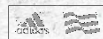


adidas[®]
GROUP



Q1 2015 Results

Analyst Presentation



**MAKE A
DIFFERENCE**

Herzogenaurach, May 5, 2015

INTRODUCTION

SEBASTIAN STEFFEN
VP INVESTOR RELATIONS

OPERATIONAL HIGHLIGHTS

HERBERT HAINER
ADIDAS GROUP CEO

ROCKPORT DIVESTITURE

- Definitive agreement to sell the Rockport business for a total consideration of up to \$ 280 million
- Focus on core brands: adidas, Reebok and TaylorMade
- Transaction expected to be completed in the second half of 2015



SHARE BUYBACK PROGRAMME

1st tranche successfully completed:

- 4,889,142 shares repurchased at average price of € 61.36 per share

2nd tranche started:

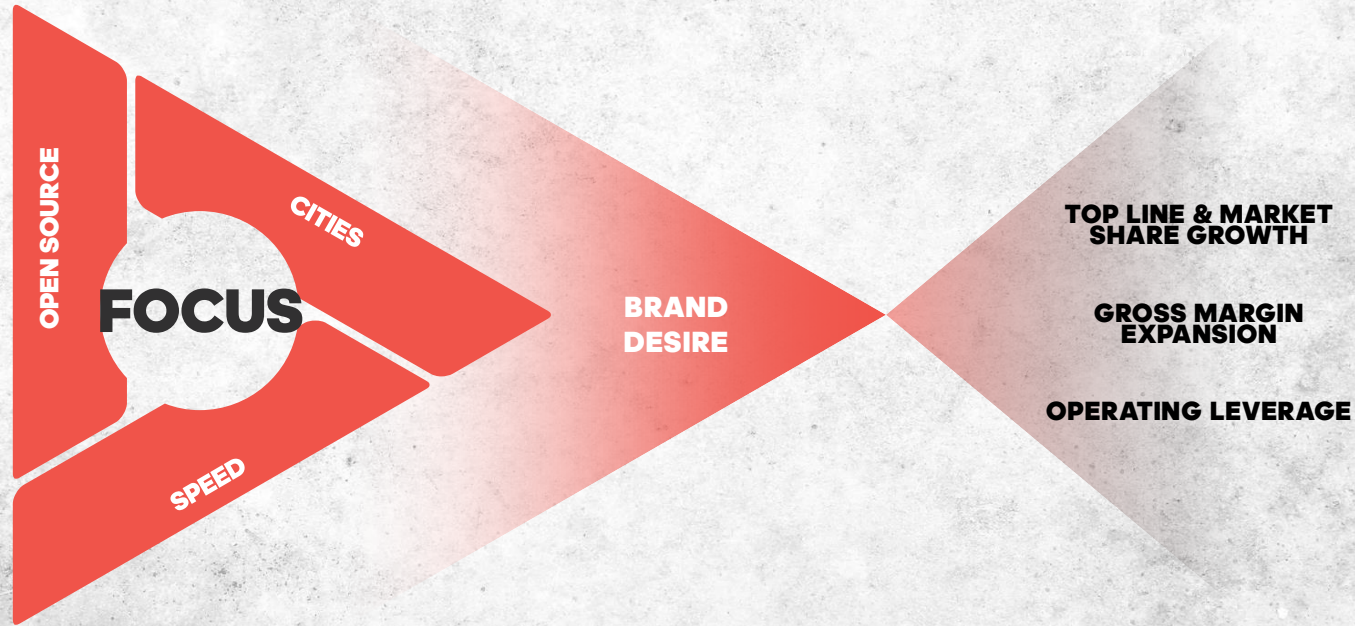
- Total volume up to € 300 million
- Starting March 6, 2015 and ending latest on July 3, 2015
- Currently, more than two million shares repurchased

The Adidas Group logo is displayed on the right side of the slide. It features the word "adidas" in a bold, lowercase, sans-serif font, with a registered trademark symbol (®) to its upper right. Below "adidas" is a thin horizontal line, and underneath that line, the word "GROUP" is written in a larger, all-caps, sans-serif font with wide letter spacing.



CREATING THE NEW

OUR STRATEGY FOR CREATING THE NEW



STRONG START INTO 2015

- Sales increase 9% currency-neutral or 17% in euro terms to € 4.1 billion
- adidas and Reebok grow 11% and 9% currency-neutral, respectively
- Gross margin stable at 49.2%
- Operating margin reaches 8.9%
- Net income from continuing operations grows 22% to € 255 million

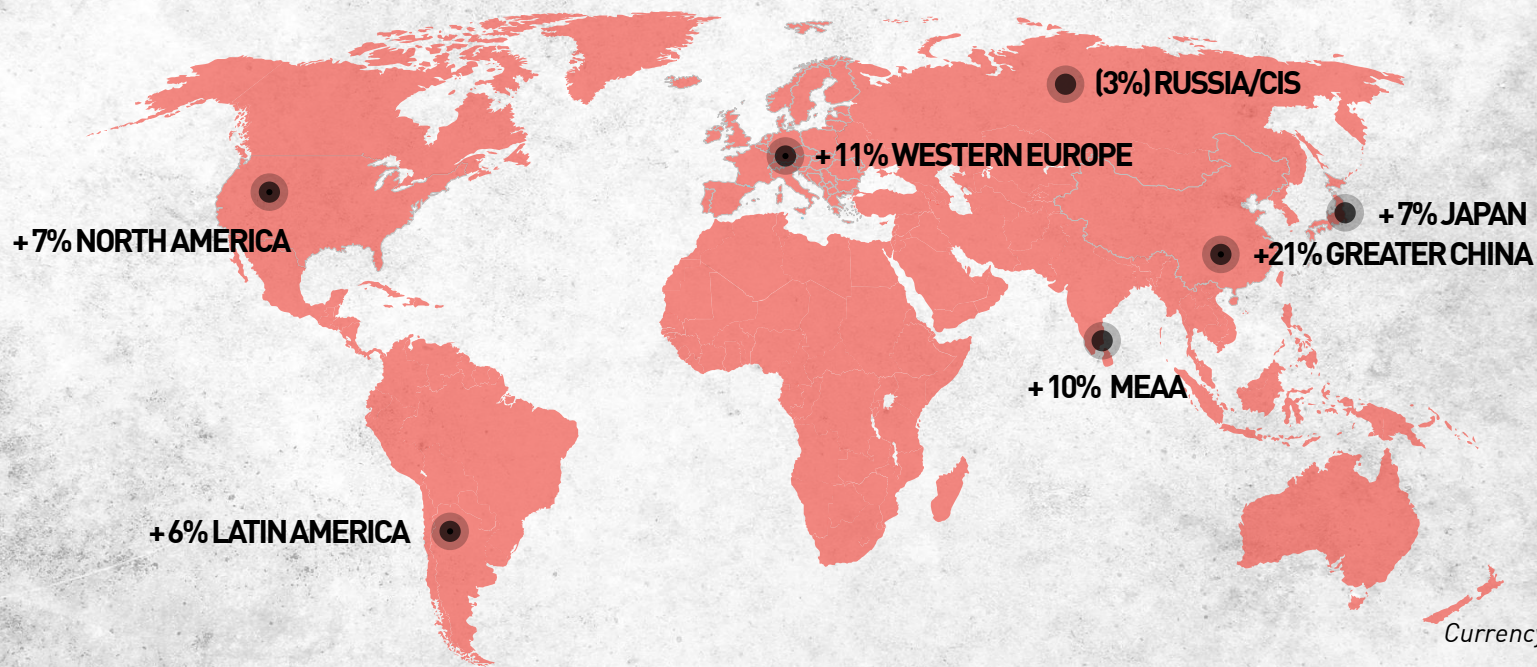


ADIDAS AND REEBOK WITH ROBUST MOMENTUM

		Q1 2015	CHANGE
	NET SALES (€ IN MILLIONS)	3,352	 +11% ¹⁾
	GROSS MARGIN	47.9%	 +0.4pp
	NET SALES (€ IN MILLIONS)	411	 +9% ¹⁾
	GROSS MARGIN	38.8%	 (0.8pp)

¹⁾ Currency-neutral.

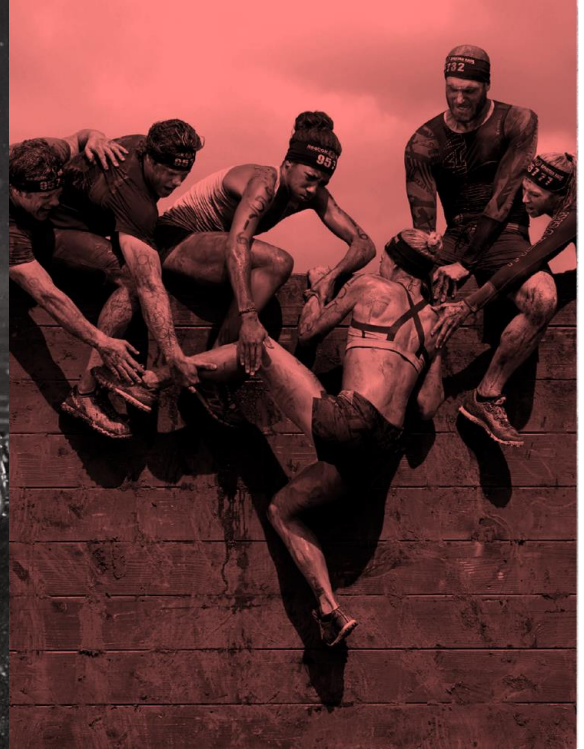
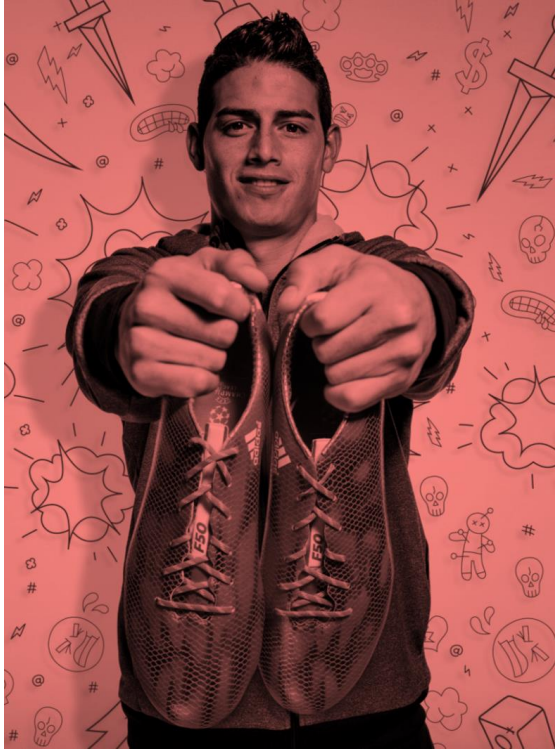
STRONG SALES GROWTH IN NEARLY ALL MARKETS



Currency-neutral.

Figures reflect combined revenues of the adidas and Reebok businesses.

MARKETING CAMPAIGNS CREATE BRAND DESIRE



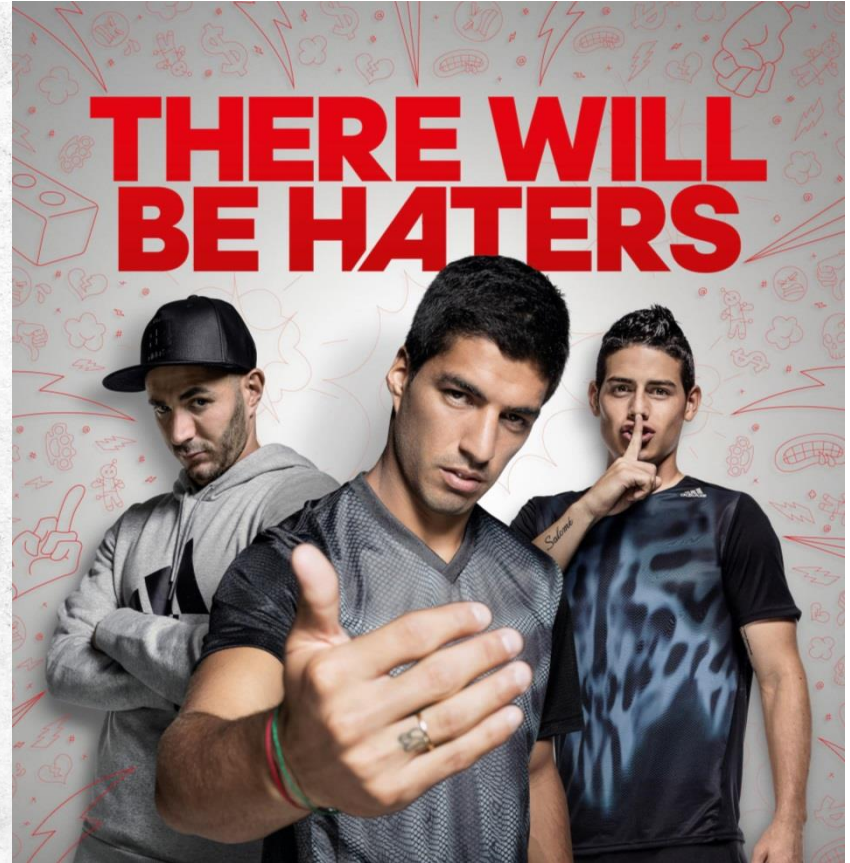
RUNNING

- Currency-neutral Running sales increase 13%
- Double-digit sales increases in both footwear and apparel
- Double-digit sales growth in most markets
- Introducing the best running shoe ever: ULTRA BOOST



FOOTBALL

- Currency-neutral sales for Football footwear grow 16%
- Strong momentum in Western Europe as well as in North America
- Football sales in retail increase 7% on currency-neutral basis
- Successful launch of the 'THERE WILL BE HATERS' campaign



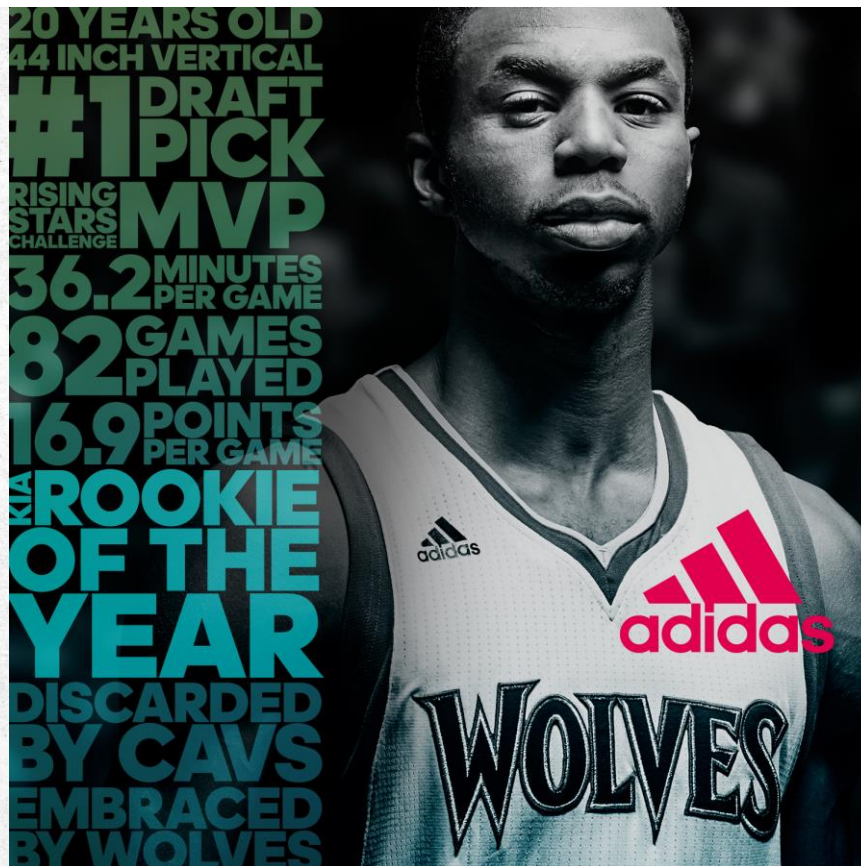
TRAINING

- Currency-neutral Training sales increase 8%
- Strong double-digit growth in Latin America, Greater China and MEAA
- Growth driven by double-digit sales increases in apparel
- adidas by Stella McCartney celebrates 10 years of being at the cutting edge of advanced athletic style



BASKETBALL

- Currency-neutral Basketball sales increase 1%
- Successful launch of the first Damian Lillard signature shoe
- Outstanding presence during the 2015 NBA All-Star Game in NYC
- Andrew Wiggins honoured as 'Rookie Of The Year'



ORIGINALS

- Sales at adidas Originals increase 29% currency-neutral
- Footwear sales at adidas Originals increase 44%, driven by strong silhouettes such as the Superstar, Tubular and ZX Flux
- Strong double-digit increase in most markets



NEO

- adidas NEO sales increase 18% currency-neutral
- Double-digit growth in both footwear and apparel
- adidas NEO enjoys strong momentum in most markets
- Successful launch of the spring 2015 Selena Gomez Collection



REEBOK

- Reebok revenues up 9% currency-neutral
- 8th consecutive quarter of growth
- Double-digit growth rates in the Training and Studio categories
- Successful introduction of the Reebok ZPump Fusion franchise



TMaG

- Currency-neutral sales down 9%, due to sales declines in metalwoods and irons
- R15 and AeroBurner successfully introduced to the market
- First stand-alone TMaG factory outlet opened during Q1
- Strong product pipeline and a cleaner market environment put TMaG up for growth going forward



FINANCIAL HIGHLIGHTS

ROBIN J. STALKER
ADIDAS GROUP CFO

NEW SEGMENTAL REPORTING STRUCTURE

adidas
GROUP

**WESTERN EUROPE
NORTH AMERICA
GREATER CHINA
RUSSIA/CIS
LATIN AMERICA
JAPAN
MEAA**

OTHER BUSINESSES



**OTHER CENTRALLY
MANAGED BUSINESSES**

WESTERN EUROPE

- Revenues up 11% currency-neutral
- Double-digit sales growth in most of the region's major markets
- Double-digit sales growth at both adidas (+11%) and Reebok (+16%)
- Growth at adidas supported by sales increases in Running, Football and at adidas Originals
- Marketing and sales working budget expenditure up at double-digit rates each



NORTH AMERICA

- Sales grow 7% currency-neutral
- Revenues at adidas up 9%, supported by double-digit increases in Football and at adidas Originals
- Reebok sales decrease 3%, due to ongoing efforts to streamline the brand's factory outlet business
- Significant investments in brand-building activities and point-of-sale activation



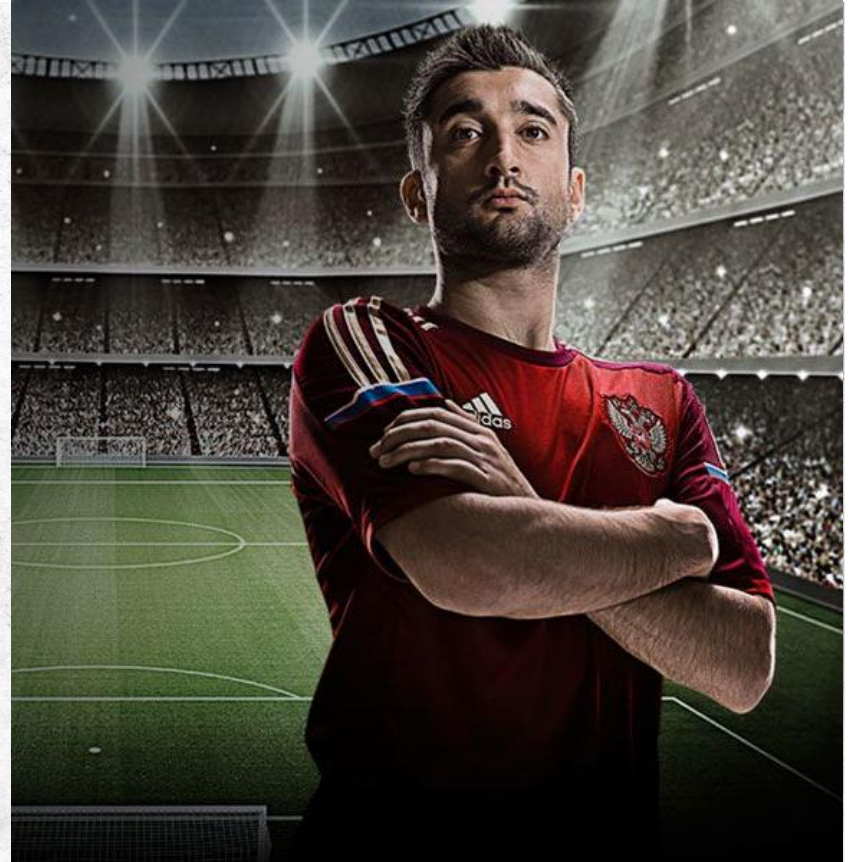
GREATER CHINA

- Currency-neutral sales grow 21%, with double-digit increases at both adidas and Reebok
- adidas up 21%, mainly due to strong double-digit sales increases in key performance categories such as Training and Running
- adidas Originals and adidas NEO continue to grow at double-digit rates



RUSSIA/CIS

- Currency-neutral sales down 3%
- Mid-single-digit growth at Reebok more than offset by sales declines at adidas
- Significant reduction of operating expenses, primarily due to lower sales expenditure
- Close to 30 net store closures during Q1 2015



LATIN AMERICA

- Sales grow 6% currency-neutral
- Double-digit increases in most markets, in particular Argentina
- Sales up 5% at adidas, fuelled by double-digit growth in Training, Running and at adidas Originals
- Reebok grows 16%, supported by double-digit sales increases in Running and Training
- Revenues in retail up 21%, driven by double-digit comp store sales increases



JAPAN

- Currency-neutral sales up 7%, driven by growth at both adidas and Reebok
- adidas up 3%, mainly due to double-digit sales increases in Running and at adidas Originals
- Retail revenues grow at double-digit rate, supported by significant sales increases in eCom



MEAA

- Revenues in Q1 up 10% currency-neutral driven by double-digit growth at adidas
- United Arab Emirates, South Korea and Turkey are main contributors to the sales increase
- Double-digit sales growth at adidas (+10%), driven by increases in Training, Running and at adidas Originals



PROFITABILITY OF OTHER BUSINESSES IMPROVES

Other Businesses	Q1 2015	CHANGE
NET SALES	€ 377 million	↓ (1%) ¹⁾
GROSS MARGIN	37.5%	↓ (0.6pp)
OPERATING MARGIN	(1.4%)	↑ +4.9pp









¹⁾ Currency-neutral.

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.

GROUP OPERATING MARGIN GROWS 0.1PP

Q1 2015







GROSS PROFIT	 +17%	€ 2,008 million
GROSS MARGIN	 +0.0pp	49.2%
OTHER OPERATING EXPENSES	 +15%	€ 1,700 million
OTHER OPERATING EXPENSES AS A PERCENTAGE OF SALES	 (0.8pp)	41.6%
OPERATING PROFIT	 +18%	€ 363 million
OPERATING MARGIN	 +0.1pp	8.9%

Excluding goodwill impairment of € 18 million.

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.

NET INCOME GROWS 22%







Q1 2015

FINANCIAL INCOME	 +132%	€ 16 million
FINANCIAL EXPENSES	 [22%]	€ 16 million
INCOME BEFORE TAXES	 +24%	€ 363 million
INCOME TAX RATE	 +0.9pp	29.8%
NET INCOME FROM CONTINUING OPERATIONS	 +22%	€ 255 million
DILUTED EARNINGS PER SHARE FROM CONTINUING OPERATIONS	 +27%	€ 1.24

Excluding goodwill impairment of € 18 million.

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.

RETAIL PROFITABILITY IMPROVES STRONGLY

	Q1 2015	CHANGE
NET SALES	€ 895 million	 +14% ¹⁾
ADIDAS COMP STORE SALES		 +5% ¹⁾
REEBOK COMP STORE SALES		 (2%) ¹⁾
TOTAL COMP STORE SALES		 +4% ¹⁾
GROSS MARGIN	59.9%	 (0.1pp)
OPERATING MARGIN	16.0%	 +2.8pp

¹⁾ Currency-neutral.

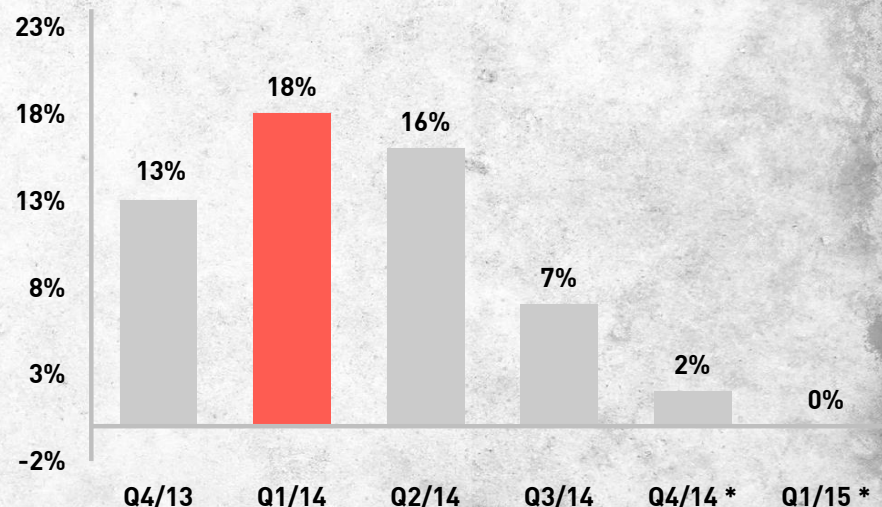
RETAIL STORE DEVELOPMENT

- 2,895 stores operated at quarter-end
- Net decrease of 18 stores versus 2,913 at the end of 2014
- 49 new stores opened, 67 stores closed, 23 stores remodelled
- 1,604 adidas and 436 Reebok branded; 855 factory outlets



STRONG FOCUS ON INVENTORY MANAGEMENT

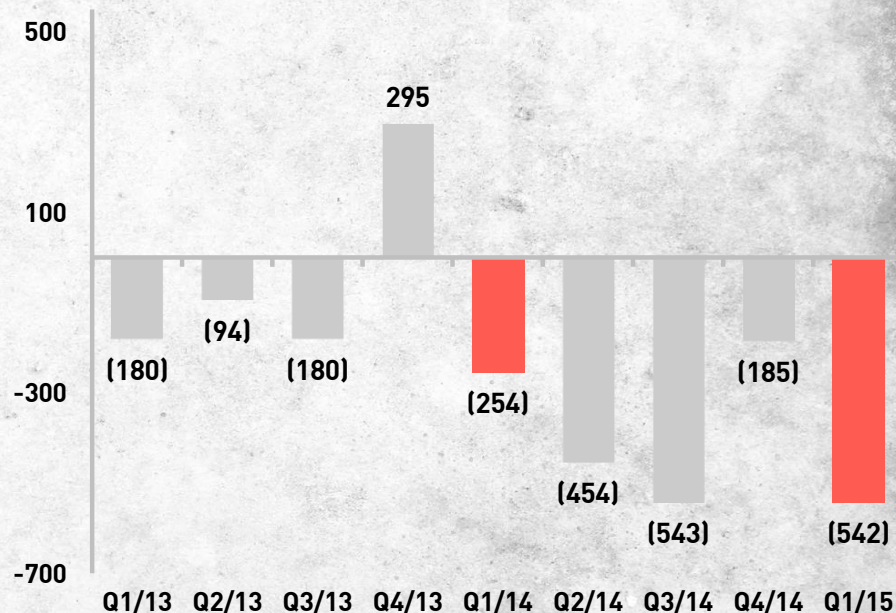
- Inventories from continuing operations remain stable (c.n.)
- Receivables from continuing operations up 2% (c.n.)
- Payables from continuing operations increase 1% (c.n.)
- Average OWC in % of sales increases 0.3pp to 21.9%



* Development of currency-neutral inventories from continuing operations in % at quarter-end.

NET DEBT OF € 542 MILLION

- Net borrowings increase to € 542 million (2014: € 254 million), mainly as a result of the utilisation of cash for the share buyback programme
- Ratio of net borrowings/EBITDA amounts to 0.4 (2014: 0.2)
- Equity ratio decreases to 46.7% (2014: 48.8%)



Net cash/(net borrowings) at quarter-end, € in millions.

ADIDAS GROUP CONFIRMS FY 2015 OUTLOOK

GROUP SALES (CURRENCY-NEUTRAL)	MID-SINGLE-DIGIT INCREASE
GROSS MARGIN	47.5% TO 48.5%
OTHER OPERATING EXPENSES (IN % OF SALES)	AROUND PRIOR YEAR LEVEL
OPERATING MARGIN ¹⁾	BETWEEN 6.5% AND 7.0%
NET INCOME FROM CONTINUING OPERATIONS ¹⁾	TO INCREASE AT A RATE OF 7% TO 10%

¹⁾ Excluding goodwill impairment losses.
Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.

STRATEGIC INITIATIVES AND OUTLOOK

HERBERT HAINER
ADIDAS GROUP CEO

SPORT 15 CONTINUES TO DEMONSTRATE OUR DNA



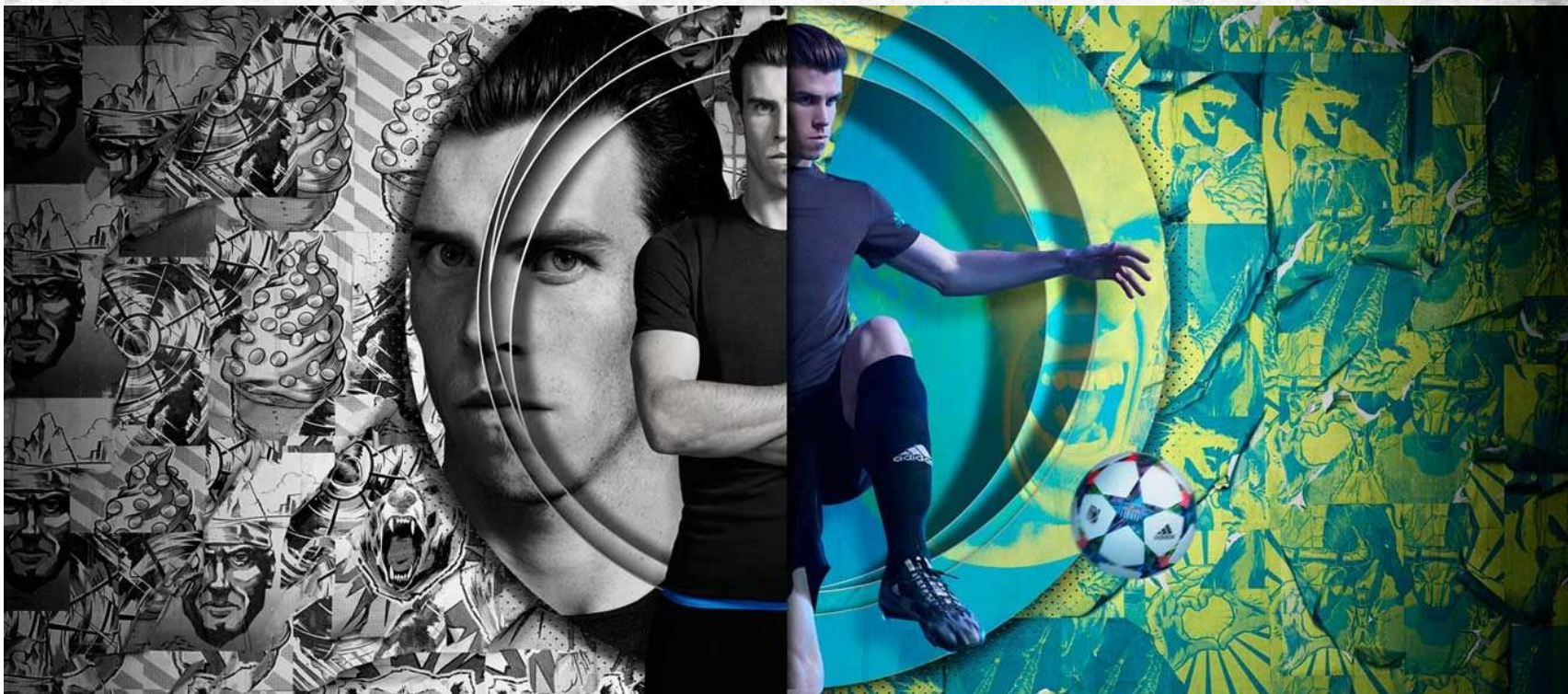
ANDREW WIGGINS: ROOKIE OF THE YEAR



ADIDAS INCREASES VISIBILITY IN US SPORTS



CLIMACHILL CAMPAIGN LAUNCHED



INTRODUCING ROLAND GARROS COLLECTION BY Y-3

adidas

Y-3



NEW FOOTBALL SILOS TO BE INTRODUCED



GAMECHANGER



PLAYMAKER

ORIGINALS CREATES MORE EXCITEMENT



REEBOK LAUNCHES CROSSFIT NANO 5.0



2015 AEROBURNER LINE-UP



ADIDAS AND SPOTIFY TO LAUNCH ADIDAS GO

let the music
listen to you



music by  Spotify

Available on the
App Store

adidas[®]

GROUP

QUESTIONS & ANSWERS

UPCOMING EVENTS

MAY 7, 2015

ANNUAL GENERAL MEETING

MAY 8, 2015

DIVIDEND PAYMENT¹⁾

JUNE 24, 2015

IR TUTORIAL WORKSHOP

AUGUST 6, 2015

FIRST HALF 2015 RESULTS

NOVEMBER 5, 2015

NINE MONTHS 2015 RESULTS

¹⁾ Subject to Annual General Meeting Approval.