

## **Implementation of the German Act on Equal Participation of Women and Men in Executive Positions in the Private and Public Sector**

German law states that, from 1 January 2016, at least 30% of Supervisory Board representatives of publicly listed companies such as adidas AG shall be women. This target has already been achieved since the AGM in 2014. In addition, by 30 September 2015, the Supervisory Board is required to set targets with regard to the quota of women on the Executive Board and the Executive Board is required to set targets with regard to the quota of women on the two levels below the Executive Board. We have therefore defined such targets for adidas AG in addition to our global mixed leadership goals.

Supervisory Board and Executive Board of adidas AG have set the following specific targets to be achieved by 30 June 2017:

- The Supervisory Board will appoint one woman to the adidas AG Executive Board.
- The percentage share of women at Board -1 level will be increased from 11% today to 18%.
- The percentage share of women at Board -2 level will be increased from 26% today to 30%.

Our utmost priority, and a prerequisite for increasing the number of women at the highest levels of management, is the general promotion of women within the adidas Group worldwide at all levels of management. Notwithstanding the above, the adidas Group will continue to support and promote international careers.

Additionally, we feel it is important to reiterate that quotas for women only come into effect during candidate selection when the candidates who make it through to the final round are equally qualified. The priority is, and has always been, to choose the candidate who is best qualified for the role.