OPERATIONAL HIGHLIGHTS
adidas Group Delivers Record H1 Performance

- Record sales of over € 7.3 billion
- Strong top-line growth across all geographies
- Operating margin improves 0.7pp to 9.1%
- 30% increase in net income and EPS
- Reduction in net borrowings by 63% to € 318 million
Sales Grow Across All Regions In H1

+11% North America*

+6% Latin America*

+6% Western Europe*

+16% European Emerging Markets*

+19% Greater China*

+13% Other Asian Markets*

*currency-neutral
Ongoing Success In Greater China

• Sales grow 19% on a currency-neutral basis in H1
• Great momentum at adidas Sport Performance driven by ClimaCool franchise
• Double-digit growth in order books and healthy inventory situation
• Extension of market share
North America Targeting Hat-Trick Of Years Of Double-Digit Growth For adidas Brand

- Sales up 11% on a currency-neutral basis in H1
- Double-digit sales increases at adidas and TMaG
- Great momentum in Basketball, resulting in further market share gains
- Originals continues setting the pace with revenues growing over 60% currency-neutral
Russia/CIS Strengthening Its Dominance

- H1 sales increase 15% on a currency-neutral basis
- Comparable store sales expand 10% in Q2
- adidas and Reebok grow at double-digit rates in H1
Growth In Western Europe Supported By Major Events

- Revenue growth of 6% currency-neutral in H1
- Growth driven by strong performances in the UK
- Excitement built around major sports events
## adidas Brand Drives Growth In H1

<table>
<thead>
<tr>
<th></th>
<th>Q2 2012</th>
<th>Change</th>
<th>H1 2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales (€ in millions)</strong></td>
<td>2,649</td>
<td>11%(^1)</td>
<td>5,537</td>
<td>14%(^1)</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>45.9%</td>
<td>-1.3pp</td>
<td>46.1%</td>
<td>-1.4pp</td>
</tr>
</tbody>
</table>

|                    | 336     | -26%\(^1\) | 787     | -16%\(^1\) |
| **Net sales (€ in millions)** |         |         |         |         |
| **Gross margin**   | 32.1%   | -4.0pp  | 35.4%   | -1.3pp  |

\(^1\) currency-neutral
adidas Football Innovation Driving Consumer Demand

- Sales increase 25% on a currency-neutral basis in the first half of 2012
- New record sales of over €1.6 billion expected for 2012
adidas Leading The Way At The UEFA EURO 2012™

- Unprecedented visibility on and off the field
- Most recognised and talked-about sponsor of the event
- Increasing market share in host countries
adidas Running Keeps Growing At Double-Digit Rates

- Sales up 13% on a currency-neutral basis in the first half of 2012
- Ongoing success with adizero and Clima
Footwear “Crazy”ness Drives adidas Basketball

- Sales up 18% on a currency-neutral basis in H1, driven by strong growth in footwear
- adizero Crazy Light 2 major success generating sell-through rates of over 30% in just six weeks
Sport Style Continues Success Story

- Revenues in the first half of 2012 up 14% on a currency-neutral basis
- Growth driven by double-digit sales increases in adidas Originals and the adidas NEO Label
- Y-3 and adidas SLVR contributing to the success with strong sales increases
adidas NEO Making Further Progress

• Sales up 16% on a currency-neutral basis in H1
• Growth across all product categories at double-digit rates
• Traffic continues to strengthen
• Hitting important milestones in terms of conversion, product and gender mix
Consolidation Of Reebok Positioning In 2012

• Sales down 16% on a currency-neutral basis

• Clean-up of operations in India with significant impact on sales development

• Latin America negatively impacted by difficulties at joint venture partner

• Considerable success in controlled space driven markets such as Russia and South Korea
Commercial Irregularities At Reebok India

- Co-operation with the various authorities on commercial irregularities discovered
- Cash and carry model to protect the Group from further losses
- Customer review to move towards a more profitable business model for the brand in the market
- Reebok set up for a fresh start in India in 2013
TMaG Extends Leadership In Golf

- Record first half top-line growth of 29% currency-neutral
- Increases across all categories with metalwoods, irons, putters and footwear all recording growth rates above 20%
- Successful acquisition of Adams Golf, Inc. effective June 1, 2012
FINANCIAL HIGHLIGHTS
Q2 Group Sales Increase In Nearly All Regions

**Q2 2012**

- Western Europe: 5% currency-neutral, 7% in euros
- European Emerging Markets: 18% currency-neutral, 28% in euros
- North America: 10% currency-neutral, 22% in euros
- Greater China: 13% currency-neutral, 29% in euros
- Other Asian Markets: 2% currency-neutral, 12% in euros
- Latin America: 7% currency-neutral, 15% in euros

**H1 2012**

- Western Europe: 6% currency-neutral, 7% in euros
- European Emerging Markets: 16% currency-neutral, 22% in euros
- North America: 11% currency-neutral, 19% in euros
- Greater China: 19% currency-neutral, 22% in euros
- Other Asian Markets: 13% currency-neutral, 22% in euros
- Latin America: 6% currency-neutral, 11% in euros

**Currency-neutral in euros**

- Western Europe: 5%
- European Emerging Markets: 18%
- North America: 10%
- Greater China: 13%
- Other Asian Markets: 2%
- Latin America: 7%
H1 Group Gross Margin Down 0.8pp

- Higher input costs
+ Overproportionate growth in emerging markets
+ More favourable sales mix
+ Higher Retail sales at higher margins

<table>
<thead>
<tr>
<th></th>
<th>Q2 2012</th>
<th>H1 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale</td>
<td>38.3%</td>
<td>40.2%</td>
</tr>
<tr>
<td>Retail</td>
<td>62.8%</td>
<td>62.2%</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>45.3%</td>
<td>44.5%</td>
</tr>
</tbody>
</table>

1) Total Group includes HQ/Consolidation

H1 Group gross profit up 14% to € 3.522 billion
## H1 Group Operating Margin Increases 0.7pp

<table>
<thead>
<tr>
<th></th>
<th>Q2 2012</th>
<th>H1 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royalty and commission income</td>
<td>€ 27 million</td>
<td>€ 52 million</td>
</tr>
<tr>
<td></td>
<td>+23%</td>
<td>+28%</td>
</tr>
<tr>
<td>Other operating income</td>
<td>€ 22 million</td>
<td>€ 47 million</td>
</tr>
<tr>
<td></td>
<td>+21%</td>
<td>+32%</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>€ 1.490 billion</td>
<td>€ 2.956 billion</td>
</tr>
<tr>
<td></td>
<td>+12%</td>
<td>+12%</td>
</tr>
<tr>
<td>Other operating expenses as a percentage of sales</td>
<td>42.4%</td>
<td>40.3%</td>
</tr>
<tr>
<td></td>
<td>(1.0pp)</td>
<td>(1.3pp)</td>
</tr>
<tr>
<td>Operating profit</td>
<td>€ 256 million</td>
<td>€ 665 million</td>
</tr>
<tr>
<td></td>
<td>+17%</td>
<td>+25%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>7.3%</td>
<td>9.1%</td>
</tr>
<tr>
<td></td>
<td>+0.1pp</td>
<td>+0.7pp</td>
</tr>
</tbody>
</table>
Net Income Increases 30% In H1

<table>
<thead>
<tr>
<th></th>
<th>Q2 2012</th>
<th>H1 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial income</td>
<td>+0% € 8 million</td>
<td>+29% € 17 million</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>(4%) € 29 million</td>
<td>(10%) € 57 million</td>
</tr>
<tr>
<td>Income tax rate</td>
<td>+1.6pp 30.5%</td>
<td>(0.1pp) 27.4%</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>+18% € 165 million</td>
<td>+30% € 455 million</td>
</tr>
<tr>
<td>Diluted earnings per share</td>
<td>+18% € 0.79</td>
<td>+30% € 2.17</td>
</tr>
</tbody>
</table>
Q2 Wholesale Segmental Operating Margin Up 0.1pp

<table>
<thead>
<tr>
<th>Wholesale</th>
<th>Q2 2012</th>
<th>Change</th>
<th>H1 2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>2,113</td>
<td>+1%[^1]</td>
<td>4,727</td>
<td>+6%[^1]</td>
</tr>
<tr>
<td>Gross margin</td>
<td>38.3%</td>
<td>(1.2pp)</td>
<td>40.2%</td>
<td>(1.2pp)</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>29.8%</td>
<td>+0.1pp</td>
<td>31.3%</td>
<td>(1.0pp)</td>
</tr>
</tbody>
</table>

[^1] currency-neutral
Retail Comparable Store Sales Increase 9% In H1

<table>
<thead>
<tr>
<th>Retail</th>
<th>Q2 2012</th>
<th>Change</th>
<th>H1 2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>854</td>
<td>+16%(^1)</td>
<td>1,547</td>
<td>+16%(^1)</td>
</tr>
<tr>
<td>adidas comp store sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>+8%(^1)</td>
<td></td>
<td>+9%(^1)</td>
<td></td>
</tr>
<tr>
<td>Reebok comp store sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>+9%(^1)</td>
<td></td>
<td>+8%(^1)</td>
<td></td>
</tr>
<tr>
<td>Total comp store sales</td>
<td></td>
<td>+8%(^1)</td>
<td></td>
<td>+9%(^1)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>62.8%</td>
<td>(3.0pp)</td>
<td>62.2%</td>
<td>(1.5pp)</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>25.4%</td>
<td>+0.1pp</td>
<td>21.4%</td>
<td>+0.7pp</td>
</tr>
</tbody>
</table>

\(^1\) currency-neutral
Other Businesses Grow 27% In H1

<table>
<thead>
<tr>
<th>Other Businesses</th>
<th>Q2 2012</th>
<th>Change</th>
<th>H1 2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>550</td>
<td>+22% 1)</td>
<td>1,067</td>
<td>+27% 1)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>45.3%</td>
<td>+0.4pp</td>
<td>44.5%</td>
<td>(0.7pp)</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>31.0%</td>
<td>+3.1pp</td>
<td>29.9%</td>
<td>+1.9pp</td>
</tr>
</tbody>
</table>

1) Currency-neutral
Operating Working Capital As A Percentage Of Sales Continues To Improve

- Inventories increase 8% on a currency-neutral basis
  - Sequential decline in growth rate (+13% in Q1)
  - Reflects FOB impact and growth expectations

- Receivables up 5% on a currency-neutral basis
  - In line with Group’s wholesale-related sales growth in Q2

- Payables increase 15% on a currency-neutral basis

Average operating working capital as a % of net sales, at quarter-end
Net Borrowings Decrease 63%

- Net debt declines €545 million versus prior year to €318 million
- Ratio of net borrowings/EBITDA decreases to 0.2 from 0.7 in 2011
- Equity ratio increases 3.0 percentage points to 46.5%

Net cash/(net borrowings) at quarter-end, € in millions
STRATEGIC INITIATIVES AND OUTLOOK
Olympic And Paralympic Games London 2012
Sustainable Performance Innovations Announced

It takes 25 Liters of water to color 1 shirt

DryDye uses 50% less energy and 50% fewer chemicals

DryDye saves water.
miCoach Elite System Launched At The MLS All-Star

• The world's first "smart game" integrating the miCoach Elite System
• Providing a detailed view of each player's real-time performance metrics
• In the 2013 season, all 19 MLS clubs will use the data-tracking technology
“all Originals represent” Brand Campaign Launched August 1
Reebok Kicks Off CrossFit Games For The Second Time
Reebok To Open First Sport Of Fitness Hub In New York City
## Full Year Outlook Adjusted

<table>
<thead>
<tr>
<th>Category</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group sales (currency-neutral)</strong></td>
<td>increase at a rate approaching 10%</td>
</tr>
<tr>
<td>Wholesale sales (currency-neutral)</td>
<td>mid-single-digit increase</td>
</tr>
<tr>
<td>Retail sales (currency-neutral)</td>
<td>low-teens increase</td>
</tr>
<tr>
<td>Other Businesses sales (currency-neutral)</td>
<td>high-teens increase</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>around 47.5%</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td>approaching 8.0%</td>
</tr>
<tr>
<td><strong>Basic earnings per share</strong></td>
<td>increase at a rate of 15% to 17% to a level between € 3.68 and € 3.75</td>
</tr>
</tbody>
</table>
QUESTIONS & ANSWERS
### Upcoming Event Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 20 to 21, 2012</td>
<td>adidas Group Investor Field Trip, Carlsbad/California</td>
</tr>
<tr>
<td>Nov 8, 2012</td>
<td>Nine Months 2012 Results</td>
</tr>
<tr>
<td>Mar 6, 2013</td>
<td>Full Year 2012 Results</td>
</tr>
<tr>
<td>May 3, 2013</td>
<td>First Quarter 2013 Results</td>
</tr>
<tr>
<td>May 8, 2013</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>May 9, 2013</td>
<td>Dividend Payment&lt;sup&gt;1)&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

<sup>1)</sup> Subject to Annual General Meeting Approval
APPENDIX: 2015 ASPIRATIONS
Global Brands Game Changing Growth Projects

REEBOK FITNESS EMPIRE

FITNESS EMPIRE

NEO FAST FASHION

ADIDAS RUNNING

BASKETBALL

CUSTOMIZATION

INTERACTIVITY
Brand Architecture – Portfolio Strategy

- **8%**  
  **PURE PERFORMER**
  - **12%**  
  **COMPETITIVE SPORTS**

- **14%**  
  **ATHLETIC STYLE**
  - **78%**  
  **ACTIVE SPORTS**

- **22%**  
  **ATHLETIC CLASSIC**
  - **10%**  
  **CASUAL SPORTS**

- **14%**  
  **BRAND DRIVEN**
  - **6%**  
  **SPORTS FASHION**

- **26%**  
  **SPORT INSPIRED**
  - **6%**  
  **STYLE SETTER**

- **10%**  
  **STYLE ADOPTER**
Brand Architecture – Business Reality

8%  14%  22%  14%  26%  10%  6%

PURE PERFORMER  ATHLETIC STYLE  ATHLETIC CLASSIC  BRAND DRIVEN  SPORT INSPIRED  STYLE ADOPTER  STYLE SETTER

COMPETITIVE SPORTS  ACTIVE SPORTS  CASUAL SPORTS  SPORTS FASHION

12%  78%  10%
adidas Sport Performance – Making The Athlete Better
adidas Sport Style – Multi-Label Strategy

12 - 19 YEARS
FOR THE
STYLE-ADOPTING
HIGH SCHOOL KID

16 - 24 YEARS
FROM THE
TRENDSETTER
TO THE
MAINSTREAM KID

24 - 36 YEARS
FOR THE
STYLISH
ON-THE-GO
INDIVIDUAL

24 - 36 YEARS
FOR THE
OUTWARDLY
CONFIDENT,
FORWARD-
THINKING
INDIVIDUAL

35+ YEARS
FOR THE
SOPHISTICATED,
ACTIVE MAN
adidas Originals – Iconic And Authentic Street Style

CLEAR CONSUMER FOCUS

16 - 24 YEARS
FROM THE TRENDSSETTER TO THE MAINSTREAM KID

CONNECTING YOUTH CULTURE

SPORT
FASHION
ART
MUSIC
NEO Label Attributes And USP

**New**  
NEO provides constant newness – always visible in collection and stores

**Active**  
Attracting a consumer who is fully engaged in life, be it through social networking, family, friends, outdoor, sports ...  

**Accessible**  
Easy to find, to understand and to relate to: accessible design, price/value, offer for everyday occasions

**Authentic**  
True to the consumer – expressing their personality in an honest and real way, reflecting their lifestyle and values
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>- Core target consumer: 12 to 19 years</td>
</tr>
<tr>
<td></td>
<td>- Appeal to broader group: 12 to 35 years</td>
</tr>
<tr>
<td>Gender</td>
<td>- Intended long-term split</td>
</tr>
<tr>
<td></td>
<td>- Girls: 65%</td>
</tr>
<tr>
<td></td>
<td>- Guys: 35%</td>
</tr>
<tr>
<td></td>
<td>- Initial split: 50:50</td>
</tr>
<tr>
<td>Price</td>
<td>- Consumer willing to pay a premium of ~10% above average market price for</td>
</tr>
<tr>
<td></td>
<td>adidas brand (roughly at Zara level)</td>
</tr>
<tr>
<td>Fashionability</td>
<td>- Fashion-interested consumer who looks for trendy and seasonal fashion, but also buys basics</td>
</tr>
</tbody>
</table>
Three Elements Of Total Fitness

Strength

Conditioning

Flexibility
Reebok – The Fitness And Training Brand

Change the World through Fitness - Body, Mind, Society

Content

Kids program

Gyms

Trainer/coach platform

Web platform

Fitness accessories

Games / Events
Reebok Classics Strategy

- Fit for the Street - thru lens of music/dance
- Building holistic product offering
- Marketing communications
- Introduce over time an American Sportswear line
Global Brands Growth

2010

€ 6.5 billion

Adidas

€ 2.1 billion

Adidas

€ 1.9 billion

Reebok

2015

€ 8.5 billion

Adidas

€ 3.7 billion

Adidas

€ 3.0 billion

Reebok
Sustainable Growth In Key Attack Markets

**North America**
- Biggest growth potential
- Focus on High School Kids and Team Sports

**Greater China**
- Market leadership by 2015
- Increase store base

**Russia/CIS**
- Increase market share of currently 60% to 70%
- Become leading sports brands in Outdoor
Focus On The High School Consumer

- 16.3m high school kids
- $16.1bn spending
- 20% industry spend
- 80% higher spending than college kids
- Influencers and purchasers of sport and fashion
Generation US Focus Sports

7 Million High School Athletes

Basketball
Football
Soccer
Baseball
Running
Training
Chinese Consumer Becoming More Sophisticated
Time To Unleash Originals
Increasing Store Footprint To Capture Growth

- City-by-city footprint plan to match local retail environment
- Segmentation to match purchase patterns
- Accessible pricing options to complement
- POS increase of 2,500 by 2015
Russia/CIS Driven By adidas And Reebok Own Retail

~800 own retail stores in 2011

~1,200 own retail stores by 2015

>90% of sales through own retail in 2011

YTD December 2011 comp store sales +24%
Opportunities Outweigh Challenges In Russia/CIS

- Volatility of economy and currency
- High levels of bureaucracy
- Infrastructure challenges
- War for talent

- Large population (Russia 143m)
- Russians spend 74% of income on consumer goods vs. 40% for Europe
- Above average GDP growth
- Rising disposable incomes
- Expanding middle class
- High sports affinity
### adidas In Superior Competitive Position

<table>
<thead>
<tr>
<th>Distribution</th>
<th>Significant coverage and market penetration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Range</td>
<td>Broad range covering multiple consumer targets</td>
</tr>
<tr>
<td>Brand Marketing</td>
<td>Unmatched partnership portfolio Strong POS activation</td>
</tr>
</tbody>
</table>

![Adidas Brand Image](image-url)
Reebok Has Strong Momentum

• Inherited solid foundation
• Brand strength second only to India
• Powerful Brand representation in ~200 stores
• Success with Toning, Zig and Flex
• KPI’s approaching adidas levels