

Green Company Performance Analysis

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1. Introduction

Green Company is the name we give to our environmental programme run at our own sites around the globe. It builds on years of environmental initiatives, drawing them together into a coherent programme. More information about Green Company can be found in the Environment section of our corporate website.

This performance analysis includes a comprehensive data section covering in total 67 in-house locations. The data is presented in tables and charts with the focus on inclusion of substantial data that gives a picture of the current status of the environmental performance. Additionally, a follow-up of the Green Company targets, approved at the end of 2009, has been completed for the locations that have been reporting environmental data for the three years from 2008 to 2010.

1.1 Reporting scope

In 2010, the reporting scope was increased significantly to cover all major in-house emissions. The adidas Group occupies more than 300 offices, manufacturing sites and distribution centres worldwide. Some of these are owned by the adidas Group, some are leased or rented. The majority of these are quite small and don't cause significant emissions. Due to office re-locations during the year – a natural course of events for a company like ours – it is not possible to keep a perfect up-to-date list of all our locations.

We decided to aim at including around 80% of our total global emissions and to approximate this, we selected locations that cover around 80% of the total area we occupy. Over the course of the year our approximation proved to be quite accurate.

The actual selection of reporting sites was based upon the inclusion of all main headquarters locations with more than 2,000 square metres, all manufacturing entities as well as all distribution centres larger than 3,000 square metres.

In several of our leased office locations we pay a monthly leasing fee, with all resource use included in the fee and at some of these locations our landlords cannot tell us what our consumption is. This is true even for some of our larger offices that cannot report their resource consumption.

1.2 *New reporting tool*

In order to facilitate the reporting of all these sites – nearly 2/3 of them are new for the reporting period of 2010 – we developed and implemented a new web-based reporting tool with automatic plausibility-checking and comment controls as well as statistical analysis and reporting functions.

2. Environmental Management Systems

The adidas Group encourages the certification of ISO 14001 systems both in our supply chain and for our own sites. In 2010 five North American sites as well as the central headquarters function achieved ISO 14001 certification. Read more about this on the Certification page in the Green Company section of our Sustainability Report 2010.

Below is a complete list of our in-house EMAS and ISO 14001 certified locations.

| Name of site | Region | EMS standard | Certified since |
|--|----------|--------------|-----------------|
| adidas Footwear Factory, Scheinfeld, Germany | EMEA | EMAS | 1998 |
| adidas Apparel Factory, Suzhou, China | APAC | ISO 14001 | 2002 |
| adidas Group Headquarters functions for Green Company | GLOBAL | ISO 14001 | 2010 |
| adidas Office, Portland, America | AMERICAS | ISO 14001 | 2010 |
| Reebok Headquarters, Canton, USA | AMERICAS | ISO 14001 | 2010 |
| TaylorMade-adidas Golf Headquarters, Carlsbad, USA | AMERICAS | ISO 14001 | 2010 |
| adidas Group Distribution Centre, Spartanburg, USA | AMERICAS | ISO 14001 | 2010 |
| Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada | AMERICAS | ISO 14001 | 2010 |

Table 1: In-house EMAS and ISO 14001 certified locations

3. Performance data from reporting sites

3.1 Complete report for all sites for 2010

In this section we present all data reported for the calendar year of 2010. Since the majority of these locations did not report in 2008 or 2009 there is no target follow-up possible for this total group of reporters. For the smaller group of reporters, though, reporting for the three consecutive years of 2008, 2009 and 2010, a comprehensive target follow-up has been made. This is presented in section 3.2.

| | Total energy (MWh) | Total carbon (tonne) | Total water (m3) | Total household waste (tonne) | Total paper (tonne) | Total organic solvents (kg) | Total waste water (m³) | Number of employees | Number of workplace accidents | Number of lost days due to accidents |
|---------------------------------------|--------------------|----------------------|------------------|-------------------------------|---------------------|-----------------------------|------------------------|---------------------|-------------------------------|--------------------------------------|
| Administration offices | | | | | | | | | | |
| Region EMEA | 44,000 | 12,500 | 56,500 | 320 | 110 | 190 | 32,200 | 6,353 | 30 | 353 |
| Region AMERICAS | 37,800 | 16,400 | 93,200 | 950 | 150 | 8,430 | n.r. | 3,216 | 10 | 870 |
| Region APAC | 8,100 | 4,300 | 15,500 | 90 | 80 | n.r. | n.r. | 2,195 | 2 | 65 |
| Administration offices (total) | 89,900 | 33,200 | 165,200 | 1,360 | 340 | 8,620 | 32,200 | 11,764 | 42 | 1,288 |
| Own production sites | | | | | | | | | | |
| Region EMEA | 11,100 | 900 | 4,700 | 150 | 20 | 16,050 | 4,700 | 370 | 12 | 94 |
| Region AMERICAS | 33,500 | 10,400 | 40,600 | 660 | 320 | 12,060 | n.r. | 1,767 | 73 | 834 |
| Region APAC | 700 | 400 | 2,400 | 3 | 3 | n.r. | n.r. | 270 | 0 | 0 |
| Own production sites (total) | 45,300 | 11,700 | 47,700 | 810 | 340 | 28,110 | 4,700 | 2,407 | 85 | 928 |
| Distribution centres | | | | | | | | | | |
| Region EMEA | 23,100 | 8,100 | 24,600 | 230 | 470 | 100 | 9,500 | 1,216 | 26 | 306 |
| Region AMERICAS | 62,800 | 22,100 | 71,600 | 860 | 200 | 120 | 32,000 | 2,454 | 84 | 2,557 |
| Region APAC | 6,000 | 3,700 | 46,600 | 150 | 40 | n.r. | 1,600 | 1,390 | 4 | 17 |
| Distribution centres (total) | 91,900 | 33,900 | 142,800 | 1,240 | 710 | 220 | 43,100 | 5,060 | 114 | 2,880 |
| TOTAL | 227,100 | 78,800 | 355,700 | 3,410 | 1,390 | 36,950 | 80,000 | 19,231 | 241 | 5,096 |

Table 2: Environmental data 2010 for all locations reporting Group-wide: administration offices, production sites and distribution centres

n.r.: not reported

3.2 Core target follow-up for all sites reporting for 2008-2010

The table below shows the aggregated target results for the locations that have been reporting since 2008. This table aims to give an overview regarding target achievements for relevant quantified savings targets, the so-called core targets. The table therefore shows the 2015 target, the linear (or pre-defined) target for the year of 2010 and the actual result against the 2010-relevant target for all these reporting entities. All results that have been marked green represent targets that have been achieved. The table also shows the total result for all these reporters, and the results per facility type: administration office, own production site and distribution centre.

| | Energy savings MWh/m ² | | | Carbon savings t/m ² | | | Water savings m ³ /person | | | Household waste reduction t/person | | | Paper savings t/person | | |
|------------------------|-----------------------------------|---------------|--------------|---------------------------------|---------------|-------------|--------------------------------------|---------------|---------------|------------------------------------|---------------|---------------|------------------------|---------------|---------------|
| | Target 2015 | Target linear | Result 2010 | Target 2015 | Target linear | Result 2010 | Target 2015 | Target linear | Result 2010 | Target 2015 | Target linear | Result 2010 | Target 2015 | Target 2010 | Result 2010 |
| Administration offices | -20% | -5.7% | 0.5% | -30% | -8.6% | 5.3% | -20% | -5.7% | -23.1% | -25% | -7.1% | -23.3% | -50% | -20.0% | -24.5% |
| Own production sites | -20% | -5.7% | 6.5% | -30% | -8.6% | -5.4% | -20% | -5.7% | 9.0% | -25% | -7.1% | -5.1% | -50% | -20.0% | -12.4% |
| Distribution centres | -20% | -5.7% | -15.9% | -30% | -8.6% | -10.2% | -20% | -5.7% | 10.6% | -25% | -7.1% | -9.8% | -50% | -20.0% | 12.7% |
| Total | -20% | -5.7% | -0.4% | -30% | -8.6% | 0.7% | -20% | -5.7% | -11.8% | -25% | -7.1% | -16.7% | -50% | -20.0% | -17.7% |

Table 3: Aggregated target results 2008-2010

Green: achieved
Yellow: not achieved/ not on track

The complete reports of the locations that were reporting for the entire period 2008-2010 can be seen in section 3.5.

3.3 Discussion of core target follow-up

Assumptions made for the core target follow-up

The assumptions made and decisions taken in order to develop the target follow-up in section 3.2 are listed below:

- The first group of locations has been reporting since 2008. Only the locations that have operated during all three full calendar years from 2008 to 2010 have been included.
- At the end of 2009 Green Company targets for our in-house operations were set and published. See a full list of these targets in the Environment section of our corporate website.
- Although the targets were communicated only towards the end of 2009, we have decided to use 2008 as a baseline year for this group of reporters.
- For the next follow-up (in 2012 for the 2011 results) of the targets we will need to set the baseline year to 2010 for the group of all locations. Individually, though, the group of 2008 reporters will be tracked with the year 2008 as a baseline.

Trend analysis

The table in section 3.2. shows that our locations, their facility managers and all employees on site, have been quite successful in setting out the direction to reach most of our 2015 targets.

- Energy consumption stayed stable, both in terms of energy and carbon per square metre. Several locations have been conducting energy audits and developing detailed action plans that will be implemented throughout 2011. The results of these plans will be seen only in 2011 or even 2012.
- The targeted linear reduction for water consumption should have been 5.7%. In reality 11.8% reduction was achieved, twice as much as anticipated.
- For household waste the targeted linear decrease towards the 2015 target should have been 7% and we achieved a saving of 16.7% per employee.
- The paper consumption target per employee, set to 20% for 2010, has not been achieved. Nonetheless, the 17.7% reduction we did achieve shows that we are on track for our 2015 target.

While the total results for all locations and types of facilities showed quite a positive development, there remain areas where individual facility sites will need to improve over the next few years, in addition to the targets that are not yet on track.

Obviously, the locations that are reporting for the first time in 2010 might not have a complete picture of their savings potential yet. We need to support them in defining their programmes for 2011 and help them with guidelines on how to implement plans and meet targets. All locations will also be updated regularly and briefed about best practice examples.

Moving forward, there is potential to develop baselines and guidance specific to the different facility types. It is clear that the KPIs result in very different actual values depending on the facility type. We also anticipate that the baseline KPIs for 2010 as a whole might differ from the baseline KPIs for 2008, due to the change in the mix of different facility types. In any case, with more locations reporting, the reporting itself should become more robust over time and the KPIs more balanced.

3.4 Follow-up for additional targets

The additional targets set as part of the Green Company initiative relate to Mobility, Purchasing and Canteens, Green Buildings and Employees. For a detailed list of all the targets related to these areas, please see the Environment section of our corporate website.

Mobility and business trips

Business trips and the associated emissions is quite a challenging area to manage due to business needs. We anticipate that we will be monitoring the trends and developing potential measures where needed and deemed appropriate by the business. There is potential to improve the data coverage and accuracy and this will be the main focus in 2011. See also the data presented on the Global Travel page in the Green Company section of our Sustainability Report 2010.

A Green Company car policy

This has been developed for German business entities. All employees that are entitled to a company car and choose a more environmentally friendly car receive an additional car bonus. This policy will be adapted for the entire Group in 2011.

Phasing out one-way canteen dishes

While reusable dishes have been introduced in many locations a complete removal of disposable canteen dishes has proven a complex topic with lots of limitations. Local conditions need to be investigated and understood. For example at Group headquarters in Herzogenaurach we discovered a constraint related to the potential hygiene problems of using personal re-usable mugs for takeaway coffees. At the moment other solutions are being investigated.

Green buildings

A general guideline has been developed for green buildings. This guideline will be further developed and applied to new building projects in 2011.

Green Teams

There are 10-12 Green Teams at adidas Group locations around the world. However, there is a long way to go before we have a Green Team at every location with more than 50 employees. In 2010 several locations celebrated Earth Day together and this is planned for 2011 as well.

3.5 Complete environmental, health and safety reports for all sites reporting 2008-2010

We have 24 sites that have reported since 2008. In 2010 we added more sites to the Green Company reporting as described in chapter 1.1. Additionally, we decided to split out the data from the different buildings at our Headquarters in Herzogenaurach, Germany and our manufacturing site in Scheinfeld, Germany. This split allows for more accurate reporting and follow-up on the targets. As a consequence the list below shows 28 sites instead of 24 as in our reports of 2008 and 2009.

One other change within this group of reporting sites is that we removed our distribution centre in Bradford, United States, as this site was closed in 2010. Instead we included our distribution centre in Uffenheim, Germany, as the data for the years of 2008-2010 was available.

The following table presents environmental data for the locations that have been reporting for the years 2008, 2009 and 2010 respectively. The results for the four Spartanburg locations are listed separately. The reason is that all of them have been either starting up or closing down during the past three years and therefore have incomplete reporting coverage (based on calendar years) in that period.

The subsequent table shows health and safety data for all 28 locations, for the years 2008, 2009 and 2010.

| Name of site | Total energy consumption (MWh) | | | | Total carbon emissions (tonne) | | | | Total water consumption (m3) | | | | Total household waste (tonne) | | | | Total paper consumption (tonne) | | | | Total organic solvents (kg) | | |
|---|--------------------------------|----------------|----------------|---|--------------------------------|---------------|---------------|---|------------------------------|----------------|----------------|--|-------------------------------|--------------|--------------|--|---------------------------------|------------|------------|--|-----------------------------|---------------|---------------|
| | 2008 | 2009 | 2010 | Total savings [MWh/m ²] 2008-2010 | 2008 | 2009 | 2010 | Total savings [t/m ²] 2008-2010 | 2008 | 2009 | 2010 | Total savings [m ³ /person] 2008-2010 | 2008 | 2009 | 2010 | Total savings [t/person] 2008-2010 | 2008 | 2009 | 2010 | Total savings [t/person] 2008-2010 | 2008 | 2009 | 2010 |
| administration offices | | | | | | | | | | | | | | | | | | | | | | | |
| adidas Group Headquarters - WOS Herzogenaurach, Germany | 11,551 | 13,192 | 15,550 | 9.6% | 3,908 | 4,401 | 5,524 | 15.3% | 31,922 | 29,918 | 29,056 | -9.0% | 164 | 154 | 151 | -8.1% | 52 | 39 | 18 | -63.0% | 287 | n.r. | 9 |
| adidas Group Headquarters - ADP Herzogenaurach, Germany | 9,611 | 9,964 | 9,907 | 3.1% | 2,390 | 2,550 | 2,450 | 2.6% | 10,219 | 7,720 | 7,803 | -25.2% | 54 | 44 | 47 | -14.6% | 30 | 27 | 11 | -66.7% | n.r. | n.r. | 180 |
| adidas Group Headquarters - WOGIT Herzogenaurach, Germany | 1,277 | 1,166 | 1,322 | 3.5% | 288 | 272 | 186 | -34.6% | 2,905 | 1,830 | 1,892 | -36.2% | n.r. | n.r. | n.r. | n.a. | 15 | 13 | 5 | -66.7% | n.r. | n.r. | n.r. |
| adidas Factory Outlet, Herzogenaurach, Germany | 2,169 | 2,236 | 2,204 | 1.8% | 500 | 527 | 421 | -15.4% | 2,541 | 2,534 | 2,183 | -14.1% | 28 | 23 | 25 | -10.1% | 4 | 4 | 1 | -66.7% | n.r. | n.r. | n.r. |
| adidas Office, Portland, America ¹⁾ | 7,830 | 7,770 | 7,367 | -9.2% | 3,907 | 3,521 | 3,862 | -4.8% | 36,000 | 43,000 | 19,442 | -46.0% | 57 | 15 | 141 | 146.3% | 16 | 16 | 14 | -15.8% | n.r. | 120 | 111 |
| Reebok Headquarters, Canton, USA | 25,950 | 26,728 | 24,384 | -6.7% | 9,496 | 10,707 | 9,704 | 1.2% | 35,000 | 35,000 | 31,845 | 27.8% | 552 | 397 | 399 | 1.5% | 48 | 62 | 73 | 110.0% | n.r. | 1,000 | 23 |
| TaylorMade-adidas Golf Headquarters, Carlsbad, USA ²⁾ | 5,215 | 4,930 | 4,754 | -12.8% | 2,390 | 2,330 | 2,343 | -6.7% | 43,000 | 40,000 | 35,600 | -30.4% | 602 | 432 | 387 | -45.8% | 17 | 11 | 10 | -50.0% | 14,000 | 10,000 | 8,292 |
| TaylorMade-adidas Golf Office, Koto-ku, Japan ³⁾ | 257 | 254 | 242 | -6.4% | 143 | 141 | 101 | -28.9% | n.r. | n.r. | n.r. | n.a. | n.r. | n.r. | n.r. | n.a. | 4 | 4 | 4 | 4.8% | n.r. | n.r. | n.r. |
| adidas Group, Office, Shanghai, China | n.a. | 788 | 857 | 3.0% | n.a. | 502 | 547 | 2.4% | n.a. | n.r. | n.r. | n.a. | n.a. | n.r. | n.r. | n.a. | n.a. | 5 | 8 | 87.5% | n.a. | n.r. | n.r. |
| administration offices (total) | 63,861 | 67,028 | 66,587 | 0.5% | 23,022 | 24,951 | 25,139 | 5.3% | 161,587 | 160,002 | 127,821 | -23.1% | 1,458 | 1,066 | 1,150 | -23.3% | 186 | 181 | 145 | -24.5% | 14,287 | 11,120 | 8,615 |
| own production sites | | | | | | | | | | | | | | | | | | | | | | | |
| adidas Footwear Factory, Scheinfeld 1, Germany ⁴⁾ | 6,029 | 5,052 | 6,101 | 1.2% | 1,281 | 1,086 | 542 | -57.6% | 1,709 | 1,400 | 1,250 | -26.9% | 4 | 59 | 33 | 688.9% | 2 | 1 | 4 | 92.3% | n.r. | 7,000 | 6,050 |
| adidas Footwear Factory, Scheinfeld 2, Germany ⁴⁾ | 1,846 | 2,320 | 2,505 | 35.7% | 475 | 592 | 255 | -45.0% | 2,581 | 2,936 | 2,531 | -1.9% | 3 | 21 | 20 | 650.0% | n.r. | n.r. | 2 | n.a. | n.r. | n.r. | n.r. |
| adidas Apparel Factory, Suzhou, China | 426 | 418 | 427 | -3.1% | 272 | 267 | 272 | -3.6% | 1,000 | 1,000 | 1,846 | 99.8% | 3 | 3 | 3 | 9.1% | 3 | 3 | 3 | 9.1% | n.r. | n.r. | n.r. |
| adidas Canada Assembly Factory, Brantford, Canada | 595 | 721 | 742 | 24.9% | 166 | 140 | 209 | 26.3% | 454 | 459 | 1,000 | 76.8% | 14 | 15 | 15 | -13.0% | 27 | 28 | 30 | -12.4% | n.r. | n.r. | n.r. |
| Reebok-CCM Hockey Factory, St. Hyacinthe, Canada | 2,976 | 2,691 | 2,516 | -15.5% | 197 | 186 | 161 | -20.0% | 5,000 | 5,000 | 5,174 | 12.4% | 25 | 30 | 28 | 20.7% | 26 | 26 | 22 | -8.8% | n.r. | n.r. | n.r. |
| Reebok-CCM Hockey Factory, St. Jean, Canada | 5,831 | 6,155 | 5,287 | -9.4% | 611 | 666 | 495 | -19.5% | 2,000 | 4,000 | 3,200 | 76.4% | 69 | 57 | 78 | 24.1% | 2 | 2 | 2 | 28.6% | n.r. | n.r. | 3,508 |
| Reebok-CCM Hockey Factory, Tammela, Finland | 2,483 | 2,217 | 2,536 | 2.2% | 372 | 138 | 146 | -61.1% | 1,000 | 1,000 | 900 | -10.0% | 213 | 53 | 101 | -52.6% | 3 | 3 | 3 | 0.0% | 8,000 | 5,000 | 10,000 |
| Reebok-CCM Hockey Factory, Malung, Sweden | n.r. | n.r. | n.r. | n.a. | n.r. | n.r. | n.r. | n.a. | 6,000 | 8,000 | n.r. | n.a. | 1 | 1 | n.r. | n.a. | 10 | 10 | 10 | 45.4% | n.r. | n.r. | n.r. |
| Sports Licensed Division, Factory, Indianapolis, USA | 19,676 | 19,631 | 18,450 | -6.3% | 7,807 | 7,670 | 7,284 | -6.9% | 22,325 | 22,404 | 27,413 | 11.1% | 455 | 323 | 485 | -3.6% | 323 | 323 | 258 | -27.7% | n.r. | n.r. | n.r. |
| Sports Licensed Division, Factory, Mattapoisett, USA | 1,201 | 1,183 | 1,141 | -4.3% | 514 | 501 | 479 | -7.5% | n.r. | n.r. | n.r. | n.a. | 27 | 30 | 27 | 1.6% | 8 | 8 | 7 | -12.3% | n.r. | n.r. | n.r. |
| Sports Licensed Division, Factory, Cedar Rapids, USA | 5,349 | 4,654 | 5,355 | 0.0% | 1,756 | 1,441 | 1,757 | 0.8% | 3,000 | 3,000 | 3,837 | 62.0% | 75 | 37 | 23 | -61.7% | 7 | 3 | 3 | -45.7% | 7,000 | 7,000 | 8,554 |
| TaylorMade Assembly Factory, Togane-Shi, Japan ⁷⁾ | 460 | 313 | 321 | 120.6% | 192 | 131 | 134 | 123.3% | 1,000 | 1,000 | 561 | 205.4% | 13 | 11 | n.r. | n.a. | 2 | 1 | 0 | -14.3% | n.r. | n.r. | n.r. |
| own production sites (total) | 46,872 | 45,355 | 45,381 | 6.5% | 13,643 | 12,817 | 11,735 | -5.4% | 46,069 | 50,199 | 47,712 | 9.0% | 902 | 639 | 813 | -5.1% | 413 | 408 | 344 | -12.4% | 15,000 | 19,000 | 28,112 |
| distribution centres | | | | | | | | | | | | | | | | | | | | | | | |
| adidas Distribution Centre, Uffenheim, Germany | 6,976 | 6,404 | 6,396 | -8.4% | 1,644 | 1,542 | 1,611 | -1.8% | 2,400 | 2,064 | 1,936 | -19.3% | 27 | 2 | 67 | 147.2% | n.r. | n.r. | 2 | n.a. | n.r. | n.r. | n.r. |
| Reebok-CCM Hockey, Headquarters and Distribution Centre, Montreal, Canada | 11,184 | 10,360 | 8,750 | -21.7% | 860 | 872 | 649 | -25.0% | 28,000 | 25,000 | 16,646 | -32.4% | 160 | 107 | 95 | -32.5% | 19 | 16 | 17 | 2.6% | n.r. | n.r. | n.r. |
| adidas Group Distribution Centre, Suzhou, China | 2,287 | 2,078 | 2,035 | -13.2% | 1,459 | 1,326 | 1,298 | -12.5% | 19,000 | 20,000 | 33,000 | 78.2% | 3 | 4 | n.r. | n.a. | 4 | 5 | 5 | 28.6% | n.r. | n.r. | n.r. |
| distribution centres (total) | 20,447 | 18,842 | 17,182 | -15.9% | 3,963 | 3,740 | 3,558 | -10.2% | 49,400 | 47,064 | 51,582 | 10.6% | 190 | 113 | 162 | -9.8% | 23 | 21 | 24 | 12.7% | n.a. | n.a. | n.a. |
| TOTAL | 131,180 | 131,225 | 129,149 | -0.4% | 40,627 | 41,508 | 40,432 | 0.7% | 257,056 | 257,265 | 227,115 | -11.8% | 2,549 | 1,818 | 2,125 | -16.7% | 622 | 610 | 513 | -17.7% | 29,287 | 30,120 | 36,727 |

Table 4: Environmental data for the administration offices, own production sites and distribution centres that report since 2008

| Name of site | Total energy consumption (MWh) | | | | Total carbon emissions (tonne) | | | | Total water consumption (m3) | | | | Total household waste (tonne) | | | | Total paper consumption (tonne) | | | | Total organic solvents (kg) | | |
|---|--------------------------------|--------|--------|---|--------------------------------|-------|-------|---|------------------------------|-------|-------|--|-------------------------------|------|------|--|---------------------------------|------|------|--|-----------------------------|-------|------|
| | 2008 | 2009 | 2010 | Total savings [MWh/m ²] 2008-2010 | 2008 | 2009 | 2010 | Total savings [t/m ²] 2008-2010 | 2008 | 2009 | 2010 | Total savings [m ³ /person] 2008-2010 | 2008 | 2009 | 2010 | Total savings [t/person] 2008-2010 | 2008 | 2009 | 2010 | Total savings [t/person] 2008-2010 | 2008 | 2009 | 2010 |
| adidas Group, Administrative Service Building 3, Spartanburg, USA | 653 | 1,020 | 1,257 | 96.7% | 261 | 408 | 503 | 97.9% | 0 | 5,000 | 6,300 | 21.4% | 9 | 17 | 19 | 113.0% | 15 | 16 | 12 | -16.9% | n.r. | n.r. | n.r. |
| adidas Group, Distribution Centre 1 (Apparel), Spartanburg, USA | 2,873 | 12,690 | 12,296 | 329.7% | 1,149 | 5,076 | 4,918 | 326.7% | 1,000 | 9,000 | 9,716 | 880.0% | 115 | 94 | 153 | 34.8% | 8 | 16 | 10 | 30.0% | 1,000 | n.r. | 68 |
| adidas Group, Distribution Centre 2 (Footwear), Spartanburg, USA ⁵⁾ | n.a. | 7,279 | 14,291 | 95.6% | n.a. | 2,912 | 5,717 | 96.3% | n.a. | 9,000 | 9,955 | -0.8% | n.a. | 43 | 69 | 44.1% | n.a. | 16 | 16 | -9.1% | n.a. | n.r. | 57 |
| adidas America, Office/Distribution Centre 4 (Footwear), Spartanburg, USA ⁶⁾ | 6,898 | 3,841 | 1,980 | -71.2% | 2,759 | 1,536 | 792 | -71.7% | 13,000 | 1,000 | 563 | 157.1% | 75 | 6 | n.r. | -63.9% | 23 | 5 | n.r. | -70.8% | 1,000 | 1,000 | n.r. |

Table 5: Environmental data for the distribution centre in Spartanburg, USA

¹⁾ Site was named 'adidas America Inc., Portland, USA' in previous report

²⁾ Figures cover TaylorMade Headquarters and assembly factory

³⁾ Site was named 'TaylorMade-adidas Golf Office, Japan' in previous report

⁴⁾ Site was named 'adidas Footwear Factory, Scheinfeld, Germany' in previous report, now split into Scheinfeld 1 and Scheinfeld 2

⁵⁾ Site started operating in 2009

⁶⁾ Site was closed in 2010

⁷⁾ Production in factory was stopped

n.a. = not applicable

n.r. = not reported

| Name of site | Number of employees | | | Number of workplace accidents | | | Number of lost days due to accidents | | |
|---|---------------------|--------------------|--------------------|-------------------------------|------------|------------|--------------------------------------|--------------|--------------|
| | 2008 | 2009 | 2010 | 2008 | 2009 | 2010 | 2008 | 2009 | 2010 |
| Administration offices | | | | | | | | | |
| adidas Group Headquarters - WOS Herzogenaurach, Germany | 1903 ^{8j} | 1681 ^{8j} | 1903 ^{8j} | 18 | 20 | 9 | 79 | 136 | 52 |
| adidas Group Headquarters - ADP Herzogenaurach, Germany | 1122 ^{8j} | 1146 ^{8j} | 1146 ^{8j} | 3 | 10 | 3 | 14 | 25 | 37 |
| adidas Group Headquarters - WOGIT Herzogenaurach, Germany | 563 ^{8j} | 575 ^{8j} | 575 ^{8j} | 1 | 2 | 0 | 5 | 4 | 0 |
| adidas Factory Outlet, Herzogenaurach, Germany | 150 ^{8j} | 150 ^{8j} | 150 ^{8j} | 3 | 3 | 4 | 21 | 11 | 24 |
| adidas Office, Portland, America ^{1j} | 850 | 850 | 850 | 0 | 10 | 0 | 0 | 112 | 0 |
| Reebok Headquarters, Canton, USA | 1,061 | 1,120 | 1,153 | 0 | 0 | 2 | 0 | 0 | 12 |
| TaylorMade-adidas Golf Headquarters, Carlsbad, USA ^{2j} | 848 | 725 | 870 | 4 | 4 | 4 | 17 | 58 | 47 |
| TaylorMade-adidas Golf Office, Koto-ku, Japan ^{3j} | 190 | 145 | 157 | 0 | 1 | 0 | 0 | 27 | 0 |
| adidas Group, Administrative Service Building 3, Spartanburg, USA | 180 | 180 | 192 | 0 | 0 | 0 | 0 | 0 | 0 |
| adidas Group, Office, Shanghai, China | 600 | 600 | 490 | 0 | 0 | 0 | 0 | 0 | 0 |
| Administration offices (total) | 7,467 | 7,172 | 7,486 | 29 | 50 | 22 | 136 | 373 | 172 |
| Own production sites | | | | | | | | | |
| adidas Footwear Factory, Scheinfeld 1, Germany ^{4j} | 155 ^{8j} | 134 ^{8j} | 155 ^{8j} | 3 | 2 | 5 | 7 | 18 | 43 |
| adidas Footwear Factory, Scheinfeld 2, Germany ^{4j} | 67 ^{8j} | 67 ^{8j} | 67 ^{8j} | 4 | 9 | 5 | 27 | 57 | 44 |
| adidas Apparel Factory, Suzhou, China | 260 | 264 | 243 | 0 | 0 | 0 | 0 | 0 | 0 |
| adidas Canada Assembly Factory, Brantford, Canada | 61 | 64 | 76 | 0 | 2 | 1 | 0 | 8 | 7 |
| Reebok-CCM Hockey Factory, St. Hyacinthe, Canada | 152 | 150 | 140 | 1 | 2 | 8 | 18 | 23 | 10 |
| Reebok-CCM Hockey Factory, St. Jean, Canada | 140 | 127 | 127 | 3 | 12 | 10 | 117 | 449 | 773 |
| Reebok-CCM Hockey Factory, Tammela, Finland | 99 | 64 | 72 | 2 | 2 | 1 | 10 | 7 | 3 |
| Reebok-CCM Hockey Factory, Malung, Sweden | 141 | 110 | 76 | 1 | 0 | 1 | 10 | 0 | 4 |
| Sports Licensed Division, Factory, Indianapolis, USA | 950 | 823 | 1,204 | 0 | 12 | 52 | 0 | 181 | 23 |
| Sports Licensed Division, Factory, Mattapoisett, USA | 109 | 106 | 108 | 1 | 0 | 0 | 2 | 0 | 2 |
| Sports Licensed Division, Factory, Cedar Rapids, USA | 173 | 108 | 112 | 3 | 2 | 2 | 6 | 141 | 19 |
| TaylorMade Assembly Factory, Togane-Shi, Japan ^{7j} | 147 | 147 | 27 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own production sites (total) | 2,454 | 2,164 | 2,407 | 18 | 43 | 85 | 197 | 884 | 928 |
| Distribution centres | | | | | | | | | |
| adidas Distribution Centre, Uffenheim, Germany | 250 ^{8j} | 250 ^{8j} | 250 ^{8j} | n.r. | n.r. | 16 | n.r. | n.r. | 147 |
| adidas Group, Distribution Centre 1 (Apparel), Spartanburg, USA | 815 | 725 | 808 | 0 | 1 | 4 | 0 | 2 | 64 |
| adidas Group, Distribution Centre 2 (Footwear), Spartanburg, USA ^{5j} | n.a. | 50 | 808 | n.a. | 0 | 5 | n.a. | 0 | 175 |
| adidas America, Office/Distribution Centre 4 (Footwear), Spartanburg, USA ^{6j} | 475 | 400 | 8 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reebok-CCM Hockey, Headquarters and Distribution Centre, Montreal, Canada | 500 | 440 | 179 | 54 | 39 | 22 | 982 | 1,283 | 1,612 |
| adidas Group Distribution Centre, Suzhou, China | 590 | 485 | 575 | 14 | 8 | 3 | 172 | 54 | 9 |
| Distribution centres (total) | 2,630 | 2,399 | 2,603 | 68 | 48 | 50 | 1,154 | 1,339 | 2,007 |
| TOTAL | 12,551 | 11,735 | 12,496 | 115 | 141 | 157 | 1,487 | 2,596 | 3,107 |

Table 6: Health & Safety data 2008-2010

^{1j} Site was named 'adidas America Inc., Portland, USA' in previous report

^{2j} Figures cover TaylorMade Headquarters and assembly factory

^{3j} Site was named 'TaylorMade-adidas Golf Office, Japan' in previous report

^{4j} Site was named 'adidas Footwear Factory, Scheinfeld, Germany' in previous report, now split into Scheinfeld 1 and Scheinfeld 2

^{5j} Site started operating in 2009

^{6j} Site was closed in 2010

^{7j} Production in factory was stopped

^{8j} Number of workplaces at site

n.a. = not applicable

n.r. = not reported

3.6 Challenges with the Green Company data reporting

The reporting year of 2010 was an important year. Many new reporting entities came onboard and at the same time we implemented a new web-based reporting tool. Below we list a few of the challenges we have encountered over the two-to-three month reporting period, which was preceded by around two months of planning and specifying the tool and another month of testing the tool.

- The majority of sites (2/3) had not previously been enrolled into the Green Company Initiative and were not familiar with the specific targets and the reporting scope.
- Depending on the size of the locations only a small number of the sites have designated environmental managers or dedicated facility managers.
- For many reporters it is quite challenging and time-consuming to pull together environmental data from different stakeholders internally.
- Some locations had not established any clear data reporting systems in-house at all.
- Most facilities receive the annual consumption figures from their utility provider only towards the end of January or even the beginning of February for the previous calendar year. This leads to an extremely short actual time window to report.
- For many of the leased sites it is quite a challenge to get hold of numbers.
- This also leads, subsequently, to a very short time window for the Group reporting function within Green Company to verify all the data, to correct any incorrect data, test submitted data for plausibility, and to complete all the necessary reports and develop the discussion about the results.
- There were several obvious benefits with the new tool. The automatic plausibility check for returning reporters (we had imported all 2008 and 2009 data for this group of reporters) is very helpful. It demands an explanation if the reported values exceed or go below previous reported values by more than 20%.
- The reporting has been a rewarding exercise and has equipped us with the right tools to drive environmental reporting further and thereby maximize the opportunities for savings and good environmental practices and results.

Herzogenaurach, March 22, 2011

Appendix 1 Complete list of locations that have reported for 2010

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 Group Office, Stockport, United Kingdom
 adidas Group Office, Moscow Russia
 adidas France Office, Landersheim
 adidas Office, Klagenfurt, Austria
 adidas Office, Cham, Switzerland
 adidas Office, Zaragoza, Spain
 adidas Office, Monza, Italy
 adidas Office, Solna, Sweden
 adidas Office, Istanbul, Turkey
 Reebok France Office, Voisins le Bretonneux

Region AMERICAS

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

Region APAC

adidas Group Office, Shanghai, China
 adidas Office, Taikoo Shing, Hong Kong
 adidas Office, Ohbunsha Building Kita-kann, Shinjuku-ku, Japan

adidas Office, Seoul, South Korea
 adidas Office, Pasig City, Philippines
 adidas Office, Taipei, Taiwan
 adidas Office, Singapore, Singapore
 TaylorMade-adidas Golf Office, Koto-ku, Japan

OWN PRODUCTION SITES

Region EMEA

adidas Footwear Factory, Scheinfeld 1, Germany
 adidas Footwear Factory, Scheinfeld 2, Germany
 Reebok-CCM Hockey Factory, Tammela, Finland
 Reebok-CCM Hockey Factory, Malung, Sweden

Region AMERICAS

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

Region APAC

adidas Apparel Factory, Suzhou, China
 TaylorMade Assembly Factory, Togane-Shi, Japan

DISTRIBUTION CENTRES

Region EMEA

adidas Distribution Centre, Uffenheim, Germany
 adidas Distribution Centre, Caspe, Spain
 adidas Distribution Centre, Dettwiller, France
 adidas Distribution Centre, Manchester, United Kingdom
 adidas Distribution Centre, Klimovsk, Russia

adidas Distribution Centre, Obukhiv, Ukraine
 adidas Distribution Centre, Canot, Israel
 TaylorMade-adidas Golf Distribution Centre, Basingstoke, United Kingdom

Region AMERICAS

adidas Group Distribution Centre 1 (Apparel), Spartanburg, USA
 adidas Group Distribution Centre 2 (Footwear), Spartanburg, USA
 adidas America, Office/Distribution Centre 4 (Footwear), Spartanburg, USA
 Reebok-CCM Hockey Headquarters and Distribution Centre, Montreal, Canada
 TaylorMade-adidas Golf US Distribution Centre, Westminster, USA
 adidas Distribution Centre, Adams Boulevard, Brantford, Canada
 adidas Distribution Centre, Elgin Street, Brantford, Canada
 adidas Distribution Centre, Embu, Brasil
 adidas Distribution Centre, Pudahuel, Chile
 adidas Distribution Centre, Cuautitlan Izcalli, Mexico

Region APAC

adidas Group Distribution Centre, Suzhou, China
 adidas Distribution Centre, Hong Kong, Hong Kong
 adidas Distribution Centre, Icheon, Korea
 Reebok Distribution Centre, Icheon, Korea
 adidas Distribution Centre, Gurgaon 1, India
 adidas Distribution Centre, Gurgaon 2, India
 adidas Distribution Centre, Taoyuan, Taiwan
 adidas Distribution Centre, Mulgrave, Australia
 adidas Distribution Centre, Auckland, New Zealand