

SKILLS MATRIX

	Independent	Dutch / European national	Non-European national	Four or less external directorships	Finance expert	Consumer goods	Industrial	Built environment	Transport	(International) business, commerce, finance / economics	Scientific / information technology experience	Public sector experience	Management experience	Business strategy planning	Investor relations	Manufacturing experience	Supply chain / logistics experience	Social, environmental, sustainability experience (ESG)	Pensions experience	Business-to-business sales experience	R&D experience	Legal experience	Industrial / employment relations	Risk management	Consulting
B. Noteboom	✓	✓		✓	✓	✓	✓			✓			✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	
E. Baiget	✓	✓		✓			✓	✓		✓	✓		✓	✓	✓	✓	✓	✓		✓	✓				
J. de Bakker	✓	✓		✓	✓	✓		✓		✓	✓		✓	✓	✓	✓		✓	✓	✓				✓	✓
H. Van Bylen	✓	✓		✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓			✓		
W. Kolk	✓	✓		✓		✓		✓	✓	✓			✓	✓	✓	✓	✓	✓					✓		
U. Wolf	✓	✓		✓	✓		✓	✓		✓	✓		✓	✓	✓		✓	✓	✓	✓				✓	
H.J. Müller	✓	✓		✓			✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓		✓		
R. Schuchna		✓		✓	✓		✓			✓			✓	✓	✓				✓						