

# Curriculum vitae



Jos Baeten



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## Year of birth

1958

## Current position

Chairman and member of the Executive Board of ASR Nederland N.V (a.s.r.)

## Nationality

Dutch

## Shares held in ASR Nederland N.V.

3,191

## Education

Jos Baeten studied law at Erasmus University Rotterdam. In addition to various leadership and management training programmes, he followed the Advanced Management Programme at Wharton University in Pennsylvania in 2002.

## Previous positions

Jos Baeten started his career in 1980 at Stad Rotterdam Verzekeringen, one of the pillars on which a.s.r. is built. In 1997, he was appointed member of the Executive Board of Stad Rotterdam Verzekeringen N.V. and became CEO in 1999. He subsequently joined the Management Board of Fortis ASR Verzekeringsgroep. In June 2003, he became chairman of the management board of De Amersfoortse Verzekeringen. In 2005, he was appointed chairman of the Management Board of Fortis ASR Verzekeringsgroep.

## Other positions

Jos Baeten is a board member of the Dutch Association of Insurers and a member of the Supervisory Board of (the amusement park) Efteling B.V. He is also a member of the general management board of the Confederation of Netherlands Industry and Employers VNO-NCW and a board member of Stichting Grote Ogen and Stichting Fietshelm is Hoofdzaak.

## Reason for nomination for reappointment

Jos Baeten's first appointment as member of the Executive Board and also CEO of a.s.r. was on 26 January 2009. In the past decade, Jos Baeten has been responsible for expanding the insurance activities, consolidating a.s.r. following the break-up of Fortis and preparing the company for the privatisation of a.s.r. a.s.r. is now a successful and healthy insurer with a clear vision and a listing on the stock exchange. During his current term of office, Jos Baeten played

a key role in the successful listing of a.s.r. in 2016, the further professionalisation of a.s.r. (including a change of governance model), in several takeovers such as Generalis and Loyalis, as well as in making a.s.r. a more sustainable company and contributing to its corporate social responsibility. In addition, a company collective bargaining agreement has been concluded under his guidance and trajectories started aimed at leadership and an organisational culture based on core values.

The Supervisory Board expects that Jos Baeten will remain successful in the further development and implementation of a.s.r.'s mission and strategy, together with the recently appointed directors Ingrid de Swart and Annemiek van Melick. The Supervisory Board sets great store on his ability to connect and his result-driven, open management style and long-term vision. During his long career, he has demonstrated his ability to adapt the strategy and organisation - responsive as well as anticipatory - to changes in the market and changing customer needs. Also based on this skill, he has developed a keen eye and an excellent sense of the need to timely inform and maintain relationships with internal and external stakeholders, paying heed to all interests involved. Jos Baeten also has a profound level of knowledge of the developments in the insurance market (customers, competitors, chain partners), of the underwriting and financial aspects of all insurance products, of the developments in insurance legislation and regulations and of financial and operational risk management.

## Main elements of the contract

The main conditions of the contract for services of Jos Baeten as a member and CEO of the Executive Board of ASR Nederland N.V. are:

- At the General Meeting of 22 May 2019, the remuneration policy as of 1 January 2020 was adopted. In conformity with this remuneration policy, Jos Baeten will receive a fixed remuneration (the gross annual salary for 2019 amounted to € 752,000). The CBA of a.s.r. applies to the members of the Executive Board with regard to wage indexation. In addition, the members of the Executive Board in principle pass through the salary scales in the same way as the employees. For employees, this means an annual growth of 3% (provided the scale allows for this). For the members of the Executive Board, the Supervisory Board may adjust this growth path slightly upwards or downwards in exceptional circumstances (a growth of 0% to 6%). The Supervisory Board will account for this in the annual remuneration report.
- A pension scheme is part of the other benefits.
- The notice period for Jos Baeten is 3 months and for a.s.r. 6 months. The severance payment amounts to one gross annual salary.
- In addition to the remuneration policy, the Supervisory Board has a binding agreement with the members of the Executive Board to build up a shareholding of 75% for the CEO and 50% for the other members of the Executive Board of the most recent gross annual salary. This interest must be achieved within a maximum period of 7 years.