## TEN-YEAR OVERVIEW

### Income Statement Data (€ in millions)

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</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>21,234</td>
<td>18,435</td>
<td>23,640</td>
<td>21,915</td>
<td>21,218</td>
<td>18,483</td>
<td>16,915</td>
<td>14,534</td>
<td>14,203</td>
<td>14,883</td>
</tr>
<tr>
<td>Gross profit</td>
<td>10,765</td>
<td>9,222</td>
<td>12,293</td>
<td>11,363</td>
<td>10,703</td>
<td>9,100</td>
<td>8,168</td>
<td>6,924</td>
<td>7,001</td>
<td>7,103</td>
</tr>
<tr>
<td>Royalty and commission income</td>
<td>86</td>
<td>61</td>
<td>154</td>
<td>129</td>
<td>115</td>
<td>105</td>
<td>119</td>
<td>102</td>
<td>103</td>
<td>105</td>
</tr>
<tr>
<td>Other operating income</td>
<td>28</td>
<td>42</td>
<td>56</td>
<td>48</td>
<td>17</td>
<td>119</td>
<td>8</td>
<td>37</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>8,892</td>
<td>8,580</td>
<td>9,843</td>
<td>9,172</td>
<td>8,766</td>
<td>7,741</td>
<td>7,201</td>
<td>6,102</td>
<td>5,883</td>
<td>6,038</td>
</tr>
<tr>
<td>EBITDA</td>
<td>3,066</td>
<td>1,967</td>
<td>3,845</td>
<td>2,882</td>
<td>2,511</td>
<td>1,953</td>
<td>1,475</td>
<td>1,283</td>
<td>1,496</td>
<td>1,445</td>
</tr>
<tr>
<td>Operating profit</td>
<td>1,986</td>
<td>746</td>
<td>2,660</td>
<td>2,368</td>
<td>2,070</td>
<td>1,582</td>
<td>1,094</td>
<td>961</td>
<td>1,233</td>
<td>1,185</td>
</tr>
<tr>
<td>Net financial result</td>
<td>(113)</td>
<td>(167)</td>
<td>(102)</td>
<td>10</td>
<td>(47)</td>
<td>(46)</td>
<td>(21)</td>
<td>(48)</td>
<td>(68)</td>
<td>(69)</td>
</tr>
<tr>
<td>Income before taxes</td>
<td>1,852</td>
<td>578</td>
<td>2,558</td>
<td>2,378</td>
<td>2,023</td>
<td>1,536</td>
<td>1,073</td>
<td>913</td>
<td>1,165</td>
<td>1,116</td>
</tr>
<tr>
<td>Income taxes</td>
<td>360</td>
<td>117</td>
<td>640</td>
<td>669</td>
<td>668</td>
<td>454</td>
<td>353</td>
<td>271</td>
<td>340</td>
<td>327</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>1,116</td>
<td>42</td>
<td>11</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>2,116</td>
<td>432</td>
<td>1,976</td>
<td>1,702</td>
<td>1,173</td>
<td>1,017</td>
<td>668</td>
<td>568</td>
<td>839</td>
<td>791</td>
</tr>
</tbody>
</table>

### Income Statement Ratios

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Gross margin</td>
<td>50.7%</td>
<td>50.0%</td>
<td>52.0%</td>
<td>51.8%</td>
<td>50.4%</td>
<td>49.2%</td>
<td>48.3%</td>
<td>47.4%</td>
<td>49.3%</td>
<td>47.7%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>9.4%</td>
<td>4.0%</td>
<td>11.3%</td>
<td>10.8%</td>
<td>9.8%</td>
<td>8.6%</td>
<td>6.5%</td>
<td>6.6%</td>
<td>8.7%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Interest coverage</td>
<td>19.7</td>
<td>5.4</td>
<td>24.3</td>
<td>131.6</td>
<td>55.6</td>
<td>32.7</td>
<td>23.8</td>
<td>19.3</td>
<td>24.0</td>
<td>14.6</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>19.4%</td>
<td>20.2%</td>
<td>25.0%</td>
<td>28.1%</td>
<td>29.3%</td>
<td>29.6%</td>
<td>32.9%</td>
<td>29.7%</td>
<td>29.2%</td>
<td>29.3%</td>
</tr>
<tr>
<td>Net income attributable to shareholders as % of net sales</td>
<td>10.0%</td>
<td>2.3%</td>
<td>8.4%</td>
<td>7.8%</td>
<td>5.5%</td>
<td>5.5%</td>
<td>4.0%</td>
<td>3.9%</td>
<td>5.9%</td>
<td>5.3%</td>
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</tbody>
</table>

### Net Sales by Product Category (€ in millions)

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</thead>
<tbody>
<tr>
<td>Footwear</td>
<td>11,336</td>
<td>10,129</td>
<td>13,521</td>
<td>12,783</td>
<td>12,427</td>
<td>10,132</td>
<td>8,360</td>
<td>6,658</td>
<td>6,587</td>
<td>6,922</td>
</tr>
<tr>
<td>Apparel</td>
<td>8,710</td>
<td>7,315</td>
<td>8,963</td>
<td>8,223</td>
<td>7,747</td>
<td>7,352</td>
<td>6,970</td>
<td>6,279</td>
<td>5,811</td>
<td>6,290</td>
</tr>
<tr>
<td>Accessories and gear</td>
<td>1,187</td>
<td>991</td>
<td>1,156</td>
<td>910</td>
<td>1,044</td>
<td>999</td>
<td>1,156</td>
<td>1,197</td>
<td>1,168</td>
<td>1,671</td>
</tr>
</tbody>
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### Balance Sheet Data (€ in millions)

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</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>22,137</td>
<td>21,053</td>
<td>20,680</td>
<td>15,612</td>
<td>14,019</td>
<td>15,176</td>
<td>13,343</td>
<td>12,417</td>
<td>11,599</td>
<td>11,651</td>
</tr>
<tr>
<td>Inventories</td>
<td>4,009</td>
<td>4,397</td>
<td>4,085</td>
<td>3,445</td>
<td>3,692</td>
<td>3,763</td>
<td>3,113</td>
<td>2,526</td>
<td>2,634</td>
<td>2,486</td>
</tr>
<tr>
<td>Receivables and other current assets</td>
<td>4,072</td>
<td>3,763</td>
<td>4,338</td>
<td>3,734</td>
<td>3,277</td>
<td>3,607</td>
<td>3,003</td>
<td>2,861</td>
<td>2,583</td>
<td>2,444</td>
</tr>
<tr>
<td>Working capital</td>
<td>4,978</td>
<td>3,328</td>
<td>2,179</td>
<td>2,979</td>
<td>2,354</td>
<td>2,121</td>
<td>2,133</td>
<td>2,970</td>
<td>2,125</td>
<td>2,504</td>
</tr>
<tr>
<td>(Adjusted net borrowings)/ adjusted net cash</td>
<td>(2,963)</td>
<td>(3,148)</td>
<td>(4,173)</td>
<td>959</td>
<td>484</td>
<td>(103)</td>
<td>(460)</td>
<td>(185)</td>
<td>295</td>
<td>448</td>
</tr>
<tr>
<td>Shareholders' equity</td>
<td>7,519</td>
<td>6,454</td>
<td>6,796</td>
<td>6,377</td>
<td>6,032</td>
<td>6,472</td>
<td>5,666</td>
<td>5,624</td>
<td>5,489</td>
<td>5,304</td>
</tr>
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</table>

### Balance Sheet Ratios

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Adjusted net borrowings/ EBITDA</td>
<td>1.0</td>
<td>1.6</td>
<td>1.1</td>
<td>(0.3)</td>
<td>(0.2)</td>
<td>0.1</td>
<td>0.3</td>
<td>0.1</td>
<td>(0.2)</td>
<td>(0.3)</td>
</tr>
<tr>
<td>Average operating working capital in % of net sales</td>
<td>20.0%</td>
<td>25.3%</td>
<td>18.1%</td>
<td>19.0%</td>
<td>20.4%</td>
<td>21.1%</td>
<td>20.5%</td>
<td>22.4%</td>
<td>21.3%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Financial leverage</td>
<td>39.4%</td>
<td>48.8%</td>
<td>61.4%</td>
<td>(15.0%)</td>
<td>(8.0%)</td>
<td>1.6%</td>
<td>8.1%</td>
<td>3.3%</td>
<td>(5.4%)</td>
<td>(8.5%)</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>34.0%</td>
<td>30.7%</td>
<td>32.9%</td>
<td>40.8%</td>
<td>43.0%</td>
<td>42.6%</td>
<td>42.5%</td>
<td>45.3%</td>
<td>47.3%</td>
<td>45.5%</td>
</tr>
<tr>
<td>Equity-to-fixed-assets ratio</td>
<td>91.8%</td>
<td>72.5%</td>
<td>69.7%</td>
<td>110.0%</td>
<td>112.2%</td>
<td>102.9%</td>
<td>96.9%</td>
<td>110.9%</td>
<td>115.8%</td>
<td>111.1%</td>
</tr>
<tr>
<td>Asset coverage I</td>
<td>156.9%</td>
<td>134.7%</td>
<td>119.7%</td>
<td>151.6%</td>
<td>144.1%</td>
<td>134.0%</td>
<td>136.8%</td>
<td>158.7%</td>
<td>145.0%</td>
<td>152.7%</td>
</tr>
<tr>
<td>Asset coverage II</td>
<td>105.3%</td>
<td>90.2%</td>
<td>84.3%</td>
<td>95.1%</td>
<td>85.4%</td>
<td>83.8%</td>
<td>89.3%</td>
<td>105.9%</td>
<td>93.2%</td>
<td>100.4%</td>
</tr>
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## Ten-Year Overview

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed asset intensity of operations</strong></td>
<td>37.0%</td>
<td>42.3%</td>
<td>47.1%</td>
<td>37.1%</td>
<td>38.3%</td>
<td>41.4%</td>
<td>43.8%</td>
<td>40.8%</td>
<td>40.9%</td>
<td>41.0%</td>
</tr>
<tr>
<td><strong>Current asset intensity of investments</strong>3,15</td>
<td>63.0%</td>
<td>57.7%</td>
<td>52.9%</td>
<td>62.9%</td>
<td>61.7%</td>
<td>58.6%</td>
<td>56.2%</td>
<td>59.2%</td>
<td>59.1%</td>
<td>59.0%</td>
</tr>
<tr>
<td><strong>Net debt</strong>11</td>
<td>111.7%</td>
<td>117.2%</td>
<td>105.3%</td>
<td>124.4%</td>
<td>121.0%</td>
<td>110.6%</td>
<td>121.8%</td>
<td>140.7%</td>
<td>128.3%</td>
<td>139.7%</td>
</tr>
<tr>
<td><strong>Return on capital employed</strong>12,13</td>
<td>19.3%</td>
<td>7.4%</td>
<td>45.4%</td>
<td>45.1%</td>
<td>41.2%</td>
<td>24.2%</td>
<td>16.5%</td>
<td>13.8%</td>
<td>23.6%</td>
<td>19.3%</td>
</tr>
<tr>
<td><strong>Data per Share</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Share price at year-end (in €)**3,4,5,16</td>
<td>253.20</td>
<td>297.90</td>
<td>289.80</td>
<td>182.40</td>
<td>167.15</td>
<td>150.15</td>
<td>89.91</td>
<td>57.62</td>
<td>92.64</td>
<td>67.33</td>
</tr>
<tr>
<td>**Basic earnings (in €)**3,4,5,8,9,10,11</td>
<td>7.47</td>
<td>2.31</td>
<td>9.70</td>
<td>8.46</td>
<td>7.05</td>
<td>5.39</td>
<td>3.54</td>
<td>3.05</td>
<td>3.93</td>
<td>3.78</td>
</tr>
<tr>
<td><strong>Diluted earnings</strong></td>
<td>7.47</td>
<td>2.31</td>
<td>9.70</td>
<td>8.45</td>
<td>7.00</td>
<td>5.29</td>
<td>3.54</td>
<td>3.05</td>
<td>3.93</td>
<td>3.78</td>
</tr>
<tr>
<td><strong>Price/earnings ratio at year-end</strong>3,4,5,7,8,9,10,11</td>
<td>33.9</td>
<td>128.9</td>
<td>29.9</td>
<td>21.6</td>
<td>23.7</td>
<td>27.8</td>
<td>25.4</td>
<td>18.9</td>
<td>23.6</td>
<td>17.8</td>
</tr>
<tr>
<td><strong>Market capitalization at year-end (in € in millions)</strong></td>
<td>48,512</td>
<td>58,110</td>
<td>56,792</td>
<td>36,329</td>
<td>34,075</td>
<td>30,254</td>
<td>18,000</td>
<td>11,773</td>
<td>19,382</td>
<td>14,087</td>
</tr>
<tr>
<td>**Net cash generated from operating activities (in €)**3,16</td>
<td>14.79</td>
<td>7.00</td>
<td>14.26</td>
<td>13.31</td>
<td>8.14</td>
<td>6.73</td>
<td>5.41</td>
<td>3.36</td>
<td>3.03</td>
<td>4.50</td>
</tr>
<tr>
<td><strong>Dividend (in €)</strong></td>
<td>3.3017</td>
<td>3.00</td>
<td>0.00</td>
<td>3.35</td>
<td>2.60</td>
<td>2.00</td>
<td>1.60</td>
<td>1.50</td>
<td>1.50</td>
<td>1.35</td>
</tr>
<tr>
<td><strong>Number of shares outstanding at year-end (in thousands)</strong></td>
<td>191,595</td>
<td>195,066</td>
<td>195,969</td>
<td>199,171</td>
<td>203,861</td>
<td>201,489</td>
<td>200,197</td>
<td>204,327</td>
<td>209,216</td>
<td>209,216</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>61,401</td>
<td>62,285</td>
<td>65,194</td>
<td>57,016</td>
<td>56,888</td>
<td>58,902</td>
<td>55,555</td>
<td>53,731</td>
<td>49,808</td>
<td>46,306</td>
</tr>
<tr>
<td>**Personnel expenses (€ in millions)**13</td>
<td>2,451</td>
<td>2,483</td>
<td>2,720</td>
<td>2,481</td>
<td>2,549</td>
<td>2,373</td>
<td>2,184</td>
<td>1,842</td>
<td>1,833</td>
<td>1,872</td>
</tr>
</tbody>
</table>

1. Application of IFRS 16 as of January 1, 2019. Prior year figures are not restated.
2. Figures based on IFRS 8 in the 2018 consolidated financial statements.
4. Figures for 2015, 2014 and 2013 reflect continuing operations as a result of the divestiture of the Rockport business.
6. Figures reflect the adjusted consolidated income statement structure introduced in 2018.
7. 2015 excluding goodwill impairment of € 36 million.
8. 2016 excluding goodwill impairment of € 78 million.
9. 2017 excluding goodwill impairment of € 78 million.
11. 2017 excluding negative one-time tax impact of € 76 million.
12. Includes continuing and discontinued operations.
13. 2021 figures reflect the restructuring of the Reebok business to assets or liabilities held for sale.
15. Based on shareholders’ equity.
16. Since 2018 figures reflect presentation of interest paid within cash flows from financing activities. Prior year figures are not restated.
17. Subject to Annual General Meeting approval.
18. 2017 figure restated due to inclusion of temporary contracts of up to six months (2019 headcounts excluding temporary contracts of up to six months: 59,333). Prior year figures are not restated.
19. Number of employees for 2021 excluding Reebok due to the expected divestiture of the Reebok business.
GLOSSARY

/ A

ACCESSORIES AND GEAR
A product category which comprises equipment that is used rather than worn by the consumer, such as bags, balls, sun glasses or fitness equipment.

ATHLEISURE
The term is composed of the words athletic and leisure. It describes a fashion trend of sportswear no longer being just meant for training but increasingly shaping everyday clothing.

/ C

CASH POOLS/CASH POOLING
A cash management technique for physical concentration of cash. Cash pooling allows adidas to combine credit and debit positions from various accounts and several subsidiaries into one central account. This technique supports our in-house bank concept where advantage is taken of any surplus funds of subsidiaries to cover cash requirements of other subsidiaries, thus reducing external financing needs and optimizing our net interest expenses.

CLIMATE NEUTRALITY
Climate neutrality refers to a concept of a state in which human activities result in no net effect on the climate system. Achieving such a state requires balancing residual emissions with emission removals as well as accounting for regional or local bio-geophysical effects of human activities that, for example, affect surface albedo (i.e., solar radiation reflected by a surface) or local climate (definition according to ‘Intergovernmental Panel on Climate Change [IPCC] Glossary’).

CO2E
Carbon dioxide equivalent emissions (CO2e) is the universal unit of measurement to indicate the global warming potential (GWP) of each of the six GHGs, expressed in terms of the GWP of one unit of carbon dioxide (definition according to the ‘Greenhouse Gas Protocol Corporate Standard’).

CREATORS CLUB
‘Creators Club’ is a membership program that helps us deepen the relationship with our consumers. Linking all adidas apps, events, communities and channels into one single profile, the program rewards members with points for interacting with the brand, e.g., when making a purchase or using the ‘adidas Running’ or ‘adidas Training’ apps. Depending on the number of points, exclusive benefits are unlocked, including access to hype sneaker and apparel drops or invitations to special events.

CONTROLLED SPACE
Includes own-retail business, mono-branded franchise stores, shop-in-shops, joint ventures with retail partners and co-branded stores. Controlled space offers a high level of brand control and ensures optimal product offering and presentation according to brand requirements.
INDEPENDENT MANUFACTURING PARTNERS
We outsource almost 100% of production to independent manufacturing partners. They are defined on a supplier group level, which means one independent manufacturing partner might produce in several manufacturing facilities. The majority of our independent manufacturing partners are located in Asia.

LEADERSHIP, BETTERMENT, AND PERFORMANCE
Leadership, Betterment, and performance are the three pillars of our people strategy:

- **Leadership:** We will develop leaders to own the game and act as role models empowering all people to realize their possibilities.

- **Betterment:** We believe in a mindset of continuous learning and improvement and are committed to providing relevant learning opportunities to upskill and reskill for the future.

- **Performance:** We build the best teams that play to win, recognizing and rewarding both individual and team performances.

LIFESTYLE
Under the ‘Lifestyle’ category, we subsume all footwear, apparel, and ‘accessories and gear’ products that are born from sport and worn for style. ‘adidas Originals,’ which is inspired by sport and worn on the street, is at the heart of the ‘Lifestyle’ category.

MARKETING EXPENDITURE
Expenditure that relates to point-of-sale and marketing investments. While point-of-sale investments include expenses for advertising and promotion initiatives at the point of sale as well as store fittings and furniture, marketing investments relate to sponsorship contracts with teams and individual athletes as well as to advertising, events and other communication activities. Marketing overhead expenses are not included in marketing expenditure.

MORE SUSTAINABLE COTTON
For adidas, ‘more sustainable cotton’ means certified organic cotton or any other form of sustainably produced cotton that is currently available or may be available in the future, as well as ‘Better Cotton.’

OPERATING OVERHEAD COSTS
Expenses which are not directly attributable to the products or services sold, such as distribution and selling as well as general and administration costs, but not including marketing and point-of-sale expenses.

PARLEY FOR THE OCEANS
‘Parley for the Oceans’ is an environmental organization and global collaboration network. Founded in 2012, the initiative aims to raise awareness for the beauty and fragility of the oceans, and to inspire and empower diverse groups such as pacesetting companies, brands, organizations, governments, artists,
designers, scientists, innovators and environmentalists in the exploration of new ways of creating, thinking and living on our finite, blue planet.

**PARLEY OCEAN PLASTIC**

'Parley Ocean Plastic' is a material created from upcycled plastic waste that was intercepted from beaches and coastal communities before reaching the ocean. The organization 'Parley for the Oceans' works with its partners to collect, sort and transport the recovered raw material (mainly PET bottles) to our supplier who produces the yarn, which is legally trademarked. It is used as a replacement for virgin plastic in the making of adidas x Parley products.

**PERFORMANCE**

Under the 'Performance' category, we subsume all footwear, apparel and 'accessories and gear' products which are of a more technical nature, built for sport and worn for sport. These are, among others, products from our most important sport categories: Football, Training, Running, and Outdoor.

**PROMOTION PARTNERSHIPS**

Partnerships with events, associations, leagues, clubs and individual athletes. In exchange for the services of promoting the company’s brands, the party is provided with products and/or cash and/or promotional materials.

**/ R**

**POLYBAGS (LDPE)**

A type of product transport packaging made of recycled low-density polyethylene (‘LDPE’) that offers a more sustainable option to virgin plastic polybags, as they have a lower environmental footprint than conventional bags and most alternatives. Recycled LDPE polybags meet our quality and performance standards to effectively protect our products during shipping and handling, are available globally and can be recycled via existing waste streams.

**/ S**

**SINGLE-SOURCING MODEL**

Supply chain activities limited to one specific supplier. Due to the dependency on only one supplier, a company can face disadvantages during the sourcing process.

**/ W**

**WET PROCESSES**

Wet processes are defined as water-intense processes, such as dyeing and finishing of materials.
DECLARATION OF SUPPORT

adidas AG declares support, except in the case of political risk, that the companies listed below are able to meet their contractual liabilities. This declaration replaces the declaration dated February 25, 2021, which is no longer valid. The declaration of support automatically ceases from the time that a company is no longer a subsidiary of adidas AG.

adidas (China) Ltd., Shanghai, China
adidas (Cyprus) Limited, Nicosia, Cyprus
adidas (Ireland) Limited, Dublin, Ireland
adidas (Malaysia) Sdn. Bhd., Petaling Jaya, Malaysia
adidas (South Africa) (Pty) Ltd., Cape Town, South Africa
adidas (Suzhou) Co. Ltd., Suzhou, China
adidas (Thailand) Co., Ltd., Bangkok, Thailand
adidas (UK) Limited, Stockport, Great Britain
adidas America, Inc., Portland, Oregon, USA
adidas Argentina S.A., Buenos Aires, Argentina
adidas Australia Pty Limited, Mulgrave, Australia
adidas Austria GmbH, Klagenfurt, Austria
adidas Baltics SIA, Riga, Latvia
adidas Benelux B.V., Amsterdam, Netherlands
adidas Budapest Kft., Budapest, Hungary
adidas Bulgaria EAD, Sofia, Bulgaria
adidas Business Services (Dalian) Limited, Dalian, China
adidas Business Services Lda., Morea de Maia, Portugal
adidas Canada Limited, Woodbridge, Ontario, Canada
adidas CDC Immobilieninvest GmbH, Herzogenaurach, Germany
adidas Chile Limitada, Santiago de Chile, Chile
adidas Colombia Ltda., Bogotá, Colombia
adidas CR s.r.o., Prague, Czech Republic

adidas Croatia d.o.o., Zagreb, Croatia

adidas Danmark A/S, Copenhagen, Denmark

adidas de Mexico, S.A. de C.V., Mexico City, Mexico

adidas do Brasil Ltda., São Paulo, Brazil

adidas Emerging Markets FZE, Dubai, United Arab Emirates

adidas Emerging Markets L.L.C, Dubai, United Arab Emirates

adidas España S.A.U., Zaragoza, Spain

adidas France S.a.r.l., Strasbourg, France

adidas Hellas A.E., Athens, Greece

adidas Holdings LLC, Wilmington, Delaware, USA

adidas Hong Kong Limited, Hong Kong, China

adidas Imports & Exports Ltd., Cairo, Egypt

adidas India Marketing Private Limited, New Delhi, India

adidas Industrial, S.A. de C.V., Mexico City, Mexico

adidas Indy, LLC, Wilmington, Delaware, USA

adidas Insurance & Risk Consultants GmbH, Herzogenaurach, Germany

adidas International B.V., Amsterdam, Netherlands

adidas International Marketing B.V., Amsterdam, Netherlands

adidas International Property Holding B.V., Amsterdam, Netherlands

adidas International Re DAC, Dublin, Ireland

adidas International Trading AG, Lucerne, Switzerland

adidas International, Inc., Portland, Oregon, USA

adidas Israel Ltd., Holon, Israel

adidas Italy S.p.A., Monza, Italy

adidas Japan K.K., Tokyo, Japan
adidas Korea LLC., Seoul, South Korea
adidas Latin America, S.A., Panama City, Panama
adidas LLP, Almaty, Republic of Kazakhstan
adidas Logistics (Tianjin) Co., Ltd., Tianjin, China
adidas Morocco LLC, Casablanca, Morocco
adidas New Zealand Limited, Auckland, New Zealand
adidas Norge AS, Oslo, Norway
adidas North America, Inc., Portland, Oregon, USA
adidas Perú S.A.C., Lima, Peru
adidas Philippines Inc., Pasig City, Philippines
adidas Poland Sp. z o.o., Warsaw, Poland
adidas Portugal - Artigos de Desporto, S.A., Lisbon, Portugal
adidas Romania S.R.L., Bucharest, Romania
adidas Serbia d.o.o., Belgrade, Serbia
adidas Singapore Pte. Ltd., Singapore, Singapore
adidas Slovakia s.r.o., Bratislava, Slovak Republic
adidas Sourcing El Salvador, S.A. de C.V., Antiguo Cuscatlán, El Salvador
adidas Sourcing Limited, Hong Kong, China
adidas Spor Malzemeleri Satis ve Pazarlama A.S., Istanbul, Turkey
adidas sport gmbh, Cham, Switzerland
adidas Sporting Goods Ltd., Cairo, Egypt
adidas Sports Goods (Shanghai) Co., Ltd, Shanghai, China
adidas Sports (China) Co. Ltd., Suzhou, China
adidas Suomi Oy, Helsinki, Finland
adidas Sverige AB, Solna, Sweden
adidas Taiwan Limited, Taipei, Taiwan
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adidas Ventures B.V., Amsterdam, Netherlands
adidas Vietnam Company Limited, Ho Chi Minh City, Vietnam
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Concept Sport, S.A., Panama City, Panama
LLC ‘adidas, Ltd.,’ Moscow, Russia
PT adidas Indonesia, Jakarta, Indonesia
Reebok India Company, New Delhi, India
Reebok International Limited, London, Great Britain
Reebok International Ltd., Boston, Massachusetts, USA
SC ‘adidas-Ukraine,’ Kiev, Ukraine
Spartanburg DC, Inc., Spartanburg, South Carolina, USA
Tafibal S.A., Montevideo, Uruguay
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FINANCIAL CALENDAR

MAY 6, 2022
First quarter results

MAY 12, 2022
Annual General Meeting

AUGUST 4, 2022
First half results

NOVEMBER 9, 2022
Nine months results