



**Financial results and
social and environmental
performance**

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Regarding the pictures in this annual report

The United Nations (UN) declared 2013 as the International Year of Water Cooperation. With this initiative the UN aims to raise international awareness in the area of water cooperation, both with regard to increased opportunities for cooperation and with regard to the challenges posed by the growing demand for water. To increase this awareness, successful water joint ventures will take the spotlight. In 2013 much attention will also be paid to water education, water management and statutory frameworks of international water cooperation.

ASN Bank stays on independent course



On 1 February 2013 the Minister of Finance decided that the Dutch State would become the sole shareholder of SNS REAAL. The Dutch State was forced to intervene on account of problems at one of the SNS REAAL divisions, its property subsidiary Property Finance. This measure was taken to secure the interests of savings customers and to guarantee the stability of systemically important SNS Bank, and consequently ASN Bank.

The nationalisation does not directly affect our customers. In this new situation, we will continue to commit fully to our sustainability mission with its pillars of climate change, human rights and biodiversity – as we have been doing for more than fifty years. The issues raised by our customers will also continue to be the key focus of our attention: no money to child labour and arms, but instead to fair trade and renewable energy.

Sustainable growth

Our unabated commitment is to invest the funds entrusted to us by our customers in a society where human values prevail over economic gain. In our view, growth that is not aimed at creating genuine social added value does not contribute to a sustainable future. That is why ASN Bank stands for sustainable growth, as we have demonstrated for decades. We will continue to commit heart and soul to that future and help build a just, caring society, as we have been doing for more than fifty years. This requires services focusing entirely on you, our customer.

We achieve our mission – contributing to a sustainable society – through all instruments available to us as a bank. We invest our customers' money with due respect for people, planet and climate whilst avoiding matters that oppose the sustainability ideals of our customers and ourselves. In addition, we promote a sustainable society through the off-balance sheet activities, as will be described in Chapters 3 and 4 of this report. This appeals to such a large number of people that we now have around 600,000 customers. They expect us to invest their savings and deposits in a social, green manner and this way help them achieve their sustainability ideals.

Home loans

How do we do that, with due observance of a responsible allocation among various investment options? Many of our efforts are aimed at avoiding

Photo: Hermien Lam

investments that oppose the sustainability ideals of our customers. When investing in government bonds, we avoid countries with a high risk of atrocities such as crimes against humanity and war crimes. We also avoid countries that do not endorse international treaties for the protection of nature and climate. We do not hold any shares and bonds in companies engaged in arms – even if they are only indirectly involved, for example because they produce IT systems that can be used for purposes of defence – or in nuclear energy and companies availing themselves of child labour.

What we do select are responsible investment options, such as countries with freedom of speech and freedom of association that take due care of their natural resources and strive for a larger share of renewable energy. Since five years we have been extending sustainable finance, for example to wind and solar energy projects and sustainable construction. These activities have been expanded substantially. We invest savings in municipalities and organisations for water management, as they perform important tasks to create and sustain a liveable society for us. In addition, we invest in institutions in the areas of healthcare, education and living.

Finally, we invest a major part of the savings in home loans. Once ASN Bank itself extended home loans, but unfortunately this proved to be an inefficient activity. For that reason we decided to finance SNS Bank residential mortgages, subject to our own criteria, which are almost identical to the National Mortgage Guarantee (NHG) criteria. This means that these funds are invested in responsible loans to individuals, mostly with an average income. In our view this fits in perfectly with the sustainable society of the future, where everyone is entitled to proper food, healthcare and education and a roof over their heads.

Broader efforts

ASN Bank wants to expand its sustainability efforts beyond its banking activities alone. That is why we, on behalf of our customers and together with partnering NGOs, take positions and voice our views to policy-makers, governments and companies on a range of subjects, as the sustainable world manifests itself in numerous fields. Through a campaign for retail customers, we contributed to the installation of thousands of solar panels on Dutch roofs in 2012. We successfully asked the government to prohibit investments in cluster munitions. And we called on our customers to sign for a strong international arms trade convention, which the United Nations negotiated in July. We already performed such activities that are not bound to the balance sheet in previous years. However, in 2012 they were given a more prominent position.

This also means that we are teaming up with an increasing number of individuals in our sustainability efforts. Our online community For the World of Tomorrow (Voor de Wereld van Morgen) plays an important part here. Established five years ago, this community now boasts more than 50,000 members who share solutions, seek inspiration in common goods, build networks and achieve ideals. The dynamics surrounding For the World of Tomorrow are just as substantial as our banking activities. They are both aimed at achieving our sustainability mission. Every project activity, every loan extended, every investment selected, every customer helped, every team effort with our partnering NGOs is crucial to achieve our mission.

Part of a movement

Under the influence of these developments, we are revising the concept of ‘customer’. In its classical definition, ASN Bank customers are the people who hold an account with our bank. However, we equally regard the people with whom we collaborate to create a sustainable society as our customers. Not only the product or service is decisive, but also the people who feel connected to us. Together with all of these people, we are part of a movement that is making our society more sustainable. A movement that is gaining strength, testified by the great enthusiasm for the ASN Bank World Award, for example.

We would like to thank our customers – in the broadest sense of the word – for the trust they placed in ASN Bank in 2012. In 2013, we will again enthusiastically commit to achieving your and our ideals.

*Ewoud Goudswaard
Jeroen Jansen
Joyce van der Est*

1. Key figures and summary of results

ASN Bank performed well in 2012, despite economic headwinds. Our customer base increased, as did the funds those customers entrusted to us. This chapter summarises our performance in 2012. Please refer to the relevant chapters for more detailed information.

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*Care for clean water: drinking water basin of
the Amsterdam water company.
Photo: S. Swart.*

1.1 Economic performance

	2012	2011	2010	2009	2008
Customer base	587,549	575,344	516,902	471,118*	419,792
Assets under management (in millions of euros)					
ASN Bank	9,811	8,969	7,992	6,346	4,966
ASN Investment Funds	1,374	1,296	1,375	1,193	983
Total assets under management	11,185	10,265	9,367	7,539	5,949
Sustainable savings and investments market share**	TBD	56%	53%	48%	44%
Savings market share***	2.8%	2.7%	2.5%	2.2%	1.9%
ASN Bank's contributions to partnering NGOs and the ASN Foundation (in euros)	2,588,470	2,020,354	729,013	621,246	387,973
Interest donations from customers to partnering NGOs (in euro's)	263,717	425,079	373,868	573,825	417,366

* At the end of 2009, the definition of 'customer' was tightened. As a result, the figure for 2009 has been adjusted.

** Source: VBDO april 2012

*** Source: CBS

Development of customer base

In 2012 ASN Bank welcomed more than 51,000 new customers. We are happy that so many people chose ASN Bank. Regular customer outflow was low, as in previous years. However, the government cancelled the salary savings scheme with effect from 1 January 2012. More than 23,000 customers who only held an ASN Spaarloonrekening cancelled this account. As a result, the net growth of our customer base was 2%. Our customers are very happy to recommend ASN Bank to friends and family – in 2012 we achieved a Net Promotor Score (NPS) of +22%, compared to an average of -22% for the three major Dutch banks. This figure is obtained by deducting the percentage of customers in a survey who would not recommend a company from the percentage of customers who would.

Development of funds entrusted

In part driven by the customer base growth, the savings and current account balances also grew markedly. Funds entrusted rose by € 842 million (9%). ASN Bank's savings market share grew further in 2012. At year-end 2012, funds entrusted (balances on savings accounts and current accounts) were nearly € 9.8 billion.

Development of the investment funds

2012 was a good year on the stock exchange. The three equity funds managed by ASN Beleggingsinstellingen Beheer B.V. posted good returns: ASN Duurzaam Aandelenfonds 13.90%, ASN Milieu & Waterfonds 10.60% and ASN Duurzaam Small & Midcapfonds 18.18%. ASN Duurzaam Obligatiefonds generated a 6.96% return. Thanks to the exposure to equities, ASN Duurzaam Mixfonds generated a 10.58% return.

The results of the tax-based funds ASN Groenprojectenfonds and ASN-Novib Microkredietfonds were also good. ASN-Novib Microkredietfonds generated a fine return of 5.51%, ASN Groenprojectenfonds 5.69%.

In the summer the Budget Agreement 2013 Tax Measures (Implementation) Act (Wet uitwerking fiscale maatregelen begrotingsakkoord 2013) took effect. This Act keeps the tax credit on green investments at the level of 2012 (0.7%). In addition, private individuals investing in green funds will continue to benefit from the exemption from the 1.2% capital gains tax in Box 3. The tax benefit for private investors in socio-ethical investments lapsed as from 1 January 2013. As a result, ASN-Novib Microkre-

dietfonds showed only modest growth, whereas relatively much money flowed into ASN Groenprojectenfonds.

Despite the good results, all listed ASN Investment Funds experienced an outflow of funds. Investors opted for the security of savings more than in previous years. Yet total assets in the ASN Investment Funds rose by € 78 million (6%) as share prices went up.

Savings and investments market share

The market share for savings increased by 0.1% to 2.8%. The 2012 figures on the Dutch sustainable savings and investment markets were not yet known at the time this annual report was written. In 2011, our share in these markets rose to 56% (2010: 53%).

Contributions to partnering NGOs and the ASN Foundation

Since the end of 2011, customers can no longer automatically donate their interest. This option now only exists for ASN Vrouwenspaardeposito and ASN Waddendeposito. The interest on these accounts is almost 0.25% higher than the interest on a similar five-year deposit. Cordaid Microkrediet received the highest amount, which originated from customers holding an ASN Vrouwenspaardeposito. Total interest donations were € 263,717.

The partnering NGOs of ASN Bank itself received a total of € 2.6 million, broken down as follows. As total deposits of ASN Jeugdsparen increased, the contributions to the children projects of Cordaid Kinderstem and Cordaid Memisa grew, too. In 2012, Cordaid received € 362,121 in total (2011: € 314,977).

Since July 2010, we have donated to our theme partners the Interchange fees we receive from credit card organisation ICS for payments made with the ASN Credit Card (see section 3.3). In 2012, € 139,913.27 was transferred to the theme partners. Since January 2011, we have donated payments to our theme partners on behalf of our customers with an ASN Ideaalsparen account. The payments made to the eight theme partners totalled € 1,400,000 in 2012.

In total, we donated € 10,460 to social projects of our marketing partners, in particular Fair Trade Organisation. Thanks to a successful savings campaign, we were able to donate € 323,785 to Bio Vakantieoord (see section 5.1).

In addition, we distributed € 50,000 to the five winners of the ASN Bank World Award. The winners use their prizes to work on five sustainable projects in the framework of our sustainability issues. Just as in previous years, the ASN Foundation received a contribution of € 300,000 from ASN Bank in 2012, which it largely used to support sustainable projects that meet our mission.



1.2 Financial results

<i>In millions of euros</i>	<i>2012</i>	<i>2011</i>	<i>2010</i>	<i>2009</i>	<i>2008</i>
Investments	10,403	9,723	8,382	6,614	5,251
Funds entrusted*	9,811	8,969	7,992	6,346	4,966
Equity	416	242	103	105	139
Balance sheet total	10,588	9,888	8,542	6,662	5,302
Net interest margin	68.2	88.3	83.0	44.5	40.8
Other income	11.4	13.4	1.5	4.0	6.2
Total income	79.6	101.7	84.5	48.5	47.0
Total expenditure	32.5	33.7	26.7	35.2	24.3
Operating profit	47.1	68.0	57.8	13.3	22.7
Operating profit before non-recurring expenses	47.1	67.4	57.8	24.3	22.7
Profit after tax	34.9	51.1	43.1	9.9	16.9
Profit after tax, before non-recurring expenses	34.9	51.1	43.1	18.1	16.9

* The funds entrusted to ASN Bank comprise savings and other amounts due to customers in the form of savings held for legal entities (associations, foundations and trusts).

The profit after tax was € 35 million in 2012, down 32% from 2011, mainly as a result of the lower net interest margin. This net profit will be added to our equity. The growth of equity is necessary for ASN Bank's continuity and the ongoing compliance with higher capital requirements ensuing from the Basel III Accord.

Income fell by € 22 million to € 80 million. Although funds entrusted grew, the relative net interest margin decreased, which reduced earnings from savings. Commission income rose as the number of current accounts increased and we received more management fees from the ASN Investment Funds. The latter increase was mainly boosted by the growth of the number of investments of ASN-Novib Microkredietfonds.

The drop in income was partly offset by a limited decline in costs of 4%. This drop was due to the release of the reserve for a claim under the deposit guarantee scheme in connection with DSB's bankruptcy.

1.3 Social and environmental performance

Indirect social and environmental performance

The sustainability performance objectives of ASN Bank are derived from its mission, which is: 'ASN Bank is a company committed to promoting the sustainability of society and is guided by that commitment in its commercial conduct.' We measure this mission in objectives on three levels: quantity, quality and long-term, because we wish to contribute to a sustainable society on all these levels. Accordingly, we have formulated objectives on each of these three levels. We express our quantitative goals in figures and our qualitative goals in 'achieved or not achieved'. As part of our long-term goals, we aim to initiate processes that promote sustainability in the longer term. We can translate these goals into quantitative and qualitative terms.

Quantitative goals

In 2012 we achieved our quantitative objectives for indirect social and environmental performance. We exercised our voting rights at more than 195 shareholders' meetings where the ASN Investment Funds were permitted to vote. That is 99% of all

the shareholders' meetings of companies in ASN Duurzaam Aandelenfonds, ASN Duurzaam Mixfonds, ASN Milieu & Waterfonds and ASN Duurzaam Small & Midcapfonds.

More than 91% of the bank's debtors were rescreened by the end of 2012 (see Appendix 3). That means that all debtors were assessed on the basis of the latest versions of the relevant issue papers.

In addition, our ongoing objective is to score at least 8 points out of 10 on customer and employee satisfaction. In 2012, we achieved 8.1 on both aspects.

Qualitative goals

The qualitative goals are aimed at developing our sustainability policy.

Target for 2012	Achieved in 2012
Completing the ASN Bank Climate Change Issue Paper	Draft ASN Bank Climate Change Issue Paper is complete and will be adopted by the Management Board in 2013
Updating the policy on government bonds	ASN Bank Government Bonds Issue Paper has been updated

We have set the following qualitative goals for 2013:

- Implementing ISO 14001 for the office organisation;
- Drafting the ASN Bank Animal Welfare Issue Paper.

Long-term goals

As a sustainable bank, ASN Bank wants to make an active contribution to social processes that promote the long-term sustainability of society. For 2012 we had formulated one long-term goal, i.e. regarding

the equity funds' carbon footprints. Another goal was to improve the method used to measure this footprint. That is why in 2012 we developed a method that assumes an absolute reduction of CO₂ emissions instead of a relative reduction and where inflation no longer affects performance. This method will be introduced to the equity funds' portfolios at the beginning of 2013. Since we achieved the carbon emissions target for the equity funds much earlier than expected, we will revise this target in 2013.

	2015	2020	Progress in 2012
Reduction of consolidated carbon footprint of the ASN equity funds compared to 1990	30%	50%	54.3%

In 2011, we started formulating several long-term goals at the strategic level. These include goals that translate ASN Bank's mission into all its activities, allowing all employees to work towards achieving that mission.

The problem of climate change is highly urgent in our view, requiring everyone to contribute to a solution. We aim for a maximum contribution by ASN Bank, if only because we want to set an example to other companies. For that reason, we included a fundamental goal for the longer term as we revised the ASN Bank Climate Change Issue Paper: we want both our organisation and all of our investments on the ASN Bank balance sheet taken together to be carbon neutral by 2030. We will also explore how we can use long-term goals to enhance our contribution to human rights and biodiversity.



Direct social and environmental performance

	Targets for 2012	Achieved in 2012	Targets for 2013
CO ₂ emissions per FTE* (tonnes per annum)	Less than or equal to 2,00	1,35	Less than or equal to 1,34
Paper consumption (kg/client account)	Less than or equal to 0,33	0,28	Less than or equal to 0,28
Employee satisfaction	More than or equal to 8,0	8,1	More than or equal to 8,0
New office accommodations	Energy rating 'A'	Energy rating 'B' expected	Energy rating 'A'

* Full-Time Equivalent; one FTE is a full working week.

ASN Bank moved into its new office on 1 April 2012, where many energy-saving measures have been taken. We will continue to aim for reduced carbon emissions of our office. We have now obtained the permit for a thermal storage system. Our goal is to obtain the 'A' rating in 2013.

You will find more information about our environmental and social results in Chapters 4, 6, 7 and 8.



ons who are interested in ASN Bank's performance in 2012 and its plans for the future.

ASN Bank reports in accordance with the A+ application level of the G3 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). The updated 3.1 guidelines are not tailored specifically to financial institutions, which is why we use G3 as our reporting criteria. Our GRI table is available at www.asnbank.nl. In 2011, ASN Bank was among the seventeen Dutch companies that were included in the Sustainability Disclosure Database with a G3-G3.1 A+ level for their sustainability reports for that year.

The GRI table also includes a materiality analysis, in which we demonstrate that all subjects that we consider to be of material importance are sufficiently reflected in our reports and policy pillars. In that analysis, we also explain how we determined the contents of the annual report in relation to the information wishes of our target groups.

We asked KPMG Sustainability to review information selected from this annual report. You will find the scope of the engagement and the conclusions in the independent Assurance Report on page 87.

1.4 Accountability

We believe it is only obvious that we are transparent and communicate about our methods and performance. That is why, in this annual report, we report on how we implement our sustainability policy in our products and operations. We also report on our social and environmental goals for 2012 and the results we achieved in these areas in 2012.

As we believe communication is a two-way street, we report on our dialogue with ASN Bank stakeholders, too. In addition, in this annual report we render account of ASN Bank's financial results. This report is mainly intended for our customers, but also for our associates, partnering NGOs, employees, regulators and all other individuals and organisations.

2. Supervision of ASN Bank

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Care for clean water: dune water purification.

Photo: M. Okhuizen.

Report of the Supervisory Board

To the General Meeting of Shareholders of ASN Bank N.V.

Preliminary advice presented by the Supervisory Board

We are presenting you with the company's financial statements for the 2012 financial year as prepared by the Management Board, as well as the report of the Management Board.

We propose that you approve these financial statements as presented, which will entail that:

- the total profit of € 34.9 million generated in 2012 will be added to the shareholders' equity;
- the Management and Supervisory Boards will be discharged from liability in respect of their managerial and supervisory work during the past financial year.

The Supervisory Board's membership was as follows during the 2012 financial year:

Mr R.G.J. Langezaal, Chairman

Mr E.J.G.V. Boers (until 6 July 2012)

Ms A.T.J. van Melick (as from 6 July 2012)

Mr B. de Ruigh

We follow ASN Bank's commercial, financial and sustainable developments with great interest. At our meetings with the Management Board during the year, we gained clear insight into how ASN Bank achieves its results and the resources it deploys to that end.

Results for 2011

The ASN Bank Supervisory Board and Management Board met three times in 2012. During the first two meetings, we discussed the 2011 figures and annual report. We adopted the annual report, with compliments to ASN Bank for the results it achieved in 2011. Here we are referring to both the bank's financial results and the customer base growth, customer and employee satisfaction, the development and introduction of sustainability policy, the growth of activities in areas including finance, investment and communication, and the activities of the sustainability forum For the World of Tomorrow. We appreciate these results all the more against the background of much (negative) publicity about the problems at SNS REAAL. We expressed our particular appreciation for the manner in which the sustainability mission was always the leitmotiv in the bank employees' actions.

Progress

Every month we took note of the current situation at ASN Bank, in part on the basis of the bank's financial and commercial reports. We also monitored the development of the customer base. It was gratifying to see the number of customers with a current account passing the 100,000 mark in 2012.

During meetings with the entire Supervisory Board, we further explored subjects such as ASN Bank's marketing strategy and the development of ASN Asset Management.

Every month we discussed the findings of the Group Audit Department and the ensuing points of action.

Group Audit operates independently; the department comes under the Chairman of the SNS REAAL Executive Board (see section 10.1).

Management Board remuneration policy

At its own request, the ASN Bank Management Board waived the variable remuneration bonus to which it is formally entitled. In the context of the bank's mission and objectives, it asked us to adjust the amount of its variable remuneration in line with the level provided in the collective bargaining agreement for all staff, i.e. a performance-related bonus of up to 15%. For the record, only a very limited amount of performance-related bonuses were awarded for 2012 due to the situation at SNS REAAL.

Energiefonds Overijssel

In August we approved a new activity of ASN Bank: ASN Beleggingsinstellingen Beheer B.V. (ABB) acting as the manager of Energiefonds Overijssel. In this respect ABB is acting in a broad joint venture with Royal HaskoningDHV and Start Green Venture Capital. The activities for Energiefonds Overijssel entail an expansion of ASN Bank's scope of activities from private customers to institutional clients. We are positive about this move, which is fitting for ASN Bank's sustainable nature.

Advisory Council

We discussed the role and position of the ASN Bank Advisory Council with the Management Board. We also talked about possible new members for the Advisory Council.

Operational Plan for 2013

In the autumn, we discussed the 2013 operational plan with the ASN Bank Management Board. Some key aspects from this plan are the following:

- ASN Bank is exploring which steps it can take to become fully carbon neutral by 2030, looking into both the banking organisation and the investments recognised in the bank's balance sheet.
- The steps to achieve one million satisfied customers and € 20 billion in assets under management, whilst maintaining the high customer and employee satisfaction ratings (both of them 8 or more).

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We express our appreciation of the efforts made by the bank's employees and Management Board. We would like to take this opportunity to congratulate them again with their new, sustainable premises, an asset we also greatly appreciate.

Lastly, we would like to emphasise that we fully endorse ASN Bank's sustainability mission and the ensuing policy.

The Hague, 18 June 2013

On behalf of the Supervisory Board,

Rob Langezaal, Chairman

Report of the Advisory Council

The Advisory Council of ASN Bank was founded in 1993 as the investment advisory committee for ASN Bank's investment funds. Originally the Council advised on the investment strategies of the funds, but that responsibility changed over the years. Acting as the advisory body for ASN Bank for more than ten years now, the Council monitors whether the bank is delivering on its sustainability mission. The Management Board and the Advisory Council regularly consult about the bank's activities and results, as well as its sustainability course. The Advisory Council and the Management Board met three times in 2012. The items discussed at those meetings included the following.

Long-term sustainability objectives

We extensively talked with the Management Board about the sustainability strategy and objectives they want to formulate for the next decades. This is an interesting and challenging process, offering pioneering opportunities for the bank. After all, no other bank in the world has made such long-term objectives. The discussions resulted in a tightening of the strategy. This process has not yet been completed. Just like the Management Board, the Council finds it important to strike a balance between ASN Bank's growth and sustainability and corporate social responsibility.

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Annual figures and annual report 2011

The Management Board discussed the results of ASN Bank and the positive reactions in the press to the annual figures. We expressed our compliments about the 2011 annual report and made some suggestions regarding the text.

Basel III

We were given a presentation about Basel III. This Accord imposes capital requirements on banks that affect the balance sheet. Although ASN Bank's figures are consolidated in SNS REAAL's, ASN Bank aims to independently meet the Basel III requirements as well. It has to generate a certain amount of profit to achieve that.

Discussion on international activities

We talked with the Management Board about the options of commencing operations abroad. Not many banks in the world can compare with ASN Bank. After some discussion, it was concluded that it would be more effective if ASN Bank were to deploy its scarce resources only in the Netherlands. There are still plenty of opportunities for growth here.

Customer profiles and brand recognition

ASN Bank's marketing strategy is based on customer profiles. We were given a presentation on this subject. ASN Bank uses 'mentality groups' of the Motivaction agency. This model allows the bank to conduct targeted campaigns.

The bank's brand recognition showed an upward trend and was on course. ASN Bank wished to further enhance its brand recognition using corporate campaigns.

Investment business developments

The ban on paying distribution fees in the Netherlands to take effect on 1 January 2014 forced ASN Bank to review the future of its investment business. This was a topic of discussion. We also discussed ASN Bank's efforts to be awarded the tender in the procurement procedure that the Province of Overijssel organised for Energiefonds Overijssel. It succeeded together with Royal HaskoningDHV and Start Green Venture Capital. It may be able to lend its expertise to other provinces that wish to set up such a fund. The Council considered this a very happy development, stating that it wished to be kept up to date about the project's progress.

Situation at SNS REAAL

The Management Board informed us about the publicity surrounding SNS REAAL. Of course the topic of discussion was which strategy ASN Bank could pursue to limit the reputational damage resulting from the negative media reports regarding the shareholder. The Management Board indicated that it is all the more important to lay down its objectives for the long run.

Composition and responsibilities of the Council

We discussed the Council's role and powers and the manner in which it can function optimally. The Advisory Council particularly plays an important part in monitoring ASN Bank's sustainability principles.

The Council's responsibilities have expanded over the years. For that reason, we thought it advisable to increase the number of members from three to five. We consulted about candidates in 2012. We decided to add two new members to the Council as from 1 January 2013: Willemijn Verloop and Maarten van Huijstee. Saskia Noorman-den Uyl, who has been Chair of the Council for many years, passed the chairman's baton to Femke Halsema during the meeting in June.

The Management Board thanked Saskia Noorman for her many years of commitment to ASN Bank, first as member of this Council and subsequently as its Chair. Ms Noorman said she found it a great pleasure to work together with ASN Bank. She wished Ms Halsema many fruitful years as Chair and thanked the Management Board for the enjoyable collaboration.

The Council's membership was as follows:

Ms Saskia Noorman-den Uyl (Chair until 18 June 2012)

Ms Femke Halsema (Chair as from 18 June 2012)

Mr Hans Kamps

Mr Jan van der Kolk

Ms Willemijn Verloop (as from 1 January 2013)

Mr Maarten van Huijstee (as from 1 January 2013)

The Council concludes that ASN Bank acted in line with its sustainability mission in 2012. We would like to express our great appreciation for the manner in which the bank's Management Board and staff performed their duties in 2012.

The Hague, 18 June 2013

On behalf of the Advisory Council,

Femke Halsema, Chair

3. Mission, policy and stakeholders

Since 1960 ASN Bank's aim has been to invest its customers' money in a way that contributes to a fair distribution of the world's wealth. Not only in the present, among the various regions of the world, but also among our generations and future world citizens. This chapter will give you more insight into this mission, the strategy pursued for its implementation and our sustainability policy. It will also describe which groups of people and organisations are involved with ASN Bank.

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Water is part of a pleasant living environment.

Photo: Ger Loeffen/Hollandse Hoogte.

3.1 Organisation

ASN Bank is an independently operating, sustainable bank with its own banking licence, its own policy and its own Management Board. ASN Bank is regulated by the Dutch Central Bank and the Netherlands Authority for the Financial Markets. SNS Bank N.V., part of SNS REAAL N.V., is the sole shareholder of ASN Bank.

Our sustainability mission is safeguarded in various ways, for example because ASN Bank has its own Management Board and an Advisory Council, as well as its own articles of association. Article 2 of these articles of association details the sustainability mission: 'The company's object in all of the above activities (i.e. conducting activities as a bank) is to promote sustainability in society and let its economic conduct be guided by that principle. This means that the company will be guided in its conduct not only by financial-economic considerations, but also by socio-ethical considerations.'

More information on our organisation can be found in Appendix 2.

3.2 Mission and strategy

ASN Bank's mission is as follows: 'Our economic conduct is aimed at promoting sustainability in society. We help to secure changes that are intended to put an end to processes whose harmful effects are shifted to future generations or foisted onto the environment, nature and vulnerable communities. In doing so, we do not lose sight of the necessity to yield returns in the long run that safeguard the continued existence of our bank. We manage the funds that our customers entrust to us in a manner that does justice to their expectations.'

As a financial services provider, ASN Bank wants to do its part in achieving a sustainable society. To that end, we set demands for ourselves which ensure that we keep our promises to external stakeholders, in particular our customers. How do we do this?

- We apply strict criteria in the areas of sustainability, fairness, transparency, expertise and reliability.
- In order to achieve our mission, we cooperate as much as possible with partners – both NGOs and sustainably operating companies – that make a positive contribution to our objectives.
- We initiate sustainable developments and sup-

port important sustainable initiatives by third parties.

- We mainly communicate with our customers directly – through the Internet, by telephone and by post.

3.3 Sustainability policy

Sustainability is the guiding principle in all of ASN Bank's activities. We subscribe to the generally accepted definition set out in the 1987 United Nations report *Our Common Future*: 'sustainable development means development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Sustainability and sustainable development are frequently only regarded as environmental objectives, but that is a misunderstanding. The aim for sustainable development is first of all inspired by a sense of justice. The purpose of sustainable actions is to arrive at a fair distribution of wealth, now and in the future. Sustainability thus includes a social aspect, which is why we build our sustainability policy on three pillars: human rights, climate change and biodiversity. These pillars dovetail with internationally accepted practices for distinguishing the various aspects of sustainability, for example at the United Nations. Human rights, climate change and biodiversity cover all the issues that are important to ASN Bank and its customers. The policy for each pillar has been laid down in issue papers. Sector-specific issue papers describe how we implement these policies in the various sectors.

Human rights

In the ASN Bank Human Rights Issue Paper, we answer the question: how do we treat people via our investments and activities? Our interpretation of 'human rights' includes every type of human rights: civil rights, political rights and economic, social and cultural rights. The foundations of our human rights policy are the 1948 *Universal Declaration of Human Rights* and the international standards based on it. We are also referring here to the *Guiding Principles on Business & Human Rights* adopted by the UN Human Rights Council in June 2011. These principles are based on the work performed by the American Professor John Ruggie as the UN's Special Representative of the Secretary-General and have been incorporated in the ASN Bank Human Rights Issue Paper. In this Issue Paper, we set our strict criteria for assessing the companies and institutions

in which ASN Bank, the ASN Investment Funds and ASN Asset Management invest. These companies are required to make considerable efforts to rule out any violations of human rights. We analyse companies and institutions on a range of issues, such as non-discrimination, child labour, freedom of speech and privacy, freedom of association, respect for local society and the local population, and consumer safety.

Global Compact

The Global Compact is an initiative of the United Nations that encourages companies to include and abide by ten principles in the areas of human rights, employment, the environment and corruption. In 2007 ASN Bank signed the Global Compact to express its long-standing involvement with the ten goals of this international UN initiative. This report shows how we implemented it in 2012.

Climate change

Fossil fuels have been the driving force behind our economy for the past few centuries, causing increasing greenhouse gas emissions, especially carbon dioxide (CO₂). It is now undeniably certain to ASN Bank that these emissions are causing today's rapid global warming. It is absolutely vital that we strongly limit our emissions in the short term if we are to prevent this global warming from assuming disastrous proportions. In addition, adjustments need to be made to absorb the consequences of global warming, which have now become unavoidable.

We help reduce greenhouse gases and cushion climate change by investing in:

- energy generation without carbon emissions and activities with the lowest emission of greenhouse gases possible; we invest, for example, in energy-saving measures, renewable sources of energy, low-energy buildings and energy efficiency;
- activities that increase our adaptability to climate change, such as water-related activities, microcredit and combating poverty.

We do not invest in fossil fuels, or – due to the numerous adverse effects – in nuclear energy. These principles apply to all investments in companies or institutions. When selecting government bonds, we also consider the contributions countries make to

reducing carbon emissions and the share of nuclear energy in their total energy consumption.

Our own operations also make a contribution, because we attempt to limit carbon emissions as much as possible and compensate the remaining emissions (see Chapter 8).

Biodiversity

As a sustainable bank, we hope to contribute to maintaining and strengthening biodiversity and ecosystems. Biodiversity is the diversity of living organisms and the variety of their interrelationships in ecosystems. Biodiversity contributes to our prosperity, but only part of that contribution can be expressed in monetary terms. After all, many people enjoy nature. In addition, biodiversity offers valuable services through ecosystems, for example in the production of oxygen, water purification, food, fuels, raw materials, medicines, protection and recreation. Our economy could not function without these services. In the ecosystems that provide these services, there is a fragile balance between the various animals, plants and micro-organisms. It is vital that biodiversity be maintained. This is not only desirable from a moral and ethical perspective, but even necessary from an economic point of view.

Communication about sustainability in four issues

'Sustainability' is a broad concept. More than half of all people in the Netherlands do not have a specific understanding of sustainable and social investment. When they hear 'sustainability', they mainly think 'the environment'. Other aspects, such as human rights, follow at a great distance, although people did find it an important issue when they were asked to give their opinion.

In 2010, we therefore decided to make the concept 'sustainability' more tangible for our current and prospective customers. Surveys have revealed that our customers find four issues to be of greatest relevance to their savings: fair trade, anti-child labour, renewable energy and anti-arms industry. We introduced these issues in July 2010, which have taken centre stage in our sustainability communications ever since. The four issues make the pillars of our sustainability policy more specific for our customers and other stakeholders:

<i>Sustainability issue:</i>	<i>defines these pillars of our sustainability policy:</i>
■ Fair trade	human rights, biodiversity
■ Anti-child labour	human rights
■ Renewable energy	climate change
■ Anti-arms	human rights

The issues give our customers an opportunity to voice their personal preferences. The issues are linked to the ASN Credit Card and ASN Ideaalsparen. Customers who purchase these products may opt for one or more of the issues. A failure to make a selection automatically indicates a preference to all four of the issues. Together with our partnering

NGOs, we translate each issue into projects. The projects receive a contribution from ASN Bank for each payment customers make with the ASN Credit Card. As regards ASN Ideaalsparen, higher savings balances of customers who have chosen to focus on a particular issue raise higher contributions from ASN Bank for the corresponding projects.

At year-end 2012, we supported the following projects on behalf of our customers:

<i>Issue</i>	<i>Organisation</i>	<i>Project</i>
Fair trade	Solidaridad	Textile industry in Asia
	Oxfam Novib	Sustainable cocoa from Nigeria
Anti-child labour	Plan Nederland and Plan Bangladesh	A future for house slaves in Bangladesh
	Cordaid Kinderstem	Help to street children in India
Renewable energy	Natuur & Milieu	Sun looking for roof
	Urgenda	Energy-neutral Texel
Anti-arms industry	Amnesty International Nederland	Special Programme on Africa
	War Child	Help to war children in Congo

3.4 Stakeholders

We weigh the views and interests of stakeholders of ASN Bank when determining our course. We analyse our working methods and policy based on their input. Their input also affects our consideration of what issues are truly of the essence. That does not mean that we continuously change our approach, because stability and continuity are also key values in our policy. We count five target groups among our key stakeholders.

Customers

Our approximately 600,000 customers make our existence possible. We therefore devote much attention to customer communications, based on principles of simplicity and transparency. We are convinced that we can only be successful if we keep up the dialogue with our customers and are frank about dilemmas associated with sustainable banking. Another principle of our customer communications is that we aim to reach all our customers, irrespective of whether they prefer paper, the Internet, telephone or mobile banking. At the same time, we are looking for new ways to draw attention to information. We let 'old' and 'new' media exist side

by side wherever possible. Our main online medium is our website, www.asnbank.nl, where customers can use the online banking facility and find information about ASN Bank.

Our customers can take their questions and comments to the staff of the ASN Customer Service Department, available by telephone at free-phone number 0800 – 0380 from Monday to Friday between 8 a.m. and 5:30 p.m. Customers may also ask questions by e-mail or post. You will find more details in section 5.5.

Social media such as Facebook, Twitter and LinkedIn are playing an increasingly prominent role in our communications with customers and other stakeholders. Communication through these media is brief and to the point as well as reciprocal. Interested persons post positive, but also critical messages about ASN Bank. As these messages are repeated, they can have a major impact. That is why we actively monitor all message traffic and answer questions about our services and the bank. In addition, we initiate messages, discussions and actions on social media. By year-end 2012, we had 5,844 followers on Twitter, while almost 11,000 people 'liked'

ASN Bank on Facebook. In 2012 our bank was mentioned more than 26,000 times on online forums and social media such as nu.nl, Facebook and Twitter. We received 3,355 compliments, while 3,472 messages related to our products.

Our customer magazine *Ideaal* appeared five times in 2012, both as a hard copy and online. The contents of these two versions are practically the same. Customers may choose which of these two versions they prefer; they may also choose both. The online version is also intended for interested people who are not, or not yet, ASN Bank customers. By year-end 2012 the online version had more than 10,000 subscribers, over 7,000 of whom have cancelled the hard copy version.

The annual reports of ASN Bank and the ASN Investment Funds are key media to inform customers and stakeholders about our policies and activities. We do realise that many people are deterred by the prospect of reading an annual report and that is why we also publish an annual online magazine. The third ASN Bank Annual Magazine, for 2012, was viewed less than the one for 2011. Visitors to the site accessed the various pages more than nine thousand times.

As we like to meet our customers in person, we regularly organise customer meetings. We received hundreds of investment customers at the shareholders' meetings and meetings of unitholders of our funds on Thursday 26 April.

On 13 December we organised the twelfth Ethical Investment Day for customers at Het Sieraad in Amsterdam. The theme of the afternoon was: *I spy with my little eye: climate change* (see Chapter 4). ASN Asset Management also organised several successful customer meetings (see section 5.4).



Social organisations

In order to achieve our mission, we cooperate as much as possible with social organisations; they make a positive contribution to our objectives and enhance our effectiveness. Our partners are primarily NGOs, but also sustainably operating companies. We also frequently consult with social organisations in a wide range of forums and are present at events and seminars.

We distinguish four types of partners:

- **Theme partners**
See section 3.3.
- **Strategic partners**
We maintain structural, in-depth cooperation with our strategic partners to flesh out our mission. We also collaborate with these partners to achieve our communication and acquisition objectives. Some strategic partners are also product partners.
- **Product partners**
We support these partners with specific products, such as Waddenvereniging with the ASN Waddendeposito.
- **Marketing partners**
Occasionally, we use our marketing partners' channels of communication to achieve our acquisition and communication objectives. Conversely, we also offer our marketing partners access to our communication channels.

<i>Social organisations in 2012</i>	<i>Theme partner</i>	<i>Strategic partner</i>	<i>Product partner</i>	<i>Marketing partner</i>
Amnesty International Nederland				
Cordaid Kinderstem				
Cordaid Memisa				
Cordaid Microkrediet				
Fair Trade Original				
FNV Mondiaal / FNV Voordeel				
Natuur & Milieu				
On Track				
Oxfam Novib				
Plan				
Solidaridad				
Stichting Duurzame Waardekaart				
Urgenda				
Waddenvereniging				
War Child				

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We give substance to our sustainability issues in the form of partnerships with partnering NGOs. We work together with two partners on every issue. In 2012 Urgenda became our eighth theme partner. Together with Urgenda we support Texel and its inhabitants in their plans to be energy neutral by 2020, which gives substance to the theme of renewable energy.

ASN Bank's close ties with Dutch trade union FNV date back a long time. In 2012, we launched a campaign with FNV Voordeel for the benefit of FNV Mondiaal. Each FNV member who opened an account with ASN Bank received a € 20 welcome bonus. For each new customer, FNV Mondiaal received € 5 for the Waste Pickers project in Bangladesh. FNV Mondiaal informs the waste processing companies in this country about the health hazards and offers them a chance of better earnings. This way FNV Mondiaal aims to improve the living and working conditions of this group of people.

On the occasion of our fiftieth anniversary, in 2010 we gave our customers a Duurzame Waardekaart, supporting the foundation Stichting Duurzame Waardekaart. This card provides sustainable consumers with an attractive marketplace, which stimulates sustainable consumption. No fewer than 37 thousand customers activated their cards. However, as the opportunities for collaboration turned out to be limited, we terminated the partnership at the end of 2012.

Another partner was Fair Trade Original. With a donation, we helped this organisation to support Thai farmers in obtaining their fair trade certification.

In that context we launched a product campaign in September 2011, displayed on the back of the Fair Trade Original chocolate sprinkles packages. This campaign ran until 1 July 2012. Anyone who opened an ASN account on the campaign website received a basket filled with products from Fair Trade Original's new Asian cooking range. We also transferred € 10 per new account to the Thai farmers project.



ASN Bank customers were offered a free subscription to On Track in 2012. On Track is a hiking website where subscribers can download free hiking, cycling and canoeing trails.

Sustainable businesses

We are pleased to observe that more and more business owners contribute to sustainable development. Our experience is that they are passionate, practical individuals who translate sustainable ideas into viable business cases in which they define profit not

only in financial terms, but also as profit for society, the planet or a specific target group.

ASN Bank is affiliated with two organisations of business owners who are committed to a sustainable society. All business owners who want to make their processes more sustainable can join CSR Netherlands, which offers them advice, access to an extensive network and knowledge of the CSR Netherlands Academy. De Groene Zaak joins together business owners aiming for a sustainable business model based on six business principles. ASN Bank is one of the founding partners of De Groene Zaak.

In addition, we are involved in start-up businesses – with or without a profit motive – that wish to contribute to society's sustainability. We sponsor CleanDrinks, whose object is to promote a sustainable economy by bringing together, informing and inspiring sustainable, innovative people. We provide support to young, sustainable start-up owners via For the World of Tomorrow, the online community for 'sustainable go-getters'. The next chapter will provide more details on this subject.

These young business owners often observe that current (economic) ideas do not work well for them. This encouraged Professor Jan Jonker of Radboud University Nijmegen to commence research into new ways of organisation with a prominent focus on sustainability. These new business models create

multiple values: both economic and social values and ecological values. We sponsored this research and called on members of For the World of Tomorrow to submit their own business models. The results of the research culminated in a seminar, a brochure and a publication on For the World of Tomorrow.

Staff

The staff make ASN Bank to what it is: an organisation of committed people, giving heart and soul to sustainability. Chapter 8 will provide more details of our staff and our human resources policy.

Advisory Council

The dialogue with social stakeholders has been structured in ASN Bank's Advisory Council, comprising representatives with a wide range of social backgrounds. The Council monitors whether ASN Bank is delivering on its sustainability mission and provides the Management Board with solicited or unsolicited advice. The Management Board and the Advisory Council regularly consult about the bank's activities and results, as well as its sustainability course. You can find a brief report of the Council's activities at the beginning of this annual report.



4. Sustainability efforts

ASN Bank manages its customers' funds on the basis of sustainability ideals. Many customers expect us to represent those ideals more broadly, promoting sustainability in society on their behalf. For example, as a bank we go the extra mile to contribute to a social, green world. This chapter will give you more information about the activities we undertake in that context. .

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The organisation 'Join the Pipe' wants to provide everyone with clean drinking water. It also places taps in the Netherlands.

Photo: Elmer van der Marel.

4.1 Campaigns and awareness

Social media are particularly suited for launching campaigns that promote sustainability and making people aware of the current developments in that area and offering people action perspectives. We regularly post sustainability news on our Facebook page and For the World of Tomorrow (see section 4.2). In 2012 we organised chat sessions about our sustainability policy and drew attention to Human Rights Day and Poverty Week.

We gave some commercial campaigns a sustainability component via social media. Customers and others gave each other more than one thousand compliments – largely for sustainability initiatives and choices – via our Facebook page. This campaign dovetailed with our Goed bezig! campaign, which drew the attention of those making sustainable choices to the option of switching to a sustainable bank. Facebook also contributed to the success of this spring's savings campaign, which was combined with a donation to Bio Vakantieoord. We donated € 323,785 to this charity on behalf of our savings customers.

We also use Twitter to reach more people with our sustainability message. Following the general meeting of shareholders of the ASN Investment Funds, Loesje (known from the posters) tweeted: 'You can make money with anything. The trick is not to do that.' Retweeted more than one hundred times, this tweet reached over 115,000 people. Accordingly, we had a large online audience for this private meeting. During Ethical Investment Day customers and employees sent around 350 messages, which gave us a place among the top 40 of trending topics.

4.2 Sustainability incentives

ASN Bank also devotes itself to society by means of campaigns and support to other people's sustainability initiatives, in various ways.

Sharing knowledge

An important way to promote sustainability is to share knowledge, which we do through the Fair Bank Guide, for example. This initiative of Oxfam Novib, FNV, Milieudefensie, Dierenbescherming, IKV Pax Christi and Amnesty International compares the sustainability of Dutch banks. To us, it is not only important that this Guide shows that we are a sustainable bank, it is also important that we share

knowledge on sustainable banking with social organisations and other banks via this channel.

Our shareholder, SNS Bank, and other SNS REAAL divisions devote increasingly more attention to corporate social responsibility and the way in which ASN Bank has been pursuing this CSR course for no less than fifty years. In 2012 we held discussions about sustainability policy with peers in the Group at every level, for the purpose of making the entire Group more sustainable.

We are sharing knowledge at the international level as well, for example with the banks that have endorsed the PRI (Principles for Responsible Investment) and those affiliated with UNEP Finance. UNEP is the United Nations' environmental programme; UNEP Finance is the partnership between UNEP and the financial sector. The way in which ASN Bank includes companies' carbon footprint in ASN Duurzaam Aandelenfonds was presented at UNEP Finance as an example to other financial institutions. According to Sustainalytics and the Dutch Association of Investors for Sustainable Development (VBDO), the way in which we have translated the insights of John Ruggie as the UN's Special Representative for Human Rights into our human rights policy sets an example to other financial institutions.

For the World of Tomorrow

Using our online community For the World of Tomorrow, we are intensifying our focus on sustainable start-ups. This forum serves 'sustainable go-getters' wishing to set up an initiative or company that meets ASN Bank's four sustainability issues. It helps them to develop initiatives and execute ideas and offers them an opportunity to enter into discussions, share information and meet new people. At year-end 2012, For the World of Tomorrow had more than 50,000 members, up 11% from the 45,000 members at year-end 2011.

We also use the For the World of Tomorrow platform to launch campaigns that help us flesh out our mission. We also support campaigns as active members of the network sites Facebook and LinkedIn. Members of these sites and strategic partners of ASN Bank can also launch campaigns and publish messages there.

The ASN Bank World Award

At For the World of Tomorrow, we organised the ASN Bank World Award for the fifth time. This time, too, it was divided into five prizes of € 10,000: one prize for each of ASN Bank's four sustainability issues and one public award. Participating projects

2012: focus on climate change

The news on climate change became ever more disturbing in 2012. New reports were published by various major institutions, with those from renowned institutions such as the International Energy Agency (IEA), the World Bank and the United Nations Environment Programme (UNEP) giving particular cause for concern. Their key message was that the climate is changing more strongly than had previously been assumed. Moreover, the consequences are more severe than previously thought.

ASN Bank devoted itself to climate change in various ways in 2012.

Climate change policy review

We worked on the review of our climate change policy. In principle, we revise the various elements of our sustainability policy every three years. In 2012 it was the climate change policy's turn. We called on the help of the public when reviewing our climate change policy – in other words, we were crowdsourcing. Via For the World of Tomorrow we informed the public about this and involved them in the review of our climate change policy. We mainly wanted them to tell us how they view the role of ASN Bank, which is why we asked them the following:

- How do you view ASN Bank's role in the area of climate change knowledge?
- How do you view ASN Bank's role in the area of climate-proof measures?
- What can ASN Bank do in the production of renewable energy?
- How can ASN Bank contribute more to energy saving and energy efficiency?

We received approximately one hundred substantive replies, which we incorporated in the revised ASN Bank Climate Change Issue Paper. In addition, we received much positive feedback from people who appreciated our frank approach in fuelling discussions. Chapter 7 includes more information on the ASN Bank Climate Change Issue Paper.

Campaigns and projects

We also tackled the problem of climate change in other – banking and non-banking related – ways in 2012:

- We improved the way in which we calculate the carbon footprint (CO₂ emissions) of our equity funds; see Chapter 7.
- We launched the Sun Looking For Roof campaign together with our partnering NGO Natuur & Milieu. Thanks to this campaign, 2,200 roofs have been provided with a total of almost 18,000 solar panels, representing over 4.3% of the increase in solar energy in the Netherlands.
- In Urgenda we found a second partnering NGO for our 'renewable energy' theme. Together with Urgenda we support the ambition of the island of Texel to be energy neutral by 2020.
- We again financed several renewable energy projects, such as wind farm Northwind off the coast of Zeebrugge in Belgium and the largest solar farm in France, Toul-Rosières (see section 6.1).
- The Province of Overijssel selected the investment business of ASN Bank as manager of Energiefonds Overijssel of 250 million euros. The investment business works together with Royal HaskoningDHV and Start Green Venture Capital. Business owners and housing corporations may turn to Energiefonds Overijssel for finance or investments in new energy sources such as biomass, solar and geothermal energy.

Ethical Investment Day

On 13 December we organised the twelfth Ethical Investment Day for customers at Het Sieraad in Amsterdam. The theme of the afternoon was: *I spy with my little eye: climate change*. ASN Director Jeroen Jansen explained where ASN Bank stands with regard to climate change. Anne-Marie Rakhorst, Director of Search, showed how creativity can resolve sustainability issues. Public welfare companies were the subject of the presentation given by Rinske van Noordwijk, Director of Greenwish. Stand-up comedian Dolf Jansen provided a witty, critical note with his 'climate jokes'.

had to contribute to the sustainability of society. Everyone could vote for their favourite projects. Twenty projects out of 120 remained after the first round of voting. Thousands of visitors at For the World of Tomorrow cast their vote at one of the projects. In part based on those votes, the jury – which also included us – selected twelve finalists.

They battled for the four theme awards in a ‘pitch’ before the jury. The project with the largest number of votes cast by the public won the public award. The prizes were awarded during a busy, inspiring ceremony at Chizone in Scheveningen. The winners were:

Sustainability issue:

■ Fair trade	Fair Friends: online forum for fair products, combined with fund raising for charitable causes.
■ Anti-child labour	My Louis: selling sustainable garbage bags to finance projects for young people living in slums.
■ Renewable energy	Development of highly efficient computer components: efficient computer power supply becoming freely available (via <i>open source</i>).
■ Anti-arms	The Art of Peace: a talent centre where young Somalis can discover and develop their talents.
Public award	Colt Solar Project: solar energy project by COLT, an organisation sheltering street children in Phnom-Penh.

Future Talents

A growing number of young people dedicate themselves to a better, more sustainable world. That is why we teamed up with Timu Kota, Be More and Morgen to launch the ‘Future Talents’ competition, in which we were looking for people under the age of 25 who are involved in sustainability, new energy or a better world. The ten winners received an honourable mention, a platform for their ideas, project support and a sustainable workshop trip to Uganda. The competition ran from November 2011 on For the World of Tomorrow.

Sponsorship

ASN Bank sponsors special projects that match our vision and that we want to stimulate. In doing so, we aim to increase our brand awareness and bring sustainability to the attention of a broader and, if possible, young audience. That is why we sponsor special projects each year, both small and large ones. Below you will find a small selection.

A line of business inspiring so many people, the film industry devotes surprisingly little attention to sustainability. That is why we sponsored the Green Film Making Competition, organised by Strawberry Earth. This competition challenged Dutch film makers to make a short, sustainably produced film. Strawberry Earth organised sustainability workshops for the film makers, to which we contributed. Afterwards they could start with their own ideas. In the end six film makers were given the opportunity to make their films. A professional jury, which included us, assessed the contents and sustainability of the films. The producer of the winning film – which

has now been nominated for an Oscar – received € 20,000. With this competition, Strawberry Earth has made a major change in this sector. The second edition will be held in 2013.

We sponsored the Pure Restaurant Week in November. The purpose was to boost the consumption of organic and fair trade food and sustainable fish. This was done by informing guests of participating restaurants about the origin of the dishes.

Marieke Eyskoot’s book Talking Dress was published in the autumn of 2012. This book inspires everyone to consider adding more sustainability to their wardrobes. The author inspires her readers with useful tips, as well as shocking facts. Following up on the book, an app pinpointing ‘green’ clothing shops was released. ASN Bank supported both of these projects.

ASN Foundation

For many years, ASN Bank has been making donations to projects and organisations that contribute to our mission. We make these donations through Stichting ASN Foundation, which makes money available to organisations and projects to realise sustainable initiatives. We support projects across the globe. The organisation requesting the donation must be based in the Netherlands. The donations – more than 130 in 2012 – range from € 100 to € 25,000. In 2012 large donations were made to causes including children’s choir De Mussen, a talent development programme for children and youngsters from the Schilderswijk area in The Hague, to Habitat for Humanity, a construction project in Lesotho for AIDS orphans and vulnerable children,

and to Stichting Mitra for the construction of two dairy cattle farms in Anandwan and Hemalkasa in India. You will find more information in the ASN Foundation's annual report and newsletter and on our website.

Ban on investment in cluster munitions

Our request to the Dutch government to prohibit investment in cluster munitions is an example of the way in which we promote sustainability 'off-balance sheet' as well. ASN Bank does not invest in cluster munitions because of our anti-arms policy. Together with MN Services and APG Asset Management we asked the government to ban such investments for all Dutch investors. We discussed the campaign in advance with IKV Pax Christi.

The campaign was a success. On 13 October 2011 the government announced that it would draw up plans for a ban on investment in cluster munitions by financial institutions. On 21 March 2012 the then Minister of Finance Jan Kees de Jager wrote in a letter to the Dutch Senate: 'Cluster munitions causes unacceptable suffering. That is why I find it very important to make it impossible to directly invest in the manufacture, sale or distribution of these weapons.' The ban on investment in cluster munitions took effect on 1 January 2013.

4.3 Recognition of our efforts

In 2012, we received various honourable mentions and awards. We would like to thank everyone who contributed to this. Below are the main mentions.

Fair Bank Guide

On 9 February the Fair Bank Guide published practical research into the policies of banks in the area of land theft. ASN Bank was the only Dutch bank to achieve the score 'good', applying to the investments of ASN Bank, the ASN Investment Funds and ASN Asset Management. That means that we have sufficient policy in place to prevent the illegitimate acquisition of land by companies in which we invest. It is a regular phenomenon that companies illegitimately oust the local population from their land. These include companies that need land as they are engaged in operations like agriculture, forestry and biofuels.

As at 31 December 2012 we achieved positive scores on all themes and sectors assessed by the Fair Bank Guide. This means that we have policies for those aspects considered sufficiently sustainable by the Fair Bank Guide, making us one of the two highest scoring banks of the Netherlands.

ASN customers most satisfied

In February 2012 Consumenten Geldgids inquired into the views of almost five thousand people regarding their banks' services. The customers of ASN Bank were most satisfied across the board: they gave ASN Online Banking 8.5 points, costs 8.2 points and staff 8.3 points. This rendered a total score of 8.3 for ASN Bank, 0.1 more than in June 2011.

Management Team image survey

In May the magazine Management Team (MT) published its annual list of the five hundred companies in the Netherlands with the best image. ASN Bank got to 46th in that list, up forty places from last year. The top 500 was published in May 2012. 'Triodos and ASN Bank, unashamed to profile themselves as do-gooders, scored well with that vision of seeing banking as a means to contribute to a better future,' MT wrote. 'Apparently we have become sensitive to the values that these banks embody: respect to people, planet and sustainable progress. And contrary to most major financial parties, we also believe them.'

Best savings bank in the Netherlands

ASN Bank took top position in the top 5 of best savings banks published in the savings monitor of Consumenten Geldgids on 21 May.

Prize-winning TV ad

ASN Bank's TV commercial is one of the winners of SAN Accenten 2012, the only professional communication award of, for and by advertisers. We received this award in the 'financial services' category. Our TV ad received many positive reactions from the jury, which praised the campaign as consistent, distinctive, clear, full of impact and razor sharp. These appealing results, the jury emphasised, were achieved with a limited budget.

Most customer-friendly bank of 2012

Research agency Marketresponse investigated in 2012 as well which company the Dutch consider to be the most customer-friendly. ASN Bank won – as in 2011 – in the 'banks' category with a total score of 8.34, which means we have been elected as the

most customer-friendly bank in the Netherlands for the second year in a row. According to Marketresponse' study, making good on promises is again one of our key strengths.

ASN Asset Management 'in a class of its own'

In 2012 the Dutch Association of Investors for Sustainable Development (VBDO) investigated how eleven asset managers integrate sustainability and responsible investment for philanthropic institutions into their own policies and practices. The extensive report was published in November 2012. VBDO concluded that ASN Asset Management and Triodos Private Banking as managers are 'in a class of their own'. They were the only ones to achieve high scores on every element investigated, i.e. responsible investment policy, range of services in respect of responsible investment and responsible operations of the manager itself.

ASN Duurzaam Mixfonds wins Gouden Stier award

ASN Duurzaam Mixfonds won the Groene Stier ('Green Bull') award in November, the Gouden Stier ('Golden Bull') award for best sustainable investment fund. Belegger.nl awarded the Golden Bulls 2012 to the pioneers in financial services. A jury of experts chose the winners. The jury praised ASN Duurzaam Mixfonds for its sound balance between risk and return, its green and sustainable nature and its low costs.

Awards for the website

The semi-annual survey of WUA! revealed ASN Bank's website as the best financial website in July 2012. This agency concluded that ASN Bank is living up to its sustainable brand commitment. As respondents are looking around online for a savings bank, they see us as sympathetic, professional and reliable. WUA!'s annual survey (August 2011 – July 2012) revealed our website as the sixth best website of the Netherlands – and, accordingly, the best bank website. WUA! compiled a top 100 of websites based on more than thirteen thousand evaluations.

In November ASN Bank won the award for Financial Website of the Year 2012, a public award presented every year to the owners of the best websites in the Netherlands. Not only the websites' popularity is measured, but also the quality of the nominated sites. ASN Bank won, like last year, the Best Website award in the 'financial' category thanks to the positive evaluation by customers.

We would sincerely like to thank our customers and other interested parties for these wonderful tokens of appreciation. We will continue to dedicate our efforts to serving our customers with transparent products, excellent, duly earned interest rates and good service.

4.4 Plans for 2013

We have been able to work towards a sustainable world for more than fifty years now thanks to the trust our customers place in us. We are transparent about our activities in order to be worthy of that trust. We also want our sustainability policy and our services to be in line with our customers' wishes. In 2013, we will achieve this in the following ways:

- In 2012 we made new steps in our longer-term climate change policy for our investments and financing. In 2013 we will work out a strategy to make the activities on our banking balance sheet carbon neutral in the longer run.
- In 2013 we will continue to explore suitable long-term goals for our sustainability policy for the biodiversity and human rights pillars.
- We aim to tackle our immediate environmental impact more effectively with an ISO 14001 certification.
- We will formulate our sustainability policy for animals in the ASN Bank Issue Paper on animal welfare.
- We will introduce an app for mobile banking and a simple current account for the corporate segment. We will also intensify our efforts on social media in order to better serve our customers.
- We aim to finance more renewable energy projects, both via the ASN Bank balance sheet and via ASN Groenprojectenfonds and Energiefonds Overijssel.
- ASN Bank will review its range of investment products for investing customers, considering the cancellation of distribution fees as from 1 January 2014.
- We will commit to maintaining customer satisfaction at a high level.
- We aim for employee satisfaction that is likewise 8 points or more. We will also take initiatives to further expand our sustainable human resources policy.

5. Products and services

This chapter provides an overview of the main developments regarding our sustainable savings, investment, payment and asset management services, and the service we offer customers in that respect.

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Rivers play an important role in water management.

View of the bridge across the river Waal.

Photo: H. Braam.

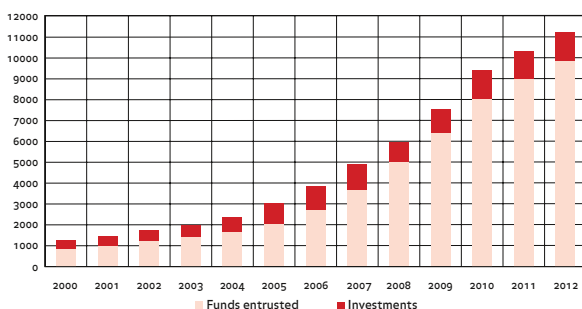
According to ASN Bank, it is fitting for our sustainability mission to focus on our customers. That baseline has been an intrinsic part of our culture for many years. At the moment the supervisory authority, the Netherlands Authority for the Financial Markets, has ordered banks to clearly show their customer-driven focus. That is why we work on enhancing the visibility of this element of our policy and our practices.

5.1 Savings

In 2012, total savings deposits grew by 9.2% from € 8.85 billion to € 9.66 billion. This growth was mainly achieved in ASN Ideaalsparen, our instant-access savings product for retail customers.

With ASN Ideaalsparen, we actively support four sustainability issues, promoting fair trade and renewable energy and fighting child labour and the arms industry. Customers may select one or several of these issues, to which we contribute on their behalf. Our partnering NGOs receive an annual contribution from ASN Bank's profits for their themed projects. This contribution is related to the amount of the savings deposits and the issues selected by ASN customers. For the full year 2012, we contributed more than € 1.4 million in total to eight different projects (see Chapters 1 and 3).

Assets under management *(in millions euros)*



In the spring of 2012, we introduced a special campaign with ASN Ideaalsparen on the theme of 'holiday pay'. ASN Bank donated € 5 to Bio Vakantieoord for everyone who opened an ASN Ideaalsparen account or deposited at least € 1,500 on an existing account during the campaign period. At Bio Vakantieoord, children with a severe physical impairment can have an enjoyable holiday together with their parents, brothers and sisters. This campaign generated not only a great number of new customers and much savings, but also the wonderful amount of € 323,785 for Bio Vakantieoord.

Saving with tax benefits via employers was terminated in 2012. Both the Salary Savings Scheme and the Life-Course Savings Scheme were formally cancelled as from 1 January 2012. This created a great outflow of salary savings customers 'not bound to ASN Bank' at the beginning of 2012. These were customers with accounts once opened at ASN Bank by their employers. For the Life-Course Savings Scheme a transitional situation is in place until 1 January 2022. The proposed Vitality Savings Scheme, which was supposed to replace the Life-Course Savings Scheme as from 1 January 2013, was cancelled by the new Cabinet.

5.2 Payments

At the beginning of 2009, we introduced our current account for private customers, the ASN Bank Account. This is a comprehensive, inexpensive online current account for customers from the age of 18. Customers receive interest on positive balances and pay only low monthly costs. In 2012 almost 16,000 accounts were opened. In part as a result of this, a total of approximately 98,000 ASN Bank Accounts were recorded in our books at year-end 2012. In addition, we offer the ASN Jongerenrekening account especially for young people aged 12 to 25. This account allows young people to make payments without providing an overdraft facility. The account is free of cost. Since its introduction in May 2011, almost 12,000 of these accounts have been opened. As a result, the total number of ASN current accounts was a shade below 110,000 by year-end 2012.

In July 2010 the ASN Credit Card was introduced to the market, the result of a successful team effort with credit card expert ICS. Almost 21,000 cards were in use at the end of 2012. As with the renewed product ASN Ideaalsparen, ASN Credit Card holders have a choice of supporting the sustainability issues that ASN Bank is aiming to advance, promoting fair trade and renewable energy and fighting child labour and the arms industry. A small percentage of each payment made with the card is donated to the themed projects of our partnering NGOs. This amount is also deducted from ASN Bank's earnings, which means that customers do not have to pay anything extra. This brought in another amount of nearly € 140,000 for the relevant projects for the full year 2012.

5.3 Investments

After the unfavourable investment year 2011, investors generally withdrew money from investment funds in 2012. The ASN Investment Funds did not escape this trend, although the outflow proved not as bad as anticipated. Total assets in the ASN Investment Funds rose by € 81 million (6.0%) in 2012, mostly driven by capital gains.

In 2012 ASN Groenprojectenfonds and ASN-Novib Microkredietfonds were facing political uncertainties regarding the tax benefit enjoyed by unitholders of the two funds. Initially the tax benefit would be phased out gradually and partly. In the middle of 2012 it became clear that the tax benefit would be maintained at the 2012 level for investors in ASN Groenprojectenfonds after 2012, whereas the benefit would be fully cancelled for ASN-Novib Microkredietfonds as from 1 January 2013.

As a result, an outflow from ASN-Novib Microkredietfonds threatened for the first time in years. We found this undesirable, as this fund finances microcredit for small business owners in developing countries, for which demand is growing. We anticipated this with an accelerated campaign concerning this fund, which generated a modest growth of the fund's assets after all.

Conversely, ASN Groenprojectenfonds experienced an unexpected self-generated inflow of funds.



Small business owner Georgië.

Photo: ASN Bank

However, the ad hoc legislation in the past period had meanwhile created a lack of investment opportunities. We therefore had to go to some lengths to keep within the statutory rate of up to 30% in liquidities in this fund, which we achieved by not devoting any publicity to this fund.

Development of ASN Investment Funds

(amounts x 1,000/€ 1,000)	2012		2011	
	Number of shares	Net assets	Number of shares	Net assets
ASN Duurzaam Aandelenfonds	5,154	316,503	5,376	292,661
ASN Duurzaam Obligatiefonds	3,821	107,583	4,217	114,369
ASN Duurzaam Mixfonds	1,902	125,931	2,035	124,395
ASN Milieu & Waterfonds	10,973	196,342	11,481	184,549
ASN Duurzaam Small & Midcapfonds	1,878	42,295	2,013	39,080
ASN Groenprojectenfonds	12,786	339,419	12,073	309,240
ASN-Novib Microkredietfonds	4,468	248,809	4,152	231,264
Total net assets of investment funds		1,376,882		1,295,558

List of ASN Investment Funds

Fund	Invests in:	Return* in %		
		2012	past three years**	past five years**
ASN Duurzaam Aandelenfonds	Global listed companies	13.90	7.70	0.39
ASN Duurzaam Obligatiefonds	Government and corporate bonds	6.96	3.40	4.51
ASN Duurzaam Mixfonds	Bonds and equities	10.58	5.67	3.09
ASN Milieu & Waterfonds	Renewable energy, water and the environment	10.60	5.45	-0.01
ASN Duurzaam Small & Midcapfonds	Small, medium-sized and large European enterprises	18.18	5.55	-2.30
ASN Groenprojectenfonds	Projects covered by the Green Scheme	5.69	1.95	2.66
ASN-Novib Microkredietfonds	Microfinance institutions	5.51	5.57	5.08

* Return based on share prices, including reinvestment

** Average per year

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Notes to the results and investments of the individual funds can be found in the ASN Investment Funds Annual Report, the ASN-Novib Microkredietfonds Annual Report and the ASN Groenprojectenfonds Annual Report, which we publish as separate documents.

Energiefonds Overijssel



A new activity was added to ASN Beleggingsinstellingen Beheer B.V. (ABB), ASN Bank's investment business, in 2012: ABB became the manager of Energiefonds Overijssel of € 250 million. The Province of Overijssel is ambitious about new energy: renewable energy sources should provide for 20% of the province's total energy requirement by 2020. Energiefonds Overijssel offers entrepreneurs, housing corporations and other social organisations the opportunity to finance their projects in the areas of energy saving and producing new energy. Not in the traditional way with subsidies, but by means of participating interests, loans and guarantees. The manager of Energiefonds Overijssel, ABB works together with Royal HaskoningDHV and Start Green Venture Capital. This partnership emerged as the best provider in the European tender. ASN Bank's Sustainable Loans Department is responsible for the loans extended by Energiefonds Overijssel.

5.4 Asset management

At the end of 2010 we introduced ASN Asset Management. This activity grew in 2011, but the first three quarters of 2012 saw no increase in the customer base. However, the number of new customers rose in the final quarter, providing a positive end of the year. Assets under management grew by 10% to € 85.4 million. We posted solid investment results for our customers, mainly in equities, with returns of 10% and upwards.

We organised two successful customer meetings in 2012. The highlight of our traditional spring walk was a lecture by one of the field researchers of Human Rights Watch. In October, we organised a meeting for relations with Jan Egeland as guest speaker, the former subsecretary of the United Nations and director of Human Rights Watch Europe.

5.5 Service

ASN Bank's service is characterised by a personal approach. We have our own Customer Service Department, which is a central element of our organisation. ASN Customer Service helps customers with questions both via our freephone number and by e-mail and letter. On average, the ASN Customer Service staff answered 1,100 telephone calls, 300 e-mails and a few dozen letters every day in 2012. Here, too, quality outweighs quantity. The staff are not judged by the number of telephone calls they answer, but by the question of whether they listen to the customer's story with empathy and arrive at a solution agreeable to the customer. With every

question they consider what they can do for the customer.

In 2012 we introduced a new version of ASN Online Banking, replacing the system from 2003. The technical platform was revamped, opening up opportunities for mobile banking. We included the points for improvement for ASN Online Banking suggested by customers in the new version. At the end of 2012, 357,000 customers used online banking.

ASN Bank has almost 110,000 customers with a current account. Offering a current account is associated with a heightened risk of cybercrime. In the past two years cybercriminals have been operating with a new type of virus, which lodges itself in the customer's computer and becomes active during online banking. As the virus does not use the banking systems, we cannot stop it through our own security. Without wishing to create any panic among customers, we made them aware of the risks they are running when they do not sufficiently secure their computers. We urged customers to immediately call us when facing problems, so that we can help resolve those problems together with our customers. We published more detailed information about cybercrime and secure banking on our website.

6. Investment and finance

It ensues from ASN Bank's mission that we help create a society in which people are free to make their own choices, without this being at the expense of others. A just society without poverty, in which everyone has access to education, good housing and medical care. ASN Bank's current investments reflect this sustainable society of tomorrow.

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Water treatment plant.
Photo: W. Pattijn.

ASN Bank exists by the grace of its customers and their trust. They must be able to depend on us to invest their savings in a careful, risk-averse manner. Accordingly, we invest mainly in loans to public authorities (central, regional and local) and, in the context of home mortgages, to financial institutions. Other major asset categories are water boards, energy companies, healthcare institutions, housing corporations, education, culture and leisure, and renewable energy. This spread creates a good balance between the various sectors and a diversification of risks. Appendix 3 to this report shows where we invest your money; section 9.5, 'Notes to the balance sheet', shows the spread across sectors of our investments and loans. Here, you will find notes to the main investment categories.

Principles and developments in 2012

Our objective is to contribute to sustainable economic development as a bank. This means that we act within the parameters imposed on us as a bank. We base our actions on two key principles. First, we invest our customers' money only in ways acceptable to them. Second, we must satisfy the requirements set by regulatory bodies.

The capital requirements set by regulators determine the parameters of our investment policy to a great extent. We ourselves can mainly determine the levels of risk and liquidity. The more liquid the investments, the faster your savings are available if you wish to withdraw them. The level of risk is a more complicated issue. It is related to the risks associated with a particular investment and the amount of capital we must have to hedge those risks. We opt for investments with a low risk profile that meet our sustainability criteria.

As shown by the list of our investments, private home loans are the main investment category. This is because we invest in mortgage-backed loans that are linked to our sustainability criteria (see the ASN Bank Banks and Insurers Issue Paper). By investing in such mortgages, we ensure – as with investments in the social housing sector – that people can buy a home of their own (see also section 6.4).

We particularly focus on investing in the renewable energy sector. Taking account of our low risk profile, we can finance a limited number of projects in this sector every year. No matter how important renewable energy projects are to us, we must keep the financial risks under control. If we want to step up our investments in this sector, we need more

shareholders' equity. To that end, we add the annual profit to our shareholders' equity. Our current capital level enables us to continue ASN Bank's growth.

6.1 Lending

The business sector is increasingly interested in practising corporate social responsibility. We consider it important that helpful innovative technologies and products get the opportunity to develop and spread. To this end, we provide business loans based on the knowledge of the market of our Sustainable Loans Department. This department provides and manages business loans for ASN Bank and ASN Groenprojectenfonds (see the organisational chart including notes in Chapter 11).

ASN Bank funded new projects totalling € 109 million (2011: € 138 million) and ASN Groenprojectenfonds € 63 million (2011: € 13 million) in the aggregate in 2012. A list of investments made by ASN Bank is included in Appendix 1. Below are a number of examples of our sustainable loans.

Examples of finance by ASN Bank

Renewable energy

■ **Centrale Photovoltaïque de Toul-Rosières 2 SAS**

ASN Bank extended finance of more than € 23 million to the operation of Centrale Photovoltaïque de Toul-Rosières 2 SAS, part of the largest solar farm in France. Located at a former air force base near the city of Auxerre, the solar farm covers over 500 hectares and will ultimately have a production capacity of 115 megawatts, enough to provide a city of over fifty thousand people with electricity. ASN Bank's finance is intended for the part of the farm of 36 megawatts acquired by the Marguerite Fund. This European fund combines public and private funds, investing them in energy, climate change and infrastructure in Europe. We extended almost twenty percent of the € 108 million finance.

■ **Northwind**

ASN Bank issued a loan in excess of € 34 million to Northwind, an offshore wind project on the Lode-wijkbank sandbank 37 kilometres off the Belgian coast in the Belgian Exclusive Economic Zone. The project is being developed and built by a consortium of Belgian retailer Colruyt and green energy company Aspiravi Offshore N.V. The wind farm is part of Colruyt's long-term renewable energy vision. Colruyt wants to do its bit for the generation of as much renewable energy in Belgium as possible. Northwind will consist of 72 Vestas V112-3MW wind turbines, jointly generating approximately 875 gigawatts of energy every year, which is enough for 250,000 households. The total investment in Northwind is € 850 million, plus non-recourse project finance of approximately € 600 million. This made Northwind the largest private investment and the main project finance in Belgium in 2012. Four major financial multilateral organisations, a Danish pension fund and five commercial banks, including ASN Bank, are involved in the finance.

Sustainable construction and renovation

■ **ETECK B.V.**

For ETECK B.V. we financed the installations for decentralised energy production in seven projects across the Netherlands: STACK, In 't Park, NAC, Stad van de Zon, Westwijk II, 100 Hoog and Easy Street. The loans concerned a total of approximately 850 homes and 21 commercial units, which are now heated and cooled in a sustainable manner.

■ **Stichting Eigen Bouw Deventer**

We extended two loans jointly totalling € 26 million to Stichting Eigen Bouw for financing the homes portfolio and making it more sustainable. Stichting Eigen Bouw is making its housing stock more sustainable from a social perspective and with a view to saving energy. It is engaged in providing housing to mainly middle-income people aged 55 or above. The foundation works together with a healthcare provider in order to provide the occupants with healthcare and welfare facilities via a new healthcare desk. The foundation combines its energy saving plans with performing (extensive) maintenance.

■ **Stichting Volkshuisvesting Wooncompagnie**

We issued approximately € 6.5 million in finance to Stichting Volkshuisvesting Wooncompagnie, a financially healthy corporation with approximately thirteen thousand homes under management. The foundation is building 51 family homes in Het Plateel, near the historic centre of Purmerend. The project is in line with ASN Bank's sustainability objective, as the homes have been built in a sustainable manner and have been given energy rating 'A'. Moreover, they are let to low to middle income households. These households may not avail themselves of the scheme of the Services of General Economic Interest (SGEI, governing the major part of housing corporations' housing stock). However, they generally do not earn enough to be able to rent in the private sector.

Equator Principles

The *Equator Principles* for large project loans require the loans to meet the social and environmental criteria set by the International Finance Corporation (IFC). ASN Bank has adopted the Equator Principles, which reaffirms our policy to provide loans only to projects that are developed in a socially responsible manner and are in line with the requirements for sound sustainability policies. In addition to our own sustainability criteria, we apply the Equator Principles to all the projects we finance whose total value exceeds \$ 10 million (we apply the converted amount of € 8 million as a limit). The Equator Principles distinguish three project categories, ranging from a high possible adverse effect on the environment and human rights (category A) to a low effect (C). As we apply our own sustainability criteria, we do not finance and assess any projects from category A.

We did assess eleven projects in category B and one in category C, all of them in low-risk countries. The table below shows how many projects from each category we assessed and approved in 2012.

Project category	Assessed	Approved
A	0	0
B	11	11
C	1	1

Finance by ASN Groenprojectenfonds

ASN Groenprojectenfonds provides loans in the fields of sustainable construction and renewable energy, e.g. energy generated by wind turbines and decentralised energy supplies (thermal storage, cogeneration and solar energy). We have acquired considerable expertise in these fields, particularly in respect of thermal storage. In order to support the Green Project Regulations, we are a member of the Renewable Energy Organisation [Duurzame Energie Koepel]. We have joined these bodies to establish the highest level of harmonisation between the government and interested parties in the area of renewable energy.

In 2012, ASN Groenprojectenfonds could lend significantly more than in 2011. Investors flocked to the funds after the Rutte II government had decided to limit the phase-out of the tax benefits for investors in green finance. That means that the tax credit on green investments will be maintained at the level of 2012. Private investors in ASN Groenprojectenfonds may thus achieve an annual tax benefit of up to 1.9% (0.7% tax credit plus 1.2% exemption), in addition to the fund's return.



Examples of finance by ASN Groenprojectenfonds

Renewable energy

■ **Bevordering Windenergie Nederland B.V.**

ASN Groenprojectenfonds extended a total of more than € 14.8 million in loans to Bevordering Windenergie Nederland B.V. (BWN) for the construction of four new wind turbines in the harbour area of Vlissingen. These Enercon E-82 3MW wind turbines are replacing the seven smaller turbines that were built here a few decades ago.

■ **Windpark A4**

The fund extended loans totalling more than € 5.3 million to energy and waste processing utility firm HVC. This firm is building a wind farm of three wind turbines east of the A4 motorway near Leimuiderbrug, approximately twelve kilometres south of Schiphol Airport. Account was taken of the requirements and approach routes of Schiphol when the height of the wind turbines was determined. The HVC shareholders are 56 municipalities and six water boards. HVC wants to make a major contribution to these shareholders' climate change objectives. For that reason, HVC is engaged not only in waste collection and resource management, but also in making the energy supply of participating governments more sustainable.

Sustainable construction

■ **ZON Energie LDC Zandvoort**

With a € 814,747 loan, the fund financed ZON Energie LDC Zandvoort B.V. for thermal storage installations in the Louis Davids Carré project in Zandvoort. With this project the municipality wants to renovate part of the town centre. This project consists of two schools and 181 homes, and furthermore a public library, gym, day nursery, playgroup and healthcare centre.

■ **Vaanster XI B.V.: Monarch I and II**

The fund provided a € 1.2 million loan to finance an installation for decentralised energy production for two office buildings in The Hague: Monarch I and II. The two buildings have a total surface area of 33,500 m² and are situated on Utrechtsebaan (A12) in the Beatrixkwartier in The Hague. They meet the highest ambitions in the area of sustainable construction.

■ **Stichting Woonconcept**

Stichting Woonconcept received three loans. The first loan, of € 11,960,000, is intended for the construction of a thermal storage installation and solar panels for Zorgcomplex De Schiphorst in Mepel. With the second loan, of € 673,943, Stichting Woonconcept is building a collective heat pump for the collective spring water network of Jannes van der Sleedenhuis, a residential care complex in Hoogeveen. The third loan, of € 366,632, financed the thermal storage facility for 59 apartments of 'Het Anker' in Assen.

Nature

■ **Stichting Nationaal Groenfonds**

The fund gave Stichting Nationaal Groenfonds a loan of € 8 million with a term to maturity of 4.5 years. Nationaal Groenfonds is using this money to lend funds to provinces for the acquisition and development of nature conservation areas.

6.2 Government bonds

Government bonds are loans extended to countries' governments, which often require capital. Issuing government bonds allows them to obtain capital quickly. They repay these loans with taxpayers' money. The Dutch Central Bank requires all banks to maintain part of their assets in readily marketable investments such as government bonds. Government bonds are readily marketable and the investment risk is relatively modest – although the euro crisis recently demonstrated that the risk is higher than had been assumed for a long time. Moreover, governments play an important role both in a society's sustainability and in the functioning of a just, sustainable society. They provide basic facilities such as housing, education and healthcare and rules to stimulate renewable energy, for example. We invest in the government bonds of countries that meet our sustainability criteria.

As we do not want to run any currency risks on our government bond investments, only government bonds denominated in euros are eligible for inclusion in our investment universe. We assess the countries that issue these bonds first on the basis of our absolute criteria for human rights, climate change and biodiversity. A number of countries are excluded automatically, as we do not invest in government bonds of countries that violate human rights, such as China and the United States. After all, these countries impose death sentences. We assess the sustainability performance of the countries that meet our absolute criteria in a second stage on the basis of the following relative indicators. In that regard, we rate a country higher as the outcomes are higher and the various indicators are closer together. A country with an uneven spread across the indicators is given a lower rating.

ASN indicators to measure the performance of countries

<i>Topic</i>	<i>Indicator</i>
Human rights	
Defence expenditure	Share of defence expenditure in a country's budget
Corruption	Risk of corruption
Child labour	Risk of the occurrence of child labour
Trade unions/freedom of association	Risk of low freedom of association
Forced labour	Risk of the occurrence of forced labour
Discrimination	Risk of discrimination
Freedom of opinion	Risk of limitation of freedom of opinion
Income inequality	Difference between highest and lowest income groups
Development aid	Share of development aid in government spending
Climate change	
CO ₂ emissions	Per capita emission of greenhouse gases
Renewable electricity	Renewable electricity in relation to total electricity production
Biodiversity	
Nuclear energy	Quantity of nuclear energy produced per capita
SO ₂ emissions	Sulphur dioxide emissions per capita
Protected habitats	Share of nature reserves in total nature
Waste disposal	Waste disposed on land per capita

The ASN Bank Government Bonds Issue Paper, available at www.asnbank.nl, includes an explanation of these indicators. We updated this issue paper in

2012. The countries of which ASN Bank owned government bonds as at 31 December 2012 are stated in Appendix 1.

6.3 Other fixed-income investments

We invest not only in government bonds, but also in fixed-income securities of parties including:

- *Local and regional governments*

Just like national governments, they play an important role in a society's functioning. If we have approved a country's government bonds based on the criteria laid down in the ASN Bank Government Bonds Issue Paper, the local governments have also automatically been approved. In this category, we invest mainly in bonds of Dutch municipalities and provinces.

- *Water management*

In the Netherlands, water management is very important indeed. Water plays a key role in the development of our living environment, for example with regard to housing, working, nature conservation and leisure. As far as the environment is concerned, since 2007 a number of water boards have been intensifying their activities in the areas of climate change, water quality, nature conservation and biodiversity, and exporting knowledge to Third World countries. As the water boards' activities are highly harmonised, we assess the sector as a whole in terms of human rights and the environment.

- *Health and old-age care*

We consider good healthcare to be an essential element of a just society. It is a key human right to which we wish to contribute with our investments. Healthcare institutions play a major social role as they provide healthcare with due attention to quality and safety for patients and staff. We verify whether the organisation of the healthcare institutions is such that they contribute to good healthcare, now and in the future.

- *Housing corporations*

Housing corporations have a social objective: they provide good, affordable housing, specifically for low-income households. They increasingly add environmental goals to this social objective, which makes them eligible for investment by ASN Bank.

6.4 Home loans

When investing in banks and insurers, we are confronted with the fact that they are usually not transparent about their loans and investments. We do not know to whom they extend loans and for what purposes. They may include sectors in which we definitely do not want to invest. That is why we do not invest in banks and insurance companies. However, there are a few exceptions. Especially the 'loan portfolios' of banks and insurers can be an investment option, as details are available regarding the investments included in these portfolios, for example home loans, student loans, loans to semi-public institutions and microcredit. In that regard, we verify whether the bank or insurer that issues the loan portfolios, as well as the loan portfolios themselves, satisfy our sustainability criteria.

Although ASN Bank does not sell individual residential mortgages, such loan portfolios give us the opportunity to invest in homes after all. Home financing is in line with our sustainability vision. If mortgages meet the criteria as laid down in the ASN Bank Banks and Insurers Issue Paper, they may be approved for investment. These are mortgages that have the features of mortgages extended under the National Mortgage Guarantee scheme ('NHG mortgages'). The mortgages in which we invest are issued by SNS Bank.

We believe that people in the sustainable society of the future want to live in good, affordable, energy-efficient homes. Although we would prefer to finance energy-efficient homes built from sustainable materials, it is not yet possible in practice to do so on a large scale. That is why we highlight the social aspect: we invest in mortgages for mainly low and middle income people. As with all investments, we continually strive to add more sustainable residential mortgage investments. We will give further substance to this in the years ahead within the framework of our long-term climate change objective (see section 1.3). SNS Bank works at group level on a policy document detailing all aspects of social, sustainable residential policy.

The major part of ASN Bank's mortgage portfolio consists of private mortgage-backed loans to group companies. Section 10.2.1 provides more details in this respect.

7. Investments

One of the foundations of trust, transparency, is a key theme at ASN Bank. Our customers know where we have invested their money, because we think it speaks for itself that we are completely open in this respect. The financial crisis demonstrated once again how important it is that banks clearly show how they invest their money.

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Care for clean water: water treatment plant.

Photo: W. Pattijn.

We can only be fully transparent if the companies and countries we invest in also provide full insight into their affairs. Only then can we establish how countries and companies deal with their citizens and employees, nature and the climate. In respect of companies, we are convinced that the future lies with companies that invest in, for example, proper working conditions and solutions to the climate change issue. We select them on the basis of our sustainability policy.

7.1 Sustainability criteria

Our sustainability policy is laid down in the ASN Bank Issue Papers, which formulate the sustainability criteria we use to select all of our investments. These criteria therefore also apply to all loans extended by ASN Bank (see Chapter 6). ASN Beleggingsinstellingen Beheer B.V. ('ABB', the manager of the ASN Investment Funds) and ASN Asset Management have adopted these sustainability criteria in full as the basis for their investment policies.

Companies, government bonds and institutions that meet our sustainability criteria have been included in the ASN Investment Universes. When structuring their portfolios, the managers of the ASN Investment Funds, the ASN Bank savings and ASN Asset Management make a selection from these lists of approved companies and institutions. It depends on the financial performance of a company or institution whether it is indeed selected. In the aggregate, 308 listed companies satisfied the sustainability criteria at the end of 2012.

We implement the concept of sustainable investing at ASN Bank and the ASN Investment Funds using three tools:

- the sustainability criteria laid down in the ASN Bank Issue Papers when selecting investments;
- engagement, or the dialogue with the companies or institutions in which we invest or wish to invest;
- exercising the voting rights associated with equity investments.

Each of these activities is performed according to a standard procedure, ultimately leading to a specific result, i.e. approval or rejection of a company, bond or institution, the casting of a vote at a meeting of shareholders, or completion of engagement with a company. We will explain these procedures below.

The Sustainability & Research Department is responsible for sustainability policy formulation, the assessments, the dialogue with companies and the execution of the voting policy. In addition, the department takes part in social debates about sustainability issues on behalf of ASN Bank.

7.2 Selection

The selection process is one of the key procedures that we use to implement ASN Bank's mission for our customers. Our sustainability is, first and foremost, expressed in the selection of investments on the basis of criteria in the areas of human rights, climate change and biodiversity. Accordingly, it is key that we can be certain that the selection occurs in accordance with our sustainability criteria.

The selection of sustainable investments is a complicated and thorough process that takes place according to a standard procedure. We continuously verify whether investments meet our investment criteria. In that process, we use information from the company itself, as well as information provided by specialised research institutes, the media, NGOs and trade unions.

We discuss the assessments in the ASN Selection Committee after completion. The Committee consists of the Management Board of ASN Bank, the Management Board of ASN Beleggingsinstellingen Beheer B.V. and the Head of Sustainability & Research. The Committee is advised by the Sustainability & Research Department. It met six times in 2012. The ASN Selection Committee is the only body that has the power to approve or reject an investment for the investment universe. If the Committee decides positively on an investment in a company, government or institution, we include it in the investment universe.

It is our goal to review all companies and countries in the universe based on the criteria and discuss them again within three years. If new information shows that the review should be performed earlier, we will do so. In 2012, we screened 723 companies, institutions and countries as they had to be reviewed or were new. Out of these 723 companies, 547 were not admitted to the ASN Investment Universe.

The ASN Investment Universe: always in flux

ASN Bank and the ASN Investment Funds do not invest in companies involved in any way whatsoever in the production of, trade in and distribution of arms. We only invest in countries if they have signed treaties and conventions for banishing controversial weapons.

Admitted in 2012: Philips

Koninklijke Philips Electronics N.V. operates in the healthcare, consumer products and lighting markets. Philips is a sustainable market leader. It has an extensive policy for human rights and employment rights, as well as for the environment, and relevant guidelines for the tens of thousands of suppliers of products and services. Philips monitors whether the suppliers comply with the guidelines. In addition, it has an advanced programme for conflict resources (resources such as tin and coltan, the production of which can be entwined with the financing of armed conflicts) in its supply chain.

Philips' stake in DutchAero has been an obstacle to the company being admitted to our investment universe for many years. DutchAero is involved in the Joint Strike Fighter (JSF), which falls under our arms criterion. Partly upon our insistence, Philips withdrew from DutchAero in early 2012. Subsequently, the ASN Selection Committee approved the company.

Removed in 2012: Deutsche Telekom

One of the largest telecommunication companies in Europe, Deutsche Telekom provides fixed networks, broadband technology and mobile communications, Internet and IT services. The company operates in fifty countries worldwide and has approximately 247,000 employees. Reassessment revealed that Deutsche Telekom is developing information and technology systems through its subsidiary T-Systems for the deployment and operation of arms. That is why we rejected Deutsche Telekom.

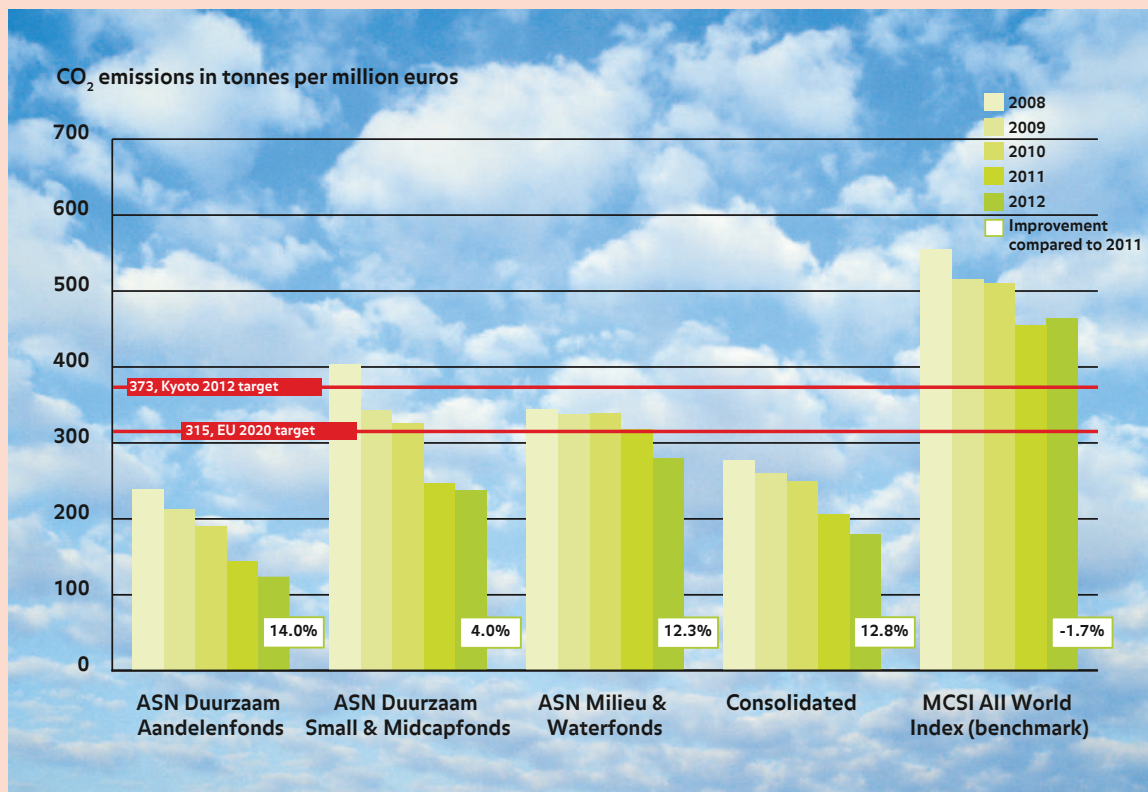
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7.3 Engagement

We regularly contact the companies and institutions that we or our funds invest in, with a question or a request. We do this in order to make them increasingly aware of their performance in the areas of human rights, climate change and biodiversity and to improve this performance. We avail ourselves of this engagement in the following cases:

1. With companies from the ASN Duurzaam Small & Midcapfonds universe. There are two categories of companies here: companies that are 'provisionally' admitted to the universe, and companies that are admitted permanently. The companies provisionally admitted do meet our absolute sustainability criteria, but do not yet score sufficiently on all relative sustainability criteria. By actively engaging them in dialogue, we steer them towards improvement. After three years, we assess whether these companies can be admitted permanently. The criteria for admitting them permanently are equal to those of ASN Duurzaam Aandelenfonds. If a company meets
2. the criteria, it is admitted permanently. If not, the company is removed from the fund universe.
2. If a company in the investment universe possibly no longer meets our investment criteria. Such a suspicion may arise from the three-yearly review or from new information. We will ask the company specific questions in that regard or request it to adjust its policy or improve the implementation of its policy. Depending on the answers we receive, we will contact the company again. If the desired response is not obtained, the ASN Selection Committee decides whether the company should be removed from the universe.
3. By way of encouragement. Companies, institutions and projects appreciate it greatly if they are selected for our universe. This is why we inform them of their admission where possible. If we regularly contact the companies and institutions we invest in, they will understand more clearly what we expect of them in the fields of human rights, climate change and biodiversity performance.

CO₂ emissions



When you invest in a company, you also invest in its carbon emissions – or reduction. This also goes for our equity funds: ASN Duurzaam Aandelenfonds, ASN Milieu & Waterfonds and ASN Duurzaam Small & Midcapfonds. We measure our climate change policy effectiveness by calculating the carbon emissions of our equity funds. To do so, we have engaged Trucost, an English research organisation specialising in determining the impact that business operations have on the environment.

From 2007 to 2012 we calculated the quantity of carbon emitted by a company per million euros of turnover. The disadvantage of this method was that inflation had a positive effect on the data.

In 2012 we developed a new calculation method, which is based on absolute, rather than relative carbon emissions. Trucost provides information on the carbon emissions of each company in which our equity funds invest. We multiply these emissions by the fund's stake in the company as a percentage. We add up the results of all companies in a fund and divide this total by the number of stakes the fund holds in all the companies together. This way we arrive at one figure for each fund: the average absolute carbon emissions per company in tonnes per year. As we calculate the average absolute carbon emissions per fund, we measure the actual impact of our investments on the earth's capacity. After the formal adjustment of the investment policy, we will implement this method of calculating carbon emissions in 2013. The data for 2012 are still based on the old calculation method.

The carbon emissions for which ASN Duurzaam Aandelenfonds is responsible decreased from 142 tonnes per million euros of turnover at year-end 2011 to 122 tonnes at year-end 2012. This decrease was partly caused by the sale of stakes in companies with high carbon emissions per million euros of turnover, such as DSM, Merck & Co. and Intel. The acquisitions of SCA and Pernod Ricard slightly subdued this decrease.

In 2012, we conducted a dialogue with:

- 38 companies from the ASN Duurzaam Aandelenfonds universe;
- 50 companies from the ASN Duurzaam Small & Midcapfonds universe;
- 3 companies from the ASN Milieu & Waterfonds universe.

As the companies can be included in the universe of several funds, the total number of companies engaged in dialogue was 87. In addition, we engaged with companies that had not (yet) been included in our universe. We did so directly, as was the case with Philips (see page 49), or collectively with other investors who signed the Principles for Responsible



Investment (PRI). This was the case for 29 companies.

Principles for Responsible Investment

In 2010, we signed the United Nations Principles for Responsible Investment (PRI). These principles were introduced in 2006 as a set of voluntary best practice standards for wealthy individuals and asset managers who want to consider the environment, society and good governance in their investment procedures. The PRI provide investors with a platform to jointly engage with companies, giving them more power to make a difference. They can also jointly submit agenda items, or shareholder resolutions, to shareholders' meetings. The PRI organisation has submitted many agenda items, mainly on issues concerning climate change and human rights. The PRI members are committed to providing insight into their engagement with companies and their voting conduct.

7.4 Voting

The ASN Investment Funds are entitled to vote at shareholders' meetings of the companies in which they invest, which enables them to influence the policies and management of those companies. The funds cast their votes according to the mission and sustainability criteria of ASN Bank and ASN Beleg-

gingsinstellingen Beheer B.V. In recent years, we have been exercising our voting rights in an increasing number of companies. In 2012 we voted according to this sustainable voting policy at 207 shareholders' meetings worldwide. At year-end 2012, the funds invested in 237 companies, 30 of which were not included in the fund portfolios at the time of the shareholders' meeting.

Voting for a sustainable world

Here are a few examples of the votes we cast at shareholders' meetings in 2012:

More transparency on animal testing at Bristol-Myers Squibb

For us, animal testing is subject to strict terms and conditions. We do not allow animal testing if the tests are performed for cosmetic purposes and are not required by law. Companies must be transparent with regard to animal testing and have policy in place that complies with the 3R principle: reduce, refine, replace. On 1 May 2012, shareholders proposed that Bristol-Myers Squibb be more transparent with regard to the number and type of animals used. Although Bristol-Myers Squibb's management recommended to vote against the proposal, we voted in favour.

Profit sharing for ASML board and management

ASML's management proposed at the shareholders' meeting that the remuneration policy be maintained and not be further revised until 2012. However, this policy links remuneration only to profit. We believe that remuneration should also be based on sustainability criteria and a company's performance in that regard. That is why we voted against the proposal.

More transparency on donations by Verizon Communications

We voted in favour of a shareholders' request to provide more insight into the donations made by the company. This would make it more transparent for shareholders whether Verizon makes donations that contribute to sustainable business operations.

Sustainability Board Committee at Starbucks

In the United States, it is quite common for shareholders to submit their own agenda proposals. More than half of the time, those proposals concern matters such as climate change and human rights. For example, a Starbucks employee proposed to set up a sustainability committee at board level. This committee would monitor Starbucks' sustainability policy and continuously make new proposals to improve this policy. The Starbucks management recommended voting against this proposal. We voted in favour of the proposal on 21 March 2012.

7.5 Sustainability dilemmas

ASN Bank regularly faces dilemmas in its sustainability policy, as the choice for sustainability is not always straightforward. After all, the concept of 'sustainability' is very comprehensive, which leads to discussion when we translate it into practice. ASN Bank makes its own choices in this regard, which frequently gives cause to dilemmas. Do we invest in a wind turbine manufacturer without a human rights policy? How do we act if a company is accused of corruption that is not proven? By formulating our sustainability policy as clearly as possible, we

attempt to obviate such dilemmas. For example, we lay down in the policy that we do not invest in nuclear energy on account of the safety hazards and the resulting waste. Accordingly, we assign more weight to safety and the waste problem than to the contribution that nuclear energy can make towards reducing the greenhouse effect. That is a clear choice in this dilemma. However, policy can never solve all dilemmas. If a specific dilemma so requires, we will look for an answer that is in line with our mission and our customers' wishes. We do so on the basis of our own research, consulting our stakeholders as well as specialists.

Sustainability dilemma in 2012

The pharmaceuticals industry

If people have access to proper, affordable medication, this may substantially increase their standard of living and improve their health. The pharmaceuticals industry develops and manufactures medicines, making it in part responsible for the availability and accessibility of medicines. Although many pharmaceutical companies contribute to accessible medicines, those very same companies regularly become compromised. Clinical test procedures in developing countries are subject to malpractices. Some companies are illegally placing medicines on the market. Others are bribing scientists and doctors, or are falsifying test results. This faces us with the dilemma: should we or should we not continue to invest in this sector? If we no longer invest, we also no longer contribute to the world population's health. That is why we investigate whether we can develop a strategy together with others to engage with pharmaceutical companies. This way, we wish to bring about changes.

8. Operations

In our office in The Hague we have over one hundred people working with a passion to achieve a sustainable, liveable world. We are also faithful to our mission as an office organisation, which drives us to improve our direct sustainability performance in many ways. For example, we wish to achieve the ISO 14001 certification in 2013 in order to deal with our impact on the environment more effectively.

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Water transport is a good alternative to road transport.

Photo: W. Oskam.

8.1 The environment

In 2012 we continued working on the main environmental impact of the ASN Bank office, which is formed by paper consumption and the emission of the greenhouse gas CO₂. Because of their volume, they continue to be a spearhead in 2013 as well. On 1 April 2012 ASN Bank moved to a different location

(read more about this in the insert in this chapter). The building has been thoroughly renovated and various energy-saving measures have been taken, such as insulation of the outside walls, insulating glass and more energy-efficient equipment.

	2012	2011	2010	2009	2008
CO₂ emissions¹					
CO ₂ emissions: tonnes	138	140	143	141	144
CO ₂ emissions: tonnes per FTE ²	1.35	1.62	1.75	1.82	2.22
Energy consumption					
Electricity: kWh	314,696 ³	198,126	181,101	199,744	180,711
Electricity: kWh per FTE ²	3,076	2,290	2,217	2,584	2,782
Gas: m ³ gas ⁴	34,709 ³	27,053	29,434	24,167	26,743
Gas: m ³ per m ² ⁴	14	13	15	12	13
Paper consumption					
Paper consumption in kilograms	215,721	249,766	258,919	211,103	214,538
Kg of paper consumption per client account	0.28	0.33	0.36	0.35	0.36
Water consumption					
Water consumption: m ³	642	677	637	604	585
Water consumption: m ³ per FTE ²	6.3	7.8	7.8	7.8	9.0
Waste					
Paper waste: tonnes	19.3	13.0	14.8	17.7	18.4

1 This figure comprises all transport (commuting and business mileage) and heating of ASN Bank.

2 FTE (full-time equivalent): converted to the number of full-time staff.

3 Including the consumption during the period in which the new office building was being renovated, and consequently energy consumption in both buildings. Excluding the energy consumption of the renovation, these figures are as follows: Kwh electricity: 273,581; Kwh per FTE: 2,694; m³ gas: 27,945; m³ gas per m²: 11.

4 The new building at Bezuidenhoutseweg uses district heating, which is expressed in gigajoules. These gigajoules are converted into m³ gas according to the power company's statement: 1 gigajoule is 25.85 m³ gas.

CO₂ emissions

Our office activities lead to carbon emissions as we use fossil fuels for transporting employees, use gas for heating, and consume electricity. We are reducing the net emission levels of greenhouse gases in various ways. Firstly, all our electricity is generated in sustainable ways, partly because we installed solar panels on the roof of our new building and use electricity that is generated in a fully sustainable manner. Secondly, we are continuously working on a reduction of energy consumption, both in the office and in the transport of employees. For example, the lease policy, which sets tighter emission requirements almost every year, resulted in a decrease in the average CO₂ emissions per lease car used for 2009, 2010 and 2011. Effective 2012, we have again tightened the requirements in this respect.

All new models must have average emissions of less than 130 grams per kilometre. Our restrained use of airlines also translates into a reduction of carbon emissions per FTE. This results in continuous lowering of the absolute the CO₂ emissions and the CO₂ emissions per FTE.

In absolute terms, the electricity consumption increased in 2012. Particularly the air conditioning consumes a lot of energy. In addition, we use more gas equivalents for heating compared with the previous building. However, this did not result in higher CO₂ emissions as we did not use airlines that much in 2012, compared with 2011. In 2013 we will look into the possibilities to reduce our gas and electricity consumption. In addition, we intend to install a thermal storage system.

We do not aim to offset our remaining CO₂ emissions in the usual way (purchasing CO₂ certificates), but by supporting projects with a broader purpose. In 2012, we searched for a project that meets this requirement. However, we have not definitively decided on a project yet. We therefore reserved the compensation for 2011 (140 tonnes of CO₂) and 2012 (138 tonnes of CO₂) and offset it in 2013.

Reduction of paper consumption

It takes a lot of paper to inform all of ASN Bank's customers (approximately 600,000) through, for example, bank statements, letters and our customer magazine. Our strategy is to continually reduce paper and envelope consumption in part by further developing as an Internet bank. The target for 2012 was to keep the paper consumption at the same level as 2011 or to reduce it. Paper consumption per client account dropped by 15% compared to 2011 and 30% compared to our reference year 2006. Absolute and relative paper consumption fell sharply compared to 2011 in spite of the growth of

our customer base. Measures such as a reduction of the number of bank statements and the introduction of the online version of our customer magazine Ideaal contributed to this. On the other hand, as we relocated to the new office building we had to clean out our archives, which resulted in a relatively high amount of paper waste.

We believe that we will be able to achieve some further paper reduction. At the same time, we wish to meet the request of customers who prefer to receive information in writing. If more customers will opt for electronic banking, without paper bank statements, and for the online version of Ideaal, we can further reduce our paper consumption.

Other measures

The third important way to accomplish our mission at the office is our purchasing policy. We assess all suppliers in terms of our supplier policy. The social and environmental impact of the hundreds of products we purchase are highly varied, which is why we divided all products into three categories.

Category	Comprises	Policy
A: high priority	Products that we purchase in large quantities and that involve a high risk or are easy to make sustainable, such as bank cards	We examine these products on the basis of our sustainability criteria.
B: average priority	Products that have a large purchasing volume but do not involve high risks or are difficult to make sustainable, such as IT services and postal delivery	Companies must sign our sustainability declaration.
C: low priority	Products representing small quantities, with low cost of purchase or low risks, such as office supplies	Basic assessment

New designated use for vacant office



The bank's continuous growth also results in an increase in the number of employees. As a result we needed a new, more spacious location. In view of our sustainability mission, we decided not to construct a new building, but to purchase and renovate an existing, vacated office building. On 31 March 2012, we relocated to this new office at Bezuidenhoutseweg 153 in The Hague.

Sustainable construction/renovation

'There are a lot of large vacant office buildings in the Netherlands', says Joyce van der Est, deputy director of ASN Bank. 'Companies and government bodies are opting too easily for new construction, resulting in all the concomitant negative effects on the environment and public space. Reusing existing buildings is much more responsible from a societal point of view. If you renovate such a building in a sustainable manner, it can be used for another few decades.'

We set high criteria for the sustainability

of the renovation work. The main suppliers and companies involved in the building process, including Tagis Bouw, Boksman and Burgers Ergon, were selected for their sustainability vision and tested against our sustainability criteria. We opted for contractors and suppliers of materials and equipment from the Hague area as much as possible. This way we avoided a situation in which employees and materials had to come from far and wide. The material released during the renovation was either used again or processed through separate waste streams.

Recycling, energy, climate, water

Recycling was an important premise in the renovation. A lot of building material was used again. We also purchased used office furniture for the public areas and board rooms. In addition, we focused on energy saving. We placed the façade of the building outwards and installed proper insulation, removing the 'cold bridge' between façade and interior. We also use as much daylight as possible. For the building's interior, we applied sustainable materials. For example, the floor covering was made of recycled carpet and synthetic material. In addition, we used bamboo floors and walls with plants to improve the indoor climate.

The building had energy label G; we expect that this label will improve to energy label B thanks to the renovation. Currently, the building is still connected to district heating. We will serve out the service life of this installation before switching to a thermal storage installation. As soon as this happens, we will be able to achieve energy label A++.

'We have brought an unused, vacated building back to life and gave it a new, meaningful purpose. In this process, the social, ecological and economic benefits go hand in hand. This fits in perfectly with ASN Bank's style and mission,' says Joyce van der Est. 'We generated great profits in the field of sustainability as we reused the office building as well as the materials (also for furnishing the building) as much as possible. We also created an enjoyable working environment for our employees, who were closely involved in the furnishing process.'

8.2 Human resources

ASN Bank's remuneration policy is grafted onto that of SNS REAAL. The SNS REAAL Collective Labour Agreement, which contains good primary and secondary benefits that comply with the market standard, also apply to our bank. In 2012, SNS REAAL initiated a debate on employment conditions, with the purpose of economising on those conditions. ASN Bank was also involved in this process.

In 2013, we took initiatives to better express the ASN Bank culture in the way we shape our human resources policy. We gave further substance to the following initiatives:

- We involve all of our employees in ASN Bank and its mission in many ways, for example by providing introduction programmes and meetings. We aim for broad employee commitment to customers, colleagues and our sustainability mission.
- We encourage open dialogue and interaction (both vertically and horizontally) in the organisation.
- We provide our staff with proper development opportunities and aim to be an accessible organisation for everyone in the labour market.
- We create a positive environment in which people are given development opportunities and responsibilities. In addition, we encourage the sustainability of our staff where possible, for example in commuter traffic and in voluntary work.

Objectives, competencies and development

The human resources policy is based on mature labour relations: on principles of mutual responsibility, equality and due care. This is expressed, for example, in the performance and competency assessment cycle. Supervisors use the annual planning meeting to provide specific targets for their employees that reflect their expectations of the employees for the year ahead. They also focus on the development of competencies in view of the employee's current position and ambitions. In 2011, we initiated an assessment of the job grading applied at ASN Bank. All positions were regraded, in part in view of our bank's larger size. This process was completed in 2012.

Our performance and competency assessment cycle partly focuses on generic competencies and partly on competencies specifically aimed at the individual employees. As a business, ASN Bank is using a specific competency: cooperation. We can deliver better

performance if we cooperate, both within departments and between the bank's various departments. The personal development plan (PDP) is an important tool that empowers employees to control their own development. The PDP lays down in what direction an employee wants to improve and contains arrangements about the way in which he or she can reach that goal. We make internal and external training available for the further development of our employees.

Employee satisfaction

SNS REAAL conducts an employee survey every year. In 2012, 89% of the employees completed this survey. The satisfaction score was 8.1 out of 10, compared to 8.2 in 2011. Accordingly, ASN Bank achieved the Management Board's permanent target, i.e. a score of at least 8 out of 10. The employees are proud to be working at ASN Bank and enjoy their work. The management team and the employees have discussed the results of the survey. Based on those discussions, we devoted attention to matters such as the relationship with SNS REAAL and internal communications.

Communication with employees

We intensified our communication with employees. We are organising employee meetings on a regular basis during or after office hours in order to discuss our policy, current events and results and to celebrate success. Employees can ask the Management Board questions, which we answer partly during the meetings and partly in writing. There is clearly a need for such meetings. A new phenomenon are the birthday lunches, for which employees who celebrate their birthday in a specific month are invited by the Management Board to a joint, informal lunch. We celebrated our relocation to the new building with an open day for employees and their families.

We actively involve our employees in our sustainability policy. For example, we held a workshop on the bank's climate change policy. In addition, employees could attend a customer meeting on human rights. We also communicate with each other through department meetings and the Intranet, for example. We show new employees around the organisation using the ASN Manual.

An important subject in the internal communications was the situation at our parent company SNS REAAL. Although it was not clear how this would affect our employees, we still discussed this matter at the central level several times. Also the economisation

on employment conditions proposed by SNS REAAL in 2012 was discussed.

Our Supervisory Director Rob Langezaal presented the manifest about the kind of bank SNS Retail Bank wants to be and the target groups and activities it wants to focus on. Sustainability explicitly forms part of this manifest. Ernst-Jan Boers, CEO of SNS Retail Bank, visited several times; the first time he visited, he was introduced to the ASN employees, and subsequently he visited to share information with us about the events at SNS REAAL.

Representation

The SNS REAAL works council also represents the ASN Bank employees. Two members of the works council have ASN Bank as their area of attention.

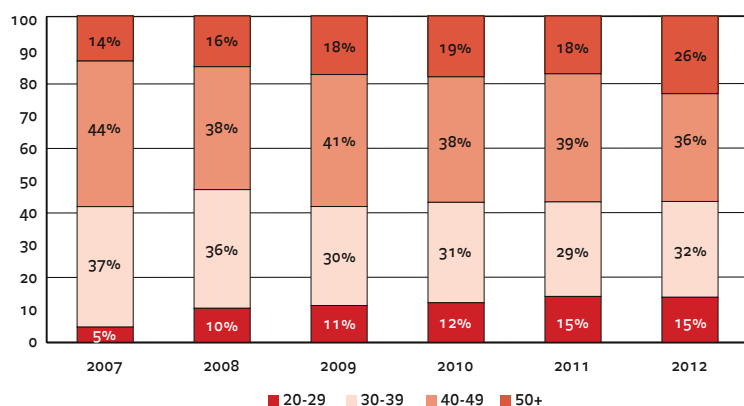
Workforce developments

The number of employees increased by 7 to 114. The number of FTEs increased to 102.3. Absenteeism was low in 2012: 2.6%. Absenteeism meetings and, where necessary, proper support from the occupational physician take centre stage in our sick leave policy.

	2012	2011	2010	2009	2008
Number of new staff	14	22	7	16	18
Leavers	7	6	5	4	6
Number of employees as at 31 December	114	107	91	89	71
Number of FTEs* as at 31 December	102.3	96.0	80.9	79.9	69.3
Part-time staff (in %)	38.6%	39.3%	39.6%	38.2%	37.7%
Absenteeism (in %)	2.6%	3.2%	2.9%	4.2%	2.6%
Workplace health and safety costs (in euros)	24,273	25,530	27,316	20,116	19,100
Training costs (in euros)	79,256	68,208	87,592	54,519	73,800

* FTE (full-time equivalent): converted to the number of full-time staff.

Composition of personnel (age)



Composition of personnel



Staff dedicates itself to society

In 2012, ASN employees dedicated themselves to society in various ways.

ASN Bank employees performed voluntary work by the name *'Voor de Wereld van Vandaag'* [For the World of Today] in and around The Hague, where the bank is based. At the beginning of 2012, all employees could propose initiatives for this project. Residential care centre WZH Het Anker was voted the winning initiative. That is why ASN Bank dedicates itself to WZH Het Anker for one year. A group of employees will visit the residential care centre at least four times in order to undertake nice activities with the residents. We expect to give at least 150 people a memorable day this way.

We believe it is important for children to learn how to handle money. That is why several ASN Bank volunteers gave a presentation on this subject at five schools in The Hague, within the framework of the project *'Geld. Je zult het maar hebben'* [Money. How to handle it], which took place in July. We contributed to the project by making a donation.

Within the framework of *'Week van het Geld'* [Money Week] (12 to 18 November), several employees gave lessons at the Prinses Marijke School in The Hague. They talked to children about the role and impact of money using the Cash Quiz, which has been specifically developed for this purpose. The Money Week was organised by *'Wijzer in geldzaken'* (The Money Wise Platform), an initiative of forty organisations, including the government, banks and schools.

Within the context of the regular activities, we contributed to the money edition of *'Hoe overleef ik?'*, a magazine mainly aiming at girls in the age between twelve and sixteen.



9. Financial results

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Water plays an important role in recreation.

Photo: S. Heijenga.

9.1 Balance sheet

<i>In thousands of euros before profit distribution</i>	<i>31-12-2012</i>	<i>31-12-2011</i>
Assets		
Cash and cash equivalents	81	140
Loans and advances to banks	5,119,623	4,985,440
Loans and advances to customers	2,073,274	1,962,296
Derivatives	-	28,265
Investments	3,209,773	2,775,242
Tangible fixed assets	10,298	8,785
Intangible fixed assets	-	525
Deferred tax assets	10,693	5,376
Other assets	163,893	122,323
Total assets	10,587,635	9,888,392
Liabilities		
Funds entrusted	9,811,436	8,969,059
Other amounts due to customers	29,238	25,608
Amounts due to banks	47,983	-
Derivatives	-	67,123
Deferred tax liabilities	25,949	14,365
Other liabilities	257,027	570,047
Share capital	11,350	11,350
Other reserves	369,867	179,755
Profit for the year	34,920	51,063
Minority interests	-125	22
Equity	416,012	242,190
Total liabilities	10,587,635	9,888,392

9.2 Income statement

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Income		
Interest income	317,200	311,304
Interest expenses	248,986	222,985
Net interest margin	68,214	88,319
Commission and management fees	20,626	19,046
Commission and management fees due	9,485	7,994
Net commission and management fees	11,141	11,052
Result on investments	293	2,361
Total income	79,648	101,732
Expenditure		
Impairments	593	97
Staff costs	9,797	9,350
Depreciation of tangible fixed assets	476	121
Other operating expenses	20,394	24,116
Bank tax	1,235	-
Total expenditure	32,495	33,684
Profit before tax	47,153	68,048
Tax	12,401	17,067
Net profit	34,752	50,981
Minority interests	-168	-82
Net profit attributable to shareholders	34,920	51,063

9.3 Cash flow statement

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Cash flow from operating activities		
Net profit for the period	34,920	51,063
Adjusted for:		
- Depreciation and amortisation of fixed assets	1,001	121
- Changes in deferred taxes	6,267	29,728
Cash flow from operating activities	42,188	80,912
Changes in loans and advances to customers	-107,348	-324,807
Changes in loans and advances to banks	-86,210	-1,409,157
Changes in funds entrusted	842,377	977,492
Revaluations and exchange rate differences in investments	70,627	-79,527
Changes in other operating activities	-393,413	249,921
Net cash flow from operating activities	326,033	-586,078
Cash flow from investing activities		
Purchase of investments	1,542,501	3,356,028
Purchase of investments and derivatives	-1,908,645	-2,885,384
Purchase of intangible fixed assets	-	-
Purchase of tangible fixed assets	-1,989	-2,341
Net cash flow from investing activities	-368,133	468,303
Cash flow from financing activities		
Dividend paid	-	-
Share premium paid in by shareholder	-	-
Minority interests	-147	16
Net cash flow from financing activities	-147	16
Cash and cash equivalents on 1 January	140	36,987
Net increase of cash and cash equivalents	-59	-36,847
Cash and cash equivalents on 31 December	81	140

9.4 Notes to the annual figures

General

Since 5 January 1998, ASN Bank N.V. has been a wholly-owned subsidiary of SNS Bank N.V., whose financial statements are filed with the Trade Register in 's-Hertogenbosch.

The company's figures have been incorporated in the consolidated financial statements of SNS Bank N.V. Based on a guarantee issued by SNS Bank N.V. in accordance with Book 2, Section 403 of the Dutch Civil Code, the company financial statements of ASN Bank N.V. have not been audited.

The following subsidiaries have been consolidated in the annual accounts of ASN Bank N.V.:

- ASN Groenbank N.V. (100%)
- ASN Beleggingsinstellingen Beheer B.V. (100%)
- ASN Vermogensbeheer B.V. (62.99%)

Any reference in this report to ASN Bank also includes its subsidiaries.

Unless otherwise indicated, all amounts are stated in thousands of euros.

Valuation principles

Investments

All investments are stated at their market value. The market value of private loans and mortgages is equal to their amortised cost. Bonds are stated at their fair value. Any gains and losses ensuing from changes in their fair value are accounted for in shareholders' equity if unrealised, and as part of the result on investments in the income statement if sold.

Fixed assets

This item only consists of business equipment and real estate, which are stated at their historical cost less straight-line depreciation based on their estimated useful life. Real estate under construction is not depreciated during the renovation period.

Provisions

The provision for deferred tax liabilities pertains to taxes that are due and payable in the future in connection with taxable temporary discrepancies. These deferred taxes are stated at face value.

Income and expenditure

Income and expenditure are allocated to the period to which they relate. Losses are accounted for when they become known, while income is only accounted for when realised.

Tax

Corporate tax is levied on taxable profits. ASN Bank N.V. and its subsidiaries ASN Beleggingsinstellingen Beheer B.V. and ASN Groenbank B.V. constitute part of the SNS Bank N.V. tax unit and pay the relevant corporate tax thus calculated each year.

Cash flow

The cash flow statement outlines the changes affecting the funds held by ASN Bank, broken down by operations, investments and lending. These funds consist of cash and cash equivalents. The cash flow statement has been prepared using the indirect method.

Financial instruments

Interest rate risk

The company is exposed to interest rate risks. Up to and including 2011, the interest rate risk on our investments was partly hedged by means of futures and swaps. In 2012 these derivatives were transferred to the shareholder, mitigating the interest rate risk at group level as from 2012.

Credit risk

Disregarding any security obtained, the maximum credit risks involved in the financial assets on the balance sheet date consist of the nominal value of the debtors accounted for in the balance sheet. Given the nature and term of the debtors and/or the security that has been obtained, these credit risks are limited. There are no major concentrations of credit risks.

Currency risks

There were no assets stated in a foreign currency as at the balance sheet date. Consequently, there are no currency risks.

9.5 Notes to the balance sheet

Investments

<i>In thousands of euros</i>	2012	2011
Loans and advances to banks	5,119,623	4,985,440
Loans and advances to customers	2,073,274	1,962,296
Investments	3,209,773	2,775,242
Total investments	10,402,670	9,722,978

ASN Bank uses the funds entrusted to it for investments and loans to banks and customers, which are divided into the following categories:

<i>In thousands of euros</i>	2012	2011
Home loans	4,602,220	4,392,891
Government bonds	3,062,875	2,596,614
Banks	680,474	797,278
Municipal and provincial councils	571,858	578,964
Health and old-age care	433,509	422,470
Residential construction	431,846	331,100
Water management	355,048	339,853
Renewable energy	198,268	188,775
Other	40,653	51,596
Education, culture and leisure	25,931	22,793
Shares	-	650
Total investments	10,402,682	9,722,984
Provision for impairments	-12	-6
Total	10,402,670	9,722,978

See Appendix 3 for a breakdown of investments and loans.

Movements in loans and advances to banks

<i>In thousands of euros</i>	2012	2011
Balance as at 1 January	4,985,440	3,576,283
Investments	250,000	1,200,000
Disposals/redemptions	-	-
Amortisation	-	-
Other	-115,817	209,157
Balance as at 31 December	5,119,623	4,985,440

Movements in loans and advances to customers

<i>In thousands of euros</i>	2012	2011
Balance as at 1 January	1,962,296	1,639,755
Investments	308,774	466,803
Disposals/redemptions	-191,982	-142,609
Amortisation	-380	268
Other	-5,434	-1,921
Balance as at 31 December	2,073,274	1,962,296

Investments

Investment listings

<i>In thousands of euros</i>	<i>Shares</i>		<i>Fixed income investments</i>		<i>Total</i>	
	2012	2011	2012	2011	2012	2011
Listed	-	-	3,199,423	2,766,201	3,199,423	2,766,201
Unlisted	10,350	9,041	-	-	10,350	9,041
Total	10,350	9,041	3,199,423	2,766,201	3,209,773	2,775,242

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Valuation of investments

<i>In thousands of euros</i>	<i>Shares</i>		<i>Fixed income investments</i>		<i>Total</i>	
	2012	2011	2012	2011	2012	2011
Amortised cost	9,913	8,872	3,023,954	2,670,965	3,033,867	2,679,837
Revaluation	437	169	131,520	58,634	131,957	58,803
Accrued interest	-	-	43,949	36,602	43,949	36,602
Total	10,350	9,041	3,199,423	2,766,201	3,209,773	2,775,242

Movements in investments

<i>In thousands of euros</i>	<i>Shares</i>		<i>Fixed income investments</i>		<i>Total</i>	
	2012	2011	2012	2011	2012	2011
Balance as at 1 January	9,041	8,289	2,766,201	3,158,070	2,775,242	3,166,359
Investments	1,041	1,622	1,907,604	2,883,763	1,908,645	2,885,385
Disposals	-	-5	-1,542,281	-3,356,023	-1,542,281	-3,356,028
Revaluations	268	-865	72,886	114,416	73,154	113,551
Amortisation	-	-	-12,334	-5,152	-12,334	-5,152
Other	-	-	7,347	-28,873	7,347	-28,873
Balance as at 31 December	10,350	9,041	3,199,423	2,766,201	3,209,773	2,775,242

Derivatives

<i>In thousands of euros</i>	<i>Positive fair value</i>		<i>Negative fair value</i>		<i>Saldo</i>	
	2012	2011	2012	2011	2012	2011
Derivatives	-	28,265	-	67,123	-	-38,858

Until 2011, ASN Bank used derivatives to hedge undesired interest rate risks on an economic basis. We used futures and swaps to hedge the interest rate risk in part of the bond portfolio. In 2012, we

decided to transfer these derivatives to the shareholder and, from then on, hedge the interest rate risks at group level.

Tangible fixed assets

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Buildings under construction	9,921	8,563
IT equipment	10	22
Other tangible fixed assets	367	200
	10,298	8,785

At the end of March, we relocated to the renovated building at Bezuidenhoutseweg 153. The building is being amortised as from April 2012.

Movements in tangible fixed assets

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Accumulated acquisition costs	10,939	9,307
Accumulated depreciation	-641	-522
	10,298	8,785

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<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Balance as at 1 January	8,785	6,565
Investments	1,983	2,341
Divestments	-73	-
Depreciation	-397	-121
Balance as at 31 December	10,298	8,785

Intangible fixed assets

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Goodwill	-	525

In 2010, ASN Bank acquired a majority stake of 62.99% in NBC Vermogensbeheer B.V. (now called ASN Asset Management). ASN Bank paid goodwill of € 525,000 for this acquisition. This goodwill

valuation is assessed by means of an impairment test each year. Mainly due to poor market developments, we decided to fully write down goodwill in 2012.

Deferred tax asset

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Deferred tax asset	10,693	5,376

Interest-bearing financial instruments are stated at their market value. The revaluation of the interest-bearing financial instruments has produced an unrealised result. The result has been used to establish

a provision for deferred tax liabilities equivalent to the applicable corporate tax rate. The tax liability has been broken down into an active and a passive component.

Other assets

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Interest receivable	81,177	84,887
Prepayments and accrued income	82,716	37,436
Total other assets	163,983	122,323

Funds entrusted

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Private customer savings	9,129,048	8,300,451
Other amounts due to customers	682,388	668,609
Total funds entrusted	9,811,436	8,969,059

Amounts due to customers

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Mortgage account	21,071	22,274
Private borrowings	1,700	2,795
Due on demand	6,467	539
Total amounts due to customers	29,238	25,608

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Deferred tax liability

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Deferred tax liability	25,949	14,365

Interest-bearing financial instruments are stated at their market value. The revaluation of the interest-bearing financial instruments has produced an unrealised result. The result has been used to establish

a provision for deferred tax liabilities equivalent to the applicable corporate tax rate. This pertains to a passive deferred tax liability.

Other liabilities

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Other debts	17,164	357,546
Accrued interest	234,817	208,931
Other accrued liabilities	5,046	3,570
Total other liabilities	257,027	570,047

Shareholders' equity

<i>In thousands of euros</i>	2012	2011
Share capital	11,350	11,350
Share premium reserve	115,886	115,886
General reserve	154,927	103,829
Revaluation of shares and bonds	99,054	-39,960
Minority interests	-125	22
Profit	34,920	51,063
Total shareholders' equity	416,012	242,190

A revaluation reserve for shares and bonds constitutes part of the shareholders' equity. This revaluation reserve reveals the effect that an immediate sale of ASN Bank's share and bond portfolios would have on its result. The retention of the bonds until the

end of their term has no effect on ASN Bank's shareholders' equity or result.

Excluding the revaluation reserve on the bond portfolio, shareholders' equity was € 317 million as at year-end 2012 (€ 282 million as at year-end 2011).

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<i>In thousands of euros</i>	2012	2011
Shareholders' equity excluding revaluation reserve on bond portfolio	316,958	282,332

Breakdown of movements in shareholders' equity

<i>In thousands of euros</i>	Share capital	Share premium reserve	Revaluation reserve	Other reserves	Profit for the year	Minority interests	Total
Balance as at 1 January 2011	11,350	115,886	-128,083	60,629	43,098	6	102,886
Profit for the previous financial year							
Movements in revaluation reserve			88,123				88,123
Share capital movements							
Movements in share premium							
Movements in other reserves				43,200	-43,098		102
Profit for the year					51,063		51,063
Minority interests						16	16
Balance as at 31 December 2011	11,350	115,886	-39,960	103,829	51,063	22	242,190
Balance as at 1 January 2012	11,350	115,886	-39,960	103,829	51,063	22	242,190
Profit for the previous financial year							
Movements in revaluation reserve			139,014				139,014
Share capital movements							
Movements in share premium							
Movements in other reserves				51,063	-51,063		
Profit for the year					34,920		34,920
Other				35			35
Minority interests						-147	-147
Balance as at 31 December 2012	11,350	115,886	99,054	154,927	34,920	-125	416,012

Off-balance sheet liabilities

<i>In thousands of euros</i>	<i>2012</i>
Liabilities from pledges and guarantees given	32,703
Liabilities from committed and uncommitted facilities	58,812

ASN Bank offers products such as pledges and guarantees in order to meet its finance customers' wishes. We do not recognise the underlying values of these products as either assets or liabilities in the balance sheet. The aforementioned amount is ASN Bank's maximum potential credit risk for these

products, assuming that all parties to contracts with ASN Bank cease to comply with their contractual obligations and all existing securities have no value. The committed facilities consist primarily of credit facilities promised to customers but not yet claimed.

9.6 Notes to the income statement

Net interest margin

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Interest revenue from investments	317,200	311,304
Interest paid to customers	248,986	222,985
Total net interest margin	68,214	88,319

As from 2012, interest rate risks are fully hedged at group level, whereas until 2011, ASN Bank itself used to hedge the interest rate risk in part of the bond portfolio using futures and swaps. These derivatives were transferred to SNS Bank in 2012. The

increase in interest paid to customers can be attributed to the strong growth of savings. The relative net interest margin was lower in 2012 compared to 2011.

Other income

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Commission income	20,626	19,046
Commission expense	9,485	7,994
Result on investments	293	2,361
Total	11,434	13,413

Other income largely consists of commission income which ASN Bank receives from its investment clients for managing its investment funds and income related to other products, such as the ASN Bank Account. The increase is mainly the result of the growth of ASN-Novib Microkredietfonds. It is partly offset by the commission the bank pays to SNS Asset Management and external partners for

the management of its assets. The increase in commission expense can also be mainly attributed to the growth of ASN-Novib Microkredietfonds.

The result on investments strongly decreased in comparison with last year. This can be explained by the profit achieved in 2011 by selling government bonds.

Impairment

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Impairment	593	97

€ 525,000 of the impairments in 2012 represents the write-down of the goodwill paid for ASN Vermogensbeheer B.V.

Staff costs

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Salaries	5,565	5,215
Pension costs	1,084	953
Social security	808	646
Other staff costs	2,340	2,535
Total staff costs	9,797	9,350

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The average number of FTEs was 100.3 in 2012 (2011: 86.5), all of whom work in the Netherlands. The highest gross salary at ASN Bank is 5.3 times (2011: 5.5) higher than the lowest gross salary.

Other operating expenses

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Office and general expenditure	13,873	15,845
Marketing costs	6,521	8,271
Total other operating expenses	20,394	24,116

In 2012, the office and general expenditure recorded a release of the reserve in the amount of € 3.4 million for a claim under the deposit guarantee scheme in connection with DSB's bankruptcy.

Tax

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Taxable profit	47,153	68,048
Tax burden	12,401	17,067
Net profit	34,752	50,981
Minority interests	-168	-82
Net profit attributable to shareholders	34,920	51,063

Provisions in the Articles of Association regarding profit appropriation

Profit appropriation is provided for in Article 34 of the Articles of Association.

This article reads as follows:

1. Any profit is at the disposal of the general meeting.
2. Distributions can only be made to the extent that shareholders' equity exceeds the amount of the issued capital plus the reserves to be kept pursuant to the law.

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Appropriation of profit

It is proposed that the profit of € 34.9 million generated in 2012 be added to the shareholders' equity.

The Hague, 18 June 2013

Management Board:

Ewoud Goudswaard
Jeroen Jansen
Joyce van der Est

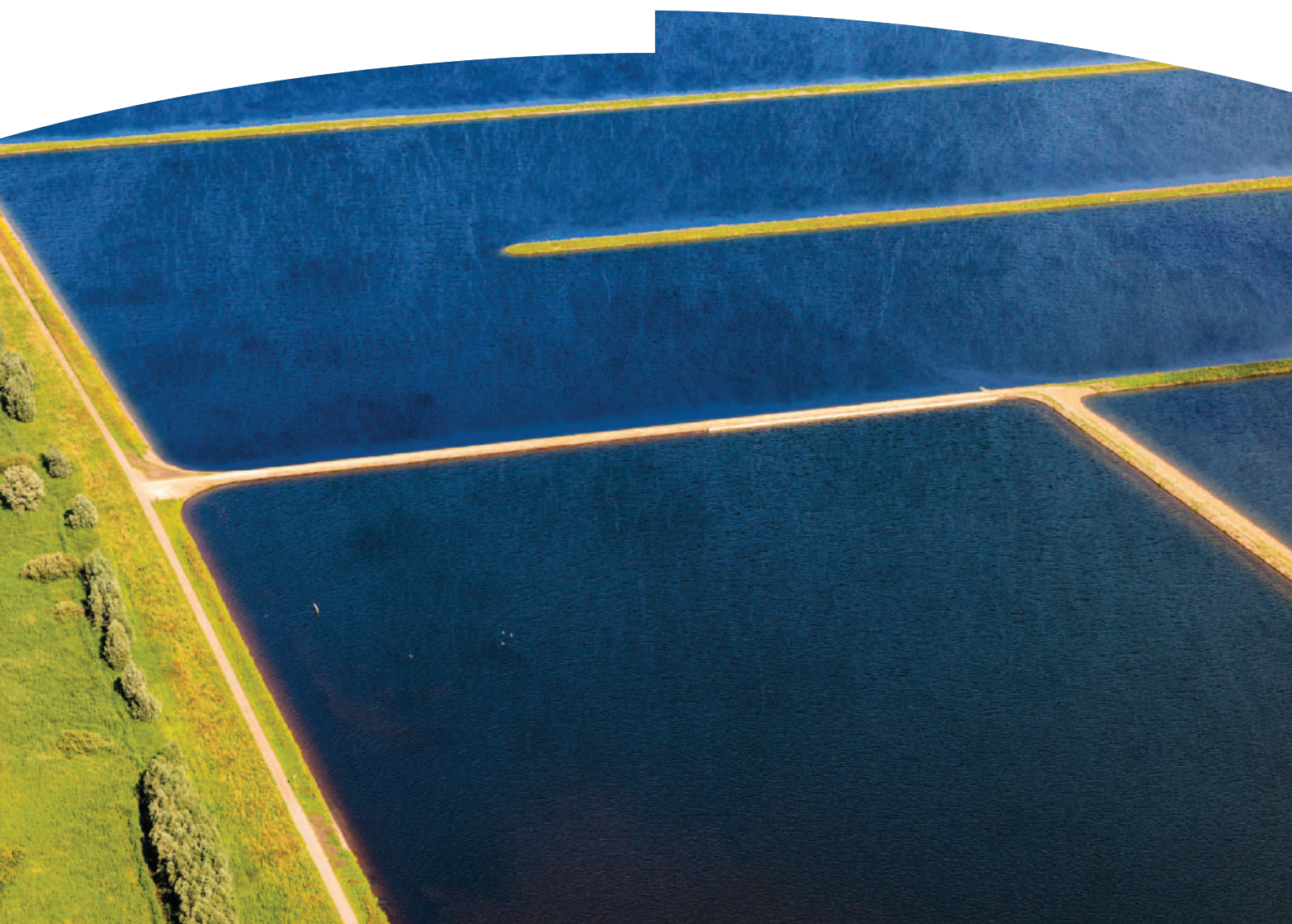
Supervisory Board:

Rob Langezaal (Chairman)
Bart de Ruigh
Annemiek van Melick

10. Risk policy

Several departments at ASN Bank are involved in controlling the various risks to which the bank is exposed. The bank also cooperates closely with SNS REAAL's risk committees and departments. You will find a description of the risk management organisation of SNS REAAL in the SNS REAAL annual report.

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Drinking water production facility.

Photo: S. Swart.

ASN Bank's total amount of investments was € 10.4 billion at year-end 2012. 44.2% of this amount consisted of Dutch residential mortgages, part of which is provided with a National Mortgage Guarantee.

ASN Bank's investment portfolio was € 3.2 billion at year-end 2012. The investment portfolio predominantly (73%) consists of investments with an AAA rating.

Key figures:

	2012	2011
Balance sheet total	€ 10,6 billion	€ 9,9 billion
Risk weighted assets	€ 2,6 billion	€ 1,3 billion
Qualifying capital	€ 317 million	€ 283 million
Tier 1 ratio	12%	22%

The tier 1 ratio has decreased in comparison with last year. The main explanation for this is that the private loans with pledged residential mortgages provided to SNS Bank weigh more heavily in the risk weighted assets due to the lower rating of SNS Bank. Risks are weighted on the basis of Basel II.

10.1 Risk management organisation

ASN Bank's Controlling Department coordinates the controlling of risks to which ASN Bank is exposed. In practice, various departments are involved in controlling the various risks.

At SNS REAAL, the Group Risk Committee (GRC) is the highest body setting the primary frameworks for risk control. The GRC defines the desired risk profile and sets the risk appetite, the risk policy frameworks and the risk control framework for financial and non-financial risks. In addition, ASN Bank works closely together with various group committees, which define the GRC frameworks in a different way. The Asset & Liability Committees ALCO Group and ALCO Bank flesh out the policy for financial risks in further detail. The Group Credit Risk Committee manages the credit risk, including the policy for counterparty credit risk and the approval of credit applications and revisions.

All countries, companies and organisations in which ASN Bank invests, are assessed by ASN Bank's Sustainability & Research Department on the basis of clear sustainability criteria. The ASN Investment Committee then decides the categories in which the savings are invested. Various types of expertise are represented in the ASN Investment Committee. They are responsible for ensuring that the investments fit within ASN Bank's moderate risk profile.

In addition to the various risk committees, the Controlling Department closely cooperates with the risk management departments of SNS REAAL. Acting as common service centres and bearing responsibility for modelling, measuring, monitoring, reporting and advising on risks, these risk management departments advise ASN Bank through the ASN Investment Committee on risk management and report on the risk profile. They are not responsible for formulating definitions or making policy.

The Controlling Department is in contact with various SNS REAAL risk management departments, including:

Group Risk Management (GRM)

GRM supports ASN Bank in:

- identifying changing market conditions and rules that are of interest to strategy and policy;
- pricing products;
- setting up and performing asset & liability management;
- coordinating strategic projects related to financial risk management (Basel III).

Compliance, Security & Operational Risk Management

This group department advises the ASN Bank Management Board on non-financial risks. It also gives advice on how to safeguard sound business operations that comply with laws and regulations. Non-financial risks are the risks related to employee behaviour and the structuring of business processes. ASN Bank has its own compliance officer, who is managed by the Director of Compliance, Security & Operational Risk Management. The local compliance officer's main duties are formulating policy, advising on ethical, controlled operations, coordinating and stimulating operational risk and integrity risk control, and permanent supervision of process execution.

Legal Affairs

The Legal Affairs Department prepares risk management policy and supports the operational aspects. This department's main duties in this area are the following:

- identifying and advising on current and future laws and regulations;
- advising on products and product documentation;
- handling current or impending legal disputes;
- advising on cooperation agreements.

Credit Risk Management

The Credit Risk Management Department focuses on operational support in controlling the credit risks. This department's job description in supporting ASN Bank is the following:

- Credit Risk Management gives binding advice on general lending policy and on the credit risks of individual loans exceeding € 3.5 million.

In the context of credit risk management, ASN Bank's Sustainable Loans Department annually revises all loans extended by ASN Bank.

Group Audit

Group Audit comes under the Chairman of the SNS REAAL Executive Board and also reports to the Supervisory Board audit committee. This allows the department to perform its work independently of the business units.

Group Audit performs studies for the Management Board starting from a predetermined risk analysis. The department studies the internal risk management and control system, the related processing system, management information and the reliability of this information.

In addition, Group Audit tests the permanent effects of the control measures included in the procedures. The department weighs its findings based on a predetermined standard to create adequate management information related to the organisation and process objectives.

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10.2 Risk management at ASN Bank

The risks to which ASN Bank is exposed can basically be divided into five categories: credit risk, market risk, liquidity risk, operational risk and reputation risk.

extent that it has a negative impact on ASN Bank's results or financial position.

ASN Bank's credit risk profile

The credit risk can be divided into investment, loans and advances to customers and loans and advances to banks. The credit risk to which ASN Bank is exposed is divided as follows:

10.2.1 Credit risks

Credit risk is the risk of a debtor defaulting in whole or in part, or of its rating deteriorating to such an

<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
Investments	3,209,773	2,775,242
Loans and advances to customers	2,073,274	1,962,296
Loans and advances to credit institutions	5,119,623	4,985,440
Total	10,402,670	9,722,978

The loan portfolio is formed based on our sustainability objectives. The increase of funds entrusted

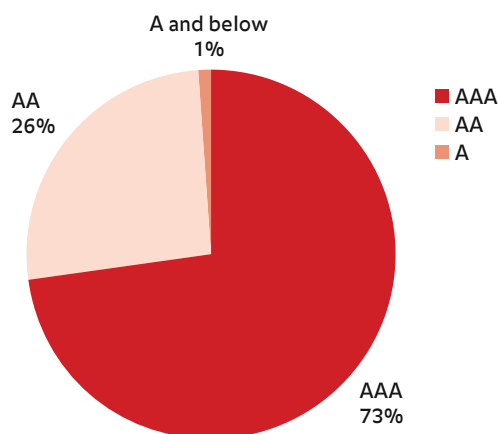
led to a further growth of the portfolio to € 10,403 million in 2012.

Credit risk profile of investments

The fixed-income investment portfolio increased by 15.7% to € 3,210 million at year-end 2012, thus representing 31% of the total loan portfolio. The investment portfolio mainly consists of government bonds. A minor part of this portfolio is held in other bonds, and shares.

The credit rating of investments is an indication of the credit risk of the relevant investment. The investment portfolio predominantly (73%) comprises investments with an AAA rating.

Rating of ASN's government bonds



The table below shows the division of the investment portfolio into rating classes:

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<i>In thousands of euros</i>	<i>2012</i>	<i>2011</i>
AAA	2,343,211	2,589,708
AA	831,749	144,469
A	24,463	22,278
BBB	-	1,452
BB	-	-
Unrated*	10,350	17,335
Total	3,209,773	2,775,242

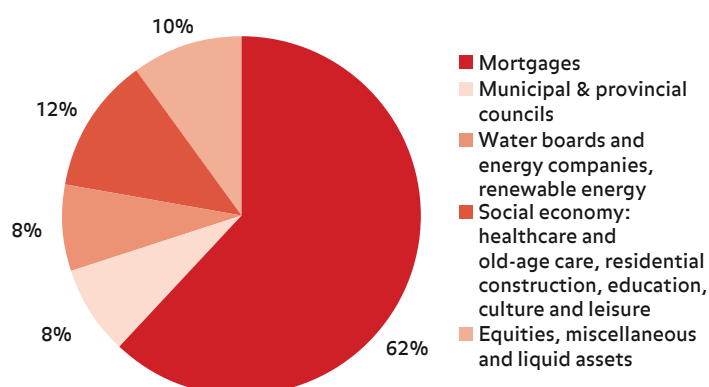
* Shares

In 2012, France's rating was lowered to AA+. This explains the shift of investments with an AAA rating to an AA rating.

Credit risk profile of loans and advances to customers and credit institutions

ASN Bank's lending to companies, municipalities, water boards and healthcare institutions supports our mission, as explained under 'Investments' (Chapter 6). The loans and advances to customers and credit institutions comprised 69% of the total investments at year-end 2012. Our stringent sustainability criteria exclude many sectors from our lending operations in advance, resulting in concentration risks. These concentration risks are limited thanks to our knowledge of the relevant sectors and because we provide sufficient security to be able to absorb any defaults. The chart shows the division of the loan portfolio into sectors.

Loans and advances to customers by category



Home loans

ASN Bank has a small portfolio of residential mortgages which the bank sold to customers in the past. In 2004, the banks stopped selling those mortgages. At year-end 2012, the value of this portfolio was € 53 million.

In addition, ASN Bank extended private loans in the amount of € 4.5 billion to SNS Bank and Regio-Bank. These loans are intended to finance residential mortgages. These individual mortgages were provided as collateral. ASN Bank itself defined the criteria to be met in respect of these residential mortgages. These criteria are virtually the same as the criteria of the National Mortgage Guarantee (NHG) that applied when the loan was concluded, more specifically:

- The individual mortgage is subject to a maximum of 125% of the Loan to Foreclosure Value (LtFV);
- The weighted average of the set of mortgages pledged with the loan may not exceed 110% of the Loan to Foreclosure Value.
- The mortgages that are financed may be first and second mortgages. Second mortgages are only permitted if the first mortgages are also financed.
- The maximum outstanding mortgage loan is € 350,000.

As at year-end 2012, ASN Bank extended € 4.5 billion in private loans, with mortgage collateral in the amount of € 4.585 billion. In fact, 16.5% of these mortgages falls under the National Mortgages Guarantee. All the mortgages meet the criteria set by ASN Bank.

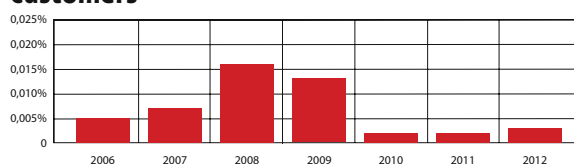
The average Loan-to-Value (LtV) of these mortgages was 68.17% at year-end 2012. The average LtFV of these mortgages was 77.91%. This means that the value of these mortgages (€ 4.585 billion) is 68.17% of the value of the homes. The value of the mortgages is 77.91% of the foreclosure value. The assumption we make here is that the foreclosure value is 87.5% of the home's value. The LtFV is based on the mortgage collateral. Any accrued savings or other guarantees the customer may have provided have not been taken into account. The value of the homes indicates the security of the mortgage collateral for ASN Bank. Furthermore, the payment behaviour of customers in this mortgage portfolio is also important. 96.5% of these customers have no payment arrears; 98.3% have no payment arrears or at most one instalment in arrears; 0.48% have payment arrears of more than six months.

Special Credits

An essential element of risk policy is the timely deployment of the SNS Bank Special Credits Department, which is part of Credit Risk Management. This department supports ASN Bank in managing payment arrears. A uniform procedure has been implemented to identify high-risk items. Payment arrears are controlled in close consultation with ASN Bank. The Special Credits Department reports to ASN Bank every month.

At year-end 2012, the provision for loans and advances to customers was € 64,600, of a total provision of € 2.07 billion (0.003%).

Provisions in % for loans and advances to customers



10.2.2 Market risks

Market risk is the risk that changes in market prices will adversely affect ASN Bank's results and financial position. Market risk is divided into price risk, interest rate risk and currency risk.

In ASN Bank's moderate risk profile, the interest rate risk is an important component. Interest rate risks arise due to differences in the interest rate sensitivity of assets and liabilities on the bank's balance sheet. For example, the duration of investments on the bank's balance sheet is generally longer than that of the funding, including savings deposits. Because of this balance sheet structure, we will normally benefit from a drop in interest rates. The ALCO Bank manages our market risks. When managing SNS Bank's consolidated interest rate position, assessments are made to establish whether the risks fall within the pre-set limits. Risks are controlled within these limits by weighing returns and risks in conjunction with short and medium-term interest rate forecasts.

The market risks of our investments in government bonds comprise interest rate risks and country risks. Both factors influence the market price of the underlying government bonds.

As at year-end of 2012, ASN Bank invested in Dutch, German, Austrian, French and Belgian government bonds.

ASN Bank does not have any foreign currency on its balance sheet and therefore does not run any currency risk.

Until 2011, we used interest rate swaps to limit the interest rate risks, reducing the impact of interest rate fluctuations on our capital position. Since 2012, ASN Bank no longer concludes these interest rate swaps as these risks are now hedged at group level.

For more details, see section 10.3.

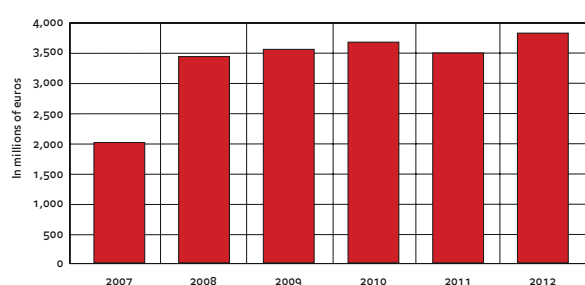
10.2.3 Liquidity risks

Liquidity risk is the risk that the bank cannot release sufficient cash in the short term to satisfy its financial obligations. We raise entrusted funds among private individuals, associations and foundations for the provision of loans and investments in government bonds and (private) loans.

Our funding is therefore fully comprised of savings deposited by private and corporate clients, making us independent of the money and capital markets. The funds entrusted grew by 9% to € 9,811 million in 2012.

Although only a minor part of the funding has been secured for a longer period of time (time deposits), our liquidity risk is limited. After all, the investments in liquid assets are substantial, as shown in the chart, and amount to 39% of funds entrusted.

Liquid assets



10.2.4 Operational risks

Operational risk is the risk that we do not achieve (strategic) objectives or targets due to the unpredictability of performance, unreliable information or unanticipated losses, caused by fraud, inadequate or failing internal processes, external events, systems or security.

ASN Bank is supported by the SNS REAAL departments stated in section 10.1, such as Group Audit and Compliance, Security & Operational Risk Management, in controlling its operational risks. This support includes staff screening, system information security and support in cases of fraud. Group Audit monitors the procedures embedded in the organisation and performs periodic checks. ASN Bank also has a remote backup facility that allows it to continue its activities under all circumstances.

The Management Board declares that the internal risk management and control systems provide a reasonable degree of certainty that ASN Bank properly controlled its operational risks during the financial year.

10.2.5 Reputation risks

Reputation risk is the risk that losses arise due to a negative image among stakeholders, and customers in particular. For ASN Bank, this risk mainly concerns the manner in which customers believe we implement our sustainability policy and provide services to them.

We present ourselves as a bank with a sustainability mission, which is one of the main reasons for customers to choose our bank. Our customers, business associates and the media ask us what we understand by the concept of sustainability. We aim to explain this as transparently and clearly as possible in various statements issued by ASN Bank. They may also wonder whether we keep our promises when it comes to selecting investments. In order to help control this risk, we have laid down our sustainability policy in fourteen ASN Bank Issue Papers. These papers, which are all publicly available, give a detailed description of our interpretation of sustainable banking. Furthermore, we have recorded our internal processes and Group Audit (see section 10.1) regularly assesses the structure and effective-

veness of those processes. All this guarantees that we keep the promises laid down in our sustainability policy.

ASN Bank's reputation was at issue due to its relationship with SNS REAAL. As the news about SNS REAAL's financial situation became increasingly negative, the media and customers started to question ASN Bank's independence. Their main question was whether ASN Bank, being part of SNS REAAL, could fulfil its sustainability mission and whether ASN Bank's funds would not be used to finance other units of SNS REAAL. This publicity surprised many customers who were not yet aware that ASN Bank is a subsidiary of SNS Bank. In early 2013, the number of questions grew as the situation at SNS REAAL further deteriorated, following which the Dutch State was eventually forced to nationalise SNS REAAL. We used all possible means of communication in order to answer any questions from our customers. An important premise is that we want to be fully transparent about our working method and about what happens to our customers' money.

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10.3 Interest rate risk hedging

Until 2012, ASN Bank used derivatives to hedge undesired market risks on an economic basis. We used futures and swaps to hedge the interest rate risk in part of the bond portfolio. As ASN Bank is a wholly-owned subsidiary of SNS Bank, these risks can partly be hedged internally. Controlling the interest rate risks is a responsibility of the central risk committee: ALCO Bank. As it is more efficient to hedge the interest rate risks at a central level, all derivatives were transferred to SNS Bank in 2012. These transactions led to shifts in the balance sheet, raising ASN Bank's shareholders' equity by € 84 million.

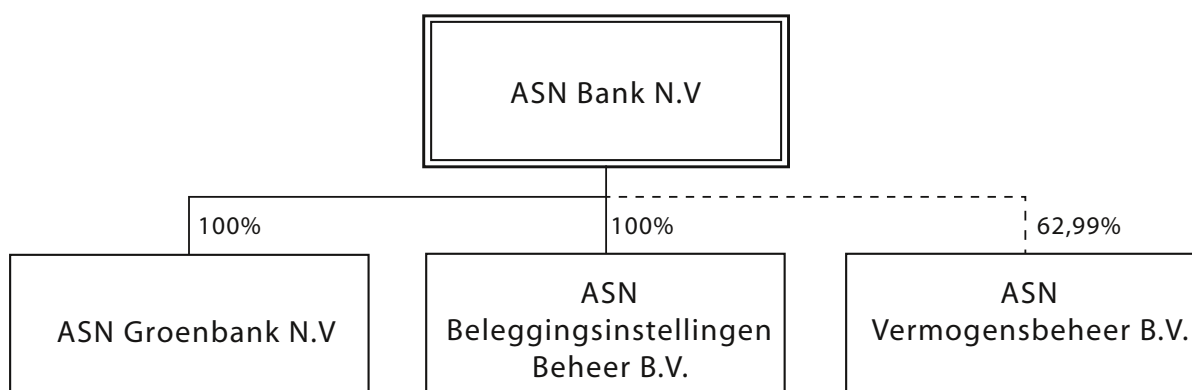
11. Corporate governance

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11.1 Capital structure

ASN Bank N.V. (ASN Bank) is an independent legal entity within SNS REAAL N.V. All ASN Bank shares are held by SNS Bank N.V.



ASN Groenbank N.V. is a wholly-owned subsidiary of ASN Bank, established to attract 'green' savings deposits with tax benefits from private individuals and to offer 'green' sustainable loans. ASN Groenbank did not engage in any new activities in 2012.

ASN Beleggingsinstellingen Beheer B.V. is the fund manager of the investment funds offered by ASN Bank.

ASN Vermogensbeheer B.V. is a subsidiary of ASN Bank, which holds 62.99% of the shares. ASN Vermogensbeheer B.V. provides asset management services to ASN Bank customers. On 20 March 2013, ASN Bank N.V. acquired the remaining shares of ASN Vermogensbeheer B.V. ASN Vermogensbeheer B.V. has thus become a wholly-owned subsidiary of ASN Bank N.V.

11.2 Corporate governance

ASN Bank's governance (its management structure) focuses on the optimum deployment of our operational processes for the benefit of our customers. This is done in collaboration with several supporting SNS REAAL business units.

11.2.1 Governance highlights

ASN Bank has a Management Board and a Supervisory Board carrying all powers assigned to supervisory boards by law.

In 2012, the ASN Bank Supervisory Board consisted of the following members of the business unit Management Board of SNS Bank: Rob Langezaal, Bart de Ruigh, Ernst-Jan Boers (until 6 July 2012) and Annemiek van Melick (as from 6 July 2012).

11.2.2 Dutch Corporate Governance Code (Frijns Code)

The Dutch Corporate Governance Code (the Frijns Code) applies to all companies listed on the Dutch stock exchange and therefore also to SNS REAAL. ASN Bank endorses the principles of the Frijns Code. Its aim is to abide by the principles and best practice provisions of this Code to the extent possible.

The Banking Code contains principles that are in line with those of the Frijns Code. The Banking Code applies to all of SNS REAAL's banking activities, and therefore also to ASN Bank.

SNS REAAL applies the Banking Code. Consequently, compliance with the Banking Code is mainly organised at group level - e.g. as regards internal audit and the remuneration policy. SNS REAAL's risk management architecture also complies with the Banking Code. Please refer to the SNS REAAL annual report for SNS REAAL's application of the Code.

ASN Bank puts the customer focus required by the Banking Code into practice in its open, transparent communication with customers about its mission, products and investment policy. Customer focus is part of the ASN Bank culture. We promote this, among other things, through individual employee targets and on the basis of the product development process, which is structured in accordance with the Banking Code.

11.2.3 ASN Bank Advisory Council

ASN Bank has an Advisory Council that provides requested and unrequested advice to its Management Board on policy in relation to the bank's mission and the investment criteria derived from this mission. The name of the council is 'Raad van Advies ASN Bank'.

ASN Bank's Advisory Council advises solely on policy in the interests of ASN Bank and with due observance of ASN Bank's vision and mission. The composition, (re)appointment and methods of the Council are laid down in rules.

The Chairman of the Advisory Council receives an annual fee of € 9,000, and the members of the Advisory Council each receive € 6,000 per year.

11.3 Remuneration report

The remuneration report deals with the remuneration of the ASN Bank Management Board and Supervisory Board, the way the remuneration policy was put into practice in 2012 and remuneration policy developments in 2012.

The remuneration policy of ASN Bank Managing Directors is in line with SNS REAAL's remuneration policy. The current policy was adopted in 2011 and entered into effect on 1 January 2011. In 2012, the maximum variable remuneration for the Management Board of ASN Bank (at the ASN Bank Management Board's own request) was reduced to 15%. At least 30% of the variable remuneration is linked to sustainability targets. As long as SNS REAAL receives financial support from the Dutch State, the variable remuneration is frozen.

The highest gross salary at ASN Bank is 5.3 times higher than the lowest gross salary.

11.3.1 Remuneration of the ASN Bank Management Board

<i>In thousands of euros</i>	<i>Fixed salary (1)</i>		<i>Pension</i>		<i>Short-term (2)</i>		<i>Long-term (3)</i>		<i>One-off payment (4)</i>		<i>Total</i>	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
Ewoud Goudswaard	181	160	30	34	0	0	2	2	0	21	213	217
Jeroen Jansen	157	140	26	28	0	0	2	1	0	15	185	184
Joyce van der Est (5)	130	112	23	22	11	10	0	0	0	0	164	144
Totaal	468	412	79	84	11	10	4	3	0	36	562	545

1) Fixed salary, comprising salary, holiday allowance, thirteenth month's salary, social security charges, and contribution to health insurance.

2) As from 2011, the short-term variable remuneration is the part that has been granted for 2011.

3) This is the payment of the long-term allotment of 2008. During the performance period (three years), the fair value of the shares conditionally allotted is recognised as an expense under staff costs.

4) In connection with the re-evaluation of the salaries of Mr Goudswaard and Mr Jansen, a one-off payment relating to 2010 was made in 2011.

5) The employment contract of 36 hours per week was converted into a contract of 40 hours per week at the beginning of 2012.

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Other remuneration components

For business travel (including commuting), the Managing Directors are allocated a company car, for which they pay a personal contribution where applicable. The members of the ASN Bank Management Board receive a health insurance contribution.

Pension

The Management Board of ASN Bank participates in the pension scheme included in the SNS REAAL Collective Labour Agreement. The member's contribution to the pension premium, which is charged on the pensionable earnings, is 4.5%. This member's contribution has not been taken into account in the 2011 column in the table, whereas this member's contribution was taken into account in the 2012 column.

Short-term variable remuneration

The Management Board members of ASN Bank are eligible for a variable remuneration of 15%, if they achieve the pre-determined targets. When setting the targets, the various stakeholders are borne in mind. The targets are aimed at long-term success for ASN Bank, with due regard to the desired risk profile. The standards for sustainability performance are related to the qualitative sustainability objectives described in Chapter 1. They also include other objectives, for example with regard to customer satisfaction and employee satisfaction.

As long as the Dutch State provides financial support, SNS REAAL will exercise restraint in granting the variable remuneration. This means that no variable remuneration has been, or will be, granted to the ASN Bank Management Board for 2012 (as was

also the case for 2011), with the exception of the assessment bonus for Ms Van der Est.

Long-term variable remuneration

In 2007, a long-term variable remuneration scheme was introduced. This scheme was cancelled as from 2010 as the new remuneration policy was introduced. Consequently, no new rights have been granted since 2010. The existing benefits for the members of the Management Board of ASN Bank were calculated annually in accordance with the old scheme in the form of a claim entitling the holder to payment in cash. Three years after the conditional granting, the actual bonus is calculated based on the extent to which the Managing Directors have satisfied the performance criteria. This long-term remuneration as definitively granted is paid in cash. In 2011, payment was made for the remuneration granted in 2008. In 2012, payment was made for the remuneration granted in 2009. This was also the last payment under this scheme.

11.3.2 Remuneration of the Supervisory Board for 2012

The members of ASN Bank's Supervisory Board perform their duties as members by virtue of their position at SNS Bank. They do not receive a separate fee for these duties.

Independent Assurance Report

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Lock near the river Hollandse IJssel.

Photo: R. van der Meer.

To the readers of the Annual Report 2012 of ASN Bank

Introduction

We were engaged by the Management Board of ASN Bank to provide assurance on Chapters 1.3, 1.4 and 3 through 8 (further also: the Selected Information) of the Annual Report 2012 (further also: the Report). The Management Board is responsible for preparing the Report, including the identification of material issues to be reported. Our responsibility is to issue an assurance report on the selected information.

What was included in the scope of our Assurance Report

Our engagement was designed to provide limited assurance on whether the Selected Information is presented fairly, in all material respects, in accordance with the G3 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI).

We do not provide any assurance on the achievability of the objectives, targets and expectations of ASN Bank. Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance.

The information as presented in Chapters 1.1, 1.2, 2, 9, 10 and 11 of the Report was not included in our investigation. ASN Bank's financial data are part of the financial statements of SNS REAAL N.V., of which ASN Bank is a subsidiary. To obtain a thorough understanding of the financial results and financial position of SNS REAAL, the reader should consult the audited financial statements of SNS REAAL N.V. for 2012.

Which reporting criteria did ASN Bank use?

ASN Bank applies the 'Sustainability Reporting Guidelines' (G3) of the Global Reporting Initiative for preparing the Selected Information.

Which assurance standard did we use?

We conducted our engagement in accordance with Standard 3410N: Assurance engagements relating to sustainability reports, issued by the Royal Netherlands Institute of Register Accountants. This standard requires, among others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that they comply with the requirements of the Code of Ethics for Professional Accountants of the International Federation of Accountants to ensure their independence.

What did we do?

Our procedures included the following:

- a media and internet analysis of environmental and social issues for ASN Bank in order to deepen our understanding of relevant sustainability topics and issues during the period under review;
- interviews with relevant staff in relation to policy and the application of the special investment criteria for the investment and lending activities;
- evaluating the design and implementation of the systems and processes for the collection, processing and control of the Selected Information, (including the consolidation of the data);
- evaluating internal and external documentation, based on sampling, to determine whether the Selected Information is supported by sufficient evidence;

During the assurance process we discussed the necessary changes to the Report with ASN Bank and we determined that these changes have been included in the final version.

What are our conclusions?

Based on our procedures, nothing has come to our attention to indicate that the Selected Information is not fairly presented, in all material respects, in accordance with the G3 Guidelines of the Global Reporting Initiative.

Amstelveen, 10 July 2013

KPMG Sustainability,
part of KPMG Advisory N.V.

W.J. Bartels RA, Partner

Appendix 1 Investments by ASN Bank

<i>Accounts Receivable</i>	<i>Amounts x € 1,000</i>
Government bonds	3,062,875
Germany	1,291,356
The Netherlands	948,604
France	335,265
Austria	275,353
Belgium	212,297
Banks	680,474
SNS Bank	618,623
Nederlandse Financieringsmaatschappij voor Ontwikkelingslanden	50,825
Bank voor Nederlandse Gemeenten	1,193
Nederlandse Waterschapsbank	1,000
CEB	8,833
Home loans and other loans and advances to customers	4,602,220
ASN Bank Particulier	48,139
ASN Bank Zakelijk	1,513
ASN Bank: private customer debit balances	1,336
Mortgage-backed loan portfolios:	4,551,232
SNS Bank	3,770,000
RegioBank	500,000
BLG Wonen	230,000
Storm BV	25,296
Colonnade	25,936
Municipal and provincial councils	571,858
Gemeente Rotterdam	50,000
Gemeente Enschede	45,000
Gemeente Venlo	41,353
Gemeente Zwolle	35,500
Gemeente 's-Hertogenbosch	30,000
Gemeente Middelburg	27,998
Gemeente Nieuwegein	26,000
Gemeente Kampen	20,833
Gemeente Utrecht	20,696
Gemeente Apeldoorn	20,000
Gemeente Zevenaar	15,000
Gemeente Groningen	14,500
Gemeente Leeuwarden	12,500
Gemeente Pijnacker	12,000
Gemeente Diemen	12,000
Gemeente Hengelo	12,000
Gemeente Veldhoven	11,428
Gemeente Alphen aan den Rijn	10,000
Gemeente Oosterhout	10,000
Gemeente Kaas & Braassem	10,000
Gemeente Weststellingervurf	8,500
Gemeente De Ronde Venen	8,400
Gemeente Heusden	8,333
Gemeente Maassluis	7,500
Gemeente Leiden	7,000

<i>Accounts Receivable</i>	<i>Amounts x € 1,000</i>
Municipal and provincial councils (continuation)	
Gemeente Boxmeer	6,800
Gemeente Oldenzaal	6,667
Gemeente Sluis	6,400
Gemeente Haaksbergen	6,000
Gemeente Culemborg	6,000
Gemeente Montfoort	6,000
Gemeente Papendrecht	5,000
Gemeente Gorinchem	5,000
Gemeente Tilburg	5,000
Gemeente Vlaardingen	5,000
Gemeente Vlissingen	5,000
Gemeente Bunschoten	4,800
Gemeente Schijndel	4,500
Gemeente Utrechtse Heuvelrug	4,000
Gemeente Krimpen	4,000
Gemeente Nijkerk	4,000
Gemeente Elburg	3,800
Gemeente Renkum	3,400
Gemeente Hogeveen	2,000
Gemeente Hellevoort	1,950
Water management	355,048
Waterschap Brabantse Delta	38,250
Waterschap Rivierenland	30,000
Waterschap Scheldestromen	30,000
Waterschap Hollandse Delta	24,000
Hoogheemraadschap Hollands Noorderkwartier	22,400
Hoogheemraadschap van Rijnland	21,000
Waterschap Rijn en IJssel	20,000
Waterschap Amstel, Gooi en Vecht	20,000
Waterschap Aa en Maas	18,750
Waterschap Schieland & Krim	17,200
Wetterskip Fryslân	15,000
Waterschap De Dommel	15,000
Waterschap Reest en Wieden	13,500
Waterschap Zeeuwse Eilanden	13,000
Waterleiding Maatschappij Limburg	11,537
Waterschap Roer en Overmaas	8,640
Waterschap Noorderzijlvest	7,500
Waterschap Zuiderzeeland	7,000
Brabant Water	6,807
Waterschap Regge en Dinkel	5,000
Hoogheemraadschap De Stichtse Rijnlanden	4,000
Waterschap Veluwe	3,750
Stichting D.A.G. Friesland	1,111
Waterleidingmaatschappij Drenthe	877
Vitens v.h. Hydron Midden-Nederland	440
P.T. Air Manado (waterproject in Indonesië)	286
Healthcare / old-age care	433,509
Academisch ziekenhuis Maastricht	43,656
Universitair Medisch Centrum Groningen	34,980

<i>Accounts Receivable</i>	<i>Amounts x € 1,000</i>
Healthcare / old-age care (continuation)	
Academisch Medisch Centrum	20,000
Zorggroep Limburg	19,358
Stichting Dimence	18,857
Stichting Volkaert SBO	16,625
Stichting Antonius Ziekenhuis	15,919
Stichting Ziekenhuis Bethesda	14,699
Catharina Ziekenhuis	14,120
Stichting Arduin	13,850
Vincent van Gogh voor geestelijke gezondheidszorg	13,800
Stichting Zorgzaam Zeeuws-Vlaanderen	12,000
Stichting Sint Elisabeth Ziekenhuis	12,000
Stichting Geestelijke Gezondheidszorg Breburg	11,387
Stichting Magenta Zorg	9,922
Stichting Zeevesta	9,900
Haga Ziekenhuis Den Haag	9,541
Stichting Protestants Christelijk Ziekenhuis Ikazia	9,100
Sint Franciscus Gasthuis	8,750
VieCuri Medisch Centrum	8,500
Christelijke Zorgcombinatie Zwolle	8,280
Stichting Parnassia Bavo Groep	8,067
Stichting Argos Zorggroep	7,600
Stichting Tragel	7,275
Antoni van Leeuwenhoek Ziekenhuis	7,083
Regionale Stichting Zorgcentra De Kempen	6,880
Stichting de Springplank	5,833
Stichting Verbeeten Fonds	5,802
Stichting De Blink	5,760
Maastric Clinic	4,650
Stichting Amphia	4,550
Stichting Revalidatie-Centrum 'De Hoogstraat'	4,538
Stichting Geestelijke Gezondheidszorg Oost Brabant	4,000
Stichting Saxenburgh Groep	3,499
Stichting De Stroom	3,403
Stichting Eindhoven Beheer	3,064
Stichting Reinaerde	2,760
Stichting Zorgpalet	2,608
Stichting Medisch Spectrum Twente	2,310
Stichting Rode Kruis Ziekenhuis	2,000
Stg. Woon-Leefcentra Lichamelijk Gehandicapten West-Brabant	1,843
Stichting De Vlasborch	1,562
Promens Care	1,506
Zorgpartners Friesland	1,500
Stichting Het GORS	1,351
Stichting Interakt	1,267
Zeeuws Radio-Therapeutisch Instituut	1,179
Stichting Odion	1,148
Stichting Woon & Zorgcentrum 'Herfstzon'	1,032
Stichting Zorgverlening 's Heeren Loo	625
Stichting Radar	564
Stichting Frion	455
Stichting Blixembosch	443
Stichting Heliomare	418

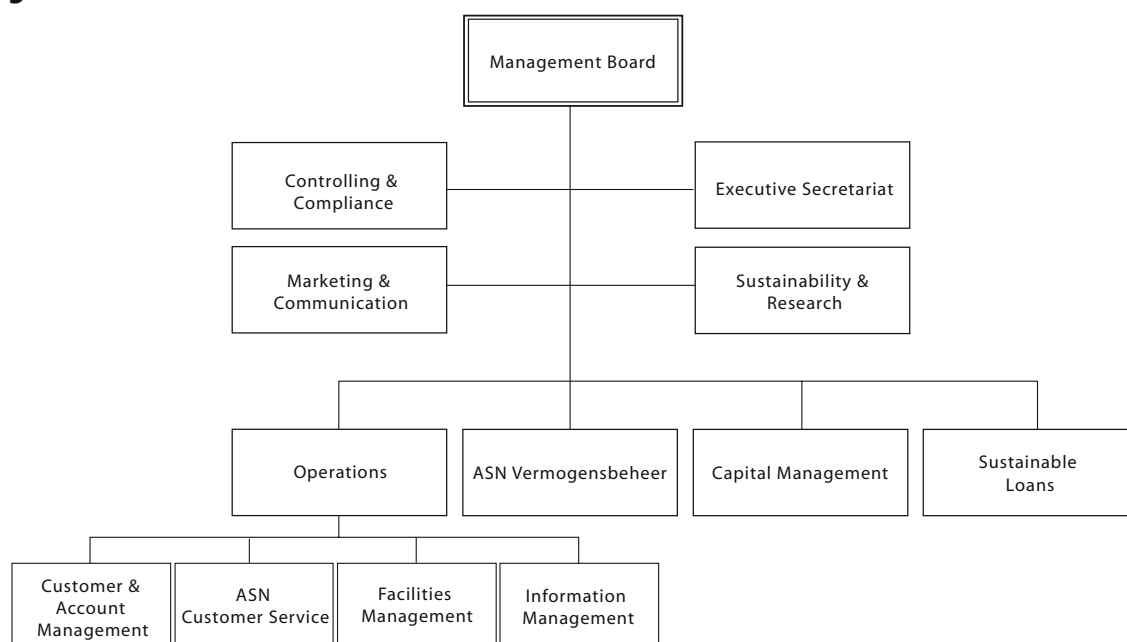
<i>Accounts Receivable</i>	<i>Amounts x € 1,000</i>
Healthcare / old-age care (continuation)	
Stichting Gelre Ziekenhuizen	352
Stichting Mondriaan Zorggroep	343
Stichting Aveleijn/SDT	291
Stichting De Driestroom	263
Stichting Dichterbij	238
Stichting Wende	82
Stichting Revalidatie Centrum Roessingh	69
Brabantzorg	52
Residential construction	431,846
Woningstichting Rochdale	35,917
Stichting Eigen Bouw	26,552
Stichting Duwo	25,000
Stichting Ymere	25,000
Woningcorporatie R&B Wonen	20,000
Woningcorporatie Eigen Haard	16,877
Stichting De Woonmensen	15,000
Woonstichting SSW	15,000
Woningcorporatie de Alliantie v.h. SCW	14,954
Stichting Area Wonen	14,105
Stichting Woongroep Holland	13,000
Woningbouwvereniging Bergopwaarts	11,300
Woningcorporatie Acantus Groep	11,168
Stichting Waterweg Wonen	11,000
Stichting Woonzorg Nederland	10,974
Stichting Woonbedrijf SWS	10,000
Woningstichting Servatius	10,000
Woningbouwvereniging St. Laurentius	10,000
Stichting Portaal	10,000
Stichting Woonstede	8,500
Stichting Sociale Woningbouw en Beheer	8,000
Bouwvereniging Eigen Woning	8,000
Woningstichting Haag Wonen	7,941
Woonstichting Triada	7,500
Stichting Woonbeheer Betuwe	7,500
Woningstichting SWZ	7,500
Stichting Volkshuisvestingsgroep Wooncompagnie	6,869
Intervolve Credit B.V.	5,339
Woningstichting Omnivera	5,225
Woonstichting Groninger Huis	5,000
Woningstichting Leusden	5,000
Stichting Weller Wonen	5,000
Stichting Steelande Wonen	5,000
Mijande Wonen	5,000
Woningstichting Weststellingwerf	5,000
Woonstichting Domesta	4,538
Stichting Woonzorg West Zeeuws-Vlaanderen	4,400
Woonstichting Vaals	4,000
Stichting Wonen Wierden	3,500
Woningcorporatie de Alliantie v.h. Atrium	3,376
Woningbouwvereniging Ons Doel	2,083
Stichting Dutch International Guarantees for Housing (DIGH)	1,090

<i>Accounts Receivable</i>	<i>Amounts x € 1,000</i>
Residential construction (continuation)	
Stichting Habion	521
Stichting Mooiland Vitalis	117
Education, culture and leisure	25,931
Erasmusacademie	9,450
Universiteit Twente	5,805
Nationaal Groenfonds	4,521
Stichting Texels Museum	1,704
Bibliotheek Vlissingen	1,578
Stichting Kinderopvang	1,598
Stichting Vrijburg	1,275
Shares	485
Triple Jump	405
Oikocredit	80
Renewable energy	198,268
Wind energy	68,330
Belwind N.V.	28,226
C-Power N.V.	21,896
Global Tech I Offshore	8,415
Windpark Rijnwoude	5,118
Northwind N.V.	4,532
Vaanster Services B.V.	132
Kriekewind B.V.	11
Solar energy	109,636
Centrale Photovoltaïque de Toul-Rosières	18,855
Centrale Photovoltaïque Du Gabardan	16,310
Lavansol II SAS	15,641
Newsolar SAS	12,827
Belfuture CVBA	9,670
Lavansol M7 SAS	8,410
SECP OLMO2 SAS	7,589
FPV Pascialone SAS	7,551
NPG Willebroek N.V.	6,989
FPV Santa Lucia SAS	5,794
Other	20,302
Unica Financial Services B.V.	7,703
Dif Renewable Energy Fund	4,780
Dif Infrastructure Fund	4,302
Eteck B.V.	3,167
Impax New Energy Investors II	350
Other	40,653
Microfinance	918
Oikocredit Nederland	26
Triple Jump	835
Oikocredit International	57
Other	39,735
Tennet	24,463
CAIW	14,643
Wereldwinkels	236

<i>Accounts Receivable</i>	<i>Amounts x € 1,000</i>
Other (continuation)	
Groen Vervoer	39
Stichting Chizone	225
Algemeen Verbond van Volkstuinders Verenigingen in Nederland (AVVN)	105
Nuon energiebesparende investeringen in het MKB	12
Almeerse Reddings Brigade	12
Total	10,402,682

Appendix 2 Organisation and history

Organisation



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Explanation of the organisational chart

- Controlling & Compliance is responsible for all financial flows, including information, financial reporting and analyses, the annual and interim reports of the investment funds and the annual report of the bank. Controlling also supervises compliance with regulations, risk management, accounting procedures and internal control.
- Marketing & Communication is responsible for communicating ASN Bank's policy and sustainable values, and for customer acquisition and retention through campaigns. The department develops and creates distribution channels for the ASN products and maintains relations with our partnering NGOs.
- Sustainability & Research is responsible for formulating and implementing ASN Bank's sustainability policy. The department writes ASN Bank Issue Papers, conducts research with regard to countries and companies in which ASN Bank and the ASN Investment Funds may invest, carries out the voting policy and engages in dialogue with companies. It also advises on the bank's sustainable operations.
- Operations comprises several components. Information Management's activities include ensuring that all systems and resources are

available to customers and employees. Customer & Account Management processes customer and account details and sends out requests for information. ASN Customer Service provides services to customers by telephone, e-mail and correspondence. Finally, Services makes sure that all ASN staff have the space and resources they need for their work.

- ASN Asset Management manages capital of € 250,000 or more for private customers and institutions based on ASN Bank's sustainability criteria.
- Capital Management is responsible for the development and sale of savings and investment products. In addition, this department is responsible for implementing legislation and regulations to the extent that they relate to customers and products. It manages the day-to-day affairs of the ASN Investment Funds and also represents ASN Bank and the ASN Investment Funds at meetings for intermediaries and interested parties.
- Sustainable Loans lends money on behalf of ASN Groenprojectenfonds, ASN Bank and Energiefond Overijssel, and manages those loans.

Triple Jump

ASN Bank holds 25% of the shares of Triple Jump, which is responsible for the investments of ASN-Novib Microkredietfonds in its capacity as project

manager. Oxfam Novib, NOTS Foundation and management are the other shareholders. The aim of Triple Jump is to invest capital in developing countries mainly through microfinance institutions (MFIs) to facilitate the fight against poverty. Triple Jump:

- supports MFI start-ups by providing expertise and loan capital;
- provides high-risk loan capital and equity to MFIs that are growing from start-up to maturity;
- provides low-risk loan capital and equity to mature, stable MFIs.

In addition to the loans provided by ASN-Novib Microkredietfonds, Triple Jump manages the loan portfolios of Oxfam Novib, Calvert Social Investment Foundation and SNS Institutional Microfinance Fund. At present Triple Jump manages an equity and loan portfolio of approximately € 270 million.

The ASN Foundation

Our involvement goes beyond sustainable banking. Every year, ASN Bank donates part of its earnings to projects and organisations that contribute to its mission. The ASN Foundation was established in 2004 in order to standardise our donation policy. The Foundation publishes its own annual report.

History

On 21 January 1960, ASN was established as the bank of the socialist workers' movement. Its main object was to provide socially responsible employee savings schemes. However, from the outset the inflow of private savings exceeded the inflow of savings schemes. In order to absorb that inflow, ASN - as the first savings bank in the Netherlands - introduced saving by funds transfer in 1960.

From the very start, the bank invested the savings deposits in accordance with trade union principles as much as possible, for example in the public sector and in the socio-cultural field. Nevertheless, it never became the 'bank for the trade union movement' envisaged by its founders. That is why in the 1970s ASN shifted its focus to a new target group: people involved in issues such as war and peace, human rights and discrimination, international economic relationships and the environment.

ASN grew to become a truly idealistic bank in the 1980s and 1990s, with regard to both its products and its office setup. It introduced sustainable investment funds, the first one being ASN Aandelen-

fonds in 1993. ASN's 'special investment criteria' in the areas of human rights and the environment were formulated as a point of departure in the selection of the funds' investments as well as the investment of savings deposits.

In 1996, ASN changed its name to ASN Bank. The closer collaboration with the financial institutions affiliated with the trade union movement had resulted in the REAAL Group in 1990, in which ASN held an independent position. In 1997, the REAAL Group merged with SNS Group and ASN Bank became a subsidiary of SNS Bank.

ASN Bank increased the number of investment funds to seven, including a green fund and a socio-ethical fund. However, the main emphasis was still on saving, and the bank introduced several successful savings accounts. It also developed considerable expertise in financing sustainable construction and renewable energy production.

In early 2009, ASN Bank introduced a current account (ASN Bank Account), followed by the ASN Credit Card in 2010. In 2010, it also acquired a majority interest in ASN Asset Management, which manages capital starting from € 250,000 on the basis of ASN Bank's sustainability criteria. As a result, ASN Bank has positioned itself as a comprehensive financial services provider for customers who look for simplicity, transparency and ideals.

In 2011, ASN Bank expanded its expertise and capacities in the field of sustainability. It formulated its own sustainability policy and participated in social debates. Since 2011, it has also been conducting its own investigations into the sustainability of countries, companies and projects, as well as the engagement with companies and the voting policy.

Its continuous growth forced ASN Bank to relocate to a new building. It decided not to construct a new building, but to opt for a sustainable solution: to purchase and sustainably renovate an existing, vacated office building. On 31 March 2012, the bank relocated to this building at Bezuidenhoutseweg 153 in The Hague.

At the end of 2012, ASN Beleggingsinstellingen Beheer B.V. acquired the management of Energiefondsen Overijssel, which was introduced in early 2013.

Appendix 3 Supervisory Board, Advisory Council and Management Board

Supervisory Board

Rob Langezaal (Chairman)
Annemiek van Melick
Bart de Ruigh

Advisory Council

Femke Halsema (Chair)
Hans Kamps
Jan van der Kolk
Maarten van Huijstee
Willemijn Verloop

Directie ASN Bank N.V.

Ewoud Goudswaard
Jeroen Jansen
Joyce van der Est

Personal details

Supervisory Board

Rob Langezaal

Rob Langezaal (1958) has been CCO and a member of the SNS Retail Bank Management Board since November 2007. He is responsible for the marketing and sales portfolio and the labels SNS, ASN Bank, RegioBank and BLG Wonen. Rob Langezaal has more than thirty years' experience in various positions in the retail and business markets, such as CEO, division manager and general manager. Rob Langezaal is a member of the Advisory Council of XS4all Internet B.V., Chairman of the Supervisory Board of ASN Groenbank, Chairman of the Supervisory Board of RegioBank, Chairman of the Supervisory Board of SNS Beleggingsfondsen Beheer B.V. and a member of the Board of Stichting Weet Wat Je Besteedt.

Annemiek van Melick

Annemiek van Melick (1976) has been CFRO and a member of the SNS Retail Bank Management Board since 2012. She joined SNS REAAL as Corporate Strategy Director in November 2008. Annemiek van Melick has been working in the financial sector for over ten years. She has a broad background in capital markets, capital structuring, mergers & acquisitions and strategy advice. Annemiek van Melick

is also a member of the Supervisory Board of ASN Groenbank, a member of the Supervisory Board of RegioBank, and a member of the Supervisory Board of SNS Securities.

Bart de Ruigh

Bart de Ruigh (1956) has been COO and a member of the SNS Retail Bank Management Board since 2010. He is responsible for product management and transaction processing by different service centres and holds the IT and facilities management portfolios. Bart de Ruigh has worked in management positions in the financial services sector, i.e. at banks and insurance companies, for almost thirty years. He has extensive experience in operations, IT, product management and organisational issues, as well as in finance & control, risk management and facilities management.

Advisory Council

Femke Halsema

Femke Halsema (1966) was a member of the House of Representatives for GroenLinks as from 1998 and party chairman from November 2002 to December 2010. From 1993 to 1997 she worked at the Wiardi Beckman Stichting, the scientific bureau of the Dutch social democratic party (PvdA), and from 1996 to 1998 at political-cultural centre De Balie. She held the Treaty of Utrecht Chair at Utrecht University and the Leonardo Chair at Tilburg University. As a freelancer, she is working on a book and a series of documentaries, and she writes essays for the Volkskrant newspaper on a regular basis. In addition, she holds board positions. She has been Chair of the board of Stichting Vluchteling since 1 January 2012, and Chair of the Supervisory Board of Weekblad PersGroep since June 2011. She is also the Chair of the board of theatre company Female Economy and a member of the Advisory Council of World Press Photo.

Hans Kamps

Hans Kamps (1952) combines numerous positions. He is Chairman of Algemene Bond Uitzendondernemingen (ABU), Chairman of Jeugdzorg Nederland, the Netherlands Museums Association and Crown member of the Social and Economic Council of the Netherlands (SER). His other positions focus on – but are not limited to – youth, the labour market and business acumen. He is a member of several supervisory boards and a member of the Advisory Council or Supervisory Council of different companies, including KPC Groep, FD Mediagroep and Staatsloterij.

Jan van der Kolk

Jan van der Kolk (1953) studied environmental science and management consultancy at university. Over a period of twenty years, he held various positions at KPMG, including member of the KPMG Consulting Board of Directors and managing partner of KPMG Sustainability. He is currently an independent consultant, executing many projects for major companies in the area of sustainability strategy and reporting, management systems and sustainable investing by financial institutions. He holds several other positions, including Chairman of the investment advisory committee for church social welfare work of the Protestant church in The Hague, Chairman of the jury for the Verantwoord Ketenbeheer Award of the Vereniging van Beleggers in Duurzame Ondernemingen (VBDO) and member of the Environmental Advisory Council of Studiecentrum voor Bedrijf en Overheid.

Maarten van Huijstee

Maarten van Huijstee is active in marketing and advertising. He started his career at Unilever and Heineken, where he worked on the strategic and creative development of brand concepts. In 2005, he launched ON, which evolved into Ottonico, an independent creative bureau working for well-known brands. When TAXI Europe took over this bureau, Maarten van Huijstee became responsible for the development of brand concepts in his capacity as executive creative director. On 1 January 2012, he became the owner and creative director of Delight Agency, a bureau that develops strategies and ideas for brands. He also has a yoga and meditation studio in Amsterdam, Delight Yoga. Maarten van Huijstee helped initiate Return to Sender, which sells special products from the poorest areas in the world, with any profits flowing back to the producers. He also set up The Playing Circle, an inspiring meeting room in Amsterdam.

Willemijn Verloop

Willemijn Verloop worked for the United Nations, the Council of Europe and The European Action Council for Peace in the Balkans, before she founded the Dutch War Child organisation in 1994. As Managing Director, she engaged politicians, musicians and other famous Dutch people for the War Child cause. In fifteen years' time War Child Netherlands evolved into a high-profile non-profit organisation under her leadership. In 2010, she resigned as a board member. Currently, Willemijn Verloop is the Vice Chairman of the Supervisory Board of War Child. She is also a board member of

the ECCP (European Centre for Conflict Prevention), Eureko Achmea Foundation, Stichting Kindsoldaat and Movies that Matter; Supervisory Board member at ECORYS, the Amsterdam School of the Arts, Stichting Natuur & Milieu and Mundial Productions; member of the Advisory Board of The Hunger Project and Stichting LaLuz. She sits on various committees of recommendation. In 2012 she founded an organisation for socially responsible entrepreneurship.

Management Board of ASN Bank N.V.

Ewoud Goudswaard

Ewoud Goudswaard (1958) has been ASN Bank's Managing Director since 2001. He is also a member of the Supervisory Boards of ASN Groenbank N.V. and Triple Jump B.V., the project manager of ASN-Novib Microkredietfonds. Ewoud Goudswaard started his career at NMB Bank, progressing to ING Bank, in credit risk management for (large) corporate clients. He held management positions in Haarlemmermeer, Amsterdam and Rotterdam starting in 1992 and became Chairman of the Management Board of the Midden-Holland district in 1997. Ewoud Goudswaard has several external positions: he is a member of the Advisory Council for the Dutch Association of the Club of Rome and the Advisory Council of Plan Nederland, and treasurer of the Netherlands Museums Association and Stichting Museumkaart.

Jeroen Jansen

Jeroen Jansen (1962) has been Director of ASN Bank since 2005, primarily focusing on marketing, communication, public relations, asset management, sustainability policy and research. Jeroen Jansen started his banking career at Triodos Bank. He joined Hollandse Koopmansbank (currently SNS Asset Management) in 1995, where he developed asset management services and sustainability research for institutional investors, social institutions and ASN Bank. He took up his position as manager of Social Strategy at SNS REAAL Corporate Communications in 2000. He was also part of the ASN Bank Management Board's support staff. He was appointed deputy Director of ASN Bank in 2001. Among other positions, Jeroen Jansen is treasurer of Stichting Avondster and a member of the programme council of CSR Netherlands.

Joyce van der Est

Joyce van der Est (1965) has been deputy Director of ASN Bank since 2011, with responsibility for the bank's operations, which includes customer service, customer and account management and information management. In this position, she creates the conditions for professional services to customers. Joyce van der Est has years of experience in managing operational and IT processes in branch banking. She started her career at Robeco in 1988. After nearly ten years, she continued her career at Bank Labouchere, where she also professionalised customer and IT processes. Since 2003, she has managed ASN Bank's operations. Her focus is on the continuous development, professionalisation and innovation of the internal organisation with the objective of achieving high-quality service and transparent products.

ASN Bank

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