

Extract from the Business Allocation Plan for the Executive Board of adidas AG

I.

The business area of the **Chief Executive Officer (Herbert Hainer)** comprises i. a. the following:

- Control of the management and business policy of the Group
- Personnel Matters in relation to key executives
- Global Sales (Wholesale and Retail for adidas and Reebok)
- Social and Environmental Affairs
- Group Internal Audit
- Compliance
- Establishment of a risk management system for recording, controlling and monitoring essential strategic and operating risks and essential risks related to compliance and financial reporting as well as the implementation of a reporting system for proving the effectivity of this risk management system

II.

The business area of the **Chief Financial Officer and Labour Director (Robin J. Stalker)** consists i. a. of the following:

- Group Finance including Global Sales Finance, Global Brands Finance, Group Taxes, Group Treasury
- Investor Relations/M&A

- Establishment of a risk management system for recording, controlling and monitoring essential strategic and operating risks and essential risks related to compliance and financial reporting as well as the implementation of a reporting system for proving the effectivity of this risk management system
- Personnel Matters insofar as not concerning key executives

III.

The business area of **Global Brands (Erich Stamminger)** comprises i. a. the following:

- Marketing of the brands adidas and Reebok including Sports Marketing and Research & Development
- Establishment of a risk management system for recording, controlling and monitoring essential strategic and operating risks and essential risks related to compliance and financial reporting as well as the implementation of a reporting system for proving the effectivity of this risk management system

IV.

The business area **Global Operations (Glenn Bennett)** consists i. a. of the following:

- Global Sourcing and Logistics
- Product Development
- Establishment of a risk management system for recording, controlling and monitoring essential strategic and operating risks and essential risks related to compliance and financial reporting as well as the implementation of a reporting system for proving the effectivity of this risk management system