



Profile of Skills and Expertise for the Supervisory Board of SAP SE

Composition of the Supervisory Board

In October 2017, the Supervisory Board of SAP SE adopted the profile shown below of the skills and expertise that the full Supervisory Board must possess. It thus follows the recommendation at section 5.4.1 (2) of the German Corporate Governance Code. When recommending candidates for its own membership to the Annual General Meeting of Shareholders, the Supervisory Board will in future not only have regard to the objectives it has itself adopted for its composition, as published in the Corporate Governance Report, but also strive to ensure it covers all the skills and expertise set out in this profile. It will also take account of the Supervisory Board diversity policy, which is set out in the corporate governance statement pursuant to the German Commercial Code, section 289f.

Purpose of the Profile of Skills and Expertise

The Supervisory Board must be composed in such a way that, collectively, its members possess the knowledge, capabilities, and professional experience required to properly perform its function of advising and supervising the SAP Executive Board. Further, in accordance with the German Stock Corporation Act, the SAP SE Supervisory Board must have among its membership persons who have IT and software sector expertise. In its profile of skills and expertise, the Supervisory Board has identified additional qualities that are needed to oversee and advise the Executive Board effectively, along with the personal attributes required of each member and the expertise the Supervisory Board must collectively possess.

General Personal Qualities Required of Each Supervisory Board Member

Every Supervisory Board member must possess the following general personal qualities:

- Integrity and high ethical standards
- Business acumen and understanding of operational requirements
- High level of commitment
- Social skills
- Negotiation and argumentation skills
- Analytical skills and vision
- Openness to innovative thinking and new ideas

Expertise Required on the Supervisory Board

The Supervisory Board as a whole should possess company-specific and specialist knowledge covering the fields of expertise that are shown below with example requirements. However, an individual member of the Supervisory Board member does not need to have all the competencies specified. Rather, the knowledge, skills, and professional experience contributed individually by each of the Supervisory Board members combine to form the totality of knowledge, skills, and experience required.



Field of Expertise	Requirements
Innovation, research and development	<p>Experience and expertise in research and development in the software and IT sector</p> <p>Knowledge of structured innovation processes</p>
Industry	Substantial experience in the software and IT sector, in both development and sales; knowledge of international markets, customers, and competitors; product expertise
Accounting	<ul style="list-style-type: none"> • Experience and expertise in accounting and auditing* • Knowledge of business planning, corporate finance, and capital markets • Experience with business processes and business process optimization
Strategy	Experience in developing and implementing business strategy, in change management processes, and in M&A processes
Human resources	Experience and expertise in international personnel planning and management, particularly executive recruitment and leadership development (succession planning)
Supervision, monitoring, and corporate governance	<ul style="list-style-type: none"> • Experience in supervisory and committee work and in the management of large organizations • Knowledge of the Company's internal organization and processes • Knowledge of corporate governance • Experience in crisis management • Sociopolitical awareness

* In accordance with the German Stock Corporation Act, section 100 (5) and section 107 (4), at least one member of a company's audit committee must meet this requirement; according to the German Corporate Governance Code, the chairperson of the audit committee must have thorough knowledge of, and experience in applying, accounting principles and internal control processes; the NYSE Corporate Governance Standards have equivalent requirements.