

# Works Council Advice

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Regarding  
reappointment  
Ingrid de Swart

**To**  
The Supervisory Board of ASR Nederland N.V. (Supervisory Board)

**From**  
The Works Council of ASR Nederland N.V. (Works Council)

**Date**  
4 April 2023

## **1. Introduction**

The Works Council has been requested to advise on the proposal of the Supervisory Board to reappoint Ingrid de Swart as member (COO/CTO) of the Executive Board of ASR Nederland N.V.

## **2. Advice of the Works Council**

The Works Council is positive about your intention for reappointment. It endorses your motivation in the request for advice. In its own words and in short, the Works Council considers Ingrid de Swart to be a competent director who has a good and broad knowledge of business, is decisive, gives people confidence and is strongly focused on achieving results together.

The Works Council hereby advises you to proceed with the reappointment of Ingrid de Swart as member (COO/CTO) of the Executive Board of ASR Nederland N.V. for a term of four years.