

ANNEX 3 COLLECTIVE PROFILE SUPERVISORY BOARD

This profile has been drawn up pursuant to the Rules of Procedure.

1. GENERAL

- 1.1 The basic principle underlying the drawing-up of the Supervisory Board's profile is that account should be taken of the nature and activities of the Company and it should match consistently with the Company's individual risk profile and business model.
- 1.2 The profile for the Supervisory Board is based on the following composition principles:
- the Supervisory Board has such number of members as is sufficient for the proper performance of its duties as well as those of its committees, when installed;
 - the Supervisory Board should have a sufficient level of independent members;
 - the Diversity Policy for Management Bodies should be complied with;
 - the Supervisory Board should always consist of suitable individuals.
- 1.3 From the collective composition profile of the Supervisory Board, position profiles for the individual members are derived which will be used in the recruitment and selection process of new members.
- 1.4 The composition profile is adopted by the Supervisory Board. The Supervisory Board discusses the profile in the General Meeting and with the Employees Council, for the first time when the profile is adopted and thereafter whenever it is changed, without prejudice to the annual evaluation of the profile and the required composition and competences of the Supervisory Board, as referred to in the Rules of Procedure.
- 1.5 In so far as its actual composition differs from the profile, the Supervisory Board will account for this in its report included in the management report and will also indicate within what period it expects to be able to comply with the profile.
- 1.6 Terms capitalised in these rules have the meaning given to them in Annex 1 to the Rules of Procedure.

2. SIZE

- 2.1 The composition of the Supervisory Board will be such that it is capable of complying with its obligations to the Group, taking account of the efforts to achieve complementarity, collegial decision making and an optimal blend of expertise, background, competence and independence of its members, as well as familiarity with the socioeconomic and political culture and the social environment of the main markets in which the Group operates.
- 2.2 In order to reflect this, as well as in order to ensure continuity, the Supervisory Board shall have at least seven members.

3. DIVERSITY

- 3.1 The composition of the Supervisory Board should mirror the communities in which it operates and as such foster a variety of views and experiences and facilitate independent opinions and sound decision-making within the Supervisory Board. As such there should be a right balance in gender, age, experience and international and cultural background and geographical provenance.

3.2 In addition, account should be taken of the aim of having both members who hold one executive position in or outside trade and industry and members who no longer hold executive positions or who hold non-executive positions.

3.3 In the selection, the Company strives to meet the diversity target as included in the Diversity Policy for Management Bodies.

4. SUITABILITY

4.1 The Supervisory Board as well as its individual members should at all times be suitable, in order for the Company and the Group to function well.

4.2 In order for an individual member of the Supervisory Board to be suitable the following notions should be met:

- Sufficient time commitment
- Adequate knowledge, skills and experience
- Reputation, honesty and integrity
- Independence of mind

4.3 All members should have sufficient time to perform their position in the Supervisory Board. The expected time expenditure for an individual member will be on average at least 100 days per year for the chairman and 50/70 days per year for other members, considering that one working day consists of at least 8 hours. Members should not only have sufficient time during normal periods but also in case of increased activity, when a higher level of time commitment may be required.

4.4 Members of the Supervisory Board must have adequate knowledge, skills and experience to fulfil their functions. Members of the Supervisory Board should have an up-to-date understanding of the business of the Company and its risks, at a level commensurate with their responsibilities. This includes an appropriate understanding of those areas for which an individual member is not directly responsible but is collectively accountable together with the other members of the Supervisory Board.

4.5 Members of the Supervisory Board should have a clear understanding of the institution's governance arrangements, their respective role and responsibilities, the group structure and any possible conflicts of interest that may arise therefrom. Members of the Supervisory Board should be able to contribute to the implementation of an appropriate culture, core values and behaviour within the Supervisory Board and the Company.

4.6 The level of knowledge, skills and experience required depends on the main characteristics of the specific position within the Supervisory Board.

4.7 Knowledge, experience or understanding of the following matters should be covered within the collective Supervisory Board:

- strategic management (including strategy development, implementation and adjustment)
- management, organisation and communication
- knowledge and experience of change management, process management, management of corporate culture and conduct, labour relations, HR management, corporate governance, legal issues, international issues and international orientation
- compliance with and maintenance of generally accepted social, ethical and professional standards

- products, services and markets in which the Group operates
- laws and regulations, financial aspects, product and service development, banking knowledge and the national and international banking sector, financial markets and capital markets and financial models
- impact of technologies, both current and emerging, on consumers, businesses and business models
- controlled and sound business operations
- accounting organisation and internal control
- internal business operations
- risk management
- climate, environmental, social and governance risk factors
- cost management
- safeguarding suitability and professional skills within the Group
- sustainability and sustainable long term value creation
- environmental, social and governance matters
- diligent treatment of customers
- remuneration policy and pay structures within large (financial services) undertakings
- compliance
- outsourcing
- financial accounting
- financial and sustainability reporting
- digital and data
- IT and cyber security
- audit
- balanced and consistent decision-making, with a central role for the interests of customers and other Stakeholders in the Group

4.8 Each member of the Supervisory Board should have the following skills, qualities, orientation or competencies:

- ability to take a helicopter view and show good judgement, including weighing information and possible courses of action in order to reach a logical conclusion and studying, recognising and understanding essential elements and issues
- sensitivity to surroundings, including focus on (international) financial services and ability to pick up signals from within the organisation and society
- ability to convey the core values of the Company
- ability to effectively keep oversight on business plans and risks

- ability to oversee the execution of plans and strategies
- ability to maintain an open relationship and constructive dialogue with the Executive Board, the Employee Council and other Stakeholders
- ability to support and advise the Executive Board
- stewardship skills (awareness of the bank's long-term interests)
- risk awareness
- critical faculties
- independence and impartiality
- where necessary, ability to be assertive and confrontational
- steadfastness, through the adoption of a constructive but critical attitude
- contemplative and reflective
- resolute
- good communication skills

- 4.9 Each individual member of the Supervisory Board is expected to have at least three years of recent relevant practical experience at high level managerial positions (including theoretical experience in banking). Practical experience gained in the public or academic sector could also be relevant depending on the position held. The Chairman is expected to have at least ten years of recent relevant practical experience. This should include a significant proportion of senior level managerial positions and significant theoretical experience in banking or a similar relevant field.
- 4.10 Members of the Supervisory Board must at all times be of sufficiently good repute to ensure the sound and prudent fulfilling of their position. They should uphold high standards of integrity and honesty.
- 4.11 Members of the Supervisory Board must engage actively in their duties and should be able to make their own sound, objective and independent decisions and judgments when performing their functions and responsibilities. In order to be able to make sound, objective and independent decisions and judgments, the member must be able to act with 'independence of mind'. This is a pattern of behaviour, shown in particular during discussions and decision-making within the Executive Board, and is required for each member of the Supervisory Board
- 4.12 In addition to the aforementioned suitability notions, each member of the Supervisory Board shall at all time meet the limitation rules on ancillary positions following from CRD V.

Confidential report

Supervisory Position Profile

Member of the Supervisory Board

Corporate Office



About ABN AMRO

ABN AMRO Bank N.V. (ABN AMRO) is an enterprising bank with a primary focus on Northwest Europe. We serve clients in the retail, private and corporate banking sectors. Our ambition and strategy is to be a personal bank in the digital age. Accelerating the transition to an inclusive, circular and sustainable society. That is why our products and services are designed to contribute to a better future. By working together with our clients and partners, we are assisting in creating a clean, social and inclusive society.

Our history goes all the way back to 1765. In 1991, Algemene Bank Nederland (ABN) and AMRO Bank (which was the result of a merger of the Amsterdamsche Bank and the Rotterdamsche Bank in the 1960s) agreed to merge to create the original ABN AMRO. On 1 July 2010 the legal merger between ABN AMRO Bank and Fortis Bank Nederland was completed, creating a combined entity called ABN AMRO Bank N.V. And today, with approximately 19,000 colleagues and offices in 13 countries, we service over 6 million clients worldwide. In 2020, our operating income was EUR 7.9 billion.

Income

7.9

billion euro



57%

men



43%

women

Top 10
most
sustainable
bank
worldwide



Top 3
most
impactful
companies in
the Netherlands



+ 19.000
Employees



Active in

13

Countries



Purpose & Strategy

At ABN AMRO, we take our role in society seriously. Our stakeholders need what our bank has to offer: a solid bank that provides security and a partner that supports them in planning for the future. As a responsibly ambitious bank, we create long-term value that is anchored in our unique position of trust – a strong foundation for the future. This is at the heart of our purpose:

Banking for better, for generations to come, is our compass in everything we do. We see opportunities to improve in a challenging environment. When considering the integration of environmental, social and governance (ESG) factors in our strategy and our efforts to contribute to the Climate Accord for the financial sector. When considering Covid-19, impacting both health and the economic environment and low interest rates impacting revenues. Furthermore, our regulatory agenda and Anti-Money Laundering remediation, increasing competition from nonbanks and client expectations for convenience and mobile first demand an appropriate response. Looking at these challenges and building on our strong foundation, we have a clear vision of the bank we want to be. A sustainable bank with an inclusive environment in which our people are given the room to grow and the freedom to experiment.

A personal bank in the digital age, winning the hearts of our clients by delighting them at their key moments, providing convenience and innovative solutions. First choice partner for our clients in sustainability in climate change, the circular economy and social impact. Building a simple, future proof bank that is digital by design and has a rigorously more simple operating model. Developing and nurturing our culture and delivering on our regulatory agenda are clear priorities and we are committed to deliver on our targets and attractive distributions for shareholders. Our strategy is underpinned by **3 strategic pillars**:

1. Reinventing the customer experience

Closer to our clients

We care for our clients. We help them pursue their ambitions and move forward responsibly. To do so, we are constantly innovating our services and exploring new business models.

Our clients expect convenience in their daily banking services. At key moments, they want access to our premium advisory services and tailored expertise. We offer them a customer journey that makes their lives easier and adds value to their business.

2. Supporting our clients' transition to sustainability

Accelerating the sustainability shift

We believe that all our clients will be affected by the transition to sustainability in one way or another in the years ahead. By making sustainability an integral part of our business, we are maximising our impact on society. Our focus is on **climate change, circular economy and social impact**. We provide distinctive expertise and are embedding sustainability in our products and services. ABN AMRO is taking several initiatives to **combat climate change**. Because we want to take our responsibility and do our part to keep our planet liveable for the present and future generations.

As a bank, we can achieve the biggest impact by supporting our clients in their transition to sustainability. We do this by offering advice and developing sustainable products and services – to help clients make their homes and businesses sustainable, for example. And through sustainable investments. At the same time, we are of course reducing our own footprint and investing in themes like the energy transition. Through numerous initiatives, we want to work with our clients to support this by reducing greenhouse gas emissions.

3. Building a future proof bank

Working together as one

We can only pursue our purpose and safeguard our clients' interests if we have an agile organisation that works together as one bank, giving our clients a personal and flawless banking experience. This requires us to digitise and automate; organise ourselves around our clients and rigorously simplify our IT landscape. Detecting and fighting financial crime and safeguarding our licence to operate is embedded in our organisation and processes.

We care for our people

We foster an inclusive environment in which our people are given the room to grow and the freedom to experiment. We offer our people an inspiring vision and clear choices, and trust them with the autonomy and responsibility that define our culture. ABN AMRO aims to be an agent for change and a leader in sustainability in the rapidly evolving banking landscape. In this dynamic and digitising sector, significant reductions in the number of current jobs are expected in the coming years. Our aim is to minimise forced redundancies by supporting our people through upskilling and reskilling



Culture, Leadership & Transition

How relevant we will be in the future will be decided by how we deliver on our purpose and strategy. Developing and nurturing our culture is a clear priority. Working together towards our ambitions for our clients, our colleagues, our investors and society at large will be the decisive factor for success. A diverse and inclusive workforce is of paramount importance to ABN AMRO. It enables colleagues to perform optimally, yields winning ideas and initiatives and it places us at the centre of society. That is why we are committed to have diverse groups represented at all levels of the organisation.

With the strategic choices we have made, we embark on an exciting, yet challenging transition journey. So, how will we deliver on 'a personal bank in the digital age'?

We follow a phased approach over the coming years to execute on our strategy, prioritising and sequencing our strategic efforts. In 2021 the focus was on strengthening our foundation and building out the desired IT and human capabilities for the future. During 2022 – 2023 we harvest the benefits from the work done during 2021, while making progress on several fronts. We will implement a new engagement model for specific client segments, we will further reduce the number of our branches and complete our AML remediation efforts. The full benefits from the transformation will be realized by 2024 as a number of larger transformation activities will conclude.

But organisational change alone won't cut it: at the end of the day, it is also very much about our culture. About us, the people. How we do our jobs and how we treat each other. Our sense of integrity and how we bring it to life in our actions and decisions. Our culture only changes when we do.

Our leaders play a pivotal role in shaping our culture. They know how to deal with ambiguity by effectively setting priorities and enabling execution; balancing the short and long term. To better serve our customers, they are proactively driving collaboration across functions, Business Lines and organisational boundaries. They are consistently encouraging and empowering their teams to challenge the status quo, experiment, take smart risks and learn from both success and failure. While being mindful of who they are as a leader and how they show up for their teams, they can inspire and enable others around the WHY and WHAT of the ABN AMRO purpose and strategy, connecting the dots to values, and winning the hearts and minds of their teams.

Integrity and compliancy are fundamental to us at ABN AMRO. It is a staple in all aspects of what we do. It allows us to truly live our purpose; ensuring better banking for both current and future generations.



Corporate Governance

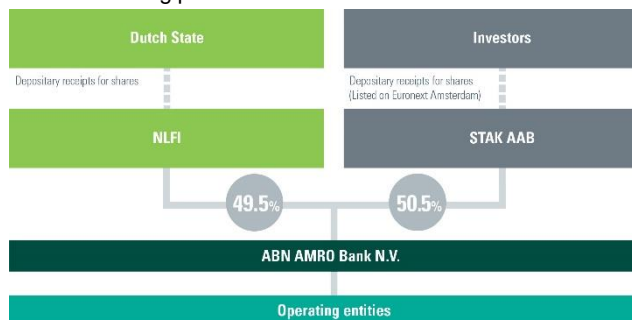
Good corporate governance is critical for us to realise our strategic ambition of being a trusted and professional partner for all our stakeholders, including clients, our shareholders, investors, employees and society at large. ABN AMRO is organised in a way that guarantees first-class management and effective supervision by the Executive Board and Supervisory Board.

Integrity, transparency and accountability are key elements of our corporate governance and business operations. These key elements ensure that we pursue effective risk management, comply with legislation and regulations and provide full transparency to stakeholders and market parties.

ABN AMRO has a two-tier governance model consisting of a Supervisory Board and an Executive Board.

Shareholder structure

All shares in the capital of ABN AMRO Bank are held by two foundations: Stichting Administratiekantoor Beheer Financiële Instellingen (NLFI) and Stichting Administratiekantoor Continuïteit ABN AMRO Bank (STAK AAB). Currently, the NLFI is reducing its stake in ABN AMRO through a trading plan with the intention to reduce its stake to approximately 40%. On 9 October 2023 the NLFI announced their holding was 49,5%. The actual shareholding of NLFI and STAK will be updated once the trading plan is finalised.



Regulators

ABN AMRO is regulated by the European Central Bank (ECB), in close cooperation with the Dutch Central Bank (De Nederlandsche Bank or DNB), and by the Netherlands Authority for the Financial Markets (Autoriteit Financiële Markten or AFM). In the framework of the Single Supervisory Mechanism (SSM), the ECB is responsible for regulating the larger banks in the euro

area. The main aims of the SSM are to contribute to the safety and soundness of credit institutions and the stability of the European financial system and to ensure consistent supervision. The AFM supervises the operation of the financial markets in the Netherlands and monitors the behaviour of the entire financial services industry: savings, investments, insurance and loans.

Executive Board

The Executive Board is charged with managing the company, which means that it is responsible for determining the company's mission, vision, strategy, policy and objectives and for achieving those objectives. The Executive Board is guided in the performance of its duties by the interests and continuity of the company and the undertakings connected with it and makes a balanced assessment of the interests of all relevant stakeholders, including the customers, savers and deposit holders, shareholders, holders of depositary receipts, employees and the society at large.

The members of the Executive Board are collectively responsible for the management of ABN AMRO Bank N.V., the general course of business (*algemene gang van zaken*) and continuity of ABN AMRO and its subsidiaries. The Executive Board's contributes to long-term value creation for the various stakeholders of the bank and focuses on client centricity. The members of the Executive Board promote the bank's and the subsidiaries' values through leading by example.

ABN AMRO's Executive Board consists of: our CEO, CFO, CI&TO, CRO, COO and three CCOs: (i) CCO Personal & Business Banking, (ii) CCO Corporate Banking, (iii) CCO Wealth Management.

The members of the Executive Board are appointed by the Supervisory Board. The Supervisory Board notifies the General Meeting of a proposed appointment of a member of the Executive Board.

ABN AMRO and NLFI have agreed in the Relationship Agreement that, as long as NLFI directly or indirectly holds 10% or more of ABN AMRO's issued share capital, it shall be given the opportunity to advise on the decision of the Supervisory Board to (re)appoint any member of the Executive Board and/or on the appointment of the Chair of the Supervisory Board.

Individual position profile

Member of the Supervisory Board

Introduction

This position profile is supplementary to the collective profile of the ABN AMRO Supervisory Board, [Annex 3 to the Supervisory Board Rules of Procedure](#).

The Supervisory Board, as a collective

The Supervisory Board supervises ABN AMRO's overall strategy and key policies within the applicable legal and regulatory framework. In addition, the Supervisory Board supervises, advises, challenges and supports the Executive Board in the exercise of its powers and duties, while preserving its statutory duties and responsibilities in compliance with applicable law and regulations, including the articles of association and rules of procedure. In fulfilling its duties, the Supervisory Board is guided by the interests of ABN AMRO and its business; it takes into account the relevant interests of all stakeholders.

The Supervisory Board's composition is based on the Supervisory Board's guiding principle that diversity of thought, expertise, background, competences and interpersonal styles, including but not limited to diversity, is a prerequisite for effective supervision and, by extension, for long-term value creation. Supervisory Board members are appointed by the General Meeting, upon nomination by the Supervisory Board. The Supervisory Board must nominate candidates recommended by the Employees Council (being ABN AMRO's central works council) for one-third of the Supervisory Board members.

Your position as member of the Supervisory Board

In your role as member of the Supervisory Board, you:

- supervise the overall strategy (including climate strategy) and key policies within the applicable legal and regulatory framework;
- foster a culture focused on sustainable long-term value creation;
- foster responsible and ethical behaviour and stimulate openness and accountability within ABN AMRO and the different corporate bodies;
- set the tone: dedicated, informed, probing and independent. You are able and willing to hold management to account where necessary;
- oversee that ABN AMRO has robust and sustainable governance arrangements, including a clear organisational structure with well defined, transparent and consistent lines of responsibility, effective processes to identify, manage, monitor and report the risks ABN AMRO is or might be exposed to;
- understand the changing societal and regulatory expectations within the financial sector;
- understand the impact of climate risks and other sustainability risks that can materialize at all levels within ABN AMRO's client segments, from global to regional;
- have sufficient external awareness, inter alia through monitoring financial, non-financial, economic, social and other developments relevant to the interest of ABN AMRO and the interests of internal and external stakeholders;
- supervise and advise the Executive Board on the implementation of the climate plan and the transition to a net zero economy;
- understand the societal environment and human rights topics;
- are aware of the gatekeeper role of banks and the legal system around AML, including the CDD and reporting obligations of banks;
- give advice to the Executive Board regarding compliance with policies, laws and regulations and constructively challenge and encourage the Executive Board to monitor compliancy;
- understand the challenges of operating in different cross-cultural and regulatory settings and the required (international) governance models;
- constructively challenge the strategy of ABN AMRO, and critically review proposals, information provided, and decisions by the Executive Board;
- oversee that ABN AMRO organises the exchange of the information necessary in a manner that ensures that each business line, subsidiary and the internal control function, is able to carry out its duties;
- supervise, advice, challenge and support the Executive Board in the exercise of its powers and duties, taking into account the dynamics and the relationship between the Supervisory Board and the Executive Board, and its members;
- regularly evaluate and assess the functioning of the Executive Board and its individual members and discuss the conclusions attached to the evaluation, also in light of the succession of Executive Board members;
- has a proven track record of complex stakeholder management with, among others, governmental and for the banking sector relevant regulatory stakeholders; and
- have sensitivity to surroundings, including focus on (international) financial services and ability to pick up signals from within the organisation and society.

Your profile

The candidate should have extensive experience as a senior executive, for example as a broader business leader/executive in the financial services/banking sector. More in particular the candidate:

- has the ability to critically challenge the Executive Board and senior management, and maintain an open relationship and constructive dialogue;
- understands the boardroom dynamics and collegial boards, in order to contribute to the functioning of the board, as a collective, in an effective manner;
- is a seasoned financial services expert with broad and deep senior executive experience;
- has broad and sound knowledge of the highly regulated banking industry, in particular leading wholesale banking activities (either investment including extensive cross border M&A experience or broad corporate banking);
- has knowledge in the field of ESG;
- complements the other members of the Supervisory Board in terms of personality and experience;
- has strong analytical skills;
- has experience in or affinity with the crucial role of data and digitalisation;
- has the ability to take a helicopter view and show good judgement, including the weighing of information and possible courses of action in order to reach a logical conclusion and studying, recognising and understanding essential elements and issues;
- has the ability to convey the core values of the bank, including ABN AMRO's vision on sustainability;
- has stewardship skills (the awareness of the bank's long-term interests);
- is independent in his/her thinking and acting;
- has the ability to be assertive and confrontational;
- is contemplative and reflective;
- has good communication skills;
- brings sufficient gravitas and seniority;
- preferably has experience in a supervising role.

Key relationships

- Reports to: the Supervisory Board
- Direct contacts: Corporate Secretary
- Other relationships/stakeholders: various stakeholders, including (international) regulators.

Fit & proper assessment

The Supervisory Board and each of its members need to be assessed individually and collectively as being suitable for their position, able to fulfil his/her duties and meet the fit and proper requirements according to the competent regulator. This new Supervisory Board member's appointment will require regulatory approval from the ECB.

Practical information

Expected time expenditure and induction programme

The expected time expenditure on average is 55 working days on a yearly basis, whereby one working day consists of 8 hours per day.

Following their appointment, all new members of the Supervisory Board complete an extensive introductory programme designed to ensure they have the relevant knowledge needed to fulfil their role, including thorough knowledge of ABN AMRO and its business activities, financial reporting and general financial, social and legal affairs. As the knowledge, background and experience of newly appointed members of the Supervisory Board differ, the curriculum of the introductory programme is tailor-made.

Frequency

The Supervisory Board holds five formal meetings according to the pre-set schedule and a number of additionally scheduled meetings incl. four informal team meetings.

Compensation

The new Supervisory Board member will be remunerated in accordance with the [remuneration policy for Supervisory Board members](#) as applicable from time to time, which at present consists of an annual fixed remuneration of EUR 52,000. A chairpersonship of a Supervisory Board committee is reimbursed EUR 15,600. A membership of a committee is reimbursed EUR 13,000.