

# Curriculum vitae



Ingrid de  
Graaf-de Swart



# Ingrid de Graaf-de Swart

## Year of birth

1969

## Latest position held

Chairperson Retail Management Board Aegon Nederland

## Nationality

Dutch

## Shares ASR Nederland N.V.

None

## Education

Ingrid de Graaf-de Swart studied Dutch language and literature at Utrecht University. In 1998, she obtained a Master's degree in Practitioners Neurolinguistic Programming from the Catholic University of Nijmegen. At CEDEP in Fontainebleau Ingrid followed the Young Executive Programme and the General Management Programme. In addition to various other leadership, management and intervision programmes, she attended the Advanced Management Programme at Wharton University in Pennsylvania in 2014.

## Previous positions

Ingrid de Graaf-de Swart previously worked at Aegon Nederland, where she is Board Member since 2017 as chairperson of Retail. Prior to that, she worked at Delta Lloyd from 2001 to 2017 in various management and executive positions. From 2009 to 2013 she was CEO of ABN AMRO Insurance and after that chairperson of the commercial division of Delta Lloyd (direct/indirect marketing and distribution). From 2014 to 2017 Ingrid de Graaf-de Swart was a member of the Executive Board of Delta Lloyd.

## Other positions

Ingrid does not hold any ancillary positions at the moment.

## Reason for nomination

Ingrid de Graaf-de Swart has worked in various positions within the insurance sector, which has provided her with a good level of knowledge of the products and services and the developments in the market. She has proven her ability to anticipate these and sees it as her mission to take sensible decisions in the interest of the customer. She has extensive knowledge of digitization and innovation and has led major transformations and change processes. Also, Ingrid has ample analytical skills combined with a strong hands-on mentality and does not fear a fierce debate.

Ingrid is known for giving employees confidence within well-defined frameworks. She allows people freedom of execution and focuses on the realisation of (agreed) intended results. In addition, she is apt at connecting with various stakeholders.

The Supervisory Board is convinced that Ingrid de Graaf-de Swart is the right candidate for a.s.r. with the task that lies ahead for a.s.r. in a market with changing customer needs.

## Main features of the contract

The main terms and conditions of Ingrid de Graaf-de Swart's contract as a member of the Executive Board of ASR Nederland N.V. are set out below:

- During the General Meeting of 22 May 2019, the remuneration policy as of 1 January 2020 was adopted. In accordance with this remuneration policy, Ingrid de Graaf-de Swart will receive a fixed remuneration. The gross annual salary is € 650,000. The CBA of a.s.r. applies to the members of the Executive Board with regard to wage indexation. In addition, In principle, the members of the Executive Board members progress through the salary scales in the same way as the employees. For the employees, this concerns an annual increase of 3% (provided that there is scope for this in the scale). For the members of the Executive Board, the Supervisory Board has the option of adjusting this growth path slightly, upwardly or downwardly (increase 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 Ingrid de Graaf-de Swart is 3 months and for a.s.r. it is 6 months. The severance payment amounts to a gross annual salary.
- In addition to the remuneration policy, the Supervisory Board has made a binding commitment 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.