

ALFEN N.V.

BY-LAWS SUPERVISORY BOARD

Adopted by the Supervisory Board on 9 April 2024

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INTRODUCTION

- 0.1 These By-Laws are established pursuant to article 22.6 of the Articles of Association and best practice provision 2.3.1 of the Dutch Corporate Governance Code, subject to any deviations provided for in the comply-or-explain statement of the Company.
- 0.2 These By-Laws are complementary to the provisions regarding the Supervisory Board and the Supervisory Board members as contained in applicable legislation and regulations, the Articles of Association and the rules pertaining to the relationship between Management Board and Supervisory Board as contained in the By-Laws of the Management Board (which have been approved by the Supervisory Board).
- 0.3 These By-Laws are posted on the Company's website.¹
- 0.4 The meaning of certain capitalised or uncapitalised terms used in these By-Laws is set forth in the List of Definitions attached as **Annex 1**.

CHAPTER I

COMPOSITION OF THE SUPERVISORY BOARD; POSITIONS; COMMITTEES

1. SUPERVISORY BOARD PROFILE, SIZE, EXPERTISE AND INDEPENDENCE; DIVERSITY POLICY

- 1.1 The Supervisory Board should be composed in such a way as to ensure a degree of diversity appropriate to the Company with regard to expertise, experience, competencies, other personal qualities, sex or gender identity, age, nationality and cultural or other background.²
- 1.2 The Supervisory Board shall prepare a profile of its size and composition, taking account of the nature of the Company and its affiliated enterprise (the **Supervisory Board Profile**). The Supervisory Board Profile shall address:³
 - (a) the desired expertise and background of the Supervisory Board members;
 - (b) the desired diverse composition of the Supervisory Board as expressed in the D&I policy;
 - (c) the size of the Supervisory Board; and
 - (d) the independence of the Supervisory Board members.

The current Supervisory Board Profile is attached as **Annex 2**.

- 1.3 The Supervisory Board adopts a policy on diversity and inclusion (**D&I**) with regard to the composition of the Supervisory Board that should in any case set specific, appropriate and ambitious targets in order to achieve a good balance in gender diversity and the other D&I aspects of relevance to the Company with regard to the composition of the Supervisory Board.⁴
- 1.4 The Company will have a Supervisory Board consisting of at least three Supervisory Board members. The number of Supervisory Board members is determined by the Supervisory Board

¹ Dutch Corporate Governance Code, best practice provision 2.3.1.

² Dutch Corporate Governance Code, Principle 2.1.

³ Dutch Corporate Governance Code, best practice provision 2.1.1.

⁴ Dutch Corporate Governance Code, best practice provision 2.1.5.

with due observance of this minimum and taken into account the statutory gender diversity requirements.⁵

1.5 The Supervisory Board shall endeavour to ensure, within the limits of its powers, that it is at all times composed so that:

- (a) each Supervisory Board member has the specific expertise required to perform his duties within the framework of his role within the Supervisory Board Profile;⁶
- (b) each Supervisory Board member is capable of assessing the broad outline of the overall policy;⁷
- (c) the Supervisory Board as a whole matches the Supervisory Board Profile and that the composition of the Supervisory Board is such that it ensures a degree of diversity appropriate to the Company with regard to expertise, experience, competencies, other personal qualities, sex or gender identity, age, nationality and cultural or other background;⁸
- (d) at least one Supervisory Board member has competence in accounting and auditing;⁹
- (e) its members are able to act critically and independently of one another, the Management Board and any particular interests involved; in order to safeguard this the Supervisory Board is composed so that: ¹⁰
 - (i) any one of the criteria referred to in Clause 1.6(a) to (e) inclusive are applicable to at most one Supervisory Board member;
 - (ii) for each shareholder, or group of affiliated shareholders who directly or indirectly hold more than 10% of the shares in the Company, there is at most one Supervisory Board member who can be considered to be affiliated with or representing them as stipulated in Clause 1.6(f) and 1.6(g); and
 - (iii) the total number of Supervisory Board members to whom the criteria referred to in Clause 1.6 are applicable account for less than half of the total number of Supervisory Board members; and
- (f) all Supervisory Board members observe the restrictions regarding the nature and number of their other positions as set forth in Clause 22.

1.6 A Supervisory Board member is not independent if the following criteria of dependence apply to him. These criteria are that the Supervisory Board member concerned, his spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree: ¹¹

- (a) has been an employee or member of the Management Board of the Company or an issuer affiliated with the Company (as referred to in Section 5:48 of the Financial Supervision Act) in the five years prior to their appointment as Supervisory Board member;

⁵ Section 2:142b Dutch Civil Code.

⁶ Dutch Corporate Governance Code, best practice provision 2.1.4.

⁷ Dutch Corporate Governance Code, best practice provision 2.1.4.

⁸ Dutch Corporate Governance Code, Principle 2.1.

⁹ Audit Committee Decree 2016, section 2(3); Dutch Corporate Governance Code, Explanatory note best practice provision 2.1.4.

¹⁰ Dutch Corporate Governance Code, best practice provision 2.1.7.

¹¹ Dutch Corporate Governance Code, best practice provision 2.1.8.

- (b) receives personal financial compensation from the Company, or an affiliated company, other than the compensation received for the work performed as a Supervisory Board member and in so far as this is not keeping with the ordinary business operations;
- (c) has had an important business relationship with the Company or an affiliated company in the year prior to the appointment;
- (d) is a member of the management board of a company in which a member of the Management Board is a supervisory board member;
- (e) has temporarily managed the Company during the previous twelve months due to vacant seats on the Management Board, or because Management Board members were unable to perform their duties;
- (f) has a shareholding in the Company of at least 10%, taking into account the shareholding of natural persons or legal entities cooperating with him on the basis of an express or tacit, verbal or written agreement; or
- (g) is a member of the management board or supervisory board, or a representative in some other way, of a legal entity which directly or indirectly holds at least ten per cent of the shares in the Company's capital, unless such entity is a member of the same group as the Company.

1.7 Supervisory Board members cannot be:

- (a) persons in the service of the Company;
- (b) persons in the service of a company in which the Company holds at least fifty percent of the issued shares
- (c) officials or persons in the service of a trade union which is usually involved in determining the terms of employment of the persons referred to under (a) and (b).

2. (RE)APPOINTMENT; TERM OF OFFICE; RESIGNATION

- 2.1 The members of the Supervisory Board are appointed by the General Meeting of Shareholders on a nomination by the Supervisory Board. The Supervisory Board must simultaneously inform the General Meeting and the Works Council of the nomination. The nomination will state the reasons on which it is based.
- 2.2 The General Meeting and the Works Council may recommend candidates to the Supervisory Board to be nominated as Supervisory Board member. The Supervisory Board must inform them in time, when and why and in accordance with what profile a vacancy has to be filled in its midst. If the special right of recommendation referred to in Clause 2.3 applies, the Supervisory Board will announce that as well.
- 2.3 With regard to one third of the total number of Supervisory Board members, the Supervisory Board will put a person recommended by the Works Council on the nomination, unless the Supervisory Board objects to the recommendation; taken into account Section 2:158 subsection 6 and 7 of the Dutch Civil Code.
- 2.4 The General Meeting of Shareholders can reject the nomination by an absolute majority of the votes cast, representing at least one third of the issued capital. If the General Meeting of Shareholders resolves by an absolute majority of the votes cast to reject the nomination but this

majority does not represent at least one third of the issued capital, a new meeting can be convened where the nomination can be rejected by an absolute majority of the votes cast. The Supervisory Board will then prepare a new nomination. The provisions of this Clause 2 apply. If the General Meeting of Shareholders does not appoint the person nominated by the Supervisory Board and does not resolve to reject the nomination, the Supervisory Board will appoint the person nominated.

- 2.5 The Supervisory Board nominates one or more candidates for appointment, taking into account the D&I policy adopted by the Supervisory Board with regard to its composition.¹² Any nomination or recommendation by the Supervisory Board for appointment or reappointment of a Supervisory Board member must be in accordance with Clause 1, including the Supervisory Board Profile. On reappointment, account must be taken of the candidate's past performance as a Supervisory Board member.¹³
- 2.6 A nomination or a recommendation as referred to in this Clause 2 shall state the candidate's age, his profession, the amount and number of shares he holds in the Company's capital and the positions he holds or has held, insofar as these are relevant for the performance of the duties of a Supervisory Board member. Furthermore, the legal entities of whose supervisory boards he is also a member of must be listed; if those include legal entities which belong to the same group, reference to that group is sufficient. The recommendation or nomination for appointment or reappointment shall state the reasons on which it is based.¹⁴ In case of re-appointment, the performance in the past period of the candidate as a Supervisory Board member will be taken into account.
- 2.7 A Supervisory Board member is appointed for a period of four years and may then be re-appointed once for another four year period. A Supervisory Board member must retire not later than the day on which the first General Meeting of Shareholders is held after four years have elapsed since his appointment. A Supervisory Board member may then subsequently be reappointed again for a period of two years, which appointment may be extended by at most two years. For a reappointment after an eight-year period, reasons must be provided in the Report of the Supervisory Board.¹⁵
- 2.8 A Supervisory Board member nominated for appointment shall attend the General Meeting of Shareholders at which votes will be cast on his appointment.¹⁶
- 2.9 Supervisory Board members shall retire periodically in accordance with a rotation plan to be drawn up by the Supervisory Board in order to avoid, as far as possible, a situation in which many Supervisory Board members retire at the same time.¹⁷ The current rotation plan is attached as **Annex 3**. The Supervisory Board may at any time amend the rotation plan. Amendments to the rotation plan, however, do not permit a sitting member of the Supervisory Board to remain in office for a longer period than appointed for, or do not allow that he be asked to retire before his term has expired.¹⁸
- 2.10 The Supervisory Board shall ensure that the Company has a sound plan in place for the succession of Supervisory Board members that is aimed at retaining the balance in the requisite expertise, experience, diversity and independence. Due regard must be given to the Supervisory Board Profile in drawing up that plan.¹⁹ A member of the supervisory board should retire early in the

¹² Dutch Corporate Governance Code, best practice provision 2.1.5.

¹³ Section 2:142 Dutch Civil Code.

¹⁴ Section 2:142 Dutch Civil Code.

¹⁵ Dutch Corporate Governance Code, best practice provision 2.2.2.

¹⁶ Dutch Corporate Governance Code, best practice provision 4.1.8.

¹⁷ Dutch Corporate Governance Code, best practice provision 2.2.4.

¹⁸ Dutch Corporate Governance Code, best practice provision 2.2.4.

¹⁹ Dutch Corporate Governance Code, best practice provision 2.2.4 also in connection with best practice provision 2.1.1.

event of inadequate performance, structural incompatibility of interests, and in other instances in which this is deemed necessary by the supervisory board.

- 2.11 A Supervisory Board member can be suspended by the Supervisory Board; the suspension will lapse by law, if the Company has not submitted a petition as referred to in Clause 2.12 to the Commercial Division within one month after commencement of the suspension.
- 2.12 The Commercial Division of the Amsterdam Court of Appeal may upon a request to that effect remove a Supervisory Board member for neglecting his duties, for other important reasons or for a fundamental change of circumstances on the basis of which in all reasonableness the Company cannot be required to keep him on as a Supervisory Board member. Section 2:161 subsection 2 of the Dutch Civil Code is applicable to such request.
- 2.13 The General Meeting of Shareholders can, by an absolute majority of the votes cast, representing at least one third of the issued capital, resolve to abandon its trust (*het vertrouwen opzeggen*) in the entire Supervisory Board. Section 2:161a of the Dutch Civil Code is applicable to such abandon of trust.
- 2.14 A Supervisory Board member who is temporarily charged with the management of the Company when seats on the Management Board are vacant or Management Board members are unable to fulfil their duties, shall resign from the Supervisory Board.²⁰

3. CHAIRMAN AND VICE-CHAIRMAN

- 3.1 The Supervisory Board shall elect a Chairman and a Vice-Chairman from among its members. The Chairman shall not be a former member of the Management Board and shall be independent within the meaning of Clause 1.6.²¹
- 3.2 The Vice-Chairman replaces, and assumes the powers and duties of, the Chairman in the latter's absence. The Vice-Chairman acts as a contact for the individual members of the Supervisory Board and the Management Board on the performance of the Chairman.²²
- 3.3 The Chairman shall act as the spokesman of the Supervisory Board and is the main contact for the CEO, the Management Board as a whole and for the shareholders.²³ The CEO and the Chairman shall meet on a regular basis.²⁴ As a general rule, the Chairman presides over General Meetings of Shareholders.
- 3.4 Without prejudice to the generality of Clause 3.3, the Chairman in any case sees to it that:²⁵
- (a) Supervisory Board members, when appointed, follow the introduction programme and, as needed, additional education or training programmes;²⁶
 - (b) the Supervisory Board members receive all information necessary for the proper performance of their duties in a timely manner;
 - (c) there is sufficient time for deliberation and decision-making by the Supervisory Board;
 - (d) the Supervisory Board and the Committees function properly;

²⁰ Dutch Corporate Governance Code, best practice provision 2.3.9.

²¹ Dutch Corporate Governance Code, best practice provision 2.1.9.

²² Dutch Corporate Governance Code, best practice provisions 2.3.7 and 2.4.3.

²³ Dutch Corporate Governance Code, best practice provision 2.4.3.

²⁴ Dutch Corporate Governance Code, best practice provision 2.3.6.

²⁵ Dutch Corporate Governance Code, best practice provision 2.3.6.

²⁶ Dutch Corporate Governance Code, best practice provision 2.4.5.

- (e) the functioning of individual Management Board members and individual Supervisory Board members is assessed at least annually;
- (f) the Supervisory Board elects a Vice-Chairman;
- (g) the Supervisory Board has proper contact with the Management Board, the (Central) Works Council and the General Meeting of Shareholders;
- (h) the Management Board performs activities in respect of culture;
- (i) the Supervisory Board recognises signs from the enterprise affiliated with the Company and ensures that any (suspicion of) material misconduct and irregularities are reported to the Supervisory Board without delay;
- (j) the General Meeting of Shareholders proceeds in an orderly and efficient manner;
- (k) effective communication with shareholders is assured; and
- (l) the Supervisory Board is involved closely, and at an early stage, in any merger or takeover processes.

3.5 In addition, the Chairman is primarily responsible for:

- (a) ensuring the proper discharge by the Supervisory Board of its duties;
- (b) determining the agenda of Supervisory Board meetings and chairing such meetings;
- (c) consulting with external advisors appointed by the Supervisory Board;
- (d) addressing problems related to the performance of individual Supervisory Board members; and
- (e) addressing internal disputes and conflicts of interests concerning individual members of the Supervisory Board and the Management Board and the possible resignation of such members as a result.

3.6 The Vice-Chairman acts as the point of contact for individual Supervisory Board members and Management Board members regarding the performance of the Chairman.

4. COMPANY SECRETARY²⁷

4.1 The Supervisory Board is assisted by the Company Secretary, who is appointed by the Management Board, after approval by the Supervisory Board. The Company Secretary may be removed by the Management Board after approval by the Supervisory Board.

4.2 All Supervisory Board members have access to the advice and services of the Company Secretary.

4.3 The Company Secretary sees to it that correct Supervisory Board procedures are followed and that the obligations of the Supervisory Board under the law, the Articles of Association and the by-laws are complied with. The Company Secretary supports the Chairman in the organisation of the affairs of the Supervisory Board (information, agenda, reporting of meetings, evaluation,

²⁷ See also clause 5 of the Management Board By-Laws and Dutch Corporate Governance Code, best practice provision 2.3.10.

training programme, etc.). The Company Secretary is as such also the secretary of the Supervisory Board.

- 4.4 The Company Secretary may delegate his or her duties under these By-Laws, or parts thereof, to one (or more) deputy (or deputies) appointed by him or her in consultation with the CEO and the Chairman.
- 4.5 If the Company Secretary also undertakes work for the Management Board and notes that the interests of the Management Board and the Supervisory Board diverge, as a result of which it is unclear which interests the Company Secretary should represent, he or she reports this to the Chair.
- 4.6 The Company Secretary also performs activities for the Management Board, as provided for in the By-Laws of the Management Board.

5. COMMITTEES

- 5.1 The Supervisory Board may, and will do so when it consists of more than four members, appoint standing and/or ad hoc Committees from among its members, which are charged with tasks specified by the Supervisory Board. The composition of any Committee is determined by the Supervisory Board.²⁸
- 5.2 The Supervisory Board remains collectively responsible for decisions prepared by Committees from among its members.²⁹ The Supervisory Board may delegate powers to a Committee. A Committee may only exercise such powers as are explicitly delegated to it and may never exercise powers beyond those exercisable by the Supervisory Board as a whole. The Supervisory Board may, partial or in full, revoke any power delegated to a Committee.
- 5.3 Each Committee must inform the Supervisory Board in a clear and timely way of the manner in which it has used delegated authority and of any major development in the area of its responsibilities. All Supervisory Board members have unrestricted access to all Committee meetings and records. The Supervisory Board shall, within the term specified in the terms of reference of the Committee concerned, receive a report from each Committee of its deliberations and findings.³⁰
- 5.4 When establishing a Committee, the Supervisory Board shall also establish terms of reference for each Committee and may amend these at any time. The terms of reference shall indicate the role and responsibility of the Committee concerned, its composition and the manner in which it performs its duties.³¹
- 5.5 The Supervisory Board as a rule has no "delegated Supervisory Board member" (*gedelegeerd commissaris*). Under special circumstances, however, the Supervisory Board may resolve to appoint a "delegated Supervisory Board member", in which case best practice provision 2.3.8 of the Dutch Corporate Governance Code shall apply in full.

²⁸ Dutch Corporate Governance Code, Principle 2.3 and best practice provision 2.3.2.

²⁹ Dutch Corporate Governance Code, best practice provision 2.3.2.

³⁰ Dutch Corporate Governance Code, best practice provision 2.3.5.

³¹ Dutch Corporate Governance Code, best practice provision 2.3.3.

CHAPTER II DUTIES AND POWERS

6. GENERAL DUTIES AND POWERS; RELATIONSHIP WITH THE MANAGEMENT BOARD

- 6.1 The Supervisory Board supervises the manner in which the Management Board implements the strategy for sustainable long-term value creation. The Supervisory Board regularly discusses the strategy, the implementation of the strategy and the principal risks associated with it.³²
- 6.2 The Supervisory Board is charged with the supervision of the Management Board, the general course of affairs of the Company and the affiliated enterprise. The Supervisory Board assists the Management Board with advice. The responsibility for the proper performance of its duties is vested collectively in the Supervisory Board.³³
- 6.3 In performing its duties the Supervisory Board shall act in accordance with the interests of the Company, taking into consideration the impact the actions of the Company have on people and the environment and to that end weighs the interests of the stakeholders.³⁴
- 6.4 The Supervisory Board members shall externally express concurring views with respect to important affairs, matters of principle and matters of general interest, without jeopardising the responsibilities of individual Supervisory Board members.
- 6.5 If the Management Board works with an Executive Committee, the Supervisory Board ensures that the Management Board's expertise and responsibilities are safeguarded and that the Supervisory Board is informed adequately. In this respect the Supervisory Board pays specific attention to the dynamics and the relationship between the Management Board and the Executive Committee.³⁵
- 6.6 Notwithstanding the provisions of Clause 7.3 of these By-Laws and Clause 11.4 of the By-Laws of the Management Board, the Supervisory Board and its individual members each have responsibility for obtaining all information from the Management Board, the internal audit function, if applicable, the External Auditor and if established the (central) Works Council needed to enable them to carry out their duties properly as a supervisory body. If deemed necessary by the Supervisory Board, it may obtain information from officers and external advisers of the Company. The Company shall provide the necessary means for this purpose. The Supervisory Board may require that certain officers and external advisers attend its meetings.³⁶
- 6.7 Each member of the Supervisory Board has access to the books, records and offices of the Company in so far as required or as is useful for the proper performance of his duties. The Supervisory Board member shall exercise this right in consultation with the Chairman and the Company Secretary, save where any applicable terms of reference of a Committee dictate otherwise.
- 6.8 The Supervisory Board promotes a culture of openness and accountability within the Supervisory Board.³⁷

³² Dutch Corporate Governance Code, best practice provision 1.1.3.

³³ Section 2:140 (2) Dutch Civil Code.

³⁴ Section 2:140 (2) Dutch Civil Code and Dutch Corporate Governance Code, Principle 1.1.

³⁵ Dutch Corporate Governance Code, best practice provision 2.1.3.

³⁶ Dutch Corporate Governance Code, best practice provision 2.4.8 and 2.4.9.

³⁷ Dutch Corporate Governance Code, best practice provision 2.4.1.

7. DUTIES REGARDING THE ACTIVITIES OF THE MANAGEMENT BOARD

7.1 The supervision of the Management Board by the Supervisory Board shall include *inter alia*:

- (a) the sustainable long-term value creation of the Company and the impact the actions of the Company have on people and the environment and to that end weighing of the interests of stakeholders involved;³⁸
- (b) activities of the Management Board regarding the creation of a culture aimed at sustainable long-term value creation of the Company;³⁹
- (c) the internal audit function, if applicable;⁴⁰
- (d) the effectiveness of the internal risk management and control systems;⁴¹
- (e) the integrity and quality of the financial and sustainability reporting;⁴²
- (f) the information- and communication technology (ICT) systems of the Company and the managing of the risks associated with cyber security;⁴³
- (g) the safeguarding of the Management Board's expertise and responsibilities and process of providing information to the Supervisory Board;⁴⁴
- (h) the establishment and maintenance of internal procedures which ensure that all relevant information is known to the Management Board and the Supervisory Board in a timely fashion;⁴⁵
- (i) the risks associated with the remuneration structure for employees of the Company and its affiliated enterprise,⁴⁶ including the members of the Executive Committee who are not Management Board members; and
- (j) the relation with the shareholders of the Company,⁴⁷ and the compliance with laws and regulations.

7.2 The resolutions of the Management Board listed in **Annex 4** are subject to the approval of the Supervisory Board.

7.3 The Management Board shall provide the Supervisory Board with the following information in a timely manner:

- (a) a report with detailed information on, among other things, mergers and acquisitions, material investments, major organisational issues, regulatory developments and other relevant issues;
- (b) each quarter, a report with detailed information on the financial and sustainability situation and development of the Company and its Subsidiaries; and

³⁸ Dutch Corporate Governance Code, Principle 1.1 and best practice provision 1.1.2.

³⁹ Dutch Corporate Governance Code, Principle 2.5.

⁴⁰ Dutch Corporate Governance Code, Principle 1.3.

⁴¹ Dutch Corporate Governance Code, Principle 1.5.

⁴² Dutch Corporate Governance Code, Principle 1.5.

⁴³ See clause 7.1(g) of the Management Board By-Laws.

⁴⁴ Dutch Corporate Governance Code, best practice provision 2.1.3.

⁴⁵ Dutch Corporate Governance Code, best practice provision 2.4.7.

⁴⁶ Dutch Corporate Governance Code 2016, explanatory notes re Principle 1.2.

⁴⁷ Dutch Corporate Governance Code, best practice provision 4.1.1.

(c) such information as the Supervisory Board deems necessary from time to time,

which will be drafted in the format agreed upon from time to time between the Management Board and the Supervisory Board.

8. DUTIES REGARDING THE (PERFORMANCE OF) MANAGEMENT BOARD MEMBERS AND SUPERVISORY BOARD MEMBERS

8.1 The duties of the Supervisory Board regarding the members of the Management Board specifically include:

- (a) the adoption of the D&I policy for the composition of the Management Board;⁴⁸
- (b) the selection and nomination of members of the Management Board,⁴⁹ the submission of proposals for the remuneration policy for members of the Management Board to the General Meeting of Shareholders, the determination of the remuneration (in accordance with the adopted remuneration policy) and the contractual employment conditions of Management Board members;⁵⁰
- (c) determination of the number of Management Board members, the designation of the CEO⁵¹, the approval (or proposal, where useful) of changes to the division of tasks within the Management Board or the By-Laws of the Management Board;⁵²
- (d) the assessment of the functioning of the Management Board and its individual members; the approval of additional positions of the Management Board to the extent required under the By-Laws of the Management Board;⁵³ and
- (e) to address conflict of interest issues between the Company and members of the Management Board.⁵⁴

8.2 The duties of the Supervisory Board in relation to the members of the Supervisory Board specifically include:

- (a) the adoption of the D&I policy for the composition of the Supervisory Board;⁵⁵
- (b) the selection and nomination of members of the Supervisory Board and proposals to the General Meeting of Shareholders for the remuneration of members of the Supervisory Board;
- (c) the determination of the number of Supervisory Board members, the appointment of a Chairman and Vice-Chairman, the establishment of Committees and defining their role, the evaluation of the functioning of the Supervisory Board, its Committees, if established, and the individual members of the Supervisory Board (including an evaluation of the Supervisory Board Profile and the introduction, education and training programme); the approval of other positions of Supervisory Board members to the extent required under Clause 21; and

⁴⁸ Dutch Corporate Governance Code, best practice provision 2.1.5.

⁴⁹ See also clause 1.1 of the Management Board By-Laws

⁵⁰ See also Clause 12 of these By-Laws and clause 20 of the Management Board By-Laws.

⁵¹ See the options in clause 2.1 of the Management Board By-Laws.

⁵² See also clause 1 of the Management Board By-Laws.

⁵³ See also clause 17 of the Management Board By-Laws.

⁵⁴ See also clause 14 of the Management Board By-Laws; Dutch Corporate Governance Code, best practice provision 2.7.3.

⁵⁵ Dutch Corporate Governance Code, best practice provision 2.1.5.

- (d) to address conflict of interest issues between the Company and members of the Supervisory Board (see also Clause 3.5(e)).⁵⁶
- 8.3 At least once a year the Supervisory Board shall, without the Management Board being present, evaluate its own functioning, the functioning of its Committees, if applicable, and that of the individual Supervisory Board members, and discuss the conclusions that must be drawn on the basis thereof. Attention shall be paid to:
- (a) substantive aspects (*inhoudelijke aspecten*), conduct and culture, the mutual interaction and collaboration, and the interaction with the Management Board;
 - (b) events that occurred in practice from which lessons may be learned; and
 - (c) the desired profile, the composition, competencies and expertise of the Supervisory Board.⁵⁷
- 8.4 The annual evaluation should, in principle every three years, take place under the supervision of an external expert.⁵⁸
- 8.5 At least once a year the Supervisory Board shall, without the Management Board being present, evaluate the functioning of the Management Board as a whole and the functioning of its individual members, and discuss the conclusions that must be drawn on the basis thereof, such also in light of the succession of Management Board members.⁵⁹

9. CERTAIN OTHER DUTIES OF THE SUPERVISORY BOARD

- 9.1 The other duties of the Supervisory Board include:
- (a) duties regarding the External Auditor as described in Clause 10 and the terms of reference of the Audit Committee;
 - (b) the handling of complaints about actual (or suspected) misconduct regarding the functioning of members of the Management Board;⁶⁰
 - (c) monitoring the operation of the procedure for reporting actual or suspected misconduct or irregularities, appropriate and independent investigations into signs of misconduct or irregularities, and, if misconduct or irregularity has been discovered, an adequate follow-up of any recommendations for remedial actions; in cases where the Management Board itself is involved, the Supervisory Board may initiate its own investigation into any signs of misconduct and irregularities, and coordinate this investigation;⁶¹
 - (d) the taking of measures for the temporary management of the Company if a member of the Management Board is absent or prevented from performing his duties;
 - (e) other duties the Supervisory Board is charged with under legislation, the Articles of Association, these By-Laws, the terms of reference of a Committee, if applicable, or the By-Laws of the Management Board.

⁵⁶ See also Clause 19 of these By-Laws.

⁵⁷ Dutch Corporate Governance Code, best practice provision 2.2.6.

⁵⁸ Dutch Corporate Governance Code, best practice provision 2.2.6.

⁵⁹ Dutch Corporate Governance Code, best practice provision 2.2.7.

⁶⁰ See also clause 6.6 Management Board By-Laws; Dutch Corporate Governance Code, best practice provision 2.6.2.

⁶¹ Dutch Corporate Governance Code, best practice provision 2.6.5.

- 9.2 The Supervisory Board shall draw up a report to be included in the Report of the Management Board of the Company describing its activities in the financial year concerned and containing the specific statements and information listed in **Annex 5**.⁶²
- 9.3 The Supervisory Board and the Management Board are jointly responsible for the corporate governance structure of the Company, compliance with the Dutch Corporate Governance Code and any other applicable legislation and regulations.⁶³

10. SUPERVISION OF FINANCIAL AND SUSTAINABILITY REPORTING

- 10.1 The Supervisory Board supervises compliance with internal procedures established by the Management Board for the preparation and publication of the Report of the Management Board, the Annual Accounts, the interim figures and ad hoc financial and sustainability information.⁶⁴
- 10.2 The Audit Committee regularly, and in any event as soon as possible, provides the Supervisory Board with reports on the Annual Accounts, and the interim figures, which will then be discussed at a meeting of the Supervisory Board. The Annual Accounts, the Report of the Management Board and the report of the Supervisory Board for the year just ended will be discussed in a meeting of the Supervisory Board within four months of this year end. The interim figures of the Company for the respective period just ended will be discussed in a meeting of the Supervisory Board within three months of the end of this period.⁶⁵ These meetings are prepared by the Audit Committee.
- 10.3 The Audit Committee reports to the Supervisory Board on its deliberations and findings regarding the issues referred to in clause 5.3 of the terms of reference of the Audit Committee, after which they will be discussed in a Supervisory Board meeting.⁶⁶
- 10.4 The External Auditor shall in any event attend the part of the meeting of the Supervisory Board at which the report of the External Auditor with respect to the audit of the Annual Accounts is discussed.⁶⁷ The Supervisory Board shall be permitted to examine the most important points of discussion arising between the External Auditor and the Management Board based on the draft management letter or the draft audit report.⁶⁸
- 10.5 The line of contact between the Supervisory Board and the External Auditor is in principle through the chairman of the Audit Committee. The External Auditor informs the Management Board and the chairman of the Audit Committee without delay if, during the performance of his duties, he discovers or suspects misconduct or irregularities within the Company and its affiliated enterprise. If the actual (or suspected) misconduct or irregularity pertains to the functioning of one or more Management Board members, the External Auditor can report this directly to the Chairman.⁶⁹
- 10.6 The Supervisory Board sees to it that the recommendations made by the External Auditor are considered carefully by the Management Board and the Supervisory Board and, to the extent

⁶² Dutch Corporate Governance Code, best practice provision 2.3.11.

⁶³ See Dutch Corporate Governance Code, part 'Compliance with the Code'.

⁶⁴ Dutch Corporate Governance Code 2008, best practice provision V.1.1 and Dutch Corporate Governance Code, Principle 1.5.

⁶⁵ See Section 5:25d Financial Supervision Act.

⁶⁶ Dutch Corporate Governance Code, best practice provision 1.5.3 and 1.5.4. If a Sustainability Committee is established, the Sustainability Committee (instead of the Audit Committee) could report to the Supervisory Board about material considerations concerning the sustainability reporting; see Explanatory notes to best practice provision 1.5.3.

⁶⁷ Dutch Corporate Governance Code, best practice provision 1.7.6.

⁶⁸ Dutch Corporate Governance Code, best practice provision 1.7.5.

⁶⁹ Dutch Corporate Governance Code, best practice provision 2.6.3.

accepted, that they are actually carried out by the Management Board.⁷⁰ This supervision may be delegated to the Audit Committee.⁷¹

10.7 **Annex 6** contains further details on the information that should be included in the report of the External Auditor.

11. DUTIES REGARDING NOMINATION AND ASSESSMENT OF THE EXTERNAL AUDITOR

11.1 The External Auditor will be appointed by the General Meeting.⁷² The Supervisory Board nominates a candidate for this appointment to the General Meeting and may recommend replacement of the External Auditor. The Supervisory Board sees to it that the intended appointment will be notified to the AFM by the Company in accordance with the relevant provisions of law.⁷³

11.2 The Supervisory Board gives the External Auditor a general idea of the content of the reports relating to his functioning.⁷⁴ The Audit Committee reports annually to the Supervisory Board on the functioning of, and the developments in, the relationship with the External Auditor. The Audit Committee advises the Supervisory Board regarding the nomination with respect to the External Auditor's appointment or reappointment or dismissal and prepares the selection of the External Auditor. The Audit Committee gives due consideration to the Management Board observations. The Supervisory Board takes this into account when deciding its nomination to the General Meeting of Shareholders for the appointment of an External Auditor.⁷⁵

11.3 The main conclusions of the Supervisory Board regarding the External Auditor's nomination and the outcomes of the External Auditor selection process will be communicated to the General Meeting of Shareholders.⁷⁶ If the Supervisory Board does not accept the Audit Committee's advice concerning the External Auditor's appointment, the reasons for this decision must be stated in the proposal to the General Meeting.⁷⁷

11.4 The Supervisory Board resolves, on a proposal submitted by the Audit Committee, on the External Auditor's engagement to audit the Annual Accounts.⁷⁸ By way of implementation of the decision of the General Meeting of Shareholders, or as the case may be of the Supervisory Board or Management Board⁷⁹, to appoint the External Auditor, the Supervisory Board will on behalf of the Company enter into an agreement to that effect with the External Auditor.

11.5 When appointed, the External Auditor is requested to state explicitly to the Company:

- (a) to comply and continue to comply with the requirements regarding independency as included in the Act on the Supervision of Audit Organisations and other applicable laws and regulations; and
- (b) that he has been informed of all matters provided for in the Management Board By-Laws and these By-Laws and the terms of reference of the Audit Committee, that he agrees with and will co-operate fully with their implementation.

⁷⁰ Dutch Corporate Governance Code, best practice provision 1.5.1(i).

⁷¹ Dutch Corporate Governance Code, best practice provision 1.5.1(i).

⁷² The External Auditor (the audit organisation) may be appointed for a term of maximum 10 years, see Section 17 EU-Regulation 537/2014 (change of responsible partner after 5 years, Section 24 Act on the Supervision of Audit Organisations)

⁷³ See Annex 6 of the Management Board By-Laws.

⁷⁴ Dutch Corporate Governance Code, best practice provision 1.6.2.

⁷⁵ Dutch Corporate Governance Code, best practice provision 1.6.1.

⁷⁶ Dutch Corporate Governance Code, best practice provision 1.6.4.

⁷⁷ Section 16(5) EU-Regulation 537/2014.

⁷⁸ Dutch Corporate Governance Code, best practice provision 1.6.3.

⁷⁹ See Section 2:393(2) Dutch Civil Code.

12. REMUNERATION OF MANAGEMENT BOARD MEMBERS

- 12.1 The Supervisory Board shall be responsible for formulating the remuneration policy of the Management Board on a proposal by the HR Committee, and its implementation.⁸⁰ The remuneration policy, including severance payment, shall be clear and understandable, shall focus on sustainable long-term value creation for the Company and its affiliated enterprise and take into account the internal pay ratios within the enterprise. The remuneration policy shall not encourage Management Board members to act in their own interest, nor to take risks that are not in line with the strategy formulated and the risk appetite that has been established.⁸¹
- 12.2 The Supervisory Board shall determine the remuneration of the individual Management Board members on a proposal by the HR Committee, within the scope of the remuneration policy adopted by the General Meeting of Shareholders.⁸²
- 12.3 Annually, the HR Committee on behalf of the Supervisory Board shall prepare a Remuneration Report, in which the Supervisory Board renders account of the implementation of the remuneration policy in a transparent manner.⁸³ The Remuneration Report shall in any event describe the matters mentioned in **Annex 8**.⁸⁴
- 12.4 The Supervisory Board shall have the power to adjust upwards or downwards the value of a variable remuneration component conditionally awarded in a particular financial year if payment thereof is unacceptable according to standards of reasonableness and fairness.⁸⁵
- 12.5 The Supervisory Board shall have the power to claim back from a Management Board member the variable remuneration component in part or in whole, in so far as payments were made on the basis of inaccurate information about the realisation of targets, or circumstances that such remuneration was made conditional to, that underlie the variable remuneration (*claw back clause*).⁸⁶
- 12.6 The main features of the contract of a Management Board member with the Company shall, after its conclusion, be published on the Company's website at the latest at the date of the notice convening the General Meeting of Shareholders at which the appointment of the member of the Management Board concerned shall be proposed.⁸⁷

13. RELATION WITH THE SHAREHOLDERS

- 13.1 The Supervisory Board shall treat shareholders the same when providing information.⁸⁸
- 13.2 The Management Board and the Supervisory Board shall ensure that the General Meeting of Shareholders is adequately provided with information.⁸⁹ The Management Board and the Supervisory Board shall endeavour to procure that the General Meeting of Shareholders is provided with all requested information in time, unless this would be contrary to an overriding interest of the Company. If the Management Board or the Supervisory Board invoke an overriding interest, they must give reasons.⁹⁰

⁸⁰ Dutch Corporate Governance Code, best practice provision 3.1.1.

⁸¹ Dutch Corporate Governance Code, Principle 3.1.

⁸² Dutch Corporate Governance Code, Principle 3.2 and best practice provision 3.2.1; Section 2:135 Dutch Civil Code.

⁸³ Dutch Corporate Governance Code, Principle 3.4.

⁸⁴ Dutch Corporate Governance Code, best practice provision 3.4.1.

⁸⁵ Section 2:135(6) Dutch Civil Code.

⁸⁶ Section 2:135(8) Dutch Civil Code.

⁸⁷ Dutch Corporate Governance Code, best practice provision 3.4.2.

⁸⁸ See also Section 17 Market Abuse Directive.

⁸⁹ Dutch Corporate Governance Code, Principle 4.2.

⁹⁰ Dutch Corporate Governance Code, best practice provision 4.2.1.

- 13.3 A proposal for approval or authorisation by the General Meeting of Shareholders shall be explained in writing. The Management Board and the Supervisory Board shall in this explanation state all the facts and circumstances that are relevant for the approval or authorisation to be granted. The explanation to the agenda shall be posted on the Company's website.⁹¹
- 13.4 The Management Board and the Supervisory Board ensure that each substantial change in the corporate governance structure of the Company and in the compliance with the Dutch Corporate Governance Code will be dealt with as separate agenda items.⁹²
- 13.5 The Management Board and the Supervisory Board ensure compliance with all applicable legislation and regulations with respects to the rights of the General Meeting of Shareholders and the related rights of individual shareholders.
- 13.6 If one or more shareholders have the intention of requesting that an item be put on the agenda which may result in a change of strategy of the Company, for example as a result of the dismissal of one or more members of the Management Board or Supervisory Board, the Management Board responds to such request within a reasonable period of time (the **response time**). The opportunity to stipulate the response time also applies to an intention as referred above for judicial leave to call a General Meeting pursuant to Section 2:110 of the Dutch Civil Code. The response time will not exceed 180 days, calculated as from the date on which the Management Board was informed by one or more shareholders of the intention to put this item on the agenda until the date of the General Meeting of Shareholders at which the item is to be dealt with. The Management Board uses this response time for further deliberation and constructive consultation, in any event with the relevant shareholder(s), and to explore alternatives. The Supervisory Board monitors this.⁹³
- 13.7 Notwithstanding Clause 13.6, the Management Board may under certain circumstances invoke a statutory reflection period of up to 250 days (the **reflection period** (*bedenktijd*)) during which the General Meeting of Shareholders would not be able to dismiss, suspend or appoint members of the Management Board or Supervisory Board (or amend the provisions in the Articles of Association dealing with those matters) unless those matters would be proposed by the Management Board. This reflection period could be invoked by the Management Board in case: (i) shareholders, using either their shareholder proposal right or their right to request convocation of a General Meeting of Shareholders, propose an agenda item for the General Meeting of Shareholders to dismiss, suspend or appoint a member of the Management Board or Supervisory Board (or to amend any provision in the Articles of Association dealing with those matters); or (ii) a public offer for the Company is made or announced without the Company's support, provided, in each case, that the Management Board believes that such proposal or offer materially conflicts with the interests of the Company and its business. The Supervisory Board monitors this.⁹⁴
- 13.8 The response time (as referred to in Clause 13.6) may be stipulated only once for any given general meeting and should not apply to an item in respect of which the response time had been previously or a statutory reflection period (as referred to in Clause 13.7) has already been stipulated, or to meetings where a shareholder holds at least three-quarters of the issued capital as a consequence of a successful public bid.⁹⁵
- 13.9 When a takeover bid for shares in the Company is being prepared, in the event of a private bid for a business unit or a participating interest, where the value of the bid exceeds the threshold

⁹¹ Dutch Corporate Governance Code, best practice provision 4.1.4.

⁹² Dutch Corporate Governance Code, best practice provision 4.1.3(vii).

⁹³ Dutch Corporate Governance Code, best practice provision 4.1.6 and 4.1.7.

⁹⁴ Section 2:114b Dutch Civil Code.

⁹⁵ Dutch Corporate Governance Code, best practice provision 4.1.7 second paragraph.

referred to in Section 2:107a(1)(c) of the Dutch Civil Code, and/or in the event of other substantial changes in the structure of the organisation, the Management Board shall ensure that the Supervisory Board is involved in the takeover process and/or the change in structure closely and in a timely fashion.⁹⁶

- 13.10 If a takeover bid has been announced or made for shares in the Company and the Management Board receives a request from a third competing bidder for information regarding the Company, the Management Board shall discuss such request without delay with the Supervisory Board.⁹⁷
- 13.11 The members of the Supervisory Board shall be present at the General Meetings of Shareholders, unless they are unable to attend for important reasons. Under certain circumstances, a member of the Supervisory Board may attend the General Meeting of Shareholders through means of electronic communication.
- 13.12 The Supervisory Board sees to it that the responsible partner (certifying auditor) of the firm of the External Auditor is present at the General Meeting of Shareholders and that he can address the meeting. The External Auditor may be questioned by the General Meeting of Shareholders in relation to his report on the fairness of the Annual Accounts.⁹⁸
- 13.13 The General Meetings of Shareholders are presided over by the Chairman or, in his absence, the Vice-Chairman. The Supervisory Board may designate someone else to preside over the meeting.
- 13.14 The Supervisory Board shall endeavour that minutes on the proceedings of the General Meeting of Shareholders are made available to the shareholders of the Company by publication on the Company's website no later than three months after the end of the meeting, following which the shareholders have another three months in which to respond to the report. The report is then adopted in the manner provided for in the Articles of Association,⁹⁹ by the chairman and the secretary of the meeting. The provisions of this Clause 13.14 may be disregarded if a notarial deed is drawn up of the minutes of the proceedings. After adoption the report (or the minutes as laid down in a notarial deed of proceedings) is posted as soon as possible on the Company's website. Also, results of the voting in resolutions adopted by the General Meeting of Shareholders are posted on the Company's website ultimately on the fifteenth day after the meeting, where they are accessible for at least one year.¹⁰⁰
- 13.15 A resolution of the General Meeting of Shareholders may be disclosed externally through a statement from the Chairman or the Company Secretary.

14. RELATION WITH THE WORKS COUNCIL

- 14.1 The Supervisory Board shall maintain the relationship with the (central) Works Council as provided for in Works Council Act (*Wet op de ondernemingsraden*).
- 14.2 The following will be discussed in the consultations between the Supervisory Board, the Management Board and the (central) Works Council in addition to the provisions of the large company regime (Sections 2:152 up to and including 2:162 and Section 2:164 of the Dutch Civil Code) and the Works Council Act (*Wet op de ondernemingsraden*):¹⁰¹
- (a) the conduct and culture in the Company and its affiliated enterprise;

⁹⁶ Dutch Corporate Governance Code, best practice provision 2.8.1.

⁹⁷ Dutch Corporate Governance Code, best practice provision 2.8.2.

⁹⁸ Dutch Corporate Governance Code, best practice provision 4.1.9.

⁹⁹ Dutch Corporate Governance Code, best practice provision 4.1.10.

¹⁰⁰ See Section 5:25ka paragraph 3 and 4 Wft.

¹⁰¹ Dutch Corporate Governance Code, best practice provision 2.5.3

- (b) the values adopted by the Management Board on the basis of clause 6.4(a) of the By-Laws of the Management Board; and
- (c) the D&I policy.

CHAPTER III SUPERVISORY BOARD MEETINGS; DECISION-MAKING

15. FREQUENCY, NOTICE, AGENDA AND VENUE OF MEETINGS

- 15.1 The Supervisory Board shall meet as often as deemed necessary for the proper functioning of the Supervisory Board. The Supervisory Board shall meet at least four times a year. Meetings shall be scheduled annually as much as possible in advance. The Supervisory Board shall also meet earlier than scheduled if this is deemed necessary by the Chairman, two other members of the Supervisory Board, or the Management Board.
- 15.2 Meetings of the Supervisory Board are in principle called by the Company Secretary, in consultation with the Chairman. Save in urgent cases to be determined by the Chairman the agenda for a meeting shall be sent to all Supervisory Board members at least seven calendar days before the meeting. For each item on the agenda an explanation in writing shall be provided, where possible, and/or other related documentation will be attached. The Chairman shall in principle consult on the content of the agenda with the CEO prior to convening the meeting.
- 15.3 Each Supervisory Board member, the CEO, and the Management Board collectively, has the right to request that an item be placed on the agenda for a Supervisory Board meeting.
- 15.4 Supervisory Board meetings are generally held at the offices of the Company, but may also take place elsewhere. In addition, meetings of the Supervisory Board may be held by conference call, video conference or by any other means of communication, provided all participants can communicate with each other simultaneously.

16. ATTENDANCE OF AND ADMITTANCE TO MEETINGS

- 16.1 The CEO, the CCO and CFO shall be requested to attend as many of the Supervisory Board meetings as possible, to the extent the Supervisory Board does not indicate that it wishes to meet in the absence of the CEO, the CCO and CFO. If requested, other members of the Executive Board also attend meetings of the Supervisory Board.
- 16.2 A Supervisory Board member may be represented at Supervisory Board meetings by another Supervisory Board member holding a proxy in writing. The existence of such authorisation must be proved satisfactorily to the chairman of the meeting.
- 16.3 If a Supervisory Board member is frequently absent from Supervisory Board meetings he or she shall be held to account on this by the Chairman.¹⁰²
- 16.4 The admittance to the meeting of persons other than Supervisory Board members, the Company Secretary, and – if invited – members of the Management Board shall be decided by majority vote of the Supervisory Board members present at the meeting.

¹⁰² Dutch Corporate Governance Code, best practice provision 2.4.4.

17. CHAIRMAN OF THE MEETING; REPORTS

- 17.1 Supervisory Board meetings are presided over by the Chairman or, in his absence, the Vice-Chairman. If both are absent, one of the other Supervisory Board members, designated by a majority of votes cast by the Supervisory Board members present at the meeting, shall preside.
- 17.2 The Company Secretary or any other person designated for such purpose by the chairman of the meeting shall draw up a report on the proceedings at the meeting. The report shall provide insight into the decision-making process at the meeting. The report shall be adopted by the Supervisory Board at the same meeting, or the next meeting.

18. DECISION-MAKING WITHIN THE SUPERVISORY BOARD

- 18.1 The Supervisory Board members shall endeavour to achieve that resolutions are, as much as possible, adopted unanimously.
- 18.2 Each Supervisory Board member has the right to cast one vote.
- 18.3 Where unanimity cannot be reached and the law, the Articles of Association or these By-Laws do not prescribe a larger majority, all resolutions of the Supervisory Board are adopted by an absolute majority of the votes cast. In the event of a tie, the Chairman has the deciding vote if more than two Supervisory Board members are present or represented. At a meeting, the Supervisory Board may only pass resolutions if the majority of the Supervisory Board members then in office are present or represented.
- 18.4 In general, resolutions of the Supervisory Board are adopted at a Supervisory Board meeting.
- 18.5 Supervisory Board resolutions may also be adopted in writing, provided the proposal concerned is submitted to all Supervisory Board members then in office and none of them objects to this form of adoption. Adoption of resolutions in writing shall be effected by statements in writing, which can also be issued through a proxy, from all the Supervisory Board members. A statement from a Supervisory Board member who wishes to abstain from voting on a particular resolution which is adopted in writing must reflect the fact that he does not object to this form of adoption.
- 18.6 The Supervisory Board may deviate from the provisions of Clauses 18.3 (last sentence), 18.4 and 18.5 if this is deemed necessary by the Chairman, considering the urgent nature and other circumstances of the case, provided that all Supervisory Board members are allowed the opportunity to participate in the decision-making process. The Chairman and the Company Secretary shall then prepare a report on a resolution so adopted, which shall be added to the documents for the next meeting of the Supervisory Board.
- 18.7 A resolution adopted by the Supervisory Board may be evidenced outside the Company through a statement from the Chairman or the Company Secretary.

CHAPTER IV OTHER PROVISIONS

19. CONFLICTS OF INTERESTS OF SUPERVISORY BOARD MEMBERS

- 19.1 A Supervisory Board member is alert to conflicts of interests and shall in any case not:
- (a) enter into competition with the Company;

- (b) demand or accept (substantial) gifts from the Company for himself or for his spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree;
- (c) provide unjustified advantages to third parties to the detriment of the Company; or
- (d) take advantage of business opportunities to which the Company is entitled for himself or for his spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree.¹⁰³

19.2 A conflict of interests may exist if the Company intends to enter into a transaction with a legal entity:

- (a) in which a member of the Supervisory Board personally has a material financial interest, or
- (b) which has a member of the management board or the supervisory board who has a relationship under family law¹⁰⁴ with a Supervisory Board member.¹⁰⁵

The Supervisory Board may determine that any of the above mentioned situations does not constitute a conflict of interests to which Clause 19.4 applies if other circumstances in its opinion so entail.

19.3 A Supervisory Board member shall without delay report any conflict of interests or potential conflict of interest in a transaction that is of material significance to the Company and/or to him as a member of the Supervisory Board to the Chairman and shall provide all relevant information, including information concerning his spouse, registered partner or other life companion, foster child and relatives by blood or marriage up to the second degree. The Chairman of the Supervisory Board shall without delay report any conflict of interests or potential conflict of interests that he has to the Vice-Chairman. The Supervisory Board member concerned shall not take part in the assessment by the Supervisory Board of whether a conflict of interests exists.¹⁰⁶

19.4 A Supervisory Board member shall not take part in any deliberation and decision-making that involves a subject or transaction in relation to which he has a conflict of interest with the Company.¹⁰⁷

19.5 A Supervisory Board member who in connection with a (potential) conflict of interests does not exercise the duties and powers that he would otherwise have as a Supervisory Board member, will insofar be regarded as a Supervisory Board member who is unable to perform his duties (*belet*).

19.6 All transactions in which there are conflicts of interests with Supervisory Board members shall be agreed on terms that are customary in the market. Decisions to enter into transactions in which there are conflicts of interests with Supervisory Board members that are of material significance to the Company and/or to the relevant Supervisory Board members require the approval of the Supervisory Board.¹⁰⁸

¹⁰³ Dutch Corporate Governance Code, best practice provision 2.7.1.

¹⁰⁴ A relation under family-law consists between a child, his parents and their blood relatives (Section 1:197 Dutch Civil Code).

¹⁰⁵ Dutch Corporate Governance Code, best practice provision 2.7.3, first paragraph.

¹⁰⁶ Dutch Corporate Governance Code, best practice provision 2.7.3.

¹⁰⁷ Section 2:140(5) Dutch Civil Code.

¹⁰⁸ Dutch Corporate Governance Code, best practice provision 2.7.4.

- 19.7 The Supervisory Board is responsible for the decision-making on dealing with conflicts of interests regarding Management Board members, Supervisory Board members and majority shareholders in relation to the Company.¹⁰⁹
- 19.8 The Company's Related Party Transaction Policy is applicable to transactions between the Company and related parties as referred to in Section 2:167 Dutch Civil Code.

20. REMUNERATION OF SUPERVISORY BOARD MEMBERS

- 20.1 The remuneration policy for the Supervisory Board and the remuneration of the Supervisory Board members is determined by the General Meeting of Shareholders. The Supervisory Board shall from time to time submit clear and understandable proposals on its remuneration to the General Meeting of Shareholders.¹¹⁰ If a Supervisory Board member is required to charge VAT on his fees, this will be paid by the Company.
- 20.2 The remuneration of a Supervisory Board member may not depend on the results of the Company.¹¹¹ A Supervisory Board member may not be awarded remuneration in the form of shares and/or rights to shares in the Company's capital.¹¹²
- 20.3 Apart from their remuneration, Supervisory Board members shall be reimbursed for all reasonable costs incurred in connection with their attendance of meetings, the reasonableness of such costs being assessed by the Chairman (costs incurred by the Chairman are assessed by the Vice-Chairman). Any other expenses are only reimbursed, in whole or in part, if incurred with the consent of the Chairman or the Company Secretary on his behalf (or if it concerns the Chairman, the Vice-Chairman or the Company Secretary on his behalf).
- 20.4 The Company and its Subsidiaries do not grant personal loans, guarantees or the like to Supervisory Board members, save as part of its usual business operations and after approval of the Supervisory Board. Pursuant to Clause 19.4, the relevant Supervisory Board member will not take part in the deliberations and decision-making within the Supervisory Board regarding this approval. Loans are not remitted.¹¹³

21. INTRODUCTION PROGRAMME, ONGOING TRAINING AND EDUCATION

- 21.1 All Supervisory Board members shall follow a formal introduction programme geared to their role that covers general financial, social and legal affairs, financial and sustainability reporting by the Company, any specific aspects unique to the Company and its business activities, the culture and the relationship with the (central) Works Council and the responsibilities of a Supervisory Board member.¹¹⁴
- 21.2 The Supervisory Board shall conduct an annual review to identify any aspects with regard to which the Supervisory Board members require further training or education during their term of office.¹¹⁵
- 21.3 The introduction course, training and education shall be facilitated and paid for by the Company.

¹⁰⁹ Dutch Corporate Governance Code, Principle 2.7.

¹¹⁰ Dutch Corporate Governance Code, Principle 3.3 and Section 2:145 jo. 2:135a Dutch Civil Code.

¹¹¹ Dutch Corporate Governance Code, Principle 3.3.

¹¹² Dutch Corporate Governance Code, best practice provision 3.3.2.

¹¹³ Dutch Corporate Governance Code, best practice provision 2.7.6.

¹¹⁴ Dutch Corporate Governance Code, best practice provision 2.4.5.

¹¹⁵ Dutch Corporate Governance Code, best practice provision 2.4.6.

22. OTHER POSITIONS

- 22.1 A Supervisory Board member shall report any other position he may have to the Supervisory Board in advance. The additional positions will be discussed at least annually at a meeting of the Supervisory Board.¹¹⁶
- 22.2 A member of the Supervisory Board will hold no more than five supervisory memberships of boards of Dutch large companies or large foundations, with a chairmanship counted twice.¹¹⁷
- 22.3 Supervisory Board members must inform the Chairman and the Company Secretary of their other positions which may be of importance to the Company or the performance of their duties before accepting such positions. If the Chairman determines that there is a risk of a conflict of interest, the matter shall be discussed by the Supervisory Board in accordance with Clause 19. If such conflict concerns the Chairman, he will inform the Vice-Chairman who then carries out the task of the Chairman as referred to in the previous sentence. The Company Secretary shall keep a list of the outside positions concerned of each Supervisory Board member.

23. HOLDING AND TRADING SECURITIES

- 23.1 Any shareholding in the Company by Supervisory Board members is for the purpose of long-term investment.¹¹⁸
- 23.2 Supervisory Board members are bound to the Insider Trading Policy of the Company regarding (securities of) the Company and other securities referred to in those regulations. The Regulations on Insider Trading are posted on the Company's website.

24. CONFIDENTIALITY

No Supervisory Board member shall, during his membership of the Supervisory Board or afterwards, disclose in any way whatsoever to anyone whomsoever any information of a confidential nature regarding the business of the Company and/or any companies in which it holds a stake, that came to his knowledge in the capacity of his work for the Company and any companies in which it holds a stake and which he knows or should know to be of a confidential nature, unless required by law. A Supervisory Board member is allowed to disclose the above information to Management Board members and Supervisory Board members as well as to staff members of the Company and companies in which the Company holds a stake who, in view of their activities for the Company and companies in which the Company holds a stake, should be informed of the information concerned. A Supervisory Board member shall not in any way whatsoever utilise the information referred to above for his personal benefit.

25. MISCELLANEOUS

- 25.1 **Acceptance by Supervisory Board members.** Anyone who is appointed as a Supervisory Board member must, upon assuming office, declare in writing to the Company that he accepts and agrees to the contents of these By-Laws and pledge to the Company that he will comply with the provisions of these By-Laws. These By-Laws are also applicable to anyone who is designated as a substitute member for a Supervisory Board member in absence or prevented from acting.
- 25.2 **Occasional non-compliance.** Subject to applicable law and regulation, the Supervisory Board may occasionally decide at its sole discretion not to comply with these By-Laws.

¹¹⁶ Dutch Corporate Governance Code, best practice provision 2.4.2.

¹¹⁷ Section 2:142a Dutch Civil Code contains detailed provisions.

¹¹⁸ Dutch Corporate Governance Code, best practice provision 3.3.3.

- 25.3 **Amendment.** These By-Laws may be amended by the Supervisory Board at its sole discretion without prior notification. Prior to amendment of these By-Laws the Management Board shall be consulted.
- 25.4 **Interpretation.** In case of uncertainty or difference of opinion on how a provision of these By-Laws should be interpreted, the opinion of the Chairman shall be decisive.
- 25.5 **Governing law and jurisdiction.** These By-Laws are governed by the laws of the Netherlands. The courts of the Netherlands have exclusive jurisdiction to settle any dispute arising from or in connection with these By-Laws (including any dispute regarding the existence, validity or termination of these rules).
- 25.6 **Complementarity to Dutch law and Articles of Association.** These By-Laws are complementary to the provisions governing the Supervisory Board as contained in Dutch law, other applicable Dutch, or EU regulations and the Articles of Association. Where these By-Laws are inconsistent with Dutch law, other applicable Dutch or EU rules and regulations or the Articles of Association, the latter shall prevail. Where these By-Laws are consistent with the Articles of Association but inconsistent with Dutch law or other applicable Dutch or EU rules and regulations, the latter shall prevail.
- 25.7 **Partial invalidity.** If one or more provisions of these By-Laws are or become invalid, this shall not affect the validity of the remaining provisions. The Supervisory Board may replace the invalid provisions by provisions which are valid and the effect of which, given the contents and purpose of these By-Laws is, to the greatest extent possible, similar to that of the invalid provisions.

* * * * *

ANNEX 1

LIST OF DEFINITIONS

1. In these By-Laws, the following terms have the following meanings:

affiliated issuer has the meaning attributed to it in Section 5:48 of the Financial Supervision Act (*Wet op het financieel toezicht*).

Annual Accounts means the annual accounts of the Company as referred to in Sections 2:101 and 2:361(1) of the Dutch Civil Code.

Articles of Association means the articles of association of the Company.

Audit Committee means the audit committee of the Company.

By-Laws means the By-Laws of the Management Board or the By-Laws of the Supervisory Board, depending on the context, including the annexes belonging thereto.

CEO means the chief executive officer, who is also the chairman of the Management Board of the Company.

CCO means the chief commercial officer of the Company

CFO means the chief financial officer of the Company.

Chairman means the chairman of the Supervisory Board.

Clause means a clause of these By-Laws.

Committee means each committee of the Supervisory Board.

Company means Alfen N.V., and, where appropriate, the Subsidiaries and possible other group companies of the Company, whose financial information is incorporated in the consolidated Annual Accounts.

Company Secretary means the company secretary of the Company appointed in accordance with clause 5 of the By-Laws of the Management Board.

D&I policy means the Diversity and Inclusion policy of the Company.

External Auditor means the accounting and auditing firm that, in accordance with Section 2:393 of the Dutch Civil Code, is charged with the audit of the Annual Accounts.

Executive Committee means the executive committee of the Company, if applicable.

General Meeting of Shareholders means the general meeting of shareholders of the Company.

HR Committee means the HR committee of the Company.

in writing means by letter, by telecopier, by e-mail, by WhatsApp or by message which is transmitted via any other current means of communication and which can be received in written form.

Insider Trading Policy means the Alfen Insider Trading Policy as published on the governance website of the Company.

Management Board means the management board of the Company.

Related Party Transaction has the meaning given to in clause 1.1 of the Related Party Transaction Policy.

Related Party Transaction Policy means the Related Party Transaction policy of the Company as included in Annex 3.

Remuneration Report means the remuneration report of the Supervisory Board drawn up by the HR Committee regarding the remuneration policy of the Company.

Report of the Management Board means the report of the Management Board drawn up by the Management Board, as referred to in Sections 2:101 and 2:391 of the Dutch Civil Code.

Report of the Supervisory Board means the report of the Supervisory Board drawn up by the Supervisory Board, as referred to in best practice provision 2.3.11 of the Dutch Corporate Governance Code.

Subsidiary has the meaning attributed to it in Section 2:24a of the Dutch Civil Code.

Supervisory Board means the supervisory board of the Company.

Supervisory Board Profile means the profile for the size and composition of the Supervisory Board, as designated in Clause 1.1.

Vice-Chairman means the vice-chairman of the Supervisory Board.

Works Council means the works council of the Company.

2. Save where the context dictates otherwise, in these By-Laws:

- (a) unless a different intention clearly appears, a reference to a Clause or Annex is a reference to a clause or annex of these By-Laws;
- (b) words and expressions expressed in the singular form also include the plural form, and vice versa;
- (c) words and expressions expressed in the masculine form also include the feminine form; and
- (d) a reference to a statutory provision counts as a reference to this statutory provision including all amendments, additions and replacing legislation that may apply from time to time.

3. Headings of clauses and other headings in these By-Laws are inserted for ease of reference and do not form part of these By-Laws for the purpose of interpretation.

ANNEX 2

SUPERVISORY BOARD PROFILE

1. Description of the nature and activities of the Company and its affiliated enterprise

Under Clause 1.1 of these By-Laws the nature and size of the Company and its affiliated enterprise must be taken into account when determining the activities and composition of the Supervisory Board. Relevant factors are:

- (a) the nature, culture and activities of the business of the Company and its Subsidiaries
- (b) the stock exchanges where the Company is listed
- (c) the specific role of the Company within the group it heads
- (d) the organisational structure of the Company and its Subsidiaries
- (e) the "business principles" and the "code of ethics" of the Company and its Subsidiaries
- (f) the number of employees of the Company and its Subsidiaries
- (g) the applicability or non-applicability to the Company of the statutory two-tier regime
- (h) the composition (nationalities, number of shareholders, presence of absence of controlling shareholders, etc.) of the General Meeting of Shareholders
- (i) the geographical location of the Subsidiaries
- (j) the composition and size of the Management Board

2. Description of the desired composition of the Supervisory Board

Factors which may play a part in the description of the desired composition of the Supervisory Board as a whole are:

- (a) responsible performance of the duties attributed to the Supervisory Board by legislation, the Dutch Corporate Governance Code and other regulations and code of conduct
- (b) an appropriate degree of diversity with regard to expertise, experience, competencies, other personal qualities, sex or gender identity, age, nationality and cultural or other background of each of the members of the Supervisory Board
- (c) the Supervisory Board Profile will set out the aspects of diversity in the composition of the Supervisory Board that are relevant to the Company as well as the specific, appropriate and ambitious targets applied by the Supervisory Board in respect of diversity
- (d) balance between and experience and affinity with the nature and culture of the business of the Company and its Subsidiaries
- (e) the organisational structure of the Company and its Subsidiaries
- (f) the social policy of the Company and its Subsidiaries

- (g) the role of the Company in society
- (h) political and cultural knowledge of the countries where the Company and its Subsidiaries operate
- (i) (international) knowledge of and experience in financial, legal, economic, commercial, social and marketing areas

3. Description of the desired expertise and background of the individual members of the Supervisory Board

Factors which may play a role in the description of the desired expertise and background of the individual members of the Supervisory Board are:

- (a) knowledge of and experience in financial, legal, economic, commercial, social, marketing and/or sustainability areas
- (b) experience with (the management or supervision of the management of) a listed company
- (c) national and international experience with groups of companies
- (d) experience with corporate governance
- (e) experience with organisational processes
- (f) knowledge of and experience and affinity with the business of the Company and its Subsidiaries
- (g) knowledge of information and communication technology systems (ICT), digitalisation and related cyber security risks (disruption, failure or abuse of ICT)
- (h) expertise on the field of technological innovation
- (i) knowledge of sustainability
- (j) expertise on the field of new business models
- (k) to be able, also by having a sufficient amount of available time, to supervise and promote the policy of the Management Board and the general course of affairs within the Company timely and adequately and to assist the Management Board with the preparation and implementation of its policy
- (l) to be able to operate independently and critically in relation to the other members of the Management Board and the Supervisory Board and to take measures in the absence of the Management Board to provide for the management of the Company
- (m) to be prepared to take a seat in the Audit Committee and/or the HR Committee
- (n) to be prepared to do an introduction, education or training programme
- (o) to be prepared to approve of these By-Laws
- (p) not to have a conflict of interest at the time of appointment
- (q) to be prepared and able to act as Chairman and/or Vice-Chairman

- (r) to be prepared and able to lead the General Meeting of Shareholders
- (s) to be prepared and able to temporarily manage the Company if one or more members of the Management Board are absent or unable to perform their duties
- (t) to be a team player
- (u) to match with the composition of the Supervisory Board at the time of appointment

4. Diversity policy of the Supervisory Board

The Supervisory Board adopts a D&I policy for the composition of the Supervisory Board that should in any case set specific, appropriate and ambitious targets in order to achieve a good balance in gender diversity and the other D&I aspects of relevance to the Company with regard to the composition of the Supervisory Board.¹¹⁹

5. Size and composition of the Supervisory Board

- (a) Point of departure at all times is that the size of the Supervisory Board must be such that the Supervisory Board as a whole can perform its duties effectively and responsibly and that each individual member of the Supervisory Board is able to make a contribution by his specific qualities.
- (b) Without prejudice to the provisions of Clause 5(a) above, the Supervisory Board endeavours to achieve that it consists of at least three members.
- (c) For the composition the aim is that at least one third of the Supervisory Board members will be female and at least one third of the Supervisory Board members will be male, taking into account that the composition will at least be in accordance with the statutory provisions concerned.¹²⁰
- (d) The Supervisory Board must at all times be so composed that Clause 1.4 of these By-Laws is complied with as much as possible.

6. Miscellaneous

- (a) The Supervisory Board discusses at least once a year, without the Management Board being present, the composition and competence of the Supervisory Board.¹²¹
- (b) Each change to the Supervisory Board Profile will be discussed at the General Meeting of Shareholders and with the Works Council.¹²²
- (c) This Supervisory Board Profile must be taken into account on each (re)appointment of members of the Supervisory Board.¹²³
- (d) This Supervisory Board Profile is posted on the Company's website.¹²⁴

¹¹⁹ Dutch Corporate Governance Code, best practice provision 2.1.5

¹²⁰ Section 2:142b Dutch Civil Code.

¹²¹ Dutch Corporate Governance Code, best practice provision 2.2.6.

¹²² Section 2:158 Dutch Civil Code.

¹²³ Dutch Corporate Governance Code, Principe 2.2.

¹²⁴ Dutch Corporate Governance Code, best practice provision 2.1.1.

ANNEX 3

ROTATION PLAN SUPERVISORY BOARD¹²⁵

Name	Position	First appointed	Start and end of current term
H. ten Hove	Chairman	March 2018	AGM 2022 – AGM 2026
W. Ackermans	Member	July 2020	AGM 2024 – AGM 2028
J. van der Vlist	Member	November 2022	EGM November 2022 – AGM 2026
M. Anhalt	Member	September 2023	EGM September 2023 – AGM 2027

¹²⁵ This rotation plan should be drawn up taking into account Section 2:142b Dutch Civil Code.

ANNEX 4

LIST OF APPROVAL SUPERVISORY BOARD

The approval of the Supervisory Board is required for:

- (b) issue and acquisition of Shares and debentures at the expense of the Company or of debentures at the expense of a limited partnership or general partnership in respect of which the Company is a partner with full liability;
- (c) cooperation in the issuance of depositary receipts for Shares;
- (d) the application for admission of the securities under (a) and (b) above to trading on a trading venue (*handelsplatform*) as referred to in Section 1:1 of the Dutch Financial Supervision Act (*Wet op het financieel toezicht*) or a trading facility system that is comparable with a trading venue from a state that is not a member state, or, as the case may be, the cancellation of such admission;
- (e) entering into or termination of a long term cooperation of the Company or a Dependent Company with another legal entity or company or, as a partner with full liability, in a limited partnership or general partnership if such cooperation or termination is of fundamental importance for the Company;
- (f) participation by the Company or a Dependent Company in the capital of another company if the value of such participation is at least one quarter of the amount of the issued capital plus reserves of the Company according to its balance sheet and explanatory notes, as well as significantly increasing or reducing such participation;
- (g) investments requiring an amount equal to at least one quarter of the issued capital plus reserves of the Company according to its balance sheet and explanatory notes;
- (h) proposal to amend the Articles of Association of the Company;
- (i) proposal to dissolve the Company;
- (j) petition for bankruptcy or a request for suspension of payments (*surseance van betaling*);
- (k) termination of the employment of a considerable number of employees of the Company or of a Dependent Company simultaneously or within a short period of time;
- (l) radical change in the employment conditions of a considerable number of the employees of the Company or of a Dependent Company;
- (m) proposal to reduce the Company's issued capital;
- (n) the allocation of duties of the Management Board to individual members of the Management Board;¹²⁶
- (o) the establishment of an Executive Committee;
- (p) the appointment and dismissal of the senior internal auditor;¹²⁷

¹²⁶ Management Board By-Laws, clause 1.8.

¹²⁷ Management Board By-Laws, clause 6.2.

- (q) the internal audit plan;¹²⁸
- (r) all Related Party Transactions;
- (s) all transactions in which there are conflicts of interest with Management Board members that are of material significance to the Company and/or the relevant Management Board members;¹²⁹
- (t) all transactions in which there are conflicts of interest with Supervisory Board members that are of material significance to the Company and/or the relevant Supervisory Board members;¹³⁰
- (u) grant approval to granting of personal loans, guarantees or the like to Management Board members or Supervisory Board members;
- (v) all other acts that require the approval by legislation, the Articles of Association, the By-Laws of the Management Board, the By-Laws of the Supervisory Board, the Dutch Corporate Governance Code or any other applicable legislation.

¹²⁸ Management Board By-Laws, cause 6.5.

¹²⁹ Management Board By-Laws, clause 15.6.

¹³⁰ Supervisory Board By-Laws, Clause 18.6.

ANNEX 5

INFORMATION TO BE INCLUDED IN THE REPORT OF THE SUPERVISORY BOARD¹³¹

The Report of the Supervisory Board shall in any case contain the following information:

- (a) an account of the involvement of the Supervisory Board in the establishment of the strategy, and the way in which the Supervisory Board monitors its implementation;¹³²
- (b) if there is no internal audit function, the conclusions and any recommendations of the Audit Committee regarding the need for an internal audit function and assessment of alternative measures;¹³³
- (c) the absenteeism rate at Supervisory Board meetings and Committee meetings (if applicable) of each Supervisory Board member;¹³⁴
- (d) a statement that in the opinion of the Supervisory Board Clause 1.4(e), 1.5 and 3.1 of these By-Laws have been complied with and which member or members of the Supervisory Board, if any, shall not be deemed independent;¹³⁵
- (e) a reference as to how the evaluation of the Supervisory Board, the Committees and the individual members of the Supervisory Board described in Clause 7.3 of these By-Laws has been carried out, the main findings and conclusions of the evaluations and what has been or will be done with the conclusions from the evaluations;¹³⁶
- (f) a reference as to how the evaluation of the Management Board and the individual members of the Management Board described in Clause 7.4 of these By-Laws has been carried out, the main findings and conclusions of the evaluations and what has been or will be done with the conclusions from the evaluations;¹³⁷
- (g) the arguments for reappointment of a member of the Supervisory Board after a period of eight years;¹³⁸
- (h) a reference to the Supervisory Board resolutions pursuant to Clauses 24.2 and 24.3 of these By-Laws, to the extent of material significance;
- (i) for each Committee: a report on how it has performed its duties in the financial year; details of its existence, its composition, number of meetings and the main issues discussed;¹³⁹
- (j) the following information on each Supervisory Board member:¹⁴⁰ (i) sex or, if desired by the person concerned, gender identity; (ii) age; (iii) nationality; (iv) chief position; (v) other positions to the extent relevant for the performance of his duties as member of the Supervisory Board; (vi) date of initial appointment and term of appointment of relevant member of Supervisory Board.

¹³¹ Dutch Corporate Governance Code, best practice provision 2.3.11.

¹³² Dutch Corporate Governance Code, best practice provision 1.1.3.

¹³³ Dutch Corporate Governance Code, best practice provision 1.3.6.

¹³⁴ Dutch Corporate Governance Code, best practice provision 2.4.4.

¹³⁵ Dutch Corporate Governance Code, best practice provision 2.1.10.

¹³⁶ Dutch Corporate Governance Code, best practice provision 2.2.8(i), (iii) and (iv).

¹³⁷ Dutch Corporate Governance Code, best practice provision 2.2.8(ii), (iii) and (iv).

¹³⁸ Dutch Corporate Governance Code, best practice provision 2.2.2.

¹³⁹ Dutch Corporate Governance Code, best practice provision 2.3.5.

¹⁴⁰ Dutch Corporate Governance Code, best practice provision 2.1.2.

ANNEX 6

LIST OF INFORMATION TO BE INCLUDED IN THE REPORT OF THE EXTERNAL AUDITOR

Pursuant to Section 2:393, subsection 4 of the Dutch Civil Code, the report of the External Auditor shall contain the matters which the External Auditor wishes to bring to the attention of the Management Board and the Supervisory Board in relation to its audit of the Annual Accounts and the related audits.

The following examples can be given:

(A) With regard to the audit:

- information about matters of importance to the assessment of the independence of the External Auditor;
- information about the course of events during the audit and co-operation with internal auditors and/or any other external auditors, matters for discussion with the Management Board, a list of corrections that have not been made, etc.

(B) With regard to the financial figures:

- analyses of changes in shareholders' equity and results which do not appear in the information to be published and which, in the view of the External Auditor, contribute to an understanding of the financial position and results of the Company;
- comments regarding the processing of one-off items, the effects of estimates and the manner in which they have been arrived at, the choice of accounting policies when other choices were possible, and particular effects of such policies;
- comments on the quality of forecasts and budgets.

(C) With regard to the operation of the internal risk management and control systems (including the reliability and continuity of automated data processing) and the quality of the internal provision of information:

- points for improvement, gaps and quality assessments;
- comments about threats and risks to the Company and the manner in which they should be reported in the particulars to be published;
- compliance with articles of association, instructions, regulations, loan covenants, requirements of external supervisors, etc.

ANNEX 7

EXTERNAL AUDITOR INDEPENDENCE POLICY

The policy set out below was adopted by the Supervisory Board on 26 March 2018, after consultation with the Management Board.

1. Policy

The Company and its Subsidiaries use the services of the External Auditor to the extent this does not prejudice the independence of the External Auditor.

2. Terms of Reference

The External Auditor must be independent within the meaning of EU Regulation 537/2014 on specific requirements regarding statutory audit of public-interest entities, the Act supervision audit firms (*Wet toezicht accountantsorganisaties* (Wta)) and the Regulation on the independence of auditors with respect to assurance assignment (*Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten* (ViO)) of the Royal Dutch Professional Organisation of Auditors (*Koninklijk Nederlandse Beroepsorganisatie van Accountants*).

The Audit Committee sees to it that the external auditor complies with the relevant recommendations, provisions and statutory provisions, and may request more detailed explanations and written confirmations from the external auditor that these provisions are followed.

3. Audit Services

In addition to complying with section 5 paragraph 1 of the EU Regulation, the firm of the External Auditor that conducts the statutory audit of a public-interest entity shall not render any other services to this entity in addition to the audit services.¹⁴¹

The External Auditor or any other member of the network to which the external auditor or its firm belongs, may directly or indirectly only render auditing services to the Company and the enterprises its controls during:

- (a) the period between the beginning of the period audited and the issuing of the audit report; and
- (b) the financial year immediately preceding the period referred to in point (a) in relation to non-audit services.¹⁴²

Audit services is the audit of the annual financial reports of the Company, the assessment of interim financial reports that are disclosed, services that are traditionally provided by the external auditor and that are related to filings and obligations under legislation or regulations, and services that only the external auditor as such can reasonably provide.

The External Auditor does not need to go through a tender process for each individual engagement.

¹⁴¹ Section 24b par 2 Act supervision audit firms (*Wet toezicht accountantsorganisaties* (Wta)). This provision also applies to other parts of a network of which the external auditor's firm is a part of, as set out in more detail in Section 24b par 2 Wta.

¹⁴² Section 5 EU Regulation 537/2014.

4. Rotation of the External Auditor and Partners responsible for Audit Services

In order to prevent that the External Auditor and the Company become too close, the number of years a firm of an external auditor may be engaged and a certain person may be part of the audit team of the External Auditor, is capped.

The External Auditor charged with the statutory audit must be replaced after a maximum period of ten years after the start of their involvement. The External Auditor is not allowed to work on a new assignment for the Company until at least four years have expired from the date of its replacement.¹⁴³

Partners in the audit team of the External Auditor who are charged with essential audit tasks must be replaced after a maximum period of five years after the start of their involvement.¹⁴⁴

The Audit Committee shall also supervise the risks of dependency of other members of the audit team of the External Auditor who are involved with the audit for a significant period. The Audit Committee shall consult the responsible partner of the External Auditor regularly on safeguards set up by the External Auditor to assess the risk of dependency and to reduce it to an acceptable minimum level.

5. Appointment of the External Auditor

The External Auditor shall be appointed in accordance with Clause 10 of these By-Laws and the applicable statutory provisions. If the decision is taken to call in the services of another External Auditor, the tender process approved by the Audit Committee shall be followed.

6. Staff transfer restrictions

The Company and the External Auditor shall agree on a policy regarding the restriction of staff transfers from the Company and its group to the organisation of the External Auditor and vice versa, taking into account all relevant legislation and regulations.¹⁴⁵ This policy is subject to the approval of the Supervisory Board.

¹⁴³ Section 17 EU Regulation 537/2014.

¹⁴⁴ Section 24 Wta.

¹⁴⁵ Like art. 42 of the Regulation on the independence of auditors with respect to assurance assignment (*Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO)*) of the Royal Dutch Professional Organisation of Auditors (*Koninklijke Nederlandse Beroepsorganisatie van Accountants*).

ANNEX 8

INFORMATION TO BE INCLUDED IN THE REMUNERATION REPORT

The Remuneration Report shall contain an account of the manner in which the remuneration policy has been implemented in the past financial year, as well as an overview of the remuneration policy planned by the Supervisory Board for the next financial year and subsequent years.¹⁴⁶

The report shall be drafted in accordance with Section 2:145 jo. 2:135b Dutch Civil Code and furthermore, in any event, describe in a transparent manner:¹⁴⁷

- (a) how the implementation of the remuneration policy contributes to sustainable long-term value creation;
- (b) that scenario analyses have been taken into consideration;
- (c) the pay ratios within the Company and, if applicable, any changes in these ratios compared to at least five previous financial years;
- (d) in the event a Management Board member receives variable remuneration: how this remuneration contributes to sustainable long-term value creation, the measurable performance criteria determined in advance upon which the variable remuneration depends and the relationship between the remuneration and performance; and
- (e) in the event that a current or former Management Board member receives a severance payment, the reason for this payment.

¹⁴⁶ Dutch Corporate Governance Code, best practice provision 3.4.1 (i).

¹⁴⁷ Dutch Corporate Governance Code, best practice provision 3.4.1 (ii), (iii), (iv), (v) and (vi).