2013 Nine Months Results
UBS European Conference 2013
London
November 12-13, 2013

PUSHING BOUNDARIES
OPERATIONAL AND FINANCIAL HIGHLIGHTS
adidas Group Delivers Solid Performance In 9M

- Sales remain stable on a currency-neutral basis
- Gross margin improves 2.1pp to 49.8%
- Operating margin up 0.4pp to 10.5%
- Net income and EPS stable
- Net borrowings reduced by 47% to € 180 million
Emerging Markets Outpace Developed Markets In 9M

- Latin America: +15%
- European Emerging Markets: +1%
- Greater China: +7%
- Other Asian Markets: +2%
- Western Europe: (8%)
Latin America Sees Strong Growth At adidas And Reebok

- Sales grow 15% currency-neutral in 9M
- Double-digit increases in most of the region’s major markets
- Ongoing strong momentum in Retail with sales up 27% in 9M
Growth In Greater China Accelerates In Q3

- Momentum accelerates with sales growing 9% in Q3
- Comp store sales up 10% currency-neutral
- adidas Originals sees strong demand with sales up 23% in Q3
Sales In European Emerging Markets Grow 1% In 9M

- Sales increase 2% in Q3 with growth in most markets
- Wholesale up 10% in Q3
- Comp store sales negatively impacted by distribution centre issues
Mixed Performance Across Western Europe

- Sales in Western Europe decrease 6% currency-neutral in Q3
- Retail up 6% currency-neutral YTD
- Running, Basketball and NEO grow at double-digit rates in Q3
North America Q3 Sales Impacted Heavily By Golf

- Sales down 5% currency-neutral
- Retail sales increase 9%
- Momentum in Running up 12%
- Reebok returns to growth with sales up 5% currency-neutral
Other Asian Markets Up 4% Currency-Neutral In Q3

- Sales growth driven by strong increases at Sport Performance and Reebok
- Double-digit increases in Training, Running and Basketball
- Sales increase driven by growth in India, South Korea and Australia
### adidas And Reebok Gross Margins Improve Strongly

<table>
<thead>
<tr>
<th></th>
<th>Q3 2013</th>
<th>Change</th>
<th>9M 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>adidas</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net sales (€ in millions)</strong></td>
<td>3,072</td>
<td>0%(^{1})</td>
<td>8,478</td>
<td>0%(^{1})</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>48.7%</td>
<td>+2.1pp</td>
<td>48.4%</td>
<td>+2.1pp</td>
</tr>
<tr>
<td><strong>Reebok</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Net sales (€ in millions)</strong></td>
<td>439</td>
<td>+5%(^{1})</td>
<td>1,172</td>
<td>(1)%(^{1})</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>40.4%</td>
<td>+6.4pp</td>
<td>39.8%</td>
<td>+5.0pp</td>
</tr>
</tbody>
</table>

\(^{1}\) Currency-neutral.
Momentum Continues In Running Across All Regions

- Running sales up 13% in Q3
- Strong momentum across all geographies
- Boost and Springblade most successful running launch ever
Growth In Basketball Driven By Strong Apparel Offering

- Basketball up 3% currency-neutral in 9M
- Apparel up high-single-digits
- Derrick Rose back on court, introducing his new signature collection
adidas Originals Sales Increase 2% In 9M

- Sales in Action Sports up over 60%
- Strong momentum in Emerging Markets
- Successful hype launches (e.g. Mutombo and Big Sean Pro Model)
adidas NEO Propels Sport Style Up 11% In Q3

- adidas NEO label up 15% in Q3 and 12% YTD
- Strong double-digit growth in Russia
- Global Selena Gomez collection launched
Reebok Sales Up 3% YTD Excluding NFL Impact

- Reebok sales up 5% currency-neutral in Q3
- Strong momentum in Fitness Training and Studio
- Strong brand demand in Other Asian Markets and Latin America
Reebok Classics Up Strong Double-Digits YTD

- Reebok Classics increase 21% in Q3
- Shaqnosis US release major success
- First Reebok Classics store opened in South Korea
TMaG Negatively Impacted By Softness In Golf Market

- TMaG sales down 2% currency-neutral YTD
- Significant margin hit to rebalance inventories
- TMaG introduces new SLDR driver and SpeedBlade iron during Q3
9M Group Gross Margin Improves 2.1pp

<table>
<thead>
<tr>
<th></th>
<th>Q3 2013</th>
<th>9M 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale</td>
<td>43.9%</td>
<td>43.3%</td>
</tr>
<tr>
<td></td>
<td>+2.7pp</td>
<td>+2.7pp</td>
</tr>
<tr>
<td>Retail</td>
<td>61.5%</td>
<td>62.6%</td>
</tr>
<tr>
<td></td>
<td>+2.5pp</td>
<td>+1.6pp</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>35.3%</td>
<td>41.6%</td>
</tr>
<tr>
<td></td>
<td>(7.4pp)</td>
<td>(2.4pp)</td>
</tr>
</tbody>
</table>

1) Total Group includes HQ/Consolidation.

- Pricing and favourable product mix
- Overproportionate growth in emerging markets
- Larger share of higher-margin Retail sales
- Negative FX impact
## 9M Group Operating Margin Increases 0.4pp

<table>
<thead>
<tr>
<th></th>
<th>Q3 2013</th>
<th>9M 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royalty and commission income</td>
<td>€ 27 million (1%)</td>
<td>€ 78 million (1%)</td>
</tr>
<tr>
<td>Other operating income</td>
<td>€ 59 million (32%)</td>
<td>€ 106 million (32%)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>€ 1,536 million (1%)</td>
<td>€ 4,515 million (0%)</td>
</tr>
<tr>
<td>Other operating expenses as a percentage of sales</td>
<td>39.6% (2.6pp)</td>
<td>41.0% (1.9pp)</td>
</tr>
<tr>
<td>Operating profit</td>
<td>€ 463 million (6%)</td>
<td>€ 1,157 million (0%)</td>
</tr>
<tr>
<td>Operating margin</td>
<td>11.9% (0.1pp)</td>
<td>10.5% (0.4pp)</td>
</tr>
</tbody>
</table>
Net Income Remains Stable In 9M

<table>
<thead>
<tr>
<th></th>
<th>Q3 2013</th>
<th>9M 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial income</td>
<td>€ 5 million</td>
<td>€ 15 million</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>€ 26 million</td>
<td>€ 67 million</td>
</tr>
<tr>
<td>Income tax rate</td>
<td>28.0%</td>
<td>27.7%</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>€ 316 million</td>
<td>€ 796 million</td>
</tr>
<tr>
<td>Diluted earnings per share</td>
<td>€ 1.51</td>
<td>€ 3.81</td>
</tr>
</tbody>
</table>

(56%) (49%) (21%) (0.3pp) (0.1pp) (8%) (0%) (0%)
### Q3 Wholesale Segmental Operating Margin Up 3.2pp

<table>
<thead>
<tr>
<th>Wholesale</th>
<th>Q3 2013</th>
<th>Change</th>
<th>9M 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>2,553</td>
<td>(1%)(^1)</td>
<td>7,048</td>
<td>(2%)(^1)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>43.9%</td>
<td>+2.7pp</td>
<td>43.3%</td>
<td>+2.7pp</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>36.3%</td>
<td>+3.2pp</td>
<td>34.8%</td>
<td>+2.8pp</td>
</tr>
</tbody>
</table>

\(^1\) Currency-neutral.
Retail Trends Remain Solid In Most Markets

<table>
<thead>
<tr>
<th></th>
<th>Q3 2013</th>
<th>Change</th>
<th>9M 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales (€ in millions)</strong></td>
<td>923</td>
<td>+6%¹)</td>
<td>2,512</td>
<td>+6%¹)</td>
</tr>
<tr>
<td><strong>adidas comp store sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(2)%¹)</td>
<td></td>
<td>(1)%¹)</td>
<td></td>
</tr>
<tr>
<td><strong>Reebok comp store sales</strong></td>
<td></td>
<td></td>
<td>(4)%¹)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(7)%¹)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total comp store sales</strong></td>
<td></td>
<td>(3)%¹)</td>
<td>(2)%¹)</td>
<td></td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>61.5%</td>
<td>+2.5pp</td>
<td>62.6%</td>
<td>+1.6pp</td>
</tr>
<tr>
<td><strong>Segmental operating margin</strong></td>
<td>21.2%</td>
<td>(0.7pp)</td>
<td>20.4%</td>
<td>(1.2pp)</td>
</tr>
</tbody>
</table>

¹) Currency-neutral.
Retail Store Roll-Out Continues At Accelerated Pace

- 2,611 stores operated at quarter-end
- Net openings of 69 stores in Q3, 165 in 9M
- 127 new stores opened, 58 stores closed, 31 stores remodelled in Q3
- 1,483 adidas and 369 Reebok branded; 759 factory outlets
### Other Businesses Decline 1% Currency-Neutral In 9M

<table>
<thead>
<tr>
<th>Other Businesses</th>
<th>Q3 2013</th>
<th>Change</th>
<th>9M 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>403</td>
<td>(9%)¹)</td>
<td>1,453</td>
<td>(1%)¹)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>35.3%</td>
<td>(7.4pp)</td>
<td>41.6%</td>
<td>(2.4pp)</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>17.2%</td>
<td>(8.9pp)</td>
<td>26.2%</td>
<td>(2.5pp)</td>
</tr>
</tbody>
</table>

¹) Currency-neutral.
Inventories increase 12% on a currency-neutral basis

Receivables up 2% on a currency-neutral basis

Payables increase 12% on a currency-neutral basis

Average operating working capital as a % of net sales, at quarter-end.
Net Borrowings Decline 47%

- Net borrowings reduced by € 157 million to € 180 million
- Ratio of net borrowings/EBITDA decreases to 0.1 (2012: 0.2)
- Equity ratio increases 0.8pp to 49.3% (2012: 48.6%)

Net borrowings at quarter-end, € in millions.
STRATEGIC INITIATIVES AND OUTLOOK
adidas Gearing Up To Launch Federation Jerseys
adidas Introduces The Samba Collection
adidas Running To Maintain Double-Digit Pace
adidas Revolutionises Smart Running
adidas Debuts New On-Court NBA Collection
Turning Up The Heat With Hollow Fibre ClimaWarm+
Reebok Ramping Up FitHub Expansion

- Reebok FitHubs provide a new consumer fitness experience
- Rolling out concept to major cities around the world
adidas Group Well Positioned To Increase Momentum

• Strong demand for highlight concepts and innovations
• 2014 FIFA World Cup initiatives
• Organisational measures in place to drive efficiencies
adidas Group Confirms 2013 Full Year Outlook

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

| Gross margin | 48.5% to 49.0% |
| Operating margin | around 8.5% |
| Basic earnings per share | increase at a rate of 4% to 7% to a level between € 3.92 and € 4.06 |
Route 2015 Financial Milestones

€ 17bn Net sales
11% Operating margin
15% Earnings growth
Revised Sales Targets For Global Brands

<table>
<thead>
<tr>
<th>Brand</th>
<th>OLD</th>
<th>NEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>adidas</td>
<td>€ 8.5 billion</td>
<td>€ 8.9 billion</td>
</tr>
<tr>
<td>Reebok</td>
<td>€ 3.7 billion</td>
<td>€ 3.9 billion</td>
</tr>
<tr>
<td>TaylorMade</td>
<td>€ 3.0 billion</td>
<td>€ 2.0 billion</td>
</tr>
<tr>
<td>Rockport</td>
<td>€ 1.8 billion</td>
<td>€ 2.2 billion</td>
</tr>
<tr>
<td>1940s</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2010:
- adidas: € 6.5 billion
- Reebok: € 2.1 billion
- TaylorMade: € 1.9 billion
- Rockport: € 1.4 billion
Brand Architecture – Portfolio Strategy

- **Reebok**: 22%
  - **Athletic Classic**: 14%
  - **Brand Driven**: 14%
  - **Sport Inspired**: 26%
  - **Style Adopter**: 10%
  - **Style Setter**: 6%

- **Adidas Group**
  - **Competitive Sports**: 12%
  - **Active Sports**: 78%
  - **Casual Sports**: 10%
  - **Sports Fashion**: 8%

- **Categories**
  - Competitive Sports
  - Active Sports
  - Casual Sports
  - Sports Fashion
Brand Architecture – Business Reality

- **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
- **10%** Sports Fashion

Reebok
adidas Sport Performance – Making The Athlete Better

- COOLER
- STRONGER
- NATURAL
- SMARTER

adidas Group
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

35+ YEARS FOR THE SOPHISTICATED, ACTIVE MAN
Reebok Building Sustainable Fitness Categories
Building Strong Fitness Consumer Network

Instructor Network

Reebok Retail

Retail Store Management

Digital & Tracking

Grassroots

Broad Reach
Well On Track To Deliver 11% Operating Margin By 2015

- Quality of distribution
- Range reduction
- Manufacturing excellence
- Performance driven Trade Terms
- Infrastructure modernisation
- Organisational set-up
- Retail proficiency
- Emerging Market growth

8% 11%
IR And Media App – Available For iPhone And iPad
## Upcoming Event Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2-3, 2013</td>
<td>Investor Field Trip, Herzogenaurach</td>
</tr>
<tr>
<td>Mar 5, 2014</td>
<td>Full Year 2013 Results</td>
</tr>
<tr>
<td>May 6, 2014</td>
<td>First Quarter 2014 Results</td>
</tr>
<tr>
<td>May 8, 2014</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>May 9, 2014</td>
<td>Dividend Payment¹¹</td>
</tr>
<tr>
<td>Aug 7, 2014</td>
<td>First Half 2014 Results</td>
</tr>
</tbody>
</table>

¹¹ Subject to Annual General Meeting Approval.