

ADIDAS ALTERNATIVE PERFORMANCE MEASURES

APM	Definition	Reference to Annual Report
Currency-neutral net sales growth	To calculate the currency-neutral net sales growth, actual exchange rates of current year are applied for prior year's net sales and then compared with current year's net sales at actual rates.	
Gross margin	Gross profit in relation to net sales in %	Consolidated Financial Statements - Consolidated Income Statement
Operating overhead expenses	Distribution and selling expenses + general and administrative expenses + sundry expenses + impairment losses (net) on accounts receivable and contract assets	Consolidated Financial Statements - Consolidated Income Statement
Operating profit	Gross profit + royalty and commission income + other operating income – other operating expenses	Consolidated Financial Statements - Consolidated Income Statement
Operating margin	Operating profit in relation to net sales in %	Consolidated Financial Statements - Consolidated Income Statement
EBITDA	Earnings before interest, taxes, depreciation and amortization, as well as impairment losses/reversal of impairment losses on property, plant, and equipment, right-of-use, and intangible assets	Group Management Report – Financial Review – Income Statement
Return on equity	Net income attributable to shareholders (YTD) in relation to shareholders' equity in %	
Currency-neutral development of inventory, accounts receivable and accounts payable	To calculate the currency-neutral development of inventory, accounts receivable and accounts payable, actual exchange rates of current year are applied for prior year's values and then compared with current year's values at actual rates	Group Management Report – Financial Review – Statement of Financial Position and Statement of Cash Flows
Average operating working capital in % of net sales	<ol style="list-style-type: none"> Operating working capital = accounts receivable + inventories – accounts payable Average operating working capital = sum of operating working capital at quarter-ends / 4 Average operating working capital in relation to net sales in % 	Group Management Report – Financial Review – Statement of Financial Position and Statement of Cash Flows
Equity ratio	Shareholders' equity in relation to total liabilities and equity in %	
Financial leverage	Adjusted net borrowings in relation to shareholders' equity in %	
Adjusted net cash / (net borrowings)	Short-term borrowings + long-term borrowings + current and non-current lease liabilities + pensions and similar obligations + factoring - accessible cash and cash equivalents (= cash and cash equivalents + short-term financial assets - trapped cash)	Group Management Report – Financial Review – Treasury
Capital expenditure (CapEx)	Total cash expenditure for the purchase of tangible and intangible assets (excluding acquisitions and right-of-use assets according to IFRS 16)	Group Management Report – Financial Review – Statement of Financial Position and Statement of Cash Flows