

adidas

GREEN COMPANY

PERFORMANCE
ANALYSIS
2019

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EXECUTIVE SUMMARY

With the development of our responsibilities, a new area called Workplace Governance has been established. Deriving from the adidas Sustainability Statement and Global Workplaces Strategy, the mandate of the new area is to manage adidas sites in a standardized, secure, safe, healthy, energy-efficient and environmentally responsible manner. The core competency of Workplace Governance is to integrate policies and guidelines to improve performance at all adidas locations and to govern the process through internal and external audits. The Green Company Program will remain a key pillar of Workplace Governance since it is part of the Sustainability Roadmap leading the execution of the 2020 Targets.

The Green Company Targets identify four priorities (Energy, Water, Waste, and Sustainable Processes). They are designed to address the issues and challenges of the spaces where our products are made, sold and played. The targets demonstrate our continued focus on industry leadership in environmental stewardship in our business.

Driven by these targets, adidas once again received external recognition in 2019. Thanks to our excellent sustainability performance, adidas was awarded by RobecoSAM, a global investment group focused exclusively on sustainability investing, as industry best in "Environmental Policy and Management Systems" and "Eco-Efficiency". This places adidas as one of the most sustainable companies across 60 different industries worldwide. This could only be achieved

through our daily efforts and the continuous collaboration with all our facility managers and key stakeholders around the globe.

Building on more than eleven years of achievements, the 2020 Targets prove our environmental leadership within the industry and our desire to raise the bar to more ambitious heights. The Green Company Program has allowed us to take substantial steps toward our ultimate goal of total carbon neutrality and has helped to significantly reduce the environmental footprint of adidas sites.

The scope of this report now includes 100 adidas corporate sites, of which 71 are incorporated in the KPIs for the 2020 Targets. In 2019, 29 new sites were introduced to the Program. These new sites have one year to define baselines before they are included in the KPI results. With 94% employee coverage (excl. retail employees), our scope has expanded, bringing us closer to providing consistency and data accuracy to the entire organization.

ENERGY & CARBON – PERFORMANCE ON TRACK

adidas is committed to making its facilities more efficient and smarter. In 2019, we significantly surpassed our goal of 12% emission reduction based on 2015 levels, achieving an accumulated reduction of 52% in combined emissions. This drop in total carbon emissions is a result of the purchase of Energy Attribute Certificates (RECs + GOs) for key European



and North American sites. We also continued implementing our energy efficiency programs, improving our base infrastructure, further roll-outs of our real-time energy monitoring at key locations, as well as LED and photovoltaic projects.

Furthermore, the divestiture of some high energy-consuming sites in 2017 had a positive impact on the KPI as they were previously included in the scope of the Green Company Program. In order to ensure the comparable scope, we have added new facilities to the KPI.

WATER – PERFORMANCE ON TRACK

Our goal is to reduce water usage by 35% per employee based on the 2008 consumption level. In 2019, we surpassed our goal of a 32% accumulated reduction in water consumption per employee, achieving a 37% reduction. Although decreasing water consumption even further is challenging, improved metering and embedded employee education on water consumption are key drivers in support of our water reduction target.

WASTE DIVERSION AND EFFICIENCY – PERFORMANCE ON TRACK

Over the past few years, our sites have been analyzing their waste streams and introducing measures to reduce the volume of unrecycled waste through recycling and organic composting. However, some sites face challenges in measuring and tracking due to a lack of waste collection and storage areas in some countries. So far, 44% of our sites have a tracking system. This year, we achieved our domestic waste target with a 49% accumulated saving per employee in owned operations since 2008.

PAPER – PERFORMANCE ON TRACK

We aim to reduce printing paper consumption per employee by 75% by the end of 2020, using a 2008 baseline. Green

Company remains committed to supporting facilities in continuously decreasing the use of printing paper. The results of 2019 show a 69% accumulated reduction per employee since 2008. We have met our target for the year and are confident that our 2020 target of 75% reduction will be achieved. The continued use of the badge printing system, the expansion of our MyArena office concept, and the transition to a digital working culture will make paper usage a thing of the past.

PLASTIC WASTE – PERFORMANCE ON TRACK

Since 2017, our ambition to further reduce our environmental footprint has received significant support from the adidas Executive Board. All adidas facilities worldwide have been challenged to remove single-use plastic items from their daily operations. Sites showed more ingenuity in battling plastic in 2019, including providing reusable lunch boxes and cups.

SUSTAINABLE PROCESSES

We seek to provide a strong foundation for continuous improvement at our own operations, including own retail, through the following programs:

INTEGRATED MANAGEMENT SYSTEM (IMS) – PERFORMANCE ON TRACK

The Green Company targets are achieved through our Integrated Management System (IMS). IMS combines three international standards: Energy (ISO 50001:2011), Environmental (ISO 14001:2015), and Health & Safety (ISO 45001:2018).

As a testament to our successful internal collaboration, we again expanded the geographical scope of IMS. In 2019, we added sites in Spain, Canada, South Korea, Panama, Colombia, Peru, Chile, Brazil, Mexico and Argentina to our matrix certification.

HEALTH & SAFETY – PERFORMANCE ON TRACK

Health & Safety is a priority when it comes to our workplaces and our people. By providing a safe, secure and healthy working environment, adidas ensures that its infrastructure, assets and operations are managed in accordance with applicable standards.

The Workplace Governance team is working to ensure that the design of our workplace achieves this. For the second year, we are reporting the performance of Health & Safety in the facilities included in the Green Company scope. The Lost Time Injury Frequency Rate (LTIFR) has shown an improvement, dropping from 1.9 in 2018 to 1.7 in 2019. LTIFR is calculated as lost time of more than one day per 1,000,000 working hours.

LEED – PERFORMANCE ON TRACK

adidas is committed to using LEED for new key corporate buildings as well as for key own store projects globally. We now operate 14 LEED locations. In 2019, adidas successfully Gold-certified two buildings, at the German headquarters in Herzogenaurach and the new headquarter office in Shanghai, China, as well as Silver- and Gold-certified stores in Germany and Romania. Further projects are in the certification process and are expected to be awarded in 2020.

GREEN FUNDS

The greenFund has made major contributions to making our corporate sites and stores more eco-efficient. In 2019, we implemented ten projects across the globe focusing on energy efficiency, renewable energy, water efficiency, and mobility. Our investment in projects for key locations in Germany provided a significant source of own power generation.

GREEN TEAMS

Our Green Teams are role models for green change. At key events, such as Earth Day and Earth Hour, they showcased their commitment and raised awareness for sustainability.

GREEN COMPANY PROGRAM



In 2019, we audited the most sites to date in one year. With the cooperation and expertise of our local teams and the guidance of our global team, we audited more than 70 sites. This includes internal and external, waste, and data audits. This takes our numbers to 100 corporate sites in 50 countries with 94% employee coverage where Green Company is active and lived. We will continue to include further facilities on an ongoing basis, including converting our retail builds toward green practices.

The last half of 2019 saw us enter a new phase of our program: the testing and acquisition of RECs (Renewable Energy Certificates) and GO (Guarantee of Origin) for locations in the North America and Europe markets. This provides us with a strong foundation and learning, which will be used for targets beyond 2020.

Organizationally, we have strengthened the team behind the Program. New expert members will help bring new elements into the Program from a health & safety and facility management point of view.

2019 brought more clarity and learnings to our scope. Below are our updated goals, created using a science-based methodology:

- Ambitious targets for reduction in carbon emissions as well as energy and water consumption
- Analysis of energy demand and implementation of energy efficiency projects
- Buying green energy (RECs and GO) for stores, offices and distribution centers (in collaboration with Procurement team in key markets)
- Detailed monitoring of energy consumption enabled by energy and water submeters
- Waste management, waste stream audits and waste reduction
- Avoiding and eliminating single-use plastic
- Increased awareness of our employees for environmental protection
- Global roll-out of the Integrated Management System (IMS)
- LEED certification of new key sites and stores
- Implementation of eco-efficiency standards in all store construction processes
- Implementation of renewable energy projects in distribution centers and offices
- Integration of Facility Management Strategy into Workplace Governance

2020 TARGETS

For more than a decade, the Green Company progress results have proven the continuous improvements of our environmental footprint at our corporate sites. We continue to measure ourselves against areas of greatest environmental impact.

The 2020 KPIs remain:

- 3% reduction of absolute CO₂e emissions annually (baseline 2015)
- 35% water savings per employee (baseline 2008)
- 50% waste diversion rate in owned operations (baseline 2008)
- 75% reduction of printing paper per employee (baseline 2008)

#2020TARGETS

The topics with this hashtag are part of the 2020 Targets.

2019 RESULTS

Our 2019 data show that we have accomplished our targets for carbon, energy, water, domestic waste, and paper.



ENERGY & CARBON

2019 INCREMENTAL TARGET

12%

reduction of absolute CO₂e emissions

2019 INCREMENTAL ACHIEVEMENT

52%¹

accumulated CO₂e emission reduction



WATER

2019 INCREMENTAL TARGET

32%

water savings per employee

2019 INCREMENTAL ACHIEVEMENT

37%

accumulated water savings per employee



WASTE

2019 INCREMENTAL TARGET

44%

waste diversion rate

2019 INCREMENTAL ACHIEVEMENT

49%

accumulated waste diversion rate



PAPER

2019 INCREMENTAL TARGET

69%

reduction of printing paper per employee

2019 INCREMENTAL ACHIEVEMENT

69%

accumulated reduction of printing paper per employee



SUSTAINABLE PROCESSES

INTEGRATED MANAGEMENT SYSTEM

2020 TARGET & KPI

Expand IMS to key sites

2019 INCREMENTAL ACHIEVEMENTS

Enlarged certification scope by 11 locations with Environmental Standard and 14 locations with Health & Safety standard

Implement ISO 50001 in own retail

ENLARGED OUR SCOPE FURTHER for a total of 141 stores globally

LEED CERTIFICATION

LEED certification of key sites²

adidas office, Shanghai (China), and World of Kids I+II, Herzogenaurach (Germany)

LEED certification of key stores²

Brand Center, Berlin (Germany), and Factory Outlet, Otopeni (Romania)

INTERNAL STANDARDS

Implementation of the 5 Fundamentals in store design & construction

Refined internal standards in alignment with UN Fashion Charter for Climate Action.

¹ The Energy & Carbon KPI was overachieved this year due to the divestiture of various facilities as well as the purchase of EAC's (RECs and GOs).

² Definition of key sites / key stores: selection based on square meter size, number of employees, strategic relevance.

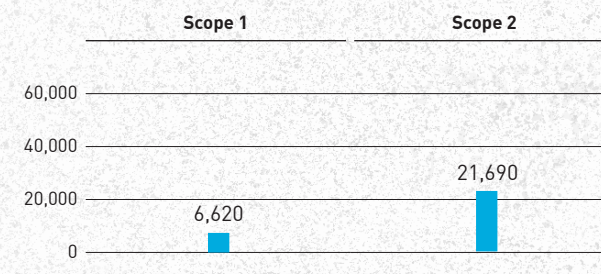
ENERGY & CARBON

ENABLE CARBON NEUTRALITY

#2020TARGETS

Our target is to achieve a 3% absolute annual reduction in Scope 1 and Scope 2 CO₂e emissions combined (baseline 2015) with a target of 12% for 2019. The CO₂e target is science-based oriented, meaning that it reflects an absolute, annual emissions reduction goal.

Carbon emissions 2019² [t CO₂e³]



² Emissions do account for Energy Attribute Certificates. Please refer to the appendix for carbon emission details per site.

³ The symbol "e" will now be reported on all carbon emission graphs to properly communicate that we report on "carbon dioxide equivalent".

SCOPE DEFINITIONS¹

Scope 1:

Direct GHG emissions occur from sources that are owned or controlled by the company, such as emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc., and emissions from chemical production in owned or controlled process equipment. Direct CO₂ emissions from the combustion of biomass shall not be included in Scope 1 but reported separately. [...] GHG emissions not covered by the Kyoto Protocol, e.g. CFCs, NO_x, etc., shall not be included in Scope 1 but may be reported separately.

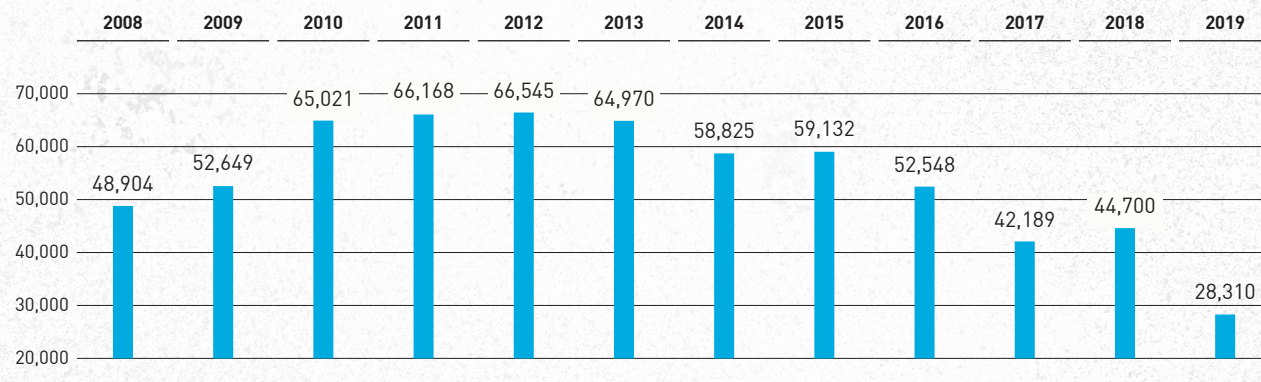
Scope 2:

Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.

¹ According to the Greenhouse Gas Protocol, page 27.

We are proud to report for 2019 a 52% accumulated absolute net reduction, surpassing our target. This was accomplished through several factors, including photovoltaic (PV) installations, implementation of LEDs and sensors, purchasing of renewable energy certificates, and the divesture of high energy-consumption locations.

Several PV installations came online in 2019 at our headquarters in Germany. The installations were also connected to our real-time performance monitoring software. This combination ensures that our PV investment is meeting our needs and is operating efficiently.

Carbon emissions [t CO₂e]

Another project saw the partial completion of refurbishment toward LEDs at one of our German headquarters buildings. The project was finished in winter 2019. However, approximately 40,000 kWh of savings were already measured in December 2019 in comparison with December 2018.

In terms of energy sourcing, we continue to source renewable energy in Germany that is verified by GOs (Guarantees of Origin) and have begun purchasing RECs (Renewable Energy Certificates) for our North American operations in Boston, Greenfield, Indianapolis, Portland, and Spartanburg. These guarantees ensure our energy mix comes from carbon-free sources.

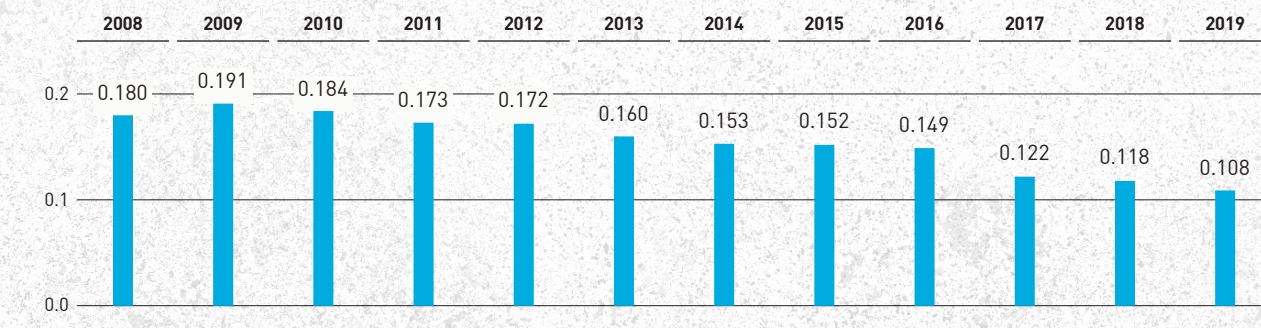
Finally, with the centralization of buildings in our headquarters city of Herzogenaurach came the divestiture of two buildings. Although a newer building has taken their place, the removal of the ADP and WoGIT locations resulted in a positive effect on the KPI due to their dated building systems. They will no longer be part of the Green Company scope.

These initiatives helped us to achieve our energy efficiency target. In 2019, we achieved energy efficiency of 39% based on a 2008 baseline.

Our commitment to the UN Climate Neutral Now pledge and adherence to the GHG Protocol reporting remain and serve as drivers. Such drivers help us to recruit sustainability champions. With their interest in hand, we guide them through training and provide support. This leads to them spearheading their own sustainability initiatives which help reduce our carbon emissions and improve energy efficiency. An example of this is the PV installation at a large distribution center in the north of Germany.

WARMER TEMPERATURES IN 2019

The electrical energy data derived from our Energy Management software related to the World of Sports (WoS), as formerly defined, has proven to be a good investment. Being able to see live energy consumption gives us a considerably clearer understanding of the warm summer in 2019 and therefore the higher demand for electrical energy. For example, the electricity consumption of the cooling equipment (generated at a central plant building, ALLROUND) between May 31 and September 1, 2019, increased by approximately 391 MWh. This is approximately 39% more than during the same period in the prior year.

Energy consumption per m² [MWh/m²]

WATER

MANAGE WATER AS A VITAL RESOURCE

#2020TARGETS

As an essential element for the planet and its inhabitants, we continue to show stewardship in all aspects of our owned operations. This is particularly important considering that water is a key resource in our industry.

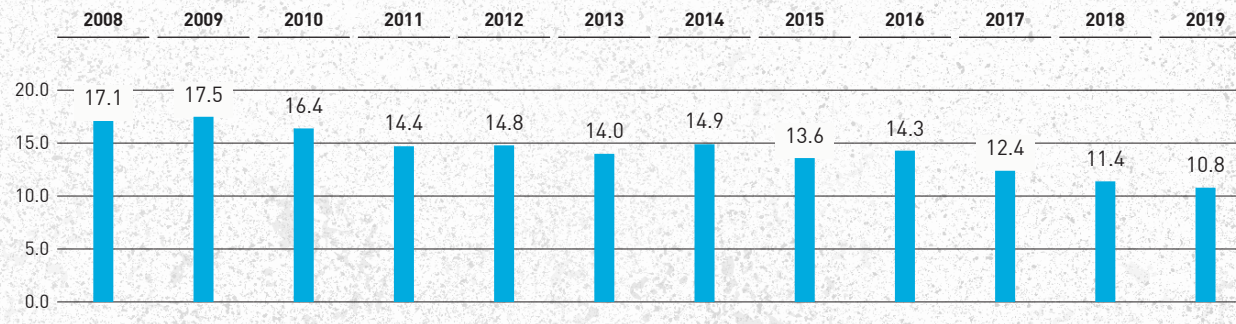
We have one more year to reduce water consumption by 35% per employee based on the 2008 consumption level. We continue to tailor solutions according to individual site circumstances. In 2019, we surpassed our annual goal of a 32% accumulated reduction in water consumption per employee by 5 percentage points, achieving a 37% reduction.

Water reduction solutions are not the only site-specific variable. We continue to see difficulties in obtaining water consumption data from certain leased building locations. This stems from metering standards that deviate from the norm of established locations, leading to metering data that encompasses the usage of other tenants in addition to adidas. To mitigate this problem, we are constantly exploring and implementing submetering.

The remainder of our efforts are focused on a holistic approach to water conservation. This ranges from irrigation efficiency on land that we own, installing efficient plumbing fixtures and continuous engagement and training of our employees. With Parley for the Oceans, each individual at adidas has become more aware of their own water consumption.

Once again, we called on all runners on World Oceans Day on June 8, 2019. There was a fantastic turnout for the "adidas x Parley Run for the Oceans". In a given time frame, the runners ran more than twelve million kilometers globally. This raised \$ 1.5 million for the "Parley Ocean School" programs, a significant improvement over the inaugural 2018 run, and completed extremely quickly once again!

Water consumption per employee [m³/employee]



WASTE

CLOSE THE LOOP ON WASTE

#2020TARGETS



The elements of the “Reduce, Reuse, Recycle!” mantra continue to be our key principles.

Our network of facility managers continues to share best practices in waste reduction and recycling amongst each other. It is inspiring how ideas originate, grow, and challenge the members of the network to be better. Furthermore, we continue to challenge ourselves in our construction projects. The outdoor surface of the ARENA building at the adidas headquarters is made of recycled footwear. Not only does this divert the

material from the waste stream, it is used as a recreation surface for running, basketball, badminton, and more.

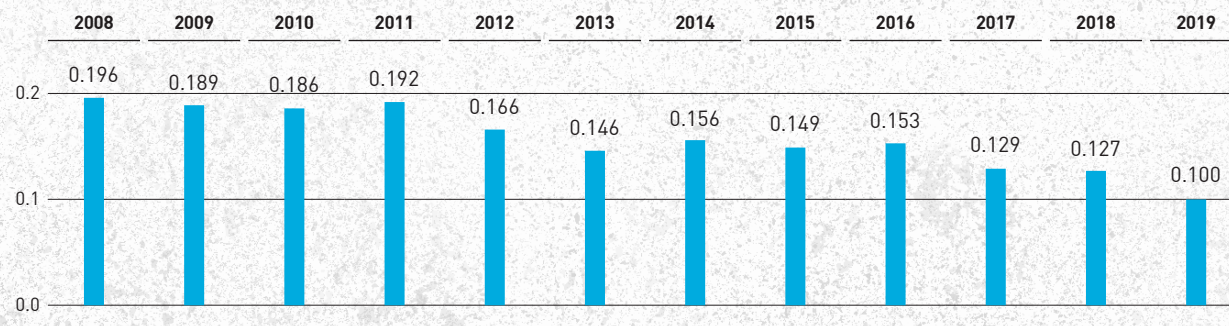
These initiatives continue to be reviewed through regular audits. We monitor and report on the diversion of organic, plastic, glass, paper, cardboard and electronic waste at our facilities. As with water, the monitoring of these waste streams is also posing a problem depending on the geographical location of the site and whether the site is leased or in a multi-tenanted building. As in 2018, we again achieved improvements

in waste management at our LAM locations. Our offices in Panama and Colombia have acquired their own scales and weigh their waste themselves. This is a standard above the normal in these countries.

Education of our employees continues. Onboarding sessions at our largest location in Germany include a section on daily waste management and the handout of a waste guide. 2019 saw a significant focus on raising awareness of the dangers of cigarette filters. A plogging event yielded more than 3,500 incorrectly disposed of cigarette filters at our headquarters campus. This, along with the knowledge that each filter contaminates 40 liters of water, has led to a significant modification of the smoking policy at our campus. Smoking has been restricted to designated outside stations on campus. With the waste collection points centralized, improper discarding of cigarette filters will be dramatically reduced.

Our 50% target waste diversion rate at all owned operation facilities by 2020 remains. As of now, 44% of our sites are monitoring and tracking waste. We achieved an accumulated diversion rate of 49% in 2019.

Domestic waste per employee [t/employee]



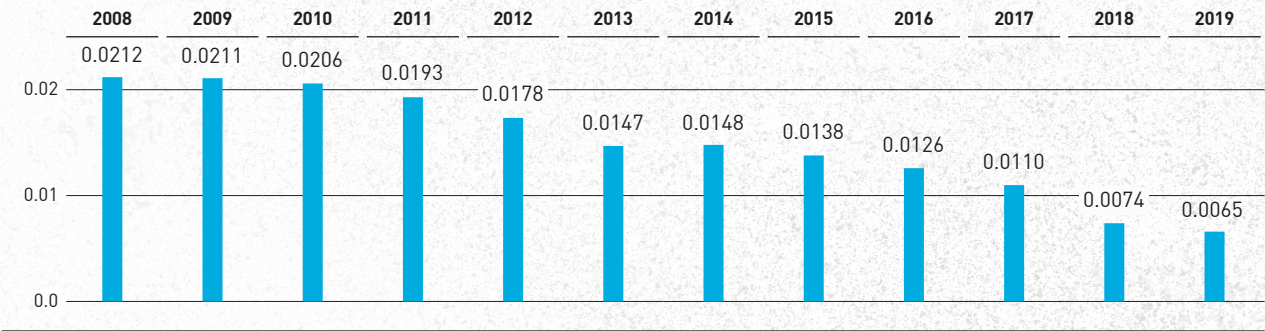
PAPER

In 2019, we achieved our target of 69%. We are confident that we can achieve our 2020 target of 75% reduction next year. The use of printing paper continues to decline in importance in many of our operations. Continued roll-out of larger screens helps to display large-format documents or to open them side-by-side, reducing the need to print in addition. This KPI also benefits from our increased push on digital in all our activities and will contribute to a further reduction in the years to come.

PLASTIC

Our efforts to end plastic waste continue. We see an increase in concern on the part of our employees, who are against the use of plastic in even the smallest of company activities. This has sparked new innovations in several locations around the globe. Most offices focus on food packaging solutions. Argentina has launched a lunch bag program, providing employees with reusable containers and cutlery. At our headquarters, a new 100% biodegradable take-out container was introduced. In our distribution center in South Korea, facility operations initiated a campaign to stop using plastics. These are just a few examples of the creativity of our teams around the globe.

Printing paper consumption per employee [t/employee]



SUSTAINABLE PROCESSES

CORPORATE SUSTAINABLE SITES

#2020TARGETS



INTEGRATED MANAGEMENT SYSTEM

IMS tracks and monitors the extent to which we are achieving our goals as defined through our Sustainability Strategy.

2019 brought a change to the IMS umbrella of ISO standards. With our increased focus on health & safety internationally, we will now leverage our strong experience with ISO and focus on ISO 45001 Health & Safety exclusively. BS OHSAS 18001 is no longer part of IMS.

Furthermore, plans to expand IMS to include a new ISO standard focused on facility management were set in

motion. The Workplace Governance team will be able to use the synergies between the existing IMS and upcoming Facility Management ISO standard to bring more standardization to our processes and sites.

Not only has the IMS umbrella begun expansion, we have also enlarged the global scope of the sites. In 2019, we onboarded our offices and distribution centers in Latin America, key locations in Europe, and our Canadian office. They were introduced into the scope of IMS and obtained their specific certificates.

IMS

IMS: INTEGRATED MANAGEMENT SYSTEM

- ISO 50001:2011: ENERGY
- ISO 14001:2016: ENVIRONMENTAL PROTECTION
- ISO 45001:2018: OCCUPATIONAL HEALTH AND SAFETY
- ISO 41001:2018: FACILITY MANAGEMENT (beginning 2020)

IMS SCOPE	Country	Region	IMS standard			Certified since
			ISO 14001	ISO 50001	ISO 45001	
adidas Central Management for Green Company, Herzogenaurach	Germany	Europe	x	x	x	2010
adidas HQ Office, Herzogenaurach	Germany	Europe	x	x	x	2011
adidas Footwear Factory, Scheinfeld I	Germany	Europe	x	x	x	1998
adidas Distribution Center, Scheinfeld II	Germany	Europe	x	x	x	2013
adidas Distribution Center, Uffenheim	Germany	Europe	x	x	x	2013
adidas Distribution Center, Rieste	Germany	Europe	x	x	x	2014
adidas Distribution Center, Langensteinach	Germany	Europe	x	x	x	2016
adidas Office, Amsterdam	Netherlands	Europe	x	x		2017
adidas Office, Zaragoza	Spain	Europe	x	x	x	2016
adidas Distribution Center, Caspe	Spain	Europe	x	x	x	2018
adidas Office, Stockport	United Kingdom	Europe	x	x	x	2013
adidas Distribution Center, Manchester	United Kingdom	Europe	x	x	x	2013
adidas HQ Office, Shanghai	China	Asia Pacific	x		x	2017
adidas Office, Tokyo	Japan	Asia Pacific	x	x		2018
adidas Distribution Center, Pyeongtaek	South Korea	Asia Pacific	x			2018
adidas Office, Seoul	South Korea	Asia Pacific		x		2019
adidas Office, Gurugram	India	Emerging Markets	x	x	x	2017
adidas Office, Buenos Aires	Argentina	Latin America	x	x	x	2019
adidas Distribution Center, Embu	Brazil	Latin America	x		x	2019
adidas Office, Sao Paulo	Brazil	Latin America	x		x	2019
adidas Distribution Center, Pudahuel	Chile	Latin America	x		x	2019
adidas Office, Santiago de Chile	Chile	Latin America	x		x	2019
adidas Office, Bogota	Colombia	Latin America	x		x	2019
adidas Office, Mexico City	Mexico	Latin America	x		x	2019
adidas HQ Office, Costa del Este	Panama	Latin America	x		x	2018
adidas Distribution Center, Colon	Panama	Latin America	x		x	2019
adidas Office, Lima	Peru	Latin America	x		x	2019
adidas Distribution Center, Brantford	Canada	North America	x	x	x	2010
adidas Office, Woodbridge	Canada	North America	x			2019
Reebok HQ Office, Boston	USA	North America	x		x	2010
Sports Licensed Division Factory, Indianapolis	USA	North America	x			2011
adidas HQ Office, Portland	USA	North America	x			2010
adidas Distribution Center, Spartanburg	USA	North America	x			2010

IMS CERTIFICATION MATRIX

In addition to corporate facilities, own retail stores and showrooms in the following countries are certified in accordance with ISO 50001. Other countries are awaiting the results of ongoing energy audits.

COUNTRIES¹

Austria, Belgium, Bulgaria, China, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden and USA.

¹ These facilities conduct energy audits every four years.

ENERGY MANAGEMENT

#2020TARGETS

TARGET TO CONTINUOUSLY ENLARGE ISO 50001 SCOPE IN LINE WITH IMS SCOPE

Our Energy Management System is designed to continuously improve the energy performance of corporate facilities, own retail stores and showrooms. The ISO 50001 certification verifies the energy consumption of audited sites and detects improvement areas in facilities which are open and running. Since our signing of the UN Fashion Charter, the application of ISO 50001 has become a major contributor for improved energy performance of our existing portfolio and, ultimately, in CO₂ emissions reduction.

The updated ISO 50001 standard puts a clear focus on KPI-driven energy management and at the same time reinforces the tight monitoring of existing facilities through energy management software. adidas has therefore implemented the software in large corporate facilities as well as in stores and will continue to expand its scope.

In 2019, we expanded the certification scope to the following countries, including both corporate facilities and own retail stores: Argentina, Canada, China, France, Japan, Spain, United Kingdom.

HEALTH & SAFETY

#2020TARGETS

With the increased focus on health & safety globally comes a change in our standards. BS OHSAS 18001 is no longer used to certify our sites. 2019 marked the beginning of the transition to ISO 45001 which is in line with our international focus.

With stronger involvement required of our leadership to assist in our focus, we defined a global Health & Safety Policy and an organizational structure, and began involving all employees in the health & safety management of our business.

The Policy is applicable to all business units, location types, and geographies. It sets out clear roles and responsibilities as well as KPIs and reporting requirements. We will continue to measure Lost Time Injury Frequency Rate (LTIFR). And with the newly established Workplace Governance team comprising both Green Company and the Global Health & Safety Department, the Policy and ISO standard can be rolled out alongside other IMS components starting in 2020.

We prioritize health and safety for our people. The table reports the Lost Time Injury Frequency Rate (LTIFR)¹

Health & Safety KPI – LTIFR

2017	3.5
2018	1.9
2019	1.7

¹ LTIFR: Lost Time Injury Frequency Rate, i.e. lost time is more than one day. Numbers account only for adidas employees and exclude external contractors.

An accident at work always requires a causal connection with the job activity. This includes accidents during work.



LEED CERTIFICATION

With our Green Company Program, our 2020 Targets and the UN Fashion Industry Charter for Climate Action, we have a significant number of drivers for carbon reduction. With stores comprising the bulk of our site portfolio, they have become a key element in the effort toward reduced carbon emissions. A key tool for our stores is LEED.

Our LEED focuses on the ID+C (Interior Design + Construction) and BD+C (Building Design + Construction) variants. We supplement these frameworks further with ISO 50001 (Energy) for existing stores to turn the initial LEED implementation into a continuously monitored and improved energy system. With such scope, each LEED project offers us a breadth of learning and best practices which we reutilize as our scope expands.

To date, we have operated 14 LEED projects globally. Further projects are still undergoing the certification process. Locations certified in 2019 are located in Europe, Asia and the USA.

Highlights from 2019:

- **FEB:** Brand Center Store Berlin, LEED Gold
- **MAR:** adidas received the GBCI GREEN BUILDING AWARD during USGBC's Greenbuild Europe conference in Amsterdam, based on our approach to sustainability and continued efforts to integrate it in our daily business.
- **MAR:** Multibrand Factory Outlet Store Otopeni (Bucharest), LEED Silver
- **JUN:** Office Shanghai, LEED Gold, and WoKi II Herzogenaurach, LEED Gold
- **DEC:** WoKi I Herzogenaurach, LEED Gold

FACILITY MANAGEMENT STANDARDS

Facility Management is to join the Integrated Management System (IMS).

adidas will raise the standard of care and level of quality for the delivery of facility management services in 2020. By integrating a global Facility Management Standard according to ISO 41001:2018 into the established Integrated Management System (IMS), we will standardize the processes and operation of our facilities.

This standard provides benefits on two fronts for Green Company. First, through the management of risk and compliance matters. Second, through the reduction of negative environmental impact. This is primarily achieved by reducing our carbon footprint through the implementation of efficient processes and improved performance of equipment through an optimized life cycle.

The implementation of the ISO 41001 standard together with our global policies, procedures, and manuals will be a key accelerator and contributor toward the operation of sustainable sites globally in 2020.

From next year onwards, this ISO standard will be listed in the Integrated Management System section.



// ADIDAS GREEN COMPANY 2019

// GREEN FUNDS

GREEN FUNDS

#GREENFUNDS

16

GREENFUNDS PROCESS

1. Identify investments in owned and leased facilities
2. Build a business case, model cash flows, savings and risks
3. Review and select projects
4. Get selected projects partnered with Procurement and provide global guidance for tender and implementation
5. Monitor and verify project savings

ENERGY REDUCTION

#GREENFUNDS

SOLAR ENERGY FOR LARGE FACILITIES

The highlight of 2019 was the installation and first operation of four photovoltaic plants in Germany. Three are located at our campus in Herzogenaurach and one at our distribution center in Rieste. Together, they produced approximately 1,164,260 kWh of solar electricity and approximately 99% of this was directly used by our facilities.

The greenFUNDS program continues to offer a way for sustainability ideas to flourish and grow at adidas. More than 100 projects have benefited to date, contributing not only to our 2020 Targets and ROI but also showing that sustainability projects provide benefits beyond financials. The Funds' purpose is to assist with the implementation of green projects

in the areas of energy, water and waste. Any sites looking to champion a sustainability project at an owned or leased location can apply to be supported by the program.

In 2019, GreenFUNDS helped to realize ten projects across six countries, covering all our real estate types.

GREEN TEAMS

#GREENTEAMS

17

#GREENTEAMS

2019 brought important changes to the strategic approach of our Green Teams, including new events, tracking, team structure, and recognition.

There are numerous activities taking place worldwide. The major corporate initiatives are Earth Hour, Earth Day and World Cleanup Day in addition to the adidas x Parley Run for the Oceans.

The strength of our Green Teams results from our joint efforts in hosting hands-on events that service local needs and reflect our sustainability goals.

To monitor all events and measure their impact, an online reporting tool was established. This application also serves as a communication platform for the teams sharing their best practices and learnings.

To guarantee that this approach is executed systematically, we established a dual leadership system for all teams: a Team Manager who oversees the reporting and a Team Captain who organizes and executes events.

2019 closed off more than a decade of dedicated work on the part of Green Company. This was recognized at a very special "WE LOVE AND LIVE SUSTAINABILITY" exhibition during adidas' 70th anniversary celebration at our headquarters in Herzogenaurach in the summer. The curation showed an overview of the most impactful green initiatives to date. The outdoor installation was designed as a zero-waste project – all elements were either taken from storage, rented, or can be reused and recycled.

LOOKING BEYOND

#2020TARGETS

“THROUGH SPORT, WE HAVE THE POWER TO CHANGE LIVES.”

Our belief that “Through sport, we have the power to change lives” and our mission to be the best sports company in the world remain the core driver behind everything, including sustainability. Only a healthy and safe planet provides an environment for sport. And only a healthy and safe adidas environment attracts the best talent to help us become the best sports company. As a result of this, we seek to challenge ourselves, just like any athlete, to be better.

We are on a journey to become carbon neutral. What began as a commitment by signing the UN Fashion Industry Charter for Climate Action (UNFCCC), is now being turned into concrete actions to become carbon neutral through adidas’ strategy and according to our scope in own operations, including own retail.

#SUSTAINABLE PROCESSES

2020 will be a year where we strengthen the Integrated Management System both in terms of sites’ scope and standards. We will focus on Emerging Markets and key locations in Asia, NAM and EMEA. The IMS certification scope will also be enlarged to include the ISO 41001 for Facility Management

standard. Our commitment is to create a sustainable level playing field, ensuring environmentally friendly and sustainable operations at our sites.

Our LEED-certified portfolio will also be expanded in 2020.

#GREENFUNDS

We will continue to invest and nurture ideas that can contribute to projects – projects that make an improvement in our environmental footprint at owned facilities and own stores. We will continue to invest in staple energy projects such as PV installations and updating our equipment to the best efficiency. In addition, we will invest in the expansion of our energy management software to attain more accurate consumption data.

#DATA

With more data comes more data governance. We will continue to define how our vast retail portfolio will become part of regular reporting and what data will be needed. This will support the creation of entirely new targets for our next reporting phases, planning all the way to 2030. Once the needed data is identified and existing sources are aligned, we will work on data standardization to make sure it is usable.

#LOOKINGBEYOND2020

The introduction of the new Workplace Governance team creates a large ripple effect. Not only has the team expanded

and the make-up of expertise and responsibilities changed, we are also stepping up to the opportunity of creating a new strategy beyond 2020.

This strategy will include the standardization of our sites and a focus on employee experience, something that the new Facility Management (ISO 41001) standard will help to spearhead. We will look to establish consistent and scalable processes, policies and systems. We will also continue the expansion of existing methods such as the Eco scorecard.

The implementation of all this cannot be done by the Workplace Governance team alone. Therefore, the existing Green Company network will be expanded to include all facility managers. Only with the help of these local champions will we be successful in implementing global guidance that will result in both more sustainable operations and a consistent employee experience.

#RISEOFRETAIL

In 2019, we began more frequent reporting of stores and their environmental data. With our initial pilots and introductory initiatives into retail behind us, we will use 2020 to create a foundation as strong as that of our corporate sites. This foundation will enable us to report data against our strategic baseline starting in 2021.

We are confident that we will be able to strike a balance – a balance that will prove beneficial to both our sustainability initiatives and the needs of our customers.



APPENDIX

New sites for 2020 KPI scope

		Total energy consumption [MWh]	Total CO ₂ e emissions [t]	Total water consumption [m³]	Total paper consumption [t]	Total waste [t]
		2019				
Administration offices						
EUROPE						
adidas Paris Office	France	526	63	919	1.13	15
adidas HQ WoS Herzogenaurach ¹	Germany	14,830	4,337	30,479	n.r.	n.r.
adidas Budapest Office	Hungary	138	37	15	0.06	1
adidas Riga Office	Latvia	36	3	67	0.07	101
adidas Warsaw Office	Poland	962	315	n.r.	1.46	n.r.
adidas Belgrade Office	Serbia	68	54	569	0.42	n.r.
adidas Bratislava Office	Slovakia	112	18	442	0.12	n.r.
EMERGING MARKETS						
adidas Cairo Office	Egypt	157	69	2,095	0.99	n.r.
adidas Mumbai Office	India	36	26	n.r.	0.05	n.r.
adidas Amman Office	Jordan	58	29	209	0.06	n.r.
adidas Beirut Office	Lebanon	48	37	2,324	n.r.	n.r.
adidas Casablanca Office	Morocco	54	37	n.r.	n.r.	n.r.
adidas Sialkot Cantt. LO	Pakistan	62	26	n.r.	n.r.	n.r.
adidas Johannesburg Office	South Africa	56	51	710	0.15	n.r.
adidas Istanbul Office	Turkey	1,679	433	450	2.76	n.r.
adidas Istanbul LO	Turkey	96	37	286	0.49	n.r.
NORTH AMERICA						
adidas Carlsbad Office	USA	976	393	1,860	0.94	n.r.
adidas Los Angeles Office	USA	170	72	133	n.r.	n.r.
adidas Wilkes Barre DC	USA	6,383	2,191	977	1.82	54

Table continues on the next page

New sites for 2020 KPI scope

		Total energy consumption [MWh]	Total CO ₂ e emissions [t]	Total water consumption [m³]	Total paper consumption [t]	Total waste [t]
ASIA PACIFIC						
adidas Beijing Office	China	119	74	n. r.	2.21	n. r.
adidas Chengdu Office	China	57	36	55	0.45	n. r.
adidas Guangzhou LO	China	89	56	132	0.43	n. r.
adidas Jakarta LO	Indonesia	156	120	n. r.	0.30	n. r.
adidas Petaling Jaya Office	Malaysia	170	111	n. r.	n. r.	n. r.
adidas Singapore DC	Singapore	123	49	38	1.31	n. r.
adidas Busan LO	South Korea	25	14	127	0.01	n. r.
adidas Taipei LO	Taiwan	79	50	575	0.10	n. r.
adidas Taoyuan City DC	Taiwan	369	231	661	4.28	n. r.
adidas Bangkok LO	Thailand	219	105	700	0.23	n. r.
Total		27,853	9,073	43,822	19.82	171

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

n. r. = not reported

1 This new site will replace the previously named site "adidas HQ WoS Herzogenaurach". The values shown here are only consumption of the new buildings and will be combined in 2020.

Target follow-up per type of site

	Energy savings		Carbon savings ¹		Water savings		Waste reduction		Paper savings	
	Target 2019	Result 2019	Target 2019	Result 2019	Target 2019	Result 2019	Target 2019	Result 2019	Target 2019	Result 2019
Administration Offices	n. r.	-86%	-12%	-71%	-32%	-25%	-44%	-45%	-69%	-75%
Own Production Sites	n. r.	-14%	-12%	-84%	-32%	21%	-44%	-33%	-69%	-52%
Distribution Centers	n. r.	-15%	-12%	-52%	-32%	-38%	-44%	-36%	-69%	-52%
Total²	n. r.	-39%	-12%	-52%	-32%	-37%	-44%	-49%	-69%	-69%

¹ Total carbon savings based on 2015 emissions and 2016 scope (absolute).

² Total target development against 2008 baseline (except carbon). Total values shown in the list are calculated based on the 2019 scope.

Energy

		Total energy consumption [MWh]												Achieved savings in 2019¹ [%]
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Administration offices														
EUROPE														
adidas Sofia	Bulgaria	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	47	31	1
adidas Copenhagen	Denmark	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	25	35	85
adidas Strasbourg	France	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	372	556	37
adidas HQ WoS Herzogenaurach²	Germany	12,707	14,363	16,663	21,411	26,697	27,823	26,969	27,097	31,884	37,012	37,656	31,519	-2
adidas HQ ADP Herzogenaurach	Germany	9,611	9,964	9,906	9,854	9,517	9,374	9,948	9,860	9,864	9,541	6,159	1,716	-82
adidas HQ WoGIT Herzogenaurach	Germany	1,277	1,166	1,322	1,366	1,623	1,870	1,569	1,569	1,450	1,655	1,579	879	-55
adidas Factory Outlet Herzogenaurach	Germany	2,169	2,236	2,195	2,294	2,283	2,216	2,115	2,164	2,134	1,918	1,963	1,947	-20
adidas Athens	Greece	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	259	315	61
adidas Monza	Italy	n. r.	n. r.	1,700	1,929	2,122	1,055	1,319	1,340	1,286	1,331	1,172	1,204	-29
adidas Amsterdam	Netherlands	n. r.	n. r.	2,660	2,660	2,566	2,465	2,004	2,102	2,326	2,698	3,541	3,746	-33
adidas Oslo	Norway	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	45	143	-33
adidas Porto	Portugal	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	165	212	31
adidas Lisbon	Portugal	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	39	48	79	75
adidas Bucharest	Romania	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	39	122	-76
adidas Zaragoza	Spain	n. r.	n. r.	1,144	1,282	1,058	629	696	727	704	648	1,563	1,487	-24
adidas Solna	Sweden	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	222	394	-41
adidas Stockport	United Kingdom	n. r.	n. r.	2,656	2,613	2,643	2,236	3,246	2,724	2,180	1,635	1,965	1,889	-37
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	2,261	8,713	7,772	4,118	-7
EMERGING MARKETS														
adidas Gurugram	India	n. r.	n. r.	n. r.	801	765	772	738	748	754	1,019	1,610	1,406	38
adidas Capetown	South Africa	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	424	428	5
adidas Dubai	United Arab Emirates	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	158	245	588	140
LATIN AMERICA														
adidas Buenos Aires	Argentina	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	52	579	579	497	-14
adidas Barueri Sao Paulo	Brazil	n. r.	n. r.	927	927	460	537	538	584	1,874	527	401	392	-58
adidas Santiago	Chile	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	201	407	263	29
adidas Bogota	Colombia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	159	159	163	193	8
adidas Mexico City	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	330	290	241	-27
adidas Ciudad de Panama	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	540	535	481	441	-18
adidas Lima	Peru	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	133	150	141	13

Table continues on the next page

Energy

		Total energy consumption [MWh]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
NORTH AMERICA														
adidas Woodbridge	Canada	n. r.	n. r.	5,665	5,665	5,061	6,015	5,933	4,960	4,543	4,581	4,757	4,101	-12
adidas Brooklyn	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	234	203	299	-54
adidas HQ Portland	USA	7,832	7,772	7,368	7,934	8,374	8,335	8,331	7,368	7,465	8,118	7,909	8,515	5
adidas Spartanburg	USA	769	1,268	1,521	1,363	1,187	1,087	1,115	1,110	990	993	1,108	1,073	-29
Reebok HQ Boston	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1,822	2,054	13
ASIA PACIFIC														
adidas Melbourne	Australia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	365	351	334	-8
adidas Guangzhou	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	71	85	95	147	11
adidas Dalian	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	143	244	71
adidas HQ Shanghai	China	788	788	857	906	995	926	980	1,063	1,115	1,067	1,295	2,209	19
adidas Hong Kong – Taikoo Wan Road	Hong Kong	n. r.	n. r.	1,101	1,066	916	780	596	574	683	595	480	413	-43
adidas Hong Kong – How Ming Street	Hong Kong	n. r.	n. r.	278	278	261	262	238	212	225	231	236	235	-15
adidas Tokyo	Japan	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	2,718	2,727	2,698	2,690	-1
adidas Singapore	Singapore	n. r.	n. r.	585	554	616	527	485	540	454	309	344	344	-49
adidas Seoul	South Korea	n. r.	n. r.	2,113	1,983	1,937	1,846	1,740	1,658	1,792	2,150	1,634	1,857	-24
adidas Taipei	Taiwan	n. r.	n. r.	1,059	896	743	850	892	943	925	936	940	1,121	-11
adidas Ho Chi Minh I	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	21	60	60	191
adidas Ho Chi Minh II	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	51	53	3
Administration offices (total)		35,153	37,557	59,722	65,783	69,824	69,605	69,453	67,343	78,451	91,248	93,468	80,730	-86
Own production sites														
EUROPE														
adidas Footwear Factory Scheinfeld I	Germany	6,047	5,052	6,161	4,994	4,736	5,200	4,423	4,362	4,262	4,150	4,192	4,896	8
NORTH AMERICA														
adidas Licensed Division Factory Indianapolis	USA	19,676	19,631	18,450	16,825	16,505	14,322	18,174	18,312	18,275	17,230	17,419	15,399	-22
Own production sites (total)		25,723	24,684	24,611	21,818	21,241	19,522	22,597	22,674	22,537	21,380	21,611	20,295	-14

Table continues on the next page

Energy

		Total energy consumption [MWh]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Distribution centers														
EUROPE														
adidas Dettwiller	France	n. r.	n. r.	932	1,342	1,049	1,226	883	1,044	1,085	968	951	1,072	-66
adidas Langensteinach	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	2,976	3,294	3,040	3,129	-3
adidas Rieste CDC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	6,069	8,625	9,582	10,746	11,387	10,961	9,993	20
adidas Rieste EFC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	2,799	5,210	5,962	113
adidas Scheinfeld II	Germany	1,846	2,320	2,505	2,168	2,790	2,490	2,200	2,464	2,233	2,398	2,271	2,334	8
adidas Uffenheim	Germany	6,976	6,404	6,396	6,290	6,545	6,115	4,423	4,532	4,514	5,074	4,354	4,953	-32
adidas Caspe	Spain	n. r.	n. r.	3,385	3,631	3,918	3,145	2,356	2,954	3,855	2,967	3,092	2,727	-19
adidas Manchester	United Kingdom	n. r.	n. r.	3,863	3,944	3,945	3,917	3,198	3,258	3,336	3,283	3,326	3,366	-13
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	4,032	4,165	4,165	3,425	6,372	6,359	-22
adidas Chaiky ³	Ukraine	n. r.	n. r.	1,393	1,166	462	1,089	998	726	797	791	431	235	-72
EMERGING MARKETS														
adidas Hafetz Haim ⁴	Israel	n. r.	n. r.	103	264	592	569	579	626	689	676	567	560	-52
LATIN AMERICA														
adidas Embu	Brazil	n. r.	n. r.	2,100	2,100	1,759	2,618	3,091	2,000	1,778	1,333	1,110	1,235	-64
adidas Pudahuel	Chile	n. r.	n. r.	371	324	386	567	550	683	849	796	633	563	-43
adidas Tultitlan	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	1,532	1,245	1,411	740	1,608	1,915	1,766	-13
adidas Colon	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	621	576	412	-33
NORTH AMERICA														
adidas Brantford	Canada	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	11,101	9,273	9,184	9,120	-17
adidas Greenfield	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1,930	2,844	3,181	3,075	-8
adidas Spartanburg I	USA	13,045	13,125	13,618	13,271	12,269	12,676	12,373	12,198	11,010	7,764	9,469	9,061	-13
adidas Spartanburg II	USA	n. r.	10,538	17,075	15,887	15,554	14,394	14,959	13,851	13,228	9,159	9,932	10,281	-26

Table continues on the next page

Energy

		Total energy consumption [MWh]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
ASIA PACIFIC														
adidas Tianjin	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	7,664	7,635	4,884	4,884	-39
adidas Suzhou	China	2,287	2,078	2,035	1,742	1,700	1,660	1,700	1,861	2,027	2,088	2,056	1,854	-26
adidas Hong Kong	Hong Kong	n. r.	n. r.	365	365	367	381	389	496	535	585	601	694	14
adidas Pyeongtaek	South Korea	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1,816	2,010	1,879	1,651	-17
adidas Bangkok	Thailand	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	313	325	13
Distribution centers (total)		24,154	34,465	54,142	52,494	51,334	58,448	61,601	61,851	87,074	82,778	86,308	85,613	-15
Total		85,030	96,706	138,474	140,095	142,399	147,575	153,652	151,867	188,062	195,406	201,387	186,638	-39

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

n. r. = not reported

¹ Savings 2019 compared to individual base year.

² The site expansion has not yet been taken into account in these figures and is shown in the table "NEW SITES FOR 2020".

³ This site has been renamed and was referred to as Obukhiv in previous reports.

⁴ This site has been renamed and was referred to as Canot in previous reports.

Carbon emissions¹

		Carbon emissions [t CO ₂ e]											Achieved savings in 2019 ² [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Administration offices														
EUROPE														
adidas Sofia	Bulgaria	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	201	14	-87
adidas Copenhagen	Denmark	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	5	7	-11
adidas Strasbourg	France	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	41	58	43
adidas HQ WoS Herzogenaurach ³	Germany	3,652	4,232	4,861	6,412	7,907	8,236	5,100	4,099	2,121	700	35	0	-100
adidas HQ ADP Herzogenaurach	Germany	3,079	3,185	2,805	2,949	2,856	2,822	1,615	1,412	503	576	341	52	-98
adidas HQ WoGIT Herzogenaurach	Germany	364	337	226	259	308	319	137	114	14	18	0	0	-100
adidas Factory Outlet Herzogenaurach	Germany	646	659	499	517	498	511	243	199	16	15	0	0	-100
adidas Athens	Greece	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	135	168	61
adidas Monza	Italy	n.r.	n.r.	699	774	825	355	406	410	371	93	340	63	-91
adidas Amsterdam	Netherlands	n.r.	n.r.	785	773	790	770	696	723	540	0	0	428	-74
adidas Oslo	Norway	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	17	16	-31
adidas Porto	Portugal	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	47	71	31
adidas Lisbon	Portugal	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	11	13	45
adidas Bucharest	Romania	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	13	13	-21
adidas Zaragoza	Spain	n.r.	n.r.	305	355	293	194	216	214	201	176	355	308	50
adidas Solna	Sweden	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	62	21	-67
adidas Stockport	United Kingdom	n.r.	n.r.	955	911	997	883	995	778	109	547	497	428	-60
CIS														
adidas Moscow	Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	811	2,331	2,065	1,105	-34
EMERGING MARKETS														
adidas Gurugram	India	n.r.	n.r.	n.r.	626	657	632	620	584	551	719	1,006	908	14
adidas Capetown	South Africa	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	403	376	-14
adidas Dubai	United Arab Emirates	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	104	162	387	140

Table continues on the next page

Carbon emissions¹

		Carbon emissions [t CO ₂ e]											Achieved savings in 2019 ² [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
LATIN AMERICA														
adidas Buenos Aires	Argentina	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	19	218	218	175	-14
adidas Barueri Sao Paulo	Brazil	n. r.	n. r.	82	65	47	75	87	92	227	64	48	46	-44
adidas Santiago	Chile	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	90	181	113	27
adidas Bogota	Colombia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	35	35	36	26	-22
adidas Mexico City	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	154	135	116	-27
adidas Ciudad de Panama	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	120	130	117	83	-56
adidas Lima	Peru	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	35	40	31	-1
NORTH AMERICA														
adidas Woodbridge	Canada	n. r.	n. r.	3,480	3,480	3,136	3,441	3,338	3,184	3,055	2,913	3,120	704	-5
adidas Brooklyn	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	17	28	12	-32
adidas HQ Portland	USA	2,768	2,694	2,619	2,754	2,911	2,832	2,806	2,538	2,556	2,738	2,647	517	-80
adidas Spartanburg	USA	240	388	470	429	373	333	339	342	310	307	329	57	-76
reebok HQ Boston	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	787	7	-100
ASIA PACIFIC														
adidas Melbourne	Australia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	278	267	249	-10
adidas Guangzhou	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	47	56	63	118	11
adidas Dalian	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	90	288	56
adidas HQ Shanghai	China	655	654	712	753	826	770	815	883	926	887	1,076	1,835	19
adidas Hong Kong – Taikoo Wan Road	Hong Kong	n. r.	n. r.	811	835	710	613	475	424	504	439	354	301	-46
adidas Hong Kong – How Ming Street	Hong Kong	n. r.	n. r.	205	218	202	206	190	156	166	171	174	172	-16
adidas Tokyo	Japan	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	949	953	940	912	-6
adidas Singapore	Singapore	n. r.	n. r.	285	271	290	241	215	215	179	122	136	136	-58
adidas Seoul	South Korea	n. r.	n. r.	937	910	875	824	755	714	764	917	716	846	-22
adidas Taipei	Taiwan	n. r.	n. r.	674	548	441	491	521	553	546	552	554	641	-12
adidas Ho Chi Minh I	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	22	27	34	59
adidas Ho Chi Minh II	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	23	19	-17
Administration offices (total)		11,404	12,149	21,410	23,839	24,942	24,549	19,567	17,631	15,640	16,388	17,845	11,881	-71

Table continues on the next page

Carbon emissions¹

		Carbon emissions [t CO ₂ e]											Achieved savings in 2019 ² [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Own production sites														
EUROPE														
adidas Footwear Factory Scheinfeld I	Germany	1,481	1,256	696	715	681	712	381	293	188	64	0	0	-100
NORTH AMERICA														
adidas Licensed Division Factory Indianapolis	USA	10,325	9,944	8,922	8,204	7,647	6,348	7,167	7,326	7,149	6,706	6,226	1,708	-84
Own production sites (total)		11,806	11,200	9,618	8,919	8,328	7,060	7,549	7,619	7,337	6,770	6,226	1,708	-84
Distribution Centers														
EUROPE														
adidas Dettwiller	France	n. r.	n. r.	154	218	172	207	145	174	183	163	159	187	22
adidas Langensteinach	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	44	50	0	0	-100
adidas Rieste CDC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	881	1,443	1,349	345	370	0	0	-100
adidas Rieste EFC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	209	417	0	-100
adidas Scheinfeld II	Germany	553	675	315	292	404	337	170	151	19	35	0	0	-100
adidas Uffenheim	Germany	2,024	1,861	1,289	1,257	1,435	1,512	537	466	159	120	23	23	-99
adidas Caspe	Spain	n. r.	n. r.	885	941	1,019	817	607	680	871	679	687	639	-28
adidas Manchester	United Kingdom	n. r.	n. r.	1,537	1,592	1,740	1,579	1,206	1,059	875	866	857	775	-49
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1,558	1,649	1,494	1,229	1,887	1,886	16
adidas Chaiky ⁴	Ukraine	n. r.	n. r.	401	354	218	365	328	194	223	201	183	85	-79
EMERGING MARKETS														
adidas Hafetz Haim ⁵	Israel	n. r.	n. r.	72	196	464	382	370	381	391	384	322	226	-58
LATIN AMERICA														
adidas Embu	Brazil	n. r.	n. r.	183	144	192	370	522	334	214	172	139	150	-50
adidas Pudahuel	Chile	n. r.	n. r.	139	121	145	212	206	256	318	298	237	165	-43
adidas Tultitlan	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	735	568	631	335	748	892	835	-9
adidas Colon	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	151	140	76	-62

Table continues on the next page

Carbon emissions¹

		Carbon emissions [t CO ₂ e]											Achieved savings in 2019 ² [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
NORTH AMERICA														
adidas Brantford	Canada	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1,807	1,509	1,592	1,517	-13
adidas Greenfield	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	272	457	416	472	-12
adidas Spartanburg I	USA	4,297	4,291	4,339	4,250	4,008	4,096	3,996	3,897	3,586	2,463	2,861	215	-93
adidas Spartanburg II	USA	n. r.	3,268	5,296	5,106	5,069	4,628	4,778	4,488	4,292	2,909	3,076	317	-93
ASIA PACIFIC														
adidas Tianjin	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	5,673	5,632	4,529	4,229	-20
adidas Suzhou	China	1,900	1,726	1,691	1,447	1,412	1,379	1,412	1,546	1,684	1,735	1,708	1,412	-26
adidas Hong Kong	Hong Kong	n. r.	n. r.	269	286	284	300	310	367	394	432	443	506	130
adidas Pyeongtaek	South Korea	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	881	1,013	939	849	-15
adidas Bangkok	Thailand	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	151	155	-3
Distribution centers (total)		8,775	11,820	16,570	16,205	16,562	17,801	18,157	17,622	24,061	21,826	21,661	14,722	-52
Total		31,984	35,169	47,598	48,963	49,832	49,409	45,273	42,872	47,039	44,984	45,731	28,310	-52

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

n. r. = not reported

¹ Target represents the annual target reduction of 3% of 2015 values until 2020; total target saving is shown against 2015 consumption independently of scope change.

² Savings 2019 compared to individual base year.

³ The site expansion has not yet been taken into account in these figures and is shown in the table "NEW SITES FOR 2020".

⁴ This site has been renamed and was referred to as Obukhiv in previous reports.

⁵ This site has been renamed and was referred to as Canot in previous reports.

Water

		Total water consumption [m³]											Achieved savings in 2019¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Administration offices														
EUROPE														
adidas Sofia	Bulgaria	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	97	101	56
adidas Copenhagen	Denmark	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	14	13	-5
adidas Strasbourg	France	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	653	1,065	113
adidas HQ WoS Herzogenaurach²	Germany	31,765	29,918	29,056	33,205	45,821	41,333	60,764	53,889	59,299	54,261	55,767	39,347	-74
adidas HQ ADP Herzogenaurach	Germany	10,219	7,720	7,803	7,359	5,322	5,310	5,331	5,855	6,231	6,446	7,484	in WoS	n. a.
adidas HQ WoGIT Herzogenaurach	Germany	2,905	1,830	1,892	2,688	3,186	3,085	3,581	3,228	3,254	3,612	3,784	in WoS	n. a.
adidas Factory Outlet Herzogenaurach	Germany	2,541	2,534	2,183	2,331	2,242	2,242	2,021	2,034	430	3,452	2,262	1,453	-54
adidas Athens	Greece	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	798	747	-21
adidas Monza	Italy	n. r.	n. r.	3,890	4,000	4,400	4,400	4,448	5,674	6,461	5,118	5,648	6,501	77
adidas Amsterdam	Netherlands	n. r.	n. r.	3,892	3,892	2,264	2,743	3,042	3,128	3,989	4,774	5,721	6,149	-35
adidas Oslo	Norway	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Porto	Portugal	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Lisbon	Portugal	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	466	501	366	-14
adidas Bucharest	Romania	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Zaragoza	Spain	n. r.	n. r.	2,464	2,464	2,464	2,106	2,500	1,794	1,595	1,287	1,717	1,737	-65
adidas Solna	Sweden	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	497	469	-6
adidas Stockport	United Kingdom	n. r.	n. r.	8,228	6,132	5,641	3,280	3,265	2,513	3,987	5,160	4,722	8,250	20
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	12,567	n. a.
EMERGING MARKETS														
adidas Gurugram	India	n. r.	n. r.	n. r.	n. r.	n. r.	8,695	15,224	21,086	21,010	10,733	12,781	10,810	10
adidas Capetown	South Africa	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	218	239	22
adidas Dubai	United Arab Emirates	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	9,487	239	257	17

Table continues on the next page

Water

		Total water consumption [m³]											Achieved savings in 2019¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
LATIN AMERICA														
adidas Buenos Aires	Argentina	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	2,457	n. a.
adidas Barueri Sao Paulo	Brazil	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Santiago	Chile	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	18	1,409	1,796	1,181	3
adidas Bogota	Colombia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	4,000	1,013	838	854	-37
adidas Mexico City	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Ciudad de Panama	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	6,036	n. a.
adidas Lima	Peru	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1,343	524	516	-62
NORTH AMERICA														
adidas Woodbridge	Canada	n. r.	n. r.	6,129	6,922	9,224	9,634	12,177	16,571	22,474	20,969	14,750	13,034	20
adidas Brooklyn	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas HQ Portland	USA	36,306	42,850	19,442	17,891	20,343	20,649	21,929	19,408	25,338	23,747	30,276	21,741	-70
adidas Spartanburg	USA	2,503	5,187	6,300	4,997	3,721	2,210	5,019	3,660	3,883	3,958	2,677	2,960	-58
Reebok HQ Boston	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	692	n. a.
ASIA PACIFIC														
adidas Melbourne	Australia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	13,305	n. a.
adidas Guangzhou	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	111	133	138	244	-25
adidas Dalian	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas HQ Shanghai	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	8,481	n. a.
adidas Hong Kong – Taikoo Wan Road	Hong Kong	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Hong Kong – How Ming Street	Hong Kong	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Tokyo	Japan	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	33	149	168	145	-22
adidas Singapore	Singapore	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Seoul	South Korea	n. r.	n. r.	7,104	7,306	6,877	6,190	6,342	5,755	5,935	7,120	8,532	8,982	-2
adidas Taipei	Taiwan	n. r.	n. r.	524	664	690	895	716	702	689	796	820	1,559	100
adidas Ho Chi Minh I	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Ho Chi Minh II	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
Administration offices (total)		86,239	90,039	98,906	99,850	112,194	112,771	146,360	145,298	168,737	165,432	163,421	172,258	-25

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Water

		Total water consumption [m³]												Achieved savings in 2019¹ [%]
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Own production sites														
EUROPE														
adidas Footwear Factory Scheinfeld I	Germany	1,709	1,400	1,811	1,936	2,070	1,998	1,983	1,827	1,925	1,993	2,046	2,046	-36
NORTH AMERICA														
adidas Licensed Division Factory Indianapolis	USA	22,325	22,404	27,414	27,671	32,635	28,138	25,377	27,136	27,750	32,850	33,122	27,790	39
Own production sites (total)		24,034	23,804	29,225	29,607	34,705	30,136	27,360	28,963	29,675	34,843	35,168	29,836	21
Distribution centers														
EUROPE														
adidas Dettwiller	France	n. r.	n. r.	1,263	557	1,676	817	752	734	658	1,072	926	708	-4
adidas Langensteinach	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	292	739	708	708	-4
adidas Rieste CDC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	1,918	4,391	5,549	6,688	7,383	5,993	6,714	36
adidas Rieste EFC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	3,847	n. a.
adidas Scheinfeld II	Germany	2,581	2,936	2,531	2,855	3,751	2,450	3,673	1,694	1,501	1,747	1,504	1,862	-81
adidas Uffenheim	Germany	2,400	2,064	1,936	1,914	2,059	2,138	1,988	2,071	2,174	2,211	2,055	2,319	-27
adidas Caspe	Spain	n. r.	n. r.	7,404	7,310	11,514	13,010	8,720	3,828	3,286	6,549	5,345	5,959	2
adidas Manchester	United Kingdom	n. r.	n. r.	3,101	3,520	3,914	3,856	3,506	3,402	4,642	4,778	4,652	3,907	22
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	663	633	1,500	692	625	5,898	20
adidas Chaiky³	Ukraine	n. r.	n. r.	567	449	774	514	512	367	438	418	548	1,027	62
EMERGING MARKETS														
adidas Hafetz Haim⁴	Israel	n. r.	n. r.	403	576	747	515	618	529	973	2,591	2,119	2,377	79
LATIN AMERICA														
adidas Embu	Brazil	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	3,084	n. a.
adidas Pudahuel	Chile	n. r.	n. r.	3,015	2,635	3,100	3,156	5,790	5,616	7,647	8,562	6,334	2,327	-73
adidas Tultitlan	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	583	697	792	3,896	6,828	5,377	5,512	-32
adidas Colon	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
NORTH AMERICA														
adidas Brantford	Canada	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	8,680	8,275	4,290	4,752	-71
adidas Greenfield	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Spartanburg I	USA	4,518	8,546	9,716	8,799	8,422	6,582	8,427	8,728	9,615	6,210	6,515	9,479	-31
adidas Spartanburg II	USA	n. r.	88,158	9,955	11,379	8,844	9,375	8,887	6,795	5,260	7,282	5,821	11,291	-35

Table continues on the next page

Water

		Total water consumption [m³]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
ASIA PACIFIC														
adidas Tianjin	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	38,000	33,660	14,088	11,599	-81
adidas Suzhou	China	19,000	20,000	33,000	21,625	25,900	23,422	19,493	14,709	21,358	15,602	14,247	15,286	-49
adidas Hong Kong	Hong Kong	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Pyeongtaek	South Korea	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	5,513	5,542	5,053	4,944	-37
adidas Bangkok	Thailand	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	2,297	2,647	-11
Distribution centers (total)		28,499	121,704	72,892	61,619	70,701	68,336	68,117	55,447	122,122	120,141	88,497	106,247	-38
Total		138,772	235,548	201,023	191,077	217,600	211,243	241,837	229,708	320,533	320,416	287,086	308,340	-37

Note: All values in this table are shown as rounded values, Total values may differ from actual sum due to decimal place of individual values,
n. r. = not reported

¹ Savings 2019 compared to individual base year.

² The site expansion has not yet been taken into account in these figures and is shown in the table "NEW SITES FOR 2020".

³ This site has been renamed and was referred to as Obukhiv in previous reports.

⁴ This site has been renamed and was referred to as Canot in previous reports.

Waste

		Total generated waste [t]												Achieved savings in 2019¹ [%]
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Administration offices														
EUROPE														
adidas Sofia	Bulgaria	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Copenhagen	Denmark	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Strasbourg	France	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	11.99	13.79	51
adidas HQ WoS Herzogenaurach²	Germany	164.39	154.33	150.88	240.04	183.97	185.80	191.61	267.37	230.92	213.44	194.40	263.54	-66
adidas HQ ADP Herzogenaurach	Germany	54.02	43.87	47.12	41.60	26.54	28.94	42.30	28.87	37.87	32.98	42.72	in WoS	n. a.
adidas HQ WoGIT Herzogenaurach	Germany					included in adidas HQ WoS							n. a.	
adidas Factory Outlet Herzogenaurach	Germany	28.14	23.45	25.32	22.58	25.75	20.64	34.36	22.20	24.42	27.09	31.92	25.22	-28
adidas Athens	Greece	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Monza	Italy	n. r.	n. r.	60.50	65.00	73.00	54.04	87.48	50.53	25.07	19.70	17.08	9.71	-83
adidas Amsterdam	Netherlands	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Oslo	Norway	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Porto	Portugal	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Lisbon	Portugal	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Bucharest	Romania	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Zaragoza	Spain	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Solna	Sweden	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Stockport	United Kingdom	n. r.	n. r.	132.00	115.00	99.31	98.00	96.20	n. r.	41.00	33.03	41.63	5.05	-95
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
EMERGING MARKETS														
adidas Gurugram	India	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Capetown	South Africa	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Dubai	United Arab Emirates	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
LATIN AMERICA														
adidas Buenos Aires	Argentina	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1.20	14.30	11.80	12.51	-9
adidas Barueri Sao Paulo	Brazil	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Santiago	Chile	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Bogota	Colombia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Mexico City	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Ciudad de Panama	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Lima	Peru	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.

Table continues on the next page

Waste

		Total generated waste [t]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
NORTH AMERICA														
adidas Woodbridge	Canada	n. r.	n. r.	54.90	62.00	84.07	131.46	124.46	96.20	64.14	30.07	289.25	204.22	109
adidas Brooklyn	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas HQ Portland	USA	140.60	136.80	132.45	140.61	140.61	140.61	140.61	225.89	254.96	279.14	183.60	146.73	-48
adidas Spartanburg	USA	9.00	17.00	18.87	18.87	18.87	18.87	23.31	18.88	11.86	7.83	10.58	23.88	14
Reebok HQ Boston	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	50.05	3.27	-94
ASIA PACIFIC														
adidas Melbourne	Australia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Guangzhou	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Dalian	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas HQ Shanghai	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Hong Kong – Taikoo Wan Road	Hong Kong	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Hong Kong – How Ming Street	Hong Kong	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Tokyo	Japan	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	14.84	15.10	14.47	12.45	-34
adidas Singapore	Singapore	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Seoul	South Korea	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Taipei	Taiwan	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Ho Chi Minh I	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Ho Chi Minh II	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
Administration offices (total)		396	375	622	706	652	678	740	710	706	673	899	720	-45
Own production sites														
EUROPE														
adidas Footwear Factory Scheinfeld I	Germany	61.31	58.94	33.07	63.94	74.61	40.12	40.53	41.35	36.46	30.60	51.60	58.75	-48
NORTH AMERICA														
adidas Licensed Division Factory Indianapolis	USA	464.00	357.00	485.00	383.74	394.00	327.80	308.49	401.03	524.16	474.00	264.20	306.21	-26
Own production sites (total)		525	416	518	448	469	368	349	442	561	505	316	365	-33

Table continues on the next page

Waste

		Total generated waste [t]												Achieved savings in 2019¹ [%]
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Distribution centers														
EUROPE														
adidas Dettwiller	France	n. r.	n. r.	116.80	98.10	115.43	98.30	93.06	85.50	12.70	18.66	23.68	6.16	-91
adidas Langensteinach	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Rieste CDC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	11.10	105.72	101.75	127.00	209.00	96.66	92.84	-22
adidas Rieste EFC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Scheinfeld II	Germany	19.05	38.96	41.03	110.60	81.04	44.36	75.23	49.61	28.35	167.22	33.84	48.25	-32
adidas Uffenheim	Germany	113.80	88.32	66.74	78.66	69.36	76.84	70.51	50.36	257.15	66.11	43.20	77.25	-49
adidas Caspe	Spain	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Manchester	United Kingdom	n. r.	n. r.	3.58	3.58	3.58	3.16	2.96	2.45	2.40	1.56	0.54	9.00	143
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	12.96	12.50	11.50	13.00	25.00	24.90	150
adidas Chaiky³	Ukraine	n. r.	n. r.	28.00	10.00	10.00	10.00	8.00	6.60	7.00	6.00	6.00	19.20	-39
EMERGING MARKETS														
adidas Hafetz Haim⁴	Israel	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
LATIN AMERICA														
adidas Embu	Brazil	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Pudahuel	Chile	n. r.	n. r.	60.00	65.00	74.00	74.00	88.80	106.00	100.00	100.00	100.00	100.00	-41
adidas Tultitlan	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	330.00	350.00	307.00	246.00	337.00	337.00	147.34	-62
adidas Colon	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
NORTH AMERICA														
adidas Brantford	Canada	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	73.15	60.17	59.00	99.64	-13
adidas Greenfield	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	29.00	13.20	95.18	21.70	52
adidas Spartanburg I	USA	115.00	94.00	153.30	264.58	185.80	163.04	170.87	163.76	188.00	171.87	364.90	230.34	7
adidas Spartanburg II	USA	n. r.	43.00	217.01	293.93	242.01	128.20	165.00	167.83	197.29	249.50	260.14	201.07	-47

Table continues on the next page

Waste

		Total generated waste [t]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
ASIA PACIFIC														
adidas Tianjin	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Suzhou	China	3.00	4.00	4.74	4.78	4.30	4.30	2.00	2.50	2.00	2.00	1.92	1.99	- 58
adidas Hong Kong	Hong Kong	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Pyeongtaek	South Korea	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	65.00	69.70	112.34	82.16	- 16
adidas Bangkok	Thailand	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
Distribution centers (total)		251	268	691	929	786	943	1,145	1,056	1,347	1,485	1,559	1,162	- 36
Total		1,172	1,060	1,831	2,083	1,906	1,990	2,234	2,208	2,613	2,662	2,775	2,247	- 49

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

n. r. = not reported

¹ Savings 2019 compared to individual base year.

² The site expansion has not yet been taken into account in these figures and is shown in the table "NEW SITES FOR 2020".

³ This site has been renamed and was referred to as Obukhiv in previous reports.

⁴ This site has been renamed and was referred to as Canot in previous reports.

Paper

		Total printing paper consumption [t]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Administration offices														
EUROPE														
adidas Sofia	Bulgaria	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	0.36	0.34	38
adidas Copenhagen	Denmark	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Strasbourg	France	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	1.05	1.86	130
adidas HQ WoS Herzogenaurach ²	Germany	33.50	29.20	30.00	26.60	25.11	31.62	30.23	32.17	28.35	18.66	17.34	28.93	-82
adidas HQ ADP Herzogenaurach	Germany	18.43	17.84	17.70	20.24	22.05	17.23	19.12	18.25	19.78	12.24	11.10	in WoS	n.a.
adidas HQ WoGIT Herzogenaurach	Germany	3.21	2.76	2.39	2.45	2.69	2.11	2.00	1.58	1.43	0.75	0.66	in WoS	n.a.
adidas Factory Outlet Herzogenaurach	Germany	2.22	2.36	1.98	1.81	2.17	0.90	1.11	1.02	1.25	0.20	0.08	0.63	-77
adidas Athens	Greece	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Monza	Italy	n.r.	n.r.	7.50	8.25	7.50	3.12	3.45	2.82	2.95	2.56	1.43	1.22	-83
adidas Amsterdam	Netherlands	n.r.	n.r.	6.63	6.63	6.60	1.94	4.55	2.79	3.10	2.49	1.10	1.10	-93
adidas Oslo	Norway	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Porto	Portugal	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Lisbon	Portugal	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	1.02	0.82	-15
adidas Bucharest	Romania	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Zaragoza	Spain	n.r.	n.r.	5.83	5.86	4.80	3.71	3.69	3.35	2.89	3.01	3.07	1.30	-89
adidas Solna	Sweden	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	0.17	0.34	101
adidas Stockport	United Kingdom	n.r.	n.r.	15.00	10.50	9.80	9.90	7.23	2.47	5.40	n.r.	2.75	2.77	-78
CIS														
adidas Moscow	Russia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	23.30	n.r.	2.42	1.99	-91
EMERGING MARKETS														
adidas Gurugram	India	n.r.	n.r.	n.r.	4.80	8.05	6.04	3.80	4.29	2.38	2.64	2.24	2.11	-12
adidas Capetown	South Africa	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.a.
adidas Dubai	United Arab Emirates	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	1.33	1.31	7
LATIN AMERICA														
adidas Buenos Aires	Argentina	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	2.76	2.49	1.52	1.08	-55
adidas Barueri Sao Paulo	Brazil	n.r.	n.r.	16.57	11.04	11.04	11.04	11.04	11.04	2.90	1.58	0.70	1.43	-65
adidas Santiago	Chile	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	2.10	1.33	1.33	0.70	-36
adidas Bogotá	Colombia	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	2.52	0.63	0.68	0.40	-52
adidas Mexico City	Mexico	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	0.89	0.89	0.86	-21
adidas Ciudad de Panama	Panama	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	1.52	2.36	3.52	110
adidas Lima	Peru	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	n.r.	0.72	0.04	0.01	-99

Table continues on the next page

Paper

		Total printing paper consumption [t]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
NORTH AMERICA														
adidas Woodbridge	Canada	n. r.	n. r.	2.55	2.88	2.81	2.04	2.63	2.24	2.38	2.45	1.98	1.81	-20
adidas Brooklyn	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas HQ Portland	USA	16.00	16.00	15.00	10.30	10.27	12.15	13.12	12.88	6.99	5.24	6.29	4.04	-87
adidas Spartanburg	USA	15.00	16.00	12.29	16.15	10.02	9.16	9.25	7.59	6.63	7.59	7.58	4.94	-64
Reebok HQ Boston	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	0.23	0.45	96
ASIA PACIFIC														
adidas Melbourne	Australia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Guangzhou	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	0.45	0.51	0.60	1.08	-14
adidas Dalian	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1.30	0.72	-56
adidas HQ Shanghai	China	5.00	5.00	8.00	7.80	7.24	8.39	9.63	11.20	11.56	n. r.	11.03	10.20	-19
adidas Hong Kong – Taikoo Wan Road	Hong Kong	n. r.	n. r.	6.64	6.61	6.80	5.06	2.92	2.88	2.38	1.25	0.73	0.84	-82
adidas Hong Kong – How Ming Street	Hong Kong	n. r.	n. r.	3.76	3.76	3.58	3.29	3.06	2.88	2.66	2.73	2.48	1.70	-62
adidas Tokyo	Japan	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	6.72	7.29	5.74	4.37	-52
adidas Singapore	Singapore	n. r.	n. r.	3.02	2.50	2.00	1.88	2.03	2.42	3.39	0.18	0.05	0.19	-93
adidas Seoul	South Korea	n. r.	n. r.	3.84	3.75	4.21	4.94	5.18	5.44	5.99	7.12	6.53	8.70	76
adidas Taipei	Taiwan	n. r.	n. r.	35.00	37.00	38.00	2.73	3.00	2.93	5.21	5.42	5.23	5.89	-89
adidas Ho Chi Minh I	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Ho Chi Minh II	Vietnam	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
Administration offices (total)		93	89	194	189	185	137	137	130	155	91	103	98	-75
Own production sites														
EUROPE														
adidas Footwear Factory Scheinfeld I	Germany	1.64	1.09	1.45	1.53	1.54	1.27	2.26	2.22	2.62	1.70	1.70	1.67	-45
NORTH AMERICA														
adidas Licensed Division Factory Indianapolis	USA	21.77	20.81	23.11	37.64	25.51	18.14	22.17	18.50	16.35	19.45	1.58	9.80	-50
Own production sites (total)		23	22	25	39	27	19	24	21	19	21	3	10	-52

Table continues on the next page

Paper

		Total printing paper consumption [t]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Distribution centers														
EUROPE														
adidas Dettwiller	France	n. r.	n. r.	1.27	1.27	2.05	1.62	0.92	0.51	0.26	1.30	0.45	0.96	29
adidas Langensteinach	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	0.38	0.43	0.33	0.32	-26
adidas Rieste CDC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	2.00	4.55	4.12	6.00	82.80	2.75	2.44	-52
adidas Rieste EFC	Germany	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Scheinfeld II	Germany	0.75	0.70	0.58	1.12	0.84	0.34	0.65	0.53	0.61	0.39	0.53	0.51	-82
adidas Uffenheim	Germany	2.22	1.49	1.29	1.38	1.67	1.24	2.05	2.34	2.11	0.78	1.96	1.89	-35
adidas Caspe	Spain	n. r.	n. r.	3.36	5.50	4.38	3.31	3.50	3.88	3.75	3.75	3.75	4.10	54
adidas Manchester	United Kingdom	n. r.	n. r.	21.83	23.30	21.70	20.10	19.20	18.90	18.40	8.14	8.32	6.32	-72
CIS														
adidas Moscow	Russia	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	29.94	27.33	35.00	40.61	14.40	18.65	-12
adidas Chaiky ³	Ukraine	n. r.	n. r.	2.00	2.01	1.62	1.62	1.61	1.32	1.25	1.20	1.23	1.09	-51
EMERGING MARKETS														
adidas Hafetz Haim ⁴	Israel	n. r.	n. r.	10.00	14.29	12.50	13.05	13.70	13.92	2.00	3.36	2.80	2.44	-42
LATIN AMERICA														
adidas Embu	Brazil	n. r.	n. r.	1.92	2.16	7.44	6.06	6.58	5.30	0.78	3.39	2.83	1.02	-45
adidas Pudahuel	Chile	n. r.	n. r.	9.00	10.00	8.90	11.60	10.50	10.50	7.00	7.00	7.00	2.91	-89
adidas Tultitlan	Mexico	n. r.	n. r.	n. r.	n. r.	n. r.	19.57	21.60	13.95	18.45	5.63	4.99	4.91	-79
adidas Colon	Panama	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	1.53	1.53	1.43	-8
NORTH AMERICA														
adidas Brantford	Canada	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	3.64	3.20	2.90	0.68	-90
adidas Greenfield	USA	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Spartanburg I	USA	8.00	16.00	10.43	9.25	12.70	9.59	9.07	19.30	19.38	11.29	5.19	10.48	-29
adidas Spartanburg II	USA	n. r.	16.00	16.10	11.91	12.70	10.89	10.89	11.90	12.19	16.98	12.27	10.38	-63

Table continues on the next page

Paper

		Total printing paper consumption [t]											Achieved savings in 2019 ¹ [%]	
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
ASIA PACIFIC														
adidas Tianjin	China	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. a.
adidas Suzhou	China	4.00	5.00	5.00	5.00	4.50	4.40	4.80	4.90	5.25	7.88	6.19	7.63	53
adidas Hong Kong	Hong Kong	n. r.	n. r.	2.84	2.84	2.87	2.99	2.71	3.09	2.69	2.99	2.89	4.35	-45
adidas Pyeongtaek	South Korea	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	4.64	5.68	8.68	0.38	-95
adidas Bangkok	Thailand	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	n. r.	4.73	7.53	-13
Distribution centers (total)		15	39	86	90	94	108	142	142	144	208	96	88	-52
Total		132	150	304	318	306	265	304	293	318	321	202	195	-69

Note: All values in this table are shown as rounded values. Total values may differ from actual sum due to decimal place of individual values.
n. r. = not reported

¹ Savings 2019 compared to individual base year.

² The site expansion has not yet been taken into account in these figures and is shown in the table "NEW SITES FOR 2020".

³ This site has been renamed and was referred to as Obukhiv in previous reports.

⁴ This site has been renamed and was referred to as Canot in previous reports.

CRITERIA FOR CERTIFICATION

Evaluation performed on a level above moderate level of assurance, including:

- Understanding and testing on a sample basis the processes used to adhere to and evaluate adherence to the AA1000 Accountability Principles;
- Inquiring of management, including senior management at executive and functional levels, and of relevant management responsible for the day-to-day management of sustainability, about the effectiveness of processes used to adhere to the AA1000 Accountability Principles;
- Observing and inspecting management practices, process testing and evidence gathering across the organization on a sample basis;
- Limited testing of details on a sample basis (e.g. re-performance of calculations);
- Collecting and evaluating documentary evidence and management representations to support the assurance work undertaken;
- Confirming that what is disclosed is consistent with the findings of the assurance process.





adidas AG
Ms. Katherine Machler
Adi-Dassler-Str. 1
91074 Herzogenaurach

13.03.2020



DECLARATION OF INDEPENDENCE – AUDIT PROCESS INTEGRATED MANAGEMENTSYSTEM ACCORDING TO ISO 14001, ISO 45001 AND ISO 50001 – VERIFICATION OF GREEN COMPANY REPORT

Dear Ms. Machler,

Intechnica Cert GmbH is performing a certification audit process according to the internal norms ISO 14001, ISO 45001, ISO 50001 as well as a verification of green company report. The certification and surveillance audits take place over a period of 6 years and are based on an agreement between Intechnica Cert GmbH and adidas AG dated 25.03.2019.

The verification of the Green Company Report for the reporting year 2019 is based on the same agreement between Intechnica Cert GmbH and adidas AG.

We herewith declare that the above mentioned certification, surveillance and verification audits are held independently from any organizational, economic or personnel-related links and interests.

Yours sincerely,


Dipl.-Phys. Reinhard Mirz
Managing Director
Intechnica Cert GmbH


Dr. Volker Tröbs
Lead auditor

Intechnica Cert GmbH Umweltgutachterorganisation
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Declaration_of_independence_2020-03-13_adidas



Verification of the green company performance analysis report of adidas AG

To the legal representatives of the adidas AG

Intechnica Cert GmbH
Ostendstraße 181, 90482 Nürnberg

verified the „Green Company Performance Analysis Report 2019“ (following briefly called “report”) of the adidas AG – World of Sports, Adi-Dassler-Straße 1, 91074 Herzogenaurach. The report covers the period of 01.01.2019 until 31.12.2019.

The report was prepared according to the presented criteria listed in the appendices of the report. The legal representatives of the organization are responsible for the setup of the report. The task of Intechnica Cert GmbH is to assess the statements indicated in the report, based on the performed verification.

Intechnica Cert GmbH conducted the verification of the report following an established procedure of Intechnica Cert in accordance with German generally accepted standard for proper verification of sustainability reports issued by the Institute of Public Auditors in Germany (IDW PS 821) as well as according to AA1000 assurance standard of 2008. To fulfill these requirements it is necessary that the method of planning and performing the verification guarantees a reliable assurance that the content of the report complies with the applicable criteria. The effectiveness of the underlying information system as well as the evidences for the statements in the report will be assessed primarily based on random samples.

Intechnica Cert GmbH considers that its verification provides a reasonable basis for its opinion.

According to the assessment of Intechnica Cert GmbH based on the knowledge acquired during the verification, all verified statements are in accordance with the applicable criteria in all essential issues.

Nürnberg, March 13th, 2020


Dr. Volker Tröbs
Environmental verifier DE-V-0258
Lead of Verification Team


Dipl.-Phys. R. Mirz
General Manager
Intechnica Cert GmbH
Env. Verifier Organisation DE-V-0279

PUBLISHING DETAILS

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CONCEPT, DESIGN AND REALIZATION

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