

adidas

FACT SHEET

January – December



FACT SHEET

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OUR SHARE

Our Share

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter			Full Year		
	2020	2019	2020	2019	2020	2019	2020	2019	Change	2020	2019	Change
Earnings per share from continuing operations (€)												
Basic	0.13	3.17	(1.45)	2.33	2.80	3.26	0.68	0.92	(27%)	2.15	9.70	(78%)
Diluted	0.13	3.17	(1.45)	2.33	2.80	3.26	0.68	0.92	(27%)	2.15	9.70	(78%)
Average number of shares												
Basic	195,502,422	198,805,634	195,032,889	198,229,049	195,032,889	197,229,697	195,053,347	196,192,895	(1%)	195,155,924	197,606,107	(1%)
Diluted	195,508,848	198,805,634	195,036,418	198,238,793	195,036,418	197,236,722	195,059,152	196,199,321	(1%)	195,161,729	197,612,533	(1%)
Number of shares outstanding¹	195,032,889	198,450,063	195,032,889	197,861,472	195,032,889	196,651,861	195,066,060	195,969,387	(1%)	195,066,060	195,969,387	(1%)
Share price¹ (€)	205.90	216.60	233.60	271.50	276.10	285.65	297.90	289.80	3%	297.90	289.80	3%
Market capitalization² (€ in millions)	40,157	42,984	45,560	53,719	53,849	56,174	58,110	56,792	2%	58,110	56,792	2%
Historical performance of the adidas share and important indices (%)												
adidas AG	(29)	19	13	25	18	5	8	1		3	59	
DAX 30	(25)	9	24	8	4	0	8	7		4	25	
EURO STOXX 50	(26)	12	16	4	(1)	3	11	5		(5)	25	
MSCI World Textiles, Apparel & Luxury Goods Index	(26)	16	19	8	15	(2)	20	11		21	37	

¹ At quarter-end.

² At quarter-end, excluding treasury shares.

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OUR SHARE	CONSOLIDATED INCOME STATEMENT HIGHLIGHTS	CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND CASH FLOW HIGHLIGHTS	FINANCIAL HIGHLIGHTS BY SEGMENT	FINANCIAL HIGHLIGHTS BY BRAND	RETAIL AT A GLANCE	OPERATING PROFIT

CONSOLIDATED INCOME STATEMENT HIGHLIGHTS

Consolidated Income Statement Highlights

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter			Full Year		
	2020	2019	2020	2019	2020	2019	2020	2019	Change	2020	2019	Change
Key figures (€ in millions)												
Net sales	4,753	5,883	3,579	5,509	5,964	6,410	5,548	5,838	(5%)	19,844	23,640	(16%)
Gross profit	2,345	3,151	1,826	2,945	2,984	3,339	2,699	2,858	(6%)	9,855	12,293	(20%)
Other operating expenses	2,305	2,317	2,189	2,346	2,223	2,486	2,512	2,694	(7%)	9,229	9,843	(6%)
Thereof: marketing and point-of-sale expenses	704	703	560	744	579	753	730	842	(13%)	2,573	3,042	(15%)
Thereof: operating overhead expenses ¹	1,601	1,614	1,628	1,602	1,644	1,733	1,782	1,852	(4%)	6,656	6,801	(2%)
EBITDA	393	1,163	58	966	1,144	1,144	484	573	(15%)	2,079	3,845	(46%)
Operating profit/(loss)	65	875	(333)	643	794	897	225	245	(8%)	751	2,660	(72%)
Income/(loss) before taxes	27	848	(364)	618	755	865	158	227	(30%)	575	2,558	(78%)
Net income/(loss) from continuing operations	20	631	(306)	462	578	644	138	181	(24%)	429	1,918	(78%)
Net income/(loss) attributable to shareholders ²	31	632	(295)	531	546	646	151	167	(10%)	432	1,976	(78%)
Key ratios												
Gross margin	49.3%	53.6%	51.0%	53.5%	50.0%	52.1%	48.7%	49.0%	(0.3pp)	49.7%	52.0%	(2.3pp)
Other operating expenses in % of net sales	48.5%	39.4%	61.1%	42.6%	37.3%	38.8%	45.3%	46.1%	(0.9pp)	46.5%	41.6%	4.9pp
Thereof: marketing and point-of-sale expenses in % of net sales	14.8%	12.0%	15.6%	13.5%	9.7%	11.7%	13.2%	14.4%	(1.3pp)	13.0%	12.9%	0.1pp
Thereof: operating overhead expenses in % of net sales ¹	33.7%	27.4%	45.5%	29.1%	27.6%	27.0%	32.1%	31.7%	0.4pp	33.5%	28.8%	4.8pp
Operating margin	1.4%	14.9%	(9.3%)	11.7%	13.3%	14.0%	4.1%	4.2%	(0.1pp)	3.8%	11.3%	(7.5pp)
Effective tax rate	27.3%	25.6%	16.0%	25.4%	23.5%	25.5%	12.5%	20.2%	(7.7pp)	25.4%	25.0%	0.3pp
Net income/(loss) attributable to shareholders in % of net sales ²	0.6%	10.7%	(8.2%)	9.6%	9.1%	10.1%	2.7%	2.9%	(0.1pp)	2.2%	8.4%	(6.2pp)

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.

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OUR SHARE	CONSOLIDATED INCOME STATEMENT HIGHLIGHTS	CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND CASH FLOW HIGHLIGHTS	FINANCIAL HIGHLIGHTS BY SEGMENT	FINANCIAL HIGHLIGHTS BY BRAND	RETAIL AT A GLANCE	OPERATING PROFIT

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		Change
	2020	2019	2020	2019	2020	2019	2020	2019	
Key figures (€ in millions)									
Total assets	20,782	19,268	20,301	19,273	21,463	20,109	21,053	20,680	2%
Accounts receivable	2,794	3,044	1,869	2,780	2,607	3,247	1,952	2,625	[26%]
Inventories	4,334	3,285	5,213	3,579	4,676	3,677	4,397	4,085	8%
Operating working capital	4,635	4,309	4,506	4,248	5,573	4,569	3,960	4,007	[1%]
Adjusted net borrowings ¹	4,816	3,903	4,988	5,497	5,226	2,290	3,148	4,173	[25%]
Shareholders' equity	6,661	6,931	6,230	6,619	6,532	7,115	6,454	6,796	[5%]
Capital expenditure	133	89	217	243	312	421	442	711	[38%]
Net cash (used in)/generated from operating activities	[825]	414	[824]	1,011	[874]	1,623	1,486	2,819	[47%]
Key ratios									
Average operating working capital in % of net sales ²	19.4%	18.6%	21.5%	18.3%	23.2%	18.1%	23.5%	18.1%	5.4pp
Equity ratio ³	32.1%	36.0%	30.7%	34.3%	30.4%	35.4%	30.7%	32.9%	[2.2pp]
Adjusted net borrowings/ EBITDA ^{1, 4}	1.6	1.2	2.3	1.6	2.4	0.6	1.5	1.1	n.a.
Financial leverage ³	72.3%	56.3%	80.1%	83.0%	80.0%	32.2%	48.8%	61.4%	[12.6pp]
Return on equity ³	0.5%	9.1%	[4.2%]	17.6%	4.3%	25.4%	6.7%	29.1%	[22.4pp]
Net cash (used in)/generated from operating activities per share of common stock (€)	[4.22]	2.08	[4.22]	5.09	[4.48]	8.19	7.62	14.26	[47%]

1 Adjusted net borrowings = short-term borrowings + long-term borrowings and future cash used in lease and pension liabilities – cash and cash equivalents and short-term financial assets.

2 Twelve-month trailing average.

3 Based on shareholders' equity.

4 EBITDA of last twelve months.

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FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter			Change (c.n.)	Full Year			Change (c.n.)
	2020	2019	2020	2019	2020	2019	2020	2019	Change		2020	2019	Change	
Europe														
Net sales	1,426	1,551	844	1,421	1,753	1,698	1,297	1,401	(7%)	(6%)	5,320	6,071	(12%)	(12%)
adidas brand	1,307	1,410	779	1,322	1,640	1,572	1,199	1,295	(7%)	(6%)	4,925	5,599	(12%)	(12%)
Reebok brand	119	141	64	100	113	125	98	106	(7%)	(6%)	395	471	(16%)	(16%)
Gross profit	712	802	421	741	814	865	678	719	(6%)		2,625	3,128	(16%)	
Gross margin	49.9%	51.7%	49.9%	52.2%	46.4%	51.0%	52.3%	51.3%	0.9pp		49.3%	51.5%	[2.2pp]	
Operating expenses	405	396	399	383	432	425	445	518	(14%)		1,681	1,722	[2%]	
Operating expenses in % of net sales	28.4%	25.6%	47.3%	27.0%	24.7%	25.0%	34.3%	37.0%	[2.7pp]		31.6%	28.4%	3.2pp	
Operating profit	307	407	23	359	383	442	234	201	16%		947	1,408	[33%]	
Operating margin	21.5%	26.2%	2.7%	25.3%	21.8%	26.0%	18.0%	14.4%	3.7pp		17.8%	23.2%	[5.4pp]	
North America														
Net sales	1,201	1,157	763	1,213	1,389	1,468	1,409	1,475	(5%)	2%	4,762	5,313	(10%)	(9%)
adidas brand	1,112	1,066	700	1,100	1,267	1,341	1,287	1,322	(3%)	4%	4,365	4,828	(10%)	(8%)
Reebok brand	89	91	63	113	123	127	122	153	(21%)	(16%)	397	485	(18%)	(17%)
Gross profit	494	443	310	476	598	605	621	599	4%		2,023	2,123	(5%)	
Gross margin	41.1%	38.3%	40.6%	39.3%	43.0%	41.2%	44.1%	40.6%	3.5pp		42.5%	40.0%	2.5pp	
Operating expenses	423	334	327	361	310	389	402	410	(2%)		1,461	1,493	[2%]	
Operating expenses in % of net sales	35.2%	28.9%	42.8%	29.8%	22.3%	26.5%	28.5%	27.8%	0.7pp		30.7%	28.1%	2.6pp	
Operating profit/(loss)	85	125	(14)	138	302	237	233	214	9%		606	715	(15%)	
Operating margin	7.1%	10.8%	(1.8%)	11.4%	21.7%	16.1%	16.5%	14.5%	2.0pp		12.7%	13.5%	[0.7pp]	
Asia-Pacific														
Net sales	1,184	2,139	1,572	1,872	1,872	2,090	1,918	1,930	(1%)	1%	6,546	8,032	(18%)	(17%)
adidas brand	1,124	2,063	1,516	1,796	1,812	2,018	1,846	1,860	(1%)	1%	6,298	7,736	(19%)	(17%)
Reebok brand	60	76	56	77	60	73	72	70	3%	6%	249	296	(16%)	(15%)
Gross profit	646	1,256	858	1,118	977	1,180	907	1,021	(11%)		3,388	4,576	(26%)	
Gross margin	54.6%	58.7%	54.6%	59.7%	52.2%	56.5%	47.3%	52.9%	[5.6pp]		51.8%	57.0%	[5.2pp]	
Operating expenses	387	442	376	470	424	452	603	528	14%		1,789	1,891	[5%]	
Operating expenses in % of net sales	32.7%	20.7%	23.9%	25.1%	22.6%	21.6%	31.4%	27.3%	4.1pp		27.3%	23.5%	3.8pp	
Operating profit	264	819	487	653	557	733	309	498	(38%)		1,617	2,703	(40%)	
Operating margin	22.3%	38.3%	31.0%	34.9%	29.7%	35.1%	16.1%	25.8%	[9.7pp]		24.7%	33.7%	[9.0pp]	

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Financial Highlights by Segment € in millions

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter				Full Year			
	2020	2019	2020	2019	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	Change	Change (c.n.)
Latin America														
Net sales	339	376	114	403	296	405	408	476	(14%)	7%	1,158	1,660	(30%)	(16%)
adidas brand	302	337	103	361	264	363	364	429	(15%)	6%	1,033	1,490	(31%)	(16%)
Reebok brand	37	38	12	42	32	43	44	47	(5%)	15%	125	170	(26%)	(14%)
Gross profit	150	174	62	177	125	179	175	208	(16%)		513	738	(31%)	
Gross margin	44.2%	46.4%	54.4%	43.9%	42.4%	44.3%	42.9%	43.7%	[0.8pp]		44.3%	44.5%	[0.2pp]	
Operating expenses	111	112	74	118	92	111	141	103	37%		418	444	(6%)	
Operating expenses in % of net sales	32.6%	29.9%	64.9%	29.3%	31.1%	27.3%	34.5%	21.7%	12.9pp		36.1%	26.7%	9.3pp	
Operating profit/(loss)	39	62	[12]	59	33	69	34	105	(67%)		95	295	(68%)	
Operating margin	11.6%	16.6%	[10.5%]	14.6%	11.3%	17.0%	8.4%	22.0%	[13.6pp]		8.2%	17.8%	(9.6pp)	
Emerging Markets														
Net sales	293	330	108	281	314	388	283	303	[7%]	7%	998	1,302	(23%)	(18%)
adidas brand	266	292	97	251	282	346	247	257	(4%)	11%	892	1,146	(22%)	(16%)
Reebok brand	28	37	11	31	32	42	35	46	(23%)	(14%)	106	156	(32%)	(28%)
Gross profit	148	174	52	154	148	201	116	152	[24%]		463	681	(32%)	
Gross margin	50.4%	52.7%	48.0%	54.9%	47.2%	51.7%	40.9%	50.2%	(9.4pp)		46.4%	52.3%	(5.9pp)	
Operating expenses	75	73	75	74	54	77	75	91	(17%)		279	314	(11%)	
Operating expenses in % of net sales	25.4%	22.0%	69.3%	26.4%	17.4%	19.8%	26.5%	30.0%	(3.5pp)		27.9%	24.2%	3.8pp	
Operating profit/(loss)	74	101	[23]	80	94	124	41	62	(34%)		185	367	(50%)	
Operating margin	25.1%	30.7%	(21.2%)	28.5%	29.9%	32.0%	14.4%	20.3%	(5.9pp)		18.5%	28.2%	(9.7pp)	
Russia/CIS														
Net sales	154	136	104	171	187	199	139	153	[9%]	21%	584	658	(11%)	0%
adidas brand	116	101	82	128	144	150	106	112	(5%)	26%	448	490	(8%)	3%
Reebok brand	38	36	22	43	42	49	33	41	(18%)	7%	135	168	(20%)	(9%)
Gross profit	92	82	63	107	110	121	92	96	(5%)		356	406	(12%)	
Gross margin	59.8%	60.1%	60.9%	62.7%	58.7%	60.8%	65.7%	63.0%	2.7pp		61.1%	61.7%	[0.6pp]	
Operating expenses	58	56	38	62	53	61	45	60	(25%)		194	239	(19%)	
Operating expenses in % of net sales	37.7%	41.0%	36.9%	36.4%	28.5%	30.7%	32.0%	39.1%	(7.2pp)		33.2%	36.3%	(3.1pp)	
Operating profit	34	26	25	45	56	60	47	36	29%		162	167	(3%)	
Operating margin	22.1%	19.1%	24.0%	26.3%	30.2%	30.1%	33.8%	23.9%	9.9pp		27.8%	25.4%	2.4pp	
Other Businesses														
Net sales	156	195	74	147	153	162	93	101	[7%]	(3%)	476	605	(21%)	(20%)
Gross profit	71	98	25	66	69	75	32	42	(23%)		197	280	(30%)	
Gross margin	45.7%	50.3%	34.2%	44.8%	45.1%	46.0%	34.3%	41.4%	(7.1pp)		41.5%	46.4%	(4.9pp)	
Operating expenses	40	51	34	42	36	46	43	46	(5%)		153	185	(17%)	
Operating expenses in % of net sales	25.5%	26.1%	46.1%	28.6%	23.8%	28.5%	46.4%	45.4%	1.0pp		32.2%	30.5%	1.7pp	
Operating profit/(loss)	31	47	[9]	24	33	29	[11]	[4]	(185%)		44	96	(54%)	
Operating margin	20.2%	24.3%	(11.9%)	16.3%	21.2%	17.6%	(11.6%)	(3.8%)	(7.8pp)		9.3%	15.9%	(6.6pp)	

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FINANCIAL HIGHLIGHTS BY BRAND

Financial Highlights by Brand € in millions

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter				Full Year			
	2020	2019	2020	2019	2020	2019	2020	2019	Change	Change (c.n.)	2020	2019	Change	Change (c.n.)
Net sales by brand														
adidas brand	4,269	5,343	3,295	5,004	5,459	5,849	5,072	5,310	(4%)	1%	18,095	21,505	(16%)	(13%)
Reebok brand	372	420	228	406	403	460	406	463	(12%)	(5%)	1,409	1,748	(19%)	(16%)
Total	4,753	5,883	3,579	5,509	5,964	6,410	5,548	5,838	(5%)	1%	19,844	23,640	(16%)	(14%)
Gross margin by brand														
adidas brand	47.8%	51.2%	48.5%	50.7%	47.0%	50.0%	46.1%	47.7%	(1.6pp)		47.2%	49.9%	(2.7pp)	
Reebok brand	40.4%	44.7%	46.5%	43.2%	41.5%	42.1%	39.1%	40.1%	(1.0pp)		41.3%	42.5%	(1.2pp)	
Net sales by product category														
Footwear	2,648	3,456	2,278	3,283	3,246	3,489	2,957	3,293	(10%)	(4%)	11,128	13,521	(18%)	(15%)
Apparel	1,808	2,170	1,158	1,927	2,400	2,625	2,321	2,240	4%	9%	7,687	8,963	(14%)	(12%)
Accessories and gear	297	258	143	299	319	295	269	304	(11%)	(7%)	1,028	1,156	(11%)	(8%)
Total	4,753	5,883	3,579	5,509	5,964	6,410	5,548	5,838	(5%)	1%	19,844	23,640	(16%)	(14%)

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RETAIL AT A GLANCE

Retail at a Glance

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter			Full Year		
	2020	2019	2020	2019	2020	2019	2020	2019	Change (c.n.)	2020	2019	Change (c.n.)
Number of stores¹	2,527	2,388	2,546	2,419	2,537	2,477	2,456	2,533		2,456	2,533	
Concept stores	1,327	1,323	1,325	1,328	1,297	1,331	1,221	1,333		1,221	1,333	
Concession corners	117	119	117	121	110	121	109	125		109	125	
Factory outlets	1,083	946	1,104	970	1,130	1,025	1,126	1,075		1,126	1,075	
Stores by brand¹												
adidas brand	1,175	1,190	1,178	1,192	1,161	1,194	1,097	1,190		1,097	1,190	
Reebok brand	269	252	264	257	246	258	233	268		233	268	
Multi-brand	1,083	946	1,104	970	1,130	1,025	1,126	1,075		1,126	1,075	
Opening	32	49	45	65	55	106	53	120		185	340	
Closing	38	56	26	34	64	48	134	64		262	202	
Net opening/(net closing)	(6)	(7)	19	31	(9)	58	(81)	56		(77)	138	
Net sales (€ in millions)	1,595	1,595	1,830	1,850	2,104	1,960	2,602	2,409	14%	8,131	7,814	7%
adidas brand									14%			8%
Reebok brand									8%			4%
E-commerce									43%			53%
Comp									(5%)			(21%)
adidas brand comp									(5%)			(21%)
Reebok brand comp									3%			(12%)

¹ At quarter-end.

1	2	3	4	5	6	7
OUR SHARE	CONSOLIDATED INCOME STATEMENT HIGHLIGHTS	CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND CASH FLOW HIGHLIGHTS	FINANCIAL HIGHLIGHTS BY SEGMENT	FINANCIAL HIGHLIGHTS BY BRAND	RETAIL AT A GLANCE	OPERATING PROFIT

OPERATING PROFIT

Operating Profit € in millions

	Full year	
	2020	2019
Operating profit for reportable segments	3,612	5,655
Operating profit for Other Businesses	44	68
Segmental operating profit	3,656	5,723
HQ	(1,909)	(1,997)
Central expenditure for marketing	(878)	(925)
Consolidation	(119)	(141)
Operating profit	750	2,660
Financial income	29	64
Financial expenses	(204)	(166)
Income before taxes	575	2,558