



Appendix 4

PROFILE FOR MEMBER OF THE MANAGEMENT BOARD OF VAN LANSCHOT KEMPEN

Description of position

Because the intention is for Van Lanschot Kempen's current member of the Management Board who holds the position of Chief Financial Officer & Chief Risk Officer (CFO/CRO) to step down, a vacancy will arise on the Management Board. The Supervisory Board has resolved to split the current position into a separate Chief Financial Officer (CFO) position and a separate Chief Risk Officer (CRO) position, for which two new members of the Management Board will be sought. As a result, the Management Board will be increased from five to six members. This profile concerns the position of CFO.

This position essentially involves working as the CFO of a listed company with a banking licence, with primary responsibility for Finance, Reporting & Control, Asset & Liability Management, Treasury (including Structured Products), Investor Relations and participating interests.

The member of the Management Board to be appointed chairs various committees, including the Investment Committee and Asset & Liability Committee.

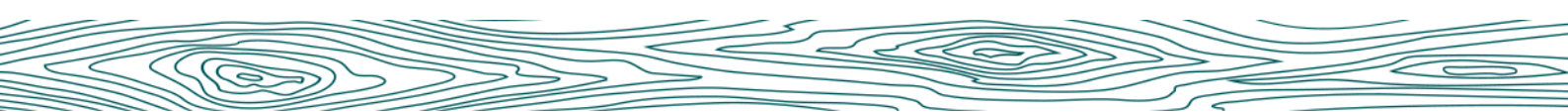
The member of the Management Board to be appointed is subject to screening by De Nederlandsche Bank and the Dutch Authority for the Financial Markets.

Members of the Management Board are jointly responsible for the Management 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, services and markets in which Van Lanschot Kempen operates.
- Thorough knowledge of and experience in Finance, Reporting & Control, Asset & Liability Management and Treasury.
- Broad experience of working closely and maintaining a constructive relationship with auditors.
- Experience in maintaining constructive relationships with regulators, rating agencies, investors and analysts.
- Good insight into the external developments affecting Van Lanschot Kempen's Private Banking, Investment Management and Investment Banking activities.
- Broad administrative experience in a financial managerial position in the financial sector.
- Proven experience in implementing and managing disciplined internal controls and optimising processes and systems.
- Knowledge of and experience in the area of 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.
- Experience in outsourcing work/business activities and efficiently organising business processes.
- Knowledge of and experience in the area of sound and controlled business operations.





- Knowledge of and experience in the area of strategic planning and its implementation.
- Knowledge of relevant laws and regulations in the financial sector.
- Understanding the impact that technology has on Van Lanschot Kempen's business activities.
- Experience in international business.
- Knowledge of climate and environment-related risks and affinity with ESG, including ESG reports.

Competencies

- Specific expertise and personal skills needed for fulfilling the role as CFO within the Management Board.
- Endorses the strategy and has the knowledge to be able to assess the strategy and main policy aspects of Van Lanschot Kempen and its affiliates, and the general conduct of business at Van Lanschot Kempen.
- Open to change, focused on identifying opportunities for improvement and innovation and the ability to lead change processes.
- Ability to form a balanced and independent opinion about the main risks facing Van Lanschot Kempen and its affiliates.
- 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.
- Ability to operate objectively, independently and critically in relation to the other members of the Management Board and the Supervisory Board.
- Good communication skills, ability to work well with others and a team player.
- Conduct that is beyond reproach; honesty and integrity;
- Socially skilled, emotionally intelligent, with the ability to bring people together, inspire them and communicate Van Lanschot Kempen's strategy well.
- Knows how to make all levels of the organisation aware of the key drivers for financial results.
- 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.
- Endorses the importance of diversity and inclusion both on the board and in the organisation.
- Ability to cope with stress.

