



DECATHLON

#TomorrowStartsToday

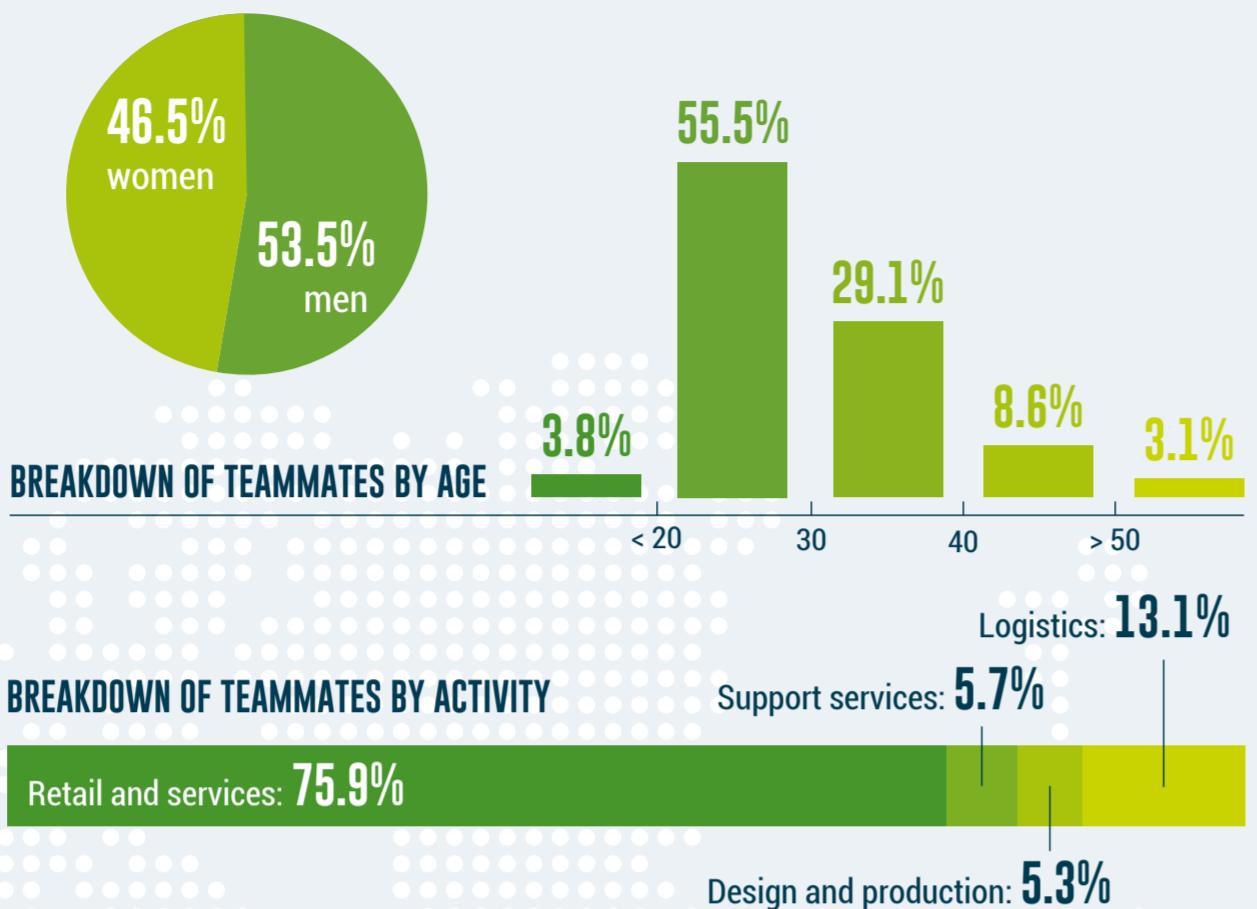
NON-FINANCIAL REPORTING DECLARATION 2020 #Essential

DECATHLON IN FIGURES

AS AT 31/12/2020

93,710 TEAMMATES

8.4% less than in 2019



60 COUNTRIES

3 NEW COUNTRIES IN 2020

Ireland, Kazakhstan and Latvia



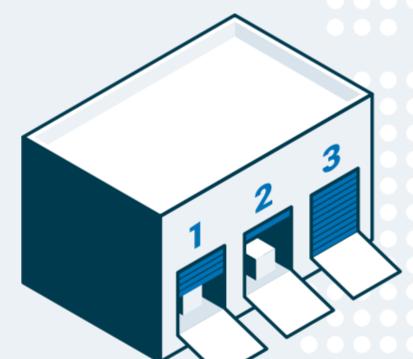
1,697 STORES WORLDWIDE

84 STORE OPENINGS IN 2020



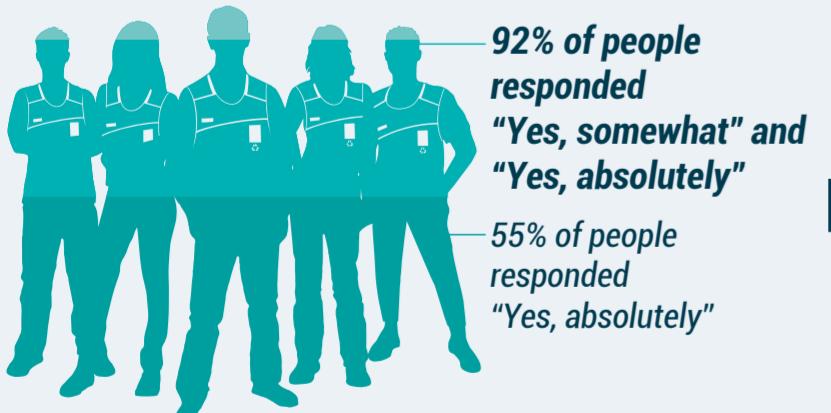
19%

OF TURNOVER
IN DIGITAL SALES



69

WAREHOUSES
AND LOGISTICS
PLATFORMS



55% OF TEAMMATES
ARE HAPPY IN THEIR JOBS

54% in 2019

5.9%

OF SALES
FROM ECO-DESIGNED
PRODUCTS

1.36%

SUSTAINABLE TURNOVER*

*See the description of
Sustainable Turnover on page 30.

45 PARTNERS SUPPLIERS

OUT OF A TOTAL
OF 1,339 SUPPLIERS

RANK 1 PRODUCTION SITES
WERE GIVEN A, B OR C RATINGS
FOR THEIR HUMAN RESPONSIBILITY
IN PRODUCTION

2% less than in 2019



84%

RANK 1 AND RANK 2 PRODUCTION SITES
WERE GIVEN A, B OR C RATINGS
FOR THEIR ENVIRONMENTAL MANAGEMENT

0.4% more than in 2019



80.4%

€11.4 BILLION IN TURNOVER (EXCL. VAT)

5.8% less than in 2019*

*At constant exchange rates.

85 DECATHLON BRANDS

400 MILLION SPORTS USERS IMPACTED BY OUR PRODUCTS IN STORES AND ON THE INTERNET

69% OF DELIGHTED SPORTS USERS

in 2020

5 SERVICE PLATFORMS

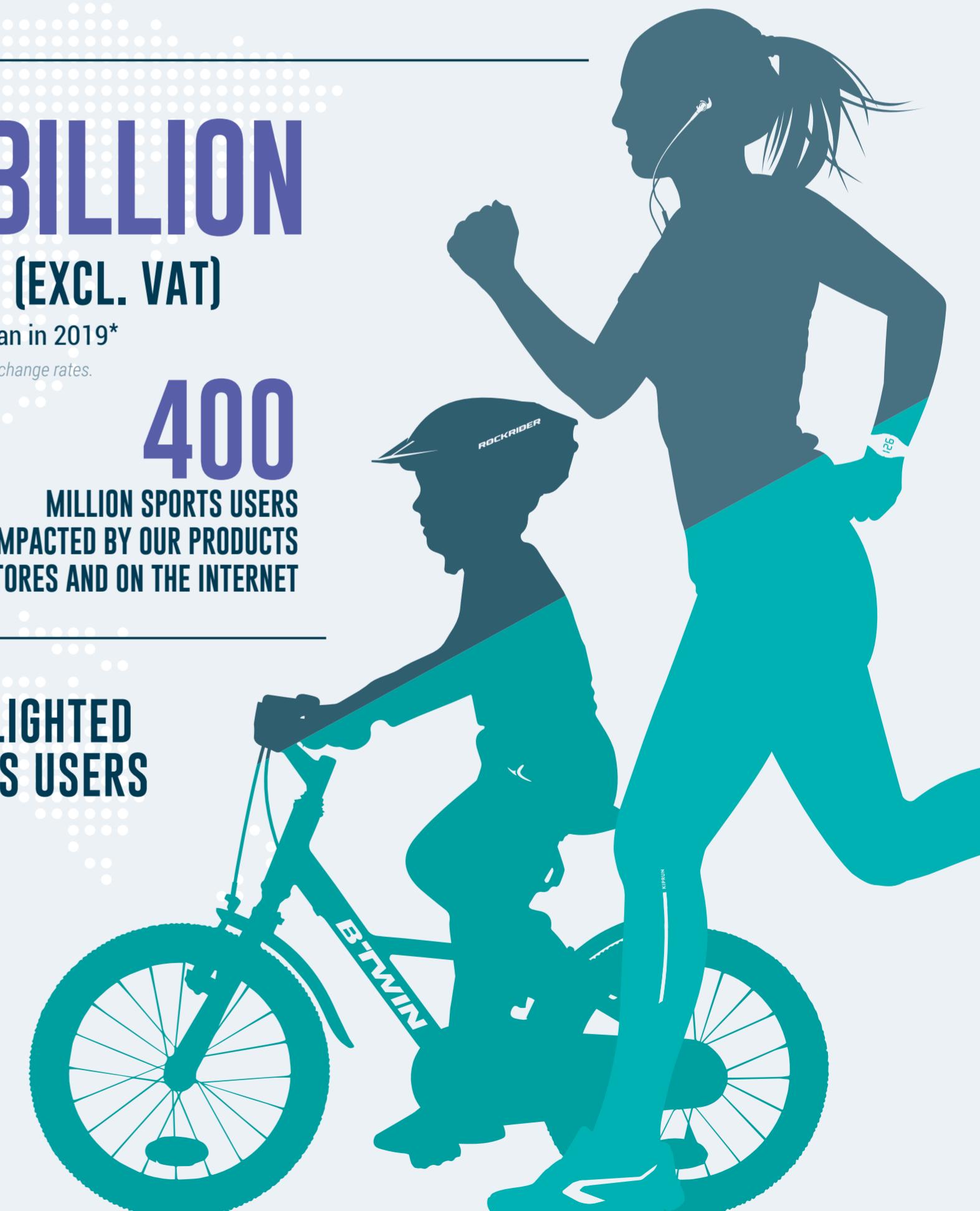
DECATHLON ACTIVITIES

DECATHLON | E CLUB

Conseil sport

DECATHLON
COACH

DECATHLON Outdoor



#Essential

2020 HIGHLIGHTS

GOVERNANCE



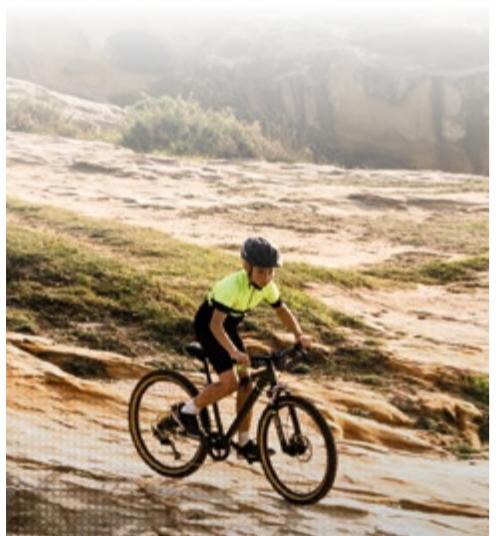
Decathlon adopts its
**2020-2026
TRANSITION PLAN**

CLIMATE



We are joining the
**NET ZERO
INITIATIVE**
to contribute to
**THE GLOBAL GOAL OF
CARBON NEUTRALITY
BY 2050**

PRESERVING NATURE



Decathlon joins
the initiative of
**"COMPANIES
COMMITTED
TO NATURE"
IN FAVOUR
OF BIODIVERSITY**

New Business Models:
**SHORT AND LONG-TERM
RENTALS, SUBSCRIPTIONS,
SECOND-HAND GOODS**



**16,046
COMMITTED PEOPLE**,
at 402 events in 31 countries,
for 25.5 tonnes of waste
collected and, for the first time,
758 kg CO₂-eq./year
saved thanks to Digital Clean-Up

DEVELOPING THE HUMAN SIDE



Despite the impact of
the health crisis, the results
of our human resources
policies remained stable:
93%
OF OUR TEAMMATES
FEEL SAFE
in their workplace

SUSTAINABLE VALUES



We are adding two values
to our core values:
**GENEROSITY AND
AUTHENTICITY**

SOLIDARITY:
**36,000
EASYBREATH MASKS**
were donated to hospitals
in France during
the Covid-19 crisis

THE 5 TARGETS OF THE DECATHLON 2021.1 VISION

Health, Transport, Local Living Conditions, Regeneration and Inclusiveness:

#HEALTH

DECATHLON EMPLOYEES are your **health** partners, for a better quality of life. We promote a conscious lifestyle through sport.

#TranSPORT

DECATHLON EMPLOYEES make clean and healthy **tranSPORT** possible.

#LOCALLIFE

DECATHLON EMPLOYEES are 100% focused on **Local Life** and connected to the whole world.

#REGENERATIVE

DECATHLON EMPLOYEES aspire to achieve responsible growth that is of benefit to people as well as the planet, by acting within the framework of a **regenerative** economy.

#INCLUSIVE

DECATHLON EMPLOYEES are completely **inclusive** and open to everyone, and we reflect the society that we are part of.

Vision 2021.1 is a **humanistic Vision**, in which the personal events, emotions and experiences play an important role. The Co-EVOLVE phase, which began in 2020, is a methodology for moving on from topics of discussion to practical initiatives, validated by the general management, and coordinated locally by a network of 220 Vision Relays.

VISION 21.1 IN FIGURES
AS AT 31/12/2020

**1,115 WRITTEN STORIES
OF THE FUTURE**

**220 VISION RELAYS
AROUND THE WORLD**

**93% OF EMPLOYEES ARE AWARE
OF DECATHLON'S 21.1 VISION**

www.decathlonvision.com

1. PPA: Power Purchase Agreements are contracts for purchasing energy from renewable sources.

OUR BUSINESS MODEL

INDICATORS AS AT 31/12/2020

DECATHLON

OUR MISSION: TO SUSTAINABLY MAKE
THE PLEASURE AND BENEFITS OF SPORT
ACCESSIBLE TO THE MANY

OUR RESOURCES

CREATING VALUE

OUR TEAMMATES

93,710 teammates: **46.5%** women and **53.5%** men.
Breakdown by sector: **75.9%** retail and Web services,
5.3% design/production, **5.7%** support services, **13.1%** logistics.
Decathlon Academy digital training platform
and **14** Decathlon Exchange training centres.
A network of **50** local Safety Referents.



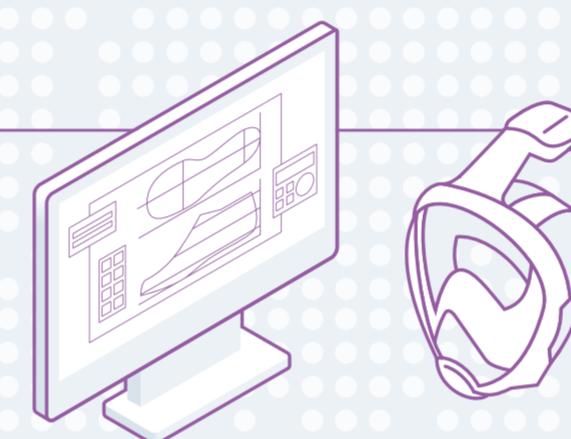
CUSTOMERS AND USERS
**PASSIONATE,
RESPONSIBLE,
SPORTS USERS**

55% of our teammates enjoy coming to work every day.
55.9% of our teammates are shareholders.
Support for personal development and skill-building.
19.1% Payroll/Turnover.
47 projects by the Foundation, backed by teammates and beneficiaries.

PRODUCT DESIGN

85 Decathlon brands to meet user needs.
In-house laboratories/prototyping workshops.
3,000 prototypes.
On-site testing and co-designing with users.

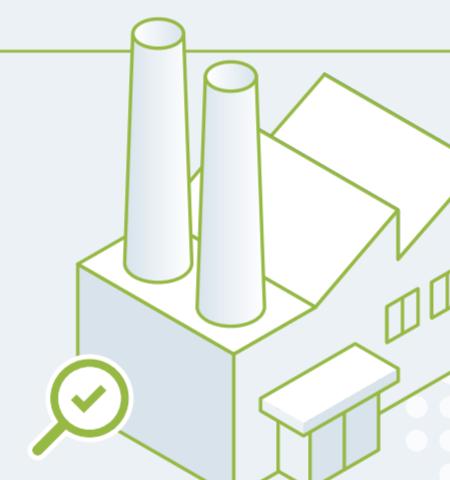
TECHNICAL, EXCLUSIVE,
RECOGNISED, AT THE FAIREST PRICE,
SPORTS INNOVATIONS



37 patents have been filed and extended around the world.
In-house net promoter score of **37**, influence coefficient: **3.6**
100% of our cotton and **20%** of our polyester
come from more sustainable sources.
63.8% of products have an environmental label.

SUPPLY CHAIN

45 production countries and **42** production offices.
1,339 suppliers:
977 Rank 1 and **362** Rank 2, including **45** partners.
16 industrial production processes.
818 Human Responsibility in Production audits
and **85** Environmental audits.



COMMON VALUES SHARED
WITH OUR INDUSTRIAL PARTNERS,
ENVIRONMENTAL AND HUMAN ASSESSMENTS

32.3% of our products are sourced from our industrial partners.
84% of our Rank 1 suppliers were given ABC Human Responsibility
in Production scores and **80.4%** of our Rank 1 and Rank 2 suppliers
were given ABC scores for local environmental responsibility.
62 suppliers that have an objective validated
by the SBT Initiative to reduce carbon emissions.
11.2 years is the average length of service
for the 100 top suppliers in terms of turnover.

TRANSPORT AND LOGISTICS

69 warehouses and logistics platforms around the world.
5,845 million tonne-kilometres transported.
Product transport:
4% air transport, **85.2%** maritime transport,
2.6% rail transport and **8.1%** road transport.

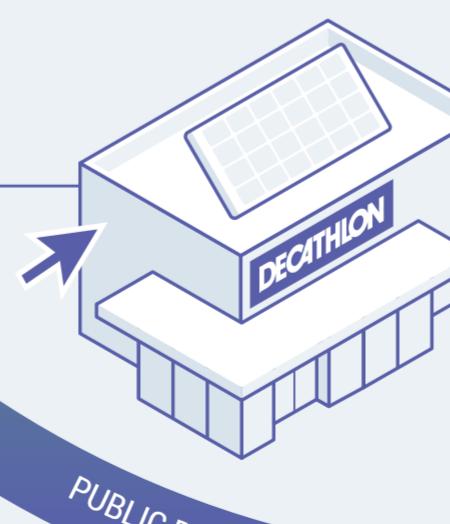
PRODUCT AVAILABILITY,
OPTIMAL STORAGE TIME



1,075 items shipped/m² around the world.
52.1 m³ average per truck load rate,
i.e. **13,000** 13,000 articles/truck.
Environmental impact of product shipment in Europe: **242 g CO₂ eq./article**.
Involvement in soft mobility growth.

OMNICOMMERCE

1,697 stores located in **60** countries and digital platforms
ensuring our products are accessible through all our distribution channels.
Organising sporting events with the help of our communities.
180 international partner brands.
Developing a sales strategy **TO** other people, **THROUGH** other channels and **IN** other locations.



RETAIL,
ON-LINE MARKET PLACE,
SERVICE PLATFORM,
DECATHLON TRADEMARK
BRANDS

400 million: number of customers/sports users. **69%** of delighted sports users.
€11.4 billion in turnover (excl. VAT)
originating from product sales and second-life products:
5.8% less than in 2019, at constant exchange rates.
9.2 Kg CO₂ eq. per product sold (**2%** more than in 2016).
0.86 Kg CO₂ eq./Euros (**10%** less than in 2016).

MICHEL ABALLEA

MANAGER OF DECATHLON UNITED
Open Water Swimming enthusiast



DEVELOPING THE HUMAN SIDE

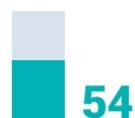
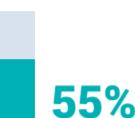
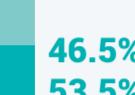
WELL-BEING THROUGH ENJOYMENT AND BENEFITS OF SPORT



DECATHLON IS COMMITTED TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



OUR COMMITMENTS FOR 2026

ISSUES	2026 COMMITMENTS	ACHIEVED 2019	ACHIEVED 2020
Well-being	60% of teammates ¹ say they are happy to come to work every morning, to support our project, their project, and the overall company purpose	 54%	 55%
Diversity and inclusion	50% women and 50% men	 46% women 54% men	 46.5% women 53.5% men
Human rights	50% of team leaders ² are women	 39%	 N/A ³
Health and safety	90% of level 1 ⁴ suppliers are ranked A, B or C in line with our audit grid	 86%	 84%
Skills and development	100% of our teammates concerned are trained in human rights	 N/A	 N/A ⁵
Sharing value	100% of teammates ⁶ feel safe in their work environment	 94%	 93%
Agile, networked organisation	100% of teammates can express themselves and are heard	 93%	 93%
Impressing with our products	100% of eligible teammates are co-owners of Decathlon (if they so wish), thanks to the employee shareholder scheme	 89.6%	 55.9%

The Transition Plan was drawn up in 2020. Some indicators were created following the deployment of strategies and will therefore be available in 2021.

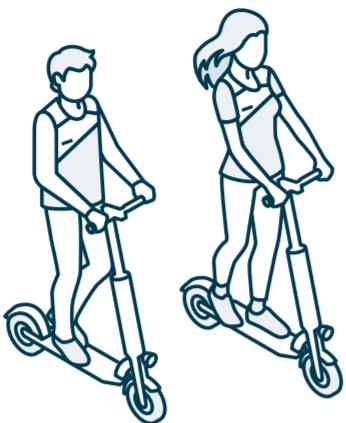
1. Who answered "Yes, absolutely". - 2. Female teammates with a hierarchical role in charge of at least one person. - 3. It was not possible to report this indicator in 2020 for the worldwide scope. There is detailed reporting for this indicator in 17 countries (see page T31). Actions have been implemented to enable this indicator to be reported in the NFRD 2021 for the worldwide scope. - 4. Level 1 supplier: Supplier contractually linked with a DECATHLON company for manufacturing or assembling products finished / semi-finished (via manufacturing contract) or for the supply of raw materials or components (via purchase agreement), receiving purchase orders and invoicing said company directly. - 5. A new training course on human rights is being finalised and deployed, and a reporting indicator will be available from the NFRD 2021 onwards. - 6. Who answered "Yes, absolutely" or "Yes, somewhat". - 7. The HR teams are working towards the progressive deployment of a Digital Maturity Index tool in all the countries by 2026. The data is not yet available for this year. - 8. Users who gave a score of 5/5 in our customer ratings.

#Well-being

55%

OF TEAMMATES
WERE HAPPY
TO COME TO WORK

92% responded "yes, absolutely"
and "yes, somewhat" in the
Decathlon Team Barometer survey



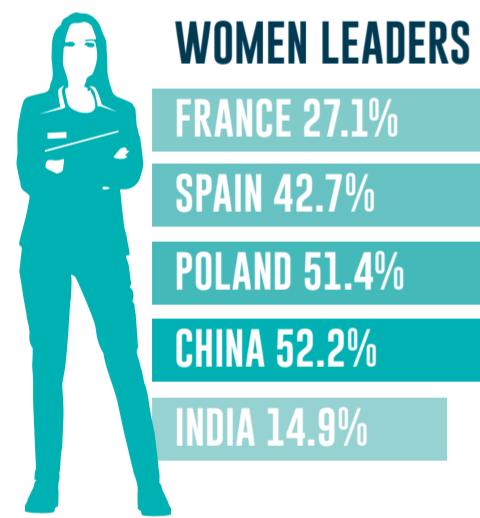
79.4%

OF TEAMMATES, OUT OF
THE TOTAL WORKFORCE, WERE
ON PERMANENT CONTRACTS

COVID-19: SUPPORT CELL

To support those teammates who need it, a France support cell was set up in March 2020. On the initiative of a human resources team, this cell is made up of 17 volunteer counsellors who are trained in coaching. The objective is to offer teammates counselling and support, or to refer them to their human resources managers or a psychologist if necessary. Preventive calls were also made to certain teammates in vulnerable situations, to check on their mental health. Finally, collective support workshops were offered and provided through videoconferencing. This is targeted support that is nevertheless open to all teammates who want it, and which will continue in 2021.

#DiversityAndInclusion



3.2%

OF TEAMMATES
IN FRANCE
HAD A DISABILITY
4% in Italy,
0.9% in Hungary



TESTIMONIAL
SOPHIE CRIQUELION,
PACESETTER DIVERSITY PROJECT

"The enthusiasm surrounding the 'Diversity and Inclusion' events is a great success. It is important that these issues become key priorities within Decathlon. Because of each country's different historical and cultural pasts, the problems facing them are unique. The place of women in India, the fight against obesity in Belgium, the fight against racism in Brazil, etc. Sharing these differences and finding out about the best practices of other companies leads to improvements. The opening of these events to external participants is also crucial. The goal is to share experience, inspire people and make use of existing initiatives to change society!"



TESTIMONIAL
MIRJANA PAVLICEVIC
DIVERSITY LEADER,
DECATHLON CROATIA

"With the 'Recruiting People with Disabilities' project, we wanted to offer everyone the opportunity to work in a healthy environment with colleagues who practise sport on a daily basis and participate in their own development and that of the business. In Croatia, the percentage of people with disabilities is 12.4%. We hired people who are deaf, deaf and mute, blind, visually impaired and people with Down syndrome. Each partnered work experience removes any prejudices, highlights the problems so that they can be better understood, develops our ability to adapt and empathise, and helps the company to grow."

#HumanRights in the value chain



TESTIMONIAL
KRISHNA KUMAAR DHAMODARAN
PRODUCTION TEAM LEADER, REFERENT
ON COMBATING FORCED LABOUR

"25 million people worldwide are the victims of modern slavery and all actors may face this situation. As a company, we sincerely believe that it is the responsibility of every Decatholian to protect the interests and welfare of the workers who help us manufacture our products. Since 2016, we have made progress in improving our skills in this area and in boosting our resources, but we must keep up our efforts in order to achieve a responsible supply chain. To achieve this, we must also strengthen our teams and industrial partners, continue to roll out our tools for identifying potential risks, keep increasing our expertise for effective and sustainable mitigation, and lastly, build on our connections with potential external partners to go further and faster."



1,339
RANK 1 AND
RANK 2 SUPPLIERS

84%
RANK 1 PRODUCTION
SITES RATED A, B OR C

75%

**RANK 2 PRODUCTION
SITES RATED A, B OR C**

MANAGEMENT OF THE COVID-19 CRISIS

During this year of global health crisis, Decathlon made sure that it maintained its connection with suppliers. Despite the circumstances, the teams managed to continue the monitoring exercise thanks to supplier self-assessment, questionnaires and a reporting system. When the plants were operating, the teams ensured that health restrictions were implemented in accordance with government requirements, including through webinars and a dedicated guidebook. Decathlon also undertook to honour all the orders that had been placed and shipped by its suppliers during this period.

#HealthAndSafety

50

SAFETY UNITED REFERENCES
around the world



FOCUS ON ITALY

Having been hit particularly hard right from the first lockdown, Italy gathered together a team of experts to draw up action plans in accordance with government announcements. This analysis was used to guide the teams through the protocols that needed to be implemented when the sites were open as well as when they had to close.

Despite a fast-changing context, with constantly evolving government measures to be observed, the teams demonstrated excellent responsiveness. They managed to adapt when, from one week to the next, the rules governing access to the sites by teammates and customers, or customer information, had to be changed.

The good communications between Italy and Decathlon United were also invaluable in being able to make progress in a challenging context. Given that Italy was one of the first European countries to be confronted with Covid-19, it also had to quickly translate the procedures put in place so that the other countries could make use of them.

Finally, from the start of the first lockdown, following the death of a teammate from the Covid-19 virus, external psychological assistance was deployed. It was available to teammates who needed it throughout the rest of the year.

195

**QUALITY OF WORK
LIFE RELAYS**
in France

HANDICAP	97
INSERTION	38
SENIORS	35
PROFESSIONAL EQUALITY	19
PSYCHO-SOCIAL RISKS	6

20 40 60 80

Since 2020, the QWL leaders are divided by subject; they are dedicated to a specific topic according to the site requirements and human potentialities.

#SkillsAndDevelopment

14
DECATHLON EXCHANGE CENTRES
around the world

88%
OF TEAMMATES DECLARE THEY TAKE
RESPONSIBILITY FOR THEIR OWN ADVANCEMENT

#SharingValue

55.9%
OF EMPLOYEES
ARE SHAREHOLDERS
52,301 shareholders in 2020
15% more than in 2019

HOW IS EUR 100 FROM A TEAMMATE INVESTED IN THE DECATHLON EMPLOYEE SAVINGS INVESTMENT FUND CALLED DECAVAL?

IMPLEMENTATION OF THE DECATHLON VISION

EUR 70 are invested by Decathlon to implement the Decathlon Vision and long-term strategies such as:

- "I promote a better quality of life",
- "I make clean and healthy transport possible",
- "I am 100% focused on local community",
- "I aspire to responsible growth",
- "I act as part of a regenerative economy",
- "I participate in an inclusive society".



RESPONDING TO REQUESTS TO RELEASE FUNDS

EUR 30 are used by Decathlon to respond to requests by employees to release funds:

- "I have to insulate my house",
- "I have to change my boiler",
- "I have to change the windows in my house",
- "I am buying a house",
- "I am having my 3rd child",
- etc.

#DelightmentWithOurProducts

MORE THAN 1.5 MILLION
CUSTOMER REVIEWS COLLECTED

OVERALL USER RATING
FOR DECATHLON PRODUCTS:

4.48/5

84.6%

OF SUPPLIERS ARE INVOLVED
IN CHEMICAL SUBSTANCE
MANAGEMENT

1,072
PRODUCTS ARE RETURNED,
per million products,
due to failure or non-satisfaction

QUALITY RETURN RATE FOR DECATHLON PRODUCTS
PER MILLION PRODUCTS AS AT 31/12/2020



RPM

RPM (returns per million) is an indicator for the quality of our products. A deteriorating RPM (increase in the quantity of returned products) may, for example, be the sign of a design or production problem, or it may indicate user dissatisfaction with the use of the product. For the analysis to be relevant, we look at the evolution of this indicator over time rather than its raw value.

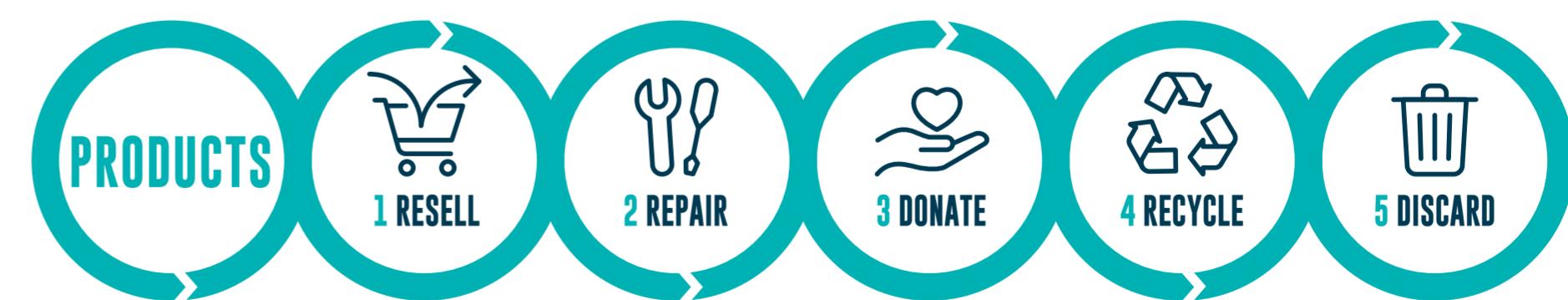
RPM = (quantities returned / quantities sold) * 1,000,000

FINDING A SOLUTION FOR EACH DISCARDED PRODUCT BEFORE THROWING IT AWAY

At the time of each quality corrective action, products are discarded because of their entire non-conformity. Sometimes these non-conformities are related to a colour or a size, but not to anything that questions user safety or product durability. In 2020, the Quality team therefore looked for new ways to list products with a corrective action, in order to limit the number of destroyed products as much as possible. According to the sorting criteria, the products follow a circuit of progressive elimination of solutions. They are therefore repaired, donated, recycled, or destroyed if no solution can be found by the Quality manager.

The breakdown for the sports products involved in this approach in 2020 was as follows: 17% donations, 23% repairs and 59% other categories.

MORE THAN 4,500 REPAIRS WERE CARRIED OUT
ON THE ITIWIT STAND-UP PADDLES
i.e. 3,000 T. CO₂ eq. were saved



First and foremost, Decathlon encourages the resale, repair and donation of a repaired product; if donating is not an option, it is recycled or, failing all else, discarded.

PRESERVING NATURE

THE PLEASURES OF SPORT
IN A PRESERVED ENVIRONMENT



'Preserving nature' represents a major pillar of the group's commitments and covers three wide scopes of action:

1_FIGHTING AGAINST CLIMATE CHANGE AND PROTECTING BIODIVERSITY

2_DEVELOPING A RESPONSIBLE OFFERING AND CONSUMPTION

3_REDUCING WASTE AND RECYCLING

DECATHLON IS COMMITTED TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:





1_FIGHTING AGAINST CLIMATE CHANGE AND PROTECTING BIODIVERSITY

DECATHLON IS COMMITTED TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



OUR COMMITMENTS FOR 2026

1. FIGHTING AGAINST CLIMATE CHANGE AND PROTECTING BIODIVERSITY

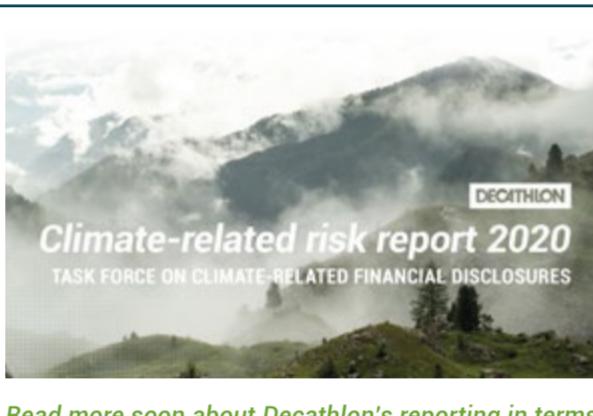
ISSUES	2026 COMMITMENTS	ACHIEVED 2019	ACHIEVED 2020
Climate change	40% reduction in our carbon intensity between 2016 and 2026	9 kg CO ₂ eq. per product sold 0.2% less than in 2016	9.2 kg CO ₂ eq. per product sold 2% more than in 2019 1% more than in 2016
In our stores and warehouses	75% reduction across scopes 1 and 2	-14%	-20%
At our suppliers	100% renewable electricity by 2026	58.9%	58.7%
	90% of our purchasing volumes are produced from suppliers autonomously managing their CO ₂ e emissions	279 suppliers	512 suppliers
	90% of our purchasing volumes are produced from suppliers who have defined their CO ₂ e objectives in line with the SBTi criteria	N/A	10%
	90% of our purchasing volumes are produced from suppliers who only use renewable electricity	5.8%	14%
	90% of our purchasing volumes are produced from suppliers who have an energy efficiency strategy	9.9%	25%
Transport	0 coal consumption at our Rank 1 suppliers	N/A	37 Rank 1 suppliers using coal
Biodiversity	<1% of our products are transported by air	2.69%	4.03%

The Transition Plan was drawn up in 2020. Some indicators were created following the deployment of strategies and will therefore be available in 2021.

#StrategiesAndStakeholders

10%
REDUCTION IN CO₂ EMISSIONS BY TURNOVER IN 2020
Compared to 2016, i.e. 0.86 kg CO₂ eq./Euros* in 2020
0.94 kg CO₂ eq./Euro in 2019
*Turnover excluding tax.

OUR STRATEGIES
TO REDUCE OUR EMISSIONS:
PRODUCT ECO-DESIGN
NEW BUSINESS MODELS
RENEWABLE ENERGY
PRODUCT TRANSPORTATION
ECOMOBILITY



Read more soon about Decathlon's reporting in terms of climate risk assessment and opportunities related to climate change:
<https://sustainability.decathlon.com/decathlon-annual-sustainable-development-reports/>

FOCUS
Why track the evolution of carbon intensity per turnover, alongside carbon intensity per product sold and the overall volume of GHG emissions?
The calculation of intensity by product, which followed the monitoring of overall GHG emissions, made the most sense for the company. Tracking this evolution gives us a good understanding of the impact of strategies on actions related to product design, for example. This evolution is a reflection of the company's daily efforts and concrete actions.
Monitoring carbon intensity by turnover is linked to the necessary change in Decathlon's business model: we can no longer rely solely on the sale of products to claim to be participating in a sustainable way to reducing global impact and creating sustainable value. It is therefore our financial performance that can be measured.

Decathlon takes part in the following initiatives:



ACT ASSESSING LOW CARBON TRANSITION



#IndustrialEcology at our suppliers

512
PRODUCTION SITES
MEASURE AND MONITOR
THEIR CO₂ EMISSIONS

RESULTS IN 2020

80.4% of suppliers were rated A, B or C for their environmental management, according to the Decathlon assessment grid.
6% of suppliers obtained an A score
22.4% of suppliers obtained a B score
51.1% of suppliers obtained a C score
They therefore meet Decathlon's expectations.
The rest of the suppliers must take action to improve their situation.

#TransportAndLogistics

IMPACT OF AIR TRANSPORT ON CO₂ EMISSIONS DIVIDED BY 4 IN 2020*

*This decrease is linked to several action plans and to the weight of items transported by air in 2020.

242
GRAMS OF CO₂ GENERATED PER ITEM IN 2020
compared to 245 g CO₂ eq.in 2019

#Biodiversity



COMMITMENTS TO THE ACT4 NATURE INITIATIVE

- Environmental certification of our land development for 100% of new programmes in France bearing the Signature Biodiversité label.
- Renaturalisation of 10% of Decathlon's French property portfolio by 2022 using the Nature First approach.



TESTIMONIAL
CHRISTOPHE CHENEVIÈRE
WORKS MANAGER, AND JOGGING ENTHUSIAST

"These proactive objectives help to integrate the issues into every property-related sector and introduce new requirements into our business development model. For Decathlon, this means not damaging nature, reducing the impact of our points of sale on ecosystems, as well as asserting our commitment to having a positive approach to biodiversity."

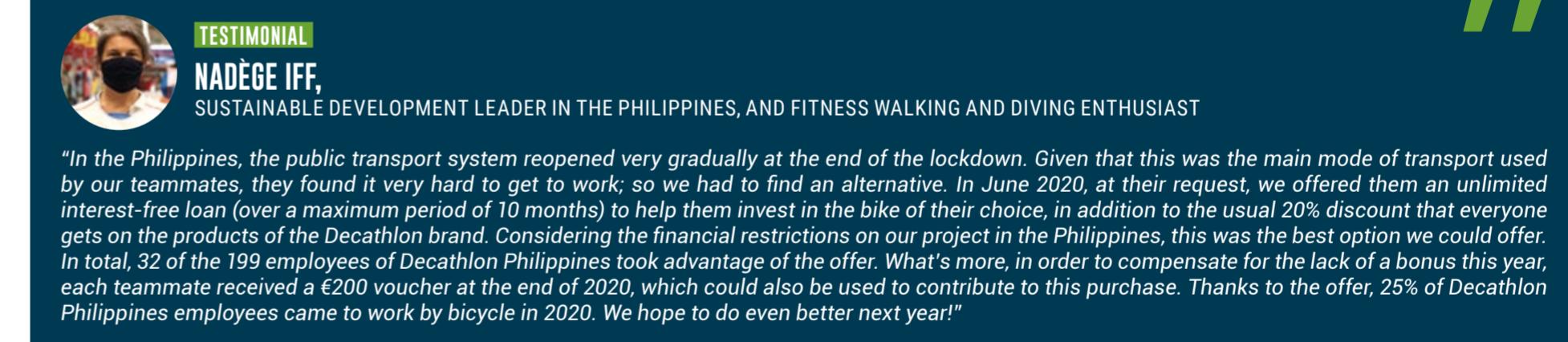
#Actions

58.7%
OF ELECTRICITY FROM
RENEWABLE SOURCES IN 2020
0.3% more than in 2019

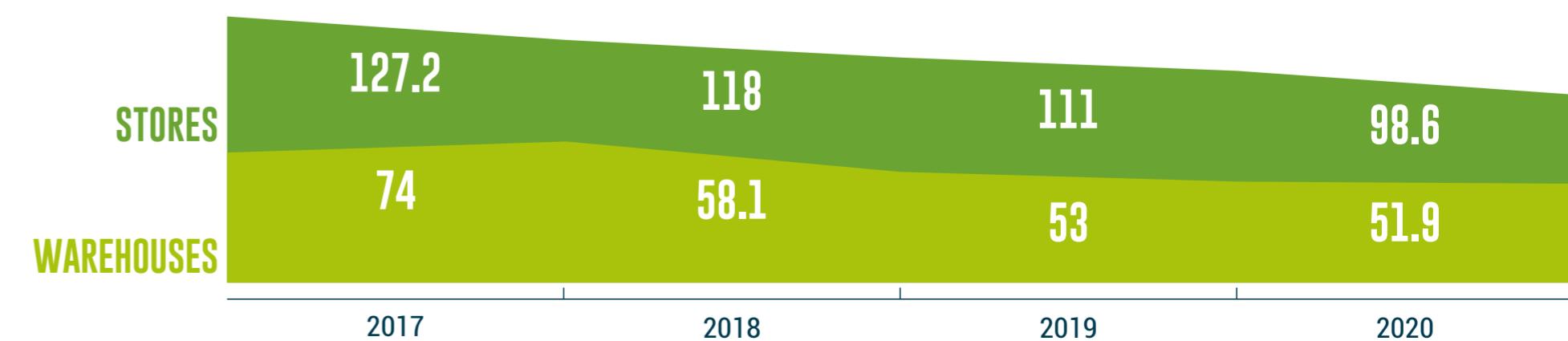
3 New countries have committed to electricity consumption from renewable sources:

Vietnam, Poland and Switzerland

20 new countries have committed to consume 100% of electricity from sustainable resources by 2022



CHANGE IN ENERGY CONSUMPTION PER YEAR FOR STORES AND WAREHOUSES PER YEAR WORLDWIDE, IN kWh/m², AS OF 31/12/2020



INDICATORS AS AT 31/12/2020



2_DEVELOPING A RESPONSIBLE OFFERING AND CONSUMPTION

DECATHLON IS COMMITTED TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

SUSTAINABLE
DEVELOPMENT
GOALS



OUR COMMITMENTS FOR 2026

2.1 RESPONSIBLE PRODUCTS AND RANGES

ISSUES	2026 COMMITMENTS	ACHIEVED 2019	ACHIEVED 2020
Responsible manufacturing of materials and processes	100% of our cotton is from more sustainable sources at the end of 2020 (recycled, BCI, organic cotton)	95%	100%
	100% of polyester from more sustainable sources by the end of 2022 (recycled, solution-dyed)	16%	20%
	95% of our materials used for packaging from more sustainable and certified sources	88.2%	98.8%
	95% of paper pulp used for packaging certified FSC or PEFC ¹	14%	58%
	Other materials: We identify the main human and environmental risks of materials used in our supply chain in order to structure our commitments		
Eco-design	100% of our products are the result of an eco-design strategy	3.6% of turnover from eco-designed products	5.9% of turnover from eco-designed products
Industrial and local ecology at our suppliers	90% of our suppliers' sites are ranked A, B or C in line with our audit grid	80%	80.4%

2.2 COMMITTING TO RESPONSIBLE CONSUMPTION

ISSUES	2026 COMMITMENTS	ACHIEVED 2019	ACHIEVED 2020
Eco-mobility of teammates	We share the best eco-mobility practices in different countries and cities... in order to minimise the environmental impact of our teammates' travel.		
Réutilisation de nos produits			
Repair	30% of products in our ranges are classed as repairable	4%	4%
	100% of our repairable products are repaired by our workshops or by our customers	81.2%	78.9%
Second life	100% of our countries have a second-hand sports product range	7 countries	14 countries
Rental/Subscription	We are developing rental and subscription models to meet the expectations of new consumption patterns		
Communication - Awareness-raising			
Communication about our products	100% of Decathlon products will have environmental labelling by 2026	61.1%	63.8%
Awareness-raising actions	On average, there is one event per year and per site		

¹. FSC or PEFC certified pulp.

#ResponsibleOfferAndProducts

FOCUS: DEFINITION OF AN ECO-DESIGNED PRODUCT

TO BE QUALIFIED AS ECO-DESIGNED, A PRODUCT MUST MEET THE FOLLOWING DESIGN CRITERIA

For a product whose design has been revised:

- 10% reduction in the environmental impact of the product for at least 2 indicators (including the CO₂ eq climate change) compared to the impact of the previous product (before ecodesign) and without any significant deterioration of the other indicators.
- The indicators on which Decathlon has chosen to focus: climate change, air quality, scarcity of resources, eutrophication of water.

For a new product, certain criteria are used to qualify the eco-designed product:

Recycled polyester: more than 70% of the weight of the product is made from recycled polyester.

Recycled cotton: the main fabric should be made of at least 30% recycled cotton.

Organically grown cotton: the main fabric is made of more than 90% organically grown cotton.

Bi-ton process: more than 50% of the product's weight uses the bi-ton process.

Bulk dyeing process: more than 50% of the product uses solution-dyeing.

Durability: 1/3 increase in the calculated service life compared to the reference product (in reference unit of the Functional Unit).



EXAMPLES OF ECO-DESIGNED PRODUCTS IN 2020



JACKET IN RECYCLED POLYESTER

Rated B, and has an impact on greenhouse gas emissions of 6.994 kg CO₂ eq.



DOMYOS STEP 100

Made in France from recycled materials, 16.774 kg CO₂ eq.



ARPENAZ 20° SLEEPING BAG

10.731 kg CO₂ eq.



KIPSTA BACKPACK

Use of the bi-ton process inside the backpack



STRAP TRAINING DST 100

Polyamide was replaced with polypropylene, the metallic insert was removed and the material was optimised

63.8%
OF DECATHLON PRODUCTS
DISPLAYED ENVIRONMENTAL
LABELLING
online and more
progressively in store

34,000
SHORT-TERM RENTAL
CONTRACTS WERE CONCLUDED
BY DECATHLON ITALY
which achieved the best
results at the United level.
More than 63,000 short-term
contracts worldwide

**Teammate and
customer travel
represents 11 %
of decathlon's total
carbon footprint**

#ResponsibleConsumptionAndEcomobility



TESTIMONIAL

LUIS COSTA

DECATHLON UNITED HEAD OF SUSTAINABLE MOBILITY,
AND MTB AND HIKING ENTHUSIAST

"We believe that promoting environmentally friendly mobility encourages physical activity and promotes a healthier lifestyle. We want to reduce the environmental impact of Decathlon Spain, but also contribute to making our cities cleaner, healthier and more sustainable."

In addition to being highly accessible and more economical, active transport modes like walking and cycling have proven to be the best options for getting around during the Covid-19 crisis. They ensure compliance with the social distancing rules during this period while also permitting the daily physical exercise that is so essential for staying in good health."

#SustainableConsumptionAndSecondHand



TESTIMONIAL

FLORENT RABOUIN
AFTER-SALES LEADER
FRANCE, ARCHERY
ENTHUSIAST

"In order to promote sustainable development, and potentially due to legal requirements, repairs will become a critical issue for companies in the years to come. Decathlon is very much aware of its importance and of the real societal trend it represents, which is why it is becoming increasingly involved in repairs. This approach, which is in keeping with the company's core values and vision, is part of a global strategy that is moving towards a more circular economy through initiatives like the Trocathlon or Buyback services. Over the coming year, the teams will develop to meet the challenges of offering repair work."

In france in 2020, 78.9% of products considered repairable were actually repaired.



TESTIMONIAL

ANTHONY LE MENS
SECOND LIFE RETAIL LEADER IN FRANCE, BADMINTON ENTHUSIAST

"The purpose of the Second Life service revolves around the following three points:

- Environment: enabling re-use by reselling pre-used products and reducing waste.
- Savings: giving customers access to more affordable products and helping stores reduce any financial loss due to the disposal of products while creating new opportunities for growth.
- Making employees and customers proud of not having to dispose of products that are still usable.

Despite the situation, this year was marked by the ramping up of Decathlon's new business model. The teams quickly learned and mastered the components of this activity. Some stores have really bought into the Second Life service, making it a key focus of their plans, like the Decathlon store in Olonne-sur-Mer (France). Thanks to its motivated teams, the store sprang into action, achieving the best results in France with 0.66% of their turnover from Second Life sales. They also had some good results with the Buyback programme. In 2021, Decathlon Second Life is seeking to industrialise this activity so that all the French stores can propose the second-hand offer with a genuine merchandising strategy and advertising."

**CUSTOMER SATISFACTION RATING
FOR WORKSHOPS WORLDWIDE**
4.49/5

Decathlon is investing in the repair of products to extend their lifespan.
4,377 Technicians across the world carried out over 1.8 Million service repairs in 2020, in 1,114 regional and in-store workshops.



TESTIMONIAL

YANN CARRÉ, THE DECATHLON UNITED RENTAL LEADER,
A BOARDSPORTS AND PADDLEBOARDING ENTHUSIAST
AND **FABIEN DECRÖZE**, DECATHLON FRANCE RENTAL LEADER
AND CYCLING ENTHUSIAST

"2020 was announced as a year for building, continuing tests and preparing for action in 2021:

- Teams were set up at the national and international level. When compared to 2019, the digital transformation has included renting as a key element of the circular economy alongside the second life and second-hand offer, as well as product repairs, naturally. Regarding the IT aspect, we have set up a team to work on building digital solutions so that Decathlon can rent out products. Globally, the pioneering countries have grown stronger and new players have emerged and linked up.
- Rental services continued to be tested for more sports and in more countries using different partners, in order to build the experience and vision needed to make wise choices.
- Selections were made from the different rental models, with a preference for subscriptions based in France while continuing to make use of the global network over the short term. In Belgium, we have made the bold decision to explore our offer with "Weplaycircular". Finally, we have defined the technical architectures and partners that make up this offering, as well as the logistical and financial plans."

More than 2.2 Million rental days for decathlon products in 2020, worldwide.

WORLD CLEANUP DECATHLON INDIA

For the World CleanUp, the teams at Decathlon India conducted the following two actions:

- A plastic bottle recycling campaign to raise awareness among teammates and users about the recycling of plastic. On a voluntary basis, the Decathlon stores collected PET plastic bottles over a period of two weeks. Then, these were picked up by a partner for recycling. Over 14 days: 10,291 bottles were collected, i.e. 843.86 kg of CO₂ eq.

Top 3 stores in terms of the number of bottles collected:
Bangalore (EVA Mall, India)= 1,670 bottles

Bangalore (OMR, India) = 1,629 bottles

Mysore City (India) = 748 bottles

- A digital clean-up campaign to raise awareness among teammates about digital pollution. Every day, Decathlon emits significant amounts of CO₂ from digital activities, especially during lockdown periods. Thanks to a detailed action plan, everyone was urged to clean up their personal digital space. In total, India reduced its storage on these platforms by 10%.

The system was deployed widely in France and adapted locally for each country. The UK, Italy and Germany used the media, which was translated automatically.



OUR COMMITMENTS FOR 2026

REDUCING WASTE AND RECYCLING

ISSUES	2026 COMMITMENTS	ACHIEVED 2019	ACHIEVED 2020
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Plastics

0 single-use plastics in our packaging
(excluding nutrition, chemicals and cosmetics, or any products requiring protection for technical purposes, or products subject to legal restrictions)

N/A

300 tonnes
of single-use plastic
packaging no longer used

Excess inventory

0 components or finished products
incinerated or sent to landfill in 2026

N/A

N/A¹

Recycling

80% of products sold in France
have a recycling facility

N/A

56%

Waste

100% of waste recovered

N/A

N/A

3_REDUCING WASTE AND RECYCLING

DECATHLON IS COMMITTED TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



The Transition Plan was drawn up in 2020. Some indicators were created following the deployment of strategies and will therefore be available in 2021.

¹. Commitments have been made for the entire company, communicated to the country teams and approved.
The teams in charge of this topic are developing an accounting tool that will enable them to obtain reliable reporting data in 2021.

#Plastics

300
FEWER TONNES
OF SINGLE-USE PLASTIC
due to more
eco-friendly packaging



Decathlon Sri Lanka produces textiles from plastic bottles

In 2020, Decathlon Sri Lanka produced 538,000 metres of fabric with thread made from single-use plastic bottles. A total of 11,978,700 PET bottles were collected and then crushed to be transformed into polyester thread by a company in Sri Lanka called Eco Spindles¹. Decathlon teams then used this thread to produce fabric, notably used in the manufacture of the Nabaiji UV top for children and a Kalenji jacket. This process has meant a 50% reduction in CO₂ emissions.

WORKING ON PLASTIC-FREE PACKAGING

As a signatory of the Fashion Pact², Decathlon is committed to reducing its environmental impact. As regards packaging more specifically, the Decathlon teams have defined a strategy inspired by the circular economy, which considers all stages of the packaging lifespan. Using this strategy, Decathlon is aiming for 100% of packaging to be eodesigned by 2024, 100% of packaging to be FSC and PEFC³ certified by 2025 and zero plastic by 2026:

Raw materials: choose mono-material packaging (to optimise recycling) and plastic free packaging, such as that made with 100% cellulose from sustainably managed forests certified by the FSC and PEFC labels.

Production: measure and support our suppliers' environmental and social performances.

Transport: optimise the number of products transported in each box to reduce CO₂ emissions.

Distribution: reduce the size of the labels on products and display only regulatory and essential information.

End-of-life: enable packaging to be collected and recycled; as is the case for hangers, for example. Applying this strategy in 2020 has already meant there are 300 fewer tonnes of plastic in the world. Here are a few examples:

Iso and Iso+ isotonic drinks by Aptonia⁴: a patent was filed for a new Doypack-type of flexible packaging with a base and a measuring cap, thus saving 44 tonnes of plastic annually.

Pull up bar 100 by Domyos⁵: replacing the plastic blister and the screws packet with FSC certified paper packaging removed 28g of plastic for each product, totalling 10.7 tonnes per year.

Trek 100 hybrid shoe by Forclaz⁶: removing 3 components (the individual transport bag, label tag and the elastic that keeps shoes in pairs) will provide an annual gain of 2.5 tonnes of plastic.

#Recycling



48%
OF USED HANGERS
HAVE BEEN COLLECTED

38.6%
OF THE RECYCLED MATERIAL
HAS BEEN USED TO MAKE
NEW HANGERS

56%
OF DECATHLON PRODUCTS
SOLD IN FRANCE HAVE
A RECYCLING BRANCH

**THE TARGET
IS TO COLLECT
80 % HANGERS
BY 2023**

TESTIMONIAL
GIOVANNI COSTAGLIOLA,
CUSTOMER SERVICES MANAGER
IN THE BÈGLES STORE

"Being the company that leads the way for the whole mass distribution sector, working towards 'zeroscrapping', extending the lifespan of products... all this is what inspires me."

#ExcessInventory



EASYBREATH MASK: DONATING AN INNOVATIVE SOLUTION TO SERVE HEALTHCARE WORKERS

At the height of the pandemic, the Subea teams received a great many requests from hospitals looking for EasyBreath snorkelling masks. This mask covers and hermetically seals off the whole face area, thus providing protection from the virus, and both medical staff and patients were suffering from a shortage of protective masks. The Subea teams responded quickly by making two decisions:

- To temporarily halt the sale of EasyBreath masks around the world from 23 March until the end of May so stocks could be directed to medical staff.

- To share the technical details, enabling anyone who wished to research possible adaptations and convert the mask into personal protective equipment (PPE) to fight Covid-19. However, the Decathlon teams were careful to remind everyone that the mask was a sports product above all and that it was not designed for medical use.

To go further in our approach to help people and the planet, the majority of the countries in which Decathlon is present have donated masks to hospitals. In total, 100,000 EasyBreath masks have been distributed in more than 23 countries. Decathlon France has given 36,000 masks to over 300 hospitals.

TESTIMONIAL
CÉLINE CROUZAT,
LEADER OF THE VALUE CHAIN SUSTAINABLE DEVELOPMENT PROJECT

"The goal of this project is to mobilise all the players in the supply chain: we often study a product's second life today, but it is capital to consider that some products have not even had a first life! Breaking down the process from the production phase onwards ensures resources are optimised at every stage, right from the moment the decision is taken to launch production. It means concrete action to find solutions in every area of competence and reduce waste at each step in order to achieve our goal."

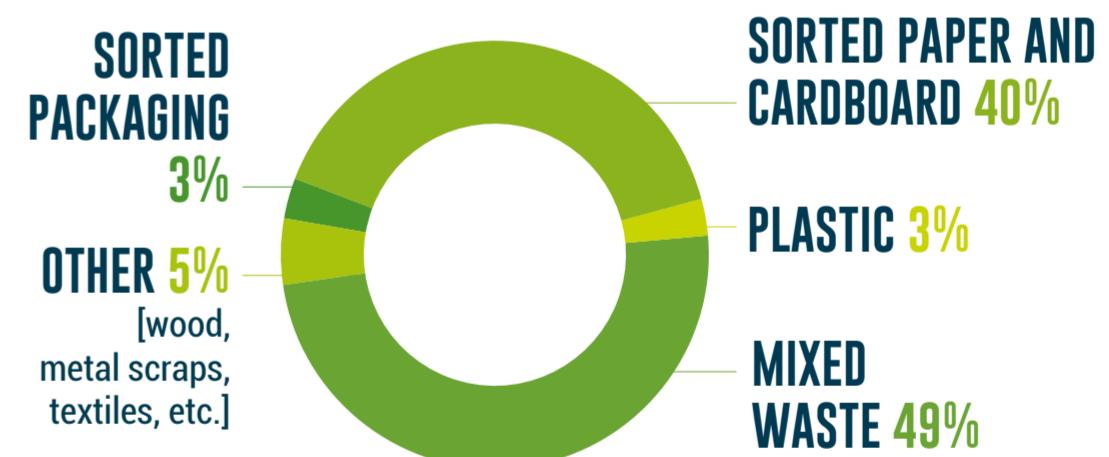
“

#Waste

96,252
TONNES OF WASTE
GENERATED
worldwide

TYPES OF WASTE GENERATED BY OUR SITES WORLDWIDE

DECATHLON STORES, BRANDED SITES AND COMPANY-OWNED WAREHOUSES



TESTIMONIAL
QUENTIN ALLINNE,
EASYBREATH PRODUCT
ENGINEER FOR SUBEA

"What I found most remarkable was the mobilisation of all the teams involved, both internally and externally. There was never any debate on the need to suspend our sales of EasyBreath so we could give them to hospitals."

“

TRENDS IN WASTE SORTING BY TEAMS

DECATHLON STORES, BRANDED SITES AND COMPANY-OWNED WAREHOUSES



1. Supplier of synthetic thread for Decathlon since 2019: <http://ecospindles.com> 2. <https://thefashionpact.org> - 3. FSC and PEFC certifications are standards for resources from sustainably managed forests. 4. Decathlon brand for nutrition. 5. Decathlon brand for fitness. 6. Decathlon brand for hiking and trekking.

INDICATORS AS AT 31/12/2020

CREATING SUSTAINABLE VALUE

TRANSFORMING TO DEVELOP HEALTH AND WELL-BEING THROUGH SPORT



DECATHLON IS COMMITTED TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



OUR COMMITMENTS FOR 2026

ISSUES	2026 COMMITMENTS	ACHIEVED 2019	ACHIEVED 2020
Governance	Specialist committee dedicated to sustainable development		
Incorporating human, environmental and financial performance into our value measurements	Incorporation of extra-financial performance criteria into monthly progress reporting		
100% of teammates are paid in line with extra-financial performance criteria	N/A	N/A ¹	
100% of decision-making tools incorporate an internal carbon price	N/A	N/A ²	
An ethical and compliance referent trained and managed in each country			
Business ethics			
100% of teammates have access to the internal warning platform that allows them to escalate questions or alerts	N/A	89%	
100% of alerts are handled and dealt with	N/A	32.5% of alerts being handled 67.5% of alerts dealt with	
List of our memberships and partnerships with leading stakeholders (organisations, schemes and initiatives, etc.).			
Connecting and dialoguing in an open ecosystem	Annual publications (Extra-financial performance statement, Vigilance Plan, Modern Slavery Statement, etc.).		

The Transition Plan was drawn up in 2020. Some indicators were created following the deployment of strategies and will therefore be available in 2021.

¹. Reflection on the assessment criteria and method of calculation is currently underway. - ². In 2020, the teams launched studies with 2 external partners (Estin & Co and CO2Logic) with the aim of defining an internal carbon price for Decathlon; they also launched pilot projects in the supply, textile and transport business units. In 2021, the internal carbon price will be rolled out and gradually integrated into the company's decision-making tools.

#Governance

A Transition committee dedicated to Sustainable Development, which addresses the issues and orientations with the decision-making members (4 meetings per year).

25 Sustainable Development process

Referents, specialists who cover the topics of eco-design, Responsibility in Production, the fight against Climate Change, etc.

60 Sustainable Development Referents in the countries, who steer the strategies and means of action at the local level, with the appropriate measurement indicators and action plans.

“

TESTIMONIAL
OLIVIER CAMPION
SECRETARY GENERAL OF DECATHLON

"The Transition Committee is structuring in terms of governance, it allows all stakeholders to address and follow this important and complex subject: shareholders, board members and managers, in a starting line logic. Independent experts are also present at the round table, to ensure the relevance of the dynamics (indicator) and the correct requirement for targets."

“

#BusinessEthics



RESPONSIBILITY AT THE SERVICE OF FREEDOM: FULFILLING THE DUTY OF VIGILANCE AT EVERY LEVEL OF THE COMPANY

In 2020, Decathlon published the third annual result for its Vigilance plan. This public document, called the Vigilance Plan, is at everyone's disposal; it covers all the company's responsibilities throughout the value chain, on all the purchasing contracts for the manufacture of products, their distribution or the provision of services. It includes a risk mapping with action plans to prevent the issues in question and sets out how the alert system works.

*Check out the Decathlon Vigilance Plan online:
<https://sustainability.decathlon.com/decathlon-annual-sustainable-development-reports>*

#MeasurementOfValue

“

TESTIMONIAL
MATHIEU BONNEAUD,
SUSTAINABLE TURNOVER PROJECT MANAGER

"This indicator makes sustainable development tangible: it translates the strong environmental convictions of the store staff into practical initiatives, so they can see that protecting the planet is not only essential, it is also profitable. I am very happy to see that, given all the difficulties experienced in 2020, the economic performance associated with Sustainable Turnover is a reality. It is the fruit of the beliefs of teammates and our customers, who now know that they can find solutions for buying their sports equipment more sustainably in our stores and online."

“

1.36%

**OF SUSTAINABLE TURNOVER¹,
RESULTING FROM THE USE OF PRODUCTS:
SECOND-HAND, WORKSHOP REPAIR AND RENTAL
compared with 1.05% in 2019**



FOCUS: THE 6 INDICATORS SELECTED FOR EXTRA-FINANCIAL ASSESSMENT

1. EMPLOYEE SATISFACTION
2. SPORTS USER SATISFACTION
3. MEASUREMENT OF HUMAN RESPONSIBILITY IN PRODUCTION AT DECATHLON'S SUPPLIER SITES
4. MEASUREMENT OF ENVIRONMENTAL RESPONSIBILITY IN PRODUCTION AT DECATHLON'S SUPPLIER SITES
5. REDUCTION OF CO₂ EMISSION INTENSITY PER PRODUCT SOLD
6. DEVELOPMENT OF ENVIRONMENTAL LABELLING FOR DECATHLON PRODUCTS



ALTERNATIVE VIEWPOINT INTERVIEW

KATY DRAPER, EXTRA-FINANCIAL PERFORMANCE PROJECT MANAGER
AND DOMINGOS ANTUNES, CASH FLOW MANAGER

Why choose this approach to financing?

KD: Decathlon is proud to include our six sustainable KPIs in our financing contracts because this demonstrates our unambiguous and determined commitment to put environmental, human and societal performance at the heart of our company's strategies. By integrating these KPIs into financing contracts, we are showing our financial partners that we are committed to this performance, while using the financial mechanism to drive internal actions forwards.

DA: Financing is the means with the widest impact, since 85% of financing needs are sourced by Decathlon. In fact, our aim was to anticipate rather than be forced to integrate CSR aspects in Decathlon's credit analysis. We believe that in the near future, there will be a heavy cost to not incorporating extra-financial aspects in projects to be financed for the future. We are already working to integrate these same KPIs in other areas, in order to cover all cash operations.

Why is this important for Decathlon?

KD: It is an emblematic financial year, marking a certain confidence in Decathlon's ESG commitments, which demonstrates our strong belief that transforming our actions in order to protect the planet and its inhabitants is a fundamental strategy for creating sustainable value.

DA: Integrating extra-financial ratios in our financing enables us to display the achievements of our in-house goals regarding sustainable development. It also means we can include our financial partners in our ambitions for sustainable finance.

This approach enables us to rely on shared viewpoints on our ESG indicators from outside our organisation. These partners make no compromises when sharing their opinions about our carbon trajectory and it is a virtuous circle of shared ambitions and mutual trust. We signed €125 million of credit in March 2020, and €425 million will ultimately be agreed. In this way, finance can be seen as the strong arm of sustainable development.

How is this an innovative initiative?

KD: It is the partnership that sets this initiative apart, especially the complementary aspects of our expertise. The rating requirement helps foster confidence in the relevance of the criteria chosen and the questions posed by the banking system make the long-term value creation expectations more realistic.

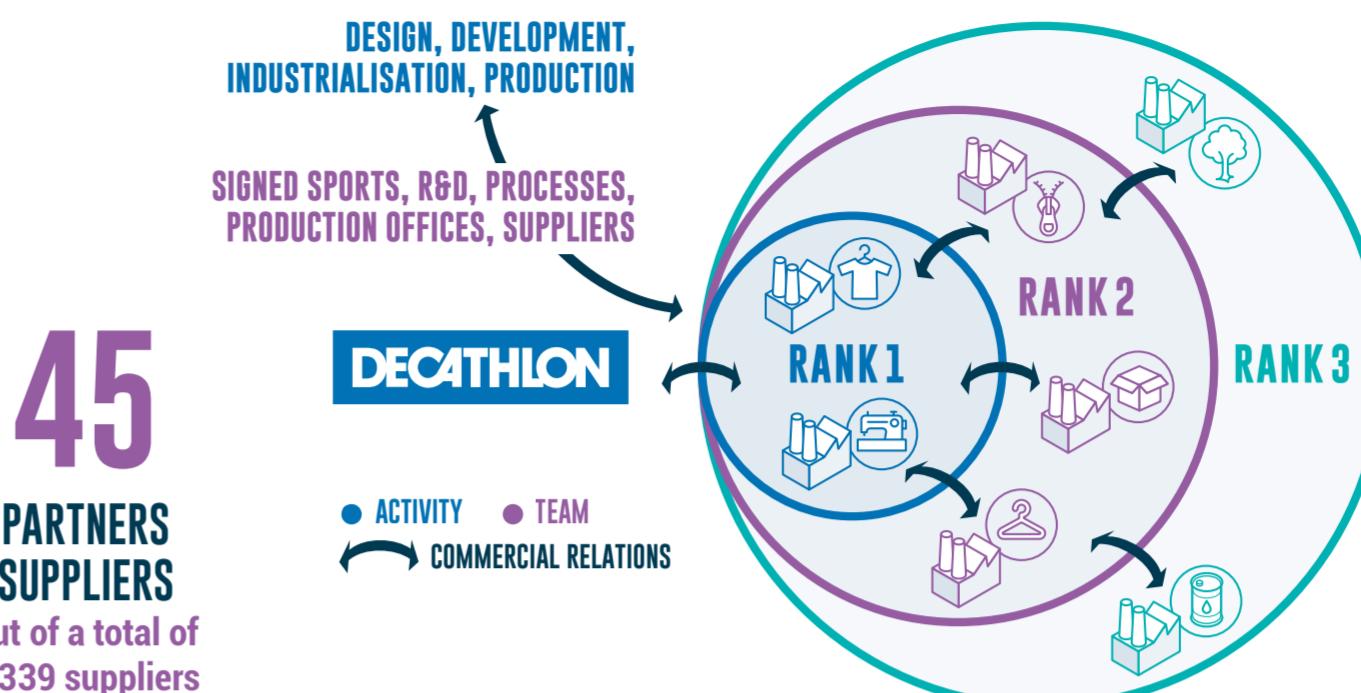
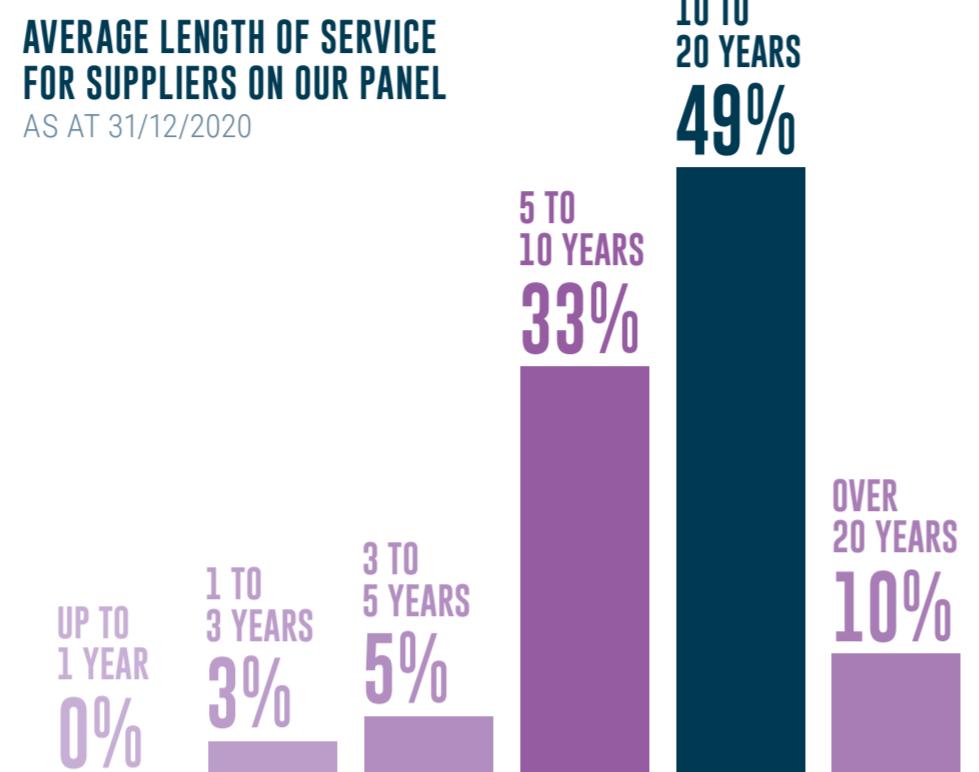
DA: We have been precursory in including extra-financial ratios in our financing and have been able to adopt a 'tailor-made' approach. What is also unique is the fact that these indicators have been integrated; they are the ones that are most meaningful for Decathlon and so there is a genuine interaction between our financial and extra-financial performance. It is an authentic assessment, based on a realistic trajectory and therefore truly motivating, that enables direct and transparent communication both within and outside the company, while having a motivating effect in accomplishing sustainable development goals.



100% OF REPORTS RECEIVED ON THE PLATFORM IN 2020 ARE BEING HANDLED OR HAVE BEEN DEALT WITH

#OpenEcosystem

2,178
PRODUCTION TEAMMATES SUPPORT
SUPPLIERS ON A DAILY BASIS



977

RANK 1 SUPPLIERS
2.9% less than in 2019

362

RANK 2 SUPPLIERS
4.6% more than in 2019

LOCAL PRODUCTION DEVELOPMENT STRATEGY

We are pursuing the local production development strategy in order to be more responsive to the demands and uncertainties of our markets, while reducing our impact on the environment.

Our panel of suppliers and choice of volume allocations are always decided on the basis of total cost (referred to as TCO: Total Environmental Cost of Ownership).

The combination of these two strategies (local production and the TCO approach) enables us to form a panel of suppliers that meets the global and local challenges facing our company.

MADE-IN CHINA FOR RETAIL CHINA: 93.2%

MADE-IN EUROPE FOR RETAIL EUROPE: 24.9%

MADE-IN RUSSIA FOR RETAIL RUSSIA: 11.8%

MADE-IN INDIA FOR RETAIL INDIA: 46.4%

MADE-IN BRAZIL FOR RETAIL BRAZIL: NC¹

ADAPTING AND MAKING DECISIONS LOCALLY



INTERVIEW
LIONEL ADENOT,
COUNTRY HEAD VIETNAM

What is the background to Decathlon's presence in Vietnam?

Decathlon has been in the country for 25 years for the purposes of production, which involves some of the group's major global suppliers; it also has established in-store distribution activity, launched in 2017. Our distribution model, which is resolutely omnichannel, began exclusively in digital form, to find the right positioning in this market, the right offering, the right price range, etc. We then expanded our digital activity by opening customer contact points in sports clubs, and completed our ecosystem with physical stores on a city-by-city basis.

What decisions did you make at production level when the health crisis hit?

First of all, we halted all our production lines and the shipment of products, in order to contain overproduction and use up existing stock. We communicated regularly with all our suppliers, giving them as much information as possible and the assurance that we would honour all orders already placed. Afterwards, relationships were maintained on a case-by-case basis, according to the circumstances of each supplier. Some of them are our partners, so there is a strong relationship of trust with real proximity. This solidarity between us was what allowed us to put in a mutual effort and create a winning mindset. In other cases, suppliers were in a more vulnerable situation. We have had more than 20 million cloth masks manufactured here: this has kept 13 suppliers in business. In order to make the best decisions, it is essential to work together in the same country and in the same situation of hardship.

During this period, have the same requirements been met?

Yes, of course. This is yet another advantage of proximity. Our suppliers and partner suppliers are familiar with our methods and we have been able to rely on their self-assessment skills, even though fewer physical visits to factories have been possible. We have organised local Partner Forums to exchange best practices and we have developed 'SD Talks', which are remote meetings dedicated, in particular, to human responsibility issues. During this period, we have also speeded up progress in the area of transformation: renewable energies at production sites and all stores, as well as beginning to replace coal with biomass in certain plants. To date, 85% of rank 1 suppliers based in Vietnam calculate their CO₂ emissions.

WILFRIED CORNET
DECATHLON UNITED PURCHASING PROCESS LEADER

"This year has shown us more than ever how important it is to have good, close relationships with all our suppliers. Sharing mutual problems, seeking quick and suitable solutions, and the very close presence of our network to local issues, have enabled Decathlon to take the most appropriate tailored decisions in line with the common values that we promote daily."

INTERVIEW

LOGGING ON AND DISCUSSING ISSUES IN AN OPEN ECOSYSTEM

During the health crisis,
how did the open ecosystem help you?

"The Covid-19 crisis in 2020 revealed and exacerbated the systemic vulnerabilities and inequalities in the world. However, we now have just a small window of 10 years to achieve the 17 Sustainable Development Goals. These goals are a call to action for every country and business to promote prosperity for all, while protecting the planet. More than ever, it is clear that structural changes and fast action are needed if we want to achieve this 2030 agenda. And every company, including Decathlon, must swing into action and contribute fully to ensuring that our actions will produce the desired effects.

We must increase the pace and our actions must have more impact for society. Decathlon will not be able to achieve this alone and it is indeed through strategic collaborations with our ecosystem that the objectives will be reached.

In recent years, we have seen certain stakeholders become stronger and new ones emerge: the younger generation inspired by the movement of Greta Thunberg, the Manifesto of Young Students for an Ecological Awakening in France, and the financial sector, which is increasingly interested in our extra-financial issues and with whom we are now working on joint projects; in addition are the employees themselves, who are more demanding and have challenging questions regarding the companies in which they work. Naturally, it is far too early to know what the long-term impacts of the Covid-19 crisis will have on organisations and on people as employees, consumers and citizens. But it is clear that as the stormy COVID period comes to a close, companies will increasingly have to recognise that they are at the service of society, and not the reverse.

Companies with fully integrated sustainability strategies are the key path to managing risks and vulnerabilities more effectively, and to ensuring a fairer and more resilient world.

What were the decisive actions and collaborations for Decathlon in 2020?

In 2020, our sustainable development teams became more deeply involved with our federations (FCD, Union Sport et Cycle, Eurocommerce, WFSGI) given the very substantial national and European regulatory changes, with the aim of anticipating developments and making our convictions heard, especially regarding regulations promoting a circular economy.

As regards climate aspects this year we were given a 15B+ rating using the ACT approach co-developed by ADEME and CDP, and we also joined the Net Zero Initiative in order to have access to a common and recognised methodology for defining a company's contribution to carbon neutrality.

Regarding the complex issues relating to biodiversity, we sought to acquire expertise from the Orée network in 2020 and we are fully committed to the CDC Biodiversity as well as to "Act4nature France" (companies committed to nature), so that we can measure our impact on biodiversity and identify our priorities, while also formally documenting our aims in this area.

During the year, we continued to motivate our teammates and client-users for World Clean-up Day, an event that has become a key moment for mobilising responsible action all over the world.

We committed to a partnership in China with the WRI organisation (World Resource Institute) and by starting a cooperation with the Apparel Impact Institute (AII) to ramp up our actions on the environmental impact of textile dyeing and finishing processes.

We are well aware of the interdependence of sustainable development issues and the need to collaborate with our ecosystems to find collective solutions.

Our positive experiences and collaborations with our stakeholders over the past year have given us cause to be confident in jointly taking on current and future challenges.

In this decade of action, we all have a role to play: leadership in the transformations needed and collaborative intelligence are necessary more than ever before.



RAHEL DAMAMME
REPORTING AND STAKEHOLDER ENGAGEMENT LEADER
Yoga enthusiast

#TerritorialDynamics

€237,000

PAID TO HELP FRENCH SPORTS CLUBS
THAT ARE EXPERIENCING DIFFICULTIES DURING THE PANDEMIC

5

NEW ONLINE SERVICES
TO SUPPORT SPORTS PRACTICE
all over the world

DECATHLON ACTIVITIES

DECATHLON COACH **DECATHLON | E CLUB**
Conseil sport **DECATHLON Outdoor**

INTERVIEW

ALEXIS ZERBIB, FOUNDER OF CYCLOFIX

What aspects of the collaboration with Decathlon were successful?

We first identified the common ground in our respective visions: assisting cyclists so that they can ride with peace of mind. We then realised that the service has a real place in Decathlon's strategy. Our visions were closely aligned and we were able to follow-up the project without any fuss as a result.

What challenges did you face?

We had to find the right way of working between our two very different organisations in terms of size, agility and reputation. However, we managed to make good use of each other's strengths and express our complementary skills in order to provide the right level of service.

What is the impact of this service?

In addition to developing bicycle use in urban areas, there is of course the ecological impact of the repair work which extends the lifetime of a product. But the biggest and most tangible local impact lies with the independent repairers in our network, because this service helps them to make a good living from their work. The service would not exist without them.

TALENT GAMES

LE SPORT COMME TERRAIN DE JEU

TALENT GAMES: LINKING OUR TOPICS TO EXTERNAL TALENTS

The Talent Games platform¹ allows Decathlon teams to share their work topics with the outside world, by setting challenges that can be taken up by schools, start-ups, associations or sports clubs. This way of working as a network has a twofold benefit in that participants can link up with the business world and express their talents, while helping Decathlon to widen its search for solutions and recruit new talents.

In 2020, the e-sport challenge had 115 participants split up into 70 teams. It is a school of the "Ecoles de la 2e Chance" network² which was awarded the first prize of €1,000 for each member of the team, with an inclusive project allowing people that are hard-of-hearing to interact through e-sport.

Another challenge that was fulfilled in 2020 was aimed at Decathlon work-study students and trainees, focusing on improving the internal and external communication of our sustainable development commitments³. Five of the 29 participating teams met in the final, when they had a chance to go behind the scenes at Decathlon in order to immerse themselves in the world of product design.

Since the launch of this platform at the end of 2019, 2,565 students from 70 different schools have responded to the 23 challenges offered by Decathlon.

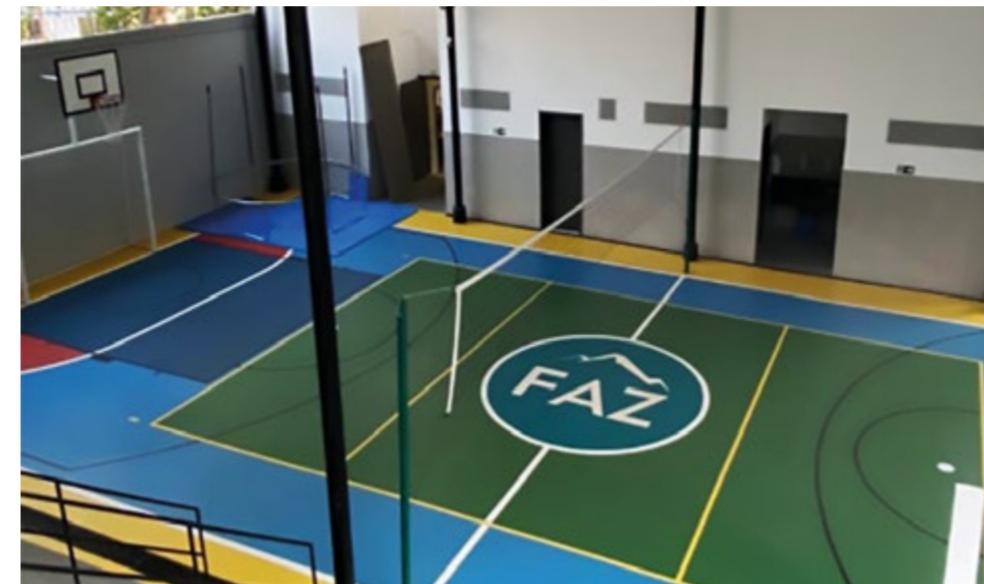


#Foundation

42,297

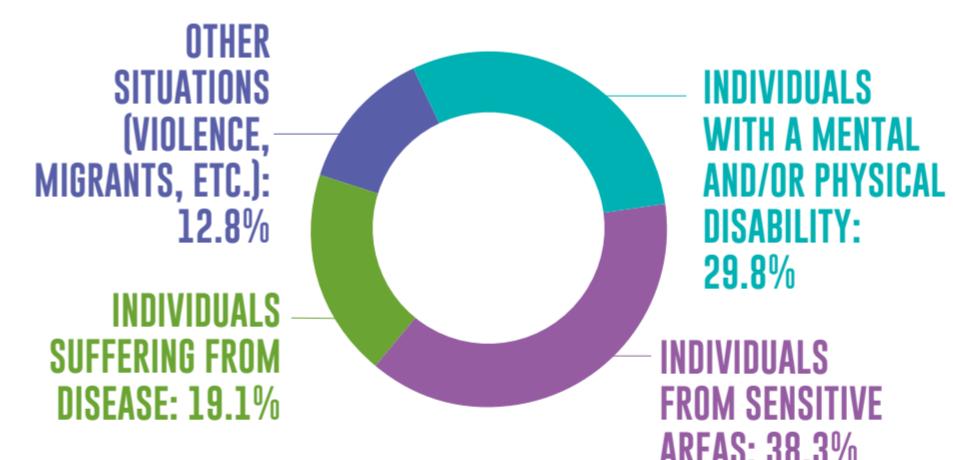
NEW BENEFICIARIES IN VULNERABLE CIRCUMSTANCES

were able to practice sport regularly in 15 countries
thanks to the Foundation's support



Through the Decathlon Morumbi store, the Foundation Brazil made a contribution to finance sports equipment and improve practice grounds so that Faz, a local NGO, could welcome children from the Real Parque favela community.

BREAKDOWN PER CATEGORY FOR BENEFICIARIES OF DECATHLON FOUNDATION PROJECTS



JogKokoonPlus, a post-mastectomy sports bra, was co-designed with patients, the Kalenji brand and Oscar Lambret Care Centre.



The Foundation India supplied 990 EasyBreath masks to help hospitals.



Logistics missions enabled the folding beds, mattresses, hammocks, pillows, blankets and EasyBreath masks that were required in caring for Covid-19 patients to be sent to the local communities.

1. <https://talentgames.decathlon.com/fr> - 2. <https://reseau-e2c.fr>
3. <https://talentgames.decathlon.com/fr/challenges/le-challenge-des-alternants-stagiaires>

INDICATORS AS AT 31/12/2020

INDICATORS



Those highlights represents an extract from all datas.
Look at all the sustainable indicators and their methodology
in the whole report: sustainability.decathlon.com



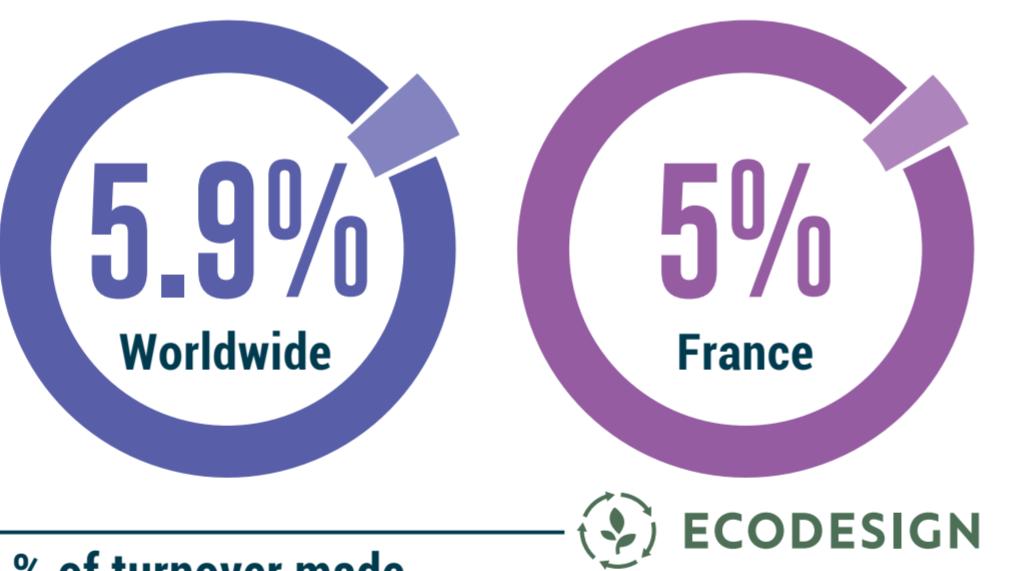
COMPANY PROFILE

INDICATORS AS AT 31/12/20

€11.4 BILLION
IN TURNOVER (EXCL. VAT)

5.8% less than in 2019*

*At constant exchange rates.



*The term Sustainable Turnover is an internal term. Following the final work on Green Taxonomy, a working group will be set up in 2021 to study the alignment between this internal definition of Sustainable Turnover and the provisions of the texts.

with second hand products	0.09%	0.24%
Worldwide		
France		
with workshops	1.24%	2%
Worldwide		
France		
with products rental	0.03%	0.01%
Worldwide		
France		

DEVELOPING PEOPLE

INDICATORS AS AT 31/12/20

EMPLOYMENT

93,710
TEAMMATES

This indicator takes into account team members on permanent and non-permanent contracts and trainees in the company at 31/12/2020

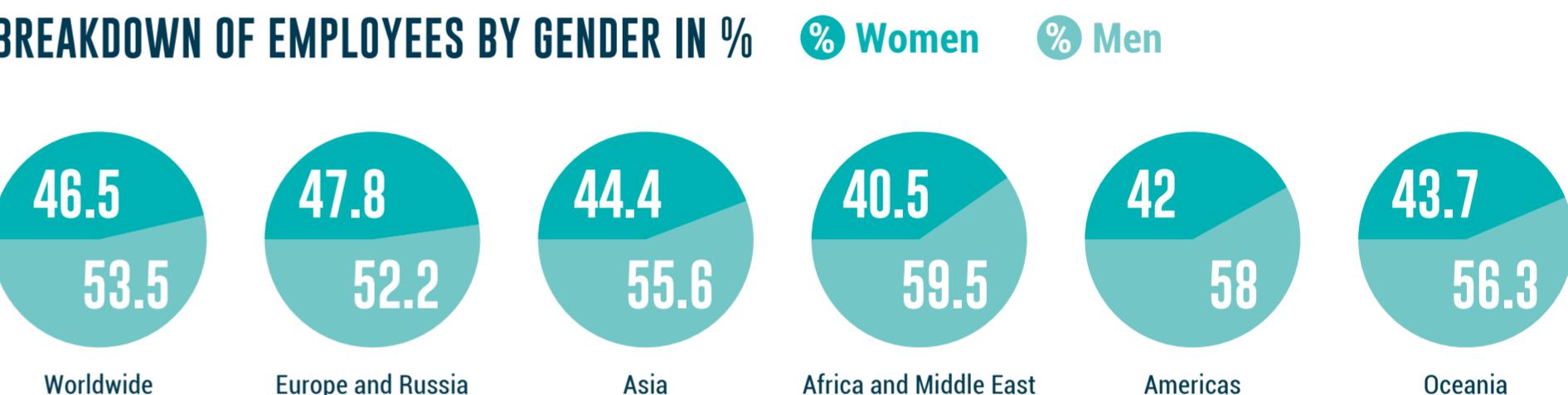
79.4% of employees on permanent contracts

14.8% of employees on non-permanent contracts

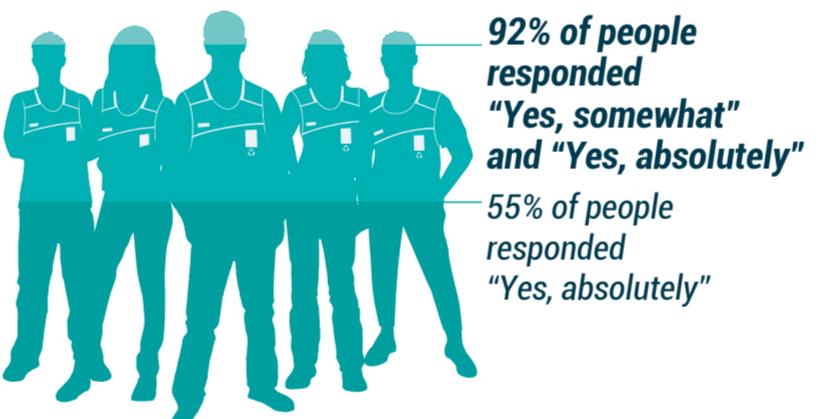
5.8% of employees in other types of contracts*

Concerning "other types of contracts", trainees/students are taken into account, with the exclusion of providers in the calculation of the indicator. Note that some countries do not distinguish between student/trainee contracts, which are categorised as permanent or non-permanent contracts. E.g.: Italy, Czech Republic, Morocco.

BREAKDOWN OF EMPLOYEES BY GENDER IN %



WELL-BEING



55% of teammates are happy in their jobs

DELIGHTMENT WITH OUR PRODUCTS

69%

of sports users delighted with Decathlon products

This indicator relates to the percentage of delighted sports users who gave a score of 5/5 on their product review.

SHARING VALUE

55.9%

of shareholding employees

The objective of this indicator is "100% of eligible teammates are co-owners of Decathlon (if they so wish) through the employee shareholder scheme" by 2026.

42

Number of countries involved in the employee shareholding scheme



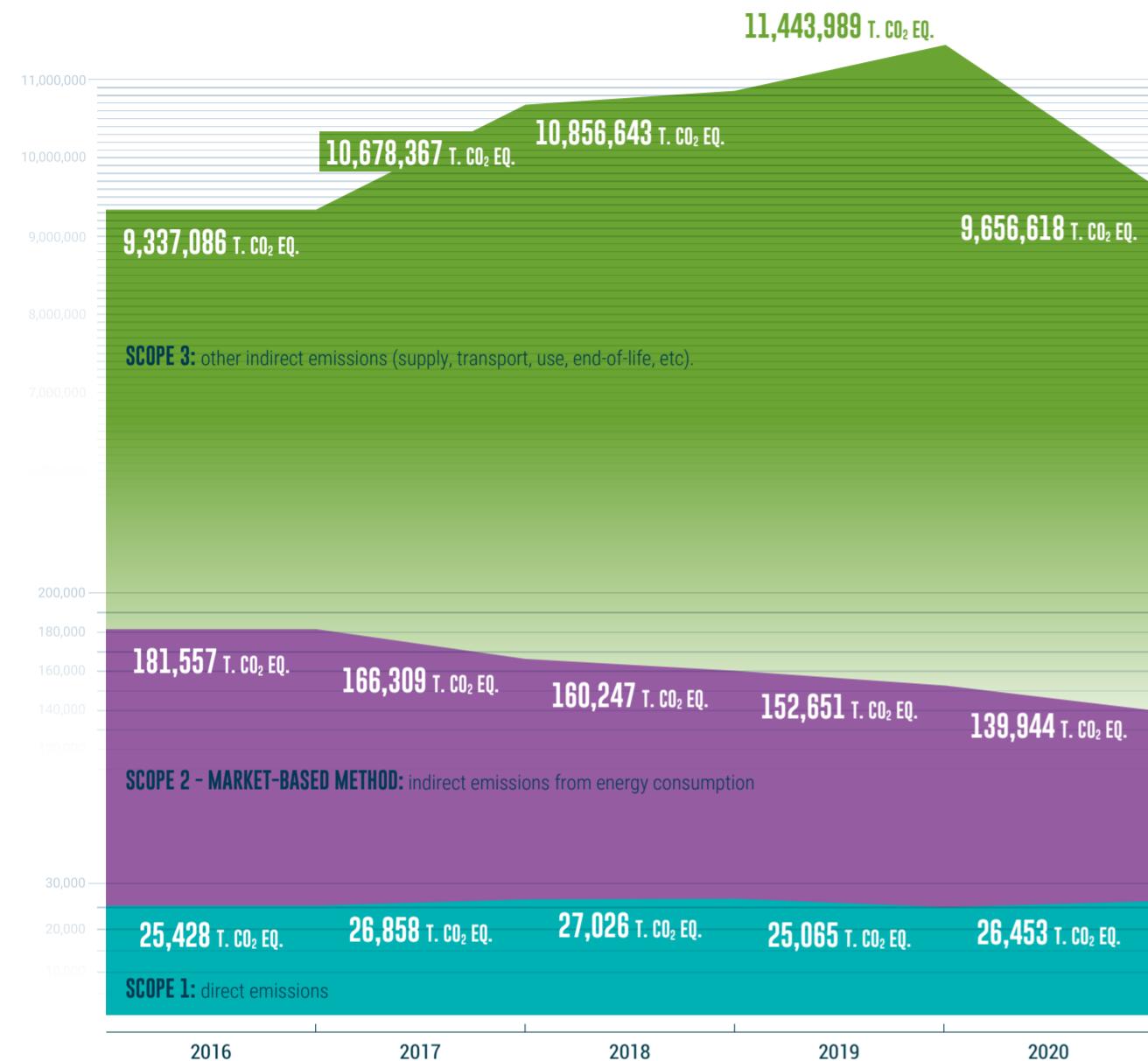
37 NPS Score* on the quality of Decathlon product recommendations by Decathlon employees

*The Net Promoter Score (NPS) measures the level of recommendation of own brand products by the company's teammates (all professions combined).

PRESERVING NATURE

INDICATORS AS AT 31/12/20

BREAKDOWN OF OUR GHG EMISSIONS BY SCOPE



CO2 EMISSIONS WORLDWIDE PER MODE OF INTERNATIONAL TRANSPORT IN KG CO₂ EQ.

The Covid-19 context has had a significant impact on international air transport.
CO₂ emissions related to air transport were divided by more than 4 compared to 2019.

10,727,188

emission for Air

3,133,569

emission for Rail

42,846,136

emission for Maritime

2,010,179

emission for Road

63.8%

of Decathlon products with an ABCDE environmental labelling available on the internet or in stores



OF RANK 1 AND 2 PRODUCTION SITES WERE RATED A, B OR C FOR THEIR ENVIRONMENTAL MANAGEMENT

39%
Sorting rate in stores

68.9%
Sorting rate in warehouses

CREATING SUSTAINABLE VALUE

INDICATORS AS AT 31/12/20

LONG TERM RELATIONS WITH SUPPLIERS

60

distribution countries owned, excluding franchises

47

production countries

24 with physical presence of Decathlon teams
23 without physical presence of Decathlon teams

42

production offices

9

Decathlon-owned production facilities

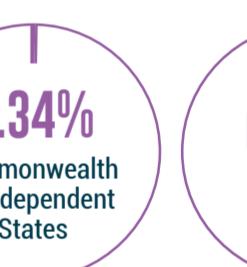
977

Rank 1 suppliers (finished goods & components)

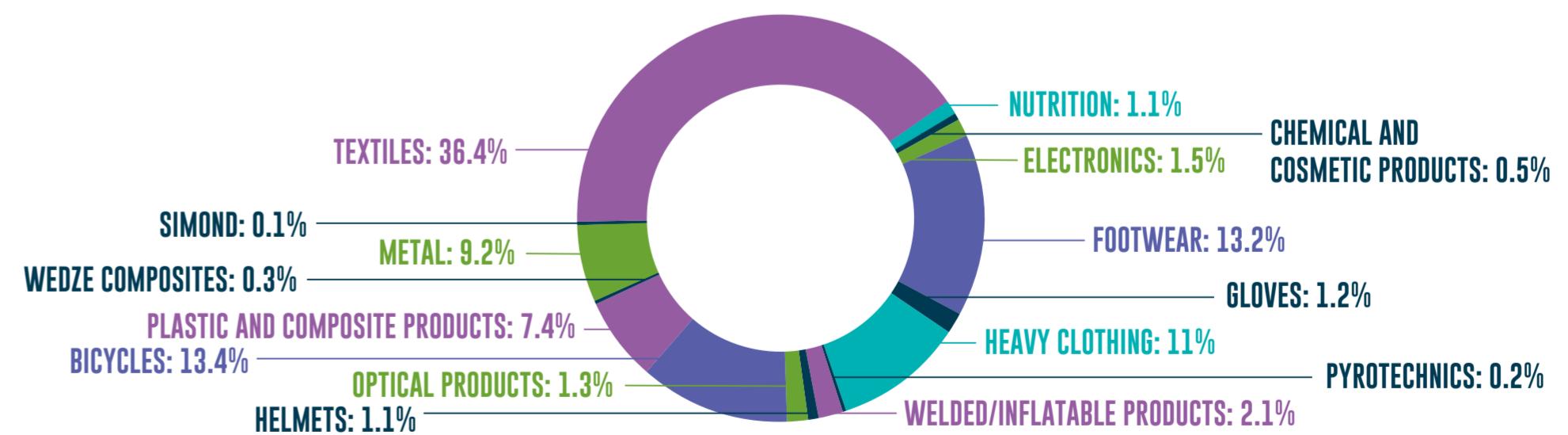
362

Rank 2 suppliers

BREAKDOWN OF PURCHASE VOLUMES



Breakdown of Decathlon's purchasing volumes by production area*



Breakdown of volumes purchased by Decathlon per production process*

*The Covid-19 crisis impacted our overall purchasing volumes in 2020. They fell by 9.9% compared to last year. We faced a two-speed crisis, impacting the usual product mix: the Bicycle and Metal universes achieved very strong growth, while the Textile, Footwear and Ski universes had to reduce their orders.

WANT TO KNOW MORE ABOUT DECATHLON'S STRATEGY:



Visit our website:
sustainability.decathlon.com

Retrouvez l'ensemble de nos engagements et de nos actions pour rendre durablement le plaisir et les bienfaits de la pratique des sports accessibles au plus grand nombre.



Our Transition
Plan 2020-2026

Our plan is built on three main pillars: developing people, preserving nature and creating sustainable value, the objective of our Transition Plan 2020-2026 is to develop, to transform, to respond to the challenges of sustainable development.



Our Non-Financial
Reporting Declaration 2020

This annual sustainable development report reflects the measures taken by our teammates that contribute to a sustainable DECATHLON.



Our Duty of Care Plan 2020

This report highlights the issues relating to people and their well-being in a professional setting (direct and indirect purchases) and, lists the goods and services acquired by DECATHLON as part of the current business model.



Our Climate Report 2020

Read more soon about Decathlon's reporting in terms of climate risk assessment and opportunities related to climate change.

FOLLOW OUR DAILY ACTIONS:



@DecathlonMedia



www.linkedin.com/company/decathlonunitedmedia/



www.youtube.com/channel/UCKU4eJ5FBsaUBujQz72a4Sw



THANKS

Decathlon would like to thank everyone who has helped to produce this Non-Financial Reporting Declaration:

- **The many internal contributors** throughout the world, for their involvement in the process of collecting information on their actions and strategies, as well as their follow-up and performance indicators
- **The external stakeholders:** customers and users, partners, organisations that were willing to report of their experiences and commitments alongside Decathlon
- **Particularly for 2020, the teams in France, Portugal and Russia** who took part in the audits of their data
- **The members of the dedicated management committee this year:** Isabelle Guyader, Michel Aballéa, Marie-Dominique Théodore, Philippe Dourcy, Olivier Cestre, Wilfried Cornet, Pierre Fahy, Jean-Sébastien Tronchon, Nicoletta Latorre, Sophie Criquelion, Anne Coquerelle, Jon Calvo, Matthieu Wattinne, Joeri Moens, Florent Rabouin, Mehdy Sueur
- **The editorial team:** Axelle Kiers, Charlotte Michalowski, Anne Desormais
- **The reporting team:** Rahel Damamme, Charlotte Morizot, Marie-Dominique Théodore
- **Philippe Cornet Conseil**, Extra-financial reporting expert, in partnership with AFNOR Compétences

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Graphic design and production: CD GRAPHIC

Photo credits: Decathlon Communications Department
Parilov/stock.adobe.com, lamax/stock.adobe.com

 This report has been printed on FCS-certified paper using vegetable-based ink, by an ISO 14001 certified printing company.



VITALITY
RESPONSIBILITY
GENEROSITY
AUTHENTICITY

DECATHLON

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