

Investor presentation

May 2018



**VAN LANSCHOT
KEMPEN**



Van Lanschot Kempen at a glance

Profile

- Clear choice for wealth management targeting institutional and private clients
- Strong brand names, reliable reputation, rich history
- Mutually reinforcing core activities with their own distinct culture and positioning as niche players
- Straightforward governance model with highly experienced Executive Board
- Capital increasingly freed up by winding down corporate loan portfolio
- Strong balance sheet, capital ratios, cash reserves and diversified funding mix

Our wealth management strategy

- Strategy 2020: next phase of wealth management strategy, building on a strong foundation, adapting to a changing world, taking advantage of opportunities and creating value for clients
- Launch of €60m investment programme for mid 2016-19 to implement omnichannel Private Banking model and finalise IT transformation
- Efficiency gains to result from partnerships for standardised universal banking services, streamlining of operations and support functions, and transfer to omnichannel Private Banking offering
- Continued run-off of Corporate Banking loan portfolio
- 2020 financial targets and revised capital and dividend policy defined

Solid performance on all key financials

	FY 2017	FY 2016
• Net result	€94.9m	€69.8m
• Underlying net result	€112.3m	€81.3m
• CET I ratio, fully loaded	20.3%	18.6%
• Total capital ratio, fully loaded	22.1%	19.5%
• Leverage ratio, fully loaded	6.7%	6.9%
• Funding ratio	100.5%	100.6%
• Client assets	€83.6bn	€69.4bn
• AuM	€69.2bn	€54.6bn
• Loan book	€9.1bn	€9.6bn

Financial targets

	FY 2017	Target 2020
• Common Equity Tier I ratio	20.3%	15 - 17%
• Return on CET I	10.4%	10 - 12%
• Efficiency ratio	76.2%	60 - 65%

We reiterate our commitment to return at least €250m to our shareholders by 2020, subject to the approval of the regulators



Strong results in 2017 driven by successful deployment of strategy

Net result rises to €94.9m
(2016: €69.8m)

Underlying net result rises to €112.3m
(2016: €81.3m)

Client assets €83.6bn (+21%)

Assets under management
€69.2bn (+27%)

Capital ratios continue to improve
CET I ratio at 20.3%

Dividend per share up
from €1.20 to €1.45



Highlights trading update Q1 2018

Results

- First-quarter results of 2018 in line with last two quarters of previous year
- Net result is lower than the first quarter in 2017, primarily due to the continuing pressure on interest margins and the absence of a significant contribution from capital gains versus last year

Client assets

- Net inflows of €0.4 billion to Private Banking, Evi and Asset Management: clients remain focused on the long term despite stock-market volatility
- Negative price movements in financial markets led to a net reduction in client assets of €1.0 billion to €82.7 billion. AuM decreased to €68.3 billion

Capital

- Fully loaded Common Equity Tier I ratio turned out at 20.2%
- The new IFRS 9 accounting standard came into force on 1 January. As anticipated, the impact of this on our CET I ratio is around 20 basis points

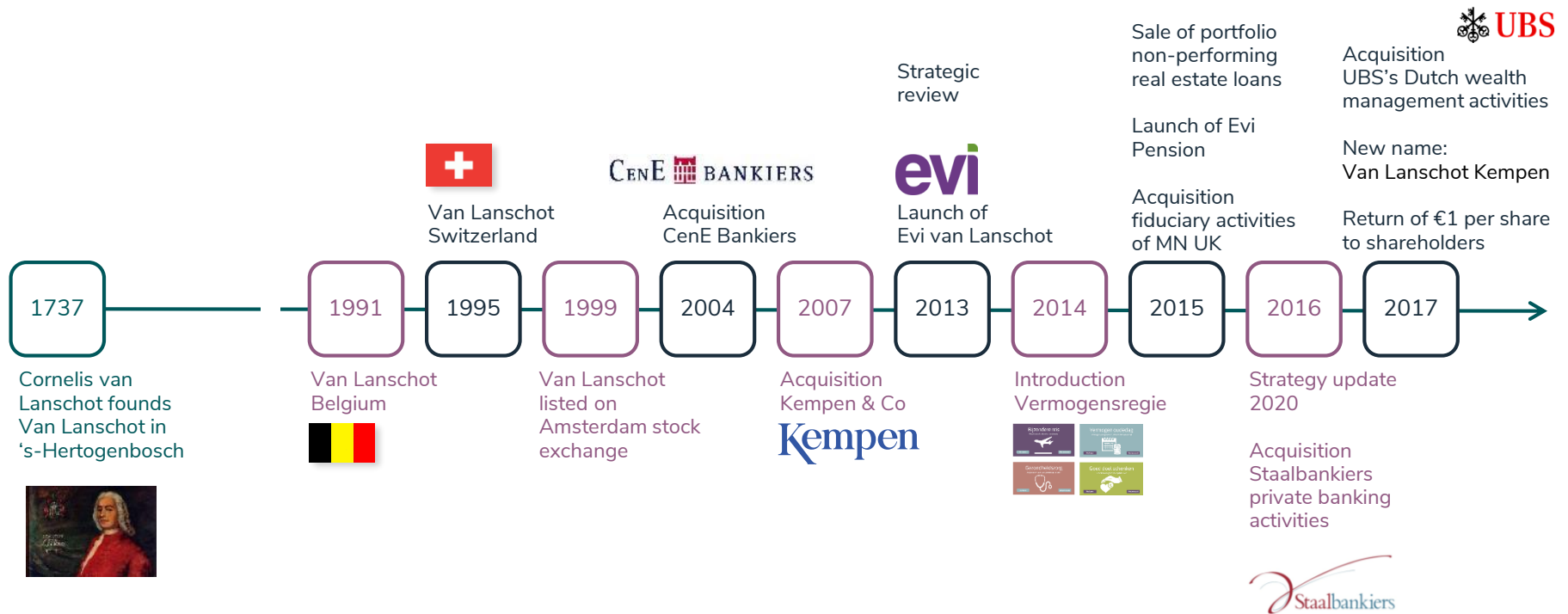


Van Lanschot Kempfen is a specialist,
independent wealth manager







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Van Lanschot Kempen's rich history reaches back over 280 years



As a wealth manager Van Lanschot Kempen builds on the experience of its core activities

<p>Van Lanschot Private Banking </p>	<p>Evi van Lanschot </p>
<ul style="list-style-type: none"> • Guiding clients in achieving their goals • Responsive, transparent and tailored personal service • Specialist services for entrepreneurs, family businesses, high net-worth individuals, business professionals and executives, healthcare professionals, foundations and associations • AuM value of €22.8bn • Savings and deposits of €8.1bn, loan book of €7.8bn • Strong network and local presence in 37 offices – 27 in the Netherlands, 8 in Belgium and 2 in Switzerland 	<ul style="list-style-type: none"> • Digital savings and investment service to preserve and build wealth, with an online coach • Focus on new entrants to the wealth market and clients who make a conscious choice for online service delivery • In tune with the trend towards increasing individual responsibility in areas such as pensions and healthcare • AuM of €0.9bn, savings of €0.6bn • Active in the Netherlands and Belgium
<p>Kempen Asset Management </p>	<p>Kempen Merchant Banking </p>
<ul style="list-style-type: none"> • Specialist European asset manager with a sharp focus and a clear investment philosophy • Focusing on a number of investment strategies: small caps, real estate, high-dividend equities, fixed-income securities and funds of hedge funds • Offering fiduciary services, with fully comprehensive asset management solutions • Targeting open architecture-based banks and asset managers, pension funds, insurers, foundations and associations, and family offices • AuM value of €56.4bn*, AuMG of €3.5bn • Offices in Amsterdam, London, Edinburgh and Paris 	<ul style="list-style-type: none"> • Niche player combining equities research and trading with mergers & acquisitions services, capital market transactions and debt advisory services • Focusing on institutional investors, corporates, financial institutions and public/semi-public entities • Pursuing a niche strategy in the European market for real estate, life sciences, infrastructure, financial institutions & fintech, and the Benelux market • Successful structured products franchise and global property index product offering • Offices in Amsterdam, Antwerp, London and New York

* As of 31 December 2017, including €10.9bn of AuM managed for Van Lanschot Private Banking and Evi



Next phase of our wealth management strategy

Key themes for core activities

Private Banking

- Improve client experience with omnichannel service model
- Grow client assets by exploiting opportunities and reinforcing frontline effectiveness

Evi

- Offer accessible, high-quality online services backed by the know-how of a private bank
- Play into the trend towards more individual responsibility, for example in pensions

Asset Management

- Expand distribution to new markets and client segments
- Launch new investment strategies
- Continue developing UK as a second home market

Merchant Banking

- Continue employing capital-light business model
- Build on solid, sustainable position in selected niches

Supported by

Continue wind down
Corporate Banking

Right-size support
departments and
streamline operations

Finalise transformation of
IT landscape

Outsourcing standardized,
universal banking services



2017 annual results

Strong results driven by successful
strategy implementation



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Strong operating performance and good progress on Strategy 2020



Net inflow AuM Private Banking: €0.5bn



Dutch wealth management activities of

Successful integration of bolt-on acquisitions



Next steps in omnichannel private banking model



Outsourcing mortgage servicing completed and payments on track



New product offerings launched




Total shareholders distribution: €2.20 per share



+45% increase in number of AuM clients



Net inflow AuM Asset Management: €9.0bn



Four new investment strategies launched

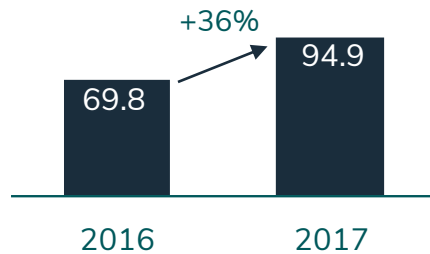


Successful in all our Merchant Banking niches

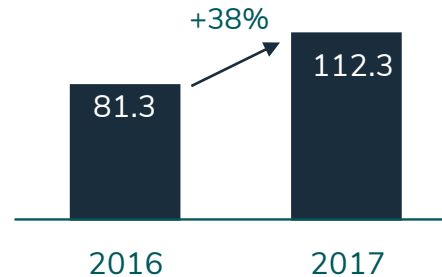


Strong overall performance

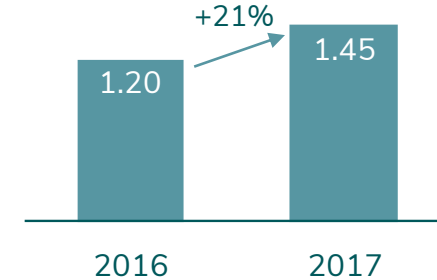
Net profit
€ m



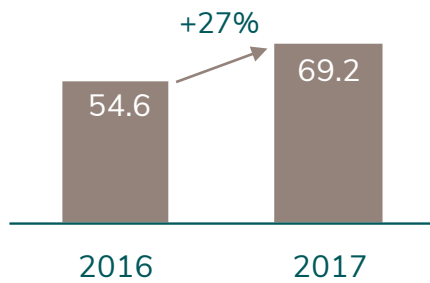
Underlying net result
€ m



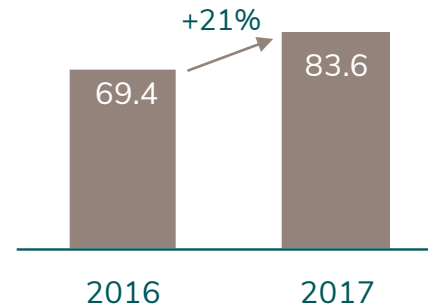
Dividend per share
€



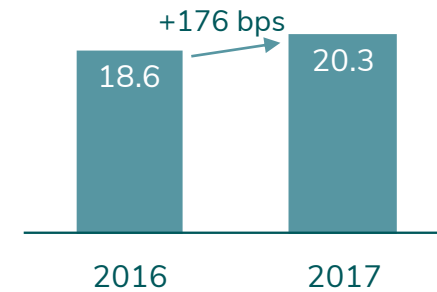
Assets under Management
€ bn



Client assets
€ bn



Common Equity Tier I ratio
%



Highlights 2017

Strong increase in underlying net result

Net result rises by 36% to €94.9m (2016: €69.8m)

- Underlying net result rises to €112.3m (2016: €81.3m)
- Growth in commission income of 10% to €267.0m more than offsets decrease in interest income
- Income from securities and associates goes up to €37.0m (2016: €29.2m)
- Operating expenses fairly stable at €392.1m
- Improving credit quality triggers net release of loan loss provision of €11.9m (2016: net release of €6.9m)

Further increase in client assets

Client assets increase by 21% to €83.6bn (2016: €69.4bn)

- Assets under management (AuM) grow to €69.2bn (2016: €54.6bn) driven by net inflows of €9.3bn among other factors
- AuM Private Banking increases to €22.8bn due to net inflows, acquisitions and market performance
- Evi's AuM client base rises by 45% to c. 13,000 clients in 2017
- New mandates lead to growth in AuM at Asset Management to €45.5bn (+31%)

Capital position strengthened further

Strong balance sheet

- CET I ratio (fully loaded) reaches 20.3% (2016: 18.6%)
- Total capital ratio (fully loaded) reaches 22.1% (2016: 19.5%)
- Fully loaded leverage ratio amounts to 6.7% (2016: 6.9%)
- Capital return of €1 per share in December 2017
- Proposed dividend per share up from €1.20 to €1.45

Good progress on Strategy 2020

Important steps made in Strategy 2020

- Acquisition of UBS's wealth management activities in the Netherlands
- Integration of Staalbankiers' private banking activities successfully completed
- Further development of omnichannel private banking model
- Outsourcing mortgage servicing completed and payments on track



Strong increase in net result to €94.9m (+36%)

€ m	2017	2016	% change
Commission	267.0	243.7	10%
Interest	196.6	212.9	-8%
Other income	51.2	25.2	103%
Income from operating activities	514.8	481.8	7%
Operating expenses	-392.1	-383.6	2%
Gross result	122.7	98.2	25%
Loan loss provisioning	11.9	6.9	73%
Other impairments	2.6	-1.1	
Operating profit before tax of non-strategic investments	12.6	7.4	70%
Operating profit before special items and tax	149.8	111.4	34%
Strategy 2020 investment programme	-21.4	-7.3	
Derivatives recovery framework	-1.7	-8.0	
Amortisation of intangible assets arising from acquisitions	-6.1	-3.1	
Other one-off charges	0.0	-7.2	
Operating profit before tax	120.5	85.8	40%
Income tax	-25.6	-16.0	60%
Net profit	94.9	69.8	36%
Underlying net result*	112.3	81.3	38%
Efficiency ratio (%)	76.2%	79.6%	

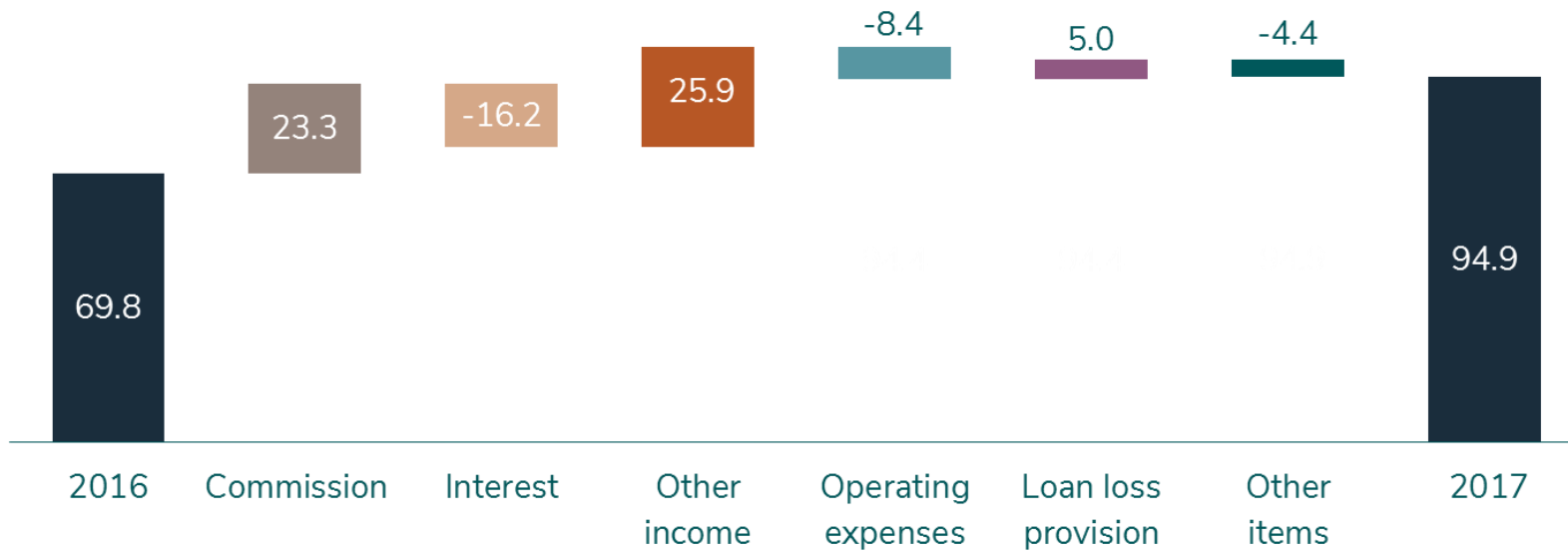
* Underlying net result 2017 and 2016 excludes the one-off costs related to the derivatives recovery framework and the Strategy 2020 investment programme.



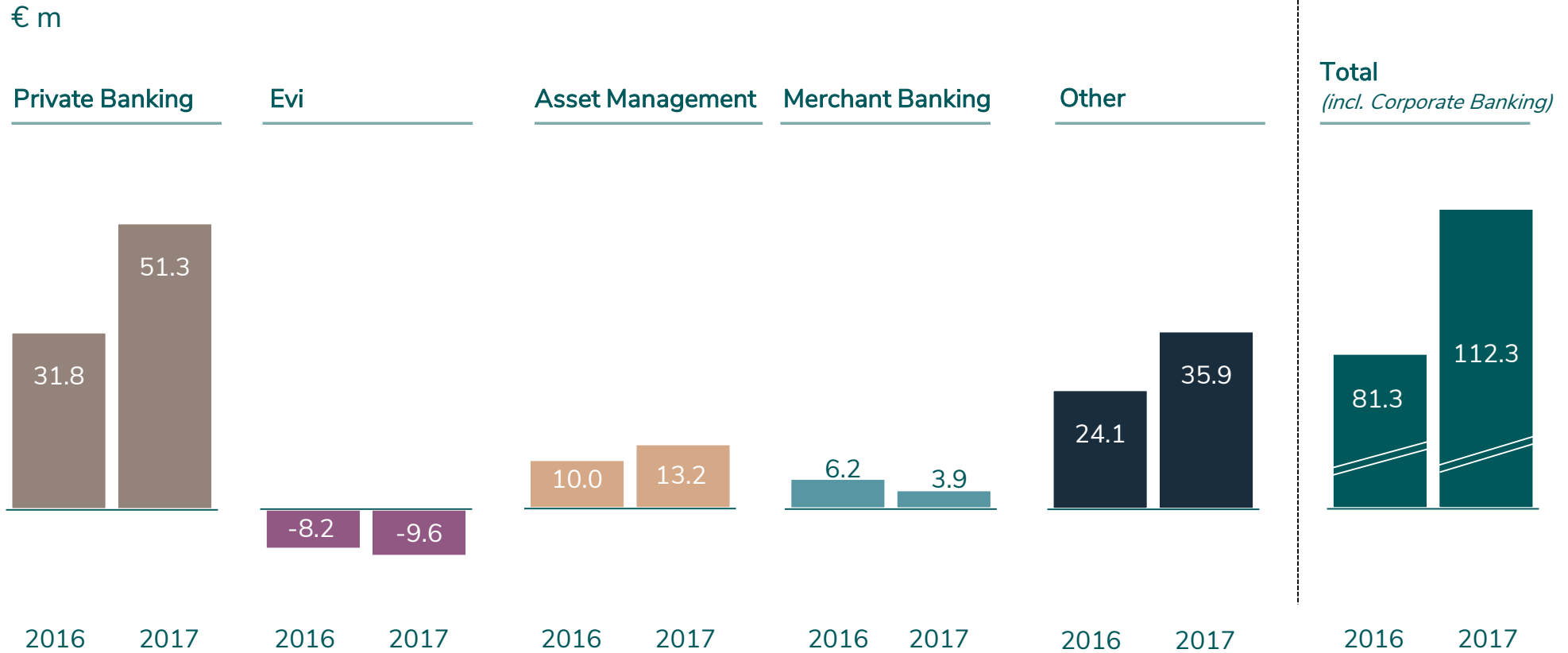
Net profit increases significantly by 36%

Key drivers of net profit

€ m



Underlying net result advances to €112.3m

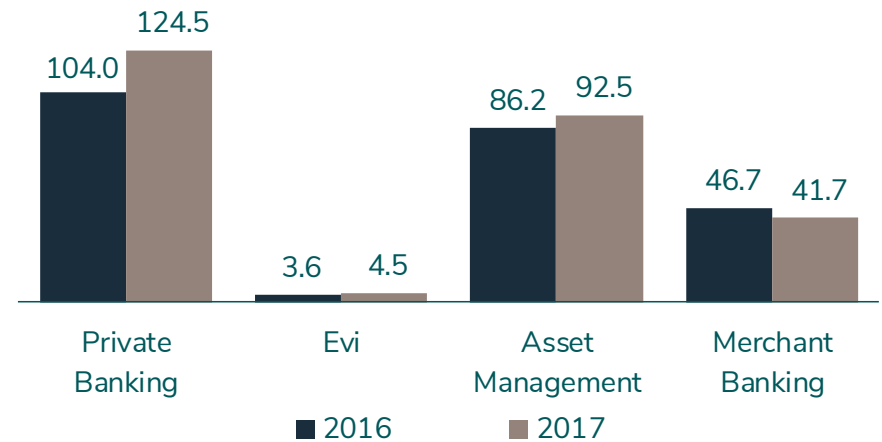


Growth in commission underscores our successful wealth management strategy

Total commission
€ m



Commission by segment
€ m

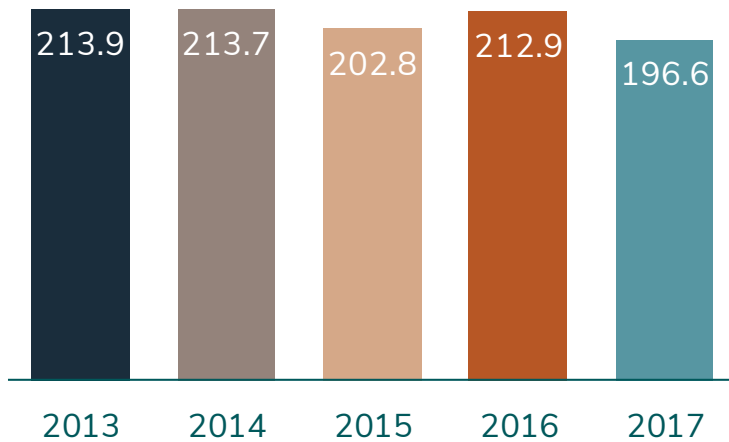


- Commission of Private Banking increases 20% driven by organic AuM growth, acquisitions and higher transaction related activities
- Higher client trading activity leads to a growth of €4m in transaction fees at Private Banking
- At Asset Management, new mandates and market performance fuel growth

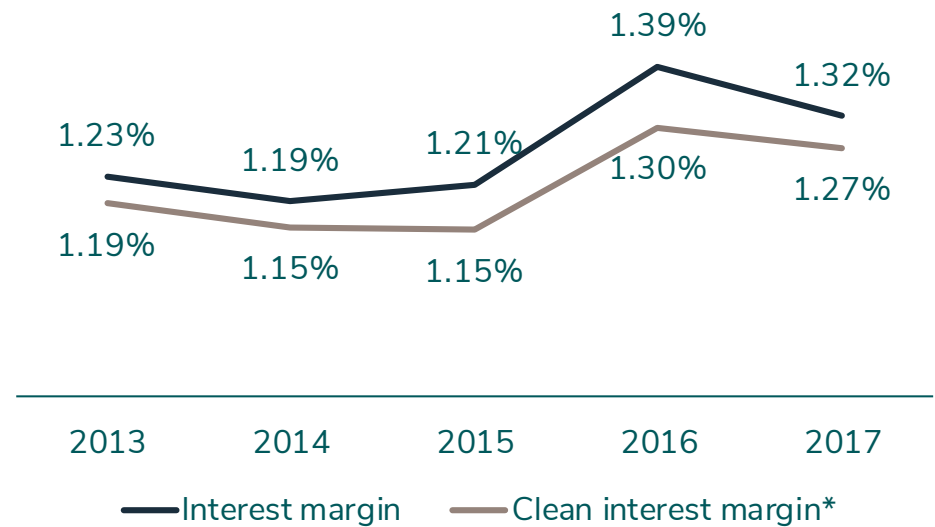


Margin pressure and a smaller loan portfolio are affecting interest income

Interest
€ m



Interest margin (12-mth moving average)
%



- A smaller loan portfolio – mainly due to the run-off at Corporate Banking – caused a decline in interest income in recent years
- Despite active balance sheet management, margin pressure impacts interest income in 2017

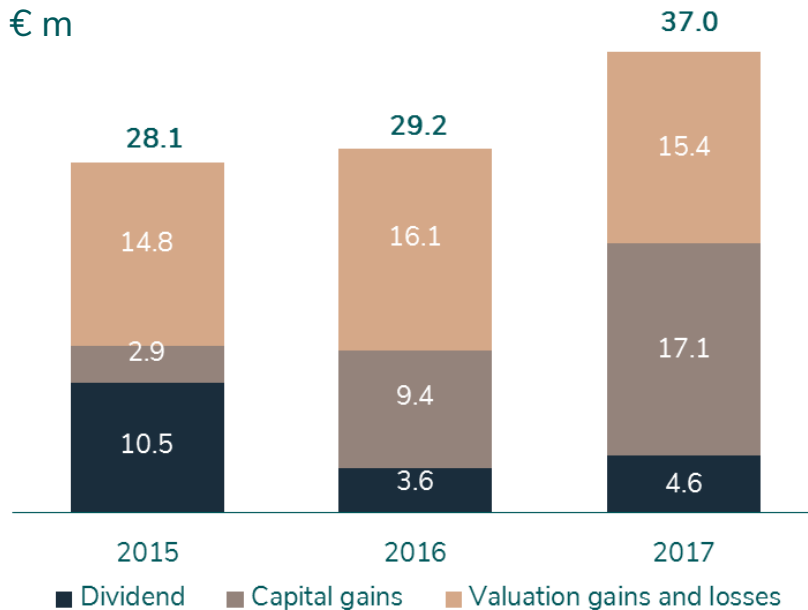
* The clean interest margin equals the gross interest margin adjusted for interest equalisation and interest-related derivatives amortisation.



Steady income from securities and associates

Income from securities and associates

€ m



	Book value 31/12/2017	Income 2017
VLP (minority interests)	53.2	26.1
Bolster (new fund)	16.8	0.0
Co-investments in own products	96.9	11.6
Other equity investments*	9.1	-0.6
Total	176.0	37.0

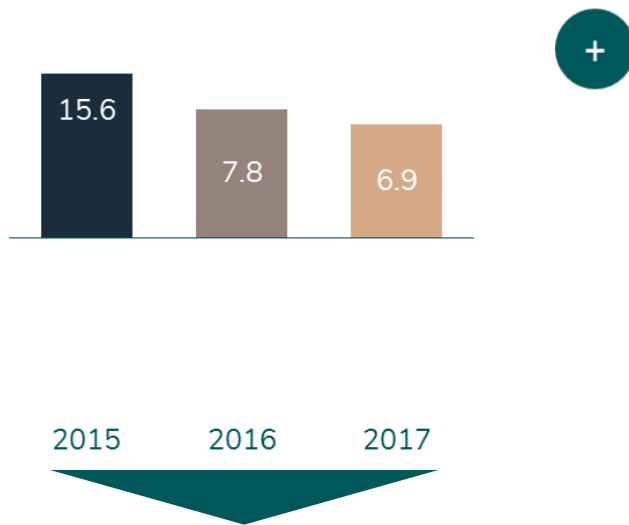
- Income from securities and associates relates to our minority equity investments and stakes in our own investment funds
- Over the last 10 years core income from securities and associates averaged €20m - €25m
- At the beginning of 2017, a significant capital gain was realised on the sale of our minority stake in TechAccess (€11.1m) and stakes in our own investment funds (€6.5m)

* Excludes specific treasury investment

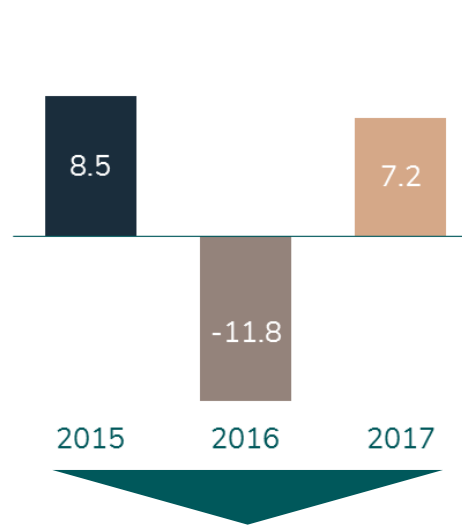


Result on financial transactions buoyed up by more favourable markets

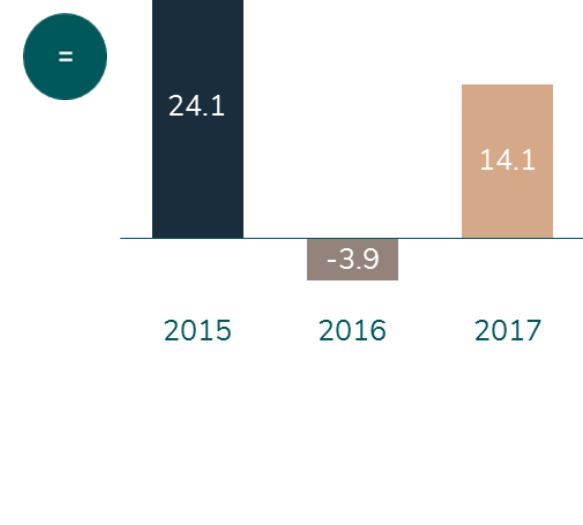
Results on investment portfolio
€ m



Other results
€ m



Total result on financial transactions
€ m



Consists of:

- Realised gains on AFS portfolio
- Results on mark-to-market portfolio

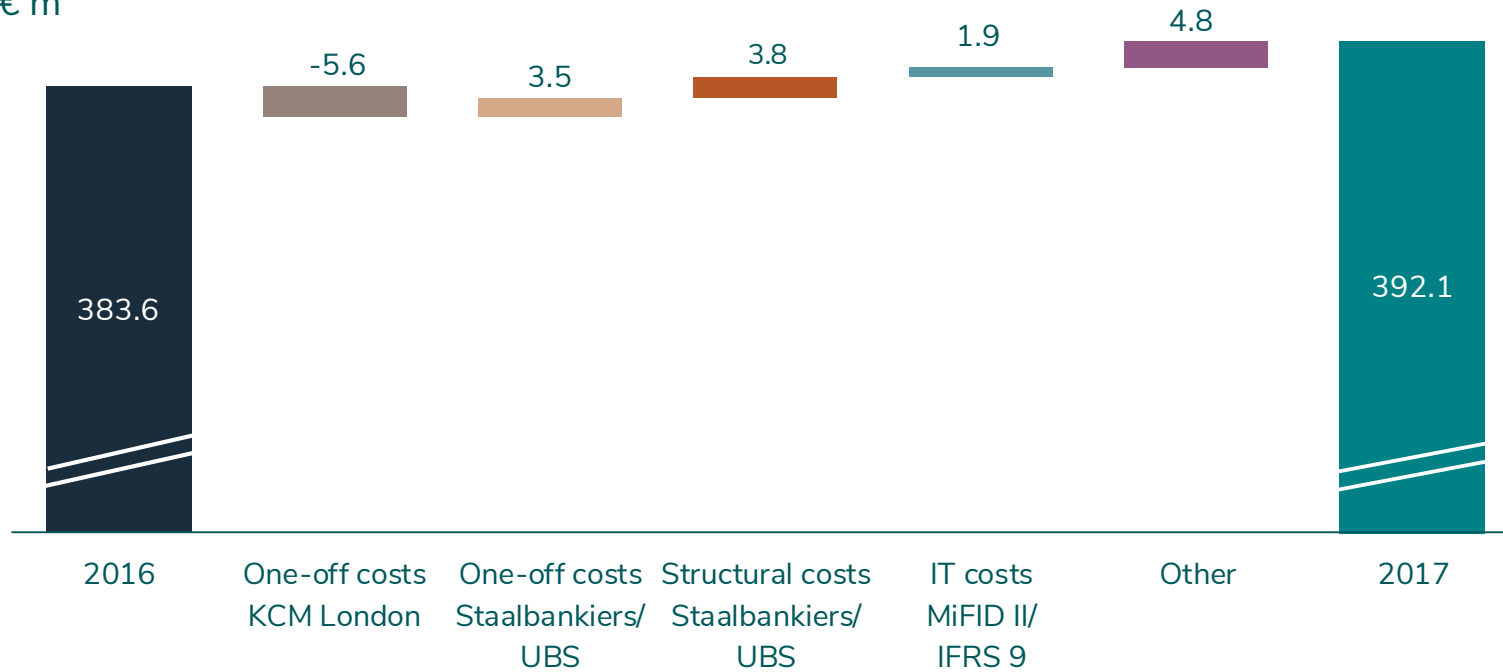
Results from:

- Brokerage activity
- Currency trading
- Interest rate hedges
- Medium-term notes



Operating expenses fairly stable

Operating expenses
€ m

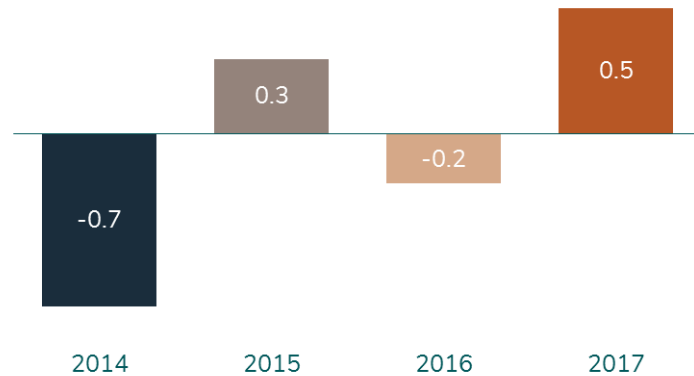


- Costs 2% up on 2016, partly due to higher costs associated with acquisition of Staalbankiers' private banking activities and UBS's wealth management activities in the Netherlands

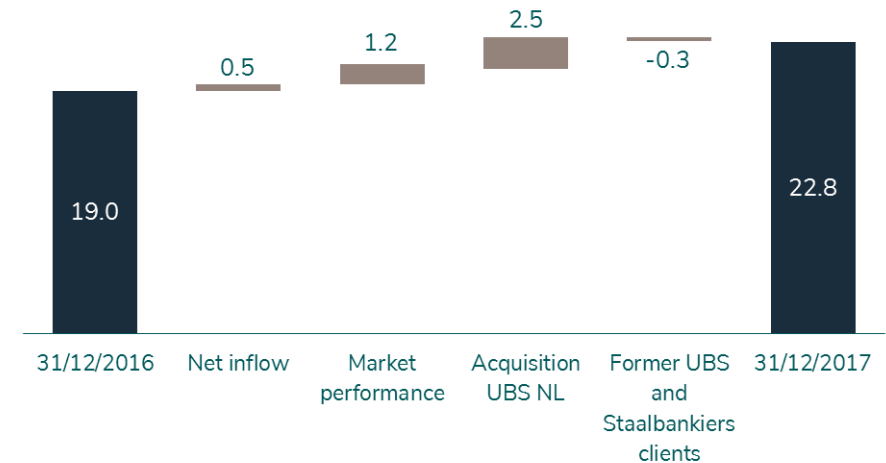


Strong AuM growth due to net inflow and acquisition of UBS's Dutch wealth management activities

Net inflow AuM Private Banking
€ bn



AuM Private Banking
€ bn

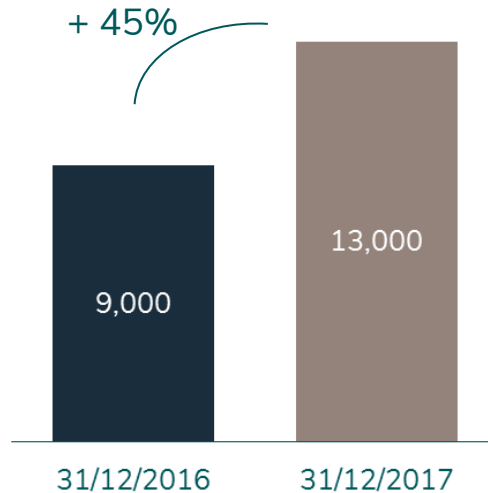


- AuM increase to €22.8bn (+20%); net inflow excluding former Staalbankiers' and UBS's wealth management clients at €0.5bn
- Integration of former Staalbankiers' and UBS's wealth management clients successfully completed; over 90% of assets under management retained
- Net result Van Lanschot Private Banking +30% to €35.2m
- Commission income rises to €124.5m (2016: €104.0m) driven by acquisitions, higher transaction-related activities by clients and growth in AuM

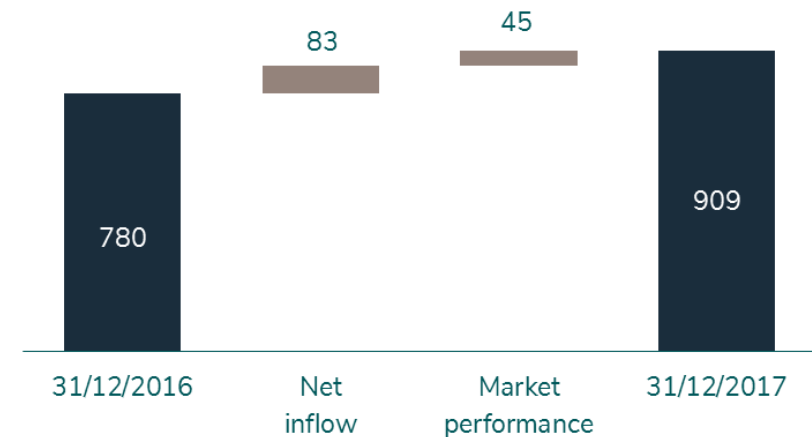


Evi's client base grew significantly, leading to AuM growth

Evi's AuM client base



AuM Evi
€ m



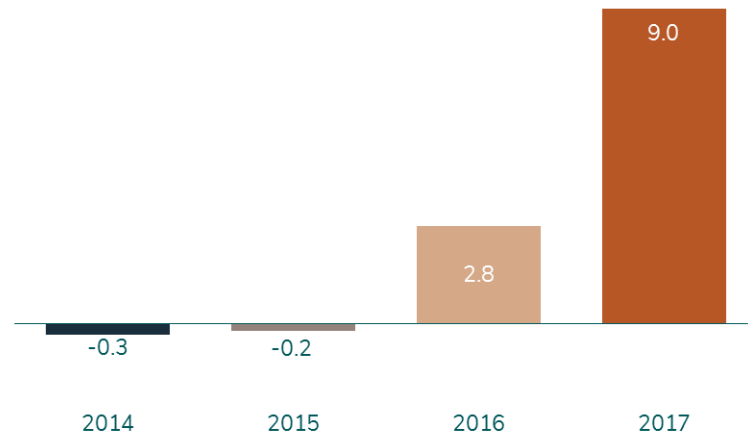
- Evi's AuM client base grew by 45% to c. 13,000 clients*
- Shift from savings to AuM, with total client assets stable at €1.5bn
- Outflow of savings in Belgium in line with funding strategy
- Commission income rises to €4.5m (2016: €3.6m)
- Underlying net result decreases to - €9.6m (2016: - €8.2m)

* Total Evi client base at 25,000 (including both AuM and savings clients)

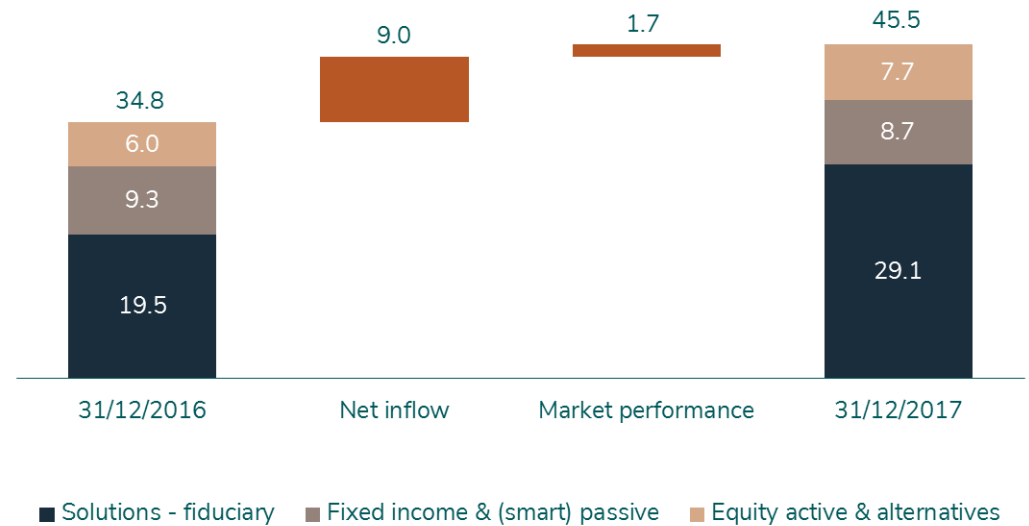


AuM growth at Asset Management accelerates with new mandates

Net inflow AuM
€ bn



AuM Asset Management
€ bn

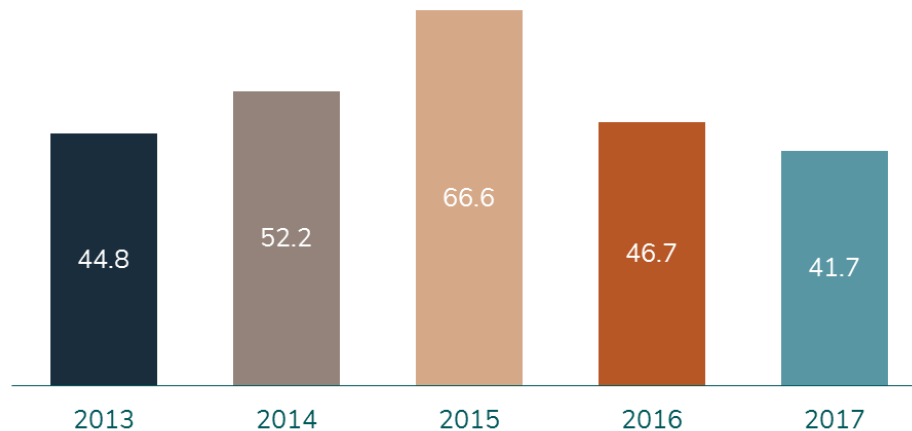


- Assets under management rise to €45.5bn (+31%)
- Increase mainly driven by new mandates, e.g. Stichting Pensioenfond UWV with c. €7.3bn of AuM
- Commission income increases to €92.5m (2016: €86.2m); slight fee pressure visible
- Underlying net result grows to €13.2m (2016: €10.0m)
- Launch of four new strategies: Structured Credit Fund, European High-yield Fund, Income Fund and Sustainable Value Creation Fund
- Opening of new office in Paris



High activity in all Merchant Banking niches

Commission
€ m



- Commission income at €41.7m (2016: €46.7m)
- Underlying net result at €3.9m (2016: €6.2m)
- MiFID II successfully implemented
- Structured products team achieved strong income growth thanks to a large number of new products and attractive market circumstances

Selection of 2017 deals

<p>VONOVIA</p> <p>Public offer for BUWOG</p> <p>€5,200,000,000</p> <p>M&A adviser</p> <p>Kempen Pending</p>	<p>COIMA</p> <p>Private placement</p> <p>€300,000,000</p> <p>Sole M&A adviser</p> <p>Kempen July 2017</p>	<p>ADG</p> <p>Inaugural bond issue</p> <p>€400,000,000</p> <p>Debt adviser</p> <p>Kempen July 2017</p>
<p>CARRILA</p> <p>Initial Public Offering</p> <p>€632,000,000</p> <p>Joint Bookrunner</p> <p>Kempen July 2017</p>	<p>ANNINGTON</p> <p>Debt advisory</p> <p>£3,700,000,000</p> <p>Debt adviser</p> <p>Kempen July 2017</p>	<p>vesteda</p> <p>Capital raise</p> <p>€280,000,000</p> <p>Sole financial adviser</p> <p>Kempen May 2017</p>
<p>ANGLO GORDON & CO.</p> <p>Sale of residential portfolio</p> <p>€230,000,000</p> <p>Sole M&A adviser</p> <p>Kempen September 2017</p>	<p>argenx</p> <p>US public offering</p> <p>USD 265,512,000</p> <p>Adviser</p> <p>Kempen December 2017</p>	<p>BIOCARTIS</p> <p>Accelerated bookbuild offering</p> <p>€80,000,000</p> <p>Joint Bookrunner</p> <p>Kempen November 2017</p>
<p>SurgVision</p> <p>Sole to</p> <p>BRACCO</p> <p>Life from inside</p> <p>Sole M&A Adviser</p> <p>Kempen October 2017</p>	<p>BLACKFIN</p> <p>Acquisition of</p> <p>BUCKVROO</p> <p>Sole M&A adviser</p> <p>Kempen July 2017</p>	<p>VolkerWessels</p> <p>Initial public offering</p> <p>€648,000,000</p> <p>Financial adviser</p> <p>Kempen May 2017</p>



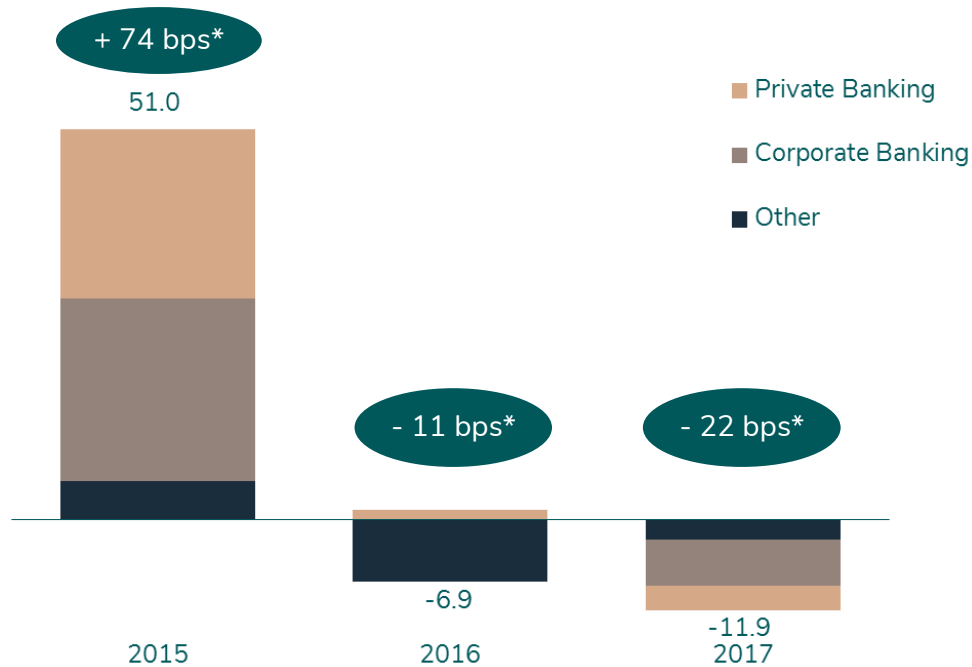
Mortgage book stable, Corporate Banking run-off continues

€ m	31/12/2017	31/12/2016	% change	Impaired loans	Provision	Impaired ratio	Coverage ratio
Mortgages	5,712	5,826	-2%	55	11	1.0%	20%
Other loans	2,045	2,092	-2%	140	69	6.8%	50%
Private Banking	7,756	7,917	-2%	195	81	2.5%	41%
Loans to SMEs	457	679	-33%	133	28	29.2%	21%
Real estate financing	411	705	-42%	42	7	10.3%	16%
Corporate Banking	868	1,384	-37%	175	34	20.2%	19%
Mortgages distributed by third parties	600	485	24%	0	0	0%	15%
Provisions excl. IBNR	-115	-155	-26%				
IBNR	-6	-7	-20%		7		
Total	9,103	9,624	-5%	371	120	4.0%	31%

- Total impaired ratio improves to 4.0% from 5.1%

Net release of loan loss provisions

Additions to loan loss provision € m



Additions to loan loss provision	2015	2016	2017
Private Banking	22.1	1.2	-3.3
Corporate Banking	23.9	0.0	-6.0
Other	5.0	-8.1	-2.6
Total	51.0	-6.9	-11.9

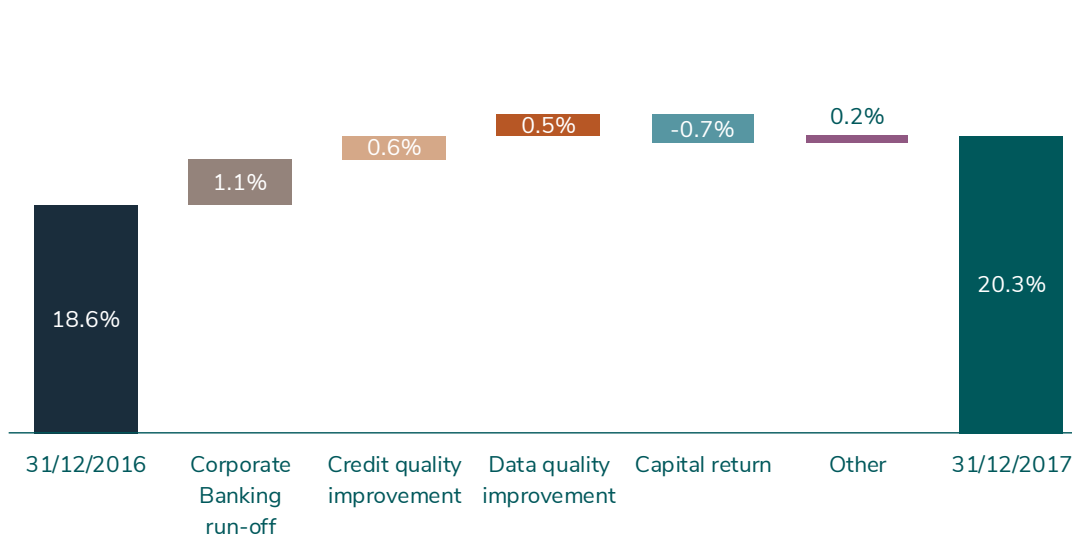
- We saw a net release of loan loss provisions
- Net release mainly driven by favourable market conditions and rising house prices

* Loan loss provision / Average total RWA

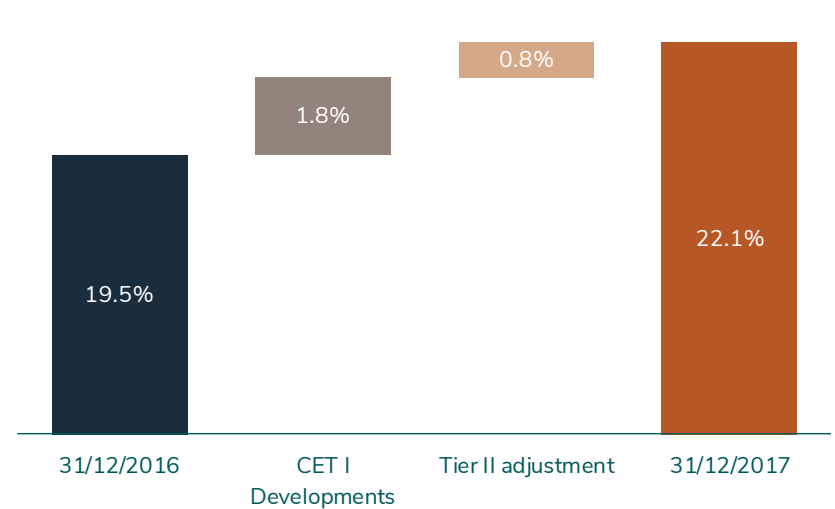


Our CET I ratio increases to 20.3%

Common Equity Tier I ratio (fully loaded)
%



Total capital ratio (fully loaded)
%

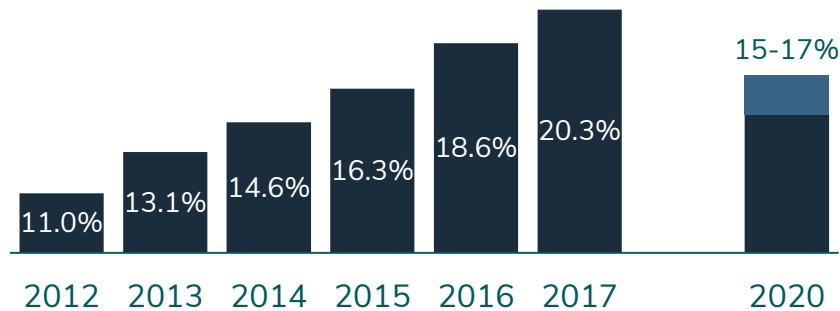


- We propose a cash dividend of €1.45 per share (c. €60m in total)
- An adjustment to the characteristics of our Tier II notes resulted in an optimisation of our capital ratio
- We reiterate our commitment to return at least €250 million to our shareholders by 2020, based on our current plans and currently known laws and regulations
- Based on our current assets and provisional calculations, we do not expect risk-weighted assets to increase by more than 10% as a result of Basel IV (currently at €4,979m)
- The estimated impact of applying IFRS 9 on our CET I ratio is a decrease of 20 basis points (of which 5 basis points as a result of equity deduction related to loss allowances)

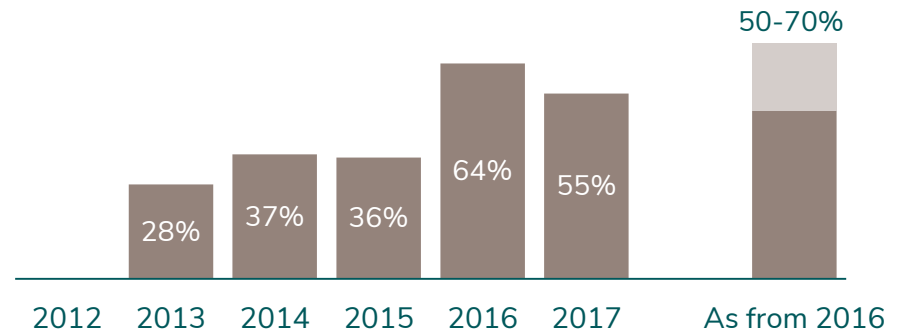


Overview of group targets

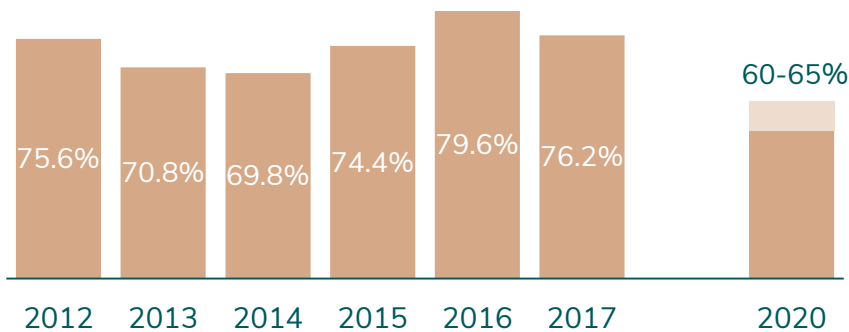
Common Equity Tier I ratio*
%



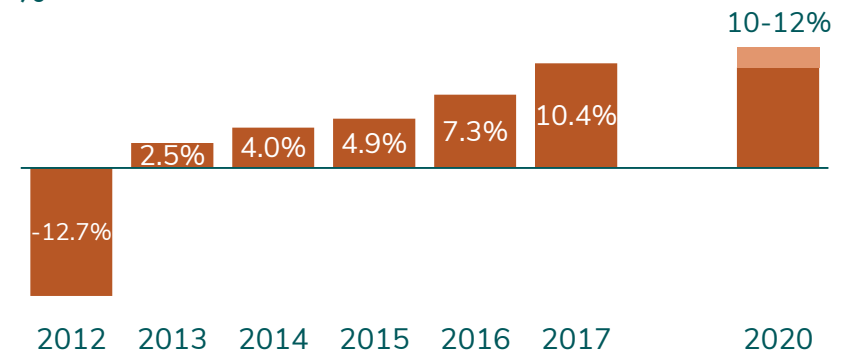
Dividend pay-out ratio**
%



Efficiency ratio***
%



Return on Common Equity Tier I**
%



* 2017 and 2016 fully loaded; other years phase-in.

** Based on underlying net result.

*** Operating expenses (and so the efficiency ratio) in 2017 and 2016 exclude costs for Strategy 2020 investment programme, amortisation of intangible assets arising from acquisitions and a one-off charge for the derivatives recovery framework. For 2015, the figure excludes a one-off charge arising from the sale of non-performing real estate loans and for 2014 a pension scheme gain.









Other topics



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Good progress on long-term value creation

 <p>Selection of 5 SDGs</p>	 <p>Good start with Van Lanschot Kempen foundation</p>	<p>Employee engagement Score: 81%</p>  <p>Investments in development and well-being of staff</p>	<ul style="list-style-type: none"> • Launch of Duurzaam+ • Expanded impact investing solutions • Increased awareness Charity & Impact Investing services <p>New product offerings at Private Banking</p>
 <p>Client satisfaction up for Evi and Asset Management</p>	<p>SUSTAINALYTICS Peer group ranking: 1st</p> <p>Transparency Benchmark ranking: 9th</p> <p>FORUM ETHIBEL Sustainability Certificate</p> <p>High scores on external assessments</p>	<p>Refined method to calculate carbon emissions </p> <p>CDP rating: A</p> <p>Addressing climate change</p>	<p>Focusing capital on the long term</p> <ul style="list-style-type: none"> • Sustainable Value Creation Fund • Global Impact Pool  <p>New product offerings at Asset Management</p>

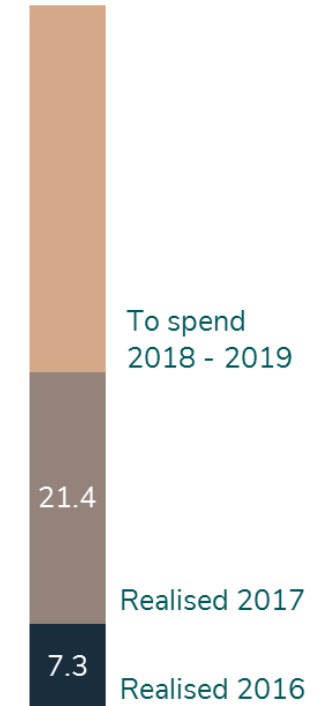


Good progress on Strategy 2020 investment programme

Omni-channel	<ul style="list-style-type: none">• Launch of investment app• Discretionary management app improved• Workflow automation tool implemented• Good progress on new client portal, to be launched in 2018• Intake investment tool launched
New payments system	<ul style="list-style-type: none">• Collaboration with Fidor progressing well
New mortgage system	<ul style="list-style-type: none">• Outsourcing realised according to plan, in September 2017


Budget for Strategy 2020 investment programme

€ 60m

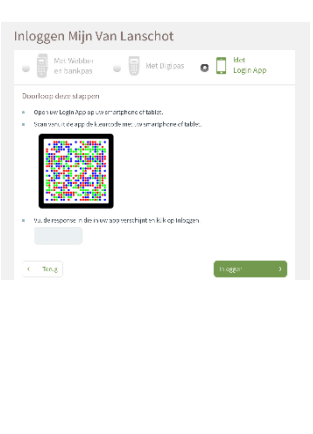


Key deliverables realised for our omnichannel Private Banking model


Wealth Management Apps



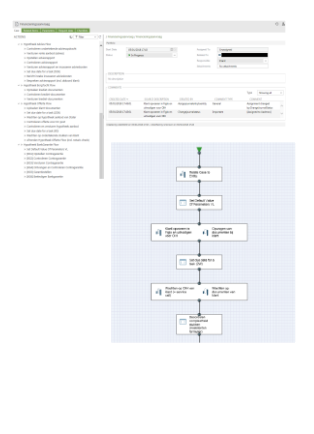
Login App



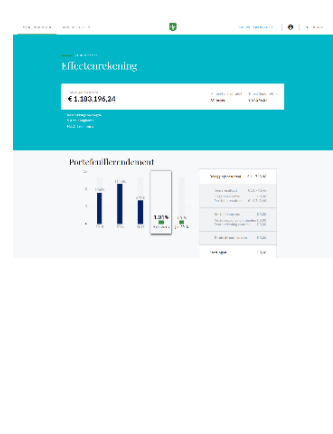
Intake Investing & Goal Monitoring Tool



Improved and new workflows



New 'Mijn Van Lanschot' to be launched in 2018



<p>Digital infrastructure</p>	<p>Solid, future proof digital infrastructure to enable omnichannel client service:</p> <ul style="list-style-type: none"> • Flexible and secure cloud platform • Modern API based integration layer 	<p>Agile organization</p>	<p>Fully adopted agile way of working with multiple scrumteams:</p> <ul style="list-style-type: none"> • Continuous delivery - new releases every sprint • Digital talents on board (internal and external)
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Increased focus on our core wealth management activities

Outsourcing



Activities

- Stater is a large Dutch mortgage servicer
- Fidor is a German fintech company

Transaction

- Stater has taken over mortgage servicing as of September 2017
- Fidor will provide a white-label solution for payments by the end of 2018

Our involvement

- All client contact remains with Van Lanschot Private Banking
- The proposition and banking app will be part of Van Lanschot's client proposition

Spin-offs



- Bolster (formerly Van Lanschot Participaties) is an independent long-term private equity investor, specialising in minority interests in Dutch companies

- Spin-off as of 1 December 2017

- We continue to own our current portfolio and obtained a significant minority interest in the new fund

- Captin (formerly Equity Management Services (EMS)), offers a platform for trading in unlisted companies and provides tailored solutions in employee ownership

- Spin-off as of 1 October 2017

- We will remain involved with Captin by providing trading facilities and accounts for Captin clients





Appendix

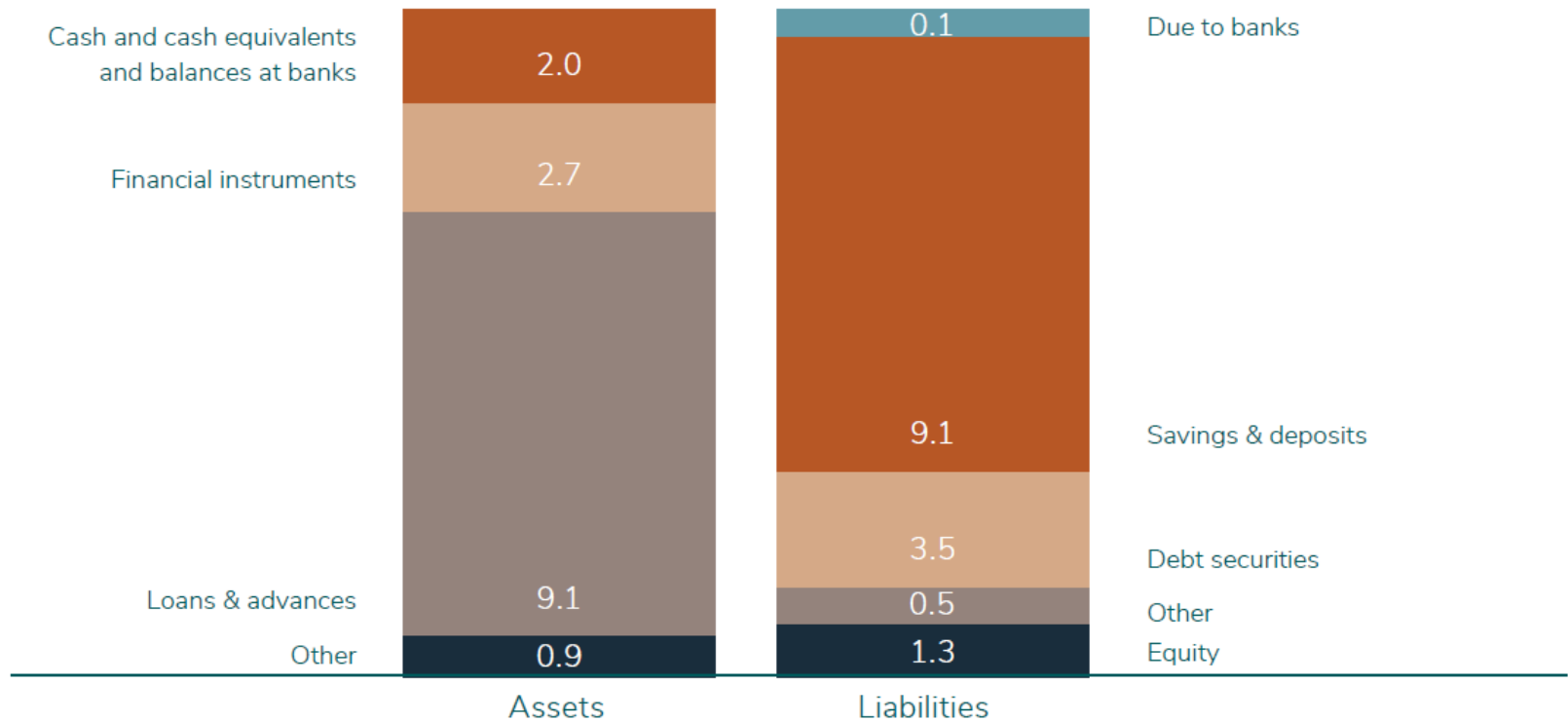
Key figures for 2017 by segment

€ m	Private Banking	Evi	Asset Management	Merchant Banking	Corporate Banking	Other	Total
Commission income	124.5	4.5	92.5	41.7	2.6	1.1	267.0
Interest income	151.4	3.3	0.0	0.0	33.1	8.8	196.6
Other income	1.0	0.0	-1.3	4.5	0.0	46.9	51.2
Income from operating activities	276.9	7.9	91.2	46.2	35.8	56.8	514.8
Operating expenses	-207.0	-19.5	-72.5	-40.6	-18.3	-34.1	-392.1
Gross result	69.9	-11.6	18.7	5.6	17.5	22.7	122.7
Impairments	3.2				6.0	5.2	14.4
Operating profit before tax of non-strategic investments						12.6	12.6
Operating profit before one-off charges and tax	73.1	-11.6	18.7	5.6	23.5	40.6	149.8
Strategy 2020 investment programme	-21.4						-21.4
Amortisation of intangible assets arising from acquisitions	-3.0	0.0	-0.5	0.0		-2.6	-6.1
Derivatives recovery framework					-1.7		-1.7
Operating profit before tax	48.6	-11.6	18.2	5.6	21.7	38.0	120.5
Income tax	-13.4	2.0	-5.0	-1.7	-5.4	-2.0	-25.6
Net profit	35.2	-9.6	13.2	3.9	16.3	35.9	94.9
Underlying net result	51.3	-9.6	13.2	3.9	17.6	35.9	112.3
FTE total 2017	757.5	33.4	229.6	111.5	6.8	518.7	1657.5



Balance sheet shows strong capital and funding position

Balance sheet 31 December 2017
 €bn, balance sheet total = €14.7bn



Executive Board



Karl Guha (1964)
Chairman of the Board

Appointed

Appointed chairman of the Statutory Board of Van Lanschot NV on 2 January 2013

Background

- 1989 – ABN AMRO: positions in Structured Finance, Treasury, Capital Management, Investor Relations, Risk Management and Asset & Liability Management
- 2009 – UniCredit Banking Group: CRO and member of the Executive Management Committee, and Member of Supervisory Boards of Bank Austria, HVB in Germany and Zao Bank in Russia



Constant Korthout (1962)
CFO/CRO

Appointed

Appointed member of the Statutory Board of Van Lanschot NV on 27 October 2010

Background

- 1985 – ABN AMRO: management trainee, senior account manager corporate clients
- 1990 – KPMG Management Consultants
- 1992 – Robeco: Group Controller, CFO and member of the Executive Board of Weiss, Peck & Greer in New York, and Corporate Development director
- 2002 – Robeco: CFO, including Risk Management, Treasury and Corporate Development



Arjan Huisman (1971)
COO

Appointed

Appointed member of the Statutory Board of Van Lanschot NV on 6 May 2010

Background

- 1995 – Various consulting positions within BCG Amsterdam and Boston offices, with a strong focus on the financial services practice
- 2004 – Partner, Managing Director and Head of BCG Prague office, responsible for client service and support of a number of financial services clients in Central and Eastern Europe in areas including strategy and operations
- 2008 – Partner and Managing Director of BCG Amsterdam office, responsible for advising a group of Dutch financial institutions on strategy and operations



Executive Board



Richard Bruens (1967)
Private Banking

Appointed

Appointed member of the Statutory Board of Van Lanschot NV on 15 May 2014

Background

- 1991 – ABN AMRO: various managerial positions in the Global Markets division, Managing Director of Investor Relations
- 2007 – Renaissance Capital: Member of Group Managing Board, responsible for strategy, investor relations and communication
- 2010 – ABN AMRO: Global Head Product & Private Wealth Management at ABN AMRO Private Banking International



Leni Boeren (1963)
*CEO Kempen & Co
Asset Management*

Appointed

Appointed chairman of the Management Board of Kempen & Co in February 2018.

Background

- 1983 - Paribas: Account Manager
- 1984 - Rabobank: Senior Investment Adviser, Head of Account Management
- 1992 - Robeco Group: Head of Investment Services Strategy, Head of Marketing and Product Management
- 1997 – Amsterdam Exchanges: Member Board of Directors
- 2000 – Euronext: Member Executive Committee
- 2005 – Robeco Groep: Member, Vice-Chair and Chair of the Group Management Board and Chair/member of the boards of a number of Robeco Groep subsidiaries



Leonne van der Sar (1969)
Merchant Banking

Appointed

Appointed member of the Management Board of Kempen & Co in August 2017

Background

- 1994 – ABN AMRO: Various positions in Investment Banking
- 1998 – ABN AMRO Rothschild: Various positions in Investment Banking and Equity Capital Markets
- 2004 – ABN AMRO Rothschild: Managing Director and Head of ABN AMRO Rothschild Netherlands office
- 2006 – ABN AMRO: Executive Director Corporate Development
- 2008 – Several interim management assignments in the financial sector
- 2014 – Van Lanschot Kempen: Head of Strategy & Corporate Development



Supervisory Board

Willy Duron
(1945)
Chairman

- Former Chairman of KBC Group
- Member board of directors Agfa-Gevaert and Tigenix

Jeanine Helthuis
(1962)

- Former CEO of Monuta
- Former member Management Board Fortis Bank Nederland
- Supervisory Board Member at Prorail
- Managing Director of PC Hooft Groep

Manfred Schepers
(1960)
Vice-Chairman

- Former Vice President & Chief Financial Officer European Bank for Reconstruction and Development
- Member of the Supervisory Board of NWB Bank, Fotowatio Renewable Ventures and Almar Water Solutions

Bernadette Langius
(1960)

- Former CEO of ABN AMRO Private Banking Netherlands
- Former Executive Board Member of VU Amsterdam
- Supervisory Board Member at IBM

Godfried van Lanschot (1964)

- Independent investor

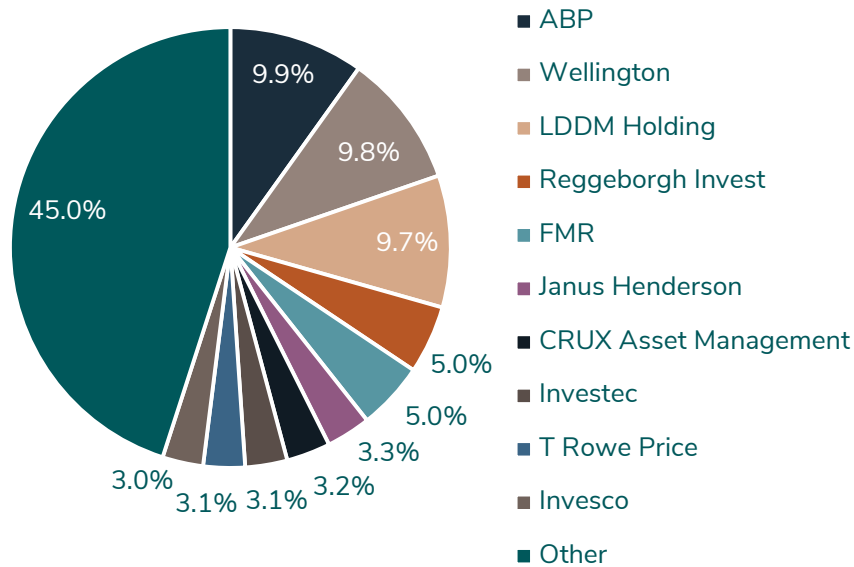
Lex van Overmeire
(1956)

- Former Audit Partner EY Accountants LLP
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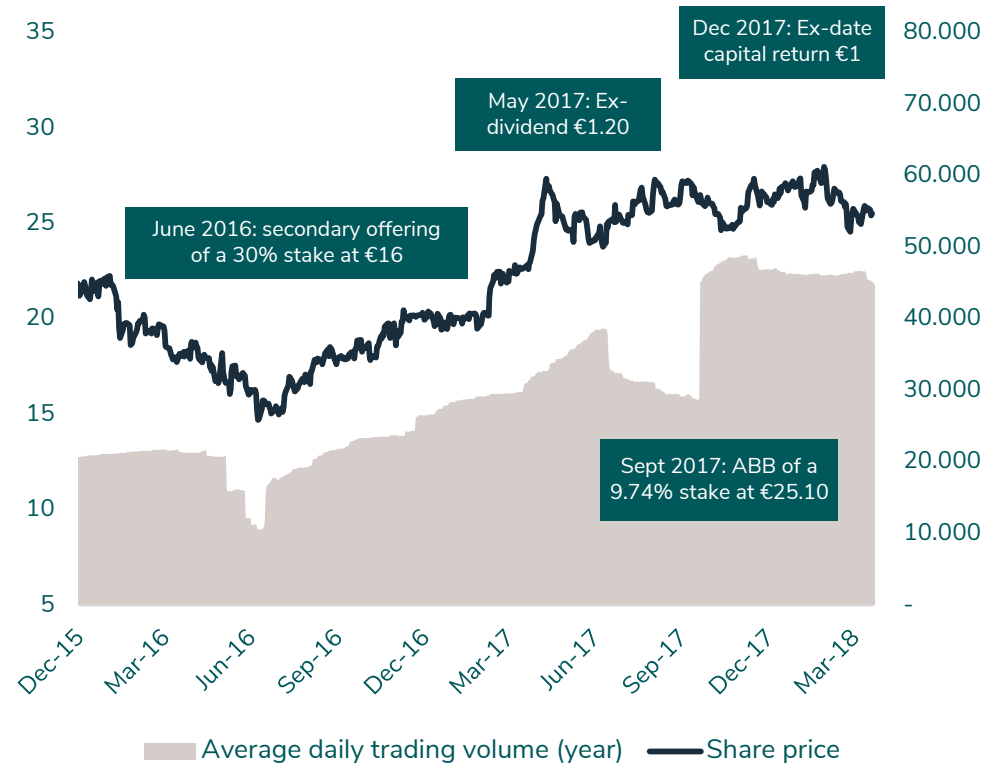


Increasingly diversified shareholder base

Van Lanschot Kempen's shareholder base*



Development of share price and trading volume



*Rounded figures



Disclaimer

Disclaimer and cautionary note on forward-looking statements

This document contains forward-looking statements on future events and developments. These forward-looking statements are based on the current information and assumptions of Van Lanschot Kempen's management about known and unknown risks and uncertainties. Forward-looking statements do not relate strictly to historical or current facts and are subject to such risks and uncertainties that by their very nature fall outside the control of Van Lanschot Kempen and its management.

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Van Lanschot Kempen cautions that expectations are only valid on the specific dates on which they are expressed, and accepts no responsibility or obligation to revise or update any information following new information or changes in policy, developments, expectations or other such factors.

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