



TKH Group N.V. Stakeholder Engagement Policy

version December 2023



1. Introduction

This policy has been drawn up by the Executive Board pursuant to best practice provision 1.1.5 of the Dutch Corporate Governance Code, subject to any deviations provided for in the comply-or-explain statement of TKH Group N.V. (the company).

This policy will be published on the Company's website¹.

2. Purpose

The Company recognizes and acknowledges the importance of having a meaningful dialogue with its stakeholders about sustainability and the company's strategy (stakeholder dialogue).

Meaningful stakeholder dialogue is characterized by two-way communication and depends on the good faith of participants on the sides of both the company and the stakeholders.

The company facilitates a stakeholder dialogue unless, in the opinion of the Executive Board, this is not in the interests of the company and its affiliated companies².

A stakeholder dialogue focuses on the interests and concerns of stakeholders identified by the company. The interests and expectations of each stakeholder is set out in Appendix 1.

3. Identification of stakeholders for dialogue

Stakeholders are groups and individuals who, directly or indirectly, influence – or are or may be influenced by – the attainment of the company's objectives and who are as such acknowledged by the company.

Stakeholder dialogue is context-sensitive. Therefore, the stakeholders who should participate in such dialogue must be identified and determined by the Executive Board in consultation with the Supervisory Board, on a case-by-case basis depending on the topic(s) to be discussed.

A stakeholder analysis as referred to in chapter 2 must be re-assessed and kept up-to-date by the Executive Board to ensure that the company engages in dialogue with the relevant stakeholders.

If the (central) works council of the company is considered a participant in a stakeholders dialogue, the chair of the works council will be invited to participate in such dialogue in case the stakeholder dialogue will be held collectively. This is also the case when the stakeholder dialogue with the works council has already taken place in regular contacts between the Executive Board and the works council (and the Supervisory Board).

¹ Dutch Corporate Governance Code, best practice provision 1.1.5.

² Dutch Corporate Governance Code, best practice provision 1.1.5 (and Section 2:129(2) Dutch Civil Code).



4. Meetings and contact

The company uses various methods and channels to engage in dialogue with its stakeholders, depending on the nature, purpose, and frequency of the interaction.

The Executive Board decides whether a stakeholder dialogue will be held with more stakeholders at the same time (collectively) or through (one or more) year-round bilateral contacts between the company and a specific stakeholder/representative of a group of stakeholders (individually). The different stakeholder expectations are set out and listed in Appendix 1. The means in which this may take place and how the Executive Board engages with the different stakeholders are listed in Appendix 1 as well.

5. Miscellaneous

The Executive Board shall review and re-assess the adequacy of this policy at least once every three years to ensure that it remains relevant and effective and that it reflects the changing needs and expectation of the company and its stakeholders.

The company continuously seeks to improve its stakeholder dialogue by measuring and evaluating its performance and impact and by incorporating the lessons learned and the best practices of stakeholder engagement.

This policy may be amended by the Executive Board at any time and without any notification being made.

*TKH Group N.V.
December 2023*



APPENDIX 1

	Relevance for TKH	Relevance for the stakeholder / most important expectations	Means of communication	Key topics in 2023	Supportive to our strategy
Employees	<ul style="list-style-type: none"> Crucially important for the success of TKH. The company's ambassadors. Most important "authorized capital". 	<ul style="list-style-type: none"> Good employment practices. Development opportunities and a good package of primary and secondary employment benefits. A safe and healthy working environment. 	<ul style="list-style-type: none"> Internet and intranet. Staff magazine. Employee satisfaction survey. Staff meetings. Conferences and seminars. Webinars. Performance reviews. 	<ul style="list-style-type: none"> Health and safety. Diversity. Sustainable employability. SDGs. IT & Security / Privacy. Strategic program. 	<ul style="list-style-type: none"> Commitment to the diversity of the workforce. Learning organization. Boost innovative capacity. Leadership and entrepreneurship. Integrity & zero tolerance.
Shareholders	<ul style="list-style-type: none"> Investment through a shareholding in TKH, thereby strengthening our capital position. 	<ul style="list-style-type: none"> Good return on investment with good dividend policy and long-term value creation. 	<ul style="list-style-type: none"> Internet. Financial reporting and annual reports. General meeting of shareholders. Investor days. Capital Markets Day. 	<ul style="list-style-type: none"> ESG. SDGs. Diversity. Strategic program. 	<ul style="list-style-type: none"> Long-term shareholdings.
Customers	<ul style="list-style-type: none"> Buy products and services. Develop sustainable package of products and services through collaboration. 	<ul style="list-style-type: none"> Offer innovative, high-tech technologies and comprehensive solutions. Good ROI for customers. 	<ul style="list-style-type: none"> Internet. Events, symposia, and trade fairs. Customer satisfaction survey. 	<ul style="list-style-type: none"> Sustainable product portfolio. SDGs. Customer satisfaction. 	<ul style="list-style-type: none"> Technological developments. Growth targets.
Suppliers	<ul style="list-style-type: none"> Supply of services and products for our business operations. 	<ul style="list-style-type: none"> Fair business practices and doing good business at market rates. 	<ul style="list-style-type: none"> Business associates. Negotiations. Code of supply and site visits. 	<ul style="list-style-type: none"> Sustainable product portfolio. SDGs. 	<ul style="list-style-type: none"> Technological developments. Sustainable procurement.
Analysts	<ul style="list-style-type: none"> With the aid of analysis and research, prepare profiles and ratings on the basis of which investors can make a selection for their investments. 	<ul style="list-style-type: none"> Honest and transparent communication about developments. 	<ul style="list-style-type: none"> Internet. Financial reporting and annual reports. IR meetings. Capital Markets Day. Reporting. 	<ul style="list-style-type: none"> Financial ratios. Sectoral developments. Strategic program. 	<ul style="list-style-type: none"> Long-term value creation and transparency.
Banks	<ul style="list-style-type: none"> Financial service providers with the aid of which TKH is able to achieve its growth targets. 	<ul style="list-style-type: none"> Creditworthy enterprise that is appropriately balancing risks against returns and complies with contractual agreements. 	<ul style="list-style-type: none"> Internet. Financial reporting and annual reports. Half-yearly discussions. 	<ul style="list-style-type: none"> Financial ratios. Risk analysis. 	<ul style="list-style-type: none"> Sustainable funding policy.
Public bodies	<ul style="list-style-type: none"> Act as initiator, facilitator of supply chain and other projects, and driver of sustainable initiatives. 	<ul style="list-style-type: none"> Boost the economic appeal in the region with respect to business office location and employment. Supply chain initiatives with a significant contribution to sustainability. 	<ul style="list-style-type: none"> Internet. Network and thematic meetings. 	<ul style="list-style-type: none"> Sustainable and other developments in the region. 	<ul style="list-style-type: none"> Strategic investment decisions.
Education and knowledge institutions	<ul style="list-style-type: none"> Influx of new talent in order to compensate for such things as a shortage of technical personnel. 	<ul style="list-style-type: none"> Providing a challenging work environment with ample development opportunities. Providing traineeships – work experience. 	<ul style="list-style-type: none"> Internet. Trade fairs and seminars. Social media. 	<ul style="list-style-type: none"> Relevance of education (in relation to the relevant discipline). Profiling TKH as an interesting employer. 	<ul style="list-style-type: none"> Sustainable workforce. Learning organization.
Community and sectoral organizations (including NGOs)	<ul style="list-style-type: none"> Possess an extensive network and knowledge of the positions in the supply chain. Expertise in specific sectors. 	<ul style="list-style-type: none"> Contribute ideas to and start up joint ventures. 	<ul style="list-style-type: none"> Internet. Reporting and reports. Annual reports. 	<ul style="list-style-type: none"> SDGs. Climate change. 	<ul style="list-style-type: none"> Sustainable business operations. Consolidate social initiatives.