

RANDSTAD N.V.

BY-LAWS EXECUTIVE BOARD

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INTRODUCTION

- 0.1 These By-Laws are established pursuant to article 9 of the Articles of Association.
- 0.2 These By-Laws are complementary to the provisions regarding the Executive Board and the Executive Board members contained in applicable law and regulation, the Articles of Association and the rules pertaining to the relationship between the Supervisory Board and the Executive Board contained in the By-Laws of the Supervisory Board.
- 0.3 These By-Laws are posted on the Company's website.
- 0.4 The meaning of certain capitalised or uncapitalised terms used in these By-Laws are set forth in the List of Definitions attached as **Annex 1**.

CHAPTER 1 COMPOSITION OF THE EXECUTIVE BOARD; POSITIONS

1. COMPOSITION; DIVISION OF TASKS

- 1.1 The Executive 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.¹ Each Executive Board member must have the specific expertise required to perform his duties.²
- 1.2 The Executive Board members are appointed by the General Meeting. The number of Executive Board members is determined by the Supervisory Board after consultation with the Executive Board. The Supervisory Board nominates one or more candidates for appointment.
- 1.3 Executive Board members are appointed for a maximum of four years per term, up to and including the first General Meeting taking place in the fourth year after appointment.³
- 1.4 The nomination of the Supervisory Board is in accordance with the policy on diversity and inclusion (**D&I**) adopted by the Supervisory Board with regard to the composition of the Executive Board. The D&I policy 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 Executive Board as referred to in clause 1.1.⁴
- 1.5 Executive Board members that are nominated for appointment shall attend the General Meeting at which votes will be cast on their nomination.⁵
- 1.6 Executive Board members shall retire periodically in accordance with a rotation plan to be drawn up by the Supervisory Board in order to avoid as much as possible the situation in which many Executive Board members retire at the same time. The current rotation plan is attached as **Annex 2**. The Supervisory Board may at any time amend the rotation plan. Amendments to the rotation plan, however, do not entail that a sitting Executive Board member remains in office for a longer period than he was appointed for, or that he retires against his will before his term has expired.
- 1.7 An Executive Board member shall retire early in the event of inadequate functioning, structural incompatibility of interests, and in other instances in which this is deemed necessary by the

¹ Dutch Corporate Governance Code, Principle 2.1.

² Dutch Corporate Governance Code, best practice provision 2.1.4.

³ Dutch Corporate Governance Code, best practice provision 2.2.1.

⁴ Dutch Corporate Governance Code, best practice provision 2.1.5.

⁵ Dutch Corporate Governance Code, best practice provision 4.1.8.

Supervisory Board. In the event of an early retirement of an Executive Board member, the Company should issue a press release mentioning the reasoning for the departure.⁶

- 1.8 Individual Executive Board members may be charged with specific parts of the managerial tasks, without prejudice to the collective responsibility of the Executive Board as a whole. The Executive Board remains collectively responsible for decisions, even if they are prepared by individual Executive Board members. An individual Executive Board member may only exercise such powers as are explicitly attributed or delegated to him and he may never exercise powers beyond those exercisable by the Executive Board as a whole.
- 1.9 The division of tasks within the Executive Board is determined (and amended, if necessary) by the Executive Board, subject to the approval of the Supervisory Board. Executive Board members especially charged with particular managerial tasks are primarily responsible for the risk control and monitoring of the managerial tasks concerned. The current division of tasks between the Executive Board members, which for the CEO and CFO are in addition to their respective tasks described in clauses 2 and 3, is set out in **Annex 3**.
- 1.10 Each Executive Board member must inform the other Executive Board members in a clear and timely manner about the way in which he has used delegated powers and about major developments in the area of his responsibilities.

2. CHIEF EXECUTIVE OFFICER

- 2.1 The Supervisory Board appoints one of the Executive Board members as CEO. The CEO acts as chair of the Executive Board. The Supervisory Board furthermore may appoint one of the other Executive Board members as vice-chair of the Executive Board in consultation with the CEO.
- 2.2 Within the Executive Board, the CEO is primarily responsible for:
 - (a) preparing an agenda and chairing meetings of the Executive Board;
 - (b) ensuring that the Executive Board functions effectively and makes decisions in a collective manner, based on mutual consultation and trust;
 - (c) determining whether a proposed resolution should be brought to the Executive Board for a vote;
 - (d) ensuring that passed resolutions are in accordance with the strategy that should lead to the realisation of the objectives of the Company as referred to in clause 5;
 - (e) supervising the implementation of passed resolutions and determining if further consultation with the Executive Board on their implementation is required; and
 - (f) consulting on an ad hoc basis with Executive Board members regarding their respective tasks.
- 2.3 Within the Executive Board, the CEO is also responsible for the following matters regarding the relationship between the Executive Board and the Supervisory Board:
 - (a) designating Executive Board members who consult on behalf of the Executive Board with the Committees;
 - (b) submitting items on the agenda and in this regard preparing meetings of the Supervisory Board in consultation with the chair of the Supervisory Board and supported by the Company Secretary;

⁶ Dutch Corporate Governance Code, best practice provision 2.2.3.

- (c) ensuring that the Supervisory Board is provided with all information necessary for the proper performance of its duties;
- (d) overseeing and ensuring communications of the Executive Board with the Supervisory Board;
- (e) involving the Supervisory Board in a timely manner when formulating the strategy concerning the sustainable long-term value creation;
- (f) consulting regularly with the chair of the Supervisory Board and consulting other members of the Supervisory Board if deemed necessary or advisable; and
- (g) if requested⁷, participating in meetings with the Audit Committee and the CFO as described in clause 3.

2.4 The CEO is assisted in the organisation of the matters set out in clauses 2.2 and 2.3 by the Company Secretary.

3. CHIEF FINANCIAL OFFICER

3.1 The Supervisory Board appoints one of the Executive Board members as CFO.

3.2 The CFO is primarily responsible for:

- (a) formulating, communicating and executing the Company's financial strategy;
- (b) formulating, communicating and executing the Company's business risk and audit strategy;
- (c) overseeing and ensuring the integrity of the Company's accounts;
- (d) the functioning of the Global Business Risk & Audit function;
- (e) the financial, sustainability, tax and management accounting reporting of the Company;
- (f) tax and treasury;
- (g) investor relations;
- (h) legal;
- (i) procurement; and
- (j) performing any other related duties as may be prescribed from time to time by the Executive Board.

3.3 The CFO is also primarily responsible for taking part in meetings of the Audit Committee to discuss,⁸ among other things:

- (a) the integrity of the financial statements of the Company (including but not limited to the choice of accounting policies, application and assessments of the effects of new rules, information about the handling of estimated items in the Annual Accounts and forecasts) and of the sustainability reporting;

⁷ Dutch Corporate Governance Code, best practice provision 1.5.2.

⁸ Dutch Corporate Governance Code, best practice provision 1.5.2.

- (b) the qualifications, independence, remuneration and non-auditing work of the External Auditor for the Company (without prejudice to the responsibilities of the Audit Committee in the area of finance, accounting and tax);
- (c) the performance of tasks by the Global Business Risk & Audit function and the External Auditor;
- (d) the financial and sustainability reporting process;
- (e) risk management;
- (f) the system of internal business controls (including but not limited to the effect of internal risk management and control systems);
- (g) compliance by the Company with laws and regulations and applicable codes of conduct in the area of finance, sustainability, accounting and tax;
- (h) compliance by the Company with recommendations of the External Auditor and the Company's Global Business Risk & Audit function;
- (i) compliance with these By-Laws;
- (j) the financing of the Company and finance-related strategies; and
- (k) the Company's tax policy.

4. COMPANY SECRETARY⁹

- 4.1 The Company Secretary is appointed by the Executive Board, after approval by the Supervisory Board. The Company Secretary must be or within three months after appointment has to become a resident of and perform his role in The Netherlands. The Company Secretary may be removed by the Executive Board after approval by the Supervisory Board.
- 4.2 All Executive Board members have access to the advice and services of the Company Secretary.
- 4.3 The Company Secretary sees to it that correct Executive Board procedures are followed and that the obligations of the Executive Board under relevant laws and regulations, the Articles of Association as well as the by-laws are complied with. The Company Secretary shall assist the CEO in the organisation of the affairs of the Executive Board (the preparing and reporting of meetings, information etc.).
- 4.4 The Company Secretary may delegate his duties under these By-Laws, or parts thereof, to one (or more) deputy (or deputies) appointed by him in consultation with the CEO provided however that such delegate is a resident of and performs his role in The Netherlands.
- 4.5 If the Company Secretary notes that the interests of the Executive Board and the Supervisory Board diverge, as a result of which it is unclear which interests the Company Secretary should represent, he should report this to the chair of the Supervisory Board.
- 4.6 The Company Secretary also performs tasks for the Supervisory Board, as provided for in the By-Laws of the Supervisory Board.

⁹ Compare clause 4 of the By-Laws of the Supervisory Board and Dutch Corporate Governance Code, best practice provision 2.3.10.

CHAPTER II DUTIES AND POWERS

5. GENERAL DUTIES AND POWERS

- 5.1 The Executive Board is charged with the management of the Company, which means, among other things, that it is responsible for the continuity of the Company and its affiliated enterprise and for sustainable long-term value creation by the Company and its affiliated enterprise. The Executive Board takes into account the impact of the actions of the Company and its affiliated enterprise have on people and the environment and to that end weighs the stakeholders interests that are relevant in this context.¹⁰ The responsibility for the management of the Company is vested collectively in the Executive Board. The Supervisory Board monitors the Executive Board in this regard.
- 5.2 The Executive Board members shall externally express concurring views with respect to important affairs, matters of principle and matters of general interest, with due observance of the responsibilities of its individual members.
- 5.3 The Executive Board is responsible for the compliance with all relevant laws and regulations. The Executive Board is, together with the Supervisory Board, responsible for the corporate governance structure of the Company and compliance with the Dutch Corporate Governance Code.¹¹
- 5.4 The Executive Board is responsible for creating a culture that contributes to sustainable long-term value creation of the Company. The Executive Board shall¹²:
- (a) adhere to common values for the Company and its affiliated enterprise that contribute to a culture focused on sustainable long-term value creation and discuss these with the Supervisory Board; the Executive Board is responsible for the incorporation and maintenance of the values within the Company and its affiliated enterprise¹³;
 - (b) encourage behaviour that is in keeping with the values, and propagate these values through leading by example, taking into account, among other things¹⁴:
 - (i) the strategy and the business model;
 - (ii) the environment in which the enterprise operates;
 - (iii) the existing culture within the enterprise, and whether it is desirable to implement any changes to the culture; and
 - (iv) the social safety within the enterprise and the ability to discuss and report actual or suspected misconduct or irregularities; and
 - (c) keep up-to-date a code of conduct and monitor its effectiveness and compliance with this code, both on the part of itself and of the employees of the Company¹⁵.
- 5.5 The following will be discussed in the consultations between the Executive Board and the Supervisory Board:¹⁶

¹⁰ Dutch Corporate Governance Code, best practice provision 1.1.

¹¹ Dutch Corporate Governance Code, part: 'Compliance with the Code'.

¹² Dutch Corporate Governance Code, best practice provisions 2.5.1 and 2.5.2.

¹³ Dutch Corporate Governance Code, best practice provision 2.5.1.

¹⁴ Dutch Corporate Governance Code, best practice provision 2.5.1.

¹⁵ Dutch Corporate Governance Code, best practice provision 2.5.2.

¹⁶ Dutch Corporate Governance Code, best practice provision 2.5.3.

- (a) the conduct and culture in the Company and its affiliated enterprise;
- (b) the values adopted by the Executive Board on the basis of clause 5.4(a); and
- (c) the Company's D&I policy.

5.6 The Executive Board promotes a culture of openness and accountability within the Executive Board.¹⁷

5.7 The employees of the Company may report actual or suspected misconduct or irregularities to the member of the Supervisory Board who has been designated by the Supervisory Board as integrity officer. The Executive Board shall ensure that other employees within the group of the Company have the possibility of reporting actual (or suspected) misconduct or irregularities in the Company to operating company general management or a designated official without jeopardising their legal position. When the actual or suspected misconduct or irregularities concern the operating company management it shall be reported to the Executive Board. When these concern the functioning of the Executive Board members, it shall be reported to the chair of the Supervisory Board. The vice-chair of the Supervisory Board or the Executive Board, as the case may be, informs the chair of the Supervisory Board without delay on signs of actual (or suspected) material misconduct or irregularities within the Company and its affiliated enterprise.¹⁸

5.8 All transactions between the Company and individuals or legal entities who hold at least 10% of the shares in the Company must be agreed on terms that are customary in the market. Decisions to enter into transactions in which there are conflicts of interest with such persons that are of material significance to the Company and/or to such persons require the approval of the Supervisory Board. Reference is made to the RPT Policy (Annex 11 to the By-Laws of the Supervisory Board).¹⁹

5.9 At least once a year the Executive Board itself evaluates the functioning of the Executive Board as a whole and the functioning of its individual members and discuss the conclusions that must be drawn on the basis thereof.²⁰

6. STRATEGY AND RISKS

6.1 The Executive Board shall develop a view on sustainable long-term value creation by the Company and its affiliated enterprise and shall formulate a strategy in line with this. The Executive Board formulates specific objectives in this regard. When developing the strategy, attention shall in any event be paid to:²¹

- (a) the strategy's implementation and feasibility;
- (b) the business model applied by the Company and the market in which the Company and its affiliated enterprise operate;
- (c) opportunities and risks for the Company;
- (d) the Company's operational and financial goals and their impact on its future position in relevant markets;
- (e) the interests of the stakeholders;
- (f) the impact of the Company and its affiliated enterprise in terms of sustainability, including the effects on people and the environment;

¹⁷ Dutch Corporate Governance Code, best practice provision 2.4.1.

¹⁸ Dutch Corporate Governance Code, best practice provisions 2.6.1 and 2.6.2.

¹⁹ Dutch Corporate Governance Code, best practice provision 2.7.5.

²⁰ Dutch Corporate Governance Code, best practice provision 2.2.7.

²¹ Dutch Corporate Governance Code; best practice provision 1.1.1.

- (g) paying a fair share of tax to the countries in which the Company operates;
- (h) the impact of new technologies and changing business models; and
- (i) the information and communication technology (ICT) systems of the Company and the affiliated risks of cybersecurity (including disturbance, failure or abuse of ICT).²²

6.2 The Executive Board shall engage the Supervisory Board at an early stage in formulating the strategy or making material changes to the strategy for realising sustainable long-term value creation, and render account to the Supervisory Board of the strategy and the explanatory notes to that strategy.²³

6.3 To ensure that the interests of the relevant stakeholders of the Company are considered when the sustainability aspects of the strategy are determined, the Company draws up an outline policy for effective dialogue with those stakeholders. The relevant stakeholders and the Company will be prepared to engage in a dialogue. The Company facilitates this dialogue unless, in the opinion of the Executive Board, this is not in the interests of the Company and its affiliated enterprise. The Company publishes the policy on its website.²⁴

6.4 The Executive Board shall identify and analyse the risks associated with the Company's strategy and activities and its affiliated enterprise. The identification and analysis cover in any case the strategic, operational, compliance and reporting risks. The Executive Board is responsible for establishing the risk appetite, and also for the measures that are put in place in order to counter the risks being taken.²⁵ Based on the risk assessment, the Executive Board shall design, implement and maintain adequate internal risk management and control systems.²⁶

6.5 The Executive Board monitors the design and operation of the internal risk management and control systems and conducts a systematic assessment of the design and operation of the systems at least once a year. Attention will be paid to observed weaknesses, instances of misconduct and irregularities, indications from whistle-blowers, lessons learned and findings from the Global Business Risk & Audit function and the External Auditor. Where necessary, improvements shall be made to the internal risk management and control systems.²⁷

6.6 The Company has both a Group Data Protection Officer and an Information Security Officer, who are responsible respectively for the formulation and monitoring of the data protection policy and the physical and digital information security policy within the Company. They advise the Executive Board. The Executive Board ensures that they can operate independently in the Company.²⁸

6.7 The Executive Board discusses the effectiveness of the design and the operation of the internal risk management and control systems with the Audit Committee and renders account of this to the Supervisory Board.²⁹

7. GLOBAL BUSINESS RISK & AUDIT FUNCTION

7.1 The duty of the Global Business Risk & Audit function is to assess the design and the operational effectiveness of the internal risk management and control systems. The Global Business Risk & Audit function shall have direct access to the Audit Committee and the External Auditor.³⁰ The Executive Board is responsible for the Global Business Risk & Audit function.³¹

²² Cyber Security Council; Cybersecurity guide for Boardroom members

²³ Dutch Corporate Governance Code, best practice provision 1.1.2.

²⁴ Dutch Corporate Governance Code, best practice provision 1.1.5.

²⁵ Dutch Corporate Governance Code, best practice provision 1.2.1.

²⁶ Dutch Corporate Governance Code, best practice provision 1.2.2.

²⁷ Dutch Corporate Governance Code, best practice provision 1.2.3.

²⁸ Cyber Security Council, Cybersecurity-guide for Boardroom members, p. 6.

²⁹ Dutch Corporate Governance Code, best practice provision 1.4.1.

³⁰ Dutch Corporate Governance Code, best practice provision 1.3.4.

³¹ Dutch Corporate Governance Code, Principle 1.3.

- 7.2 The Executive Board both appoints and dismisses a member of senior management as the Managing Director Global Business Risk & Audit, which decisions will be submitted to the Supervisory Board for approval, along with the recommendation issued by the Audit Committee.³² The Managing Director Global Business Risk & Audit must be or within three months after appointment has to become a resident of and perform his role in The Netherlands.
- 7.3 The Executive Board annually assesses the way in which the Global Business Risk & Audit function fulfils its responsibility, after consultation with the Audit Committee. An independent third party should assess the performance of the Global Business Risk & Audit function at least every five years.³³
- 7.4 The Executive Board adopts terms relating to the Global Business Risk & Audit function and may amend these at any time with the approval of the chair of the Audit Committee. These terms mark the role and responsibility of the Global Business Risk & Audit function, its composition and in which manner it should perform its tasks.
- 7.5 The Executive Board and the Supervisory Board will be asked to approve the annual plan of Global Business Risk & Audit function. The Global Business Risk & Audit function will draw up its annual plan after consultation with the Executive Board, the Audit Committee and the External Auditor.³⁴
- 7.6 The Global Business Risk & Audit function reports the audit results to the Executive Board and the Audit Committee, and informs the External Auditor. The findings of the Global Business Risk & Audit function include, at least, the following:³⁵
- (a) any flaws in the effectiveness of the internal risk management and control systems;
 - (b) any findings and observations with a material impact on the risk profile of the Company and its affiliated enterprise; and
 - (c) any failings in the follow-up of recommendations made by the Global Business Risk & Audit function.

The Global Business Risk & Audit function reports hierarchically to the CFO.

8. FINANCIAL AND SUSTAINABILITY REPORTING; ANNUAL ACCOUNTS AND REPORT OF THE EXECUTIVE BOARD

- 8.1 The Executive Board is responsible for establishing and maintaining internal procedures that ensure that all major financial and sustainability information is known to the Executive Board, so that the timeliness, completeness and accuracy of the external financial and sustainability reporting are assured. For this purpose the Executive Board shall ensure that financial and sustainability information from business divisions and/or Subsidiaries is reported directly to itself and that the integrity of that information is not compromised.³⁶
- 8.2 The Executive Board is responsible for the quality and completeness of publicly disclosed financial and sustainability reports.³⁷
- 8.3 The Executive Board shall prepare quarterly figures that will be discussed at the first meeting of the Supervisory Board thereafter.

³² Dutch Corporate Governance Code, best practice provision 1.3.1.

³³ Dutch Corporate Governance Code, best practice provision 1.3.2.

³⁴ Dutch Corporate Governance Code, best practice provision 1.3.3.

³⁵ Dutch Corporate Governance Code, best practice provision 1.3.5.

³⁶ Dutch Corporate Governance Code 2008, best practice provision V.1.3.

³⁷ Dutch Corporate Governance Code 2008, Principle V.1.

8.4 Annually, at the latest in April, the Executive Board shall submit the Report of the Executive Board and the Annual Accounts together with the required additional information, to the Supervisory Board for discussion. The Executive Board shall release the Report of the Executive Board and the Annual Accounts within four months of the end of the financial year.

8.5 The Executive Board shall ensure that the information listed in Annex 4 is included in the Report of the Executive Board.

9. RELATION WITH THE EXTERNAL AUDITOR

9.1 The Executive Board shall ensure that the External Auditor can properly perform his audit work, and it shall encourage both the External Auditor and the Company to properly perform and pursue the role and the policy of the Company regarding the External Auditor, as provided for by agreement with the External Auditor, these By-Laws, the By-Laws of the Supervisory Board, the terms of reference of the Audit Committee and the charter of the Global Business Risk & Audit function and the External Auditor's Independence Policy.

9.2 The Executive Board and the Supervisory Board maintain on regular basis contact with the External Auditor. In its contact with the External Auditor the Executive Board discusses at least the draft audit plan before presenting it to the Audit Committee.³⁸ The Executive Board ensures that the External Auditor receives all information necessary for completing his task and will give the External Auditor the opportunity to respond to the information that has been provided.³⁹

9.3 The Supervisory Board is permitted to examine the most important points of discussion arising between the External Auditor and the Executive Board based on the draft management letter or the draft audit report.⁴⁰

9.4 The Executive Board annually reports its observations to the Audit Committee and the Supervisory Board on the functioning of the External Auditor and the fulfilment of his duties, in respect of the (re)appointment or dismissal of the External Auditor and the issue of a new audit-engagement.⁴¹ The Executive Board facilitates the process of appointment of the External Auditor, paying attention to the scope of the audit, the materiality to be used and remuneration for the audit.⁴²

9.5 The Executive Board publishes a press release in the event of the early termination of the relationship with the external auditor, which shall explain the reasons for such early termination.⁴³

10. RELATION WITH THE SUPERVISORY BOARD

10.1 The CEO is the first contact for the chair of the Supervisory Board and the other members of the Supervisory Board.

10.2 The Executive Board attends as many meetings of the Supervisory Board as possible, to the extent the Supervisory Board does not indicate that it wishes to meet without the Executive Board members present.⁴⁴

10.3 The Executive Board stimulates a culture of openness and accountability between the Executive Board and the Supervisory Board.⁴⁵

10.4 In relation to the provision of information and the exercise of duties and powers by the Supervisory Board and its members and Committees, the Executive Board and its members shall act in

³⁸ Dutch Corporate Governance Code, Principle 1.7 and best practice provision 1.7.2.

³⁹ Dutch Corporate Governance Code, best practice provision 1.7.1.

⁴⁰ Dutch Corporate Governance Code, best practice provision 1.7.5.

⁴¹ Dutch Corporate Governance Code, best practice provision 1.6.1.

⁴² Dutch Corporate Governance Code, best practice provision 1.6.3.

⁴³ Dutch Corporate Governance Code, best practice provision 1.6.5.

⁴⁴ See also clause 15.1 of the by-laws of the Supervisory Board.

⁴⁵ Dutch Corporate Governance Code, best practice provision 2.4.1.

accordance with the provisions applying to the Executive Board and its members under or pursuant to these By-Laws, the By-Laws of the Supervisory Board (particularly but not limited to clause 6 of the By-Laws of the Supervisory Board), the terms of reference of the Committees, the Articles of Association and the applicable laws and regulations.

- 10.5 The Executive Board sees to it that internal procedures are established and maintained which safeguard that all relevant information is known to the Executive Board and the Supervisory Board in a timely fashion.⁴⁶

11. RELATION WITH THE SHAREHOLDERS

- 11.1 The Executive Board is aware that shareholders, including institutional investors, recognise the importance of a strategy focused on sustainable long-term value creation for the Company and its affiliated enterprise.⁴⁷

- 11.2 The Executive Board and the Supervisory Board ensure that the General Meeting is adequately provided with information.⁴⁸

- 11.3 The Executive Board and the Supervisory Board provide the General Meeting timely with all requested information, unless this would be contrary to an overriding interest of the Company. If the Executive Board and the Supervisory Board invoke an overriding interest, it shall state the reasons.⁴⁹

- 11.4 The agenda of the General Meeting shall list which items are for discussion and which items are to be voted on.⁵⁰

- 11.5 Proposals for the following items shall be dealt with as separate agenda items:

- (a) material changes to the Articles of Association;
- (b) the appointment of Executive Board members and the Supervisory Board members;
- (c) the policy of the Company on additions to reserves and on dividends (the level and purpose of the addition to reserves, the amount of the dividend and the type of dividend);
- (d) the distribution of dividend;
- (e) resolutions to approve the management conducted by the Executive Board (discharge of Executive Board members from liability);
- (f) resolutions to approve the supervision and other duties exercised by the Supervisory Board (discharge of Supervisory Board members from liability);
- (g) each substantial change in the corporate governance structure of the Company and in the compliance with the Dutch Corporate Governance Code; and
- (h) the appointment of the External Auditor.⁵¹

- 11.6 A proposal for approval or authorisation by the General Meeting shall be explained in writing. The Executive 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.⁵²

⁴⁶ Dutch Corporate Governance Code, best practice provision 2.4.7.

⁴⁷ Dutch Corporate Governance Code, Principle 4.4.

⁴⁸ Dutch Corporate Governance Code, Principle 4.2.

⁴⁹ Section 2:107 paragraph 2 Dutch Civil Code and Dutch Corporate Governance Code, best practice provision 4.2.1.

⁵⁰ Dutch Corporate Governance Code, best practice provision 4.1.3.

⁵¹ Dutch Corporate Governance Code, best practice provision 4.1.3.

⁵² Dutch Corporate Governance Code, best practice provision 4.1.4; see also Section 5:25ka(1)(c) FSA (*Wfi*).

- 11.7 The Executive Board members shall be present at the General Meeting, unless they are unable to attend for important reasons. Under certain circumstances, an Executive Board member may attend the General Meeting through means of electronic communication.
- 11.8 The Executive Board and the Supervisory Board shall ensure compliance with all applicable laws and regulations related to the rights of the General Meeting and the rights of individual shareholders with respect thereto.
- 11.9 The Company shall provide shareholders and others who have the right to vote at the General Meeting the possibility to issue, prior to the General Meeting, voting proxies or voting instructions to an independent third party.⁵³
- 11.10 The Company shall formulate an outline policy on bilateral contacts with the shareholders and publish this policy on its website. The shareholders and the Company should be prepared to enter into a dialogue, where appropriate and at their own discretion. The Company facilitates such dialogue unless, in the opinion of the Executive Board, this is not in the interests of the Company and its affiliated enterprise. The Company can request a shareholder who enters into a dialogue with the Company outside the context of a General Meeting to disclose his full share position (long and short and through derivatives).⁵⁴
- 11.11 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 several Executive Board members or Supervisory Board members, the Executive Board shall respond 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 shall not exceed 180 days, calculated as from the date on which the Executive 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 at which the item is to be dealt with. The Executive Board shall use this response time for further deliberation and constructive consultation, in any event with the relevant shareholder(s), and to explore alternatives. The Supervisory Board shall monitor this.⁵⁵
- 11.12 Notwithstanding clause 11.11, the Executive Board may under certain circumstances invoke a statutory reflection period of up to 250 days (the **reflection period** (*bedenktijd*)) during which the General Meeting would not be able to dismiss, suspend or appoint members of the Executive 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 Executive Board. This reflection period could be invoked by the Executive Board in case: (i) shareholders, using either their shareholder proposal right or their right to request convocation of a General Meeting, propose an agenda item for the General Meeting to dismiss, suspend or appoint a member of the Executive 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 Executive Board believes that such proposal or offer materially conflicts with the interests of the Company and its business. The Supervisory Board monitors this.⁵⁶
- 11.13 The response time (as referred to in clause 11.11) may be stipulated only once for any given General Meeting and should not apply to an item in respect of which a response time or a reflection period (as referred to clause 11.12) 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.⁵⁷
- 11.14 When a takeover bid for (depository receipts 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

⁵³ Dutch Corporate Governance Code, best practice provision 4.3.2.

⁵⁴ Dutch Corporate Governance Code, best practice provision 4.2.2.

⁵⁵ Dutch Corporate Governance Code, best practice provision 4.1.6 and 4.1.7.

⁵⁶ Section 2:114b Dutch Civil Code.

⁵⁷ Dutch Corporate Governance Code, best practice provision 4.1.7 second paragraph.

exceeds the threshold 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 Executive 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.⁵⁸

11.15 If a takeover bid has been announced or made for (depository receipts for) shares in the Company and the Executive Board receives a request from a third competing bidder for information regarding the Company, the Executive Board shall discuss such request without delay with the Supervisory Board.⁵⁹

11.16 If a private bid for a business unit or a participating interest has been made public, where the value of the bid exceeds the threshold referred to in Section 2:107a(1)(c) of the Dutch Civil Code, the Executive Board shall, as soon as possible, publicly announce its position on the bid and the reasons for this position.⁶⁰

12. RELATION WITH THE AFM, ANALYSTS, THE FINANCIAL PRESS AND INSTITUTIONAL AND OTHER INVESTORS

12.1 The Executive Board is obliged to provide and to communicate the information disclosed in Annex 5 to the AFM, with regard to the statutory and legal regulations applicable to the Company.

12.2 The contacts between the Executive Board on the one hand and the press and financial analysts on the other shall be carefully handled and structured with due observance of the applicable statutory regulations and the Company shall not engage in any acts that compromise the independence of analysts in relation to the Company and vice versa.⁶¹

12.3 Meetings with and presentations to analysts, presentations to (institutional) investors and press conferences, with the exception of one on one's, shall be announced in advance on the Company's website and by means of press releases. Analysts' meetings and -presentations to investors shall not take place shortly before the publication of the regular financial information. Provisions shall be made for all shareholders to follow these meetings and presentations in real time, by means of webcasting, telephone lines or by other means.⁶²

13. WEBSITE OF THE COMPANY

The Executive Board shall post and update all information relevant to the shareholders that the Company is required to publish or deposit pursuant to the applicable provisions of company law or securities law and regulation on a separate part of the Company's website (i.e. separate from the commercial information of the Company) that is recognizable as such and provides that the information on the website is accessible for at least one year.⁶³ A list of items that must be placed on the website is attached as **Annex 6**.⁶⁴

CHAPTER III MEETINGS OF THE EXECUTIVE BOARD; DECISION-MAKING

14. MEETINGS OF THE EXECUTIVE BOARD

14.1 The Executive Board shall in principle meet once a month, or more often as deemed desirable or required for a proper functioning of the Executive Board by any one or more Executive Board

⁵⁸ Dutch Corporate Governance Code, best practice provision 2.8.1.

⁵⁹ Dutch Corporate Governance Code, best practice provision 2.8.2.

⁶⁰ Dutch Corporate Governance Code, best practice provision 2.8.3.

⁶¹ Dutch Corporate Governance Code, best practice provision 4.2.5.

⁶² Dutch Corporate Governance Code, best practice provision 4.2.3.

⁶³ See also section 5:25m paragraph 3 Wft.

⁶⁴ Dutch Corporate Governance Code, best practice provision 4.2.4.

members. Meetings of the Executive Board shall be called by the Company Secretary on behalf of the CEO. Save in urgent cases, to be determined by the CEO, the agenda and enclosures for the meeting shall be sent well in advance of the meeting to all Executive Board members. Whenever possible, an explanation in writing and/or other related documentation shall be attached for each item on the agenda.

- 14.2 Executive Board meetings are in principle to be held at the registered office of the Company and nowhere else. Meetings of the Executive Board are in principle to be attended in person but may in exceptional situations be attended by means of conference call, video conference or other means of communication, provided that all participants can communicate with each other simultaneously and provided in all cases there is a majority of the members of the Executive Board physically present at the registered office of the Company, and the call is initiated from the registered office of the Company.
- 14.3 Executive Board meetings are chaired by the CEO. If the CEO is absent, one of the other Executive Board members, designated by a majority of votes cast by the Executive Board members present and represented at the meeting, presides over the meeting provided that the conditions of clause 14.2 above are satisfied and the person chairing the meeting is physically present at the registered office of the Company.
- 14.4 An Executive Board member may be represented at meetings by another Executive Board member holding a proxy in writing. The existence of such proxy must be proved satisfactorily to the CEO or, in his absence, Executive Board members present at the meeting, provided that the conditions of clause 14.2 above are satisfied.
- 14.5 The Company Secretary or any other person designated for such purpose by the chair of the meeting shall draw up minutes of the meeting. The minutes shall provide insight into the decision-making process at the meeting. The minutes shall be adopted by the Executive Board at the same meeting or the next meeting. The Company Secretary must as much as possible be present in the meeting at the registered office of the Company.

15. DECISION-MAKING WITHIN THE EXECUTIVE BOARD

- 15.1 The Executive Board members shall endeavour to achieve that resolutions are as much as possible adopted unanimously and in an Executive Board meeting provided that no resolution can be adopted if a majority of the members of the Executive Board is not physically present at the (registered) office of the Company.
- 15.2 Each Executive Board member has the right to cast one vote.
- 15.3 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 Executive Board are adopted by an absolute majority of the votes cast. In the event of a tie, the CEO shall have the deciding vote, provided that the Executive Board consists of at least three members. At a meeting, the Executive Board may only pass resolutions if the majority of the Executive Board members then in office are present or represented at the (registered) office of the Company.
- 15.4 The Executive Board shall not pass resolutions relating to the area of expertise of a particular Executive Board member in the absence of that Executive Board member.
- 15.5 Executive Board resolutions may in exceptional cases also be adopted in writing, provided the proposal concerned is submitted to all Executive 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 Executive Board members. A statement from an Executive 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.

- 15.6 The Executive Board may deviate from the provisions of clauses 15.3 (last sentence), 15.4 and 15.5 if this is deemed necessary by the CEO, considering the urgent nature and other circumstances of the case, provided that all Executive Board members are allowed the opportunity to participate in the decision-making process that in principle takes place at the (registered) office of the Company. The CEO and the Company Secretary shall then prepare a report on any resolution so adopted provided both the CEO and the Company Secretary are present at the (registered) office of the Company at the moment such resolution is adopted, which shall be added to the documents for the next meeting of the Executive Board.
- 15.7 A resolution adopted by the Executive Board may be evidenced outside the Company through a statement from the CEO.
- 15.8 Resolutions of the Executive Board shall require the approval of the chair of the Supervisory Board if the CEO voted against such resolution or the CEO was unable to cast a vote in the voting of the Executive Board and the resolution was not held over to the next meeting.
- 15.9 The Supervisory Board is entitled to require resolutions of the Executive Board to be subject to its approval. Such resolutions must be clearly specified and notified to the Executive Board in writing. Reference is made to Annex 7.

CHAPTER IV OTHER PROVISIONS

16. CONFLICTS OF INTERESTS OF EXECUTIVE BOARD MEMBERS

- 16.1 An Executive Board member is alert to conflicts of interest 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.⁶⁵
- 16.2 A conflict of interest may exist if the Company intends to enter into a transaction with a legal entity:
- (a) in which an Executive Board member personally has a material financial interest;
 - (b) which has a management board member or a supervisory board member who has a relationship under family law⁶⁶ with an Executive Board member;⁶⁷
 - (c) (i) with an Executive Board member, or (ii) with a legal entity (or legal entities jointly) which holds at least 10% of the Shares in the issued share capital of the Company where an

⁶⁵ Dutch Corporate Governance Code, best practice provision 2.7.1.

⁶⁶ A relation under family law exists between a child, his parents and their blood relatives (Section 1:197 Dutch Civil Code).

⁶⁷ Dutch Corporate Governance Code, best practice provision 2.7.3, first paragraph.

Executive Board member is involved, that qualifies or may qualify as a Related Party Transaction.⁶⁸

- 16.3 An Executive Board member shall without delay report any conflict of interest or potential conflict of interest in a transaction that is of material significance to the Company and/or to the member concerned, to the chair of the Supervisory Board and to the other Executive Board members 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 upon the second degree. The Supervisory Board shall decide, without the Executive Board member concerned being present, whether there is a conflict of interest,⁶⁹ or whether the transaction qualifies as a Related Party Transaction. Furthermore, annually every Executive Board member shall sign a related party statement, stating the transactions that took place and the value thereof, his capacity (or the details and capacity of the parties related to him) and the stake involved.
- 16.4 An Executive Board member shall not take part in any discussion and decision-making that involves a subject or transaction in relation to which he has a conflict of interest with the Company. If, as a result, no Executive Board resolution can be adopted, the resolution will be adopted by the Supervisory Board.⁷⁰
- 16.5 An Executive Board member who in connection with a (potential) conflict of interests does not exercise the duties and powers that he would otherwise have as an Executive Board member, will insofar be regarded as an Executive Board member who is unable to perform his duties (*belet*).
- 16.6 All transactions in which there are conflicts of interest with Executive Board members shall be agreed on terms that are customary in the market. Decisions to enter into transactions in which there are conflicts of interest with Executive Board members that are of material significance to the Company and/or the relevant Executive Board members require the approval of the Supervisory Board.⁷¹ However, if it concerns a Related Party Transaction, the RPT Policy is applicable.

17. INTERNAL INVESTIGATION

An Executive Board member is at all times obliged to cooperate fully with an investigation set up by the Company into signs of material misconduct and irregularities in the Company and the affiliated enterprise.⁷²

18. REMUNERATION OF EXECUTIVE BOARD MEMBERS

- 18.1 The remuneration policy applicable to Executive Board members shall be clear and easy to understand, will focus on sustainable long-term value creation, and take into account the internal pay ratios within the enterprise. The remuneration policy will be put to a vote by the General Meeting at least every four years.⁷³
- 18.2 The remuneration and contractual terms of employment of Executive Board members are determined by the Supervisory Board in accordance with article 9 of the Articles of Association and clause 12 of the By-Laws of the Supervisory Board, within the scope of the remuneration policy adopted by the General Meeting.⁷⁴

⁶⁸ Sections 2:167 and 2:169(4) DCC.

⁶⁹ Dutch Corporate Governance Code, best practice provision 2.7.3, second paragraph and third paragraph on the end.

⁷⁰ Section 2:129 paragraph 6 Dutch Civil Code.

⁷¹ Dutch Corporate Governance Code, best practice provision 2.7.4.

⁷² Dutch Corporate Governance Code, best practice provision 2.6.5. and clause 9.1(c) of the by-laws of the Supervisory Board.

⁷³ Section 2:135a(2) Dutch Civil Code. Dutch Corporate Governance Code, Principle 3.1.

⁷⁴ Dutch Corporate Governance Code, Principle 3.2.

- 18.3 When drafting the proposal for the remuneration of Executive Board members, the Remuneration Committee shall take note of individual Executive Board members' views with regard to the amount and structure of their own remuneration.⁷⁵
- 18.4 The Company and its Subsidiaries shall not grant personal loans, guarantees or the like to Executive Board members except within the framework of its usual business operations, on conditions which apply to all employees and with the approval of the Supervisory Board. Loans are not remitted.⁷⁶
- 18.5 Apart from their remuneration, Executive Board members shall be reimbursed for all reasonable costs incurred with the consent of the CEO, or, with respect to the CEO, incurred with the consent of the CFO.
- 18.6 The External Auditor will audit once a year the personal expenses of the Executive Board members. The report will be discussed between the CEO and the vice-chair of the Executive Board and submitted to the chair of the Supervisory Board. Executive Board members are responsible for expenses of the employees reporting to them and see to it personally that they comply with the rules.

19. OUTSIDE POSITIONS

- 19.1 An Executive Board member shall report any other position he may hold to the Supervisory Board in advance, and at least annually these outside positions will be discussed in a Supervisory Board meeting. The acceptance of membership of a supervisory board by an Executive Board member requires the approval of the Supervisory Board.⁷⁷
- 19.2 An Executive Board member may not hold more than two supervisory memberships of Dutch large companies or large foundations as referred to in Section 2:132a of the Dutch Civil Code. An Executive Board member may not concurrently serve as chair of the supervisory board or one tier board of such a large company or a large foundation.⁷⁸
- 19.3 Executive Board members shall not without prior permission of the CEO (following consultation with the chair of the Supervisory Board) or, in the case of the CEO, prior permission of the chair of the Supervisory Board, accept:
- (a) any other remunerated employment position, including in an advisory or supervisory capacity; or
 - (b) any non-remunerated employment position.

20. HOLDING AND TRADING SECURITIES

- 20.1 Any shareholding by Executive Board members is for the purpose of long-term investment.⁷⁹ If shares are awarded to an Executive Board member, the shares shall be held for at least five years after they are awarded.⁸⁰ However, the Company allows an earlier share sale after at least a two year holding period to the extent necessary to settle any related tax liabilities.
- 20.2 Executive Board members are bound to the Company's insider dealing rules which include the regulations concerning the purchase and sale of the Company's securities and other dealings in securities. These rules are posted on the Company's website.

⁷⁵ Dutch Corporate Governance Code, best practice provision 3.2.2.

⁷⁶ Dutch Corporate Governance Code, best practice provision 2.7.6.

⁷⁷ Dutch Corporate Governance Code, best practice provision 2.4.2.

⁷⁸ Section 2:132a Dutch Civil Code contains more detailed provisions in this regard.

⁷⁹ Dutch Corporate Governance Code 2008, Principle II.2; currently to deduce out of Principles 1.1 and 3.1.

⁸⁰ Dutch Corporate Governance Code, best practice provision 3.1.2(vi).

21. TRAINING AND EDUCATION

The Executive Board conducts an annual review to identify any aspects with regard to which the Executive Board members require education.⁸¹

22. CONFIDENTIALITY

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

23. MISCELLANEOUS

- 23.1 **Acceptance by Executive Board members.** Anyone who is appointed as an Executive 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 in the event of absence or inability to act of one or more Executive Board members, has been appointed by the Supervisory Board to perform managerial duties.
- 23.2 **Occasional non-compliance.** The Executive Board may, as a matter of rare exception, occasionally decide not to comply with these By-Laws, with due observance of applicable laws and regulations and with the prior approval of the Supervisory Board.
- 23.3 **Amendment.** These By-Laws may be amended by the Executive Board at any time and without any notification being made, subject only to prior Supervisory Board approval.
- 23.4 **Interpretation.** In the event of lack of clarity or difference of opinion on the interpretation of any provision of these By-Laws, the opinion of the chair of the Supervisory Board shall be decisive.
- 23.5 **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 By-Laws).
- 23.6 **Complementarity to Dutch law and Articles of Association.** These By-Laws are complementary to the provisions governing the Executive 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 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 regulations, the latter shall prevail.
- 23.7 **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 Executive Board, subject to prior approval of the Supervisory Board, may replace the invalid provisions by provisions that 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.

⁸¹ Dutch Corporate Governance Code, best practice provision 2.4.6.

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Annex 1

LIST OF DEFINITIONS

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

Annual Accounts means the annual accounts of the Company as referred to in Section 2:101 of the Dutch Civil Code.

AFM means the Authority for the Financial Markets (*Autoriteit Financiële Markten*).

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

Audit Committee means the audit committee of the Supervisory Board.

By-Laws means the By-Laws of the Executive 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 chair of the Executive Board of the Company.

CFO means the chief financial officer of the Company.

Committee means each committee of the Supervisory Board.

Company means Randstad 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 4.

D&I means diversity and inclusion.

Executive Board means the executive (management) board 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.

General Meeting means the general meeting (of shareholders) of the Company.

Nomination Committee means the nomination committee of the Supervisory Board.

group company has the meaning attributed to it in Section 2:24b of the Dutch Civil Code.

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

Related Party Transaction has the meaning as referred to in the RPT Policy.

Remuneration Committee means the remuneration committee of the Supervisory Board.

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

Report of the Executive Board means the Report of the Executive Board of the Company drawn up by the Executive Board, as referred to in Section 2:101 of the Dutch Civil Code.

RPT Policy means the related party transaction policy of the Company as included in Annex 11 of the Supervisory Board By-Laws.

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 of the By-Laws of the Supervisory Board.

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 includes all genders; 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 articles 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

ROTATION PLAN EXECUTIVE BOARD

Name	Position	First appointed	End of current term (after AGM)
Sander van 't Noordende	CEO	2022	2026
Jorge Vazquez	CFO	2023	2027
Chris Heutink	COO	2014	2023
Myriam Beatove Moreale	CHR	2022	2026

Annex 3

DIVISION OF TASKS OF THE EXECUTIVE BOARD MEMBERS

Name	Position	Task
Sander van 't Noordende	CEO	Chair of the Executive Board, responsible for Global marketing and IT.
Jorge Vazquez	CFO	Responsible for Global finance & accounting, business control, M & A, tax, treasury, business risk & audit, legal, procurement and investor relations.
Jesus Echevarria	COO	Responsible for driving the performance of the business across all regions.
Myriam Beatove Moreale	CHR	Responsible for Global HR, corporate affairs, corporate communications, shared service centers.

Annex 4

INFORMATION TO BE INCLUDED IN THE REPORT OF THE EXECUTIVE BOARD

In addition to the information which must be included pursuant to the provisions of Book 2 Dutch Civil Code, see also Sections 2:391 and 2:392 DCC, the following information must be included in the Report of the Executive Board:

- 1.1.4 CG Code A detailed explanation of the view of the Executive Board on sustainable long-term value creation and the strategy to realise this and a description of (a) the contributions made to sustainable long-term value creation in the past financial year, (b) the formulated objectives, (c) what effects the company's products, services and activities have had on people and the environment, (d) how the interests of stakeholders have been considered, (e) what action has been taken in that context and (f) the extent to which the set objectives have been attained.⁸²
- 1.4.2 CG Code Accountability about (a) the execution of the risk assessment, with a description of the principal risks facing the Company in relationship to the risk appetite; (b) the design and operation of the internal risk management and control systems in the areas of operational, compliance, and reporting risks over the past financial year and the frameworks used in this context; (c) its assessment of the effectiveness of the internal risk management and control systems with respect to operational, compliance, and reporting risks over the past financial year; (d) any major failings in the internal risk management and control systems which have been observed in the financial year, any significant changes made to these systems and any major improvements planned, along with a confirmation that these issues have been discussed with the Audit Committee and the Supervisory Board; and (e) the sensitivity of the results of the Company to material changes in external factors.⁸³
- 1.4.3 CG Code A statement with a clear substantiation (a) that the Report of the Management Board provides sufficient insights into any failings in the effectiveness of the internal risk management and control systems with regard to the risks as referred to in Clause 6.4; (b) that these systems provide reasonable assurance that the financial reporting does not contain any material inaccuracies; (c) that these systems provide at least a limited assurance that the sustainability reporting does not contain material inaccuracies; (d) the level of assurance these systems provide that operational and compliance risks are effectively managed; (e) that based on the current state of affairs, it is justified that the financial reporting is prepared on a going concern basis; and (f) that the Report of the Management Board states the material risks, as referred to in Clause 6.4, and the uncertainties, to the extent that they are relevant to the expectation of the Company's continuity for the period of twelve months after the preparation of the report.
- 2.1.3 CG Code Accountability about (a) the choice to work with an executive committee; (b) the role, duty and composition of the executive committee; and (c) how the contacts between the Supervisory Board and the executive committee have been given shape.
- 2.1.6 CG Code The corporate governance statement should explain the D&I policy and the way in which it is implemented in practice. This includes the following information:
- (A) the goals of the D&I policy;
 - (B) the plan to achieve the goals of the D&I policy;

⁸² Cf. By-laws Executive Board, clause 6.1.

⁸³ Cf. By-laws Management Board, Clause 7.4 and 7.5.

- (C) the results of the D&I policy in the past financial year and – where relevant and applicable – insight into the inflow, progression and retention of employees; and
- (D) the gender composition of the Executive Board, the Supervisory Board, the Executive Committee (if any) and senior management at the end of the past financial year.

If one or more goals for the composition of the Executive Board, the Supervisory Board, the Executive Committee (if any) and/or senior management are not achieved, an explanation of the reasons should be included in the corporate governance statement, along with an explanation as to which measures are being taken to attain the goals, and by when this is likely to be achieved.

2.5.4 CG Code Explanatory notes on (a) the culture within the enterprise, and whether it is desirable to implement any changes in this; (b) how the culture, the underlying values and conduct promoted within the enterprise contribute to sustainable long-term value creation and, if it is considered desirable to amend these, which initiatives are taken to further increase this contribution; and (c) the effectiveness of, and compliance with, the code of conduct.⁸⁴

2.7.4 CG Code Publication of all transactions in which there are conflicts of interest with Executive Board members or Supervisory Board members that are of material significance to the Company and/or to the relevant Executive Board members or Supervisory Board members, with a statement of the conflict of interest and a declaration that best practice provisions 2.7.3. and 2.7.4. have been complied with.⁸⁵

2.7.5 CG Code Publication of all transactions between the Company and legal or natural persons who holds at least ten percent of the shares in the Company, which are of material significance for the Company and/or the legal or natural person, with a declaration that best practice provision 2.7.5. has been complied with.⁸⁶

4.2.6 CG Code A survey of all existing or potential anti-takeover measures and an indication of the circumstances in which and by whom these measures can be used.

CG Code⁸⁷ In a separate chapter: the broad outline of the corporate governance structure of the Company, partly on the basis of the principles stated in the Dutch Corporate Governance Code and explicitly stating the extent to which it complies with the principles and best practice provisions stipulated in the Dutch Corporate Governance Code and, where it does not comply, why and to what extent it departs from them. If one or more goals for the composition of the Executive Board, the Supervisory Board, the Executive Committee (if any) and/or senior management are not achieved, an explanation of the reasons should be included in the corporate governance statement, along with an explanation as to which measures are being taken to attain the goals, and by when this is likely to be achieved.⁸⁸

Management Report Decree A corporate governance statement regarding: (a) compliance with the principles and best practice provisions of the Dutch Corporate Governance Code, (b) the most important characteristics of the management- and control system of the Company in respect of the process of financial reporting of the Company and the group of which the financials are consolidated, (c) the functioning of the General Meeting, its major powers and the shareholders' rights and the way they can be exercised, (d) the

⁸⁴ Cf. By-laws Executive Board, clause 5.4.

⁸⁵ Cf. By-laws Executive Board, clause 16.

⁸⁶ Cf. By-laws Executive Board, clause 5.8.

⁸⁷ See part of the Code 'Compliance with the Code' [and Section 2 Management Report Decree] (*Besluit inhoud bestuursverslag*).

⁸⁸ Dutch Corporate Governance Code, best practice provision 2.1.6.

composition and functioning of the Executive Board and Supervisory Board and its committees, (e) the diversity policy with respect to the composition of the Executive Board and the Supervisory Board (by which the Company describes the manner in which the diversity policy has been executed and the results thereof in the last financial year), (f) the information referred to in Section 10(1)(c)(d)(f)(h) and (i) EU-Directive 2004/25 regarding public takeovers, (g) the number of men and women who, at the end of the financial year, form part of the Executive Board and Supervisory Board, as well as the categories of employees in managerial positions to be determined by the Company, (h) the goals in the form of a target figure as referred to in Section 2:166(2) of the Dutch Civil Code, (i) the plan, referred to in Section 2:166(3) of the Dutch Civil Code, to achieve these goals, and (j) the reasons if one or more goals have not been achieved.⁸⁹

**Non-financial
Information
Disclosure
Decree**

Notices regarding: (a) a brief description of the Company's business model, (b) a description of the policies pursued by the Company in relation to those matters, including due diligence processes implemented and the outcome of those policies regarding: (i) environmental, social and employee matters, (ii) respect for human rights and (iii) anti-corruption and anti-bribery matters, (c) the principal risks related to those matters referred to under (b) and linked to the Company's operations, (d) the non-financial key performance indicators relevant to the particular business of the Company. Where the Company does not pursue policies in relation to those matters referred to under (b), the non-financial notice shall provide a clear and reasoned explanation for not doing so.⁹⁰

A reference to the Executive Board resolutions pursuant to clauses 22.2 and 22.3 of these By-Laws, to the extent of material significance.

⁸⁹ See Section 2a(2) Management Report Decree. The corporate governance statement may form a part of the Report of the Executive Board or an annex thereof, or a digitally accessible separate document to which the Report of the Executive Board refers (Section 2(1) Management Report Decree).

⁹⁰ Section 3 Non-financial Information Decree, *Stb.* 2017, 100.

Annex 5

INFORMATION THAT MUST BE PROVIDED TO THE AFM⁹¹

2:393 paragraph 1 DCC	Announcement of the proposed appointment of the accountant/ accounting organization for the audit on the Annual Accounts
2:393 paragraph 2 DCC	Announcement of the withdrawal of the instructions to audit the Annual Accounts by the Company or an early termination by the accounting organization
5:25o paragraph 1 FSA	Adopted Annual Accounts and the Report of the Executive Board (within 5 days after the adoption)
5:25o paragraph 2 FSA	Announcement when the Annual Accounts have not been adopted within 6 months after the ending of the financial year
5:25m paragraph 5 FSA	Regulated information that will be generally available
5:48 paragraph 8 FSA	Resignation of an Executive Board member or a Supervisory Board member ⁹²

⁹¹ This concerns information that must be given on a regular base by the Company to the AFM; this does not affect the FSA obligations regarding information to be provided in specific circumstances (such as price-sensitive information).

⁹² Based upon the Dutch Corporate Governance Code, best practice provision 2.2.3, the Company should issue a press release when an Executive Board or Supervisory Board member retires early, in which statement the reasons for departure are stated.

Annex 6

ITEMS TO BE PLACED ON THE COMPANY'S WEBSITE

1.1.5 CG Code	An outline policy on stakeholder dialogue.
2.1.1 CG Code	Profile of the Supervisory Board. ⁹³
2.1.5 CG Code	D&I policy.
2.2.4 CG Code	Retirement schedule of the Supervisory Board. ⁹⁴
2.3.1 CG Code	By-Laws of the Supervisory Board. ⁹⁵
2.3.3 CG Code	Terms of reference and composition of the Committees. ⁹⁶
2.5.2 CG Code	A code of conduct. ⁹⁷
2.6.1 CG Code	Whistle-blower policy. ⁹⁸
Principle 3.4 CG Code / 2:135b paragraph 6 DCC	Remuneration Report of the Supervisory Board. ⁹⁹
3.4.2 CG Code	Main elements of the agreement of an Executive Board member, after the agreement has been concluded and in any event no later than the date of the notice calling the General Meeting at which the appointment of that Executive Board member will be proposed.
4.1.4 CG Code	A proposal for approval or authorisation by the General Meeting shall be explained in writing. The Executive 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. ¹⁰⁰
4.2.2 CG Code	An outline policy on bilateral contacts with shareholders. ¹⁰¹
4.2.3 CG Code	Announcements prior to meetings with and presentations to analysts, and presentations to (institutional) investors and press conferences. ¹⁰²
4.2.4 CG Code	The Company shall post and update information relevant to the shareholders and which it is required to publish or submit pursuant to the provisions of company law and securities law and regulation applicable to it, on a separate section of the Company's website. ¹⁰³
	4.1.4 CG Code Shareholder circulars drawn up by the Company. ¹⁰⁴

⁹³ By-laws Supervisory Board, clause 1.1.

⁹⁴ By-laws Supervisory Board, clause 2.6.

⁹⁵ By-laws Supervisory Board, clause 0.3.

⁹⁶ By-laws Supervisory Board, clause 5.4.

⁹⁷ By-laws Executive Board, clause 5.4(c).

⁹⁸ By-laws Executive Board, clause 5.7.

⁹⁹ By-laws Supervisory Board, clause 12.3

¹⁰⁰ By-laws Executive Board, clause 11.6.

¹⁰¹ By-laws Executive Board, clause 11.10.

¹⁰² By-laws Executive Board, clause 12.3.

¹⁰³ By-laws Executive Board, clause 13.

¹⁰⁴ By-laws Executive Board, clause 11.6.

By-Laws of the Executive Board.¹⁰⁵

Rotation plan of the Executive Board.¹⁰⁶

Resolutions of the General Meeting and (draft) reports of General Meetings of Shareholders.¹⁰⁷

The Insider Dealing Rules of the Company.¹⁰⁸

2:135a paragraph 7 DCC

Remuneration Policy.

2:167-170 DCC

Related Party Transaction Policy of the Company.

¹⁰⁵ By-laws Executive Board, clause 0.3.

¹⁰⁶ By-laws Executive Board, clause 1.6.

¹⁰⁷ By-laws Supervisory Board, clause 13.12.

¹⁰⁸ By-laws Supervisory Board, clause 23.2.

ANNEX 7

LIST OF APPROVAL SUPERVISORY BOARD

The approval of the Supervisory Board is required for:

1. the allocation of duties of the Executive Board to individual members of the Executive Board;¹⁰⁹
2. the establishment of an Executive Committee;
3. all transactions between the Company and natural or legal persons who hold at least 10% of the shares in the Company that are of material significance to the Company and/or such persons;¹¹⁰
4. the appointment of the Managing Director Global Business Risk & Audit;¹¹¹
5. all transactions in which there are conflicts of interest with Executive Board members that are of material significance to the Company and/or the relevant Executive Board members;¹¹²
6. 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;¹¹³
7. all other Qualified Related Party Transactions (as defined in the RPT Policy);¹¹⁴
8. the appointment and removal of the Company Secretary;¹¹⁵
9. issue and acquisition of shares and debt instruments at the expense of the Company or of debt instruments at the expense of a limited partnership or general partnership in respect of which the Company is a partner with full liability;
10. co-operation in the issue of registered depositary receipts for shares;
11. petition for quotation or withdrawal of a quotation in any stock exchange list of debentures referred to under 9 and depositary receipts referred to under 10;
12. entering into or termination of a structural business co-operation 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 co-operation or termination is of fundamental importance for the Company;
13. participation by the Company or a Subsidiary in the capital of another company if the value of such participation is at least EUR 25 million, as well as significantly increasing or reducing such participation to the extent not already provided for and approved in the budget;
14. investments requiring an amount equal to at least EUR 25 million to the extent not already provided for and explicitly approved in the budget;
15. proposal to amend the Articles of Association;
16. proposal to dissolve the Company;
17. petition for bankruptcy or a request for suspension of payments (*surséance van betaling*);

¹⁰⁹ Cf By-Laws Executive Board, clause 1.9.

¹¹⁰ Cf By-Laws Executive Board, clause 5.8.

¹¹¹ Cf By-Laws Executive Board, clause 7.2.

¹¹² Cf By-Laws Executive Board, clause 16.6.

¹¹³ Cf By-Laws Supervisory Board, clause 18.6.

¹¹⁴ Section 2:169(3) Dutch Civil Code, Executive Board By-Laws Clause 5.7 and Annex 11 to the Supervisory Board By-Laws

¹¹⁵ Cf By-Laws Executive Board, clause 4.1.

18. termination of the employment of a considerable number of the employees of the Company;
19. radical change in the employment conditions of a considerable number of the employees of the Company;
20. proposal to reduce the Company's issued capital;
21. a merger or demerger (*splitsing*) within the meaning of Part 7 of Book 2 of the Netherlands Civil Code of the Company;
22. approval of the budget and the strategic plan (Long Term Planning);
23. reservation of profits of the Company;
24. lend money to a non-affiliated entity for an amount in excess of EUR 25 million, to the extent not already provided for and approved in the budget;
25. borrow money in excess of the amount of committed funding previously approved by the Supervisory Board;
26. radical change in the organization of the Company;
27. close-down of all or a material part of the business of the Company;
28. location of the head-office, or a change thereof;
29. encumbering any assets of the Company or of a Subsidiary for debts of third parties (i.e. non-affiliated entities), either through guarantees or otherwise;
30. all other acts that require the approval by legislation, the Articles of Association, the By-Laws of the Executive Board, the By-Laws of the Supervisory Board, the Dutch Corporate Governance Code or any other applicable laws or regulations; and
31. insofar not already subject to 1 up to and including 30 above, any other resolutions which the Supervisory Board deems necessary, at the sole discretion of the Supervisory Board.