

**ARTICLES OF ASSOCIATION**  
**BALLAST NEDAM N.V.**  
(unofficial translation)

The articles of association of Ballast Nedam N.V., as these read following amend by deed executed on November 8, 2021 before Paul Hubertus Nicolaas Quist, civil law notary in Amsterdam.

**Definitions**

**Article 1.**

In these Articles of Association the expression:

- a. Dependent Company shall mean: a legal entity to which the Company or one or more Dependent Companies procures or procure - singly or jointly - on its or their own account at least half the issued capital, or a company of which an enterprise has been entered in the Commercial Register and for which the Company or a Dependent Company is fully liable towards third parties as a partner for all and any debts;
- b. General Meeting shall mean: both the body formed by shareholders with voting rights and other persons with voting rights and the meeting of shareholders and other persons with meeting rights;
- c. Members A shall mean: the members A of the Board of Management;
- d. Members B shall mean: the members B of the Board of Management;
- e. Subsidiary shall mean:
  1. a legal entity, in which the Company or one or more of its Subsidiaries, pursuant to an agreement with other persons entitled to vote or otherwise, can jointly or by itself exercise more than half the voting rights at the General Meeting;
  2. a legal entity, of which the Company or one or more of its Subsidiaries is or are Member(s) or shareholder(s) and, pursuant to an agreement with other persons entitled to vote or otherwise, can jointly or by itself appoint to or remove from office more than half the members of the Board of Management or of the Supervisory Board, even if all the persons entitled to vote cast their votes;
  3. a company acting under its own name in which the Company or one or more of its Subsidiaries is or are fully liable for the debts as partner(s) towards creditors;
- f. Group Company shall mean: a legal entity or a company which is associated with the Company in a group;
- g. the Board of Management shall mean: the management of the Company;
- h. the Supervisory Board shall mean: the Supervisory Board of the Company;
- i. distributable reserves shall mean: that part of the Company's shareholders' equity which is in excess of the paid-up and called-up part of the capital, increased by the reserves which are required to be kept by law and by virtue of these Articles of Association.

**Name and seat**

**Article 2.**

1. The name of the Company is: Ballast Nedam N.V.
2. The company has its registered seat in Nieuwegein.
3. The Company may have branch offices and branch establishments elsewhere, both at home and abroad.

**Applicable provisions**

**Article 3.**

Article 2:158 to 2:161 and articles 2:163 and 2:164 inclusive Dutch Civil Code shall apply to the Company.

**Objects**

**Article 4.**

1. The object of the company shall be:
  - a. to acquire, control, and alienate assets;
  - b. to participate or to have in any other way an interest in and to conduct the management of

- companies and enterprises, in particular those which operate in fields as stated under c.;
- c. to contract for and execute civil engineering, building and related works, to design such works, to guide the execution, to maintain and see to the operation thereof, as well as to carry out related trading and industrial activities, all this in the widest sense of the word;
  - d. to render all sorts of financial services on behalf of the Company and/or its Group Companies, as well as to bind itself (severally and jointly) with respect to debts of Group Companies;
  - e. to provide guarantees and security for debts of legal entities or of other companies with which the company is affiliated or for the debts of third parties;
  - f. to make investments, including – but not limited to – investments in shares, enterprises, securities, (financial and non-financial) derivatives and other treasury transactions; and
  - g. to carry out any activities necessary for or conducive to the foregoing, or are connected therewith in the widest sense of the word.
2. The Company shall aim at continuity of its enterprise for the benefit of all concerned.

### **Capital and shares**

#### **Article 5.**

1. The company's authorized capital amounts to eight million euros (EUR 8,000,000) and is divided into eight hundred million (800,000,000) shares with a nominal value of one euro cent (EUR 0.01).
2. The shares shall be registered and numbered consecutively.  
Share certificates will not be issued.
3. The company cannot cooperate with the issue of depositary receipts in bearer form for shares in the capital of the Company.

### **Register of shareholders**

#### **Article 6.**

1. The Board of Management shall keep a register, in which shall be recorded the names and addresses of all the holders of shares, stating the date on which they acquired the shares and the date of the acknowledgement or notification, as well as the amount paid up on each share.  
The register shall be kept up to date.
2. In the register shall also be recorded the names and addresses of those persons who have a right of usufruct or a right of pledge in those shares, stating the date on which they acquired such right and the date of acknowledgement or notification, as well as the rights accruing to them in conformity with Article 12, paragraph 2 hereof.
3. Each shareholder, usufructuary and pledgee of shares shall take due care to see that his address is known to the Company.
4. On being so requested, the Board of Management shall furnish a shareholder, a usufructuary and a pledgee with an extract from the register in respect of his right in a share at no cost.  
If a right of usufruct or a right of pledge has been created with respect to the share, then the extract shall state to whom the rights mentioned in paragraph 2 of article 12 hereof accrue.
5. The Board of Management shall deposit the register at the Company's office for inspection by the shareholders and by the usufructuaries and pledgees to whom the rights mentioned in paragraph 2 of article 12 hereof accrue.
6. All entries in and transcripts or extracts from the register shall be signed in accordance with article 15 paragraph 1.
7. If a shareholder, usufructuary or holder of a right of pledge also disclosed an electronic address to the company for the purpose of entering this electronic address, together with the other data referred to in paragraph 1 of this article, into the register, such disclosure is deemed to entail the consent to receive all notifications and announcements as well as, with respect to shareholders and usufructuaries and holders of a right of pledge with meeting rights, convocations for a General Meeting via electronic means.  
Notifications sent by electronic means shall be readable and reproducible.

### **Issuance of shares**

#### **Article 7.**

1. The General Meeting or the Board of Management, if designated thereto by the General Meeting, shall resolve upon the issuance of shares and determine the price and other conditions of issuance,

with due observance of the other relevant provisions in these Articles.

Such a resolution by the Board of Management shall be subject to the approval of the Supervisory Board.

If the Board of Management has been designated thereto, the General Meeting may, as long as such designation is valid, no longer resolve upon further issuance.

2. If the Board of Management is designated as competent to resolve on the further issuance of shares subject to the approval of the Supervisory Board, it shall be determined with such designation how many shares may be issued.

With such designation the duration of the designation, which shall not exceed five years, shall also be stipulated.

The designation can be renewed each time for a period not in excess of five years.

Unless otherwise stipulated with the designation, it cannot be withdrawn.

3. Within eight days after a resolution of the General Meeting to issue shares or to designate the Board of Management, as referred to above, the Board of Management shall deposit a complete text thereof at the office of the Trade Register.

Within eight days after the close of each calendar quarter, the Board of Management shall submit a statement of each issue of shares in the last calendar quarter to the office of the trade register, stating the number of shares.

4. The provisions in paragraphs 1 to 3, inclusive, of this Article shall apply mutatis mutandis to the granting of rights to take shares but shall not apply to the issuance of shares to a person who is exercising a previously acquired right to take shares.

5. Shares shall not be issued below par, without prejudice to the provisions of article 2:80 paragraph 2 Dutch Civil Code.

In case of an issue of shares, at least the nominal amount shall be paid up thereon as well as, in case a share is taken for a higher amount, the difference between such amounts.

6. Payment shall be made in cash insofar as no other form of contribution has been agreed upon, without prejudice to the provisions of article 2:80b Dutch Civil Code.

Payment in foreign currency may only be made with the permission of the Company and furthermore with due observance to the provisions of article 2:80a paragraph 3 Dutch Civil Code.

7. The Board of Management is authorized to effect legal actions as referred to in article 2:94 paragraph 1 Dutch Civil Code without prior approval of the General Meeting.

#### **Pre-emptive right**

#### **Article 8.**

1. Subject to the provisions in the third sentence of article 2:96a paragraph 1 Dutch Civil Code each shareholder shall, upon the issuance of shares, have a pre-emptive right towards the shares to be issued in proportion to the aggregate amount of his shares.

2. When shares are issued there shall be no pre-emptive right towards shares to be issued against any contribution other than in cash.

3. With due observance of this article, the General Meeting or the Board of Management, if designated thereto by the General Meeting, shall resolve, when the resolution in respect of issuance is passed, on the manner and time-frame within which the pre-emptive right may be exercised.

4. The Board of Management shall announce an issue of shares with pre-emptive rights and the period within which the pre-emptive rights may be exercised in the Government Gazette (Staatscourant) and in a nationally distributed newspaper, unless the announcement to all shareholders is made in accordance with the methods allowed by law and sent to the address stated by them.

5. The pre-emptive right may be exercised for a period of at least two weeks after the day of announcement in the Staatscourant or after the announcement has been sent to the shareholders.

6. The pre-emptive right may be limited or excluded by resolution of the General Meeting.

In the motion thereto, the reasons for the motion and the choice of the intended price of issue shall be explained in writing.

The pre-emptive right may also be limited or excluded by the Board of Management, if the Board of Management has been designated by resolution of the General Meeting for a specific period of no more than five years as competent for the limiting or excluding of the pre-emptive right; such

designation is only possible if the Board of Management has also been designated previously or simultaneously as referred to in article 7, paragraph 1.

The designation can each time be renewed for a period not in excess of five years; the authority granted thereby may only be exercised with the issuance of shares to which the Board of Management has competently resolved.

Unless otherwise stipulated with the designation, it may not be withdrawn.

7. A resolution of the General Meeting to limit or to exclude the pre-emptive right or to designate as referred to in the previous paragraph shall require a majority of at least two thirds of the votes cast, if less than half of the issued capital is represented at the meeting.

The Board of Management shall deposit a full text of such resolution at the office of the Trade Register.

8. In the granting of rights to take shares the shareholders shall have a pre-emptive right; the provisions stipulated above in this article shall apply mutatis mutandis.

Shareholders shall not have a pre-emptive right towards shares issued to a person exercising a previously acquired right to take shares.

### **Own shares**

#### **Article 9.**

1. Upon any issue of shares the Company may not take shares in its own capital.
2. The Company may acquire fully paid up shares in its own capital or depositary receipts thereof, but only for no consideration or if:

- a. the distributable part of the shareholders' equity is at least equal to the purchase price; and
- b. the authorization for such acquisition has been granted by the General Meeting.

Such authorization shall be valid for no more than five years.

The General Meeting shall determine in its authorization the number of shares which may be acquired, the manner in which they may be acquired and the maximum and minimum to be observed in respect of the acquisition price;

- c. the Supervisory Board has given its prior approval thereto.

The validity of any such acquisition shall be determined on the basis of the shareholders' equity according to the last-adopted balance sheet, less the acquisition price for the shares in the capital of the Company, the amount of loans as referred to in article 2:98c Dutch Civil Code and distributions from profits or reserves to others, that have become payable by the Company and its Subsidiary Companies since the balance sheet date.

If more than six months have lapsed since the commencement of the financial year without the Annual Accounts having been adopted, an acquisition in accordance with this paragraph shall not be allowed.

The provisions of this paragraph do not apply to shares and depositary receipts thereof which the Company acquires under universal succession of title.

3. The Company nor any of its Subsidiary Companies may provide collateral, guarantee the price, otherwise guarantee or bind itself jointly and severally with or for third parties for the purpose of subscription of acquisition by third parties of shares in its capital or of depositary receipts issued therefore.

Loans for the purpose of the subscription for or acquisition of shares in its capital or depositary receipts thereof may not be made by the Company or any of its Subsidiaries, unless the Board of Management decides thereto and the conditions of article 2:98c paragraph 2 Dutch Civil Code have been complied with.

The prohibitions referred to above do not apply in the case referred to in article 2:98c paragraph 8 Dutch Civil Code.

4. Alienation of shares held by the Company in its own capital or depositary receipts thereof shall only be effected pursuant to a resolution of the Board of Management.

With the resolution in respect of alienation, the conditions of such alienation shall also be determined.

Articles 7 and 8 shall apply mutatis mutandis, with the understanding that alienation shall also be possible below par value and that the authority to limit or exclude the pre-emptive right shall be

vested in the Board of Management.

5. No votes can be cast at a General Meeting for a share owned by the Company or a Subsidiary Company thereof, nor for a share for which the depositary receipts are held by one of them. Usufructuaries and pledgees of shares which are owned by the Company and its Subsidiary Companies, are not, however, excluded from exercising their voting right if the right of usufruct or the right of pledge was created before the share was held by the Company or a Subsidiary Company. The Company or a Subsidiary Company cannot cast votes for a share in respect of which it has a right of usufruct or a right of pledge.
6. In determining to which extent shareholders cast votes, are present or represented, or to which extent the share capital is supplied or is represented, shares in respect of which the law provides that no votes may be cast therefor shall not be taken into account.
7. A Subsidiary Company may not, for its own account, take shares in the capital of the Company, nor have such done.  
The acquisition of such shares may only be effected by Subsidiary Companies for their own account under particular title (bijzondere titel) with due observance of article 2:98d Dutch Civil Code.
8. At least one share in the Company's capital must be held by someone other than the Company or one of its subsidiaries.

### **Capital reduction**

#### **Article 10.**

1. The General Meeting may, at the proposal of the Board of Management, subject to the approval of the Supervisory Board, resolve upon reduction of the issued capital by cancelling shares or by reducing the nominal amount of shares by means of an amendment of the Articles of Association. In this resolution, the shares to which the resolution pertains shall be indicated and the execution of the resolution shall be laid down.
2. A resolution to cancel shares can relate only to shares which are held by the Company or for which it holds depositary receipts.
3. Reduction of the amount of shares without repayment of capital and without release from the obligation to pay calls shall be effected in proportion to all the shares of one and the same class.
4. Partial repayment of capital on shares or release from the obligation to pay calls shall be effected in proportion to all the shares.
5. The pro-rata requirements mentioned in paragraphs 3 and 4 of this article may be deviated from with the approval of all the shareholders concerned.
6. A resolution in respect of capital reduction shall require a majority of at least two-thirds of the votes cast, if less than half the issued capital is represented at the meeting.
7. The convocation of a meeting in which a resolution is to be passed as referred to in this article shall state the purpose of the capital reduction and the manner of execution.
8. The Company is obliged to publish the resolutions referred to in this article in conformity with the provisions of the law.  
A resolution to reduce the issued capital shall not enter into force as long as creditors of the company may oppose the same in conformity with the relevant provisions of the law.

### **Transfer of shares**

#### **Article 11.**

1. Shares may only be transferred with the prior approval of the General Meeting.  
If the shareholder is obliged to transfer his shares to a previous holder of those shares pursuant to the law, the transfer restrictions clause as provided for in these articles of association and the law do not apply.  
This transfer restrictions clause shall apply equally to the transfer of a right to subscribe to shares. The paragraphs 2 through 8 of this article shall not apply if shares are held by a sole shareholder and/or a transfer of the shares has been approved in accordance with article 26, paragraph 3.
2. The shareholder who wishes to transfer his shares (the "**requestor**") shall submit a written request to grant the approval to the Company, specifying the number of shares for which the approval is requested and the name of the person to whom the requestor wishes to transfer the shares (the "**request**").

The request will be directed to the Board of Management and must be effected by means of a registered letter, or by letter or e-mail sent under confirmation of receipt.

3. Within two weeks after receipt of the request, the Board of Management shall notify the other shareholders of the request made. It shall convene a General Meeting within two weeks, which meeting must be held within fifteen days upon receipt of the letter convening the meeting. The agenda for that meeting shall include the proposal to approve of the intended transfer of shares. If the Board of Management does not convene a General Meeting, or does not convene the meeting timely, the requestor shall be authorized to convene the meeting itself, provided that the only item on the agenda shall be the proposal to approve of the intended transfer. This provision applies without prejudice to the authority of the General Meeting to adopt a resolution with respect to the request without holding a meeting.
4. The requestor shall be notified of the resolution of the General Meeting regarding the request within two months after the request was made.

If the General Meeting does not grant the approval, it shall designate one or more interested parties who is or who are willing and able to purchase all shares to which the request relates (the "**prospective purchaser**").

The Company may only be a prospective purchaser with the consent of the requestor. The provisions of article 9 shall apply to the acquisition of the shares by the Company.
5. The approval is deemed to be granted:
  - a. if the requestor has not been informed by the Company of the decision concerning his request within two months upon receipt of the request; or
  - b. if the General Meeting has not notified the requestor of the prospective purchaser it has designated simultaneously with the notification of the rejection of the request.
6. The requestor may freely transfer his shares to the person mentioned in his request within three months after the approval has been granted or is deemed to be granted.
7. The consideration for the shares to be paid by the prospective purchaser shall be established by the requestor and the prospective purchaser jointly. The requestor may demand that the purchase price shall be determined by an independent expert, to be appointed by the Board of Management.

The expert shall determine the value of the shares by applying general accepted valuation principles as per a date between the day on which the request was made and the thirty days preceding that date. The compensation to be paid to the expert shall be paid by the requestor and the prospective purchaser. Unless the requestor and the prospective purchaser agree otherwise, half of this amount shall be paid by the requestor and the other half shall be paid by the prospective purchaser or purchasers, in proportion to the number of shares allocated to be purchased by each of them.
8. The requestor may withdraw from this procedure within one month after being notified of the purchase price as determined by the expert. In that event, any compensation to be paid to the expert as referred to in paragraph 7 of this Article shall be exclusively for the account of the requestor.

A prospective purchaser shall be authorized to withdraw from this procedure during one month after the price as determined by the expert has been notified to him. If there are no other prospective purchasers, the approval is deemed to be granted.

If there other prospective purchasers, they can reflect to the shares that were previously allocated to him. If there are no prospective purchasers for all shares involved within two weeks after the prospective purchaser has withdrawn, the approval shall be deemed granted. Any compensation to be paid to the expert as referred to in paragraph 7 of this Article shall be exclusively for the account of the prospective purchaser who has withdrawn from purchasing the shares allocated to him.
9. The transfer of a share and the creation or assignment of a limited right on a share, requires a notarial deed to that effect, executed before a civil law notary officiating in the Netherlands, to which deed all persons involved are a party.

#### **Right of usufruct, right of pledge**

#### **Article 12.**

1. In the event a right of usufruct or pledge is created on a share, the voting right shall accrue to the shareholder or the usufructuary or the pledgee, if this has been provided for at the time of creation of the right of usufruct or pledge.

2. The shareholder who has no voting right and the usufructuary or pledgee who does have a voting right shall have the rights granted by law to holders of depositary receipts for shares issued with the cooperation of a company.
3. The rights referred to in paragraph 2 shall not accrue to the usufructuary or pledgee who has no voting right.

## **Management**

### **Article 13.**

1. The Company shall be managed by a Board of Management, consisting of one or more Members A and one or more Members B the number of each category Members thereof to be fixed by the General Meeting whether or not pursuant to a proposal thereto by the Supervisory Board.  
The General Meeting may grant to a Member of the Board of Management the title of Chairman of the Board of Management whether or not pursuant to a proposal thereto by the Supervisory Board.  
Only natural persons may be Member of the Board of Management.
2. The General Meeting shall appoint the Members of the Board of Management whether or not pursuant to a proposal thereto by the Supervisory Board.
3. The General Meeting shall remove the Members of the Board of Management from office.  
The General Meeting shall enable the Member of the Board of Management it intends to remove from office to account for himself to the General Meeting.
4. Article 2:158 paragraph 10 Dutch Civil Code shall apply mutatis mutandis to the powers of the General Meeting regarding the intended appointment or intended dismissal of a Member of the Board of Management.
5. The General Meeting shall suspend the Members of the Board of Management.  
Even after having been extended, a suspension shall not last for more than three months.  
If no decision has been reached after that time on the lifting of the suspension or the removal from office, the suspension shall cease to exist.
6. The Company has a policy in respect of the remuneration of the Board of Management.  
In a timely fashion before the date of notice as referred to in article 25 paragraph 2, the works council shall be given the opportunity to take a position regarding the remuneration policy.  
The remuneration policy shall be submitted to the General Meeting following receipt of the position of the works council. The General Meeting shall determine the remuneration of the individual Members of the Board of Management, within the scope of the remuneration policy adopted by the General Meeting.
7. If there is more than one Member of the Board of Management in office, the Members of the Board of Management shall mutually determine the duties to be discharged by each of them.
8. The Board of Management shall meet whenever a Member of the Board of Management shall so demand.  
It shall pass resolutions by an absolute majority of votes.  
The Board of Management may establish a code of rules pertaining to the decision-making of the Board of Management.  
Such code of rules shall require the approval of the General Meeting.
9. In fulfilling its task, the Board of Management shall be guided by the interests of the Company and the enterprise connected with it.
10. The Board of Management may also adopt resolutions outside meetings, provided that the proposal concerned has been submitted to all Members of the Board of Management and none of the members opposed this manner of decision-making.  
This manner of decision-making shall be mentioned in the minutes of the next meeting.
11. The Board of Management may appoint an employee of the Company as secretary of the Company.  
The Supervisory Board may nominate persons for appointment.  
A person may only be appointed as secretary after the approval from the Supervisory Board has been received.  
The Board of Management may withdraw such appointment at any time.
12. The Secretary of the Company shall act:
  - a. as secretary of the Board of Management and the Supervisory Board, subject to the right of

the Board of Management and Supervisory Board to deliberate without the secretary being present; and

- b. as secretary of the General Meeting.
13. Should the Secretary of the Company be prevented from attending, then the Supervisory Board shall nominate a substitute in his stead.

**Article 14.**

1. The Board of Management shall, without prejudice to the other provisions in these Articles of Association, require the approval of the Supervisory Board for resolutions in respect of:
  - a. the issue and acquisition of shares in and debentures against the Company or of debentures issued by a limited partnership or a general partnership of which the Company is a fully liable partner;
  - b. the cooperation in the issue of depositary receipts for shares;
  - c. application for admission of the instruments as referred to under a. and b. to a regulated market or multilateral trading facility as referred to in article 1:1 of the Financial Supervision Act (Wet op het financieel toezicht) or a similar system comparable to a regulated market or multilateral trade facility from a non-member state or the application for withdrawal of such an admission;
  - d. the entry into or termination of a continuing cooperation by the Company or a Dependent Company with another legal person or company, or as a fully liable partner in a limited partnership or a general partnership, if such cooperation or termination is of fundamental significance to the Company;
  - e. the taking of a participation by the Company or a Dependent Company in the capital of another company, the value of which amounts to at least the sum of one-fourth part of the issued capital and the reserves of the Company according to the Company's balance sheet with explanatory notes, as well as the drastic increase or reduction of any such participation;
  - f. investments requiring an amount equal to at least the sum of one-fourth part of the issued capital and the reserves of the Company according to its balance sheet with the explanatory notes;
  - g. a proposal to amend the Articles of Association;
  - h. a proposal to dissolve the Company;
  - i. the filing of a petition in bankruptcy and the filing of a petition for suspension of payments;
  - j. termination of the employment agreement of a considerable number of employees of the Company or of a Dependent Company simultaneously or within a short span of time;
  - k. a fundamental change in the working conditions of a considerable number of employees of the Company or of a Dependent Company;
  - l. a proposal to reduce the issued capital.
2. The Board of Management shall inform the Supervisory Board at least once a year in writing of the main features of the strategic policy and the general and financial risks and management and control systems of the Company.

A Member of the Board of Management shall not take part in any discussion or decision-making that involves a subject or transaction in which the Board Member has a direct or indirect personal interest which conflicts with the interest of the Company and its business enterprise. If in such event a resolution cannot be adopted by the Board of Management, the resolution shall be adopted by the Supervisory Board.
3. Failure to obtain the approval of the Supervisory Board on a decision referred to in this article, shall not affect the authority of the (Members of the) Board of Management to represent the Company.

**Approval and information General Meeting**

**Article 14a.**

1. Decisions of the Board of Management involving a major change in the identity or character of the Company or its enterprise are subject to the General Meeting's approval, including at any rate:
  - a. the transfer of the enterprise or practically the whole enterprise to third parties;
  - b. to enter into or to terminate longstanding joint ventures of the Company or a subsidiary with another legal entity or company or as fully liable partner in a limited partnership or a general partnership if this joint venture or termination of such a joint venture is of a major significance;



- c. to acquire or dispose of a participation in the capital of a company worth at least one third of the amount of the assets according to the balance sheet with explanatory notes thereto, or if the Company prepares a consolidated balance sheet according to such consolidated balance sheet with explanatory notes according to the last adopted Annual Accounts of the Company, by the Company or a subsidiary.
2. Failure to obtain the approval of the General Meeting on a decision referred to in paragraph 1, shall not affect the authority of the (Members of the) Board of Management to represent the Company.
3. The Board of Management and the Supervisory Board shall provide the General Meeting with all relevant information which it needs to obtain in order to exercise its authority, unless this would be contrary to an overriding interest of the Company.

## **Representation**

### **Article 15.**

1. a. The Company shall be represented by the Board of Management insofar as the law does not provide otherwise.
  - b. Except for the Board of Management, the authority to represent the Company is only vested in:
    - a Member A acting jointly with a Member B;
    - a Member A acting jointly with a holder of a power of attorney, also observing the restrictions of the power of attorney, if any;
    - a Member B acting jointly with a holder of a power of attorney, also observing the restrictions of the power of attorney, if any; and
    - a holder of a power of attorney acting individually, also observing the restrictions of the power of attorney, if any.
  - c. Should the Board of Management consist of two or more members, then it may, authorize one or more members of the Board of Management severally to represent the Company, within such limits as are laid down in the power of attorney.
2. If one or more members of the management board are absent or prevented from acting, the remaining member or members of the management board shall be charged with the duties and powers of the member or members of the management board concerned. If all members of the management board are absent or prevented from acting, a person appointed for that purpose by the supervisory board shall be temporarily charged with the duties and powers of the management board.

If all members of the management board are absent or prevented from acting and the supervisory board has not appointed a person who is temporarily charged with the duties and powers of the management board, each shareholder is authorized to convene a general meeting for the sole purpose of appointing a member of the management board or a person who is willing and able to perform the duties and powers of the management board temporarily.

## **Supervisory board**

### **Article 16.**

1. The Company shall have a Supervisory Board, consisting of a number to be determined by the general meeting of at least three natural persons.

Should the number of Members of the Supervisory Board be less than three, the Supervisory Board shall immediately take measures to supplement the number of its board members.
2. A Member of the Supervisory Board cannot be:
  - a. an employee of the Company;
  - b. an employee of a Dependent Company;
  - c. a board member or employee of a worker's organization which is usually concerned with the determination of the terms of employment of persons referred to under a. and b. hereof.
3. The Members of the Supervisory Board shall, save for the provisions of paragraph 10 of this article, be appointed at the nomination of the Supervisory Board by the General Meeting.

The reasons for the nomination shall be stated.
4. The Supervisory Board shall determine a profile for its size and composition, taking into account the nature of the enterprise of the Company, its activities and the desired expertise and background of the Members of the Supervisory Board.

The Supervisory Board shall discuss the profile for the first time at the determination and subsequently at every amendment in the General Meeting and with the Works Council.

5. The General Meeting and the Works Council may recommend persons to the Supervisory Board to be nominated as Supervisory Board Member.

The Supervisory Board shall for such purpose timely inform them when, for which reason and in accordance with which profile a vacancy must be filled.

If the enhanced right of recommendation referred to in paragraph 7 of this article applies, the Supervisory Board shall also report this.

6. The Supervisory Board shall simultaneously inform the General Meeting and the Works Council of the nomination.

The reasons for the nomination shall be stated.

7. For one third of the Members of the Supervisory Board, the Supervisory Board shall nominate a person recommended by the Works Council, unless the Supervisory Board objects to the recommendation on the ground that it may be expected that the person recommended will be unsuitable for the performance of the duties of a Supervisory Board Member or that, when the appointment is made as recommended, the Supervisory Board will not be duly composed.

If the number of Supervisory Board Members is not divisible by three, the closest lower number that is divisible by three will be used to determine the number of Members to which this enhanced right of recommendation applies.

8. If the Supervisory Board objects, it shall inform the Works Council of the objection, stating the grounds.

The Supervisory Board shall without delay enter into consultation with the Works Council in order to reach agreement on the nomination.

If the Supervisory Board establishes that no agreement can be reached, a representative of the Supervisory Board designated for this purpose shall make an application to the Enterprise Division of the Amsterdam Court of Appeal for having the objection declared legitimate.

The request shall not be made before four weeks have passed since the commencement of the consultation with the Works Council.

The Supervisory Board nominates the person recommended if the Enterprise Division declares the objection without ground/merit.

If the Enterprise Division declares the objection legitimate, the Works Council may make a new recommendation in accordance with paragraph 7.

9. The Enterprise Division shall have the Works Council summoned.

Against the decision of the Enterprise Division no legal remedy is available.

The Enterprise Division cannot order the payment of costs.

10. The General Meeting may, by absolute majority of the votes cast representing at least one third of the issued capital, reject the nomination.

If the nomination is not supported by the majority of the shareholders, but this majority does not represent at least one-third of the issued capital, a new meeting may be convened of which a nomination and proposal may be rejected with an absolute majority of the votes cast.

In that case the Supervisory Board shall draw up a new list for the nomination and approval.

In that case the Supervisory Board shall prepare a new nomination.

Paragraphs 5 to 9 inclusive, apply.

If the General Meeting does not appoint the person nominated and does not resolve to reject the nomination, the Supervisory Board shall appoint the person nominated.

11. The General Meeting may decide to grant a remuneration to Members of the Supervisory Board.

12. The General Meeting can delegate its power under paragraph 5 for a period of time determined by it with a maximum of two consecutive years each time, to a committee of shareholders the members of which are designated by the General Meeting; in that case the Supervisory Board shall make the notification referred to in paragraph 6 to the committee.

The General Meeting may revoke the delegation at any time.

13. For the purposes of this article the Works Council shall mean the Works Council of the enterprise of the Company or of the enterprise of a Dependent Company.

If there is more than one Works Council, the powers under this article are exercised by these councils separately.

If a Central Works Council has been established for the enterprise or enterprises involved, the powers of the Works Council pursuant to this article shall vest in the Central Works Council.

14. Each Member of the Supervisory Board shall resign not later than the day on which the first General Meeting is held after four years have lapsed since his latest appointment.

A Member of the Supervisory Board may be reappointed for an unlimited number of terms, but each term for a maximum of four years.

15. If one or more members of the supervisory board are absent or prevented from acting, the remaining member or members of the supervisory board shall be charged with the duties and powers of the member or members of the supervisory board concerned. If all members of the supervisory board are absent or prevented from acting, a person appointed for that purpose by the general meeting shall be temporarily charged with the duties and powers of the management board.

If all members of the supervisory board are absent or prevented from acting and the general meeting has not appointed a person who is temporarily charged with the duties and powers of the supervisory board, each shareholder is authorized to convene a general meeting for the sole purpose of appointing a member of the supervisory board or a person who is willing and able to perform the duties and powers of the supervisory board temporarily.

### **Duties and responsibilities**

#### **Article 17.**

1. The role of the Supervisory Board is to supervise the policies of the Board of Management and the general affairs of the Company and the enterprise connected with it.

It assists the Board of Management by providing advice.

In fulfilling its task, the Supervisory Board shall be guided by the interests of the Company and the enterprise connected with it.

2. The Board of Management shall provide the Supervisory Board in good time with the data and particulars it needs to carry out its duties.

### **Working-method and decision-making**

#### **Article 18.**

1. The Supervisory Board may elect a Chairman from amongst its midst and may elect a Vice-Chairman from amongst its midst.

2. The Supervisory Board may also adopt resolutions outside meetings, provided that the proposal concerned has been submitted to all the Members of the Supervisory Board and none of the Members opposes this manner of decision-making.

This manner of decision-making shall be mentioned in the minutes of the next meeting.

3. The Supervisory Board can draw up a set of regulations concerning the role and responsibility of the Supervisory Board and the manner of holding a meeting and decision-making.

4. A Supervisory Board Member shall not take part in a discussion and/or decision-making on a subject or transaction in relation to which the Supervisory Board Member has a direct or indirect personal interest which conflicts with the interest of the Company and its business enterprise. If in such event a resolution cannot be adopted by the Supervisory Board, the resolution shall be adopted by the General Meeting.

### **Collective removal**

#### **Article 19.**

1. The General Meeting may by absolute majority of the votes cast representing at least one third of the issued capital, abandon its confidence in the Supervisory Board.

The resolution shall state the grounds on which it is based.

The resolution cannot be adopted against Members of the Supervisory Board that have been appointed by the Enterprise Division in accordance with paragraph 3 of this article.

2. A resolution referred to in paragraph 1 of this article may only be adopted after the Board of Management has informed the Works Council of the proposal for the resolution and the grounds thereto.

The notification shall be made at least thirty days before the General Meeting in which the proposal

shall be considered.

If the Works Council adopts a position with regard to the proposal, the Board of Management shall inform the Supervisory Board and the General Meeting of this position.

The Works Council may have its position explained in the General Meeting.

3. The resolution referred to in paragraph 1 of this article results in the immediate removal of the Members of the Supervisory Board.

In that case, the Board of Management shall without delay make an application to the Enterprise Division of the Amsterdam Court of Appeal for temporary appointment of one or more Members of the Supervisory Board.

The Enterprise Division determines the consequences of the appointment.

4. The Supervisory Board shall promote that within a period of time determined by the Enterprise Division a new Supervisory Board is composed in accordance with article 158 of Book 2 of the Civil Code.

### **Suspension and Dismissal**

#### **Article 20.**

1. The Enterprise Division of the Amsterdam Court of Appeal may dismiss a Supervisory Board Member on request for dereliction of duty, for other important reasons or on account of a major change of circumstances on which ground continuation as Member of the Supervisory Board cannot be desired in reason.

An application to this effect may be submitted by the Company, represented in this case by the Supervisory Board, or by a duly designated representative of the General Meeting or of the Works Council, as referred to in article 16 paragraph 13.

Article 158 paragraphs 10 and 11 of Book 2 of the Civil Code are applicable.

2. A Member of the Supervisory Board may be suspended by the Supervisory Board; a suspension terminates by operation of law if the Company does not submit an application as referred to in the previous paragraph with the Enterprise Division within one month after the beginning of the suspension.

### **Financial year, annual accounts, management report and publication**

#### **Article 21.**

1. The financial year shall be the calendar year.
2. Each year, within five months after the end of the financial year the Board of Management shall draw up the Annual Accounts.

Within this period the Board of Management shall also submit the management report.

These documents will be prepared and published in accordance with legislation and regulations applicable to the Company.

The Annual Accounts shall be signed by all Members of the Board of Management and all Members of the Supervisory Board.

If the signature of one or more of them is missing, this fact and the reason therefore shall be indicated.

3. The Company shall ensure that, as of the notice until the General Meeting at which they are to be considered, is called, the prepared Annual Accounts, the management report and the additional information to be provided pursuant to article 2:392 paragraph 1 Dutch Civil Code are available for examination at the offices of the Company by those entitled to attend meetings.

The Company shall make copies of the documents referred to in the previous sentence available free of charge to those entitled to attend meetings.

4. The Annual Accounts shall be adopted by the General Meeting.  
Adoption of the Annual Accounts will not discharge a Member of the Board of Management or the Supervisory Board.
5. The Annual Accounts cannot be adopted if the General Meeting did not have the opportunity to take note of the report as referred to in article 22 paragraph 1 of these articles of association, unless a legal ground has been communicated under the other information as referred to in article 2:392 Dutch Civil Code why a report is missing.
6. The Board of Management will send the Annual Accounts to the Works Council as well, as referred

to in article 158 paragraph 11 of Book 2 of the Civil Code.

7. The Company shall be obliged to make its Annual Accounts publicly available with due observance of article 2:394 Dutch Civil Code.

#### **Chartered accountant**

##### **Article 22.**

1. Without prejudice to legal provisions stipulating otherwise, the General Meeting shall instruct an auditor or another expert as referred to in article 2:393 Dutch Civil Code or an organization in which such experts are working together, to audit the Annual Accounts.  
That expert shall report on his audit to the Supervisory Board and to the Board of Management and shall lay down the results of his audit in a report, stating whether the Annual Accounts give a true and fair view of the financial position of the Company.
2. If the General Meeting has not appointed a chartered accountant, then the Supervisory Board shall give a chartered accountant the instruction to examine and audit the Annual Accounts.  
If the Supervisory Board does not proceed thereto, the Board of Management shall be competent to do so.

#### **Profits**

##### **Article 23.**

1. The Company may make distributions to the shareholders and to other persons entitled to the profits eligible for distribution only up to a sum not exceeding the amount of the distributable reserves.
2. Distribution of profits will be done after the adoption of the Annual Accounts of which appears that it is allowed.
3. From the profits made evidenced by the adopted Annual Accounts, a part to be determined by the Board of Management, will be reserved.  
The part of the profit remaining after application of the previous sentence shall be at the free disposal of the General Meeting.
4. In calculating the profit appropriation, the shares held by the Company in its own capital shall not count, unless a usufruct has been created in these shares.
5. Insofar as profit is available in the Company, the Board of Management may resolve upon payment of an interim dividend on account of the dividend to be expected, provided that the provisions laid down in paragraph 1 of this article have been satisfied, evidenced by an interim capital statement as referred to in article 2:105 paragraph 4 Dutch Civil Code.
6. Upon a motion by the Board of Management the General Meeting may resolve to make a distribution against the distributable reserves.
7. The (interim) dividend shall be made payable on a day to be determined by the Board of Management, no later than 14 days after the determination of the (interim) dividend.

#### **Annual Meeting**

##### **Article 24.**

Tot the extent required pursuant to the law, annually, within six months after the close of the financial year, an Annual Meeting shall be held, which is designated to:

- a. consideration of the annual accounts and the other items as referred to in article 2:392 Dutch Civil Code;
- b. adoption of the annual accounts;
- c. to issue a report in writing by the Management Board with respect to the affairs of the company and the management conducted in the last financial year;
- d. discharge of the members of the Management Board from liability for their conduct of management during the last financial year and of the members of the Supervisory Board for their supervision thereof as far as this appears from the annual accounts or notification thereof has been made in the Annual Meeting;
- e. discussions and justification with respect to the reservation- and dividend policy of the Company;
- f. discussions with respect to the proposed dividend distribution;
- g. discussions with respect to the other items referred to in the convocation for the meeting.

#### **Convocation**

##### **Article 25.**

1. General Meetings shall be convened by the Supervisory Board or the Board of Management in accordance with legislation and regulations applicable to the Company and with due observance of the periods required therein.  
Shareholders may be convened by means of letters sent to the addresses of such shareholders or, if a shareholder agrees thereto, he may be convened by a readable and reproducible message sent to him by electronic means, to an address he has made available to the Company for this purpose.
2. Notwithstanding the provisions of paragraph 1 the notice convening a General Meeting shall at least state:
  - a. the subjects to be discussed;
  - b. the venue and time of the General Meeting;
  - c. the procedure to participate in the General Meeting and to exercise voting rights by a holder of a written proxy.
3. An item proposed in writing by one or more shareholders who have a statutory right to do so, will be included in the convocation or announced in the same manner, provided the Company receives such request no later than the sixtieth day before the day of the Meeting.  
The requirement of a written request, as referred to in this paragraph, will also be complied with, if the request has been laid down electronically.

#### **Other meetings**

##### **Article 26.**

1. Other General Meetings shall be held whenever the shareholders therefor are called and convened for that purpose by the Board of Management or the Supervisory Board.
2. If one or more shareholders together representing at least one-tenth part of the issued capital, has or have requested the Board of Management and the Supervisory Board in writing to call and convene a General Meeting, at the same time specifying the items of business to be transacted thereat, and neither the Board of Management, nor the Supervisory Board - to that end in this case at all times equally competent - has complied with such request in such a way that the General Meeting can be held within six weeks of such request, they shall be authorized to call such meeting themselves.
3. Unless there are other persons than shareholders who are entitled to attend a General Meeting, shareholders may also adopt resolutions outside a General Meeting, provided that all shareholders entitled to vote have cast their vote in favour of the proposal concerned.  
The votes shall be cast in writing or by use of electronic means.  
Prior to the decision-making process, members of the Board of Management and Supervisory Board shall have the opportunity to cast their advisory vote.

#### **Place, chairmanship, minutes**

##### **Article 27.**

1. General Meetings will be held in Nieuwegein, Amsterdam or Utrecht.
2. A General Meeting may also be held elsewhere, provided that the entire share capital is represented in such meeting.
3. The General Meeting shall appoint a chairman.
4. The secretary of the Company or his substitute shall keep minutes of the business transacted at the meeting which will be recorded in a register kept for that purpose.  
The minutes shall be confirmed by the chairman and the secretary of the meeting concerned.  
Minutes need not be taken of the business transacted if a notarial record is made.

#### **Access**

##### **Article 28.**

1. All shareholders or their representatives are entitled to attend the General Meeting, to speak and, insofar as they are entitled to vote, to cast their vote.
2. The members of the Board of Management and the members of the Supervisory Board shall, in that capacity, have the right to attend the General Meeting.  
In these meetings, they will have an advisory vote.
3. The meeting and voting rights referred to in this article may be exercised by an attorney authorized thereto in writing.
4. The chairman of the meeting shall decide upon the access to the meeting of other persons than those

who are entitled thereto by law.

## **Votes**

### **Article 29.**

1. Each vote confers the right to cast one vote.
2. Insofar as the law or these Articles do not prescribe a greater majority, resolutions are passed by an absolute majority of the votes cast.
3. The chairman determines the manner in which votes shall be cast, including orally, in writing or by electronic means.
4. If the votes are tied the drawing of lots shall decide if it concerns an election of persons and the motion shall be defeated if it concerns an item of business.
5. Blank votes and invalid votes shall count as not having been cast.
6. The Board of Management shall keep records of the resolutions passed.  
The notes shall be deposited at the offices of the Company for inspection by shareholders, who shall if so requested be furnished with a transcript or extract of these notes at no more than the cost price.

### **Amendment of articles of association, merger and dissolution**

### **Article 30.**

1. The General Meeting may only resolve to amend the Articles of Association of the Company at the proposal of the Board of Management, with the approval of the Supervisory Board, with an absolute majority of the votes cast.
2. The General Meeting may resolve to enter into a merger (fusie) or demerger (splitsing) under the provisions of Title 2.7 of the Dutch Civil Code, notwithstanding the authority vested to the Board of Management by law in relation to the decision-making process in case of a merger or demerger.
3. The General Meeting may resolve to dissolve the Company, subject to the approval of the Supervisory Board, with an absolute majority of the votes cast.
4. At the dissolution of the Company the liquidation shall be effected by the Board of Management under the supervision of the Supervisory Board.
5. During the liquidation the provisions of these Articles shall remain in full force as much as possible.
6. The balance remaining after payment of the debts shall be transferred to the shareholders in proportion to the aggregate amount of the shares each of them holds.