Agenda

- Q1 2011 Highlights
- Outlook and summary
- Appendix: 2015 Aspirations
adidas Group Has Fastest Q1 In History

- Record sales of €3.3 billion
- Gross margin virtually unchanged
- Net income and EPS increase 25%
Group Sales Growth Accelerates To 18%¹)

1) Sales development on a currency-neutral basis
Wholesale Revenues Driven By Improvements In All Regions

<table>
<thead>
<tr>
<th>Wholesale</th>
<th>Q1 2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>2,320</td>
<td>18%</td>
</tr>
<tr>
<td>Gross margin</td>
<td>43.1%</td>
<td>0.0pp</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>34.6%</td>
<td>+1.5pp</td>
</tr>
</tbody>
</table>

1) Currency-neutral
Retail Comparable Store Sales Increase 17%

<table>
<thead>
<tr>
<th></th>
<th>Q1 2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales (€ in millions)</strong></td>
<td>577</td>
<td>22%(^1)</td>
</tr>
<tr>
<td>adidas comp store sales</td>
<td></td>
<td>17%(^1)</td>
</tr>
<tr>
<td>Reebok comp store sales</td>
<td></td>
<td>15%(^1)</td>
</tr>
<tr>
<td>Total comp store sales</td>
<td></td>
<td>17%(^1)</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>61.2%</td>
<td>+3.0pp</td>
</tr>
<tr>
<td><strong>Segmental operating margin</strong></td>
<td>15.4%</td>
<td>4.2pp</td>
</tr>
</tbody>
</table>

\(^1\) Currency-neutral
Other Businesses Grow 14%

<table>
<thead>
<tr>
<th>Other Businesses</th>
<th>Q1 2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>376</td>
<td>14%(^1)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>45.6%</td>
<td>+0.6pp</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>28.1%</td>
<td>(0.9pp)</td>
</tr>
</tbody>
</table>

\(^1\) Currency-neutral
Strong adidas And Reebok Brand Momentum

<table>
<thead>
<tr>
<th></th>
<th>Q1 2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>adidas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net sales</td>
<td>€ in millions</td>
<td>2,439</td>
</tr>
<tr>
<td>Gross margin</td>
<td></td>
<td>47.8%</td>
</tr>
<tr>
<td><strong>Reebok</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net sales</td>
<td>€ in millions</td>
<td>477</td>
</tr>
<tr>
<td>Gross margin</td>
<td></td>
<td>37.2%</td>
</tr>
</tbody>
</table>

<sup>1</sup> Currency-neutral
adidas Sales Increase 18% Currency-Neutral

adidas Sport Performance
Up 15%

adidas Sport Style
Up 27%
Innovation Drives Growth In Running

- adiZero F50 Runner and ClimaCool Ride drive category sales up over 30%
Basketball Momentum Set To Continue

- Q1 sales increase 14% c.n.
- adiZero Crazylight, the lightest ever basketball shoe, to hit retail in June 2011
adidas Outdoor Sales Advance 25%
adidas To Introduce Interactive Football Boot
adidas Launches “all adidas” Campaign

• Largest ever global brand campaign
• “all adidas” launched in March 2011
• Fusion of sport, music and fashion
• Celebration of every aspect of the adidas brand
• Commercial success story already
Reebok Delivers Strong Sales And Margin Improvements

- Sales increase of 24% currency-neutral
- Reebok gross margin up 0.9pp to 37.2%
- More than 20% growth in most regions
ZigTech Continues To Go From Strength To Strength
Reebok Third Product Pillar RealFlex Starts Strongly

- 76 independent “sensors” help promote natural movement
- Support of natural movement and flexibility
- Very encouraging initial sell-through from retail
TMaG Grows 20% Currency-Neutral In Q1

- White R11 driver well received by tour players and consumers
- Martin Kaymer crowned world no. 1 golfer for first time
Group Gross Margin Virtually Unchanged

- Higher input costs
- Currency/Hedging

+ Higher Retail sales at higher margins
+ Less clearance sales
+ Overproportionate growth in emerging markets

Q1 Group gross profit up 22% to € 1.587 billion

1) Total Group includes HQ/Consolidation
### Group Operating Margin Increases On A Comparable Basis

<table>
<thead>
<tr>
<th></th>
<th>Q1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royalty and commission income</td>
<td>(16%)</td>
</tr>
<tr>
<td>Other operating income</td>
<td>(63%)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>18%</td>
</tr>
<tr>
<td>Other operating expenses as a percentage of sales</td>
<td>(1.5pp)</td>
</tr>
<tr>
<td>Operating profit</td>
<td>21%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>(0.1pp)</td>
</tr>
</tbody>
</table>
Diluted EPS Increase 25%

<table>
<thead>
<tr>
<th></th>
<th>Q1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial income</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(61%)</td>
</tr>
<tr>
<td></td>
<td>€ 5 million</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>€ 33 million</td>
</tr>
<tr>
<td>Income tax rate</td>
<td>(4.0pp)</td>
</tr>
<tr>
<td></td>
<td>26.5%</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>€ 209 million</td>
</tr>
<tr>
<td>Diluted earnings per share</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>€ 1.00</td>
</tr>
</tbody>
</table>
Operating Working Capital As A Percentage Of Sales Continues to Improve

• Inventories increase 23% on a currency-neutral basis
  • Mirrors growth expectations for next quarters
• Receivables up 10% on a currency-neutral basis
  • Increase below Group’s sales growth in Q1
• Payables increase 17% on a currency-neutral basis

Operating working capital as a percentage of sales declines 2.4pp to 20.5% versus Q1 2010
Net Debt Declines Considerably

- **Net borrowings decrease 33% versus prior year to € 914 million**

- **Ratio of net borrowings/EBITDA decreases to 0.8 from 1.4 in 2010**

- **Equity ratio increases 0.6 percentage points to 45.2%**
Agenda

• Q1 2011 Highlights
• Outlook and summary
• Appendix: 2015 Aspirations
# 2011 Revenue Guidance Increased

<table>
<thead>
<tr>
<th>Group sales (currency-neutral)</th>
<th>high-single-digit increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale sales (currency-neutral)</td>
<td>mid- to high-single-digit increase</td>
</tr>
<tr>
<td>Retail sales (currency-neutral)</td>
<td>low-double-digit increase</td>
</tr>
<tr>
<td>Other Businesses sales (currency-neutral)</td>
<td>mid-single-digit increase</td>
</tr>
</tbody>
</table>

- **Gross margin**: 47.5% to 48.0%
- **Operating margin**: 7.5% to 8.0%
- **Diluted earnings per share**: € 2.98 to € 3.12
Impact Of Japan On Group Performance

- **adidas Group** market leader in Japan
- Japan represents a high-single-digit percentage of Group sales and is highly profitable
- Scenarios imply sales decline of 15% to 25% in Japan from April to December
- Strength in other markets to compensate for shortfalls
Strong Start To Route 2015

- Group sales to increase at a high-single-digit rate
- Position in key growth markets continues to improve
- Despite negative headwinds profitability targets all confirmed
- 2011 a fitting start to our Route 2015 journey
Agenda

- Q1 2011 Highlights
- Outlook and summary
- Appendix: 2015 Aspirations
Global Brands Game Changing Growth Projects

REEBOK FITNESS EMPIRE

NEO FAST FASHION

ADIDAS RUNNING

BASKETBALL

CUSTOMIZATION

INTERACTIVITY
Brand Architecture – Portfolio Strategy

- **8%** Pure Performer
- **14%** Athletic Style
- **22%** Athletic Classic
- **14%** Brand Driven
- **26%** Sport Inspired
- **10%** Style Adopter
- **6%** Style Setter

- **12%** Competitive Sports
- **78%** Active Sports
- **10%** Casual Sports
- **SPORTS FASHION**
Brand Architecture – Business Reality
Brand Differentiation

adidas

THE PERFORMANCE BRAND & MULTI SPORTS SPECIALIST
“FIT FOR PERFORMANCE”

FITNESS AND TRAINING

FOOTBALL
RUNNING
BASKETBALL
OLYMPIC SPORTS
REGIONAL & AMERICAN SPORTS

Reebok

THE FITNESS & TRAINING BRAND
“FIT FOR LIFE”

FITNESS AND TRAINING

AMERICAN SPORTS
RUNNING
BASKETBALL
CRICKET
HOCKEY

GROUP
adidas Sport Performance – Making The Athlete Better

NATURAL

FASTER

COOLER

SMARTER

STRONGER
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 OUTWARDLY CONFIDENT, FORWARD-THINKING INDIVIDUAL

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

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

CLEAR CONSUMER FOCUS

FROM THE TRENDSETTER TO THE MAINSTREAM KID

16 - 24 YEARS

CONNECTING YOUTH CULTURE

SPORT

FASHION

ART

MUSIC
**THE FRESHEST CASUAL SPORTSWEAR LABEL FOR TODAY’S YOUNG CONSUMER**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td>NEO provides constant newness – always visible in collection and stores</td>
</tr>
<tr>
<td>Active</td>
<td>Attracting a consumer who is fully engaged in life, be it through social networking, family, friends, outdoor, sports...</td>
</tr>
<tr>
<td>Accessible</td>
<td>Easy to find, to understand and to relate to: accessible design, price/value, offer for everyday occasions</td>
</tr>
<tr>
<td>Authentic</td>
<td>True to the consumer – expressing their personality in an honest and real way, reflecting their lifestyle and values</td>
</tr>
</tbody>
</table>
NEO Targets A Global Consumer With A Homogenous Fashion Style

**Age**
- Core target consumer: 12 to 19 years
- Appeal to broader group: 12 to 35 years

**Gender**
- Intended long-term split
  - Girls: 65%
  - Guys: 35%
- Initial split: 50:50

**Price**
- Consumer willing to pay a premium of ~10% above average market price for adidas brand (roughly at Zara level)

**Fashionability**
- Fashion-interested consumer who looks for trendy and seasonal fashion, but also buys basics
Reebok – Brand Positioning

Reebok

FUN + FITNESS

WOMEN

GIRLS

TRAINING

RUNNING

WALKING

OWN

CLASSICS

REVIVE

MEN

BOYS

TRAINING

RUNNING

SPORTS

CHALLENGE

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS

Reebok – Brand Positioning

CLASSICS
Three Elements Of Total Fitness

Strength

Conditioning

Flexibility
Key Concepts Fitness/Training

Reetone  Reezig  Reeflex
Reebok – The Fitness And Training Brand

Change the World through Fitness - Body, Mind, Society

- 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

2015

€ 8.5 billion

€ 2.1 billion

€ 3.7 billion

€ 1.9 billion

€ 3.0 billion
Global Sales Strategic Priorities

- Achieve controlled space of >45%
- Integrated distribution Roadmap
- Three “Attack” markets to generate 50% of sales growth
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

7 Million High School Athletes
Chinese Consumer Becoming More Sophisticated
Category Attack In Higher Tier Cities

- **Women's Training**: Become a brand of choice for women
- **Men's Training**: Gain leadership by 2012
- **Running**: Gain leadership by 2015
- **Football**: Gain leadership by 2015
- **Basketball**: Challenge leadership by 2015
- **Hardware**: Embrace unexploited opportunities
- **Build beyond**: New source of growth
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 of high vs. low spenders
- Accessible pricing options to complement range
- POS increase of 2,500 by 2015
Russia Driven By adidas and Reebok Own Retail

- 700 stores in 2010
- >80% of sales through own retail in 2010
- Dec 2010 comparable store sales +27%
- Fully integrated joint operating model
Increase Store Base In Russia

- Stand-alone stores
- Multi-brand factory outlets
- In existing and new malls

Over 1,000 stores in 2015

Reebok
adidas Group Market Share To Increase By 2015

Total market share to be around 70%
QUESTIONS & ANSWERS
Upcoming Financial Reporting Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 4, 2011</td>
<td>First Half 2011 Results</td>
</tr>
<tr>
<td>Nov 3, 2011</td>
<td>Nine Months 2011 Results</td>
</tr>
</tbody>
</table>