



**GREEN COMPANY
PERFORMANCE ANALYSIS 2015**

1. 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 Continuous improvement of environmental impacts	5
2.2 Implementation of unique and successful tools.....	5
2.3 Driving employee engagement	7
2.4 Ensuring reporting on business relevant environmental metrics.....	7
2.5 Green Company goes retail.....	7
3. 2015 targets follow-up	8
3.1 Coverage of reporting.....	8
3.2 Results 2015.....	8
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.....	13
4. Green Company 2020	14
4.1 Building on success.....	14
4.2 Enabling carbon neutrality.....	14
4.3 Managing water as a vital resource.....	14
4.4 Closing the loop on waste	15
4.5 Building and operating sustainable sites and stores	15
Appendices	16
Appendix 1 – List of all sites that have reported for 2015.....	16
Appendix 2 – Individual results for all 48 sites that have reported for 2015.....	18

Table of Figures

Diagram 1: Energy reductions KPI – target follow-up total group 10

Diagram 2: Carbon emissions reductions KPI – target follow-up total group..... 11

Diagram 3: Water savings KPI – target follow-up total group 12

Diagram 4: Household waste reduction KPI – target follow-up total group 12

Diagram 5: Paper reductions KPI – target follow-up total group..... 13

List of Tables

Table 1: Key results 2015 Green Company targets 5
Table 2: ISO 14001 and EMAS certified sites..... 6
Table 3: Environmental data 2015 Group-wide for 48 locations reporting 8
Table 4: Target results 2015 per type of site..... 9

Executive summary

Since its launch in 2008, the Green Company programme and its ambitious 2015 targets have driven continuous improvement in the environmental impacts of our own site operations. The data reported by 48 of our corporate sites, including administration offices, own production sites and distribution centres, show that we have exceeded our targets for water and waste reduction. With water savings per employee of 28%, we have well exceeded our targeted savings of 20%. Our overall household waste volume per employee was reduced by 27%, exceeding the 2015 target of a 25% reduction.

Furthermore we achieved our 2015 target of reducing carbon emissions by 30% per square metre. These savings have been mainly achieved through energy efficiency projects and several carbon offsetting programmes. Some of our sites are still facing common challenges in accessing greener energy and scaling up their use of renewable energy. However, reducing carbon emissions will remain a focus of the Green Company initiative.

Our investment in more than 40 energy efficiency projects over the last years, supported through our greenENERGY Fund, has strongly contributed to energy savings at our corporate sites leading to a reduction of our energy consumption per square metre of 15%. But we have faced challenges to meet our ambitious target of 20% savings in 2015. Especially the increased eCommerce business and growing number of employees has been influencing energy savings per square metre at our distribution centres and administration offices.

The same is true for paper reduction. Whereas our administration offices exceeded the 2015 target to cut our paper consumption per employee by 50%, the increased amount of products handled at our distribution centres continues to be a challenge to reducing our overall paper consumption. In total a reduction of 38% of paper per employee was achieved by the group of reporting sites including administration offices, own production sites and distribution centres.

During 2015, we developed and launched the second phase of our Green Company strategy, including targets to be achieved by 2020. These targets build on our seven years of achievements and also demonstrate our continued focus on industry leadership in environmental stewardship. Our carbon reduction target is „science-based“, meaning it is an absolute, annual emissions reduction designed to deliver carbon neutrality for our own operations globally by 2050. As our water resource management remains a key strategic priority, we have defined individual and “context-based” water reduction targets for our sites taking local watersheds into account. The expansion of our Green Company targets to our own retail stores includes the phasing out of plastic bags at all retail points of sale as well as LEED-certifying our new flagship stores globally.

Our on-going effort to reduce our environmental impacts was recognised in 2015 when the United Nations invited the adidas Group to join their Climate Neutral Now Initiative to promote a wider understanding of the need and the opportunities for society to be climate neutral.

1. Introduction

In 2008, the Green Company initiative was launched to provide the supporting framework, guidance and communication platform to help all Group entities improve their environmental impacts. Based on the Green Company assessment 2009 and input from several business entities, clear and measurable targets were defined for 2015. We also acknowledged that all locations defined their own improvement potential and plan for how to reach these targets.

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

This report summarizes our follow-up of our 2015 targets and achievements of the Green Company initiative. It also provides a first outlook on the second phase of the Green Company programme including 2020 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 Continuous improvement of environmental impacts

As part of our Green Company programme we have set ourselves ambitious targets that resulted in continuous improvement in the environmental impacts of our own sites. Since its launch of the initiative, we have reduced our environmental impacts considerably in the areas of energy, water and paper consumption, carbon emissions and reduction of household waste. For more details on these achievements, please see chapter 3 of this report.

KPI	Target 2015	Result 2015	Target achievement
Energy (per m ²)	-20%	-15%	not achieved
Carbon Emissions (per m ²)	-30%	-30%	achieved
Water (per person)	-20%	-28%	achieved
Household Waste (per person)	-25%	-27%	achieved
Paper (per person)	-50%	-38%	not achieved

Table 1: Key results 2015 Green Company targets

2.2 Implementation of unique and successful tools

The Green Company initiative has been the driver for successfully implementing tools that help us to continuously reduce the environmental impacts of our corporate sites. One of them is our shared Environmental Management System (EMS) that is certified according to the international ISO 14001 standard.

The initial goal of the Green Company initiative was to certify our main five brand headquarters, including the adidas Group headquarter in Germany, the adidas, Reebok and TaylorMade headquarters in the US as well as the CCM Hockey headquarters in Canada. After the successful certification of these sites to ISO 14001 in 2010 and 2011 we decided to extend the system and to introduce the ISO 14001 standard at additional sites, including our

distribution centres. In 2014, we certified our 13th site, the new central distribution centre in Rieste, Germany. A list of all certified sites is given in Table 2.

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 European Distribution Centre, Scheinfeld 2, Germany	EMEA	ISO 14001	2013
adidas Group Area Distribution Centre, Uffenheim, Germany	EMEA	ISO 14001	2013
adidas Group Office, Stockport, United Kingdom	EMEA	ISO 14001	2013
adidas Distribution Centre, Manchester, United Kingdom	EMEA	ISO 14001	2013
adidas Group, Central Distribution Centre, Rieste, Germany	EMEA	ISO 14001	2014

Table 2: ISO 14001 and EMAS certified sites

Besides the implementation of an EMS, and to further 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 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 more than 40 projects in our owned and leased facilities. The Fund supported several LED lighting retrofit projects at our distribution centres and retail stores, implemented charging stations for electric vehicles to enable lower carbon employee commuting and invested into projects that will drive our own clean energy production onsite. In 2015 the Fund invested in several energy audits at some of our key sites, to identify further energy saving and carbon reduction initiatives.

2.3 Driving employee engagement

Strong support also comes from several local Green Teams who are organising events to raise awareness and engage our employees actively in the environmental work. Some of our sites even arrange an entire Earth Week around the global Earth Day, including the organisation of joint waste collection events with local communities and our suppliers, local food markets, and test drives of electric cars, just to mention a few. They further organise activities to raise awareness about environmental topics and invite internal and external environmental experts as guest speakers to encourage and inspire our employees to support their sites to contribute to the Green Company targets and to operate more sustainably.

To support the local teams in their events and activities, 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 individual local success stories.

2.4 Ensuring reporting on business relevant environmental metrics

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

In addition, the results of the annual Green Company Performance Analysis ensure the reporting on business relevant environmental metrics as a basis for environmental performance management and to further drive initiatives where needed. These metrics also contribute significantly to the external recognition we have gained for our environmental programmes. For the last three years the adidas Group has been ranked among the top ten of the "Global 100 Most Sustainable Corporations in the World" and is recognised as best European company and leader in its industry. See more about our awards and recognitions under <http://www.adidas-group.com/en/sustainability/managing-sustainability/awards-recognition/>.

2.5 Green Company goes retail

In 2014, it was decided to further extend the scope of the Green Company programme, to our own stores. We piloted "green retail" at our new HomeCourt store in Nuremberg, Germany, including an intelligent control unit – the 'retail box' – that 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. Read more about our continuous commitment to reduce the environmental impact of our stores in chapter 4.5 of this report.

3. 2015 targets follow-up

3.1 Coverage of reporting

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. With the launch of the Green Company initiative in 2008, a group of 24 sites was chosen to report on their environmental performance. And after the Green Company targets were set in 2009, the reporting scope was increased significantly to ensure a representative performance analysis and target follow-up towards our 2015 targets. 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. New important sites have been added to the reporting after their first complete year of operation.

In 2015, 48 sites are covered in the Green Company reporting, which are listed in Appendix 1. These 48 sites cover around 75% of the occupied area of adidas Group sites worldwide.

3.2 Results 2015

Table 3 shows our 2015 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 48 sites reported data.

Environmental data 2015	Total energy consumption (MWh)	Total net carbon emissions (tonne)	Total water consumption (m ³)	Total household waste (tonne)	Total paper consumption (tonne)
Administration offices					
Region EMEA	52,563	5,273	80,521	417	101
Region AMERICAS	38,768	13,983	129,267	1,007	58
Region APAC	5,738	3,548	6,457	not reported	32
Administration offices (total)	97,069	22,804	216,246	1,423	192
Own production sites					
Region EMEA	4,362	178	1,827	41	2
Region AMERICAS	30,459	10,812	36,913	577	33
Own production sites (total)	34,821	10,989	38,740	618	35
Distribution centres					
Region EMEA	29,907	4,995	20,162	338	75
Region AMERICAS	43,375	14,001	32,688	905	89
Region APAC	2,358	1,318	14,709	3	8
Distribution centres (total)	75,640	20,314	67,559	1,245	172
TOTAL	207,530	54,108	322,545	3,287	399

Table 3: Environmental data 2015 Group-wide for 48 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 2015 targets are shown in Table 4 and based on the 48 sites that reported their data for 2015. A more detailed description of the results against each target is given below.

Target results per type of site	Energy reductions MWh/m ²		Carbon emissions reductions t/m ²		Water savings m ³ /person		Household waste reduction t/person		Paper reductions t/person	
	Target 2015	Result 2015	Target 2015	Result 2015	Target 2015	Result 2015	Target 2015	Result 2015	Target 2015	Result 2015
Administration offices	-20%	-15%	-30%	-38%	-20%	-31%	-25%	-33%	-50%	-54%
Own production sites	-20%	-17%	-30%	-27%	-20%	-2%	-25%	-24%	-50%	-25%
Distribution centres	-20%	-18%	-30%	-23%	-20%	-37%	-25%	-18%	-50%	-7%
Total	-20%	-15%	-30%	-30%	-20%	-28%	-25%	-27%	-50%	-38%

Green: target achieved
Yellow: target not achieved

Table 4: Target results 2015 per type of site

When setting the 2015 targets for the entire Group, we acknowledged the fact that our corporate sites can contribute to these targets in their own individual way. Our owned sites, where we have full operational control, have the ability to drive stronger improvement programmes, whereas the sites we rent or spaces we even share can mainly influence a reduction of their environmental impacts through changing employee behaviour. The aim of the Green Company 2015 targets was to cater for these circumstances and to allow all locations to define their own potential and plan for how to reach their targets and how to contribute to the Group-wide targets. Individual results per site are given in Appendix 2.

3.3 Reduction of energy consumption and carbon emissions

In 2009, we had 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 of 48 sites shows that we have achieved a total energy saving per square metre of 15% and a total carbon emission reduction per square metre of 30%. This reduction is a great achievement although we did not meet the energy reduction 2015 target.

Energy savings were achieved through investments into several projects over the last years 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 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. In addition the Fund invested in 2015 in many lighting retrofit projects which visibly demonstrate increased energy efficiency such as at our office in Stockport, UK and our distribution centre in Embu, Brasil.

Since the greenENERGY Fund's launch in June 2012, we have invested in more than 40 projects in our owned and leased facilities. The increased energy efficiency drives our continuous commitment to the Fund and investment in energy and carbon emission reduction projects. We expect to further improve our energy efficiency through several projects that have already been initiated. Furthermore in 2015 energy audits were conducted at selected major sites through which more opportunities and projects were identified for saving energy.

Our evaluation of the 2015 energy consumption data demonstrates that a number of factors affected our ability to reduce our energy consumption and to come closer to our 2015 target. One strong influence has come from the increase in our eCommerce business. In 2015, eCommerce grew 42% on a currency-neutral base¹, which led to additional shifts and products handled across our distribution centres, contributing to higher energy consumption per square metre. The same applies to the on-going increase in the number of employees at our sites, influencing our energy per square metre. In addition, there was construction work at some of our owned campus sites, which led to a one time increase of our energy consumption for 2015.

Although influencing factors did not allow us to meet our 20% energy reduction target per square metre, we have achieved an overall energy reduction per employee by 24% which reflects the success of our energy saving initiatives and programmes.

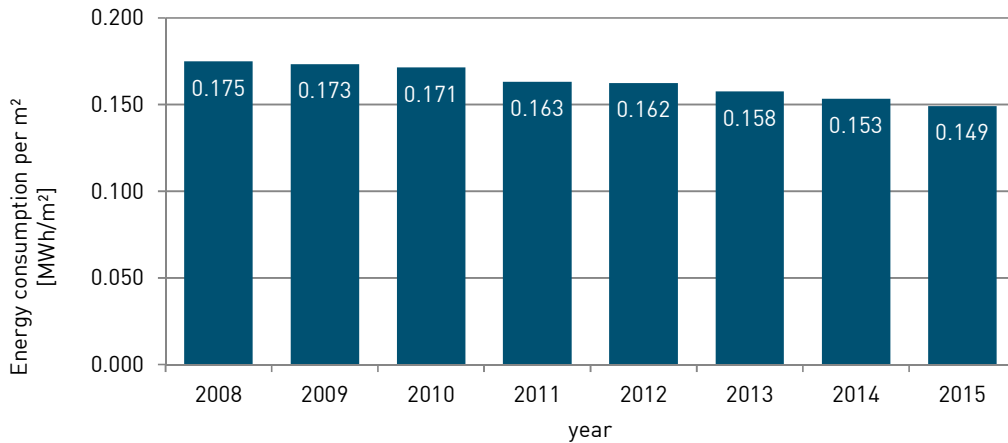


Diagram 1: Energy reductions KPI – target follow-up total group

¹ See our Financial Report 2015 page 113 under http://www.adidas-group.com/media/filer_public/e9/73/e973acf3-f889-43e5-b3c0-bc870d53b964/2015_gb_en.pdf

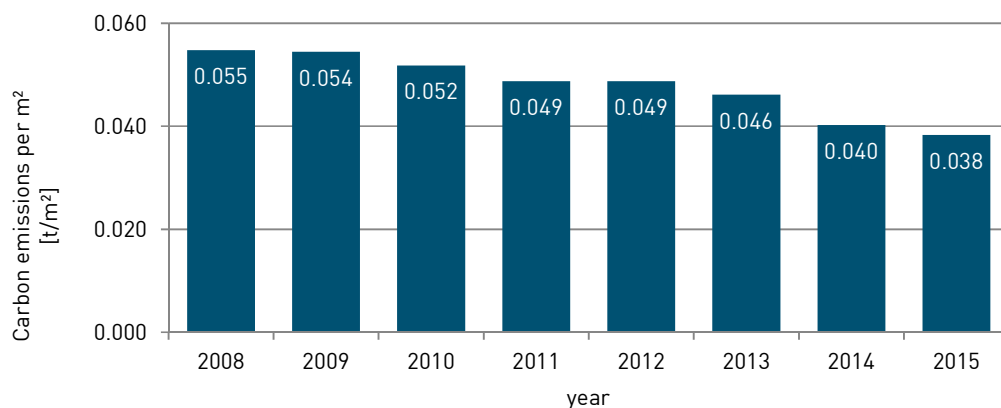


Diagram 2: Carbon emissions reductions KPI – target follow-up total group

Alongside our 2015 target of reducing energy consumption by 20%, we wanted to reduce carbon emissions per square metre by 30%. We achieved a result of 30% for the entire group of reporting sites and met our 2015 target.

Besides achieved energy savings, reduction in our carbon emissions comes mainly from carbon offsetting programmes, especially for our Germany based sites. 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 German sites already includes more than 60% from renewable sources, increasing this amount is difficult. To further reduce carbon emissions Germany based sites purchased carbon-offsetting certificates. In addition, the projects supported invest in renewable energies in several countries and contribute to increasing the access to greener energy sources.

While reducing the carbon emissions of our own operations by 30% is a significant achievement, we will further invest into carbon emission reduction programmes to enable the adidas Group to become a carbon neutral company. Read more about our continuous stewardship for managing climate change in chapter 4.2 of this report.

3.4 Savings in water consumption

In 2015 our water consumption per employee was reduced by 28%, thus exceeding our 2015 target of 20%. We achieved this reduction mainly through reduced and more conscious irrigation, especially at our campus sites that include football fields and golf courses on site. But also the installation of water saving devices and employee awareness raising campaigns helped to achieve this great result.

page 12

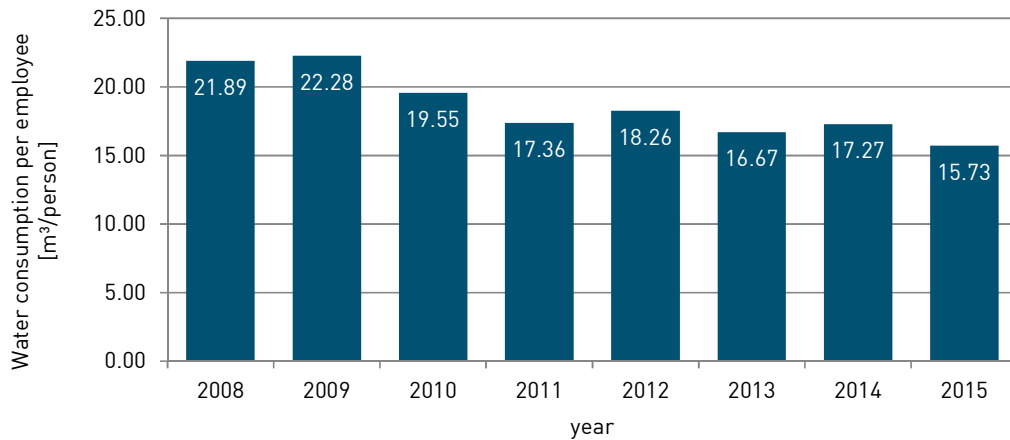


Diagram 3: Water savings KPI – target follow-up total group

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.

Efficient water resource management remains a key strategic priority for the adidas Group. Read more about our new water reduction targets for 2020 in chapter 4.3 of this report.

3.5 Reduction of household waste

For 2015, we targeted a reduction of household waste per employee of 25%. A saving of 27% per employee was achieved for the total group of reporting sites exceeding our 2015 target.

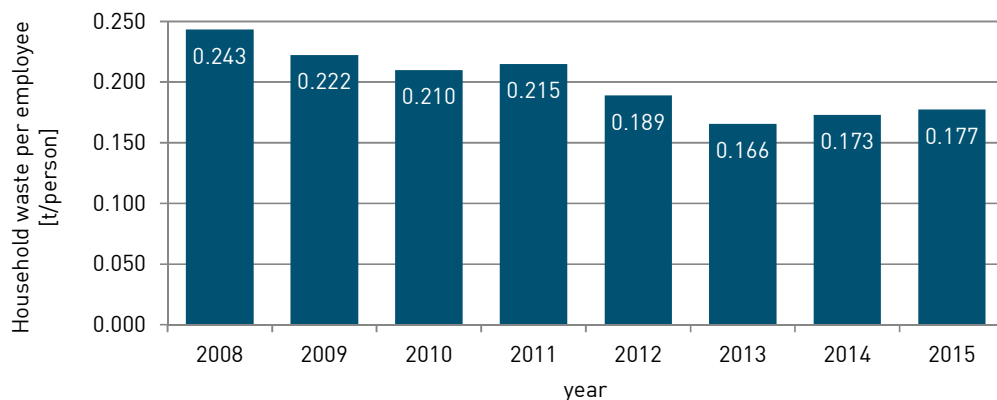


Diagram 4: Household waste reduction KPI – target follow-up total group

Various initiatives helped us to achieve this target. Over the last few years, our sites have been analysing waste streams and introducing recycling projects and composting organic waste from their canteens, to actively reduce the volume of household waste. However, some of our sites reported a significant one-off increase in household waste due to construction work. Furthermore, the amount of waste generated by individual business units is sensitive to increased production volumes in 2015.

3.6 Reduction of paper consumption

Ambitious targets were set to reduce our office paper consumption per employee by 50% by 2015. The Green Company reporting results show that many sites achieved a vast reduction in office 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, especially administration offices, have introduced new printer procedures that have helped them to achieve a reduction in office paper consumption per employee of 54%. However, the paper savings of our own production sites (40%) and especially distribution centres (7%) are lagging behind. The ability of distribution centres to reduce their paper consumption has been strongly influenced by the increase of our eCommerce business which led to an increased number of handled products and required printed delivery documents.

The total group of reporting sites including administration offices, own production sites and distribution centres achieved a reduction of 38% per employee. This means we did not fully meet our 2015 reduction target of 50%.

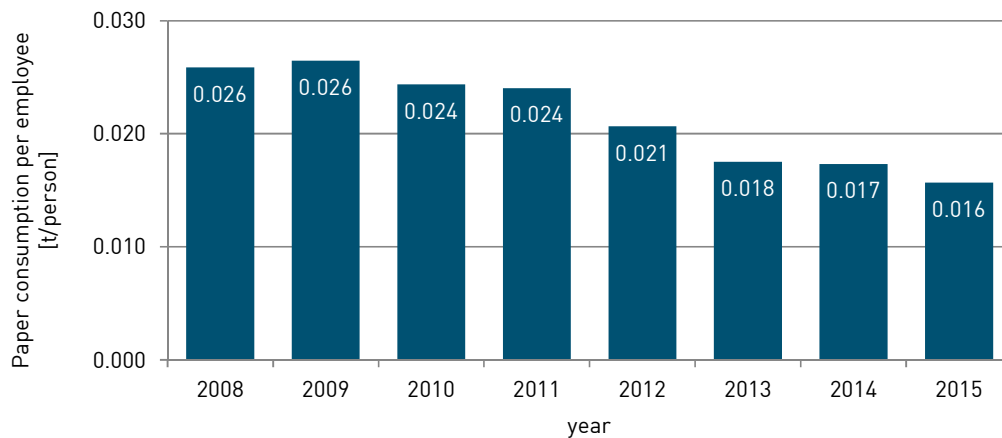


Diagram 5: Paper reductions KPI – target follow-up total group

4. Green Company 2020

4.1 Building on success

The Green Company initiative has proven to be an important pillar of adidas Group's sustainability strategy. It is our aim to further build on the track record of the Green Company programme and its well established tools like the ISO 14001 system and greenENERGY Fund.

During 2015, we developed the second phase of our Green Company programme, including targets to be achieved by 2020. These new targets build on our seven years of achievements and also demonstrate our continued focus on industry leadership in environmental stewardship.

Through our annual Green Company reporting, we have developed a considerable pool of internal data, which has been enabling us to track our progress towards our 2015 targets, but also informed the materiality of our environmental impacts and the development of the new 2020 targets. Furthermore, several science based methodologies were reviewed to ensure meaningful and ambitious targets.

The Green Company 2020 programme represents a science and context based set of targets, embedded into adidas Group's Sustainability Strategy, driving the continuous improvement of the environmental impacts of our own sites and stores. It strives to improve our environmental performance in five key categories: Energy & Carbon, Water, Waste, Retail and Sustainable Processes.

4.2 Enabling carbon neutrality

In 2015, the United Nations recognised the adidas Group as a leader in climate action and invited us to support their Climate Neutral Now initiative. adidas Group CEO Herbert Hainer joined the initiative, amplifying the impact of our commitment and inspiring other companies to join the drive towards carbon neutrality. Read more about the adidas Group supporting the Climate Neutral Now initiative under <http://www.adidas-group.com/en/media/news-archive/sustainability-news/2015/adidas-group-joins-un-climate-neutral-now-initiative/>.

We will build on our achieved reduction of carbon emissions by 30% and will further demonstrate our leadership position in managing climate change. For the second phase of our Green Company programme, a carbon emissions reduction target was set that is consistent with the pace recommended by climate scientists. And for the first time, an absolute emission reduction target has been set that is leading towards carbon neutrality for our own operations by 2050.

4.3 Managing water as a vital resource

In 2008, we defined a 20% water reductions target as a global average to be achieved by 2015 across our own sites. With 28% in 2015, we have exceeded this target. But sustainable and innovative water resource management remains a key strategic priority across the whole adidas Group value chain. For our Green Company 2020 programme, we now tailor water targets at the watershed level to acknowledge the local context in which our sites operate. Sites where water is scarce or imperilled face higher reduction targets than sites where water is abundant.

4.4 Closing the loop on waste

Over the last seven years we have considerably reduced the volume of our household waste through analysing waste streams at several of our sites and enabling our employees to separate waste. We have even exceeded our 2015 target to reduce our waste per employee by 25% as we achieved a total saving of 27%. Looking ahead to 2020, the pace of our targeted reductions continues, but our primary focus has been shifted from relative reductions to diversion rates. The intent is to push innovation and leadership in facility recycling infrastructure and create a metric that is able to accommodate business growth.

4.5 Building and operating sustainable sites and stores

In April 2015, adidas announced a partnership with Parley for the Oceans, an organisation that raises awareness about the beauty and fragility of the oceans. As founding member, adidas supports Parley for the Oceans in its education and communication efforts, as well as its comprehensive Ocean Plastic Program that intends to end plastic pollution of the oceans. Along with this collaboration, one of our first targets within the new Green Company programme is to remove plastic shopping bags in our stores in 2016. Read more about this target under <http://blog.adidas-group.com/2015/04/actions-speak-louder-than-words-we-go-plastic-bag-free-in-our-stores/>.

In addition, key projects like new corporate construction and 'Flagship' stores will be certified to the green building standard LEED (Leadership in Energy and Environmental Design).

Finally, we will build on the success of our environmental management system and will certify additional corporate sites according to ISO 14001 following in-depth environmental site assessments. Today, we operate 13 certified offices and distribution centres, which are located in Europe and North America. Moving forward, we will further expand the ISO 14001 system to additional sites in the regions of South America and Asia by 2020, making it a truly global system.

Appendices

Appendix 1 – List of all sites that have reported for 2015

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 Office, Landersheim, France
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

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

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
TaylorMade-adidas Golf Distribution Centre, Liberty, USA
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, 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 results for all 48 sites that have reported for 2015

ENERGY SAVINGS 2015 Target: -20% MWh/m ²	Total energy consumption (MWh)								Achieved savings in 2015* (MWh/m ²)
	2008	2009	2010	2011	2012	2013	2014	2015	
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	12,707	14,363	16,663	21,411	26,697	27,823	26,969	27,097	5%
adidas Group Headquarters - ADP Herzogenaurach, Germany	9,611	9,964	9,906	9,854	9,517	9,374	9,948	9,860	3%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	1,277	1,166	1,322	1,366	1,623	1,870	1,569	1,569	-19%
adidas Factory Outlet, Herzogenaurach, Germany	2,169	2,236	2,195	2,294	2,283	2,216	2,115	2,164	-11%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	2,660	2,566	2,465	2,004	2,102	-25%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	2,656	2,613	2,643	2,236	3,246	2,724	3%
adidas Office, Landersheim, France	n.r.	n.r.	4,645	4,947	4,925	4,958	3,687	3,303	-29%
adidas Office, Monza, Italy	n.r.	n.r.	1,700	1,929	2,122	1,055	1,319	1,340	-23%
adidas Office, Zaragoza, Spain	n.r.	n.r.	1,144	1,282	1,058	629	696	727	-42%
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	1,131	1,594	1,594	1,677	48%
Region AMERICAS									
adidas Office, Portland, USA	7,832	7,772	7,368	7,934	8,374	8,335	8,331	7,368	-6%
Reebok Headquarters, Canton, USA	25,950	26,728	24,384	25,434	24,936	22,052	19,817	19,064	-27%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	5,215	4,930	4,769	5,240	5,210	6,232	5,936	5,682	-13%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	1,521	1,363	1,187	1,087	1,115	1,110	-27%
adidas Office, Woodbridge, Canada	n.r.	n.r.	n.r.	5,665	5,061	6,015	5,933	4,960	-12%
adidas Office Barueri, Brasil	n.r.	n.r.	n.r.	927	460	537	538	584	-38%
Region APAC									
adidas Office, Shanghai, China	788	788	857	906	995	926	980	1,063	-9%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	1,101	1,066	916	780	596	574	-21%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	278	261	262	238	212	-24%
adidas Office, Seoul, South Korea	n.r.	n.r.	2,113	1,983	1,937	1,846	1,740	1,658	-4%
adidas Office, Taipei, Taiwan	n.r.	n.r.	1,059	896	743	850	892	943	-33%
adidas Office, Singapore, Singapore	n.r.	n.r.	585	554	616	527	485	540	-8%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	801	765	772	738	748	-67%
Administration offices (total)	65,549	67,947	83,990	101,404	106,026	104,440	100,486	97,069	-15%
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	4,362	-28%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	19,676	19,631	18,450	16,825	16,505	14,322	18,174	18,312	-8%
Sports Licensed Division Factory, Mattapoisett, USA	1,201	1,183	1,141	1,199	994	1,120	1,075	1,078	-14%
Sports Licensed Division Factory, Cedar Rapids, USA	5,349	4,654	5,355	6,013	6,348	6,194	5,597	5,611	-8%
Reebok-CCM Hockey Factory, St.Jean, Canada	5,831	6,155	4,987	4,695	3,804	2,932	2,916	3,123	-46%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	2,976	2,691	2,516	2,575	2,433	2,441	2,512	2,335	-22%
Own production sites (total)	41,080	39,366	38,611	36,300	34,820	32,208	34,697	34,821	-17%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	1,846	2,320	2,505	2,168	2,790	2,490	2,200	2,464	33%
adidas Distribution Centre, Offenheim, Germany	6,976	6,404	6,396	6,290	6,545	6,115	4,423	4,532	-38%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	8,625	9,582	11%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3,385	3,631	3,918	3,145	2,356	2,954	-13%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	932	1,342	1,049	1,226	883	1,044	-67%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,863	3,944	3,945	3,917	3,198	3,259	-16%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	797	801	650	703	633	557	-30%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4,032	4,165	3%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	1,393	1,166	462	1,089	998	726	-11%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	103	264	592	569	579	626	127%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	13,618	13,271	12,269	12,676	12,373	12,198	-10%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	17,075	15,888	15,554	14,394	14,959	13,851	-19%
TMaG Distribution Centre, Liberty, USA	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	5,566	n.a.
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	10,829	9,647	8,480	7,990	8,950	8,846	8,665	7,536	-30%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	2,100	n.r.	1,759	2,618	3,091	2,000	-32%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	371	324	386	567	550	683	4%
adidas Distribution Centre, Tultitlan-Blotok, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	1,639	1,361	1,543	-6%
Region APAC									
adidas Distribution Centre, Suzhou, China	2,287	2,078	2,035	1,742	1,700	1,660	1,700	1,861	-19%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	365	367	381	389	496	36%
Distribution centres (total)	21,938	20,448	63,053	59,186	60,935	62,035	71,015	75,640	-18%
TOTAL	128,566	127,762	185,654	196,890	201,781	198,683	206,198	207,530	-15%

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 2015 was first year of reporting for this site

n.r. = not reported

*Savings in 2015 compared to individual base year

Green: target achieved

Yellow: target not achieved

CARBON SAVINGS 2015 Target: -30% t/m ²	Total net carbon emissions (tonne)								Achieved savings in 2015* (t/m ²)
	2008	2009	2010	2011	2012	2013	2014	2015	
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	1,637	2,082	2,452	3,543	4,284	4,552	1,351	813	-76%
adidas Group Headquarters - ADP Herzogenaurach, Germany	2,588	2,686	2,338	2,456	2,380	2,344	1,065	880	-66%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	311	286	179	205	247	257	80	58	-88%
adidas Factory Outlet, Herzogenaurach, Germany	541	555	393	408	392	406	131	90	-85%
adidas Office, Amsterdam, Netherlands	n.a.	n.a.	n.a.	316	296	279	193	221	-34%
adidas Office, Stockport, United Kingdom	n.a.	n.a.	1,030	997	1,008	946	1,127	1,001	-3%
adidas Office, Landersheim, France	n.a.	n.a.	763	877	909	957	666	635	-17%
adidas Office, Monza, Italy	n.a.	n.a.	1,034	1,163	1,279	630	736	738	-31%
adidas Office, Zaragoza, Spain	n.a.	n.a.	468	517	426	244	273	287	-44%
adidas Office, Moscow, Russia	n.a.	n.a.	n.a.	n.a.	371	522	522	549	48%
Region AMERICAS									
adidas Office, Portland, USA	3,933	3,572	3,714	3,652	3,861	3,728	3,683	3,357	-15%
Reebok Headquarters, Canton, USA	9,887	10,541	10,074	9,452	9,403	8,551	7,606	7,511	-24%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	1,522	1,462	1,408	1,536	1,516	1,817	1,752	1,672	-12%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.a.	n.a.	557	511	444	394	400	405	-27%
adidas Office, Woodbridge, Canada	n.a.	n.a.	n.a.	1,131	1,010	1,205	1,189	988	-13%
adidas Office Barueri, Brasil	n.a.	n.a.	n.a.	77	39	47	45	49	-38%
Region APAC									
adidas Office, Shanghai, China	599	598	651	688	755	704	745	807	-9%
adidas Office, Taikoo Shing, Hong Kong	n.a.	n.a.	840	814	699	596	455	438	-21%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.a.	n.a.	n.a.	213	199	200	182	161	-24%
adidas Office, Seoul, South Korea	n.a.	n.a.	810	770	748	722	683	637	-4%
adidas Office, Taipei, Taiwan	n.a.	n.a.	564	477	396	453	475	503	-33%
adidas Office, Singapore, Singapore	n.a.	n.a.	318	301	335	286	264	294	-8%
adidas Office, Gurgaon, India	n.a.	n.a.	n.a.	758	724	731	699	708	-67%
Administration offices (total)	21,018	21,783	27,593	30,862	31,721	30,570	24,321	22,804	-38%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	1,372	1,159	581	593	562	591	267	178	-87%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	10,323	10,116	9,161	8,425	8,442	6,987	7,804	7,986	-23%
Sports Licensed Division Factory, Mattapoisett, USA	512	508	478	515	422	412	402	389	-27%
Sports Licensed Division Factory, Cedar Rapids, USA	1,728	1,538	1,811	2,032	2,171	2,092	1,840	1,873	-5%
Reebok-CCM Hockey Factory, St.Jean, Canada	615	650	444	385	346	331	328	360	-41%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	200	184	164	175	181	208	226	204	2%
Own production sites (total)	14,749	14,154	12,639	12,125	12,124	10,622	10,867	10,989	-27%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	516	633	260	234	331	276	109	96	-81%
adidas Distribution Centre, Uffenheim, Germany	1,780	1,635	1,069	1,026	1,188	1,292	336	253	-86%
adidas Distribution Centre, Rieste, Germany	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	332	141	-58%
adidas Distribution Centre, Caspe, Spain	n.a.	n.a.	926	998	1,075	864	650	736	-21%
adidas Distribution Centre, Dettwiller, France	n.a.	n.a.	173	234	184	220	155	185	-68%
adidas Distribution Centre, Manchester, United Kingdom	n.a.	n.a.	1,668	1,766	1,759	1,695	1,418	1,447	-13%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.a.	n.a.	180	182	151	162	147	129	-28%
adidas Distribution Centre, Moscow, Russia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1,321	1,364	3%
adidas Distribution Centre, Obukhiv, Ukraine	n.a.	n.a.	371	312	168	307	289	187	-15%
adidas Distribution Centre, Canot, Israel	n.a.	n.a.	75	193	432	416	423	457	127%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.a.	n.a.	5,185	5,086	4,820	4,912	4,792	4,660	-10%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.a.	n.a.	6,283	6,115	6,092	5,543	5,712	5,386	-14%
TMaG Distribution Centre, Liberty, USA	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	2,185	n.a.
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	866	804	653	756	1,005	979	994	784	-9%
adidas Distribution Centre, Embu, Brasil	n.a.	n.a.	174	n.a.	146	241	304	198	-19%
adidas Distribution Centre, Pudahuel, Chile	n.a.	n.a.	139	121	144	212	206	256	4%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.a.	n.a.	n.a.	n.a.	n.a.	720	586	532	-26%
Region APAC									
adidas Distribution Centre, Suzhou, China	1,457	1,324	1,297	1,110	1,083	1,057	1,083	1,186	-19%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.a.	n.a.	n.a.	97	98	102	104	132	36%
Distribution centres (total)	4,619	4,396	18,453	18,228	18,677	18,998	18,961	20,314	-23%
TOTAL	40,386	40,333	58,685	61,214	62,522	60,190	54,149	54,108	-30%

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 2015 was first year of reporting for this site

*Savings in 2015 compared to individual base year

Green: target achieved

Yellow: target not achieved

WATER SAVINGS 2015 Target: -20% m ³ /person	Total water consumption (m ³)								Achieved savings in 2015* (m ³ /person)
	2008	2009	2010	2011	2012	2013	2014	2015	
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	31,765	29,918	29,056	33,205	45,821	41,333	60,764	53,889	-26%
adidas Group Headquarters - ADP Herzogenaurach, Germany	10,219	7,720	7,803	7,359	5,322	5,310	5,331	5,855	-40%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	2,905	1,830	1,892	2,688	3,186	3,085	3,581	3,228	-28%
adidas Factory Outlet, Herzogenaurach, Germany	2,541	2,534	2,183	2,331	2,242	2,242	2,021	2,034	-35%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	3,892	2,264	2,743	3,042	3,128	-46%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	8,228	6,132	5,641	3,280	3,265	2,513	-66%
adidas Office, Landersheim, France	n.r.	n.r.	7,513	3,270	3,101	2,202	2,483	2,406	-61%
adidas Office, Monza, Italy	n.r.	n.r.	3,890	4,000	4,400	4,400	4,448	5,674	51%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	2,464	2,106	2,500	1,794	-44%
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Region AMERICAS									
adidas Office, Portland, USA	36,306	42,850	19,442	17,890	20,343	20,649	21,929	19,408	-59%
Reebok Headquarters, Canton, USA	58,669	58,669	48,691	51,065	66,380	55,013	40,303	48,365	-28%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	42,654	39,766	35,721	39,780	40,036	42,580	46,609	41,263	2%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	6,300	4,997	3,721	2,210	5,019	3,660	-43%
adidas Office, Woodbridge, Canada	n.r.	n.r.	6,129	6,922	9,224	9,634	12,177	16,571	64%
adidas Office Barueri, Brazil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Region APAC									
adidas Office, Shanghai, China	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	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.r.	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	7,104	7,306	6,877	6,190	6,342	5,755	-33%
adidas Office, Taipei, Taiwan	n.r.	n.r.	524	664	690	895	716	702	13%
adidas Office, Singapore, Singapore	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Administration offices (total)	185,059	183,287	184,476	191,501	221,711	203,872	220,530	216,246	-31%
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	1,827	-30%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	22,325	22,404	27,414	27,671	32,635	28,138	25,377	27,136	0%
Sports Licensed Division Factory, Mattapoisett, USA	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Sports Licensed Division Factory, Cedar Rapids, USA	3,000	3,000	3,837	2,945	2,991	3,000	2,436	2,322	-15%
Reebok-CCM Hockey Factory, St.Jean, Canada	3,000	3,000	3,200	3,131	3,000	3,000	3,000	3,000	150%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	5,000	5,000	5,174	4,703	4,250	4,916	4,748	4,455	-12%
Own production sites (total)	35,034	34,804	41,435	40,386	44,946	41,052	37,544	38,740	-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	1,694	-77%
adidas Distribution Centre, Uffenheim, Germany	2,400	2,064	1,936	1,914	2,059	2,138	1,988	2,071	-11%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4,391	5,549	26%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	7,404	7,310	11,514	13,010	8,720	3,828	-35%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	1,263	557	1,676	817	752	734	-11%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	3,101	3,520	3,914	3,856	3,506	3,402	18%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	3,253	n.r.	1,986	3,647	1,655	1,355	-58%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	663	633	0%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	567	449	774	514	512	367	24%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	403	576	746	515	618	529	-39%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	9,716	8,799	8,422	6,582	8,427	8,728	-36%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	9,955	11,379	8,844	9,375	8,887	6,795	-39%
TMaG Distribution Centre, Liberty, USA	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4,054	n.a.
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	28,000	25,000	16,646	14,035	16,605	6,332	12,450	6,703	-71%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	3,015	2,635	3,100	3,156	5,790	5,616	9%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	583	697	792	52%
Region APAC									
adidas Distribution Centre, Suzhou, China	19,000	20,000	33,000	21,625	25,900	23,422	19,493	14,709	-19%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Distribution centres (total)	51,981	50,000	92,791	75,654	89,291	76,397	82,222	67,559	-38%
TOTAL	272,074	268,091	318,702	307,541	355,948	321,321	340,296	322,545	-28%

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 2015 was first year of reporting for this site

n.r. = not reported

*Savings in 2015 compared to individual base year

Green: target achieved

Yellow: target not achieved

HOUSEHOLD WASTE REDUCTION 2015 Target: -25% t/person	Total household waste (tonne)								Achieved savings in 2015* (t/person)
	2008	2009	2010	2011	2012	2013	2014	2015	
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	164	154	151	240	184	186	192	267	-29%
adidas Group Headquarters - ADP Herzogenaurach, Germany	54	44	47	42	27	29	42	29	-44%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	incl. in adidas Group Headquarters - WOS								
adidas Factory Outlet, Herzogenaurach, Germany	28	23	25	23	26	21	34	22	-36%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.
adidas Office, Stockport, United Kingdom	n.r.	n.r.	132	115	99	98	96	0	-100%
adidas Office, Landersheim, France	n.r.	n.r.	76	82	100	31	64	48	-25%
adidas Office, Monza, Italy	n.r.	n.r.	61	65	73	54	88	51	-13%
adidas Office, Zaragoza, Spain	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Region AMERICAS									
adidas Office, Portland, USA	141	137	132	141	141	141	141	226	23%
Reebok Headquarters, Canton, USA	552	397	399	470	477	433	449	462	-27%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	304	276	195	188	91	57	51	204	-29%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	19	19	19	19	23	19	-1%
adidas Office, Woodbridge, Canada	n.r.	n.r.	55	62	84	131	124	96	6%
adidas Office Barueri, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Region APAC									
adidas Office, Shanghai, China	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	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.r.	n.a.
adidas Office, Seoul, South Korea	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Taipei, Taiwan	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Singapore, Singapore	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Administration offices (total)	1,243	1,031	1,292	1,445	1,320	1,200	1,304	1,423	-33%
Own production sites									
Region EMEA									
adidas Footwear Factory, Scheinfeld 1, Germany	61	59	33	64	75	40	41	41	-56%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	464	357	485	384	394	328	308	401	-29%
Sports Licensed Division Factory, Mattapoisett, USA	27	30	27	31	26	29	25	27	-5%
Sports Licensed Division Factory, Cedar Rapids, USA	75	37	23	21	25	28	25	24	-66%
Reebok-CCM Hockey Factory, St.Jean, Canada	69	57	78	56	127	37	28	30	8%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	25	30	28	34	53	83	76	96	279%
Own production sites (total)	721	570	673	590	700	545	503	618	-24%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	19	39	41	111	81	44	75	50	-7%
adidas Distribution Centre, Uffenheim, Germany	114	88	67	79	69	77	71	50	-54%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	106	102	-4%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	n.r.	n.r.	10	10	8	8	-5%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	117	98	115	98	93	86	12%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	n.r.	n.r.	4	3	3	2	-26%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	8	n.r.	20	19	16	21	171%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	13	13	1%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	28	10	n.r.	10	8	7	-55%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	153	265	186	163	171	164	-24%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	217	294	242	128	165	168	-31%
TMaG Distribution Centre, Liberty, USA	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	94	n.a.
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	160	107	95	95	72	85	67	66	-49%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	60	65	74	n.r.	89	106	4%
adidas Distribution Centre, Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	330	350	307	4%
Region APAC									
adidas Distribution Centre, Suzhou, China	3	4	5	5	4	4	2	3	-13%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
Distribution centres (total)	296	238	791	1,021	878	973	1,236	1,245	-18%
TOTAL	2,260	1,840	2,756	3,056	2,898	2,718	3,044	3,287	-27%

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 2015 was first year of reporting for this site

n.r. = not reported

*Savings in 2015 compared to individual base year

Green: target achieved

Yellow: target not achieved

PAPER SAVINGS 2015 Target: -50% t/person	Total paper consumption (tonne)								Achieved savings in 2015* (t/person)
	2008	2009	2010	2011	2012	2013	2014	2015	
Administration offices									
Region EMEA									
adidas Group Headquarters - WOS Herzogenaurach, Germany	33.5	29.2	30.0	26.6	25.1	31.6	30.2	32.2	-58%
adidas Group Headquarters - ADP Herzogenaurach, Germany	18.4	17.8	17.7	20.2	22.0	17.2	19.1	18.2	3%
adidas Group Headquarters - WOGIT Herzogenaurach, Germany	3.2	2.8	2.4	2.4	2.7	2.1	2.0	1.6	-68%
adidas Factory Outlet, Herzogenaurach, Germany	2.2	2.4	2.0	1.8	2.2	0.9	1.1	1.0	-63%
adidas Office, Amsterdam, Netherlands	n.r.	n.r.	n.r.	6.6	6.6	1.9	4.6	2.8	-72%
adidas Office, Stockport, United Kingdom	n.r.	n.r.	15.0	10.5	9.8	9.9	7.2	2.5	-82%
adidas Office, Landersheim, France	n.r.	n.r.	13.1	9.3	11.0	7.1	7.1	6.6	-40%
adidas Office, Monza, Italy	n.r.	n.r.	7.5	8.3	7.5	3.1	3.5	2.8	-61%
adidas Office, Zaragoza, Spain	n.r.	n.r.	5.8	5.9	4.8	3.7	3.7	3.4	-55%
adidas Office, Moscow, Russia	n.r.	n.r.	30.5	45.6	24.3	31.0	31.0	30.2	-16%
Region AMERICAS									
adidas Office, Portland, USA	16.0	16.0	15.0	10.3	10.3	12.1	13.1	12.9	-39%
Reebok Headquarters, Canton, USA	48.0	62.0	36.0	37.2	46.3	31.2	31.5	14.9	-73%
TaylorMade-adidas Golf Headquarters, Carlsbad, USA	11.3	10.7	10.2	14.5	15.5	15.0	10.3	9.6	-10%
adidas Group Administrative Service Bldg. 3, Spartanburg, USA	n.r.	n.r.	12.3	16.1	10.0	9.2	9.3	7.6	-39%
adidas Office, Woodbridge, Canada	n.r.	n.r.	2.6	2.9	2.8	2.0	2.6	2.2	-47%
adidas Office Barueri, Brasil	n.r.	n.r.	16.6	11.0	11.0	11.0	11.0	11.0	-68%
Region APAC									
adidas Office, Shanghai, China	5.0	5.0	8.0	7.8	7.2	8.4	9.6	11.2	32%
adidas Office, Taikoo Shing, Hong Kong	n.r.	n.r.	6.6	6.6	6.8	5.1	2.9	2.9	-51%
adidas Hong Kong Ltd. Office, Kwun Tong, Hong Kong	n.r.	n.r.	n.r.	3.8	3.6	3.3	3.1	2.9	31%
adidas Office, Seoul, South Korea	n.r.	n.r.	3.8	3.8	4.2	4.9	5.2	5.4	18%
adidas Office, Taipei, Taiwan	n.r.	n.r.	35.0	37.0	38.0	2.7	3.0	2.9	-93%
adidas Office, Singapore, Singapore	n.r.	n.r.	3.0	2.5	2.0	1.9	2.0	2.4	-31%
adidas Office, Gurgaon, India	n.r.	n.r.	n.r.	4.8	8.1	6.0	3.8	4.3	-39%
Administration offices (total)	137.5	145.9	273.1	295.5	281.9	221.5	216.8	191.5	-54%
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	2.2	-12%
Region AMERICAS									
Sports Licensed Division Factory, Indianapolis, USA	21.8	20.8	23.1	37.6	25.5	18.1	22.2	18.5	-30%
Sports Licensed Division Factory, Mattapoisett, USA	8.0	8.0	6.9	7.5	7.2	5.1	6.1	7.0	-17%
Sports Licensed Division Factory, Cedar Rapids, USA	7.0	3.0	3.0	5.6	4.5	4.2	3.6	6.0	-7%
Reebok-CCM Hockey Factory, St.Jean, Canada	2.0	2.0	2.3	1.9	1.4	1.2	1.2	1.1	36%
Reebok-CCM Hockey Factory, St.Hyacinthe, Canada	1.6	1.1	1.2	1.4	0.7	0.9	0.8	0.5	-70%
Own production sites (total)	42.0	36.0	37.9	55.5	40.9	30.8	36.1	35.2	-25%
Distribution centres									
Region EMEA									
adidas Distribution Centre, Scheinfeld 2, Germany	0.8	0.7	0.6	1.1	0.8	0.3	0.6	0.5	-75%
adidas Distribution Centre, Uffenheim, Germany	2.2	1.5	1.3	1.4	1.7	1.2	2.1	2.3	9%
adidas Distribution Centre, Rieste, Germany	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	4.6	4.1	-10%
adidas Distribution Centre, Caspe, Spain	n.r.	n.r.	3.4	5.5	4.4	3.3	3.5	3.9	46%
adidas Distribution Centre, Dettwiller, France	n.r.	n.r.	1.3	1.3	2.0	1.6	0.9	0.5	-38%
adidas Distribution Centre, Manchester, United Kingdom	n.r.	n.r.	21.8	23.3	21.7	20.1	19.2	18.9	-7%
TMaG Distribution Centre, Basingstoke, United Kingdom	n.r.	n.r.	4.0	n.r.	2.4	2.3	2.1	1.9	-52%
adidas Distribution Centre, Moscow, Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	29.9	27.3	-4%
adidas Distribution Centre, Obukhiv, Ukraine	n.r.	n.r.	2.0	2.0	n.r.	1.6	1.6	1.3	26%
adidas Distribution Centre, Canot, Israel	n.r.	n.r.	10.0	14.3	12.5	13.1	13.7	13.9	-35%
Region AMERICAS									
adidas Distribution Centre 1 (Apparel), Spartanburg, USA	n.r.	n.r.	10.4	9.3	12.7	9.6	9.1	19.3	31%
adidas Distribution Centre 2 (Footwear), Spartanburg, USA	n.r.	n.r.	16.1	11.9	12.7	10.9	10.9	11.9	-34%
TMaG Distribution Centre, Liberty, USA	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	8.2	n.a.
Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada	19.0	16.0	17.0	21.9	11.8	15.9	17.5	20.1	30%
adidas Distribution Centre, Embu, Brasil	n.r.	n.r.	1.9	2.2	7.4	6.1	6.6	5.3	103%
adidas Distribution Centre, Pudahuel, Chile	n.r.	n.r.	9.0	10.0	8.9	11.6	10.5	10.5	-32%
adidas Distribution Centre Tultitlan-Blokk, Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	19.6	21.6	14.0	-20%
Region APAC									
adidas Distribution Centre, Suzhou, China	4.0	5.0	5.0	5.0	4.5	4.4	4.8	4.9	28%
adidas Hong Kong Ltd., Distribution Centre, Shatin, Hong Kong	n.r.	n.r.	n.r.	2.8	2.9	3.0	2.7	3.1	-33%
Distribution centres (total)	26.0	23.2	103.8	111.9	106.5	124.5	161.9	171.9	-7%
TOTAL	205.5	205.1	414.8	462.9	429.2	376.9	414.8	398.7	-38%

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n.r. = not reported

*Savings in 2015 compared to individual base year

Green: target achieved

Yellow: target not achieved