Accountability, transparency, and sustainability are the guiding principles of corporate governance at SAP. We discuss the details in our Corporate Governance Report, which is prepared in accordance with the German Corporate Governance Code (the "Code"), and in our Integrated Report. This Statement presents the basic facts of corporate governance at the SAP Group as required by the German Commercial Code, section 315d in connection with section 289f.

A. Declaration Pursuant to the German Stock Corporation Act, Section 161

It is a requirement of the German Stock Corporation Act, section 161, that the Executive Board and Supervisory Board of a European Company (Societas Europaea, SE) listed in Germany issue not less frequently than annually a declaration stating the extent to which their company has followed and intends in the future to follow the recommendations in the Code. Our Executive Board and Supervisory Board published the following declaration of compliance on October 27, 2017.

German Stock Corporation Act, Section 161 Declaration by the Executive and Supervisory Boards of SAP SE Concerning SAP’s Implementation of the German Corporate Governance Code

Pursuant to the German Stock Corporation Act, section 161, the Executive Board and the Supervisory Board of SAP SE (SAP) declare as follows:

Since its last Declaration, made on October 29, 2016, SAP has followed the recommendations in the May 5, 2015, version of the German Corporate Governance Code (Code), which was published in the Bundesanzeiger (German Federal Gazette) on June 12, 2015, except as set out in 1) to 5) below. In the future, SAP will follow the recommendations in the February 7, 2017, version of the Code (which was published in the Bundesanzeiger on April 24, 2017) except as set out in 1) and 2) below.

1. Supervisory Board directors’ and officers’ liability insurance policies do not provide for a deductible

The third paragraph in section 3.8 of the Code recommends that if a company takes out directors’ and officers’ (D&O) liability insurance for its supervisory board members, a deductible should be agreed.

SAP does not believe that the motivation and responsibility that the members of the Supervisory Board bring to their duties would be improved by such a deductible element.

2. Executive Board appointment contracts do not cap severance payments on premature termination

The fourth paragraph in section 4.2.3 of the Code recommends that when executive board appointment contracts are concluded, care should be taken to ensure that any severance payments, including additional benefits, on premature termination, are capped at two times the annual compensation or, if less, compensation for the remaining contract term.

SAP does follow the recommendation in the fifth paragraph in section 4.2.3 of the Code concerning the maximum amount payable in the event of a change of control. However, we do not believe the uniform cap on severance pay stipulated in the fourth paragraph in section 4.2.3 of the Code is appropriate for all of the circumstances the recommendation covers. In our view, aside from a change of control, there may also be other circumstances in which a contract might be terminated and in which an affected Executive Board member could have a justifiable claim to better severance terms. Moreover, we do not believe it would be feasible to apply the recommendation in the most likely circumstances, namely when the seat on the Executive Board is vacated by agreement under a termination contract. In such cases, a cap on severance pay stipulated in the appointment contract would, in practice at least, be difficult for the Company to enforce unilaterally. Also, an agreement in this respect that had been concluded in advance might not make adequate provision for the particular facts and surrounding circumstances that later actually give rise to an agreement to
end an Executive Board member’s work before completion of the full term.

However, we do follow the thinking behind the recommendation in the Code in that it remains our policy to negotiate severance pay that is reasonable in the circumstances if we terminate an Executive Board member’s service by agreement before full term. We also have measures in place to ensure we would not pay severance to an Executive Board member whose appointment contract was terminated for breach.

3. SAP has not set an age limit for members of the Executive Board

The second paragraph, third sentence of section 5.1.2 in the Code recommends that an age limit be set for executive board members.

Up to now, SAP had not set any age limits for members of the Executive Board so as not to put a general restriction on the Supervisory Board in its choice of suitable Executive Board members. We prefer not to regard people above a set age limit as generally unsuitable for Executive Board membership. SAP will however follow this Code recommendation in future by setting an appropriately defined standard age limit that reflects this philosophy and allows the SAP Supervisory Board to grant exceptions in justified individual cases.

4. When our Supervisory Board recommends candidates for its own membership to the competent election bodies, it is not required to have regard to the concrete objectives it has adopted for its own composition

The Code recommends (in section 5.4.1, third paragraph, first sentence) that recommendations by a supervisory board to the competent election bodies should take into account the concrete objectives it has adopted regarding its own composition.

Whether a person’s candidacy is consistent with the Supervisory Board’s defined composition objectives has always been an important criterion when selecting suitable candidates for the Supervisory Board. In SAP’s view, however, this need not always be the decisive criterion for proposing a particular candidate. Though meeting these objectives should not be a pro forma matter, the Supervisory Board does intend to aim to fulfill them in the future and thereby comply with the Code’s recommendation.

5. No maximum length of service on the Supervisory Board

The second paragraph, first sentence of section 5.4.1 in the Code recommends that a maximum length of service be set for supervisory board members.

In SAP’s view, the objective should be a supervisory board that can work effectively, with a healthy mix of both experienced and recently-elected members. In order not to contradict this principle, SAP had not previously applied a maximum limit for the term of membership on the Supervisory Board. The Code recommendation also calls for diversity in terms of length of service on the Supervisory Board and thus the experience of its members. SAP will comply with this Code recommendation in future by setting a maximum length of service on the Supervisory Board that facilitates this diversity while also allowing the Supervisory Board to grant exceptions in justified individual cases.

Walldorf, October 27, 2017

For the Executive Board
Bill McDermott
Luka Mucic
For the Supervisory Board
Hasso Plattner

B. Relevant Details of Practices in Corporate Governance That We Apply Beyond the Requirements of the Law

The top priority of the Executive Board and the Supervisory Board in the governance of the Company is to comply with the requirements of the law. That applies in the first instance to the way in which the Company is managed. All Executive Board and Supervisory Board decision and control processes are based on the principles embodied in the Code, which reiterates the legal requirements and makes other recommendations that go beyond those requirements. The same applies to management activity at all other levels in our Group. The Executive Board introduced the SAP Code of Business Conduct to bring home to our employees the importance of meeting this expectation. The rules set by SAP in the SAP Code of Business Conduct are binding on the Executive Board and all employees in every country and are the standard for all of our dealings involving customers, partners, competitors, and vendors. Its rules are observed by members of the Supervisory Board wherever applicable.

The binding rules set in the SAP Code of Business Conduct are designed to ensure that all employees stay within the law in everything they do for SAP. The rules include, for example, precise instructions on complying with competition law and corruption law, on confidentiality, on conflicts of interest, and on the misuse of inside information. International differences in culture, language, and legal and social systems precluded the adoption of a uniform code of conduct across the entire SAP
Group. Instead, SAP framed Group-wide minimum standards in a master code and required each individual company to adopt a similar code of its own. These individual codes of conduct must at least reflect the master SAP code, but they may contain additional rules, and their rules may be more stringent.

The code of conduct for SAP SE, the parent company, is on the SAP Web site at go.sap.com/investors/en/governance.html. It reflects the minimum requirements of the Group master code.

C. How the Executive Board and the Supervisory Board Work; Who Serves on Which Committees; How the Committees Work

SAP SE has two boards. The Executive Board and Supervisory Board cooperate closely for the benefit of the Company. The Executive Board regularly provides to the Supervisory Board full and timely reports on strategy, business planning and performance, deviations of actual business performance from plan, current risks, risk management, and corporate compliance. The Supervisory Board reports annually on the work it has done, the work its committees have done, and the work it has done in cooperation with the Executive Board in the preceding year. The Supervisory Board’s report is included in the SAP Integrated Report.

I. Executive Board of SAP SE

The Executive Board currently has nine members and bears overall responsibility for the management of the Company in accordance with the law and the Company’s articles of incorporation. It is responsible for developing SAP’s strategy in consultation with the Supervisory Board, and for implementing it.

SAP SE’s articles of incorporation require that the Executive Board have at least two members. The Supervisory Board may determine a higher number of members of the Executive Board and approves the Executive Board’s election of the CEO. The individual Executive Board members have portfolios of responsibilities reflecting the rules of procedure and the schedule of portfolios unanimously adopted by the Executive Board in accordance with the articles of incorporation.

Under the current distribution of responsibilities of the Executive Board, CEO Bill McDermott is responsible for strategy, corporate development, Corporate Affairs, marketing, and the internal audit service. The CEO represents the Company vis-à-vis third parties, reconciles issues relating to the Executive Board members’ portfolios with the Company’s overall goals and plans, and sets dates and agendas for Executive Board meetings. Also on the Executive Board are:

- Robert Enslin, head of our Cloud Business Group including development and delivery for the cloud business
- Adaire Fox-Martin, head of our Sales organization (together with Jennifer Morgan)
- Michael Kleinemeier, head of our SAP Digital Business Services organization
- Christian Klein, who is responsible for Global Business Operations, including our internal IT processes and organization
- Bernd Leukert, head of our Products & Innovation organization
- Jennifer Morgan, head of our Sales organization (together with Adaire Fox-Martin)
- Luka Mucic, our chief financial officer, who is responsible for finance, administration, investor relations, and data security, as well as sustainability; and
- Stefan Ries, who is responsible for human resources.

Regardless of their individual portfolio responsibilities, all members of the Executive Board remain fully informed at all times about developments critical to the progress of the Company’s business, so that they are always in a position to avert impending harm and implement desirable improvements or expedient changes, for example by convening a meeting of the Executive Board or by informing the CEO. All decisions of primary or fundamental significance are made by the full Executive Board where required by binding provisions of the law, our articles of incorporation, or the rules of procedure. The rules of procedure list categories of decisions that can only be taken by the full Executive Board. These include, in particular, those transactions requiring the Supervisory Board’s approval under the Company’s articles of incorporation or under the list of transactions requiring consent determined by the Supervisory Board.

Executive Board decisions are generally made at the regular meetings. The Executive Board’s rules of procedure provide that a meeting must take place at least once every quarter at which members attend in person and which should deliberate chiefly on matters of strategy. An Executive Board meeting is competent to make decisions only if all of the members have been invited and at least half of the members participate in the resolution. Each member must disclose every conflict of interest to the Supervisory Board without delay and must inform the other members that he or she has done so.

The CEO represents the Executive Board in dealings with the Supervisory Board and must obtain the Supervisory Board’s consent in cases where the law, the articles of incorporation, or a resolution of the Supervisory Board so require. Generally, the Executive Board’s communications to the Supervisory Board are in text form. The CEO must report matters of special significance to the chairperson of the Supervisory Board without delay. The chairperson of the Supervisory Board regularly meets with the Executive Board, particularly the CEO, to discuss our strategy, current progress in business, and risk management.
II. Supervisory Board of SAP SE

The size and composition of the Supervisory Board are governed by the articles of incorporation and the Agreement on the Involvement of Employees in SAP SE. The SAP SE Supervisory Board currently has 18 members comprising equal numbers of representatives of the shareholders and the employees. As SAP SE has a two-tier board system, the Supervisory Board, similar to the supervisory board of a German stock corporation, monitors the conduct of the Executive Board. It is entitled to inspect and examine all of the Company’s books, writings, and assets at any time.

The work of the Supervisory Board is governed by German and European law, the articles of incorporation, the German Corporate Governance Code (“Code”), and its own rules of procedure. There are four ordinary meetings of the Supervisory Board each year, held at the Company’s registered office or otherwise determined in the invitation. The chairperson calls meetings with a notice period of 14 days before the meeting, including the agenda in the invitation. Ordinary meetings deliberate on the forthcoming financial reports and other matters arising in connection with the business. Extraordinary meetings are convened when necessary to deliberate on unplanned or unexpected circumstances or transactions and to make decisions as appropriate.

Ordinary resolutions of the Supervisory Board are adopted by a simple majority of votes cast; absent members can have a member in attendance submit their written votes. Minutes are prepared of all Supervisory Board meetings and resolutions. They are signed by the chairperson and distributed to the members. The minutes are then approved by resolution at the next meeting. A vote on a resolution can also be taken by written correspondence, telephone, video conference or by other electronic means as directed by the chairperson. Resolutions adopted by such means become effective when no objections are raised against the minutes within a certain period of time.

The Supervisory Board regularly conducts an investigation into the efficiency of its own work. It assesses the suitability of the Supervisory Board’s processes for supervising the management of the Company effectively. The investigation is based on a survey of Supervisory Board members using questionnaires that reflect current requirements of the law and the Code. The Supervisory Board discusses the results and decides any necessary improvements. The Supervisory Board also deliberates and resolves once a year on whether it has an appropriate number of independent members.

1. Committees of the Supervisory Board

The Supervisory Board’s rules of procedure provide for Supervisory Board committees. They must have not fewer than three members. The committees help the Supervisory Board work more efficiently and deal with complex issues. All committee members are chosen with expertise in the relevant fields in mind.

Generally, committee meetings are convened by the committee’s chairperson. The Supervisory Board rules of procedure provide that committees adopt resolutions by a simple majority of votes cast. A committee can adopt a resolution only if two thirds of the members of the committee, and in any case not less than three of its members, participate in its adoption. The Supervisory Board rules of procedure relating to the conduct of meetings and the adoption of resolutions apply to the committees accordingly. The committees have their own rules of procedure, which detail fields of responsibility and how committees report to the full Supervisory Board. Our Supervisory Board has the following committees:

a) General and Compensation Committee

The General and Compensation Committee has eight members. It coordinates the work of the Supervisory Board and prepares the Supervisory Board meetings, and deliberates on corporate governance matters. The Committee’s duties also include preparatory work on the personnel decisions that in German law are the responsibility of the full Supervisory Board. In particular, the Committee makes recommendations concerning appointments and dismissals of Executive Board members, the conclusion, amendment, and termination of Executive Board members’ employment contracts, and all aspects of their compensation. It assists the Supervisory Board in regularly verifying the compensation system passed by the Supervisory Board. If the Supervisory Board decides to engage an external compensation expert to evaluate the appropriateness of Executive Board members’ compensation, the Committee consults with the external expert when preparing the related resolutions for the full Supervisory Board. Its chairperson is Hasso Plattner. Aicha Evans, Wilhelm Haarmann, Andreas Hahn, Margret Klein-Magár, Lars Lamadé, Bernard Liautaud, and Sebastian Sick are the other members. The Committee generally meets several times a year, as and when required.

b) Audit Committee

The Audit Committee has four members. Its role is to oversee SAP’s external financial reporting as well as SAP’s risk management, internal controls (including internal controls over the effectiveness of the financial reporting process), corporate audit and compliance matters. Among the tasks of the Audit Committee are the discussion of SAP’s quarterly and year-end financial reporting prepared under German and U.S. regulations, including this integrated report. The Audit Committee proposes the appointment of the external independent auditor to the Supervisory Board, determines focus audit areas, discusses critical accounting policies and estimates with the auditor, and reviews the audit reports issued and audit issues identified by the auditor. The Audit Committee also negotiates the audit fees with the auditor and monitors the auditor’s independence and
quality. SAP’s Corporate Audit, SAP’s Office of Legal Compliance and Integrity, and SAP’s Risk Management Office report upon request or at the occurrence of certain findings, but in any case at least once a year (Office of Legal Compliance and Integrity and Risk Management Office) or twice a year (Corporate Audit), directly to the Audit Committee. The Audit Committee has established procedures regarding the prior approval of all audit and non-audit services provided by the external independent auditor. It also does preparatory work for the full Supervisory Board’s deliberations and resolutions on the adoption of the annual financial statements, the approval of the consolidated annual financial statements and the integrated report, and on the dividend proposal. Furthermore, the Audit Committee and the Finance and Investment Committee jointly prepare the full Supervisory Board’s resolution to approve the group annual plan. The Audit Committee’s chairperson is Erhard Schipporeit, who for many years was the chief financial officer of a DAX company that was also listed on a U.S. stock exchange, and who therefore qualifies as an independent financial expert within the meaning of the German Stock Corporation Act, section 100 (5). The other members are Panagiotis Bissiritsas, Martin Duffek, and Klaus Wucherer. The Committee meets at least twice a quarter, in physical meetings or telephone conferences.

c) Finance and Investment Committee

The Finance and Investment Committee is responsible for financial matters, acquisitions, and strategic and venture capital investments, as well as – together with the Audit Committee – for the preparation of the full Supervisory Board’s resolution to approve the group annual plan. Its members are Wilhelm Haarmann (chairperson), Pekka Ala-Pietilä, Panagiotis Bissiritsas, Robert Schuschnig-Fowler, Erhard Schipporeit, and Sebastian Sick. Normally, several meetings are called each year, depending on when investment decisions are needed and what information the Supervisory Board requires. The Executive Board reports to this committee’s meetings on the progress of investments it has made. It also provides detailed information about any investment projects that require Supervisory Board consent under the Company’s articles of incorporation or the list of transactions requiring such consent.

d) Technology and Strategy Committee

The Technology and Strategy Committee regularly reviews SAP’s company and product strategy with regard to the development and deployment of technologies and software. It advises the Executive Board on technological and strategic decisions and on planned investments in research and development. It also monitors strategy execution. This committee monitors all key trends on the market that are relevant to SAP’s software and services, and assesses which technologies will be needed to maintain and improve SAP’s leading position. The committee has 12 members. The chairperson is Hasso Plattner, and his deputy is Christine Regitz. The other members are Pekka Ala-Pietilä, Panagiotis Bissiritsas, Martin Duffek, Aicha Evans, Anja Feldmann, Andreas Hahn, Gesche Joost, Margret Klein-Magar, Bernard Liautaud, and Pierre Thiollet. The committee generally meets several times a year, as and when required.

e) People and Organization Committee

This committee advises the Executive and Supervisory Boards on key personnel matters and major organizational changes at the management level below the Executive Board. It also advises on equal opportunities for women at SAP. The committee has eight members. These are Hasso Plattner (chairperson), Martin Duffek, Anja Feldmann, Wilhelm Haarmann, Gesche Joost, Lars Lamadé, Christine Regitz, and Robert Schuschnig-Fowler. The Committee meets several times a year, as and when required.

f) Nomination Committee

In accordance with the recommendation in the German Corporate Governance Code, section 5.3.3, SAP SE has established a Nomination Committee with three members, which monitors the German and international markets for senior executive personnel. Applying the requirements of the law as well as the objectives specified in accordance with section 5.4.1, second paragraph, of the Code regarding the composition of the Supervisory Board, while simultaneously aiming at fulfilling the Profile of Skills and Expertise (Kompetenzprofil) of the Supervisory Board (published on SAP’s Web site under www.sap.com/corporate-en/investors/governance), the Nomination Committee recommends suitable persons to the Supervisory Board for nomination as candidates for Supervisory Board membership at the General Meeting of Shareholders. The membership of the Committee is drawn entirely from among the shareholder-elected Supervisory Board members, as the Code recommends. Hasso Plattner is the Committee chairperson; the other members are Pekka Ala-Pietilä and Bernard Liautaud. This committee generally meets when the membership of the Supervisory Board is due to change.

g) Special Committee

The Special Committee, which is composed of six members, deliberates on matters arising from extraordinary and considerable risks, such as legal disputes that are of some significance. The chair-person of this committee is Hasso Plattner. Pekka Ala-Pietilä, Wilhelm Haarmann, Lars Lamadé, Erhard Schipporeit, and Sebastian Sick are the other members. It meets as and when matters are referred to it.

2. Members of the Supervisory Board and Its Committees

The information about the occupations of the members of the committees of the Supervisory Board and about their memberships on other supervisory boards and comparable
governing bodies is contained in the list of the members of our Supervisory Board set forth below.

D. Targets for Numbers of Women on the Executive Board and at the Two Management Levels Below the Executive Board

1. Executive Board
The Executive Board of SAP SE currently has seven male and two female members. By resolution at its meeting on March 19, 2015, the Supervisory Board adopted a target of one for the number of women on the Executive Board by June 30, 2017. Through the appointment of Adaire Fox-Martin and Jennifer Morgan as members of the Executive Board with effect from May 1, 2017, this target was achieved.

On April 13, 2017, the Supervisory Board set the new target for the quota of women on the Executive Board for the period from July 1, 2017, until June 30, 2022, to two women.

2. Two Management Levels Below the Executive Board
The first and second management levels below the Executive Board of SAP SE are the Global Executive Team (GET) and the Senior Executive Team (SET). On September 30, 2015, the Executive Board resolved that the percentage of positions held by women should amount to 23% on the first and 17% on the second management level by June 30, 2017. While the target for the second management level of 17% was met as of June 30, 2017, the target for the first management level of 23% was missed narrowly as of June 30, 2017, with a value of 19.4%. The reason for this was that the quota of women on GET level had decreased due to the appointment of former GET members Adaire Fox-Martin and Jennifer Morgan to the Executive Board with effect from May 1, 2017. In its meeting on June 8, 2017, the Executive Board of SAP SE resolved that the share of women should be increased during the period from July 1, 2017, until June 30, 2022, to 25% on the first and 20% on the second management level.

In addition to the above, SAP voluntarily set itself a target of increasing the overall percentage of management positions held globally by women to 25% by the end of 2017. On December 31, 2017, it stood at 25.4%. SAP voluntarily aims to further increase this percentage by 1% each year from 2018 onward to reach 28% by the end of 2020.

E. Information Regarding Compliance with Minimum Quota of Men and Women on the Supervisory Board
Since 2016, the Supervisory Board of SAP SE has been subject to a statutory minimum quota of 30% for female and male representatives, which must be observed for appointments of new members. From the beginning of 2017 until June 30, 2017, the representatives of the shareholders on the Supervisory Board comprised two women and seven men, and from July 1 until December 31, 2017, three women and six men. During the entire year 2017 the representatives of the employees on the Supervisory Board comprised two women and seven men. Thus, the percentage of women on the Supervisory Board reached the minimum quota of 30% during the second half of financial year 2017. The minimum quota was not reached in the first half of financial year 2017, however, as no new appointments to the Supervisory Board were made during this period, and as the members of the Supervisory Board elected before the coming into force of the statutory minimum quota are allowed to remain in office until the regular end of their terms.

F. Diversity Policy
In its meeting held on October 12, 2017, the Supervisory Board of SAP SE adopted a Diversity Policy (Diversitätskonzept) in relation to the composition of the Executive Board and the Supervisory Board in accordance with the requirements of section 289f paragraph (2) number 6 of the German Commercial Code.

The aim of the Diversity Policy for the Executive Board and the Supervisory Board is to ensure that the members of each Board complement each other in relation to the aspects of gender, educational and professional background, internationality, and age. This serves to ensure the following aims:

- Both Boards should meet the requirements of an internationally operating IT company in terms of product and industry expertise, and management or control experience, respectively.
- The Executive Board and the Supervisory Board should be sufficiently diverse so as to enable a constructive and innovative cooperation for the benefit of SAP.

1. Diversity Policy for the Executive Board
The Diversity Policy for the Executive Board provides that, in relation to the composition of the Executive Board, the aspects of gender, educational and professional background, internationality, and age be taken into account in the following manner:

- To ensure that women are represented appropriately, the Supervisory Board considers it sufficient to apply the current
target for the number of women on the Executive Board pursuant to section 111 paragraph 5 of the German Stock Corporation Act, of two women by the end of June 2022.

- With regard to the educational and professional background, Executive Board members should be selected based on the competencies generally required on the SAP Executive Board, and those required specifically for the Board area in question, in relation to general management and corporate governance, strategy development and implementation, research and development in IT and software products, finance and accounting, sales, and HR. Such competencies do not have to be acquired by university studies or any other professional formation, but may also have been acquired by a different route, either within or outside SAP. In this context, the provisions of the SAP SE Employee Involvement Agreement also have to be complied with, which provide that one member of the Executive Board is responsible for labor and social affairs.

- To ensure an international composition of the Executive Board, it should comprise an appropriate number of persons who do not originate from Germany, and who represent regions or cultural circles in which SAP does substantial business or operates locations. An appropriate number is one that reflects the size and composition of the Executive Board, and must be adjusted accordingly as requirements change.

- In general, the Executive Board should have a mixed age structure, with a regular age limit of 65 years applying across the entire Executive Board. In addition to that, no concrete targets relating to the age of individual or all members of the Executive Board were determined, as this would unduly limit the Supervisory Board’s discretion to select suitable Executive Board members.

The Diversity Policy for the Executive Board will be implemented by the Supervisory Board’s and the General and Compensation Committee’s appropriately taking into account the aspects set forth in the Diversity Policy when recruiting and selecting suitable candidates for membership in the Executive Board.

In fiscal year 2017 the Diversity Policy was not applied, as the appointment of Christian Klein as member of the Executive Board with effect from January 1, 2018, was resolved upon before the adoption of the Diversity Policy. Nonetheless, his appointment contributes towards the aim of achieving a mixed age structure of the Executive Board.

2. Diversity Policy for the Supervisory Board

The Diversity Policy for the Supervisory Board provides that, in relation to the composition of the Supervisory Board, the aspects of gender, educational and professional background, internationality, and age be taken into account in the following manner:

- To ensure that women are represented appropriately, the Diversity Policy provides that the mandatory statutory gender quota of at least 30% women applies.
- The educational and professional background of any individual member of the Supervisory Board should, collectively with the educational and professional backgrounds of all other Supervisory Board members, cover the range of skills and expertise set out in the Profile of Skills and Expertise (Kompetenzprofil) for the Supervisory Board (published on SAP’s Web site under www.sap.com/corporate-en/investors/governance). In this regard it is not decisive whether such skills and expertise were acquired by university studies or any other professional formation, or by a different route.
- To ensure an international composition of the Supervisory Board, it should comprise at least three persons who do not originate from Germany. In addition, the SAP SE Employee Involvement Agreement stipulates that the employee representatives on the Supervisory Board must come from different EU countries (currently, two representatives must originate from EU member states other than Germany).
- In general, the Supervisory Board should have a mixed age structure. The age limit of 75 years stipulated by the Supervisory Board has to be applied. No specific age-related targets were set, however, as this would unduly limit the Nomination Committee’s discretion to select suitable shareholders’ representatives. Similarly, age-related targets for the employee representatives cannot be implemented, either, as these representatives are elected by the employees.

The Diversity Policy for the Supervisory Board will be implemented by the Nomination Committee’s appropriately taking into account the aspects set forth in the Diversity Policy when recruiting and selecting suitable shareholders’ representative. As the election of the employee representatives by the European employees is solely governed by the SAP SE Employee Involvement Agreement, the Diversity Policy is not applicable in this respect.

In fiscal year 2017, the Diversity Policy was not applied, as no new appointments were made between the Supervisory Board’s resolution of October 12, 2017, on the Diversity Policy and the end of fiscal year 2017.

Walldorf, February 20, 2018

SAP SE Executive Board
Supervisory Board
Memberships on supervisory boards and other comparable governing bodies of enterprises, other than subsidiaries of SAP on December 31, 2017

Prof. Dr. h.c. mult. Hasso Plattner (2), (4), (6), (7), (8)
Chairman

Margret Klein-Magar (1), (2), (4)
Deputy Chairperson
Vice President, Head of SAP Alumni Relations
Chairperson of the Spokespersons’ Committee of Senior Managers of SAP SE

Pekka Ala-Pietilä (4), (5), (6), (7)
Chairman of the Board of Directors, Huhtamäki Oyj, Espoo, Finland
Board of Directors, Pöyry Plc, Vantaa, Finland (until March 9, 2017)
Chairman of the Board of Directors, CVON Group Limited, London, United Kingdom (until December 19, 2017)
Board of Directors, CVON Limited, London, United Kingdom (until December 19, 2017)
Chairman of the Board of Directors, CVON Innovation Services Oy, Turku, Finland (until December 19, 2017)
Board of Directors, CVON Future Limited, London, United Kingdom (until December 19, 2017)
Chairman of the Board of Directors, BMA Platform International Ltd., London, United Kingdom (until April 18, 2017)
Chairman of the Board of Directors, Sanoma Corporation, Helsinki, Finland
Chairman of the Board of Directors, Netcompany A/S, Copenhagen, Denmark (from October 31, 2017)

Panagiotis Bissiritsas (1), (3), (4), (5)
Support Expert
Member of Works Council SAP SE

Martin Duffek (1), (3), (4), (8)
Product Manager

Aicha Evans (from July 1, 2017) (2), (4)
Senior Vice President and Chief Strategy Officer, Intel Corporation, Santa Clara, CA, United States

Prof. Anja Feldmann (4), (8)
Professor at the Electrical Engineering and Computer Science Faculty at the Technische Universität Berlin (until December 31, 2017)
Director of Max-Planck-Institut für Informatik, Saarbrücken, Germany (from January 1, 2018)

Prof. Dr. Wilhelm Haarmann (2), (5), (7), (8)
Attorney-at-law, certified public auditor, certified tax advisor
Linklaters LLP, Rechtsanwälte, Notare, Steuerberater, Frankfurt am Main, Germany

Andreas Hahn (5), (2), (4)
Product Expert, IoT Standards
Member of Works Council SAP SE

Prof. Dr. Gesche Joost (4), (8)
Professor for Design Research and Head of the Design Research Lab, University of Arts Berlin
Supervisory Board, ClearVAT Aktiengesellschaft, Berlin, Germany (until December 1, 2017)
Supervisory Board, Ottobock SE & Co. KG (in course of incorporation), Duderstadt, Germany (from October 24, 2017)
Supervisory Board, ING-DiBa AG, Frankfurt, Germany (from December 1, 2017)

Lars Lamadé (1), (2), (7), (8)
Head of Sponsorships Europe and Asia
Supervisory Board, Rhein Neckar-Loewen GmbH, Kronau, Germany

Bernard Liautaud (2), (4), (6)
Managing Partner Balderton Capital, London, United Kingdom
Board of Directors, nlyte Software Ltd., London, United Kingdom
Board of Directors, Talend SA, Suresnes, France
Board of Directors, Wonga Group Ltd., London, United Kingdom
Board of Directors, SCYTL Secure Electronic Voting SA, Barcelona, Spain
Board of Directors, Vestiaire Collective SA, Levallois-Perret, France
Board of Directors, Dashlane, Inc., New York, NY, United States
Board of Directors, Recorded Future, Inc., Cambridge, MA, United States
Board of Directors, eWise Group, Inc., Redwood City, CA, United States
Board of Directors, Qubit Digital Ltd., London, United Kingdom
Board of Directors, Stanford University, Stanford, CA, United States
Board of Directors, Opbeat Inc., San Francisco, CA, United States (until May 22, 2017)
Board of Directors, Ancillary.io, New York, NY, United States
Board of Directors, Virtuo Technologies, Paris, France (from July 26, 2017)

Christine Regitz 1), 4), 8)
Vice President User Experience
Chief Product Expert

Dr. Erhard Schipporeit 3), 5), 7)
Independent Management Consultant
Supervisory Board, Talanx AG, Hanover, Germany
Supervisory Board, Deutsche Börse AG, Frankfurt am Main, Germany
Supervisory Board, HDI V.a.G., Hanover, Germany
Supervisory Board, Hannover Rückversicherung SE, Hanover, Germany
Supervisory Board, Fuchs Petrolub SE, Mannheim, Germany
Supervisory Board, BDO AG, Hamburg, Germany
Supervisory Board, RWE AG, Essen, Germany
Chairman of the Supervisory Board, innogy SE, Essen, Germany (from January 1, 2018)

Robert Schuschnig-Fowler 1), 3), 4)
Account Manager, Senior Support Consultant
Deputy Chairman of SAP SE Works Council Europe
Member of Works Council SAP SE

Dr. Sebastian Sick 1), 2), 5), 7)
Head of Company Law Unit, Hans Böckler Foundation
Supervisory Board, Georgsmarienhütte GmbH, Georgsmarienhütte, Germany (until June 13, 2017)

Pierre Thiollet 1), 4)
Webmaster (P&I)
Member of the SAP France Works Council

Information as at December 31, 2017
1) Elected by the employees
2) Member of the Company’s General and Compensation Committee
3) Member of the Company’s Audit Committee
4) Member of the Company’s Technology and Strategy Committee
5) Member of the Company’s Finance and Investment Committee
6) Member of the Company’s Nomination Committee
7) Member of the Company’s Special Committee
8) Member of the Company’s People and Organization Committee

Prof. Dr.-Ing. Dr.-Ing. E. h. Klaus Wucherer 3)
Managing Director of Dr. Klaus Wucherer Innovations- und Technologieberatung GmbH, Erlangen, Germany
Deputy Chairman of the Supervisory Board, HEITEC AG, Erlangen, Germany
Deputy Chairman of the Supervisory Board, LEONI AG, Nuremberg, Germany (until May 11, 2017)
Chairman of the Supervisory Board, Festo AG & Co. KG, Esslingen, Germany