INTRODUCTION

Sebastian Steffen
VP Investor Relations
OPERATIONAL HIGHLIGHTS

Herbert Hainer
adidas Group CEO
adidas Group Reaches Adjusted Full Year 2014 Targets

- Sales increase 6% currency-neutral to €14.5 billion\(^1\)
- adidas and Reebok grow 11% and 5% currency-neutral
- Retail sales up 21% currency-neutral with double-digit growth in all regions
- Underlying net income reaches adjusted target of €650 million\(^2\)

1) Figures reflect continuing operations.
2) Excluding goodwill impairment of €78 million.
## Strong Brand Momentum At adidas Throughout 2014

<table>
<thead>
<tr>
<th></th>
<th>Q4 2014</th>
<th>Change</th>
<th>FY 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>2,870</td>
<td>+11%</td>
<td>11,774</td>
<td>+11%</td>
</tr>
<tr>
<td>(€ in millions)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>45.7%</td>
<td>(1.1pp)</td>
<td>46.7%</td>
<td>(1.4pp)</td>
</tr>
<tr>
<td><strong>Net sales</strong></td>
<td>420</td>
<td>+1%</td>
<td>1,578</td>
<td>+5%</td>
</tr>
<tr>
<td>(€ in millions)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>33.3%</td>
<td>(6.0pp)</td>
<td>37.0%</td>
<td>(2.6pp)</td>
</tr>
</tbody>
</table>

1) Currency-neutral.
Football With Strong Growth In 2014

• Football sales up 21% in 2014
• Record football revenues of € 2.1 billion in 2014
• Strong double-digit growth rates in most regions
• Over 3 million German national team jerseys sold in 2014
Boost Drives Growth At adidas Running

- Sales grow 17% in Q4 and 15% in 2014
- 4th consecutive year of double-digit growth at adidas Running
- adizero Adios Boost wins 27 major marathons in 2014
adidas Originals & Sport Style Sales Accelerate In Q4

- adidas Originals & Sport Style sales increase 19% currency-neutral in Q4
- Revenues up 12% to € 3.4 billion in 2014
- adidas NEO currency-neutral sales grow 27% in 2014
Reebok With Its 7th Consecutive Quarter Of Growth

- Reebok sales up 5% currency-neutral in 2014
- 7th consecutive quarter of growth
- Double-digit growth rates in Fitness Training and Studio Categories
TMaG Negatively Impacted By Weakness In Golf

- Sales decline 28% currency-neutral in 2014
- Operating profit negatively impacted by around € 200 million versus prior year period
- Strong focus on cleaning retail inventories
- Major elements of restructuring programme at TMaG completed
Higher promotional activities caused by weakening consumer sentiment
Operating profit negatively impacted by around €130 million
Accelerating real estate and inventory management initiatives
Currencies Significantly Impact Financial Performance

- Negative currency translation effect of around €550 million on Group revenues in 2014
- Group’s contribution affected by around €170 million
Initiatives Taken To Improve Performance

- Stabilise underperforming areas, particularly at TMaG
- Reorganisation of marketing and sales organisations
- Adjust investment to account for current market risks
- Increasing investments in brands
FINANCIAL HIGHLIGHTS

Robin J. Stalker
adidas Group CFO
Emerging Markets Enjoy Robust Sales Growth In 2014

- Latin America: +19%
- European Emerging Markets: +19%
- Greater China: +10%
- Other Asian Markets: +2%
- North America: -6%

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

Sales development on a currency-neutral basis.
Western Europe Grows 13% In Q4

- adidas and Reebok grow at double-digit rates each in 2014
- Growth supported by 2014 FIFA World Cup
- Sales in Football and Running up 18% and 22%, respectively, in 2014
Latin America Fastest-Growing Region In 2014

- Currency-neutral sales up 19% in 2014 with double-digit growth in all major markets
- Revenues grow 12% currency-neutral in Q4
- Strong double-digit growth in Football, Training, Running and Originals in 2014
Growth In Greater China Remains Robust

• Sales up 10% currency-neutral in 2014
• Strong year-end finish with revenues up 11% in Q4
• adidas Originals & Sport Style grow 26% in 2014
• Retail sales increase 26% in 2014
North America Down 4% In Q4

- Revenues at adidas grow 4% currency-neutral in Q4, supported by sales increases in Training, Football and Originals
- Growth at adidas more than offset by double-digit sales declines at Reebok and TMaG
- Retail sales up 15% currency-neutral in 2014
### Group Gross Margin Down 1.7pp In 2014

**Plus:**
- Overproportionate growth in emerging markets
- More favourable product mix

**Minus:**
- Less favourable hedging rates
- Higher input costs
- Lower margins in Retail and at TMaG

<table>
<thead>
<tr>
<th></th>
<th>Q4 2014</th>
<th>FY 2014</th>
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</thead>
<tbody>
<tr>
<td>Wholesale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wholesale</td>
<td>39.7%</td>
<td>41.7%</td>
</tr>
<tr>
<td></td>
<td>(1.0pp)</td>
<td>(1.0pp)</td>
</tr>
<tr>
<td>Retail</td>
<td>59.2%</td>
<td>59.4%</td>
</tr>
<tr>
<td></td>
<td>(1.8pp)</td>
<td>(2.8pp)</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>31.2%</td>
<td>34.7%</td>
</tr>
<tr>
<td></td>
<td>(6.3pp)</td>
<td>(5.1pp)</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>44.9%</td>
<td>47.6%</td>
</tr>
<tr>
<td></td>
<td>(2.6pp)</td>
<td>(1.7pp)</td>
</tr>
</tbody>
</table>

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.
Group Operating Margin Declines To 6.6%

<table>
<thead>
<tr>
<th></th>
<th>Q4 2014</th>
<th>FY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royalty and commission income</td>
<td>€ 26 million</td>
<td>€ 102 million</td>
</tr>
<tr>
<td>Other operating income</td>
<td>€ 34 million</td>
<td>€ 138 million</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>€ 1,642 million</td>
<td>€ 6,203 million</td>
</tr>
<tr>
<td>Other operating expenses as a percentage of sales</td>
<td>45.5%</td>
<td>42.7%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>€ 38 million</td>
<td>€ 961 million</td>
</tr>
<tr>
<td>Operating margin</td>
<td>1.1%</td>
<td>6.6%</td>
</tr>
</tbody>
</table>

Excluding goodwill impairment of € 78 million.

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.
Goodwill Impairment Of € 78 Million Recognised In 2014

- Impairment of goodwill related to the cash-generating unit Retail Russia/CIS
- Goodwill impairment mainly caused by adjusted growth assumptions due to the significant deterioration of the Russian rouble
- Non-cash in nature and not affecting the adidas Group’s financial position

Goodwill impairment losses at year-end, € in millions.
Net Income From Continuing Operations Of € 642 Million

<table>
<thead>
<tr>
<th></th>
<th>Q4 2014</th>
<th>FY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial income</td>
<td>€ 5 million</td>
<td>€ 19 million</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>€ 18 million</td>
<td>€ 67 million</td>
</tr>
<tr>
<td>Income before taxes</td>
<td>€ 25 million</td>
<td>€ 913 million</td>
</tr>
<tr>
<td>Income tax rate</td>
<td>61.6%</td>
<td>29.7%</td>
</tr>
<tr>
<td>Net income from continuing operations</td>
<td>€ 10 million</td>
<td>€ 642 million</td>
</tr>
<tr>
<td>Diluted earnings per share from continuing operations</td>
<td>€ 0.04</td>
<td>€ 3.05</td>
</tr>
</tbody>
</table>

Excluding goodwill impairment of € 78 million.

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.
Underlying Net Income Reaches Target Of € 650 Million

Net income attributable to shareholders excluding the impact from the planned divestiture of the Rockport business

Net income from continuing operations* € 642m
Income from Rockport operations
Minorities (€ 6m)
Net income attributable to shareholders* € 650m

Losses from discontinued operations composition

Book loss (€ 82m)
Income from Rockport operations € 14m
Losses from discontinued operations (€ 68m)

* Excluding goodwill impairment losses & book losses related to planned divestiture of Rockport
Wholesale Revenues Grow 6% In 2014

<table>
<thead>
<tr>
<th>Wholesale</th>
<th>Q4 2014</th>
<th>Change</th>
<th>FY 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>2,217</td>
<td>+5%(^1)</td>
<td>9,376</td>
<td>+6%(^1)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>39.7%</td>
<td>-(1.0pp)</td>
<td>41.7%</td>
<td>-(1.0pp)</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>29.9%</td>
<td>-(0.9pp)</td>
<td>33.1%</td>
<td>-(0.8pp)</td>
</tr>
</tbody>
</table>

\(^1\) Currency-neutral.
### Retail Comparable Store Sales Increase 9%

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<th>FY 2014</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales (€ in millions)</strong></td>
<td>1,043</td>
<td>+20%</td>
<td>3,842</td>
<td>+21%</td>
</tr>
<tr>
<td>adidas comp store sales</td>
<td></td>
<td>+10%</td>
<td></td>
<td>+10%</td>
</tr>
<tr>
<td>Reebok comp store sales</td>
<td></td>
<td>+1%</td>
<td></td>
<td>+1%</td>
</tr>
<tr>
<td>Total comp store sales</td>
<td></td>
<td>+9%</td>
<td></td>
<td>+9%</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>59.2%</td>
<td>(1.8pp)</td>
<td>59.4%</td>
<td>(2.8pp)</td>
</tr>
<tr>
<td><strong>Segmental operating margin</strong></td>
<td>17.4%</td>
<td>(0.4pp)</td>
<td>17.5%</td>
<td>(2.1pp)</td>
</tr>
</tbody>
</table>

1) Currency-neutral.
Retail Store Development In 2014

- 2,913 stores operated at year-end
- Net increase of 173 or 6% versus 2,740 in the prior year
- 409 new stores opened, 236 stores closed, 145 stores remodelled
- 1,616 adidas and 446 Reebok branded; 851 factory outlets
### Other Businesses Down 19% Currency-Neutral In 2014

<table>
<thead>
<tr>
<th>Other Businesses</th>
<th>Q4 2014</th>
<th>Change</th>
<th>FY 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (€ in millions)</td>
<td>350</td>
<td>(16%)</td>
<td>1,316</td>
<td>(19%)</td>
</tr>
<tr>
<td>Gross margin</td>
<td>31.2%</td>
<td>(6.3pp)</td>
<td>34.7%</td>
<td>(5.1pp)</td>
</tr>
<tr>
<td>Segmental operating margin</td>
<td>17.7%</td>
<td>(8.6pp)</td>
<td>19.3%</td>
<td>(8.1pp)</td>
</tr>
</tbody>
</table>

1) Currency-neutral.

Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.
High Focus On Reducing Inventory Growth Rate

- OWC in % of sales increases 1.0 percentage points to 22.4%
- Inventories from continuing operations increase 2% (c.n.)
- Receivables from continuing operations up 5% (c.n.)
- Payables from continuing operations decrease 10% (c.n.)

*Development of currency-neutral inventories from continuing operations in % at quarter-end.*
• Net borrowings of € 185 million compared to net cash of € 295 million at the end of 2013
• Capital expenditure increases 16% to € 554 million
• Ratio of net borrowings/EBITDA amounts to 0.1 (2013: 0.2)
• Equity ratio decreases to 45.3% (2013: 47.3%)
Dividend Proposal Of € 1.50 Per Share

- adidas Group highly cash generative
- Proposed dividend of € 1.50 per share and thus stable versus prior year
- Payout ratio increases to 53.9% (2013: 37.4%) excluding goodwill impairment losses

Dividend per share (in €), 2014 subject to Annual General Meeting approval.
adidas Group Continues Shareholder Return Programme

- Announcement of €1.5 billion shareholder return programme on October 1, 2014
  - 1st tranche
    - successfully completed (November 7, 2014 to December 12, 2014)
    - 4,889,142 shares repurchased at average price of €61.36 per share
  - 2nd tranche
    - up to €300 million (maximum number of shares: 6 million)
    - starting March 6, 2015 and ending latest on July 3, 2015
STRATEGIC INITIATIVES AND OUTLOOK

Herbert Hainer
adidas Group CEO
Top Priorities And Initiatives In 2015

- Best consumer experience
- Returning TMaG to profitability
- Securing margins in Russia/CIS
- Gaining traction in North America
- Increasing investments in brands
- Strengthening brand leadership
Gaining Traction In North America

• New management team to bring North America back on track
• Increasing visibility in US sports
• Improving execution at point of sale
Returning TMaG To Profitability

- Cleaner trading environment at retail
- Major product launches in metalwoods and irons: R15 & Aero Burner enter golf market
- Boost franchise integrated into golf footwear
- TMaG factory outlets in US to be opened
Securing Margins In Russia/CIS

- Accelerating real estate and inventory management initiatives
- Cost reduction and price increase to mitigate headwinds
- Net store closures to compensate for near-term challenges
- Strong focus on capital and risk management in 2015
Strengthening Brand Leadership
Gaining Market Share Through Best Consumer Experience

- Wholesale
- Own Retail
- eCommerce
Increasing Investment In Brands

Reebok

adidas

taylorMade
‘Sport 15’ To Inspire Young Athletes
adidas Launches New Global Football Campaign

THERE WILL BE HATERS
‘Be More Human’ With Reebok
adidas With Strong Product Pipeline In 2015
Manifesting BOOST As THE Cushioning Technology
2015 The Year Of The Superstar
Yeezy Boost Creates More Hype For adidas Originals
Introducing ClimaCool Aeroknit Apparel Collection
Reebok Running Is Getting Pumped
### adidas Group 2015 Full Year Outlook

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Group sales (currency-neutral)</strong></td>
<td><strong>mid-single-digit increase</strong></td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td><strong>47.5% to 48.5%</strong></td>
</tr>
<tr>
<td><strong>Other operating expenses (in % of sales)</strong></td>
<td><strong>around prior year level</strong></td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td><strong>between 6.5% and 7.0%</strong></td>
</tr>
<tr>
<td><strong>Net income from continuing operations</strong></td>
<td><strong>to increase at a rate of 7% to 10%</strong></td>
</tr>
</tbody>
</table>

*Figures reflect continuing operations as a result of the planned divestiture of the Rockport business.*
# Upcoming Event Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 5, 2015</td>
<td>First Quarter 2015 Results</td>
</tr>
<tr>
<td>May 7, 2015</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>May 8, 2015</td>
<td>Dividend Payment ¹</td>
</tr>
<tr>
<td>August 6, 2015</td>
<td>First Half 2015 Results</td>
</tr>
<tr>
<td>November 5, 2015</td>
<td>Nine Months 2015 Results</td>
</tr>
</tbody>
</table>

¹ Subject to Annual General Meeting Approval.