

**RESEARCH AND DEVELOPMENT** Being a performance leader in our industry, product innovation leadership is critical to the ongoing success of our Group. As a result, research and development (R&D) is a cornerstone for our business going forward. We invest considerable resources into continuously developing and commercializing technological innovations and fresh design ideas, in order to best unite our brands' values with the unique needs of our consumers. The research and development process is driven by internal teams of designers, product developers as well as in-house experts from the fields of biomechanics, materials technology, product and process engineering, design and similar disciplines.

**AMBITIOUS R & D TARGETS** Research and development is crucial for our Group's success as we continuously strive to meet and exceed the expectations of our consumers and customers with respect to technology and design. Numerous awards for our innovative products are proof of our technology leadership within our industry. These awards are important for our Group as they demonstrate our innovation leadership in footwear and apparel to consumers. Our Group's commitment to bringing at least one new revolutionary technology or ground-breaking evolution to the market each year highlights that research and development remains a cornerstone for our Group going forward. [see Group Strategy, p. 044](#)

**EFFICIENT R & D STRUCTURE** Research and development within the adidas Group is organized in a decentralized structure, i. e. each brand separately runs its own research, design and development activities, with major locations in several countries. To maximize efficiency, our brand teams collaborate closely, sharing fundamental and biomechanical research as well as existing technologies. In 2007, we incorporated a last from a version of the adidas Predator® football boot into Reebok's new Sprintfit product. This transfer of basic football know-how highlights the type of technology sharing we strive to promote within the Group. Another example of intra-Group know-how transfer is the incorporation of adidas TORSION® technology throughout a current collection of Rockport footwear. Within our brands, R&D teams generally have a dual focus dedicated to different product categories and to new technology platforms. Cross-category technology sharing, such as the transfer of the adidas ForMotion™ technology from running to basketball at the adidas brand, the KFS technology from running to football or the Movable Weight Technology™ from metalwoods to irons at TaylorMade, helps to further optimize and commercialize our R&D efforts in an efficient way. The adidas Group also purchases a limited amount of R&D expertise from well-established research partners, in particular fundamental research.

**MAJOR TECHNOLOGY-RELATED AWARDS**

Won by the adidas Group in 2007

Award	Magazine	Product	Segment
Best Motion Stabilizing Shoe	Running Network US	adiSTAR Control 4 running shoe	adidas
Best Updated Shoe	Runner's World US	Supernova Cushion running shoe	adidas
Best Updated Shoe	Runner's World UK	adiSTAR Cushion 6 running shoe	adidas
Best Cushioning Shoe	Running Network US	Premier Road Cushion KFS	Reebok
Best Debut Shoe Trail Category	Runner's World US	Premier Minocqua TR	Reebok
Best Apparel Company	Golf Week	adidas Golf apparel	TaylorMade-adidas Golf

**ADIDAS GROUP R&D STRUCTURE**

