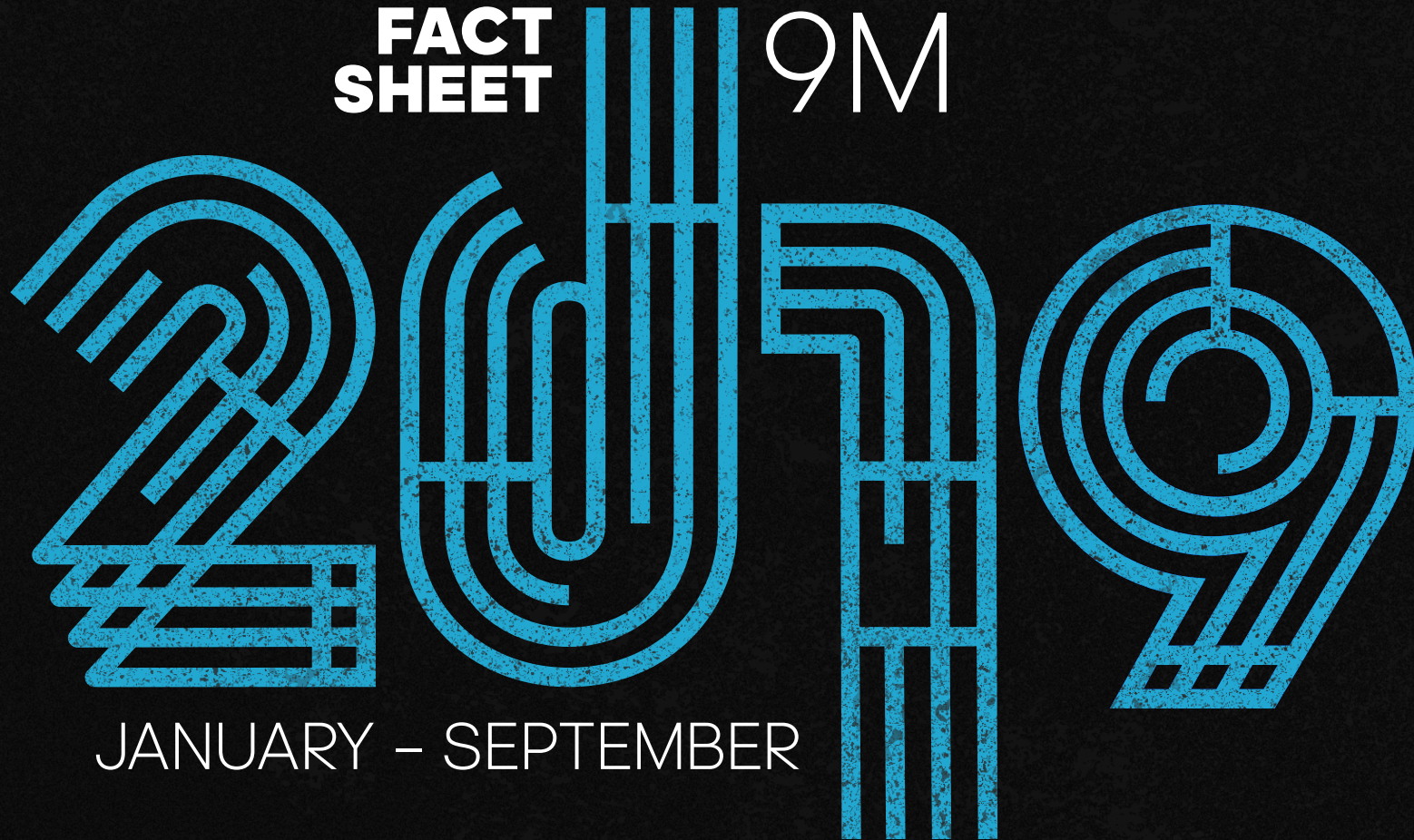


adidas

**FACT  
SHEET**

9M



JANUARY – SEPTEMBER



# FACT SHEET FOR THE FIRST NINE MONTHS 2019

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# OUR SHARE

## Our Share

	First Quarter		Second Quarter		Third Quarter			Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change	2019	2018
<b>Earnings per share from continuing operations (€)</b>									
Basic	3.17	2.65	2.33	2.06	3.26	3.26	0%	–	0.47
Diluted	3.17	2.65	2.33	2.05	3.26	3.26	0%	–	0.47
<b>Average number of shares</b>									
Basic	198,805,634	203,878,332	198,229,049	202,910,584	197,229,697	200,653,842	(2%)	–	199,651,879
Diluted	198,805,634	204,249,548	198,238,793	203,277,029	197,236,722	200,969,611	(2%)	–	199,739,079
<b>Number of shares outstanding<sup>1</sup></b>	198,450,063	203,734,032	197,861,472	201,120,299	196,651,861	200,312,395	(2%)	–	199,171,345
<b>Share price<sup>1</sup> (€)</b>	216.60	196.65	271.50	186.95	285.65	210.90	35%	–	182.40
<b>Market capitalization<sup>1</sup> (€ in millions)</b>	42,984	40,064	53,719	37,599	56,174	42,246	33%	–	36,329
<b>Historical performance of the adidas share and important indices (%)</b>									
adidas AG	19	18	25	(5)	5	13		–	(14)
DAX-30	9	(6)	8	2	0	0		–	(14)
EURO STOXX 50	12	(4)	4	1	3	0		–	(12)
MSCI World Textiles, Apparel & Luxury Goods Index	16	5	8	7	(2)	3		–	(18)

<sup>1</sup> At quarter-end.

# CONSOLIDATED INCOME STATEMENT HIGHLIGHTS

## Consolidated Income Statement Highlights<sup>1</sup>

	First Quarter		Second Quarter		Third Quarter			Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change	2019	2018
<b>Key figures</b> (€ in millions)									
Net sales	5,883	5,548	5,509	5,261	6,410	5,873	9%	–	5,234
Gross profit	3,151	2,835	2,945	2,751	3,339	3,044	10%	–	2,732
Other operating expenses	2,317	2,127	2,346	2,210	2,486	2,191	13%	–	2,645
Thereof marketing and point-of-sale expenses	703	706	744	707	753	713	6%	–	875
Thereof operating overhead expenses <sup>2</sup>	1,614	1,422	1,602	1,502	1,733	1,478	17%	–	1,769
EBITDA	1,163	857	966	705	1,144	1,033	11%	–	287
Operating profit	875	746	643	592	897	901	[0%]	–	129
Income before taxes	848	749	618	588	865	907	[5%]	–	134
Net income from continuing operations	631	542	462	418	644	656	[2%]	–	93
Net income attributable to shareholders <sup>3</sup>	632	540	531	396	646	658	[2%]	–	108
<b>Key ratios</b>									
Gross margin	53.6%	51.1%	53.5%	52.3%	52.1%	51.8%	0.3pp	–	52.2%
Other operating expenses in % of net sales	39.4%	38.3%	42.6%	42.0%	38.8%	37.3%	1.5pp	–	50.5%
Thereof marketing and point-of-sale expenses in % of net sales	12.0%	12.7%	13.5%	13.4%	11.7%	12.1%	[0.4pp]	–	16.7%
Thereof operating overhead expenses in % of net sales <sup>2</sup>	27.4%	25.6%	29.1%	28.6%	27.0%	25.2%	1.9pp	–	33.8%
Operating margin	14.9%	13.4%	11.7%	11.3%	14.0%	15.3%	[1.3pp]	–	2.5%
Effective tax rate	25.6%	27.7%	25.4%	28.8%	25.5%	27.7%	[2.2pp]	–	30.5%
Net income attributable to shareholders in % of net sales <sup>3</sup>	10.7%	9.7%	9.6%	7.5%	10.1%	11.2%	[1.1pp]	–	2.1%

<sup>1</sup> First-time application of IFRS 16 as of January 1, 2019. Prior year figures are not restated.

<sup>2</sup> Aggregated distribution and selling expenses, general and administration expenses, sundry expenses and impairment losses (net) on accounts receivable and contract assets.

<sup>3</sup> Includes continuing and discontinued operations.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND CASH FLOW HIGHLIGHTS

## Consolidated Statement of Financial Position and Cash Flow Highlights<sup>1</sup>

	March 31		June 30		September 30			December 31	
	2019	2018 <sup>2</sup>	2019	2018	2019	2018	Change	2019	2018
<b>Key figures</b> (€ in millions)									
Total assets	19,268	14,317	19,273	14,305	20,109	15,542	29%	–	15,612
Accounts receivable	3,044	2,837	2,780	2,751	3,247	3,037	7%	–	2,418
Inventories	3,285	3,224	3,579	3,425	3,677	3,216	14%	–	3,445
Operating working capital	4,309	4,488	4,248	4,318	4,569	4,324	6%	–	3,563
Net cash	908	371	362	89	342	535	[36%]	–	959
Shareholders' equity	6,931	6,407	6,619	6,040	7,115	6,503	9%	–	6,377
Capital expenditure	89	94	243	258	421	498	[16%]	–	794
Net cash generated from/(used in) operating activities	402	[32]	991	841	1,600	1,760	[9%]	–	2,646
<b>Key ratios</b>									
Average operating working capital in % of net sales <sup>3</sup>	18.6%	20.3%	18.3%	20.1%	18.1%	19.7%	(1.6pp)	–	19.0%
Equity ratio	36.0%	44.8%	34.3%	42.2%	35.4%	41.8%	(6.5pp)	–	40.8%
Net borrowings/EBITDA <sup>4</sup>	[0.3]	[0.1]	[0.1]	[0.0]	[0.1]	[0.2]	n. a.	–	[0.3]
Financial leverage	[13.1%]	[5.8%]	[5.5%]	[1.5%]	[4.8%]	[8.2%]	3.4pp	–	[15.0%]
Return on equity	9.1%	8.4%	17.6%	15.5%	25.4%	24.5%	0.9pp	–	26.7%
Net cash generated from/(used in) operating activities per share of common stock (€)	2.02	[0.16]	4.99	4.13	8.08	8.69	[7%]	–	13.11

<sup>1</sup> First-time application of IFRS 16 as of January 1, 2019. Prior year figures are not restated.

<sup>2</sup> Adjusted according to IAS 8, see Note 03 in the Annual Report 2018.

<sup>3</sup> Twelve-month trailing average.

<sup>4</sup> EBITDA of last twelve months.

# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter		Third Quarter			Change	Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change	Change (c.n.)	2019	2018
<b>Europe</b>										
Net sales	1,551	1,603	1,421	1,420	1,698	1,645	3%	3%	-	1,216
adidas brand	1,410	1,452	1,322	1,324	1,572	1,508	4%	5%	-	1,120
Reebok brand	141	151	100	96	125	137	[9%]	[8%]	-	96
Gross profit	802	732	741	685	865	803	8%		-	584
Gross margin	51.7%	45.6%	52.2%	48.3%	51.0%	48.8%	2.2pp		-	48.0%
Operating expenses	396	385	383	389	425	402	6%		-	453
Operating expenses in % of net sales	25.6%	24.0%	27.0%	27.4%	25.0%	24.4%	0.6pp		-	37.2%
Operating profit	407	347	359	297	442	401	10%		-	131
Operating margin	26.2%	21.6%	25.3%	20.9%	26.0%	24.4%	1.6pp		-	10.8%
<b>North America</b>										
Net sales	1,157	1,040	1,213	1,082	1,468	1,269	16%	10%	-	1,297
adidas brand	1,066	944	1,100	985	1,341	1,165	15%	10%	-	1,183
Reebok brand	91	96	113	97	127	104	23%	17%	-	114
Gross profit	443	393	476	442	605	533	13%		-	563
Gross margin	38.3%	37.8%	39.3%	40.8%	41.2%	42.0%	[0.8pp]		-	43.4%
Operating expenses	334	309	361	280	389	325	19%		-	391
Operating expenses in % of net sales	28.9%	29.7%	29.8%	25.9%	26.5%	25.6%	0.8pp		-	30.2%
Operating profit	125	98	138	181	237	229	3%		-	190
Operating margin	10.8%	9.5%	11.4%	16.7%	16.1%	18.1%	[1.9pp]		-	14.6%
<b>Asia-Pacific</b>										
Net sales	2,139	1,856	1,872	1,726	2,090	1,894	10%	8%	-	1,665
adidas brand	2,063	1,777	1,796	1,642	2,018	1,815	11%	9%	-	1,571
Reebok brand	76	79	77	84	73	78	[8%]	[11%]	-	94
Gross profit	1,256	1,040	1,118	992	1,180	1,083	9%		-	896
Gross margin	58.7%	56.0%	59.7%	57.5%	56.5%	57.2%	[0.7pp]		-	53.8%
Operating expenses	442	382	470	404	452	415	9%		-	487
Operating expenses in % of net sales	20.7%	20.6%	25.1%	23.4%	21.6%	21.9%	[0.3pp]		-	29.2%
Operating profit	819	662	653	591	733	672	9%		-	413
Operating margin	38.3%	35.7%	34.9%	34.2%	35.1%	35.5%	[0.4pp]		-	24.8%

# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter		Third Quarter			Change	Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change	(c.n.)	2019	2018
<b>Latin America</b>										
Net sales	376	430	403	416	405	340	19%	5%	-	447
adidas brand	337	385	361	377	363	301	20%	6%	-	400
Reebok brand	38	46	42	39	43	39	8%	(2%)	-	47
Gross profit	174	191	177	183	179	148	21%		-	212
Gross margin	46.4%	44.4%	43.9%	43.9%	44.3%	43.5%	0.8pp		-	47.3%
Operating expenses	112	116	118	114	111	85	29%		-	139
Operating expenses in % of net sales	29.9%	27.0%	29.3%	27.4%	27.3%	25.1%	2.2pp		-	31.0%
Operating profit	62	75	59	69	69	63	10%		-	73
Operating margin	16.6%	17.3%	14.6%	16.5%	17.0%	18.4%	(1.4pp)		-	16.3%
<b>Emerging Markets</b>										
Net sales	330	308	281	251	388	329	18%	14%	-	256
adidas brand	292	275	251	223	346	291	19%	15%	-	221
Reebok brand	37	33	31	29	42	38	12%	8%	-	35
Gross profit	174	159	154	126	201	179	12%		-	140
Gross margin	52.7%	51.6%	54.9%	50.1%	51.7%	54.5%	(2.7pp)		-	54.7%
Operating expenses	73	71	74	66	77	66	17%		-	83
Operating expenses in % of net sales	22.0%	23.0%	26.4%	26.4%	19.8%	20.0%	(0.2pp)		-	32.3%
Operating profit	101	88	80	59	124	113	10%		-	57
Operating margin	30.7%	28.6%	28.5%	23.6%	32.0%	34.5%	(2.5pp)		-	22.4%
<b>Russia/CIS</b>										
Net sales	136	119	171	177	199	166	20%	13%	-	132
adidas brand	101	85	128	138	150	127	18%	12%	-	96
Reebok brand	36	34	43	40	49	39	26%	19%	-	36
Gross profit	82	81	107	119	121	108	12%		-	84
Gross margin	60.1%	67.8%	62.7%	67.1%	60.8%	64.9%	(4.1pp)		-	63.5%
Operating expenses	56	62	62	70	61	60	1%		-	52
Operating expenses in % of net sales	41.0%	52.4%	36.4%	39.7%	30.7%	36.4%	(5.7pp)		-	39.3%
Operating profit	26	18	45	49	60	47	27%		-	32
Operating margin	19.1%	15.4%	26.3%	27.4%	30.1%	28.5%	1.6pp		-	24.2%

# FINANCIAL HIGHLIGHTS BY SEGMENT

Financial Highlights by Segment € in millions

	First Quarter		Second Quarter		Third Quarter				Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change	Change (c.n.)	2019	2018
<b>Other Businesses</b>										
Net sales	195	190	147	188	162	230	[29%]	[31%]	-	221
Gross profit	99	78	66	89	73	131	[44%]		-	86
Gross margin	50.4%	41.2%	45.1%	47.2%	45.3%	57.1%	[11.7pp]		-	39.0%
Operating expenses	59	50	48	64	57	58	[1%]		-	56
Operating expenses in % of net sales	30.3%	26.2%	33.0%	33.9%	35.1%	25.0%	10.0pp		-	25.4%
Operating profit	41	30	20	26	18	75	[76%]		-	31
Operating margin	20.8%	15.7%	13.6%	13.9%	11.1%	32.7%	[21.6pp]		-	14.2%



# FINANCIAL HIGHLIGHTS BY BRAND

Financial Highlights by Brand € in millions

	First Quarter		Second Quarter		Third Quarter				Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change	Change (c.n.)	2019	2018
<b>Net sales by brand</b>										
adidas brand	5,343	5,000	5,004	4,772	5,849	5,343	9%	6%	-	4,736
Reebok brand	420	440	406	387	460	436	5%	2%	-	423
<b>Total</b>	<b>5,883</b>	<b>5,548</b>	<b>5,509</b>	<b>5,261</b>	<b>6,410</b>	<b>5,873</b>	<b>9%</b>	<b>6%</b>	<b>-</b>	<b>5,234</b>
<b>Gross margin by brand</b>										
adidas brand	51.2%	47.8%	50.7%	49.5%	50.0%	50.2%	(0.2pp)		-	48.1%
Reebok brand	44.7%	41.8%	43.2%	44.9%	42.1%	45.3%	(3.1pp)		-	43.1%
<b>Net sales by product category</b>										
Footwear	3,456	3,301	3,283	3,102	3,489	3,363	4%	1%	-	3,016
Apparel	2,170	2,019	1,927	1,895	2,625	2,249	17%	13%	-	2,059
Hardware	258	227	299	264	295	261	13%	10%	-	158
<b>Total</b>	<b>5,883</b>	<b>5,548</b>	<b>5,509</b>	<b>5,261</b>	<b>6,410</b>	<b>5,873</b>	<b>9%</b>	<b>6%</b>	<b>-</b>	<b>5,234</b>

# RETAIL AT A GLANCE

## Retail at a Glance

	First Quarter		Second Quarter		Third Quarter			Fourth Quarter	
	2019	2018	2019	2018	2019	2018	Change (c.n.)	2019	2018
<b>Number of stores<sup>1</sup></b>	<b>2,388</b>	<b>2,464</b>	<b>2,419</b>	<b>2,430</b>	<b>2,477</b>	<b>2,398</b>		<b>-</b>	<b>2,395</b>
Concept stores	1,323	1,448	1,328	1,397	1,331	1,367		-	1,342
Concession corners	119	133	121	135	121	121		-	120
Factory outlets	946	883	970	898	1,025	910		-	933
<b>Stores by brand<sup>1</sup></b>									
adidas brand	1,190	1,301	1,192	1,265	1,194	1,231		-	1,206
Reebok brand	252	280	257	267	258	257		-	256
Multibrand	946	883	970	898	1,025	910		-	933
<b>Opening</b>	<b>49</b>	<b>38</b>	<b>65</b>	<b>57</b>	<b>106</b>	<b>42</b>		<b>-</b>	<b>76</b>
<b>Closing</b>	<b>56</b>	<b>162</b>	<b>34</b>	<b>91</b>	<b>48</b>	<b>74</b>		<b>-</b>	<b>79</b>
<b>Net opening/ (net closing)</b>	<b>(7)</b>	<b>(124)</b>	<b>31</b>	<b>(34)</b>	<b>58</b>	<b>(32)</b>		<b>-</b>	<b>(3)</b>
<b>Net sales (€ in millions)</b>	<b>1,595</b>	<b>1,331</b>	<b>1,850</b>	<b>1,571</b>	<b>1,960</b>	<b>1,698</b>	<b>11%</b>	<b>-</b>	<b>1,888</b>
adidas brand							11%		
Reebok brand							13%		
E-commerce							14%		
Comp							6%		
adidas brand comp							6%		
Reebok brand comp							4%		

<sup>1</sup> At quarter-end.

# OPERATING PROFIT

Operating Profit<sup>1</sup> € in millions

	Nine months	
	2019	2018
Operating profit for reportable segments	4,538	4,059
Operating profit for Other Businesses	79	129
<b>Segmental operating profit</b>	<b>4,617</b>	<b>4,188</b>
Reclassification to discontinued operations	–	3
HQ	(1,349)	(1,140)
Central expenditure for marketing	(664)	(677)
Consolidation	(189)	(135)
<b>Operating profit</b>	<b>2,416</b>	<b>2,239</b>
Financial income	28	35
Financial expenses	(112)	(30)
<b>Income before taxes</b>	<b>2,331</b>	<b>2,244</b>

<sup>1</sup> First-time application of IFRS 16 as of January 1, 2019. Prior year figures are not restated.