

OBJECTIVES OF THE SUPERVISORY BOARD REGARDING ITS COMPOSITION

The Supervisory Board shall be composed in such a way that qualified supervision of and advice to the Executive Board by the Supervisory Board is ensured. Its members, on the whole, shall have the knowledge, skills and professional experience required to properly perform the tasks of a supervisory board in a capital market-oriented, international company in the sporting goods industry. In this regard, it is not necessary that each individual member of the Supervisory Board possesses all of the competencies specified. Therefore, the requirements for the composition of the full Supervisory Board and the requirements for the individual Supervisory Board members shall be distinguished from each other. Furthermore, the provisions of the German Co-Determination Act (*Mitbestimmungsgesetz - MitbestG*) are to be observed.

Against this backdrop, taking into account the recommendations and suggestions of the German Corporate Governance Code, the Supervisory Board determines the following objectives for its composition:

I. REQUIREMENTS FOR THE COMPOSITION OF THE FULL SUPERVISORY BOARD

1. Profile of skills and expertise (competency profile)

The Supervisory Board, as a whole, shall have the competencies considered essential with regard to the activities carried out by adidas. This includes, in particular, the following in-depth experience and knowledge in

- managing a large, international company;
- the sporting goods and sports and leisure wear industry;
- the business with Fast Moving Consumer Goods; in particular with regard to the main business models, risks and consumer needs;
- the main markets in which adidas operates, in particular in Asian (particularly Chinese) and US-American markets;
- production, marketing and sales, in particular in the retail and eCommerce sector;
- business strategy development and implementation;
- technology, digitalization and information technology, including IT security;
- corporate social responsibility;
- personnel planning and management;
- accounting and financial reporting;
- controlling/risk management;
- governance and compliance.

Furthermore, in light of the requirements stipulated in § 100 section 5 German Stock Corporation Act (*Aktiengesetz - AktG*), at least one member of the Supervisory Board shall have expertise in the areas of accounting or auditing of annual accounts. Additionally, the Supervisory Board members, as a whole, shall be familiar with the sporting goods industry.

2. Independence and potential conflicts of interest

More than two thirds of the Supervisory Board members shall be independent within the meaning of the German Corporate Governance Code. In this respect, it is assumed that the independence of the employee representatives is not questioned as a result of them being an employee representative or in an employment relationship with adidas.

To the extent that shareholder representatives and employee representatives are viewed separately, more than two thirds the members, respectively, shall be independent within the meaning of the German Corporate Governance Code.

More than two thirds of the shareholder representatives shall be without any potential conflicts of interest, in particular without those which may result from a consultancy or board function with clients, suppliers, creditors or other third parties.

No more than two former members of the Company's Executive Board shall be among the members of the Supervisory Board.

3. Diversity

With regard to diversity, it is the Supervisory Board's aim to take into account origin, diverse professional and international experience and, in particular, an adequate representation of both genders. Taking into account the requirements stipulated in § 96 section 2 AktG, the Supervisory Board shall be composed of at least 30 percent female members and at least 30 percent male members. Pursuant to § 96 section 2 sentence 3 AktG, both the shareholder and employee representatives independently resolved that the quota is to be fulfilled separately.

4. International experience

An adequate number of the shareholder representatives shall have long-standing international experience.

II. REQUIREMENTS FOR THE INDIVIDUAL SUPERVISORY BOARD MEMBERS

1. General qualification

Supervisory Board members shall possess managerial and operational experience and general knowledge of the sporting goods industry or related business areas. As a result of their knowledge, skills and professional experience, they shall be able to fulfill the tasks of a supervisory board member in an international company and safeguard the reputation of adidas in public.

Within the context of the proposal of candidates for election to the Annual General Meeting, personality, integrity, commitment, professionalism, social competencies, analytical and innovative competencies, good reputation and independence of the candidates shall be observed in particular. As a general rule, Supervisory Board members shall comply with the limitation of mandates recommended by the German Corporate Governance Code.



2. Availability

Each Supervisory Board member shall ensure that they have sufficient time to properly perform the tasks associated with the Supervisory Board mandate. In this regard, it must be observed in particular that at least six ordinary Supervisory Board meetings are held per annum, each of which requires sufficient preparation, that sufficient time for the audit of the annual financial statements and consolidated financial statements must be set aside and that membership in one or more committees of the Supervisory Board requires additional time. Furthermore, additional extraordinary Supervisory Board or committee meetings may become necessary to deal with special topics.

3. Age limit

As a general rule, the Supervisory Board members shall not be older than 72 years at the time of election. In justified individual cases, a deviation from this rule shall be permitted.

4. Regular limit of length of membership

As a general rule, the length of membership in the Supervisory Board shall not exceed 15 years or three terms of offices.

Nominations for election by the Supervisory Board to the Annual General Meeting shall take into account these objectives and shall, at the same time, aim at fulfilling the competency profile for the full Supervisory Board. In this respect, a well-balanced composition shall be borne in mind with the result that the know-how sought after is represented on as broad a scale as possible.