

PERFORMANCE DATA 2009

SUPPLY CHAIN

NUMBER OF SUPPLIERS AND OUR OWN FACTORIES¹

On December 31, 2009, we worked with more than 1,120 independent factories (excluding factories of our licensees) who manufacture adidas Group products in 68 countries. 69% of the factories are located in Asia, 15% in the Americas and 16% in Europe, Middle East and Africa (EMEA). 27% of all these factories are in China.

The total number of supplier factories is higher than the number reported in 2008. Reasons for this are:

1. The supply chain disclosure by business entities increased.
2. The number of business entities within the Group contracted and expanded, resulting in a moving supplier and factory count.

There was a notable movement of factories. The data we are reporting here is a snapshot in time, a static point capturing the situation at the end of 12 months of these movements.

REGION	NO. OF SUPPLIERS (EXCLUDING OWN FACTORIES)			NO. OF OWN FACTORIES			TOTAL		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Asia	727	707	775	2	2	2	729	709	777
Americas	179	180	168	9	8	8	188	188	176
EMEA	168	164	185	3	3	3	171	167	188
Total	1,074	1,051	1,128	14	13	13	1,088	1,064	1,141

¹ Supplier production sites of the adidas Group excluding licensee factories

NUMBER OF SUPPLIER FACTORIES PER COUNTRY¹

COUNTRY	TOTAL NUMBER OF FACTORIES		
	2007	2008	2009
Australia	14	9	10
Bangladesh	9	8	9
Cambodia	8	9	8
China	264	268	308
Hong Kong	3	3	2
India	52	59	77
Indonesia	48	50	64
Japan	63	62	63
Korea	62	61	52
Macao	1	1	2
Madagascar	-	1	2
Malaysia	10	10	7
Mauritius	-	-	1
New Zealand	6	4	5
Pakistan	7	7	8
Philippines	19	17	17
Singapore	4	1	1
Sri Lanka	16	11	8
Taiwan	30	28	27
Thailand	45	35	41
Vietnam	66	63	63
Total Asia	713	698	775

COUNTRY	TOTAL NUMBER OF FACTORIES		
	2007	2008	2009
Argentina	9	9	13
Brazil	31	27	27
Canada	35	38	32
Chile	1	1	1
Colombia	3	3	2
Costa Rica	2	2	2
Dominican Republic	1	1	1
Ecuador	1	-	-
El Salvador	7	8	3
Guatemala	3	3	3
Honduras	8	7	5
Mexico	18	17	12
Nicaragua	-	1	1
Paraguay	-	1	1
Peru	4	4	4
United States	55	58	61
Uruguay	1	-	-
Total Americas	179	180	168

COUNTRY	TOTAL NUMBER OF FACTORIES		
	2007	2008	2009
Albania	1	1	–
Belarus	4	1	1
Bosnia and Herzegovina	1	1	1
Bulgaria	4	1	1
Czech Republic	3	3	3
Denmark	–	–	1
Egypt	3	2	3
Finland	–	–	1
France	3	3	3
Germany	4	13	19
Greece	5	5	4
Hungary	1	–	–
Israel	2	1	2
Italy	24	23	24
Jordan	1	–	1
Latvia	2	1	–
Lesotho	1	1	2
Lithuania	1	1	2
Macedonia	–	1	1
Moldova	–	1	1
Morocco	1	–	–
Poland	4	3	8
Portugal	9	8	9
Romania	2	1	3
Russia	16	10	7
Slovakia	1	1	–

Slovenia	1	1	3
South Africa	17	18	19
Spain	18	16	15
Swaziland	1	1	2
Sweden	4	5	7
Switzerland	1	1	1
Tunisia	5	3	3
Turkey	24	22	16
Ukraine	2	2	2
United Kingdom	2	13	19
Zimbabwe	-	-	1
Total EMEA	162	161	185

COUNTRY	TOTAL NUMBER OF FACTORIES		
	2007	2008	2009
Total Asia	727	707	775
Total Americas	179	180	168
Total EMEA	168	164	185
Total Global	1,074	1,051	1,128

¹ Independent supplier production sites of the adidas Group, excluding licensee factories and own production sites

ADIDAS GROUP LICENSEES¹

In 2009, the adidas Group worked with 41 licensees whose suppliers manufactured products in 288 factories in 44 countries.

The total number of licensee factories is higher than the number reported in 2008. Reasons for this are:

1. The supply chain disclosure by licensees/business entities increased.
2. The number of business entities within the Group contracted and expanded, resulting in a moving supplier and factory count.

There was a notable movement of factories. The data we are reporting here is a snapshot in time, a static point capturing the situation at the end of 12 months of these movements.

PRODUCT RANGE	TOTAL NO. OF LICENSEES			TOTAL NO. OF FACTORIES PRODUCING FOR LICENSEES			NO. OF COUNTRIES WHERE PRODUCTION IS PLACED		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Apparel	20	23	22	129	169	169	26	29	28
Hardware ²	19	12	13	85	43	74	12	8	16
Footwear	1	1	2	2	3	10	1	1	2
Watches	1	1	1	6	3	7	3	1	1
Glasses	2	2	2	18	18	21	7	9	9
Cosmetics	1	1	1	8	11	7	6	9	6
	44	40	41	248³	247⁴	288⁵			

¹ This might include factories which produce both for the adidas Group directly as well as for licensees/agents

² Accessories and gear

³ In 2007, 44 licensees sourced products from 248 factories in 38 different countries

⁴ In 2008, 40 licensees sourced products from 247 factories in 42 different countries

⁵ In 2009, 41 licensees sourced products from 288 factories in 44 different countries

AUDITS & TRAINING

NUMBER OF FACTORY AUDITS/VISITS AND TRAININGS

During 2009, 1,592 factory visits (including 1,448 factory audits) involving management and worker interviews, document review, facility inspections and trainings were conducted at different levels in our supply chain. The SEA team conducted 216 training sessions and workshops for suppliers, licensees, workers and adidas Group employees.

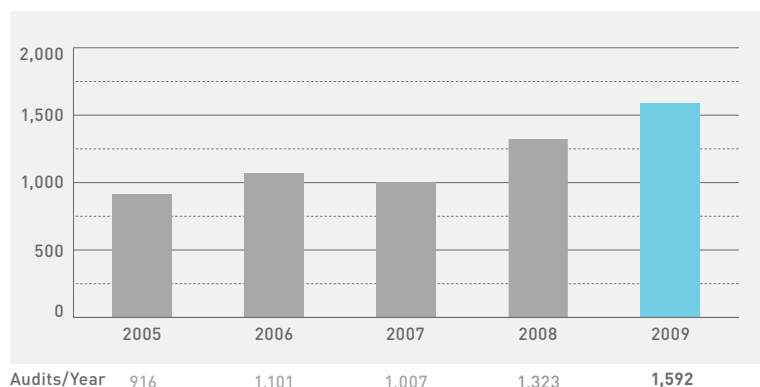
YEAR	2009	2008	2007	2006	2005 ²
Visits (incl. Audits) ¹	1,592	1,323	1,007	1,101	916
Trainings	216	251	267	173	225

¹ Including multiple audits/visits in the same factory conducted by the adidas Group SEA team and external monitors, but excluding FLA audits.

² Including audits in licensee factories; visits involving management and worker interviews, document review, facility inspections and trainings on-site

² Figures for 2005 do not include the Reebok business.

NUMBER OF FACTORY AUDITS/VISITS



¹ Excluding FLA audits; including multiple visits to the same factory

NUMBER OF TRAINING SESSIONS DIVIDED BY REGION AND TYPE¹

For 2009, the training numbers are lower than in the previous two years. Compared to 2008, the fundamental and performance trainings have gone down whereas the sustainability trainings slightly increased. Although the total number is lower, the number of participants has remained almost the same.

Reasons for this are:

1. Fewer individual but more group training sessions (with more than one supplier) were held
2. Due to longer business relationships, the need for fundamental training sessions is decreasing whereas the need for sustainability sessions is increasing.

REGION	TYPE AND NUMBER OF TRAINING									TOTAL		
	FUNDAMENTAL ²			PERFORMANCE ³			SUSTAINABILITY ⁴			2007	2008	2009 ⁵
	2007	2008	2009	2007	2008	2009	2007	2008	2009	2007	2008	2009 ⁵
Asia	98	80	47	58	68	48	34	11	32	190	159	127
Americas	35	51	53	1	11	13	6	4	1	42	66	67
EMEA	24	24	19	2	0	0	9	2	3	35	26	22
Total	157	155	119	61	79	61	49	17	36	267	251	216⁶

¹ Trainings conducted for suppliers, workers, licensees, agents and adidas Group employees

² Fundamental training covers: Workplace Standards & SEA introduction; FFC training; SEA policies & SOPs

³ Performance training covers: Specific labour, health, safety and environmental issues

⁴ Sustainability training covers: Sustainable compliance guideline & KPI improvement; Factory Self-Audits (factory internal audits)

⁵ In 2009 more than 2,380 people took part in these training sessions

⁶ Including 91 group training sessions, i.e. trainings with participation of more than one supplier

NUMBER OF AUDITS DIVIDED BY REGION AND TYPE

In 2009, there was again an increased number of monitoring activities with factories. The SEA team conducted 1,448 audits (including external monitoring audits). In addition to these audits, the SEA team visited suppliers' sites severalfold to meet factory management and discuss specific issues, to follow up project work or conduct training sessions. Completing a high volume of initial assessments remained a challenge for the SEA team in 2009, particularly in Asia. There was a total of 483 Initial Assessments, resulting in 18.4% of candidate factories rejected.

Performance audits are only recorded as such since the beginning of 2008, so that no comparable data is available for this audit type in 2007. The further development and rollout of Sustainability Assessments was put on hold in late 2008 since we have been participating in the Sustainable Compliance Initiative of the Fair Labor Association. This initiative aims at developing an industry-wide harmonised monitoring tool that integrates some features of the Sustainability Assessment Tool.

Audits conducted by external monitors were commissioned by adidas Group entities, including licensees with indirect sourcing models. In total, there was an audit coverage of 62% of all active suppliers. Countries such as China, India, Indonesia, Philippines, Thailand, Vietnam, Mexico, South Africa and Turkey all have an audit coverage of more than 75%.

REGION	TYPE AND NUMBER OF AUDIT								
	SEA TEAM			EXTERNAL MONITOR			TOTAL		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Asia	205	207	124	147	308	282	352	515	406
Americas	38	60	38	10	10	11	48	70	49
EMEA	13	9	1	28	32	27	41	41	28
Total	256	276	163	185	350	320	441	626	483

REGION	TYPE AND NUMBER OF AUDIT								
	SEA TEAM			EXTERNAL MONITOR			TOTAL		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Asia	0	461	709	0	35	146	0	496	853
Americas	0	65	62	0	0	1	0	65	63
EMEA	0	13	14	0	15	33	0	28	47
Total	0	539	785	0	50	180	0	589	963

REGION	TYPE AND NUMBER OF AUDIT								
	SEA TEAM			EXTERNAL MONITOR			TOTAL		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Asia	240	39	0	2	0	0	242	39	0
Americas	13	6	0	0	0	0	13	6	0
EMEA	28	1	0	4	0	0	32	1	0
Total	281	46	0	6	0	0	287	46	0

REGION	TYPE AND NUMBER OF AUDIT								
	SEA TEAM			EXTERNAL MONITOR			TOTAL		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Asia	445	707	833	149	343	428	594	1,050	1,261
Americas	51	131	100	10	10	12	61	141	112
EMEA	41	23	15	32	47	60	73	70	75
Total	537	861	948	191	400	500	728	1,261³	1,448⁴

¹ Every new supplier factory has to pass an Initial Assessment to prove compliance with the Workplace Standards prior to order placement

² Audits conducted in approved supplier factories

³ Including 181 audits conducted in licensee factories by external monitors and the SEA team

⁴ Including 273 audits conducted in licensee factories by external monitors and the SEA team

NUMBER OF AUDITS CONDUCTED IN LICENSEE FACTORIES BY EXTERNAL MONITORS AND THE SEA TEAM DIVIDED BY REGION AND TYPE IN 2009¹

The increased number of audits from 181 in 2008 to 273 in 2009 reflects the increased participation of licensees in the SEA approved external monitoring system as well as an increased level of audit disclosure in the FFC platform.

REGION	TYPE AND NUMBER OF AUDIT					
	SEA TEAM		EXTERNAL MONITOR		TOTAL	
	2008	2009	2008	2009	2008	2009
Asia	8	6	98	91	106	97
Americas	9	2	4	5	13	7
EMEA	0	0	3	5	3	5
Total	17	8	105	101	122	109

REGION	TYPE AND NUMBER OF AUDIT					
	SEA TEAM		EXTERNAL MONITOR		TOTAL	
	2008	2009	2008	2009	2008	2009
Asia	28	84	16	67	44	151
Americas	2	7	0	1	2	8
EMEA	0	0	6	5	6	5
Total	30	91	22	73	52	164

REGION	TYPE AND NUMBER OF AUDIT SUSTAINABILITY ASSESSMENT					
	SEA TEAM		EXTERNAL MONITOR		TOTAL	
	2008	2009	2008	2009	2008	2009
Asia	5	0	2	0	7	0
Americas	0	0	0	0	0	0
EMEA	0	0	0	0	0	0
Total	5	0	2	0	7	0

REGION	TYPE AND NUMBER OF AUDIT TOTAL					
	SEA TEAM		EXTERNAL MONITOR		TOTAL	
	2008	2009	2008	2009	2008	2009
Asia	41	90	116	158	157	248
Americas	11	9	4	6	15	15
EMEA	0	0	9	10	9	10
Total	52	99	129	174	181	273

¹ This might include factories which produce both, for the adidas Group directly as well as for licensees/agents

² Every new factory has to pass an Initial Assessment to prove compliance with the Workplace Standards prior to order placement

³ Audits conducted in approved factories

KPI ASSESSMENT AND C-RATING

We audit our suppliers against our Standards and rate them according to their performance. We use an innovative way to rate the supplier on its ability to deliver fair, healthy and environmentally sound workplace conditions in an effective manner. The table on the left shows the average audit score by unit of measure for those active core suppliers that were rated against the six units of measure in the KPI to date. The one on the right provides an overview indicating the percentage of factories per C-Rating.

KPI UNIT OF MEASURE	AVERAGE SCORE IN %			C-RATING	% OF FACTORIES	
	2007	2008	2009		2008	2009
Management commitment and responsiveness	64	40.12	43.43	0-C	0.75%	2.31%
Management systems	45	48.74	47.59	1-C	7.52%	8.36%
Worker-management communication and industrial relations	64	65.44	64.04	2-C	54.51%	49.28%
Compliance training for workers and management	55	58.80	59.25	3-C	28.57%	29.68%
Transparency in communication and reporting	74	71.79	70.46	4-C	8.65%	9.22%
Compliance performance	60	59.04	57.63	5-C	0%	1.15%
KPI Cumulative Score	-	47.79	47.41	Total	100%	100%

NUMBER OF STRATEGIC COMPLIANCE PLANS UPLOADED INTO FFC

The SEA Strategic Compliance Plan (SCP) is a three-year roadmap for a supplier's compliance activities. It is developed by SEA and the supplier, and is reviewed annually. The SCP is the direct link between the supplier's activities and their compliance score. Successfully completing all the SCP activities will result in an improvement to the supplier's Key Performance Indicator (its 'report card').

There are six activity chapters in the Strategic Compliance Plan. The first defines the supplier's management commitment to fair, healthy and safe working conditions. The second looks at the management systems for Human Resources ("HR") and Health, Safety & Environment ("HSE"). The third focuses on communications between workers and managers. The fourth defines the compliance training for workers and management. The fifth looks at the clarity and honesty of the supplier's reporting to SEA, and the final chapter defines the timeliness and effort by the supplier in completing corrective action plans.

There are more than 160 adidas Group suppliers who are working on Strategic Compliance Plans. 80% of these suppliers are in four strategic sourcing countries: China, Indonesia, Vietnam and Thailand.

REGION	COUNTRY	2009
Asia	Bangladesh	1
	Cambodia	1
	China	72
	India	7
	Indonesia	25
	Philippines	1
	Singapore	1
	Sri Lanka	1
	Taiwan	1
	Thailand	12
	Vietnam	23
Americas	Argentina	2
	Brazil	2
	Canada	1
	Mexico	2
EMEA	Tunisia	3
	Turkey	9
Global		164

INDEPENDENT FLA AUDITS¹

Since joining the FLA in 1999, more than 240 Independent External Monitoring (IEM) audits and verification visits have been conducted at adidas Group suppliers. The number of conventional independent monitoring visits conducted by FLA accredited monitors has gone down for two reasons. The first is that the number of audits due to be carried out is calculated as a percentage of the number of suppliers disclosed to the FLA. This number decreased in the past years. The second is that, because of the adidas Group's accreditation to the FLA programme, we have been able to redirect some audits to more value-added FLA projects.

In 2009, FLA activities included 4 independent external monitoring visits. 4 factories participated in FLA 3.0 exercises and 1 factory received an external verification visit. Seven factories participated in four FLA special projects in Asia, EMEA and Central America. These so-called redirected audits are FLA participating company engagements in specific project work that addresses resolution of chronic compliance issues in the global workplace. Re-directs are substituted for independent external monitoring visits to factories. This substitution option is only available to FLA-accredited programmes. The term derives from the 'redirection' of IEM fees to support financially specific project work by the FLA to address chronic compliance issues.

FLA YEAR	PERIOD	NO. OF AUDITS
4th ²	Jan – Dec 2005	30
5th	Jan – Dec 2006	43
6th	Jan – Dec 2007	15
7th	Jan – Dec 2008	19
8th	Jan – Aug 2009	16

¹ As part of the FLA membership; the numbers include Independent External Verification audits

² Including audits conducted for Reebok before it was acquired by the adidas Group in 2006

ENFORCEMENT

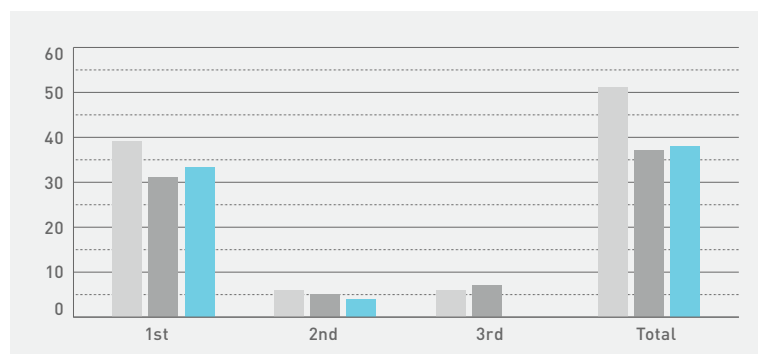
NUMBER OF WARNING LETTERS ISSUED TO ADIDAS GROUP SUPPLIERS¹

Warning letters are an essential part of our enforcement efforts and are triggered when we find ongoing serious non-compliance issues that need to be addressed by our suppliers. In 2009 we issued a total of 38 warning letters across 11 countries. The general trend for the past two years has been a stable number of warning letters, both in total and by category. The largest number of warning letters continued to be issued in Asia, where we have the greatest concentration of adidas Group suppliers.

COUNTRY	1ST WARNING			2ND WARNING			3RD AND FINAL WARNING -> RECOMMENDED TERMINATION			TOTAL WARNING LETTERS		
	2007	2008	2009	2007	2008	2009	2007	2008	2009	2007	2008 ¹	2009 ¹
Argentina	-	-	1	-	-	-	-	-	-	-	-	1
Bangladesh	-	1	1	1	-	-	-	-	-	1	1	1
Brazil	-	1	-	-	-	-	-	-	-	-	1	0
Cambodia	1	1	1	-	-	-	-	-	-	1	1	1
China	20	11	10	3	1	2	4	-	-	27	12	12
Guatemala	-	-	1	-	-	-	-	-	-	-	-	1
India	-	3	7	-	1	2	-	-	-	-	4	9
Indonesia	8	1	2	2	1	-	-	-	-	10	2	2
Korea	-	1	-	-	-	-	-	-	-	-	1	0
Mexico	-	1	-	-	-	-	-	1	-	-	2	0
Peru	-	-	1	-	-	-	-	-	-	-	-	1
Philippines	-	2	4	-	-	-	1	-	-	1	2	4
Thailand	3	2	1	-	1	-	1	-	-	4	3	1
Turkey	4	1	-	-	1	-	-	-	-	4	2	0
Vietnam	3	6	5	-	-	-	-	-	-	3	6	5
Total	39	31	34	6	5	4	6	1	0	51	37	38

¹ Includes warning letters issued by licensees and agents

WARNING LETTERS



	1st	2nd	3rd	Total
2007	39	6	6	51
2008	31	5	1	37
2009	34	4	0	38

NUMBER OF BUSINESS RELATIONSHIP TERMINATIONS / REJECTIONS AFTER INITIAL ASSESSMENT DUE TO COMPLIANCE PROBLEMS

We work closely with our suppliers to help them improve their performance. In situations of severe or repeat non-compliance we will terminate our business relationship with suppliers. In 2009 we terminated agreements with nine suppliers for compliance reasons.

We also work closely with Global Operations to pre-screen potential new suppliers. Our so-called initial assessments are uncovering threshold or zero tolerance issues. In total 483 initial assessments were conducted with 89 of them resulting in a rejection, which means a rejection rate of 18.4% of potential new supplier factories. This shows that non-compliances with our Workplace Standards are still common in our potential supply chain.

REGION	Country	NO. OF TERMINATIONS PER COUNTRY			NO. OF REJECTIONS AFTER IA PER COUNTRY		
		2007	2008	2009	2007	2008	2009
Asia	Bangladesh	-	-	1	-	4	6
	Cambodia	-	-	-	2	5	3
	China	3	-	7	56	54	49
	India	-	-	-	8	12	1
	Indonesia	-	-	-	7	2	4
	Korea	-	-	-	2	1	2
	Laos	-	-	-	-	1	-
	Malaysia	-	-	-	1	-	1
	Pakistan	-	-	-	3	5	-
	Sri Lanka	-	-	-	1	-	2
	Taiwan	-	-	-	-	1	-
	Thailand	-	-	-	1	3	1
	Vietnam	-	1	-	6	15	8

Americas	Brazil	-	-	1	4	1	1
	Canada	-	-	-	-	-	2
	El Salvador	-	-	-	1	-	1
	Mexico	-	1	-	2	6	1
	Peru	-	-	-	-	1	
EMEA	Albania	-	-	-	1	1	-
	Egypt	-	-	-	2	1	3
	Israel	-	-	-	-	1	-
	Jordan	1	-	-	-	1	1
	South Africa	-	-	-	1	2	2
	Turkey	-	-	-	3	3	-
	Zimbabwe	-	-	-	-	1	1
Global		4	2	9	106	121	89

ENVIRONMENT

CERTIFICATIONS OBTAINED BY ATHLETIC FOOTWEAR SUPPLIER SITES PRODUCING FOR THE INTERNATIONAL MARKET¹

We have limited control over the direct environmental impacts of the manufacturing process and how our suppliers act. The best way to influence the environmental impacts at our suppliers' factories is to encourage the introduction of an environmental management system, and we have made implementing such a system mandatory for all our core suppliers. Achieving certification to a management system requires factory managers to plan, manage and review their own environmental performance.

In 2009, 19 athletic footwear suppliers were certified in accordance with the international environmental management standard ISO 14001 and the workplace health and safety management standard OHSAS 18001. These suppliers produced around 82% of the adidas Group's global athletic footwear sourcing volume.

COUNTRY	NUMBER OF FW SUPPLIERS			ISO 14001			OHSAS 18001		
	2007	2008	2009	2007	2008	2009	2007	2008	2009
Argentina	2	1	2	-	-	-	-	-	-
Brazil	3	2	2	-	-	-	-	-	-
China	12	11	7	12	9	7	12	9	7
Germany	1	1	1	1	1	1	1	1	1
India	1	1	1	-	-	1	-	-	1
Indonesia	6	8	6	3	4	3	3	4	3
Italy	1	1	1	-	-	-	-	-	-
Korea	1	-	-	1	-	-	-	-	-
Philippines	-	1	1	-	-	-	-	-	-
Thailand	1	1	1	-	-	-	-	-	-
Vietnam	7	11	10	5	6	7	4	6	7
TOTAL	35	38	32	22	20	19	20	20	19

¹ Excluding factories from the Rockport business segment and licensee factories

FREIGHT TYPES USED TO SHIP ADIDAS PRODUCTS¹

% OF PRODUCT SHIPPED		2009	2008	2007
Apparel	Truck	14	17	18
	Sea freight	81	77	74
	Air freight	4	6	7
	Sea and air freight	1	1	1
Hardware ²	Truck	1	2	3
	Sea freight	97	96	94
	Air freight	2	2	3
	Sea and air freight	0	0	0
Footwear	Truck	2	2	8
	Sea freight	97	96	89
	Air freight	1	2	3
	Sea and air freight	0	0	0

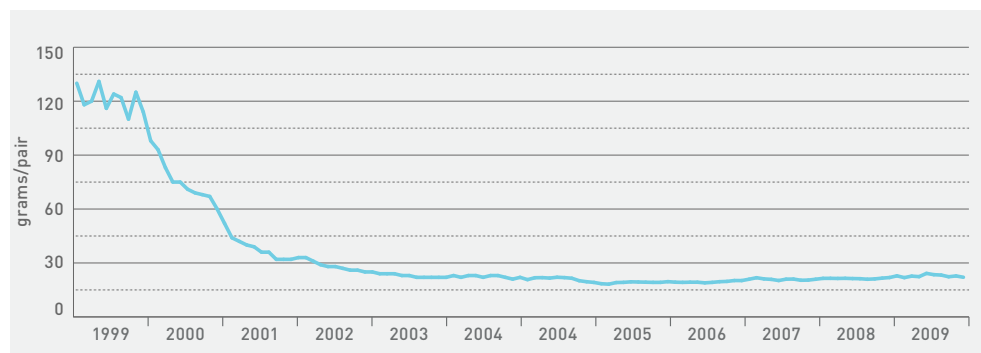
¹ Figures expressed as a percentage of the total number of products transported

² Accessories and gear

REDUCING VOCs IN ATHLETIC FOOTWEAR SUPPLIER FACTORIES

VOCs – volatile organic compounds – are found in solvents used in the manufacturing process. They can cause breathing difficulties and other health complaints. Our target is an average VOC emission of 20 grams/pair of shoes. The company's footwear suppliers have reduced VOC emissions from 130 grams/pair in 1999 to 22.6 grams/pair in 2009, which includes nearly all adidas Group athletic footwear factories. The slight increase compared to 2008 is due to the fact that for the first time vulcanisation facilities are included.

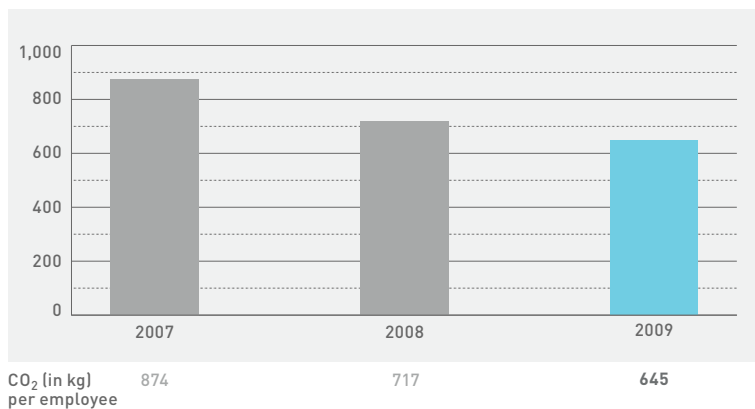
REDUCTION OF VOC EXPOSURE IN GRAMS/PAIR OF SPORTS SHOES



CO₂ EMISSIONS PER EMPLOYEE CAUSED BY AIR TRAVEL

As a global business, with many locations worldwide and a global supplier base, air travel is widely used by adidas Group employees. To obtain a better understanding of the environmental footprint caused by air travelling, the air travel managed through our in-house travel agency has been regularly recorded since 2006. In our 2008 report we reported incorrect figures of travel emissions caused by adidas Group employees for the years 2006 to 2008. These numbers had not included all adidas Group countries. In 2009 the absolute amount of carbon dioxide (25,500 metric tonnes) was reduced by 2,400 metric tonnes compared to 2008 (27,900 metric tonnes). In relative terms the ratio of CO₂ emissions per employee in 2009 has declined by 10% compared 2008 and by 26% compared to 2007.

CO₂ EMISSIONS PER EMPLOYEE CAUSED BY AIR TRAVEL



**ENVIRONMENTAL DATA FOR OUR MAIN ADMINISTRATION OFFICES,
PRODUCTION SITES AND DISTRIBUTION CENTRES**

The adidas Group operates many sites around the world. They vary in size and structure. Some of them are directly owned by the Group, others are leased or rented. Since 2006 major adidas Group sites have been reporting key environmental data.

The first phase of the Green Company Initiative roll-out in 2008 and 2009 saw in-depth environmental assessments conducted at 24 core sites. The sites included Group and brand headquarters, our own production facilities and some distribution centres, representing a significant proportion of the total environmental footprint of the Group's own operations. Additional Group sites will be included in the assessment programme over the next few years.

The environmental assessments required sites to follow revised data reporting standards, which has meant that some of the data reported in our 2008 Sustainability Review has had to be restated. Consistent data sets are reported for the years 2008 and 2009 in the table below.

OUR MAIN ADMINISTRATION OFFICES	TOTAL ENERGY (MWH)		TOTAL GHG EMISSIONS (TONNE)		TOTAL WATER CONSUMPTION (M ³)		TOTAL WASTE (TONNE)		TOTAL PAPER CONSUMPTION (TONNE)	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
HQ of the adidas Group, Herzogenaurach, Germany	25,700	22,800	11,500	10,100	33,000	34,000	523	622	83	101
adidas America Inc., Portland, USA	7,800	7,900	4,000	4,050	43,000	36,000	16	57	16	16
Reebok-CCM Hockey, HQ and Distribution Centre, Montreal, Canada	10,300	10,900	2,000	2,100	25,000	28,000	323	162	16	19
Reebok HQ, Canton, USA	26,700	25,900	9,100	8,600	35,000	35,000	397	554	62	48
TaylorMade-adidas Golf HQ, Carlsbad, USA ¹	4,900	5,200	2,300	2,400	40,000	43,000	460	641	11	17
TaylorMade-adidas Golf, Office, Japan	250	260	80	80	not reported	0	not reported	not reported	4	0
adidas Group, Administrative Service Building 3, Spartanburg, SC, USA	1,020	650	520	340	5,000	3,000	17	16	16	15
adidas Group, Office, Shanghai, China	790	not reported	790	not reported	not reported	not reported	not reported	not reported	5	not reported

OUR OWN PRODUCTION SITES	TOTAL ENERGY (MWH)		TOTAL GHG EMISSIONS (TONNE)		TOTAL WATER CONSUMPTION (M ³)		TOTAL WASTE (TONNE)		TOTAL PAPER CONSUMPTION (TONNE)	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
adidas Footwear Factory, Scheinfeld, Germany	5,050	6,050	1,430	1,670	1,000	2,000	59	44	1	2
adidas Apparel Factory, Suzhou, China	420	430	420	430	1,000	1,000	29	4	3	3
adidas Canada Assembly Factory, Brantford, Canada	720	600	140	120	1,000	not reported	15	14	28	27
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	2,700	3,000	530	580	5,000	5,000	38	25	26	not reported
Reebok-CCM Hockey Factory, St. Jean, Canada	6,160	5,800	1,200	1,140	4,000	2,000	61	72	2	2
Reebok-CCM Hockey Factory, Edmundston, Canada	960	1,200	190	240	1,000	2,000	39	56	1	1
Reebok-CCM Hockey Factory, Tammela, Finland	2,200	2,500	570	640	1,000	1,000	113	457	3	3
Reebok-CCM Hockey Factory, Malung, Sweden	not reported	not reported	not reported	not reported	8,000	6,000	1	1	10	10
Sports Licensed Division, Factory, Indianapolis, USA	19,600	19,700	7,700	7,800	22,000	22,000	323	464	323	not reported
Sports Licensed Division, Factory, Mattapoisett, USA	1,200	1,200	610	620	not reported	not reported	121	150	8	8
Sports Licensed Division, Factory, Cedar Rapids, USA	4,700	5,300	1,400	1,620	3,000	3,000	152	329	3	7
TaylorMade Assembly Factory, Togane-Shi, Japan	310	460	90	140	1,000	1,000	57	77	1	2

OUR DISTRIBUTION CENTRES	TOTAL ENERGY (MWH)		TOTAL GHG EMISSIONS (TONNE)		TOTAL WATER CONSUMPTION (M ³)		TOTAL WASTE (TONNE)		TOTAL PAPER CONSUMPTION (TONNE)	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
adidas Group, Distribution Centre 1 (Apparel), Spartanburg, SC, USA	12,700	2,900	6,500	1,500	8,000	1,000	98	117	16	8
adidas Group, Distribution Centre 2 (Footwear), Spartanburg, SC, USA ²	7,300	not applicable	3,700	not applicable	9,000	not applicable	45	not applicable	16	not applicable
adidas America, Office/Distribution Centre 4 (Footwear), Spartanburg, SC, USA	3,800	6,900	2,000	3,500	1,000	13,000	15	87	5	23
adidas Group Distribution Centre, Suzhou, China	2,080	2,300	2,100	2,300	20,000	19,000	5	4	5	4
Total	147,360	131,950	58,870	49,970	267,000	257,000	2,907	3,953	664	316

¹ Figures cover TaylorMade HQ and assembly factory

² Site started operating in 2009

COMMUNITY INVOLVEMENT

COMMUNITY AFFAIRS STATISTICS¹

In 2009, the number of donation requests submitted to the adidas Group increased by nearly 50%. Donation requests significantly varied in nature and purpose. All requests were carefully reviewed on the basis of the adidas Group Corporate Giving Guidelines. In particular, we supported those which were in line with our policy. Compared to 2008, many funding requests did not meet our requirements and so the number of supported projects decreased. The amount of product donations increased in 2009, in particular to support requests from aid organisations for product shipments that were used for relief efforts.

REGION	DONATION REQUESTS RECEIVED			TOTAL NUMBER OF PROJECTS SUPPORTED			UNITS OF PRODUCTS DONATED			VOLUNTEER HOURS		
	2007	2008	2009	2007	2008	2009	2007	2008	2009	2007	2008	2009
EMEA	1,915	1,424	1,564	191	215	208	762,517	94,695	17,246	710	5,250	4,213
Latin America	304	46	150	73	7	3	53,495	549	29,000	30	400	1,020
North America	4,265	3,504	5,784	999	1,238	569	55,471	57,838	143,201	1,638	3,123	1,838
Asia Pacific	1,044	106	108	192	101	78	19,808	12,281	38,112	775	4,652	3,737
TOTAL	7,528	5,080	7,606	1,455	1,561	858	891,291	165,363	227,559	3,153	13,425	10,808

¹ Numbers include brand adidas activities, corporate activities, Reebok Foundation and Adi Dassler Fund

EMPLOYEES

GLOBAL EMPLOYEE BASE CONTINUES TO GROW

On December 31, 2009, the Group had 39,596 employees, which represents an increase of 2% versus 38,982 in the previous year. This development is primarily related to new employees in the Retail segment, mainly on a part-time basis. On a full-time equivalent basis, our Group had 34,437 employees on December 31, 2009 (2008: 35,977). Due to the high share of employees working on a part-time basis in the Retail segment, this figure is lower than that reported on a headcount basis.

EMERGING MARKETS AND OWN RETAIL DRIVE EMPLOYEE GROWTH

The number of employees working in the Wholesale segment decreased 8% to 4,881 at the end of 2009 (2008: 5,303), mainly due to the effects of reorganisation initiatives and the implementation of a hiring freeze throughout the adidas Group. Staff in our Retail segment increased 11% due to the expansion of own-retail activities in emerging markets. Hence, the Retail segment comprised 19,599 employees at year-end (2008: 17,614). In Other Businesses, the number of employees decreased by 7% to 1,569 (2008: 1,694), primarily due to the effects of reorganisation initiatives at TaylorMade-adidas Golf. The number of employees working in our headquarters functions decreased by 6% to 13,547 (2008: 14,370). This development reflects the implementation of a Group-wide hiring freeze in 2009.

At the end of 2009, 23% of our Group's staff was employed in Western Europe (2008: 24%), 31% in European Emerging Markets (2008: 28%), 25% in North America (2008: 28%), 8% in Greater China (2008: 9%), 6% in Other Asian Markets (2008: 6%) and 7% in Latin America (2008: 6%).

KEY EMPLOYEE STATISTICS

		2007	2008	2009
Total number of employees		31,344	38,982	39,596
Total employees (in %)	Male	52	51	50
	Female	48	49	50
Management positions (in %)	Male	70	72	69
	Female	30	28	31
Average age of employees (in years) ¹		30.8	29	31
Employee turnover (in %) ²		13	14.7	14.7
Average length of service (in years)		4	3.9	4.1
Annual training hours by employee (in hours)		12.4	10.8	7.3

¹ At year-end

² Excluding the retail sector

HEALTH & SAFETY STATISTICS FOR OUR MAIN ADMINISTRATION OFFICES,
PRODUCTION SITES AND DISTRIBUTION CENTRES

OUR MAIN ADMINISTRATION OFFICES	NUMBER OF EMPLOYEES		NUMBER OF WORKPLACE ACCIDENTS		NUMBER OF LOST DAYS DUE TO ACCIDENTS	
	2009	2008	2009	2008	2009	2008
HQ of the adidas Group, Herzogenaurach, Germany	2,811	2,667	45	51	not disclosed	not disclosed
adidas America Inc., Portland, USA	850	688	10	5	112	20
Reebok HQ, Canton, USA	1,120	1,200	0	6	0	4
TaylorMade-adidas Golf HQ, Carlsbad, USA ¹	725	848	4	31	58	17
TaylorMade-adidas Golf, Office, Japan	145	188	1	0	27	0
adidas Group, Administrative Service Building 3, Spartanburg, SC, USA	180	180	0	0	0	0
adidas Group, Office, Shanghai, China	600	not reported	not reported	not reported	not reported	not reported
Reebok-CCM Hockey, HQ and Distribution Centre, Montreal, Canada	464	500	39	10	1,283	300

OUR OWN PRODUCTION SITES	NUMBER OF EMPLOYEES		NUMBER OF WORKPLACE ACCIDENTS		NUMBER OF LOST DAYS DUE TO ACCIDENTS	
	2009	2008	2009	2008	2009	2008
adidas Footwear Factory, Scheinfeld, Germany	134	221	3	1	12	not disclosed
adidas Apparel Factory, Suzhou, China	264	230	0	0	0	0
adidas Canada Assembly Factory, Brantford, Canada	64	61	2	0	8	0
Reebok-CCM Hockey Factory, St. Hyacinthe, Canada	150	149	2	8	23	0
Reebok-CCM Hockey Factory, St. Jean, Canada	127	142	12	9	449	117
Reebok-CCM Hockey Factory, Edmundston, Canada	43	60	4	12	33	171
Reebok-CCM Hockey Factory, Tammela, Finland	64	99	2	2	7	10
Reebok-CCM Hockey Factory, Malung, Sweden	110	141	0	1	0	10
Sports Licensed Division, Factory, Indianapolis, USA	823	943	12	62	181	248
Sports Licensed Division, Factory, Mattapoisett, USA	106	124	0	4	0	2
Sports Licensed Division, Factory, Cedar Rapids, USA	108	173	2	23	141	6
TaylorMade Assembly Factory, Togane-Shi, Japan	147	144	0	0	0	0
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OUR DISTRIBUTION CENTRES	NUMBER OF EMPLOYEES		NUMBER OF WORKPLACE ACCIDENTS		NUMBER OF LOST DAYS DUE TO ACCIDENTS	
	2009	2008	2009	2008	2009	2008
adidas Group, Distribution Centre 1 (Apparel), Spartanburg, SC, USA	50	815	1	0	2	0
adidas Group, Distribution Centre 2 (Footwear), Spartanburg, SC, USA ²	50	not applicable	0	not applicable	0	not applicable
adidas America, Office/Distribution Centre 4 (Footwear), Spartanburg, SC, USA	425	475	0	0	0	0
adidas Group Distribution Centre, Suzhou, China	485	569	8	14	54	172
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Total	10,045	10,617	147	239	2,390	1,077

¹ Figures cover TaylorMade HQ and assembly factory

² Site started operating in 2009