

PROFILE SUPERVISORY BOARD

September 2021

ANNEX A

PROFILE OF THE SUPERVISORY BOARD OF NIBC HOLDING N.V. AND NIBC BANK N.V.

Introduction

This profile of the Supervisory Board of NIBC Holding N.V. and NIBC Bank N.V. ('NIBC' or 'the Company') aims to provide additional guiding principles for the appointment of members and the composition of the Supervisory Board. This profile was adopted by the Supervisory Board of the Company on [2 September 2021].

This profile has been drawn up by the Supervisory Board and the Managing Board of the Company in a joint effort, after consultation of the Employees Council. To the extent that relevant matters are not (fully) described in detail in this profile nor in other relevant documentation (such as the charter of the Supervisory Board), the requirements laid down in the EBA guidelines on the assessment of the suitability of members of the management body and key function holders shall serve as supplement and guidance for the manner in which NIBC wishes to implement such matters.

In accordance with the articles of association of NIBC the Supervisory Board determines the number of its members, such that it and its committees are able to properly perform their functions in relation to the Company's nature, size and complexity. The Supervisory Board has determined the number of its members to be at least 3. Regarding the independence of its members, the Supervisory Board has determined that a maximum of three members of the Supervisory Board may be appointed by the majority shareholder and that at least one of the three Blackstone nominees will not be an employee of or otherwise associated with the majority shareholder or its affiliates (other than an advisory role). A Supervisory Board member shall be (re)appointed only after careful consideration. This profile shall also be fulfilled in the case of a reappointment.

Role of the Supervisory Board

The role of the Supervisory Board is to supervise the policies of the Managing Board and the general affairs of the Company and its banking business, to assist the Managing Board by providing advice and to maintain an effective, constructive and transparent relation with the shareholders. In the performance of its role, the Supervisory Board shall be guided by the interests of the Company and its banking business, and shall take into account all relevant interests of the Company's stakeholders. In this connection, the Supervisory Board shall always take into account the interests of the customers of the Company. The Supervisory Board is responsible for the quality of its own performance. The members of the Supervisory Board have a collective responsibility for the proper functioning and for the proper performance of the obligations of the Supervisory Board.

The supervision of the Managing Board by the Supervisory Board includes the following areas:

- a) the Company's performance;
- b) the Company's strategy and risks inherent to its business activities;
- c) the structure and management of the internal risk management and control systems;
- d) the financial reporting process; and
- e) compliance with legislation, regulations and the Company's Code of Conduct and the corporate social responsibility structure (CSR).

Suitability requirements for Supervisory Board members

Collective requirements

The Supervisory Board as a whole - i.e. not each individual member but the Supervisory Board as a collective - must be able to competently perform the following duties, in a random order:

1. Nomination, performance assessment, compensation and succession planning of Managing Board members;
2. Assessment of the Company's corporate strategy, customer approach, risk tolerance/appetite, general policy, social policy and of the development of the Company's financial position (including solvency, liquidity and profitability);
3. Assessment of the Company's risk functions, internal audit and other control functions within NIBC;
4. Assessment of the organizational structure and corporate governance of NIBC;
5. Take collective responsibility for the proper functioning and for the proper performance of the obligations of the Supervisory Board.

In addition, and in order to perform the abovementioned duties, the Supervisory Board must collectively have expertise and experience in the following fields:

1. NIBC - Specific expertise with respect to the various aspects of NIBC, as an internationally orientated independent bank and a clear understanding of NIBC's business model and the developments within its relevant business and labour markets;
2. Risk - Sufficient members must have specific expertise in the area of risk and risk management (including market, operational and credit risk management);
3. Finance and control - At least one of the members shall have competence in accounting or auditing;
4. International - Considering the international focus and ambition of NIBC, the appointment of a number of internationally experienced members is desirable (this includes both Dutch and non-Dutch nationals);
5. Governance and Compliance;
6. Corporate Banking;
7. Retail Banking;
8. Managerial background; and
9. Human resources.

Individual requirements

Each individual member of the Supervisory Board must meet the following requirements:

1. He/she must be, and will remain, trustworthy (betrouwbaar) and suitable (geschikt) in the views of the Dutch Central Bank and/or the Dutch Authority on Financial Markets;
2. He/she must take the oath/make the solemn affirmation applicable in the Netherlands to policy makers of financial institutions (bankierseed), and adhere to the principles thereof;
3. He/she is capable of assessing the broad outline of the overall policies of the Company and its banking business;
4. He/she shall be available to participate in at least one Supervisory Board committee, and to devote a minimum of 24 hours per month to his/her the supervisory tasks;

5. He/she is capable of evaluating (international) social, economical, market and political developments relevant to NIBC;
6. He/she is able to act critically and independently in respect of (i) other members of the Supervisory Board, (ii) the Managing Board, and (iii) any particular interest/stakeholder;
7. Is able to perform its tasks properly, with a focus on complementarity and diversity in a collegial manner;

Restrictions

Each individual member of the Supervisory Board is subject to the following restrictions:

1. He/she cannot maintain more than five memberships of supervisory boards in Dutch large companies and/or foundations within the meaning of Section 2:142a of the Dutch Civil Code (including the Company); in this connection, a chairmanship counts twice.
2. He/she cannot be a member of a managing board of the administrative trust that holds and administers certain shares in the Company's capital by way of fiducia cum amico (ten titel van beheer).

Education

In order to ensure that the Supervisory Board members will remain suitable to perform their tasks and to meet the aforementioned requirements, the Company will offer permanent education. This education will be individually tailored taking into account any gaps in the knowledge profile the institution needs and members' actual knowledge. The Supervisory Board members are expected to participate in such education. The Company and the Supervisory Board shall dedicate sufficient time, budget and other resources to training.

Diversity

When appointing a new Supervisory Board member that meets the profile of the Supervisory board and the individual profile of the Supervisory function being vacant, the aim will be to reach a division of seats within the Supervisory Board of at least 30% female members and at least 30% male members. Diversity aspects such as nationality, age, education and work background will be taken into account in determining the composition of the Supervisory Board.

Chair of the Supervisory Board

The chair of the Supervisory Board has leadership skills and experience. The chair will be an individual who is familiar with the socio-economic and political culture and the social environment in the Netherlands. The chair should ensure that decisions are taken on a sound and well-informed basis. He/she should encourage and promote open and critical discussion and ensure that dissenting views can be expressed and discussed within the decision-making process.

At the initiative of the Supervisory Board, this profile will be evaluated.

ADDENDUM

Specific requirements for the Chair-positions of the SB-committees

Chair of the Audit Committee:

- Specialist knowledge and experience in the application of accounting principles and internal control processes;
- Thorough and up to date knowledge of audit and accounting regulations;
- Strong experience in finance, accounting and audit in financial services, preferably in the banking industry; and
- Experience in monitoring/ supervisory roles.

Chair of the Risk Policy & Compliance Committee:

- Profound experience in the financial services industry, preferably banking, at high responsible level;
- Specific expertise in the area of risk and risk management (including market, operational and credit risk management); and
- Experience in monitoring/ supervising role.

At least one of the above mentioned chairs will have a high level banking background.

Chair of the Remuneration and Nominating Committee:

- Good understanding of and insight into the societal context, especially in the Netherlands, and insight in the Dutch (or European) political and regulatory environment;
- Good network of stakeholders;
- Broader entrepreneurial background; and
- Experience in monitoring/ supervising role.