



**FACT SHEET**

JANUARY - JUNE

# FACT SHEET FOR THE FIRST HALF YEAR 2020

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# OUR SHARE

## Our Share

	First Quarter		Second Quarter			Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	2020	2019	2020	2019
<b>Earnings per share from continuing operations (€)</b>									
Basic	0.13	3.17	(1.45)	2.33	n.a.	-	3.26	-	0.92
Diluted	0.13	3.17	(1.45)	2.33	n.a.	-	3.26	-	0.92
<b>Average number of shares</b>									
Basic	195,502,422	198,805,634	195,032,889	198,229,049	(2%)	-	197,229,697	-	196,192,895
Diluted	195,508,848	198,805,634	195,036,418	198,238,793	(2%)	-	197,236,722	-	196,199,321
<b>Number of shares outstanding<sup>1</sup></b>	195,032,889	198,450,063	195,032,889	197,861,472	(1%)	-	196,651,861	-	195,969,387
<b>Share price<sup>1</sup> (€)</b>	205.90	216.60	233.60	271.50	(14%)	-	285.65	-	289.80
<b>Market capitalization<sup>2</sup> (€ in millions)</b>	40,157	42,984	45,560	53,719	(15%)	-	56,174	-	56,792
<b>Historical performance of the adidas share and important indices (%)</b>									
adidas AG	(29)	19	13	25	-	-	5	-	1
DAX-30	(25)	9	24	8	-	-	0	-	7
EURO STOXX 50	(26)	12	16	4	-	-	3	-	5
MSCI World Textiles, Apparel & Luxury Goods Index	(26)	16	19	8	-	-	(2)	-	11

<sup>1</sup> At quarter-end.

<sup>2</sup> At quarter-end, excluding treasury shares.

# CONSOLIDATED INCOME STATEMENT HIGHLIGHTS

## Consolidated Income Statement Highlights

	First Quarter		Second Quarter			Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	2020	2019	2020	2019
<b>Key figures</b> (€ in millions)									
Net sales	4,753	5,883	3,579	5,509	(35%)	-	6,410	-	5,838
Gross profit	2,345	3,151	1,826	2,945	(38%)	-	3,339	-	2,858
Other operating expenses	2,305	2,317	2,189	2,346	(7%)	-	2,486	-	2,694
Thereof: marketing and point-of-sale expenses	704	703	560	744	(25%)	-	753	-	842
Thereof: operating overhead expenses <sup>1</sup>	1,601	1,614	1,628	1,602	2%	-	1,733	-	1,852
EBITDA	393	1,163	58	966	(94%)	-	1,144	-	573
Operating profit/(loss)	65	875	(333)	643	n.a.	-	897	-	245
Income/(loss) before taxes	27	848	(364)	618	n.a.	-	865	-	227
Net income/(loss) from continuing operations	20	631	(306)	462	n.a.	-	644	-	181
Net income/(loss) attributable to shareholders <sup>2</sup>	31	632	(295)	531	n.a.	-	646	-	167
<b>Key ratios</b>									
Gross margin	49.3%	53.6%	51.0%	53.5%	(2.4pp)	-	52.1%	-	49.0%
Other operating expenses in % of net sales	48.5%	39.4%	61.1%	42.6%	18.6pp	-	38.8%	-	46.1%
Thereof: marketing and point-of-sale expenses in % of net sales	14.8%	12.0%	15.6%	13.5%	2.1pp	-	11.7%	-	14.4%
Thereof: operating overhead expenses in % of net sales <sup>1</sup>	33.7%	27.4%	45.5%	29.1%	16.4pp	-	27.0%	-	31.7%
Operating margin	1.4%	14.9%	(9.3%)	11.7%	(21.0pp)	-	14.0%	-	4.2%
Effective tax rate	27.3%	25.6%	16.0%	25.4%	(9.3pp)	-	25.5%	-	20.2%
Net income/(loss) attributable to shareholders in % of net sales <sup>2</sup>	0.6%	10.7%	(8.2%)	9.6%	(17.9pp)	-	10.1%	-	2.9%

<sup>1</sup> Aggregated distribution and selling expenses, general and administration expenses, sundry expenses and impairment losses (net) on accounts receivable and contract assets.

<sup>2</sup> Includes continuing and discontinued operations.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND CASH FLOW HIGHLIGHTS

## Consolidated Statement of Financial Position and Cash Flow Highlights

	March 31		June 30			September 30		December 31	
	2020	2019	2020	2019	Change	2020	2019	2020	2019
<b>Key figures</b> (€ in millions)									
Total assets	20,782	19,268	20,301	19,273	5%	-	20,109	-	20,680
Accounts receivable	2,794	3,044	1,869	2,780	(33%)	-	3,247	-	2,625
Inventories	4,334	3,285	5,213	3,579	46%	-	3,677	-	4,085
Operating working capital	4,635	4,309	4,506	4,248	6%	-	4,569	-	4,007
(Net borrowings)/net cash	(570)	908	(792)	362	n.a.	-	342	-	873
Shareholders' equity	6,661	6,931	6,230	6,619	(6%)	-	7,115	-	6,796
Capital expenditure	133	89	217	243	(11%)	-	421	-	711
Net cash (used in)/generated from operating activities	(825)	414	(824)	1,011	n.a.	-	1,623	-	2,819
<b>Key ratios</b>									
Average operating working capital in % of net sales <sup>1</sup>	19.4%	18.6%	21.5%	18.3%	3.3pp	-	18.1%	-	18.1%
Equity ratio <sup>2</sup>	32.1%	36.0%	30.7%	34.3%	(3.7pp)	-	35.4%	-	32.9%
Net borrowings/EBITDA <sup>3</sup>	0.2	(0.3)	0.4	(0.1)	n.a.	-	(0.1)	-	(0.2)
Financial leverage <sup>2</sup>	8.6%	(13.1%)	12.7%	(5.5%)	18.2pp	-	(4.8%)	-	(12.8%)
Return on equity <sup>2</sup>	0.5%	9.1%	(4.2%)	17.6%	(21.8pp)	-	25.4%	-	29.1%
Net cash (used in)/generated from operating activities per share of common stock (€)	(4.22)	2.08	(4.22)	5.09	n.a.	-	8.19	-	14.26

<sup>1</sup> Twelve-month trailing average.

<sup>2</sup> Based on shareholders' equity.

<sup>3</sup> EBITDA of last twelve months.

# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter				Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019
<b>Europe</b>										
Net sales	1,426	1,551	844	1,421	(41%)	(40%)	-	1,698	-	1,401
adidas brand	1,307	1,410	779	1,322	(41%)	(41%)	-	1,572	-	1,295
Reebok brand	119	141	64	100	(35%)	(35%)	-	125	-	106
Gross profit	712	802	421	741	(43%)		-	865	-	719
Gross margin	49.9%	51.7%	49.9%	52.2%	(2.3pp)		-	51.0%	-	51.3%
Operating expenses	405	396	399	383	4%		-	425	-	518
Operating expenses in % of net sales	28.4%	25.6%	47.3%	27.0%	20.3pp		-	25.0%	-	37.0%
Operating profit	307	407	23	359	(94%)		-	442	-	201
Operating margin	21.5%	26.2%	2.7%	25.3%	(22.5pp)		-	26.0%	-	14.4%
<b>North America</b>										
Net sales	1,201	1,157	763	1,213	(37%)	(38%)	-	1,468	-	1,475
adidas brand	1,112	1,066	700	1,100	(36%)	(37%)	-	1,341	-	1,322
Reebok brand	89	91	63	113	(44%)	(45%)	-	127	-	153
Gross profit	494	443	310	476	(35%)		-	605	-	599
Gross margin	41.1%	38.3%	40.6%	39.3%	1.3pp		-	41.2%	-	40.6%
Operating expenses	423	334	327	361	(10%)		-	389	-	410
Operating expenses in % of net sales	35.2%	28.9%	42.8%	29.8%	13.0pp		-	26.5%	-	27.8%
Operating profit	85	125	(14)	138	(110%)		-	237	-	214
Operating margin	7.1%	10.8%	(1.8%)	11.4%	(13.2pp)		-	16.1%	-	14.5%

# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter				Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019
<b>Asia-Pacific</b>										
Net sales	1,184	2,139	1,572	1,872	(16%)	(16%)	-	2,090	-	1,930
adidas brand	1,124	2,063	1,516	1,796	(16%)	(15%)	-	2,018	-	1,860
Reebok brand	60	76	56	77	(27%)	(28%)	-	73	-	70
Gross profit	646	1,256	858	1,118	(23%)		-	1,180	-	1,021
Gross margin	54.6%	58.7%	54.6%	59.7%	(5.1pp)		-	56.5%	-	52.9%
Operating expenses	387	442	376	470	(20%)		-	452	-	528
Operating expenses in % of net sales	32.7%	20.7%	23.9%	25.1%	(1.2pp)		-	21.6%	-	27.3%
Operating profit	264	819	487	653	(25%)		-	733	-	498
Operating margin	22.3%	38.3%	31.0%	34.9%	(3.9pp)		-	35.1%	-	25.8%
<b>Latin America</b>										
Net sales	339	376	114	403	(72%)	(64%)	-	405	-	476
adidas brand	302	337	103	361	(71%)	(64%)	-	363	-	429
Reebok brand	37	38	12	42	(73%)	(66%)	-	43	-	47
Gross profit	150	174	62	177	(65%)		-	179	-	208
Gross margin	44.2%	46.4%	54.4%	43.9%	10.5pp		-	44.3%	-	43.7%
Operating expenses	111	112	74	118	(37%)		-	111	-	103
Operating expenses in % of net sales	32.6%	29.9%	64.9%	29.3%	35.6pp		-	27.3%	-	21.7%
Operating profit	39	62	(12)	59	(120%)		-	69	-	105
Operating margin	11.6%	16.6%	(10.5%)	14.6%	(25.1pp)		-	17.0%	-	22.0%

# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter				Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019
<b>Emerging Markets</b>										
Net sales	293	330	108	281	(62%)	(60%)	-	388	-	303
adidas brand	266	292	97	251	(61%)	(60%)	-	346	-	257
Reebok brand	28	37	11	31	(65%)	(64%)	-	42	-	46
Gross profit	148	174	52	154	(66%)		-	201	-	152
Gross margin	50.4%	52.7%	48.0%	54.9%	(6.9pp)		-	51.7%	-	50.2%
Operating expenses	75	73	75	74	1%		-	77	-	91
Operating expenses in % of net sales	25.4%	22.0%	69.3%	26.4%	42.9pp		-	19.8%	-	30.0%
Operating profit	74	101	(23)	80	(129%)		-	124	-	62
Operating margin	25.1%	30.7%	(21.2%)	28.5%	(49.7pp)		-	32.0%	-	20.3%
<b>Russia/CIS</b>										
Net sales	154	136	104	171	(39%)	(34%)	-	199	-	153
adidas brand	116	101	82	128	(36%)	(31%)	-	150	-	112
Reebok brand	38	36	22	43	(49%)	(45%)	-	49	-	41
Gross profit	92	82	63	107	(41%)		-	121	-	96
Gross margin	59.8%	60.1%	60.9%	62.7%	(1.8pp)		-	60.8%	-	63.0%
Operating expenses	58	56	38	62	(38%)		-	61	-	60
Operating expenses in % of net sales	37.7%	41.0%	36.9%	36.4%	0.5pp		-	30.7%	-	39.1%
Operating profit	34	26	25	45	(45%)		-	60	-	36
Operating margin	22.1%	19.1%	24.0%	26.3%	(2.3pp)		-	30.1%	-	23.9%



# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter				Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019
<b>Other Businesses</b>										
Net sales	156	195	74	147	(50%)	(50%)	-	162	-	101
Gross profit	71	98	25	66	(62%)		-	75	-	42
Gross margin	45.7%	50.3%	34.2%	44.8%	(10.7pp)		-	46.0%	-	41.4%
Operating expenses	40	51	34	42	(19%)		-	46	-	46
Operating expenses in % of net sales	25.5%	26.1%	46.1%	28.6%	17.5pp		-	28.5%	-	45.4%
Operating profit	31	47	(9)	24	(137%)		-	29	-	(4)
Operating margin	20.2%	24.3%	(11.9%)	16.3%	(28.2pp)		-	17.6%	-	(3.8%)

# FINANCIAL HIGHLIGHTS BY BRAND

Financial Highlights by Brand € in millions

	First Quarter		Second Quarter				Third Quarter		Fourth Quarter	
	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019
<b>Net sales by brand</b>										
adidas brand	4,269	5,343	3,295	5,004	(34%)	(33%)	-	5,849	-	5,310
Reebok brand	372	420	228	406	(44%)	(42%)	-	460	-	463
<b>Total</b>	<b>4,753</b>	<b>5,883</b>	<b>3,579</b>	<b>5,509</b>	<b>(35%)</b>	<b>(34%)</b>	<b>-</b>	<b>6,410</b>	<b>-</b>	<b>5,838</b>
<b>Gross margin by brand</b>										
adidas brand	47.8%	51.2%	48.5%	50.7%	(2.2pp)		-	50.0%	-	47.7%
Reebok brand	40.4%	44.7%	46.5%	43.2%	3.2pp		-	42.1%	-	40.1%
<b>Net sales by product category</b>										
Footwear	2,648	3,456	2,278	3,283	(31%)	(29%)	-	3,489	-	3,293
Apparel	1,808	2,170	1,158	1,927	(40%)	(39%)	-	2,625	-	2,240
Hardware	297	258	143	299	(52%)	(50%)	-	295	-	304
<b>Total</b>	<b>4,753</b>	<b>5,883</b>	<b>3,579</b>	<b>5,509</b>	<b>(35%)</b>	<b>(34%)</b>	<b>-</b>	<b>6,410</b>	<b>-</b>	<b>5,838</b>

# RETAIL AT A GLANCE

## Retail at a Glance

	First Quarter		Second Quarter		Change [c.n.]	Third Quarter		Fourth Quarter	
	2020	2019	2020	2019		2020	2019	2020	2019
<b>Number of stores<sup>1</sup></b>	<b>2,527</b>	<b>2,388</b>	<b>2,546</b>	<b>2,419</b>		-	<b>2,477</b>	-	<b>2,533</b>
Concept stores	1,327	1,323	1,325	1,328		-	1,331	-	1,333
Concession corners	117	119	117	121		-	121	-	125
Factory outlets	1,083	946	1,104	970		-	1,025	-	1,075
<b>Stores by brand<sup>1</sup></b>									
adidas brand	1,175	1,190	1,178	1,192		-	1,194	-	1,190
Reebok brand	269	252	264	257		-	258	-	268
Multibrand	1,083	946	1,104	970		-	1,025	-	1,075
<b>Opening</b>	<b>32</b>	<b>49</b>	<b>45</b>	<b>65</b>		-	<b>106</b>	-	<b>120</b>
<b>Closing</b>	<b>38</b>	<b>56</b>	<b>26</b>	<b>34</b>		-	<b>48</b>	-	<b>64</b>
<b>Net opening/ (net closing)</b>	<b>(6)</b>	<b>(7)</b>	<b>19</b>	<b>31</b>		-	<b>58</b>	-	<b>56</b>
<b>Net sales (€ in millions)</b>	<b>1,595</b>	<b>1,595</b>	<b>1,830</b>	<b>1,850</b>	<b>1%</b>	-	<b>1,960</b>	-	<b>2,409</b>
adidas brand					1%				
Reebok brand					(3%)				
E-commerce					93%				
Comp					(19%)				
adidas brand comp					(20%)				
Reebok brand comp					1%				

<sup>1</sup> At quarter-end.

# OPERATING PROFIT

Operating Profit € in millions

	First Half Year	
	2020	2019
Operating profit for reportable segments	1,290	2,874
Operating profit for Other Businesses	23	71
<b>Segmental operating profit</b>	<b>1,312</b>	<b>2,945</b>
HQ	(849)	(874)
Central expenditure for marketing	(459)	(442)
Consolidation	(272)	(111)
<b>Operating (loss) / profit</b>	<b>(268)</b>	<b>1,518</b>
Financial income	17	27
Financial expenses	(87)	(78)
<b>(Loss) / income before taxes</b>	<b>(337)</b>	<b>1,467</b>