

Supervisory Board Profile

December 17, 2009

The composition of the Supervisory Board should reflect the business-to-business activities of CSM, as well as its size and international character as an independent listed company.

The Supervisory Board should be composed of one or more members with expertise in commercial, financial, economic, and social affairs. The members must have experience with strategic issues and with other themes of general management policy, such as corporate social responsibility matters. At least one of the members should have extensive experience as Executive Board member of an internationally operating listed company and at least one of the members should be a financial expert with relevant knowledge of and experience with financial administration and accounting for listed companies or other large legal entities.

The Supervisory Board shall strive to achieve a balance of expertise and experience in its composition. A certain degree of age variation and gender balance may be instrumental in achieving the desired balance in the composition of the Board, but diversity on the basis of age and gender is not a goal as such. In the end the necessary expertise and experience as well as the availability of the right candidates will be decisive when proposing candidates for appointment. At least one of the members should be a citizen of or have relevant working experience in a country other than the Netherlands.

Next to obvious qualities such as integrity, independence and empathy, the members should fit in with the team – both in their ability to work together and in their readiness to raise challenges, on the basis of mutual respect and trust.

The Supervisory Board in principle should have five members, but if circumstances so dictate, may be expanded to six or a maximum of seven members. The retirement schedule should be designed in such a way that there are not too many appointments or reappointments to be considered at any one time.

When proposing candidates for appointment or reappointment, the Supervisory Board shall give as much consideration as possible to the principles outlined.