adidas GROUP

PUSHING BOUNDARIES

First Quarter Report
January – March
2013

01 First Quarter Results at a Glance (€ in millions)

	First quarter 2013	First quarter 2012	Change
Group			
Net sales	3,751	3,824	(1.9%)
Gross profit	1,881	1,826	3.0%
Gross margin	50.1%	47.7%	2.4pp
Operating profit	442	409	8.1%
Operating margin	11.8%	10.7%	1.1pp
Wholesale			
Net sales	2,481	2,614	(5.1%)
Gross profit	1,100	1,092	0.7%
Gross margin	44.3%	41.8%	2.6pp
Segmental operating profit	893	851	4.8%
Segmental operating margin	36.0%	32.6%	3.4pp
Retail			
Net sales	722	693	4.2%
Gross profit	438	426	2.9%
Gross margin	60.7%	61.5%	(0.8pp)
Segmental operating profit	101	115	(12.0%)
Segmental operating margin	14.0%	16.6%	(2.6pp)
Other Businesses			
Net sales	548	517	6.1%
Gross profit	244	226	8.3%
Gross margin	44.6%	43.7%	0.9pp
Segmental operating profit	172	148	15.9%
Segmental operating margin	31.3%	28.7%	2.6pp
Sales by Brand			
adidas	2,858	2,888	(1.0%)
Reebok	378	451	(16.2%)
TaylorMade-adidas Golf	423	387	9.4%
Rockport	61	60	0.6%
Reebok-CCM Hockey	31	37	(18.1%)

Rounding differences may arise in percentages and totals.

02 Financial Highlights (IFRS)

	First quarter 2013	First quarter 2012	Change
Operating Highlights (€ in millions)			
Net sales	3,751	3,824	(1.9%)
EBITDA	508	469	8.3%
Operating profit	442	409	8.1%
Net income attributable to shareholders	308	289	6.5%
Key Ratios (%)			
Gross margin	50.1%	47.7%	2.4pp
Operating expenses as a percentage of net sales	39.5%	38.4%	1.2pp
Operating margin	11.8%	10.7%	1.1pp
Effective tax rate	27.5%	25.5%	2.0pp
Net income attributable to shareholders as a percentage of net sales	8.2%	7.6%	0.6pp
Average operating working capital as a percentage of net sales [3]	20.3%	20.2% [1]	0.2pp
Equity ratio	49.7%	47.0% [1]	2.7pp
Net borrowings/EBITDA [4]	0.1	0.5	(0.4pp)
Financial leverage	3.1%	12.0% [1]	(8.9pp)
Return on equity	5.4%	5.4% [1]	(0.1pp)
Balance Sheet and Cash Flow Data (€ in millions)			
Total assets	11,561	11,308 [1]	2.2%
Inventories	2,346	2,395 [1]	(2.1%)
Receivables and other current assets	3,234	3,039 [1]	6.4%
Working capital	2,872	2,427 [1]	18.3%
Net borrowings	180	640	(71.9)%
Shareholders' equity	5,743	5,317 [1]	8.0%
Capital expenditure	48	62	(22.5%)
Net cash used in operating activities	(575)	(704)	(18.4)%
Per Share of Common Stock (€)			
Basic earnings	1.47	1.38	6.5%
Diluted earnings	1.47	1.38	6.5%
Net cash used in operating activities	(2.75)	(3.37)	(18.4)%
Dividend	1.35 [2]	1.00	35.0%
Share price at end of period	80.94	58.54	38.3%
Other (at end of period)			
Number of employees	47,142	46,485	1.4%
Number of shares outstanding	209,216,186	209,216,186	–
Average number of shares	209,216,186	209,216,186	–

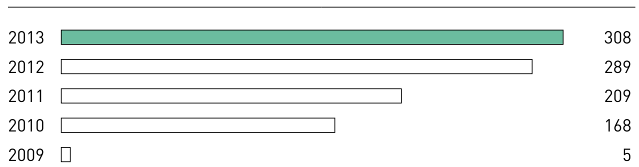
1) Adjusted, see Note 07.
2) Subject to Annual General Meeting approval.
3) Twelve-month trailing average.
4) EBITDA of last twelve months.

03 First quarter net sales

(€ in millions)

04 First quarter net income attributable to shareholders

(€ in millions)



Operational and Sporting Highlights
First Quarter 2013

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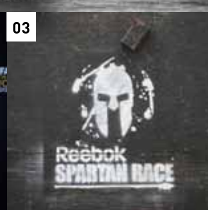
02



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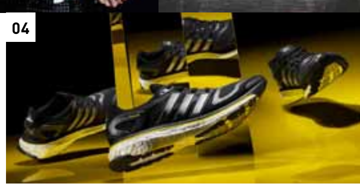

04

06

05

07

JAN

03. adidas Golf launches the new adizero golf footwear collection. Revolutionising the fit, feel and shape of adidas Golf footwear, the new adizero line has been specially engineered from the ground up to include only what's essential to perform. / **PICTURE 01**

07. adidas sponsored Lionel Messi wins the FIFA "Ballon d'Or" award. He is the first player in history to be crowned FIFA World Player of the Year four times in a row. / **PICTURE 02**

11. The magazine "Campaign" awards adidas with the prestigious title of "Advertiser of the Year" following its stand-out work in connection with the London 2012 Olympic Games.

17. Reebok announces a multi-year partnership with Spartan Race, the world's leading obstacle racing series. / **PICTURE 03**

23. The adidas Group is amongst the top 20 most sustainable corporations in the world, as announced at the 2013 World Economic Forum in Davos, Switzerland.

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FEB

07. TaylorMade-adidas Golf Tour Staff Professional Dustin Johnson wins the Hyundai Tournament of Champions with the new R1 driver and RocketBladez Tour irons.

10. The adidas sponsored Nigerian national team, nicknamed the Super Eagles, wins the 2013 Africa Cup of Nations, beating Burkina Faso 1-0 in the final.

13. adidas launches its groundbreaking "Boost" technology in New York City, a cushioning technology that provides the highest energy return in the running industry. / **PICTURE 04**

15. Reebok launches its new global brand campaign "Live With Fire". With this campaign, the brand aims to show how living an active lifestyle can inspire people to live their lives with passion, intent and purpose. / **PICTURE 05**

17. The NBA All-Star Weekend takes place in Houston, USA. adidas, the official on-court apparel provider for the NBA, launches numerous social media activities related to the event.

24. Reebok-CCM Hockey previews the much-anticipated RBZ skates and RBZ Stage 2 sticks to media in Quebec, Canada.

27. As part of the global "Live with Fire" campaign, Reebok unveils its latest "Reebok Fitness App". The app helps users to create new customised workouts using a combination of popular disciplines such as walking, running, dance, yoga and training.

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MAR

01. adidas announces "Team Messi", a new and global fan movement dedicated to the world's best footballer, Leo Messi. Throughout the campaign, adidas enables fans to get closer to their football hero, celebrating the attributes, behaviour and values of Leo Messi.

05. adidas Originals launches its new 2013 global campaign "Unite All Originals". At the centre of the launch is the adidas collider hosted at :// **WWW.ADIDAS.COM/UNITE**, an online application enabling people to dive into a world of original content. / **PICTURE 06**

08. First Lady Michelle Obama praises Reebok for its commitment of $ 30 million to getting kids moving and increasing physical activity in schools. An important part of this commitment is to successfully grow the "BOKS" programme (Build Our Kids' Success), which encourages kids to lead a healthier and happier life.

08. adidas introduces "all in for #mygirls", an inspirational new cross-category brand direction designed to celebrate the special bonds between girls and how they inspire one another to go all in.

08. adidas and NBA star John Wall unveil the Crazyquick basketball shoe. The shoe is designed specifically to help make players quicker on the court, giving athletes greater controlled flexibility, better traction and optimal foot lock-down to execute moves that improve performance. / **PICTURE 07**

24. Rockport is showcased in the March 2013 issue of Footwear Plus as a winner of "The Plus Award". The award recognises excellence in design and retail for 2012. The magazine praises Rockport for its ability to maintain style without sacrificing comfort.

Interview with the CEO

HERBERT HAINER
Chief Executive Officer

In the first quarter of 2013, the adidas Group delivered a solid financial performance, reinforcing its expectations for another year of double-digit earnings growth. Strong sales increases in the emerging markets as well as in key strategic categories such as running and basketball offset difficult comparisons from prior year event-related sales. More importantly, the Group's focus on quality growth resulted in a record gross margin of 50.1%, which was the key driver in achieving 6% earnings growth for the quarter.

In the following interview, Herbert Hainer, adidas Group CEO, reviews the first quarter of 2013 and discusses the opportunities and challenges the Group faces for the remainder of the year.

Herbert, how has the year started for the Group and what are the key financial highlights?

We are off to a very good start in 2013, executing in line with our priorities for the year: delivering a step change in margin progression, seeding game-changing product innovations and maintaining a steady course for the Group against a mixed economic backdrop. Currency-neutral sales were flat in the first quarter. This is a strong performance considering we grew 14% in the same period last year as a result of robust event-related sales for the UEFA EURO 2012 and the London 2012 Olympic Games. Despite these headwinds, which particularly affected Europe and the football category, we enjoyed considerable success, especially in the emerging markets, where 12% growth in Latin America and 6% growth in Greater China were key highlights. Even more importantly, we delivered on our commitment to visibly improve margins this year, which is confirmed by our operating margin expanding 1.1 percentage points to 11.8% in the quarter. This, in turn, drove earnings per share up 6% to € 1.47. Looking at the balance sheet, we also continue to manage our capital prudently and diligently. Compared to the prior year, net debt is down 72% to € 180 million, and we have maintained our discipline on inventories, which declined 2% currency-neutral. All in all, this is a very satisfying start to the year.

The operating margin improvement in the first quarter was certainly impressive. What drove this development?

A cornerstone of our Route 2015 strategy is to strive for quality growth for all of our brands. This is based on two principles: relentless innovation in our key growth categories and flawless execution at the point of sale. Our success with this focus can be clearly measured in the development of the Group's gross margin, which we outlined as the key driver for our margin improvement target in 2013. In the first quarter, the Group's gross margin increased a healthy 2.4 percentage points to a new record level of 50.1%. This is only the second time in our history that we have generated a gross margin above 50%. As a result of fewer headwinds from sourcing costs in 2013, we are able to fully capture the positive impacts from pricing and product mix as well as regional and channel optimisation. These are the same drivers you have also seen in the past two years and they will continue to support our profitability improvements in the coming quarters as well.

Without the backdrop of the major sporting events, how did the adidas brand perform during the quarter?

While we were definitely running up against some high numbers, the adidas brand again came out on top, highlighting the fantastic global appeal and unparalleled multi-category offering of the brand. Sales were up 1% on a currency-neutral basis, driven by double-digit growth rates in all of our key strategic Route 2015 performance categories: running, basketball and outdoor. In addition, growth in adidas Sport Style continued, with the adidas NEO label in particular delivering a very solid increase of 9% currency-neutral. The strong consumer reaction to our latest innovations and fresh designs also meant that adidas was the most significant contributor to the margin improvement in the quarter, as our gross margin rose 1.8 percentage points.

Speaking of innovations, how were the first reactions to the Energy Boost?

There is absolutely no doubt that Boost is the most significant innovation the market has seen in many years. Currently incorporated in three running models, the new technology has been a hit with industry experts, elite athletes and consumers alike. The Energy Boost has already rapped up several coveted industry awards, including Runner's World "Best Debut", Running Network's "Best New Shoe" and Shape Magazine's "Best Cushioning" awards. Our elite athletes are already racking up medals wearing Boost products, with Dennis Kimetto winning the Tokyo Marathon in a course record in the marathon debut of the adizero Boost. Also from a commercial standpoint, it has been our most successful running launch ever, with many markets almost completely sold through in the first four weeks. We had record-breaking pre-sales on our own eCommerce platform, three times more than any footwear model before. At this year's high-profile marathon exhibitions, we have enjoyed more than 90% sell-through rates. And with more volume coming in the second half of the year, we are only getting started with our running revolution. Through further launches of Boost and several other new technologies we have in the pipeline, we will create new territory and market share potential for the adidas brand in running, which I am convinced will lead to several years of double-digit growth in the footwear industry's most important category.

There was a notable slowdown in the performance of your Retail comparable store sales in the first quarter. Can you give some detail on what trends you see in this business?

The first quarter is the smallest and least profitable quarter for our Retail business, given that it is normally an off-season and clearance period as our stores transition into spring/summer collections. Looking at the 1% comparable store sales decline, it should come as no surprise that the majority of this was due to the difficult trading environment in Western Europe and Russia/CIS at the beginning of the year, which was quite promotional to drive traffic, given overall weakness in consumer sentiment. Beyond these regions, Retail trading actually was quite robust. Comparable store sales were up 8% in Greater China and even 13% in Latin America. The adidas brand in North America also showed very good comparable store sales growth of 6% on top of very strong 20% comp growth in the prior year. Therefore, I would not draw too many negative conclusions from our performance at this point of the year, and I fully expect our Retail business to grow in line with our guidance, where we anticipate comparable store sales growth at a low- to mid-single-digit rate for the year.

Can you give an update on Reebok, and are you on track to achieve your expectations for the year?

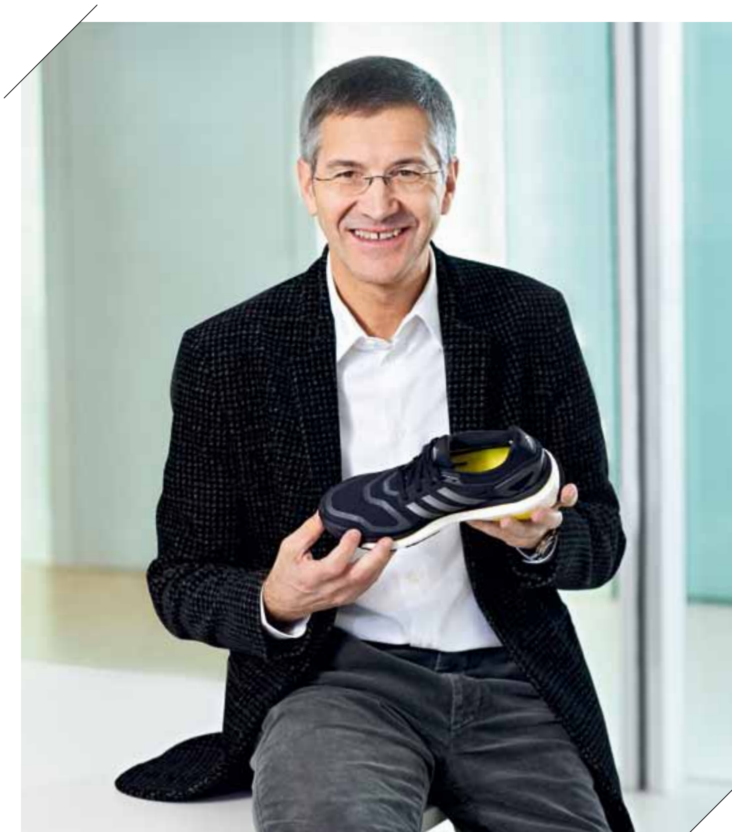
Overall, the first quarter was in line with our expectations, as we built on the momentum initiated last year through our House of Fitness category priorities. With this quarter, we are also now fully through with the challenging comparisons resulting from the end of the NFL contract and the discovery of issues at Reebok India this time last year. Excluding these effects, sales were down modestly in the quarter, but profitability significantly improved, with gross margin increasing 1.5 percentage points as a result of new product launches. For example, in fitness training, our Delta apparel and CrossFit ranges continue to do very well, growing 13% in the quarter. In Classics, we have even seen acceleration in momentum, with particularly strong sell-throughs for new silhouettes in retro basketball, propelling sales up 33%. During the quarter, we also evolved and improved our digital and e-commerce capabilities for Reebok, introducing a new fitness instructor platform, ReebokONE, and a highly intuitive fitness app which allows consumers to customise their own workouts. As we build on all of these initiatives throughout the year and introduce more volume in footwear by expanding new platforms such as ATV, DMX Sky and ZigCarbon into the back-to-school season, I am confident you will see reported growth and margin improvements as promised for the year.

Following two very strong years, have you been able to sustain growth at TaylorMade-adidas Golf?

Yes, we have. It has been another outstanding quarter for TaylorMade-adidas Golf, with sales increasing 13% on a currency-neutral basis, or 9% in euros, to € 423 million. Excluding the acquisition of Adams Golf, sales increased 5% on a currency-neutral basis. Key to our success this year has been our ability to exert the same kind of dominance we have shown for over a decade in metalwoods in several of the industry's other key categories. For example in irons, we continue to drive market shares higher, thanks to the strong consumer reception to the RocketBladez family. In fact, in the USA, our market share is now almost 31%, which is nearly double that of the number two brand. In footwear and balls, we also saw market share improvements in the quarter, driven by exceptional growth of over 20% in each category. The highly successful introduction of our lightweight technology adizero to the footwear category and the new family of Lethal golf balls were just some of the products that resonated with consumers during the quarter. Even our smallest brand, Ashworth, showed strong momentum, with sales increasing 32%, highlighting that our efforts to build consumer interest by expanding its presence on golf's major tours is paying off. Looking forward, I expect growth to continue in all facets of our golf business. In particular, with Adams Golf, we have a third brand with great potential. And in categories such as balls, where we have significant market share potential, we are reinforcing our commitment to attack this opportunity. Our recent announcement that we will construct a new golf ball manufacturing plant in South Carolina is a great example of this.

Finally, are there any changes to your financial outlook for the Group?

The solid first quarter results reinforce our confidence in the aspirations we set for the year in March. Given the strong retailer and consumer reception to our latest product innovations and our full pipeline for the second half of 2013, our earnings momentum is set to accelerate as we move through the year. We continue to expect full year sales to grow at a mid-single-digit rate on a currency-neutral basis. Given the health of our inventories in the market and the continued desirability of our brands, we now expect to achieve the upper end of our gross margin guidance of 48.0% to 48.5%. This further underpins our operating margin target of approaching 9.0% for the year. Despite continued negative currency translation headwinds from currencies such as the Japanese yen and the Argentine peso, we continue to forecast net income attributable to shareholders to increase at a rate of between 12% and 16% to a new record level of between € 890 million and € 920 million.



Herbert, thank you for this interview.

Our Share

In the first quarter of 2013, most international stock markets maintained the positive momentum from the end of the prior year and increased considerably. US equity markets rose to new all-time highs, supported by strong US economic data as well as a robust US earnings season. However, setbacks in the euro debt crisis, together with disappointing economic data in the euro area, were a key headwind for European equity markets in the first quarter. Accordingly, the DAX-30 and the MSCI World Textiles, Apparel & Luxury Goods Index grew moderately, increasing 2% and 4%, respectively, compared to the end of December 2012. Despite overall market slowdown, the adidas AG share continued its positive trend from the prior year and clearly outperformed both indices, gaining more than 20% over the three-month period.

Global stock markets maintain positive momentum at the start of 2013

In the first quarter of 2013, most international stock markets improved significantly, thereby sustaining the positive momentum from the end of the prior year. During the period, US equity markets rose to new all-time highs, driven by the last-minute US fiscal cliff deal, strong US economic data and a better-than-expected US earnings season. The Japanese Nikkei Index continued its bullish run, mainly due to the expansive monetary policy, resulting in a further depreciation of the Japanese yen in the first quarter of 2013. As a consequence, the Dow Jones and the Nikkei gained significantly during the first quarter, up 11% and 19%, respectively. However, setbacks in the euro debt crisis consistently weighed on the European equity markets. In particular, the € 10 billion bailout package for Cyprus, which resulted in heavy losses for big depositors and the closure of the second-largest bank, Cyprus Popular, unsettled and depressed investor confidence. Similarly, market participants raised concerns due to the political stagnation in Italy, which led Fitch to cut Italy's rating to BBB+. In addition, economic data in the euro area continued to disappoint market participants, with most economic indicators in the euro area deteriorating during the first quarter of 2013. As a result of these developments, the DAX-30 and MSCI World Textiles, Apparel & Luxury Goods Index increased only moderately, gaining 2% and 4%, respectively, compared to the end of December 2012.

adidas AG share increases significantly in the first quarter

The adidas AG share traded sideways at the beginning of the year in line with the overall market direction. Positive analyst commentary about the positioning of the adidas Group's brands and the Group's ability to further improve profitability in 2013 supported the adidas AG share throughout January. However, in light of the strong share price appreciation, some investors took profits, resulting in a share price correction at the beginning of February. In mid-February, the adidas AG share reversed its previous weakness, supported by the new adidas "Boost" technology, which was positively perceived by media and the financial community. In addition, better-than-expected results reported by one of our major competitors provided further stimulus for the adidas AG share. Following the publication of the Group's 2012 full year financial results on March 7, the share price gained strongly throughout the remainder of the quarter. Positive results in the company's key markets, in particular Greater China and Russia/CIS, together with ongoing strong momentum at adidas and TaylorMade-adidas Golf were mentioned as key highlights by market participants. This, along with solid balance sheet improvements and management's proposal to increase the dividend by 35%, was very well received by market participants. All of this prompted several recommendation upgrades and target price increases by analysts, reflecting their optimism in the adidas Group's Route 2015 strategic business plan. As a consequence, the adidas AG share reached an all-time high of € 82.31 on March 26 and finished the three-month period at € 80.94, representing an increase of 20% compared to the end of December 2012.

05 ⁄ Historical performance of the adidas AG share and important indices at March 28, 2013 (in %)

	YTD	1 year	3 years	5 years	Since IPO
adidas AG	20	38	104	92	737
DAX-30	2	12	27	19	255
MSCI World Textiles, Apparel & Luxury Goods	4	7	65	74	330

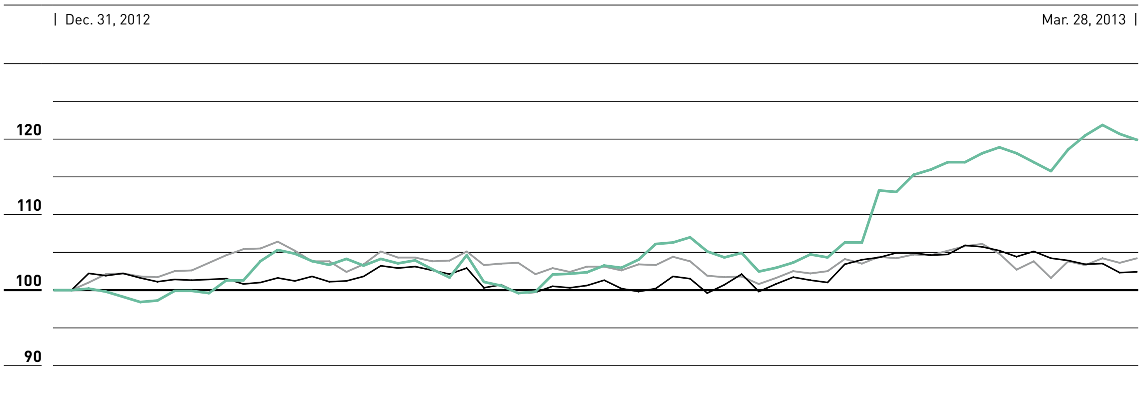
Source: Bloomberg.

Number of ADRs continues to increase

The number of Level 1 ADRs (American Depository Receipts) further increased during the three-month period compared to the end of 2012. At March 28, 2013, 12.2 million ADRs were outstanding (December 31, 2012: 11.8 million), which represents a significant increase versus March 30, 2012, when 10.1 million ADRs were outstanding. The Level 1 ADR closed the quarter at US $ 52.10, reflecting an increase of 16% compared to the end of December 2012. The less pronounced increase of the Level 1 ADR price compared to the ordinary share price was due to the appreciation of the US dollar versus the euro at the end of the first quarter of 2013 compared to year-end 2012.

adidas AG share at a glance

06 Share price development in 2013[1)]



1) Index: December 31, 2012 = 100.

07 The adidas AG share

Number of shares outstanding First quarter average	209,216,186
Number of shares outstanding At March 28[1)]	209,216,186
Type of share	Registered no-par-value share
Free float	100%
Initial Public Offering	November 17, 1995
Share split	June 6, 2006 (in a ratio of 1:4)
Stock exchange	All German stock exchanges
Stock registration number (ISIN)	DE000A1EWWW0
Stock symbol	ADS, ADSGn.DE

1) All shares carry full dividend rights.

Important indices

- DAX-30
- MSCI World Textiles, Apparel & Luxury Goods
- Deutsche Börse Prime Consumer
- Dow Jones Sustainability Index World
- Dow Jones Sustainability Index EUROPE
- FTSE4Good Europe
- ASPI Eurozone Index
- Ethibel Index Excellence Europe
- ECPI Euro Ethical Index
- ECPI EMU Ethical Index
- STOXX Global ESG Leaders

Dividend proposal of € 1.35 per share

The adidas AG Executive and Supervisory Boards will recommend paying a dividend of € 1.35 to shareholders at the Annual General Meeting (AGM) on May 8, 2013 (2011: € 1.00). Subject to the meeting's approval, the dividend will be paid on May 9, 2013. This represents an increase of 35% compared to an increase of net income attributable to shareholders, excluding goodwill impairment losses, of 29%. The total payout of € 282 million (2011: € 209 million) reflects a payout ratio of 35.7% of net income attributable to shareholders, excluding goodwill impairment losses, versus 34.1% in the prior year. This is in line with our dividend policy, where we intend to pay out between 20% and 40% of net income attributable to shareholders.

Changes in shareholder base

In the first quarter of 2013, the Group received three voting rights notifications according to § 21, section 1 of the German Securities Trading Act (Wertpapierhandelsgesetz – WpHG). All voting rights notifications and those received thereafter can be viewed on our corporate website :⁄⁄ **WWW.ADIDAS-GROUP.COM/VOTING_RIGHTS_NOTIFICATIONS**.

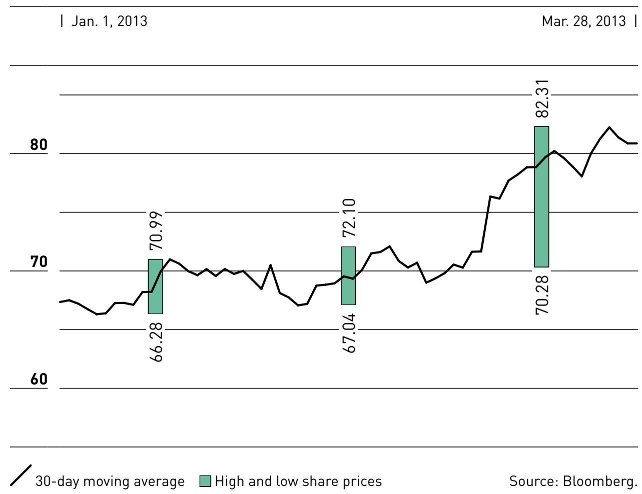
Directors' dealings reported on corporate website

The purchase or sale of adidas AG shares (ISIN DE000A1EWWW0) or related financial instruments, as defined by § 15a WpHG, conducted by members of our Executive or Supervisory Boards, by key executives or by any person in close relationship with these persons, is reported on our website :⁄⁄ **WWW.ADIDAS-GROUP.COM/DIRECTORS_DEALINGS**. In the first quarter of 2013, adidas AG received notification that Christian Tourres, member of the adidas AG Supervisory Board, had sold 28,913 shares on March 8, 2013, and 71,087 shares on March 11, 2013.

Investor Relations and Media app available for iPhones

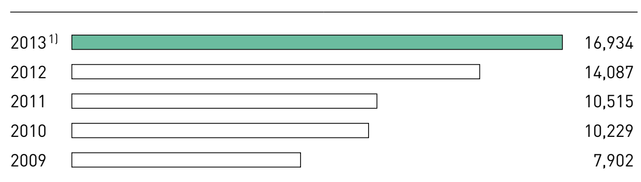
In an effort to drive further engagement with our Group's stakeholders, in March 2013, we launched the adidas Group Investor Relations and Media app for iPhones, following the iPad version, which we had already introduced in 2012. Both versions deliver key news, documents and reports and present them in a highly readable digital format. The apps also include a multimedia library, links to sites such as our corporate blog as well as brand pages which link social media content from all of our brands. This provides a simple way to directly engage on our Facebook pages and YouTube channels and to ensure our stakeholders are able to keep up to date on the latest Group news and the most recent brand developments.

08 ⁄ **adidas AG high and low share prices per month[1]** (in €)



1) Based on daily Xetra closing prices.

09 ⁄ **adidas AG market capitalisation at year-end** (€ in millions)



1) At March 28.

Group Business Performance

In the first quarter of 2013, the adidas Group delivered a solid financial performance. Currency-neutral Group sales remained stable as a result of sales growth in Retail and Other Businesses. In euro terms, adidas Group revenues decreased 2% to € 3.751 billion from € 3.824 billion in 2012. The Group's gross margin grew 2.4 percentage points to 50.1% (2012: 47.7%), driven by the positive impact from a more favourable pricing, product and regional sales mix as well as a larger share of higher-margin Retail sales. The Group's gross profit rose 3% to € 1.881 billion in the first quarter of 2013 versus € 1.826 billion in 2012. The Group's operating margin was up 1.1 percentage points to 11.8% from 10.7% in 2012. This was primarily due to the increase in gross margin, which more than offset the negative effects from higher other operating expenses as a percentage of sales. The Group's operating profit grew 8% to € 442 million in the first quarter of 2013 versus € 409 million in 2012. The Group's net income attributable to shareholders increased 6% to € 308 million from € 289 million in 2012. Diluted earnings per share grew 6% to € 1.47 in the first quarter of 2013 versus € 1.38 in 2012.

Economic and Sector Development

Global economy grows in the first quarter

In the first quarter of 2013, the global economy grew moderately, with the emerging markets outperforming most developed economies. Stabilising inflationary pressures and increases in real disposable incomes supported domestic consumption and economic activity, particularly in Asia's emerging markets.

Conversely, many developed markets faced considerable economic challenges, primarily driven by sovereign debt concerns. Despite strengthened policy actions, low growth and the implementation of austerity measures in these markets remained significant negative pressures for global economic expansion.

In Western Europe, many of the region's major economies contracted, with high unemployment levels and acute austerity measures negatively impacting investment, consumer spending and confidence. However, robust domestic consumption and export activity supported economic growth in Germany, the region's largest economy.

European emerging markets recorded positive GDP growth, with Russia, the world's leading energy exporter, benefiting from a relatively stable oil price, which supported government spending and consumption. Additionally, low unemployment levels helped support consumer confidence and spending, which also promoted economic expansion. Nonetheless, the weakness in the euro area negatively impacted exports and industrial output for many of the region's economies.

Despite disruptions from the political uncertainty around the budget negotiations, the US economy grew in the first quarter. Modest improvements in the housing and labour markets as well as relatively stable inflationary pressures helped increase consumer confidence and domestic consumption. Additionally, export and industrial activity also contributed to the positive economic development.

Most Asian economies, excluding Japan, recorded solid GDP growth rates. Inflation stabilised in most of the region's markets and, together with strong wage growth, this helped to drive consumer confidence,

10 ⁄ **Quarterly consumer confidence development** [1]
(by region)

	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013
USA [2]	69.5	62.7	68.4	66.7	59.7
Euro area [3]	(18.9)	(19.6)	(25.7)	(26.3)	(23.5)
Japan [4]	40.1	40.8	40.4	39.1	45.0
China [5]	100.0	99.3	100.8	103.7	102.6
Russia [6]	(5.0)	(4.0)	(6.0)	(8.0)	(7.0)
Brazil [7]	113.2	112.6	113.2	115.2	114.3

1) Quarter-end figures.
2) Source: Conference Board.
3) Source: European Commission.
4) Source: Economic and Social Research Institute, Government of Japan.
5) Source: China National Bureau of Statistics.
6) Source: Russia Federal Service of State Statistics.
7) Source: Confederacao Nacional das Industrias.

11 ⁄ **Exchange rate development** [1] (€ 1 equals)

	Average rate 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Average rate 2013 [2]
USD	1.2862	1.2590	1.2930	1.3194	1.2805	1.3206
GBP	0.8115	0.8068	0.7981	0.8161	0.8456	0.8511
JPY	102.65	100.13	100.37	113.61	120.87	121.81
RUB	39.951	41.316	39.976	40.074	39.802	40.145
CNY	8.1137	7.9639	8.1989	8.2931	8.0341	8.2225

1) Spot rates at quarter-end.
2) Average rate for the first quarter of 2013.

fuelling domestic demand and economic expansion. In contrast, GDP in Japan grew modestly; here, economic activity and domestic demand were driven by a significant government stimulus programme and a gradual recovery in exports.

In Latin America, low unemployment rates, significant government stimulus programmes and solid domestic consumption supported the region's economies. However, moderating export demand from Europe and an increase in inflation negatively impacted economic expansion.

Positive growth in the global sporting goods industry in the first quarter

In the first quarter of 2013, the global sporting goods industry recorded modest growth, primarily driven by rising consumer spending in the emerging markets, which offset subdued private spending in most Western European markets and in Japan. From a category perspective, basketball remained strong, with both performance and lifestyle performing well. Within the running category, lightweight and technical running grew. The outdoor category faced some headwinds, primarily due to unseasonable weather, resulting in a slight contraction, especially for snow-related products. Demand remained high for innovative and high-performance sporting goods technologies and products. The e-commerce channel continued to see rapid expansion across the industry, with a wide diversity of strategies being implemented to leverage commercial opportunities through digital, social media and, particularly, mobile technologies.

In Europe, despite high unemployment and low consumer confidence in many markets, the sporting goods industry grew modestly. In Western Europe, demand for sporting goods in some euro area countries remained highly challenging, particularly in the southern markets.

In European emerging markets, rising wages supported consumption, which also positively impacted the sporting goods sector, particularly in Russia where unemployment levels are low.

The recovery of the US market and a stabilisation of inflation helped drive consumer spending which, in turn, benefited retailers and the sporting goods industry. Retail sales continued to see trends in basketball, training and sporting lifestyle offset slight contractions in certain areas of the running, walking and outdoor categories. Many sporting goods retailers focused on high-performance and technically innovative products to help support higher prices and to drive sales.

In Asia, wage growth and consumer spending supported increases in the sporting goods industry. Growth in the sportswear sector in China was mainly driven by international brands, as inventory issues continued to negatively impact most domestic players. In Japan, by contrast, low consumer spending on discretionary items kept sporting goods sales muted.

In Latin America, access to credit and low unemployment levels helped offset inflationary pressures and weakening consumer confidence, driving retail sales overall and strengthening sporting goods sales during the quarter.

Income Statement

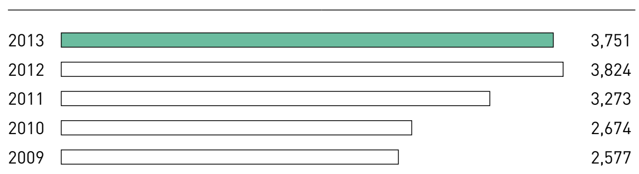
adidas Group currency-neutral sales remain stable in the first quarter of 2013

In the first quarter of 2013, Group revenues remained stable on a currency-neutral basis as a result of sales increases in Retail and Other Businesses. Currency translation effects had a negative impact on sales in euro terms. Group revenues decreased 2% to € 3.751 billion in the first quarter of 2013 from € 3.824 billion in 2012 ⁄ **DIAGRAM 12**.

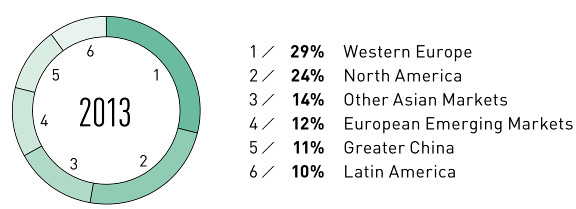
Group sales supported by growth in Retail and Other Businesses

In the first quarter of 2013, currency-neutral Wholesale revenues decreased 3% due to double-digit sales declines at Reebok. Currency-neutral Retail sales increased 6% versus the prior year, driven by sales growth at both adidas and Reebok. Revenues in Other Businesses were up 9% on a currency-neutral basis, driven by double-digit sales increases at TaylorMade-adidas Golf. Currency translation effects had a negative impact on segmental sales in euro terms.

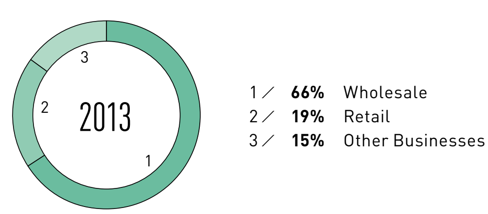
12 ⁄ **First quarter net sales** (€ in millions)



13 ⁄ **First quarter net sales by region**



14 ⁄ **First quarter net sales by segment**



Wholesale revenues decreased 5% to € 2.481 billion in the first quarter of 2013 from € 2.614 billion in 2012. Retail sales grew 4% to € 722 million versus € 693 million in the prior year. Sales in Other Businesses rose 6% to € 548 million (2012: € 517 million).

Currency-neutral sales increase in most regions

In the first quarter of 2013, currency-neutral adidas Group sales grew in all regions except Western Europe and Other Asian Markets. Revenues in Western Europe decreased 6% on a currency-neutral basis, as growth in France and Poland was more than offset by sales declines in Spain, Italy and the UK. In European Emerging Markets, Group sales increased 3% on a currency-neutral basis due to sales growth in the Middle East, South Africa and Russia/CIS. Sales for the adidas Group in North America grew 3% on a currency-neutral basis due to sales increases in the USA. Sales in Greater China increased 6% on a currency-neutral basis. Currency-neutral revenues in Other Asian Markets declined 4%, as double-digit increases in South Korea were more than offset by sales declines in Japan. In Latin America, sales grew 12% on a currency-neutral basis, with double-digit increases in most of the region's major markets. Currency translation effects had a mixed impact on regional sales in euro terms ⁄ **TABLE 16**.

Group sales up in footwear and hardware

In the first quarter of 2013, Group sales grew in most product categories on a currency-neutral basis. Currency-neutral footwear sales increased 3% during the period. This development was due to double-digit growth in the running, outdoor and basketball categories. Apparel revenues

15 ⁄ Major product launches in Q1 2013

Product	Brand
Terrex Windstopper Fast outdoor jacket	adidas
ClimaCool Boat Sleek outdoor women's shoe	adidas
Golden State Warriors basketball jersey	adidas
NCAA (March Madness) short-sleeve basketball jersey	adidas
adizero f50 Messi football boot	adidas
Originals Torsion Allegra running shoe	adidas
Originals Chinese New Year pack	adidas
Techfit Perfect Fit 3/4 women's tight	adidas
adidas by Stella McCartney Barricade women's tennis shoe	adidas
adipure 360 kids' trainer	adidas
NEO VLNEO Hoops Mid basketball shoe	adidas
RealFlex Transition 3.0 training shoe	Reebok
SubLite Duo running shoe	Reebok
ATV19+ running shoe	Reebok
DMXSky running shoe	Reebok
RealFlex Move walking shoe	Reebok
R1 driver	TaylorMade
RBZ Stage 2 driver, fairway woods and Rescue hybrids	TaylorMade
RocketBladez Tour irons	TaylorMade
Lethal golf ball	TaylorMade
adizero Tour shoe	adidas Golf
Super S driver, fairway woods, hybrids and irons	Adams Golf
Cardiff golf shoe	Ashworth
truWalkZero Touring shoe	Rockport
Barefoot boat shoe	Rockport

16 ⁄ Net sales by region (€ in millions)

	First quarter 2013	First quarter 2012	Change	Change (currency-neutral)
Western Europe	1,096	1,174	(7%)	(6%)
European Emerging Markets	433	430	1%	3%
North America	890	869	2%	3%
Greater China	409	385	6%	6%
Other Asian Markets	533	594	(10%)	(4%)
Latin America	390	372	4%	12%
Total [1]	**3,751**	**3,824**	**(2%)**	**0%**

1) Rounding differences may arise in totals.

17 ⁄ Net sales by product category (€ in millions)

	First quarter 2013	First quarter 2012	Change	Change (currency-neutral)
Footwear	1,874	1,848	1%	3%
Apparel	1,382	1,527	(9%)	(8%)
Hardware	495	449	10%	13%
Total [1]	**3,751**	**3,824**	**(2%)**	**0%**

1) Rounding differences may arise in totals.

decreased 8% on a currency-neutral basis, as double-digit sales growth in running and basketball was more than offset by declines in the training and football categories. Currency-neutral hardware sales increased 13% compared to the prior year, primarily due to strong growth at TaylorMade-adidas Golf. Currency translation effects had a negative impact on sales in euro terms ⁄ **TABLE 17**.

New product introductions contributed to the sales growth in footwear and hardware. An overview of major product launches in the first quarter of 2013 is provided in the product launch table ⁄ **TABLE 15**.

Group gross margin increases 2.4 percentage points

The gross margin of the adidas Group increased 2.4 percentage points to 50.1% in the first quarter of 2013 (2012: 47.7%) ⁄ **DIAGRAM 19**. The positive impact from a more favourable pricing, product and regional sales mix as well as a larger share of higher-margin Retail sales contributed to this development. Gross profit for the adidas Group grew 3% in the first quarter of 2013 to € 1.881 billion versus € 1.826 billion in the prior year ⁄ **DIAGRAM 18**.

Royalty and commission income grows

Royalty and commission income for the adidas Group increased 1% to € 25 million in the first quarter of 2013 from € 25 million in 2012. On a currency-neutral basis, royalty and commission income was up 1%, mainly as a result of higher licensee sales at adidas.

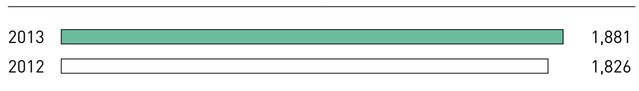
Other operating income decreases 28%

Other operating income includes items such as gains from the disposal of fixed assets and releases of accruals and provisions as well as insurance compensation. In the first quarter of 2013, other operating income decreased 28% to € 18 million (2012: € 25 million). This was mainly due to the non-recurrence of insurance compensation from damages relating to prior year events.

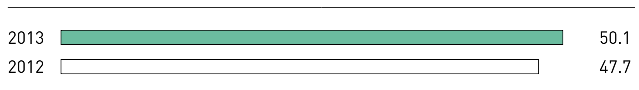
Other operating expenses as a percentage of sales up 1.2 percentage points

Other operating expenses, including depreciation and amortisation, consist of items such as sales working budget, marketing working budget and operating overhead costs. Other operating expenses as a percentage of sales rose 1.2 percentage points to 39.5% in the first quarter of 2013 from 38.4% in 2012. In euro terms, other operating expenses increased 1% to € 1.482 billion (2012: € 1.467 billion), as a result of higher marketing expenditure as well as the expansion of the Group's own-retail activities ⁄ **DIAGRAM 20**. Thereof, sales and marketing working budget expenditure amounted to € 437 million, which represents an increase of 3% versus the prior year level (2012: € 426 million). The increase was related to higher expenditure for the adidas brand. By brand, adidas sales and marketing working budget increased 10% to € 338 million in the first quarter of 2013 compared to € 313 million in the prior year. Sales and marketing working budget for Reebok decreased 43%, amounting to € 33 million (2012: € 58 million). As a percentage of sales, the Group's sales and marketing working budget increased 0.5 percentage points to 11.6% (2012: 11.1%).

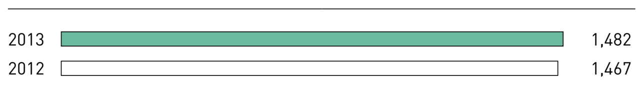
18 ⁄ **First quarter gross profit** (€ in millions)



19 ⁄ **First quarter gross margin** (in %)

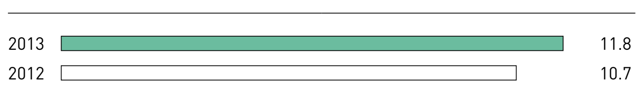


20 ⁄ **First quarter other operating expenses** (€ in millions)



21 ⁄ **First quarter operating profit** (€ in millions)

22 ⁄ **First quarter operating margin** (in %)



Number of Group employees up 1%

At the end of the first quarter of 2013, the Group employed 47,142 people. This represents an increase of 1% versus the prior year level of 46,485. New hirings related to the expansion of the Group's own-retail store base, in particular in European emerging markets, were the main driver of this development. On a full-time equivalent basis, the number of employees increased 3% to 41,091 at the end of the first quarter of 2013 (2012: 39,903).

Operating margin improves 1.1 percentage points

Group operating profit increased 8% to € 442 million in the first quarter of 2013 versus € 409 million in 2012 ⁄ **DIAGRAM 21**. As a result, the operating margin of the adidas Group improved 1.1 percentage points to 11.8% (2012: 10.7%) ⁄ **DIAGRAM 22**. This was primarily due to the positive effects from the increase in gross margin, which more than offset higher other operating expenses as a percentage of sales.

Financial income down 47%

Financial income decreased 47% to € 4 million in the first quarter of 2013 from € 8 million in the prior year, mainly due to a decrease in interest income.

Financial expenses decrease 30%

Financial expenses decreased 30% to € 19 million in the first quarter of 2013 (2012: € 28 million) ⁄ **DIAGRAM 23**. The decrease in interest expenses mainly contributed to the decline.

Income before taxes as a percentage of sales increases 1.2 percentage points

Income before taxes (IBT) for the adidas Group increased 10% to € 427 million from € 389 million in 2012 ⁄ **DIAGRAM 24**. IBT as a percentage of sales improved 1.2 percentage points to 11.4% in the first quarter of 2013 from 10.2% in 2012. This was a result of the Group's operating margin increase and lower net financial expenses.

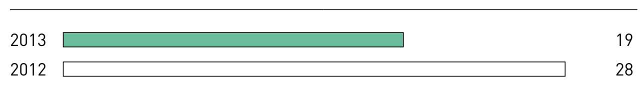
Net income attributable to shareholders up 6%

The Group's net income attributable to shareholders increased to € 308 million in the first quarter of 2013 from € 289 million in 2012 ⁄ **DIAGRAM 25**. This represents an increase of 6% versus the prior year level. The Group's tax rate increased 2.0 percentage points to 27.5% in the first quarter of 2013 (2012: 25.5%), mainly due to a less favourable earnings mix.

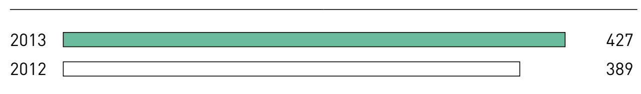
Basic and diluted earnings per share reach € 1.47

In the first quarter of 2013, basic and diluted earnings per share amounted to € 1.47 (2012: € 1.38) ⁄ **DIAGRAM 26**, representing an increase of 6%. The weighted average number of shares used in the calculation of both basic and diluted earnings per share was 209,216,186 (2012 average: 209,216,186) as there were no potential dilutive shares in the quarter.

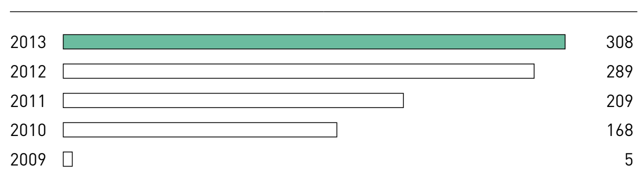
23 ⁄ **First quarter financial expenses** (€ in millions)



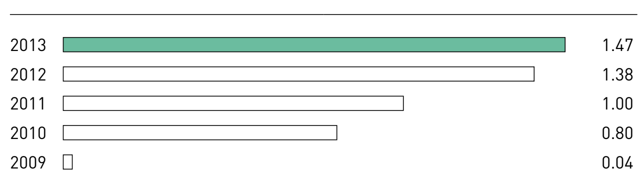
24 ⁄ **First quarter income before taxes** (€ in millions)



25 ⁄ **First quarter net income attributable to shareholders** (€ in millions)



26 ⁄ **First quarter diluted earnings per share** (in €)



Statement of Financial Position and Statement of Cash Flows

Total assets increase 2%

At the end of March 2013, total assets grew 2% to € 11.561 billion versus € 11.308 billion in the prior year. This was the result of an increase in current assets as well as non-current assets. Compared to December 31, 2012, total assets decreased 1%.

27 ⁄ **Structure of statement of financial position [1)]** (in % of total assets)

	March 31, 2013	March 31, 2012 [2)]
Assets (€ in millions)	**11,561**	11,308
Cash and cash equivalents	**8.8%**	5.3%
Accounts receivable	**20.1%**	19.9%
Inventories	**20.3%**	21.2%
Fixed assets	**36.3%**	37.1%
Other assets	**14.5%**	16.5%

■ March 31, 2013 □ March 31, 2012

1) For absolute figures see adidas AG Consolidated Statement of Financial Position, p. 32.
2) Adjusted, see Note 07.

28 ⁄ **Structure of statement of financial position [1)]** (in % of total liabilities and equity)

	March 31, 2013	March 31, 2012 [2)]
Liabilities and equity (€ in millions)	**11,561**	11,308
Short-term borrowings	**0.6%**	4.2%
Accounts payable	**11.7%**	12.8%
Long-term borrowings	**10.5%**	10.6%
Other liabilities	**27.6%**	25.4%
Total equity	**49.6%**	47.0%

■ March 31, 2013 □ March 31, 2012

1) For absolute figures see adidas AG Consolidated Statement of Financial Position, p. 32.
2) Adjusted, see Note 07.

Group inventories down 2%

Group inventories decreased 2% to € 2.346 billion at the end of March 2013 versus € 2.395 billion in 2012 ⁄ **DIAGRAM 29**. On a currency-neutral basis, inventories were also down 2%, reflecting the Group's ongoing focus on inventory management.

Short-term financial assets decline 81%

Short-term financial assets declined 81% to € 84 million at the end of March 2013 from € 440 million in the prior year. This development was driven by the decrease in short-term cash investments.

Accounts receivable increase 3%

At the end of March 2013, Group receivables increased 3% to € 2.328 billion (2012: € 2.253 billion) ⁄ **DIAGRAM 30**. On a currency-neutral basis, receivables were also up 3%. The reduction in allowances for doubtful debts contributed to this development.

Other current financial assets up 26%

Other current financial assets grew 26% to € 233 million at the end of March 2013 from € 184 million in 2012. This development was due to an increase in the fair value of financial instruments as well as an increase in other financial assets.

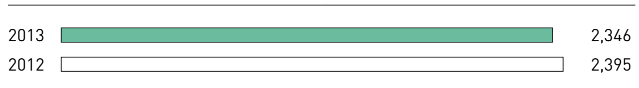
Other current assets up 11%

Other current assets increased 11% to € 574 million at the end of March 2013 from € 517 million in 2012, mainly as a result of an increase in advance payments for inventories.

Fixed assets slightly above prior year level

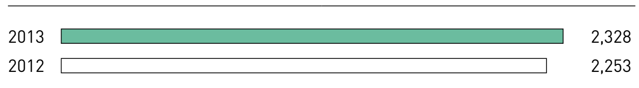
Fixed assets include property, plant and equipment, goodwill, trademarks and other intangible assets as well as long-term financial assets. Fixed assets increased slightly to € 4.198 billion at the end of March 2013 versus € 4.193 billion in 2012. Additions of € 456 million were primarily related to the continued expansion of our own-retail activities, investments into the Group's IT infrastructure as well as the further development of the Group's headquarters in Herzogenaurach. Positive currency translation effects of € 120 million also contributed to the increase. Additions were more than offset by the goodwill impairment of € 265 million, depreciation and amortisation amounting to € 272 million as well as disposals of € 34 million. Compared to December 31, 2012, fixed assets increased 1%.

29 ⁄ **Inventories** 1) (€ in millions)



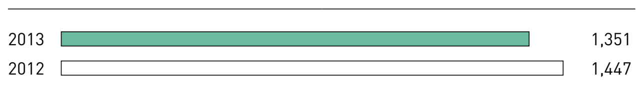
1) At March 31.

30 ⁄ **Accounts receivable** 1) (€ in millions)



1) At March 31.

31 ⁄ **Accounts payable** 1) (€ in millions)



1) At March 31.

Assets held for sale decrease 55%

At the end of March 2013, assets held for sale declined 55% to € 11 million compared to € 25 million in 2012. This decrease was mainly due to the sale of Immobilieninvest und Betriebsgesellschaft Herzo Base GmbH & Co. KG in 2012.

Other non-current assets down 4%

Other non-current assets decreased 4% to € 107 million at the end of March 2013 from € 112 million in 2012, mainly driven by a decrease in prepaid promotion partnerships.

Accounts payable decrease 7%

Accounts payable declined 7% to € 1.351 billion at the end of March 2013 versus € 1.447 billion in 2012 ⁄ **DIAGRAM 31**. On a currency-neutral basis, accounts payable also decreased 7%, reflecting the decline in inventories during the first quarter.

Other current financial liabilities decrease 18%

At the end of March 2013, other current financial liabilities decreased 18% to € 54 million from € 66 million in 2012, primarily as a result of a decrease in other loans.

Other current provisions increase 6%

Other current provisions were up 6% to € 513 million at the end of March 2013 versus € 483 million in 2012. This primarily relates to increases in provisions for returns and allowances.

Current accrued liabilities grow 18%

Current accrued liabilities increased 18% to € 1.135 billion at the end of March 2013 from € 960 million in 2012, mainly due to an increase in accruals for outstanding invoices as well as accruals for personnel costs.

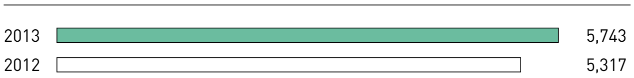
Other current liabilities up 12%

Other current liabilities were up 12% to € 386 million at the end of March 2013 from € 347 million in 2012, mainly as a result of an increase in tax payables other than income tax and customer prepayments.

Shareholders' equity grows 8%

Shareholders' equity rose 8% to € 5.743 billion at the end of March 2013 versus € 5.317 billion in 2012 ⁄ **DIAGRAM 32**. The net income generated during the last 12 months was the main contributor to this development. Positive currency translation effects of € 101 million as well as increases in the fair value of financial instruments of € 7 million were more than offset by the dividend of € 209 million paid in May 2012. Compared to December 31, 2012, shareholders' equity increased 8%.

32 ⁄ **Shareholders' equity** [1] (€ in millions)



1) At March 31, excluding non-controlling interests.

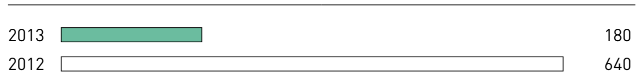
Cash flow reflects improved Group profitability

In the first quarter of 2013, net cash outflow from operating activities was € 575 million (2012: € 704 million). The decrease in cash used in operating activities compared to the prior year was primarily due to less operating working capital requirements as well as improvements in the Group's profitability. Net cash inflow from investing activities was € 120 million (2012: outflow of € 49 million). This was mainly related to proceeds from the sale of short-term financial assets, partly offset by spending for property, plant and equipment. Net cash outflow from financing activities totalled € 212 million (2012: net cash inflow of € 454 million). Cash outflow from financing activities was related to the repayment of short-term borrowings. Exchange rate effects of € 18 million positively impacted the Group's cash position in the first quarter of 2013 (2012: negative impact of € 8 million). As a result of all these developments, cash and cash equivalents decreased € 649 million to € 1.021 billion at the end of March 2013 compared to € 1.670 billion at the end of December 2012.

Net borrowings decrease € 460 million

Net borrowings at March 31, 2013 amounted to € 180 million, which represents a decrease of € 460 million, or 72%, versus € 640 million at the end of March 2012 ⁄ **DIAGRAM 33**. The decrease was driven by the strong operating cash flow development over the past 12 months. Currency translation had a positive effect of € 37 million. The Group's ratio of net borrowings over 12-month rolling EBITDA decreased to 0.1 at the end of March 2013 versus 0.5 in the prior year.

33 ⁄ **Net borrowings** [1] (€ in millions)



1) At March 31.

Business Performance by Segment

The adidas Group has divided its operating activities into Wholesale, Retail and Other Businesses. The Wholesale segment comprises the adidas and Reebok business activities with retailers. The Retail segment comprises the own-retail and e-commerce activities of the adidas and Reebok brands. The financial results of TaylorMade-adidas Golf, Rockport, Reebok-CCM Hockey and Other Centrally Managed Brands, which comprise brands such as Y-3 and Five Ten, are aggregated under Other Businesses.

Wholesale Business Performance

Wholesale first quarter results

In the first quarter of 2013, sales in the Wholesale segment decreased 3% on a currency-neutral basis. This development was mainly due to double-digit sales declines at Reebok. While revenues at adidas Sport Performance were slightly below the prior year level, sales at adidas Sport Style grew at a mid-single-digit rate. Currency translation effects negatively impacted segmental revenues in euro terms. Sales in the Wholesale segment were down 5% to € 2.481 billion in the first quarter from € 2.614 billion in 2012 ⁄ **TABLE 34**.

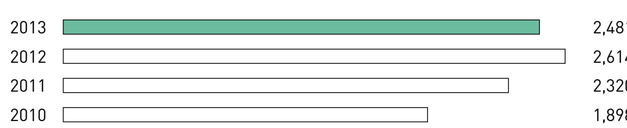
Wholesale gross margin increased 2.6 percentage points to 44.3% in the first quarter of 2013 from 41.8% in the prior year, driven by a more favourable pricing, product and regional sales mix. By brand, the adidas wholesale gross margin grew 2.4 percentage points to 45.6% (2012: 43.2%). Wholesale gross margin of the Reebok brand increased 1.1 percentage points to 33.6% (2012: 32.5%). Wholesale gross profit grew 1% to € 1.100 billion in the first quarter of 2013 from € 1.092 billion in 2012 ⁄ **TABLE 34**.

Segmental operating expenses decreased 14% to € 207 million in the first quarter of 2013 from € 241 million in 2012. This was primarily due to lower expenditure for sales administration and logistics. As a percentage of sales, segmental operating expenses declined 0.9 percentage points to 8.3% (2012: 9.2%). Segmental operating expenses in Wholesale primarily relate to expenditure for sales force, administration and logistics as well as sales working budget expenses.

34 ⁄ **Wholesale at a glance** (€ in millions)

	First quarter 2013	First quarter 2012	Change
Net sales	2,481	2,614	(5%)
Gross profit	1,100	1,092	1%
Gross margin	44.3%	41.8%	2.6pp
Segmental operating profit	893	851	5%
Segmental operating margin	36.0%	32.6%	3.4pp

35 ⁄ **Wholesale net sales by quarter** (€ in millions)



Segmental operating profit improved 5% to € 893 million in the first quarter of 2013 versus € 851 million in the prior year. Segmental operating margin rose 3.4 percentage points to 36.0% (2012: 32.6%) ⁄ **TABLE 34**, as a result of the gross margin increase as well as the positive effect of lower segmental operating expenses as a percentage of sales.

36 ⁄ **Wholesale net sales by region** (€ in millions)

	First quarter 2013	First quarter 2012	Change	Change (currency-neutral)
Western Europe	891	972	(8%)	(8%)
European Emerging Markets	158	160	(1%)	2%
North America	430	453	(5%)	(4%)
Greater China	349	327	7%	6%
Other Asian Markets	340	393	(14%)	(8%)
Latin America	313	309	1%	9%
Total [1]	**2,481**	**2,614**	**(5%)**	**(3%)**

1) Rounding differences may arise in totals.

Wholesale development by region

In the first quarter of 2013, currency-neutral revenues in Western Europe decreased 8%, as sales growth in France and Poland was more than offset by double-digit sales decreases in Spain, Italy and the UK. Currency-neutral sales in European Emerging Markets rose 2%, driven by growth in the Middle East. Currency-neutral Wholesale sales in North America were down 4% due to declines in both the USA and Canada. Revenues in Greater China increased 6% on a currency-neutral basis. Sales in Other Asian Markets decreased 8% on a currency-neutral basis. Double-digit growth in South Korea was more than offset by sales declines in Japan. In Latin America, currency-neutral sales increased 9%, supported by double-digit growth in most of the region's major markets. Currency translation effects had a mixed impact on regional sales in euro terms ⁄ **TABLE 36**.

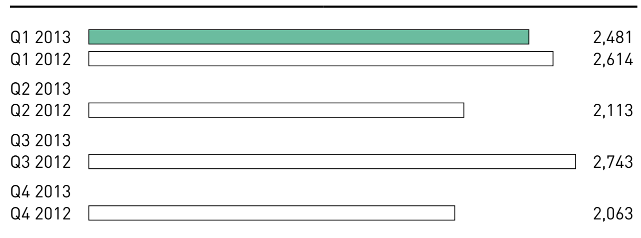
Wholesale development by brand

In the first quarter of 2013, adidas Sport Performance wholesale revenues decreased 2% on a currency-neutral basis. Sales increases in the running, outdoor and basketball categories were more than offset by declines in categories such as football and training. Currency translation effects had a negative impact on revenues in euro terms. adidas Sport Performance sales were down 4% to € 1.568 billion from € 1.628 billion in the prior year.

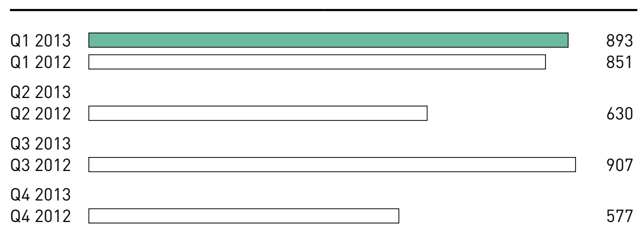
Currency-neutral adidas Sport Style wholesale revenues grew 4% in the first quarter of 2013. This increase was driven by double-digit sales growth at the adidas NEO label. Currency translation effects negatively impacted revenues in euro terms. adidas Sport Style sales grew 2% to € 663 million (2012: € 647 million).

In the first quarter of 2013, Reebok wholesale revenues decreased 21% on a currency-neutral basis, mainly due to the discontinuation of the NFL licence agreement as well as ongoing challenges in certain markets in Latin America. Currency translation effects negatively impacted revenues in euro terms. Reebok sales were down 23% to € 265 million (2012: € 344 million).

37 ⁄ **Wholesale net sales by quarter** (€ in millions)



38 ⁄ **Wholesale segmental operating profit by quarter** (€ in millions)



Retail Business Performance

Retail first quarter results

In the first quarter of 2013, Retail revenues increased 6% on a currency-neutral basis as a result of growth at both adidas and Reebok. Concept stores, factory outlets and concession corners were all up versus the prior year. eCommerce grew 68% on a currency-neutral basis. Currency translation effects negatively impacted segmental revenues in euro terms. Sales grew 4% to € 722 million from € 693 million in the prior year ⁄ **TABLE 39**. Currency-neutral comparable store sales were down 1% versus the prior year. Double-digit sales growth in concession corners was more than offset by decreases in concept stores and factory outlets.

Gross margin in the Retail segment decreased 0.8 percentage points to 60.7% in the first quarter of 2013 from 61.5% in 2012. Increased promotional activities in certain markets significantly contributed to the margin decline. By brand, the adidas gross margin declined 0.6 percentage points to 62.2% (2012: 62.8%) and Reebok's gross margin was down 1.8 percentage points to 52.8% (2012: 54.6%). Retail gross profit increased 3% to € 438 million in the first quarter of 2013 from € 426 million in 2012 ⁄ **TABLE 39**.

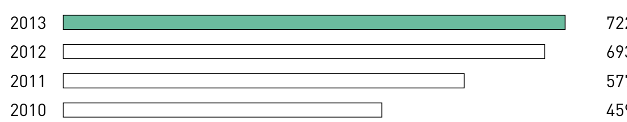
Segmental operating expenses increased 8% to € 338 million in the first quarter of 2013 from € 311 million in 2012. This was a result of higher expenses related to the expansion of the Group's store base, particularly in European emerging markets, as well as higher sales working budget expenses. As a percentage of sales, segmental operating expenses rose 1.8 percentage points to 46.7% (2012: 44.9%). Segmental operating expenses in Retail primarily relate to personnel and rent expenses as well as the sales working budget.

Segmental operating profit decreased 12% to € 101 million in the first quarter of 2013 versus € 115 million in the prior year. Segmental operating margin was down 2.6 percentage points to 14.0% (2012: 16.6%) ⁄ **TABLE 39**. This was a result of the gross margin decrease as well as higher segmental operating expenses as a percentage of sales.

39 ⁄ **Retail at a glance** (€ in millions)

	First quarter 2013	First quarter 2012	Change
Net sales	722	693	4%
Gross profit	438	426	3%
Gross margin	60.7%	61.5%	(0.8pp)
Segmental operating profit	101	115	(12%)
Segmental operating margin	14.0%	16.6%	(2.6pp)

40 ⁄ **Retail net sales by quarter** (€ in millions)



Retail development by region

In the first quarter of 2013, currency-neutral Retail sales increased in all regions. Retail revenues in Western Europe grew 3% on a currency-neutral basis, mainly due to sales increases in the UK, Germany and Spain. Sales in European Emerging Markets rose 4% on a currency-neutral basis, driven by growth in Russia/CIS, where both the adidas and Reebok brand achieved sales increases. Currency-neutral Retail sales in North America grew 4% due to growth in the USA and Canada. Retail revenues in Greater China increased 11% on a currency-neutral basis. Sales in Other Asian Markets grew 5% on a currency-neutral basis, mainly driven by sales increases in South Korea and Japan. In Latin America, currency-neutral Retail sales grew 27%, with double-digit sales increases in most markets, in particular Brazil and Argentina. Currency translation effects had a mixed impact on regional sales in euro terms ⁄ **TABLE 41**.

41 ⁄ **Retail net sales by region** (€ in millions)

	First quarter 2013	First quarter 2012	Change	Change (currency-neutral)
Western Europe	113	110	3%	3%
European Emerging Markets	265	258	3%	4%
North America	122	118	3%	4%
Greater China	52	46	11%	11%
Other Asian Markets	99	102	(3%)	5%
Latin America	71	58	22%	27%
Total [1]	**722**	**693**	**4%**	**6%**

1) Rounding differences may arise in totals.

Retail development by brand

In the first quarter of 2013, currency-neutral adidas Sport Performance revenues grew 7%, mainly due to double-digit growth in the training, running and basketball categories. adidas Sport Style sales rose 5% on a currency-neutral basis, driven by adidas Originals, where sales grew at a high-single-digit rate. Currency-neutral Reebok sales were 6% higher compared to the prior year. Comparable store sales for the adidas brand decreased 1% on a currency-neutral basis. Comparable store sales for Reebok remained stable on a currency-neutral basis. Currency translation effects had a negative impact on revenues in euro terms. adidas Sport Performance own-retail sales increased 5% to € 389 million in the first quarter of 2013 from € 372 million in 2012. adidas Sport Style own-retail sales rose 3% to € 218 million from € 212 million in 2012. Own-retail sales of Reebok branded products grew 5% to € 113 million (2012: € 108 million).

Retail store development

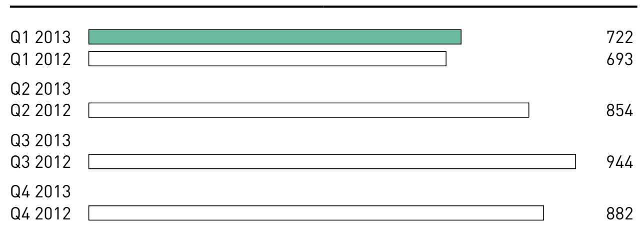
At March 31, 2013, the adidas Group Retail segment operated 2,458 stores. This represents a net increase of 12 stores versus the prior year-end level of 2,446. Of the total number of stores, 1,372 were adidas and 349 were Reebok branded (December 31, 2012: 1,353 adidas stores, 363 Reebok stores). In addition, the adidas Group Retail segment operated 737 factory outlets (December 31, 2012: 730). During the first quarter of 2013, the Group opened 92 new stores, 80 stores were closed and 37 stores were remodelled.

Retail development by store format

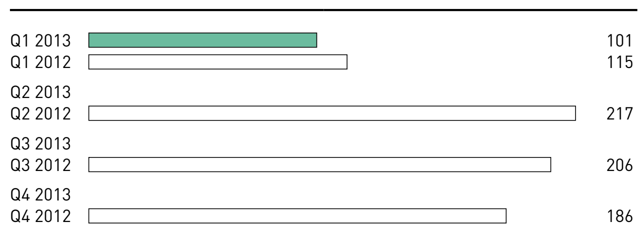
Concept store revenues include sales from adidas Sport Performance, adidas Sport Style and Reebok concept stores. In the first quarter of 2013, concept store revenues grew 5% on a currency-neutral basis. Sales grew at a mid-single-digit rate at adidas, while Reebok sales were up at a double-digit rate. Currency-neutral comparable concept store sales were down 1%. During the first quarter, the Group opened 42 new concept stores and closed 47 concept stores. As a result, the number of concept stores decreased by 5 to 1,432 at the end of the period (2012: 1,437), of which 1,180 were related to the adidas brand and 252 to the Reebok brand. Currency translation effects had a negative impact on sales in euro terms. Concept store sales increased 3% to € 331 million in the first quarter of 2013 from € 321 million in 2012.

Factory outlet revenues include sales from adidas and Reebok factory outlets. In the first quarter of 2013, factory outlet revenues grew 2% on a currency-neutral basis, as a result of sales increases at adidas. Comparable factory outlet sales decreased 2% on a currency-neutral basis. In the first quarter of 2013, the Group opened 19 and closed 12 factory outlets. As a result, the number of factory outlets increased by 7 to 737 at the end of the first quarter 2013 (December 31, 2012: 730). Currency translation effects had a negative impact on sales in euro terms. Factory outlet sales were down 1% to € 315 million in the first quarter of 2013 from € 317 million in 2012.

42 / **Retail net sales by quarter** (€ in millions)



43 / **Retail segmental operating profit by quarter** (€ in millions)



Concession corner revenues include adidas and Reebok concession corners. In the first quarter of 2013, sales from concession corners increased 6% on a currency-neutral basis. Sales grew at a low-single-digit rate at adidas, while Reebok sales were up at a strong double-digit rate. Currency-neutral comparable sales from concession corners grew 12%. In the first quarter of 2013, the Group opened 31 concession corners and closed 21. As a result, the number of concession corners grew by 10 to 289 at the end of the first quarter of 2013 (December 31, 2012: 279), of which 192 were related to the adidas brand and 97 to the Reebok brand. Currency translation effects had a positive impact on sales in euro terms. Concession corner sales increased 7% to € 28 million in the first quarter of 2013 (2012: € 26 million).

eCommerce revenues include e-commerce operations of the adidas and Reebok brands. In the first quarter of 2013, sales from adidas and Reebok e-commerce platforms were up 68% on a currency-neutral basis compared to the prior year. Sales increased at strong double-digit rates at both adidas and Reebok. Currency translation effects had a negative impact on sales in euro terms. eCommerce revenues grew 65% to € 48 million in the first quarter of 2013 from € 29 million in 2012.

Other Businesses Performance

Other Businesses first quarter results

In the first quarter of 2013, revenues of Other Businesses grew 9% on a currency-neutral basis, driven by double-digit sales growth at TaylorMade-adidas Golf. While revenues at Rockport increased at a low-single-digit rate, sales at Reebok-CCM Hockey were down at a double-digit rate. Currency translation effects negatively impacted revenues in euro terms. Sales of Other Businesses grew 6% to € 548 million (2012: € 517 million) ⁄ **TABLE 44**.

Gross margin increased 0.9 percentage points to 44.6% (2012: 43.7%), mainly due to the higher weighting of TaylorMade-adidas Golf. Other Businesses gross profit was up 8% to € 244 million in the first quarter of 2013 from € 226 million in 2012 ⁄ **TABLE 44**.

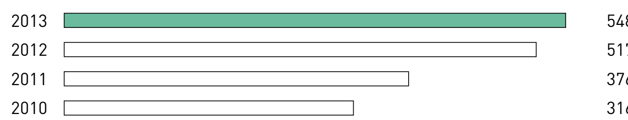
Segmental operating expenses decreased 6% to € 73 million in the first quarter of 2013 from € 78 million in 2012. This was driven in particular by lower expenditure for sales administration at TaylorMade-adidas Golf and Rockport. As a percentage of sales, segmental operating expenses decreased 1.8 percentage points to 13.3% (2012: 15.0%). Segmental operating expenses in Other Businesses primarily relate to expenditure for sales force and administration as well as sales working budget expenses for TaylorMade-adidas Golf, Rockport, Reebok-CCM Hockey and Other Centrally Managed Brands.

Other Businesses segmental operating profit increased 16% to € 172 million in the first quarter of 2013 versus € 148 million in the prior year. Segmental operating margin was up 2.6 percentage points to 31.3% from 28.7% in 2012 ⁄ **TABLE 44**. This was the result of the positive effects from a higher gross margin as well as lower segmental operating expenses as a percentage of sales.

44 ⁄ **Other Businesses at a glance** (€ in millions)

	First quarter 2013	First quarter 2012	Change
Net sales	548	517	6%
Gross profit	244	226	8%
Gross margin	44.6%	43.7%	0.9pp
Segmental operating profit	172	148	16%
Segmental operating margin	31.3%	28.7%	2.6pp

45 ⁄ **Other Businesses net sales by quarter** (€ in millions)



Other Businesses development by region

In the first quarter of 2013, currency-neutral sales of Other Businesses were up 1% in Western Europe as a result of high-single-digit sales growth at TaylorMade-adidas Golf. Sales in European Emerging Markets decreased 12% on a currency-neutral basis, as sales increases at Rockport were more than offset by sales declines at Reebok-CCM Hockey and TaylorMade-adidas Golf. Currency neutral sales in North America grew 14%, due to strong double-digit growth at TaylorMade-adidas Golf. While sales at Rockport grew at a mid-single-digit rate, sales at Reebok-CCM Hockey were down at a high-single-digit rate. Revenues in Greater China declined 25% on a currency-neutral basis as a result of revenue declines at TaylorMade-adidas Golf. Sales in Other Asian Markets grew 5% on a currency-neutral basis, due to sales increases at TaylorMade-adidas Golf and Rockport. In Latin America, currency-neutral sales were down 5%, with revenues at TaylorMade-adidas Golf and Rockport below prior year levels. Currency translation effects had a mixed impact on regional sales in euro terms ⁄ **TABLE 46**.

46 ⁄ **Other Businesses net sales by region** (€ in millions)

	First quarter 2013	First quarter 2012	Change	Change (currency-neutral)
Western Europe	92	92	0%	1%
European Emerging Markets	10	12	(16%)	(12%)
North America	338	297	14%	14%
Greater China	8	11	(25%)	(25%)
Other Asian Markets	95	99	(4%)	5%
Latin America	5	5	(8%)	(5%)
Total [1]	**548**	**517**	**6%**	**9%**

1) Rounding differences may arise in totals.

Other Businesses development by segment

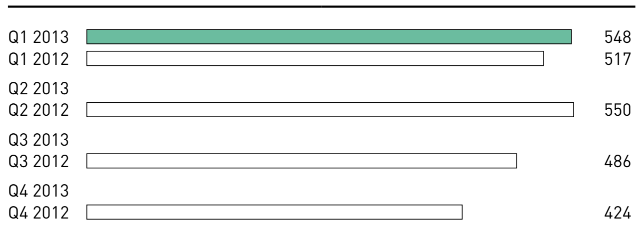
In the first quarter of 2013, TaylorMade-adidas Golf revenues grew 13% on a currency-neutral basis. Growth at TaylorMade was primarily driven by strong double-digit revenue increases in irons. Sales for adidas Golf also increased, driven by double-digit sales growth in footwear. Currency translation effects negatively impacted TaylorMade-adidas Golf sales in euro terms. Revenues increased 9% to € 423 million from € 387 million in the prior year.

Rockport revenues increased 2% on a currency-neutral basis, supported by sales growth around Rockport's lightness concept. Currency translation effects negatively impacted sales in euro terms. Revenues in the Rockport segment increased 1% to € 61 million in the first quarter of 2013 (2012: € 60 million).

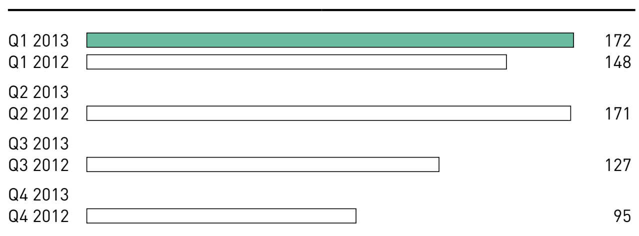
Currency-neutral Reebok-CCM Hockey sales were down 18%. This development was mainly due to the NHL lockout, which continued into the start of the year. Currency translation effects negatively impacted sales in euro terms. Reebok-CCM Hockey revenues decreased 18% to € 31 million in the first quarter of 2013 from € 37 million in 2012.

Other Centrally Managed Brands revenues grew 5% on a currency-neutral basis, primarily due to growth at Five Ten as well as Porsche Design. Currency translation effects had a negative impact on sales in euro terms. Revenues in Other Centrally Managed Brands increased 5% to € 33 million (2012: € 32 million).

47 ⁄ **Other Businesses net sales by quarter** (€ in millions)



48 ⁄ **Other Businesses segmental operating profit by quarter** (€ in millions)



Subsequent Events and Outlook

In 2013, despite a high degree of economic uncertainty, we expect the global economy and consumer spending to increase, providing a positive backdrop for the continued growth and expansion of the sporting goods industry. Through an extensive pipeline of new and innovative products at all brands, tight control of inventories throughout 2012, and a more benign input cost environment, we project top- and bottom-line improvements in our Group's financial results in 2013. We forecast adidas Group sales to increase at a mid-single-digit rate on a currency-neutral basis, with growth expected in all segments. Group gross margin is forecasted to increase to a level between 48.0% and 48.5%, primarily as a result of positive regional and channel mix effects, as well as improvements in the Retail segment and at the Reebok brand. Group operating margin is forecasted to increase to a level approaching 9.0%, driven by the increase in gross margin as well as lower other operating expenses as a percentage of sales. As a result, we project earnings per share to grow to a level between € 4.25 and € 4.40.

Subsequent Events

No subsequent events

Since the end of the first quarter of 2013, there have been no significant organisational, management, economic, socio-political, legal or financial changes which we expect to influence our business materially going forward.

Outlook

Forward-looking statements

This Management Report contains forward-looking statements that reflect Management's current view with respect to the future development of the adidas Group. The outlook is based on estimates that we have made on the basis of all the information available to us at this point in time. In addition, such forward-looking statements are subject to uncertainties as described in the Risk and Opportunity Report of the adidas Group 2012 Annual Report (pp. 164–183), which are beyond the control of the adidas Group. In case the underlying assumptions turn out to be incorrect or described risks or opportunities materialise, actual results and developments may materially deviate (negatively or positively) from those expressed by such statements. The adidas Group does not assume any obligation to update any forward-looking statements made in this Management Report beyond statutory disclosure obligations.

Global economy to grow in 2013

According to the World Bank, global GDP is projected to increase 2.4% in 2013 (2012: 2.3%). Developed markets are expected to expand 1.3%, with the euro area's GDP to contract in 2013, albeit less than in 2012. Conversely, the consensus remains that the majority of the world's economic growth will continue to be derived from the emerging markets, particularly in Asia and Latin America. Furthermore, in many of these developing economies, this growth is projected to continue to support rapid wage increases and disposable income. These positive economic growth expectations and the outlook for consumer spending, particularly in the emerging markets, are forecasted to be supportive of our growth aspirations in 2013.

In Western Europe, GDP is projected to decrease around 0.1% in 2013. Deleveraging, tight credit levels, austerity measures and high unemployment remain major headwinds to the region's economic recovery. Nevertheless, stabilising demand from Asia is expected to support export activity, particularly for Germany, the region's largest economy, where domestic demand and GDP are forecasted to remain positive.

Despite lower demand for exports to the euro area, European emerging markets are estimated to grow at around 2.7% in 2013, with major economies such as Russia, Turkey and Poland, in particular, expected to benefit from increasing domestic consumption.

In the USA, GDP is forecasted to grow 2.7% in 2013, driven by domestic consumption as well as increasing industrial and export activities. The consensus is that inflation will remain moderate, while the labour and housing markets will continue to improve, supporting spending and economic expansion. Nevertheless, headwinds from higher taxes and public spending cuts, together with a relatively high unemployment rate, will impede a more rapid overall recovery.

In Asia, GDP is projected to increase 4.6% in 2013. With the exception of Japan, growth is expected to remain relatively high, with strong industrial activity, manageable inflationary pressures and strong wage growth contributing to economic expansion. However, in Japan, despite the government's substantial fiscal and monetary policies, GDP is predicted to increase by a modest 1.2% in 2013.

In Latin America, GDP is expected to increase 3.0% in 2013, with robust exports, a healthy labour market and relatively healthy consumer spending all forecasted to support economic activity. However, further policy intervention as the region's governments seek to balance growth against significant inflationary pressures may impact this development.

Sporting goods industry expansion to continue in 2013

In the absence of any major economic shocks, we expect the global sporting goods industry to grow in 2013, however with significant regional variation. Following macroeconomic trends, consumer spending on sporting goods in the emerging economies is expected to grow faster than in the more developed markets. Inflationary pressures, particularly in relation to commodity prices, are projected to remain relatively contained in most markets. Private consumption in many mature markets is forecasted to remain challenging in 2013, limiting industry expansion in those markets. Wage growth in the faster-growing economies is forecasted to add significant costs to the industry, especially where the industry sources and manufactures sporting goods. Nevertheless, in 2013, the industry should gain momentum in the second half of the year, particularly in the football category, due to the 2013 FIFA Confederations Cup and the build-up to the 2014 FIFA World Cup, which are both being hosted by Brazil.

In much of Europe, the sporting goods industry is expected to be negatively affected by rising unemployment levels, stringent austerity measures, low wage growth and reduced consumer spending. Moreover, lapping the London 2012 Olympic Games (UK) and the UEFA EURO 2012 (Poland and Ukraine), which added to the industry's performance in 2012, will accentuate the contraction, particularly in the host markets. However, Russia's sporting goods sector will benefit from the 14th IAAF World Championships in Athletics, which are being hosted in Moscow in August 2013.

In the USA, industry growth rates are expected to be ahead of the economy's overall growth. From a category perspective, the trend towards basketball styles is set to continue. Training and high-performance technical footwear and apparel are also predicted to be significant sporting goods drivers for the year.

In Greater China, strong wage growth and domestic consumption should propel sporting goods sales in 2013. The trend and market share shift towards international brands is expected to continue. However, oversupply and discounting are ongoing concerns for the industry, particularly for local players.

In other Asian markets, the sporting goods industry is also forecasted to grow in 2013, albeit with regional differences. Japan's sporting goods industry is expected to grow modestly in 2013, with the gradual recovery in exports and the substantial government stimulus programmes helping to drive improvements in consumer sentiment and spending. Most of the other major Asian emerging markets are expected to see rapid sporting goods sales growth in 2013, as domestic demand increases and rising wages continue to drive purchases of discretionary items.

49 / **adidas Group 2013 outlook**

Currency-neutral sales development (in %):		Previous guidance [1]
adidas Group	mid-single-digit increase	mid-single-digit increase
Wholesale	low-single-digit increase	low-single-digit increase
Retail	high-single- to low-double-digit increase	high-single- to low-double-digit increase
Comparable store sales	low- to mid-single-digit increase	low- to mid-single-digit increase
Other Businesses	mid- to high-single-digit increase	mid- to high-single-digit increase
TaylorMade-adidas Golf	mid-single-digit increase	mid-single-digit increase
Rockport	mid- to high-single-digit increase	mid- to high-single-digit increase
Reebok-CCM Hockey	mid- to high-single-digit increase	low-double-digit increase
Gross margin	48.0% to 48.5%	48.0% to 48.5%
Operating margin	approaching 9.0%	approaching 9.0%
Earnings per share	€ 4.25 to € 4.40	€ 4.25 to € 4.40
Average operating working capital as a percentage of sales	moderate increase	moderate increase
Capital expenditure	€ 500 million to € 550 million	€ 500 million to € 550 million
Store base	net increase by around 100 stores	net increase by around 100 stores
Gross borrowings	decline	decline

1) As published on March 7, 2013.

The sporting goods industry in Latin America is projected to record robust growth in 2013, with a healthy labour market and wage growth, expected to promote consumer spending and discretionary purchases. Furthermore, given the importance of football in this region, the industry is expected to gain significant momentum from the 2013 FIFA Confederations Cup and the build-up to the 2014 FIFA World Cup.

adidas Group currency-neutral sales to increase at a mid-single-digit rate in 2013

We expect adidas Group sales to increase at a mid-single-digit rate on a currency-neutral basis in 2013. Currency translation is expected to negatively impact our top-line development in reported terms. Despite a high degree of uncertainty regarding the global economic outlook and consumer spending, Group sales development will be favourably impacted by our high exposure to fast-growing emerging markets as well as the further expansion of Retail. In addition, our strength in innovation will lead to major product launches throughout 2013, which will more than offset the non-recurrence of sales related to the UEFA EURO 2012 and the London 2012 Olympic Games. In terms of phasing, sales growth is projected to be weighted towards the second half of the year. Given these expectations for the year, we expect the adidas Group to outperform global economic growth in 2013.

Currency-neutral Wholesale revenues expected to increase at a low-single-digit rate

We project currency-neutral Wholesale segment revenues to increase at a low-single-digit rate compared to the prior year. Our growth expectations are supported by order backlog development as well as positive retailer and trade show feedback. Currency-neutral adidas Sport Performance sales are forecasted to increase at a low-single-digit rate, driven by growth in key categories such as running, training and basketball. adidas Sport Style revenues are projected to increase at a high-single-digit rate on a currency-neutral basis, as a result of continued momentum and expansion of adidas Originals and the adidas NEO label. Currency-neutral Reebok sales are expected to increase at a mid-single-digit rate, mainly due to growth in fitness training, fitness running and Classics as well as the introduction of new categories such as Studio.

Retail sales to increase at a high-single- to low-double-digit rate on a currency-neutral basis

adidas Group currency-neutral Retail segment sales are projected to grow at a high-single- to low-double-digit rate in 2013. Expansion of the Group's own-retail store base and comparable store sales are expected to contribute at a similar rate to revenue growth. The Group expects a net increase of its store base by around 100 adidas and Reebok stores in 2013. We plan to open around 250 new stores, depending on the availability of desired locations. New stores will primarily be located in European emerging markets. Approximately 150 stores will be closed over the course of the year. Around 150 stores will be remodelled. Comparable store sales are expected to increase at a low- to mid-single-digit rate compared to the prior year. As a result of the improvements in concept store operations, we project concept store growth rates to be slightly better than those of factory outlets.

Currency-neutral sales of Other Businesses to grow at a mid- to high-single-digit rate

In 2013, revenues of Other Businesses are expected to increase at a mid- to high-single-digit rate on a currency-neutral basis. TaylorMade-adidas Golf currency-neutral sales are projected to grow at a mid-single-digit rate compared to the prior year. Product launches in core categories such as metalwoods and irons, new product introductions in footwear and the first full year of consolidation of Adams Golf should support growth in this segment. Currency-neutral revenues at Rockport are forecasted to increase at a mid- to high-single-digit rate driven by a broadening of the product assortment, particularly in lightweight and women's, as well as own-retail expansion. Currency-neutral sales at Reebok-CCM Hockey are now expected to grow at a mid- to high-single-digit rate, supported by new product introductions in its key categories skates and sticks.

adidas Group sales expected to increase in all geographical areas

We expect Group currency-neutral revenues to increase in all of our geographical areas in 2013, albeit at varying growth rates. In Western Europe, despite the non-recurrence of the UEFA EURO 2012 as well as the London 2012 Olympic Games, which provided a positive stimulus in the region in 2012, a gradual improvement in the macroeconomic environment as well as the build-up to the 2014 FIFA World Cup in the second half of the year will positively impact sales development in this region, albeit at a very modest level. In European Emerging Markets, the expansion of and increasing sophistication in our own-retail activities, particularly in Russia/CIS, are forecasted to have a positive influence on Group sales. In North America, we expect solid growth due to continued momentum of the adidas brand as we further strengthen our product offering and distribution scope as well as introduce consumer engagement initiatives. Reebok sales are also projected to return to growth, driven by new product introductions. In Greater China, we expect further growth in line with our Route 2015 aspirations. This development will be primarily driven by expanding and solidifying our distribution footprint, including the further roll-out of adidas Originals and the adidas NEO label. In Other Asian Markets, growth will be driven by markets such as South Korea and Southeast Asia as well as the non-recurrence of clean-up activities at Reebok India Company. Lastly, in Latin America, despite trade barriers which will continue to weigh on growth prospects and the timing of sales in certain markets, Group sales development is projected to be positively impacted by the solid momentum of the region's sporting goods industry. Furthermore, the 2013 FIFA Confederations Cup as well as preparations for the 2014 FIFA World Cup will be a positive stimulus to the region.

Group gross margin to improve in 2013

In 2013, the adidas Group gross margin is forecasted to increase to a level between 48.0% and 48.5% (2012: 47.7%). Improvements are expected in all segments. Group gross margin will benefit from positive regional and channel mix effects, as growth rates in high-margin emerging markets and Retail are projected to be above growth rates in more mature markets and Wholesale. In addition, improvements in the Retail segment as well as at the Reebok brand will positively influence Group gross margin development. However, these positive effects will be partly offset by less favourable hedging terms compared to the prior year as well as increasing labour costs, which are expected to negatively impact our cost of sales.

Group other operating expenses to decrease modestly as a percentage of sales

In 2013, the Group's other operating expenses as a percentage of sales are expected to decrease modestly (2012: 41.3%). Sales and marketing working budget expenses as a percentage of sales are projected to be at a similar level compared to the prior year. Marketing investments to support new product launches at all brands, as well as the expansion of Reebok's activities in the fitness category, will be offset by the non-recurrence of expenses in relation to the UEFA EURO 2012 as well as the London 2012 Olympic Games. Operating overhead expenditure as a percentage of sales is forecasted to decline modestly in 2013. Higher administrative and personnel expenses in the Retail segment due to the planned expansion of the Group's store base will be offset by leverage in the Group's non-allocated central costs. We expect the number of employees within the adidas Group to increase slightly versus the prior year level. Additional hires will be mainly related to own-retail expansion and will be located in emerging markets. The adidas Group will continue to spend around 1% of Group sales on research and development in 2013. Areas of particular focus include advanced cushioning solutions, lightweight and digital sports technologies as well as sustainable product innovation. In addition, we will continue our commitment to expanding Reebok's product offering to match its fitness positioning.

Operating margin to continue to expand

In 2013, we expect the operating margin for the adidas Group to increase to a level approaching 9.0% (2012 excluding goodwill impairment losses: 8.0%). Improvements in the Group's gross margin as well as lower other operating expenses as a percentage of sales are expected to be the primary drivers of the improvement.

Earnings per share to increase to a level between € 4.25 and € 4.40

Basic and diluted earnings per share are expected to increase at a rate of 12% to 16% to a level between € 4.25 and € 4.40 compared to the 2012 basic and diluted earnings per share of € 3.78 excluding goodwill impairment losses. This represents net income attributable to shareholders of € 890 million to € 920 million. Top-line improvement and an increased operating margin will be the primary drivers of this positive development. In addition, we expect lower interest rate expenses in 2013 as a result of a lower average level of gross borrowings. The Group's tax rate is expected to be at a level between 28.0% and 28.5% and thus more favourable compared to the prior year tax rate of 29.3% excluding goodwill impairment losses.

Average operating working capital as a percentage of sales to increase moderately

In 2013, average operating working capital as a percentage of sales is expected to increase moderately compared to the prior year level (2012: 20.0%). This is mainly due to working capital increases to support the growth of our business as well as the build-up to the 2014 FIFA World Cup.

Capital expenditure to be between € 500 million and € 550 million

In 2013, capital expenditure is expected to amount to € 500 million to € 550 million (2012: € 434 million). Investments will focus on adidas and Reebok controlled space initiatives, in particular in emerging markets. These investments will account for around 35% of total investments in 2013. Other areas of investment include the Group's logistics infrastructure, the further development of the adidas Group headquarters in Herzogenaurach, Germany, and the increased deployment of SAP and other IT systems in major subsidiaries within the Group. All investments within the adidas Group in 2013 are expected to be fully financed through cash generated from operating activities.

Excess cash to be used to support growth initiatives

In 2013, we expect continued positive cash flow from operating activities. Cash will be used to finance working capital needs, investment activities, as well as dividend payments. We intend to largely use excess cash to invest in our Route 2015 growth initiatives and to further reduce gross borrowings. In 2013, gross borrowings of € 280 million will mature. In order to ensure long-term flexibility, we aim to maintain a ratio of net borrowings over EBITDA of less than two times as measured at year-end (2012: –0.3).

Management to propose dividend of € 1.35

In light of the strong cash flow generation in 2012 and resulting improved net cash position at year-end, Management will recommend paying a dividend of € 1.35 to shareholders at the Annual General Meeting (AGM) on May 8, 2013, representing an increase of 35% compared to the prior year (2011: € 1.00). Subject to shareholder approval, the dividend will be paid on May 9, 2013. The proposal represents a payout ratio of 35.7% of net income attributable to shareholders excluding goodwill impairment losses, compared to 34.1% in the prior year. This complies with our dividend policy, according to which we intend to pay out between 20% and 40% of net income attributable to shareholders annually. Based on the number of shares outstanding at the end of 2012, the dividend payout will thus increase to € 282 million compared to € 209 million in the prior year.

50 ⁄ **Major product launches in Q2 2013**

Product	Brand
DryDye Prime tee	adidas
Crazy Quick basketball shoe	adidas
Nitrocharge football boot	adidas
Messi Icon signature range	adidas
ClimaCool+ training apparel	adidas
NEO BBNEO Hi Top shoe	adidas
Originals x Hanon Centaur shoe	adidas
Reebok Delta PWR apparel	Reebok
ZigCarbon running shoe	Reebok
RealFlex Select running shoe	Reebok
Daddy Long Legs putter	TaylorMade
Spider Blade putter	TaylorMade
adicross Tour golf shoe	adidas Golf
Super 9031 hybrid	Adams Golf
Super DHy hybrid	Adams Golf
Reebok Pro Series protective equipment	Reebok Hockey
Extreme Flex Pro goalie equipment	CCM
CCM SR Arm & Body goalie protective	CCM
CCM Crazy Light hockey gloves	CCM

Management Assessment of Overall Risks and Opportunities

Management aggregates all risks reported by different business units and functions. Taking into account the occurrence likelihood and the potential financial impact of the risks explained within the 2012 Annual Report as well as the current business outlook, adidas Group Management does not foresee any material jeopardy to the viability of the Group as a going concern. Management remains confident that the Group's earnings strength forms a solid basis for our future business development and provides the necessary resource to pursue the opportunities available to the Group. Compared to the assessment in the 2012 Annual Report, the Group's risk profile remains unchanged.

Consolidated Statement of Financial Position

adidas AG Consolidated Statement of Financial Position (IFRS) (€ in millions)

	Mar. 31, 2013	Mar. 31, 2012[1]	Change in %	Dec. 31, 2012
ASSETS				
Cash and cash equivalents	1,021	599	70.4	1,670
Short-term financial assets	84	440	(81.0)	265
Accounts receivable	2,328	2,253	3.4	1,688
Other current financial assets	233	184	25.8	192
Inventories	2,346	2,395	(2.1)	2,486
Income tax receivables	99	85	16.9	76
Other current assets	574	517	11.1	489
Assets classified as held for sale	11	25	(55.2)	11
Total current assets	**6,696**	**6,498**	**3.0**	**6,877**
Property, plant and equipment	1,092	957	14.1	1,095
Goodwill	1,301	1,526	(14.8)	1,281
Trademarks	1,529	1,456	5.0	1,484
Other intangible assets	161	155	4.0	167
Long-term financial assets	115	100	14.5	112
Other non-current financial assets	25	27	(7.8)	21
Deferred tax assets	535	477	12.1	528
Other non-current assets	107	112	(4.0)	86
Total non-current assets	**4,865**	**4,810**	**1.1**	**4,774**
Total assets	**11,561**	**11,308**	**2.2**	**11,651**

1) Adjusted, see Note 07.
Rounding differences may arise in percentages and totals.

adidas AG Consolidated Statement of Financial Position (IFRS) (€ in millions)

	Mar. 31, 2013	Mar. 31, 2012[1]	Change in %	Dec. 31, 2012
LIABILITIES AND EQUITY				
Short-term borrowings	69	480	(85.7)	280
Accounts payable	1,351	1,447	(6.7)	1,790
Other current financial liabilities	54	66	(18.3)	83
Income taxes	316	288	9.5	275
Other current provisions	513	483	6.1	563
Current accrued liabilities	1,135	960	18.2	1,084
Other current liabilities	386	347	11.7	299
Liabilities classified as held for sale	–	0	(100.0)	–
Total current liabilities	**3,824**	**4,071**	**(6.1)**	**4,374**
Long-term borrowings	1,216	1,199	1.4	1,207
Other non-current financial liabilities	14	15	(3.1)	17
Pensions and similar obligations	256	208	23.0	251
Deferred tax liabilities	398	393	1.3	368
Other non-current provisions	59	49	22.5	69
Non-current accrued liabilities	36	31	18.5	40
Other non-current liabilities	28	33	(18.2)	34
Total non-current liabilities	**2,007**	**1,928**	**4.1**	**1,986**
Share capital	209	209	–	209
Reserves	772	682	13.1	641
Retained earnings	4,762	4,426	7.6	4,454
Shareholders' equity	**5,743**	**5,317**	**8.0**	**5,304**
Non-controlling interests	(13)	(8)	64.3	(13)
Total equity	**5,730**	**5,309**	**7.9**	**5,291**
Total liabilities and equity	**11,561**	**11,308**	**2.2**	**11,651**

1) Adjusted, see Note 07.
Rounding differences may arise in percentages and totals.

Consolidated Income Statement

.. adidas AG Consolidated Income Statement (IFRS) (€ in millions)

	First quarter 2013	First quarter 2012	Change
Net sales	3,751	3,824	(1.9%)
Cost of sales	1,870	1,998	(6.4%)
Gross profit	**1,881**	**1,826**	**3.0%**
(% of net sales)	50.1%	47.7%	2.4pp
Royalty and commission income	25	25	1.2%
Other operating income	18	25	(28.0%)
Other operating expenses	1,482	1,467	1.1%
(% of net sales)	39.5%	38.4%	1.2pp
Operating profit	**442**	**409**	**8.1%**
(% of net sales)	11.8%	10.7%	1.1pp
Financial income	4	8	(46.9%)
Financial expenses	19	28	(30.5%)
Income before taxes	**427**	**389**	**9.6%**
(% of net sales)	11.4%	10.2%	1.2pp
Income taxes	118	99	18.1%
(% of income before taxes)	27.5%	25.5%	2.0pp
Net income	**309**	**290**	**6.7%**
(% of net sales)	8.3%	7.6%	0.7pp
Net income attributable to shareholders	**308**	**289**	**6.5%**
(% of net sales)	8.2%	7.6%	0.6pp
Net income attributable to non-controlling interests	**1**	**1**	**117.3%**
Basic earnings per share (in €)	1.47	1.38	6.5%
Diluted earnings per share (in €)	1.47	1.38	6.5%

Rounding differences may arise in percentages and totals.

Consolidated Statement of Comprehensive Income

adidas AG Consolidated Statement of Comprehensive Income (IFRS) (€ in millions)

	First quarter 2013	First quarter 2012 [1]
Net income after taxes	**309**	**290**
Net gain/(loss) on cash flow hedges, net of tax	54	(87)
Actuarial loss of defined benefit plans (IAS 19), net of tax	0	(0)
Currency translation	76	(70)
Other comprehensive income	**130**	**(157)**
Total comprehensive income	**439**	**133**
Attributable to shareholders of adidas AG	439	132
Attributable to non-controlling interests	(0)	1

1) Adjusted, see Note 07.
Rounding differences may arise in percentages and totals.

Consolidated Statement of Changes in Equity

.. ⁄ **adidas AG Consolidated Statement of Changes in Equity (IFRS)** (€ in millions)

	Share capital	Capital reserve	Cumulative translation adjustments	Hedging reserves	Other reserves [1]	Retained earnings	Total share-holders' equity	Non-controlling interests	Total equity
Balance at December 31, 2011	**209**	**722**	**(6)**	**113**	**(38)**	**4,137**	**5,137**	**(9)**	**5,128**
Net income recognised directly in equity			(70)	(87)	(0)		(157)	(0)	(157)
Net income						289	289	1	290
Total comprehensive income			**(70)**	**(87)**	**(0)**	**289**	**132**	**1**	**133**
Convertible bond		55					55		55
Acquisition of shares from non-controlling interests shareholders in accordance with IAS 32					(7)		(7)		(7)
Reclassifications of non-controlling interests in accordance with IAS 32						0	0		0
Balance at March 31, 2012 [2]	**209**	**777**	**(76)**	**26**	**(45)**	**4,426**	**5,317**	**(8)**	**5,309**
Balance at December 31, 2012	**209**	**777**	**(51)**	**(21)**	**(64)**	**4,454**	**5,304**	**(13)**	**5,291**
Net income recognised directly in equity			77	54	0		131	(1)	130
Net income						308	308	1	309
Total comprehensive income			**77**	**54**	**0**	**308**	**439**	**(0)**	**439**
Balance at March 31, 2013	**209**	**777**	**26**	**33**	**(64)**	**4,762**	**5,743**	**(13)**	**5,730**

1) Reserves for actuarial gains/losses, share option plans and acquisition of shares from non-controlling interest shareholders.
2) Adjusted, see Note 07.
Rounding differences may arise in percentages and totals.

Consolidated Statement of Cash Flows

.. adidas AG Consolidated Statement of Cash Flows (IFRS) (€ in millions)

	First quarter 2013	First quarter 2012
Operating activities:		
Income before taxes	427	389
Adjustments for:		
Depreciation, amortisation and impairment losses	68	63
Reversals of impairment losses	(0)	(0)
Unrealised foreign exchange gains, net	(4)	(5)
Interest income	(4)	(8)
Interest expense	17	25
Losses on sale of property, plant and equipment, net	1	1
Operating profit before working capital changes	**505**	**465**
Increase in receivables and other assets	(716)	(711)
Decrease in inventories	154	103
Decrease in accounts payable and other liabilities	(412)	(451)
Cash used in operations before interest and taxes	**(469)**	**(594)**
Interest paid	(16)	(24)
Income taxes paid	(90)	(86)
Net cash used in operating activities	**(575)**	**(704)**
Investing activities:		
Purchase of trademarks and other intangible assets	(6)	(10)
Proceeds from sale of trademarks and other intangible assets	1	0
Purchase of property, plant and equipment	(42)	(52)
Proceeds from sale of property, plant and equipment	1	0
Proceeds from sale of short-term financial assets	186	11
Purchase of investments and other long-term assets	(24)	(6)
Interest received	4	8
Net cash generated from/(used in) investing activities	**120**	**(49)**
Financing activities:		
Repayments of long-term borrowings	(0)	(14)
Proceeds from issue of a convertible bond	–	496
Repayments of finance lease obligations	(1)	0
Dividend paid to non-controlling interest shareholders	–	(0)
Proceeds form short-term borrowings	10	–
Cash repayments of short-term borrowings	(221)	(28)
Net cash (used in)/generated from financing activities	**(212)**	**454**
Effect of exchange rates on cash	**18**	**(8)**
Decrease of cash and cash equivalents	(649)	(307)
Cash and cash equivalents at beginning of the year	1,670	906
Cash and cash equivalents at the end of period	**1,021**	**599**

Rounding differences may arise in percentages and totals.

Selected Explanatory Notes to the Interim Consolidated Financial Statements (IFRS) as at March 31, 2013

01 General

The interim consolidated financial statements of adidas AG and its direct and indirect subsidiaries (collectively the "Group") for the first three months ending March 31, 2013 are prepared in compliance with International Financial Reporting Standards (IFRS), as adopted by the European Union (EU). The Group applied all International Financial Reporting Standards and Interpretations of the International Financial Reporting Interpretations Committee (IFRIC) effective as at March 31, 2013.

These interim consolidated financial statements have been prepared in compliance with International Accounting Standard IAS 34 "Interim Financial Reporting" and with German Accounting Standard GAS 16 "Interim Financial Reporting". Accordingly, these interim consolidated financial statements do not include all of the information and notes required for consolidated financial statements at financial year-ends. Therefore, these interim consolidated financial statements should be read in conjunction with the 2012 annual consolidated financial statements. The accounting policies as well as principles and practices applied in the consolidated financial statements for the year ending December 31, 2012 also apply to the interim consolidated financial statements for the first three months ending March 31, 2013.

An exemption to this principle is the application of new/revised standards and interpretations which are effective for financial years starting from January 1, 2013. The adidas Group is applying the revised standard IAS 19 Employee Benefits – Revised (2011), IAS 19R, as of the beginning of the 2013 financial year. IAS 19R is retrospectively effective for annual periods beginning on or after January 1, 2013. Changes due to IAS 19R which are relevant for the adidas Group are as follows: According to the net interest approach, the net interest result to be reported within profit or loss of the period is determined by multiplying the net pension liability with the discount rate which is used to measure the gross defined benefit obligation. As the net pension liability is reduced by any plan assets, this calculation implicitly assumes a rate of return on plan assets in the amount of the discount rate. In addition, the changes of IAS 19R comprise the effect of the immediate recognition of unvested past service costs in the statement of income as incurred instead of amortising them over the vesting period. The Group has analysed the effects of the above-mentioned changes of IAS 19R on the current as well as prior consolidated financial statements and has come to the conclusion that these changes do not have any material effect on the Group's consolidated financial statements. Therefore, no reclassification between other reserves and retained earnings within equity was carried out.

The interim consolidated financial statements and the interim Group management report have not been audited in accordance with § 317 German Commercial Code (Handelsgesetzbuch – HGB) or reviewed by an auditor.

Costs that are incurred unevenly during the financial year are anticipated or deferred in the interim consolidated financial statements only if it would be also appropriate to anticipate or defer such costs at the end of the financial year.

The results of operations for the first three months ending March 31, 2013 are not necessarily indicative of results to be expected for the entire year.

02 Seasonality

The sales of the Group in certain product categories are seasonal and therefore revenues and attributable earnings may vary within the financial year. Sales and earnings tend to be strongest in the first and third quarters of the financial year because these coincide with the launch of the spring/summer and fall/winter collections, respectively. This is especially relevant for the adidas and Reebok brands, whose sales account for approximately 90% of the Group's net sales. However, shifts in the share of sales and attributable earnings of particular product categories, brands or the regional composition may occur throughout the year.

03 Assets/liabilities classified as held for sale

The composition of assets/liabilities classified as held for sale is unchanged compared to December 31, 2012.

04 Shareholders' equity

In the period from January 1, 2013 to March 31, 2013, the nominal capital of adidas AG did not change. Consequently, on March 31, 2013, the nominal capital of adidas AG amounted to € 209,216,186, divided into 209,216,186 registered no-par-value shares ("registered shares").

05 Other operating income and other operating expenses

Other operating income mainly includes income from the release of accrued liabilities and other provisions as well as sundry income.

Other operating expenses include expenses for marketing, sales and research and development, as well as for logistics and central administration. In addition, they include impairment losses as well as depreciation on tangible assets and amortisation on intangible assets (except goodwill impairment losses), with the exception of depreciation and amortisation which is included in the cost of sales. In the first three months of 2013, depreciation and amortisation expense for tangible and intangible assets (excluding goodwill) and impairment losses amounted to € 67 million (2012: € 62 million).

06 Segmental information

Following the Group's internal management reporting and in accordance with the definition of IFRS 8 "Operating Segments", six operating segments have been identified: Wholesale, Retail, TaylorMade-adidas Golf, Rockport, Reebok-CCM Hockey and Other Centrally Managed Brands. According to the criteria of IFRS 8 for reportable segments, the business segments Wholesale and Retail are reported separately, while the remaining are aggregated under Other Businesses due to their only subordinate materiality.

The Wholesale segment comprises all business activities relating to the distribution of adidas and Reebok products to retail customers.

The Retail segment comprises all business activities relating to the sale of adidas and Reebok products directly to end consumers through own retail and own e-commerce platforms.

The operating segment TaylorMade-adidas Golf comprises the brands TaylorMade, adidas Golf, Adams Golf and Ashworth.

The Other Centrally Managed Brands segment primarily includes the business activities of the labels Y-3, Porsche Design Sport and adidas SLVR as well as the business activities of the brand Five Ten in the outdoor action sports sector. Furthermore, the segment also comprises the German own-retail activities of the adidas NEO label.

Certain centralised Group functions do not meet the definition of IFRS 8 for a reportable operating segment. This includes functions such as central treasury, global sourcing as well as other headquarter departments. Income and expenses relating to these corporate functions are presented together with other non-allocable items and intersegment eliminations in the reconciliation of segmental operating profit. The results of the operating segments are reported in the line item "Segmental operating profit". This is defined as gross profit minus costs directly attributable to the segment or the group of segments (primarily sales and logistics costs) before marketing working budget expenditures and operating overhead costs not directly attributable.

Segmental assets include accounts receivable and inventories.

Segments (€ in millions)

	Wholesale		Retail		Other Businesses		Total	
	2013	2012	2013	2012	2013	2012	2013	2012
Net sales (non-Group) [1]	2,481	2,614	722	693	548	517	3,751	3,824
Segmental operating profit [1]	893	851	101	115	172	148	1,166	1,114
Segmental assets [2]	2,897	3,026 [3]	804	757	932	805	4,633	4,588 [3]

1) First quarter.
2) At March 31.
3) Adjusted, see Note 07.

Operating profit (€ in millions)

	First quarter 2013	First quarter 2012
Operating profit for reportable segments	994	966
Operating profit for Other Businesses	172	148
Segmental operating profit	**1,166**	**1,114**
HQ/Consolidation	96	79
Marketing working budget	(363)	(350)
Other operating expenses	(482)	(459)
Royalty and commission income	25	25
Operating profit	**442**	**409**
Financial income	4	8
Financial expenses	(19)	(28)
Income before taxes	**427**	**389**

07 Other information

The discovery of numerous financial irregularities, which were identified in March 2012, resulted in the identification of material errors in the prior period financial statements of Reebok India Company. As a consequence of these errors, material misstatements are also included in the consolidated financial statements of adidas AG for the 2011 financial year and previous financial years, which have been corrected in accordance with IAS 8.41 et seqq.

These corrections are reflected in the consolidated financial statements as at December 31, 2012, in which the comparative figures for the year 2011 are restated and the opening balance sheet for 2011 is corrected to the extent that earlier periods are affected. As a result of the adjustment of the consolidated statement of financial position as at December 31, 2011, the opening balance sheet as at January 1, 2012 has changed. Consequently, this has to be reflected in the consolidated statement of financial position as at March 31, 2012 and is included in these interim consolidated financial statements. For more detailed information regarding the restatements, see Note 03 Adjustments according to IAS 8 in the 2012 annual consolidated financial statements.

08 Events after the balance sheet date

Between the end of the first three months of 2013 and the finalisation of these interim consolidated financial statements on April 30, 2013, there were no major Group-specific matters which we expect to influence our business materially going forward.

Herzogenaurach, April 30, 2013
The Executive Board of adidas AG

Executive and Supervisory Boards

Executive Board

HERBERT HAINER
Chief Executive Officer

GLENN BENNETT
Global Operations

ROBIN J. STALKER
Chief Financial Officer

ERICH STAMMINGER
Global Brands

Supervisory Board

IGOR LANDAU
Chairman

SABINE BAUER [1]
Deputy Chairwoman

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DR. WOLFGANG JÄGER [1]

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ROLAND NOSKO [1]

ALEXANDER POPOV

HANS RUPRECHT [1]

HEIDI THALER-VEH [1]

CHRISTIAN TOURRES

1) Employee representative.

Biographical information on our Executive Board members as well as on mandates of the members of the Executive Board and the members of the Supervisory Board is available at :// **WWW.ADIDAS-GROUP.COM/EXECUTIVE-BOARD** and :// **WWW.ADIDAS-GROUP.COM/SUPERVISORY-BOARD**.

Financial Calendar

2013

May 8, 2013

Annual General Meeting
Fuerth (Bavaria), Germany
Webcast

May 9, 2013

Dividend payment
(Subject to Annual General Meeting approval)

August 8, 2013

First Half 2013 Results
Press release, conference call and webcast
Publication of First Half 2013 Report

November 7, 2013

Nine Months 2013 Results
Press release, conference call and webcast
Publication of Nine Months 2013 Report

Publishing Details & Contact

adidas AG
Adi-Dassler-Str. 1
91074 Herzogenaurach
Germany

Tel: + 49 (0) 91 32 84 - 0
Fax: + 49 (0) 91 32 84 - 22 41
www.adidas-Group.com

Investor Relations
Tel: + 49 (0) 91 32 84 - 32 96
Fax: + 49 (0) 91 32 84 - 31 27
Email: investor.relations@adidas-Group.com
www.adidas-Group.com/investors

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For further adidas Group publications,
please see our corporate website.

To improve readability, registered trademarks
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Concept and Design
Strichpunkt, Stuttgart / Berlin