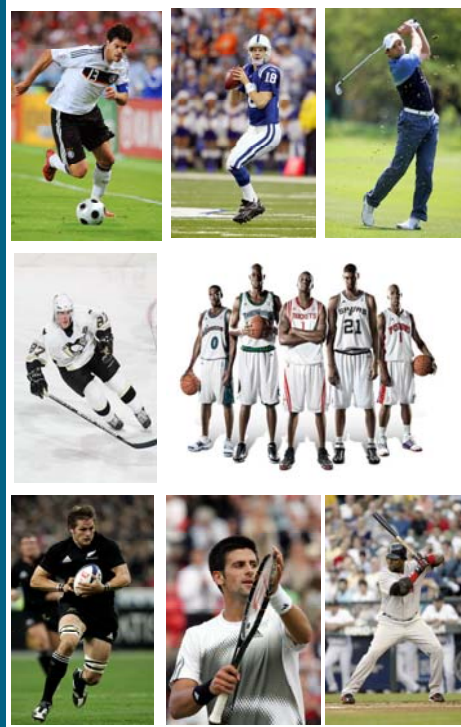


adidas Group At A Glance

For over 80 years the adidas Group has been part of the world of sports on every level, delivering state-of-the-art sports footwear, apparel and accessories. Today, the adidas Group is a **global leader in the sporting goods industry** and offers a broad portfolio of products across the three core segments adidas, Reebok and TaylorMade-adidas Golf. Our strategy is simple: continuously strengthen our brands and products to improve our competitive position and financial performance. Headquartered in Herzogenaurach, Germany, the Group has more than 38,000 employees worldwide and sales of over € 10 billion.

[→ MORE](#)

Unparalleled Global Presence in Sport



Three Unique Core Brands



- Passion for sport and teamwork
- Enabling athletes to reach their highest performance levels

Brand attitude:
IMPOSSIBLE IS NOTHING



- Own Women's Fitness
- Challenge the Men's Sport category
- Revive Classics heritage

Brand attitude:
YOUR MOVE



- Defining golf excellence
- Best golf products for best players

Brand attitude:
I AM A GOLFER

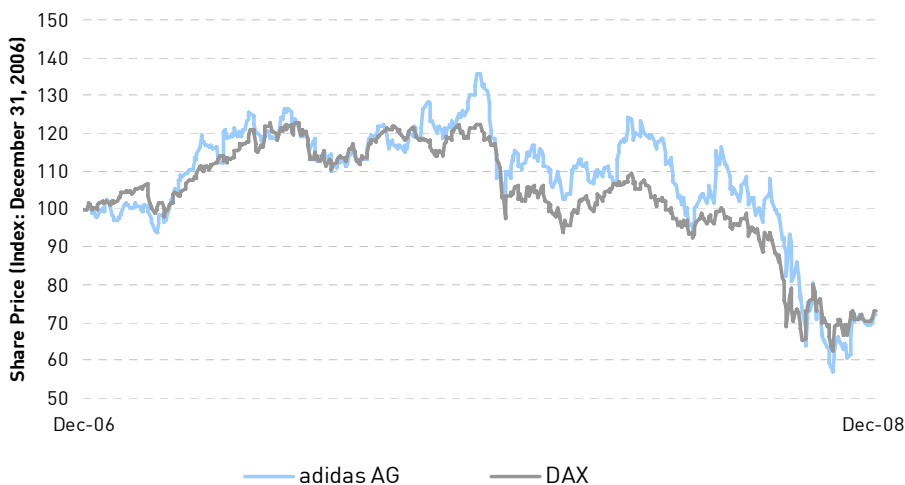
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Technology and innovation

Cutting-edge design

Customised products and distribution

Share Price Development
(Index: Dec. 31, 2006 = 100)



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adidas AG share information

No. of shares outstanding (Dec. 31, 2008)	193,515,512
ISIN	DE0005003404
Exchange	All German stock exchanges
Type	No-par-value, bearer shares
Ticker Symbol	ADS, ADSG.DE
Important Indices	DAX-30 MSCI World Textiles Dow Jones Sustainability FTSE4 Good Europe Ethibel Excellence

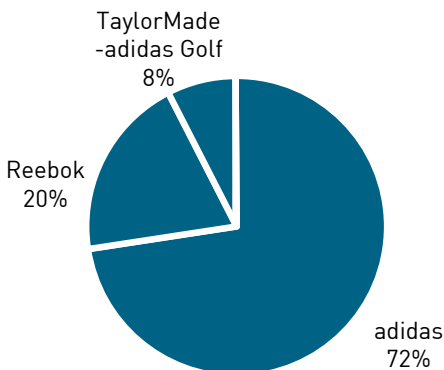
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Financial Highlights

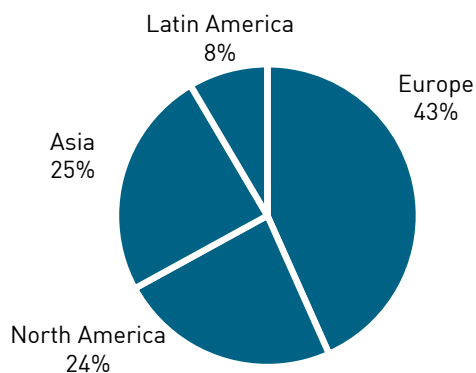
	2008	2007	Change
Net sales (€ in millions)	10,799	10,299	4.9%
Gross margin	48.7%	47.4%	1.3pp
Operating margin	9.9%	9.2%	0.7pp
Net income (€ in millions)	642	551	16.4%
Equity ratio	35.5%	36.3%	(0.8pp)
Financial leverage	64.6%	58.4%	6.2pp
Total assets (€ in millions)	9,533	8,325	14.5%
Net borrowings	2,189	1,766	24.0%
Basic EPS (in €)	3.25	2.71	19.9%
Diluted EPS (in €)	3.07	2.57	19.6%
Dividend	0.50	0.50	0.0%
<small>(For 2008: Subject to Annual General Meeting)</small>			
Number of employees	38,982	31,344	24.4%

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2008 Sales split by segment



2008 Sales split by region

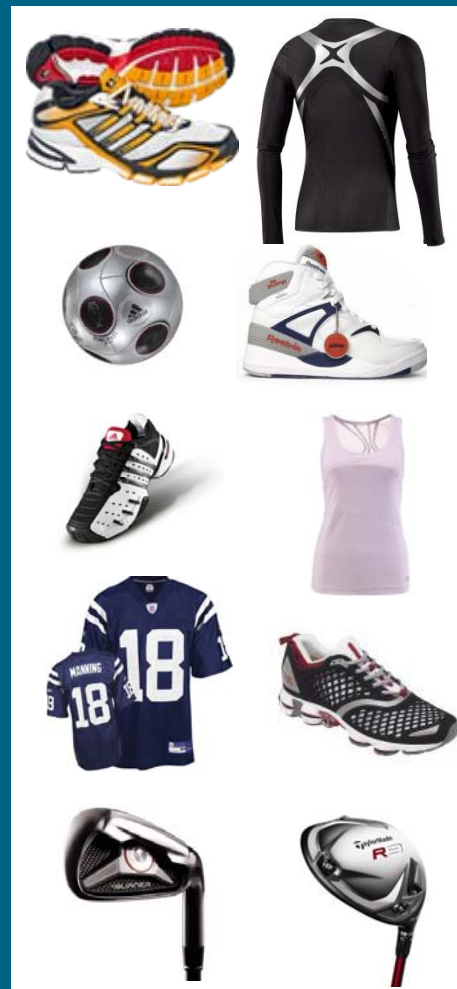


2009 Full Year Outlook

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Currency-neutral sales	low- to mid-single-digit decline
Gross margin	decline
Operating margin	decline
Earnings per Share	decline

Industry-Leading Products



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