BUSINESS HIGHLIGHTS

KASPER RORSTED
CEO
EXECUTING ‘CREATING THE NEW’
ORGANISATIONAL PROGRESS COMPLEMENTS OPERATIONAL IMPROVEMENTS

TAYLORMADE AND CCM HOCKEY BUSINESSES
DIVESTITURES COMPLETED

LEADERSHIP GROUPS ESTABLISHED AND ACTIVATED
LEADERSHIP FRAMEWORK DEFINED AND INTRODUCED

ORGANISATION IN ‘EXECUTION MODE’
DRIVING PROGRESS AGAINST SHORT- AND LONG-TERM GOALS
<table>
<thead>
<tr>
<th>STRENGTHS AND WEAKNESSES</th>
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<tbody>
<tr>
<td><strong>EXCELLENT GROWTH</strong></td>
<td>IN NORTH AMERICA AND GREATER CHINA</td>
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<tr>
<td><strong>ECOM CONTINUES TO OUTPERFORM</strong></td>
<td>FASTEST-GROWING CHANNEL IN ALL REGIONS</td>
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<tr>
<td><strong>ROBUST GROSS MARGIN IMPROVEMENT</strong></td>
<td>REFLECTING CONTINUED STRONG BRAND DESIRE</td>
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<tr>
<td><strong>STRONG PROFITABILITY IMPROVEMENTS</strong></td>
<td>DUE TO OPERATIONAL PROGRESS</td>
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<tr>
<td><strong>SLOWER GROWTH IN WESTERN EUROPE</strong></td>
<td>DUE TO MARKET AND RETAIL SLOWDOWN</td>
</tr>
<tr>
<td><strong>US COLLEGE BASKETBALL ALLEGATION</strong></td>
<td>THOROUGH INTERNAL INVESTIGATION WITH OUTSIDE COUNSEL ONGOING</td>
</tr>
<tr>
<td><strong>DECLINE IN BASKETBALL AND FOOTBALL</strong></td>
<td>MAINLY DUE TO TERMINATION OF SPONSORSHIPS</td>
</tr>
<tr>
<td><strong>LIMITED OPERATING OVERHEAD LEVERAGE</strong></td>
<td>DESPITE SIGNIFICANT TOP-LINE GROWTH</td>
</tr>
</tbody>
</table>
MAJOR P&L DEVELOPMENTS
IN Q3 2017

- **Revenues increase 12% currency-neutral and 9% in Euro terms** to € 5.7 billion.

- **Gross margin up 2.4pp to 50.4%** due to a more favourable pricing and product mix.

- **Operating margin up 2.7pp to 14.0%** supported by an increase in gross margin and OPEX leverage.

- **Net income from continuing operations increases 35%** to € 549 million.

- **Basic EPS from continuing operations up 33%** to € 2.70.
KEY GROWTH AREAS
DRIVE STRONG TOP-LINE PERFORMANCE DURING THE THIRD QUARTER

<table>
<thead>
<tr>
<th>Area</th>
<th>Growth Rate</th>
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<tbody>
<tr>
<td>Adidas North America</td>
<td>+31%</td>
</tr>
<tr>
<td>Greater China</td>
<td>+28%</td>
</tr>
<tr>
<td>ECOM</td>
<td>+39%</td>
</tr>
</tbody>
</table>

Currency-neutral.
STRONG GROWTH AT ADIDAS BRAND
GROWTH IN ALL REGIONS EXCEPT RUSSIA/CIS

+13%

DOUBLE-DIGIT SALES GROWTH ON TOP OF A 20% INCREASE IN THE PRIOR YEAR PERIOD

STRONG DOUBLE-DIGIT ECOM GROWTH IN EVERY MARKET

WOMEN’S BUSINESS CONTINUES TO OUTPERFORM WITH STRONG DOUBLE-DIGIT SALES GROWTH

Currency-neutral.
SPORT PERFORMANCE INCREASES 3%

Reflecting overall weakness in the licensed apparel business

Quarterly Revenue Growth (2-year stacks)

- Running revenues up 16%, driven by 20% growth in footwear
- Training sales grow 6%, reflecting double-digit growth in athletics apparel
- Underperformance of apparel continues to weigh on overall growth

Currency-neutral.
ORIGINALS & NEO ENJOY BRAND HEAT
DOUBLE-DIGIT GROWTH IN FOOTWEAR AND APPAREL

QUARTERLY REVENUE GROWTH
(2-YEAR STACKS)

Q4  Q1  Q2  Q3
44%  30%  39%  25%
2016 2017 2017 2017
37%  48%  45%  42%

ORIGINALS UP 22%, DRIVEN BY STRONG DOUBLE-DIGIT GROWTH IN ALL KEY REGIONS

MODERN FRANCHISES GROW MORE THAN 40%, NOW REPRESENTING MORE THAN HALF OF ORIGINALS FOOTWEAR BUSINESS

NEO BUSINESS GROWS 30%, REFLECTING EXCEPTIONAL IMPROVEMENT IN FOOTWEAR
MODERATE GROWTH AT REEBOK

DOUBLE-DIGIT INCREASE IN CLASSICS

REEBOK RECORDS HIGH-SINGLE-DIGIT GROWTH OUTSIDE OF THE U.S.

MUSCLE-UP INITIATIVES DELIVER OPERATIONAL AND FINANCIAL PROGRESS

REEBOK AND VICTORIA BECKHAM UNITE TO DRIVE WOMEN’S BUSINESS

Currency-neutral.
FINANCIAL HIGHLIGHTS

HARM OHLMEYER
CFO
ONGOING MOMENTUM IN KEY REGIONS

SALES GROWTH IN ALL REGIONS EXCEPT RUSSIA/CIS

NORTH AMERICA +23%

LATIN AMERICA +8%

WESTERN EUROPE +7%

MEAA +6%

GREATER CHINA +28%

JAPAN +3%

RUSSIA/CIS (17%)

Currency-neutral.
WESTERN EUROPE

SIGNIFICANT GROWTH IN MATURE MARKET

CURRENCY-NEUTRAL SALES INCREASE 7% IN Q3
GROWTH IN MOST KEY COUNTRIES

ADIDAS BRAND REVENUES UP 6%
DOUBLE-DIGIT GROWTH IN ORIGINALS AND NEO

REEBOK BRAND SALES INCREASE 21%
DRIVEN BY RUNNING AND CLASSICS

GROSS MARGIN GROWS (+1.8PP)
DUE TO A MORE FAVOURABLE PRICING AND CHANNEL MIX

OPERATING MARGIN UP (+1.8PP)
REFLECTING THE INCREASE IN GROSS MARGIN
EXCEPTIONAL MOMENTUM AT ADIDAS BRAND ONGOING

NORTH AMERICA

CURRENCY-NEUTRAL SALES INCREASE 23% IN Q3

ADIDAS BRAND MOMENTUM CONTINUES (+31%)
DRIVEN BY TRAINING, RUNNING, ORIGINALS AND NEO

REEBOK BRAND SALES DOWN 22%
ONGOING CLEAN-UP OF LOW-MARGIN BUSINESS

GROSS MARGIN EXPANSION CONTINUES (+2.4PP)
REFLECTING A MORE FAVOURABLE PRICING AND PRODUCT MIX

OPERATING MARGIN UP (+3.5PP)
DRIVEN BY GROSS MARGIN INCREASE AND OPEX LEVERAGE
EXCELLENT GROWTH SUPPORTED BY ONGOING BRAND HEAT

CURRENCY-NEUTRAL SALES INCREASE 28% IN Q3

ADIDAS BRAND SALES INCREASE 29%
DOUBLE-DIGIT GROWTH IN TRAINING, RUNNING, ORIGINALS AND NEO

REEBOK BRAND REVENUES UP 9%
DOUBLE-DIGIT GROWTH IN TRAINING AND RUNNING

GROSS MARGIN DOWN (-0.9PP)
REFLECTING SIGNIFICANT FX HEADWINDS

OPERATING MARGIN UP (+1.2PP)
DUE TO LOWER OPEX IN % OF SALES
SALES INCREASE DESPITE CONTINUED MACROECONOMIC CHALLENGES

**LATIN AMERICA**

**Currency-neutral sales grow 8% in Q3 despite difficult environment in Argentina and Brazil**

**Adidas brand sales increase 9% growth in training, running, originals and neo**

**Reebok brand revenues up 2% double-digit growth in training and classics**

**Gross margin down (–0.3PP) due to severe FX headwinds**

**Operating margin down (–1.0PP) reflecting the lower gross margin and higher OPEX in % of sales**
GROSS MARGIN INCREASES TO 50.4%

Due to strong improvements in pricing and product mix effects.

GROSS MARGIN Q3/16

FX HEADWINDS

UNDERLYING IMPROVEMENT

INCREASE OF 240 BPS

GROSS MARGIN Q3/17

GROSS MARGIN INCREASES TO 50.4% due to strong improvements in pricing and product mix effects.
## FINANCIAL RESULTS OVERVIEW

**SIGNIFICANT TOP- AND BOTTOM-LINE IMPROVEMENTS**

<table>
<thead>
<tr>
<th></th>
<th>Q3/17</th>
<th>Q3/16</th>
<th>Y-O-Y CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALES</strong> (€ in millions)</td>
<td>5,677</td>
<td>5,222</td>
<td>+9%</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>50.4%</td>
<td>48.1%</td>
<td>+2.4PP</td>
</tr>
<tr>
<td><strong>OTHER OPERATING INCOME</strong> (€ in millions)</td>
<td>33</td>
<td>16</td>
<td>+111%</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES</strong> (€ in millions)</td>
<td>2,129</td>
<td>1,963</td>
<td>+8%</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES (IN % OF SALES)</strong></td>
<td>37.5%</td>
<td>37.6%</td>
<td>(0.1PP)</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong> (€ in millions)</td>
<td>795</td>
<td>591</td>
<td>+35%</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>14.0%</td>
<td>11.3%</td>
<td>+2.7PP</td>
</tr>
<tr>
<td><strong>NET INCOME FROM CONTINUING OPERATIONS</strong> (€ in millions)</td>
<td>549</td>
<td>407</td>
<td>+35%</td>
</tr>
<tr>
<td><strong>DILUTED EPS FROM CONTINUING OPERATIONS</strong> (€)</td>
<td>2.68</td>
<td>1.98</td>
<td>+35%</td>
</tr>
</tbody>
</table>

*Figures reflect continuing operations as a result of the divestiture of the Rockport, TaylorMade, Adams Golf, Ashworth and CCM Hockey businesses.*
INVENTORIES GROW 16% TO SUPPORT TOP-LINE MOMENTUM

INVENTORIES FROM CONTINUING OPERATIONS UP 16% C.N. REFLECTING HIGHER STOCK LEVELS TO SUPPORT THE TOP-LINE MOMENTUM

RECEIVABLES FROM CONTINUING OPERATIONS UP 17% C.N. AS A RESULT OF THE STRONG TOP-LINE DEVELOPMENT

PAYABLES FROM CONTINUING OPERATIONS GROW 10% C.N. REFLECTING HIGHER INVENTORIES

AVERAGE OWC IN % OF SALES DOWN 1.0PP TO 20.3%

Q3/16 18%  Q4/16 19%  Q1/17 18%  Q2/17 11%  Q3/17 16%

Currency-neutral inventories at quarter-end. * Figures reflect continuing operations as a result of the divestiture of the Rockport, TaylorMade, Adams Golf, Ashworth and CCM Hockey businesses.
SALES GROWTH TO ACCELERATE IN Q4
BRAND ACTIVATION AND UPCOMING PRODUCT LAUNCHES TO SUPPORT MOMENTUM

SUSTAIN BRAND HEAT
THROUGH ACCELERATED BRAND ACTIVATION AND UPCOMING PRODUCT LAUNCHES

SUPPORT SELL-THROUGH OF NEW PRODUCT LAUNCHES
THROUGH ENGAGING POINT-OF-SALE INITIATIVES

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

CONTINUED FOCUS ON QUALITY OF TOP-LINE GROWTH
THROUGH DISCIPLINED GO-TO-MARKET APPROACH
OUTLOOK CONFIRMED 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
Q3 2017 KEY TAKEAWAYS

- ONGOING MOMENTUM IN KEY GROWTH AREAS
- STRONG PROFITABILITY GAINS REFLECTING QUALITY OF GROWTH
- FULL YEAR OUTLOOK CONFIRMED
- PROGRESSING AGAINST OUR 2017 AND 2020 TARGETS
- RELENTLESS FOCUS ON EXECUTION OF ‘CREATING THE NEW’
UPCOMING EVENT

MARCH 7, 2018

FULL YEAR 2017 RESULTS

FULL YEAR 2018 OUTLOOK