

Appendix 2. Induction Procedure for New Directors

The induction program for a new Director comprises:

- a formal meeting with the Chairman;
- a formal meeting with the CEO covering at least the strategic guidelines the Group is currently implementing, the main challenges in the short and longer term for the Group and any items the new Director might have put on the agenda;
- a formal meeting with each of the members of the BGE, who will give an overview of their field of activity, business challenges and opportunities, major projects under way and key performance indicators;
- a visit to the Group's headquarters including an extensive overview of the Group's product range in the Company's visitors centre;
- a formal meeting with the Statutory Auditor;
- a formal meeting with the Company Secretary for an introduction to the CG Charter, an overview of major elements of applicable law, the Group's D&O insurance policy and all elements affecting the new Director's personal position by taking office;
- any specific item the new Director requests with the Chairman's consent.

The Director will furthermore participate in plant visits and updates of IFRS rules as they are organized on a regular basis for all Directors.