

Notes

adidas AG is a listed German stock corporation and parent of the adidas Group located at Adi-Dassler-Str. 1, 91074 Herzogenaurach, Germany, and is entered into the commercial register at the Local Court of Fürth (HRB 3868). adidas AG and its subsidiaries (collectively 'adidas,' 'the Group,' or 'the company') design, develop, produce, and market a broad range of athletic and sports lifestyle products.

01 General

The consolidated financial statements of adidas AG as at December 31, 2024, comprise adidas AG and its subsidiaries and are prepared in compliance with International Financial Reporting Standards (IFRS), as endorsed by the European Union (EU) as at December 31, 2024, and the additional requirements pursuant to § 315e section 1 German Commercial Code (Handelsgesetzbuch – HGB).

The following amendments to existing standards and interpretations are effective for financial years beginning on January 1, 2024, and have been applied for the first time to these consolidated financial statements:

- **Amendments to IFRS 16 'Lease Liability in a Sale and Leaseback':** In September 2022, the IASB issued amendments to IFRS 16 to clarify how a seller-lessee subsequently measures sale and leaseback transactions that satisfy the requirements in IFRS 15 to be accounted for as a sale, to ensure the seller-lessee does not recognize any amount of the gain or loss that relates to the right of use it retains. The amendments to IFRS 16 are applicable for annual periods beginning on or after January 1, 2024, and must be applied retrospectively to sale and leaseback transactions entered into after the date of initial application of IFRS 16. The amendments had no impact on the consolidated financial statements.
- **Amendments to IAS 1 'Classification of Liabilities as Current or Non-current':** In January 2020, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify what is meant by a right to defer settlement, that such a right to defer must exist at the end of the reporting period, and that the classification is unaffected by the likelihood that an entity will exercise its deferral right. In October 2022, the IASB issued further amendments to IAS 1, in which it clarifies that only covenants with which an entity must comply on or before the reporting date will affect a liability's classification as current or non-current. The amendments had no impact on the consolidated financial statements.
- **Amendments to IAS 7 'Statement of Cash Flows' and IFRS 7 'Financial Instruments: Disclosures' – 'Supplier Finance Arrangements':** In May 2023, the IASB issued the clarification 'Supplier Finance Arrangements,' which amended IAS 7 'Statement of Cash Flows' and IFRS 7 'Financial Instruments: Disclosures.' The amendments clarify the characteristics of supplier finance arrangements and introduce additional disclosure requirements for such arrangements. The objective of the amendments is to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows, and exposure to liquidity risk. The amendments had no material impact on the consolidated financial statements.

New standards and interpretations as well as amendments to existing standards and interpretations are usually not applied by adidas before the EU effective date.

The following new standards and interpretations and amendments to existing standards and interpretations issued by the IASB, endorsed by the EU, and which are effective for financial years beginning after January 1, 2024, have not been applied in preparing these consolidated financial statements:

- **Amendments to IAS 21 ‘The Effects of Changes in Foreign Exchange Rates’ – ‘Lack of Exchangeability’ (effective date: January 1, 2025):** In August 2023, the IASB issued ‘Lack of Exchangeability’ that amended IAS 21. IAS 21 sets out the requirements for determining the exchange rate to be used for recording a foreign currency transaction into the functional currency and translating a foreign operation into a different currency. The amendments to IAS 21 clarify how an entity should assess whether a currency is exchangeable and how to determine the exchange rate when it is not. The amendments are effective for annual reporting periods beginning on or after January 1, 2025. The effects of the amendments need to be further analyzed and evaluated but are currently not expected to have a material impact on the consolidated financial statements of adidas.

The following new standards and interpretations as well as amendments to existing standards and interpretations were issued by the IASB. These are not yet endorsed by the EU and hence have not been applied in preparing these consolidated financial statements:

- **Amendments to IFRS 9 ‘Financial Instruments’ and IFRS 7 ‘Financial Instruments: Disclosures’ (effective date: January 1, 2026):** On May 30, 2024, the IASB issued targeted amendments to IFRS 9 and IFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities to:
 - clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
 - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
 - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance [ESG] targets); and
 - update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

The amendments are effective for the annual reporting periods beginning on or after January 1, 2026. The effects of the amendments need to be further analyzed and evaluated but are currently not expected to have a material impact on the consolidated financial statements of adidas.

- **IFRS 18 ‘Presentation and Disclosure in Financial Statements’ (effective date: January 1, 2027):** IFRS 18 replaces IAS 1, which sets out presentation and base disclosure requirements for financial statements. The changes, which mostly affect the income statement, include the requirement to classify income and expenses into three new categories – operating, investing and financing – and present subtotals for operating profit or loss and profit or loss before financing and income taxes.

Further, operating expenses are presented directly on the face of the income statement – classified by nature, by function, or using a mixed presentation. Expenses presented by function require more detailed disclosures about their nature.

IFRS 18 also provides enhanced guidance for aggregation and disaggregation of information in the financial statements, introduces new disclosure requirements for management-defined performance measures (MPMs) and eliminates classification options for interest and dividends in the statement of

- cash flows. The group will apply the new standard from its mandatory effective date of January 1, 2027. Retrospective application is required, and so the comparative information for the financial year ending December 31, 2026, will be restated in accordance with IFRS 18. The effects of the amendments on the consolidated financial statements need to be further analyzed and evaluated.
- **IFRS 19 ‘Subsidiaries without Public Accountability: Disclosures’ (effective date: January 1, 2027):**
Issued in May 2024, IFRS 19 allows for certain eligible subsidiaries of parent entities that report under IFRS Accounting Standards to apply reduced disclosure requirements. IFRS 19 will become effective for reporting periods beginning on or after January 1, 2027, with early application permitted. The amendments will have no impact on the consolidated financial statements of adidas.

The consolidated financial statements have in principle been prepared on the historical cost basis except for certain items in the statement of financial position, such as certain originated financial instruments, derivative financial instruments, and plan assets, which are measured at fair value.

In October 2022, adidas terminated the Yeezy partnership with immediate effect, discontinued the distribution of Yeezy products, and stopped all payments to Kanye West and his companies. Being the sole owner of all design rights to existing products as well as previous and new colorways under the partnership, adidas announced in May 2023 that it would begin to sell the remaining inventory of Yeezy products. In total, selling of the remaining Yeezy products generated revenues of around € 650 million in 2024 (2023: around € 750 million). As of December 31, 2024, adidas no longer holds any Yeezy products.

In connection with the sale of these remaining inventories, adidas has committed to donating a significant amount to selected organizations working to combat discrimination and hate, including racism and antisemitism. ► SEE NOTE 39

At the beginning of the 2024 financial year, the Group’s internal reporting structure was adjusted for management purposes. Further information on the segmental reporting is provided in this Note.
► SEE NOTE 36

The consolidated financial statements are presented in euros (€), and unless otherwise stated, all values are presented in millions of euros (€ in millions). Due to rounding principles, numbers presented may not exactly sum up to totals provided. This can also lead to individual amounts rounded to zero.

02 Summary of material accounting policies

The consolidated financial statements are prepared in accordance with the consolidation, accounting, and valuation principles described below.

Principles of consolidation

The consolidated financial statements include the financial statements of adidas AG and all its direct and indirect subsidiaries, which are prepared in accordance with uniform accounting principles. An entity is considered a subsidiary if it is controlled by adidas AG. Control exists when adidas is exposed to, or has rights to, variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

adidas has the power to approve key financial and operational targets as well as the organizational structure of Agron, Inc., Los Angeles, California (USA). adidas has the right to, and is exposed to, the returns from its contractual business relations with Agron, Inc., which are dependent on the level of its net sales and overall profitability. adidas has the ability to directly influence the amount of these variable returns and consequently has control over Agron, Inc. As adidas holds no equity interests of Agron, Inc., both net assets as well as income and expenses are attributable entirely to the non-controlling interest.

The number of consolidated subsidiaries developed as follows in 2024 and 2023, respectively:

Number of consolidated subsidiaries

	2024	2023
January 1	109	111
First-time consolidated subsidiaries	1	1
Thereof: newly founded	1	1
Deconsolidated/divested subsidiaries	(1)	(3)
Intercompany mergers	(1)	–
December 31	108	109

The subsidiaries are held either directly by adidas AG or indirectly via the two holding companies adidas Beteiligungsgesellschaft mbH in Germany or adidas International B.V. in the Netherlands.

A schedule of the shareholdings of adidas AG is shown in Attachment I to the consolidated financial statements. This schedule comprises information about the company name and domicile of all consolidated subsidiaries, as well as the respective share held in the capital of these subsidiaries. Furthermore, a schedule of the shareholdings of adidas AG is published on the German Company Register.

► SEE SHAREHOLDINGS

The financial effects of intercompany transactions as well as any unrealized gains and losses arising from intercompany business relations are eliminated in preparing the consolidated financial statements.

Principles of measurement

The following table includes an overview of selected subsequent measurement principles used in the preparation of the consolidated financial statements.

Overview of selected subsequent measurement principles

	Subsequent measurement principle
Assets	
Cash and cash equivalents	Amortized cost
Cash and cash equivalents (investments in certain money market funds)	Fair value through profit or loss
Accounts receivable	Amortized cost
Inventories	Lower of cost and net realizable value
Property, plant, and equipment	Amortized cost
Right-of-use assets	Amortized cost
Goodwill	Impairment-only approach
Intangible assets (except goodwill):	
With definite useful life	Amortized cost
With indefinite useful life	Impairment-only approach
Financial assets	See separate table
Liabilities	
Borrowings	Amortized cost
Accounts payable	Amortized cost
Liabilities/provisions for cash-settled share-based payment arrangements	Fair value through profit or loss
Derivatives not used in hedge accounting	Fair value through profit or loss
Derivatives used in hedge accounting	Fair value through other comprehensive income
Other financial liabilities	Amortized cost
Provisions:	
Pensions	Projected unit credit method
Other provisions	Expected settlement amount
Accrued liabilities	Amortized cost
Lease liabilities	Amortized cost

Financial assets are classified and measured according to IFRS 9. All purchases and sales of financial assets, with the exception of trade receivables, are recognized on the trade date and initially measured at fair value. At initial recognition, trade receivables that do not have a significant financing component are measured at their transaction price. Subsequently, a financial asset is measured at amortized cost, fair value through other comprehensive income (debt instrument), fair value through other comprehensive income (equity instrument), or fair value through profit or loss.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated at fair value through profit or loss: the financial asset is held within a business model whose objective is to hold assets to collect contractual cash flows (business model 'Hold to collect'); and the financial asset's contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset is measured at fair value through other comprehensive income if it meets both of the following conditions and is not designated at fair value through profit or loss: the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets (business model 'Hold to collect and sell'); and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

In principle, all investments in equity instruments are measured at fair value through profit or loss. At initial recognition, an entity may make an irrevocable election to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument that is neither held for trading nor a contingent consideration acquired by a purchaser in a business combination. This election is made on an investment-by-investment basis.

All financial assets, which are not classified as measured at amortized cost or at fair value through other comprehensive income as described above, are measured at fair value through profit or loss.

Financial assets are only reclassified when the business model for managing financial assets is changed, in which case all affected financial assets are reclassified.

The subsequent measurement of financial assets is as follows:

Overview of financial asset subsequent measurement principles according to IFRS 9

IFRS 9 category	Subsequent measurement principle	Subsequent measurement
Fair value through profit or loss	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss.	Fair value through profit or loss
Amortized cost	These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment losses are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.	Amortized cost
Fair value through other comprehensive income (debt instrument)	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment losses are recognized in profit or loss. Other net gains and losses are recognized in other comprehensive income. On derecognition, accumulated gains and losses are reclassified to profit or loss.	Fair value through other comprehensive income
Fair value through other comprehensive income (equity instrument)	These assets are subsequently measured at fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other gains and losses are recognized in other comprehensive income and are never reclassified to profit or loss.	Fair value through other comprehensive income

Financial liabilities are recognized when adidas becomes a party to the contractual provisions that gives rise to the financial liability. All financial liabilities are initially recognized at fair value.

For subsequent measurement, financial liabilities are classified either as financial liabilities measured at fair value through profit or loss, or as financial liabilities measured at amortized cost. Financial liabilities at fair value through profit or loss include, in particular, derivative financial instruments not designated as hedging instruments in hedging relationships in accordance with IFRS 9.

Transaction costs that are directly attributable to the issue of financial liabilities that are not measured at fair value through profit or loss reduce the fair value of the financial liability on initial recognition.

Currency translation

The consolidated financial statements are presented in euros (€), which is also the parent company's functional currency. For each entity, the Group determines the functional currency.

Transactions in foreign currencies are initially recorded in the respective functional currency by applying the spot exchange rate valid at the transaction date to the foreign currency amount.

In the individual financial statements of subsidiaries, monetary items denominated in non-functional currencies of the subsidiaries are generally translated into the functional currency at closing exchange rates at the balance sheet date. The resulting currency gains and losses are recognized directly in profit or loss.

This excludes monetary items that are designated as part of the hedge of the Group's net investment in a foreign operation. These are recognized in other comprehensive income (OCI) until the net investment is disposed of, at which time the cumulative amount is reclassified to profit or loss. Taxes resulting from these exchange differences are also recognized directly in other comprehensive income in accordance with IAS 12.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item.

Assets and liabilities of the company's non-euro functional currency subsidiaries that are included in the consolidated financial statements are translated using closing exchange rates at the balance sheet date into the presentation currency, the euro. For practical reasons, revenues and expenses are translated at average rates for the period, which approximate the exchange rates on the transaction dates. The resulting exchange differences arising on consolidation are recognized in OCI.

A summary of exchange rates to the euro for major currencies in which the Group operates is as follows:

Exchange rates

€ 1 equals	Average rates for the year ending Dec. 31,		Spot rates at Dec. 31,	
	2024	2023	2024	2023
USD	1.0819	1.0817	1.0389	1.1050
GBP	0.8477	0.8698	0.8292	0.8691
JPY	163.8378	151.9970	163.0600	156.3300
CNY	7.7983	7.6680	7.5966	7.8725
MXN	19.8283	19.1847	21.5948	18.6955

Hyperinflation

To reflect changes in purchasing power at the balance sheet date, the carrying amounts of non-monetary assets and liabilities, shareholders' equity, and comprehensive income of subsidiaries in hyperinflationary economies are restated in terms of a measuring unit current at the balance sheet date. These are indexed using a general price index in accordance with IAS 29 'Financial Reporting in Hyperinflationary Economies.' In contrast, no restatement is required for monetary assets and liabilities carried at amounts current at the end of the balance sheet date because they represent money held, to be received, or to be paid. ► SEE NOTE 33

Gains and losses on the net monetary position are included in the financial result.

Non-monetary assets that have been restated following the guidance in IAS 29 are still subject to impairment assessment in accordance with the guidance in the relevant IFRS.

Derivative financial instruments

adidas uses derivative financial instruments, such as currency options or option combinations, forward exchange contracts, and currency swaps, to hedge its exposure to foreign-exchange risks. In accordance with its Treasury Policy, the company does not enter into transactions with derivative financial instruments for trading purposes.

Derivative financial instruments are initially recognized in the statement of financial position at fair value and are subsequently also measured at their fair value. The method of recognizing the resulting gains or losses is dependent on the nature of the hedge. On the date a derivative contract is entered into, adidas designates derivatives as either a hedge of a forecast transaction (cash flow hedge) or a hedge of a net investment in a foreign operation. In applying cash flow hedge accounting, adidas designates the spot element of forward exchange contracts and the intrinsic value of currency options or of option combinations to hedge its currency risk and applies a hedge ratio of 1:1 (spot-to-spot designation). The forward element of forward exchange contracts and the time value component of currency options or of option combinations are excluded from the designation of the hedging instrument.

Changes in the fair value of derivatives that are designated and qualify as cash flow hedges or net investments that are effective as defined in IFRS 9 are recognized in equity.

adidas applies the 'cost of hedging' approach for dedicated cash flow hedges. Changes in the fair value of the time value component of currency options or of option combinations, as well as the forward element in forward exchange contracts, are separately accounted for as a cost of hedging and are recognized separately in equity as a cost of hedging reserve. When the effectiveness is not 100%, the ineffective portion of the change in the fair value is recognized in the consolidated income statement. Accumulated gains and losses in equity are transferred to the consolidated income statement in the same periods, during which the hedged forecast transaction affects the consolidated income statement.

Hedges of net investments in foreign entities are accounted for in a similar way to cash flow hedges. The effective currency gains and losses in the derivative and all gains and losses arising on the translation of the borrowing are recognized in equity with the exception of the cross-currency basis spread.

Certain derivative transactions, while providing effective economic hedges under the company's risk-management policies, do not qualify for hedge accounting under the specific rules of IFRS 9.

adidas documents the relationship between hedging instruments and hedge objects as well as the risk-management objectives and strategies for undertaking various hedge transactions at transaction inception. This process includes linking all derivatives designated as hedge to specific firm commitments

and forecast transactions. The economic relationship between the hedging instrument and hedged item is qualitatively and quantitatively ascertainable, and adidas judges the effectiveness of the hedging relationship by using generally accepted methods such as the hypothetical derivative method or the ‘Dollar Offset Method.’ The main sources of expected ineffectiveness are due to changes in the credit risk and in the timing of the hedged transactions.

The fair values of currency options or of option combinations and forward exchange contracts are determined on the basis of market conditions on the reporting date. The fair value of a currency option or of option combinations is determined using generally accepted models. The fair value of an option is influenced not only by the remaining term of the option but also by additional factors, such as the actual foreign exchange rate and the volatility of the underlying foreign currency base. The company determines fair values taking the counterparty risk into consideration.

Cash and cash equivalents

Cash and cash equivalents represent cash at banks, cash on hand, and short-term deposits with maturities of three months or less from the date of acquisition, such as commercial papers and investments in money market funds.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash equivalents can partly include investments in money market funds. Classification and measurement under IFRS 9 are performed based on the company’s business model for managing these financial assets and the contractual cash flow characteristics. Investments in money market funds contain cash flows other than those of principal and interest on principal. As a result, those investments are measured at fair value through profit or loss.

Accounts receivable

A receivable is recognized if an amount of consideration that is unconditional is due from the customer (i.e., if only the passage of time is required before payment of that consideration is due). Accounts receivable that do not contain a significant financing component are recognized at the transaction price, which represents the amount of consideration to which the company expects to be entitled in exchange for transferring promised goods or services to a customer. Subsequently, these are measured at amortized cost.

Other financial assets

Other financial assets are classified and measured under IFRS 9, based on the company’s business model for managing these assets and the contractual cash flow characteristics. Those other financial assets that give rise to cash flows consisting only of payments of principal and interest and that are assigned to the business model ‘Hold to collect’ are measured at amortized cost. adidas mainly has security deposits and receivables from credit card companies and electronic marketplaces that fall under this category.

Other financial assets that do not give rise to cash flows consisting solely of payments of principal and interest and that are assigned to the business model ‘Hold’ are measured at fair value through profit or loss. This category includes only securities to hedge long-term variable compensation components and is also applied to the same extent to securities to hedge long-term variable compensation components included in long-term financial assets.

Securities to hedge long-term variable compensation components are so-called ‘total return swaps.’ These are recognized in the balance sheet upon initial recognition and subsequently at fair value. At the time a derivative transaction is entered into, adidas classifies total return swaps as a hedging instrument of the underlying long-term variable compensation components. In this case, adidas designates the entire fair value as a hedge. Changes in the fair value that are designated and qualify as hedges and are determined to be effective in accordance with IFRS 9 are recognized in equity (hedging reserve).

At the end of the period, a reclassification is made from equity to the income statement in proportion to the increase in the provision for the long-term variable compensation components.

Upon conclusion of the transaction, adidas documents the relationship between the hedging instruments and the hedge objects as well as the risk management objectives and strategies of the hedging transactions. In this process, the total return swaps used as hedging instruments are linked to the respective long-term variable compensation components. The economic relationship between the hedging instrument and the hedged item can be determined qualitatively and quantitatively, and adidas assesses the effectiveness of the hedging relationships using recognized methods such as the hypothetical derivative method or the ‘Dollar Offset Method.’ Ineffectiveness is mainly expected to arise from changes in credit risk or from shifts in the timing of the hedged item.

The fair values are determined on the basis of market conditions at the balance sheet date. When determining the fair values, the company takes the counterparty risk into account.

The elimination of part of the originally planned long-term variable compensation components could lead to certain overhedge transactions. In this case, hedge accounting would be discontinued immediately in accordance with IFRS 9, and the fair value through profit or loss would be transferred from the hedging reserve to the income statement at the time the over-hedged status is identified. There was no overhedging in 2024.

Other financial assets, which are neither within the business model ‘Hold to collect’ nor within ‘Hold to collect and sell,’ are measured at fair value through profit or loss. This category mainly includes secured promissory notes and earn-out components.

Long-term financial assets

Long-term financial assets are distinguished between debt and equity instruments and classified according to IFRS 9 as follows:

Debt instruments are measured depending on the company’s business model for managing financial assets and the contractual cash flows. Only financial assets that are held within the business model ‘Hold to collect’ with the objective to collect the contractual cash flows, which represent solely payments of principal and interest on the principal amount outstanding on a specific date, are measured at amortized cost. adidas classifies certain loans within this category. All other financial assets which do not fulfill one of these criteria are measured at fair value through profit or loss. adidas has no long-term financial assets in the category fair value through comprehensive income (debt instrument) and shows loans which do not fulfill the contractual cash flow characteristics in the category fair value through profit or loss. ► SEE NOTE 13

Generally, all investments in equity instruments are measured at fair value through profit or loss, unless these investments represent investments that the company intends to hold for long-term strategic purposes, which are then designated as equity securities at fair value through other comprehensive income (equity).

The designation of certain equity instruments at fair value through other comprehensive income (equity) is based on a strategic management decision.

Inventories

Finished goods and merchandise are valued at the lower of cost or net realizable value, which is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Costs are determined using a standard valuation method, the 'average cost method.' Costs of finished goods include the cost of direct materials and labor and the components of the manufacturing overheads that can be reasonably attributed to finished goods. The allocation of overheads is based on the planned average utilization. The net realizable value allowances are computed consistently throughout the company based on the age and expected future sales of the items on hand. ► SEE NOTE 07

Discontinued operations

A part of the adidas Group, whose operations and cash flows can be clearly distinguished operationally and for financial reporting purposes from the other operating businesses, is classified as a discontinued operation if the component has either been disposed of or is classified as held for sale, and:

- represents a separate major line of business or geographic area of operations,
- is part of a single coordinated plan to dispose of a separate major line of business or geographic area of operations, or
- is a subsidiary acquired exclusively with a view to resale.

Discontinued operations are excluded from the net income/loss from continuing operations and are presented as a single amount as gain/loss from discontinued operations, net of tax in the consolidated income statement. When an operation is classified as a discontinued operation, the comparative consolidated income statement and consolidated statement of cash flows are restated and presented as if the operation had been classified as such from the start of the comparative year. ► SEE NOTE 03

Property, plant, and equipment

Property, plant, and equipment are measured at amortized cost. This comprises all costs directly attributable to bringing the asset to the condition necessary for it to be capable of operating in the manner intended by management less any accumulated depreciation and accumulated impairment losses.

Depreciation is recognized for those assets, with the exception of land and construction in progress, over the estimated useful life utilizing the 'straight-line method' and taking into account any potential residual value. Parts of an item of property, plant, and equipment with a cost that is significant in relation to the total cost of the item are depreciated separately. ► SEE NOTE 09

Estimated useful lives are as follows:

Estimated useful lives of property, plant, and equipment

	Years
Land	indefinite
Buildings and leasehold improvements	20 – 50
Furniture and fixtures	3 – 5
Technical equipment and machinery as well as other equipment	2 – 20

Expenditure for repairs and maintenance is expensed as incurred. Renewals and improvements are capitalized and depreciated separately, if the recognition criteria are met.

Impairment losses on non-financial assets

If facts and circumstances indicate that non-current assets (e.g., property, plant, and equipment as well as intangible assets including goodwill and contract assets) might be impaired, the recoverable amount is determined. This is measured at the higher of fair value less costs of disposal (net disposal price) and value in use. Recoverable amount is determined on an individual asset level, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. If this is the case, recoverable amount is determined for the cash-generating unit to which the asset belongs. The fair value is measured at Level 3 according to IFRS 13 'Fair Value Measurement.'

An impairment loss is recognized in other operating expenses or reported in goodwill impairment losses if the carrying amount exceeds the recoverable amount.

The impairment test for goodwill is performed based on groups of cash-generating units, which represent the lowest level within the company at which goodwill is monitored for internal management purposes. If there is an impairment loss for a group of cash-generating units, then, first, the carrying amount of any goodwill allocated to the group of cash-generating units is reduced. Subsequently, provided that the recoverable amount is lower than the carrying amount, the other non-current assets of the group of cash-generating units are reduced pro rata on the basis of the carrying amount of each asset in the group of cash-generating units. In allocating an impairment loss, the carrying amount of an individual asset is not reduced below its fair value. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the cash-generating unit and groups of cash-generating units.

Irrespective of whether there is an impairment indication, intangible assets with an indefinite useful life, intangible assets not yet available for use and goodwill acquired in business combinations are tested annually on December 31 for impairment. In the case that indicators for impairment are present at any point in time other than on December 31, these assets are also tested for impairment at this point in time.

An impairment loss recognized in goodwill is not reversible. With respect to all other impaired assets, an impairment loss recognized in prior periods is only reversed such as it affects the consolidated income statement if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined (net of depreciation or amortization) if no impairment loss had been recognized.

Impairment losses on financial assets

Impairment losses for financial assets measured at amortized cost or at fair value through other comprehensive income (debt instrument) are recognized in accordance with IFRS 9 'Financial Instruments.' The standard requires that not only historical data, but also future expectations and projections are taken into consideration when accounting for impairment losses ('expected credit loss' model).

adidas consistently applies the simplified approach and recognizes lifetime expected credit losses for all accounts receivable. In order to calculate a collective loss allowance, all accounts receivable sharing similar credit risk characteristics are allocated into several portfolios based on geographical regions and macroeconomic indicators. Historical payment and aging patterns for accounts receivable are analyzed individually for each of the portfolios to determine the probability of default, which is further adjusted by forward-looking factors derived primarily from the Credit Default Swap (CDS) spreads of the countries where adidas runs its operations. The adjusted probability of default is then applied in combination with a loss given default and exposure at default as a percentage rate to calculate the expected credit loss for each portfolio and aging bucket. The percentage rates are reviewed on a regular basis to ensure that they

reflect the latest data on credit risk. In case objective evidence of credit impairment is observed for accounts receivable from a specific customer, a detailed analysis of the credit risk is performed, and an appropriate individual loss allowance is recognized for this customer. Accounts receivables are considered to be in default when it is expected that the debtor will not fulfill its credit obligations toward adidas. When there is no reasonable expectation of recovering an account receivable, such as in cases of insolvency, the receivable is written off entirely.

Cash and cash equivalents measured at amortized cost are subject to a general impairment approach under IFRS 9. adidas applies the low credit risk exemption for the majority of such instruments due to the low credit risk for these investments, which is based on the investment grade of their counterparties (defined by the company as equivalent of BBB+ or higher). A significant increase of credit risk is assumed for cash and cash equivalents when the instruments are more than 30 days past due. adidas monitors the credit risk associated with cash and cash equivalents taking into consideration the economic environment, external credit ratings, and/or CDS spreads of counterparty financial institutions, and using established exposure limits. Expected credit loss of cash and cash equivalents is calculated based on the probability of default and recovery rates derived from CDS spreads or external credit ratings of the counterparties. Cash and cash equivalents are considered to be in default when they are more than 90 days past due.

Other financial assets within the scope of IFRS 9 impairment analysis include mainly security deposits as well as accounts receivable from credit card companies and electronic marketplaces. The credit risk associated with such financial assets is determined based on the economic environment, external credit ratings, and/or CDS spreads of counterparty financial institutions. Other financial assets are considered to be in default when they are more than 90 days past due.

Objective evidence that credit impairment of financial assets has occurred includes, for instance, significant financial difficulty of the debtor/issuer, indications of their potential bankruptcy, the deterioration of the market for their products, and general macroeconomic problems. The gross carrying amount of financial assets is written off when adidas, based on a case-by-case assessment, assumes that their recovery is no longer possible.

Impairment losses on accounts receivable are presented in the line item ‘Impairment losses (net) on accounts receivable and contract assets.’

Leases

adidas assesses whether a contract is or contains a lease according to IFRS 16 ‘Leases’ at the inception of the contract. IFRS 16 defines a lease as a contract that conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A contract conveys the right to control the use of an identified asset if the lessee has the right to obtain substantially all the economic benefits from the use of the identified asset (e.g., by having the exclusive right to use the asset throughout that period) and the right to direct the use of the identified asset throughout the period of use.

In its role as a lessee, adidas leases various types of assets, particularly buildings (retail stores, offices, warehouses, etc.), land, technical equipment and machinery (warehouse equipment, production machines, etc.), motor vehicles, and computer hardware, as well as furniture and fixtures. Lease contracts are typically negotiated for fixed periods of up to 99 years but may include extension or termination options. Lease terms are negotiated individually and may contain a wide range of different terms and conditions.

adidas makes use of the recognition exemption in IFRS 16 to not recognize right-of-use assets and lease liabilities for leases of low-value assets (i.e., value of the underlying asset, when new, is € 5,000 or less) and short-term leases (shorter than twelve months and the agreement does not include a purchase

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option). Lease payments for low-value leases are recognized as expenses as they are incurred over the lease term.

Furthermore, adidas exercises the option for lessees to combine lease payments with payments for non-lease components in the calculation of the lease liability and right-of-use asset for all lease asset classes except for corporate real estate.

adidas recognizes a right-of-use asset and a corresponding lease liability at the lease commencement date. At the commencement date, adidas initially measures the lease liability at the present value of the lease payments that are not paid at that date. This includes fixed payments (including in-substance fixed payments), less any lease incentives receivable, variable lease payments based on an index or a rate, amounts expected to be payable by adidas under residual value guarantees, the exercise price of a purchase option if adidas is reasonably certain to exercise that option, and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option. Other variable lease payments are excluded from the measurement of the lease liability. The lease payments are discounted using the interest rate implicit in the lease. If this rate cannot be readily determined, adidas uses its incremental borrowing rate. Generally, adidas uses the incremental borrowing rate as the discount rate. It is adjusted to reflect the country-specific risk, the credit risk of adidas, collateral from the change in value of the leased asset, the contract currency-specific risk, and the lease term. ► [SEE NOTE 10](#) ► [SEE NOTE 19](#)

After the commencement date, lease payments are split into redemption payments and interest payments. The lease liability is subsequently measured by increasing the carrying amount to reflect interest cost on the lease liability using the effective interest rate and reducing the carrying amount to reflect the lease payments made. The carrying amount of the lease liability is remeasured provided any reassessments/lease modifications occur (including changes in the assessment of whether an extension or termination option is reasonably certain to be exercised).

At the commencement date, the right-of-use asset is initially measured at cost, which is comprised of the amount of the initial measurement of the lease liability, any lease payments made at or before the commencement date, less any lease incentives received, any initial direct costs incurred by the lessee and an estimate of costs to be incurred by adidas in dismantling and removing the underlying asset, restoring the site on which it is located, or restoring the underlying asset to the condition required by the terms and conditions of the lease. The right-of-use asset is subsequently measured at cost less any accumulated depreciation and impairment losses and adjusted for certain remeasurements of the lease liability. In principle, the right-of-use asset is depreciated on a straight-line basis over the lease term or the useful life of the leased asset, whichever is shorter.

adidas applies judgment in determining the lease term for lease contracts including extension or termination options. The assessment of whether the options are reasonably certain to be exercised has an impact on the lease term and therefore may significantly affect the measurement of lease liabilities and right-of-use assets, respectively.

Lease contract renegotiations that result in changes to the original contractual conditions, e.g., changes in scope, consideration (including discounts and concessions), or lease term are treated as lease modifications. Depending on the circumstances of the renegotiation, either lease modifications are accounted for as a new separate contract, or they trigger a remeasurement of the lease liability using the discounted future lease payments. In the latter case, a corresponding adjustment is made to the right-of-use asset with, in some instances, a difference recognized in profit or loss.

Lease reassessments are the result of changes in assumptions or judgments, such as changes in lease term due to amended estimates surrounding existing extension and termination options. It is necessary to

remeasure the lease liability using the discounted or existing future lease payments and make a corresponding adjustment to the right-of-use asset.

Goodwill

Goodwill is an asset representing the future economic benefits arising from assets acquired in a business combination that are not individually identified and separately recognized. This results when the purchase cost exceeds the fair value of acquired identifiable assets, liabilities, and contingent liabilities. Goodwill arising from the acquisition of a foreign entity and any fair value adjustments to the carrying amounts of assets received, liabilities, and contingent liabilities are treated as assets, liabilities, and contingent liabilities of the respective reporting entity, and are translated at exchange rates prevailing at the date of the initial consolidation.

Goodwill arising on the acquisition of subsidiaries is measured at cost less accumulated impairment losses (impairment-only approach). ► SEE NOTE 11

Goodwill is carried in the functional currency of the acquired foreign entity.

Intangible assets (except goodwill)

Intangible assets with definite useful lives are valued at amortized cost. Amortization is calculated on a straight-line basis over the estimated useful life, taking into account any potential residual value.

► SEE NOTE 12

Expenditure during the development phase of internally generated intangible assets is capitalized as incurred if it fulfills the recognition criteria under IAS 38 'Intangible Assets.' Development costs for internally generated intangible assets are capitalized from the date on which the recognition criteria set out in IAS 38 'Intangible Assets' are first met. The capitalized development costs are amortized on a systematic basis from the day the intangible assets are available for use.

Estimated useful lives are as follows:

Estimated useful lives of intangible assets

	Years
Software	3 – 10
Patents and licenses	5 – 15

In 2024, due to the implementation of a new ERP system, the estimated useful life of the respective software was reassessed and adjusted from seven to ten years. This change has been applied prospectively.

Research and development

Research costs are expensed in full as incurred. Development costs for internally generated intangible assets are also expensed as incurred if they do not meet the recognition criteria of IAS 38 'Intangible Assets.'

Borrowings and other liabilities

Borrowings (e.g., Eurobonds) and other liabilities are recognized at fair value net of transaction costs incurred. In subsequent periods, borrowings are stated at amortized cost using the 'effective interest method.' Any difference between proceeds (net of transaction costs) and the redemption value is recognized in the consolidated income statement over the term of the borrowing.

Provisions and accrued liabilities

Provisions are recognized when there is a present obligation (legal or constructive) to third parties that has been incurred as a result of a past event, when the amount of the obligation can be estimated reliably and when it is probable that there will be an outflow of resources. In general, all provisions are uncertain as to their maturity or amount. The expense relating to a provision is presented in the consolidated income statement. Non-current provisions are discounted if the effect of the time value of money is material, with the interest expense being reported as financial expenses. ► [SEE NOTE 18](#)

Accrued liabilities are liabilities to pay for goods or services that have been received or supplied but have not been paid, invoiced, or formally agreed with the supplier, including amounts due to employees. The uncertainty regarding amount or timing of accrued liabilities is generally much less than for provisions.

► [SEE NOTE 20](#)

Pensions and similar obligations

Provisions and expenses for pensions and similar obligations relate to the company's obligations for defined benefit and defined contribution plans. The obligations under defined benefit plans are determined separately for each plan by valuing the employee benefits accrued in return for their service during the current and prior periods. These benefit accruals are discounted to calculate their present value, and the fair value of any plan assets is deducted in order to determine the net liability. The discount rate is set on the basis of yields of high-quality fixed-rate corporate bonds at the balance sheet date provided there is a deep market for such corporate bonds in a given currency. Otherwise, government bond yields are used as a reference. Calculations are performed by qualified actuaries using the 'projected unit credit method' in accordance with IAS 19 Employee Benefits. Obligations for contributions to defined contribution plans are recognized as an expense in the consolidated income statement as incurred. ► [SEE NOTE 23](#)

Contingent liabilities

Contingent liabilities are possible obligations that arise from past events and whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the control of adidas. Additionally, contingent liabilities may be present obligations that arise from past events but that are not recognized because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. Contingent liabilities are not recognized in the consolidated statement of financial position but are disclosed and explained in the Notes. ► [SEE NOTE 38](#)

Treasury shares

When adidas AG shares are repurchased and recognized as treasury shares, the amount of the consideration paid, which includes directly attributable costs, net of any tax effects, is recognized as a deduction from equity. The nominal value of € 1 per treasury share is debited to share capital. Any premium or discount to the nominal value is shown as an adjustment to the retained earnings. If treasury shares are sold or reissued, the nominal value of the shares will be credited to share capital and the amount exceeding the nominal value will be added to the retained earnings.

Revenue

Revenue derived from the sale of goods is recognized when adidas has satisfied the respective performance obligation by transferring the promised goods to the customer. The goods are transferred at the point in time when the customer obtains control of the respective goods. The timing of the transfer of control depends on the individual terms of the sales agreement (terms of delivery).

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The amount of revenue to be recognized is determined based on the consideration adidas expects to be entitled to in exchange for transferring the promised goods or services to the customer, taking into account returns, discounts, and rebates.

Under certain conditions and in accordance with contractual agreements, the company’s customers have the right to return products and to either exchange them for similar or other products or to return the products against the issuance of a credit note. Amounts for estimated returns related to revenues are accrued based on past experience of average return rates and average actual return periods by means of a refund liability. The return assets are measured at the carrying amount of the inventories/products, less any handling costs and any potential impairment.

Provided that the customers meet certain predefined conditions, adidas grants its customers different types of globally aligned performance-based rebates. Examples include rebates for customers’ increasing adidas product sales, for customer loyalty, and for sell-out support, e.g., through retail space/franchise store management. As soon as it is assumed that the customer fulfills the requirements for being granted the rebate, this amount is recognized as a sales deduction via an accrued liability for marketing and sales.

In addition, adidas generates revenue from the licensing-out of the right to use the brands to third parties. The resulting sales-based royalty and commission income is recognized based on the contract terms on an accrual basis, i.e., revenue is already realized even though the payment takes place at a later point in time. Contracts with guaranteed minimum income result in contract assets and contract liabilities depending on the timing of yearly payments received from customers. The performance obligation related to these contract assets and liabilities is satisfied over the life of the contract, i.e., the guaranteed minimum income per year is evenly distributed over twelve months, whereby payments are recorded as arranged in the contract with the customer.

Advertising and promotional expenditure

Advance payments for media campaigns are included in prepaid expenses within other current and non-current assets until the services are received, and upon receipt are expensed in full. Significant costs for media campaigns are expensed on a straight-line basis over the intended duration of the media campaign.

Promotional expenses including one-time, upfront payments for promotion contracts are principally expensed on a straight-line basis over the term of the agreement.

Interest

Interest is recognized as income or expense as incurred using the ‘effective interest method’ with the exception of interest that is directly attributable to the acquisition, construction, or production of a qualifying asset. This interest is capitalized as part of the cost of the qualifying asset.

Interest paid is presented within the net cash used in financing activities.

Government grants

adidas receives government grants in the form of subsidies, subventions, or premiums from local, national, or international government authorities such as those of the Free State of Bavaria, the Federal Republic of Germany, and the European Union.

Government grants are recognized if there is adequate certainty that the grants will be received and that the company satisfies the conditions attached.

Government grants are reported in the consolidated income statement as a deduction from the related expenses.

Income taxes

Current income taxes are computed in accordance with the applicable taxation rules established in the countries in which adidas operates.

adidas computes deferred taxes for all temporary differences between the carrying amount and the tax base of its assets and liabilities as well as for tax loss carry-forwards. As it is not permitted to recognize a deferred tax liability for the initial recognition of goodwill, adidas does not compute any deferred taxes thereon.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets arising from deductible temporary differences and tax loss carry-forwards that exceed taxable temporary differences are only recognized to the extent that it is probable that the entity concerned will generate sufficient taxable income to realize the associated benefit. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

Income tax is recognized in the consolidated income statement unless it relates to items recognized directly in equity, in which case it is recognized in equity. Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

When there is uncertainty over income tax treatments, adidas recognizes and measures current or deferred tax assets or liabilities applying the requirements of IAS 12 and IFRIC 23. On a case-by-case basis, adidas determines whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments, depending on which approach better predicts the resolution of the uncertainty.

Where it is not considered probable that the tax authority will accept an uncertain tax treatment, adidas reflects the effects of the uncertainty by using one of the following methods, depending on which method better predicts the resolution of the uncertainty:

- the single most likely amount or
- the expected value based on the sum of the probability-weighted amounts.

In assessing whether and how an uncertain tax treatment affects the determination of taxable profits (tax losses), tax bases, unused tax losses, unused tax credits, and tax rates, adidas assumes that a taxation authority will examine amounts it has a right to examine and will have full knowledge of all relevant information when making those examinations. ► SEE NOTE 34

Share-based payment

The cost of equity-settled share-based payment transactions with employees is determined by the fair value at the grant date using an appropriate valuation model. That cost is recognized in personnel expenses, together with a corresponding increase in equity (retained earnings), over the period in which the service and, where applicable, the performance conditions are fulfilled (the vesting period). The cumulative expense recognized for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the company's best estimate of the number of equity instruments that will ultimately vest. ► SEE NOTE 26

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Service-independent and non-market performance conditions are not taken into account when determining the fair value of awards at the grant date, but the likelihood of the conditions being met is assessed as part of the company’s best estimate of the number of equity instruments that will ultimately vest. If the estimate is changed, even a credit in the consolidated income statement for the period can be possible as it reflects the movement in cumulative expenses from the beginning to the end of that period.

No expense is recognized for awards that do not ultimately vest if non-market performance and/or service conditions have not been met.

Equity-settled share-based payment transactions with parties other than employees are generally measured at the fair value of the goods or services received, except where the fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the entity obtains the goods or the counterparty renders the service.

For cash-settled share-based payment transactions, the goods or services acquired, and the liability incurred are measured at the fair value of the liability. Until the liability is settled, the fair value of the liability is remeasured at the end of each reporting period and at the date of settlement, with all changes in fair value recognized in profit or loss for the period.

Estimation uncertainties and judgments

The preparation of financial statements in conformity with IFRS requires the use of assumptions and estimates that affect reported amounts and related disclosures. Although such estimates are based on the best of our knowledge of current events and actions, actual results may ultimately differ from these estimates. In 2024, assumptions and estimates continued to be significantly impacted especially by the increased macroeconomic and geopolitical challenges.

As a result of the termination of the Yeezy partnership, judgments were made in the preparation of the consolidated financial statements at year-end 2023, in particular with regard to the valuation of existing inventories, as well as in the assessment of the litigation risks in the context of the ongoing arbitration proceedings, including the counterclaim filed by the defendants. During 2024, the ongoing arbitration proceedings, including the counterclaim were settled and adidas no longer holds any Yeezy products. As a result, no significant assumptions and estimates were applied with regards to the Yeezy partnership as at December 31, 2024. ► SEE NOTE 38

The key assumptions concerning further future and other key sources of estimation uncertainty at the balance sheet date, which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are outlined in the respective Notes, which include in particular accounts receivable, inventories, right-of-use-assets, goodwill, other provisions, pensions, derivatives, and income taxes, as well as other financial commitments and contingencies. ► SEE NOTE 05
► SEE NOTE 07 ► SEE NOTE 10 ► SEE NOTE 11 ► SEE NOTE 18 ► SEE NOTE 23 ► SEE NOTE 28 ► SEE NOTE 34 ► SEE NOTE 38

Judgments have also been used in determining the lease term for lease contracts. ► SEE NOTE 10 ► SEE NOTE 19

03 Discontinued operations

The position of discontinued operations includes the Reebok business, which was sold on February 28, 2022 with effect from March 1, 2022. The majority of the purchase price was paid at closing, with the remainder comprising deferred and contingent consideration. The fair value of earn-out components was determined using the discounted cash flow method, considering Monte Carlo Simulations.

The profit from discontinued operations for 2024 in the amount of € 8 million (2023: € 44 million) is fully attributable to the shareholders of adidas AG.

In the event the operations of the Reebok business achieve certain performance criteria during the period from March 1, 2022, to December 31, 2031, which are defined as earn-out components in the sale agreement, additional cash consideration of up to € 500 million will be due. At the time of the sale, the fair value of the consideration was determined to be € 247 million. It has been recognized as a financial asset at fair value through profit and loss.

In 2024, adidas received a payment of € 100 million, and an additional payment of € 100 million is due in the first quarter of 2025, which was reported under other current financial assets as of December 31, 2024. At year-end 2024, the fair value of the additional up to € 300 million earn-out component was measured at € 155 million.

Notes to the Consolidated Statement of Financial Position

04 Cash and cash equivalents

Cash and cash equivalents consist of cash held by banks, cash on hand, and short-term deposits.

Short-term deposits are only shown as cash and cash equivalents if they are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

Based on the impairment tests, no impairment need was identified for cash and cash equivalents measured at amortized cost.

As of December 31, 2024, cash and cash equivalents includes cash in banks and cash on hand amounting to € 959 million (2023: € 596 million) and short-term deposits in the form of money market funds amounting to € 1,496 million (2023: € 835 million). The total of cash and cash equivalents includes € 325 million and € 211 million as of December 31, 2024 and 2023, respectively, held by subsidiaries that were subject to foreign exchange control (e.g. Russia, Argentina) or other legal restriction and hence were not at any time available for general use by adidas AG or other subsidiaries.

Further information about cash and cash equivalents is presented in these Notes. ► [SEE NOTE 28](#)

05 Accounts receivable

Accounts receivable consist mainly of the currencies US dollar, euro, and Chinese renminbi and are as follows:

Accounts receivable € in millions

	Collective loss allowance				Individual loss allowance	Total
	Not yet due	Past due 31 – 90 days	Past due > 90 days		Credit-impaired	
			Not credit-impaired	Credit-impaired		
	Not credit-impaired	Not credit-impaired	Not credit-impaired	Credit-impaired	Credit-impaired	
Dec. 31, 2024						
Accounts receivable, gross	2,139	235	50	44	125	2,593
Weighted average loss rate	1.2%	5.6%	21.9%	23.0%	95.6%	6.9%
Loss allowance	(26)	(13)	(11)	(10)	(120)	(180)
Accounts receivable, net	2,113	222	39	34	6	2,413
Dec. 31, 2023						
Accounts receivable, gross	1,678	239	49	43	127	2,135
Weighted average loss rate	1.6%	8.6%	29.3%	97.0%	99.1%	10.7%
Loss allowance	(28)	(21)	(14)	(41)	(126)	(229)
Accounts receivable, net	1,650	219	34	1	1	1,906

Movement in loss allowances for accounts receivable € in millions

	2024	2023
Loss allowances at January 1	229	230
Net remeasurement of loss allowances	(30)	6
Write-offs charged against the loss allowance accounts	(22)	(8)
Currency translation differences	0	(2)
Other changes	2	3
Loss allowances at December 31	180	229

As at December 31, 2024, the loss allowance for not-credit-impaired accounts receivable in the amount of € 375 million and credit-impaired accounts receivable in the amount of € 4 million was not recognized as adidas holds credit enhancement instruments, mainly in the form of credit insurance and bank guarantees, which mitigate the credit risk of those financial assets.

There are no material balances of accounts receivable written off but subject to enforcement activity.

Accounts receivable are derecognized when substantially all the risks and rewards incidental to the financial asset are transferred to a third party under factoring arrangements. As of December 31, 2024, accounts receivable amounting to € 21 million (2023: € 70 million) were derecognized in connection with factoring agreements in Japan. The purchase price corresponds to the nominal amount of the respective receivable, less any deductions relating to the receivable (e.g. discounts) granted by adidas to the debtor.

and less the factoring fee and interest. The factoring fee amounts to 0.08% of the nominal amount of the purchased receivables. Interest on the disbursed purchase price is based on an interest rate composed of the 'Tokyo Interbank Offered Rate' (reference interest rate) plus a margin of 0.19% to 1.33% p.a. and is paid for the period from the disbursement of the purchase price portion to the settlement of the receivable by the debtor.

Further information about credit risks is contained in these Notes. ► SEE NOTE 28

06 Other current financial assets

Other current financial assets consist of the following:

Other current financial assets € in millions

	Dec. 31, 2024	Dec. 31, 2023
Currency options	22	8
Forward exchange contracts	217	80
Suppliers with debit balances	38	37
Security deposits	66	50
Receivables from credit cards and similar receivables	219	269
Receivables from retail business	81	71
Other investments	75	14
Earn-out components	157	–
Sundry	80	104
Other current financial assets, gross	955	633
Less: accumulated allowances	(6)	(18)
Other current financial assets, net	950	614

Prior year figures were adjusted due to a reclassification of customs refund claims between other current financial assets and other current assets.

The increase in 'Other investments' results from the investment in securities for variable compensation components from long-term financial assets due to its maturity, as well as an increase of the fair value by € 17 million, which results from the stock price development.

The increase in earn-out components reflects the reclassification to current financial assets due to expected payments within the next 12 months. These Notes contain further information about earn-out components. ► SEE NOTE 03 ► SEE NOTE 28

Further information about currency options and forward exchange contracts is contained in these Notes.

► SEE NOTE 28

07 Inventories

Inventories by major classification are as follows:

Inventories € in millions

	Dec. 31, 2024			Dec. 31, 2023		
	Gross value	Allowance for obsolescence	Net value	Gross value	Allowance for obsolescence	Net value
Merchandise and finished goods on hand	3,454	(173)	3,281	3,611	(317)	3,294
Goods in transit	1,698	–	1,698	1,222	–	1,222
Raw materials	10	–	10	8	–	8
Work in progress	0	–	0	0	–	0
Inventories	5,162	(173)	4,989	4,841	(317)	4,525

Goods in transit mainly relate to shipments of finished goods and merchandise from suppliers in Asia to subsidiaries in Europe, North America, Asia, and Latin America.

The reduced write-down on inventories amounted to an income of € 98 million in 2024 (2023: Expenses of € 145 million).

08 Other current assets

Other current assets consist of the following:

Other current assets € in millions

	Dec. 31, 2024	Dec. 31, 2023
Prepaid expenses	290	295
Return assets	303	275
Tax receivables other than income taxes	329	373
Customs refund claims	–	140
Contract assets	12	10
Sundry	68	54
Other current assets, gross	1,001	1,147
Less: accumulated allowances	(4)	(4)
Other current assets, net	997	1,143

Due to a change in the assumption of the duration of the proceedings, the customs refund claims will be shown under other non-current assets in 2024. Prior year figures were adjusted due to a reclassification of customs refund claims between other current financial assets and other current assets.

Prepaid expenses mainly relate to promotion and service contracts. The decrease in the line item 'Tax receivables other than income taxes' relates mainly to value-added tax.

09 Property, plant, and equipment

The following table presents a reconciliation of the carrying amount of property, plant, and equipment:

Property, plant, and equipment € in millions

	Land and buildings	Technical equipment and machinery	Other equipment, furniture, and fixtures	Construction in progress	Property, plant, and equipment
Acquisition cost					
January 1, 2023	2,290	480	1,906	230	4,907
Additions	86	18	166	93	363
Disposals	(35)	(18)	(150)	(5)	(207)
Transfers	25	65	20	(155)	(46)
Decrease in companies consolidated	–	–	(0)	–	(0)
Currency translation differences	(66)	(15)	(63)	(7)	(152)
December 31, 2023/ January 1, 2024	2,300	530	1,878	156	4,864
Additions	121	14	212	71	419
Disposals	(55)	(12)	(111)	(8)	(186)
Transfers	63	34	31	(128)	0
Currency translation differences	53	13	12	3	82
December 31, 2024	2,482	579	2,023	95	5,180
Accumulated depreciation and impairment					
January 1, 2023	849	324	1,455	0	2,628
Depreciation	144	49	201	–	394
Impairment losses	16	0	4	0	21
Reversals of impairment losses	(2)	(2)	(8)	–	(12)
Disposals	(26)	(15)	(140)	–	(182)
Transfers	(21)	(4)	(15)	(0)	(40)
Decrease in companies consolidated	–	–	(0)	–	(0)
Currency translation differences	(37)	(12)	(52)	(0)	(101)
December 31, 2023/ January 1, 2024	922	340	1,445	0	2,707
Depreciation	150	53	219	–	422
Impairment losses	11	4	4	0	19
Reversals of impairment losses	(4)	(0)	(3)	–	(7)
Disposals	(25)	(11)	(102)	–	(138)
Transfers	8	(0)	(8)	(0)	(0)
Currency translation differences	23	9	11	(0)	44
December 31, 2024	1,086	394	1,566	0	3,047

Property, plant, and equipment € in millions

	Land and buildings	Technical equipment and machinery	Other equipment, furniture, and fixtures	Construction in progress	Property, plant, and equipment
Net carrying amount					
January 1, 2023	1,442	156	450	230	2,279
December 31, 2023/ January 1, 2024	1,378	190	434	156	2,157
December 31, 2024	1,396	185	457	95	2,133

As a general principle, it is regularly assessed whether there are any indications that property, plant, and equipment might be impaired.

Irrespective of the existence of such indications, furniture and fixtures in adidas' own retail stores as part of the cash-generating unit are tested annually for impairment, whereby the recoverable amount (value in use) of the cash-generating unit, as part of determining the profitability of adidas' own retail stores, is calculated using the 'discounted cash flow method.'

Impairment losses recognized in 2024 mainly relate to the company's own retail activities, for which, contrary to initial expectations, no sufficient future economic benefit is expected.

In 2024, impairment losses of € 19 million were recognized for property, plant and equipment. They are mainly attributable to North America with € 9 million, Japan/South Korea with € 4 million, and Greater China with € 2 million. The reversals of impairment losses of € 7 million are mainly attributable to North America with € 3 million, Europe with € 2 million, and Greater China with € 1 million. Both were recognized in the other operating expenses. These Notes provide further information on the methodology on impairment losses for adidas' own retail stores. ► SEE NOTE 10

Further information on total depreciation and amortization expenses, impairment losses, and reversals of impairment losses is provided in these Notes. ► SEE NOTE 31

10 Right-of-use assets

The following table presents a reconciliation of the carrying amount of right-of-use assets:

Right-of-use assets € in millions

	Land and buildings	Technical equipment and machinery	Other equipment, furniture, and fixtures	Right-of-use assets
January 1, 2024	2,195	17	36	2,247
Additions	1,192	9	26	1,227
Disposals	(84)	–	–	(84)
Depreciation	(605)	(14)	(21)	(640)
Impairment losses	(19)	–	–	(19)
Reversal of impairment losses	21	–	–	21
Currency translation differences	25	–	–	25
December 31, 2024	2,727	11	41	2,779

Right-of-use assets € in millions

	Land and buildings	Technical equipment and machinery	Other equipment, furniture, and fixtures	Right-of-use assets
January 1, 2023	2,600	31	34	2,665
Additions	307	7	21	335
Disposals	(79)	(7)	(0)	(87)
Depreciation	(556)	(14)	(19)	(590)
Impairment losses	(86)	–	–	(86)
Reversal of impairment losses	29	–	–	29
Currency translation differences	(71)	(0)	(1)	(72)
Net change due to remeasurements	51	–	1	52
December 31, 2023	2,195	17	36	2,247

As a general principle, it is regularly assessed whether there are any indications that right-of-use assets might be impaired. Irrespective of the existence of such indications, right-of-use assets in adidas' own retail stores are tested annually for impairment, whereby the recoverable amount (value in use) of the cash-generating unit, as part of determining the profitability of adidas' own retail stores, is calculated using the 'discounted cash flow method.'

In 2024, impairment losses of € 19 million were recognized. Of those, € 14 million are related to the company's own retail activities, for which, in contrast to expectations in the previous year, lower future economic benefits are expected.

Impairment losses relating to retail stores, which are shown under property, plant and equipment and right-of-use assets, are mainly attributable to North America with € 14 million, Europe with € 4 million, Greater China with € 4 million, and Emerging Markets with € 3 million. Discount rates between 1.1% and 34% were used to calculate the impairment for the value in use. The recoverable amounts of adidas' own retail stores break down into North America at € 114 million, Greater China at € 68 million, Europe at

€ 30 million, Emerging Markets at € 23 million, Latin America at € 5 million, and Japan/South Korea at € 2 million.

In 2024, reversals of impairment losses of € 21 million were incurred. They mainly result from Europe. The impairment losses and reversals of impairment losses were recognized in the other operating expenses.

Further information on total depreciation and amortization expenses, impairment losses and reversals of impairment losses is provided in these Notes. ► [SEE NOTE 31](#)

11 Goodwill

The following table presents a reconciliation of the carrying amount of goodwill:

Goodwill € in millions

	Dec. 31, 2024	Dec. 31, 2023
Goodwill, gross	1,701	1,647
Less: accumulated impairment losses	(426)	(409)
Goodwill, net	1,275	1,238

adidas determines whether goodwill impairment is necessary at least on an annual basis. The impairment test for goodwill is performed based on groups of cash-generating units that represent the lowest level within the company at which goodwill is monitored for internal management purposes. This requires an estimation of the recoverable amount of the groups of cash-generating units to which the goodwill is allocated. The recoverable amount of a group of cash-generating units is determined based on its value in use. Estimating the value in use requires adidas to make an estimate of the expected future cash flows from the groups of cash-generating units and to choose a suitable discount rate to calculate the present value of those cash flows.

This calculation uses cash flow projections based on the financial planning covering a four-year period in total. The planning is based on long-term expectations of the company and reflects an average annual upper-single digit sales increase with varying forecast growth prospects for the different groups of cash-generating units. Furthermore, adidas expects the operating margin to improve to a level of low double-digit profitability for the company by 2028, primarily driven by an improvement in gross margin, as well as lower operating expenses as a percentage of sales. The planning for capital expenditure and working capital is primarily based on past experience. The planning for future tax payments is based on current statutory corporate tax rates of the individual groups of cash-generating units. Cash flows beyond this four-year period are extrapolated using steady growth rates between 1.4% and 3.0% (2023: 1.1%-4.1%). According to the company's expectations, these growth rates do not exceed the long-term average growth rate of the business sector in which the respective group of cash-generating units operates.

Discount rates are based on a weighted average cost of capital calculation considering a five-year average market-weighted debt/equity structure and financing costs referencing major competitors for the respective group of cash-generating units. The discount rates used reflect the specific equity and country risk of the respective group of cash-generating units.

The groups of cash-generating units are defined as the regional markets that are responsible for the distribution. The regional markets are Europe, North America, Greater China, Emerging Markets, Latin America, Japan, and South Korea. The number of cash-generating units amount to a total of seven at the end of 2024 (2023: five).

At the start of the 2024 financial year, the Group's internal reporting structure was adjusted for management purposes. Since January 1, 2024, the EMEA market has been divided into two separate markets, Europe and Emerging Markets. In addition, the Asia-Pacific market has been split into two separate markets, Japan and South Korea, while Southeast Asia and Pacific have been merged with the new Emerging Markets market. The North America, Latin America, and Greater China markets remain unchanged. Following the company's internal management reporting by markets, the number of cash-generating units increased to a total of seven, effective January 1, 2024.

Due to the change in the operating segments and the associated groups of cash-generating units, both a reallocation of goodwill and an impairment test of goodwill were carried out as at January 1, 2024. There was no need for impairment in this context. The carrying amounts of acquired goodwill have been reallocated to the new groups of cash-generating units as follows:

Reallocation of goodwill as of January 1, 2024

	Goodwill (€ in millions)			Jan. 1, 2024
	Dec. 31, 2023	(Re-) allocation EMEA	(Re-) allocation Asia-Pacific	
EMEA	706	[706]	–	n.a.
Asia-Pacific	162	–	[162]	n.a.
Europe	n.a.	498	–	498
North America	77	–	–	77
Greater China	293	–	–	293
Emerging Markets	n.a.	208	71	279
Japan	n.a.	–	34	34
South Korea	n.a.	–	56	56
Total	1,238	–	–	1,238

The annual goodwill impairment tests revealed no need for goodwill impairment for the years ending December 31, 2024 and 2023.

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The carrying amounts of acquired goodwill allocated to the respective groups of cash-generating units and the respective discount rates applied to the cash flow projections are as follows:

Allocation of goodwill

	Goodwill (€ in millions)		Discount rate (pre-tax)	
	Dec. 31, 2024	Jan. 1, 2024	Dec. 31, 2024	Jan. 1, 2024
Europe	513	498	13.6%	13.8%
North America	79	77	12.8%	12.9%
Greater China	303	293	13.4%	14.2%
Emerging Markets	287	279	17.3%	22.2%
Japan	35	34	13.6%	13.5%
South Korea	58	56	13.2%	13.9%
Total	1,275	1,238		

A change in the discount rate by up to 1.6 percentage points or a reduction of planned free cash inflows by up to 17.9% would not result in any impairment requirement of the cash generating unit North America.

Among the remaining cash generating units, neither a change in the discount rate by up to 5.3 percentage points, nor a reduction of planned free cash inflows by up to approximately 40% would result in any impairment requirement.

Future changes in expected cash flows and discount rates may lead to impairments of the reported goodwill in the future.

The majority of goodwill is denominated in US dollars. The effect of currency translation is as follows:

Reconciliation of goodwill, net € in millions

	Europe	North America	Greater China	Emerging Markets	Japan	South Korea	Total
January 1, 2024	498	77	293	279	34	56	1,238
Currency translation differences	15	2	10	8	1	1	37
December 31, 2024	513	79	303	287	35	58	1,275

12 Other intangible assets

Other intangible assets consist of the following:

Other intangible assets € in millions

	Internally developed intangible assets	Misc- ellaneous intangible assets	Other intangible assets
Acquisition cost			
January 1, 2023	46	1,379	1,425
Additions	32	109	141
Disposals	(1)	(20)	(20)
Transfers	–	(105)	(105)
Decrease in companies consolidated	–	(0)	(0)
Currency translation differences	–	(12)	(12)
December 31, 2023/January 1, 2024	78	1,351	1,429
Additions	37	83	121
Disposals	(5)	(60)	(66)
Transfers	–	(0)	(0)
Decrease in companies consolidated	–	–	–
Currency translation differences	–	11	11
December 31, 2024	109	1,386	1,495
Accumulated amortization and impairment			
January 1, 2023	22	974	996
Amortization	6	106	112
Impairment losses	–	10	10
Reversals of impairment losses	–	(0)	(0)
Disposals	(0)	(12)	(13)
Transfers	–	(110)	(110)
Decrease in companies consolidated	–	(0)	(0)
Currency translation differences	–	(8)	(8)
December 31, 2023/January 1, 2024	27	959	987
Amortization	11	98	109
Impairment losses	–	0	0
Reversals of impairment losses	–	(0)	(0)
Disposals	(2)	(32)	(34)
Transfers	–	(0)	(0)
Decrease in companies consolidated	–	(0)	(0)
Currency translation differences	–	7	7
December 31, 2024	36	1,033	1,069
Net carrying amount			
January 1, 2023	25	405	429
December 31, 2023/January 1, 2024	50	392	442
December 31, 2024	74	353	426

Internally developed intangible assets mainly relate to internally generated software.

Further information on total depreciation and amortization expenses, impairment losses, and reversals of impairment losses is provided in these Notes. ► [SEE NOTE 31](#)

13 Long-term financial assets

Long-term financial assets primarily include an 8.33% investment in FC Bayern München AG (2023: 8.33%) of € 91 million (2023: € 89 million). This investment is classified as fair value through profit or loss and is recorded at fair value. This equity security does not have a quoted market price in an active market. Therefore, existing contractual arrangements are used in order to calculate the fair value as at December 31, 2024 and 2023.

Other equity investments include minority shareholdings. There is currently no intention to sell these shares. Other minority shareholdings include an increase of the fair value in an amount of € 1 million in 2024 (2023: € 5 million decrease).

The line item 'Other investments' comprises investments that are mainly invested in insurance products, which are measured at fair value, and securities for long-term variable compensation components. The increase in 'Other investments' results from the investment in securities for variable compensation components as well as an increase of the fair value in an amount of € 29 million in 2024 (2023: € 6 million decrease), which results from the stock price development.

Long-term financial assets € in millions

	Dec. 31, 2024	Dec. 31, 2023
Investment in FC Bayern München AG	91	89
Other equity investments	86	85
Other investments	163	127
Long-term financial assets	340	301

14 Other non-current financial assets

Other non-current financial assets consist of the following:

Other non-current financial assets € in millions

	Dec. 31, 2024	Dec. 31, 2023
Forward exchange contracts	12	2
Currency options	2	–
Security deposits	74	78
Earn-out components	97	301
Sundry	50	37
Other non-current financial assets	234	418

The decrease in earn-out components reflects the reclassification to current financial assets due to expected payments within the next 12 months, which are partially offset by an increase in fair value. These Notes contain further information about earn-out components. ► [SEE NOTE 03](#) ► [SEE NOTE 28](#)

Further information about forward exchange contracts is contained in these Notes. ► [SEE NOTE 28](#)

15 Other non-current assets

Other non-current assets consist of the following:

Other non-current assets € in millions

	Dec. 31, 2024	Dec. 31, 2023
Prepaid expenses	112	47
Customs refund claims	176	–
Sundry	3	2
Other non-current assets	291	49

Due to a change in the assumption of the duration of the proceedings, the customs refund claims are reported under other non-current assets in 2024.

Prepaid expenses mainly relate to long-term promotion contracts. ► SEE NOTE 38

16 Borrowings and credit lines

Borrowings are denominated in a variety of currencies in which adidas conducts its business. The largest portion of effective gross borrowings (before liquidity swaps for cash management purposes) as at December 31, 2024, is denominated in euros (2024: 98%; 2023: 99%).

The weighted average interest rate on the Group's gross borrowings increased to 2.5% in 2024 (2023: 1.6%).

As at December 31, 2024, adidas had cash credit lines and other long-term financing arrangements totaling € 6.0 billion (2023: € 6.5 billion); thereof unused credit lines accounted for € 3.6 billion (2023: € 3.6 billion). In addition, as at December 31, 2024, adidas had separate lines for the issuance of letters of credit and guarantees in an amount of approximately € 0.4 billion (2023: € 0.4 billion).

In November 2020, adidas entered into a new syndicated credit facility agreement with twelve banks totaling € 1.5 billion. The credit facility agreement was subsequently amended and restated in October 2021 and in November 2022 increasing the size to € 2.0 billion, covered by eleven partner banks, and extending the maturity until November 2027. In December 2023, adidas reduced the syndicated credit facility size to € 1.864 billion and the number of lending banks to ten partner banks. The syndicated credit facility can be drawn in euros and US dollars. The interest is based on a defined margin on a reference rate ('€STR' or 'EURIBOR' for euros).

The amounts reported as gross borrowings represent outstanding borrowings under the following arrangements with aggregated expiration dates as follows:

Book value of gross borrowings as at December 31, 2024 € in millions

	Up to 1 year	Between 1 and 3 years	Between 3 and 5 years	More than 5 years	Total
Bank borrowings incl. commercial paper	70	26	–	–	96
Eurobond	500	399	994	496	2,389
Total	570	425	994	496	2,485

Book value of gross borrowings as at December 31, 2023 € in millions

	Up to 1 year	Between 1 and 3 years	Between 3 and 5 years	More than 5 years	Total
Bank borrowings incl. commercial paper	49	37	7	–	93
Eurobond	500	898	497	991	2,886
Total	549	935	504	991	2,979

The eurobond issued in October 2014 with a term of twelve years and a volume of € 400 million has a coupon of 2.25% and matures in October 2026. The eurobond was issued with a denomination of € 1,000. The bond was issued with a spread of 100 basis points over the corresponding average euro swap rate, with the issue price being 99.357%.

In 2020, adidas issued three additional eurobonds with a size of € 500 million and denominations of € 100,000 each. The four-year eurobond, which was redeemed on September 9, 2024, with a coupon of 0.00% and the 15-year eurobond maturing in September 2035, with a coupon of 0.625% were issued in September 2020. These bonds were priced with a spread of 33 basis points and 63 basis points, respectively, above the corresponding euro mid-swap rate. The issue price was fixed at 100.321% and 99.360%, respectively. In adidas' inaugural sustainability bond placement in September 2020, an eight-year eurobond was issued with a coupon of 0.00% maturing in October 2028. The sustainability bond was priced with a spread of 40 basis points above the corresponding euro mid-swap rate. The issue price was fixed at 99.410%. Proceeds from the issuance were used in accordance with adidas' sustainability bond framework. Eligible sustainable projects include investments into sustainable materials and processes, as well as projects with a positive impact on the community. More specifically, this includes the sourcing of recycled materials for sustainably manufactured products, investments into renewable energy production and energy-efficient buildings, and various initiatives aimed at creating lasting change in underrepresented communities.

In November 2022 adidas AG issued two eurobonds with a size of € 500 million each. The three-year eurobond maturing in November 2025 bears a coupon of 3.00% and was issued at 99.901% issue price. The seven-year eurobond maturing in November 2029 bears a coupon of 3.125% and was issued at 99.272% issue price. These bonds were priced with a spread of 20 and 45 basis points, respectively, above the corresponding euro mid-swap rate.

Further details on future cash outflows are provided in these Notes. ► SEE NOTE 28

17 Other current financial liabilities

Other current financial liabilities consist of the following:

Other current financial liabilities € in millions

	Dec. 31, 2024	Dec. 31, 2023
Forward exchange contracts	76	103
Customer with credit balances	79	94
Embedded derivatives	1	1
Sundry	34	67
Other current financial liabilities	191	266

Further information about forward exchange contracts is contained in these Notes. ► SEE NOTE 28

18 Other provisions

Other provisions consist of the following:

Other provisions € in millions

	Jan. 1, 2024	Additions	Change in discounted amount	Usage	Reversals	Currency translation differences	Dec. 31, 2024	Thereof non- current
Marketing	29	10	–	(21)	(2)	1	17	–
Personnel	214	316	3	(65)	(11)	6	462	91
Returns and warranty	646	622	0	(546)	(58)	27	691	–
Taxes, other than income taxes	53	66	(0)	(9)	(20)	3	93	–
Customs	253	22	0	–	(5)	(2)	268	168
Sundry	317	148	0	(85)	(17)	(4)	359	94
Other provisions	1,511	1,184	3	(726)	(112)	30	1,890	353

Marketing provisions mainly consist of provisions for promotion contracts, which are comprised of obligations to clubs and athletes.

Provisions for personnel mainly consist of provisions for short- and long-term variable compensation components as well as of provisions for social plans and for a voluntary leave program.

Provisions for returns and warranty primarily arise due to the obligation of fulfilling customer claims with regard to the return of products sold by adidas. The amount of the provision follows the historical development of returns and warranty as well as current agreements.

Provisions for taxes other than income taxes mainly relate to tax risks.

Sundry provisions mainly include provisions for onerous contracts as well as for dismantling and restoration costs.

Non-current provisions mainly consist of provisions for long-term variable compensation components with a time frame of three to four years, discounted with country-specific interest rates.

Management follows past experience from similar transactions when assessing the recognition and the measurement of provisions; in particular, external legal opinions are considered for provisions for customs risks and for litigation and other legal risks. All evidence from events until the preparation of the consolidated financial statements is taken into account.

19 Lease liabilities

Lease liabilities consist of the following:

Lease liabilities € in millions

	Dec. 31, 2024	Dec. 31, 2023
Land and buildings	3,047	2,528
Technical equipment and machinery	12	17
Other equipment, furniture, and fixtures	44	38
Lease liabilities	3,102	2,584

The contractual payments for lease liabilities held by adidas as at December 31, 2024, in an amount of € 3.6 billion (2023: € 3.0 billion), mature as follows:

Contractual payments for lease liabilities

	Dec. 31, 2024	Dec. 31, 2023
Within 1 year	751	652
Between 1 and 5 years	1,807	1,571
After 5 years	1,004	765
Total	3,562	2,988

Interest recognized on lease liabilities in 2024 amounted to € 99 million (2023: € 86 million).

Expenses from leases classified as short-term, low-value, or variable are excluded from the measurement of the lease liability. Further information on total expenses relating to short-term, low-value, and variable leases is provided in these Notes. ► [SEE NOTE 31](#)

In 2024, the total cash outflows for leases, including the above-mentioned leases not included in the calculation of the lease liability, amounted to € 895 million (2023: € 831 million).

20 Accrued liabilities

Accrued liabilities consist of the following:

Accrued liabilities € in millions

	Dec. 31, 2024	Thereof: non-current	Dec. 31, 2023	Thereof: non-current
Goods and services received but not yet invoiced	1,010	–	835	–
Marketing and sales	1,030	–	969	–
Personnel	584	–	439	–
Sundry	34	–	30	–
Accrued liabilities	2,659	–	2,273	–

Accrued liabilities for marketing and sales mainly consist of accruals for distribution, such as discounts, rebates, and sales commissions.

Accrued liabilities for personnel mainly consist of accruals for outstanding salary payments, such as bonuses and overtime, as well as outstanding vacation.

Sundry accrued liabilities include accruals for interest.

21 Other current liabilities

Other current liabilities consist of the following:

Other current liabilities € in millions

	Dec. 31, 2024	Dec. 31, 2023
Tax liabilities other than income taxes	316	247
Liabilities due to personnel	35	37
Liabilities due to social security	29	28
Deferred income	107	108
Contract liabilities	1	1
Donation commitments	31	20
Sundry	80	47
Other current liabilities	598	488

22 Other non-current financial liabilities

Other non-current financial liabilities consist of the following:

Other non-current financial liabilities € in millions

	Dec. 31, 2024	Dec. 31, 2023
Forward exchange contracts	1	6
Other non-current financial liabilities	1	6

Further information about forward exchange contracts is provided in these Notes. ► [SEE NOTE 28](#)

23 Pensions and similar obligations

adidas has recognized post-employment benefit obligations arising from defined benefit plans. The benefits are provided pursuant to the legal, fiscal, and economic conditions in each respective country and mainly depend on the employees' years of service and remuneration.

Pensions and similar obligations € in millions

	Dec. 31, 2024	Dec. 31, 2023
Liability arising from defined benefit pension plans	141	136
Similar obligations	0	0
Pensions and similar obligations	141	136

The liability arising from defined benefit pension plans consists on the one hand of assets from defined benefit pension plans in an amount of € 3 million (2023: € 3 million), and on the other hand of provisions for pensions and similar obligations in an amount of € 144 million (2023: € 139 million).

Defined contribution pension plans

The total expense for defined contribution pension plans amounted to € 84 million in 2024 (2023: € 82 million).

Defined benefit pension plans

Given the company's diverse subsidiary structure, different defined benefit pension plans exist, comprising a variety of post-employment benefit arrangements. The company's major defined benefit pension plans relate to adidas AG and its subsidiary in the UK. The defined benefit pension plans generally provide payments in case of death, disability, or retirement to former employees and their survivors. The obligations arising from defined benefit pension plans are partly covered by plan assets. In addition, there are significant obligations from a plan to cover the medical costs of pensioners in the US.

In Germany, adidas AG grants its employees contribution-based and final-salary-defined benefit pension schemes, which provide employees with entitlements in the event of retirement, disability, and death. German pension plans operate under the legal framework of the German Company Pensions Act ('Betriebsrentengesetz') and under general German labor legislation. Active existing employees and new entrants are entitled to benefits in accordance with the general company agreement 'Core Benefits: adidas company pension plan.' This is a pension plan with a basic employer contribution, possible salary

sacrifices, and additional matching contribution. Thus, the contributions to this pension plan are partly paid by the employee and partly paid by the employer. The contributions are transferred into benefit components. The benefits are paid out in the form of a pension, a lump sum, or installments. The pension plans in Germany are financed using book reserves, a 'Contractual Trust Arrangement' ('CTA') and, for certain former members of the Executive Board of adidas AG, a pension fund ('Pensionsfonds') in combination with a reinsured provident fund ('Unterstützungskasse').

The final salary defined benefit pension scheme in the UK is closed to new entrants and to future accrual. The benefits are mainly paid out in the form of pensions. The scheme operates under UK trust law as well as under the jurisdiction of the UK Pensions Regulator and therefore is subject to a minimum funding requirement. The Trustee Board is responsible for setting the scheme's funding objective, agreeing the contributions with the company, and determining the investment strategy of the scheme.

The legal framework for employer-provided benefits to cover healthcare costs for retirees in the United States is primarily governed by the Employee Retirement Income Security Act (ERISA) and the Internal Revenue Code (IRC). These laws establish the rules and regulations that employers must follow when providing these benefits to their employees. The fully unfunded medical plan is open to new participants who have, at the end of their employment, completed at least ten years of service, are at least 55 years of age, and are entitled to subsidized medical care. The plan provides medical, pharmaceutical, dental, and ophthalmologic services from retirement until maximum the age of 65 (or without age limit until death for a closed group of retirees). At age 65 they are expected to receive state medical benefits from US Medicare.

Breakdown of the present value of the significant obligations arising from defined benefit pension € in millions

	Dec. 31, 2024			Dec. 31, 2023		
	Germany	UK	USA	Germany	UK	USA
Active members	231	–	16	217	–	21
Former employees with vested rights	177	30	–	163	32	–
Pensioners	104	6	9	99	5	10
Total	512	36	25	478	37	31

The Group's pension plans are subject to risks from changes in actuarial assumptions, such as the discount rate, salary, and pension increase rates, and risks from changes in mortality. A lower discount rate results in a higher defined benefit obligation and/or in higher contributions to the pension funds. Lower-than-expected performance of the plan assets could lead to an increase in required contributions or to a decline of the funded status.

The following tables analyze the defined benefit plans, plan assets, present values of the defined benefit pension plans, expenses recognized in the consolidated income statement, actuarial assumptions, and further information.

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Amounts for defined benefit pension plans recognized in the consolidated statement of financial position € in millions

	Dec. 31, 2024	Dec. 31, 2023
Present value of funded obligation from defined benefit pension plans	609	568
Fair value of plan assets	(525)	(492)
Funded status	84	76
Present value of unfunded obligation from defined benefit pension plans	54	57
Effect of asset ceiling in accordance with IAS 19.64	3	3
Net defined benefit liability	141	136
Thereof: liability	144	139
Thereof: adidas AG	80	72
Thereof: asset	(3)	(3)
Thereof: adidas AG	–	–

The determination of assets and liabilities for defined benefit plans is based on actuarial valuations. In particular, the present value of the defined benefit obligation is driven by financial variables (such as the discount rates or future increases in salaries) and demographic variables (such as mortality and employee turnover). The actuarial assumptions may differ significantly from the actual circumstances and could lead to different cash flows.

Weighted average actuarial assumptions in %

	Dec. 31, 2024	Dec. 31, 2023
Discount rate	3.8	3.9
Expected rate of salary increases	4.2	4.2
Expected pension increases	2.1	2.1

Breakdown of the actuarial assumptions in %

	Dec. 31, 2024			Dec. 31, 2023		
	Germany	UK	USA	Germany	UK	USA
Discount rate	3.5	5.6	5.1	3.6	4.8	4.9
Expected rate of salary increases	–	–	–	–	–	–
Expected pension increases	2.2	2.2	–	2.2	2.2	–

The weighted average actuarial assumptions as at the balance sheet date are used to determine the defined benefit liability at that date and the pension expense for the upcoming financial year.

The actuarial assumptions for withdrawal and mortality rates are based on statistical information available in the various countries. In Germany, the Heubeck 2018 G mortality tables are used. In the UK, assumptions are based on the S3 base table, and in the US they are based on the Pri-2012 base table. The mortality tables in the UK and in the US were modified to account for future changes in life expectancy.

As in the previous year, the calculation of the pension liabilities in Germany, the UK, and the US is based on discount rates determined using the 'Mercer Yield Curve (MYC)' approach.

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Remeasurements, such as gains or losses arising from changes in the actuarial assumptions for defined benefit pension plans or a return on the plan assets exceeding the interest income, are immediately recognized outside the income statement as a change in other reserves in the consolidated statement of comprehensive income.

Pension expenses for defined benefit pension plans € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Current service cost	30	34
Net interest expense	5	5
Thereof: interest cost	23	24
Thereof: interest income	(18)	(19)
Past service (credit)	(11)	(2)
Expenses for defined benefit pension plans (recognized in the consolidated income statement)	24	37
Actuarial losses/(gains) on liability	16	29
Thereof: due to changes in financial assumptions	5	37
Thereof: due to changes in demographic assumptions	(0)	(1)
Thereof: due to experience adjustments	11	(7)
Return on plan assets (not included in net interest income)	(11)	(20)
Change in asset ceiling (excluding interest cost)	0	(2)
Remeasurements for defined benefit pension plans (recognized as decrease in other reserves in the consolidated statement of comprehensive income)	5	7
Total	29	45

Of the total pension expenses recorded in the consolidated income statement, an amount of € 18 million (2023: € 21 million) relates to employees of adidas AG and an income of € 5 million (2023: expense of € 4 million) relates to employees in the US. The pension expense is mainly recorded within other operating expenses. The production-related part of the pension expenses is recognized within cost of sales.

Present value of the defined benefit obligation € in millions

	2024	2023
Present value of the obligation from defined benefit pension plans as at January 1	625	562
Currency translation differences	2	(0)
Current service cost	30	34
Interest cost	23	24
Contribution by plan participants	2	2
Pensions paid	(22)	(23)
Actuarial losses	16	29
Thereof: due to changes in financial assumptions	5	37
Thereof: due to changes in demographic assumptions	(0)	(1)
Thereof: due to experience adjustments	11	(7)
Past service (credit)	(11)	(2)
Business combinations/transfers/divestitures	(0)	–
Present value of the obligation from defined benefit pension plans as at December 31	663	625

Of the total actuarial losses recognized in equity, an amount of less than € 1 million (2023: € 6 million) relates to pension schemes at adidas AG, € 1 million as a gain (2023: less than € 1 million) to the UK and a gain of less than € 1 million (2023: € 1 million) to the US.

In the following table, the effects of reasonably conceivable changes in the actuarial assumptions on the present value of the obligation from defined benefit pension plans are analyzed for Germany, the UK, and the US. In addition, the average duration of the obligation is shown.

Sensitivity analysis of the obligation from defined benefit pension plans € in millions

	Dec. 31, 2024			Dec. 31, 2023		
	Germany	UK	USA	Germany	UK	USA
Present value of the obligation from defined benefit pension plans	512	36	25	478	37	31
Increase in the discount rate by 0.5%	480	33	24	448	34	30
Reduction in the discount rate by 0.5%	546	38	26	512	41	32
Average duration of the obligations (in years)	13	16	7	14	18	8

Since many pension plans are closed to future accrual, the salary trend plays a minor role in determining pension obligations. With the introduction of the Core Benefits arrangement, German pension plans are mainly paid as lump sums, so the pension increase rate and the mortality assumption have significantly less impact than the discount rate when calculating the pension obligations.

Fair value of plan assets € in millions

	2024	2023
Fair value of plan assets as at January 1	492	453
Currency translation differences	0	1
Pensions paid	(10)	(9)
Contributions by the employer	12	8
Contributions paid by plan participants	2	2
Interest income from plan assets	18	19
Return on plan assets (not included in net interest income)	11	20
Business combinations / transfers / divestitures	(0)	–
Fair value of plan assets as at December 31	525	492

The majority of plan assets are attributable to Germany (2024: 83%, 2023: 83%) and the UK (2024: 6%, 2023: 7%).

Part of the plan assets in Germany is held by a trustee under a contractual trust arrangement (CTA) for the purpose of funding the pension obligations of adidas AG and insolvency insurance with regard to part of the pension obligations of adidas AG. The trustee is the registered association adidas Pension Trust e.V. The investment committee of the adidas Pension Trust determines the investment strategy with the goal to match the pension liabilities as far as possible and to generate a sustainable return. In 2024, no additional employer funding contribution was transferred to the trustee. The plan assets in the registered association are mainly invested in fixed income funds, equity funds and real estate. Another substantial

part of the plan assets in Germany is invested in insurance contracts via a pension fund and a provident fund. For this portion, an insurance entity is responsible for the determination and the implementation of the investment strategy.

In the UK, the plan assets are held in an external trust. In principle the investment strategy is aligned with the structure of the pension obligations in these countries. In the rest of the world, the plan assets consist predominantly of insurance contracts.

The expected total employer contributions for the 2025 financial year amount to € 35 million. Thereof, € 28 million relates to benefits directly paid to pensioners by the subsidiaries and € 7 million to employer contributions paid into the plan assets. In 2024, the actual return on plan assets (including interest income) was € 29 million (2023: € 39 million).

Composition of plan assets € in millions

	Dec. 31, 2024	Dec. 31, 2023
Cash and cash equivalents	32	31
Equity instruments	129	128
Bonds	169	136
Real estate	94	99
Pension plan reinsurance	48	46
Investment funds	34	35
Other assets	20	18
Fair value of plan assets	525	492

All equities and bonds are traded freely and have a quoted market price in an active market.

At each balance sheet date, the company analyzes the over- or underfunding and, where appropriate, adjusts the composition of plan assets.

As of December 31, 2024, the plan assets eligible for offsetting are required to be reduced by € 3 million (2023: € 3 million) due to the application of IAS 19.64. The difference (before rounding) of less than € 1 million will be recognized mainly as decrease in other reserves in the consolidated statement of comprehensive income.

24 Other non-current liabilities

Other non-current liabilities consist of the following:

Other non-current liabilities € in millions

	Dec. 31, 2024	Dec. 31, 2023
Deferred income	1	4
Liabilities due to personnel	0	0
Donation commitment	153	95
Sundry	–	4
Other non-current liabilities	154	103

25 Shareholders' equity

As at December 31, 2024, the nominal capital of adidas AG amounted to € 180,000,000 divided into 180,000,000 registered no-par-value shares and was fully paid in.

Each share grants one vote and is entitled to dividends starting from the commencement of the year in which it was issued. Treasury shares held directly or indirectly are not entitled to dividend payment in accordance with § 71b German Stock Corporation Act (Aktiengesetz – AktG). As at the balance sheet date, adidas AG held 1,450,916 treasury shares, corresponding to a notional amount of € 1,450,916 in the nominal capital and consequently to 0.81% of the nominal capital.

Authorized capital 2021/I and 2021/II

The Executive Board of adidas AG did not utilize the existing amount of authorized capital of up to € 70 million in the reporting period.

The authorized capital of adidas AG, which is set out in § 4 sections 2 and 3 of the Articles of Association as at the balance sheet date, entitles the Executive Board, subject to Supervisory Board approval, to increase the nominal capital based on the following authorizations:

Based on the authorization granted by resolution of the Annual General Meeting of May 12, 2021, until August 6, 2026,

- by issuing new shares against contributions in cash once or several times by no more than € 50 million altogether and, subject to Supervisory Board approval, to exclude residual amounts from shareholders' subscription rights (Authorized Capital 2021/I);

Based on the authorization granted by resolution of the Annual General Meeting of May 12, 2021, until August 6, 2026,

- by issuing new shares against contributions in kind and/or cash once or several times by no more than € 20 million altogether (Authorized Capital 2021/II), and, subject to Supervisory Board approval, to exclude residual amounts from shareholders' subscription rights, to wholly or partly exclude shareholders' subscription rights when issuing shares against contributions in kind and to exclude shareholders' subscription rights when issuing shares against contributions in cash if the new shares against contributions in cash are issued at a price not significantly below the stock market price of the company's shares already quoted on the stock exchange at the point in time when the issue price is ultimately determined, which should be as close as possible to the placement of the shares; this exclusion of subscription rights can also be associated with the listing of the company's shares on a foreign stock exchange.

The authorization to exclude subscription rights under this authorization, however, may only be used to the extent that the pro-rata amount of the new shares in the nominal capital together with the pro-rata amount in the nominal capital of other shares that have been issued by the company since May 12, 2021, subject to the exclusion of subscription rights, on the basis of an authorized capital or following a repurchase or for which subscription or conversion rights or subscription or conversion obligations have been granted through the issuance of convertible bonds and/or bonds with warrants while excluding subscription rights, does not exceed 10% of the nominal capital existing on the date of the entry of this authorization with the commercial register or – if this amount is lower – on the respective date on which the resolution on the utilization of the authorization is adopted. The previous sentence does not apply to the exclusion of subscription rights for residual amounts. The Authorized Capital 2021/II must not be used to issue shares within the scope of compensation or participation

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programs for Executive Board members or employees or for members of the management bodies or employees of affiliated companies.

Contingent capital 2022

The following overview of the contingent capital is based on § 4 section 4 of the Articles of Association of adidas AG as well as on the underlying resolution of the Annual General Meeting held on May 12, 2022.

The nominal capital is conditionally increased by up to € 12.5 million divided into not more than 12,500,000 no-par-value shares (Contingent Capital 2022). The contingent capital increase serves the issuance of no-par-value shares when exercising option or conversion rights or fulfilling the respective option and/or conversion obligations or when exercising the company's right to choose to partially or in total deliver registered no-par-value shares of the company instead of paying the due amount to the holders or creditors of bonds issued by the company or a subordinated group company up to May 11, 2027, on the basis of the authorization resolution adopted by the Annual General Meeting on May 12, 2022. The new shares will be issued at the respective option or conversion price to be established in accordance with the aforementioned authorization resolution. The contingent capital increase will be implemented only if bonds are issued in accordance with the authorization resolution adopted by the Annual General Meeting on May 12, 2022, (Agenda Item 7) and only to the extent that option or conversion rights are exercised or the holders or creditors of bonds obligated to exercise the option or conversion obligation fulfill their obligations to exercise the warrant or convert the bond, or to the extent that the company exercises its rights to choose to deliver no-par-value shares in the company for the total amount or a partial amount instead of payment of the amount due and insofar as no cash settlement, treasury shares or shares of another public-listed company are used to service these rights. The new shares carry dividend rights from the commencement of the financial year in which the shares are issued. In the event that, at the time of issuance of the new shares, no resolution on the appropriation of retained earnings for the financial year directly preceding the year in which the shares are issued has been passed, the Executive Board is authorized, to the extent legally permissible, to determine that the new shares will carry dividend rights from the commencement of the financial year directly preceding the year in which the shares are issued. Furthermore, the Executive Board is authorized to stipulate additional details concerning the implementation of the contingent capital increase.

The Executive Board is authorized, subject to Supervisory Board approval, to exclude shareholders' subscription rights to the bonds insofar as this is necessary for residual amounts and also insofar as and to the extent that this is necessary for granting subscription rights to holders or creditors of bonds already issued before, which they would be entitled to as shareholders upon exercising their option or conversion rights or upon fulfilling their option and/or conversion obligations or upon exercising a right to delivery of shares referring to shares of the company. Finally, the Executive Board is authorized, subject to Supervisory Board approval, to also exclude shareholders' subscription rights insofar as the bonds are issued against contributions in cash and after the Executive Board has concluded, following an examination in accordance with its legal duties, that the issue price of the bonds is not significantly below the hypothetical market value computed using recognized, in particular, financial calculation methods and the number of shares issued does not exceed 10% of the nominal capital, neither at the point of becoming effective nor – in case this amount is lower – at the point of exercising the aforementioned authorization. Shares which are issued or sold in accordance with § 186 section 3 sentence 4 AktG during the term of this authorization until its utilization shall be attributed to the aforementioned limit of 10%. Furthermore, shares that are to be issued or granted during the term of this authorization on the basis of a bond issued with the exclusion of subscription rights in accordance with this provision utilizing another authorization shall be attributed to the aforementioned limit of 10%. The total number of shares that are issued under bonds based on this authorization with the exclusion of subscription rights and shares that are issued from an authorized capital with the exclusion of subscription rights during the term of the authorization may not

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exceed 10% of the nominal capital on the date of the entry of this authorization with the Commercial Register.

In the period up until the balance sheet date, the Executive Board of adidas AG did not issue any bonds based on the authorization granted on May 12, 2022, and consequently did not issue any shares from the Contingent Capital 2022.

Repurchase and use of treasury shares

The Annual General Meeting on May 11, 2023, granted the Executive Board an authorization to repurchase adidas AG shares up to an amount totaling 10% of the nominal capital until May 10, 2028. The authorization may be used by adidas AG but also by its subordinated Group companies or by third parties on account of adidas AG or its subordinated Group companies or third parties assigned by adidas AG or one of its subordinated Group companies. The Executive Board of adidas AG did not make use of this authorization in the reporting period. ► SEE DISCLOSURES PURSUANT TO § 315A AND § 289A OF THE GERMAN COMMERCIAL CODE AND EXPLANATORY REPORT

Changes in the percentage of voting rights

Pursuant to § 160 section 1 no. 8 AktG, information must be provided on the existence of shareholdings that have been notified to adidas AG in accordance with § 33 section 1 or section 2 German Securities Trading Act (Wertpapierhandelsgesetz – WpHG).

The table 'Notified reportable shareholdings' reflects reportable shareholdings in adidas AG as at the balance sheet date that have each been notified to adidas AG. In each case, the details relate to the most recent voting rights notification received by adidas AG from the parties obligated to notify. All voting rights notifications disclosed by adidas AG in the year under review are available on the corporate website.

► [ADIDAS-GROUP.COM/VOTING_RIGHTS_NOTIFICATIONS](https://www.adidas-group.com/voting_rights_notifications)

Notified reportable shareholdings

Notifying party	Date of reaching, exceeding or falling below	Reporting threshold	Notification obligations and attributions in accordance with WpHG	Voting rights attached to shares (in %)	Instruments (in %)	Total of voting rights attached to shares and instruments (in %)
The Desmarais Family Residuary Trust (Montreal, Canada), Gérald Frère and Ségolène Gallienne-Frère	October 24, 2024	5%	§ 34	3.51	–	3.51
BlackRock, Inc., Wilmington, Delaware, USA ¹	October 1, 2024	5%	§§ 34, 38 par. 1 no. 1, 2	6.83	0.10	6.93
Amundi S.A., Paris, France	May 29, 2024	3%	§ 34	3.0025	–	3.0025
Flossbach von Storch AG, Cologne, Germany	April 17, 2024	3%	§ 34	2.83	–	2.83
The Capital Group Companies, Inc., Los Angeles, USA	February 12, 2024	5%	§ 34	5.05	–	5.05
The Goldman Sachs Group, Inc., Wilmington, DE, USA	December 12, 2023	5%	§§ 34, 38 par. 1 no. 1, 2	0.18	4.77	4.95
Ministry of Finance on behalf of the State of Norway, Oslo, Norway	October 10, 2023	3%	§§ 34, 38 par. 1 no. 1, 2	3.02	0.21	3.23
Elion Corporate Trustee (Cayman) Limited, Camana Bay, Grand Cayman, Cayman Islands ²	September 16, 2022	5%	§§ 34, 38 par. 1 no. 2	3.12	3.33	6.46

¹ Group restructure following the acquisition of Global Infrastructure Management LLC ("GIP").

² Voluntary group notification due to threshold crossing on the subsidiary level.

The details on the percentage of shareholdings and voting rights may no longer be up to date.

Capital management

The company's policy is to maintain a strong capital base so as to uphold investor, creditor, and market confidence and to sustain future development of the business.

adidas seeks to maintain a balance between a higher return on equity that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position. The company further aims to maintain adjusted net borrowings below two times EBITDA (Earnings before interests, taxes, depreciation and amortization, and impairment losses and reversals) over the long term. adidas received strong first-time investment-grade ratings by both Standard & Poor's and Moody's in August 2020. Standard & Poor's gave adidas an 'A+' rating, and Moody's granted the company an 'A2' rating. The initial outlook for both ratings was 'stable' as both rating agencies recognized the company's strong credit metrics, robust liquidity profile, and conservative financial policies. In November 2022, both Standard & Poor's and Moody's revised their outlook for adidas to 'negative' due to a deterioration in credit metrics amid pressure on the company's operating performance from economic as well as company specific challenges. In February 2023, Standard & Poor's lowered its rating on adidas to 'A-', while Moody's downgraded the company to 'A3,' both with a 'negative' outlook. Due to adidas showing strong improvements in revenue growth and financial performance, Standard & Poor's revised adidas' outlook to 'stable' in October 2024, acknowledging stronger-than-expected operating performance and credit metrics. In December 2024 Moody's as well changed the outlook to 'stable' from 'negative' reflecting the ongoing improvements in the company financial performance. Overall, adidas' investment-grade credit ratings continue to ensure an efficient access to capital markets.

Financial leverage amounts to 66.1% (2023: 98.6%) and is defined as the ratio between adjusted net borrowings in an amount of € 3.622 billion (2023: € 4.518 billion) and shareholders' equity in an amount of € 5.476 billion (2023: € 4.580 billion). EBITDA amounted to € 2.465 billion for the financial year ending December 31, 2024 (2023: € 1.358 billion). The ratio between adjusted net borrowings and EBITDA amounted to 1.5 for the 2024 financial year (2023: 3.3).

Composition of EBITDA € in millions

	2024	2023
Income before taxes	1,121	65
Adjustments for:		
Depreciation, amortization, and impairment losses	1,208	1,212
Reversals of impairment losses	(28)	(42)
Interest income	(57)	(39)
Interest expense	221	162
EBITDA	2,465	1,358

The composition of the adjusted net borrowings is presented below:

Composition of adjusted net borrowings € in millions

	Dec. 31, 2024	Dec. 31, 2023
Short-term borrowings	570	549
Long-term borrowings	1,915	2,430
Current lease liability	607	545
Non-current lease liability	2,495	2,039
Pensions and similar obligations	144	139
Factoring	21	70
Subtotal	5,752	5,772
Cash and cash equivalents	2,455	1,431
Short-term financial assets	–	34
Less trapped cash	325	211
Less accessible cash and cash equivalents	2,130	1,254
Adjusted net borrowings	3,622	4,518

Reserves

Reserves within shareholders' equity are as follows:

- **Capital reserve:** primarily comprises the paid premium for the issuance of share capital as well as expenses recognized for share-based payment for Executive Board members and third parties.
- **Cumulative currency translation differences:** comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.
- **Hedging reserve:** comprises the effective portion of the cumulative net change in the fair value of cash flow hedges (intrinsic value for options and spot component for forward contracts) related to hedged transactions that have not yet occurred, hedges of net investments in foreign subsidiaries, and the effective portion of the cumulative net change in the fair value of the total return swap.
- **Cost of hedging reserve – options:** comprises the effective portion of the cumulative net change in the fair value of cash flow hedges reflecting cost of hedging of options (time value and premium).
- **Cost of hedging reserve – forward contracts:** comprises the effective portion of the cumulative net change in the fair value of cash flow hedges reflecting cost of hedging of forward contracts (forward component).
- **Other reserves:** comprises the remeasurements of defined benefit plans consisting of the cumulative net change of actuarial gains or losses relating to the defined benefit obligations, the return on plan assets (excluding interest income) and the asset ceiling effect, the remeasurement of the fair value of the equity investments measured at fair value through other comprehensive income, expenses recognized for share option plans, and effects from the acquisition of non-controlling interests, as well as reserves required by law.

- **Retained earnings:** comprises both amounts that are required by the Articles of Association and voluntary amounts that have been set aside by adidas. The reserve includes the unappropriated accumulated profits less dividends paid, and consideration paid for the repurchase of adidas AG shares exceeding the nominal value. In addition, the item includes the effects of the employee stock purchase plan and the transition effects of the implementation of new IFRSs.

The capital reserve includes restricted capital in an amount of € 4 million (2023: € 4 million). Furthermore, other reserves include additional restricted capital in an amount of € 176 million (2023: € 136 million).

Distributable profits and dividends

Profits distributable to shareholders are determined by reference to the retained earnings of adidas AG and calculated under German commercial law.

Based on the resolution of the 2024 Annual General Meeting, the dividend for 2023 was € 0.70 per share (total amount: approx. € 125 million).

The Executive Board of adidas AG will propose to use retained earnings of adidas AG in an amount of € 435 million as reported in the 2024 financial statements of adidas AG for a dividend payment of € 2.00 per share and to carry forward the subsequent remaining amount.

As at February 20, 2025, 178,549,084 dividend-entitled shares exist. This would result in a dividend payment of € 357 million.

26 Share-based payment

Equity-settled share-based payment transactions with employees

In 2016, adidas announced the introduction of an open-ended employee stock purchase plan (the ‘plan’). The plan is operated on a quarterly basis, with each calendar quarter referred to as an ‘investment quarter.’

The plan enables employees to purchase adidas AG shares with a 15% discount (‘investment shares’) and to benefit from free matching shares. Currently, eligible employees of adidas AG and 17 other subsidiaries can participate in the plan. Up to two weeks before the start of an investment quarter, each eligible employee can enroll for the plan. The company accepts enrollment requests on the first day of the relevant investment quarter. This is the grant date for the investment and matching shares. The fair value at the vesting date is equivalent to the fair value of the granted equity instruments at this date. The employees invest an amount up to 10% of their gross base salary per quarter in the plan. A few days after the end of the investment quarter, the shares are purchased on the market at fair market value and transferred to the employees. Thereby the amount invested during the quarter plus the top-up from adidas is used. These shares can be sold at any time by the employee. If the shares are held for a period of one year after the last day of an investment quarter, employees will receive, as a one-off, free matching shares (one matching share for every six adidas AG shares acquired). This plan currently constitutes an equity-settled share-based payment for both elements. For the component of the matching shares relating to the specific period of service an appropriate discount is taken into account. The effects are presented in the following table:

Equity-settled share-based payment transactions with employees

	As at Dec. 31, 2023	As at December 31, 2024				
	25 th investment quarter	25 th investment quarter	26 th investment quarter	27 th investment quarter	28 th investment quarter	29 th investment quarter
Grant date	Oct. 2, 2023	Oct. 2, 2023	Jan. 2, 2024	Apr. 2, 2024	Jul. 1, 2024	Oct. 1, 2024
Share price at grant date (in €)	164.60	164.60	182.22	202.40	219.50	232.80
Share price at December 31 (in €)	184.16					236.80
Number of granted investment shares based on the share price as at December 31	33,696					25,507
Number of actually purchased investment shares	–	35,776	29,071	27,680	27,352	–
Outstanding granted matching shares based on the share price as at December 31 or actually purchased investment shares	5,616	–	4,845	4,613	4,559	4,251
Average remaining vesting period in months as at December 31 (in months)	12	–	3	6	9	12

The number of forfeited matching shares during the period amounted to 1,375 (2023: 4,646).

As at December 31, 2024, the total expenses recognized relating to investment shares amounted to € 3.5 million (2023: € 3.4 million).

Expenses recognized relating to vesting of matching shares amounted to € 3.1 million in 2024 (2023: € 3.3 million).

As at December 31, 2024, a total amount of € 6 million (2023: € 5 million) was invested by the participants in the stock purchase plan and was not yet transferred into shares by the end of December. Therefore, this amount has been included in 'Other current financial liabilities.' ► [SEE NOTE 17](#)

Further information about the purchase of shares for the employee stock purchase plan is provided in these Notes. ► [SEE NOTE 25](#)

Equity-settled share-based payment transactions with third parties

In 2023, adidas entered into a promotion and advertising contract that includes a share-based payment transaction with third parties. The contract has a term of up to five years. The agreement grants a transfer of shares, which correspond up to a value of US \$ 26 million. In 2023 and 2024, no transfer of shares took place.

The expenses for shares are recognized over the vesting period of five years. The expense amounts to € 7 million in 2024 (2023: € 7 million). In 2024, this amounts to a provision of € 14 million (2023: € 7 million).

Equity-settled share-based payment for Executive Board members

The 'Long-Term Incentive Plan' ('LTIP') pursues the goal of aligning the long-term performance-based variable remuneration of the Executive Board with the performance of the company and thus with the interests of the shareholders.

Until 2023 it consists of annual tranches, each with a term of five years. Each of the annual tranches consists of a performance year and a subsequent four-year holding period. For this LTIP, the Supervisory Board has set financial and ESG-related performance criteria for each of the performance years.

As part of the compensation system applicable from 2024, the Supervisory Board has introduced a revised Long Term Incentive Plan (LTIP) for the long-term performance-related variable compensation. This LTIP consists of annual tranches with a term of four years each. The performance period is three years. The LTIP Bonus granted has to be fully invested into the acquisition of adidas AG shares after deducting applicable taxes and social security contributions. The shares acquired are subject to a one-year lock-up period. The LTIP payout amount is considered earned only after expiry of the lock-up period and only then can the Executive Board members dispose of the shares. The performance criteria determined in the LTIP 2024 comprise operating profit, relative shareholder return compared to the DAX, and two ESG targets.

Share-based payment arrangements, particularly those linked to the Total Shareholder Return (TSR) metric, are recognized with a fair value. This model ensures that awards under the LTIP made to employees are valued accurately at the grant date and expensed over the period they vest.

To assess the fair value of share plans tied to the TSR, the company used a Monte Carlo Simulation model. The TSR metric considers both share price appreciation and dividends paid, providing a detailed measure of the returns delivered to adidas shareholders relative to the DAX.

Key parameters in the Monte Carlo Simulation are:

- The expected volatility of the adidas AG share. Historical share price data is analyzed to estimate the fluctuation of the share price over the vesting period.
- The correlation between the adidas AG share price movements and that of the DAX to estimate how adidas' TSR will rank against the DAX.
- The risk-free interest rate, which is usually determined by yields on government bonds with a term that aligns with the vesting period of the LTIP.
- The anticipated dividends that shareholders may receive during the vesting period are factored into the simulation, which influences the total returns calculated in the TSR metric.
- The duration over which the TSR is measured.

A substantial number of simulation scenarios for TSR are generated to capture a wider range of potential outcomes for future share price movements. The expected value derived from the Monte Carlo model is a combination of TSR simulations and expectations on the other non-market KPIs which are regularly updated in their entirety.

Assumptions for valuation at grant

	adidas	DAX
Expected term	3 years	3 years
Share price / DAX price index	179.72	15,778.70
Expected volatility	36.6%	17.5%
Risk free rate	2.4%	2.4%

Expected value of adidas LTIP as at December 31, 2024 amounts to 116.7%.

The annual LTIP tranche ('Grant Amount') is paid to the Executive Board members after the end of the performance period and after approval of the consolidated financial statements and is to be fully invested by the Executive Board members in the acquisition of adidas AG shares. Only after the end of each holding period can the Executive Board members dispose of the shares.

As of December 31, 2024, the total number of adidas AG shares acquired since 2021 as part of the variable performance-based compensation and subject to a holding period amounts to 55,208 no-par-value shares (2023: 38,327 no-par-value shares acquired since 2020). The number of adidas AG shares acquired by the members of the Executive Board is shown below:

LTIP Bonus: Acquisition of shares in the context of the long-term variable compensation in €

LTIP tranche	2023	2022	2021
Grant amount	7,599,000	–	14,182,500
Payout amount	3,961,806	–	7,449,357
Purchase price	202.40	–	210.10
Number of purchased shares	19,573	–	35,455
End of lock-up period	Dec. 31, 2027	–	Dec. 31, 2025

Cash-settled share-based payment transactions with employees

In 2017, adidas implemented a Long-Term Incentive Plan (LTIP), which is a share-based remuneration scheme with cash settlement. 'RSUs' ('Restricted Stock Units') are granted on the condition that the beneficiary is employed for three or four years by adidas AG or one of its subsidiaries in a position where they are not under notice during that period. This minimum period of employment pertains to the calendar year in which the RSUs are granted and the three subsequent calendar years. As an exception in 2023, RSUs were granted with a minimum term of employment of one and two years, and in 2024 RSUs were granted with a minimum term of employment of two years.

The total value of the cash remuneration payable to senior management is recalculated on each reporting date and on the settlement date, based on the fair value of the RSUs, and recognized through an appropriate increase in the provision as personnel expenses that are spread over the period of service of the beneficiary. Furthermore, social security contributions are considered in the calculation of the fair value, if appropriate for the respective country regulations and the seniority of the participants. All changes to the subsequent measurement of this provision are reported under personnel expenses.

Once a year, one tranche with a three-year term and another with a four-year term are issued. The number of RSUs granted depends on the seniority of the beneficiaries. In addition, for the four-year plan, the number of RSUs also depends on the achievement of a financial and ESG-related target. In addition, in 2023, the option to issue two additional tranches with a two-year and a one-year maturity was exercised, and in 2024, the option to issue additional tranche with a two-year maturity was exercised.

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The value of one RSU is the average price of the adidas AG share as quoted for the first 20 stock exchange trading days in January of the respective financial year. The effects are presented in the following table:

Cash-settled share-based payment transactions with employees

Plan year	As at December 31, 2024			
	2021		2022	
	4-year tranche	3-year tranche	4-year tranche	3-year tranche
Tranche				
Share price as at December 31 (in €)	236.80	–	235.51	236.80
Number of granted RSUs based on the share price as at December 31 (in €)	147,298	–	63,456	182,481
Average risk-free interest rate based on the share price as at December 31	2.75%	–	2.62%	2.75%
Average remaining vesting period as at December 31 (in months)	–	–	12	–

Cash-settled share-based payment transactions with employees

Plan year	As at December 31, 2024					
	2023			2024		
	4-year tranche	3-year tranche	2-year tranche	4-year tranche	3-year tranche	2-year tranche
Tranche						
Share price as at December 31 (in €)	233.86	235.51	236.80	231.95	233.86	235.51
Number of granted RSUs based on the share price as at December 31 (in €)	238,711	100,857	10,992	290,382	293,906	1,398
Average risk-free interest rate based on the share price as at December 31	2.50%	2.62%	2.75%	2.37%	2.50%	2.62%
Average remaining vesting period as at December 31 (in months)	24	12	–	36	24	12

Cash-settled share-based payment transactions with employees

Plan year	As at December 31, 2023			
	2020		2021	
	4-year tranche	3-year tranche	4-year tranche	3-year tranche
Tranche				
Share price as at December 31 (in €)	184.16	–	183.47	184.16
Number of granted RSUs based on the share price as at December 31 (in €)	20,405	–	182,438	26,257
Average risk-free interest rate based on the share price as at December 31	3.61%	–	3.60%	3.61%
Average remaining vesting period as at December 31 (in months)	–	–	12	–

Cash-settled share-based payment transactions with employees

Plan year	As at December 31, 2023						
	2022			2023			
	4-year tranche	3-year tranche	2-year tranche	4-year tranche	3-year tranche	2-year tranche	1-year tranche
Tranche							
Share price as at December 31 (in €)	182.22	183.47	184.16	180.61	182.22	183.47	184.16
Number of granted RSUs based on the share price as at December 31 (in €)	77,407	206,748	2,130	304,563	111,577	11,972	9,010
Average risk-free interest rate based on the share price as at December 31	3.47%	3.60%	3.61%	3.24%	3.47%	3.60%	3.61%
Average remaining vesting period as at December 31 (in months)	24	12	–	36	24	12	–

The fair value is based on the closing price of the adidas AG share on December 31, 2024, adjusted for future dividend payments.

In 2024, this resulted in an expense of € 80 million (2023: € 59 million). The corresponding provision amounted to € 163 million (2023: € 80 million).

27 Non-controlling interests

This line item within equity comprises the non-controlling interests in subsidiaries that are not directly or indirectly attributable to adidas AG.

Non-controlling interests are assigned to one subsidiary as at December 31, 2024, and to two subsidiaries as at December 31, 2023.

The remaining non-controlling interest of 15% of adidas Israel Ltd., were acquired on January 31, 2024.

For the following subsidiaries with non-controlling interests, the main financial information is presented combined.

Subsidiaries with non-controlling interests

Legal entity name	Principal place of business	Ownership interests held by non-controlling interests	
		Dec. 31, 2024	Dec. 31, 2023
Agron, Inc.	USA	100%	100%
adidas Israel Ltd.	Israel	–	15%

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The following table presents the main financial information on subsidiaries with significant non-controlling interests before elimination.

Financial information on subsidiaries with non-controlling interests € in millions

	Non-controlling interests		
	Dec. 31, 2024	Dec. 31, 2023	
	Total	Total	Thereof: Agron, Inc.
Net sales	504	669	520
Net income	68	61	62
Net income attributable to non-controlling interests	68	61	62
Other comprehensive income	24	[14]	[14]
Total comprehensive income	92	47	48
Total comprehensive income attributable to non-controlling interests	92	48	48
Current assets	377	384	288
Non-current assets	109	140	116
Current liabilities	(90)	(139)	(65)
Non-current liabilities	(4)	(11)	–
Net assets	392	373	340
Net assets attributable to non-controlling interests according to the consolidated statement of financial position	392	345	340
Net cash generated from operating activities	129	64	77
Net cash used in investing activities	(34)	[0]	(10)
Net cash used in financing activities	(40)	(27)	(33)
Net increase of cash and cash equivalents	55	37	34
Dividends paid to non-controlling interests during the year¹	40	33	33

¹ Included in net cash used in financing activities.

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28 Financial instruments

Carrying amounts of financial instruments and their fair values including hierarchy according to IFRS 13 € in millions

Category		December 31, 2024					December 31, 2023				
		Carrying amount	Fair value	Level 1	Level 2	Level 3	Carrying amount	Fair value	Level 1	Level 2	Level 3
Financial assets											
Cash and cash equivalents											
Cash and cash equivalents	Amortized cost	959		–	–	–	596		–	–	–
Cash equivalents	Fair value through profit or loss	1,496	1,496	–	1,496	–	835	835	–	835	–
Short-term financial assets	Fair value through profit or loss	–	–	–	–	–	34	34	–	34	–
Accounts receivable	Amortized cost	2,413		–	–	–	1,906		–	–	–
Other current financial assets											
Derivatives used in hedge accounting	n.a.	213	213	–	213	–	67	67	–	67	–
Derivatives not used in hedge accounting	Fair value through profit or loss	26	26	–	26	–	21	21	–	21	–
Earn-out components	Fair value through profit or loss	58	58	–	–	58	–	–	–	–	–
Earn-out components	Amortized cost	99	–	–	–	–	–	–	–	–	–
Other investments	n.a.	75	75	–	75	–	8	8	–	8	–
Other financial assets	Amortized cost	479		–	–	–	518		–	–	–
Long-term financial assets											
Other equity investments	Fair value through profit or loss	94	94	–	–	94	91	91	–	–	91
Other equity investments	Fair value through other comprehensive income	83	83	0	–	83	83	83	1	–	82
Other investments	Fair value through profit or loss	50	50	–	50	–	44	44	–	44	–
Other investments	n.a.	113	113	–	113	–	83	83	–	83	–
Other non-current financial assets											
Derivatives used in hedge accounting	n.a.	13	13	–	13	–	2	2	–	2	–
Earn-out components	Fair value through profit or loss	97	97	–	–	97	301	301	–	–	301
Other financial assets	Amortized cost	123		–	–	–	115		–	–	–
Financial assets per level				0	1,986	331			1	1,095	474
Financial liabilities											
Short-term borrowings											
Bank borrowings	Amortized cost	70		–	–	–	49		–	–	–
Eurobond	Amortized cost	499	502	502	–	–	500	488	488	–	–
Accounts payable	Amortized cost	3,096		–	–	–	2,276		–	–	–
Current accrued liabilities	Amortized cost	1,019		–	–	–	842		–	–	–
Current accrued liabilities for customer discounts	Amortized cost	667		–	–	–	565		–	–	–
Other current financial liabilities											
Derivatives used in hedge accounting	n.a.	62	62	–	62	–	88	88	–	88	–
Derivatives not used in hedge accounting	Fair value through profit or loss	15	15	–	15	–	15	15	–	15	–
Other financial liabilities	Amortized cost	114		–	–	–	163		–	–	–
Current lease liabilities	n.a.	607		–	–	–	545		–	–	–
Long-term borrowings											
Bank borrowings	Amortized cost	26	26	–	26	–	44	44	–	44	–

Carrying amounts of financial instruments and their fair values including hierarchy according to IFRS 13 € in millions

	Category	December 31, 2024					December 31, 2023				
		Carry- ing amount	Fair value	Level 1	Level 2	Level 3	Carry- ing amount	Fair value	Level 1	Level 2	Level 3
Eurobond	Amortized cost	1,889	1,742	1,742	–	–	2,386	2,234	2,234	–	–
Other non-current financial liabilities											
Derivatives used in hedge accounting	n.a.	1	1	–	1	–	6	6	–	6	–
Non-current lease liabilities	n.a.	2,495		–	–	–	2,039		–	–	–
Financial liabilities per level				2,243	104	–			2,721	154	–
Thereof: aggregated by category according to IFRS 9											
Financial assets at fair value through profit or loss (FVTPL)		1,820					1,326				
Financial assets at fair value through other comprehensive income (FVOCI)		83					83				
Thereof: equity investments (without recycling to profit and loss)		83					83				
Financial assets at amortized cost (AC)		4,073					3,135				
Financial liabilities at fair value through profit or loss (FVTPL)		15					15				
Financial liabilities at amortized cost (AC)		7,381					6,825				

Level 1 is based on quoted prices in active markets for identical assets or liabilities.

Level 2 is based on inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3 is based on inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

Reconciliation of fair value hierarchy Level 3 in 2024 € in millions

	Fair value Jan. 1, 2024	Additions	Dis- posals	Realized		Unrealized		Transfers	Currency translation	Fair value Dec. 31, 2024
				Gains	Losses	Gains	Losses			
Investments in other equity instruments held for trading (FAHfT)	89	–	–	–	–	3	–	–	–	91
Investments in other equity instruments (FVTPL)	2	–	–	–	–	–	–	–	–	2
Investments in other equity instruments (FVOCI)	82	–	(0)	–	–	1	–	–	–	83
Earn-out components (assets)	301	–	(100)	–	–	53	–	(99)	–	155

Reconciliation of fair value hierarchy Level 3 in 2023 € in millions

	Fair value Jan. 1, 2023	Additions	Dis- posals	Realized		Unrealized		Transfers	Currency translation	Fair value Dec. 31, 2023
				Gains	Losses	Gains	Losses			
Investments in other equity instruments held for trading (FAHFT)	87	–	–	–	–	2	–	–	–	89
Investments in other equity instruments (FVTPL)	2	–	–	–	–	–	–	–	–	2
Investments in other equity instruments (FVOCI)	84	3	(0)	–	–	–	(4)	–	–	82
Earn-out components (assets)	227	–	–	–	–	74	–	–	–	301

Due to the short-term maturities of cash and cash equivalents, short-term financial assets, and accounts receivable and payable, as well as other current financial receivables and payables, their respective fair values equal their carrying amount.

The fair values of non-current financial assets and liabilities are estimated by discounting expected future cash flows using current interest rates for debt of similar terms and remaining maturities and adjusted by a company-specific credit risk premium or measured at market prices.

Fair values of long-term financial assets are based on quoted market prices in an active market or are calculated as present values of expected future cash flows.

adidas designated certain investments as equity securities at fair value through other comprehensive income (equity), because the company intends to hold those investments for the long term in order to gain insights into innovative production technologies and trends. The designation of certain equity instruments at fair value through other comprehensive income (equity) is based on a strategic Management decision.

In accordance with IFRS 13, the following tables show the valuation methods used in measuring Level 1, Level 2, and Level 3 fair values, as well as the significant unobservable inputs used. No reclassifications between hierarchy levels were made in 2024. A review of the hierarchy levels is carried out regularly by adidas.

Financial instruments Level 1 measured at fair value

Type	Valuation method	Significant unobservable inputs	Category
Eurobond	The fair value is based on the market price of the eurobond on the balance sheet date.	Not applicable	Amortized cost
Other equity investments	The fair value is based on the market price of the investment on the balance sheet date.	Not applicable	Fair value through other comprehensive income

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Financial instruments Level 2 measured at fair value

Type	Valuation method	Significant unobservable inputs	Category
Cash equivalents and short-term financial assets (money market funds)	The discounted cash flow method is applied, which considers the present value of expected payments, discounted using a risk-adjusted discount rate. Due to their short-term maturities, it is assumed that their respective fair value is equal to the notional amount.	Not applicable	Fair value through profit or loss
Long-term financial assets (investment securities)	The fair value is based on the market price of the assets on the balance sheet date.	Not applicable	Fair value through profit or loss
Forward exchange contracts	adidas applies the par method (forward NPV) for all currency pairs to calculate the fair value, implying actively traded forward curves.	Not applicable	n.a./fair value through profit or loss
Currency options	adidas applies among others the Garman-Kohlhagen model, which is an extended version of the Black-Scholes model.	Not applicable	n.a./fair value through profit or loss
Total return swap (for own shares)	The fair value is based on the market price of the adidas AG share on the balance sheet date, minus accrued interest.	Not applicable	n.a./fair value through profit or loss

Financial instruments Level 3 measured at fair value

Type	Valuation method	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement	Category
Investment in FC Bayern München AG	This equity security does not have a quoted market price in an active market. Existing contractual arrangements (based on the externally observable dividend policy of FC Bayern München AG) are used in order to calculate the fair value on the balance sheet date. These dividends are recognized in other financial income.	See column 'Valuation method'		Fair value through profit or loss
Earn-out components (assets)	The valuation is based on the DCF Method, considering Monte Carlo Simulations to simulate future gross royalty income. The derived earn-out payments are discounted using a risk-adjusted discount rate. The fair value adjustment is recognized in discontinued operations.	Risk-adjusted maturity-specific discount rate (10.6% – 10.9%), gross royalty income	The estimated fair value would increase by 11% (decrease by 10%) if gross royalty income were 10% higher (10% lower). The estimated fair value would increase by 1% (decrease by 2%) if the risk-adjusted discount rate was 1pp lower (1pp higher).	Fair value through profit or loss
Investments in other equity instruments (fair value through profit or loss)	The significant inputs (financing rounds) used to measure fair value include one or more events where objective evidence of any changes was identified, considering expectations regarding future business development. The fair value adjustment is recognized in other financial result.	See column 'Valuation method'		Fair value through profit or loss
Investments in other equity instruments (fair value through other comprehensive income)	The option to measure equity instruments at fair value through other comprehensive income upon implementation of IFRS 9 has been exercised. The significant inputs (financing rounds) used to measure fair value include one or more events where objective evidence of any changes was identified, considering expectations regarding future business development. The fair value adjustment is recognized in other reserves.	See column 'Valuation method'		Fair value through other comprehensive income

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Net gains/(losses) on financial instruments recognized in the consolidated income statement € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Financial assets classified at amortized cost (AC)	13	(9)
Financial assets at fair value through profit or loss (FVTPL)	101	69
Thereof: designated as such upon initial recognition	5	–
Thereof: classified as held for trading	–	–
Equity instruments at fair value through profit or loss (FVTPL)	3	2
Thereof: classified as held for trading	3	2
Equity instruments at fair value through other comprehensive income (FVOCI)	–	–
Financial liabilities at amortized cost (AC)	6	3
Financial liabilities at fair value through profit or loss (FVTPL)	0	–
Thereof: designated as such upon initial recognition	0	–
Thereof: classified as held for trading	–	–

Net gains or losses on financial assets measured at amortized cost comprise mainly impairment losses and reversals.

Net gains or losses on financial assets or financial liabilities classified as fair value through profit or loss include the effects from fair value measurements of the derivatives that are not part of a hedging relationship, and changes in the fair value of other financial instruments as well as interest expenses.

Net gains or losses on equity instruments at fair value through profit or loss mainly include fair value adjustments based on the respective valuation method. ► SEE TABLE 'FINANCIAL INSTRUMENTS LEVEL 3 MEASURED AT FAIR VALUE'

During 2024, no dividends regarding equity instruments at fair value through other comprehensive income were recognized.

Net gains or losses on financial liabilities measured at amortized cost include effects from early settlement and reversals of accrued liabilities and refund liabilities.

Notional amounts of all outstanding currency hedging instruments € in millions

	Dec. 31, 2024	Dec. 31, 2023
Forward exchange contracts	9,734	7,893
Currency options	853	407
Total	10,587	8,300

Fair values € in millions

	Dec. 31, 2024		Dec. 31, 2023	
	Positive fair value	Negative fair value	Positive fair value	Negative fair value
Forward exchange contracts	229	(78)	81	(109)
Currency options	23	(1)	9	(1)
Total	252	(79)	90	(110)

Notional amounts of outstanding US dollar hedging instruments € in millions

	Dec. 31, 2024	Dec. 31, 2023
Forward exchange contracts	4,761	3,449
Currency options	690	353
Total	5,451	3,802

Financial risks

Currency risks

Currency risks, to which adidas is particularly exposed, are a direct result of multi-currency cash flows within the company. The vast majority of the transactional risk arises from product sourcing in US dollars, while sales are typically denominated in the functional currency of the respective companies. The currencies in which these transactions are mainly denominated are the US dollar, British pound, Japanese yen, and Korean won.

As governed by the company's Treasury Policy, adidas has established a hedging system on a rolling basis up to 24 months in advance, under which the vast majority of the anticipated seasonal hedging volume is secured approximately six months prior to the start of a season. In rare instances, hedges are contracted beyond the 24-month horizon.

adidas uses a combination of different hedging instruments, such as forward exchange contracts, currency options, and currency swaps or combinations of different instruments, to protect itself against unfavorable currency movements. These contracts are generally designated as cash flow hedges.

Furthermore, translation impacts from the conversion of non-euro-denominated results into the company's functional currency, the euro, might lead to a material negative impact on the company's financial performance.

Further information about the accounting and hedge accounting treatment is included in these Notes.

► SEE NOTE 02

Exposures are presented in the following table:

Exposure to foreign exchange risk based on notional amounts € in millions

	USD	GBP	JPY	KRW
As at December 31, 2024				
Exposure from firm commitments and forecast transactions	(6,676)	1,095	507	450
Balance sheet exposure including intercompany exposure	(83)	(7)	7	59
Total gross exposure	(6,759)	1,088	514	509
Hedged with currency options	690	–	(163)	–
Hedged with forward contracts	3,259	(853)	(204)	(304)
Net exposure	(2,810)	235	147	205
As at December 31, 2023				
Exposure from firm commitments and forecast transactions	(4,684)	869	474	338
Balance sheet exposure including intercompany exposure	(369)	(18)	(22)	6
Total gross exposure	(5,053)	851	452	344
Hedged with currency options	353	–	54	–
Hedged with forward contracts	2,761	(765)	(257)	(243)
Net exposure	(1,939)	86	249	101

The exposure from firm commitments and forecast transactions was calculated on a one-year basis.

In line with IFRS 7 requirements, the company has calculated the impact on net income and shareholders' equity based on changes in the most important currency exchange rates. The calculated impacts mainly result from changes in the fair value of the hedging instruments. The analysis does not include effects that arise from the translation of the company's foreign entities' financial statements into the company's reporting currency, the euro. The sensitivity analysis is based on the net balance sheet exposure, including intercompany balances from monetary assets and liabilities denominated in foreign currencies. Moreover, all outstanding currency derivatives were re-evaluated using hypothetical foreign exchange rates to determine the effects on net income and equity.

Sensitivity analysis of foreign exchange rate changes € in millions

	USD	GBP	JPY	KRW
As at December 31, 2024				
	EUR +10%	EUR +10%	EUR +10%	EUR +10%
Equity	(280)	74	29	23
Net income	(8)	–	–	(4)
	EUR -10%	EUR -10%	EUR -10%	EUR -10%
Equity	355	(91)	(34)	(29)
Net income	10	(1)	1	6
As at December 31, 2023				
	EUR +10%	EUR +10%	EUR +10%	EUR +10%
Equity	(198)	66	27	21
Net income	17	2	2	–
	EUR -10%	EUR -10%	EUR -10%	EUR -10%
Equity	263	(81)	(33)	(25)
Net income	(20)	(2)	(3)	1

Based on this analysis, a 10% increase in the euro versus the US dollar at December 31, 2024, would have led to a € 8 million decrease in net income.

The more negative market values of the US dollar hedges would have decreased shareholders' equity by € 280 million. A 10% weaker euro at December 31, 2024, would have led to a € 10 million increase in net income. Shareholders' equity would have increased by € 355 million. The impacts of fluctuations of the euro against the British pound, the Japanese yen, and the Korean won on net income and shareholders' equity are also included in accordance with IFRS requirements.

However, many other financial and operational variables that could potentially reduce the effect of currency fluctuations are excluded from the analysis. For instance:

- Interest rates, commodity prices, and all other exchange rates are assumed constant.
- Exchange rates are assumed at a year-end value instead of the more relevant sales-weighted average figure, which the company utilizes internally to better reflect both the seasonality of its business and intra-year currency fluctuations.
- The underlying forecast cash flow exposure (which the hedge instrument mainly relates to) is not required to be revalued in this analysis.
- Operational aspects, such as potential discounts for key accounts, which have high transparency regarding the impacts of currency on our sourcing activities (due to their own private label sourcing efforts), are also excluded from this analysis.
- The credit risk is not considered as part of this analysis.

The company also largely hedges balance sheet risks. Due to its strong global position, adidas is able to partly minimize the currency risk by utilizing natural hedges. The company's gross US dollar cash flow exposure calculated for 2024 was around € 5.0 billion at year-end 2024, which was hedged using forward exchange contracts, currency options, currency swaps, or combinations of different instruments.

Credit risks

A credit risk arises if a customer or other counterparty to a financial instrument fails to meet its contractual obligations. adidas is exposed to credit risks from its operating activities and from certain financing activities. Credit risks arise principally from accounts receivable and, to a lesser extent, from other third-party contractual financial obligations such as other financial assets, short-term bank deposits, and derivative financial instruments. Without taking into account any collateral or other credit enhancements, the carrying amount of financial assets and accounts receivable represents the maximum exposure to credit risk.

At the end of 2024, there was no relevant concentration of credit risk by type of customer or geography. The company’s credit risk exposure is mainly influenced by individual customer characteristics. Under the company’s credit policy, new customers are analyzed for creditworthiness before standard payment and delivery terms and conditions are offered. Tolerance limits for accounts receivable are also established for each customer. Both creditworthiness and accounts receivable limits are monitored on an ongoing basis. Customers that fail to meet the company’s minimum creditworthiness are, in general, allowed to purchase products only on a prepayment basis.

Other activities to mitigate credit risks include retention of title clauses as well as, on a selective basis, credit insurance, the sale of accounts receivable without recourse, and bank guarantees. Further quantitative information on the extent to which credit enhancements mitigate the credit risk of accounts receivable is included in these Notes. ► SEE NOTE 05

At the end of 2024, no customer accounted for more than 10% of accounts receivable.

The Treasury department arranges currency, commodity, interest rate, and equity hedges, and invests cash with major banks of a high credit standing throughout the world. adidas subsidiaries are authorized to work with banks rated BBB+ or higher. Only in exceptional cases are subsidiaries authorized to work with banks rated lower than BBB+. To limit risk in these cases, restrictions are clearly stipulated, such as maximum cash deposit levels. In addition, the credit default swap premiums of the company’s partner banks are monitored on a monthly basis. In the event that the defined threshold is exceeded, credit balances are shifted to banks compliant with the limit.

adidas furthermore believes that the risk concentration is limited due to the broad distribution of the investment business of the company with a high number of globally operating banks. At December 31, 2024, no bank accounted for more than 10% of the investments of adidas. Including subsidiaries’ short-term deposits in local banks, the average concentration was 1%. This leads to a maximum exposure of € 120 million in the event of default of any single bank. The investment exposure was further diversified by investing into AAA-rated money market funds.

In addition, in 2024, adidas held derivatives of foreign exchange with a positive fair market value in the amount of € 252 million. The maximum exposure to any single bank resulting from these assets amounted to € 57 million and the average concentration was 9%.

In accordance with IFRS 7, the following table includes further information about set-off possibilities of financial assets and liabilities. The majority of agreements between financial institutions and adidas include a mutual right to set off. However, these agreements do not meet the criteria for offsetting in the statement of financial position, because the right to set off is enforceable only in the event of counterparty defaults. Below table shows the financial instruments which qualify for set-off in the statement of financial position as well as the gross amounts of recognized financial assets and liabilities as they do not meet the criteria for offsetting in the financial statement even there is a mutual right to set off between the counterparties in place.

The carrying amounts of recognized financial instruments, which are subject to the agreements mentioned here, are also presented in the following table:

Set-off possibilities of financial assets and liabilities € in millions

	2024		2023
Assets	Derivatives	Other investments	
Gross amounts of recognized financial assets	258	188	96
Financial instruments which qualify for set-off in the statement of financial position	(5)	–	–
Net amounts of financial assets presented in the statement of financial position	252	188	96
Set-off possible due to master agreements	(75)	–	(83)
Total net amount of financial assets	178	188	13
Liabilities			
Gross amounts of recognized financial liabilities	(79)	–	(126)
Financial instruments which qualify for set-off in the statement of financial position	1	–	–
Net amounts of financial liabilities presented in the statement of financial position	(78)	–	(126)
Set-off possible due to master agreements	75	–	83
Total net amount of financial liabilities	(4)	–	(43)

Interest rate risks

Changes in global market interest rates affect future interest payments for variable-interest liabilities. As adidas does not have material variable-interest liabilities, even a significant increase in interest rates should have only slight adverse effects on the company's profitability, liquidity, and financial position.

To reduce interest rate risks and maintain financial flexibility, a core tenet of the company's financial strategy is to continue to use surplus cash flow from operations to reduce short-term gross borrowings. Beyond that, adidas may consider adequate hedging strategies through interest rate derivatives in order to mitigate interest rate risks.

Share price risks

Share price risks arise due to the Long-Term Incentive Plan (LTIP), which is a share-based remuneration scheme with cash settlement. In order to mitigate share price risks, it is company strategy to hedge against share price fluctuations. Swaps are used to hedge the Long-Term Incentive Plan and are classified as cash flow hedges.

In line with IFRS 7 requirements, adidas has calculated the impact on net income based on changes in the company's share price. A 10% increase in the adidas AG share price versus the closing share price at December 31, 2024, would have led to a € 12 million increase in net income and a € 6 million increase in shareholders' equity, whereas a 10% decrease in the adidas AG share price versus closing share price at December 31, 2024, would have led to a € 12 million decrease in net income and would have decreased shareholders' equity by € 6 million.

Financing and liquidity risks

Liquidity risks arise from not having the necessary resources available to meet maturing liabilities with regard to timing, volume, and currency structure. In addition, the company faces the risk of having to accept unfavorable financing terms due to liquidity restraints. The Treasury department uses an efficient cash management system in order to make best use of the operating cash flow. A twelve-month rolling cash flow forecast on a monthly basis is established to manage liquidity risk. In line with the Financial Policy, adidas aims to maintain a target leverage ratio and a target twelve months liquidity coverage. Committed and uncommitted credit lines ensure further financial flexibility. Overall, adidas' investment grade credit ratings ensure an efficient access to capital markets.

At December 31, 2024, cash and cash equivalents together with marketable securities amounted to € 2.455 billion (2023: € 1.465 billion). Moreover, the company maintains € 3.656 billion (2023: € 3.648 billion) in bilateral credit lines, which are designed to ensure sufficient liquidity at all times. Thereof, € 1.864 billion has been firmly committed since December 2023 as part of a syndicated credit facility with our core banks.

Future cash outflows arising from financial liabilities that are recognized in the consolidated statement of financial position are presented in the table.

This includes payments to settle obligations from borrowings as well as cash outflows from cash-settled derivatives with negative market values. Financial liabilities that may be settled in advance without penalty are included on the basis of the earliest date of potential repayment. Cash flows for variable-interest liabilities are determined with reference to the conditions at the balance sheet date.

Future cash outflows € in millions

	Up to 1 year	Up to 2 years	Up to 3 years	Up to 4 years	Up to 5 years	More than 5 years	Total
As at December 31, 2024							
Bank borrowings	70	19	7	–	–	–	96
Eurobond ¹	543	428	19	519	519	518	2,546
Accounts payable	3,096	–	–	–	–	–	3,096
Other financial liabilities	114	–	–	–	–	–	114
Accrued liabilities ²	1,019	–	–	–	–	–	1,019
Derivative financial liabilities	2,711	163	–	–	–	–	2,874
Total	7,553	610	26	519	519	518	9,745
As at December 31, 2023							
Bank borrowings	48	19	19	7	–	–	93
Eurobond ¹	543	543	428	19	519	1,037	3,089
Accounts payable	2,276	–	–	–	–	–	2,276
Other financial liabilities	163	–	–	–	–	–	163
Accrued liabilities ²	842	–	–	–	–	–	842
Derivative financial liabilities	3,915	321	–	–	–	–	4,236
Total	7,787	883	447	26	519	1,037	10,699

¹ Including interest payments.

² Accrued interest excluded.

adidas ended the year 2024 with an adjusted net borrowings of € 3.622 billion (2023: € 4.518 billion). Further information in the methodology for calculating adjusted net borrowings is provided in these Notes.

► SEE NOTE 25

Financial instruments for the hedging of foreign exchange and share price risk

As at December 31, 2024, adidas held the following instruments to hedge exposure to changes in foreign currency and share price:

Average hedge rates

As at December 31, 2024	Maturity	
	short-term	long-term
Foreign currency risk		
Net exposure (€ in millions)	1,547	321
Forward exchange contracts		
Average EUR/USD forward rate	1.104	1.113
Average EUR/GBP forward rate	0.863	0.850
Average EUR/JPY forward rate	156.492	154.522
Average EUR/KRW forward rate	1,459.582	–
Option exchange contracts		
Average EUR/USD forward rate	1.081	1.050
Average EUR/GBP forward rate	–	–
Average EUR/JPY forward rate	165.994	–
Average EUR/KRW forward rate	–	–
Equity risk		
Net exposure (€ in millions)	70	79
Total return swap		
Average hedge rate	222.475	165.225

Average hedge rates

As at December 31, 2023	Maturity	
	short-term	long-term
Foreign currency risk		
Net exposure (€ in millions)	948	266
Forward exchange contracts		
Average EUR/USD forward rate	1.096	1.100
Average EUR/GBP forward rate	0.881	0.876
Average EUR/JPY forward rate	141.099	149.574
Average EUR/KRW forward rate	1,381.800	1,412.180
Option exchange contracts		
Average EUR/USD forward rate	1.103	1.100
Average EUR/GBP forward rate	–	–
Average EUR/JPY forward rate	146.908	–
Average EUR/KRW forward rate	–	–
Equity risk		
Net exposure (€ in millions)	12	90
Total return swap		
Average hedge rate	277.298	199.049

The amounts at the reporting date relating to items designated as hedged items were as follows:

Designated hedged items as at December 31, 2024 € in millions

	Change in value used for calculating hedge ineffectiveness	Hedging reserve	Cost of hedging reserve	Balances remaining in the cash flow hedging reserve from hedge relationships for which hedge accounting is no longer applied
Foreign currency risk				
Sales	(31)	(31)	(3)	–
Inventory purchases	(152)	180	9	–
Net foreign investment risk	–	(265)	–	–
Equity risk				
Long-Term Incentive Plans	(24)	19	–	–

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Designated hedged items as at December 31, 2023 € in millions

	Change in value used for calculating hedge ineffectiveness	Hedging reserve	Cost of hedging reserve	Balances remaining in the cash flow hedging reserve from hedge relationships for which hedge accounting is no longer applied
Foreign currency risk				
Sales	(145)	40	(19)	–
Inventory purchases	(34)	(66)	19	–
Net foreign investment risk	–	(265)	–	–
Equity risk				
Long-Term Incentive Plans	(46)	(0)	–	–

The majority of the hedging reserves of € 265 million for net foreign investment risk contains hedges of € 181 million related to the Chinese renminbi and € 76 million to the Russian ruble for which by the end of 2024 no outstanding hedging instruments were in place anymore.

The amounts relating to items designated as hedging instruments and hedged ineffectiveness were as follows:

Designated hedge instruments € in millions

2024			During the period 2024									
	Nominal amount	Carrying amount of hedging reserve	Line item in statement of financial position where the hedging instrument is included	Changes in the value of the hedging instrument recognized in hedging reserve	Changes in the value of the hedging instrument recognized in cost of hedging reserve	Hedge ineffectiveness recognized in profit or loss	Line item in income statement which includes hedge ineffectiveness	Amount from hedging reserve transferred to inventory	Amount from cost of hedging reserve transferred to inventory	Amount reclassified from hedging reserve to profit or loss	Amount reclassified from cost of hedging reserve to profit or loss	Line item in income statement affected by the reclassification
Foreign exchange contracts – sales	3,211	(31)	Other financial assets/liabilities	31	(49)	–	Cost of sales	–	–	(4)	23	Cost of sales
Foreign exchange contracts – inventory purchases	3,883	180	Other financial assets/liabilities	152	(21)	–	Cost of sales	(36)	65	1	(1)	Cost of sales
Foreign exchange contracts – net foreign investments	–	–	Other financial assets/liabilities	–	–	–	Financial result	–	–	–	–	Financial result
Total return swap – Long-Term Incentive Plans	149	19	Other financial assets/long-term financial assets	24	–	–	Financial result	–	–	(5)	–	Other operating expenses

Designated hedge instruments € in millions

	2023			Line item in statement of financial position where the hedging instrument is included	Changes in the value of the hedging instrument recognized in hedging reserve	Changes in the value of the hedging instrument recognized in cost of hedging reserve	Hedge ineffectiveness recognized in profit or loss	Line item in income statement which includes hedge ineffectiveness	During the period 2023					Line item in income statement affected by the reclassification
	Carrying amount								Amount from hedging reserve transferred to inventory	Amount from cost of hedging reserve transferred to inventory	Amount reclassified from hedging reserve to profit or loss	Amount reclassified from cost of hedging reserve to profit or loss		
	Nominal amount	As-sets	Liabilities											
Foreign exchange contracts – sales	2,798	60	(19)	Other financial assets/liabilities	145	(140)	–	Net Sales	–	–	20	63	Net Sales	
Foreign exchange contracts – inventory purchases	3,040	2	(69)	Other financial assets/liabilities	34	(49)	–	Cost of sales	(76)	75	–	–	Cost of sales	
Foreign exchange contracts – net foreign investments	–	–	–	Other financial assets/liabilities	–	–	–	Financial result	–	–	–	–	Financial result	
Total return swap – Long-Term Incentive Plans	102	(11)	–	Other financial assets/liabilities	46	–	–	Financial result	–	–	(23)	–	Other operating expenses	

Some of the initial planned exposure for purchases and sales in foreign currencies ceased to exist, which led to certain overhedge positions. In accordance with IFRS 9, hedge accounting was immediately discontinued for hedging instruments that were no longer covered by a purchase or sales transaction, and, at the time the over-hedged status was determined, the fair value was transferred from the hedging reserve to the income statement. In 2024, a loss of € 1 million was reclassified into the cost of sales.

In addition, hedging instruments not designated as hedge accounting in accordance with IFRS 9 were canceled to minimize the economic risk.

The following table provides a reconciliation by risk category of components of equity and analysis of OCI items, net of tax, resulting from cash flow hedge accounting:

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Changes of reserves by risk category € in millions

	Hedging reserve	Cost of hedging reserve
Balance at January 1, 2024	(287)	(7)
Cash flow hedges		
Changes in fair value:		
Foreign currency risk – sales	(94)	41
Foreign currency risk – inventory purchases	220	38
Foreign currency risk – net foreign investment	–	–
Amount no longer recognized in OCI:		
Foreign currency risk	48	(79)
Contracts during the year	–	13
Amount included in the cost of non-financial items:		
Foreign currency risk – inventory purchases	–	–
Tax on movements of reserves during the year	33	1
Equity hedges		
Changes in fair value:	24	–
Amount reclassified to profit or loss	(5)	–
Balance at December 31, 2024	(61)	7

Changes of reserves by risk category € in millions

	Hedging reserve	Cost of hedging reserve
Balance at January 1, 2023	(150)	(64)
Cash flow hedges		
Changes in fair value:		
Foreign currency risk – sales	(54)	103
Foreign currency risk – inventory purchases	(165)	78
Foreign currency risk – net foreign investment	–	–
Amount no longer recognized in OCI:		
Foreign currency risk	56	(138)
Contracts during the year	1	14
Amount included in the cost of non-financial items:		
Foreign currency risk – inventory purchases	–	–
Tax on movements on reserves during the year	70	3
Equity hedges		
Changes in fair value:	46	–
Amount reclassified to profit or loss	(23)	–
Balance at December 31, 2023	(217)	(4)

In order to determine the fair values of derivatives that are not publicly traded, adidas uses generally accepted quantitative financial models based on market conditions prevailing at the balance sheet date.

Notes to the Consolidated Income Statement

29 Other operating income

Other operating income consists of the following:

Other operating income € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Income from transitional service agreements	–	50
Income from release of accrued liabilities and other provisions	124	7
Gains from disposal of fixed assets	30	7
Sundry income	20	7
Other operating income	174	71

The decrease in income from transition services agreements relates to contracts with the buyer of the Reebok business from 2022. adidas discontinued these services during the year 2023.

The increase in income from release of accrued liabilities and other provisions reflects the release of prior years' accruals in an amount of around € 100 million following the Yeezy settlement.

30 Other operating expenses

Expenses are presented by function according to the 'cost of sales method' in the income statement with the exception of impairment losses (net) on accounts receivable and contract assets, which are disclosed in a separate line item as required by IFRS 9 'Financial Instruments.'

Other operating expenses presented by functions include marketing and point-of-sale expenses, distribution and selling expenses, and general and administration expenses, as well as sundry expenses less any income from government grants, if applicable.

Marketing and point-of-sale expenses consist of promotion and communication spending such as promotion contracts, advertising, events, and other communication activities. However, they do not include marketing overhead expenses, which are presented in distribution and selling expenses.

The distribution and selling expenses consist of sales force and sales administration costs, direct and indirect supply chain costs, and marketing overhead expenses, as well as expenses for research and development, which amounted to € 170 million in 2024 (2023: € 151 million).

General and administration expenses include the functions IT, Finance, Legal, Human Resources, and Facilities & Services, as well as General Management.

Sundry expenses consist mainly of costs for one-time effects as well as losses from disposal of fixed assets.

Income from government grants is reported as a deduction from the related expenses and amounted to € 4 million in 2024 (2023: € 27 million).

31 Cost by nature

Supplementary information on the expenses by nature is detailed below.

Cost of materials represents the amount of inventories recognized as an expense during the period.

Depreciation of tangible and right-of-use assets, amortization of intangible assets, and impairment losses and reversals of impairment losses on those assets are primarily included within other operating expenses unless they are directly attributable to the production costs, in which case the expenses are included within the cost of sales.

Personnel expenses are primarily included within other operating expenses unless they are directly attributable to the production costs, in which case the expenses are included within the cost of sales.

Expenses relating to leases of low-value assets exclude short-term leases of low-value assets.

Expenses by nature € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Cost of materials	11,610	11,189
Depreciation and amortization	1,170	1,095
Thereof: included within the cost of sales	11	13
Thereof: included within personnel expenses	15	11
Impairment losses	38	108
Reversals of impairment losses	(28)	(34)
Wages and salaries	2,769	2,580
Social security contributions	307	266
Pension expenses	107	119
Personnel expenses	3,184	2,964
Expense relating to short-term leases	5	19
Expense relating to leases of low-value assets	1	1
Expense relating to variable lease payments	134	122

Further information on expenses by function is provided in these Notes. ► [SEE NOTE 30](#)

32 Financial income/Financial expenses

Financial result consists of the following:

Financial income € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Interest income from financial instruments measured at amortized cost	57	39
Interest income from non-financial assets	0	0
Other	44	40
Financial income	101	79

Financial expenses € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Interest expense on financial instruments measured at amortized cost	196	157
Thereof: interest expense on lease liabilities	99	86
Interest expense on other provisions and non-financial liabilities	25	3
Net foreign exchange losses	93	121
Other	2	2
Financial expenses	317	282

Interest income from financial instruments, measured at amortized cost, mainly consists of interest income from bank deposits and loans calculated using the 'effective interest method.'

Interest income/expense from financial instruments at fair value through profit or loss mainly includes interest payments from investment funds as well as net interest payments from interest derivatives not being part of a hedging relationship. In 2024, as well as in the previous year, there were no interest income/expenses from financial instruments at fair value through profit or loss. Unrealized gains/losses from fair value measurement of such financial assets are shown in other financial income or expenses.

Interest expense on financial instruments measured at amortized cost mainly includes interest on lease liabilities as well as interest on borrowings calculated using the 'effective interest method.'

Interest expense on other provisions, and non-financial liabilities in particular, include effects from the measurement of other provisions at present value and interest on non-financial liabilities such as tax payables.

Information regarding investments, borrowings, and financial instruments is also included in these Notes.

► SEE NOTE 13 ► SEE NOTE 16 ► SEE NOTE 28

33 Hyperinflation

Due to the rapid devaluation of the Argentinian peso and the Turkish lira, Argentina and Turkey are considered to be hyperinflationary and as a result, the application of IAS 29 was adopted for the first time in the third quarter of 2018 (Argentina) and the second quarter of 2022 (Turkey). The financial statements of those subsidiaries that have the Argentinian peso or Turkish lira as a functional currency had been restated for the change in the general purchasing power retrospectively since January 1, 2018 (Argentina), and January 1, 2022 (Turkey). The financial statements are based on a historical cost approach. The prior-year figures of both, the Argentinian peso and the Turkish lira are stated in terms of the measuring unit current at December 31, 2023.

The Argentinian price index (FACPCE) at December 31, 2024, was 102,555.86 (2023: 44,914.03), increasing by 128% (2023: 198%). The price index in Turkey (Turkish Statistical Institute) increased by 44% (2023: 65%) and at December 31, 2024, was 2,684.55 (2023: 1,859.38).

Both for Argentina and for Turkey, for the translation into the presentation currency (euro), all amounts were translated at the closing rate at December 31, 2024. The net assets in the subsidiary's local financial statements were adjusted for changes in the price level.

In 2024, the respective loss on the net monetary position has amounted to € 48 million (2023: € 103 million) and is recognized in the financial expenses.

34 Income taxes

adidas AG and its German subsidiaries are subject to German corporate and trade taxes. For the years ending December 31, 2024 and 2023, the statutory corporate income tax rate of 15% plus a surcharge of 5.5% thereon is applied to earnings. The municipal trade tax is approximately 11.4% of taxable income.

For non-German subsidiaries, deferred taxes are calculated based on tax rates that have been enacted or substantively enacted by the closing date.

Deferred tax assets and liabilities

Deferred tax assets and liabilities are offset if:

- the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and
- the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:
 - the same taxable entity; or
 - different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

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As a result they are presented in the consolidated statement of financial position as follows:

Deferred tax assets/liabilities € in millions

	Dec. 31, 2024	Dec. 31, 2023
Deferred tax assets	1,272	1,358
Deferred tax liabilities	(133)	(147)
Deferred tax assets, net	1,139	1,211

The movement of deferred taxes net is as follows:

Movement of deferred taxes € in millions

	2024	2023
Deferred tax assets, net as at January 1	1,211	1,082
Deferred tax (expense)/income	(39)	149
Change in deferred taxes attributable to remeasurements of defined benefit plans recorded in other comprehensive income ¹	3	3
Change in deferred taxes attributable to the change in the effective portion of the fair value of qualifying hedging instruments recorded in other comprehensive income ²	(39)	1
Currency translation differences	3	(23)
Deferred tax assets, net as at December 31	1,139	1,211

¹ See Note 23.

² See Note 28.

Gross company deferred tax assets and liabilities after valuation allowances, but before appropriate offsetting, are attributable to the items detailed in the table below:

Deferred taxes € in millions

	Dec. 31, 2024	Dec. 31, 2023
Non-current assets	441	480
Current assets	334	334
Liabilities and provisions	957	622
Accumulated tax loss carry-forwards	195	260
Deferred tax assets	1,927	1,696
Non-current assets	392	356
Current assets	126	17
Liabilities and provisions	270	113
Deferred tax liabilities	788	485
Deferred tax assets, net	1,139	1,211

Deferred tax assets are recognized only to the extent that the realization of the related benefit is probable. For the assessment of probability, in addition to past performance and the respective prospects for the foreseeable future, appropriate tax structuring measures are also taken into consideration.

Deferred tax assets for which the realization of the related tax benefits is not probable decreased from € 308 million to € 293 million for the year ending December 31, 2024. The majority of this amount relates to capital tax losses in the US, which expire in 2027 and can only be offset against capital income. The remaining unrecognized deferred tax assets relate to subsidiaries operating in markets where the realization of the related tax benefit is not considered probable.

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Tax expenses

Tax expenses are split as follows:

Income tax expenses € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Current tax expenses	278	271
Deferred tax expense/(income)	19	(147)
Income tax expenses	297	124

The deferred tax expense includes tax income of € 104 million in total (2023: tax expense of € 7 million) related to the origination and reversal of temporary differences.

The company's applicable tax rate is 27.4% (2023: 27.4%), being the applicable income tax rate of adidas AG.

The company's effective tax rate differs from the applicable tax rate of 27.4% as follows:

Tax rate reconciliation

	Year ending Dec. 31, 2024		Year ending Dec. 31, 2023	
	€ in millions	in %	€ in millions	in %
Expected income tax expenses	307	27.4	18	27.4
Tax rate differentials	(114)	(10.2)	(5)	(8.4)
Non-deductible expenses and tax-free income	23	2.0	61	92.4
Losses for which benefits were not recognizable and changes in valuation allowances	(5)	(0.4)	(1)	(2.1)
Changes in tax rates	10	0.8	0	0.3
Other, net	(2)	(0.2)	2	3.8
Withholding tax expenses	78	7.0	50	76.0
Income tax expenses	297	26.5	124	189.2

In 2024, the effective tax rate was 26.5%. The effective tax rate in 2023 was 189.2%.

The line item 'Non-deductible expenses and tax-free income' includes tax expense/benefits relating to tax-free income, movements in provisions for uncertain tax positions and tax expense/benefits relating to prior periods. In 2024, the tax expense relating to prior periods is € 35 million (2023: tax income of € 9 million).

For 2024, the line item 'Losses for which benefits were not recognizable and changes in valuation allowances' mainly relates to valuation allowances in respect of Argentina (€ 8 million) and a release of the valuation allowances for Hong Kong (€ 8 million) and Russia (€ 6 million). For 2023, this line item mainly related to changes in valuation allowances for Russia, the US and Argentina.

For 2024, the total tax benefit arising from previously unrecognized tax losses, credits, or temporary differences in prior years that lead to a reduction of current tax expense is below € 1 million (2023: € 6 million).

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For 2024 the line item 'Changes in tax rates' mainly reflects a tax rate decrease in Switzerland. For 2023, there were no effects that exceed € 1 million.

The group is within the scope of the OECD Pillar Two model rules (Global Minimum Tax) and it applies the IAS 12 exception to the recognition and disclosure of information about deferred tax assets and liabilities related to Pillar Two income taxes. The group will incur top-up taxes due to the Pillar Two legislation that became effective January 1, 2024.

Under the legislation, the group is liable to pay a top-up tax for the difference between its Global Anti-Base Erosion (GloBE) effective tax rate per jurisdiction and the 15% minimum rate. The vast majority of entities within the group have an effective tax rate that exceeds 15%, with material exceptions for subsidiaries in the United Arab Emirates and Hong Kong.

Considering the impact of specific adjustments in the Pillar Two legislation, the group recognized a current income tax expense of € 4 million for the year 2024. This is included in income tax in the statement of profit or loss.

35 Earnings per share

Basic earnings per share are calculated by dividing the net income from continuing operations attributable to shareholders by the weighted average number of shares outstanding during the year, excluding ordinary shares purchased by adidas and held as treasury shares. If negative earnings per share are reported, according to IAS 33.41, no anti-dilutive effect may be taken into account.

Earnings per share

	Continuing operations		Discontinued operations		Total	
	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Net income/(loss) from continuing operations (€ in millions)	824	(58)	–	–	–	–
Net income attributable to non-controlling interests (€ in millions)	68	61	–	–	–	–
Net income/(loss) attributable to shareholders (€ in millions)	756	(120)	8	44	764	(75)
Weighted average number of shares	178,549,084	178,543,596	178,549,084	178,543,596	178,549,084	178,543,596
Basic earnings per share (€)	4.24	(0.67)	0.04	0.25	4.28	(0.42)
Net income/(loss) attributable to shareholders (€ in millions)	756	(120)	8	44	764	(75)
Net income/(loss) used to determine diluted earnings per share (€ in millions)	756	(120)	8	44	764	(75)
Weighted average number of shares	178,549,084	178,543,596	178,549,084	178,543,596	178,549,084	178,543,596
Dilutive effect of share-based payments	14,301	14,019	14,301	14,019	14,301	14,019
Weighted average number of shares for diluted earnings per share	178,563,385	178,557,615	178,563,385	178,557,615	178,563,385	178,557,615
Diluted earnings per share (€)	4.24	(0.67)	0.04	0.25	4.28	(0.42)

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36 Segmental information

adidas operates predominantly in one industry segment – the design, distribution, and marketing of athletic and sports lifestyle products.

At the start of the 2024 financial year, the Group's internal reporting structure was adjusted for management purposes.

Since January 1, 2024, the EMEA market has been divided into two separate markets, Europe and Emerging Markets. Russia is allocated to the 'other businesses' as it is no longer monitored separately by the chief operating decision-maker due to the discontinuation of business activities. In addition, the Asia-Pacific market has been split into two separate markets, Japan and South Korea, while Southeast Asia and Pacific have been merged with the new Emerging Markets market. The North America, Latin America, and Greater China markets remain unchanged.

In line with this reporting structure of the company for management purposes by market and in accordance with the definition of IFRS 8 'Operating Segments,' seven operating segments have thus been identified as of January 1, 2024: Europe, Emerging Markets, North America, Greater China, Latin America, Japan, and South Korea. Due to the small size of the two operating segments Japan and South Korea, they are not reportable segments and are therefore reported as 'all other segments' under the designation Japan/South Korea for external segment reporting.

Each market comprises all wholesale, retail, and e-commerce business activities relating to the distribution and sale of products of the adidas brand to retail customers and end consumers.

Other Businesses includes the business activities of the Y-3 label and other subordinated businesses which are not monitored separately by the chief operating decision-maker. Also, certain centralized corporate functions do not meet the definition of IFRS 8 for an operating segment. This includes, in particular, functions such as Global Brands and Global Sales (central brand and distribution management), central treasury, and global sourcing as well as other headquarter functions. Assets, liabilities, income, and expenses relating to these corporate functions are presented in the reconciliations.

The chief operating decision-maker for adidas has been defined as the entire Executive Board of adidas AG.

Net sales represent revenue from contracts with customers. There are no intersegment sales between the reportable segments. Accounting and valuation policies applied for reporting segmental information are the same as those used for adidas. ► SEE NOTE 02

The results of the operating segments are defined as gross profit minus other operating expenses plus royalty and commission income and other operating income attributable to the segment or group of segments, however, without considering headquarter costs and central expenses for marketing.

Segmental assets include accounts receivable as well as inventories. Only these items are reported to the chief operating decision-maker on a regular basis. Depreciation, amortization, impairment losses (except for goodwill), and reversals of impairment losses as well as capital expenditure for tangible and intangible assets are part of the segmental reporting, even though segmental assets do not contain tangible and intangible assets. Depreciation and amortization as well as impairment losses and reversals of

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impairment losses not directly attributable to a segment are presented under line items 'HQ' and 'Consolidation' in the reconciliations.

Segmental liabilities only contain accounts payable from operating activities as there are no other liability items reported regularly to the chief operating decision-maker.

Interest income and interest expenses as well as income taxes are not allocated to the reportable segments and are not reported separately to the chief operating decision-maker.

Segmental information¹ I € in millions

	Net sales (third parties) ²		Segmental gross profit ²		Segmental operating profit ²		Segmental assets ³	
	2024	2023	2024	2023	2024	2023	2024	2023
Europe	7,551	6,302	3,795	2,896	1,485	852	2,149	1,882
North America	5,128	5,219	2,210	2,094	480	261	1,646	1,737
Greater China	3,459	3,190	1,717	1,554	714	553	899	735
Emerging Markets	3,310	2,850	1,698	1,425	738	626	1,272	1,048
Latin America	2,772	2,291	1,329	1,046	614	482	1,029	865
Reportable segments	22,219	19,853	10,749	9,015	4,031	2,774	6,994	6,266
Japan/South Korea	1,339	1,293	711	679	295	268	414	326
Other Businesses	104	199	61	93	30	54	39	50
Total	23,662	21,344	11,521	9,787	4,355	3,096	7,447	6,642

1 Prior year adjusted in context of introduction of new segment structure.

2 Year ending December 31.

3 At December 31.

Segmental information¹ II € in millions

	Segmental liabilities ²		Capital expenditure ³		Depreciation and amortization ³		Impairment losses and reversals of impairment losses ³	
	2024	2023	2024	2023	2024	2023	2024	2023
Europe	187	181	84	62	256	210	(11)	41
North America	74	123	87	73	172	159	13	18
Greater China	338	184	69	50	201	205	3	10
Emerging Markets	151	101	72	76	160	129	(0)	5
Latin America	112	111	26	31	59	57	(0)	–
Reportable segments	862	700	339	292	849	760	5	75
Japan/South Korea	38	30	29	17	77	77	4	15
Other Businesses	3	6	2	2	5	4	(4)	(13)
Total	903	736	370	311	931	840	5	77

1 Prior year adjusted in context of introduction of new segment structure.

2 At December 31.

3 Year ending December 31.

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The following table shows the net sales (with third parties) broken down by segment and product group.

Net sales (with third parties)^{1,2,3} € in millions

	Europe		North America		Greater China		Emerging Markets	
	2024	2023	2024	2023	2024	2023	2024	2023
Footwear	4,405	3,438	2,938	2,826	1,933	1,819	2,104	1,696
Apparel	2,618	2,432	1,776	1,920	1,421	1,293	1,005	943
Accessories and Gear	526	432	414	474	104	78	210	210
Total	7,551	6,302	5,128	5,219	3,459	3,190	3,310	2,850

	Latin America		Reportable segments		Japan/South Korea		Other Businesses	
	2024	2023	2024	2023	2024	2023	2024	2023
Footwear	1,792	1,494	13,172	11,273	754	675	28	53
Apparel	829	650	7,648	7,238	514	540	53	78
Accessories and Gear	151	148	1,406	1,342	71	78	22	68
Total	2,772	2,291	22,226	19,853	1,339	1,293	104	199

	Total	
	2024	2023
Footwear	13,975	12,083
Apparel	8,216	7,856
Accessories and Gear	1,499	1,488
Total	23,683	21,427

1 Prior year adjusted in context of introduction of new segment structure.

2 Prior year adjusted due to category reclassification of hyperinflation-related effects.

3 Differences to aggregated net sales may arise due to items which are not directly attributable.

Reconciliations

The following tables include reconciliations of segmental information to the aggregate numbers of the consolidated financial statements, taking into account items which are not directly attributable to a segment.

Net sales (third parties)¹ € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Reportable segments	22,219	19,853
Japan/South Korea	1,339	1,293
Other Businesses	104	199
HQ / Consolidation	21	83
Total net sales	23,683	21,427

1 Prior year adjusted in context of introduction of new segment structure.

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Gross profit € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Reportable segments	10,749	9,015
Japan/South Korea	711	679
Other Businesses	61	93
HQ / Consolidation	506	398
Gross profit	12,026	10,184

Operating profit¹ € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Operating profit for reportable segments	4,031	2,774
Operating profit for Japan/South Korea	295	268
Operating profit for Other Businesses	30	54
HQ	(2,196)	(2,015)
Central expenditure for marketing	(906)	(823)
Consolidation	83	9
Operating profit	1,337	268
Financial income	101	79
Financial expenses	(317)	(282)
Income before taxes	1,121	65

¹ Prior year adjusted in context of introduction of new segment structure.

Capital expenditure¹ € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Reportable segments	339	292
Japan/South Korea	29	17
Other Businesses	2	2
HQ	170	193
Total	540	504

¹ Prior year adjusted in context of introduction of new segment structure.

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Depreciation and amortization¹ € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Reportable segments	849	760
Japan/South Korea	77	77
Other Businesses	5	4
HQ	240	255
Total	1,170	1,095

¹ Prior year adjusted in context of introduction of new segment structure.

Impairment losses and reversals of impairment losses¹ € in millions

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Reportable segments	5	75
Japan/South Korea	4	15
Other Businesses	(4)	(13)
HQ	4	(2)
Total	9	75

¹ Prior year adjusted in context of introduction of new segment structure.

Assets¹ € in millions

	Dec. 31, 2024	Dec. 31, 2023
Accounts receivable and inventories of reportable segments	6,994	6,266
Accounts receivable and inventories of Japan/South Korea	414	326
Accounts receivable and inventories of Other Businesses	39	50
Accounts receivable and inventories of HQ	(45)	(211)
Current financial assets	3,405	2,220
Other current assets	1,098	1,159
Non-current assets	8,751	8,211
Total	20,655	18,020

¹ Prior year adjusted in context of introduction of new segment structure.

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Liabilities¹ € in millions

	Dec. 31, 2024	Dec. 31, 2023
Accounts payable of reportable segments	862	700
Accounts payable of Japan/South Korea	38	30
Accounts payable of Other Businesses	3	6
Accounts payable of HQ	2,194	1,540
Current financial liabilities	1,368	1,359
Other current liabilities	5,129	4,408
Non-current liabilities	5,194	5,052
Total	14,788	13,095

1 Prior year adjusted in context of introduction of new segment structure.

Geographical information

Net sales (third parties) are shown in the geographic market in which the net sales are realized. Non-current assets are allocated to the geographic market based on the domicile of the respective subsidiary independent of the segmental structure and consist of tangible assets, goodwill, trademarks, other intangible assets, right-of-use assets, and other non-current assets.

Geographical information¹ by market € in millions

	Net sales (third parties)		Non-current assets	
	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023	Dec. 31, 2024	Dec. 31, 2023
Europe	7,589	6,429	3,181	2,670
North America	5,134	5,225	1,262	1,216
Greater China	3,476	3,232	929	936
Emerging Markets	3,311	2,907	762	737
Latin America	2,765	2,270	194	165
Japan/South Korea	1,408	1,365	401	409
Total	23,683	21,427	6,728	6,134

1 Prior year adjusted in context of introduction of new segment structure.

Geographical information by country € in millions

	Net sales (third parties)		Non-current assets	
	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023	Dec. 31, 2024	Dec. 31, 2023
Germany ¹	1,461	1,180	1,471	1,353
USA	4,730	4,819	1,179	1,120
China	3,097	2,823	898	767

1 Prior year adjusted due to reallocation of items which are not directly attributable.

37 Additional cash flow information

In 2024, the increase in net cash generated from operating activities compared to the prior year results was primarily due to an increase in income before taxes which was partly offset by a less favorable operating working capital development versus the prior year.

The net cash used in investing activities in 2024 is mainly related to spending on intangible assets and property, plant, and equipment which was partly offset by proceeds from sale of a disposal group from prior years.

Net cash used in financing activities mainly related to the repayment of the bond, repayments of lease liabilities, interests paid, and dividend paid to shareholders of adidas AG.

The effects resulting from the application of IAS 29 'Accounting in hyperinflationary countries' are recorded in the cash flow from operating activities in the line 'IAS 29 hyperinflation effects in operating cashflow'.

In 2024, the following changes in financial liabilities impacted the net cash used in financing activities:

Impact of change in financial liabilities on net cash used in financing activities € in millions

	Jan. 1, 2024	Net (payments) / proceeds in the period ¹	Non-cash effects					Dec. 31, 2024
			IFRS 16 lease obligations	Fair value adjustments	Transfer within financial liabilities	Effect of exchange rates	Other ¹	
Short-term borrowings	549	(561)	–	–	518	–	64	570
Long-term borrowings	2,430	(47)	–	–	(518)	–	50	1,915
Lease liabilities	2,584	(755)	1,143	–	–	29	102	3,102
Total	5,564	(1,364)	1,143	–	–	29	216	5,587

¹ Interest payments and interest expenses are reported separately in the reconciliation of financial liabilities in 'Net payments/receipts in the period' and 'Other'.

Impact of change in financial liabilities on net cash used in financing activities € in millions

	Jan. 1, 2023	Net (payments) / proceeds in the period ¹	Non-cash effects					Dec. 31, 2023
			IFRS 16 lease obligations	Fair value adjustments	Transfer within financial liabilities	Effect of exchange rates	Other ¹	
Short-term borrowings	527	(522)	–	–	519	–	25	549
Long-term borrowings	2,946	(50)	–	–	(519)	–	52	2,430
Lease liabilities	2,986	(689)	292	–	–	(91)	86	2,584
Total	6,459	(1,260)	292	–	–	(91)	163	5,564

¹ Interest payments and interest expenses are reported separately in the reconciliation of financial liabilities in 'Net payments/receipts in the period' and 'Other'.

38 Other financial commitments and contingencies

adidas has other financial commitments for promotion and advertising contracts, which mature as follows:

Financial commitments for promotion and advertising € in millions

	Dec. 31, 2024	Dec. 31, 2023
Within 1 year	1,491	1,291
Between 1 and 5 years	4,485	3,620
After 5 years	2,146	1,507
Total	8,122	6,418

Commitments with respect to promotion and advertising contracts maturing after five years have remaining terms of up to 14 years from December 31, 2024. The increase compared to the prior year mainly relates to the prolongation and renewal of major sports marketing contracts.

Service arrangements

adidas has outsourced certain logistics, maintenance and information technology functions, for which it has entered into long-term contracts. Financial commitments under these contracts mature as follows:

Financial commitments for service arrangements € in millions

	Dec. 31, 2024	Dec. 31, 2023
Within 1 year	291	409
Between 1 and 5 years	342	790
After 5 years	36	468
Total	669	1,667

The reduction compared to the prior year mainly relates to an obligation for a distribution center, which was recognized as a lease liability in 2024 after the distribution center went into operation.

Contingent liabilities

As of December 31, 2024, contingent liabilities exist in connection with guarantees from leases in the amount of € 58 million. These mainly relate to the Reebok business and could not be terminated upon its sale.

Litigation and other legal risks

The company is currently engaged in various lawsuits resulting from the ordinary course of business, mainly in connection with commercial and partnership agreements as well as intellectual property rights. The risks triggered by these lawsuits are covered by provisions if and to the extent a reliable estimate of the company's potential liability can be made. In the opinion of Management, the ultimate liabilities resulting from such claims will not materially affect the assets, liabilities, financial position and profit or loss of the company. ► SEE NOTE 18

The company is in dispute with the local revenue authorities in South Africa (SARS) with regard to the customs value of imported products. In June 2018, SARS issued a ruling claiming a customs payment including interest and penalties for the years 2007 to 2013 totaling ZAR 1,871 million (€ 95 million). adidas has applied for a suspension of the payment demand and in 2019 instituted legal action against the

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decision before the High Court in South Africa. In case the court rules in favor of SARS, adidas intends to appeal the decision at the Supreme Court of South Africa. Based on external legal opinions, Management currently believes that it is more likely than not that the claim made by SARS will eventually not result in an outflow of resources. Therefore, a provision was not recognized in the consolidated statement of financial position.

In connection with the financial irregularities of Reebok India Company in 2012, various legal uncertainties were identified. At this stage, the respective ultimate risk cannot be determined conclusively. However, based on opinions obtained from external counsel and internal assessments, Management assumes that the possibility of any cash outflow in settlement is remote. Therefore, no material negative influence on the assets, liabilities, financial position, and profit of the company is expected.

In connection with the termination of the Yeezy partnership, adidas had initiated in 2022 arbitration proceedings against Kanye West and entities controlled by him (Defendants) claiming, among others, damages. In this context, Defendants filed certain counterclaims against adidas. The dispute was settled by the parties in July 2024; as a result thereof, the parties withdrew their respective claims.

In 2023, plaintiff Hampton Roads Shipping Association – International Longshoremen’s Association Funds, an entity which had purchased adidas American Depositary Receipts (ADRs) representing adidas AG shares, initiated a securities class action at the US District Court in Portland (Oregon). The plaintiff alleges that the company “recklessly or intentionally made false or misleading statements” regarding risks arising from the business partnership with its former partner Kanye West and/or the company’s public commitments to diversity and inclusion by allegedly failing to disclose certain statements and other misconduct of Kanye West. With respect to loss causation and damages, plaintiff points to specific share price drops for adidas ADRs that it connects to adidas’s alleged misstatements or omissions. Also, on behalf of other adidas ADR holders, plaintiff seeks monetary compensation for damages suffered from price drops of adidas ADRs. The company rejects these allegations in full and filed a motion to dismiss in February 2024. In August 2024, the US District Court in Portland (Oregon) granted the motion to dismiss as requested by the company. In October 2024, the plaintiff appealed the judgment of the court of first instance. The matter is currently pending at the US Court of Appeals for the Ninth Circuit. Management believes that the complaint will not have any material influence on the assets, liabilities, financial position and profit or loss of the company.

The Company is currently involved in a dispute with the German customs authorities. The central question is around the correct calculation of customs duties and import VAT for products imported into Germany from outside the European Union. In December 2021, the main customs office in Nuremberg began customs audits for the period starting October 2019; these audits have been suspended since March 2023. The customs authorities have issued tax amendment notices for the period from October 2019 to the end of 2021. The company has met the payment obligation for the resulting additional customs duties in full, but has lodged an appeal against the respective notices. In December 2024, the European Public Prosecutor’s Office supported by the customs investigation carried out a search at selected adidas sites in Germany and Austria in connection with these customs and tax law issues. The European Public Prosecutor’s Office is investigating suspected import duty evasion (customs duties and import VAT). The company is cooperating fully with the customs and law enforcement authorities. Management currently, among other things, believes based on external expert opinions that the effects of this dispute will not have any material influence on the assets, liabilities, financial position, and profit or loss of the company.

39 Related party disclosures

According to the definitions of IAS 24 'Related Party Disclosures,' the Supervisory Board and the Executive Board of adidas AG have been identified as related parties who receive compensation essentially in connection with their function as key management personnel. These consolidated financial statements contain detailed information about the compensation of the Supervisory Board and the Executive Board of adidas AG. ► SEE NOTE 40

In addition, a brand ambassador agreement was in place between adidas and the Supervisory Board member Jackie Joyner-Kersey. For her services under this agreement, Jackie Joyner-Kersey in 2024 received a fixed compensation of € 0.2 million (2023: € 0.2 million). As of the reporting date, there were no outstanding balances in this context.

Members of the Executive Board and Supervisory Board and their close family members are free to buy or sell shares of the Company on the market. The shares held by this group of persons are regularly entitled to dividends, so that the dividend, as resolved by the 2024 Annual General Meeting, was paid out per share held to these persons in 2024. The employee representatives on the Supervisory Board are also entitled to participate in the adidas AG employee stock purchase program. Shares are purchased at a discount of 15% on the same terms as for other employees. Participants who hold their self-acquired shares for at least one year will subsequently receive one share for every six shares held without additional payment, provided they are still adidas employees at that time. ► SEE NOTE 26

In addition to their compensation for their Supervisory Board activities, the employee representatives on the Supervisory Board continued to receive salaries under their normal employment contracts. These were not influenced by their Supervisory Board activities.

A schedule of the adidas AG subsidiaries included in the consolidated financial statements is shown in Attachment I to the Notes to the consolidated financial statements. Balances and transactions between the Company and its subsidiaries that are related parties have been eliminated in consolidation and are not presented in these Notes. ► SEE SHAREHOLDINGS

In addition, adidas Pension Trust e.V., a registered association, is regarded as a related party. Based on a Contractual Trust Arrangement, adidas Pension Trust e.V. manages the plan assets in the form of an administrative trust to fund and protect part of the pension obligations of adidas AG. Employees, senior executives, and members of the Executive Board of adidas AG can be members of the registered association. adidas AG has the right to claim a refund of pension payments from adidas Pension Trust e.V. under specific contractually agreed conditions. As of December 31, 2024, adidas Pension Trust e. V. held plan assets of € 392.5 million (2023: € 368.2 million) in trust for adidas AG. In 2024, adidas AG made lease payments of € 7.0 million (2023: € 7.0 million) to adidas Pension Trust e.V. As of December 31, 2024, there were outstanding liabilities to adidas Pension Trust e.V. in the amount of € 0.6 million (2023: € 0.7 million). There were no material outstanding receivables from adidas Pension Trust e.V. as of December 31, 2024 (2023: € 0 million). ► SEE NOTE 23

The non-profit foundation adidas Stiftung, Herzogenaurach, established in 2023, together with its subsidiary (collectively 'the foundation'), is also considered a related party of adidas AG.

In 2023, adidas AG entered into a donation agreement with the foundation, adidas AG has committed to make a donation in a total amount of € 115.3 million over several years to the foundation. This amount was outstanding in full as of December 31, 2023, and recognized as an other liability. In March 2024, this agreement was revised based on mutual agreement with the foundation, the total committed amount was reduced by € 9.2 million as this amount was donated to another foundation to combat antisemitism.

Furthermore, there is a service agreement for the temporary provision of certain services by adidas AG in 2024, for which remuneration of around € 0.3 million was agreed and adidas AG has waived the receivables from the foundation.

In 2024, adidas AG transferred € 16.9 million to the foundation based on the foundation's drawdown in accordance with the donation agreement (2023: adidas AG contributed a total amount of € 1.3 million to the foundation's endowment capital and its other assets for the permanent and sustainable fulfillment of the foundation's purpose).

adidas AG has entered into another donation agreement with the foundation in October 2024. adidas AG has committed to make another donation in a total amount of € 106.0 million over 10 years to the foundation. This amount was outstanding in full as of December 31, 2024 and recognized as other liability. As of December 31, 2024, the total discounted amount outstanding to the foundation was € 183.2 million (Nominal value: € 195.2 million).

40 Other information

Employees

The average numbers of employees are as follows:

Employees

	Year ending Dec. 31, 2024	Year ending Dec. 31, 2023
Own retail	32,676	30,839
Sales	2,928	2,874
Logistics	7,075	7,647
Marketing	4,810	4,553
Central administration	5,279	5,093
Production	399	479
Research and development	1,047	993
Information technology	4,924	5,009
Total	59,137	57,485

Accountant service fees for the auditor of the financial statements

The expenses for the audit fees comprise the expenses of adidas AG, Herzogenaurach. In 2024, the expenses for fees for the auditor PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft amounted to € 5 million (2023: € 3.0 million) of which € 0 million pertain to the previous year.

Fees € in millions

	2024	2023
Audit services	4	2
Other confirmation services	1	1
Tax consultancy services	–	–
Other services	–	–
Sum	5	3

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Expenses for the audit fees of PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft were mainly related to the audits of both the consolidated financial statements and the financial statements of adidas AG, the review of essential components of the consolidated interim financial statements as of June 30, 2024, as well as the audit of the financial statements of its subsidiary, adidas CDC Immobilieninvest GmbH.

Other confirmation services relate to confirmation services provided for by law or contract, such as the audit of the non-financial statement and other contractually agreed confirmation services.

Compensation of the Supervisory Board and the Executive Board of adidas AG

Supervisory Board

The total annual compensation to be paid to the Supervisory Board members in accordance with the Articles of Association of adidas AG, including attendance fees, amounted to € 2.9 million in total (2023: € 2.8 million).

The Supervisory Board members did not receive any loans or advance payments in the 2024 financial year.

The consolidated financial statements contain further information on an existing brand ambassador agreement between adidas and the Supervisory Board member Jackie Joyner-Kersey. ► SEE NOTE 39

Executive Board

The total compensation (expense-based) of the Executive Board members amounted to € 34.5 million (2023: € 40.3 million) in the 2024 financial year. Short-term benefits amounted to € 16.9 million (2023: € 12.3 million).

The short-term benefits comprise the one-year Performance Bonus with the performance criteria currency-neutral net sales growth, operating profit, and individual performance criteria.

As part of the compensation system applicable from 2024, the Supervisory Board has introduced a revised Long Term Incentive Plan (LTIP) for the long-term performance-related variable compensation. This LTIP consists of annual tranches with a term of four years each. The performance period is three years. The LTIP Bonus granted has to be fully invested into the acquisition of adidas AG shares after deducting applicable taxes and social security contributions. The shares acquired are subject to a one-year lock-up period. The LTIP payout amount is considered earned only after expiry of the lock-up period and only then can the Executive Board members dispose of the shares. The performance criteria determined in the LTIP 2024 comprise operating profit, relative shareholder return compared to the DAX, and two ESG targets. Costs for the LTIP amounted to € 5.4 million (2023: € 11.3 million).

In the 2024 financial year, a total of € 12.7 million were attributable to severance payments, settlement payments, and payments in connection with non-competition prohibitions (2023: € 15.5 million). Costs for payments after the termination of the service contract (past service costs of the pension commitment for Executive Board members) amounted to € 0.7 million in the 2024 financial year (2023: € 1.2 million). As at December 31, 2024, the defined benefit obligations for pension commitments for the Executive Board members in office in the year under review amounted to € 5.9 million (2023: € 11.2 million).

As of December 31, 2024, there are provisions for short-term variable compensation components for members of the Executive Board amounting to € 8.9 million (2023: € 4.5 million).

The current members of the Executive Board were not granted any loans or advance payments in the 2024 financial year.

Total compensation of the members of the Supervisory Board and the Executive Board pursuant to § 314 (1) in conjunction with § 315e German Commercial Code (Handelsgesetzbuch – HGB)

Total compensation of the Executive Board members amounted to € 24.3 million in the 2024 financial year (2023: € 23.8 million). The fair value at the time of granting the LTIP 2024 amounts to € 7.2 million, comprising 40,239 shares promised.

Executive Board members who were first appointed after January 1, 2021, are not granted any benefits under the company pension scheme. Instead, they receive a so-called pension allowance in the form of an adequate flat, earmarked amount, which is directly paid out to the Executive Board members annually. In this regard, Bjørn Gulden received € 1.1 million, Arthur Hoeld € 0.3 million, Michelle Robertson € 0.4 million, and Mathieu Sidokpohou € 0.04 million in the 2024 financial year.

The total annual compensation to be paid to the members of the Supervisory Board in accordance with the Articles of Association of adidas AG, including attendance fees, totaled € 2.9 million (2023: € 2.8 million).

In the 2024 financial year, payments to former members of the Executive Board and their surviving dependents totaled € 17.3 million (2023: € 21.9 million).

Provisions for pension entitlements were created for the former members of the Executive Board who resigned on or before December 31, 2005, and their surviving dependents, totaling € 46.1 million (2023: € 43.6 million) as at December 31, 2024, before offsetting with the assets of the ‘adidas Pension Trust e.V.’ There are pension commitments toward former Executive Board members who resigned after December 31, 2005, which are covered by a pension fund or a pension fund in combination with a reinsured pension trust fund. From this, indirect obligations amounting to € 39.1 million (2023: € 38.1 million) arise for which no provisions were created due to financing through the pension fund and pension trust fund. There are pension commitments amounting to € 3.6 million (2023: € 3.4 million) for two former Executive Board members who resigned on or after December 31, 2019.

Companies opting for exemption under § 264 (3) HGB

The subsidiary adidas CDC Immobilieninvest GmbH, Herzogenaurach, is opting for exemption under § 264 (3) HGB.

41 Information relating to the German corporate governance code

Information pursuant to § 161 German Stock Corporation Act (Aktiengesetz – AktG)

In December 2024, the Executive Board and Supervisory Board of adidas AG issued an updated Declaration of Compliance in accordance with § 161 AktG and made it permanently available to the shareholders. The full text of the Declaration of Compliance is available on the company’s corporate website.

42 Events after the balance sheet date

No company-specific subsequent events are known that might have a material influence on the assets, liabilities, financial position, and profit or loss of the company.

Date of preparation

The Executive Board of adidas AG prepared and approved the consolidated financial statements for submission to the Supervisory Board on February 20, 2025. It is the Supervisory Board’s task to examine the consolidated financial statements and give their approval.

Herzogenaurach, February 20, 2025

The Executive Board of adidas AG



BJØRN GULDEN
CHIEF EXECUTIVE OFFICER,
GLOBAL BRANDS



HARM OHLMEYER
CHIEF FINANCIAL OFFICER



MICHELLE ROBERTSON
GLOBAL HUMAN RESOURCES,
PEOPLE AND CULTURE



MATHIEU SIDOKPOHOU
GLOBAL SALES

Shareholdings

Shareholdings of adidas AG, Herzogenaurach, as at December 31, 2024

	Company and domicile		Share in capital held by¹	in %
	Germany			
1	adidas Beteiligungsgesellschaft mbH²	Herzogenaurach (Germany)	directly	100
2	adidas CDC Immobilieninvest GmbH	Herzogenaurach (Germany)	11	100
3	adidas Insurance & Risk Consultants GmbH²	Herzogenaurach (Germany)	directly	100
	Europe (incl. Middle East and Africa)			
4	adidas International Trading AG	Lucerne (Switzerland)	9	100
5	adidas sport gmbh	Lucerne (Switzerland)	directly	100
6	adidas Austria GmbH	Klagenfurt (Austria)	directly	100
7	runtastic GmbH	Pasching (Austria)	9	100
8	adidas France S.a.r.l.	Strasbourg (France)	directly	100
9	adidas International B.V.	Amsterdam (Netherlands)	directly	93.97
			8	6.03
10	adidas International Marketing B.V.	Amsterdam (Netherlands)	9	100
11	adidas International Property Holding B.V.	Amsterdam (Netherlands)	67	100
12	adidas Infrastructure Holding B.V.	Amsterdam (Netherlands)	9	100
13	adidas Benelux B.V.	Amsterdam (Netherlands)	directly	100
14	adidas Ventures B.V.	Amsterdam (Netherlands)	9	100
15	adidas (UK) Limited	Stockport (Great Britain)	9	100
16	Trafford Park DC Limited	Stockport (Great Britain)	12	100
17	adidas (Ireland) Limited	Kildare (Ireland)	9	100
18	adidas International Re DAC	Dublin (Ireland)	9	100
19	adidas España S.A.U.	Zaragoza (Spain)	1	100
20	adidas Italy S.p.A.	Monza (Italy)	9	100
21	adidas Portugal - Artigos de Desporto, S.A.	Lisbon (Portugal)	9	100
22	adidas Business Services, Lda.	Moreira da Maia (Portugal)	9	98
			directly	2
23	adidas Norge AS	Oslo (Norway)	directly	100
24	adidas Sverige Aktiebolag	Solna (Sweden)	directly	100
25	adidas Suomi Oy	Vantaa (Finland)	9	100
26	adidas Danmark A/S	Them (Denmark)	9	100
27	adidas CR s.r.o.	Prague (Czech Republic)	directly	100
28	adidas Budapest Kft.	Budapest (Hungary)	directly	100
29	adidas Bulgaria EAD	Sofia (Bulgaria)	directly	100
30	LLC "adidas, Ltd."	Moscow (Russia)	directly	100
31	adidas Poland Sp. z o.o.	Warsaw (Poland)	directly	100
32	adidas Romania S.R.L.	Bucharest (Romania)	9	100
33	adidas Baltics SIA	Riga (Latvia)	9	100
34	adidas Slovakia s.r.o.	Bratislava (Slovak Republic)	directly	100
35	adidas Trgovina d.o.o.	Ljubljana (Slovenia)	directly	100
36	SC 'adidas-Ukraine'	Kiev (Ukraine)	directly	100
37	adidas LLP	Almaty (Republic of Kazakhstan)	directly	100
38	adidas Serbia DOO Beograd	Belgrade (Serbia)	9	100
39	adidas Croatia d.o.o.	Zagreb (Croatia)	9	100
40	adidas Hellas Single Member S.A.	Athens (Greece)	directly	100
41	adidas (Cyprus) Limited	Limassol (Cyprus)	directly	100
42	adidas Spor Malzemeleri Satış ve Pazarlama A.Ş.	Istanbul (Turkey)	9	100
43	adidas Emerging Markets L.L.C	Dubai (United Arab Emirates)	indirectly	51
			8	49
44	adidas Emerging Markets FZE	Dubai (United Arab Emirates)	9	100

Shareholdings of adidas AG, Herzogenaurach, as at December 31, 2024

	Company and domicile		Share in capital held by ¹	in %
45	adidas Levant Limited	Dubai (United Arab Emirates)	44	100
46	adidas Levant Limited - Jordan	Amman (Jordan)	45	100
47	adidas Imports & Exports Ltd.	Cairo (Egypt)	48	99.98
			9	0.02
48	adidas Sporting Goods Ltd.	Cairo (Egypt)	9	99.81
			directly	0.19
49	adidas Israel Ltd.	Holon (Israel)	9	100
50	adidas Morocco LLC	Casablanca (Morocco)	directly	100
51	adidas (South Africa) (Pty) Ltd.	Cape Town (South Africa)	directly	100
52	adidas Arabia Trading	Riyadh (Saudi Arabia)	directly	100
North America				
53	adidas North America, Inc.	Wilmington, Delaware (USA)	9	100
54	adidas America, Inc.	Portland, Oregon (USA)	53	100
55	adidas International, Inc.	Portland, Oregon (USA)	53	100
56	adidas Team, Inc.	Des Moines, Iowa (USA)	53	100
57	adidas Holdings LLC	Wilmington, Delaware (USA)	53	69
			61	31
58	adidas Indy, LLC	Wilmington, Delaware (USA)	53	100
59	Stone Age Equipment, Inc.	Marina Del Rey, California (USA)	54	100
60	Spartanburg DC, Inc.	North Charleston, South Carolina (USA)	54	100
61	adidas Pluto Corporation	Wilmington, Delaware (USA)	9	100
62	adidas Canada Limited	Woodbridge, Ontario (Canada)	9	100
Asia-Pacific				
63	adidas Sourcing Limited	Hong Kong (China)	4	100
64	adidas Hong Kong Limited	Hong Kong (China)	1	100
65	adidas Trading (Far East) Limited (formerly: Reebok Trading (Far East) Limited)	Hong Kong (China)	53	100
66	adidas (Suzhou) Co., Ltd.	Suzhou (China)	1	100
67	adidas Sports (China) Co., Ltd.	Shanghai (China)	1	100
68	adidas (China) Ltd.	Shanghai (China)	9	100
69	adidas Sports Goods (Shanghai) Co., Ltd.	Shanghai (China)	68	100
70	adidas Trading (Shanghai) Co., Ltd.	Shanghai (China)	9	100
71	adidas Logistics (Tianjin) Co., Ltd.	Tianjin (China)	12	100
72	adidas Business Services (Dalian) Limited	Dalian (China)	9	100
73	adidas Japan K.K.	Tokyo (Japan)	9	100
74	adidas Korea LLC.	Seoul (Korea)	directly	100
75	adidas Korea Technical Services Limited	Busan (Korea)	63	100
76	adidas India Private Limited	Gurugram (India)	directly	10.67
			9	89.33
77	adidas India Marketing Private Limited	Gurugram (India)	76	98.62
			9	1
			directly	0.37
78	adidas Technical Services Private Limited	Gurugram (India)	64	100
79	Refop India Company (formerly: Reebok India Company)	New Delhi (India)	57	99.03
			89	0.91
			54	0.07
80	PT adidas Indonesia	Jakarta (Indonesia)	9	99.67
			directly	0.33
81	adidas (Malaysia) Sdn. Bhd.	Petaling Jaya (Malaysia)	directly	60
			9	40
82	ADIDAS PHILIPPINES, INC.	Taguig City (Philippines)	directly	100
83	adidas Singapore Pte Ltd	Singapore (Singapore)	directly	100
84	adidas Taiwan Limited	Taipei	9	100

Shareholdings of adidas AG, Herzogenaurach, as at December 31, 2024

	Company and domicile		Share in capital held by ¹	in %
85	adidas (Thailand) Co., Ltd.	Bangkok (Thailand)	directly	100
86	adidas Australia Pty Limited	Cremorne (Australia)	9	100
87	adidas New Zealand Limited	Auckland (New Zealand)	directly	100
88	adidas Vietnam Company Limited	Ho Chi Minh City (Vietnam)	9	100
89	adidas (Mauritius) Limited (formerly: Reebok (Mauritius) Company Limited)	Port Louis (Mauritius)	57	100
	Latin America			
90	adidas Argentina S.A.	Buenos Aires (Argentina)	9	76.96
			1	23.04
91	Refop de Argentina S.A. (formerly: Reebok Argentina S.A.)	Buenos Aires (Argentina)	directly	96.25
			9	3.75
92	adidas do Brasil Ltda.	São Paulo (Brazil)	1	100
93	adidas Franchise Brasil Servicos Ltda.	São Paulo (Brazil)	92	99.99
			directly	0.01
94	REFOP Produtos Esportivos Brasil Ltda. (formerly: Reebok Produtos Esportivos Brasil Ltda.)	São Paulo (Brazil)	9	100
95	adidas Chile Limitada	Santiago de Chile (Chile)	directly	99
			3	1
96	adidas Colombia Ltda.	Bogotá (Colombia)	directly	100
97	adidas Perú S.A.C.	Lima (Peru)	directly	99
			95	1
98	adidas de Mexico, S.A. de C.V.	Mexico City (Mexico)	directly	100
99	adidas Industrial, S.A. de C.V.	Mexico City (Mexico)	directly	100
100	Refop de Mexico, S.A. de C.V. (formerly: Reebok de Mexico, S.A. de C.V.)	Mexico City (Mexico)	directly	100
101	adidas Latin America, S.A.	Panama City (Panama)	directly	100
102	Concept Sport, S.A.	Panama City (Panama)	9	100
103	3 Stripes S.A.	Montevideo (Uruguay)	directly	100
104	Tafibal S.A.	Montevideo (Uruguay)	directly	100
105	Raelit S.A.	Montevideo (Uruguay)	directly	100
106	adidas Sourcing Honduras, S.A.	San Pedro Sula (Honduras)	53	100
107	adidas Sourcing El Salvador, S.A. de C.V.	Antiguo Cuscatlán (El Salvador)	9	100.00
			directly	0.05

¹ The number refers to the number of the company.

² Profit and loss transfer agreement.

Responsibility Statement

To the best of our knowledge, and in accordance with the applicable reporting principles, the consolidated financial statements give a true and fair view of the assets, liabilities, financial position, and profit or loss of the Group, and the Group Management Report, which has been combined with the Management Report of adidas AG, includes a fair review of the development and performance of the business and the position of the Group, together with a description of the material opportunities and risks associated with the expected development of the Group.

Herzogenaurach, February 20, 2025



BJØRN GULDEN
CHIEF EXECUTIVE OFFICER,
GLOBAL BRANDS



HARM OHLMEYER
CHIEF FINANCIAL OFFICER



MICHELLE ROBERTSON
GLOBAL HUMAN RESOURCES,
PEOPLE AND CULTURE



MATHIEU SIDOKPOHOU
GLOBAL SALES

Copy of the Auditor's Report

Based on the final results of our audit we issued the following unqualified auditor's report dated February 27, 2025:

"Independent Auditor's report

To adidas AG, Herzogenaurach

Report on the audit of the consolidated financial statements and of the group management report

Audit Opinions

We have audited the consolidated financial statements of adidas AG, Herzogenaurach, and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at December 31, 2024, and the consolidated statement of comprehensive income, consolidated statement of profit and loss, consolidated statement of changes in equity and consolidated statement of cash flows for the financial year from January 1 to December 31, 2024, and notes to the consolidated financial statements, including material accounting policy information. In addition, we have audited the group management report of adidas AG, which is combined with the Company's management report, for the financial year from January 1 to December 31, 2024. In accordance with the German legal requirements, we have not audited the content of the components of the group management report listed in the "Other information" section of our auditor's report.

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying consolidated financial statements comply, in all material respects, with the IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) (the IFRS Accounting Standards) as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. [paragraph] 1 HGB and, in compliance with these requirements, give a true and fair view of the assets, liabilities, and financial position of the Group as at December 31, 2024, and of its financial performance for the financial year from January 1 to December 31, 2024, and
- the accompanying group management report as a whole provides an appropriate view of the Group's position. In all material respects, this group management report is consistent with the consolidated financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development. Our opinion on the group management report does not cover the content of those parts of the group management report listed in the "Other information" section.

Pursuant to § 322 Abs. 3 Satz [sentence] 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the consolidated financial statements and of the group management report.

Basis for the Audit Opinions

We conducted our audit of the consolidated financial statements and of the group management report in accordance with § 317 HGB and the EU Audit Regulation (No. 537/2014, referred to subsequently as "EU Audit Regulation") in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report" section of our auditor's report. We are independent of the group entities in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. In addition, in accordance with Article 10 (2) point (f) of the EU Audit Regulation, we declare that we have not provided non-audit services prohibited under Article 5 (1) of the EU Audit Regulation. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions on the consolidated financial statements and on the group management report.

Key Audit Matters in the Audit of the Consolidated Financial Statements

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the financial year from January 1 to December 31, 2024. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our audit opinion thereon; we do not provide a separate audit opinion on these matters.

In our view, the matters of most significance in our audit were as follows:

1. Recoverability of inventories
2. Recognition of revenue, taking into account expected returns
3. Accounting assessment and treatment of the risk provision in connection with customs audits by the German customs authorities

Our presentation of these key audit matters has been structured in each case as follows:

1. Matter and issue
2. Audit approach and findings
3. Reference to further information

Hereinafter we present the key audit matters:

1. Recoverability of inventories

1. Inventories amounting to EUR 4,989 million (24% of total assets) are reported in the Company's consolidated statement of financial position.

Inventories are initially recognized at cost, taking into account directly attributable incidental acquisition costs and cost reductions. The carrying amount of recognized inventories must be reduced if the inventories are damaged or (partially) obsolete and the expected net realizable values are less than the costs.

At the reporting date, the costs are compared against the net realizable values, which are determined by deducting the directly attributable selling costs to be incurred prior to sale of the inventories from the sales proceeds expected to be generated.

Net realizable values are calculated based on discretionary planning assumptions as to the sales proceeds realizable in the ordinary course of business less necessary selling costs, which are derived on the basis of historical observable data. Among other things, the age (seasonality) of the inventories and the selected sales channel to be used in future sales are significant. The impairment test resulted in a write-down on inventories as of the reporting date amounting to EUR 173 million in total.

The outcome of this valuation is dependent to a large extent on the estimates made by the executive directors with respect to the inputs for the future net realizable values and other factors having an influence on value, and is therefore subject to considerable uncertainty. Against this background and due to the complex nature of the valuation, this matter was of particular significance in the context of our audit.

2. As part of our audit, we analyzed among other things the impairment testing process and assessed identified controls with respect to implementation, appropriateness and effectiveness. Furthermore, we evaluated the key inputs used to calculate net realizable values based on historical data and our understanding of the business. We verified the accuracy of the calculation logic used in the impairment test.

We were able to satisfy ourselves that the estimates and assumptions made by the executive directors in connection with the proper measurement of inventories were sufficiently substantiated and documented.

3. The Company's disclosures relating to the accounting policies applied with respect to the "inventories" line item are contained in section 2 of the notes to the consolidated financial statements "Summary of significant accounting policies". In addition, the disclosures on "inventories" are contained in section 7, "Inventories".

2. Recognition of revenue, taking into account expected returns

1. Revenue amounting to EUR 23,683 million was recognized in the Company's consolidated financial statements.

Revenue is recognized from the sale of goods in the "Wholesale", "E-commerce" and "Own retail" sales channels if the Company satisfies a performance obligation by transferring a specified asset to a customer. An asset is deemed to have been transferred if the customer obtains control of that asset. Revenue is recognized in the amount to which the Company has a claim when the power to control an asset is transferred.

Customers of the Company have the option, subject to certain conditions, of exchanging or returning goods in exchange for a credit. In light of expected returns, revenue recognition factors in the returns rate because a sufficiently large number of similar transactions take place, the historical returns rate can be reliably determined and this is transferable to the transactions currently being assessed.

The asset embodying the right to receive goods returned by the customer is measured at the carrying amount of the respective inventories less settlement costs.

The revenues have a significant influence on the Group's net profit or loss for the year and represent one of the most significant performance indicators for adidas. Due to the large transaction volume with respect to the sale of merchandise in three different sales channels and the potential risk in general of notional revenues and the uncertainty with regard to estimates of expected returns, in our view the existence and accrual of revenues from the sale of merchandise were of particular importance during our audit.

2. With respect to the audit of the existence and accrual of revenue, we first assessed the structure, establishment and effectiveness of internal controls, including the functioning of IT-based controls with respect to outgoing goods and the acceptance of goods, invoices and the payment settlement. In addition, we reviewed the presentation of revenue recognition in the Group-wide accounting policy to assess whether it complied with IFRS 15.

Furthermore, in the context of substantive audit procedures, we obtained evidence (in particular delivery certificates, invoices and receipts of payments) of the existence and accrual of revenue in order to assess whether the recognized and accrues revenues were based on a corresponding shipment or transfer of goods. In addition, we evaluated the mathematical correctness of the executive directors' calculation of expected returns. We compared the expected returns against historical, sales channel-specific return rates and the returned merchandise recorded in the financial accounting records.

We were able to satisfy ourselves that the estimates and assumptions made by the executive directors in connection with the proper accounting treatment of the revenue were sufficiently substantiated and documented.

3. The Company's disclosures relating to the accounting policies applied with respect to the recognition of revenue from merchandise are contained in section 2 of the notes to the consolidated financial statements "Summary of significant accounting policies".

3. Accounting assessment and treatment of the risk provision in connection with customs audits by the German customs authorities

1. The adidas Group companies adidas International Trading AG, Zug, Switzerland, and adidas AG, Herzogenaurach, are involved in customs audits by the Main Customs Office (Hauptzollamt) in Nuremberg for the period from October 2019 to the end of 2021. Due to different views as to the correct calculation of customs duties and import turnover tax for products imported to Germany from outside the EU, the German customs authorities issued notices for subsequent recovery (Nacherhebungsbescheid) in relation to the audit period, which adidas has paid but at the same appealed in each case. In this connection, the European Public Prosecutor's Office and customs investigation authorities in Germany carried out searches of adidas' premises in December 2024 regarding the suspected evasion of customs duties and import turnover tax. As for other international customs cases, the company has recognised a risk provision for this matter under other provisions and, in connection with the appeal against subsequent recovery notices, has capitalised an asset for the expected reimbursement of payments already made.

There is a high degree of uncertainty surrounding the estimate of whether payments made under the notices for subsequent recovery will be refunded and whether and in what amount a provision has to be recognized to cover the risk of additional subsequent recoveries of customs duties, import turnover tax, interest and procedural costs.

Against this background, we consider the customs audits – including the ongoing investigation by the German authorities – to be of particular significance in the context of our audit given the significance in terms of amount and the considerable uncertainties as to their outcome and their impact on the net assets, financial position and results of operations.

1	2	3	4	5	6
TO OUR SHAREHOLDERS	GROUP MANAGEMENT REPORT – OUR COMPANY	GROUP MANAGEMENT REPORT – FINANCIAL REVIEW	GROUP MANAGEMENT REPORT – SUSTAINABILITY STATEMENT	CONSOLIDATED FINANCIAL STATEMENTS	ADDITIONAL INFORMATION

2. To review the recognition and measurement of an asset in connection with amounts paid under notices for subsequent recovery and the recognition and measurement of provisions, we assessed the search warrant as well as official documents and opinions of the customs authorities, contractual bases and internal documents from adidas, and opinions of external experts engaged by the adidas Group. We discussed the estimates made by the executive directors in talks with those executive directors and with experts from the companies concerned, and involved our own legal specialists. We assessed the presentation in the Company's consolidated financial statements of the customs audits, including the disagreements with the German customs authorities and the investigation that has been launched, as well as the associated estimates of the risk provision in the consolidated financial statements and the probability of being refunded the amounts paid under notices for subsequent recovery, and consider them to be appropriate.
3. The Company's disclosures relating to the customs audits and disagreements with the German customs authorities are contained in the sub-section "Litigation and other risks" under note "25 – Other financial commitments and contingent liabilities" in the notes the consolidated financial statements. Disclosures are also made in the section entitled "Risk and opportunity report" in the group management report.

Other Information

The executive directors are responsible for the other information. The other information comprises the following non-audited components of the Group management report:

- the non-financial statement in compliance with sections 289b to 289e HGB and sections 315b to 315c HGB contained in section "4" of the Group management report
- the disclosures marked as unaudited in section "Description of the main features of the internal control and risk management system with respect to the group accounting process pursuant to § 315 Abs. 4 HGB" of the group management report.
- the section "Compliance Management System (adidas Fair Play)" of the Group management report

The other information comprises further

- the statement on corporate governance pursuant to § 289f HGB and § 315d HGB
- all remaining parts of the annual report – excluding cross-references to external information – with the exception of the audited consolidated financial statements, the audited group management report and our auditor's report.

Our audit opinions on the consolidated financial statements and on the group management report do not cover the other information, and consequently we do not express an audit opinion or any other form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information mentioned above and, in so doing, to consider whether the other information

- is materially inconsistent with the consolidated financial statements, with the group management report disclosures audited in terms of content or with our knowledge obtained in the audit, or
- otherwise appears to be materially misstated.

Responsibilities of the Executive Directors and the Supervisory Board for the Consolidated Financial Statements and the Group Management Report

The executive directors are responsible for the preparation of the consolidated financial statements that comply, in all material respects, with IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. 1 HGB and that the consolidated financial statements, in compliance with these requirements, give a true and fair view of the assets, liabilities, financial position, and financial performance of the Group. In addition the executive directors are responsible for such internal control as they have determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

In preparing the consolidated financial statements, the executive directors are responsible for assessing the Group's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting unless there is an intention to liquidate the Group or to cease operations, or there is no realistic alternative but to do so.

Furthermore, the executive directors are responsible for the preparation of the group management report that, as a whole, provides an appropriate view of the Group's position and is, in all material respects, consistent with the consolidated financial statements, complies with German legal requirements, and appropriately presents the opportunities and risks of future development. In addition, the executive directors are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a group management report that is in accordance with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the group management report.

The supervisory board is responsible for overseeing the Group's financial reporting process for the preparation of the consolidated financial statements and of the group management report.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the group management report as a whole provides an appropriate view of the Group's position and, in all material respects, is consistent with the consolidated financial statements and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our audit opinions on the consolidated financial statements and on the group management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with § 317 HGB and the EU Audit Regulation and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and this group management report.

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We exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and of the group management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our audit opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and of arrangements and measures (systems) relevant to the audit of the group management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an audit opinion on the effectiveness of the internal control and these arrangements and measures (systems), respectively.
- Evaluate the appropriateness of accounting policies used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.
- Conclude on the appropriateness of the executive directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the consolidated financial statements and in the group management report or, if such disclosures are inadequate, to modify our respective audit opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to be able to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements present the underlying transactions and events in a manner that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. 1 HGB.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming audit opinions on the consolidated financial statements and on the group management report. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinions.
- Evaluate the consistency of the group management report with the consolidated financial statements, its conformity with German law, and the view of the Group's position it provides.
- Perform audit procedures on the prospective information presented by the executive directors in the group management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the executive directors as a basis for the prospective information and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate audit opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

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We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with the relevant independence requirements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats to independence or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

Other legal and regulatory requirements

Report on the Assurance on the Electronic Rendering of the Consolidated Financial Statements and the Group Management Report Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB

Assurance Opinion

We have performed assurance work in accordance with § 317 Abs. 3a HGB to obtain reasonable assurance as to whether the rendering of the consolidated financial statements and the group management report (hereinafter the "ESEF documents") contained in the electronic file adidasag-2024-12-31-de.zip and prepared for publication purposes complies in all material respects with the requirements of § 328 Abs. 1 HGB for the electronic reporting format ("ESEF format"). In accordance with German legal requirements, this assurance work extends only to the conversion of the information contained in the consolidated financial statements and the group management report into the ESEF format and therefore relates neither to the information contained within these renderings nor to any other information contained in the electronic file identified above.

In our opinion, the rendering of the consolidated financial statements and the group management report contained in the electronic file identified above and prepared for publication purposes complies in all material respects with the requirements of § 328 Abs. 1 HGB for the electronic reporting format. Beyond this assurance opinion and our audit opinion on the accompanying consolidated financial statements and the accompanying group management report for the financial year from January 1 to December 31, 2024 contained in the "Report on the Audit of the Consolidated Financial Statements and of the Group Management Report" above, we do not express any assurance opinion on the information contained within these renderings or on the other information contained in the electronic file identified above.

Basis for the Assurance Opinion

We conducted our assurance work on the rendering of the consolidated financial statements and the group management report contained in the electronic file identified above in accordance with § 317 Abs. 3a HGB and the IDW Assurance Standard: Assurance Work on the Electronic Rendering of Financial Statements and Management Reports, Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB (IDW AsS 410 (06.2022)) and the International Standard on Assurance Engagements 3000 (Revised). Our responsibility in accordance therewith is further described in the "Group Auditor's Responsibilities for the Assurance Work on the ESEF Documents" section. Our audit firm applies the IDW Standard on Quality Management 1: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)).

Responsibilities of the Executive Directors and the Supervisory Board for the ESEF Documents

The executive directors of the Company are responsible for the preparation of the ESEF documents including the electronic rendering of the consolidated financial statements and the group management report in accordance with § 328 Abs. 1 Satz 4 Nr. [number] 1 HGB and for the tagging of the consolidated financial statements in accordance with § 328 Abs. 1 Satz 4 Nr. 2 HGB.

In addition, the executive directors of the Company are responsible for such internal control as they have considered necessary to enable the preparation of ESEF documents that are free from material non-compliance with the requirements of § 328 Abs. 1 HGB for the electronic reporting format, whether due to fraud or error.

The supervisory board is responsible for overseeing the process for preparing the ESEF documents as part of the financial reporting process.

Group Auditor's Responsibilities for the Assurance Work on the ESEF Documents

Our objective is to obtain reasonable assurance about whether the ESEF documents are free from material non-compliance with the requirements of § 328 Abs. 1 HGB, whether due to fraud or error. We exercise professional judgment and maintain professional skepticism throughout the assurance work. We also:

- Identify and assess the risks of material non-compliance with the requirements of § 328 Abs. 1 HGB, whether due to fraud or error, design and perform assurance procedures responsive to those risks, and obtain assurance evidence that is sufficient and appropriate to provide a basis for our assurance opinion.
- Obtain an understanding of internal control relevant to the assurance work on the ESEF documents in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an assurance opinion on the effectiveness of these controls.
- Evaluate the technical validity of the ESEF documents, i.e., whether the electronic file containing the ESEF documents meets the requirements of the Delegated Regulation (EU) 2019/815 in the version in force at the date of the consolidated financial statements on the technical specification for this electronic file.
- Evaluate whether the ESEF documents provide an XHTML rendering with content equivalent to the audited consolidated financial statements and to the audited group management report.
- Evaluate whether the tagging of the ESEF documents with Inline XBRL technology (iXBRL) in accordance with the requirements of Articles 4 and 6 of the Delegated Regulation (EU) 2019/815, in the version in force at the date of the consolidated financial statements, enables an appropriate and complete machine-readable XBRL copy of the XHTML rendering.

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Further Information pursuant to Article 10 of the EU Audit Regulation

We were elected as group auditor by the annual general meeting on May 16, 2024. We were engaged by the supervisory board on December 12, 2024. We have been the group auditor of adidas AG, Herzogenaurach, without interruption since the financial year 2023.

We declare that the audit opinions expressed in this auditor's report are consistent with the additional report to the audit committee pursuant to Article 11 of the EU Audit Regulation (long-form audit report).

Reference to an other matter – use of the auditor's report

Our auditor's report must always be read together with the audited consolidated financial statements and the audited group management report as well as the assured ESEF documents. The consolidated financial statements and the group management report converted to the ESEF format – including the versions to be filed in the company register – are merely electronic renderings of the audited consolidated financial statements and the audited group management report and do not take their place. In particular, the "Report on the Assurance on the Electronic Rendering of the Consolidated Financial Statements and the Group Management Report Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB" and our assurance opinion contained therein are to be used solely together with the assured ESEF documents made available in electronic form.

German public auditor responsible for the engagement

The German Public Auditor responsible for the engagement is Christian Landau."

Nuremberg, 27 February 2025

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

sgd. Rainer Kroker
Wirtschaftsprüfer
[German public auditor]

sgd. Christian Landau
Wirtschaftsprüfer
[German public auditor]

Assurance Report of the Independent German Public Auditor on a Limited Assurance Engagement in Relation to the Group Sustainability Statement

To adidas AG, Herzogenaurach

Assurance Conclusion

We have conducted a limited assurance engagement on the group sustainability statement of adidas AG, Herzogenaurach, (hereinafter the "Company") included in section "Sustainability Statement" of the group management report, which is combined with the Company's management report, for the financial year from 1 January to 31 December 2024 (hereinafter the "Group Sustainability Statement"). The Group Sustainability Statement has been prepared to fulfil the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (Corporate Sustainability Reporting Directive, CSRD) and Article 8 of Regulation (EU) 2020/852 as well as §§ [Articles] 289b to 289e HGB [Handelsgesetzbuch: German Commercial Code] and §§ 315b to 315c HGB to prepare a combined non-financial statement.

The reports of other assurance practitioners in relation to the assurance of information, from sources within the value chain, contained in the Group Sustainability Statement and as referred to in the Group Sustainability Statement are not subject to our assurance engagement.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the accompanying Group Sustainability Statement is not prepared, in all material respects, in accordance with the requirements of the CSRD and Article 8 of Regulation (EU) 2020/852, § 315c in conjunction with §§ 289c to 289e HGB to prepare a combined non-financial statement as well as with the supplementary criteria presented by the executive directors of the Company. This assurance conclusion includes that no matters have come to our attention that cause us to believe:

- that the accompanying Group Sustainability Statement does not comply, in all material respects, with the European Sustainability Reporting Standards (ESRS), including that the process carried out by the Company to identify the information to be included in the Group Sustainability Statement (hereinafter the "materiality assessment") is not, in all material respects, in accordance with the description set out in section "Impact, risk and opportunity management" of the Group Sustainability Statement, or
- that the disclosures set out in section "EU Taxonomy" of the Group Sustainability Statement do not comply, in all material respects, with Article 8 of Regulation (EU) 2020/852.

We do not express an assurance conclusion on references in the Group Sustainability Statement to assurance reports or reports of other assurance practitioners.

Basis for the Assurance Conclusion

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of

Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under ISAE 3000 (Revised) are further described in the "German Public Auditor's Responsibilities for the Assurance Engagement on the Group Sustainability Statement" section.

We are independent of the Company in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. Our audit firm has complied with the quality management system requirements of the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)) issued by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW). We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

Responsibility of the Executive Directors and the Supervisory Board for the Group Sustainability Statement

The executive directors are responsible for the preparation of the Group Sustainability Statement in accordance with the requirements of the CSRD and the relevant German legal and other European regulations as well as with the supplementary criteria presented by the executive directors of the Company. They are also responsible for the design, implementation and maintenance of such internal controls that they have considered necessary to enable the preparation of a Group Sustainability Statement in accordance with these regulations that is free from material misstatement, whether due to fraud (i.e., manipulation of the Group Sustainability Statement) or error.

This responsibility of the executive directors includes establishing and maintaining the materiality assessment process, selecting and applying appropriate reporting policies for preparing the Group Sustainability Statement, as well as making assumptions and estimates and ascertaining forward-looking information for individual sustainability-related disclosures.

The supervisory board is responsible for overseeing the process for the preparation of the Group Sustainability Statement.

Inherent Limitations in the Preparation of the Group Sustainability Statement

The CSRD and the relevant German statutory and other European regulations contain wording and terms that are still subject to considerable interpretation uncertainties and for which no authoritative, comprehensive interpretations have yet been published. As such wording and terms may be interpreted differently by regulators or courts, the legal conformity of measurements or evaluations of sustainability matters based on these interpretations is uncertain.

These inherent limitations also affect the assurance engagement on the Group Sustainability Statement.

German Public Auditor's Responsibilities for the Assurance Engagement on the Group Sustainability Statement

Our objective is to express a limited assurance conclusion, based on the assurance engagement we have conducted, on whether any matters have come to our attention that cause us to believe that the Group Sustainability Statement has not been prepared, in all material respects, in accordance with the CSRD and the relevant German legal and other European regulations as well as with the supplementary criteria presented by the executive directors of the Company, and to issue an assurance report that includes our assurance conclusion on the Group Sustainability Statement.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgment and maintain professional skepticism. We also:

- obtain an understanding of the process to prepare the Group Sustainability Statement, including the materiality assessment process carried out by the Company to identify the information to be included in the Group Sustainability Statement.
- identify disclosures where a material misstatement due to fraud or error is likely to arise, design and perform procedures to address these disclosures and obtain limited assurance to support the assurance conclusion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misleading representations, or the override of internal controls. In addition, the risk of not detecting a material misstatement within value chain information from sources not under the control of the company (value chain information) is generally higher than the risk of not detecting a material misstatement of value chain information from sources under the control of the company, as both the executive directors of the Company and we, as assurance practitioners, are ordinarily subject to limitations on direct access to the sources of value chain information.
- consider the forward-looking information, including the appropriateness of the underlying assumptions. There is a substantial unavoidable risk that future events will differ materially from the forward-looking information.

Summary of the Procedures Performed by the German Public Auditor

A limited assurance engagement involves the performance of procedures to obtain evidence about the sustainability information. The nature, timing and extent of the selected procedures are subject to our professional judgement.

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In conducting our limited assurance engagement, we have, amongst other things:

- evaluated the suitability of the criteria as a whole presented by the executive directors in the Group Sustainability Statement.
- inquired of the executive directors and relevant employees involved in the preparation of the Group Sustainability Statement about the preparation process, including the materiality assessment process carried out by the company to identify the information to be included in the Group Sustainability Statement, and about the internal controls relating to this process.
- evaluated the reporting policies used by the executive directors to prepare the Group Sustainability Statement.
- evaluated the reasonableness of the estimates and the related disclosures provided by the executive directors. If, in accordance with the ESRS, the executive directors estimate the value chain information to be reported for a case in which the executive directors are unable to obtain the information from the value chain despite making reasonable efforts, our assurance engagement is limited to evaluating whether the executive directors have undertaken these estimates in accordance with the ESRS and assessing the reasonableness of these estimates, but does not include identifying information in the value chain that the executive directors have been unable to obtain.
- performed analytical procedures and made inquiries in relation to selected information in the Group Sustainability Statement.
- considered the presentation of the information in the Group Sustainability Statement.
- considered the process for identifying taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Group Sustainability Statement.

Restriction of Use

We draw attention to the fact that the assurance engagement was conducted for the Company’s purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is solely towards the Company. We do not accept any responsibility, duty of care or liability towards third parties.

Nuremberg, 27 February 2025

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

sgd. Rainer Kroker
Wirtschaftsprüfer
[German public auditor]

sgd. Christian Landau
Wirtschaftsprüfer
[German public auditor]