



VAN LANSCHOT  
KEMPEN

s-Hertogenbosch, 25 mei 2023  
Jaarlijkse algemene  
vergadering

# Welkom

# 1. Opening

## 2a. Bericht van de Raad van Commissarissen

*Ter bespreking*

## 2b. Bestuursverslag van Raad van Bestuur over 2022

*Ter bespreking*

# The year in review

## Our clients

NPS of 36 for Private Clients (target 20)

Market decline led to decrease in almost all asset classes



## Our employees

eNPS of 18 (target >10)

Gender pay gap from 4% to 2.7% (target <2.0%)

Attract talent in tight market



## Our shareholders

Payment of €3.50 per share (capital return: €1.50 and 2021 dividend: €2.00)

Acquisition of remaining 30% stake in Mercier Vanderlinden



## Society

Progress on our 2050 net zero goals, but still a lot of work to do

Expert research: carbon shock analysis



# 2022: Key financial highlights

## Profitable growth and strong capital position

- Net profit of €84.3m
- Underlying net profit of €117.8m
- Net AuM inflow at €13.7bn
- AuM at €107.8bn

### Medium-term financial targets:

- CET 1 ratio at 20.6% (target: 15% + M&A add-on of 2.5%)
- RoCET 1 at 12.3% (target: 12% through the cycle)
- Efficiency ratio at 73.1% (target: 70%)



# Sustainable and profitable growth with a capital-light balance sheet

Organic growth

Bolt-on acquisitions

Market performance



# Acquisition of Robeco online investment platform

## Positioning Evi van Lanschot for further growth

### Evi van Lanschot and Robeco

#### Evi van Lanschot

- €1.3bn in AuM
- c. 25,000 clients
- c. 100 bps for services + investment solutions

#### Robeco Retail Nederland

- €4.7bn in AuM
- c. 125,000 clients
- c. 30 bps for services

### The combined activities

- Online and personal
- Combined €6.0bn in AuM and c. 150,000 clients
- Robeco investment funds to remain part of client offering
- Strengthening our mass-affluent team

### The future

- Become leader in mass-affluent market
- Economies of scale
- Platform for further growth
- Improved client offering
- Complementary propositions

- Impact on CET 1 ratio is -0.4 percentage points
- One-off transition costs in the range of €8m – €11m during a two-year integration period
- Combined activities expected to break even by 2025 – and then start to make a positive contribution to net profit

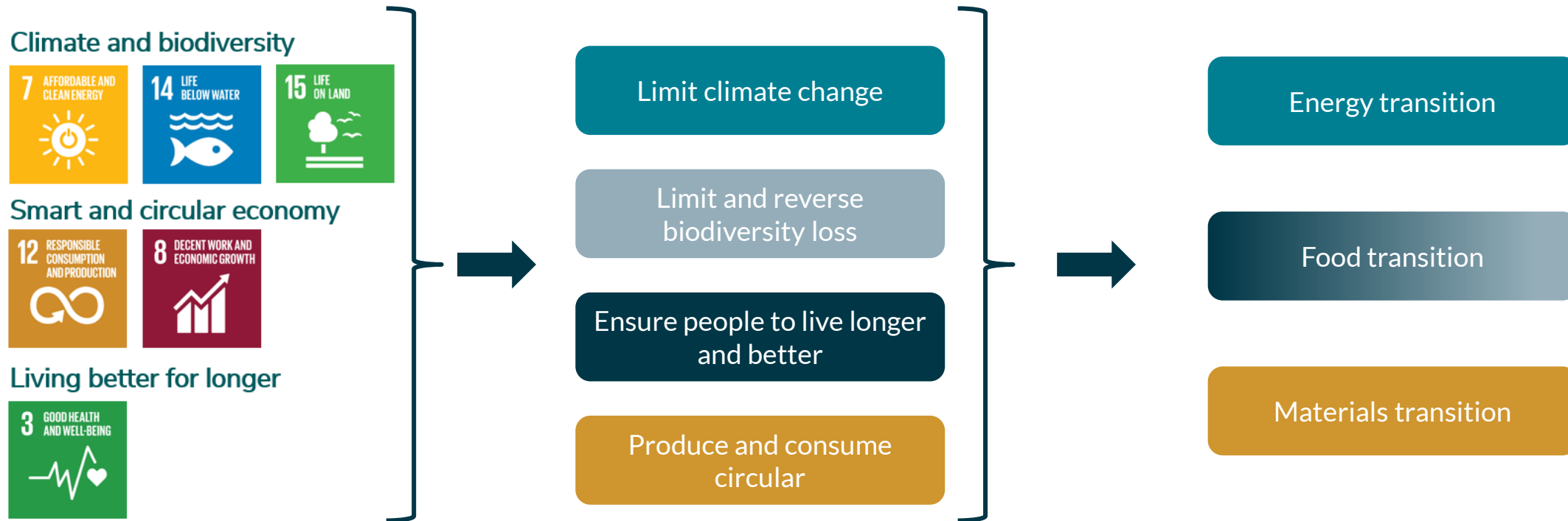




# Navigating through the transitions



# Helping our clients to navigate through the transitions



# Our ambition is to become net-zero

- With regards to the limiting climate change / the energy transition, we have the ambition to become a net-zero wealth manager by 2050 (-50% in 2030).
- We therefore have set ambitious annual carbon footprint reduction targets for discretionary AuM (-7%) and our own organisation (-7% per FTE).



# Addressing each element of our carbon footprint



AuM €107.8bn

2.8 m tCO<sub>2</sub>e<sup>1</sup>  
~ 99% of impact

Mortgage portfolio: €6.3bn

28,726  
tCO<sub>2</sub>e<sup>2</sup>  
~ 1% of  
impact

Own organisation: 1,780 FTEs

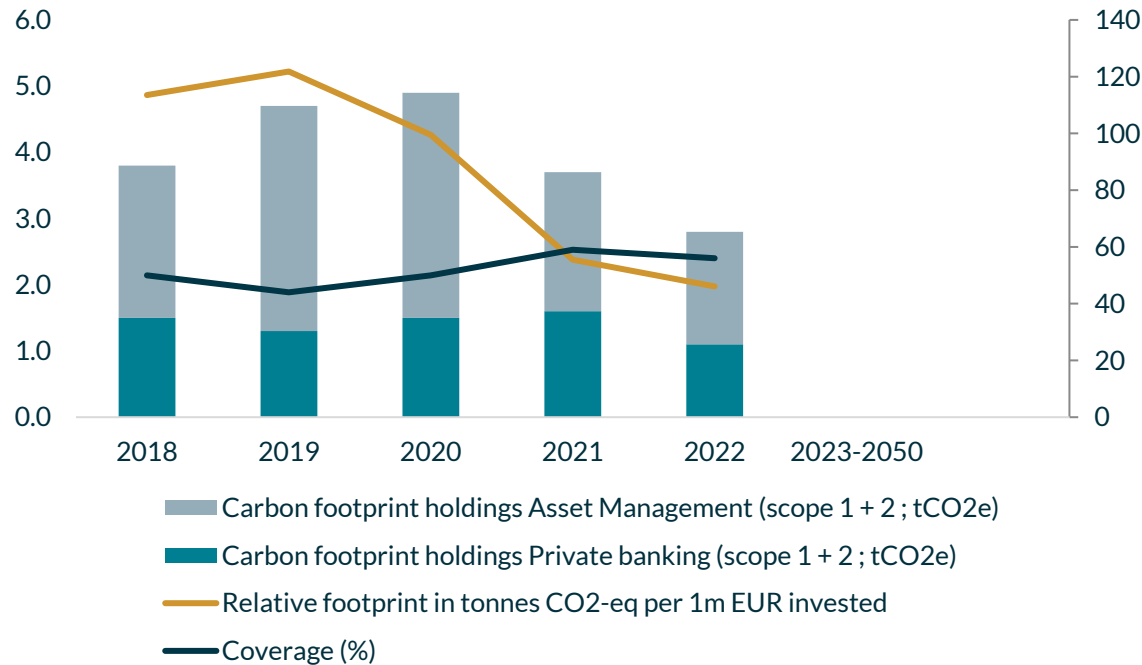
2,775 tCO<sub>2</sub>  
~ 0.1% of  
impact

1. based on coverage of 56% of AuM at year-end 2022 ; 2. 'bubbles' are not to scale



# Assets under management

## Carbon footprint of our AuM



13b. Alignment of our investment solutions with the Paris Agreement:	(i) 80% of funds comply with 7% average annual emission intensity reduction	●
	(ii) 50% of FM clients have Paris Agreement aligned goals	●
13c. Coverage: Indirect emissions through our assets under management (AuM)	Coverage grows to 55-60% of CO <sub>2</sub> e emissions by end 2022	●
14c. Engagement: Kempen listed funds engage with companies representing >50% of the fund's carbon footprint	Engaged with companies representing > 50% of carbon footprint out of total portfolio	●

- Carbon intensity per 1 m EUR invested reduced to 46.1 tCO<sub>2</sub>e per million EUR invested (-17%).
- Reduction was sharpest among our fiduciary management clients. Many of which have also adopted the EU Paris aligned- or EU Transition benchmark.

# Other milestones in 2022

- Updated our biodiversity policy and committed ourselves to the Finance for Biodiversity Pledge
- Defined a Human Rights policy aligned with the UN Guiding principles. In accordance with this policy, we screen all our investments on whether there are signs of non-compliance
- Included climate risk in financial statements in 2022 annual report
- Launched our updated inclusion and diversity policy
- Signed Workplace Pride's Declaration of Amsterdam as an active collaboration to help our employees achieve their full potential
- Narrowed our gender pay gap from 4% in 2021 to 2.7% in 2022, and we are committed to reaching the target of a <2% pay gap



# Jaarcijfers 2022



# 2022: Key messages

Net profit: €84.3m (2021: €143.8m), underlying net profit €117.8m (2021: €159.9m)

- Commission income (+6%); stable margins – Private Clients: 63 bps, Wholesale & Institutional Clients: 12 bps
- Increase in interest income (+6%)
- Operating expenses up (+7%)

Net AuM inflow of €13.7bn

- Private Clients net inflow: €2.0bn
- Wholesale & Institutional Clients net inflow: €11.6bn
- Negative market performance across almost all asset classes impacted AuM volume

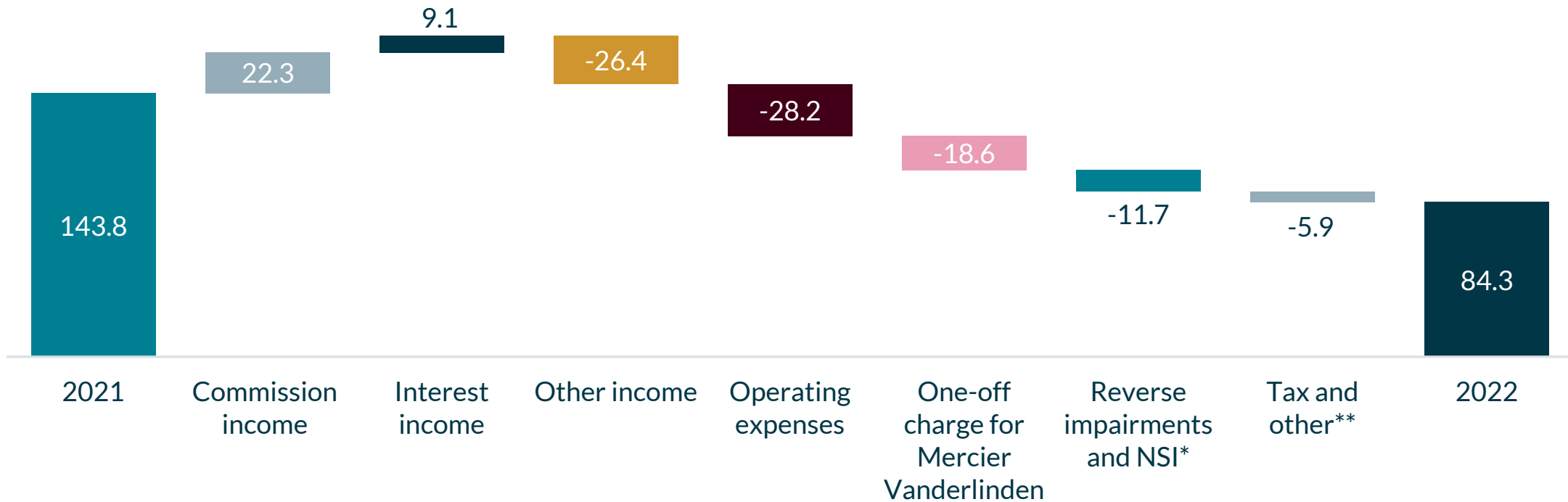
CET 1 ratio 20.6% (2021: 23.7%), decrease driven by higher capital requirements for residential mortgages and a capital return in December 2022

Dividend proposal €1.75 per share (totalling €74.2m)



# Net result amounts to €84.3m

Key drivers of net result (€ m)



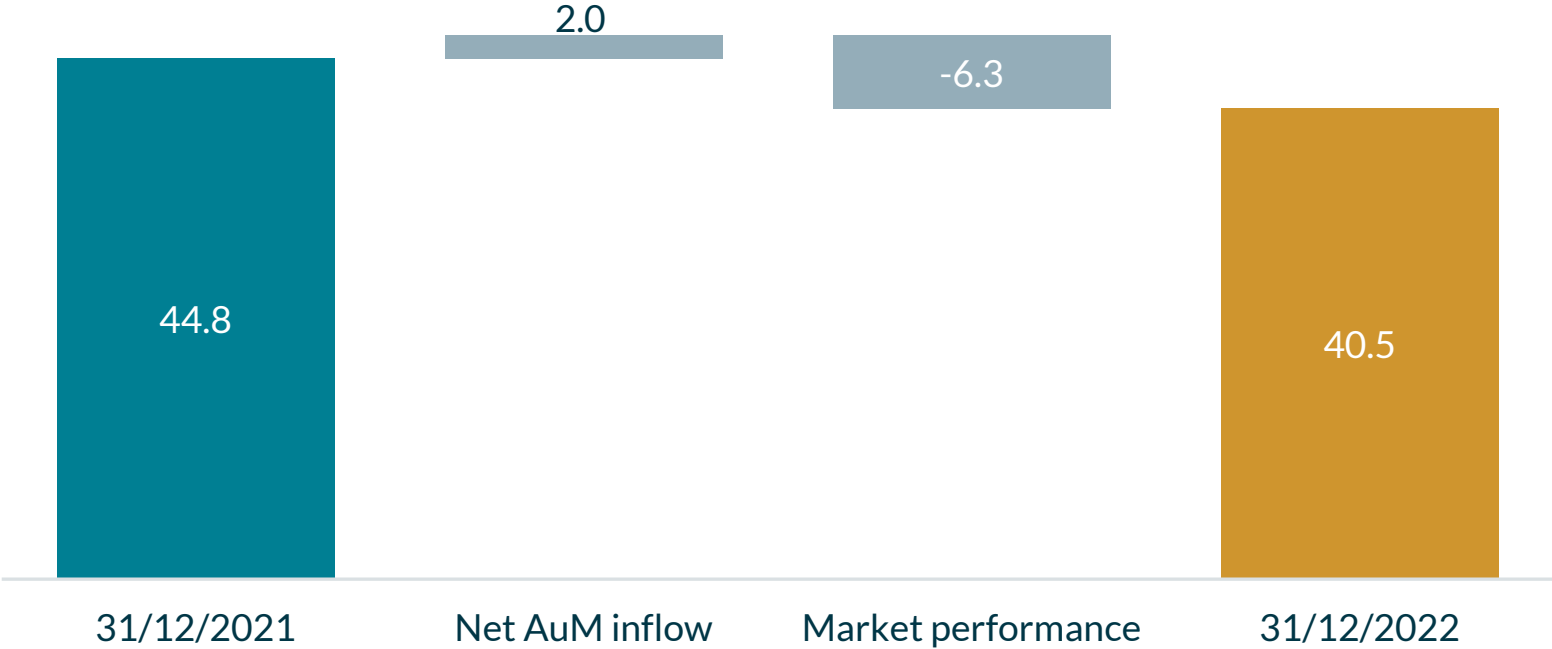
\* Reverse impairment and NSI include a reversal in 2021 of impairments on participating interests, taken in earlier years, and the operating profits of non-strategic investments.

\*\*Tax and other includes income tax, loan loss provisions, amortisation of intangible assets arising from acquisitions, expenses related to the accounting treatment of Mercier Vanderlinden, provision for revolving consumer credit, restructuring charges related to the integration of Hof Hoorneman and other one-off items, including settlement of an interest rate derivatives case.



# Private Clients: Continued high net inflows

AuM (€ bn)



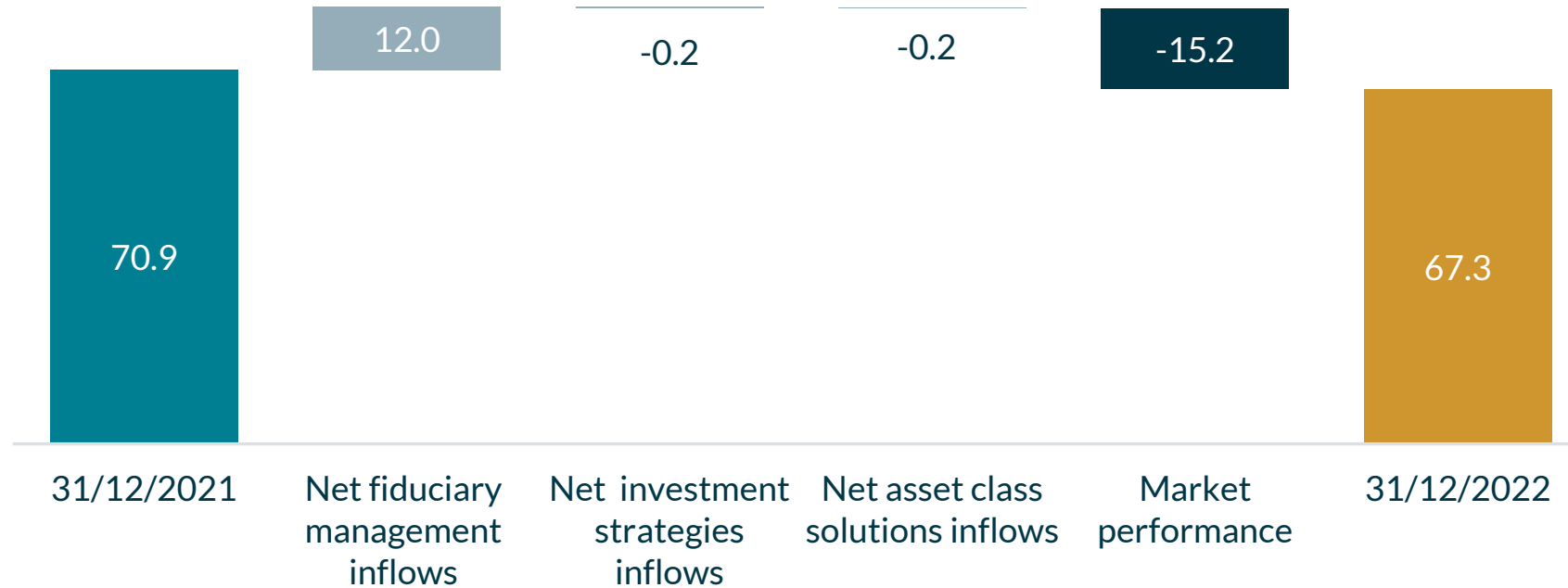
# Private Clients: Strong net AuM inflow in Belgium of €0.7bn

- Van Lanschot Kempen acquired a 70% stake in Mercier Vanderlinden in 2021 and will add the remaining 30% stake in Q1 2023
- Ambition: to become a top-three player in the independent private banking market in Belgium
- Van Lanschot Belgium and Mercier Vanderlinden to continue as Mercier Van Lanschot
- Net AuM inflow: Van Lanschot Belgium €0.4bn, Mercier Vanderlinden €0.3bn
- Total AuM: €9.2bn (2021: €9.7bn)



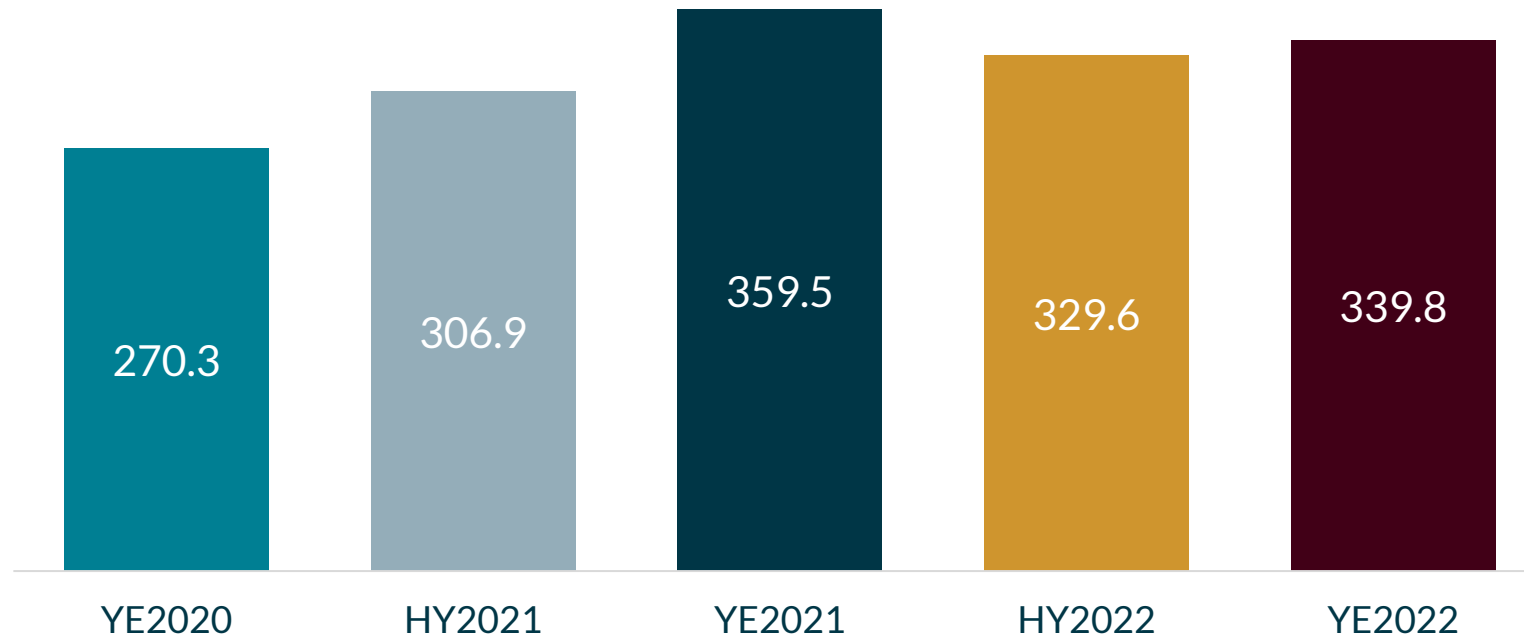
# Wholesale & Institutional Clients: €11.6bn net inflow

AuM (€ bn)



# Stable margins at both Private Clients and Wholesale & Institutional Clients

Annualised recurring fees\* (€ m)

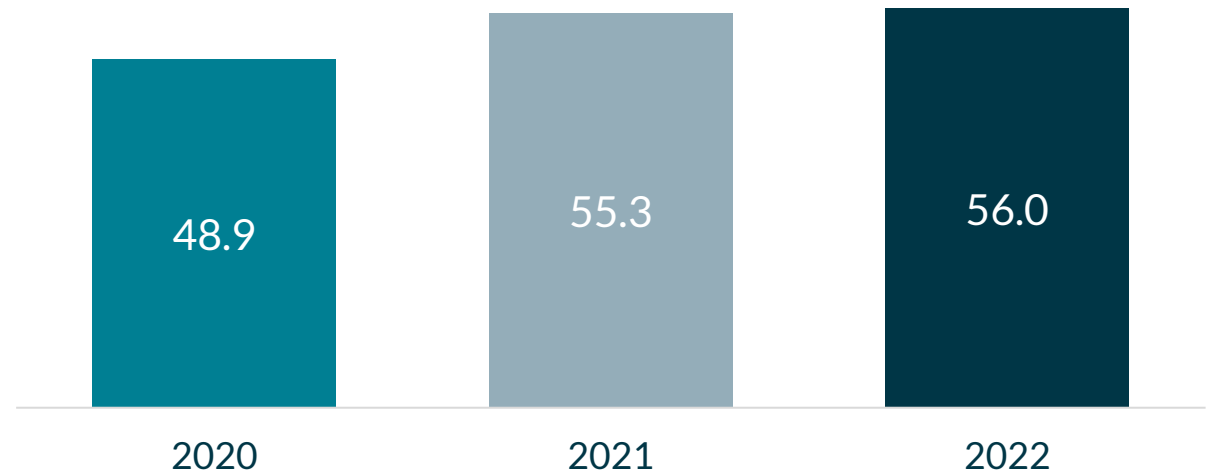


- Stable AuM margins: Private Clients: 63 bps (2021: 62 bps); Wholesale & Institutional Clients: 12 bps (2021: 12 bps)

# Investment Banking Clients: Stable commission income in challenging markets

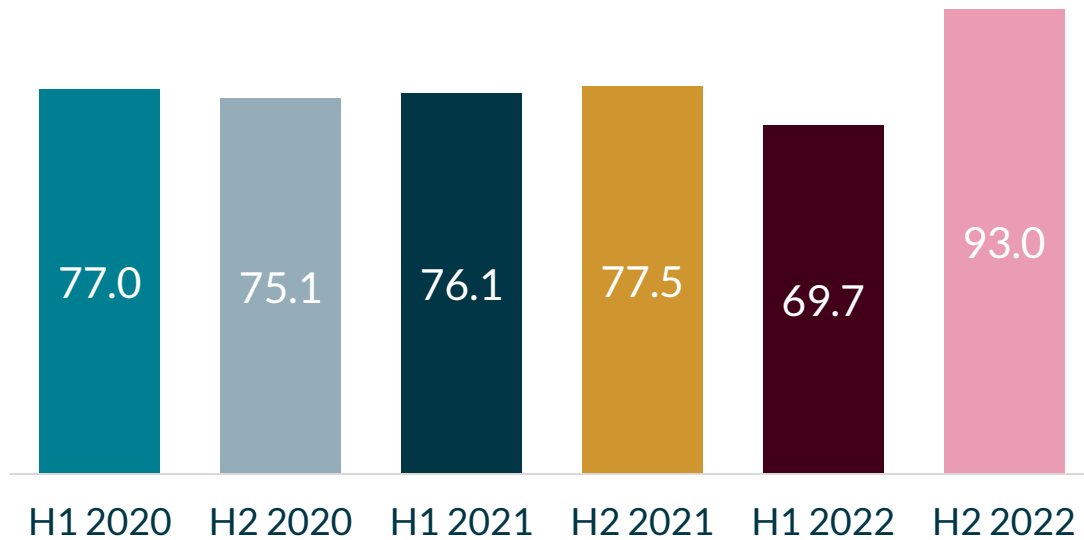


Commission income (€ m)

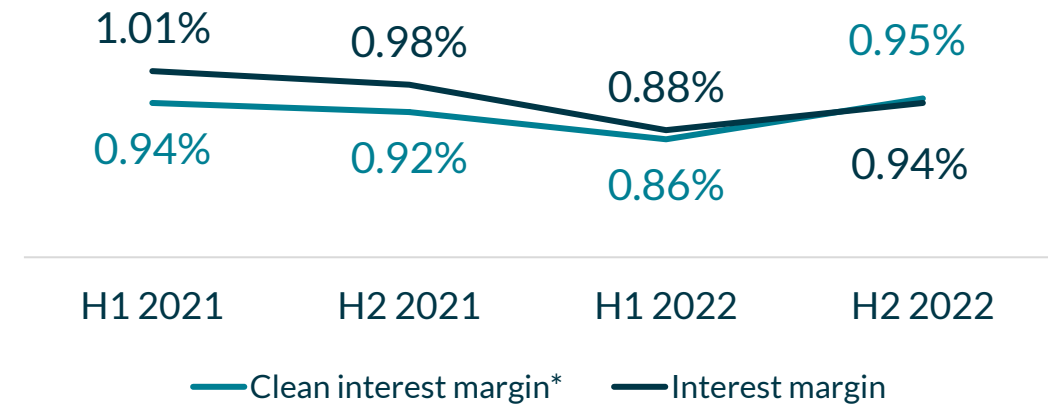


# Interest margins improved in H2 2022

Interest income (€ m)



Interest margin (12-mth moving average, %)

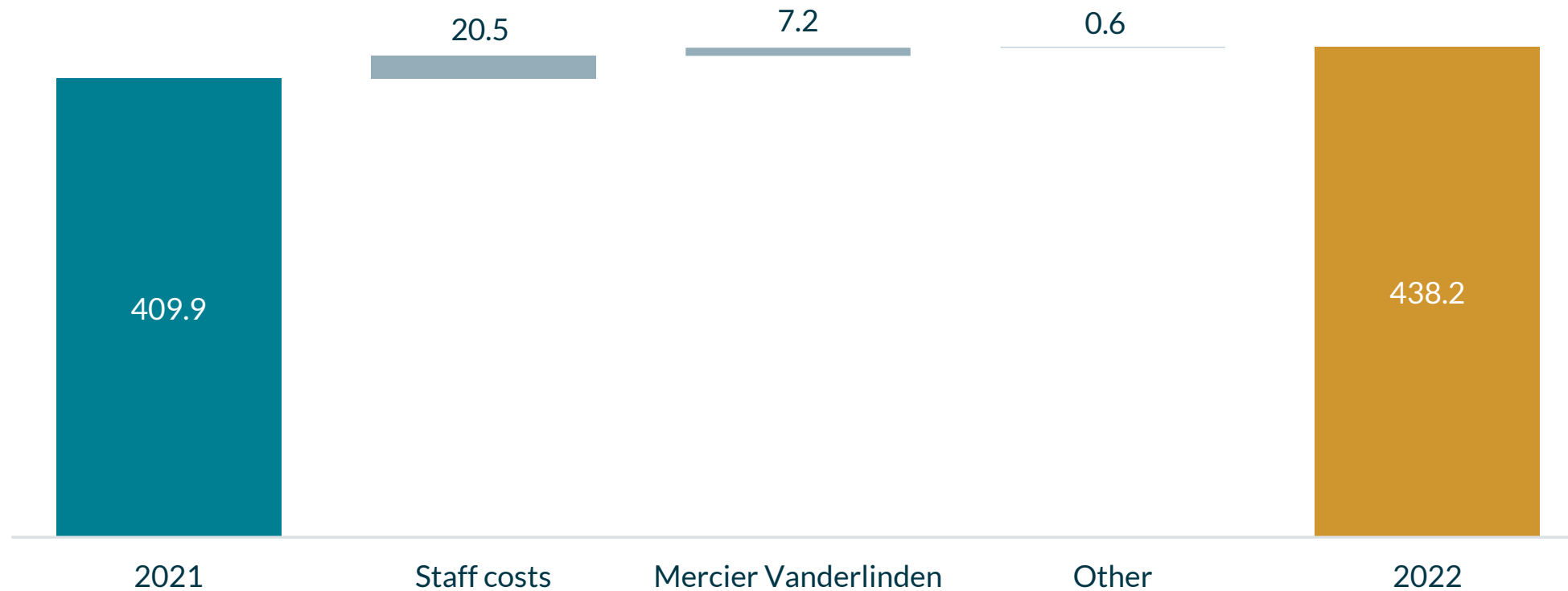


\* The clean interest margin equals the gross interest margin adjusted for interest equalisation and interest-related derivatives amortisation.



# Operating expenses developed in line with organic and inorganic growth

Operating expenses (€ m)





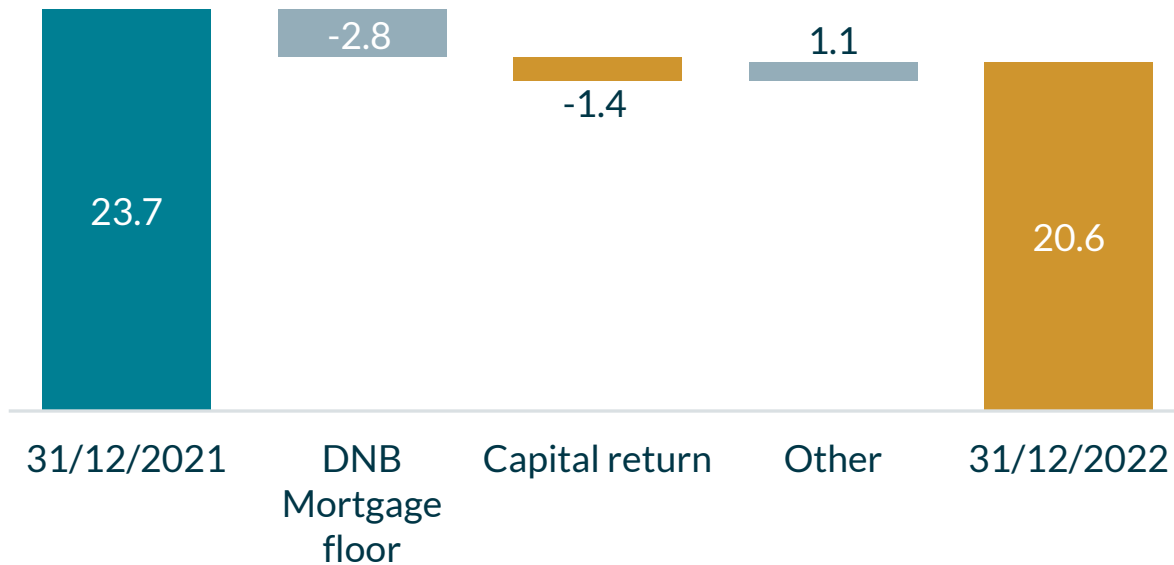
# Loan portfolio

€ m	Loan portfolio 31/12/2022	Loan portfolio 31/12/2021	% change	Impaired loans	Provision	Impaired ratio	Coverage ratio
Mortgages	6,341	6,337	0%	24	1	0.4%	6%
Other loans	2,371	2,199	8%	82	25	3.5%	31%
<b>Loan portfolio</b>	<b>8,712</b>	<b>8,536</b>	<b>2%</b>	<b>106</b>	<b>27</b>	<b>1.2%</b>	<b>25%</b>
Mortgages distributed by third parties	373	389	-4%	0	0	0.0%	2%
Other loans covered by residential real estate	320	-	0%	0	0	0.0%	0%
<b>Total loan portfolio</b>	<b>9,404</b>	<b>8,925</b>	<b>5%</b>	<b>106</b>	<b>27</b>	<b>1.1%</b>	<b>25%</b>
ECL stages 1 and 2					13		
<b>Total</b>	<b>9,404</b>	<b>8,925</b>	<b>5%</b>		<b>40</b>		

# Strong CET 1 ratio at 20.6%

## Dividend proposal of €1.75 per share (total €74.2m)

Common Equity Tier 1 ratio (%)



Expected CET 1 ratio developments in 2023:

- Impact of +0.8 percentage points related to the share issuance as a result of the acquisition of the remaining 30% stake in Mercier Vanderlinden
- Impact of -0.4 percentage points as a result of the announced acquisition of Robeco's online investment platform

# Solid capital position

## Continued commitment to return excess capital

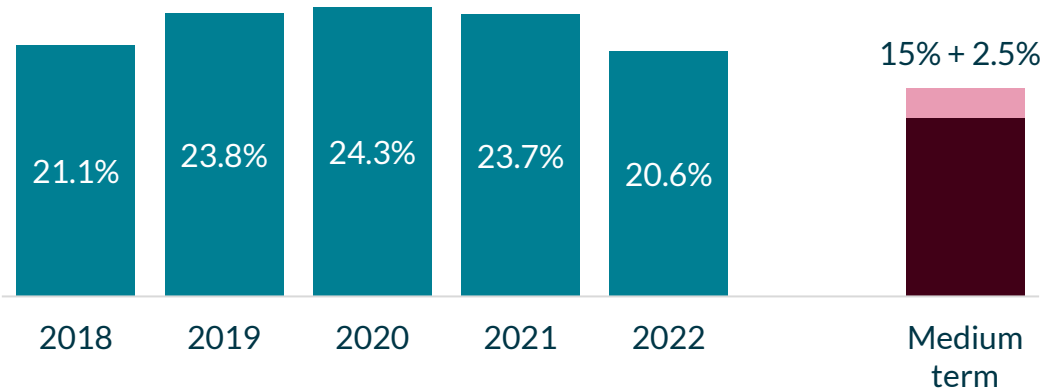


- Our target for the CET 1 ratio: 15% plus an M&A add-on of 2.5%
- At the time of announcement of the target, excess capital amounted to €145m (May 2022)
- €61m excess capital returned in December 2022
- Plan to return €2.00 per share (totalling c. €85m) in H2 2023, subject to regulatory approval
- Our intention is to return capital above our target to our shareholders going forward, subject to regulatory approval

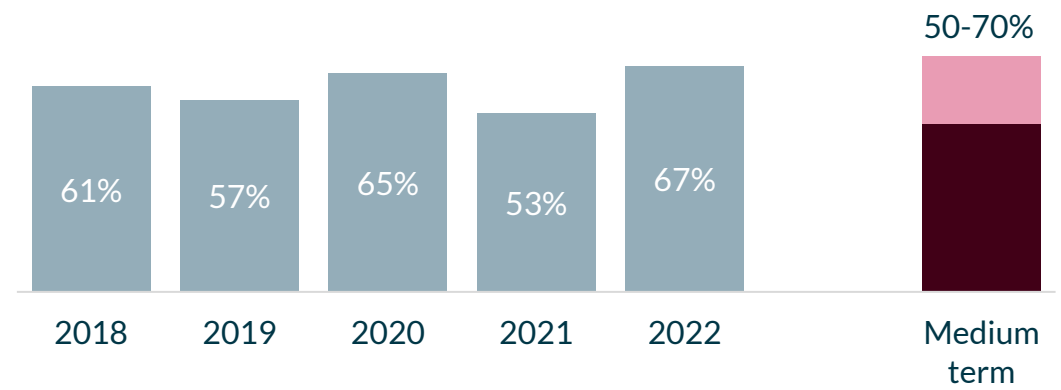


# Financial targets overview

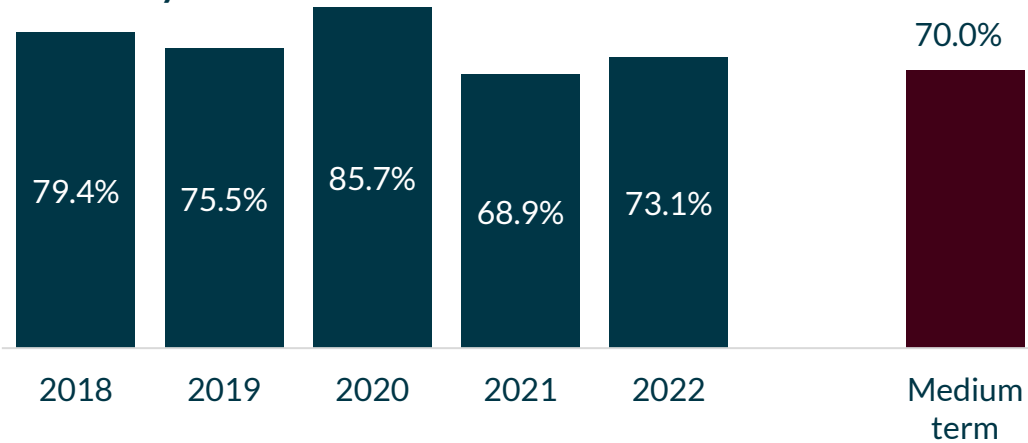
## Common Equity Tier 1 ratio



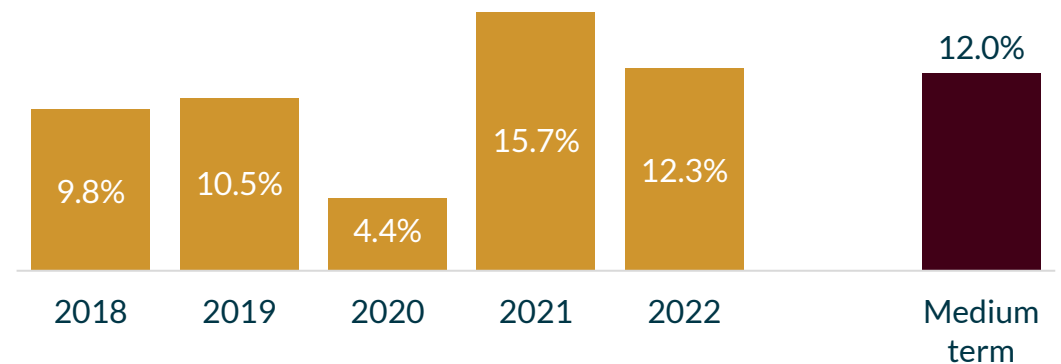
## Dividend pay-out ratio\*



## Efficiency ratio



## Return on Common Equity Tier 1\*



\* Based on underlying net result attributable to shareholders



Q1 2023



# Q1 2023: Key messages

- Solid quarterly result; slight decrease compared with Q1 2022, reflecting strong results at Private Clients, reduced profits at Investment Banking Clients and a lower result from financial transactions
- Strong net AuM inflows of €2.2 billion, with €1.3 billion at Private Clients and €1.0 billion at Wholesale & Institutional Clients, both within fiduciary management and investment strategies
- Client assets up to €128.3 billion (2022: €124.2 billion) and AuM to €112.8 billion (2022: €107.8 billion)
- Robust capital ratio at 20.4% (2022: 20.6%)

# 3. Remuneratierrapport 2022

*Ter adviserende stemming*

# 4a. Vaststelling jaarrekening 2022

*Ter stemming*



4b. Vaststelling van een dividend van € 1,75 per aandeel in contanten op de gewone aandelen A

*Ter stemming*

# 5a. Kwijting leden van de Raad van Bestuur voor het gevoerde bestuur in het boekjaar 2022

*Ter stemming*

# 5b. Kwijting leden van de Raad van Commissarissen voor de uitoefening van hun toezicht op het gevoerde beleid in het boekjaar 2022

*Ter stemming*

# 6a. Herbenoeming PricewaterhouseCoopers Accountants NV (PwC) als externe accountant voor het boekjaar 2024

*Ter stemming*

## 6b. Benoeming KPMG Accountants NV (KPMG) als externe accountant voor het boekjaar 2025

*Ter stemming*

7a. Kennisgeving vacature en profiel; gelegenheid tot het doen van een aanbeveling

*Ter stemming in geval van aanbeveling*

# 7b. Herbenoeming van Frans Blom tot lid van de Raad van Commissarissen

*Ter stemming*

# 7c. Benoeming van Elizabeth Nolan tot lid van de Raad van Commissarissen

*Ter stemming*



7d. Mededeling van de vacatures die bij de jaarlijkse algemene vergadering in 2024 zullen ontstaan

*Ter bespreking*

## 8. Verlenen van machtiging tot inkoop van eigen aandelen of certificaten daarvan

*Ter stemming*

# 9a. Aanwijzing van de Raad van Bestuur als bevoegd orgaan tot uitgifte van gewone aandelen

*Ter stemming*

**9b. Aanwijzing van de Raad van Bestuur als bevoegd orgaan om het voorkeursrecht te beperken of uit te sluiten bij de uitgifte van gewone aandelen**

*Ter stemming*

# 10. Rondvraag en sluiting



VAN LANSCHOT  
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**Dank**