

Agenda

ANNUAL MEETING OF SHAREHOLDERS

Invitation and agenda to the Annual General Meeting of Shareholders of Van Lanschot Kempen NV, to be held in the auditorium of the Van Lanschot Tower, Leonardo Da Vinciplein 60, 's-Hertogenbosch, the Netherlands, on Thursday 31 May 2018 at 2.00 pm



INVITATION

Dear holders of Van Lanschot Kempen shares and
depository receipts for shares,

It is with great pleasure that I invite you to attend the
Van Lanschot Kempen NV Annual General Meeting of
Shareholders on Thursday 31 May 2018. The meeting will
start at 2.00 pm in the auditorium of the Van Lanschot
Tower, Leonardo da Vinciplein 60, 's-Hertogenbosch, the
Netherlands.

At the meeting, Karl Guha, Chairman of the Statutory
Board, and Constant Korthout, Chief Financial Officer/
Chief Risk Officer, will discuss our 2017 financial year.

The enclosed agenda provides a comprehensive overview
of all the topics that will come up at the meeting, and you
will find our full 2017 annual report and other AGM-related
documents at vanlanschotkempen.com/results and
vanlanschotkempen.com/agm.

If you would like to come, please read on to find out what
you should do next. You will also find other information key
to attending the meeting.

I look forward to welcoming you to the Van Lanschot Kempen
offices in 's-Hertogenbosch on 31 May.

Best regards,

Willy Duron

Chairman of the Supervisory Board of
Van Lanschot Kempen NV

's- Hertogenbosch, the Netherlands, 13 April 2018

AGENDA

Agenda to the Annual General Meeting of Shareholders of Van Lanschot Kempen NV on 31 May 2018 at 2.00 pm

1. Opening

2. Annual report 2017

- a.) Report of the Supervisory Board (discussion)
- b.) Report of the Statutory Board for 2017 (discussion)
- c.) Compliance with the 2016 Corporate Governance Code (discussion)

3. Financial statements 2017

- a.) Implementation of Statutory Board remuneration policy in 2017 (discussion)
- b.) Adoption of 2017 financial statements (voting item)
- c.) Payment of a cash dividend of €1.45 per Class A ordinary share (voting item)

4. Discharge of the Statutory and Supervisory Boards

- a.) Discharge of the members of the Statutory Board from liability for their conduct of Van Lanschot Kempen's affairs in the 2017 financial year (voting item)
- b.) Discharge of the members of the Supervisory Board from liability for their supervision of Van Lanschot Kempen's affairs in the 2017 financial year (voting item)

5. Notification of the intended reappointment of members to the Statutory Board:

- a.) Richard Bruens (discussion)
- b.) Arjan Huisman (discussion)
- c.) Constant Korthout (discussion)

6. Remuneration of the Statutory Board (voting item)

7. Remuneration of the Supervisory Board (voting item)

8. Appointment of the auditors (voting item)

9. Composition of the Supervisory Board

- a.) Notification of vacancy and profile; opportunity to make a recommendation (voting item in the event of such recommendation)
- b.) Appointment of Maarten H. Muller as a member of the Supervisory Board (voting item)
- c.) Announcement of the vacancies that will arise on the day of the Annual General Meeting of Shareholders in 2019 (discussion)

10. Grant of authority to repurchase own shares and/or depositary receipts for such shares (voting item)

11. Extension of powers of the Statutory Board

- a.) Extension of the power of the Statutory Board to issue Class A ordinary shares (voting item)
- b.) Extension of the powers of the Statutory Board to limit or exclude pre-emption rights when Class A ordinary shares are issued (voting item)

12. Any other business and closure of meeting

Availability of documents

Prior to the meeting, the following documents may be obtained by shareholders and holders of depositary receipts at no cost from the Van Lanschot Kempen NV offices at Hooge Steenweg 29, 5211 JN 's-Hertogenbosch, the Netherlands:

- The agenda with explanatory notes;
- The report of the Supervisory Board;
- The 2017 directors' report by the Statutory Board;
- The 2017 financial statements and other information;
- Information specified in Article 2:142 (3) of the Dutch Civil Code;
- The notifications as required by law and the Articles of Association.

These documents have also been posted on vanlanschotkempen.com/agm and at vanlanschotkempen.com/results.

Registration date

Those parties who are entered in the designated registers or sub-registers following the close of trading on Thursday 3 May 2018 (the registration date) and who have given notice in the manner described below will be entitled to attend and/or vote at the meeting. The following registers or sub-registers have been designated:

- The records kept by intermediaries, as referred to in the Dutch Securities (Bank Giro Transactions) Act ("Wet giraal effectenverkeer"), in the case of holders of depositary receipts for Class A ordinary shares in Van Lanschot Kempen NV;
- Van Lanschot Kempen's shareholders' register, in the case of holders of registered shares in Van Lanschot Kempen NV.

Registration

Holders of registered shares

Holders of registered shares wishing to attend the meeting should notify Van Lanschot Kempen in the manner described in the convening notices sent to them.

Holders of depositary receipts

Holders of depositary receipts for Class A ordinary shares who wish to attend the meeting either in person or through an authorised representative must submit a notification in writing via their bank between Friday 4 May 2018 and Friday 25 May 2018 by 5.00 pm at the latest, sent to the following address:

F. van Lanschot Bankiers NV
Beethovenstraat 300
1077 WZ Amsterdam
The Netherlands
Email: proxyyvoting@kempen.nl
Fax: 020 348 95 49

This notification should also enclose a statement by the intermediary that the relevant depositary receipts were registered in the name of the depositary receipt holder on the registration date. Holders of depositary receipts will receive acknowledgement of receipt via their bank that will admit them to the meeting.

Powers of attorney

Holders of depositary receipts for Class A ordinary shares who wish to be represented by an authorised representative must provide a written power of attorney, without prejudice to the above registration requirements. This must be received by F. van Lanschot Bankiers no later than 5.00 pm on Friday 25 May 2018.

Voting proxies for holders of depositary receipts

Stichting Administratiekantoor van gewone aandelen A Van Lanschot Kempen will grant a proxy to holders of depositary receipts for Class A ordinary shares in Van Lanschot Kempen, if they have registered their depositary receipts on time and in accordance with instructions.

The holders of depositary receipts will be able to use this proxy at the meeting to exercise their voting rights on the shares held for them by the Stichting in exchange for which their depositary receipts were issued. There is no need for them to apply for proxies, as these will be available to them when signing the meeting attendance list.

Proxies are granted pursuant to and with due observance of Article 16 of the Stichting's administration conditions. If the depositary receipt holder's right to attend the meeting is exercised by a representative authorised in writing, the Stichting will grant the proxy to them.

Voting instructions

Holders of depositary receipts for Class A ordinary shares who are unable to attend the meeting may issue voting instructions to an independent party, i.e. SGG Financial Services BV (SGG), or to the Company Secretary. They must register in accordance with instructions and complete a form to issue voting instructions, which is available from SGG (on +31 (0)20 522 25 12, email registers@sgggroup.com). This form can also be downloaded from Van Lanschot Kempen's website (vanlanschotkempen.com/agm) and must be completed and received by SGG or the Company Secretary, and processed by the intermediary via the electronic voting platform (EVO platform), no later than 5.00 pm on Friday 25 May 2018.

Registration of attendance

Holders of shares and/or depositary receipts may exercise their rights to attend and vote at the meeting only if they have registered. The registration of attendance will be based on the acknowledgement of receipt and will take place at the entrance to the meeting room between 1.00 pm and the start of the meeting. Attendees may be asked to prove their identity.

Transport

We recommend coming to the meeting by public transport, as the Van Lanschot Tower is only a few minutes' walk from 's-Hertogenbosch railway station. Those driving to the meeting can park their cars in the Paleiskwartier car park, a short walk from the Van Lanschot Tower. Complimentary car park exit tickets are available.

Visitors with a physical disability making it hard or impossible to negotiate the distance between the car park and the Van Lanschot Tower can contact us at SecretariaatRvB@vanlanschotkempen.com prior to the meeting to reserve a parking space under the Van Lanschot Tower.

NOTES

Notes to the agenda of the Annual General Meeting of Shareholders of Van Lanschot Kempen NV on Thursday 31 May 2018

Agenda item 2: Annual report 2017

a.) Report of the Supervisory Board (discussion)

The Supervisory Board will elaborate on its report for 2017. For the report of the Supervisory Board, please refer to pages 80 through 85 of Van Lanschot Kempen's 2017 annual report.

b.) Report of the Statutory Board for 2017 (discussion)

The Statutory Board will elaborate on its management report for 2017.

c.) Compliance with 2016 Corporate Governance Code (discussion)

This item entails a discussion of the way Van Lanschot Kempen has complied with the 2016 Corporate Governance Code, which came into force on 1 January 2017.

Agenda item 3: Annual statements 2017

a.) Implementation of the Statutory Board's remuneration policy in 2017 (discussion)

A discussion of the 2017 implementation of the Statutory Board's remuneration policies, drawing on relevant information in Articles 2:383c through 2:383e of the Dutch Civil Code, as stated in Van Lanschot Kempen's management report and in the notes to the financial statements (pages 64 through 65 and pages 222 through 224 of the 2017 annual report).

b.) Adoption of 2017 financial statements (voting item)

Discussion of the 2017 financial statements as prepared by the Statutory Board and as approved by the Supervisory Board. We propose that the 2017 financial statements be adopted.

c.) Payment of a cash dividend of €1.45 per Class A ordinary share (voting item)

We are proposing to distribute a cash dividend of €1.45 per ordinary Class A share. The Statutory Board has decided, with the approval of the Supervisory Board, to add the amount remaining from the net profit available for shareholders of €89,508,191 after payment of this dividend to the reserves. Based on the number of shares in issue as at 13 April 2018, this would mean a total dividend payment of €59,974,419 and the addition of €29,533,772 to the reserves. These amounts and numbers take the payout ratio based on the underlying net profit accruing to shareholders to 56.1%. No dividend is distributed in respect of shares or depositary receipts for shares held by the Company itself.

The dividend will be payable in cash from Tuesday 12 June 2018. The ex-dividend date is set for Monday 4 June 2018 and the record date is Tuesday 5 June 2018.

Agenda item 4: Discharge of the Statutory and Supervisory Boards

a.) Discharge of the members of the Statutory Board from liability for their conduct of Van Lanschot Kempen's affairs in the 2017 financial year (voting item)

We propose that the members of the Statutory Board be discharged from liability for their conduct of Van Lanschot Kempen's affairs during the 2017 financial year, under Article 31 (2) of its Articles of Association. This discharge will apply to their conduct of affairs as apparent from:

- Van Lanschot Kempen's financial statements, and/or
- Information otherwise provided to the General Meeting prior to the adoption of the financial statements.

The members of the Statutory Board during the 2017 financial year were Karl Guha, Richard Bruens, Arjan Huisman and Constant Korthout.

b.) Discharge of the members of the Supervisory Board from liability for their supervision of Van Lanschot Kempen's affairs in the 2017 financial year (voting item)

We propose that the members of the Supervisory Board be discharged from liability for their supervision of Van Lanschot Kempen's affairs during the 2017 financial year, under Article 31 (2) of its Articles of Association. This discharge will apply to their supervision as apparent from:

- Van Lanschot Kempen's financial statements, and/or
- Information otherwise provided to the General Meeting prior to the adoption of the financial statements.

The members of the Supervisory Board during the 2017 financial year were: Willy Duron, Jeanine Helthuis, Bernadette Langius and Godfried van Lanschot. Lex van Overmeire was appointed to the Supervisory Board on 30 January 2017 and Manfred Schepers on 18 May 2017. Jos Streppel stepped down as a member of the Supervisory Board on 18 May 2017.

Agenda item 5: Notification of the intended reappointment of members to the Statutory Board:

a.) Richard Bruens (discussion)

On 15 May 2014, Richard Bruens was appointed as a member of the Statutory Board for four years. His term of office will expire on the day of the 2018 Annual General Meeting of Shareholders. The Supervisory Board is pleased to announce the intended reappointment of Richard Bruens as a member of the Statutory Board.

It is the intention of the Supervisory Board to reappoint Richard Bruens from 31 May 2018 to the day of the 2022 Annual General Meeting of Shareholders.

b.) Arjan Huisman (discussion)

On 15 May 2014, Arjan Huisman was reappointed as a member of the Statutory Board for four years. His term of office will expire on the day of the 2018 Annual General Meeting of Shareholders. The Supervisory Board is pleased to announce the intended reappointment of Arjan Huisman as a member of the Statutory Board.

It is the intention of the Supervisory Board to reappoint Arjan Huisman from 31 May 2018 to the day of the 2022 Annual General Meeting of Shareholders.

c.) Constant Korthout (discussion)

On 15 May 2014, Constant Korthout was reappointed as a member of the Statutory Board for four years. His term of office will expire on the day of the 2018 Annual General Meeting of Shareholders. The Supervisory Board is pleased to announce the intended reappointment of Constant Korthout as a member of the Statutory Board.

It is the intention of the Supervisory Board to reappoint Constant Korthout from 31 May 2018 to the day of the 2022 Annual General Meeting of Shareholders.

Agenda item 6: Remuneration of the Statutory Board

(voting item)

Background to the Statutory Board remuneration review

The current remuneration policy governing the members of the Statutory Board was approved by the General Meeting of Shareholders on 13 May 2015 and has been in force since 1 January 2015. At the time, it was agreed that this remuneration policy would be revisited in 2017 and evaluated in light of developments and circumstances at the time.

Market comparison

In December 2017, Willis Towers Watson conducted a market comparison for the overall remuneration package of the Statutory Board. In the past few years, Van Lanschot Kempen has transformed into a specialist wealth manager, which affects the composition of the reference group, selected in keeping with the Dutch Banking Code. This group breaks down into companies from:

- The Dutch banking sector;
- Western European, independent specialist wealth managers;
- Dutch listed companies outside the banking sector.

For a list of companies included in the reference group, go to vanlanschotkempen.com/remunerationpolicies.

The market comparison revealed that total remuneration for all members of the Statutory Board is in the 25th percentile of the reference group. This means that their remuneration is lower than at three-quarters of companies in the reference group.

Objectives

Van Lanschot Kempen's management plays a key role in realising its long-term strategy. The Supervisory Board wishes to appoint and retain high-quality board members and the Statutory Board's remuneration package must remain competitive with their reference group.

As for the Statutory Board's overall total pay (quantum), the objective of the Supervisory Board is to keep this just below the median of the relevant reference group. Taking into account all relevant laws and codes, including the Dutch Corporate Governance Code and the Banking Code, the Supervisory Board has also ensured that this remuneration policy and its implementation remains clear and transparent, and focuses on the long-term value creation of Van Lanschot Kempen and its affiliates.

Based on all these considerations, the Supervisory Board proposes that shareholders vote in favour of the following remuneration package for the Statutory Board:

- No change in fixed pay in cash.
- No change to the basic premise that the Statutory Board does not receive any variable remuneration.
- Fixed pay in shares raised to €387,500 for the Chairman and to €312,250 for the other members of the Board.
- The lock-up period for fixed pay in shares will be increased from three to five years.
- Pension allocations raised to 30% of fixed pay, i.e. €348,000 for the Chairman and €225,000 for the other members of the Board.
- The Chairman's disability allocation to be the same as that of the other members, i.e. 2.59% of fixed pay.

Remuneration policy will remain unchanged in all other respects. The changes will take effect from 1 January 2018. The Supervisory Board will submit the proposed changes to the General Meeting for adoption/approval pursuant to section 135 subsections 1 and 5 of Book 2 of the Dutch Civil Code.

Even with the proposed changes, total remuneration for all members of the Statutory Board will still remain well below the median for similar positions in both financial and non-financial sectors. The Supervisory Board will continue to closely monitor remuneration trends within the reference group.

Agenda item 7: Remuneration of the Supervisory Board (voting item)

The Supervisory Board's remuneration policy is reviewed once every two years. Its current policy was set by the General Meeting of Shareholders on 19 May 2016 and has been in force with effect from 1 January 2016.

In December 2017, Willis Towers Watson conducted a market comparison for the overall remuneration package of the Supervisory Board. Its reference group is made up of Dutch banks and Dutch listed companies outside the banking sector, all of them with two-tier board structures. For a list of companies included in the reference group, go to vanlanschotkempen.com/remunerationpolicies.

The market comparison revealed that total remuneration for all members of the Supervisory Board is significantly below the median for the market. More specifically, annual fixed compensation and compensation for committee memberships – except that of the Audit and Compliance Committee – are considerably below the market median.

To appoint and retain high-quality Supervisory Board members, Van Lanschot Kempen must offer a competitive package relative to their reference group. The Supervisory Board therefore proposes to amend – after securing shareholder approval – the compensation of the members of the Supervisory Board as follows, effective 1 January 2018:

- Fixed annual compensation raised to €90,000 for the Chairman, to €70,000 for the Deputy Chairman and to €60,000 for the members;
- Compensation for Risk Committee membership raised to €15,000 for its Chairman and to €10,000 for its members;
- Compensation for Remuneration Committee membership raised to €10,000 for its Chairman and to €7,000 for its members;
- Compensation for Selection and Appointment Committee membership raised to €10,000 for its Chairman and to €6,000 for its members;
- Compensation for Audit and Compliance Committee membership will be unchanged.

Agenda item 8: Appointment of the auditors

(voting item)

PricewaterhouseCoopers Accountants NV (PwC) were appointed external auditors for the 2017 financial year.

At the end of 2017, we conducted an assessment of the way the auditors had functioned in the year. The outcome of the assessment was that there were no objections to reappointing PwC as external auditors. Assessment, conclusions and recommendation were discussed in meetings of the Audit and Compliance Committee. Based on these, the committee recommended appointing PwC as the auditors for the 2018 and 2019 financial years. This recommendation was formulated in an independent deliberation process. The Supervisory Board has decided, on the advice of the Audit and Compliance Committee, to recommend to the General Meeting of Shareholders that PwC be reappointed as external auditors to Van Lanschot Kempen NV for the 2018 and 2019 financial years.

Agenda item 9: Composition of the Supervisory Board

- a.) Notification of vacancy and profile; opportunity to make a recommendation (voting item in the event of such recommendation)

In accordance with the retirement rotation schedule, the term of office of Godfried van Lanschot will end on the day of the General Meeting of Shareholders in 2018. Godfried van Lanschot is not eligible for reappointment, having completed the maximum term of office. The vacancy opening up on the departure of Godfried van Lanschot comes with a right of recommendation for LDDM Holding BV under the shareholder agreement between Van Lanschot Kempen and LDDM Holding.

An individual profile has been drawn up for the vacancy arising on the ending of Godfried van Lanschot's term of office (attached to this agenda as Appendix 1).

The General Meeting of Shareholders will be given an opportunity to make a recommendation to fill the vacancy that will arise on the Supervisory Board, as described in Article 23 (2) of Van Lanschot Kempen's Articles of Association. If the General Meeting chooses to exercise this right, the proposal will be voted on.

b.) Appointment of Maarten H. Muller as a member of the Supervisory Board (voting item)

As described under a.), LDDM Holding enjoys a right of recommendation for the Supervisory Board vacancy arising upon the departure of Godfried van Lanschot. LDDM Holding has advised the Supervisory Board that it will recommend to the General Meeting to appoint Maarten H. Muller as a member of the Supervisory Board.

The Supervisory Board has adopted LDDM Holding's recommendation. If the General Meeting does not make a separate recommendation, the Supervisory Board will put forward Maarten H. Muller to be appointed to the Supervisory Board by the General Meeting.

The Supervisory Board believes that Maarten Muller is suited to the position as described in the vacancy profile. Maarten Muller's curriculum vitae clearly shows that he has the knowledge and experience as stipulated in the profile. Maarten Muller has acquired the pertinent competencies in the various positions he has held over the years. His curriculum vitae is included in Appendix 2 to these notes, which also has the information specified in Article 23 (4) of Van Lanschot Kempen's Articles of Association.

Maarten Muller will be appointed for a period of four years, with his term of office ending on the day of the 2022 Annual General Meeting.

c.) Announcement of the vacancies that will arise on the day of the Annual General Meeting of Shareholders in 2019 (discussion)

In accordance with the retirement rotation schedule, the terms of office of Willy Duron and Bernadette Langius will end on the day of the 2019 Annual General Meeting. The Works Councils have an enhanced right of recommendation for the position falling vacant when Willy Duron's term of office ends.

The General Meeting will be given an opportunity to make a recommendation to fill the arising Supervisory Board vacancy.

Agenda item 10: Grant of authority to repurchase own shares and/or depositary receipts for such shares (voting item)

Every year the General Meeting is asked to grant Van Lanschot Kempen general authority to repurchase ordinary shares and/or depositary receipts. Where there are grounds to do so, this authority gives Van Lanschot Kempen the opportunity to repurchase shares and/or receipts at short notice, without the need to first convene an extraordinary general meeting of shareholders.

This general authority to repurchase shares or depositary receipts will expire in November 2018 and we therefore propose that the Statutory Board be granted fresh authority to repurchase ordinary shares and/or depositary receipts for a period of 18 months as from the date of this General Meeting.

The authority means that the Statutory Board may repurchase paid-up Class A ordinary shares and/or depositary receipts for such shares in Van Lanschot Kempen's capital on the stock markets or elsewhere, up to 10% of the issued capital from the date of the authority so granted (i.e. 31 May 2018).

The approval of the Supervisory Board is required for the repurchase, and the price of the ordinary shares or depositary receipts to be repurchased:

- Must be at least equal to the nominal value of the Class A ordinary shares;
- May not exceed the highest price at which the depositary receipts for Class A ordinary shares in Van Lanschot Kempen are traded on the stock market on the day of purchase.

Agenda item 11: Extension of powers of the Statutory Board

As stipulated in Article 6 of Van Lanschot Kempen's Articles of Association, the General Meeting determines the term and extent of the powers of the Statutory Board to:

- Issue shares;
- Grant rights to acquire shares.

At most, this may relate to all unissued shares in the authorised share capital as it currently stands or as it may be at any time in the future. The same applies to the powers of the Statutory Board to restrict or exclude pre-emption rights when ordinary shares are issued, as laid down in Article 7 of the Articles of Association. The powers granted to the Statutory Board may be extended by the General Meeting.

The General Meeting of 18 May 2017 extended the powers of the Statutory Board to issue ordinary shares, including the power to grant rights to acquire shares. It also decided to extend the power of the Statutory Board to limit or exclude pre-emption rights when ordinary shares are issued, including the power to limit or exclude pre-emption rights when granting rights to acquire shares. All these powers expire in November 2018, and we propose that the powers of the Statutory Board in relation to ordinary shares be extended.

This extension is being requested so that circumstances requiring an issue of shares can be responded to promptly. If such circumstances arise, the Statutory Board may, within the limits of the powers it has been granted, issue shares without first convening an extraordinary general meeting of shareholders.

A decision by the Statutory Board to issue shares or to limit or exclude pre-emption rights requires the approval of the Supervisory Board.

- a) Extension of the power of the Statutory Board to issue Class A ordinary shares (voting item)

We propose that the powers of the Statutory Board to issue Class A ordinary shares and to grant rights to acquire such shares be extended for a period of 18 months from the date of this Annual General Meeting, in keeping with Article 6 of the Articles of Association. We propose that these powers be:

- Restricted to 10% of the issued capital as at the date of the General Meeting (31 May 2018);
- Increased by an additional 10% of the issued capital as at the same date if the issue takes place within the context of a merger or acquisition.

- b) Extension of the powers of the Statutory Board to limit or exclude pre-emption rights when Class A ordinary shares are issued (voting item)

We propose that the powers of the Statutory Board to limit or exclude pre-emption rights on the issue of Class A ordinary shares be extended for a period of 18 months from the date of this Annual General Meeting, in keeping with Article 7 of the Articles of Association. This also includes the power to limit or exclude pre-emption rights when granting rights to acquire shares. We propose that these powers be:

- Restricted to 10% of the issued capital as at the date of the General Meeting (31 May 2018);
- Increased by an additional 10% of the issued capital as at the same date if the issue takes place within the context of a merger or acquisition.

Appendix 1:

PROFILE FOR SUPERVISORY BOARD MEMBER VAN LANSCHOT KEMPEN NV AND F. VAN LANSCHOT BANKIERS NV

Description of position

With the departure of one of the current members of the Supervisory Board of Van Lanschot Kempen NV ("Van Lanschot Kempen") and F. van Lanschot Bankiers NV, a vacancy has opened up for the position of member of the Supervisory Board.

Appointment is subject to the successful completion of the suitability and integrity screening by De Nederlandsche Bank.

The Supervisory Board supervises policies pursued by the Statutory Board and the general conduct of business at Van Lanschot Kempen and its affiliates. In addition, the Supervisory Board provides advice to the Statutory Board. In performing its duties, the Supervisory Board is guided by the interests of Van Lanschot Kempen and its affiliates, and ensures balanced and effective decision-making that takes account of the interests of all stakeholders. The Supervisory Board is responsible for the effectiveness and quality of its own performance.

This position must be filled by a person who meets several of the following criteria (though not necessarily entirely):

Knowledge and experience

- Managerial experience in private industry or knowledge of and experience with governance, organisation and communication;
- In-depth knowledge of business law and/or banking and securities law, as well as compliance;
- Knowledge of the banking industry in a broad sense, including the products, services and markets in which Van Lanschot Kempen is active;
- Knowledge of and/or experience with sound and controlled operational policies and processes;
- Experience in international business.

Competencies

- Wide-ranging board and organisational experience and a good feel for social relations in the Netherlands;
- The ability to follow the main aspects of Van Lanschot's overall policies and those of its affiliates, as well as Van Lanschot Kempen's general business, and to assist and advise the Statutory Board in preparing and implementing policies;
- The ability to arrive at a balanced and independent view of the basic risks facing Van Lanschot Kempen and its affiliates;
- Specific expertise required for discharging their role within the Supervisory Board;
- In-depth knowledge of Van Lanschot Kempen's role in society and of the interests of all parties involved in Van Lanschot Kempen;
- The ability to carefully weigh up all interests and arrive at decisions in a balanced and consistent manner;
- Integrity, independence and not afraid to have and communicate different views;
- A team player, independent but eager to find common ground with fellow Supervisory Board members.

Other

- Willingness and ability to discharge their role properly both within the Supervisory Board and on any other committee of the Supervisory Board on which they serve.
- Academic credentials and professional experience.

APPENDIX 2: CURRICULUM VITAE Maarten H. Muller

Curriculum vitae	
Name	Maarten H. Muller
Date of birth	6 March 1954
Education	<ul style="list-style-type: none"> • 1979-1981 Master of International Affairs, School of International Affairs, Columbia University, New York, USA • 1973-1979 Netherlands Law, Leiden University
Work experience	<ul style="list-style-type: none"> • 2015-present Various (legal) advisory activities • 2000-2015 Lawyer - Partner, Allen & Overy LLP • 1990-2000 Lawyer - Partner, Loeff Claey Verbeke • 1984-1990 Lawyer - Loeff & Van der Ploeg mainly providing legal advice on company law, corporate governance and mergers & acquisitions • 1981-1984 Ministry of Economic Affairs (DG International Economic Affairs)
Previous key positions	<ul style="list-style-type: none"> • 1997-1999 Member of Dutch and International Board at Loeff Claey Verbeke
Supervisory board memberships and other positions	<ul style="list-style-type: none"> • 2016-present Chair of Stichting Continuïteit Tom Tom foundation

Maarten Muller holds no shares in Van Lanschot Kempen NV's share capital.