



MANAGING BOARD CHARTER

July 1, 2025

CHARTER GOVERNING THE MANAGING BOARD

This charter (the **Charter**) governing the managing board (the **Managing Board**) of NIBC Bank N.V. (**NIBC**) has been adopted and approved by the Managing Board and approved by the supervisory board of NIBC (the **Supervisory Board**), most recently as approved by the Supervisory Board on 26 June 2025 and by the Managing Board on 10 June 2025, with this current version of the Charter taking effect on 1 July 2025.

Article 1: Status and contents of the rules

- 1.1 This Charter is drawn up pursuant to NIBC's articles of association and the rules in it are complementary to the rules and regulations applicable from time to time to the Managing Board under Dutch law and/or NIBC's articles of association.
- 1.2 Where this Charter is inconsistent with NIBC's articles of association, the latter shall prevail. Where this Charter conforms to NIBC's articles of association but is inconsistent with Dutch law, the latter shall prevail. If one or more provisions of this Charter are or become invalid, this shall not affect the validity of the remaining provisions. The Managing Board shall replace the invalid provisions by new valid provisions the effect of which, given the contents and purpose of this Charter is, to the greatest extent possible, similar to that of the invalid provisions.

Annex A (Responsibilities of each member of the Managing Board) is attached to and forms an integral part of this Charter.

- 1.3 This Charter reflects and takes into account, amongst other relevant matters (i) the Dutch Banking Code (*Code Banken*, the **Banking Code**), (ii) the Financial Supervision Act (*Wet op het financieel toezicht*, **Wft**), (iii) the Dutch Anti Money Laundering and Terrorist Financing Act (*Wet ter voorkoming van witwassen en financieren van terrorisme*, **Wwft**), (iv) the European Banking Authority (**EBA**) guidelines on internal governance, (v) the regulation on sound remuneration policies as issued by the Dutch Central Bank (*Regeling beheerst beloningsbeleid 2021*), (vi) the EBA guidelines on sound remuneration policies, (vii) the EBA guidelines on the assessment of the suitability of members of the management body and key function holders and (viii) Book 2 of the Dutch Civil Code. This Charter is periodically reviewed and amended following developments in laws and regulations related to corporate governance and regulations for financial institutions.

- 1.4 Each individual member of the Managing Board has taken the Banker's Oath. On appointment of new members, the Managing Board will ensure that new members will take the Banker's Oath within the legal term of 3 months from starting their function.

Article 2: General provisions regarding the Managing Board

- 2.1 The Managing Board members shall be collectively responsible for NIBC's management, its general affairs and the business connected with it and the general affairs of the group companies affiliated with NIBC. The Managing Board is responsible for the quality of its own performance and shall perform its tasks in a meticulous, expert and fair manner taking into account applicable laws, codes of conduct and regulations. The responsibility for the exercise of its duties is a joint responsibility of the members of the Managing Board.
- 2.2 The Managing Board members shall divide their tasks by mutual consultation (subject to the prior approval of the Supervisory Board), as set out in Annex A. In case of the absence of a Managing Board member, their duties and powers shall be carried out by one or more other Managing Board members as designated by the Managing Board. In the case of an absence of more than eight weeks of a Managing Board member, the Supervisory Board shall be notified of that designation.
- 2.3 Each Managing Board member shall be accountable to the Managing Board for the fulfilment of their duties and must therefore report to the Managing Board on a regular basis and in such a manner that gives the Managing Board a proper insight into the performance of their duties. Such requirement to report and provide insight is also required in view of the Managing Board's joint responsibility. The Managing Board shall function as a collegial body.
- 2.4 Each Managing Board member shall have the right to receive from other Managing Board members and from employees any information about matters which they may deem useful or appropriate in connection with their joint responsibility for NIBC's management. They must consult with the other Managing Board members if the implementation of their duties affects the implementation of the duties of the other Managing Board members or if the significance of the matter requires consultation with the other Managing Board members.
- 2.5 The Managing Board and/or at least two members of the Managing Board acting together are entitled to represent NIBC. Further, one member of the Managing Board acting jointly with one holder of a power of attorney, or two holders of a power of attorney acting jointly, may (with due observance of the powers (including any limitations thereon) granted to them) represent NIBC.

Article 3: Responsibilities of the Managing Board

- 3.1 In fulfilling its tasks, the Managing Board shall be guided by the interests of NIBC and its business; it shall take into account the relevant interests of all stakeholders involved in NIBC (including NIBC's clients, shareholders and employees), the environment in which NIBC operates and legislation, regulations and codes that apply to NIBC.
- 3.2 The Managing Board shall ensure that NIBC's duty-of-care for its clients is embedded in NIBC's culture. The Managing Board shall ensure that the principles of NIBC's Code of Conduct, NIBC's business principles and the banker's oath referred to in article 1.4 form the guidelines for the behaviour of all of NIBC's employees, as set from time to time by the Managing Board and that they will be appropriately brought to the attention of any new employee of NIBC, and shall ensure that all employees are required to comply with these principles.
- 3.3 The responsibilities of each of the individual members of the Managing Board are specified in Annex A. The responsibilities of the Managing Board as a whole shall include (in each case subject to relevant approvals of the Supervisory Board and general meeting of shareholders of NIBC (**General Meeting**) in accordance with the merger protocol (as defined in NIBC's articles of association and as amended from time to time, the **Merger Protocol**) and NIBC's articles of association):

General

- a) achievement of NIBC's objectives;
- b) the general state of affairs in and the results of NIBC;
- c) determining the long term value creating strategy and policy designed to achieve the objectives;
- d) taking any decisions that are of material significance to the risk profile, capital allocation or liquidity of NIBC;
- e) the overall business strategy of NIBC within the applicable legal and regulatory framework, taking into account NIBC's long-term financial interests and solvency;
- f) compliance with legislation and regulations, the articles of association of NIBC, the NIBC Code of Conduct and its sustainability framework;
- g) ensuring operational and IT resilience and a prudent business continuity management framework;
- h) developing and promoting high ethical and professional standards, and safeguarding a proper risk and compliance culture (through tone-at-the-top);
- i) safeguarding the proper quality of coherent and uniform data and an information provision framework within NIBC (relating to both internal and external reporting, disclosures, etc.);
- j) ensuring a robust and transparent organizational structure with effective communication and reporting channels;

- k) ensuring an adequate and effective internal control framework, that includes well-functioning Risk Management, Compliance and Internal Audit functions as well as an appropriate financial reporting and accounting framework;
- l) without limiting the above nor the general responsibility of the Managing Board to ensure appropriate dissemination and sharing of information with relevant internal and external stakeholders, ensuring that Internal Audit I) has full, free and unrestricted access to all functions, records, property, personnel and information deemed by Internal Audit to be relevant for the performance of its work and II) is proactively provided with information relating to potential new developments, initiatives, projects, products and operational changes, including through having both a standing invitation to attend formal meetings of the Managing Board and access to the related agendas, meeting minutes and presentations;
- m) carrying out an annual evaluation and self-assessment of the functioning of the Managing Board as a whole and of its individual members;
- n) ensuring that there is in place a procedure on the nomination and succession of individuals with key functions in NIBC;
- o) appointing and dismissing the senior internal auditor after the Supervisory Board's approval of the appointment or dismissal; and
- p) establishing, implementing and maintaining effective policies to identify actual and potential conflicts of interest. Conflicts of interest that have been disclosed to and approved by the Managing Board shall be appropriately managed;

Risk

- q) adopting, implementing, monitoring and, where necessary, adjusting NIBC's overall risk policy and setting NIBC's risk appetite, thereby taking into account all risks, including – but not limited to – financial risk, integrity risk, IT and operational risk and environmental, social and governance (ESG) risk factors;
- r) ensuring that effective internal risk management and control systems are in place and ensuring reporting on this issue in the management report;
 - s. p) ensuring and monitoring that effective and systematic audit is conducted of the management of the risks and control systems related to NIBC's business activities, and promptly taking measures when improvement is required;
 - t. q) carrying out an annual review of the overall risk strategy and policy of NIBC, including its risk tolerance/appetite and its risk management framework;

b) Financial

- c) maintaining the financial reporting process;
- d) preparing the annual accounts and drawing up the annual budget and important capital investments of NIBC;
- e) deciding on the amounts, types and distribution of both internal capital and own funds adequate to cover the risks of NIBC and setting a dividend policy;

- f) giving advice in connection with the nomination of the external accountant of NIBC;

Remuneration

- v) preparing and amending NIBC's remuneration policy for Identified Staff and the principles for NIBC's remuneration policy for other employees, for final approval by the Supervisory Board as well as implementing and monitoring these remuneration policies as described in NIBC's "Policy on Governance of Remuneration Policies: Roles and Responsibilities" (as may be amended from time to time, reflecting changes in the Wft or other relevant rules and regulations);
- w) preparing a remuneration framework that is in line with the risk strategies of NIBC;

Corporate Governance

- x) the governance principles and corporate values of NIBC, including maintaining a code of conduct or comparable document;
- y) ensuring a suitable and transparent corporate governance structure for NIBC and ensuring that the structures within the group structure of NIBC (the **Group**) are clear and transparent, both to NIBC's employees and its supervisors;
- z) having the overall responsibility for adequate internal governance across the Group and for ensuring that there is a governance framework which is appropriate to the structure, business and risks of the Group and each of its entities;
- aa) compliance with and enforcing the corporate governance structure of NIBC;
- bb) publishing the corporate governance compliance statement of NIBC and any other information required under the Banking Code, through the management report, NIBC's website and/or otherwise; and
- cc) fully knowing and understanding the operational structure of NIBC and ensuring that it is in line with the approved business strategy and risk policy.

The Managing Board shall also regularly review and adjust documentation, policies and strategies related to these responsibilities. The Managing Board is furthermore responsible for appropriate communication with supervisory authorities and other interested parties.

- 3.4 The Managing Board shall, in accordance with the charter of the Supervisory Board, submit the following items to the Supervisory Board for approval:
- a) the operational and financial objectives of NIBC;
 - b) the strategy designed to achieve the objectives;
 - c) the parameters to be applied in relation to the strategy;
 - d) the risk appetite of NIBC; and

- e) all proposals regarding remuneration as required under NIBC's "Policy on Governance of Remuneration Policies: Roles and Responsibilities".
- 3.5 NIBC shall in any event employ as instruments of the internal risk management and control systems:
- a) risk analyses of the operational and financial objectives of NIBC (including, but not limited to, the Internal Capital Adequacy Assessment Process (ICAAP), Internal Liquidity Adequacy Assessment Process (ILAAP), and Systematic Integrity Risk Analysis (SIRA));
 - b) the NIBC Code of Conduct which shall be published on NIBC's website;
 - c) published guidance provided by reputable third party accountancy firms and standard setters for the layout of financial reports and procedures to be followed in drawing up such reports;
 - d) a system of monitoring and reporting on risks;
 - e) a New Product Approval Process and Product Review Process; and
 - f) risk analyses related to the remuneration process as described in NIBC's "Policy on Governance of Remuneration Policies: Roles and Responsibilities".
- 3.6 The Managing Board shall draw up a long term value creating strategy for NIBC. In addition, the Managing Board shall annually hold a dedicated session with the Supervisory Board to discuss the strategy of NIBC and to verify to what extent the results are in line with the strategy. Annually a budget for NIBC for the following year shall be drawn up by the Managing Board. Both the strategy and the budget shall be adopted after the Supervisory Board's approval.
- 3.7 The Managing Board shall, taking into account the risk appetite approved by the Supervisory Board, ensure a balanced assessment between commercial interests and related risks. The Chief Risk Officer in particular shall prepare risk related decision making. The Managing Board shall ensure that it is aware, in a timely manner, of all material risks faced by NIBC so that these can be managed properly and take any decisions that are of material significance for the risk profile, capital allocation or liquidity impact on NIBC.
- 3.8 The Managing Board shall, under the Supervisory Board's supervision, be responsible for setting up and maintaining internal procedures ensuring that the Managing Board is aware of all important financial information, in order to safeguard timely, complete and accurate external financial reporting. To that end, the Managing Board shall ensure that the financial information from Group companies is reported directly to it and that its accuracy, consistency and quality is assured.
- 3.9 The Managing Board shall draw up and/or include within the annual report of NIBC a management report on how it has functioned and on the activities undertaken by it. The management report shall include the information required according to law or regulation, including the Banking Code. In

addition, the Managing Board shall report on the sensitivity of NIBC's results to external factors and variables. With regard to the internal risk management and control systems, the Managing Board shall include in the management report of NIBC a statement that, in its judgement, reasonable assurance can be given that the corporate financial reporting does not contain material inaccuracies. The Managing Board shall report in the management report on the operation of said systems during the year under review and describe any significant changes that have been made and any major improvements that are planned and shall confirm that they have been discussed with the Audit Committee and the Supervisory Board.

Article 4: Composition, expertise and independence of the Managing Board

- 4.1 The Managing Board shall consist of at least two members. It shall be composed in such a way that it is able to perform its tasks properly with a focus on complementarity and diversity (as set out in e.g. NIBC's suitability policy and diversity policy).
- 4.2 Each member of the Managing Board shall possess all required knowledge as set out in NIBC's suitability policy, allowing them to be able to assess and determine the main aspects of NIBC's overall policy and then form a balanced and independent opinion about the risks involved.
- 4.3 The Managing Board shall have a chair, who shall ensure the proper functioning of the Managing Board as a whole, and, if so designated by the Supervisory Board, a vice-chair, who replaces the chair in their absence. The Managing Board shall have members specifically in charge of each of Finance and Risk Management.
- 4.4 The Managing Board shall function independently from any instructions by third parties outside NIBC.
- 4.5 Notwithstanding article 8 below, a Managing Board member shall:
 - a) not enter into competition with NIBC;
 - b) not demand or accept (substantial) gifts from NIBC for themselves or for their spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree;
 - c) not provide unjustified advantages to third parties to the detriment of NIBC;
 - d) not take advantage of business opportunities to which NIBC is entitled for themselves or for their spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree.
- 4.6 A Managing Board member shall be trustworthy and act with integrity. If circumstances occur in respect of a Managing Board member which may be important in the context of their statutory integrity (*betrouwbaarheid*) requirements, the relevant member will promptly notify the Supervisory Board

chair and the Corporate Secretary and will make sure that the relevant circumstances are reported to the Dutch Central Bank.

Article 5: Appointment, re-appointment, term and resignation

- 5.1 The chair, vice-chair (if any) and other members of the Managing Board shall be appointed by the Supervisory Board after notification of the General Meeting on the intended appointment, in the manner provided for in NIBC's articles of association.
- 5.2 New members of the Managing Board shall be appointed for a period not exceeding four years. Members of the Managing Board may be suspended by the Supervisory Board. Members of the Managing Board may be dismissed by the Supervisory Board after notification of the General Meeting on the intended dismissal. Suspension and dismissal shall be effected pursuant to relevant provisions of NIBC 's articles of association.
- 5.3 Membership of the Managing Board shall only be effective once prior approval of the Dutch Central Bank is obtained and shall be conditional on participation in a programme of lifelong learning. The Managing Board shall ensure that NIBC promptly notifies the relevant competent authority of any (re)appointment, suspension, and/or dismissal of a Managing Board member. This notification shall include all necessary details as required by the applicable regulatory framework and shall be made within the time frame stipulated by the relevant laws and regulations.
- 5.4 Management positions in Group companies of NIBC are deemed positions derived from the position of being a Managing Board member of NIBC and shall therefore be subject to this Charter.
- 5.5 A Managing Board member may not breach the Dutch statutory limitations on the number of directorships, as applicable from time to time (i.e. a Managing Board member may not hold more than two supervisory or non-executive directorships in other Dutch entities as defined as referred to in article 2:132a of the Dutch Civil Code). A Managing Board member may not be chair of a supervisory or non-executive board of such a company. A Managing Board member shall not accept a supervisory directorship or any other external additional function or extracurricular function without the prior approval of the Supervisory Board and prior advice of the Head of Compliance of NIBC. Such position must not conflict with NIBC's interest or reputation.
- 5.6 Each Managing Board member is required to promptly notify the Supervisory Board of any changes to their other positions (if any), especially those that may have implications for the financial sector. This notification obligation includes, but is not limited to, the acceptance of new positions, changes in existing positions and the relinquishment of any positions.

Article 6: Remuneration

The remuneration of the members of the Managing Board shall be determined by the Supervisory Board taking into account the remuneration policy adopted by the General Meeting.

Article 7: Managing Board meetings (agenda, teleconferencing, attendance, minutes) and resolutions

- 7.1 The Managing Board shall in principle hold at least one meeting per two weeks, and whenever one or more of its members have requested a meeting. The meetings shall generally be held at the offices of NIBC, but may also take place elsewhere. In addition, meetings may be held by telephone or videoconference.
- 7.2 The chair of the Managing Board, and in their absence the vice-chair (if the same has been appointed), shall chair the meeting. If both are absent (or the chair is absent and no vice-chair has been appointed by the Supervisory Board), the meeting shall appoint one of the members of the Managing Board as chair of the meeting.
- 7.3 The meetings shall be convened in due time by the corporate secretary on behalf of the chair. Any Managing Board member may request the chair to convene a meeting.
- 7.4 The chair shall determine the agenda of each meeting. Other Managing Board members may submit to the chair items to be discussed in the meeting. An item to be discussed which has not been submitted on time or is not supported by sufficient documentation shall not be placed on the agenda. Where this is practically possible, notices convening a meeting and the agenda with annexes of items to be considered and discussed therein shall be shared two days before the meeting with each member of the Managing Board.
- 7.5 At the request of a Managing Board member and with the agreement of the majority of other Managing Board members, urgent matters may be discussed immediately in the meeting or in an additional meeting.
- 7.6 Managing Board members should attend all meetings of the Managing Board. Where they are unable to attend, it is the responsibility of such Managing Board member to review the minutes of the relevant meeting and to seek further clarification from the chair of the meeting as necessary.
- 7.7 Unless otherwise provided in this Charter, the Managing Board shall pass resolutions with a simple majority in a meeting in which at least the majority of the Managing Board members is present or represented, with the proviso that members who in connection with a(n actual or potential) conflict of interests do not exercise the duties and powers that they would otherwise have as a Management Board member, shall not be taken into account when calculating this quorum. If there is no quorum on a matter in a second

meeting, the chair of the meeting shall consult with the absent members of the Managing Board by telephone, video-conference or email if the chair believes that a resolution is required. If there is a tie, the chair of the meeting of the Managing Board shall have the casting vote and shall inform the Supervisory Board of any exercise thereof.

- 7.8 The members of the Managing Board shall aim to adopt resolutions on a consensual basis.
- 7.9 The Managing Board may also pass resolutions outside a meeting, provided the same is effected in writing by means of any usual channels of communication, including email, the proposal concerned has been submitted to all the members of the Managing Board and none have opposed this manner of decision-making within twenty-four hours after receipt of the proposal and the proposal itself. The adoption of resolutions outside a meeting shall be recorded in the minutes of the next meeting. If a member of the Managing Board opposes this manner of decision-making the resolution will be dealt with in a meeting and subsequently according to the requirements as described in article 7.7.
- 7.10 If there is insufficient consensus at the meeting about certain subjects, the chair of the Managing Board may refer the relevant item on the agenda to the next meeting for further consideration.
- 7.11 Minutes of a Managing Board meeting shall be prepared by the corporate secretary or, if different, such other person charged with acting as secretary of such meeting. The minutes of a Managing Board meeting shall be adopted in the next (or subsequent) meeting. Adopted minutes shall be evidence of the proceedings and shall be made available on request to the chair of the Supervisory Board.
- 7.12 Without prejudice to relevant provisions of law, resolutions of the Managing Board to enter into transactions shall require the Supervisory Board's approval or the approval of the General Meeting (as applicable) if and to the extent required pursuant to law, NIBC's articles of association, the charter of the Supervisory Board and/or this Charter.
- 7.13 The Managing Board shall be assisted by a corporate secretary (who may be assisted by, if applicable, a deputy) to be appointed and dismissed by the Managing Board subject to the prior approval of the Supervisory Board. The corporate secretary shall be primarily responsible for:
 - a) compliance of the Managing Board's functioning with the requirements of Dutch law, NIBC's articles of association and the rules and regulations issued pursuant thereto (including the Banking Code and this Charter);
 - b) assisting the chair of the Managing Board with the logistics of the Managing Board (information, agenda, minutes of the meetings, evaluation, etc.);

- c) supporting the chair of the Managing Board with the introduction, education and training programme.

Article 8: Conflict of interests

- 8.1 A Managing Board member shall not participate in the discussions and decision-taking process on a subject or transaction in relation to which they have a conflict of interest with NIBC .
- 8.2 Transactions in which there are conflicts of interest with any member of the Managing Board must be concluded on terms at least customary in the sector concerned and be approved by the Supervisory Board and should include the measures taken, including the reasoning on how those are effective to ensure objective decision-making.
- 8.3 A Managing Board member shall in any event have a conflict of interests if:
 - a) they or any of their close family members personally has a qualifying holding of 10% or more of the capital or voting rights in the relevant company, or in which those persons can exercise significant influence, or in which those persons hold senior management positions or are members of the management body, with which NIBC intends to enter into a transaction;
 - b) they have a close family law relationship with a member of the managing board or supervisory board of the company with which NIBC intends to enter into a transaction;
 - c) they are a member of the managing or supervisory board of, or hold similar office with, the company with which NIBC intends to enter into a transaction;
 - d) under applicable law such conflict of interests exists or is deemed to exist; and/or
 - e) the Supervisory Board has determined that such conflict of interests exists or is deemed to exist.
- 8.4 Each Managing Board member shall immediately report any actual or potential conflict of interests concerning a Managing Board member to the chair of the Supervisory Board and to the other members of the Managing Board. A Managing Board member with such actual or potential conflict of interests must provide the chair of the Supervisory Board and the other members of the Managing Board with all information relevant to the conflict of interest, including information relating to the persons with whom they have a family law relationship as referred to in article 8.3 above. In all circumstances other than the ones listed in article 8.3 (d) and (e), the Supervisory Board will determine whether a reported (potential) conflict of interests qualifies as a conflict of interests to which article 8.1 applies.
- 8.5 The chair of the Supervisory Board shall procure that these transactions will be published in the Managing Board's management report with reference to

the conflict of interests and with a declaration that the provisions in article 8 have been complied with.

Article 9: Complaints, whistle blowers

- 9.1 The Managing Board shall ensure that employees have the opportunity, without jeopardizing their legal position, to report alleged irregularities of a general, operational and/or financial nature within NIBC to the chair of the Managing Board or to an officer designated for such purpose by the chair (for instance through NIBC's Whistleblower Policy or an HR complaints procedure).
- 9.2 Alleged irregularities that relate to the functioning of individual or all the members of the Managing Board shall be reported to the chair of the Supervisory Board.
- 9.3 The Managing Board shall put in place appropriate internal alert procedures for communicating internal governance concerns from employees. The arrangements for whistleblowers shall be placed on NIBC's website.

Article 10: Information, relationship with the Supervisory Board

- 10.1 The Managing Board shall provide the Supervisory Board on a timely basis with all relevant information (if possible, in writing) on all facts and developments concerning NIBC which the Supervisory Board may need to function as required and to properly carry out its duties, and when necessary, verified by an internal accountant and/or external accountant. In any event, the Managing Board shall provide the Supervisory Board with the relevant information so that it is in a position to form a sound opinion as to whether commercial activities are generally in line with NIBC's risk appetite. The information will be adequate, coherent and of high quality.
- 10.2 For the avoidance of doubt, the Supervisory Board is authorized to request and gather all types of information necessary from each employee of NIBC and from third parties. It is furthermore entitled to gather external advice (legal or otherwise).
- 10.3 It is noted that the Supervisory Board, and its individual members, have their own responsibility for obtaining, when necessary, additional information from the Managing Board and the external auditor that the Supervisory Board requires for the due performance of its duties. If the Supervisory Board considers it necessary, it may obtain information from officers and external advisors of NIBC: the Managing Board shall provide the necessary means for this purpose. The Supervisory Board may require that certain officers and external advisors attend its meetings: the Managing Board shall facilitate the same to the extent necessary.
- 10.4 The Managing Board shall at least quarterly provide the Supervisory Board with a report prepared in a format as agreed from time to time and setting out detailed, coherent and adequate information on, inter alia, the financial

performance, financial and non-financial risks and other topics relating to NIBC that the Supervisory Board may deem relevant.

- 10.5 Each year, without prejudice to the above, the Managing Board shall provide the Supervisory Board with a budget of NIBC for the following year, the main features of the strategic policy and the general and financial and non-financial risks, management and control systems of NIBC.

Article 11: Relationship with the shareholders

- 11.1 The members of the Managing Board shall generally participate in General Meetings of shareholders, unless they are prevented from attending on serious grounds (or if it is otherwise deemed to be unnecessary).
- 11.2 The Managing Board shall provide the General Meeting with any information that is required to be provided pursuant to the Merger Protocol (including Schedule 15 (post-closing covenants)).
- 11.3 The Managing Board (together with the Supervisory Board) are responsible for the corporate governance compliance statement of NIBC and must give account to the General Meetings in relation to such statement. Each year the broad outline of NIBC's corporate governance structure shall be set forth in a separate chapter of the management report. In this chapter it shall be stated to what extent the principles of the Banking Code were followed.

Article 12: Relationship with Regulators

- 12.1 The Managing Board is entrusted with the maintenance of an effective relationship with NIBC's lead supervisor/regulator and other relevant regulatory authorities. The Managing Board shall ensure that all communications and interactions with the regulator(s) are conducted in a manner that supports mutual understanding and trust.
- 12.2 The Managing Board is responsible for ensuring that NIBC complies with all regulatory requirements and expectations. This includes the timely and accurate submission of required reports and information to the regulator(s), as well as responding promptly and effectively to any inquiries or requests for additional information.
- 12.3 The Managing Board shall regularly inform the Supervisory Board about the state of NIBC's relationship with the regulator(s), including any significant developments, discussions or proceedings that may affect NIBC's operations or regulatory status.
- 12.4 The Managing Board shall foster a culture of compliance within NIBC, ensuring that all employees understand the importance of regulatory requirements and

the role they play in maintaining a positive relationship with the regulator(s).

- 12.5 The Managing Board shall designate a senior executive or executives with the responsibility for overseeing regulatory affairs and ensuring that NIBC maintains an open, cooperative and constructive dialogue with regulator(s).
- 12.6 In the event of any significant regulatory issues or concerns, the Managing Board shall take prompt and appropriate action to address them and shall keep the Supervisory Board fully apprised of the situation and the measures being taken.
- 12.7 The Managing Board shall ensure that NIBC's policies, procedures and practices are aligned with regulatory expectations and that NIBC is proactive in identifying and managing regulatory risks.

Article 13: Confidentiality

Managing Board members shall treat all information and documentation acquired within the framework of their position as a Managing Board member with the necessary discretion and, in the case of classified information, with the appropriate secrecy. Classified information shall not be disclosed outside the Supervisory Board or Managing Board, made public or otherwise made available to third parties, even after resignation from the Managing Board, unless required by law or it has been made public by NIBC or it has been established that the information is already in the public domain.

Article 14: Warranty, indemnity

NIBC indemnifies, as a consequence of their membership of the Managing Board, each of the members of the Managing Board on the terms and conditions set forth in NIBC's articles of association.

Article 15: Amendment

Subject to compliance with applicable law, NIBC's articles of association and agreements to which NIBC is bound, this Charter may be amended by a resolution of the Managing Board to that effect, subject to the prior written approval of the Supervisory Board. Material amendments to the Charter require prior approval from the General Meeting. If the amendments to the Charter relate to changes that deviate from the agreements included in the Merger Protocol (including its annexes) as amended from time to time, the Supervisory Board may only resolve to give such approval of the amendments to this Charter unanimously.

Article 15: Governing law and jurisdiction

- 15.1 This Charter shall be governed by and construed in accordance with the laws of the Netherlands.

- 15.2 The courts of The Hague, the Netherlands, shall have exclusive jurisdiction to settle any dispute arising from or in connection with this Charter (including any dispute regarding the existence, validity or termination of these rules).

ANNEX A

ROLES AND RESPONSIBILITIES OF INDIVIDUAL MEMBERS OF THE MANAGING BOARD OF NIBC

The CEO and Chair of the Managing Board is charged with:

- a) ensuring the optimal functioning of the Managing Board, promoting proper and timely decision making and executing the Managing Board tasks in an efficient manner and in accordance with the Charter governing the Managing Board;
- b) acting as Chair of the Managing Board and as Vice-Chair of the Pricing Committee;
- c) the realization of both quantitative and qualitative goals of NIBC as laid down in the annual budget and year plan and the policy plan, developed under their responsibility and approved by the Supervisory Board and General Meeting respectively;
- d) responsibility for assessing the overall performance of all members of the Managing Board and for putting forward compensation proposals for these individuals to the Remuneration & Nominating Committee;
- e) ensuring that an effective programme for lifelong learning is in place, in which every member of the Managing Board and the Supervisory Board shall participate, with the aim of maintaining the expertise of the members of the Managing Board and the Supervisory Board directors at the required standard and improving their expertise where necessary, which shall cover relevant developments at NIBC and in the financial sector, corporate governance in general and in the financial sector in particular, duty of care towards clients, integrity, IT infrastructure, risk management, financial reporting and audits;
- f) responsibility for NIBC's commercial activities and for the Human Resources, Corporate Communications & Marketing, Corporate Development and Internal Audit Departments, as well as having the ultimate responsibility for contacts with legislators and supervisors;
- g) the liaison function with the Supervisory Board, the Shareholders and the Remuneration & Nominating Committee;
- h) promoting and safeguarding excellent communications with the Shareholders, the Supervisory Board and its committees, the external auditor and the works council;
- i) promoting and safeguarding compliance with NIBC's internal standards of corporate and internal governance as laid down in the respective articles of association, rules and regulations and charters;
- j) initiating and attending to effective internal and external communication with regard to NIBC;

- k) developing a long term vision for NIBC and initiating the requisite long term strategic planning;
- l) promoting and safeguarding the proper translation of the NIBC strategy into its operational and business processes and its risk-and control systems;
- m) promoting and safeguarding the development and retention of NIBC's organizational capability to constantly adjust to changing circumstances in the markets and societies in which it operates;
- n) promoting and safeguarding that NIBC consistently operates in accordance with its own Code of Conduct.

The Chief Financial Officer of the Managing Board is charged with:

- a) acting as Chair of the Asset and Liability Committee and of the Pricing Committee, and as Vice-Chair of the Regulatory Change Committee and of the Risk Management Committee;
- b) responsibility for the Finance role and the relevant departments, including the Treasury activities and ESG (reporting and regulatory) matters;
- c) responsibility for contacts with rating agencies and (together with the CEO) the Dutch Central Bank;
- c) responsibility for the realization of the qualitative goals of the aforementioned departments including shared responsibility for the realization of the qualitative goals of NIBC;
- d) promoting and safeguarding a culture of sound financial reporting within NIBC in their capacity as Chief Financial Officer;
- e) promoting and safeguarding a culture of operational awareness and compliance within NIBC;
- f) the liaison function with the Audit Committee;
- g) together with the Chief Technology Officer and relating to sustainability matters specifically, the liaison function with the Sustainability & Technology Committee;
- h) initiating and attending to effective communications within NIBC;
- i) promoting and safeguarding the development and retention of NIBC's organizational capability to constantly adjust to changing circumstances in the markets and societies in which it operates;
- j) promoting and safeguarding that NIBC consistently operates in accordance with its own Code of Conduct.

The Chief Technology Officer of the Managing Board is charged with:

- a) acting as Chair of the Portfolio Committee and of the Architecture and Data Management Committee;
- b) responsibility for Operations and ICT and the relevant departments;
- c) responsibility for the realization of the qualitative goals of the aforementioned departments including shared responsibility for the realization of the qualitative goals of NIBC;

- d) promoting and safeguarding a culture of sound operations within NIBC in their capacity as Chief Technology Officer;
- e) promoting and safeguarding a culture of operational awareness and compliance within NIBC;
- f) initiating and attending to effective communications within NIBC;
- g) promoting and safeguarding the development and retention of NIBC's organizational capability to constantly adjust to changing circumstances in the markets and societies in which it operates;
- h) promoting and safeguarding that NIBC consistently operates in accordance with its own Code of Conduct;
- i) responsibility for operational resilience and cyber security;
- j) together with the Chief Financial Officer and relating to technology and operations matters specifically, the liaison function with the Sustainability & Technology Committee.

The Chief Risk Officer of the Managing Board is charged with:

- a) acting as Chair of the Risk Management Committee, the Transaction Committee and the Regulatory Change Committee, and as Vice-Chair of the Asset and Liability Committee and of the Architecture and Data Management Committee;
- b) responsibility for Risk Management and all departments in this area and the responsibility for contacts with the Dutch Financial Markets Authority (*Autoriteit Financiële Markten*) and the Single Resolution Board (SRB) / National Resolution Authority (NRA);
- c) responsibility for the other control functions including the Compliance department as well as the Legal department;
- d) decision-making with regard to risk management and preparation of risk analyses/advice, in particular where these decisions may result in deviation from the risk appetite approved by the Supervisory Board. This shall include a focus on the interest of financial stability and the impact systemic risk could cause on the profile of NIBC;
- e) responsibility for legacy portfolios;
- f) promoting and safeguarding a disciplined risk culture in NIBC in their capacity as Chief Risk Officer;
- g) the liaison function with the Risk Policy & Compliance Committee;
- h) initiating and attending to effective communications within NIBC;
- i) promoting and safeguarding the development and retention of NIBC's organisational capability to constantly adjust to changing circumstances in the markets and societies in which it operates;
- j) promoting and safeguarding that NIBC consistently operates in accordance with its own Code of Conduct and compliance with laws and regulations;
- k) responsible for the implementation of the laws, regulations and administrative provisions necessary to comply with Anti Money Laundering laws and regulations (including responsibility as the dedicated Anti Money Laundering Act director).