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| **Executive Board expertise and capabilities matrix** Please indicate suitability levels for each Executive Board member:L (Low) = is at a minimum aware of the subjectM (Medium) = has good understanding of the subject but is not expertH (High) = can make a balanced independent judgement on the subject (expert)*This matrix is a tool for the fit and proper test. The Policy Rule on Suitability 2012 is leading for the outcome of the assessment.* | Name | Name | Name | Name | Name | Name | Name | Name | Name | Name | Name | Name |
| **A. Governance, organisation and communication** |
| Has knowledge of and experience with managing processes and tasks  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with managing an organization |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge in the areas of social, ethical and professional standards, such as those laid down in corporate governance codes and codes of conduct |  |  |  |  |  |  |  |  |  |  |  |  |
| Has experience with complying with and upholding applicable laws and regulations, the above codes, and internal rules and regulations |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with engaging external experts for the proper execution of his/her task |  |  |  |  |  |  |  |  |  |  |  |  |
| Knows when stakeholders (such as supervisory authorities, shareholders, clients and external auditors) have to be informed |  |  |  |  |  |  |  |  |  |  |  |  |
| Other relevant knowledge and areas of experience in this field:*to be completed, if and insofar as present* |
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|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **B. Products, services and markets within the enterprise’s scope of activities** |
| Has knowledge of and experience with relevant laws and regulations, including at least the Financial Supervision Act (Wft), the Decree on Prudential Rules for Financial Undertakings (Bpr) as well as relevant supervisory regulations and policy rules |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with the market in which the company operates and the relevant developments in that market |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with the company’s strategy and business models |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with the company’s financial aspects of products and services |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with actuarial aspects (only for insurers) |  |  |  |  |  |  |  |  |  |  |  |  |
| Has insight into the internal expertise of the company with respect to the match of products with specific target groups  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of identifying the long-term interests of the company in assessing products, services and markets in which the company operates and to act accordingly  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has product knowledge, consisting of:*to be completed and, if relevant, to be assigned a score* |
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| **Executive Board expertise and capabilities matrix** Please indicate suitability levels for each Executive Board member:L (Low) = is at a minimum aware of the subjectM (Medium) = has good understanding of the subject but is not expertH (High) = can make a balanced independent judgement on the subject (expert)*This matrix is a tool for the fit and proper test. The Policy Rule on Suitability 2012 is leading for the outcome of the assessment.* | Name | Name | Name | Name | Name | Name | Name | Name | Name | Name | Name | Name |
| **C. Sound and controlled operational policies and processes** |
| Is capable of assessing the setup and functioning of the administrative organisation and internal control (AO and IC) |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of assessing the setup, working and results of the compliance function |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of assessing the setup, working and results of the IAD function |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of assessing and applying the remuneration policy to members of the Board |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of understanding the policy on risk management and corresponding procedures and measures and raising critical questions with the Board about this topic |  |  |  |  |  |  |  |  |  |  |  |  |
| Has insight into the most relevant risks facing the company, spread out over time and across the company |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of understanding the policy on outsourcing and of raising critical questions with the Board on this topic |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of assessing whether the careful treatment of clients has been safeguarded |  |  |  |  |  |  |  |  |  |  |  |  |
| Other relevant knowledge and areas of experience in this field: *to be completed, if and insofar as present*  |
| * Climate-related and environmental risks
 |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **D. Balanced and consistent decision-making** |
| Knows how the internal decision-making process is organised |  |  |  |  |  |  |  |  |  |  |  |  |
| Knows when to ask for missing information to fulfil his/her task adequately |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of- and has experience with ensuring that sufficient alternatives are being weighed in a decision-making process |  |  |  |  |  |  |  |  |  |  |  |  |
| Knows how in a decision-making process the interests of all stakeholders are weighed and has experience with this |  |  |  |  |  |  |  |  |  |  |  |  |
| Has knowledge of and experience with recognizing and raising the issue of conflicts of interests in the decision-making process |  |  |  |  |  |  |  |  |  |  |  |  |
| Is capable of sufficiently assessing whether decisions have been taken in line with the company strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| Knows how decision-making is laid down carefully and has experience with this |  |  |  |  |  |  |  |  |  |  |  |  |
| Other relevant knowledge and areas of experience in this field:*to be completed, if and insofar as present* |
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| **Clarification of collective suitability**  |
| Suitability of the board (or other governing body if applicable) as a whole(1) |  |
| Added value of candidate for the board (or other governing body if applicable) as a whole(2) |  |
| Climate-related and environmental risks(3) |  |

*Notes:*

1. *In which area does the board (or other relevant governing body if applicable) as a whole score the highest? Where does it score the lowest? Why? How will these weaker points be compensated?*
2. *What does the candidate contribute to the board (or other relevant governing body) as a whole in terms of competencies and experience?*
3. *What is the knowledge and experience of the candidate regarding climate-related and environmental risks? What is the overall knowledge and experience of the board regarding these risks?*

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| **Other** |
| Matrix completed by  | [name], [position], [date] |
| Has the candidate reviewed the completed matrix document? | [yes/no] |
| Have the suitability scores been discussed by the board? | [yes/no] |