MAKE A DIFFERENCE
OPERATIONAL HIGHLIGHTS
MAJOR DEVELOPMENTS

• adidas and Reebok brands enjoying strong momentum
• Rockport divestiture completed
• Digital activities strengthened by acquisition of Runtastic
• Second tranche of share buyback programme finished
• Disappointing performance of TaylorMade-adidas Golf
TMAG

- Currency-neutral sales down 26% in Q2, due to declines in most categories
- Sell-through rates of new product launches below initial expectations
- Slower-than-expected golf market recovery contributes to TMaG weakness
- Engagement with investment bank to analyse future options for golf business, in particular Adams and Ashworth
- Major turnaround plan initiated
TMAG TURNAROUND PLAN

- Enhanced pricing, promotion and trade patterns
- Product cost and supply chain optimisation
- Re-prioritisation of global marketing investments
- Realisation of significant operating overhead savings
ROBUST GROWTH IN Q2

• Sales increase 5% currency-neutral or 15% in euro terms to € 3.9 billion

• adidas and Reebok grow 8% and 6% currency-neutral, respectively

• Gross margin down 0.9pp to 48.3%, partly due to lower margins at TMaG

• Operating margin down 0.4pp to 6.0%

• Net income from continuing operations grows 2% to € 146 million
ADIDAS AND REEBOK WITH STRONG MOMENTUM

<table>
<thead>
<tr>
<th></th>
<th>Q2 2015</th>
<th>CHANGE</th>
<th>H1 2015</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET SALES (€ IN MILLIONS)</strong></td>
<td>3,180</td>
<td>+8%(^1)</td>
<td>6,533</td>
<td>+10%(^1)</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>48.0%</td>
<td>+0.7pp</td>
<td>48.0%</td>
<td>+0.5pp</td>
</tr>
</tbody>
</table>

|                  | 408     | +6%\(^1\) | 819     | +8%\(^1\) |
| **NET SALES (€ IN MILLIONS)** |         |          |         |          |
| **GROSS MARGIN**  | 40.4%   | +1.9pp  | 39.6%   | +0.5pp |

\(^1\) Currency-neutral.
SALES INCREASE IN MOST REGIONS IN Q2

- Russia/CIS: +14%
- Western Europe: +12%
- Greater China: +19%
- MEAA: +16%
- Latin America: +9%
- North America: 0%

Currency-neutral.

Figures reflect combined revenues of the adidas and Reebok businesses.
RUNNING

• Currency-neutral Running sales up 2% in Q2, supported by growth in most markets
• Double-digit sales increases in apparel
• More than 5 million Boost running shoes sold in 2015
• Great success with Ultra Boost – All White version sold out in three days
• 53 marathon wins with Boost and counting
FOOTBALL

• Football suffers revenue declines due to the anniversary of the 2014 FIFA World Cup
• Currency-neutral sales for Football footwear grow 17% in Q2
• Successful launch of ‘ACE’ and ‘X’
• #BETHEDIFFERENCE Football Reset Campaign launched
• Currency-neutral Training sales increase 6% in Q2
• Growth driven by strong sales increases in apparel and hardware
• Double-digit growth in Greater China, Latin America and MEAA
• 50% sales increase for the ClimaChill product range
Sales at adidas Originals increase 37% currency-neutral in Q2, driven by strong double-digit revenue increases in footwear.

Growth in footwear supported by strong franchises such as the Superstar, ZX Flux and Stan Smith.

Yeezy 350 Boost creates further hype.

Strong double-digit increase in all markets except Russia/CIS.
• adidas NEO sales increase 43% currency-neutral in Q2
• Strong double-digit growth in both footwear and apparel
• Strong momentum across all markets except Russia/CIS
• Successful launch of the SS15 Selena Gomez Collection
REEBOK

• Currency-neutral Reebok revenues up 6% in Q2
• 9th consecutive quarter of growth
• Double-digit growth rates in the Training and Studio categories
• Strong momentum across most markets
• Revenues in North America negatively impacted by ongoing efforts to streamline the factory outlet business
FINANCIAL HIGHLIGHTS
WESTERN EUROPE

• Sales up 12% currency-neutral in Q2
• Double-digit sales growth in most of the region’s major markets
• Strong sales growth at both adidas (+12%) and Reebok (+9%)
• Growth at adidas supported by double-digit sales increases at adidas Originals
• Retail sales grow +25% currency-neutral with comp sales up +6%
NORTH AMERICA

• Sales remain stable in Q2
• Revenues at adidas up 2%, supported by double-digit growth at adidas Originals
• Reebok sales decrease 9%, due to ongoing efforts to streamline the brand’s factory outlet business
• Investments in brand-building activities and point-of-sale activation continue during the second quarter
GREATER CHINA

- Currency-neutral sales grow 19% in Q2, with double-digit increases at both adidas (+19%) and Reebok (+57%)
- Growth at adidas driven by strong double-digit sales increases in key categories such as Training and Running as well as at adidas Originals and adidas NEO
- Sales increases at Reebok mainly due to significant growth in Classics
• Sales down 14% currency-neutral in Q2
• Currency-neutral sales declines at both adidas (-16%) and Reebok (-8%)
• Further rationalisation of own-retail store network with 64 net store closures during Q2
• Significant reduction of operating expenses, primarily due to lower sales expenditure and rent leases
LATIN AMERICA

- Sales grow 9% currency-neutral in Q2 due to double-digit increases in Argentina, Chile and Peru
- Sales up 7% at adidas, driven by double-digit growth in Training, Basketball and adidas Originals
- Reebok grows 22%, supported by double-digit sales increases in Running, Training and Classics
- Revenues in retail up 11% currency-neutral
JAPAN

- Currency-neutral sales down 6% in Q2
- Growth at Reebok (+27%) more than offset by sales declines at adidas (-8%)
- Sales decline at adidas mainly due to double-digit decreases in the Training and Football categories
- Retail revenues up double-digits, supported by double-digit comp growth
MEAA

- Revenues in Q2 up 16% currency-neutral with double-digit increases in UAE, South Korea, Turkey and India
- adidas up 14%, driven by double-digit sales increases in Training and Running as well as at adidas Originals and NEO
- Reebok sales grow 23% mainly due to double-digit sales increases in the Training and Running categories
- Retail sales up at a high-single-digit rate, supported by 4% comp growth
### PROFITABILITY OF OTHER BUSINESSES DECLINES

<table>
<thead>
<tr>
<th>Other Businesses</th>
<th>Q2 2015</th>
<th>CHANGE</th>
<th>H1 2015</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET SALES</strong></td>
<td>€ 365 million</td>
<td>(14%)$^{11}$</td>
<td>€ 742 million</td>
<td>(8%)$^{11}$</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>30.8%</td>
<td>(5.9pp)</td>
<td>34.2%</td>
<td>(3.2pp)</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>(10.9%)</td>
<td>(11.5pp)</td>
<td>(6.1%)</td>
<td>(3.4pp)</td>
</tr>
</tbody>
</table>

$^{11}$ Currency-neutral.

Figures reflect continuing operations as a result of the divestiture of the Rockport business.
### GROUP OPERATING PROFIT UP 14% IN H1

<table>
<thead>
<tr>
<th></th>
<th>Q2 2015</th>
<th>H1 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS PROFIT</strong></td>
<td>€ 1,889 million</td>
<td>€ 3,897 million</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>48.3%</td>
<td>48.8%</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES</strong></td>
<td>€ 1,720 million</td>
<td>€ 3,420 million</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES AS A PERCENTAGE OF SALES</strong></td>
<td>44.0%</td>
<td>42.8%</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong></td>
<td>€ 234 million</td>
<td>€ 596 million</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>6.0%</td>
<td>7.5%</td>
</tr>
</tbody>
</table>

+13%  +15%  +0.9pp  +0.4pp  +13%  +14%  +0.6pp  +0.7pp  +8%  +14%  (0.4pp)  (0.2pp)  +15%  +14%  (0.7pp)  (0.2pp)  +13%  +14%  (0.6pp)  (0.4pp)

Figures reflect continuing operations as a result of the divestiture of the Rockport business.

Excluding goodwill impairment of € 18 million in Q1 2015.
## NET INCOME GROWS 14% IN H1 2015

<table>
<thead>
<tr>
<th></th>
<th>Q2 2015</th>
<th>H1 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL INCOME</strong></td>
<td>€ 8 million</td>
<td>€ 24 million</td>
</tr>
<tr>
<td><strong>FINANCIAL EXPENSES</strong></td>
<td>(€ 17 million)</td>
<td>(€ 32 million)</td>
</tr>
<tr>
<td><strong>INCOME BEFORE TAXES</strong></td>
<td>+11% € 225 million</td>
<td>+18% € 588 million</td>
</tr>
<tr>
<td><strong>INCOME TAX RATE</strong></td>
<td>+6.0pp 35.1%</td>
<td>+2.9pp 31.8%</td>
</tr>
<tr>
<td><strong>NET INCOME FROM CONTINUING OPERATIONS</strong></td>
<td>+2% € 146 million</td>
<td>+14% € 401 million</td>
</tr>
<tr>
<td><strong>DILUTED EARNINGS PER SHARE FROM CONTINUING OPERATIONS</strong></td>
<td>+6% € 0.72</td>
<td>+17% € 1.96</td>
</tr>
</tbody>
</table>

**Figures reflect continuing operations as a result of the divestiture of the Rockport business.**

Excluding goodwill impairment of € 18 million in Q1 2015.
## RETAIL PROFITABILITY IMPROVES STRONGLY

<table>
<thead>
<tr>
<th></th>
<th>Q2 2015</th>
<th>CHANGE</th>
<th>H1 2015</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET SALES</strong></td>
<td>€ 1,057 million</td>
<td>+8%&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>€ 1,952 million</td>
<td>+11%&lt;sup&gt;1)&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>ADIDAS COMP STORE SALES</strong></td>
<td>(1%)&lt;sup&gt;1)&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REEBOK COMP STORE SALES</strong></td>
<td>(9%)&lt;sup&gt;1)&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL COMP STORE SALES</strong></td>
<td>(2%)&lt;sup&gt;1)&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>63.4%</td>
<td>+2.9pp</td>
<td>61.8%</td>
<td>+1.5pp</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>23.3%</td>
<td>+4.5pp</td>
<td>20.0%</td>
<td>+3.7pp</td>
</tr>
</tbody>
</table>

<sup>1)</sup> Currency-neutral.
• 2,846 stores operated at quarter-end
• Net decrease of 67 stores versus 2,913 at the end of 2014
• 112 new stores opened, 179 stores closed, 39 stores remodelled
• 1,582 adidas and 422 Reebok branded; 842 factory outlets
INVENTORIES REMAIN AT HEALTHY LEVELS

- Inventories from continuing operations increase 3% (c.n.)
- Receivables from continuing operations up 3% (c.n.)
- Payables from continuing operations decrease 3% (c.n.)
- Average OWC in % of sales decreases 0.4pp to 21.6%

* Development of currency-neutral inventories from continuing operations in % at quarter-end.
SHARE BUYBACK PROGRAMME

2nd tranche successfully completed:

• 2nd tranche:
  – 4,129,627 shares repurchased at average price of € 72.65 per share

• 1st tranche & 2nd tranche:
  – 9,018,769 shares repurchased, corresponding to 4.31% of nominal capital
• Net borrowings increase to €957 million (2014: €454 million), due to the utilisation of cash for the share buyback programme
• Ratio of net borrowings/EBITDA amounts to 0.6 (2014: 0.4)
• Equity ratio decreases to 43.5% (2014: 46.4%)
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROUP SALES (CURRENCY-NEUTRAL)</strong></td>
<td><strong>MID-SINGLE-DIGIT INCREASE</strong></td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td><strong>47.5% TO 48.5%</strong></td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES (IN % OF SALES)</strong></td>
<td><strong>AROUND PRIOR YEAR LEVEL</strong></td>
</tr>
<tr>
<td><strong>OPERATING MARGIN(^1)</strong></td>
<td><strong>BETWEEN 6.5% AND 7.0%</strong></td>
</tr>
<tr>
<td><strong>NET INCOME FROM CONTINUING OPERATIONS(^1)</strong></td>
<td><strong>TO INCREASE AT A RATE OF 7% TO 10%</strong></td>
</tr>
</tbody>
</table>

\(^1\) Excluding goodwill impairment losses.

Figures reflect continuing operations as a result of the divestiture of the Rockport business.
STRATEGIC INITIATIVES AND OUTLOOK
ACE AND X HIT RETAIL IN Q3
ADIDAS AND MANCHESTER UNITED REUNITE
SPORT 15 CAMPAIGN CONTINUES
ADIDAS CONTINUES TO FOCUS ON US SPORTS
INCREASING FOCUS ON THE MLB

worth the wait

KRIS BRYANT //
ADIDAS AND PAC-12 ANNOUNCE PARTNERSHIP
INTRODUCING BOOST EXPERIENCE BY ADIDAS
FIRST ‘SPORTSWEAR COLLECTIVE’ STORE IN CHINA
SUPERSHELL SUPERSTAR BY PHARRELL WILLIAMS
REEBOK LAUNCHES CROSSFIT NANO 5.0
REEBOK UNVEILS FIRST-EVER UFC FIGHT KIT
TMAG READY FOR UPCOMING PRODUCT LAUNCHES
RUNTASTIC ACQUISITION COMPLETED
TREMENDOUS GROWTH STORY

70M REGISTERED USERS

140M APP DOWNLOADS
COMPLETING THE DIGITAL ECOSYSTEM

DIGITAL EXPERIENCE

DATA

DIGITAL SPORT SCIENCE

SENSORS

WEARABLES

APPs

COMMUNITY

runtastic

SUBSCRIPTION

PARTICIPATION

DIGITAL BRAND COMMERCE

CONTENT

SOCIAL/NEWSROOMS

CRM

IP
### UPCOMING EVENTS

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOVEMBER 05, 2015</td>
<td>NINE MONTHS 2015 RESULTS</td>
</tr>
<tr>
<td>MARCH 03, 2016</td>
<td>FULL YEAR 2015 RESULTS</td>
</tr>
<tr>
<td>MAY 04, 2016</td>
<td>FIRST QUARTER 2016 RESULTS</td>
</tr>
<tr>
<td>MAY 12, 2016</td>
<td>ANNUAL GENERAL MEETING</td>
</tr>
<tr>
<td>MAY 13, 2016</td>
<td>DIVIDEND PAYMENT¹)</td>
</tr>
</tbody>
</table>

¹) Subject to Annual General Meeting Approval.
CREATING THE NEW
3 STRATEGIC CHOICES TAKEN
SPEED CITIES OPEN SOURCE
OUR STRATEGY FOR CREATING THE NEW

TOP LINE & MARKET SHARE GROWTH
GROSS MARGIN EXPANSION
OPERATING LEVERAGE

OPEN SOURCE
CITIES
FOCUS
SPEED

BRAND DESIRE
FINANCIAL AMBITION

NET SALES CAGR (2015-2020) – CURRENCY-NEUTRAL

NET INCOME: ~15% CAGR (2015-2020)
AGILITY

BRING THE NEW

2015

BUILD

2016

IMPACT

2017

ACCELERATE

2018

WIN

2019

2020

54
GLOBAL BRANDS
# Focus on Sport

<table>
<thead>
<tr>
<th>Sport</th>
<th>Sportswear</th>
<th>Streetwear</th>
<th>Collaborations</th>
</tr>
</thead>
<tbody>
<tr>
<td>adidas</td>
<td>BEST SPORTS BRAND</td>
<td></td>
<td>adidas</td>
</tr>
<tr>
<td>adidas</td>
<td></td>
<td></td>
<td>adidas</td>
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<tr>
<td>adidas neo</td>
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</tr>
</tbody>
</table>
**FOCUSED ORGANIZATION**

**CLEAR LINE OF SITE FOR EACH CATEGORY**

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>FUTURE</th>
<th>CREATIVE DIRECTION</th>
<th>BRAND MGT</th>
<th>CTC</th>
<th>FOOTBALL</th>
<th>RUNNING</th>
<th>BASKETBALL</th>
<th>TRAINING</th>
<th>OUTDOOR</th>
<th>HBS</th>
<th>ORIGINALS</th>
<th>STYLE</th>
<th>DIGITAL SPORTS</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

![Images of athletes engaged in various activities representing each category]
EVERYTHING COMES FROM SPORT
CREATE FOR THE CREATOR
6 CITIES
FOOTWEAR FRANCHISES
CATEGORY ROLES
WOMEN
MARKETING SPEND
FOCUS CATEGORIES

LEAD
#1 IN EVERY MARKET

FOOTBALL ORIGINALS

GROW
DRAMATIC MARKET SHARE GAINS

RUNNING NEO

AMPLIFY
LARGEST BUSINESS IN EVERY MARKET

TRAINING

AUTHENTICATE
REGIONAL PLAYERS/GROWTH ENGINES

BASKETBALL HEARTBEAT SPORTS DIGITAL OUTDOOR
OPEN SOURCE

FOCUS

SPEED

CITIES

BRAND DESIRE
OPEN SOURCE

CREATORS

PARTNERS

COMMUNITY

CUSTOMERS

adidas
PARTNERS
SPEED
FIRST FAST SPORTS COMPANY IN THE INDUSTRY
CHALLENGING THE INDUSTRY STANDARD

WE ARE (FOOTWEAR)

SPORTS INDUSTRY STANDARD

45 days

12-18 months
GOAL

50% OF ALL RANGES ON SPEED PROGRAMS

+20% FULL-PRICE SELL-THRU ACROSS SPEED RANGES
FIRST FAST SPORTS COMPANY IN THE INDUSTRY

- Share of volume sold at full price: up
- Risk of overbuying: down
- Inventory turn: up
- Average markdown on articles sold: down
TRAINING

CROSSFIT

DANCE

YOGA

SPIN
CLASSICS

FOUNDATION

RETRO RUNNING

CONTEMPORARY
GLOBAL SALES
CREATING THE NEW...
CONSUMER JOURNEY
TODAY'S FEMALE ATHLETE
OMNI-CHANNEL

SEAMLESS CONSUMER EXPERIENCE ACROSS ALL TOUCHPOINTS
CAPTURING FULL SALES POTENTIAL

INVENTORY CHECK

CLICK & COLLECT

SHIP FROM STORE

ENDLESS AISLE
UNRIVALLED STORE NETWORK

2,900 OWN RETAIL
11,000 FRANCHISE
30+ OWN ECOM

...AND GROWING
OWN CONCEPT STORES

PREMIUM PRESENTATION WITH NEW STORE FORMATS

CONNECT-ENGAGE-INSPIRE SERVICE MODEL

LEVERAGE OMNI-CHANNEL CAPABILITIES

DOUBLE-DIGIT CAGR

500-600 ADDITIONAL STORES BY 2020
FRANCHISE

LEVERAGE OWN-RETAIL CAPABILITIES

IMPLEMENT HARD FRANCHISE BUSINESS MODEL

EXPAND TO NEW GEOGRAPHIES

DOUBLE-DIGIT CAGR

BY 2020 3,000 ADDITIONAL STORES
ECOM

PERSONALISED INTERACTION

PRODUCT-LED EXPERIENCE

PRODUCT AVAILABILITY AND EXCLUSIVITY

LEVERAGE OMNI-CHANNEL CAPABILITIES
NEW SERVICE PHILOSOPHY
BETTER ASSORTMENT AND RANGE PLANNING
IMPROVED FOCUS ON STAFF TRAINING
ACTIVE SHAPING OF THE CHAIN
FOOTWEAR FOCUS
OMNI-CHANNEL CAPABILITIES

2010
2015

+7% CAGR 2015 - 2020

+5% (CAGR)
TOP 20 KA STRATEGY

- Strategic Planning
- Sell-Out Focused Investment
- End-2-End Supply
- Premium Presentation
- Key Destination Doors
- Digitalization & Innovation
MODULAR PRODUCT PACKAGES

Simplified PROCESS

PREDEFINED SPACE SOLUTIONS
WHOLESALE MANAGED SPACE

FOCUS ON KEY LOCATIONS IN KEY CITIES
SEGMENTATION OF THE RSM SPACES
CLOSE COLLABORATION WITH TOP 20 KEY ACCOUNTS
WHOLESALE

CUSTOMIZED STRATEGIC PARTNERSHIPS WITH TOP KEY ACCOUNTS

PARTNER WITH SPECIALISTS TO ADDRESS AUTHENTIC ATHLETES AND INFLUENCERS

ACTIVE APPROACH TO WHS ECOM

MID-SINGLE-DIGIT CAGR

+2 BILLION EUR
CONTROLLED SPACE
ALLOW OUR BRANDS TO SHINE
TURN BRAND HEAT INTO COMMERCIAL SUCCESS

2010 37%
2015 50%+
2020 60%+
ROLES OF MARKETS

LEAD
HIGH-SINGLE-DIGIT
WESTERN EUROPE // GREATER CHINA // EMERGING MARKETS

GROW
DOUBLE-DIGIT
NORTH AMERICA // LATIN AMERICA // SEA/PACIFIC

EXTEND
MID-SINGLE-DIGIT
CIS // JAPAN // SOUTH KOREA
OF ABSOLUTE GROWTH FROM FOCUS MARKETS
DELIVER THE PROMISE

1. Leverage scale of our POS network

2. Drive productivity across our sales platform

3. Shape our own destiny

OMNI-CHANNEL LEADER IN SPORTING GOODS

WINNING IN 6 GLOBAL KEY CITIES

80% OF GROWTH TO COME FROM 4 KEY MARKETS

4X ECOM

INCREASED NS / SQM PRODUCTIVITY

+1 MILLION SQM OF CONTROLLED SPACE

60% OF NS FROM CONTROLLED SPACE