This presentation and other statements made in connection herewith may contain forward-looking statements with respect to Management’s plans and expectations for the future development of adidas. Such forward-looking statements are subject to risks and uncertainties, which are beyond the control of the company, including, but not limited to the risks described in the Risk and Opportunity Report of the adidas Annual Report. In case the underlying assumptions turn out to be incorrect or (described or other) risks or opportunities materialize, actual results and developments may materially deviate (negatively or positively) from those expressed by such statements and Management’s plans may change. adidas does not assume any obligation to update any forward-looking statements made in this presentation or in connection herewith beyond statutory disclosure obligations.

adidas does not give and the information included in this presentation or given in connection herewith does not constitute and must not be interpreted as information with regard to financial results of adidas or its current trading for periods for which the respective information has not been published through an official release or made otherwise publicly available.
BUSINESS UPDATE
ADIDAS X BEYONCÉ
MULTI-LAYERED PARTNERSHIP IN THE SPIRIT OF OPEN SOURCE

BEYONCÉ AS A CREATIVE PARTNER
Taking our successful approach to collaboration to the next level

CO-CREATION OF EXCITING PERFORMANCE AND LIFESTYLE PRODUCTS
Developing signature footwear and apparel as well as re-launching Ivy Park brand

ANNOUNCED PARTNERSHIP WITH GLOBAL IMPACT
Over 1 billion media impressions and strong positive reactions across social channels
CONSUMER HIGHLIGHTS
LEVERAGING MULTIPLE DIMENSIONS OF INNOVATION

INSTAGRAM CHECKOUT

UB 19

NITE JOGGER

PRIMEKNIT LUX 1

FUTURECRAFT.LOOP

REEBOK x SHANGHAI FASHION WEEK

adidas women

Practice, connect and create in the adidas x Wanderlust collection, designed to mindful connections on and off the mat.
CONTINUED PROGRESS IN STRATEGIC GROWTH AREAS
Double-digit growth in Greater China and e-commerce

SUCCESSFUL ACTIVATION OF NEW LAUNCHES
UB19 and Nite Jogger performing well

ONGOING GROSS MARGIN STRENGTH
Supported by favorable FX development

STRONG PROFITABILITY IMPROVEMENT
Continuation of double-digit bottom-line growth

SUPPLY CHAIN SHORTAGES
Weighing on growth in North America

EUROPE GROWTH RECOVERY TO UNFOLD IN H2
Progress not yet reflected in current growth rate

TOP-LINE DECLINE AT REEBOK
Growth to be reignited after achieving return to profitability

OPEX LEVERAGE MASKED BY INVESTMENTS AND DTC GROWTH
Ongoing investments into scalability of business model
P&L HIGHLIGHTS
IN Q1 2019

REVENUES INCREASE 4% CURRENCY-NEUTRAL
And 6% in euro terms to € 5.883 billion

GROSS MARGIN UP 2.5PP TO 53.6%
Supported by favorable FX development

OPERATING MARGIN UP 1.4PP TO 14.9%
Despite higher investments

NET INCOME FROM CONTINUING OPERATIONS INCREASES 16%
To € 631 million

BASIC EPS FROM CONTINUING OPERATIONS UP 19%
To € 3.17
STRONG PROGRESS IN STRATEGIC GROWTH AREAS IN Q1 2019

ADIDAS NORTH AMERICA
On top of a 23% increase in Q1 2018

GREATER CHINA
On top of a 26% increase in Q1 2018

E-COMMERCE
On top of a 27% increase in Q1 2018

Currency-neutral.
SPORT PERFORMANCE GROWS 3%
High-single-digit growth in Training and Running partially offset by tough comparisons in Football

SPORT INSPIRED GROWS 6%
Reflecting exceptional Yeezy growth

BALANCED GROWTH
Mid-single-digit increases in both footwear and apparel

ADIDAS BRAND GROWS IN MOST MARKETS
STRONG INCREASE IN ASIA-PACIFIC AND ROBUST GROWTH IN NORTH AMERICA

Currency-neutral.
REEBOK REVENUES DECREASE 6%
Due to declines in most markets

GROWTH IN CLASSICS
Driven by double-digit increase in apparel

GROSS MARGIN UP 2.9PP TO 44.7%
Driven by further execution of ‘Muscle-Up’
EXCEPTIONAL GROWTH IN E-COMMERCE
DRIVING DIGITAL CONSUMER ENGAGEMENT

E-COMMERCE REVENUES GROW 40%
Driven by double-digit growth across all regions

DRIVING TRAFFIC AND ENGAGEMENT RATES
Through exclusive releases such as AlphaEdge 4D

ADIDAS APP NOW LIVE IN 27 COUNTRIES
More than 9 million downloads by the end of Q1

Currency-neutral.
GROWTH BY MARKET SEGMENT
MODERATE GROWTH IN NORTH AMERICA AND STRONG INCREASES IN ASIA-PACIFIC

- NORTH AMERICA: +3%
- EUROPE: -3%
- LATIN AMERICA: -3%
- RUSSIA/CIS: +22%
- ASIA-PACIFIC: +12%
- EMERGING MARKETS: +10%
NORTH AMERICA
TOP-LINE GROWTH IMPACTED BY SUPPLY CHAIN SHORTAGES

Currency-neutral sales increase 3%

*adidas brand revenues up 5%*
Driven by growth in Sport Performance

*Reebok brand revenues decrease 12%*
Despite growth in Classics

*Gross margin increases 0.5pp to 38.3%*
Driven by lower sourcing costs as well as better product and channel mix

*Operating margin increases 1.3pp to 10.8%*
On the back of the gross margin expansion and opex leverage
Currency-neutral sales increase 12%

**adidas brand sales increase 13%**
Driven by double-digit growth in both Sport Performance and Sport Inspired

**Reebok brand revenues down 7%**
Despite growth in Classics

**Gross margin up 2.7pp to 58.7%**
Due to lower sourcing costs, positive FX impact and better channel and product mix

**Operating margin increases 2.6pp to 38.3%**
Mainly driven by the strong gross margin expansion
EUROPE
STRONG BOTTOM-LINE IMPROVEMENTS

Currency-neutral sales decrease 3%

adidas brand revenues down 3%
Despite growth in Training and Running

Reebok brand sales decrease 7%
Despite growth in Running

Gross margin improves 6.1pp to 51.7%
Due to a significant positive FX impact, lower sourcing costs and better channel mix

Operating margin up 4.6pp to 26.2%
Gross margin improvement partly offset by opex investments
# P&L Overview

## Q1 2019 Results in New P&L Structure

<table>
<thead>
<tr>
<th>(€ in millions)</th>
<th>Q1 2019</th>
<th>Q1 2018</th>
<th>Y-O-Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>5,883</td>
<td>5,548</td>
<td>+6%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>53.6%</td>
<td>51.1%</td>
<td>+2.5pp</td>
</tr>
<tr>
<td><strong>Other Operating Income</strong></td>
<td>6</td>
<td>12</td>
<td>-48%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses</strong></td>
<td>2,317</td>
<td>2,127</td>
<td>+9%</td>
</tr>
<tr>
<td><em>(in % of sales)</em></td>
<td>39.4%</td>
<td>38.3%</td>
<td>+1.0pp</td>
</tr>
<tr>
<td><strong>Marketing and Point-of-Sale Expenses</strong></td>
<td>703</td>
<td>706</td>
<td>-0%</td>
</tr>
<tr>
<td><em>(in % of sales)</em></td>
<td>12.0%</td>
<td>12.7%</td>
<td>-0.8pp</td>
</tr>
<tr>
<td><strong>Operating Overhead Expenses</strong></td>
<td>1,614</td>
<td>1,422</td>
<td>+14%</td>
</tr>
<tr>
<td><em>(in % of sales)</em></td>
<td>27.4%</td>
<td>25.6%</td>
<td>+1.8pp</td>
</tr>
<tr>
<td><strong>Operating Profit</strong></td>
<td>875</td>
<td>746</td>
<td>+17%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>14.9%</td>
<td>13.4%</td>
<td>+1.4pp</td>
</tr>
<tr>
<td><strong>Net Income from continuing operations</strong></td>
<td>631</td>
<td>542</td>
<td>+16%</td>
</tr>
<tr>
<td><strong>Basic EPS from continuing operations (€)</strong></td>
<td>3.17</td>
<td>2.65</td>
<td>+19%</td>
</tr>
</tbody>
</table>
QUARTERLY GROSS MARGIN
Q1 2019 IMPROVEMENT REFLECTING LOWER BASE AND FAVORABLE FX

2019 guidance: to increase to around 52.0%
Average operating working capital in % of sales down 1.7PP to 18.6%

**Inventories up 2% c.n.**
As a result of tight inventory management

**Receivables up 6% c.n.**
Reflecting top-line development

**Payables up 28% c.n.**
Due to improved terms with vendors
NET CASH AND EQUITY POSITION
EQUITY RATIO AT 36.0%

Net cash position
At € 908 million

Equity position
Increases € 524 million year-on-year

Equity ratio
Down 8.8pp year-on-year due to IFRS 16

Net cash at quarter-end, € in millions.
SHAREHOLDER RETURN
SHARE BUYBACK UPDATE

TOTAL SIZE
Up to € 3.0 billion (around € 800 million in 2019)

TIMEFRAME
Started March 22, 2018 and ending latest on May 11, 2021

NUMBER OF SHARES PURCHASED*
5.8 million adidas AG shares (0.7 million in Q1 2019)

AMOUNT PURCHASED*
€ 1.2 billion (€ 152 million in Q1 2019)

*As at March 31, 2019.
2019 FOCUS AREAS
ANOTHER IMPORTANT MILESTONE TOWARD 2020 TARGETS

- **Leveraging multiple dimensions of innovation**
  To drive high-quality top-line growth

- **Continuing to invest with impact**
  Into brand desire and scalable business model

- **Delivering overproportionate net income growth**
  On the back of sustainable operating margin expansion

- **Tackling challenges decisively**
  Return Europe to growth and mitigate supply shortages
SUPPLY CHAIN SHORTAGES
MITIGATION MEASURES IN PLACE

TACTICAL DECISIONS
Prioritizing product
Leveraging airfreight
Accelerating existing capacities

MID-TERM DECISIONS
Acquiring additional capacities
**TOP-LINE ACCELERATION IN H2 2019**
**BUILDING BLOCKS IN PLACE**

- **Product engine to contribute**
  Scaling recent launches as well as introducing new products

- **Europe to return to growth**
  Foundation laid for recovery in H2

- **UEFA EURO 2020 to come**
  First positive impact from related product launches in Q4

- **Impact of supply chain shortages to fade**
  Efforts to resolve bottleneck to take effect particularly in Q4

- **Prior year comparisons to ease**
  Lower base in H2 than in H1
OUTLOOK 2019 CONFIRMED
DRIVING DOUBLE-DIGIT BOTTOM-LINE GROWTH

<table>
<thead>
<tr>
<th></th>
<th>GUIDANCE EXCL. IFRS 16</th>
<th>GUIDANCE INCL. IFRS 16**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>Increase of 5% – 8%</td>
<td></td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>Increase to around 52.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td>Increase of 0.5pp – 0.7pp to around 11.3% – 11.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Net income from continuing operations</strong></td>
<td>Increase of 10% – 14% to € 1.880 – € 1.950 billion</td>
<td>Increase of 8% – 12% to € 1.845 – € 1.915 billion</td>
</tr>
</tbody>
</table>

* Currency-neutral.
** Net income including estimated negative impact from accounting change according to IFRS 16 of around € 35 million in 2019 (based on lease contracts as of January 1, 2019).
SUMMARY

1. Successful start into 2019 according to plan
2. Continuation of double-digit bottom-line growth in Q1
3. Building blocks in place to accelerate top line in H2
4. 2019 another year of high-quality top- and bottom-line growth
5. Focus on relentless execution of ‘Creating the New’