

**Declaration by the Executive Board and the Supervisory Board
of Beiersdorf Aktiengesellschaft
on the Recommendations of the
“Government Commission on the German Corporate Governance Code”
in accordance with § 161 of the *Aktiengesetz* (German Stock Corporation Act, *AktG*)**

In fiscal year 2019, Beiersdorf Aktiengesellschaft complied with, and continues to comply with, all recommendations of the “Government Commission on the German Corporate Governance Code” in the version dated February 7, 2017 with one exception

In accordance with section 4.2.3 (2) sentence 6 of the German Corporate Governance Code, the amount of remuneration of Executive Board members should be capped, both overall and with respect to the variable remuneration components

The remuneration of the Executive Board members is limited by such a cap. The Enterprise Value Component granted to the members of the Executive Board, alongside the regular, variable remuneration, which is based on voluntary personal investment by the Executive Board members concerned (*Covered Virtual Units*), participates in positive and negative changes in the enterprise value and is not capped in respect of increases in value. The Supervisory Board considers it appropriate that members of the Executive Board who contribute their own money – comparable to an investment – should be allowed to participate in positive changes in enterprise value without restriction. The Supervisory Board and Executive Board have resolved to declare a corresponding deviation from the recommendation of the German Corporate Governance Code.

Hamburg, December 2019

For the Supervisory Board



Prof. Dr. Reinhard Pöllath

For the Executive Board



Stefan De Loecker



Dessi Temperley