduction of energy consumption and carbon emissions	9
3.4 Savings in water consumption.....	11
3.5 Reduction of household waste	12
3.6 Reduction of paper consumption.....	12
4. Outlook	13
4.1 Building on success.....	13
4.2 Green Company goes retail.....	13
5. Further information about the Green Company reporting.....	14
5.1 Coverage reporting 2014.....	14
5.2 Corrections of previous data.....	15
5.3 Carbon emissions factors	15
Appendices	16
Appendix 1 – List of all sites that have reported for 2014.....	16
Appendix 2 – Individual target follow-up for all 49 sites that have reported in 2014	18

page 2

Table of Figures

Diagram 1: Energy savings KPI – target follow-up total group	10
Diagram 2: Carbon savings KPI – target follow-up total group	10
Diagram 3: Water savings KPI – target follow-up total group	11
Diagram 4: Household waste reduction KPI – target follow-up total group	12
Diagram 5: Paper savings KPI – target follow-up total group	13

List of Tables

Table 1: Key results 2014 Green Company core targets	4
Table 2: ISO 14001 and EMAS certified sites.....	6
Table 3: Environmental data 2014 Group-wide for all locations reporting	8
Table 4: Aggregated target results 2014.....	8

Executive summary

Since its launch in 2008, the Green Company initiative has undertaken projects to reduce the environmental impact of adidas Group's corporate sites. In 2009, we defined ambitious targets for our administration offices, our own manufacturing sites and our distribution centres, to be achieved by 2015. A selected number of sites, representing around 70-75% of our operations worldwide, report their progress towards these targets each year.

The Green Company Performance Analysis for 2014, which covers 49 sites, shows that we have already achieved our 2015 targets for reducing water consumption by 20% per employee, and household waste by 25% per employee. In addition we achieved a substantial reduction in paper use of 32.2% per person, but need to further intensify our efforts to reach the 2015 target of 50%.

We have also achieved significant energy savings in our distribution centres and our own operations, but weaker performance at our administration offices has resulted in a total reduction of 12.5% per square metre across all facility types. We therefore need to continue to drive energy efficiency at our facilities to reach the 20% target. Through energy saving projects and carbon offsetting certificates, we reduced our net carbon emissions by 27.2% per square metre and are on track to meet the 2015 target of a 30% saving. However, sufficient access to renewable energies at competitive prices is necessary to further reduce our carbon emissions but this remains challenging for some of our markets.

KPI	Target by 2015	Result in 2014	On track towards 2015 target
Energy (per m ²)	-20%	-12.5	✘
Carbon Emissions (per m ²)	-30%	-27.2	✔
Water (per person)	-20%	-22.6	✔
Household Waste (per person)	-25%	-29.9	✔
Paper (per person)	-50%	-32.3	✘

Table 1: Key results 2014 Green Company core targets

We will continue to conduct energy audits at selected sites throughout 2015 to identify additional energy and carbon emissions reduction opportunities. The greenENERGY Fund, our sustainability venture capital fund for energy efficiency and renewable energy projects, will remain an important tool to drive energy efficiency and carbon reduction projects and to share best practice between sites.

In 2014 we further expanded the coverage of our ISO 14001 certified Environmental Management System (EMS). The new central distribution centre in Rieste, Germany was successfully certified, meaning that 13 sites have now implemented our EMS.

Furthermore, in December 2014 we introduced "green retail" at our new HomeCourt store in Nuremberg, Germany and extended the Green Company programme to our retail business. Green Company has proven to be an important initiative of adidas Group's overall sustainability strategy. We intend to build on this success and define targets and focus areas for 2020.

1. Introduction

In line with our vision of becoming a 'zero emission' company, we launched the Green Company initiative in 2008 to improve the environmental performance of our corporate sites. 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 in 2009 we defined clear and measurable targets for 2015. We also acknowledge that all locations 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 established a detailed environmental data reporting system that 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 ISO 14001 certification

The Green Company initiative, with its ambitious targets for 2015, has been the driver for implementing successful tools that help us to continuously reduce the environmental impact of our corporate sites. One of them is our shared Environmental Management System (EMS) that is certified according to the international ISO 14001 standard.

In 2014 we extended the EMS to our new central distribution centre in Rieste, Germany. Rieste is our 13th site worldwide to achieve certification. Our other certified facilities are located in Europe, Canada and the US.

We are proud to have all our brands using the same environmental management system. This is best practice in the industry and has proved highly effective, as well as helping us to exceed our initial objective of certifying the five brand headquarters. Central management of the EMS is also certified, and is 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
adidas Group, Central Distribution Centre Rieste, Germany	EMEA	ISO 14001	2014

Table 2: ISO 14001 and EMAS certified sites

2.2 Investing in energy efficiency and carbon emission reduction

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.

The greenENERGY Fund serves as a pool of capital for energy efficiency and renewable energy projects across adidas Group facilities globally. Its mission is to accelerate reductions in energy and carbon and deliver strong financial returns. The Fund's key innovation is that it targets a minimum 20% return on investment across our portfolio. High-return projects subsidise lower return projects with great carbon reduction potential. This means we can tackle more aggressive environmental improvements.

Since the greenENERGY Fund's launch in June 2012, we have invested in 34 projects in our owned and leased facilities. In 2014, the Fund invested in 13 projects. These 13 projects are forecast to save 33,851 MWh of electricity and 380,320 therms of natural gas over their respective project lives. This equates to avoided lifetime emissions of 10,363 tonnes CO₂.

2.4 Driving employee engagement

Green Company receives strong support from our Green Teams worldwide. Besides organising events and campaigns to raise awareness about environmental topics, Green Teams support their sites throughout the year to achieve Green Company targets.

To support the local teams, a Global Green Team was established to ensure best practice sharing and guidance on different projects. In addition, a Green Teams workspace on our intranet provides a best practice library, as well as a blog for sharing success stories.

Green Teams support the Green Company initiative especially at our smaller sites or offices that do not have an environmental management system in place. Besides mobilising employees to help meet our environmental targets, Green Teams organise events to raise awareness about environmental issues in general. Our office in Athens, Greece, for example, teamed up with the volunteer programme 'Let's do it! Greece' to clean up the nearby beaches during their Earth Day 2014 celebration. The Green Team in Istanbul, Turkey even teamed up with their suppliers to remove waste from the nearby forest.

3. Progress towards Green Company 2015 core targets

3.1 Assumptions made for the core target follow-up

We have set two different types of targets to reduce the environmental impact of our own operations. 'Core targets' focus on reducing resources and we aim to achieve these by the end of 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:

- At the end of 2009, we set and published Green Company targets for our corporate facilities and sites. A full list of these targets is available 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 used, 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 for the entire group, one linear target value per year was developed for the group of reporting sites, based on the individual base year of the sites.

3.2 Summary of key results 2014

Table 3 shows our 2014 performance 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 49 sites reported data.

Environmental data 2014	Total energy consumption (MWh)	Total carbon emissions (tonne)	Total water consumption (m³)	Total household waste (tonne)	Total paper consumption (tonne)
Administration offices					
Region EMEA	53,147	6,144	87,435	516	109
Region AMERICAS	44,601	15,029	126,037	828	78
Region APAC	5,669	3,503	7,058	not reported	30
Administration offices (total)	103,417	24,676	220,530	1,344	217
Own production sites					
Region EMEA	4,423	267	1,983	41	2
Region AMERICAS	30,990	10,813	36,413	471	73
Own production sites (total)	35,413	11,080	38,396	512	76
Distribution centres					
Region EMEA	27,927	5,180	26,478	287	78
Region AMERICAS	44,085	13,609	38,105	883	79
Region APAC	2,089	1,187	19,493	2	8
Distribution centres (total)	74,101	19,975	84,076	1,171	164
TOTAL	212,931	55,731	343,002	3,027	457

Table 3: Environmental data 2014 Group-wide for all locations reporting

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.

Our achievements against our 2014 linear targets, and progress towards the Green Company 2015 targets, are shown in Table 4 and based on the 49 sites that reported their data for 2014. A more detailed description of the results against each target 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/m²		Carbon savings t/m²		Water savings m³/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 2014	Result 2014	Linear target 2014	Result 2014	Linear target 2014	Result 2014	Linear target 2014	Result 2014	Linear target 2014	Result 2014
Administration offices	-15.2%	-9.5%	-22.8%	-33.2%	-15.7%	-27.2%	-20.3%	-35.2%	-37.6%	-46.1%
Own production sites	-17.1%	-16.4%	-25.7%	-26.9%	-17.1%	5.2%	-21.4%	-32.2%	-42.9%	6.6%
Distribution centres	-12.8%	-18.7%	-19.2%	-20.8%	-12.8%	-21.5%	-16.0%	-15.5%	-31.6%	-10.4%
Total	-14.2%	-12.5%	-21.3%	-27.2%	-15.1%	-22.6%	-19.2%	-29.9%	-36.6%	-32.3%

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

Table 4: Aggregated target results 2014

3.3 Reduction of energy consumption and carbon emissions

We have set the ambitious target to reduce our energy consumption per square metre by 20% and our carbon emissions per square metre by 30% by the end of 2015. The review of reported data shows that we have achieved a total energy saving per square metre of 12.5% since implementing the Green Company programme in 2008. While this reduction is a great achievement, we did not meet our linear target of 14.2% for 2014, meaning we are not on track to meet our 2015 target.

Differentiating between facility types reveals very different achievements in terms of energy reduction. While our own production sites reduced their energy use per square metre by 16.4% and our distribution centres by 18.7%, our administration offices only achieved a reduction of 9.5%, which negatively influenced the total result for the entire group.

We have achieved these energy savings through several projects such as lighting retrofits, adjusted settings for lighting, installation of occupancy sensors, implementation of on-site energy generation plants and renovation of roofs and windows. In addition, our ISO 14001 policies and other employee-focused energy saving campaigns are raising awareness and driving energy-efficient behaviour.

The support of the greenENERGY Fund has also yielded energy reduction achievements across several sites. These include our Reebok headquarters in Canton, USA where we completed several projects such as daylight harvesting, occupancy controls retrofit and installing carbon dioxide sensors which tie ventilation rates to occupancy rates and create a healthier and more efficient space. At our distribution site in Manchester, UK the Fund supported the completion of a lighting upgrade that improved light quality, quantity and controls. At our headquarters in Germany, the Fund financed an energy saving project in one of our data centres, where we achieved a reduction of electricity consumption of around 80% through the installation of cold aisle containments and adjustments of different parameters.

Our evaluation of the 2014 energy consumption data demonstrates that a number of factors affected our ability to reduce our energy consumption. The first was an increase in the number of employees at our sites – especially at our biggest site, the adidas Group headquarters in Herzogenaurach, Germany – as well as an increase in production volumes across our sites. Energy consumption per employee has actually gone down by around 23% since the start of the Green Company programme – a strong achievement, but further efforts are needed to improve our energy per square metre to meet our 2015 target.

The strongest influence on our energy consumption in 2014 were the weather conditions. Whereas some of our European sites profited from a mild winter and cool summer, our North American sites experienced an extremely cold winter in 2013/2014, which caused a significant increase in heating and energy consumption. Furthermore, in some countries, particularly in South America, providing energy back-ups for power blackouts remains a barrier to reducing energy consumption.

We expect to further increase our energy efficiency through several projects that have been initiated and supported by the greenENERGY Fund and will help us make progress towards our 2015 target. In addition, we will conduct a number of energy audits in 2015 at selected sites to identify more opportunities and projects for saving energy.

Following our successful installation of a fuel cell at our TaylorMade-adidas Golf headquarters in Carlsbad, USA, we realised the need to review and adapt the Green Company reporting methodology for energy consumption for future data tracking and target follow-up. The reporting cannot currently translate the increase in energy efficiency we gain through on-site energy generation and distribution. The fuel cell in Carlsbad reforms natural gas into electricity at an efficiency rate of 52-60%, which is considerably more efficient than the traditional electricity grid (~30%), and reduces carbon emissions from electricity at the site.

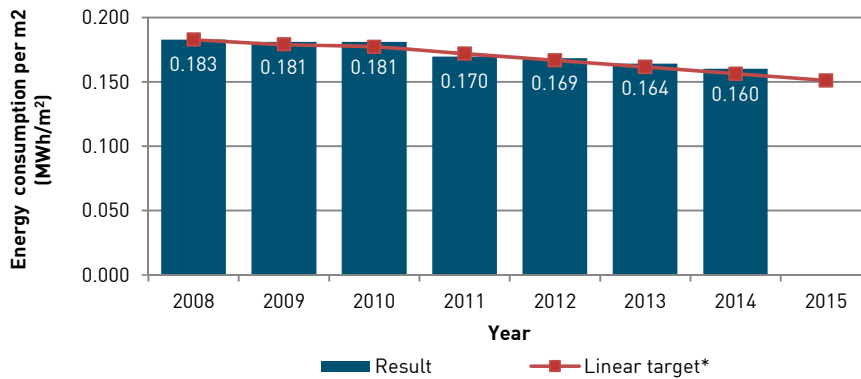


Diagram 1: Energy savings KPI – target follow-up total group

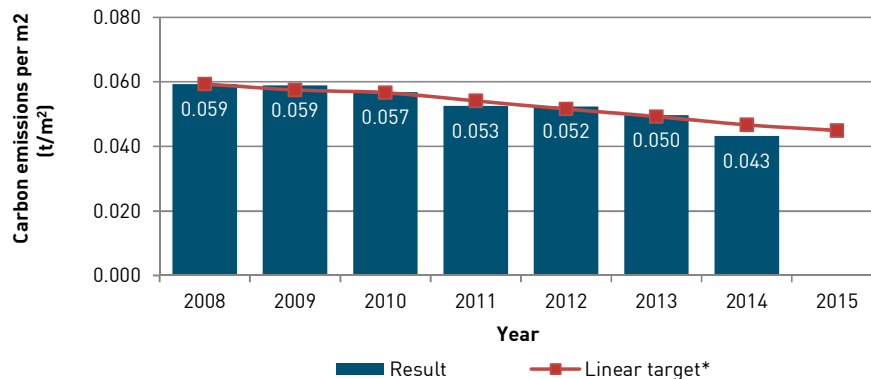


Diagram 2: Carbon savings KPI – target follow-up total group

*As the reporting scope was extended in 2010, and to take account of the individual baseline years of the reporting sites, the linear target for the total group is adapted accordingly each year.

Alongside our 2015 target of reducing energy consumption by 20%, we have set the target of reducing our carbon emissions per square metre by 30% – a goal we are confident to achieve through switching to greener energy sources.

The 2014 linear target for reducing our carbon emissions per square metre was 21.3%, which we exceeded with a result of 27.2%. Besides achieved energy savings, this reduction in our carbon emissions comes mainly from carbon offsetting programmes.

Some of our sites are facing common challenges in accessing greener energy and scaling up their use of renewable energy. Energy providers often struggle to provide the required supply of green energy to power our sites, and there is very limited access to cost-competitive options for purchasing the required supply of renewable energy.

One of the markets facing these challenges is Germany. Although the energy mix of our sites in Germany already includes more than 60% from renewable sources, increasing this amount is difficult, so to further reduce carbon emissions the German sites purchased carbon-offsetting certificates. In addition, the projects supported by the German sites invest in renewable energies in different countries and contribute to increasing access to greener energy sources.

3.4 Savings in water consumption

In 2014 we reduced our water consumption per employee by 22.6%, thus exceeding both our 2014 linear target of a 15.1% reduction and our 2015 target of 20%. We achieved this reduction mainly through reduced irrigation and the installation of water saving devices.

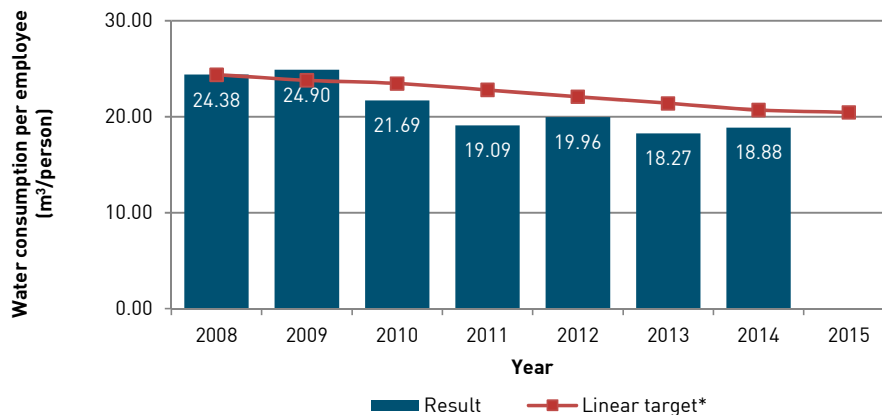


Diagram 3: Water savings KPI – target follow-up total group

*As the reporting scope was extended in 2010, and to take account of the individual baseline years of the reporting sites, the linear target for the total group is adapted accordingly each year.

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 shared office buildings.

3.5 Reduction of household waste

For 2014, we targeted a reduction of household waste per employee of 19.2%, and achieved 29.9% for the total group of reporting sites. This means we have already exceeded our 2015 target of a 25% reduction per employee.

Various initiatives helped us to achieve this target, including our sites identifying waste streams and introducing recycling projects to reduce the amount of household waste. However, some of our sites reported a significant one-off increase in household waste due to construction work in 2014. Furthermore, the amount of waste generated by individual business units is sensitive to increases in production volumes.

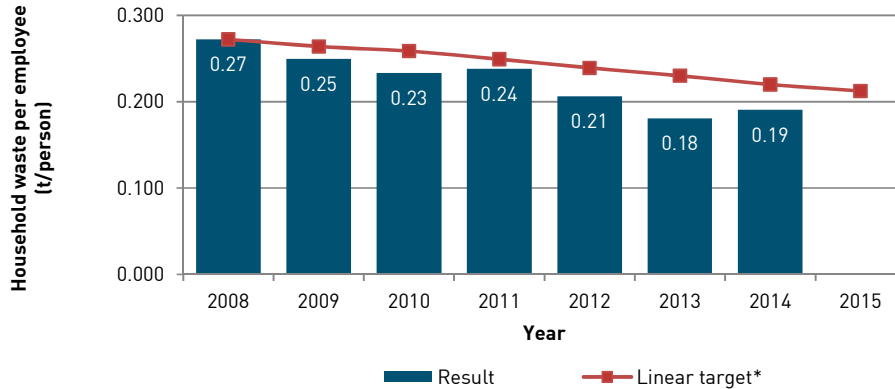


Diagram 4: Household waste reduction KPI – target follow-up total group

3.6 Reduction of paper consumption

We have set the ambitious target to reduce our paper consumption per employee by 50% by 2015. The Green Company reporting results show that 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.

*As the reporting scope was extended in 2010, and to take account of the individual baseline years of the reporting sites, the linear target for the total group is adapted accordingly each year.

Some sites, especially our administration offices, have introduced new printer procedures that have helped them to achieve a reduction in paper consumption per employee of 46.1%. However, our own production sites and distribution centres are lagging behind. The total group of reporting sites including administration offices, own manufacturing sites and distribution centres achieved in 2014 a reduction of 32.3% per employee. This means we did not meet our linear reduction target of 36.6%, and need to intensify our efforts to reach our 2015 target.

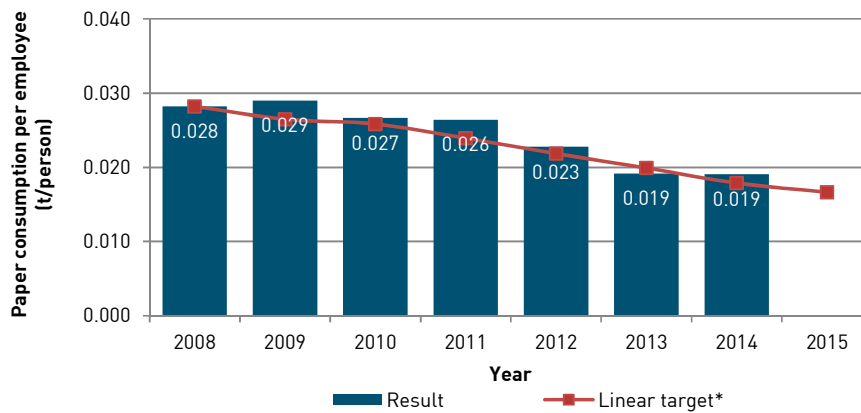


Diagram 5: Paper savings KPI – target follow-up total group

4. Outlook

4.1 Building on success

The Green Company initiative has proven to be an important part of adidas Group’s sustainability strategy. It is our goal to further build on the success of the Green Company programme and its tools, such as the ISO 14001 system and greenENERGY Fund, to help us meet our 2015 targets. We also plan to continue with the Green Company initiative after 2015 and will define targets and focus areas for 2020.

We continue to support energy efficiency and carbon reduction projects at our sites through the greenENERGY Fund, and we are currently exploring the potential of extending the certified ISO 14001 system to the additional regions of South America and Asia.

*As the reporting scope was extended in 2010, and to take account of the individual baseline years of the reporting sites, the linear target for the total group is adapted accordingly each year.

4.2 Green Company goes retail

Green Company focuses on reducing the environmental impact of our own operations. As our retail business is one of our fastest growing business areas, and many of our stores are part of our own operations, we decided to extend the Green Company initiative to our retail sector.

In December 2014 we introduced 'green retail' at our new HomeCourt store in Nuremberg, Germany. An intelligent control unit – the 'retail box' – runs all of the store's operating systems. By optimising the heating, ventilation, lighting, shading and door control settings, it can produce energy savings of up to 50%. LED lighting and other energy-efficient devices also help to reduce the carbon emissions from the store's energy use, while further environmental efficiencies are achieved through sensor-controlled water taps and low-flush toilets, and separating waste to enable maximum recycling.

This first store with a green concept will serve as a pilot. The results will be analysed after six months to assess the business case for bringing green retail into more of our stores. The greenENERGY Fund will also continue to support energy efficiency and carbon reduction projects in retail. Since its launch in 2012, the Fund has invested in several LED lighting retrofits in our retail space, including retrofits at 118 adidas outlet stores across USA and Canada in 2013. In 2014 we replaced Metal Halide fixtures for LEDs, improved light quality and standardised lighting levels and cut the energy needed to illuminate the centre sales floor by 30-50% in 11 retail factory outlets across the USA.

5. Further information about the Green Company reporting

5.1 Coverage reporting 2014

The adidas Group occupies more than 300 offices, production sites and distribution centres worldwide. Some of these are owned by the adidas Group, while others are leased or rented. The majority of these are quite small and don't cause significant emissions. In 2008, we started by asking a group of 24 sites to report on their environmental performance. In 2010, the reporting scope was increased significantly to cover around 80% of our total global emissions, which we determined by selecting our major sites that together cover about 80% of the total area we occupy.

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 in the scope not only owned buildings but also leased and rented sites. We also expect that new important sites will be added to the reporting after their first complete year of operation.

In 2014, we included 49 sites in the Green Company reporting, which are listed in Appendix 1 and cover around 70-75% of the occupied area of adidas Group sites worldwide. Our new distribution centre in Moscow, Russia and central distribution centre in Rieste, Germany were added this year for the first time.

5.2 Corrections of previous data

The collection and reporting of environmental metrics is a steady 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, on occasion we still have to make corrections to previously reported data, for example when the calculation method has changed and the data has become more precise. In our 2014 reporting, we corrected a few values from the years 2008 to 2013.

5.3 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 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 UK 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. In addition, 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 for 2008-2015, rather than update them every year. 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 that performance.

Appendices

Appendix 1 – List of all sites that have reported for 2014

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, USA
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

page 17

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 Group Central Distribution Centre, Rieste, 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, Moscow, 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
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 49 sites that have reported in 2014

ENERGY SAVINGS (2015 Target: -20% MWh/m ²)	Total energy consumption (MWh)							Target follow-up (MWh/m ²)	
	2008	2009	2010	2011	2012	2013	2014	Individual linear target 2014*	Achieved savings in 2014**
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	12,707	14,363	16,663	21,411	26,697	27,823	26,969	-17.1%	4.2%
adidas Group Headquarters - ADP Herzogenaurach, Germany	9,611	9,964	9,906	9,854	9,517	9,374	9,948	-17.1%	3.5%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	1,277	1,166	1,322	1,366	1,623	1,870	1,569	-17.1%	-18.8%
adidas Factory Outlet, Herzogenaurach, Germany	2,169	2,236	2,195	2,294	2,283	2,216	2,115	-17.1%	-13.4%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	2,660	2,566	2,465	2,004	-11.4%	-15.4%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	2,656	2,613	2,643	2,236	3,246	-11.4%	22.2%
adidas Office, Landersheim, France	n.r.	n.r.	4,645	4,947	4,925	4,958	3,687	-11.4%	-20.6%
adidas Office, Monza, Italy	n.r.	n.r.	1,700	1,929	2,122	1,055	1,319	-11.4%	-24.5%
adidas Office, Zaragoza, Spain	n.r.	n.r.	1,144	1,282	1,058	629	696	-11.4%	-44.1%
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	1,131	1,594	1,594	-11.4%	40.9%
Region AMERICAS									
adidas Office, Portland, USA	7,832	7,772	7,368	7,934	8,374	8,335	8,331	-17.1%	6.4%
Reebok Headquarters, Canton, USA	25,950	26,728	24,384	25,434	24,936	22,052	19,817	-17.1%	-24.8%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	5,215	4,930	4,769	5,240	5,210	6,902	8,867	-17.1%	36.1%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	1,521	1,363	1,187	1,087	1,115	-11.4%	-26.7%
adidas Office, Woodbridge, Canada	n.r.	n.r.	n.r.	5,665	5,061	6,015	5,933	-11.4%	4.7%
adidas Office Barueri, Brasil	n.r.	n.r.	n.r.	927	460	537	538	-11.4%	-43.0%
Region APAC									
adidas Office, Shanghai, China	788	788	857	906	995	926	980	-17.1%	-20.8%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	1,101	1,066	916	780	596	-11.4%	-40.0%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	278	261	262	238	-11.4%	-14.5%
adidas Office, Seoul, South Korea	n.r.	n.r.	2,113	1,983	1,937	1,846	1,740	-11.4%	1.1%
adidas Office, Taipei, Taiwan	n.r.	n.r.	1,059	896	743	850	892	-11.4%	-36.9%
adidas Office, Singapore, Singapore	n.r.	n.r.	585	554	616	527	485	-11.4%	-17.2%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	801	765	772	738	-8.6%	-67.0%
Administration offices (total)	65,549	67,947	83,990	101,404	106,026	105,110	103,417	-15.2%	-9.5%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	6,047	5,052	6,161	4,994	4,736	5,200	4,423	-17.1%	-26.9%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	19,676	19,631	18,450	16,825	16,505	14,322	18,174	-17.1%	-8.4%
Sports Licensed Division Factory, Mattapoisett, USA	1,201	1,183	1,141	1,199	994	1,120	1,075	-17.1%	-10.5%
Sports Licensed Division Factory, Cedar Rapids, USA	5,349	4,654	5,355	6,013	6,348	6,194	5,597	-17.1%	-8.3%
Reebok-CCM Hockey Factory, St.Jean, Canada	5,831	6,155	4,987	4,695	3,804	2,932	2,916	-17.1%	-50.0%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	2,976	2,691	2,516	2,575	2,433	2,441	2,512	-17.1%	-15.6%
adidas Canada Assembly Factory, Brantford, Canada	595	721	742	775	725	729	716	-17.1%	20.3%
Own production sites (total)	41,675	40,087	39,353	37,075	35,545	32,937	35,413	-17.1%	-16.4%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	1,846	2,320	2,505	2,168	2,790	2,490	2,200	-17.1%	19.2%
adidas Distribution Centre, Uffenheim, Germany	6,976	6,404	6,396	6,290	6,545	6,115	4,423	-17.1%	-39.1%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	8,625	n.a.	n.a.
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3,385	3,631	3,918	3,145	2,356	-11.4%	-30.4%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	932	1,342	1,049	1,226	883	-11.4%	-72.1%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,863	3,944	3,945	3,917	3,198	-11.4%	-17.2%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	1,481	n.r.	1,384	1,479	633	-11.4%	-57.2%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4,032	n.a.	n.a.
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	1,393	1,166	462	1,089	998	-11.4%	-24.0%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	103	264	592	569	579	-11.4%	110.2%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	13,618	13,271	12,269	12,676	12,373	-11.4%	-9.1%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	17,075	15,888	15,554	14,394	14,959	-11.4%	-12.4%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	10,829	9,647	8,480	7,990	8,950	8,846	8,665	-17.1%	-20.0%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	2,675	2,631	2,411	2,756	3,086	-11.4%	15.4%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	2,100	n.r.	1,759	2,618	3,091	-11.4%	40.5%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	371	324	386	567	550	-11.4%	-24.0%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	1,639	1,361	-2.9%	-17.0%
Region APAC									
adidas Distribution Centre, Suzhou, China	2,287	2,078	2,035	1,742	1,700	1,660	1,700	-17.1%	-25.7%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	365	367	381	389	-11.4%	6.6%
Distribution centres (total)	21,938	20,448	66,412	61,015	64,079	65,568	74,101	-12.8%	-18.7%
TOTAL	129,161	128,483	189,755	199,494	205,651	203,615	212,931	-14.2%	-12.5%

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 as no value was reported or 2014 was first year of reporting for this site

n.r. = not reported

*Individual linear target depends on individual base year

**Savings in 2014 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved

CARBON SAVINGS (2015 Target: -30% t/m ²)	Total carbon emissions (tonne)							Target follow-up (t/m ²)	
	2008	2009	2010	2011	2012	2013	2014	Individual linear target 2014*	Achieved savings in 2014**
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	1,637	2,082	2,452	3,543	4,284	4,552	1,351	-25.7%	-59.2%
adidas Group Headquarters - ADP Herzogenaurach, Germany	2,588	2,686	2,338	2,456	2,380	2,344	1,065	-25.7%	-58.9%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	311	286	179	205	247	257	80	-25.7%	-83.1%
adidas Factory Outlet, Herzogenaurach, Germany	541	555	393	408	392	406	131	-25.7%	-78.4%
adidas Office, Amsterdam, Netherlands	n.a.	n.a.	n.a.	316	296	279	193	-17.1%	-31.7%
adidas Office, Stockport, United Kingdom	n.a.	n.a.	1,030	997	1,008	946	1,127	-17.1%	9.4%
adidas Office, Landersheim, France	n.a.	n.a.	763	877	909	957	666	-17.1%	-12.7%
adidas Office, Monza, Italy	n.a.	n.a.	1,034	1,163	1,279	630	736	-17.1%	-30.7%
adidas Office, Zaragoza, Spain	n.a.	n.a.	468	517	426	244	273	-17.1%	-46.3%
adidas Office, Moscow, Russia	n.a.	n.a.	n.a.	n.a.	371	522	522	-17.1%	40.9%
Region AMERICAS									
adidas Office, Portland, USA	3,933	3,572	3,714	3,652	3,861	3,728	3,683	-25.7%	-6.4%
Reebok Headquarters, Canton, USA	9,887	10,541	10,074	9,452	9,403	8,551	7,606	-25.7%	-24.2%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	1,522	1,462	1,408	1,536	1,516	1,876	2,106	-25.7%	10.7%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.a.	n.a.	557	511	444	394	400	-17.1%	-28.1%
adidas Office, Woodbridge, Canada	n.a.	n.a.	n.a.	1,131	1,010	1,205	1,189	-17.1%	5.1%
adidas Office Barueri, Brasil	n.a.	n.a.	n.a.	77	39	47	45	-17.1%	-42.9%
Region APAC									
adidas Office, Shanghai, China	599	598	651	688	755	704	745	-25.7%	-20.8%
adidas Office, Taikoo Shing, Hong Kong	n.a.	n.a.	840	814	699	596	455	-17.1%	-40.0%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.a.	n.a.	n.a.	213	199	200	182	-17.1%	-14.5%
adidas Office, Seoul, South Korea	n.a.	n.a.	810	770	748	722	683	-17.1%	3.4%
adidas Office, Taipei, Taiwan	n.a.	n.a.	564	477	396	453	475	-17.1%	-36.9%
adidas Office, Singapore, Singapore	n.a.	n.a.	318	301	335	286	264	-17.1%	-17.2%
adidas Office, Gurgaon, India	n.a.	n.a.	n.a.	758	724	731	699	-12.9%	-67.0%
Administration offices (total)	21,018	21,783	27,593	30,862	31,721	30,629	24,676	-22.8%	-33.2%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	1,372	1,159	581	593	562	591	267	-25.7%	-80.5%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	10,323	10,116	9,161	8,425	8,442	6,987	7,804	-25.7%	-25.0%
Sports Licensed Division Factory, Mattapoisett, USA	512	508	478	515	422	412	402	-25.7%	-21.4%
Sports Licensed Division Factory, Cedar Rapids, USA	1,728	1,538	1,811	2,032	2,171	2,092	1,840	-25.7%	-6.7%
Reebok-CCM Hockey Factory, St.Jean, Canada	615	650	444	385	346	331	328	-25.7%	-46.7%
Reebok-CCM Hockey Factory, St.Yacinthe, Canada	200	184	164	175	181	208	226	-25.7%	12.9%
adidas Canada Assembly Factory, Brantford, Canada	166	143	209	218	196	215	213	-25.7%	28.6%
Own production sites (total)	14,915	14,297	12,848	12,343	12,320	10,837	11,080	-25.7%	-26.9%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	516	633	260	234	331	276	109	-25.7%	-78.9%
adidas Distribution Centre, Offenheim, Germany	1,780	1,635	1,069	1,026	1,188	1,292	336	-25.7%	-81.9%
adidas Distribution Centre, Rieste, Germany	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	332	n.a.	n.a.
adidas Distribution Centre, Caspe, Spain	n.a.	n.a.	926	998	1,075	864	650	-17.1%	-29.8%
adidas Distribution Centre, Dettwiller, France	n.a.	n.a.	173	234	184	220	155	-17.1%	-73.6%
adidas Distribution Centre, Manchester, United Kingdom	n.a.	n.a.	1,668	1,766	1,759	1,695	1,418	-17.1%	-15.0%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.a.	n.a.	463	n.a.	454	484	147	-17.1%	-68.2%
adidas Distribution Centre, Moscow, Russia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1,321	n.a.	n.a.
adidas Distribution Centre, Obukhiv, Ukraine	n.a.	n.a.	371	312	168	307	289	-17.1%	-17.4%
adidas Distribution Centre, Canot, Israel	n.a.	n.a.	75	193	432	416	423	-17.1%	110.0%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.a.	n.a.	5,185	5,086	4,820	4,912	4,792	-17.1%	-7.6%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.a.	n.a.	6,283	6,115	6,092	5,543	5,712	-17.1%	-9.1%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	866	804	653	756	1,005	979	994	-25.7%	14.8%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.a.	n.a.	811	858	712	865	1,015	-17.1%	25.1%
adidas Distribution Centre, Embu, Brasil	n.a.	n.a.	174	n.a.	146	241	304	-17.1%	66.9%
adidas Distribution Centre, Pudahuel, Chile	n.a.	n.a.	139	121	144	212	206	-17.1%	-24.0%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.a.	n.a.	n.a.	n.a.	n.a.	720	586	-4.3%	-18.7%
Region APAC									
adidas Distribution Centre, Suzhou, China	1,457	1,324	1,297	1,110	1,083	1,057	1,083	-25.7%	-25.7%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.a.	n.a.	n.a.	97	98	102	104	-17.1%	6.6%
Distribution centres (total)	4,619	4,396	19,547	18,905	19,693	20,185	19,975	-19.2%	-20.8%
TOTAL	40,551	40,477	59,988	62,109	63,734	61,651	55,731	-21.3%	-27.2%

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 as no respective energy consumption value was reported or 2014 was first year of reporting for this site

*Individual linear target depends on individual base year

**Savings in 2014 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved

WATER SAVINGS (2015 Target: -20% m ³ /person)	Total water consumption (m ³)							Target follow-up (m ³ /person)	
	2008	2009	2010	2011	2012	2013	2014	Individual linear target 2014*	Achieved savings in 2014**
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	31,765	29,918	29,056	33,205	45,821	41,333	60,764	-17.1%	-11.7%
adidas Group Headquarters - ADP Herzogenaurach, Germany	10,219	7,720	7,803	7,359	5,322	5,310	5,331	-17.1%	-42.3%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	2,905	1,830	1,892	2,688	3,186	3,085	3,581	-17.1%	-19.4%
adidas Factory Outlet, Herzogenaurach, Germany	2,541	2,534	2,183	2,331	2,242	2,242	2,021	-17.1%	-43.5%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	3,892	2,264	2,743	3,042	-11.4%	-39.9%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	8,228	6,132	5,641	3,280	3,265	-11.4%	-55.4%
adidas Office, Landersheim, France	n.r.	n.r.	7,513	3,270	3,101	2,202	2,483	-11.4%	-63.3%
adidas Office, Monza, Italy	n.r.	n.r.	3,890	4,000	4,400	4,400	4,448	-11.4%	-9.1%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	2,464	2,106	2,500	-11.4%	-11.1%
adidas Office, Moscow, Russia	n.r.	n.r.	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	20,649	21,929	-17.1%	-45.2%
Reebok Headquarters, Canton, USA	58,669	58,669	48,691	51,065	66,380	55,013	40,303	-17.1%	-38.4%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	42,654	39,766	35,721	39,780	40,036	42,580	46,609	-17.1%	3.4%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	6,300	4,997	3,721	2,210	5,019	-11.4%	-23.8%
adidas Office, Woodbridge, Canada	n.r.	n.r.	6,129	6,922	9,224	9,634	12,177	-11.4%	22.4%
adidas Office Barueri, Brazil	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	7,104	7,306	6,877	6,190	6,342	-11.4%	-21.9%
adidas Office, Taipei, Taiwan	n.r.	n.r.	524	664	690	895	716	-11.4%	15.0%
adidas Office, Singapore, Singapore	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
Administration offices (total)	185,059	183,287	184,476	191,501	221,711	203,872	220,530	-15.7%	-27.2%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	1,709	1,400	1,811	1,936	2,070	1,998	1,983	-17.1%	-16.3%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	22,325	22,404	27,414	27,671	32,635	28,138	25,377	-17.1%	8.3%
Sports Licensed Division Factory, Mattapoisett, USA	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Sports Licensed Division Factory, Cedar Rapids, USA	3,000	3,000	3,837	2,945	2,991	3,000	2,436	-17.1%	-25.2%
Reebok-CCM Hockey Factory, St.Jean, Canada	3,000	3,000	3,200	3,131	3,000	3,000	3,000	-17.1%	150.0%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	5,000	5,000	5,174	4,703	4,250	4,916	4,748	-17.1%	-6.3%
adidas Canada Assembly Factory, Brantford, Canada	454	459	662	570	789	788	852	-17.1%	65.9%
Own production sites (total)	35,488	35,263	42,097	40,956	45,735	41,840	38,396	-17.1%	5.2%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	2,581	2,936	2,531	2,855	3,751	2,450	3,673	-17.1%	-49.0%
adidas Distribution Centre, Uffenheim, Germany	2,400	2,064	1,936	1,914	2,059	2,138	1,988	-17.1%	-18.1%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4,391	n.a.	n.a.
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	7,404	7,310	11,514	13,010	8,720	-11.4%	89.0%
adidas Distribution Centre, Detwiller, France	n.r.	n.r.	1,263	557	1,676	817	752	-11.4%	-25.6%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,101	3,520	3,914	3,856	3,506	-11.4%	24.9%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	3,253	n.r.	1,986	3,647	1,655	-11.4%	-52.7%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	663	n.a.	n.a.
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	567	449	774	514	512	-11.4%	8.4%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	403	576	746	515	618	-11.4%	-20.5%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	9,716	8,799	8,422	6,582	8,427	-11.4%	-37.6%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	9,955	11,379	8,844	9,375	8,887	-11.4%	-17.6%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	28,000	25,000	16,646	14,035	16,605	6,332	12,450	-17.1%	-45.6%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	1,215	1,231	1,780	2,388	1,854	-11.4%	29.8%
adidas Distribution Centre, Embu, Brasil	n.r.	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	5,790	-11.4%	-1.4%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	583	697	-2.9%	37.2%
Region APAC									
adidas Distribution Centre, Suzhou, China	19,000	20,000	33,000	21,625	25,900	23,422	19,493	-17.1%	8.7%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Distribution centres (total)	51,981	50,000	94,006	76,885	91,071	78,785	84,076	-12.8%	-21.5%
TOTAL	272,528	268,550	320,579	309,342	358,517	324,497	343,002	-15.1%	-22.6%

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 2014 was first year of reporting for this site

n.r. = not reported

*Individual linear target depends on individual base year

**Savings in 2014 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	2014	Individual linear target 2014*	Achieved savings in 2014**
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	164	154	151	240	184	186	192	-21.4%	-46.2%
adidas Group Headquarters - ADP Herzogenaurach, Germany	54	44	47	42	27	29	42	-21.4%	-13.4%
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	21	34	-21.4%	-13.2%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	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	98	96	-14.3%	-18.0%
adidas Office, Landersheim, France	n.r.	n.r.	76	82	100	31	64	-14.3%	-7.2%
adidas Office, Monza, Italy	n.r.	n.r.	61	65	73	54	88	-14.3%	15.0%
adidas Office, Zaragoza, Spain	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
Region AMERICAS									
adidas Office, Portland, USA	141	137	132	141	141	141	141	-21.4%	-9.3%
Reebok Headquarters, Canton, USA	552	397	399	470	477	433	449	-21.4%	-27.1%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	304	276	195	188	91	57	51	-21.4%	-84.1%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	19	19	19	19	63	-14.3%	217.0%
adidas Office, Woodbridge, Canada	n.r.	n.r.	55	62	84	131	124	-14.3%	39.6%
adidas Office Barueri, Brasil	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
adidas Office, Singapore, Singapore	n.r.	n.r.	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.r.	n.r.	n.a.	n.a.
Administration offices (total)	1,243	1,031	1,292	1,445	1,320	1,200	1,344	-20.3%	-35.2%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	61	59	33	64	75	40	41	-21.4%	-52.3%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	464	357	485	384	394	328	308	-21.4%	-36.6%
Sports Licensed Division Factory, Mattapoissett, USA	27	30	27	31	26	29	25	-21.4%	-8.3%
Sports Licensed Division Factory, Cedar Rapids, USA	75	37	23	21	25	28	25	-21.4%	-68.8%
Reebok-CCM Hockey Factory, St.Jean, Canada	69	57	78	56	127	37	16	-21.4%	-42.9%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	25	30	28	34	53	83	76	-21.4%	201.0%
adidas Canada Assembly Factory, Brantford, Canada	14	15	15	16	16	18	21	-21.4%	32.2%
Own production sites (total)	735	585	689	607	716	563	512	-21.4%	-32.2%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	19	39	41	111	81	44	75	-21.4%	41.5%
adidas Distribution Centre, Uffenheim, Germany	114	88	67	79	69	77	71	-21.4%	-38.8%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	n.r.	n.r.	10	10	8	-14.3%	20.3%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	117	98	115	98	93	-14.3%	-0.4%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	n.r.	n.r.	4	3	3	-14.3%	-8.7%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	8	n.r.	20	19	16	-14.3%	86.5%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	28	10	n.r.	10	8	-14.3%	-65.7%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	13	n.a.	n.a.
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	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	163	171	-14.3%	-19.8%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	217	294	242	128	165	-14.3%	-29.8%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	160	107	95	95	72	85	67	-21.4%	-48.6%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	43	45	41	36	41	-14.3%	-19.0%
adidas Distribution Centre, Embu, Brasil	n.r.	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.	60	65	74	n.r.	89	-14.3%	-24.0%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	330	350	-3.6%	
Region APAC									
adidas Distribution Centre, Suzhou, China	3	4	5	5	4	4	2	-21.4%	-29.4%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.	n.a.
Distribution centres (total)	296	238	834	1,066	919	1,008	1,171	-16.0%	-15.5%
TOTAL	2,274	1,855	2,815	3,118	2,955	2,772	3,027	-19.2%	-29.9%

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 as no value was reported or 2014 was first year of reporting for this site

n.r. = not reported

*Individual linear target depends on individual base year

**Savings in 2014 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	2014	Individual linear target 2014*	Achieved savings in 2014**
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	33.5	29.2	30.0	26.6	25.1	31.6	30.2	-42.9%	-58.3%
adidas Group Headquarters - ADP Herzogenaurach, Germany	18.4	17.8	17.7	20.2	22.0	17.2	19.1	-42.9%	14.6%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	3.2	2.8	2.4	2.4	2.7	2.1	2.0	-42.9%	-58.5%
adidas Factory Outlet, Herzogenaurach, Germany	2.2	2.4	2.0	1.8	2.2	0.9	1.1	-42.9%	-64.5%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	6.6	6.6	1.9	4.6	-28.6%	-47.2%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	15.0	10.5	9.8	9.9	7.2	-28.6%	-45.8%
adidas Office, Landersheim, France	n.r.	n.r.	13.1	9.3	11.0	7.1	7.1	-28.6%	-39.9%
adidas Office, Monza, Italy	n.r.	n.r.	7.5	8.3	7.5	3.1	3.5	-28.6%	-63.5%
adidas Office, Zaragoza, Spain	n.r.	n.r.	5.8	5.9	4.8	3.7	3.7	-28.6%	-44.5%
adidas Office, Moscow, Russia	n.r.	n.r.	30.5	45.6	24.3	31.0	31.0	-28.6%	-22.0%
Region AMERICAS									
adidas Office, Portland, USA	16.0	16.0	15.0	10.3	10.3	12.1	13.1	-42.9%	-25.6%
Reebok Headquarters, Canton, USA	48.0	62.0	36.0	37.2	46.3	31.2	31.5	-42.9%	-41.2%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	11.3	10.7	10.2	14.5	15.5	15.0	10.3	-42.9%	-13.4%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	12.3	16.1	10.0	9.2	9.3	-28.6%	-28.0%
adidas Office, Woodbridge, Canada	n.r.	n.r.	2.6	2.9	2.8	2.0	2.6	-28.6%	-36.5%
adidas Office Barueri, Brasil	n.r.	n.r.	16.6	11.0	11.0	11.0	11.0	-28.6%	-63.7%
Region APAC									
adidas Office, Shanghai, China	5.0	5.0	8.0	7.8	7.2	8.4	9.6	-42.9%	16.8%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	6.6	6.6	6.8	5.1	2.9	-28.6%	-49.9%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	3.8	3.6	3.3	3.1	-28.6%	-27.3%
adidas Office, Seoul, South Korea	n.r.	n.r.	3.8	3.8	4.2	4.9	5.2	-28.6%	18.1%
adidas Office, Taipei, Taiwan	n.r.	n.r.	35.0	37.0	38.0	2.7	3.0	-28.6%	-92.8%
adidas Office, Singapore, Singapore	n.r.	n.r.	3.0	2.5	2.0	1.9	2.0	-28.6%	-41.9%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	4.8	8.1	6.0	3.8	-21.4%	-49.1%
Administration offices (total)	137.5	145.9	273.1	295.5	281.9	221.5	216.8	-37.6%	-46.1%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	1.6	1.1	1.5	1.5	1.5	1.3	2.3	-42.9%	-0.6%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	21.8	20.8	23.1	37.6	25.5	18.1	22.2	-42.9%	-3.0%
Sports Licensed Division Factory, Mattapoisett, USA	8.0	8.0	6.9	7.5	7.2	5.1	6.1	-42.9%	-24.7%
Sports Licensed Division Factory, Cedar Rapids, USA	7.0	3.0	3.0	5.6	4.5	4.2	3.6	-42.9%	-52.1%
Reebok-CCM Hockey Factory, St.Jean, Canada	2.0	2.0	2.3	1.9	1.4	1.2	1.2	-42.9%	44.9%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	1.6	1.1	1.2	1.4	0.7	0.9	0.8	-42.9%	-50.6%
adidas Canada Assembly Factory, Brantford, Canada	27.0	28.0	29.5	35.1	40.3	36.9	39.5	-42.9%	29.2%
Own production sites (total)	69.0	64.0	67.4	90.6	81.2	67.7	75.6	-42.9%	6.6%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	0.8	0.7	0.6	1.1	0.8	0.3	0.6	-42.9%	-69.0%
adidas Distribution Centre, Uffenheim, Germany	2.2	1.5	1.3	1.4	1.7	1.2	2.1	-42.9%	-8.6%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4.6	n.a.	n.a.
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3.4	5.5	4.4	3.3	3.5	-28.6%	67.1%
adidas Distribution Centre, Detwiller, France	n.r.	n.r.	1.3	1.3	2.0	1.6	0.9	-28.6%	-9.6%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	21.8	23.3	21.7	20.1	19.2	-28.6%	-2.8%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	4.0	n.r.	2.4	2.3	2.1	-28.6%	-51.2%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	2.0	2.0	n.r.	1.6	1.6	-28.6%	-3.4%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	29.9	n.a.	n.a.
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	10.0	14.3	12.5	13.1	13.7	-28.6%	-29.0%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	10.4	9.3	12.7	9.6	9.1	-28.6%	-37.4%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	16.1	11.9	12.7	10.9	10.9	-28.6%	-37.6%
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	19.0	16.0	17.0	21.9	11.8	15.9	17.5	-42.9%	12.5%
adidas Distribution Centre, Adams Boulevard, Brantford, Canada	n.r.	n.r.	1.9	2.3	2.3	1.8	2.5	-28.6%	14.9%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	1.9	2.2	7.4	6.1	6.6	-28.6%	156.0%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	9.0	10.0	8.9	11.6	10.5	-28.6%	-40.1%
adidas Distribution Centre Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	19.6	21.6	-7.1%	26.7%
Region APAC									
adidas Distribution Centre, Suzhou, China	4.0	5.0	5.0	5.0	4.5	4.4	4.8	-42.9%	27.1%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	2.8	2.9	3.0	2.7	-28.6%	-39.9%
Distribution centres (total)	26.0	23.2	105.7	114.3	108.7	126.4	164.4	-31.6%	-10.4%
TOTAL	232.5	233.1	446.2	500.4	471.8	415.6	456.9	-36.6%	-32.3%

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 2014 was first year of reporting for this site

n.r. = not reported

*Individual linear target depends on individual base year

**Savings in 2014 compared to individual base year

Green: annual linear target achieved

Yellow: annual linear target not achieved