

SKILLS MATRIX



	Independent	Consumer Goods key end-user segment	Industrials key end-user segment	Buildings & Infrastructure key end-user segment	Transportation key end-user segment	(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 or sustainability experience	Finance expert	4 or less external Directorships	Dutch / EU National?	Non-EU National?	Pensions experience	Business to business sales experience	R&D experience	Legal experience	Industrial / Employment Relations	Risk management	Consulting
N.S. Andersen	✓	✓	✓		✓	✓			✓	✓	✓	✓	✓	✓		✓	✓								
J. Poots-Bijl	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓					✓	✓
B. Grote	✓	✓	✓		✓	✓	✓		✓	✓		✓	✓	✓	✓	✓		✓			✓			✓	
P. Kirby	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		✓		✓	✓	✓		✓	✓
D. Sluimers	✓		✓		✓	✓		✓	✓	✓	✓			✓	✓	✓	✓		✓					✓	✓
P. Thomas	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓		✓		✓		✓		✓	✓		✓		