

DIVERSITY POLICY

1 DEFINITIONS

- 1.1 Capitalised terms used in the Diversity Policy (as defined below) have the meaning set forth in the Rules of the Supervisory Board.

2 INTRODUCTION

2.1 General

2.1.1 The Supervisory Board recognizes the importance of diversity within the Supervisory Board and the Management Board and believes that the Company's business benefits from a wide range of skills and a variety of different backgrounds. A diverse composition of the Supervisory Board and the Management Board contributes to a well-balanced decision-making process and proper functioning of the boards.

2.1.2 The Supervisory Board furthermore recognizes that diversity should not be limited to the Supervisory Board and the Management Board, but should extend to all areas of the Company's business, including but not limited to key leadership positions.

2.2 Content

2.2.1 In line with best practice provision 2.1.5 of the Dutch Corporate Governance Code, the Supervisory Board has adopted the diversity policy for the composition of the Supervisory Board, the Management Board and key leadership positions (the "**Diversity Policy**").

2.2.2 The Diversity Policy addresses:

- a) the diversity aspects relevant to the Company;
- b) the specific objectives set out in relation to diversity; and
- c) the implementation of the Diversity Policy.

3 DIVERSITY ASPECTS AND DIVERSITY OBJECTIVES

3.1 Diversity aspects

3.1.1 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:

- a) experience (biotech or pharmaceutical industry, publicly listed company, international business experience, etc);
- b) education (technical, medical, financial, business, etc.);
- c) nationality/cultural background and exposure to certain markets;
- d) gender; and
- e) age.

3.1.2 The diversity aspects referred to in article 3.1.1 shall be considered when composing the Supervisory Board and the Management Board and selecting persons for the appointment as member of the Supervisory Board or the Management Board.

3.2 Diversity objectives

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

- (i) increasing the nationality, age and gender diversity within the Supervisory Board; and
- (ii) increasing the nationality, age and gender diversity within the Management Board.

The Company aims to have a minimum of one-third women and a minimum of one-third men on the Supervisory Board. However, when nominating a candidate for appointment, the qualifications of the candidate, as well as the requirements for the position to be filled, shall prevail.

4 IMPLEMENTATION AND REPORTING

4.1 Meeting the diversity objectives

4.1.1 In order to meet the diversity objectives, the diversity aspects referred to in article 3.1.1 shall be considered and be taken into account for recruitment, appointment to roles, succession planning, training and development.

4.2 Review and updates

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

4.3 Corporate governance statement

4.3.1 In the Company's corporate governance statement, the Diversity Policy and the way it has been implemented in practice shall be explained, addressing more specifically:

- (i) the objectives of the Diversity Policy;
- (ii) how the Diversity Policy has been implemented; and
- (iii) the results of the Diversity Policy in the past financial year.

4.3.2 If the composition of the Supervisory Board or the Management Board diverges from the objectives referred to in article 3.2, and if and to the extent that this is provided under or pursuant to Dutch law, the Company's corporate governance statement shall include:

- (i) an outline of the current state of affairs;
- (ii) an explanation as to which measures are being taken to attain the intended target; and
- (iii) by when this is likely to be achieved.