

DIVERSITY POLICY

1. Introduction

- 1.1. This diversity policy (the "**Diversity Policy**") of Ariston Holding N.V. (the "**Company**") has been drawn up and adopted by the board of the Company (the "**Board**") pursuant to best practice provision 2.1.5 of the Dutch Corporate Governance Code on 28 October 2021.
- 1.2. This Diversity Policy addresses the concrete targets relating to diversity within the Company.

2. Current composition of the Board

- 2.1. The current Board is considered well balanced in terms of professional expertise, nationality, age and educational background. The Board consists of people with a good mix of sector knowledge, financial and legal expertise and management capabilities.
- 2.2. At the date of adoption of this Diversity Policy, the Board comprises of 9 men and 3 women. The Company's objectives are to improve the gender diversity in the Board and for senior management when a vacancy arises.¹

3. Objectives for composition of the Board

- 3.1. The Company's goal is to create an environment of inclusion and acceptance within the Company in which each person is treated equally without discrimination.
- 3.2. The Company recognises that differences in skills, experience, education, background, nationality, gender and other characteristics of people are important and enable both the Board and the Company as a whole to look at issues and to solve problems in different ways, to respond differently to challenges, and to take more robust decisions. All these different skills and backgrounds reflect the diverse nature of the environment in which the Company and its stakeholders operate and improve the effectiveness through diversity of approach and thought. Diversity furthermore drives innovation and accelerates growth. It enables the Company to attract and maintain the best talent.

4. Selection procedure, monitoring and reporting

- 4.1. The Board is committed to ensuring diversity in skills, experience, education, background, nationality, gender and other characteristics of directors, when selecting new candidates for the Board. At the same time, the Board will seek to retain the right balance of requisite expertise, experience, diversity and affinity with the nature and culture of the business of the Company.

¹ Adopted legislative proposal for Article 2:166 paragraph 2 Dutch Civil Code.

- 4.2. The Board supports and will monitor the Company's objective of ensuring that more of the senior management roles are (or continue to be) held by female executives.
- 4.3. Where searches for appointments to the Board or to senior management are conducted by the Company or by search firms, they will identify and present candidates who are considered to meet the essential criteria for the relevant vacancy, including qualified females and people with different characteristics, education and work background. The Board will consider suitably qualified candidates for positions from as wide a pool as appropriate, including candidates with little or no previous listed company board experience but whose skills and experience will add value to the Board.
- 4.4. Any nominations for appointment to the Board will include reporting on compliance with this Diversity Policy or will explain any departures from this Diversity Policy.
- 4.5. Periodically, the Board will assess the size and composition of the Board and is responsible for maintaining sufficient diversity on the Board.
- 4.6. The Board will determine measurable objectives for achieving more diversity on the Board.²
- 4.7. The Board will report annually, in the corporate governance statement of the annual accounts of the Company as referred to in article 2:101 of the Dutch Civil Code, on the process used in relation to appointments to the Board, if any appointment has been made. The report will include a summary of this Diversity Policy, the measurable objectives set by this Diversity Policy, how this Diversity Policy has been implemented, progress made towards implementing those objectives during the financial year and what measures have been and will be taken in the event that the objectives are not achieved.³
- 4.8. Annually, within ten months of the end of the financial year, the Company reports to the Dutch Social and Economic Council (*Sociaal Economische Raad*) on the number of men and women who are members of the Board and who are part of Company's senior management as well as on the goal of the Company for diversity in the form of concrete targets, the plan to achieve this goal and if one or more goals have not been achieved, the reasons for this.⁴
- 4.9. The Board will review the Diversity Policy, including its effectiveness, periodically and recommend any revisions to the Board for approval.

5. Miscellaneous

- 5.1. The Board may occasionally decide not to comply with this Diversity Policy, with due observance of applicable laws and regulations.
- 5.2. The Board is authorised to adopt, revoke and amend this Diversity Policy.

² Adopted legislative proposal for Article 2:166 paragraph 3 Dutch Civil Code.

³ Best practice provision 2.1.6 5 Dutch Corporate Governance Code.

⁴ Adopted legislative proposal for Article 2:166 paragraph 4 Dutch Civil Code.