

# Q2 2024 ROADSHOW PRESENTATION



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**HAPPY BIRTHDAY, ADIDAS!**  
CELEBRATING 75 YEARS OF ADIDAS

A group of Indian cricket players in blue and orange tracksuits are celebrating on a podium. They are wearing gold medals and raising their fists in triumph. One player on the right is holding a silver trophy. A man in a grey suit and glasses stands to the right, smiling. The background shows a stadium with spectators.

**STRONG FIRST HALF OF  
THE YEAR OF SPORTS**



# STRONG SECOND QUARTER OF THE YEAR OF SPORTS

## Q2 2024 CURRENCY-NEUTRAL NET SALES UP 11% Y-O-Y

Underlying business (excl. Yeezy) up 16% Y-O-Y  
currency-neutral

## GROSS MARGIN OF 50.8%, UNDERLYING BUSINESS UP ~+1.5PP

- Significantly smaller Yeezy business had a negative impact on Y-O-Y reported (-0.1pp)
- Underlying gross margin improved strongly (~+1.5pp), reflecting reduced discounting, lower sourcing costs and more favorable category mix

## OPERATING PROFIT OF € 346 MILLION

Up 97% Y-O-Y

## FULL YEAR 2024 GUIDANCE INCREASED

Net Sales c.n. guidance increased to 'high-single-digit growth' (from: 'mid- to high-single-digit growth')  
Operating Profit guidance increased to ~€ 1BN  
(from: ~€ 700m)



2024

# CELEBRATING THE YEAR OF SPORTS







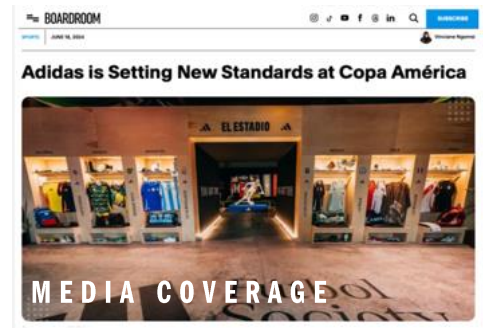
**CELEBRATING EURO IN GERMANY**  
**SPAIN WINS TOURNAMENT**





**SPAIN: ON A WINNING STREAK**





**CELEBRATING COPA AMERICA IN THE USA**  
ARGENTINA WINS TOURNAMENT AFTER ADIDAS FINAL

2026

# ROADMAP TO SUCCESS

2023

2024

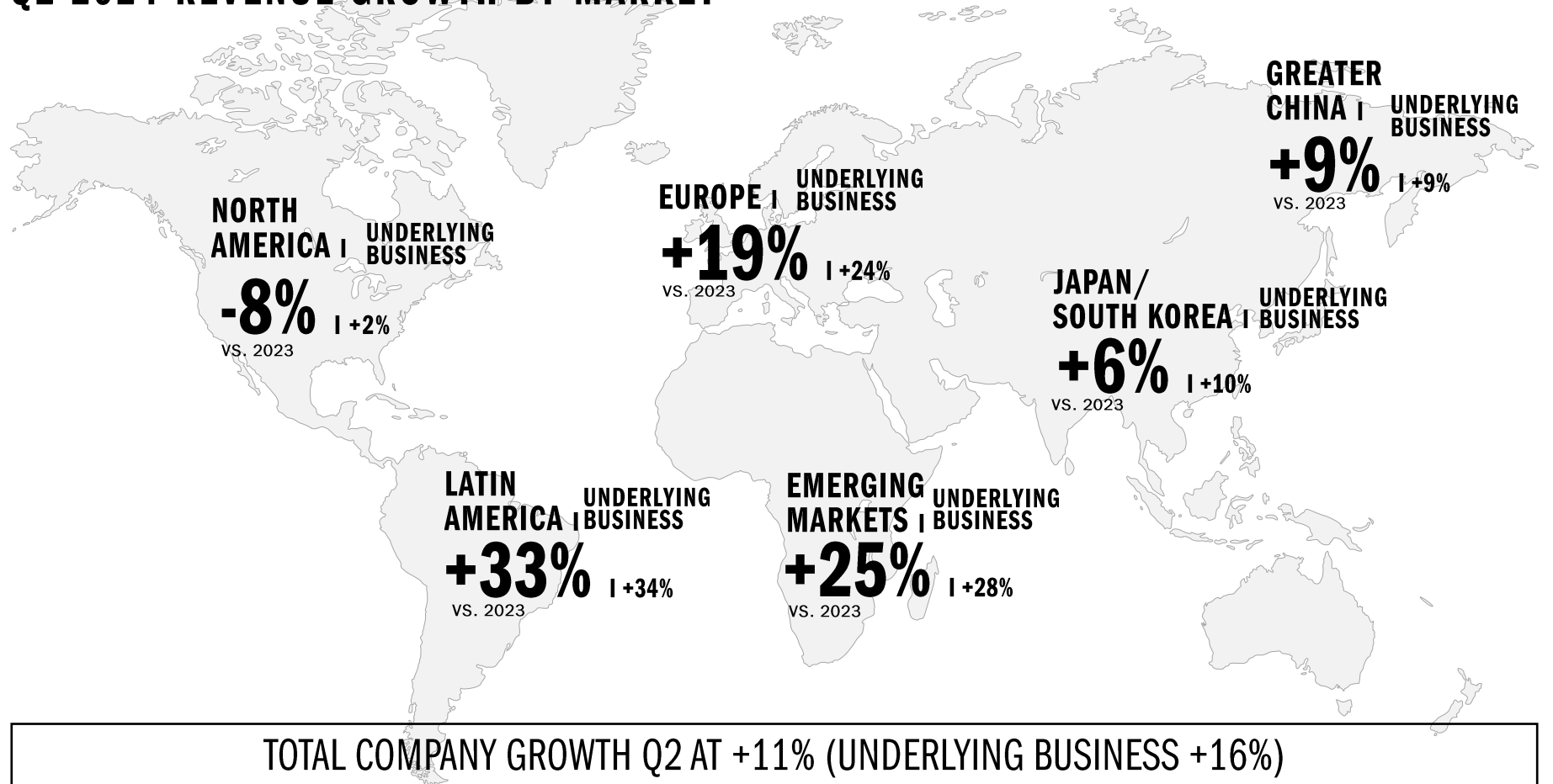
BREAK EVEN  
COMPANY  
AND TRANSITION

BETTER  
COMPANY

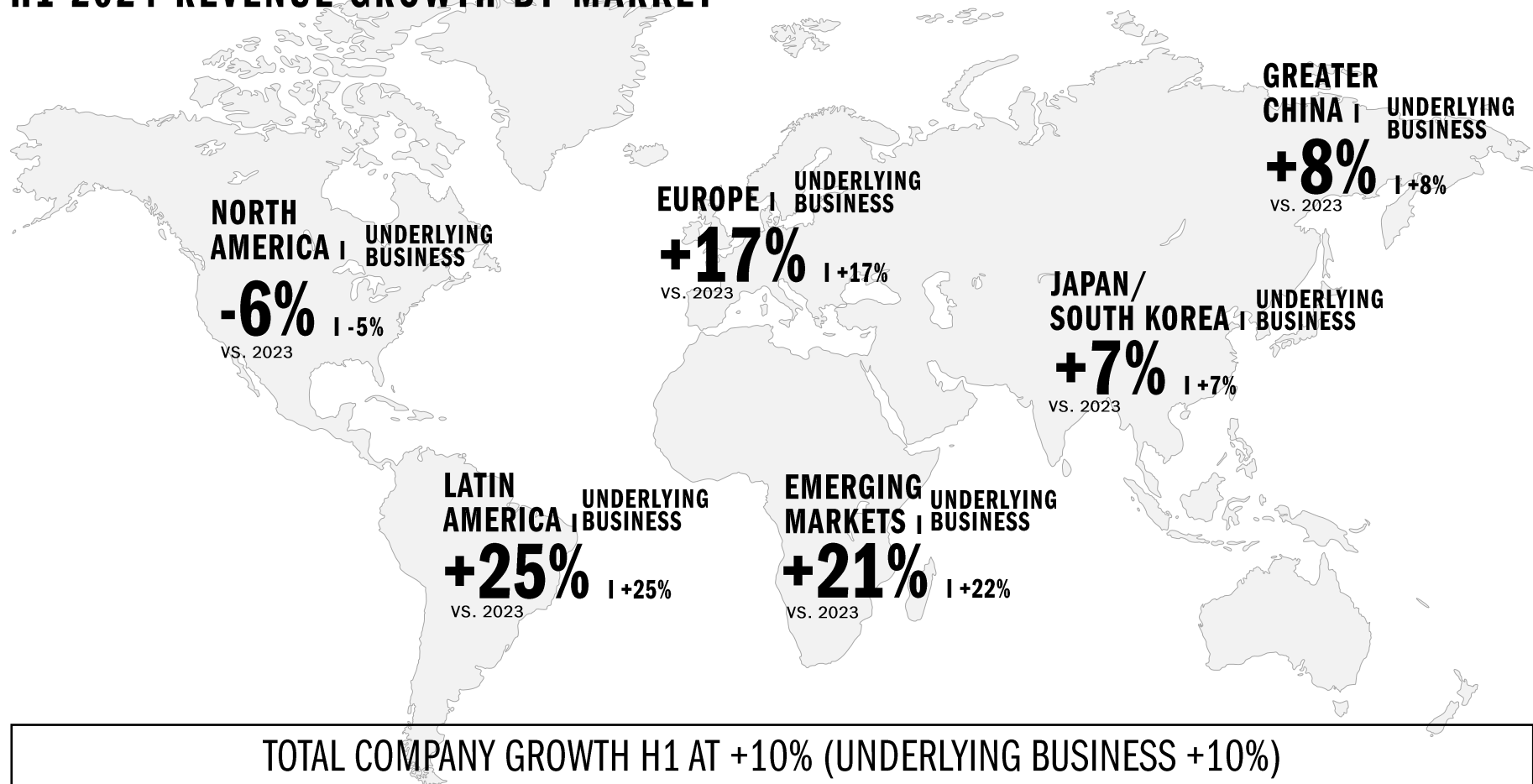




# Q2 2024 REVENUE GROWTH BY MARKET

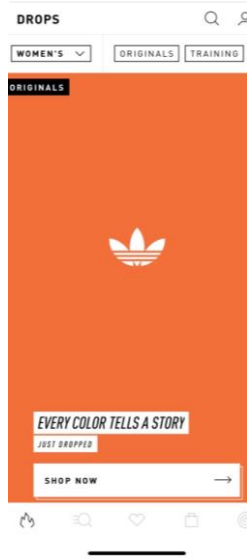


# H1 2024 REVENUE GROWTH BY MARKET



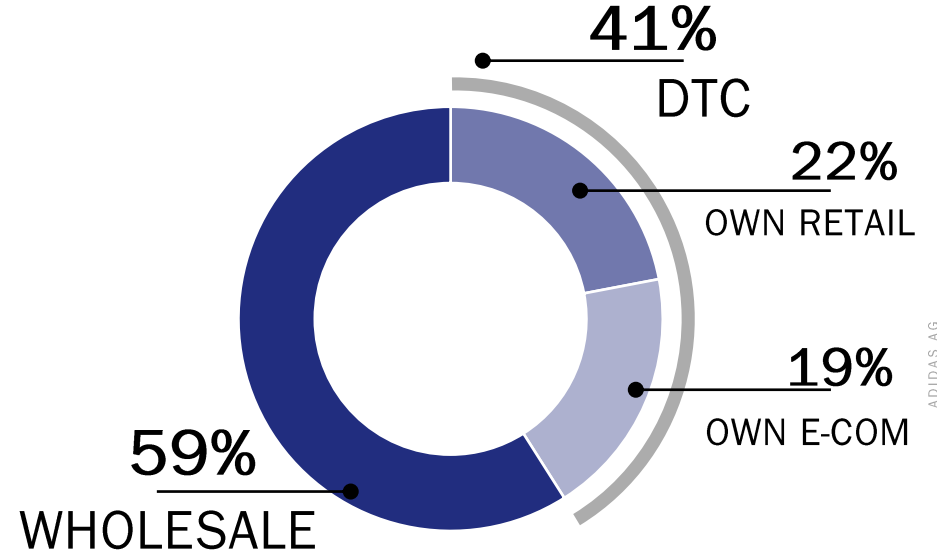


# Q2 2024 REVENUE GROWTH BY CHANNEL

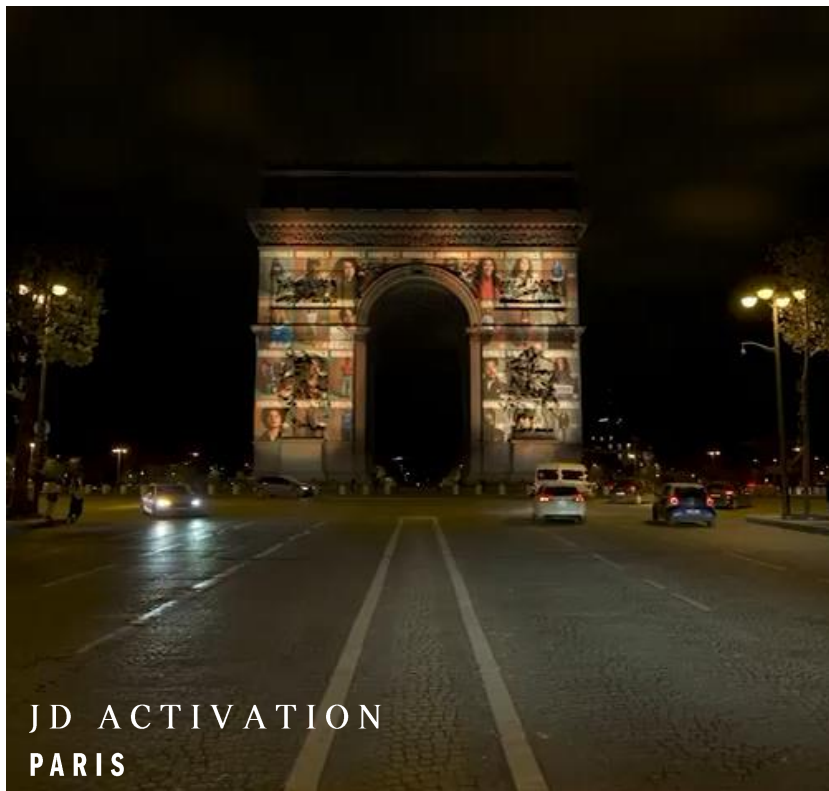
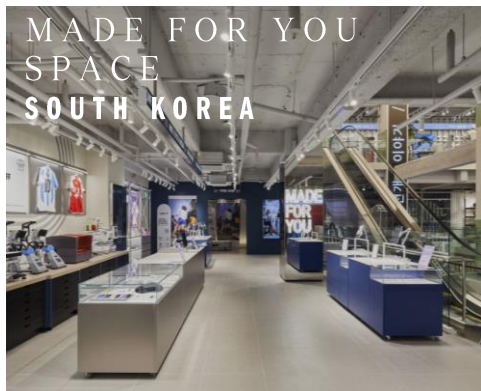


<b>+17%</b>	<b>+15%</b>	<b>-6%</b>	<b>+31%</b>
WHOLESALE (INCL. FRANCHISE)	OWN RETAIL	E-COM	EXCL. YEEZY

Q2 2024 CHANNEL GROWTH



Q2 2024 CHANNEL SPLIT



**NEW AND IMPROVED RETAIL AND WHOLESALE EXPERIENCES**

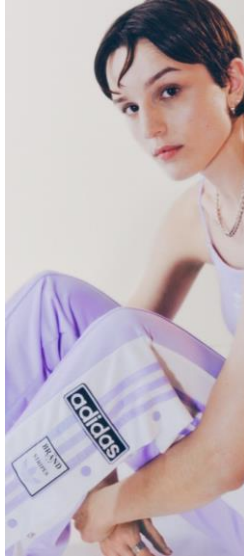


## Q2 2024 REVENUE GROWTH BY PRODUCT DIVISION



**+17%**

FOOTWEAR



**+6%**

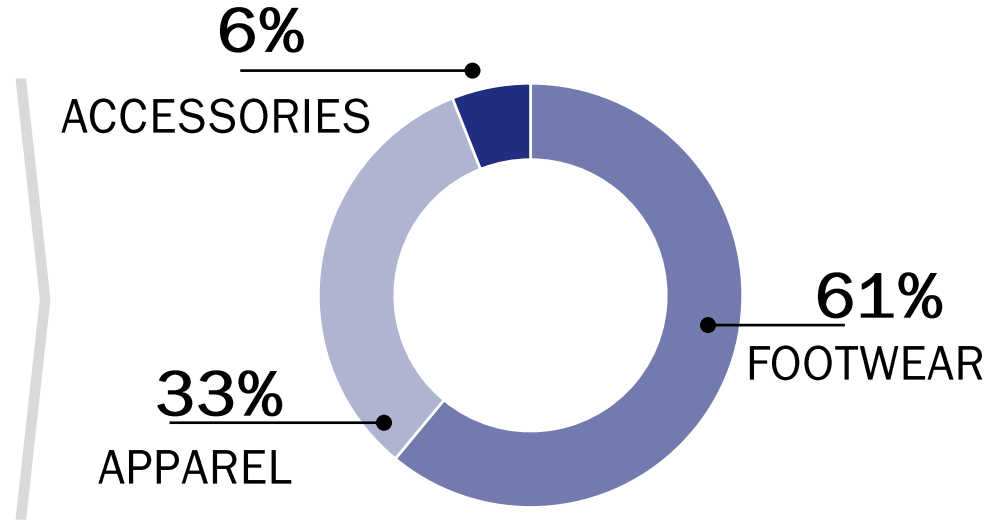
APPAREL



**-8%**

ACCESSORIES

Q2 2024 PRODUCT DIVISION GROWTH



Q2 2024 PRODUCT DIVISION SPLIT

# Q2 2024 NET SALES GROWTH BY CATEGORY



## ORIGINALS, BASKETBALL, PARTNERSHIPS & SKATEBOARDING

+16%      +34%

Excl. Yeezy



## SPORTSWEAR

+3%



## PERFORMANCE

+14%





GRACE WALES BONNER



Y-3

## At Paris Fashion Week, the Adidas Superstar Stole the Show(s)

Wales Bonner, Edison Chen, Brent Faiyaz and Pharrell say Shell Toes are in



PHARRELL WILLIAMS

**CELEBRATING FASHION**  
AT PARIS FASHION WEEK



## CELEBRATING SPORT X STYLE AT PARIS OLYMPICS OPENING CEREMONY



# WE CONTINUE TO HAVE THE HOTTEST SHOES ON THE STREET

SCALED UP

---



SAMBA



GAZELLE



HANDBALL  
SPEZIAL



CAMPUS

SCALING UP

---



RETRO RUNNING  
SL 72



LO PROFILE



# LO PROFILE FROM FASHION TREND TO SELL-THROUGH SUCCESS

Highsnobiety

**Stella McCartney's Low-Profile adidas Shoe Makes it Look Admirably Easy**

Stella McCartney & adidas return with a new Court Boost sneaker, which is even better (& more stylish) than before.

GQ Germany

**Nach dem Adidas-Samba-Hype: Ist das der nächste Erfolgs-Sneaker?**

Der Adidas Originals Taekwondo könnte der nächste gehypte Sneaker des deutschen Sportausstatters werden

cassmoneyway and nakedcph  
Copenhagen



View more on Instagram

♡ 👁 📌  
cassmoneyway

little swipe in my new taekwondo @nakedcph @adidasoriginals  
View all 25 comments

Add a comment...

Highsnobiety

**adidas' Killer Taekwondo Shoes Are Back & Flatter Than Ever**

adidas' Taekwondo shoe is officially back in 2024, revived as a retro flat-soled casual sneaker weeks after Bad Bunny wore the flat AF shoe.

HIGHNOBIETY

adidas Taekwondo is so back, baby.

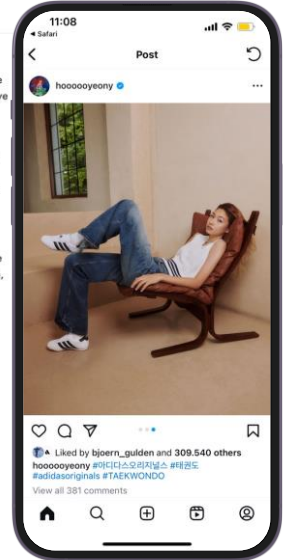
The flat-soled, low-profile adidas shoe couldn't have picked a better time to return to the scene. If your eyes are glued to the ground, you may have noticed the gradual takeover of flat shoes, several adidas sneakers included, like the SL 72 and Gazelle.

The adidas Taekwondo is one of the more exciting steps in the thin-soled squad. On top of getting a pretty tasteful upgrade in 2021 (Bad Bunny is quietly bringing it back, ballerina-style), the adidas Taekwondo shoes infused with martial arts history, wrapped in a stylishly sleek design.

The adidas Taekwondo, with its minimalist performance design from the early 2000s, now serves as an everyday staple. The return of the flexible, breathable leather upper and subtle adidas logos only reassures its timeless appeal.

kicksvisionofficial  
70.4K followers

View profile



ADIDAS AG



# WE CONTINUE TO HAVE THE HOTTEST SHOES ON THE STREET

SCALED UP



SAMBA



GAZELLE



HANDBALL  
SPEZIAL



CAMPUS

SCALING UP



RETRO RUNNING  
SL 72



LO PROFILE

FUTURE



LIFESTYLE  
RUNNING



SUPERSTAR

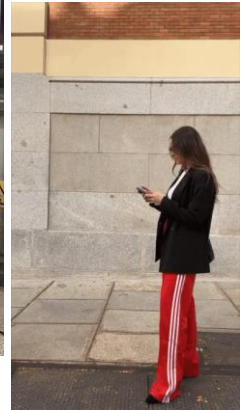


## SHOWING UP STRONG IN THE STREETS

Unboxing the new  
it girl sneakers

✨Adidas Campus 00s✨





AND IT CONTINUES IN APPAREL  
TRACK TOPS &  
PANTS TRENDING







## AND IT CONTINUES IN APPAREL TAKING FOOTBALL TO THE STREETS





# **STRONG LIFESTYLE PORTFOLIO**

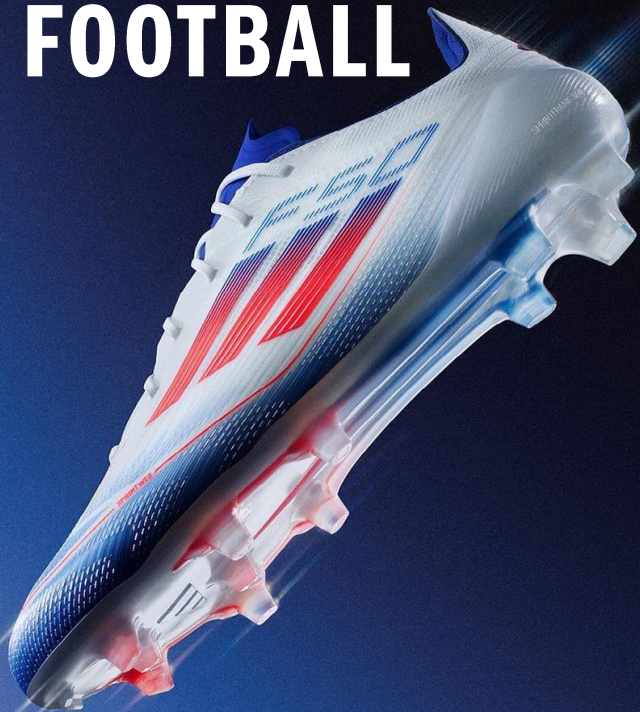


BUT WE ARE A SPORTS BRAND  
**AND OUR PERFORMANCE  
OFFERING IS JUST  
AS STRONG**





FOOTBALL



F50



PREDATOR



COPA





**RUNNING**



**PRO EVO 1**



**ULTRABOOST 5**



**ADIZERO PRO 4**



**SUPERNOVA PRIMA**



TRAINING

DROPSET 3



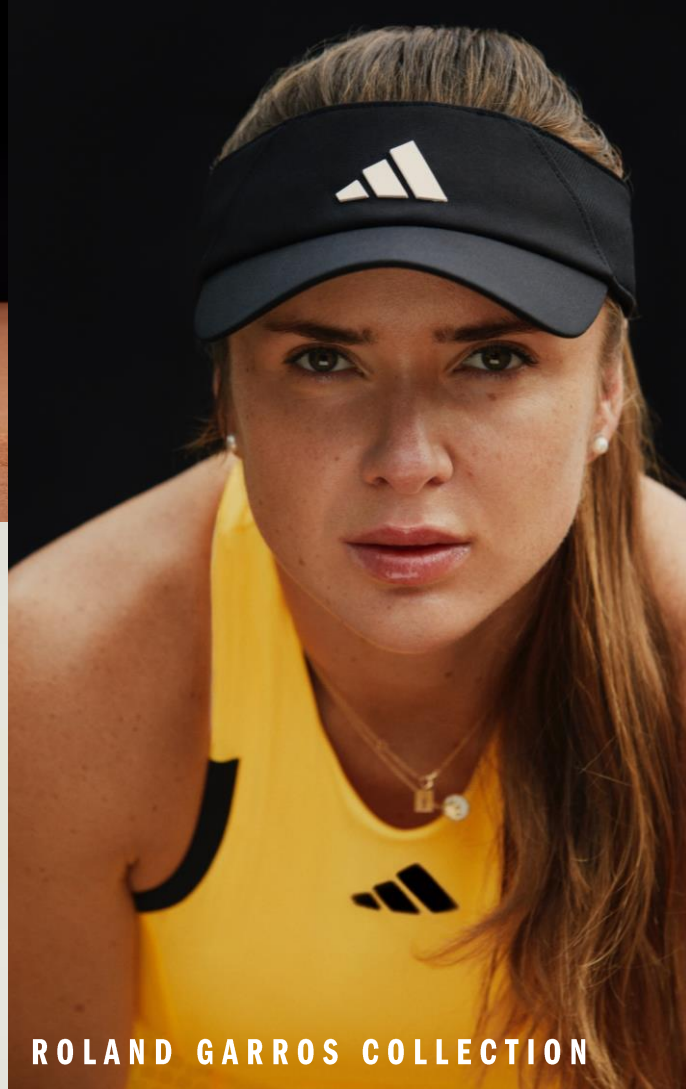
STRENGTH SPRING/SUMMER 24





# SPECIALIST SPORTS

OLYMPIC KITS



ROLAND GARROS COLLECTION

# TERREX

AGRAVIC 3



AGRAVIC SPEED ULTRA



  
GOLF



SKY SPORT



TOUR360 24



CODECHAOS 25







US SPORTS



WARP SPEED COLLECTION  
BASEBALL

TEXAS TECH  
UNIFORMS



MAHOMES II



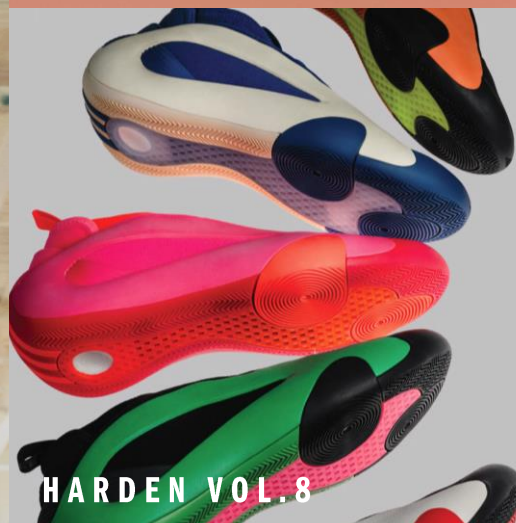
# BASKETBALL



D.O.N. ISSUE 6

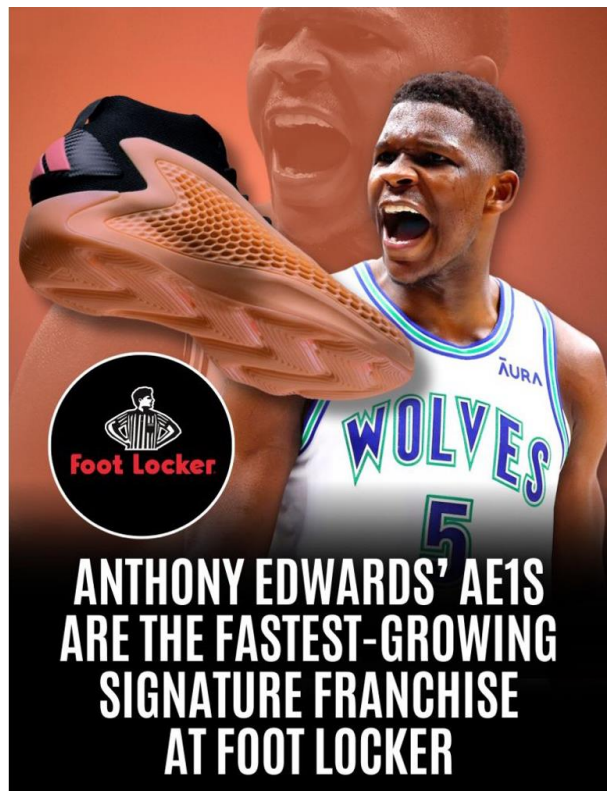


AE 1 LOW



HARDEN VOL.8





**CELEBRATING WINS ACROSS CATEGORIES**

REAL MADRID WINS  
CHAMPIONS LEAGUE



MANCHESTER UNITED WOMEN  
WIN FA CUP



JUVENTUS WINS COPPA ITALIA



FC BAYERN WOMEN WIN LEAGUE



MANCHESTER UNITED MEN  
WIN FA CUP



INDIA WINS CRICKET T20  
WORLD CUP

**CELEBRATING OUR WINNING TEAMS...**



US RECORD  
150M  
NOAH LYLES  
14.41s



MEN'S WINNER  
SISAY LEMMA  
02:06:17

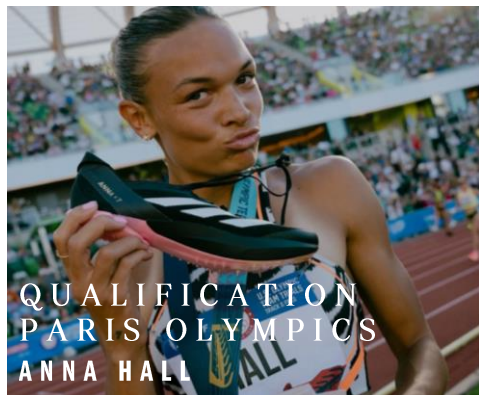


BOSTON  
MARATHON

WORLD RECORD  
PERES JEPCHIRCHIR  
02:16:16



LONDON  
MARATHON



QUALIFICATION  
PARIS OLYMPICS  
ANNA HALL



WORLD LEAD TIME  
110M HURDLES  
GRANT  
HOLLOWAY

...AND OUR WINNING ATHLETES

AITANA  
BONMATÍ



MICHAEL  
THORBJORNSEN



MICAH PARSONS



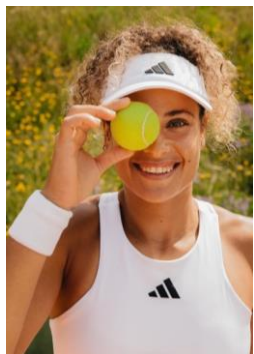
ONE LEAGUE  
VOLLEYBALL



ASTON VILLA



SKY SPORTS GOLF



MAYAR SHERIF



TIARE JENNINGS



ADIZERO 7



FORTNITE



CSSF MIDDLESCHOOL



EINTRACHT  
FRANKFURT



COMO 1907



TEXAS TECH



GERMAN HOCKEY  
FEDERATION

## CELEBRATING NEW PARTNERSHIPS





## CELEBRATING EXTENDED PARTNERSHIPS

A male athlete in a red singlet and white shorts is captured in mid-air, clearing a hurdle on a green running track. The background is a plain, light-colored wall. Two other athletes in similar red singlets are visible in the background, blurred to indicate motion. The text "FINANCIAL UPDATE" is overlaid in white, bold, sans-serif capital letters across the center of the image.

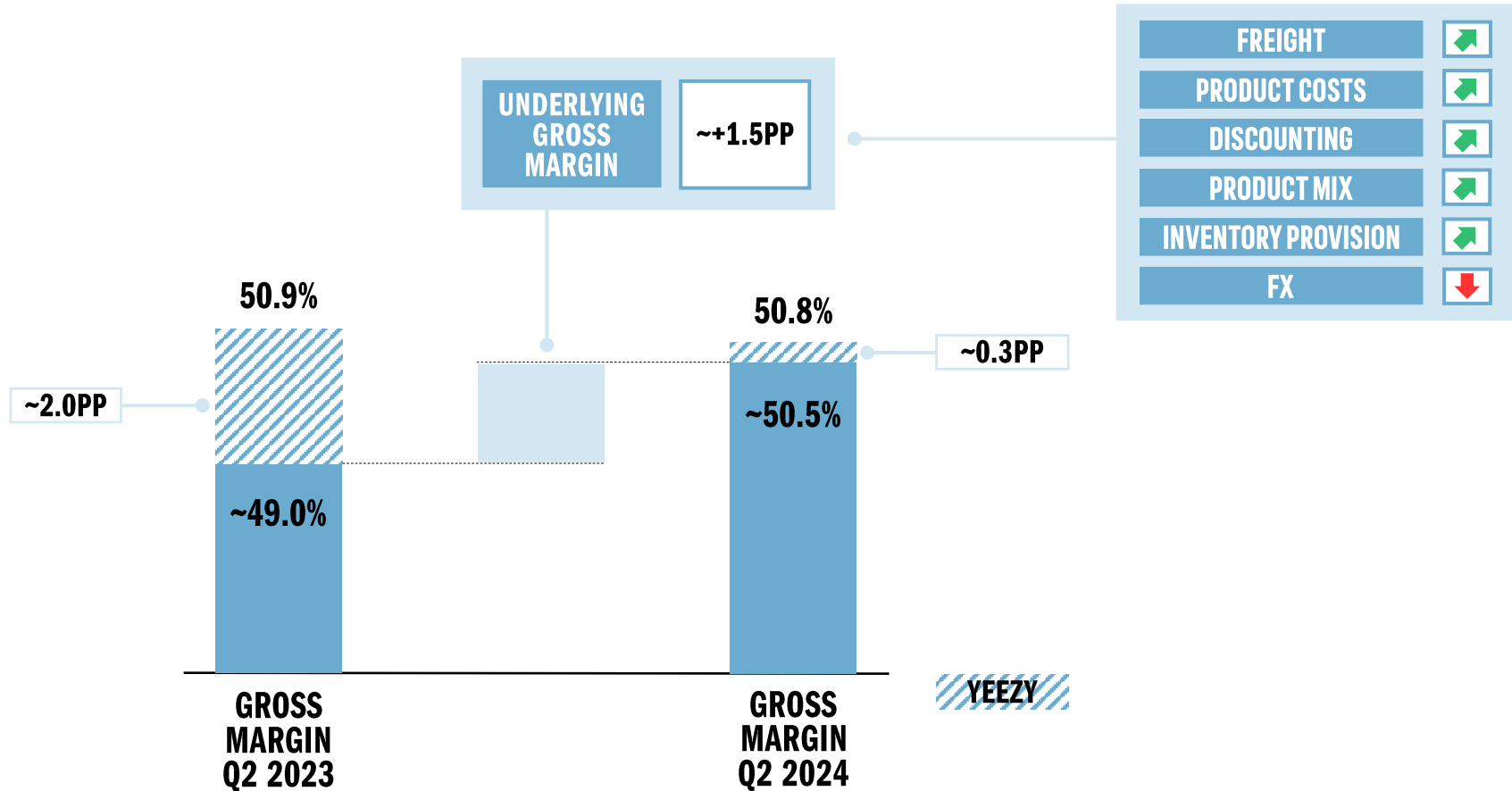
# FINANCIAL UPDATE



# Q2 2024 FINANCIAL RESULTS

€ IN MILLIONS	Q2 2023	Q2 2024	Y-O-Y	
NET SALES	5,343	5,822	+9% +11% C.N.	INCL. YEEZY REVENUES OF ~€ 200M UNDERLYING BUSINESS (EXCL. YEEZY) +16% C.N.
GROSS PROFIT % OF NET SALES	2,719 50.9%	2,959 50.8%	+9% -0.1PP	

# GROSS MARGIN DEVELOPMENT





# Q2 2024 FINANCIAL RESULTS

€ IN MILLIONS

	Q2 2023	Q2 2024	Y-O-Y	
<b>NET SALES</b>	<b>5,343</b>	<b>5,822</b>	<b>+9%</b> +11% C.N.	<b>INCL. YEEZY REVENUES OF ~€ 200M</b> <b>UNDERLYING BUSINESS (EXCL. YEEZY) +16% C.N.</b>
<b>GROSS PROFIT</b> % OF NET SALES	<b>2,719</b> 50.9%	<b>2,959</b> 50.8%	<b>+9%</b> -0.1PP	
<b>MARKETING &amp; POS EXPENSES</b> % OF NET SALES	<b>617</b> 11.5%	<b>707</b> 12.1%	<b>+15%</b> +0.6PP	<b>INVESTMENTS INTO BRAND CAMPAIGN,</b> <b>EVENT ACTIVATIONS &amp; PRODUCT LAUNCHES</b>
<b>OOH EXPENSES</b> % OF NET SALES	<b>1,965</b> 36.8%	<b>1,930</b> 33.2%	<b>-2%</b> -3.6PP	
<b>OPERATING PROFIT</b> % OF NET SALES	<b>176</b> 3.3%	<b>346</b> 5.9%	<b>+97%</b> +2.7PP	<b>INCL. YEEZY CONTRIBUTION OF ~€ 50M</b>

# Q2 2024 FINANCIAL RESULTS

€ IN MILLIONS

	Q2 2023	Q2 2024	Y-O-Y
<b>OPERATING PROFIT</b> % OF NET SALES	<b>176</b> 3.3%	<b>346</b> 5.9%	<b>+97%</b> +2.7PP
<b>FINANCIAL INCOME</b>	<b>19</b>	<b>20</b>	<b>+5%</b>
<b>FINANCIAL EXPENSES</b>	<b>71</b>	<b>62</b>	<b>-13%</b>
<b>INCOME BEFORE TAXES</b> % OF NET SALES	<b>123</b> 2.3%	<b>304</b> 5.2%	<b>+147%</b> +2.9PP
<b>INCOME TAXES</b> % OF NET SALES	<b>27</b> 21.9%	<b>93</b> 30.5%	<b>+243%</b> 8.6PP
<b>NET INCOME<sup>1</sup></b>	<b>96</b>	<b>211</b>	<b>+119%</b>

INCL. YEEZY CONTRIBUTION OF ~€ 50M

<sup>1</sup> FROM CONTINUING OPERATIONS.



# BALANCE SHEET KPIs

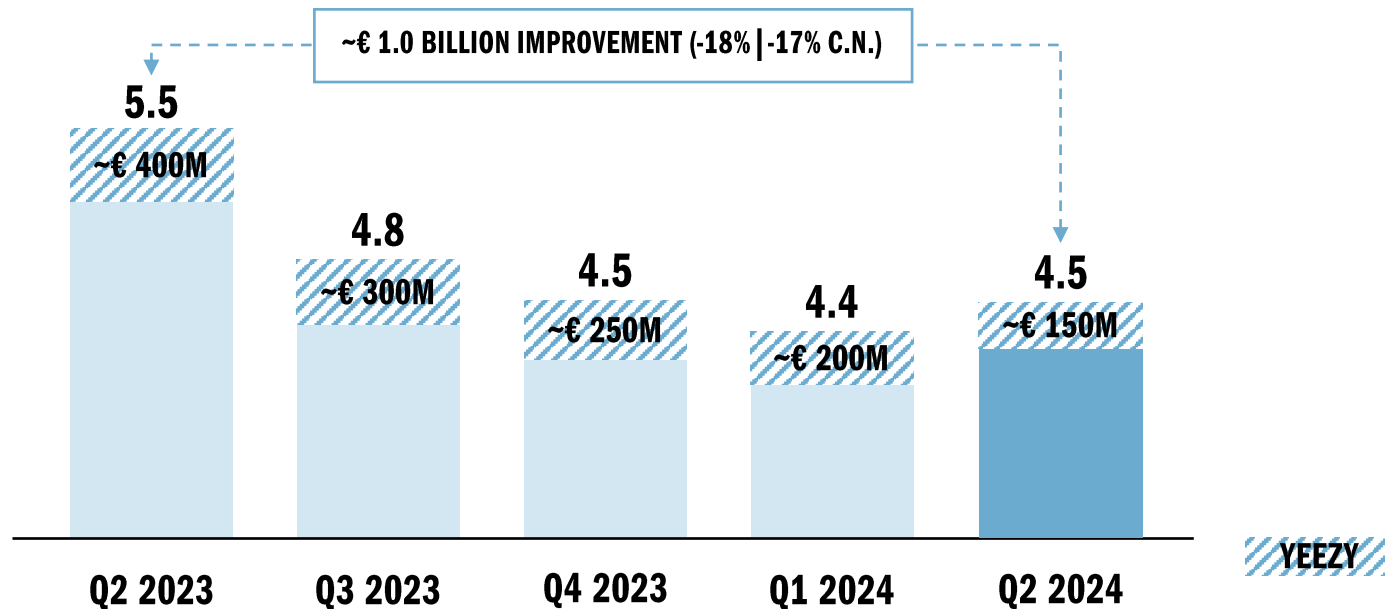
€ IN MILLIONS	30 JUN 2023	30 JUN 2024	CHANGE
INVENTORIES	5,540	4,544	-18%   -17% C.N.

# INVENTORY DEVELOPMENT

€ IN BILLIONS

RETURN TO HEALTHY INVENTORY LEVEL & COMPOSITION

INVENTORY DEVELOPMENT  
TO SUPPORT TOP-LINE GROWTH



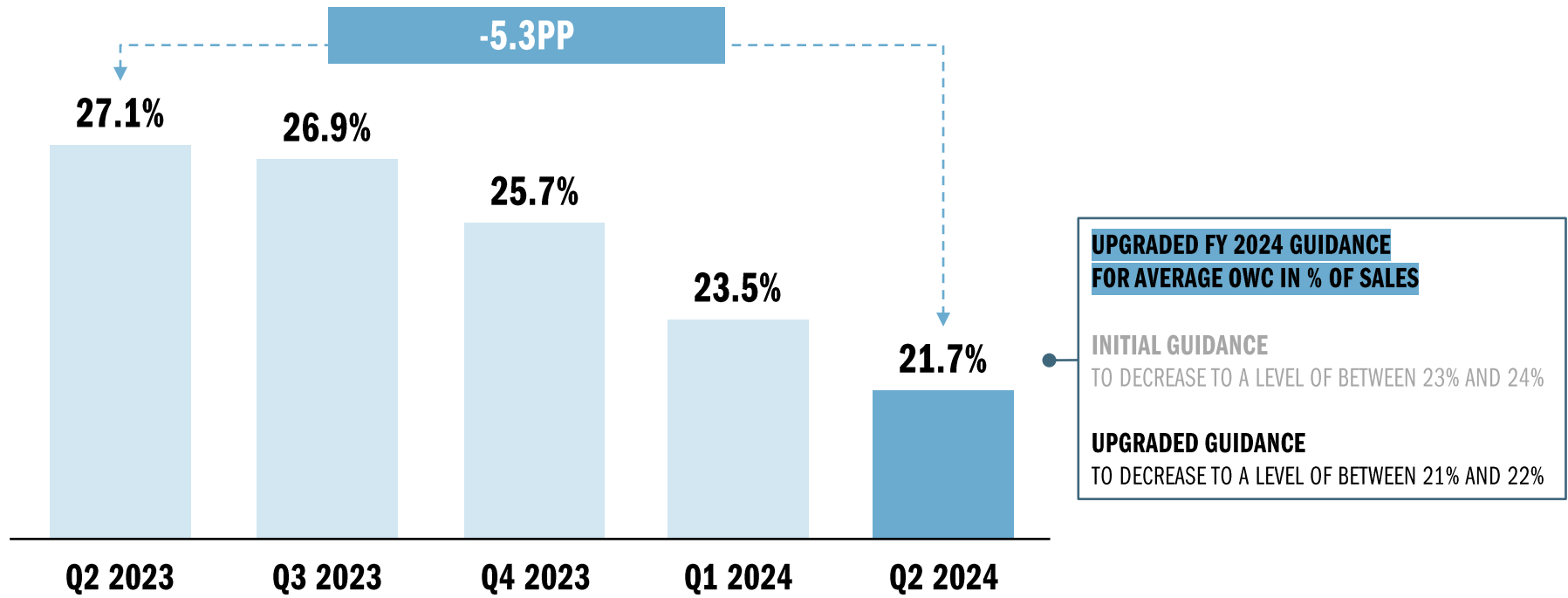


# BALANCE SHEET KPIs

€ IN MILLIONS	30 JUN 2023	30 JUN 2024	CHANGE
INVENTORIES	5,540	4,544	-18%   -17% C.N.
ACCOUNTS RECEIVABLE	2,567	2,771	+8%   +10% C.N.
ACCOUNTS PAYABLE	2,210	2,560	+16%   +17% C.N.
OPERATING WORKING CAPITAL	5,896	4,756	-19%   -18% C.N.

# AVERAGE OPERATING WORKING CAPITAL DEVELOPMENT

AS A % OF NET SALES



AVERAGE OPERATING WORKING CAPITAL = AVERAGE OF OPERATING WORKING CAPITAL FOR THE LAST 4 QUARTERS DIVIDED BY NET SALES FOR THE LAST 4 QUARTERS.

# BALANCE SHEET KPIs

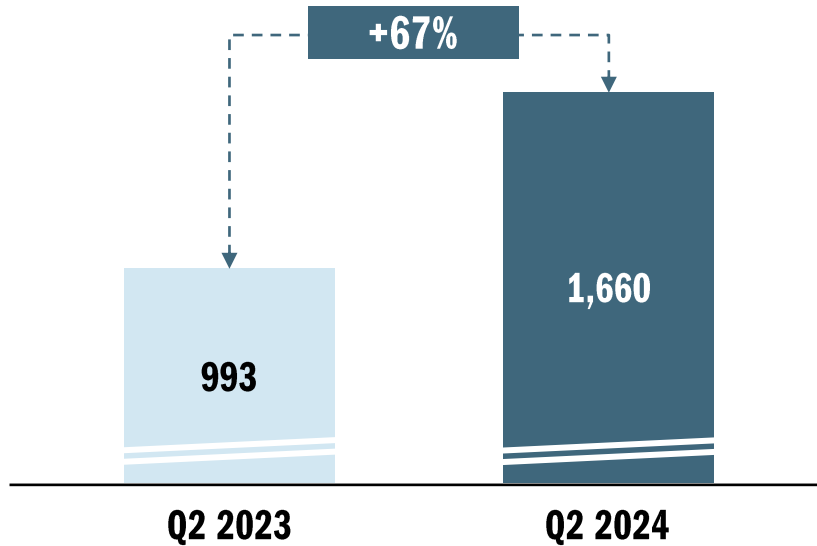
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ACCOUNTS PAYABLE	2,210	2,560	+16%   +17% C.N.
OPERATING WORKING CAPITAL	5,896	4,756	-19%   -18% C.N.
CASH AND CASH EQUIVALENTS	993	1,660	+67%



# Q2 2024 CASH AND NET BORROWINGS DEVELOPMENT

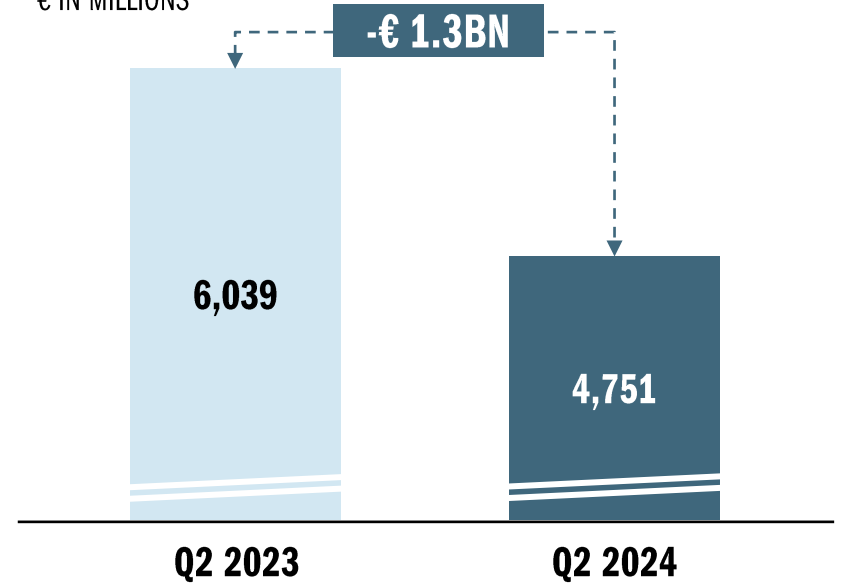
## CASH AND CASH EQUIVALENTS

€ IN MILLIONS



## ADJUSTED NET BORROWINGS

€ IN MILLIONS



ADIDAS AG

PROGRESS TOWARD RETURNING TO TARGETED **ADJUSTED NET BORROWINGS/EBITDA RATIO** OF BELOW <2.0X

# OUTLOOK 2024



# FY 2024 GUIDANCE OVERVIEW

	INITIAL GUIDANCE MARCH 13	UPDATED GUIDANCE APRIL 16	FY 2024 GUIDANCE JULY 16
<b>NET SALES GROWTH</b> CURRENCY- NEUTRAL	MID-SINGLE- DIGIT INCREASE	MID- TO HIGH- SINGLE-DIGIT INCREASE	HIGH-SINGLE- DIGIT INCREASE
<b>OPERATING PROFIT</b> REPORTED	~ €500M	~ €700M	~ €1BN

## ASSUMPTIONS

### SELLING REMAINING YEEZY INVENTORY ON AVERAGE AT COST

- ~€150 million additional top-line contribution
- No further operating profit contribution

### SIGNIFICANT FX HEADWIND

- Translational on top line
- Transactional on gross margin

### CONTINUED INVESTMENT IN MARKETING AND SALES



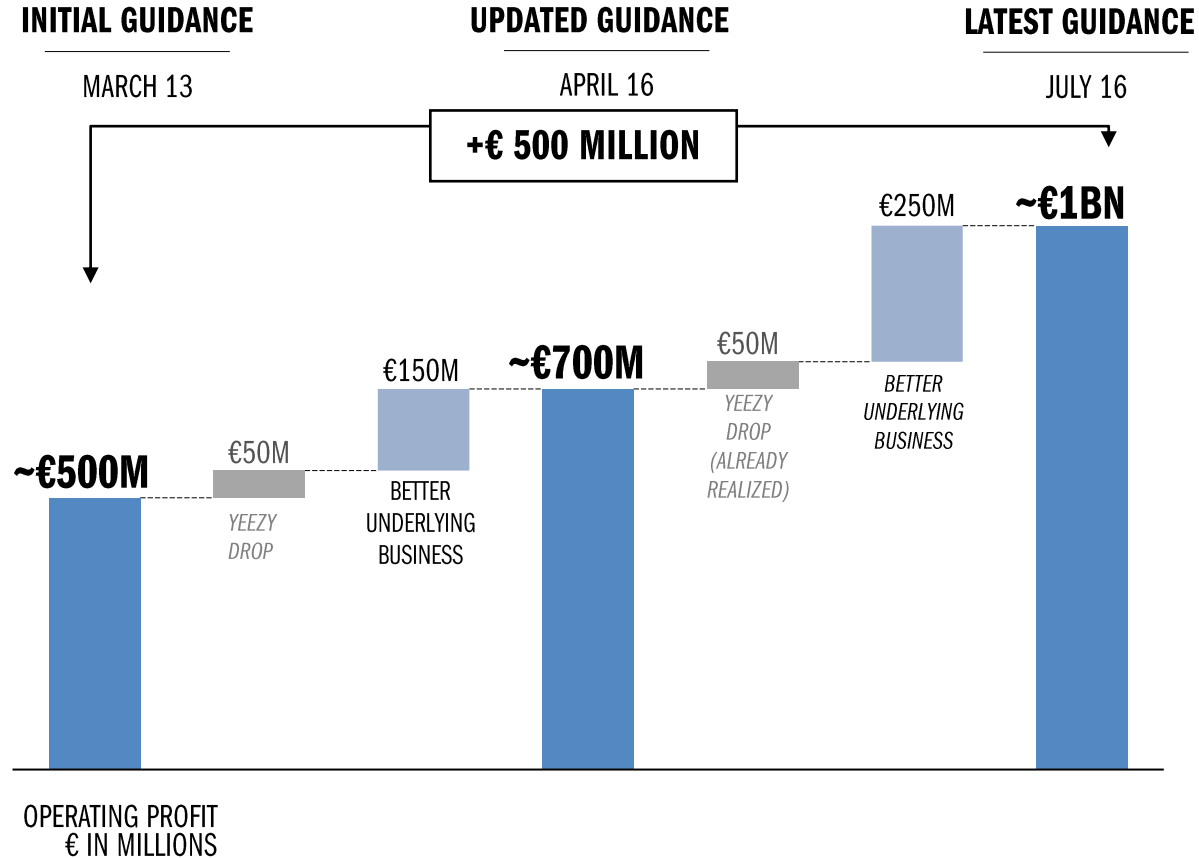
# FY 2024 GUIDANCE YEEZY

	Q1 2024	Q2 2024	Q3-Q4 2024	LATEST FY 2024 GUIDANCE JULY 16
NET SALES	~€150M	~€200M	~€150M	~€500M (PREVIOUSLY: ~€350M)
OPERATING PROFIT	~€50M	~€50M	~€0M	~€100M (PREVIOUSLY: ~€50M)

Selling remaining inventory on average at cost

# STRONGER UNDERLYING BUSINESS THAN EXPECTED

## FY 2024 GUIDANCE: OPERATING PROFIT



ZNE



ADICOLOR



TERREX TRAILMAKER 2



AE 1 LOW



PREDATOR MANIA 'MADE IN GERMANY' RANGE



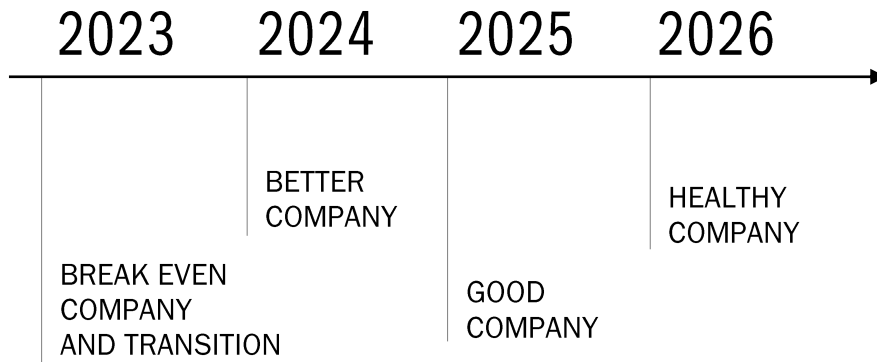
ADIZERO PRO 4

**STRONG PRODUCTS COMING IN H2 2024**



2026

# ROADMAP TO SUCCESS



10% NS GROWTH

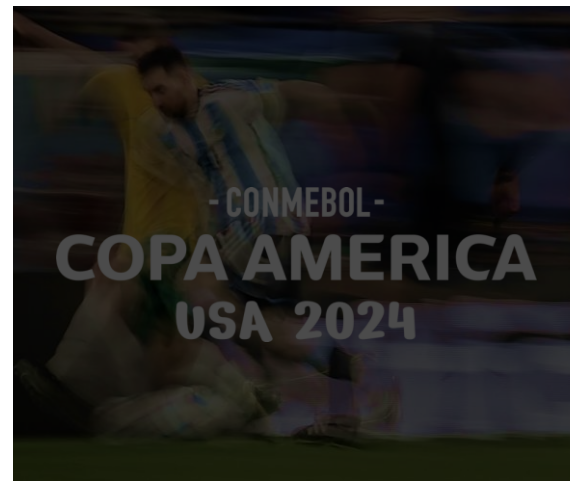
~ 50-52% GROSS MARGIN

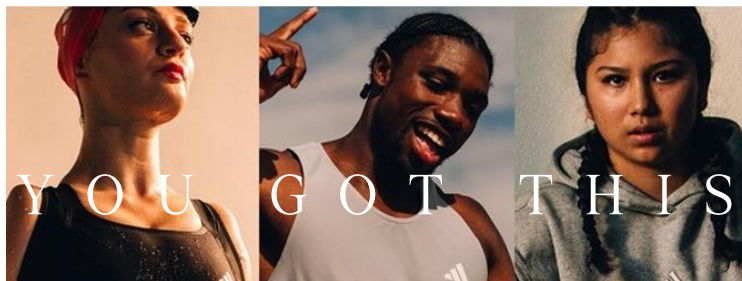
~ 12% MWB

~ 30% OOH

= 10% EBIT

2024  
CELEBRATION  
OF THE  
YEAR OF SPORTS  
CONTINUES  
IN PARIS





Team Sierra Leone, Labrum, Best  
Paris Olympics 2024 Uniforms



## OLYMPICS AND PARALYMPICS 2024 IN PARIS

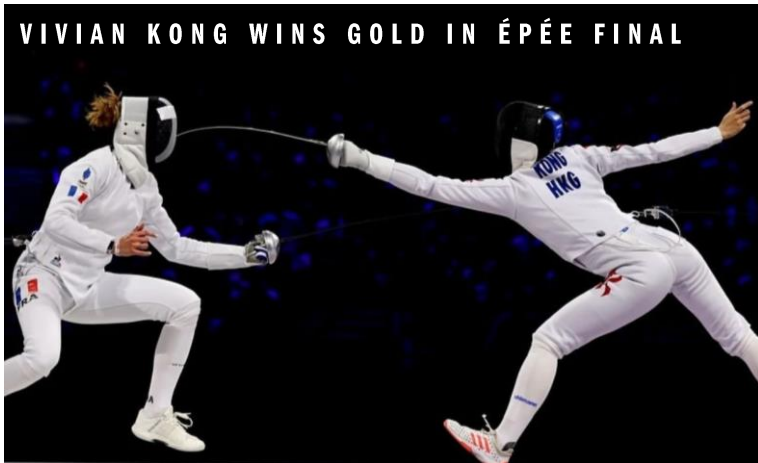
### 49 SHOES ACROSS 41 DISCIPLINES



**TOM DALEY WINS SILVER IN  
10M SYNCHRONISED DIVING**



**VIVIAN KONG WINS GOLD IN ÉPÉE FINAL**



**ANTOINE DUPONT  
WINS GOLD IN  
RUGBY  
SEVENS**



**SANGUK OH WINS GOLD IN  
FENCING SABRE**



**HIFUMI ABE  
WINS GOLD IN  
JUDO FINAL**



**JESS FOX WINS GOLD IN  
CANOE SLALOM K1 FINAL**



**BLACK FERNS  
WIN GOLD  
IN RUGBY**



**OLYMPICS OFF TO A STRONG START**

**Q&A**



## **ADIDAS INVESTOR RELATIONS**



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