

FINANCIAL HIGHLIGHTS (IFRS)

	2007	2006 ¹⁾	Change
Operating Highlights (€ in millions)			
Sales	10,299	10,084	2.1%
EBITDA	1,165	1,078	8.0%
Operating profit	949	881	7.8%
Net income attributable to shareholders	551	483	14.2%
Key Ratios (%)			
Gross margin	47.4%	44.6%	2.8 pp
Operating expenses as a percentage of sales	39.2%	36.7%	2.5 pp
Operating margin	9.2%	8.7%	0.5 pp
Effective tax rate	31.8%	31.4%	0.4 pp
Net income attributable to shareholders as a percentage of sales	5.4%	4.8%	0.6 pp
Operating working capital as a percentage of sales	25.2%	25.8%	(0.6 pp)
Equity ratio	36.3%	33.8%	2.6 pp
Financial leverage	58.4%	78.9%	(20.5 pp)
Return on equity	18.2%	17.1%	1.2 pp
Balance Sheet and Cash Flow Data (€ in millions)			
Total assets	8,325	8,379	(0.6%)
Inventories	1,629	1,607	1.3%
Receivables and other current assets	2,048	1,913	7.1%
Working capital	1,708	1,733	(1.5%)
Net borrowings	1,766	2,231	(20.9%)
Shareholders' equity	3,023	2,828	6.9%
Capital expenditure	289	277	4.3%
Net cash provided by operating activities	780	762	2.4%
Per Share of Common Stock (€)			
Basic earnings	2.71	2.37	14.1%
Diluted earnings	2.57	2.25	13.9%
Operating cash flow	3.83	3.74	2.5%
Dividend	0.50 ²⁾	0.42	19.0%
Share price at year-end	51.26	37.73	35.9%
Other (at year-end)			
Number of employees	31,344	26,376	18.8%
Number of shares outstanding	203,628,960	203,536,860	0.0%
Average number of shares	203,594,975	203,386,104	0.1%

Rounding differences may arise in percentages and totals.

1) Including Reebok business segment from February 1, 2006 onwards.

Including Greg Norman apparel business from February 1, 2006 to November 30, 2006.

2) Subject to Annual General Meeting approval.

3) 2006 figures only include eleven months of the twelve-month period.

4) 2006 figures include Greg Norman apparel business from February 1 to November 30.

5) Figures reflect continuing operations as a result of the divestiture of the Salomon business segment.

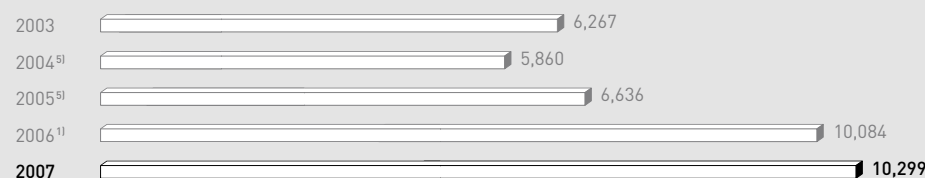
ADIDAS GROUP

€ in millions

	2007	2006	Change
adidas			
Sales	7,113	6,626	7.3%
Gross profit	3,370	3,059	10.2%
Gross margin	47.4%	46.2%	1.2 pp
Operating profit	920	788	16.8%
Operating margin	12.9%	11.9%	1.0 pp
Number of employees	18,678	14,906	25.3%
Reebok³⁾			
Sales	2,333	2,473	(5.7%)
Gross profit	902	865	4.4%
Gross margin	38.7%	35.0%	3.7 pp
Operating profit	109	86	26.8%
Operating margin	4.7%	3.5%	1.2 pp
Number of employees	6,751	7,545	(10.5%)
TaylorMade-adidas Golf⁴⁾			
Sales	804	856	(6.0%)
Gross profit	360	376	(4.2%)
Gross margin	44.7%	43.9%	0.8 pp
Operating profit	65	73	(10.0%)
Operating margin	8.1%	8.5%	(0.4 pp)
Number of employees	1,393	1,368	1.8%

NET SALES

€ in millions



NET INCOME ATTRIBUTABLE TO SHAREHOLDERS

€ in millions

