

**UNITED
BY SPORT**

SPORT KNOWS NO BOUNDARIES. SPORT IS PASSION. ALL OVER THE WORLD.
EVERY ATHLETE LIVES IT. AND WE DO, TOO. EVERY SECOND.

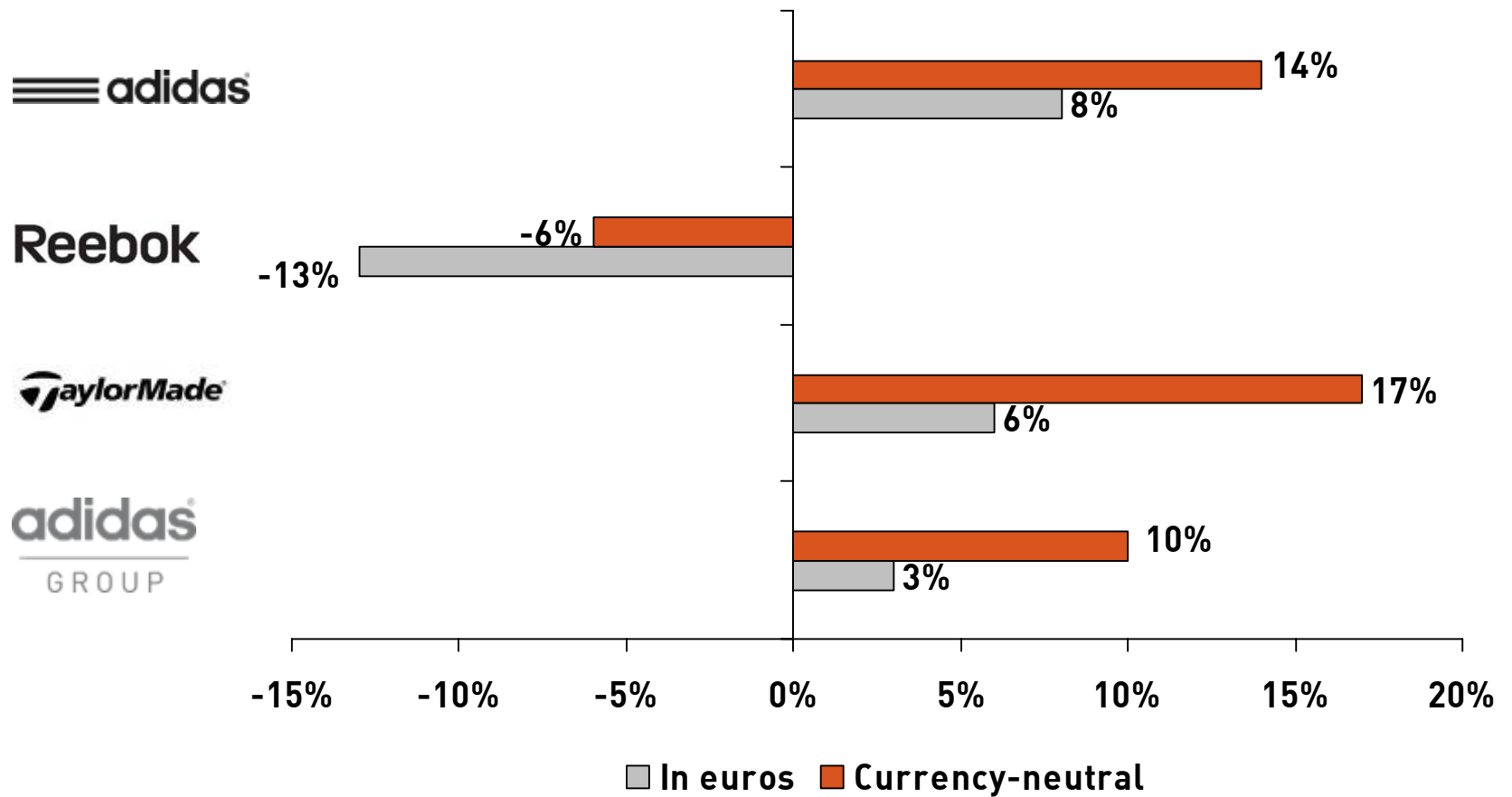
HIGHLIGHTS Q1 2008

Strong Q1 Group Performance

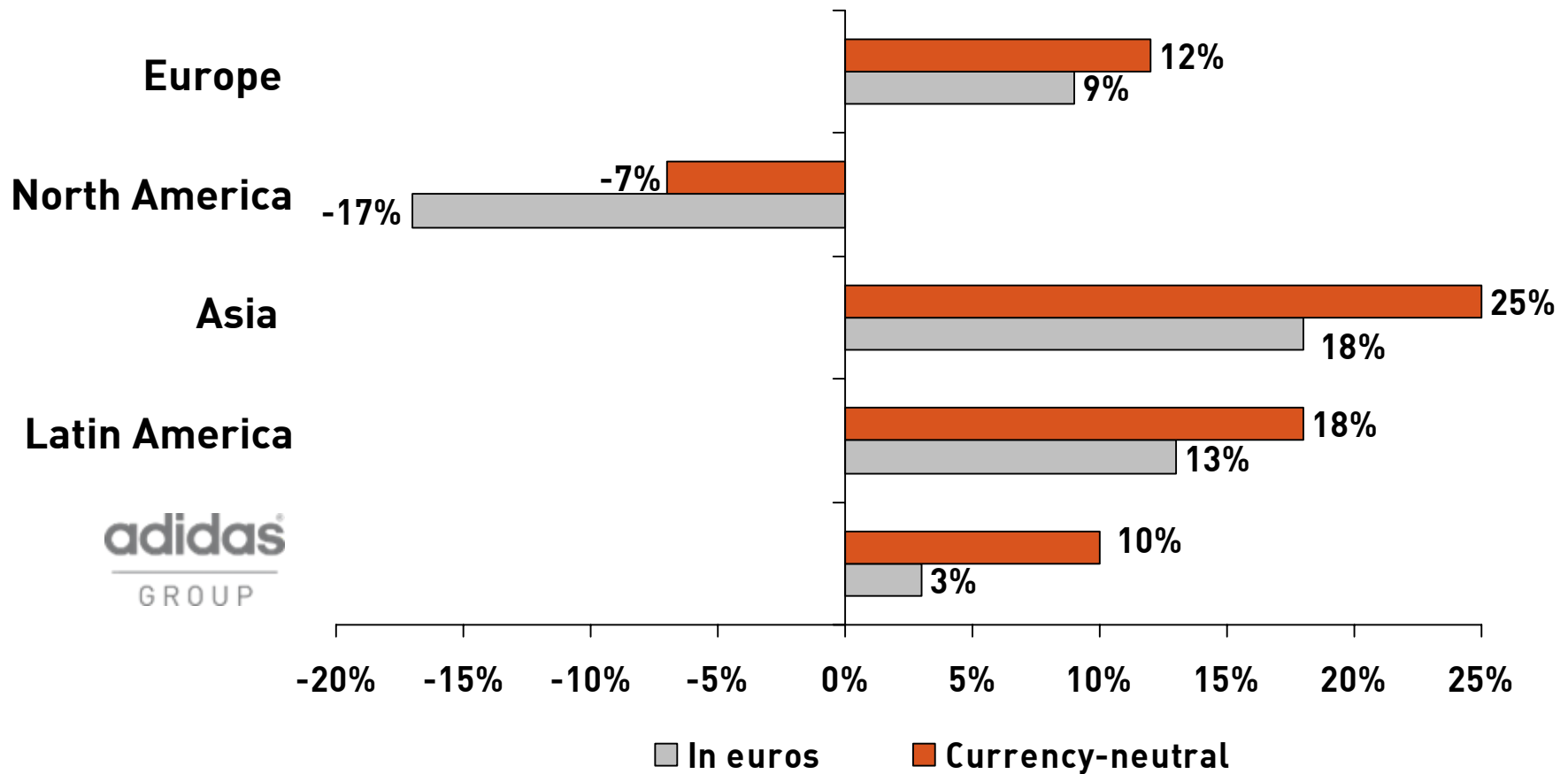
- adidas momentum continues
- TaylorMade-adidas Golf growth accelerates
- Reebok focused on executional excellence



adidas Group Revenues Increase 10% In Q1 2008



Sales Increase At Double-Digit Rate In All Regions Except North America



adidas Delivers Excellent Financial Performance

- Currency-neutral sales grow 14%
- Gross margin at 49.0%
- New Q1 operating margin record at 17.1%



adidas Strength Continues



Reebok Financial Performance Highlights Brand's Strengths And Weaknesses

- Currency-neutral sales decline 6%
- Gross margin grows 0.3pp to 37.1%
- Operating margin declines to -2.8%



Reebok

Impressive Profitability Gains At TMaG

- Currency-neutral sales grow 17%
- Gross margin increases 2.7pp to 46.6%
- Operating profit reaches € 23 million



 **TaylorMade[®]**

TaylorMade-adidas Golf Continues To Strengthen Leadership Position



Positive Gross Margin Developments In All Segments

Positives:

- Product and regional mix
- Currency benefits
- Own-retail
- Cost synergies

Negatives:

- Input costs

 **↑ 49.0%**

+1.7pp

Reebok **↑ 37.1%**

+0.3pp

 **↑ 46.6%**

+2.7pp

 **↑ 49.1%¹⁾**

+2.3pp

Record First Quarter Gross Margin

1) Includes HQ/Consolidation

Factors Driving Operating Expense Increase

Positives:





- Timing of marketing focused on big 2008 sporting events
- Operating leverage at TaylorMade-adidas Golf

Negatives:

- Higher cost base at Reebok due to lower sales
- Launch of Reebok's global brand campaign
- Emerging market infrastructure expansion

First Quarter Operating Margin Increases Strongly

Q1 2008

Royalty and commission income	 -7%	€ 21 million
Operating expenses	 +5%	€ 1.028 billion
Operating profit	 +23%	€ 282 million
Operating margin	 +1.7pp	10.8%

Net Income Growth Accelerates 32%

Q1 2008

Net financial expenses


-16%

€ 32 million

Income before taxes
(IBT)


+31%

€ 250 million

Effective tax rate


-0.4pp

32.0%

Net income attributable
to shareholders


+32%

€ 169 million

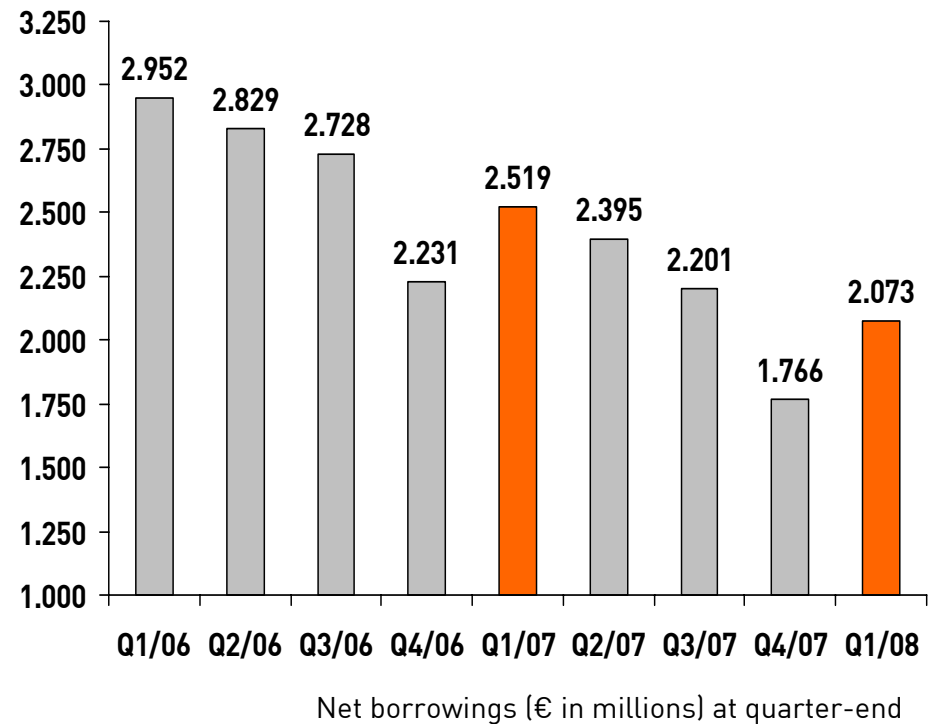
Operating Working Capital Improvements

- Average operating working capital as a percentage of sales reduced by 0.8pp to 24.7%
- 13% currency-neutral inventory increase in line with growth expectations
- Receivables stable on a currency-neutral basis despite strong sales growth



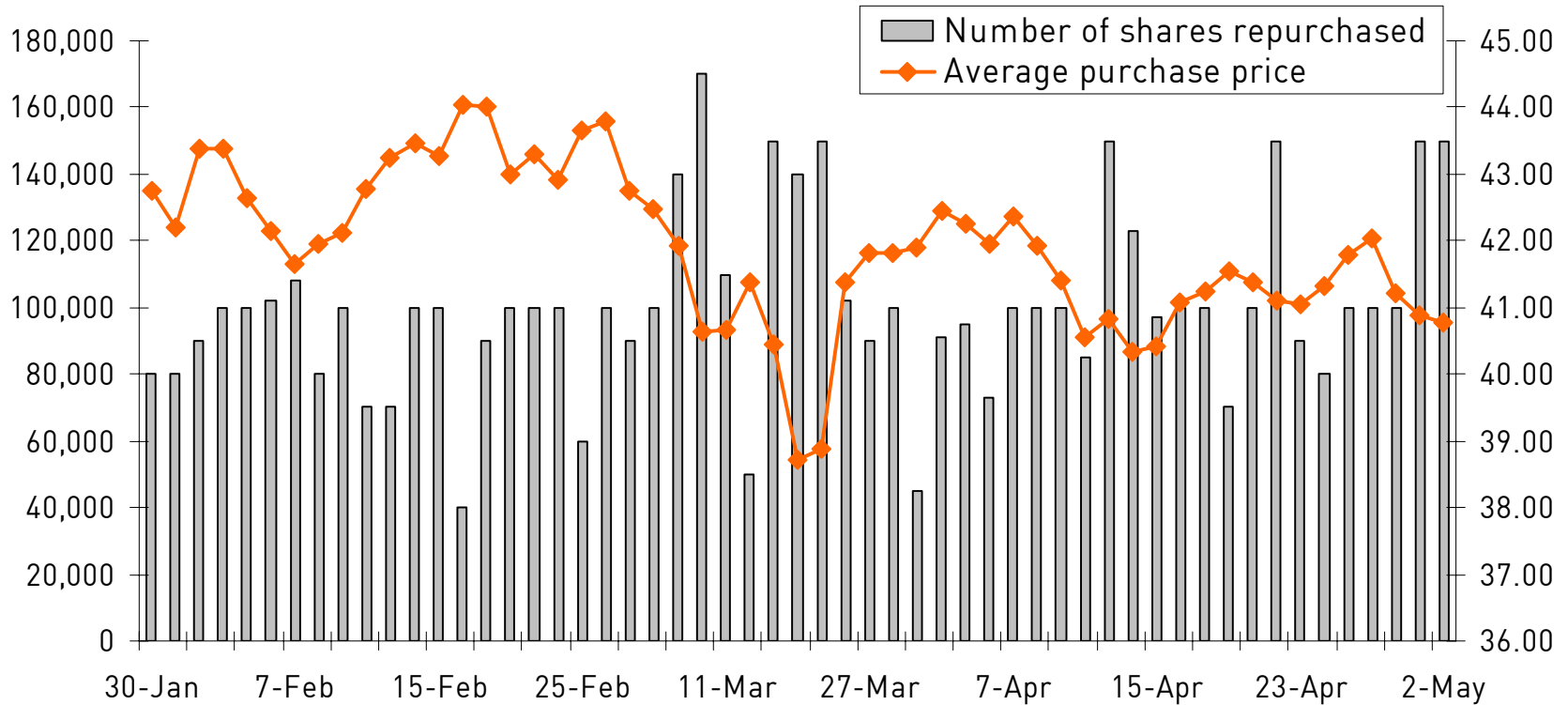
Net Borrowings Reduced By Nearly € 450 Million

- Net borrowings decrease 18% to € 2.073 billion
- Positive benefit from currency movements
- Financial leverage reduced 13 percentage points
- Free cash flow focused on share buyback program



Underlying development even better excluding share buyback

Progress On Share Buyback Program Continues



5.5 million shares (2.71%) repurchased for € 230 million

OUTLOOK 2008

UEFA EURO 2008™ Just Days Away



adidas Backlog Momentum Continues

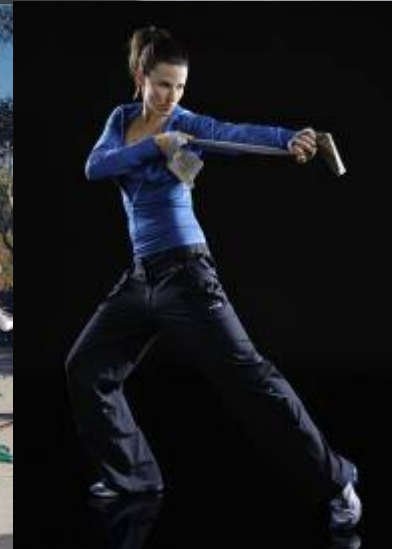
	Europe	North America	Asia	Total
FW	19	(5)	18	14
APP	10	(2)	22	13
Total	14	(2)	19	13

Currency-neutral development of adidas order backlogs by product category and region at quarter-end (in %)

- UEFA EURO 2008™ positively impacts backlog by 1pp
- North America impacted by tough retail environment
- 27th consecutive quarter of double-digit currency-neutral backlog growth in Asia

Execution Is Clear Focus At Reebok

- Improving point-of-sale impact and distribution
- Consistent fit and comfort focus in all products
- Brand communication about individuality and choice



Reebok Backlogs Reflect Tougher Macroeconomic Environment

	Europe	North America	Asia	Total
FW	(8)	(40)	(6)	(22)
APP	(13)	(15)	6	(12)
Total	(8)	(22)	4	(13)

Currency-neutral development of adidas order backlogs by product category and region at quarter-end (in %)

- Declines driven by US, UK and Japan
- Double-digit currency-neutral increases in Italy, Central Europe and emerging markets
- Exclusion of at-once and own-retail activities understates sales expectations

2008 Outlook Reconfirmed

adidas Group Targets 2008	
Currency-neutral sales growth	high-single-digit
Gross margin	47.5 to 48.0%
Operating margin	at least 9.5%
Net income growth	at least 15%

adidas®

GROUP

QUESTIONS & ANSWERS

APPENDIX

Medium-Term Guidance Reiterated

adidas Group Targets 2009	
Currency-neutral sales growth	high-single-digit
Gross margin	46 to 48%
Operating margin	approx. 11%
Net income growth	double-digit

Synergy Targets on Track

		2008	2009
Annual revenue synergies	Branded apparel	€ 250 million	€ 500 million
	Licensed product		
	Regional initiatives		
	Distributor buyouts		
Annual net cost synergies		€ 105 million	€ 175 million

2008 Financial Calendar

- June 10-13 Investor Field Trip: China
Beijing, Shanghai
- August 5 First Half 2008 Results
Press release, conference call and webcast
- November 6 Nine Months 2008 Results
Press release, conference call and webcast