

# Works Council Advice

---

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**

5 October 2025

**1. Introduction**

The Works Council has been asked to provide its advice on the intention of the Supervisory Board to reappoint Ingrid de Swart as member of the Executive Board of ASR Nederland N.V., and to appoint her as CEO and chair of the Executive Board of ASR Nederland N.V. for a four year term.

**2. Advice of the Works Council**

The Works Council is positive about your intention to proceed with the reappointment. Ingrid de Swart is a familiar face to the Works Council. The Works Council values her open and genuinely interested attitude and sees in Ingrid de Swart an enterprising steward who ensures a responsible balance between growth and continuity. The Works Council experiences Ingrid de Swart as a visible, approachable and connecting executive, with genuine appreciation for the employees. The Works Council therefore has confidence that, with the appointment of Ingrid de Swart, the culture of involving employee participation at an early stage will be continued. Finally, the Works Council wishes to highlight her connecting and diligent work regarding the integration of Aegon NL.

Appointing an internal candidate such as Ingrid de Swart as member and chair of the Executive Board contributes to the continuation of our culture, our successes and is, from multiple perspectives, an effective choice.

The Works Council hereby advises you to proceed with the reappointment of Ingrid de Swart as member of the Executive Board and to appoint her as CEO and chair of the Executive Board of ASR Nederland N.V. for a four year term.