

Corporate Governance Report/ Declaration on management of the company

Corporate Governance at Sto

In this report, Sto SE & Co. KGaA and its personally liable partner STO Management SE describe all the processes involved in the management and monitoring of the company (Corporate Governance) in accordance with Item 3.10 of the German Corporate Governance Code ('Code') as well as the key company management practices in accordance with Sections 289f and 315d of the German Commercial Code (HGB). The combined document is part of this Annual Report and is published under 'Investor Relations' in the section 'Unternehmen' (Company) on the Sto website (www.sto.de). The supplementary remuneration report is included in the Notes to the consolidated annual financial statement of the Sto Group.

Sto is committed to responsible and transparent management and monitoring of the company, with a focus on sustainable value creation. This mission forms the basis for the internal decision-making and control processes in the Sto Group.

Statutory regulations, ethical standards, a sound financial policy, the strategy that is geared towards sustainability, and the Code all provide the foundation for corporate governance. Sometimes, Sto departs from the requirements of the Code in its version of 7 February 2017 in relation to issues that concern the specific requirements of a medium-sized family business or the legal form of a partnership limited by shares (Kommanditgesellschaft auf Aktien). In these cases, adapted standards are applied instead. Deviations from the recommendations of the Code and the respective reasons for doing so are explained in the Declaration of Conformity in accordance with Section 161 of the Law on share companies (AktG). The current and previous versions of this declaration are published on the website at www.sto.de and can be found under 'Entsprechenserklärung nach § 161 AktG' (Declaration of

Compliance in accordance with Section 161 of the Law on share companies) in the 'Investor Relations' area of the 'Unternehmen' (Company) section.

Bodies

The bodies of Sto SE & Co. KGaA are the personally liable partner STO Management SE, which is responsible for managing the company, the Supervisory Board, and the Annual General Meeting. There is a separation in terms of personnel between management of the company and monitoring of the Management Board in accordance with the statutory regulations. Both the personally liable partner and the Supervisory Board of Sto SE & Co. KGaA collaborate closely for the company's benefit and consistently abide by the standards of proper corporate management at all times.

Shareholders and the Annual General Meeting

At the end of 2019, Sto SE & Co. KGaA's subscribed capital amounted to an unaltered figure of EUR 17.556 million. Each of the 4.32 million limited ordinary shares (ordinary shares) grants one voting right. The 2.538 million limited preference shares (preference shares) do not have voting rights but take priority for the purpose of profit distribution and are entitled to a higher dividend. There were no shares with preferential or multiple voting rights.

The shareholders exercise their voting right at the Annual General Meeting. As the personally liable partner of Sto SE & Co. KGaA, STO Management SE is responsible for convening the Annual General Meeting and the timely dispatch of all statutory reports and documents, including the agenda. These documents and the Annual Report are also available on the Sto website. At the Annual General Meeting, the personally liable partner presents the annual financial statement of Sto SE & Co. KGaA, the consolidated annual financial statement of the

Sto Group as well as the management/Group management report for the previous fiscal year and explains the key events. The annual financial statement is then ascertained by the Annual General Meeting. For shareholders who are unable or unwilling to exercise their voting rights themselves, a proxy of the company bound by their instructions is available in each case.

Supervisory Board

The Supervisory Board of Sto SE & Co. KGaA monitors and advises the personally liable partner STO Management SE in the management of Sto SE & Co. KGaA's business. Furthermore, it checks for compliance with the statutory disclosure rules in the manner detailed by the Supervisory Board. The work of the Board is regulated by legal provisions, the articles of association, the Code, and rules of procedure.

In accordance with the German Co-Determination Act, the Supervisory Board of the company is composed of an equal number of shareholder and employee representatives, i.e. six shareholder and six employee representatives. The members are introduced in the report of the Supervisory Board. Information on remuneration of the Supervisory Board is contained in the Notes/Notes to the consolidated annual financial statement as well as in the Declaration of Conformity in accordance with Section 161 of the Law on share companies (AktG).

In accordance with Section 96 Paragraph 2 Sentence 1 of the Law on share companies, it must be ensured that at least 30 % of the Supervisory Board consists of women or men respectively when new members are being appointed to the Supervisory Board of co-determined listed companies. The minimum percentage must be fulfilled by the Supervisory Board on the whole unless the shareholder or the employee representatives object to the overall fulfilment in accordance with Section 96 Paragraph 2 Sentence 3 of the Law on share companies. A corresponding objection

was unanimously agreed upon and declared by the Supervisory Board of Sto SE & Co. KGaA. Accordingly, the Supervisory Board must include at least two women and two men on both the shareholder and employee representative sides. Currently, three of the six shareholder representatives on the Supervisory Board and two of the six employee representatives are women.

The composition of the company's Supervisory Board ensures that the necessary expertise, skills, and professional experience required to properly carry out the Board's responsibilities are represented. All members are proven experts in their respective fields. They are solely responsible for engaging in the education and training measures that are necessary for them to meet the requirements placed on them as Supervisory Board members, and receive appropriate support from Sto SE & Co. KGaA in doing this. Among others, Maria H. Andersson and Dr Renate Neumann-Schäfer qualify as independent financial experts for the purposes of Section 100 Paragraph 5 of the Law on share companies (AktG).

When proposing new members, the Supervisory Board must ascertain that the candidates can invest the necessary time involved and must examine their personal and business relationships with the company, corporate bodies, and major shareholders.

The Supervisory Board is directly involved in all decisions that are of fundamental importance to Sto SE & Co. KGaA. In the 2019 fiscal year, the Supervisory Board gathered for four ordinary meetings. The main topics discussed and the focal points of the meetings are reported in depth in the report of the Supervisory Board. In addition to the regular gatherings, the Supervisory Board is briefed by the Executive Board of the personally liable partner STO Management SE on a continual, timely, and comprehensive basis about the Group strategy, planning, business development, the financial and income situation, the employment

situation, as well as the risk situation, and risk management. Any departures from plans in the context of business development are discussed, and relevant documents are made available to the Supervisory Board in a timely manner.

It is the job of the Chairperson of the Supervisory Board to coordinate the Board's work, steer the meetings, and represent it externally. Between meetings, the chairperson maintains close contact with the members of the Executive Board of the personally liable partner STO Management SE, discussing – in particular – issues relating to strategy, business development, and risk management.

The Supervisory Board regularly checks the efficiency of his or her work. To increase this efficiency as much as possible, technically qualified committees are formed where necessary. In 2019, a Nomination Committee, an Audit Committee, and a Finance Committee were formed at Sto SE & Co. KGaA. In the periods leading up to the Supervisory Board meetings, they deal with complex issues and prepare the findings for the full Supervisory Board meetings. The Chairperson of the Audit Committee is independent and, as a financial expert, has the special knowledge required for this position. This chairperson does not simultaneously serve as the Chairperson of the Supervisory Board and has not been a member of the Executive Board for the past two fiscal years.

The Supervisory Board reviews the consolidated annual financial statement of the Sto Group and the annual financial statement of Sto SE & Co. KGaA on the basis of the findings of the auditor and Audit Committee. The Executive Board discusses the halfyear financial report and the interim reports within the first and second half of the year with the Chairperson of the Supervisory Board and the Chairperson of the Audit Committee, who consult with the other members of the Supervisory Board.

A Nomination Committee is formed if there are upcoming Supervisory Board elections. The

next elections for shareholder representatives will take place at the Annual General Meeting in 2022. The elections of employee representatives are conducted in compliance with the Co-Determination Act from 1976. They start with the announcement by the company and finish with the election.

Personally liable partner

The Executive Board of the personally liable partner STO Management SE is responsible for the management of Sto SE & Co. KGaA. It acts under its own authority and in the interests of the company; this means aiming to achieve sustainable added value while keeping the needs of shareholders, employees, and other stakeholders in mind. The Management Board develops a corporate strategy and ensures its implementation. In addition, it makes arrangements necessary to ensure compliance with legal requirements and internal corporate guidelines within the Sto Group.

Furthermore, the responsibilities of the personally liable partner also include the preparation of the annual financial statement of Sto SE & Co. KGaA and the consolidated annual financial statement of the Sto Group, as well as the establishment and further development of the risk management and control system. Detailed information about risk management is provided in the Group management report, which is part of this annual report.

In its work, the personally liable partner STO Management SE complies with all statutory regulations, and observes the Code, as well as other recognised external standards, and company regulations. Information about the applicable remuneration system of the STO Management SE Executive Board is summarised in the Group management report; the remuneration of the Executive Board is summarised in the Notes to the consolidated annual financial statement of the Sto Group.

Diversity

The Executive Board of listed companies sets target figures for the percentage of women in the two management levels below the Executive Board in accordance with Section 76 Paragraph 4 of the Law on share companies (AktG). In accordance with Section 278 Paragraph 3 of the Law on share companies (AktG), this is the responsibility of the personally liable partner. STO Management SE promotes diversity as required by the Code and considers it an important success factor for the future of the Group. Furthermore, industry-specific conditions and the current proportion of women in the workforce were also taken into account when setting the target quotas.

The Executive Board of the personally liable partner STO Management SE has established the goal of achieving a quota of 0 % for management positions a level below the personally liable partner, i.e. the division manager level, and of 10.8 % for the department manager level by 30 June 2017. As at 31 December 2019, 0 % of the management positions on the division management level and 9.2 % of the department manager positions were held by women. By 31 December 2020, these percentages are expected to be at 0 % and 12.0 % respectively.

Despite the relevant requests having been submitted during the process of searching for candidates, it was not possible to find any suitable female candidates during the 2019 fiscal year. This means that the proportion of women at the second management level still falls short of the set quota target.

The obligation applicable to the Supervisory Board in accordance with Section 96 Paragraph 2 Sentence 1 of the Law on share companies (AktG) to be comprised of at least 30 % men or women respectively is fully satisfied: Currently three of the six representatives of the shareholders on the Supervisory Board and two of the six employee representatives are women.

Key practices of Corporate Governance/ Compliance

Over and above the statutory amendments and the German Corporate Governance Code, Sto SE & Co. KGaA applies internal regulations and external standards. For example, Sto joined the 'UN Global Compact' initiative in 2009. It is run under the auspices of the United Nations and encompasses ten principles in the areas of human rights, labour standards, environmental protection, and anti-corruption. Measures that we have put in place in order to implement the 'Global Compact' are outlined in the 'Sustainability and Corporate Social Responsibility' section of the Annual Report. It also represents the annual Communication on Progress (COP) required by the 'Global Compact'.

Our most important internal regulations within the company include the 'Principles for Cooperation and Management within the Sto Group', which include a set of Group-wide practice guidelines for all employees and managers. In addition to regulations for internal work procedures, they also include information on the principles stipulated by 'Global Compact'.

Procedures and systems for compliance are linked to the Group's risk and opportunity management. Through consistent compliance management, internal regulations and guidelines are made known throughout the Group and ensure that all business practices conform to the law. Along with abiding by laws, regulations, and values of the company, for Sto, compliance provides the foundation for integrity in the business arena. It underpins the company's strong commitment to ethical and fair behaviour in our own organisation, and creates the framework for dealing with external partners. Sto's Compliance Management System consists of several interconnected building blocks. Its aim is to ensure that company rules and laws are complied with at all times. It covers the areas of prevention, detection, and reaction,

aided by the implemented risk management, guidelines, and extensive training and advice for employees worldwide. Ways and means are provided for reporting suspected or actual violations of company rules and statutory regulations in order to facilitate the detection and complete investigation of misconduct. Every instance of misconduct is investigated thoroughly.

The Compliance Management System follows the PDCA (Plan-Do-Check-Act) cycle. By following this logical sequence, the Compliance Management System can be implemented methodically, effectively, and in the optimum manner, and can be further developed and improved by remedying weak points. In the Sto Group, compliance is integrated into our operational and added-value processes. In this context, communication is the key to enshrining compliance at Sto. It is reinforced by what we refer to as the 'tone from the top' adopted by the Executive Board of STO Management SE. This method of leading by example embeds responsible conduct permanently in the minds of all employees in the Sto Group. Moreover, legally compliant, risk-aware, opportunity-oriented, and informed action in a dynamic business environment ensure Sto's competitiveness and sustainable corporate success in line with Sto's corporate mission 'Building with conscience.'

Transparency

Sto provides information to its shareholders, financial analysts, the media, and the general public in an even-handed and timely manner through regular, open, and up-to-date communication. The most important topics include the economic situation and development of the company/Group as well as important business changes within the Group. The company uses a variety of media for this purpose.

Annual and interim reports, press releases, and voting rights announcements, insider infor-

mation, all financial and sustainability reports as well as other key information are available online in the section 'Unternehmen' (Company) on the Sto website (www.sto.de). Much of it is also available in English. Annual and half-yearly financial reports are lodged with and published in the German federal government gazette (Bundesanzeiger) and in the companies register on the day of publication.

All key dates are listed in the financial calendar, which is announced well in advance. The financial calendar, valid as of the end of March 2020, can be found both in the 2019 Annual Report and on the Group's website.

Share trading

Persons with management functions at STO Management SE or Sto SE & Co. KGaA must disclose any private transactions involving Sto limited preference shares to the German Federal Financial Supervisory Authority (BaFin) and to Sto SE & Co. KGaA in accordance with Art. 19 of the MAR (Directors' Dealings). No notifications of Directors' Dealings occurred in fiscal 2019.

Accounting and auditing of financial statements

The accounting of the Sto Group is based on the International Financial Reporting Standards (IFRS) as applied in the European Union. The annual financial statement of the parent company Sto SE & Co. KGaA is based on the reporting standards of the German Commercial Code (HGB).

The annual financial statement of Sto SE & Co. KGaA as well as the statement of the Sto Group, including the respective management reports, are audited by an independent auditing company elected at the Annual General Meeting following a proposal by the Supervisory Board. The nomination proposal is preceded by an independence check in order to ensure that any conflicts of interest that might

give rise to doubts concerning the impartiality of the auditor are ruled out at an early stage. The auditing company commissioned by Sto, Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, Stuttgart/Germany, has issued a corresponding statement in this regard. The auditor responsible takes part in the deliberations of the Supervisory Board of Sto SE & Co. KGaA concerning the annual financial statement and the consolidated annual financial statement as well as in the corresponding Audit Committee meeting where the auditor reports on the key findings of their audit.

Information in accordance with Sections 289a and 315a of the German Commercial Code (HGB) and explanations by the personally liable partner

The following information reflects the situation as at the balance sheet date.

Composition of subscribed capital

The subscribed capital of Sto SE & Co. KGaA amounts to a total of EUR 17,556,480.00. It is divided into 4,320,000 registered limited ordinary shares ('ordinary shares') and 2,538,000 limited preference bearer shares ('preference shares') at a notional nominal value of EUR 2.56 each.

Restrictions on voting rights or the transfer of shares

To the knowledge of the personally liable partner STO Management SE, there are no restrictions relating to the transfer of preference shares. In accordance with Sections 4 Paragraph 1, 16 of the articles of association of Sto SE & Co. KGaA, the preference shares do not confer any voting rights. Of the 4,320,000 ordinary shares, the Stotmeister family holds a total of 3,888,000 shares (Stotmeister Beteiligungs GmbH 3,887,996 shares, Jochen Stotmeister 1 share, Gerd Stotmeister 1 share, Helga Stotmeister 1 share, Heidi Heimbürger

1 share), while 432,000 shares are held by Sto SE & Co. KGaA. The ordinary shares held by the family are limited in their transferability due to the fact that they are registered shares and hence require the consent of the company, represented by the personally liable partner (furthermore by family-internal agreements), and are not traded on the capital market.

Direct or indirect shareholdings in capital exceeding 10 % of the voting rights

The 432,000 ordinary shares held by Sto SE & Co. KGaA do not have any voting rights. As described above, the remaining ordinary shares are held by the Stotmeister family who thus holds 90 % of the voting rights.

Holders of shares with special rights

At Sto SE & Co. KGaA, there are 2,538,000 preference shares with a special right in the form of an advance dividend in the amount of EUR 0.06 as well as a minimum dividend in the amount of EUR 0.13 per preference share in accordance with Section 16 of the articles of association of Sto SE & Co. KGaA.

Type of control of voting rights in case of employee shareholdings

The employees have no autonomous shareholding in Sto SE & Co. KGaA. Nevertheless, no employee is prevented from acquiring and selling preference shares on the capital market.

Appointment and dismissal of the Management Board as well as amendments to the articles of association

In the legal form of a 'Kommanditgesellschaft auf Aktien' (KGaA, partnership limited by shares), the personally liable partner has the legal authority to manage and represent the company. The personally liable partner of Sto SE & Co. KGaA is STO Management SE. It acts through its Executive Board. The co-determined Supervisory Board of Sto SE & Co. KGaA is not

authorised to appoint or dismiss the personally liable partner or its Executive Board. Rather, the personally liable partner has joined the company by means of a corresponding declaration. The appointment and dismissal of the Executive Board of STO Management SE is carried out by the Supervisory Board of STO Management SE in accordance with the provisions of the articles of association and the law. As stipulated by Sections 278 Paragraph 3, 133, 179 of the Law on share companies (AktG), amendments to the articles of association of Sto SE & Co. KGaA require a resolution by the Annual General Meeting of Sto SE & Co. KGaA. This resolution requires a majority of at least three quarters of the voting share capital represented at the adoption of the resolution. Furthermore, amendments to the articles of association also require the consent of the personally liable partner STO Management SE in accordance with Section 285 Paragraph 2 of the Law on share companies (AktG).

Powers of the personally liable partner STO Management SE, in particular with regard to the possibility of issuing or buying back shares

At Sto SE & Co. KGaA there is currently neither authorised nor contingent capital; no share buyback programme is in place either.

Material agreements of the company under the condition of a change of control following a takeover bid

With the exception of a syndicated loan contract, the company has not entered into any significant agreements which would become effective in the case of a change in control. The aforementioned syndicated loan contract stipulates legal consequences in the case that 50 % or more of the capital shares or voting rights in Sto SE & Co. KGaA are to be transferred to one or more persons acting in concert. This does not apply as long as Stotmeister

Beteiligungs GmbH directly or indirectly holds more than 50 % of the capital shares and more than 50 % of the voting rights in Sto SE & Co. KGaA.

Compensation agreement of the company with the members of the Executive Board of the personally liable partner or employees in the event of a takeover bid

The company has not entered into any compensation agreements with the members of the Executive Board of the personally liable partner or employees in the event of a takeover bid.