

Elections to the Supervisory Board of adidas AG

Selection process

In preparation for the election of the shareholder representatives to the Supervisory Board at the Annual General Meeting of adidas AG on May 9, 2019, the Supervisory Board has selected suitable candidates for election as shareholder representatives, following a careful process as outlined below.

In two formal meetings and several informal consultations, the Nomination Committee of the Supervisory Board of adidas AG discussed the criteria on which the process would be based, and the selection of suitable candidates to be recommended to the Supervisory Board.

As a first step, selection criteria for candidates were defined in the form of a qualification profile. These selection criteria are based on the objectives of the Supervisory Board regarding its composition, as defined by the Supervisory Board in October 2018, and take into account the competency profile set out in these objectives as well as statutory provisions and the recommendations of the German Corporate Governance Code. In addition to the expertise, skills, and technical experience required to properly perform the tasks of a supervisory board of a capital market-oriented, international company in the sporting goods industry, the selection criteria also place particular emphasis on requirements relating to the candidates' independence, international expertise, availability, and number of memberships in other supervisory board committees. The age limit for Supervisory Board candidates and the minimum required quota of female candidates and male candidates as set out in § 96 section 2 sentence 1 of the German Stock Corporation Act (Aktiengesetz - AktG) were also taken into account.

The next step involved the identification of potential candidates for the Supervisory Board election based on the previously defined selection criteria. Candidates were asked to complete a questionnaire about their technical and personal qualifications and other defined selection criteria to facilitate a comparison with the qualification profile. In addition, face-to-face interviews with the candidates were arranged.

Based on this process, the current members Ian Gallienne, Herbert Kauffmann, Igor Landau, Kathrin Menges and Nassef Sawiris and, as new, first-time members, Dr. Thomas Rabe, Bodo Uebber and Jing Ulrich were recommended to the Supervisory Board as candidates.

This recommendation meets the specifications of the qualification profile, in particular also with regard to meeting the requirements of the defined competency profile. In the Supervisory Board's assessment, if they are elected, all of the proposed candidates are independent within the meaning of the German Corporate Governance Code.

Mr. Igor Landau exceeds the regular age limit of 72 years at the time of election as well as the maximum length of membership of 15 years or three terms of office stipulated in the objectives of the Supervisory Board regarding its composition. However, exceptions to this rule can be made in justified cases. The Nomination Committee supports making an exception to the above-mentioned regular age limit and maximum length of membership and a reappointment of Mr. Igor Landau for a term of office of merely one year so as to be able to benefit from his profound knowledge and experience when accompanying the current five-year strategic business plan 'Creating the New' through to completion in the 2020 financial year and to ensure an orderly handover to a new Supervisory Board Chairman.

At the time of election, Mr. Herbert Kauffmann will have belonged to the Supervisory Board for ten years and will have been Chairman of the Audit Committee for ten years. After expiry of another term of office of two years, he will have belonged to the Supervisory Board for a total period of twelve years. In view of the draft of the new German Corporate Governance Code, a length of membership in the Supervisory Board exceeding twelve years may argue against the respective member's independence. In the Nomination Committee's view, the independence of the Supervisory Board members, in particular with regard to the task of the Chairman of the Audit Committee, is of major importance. Therefore, although the Supervisory Board believes that Mr. Herbert Kauffmann's independence is beyond doubt, it proposes that the Annual General Meeting appoint Mr. Kauffmann for a term of office of merely two years.

As regards all other candidates, the Nomination Committee recommended to the Supervisory Board that the shareholder representatives to be elected as Supervisory Board members be appointed for a term of office that expires at the end of the Annual General Meeting which resolves upon the ratification of the actions of the Supervisory Board for the fourth financial year after the start of the term of office; the financial year in which the term of office begins shall not be counted.

In accordance with the recommendation of its Nomination Committee and based on the discussions held and the resolutions adopted by the Supervisory Board at its meeting on March 5, 2019, the Supervisory Board proposes the following candidates to the Annual General Meeting for election.

IAN GALLIENNE

CO-CHIEF EXECUTIVE OFFICER, GROUPE BRUXELLES LAMBERT*



**MEMBER OF THE ADIDAS AG
SUPERVISORY BOARD SINCE
2016**

MANDATES WITHIN THE GROUPE BRUXELLES LAMBERT OR IN ENTITIES UNDER COMMON CONTROL WITH THE GROUPE BRUXELLES LAMBERT

- Member of the Board of Directors, Imerys SA, Paris, France
- Member of the Board of Directors, Sienna Capital S.à r.l., Strassen, Luxembourg
- Member of the Board of Directors, Compagnie Nationale à Portefeuille SA, Loverval, Belgium
- Member of the Board of Directors, Frère-Bourgeois SA, Loverval, Belgium
- Member of the Board of Directors, Château Cheval Blanc, Société Civile, Saint Emilion, France
- Member of the Board of Directors, GBL Advisors Limited, London, United Kingdom
- Member of the Board of Directors, GBL Development Limited, London, United Kingdom

MEMBERSHIP IN OTHER STATUTORY SUPERVISORY BOARDS IN GERMANY

None

MEMBERSHIP IN COMPARABLE DOMESTIC AND FOREIGN CONTROLLING BODIES OF COMMERCIAL ENTERPRISES

- Member of the Board of Directors, Pernod Ricard SA, Paris, France
- Member of the Board of Directors, SGS SA, Geneva, Switzerland

PERSONAL DATA:

Date of birth: January 23, 1971 in Boulogne-Billancourt, France

Nationality: French

Education: Studies at the INSEAD, Fontainebleau, France, Master of Business Administration
E.S.D.E., Paris, France, Bachelor of Arts in Business Administration, Major in Finance

CAREER AND MATERIAL ACTIVITIES:

since 2012 Co-Chief Executive Officer, Groupe Bruxelles Lambert

since 2013 Director, SGS SA

since 2012 Director, Pernod Ricard SA

2015 – 2017 Director, Umicore SA

2011 – 2016 Director, Lafarge SA

2005 – 2012 Founder/CEO, Ergon Capital Partners

1998– 2005 Director, Rhône Capital LLC

1995 – 1997 Investment Manager, Synactic

1992 – 1994 Co-Founder, Loco Pins S.L.

*As of April 23, 2019: Chief Executive Officer, Groupe Bruxelles Lambert

HERBERT KAUFFMANN

INDEPENDENT MANAGEMENT CONSULTANT



**MEMBER OF THE ADIDAS AG
SUPERVISORY BOARD SINCE
2009**

**MEMBERSHIP IN OTHER
STATUTORY SUPERVISORY
BOARDS IN GERMANY**
None

**MEMBERSHIP IN COMPARABLE
DOMESTIC AND FOREIGN
CONTROLLING BODIES OF
COMMERCIAL ENTERPRISES**
None

PERSONAL DATA:

Date of birth: April 20, 1951 in Neustadt an der Weinstraße, Germany

Nationality: German

Education: Studies of Business Administration at the Universität Mannheim, Germany, Dipl.-Kaufmann

CAREER AND MATERIAL ACTIVITIES:

since 2009	Independent Management Consultant
2009	Senior Vice President, Project Management Sale of Chrysler, Daimler AG
2001 – 2008	Senior Vice President, Group Controlling, Accounting & Taxes, Daimler AG
2001	Member of the Board of Management, Finance, DaimlerChrysler Services AG
1999 – 2001	Member of the Board of Management, Finance and Human Resources, Deputy Chairman, debitel AG
1997 – 1998	Head of Group Controlling, Daimler-Benz AG
1995 – 1997	Head of Corporate Planning, Mercedes-Benz AG
1990 – 1995	Chief Financial Officer and Chief Information Officer, Freightliner Cooperation
1976 – 1990	Various leadership positions in Finance & Controlling, Mercedes-Benz AG

IGOR LANDAU

PENSIONER



MEMBER OF THE ADIDAS AG SUPERVISORY BOARD SINCE

2004 (Chairman since 2009)

MEMBERSHIP IN OTHER STATUTORY SUPERVISORY BOARDS IN GERMANY

None

MEMBERSHIP IN COMPARABLE DOMESTIC AND FOREIGN CONTROLLING BODIES OF COMMERCIAL ENTERPRISES

None

PERSONAL DATA:

Date of birth: July 13, 1944 in Saint-Flour (Cantal), France

Nationality: French

Education: Studies at the École des Hautes Études Commerciales, Paris, and at the INSEAD, Fontainebleau, France (Diploma MBA)

CAREER AND MATERIAL ACTIVITIES:

2004 – 2015 Member of the Board of Directors, Sanofi-Aventis S.A.

2002 – 2004 Chief Executive Officer, Aventis S.A.

2000 – 2002 Deputy Chief Executive Officer, Aventis S.A.

1992 – 2000 Directeur Général and Member of the Administrative Board, Rhône-Poulenc S.A.

since 1986 Member of the Executive Committee, Rhône-Poulenc S.A.

1981 – 1992 Head of Health Department, Rhône-Poulenc S.A.

1975 – 1981 Deputy Head of Health Department, Rhône-Poulenc S.A.

1971 – 1975 Consultant, McKinsey & Co

1968 – 1970 Managing Director, Roneo GmbH

KATHRIN MENGES

EXECUTIVE VICE PRESIDENT HUMAN RESOURCES AND INFRASTRUCTURE SERVICES,
HENKEL AG & CO. KGAA (UNTIL APRIL 8, 2019)



**MEMBER OF THE ADIDAS AG
SUPERVISORY BOARD SINCE
2014**

MANDATES WITHIN THE HENKEL GROUP (UNTIL APRIL 8, 2019)

- Member of the Supervisory Board, Henkel Central Eastern Europe GmbH, Vienna, Austria
- Member of the Supervisory Board, Henkel Nederland B.V., Nieuwegein, The Netherlands
- Member of the Board of Directors, Henkel Norden AB, Stockholm, Sweden
- Member of the Board of Directors, Henkel Finland Oy, Vantaa, Finland

MEMBERSHIP IN OTHER STATUTORY SUPERVISORY BOARDS IN GERMANY

None

MEMBERSHIP IN COMPARABLE DOMESTIC AND FOREIGN CONTROLLING BODIES OF COMMERCIAL ENTERPRISES

None, with the exception of the four mandates set out above

PERSONAL DATA:

Date of birth: October 16, 1964 in Pritzwalk, Germany

Nationality: German

Education: Studies at Universität Potsdam, Germany, certified teaching degree

CAREER AND MATERIAL ACTIVITIES:

since 2012	Executive Vice President Human Resources and Infrastructure Services, Henkel AG & Co. KGaA
2011 – 2012	Executive Vice President Human Resources, Henkel AG & Co. KGaA
2009 – 2011	Corporate Senior Vice President Human Resources, Henkel AG & Co. KGaA
2006 – 2009	Corporate Vice President Human Resources, Key Account Sector Finance & Management Board Division, Henkel AG & Co. KGaA
2005 – 2006	Corporate Director Human Resources Cosmetics/Toiletries, Henkel AG & Co. KGaA
1999 – 2005	Head of Human Resources & Infrastructure Service, Schwarzkopf Professional, Henkel Hamburg
1990 – 1999	Various positions, last position: Director Human Resources, Bankgesellschaft Berlin AG
1988 – 1990	Teacher

NASSEF SAWIRIS

CHIEF EXECUTIVE OFFICER & MEMBER OF THE BOARD OF DIRECTORS, OCI N.V.



**MEMBER OF THE ADIDAS AG
SUPERVISORY BOARD SINCE
2016**

**MEMBERSHIP IN OTHER
STATUTORY SUPERVISORY
BOARDS IN GERMANY**
None

**MEMBERSHIP IN COMPARABLE
DOMESTIC AND FOREIGN
CONTROLLING BODIES OF
COMMERCIAL ENTERPRISES**
- Member of the Board of Directors,
LafargeHolcim Ltd., Jona,
Switzerland

MEMBERSHIPS IN OTHER BODIES
- Member of the International
Leadership Board, Cleveland
Clinic, Cleveland, Ohio/USA
- Member of the Board of Trustees,
The University of Chicago,
Chicago, Illinois/USA

PERSONAL DATA:

Date of birth: January 19, 1961 in Cairo, Egypt

Nationality: Egyptian/Belgian

Education: Studies at The University of Chicago, USA, Bachelor in Economics

CAREER AND MATERIAL ACTIVITIES:

since 1998 Chief Executive Officer, OCI N.V. (formerly OCI S.A.E.)

since 2015 Director, LafargeHolcim Ltd.

since 1982 Various managerial positions in the Orascom Group

2015 – 2016 Non-Executive Chairman of the Board of Directors,
Orascom Construction Limited

2009 – 2014 Chairman, OCI S.A.E.

2008 – 2015 Director, Lafarge SA

DR. THOMAS RABE

CHAIRMAN AND CHIEF EXECUTIVE OFFICER, BERTELSMANN MANAGEMENT SE



MEMBER OF THE ADIDAS AG SUPERVISORY BOARD SINCE

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MEMBERSHIP IN OTHER STATUTORY SUPERVISORY BOARDS IN GERMANY

- Chairman of the Supervisory Board, Symrise AG, Holzminden, Germany

MEMBERSHIP IN COMPARABLE DOMESTIC AND FOREIGN CONTROLLING BODIES OF COMMERCIAL ENTERPRISES

Mandates held in foreign subsidiaries of

Bertelsmann SE & Co. KGaA

- Member of the Supervisory Board, ACR – Advanced Customer Relation S.à r.l., Luxembourg, Luxembourg
- Chairman of the Board of Directors, Penguin Random House LLC, New York, USA
- Chairman of the Board of Directors, RTL Group S.A., Luxembourg, Luxembourg

PERSONAL DATA:

Date of birth:	August 6, 1965 in Luxembourg, Luxembourg
Nationality:	German
Education:	Doctor of Economics (Dr. rer. pol.), University of Cologne, Cologne, Germany MBA (Diplom-Kaufmann), RWTH Aachen / University of Cologne, Cologne, Germany

CAREER AND MATERIAL ACTIVITIES:

since 2012	Chairman and Chief Executive Officer, Bertelsmann Management SE, Gütersloh, Germany
2006 – 2011	Member of the Executive Board and Chief Financial Officer, Bertelsmann AG, Gütersloh, Germany
2000 – 2005	Member of the Executive Board and Chief Financial Officer, RTL Group, Luxembourg, Luxembourg
1996 – 2000	Cedel/Clearstream International, Luxembourg/London as of 1998 Member of the Executive Board and Chief Financial Officer
1993 – 1995	Head of Acquisitions, Beteiligungsgesellschaft Neue Länder GmbH & Co. KG, Berlin, Germany
1991 – 1993	Treuhandanstalt, Berlin, Germany as of 1993 Director Controlling
1990 – 1991	Associate, Forrester Norall & Sutton (now White & Case), Brussels, Belgium
1989 – 1990	Directorate-General for Financial Institutions and Corporate Law, European Commission, Brussels, Belgium

BODO UEBBER

MEMBER OF THE BOARD OF MANAGEMENT, FINANCE & CONTROLLING / DAIMLER FINANCIAL SERVICES, DAIMLER AG (UNTIL MAY 22, 2019)



MEMBER OF THE ADIDAS AG SUPERVISORY BOARD SINCE

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MEMBERSHIP IN OTHER STATUTORY SUPERVISORY BOARDS IN GERMANY

- Member of the Supervisory Board, Bertelsmann SE & Co. KGaA / Bertelsmann Management SE, Gütersloh, Germany
- Chairman of the Supervisory Board, Daimler Financial Services AG, Stuttgart, Germany*

MEMBERSHIP IN COMPARABLE DOMESTIC AND FOREIGN CONTROLLING BODIES OF COMMERCIAL ENTERPRISES

- Member of the Board of Directors, BAIC Motor Corporation Ltd., Beijing, China*
- Member of the Board of Directors, Mercedes-Benz Grand Prix Ltd., Brackley, United Kingdom*
- Member of the Board of Directors, Delta Topco Ltd., St Helier, Jersey, United Kingdom*

MEMBERSHIPS IN OTHER BODIES

- Member of the Advisory Board, Daimler Unterstützungskasse GmbH, Stuttgart, Germany*
- Member of the Board and of the Executive Committee, Deutsches Aktieninstitut e. V., Frankfurt/Main, Germany*
- Member of the Investment Advisory Board, Stifterverband für die Deutsche Wissenschaft e.V., Essen, Germany*
- Member of the Steering Committee, Bertelsmann Verwaltungsgesellschaft mbH, Gütersloh, Germany
- Member of the Advisory Board Bavaria, Deutsche Bank AG, Frankfurt/Main, Germany
- Member of the Advisory Board, Landesbank Baden-Württemberg, Stuttgart, Germany
- Chairman, Berlin Center of Corporate Governance (BCCG), Technische Universität Berlin, Berlin, Germany
- Member of the Board of Trustees, Stiftung Deutsche Sporthilfe, Frankfurt/Main, Germany

PERSONAL DATA:

Date of birth: August 18, 1959 in Solingen, Germany

Nationality: German

Education: Diploma in Engineering and Economics, Karlsruhe University of Applied Sciences, Karlsruhe, Germany

CAREER AND MATERIAL ACTIVITIES:

since 2004	Member of the Board of Management, responsible for Finance & Controlling / Daimler Financial Services, Daimler AG, Stuttgart, Germany
2007 – 2013	Member resp. Chairman of the Board of Directors, EADS N.V., Leiden, The Netherlands
2003 – 2004	Deputy Member of the Board of Management, DaimlerChrysler AG, Stuttgart, Germany Chairman of the Board of Management, DaimlerChrysler Services AG, Berlin, Germany
2001 – 2003	Member of the Board of Management and Chief Financial Officer, DaimlerChrysler Services AG, Berlin, Germany
1998 – 2001	Vice President Finance / Controlling and IT / Services, MTU Aero Engines GmbH, Munich, Germany

*Mandates directly related to the management board position at Daimler AG, resignation with effect from May 22, 2019 at the latest.

JING ULRICH

MANAGING DIRECTOR AND VICE CHAIRMAN OF ASIA PACIFIC, JPMORGAN CHASE & CO.



MEMBER OF THE ADIDAS AG SUPERVISORY BOARD SINCE

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MEMBERSHIP IN OTHER STATUTORY SUPERVISORY BOARDS IN GERMANY

None

MEMBERSHIP IN COMPARABLE DOMESTIC AND FOREIGN CONTROLLING BODIES OF COMMERCIAL ENTERPRISES

None

MEMBERSHIPS IN OTHER BODIES

- Member of the International Advisory Committee, Robert Bosch GmbH, Gerlingen-Schillerhöhe, Germany
- Member of the G20 CEO Advisory Group, International Chamber of Commerce, Paris, France
- Member of the Strategy Advisory Board, L Catterton, Singapore
- Member of the China Advisory Panel, CapitaLand Limited, Singapore

PERSONAL DATA:

Date of birth: June 28, 1967 in Beijing, China

Nationality: American

Education: Master's degree in East Asian Studies, Institute of International Studies, Stanford University, Stanford, USA
Bachelor's degree in English and American Literature, Harvard University, Cambridge, USA

CAREER AND MATERIAL ACTIVITIES:

since 2005 Managing Director and Vice Chairman of Asia Pacific, JPMorgan Chase & Co., New York, USA

2003 – 2005 Managing Director of Greater China Equities, Deutsche Bank AG, Frankfurt/Main, Germany

1996 – 2003 Managing Director, CLSA Asia Pacific Markets, Hong Kong

1994 – 1996 Fund Manager Greater China, Emerging Markets Investors Corporation, USA

1992 – 1994 Financial Analyst, Bankers Finance Investment, USA