



FACT SHEET

JANUARY - MARCH

FACT SHEET FOR THE FIRST QUARTER 2020

TABLE OF CONTENT

Our Share _____	03
Consolidated Income Statement Highlights _____	04
Consolidated Statement of Financial Position and Cash Flow Highlights _____	05
Financial Highlights by Segment _____	06
Financial Highlights by Brand _____	10
Retail at a Glance _____	11
Operating Profit _____	12

OUR SHARE

Our Share

	First Quarter			Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change	2020	2019	2020	2019	2020	2019
Earnings per share from continuing operations (€)									
Basic	0.13	3.17	(96%)	-	2.33	-	3.26	-	0.92
Diluted	0.13	3.17	(96%)	-	2.33	-	3.26	-	0.92
Average number of shares									
Basic	195,502,422	198,805,634	(2%)	-	198,229,049	-	197,229,697	-	196,192,895
Diluted	195,508,848	198,805,634	(2%)	-	198,238,793	-	197,236,722	-	196,199,321
Number of shares outstanding¹	195,032,889	198,450,063	(2%)	-	197,861,472	-	196,651,861	-	195,969,387
Share price² (€)	205.90	216.60	(5%)	-	271.50	-	285.65	-	289.80
Market capitalization¹ (€ in millions)	40,157	42,984	(7%)	-	53,719	-	56,174	-	56,792
Historical performance of the adidas share and important indices (%)									
adidas AG	(29)	19		-	25	-	5	-	1
DAX-30	(25)	9		-	8	-	0	-	7
EURO STOXX 50	(26)	12		-	4	-	3	-	5
MSCI World Textiles, Apparel & Luxury Goods Index	(26)	16		-	8	-	(2)	-	11

¹ At quarter-end, excluding treasury shares.

² At quarter-end.

CONSOLIDATED INCOME STATEMENT HIGHLIGHTS

Consolidated Income Statement Highlights

	First Quarter			Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change	2020	2019	2020	2019	2020	2019
Key figures (€ in millions)									
Net sales	4,753	5,883	(19%)	-	5,509	-	6,410	-	5,838
Gross profit	2,345	3,151	(26%)	-	2,945	-	3,339	-	2,858
Other operating expenses	2,305	2,317	(1%)	-	2,346	-	2,486	-	2,694
Thereof: marketing and point-of-sale expenses	704	703	0%	-	744	-	753	-	842
Thereof: operating overhead expense ¹	1,601	1,614	(1%)	-	1,602	-	1,733	-	1,852
EBITDA	393	1,163	(66%)	-	966	-	1,144	-	573
Operating profit	65	875	(93%)	-	643	-	897	-	245
Income before taxes	27	848	(97%)	-	618	-	865	-	227
Net income from continuing operations	20	631	(97%)	-	462	-	644	-	181
Net income attributable to shareholders ²	31	632	(95%)	-	531	-	646	-	167
Key ratios									
Gross margin	49.3%	53.6%	(4.2pp)	-	53.5%	-	52.1%	-	49.0%
Other operating expenses in % of net sales	48.5%	39.4%	9.1pp	-	42.6%	-	38.8%	-	46.1%
Thereof: marketing and point-of-sale expenses in % of net sales	14.8%	12.0%	2.9pp	-	13.5%	-	11.7%	-	14.4%
Thereof: operating overhead expenses in % of net sales ¹	33.7%	27.4%	6.3pp	-	29.1%	-	27.0%	-	31.7%
Operating margin	1.4%	14.9%	(13.5pp)	-	11.7%	-	14.0%	-	4.2%
Effective tax rate	27.3%	25.6%	1.7pp	-	25.4%	-	25.5%	-	20.2%
Net income attributable to shareholders in % of net sales ²	0.6%	10.7%	(10.1pp)	-	9.6%	-	10.1%	-	2.9%

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

² 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	Change	2020	2019	2020	2019	2020	2019
Key figures (€ in millions)									
Total assets	20,782	19,268	8%	-	19,273	-	20,109	-	20,680
Accounts receivable	2,794	3,044	(8%)	-	2,780	-	3,247	-	2,625
Inventories	4,334	3,285	32%	-	3,579	-	3,677	-	4,085
Operating working capital	4,635	4,309	8%	-	4,248	-	4,569	-	4,007
(Net borrowings)/net cash	(570)	908	n.a.	-	362	-	342	-	873
Shareholders' equity	6,661	6,931	(4%)	-	6,619	-	7,115	-	6,796
Capital expenditure	133	89	48%	-	243	-	421	-	711
Net cash (used in)/generated from operating activities	(825)	414	n.a.	-	1,011	-	1,623	-	2,819
Key ratios									
Average operating working capital in % of net sales ¹	19.4%	18.6%	0.8pp	-	18.3%	-	18.1%	-	18.1%
Equity ratio ²	32.1%	36.0%	(3.9pp)	-	34.3%	-	35.4%	-	32.9%
Net borrowings/EBITDA ³	0.2	(0.3)	n.a.	-	(0.1)	-	(0.1)	-	(0.2)
Financial leverage ²	8.6%	(13.1%)	21.7pp	-	(5.5%)	-	(4.8%)	-	(12.8%)
Return on equity ²	0.5%	9.1%	(8.7pp)	-	17.6%	-	25.4%	-	29.1%
Net cash (used in)/generated from operating activities per share of common stock (€)	(4.22)	2.08	n.a.	-	5.09	-	8.19	-	14.26

¹ Twelve-month trailing average.

² Based on shareholders' equity.

³ 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	Change	Change (c.n.)	2020	2019	2020	2019	2020	2019
Europe										
Net sales	1,426	1,551	(8%)	(8%)	-	1,421	-	1,698	-	1,401
adidas brand	1,307	1,410	(7%)	(7%)	-	1,322	-	1,572	-	1,295
Reebok brand	119	141	(15%)	(15%)	-	100	-	125	-	106
Gross profit	712	802	(11%)		-	741	-	865	-	719
Gross margin	49.9%	51.7%	(1.8pp)		-	52.2%	-	51.0%	-	51.3%
Operating expenses	405	396	2%		-	383	-	425	-	518
Operating expenses in % of net sales	28.4%	25.6%	2.9pp		-	27.0%	-	25.0%	-	37.0%
Operating profit	307	407	(24%)		-	359	-	442	-	201
Operating margin	21.5%	26.2%	(4.7pp)		-	25.3%	-	26.0%	-	14.4%
North America										
Net sales	1,201	1,157	4%	1%	-	1,213	-	1,468	-	1,475
adidas brand	1,112	1,066	4%	1%	-	1,100	-	1,341	-	1,322
Reebok brand	89	91	(2%)	(5%)	-	113	-	127	-	153
Gross profit	494	443	12%		-	476	-	605	-	599
Gross margin	41.1%	38.3%	2.9pp		-	39.3%	-	41.2%	-	40.6%
Operating expenses	423	334	27%		-	361	-	389	-	410
Operating expenses in % of net sales	35.2%	28.9%	6.3pp		-	29.8%	-	26.5%	-	27.8%
Operating profit	85	125	(32%)		-	138	-	237	-	214
Operating margin	7.1%	10.8%	(3.7pp)		-	11.4%	-	16.1%	-	14.5%

FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter				Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019	2020	2019
Asia-Pacific										
Net sales	1,184	2,139	(45%)	(45%)	-	1,872	-	2,090	-	1,930
adidas brand	1,124	2,063	(46%)	(46%)	-	1,796	-	2,018	-	1,860
Reebok brand	60	76	(21%)	(23%)	-	77	-	73	-	70
Gross profit	646	1,256	(49%)		-	1,118	-	1,180	-	1,021
Gross margin	54.6%	58.7%	(4.1pp)		-	59.7%	-	56.5%	-	52.9%
Operating expenses	387	442	(12%)		-	470	-	452	-	528
Operating expenses in % of net sales	32.7%	20.7%	12.0pp		-	25.1%	-	21.6%	-	27.3%
Operating profit	264	819	(68%)		-	653	-	733	-	498
Operating margin	22.3%	38.3%	(16.0pp)		-	34.9%	-	35.1%	-	25.8%
Latin America										
Net sales	339	376	(10%)	(0%)	-	403	-	405	-	476
adidas brand	302	337	(10%)	(1%)	-	361	-	363	-	429
Reebok brand	37	38	(3%)	4%	-	42	-	43	-	47
Gross profit	150	174	(14%)		-	177	-	179	-	208
Gross margin	44.2%	46.4%	(2.2pp)		-	43.9%	-	44.3%	-	43.7%
Operating expenses	111	112	(1%)		-	118	-	111	-	103
Operating expenses in % of net sales	32.6%	29.9%	2.7pp		-	29.3%	-	27.3%	-	21.7%
Operating profit	39	62	(36%)		-	59	-	69	-	105
Operating margin	11.6%	16.6%	(4.9pp)		-	14.6%	-	17.0%	-	22.0%

FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter				Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019	2020	2019
Emerging Markets										
Net sales	293	330	(11%)	(11%)	-	281	-	388	-	303
adidas brand	266	292	(9%)	(9%)	-	251	-	346	-	257
Reebok brand	28	37	(26%)	(27%)	-	31	-	42	-	46
Gross profit	148	174	(15%)		-	154	-	201	-	152
Gross margin	50.4%	52.7%	[2.2pp]		-	54.9%	-	51.7%	-	50.2%
Operating expenses	75	73	3%		-	74	-	77	-	91
Operating expenses in % of net sales	25.4%	22.0%	3.4pp		-	26.4%	-	19.8%	-	30.0%
Operating profit	74	101	(27%)		-	80	-	124	-	62
Operating margin	25.1%	30.7%	[5.6pp]		-	28.5%	-	32.0%	-	20.3%
Russia/CIS										
Net sales	154	136	13%	9%	-	171	-	199	-	153
adidas brand	116	101	15%	11%	-	128	-	150	-	112
Reebok brand	38	36	6%	2%	-	43	-	49	-	41
Gross profit	92	82	12%		-	107	-	121	-	96
Gross margin	59.8%	60.1%	[0.3pp]		-	62.7%	-	60.8%	-	63.0%
Operating expenses	58	56	4%		-	62	-	61	-	60
Operating expenses in % of net sales	37.7%	41.0%	[3.4pp]		-	36.4%	-	30.7%	-	39.1%
Operating profit	34	26	31%		-	45	-	60	-	36
Operating margin	22.1%	19.1%	3.1pp		-	26.3%	-	30.1%	-	23.9%

FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter				Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019	2020	2019
Other Businesses										
Net sales	156	195	(20%)	(21%)	-	147	-	162	-	101
Gross profit	71	98	(28%)		-	66	-	75	-	42
Gross margin	45.7%	50.3%	(4.7pp)		-	44.8%	-	46.0%	-	41.4%
Operating expenses	40	51	(22%)		-	42	-	46	-	46
Operating expenses in % of net sales	25.5%	26.1%	(0.6pp)		-	28.6%	-	28.5%	-	45.4%
Operating profit	31	47	(34%)		-	24	-	29	-	(4)
Operating margin	20.2%	24.3%	(4.0pp)		-	16.3%	-	17.6%	-	(3.8%)

FINANCIAL HIGHLIGHTS BY BRAND

Financial Highlights by Brand € in millions

	First Quarter				Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change	Change (c.n.)	2020	2019	2020	2019	2020	2019
Net sales by brand										
adidas brand	4,269	5,343	(20%)	(20%)	-	5,004	-	5,849	-	5,310
Reebok brand	372	420	(11%)	(12%)	-	406	-	460	-	463
Total	4,753	5,883	(19%)	(19%)	-	5,509	-	6,410	-	5,838
Gross margin by brand										
adidas brand	47.8%	51.2%	(3.4pp)		-	50.7%	-	50.0%	-	47.7%
Reebok brand	40.4%	44.7%	(4.3pp)		-	43.2%	-	42.1%	-	40.1%
Net sales by product category										
Footwear	2,648	3,456	(23%)	(24%)	-	3,283	-	3,489	-	3,293
Apparel	1,808	2,170	(17%)	(17%)	-	1,927	-	2,625	-	2,240
Hardware	297	258	15%	15%	-	299	-	295	-	304
Total	4,753	5,883	(19%)	(19%)	-	5,509	-	6,410	-	5,838

RETAIL AT A GLANCE

Retail at a Glance

	First Quarter			Second Quarter		Third Quarter		Fourth Quarter	
	2020	2019	Change (c.n.)	2020	2019	2020	2019	2020	2019
Number of stores¹	2,527	2,388		-	2,419	-	2,477	-	2,533
Concept stores	1,327	1,323		-	1,328	-	1,331	-	1,333
Concession corners	117	119		-	121	-	121	-	125
Factory outlets	1,083	946		-	970	-	1,025	-	1,075
Stores by brand¹									
adidas brand	1,175	1,190		-	1,192	-	1,194	-	1,190
Reebok brand	269	252		-	257	-	258	-	268
Multibrand	1,083	946		-	970	-	1,025	-	1,075
Opening	32	49		-	65	-	106	-	120
Closing	38	56		-	34	-	48	-	64
Net opening/ (net closing)	(6)	(7)		-	31	-	58	-	56
Net sales (€ in millions)	1,595	1,595	(1%)	-	1,850	-	1,960	-	2,409
adidas brand			(0%)						
Reebok brand			(3%)						
E-commerce			35%						
Comp			(32%)						
adidas brand comp			(32%)						
Reebok brand comp			(25%)						

¹ At quarter-end.

OPERATING PROFIT

Operating Profit € in millions

	First Quarter	
	2020	2019
Operating profit for reportable segments	804	1,540
Operating profit for Other Businesses	31	47
Segmental operating profit	835	1,588
HQ	(447)	(416)
Central expenditure for marketing	(240)	(219)
Consolidation	(84)	(78)
Operating profit	65	875
Financial income	7	8
Financial expenses	(45)	(35)
Income before taxes	27	848