Diversity and inclusion Policy ForFarmers N.V.

1. Introduction

Pursuant to best practice provision 2.1.5 of the Dutch Corporate Governance Code the Supervisory Board of ForFarmers N.V. ('ForFarmers' or the 'company') prepared the following diversity and inclusion policy for the composition of the Executive Board and the Supervisory Board.

This policy addresses the concrete and appropriate objectives regarding diversity in terms of expertise, experience, competences, other personal qualities, gender or gender identity, age, nationality and (cultural) background.

The Supervisory Board acknowledges that diversity contributes to accurate decision-making. Through diversity more variation in perspective is created. At the same time, the Supervisory Board is of the opinion that the team dynamics as well as the shareholder structure applicable to ForFarmers should be taken into account. Against this background, it is first and foremost noted that the most suitable candidate for the position is always recommended, nominated and appointed. Departing from this principle ForFarmers gradually aims for a composition of the Executive Board and the Supervisory Board on the basis of the aspects of diversity relevant to the company. The Executive Board stated that it shall actively support this diversity policy.

2. Aspects of diversity and objectives

The following concrete and appropriate objectives with regard to diversity apply to the composition of the Executive Board and the Supervisory Board:

2.1 a. The company has as its objective to have knowledge and experience to an important degree available within the Executive Board – distributed over the various members – in the following areas and competences:
(i) the (international) agricultural business;
(ii) the management of a listed company;
(iii) financial affairs, administrative organisation and internal control;
(iv) strategy;
(v) marketing and sales;
(vi) production and logistics;
(vii) innovation, research and development;
(viii) safety and the environment;
(ix) personnel and organisation;
(x) information technology; and/or
(xi) legal affairs.

b. When selecting (prospective) members for the Board of Directors, the company takes into account whether the following competences and/or personal qualities are present in the directors:

(i) inclusive leadership: the capacity to create and promote an inclusive culture. This means encouraging diversity at all levels of the organisation, ensuring equal opportunities and recognising and valuing different perspectives. Specifically, it also means: actively implementing the company's diversity policy;
(ii) empathy: The ability to empathise with others, their backgrounds, experiences and perspectives is essential. Empathy enables directors to create an inclusive and supportive environment where diversity is valued and all employees feel heard and valued;
(iii) Cultural intelligence: Directors need to be culturally sensitive and have a good understanding of different cultures, traditions and values. They should be able to communicate and collaborate effectively with diverse teams and stakeholders, both inside and outside the company;
(iv) Strong communication skills: Effective communication is essential to promote and support diversity. Specifically, the Board must be able to communicate clearly, both orally and in writing, but most importantly, actively listen to the diverse voices within the organisation and beyond.
(v) Strategic inclusive thinking: integrating diversity into the company's long-term vision and objectives. Specifically, this includes developing inclusive business strategies and identifying opportunities to leverage diversity for innovation and growth.

c. The areas where knowledge and experience are pursued upon the composition of the Supervisory Board are included in the Profile of the Supervisory Board.

2.2 The company aims for an occupancy of positions within the Executive Board by at least 30% men and at least 30% women. In line with legislation, the Supervisory Board exists for at least a third part of men and at least a third part of women. The Supervisory Board expressed its commitment to explicitly consider diversity in all future appointments, with the aim of also complying early with new legislation regarding gender diversity on the Supervisory Board.

2.3 The company acknowledges that experience and wisdom come with years and that young people have the most potential of being susceptible to new developments. Having regard to the above, the company has as its objective a balanced mix in the area of age upon the composition of the Executive Board and the Supervisory Board and that for future (new) appointments, a balanced mix in age between new members and existing members is taken into account in case of several suitable candidates.

2.4 The company recognises the importance of diversity in a broader sense and aims, in future appointments to the Executive and Supervisory Boards respectively, to also consider the search for candidates of non-Dutch nationality and/or different cultural background(s), and or personal characteristics or qualities other than those already present in the Executive and Supervisory Boards respectively.

The said objectives shall be taken into account when preparing the plan of succession of Executive Board directors and Supervisory Board members.

3. <u>Changes and deviations</u>

The Supervisory Board may resolve to change or to temporarily deviate from this policy.

4. <u>Accountability for diversity</u>

In the corporate governance statement the diversity policy and the implementation thereof are explained. In this respect (i) the objectives of the policy, (ii) the manner that the policy was implemented, and (iii) the results of the policy in the past financial year are addressed and (iv) the composition in terms of gender of the Executive Board and the Supervisory Board at the end of the financial year. If the composition of the Executive Board and the Supervisory Board differs from the objectives of this policy and/or – for the Executive Board – from the target figure for the man-woman ratio, if and to the extent that this is determined by or pursuant to the law, then it is also explained in the corporate governance statement what the state of affairs is, what measures are taken to attain the pursued situation and when.

5. Applicable law and forum

Dutch law is applicable to this policy. The court in Amsterdam is exclusively competent to take cognisance of disputes with regard to this policy.

Lochem, 2 November 2023
ForFarmers N.V.
Supervisory Board