

BASF SE
Ludwigshafen am Rhein

**Rules of Procedure
for the Supervisory Board
of BASF SE**

**Profile of Competences and Qualifications for the Board of Executive
Directors**

**according to § 2 para. 3 of the
Rules of Procedure for the Supervisory Board of BASF SE
(Annex 1)**

as of December 2019

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We create chemistry

Profile of Competences and Qualifications for the Board of Executive Directors

In his meeting on December 21, 2017 the Supervisory Board resolved upon the following profile of competences and qualifications for the Board of Executive Directors:

According to Section 84 of the German Stock Corporation Act, the Supervisory Board is responsible for appointing members to the Board of Executive Directors. The Supervisory Board must ensure, together with the Board of Executive Directors, a long-term succession planning. The Supervisory Board has assigned the preparation of these decisions to the Personnel Committee.

BASF aims to fill most Board positions with candidates from within the company. It is the task of the Board of Executive Directors to propose a sufficient number of suitable candidates to the Supervisory Board.

BASF, being a globally operating company of the chemical industry driven by innovation, has its long-term succession planning guided by the BASF Corporate Strategy. It is based on systematic management development characterized by the following:

- Early identification of suitable candidates of different professional backgrounds, nationalities and genders.
- Systematic development of leaders through the successful assumption of tasks with increasing responsibility, where possible in different business areas, regions and functions.
- Desire to shape strategic and operational decisions, and proven success in doing so, as well as leadership skills, especially under challenging business conditions.
- Role model function in putting the BASF Core Values into practice.

The aim is to enable the Supervisory Board to ensure a reasonable level of diversity with respect to education and professional experience, cultural background, international representation, gender and age when appointing members of the Board of Executive Directors. Independent of these individual criteria, the Supervisory Board is convinced that ultimately, only a holistic approach can determine an individual's ability for appointment to the Board of Executive Directors of BASF SE. The overall aim is to ensure that the Board of Executive Directors as a whole has the following profile, which serves as a diversity concept:

1. Many years of management experience in scientific, technical and commercial fields.
2. International experience based on background and/or professional experience in the regions that are important for BASF.

3. At least one female Board member.
4. A balanced age distribution to ensure the continuity of the Board's work and enable seamless succession planning.

Following the recommendation of the German Corporate Governance Code, the Supervisory Board has defined a standard age limit for members of the Board of Executive Directors. The standard age limit is 63 as an orientation.

The number of the Board members is based on the insights gained by BASF as a company with an integrated leadership culture and is determined by the needs arising from cooperation within the Board of Executive Directors. Currently, the Board of Executive Directors has seven members.