

DIVERSITY POLICY HOLLAND COLOURS N.V.

in respect of the Management Board and the Supervisory Board

1. INTRODUCTION

1.1. General

1.1.1. The supervisory board of Holland Colours N.V. (the "**Supervisory Board**") recognizes the importance of diversity within the Supervisory Board, the Management Board and the Executive Management Team of Holland Colours N.V. and believes that the business of Holland Colours N.V. (the "**Company**") benefits from a wide range of skills and a variety of different backgrounds. A diverse composition of the Supervisory Board, the Management Board and Executive Management Team contributes to a well-balanced decision-making process and proper functioning. The Supervisory Board is also aware that the pool of candidates in terms of knowledge, skill set and industry experience is limited for the Supervisory and Management Board and the Executive Management Team.

1.1.2. The Supervisory Board furthermore recognizes that diversity should not be limited to the Supervisory and Management Board and the Executive Management Team, but should extend to all areas of the Company's business.

1.2. Content

1.2.1. In line with best practice provision on diversity in the Dutch Corporate Governance Code, the Supervisory Board has adopted this diversity policy for the composition of the Supervisory and Management Board and the Executive Management Team (the "**Diversity Policy**").

1.2.2. The Diversity Policy addresses:

- (i) the diversity aspects relevant to the Company;
- (ii) the specific objectives set in relation to diversity; and
- (iii) the implementation of the Diversity Policy.

2. DIVERSITY ASPECTS AND DIVERSITY OBJECTIVES

2.1. Diversity aspects

2.1.1. The following diversity aspects have been identified as relevant for the Company and its business, considering the market in which the Company operates and the diversity of its customer base:

- (i) education/experience;
- (ii) nationality/cultural background;
- (iii) gender;
- (iv) age.

2.1.2. The diversity aspects referred to in Clause 2.1.1 shall be considered when composing the Supervisory Board and the Management Board and selecting persons for the appointment as member of the Supervisory Board and the Management Board.

2.2. Diversity objectives

The following specific diversity objectives have been identified to improve the diversity within the Supervisory and Management Board and the Executive Management Team:

- (i) a sound balance of nationality and cultural background within the Supervisory and Management Board and the Executive Management Team;
- (ii) maintain and/or increasing the gender diversity within the Supervisory and Management Board and the Executive Management Team, such that at least 30% of the members will be women and at least 30% of the members will be men;

3. IMPLEMENTATION AND REPORTING

3.1. Meeting the diversity objectives

In order to meet the diversity objectives, the diversity aspects referred to in Clause 2.1.1 shall be considered and be taken into account for recruitment, talent development, appointment to roles, attraction and retention of employees, mentoring and coaching programs, succession planning, training and development.

3.2. Review and updates

The Supervisory Board shall review the Diversity Policy and the implementation of this policy regularly. The Supervisory Board shall update or amend the Diversity Policy if and when necessary.
