

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 39,000 employees worldwide and sales of over € 10 billion.



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- Broad portfolio of unique, innovative products
- Equip athletes with the best products
- Core Sport Performance categories: Football, Running, Basketball, Training, Outdoor

Brand attitude:
IMPOSSIBLE IS NOTHING



- Focus on fitness and training
- Three key businesses: Women's Fitness, Men's Training, Classics
- Fun staying in shape

Brand attitude:
YOUR MOVE



- Market leader in metalwoods category
- Innovative, high performance golf products
- Comprising three brands: TaylorMade, adidas Golf, Ashworth

Brand attitude:
I AM A GOLFER



- US-based manufacturer of leather footwear
- Brand positioning: comfortably stylish, contemporary, and always innovative

Brand attitude:
THE DIFFERENCE INSIDE



- One of the largest manufacturers of hockey equipment
- Emphasis on continued product innovation
- Strong league partnerships, such as the NHL

Brand attitude:
PERFORMANCE WITHIN

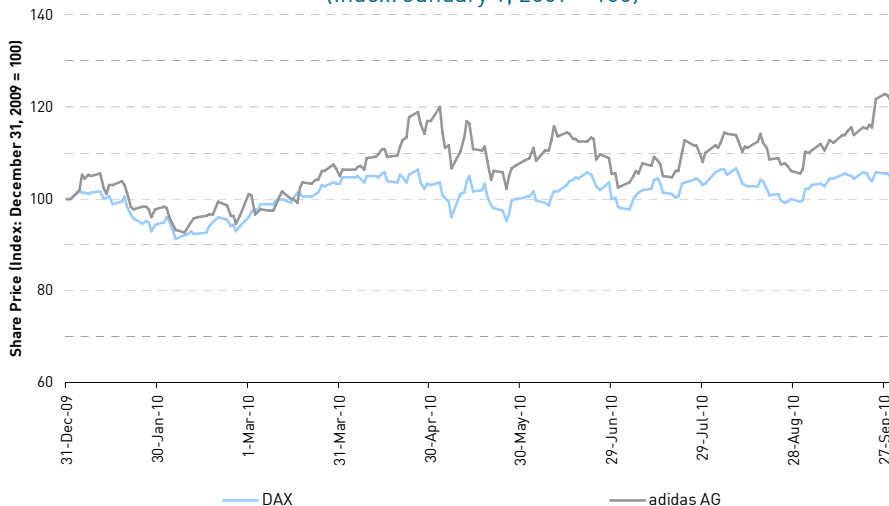
Technology and innovation

Cutting-edge design

Customised products and distribution



Share Price Development
(Index: January 1, 2009 = 100)



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adidas AG share information

No. of shares outstanding (Dec. 31, 2009)	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

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Financial Highlights

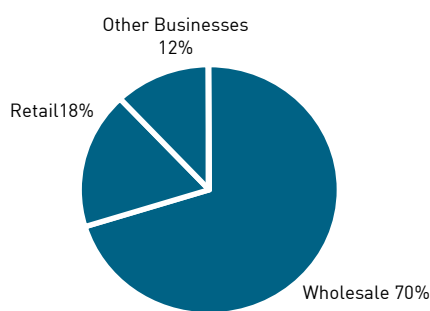
	2009	2008	Change
Net sales (€ in millions)	10,381	10,799	(3.9%)
Gross margin	45.4%	48.7%	(3.3pp)
Operating margin	4.9%	9.9%	(5.0pp)
Net income (€ in millions)	245	642	(61.8%)
Equity ratio	42.5%	35.5%	7.0pp
Financial leverage	24.3%	64.6%	(40.3pp)
Total assets (€ in millions)	8,875	9,533	(6.9%)
Net borrowings	917	2,189	(58.1%)
Basic EPS (in €)	1.25	3.25	(61.5%)
Diluted EPS (in €)	1.22	3.07	(60.2%)
Dividend	0.35	0.50	(30.0%)
Number of employees	39,596	38,982	1.6%

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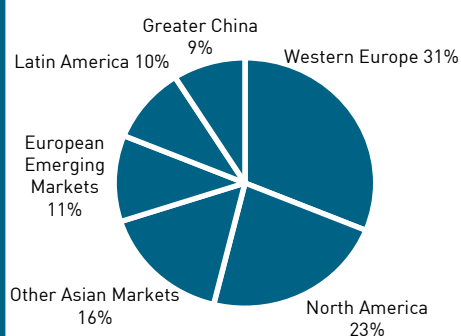
Industry-leading products



2009 Sales split by segment



2009 Sales split by region



2010 Full Year Outlook

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Currency-neutral sales:	Mid-single-digit increase
Gross margin	approaching 47.5%
Operating margin:	around 7.5%
Earnings per share:	€ 2.50 to € 2.62

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