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
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.
FURTHER MARGIN IMPROVEMENT AT REEBOK
BRAND KEEPS EXECUTING ‘MUSCLE-UP’ AFTER RETURN TO PROFITABILITY

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%

Currency-neutral.
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
ASIA-PACIFIC
STRONG DOUBLE-DIGIT GROWTH DRIVEN BY GREATER CHINA

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>Category</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><strong>(in % of sales)</strong></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><strong>(in % of sales)</strong></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><strong>(in % of sales)</strong></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

2018 2019

Q1 51.1% 53.6% +2.5PP
Q2 52.3% ~52.0% 2019 guidance: to increase to around 52.0%
Q3 51.8% 52.2%
Q4 51.8%
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 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>Net sales*</th>
<th>Increase of 5% – 8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross margin</td>
<td>Increase to around 52.0%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>Increase of 0.5pp – 0.7pp to around 11.3% – 11.5%</td>
</tr>
<tr>
<td>Net income from continuing operations</td>
<td>Increase of 10% – 14% to € 1.880 – € 1.950 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’