

adidas

MAY 9, 2019



INVITATION

TO THE ANNUAL
GENERAL MEETING

INVITATION

adidas AG
Herzogenaurach
ISIN: DE000A1EWWW0

We are herewith inviting
our shareholders to the

Annual General Meeting

which takes place

on Thursday,

May 9, 2019,

10:00 a.m.

(entrance from 09:00 a.m.)

in the Stadthalle Fürth,
Rosenstrasse 50,
90762 Fürth, Germany.

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I. AGENDA

[1] Presentation of the adopted annual financial statements of adidas AG and of the approved consolidated financial statements as of December 31, 2018, of the combined Management Report of adidas AG and of the adidas Group, of the Explanatory Report of the Executive Board on the disclosures pursuant to §§ 289a section 1, 315a section 1 German Commercial Code (Handels-gesetzbuch – HGB) as well as of the Supervisory Board Report for the 2018 financial year

The documents outlined above also comprise the Compensation Report; they are accessible on the Company's website www.adidas-group.com/agm. The documents will also be accessible and explained in more detail at the Annual General Meeting.

The Supervisory Board approved the annual financial statements and consolidated financial statements prepared by the Executive Board; the annual financial statements have thus been adopted in accordance with § 172 AktG. Therefore, the Annual General Meeting does not have to pass a resolution on Agenda Item 1.

[2] Resolution on the appropriation of retained earnings

The Executive Board and the Supervisory Board propose to resolve upon the appropriation of retained earnings amounting to EUR 705,412,570.16 which were reported in the adopted annual financial statements of adidas AG as per December 31, 2018, as follows:

Payment of a dividend of EUR 3.35 per no-par value share on the dividend-entitled nominal capital, i. e. EUR 665,761,523.05 as total dividend and carrying forward the remaining amount of EUR 39,651,047.11 to new account. Pursuant to § 58 section 4 sentence 2 AktG, the entitlement to payment of the dividend shall become due on May 14, 2019.

» Total dividend	EUR 665,761,523.05
» Carried forward to new account	EUR 39,651,047.11
» Retained earnings	EUR 705,412,570.16

The proposal on the appropriation of retained earnings takes into account that the 1,681,403 treasury shares held by the Company at the time of preparing the annual financial statements are not entitled to dividend payment in accordance with § 71b AktG. If the number of treasury shares decreases or increases until the Annual General Meeting, the Executive Board and the Supervisory Board will present to the Annual General Meeting a correspondingly adjusted resolution proposal on the appropriation of retained earnings which will include an unchanged dividend of EUR 3.35 per dividend-entitled no-par value share and correspondingly adjusted figures of the total dividend and the income carried forward.

[3] Resolution on the ratification of the actions of the Executive Board for the 2018 financial year

The Executive Board and the Supervisory Board propose to ratify the actions of the Executive Board members in office in the 2018 financial year for this period.

[4] Resolution on the ratification of the actions of the Supervisory Board for the 2018 financial year

The Executive Board and the Supervisory Board propose to ratify the actions of the Supervisory Board members in office in the 2018 financial year for this period.

[5] Supervisory Board Election

At the end of the Annual General Meeting on May 9, 2019, the term of office of all Supervisory Board members will expire. Therefore, an election of the shareholder representatives by the Annual General Meeting is required.

In accordance with § 9 section 1 of the Articles of Association in conjunction with §§ 96 sections 1 and 2, 101 section 1 AktG and § 7 section 1 sentence 2 in conjunction with § 7 section 1 sentence 1 number 2 German Co-Determination Act (Mitbestimmungsgesetz – MitbestG), the Supervisory Board of adidas AG is composed of eight members to be elected by the shareholders and eight members to be elected by the employees and consists of at least 30% women and 30% men. As the Supervisory Board had objected to an overall fulfillment of the above-mentioned quota pursuant to § 96 section 2 sentence 3 AktG before passing the resolution on the election proposals, the minimum quota must be fulfilled separately by the shareholder representatives and the employee representatives, with the numbers of male and female members rounded up or down to full numbers (§ 96 section 2 sentences 3 and 4 AktG). Thus, the

Supervisory Board of adidas AG must be composed of at least two women and two men on the side of the shareholder representatives and at least two women and two men on the side of the employee representatives. The Supervisory Board proposes to elect two women and six men. The minimum quota pursuant to § 96 section 2 AktG would thus be fulfilled on the side of the shareholder representatives.

The election proposals of the Supervisory Board are based on the recommendation of its Nomination Committee; they take into account the objectives for the Supervisory Board's composition resolved upon by the Supervisory Board in accordance with section 5.4.1 of the German Corporate Governance Code (DCGK) and are aimed at fulfilling the profile of skills and expertise (competency profile) for the full Supervisory Board developed by the Supervisory Board. The objectives and the competency profile were resolved upon by the Supervisory Board in October 2018 and are available on the Company's website **www.adidas-group.com/s/bodies**. Moreover, the Supervisory Board has ascertained that each candidate proposed has sufficient time to perform their mandates.

With the exception of Mr. Igor Landau and Mr. Herbert Kauffmann, the Supervisory Board proposes to appoint the members of the Supervisory Board pursuant to § 9 section 2 of the Articles of Association for the period from the end of the Annual General Meeting on May 9, 2019 until the end of the Annual General Meeting resolving upon the ratification of Supervisory Board's actions for the fourth financial year after the beginning of their term of office. The financial year in which the term of office begins is not counted.

As regards Mr. Igor Landau, the Supervisory Board proposes to appoint him as member of the Supervisory Board pursuant to § 9 section 2 of the Articles of Association for the period from the end of the Annual General Meeting on May 9, 2019 until the end of the Annual General Meeting resolving upon the ratification of the Supervisory Board's actions for the 2019 financial year. The reappointment of Mr. Igor Landau for a term of office of only one year will serve the purpose of ensuring a smooth handover of the chairmanship of the Supervisory Board.

As regards Mr. Herbert Kauffmann, the Supervisory Board proposes to appoint him as member of the Supervisory Board pursuant to § 9 section 2 of the Articles of Association for the period from the end of the Annual General Meeting on May 9, 2019 until the end of the Annual General Meeting resolving upon the ratification of the Supervisory Board's actions for the 2020 financial year.

The Supervisory Board proposes that the Annual General Meeting elect to the Supervisory Board **the current members**

Ian Gallienne

residing in Gerpinnes, Belgium

Co-Chief Executive Officer, Groupe Bruxelles Lambert, Brussels, Belgium*

No membership in other statutory supervisory boards in Germany

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

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

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

Herbert Kauffmann

residing in Stuttgart, Germany
Independent Management Consultant, Stuttgart, Germany

No membership in other statutory supervisory boards in Germany

No membership in comparable domestic and foreign controlling bodies of commercial enterprises

Igor Landau

residing in Lugano, Switzerland
Pensioner

No membership in other statutory supervisory boards in Germany

No membership in comparable domestic and foreign controlling bodies of commercial enterprises

Kathrin Menges

residing in Neuss, Germany
Executive Vice President Human Resources and Infrastructure Services, Henkel AG & Co. KGaA, Düsseldorf, Germany (until April 8, 2019)

No membership in other statutory supervisory boards in Germany

Membership in comparable domestic and foreign controlling bodies of commercial enterprises:

Mandates held in foreign subsidiaries of Henkel AG & Co. KGaA (each 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

Nassef Sawiris

residing in London, United Kingdom
Chief Executive Officer & Member of the Board of Directors, OCI N.V., Amsterdam, The Netherlands

No membership in other statutory supervisory boards in Germany

Membership in comparable domestic and foreign controlling bodies of commercial enterprises:

- Member of the Board of Directors, LafargeHolcim Ltd., Jona, Switzerland

and as new members for the first time

Dr. Thomas Rabe

residing in Berlin, Germany

Chairman and Chief Executive Officer, Bertelsmann Management SE, Gütersloh, Germany

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

Mr. Kasper Rorsted, Chief Executive Officer of adidas AG, who is currently still a member of the Supervisory Board of Bertelsmann SE & Co. KGaA and Bertelsmann Management SE, will resign from these boards with effect from March 31, 2019.

Bodo Uebber

residing in Stuttgart, Germany

Member of the Board of Management, responsible for Finance & Controlling / Daimler Financial Services, Daimler AG, Stuttgart, Germany (until May 22, 2019)

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*

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

Jing Ulrich

residing in Hong Kong

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

No membership in other statutory supervisory boards in Germany

No membership in comparable domestic and foreign controlling bodies of commercial enterprises

It is intended to carry out the election of the candidates by individual voting.

In the Supervisory Board's assessment, none of the proposed candidates has personal or business relations with the Company, its Group companies or organs of the Company within the meaning of section 5.4.1 German Corporate Governance Code. The Company is not aware of shareholders with a material interest in the Company, with which personal or business relations could exist. 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.

Pursuant to section 5.4.3 sentence 3 German Corporate Governance Code, it is pointed out that, if he is elected, Mr. Igor Landau will be proposed as candidate for the chairmanship of the Supervisory Board.

The proposed candidates' curricula vitae are set out under "**IV. Information on Agenda Item 5**" of this invitation and will be available on the Company's website under www.adidas-group.com/agm from the day of convocation of the Annual General Meeting.

[6] Resolution on the cancelation of the Authorized Capital pursuant to § 4 section 3 of the Articles of Association, on the creation of a new Authorized Capital against contributions in kind together with the authorization to exclude subscription rights as well as on the respective amendment to the Articles of Association

The Executive Board and the Supervisory Board propose to resolve as follows:

- a) The hitherto unused authorization of the Executive Board pursuant to § 4 section 3 of the Articles of Association to increase the nominal capital, subject to Supervisory Board approval, by issuing new shares against contributions in kind once or several times by no more than EUR 16,000,000 altogether (Authorized Capital 2017/II), which was resolved upon by the 2017 Annual General Meeting for a duration of three years from the entry with the commercial register, and § 4 section 3 of the Articles of Association shall be canceled.
- b) A new authorized capital in the amount of EUR 16,000,000 shall be created (Authorized Capital 2019).

Therefore, a new section 3 with the following wording shall be inserted in § 4 of the Articles of Association:

"3. The Executive Board shall be entitled for a duration of five years effective from the entry of this authorization with the commercial register to increase the nominal capital, subject to Supervisory Board approval, by issuing new shares against contributions in kind once or several times by no more than EUR 16,000,000 altogether (Authorized Capital 2019). The Executive Board may, subject to Supervisory Board approval, exclude shareholders' subscription rights. The overall volume of the shares issued with the exclusion of subscription rights based on this authorization must not exceed 10% of the nominal capital existing at the point in time when this authorization becomes effective or, in case this amount is lower, at the date of the respective issuance. The nominal capital which is attributed to the shares to be issued to service option or conversion rights or option or conversion obligations from bonds, debt securities or participation rights to the extent that they are issued during the term of the authorization until the date of the respective exercise of this authorization with the exclusion of subscription rights, or which is attributed to shares which are issued or sold during the term of the authorization until the date of the respective exercise of this authorization with the exclusion of subscription rights, has to be included in the above-mentioned limit of 10%. This deduction clause shall not apply if residual amounts of shares are excluded from subscription rights. The Authorized Capital 2019 must not be used to issue shares within the scope of compensation or participation programs for Executive Board members or employees or for members of the management bodies or employees of affiliated companies."

- c) The Executive Board is instructed to file the cancelation of the existing Authorized Capital 2017/II in accordance with the above part a) and of § 4 section 3 of the Articles of Association as well as the resolution on § 4 section 3 of the Articles of Association in accordance with the above part b) for entry with the commercial register, provided that the entry is made in the aforementioned order

and that the cancelation of the existing Authorized Capital 2017/II in accordance with the above part a) only takes place when it is ensured that the resolution on § 4 section 3 of the Articles of Association in accordance with the above part b) is entered directly thereafter.

The Executive Board's written report on the reasons why it shall be authorized to exclude shareholders' subscription rights is printed hereafter, following Agenda Item 8, under **"II. Report to the Annual General Meeting on Agenda Item 6"**.

[7] Resolution on the cancelation of the Contingent Capital pursuant to § 4 section 6 of the Articles of Association as well as on the cancelation of § 4 section 6 of the Articles of Association

On May 6, 2010, the Annual General Meeting created the Contingent Capital 2010. It served the issuance of no-par value bearer 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 no-par value shares of the Company instead of paying the due amount to the holders of bonds issued by the Company or a subordinated Group company up to May 5, 2015 on the basis of the authorization resolution adopted by the Annual General Meeting on May 6, 2010.

On March 14, 2012, with the approval of the Supervisory Board, the Executive Board made partial use of the authorization granted by the Annual General Meeting on May 6, 2010 and issued a convertible bond, with the exclusion of shareholders' subscription rights, on March 21, 2012. The authorization to issue bonds with warrants and/or convertible bonds granted on May 6, 2010 was already canceled by resolution of the Annual General Meeting on May 8, 2014. In the 2018 financial year, the Company exercised its right to redeem outstanding bonds early. The convertible bond was thus fully converted or redeemed and no more shares can be issued from the Contingent Capital 2010.

For the reasons set out above, the Contingent Capital 2010 is no longer of any significance. Therefore, it is to be canceled completely and the Articles of Association are to be amended accordingly.

The Executive Board and the Supervisory Board propose to resolve as follows:

- a) The Contingent Capital in the amount of up to EUR 36,000,000 created by the Annual General Meeting on May 6, 2010 (Agenda Item 10) shall be canceled.
- b) § 4 section 6 of the Articles of Association shall be canceled and the numbering of the current sections 7 to 10 shall be adjusted accordingly.

[8] Appointment of the auditor and Group auditor for the 2019 financial year as well as of the auditor for a possible audit review of the first half year report of the 2019 financial year

Based on the recommendation by the Audit Committee, the Supervisory Board proposes to resolve as follows:

KPMG AG Wirtschaftsprüfungsgesellschaft, Berlin, is appointed as auditor and Group auditor for the 2019 financial year and as auditor for a possible audit review of the first half year report for the 2019 financial year.

The Audit Committee declared that its recommendation is free from influence by a third party in accordance with Article 16 section 2 subsection 3 of the EU Regulation No. 537/2014 of April 16, 2014 and that no clause of the kind referred to in Article 16 section 6 of the Regulation has been imposed upon it.

II. REPORT TO THE ANNUAL GENERAL MEETING ON AGENDA ITEM 6

Report of the Executive Board on Agenda Item 6 pursuant to §§ 203 section 2 sentence 2, 186 section 4 sentence 2 German Stock Corporation Act (Aktiengesetz - AktG)

Under Agenda Item 6, the Executive Board and the Supervisory Board propose the cancellation of the authorization pursuant to § 4 section 3 of the Articles of Association to increase the nominal capital, subject to Supervisory Board approval, from entry of this authorization with the commercial register once or several times through the issuance of new shares against contributions in kind by no more than EUR 16,000,000 (Authorized Capital 2017/II) as well as the replacement of the authorization with a new authorized capital against contributions in kind again in the amount of EUR 16,000,000 for a duration of now five years which essentially corresponds to the current authorization (Authorized Capital 2019) by way of an amendment to the Articles of Association.

Pursuant to §§ 203 section 2 sentence 2, 186 section 4 sentence 2 AktG, the Executive Board issues a written report on the authorization to exclude subscription rights in connection with the newly-proposed authorization, which is published in full hereafter:

The authorization for the issuance of new shares includes the Executive Board's authorization, subject to Supervisory Board approval, to exclude the statutory subscription rights of shareholders. This shall also be applicable if the contribution in kind is effected partly against shares and partly against a contribution in cash or another form of consideration (if necessary also treasury shares). The authorization to exclude subscription rights serves the following purpose:

- 1) The Executive Board and Supervisory Board shall have the possibility to have authorized capital at their disposal for issuing shares as (part) consideration for mergers or for the acquisition of participations, companies or parts of companies as contribution in kind. If necessary, such participations, companies or parts of companies may also be contributed to a subordinated Group company of the Company or within the scope of a company merger with a subordinated Group company.

The price at which the new shares will be issued for this purpose shall depend on the respective circumstances of the individual case and on the specific date. When setting the price, the Executive Board and the Supervisory Board shall be guided by the best interests of the Company and, if possible, be in line with the stock market price.

Historically, the Executive Board has continuously reviewed opportunities for the Company to acquire companies, parts of companies or participations in companies which are involved in the business of producing and selling sports or leisure goods or are otherwise involved in the business of the Company. The acquisition of such participations, companies or parts of companies in exchange for shares is in the Company's best interest if the acquisition solidifies or strengthens the respective market position of the adidas Group or allows for or facilitates the access to new business sectors. In order to be able to quickly and flexibly react to any interest of a seller or of the Company in a payment in the form of shares of the Company for such acquisitions, the Executive Board must – to the extent that repurchased treasury shares cannot or shall not be used – have the authority, subject to Supervisory Board approval, to issue new shares of the Company while excluding shareholders' subscription rights. Since the shares shall be issued at a price that is, if possible, based on the stock market price, interested shareholders will have an opportunity, at about the same time as the Company's new shares are issued for the aforementioned purposes while excluding subscription rights, to purchase additional shares on the stock exchange at the stock market price and thus to a large extent with a comparable valuation.

Based on the above considerations, in the opinion of the Executive Board, the proposed authorization to issue new shares is in the interest of the Company and can justify excluding the subscription rights of shareholders in individual cases. The Executive Board and Supervisory Board will review each individual acquisition and will consider whether a purchase in exchange for the issuance of shares, subject to the exclusion of the shareholders' subscription rights, is required and is in the interest of the Company.

- 2) The proposed authorization set out in § 4 section 3 of the Articles of Association shall also provide the Executive Board and Supervisory Board with the opportunity to use the authorized capital to issue shares as (part) consideration for the transfer of industrial property rights or intangible property rights of athletes, sports clubs and other persons, such as patents, trademarks, names,

emblems, logos and designs, to the Company or one of its subordinated Group companies for purposes of developing, manufacturing and marketing the products and services of the adidas Group. In addition, the new shares shall serve as (part) consideration for the direct or indirect acquisition of (possibly time-limited) rights of use (licenses) in such rights by the Company or one of its subordinated Group companies.

In the event that athletes, sports clubs or other persons holding or exploiting rights in such industrial property rights or intangible property rights are prepared to transfer or license such rights only in exchange for the granting of shares or, in the case of cash payments, only at noticeably higher prices, or the granting of shares is in the interest of the Company for other reasons, the Company has to be in a position to react to such a situation in an appropriate way.

Such may be the case, for example, if the Executive Board negotiates with a sports club in Germany or abroad on a sponsoring agreement, which is intended to permit the Company to exploit the known names, emblems and logos of this club under a license in order to help market the products of the adidas Group.

Furthermore, the Executive Board considers it possible, for instance, that there will be opportunities for the Company, in exchange for shares of the Company, to directly or indirectly acquire patents or licenses for patent rights, the exploitation of which will be in the Company's best interest for the products that the adidas Group currently has, is currently developing or planning to develop in the future.

The valuation of the industrial / intangible property rights or the licenses for such rights to be acquired by the Company directly or indirectly shall be carried out in accordance with market-oriented principles, if necessary, on the basis of an expert valuation. The valuation of the shares to be granted by the Company shall be conducted taking the stock market price into consideration. Shareholders who wish to maintain their shareholding quota in the Company may therefore do so through acquiring further shares through the stock exchange at an essentially comparable valuation.

The granting of shares in the aforementioned cases will be in the best interest of the Company and can justify an exclusion of subscription rights if the use and exploitation of the industrial/intangible property rights or the licenses based thereon promises advantages for the Company in the marketing and promotion of products and services and/or development of its products and a purchase of such rights in return for cash is not possible or is not possible at reasonable conditions. It is also conceivable that the granted consideration will consist of shares as well as cash (e.g. royalties) and/or other types of consideration.

Whether to grant new shares of the Company as (part) consideration shall be decided on a case-by-case basis by the Executive Board, subject to Supervisory Board approval, taking into consideration the Company's interests in any specific transaction, the actual necessity for granting the shares, and the valuation thereof.

- 3)** Moreover, the proposed authorization under § 4 section 3 of the Articles of Association shall enable the Executive Board and Supervisory Board to also use the authorized capital for the issuance of shares as (part) consideration for the contribution of other business assets eligible for serving as contributions in kind, especially real estate and rights to real estate or receivables (also from the Company or subordinated Group companies). The granting of shares in the aforementioned cases will be in the best interest of the Company if the business assets contributed as contributions in kind are useful for the Company's business or promises advantages for the financial position, assets or liabilities and profit or loss of the Company and if a purchase in return for cash is not possible or is not possible at reasonable conditions or does not promise any comparable economic advantage.

Whether to grant new shares of the Company as (part) consideration shall be decided on a case-by-case basis by the Executive Board, subject to Supervisory Board approval, taking into consideration the Company's interests in any specific transaction, the actual necessity for granting the shares, and the valuation thereof.

- 4)** Instead of the contributions in kind set out in the above parts 1) to 3), also the obligation to transfer the assets to the Company as contribution in kind can be contributed insofar as the contribution is to be made within five years from the resolution on the implementation of the capital increase.

The deduction clause stipulated in the authorization shall not only ensure that through the volume limit amounting to 10% of the nominal capital existing at the date of the respective issuance, the shareholders' interest to prevent a further dilution of their shareholding quota is safeguarded, but also that the Executive Board has at its disposal authorizations for capital measures while excluding subscription rights to an appropriate extent that can be used for the capital measures outlined in the respective report.

The Executive Board will furthermore in any case carefully review whether a utilization of the Authorized Capital 2019 and the exclusion of shareholders' subscription rights is in the best interest of the Company and its shareholders. The Executive Board will report a possible utilization of the Authorized Capital 2019 to the Annual General Meeting.

III. FURTHER INFORMATION AND DETAILS

DOCUMENTS PERTAINING TO THE ANNUAL GENERAL MEETING; PUBLICATIONS ON THE COMPANY'S WEBSITE

The documents submitted on Agenda Item 1, the Executive Board's proposal on the appropriation of retained earnings as well as the written report of the Executive Board on Agenda Item 6, which is also published in full in the invitation, are available on the Company's website www.adidas-group.com/agm from the convocation until the conclusion of the Annual General Meeting.

Upon request, copies of these documents will be sent to shareholders without delay and free of charge. Respective requests should be sent to the address provided below for countermotions.

The documents are also available for inspection at the Annual General Meeting.

The further information and documents outlined in § 124a sentence 1 German Stock Corporation Act (Aktiengesetz - AktG) are also accessible on the Company's website www.adidas-group.com/agm as of the day of convening the Annual General Meeting.

TOTAL NUMBER OF SHARES AND VOTING RIGHTS

As at the date of convocation of the Annual General Meeting, the Company's nominal capital amounts to EUR 200,416,186 divided into 200,416,186 registered no-par value shares (shares). Each share grants one vote. Therefore, the total number of shares and of voting rights amounts to 200,416,186. This total number of shares also includes 1,836,199 treasury shares held by the Company as at the date of convocation, which do not confer any rights to the Company.

PRECONDITIONS FOR PARTICIPATION IN THE ANNUAL GENERAL MEETING AND FOR THE EXERCISE OF VOTING RIGHTS

Only shareholders who are entered in the share register at the day of the Annual General Meeting and who registered for participation by the end of May 2, 2019 (24:00 hrs CEST) are authorized to participate in the Annual General Meeting and exercise their voting rights.

It is possible to register via the Company's website by using the password-protected shareholder portal of the Company ("shareholder portal"), subject to technical availability of the website, at

www.adidas-group.com/agm

For accessing the shareholder portal online, shareholders need their shareholder number and the respective access password. The shareholder number is stated in the documents sent out with the invitation to the Annual General Meeting. Shareholders who already registered in the shareholder portal use the password which they selected upon registration. All other shareholders entered in the share register will receive an individual access password for initial access to the shareholder portal together with the documents sent out with the invitation.

If shareholders do not register via the shareholder portal, their registration must reach the Company in text form stating the name of the person making the declaration in German or English. The day of receipt of the registration is decisive for meeting the deadline. Please send registrations to:

→ adidas AG
c/o Computershare Operations Center
80249 Munich, Germany

or by fax: +49 89 30903-74675

or by e-mail: anmeldestelle@computershare.de

Further information regarding the registration process is contained in the registration form which is sent to the shareholders together with the invitation and which may be used for registration. Information on the registration process can also be found on the aforementioned website.

When registering, shareholders may order an entrance ticket for the Annual General Meeting. Shareholders who register via the shareholder portal have the option to print out their entrance ticket themselves.

Unlike the registration for the Annual General Meeting, the entrance ticket is not a precondition for participation, but merely serves to simplify the procedure at the registration counters for access to the Annual General Meeting.

DISPOSAL OF SHARES AND CHANGES TO THE ENTRIES IN THE SHARE REGISTER

The shares will not be blocked upon registration for the Annual General Meeting. Thus, shareholders may continue to dispose of their shares at their discretion even after having registered.

The shareholding as entered in the share register at the date of the Annual General Meeting is relevant for participation in the Annual General Meeting and the exercise of voting rights. For technical reasons, requests for changing entries received by the Company between May 2, 2019 (24:00 hrs CEST) (so-called Technical Record Date) and the day of the Annual General Meeting on May 9, 2019 (including) will not be processed, i.e. no changes will be made to the entries in the share register. Thus, shareholders who send requests for changing entries in the share register due to newly acquired shares during the above-mentioned period will not be able to exercise participation rights and voting rights deriving from these shares at the Annual General Meeting.

PROXY VOTING PROCEDURE

Shareholders who are entered in the share register can authorize a bank, a shareholders' association or any other person of their choice to exercise their voting rights on their behalf. If power(s) of representation are granted, shareholders still have to fulfill the aforementioned **"Preconditions for Participation in the Annual General Meeting and for the Exercise of Voting Rights"**. If a shareholder grants powers of representation to more than one person, the Company may reject one or more of these persons.

If neither a bank nor a shareholders' association nor persons, institutes or companies of equal status (§§ 135 section 8, section 10, 125 section 5 AktG) are appointed as proxy, the power of representation, its revocation and the verification of such power vis-à-vis the Company must be in text form (§ 126b German Civil Code [Bürgerliches Gesetzbuch – BGB]). In particular, powers of representation may be granted/revoked and verified via the shareholder portal, subject to technical availability, at

www.adidas-group.de/agm

as well as by using the registration form or the entrance ticket and returning it to the respective address stated thereon, or otherwise in text form, stating the name of the person making the declaration, to be sent to the address given below:



adidas AG
c/o Computershare Operations Center
80249 Munich, Germany

or by fax: +49 89 30903-74675

or by e-mail: adidas-hv2019@computershare.de

A proxy may also verify his/her power of representation by presenting the power of representation at the registration counter on the day of the Annual General Meeting.

For granting, revoking or verifying a power of representation via the shareholder portal, the instructions for registration via the shareholder portal apply accordingly.

For granting powers of representation to **banks, shareholders' associations** or persons, institutes or companies of equal status with regard to the exercise of voting rights in accordance with §§ 135 section 8, section 10, 125 section 5 AktG as well as for the revocation and verification of such powers, the text form requirement does not apply. The power of representation must be kept by the respective proxy for review. It must be completed in full and may only contain statements related to the exercise of voting rights. A breach of these requirements does not affect the validity of the exercise of voting rights. Furthermore, each proxy may have specific regulations for acting as proxy; this should be clarified with the respective proxy in advance.

As in the past, we offer our shareholders the possibility of authorizing the **proxies appointed by the Company** to represent them at the Annual General Meeting in accordance with their voting instructions. For this purpose, the proxies appointed by the Company must be granted power(s) of representation and must be given voting instructions for exercising the voting rights. It should be noted that the proxies do not accept voting instructions on procedural motions or on motions and proposals made for the first time during the Annual General Meeting either before or during the Annual General Meeting. Furthermore, they do not propose motions or ask questions on behalf of the shareholder or raise objections. Moreover, the proxies only exercise voting rights on such agenda items for which they have been given voting instructions by the shareholders.

- Until the end of the general debate, shareholders may grant powers of representation and give voting instructions to the proxies appointed by the Company electronically via the [shareholder portal](#) at **www.adidas-group.com/agm**, subject to technical availability of the website. As regards the use of the shareholder portal, the instructions for registration via the shareholder portal shall apply accordingly. Only power(s) granted and instructions given via the shareholder portal can still be changed or revoked during the course of the Annual General Meeting until the end of the general debate, subject to technical availability of the website.
- Shareholders may also grant power(s) of representation and give voting instructions to the proxies appointed by the Company by completing the [registration form](#) they received together with the invitation and by sending it to the address stated thereon. Power(s) of representation and voting instructions may also be granted/given using the [entrance ticket](#) which is sent to shareholders upon request, by sending it to the address stated thereon. Power(s) of representation and voting instructions may furthermore be granted/given **otherwise in text form** stating the name of the person making the declaration. Power(s) of representation which are granted using the registration form, the entrance ticket or are otherwise provided in text form must reach adidas by May 8, 2019 (24:00 hrs CEST) by post at



adidas AG
c/o Computershare Operations Center
80249 Munich, Germany

or by fax: +49 89 30903-74675

or by e-mail: adidas-hv2019@computershare.de

Power(s) of representation and voting instructions may be revoked or changed prior to the Annual General Meeting in text form in one of the ways outlined above, reaching the Company by May 8, 2019 (24:00 hrs CEST).

Even after having granted powers of representation, shareholders may personally exercise their shareholders' rights at the Annual General Meeting. **Personal attendance** is deemed as revocation of a previously granted power of representation.

SUPPLEMENTARY ITEMS FOR THE AGENDA (pursuant to § 122 section 2 AktG)

Shareholders whose shares correspond to a pro-rata amount of EUR 500,000 in the nominal capital may demand that items be added to the agenda and published, i. a. in the German Federal Gazette and on the website at www.adidas-group.com/agm. Each new item must be accompanied by an explanatory statement or a proposed resolution. Such demands must reach the Company's Executive Board by April 8, 2019, (24:00 hrs CEST). Please submit such applications in writing to:



adidas AG
Executive Board
Supervisory Board Office & Corporate Legal
Adi-Dassler-Straße 1
91074 Herzogenaurach, Germany

or by e-mail including the name of the demanding shareholders and a qualified electronic signature to:

agm-service@adidas-group.com

Shareholders demanding that items be added to the agenda must prove that they have been in possession of a sufficient number of shares for at least 90 days before the date of receipt of such demand (§§ 122 section 2, 122 section 1 sentence 3 AktG and § 70 AktG) and that they will be in possession of the shares until the Executive Board has made a decision on the respective demand. § 121 section 7 AktG shall be applied to the computation of the period analogously.

COUNTERMOTIONS AND NOMINATIONS SUBMITTED BY SHAREHOLDERS (pursuant to §§ 126 section 1, 127 AktG)

Counter motions by shareholders on particular items of the agenda or **proposals** by shareholders **on the election** of Supervisory Board members or the appointment of the auditor are made accessible on the Company's website at www.adidas-group.com/agm including the shareholder's name, the explanatory statement - if required and available - and a possible statement by the management insofar as the following requirements are met:

Any counter motions to a proposal of the Executive Board and/or the Supervisory Board on a specific agenda item as well as any election or appointment proposals must be received by the Company by April 24, 2019 (24:00 hrs CEST). They must be sent exclusively to

→ adidas AG
Supervisory Board Office & Corporate Legal
Adi-Dassler-Straße 1
91074 Herzogenaurach, Germany

or by fax: +49 9132 84-3219

or by e-mail: agm-service@adidas-group.com

Counter motions or nominations addressed otherwise or not received in time cannot be considered.

Counter motions must be reasoned. A counter motion and its statement of reasons do not need to be made accessible by the Company if one of the facts of exclusion pursuant to § 126 section 2 sentence 1 AktG exists. The statement of reasons does not have to be made accessible either if the entire document consists of more than 5,000 characters.

Shareholders' **proposals on the election** of Supervisory Board members or the **appointment** of the auditor do not require a statement of reasons. Shareholders' proposals do not have to be made accessible by the Company if one of the facts of exclusion in accordance with §§ 127 sentence 1, 126 section 2 sentence 1 AktG exists or if they do not contain the full name, the exercised profession and the place of residence of the candidate, and, in case of proposals on the election of Supervisory Board members, details on their membership in other statutory supervisory boards (§ 127 sentence 3 AktG). The statement of reasons does not need to be made accessible if the entire document consists of more than 5,000 characters.

The right of each shareholder to submit counter motions on various agenda items or to make election or appointment proposals during the Annual General Meeting remains unaffected.

We would like to point out that countermotions and election or appointment proposals, even if they were made accessible upon shareholders' request prior to the Annual General Meeting, will only be considered at the Annual General Meeting if they are submitted at the meeting.

SHAREHOLDERS' RIGHTS TO INFORMATION (pursuant to § 131 section 1 AktG)

At the Annual General Meeting, every shareholder may request information on matters of the Company from the Executive Board insofar as this information is required for the appropriate judgment of the agenda item. The right to information also extends to the legal and business relations of the Company to an affiliated company as well as the business situation of the Group and the companies included in the consolidated financial statements (§ 131 section 1 AktG). In general, requests for the provision of information are to be made orally at the Annual General Meeting during the general debate.

Any information must conform to the principles of conscientious and truthful accountability. Pursuant to the requirements stipulated under § 131 section 3 AktG, the Executive Board may refuse to provide information.

Pursuant to § 22 section 2 of the Articles of Association, the chairman of the meeting can limit the shareholders' right to speak to an appropriate time limit. At the beginning of the General Meeting or during its course, s/he is in particular authorized to set an appropriate time frame for the entire course of the General Meeting, for individual agenda items or for individual questions or statements.

FURTHER EXPLANATIONS

Further explanations on shareholders' rights pursuant to §§ 122 section 2, 126 section 1, 127, 131 section 1 AktG can be found on the website at www.adidas-group.com/agm.

ONLINE TRANSMISSION OF THE ANNUAL GENERAL MEETING

The Company's shareholders and anyone interested may follow the Annual General Meeting on May 9, 2019 online live and in full length at www.adidas-group.com/agm, from 10:00 hrs CEST, subject to technical availability. A recording of the speech of the Chief Executive Officer will be available on the Company's website after the Annual General Meeting. Furthermore, the presentations held during the Annual General Meeting as well as the results of the votes can be found on the Company's website shortly after the Annual General Meeting.

IV. INFORMATION ON AGENDA ITEM 5

Curricula vitae of the candidates proposed for election to the Supervisory Board

Ian Gallienne
Co-Chief Executive Officer,
Groupe Bruxelles Lambert, Brussels, Belgium*



Personal Data:

Date / place 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.

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

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

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

Herbert Kauffmann

Independent Management Consultant, Stuttgart, Germany



Personal Data:

Date / place 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

Membership in other statutory supervisory boards in Germany

None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises

None

Igor Landau
Pensioner, Lugano, Switzerland



Personal Data:

Date / place 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

Membership in other statutory supervisory boards in Germany

None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises

None



Kathrin Menges

Executive Vice President Human Resources and Infrastructure Services, Henkel AG & Co. KGaA, Düsseldorf, Germany (until April 8, 2019)

Personal Data:

Date / place 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

Membership in other statutory supervisory boards in Germany

None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises

Mandates held in foreign subsidiaries of Henkel AG & Co. KGaA (each 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

Nassef Sawiris

**Chief Executive Officer & Member of the Board of Directors,
OCI N.V., Amsterdam, The Netherlands**



Personal Data:

Date / place 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 des Board of Directors,
 Orascom Construction Limited
2009 - 2014 Chairman, OSC S.A.E.
2008 - 2015 Director, Lafarge SA

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

Dr. Thomas Rabe

**Chairman and Chief Executive Officer,
Bertelsmann Management SE, Gütersloh, Germany**



Personal Data:

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

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

Bodo Uebber

Member of the Board of Management, responsible for Finance & Controlling / Daimler Financial Services, Daimler AG, Stuttgart, Germany (until May 22, 2019)



Personal Data:

Date / place of birth:	August 18, 1959 in Solingen, Germany
Nationalität:	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

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

*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., New York, USA**

Personal Data:

Date / place 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

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

V. PRIVACY NOTICE FOR SHAREHOLDERS

Please note that adidas AG controls your personal data.

Your personal data will be processed to maintain the share register, to communicate with you as a shareholder and/or participant in the Annual General Meeting and to host the Annual General Meeting. The legal basis for the processing of your personal data is our obligation to comply with applicable laws and to protect our legitimate interests.

Further information on data privacy in connection with our Annual General Meeting is available at **www.adidas-group.com/agm**. adidas AG will send you a printed copy of this information upon request.

If you have any questions or wish to contact adidas for any other reason in relation to the processing of your personal data, please reach out to the Global Privacy Officer or the Global Privacy Team at **adidasPrivacy@adidas.com** and write "Shareholder request" in the subject line.

Herzogenaurach, March 2019

adidas AG

The Executive Board



Do you have any further questions regarding the 2019 Annual General Meeting?

Then please feel welcome to use our
Annual General Meeting Hotline
at 0800 723 6512

(free of charge, for calls in Germany)

or at +49 89 30903-6341

(charged, for calls to Germany),

available from Monday to Friday between
08:00 a.m. and 06:00 p.m.

MAY 9, 2019



You may also contact the Annual General Meeting
Hotline by sending an e-mail to
aktionaersportal@computershare.de

adidas AG
Adi-Dassler-Straße 1
91074 Herzogenaurach
Germany
www.adidas-group.com





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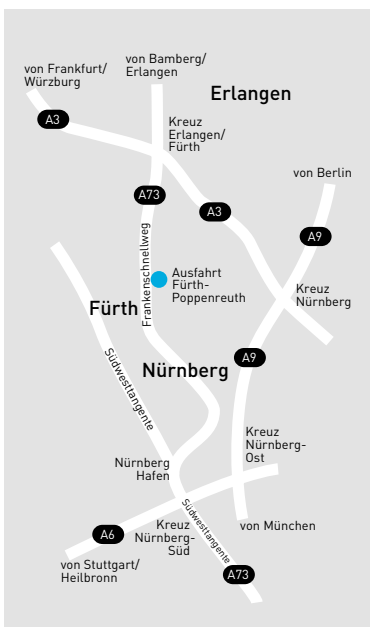
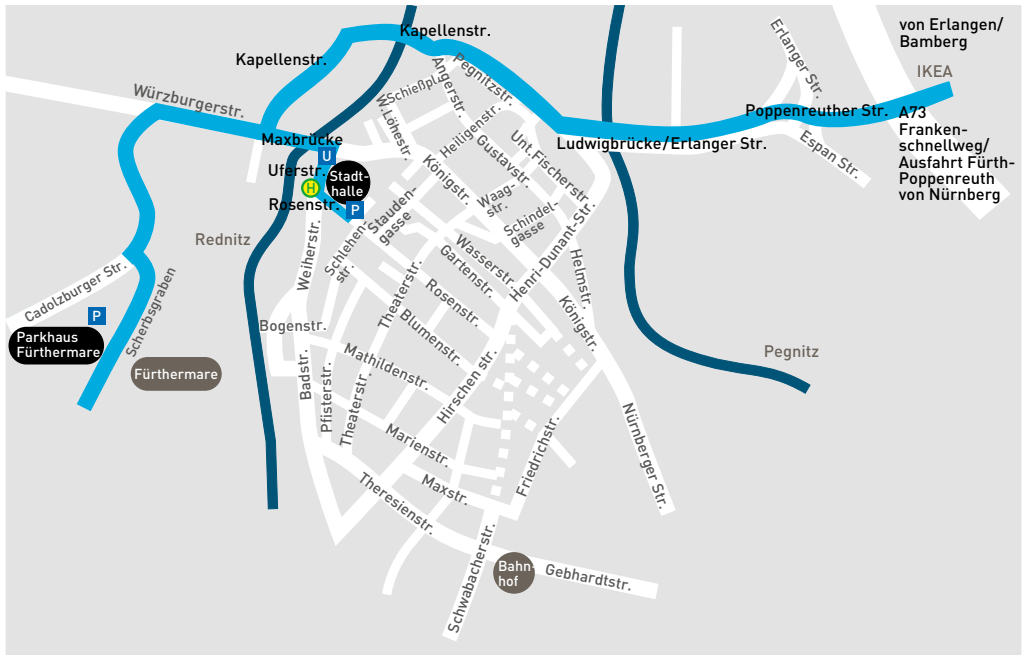
2018

Annual Report
is available to you
for download at

www.adidas-group.com/reports

The online version
of our Annual Report
is available at

report.adidas-group.com



Dear Shareholders,

This year, there is only a limited number of parking spaces available at the Stadthalle Fürth. We therefore kindly ask shareholders who intend to travel by car to drive to the car park of the nearby "Fürthmare" in good time, where we have a total of 300 parking spaces available for you free of charge. From there, shuttle buses will take you directly to the Stadthalle Fürth (approx. 5 minutes). Please bear this in mind when scheduling your trip. The shuttle buses will, of course, also be available at the Stadthalle to take you back to "Fürthmare" at any time. Alternatively, you may also use public transportation for your trip.

adidas AG

DIRECTIONS

By Car:

- ▶ Motorway A 73 Exit Fürth-Poppenreuth, direction "Fürth/Stadtmitte", then follow "Stadthalle" signs
- ▶ The Stadthalle car park has a total of 200 parking spaces available for you free of charge

To the "Fürthmare" Car Park:

- ▶ Motorway A 73 Exit Fürth-Poppenreuth
- ▶ Then please follow the "Fürthmare" signs
- ▶ Enter "Fürth, Bavaria, Scherbsgraben 15" into your navigation system

By Train/Bus:

- ▶ From Nuremberg central train station: Take subway line U1 to station "Stadthalle"
- ▶ From Fürth central train station: Take subway line U1 to station "Stadthalle" or bus line no. 172 to station "Stadthalle Süd"

By Plane:

- ▶ From Nuremberg Airport: Take subway line U2 to Nuremberg central train station ("Nürnberg Hauptbahnhof"), then take subway line U1 to station "Stadthalle"