

DIVERSITY POLICY

1 Introduction

1.1 General

1.1.1 The Non-Executive Board members recognize the importance of diversity within the Board and believe that the Company's business gains from a wide range of skills and a variety of different backgrounds. A diverse composition of the Board contributes to a robust decision-making and proper functioning of the Board.

1.1.2 The Non-Executive Board members furthermore recognize that diversity should not be limited to the Company's Board, but should extend to all areas of the Company's business, including but not limited to other key leadership positions.

1.2 Content

1.2.1 In line with best practice provision 2.1.5 of the Code, the Non-Executive Board members have adopted this diversity policy for the composition of the Company's Board (the **Diversity Policy**).

1.2.2 This Diversity Policy addresses:

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

1.3 Definitions

Capitalised terms used in this Diversity Policy have the meaning set forth in the list of definitions as attached to the Regulations.

1.4 Diversity aspects

1.4.1 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) nationality;
- (i) age;

- (ii) background: education;
- (iii) background: (work) experience;
- (iv) skills/knowledge: listed company experience.

1.4.2 The diversity aspects referred to in Clause 1.4.1 shall be considered when composing the Board and selecting persons for the appointment as Board member.

2 Specific diversity targets

The following specific diversity targets have been identified to improve the diversity within the Board:

- (i) increasing the (work) experience diversity within the Board such that by 2022 the Board will at least have one member with relevant expertise and knowledge of the advertising market;
- (ii) increasing the (work) experience diversity within the Board such that by 2022 the Board will at least have one member with other business experience; and
- (iii) increasing the gender diversity within the Board such that by 2027 at least 20% of the Board will consist of women.

3 Implementation and reporting

3.1 Meeting diversity targets

In order to meet the diversity targets, the diversity aspects referred to in Clause 1.4.1 shall be considered and be taken into account for recruitment, talent development, appointment to roles, retention of employees, mentoring and coaching programs, succession planning, training and development.

3.2 Review and updates

The Non-Executive Board members shall review this Diversity Policy and the implementation thereof regularly. The Non-Executive Board members shall update this Diversity Policy if and when necessary.

3.3 Reporting

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

- (i) the objectives of this Diversity Policy;

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

3.3.2 If the composition of the Board diverges from the targets referred to in Clause 2 and/or the statutory target for the male/female ratio, 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.