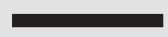


Curriculum vitae



Annemiek
van Melick



Annemiek van Melick

Year of birth

1976

Latest position held

Member Executive Board and CFO of de Volksbank

Nationality

Dutch

Shares ASR Nederland N.V.

None

Education

Annemiek van Melick studied Dutch Law at the University of Utrecht and Financial Management at Nyenrode Business University.

Previous positions

Annemiek van Melick previously worked at de Volksbank, where she was a member of de Executive Board and CFO from 2014 to September 2019. Prior to that, she worked from 2012 to 2014 as Chief Financial & Risk Officer at SNS Retail Bank, a business unit of SNS REAAL and as Director Corporate Strategy and M&A at SNS REAAL from 2008 to 2012. Annemiek van Melick started her career in 2001 at Goldman Sachs in London as consultant in the field of capital market transaction and later on became a mergers and acquisitions consultant at Lehman Brothers, where she worked until 2008.

Other positions

Annemiek is a member of the Supervisory Board of Royal Swinkels Family Brewers.

Reason for nomination

Annemiek van Melick has over more than 18 years of experience in the financial sector in various positions, whereof the last 5 years as CFO of a Dutch bank. Which has provided her with in-dept knowledge of the financial sector, financial markets and various distribution models. In addition, she has extended experience in certain fields such as banking products (mortgages) and real estate.

Annemiek van Melick is used to work with both an external and internal perspective on the strategy and financial position of insurers and has proven that under her effective leadership organisations she has worked were able to establish important improvements in financial processes. Annemiek has executive experience in leading both strategic and financial projects in the field of distribution models,

cost reduction programs, brand portfolio and mergers and acquisitions of business units. She has an open and constructive mentality and strongly believes in the principles of proactive signaling, transparency and the provision of accessible information.

Annemiek van Melick is able to rapidly make complex issues her own and because of her communication skills she is able to translate the complexity of those issues to the different stakeholder groups. In the decision-making process she adds value with her analytical and communication skills and empathy for the different stakeholder groups (customers, employees, shareholders and society) and is well able to weigh the (conflicting) interests that are involved. She wants to understand the 'why' in certain decisions and to have the difficult conversation if needed and is not afraid to express dissenting opinions.

The Supervisory Board is convinced that Annemiek van Melick is the right candidate for a.s.r. and as a member of the Executive Board and CFO of a.s.r. will contribute to the further development of a.s.r. as a socially responsible company for all its stakeholders.

Main features of the contract

The main terms and conditions of Annemiek van Melick's contract as a member and CFO 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, Annemiek van Melick 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 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 Annemiek van Melick 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.