

# adidas

## OUR EXECUTIVE BOARD

CHIEF EXECUTIVE OFFICER & GLOBAL BRANDS  
**BJØRN GULDEN**



GLOBAL SALES  
**ARTHUR HOELD**

CHIEF FINANCIAL OFFICER  
**HARM OHLMEYER**

GLOBAL OPERATIONS  
**MARTIN SHANKLAND**

## OUR PURPOSE

THROUGH SPORT  
WE HAVE THE  
POWER TO  
CHANGE LIVES

## OUR ATTITUDE

**IMPOSSIBLE  
IS NOTHING**

## SUSTAINABILITY

Our commitment to sustainability is rooted in our purpose that, through sport, we have the power to change lives. We work to reach climate neutrality by 2050.

BY 2025, NINE OUT OF TEN OF OUR ARTICLES WILL BE SUSTAINABLE.



BY THE END OF 2022, WE  
MANAGED TO HAVE SEVEN  
OUT OF TEN OF OUR ARTICLES SUSTAINABLE.



**96%**

of all polyester used was recycled polyester. With that, we are on track to use only recycled polyester by the end of 2023 – one year ahead of schedule.

## OUR VALUES AND BEHAVIOURS

HOW WE WIN...  
**COURAGE, OWNERSHIP, INNOVATION**  
...WHILE PLAYING FAIR  
**TEAMPLAY, INTEGRITY, RESPECT**

## OUR BRAND ARCHITECTURE



## OUR MISSION

**TO BE THE BEST SPORTS  
BRAND IN THE WORLD**

## OUR PEOPLE



AVERAGE AGE OF EMPLOYEES: **32 YEARS**

## EMPLOYEE SPLIT



## WOMEN IN LEADERSHIP

**WE ARE COMMITTED TO INCREASING FEMALE  
REPRESENTATION IN MANAGEMENT POSITIONS  
(DIRECTOR LEVEL AND ABOVE) GLOBALLY  
TO MORE THAN 40% BY 2025**



## PRODUCTION

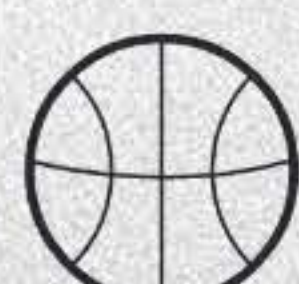
OVER  
**1.018 BILLION**  
UNITS WORLDWIDE



**419 MILLION**  
PAIRS OF FOOTWEAR



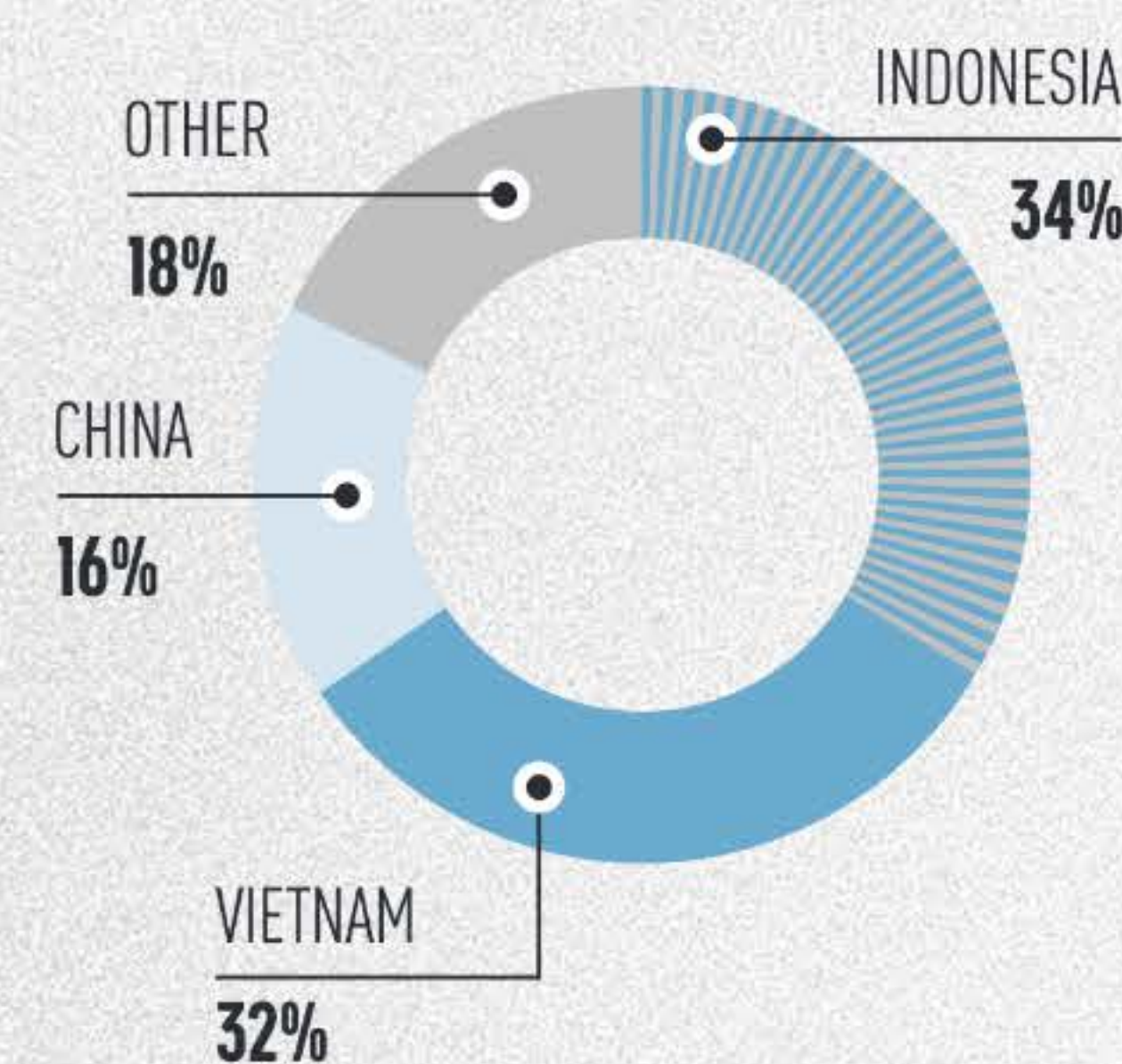
**482 MILLION**  
PIECES OF APPAREL



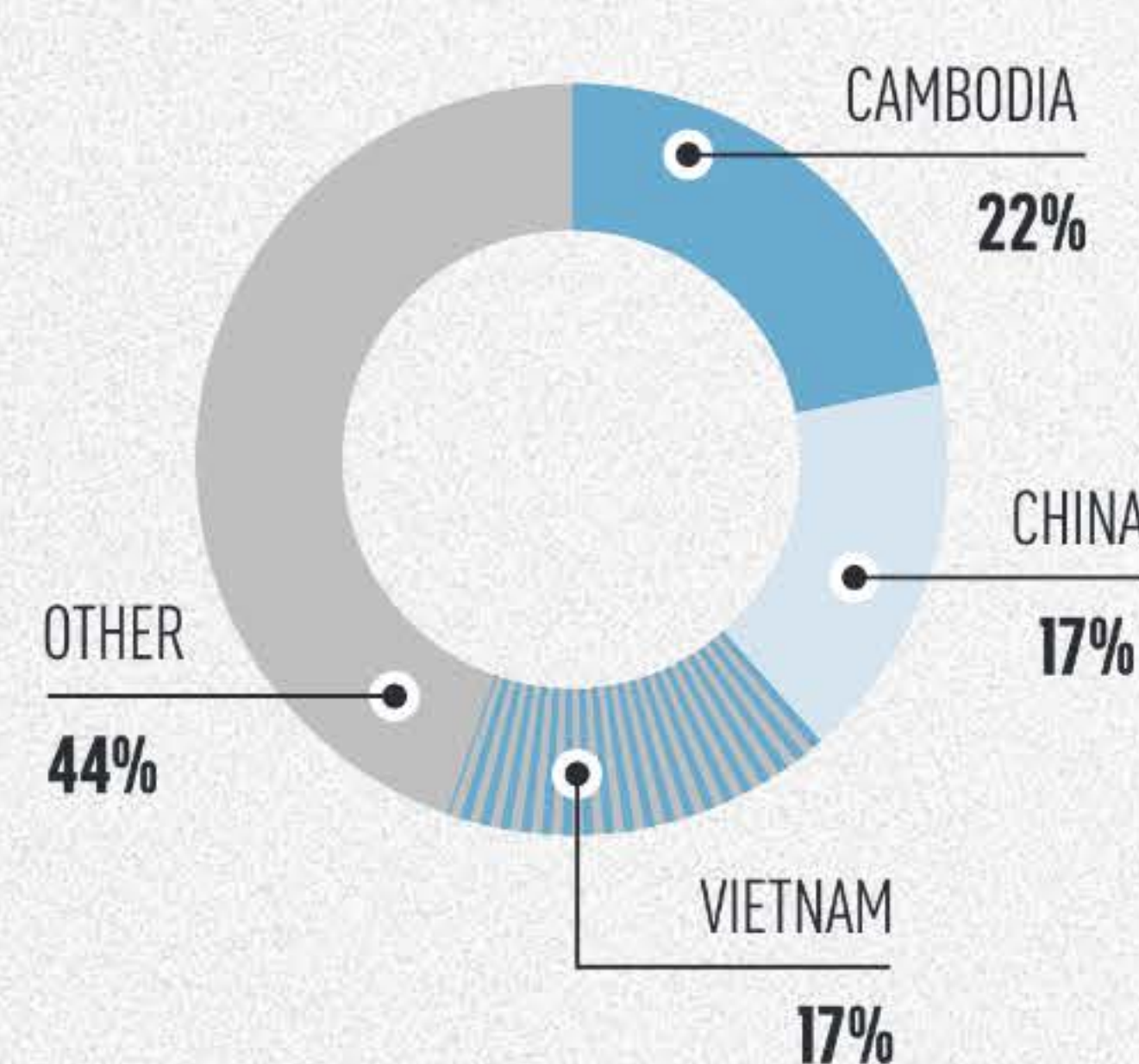
**117 MILLION**  
PIECES OF HARDWARE

## OUR TOP SOURCING COUNTRIES

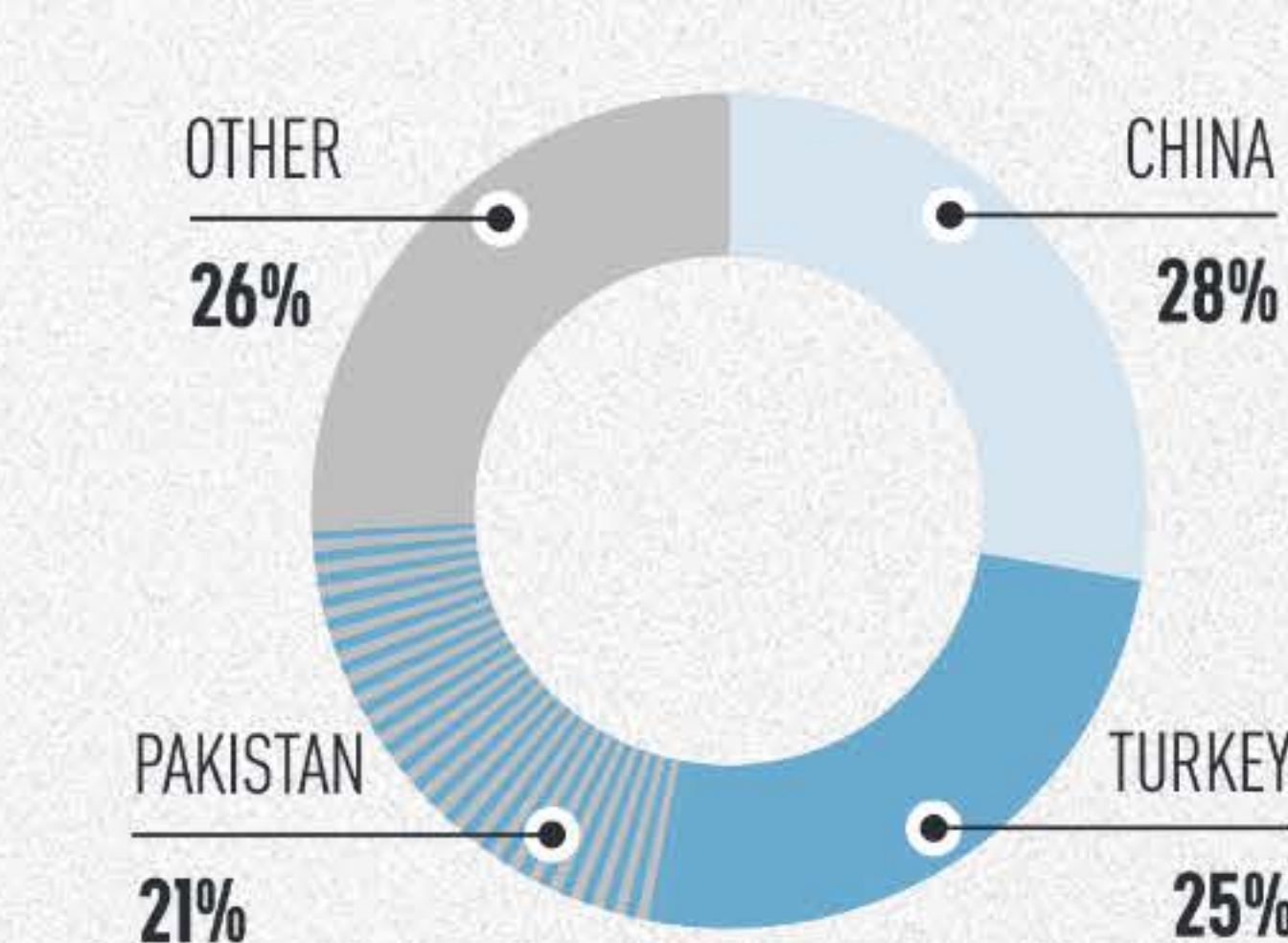
### FOOTWEAR



### APPAREL



### ACCESSOIRES AND GEAR



## FINANCIALS

### E-COMMERCE

20%

### WHOLESALE

61%

**€22,511 MILLION**  
NET SALES

### OWN RETAIL

19%

## SHARE OF TOTAL NET SALES BY REGION

NAM  
**28%**  
€ 6,398 MILLION

### EMEA

**38%**  
€ 8,550 MILLION

GREATER CHINA  
**14%**  
€ 3,179 MILLION

LAM  
**9%**  
€ 2,110 MILLION

ASIA-PACIFIC  
**10%**  
€ 2,241 MILLION

## OPERATING MARGIN

**3.0%**

## NET INCOME FROM CONTINUING OPERATIONS

**€ 254 MILLION**