BUSINESS HIGHLIGHTS
EXECUTING ‘CREATING THE NEW’
ORGANISATIONAL CHANGES TO DRIVE OPERATIONAL IMPROVEMENTS

TAYLORMADE AND CCM HOCKEY BUSINESSES SOLD
DIVESTITURES EXPECTED TO CLOSE IN THE COURSE OF H2/17

‘ONE ADIDAS’ INITIATIVES KICKED OFF
TO INCREASE OPERATIONAL EFFICIENCY

CHANGES TO THE EXECUTIVE BOARD
KAREN PARKIN AND GIL STEYAERT APPOINTED TO THE BOARD
ONGOING BRAND MOMENTUM
DOUBLE-DIGIT GROWTH IN ALL KEY REGIONS

EXCEPTIONAL GROWTH IN ECOM
WITH ACCELERATING MOMENTUM

HEALTHY INVENTORY POSITION
REFLECTING STRONG SELL-THROUGH

STRONG PROFITABILITY IMPROVEMENTS
DESPITE FX HEADWINDS AND 2016 ONE-OFFS

SALES DECLINE IN RUSSIA/CIS
REFLECTING MACROECONOMIC CHALLENGES

CHALLENGES IN LATIN AMERICA PERSIST
DESPITE STRONG TOP-LINE GROWTH

TOP-LINE GROWTH IN APPAREL
LAGGING BEHIND FOOTWEAR

LIMITED OPERATING OVERHEAD LEVERAGE
DESPITE STRONG TOP-LINE GROWTH
MAJOR P&L DEVELOPMENTS
IN Q2 2017

- **Revenues increase 19% currency-neutral and 20% in Euro terms to €5.0 billion.**

- **Gross margin up 0.7pp to 50.1%**
  - Due to a more favourable pricing, channel and product mix.

- **Underlying operating margin up 1.4pp to 10.0%**
  - Supported by different timing of marketing spend in 2017 across all regions.

- **Net income from continuing operations increases 16%**
  - To €347 million.

- **Basic EPS from continuing operations up 14%**
  - To €1.72.
EXCELLENT GROWTH AT ADIDAS BRAND
UNPARALLELED BRAND HEAT CONTINUES

DOUBLE-DIGIT SALES GROWTH ON TOP OF A 25% INCREASE IN THE PRIOR YEAR PERIOD

EXCELLENT GROWTH IN NORTH AMERICA AND GREATER CHINA

WOMEN’S BUSINESS OUTPERFORMING WITH GROWTH OF MORE THAN 30%

+21%
WOMEN’S BUSINESS OUTPERFORMS
FOCUS ON THE FEMALE CONSUMER PAYING OFF

QUARTERLY REVENUE GROWTH

WOMEN’S SHARE
in % of total adidas, 12-month rolling

ADIDAS BRAND

WOMEN’S  BUSINESS OUTPERFORMS
FOCUS ON THE FEMALE CONSUMER PAYING OFF

QUARTERLY REVENUE GROWTH

25%

24%

23%

22%

21%

20%

Q1/16  Q2/16  Q3/16  Q4/16  Q1/17  Q2/17

10%

15%

20%

25%

30%

35%
SPORT PERFORMANCE INCREASES 7%
DESPITE DIFFICULT PRIOR YEAR COMPARISONS RELATED TO MAJOR SPORTS EVENTS

QUARTERLY REVENUE GROWTH
(2-YEAR STACKS)

RUNNING REVENUES UP 27%, DRIVEN BY SUCCESS AROUND BOOST FRANCHISES

TRAINING SALES GROW 9%, REFLECTING EXCEPTIONAL GROWTH IN ATHLETICS

FOOTBALL AND BASKETBALL SALES DECLINE, DESPITE DOUBLE-DIGIT GROWTH IN FOOTWEAR
ORIGINALS & NEO ENJOY BRAND HEAT

EXCEPTIONAL GROWTH AT ADIDAS ORIGINALS AND NEO

QUARTERLY REVENUE GROWTH (2-YEAR STACKS)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3</td>
<td>33%</td>
<td>42%</td>
</tr>
<tr>
<td>Q4</td>
<td>37%</td>
<td>44%</td>
</tr>
<tr>
<td>Q1</td>
<td>30%</td>
<td>48%</td>
</tr>
<tr>
<td>Q2</td>
<td>39%</td>
<td>45%</td>
</tr>
</tbody>
</table>

ORIGINALS UP 36%, DRIVEN BY STRONG DOUBLE-DIGIT GROWTH IN ALL KEY REGIONS

MODERN FRANCHISES INCREASE MORE THAN 60%, REPRESENTING AROUND HALF OF ORIGINALS FOOTWEAR BUSINESS

NEO BUSINESS GROWS 45%, REFLECTING MORE THAN 50% IMPROVEMENT IN FOOTWEAR
GROWTH AT REEBOK CONTINUES

ROBUST TOP- AND BOTTOM-LINE IMPROVEMENTS

SALES INCREASE DRIVEN BY STRONG DOUBLE-DIGIT GROWTH IN CLASSICS

SIGNIFICANT REVENUE DECLINE IN NORTH AMERICA REFLECTING CLEAN-UP OF LOW-MARGIN BUSINESS

MUSCLE-UP PROGRESS DELIVERS FIRST OPERATIONAL AND FINANCIAL IMPROVEMENTS
GROWTH IN ECOM ACCELERATES

DIRECT CONSUMER ENGAGEMENT PROPELS BRAND MOMENTUM

+66%
FINANCIAL HIGHLIGHTS
BROAD-BASED TOP-LINE MOMENTUM
DOUBLE-DIGIT SALES GROWTH IN ALL REGIONS EXCEPT RUSSIA/CIS

- NORTH AMERICA +26%
- WESTERN EUROPE +19%
- LATIN AMERICA +14%
- MEAA +13%
- GREATER CHINA +28%
- JAPAN +11%
- RUSSIA/CIS (11%)

Currency-neutral.
STRONG PERFORMANCE DESPITE TOUGH PRIOR YEAR COMPARISON

WESTERN EUROPE

- CURRENCY-NEUTRAL SALES INCREASE 19% IN Q2
- DOUBLE-DIGIT GROWTH IN MOST COUNTRIES
- ADIDAS BRAND REVENUES UP 18%
- ON TOP OF A 30% INCREASE IN Q2/16
- REEBOK BRAND SALES INCREASE 33%
- DOUBLE-DIGIT GROWTH IN ALL KEY CATEGORIES
- GROSS MARGIN GROWS (+0.8PP)
- DESPITE SEVERE FX HEADWINDS
- OPERATING MARGIN UP (+2.8PP)
- REFLECTING GROSS MARGIN INCREASE AND OPEX LEVERAGE
BRAND HEAT FOR ADIDAS BRAND CONTINUES

NORTH AMERICA

CURRENCY-NEUTRAL SALES INCREASE 26% IN Q2

ONGOING MOMENTUM AT ADIDAS BRAND (+33%)
ON TOP OF A 32% INCREASE IN Q2/16

REEBOK BRAND SALES DOWN 16%
REFLECTING CLEAN-UP OF LOW-MARGIN BUSINESS

GROSS MARGIN EXPANDS FURTHER (+2.6PP)
REFLECTING IMPROVEMENTS IN BRAND STRENGTH

OPERATING MARGIN UP (+3.5PP)
DRIVEN BY GROSS MARGIN INCREASE AND OPEX LEVERAGE
EXCELLENT MOMENTUM FOR BOTH ADIDAS AND REEBOK BRANDS

GREATER CHINA

CURRENCY-NEUTRAL SALES INCREASE 28% IN Q2

SALES AT ADIDAS BRAND UP 28%
DOUBLE-DIGIT GROWTH IN KEY CATEGORIES

REEBOK BRAND REVENUES UP 20%
GROWTH IN THE RUNNING AND TRAINING CATEGORIES

GROSS MARGIN DOWN (-0.7PP)
REFLECTING A LESS FAVOURABLE PRICING MIX

OPERATING MARGIN DECLINES (-1.4PP)
DUE TO A DECREASE IN GROSS MARGIN AND HIGHER OPEX
STRONG GROWTH DESPITE MACROECONOMIC CHALLENGES

LATIN AMERICA

- Currency-neutral sales grow 14% in Q2 despite difficult environment in Argentina and Brazil.
- Revenues at Adidas brand up 14% with double-digit growth in Running, Originals and Neo.
- Reebok brand revenues up 10% with double-digit growth in Classics and high-single-digit increases in Training.
- Gross margin down (-1.9pp) due to severe FX headwinds.
- Operating margin up (+0.1pp) reflecting OPEX leverage.
GROSS MARGIN INCREASES TO 50.1%

DUE TO STRONG IMPROVEMENTS IN PRICING, PRODUCT AND CHANNEL MIX EFFECTS

GROSS MARGIN INCREASES TO 50.1%

DUE TO STRONG IMPROVEMENTS IN PRICING, PRODUCT AND CHANNEL MIX EFFECTS
FINANCIAL RESULTS OVERVIEW
PRIOR YEAR FIGURES ADJUSTED TO REFLECT DIVESTITURE OF TM/CCM

<table>
<thead>
<tr>
<th></th>
<th>AS REPORTED IN 2016 INCLUDING TM/CCM</th>
<th>CONTINUING OPERATIONS * REFLECTING DIVESTITURE OF TM/CCM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q2/16</td>
<td>Q2/16</td>
</tr>
<tr>
<td><strong>SALES</strong> (€ in millions)</td>
<td>4,422</td>
<td>4,199</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>48.8%</td>
<td>49.4%</td>
</tr>
<tr>
<td><strong>OTHER OPERATING INCOME</strong> (€ in millions)</td>
<td>159</td>
<td>159</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES</strong> (€ in millions)</td>
<td>1,935</td>
<td>1,833</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong> (€ in millions)</td>
<td>414</td>
<td>429</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>9.4%</td>
<td>10.2%</td>
</tr>
<tr>
<td><strong>NET INCOME FROM CONTINUING OPERATIONS (€ in millions)</strong></td>
<td>291</td>
<td>301</td>
</tr>
</tbody>
</table>

* Figures reflect continuing operations as a result of the divestiture of the Rockport business and the planned divestiture of TaylorMade, Adams Golf, Ashworth and CCM Hockey.
OPERATING PROFIT GROWS STRONGLY
DESPITE DIFFICULT PRIOR YEAR COMPARISONS

<table>
<thead>
<tr>
<th>Q2/16 CONTINUING OPERATIONS</th>
<th>CHELSEA</th>
<th>M&amp;N PROCEEDS</th>
<th>REINVESTMENT OF M&amp;N PROCEEDS</th>
<th>Q2/16 UNDERLYING</th>
<th>Q2/17 CONTINUING OPERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>OM</td>
<td>429</td>
<td>-(70)</td>
<td>-(40)</td>
<td>-360</td>
<td>505</td>
</tr>
<tr>
<td>OM 10.2%</td>
<td></td>
<td></td>
<td><em>(40)</em></td>
<td>+40%</td>
<td></td>
</tr>
<tr>
<td>+1.4pp</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OM 10.0%

OM 8.6%

*(40) in millions.

+40%
underlying operating profit growth

+1.4pp
underlying operating margin improvement
DISCONTINUED OPERATIONS
REFLECTING P&L IMPACT OF DIVESTED NON-CORE BUSINESSES

<table>
<thead>
<tr>
<th></th>
<th>Q2/16</th>
<th>Q2/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAYLORMADE, ADAMS GOLF AND ASHWORTH</td>
<td>(99)</td>
<td></td>
</tr>
<tr>
<td>CCM HOCKEY</td>
<td></td>
<td>(86)</td>
</tr>
<tr>
<td>ROCKPORT</td>
<td>(189)</td>
<td>(4)</td>
</tr>
</tbody>
</table>

€ in millions.
## FINANCIAL RESULTS OVERVIEW

### Reflecting Divestitures

<table>
<thead>
<tr>
<th></th>
<th>Q2/16</th>
<th>Q2/17</th>
<th>Y-O-Y Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALES</strong> (€ in Millions)</td>
<td>4,422</td>
<td>4,199</td>
<td>+20%</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>48.8%</td>
<td>49.4%</td>
<td>+0.7PP</td>
</tr>
<tr>
<td><strong>OTHER OPERATING INCOME</strong> (€ in Millions)</td>
<td>159</td>
<td>159</td>
<td>24</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES</strong> (€ in Millions)</td>
<td>1,935</td>
<td>1,833</td>
<td>2,072</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong> (€ in Millions)</td>
<td>414</td>
<td>429</td>
<td>505</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>9.4%</td>
<td>10.2%</td>
<td>10.0%</td>
</tr>
<tr>
<td><strong>NET INCOME FROM CONTINUING OPERATIONS</strong> (€ in Millions)</td>
<td>291</td>
<td>301</td>
<td>347</td>
</tr>
<tr>
<td><strong>GAINS/(LOSSES)</strong> FROM DISCONTINUED OPERATIONS (€ in Millions)</td>
<td>0</td>
<td>(10)</td>
<td>(189)</td>
</tr>
<tr>
<td><strong>NET INCOME ATTRIBUTABLE TO SHAREHOLDERS</strong> (€ in Millions)</td>
<td>291</td>
<td>291</td>
<td>158</td>
</tr>
</tbody>
</table>

*Figures reflect continuing operations as a result of the divestiture of the Rockport business and the planned divestiture of TaylorMade, Adams Golf, Ashworth and CCM Hockey.*
INVENTORY GROWTH SLOWS DOWN
REFLECTING STRONG SELL-THROUGH AT THE POINT OF SALE

Currency-neutral inventories at quarter-end.

* Figure reflects continuing operations as a result of the divestiture of the Rockport business and the planned divestiture of TaylorMade, Adams Golf, Ashworth and CCM Hockey.
RECEIVABLES FROM CONTINUING OPERATIONS UP 22% (CURRENCY-NEUTRAL), AS A RESULT OF THE STRONG TOP-LINE DEVELOPMENT

PAYABLES FROM CONTINUING OPERATIONS GROW 6% (CURRENCY-NEUTRAL), REFLECTING HIGHER INVENTORIES

AVERAGE OWC IN % OF SALES DOWN 1.0PP TO 20.4%

* Figures reflect net sales from continuing operations as a result of the divestiture of the Rockport business and the planned divestiture of TaylorMade, Adams Golf, Ashworth and CCM Hockey.

** Figures reflect net sales and OWC from continuing operations as a result of the divestiture of the Rockport business and the planned divestiture of TaylorMade, Adams Golf, Ashworth and CCM Hockey.
STRONG GROWTH TO CONTINUE IN H2
ELEVATED MARKETING SPEND TO SUPPORT MOMENTUM

SUSTAIN BRAND HEAT
THROUGH ACCELERATED BRAND ACTIVATION

SUPPORT SELL-THROUGH OF NEW PRODUCT LAUNCHES
THROUGH HIGHER INVESTMENTS IN POINT-OF-SALE INITIATIVES

CAPITALISE ON WORLD CUP 2018 PLATFORM
THROUGH EVENT-RELATED PRODUCT AND BRAND ACTIVATION

LEVERAGE TOP-LINE GROWTH
THROUGH OPERATING OVERHEAD EFFICIENCY
OUTLOOK INCREASED FOR THE FULL YEAR 2017

SALES
CURRENCY-NEUTRAL
INCREASE OF 17% – 19%

NET INCOME
FROM CONTINUING OPERATIONS
INCREASE OF 26% – 28%
TO €1.360 – €1.390 BILLION
## OUTLOOK INCREASED

**FOR THE FULL YEAR 2017**

<table>
<thead>
<tr>
<th></th>
<th><strong>2016 RESULTS REPORTED</strong></th>
<th><strong>2017 OUTLOOK MARCH 2017</strong></th>
<th><strong>2016 RESULTS ADJUSTED</strong></th>
<th><strong>2017 OUTLOOK MARCH 2017</strong></th>
<th><strong>2017 OUTLOOK AUGUST 2017</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALES</strong> (€ in millions)</td>
<td>19,291</td>
<td>increase of 11% – 13%*</td>
<td>18,483</td>
<td>increase of 12% – 14%*</td>
<td>increase of 17% – 19%*</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>48.6%</td>
<td>increase up to 0.5pp to up to 49.1%</td>
<td>49.2%</td>
<td>increase up to 0.3pp</td>
<td>increase up to 0.8pp to up to 50.0%</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong> (€ in millions)</td>
<td>1,491</td>
<td>increase of 18% – 20%</td>
<td>1,582</td>
<td>increase of 13% – 15%</td>
<td>increase of 24% – 26%</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>7.7%</td>
<td>increase of 0.6pp – 0.8pp to 8.3% – 8.5%</td>
<td>8.6%</td>
<td>increase of 0.2pp – 0.4pp</td>
<td>increase up to 0.6pp to up to 9.2%</td>
</tr>
<tr>
<td><strong>NET INCOME FROM CONTINUING OPERATIONS (€ in millions)</strong></td>
<td>1,019</td>
<td>increase of 18% – 20% to € 1.200 – € 1.225 billion</td>
<td>1,082</td>
<td>increase of 13% – 15%</td>
<td>increase of 26% – 28% to € 1.360 – € 1.390 billion</td>
</tr>
<tr>
<td><strong>BASIC EPS FROM CONTINUING OPERATIONS (in €)</strong></td>
<td>5.08</td>
<td>increase of 18% – 20%</td>
<td>5.39</td>
<td>increase of 13% – 15%</td>
<td>increase of 25% – 27%</td>
</tr>
</tbody>
</table>

* Currency-neutral.
Q2 2017 KEY TAKEAWAYS

- Ongoing momentum in key growth areas
- Profitability gains despite FX headwinds and difficult comps
- Full year outlook increased
- Further progress on portfolio initiatives
- Relentless focus on short- and long-term goals
STRATEGY
ACCELERATION
CREATING THE NEW
FOCUS ON DRIVING BRAND DESIRABILITY

CULTURE

OPEN SOURCE

CITIES

FOCUS

SPEED

BRAND DESIRE

TOP LINE & MARKET SHARE GROWTH

GROSS MARGIN EXPANSION

OPERATING LEVERAGE
CULTURE
BUILDING ON OUR PEOPLE’S UNIQUE PASSION FOR SPORTS AND FOR OUR BRANDS

DRIVE DIVERSITY WITHIN THE COMPANY

IMPROVE TALENT MANAGEMENT

FOSTER PERFORMANCE CULTURE

IMPLEMENT EQUITY-BASED COMPENSATION

REFINE LEADERSHIP STRUCTURE
ACCELERATION PLAN

4 TOPICS TO DRIVE FASTER GROWTH OF TOP AND BOTTOM LINE

1. PORTFOLIO
2. NORTH AMERICA
3. ONE ADIDAS
4. DIGITAL
STREAMLINE THE PORTFOLIO
FOCUS AREAS TO DRIVE PROFITABILITY
REEBOK MUSCLE-UP STILL IN EARLY STAGES

NEW BUSINESS MODEL
US/GLOBAL INTEGRATION
RELOCATION TO BOSTON (EXIT CANTON)
NEW GOVERNANCE

DESIGN TO VALUE
IMPLEMENT CREATION GUIDELINES
NEW CONSUMER TOUCHPOINTS IN CREATION PROCESS

MWB
FOCUS PARTNERSHIPS
PRIORITISE POS
GLOBAL CONCEPTS

US WHOLESALE
PRIORITISE ACCOUNTS
JOINT BUSINESS PLANNING

US RETAIL
CLOSE >50 DOORS
INCREASE PRODUCTIVITY

EFFICIENCY IMPROVEMENTS
MODEL REDUCTIONS
PROCESS SIMPLIFICATION
EVERY ENTITY HAS TO CONTRIBUTE TO THE SUCCESS OF THE COMPANY

A BRANDS
B CHANNELS
C MARKETS
Focus on North America is paying off.

Fastest-growing brand in the US:

- Outpacing US market growth
- FTW market share doubled
- NPS strong growth

2016 revenue growth:
- 24%
- Fueled by Adidas brand
- 30%

Category growth:
- Originals >80%
- Running >40%
- US sports >25%

We have a long way to go.
2020 AMBITION
FOR THE ADIDAS BRAND IN NORTH AMERICA

>$5BN
ACCELERATE DIGITAL

ROLE OF DIGITAL

THROUGH SPORT, WE HAVE THE POWER TO CHANGE LIVES

TO CHANGE LIVES WE HAVE TO CREATE DIRECT RELATIONSHIPS WITH CONSUMERS

THE BEST WAY TO ACCELERATE BUILDING DIRECT RELATIONSHIPS IS THROUGH DIGITAL
Our Focus
To Win the Consumer

Premium
Inspiring love for our brand and desire for our product

Connected
Offering a seamless experience across all consumer touchpoints

Personalized
Delivering the right message to the right audience
UPDATED ECOMMERCE AMBITION

- **0**
  - 2010
- **0.6**
  - 2015
- **2.0**
  - INITIAL 2020 AMBITION
- **4.0**
  - UPDATED 2020 AMBITION

€ in billions.
# ONE ADIDAS

**Three Pillars to Drive Revenues and Profitability**

<table>
<thead>
<tr>
<th>BRAND LEADERSHIP</th>
<th>MARKETING EFFECTIVENESS</th>
<th>OPERATING EFFICIENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global / Local Brands</td>
<td>Return on Marketing Investments (ROMI)</td>
<td>Global Business Services</td>
</tr>
<tr>
<td>Range Efficiency</td>
<td>Concept Focus</td>
<td>Non-Trade Procurement</td>
</tr>
<tr>
<td>FOB Mitigation</td>
<td>Marketing Procurement</td>
<td>SCM Efficiencies</td>
</tr>
<tr>
<td>Product Margin</td>
<td></td>
<td>Strategic Workforce Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Global Real Estate</td>
</tr>
</tbody>
</table>
## Updated Financial Ambition 2020

Reflecting Acceleration Plan

<table>
<thead>
<tr>
<th></th>
<th>2020 Ambition (March 2015)</th>
<th>Updated 2020 Ambition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Growth</strong></td>
<td>High-Single-Digit</td>
<td>10-12%</td>
</tr>
<tr>
<td>CAGR 2015-2020: Currency-Neutral</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Income Growth</strong></td>
<td>~15%</td>
<td>20-22%</td>
</tr>
<tr>
<td>CAGR 2015-2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>-22</td>
<td>25-27</td>
</tr>
<tr>
<td>EUR BN</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ecommerce</strong></td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>EUR BN</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>~9.9%</td>
<td>11%</td>
</tr>
<tr>
<td>% of Net Sales</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Updated financial ambition 2020 reflecting acceleration plan.
MULTIPLE LEVERS SUPPORTING ‘CTN’
ALL P&L ITEMS TO CONTRIBUTE TO THE IMPROVEMENT IN PROFITABILITY

ACTUAL 2016
CREATING THE NEW
PORTFOLIO
ADIDAS NAM
ONE ADIDAS
DIGITAL
AMBITION 2020

7.7%
0
1
2
3
4
11%

GROSS MARGIN
MWB
OOH

RANGE EFFICIENCY
BRAND LEADERSHIP
FOB
PRODUCT MARGIN
ROMI
CONCEPT FOCUS
MARKETING PROCUREMENT
GLOBAL BUSINESS SERVICES
SCM EFFICIENCIES
REAL ESTATE

CREATING THE NEW MULTIPLE LEVERS SUPPORTING ‘CTN’
ALL P&L ITEMS TO CONTRIBUTE TO THE IMPROVEMENT IN PROFITABILITY

ACTUAL 2016
CREATING THE NEW
PORTFOLIO
ADIDAS NAM
ONE ADIDAS
DIGITAL
AMBITION 2020

7.7%
0
1
2
3
4
11%

GROSS MARGIN
MWB
OOH

RANGE EFFICIENCY
BRAND LEADERSHIP
FOB
PRODUCT MARGIN
ROMI
CONCEPT FOCUS
MARKETING PROCUREMENT
GLOBAL BUSINESS SERVICES
SCM EFFICIENCIES
REAL ESTATE
**‘CTN’ Off to a Strong Start**

At the same time there is still a long way to go

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>Ambition 2020</th>
<th>Remaining 2017-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>16.9</td>
<td>18.5</td>
<td>25.0-27.0</td>
<td>6.5-8.5</td>
</tr>
<tr>
<td>EUR BN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>6.5</td>
<td>8.6</td>
<td>11.0</td>
<td>2.4PP</td>
</tr>
<tr>
<td>% of Net Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>EUR BN</td>
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SUMMARY

- **WE ARE IN A HIGHLY ATTRACTIVE GROWTH INDUSTRY**

- **‘CREATING THE NEW’ IS THE RIGHT STRATEGY**

- **EXCEPTIONAL RESULTS ACHIEVED IN 2016**

- **STRONG TOP- AND BOTTOM-LINE GROWTH EXPECTED IN 2017**

- **ACCELERATION PLAN TO GROW REVENUES AND PROFITS EVEN FASTER THAN INITIALLY PROJECTED BY 2020**