

Rules of Procedure

Supervisory Board Akzo Nobel N.V.

Adopted by the Supervisory Board on February 16, 2021.

Chapter I Regulations

1. Responsibilities of the Supervisory Board

- I.1.1. It is the duty of the Supervisory Board of Akzo Nobel N.V. (the "Supervisory Board") to exercise supervision over the policies adopted by the Board of Management of Akzo Nobel N.V. (the "Board of Management") and over the general conduct of the business of Akzo Nobel N.V. and its subsidiaries (the "Company"). Furthermore, the Supervisory Board shall provide the Board of Management with advice. The Executive Committee, which encompasses the members of the Board of Management, is responsible for the daily management of the company. The oversight role of the Supervisory Board equally applies to the policies and conduct of the Executive Committee. However, the Board of Management will continue to be the interface for the Supervisory Board with management.
- I.1.2. The general duties of the Supervisory Board include supervising, monitoring, and advising the Board of Management and the Executive Committee on:
- (a) achievement of the Company's operational and financial objectives;
 - (b) corporate strategy including long-term value creation;
 - (c) the risks inherent in the business activities;
 - (d) the design and effectiveness of the internal risk management and control systems;
 - (e) the main financial parameters and the financial reporting process;
 - (f) compliance with applicable laws and regulations;
 - (g) corporate social responsibility issues which are relevant to the Company;
 - (h) the company shareholder relationship.
- I.1.3. The Supervisory Board is also responsible for:
- (a) selecting and recommending the appointment of the members of the Board of Management, proposing the remuneration policy for members of the Board of Management (such policy to be adopted by the General Meeting), fixing the remuneration and contractual terms and conditions of employment of members of the Board of Management;
 - (b) advising on proposals from the CEO for the appointment and dismissal of other Executive Committee members (not being Board of Management members) and the remuneration of these members;
 - (c) selecting and recommending appointment of the members of the Supervisory Board and proposing the remuneration of its members;
 - (d) evaluating and assessing the functioning of the Board of Management and the Supervisory Board, their individual members and the committees of the Supervisory Board (including the evaluation of the Supervisory Board's profile and the introduction, education and training program (see also article 1.9.12 and 1.9.13));
 - (e) disclosing, complying with and enforcing the Company's corporate governance structure;
 - (f) examining the annual financial statements, making a recommendation on the

- annual financial statements (see also article 9.1.9.14) and approving the disclosure of annual and quarterly financial information, the Company's annual budgets and major capital expenditures (see also article I.11.1);
- (g) selecting and recommending the appointment of the Company's external auditor.

- I.1.4. In the performance of their duty, the Supervisory Board members shall be guided by the interests of the Company. They shall take into account the relevant interests of all stakeholders rather than the interests of any particular stakeholder. The Supervisory Board shall also have due regard for sustainability issues that are relevant to the Company.
- I.1.5. The Supervisory Board and its members shall act in a manner that is critical and constructive, in accordance with the articles of association of the Company (the "Articles of Association"), and geared toward ensuring continuity of the Company.
- I.1.6. The Supervisory Board shall prepare for publication in the annual report of the Company a report on its functioning and activities during the Company's financial year ("the report of the Supervisory Board").

2. Composition of the Supervisory Board

- I.2.1. The number of members of the Supervisory Board is determined by the Supervisory Board itself. In principle, the number of members of the Supervisory Board shall not be lower than 6 and not more than 12.
- I.2.2. The composition of the Supervisory Board shall be governed by the "Profile of the Supervisory Board" as presented in Chapter II of these Rules of Procedure. This profile will be reviewed regularly by the Supervisory Board.
- I.2.3. The Supervisory Board shall review its own performance. A Supervisory Board member will retire early in the event of inadequate functioning, structural difference of opinion, structural conflict of interest, and in other instances where retirement is deemed necessary at the discretion of the Supervisory Board.

3. Independence

- I.3.1. All Supervisory Board members, with the exception of one, shall be independent in accordance with applicable laws and regulations. Each of the Supervisory Board members will yearly complete an independence questionnaire addressing the relevant requirements for independence.
- I.3.2. In special circumstances, the nomination for a Supervisory Board member may deviate from the rule mentioned under article I.3.1.
- I.3.3. The report of the Supervisory Board shall state that, with respect to each member of the Supervisory Board, the independence criteria have been fulfilled, and which Supervisory Board member is not considered to be independent, if any.

4. Appointment and reelection

- I.4.1. The members of the Supervisory Board are appointed by the General Meeting in accordance with the Articles of Association of Akzo Nobel N.V. (the "Articles of

Association”).

- I.4.2. Members shall in principle be appointed for a period of four years and resign at the first General Meeting after the period of their appointment has elapsed. Thereafter, members may be reelected once for a period not to exceed four years. A member may then subsequently be reappointed again for a period of two years, which appointment may be extended by at most two years.
- I.4.3. In special circumstances, including but not limited to reasons of succession planning, members may be requested to resign prior to the end of their term.
- I.4.4. Reelection to the Supervisory Board shall be dealt with in the same manner and with the same degree of diligence as election to the Supervisory Board for the first time.
- I.4.5. The Supervisory Board shall draw up a rotation schedule in accordance with the Articles of Association. In doing so the Supervisory Board shall, in so far as possible, seek to avoid a situation in which many reappointments occur simultaneously, while further taking into account the Supervisory Board's succession planning. The rotation schedule shall be made available on the Company's website.

5. Position of individual Supervisory Board members

- I.5. The Supervisory Board members are not employees of the Company. They will receive an annual remuneration as a member of the Supervisory Board. They will not be granted any shares and/or rights to shares in the Company by way of remuneration. Furthermore, the Company shall not grant any personal loans, guarantees or the like to the Supervisory Board members.

6. Information

- I.6.1. After their appointment, all Supervisory Board members shall follow an induction program, which in any event covers general financial and legal affairs, financial reporting and auditing, the business of the Company, the duties of the Supervisory Board and the corporate governance structure of the Company.
- I.6.2. The Supervisory Board members receive all relevant information to carry out their duties from the Board of Management and the Executive Committee. If the Supervisory Board considers it necessary, it may request the Board of Management to provide additional information from other officers and/or external advisors of the Company. The Supervisory Board may require that certain officers and external advisers attend its meetings.
- I.6.3. The CEO shall consult the Supervisory Board about any appointments and dismissals or resignations of members of the Executive Committee, who are not members of the Board of Management.
- I.6.4. The CEO shall consult the Supervisory Board about the remuneration of the members of the Executive Committee who are not members of the Board of Management.

7. Responsibilities of the Chairman, Deputy Chairman and Secretary

Chairman

- I.7.1. The Supervisory Board shall appoint from among its members a chairman (the “Chairman”).
- I.7.2. The Chairman determines the agenda, presides over the meetings, and is responsible for the proper functioning of the Supervisory Board and its Committees.
- I.7.3. The Chairman acts on behalf of the Supervisory Board as the main contact for the Board of Management. The Chairman coordinates the contacts between the Supervisory Board and the Board of Management, and remains in close and frequent contact with the chairman of the Board of Management, and, if and when required, with the other members of the Board of Management and of the Executive Committee. The Chairman furthermore acts on behalf of the Supervisory Board as the main contact for the Board of Management and for shareholders regarding the functioning of the members of the Board of Management and the Supervisory Board.
- I.7.4. The Chairman discusses with the chairman of the Board of Management matters such as the agenda of the meetings of the Supervisory Board and such other subjects the Supervisory Board may entrust to the Chairman.
- I.7.5. The Chairman and Secretary shall monitor the information to be submitted by or on behalf of the Board of Management to the Supervisory Board and request such other information as deemed appropriate.

Deputy Chairman

- I.7.6. The Supervisory Board shall appoint from among its members a Deputy Chairman.
- I.7.7. If the Chairman is prevented or unavailable, his or her tasks shall be performed and his or her powers exercised by the Deputy Chairman. If both the Chairman and Deputy Chairman are prevented or unavailable, the Supervisory Board shall appoint from among its members a person authorized to do so.
- I.7.8. The Deputy Chairman shall act as contact for individual members of the Supervisory Board and Board of Management concerning the functioning of the Chairman.
- I.7.9. The Deputy Chairman provides a sounding board for the Chairman and serves as an intermediary for the other Supervisory Board Members when necessary. The Deputy Chairman is available to shareholders if they have concerns which contact through the normal channels of chairman, CEO or other members of the Board of Management has failed to resolve or for which such contact is inappropriate.

Secretary

- I.7.10. The Chairman is assisted by one or more Secretaries, who may, but need not be, a member of the Supervisory Board. A Secretary may also be Secretary to the Board of Management and to the Executive Committee. If a conflict arises from functioning as Secretary to the Supervisory Board and the Board of Management and Executive Committee, the Secretary will inform the Chairman.
- I.7.11. The Secretary shall be appointed and dismissed by the Supervisory Board.
- I.7.12. The Secretary shall help to ensure that the correct procedures are followed and that

the Supervisory Board acts in accordance with its statutory obligations and its obligations under the Articles of Association. The Secretary shall assist all members of the Supervisory Board, and in particular the Chairman, in the organization of the affairs of the Supervisory Board, including the induction program for the Supervisory Board members.

8. Committees of the Supervisory Board

- I.8.1. The Supervisory Board may cause one or more of its powers to be exercised wholly or partly by one or more of its members whom it has duly designated therefore (also referred to as “Committees”). A resolution to that effect shall require the approval of all members of the Supervisory Board. The Committees have no independent or assigned power unless and to the extent explicitly assigned by these Rules of Procedure or by the Supervisory Board. The Committees regularly report on their actions, reviews, proposals, and findings to the full Supervisory Board.
- I.8.2. The members of a Committee shall be appointed by the Supervisory Board, which will also appoint a Committee Chairman and, if deemed desirable, a Secretary.
- I.8.3. Three permanent Committees shall assist the Supervisory Board: an Audit Committee, a Remuneration Committee and a Nomination Committee. The Charters of these Committees are included in these Rules of Procedure under Chapters III, IV, and V.
- I.8.4. The report of the Supervisory Board shall state the composition of the Committees, the number of Committee meetings and the main items discussed during the reporting year.

9. Meetings of the Supervisory Board

- I.9.1. The Supervisory Board shall meet at least five times a year according to a schedule. The schedule for its meetings in the next year shall be adopted each year at the latest in the last meeting of the preceding year.
- I.9.2. The meetings of the Supervisory Board shall be chaired by the Chairman or in his or her absence by the Deputy Chairman.
- I.9.3. The members of the Supervisory Board are expected to attend all meetings of the Supervisory Board, unless important reasons prevent them from attending. In such case, they shall timely inform the Chairman stating the reason.
- I.9.4. The meetings may be held in person or by telephone or videoconference, or a combination.

Attendance

- I.9.5. The members of the Board of Management shall attend the meetings of the Supervisory Board, unless the Supervisory Board resolves otherwise and with the exception of the meetings mentioned in articles I.9.12 and I.9.13. The members of the Executive Committee may be invited to attend the meetings of the Supervisory Board.
- I.9.6. The external auditor of the Company shall attend at least that part of the meeting of the Supervisory Board in which the annual financial statements of the Company are discussed.

Minutes

- I.9.7. The meetings shall be minuted under the responsibility of the Secretary. After approval by the Supervisory Board, the minutes shall be signed by the Chairman (or the Deputy Chairman, as the case may be) and the Secretary of the meeting at which the minutes were approved.

The secretariat shall be located at the offices of the Company, where the minutes and other documents concerning the Supervisory Board shall be kept.

Special meetings

- I.9.8. Apart from the scheduled meetings, a meeting of the Supervisory Board shall be held within seven days of the date on which the Chairman requests to convene such meeting or is so requested in writing by at least two members of the Supervisory Board, or by the chairman or two members of the Board of Management.

Items to be discussed

- I.9.9. At least once a year the Supervisory Board will discuss and approve the strategic plan and the budget, including the investment and financing plan related thereto. Reference to these discussions shall be made in the report of the Supervisory Board.
- I.9.10. The Supervisory Board shall discuss at least once a year the main risks related to the objectives and strategy (external risks, strategic decision-making risks, and internal risks) and the result of the assessment by the Executive Committee of the design and effectiveness of the internal risk management and control systems, as well as any significant changes thereto. Reference to these discussions shall be made in the report of the Supervisory Board.
- I.9.11. At least once a year the Supervisory Board shall meet without the Board of Management in order to discuss both its own functioning, the functioning of the Committees and that of the individual members of the Supervisory Board, and the conclusions that are to be drawn on the basis thereof. The desired profile, composition, and competence of the Supervisory Board shall also be discussed. The report of the Supervisory Board shall state how the evaluation of the functioning of the Supervisory Board, the Committees and the individual members of the Supervisory Board has been carried out.
- I.9.12. At least once a year the Supervisory Board shall meet without the Board of Management in order to discuss the functioning of the Board of Management and the Executive Committee and the performance of its individual members, and the conclusions that must be drawn on the basis thereof.
- I.9.13. The Supervisory Board shall examine the Company's annual reporting and shall take note of the report of the Board of Management and the report of the external auditor. The members of Board of Management and the Supervisory Board shall sign the annual financial statements.
- I.9.14. The Supervisory Board shall review and approve disclosures of annual and quarterly financial information by the Company.

10. Complaints, Whistleblowers

- 1.10.1 The Supervisory shall ensure that the Board of Management establishes a procedure for dealing with reports of alleged or suspected misconduct within the

Company. The Board of Management shall monitor the operation of this procedure and report to the Supervisory Board in this regard on a regular basis.

- 1.10.2 Internal “whistleblowers” shall have the opportunity, without jeopardizing their legal position within the Company, to report complaints concerning matters of a general, operational or financial nature relating to a member of the Executive Committee to the Chairman.

11. Approval

- I.11.1. Without prejudice to the provisions of the Articles of Association, the Board of Management and the Executive Committee shall require the approval of the Supervisory Board for:
- (a) the implementation of the strategic plan;
 - (b) the budget, including the investment and financing plan related thereto; and to:
 - (c) participate in legal entities, partnerships, and other companies and sell or otherwise dispose of shares or assets thereof;
 - (d) purchase equipment and machinery;
 - (e) acquire, alienate, or encumber real estate;
 - (f) conclude new credit agreements and contract other loans, all for a term of more than one year, excepting withdrawals or payments under an outstanding credit agreement;
 - (g) provide security or guarantees;
- if the value of any such transaction exceeds an amount of EUR 50,000,000.
- I.11.2. The approval for the conclusion of new credit and loan agreements referred to in article I.11.1(f) of this article shall not be required if the credits and loans are contracted under and within the scope of a financing plan approved by the Supervisory Board.

12. Resolutions of the Supervisory Board

- I.12.1. The meeting of the Supervisory Board may adopt resolutions only if the majority of the Supervisory Board members either attend in person or are represented by duly authorized fellow-members and the proof of such proxy can be produced to the satisfaction of the chairman of any such meeting.
- I.12.2. Resolutions of the Supervisory Board shall be adopted by absolute majority of the votes cast; blank votes and in case of a vote of the kind referred to in article 1.13 votes cast after the time fixed by the Chairman for that purpose, shall be regarded as not having been cast. In oral voting, abstention shall be considered equivalent to a blank vote.
- I.12.3. The Chairman or (in his or her absence) the Deputy Chairman, shall cast the deciding vote in the event of a tie.

13. Written procedure

- I.13. The Supervisory Board may adopt resolutions without holding a meeting. Such resolution is validly adopted if a proposal has been submitted to all members of the Supervisory Board in writing or in some other legible and reproducible form, and the majority of such members have, in writing or in some other legible and reproducible form, declared themselves in favor of such proposal, within a period fixed by the

Chairman, on the proviso that no member has opposed this method of decision-making within that period.

14. General Meeting

- I.14.1. The Chairman or (in his or her absence) the Deputy Chairman, shall act as the Chairman of the General Meeting.

The Supervisory Board and the Board of Management shall jointly draw up the agenda for the General Meeting, with due regard to relevant requests from shareholders as mentioned in article 46.4 of the Articles of Association.

15. Rules of Conduct for members of the Supervisory Board

Share Dealing Rules

- I.15.1. Members of the Supervisory Board are deemed "Designated Persons" as defined in the AkzoNobel Share Dealing Rules and Rules on Disclosure Control and shall be subject to the obligations and restrictions of said rules.

Conflicts of interest

- I.15.2. A Supervisory Board member shall not participate in the consultations or vote regarding a subject or transaction in relation to which they have a conflict of interest with the Company within the meaning of article I.15.3. Such transaction must be concluded on terms at least customary in the sector concerned. Resolutions entering into such transaction must be approved by the Supervisory Board. The Chairman shall ensure that transactions in respect of which Supervisory Board members have a conflict of interest will be referred to in the Company's annual report with reference to the conflict of interest and a declaration that articles I.15.2, I.15.3 and I.15.4 were complied with.

- I.15.3. A member of the Supervisory Board shall in any event have a conflict of interest with significant interest to the Company ("conflict of interest") if:
- (a) he personally has a material financial interest in a company with which the Company intends to enter into a transaction;
 - (b) he has a family law relationship (*familierechtelijke verhouding*) with a member of the managing or supervisory board of a company with which the Company intends to enter into a transaction;
 - (c) he is a member of the managing or supervisory board of, or holds similar office with, a company with which the Company intends to enter into a transaction;
 - (d) under applicable law, including the rules of any exchange on which the Company's shares (or depositary receipts thereof) are listed, such conflict of interest exists or is deemed to exist;
 - (e) the Supervisory Board has ruled that such conflict of interest exists or is deemed to exist.

- I.15.4. Each Supervisory Board member (other than the Chairman) shall immediately report any potential conflict concerning a Supervisory Board member to the Chairman. The Supervisory Board member with such (potential) conflict of interest must provide the Chairman with all information relevant to the conflict of interest, including information relating to the persons with whom they have a family law relationship (*familierechtelijke verhouding*).

In all circumstances other than the ones listed in article I.15.3 under (d) and (e), the Chairman will determine whether a reported (potential) conflict of interest qualifies

as a conflict of interest to which article I.15.2 applies.

In case the Chairman has a (potential) conflict of interest, such potential conflict shall be immediately reported by the Chairman to the Deputy Chairman. The Chairman must provide the Deputy Chairman with all information relevant to the conflict of interest, including information relating to the persons with whom there is relationship under family law. In all circumstances other than the ones listed in article I.15.3 under (d) and (e), the Supervisory Board will determine whether a reported (potential) conflict of interest qualifies as a conflict of interest to which article I.15.2 applies.

- I.15.5. The external auditor of the Company, as well as each member of the Board of Management, the Executive Committee and Supervisory Board, shall immediately report any potential conflict concerning the external auditor to the Chairman. The external auditor of the Company, as well as each member of the Board of Management, the Executive Committee and Supervisory Board must provide all information relevant to the conflict of interest to the Chairman. The Supervisory Board will determine whether a reported (potential) conflict of interest qualifies as a conflict of interest pursuant to which the appointment of the external auditor will have to be reconsidered or other measures must be taken to resolve it. The Chairman shall ensure that those measures will be mentioned in the Company's annual report with reference to the conflict of interest and a declaration that this article I.15.5 was complied with.

Secrecy

- I.15.6. All information on the Company obtained by members of the Supervisory Board in connection with the exercise of their duties shall in principle be treated as personal and strictly confidential and not released or made public to third parties without explicit prior permission. This obligation shall remain in force even after Supervisory Board membership has ended.

Chapter II Profile of the Supervisory Board

- II.1 The composition of the Supervisory Board shall be such that the Supervisory Board members are able to act critically and independently of one another and of the Board of Management and the Executive Committee and any sectional interest. Each Supervisory Board member must be capable of assessing the broad outline of the overall strategy of the Company and its business. As a whole the composition shall be such that it enables the Supervisory Board to best carry out the variety of its responsibilities and duties to the Company and others stakeholders (e.g. shareholders).
- II.2 The Supervisory Board shall be constituted in a balanced manner as to reflect the nature and variety of the Company's businesses, their international spread and the desirability to have available expertise in such fields as finance, economic, societal, and legal aspects of international business, government, and public administration. Furthermore, the Supervisory Board aims to have at least three members of the female gender and/or from outside Europe on the Board at any one time.
- II.3 A member of the Supervisory Board shall not represent the interest of any particular constituency.
- II.4 The main duties or the number and nature of other supervisory board memberships held by a member of the Supervisory Board should not be allowed to stand in the way of a proper exercise of the duties as a member of the Supervisory Board of the Company. Each member of the Supervisory Board shall be required to submit to the Chairman the information as referred to in best practice provision 2.1.2 of the Corporate Governance Code. The Chairman shall ensure that such information is published in the report of the Supervisory Board.
- II.5 At least one of the members shall meet the requirements of a financial expert. This financial expert must have in-depth experience and knowledge of financial statements, international accounting principles, and internal controls and procedures for financial reporting.
- II.6 The Chairman shall not be a former member of the Board of Management or Executive Committee.
- II.7 A member of the Supervisory Board shall ensure that the number of (supervisory board and or non-executive) positions he or she holds elsewhere will not exceed the maximum number set by law and generally accepted governance principles, and, further, shall assure the proper performance of his or her duties as a member of the Supervisory Board.

Chapter III Charter for the Audit Committee

1. Purpose

- III.1.1. The Audit Committee is a permanent Committee of the Supervisory Board as referred to in article I.8.3. The primary function of the Audit Committee is to assist the Supervisory Board in fulfilling its oversight responsibilities in respect of:
- the quality and integrity of the Company's financial statements;
 - the Company's risk management and internal control systems;
 - the Company's compliance with legal and regulatory requirements;
 - the qualifications, performance and independence of the external auditor;
 - the performance of the internal audit function.
- III.1.2. The Audit Committee shall not have delegated authority except if specific responsibilities or duties set forth in this Charter call for this.

2. Composition

- III.2.1. The Audit Committee shall have at least three members at all times, including the Supervisory Board's financial expert as described under article II.5. The members collectively shall have adequate accounting and financial management expertise to understand the Company's business, financial statements and risk profile.
- III.2.2. Each member of the Audit Committee shall be appointed by the Supervisory Board from the latter's qualifying members and shall serve until whichever is the earlier to occur of the date on which they shall be replaced by the Supervisory Board, resigns from the Audit Committee, or resigns from the Supervisory Board.
- III.2.3. The Supervisory Board shall appoint one of the Audit Committee members as chairperson, who shall not be the Chairman or any of the Company's former members of the Board of Management or Executive Committee. The chairperson shall be primarily responsible for the proper functioning of the Audit Committee. The chairperson shall act as spokesperson of the Audit Committee and shall be the main contact for the Supervisory Board.
- III.2.4. With the exception of no more than one member, all members of the Audit Committee shall be independent within the meaning of article 3.I.3.1.

3. Authorities and Responsibilities

- III.3.1. The Audit Committee shall supervise the operation of the internal risk management and control systems, including application of information and communication technology, as well as the monitoring and enforcement by management of the relevant legislation and regulations and the functioning of the Company's business principles as laid down in the Company's Code of Conduct, as well as of other codes or rules of conduct of the Company.
- III.3.2. The Audit Committee shall review and advise the Supervisory Board on the disclosure of financial information by the Company.

- III.3.3. The Audit Committee shall:
- (a) maintain frequent contact with the external auditor, assess the external auditor's independence, the quality of the audit service and the appropriateness of the annual audit plan;
 - (b) determine the involvement of the external auditor in respect of the contents and publication of financial reporting by the Company in addition to the auditor's statutory role regarding the annual accounts;
 - (c) take notice of any irregularity in respect of the content of the financial reporting as may be reported by the external auditor;
 - (d) oversee the work of the external auditor including the resolution of disagreements between management and the external auditor regarding financial reporting;
 - (e) pre-approve, the audit, audit-related and non-audit services provided by the external auditor, in line with the Company's rules on External Auditor Independence and Selection;
 - (f) approve the compensation of the external auditor;
 - (g) supervise the compliance with recommendations and observations of internal and external auditors;
 - (h) supervise the activities of the Executive Committee with respect to the role and functioning of the internal audit function and discuss the internal audit plan and periodic audit report;
 - (i) review the choice of accounting policies, application and assessment of the effects of new legislation in this area, information on the treatment of estimated items in the annual accounts and forecasts;
 - (j) supervise the Company's tax policy;
 - (k) supervise asset and liability management and the financing of the Company;
 - (l) review and discuss evaluation reports on (large) acquisitions;
 - (m) review on a regular basis the overall risk profile and major risks of the Company including environmental and legal risks;
 - (n) supervise the activities of the Executive Committee with respect to the information and communication technologies used by the Company, including risks related to cyber security.
- III.3.4. The Audit Committee shall undertake such additional duties as from time to time may be requested by the Supervisory Board or required by law or regulations.
- III.3.5. The Audit Committee shall have the power to conduct or authorize investigations into any matter within the Audit Committee's scope of responsibilities. In fulfilling its role, the Audit Committee shall have all powers granted to the Supervisory Board in the Articles of Association, including full power to retain legal counsel or other experts at the Company's expense.
- III.3.6. The Audit Committee shall determine rules for auditor selection, independence and evaluation and recommend the external auditors to be proposed for shareholder approval in accordance with the Articles of Association. These are laid down in the Company's rules on External Auditor Independence and Selection. Every year, the Audit Committee shall evaluate and, where appropriate, recommend replacement of the external auditors.

4. Meetings

- III.4.1. The Audit Committee shall meet as frequently as circumstances dictate but no less than four times annually. Meetings can be held in any way as the Audit Committee sees fit, including through video and telephone conferencing facilities.
- III.4.2. The chairperson of the Audit Committee shall prepare and/or approve an agenda in advance of each meeting.
- III.4.3. A majority of the members of the Audit Committee (in attendance in person or duly represented by a duly authorized fellow-member) shall constitute a quorum.
- III.4.4. The Audit Committee shall maintain, through its Secretary, minutes or other records of meetings and activities of the Audit Committee. The minutes of the meetings of the Audit Committee will be sent to all Supervisory Board members.
- III.4.5. The Audit Committee shall, through its chairperson (or a member designated by him), report its findings to each subsequent plenary Supervisory Board meeting.
- III.4.6. The Audit Committee shall meet in a separate session with the external auditor at least annually.
- III.4.7. The Audit Committee shall meet in a separate session with the Internal Auditor at least annually. If the Internal Auditor believes an issue should be raised in a separate session, this will be heard by the Audit Committee.
- III.4.8. The Chief Financial Officer, the external auditor and the Internal Auditor, shall attend Audit Committee meetings unless the Audit Committee determines otherwise. The Audit Committee decides whether and, if so, when the Chief Executive Officer, should attend its meetings.

5. Final provisions

- III.5.1. The Audit Committee shall review and assess the adequacy of this charter not less than one time per year. The Audit Committee shall report and make recommendations to the Supervisory Board with respect to the foregoing, as appropriate.
- III.5.2. Unless described otherwise herein, articles 29, 30 and 31 of the Articles of Association shall apply, *mutatis mutandis*, to meetings of and the decision making process within the Audit Committee.

Chapter IV Charter for the Remuneration Committee

1. Composition

- IV.1.1. The Remuneration Committee consists of at least three members.
- IV.1.2. Each member of the Remuneration Committee shall be appointed by the Supervisory Board from the latter's qualifying members and shall serve until whichever is the earlier to occur of the date on which they shall be replaced by the Supervisory Board, resigns from the Remuneration Committee, or resigns from the Supervisory Board.
- IV.1.3. The Chairman of the Remuneration Committee is appointed by the Supervisory Board.
- IV.1.4. The members collectively have adequate knowledge of and management expertise in compensation of the top levels of management of large international companies.

2. Duties and responsibilities

Remuneration policy

- IV.2.1. The Remuneration Committee prepares the remuneration policy in accordance with provision 3.1.2. of the Corporate Governance Code, to be approved by the Supervisory Board and General Meeting.
- IV.2.2. The objective of the Company's remuneration policy is to provide remuneration in a form that will motivate and retain the members of the Board of Management as top executives of a major international company.
- IV.2.3. In the determination and differentiation of the remuneration level of the Chairman and the other members, due allowance is made for the individual specific responsibilities.
- IV.2.4. To ensure that remuneration is linked to performance, members of the Board of Management are granted a variable remuneration component.
- IV.2.5. The Remuneration Committee sets standards and defines criteria for performance with emphasis on achievement, accountability and ethical behavior of the members of the Board of Management. These standards and criteria are prepared by the Remuneration Committee and approved by the Supervisory Board.
- IV.2.6. The remuneration policy will be reviewed periodically by the Remuneration Committee and, whenever necessary, proposals for adjustment will be prepared.

Remuneration

- IV.2.7. The Remuneration Committee yearly prepares the proposed remuneration per individual member of the Board of Management for approval by the Supervisory Board. This proposal contains the remuneration structure, the fixed remuneration, performance related payment (including performance criteria), pension rights and, if applicable, shares- and option rights and special grants and allowances. The results, the share price performance and the non-financial indicators relevant to the long term objectives of the Company are all taken into account when determining the remuneration proposal. Furthermore, the outcome of the scenario analysis carried out as well as the pay differentials within the Company will be taken into

account.

The Remuneration Committee will also consider the remuneration of the members of the Executive Committee who are not a member of the Board of Management and will make sure that the remuneration of these executives is aligned with the remuneration policy of the Board of Management. The Supervisory Board will advise on the remuneration of members of the Executive Committee.

IV.2.8. Periodically the Remuneration Committee reviews the remuneration package of the members of the Supervisory Board; if necessary proposals for adjustments will be prepared.

Options and share plans

IV.2.9. The Remuneration Committee prepares stock option and/or share plans including criteria with respect to granting or vesting of (conditional) stock options and/or shares as part of the compensation to the members of the Board of Management and/or other executives. The plans for the Board of Management have to be approved by the Supervisory Board and the General Meeting.

IV.2.10. Yearly the Remuneration Committee reviews the realization of the criteria, set when the shares or options were granted.

Publication of compensations

IV.2.11. In view of the publication of compensations of members of the Supervisory Board and the Board of Management, the Remuneration Committee annually prepares a remuneration report in accordance with provision 3.4.1 of the Corporate Governance Code.

Performance

IV.2.12. The Remuneration Committee conducts periodic reviews of the performance of the members the Board of Management and the Executive Committee.

Other

IV.2.13. The Remuneration Committee addresses any other issues delegated to it by the Supervisory Board.

IV.2.14. Periodically the Remuneration Committee informs the Supervisory Board with regard to its duties as mentioned in these terms of reference.

3. Meetings and modus operandi

IV.3.1. The Remuneration Committee meets at least two times per year.

IV.3.2. Meetings shall also be held whenever the Chairman or one of the other members of the Remuneration Committee considers this appropriate.

IV.3.3. A majority of the members of the Remuneration Committee (in attendance in person or duly represented by a duly authorized fellow-member) shall constitute a quorum.

IV.3.4. The chairman of the Board of Management and the Secretary attend the meetings of the Remuneration Committee.

- IV.3.5. The Secretary will act as Committee Secretary, and be responsible, in consultation with the Chairman, for the preparation of the meetings of the Remuneration Committee and the minutes.
- IV.3.6. The Remuneration Committee may ask the advice of internal and external experts on matters within the competence of the Remuneration Committee. If the Remuneration Committee makes use of the services of a remuneration consultant, it shall verify that the consultant concerned does not provide advice to a member of the Board of Management or Executive Committee.

Chapter V Charter for the Nomination Committee

1. Composition

- V.1.1. The Nomination Committee consists of at least three members.
- V.1.2. Each member of the Nomination Committee shall be appointed by the Supervisory Board from the latter's qualifying members and shall serve until whichever is the earlier to occur of the date on which they shall be replaced by the Supervisory Board, resigns from the Nomination Committee, or resigns from the Supervisory Board.
- V.1.3. The Chairman of the Nomination Committee is appointed by the Supervisory Board.
- V.1.4. The members collectively have adequate knowledge of and management expertise in selection of the top levels of management of large international companies.

2. Duties and responsibilities

Selection and nomination

- V.2.1. The Nomination Committee prepares the Supervisory Board's decision-making and reports to the Supervisory Board on its deliberations and findings in respect of the following matters:
 - (a) Drawing up selection criteria and appointment procedures for members of the Supervisory Board and Board of Management.
 - (b) Periodically assessing the size and composition of the Supervisory Board and Board of Management and making a proposal for a composition profile of the Supervisory Board;
 - (c) Periodically assessing the functioning of individual members of the Supervisory Board and Board of Management and reporting on this to the supervisory board;
 - (d) Drawing up a plan for the succession of members of the Supervisory Board and Board of Management.
 - (e) Making proposals for appointments and reappointments the Supervisory Board and Board of Management; and
 - (f) Supervising the policy of the Board of Management regarding selection criteria and appointment procedures for senior management.
- V.2.2. The Nomination Committee will consider the nominations for appointment of those members of the Executive Committee who are not a member of the Board of Management. Such executives will be appointed and dismissed by the CEO, following prior consultation with the Supervisory Board.

Other

- V.2.3. The Nomination Committee addresses any other issues delegated to it by the Supervisory Board.
- V.2.4. Periodically the Nomination Committee informs the Supervisory Board with regard to its duties as mentioned in these terms of reference.

3. Meetings and modus operandi

- V.3.1. The Nomination Committee meets at least two times per year.
- V.3.2. Meetings shall also be held whenever the Chairman or one of the other members of the Nomination Committee considers this appropriate.
- V.3.3. A majority of the members of the Nomination Committee (in attendance in person or duly represented by a duly authorized fellow-member) shall constitute a quorum.
- V.3.4. The chairman of the Board of Management attends the meetings of the Nomination Committee.
- V.3.5. The Secretary will act as Committee Secretary, and be responsible, in consultation with the chairman of the Board of Management and the Chairman, for the preparation of the meetings of the Nomination Committee and the minutes.
- V.3.6. The Nomination Committee may ask the advice of internal and external experts on matters within the competence of the Nomination Committee.

Chapter VI Diversity policy

1. General

- VI.1.1 This Diversity Policy is drawn up and approved by the Supervisory Board taking into consideration the recommendations of the Nomination Committee.

2. Supervisory Board

- VI.2.1. The Supervisory Board shall be constituted in a balanced manner as to reflect the nature and variety of the Company's businesses, their international spread and the desire to have available expertise in such fields such as finance, economics, international business, general and strategic management, employment and industrial relations, risk management, information technology (IT), commercial management, business to business sales, research and development, manufacturing, and the societal, environmental and legal aspects of business, government and public administration
- VI.2.2. It is aimed to have at least 30% female and 30% male Supervisory Board members and/or three Supervisory Board members from outside Europe on the Supervisory Board at any one time.
- VI.2.3. At least one of the members shall meet the requirements of a financial expert. This financial expert must have in-depth experience and knowledge of financial statements, international accounting principles, and internal controls and procedures for financial reporting.
- VI.2.4. A member of the Supervisory Board shall not represent the interests of any particular constituency.
- VI.2.5. The Chairman of the Supervisory Board shall not be a former member of the Board of Management or Executive Committee.

3. Implementation of the Diversity Policy

- VI.3.1. This Diversity Policy shall be explained in the corporate governance statements of the annual report of the Company addressing the objectives of the Diversity Policy, how the Diversity Policy has been implemented, the results of the Diversity Policy in the previous financial year, the extent to which the composition of the Supervisory Board differs from the situation envisaged in the Diversity Policy, the measures being taken to address such difference(s) and the likely timeline for the implementation of those measures.

Chapter VII Final provisions

1. Confidentiality

VII.1.1 The discussions of the Supervisory Board are confidential. In so far as communications relating to the discussions of the Supervisory Board have to be made to third parties, this shall be done by, or in consultation with, the Chairman.

2. Legal framework

VII.2.1. These Rules of Procedure have been established by the Supervisory Board, in addition to the Articles of Association. In case of conflict with the Articles of Association, the latter shall prevail. The Rules of Procedure are governed by the laws of the Netherlands. The courts of the Netherlands shall have exclusive jurisdiction to settle any dispute arising from or in connection with these Rules of Procedure.

VII.2.2. These Rules of Procedure may be amended by the Supervisory Board.

3. Communication

VII.3.1. These Rules of Procedure will be available at the Company's website.