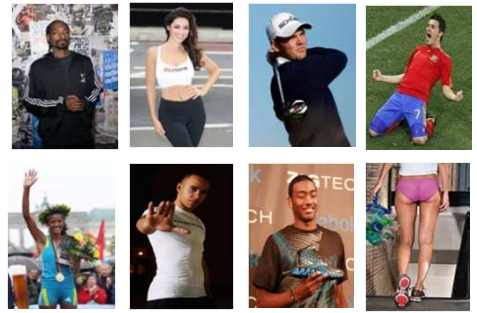


# adidas Group At A Glance

For over 60 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 its brands offer a broad portfolio of innovative products. 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 42,000 employees worldwide and generated sales of € 12 billion in 2010.



[→ MORE](#)



- Mission: To be the leading sports brand in the world
- Authentic, passionate, innovative, inspirational, committed, honest
- Focus areas: Football, Basketball, Running, Outdoor, Training, Originals, NEO, Customisation, Interactive

Brand attitude:  
**IMPOSSIBLE IS NOTHING**



- Mission: Challenge and lead the fitness world through creativity
- Women's Fitness, Men's Training, Classics
- Focus areas: Training, Running, Walking, Basketball, Cleated, Cricket, Hockey
- Have Fun staying in shape

Brand attitude:  
**FIT FOR LIFE**



- Mission: To be the leading performance golf company in the world
- TaylorMade, adidas Golf, Ashworth - authentic, passionate, competitive and innovative
- Focus areas: Golf equipment, footwear, apparel

Brand attitude:  
**I AM A GOLFER**



- Mission: To become a leading leather footwear brand in the world
- Sexy, savvy, modern, American, metropolitan
- Focus areas: Dress, Dress Casual, Relaxed Casual, Active Casual

Brand attitude:  
**WALKABILITY**



- Mission: To lead in the high-end performance segment of the hockey market
- CCM Hockey: Performance Within
- Reebok Hockey: Your Move
- Focus areas: Skates, sticks, NHL licensed apparel

Brand attitude:  
**PERFORMANCE WITHIN**

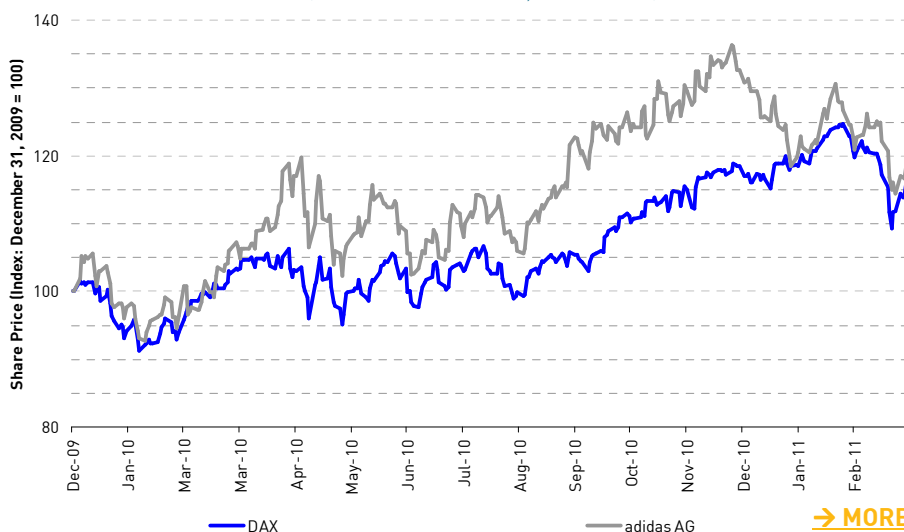
## Technology and innovation

## Cutting-edge design

## Customised products and distribution



Share Price Development  
(Index: December 31, 2009 = 100)



[→ MORE](#)

## adidas AG share information

No. of shares outstanding (Dec. 31, 2010)	209,216,186
ISIN	DE000A1EWWW0
Exchange	All German stock exchanges
Type	No-par-value, registered shares
Ticker Symbol	ADS, ADSG.DE
Important Indices	DAX-30 MSCI World Textiles Dow Jones Sustainability FTSE4 Good Europe Ethibel Excellence

[→ MORE](#)

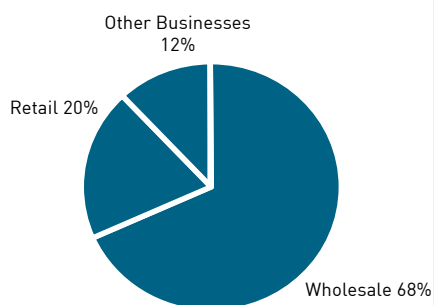
## Financial Highlights

	2010	2009	Change
Net sales (€ in millions)	<b>11,990</b>	10,381	15.5%
Gross margin	<b>47.8%</b>	45.4%	2.4pp
Operating margin	<b>7.5%</b>	4.9%	2.6pp
Net income (€ in millions)	<b>567</b>	245	131.1%
Equity ratio	<b>43.5%</b>	42.5%	1.0pp
Net borrowings/EBITDA	<b>0.2</b>	1.2	
Total assets (€ in millions)	<b>10,618</b>	8,875	19.6%
Net borrowings	<b>221</b>	917	(75.9%)
Basic EPS (in €)	<b>2.71</b>	1.25	116.8%
Diluted EPS (in €)	<b>2.71</b>	1.22	121.8%
Dividend	<b>0.80</b>	0.35	128.6%
Number of employees	<b>42,541</b>	39,596	7.4%

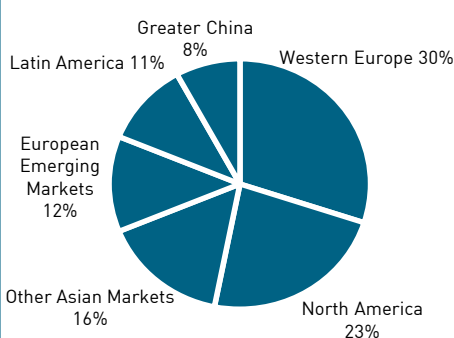
[→ MORE](#)



### 2010 Sales split by segment



### 2010 Sales split by region



### 2011 Full Year Outlook

Currency-neutral sales:	increase around 10%
Gross margin:	47.5% to 48.0%
Operating margin:	7.5% to 8.0%
Earnings per share:	increase at a rate approaching 15% to € 3.10 to € 3.12

[→ MORE](#)

### Investor Contacts:

John-Paul O'Meara  
Vice President Investor Relations  
Phone: +49-9132-84-3296

Johannes Fink  
Investor Relations Manager  
Phone: +49-9132-84-3296  
[investor.relations@adidas-Group.com](mailto:investor.relations@adidas-Group.com)

[→ MORE](#)

**adidas**  
GROUP

adidas AG  
Adi-Dassler-Straße 1  
91074 Herzogenaurach  
Germany

Phone.: +49-9132-84-0  
Fax: +49-9132-84-2241  
Internet: [www.adidas-Group.com](http://www.adidas-Group.com)