

# Van Lanschot Kempen Investor presentation

March 2022



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# Van Lanschot Kempen at a glance

## Who we are

- Well-capitalised, profitable, independent wealth manager with a strong specialist position in the market
- Clear choice for wealth management, targeting private, wholesale, institutional and investment banking clients
- Relatively small-scale organisation and high level of executive involvement
- Strong focus on sustainable investing
- Differentiating and compelling investment management offering that matches client needs
- Strong balance sheet and attractive capital strategy
- Strong track record in transformation processes and de-risking of the company

Our purpose is the preservation and creation of wealth, in a sustainable way, for our clients and the society we serve.

## Solid performance on all key financials

	2021	2020
• Net result	€143.8m	€49.8m
• CET 1 ratio	23.7%	24.3%
• Total capital ratio	30.1%	27.4%
• Client assets	€131.1bn	€115.0bn
• AuM	€112.1bn	€99.0bn
• Loan book (excluding provisions)	€8.9bn	€8.5bn



# Our independent wealth management strategy

## Our ambitions

Supported by our strong client relationships we are a leading player in our relevant markets and geographies:

- A leading wealth manager in the Netherlands and Belgium that creates and preserves wealth in a sustainable way
- The leading wealth management platform for the mass-affluent market in the Netherlands, combining online with a personal approach
- A prominent, European-oriented active investment manager that delivers sustainable alpha in less efficient and alternative markets
- The leading fiduciary manager in the Netherlands, and a key challenger in the UK fiduciary market
- The preferred trusted adviser in selected niches in investment banking across Europe
- A wealth manager with a solid risk profile and a moderate risk appetite, aiming to optimise our capital base while leaving room for potential acquisitions

## Our strategic pillars

In order to deliver on our ambitions, we defined five strategic pillars:

- Accelerate growth – organically and inorganically
- Activate our full potential
- Achieve our sustainability ambitions
- Advance through digitalisation and advanced analytics
- Adapt the workforce

## 2025 financial targets

	Target 2025	2021
• Common Equity Tier 1 ratio	15 - 17%	23.7%
• Return on CET1	10 - 12%	15.7%
• Efficiency ratio	70 - 72%	68.9%
• Dividend pay-out	50 - 70%*	53%





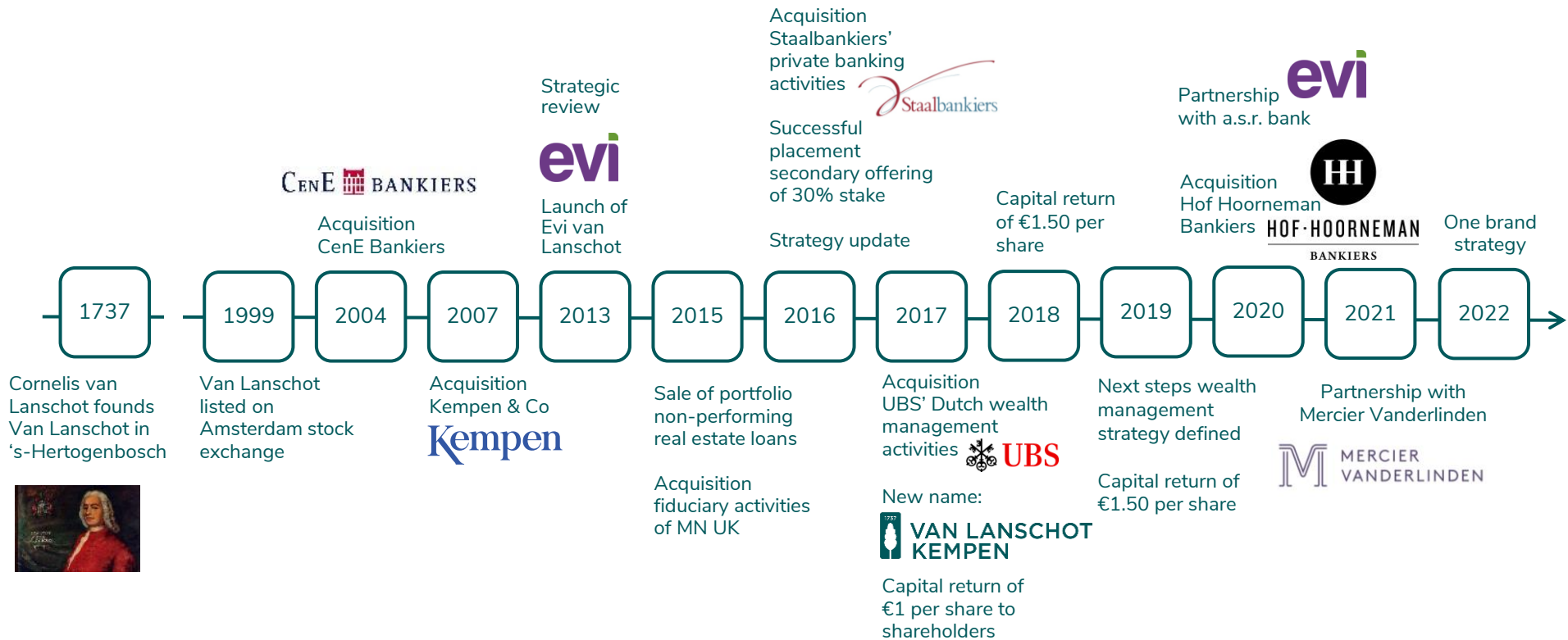
Van Lanschot Kempen  
is a well-capitalised,  
profitable, independent  
wealth manager



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# Van Lanschot Kempen's rich history reaches back to 1737



# Our client segments catering to the needs of our clients



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## Private Clients

- Wealth management services for entrepreneurs, family businesses, high net-worth individuals, business professionals and executives, healthcare professionals, foundations and associations
- Online wealth management for mass-affluent individuals
- Discretionary asset management, investment advice, structured products, niche investment strategies, financial planning, savings and deposits, and lending
- Assets under management: €44.6 billion
- Savings and deposits: €11.3 billion  
loans: €8.5 billion
- Offices in the Netherlands, Belgium and Switzerland
- 587 FTEs

## Wholesale & Institutional Clients

- Comprehensive fiduciary wealth management services for pension funds
- Niche investment strategies for wholesale clients: high dividend equities, small-caps, real estate, infrastructure, credits, sustainable equity and private markets
- Assets under management: €67.6 billion
- Assets under monitoring and guidance: €3.5 billion
- Offices in the Netherlands, the UK and France
- 43 FTEs

## Investment Banking Clients

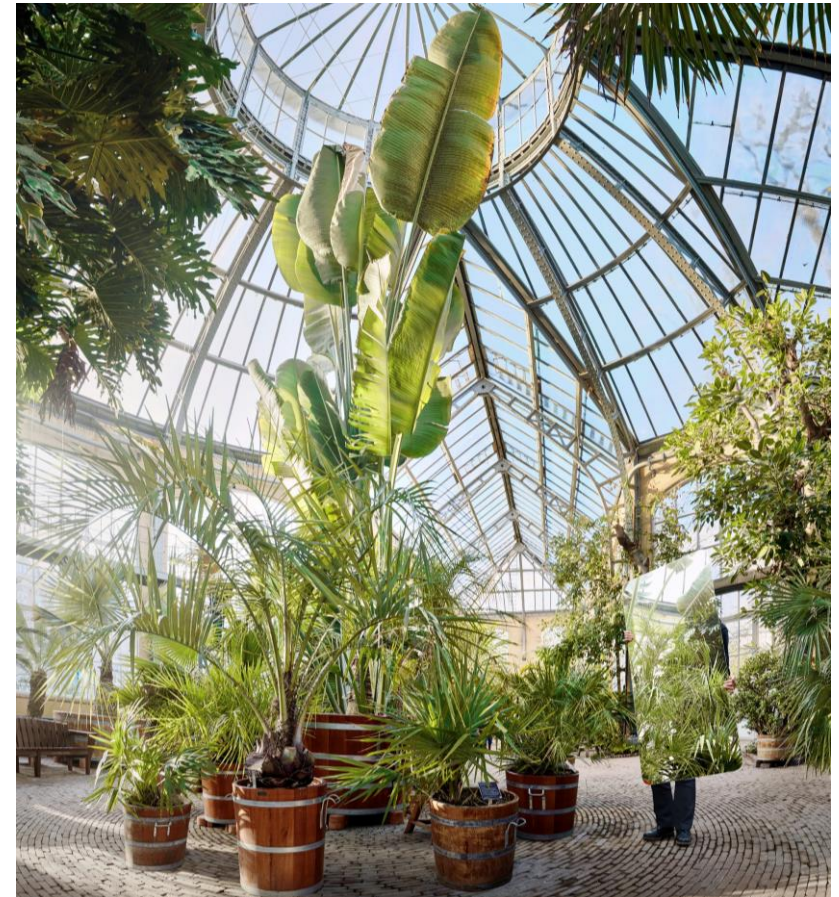
- Equities research and trading, capital market transactions, corporate finance and debt advisory services focused on Western Europe
- Sectors covered are real estate, life sciences & healthcare, tech & fintech, renewables and infrastructure
- Offices in the Netherlands, Belgium, the UK and the US
- 107 FTEs

Corporate and support departments  
Investment Strategies & Solutions  
917 FTEs



# Our progress as a leading wealth manager in 2021

- Organic AuM growth:
  - Private Clients: Record inflows
  - Evi: Strong growth
  - Wholesale & Institutional Clients: Stable AuM
- Inorganic growth:
  - Partnership Mercier Vanderlinden
  - Integration of Hof Hoorneman Bankiers
- Growth in less liquid investments, e.g. real assets
- Increased cross-selling between private clients and investment banking clients
- Strong focus on compliance and risk management
- Very strong capital position



# Our sustainability ambitions

Time to take bigger strides



- To preserve and create wealth, in a sustainable way, for our clients and the society we serve
- We focus on three themes: **climate, circularity and health**
- We are committed to become a **net-zero wealth manager by 2050**
  - Ambitious annual carbon footprint reduction targets for discretionary AuM (-7%) and our own organisation (-7% per FTE)
- Our **ambitions** in 2022 are set **through active stakeholder dialogue**
  - *Impact via our assets under management*
    - Engage actively with our institutional clients to commit to net zero
    - Further increase the share of sustainable and impact investments in our clients' portfolios
    - Launch of sustainable discretionary management propositions for private clients
  - *Impact via our loans*: launch of new sustainable mortgage proposition
  - *Impact via own organisation*: implementing new way of working (less and more sustainable travel, optimising our workspace)

**Transparency and inclusion & diversity** are other key focus areas going forward





# Delivering on our growth ambitions as an independent, specialist wealth manager in Western Europe

A leading wealth manager in the Netherlands and Belgium that creates and preserves wealth in a sustainable way

The leading wealth management platform for the mass-affluent market in the Netherlands, combining online with a personal approach

A prominent, European-oriented active investment manager that delivers sustainable alpha in less efficient and alternative markets

The leading fiduciary manager in the Netherlands, and a key challenger in the UK fiduciary market

The preferred trusted adviser in selected niches in investment banking across Europe

A wealth manager with a solid risk profile and a moderate risk appetite, aiming to optimise our capital base while leaving room for potential acquisitions



We continue our successful journey under one brand:  
Van Lanschot Kempfen



Our purpose is to preserve and create wealth,  
in a sustainable way,  
for our clients and the society we serve





# 2021 full-year results



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# Our 2021 performance reflects our successful wealth management strategy

- **Net profit at €143.8m**
  - Strong growth in commission income to €385.5m (+30%)
  - Interest income stable, further releases from loan loss provisions
  - Our portfolio of participating interests generated a strong result, including book profits on sales of €19m
  - Operational expenses up due to strong organic and inorganic growth
- **Client assets +14% to €131.1bn and AuM +13% to €112.1bn**
  - Private Clients saw record net inflow of €3.8bn AuM
  - Wholesale & Institutional Clients saw net outflow of €4.0bn AuM
  - Strong market performance helped AuM to grow by €9.5bn
- **Focused growth in Western Europe**
  - Growth in the UK – fiduciary business – with AuM up by €2.0bn (+33%) to €8.0bn
  - Strong organic growth at our Belgian and Swiss private banking franchises
  - Joining forces with Mercier Vanderlinden, combined client assets in Belgium at €10.7bn

# 2021: Very strong overall performance



Net result €143.8m (2020: €49.8m)  
Underlying net result €159.9m  
(2020: €51.0m)

Commission income €385.5m (+30%)  
Interest income €153.6m (+1%)



Operating expenses  
€409.9m (+10%)

Efficiency ratio 68.9%  
(2020: 85.7%)



AuM €112.1bn (+13%)

Client assets €131.1bn (+14%)



Strong capital position  
CET 1 ratio at 23.7% (2020: 24.3%)

Dividend proposal €2.00 per share  
(2020: €0.70)

# Overview of net result

€ m	2021	2020	% change
Commission	385.5	296.4	30%
Interest	153.6	152.1	1%
Other income	55.6	-14.5	
<b>Income from operating activities</b>	<b>594.7</b>	<b>434.0</b>	<b>37%</b>
Operating expenses	-409.9	-371.8	10%
<b>Gross result</b>	<b>184.8</b>	<b>62.2</b>	<b>197%</b>
Loan loss provision	11.7	-1.9	
Other impairments	6.5	-	
Operating profit before tax of non-strategic investments	4.8	1.7	
<b>Operating profit before special items and tax</b>	<b>207.7</b>	<b>62.0</b>	<b>235%</b>
Amortisation of intangible assets arising from acquisitions	-11.3	-6.2	82%
Expenses related to accounting treatment Mercier Vanderlinden	-8.5	-	
Provision for revolving consumer credit	-3.3	-	
Restructuring charges	-3.9	-1.6	
Other one-off items	-2.3	-	
<b>Operating profit before tax</b>	<b>178.5</b>	<b>54.2</b>	<b>229%</b>
Income tax	-34.6	-4.4	
<b>Net profit</b>	<b>143.8</b>	<b>49.8</b>	<b>189%</b>
<b>Underlying net result*</b>	<b>159.9</b>	<b>51.0</b>	<b>213%</b>
Efficiency ratio (%)	68.9%	85.7%	

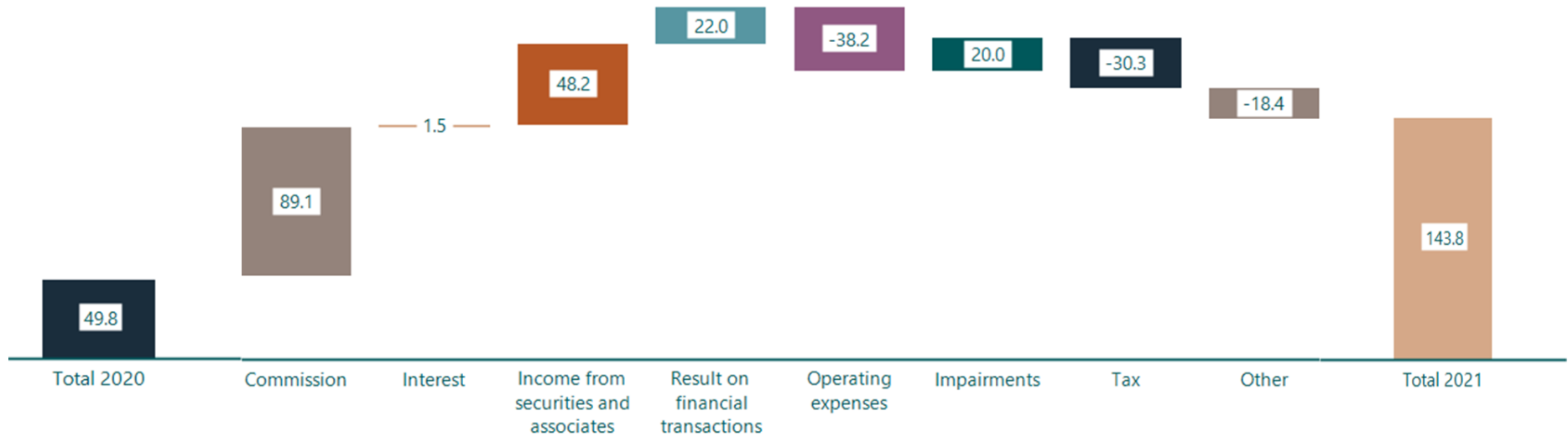
\* 2021 adjusted for expenses related to accounting treatment of Mercier Vanderlinden, provision for revolving consumer credit, restructuring charges related to the acquisition of Hof Hoorneman Bankiers and other one-off items; 2020 adjusted for restructuring charges related to the acquisition of Hof Hoorneman Bankiers.



# Strong commission income drives net result to €143.8m

## Key drivers of net result

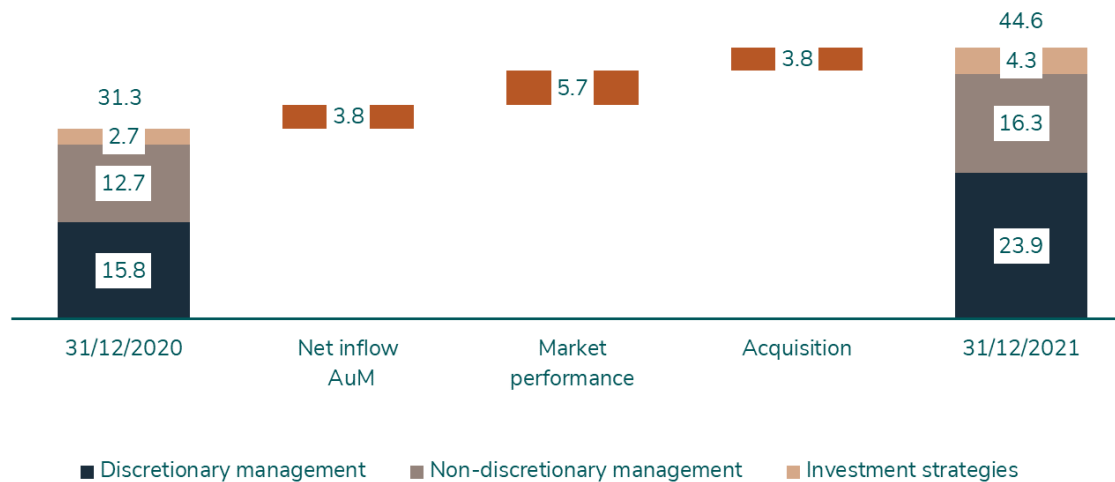
€ m



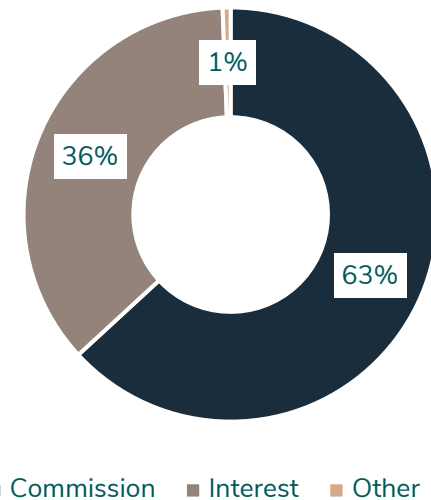
- Other consists of special items and operating profit before tax of non-strategic investments

# Private Clients: exceptionally high inflows reflect our unique wealth management position

Private Clients: AuM  
€ bn

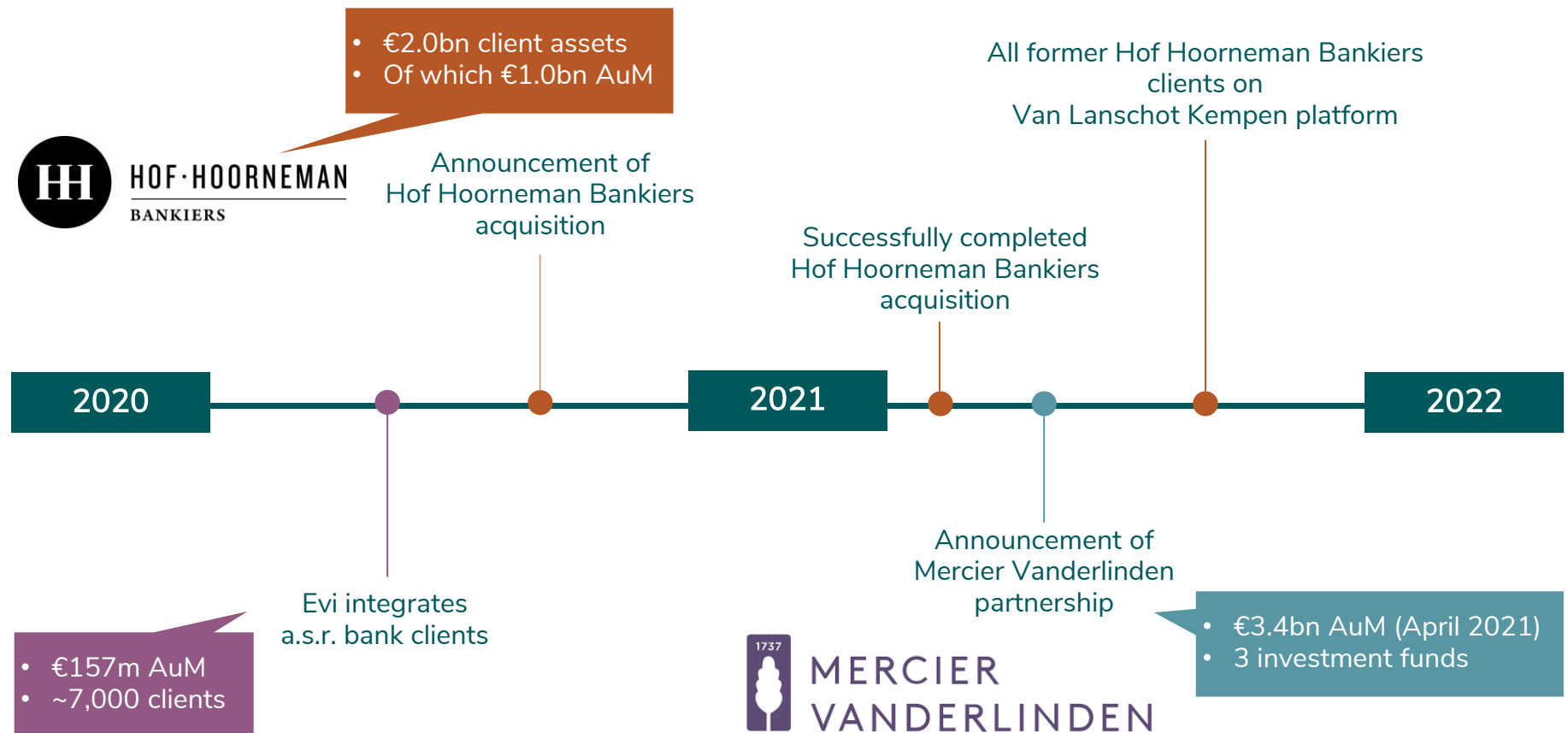


Private Clients: Revenue composition  
Total = €387.0m



- All the underlying client segments show positive net inflow
- Inflow in discretionary management (€1.8bn) outpacing non-discretionary management (€1.3bn)
- Client assets grew by 37% to €58.6bn (2020: €42.8bn)
- Savings and deposits rose by €1.6bn to €11.3bn
- Operating profit before tax at €114.3m, commission income at €244.4m

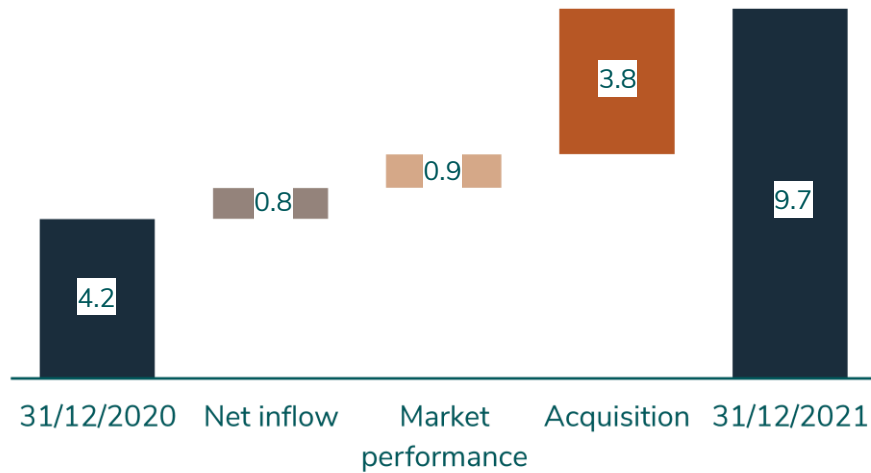
# Strong organic growth supported by inorganic growth



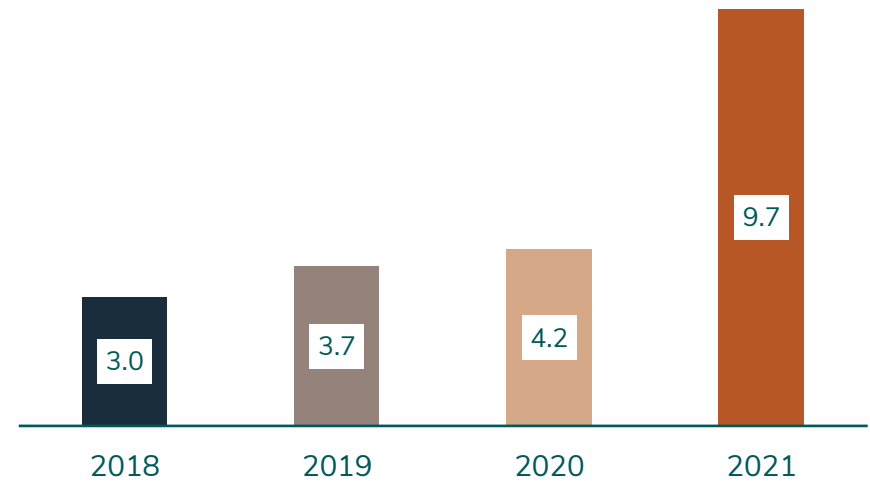


# Private Clients: Transformational step in Belgium

Private Clients Belgium: AuM  
€ bn

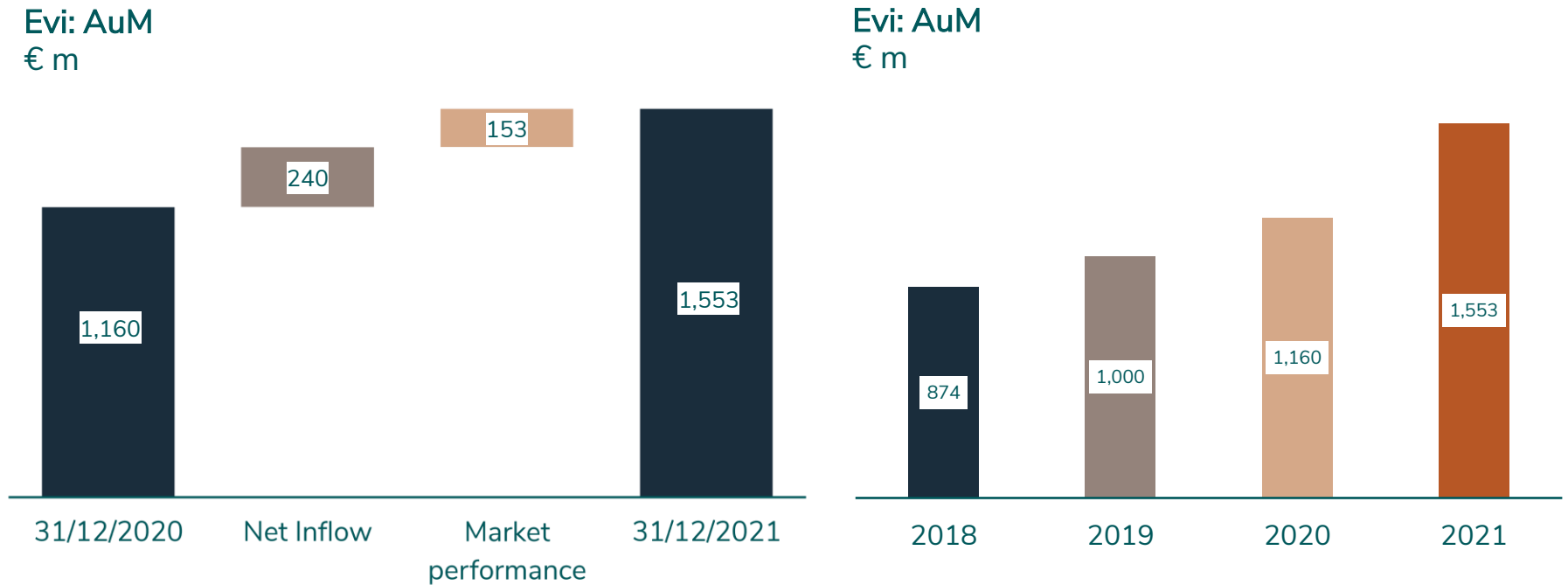


Private Clients Belgium: AuM  
€ bn



- Strong net AuM inflow at €0.8bn in 2021
- Partnership with Mercier Vanderlinden added €3.8bn in AuM (at closing date, July 2021)
- Client assets grew to €10.7bn (2020: €5.1bn)

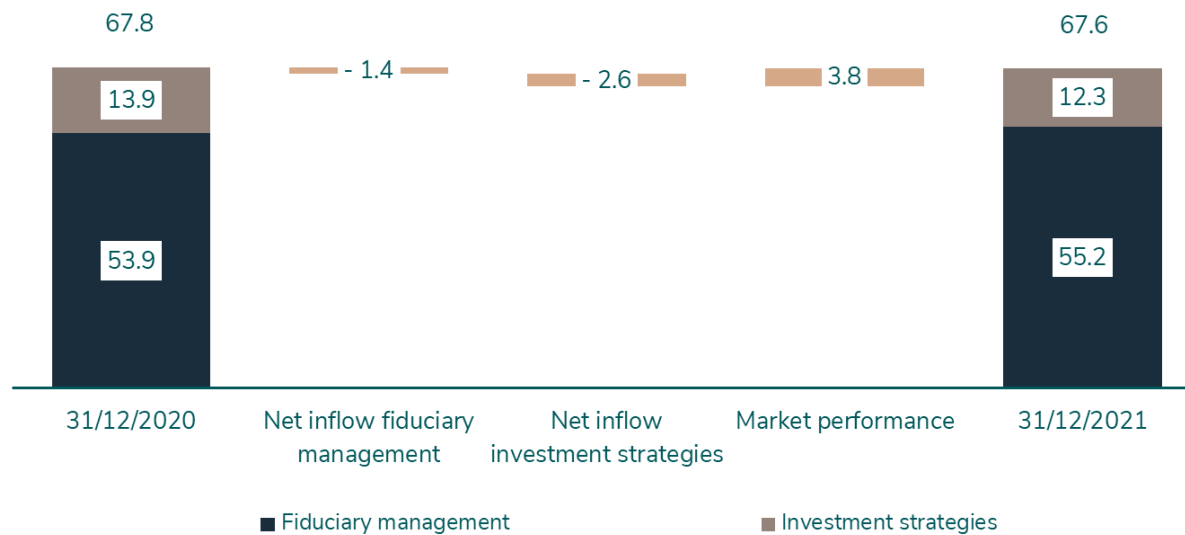
# Evi: AuM grows 34% to €1.6bn; positive contribution to result



- Total Evi client assets at €1.7bn (2020: €1.5bn)

# Wholesale & Institutional Clients: AuM stable

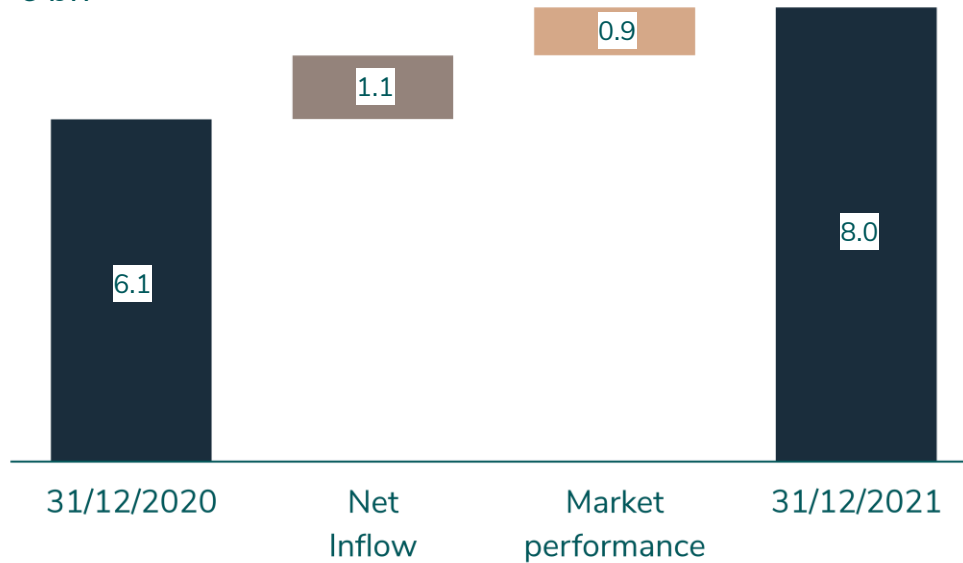
## Wholesale & Institutional Clients: AuM € bn



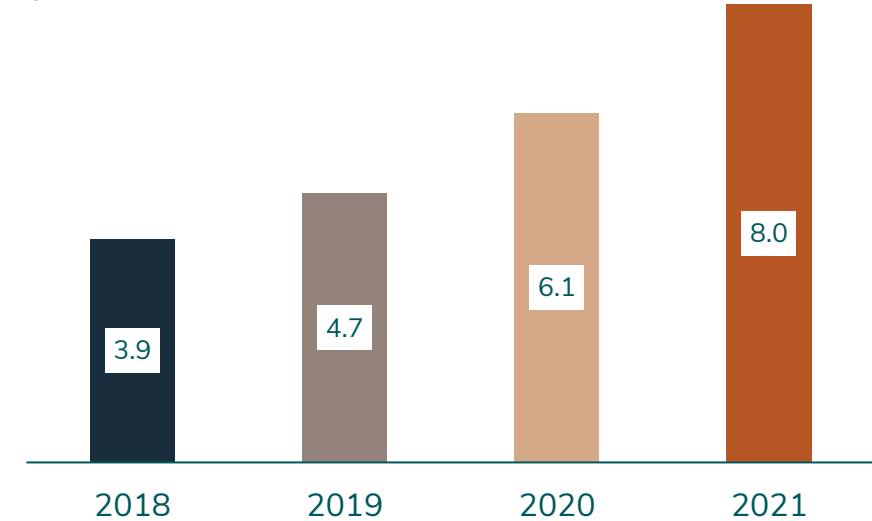
- Fiduciary management outflow due to the loss of two clients – both because of a merger with other parties – partially offset by growth within our UK fiduciary management franchise
- Investment strategies' flows consist of:
  - Inflow in high-margin strategies such as global small-cap strategies and real assets strategies
  - Outflow in lower-margin strategies such as government bond strategies and credit strategies
- Operating profit before tax at €9.6m and commission income at €81.4m

# Wholesale & Institutional Clients: AuM growth +€2.0bn in the UK

Wholesale & Institutional Clients UK: AuM  
€ bn



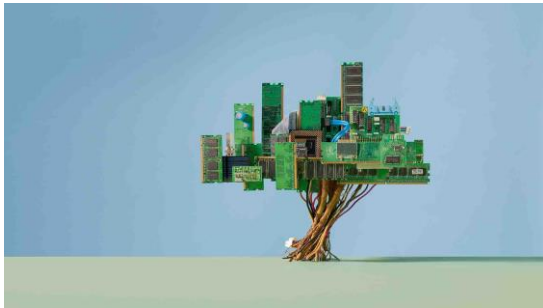
Wholesale & Institutional Clients UK: AuM  
€ bn



- Our UK franchise offers fiduciary management services to pension funds and insurance companies in the UK and provides sales activities for our investment strategies products to UK-based clients
- Growing number of UK mandates drives AuM growth



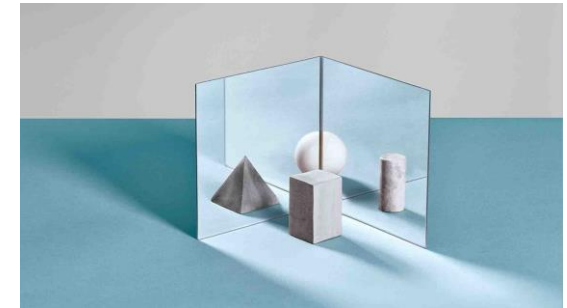
# Stronger focus on less liquid solutions



Kempen SDG Farmland Fund  
€381m committed



Kempen European Private Equity Fund II  
€173m committed at first close

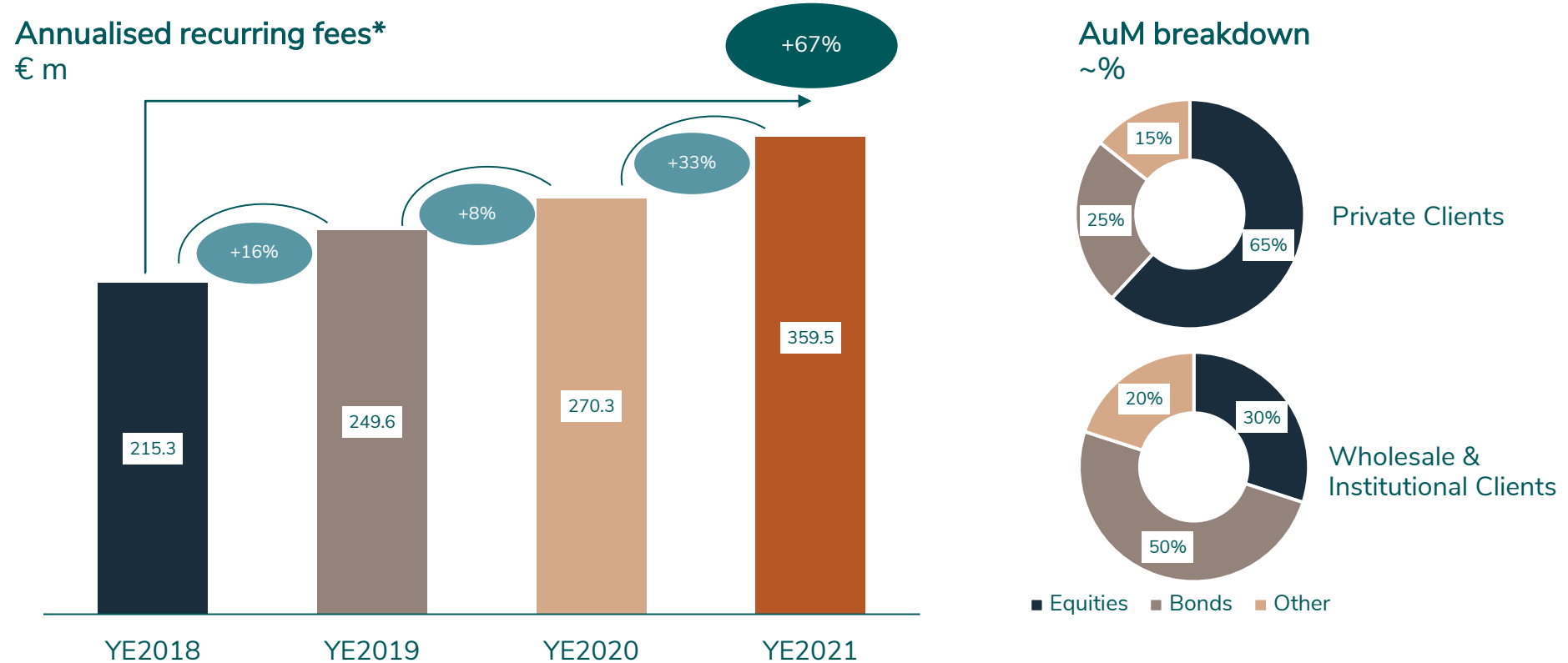


Diversified distressed debt pool  
€237m AuM

Long/short Equity pool  
€58m AuM

- Four new less liquid funds launched in 2021
- Total AuM and committed capital in less liquid investments solutions more than €2bn
- Attractive margin in less liquid investment solutions
- We launched the Kempen European Private Equity fund II to meet growing demand from our private clients for sustainable and less liquid investments
- In collaboration with one of our institutional clients, we launched the Kempen SDG Farmland fund; the fund contributes to achieving our SDGs

# Sharp increase in annualised recurring management fees

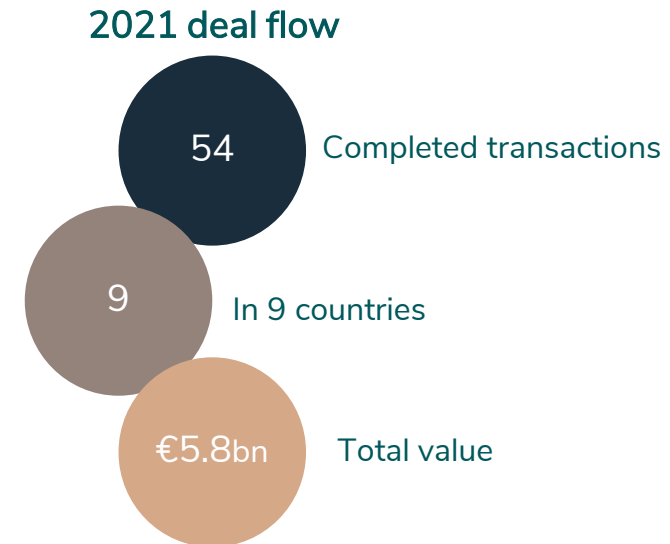
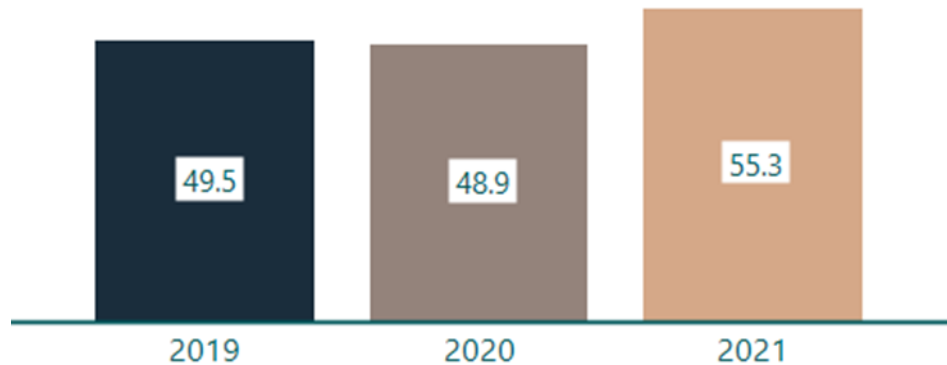


- AuM margin Private Clients: 62 bps; Wholesale & Institutional Clients: 12 bps

\*Annualised recurring securities commission is determined by multiplying the AuM on the reporting date by the management fee per client to determine the expected annualised management fee, assuming the AuM remains unchanged. The expected annual transaction fees related to these client portfolios are added to this number

# Investment Banking Clients: Focused strategy leads to strong deal flow

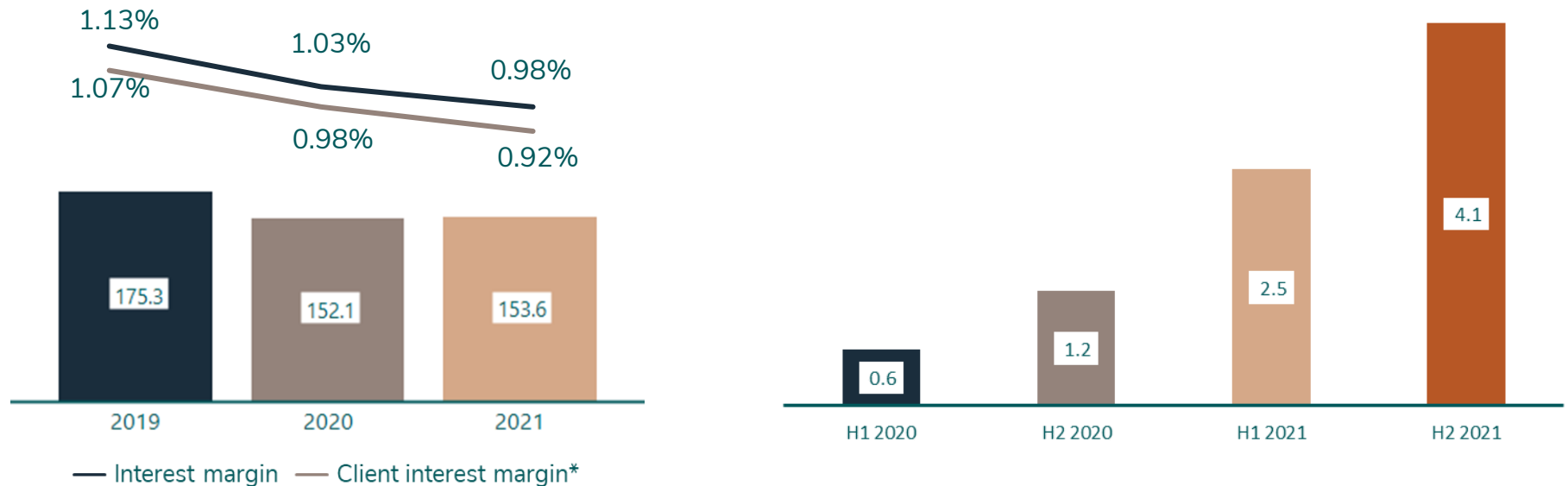
Investment Banking Clients: Commission  
€ m



- Focus on our selected niches: real estate, life sciences & healthcare, tech & fintech, renewables and infrastructure
- Gross result at €18.8m and commission income at €55.3m (+13%)
- Collaboration between Investment Banking Clients and Private Clients is paying off: significant increase in referrals between these two segments, both ways
- For the past 10 years positive results with relatively low volatility

# Stable interest income in 2021

Interest income and margin (12-mth moving average)\* € m      Average volume charged negative interest rates € bn



- Stable interest income driven by loan portfolio growth and our ability to charge negative interest rates
- As of July 2021, negative interest rates are charged on balances from €100k (previously: €250k)
- The introduction of our wealth management arrangement enables clients to keep a certain percentage of their assets invested with us in cash, without paying negative interest rates

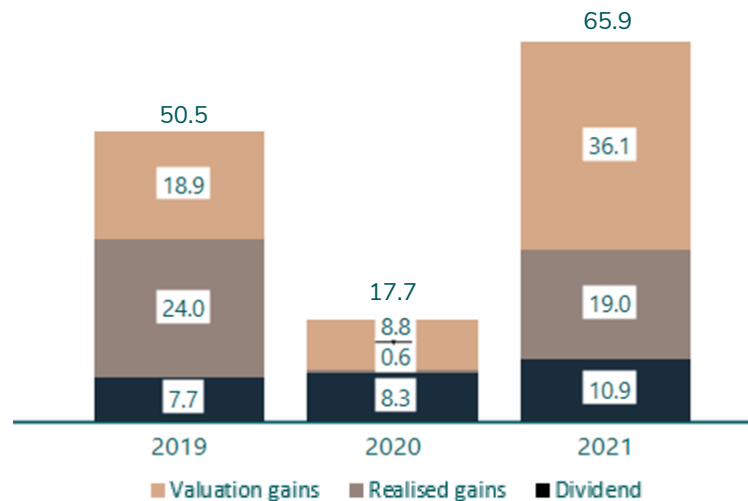
\* The clean interest margin equals the gross interest margin adjusted for interest equalisation and interest-related derivatives amortisation



# Increased level of income from securities and associates

## Income from securities and associates

€ m



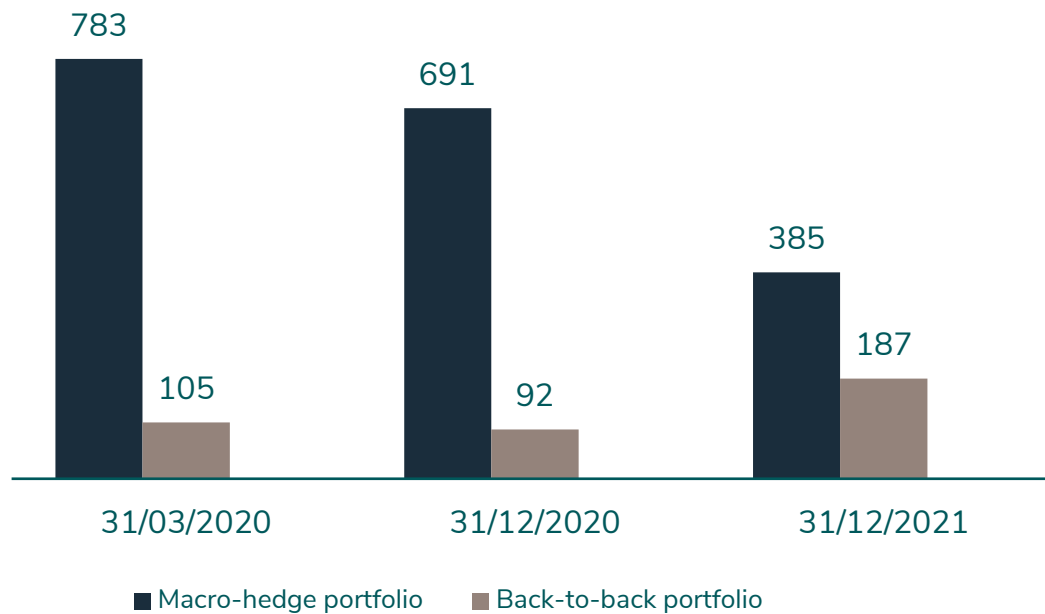
€ m	Book value YE2020	Book value YE2021	Income 2020	Income 2021
VLP (minority interests)	47.4	52.2	14.2	36.5
Bolster Investments Coöperatief UA	37.0	51.3	4.1	3.9
Co-investments in own products	146.3	202.3	-0.9	23.0
Other equity investments	1.7	1.7	0.3	2.6
<b>Total</b>	<b>232.4</b>	<b>307.5</b>	<b>17.7</b>	<b>65.9</b>

- Results on own investment funds improved to €23.0m (2020: -€0.9m), partially offset by futures included in the result on financial transactions (-€9.8m, 2020: €0.3m)
- Successful sale of participating interests led to a realised book profit of €19m, these include the sale of Fire Safety Holding (~€10m), Quint Holding (~€5m) and Global Property Research BV (€2.7m). Supplemented by high unrealised valuation gains from remaining investments.

# Structured products activities develop according to plan

## Outstanding volume structured products portfolio

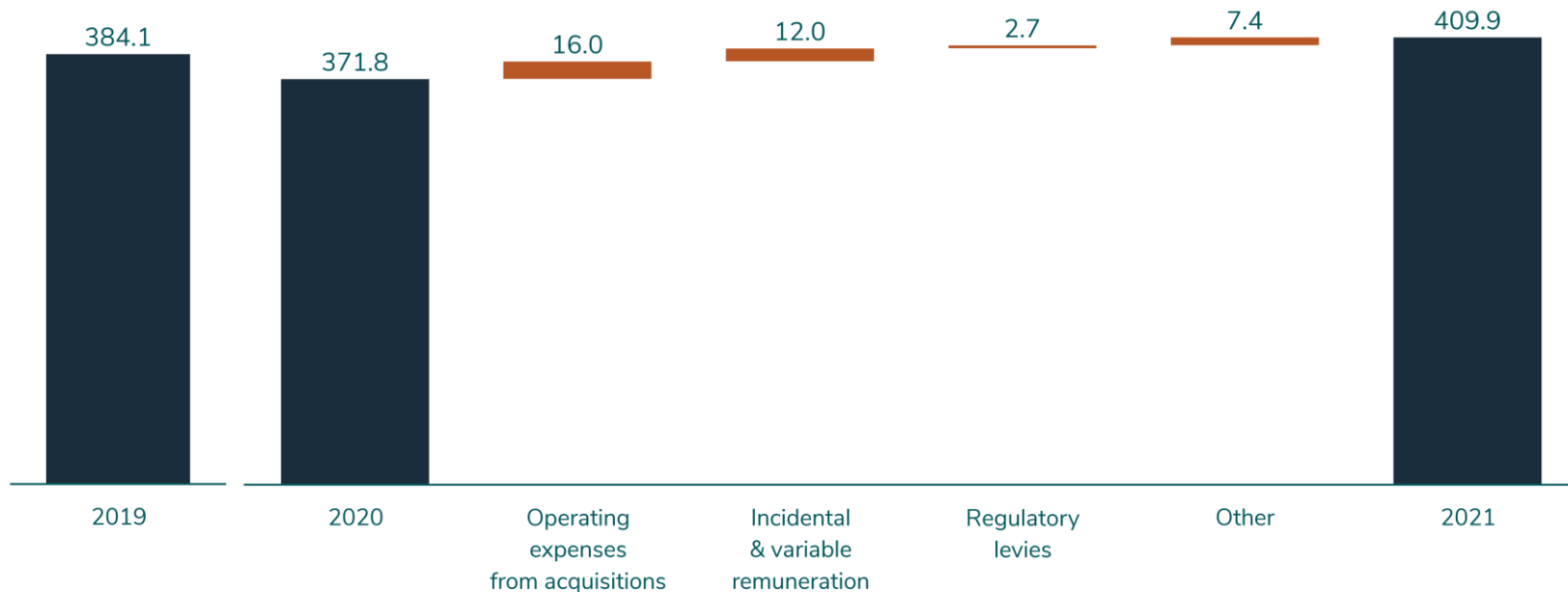
€ m



- Result on structured products activities stabilised at -€1.3m (2020: -€33.2m)
- Significant progress has been made on the run-off of the structured products macro-hedge portfolio
- In 2021 we successfully continued to issue new structured products. For these new issuances we moved to an almost exclusively back-to-back hedging strategy

# Increased operating expenses driven by organic and inorganic growth

## Operating expenses € m



- Operating expenses increased by €38.1m to €409.9m
- Our two acquisitions led to an increase of operating expenses of c. €16m
- Higher variable remuneration driven by significantly higher net profit
- In the coming years we will continue to invest in people and IT – e.g. IT Investment Management – for future growth

# Growth in loan portfolio +5%, decrease in impaired loans

€ m	Loan portfolio 31/12/2021	Loan portfolio 31/12/2020	% change	Impaired loans	Provision	Impaired ratio	Coverage ratio
Mortgages	6,337	6,039	5%	30	2	0.5%	5%
Other loans	2,199	1,997	10%	121	40	5.5%	33%
<b>Loan portfolio</b>	<b>8,536</b>	<b>8,036</b>	<b>6%</b>	<b>152</b>	<b>42</b>	<b>1.8%</b>	<b>28%</b>
Mortgages distributed by third parties	389	476	-18%	1	0	0.2%	0%
<b>Total loan portfolio</b>	<b>8,925</b>	<b>8,512</b>	<b>5%</b>	<b>153</b>	<b>42</b>	<b>1.7%</b>	<b>28%</b>
ECL stages 1 and 2					10		
<b>Total</b>	<b>8,925</b>	<b>8,512</b>	<b>5%</b>		<b>52</b>		

- Mortgages increased by c. €300m
- Increase in other loans is driven by growing Lombard loans in Belgium and Switzerland
- Other loans include corporate banking loans of €132m (2020: €195m)
- Total impaired loans decreased to €153m from €186m
- Total impaired ratio improved to 1.7% from 2.2%, due to improved credit quality



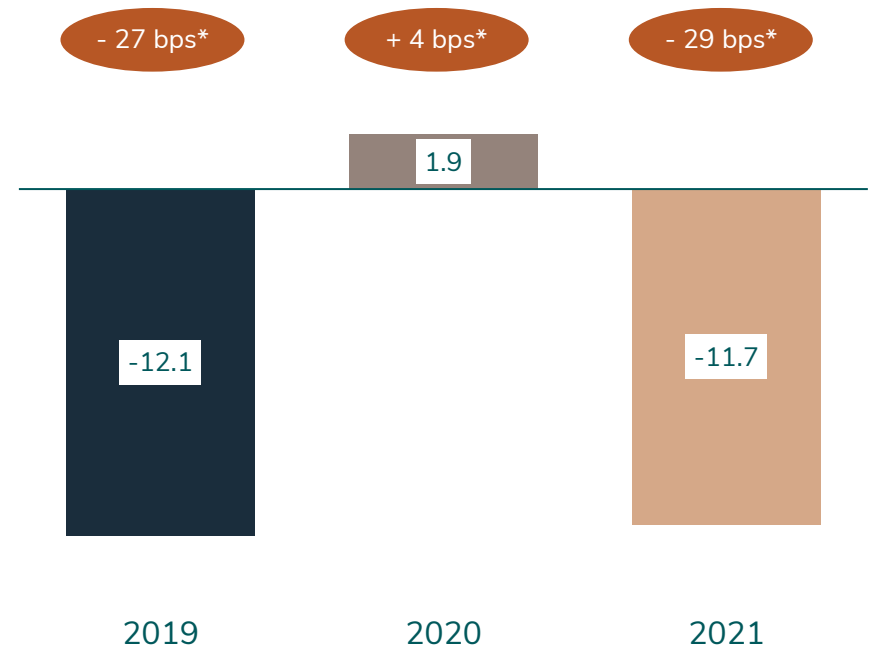
# Improvement in credit quality leads to decrease in loan loss provisions

## Loan loss provision per stage

€ m	31/12/2020	31/12/2021	% change
Stage 1	3.4	3.6	6%
Stage 2	8.7	3.5	-60%
Stage 3	51.9	42.4	-18%
<b>Total</b>	<b>64.1</b>	<b>49.5</b>	<b>-23%</b>

- Stage 2 decrease mainly due to adjustment in management overlay
- Management overlay on loan loss provisions decreased to €1.6m (from €4.9m)
- Stage 3 significant decline due to release of loan losses and write-offs
- Very limited exposure to coronavirus-impacted sectors such as leisure, travel, retail and energy

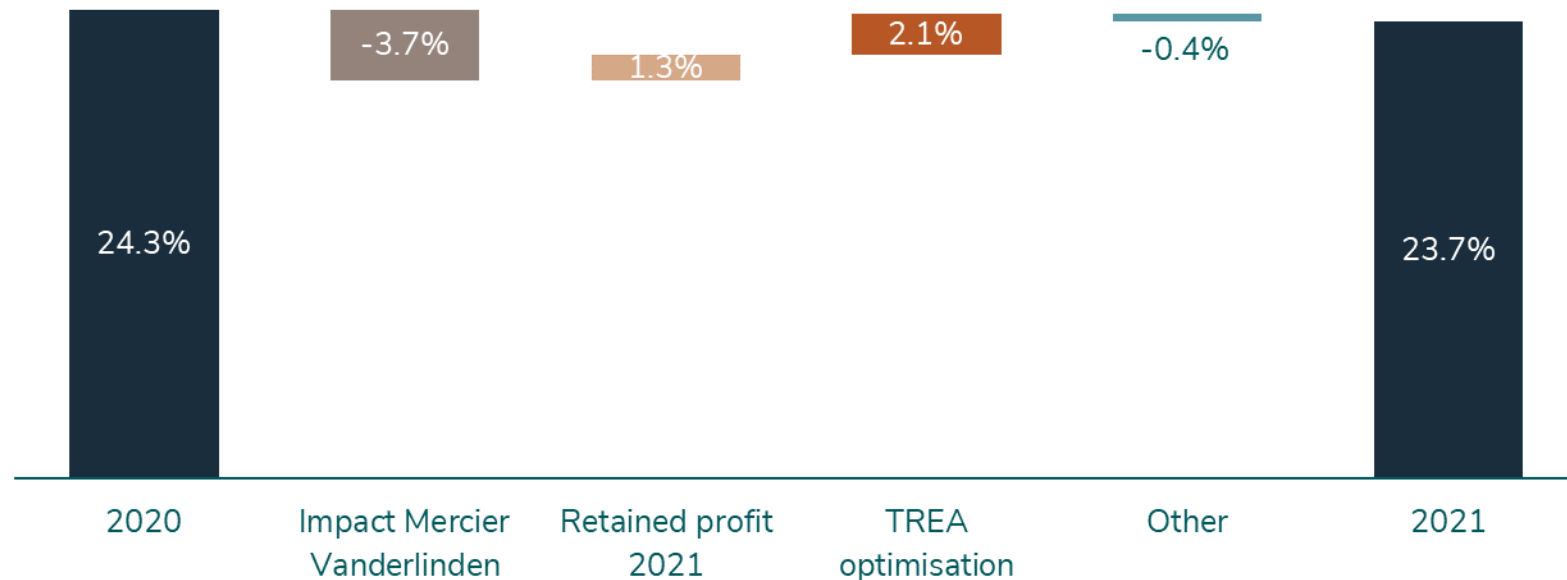
## Additions to loan loss provisions € m



\* Loan loss provision / average total TREA

# Strong capital position, CET 1 ratio to 23.7%

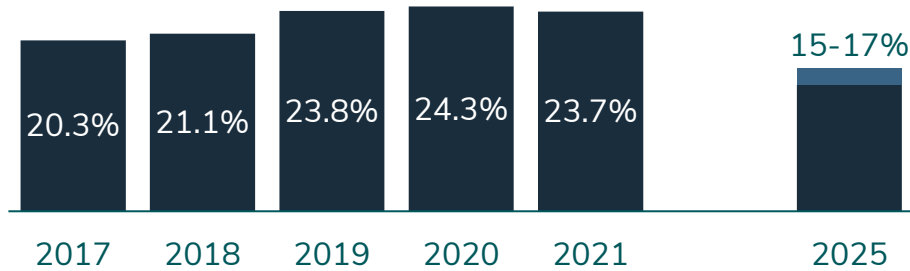
## Common Equity Tier 1 ratio %



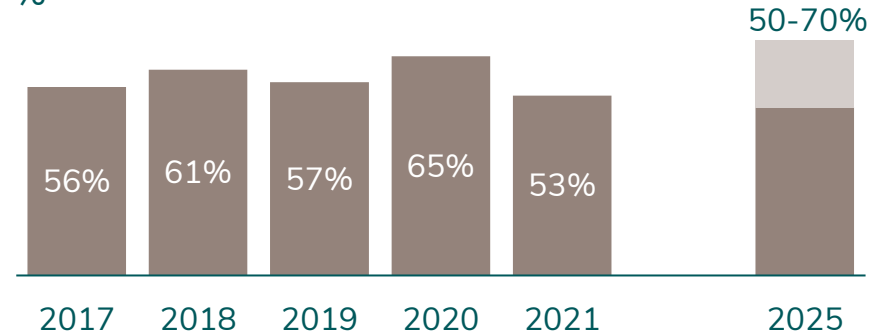
- As of 1 January 2022, the DNB-floor is introduced impacting our CET-ratio by 3.2%-points, we expect this impact will largely disappear when Basel IV is implemented in 2025
- Including this DNB-floor, our capital position is still ample, and we will continue to optimise our capital base, retaining scope for any bolt-on acquisitions. Whenever possible, we will also continue to pay out excess capital to shareholders, subject to regulatory approval

# Overview of our financial targets

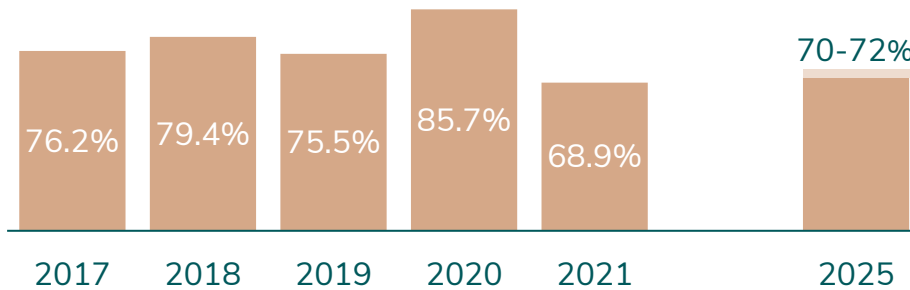
**Common Equity Tier 1 ratio**  
%



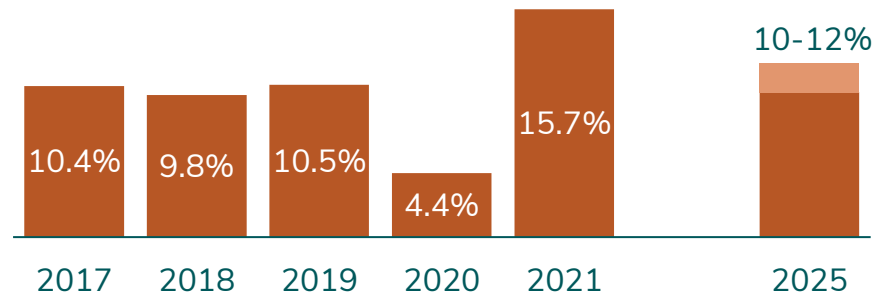
**Dividend pay-out ratio\***  
%



**Efficiency ratio**  
%



**Return on Common Equity Tier 1\***  
%



\* Based on annualised underlying net result attributable to shareholders

# 2021: Very good overall performance



Net result €143.8m (2020: €49.8m)  
Underlying net result €159.9m  
(2020: €51.0m)

Commission income €385.5m (+30%)  
Interest income €153.6m (+1%)



Operating expenses  
€409.9m (+10%)

Efficiency ratio 68.9%  
(2020: 85.7%)



AuM €112.1bn (+13%)

Client assets €131.1bn (+14%)



Strong capital position  
CET 1 ratio at 23.7% (2020: 24.3%)

Dividend proposal €2.00 per share  
(2020: €0.70)



# Appendix



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# Key figures 2021 by segment

€ m	Private Clients	Wholesale & Institutional Clients	Investment Banking Clients	Other	Total
Commission income	244.4	81.4	55.3	4.5	385.5
Interest income	140.2	-	0.0	13.4	153.6
Other income	2.4	-	4.8	48.4	55.6
<b>Income from operating activities</b>	<b>387.0</b>	<b>81.4</b>	<b>60.1</b>	<b>66.2</b>	<b>594.7</b>
Operating expenses	-255.9	-71.0	-41.4	-41.6	-409.9
<b>Gross result</b>	<b>131.1</b>	<b>10.4</b>	<b>18.8</b>	<b>24.6</b>	<b>184.8</b>
Impairments	10.9	-	-	7.2	18.1
Operating profit before tax of non-strategic investments	-	-	-	4.8	4.8
<b>Operating profit before special items and tax</b>	<b>142.1</b>	<b>10.4</b>	<b>18.8</b>	<b>36.5</b>	<b>207.7</b>
Amortisation of intangible assets arising from acquisitions	-9.8	-0.8	-	-0.8	-11.3
Expenses related to accounting treatment Mercier Vanderliir	-8.5	-	-	-	-8.5
Provision for revolving consumer credit	-3.3	-	-	-	-3.3
Restructuring charges	-3.9	-	-	-	-3.9
Other one-off items	-2.3	-	-	-	-2.3
<b>Operating profit before tax</b>	<b>114.3</b>	<b>9.6</b>	<b>18.8</b>	<b>35.8</b>	<b>178.5</b>
<b>Underlying profit before tax*</b>	<b>132.3</b>	<b>9.6</b>	<b>18.8</b>	<b>35.8</b>	<b>196.4</b>
Efficiency ratio	66.1%	87.3%	68.8%	62.9%	68.9%

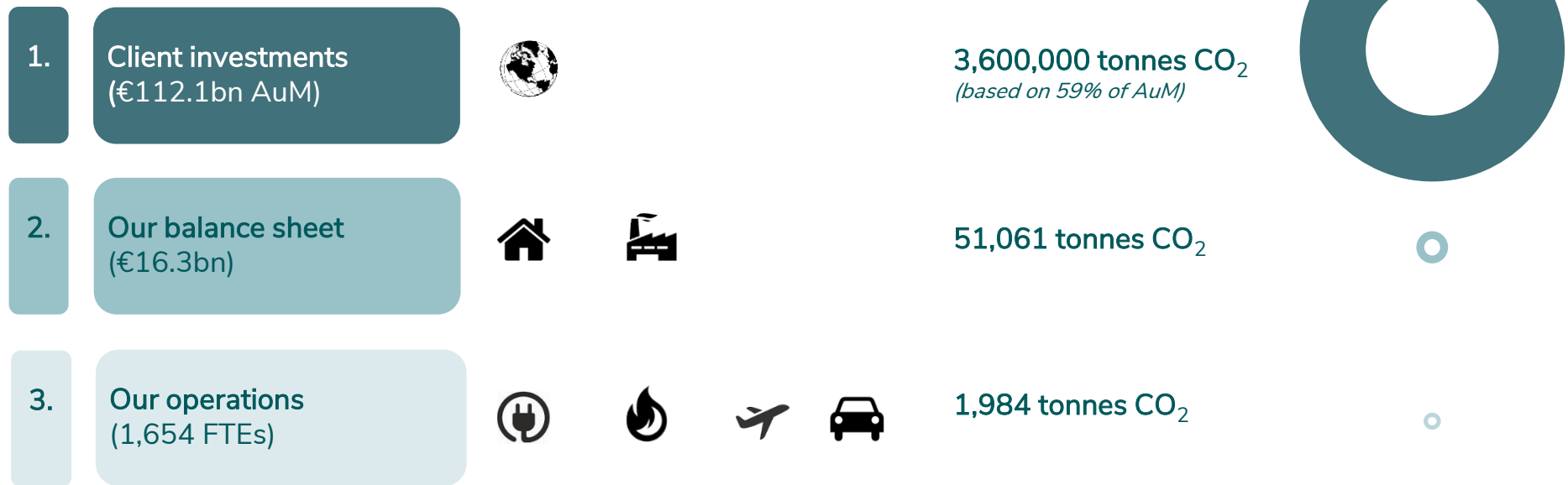
\* 2021 adjusted for expenses related to accounting treatment of Mercier Vanderlinden, provision for revolving consumer credit, restructuring charges related to the acquisition of Hof Hoorneman Bankiers and other one-off items; 2020 adjusted for restructuring charges related to the acquisition of Hof Hoorneman Bankiers.

# Our achievements as a sustainable wealth manager in 2021

- Based on our net-zero commitment we reduced our carbon footprint further:
  - AuM: footprint per euro AuM down by 44%
  - Mortgage portfolio: footprint per euro invested down by 6.1%
  - Own organisation: by 6.2% per FTE
- In 2018 we started scoring our internal and external fund managers on sustainability criteria and categorised them in keeping with market practice. In 2021 we screened 387 funds (2020: 147 funds), representing 57% of our AuM. The scores were 2% impact, 25% sustainable and 64% responsible
- As long-term active owners our internal fund managers engaged directly with 132 companies (35% of all holdings) on ESG themes to create positive change
- In 2021, we launched the Kempen SDG Farmland fund – together with a fiduciary client. The fund invests in land for sustainable agriculture across the globe and delivers attractive long-term returns. At year-end 2021, around €380m had been committed to the fund





# Our main focus is on our clients' investments

## Example: CO<sub>2</sub> measurement and reduction



# Progress on our non-financial KPIs

- To monitor whether we're on track to deliver on our ambitions, we define KPIs and targets
- The KPIs are focused on value creation, both financial and non-financial, financial KPI's are referred to on slide 2

Theme	KPI	Target	2021	Score 2021	Score 2020
<b>Clients</b> 	NPS Private Clients	10	●	36	26
	NPS Evi	10	●	15	5
	NPS W&I Clients	20	●	38	n/a
	MBC: number of successful transactions with repeat CF clients (5 yr)	60-70%	●	46%	43%
	MBC: bundled commission paid by repeat Securities clients	> 80%	●	94%	95%
	W&I Clients: average Morningstar rating of investment strategies	> 3.5	●	3.6	3.6
	Three-year relative performance of discretionary management mandates - Private Clients	> benchmark	●	-0.8%	-1.8%
Three-year relative performance of discretionary management mandates - Evi	> benchmark	●	-0.6%	-2.2%	
<b>Ethics and integrity</b> 	% of employees who positively evaluate our culture regarding ethical behaviour and integrity	> industry average (85%)	●	90%	89%
<b>Sustainability</b> 	Private Clients AuM invested in sustainable and/or impact solutions	last year + 10%	●	€4,367m +€1,304m	€3,063m +€1,017m
	Percentage of internal and external fund managers on the approved list that meet the sustainability criteria	> last year	●	76%	70%
	Engagement cases with companies that our funds invest in per year	80-100 cases	●	132	116
	Engagements for change for which at least one milestone has been reached in the past	10-15 trajectories	●	55	54
	Decrease in direct carbon emissions of our own organisation	- 2.5%/FTE per year	●	-6.2%	-51.1%
	Decrease in indirect carbon emissions in our mortgage portfolio	CO <sub>2</sub> /EUR < last year	●	-6.1%	-6.6%
<b>Employees</b> 	Employee engagement score	> 80%	●	88%	n/a
	Employer Net Promoter Score (eNPS)	> 10	●	13	6
	Gender balance in management positions	> 30% female and > 30% male	●	22% female 78% male	21% female 79% male
	% of training courses followed to develop new skills in order to adapt the workforce	> 25%	●	53%	57%

# High scores on external ESG ratings

**MSCI**



**AA rating**  
on resilience to ESG risks



**SUSTAINALYTICS**

**1st**  
in our peer group of  
medium-sized banks

**Transparantiebenchmark**

**8th**  
place in league table of  
486 entrants



**4th**  
in group of 97 peers rated on  
sustainability

**TAX**  
TRANSPARENCY  
BENCHMARK 2021



**18th**  
Place 18 in a league table of 77  
multinationals



**PRI** Principles for  
Responsible  
Investment

**A+ score**  
for Kempen's responsible  
investment policy and process

**ISS ESG**

**C+ rating**

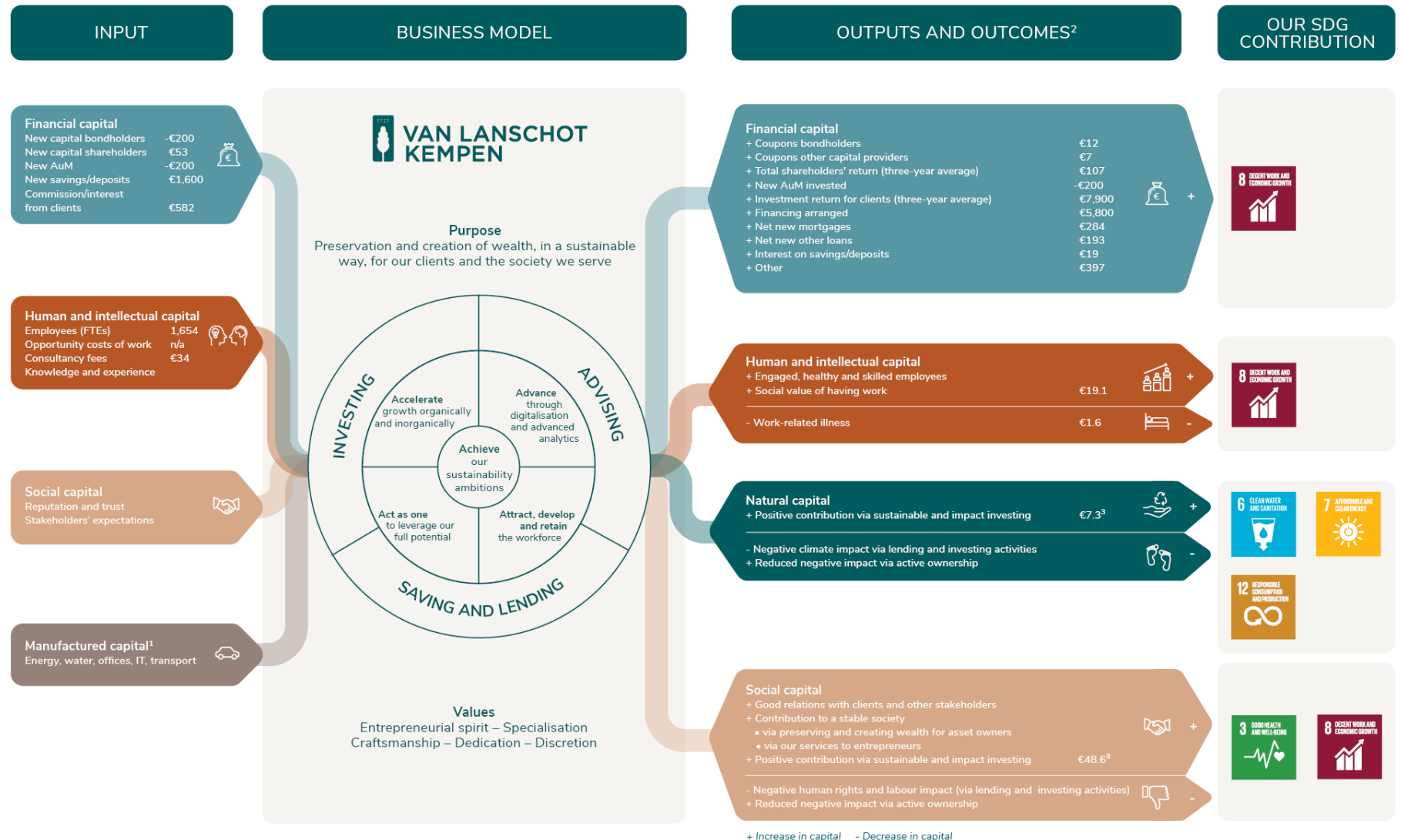
**FORUM  
ETHIBEL**



**Certificated**  
Sustainability certificate on  
responsible investment policy



# How we create value for our stakeholders



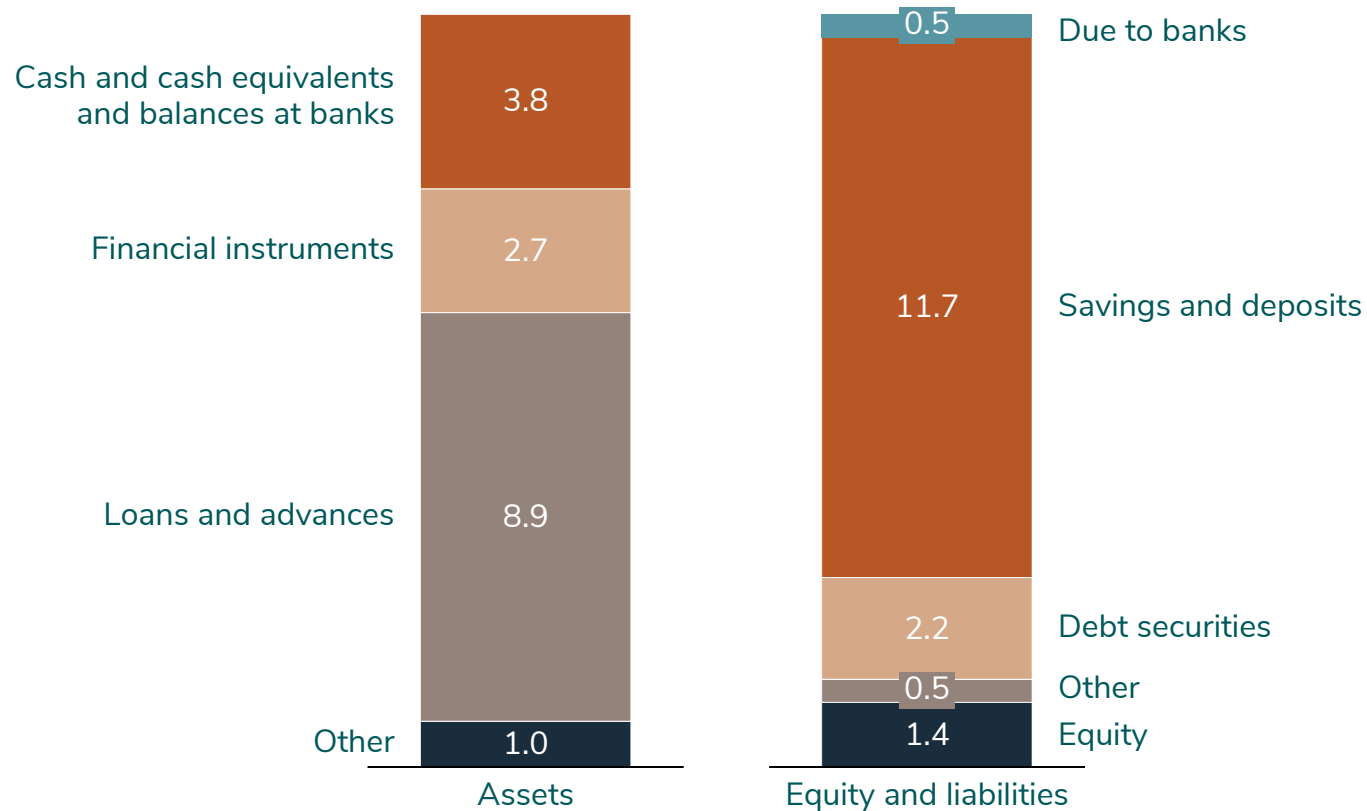
1 Manufactured capital has been deemed non-material.

2 For various stakeholder groups.

3 Figures are based on four sustainable investment funds amounting to €1,081 million.

# Balance sheet shows strong capital and funding position

Balance sheet 31 December 2021  
€ bn, balance sheet total = €16.3bn



# We have defined five strategic pillars

## Accelerate growth – organically and inorganically

- Pursue a solutions-led approach, building on client needs
- Consider acquisitions in existing and contiguous markets, focusing on opportunities that support our positioning as a specialist player while keeping a balanced asset mix

## Act as one to leverage our full potential

- Offer clients the full potential of services and products from our group and our open architecture platform
- Benefit from knowledge-sharing, make optimum use of resources and reduce overlap

## Achieve our sustainability ambitions

- Move, together with our clients, from responsible investing towards sustainable investing
- Create sustainable value for our people, clients, shareholders and society
- Enrich our value creation profile in climate and energy transition, health and well-being and smart and circular economy

## Advance through digitalisation and advanced analytics

- Create solutions based on superior insights into client needs and market developments
- Enhance client experience
- Streamline products, processes and systems

## Attract, develop and retain the workforce

- Empower our people to embrace technology and adopt a more data-driven way of working and decision-making
- Embrace an agile approach with multidisciplinary teams
- Hire new talent to bring in different skills and capabilities

# Moving from a business line-driven organisation to an integrated model

## Former business line-driven organisation



## New integrated model

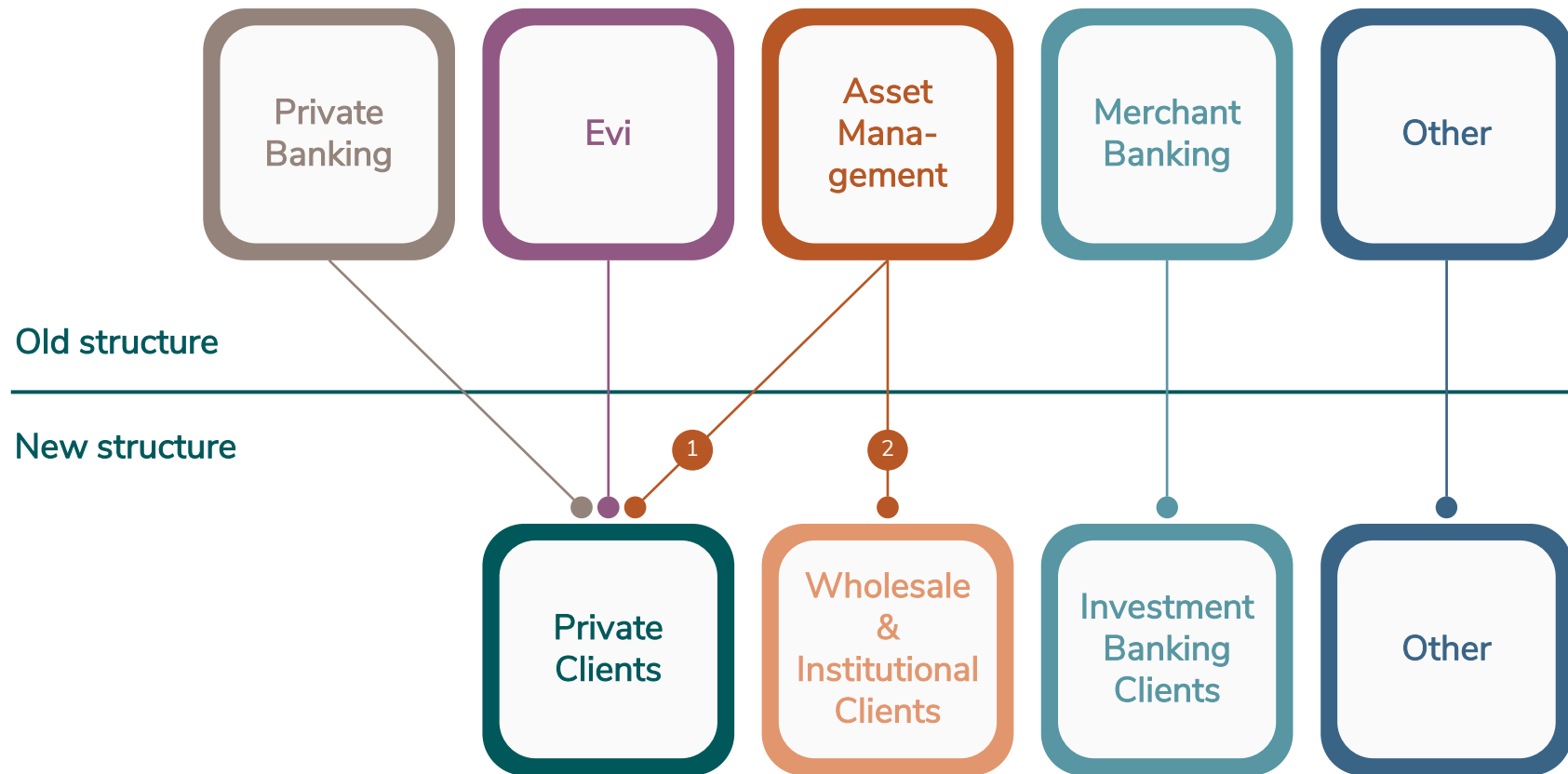


We have adjusted our organisational structure by shifting from a business line-driven organisation to a integrated model - reflecting our integrated wealth management profile. This means that our reporting is also by client group from 2021, these being Private Clients (this includes Evi), Wholesale & Institutional Clients, Investment Banking Clients, and Other.

- **Client Management & Origination:** integrates all sales and related disciplines that work closely together to ensure optimum service and client experience for all clients
- **Investment Strategies & Solutions:** creates and maintains investment solutions that optimally fit our client needs
- **Digital, Advanced Analytics & Technology:** streamlines and synchronises expertise to accelerate our IT change agenda and achieve maximum efficiency
- **Operations:** unites all operational support departments to ensure optimum service for clients, maximum efficiency and high client satisfaction
- **Corporate Centre:** houses our support and control functions

# Our new reporting structure

Simplified view



① Income and expenses related to funds for Private Clients

② Income and expenses related to funds and fiduciary management for Wholesale & Institutional Clients

# Management Board



**Maarten Edixhoven**  
(1971)  
Chair

**Appointed**  
1 October 2021

**Background**  
2017 – Aegon: CEO Aegon Netherlands and member of management board of Aegon N.V.  
2014 – Aegon: director Pension and member of management board Aegon Netherlands  
2010 – Zwitterleven: CEO and member of management committee of SNS Reaal N.V.  
1995 – ING Group: Various positions



**Constant Korthout**  
(1962)  
CFO/CRO

**Appointed**  
27 October 2010

**Background**  
2002 – Robeco: CFO, including Risk Management, Treasury and Corporate Development  
1992 – Robeco: Group Controller, CFO and member of executive board of Weiss, Peck & Greer in New York, and Corporate Development Director  
1990 – KPMG Management Consultants, financial management consultant  
1985 – ABN AMRO: Management trainee, senior account manager corporate clients



**Arjan Huisman**  
(1971)  
COO

**Appointed**  
6 May 2010

**Background**  
2008 – BCG Amsterdam office: Partner and Managing Director  
2004 – BCG Prague office: Partner and Managing Director  
1995 – BCG Amsterdam and Boston offices: Various consulting positions, with a strong focus on financial services



**Richard Bruens**  
(1967)  
Client Management & Origination

**Appointed**  
15 May 2014

**Background**  
2010 – ABN AMRO: Global Head Products & Solutions and Global Head Private Wealth Management  
2007 – Renaissance Capital: Member of group managing board  
1991 – ABN AMRO: Various managerial positions in the Global Markets division, Managing Director of Investor Relations



**Erik van Houwelingen**  
(1965)  
Investments Strategies & Solutions

**Appointed**  
16 November 2020

**Background**  
2018 - 2020: Dimensional Fund Advisor, Head of Client Group Europe  
2012 - 2018: ABP, member of the Board of Trustees, chairman of the Investment Committee and member of the Risk & Balance Sheet Committee  
2015 - 2018: Achmea Investment Management, chairman of the Supervisory Board  
2008 - 2010: AEGON Asset Management, Chief Executive Officer  
1993 - 2010: AEGON, various positions





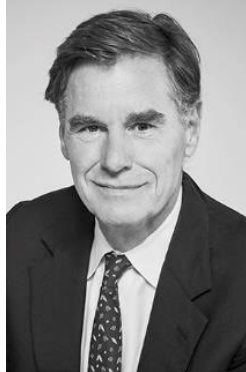
# Supervisory Board

## Personal details of members of the Supervisory Board



**Frans Blom**  
(1962)  
Chair

Appointed: 2018



**Manfred Schepers**  
(1960)  
Vice-Chair

Appointed: 2017



**Karin Bergstein**  
(1967)

Appointed: 2020



**Brigitte Boone**  
(1960)

Appointed: 2021



**Bernadette Langius**  
(1960)

Appointed: 2015



**Maarten Muller**  
(1954)

Appointed: 2018



**Lex van Overmeire**  
(1956)

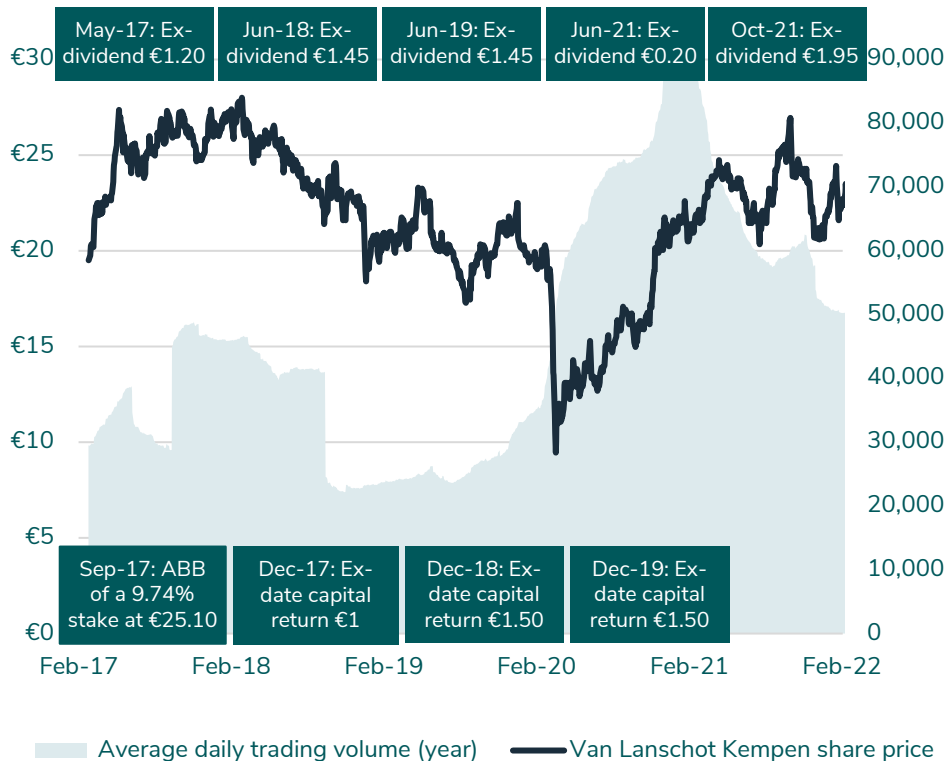
Appointed: 2017

More information about the Supervisory Board members can be found on [vanlanschotkempen.com/management-supervision](https://www.vanlanschotkempen.com/management-supervision)

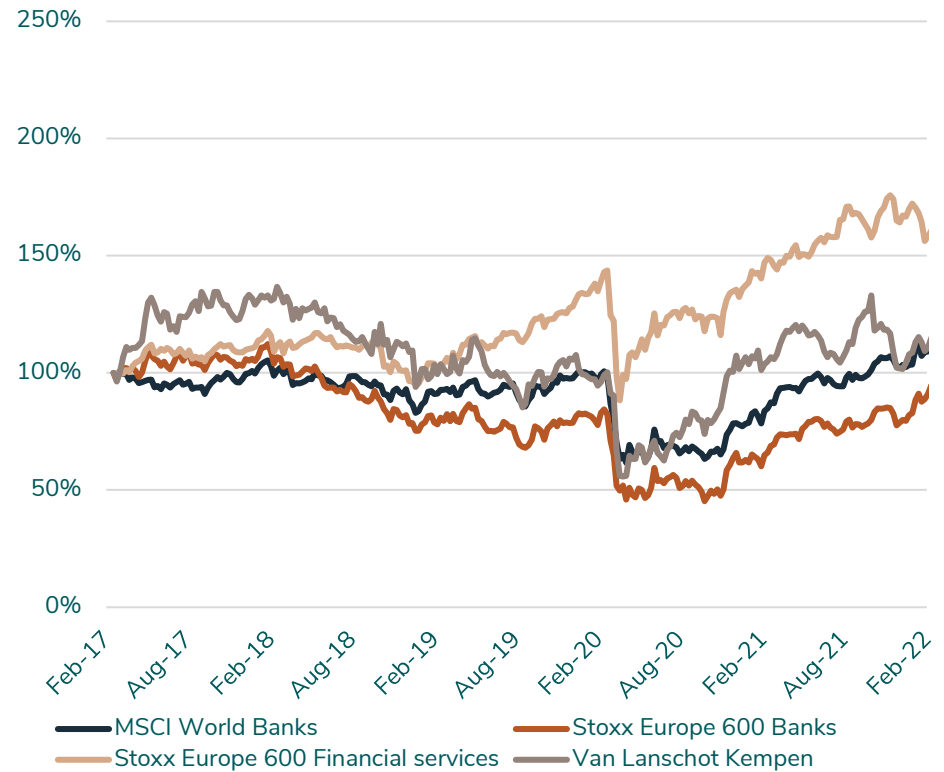


# Van Lanschot Kempen shares

## Development of share price and trading volume

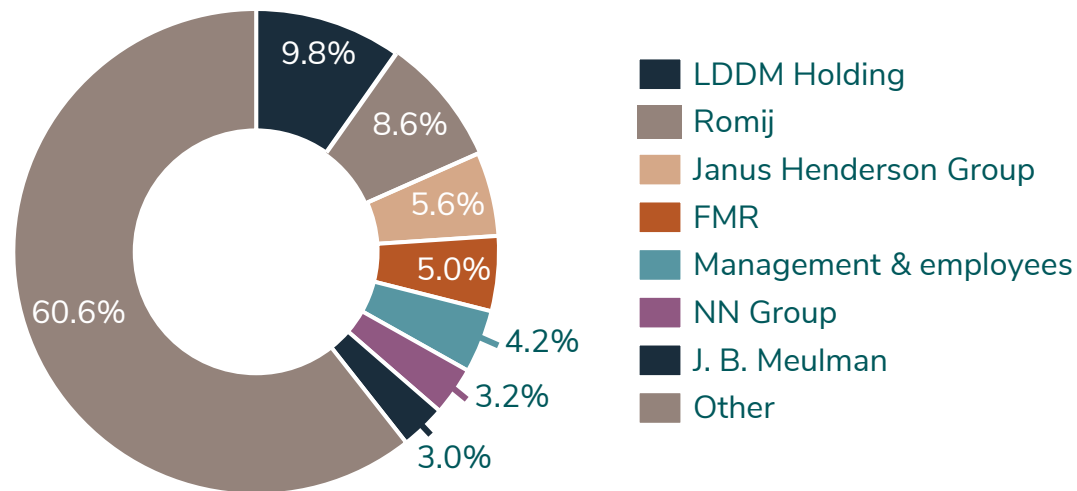


## Movements in Van Lanschot Kempen's share price compared with industry indices



# Diversified shareholder base

Van Lanschot Kempen's shareholder base  
at 24/02/2022



Pursuant to Chapter 5.3 of the Dutch Financial Supervision Act, the disclosures in the chart have been entered in the Register of Substantial Holdings as maintained by the Dutch Authority for the Financial Markets. The percentages reflect the number of shares or depositary receipts on the register on the disclosure dates and our current number of outstanding shares.



# Disclaimer

## **Disclaimer and cautionary note on forward-looking statements**

This document may contain forward-looking statements on future events and developments. These forward-looking statements are based on the current insights, information and assumptions of Van Lanschot Kempen's management about known and unknown risks, developments and uncertainties. Forward-looking statements do not relate strictly to historical or current facts and are subject to such risks, developments and uncertainties which by their very nature fall outside the control of Van Lanschot Kempen and its management.

Actual results, performances and circumstances may differ considerably from these forward-looking statements as a result of risks, developments and uncertainties relating to, but not limited to, (a) estimates of income growth, (b) costs, (c) the macroeconomic and business climate, (d) political and market trends, (e) interest rates and currency exchange rates, (f) behaviour of clients, competitors, investors and counterparties, (g) the implementation of Van Lanschot Kempen's strategy, (h) actions taken by supervisory and regulatory authorities and private entities, (i) changes in law and taxation, (j) changes in ownership that could affect the future availability of capital, (k) changes in credit ratings and (l) evolution and economic and societal impact of the Covid-19 pandemic.

Van Lanschot Kempen cautions that forward-looking statements are only valid on the specific dates on which they are expressed and accepts no responsibility or obligation to revise or update any information, whether as a result of new information or for any other reason.

Van Lanschot Kempen's annual accounts are prepared in accordance with International Financial Reporting Standards as adopted by the European Union ("IFRS-EU"). In preparing the financial information in this document, except as described otherwise, the same accounting principles are applied as in the 2021 Van Lanschot Kempen consolidated annual accounts.

The financial data in this document have not been audited. Small differences in tables may be the result of rounding. Percentages are calculated based on unrounded figures.

This document does not constitute an offer or solicitation for the sale, purchase or acquisition in any other way or subscription to any financial instrument and is not a recommendation to perform or refrain from performing any action.