

## KEY EMPLOYEE STATISTICS

		adidas	Reebok	TaylorMade- adidas Golf	Total
Total employees (in %)	Male	52	54	68	<b>52</b>
	Female	48	46	32	<b>48</b>
Management positions (in %)	Male	67	77	84	<b>70</b>
	Female	33	23	16	<b>30</b>
Average age of employees (in years) <sup>1)</sup>		29.6	28.9	36.6	<b>30.8</b>
Annual average length of service (in years)		3.6	3.5	5.0	<b>4.0</b>
Annual training hours by employee		16.1	8.1	4.5	<b>12.4</b>

1) At year-end.

**CONSTANTLY INCREASING ATTRACTIVENESS** To become and remain an “Employer of Choice”, we strive to consistently enhance our employer branding. Our attractiveness as an employer is clearly shown by several external rankings. We ranked fifth of the 100 most attractive employers for business students according to “The European Student Barometer 2007” – the largest survey conducted among university students across 18 European countries. In China, we were included among the top employers in the Shanghai region in 2007 by CRF (Corporate Research Foundation), which is just one example of our particular attractiveness in emerging markets.

**CENTRALIZED RECRUITING APPROACH IMPROVES HIRING PROCESS** To benefit from our excellent reputation, we not only need to attract but also to recruit high potentials. In 2006, we established a new strategic recruiting and employer branding competence center for the Group in order to have access to the best suitable talent on a global scale. In 2007, we extended this focus by assembling an executive recruitment team that focusses on identifying and building relationships with executive level candidates. Further, we rolled out a global e-recruiting system that covers more than 20 countries and features job information in the respective local languages. Our centralized approach and the new e-recruiting system are helping us to better take advantage of global candidate pools and increase the efficiency, effectiveness and speed of our recruitment process. Over the next two years, we will extend and optimize our e-recruiting system and launch a new employer branding campaign.

**NURTURING EMERGING EMPLOYEES** We strive to provide our emerging employees (i.e. apprentices, interns and trainees) with the best possible environment when joining our workforce. To achieve this goal, we have established clearly defined and targeted programs.

⇒ Our apprenticeship programs offer young people who want to join our Group straight out of high school the opportunity to gain relevant business experience in a three-year rotation program. These programs include vocational training in retail, industrial management and IT as well as integrated study programs. At the end of 2007, we employed 45 apprentices in Germany (2006: 46).

⇒ Our global internship program provides students with challenging and interesting four to six months' work experience within the adidas Group. For “best-of-class” interns, we initiated a “Re-Bound” Program to remain in close contact with them after they have finished their original internship and foster potential future employment. At the end of 2007, we employed 189 interns in Germany (2006: 142).

⇒ Our 12- to 18-month functional trainee program (FTP) gives graduates with international backgrounds and excellent educational credentials the opportunity to start their career with the adidas Group. The program comprises six three-month assignments in varying departments. At least one of these assignments takes place abroad. On top of this functional program, we have implemented an international cross-functional and cross-brand business management program (BMP). With this concept we want to attract professionals with MBA degrees and three to five years' work experience to prepare them for future management positions within our Group. At year-end 2007, we employed 23 participants (2006: 22) in our FTP and 7 (2006: 3) in the BMP.