

Appendix 1

PROFILE FOR MANAGEMENT BOARD MEMBER OF VAN LANSCHOT KEMPEN NV

Description of position

As the chair of the Management Board of Van Lanschot Kempen NV (Van Lanschot Kempen) wishes to step down, a vacancy has opened up for the position of a Management Board member who will be appointed as chair of the Management Board.

The member to be appointed is subject to screening by De Nederlandsche Bank.

Management Board members are jointly responsible for the board's proper functioning and for fulfilling its duties and obligations. The Management Board performs its duties under the Supervisory Board's supervision.

The candidate must have expertise and/or experience in several – but not necessarily all – of the areas listed below.

Knowledge and experience

- Broad knowledge of the financial sector, in particular of the products and services of Van Lanschot Kempen and the markets in which Van Lanschot Kempen operates;
- Wide-ranging managerial experience in the financial sector, preferably at a listed company;
- Knowledge of and/or experience in governance, organisation and communication, including overseeing processes, areas of responsibility and employees, and observing and maintaining generally accepted social, ethical and professional standards, including providing timely, accurate and clear information to clients and regulators;
- Knowledge of and/or experience in sound and controlled business operations;
- Knowledge of and/or affinity with asset management and Van Lanschot Kempen's wealth management proposition;
- Knowledge of and/or experience in financial reporting, risk management, funding and asset & liability management;
- Knowledge of and/or experience in strategic planning and its implementation;

- Knowledge of relevant laws and regulations in the financial sector;
- Affinity with technology and digital developments, and understanding the impact that technology has on Van Lanschot Kempen's activities;
- Knowledge of and/or experience in investor relations and dealing with stakeholders;
- Knowledge of climate and environment-related risks.

Competencies

- Qualifications to serve as the chair of Van Lanschot Kempen's Management Board and the ability to lead without taking over the team;
- Endorses the strategy and has the knowledge to be able to assess the strategy and main policy aspects of Van Lanschot Kempen and its affiliate, and the general conduct of business at Van Lanschot Kempen;
- Necessary gravitas and ability to represent and position Van Lanschot Kempen;
- Well-developed feel for what is going on in society, the position of the financial sector in society and for social relations in the Netherlands;
- Open to change, dynamic, focused on identifying opportunities for improvement and innovation and the ability to lead and accelerate change processes within the organisation;
- Experience in and ability to take a leading role in M&A transactions with experience of company mergers;
- Strong focus on and affinity with clients;
- Passion for the profession, socially skilled, emotionally intelligent, empathic, the ability to bring people together and inspire them, and to communicate Van Lanschot Kempen's strategy well;
- Ability to encourage and promote open and critical debate and to ensure that divergent views can be expressed and discussed in the decision-making process;

- Ability to form a balanced and independent opinion about the main risks facing Van Lanschot Kempen and its affiliate;
- Ability to make difficult decisions, to carefully weigh up all interests involved in decision-making and to arrive at decisions in a balanced and consistent manner, in which the interests of the company, clients and other stakeholders take centre stage;
- Conduct that is beyond reproach; honesty and integrity;
- Endorses the importance of diversity and inclusion both within the board and the organisation;
- Ability to cope with stress.