

Curriculum vitae

Ingrid de Swart



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Year of birth

1969

Current position

Member of the Executive Board of ASR Nederland N.V. (a.s.r.)

Nationality

Dutch

Shares ASR Nederland N.V.

11,134

Education

Ingrid de Swart studied Dutch Language and Literature at Utrecht University. In 1998, she obtained a Master Practitioner qualification in Neuro-Linguistic Programming at Catholic University Nijmegen. At CEDEP in Fontainebleau, she completed the Young Executive Programme and the General Management Programme. In addition to various other leadership and management training programmes and peer review sessions, she completed the Advanced Management Programme at Wharton University in Pennsylvania in 2014. In 2025, she participated in INSEAD's 'Key Concepts to Lead AI Transformation' programme.

Previous positions

As from 1 December 2019, Ingrid de Swart has been a member of the Executive Board of ASR Nederland N.V., where she fulfils the role of COO/CTO. She is jointly responsible for the direction and execution of a.s.r.'s strategy. In her statutory capacity, she is responsible for the Non-life and Life business segments, as well as Mortgages, IT&C, Customer Experience & Digital, and Distribution and Services. From 2017 to 2019, she was a member of the statutory Management Board of Aegon Nederland. From 2014 to 2017, she served as a member of the Executive Board of Delta Lloyd, following her role as CEO of ABN AMRO Verzekeringen from 2009 to 2013. Between 1999 and 2017, she held various management and executive positions at Delta Lloyd.

Other positions

Ingrid de Swart is a member of the Supervisory Board of Salta Group B.V. and a member of the Advisory Board of the *Topvrouw van het jaar* Foundation.

Reasons for nomination for reappointment

In recent years, Ingrid de Swart has made a substantial contribution to the further growth of the insurance activities, as well as to the strengthening and transformation of the Distribution and Services segment and the development of Customer Experience & Digital. In addition, Ingrid de Swart has extensive experience in risk governance and in the role of the key functions Risk Management, Actuarial, Compliance and Audit within this framework.

Ingrid de Swart has strong analytical capabilities and a pronounced hands-on mentality. She has a connecting personality and does not shy away from discussion. A defining characteristic of Ingrid de Swart is that she instils trust within clear frameworks. The Supervisory Board therefore considers Ingrid de Swart to be the right person to further develop a.s.r.

Ingrid de Swart has a strong network within the sector. She also has broad expertise in digitalisation and innovation and has led major transformations and change programmes. The Supervisory Board is therefore pleased that she is able to deploy this expertise and experience for a.s.r. In addition, the Supervisory Board is impressed by her leadership of the integration of Aegon Nederland.

The Supervisory Board is convinced that Ingrid de Swart will use her experience to safeguard the continuity of a.s.r.'s strategy and to establish a forward-looking and sustainable vision. The Supervisory Board is of the opinion that Ingrid de Swart will ensure stability and continuity within a.s.r., while at the same time bringing renewal and inspiration. The Supervisory Board is very pleased to nominate Ingrid de Swart for reappointment as a member of the Executive Board and to appoint her as CEO and Chair of a.s.r.

Key points of the contract

Below is an overview of the main terms and conditions of the agreement of Ingrid de Swart as a member of the Executive Board and CEO of a.s.r.:

- In accordance with a.s.r.'s remuneration policy, Ingrid de Swart will receive a fixed remuneration. The gross annual salary amounts to € 1,675,839 as from 21 May 2026. The a.s.r. Collective Labour Agreement applies to the members of the Executive Board with regard to salary indexation. In addition, the members of the Executive Board, in principle, progress through the salary scales in the same manner as employees. For employees, this concerns an annual increase of 3% (provided there is room within the scale). For members of the Executive Board, the Supervisory Board has the option, in exceptional circumstances, to adjust this growth path slightly upwards or downwards (a growth of 0% to 6%). The Supervisory Board will account for this in the annual remuneration report.
- In addition, members of the Executive Board receive a fixed remuneration in shares amounting to 20% of their fixed cash remuneration.
- A pension scheme forms part of the other (secondary) terms and conditions.
- The notice period is 3 months for Ingrid de Swart and 6 months for a.s.r. The severance payment amounts to one gross annual salary.