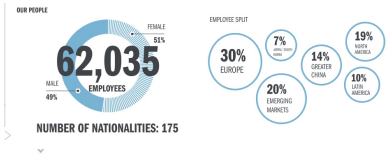

G-OOOL

adidas

24,811
MILLION € NET SA



OUR MISSION

TO BE THE BEST SPORTS BRAND IN THE WORLD

OUR PURPOSE

THROUGH SPORT WE HAVE THE POWER TO CHANGE LIVES

1 BN
YEARLY CONSUMERS

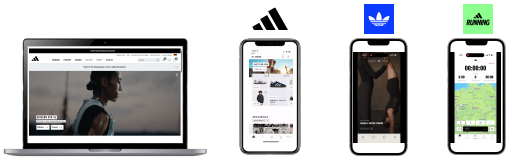
82
MARKETS

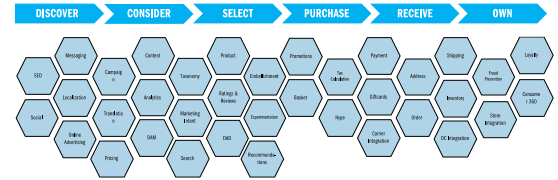
75M
DELIVERIES

170
INFORMATION SYSTEMS

5000
RELEASES PER YEAR

1000
TECHNOLOGIST





PERSONALIZE - AUTOMATE

CONNECT

zalando · amazon · JD · INTERSPORT · NAVER · TikTok

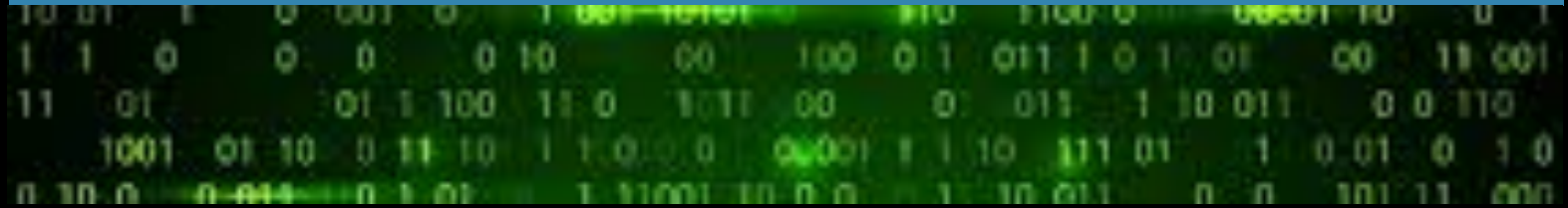

The Phoenix Project
The DevOps Handbook
The Unicorn Project
SOONER SAFER HAPPIER
ANTIPATTERNS AND PATTERNS FOR BUSINESS AGILITY
Jonathan Smart
Team Topologies
WRONG FIT, RIGHT FIT
Why How We Work Matters More Than Ever
André Martin, PhD
Liberating Our Collective Greatness Through Slowification, Simplification, and Amplification
Wiring the Winning Organization
GENE KIM and STEVEN J. SPEAR
Foreword by ADM John Richardson, US Navy (Retired)
Former Chief of Naval Operations
Vibe Coding

ALREADY 1 YEAR SINCE NOVEMBER 2025

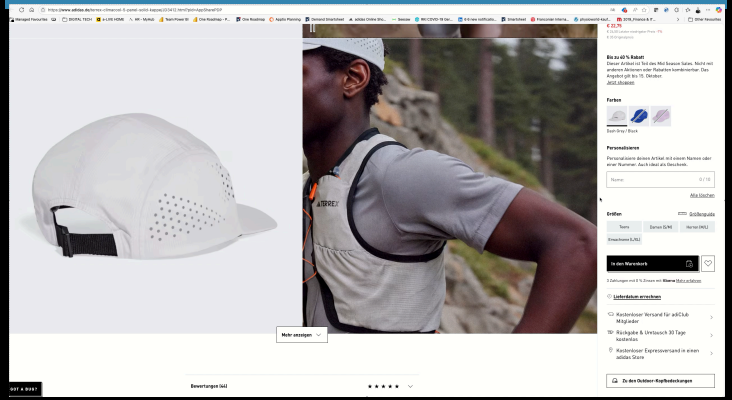


THE YEAR OF PROOF INTO THE 3 GAME-CHANGING AREAS

ENGINEERING/CODING



CONTENT CREATION

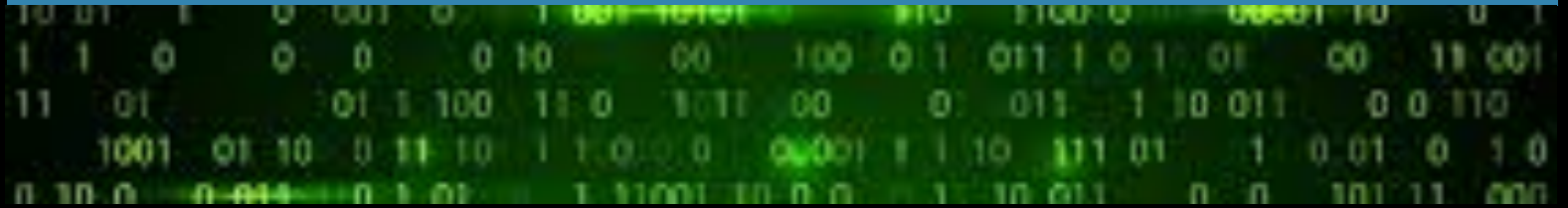


CONSUMER SERVICES



THE YEAR OF PROOF INTO THE 3 GAME-CHANGING AREAS

ENGINEERING/CODING



“WE START WITH SOFTWARE ENGINEERING AND CONTINUE WITH ANY



BORIS CHERNY

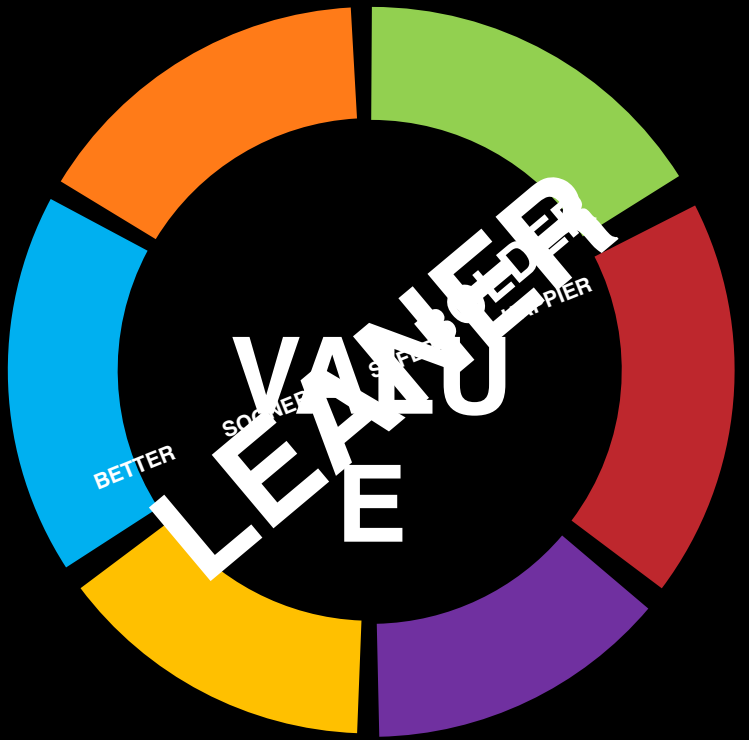
SPIRIT OF INNOVATION

BE FAST
STAY
FAST

CONSTA
NTLY
GET
BETTER

EXPONENT
IALLY
BETTER?





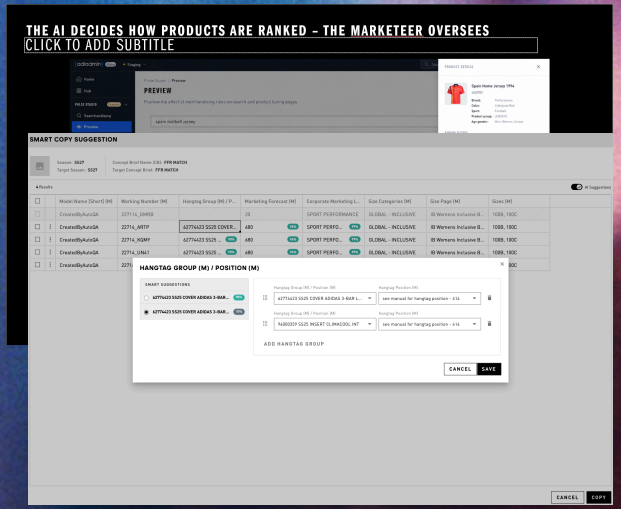
AUTOMATION OF OPERATIONS AND SECURITY

ACCELERATE NEW FEATURE WITH SMALLER AND HAPPIER TEAMS

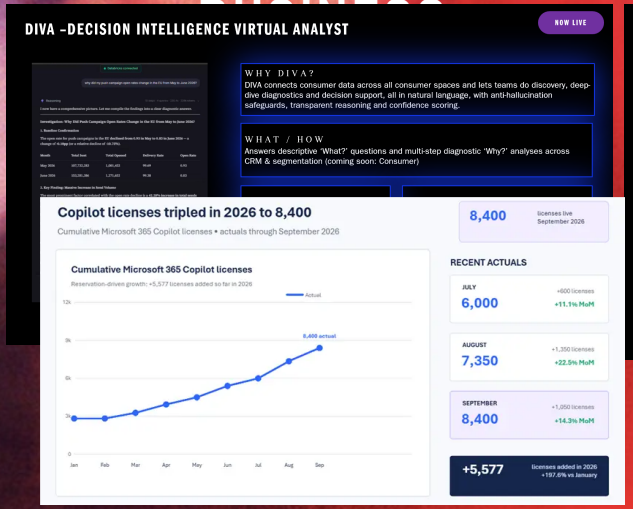
TACKLE THE FORMERLY IMPOSSIBLE

AI IMPACT IS VISIBLE, WE ARE BRINGING 2030 TO 2026

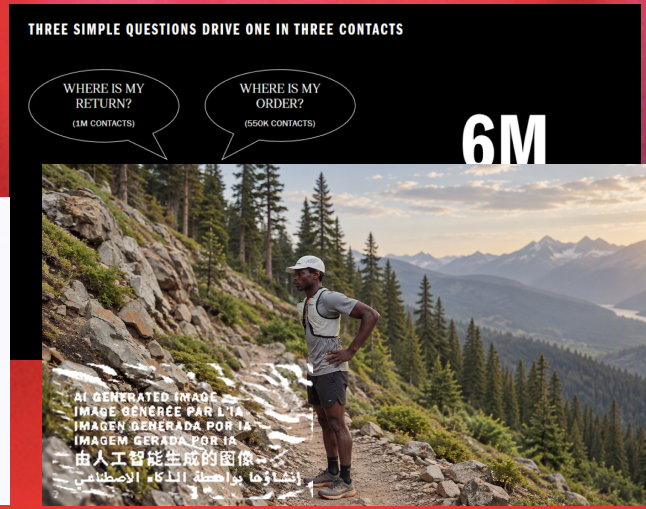
ACCELERATION OF SOFTWARE DELIVERY



AGENTIC SOLUTIONS IN FRONT OF OUR



AGENTS IN FRONT OF OUR CONSUMERS



IN A WORLD OF GROWING RISKS AND CYBERTHREATS







IT'S WORKING
BUT

20%
COST IN TOKENS EXPONENTIALLY GROWING

IT'S TIME TO MOVE FROM ADOPTION TO VALUE

33K
CODE REPOSITORIES WITH CODE AND INFORMATION OF 953 INFORMATION SYSTEMS

BROWNFIELD & CONSUMER

75%
OF OUR TECH COSTS GO IN RUNNING OUR SYSTEMS

SECURITY PATCHING IS MORE URGENT THAN EVER


HOW DOES IT FEEL?

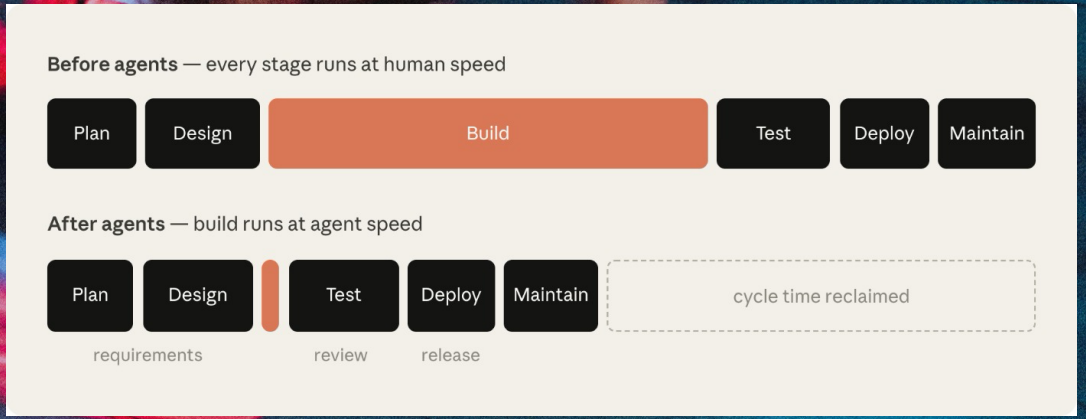

SUMMER
REFLECTIONS


WHAT WE THOUGHT
AI WOULD BE


WHAT AI ACTUALLY IS


SO, WHAT IS AI FOR US?

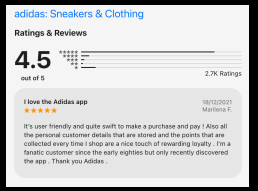
NOT A TOOL TO BRING EVERYONE TO CODE




IT’S ALL ABOUT
TIME TO VALUE
(AT SCALE)

TIME TO VALUE AT SCALE

FROM



CONSUMER REVIEW



TELEMETRY OR SECURITY CVEs

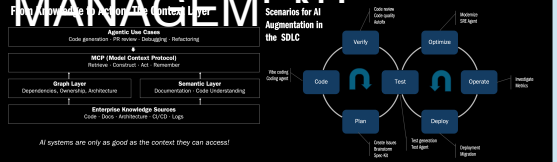


NEW CONSUMER JOURNEY



NEW PARTNERSHIPS

CONTEXT MANAGEMENT



CONNECTED SDLC

ABSTRACTED BY

1B
LINES OF CODE

82
COUNTRIES

170
TECHNICAL SYSTEMS

>500
INTEGRATIONS

CREATED AND SUPPORT

ORCHESTRATE

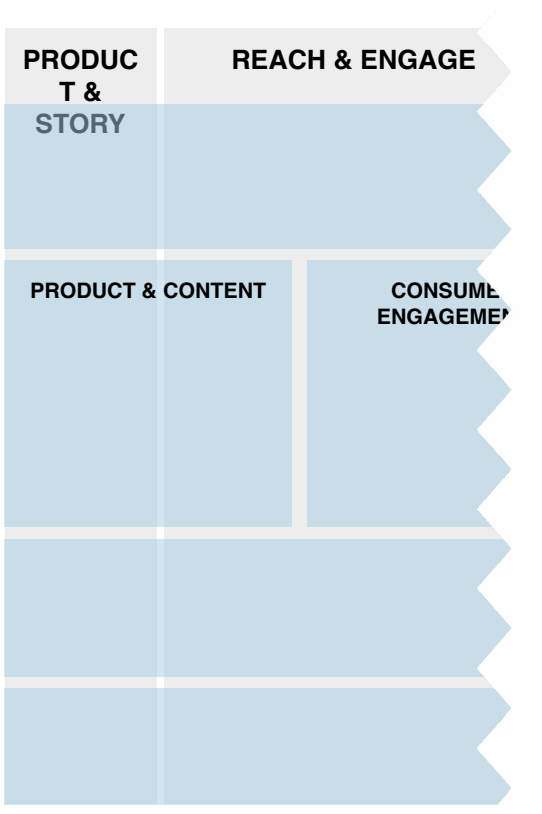
REMOVE ~~FRICTION~~

TO

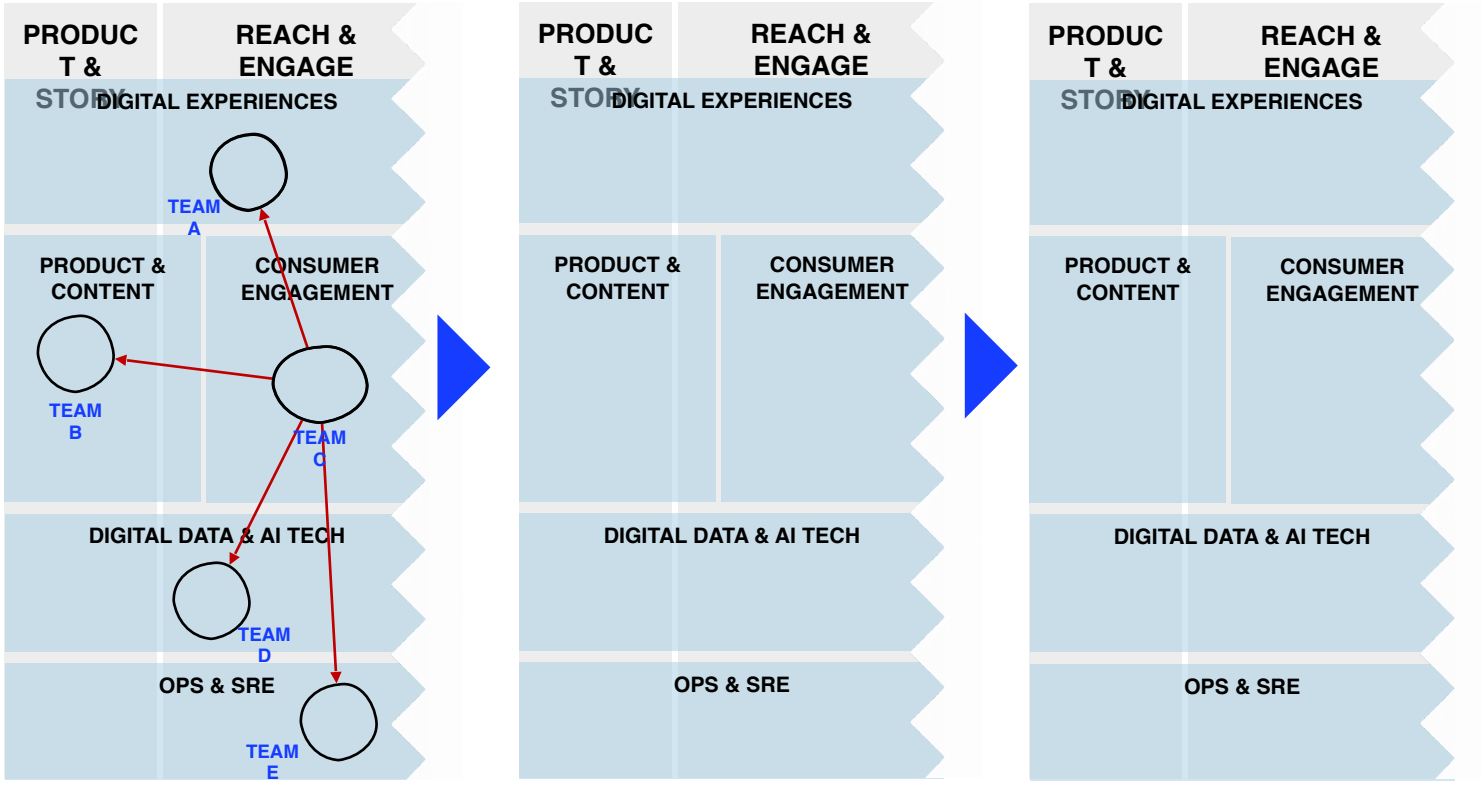



WE NEED AN
INTEGRATED STRATEGY
BOTH IN WAYS OF WORKING AND AI ENABLEMENT

A DELIVERY MODEL BASED ON CONSUMER JOURNEYS OVER COMPOSABLE CAPABILITIES



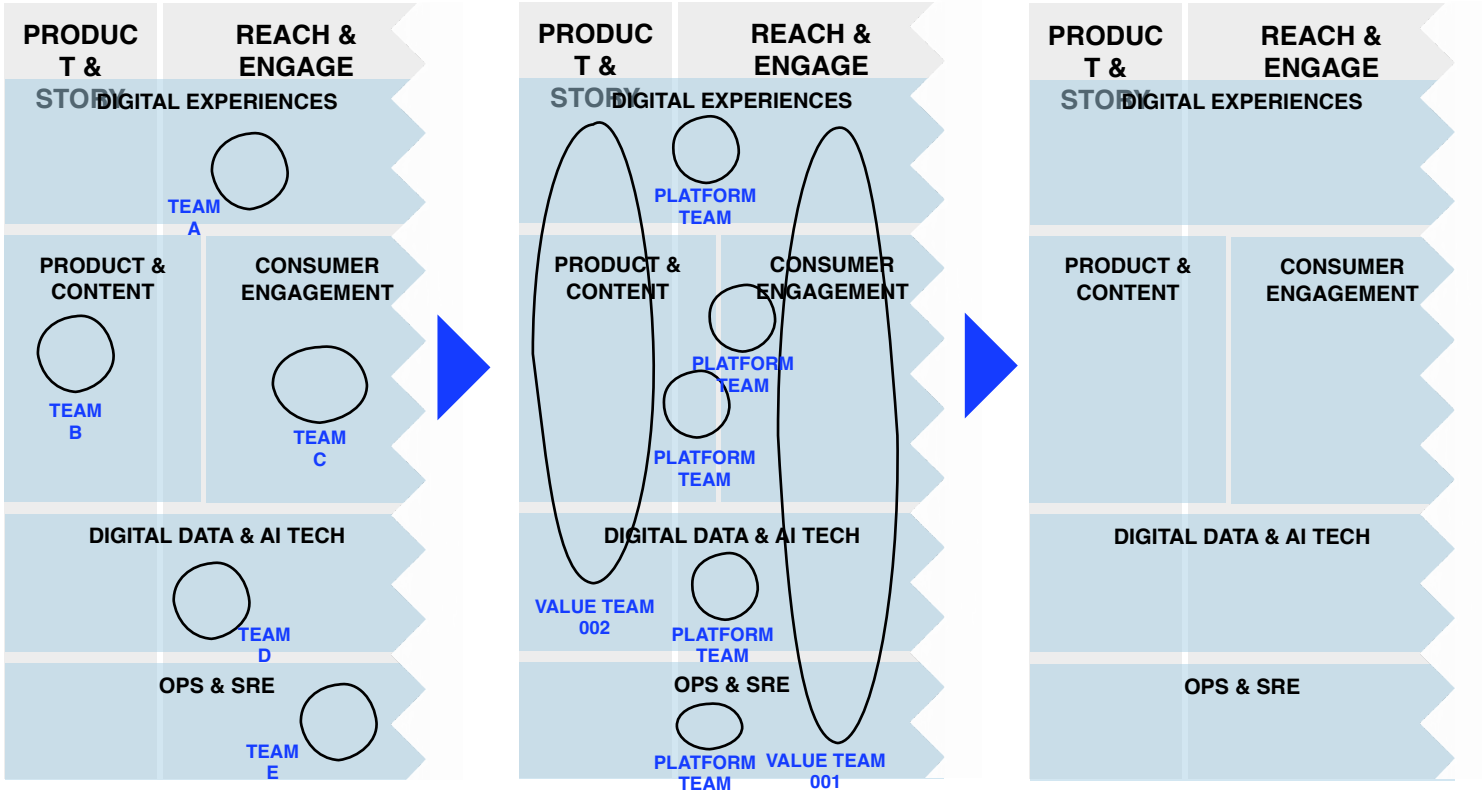
FROM PRODUCT-LED TO VALUE-LED
ENABLED BY AI



BUSINESS ORG TECH ORG

ADIDAS AG

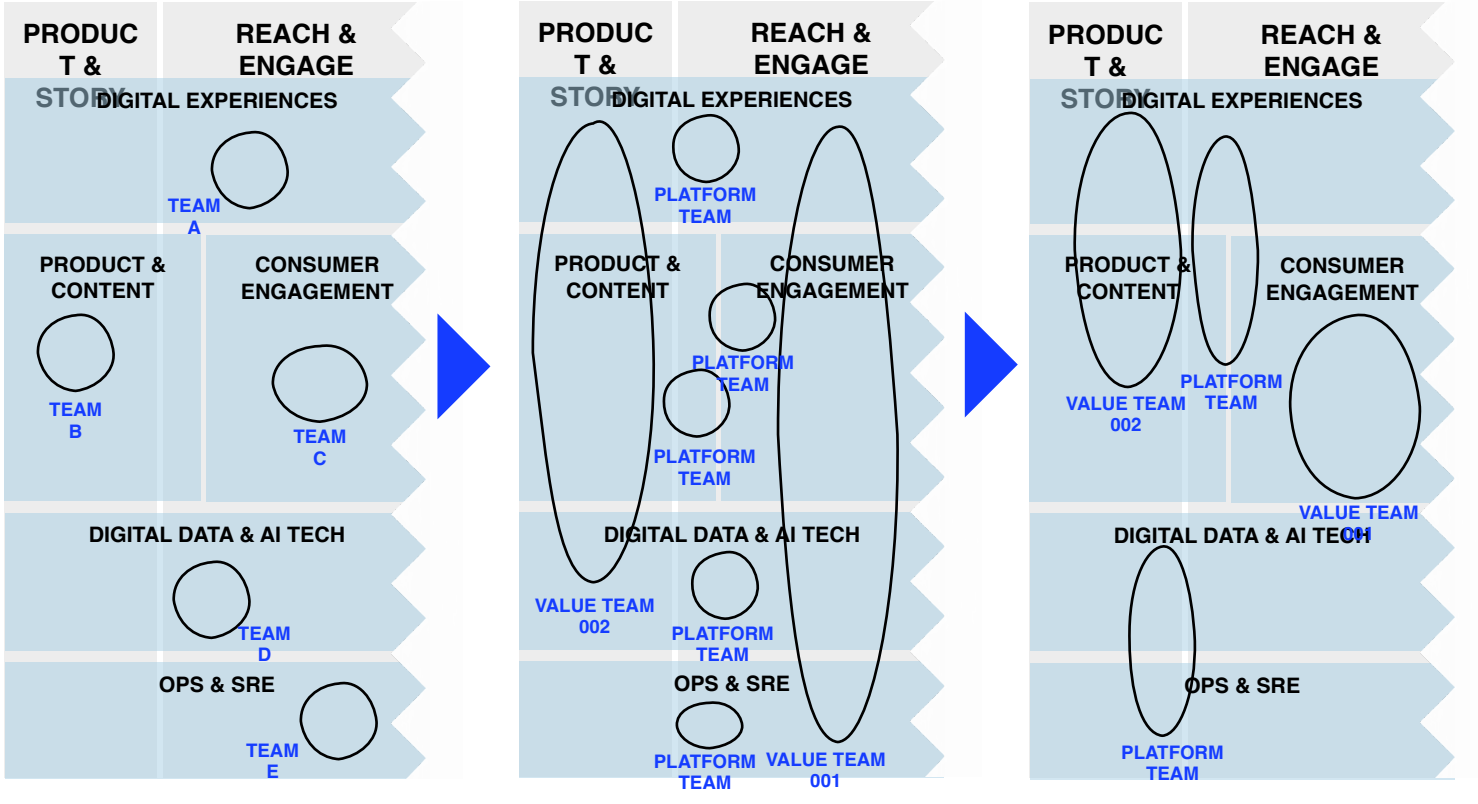
FROM PRODUCT-LED TO VALUE-LED
ENABLED BY AI



BUSINESS ORG

PRODUCT AREA IN DIGITAL & ECOM TECH

FROM PRODUCT-LED TO VALUE-LED
ENABLED BY AI



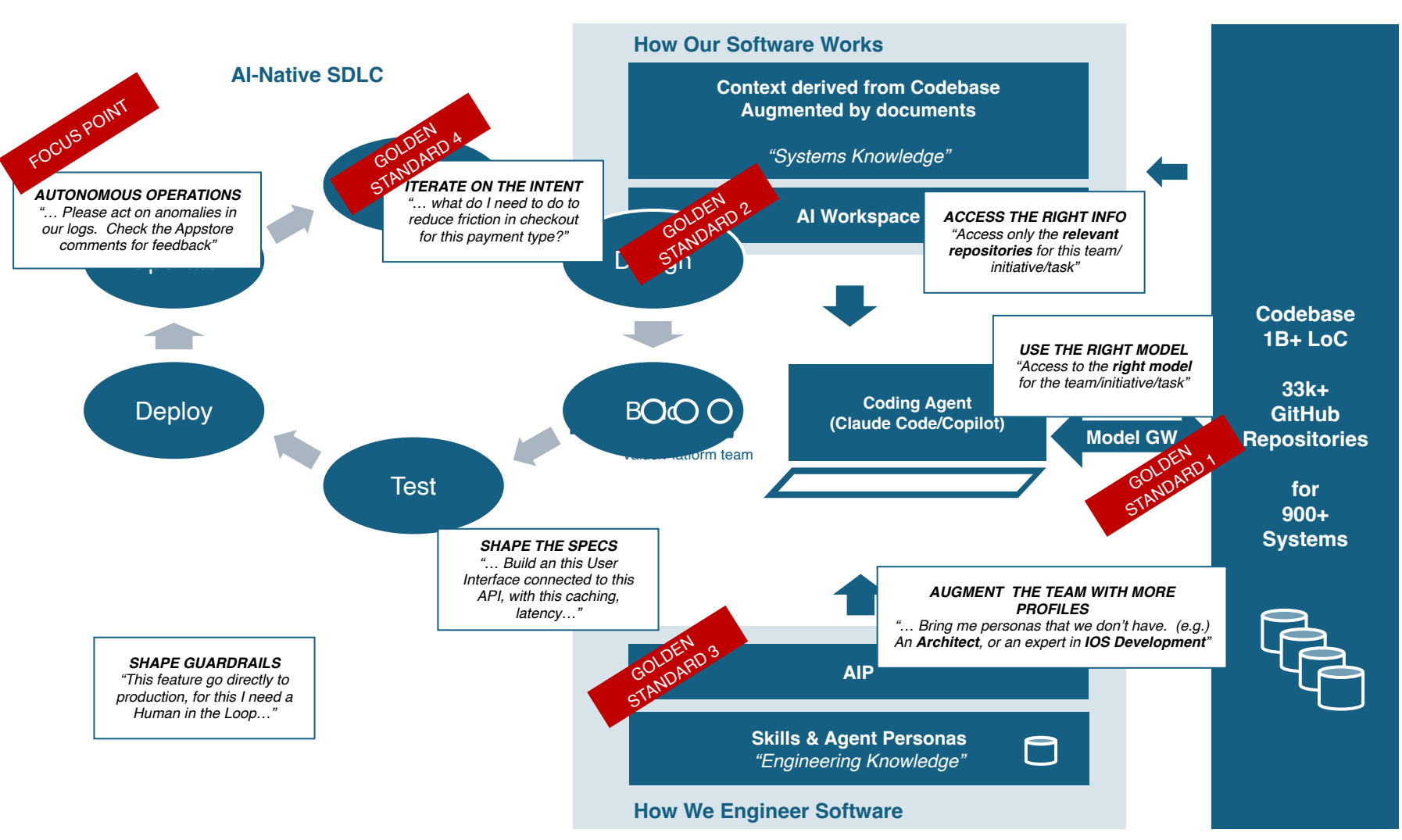
BUSINESS ORG

PRODUCT AREA IN DIGITAL & ECOM TECH

HOW DO WE MAKE VALUE TEAMS MORE AGILE AND LESS SPECIALIZED?

HOW DO WE FURTHER SIMPLIFY THE WORK OF PLATFORM TEAMS FOR AN EVER-INCREASING BACKLOG?

ADIDAS AG


AI-Native SDLC
How Our Software Works
How We Engineer Software
FOCUS POINT
AUTONOMOUS OPERATIONS
"… Please act on anomalies in our logs. Check the Appstore comments for feedback"
GOLDEN STANDARD 4
ITERATE ON THE INTENT
"… what do I need to do to reduce friction in checkout for this payment type?"
Deploy
Test
SHAPE THE SPECS
"… Build an this User Interface connected to this API, with this caching, latency…"
SHAPE GUARDRAILS
"This feature go directly to production, for this I need a Human in the Loop…"
Context derived from Codebase Augmented by documents
"Systems Knowledge"
GOLDEN STANDARD 2
AI Workspace
ACCESS THE RIGHT INFO
"Access only the relevant repositories for this team/ initiative/task"
USE THE RIGHT MODEL
"Access to the right model for the team/initiative/task"
Coding Agent (Claude Code/Copilot)
Model GW
GOLDEN STANDARD 1
Codebase 1B+ LoC
33k+ GitHub Repositories
for 900+ Systems
AUGMENT THE TEAM WITH MORE PROFILES
"… Bring me personas that we don't have. (e.g.) An Architect, or an expert in IOS Development"
GOLDEN STANDARD 3
AIP
Skills & Agent Personas
"Engineering Knowledge"



WHERE I NEED HELP

- WHAT'S YOUR JOURNEY ON TINY TEAMS ENABLED BY AI?
- WHAT'S YOUR INTERACTION WITH BUSINESS ENABLED BY AI?
- DID YOU MANAGE TO PLATEAU TOKEN COSTS?
- HAVE YOU REACHED AUTONOMOUS OPERATIONS?

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THANK YOU