

# ASN Bank Report 2015



# Table of content

<b>Preface</b>	<b>4</b>
<b>Bank with an ideal</b>	<b>5</b>
Mission	5
Strategy	5
<b>Sustainability</b>	<b>7</b>
Sustainability goals in 2015 and 2016	7
Sustainability policy	7
<b>Sustainability instruments</b>	<b>14</b>
Selection	14
Engagement	18
Voting	19
<b>Human rights</b>	<b>21</b>
Long-term human rights goal	21
Engagement with the pharmaceutical industry	22
Human rights activities	23
Human rights platforms	25
<b>Climate change</b>	<b>27</b>
Long-term climate change goal	27
Climate change activities	29
Platform Carbon Accounting Financials	30
Climate change platforms	31
<b>Biodiversity</b>	<b>33</b>
Long-term biodiversity goal	33
Biodiversity activities	34
Biodiversity platforms	35
<b>Office</b>	<b>37</b>
Greenhouse gas emissions	37
<b>Stakeholders</b>	<b>41</b>
<b>Customers</b>	<b>42</b>
Customer satisfaction	42
Service and services	43
Customer communications	44
<b>SNS Bank</b>	<b>46</b>
Sustainability at SNS Bank	46
Manifesto	47
<b>Partnering NGOs</b>	<b>48</b>
Sustainability issues	48
Other partners	49

<b>Society</b>	<b>50</b>
Contributions to sustainability initiatives	50
<b>Staff</b>	<b>55</b>
Management Board of ASN Bank	55
Composition of personnel	56
Human resources policy and remuneration policy	57
Employee commitment	57
<b>Raising capital</b>	<b>60</b>
Payments	61
Savings	62
Investments	63
Asset management	67
<b>Loans and investments</b>	<b>69</b>
<b>ASN Bank's loans and investments</b>	<b>70</b>
Loans and investments at year-end 2015	71
Renewable energy	77
Care	77
Housing	78
Governments	79
Water management	79
Green bonds and social bonds	79
<b>ASN Investment Funds</b>	<b>81</b>
Investment focus	82
Energiefonds Overijssel	84
<b>Financial highlights</b>	<b>86</b>
Notes to the financial highlights	87
Income statement	88
<b>Risk management</b>	<b>89</b>
Risk governance – Three lines of defence	89
Risk committees	89
Risk classification	90
<b>Corporate Governance</b>	<b>92</b>
Capital structure	92
Banking Code, Rules of Conduct and Bankers' Oath	93
Dutch Corporate Governance Code	94
ASN Bank Advisory Council	95
Remuneration report	95
<b>Supervision</b>	<b>97</b>
Report of the Advisory Council	97
Report of the Supervisory Board	99
Independent auditor's assurance report	103
<b>Report</b>	<b>105</b>

# Preface

The year 2015 marked the 55th anniversary of ASN Bank's incorporation. Starting out as a trade union bank guided by a social mission, we subsequently widened the focus of our efforts to include global human rights as well as nature and climate change. In short, we have been working to improve tomorrow's world for no less than 55 years. How did we do this in 2015? ASN Bank's three Management Board members talk about their personal highlights.



## **Ewoud Goudswaard: climate impact**

"In 2015, we made demonstrable progress on the matter of climate change. ASN Bank has an ambitious climate change objective: to achieve net carbon neutrality in all our loans and investments by 2030. We share the knowledge we have gained along the way with other financial institutions to increase the impact of our climate change objective. SNS Bank decided to adopt our objective in 2015.

In November, I attended the Climate Change Conference in Paris. As founders of the Platform Carbon Accounting Financials (PCAF), we organised an expert session there. The eleven Dutch member financial institutions will jointly develop methods to measure the impact that their investments and loans have on the climate. By founding PCAF, we initiated a movement that has more impact than we can create on our own."



## **Jeroen Jansen: inspiration from stories**

"Telling stories that touch people's lives: that is what we do at meetings with customers and other interested people. After all, inspiring people is another way to bring the sustainable future closer.

We told our own story at events including TomorrowToday (MorgenVandaag) and ASN Live, but also put others in the limelight: sustainable innovators, designers and entrepreneurs; climate, nature and human rights champions; people from far away and local residents. This is how we shared our inspiration and discussed what each of us can do, because we can achieve so much more if we work together with people and organisations that share our mission."



## **Joyce van der Est: successful as a bank**

"Good banking products and excellent service are the cornerstones of our services. The ASN Customer Service Department helped customers by telephone and e-mail and in writing on more than 391,000 occasions and we opened over 75,000 customer accounts. In 2015 we added even more functions to our mobile app, we made it easier to open an account and we introduced a current account for self-employed persons, the ASN Betalen Zelfstandigen account. Through our platform For the World of Tomorrow (Voor de Wereld van Morgen) we introduced a whole new step: crowdfunding for sustainability initiatives.

I consider it a great compliment that customers say they appreciate our online banking service and mobile app. Time and again, we show that it *can* be done: making sustainable choices and still being successful as a bank."

# Bank with an ideal

ASN Bank is working towards a sustainable and just world. A society in which people are free to make their own choices without harming others. A society without poverty, in which everyone can learn, live and work in a healthy environment. A society in which we respect each other and the natural world, care for those in need and pay due regard to the needs of future generations. It is this vision that forms the foundation of our mission.

As we take responsibility for the world of tomorrow, ever since our incorporation in 1960 we have been focusing our efforts on changing the world of today, together with our customers and others who share our ideals.

We are working to achieve our ideal as a bank through our loans and investments as well as by making sustainable choices and fuelling the debate on that point.

[This map localises our choices](#)

## Mission

ASN Bank's mission is:

"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."

## Strategy

Sustainability is paramount in all of ASN Bank's activities. Being a bank, we exercise most influence by means of our loans and investments. We therefore apply our sustainability criteria in all of those activities – even our office is sustainable.

The strategy we pursue to achieve our mission is based on two principles:

### Driving sustainable choices

Close collaboration with other stakeholders is part of our strategy. We challenge others to follow our example in the sustainable choices we make.

We share our knowledge with stakeholders, for example by showing them how to measure their impact on the climate, while we in turn learn from others. In this process, we work together with our partnering NGOs, our customers, the sustainable entrepreneurs of our community For the World of Tomorrow, our peers in the sector and SNS Bank's affiliate brands.

For each sustainability pillar – human rights, climate change and biodiversity – we formulate long-term goals at the strategic level. It is a unique step in the development of our sustainability policy. With these goals, we want to make our own positive contribution to a sustainable society and – by setting an example – inspire and encourage others to do the same.

### Expanding our banking activities

ASN Bank wants to grow, but this is not a goal in itself. We want to grow in order to:

- widen our base of customers and other stakeholders to empower us to step up our efforts in creating a sustainable society;
- maintain a healthy financial basis as a bank;
- increase our investments in sustainable businesses, projects and governments.

Those were the reasons for us to set a growth target for our banking activities: we aim to have one million – satisfied – customers in due course, ensure controlled growth of our assets under management, and increase our corporate loans and investments.

# Sustainability

Sustainability is the principle that guides our mission and strategy. Sustainability is key in every aspect of ASN Bank's work, both in our banking activities and in our efforts to promote sustainability.

We do not regard sustainability and sustainable development merely as environmental objectives. Our aim for sustainable development is inspired by a sense of justice: we want to help ensure a fair distribution of wealth, now and in the future. That is why sustainability has a major social aspect to us.

## Sustainability policy

We build our sustainability policy on three pillars, which cover all issues that matter to our customers and to us. Those pillars are:

- human rights;
- climate change;
- biodiversity.

## Scope of the policy

The sustainability policy applies to all loans and investments of ASN Bank and the ASN Investment Funds, as well as to the investments of ASN Asset Management. It is also the basis of our selection of, for example, partner projects that we donate money to, projects we sponsor and projects nominated for the ASN Bank World Award.

## Sustainability goals in 2015 and 2016

Every year, we set ourselves sustainability goals for the year ahead. What were the goals for 2015 and what are the goals for 2016?

<i>Objective for 2015</i>	<i>Achieved in 2015</i>	<i>Objective for 2016</i>
<b>Qualitative goals</b>		
Implementation of the strategic project 'ASN Bank carbon neutral by 2030'	Partly completed; expected to be achieved in 2016	Objective unchanged
Animal welfare policy	Achieved	-
Maintaining ISO 14001 certification for the office organisation	Achieved	-
Formulation of the long-term human rights goal	Not yet completed	Objective unchanged
Formulation of the long-term biodiversity goal	Not yet completed	Objective unchanged
Pharma engagement	Active engagement with two pharmaceutical companies	Active engagement with four pharmaceutical companies
<b>Measurable targets</b>		
Carbon emissions ≤ 1.34 tonnes per FTE (Scopes 1 and 2)	1.14	Carbon emissions ≤ 1.20 tonnes per FTE (Scopes 1 and 2)
Paper consumption ≤ 0.28 kilos per account	0.29	Objective unchanged

## Sustainability policy

Our mission is shaped in our sustainability policy, which is based on the definition of sustainability used in the 1987 UN report Our Common Future. The report was the first to call for sustainable development, defining this concept as follows: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

## New and revised in 2015

Our sustainability policy is laid down in [policy papers](#). The following changes were made to those documents in 2015.

- The Sustainability Criteria guide was revised. This document describes how we use our sustainability criteria during the selection process, i.e. how we choose companies, countries and institutions to finance or invest in.
- ASN Bank traditionally pursued an animal welfare policy, but it was scattered across several documents. In 2015, we introduced a coherent animal welfare policy based on the 'five freedoms' of animals.
- A key issue in the selection of loans and investments is governance. Many of the subjects covered by this issue are already addressed in our human rights policy. These subjects have been further detailed in a new policy paper, *Governance*, for the purposes of our selection process.

## Fair Bank Guide assessment

The Fair Bank Guide awarded ASN Bank the highest average score – 85% – for the bank's sustainability policy in its annual update of 29 September. The other nine banks assessed achieved scores ranging from 25% to 71%.

## Policy papers

Our sustainability policy is laid down in policy papers that describe the criteria we use to approve or disapprove companies, projects, organisations and governments. The criteria apply to:

- all of ASN Bank's loans and investments;
- the ASN Investment Funds: ASN Beleggingsinstellingen Beheer B.V. (ABB, the director of ASN Beleggingsfondsen N.V. and the manager of ASN-Novib Microkredietfonds and ASN Groenprojectenfonds) has adopted these sustainability criteria in full as the basis for its investment policy;
- ASN Asset Management's investments;
- the selection of sponsored projects, projects for the ASN Bank World Award, etc.

## Policies for individual pillars and sectors

The policy for each pillar – human rights, climate change and biodiversity – has been elaborated in separate policy papers. Sector-specific policy papers describe how we implement these policies in the various sectors.

All policy papers are available [here](#).

## Experts

The experts of the Sustainability & Research (S&R) Department are responsible for sustainability policy formulation, the assessments, the dialogue with companies and the voting policy. They regularly take part in (public) debates on a range of sustainability issues.





## Sustainability criteria

We distinguish two types of criteria:

### Absolute criteria

The absolute criteria indicate which activities we avoid or exclude. Avoidance applies to those activities and sectors that we could invest in or could fund if they were to meet all of our criteria. We avoid activities that:

- do not (yet) contribute to or fit in a sustainable society;
- involve risks for people, animals and the environment that we consider to be too substantial or unacceptable.

Exclusion applies to activities and sectors that are never allowed, regardless of how sustainably the company operates.

Activities subject to avoidance or exclusion include arms, nuclear energy, tobacco, gambling, pornography, genetic modification, livestock farming, fisheries, use of animals for entertainment, cement industry, base chemicals and base metals, dams, fossil fuels, first-generation biofuels, combustion engines and mining.

### Relative criteria

Companies and activities that we do not avoid or exclude are assessed on the basis of a list of relative criteria dealing with the following four aspects:

- *governance*: board composition and remuneration, ethical conduct, corruption, respect for the local legal system, tax evasion, transparency;
- *human rights*: equal treatment and non-discrimination, the absence of child and forced labour, freedom of association, healthy and safe working environment, consumer protection, living wages;
- *climate change and biodiversity*: environmental policy, deforestation, overexploitation, pollution, animal welfare;

- *supply chain policy*: the requirements that companies impose on their suppliers in such areas as healthy and safe working conditions and the environment.

We assess every company on the basis of these criteria, in so far as applicable. On every relevant component, the company is qualified as insufficient, poor, sufficient, good or excellent.

The qualifications on the various criteria result in an overall qualification of the company. In that regard, we also consider the sector in which the company operates, the countries in which it is active, and the existence of any misconduct. If the overall qualification is sufficient, the advice is: approve. If the overall qualification is insufficient, the advice is: disapprove.

## Animal Welfare Policy

Animal welfare is very close to the hearts of many of our customers, who are very interested to know how we treat animals via our loans and investments. On top of that, animal welfare is also a key issue in the public debate. It is for these reasons that we devote extra attention to this subject.

ASN Bank strives for good living conditions for people as well as animals. Until 2015, our animal welfare policy was scattered across several documents. In March 2015 we published the ASN Bank Animal Welfare Policy, identifying the choices we make to contribute to improving animal welfare and respectful interaction with animals.

### Together with customers and experts

When formulating this policy, we asked experts to share their thoughts and ideas. We talked with scientists, people from the field and animal welfare organisations such as farmers and entrepreneurs, quality label developers and experts on animal testing. We drew up a draft policy based on their knowledge, our own views and a literature study.

We discussed this draft policy with customers and experts, under the guidance of a research agency. The outcomes of these sessions have been included in the formulation of the ASN Bank Animal Welfare Policy.

### Five freedoms

The five freedoms form the basis for the ASN Bank Animal Welfare Policy. They entail that an animal must be free:

1. from hunger, thirst and an incorrect diet;
2. from fear and chronic stress;
3. from physical and physiological suffering;
4. from pain, injury and disease;
5. to express natural (species-specific) behaviour.

When analysing loans, investments and our support to projects, we also assess the efforts made by the companies, institutions and project owners concerned to guarantee the five freedoms for animals. In addition, we encourage pioneers via For the World of Tomorrow, our online platform with smart ideas for a better world.

## Memberships and declarations

Overview of memberships and expressions of support as well as declarations signed by ASN Bank.

### Carbon Disclosure Project

A not-for-profit organisation, the Carbon Disclosure Project (CDP) manages the largest database of climate change data. For this purpose, it requests data on greenhouse gas emissions from companies, for example.

## Coöperatieve Vereniging Q

Coöperatieve Vereniging Q is a not-for-profit organisation promoting sustainable construction. In this association, construction participants work together on the Q Concept: a unique, innovative, intelligent construction system. ASN Bank was involved in the first Q Concept developments. An original Q Home is assigned a Green Certificate, which entitles SNS Bank customers to a generous discount on their home loans.

## CoP FiNC

An ASN Bank initiative, the Community of Practice Financial Institutions and Natural Capital (CoP FiNC) brings together financial institutions to share their hands-on experience and discuss how the financial sector may contribute to maintaining and improving biodiversity.

## De Groene Zaak

ASN Bank is a partner of De Groene Zaak. The partners of De Groene Zaak pursue the goal of jointly enabling the transition to a sustainable economy and society as soon as possible.

## Duurzame Energie Koepel

ASN Bank has a seat on the members' council of Duurzame Energie Koepel. This initiative furthers the use of renewable energy and promotes the interests of many companies operating in the renewable energy sector.

## Dutch Carbon Pledge

The eleven Dutch financial institutions joined together in the Platform Carbon Accounting Financials (PCAF) drafted the Dutch Carbon Pledge in the run-up to the climate change conference in Paris. In this document, they called on negotiators to pay due regard to the role that investors and financial institutions can play in the achievement of climate change objectives.

## Dutch Green Building Council

ASN Bank is a member of the Dutch Green Building Council (DGBC), an independent not-for-profit network organisation committed to making the built environment more sustainable. With its efforts, DGBC aims to play a major role in the transition to a circular economy that allows for enjoyable and healthy living and working. In 2016 Jort Bakker, Head of Sustainable Loans at ASN Bank, joined the Board of DGBC.

## Equator Principles

The Equator Principles are a framework used by financial institutions to determine, assess and manage the social and environmental risks of projects. At year-end 2015, 83 financial institutions had endorsed the Equator Principles, including ASN Bank.

## GRI Organizational Stakeholder

The Global Reporting Initiative (GRI) is an international organisation that draws up sustainability reporting guidelines. GRI Organizational Stakeholders support the GRI and are committed to promoting sustainability reporting.

## Climate Coalition

ASN Bank is a member of the Dutch Climate Coalition (Nederlandse Klimaatcoalitie). All participants have signed a code of conduct, provide a baseline measurement and formulate a firm climate change ambition for 2020.

## Letter of Intent on Greening the Inclusive Finance Sector

In September the members of the NpM Platform for Inclusive Finance presented a Letter of Intent to the Ministry of Foreign Affairs, in support of the joint effort to green the inclusive finance sector. 'Inclusive Finance' means that underprivileged people have access to financial products and services, such as microcredit, savings accounts and insurance.

## Montréal Pledge

In September ASN Bank signed the Montréal Carbon Pledge, committing itself to annually measuring and disclosing the carbon footprint of its investment and lending portfolios. The Montréal Carbon Pledge was launched on 25 September 2014 on the initiative of the Principles for Responsible Investment (PRI) and the United Nations Environment Programme Finance Initiative (UNEP FI).

## CSR Netherlands

CSR Netherlands (MVO Nederland) is the national knowledge and network organisation for corporate social responsibility (CSR). Both ASN Bank and ASN Vermogensbeheer B.V. are members of CSR Netherlands.

## Natural Capital Declaration

The Natural Capital Declaration (NCD) is a declaration by the global financial sector. In the NCD, financial institutions undertake to integrate natural capital criteria into financial products and services. ASN Bank signed the NCD in March 2012 and is a member of the Working Group.

## NVB Sustainability Platform

We are affiliated with the Sustainability Platform (Platform Duurzaamheid) of the Dutch Banking Association (NVB). Two of the objectives of the ten member banks are to create solutions to the issue of climate change and to protect human rights in international commercial chains.

## Paris Pledge

Prior to the Paris climate change conference, the international organisation BankTrack presented the Paris Pledge initiative. BankTrack invited coal-financing banks to publicly promise to phase out their funding of mining companies and coal-fired power plants. Banks that do not finance the coal industry, such as ASN Bank, could support the campaign by promising to continue this policy.

## Principles for Investors in Inclusive Finance (NpM Platform)

Thirteen Dutch development organisations, social investors and banks, including ASN Bank, are members of this platform. Together with the Dutch Ministry of Foreign Affairs, the members are committed to increasing access to financial services in deprived areas.

## Principles for Responsible Investment

ASN Bank signed the Principles for Responsible Investment (PRI). PRI is an international network of investors who aim to put the six principles of responsible investment into practice together. Every year, we report to the PRI by means of the Responsible Investment Transparency Report.

## EU Statement on Conflict Minerals

On 13 May, 24 sustainable investment organisations urged the European Parliament (EP) to adopt stronger conflict minerals legislation. They were disappointed by the regulation that the EP's International Trade Committee (INTA) had proposed for the upcoming vote on 20 May. The investors asked the EP to require all companies placing conflict minerals on the European market, in raw form or embedded in products, to be transparent about the source of those minerals. ASN Bank signed the statement as well. The EP has now asked for a compulsory monitoring system for the entire chain of conflict minerals.

## Statement by Financial Institutions on Energy Efficiency

In the run-up to the Paris climate change conference, the UN Environment Programme Finance Initiative (UNEP FI) issued a declaration on energy efficiency, which was signed by over one hundred financial institutions, including ASN Bank.

## **UNEP FI**

The United Nations Environment Programme Finance Initiative (UNEP FI) is a global partnership between UNEP and the financial sector. Over two hundred financial institutions such as banks, insurers and fund managers work together with UNEP to understand the effects that social and environmental considerations have on financial performance.

## **VBDO**

The Dutch Association of Investors for Sustainable Development (Vereniging van Beleggers voor Duurzame Ontwikkeling; VBDO) promotes the interests of institutional and private investors who wish to contribute to sustainable development. ASN Bank is a member of VBDO.

## **UN Global Compact**

ASN Bank has been a member of the UN Global Compact since August 2007. In this connection, we present annual reports via 'Communication on Progress'.



# Sustainability instruments

ASN Bank strives for a just, sustainable society. As we are a bank, our investments and loans play an important role in the pursuit of that goal. They enable us to exert influence, for example by investing in sustainable companies or by funding green projects. It is precisely for this reason that many of our customers choose ASN Bank: they want their money to be invested responsibly.

We use three instruments to ensure this, starting from our sustainability criteria.

- We select loans, companies, institutions and national governments based on our sustainability criteria.
- We vote at shareholders' meetings of companies in which the ASN Investment Funds invest, which allows us to exert influence on the sustainability of companies.
- We engage with companies, meaning that we want to start a dialogue with companies and institutions in which we invest or intend to invest to discuss their sustainability.

We use each of these instruments according to a standard procedure, ultimately leading to a result, i.e. approval or disapproval of a company, project, institution or national government, the casting of a vote at a meeting of shareholders, or completion of engagement with a company.

This is how we put sustainable investment and lending into practice.

## Selection

The selection process is one of the key procedures that we use to implement ASN Bank's mission. It is an intensive and thorough process that takes place according to a standard procedure.

### Assessment

We continuously verify whether investments and loans meet our sustainability criteria. In that process, we use information provided by companies or countries, specialised research institutes, the media and NGOs. Up until 2015, it was our goal to review every company and institution in the universe within three years. As from 2016, we extended that period to four years. Our reasons for doing so are that companies have become more transparent and nowadays information about their sustainability is more easily and rapidly accessible. We now continuously monitor whether any misconduct is taking place at companies, in order to know at a much earlier stage whether something is wrong with a company. If such monitoring gives cause to bring the review forward, we will.

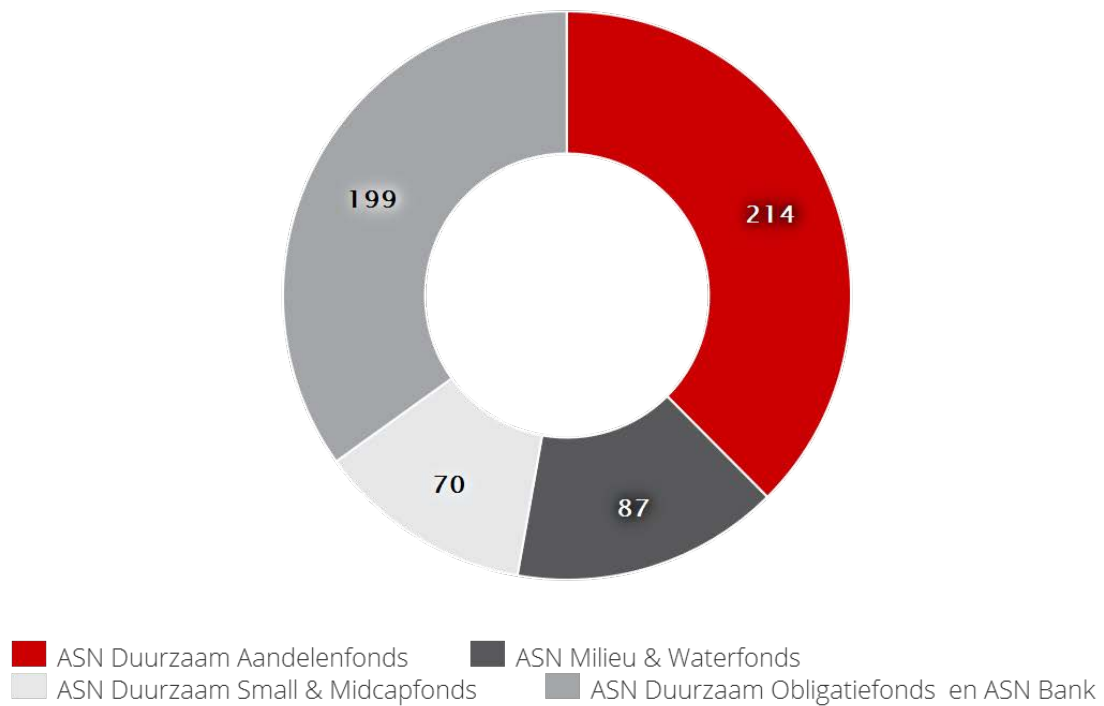
### ASN Selection Committee

The ASN Selection Committee discusses assessments after completion and is advised by the Sustainability & Research Department. The ASN Selection Committee is the only body that has the power to approve or disapprove a company, government or institution for the ASN Investment Universe.

### Selection in 2015

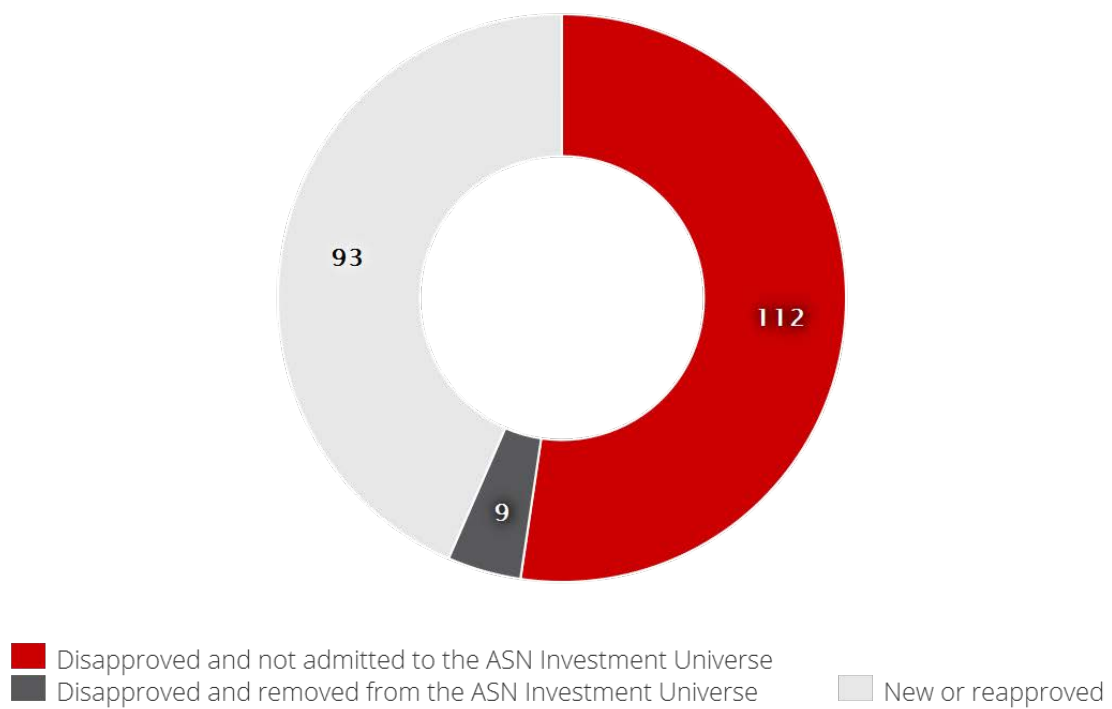
The ASN Selection Committee met six times. In 2015 we analysed 311 companies in total, 47 of which were assessed for two or three funds. We also evaluated 199 countries in connection with government bond investments. The graphs below show the results.

## Total assessed

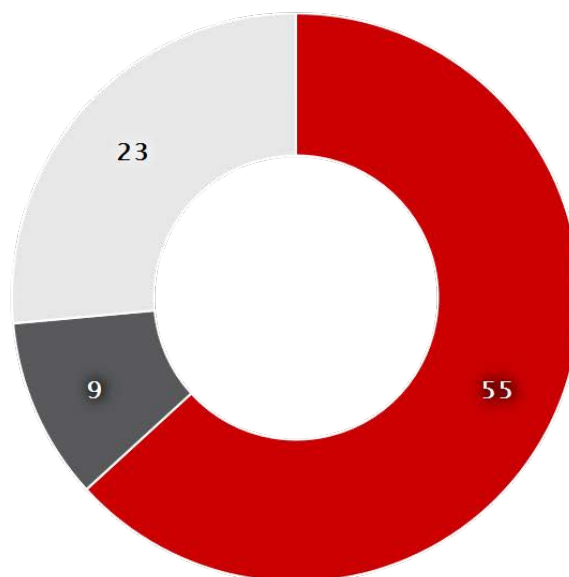


## Companies assessed in 2015 broken down by Fund

### ASN Duurzaam Aandelenfonds

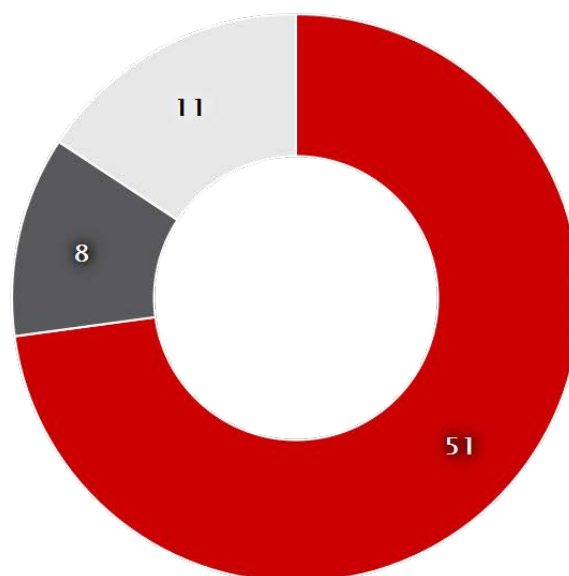


## ASN Milieu & Waterfonds



■ New or reapproved    ■ Disapproved and removed from the ASN Investment Universe  
■ Disapproved and not admitted to the ASN Investment Universe

## ASN Duurzaam Small & Midcapfonds

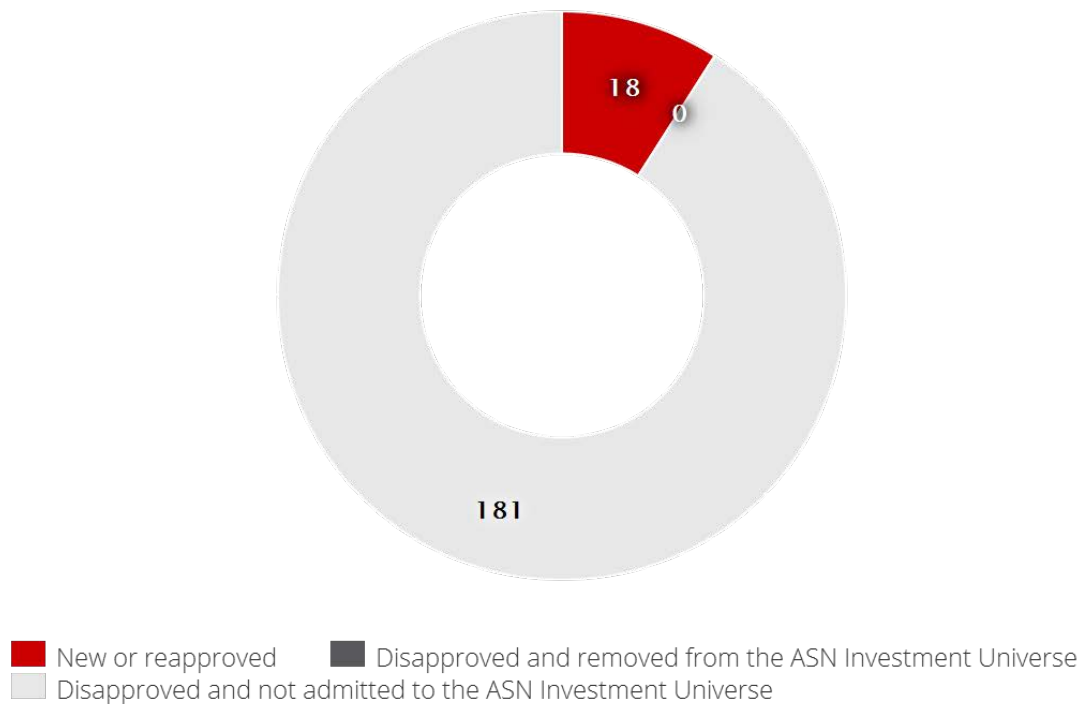


■ New or reapproved    ■ Disapproved and removed from the ASN Investment Universe  
■ Disapproved and not admitted to the ASN Investment Universe



## Countries assessed in 2015

### ASN Duurzaam Obligatiefonds and ASN Bank



## ASN Investment Universe

Companies, institutions and national governments that meet our sustainability criteria are approved and then included in the ASN Investment Universe. From this selection, the asset managers of the ASN Investment Funds, the managers investing the ASN Bank savings, and ASN Asset Management choose their investments.

## Examples of approved and disapproved companies

Here are some examples of companies that were either approved or disapproved in 2015:

### Approved: Beter Bed

Beter Bed sells 'sleeping comfort' such as beds, mattresses and bed linen. The greatest sustainability risk run by the company is found in its supply chain, but it has exemplary policy in place to overcome this risk. For instance, suppliers are required to pay their employees enough wages to support themselves. Beter Bed does not use any down picked from living geese or from geese that have been abused to produce foie gras. Beter Bed is also looking after the environment. For example, in 2015 it started taking back all packaging after deliveries made in the Netherlands, which is then sorted and recycled. Beter Bed aims to recycle three quarters of its waste in 2016.

### Approved: Smurfit Kappa

Smurfit Kappa is a major Irish producer of cardboard packaging and paper. The company handles its raw materials strikingly responsibly: three quarters of the fibres have been recycled, and only one quarter originate from new wood. Part of the wood used by Smurfit Kappa comes from the company's own forests in Columbia and Venezuela, which are certified by the Forest Stewardship Council (FSC). Most paper factories and forestry activities are chain of custody certified (FSC or PEFC), which means that the wood, paper and cardboard can be traced from the forest to the finished product.

## Approved: Advanced Drainage Systems

US company Advanced Drainage Systems (ADS) is one of the largest producers of HDPE (high-density polyethylene) pipes that are used in water management, especially for drainage and sewer systems and waste water systems. ADS's pipes are suitable for companies aiming to be LEED certified. A quality label for sustainable construction, LEED stands for 'Leadership in Energy and Environmental Design'.

## Disapproved: Panasonic

Panasonic Corporation is a Japanese company producing electronics. Its product range includes toughbooks – portable computers for use in the field – which are used by the army. Toughbooks enable an army to plan missions and bombings on-site, for example. Toughbooks may qualify as arms, and ASN Bank excludes investments in arms.

## Disapproved: Clean Harbors

US company Clean Harbors Inc. offers a wide range of environmental services, including toxic waste processing services. However, for some time now, it has also been providing key services to the fossil fuel industry. For example, it removes waste water in the Canadian tar sands and is also involved in oil extraction. Clean Harbors provides necessary services in all stages of this process. ASN Bank avoids investments in fossil fuels.

## Disapproved: Ahlstrom

Finnish company Ahlstrom develops and produces quality paper and fibre-based composites for industrial applications. The materials are used in all kinds of everyday products, such as filters, cleaning wipes, floor materials and tape. Ahlstrom has sufficient policy on virtually all aspects, but not on animal testing. It still engages an external partner to test some of its products, such as wax strips, on animals. Ahlstrom is not willing to introduce an animal testing policy, despite our requests to that end. That is why we removed Ahlstrom from our investment universe.

## Engagement

We regularly contact the companies and institutions that we finance or that our funds invest in, with a question or a request. Our aim is to make them more aware of their performance in the areas of human rights, climate change and biodiversity and to improve this performance.

Such engagement gives us better insight into the choices that companies face in practice. Also, it helps the companies to understand better what we – on behalf of our customers – expect of them.

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### *Engagement in 2015*

Companies in the equity universe

31

## Engagement with the pharmaceutical industry

In 2015, we started engaging with the pharmaceutical industry. Many pharmaceutical companies have sound sustainability policies, but misconduct is nevertheless very common in practice. We aim to shift the focus of their behaviour more towards serving patients and consumers.

## Reasons for engagement

We also avail ourselves of engagement in the following situations in particular:

- If we suspect that a company in the investment universe no longer meets our investment criteria, we will contact the company about this. If the desired response is not obtained, the ASN Selection Committee decides whether the company should be removed from the universe.
- ASN Duurzaam Small & Midcapfonds invests part of its funds in small companies. The activities of these companies meet ASN Bank's sustainability criteria and no serious misconduct at their operations or suppliers is known. However, they do not always have sufficient policy – if at all – on subjects that are key in sustainable operations. We urge them to develop such policy.

- Companies and institutions appreciate it if they are selected for our universe. We encourage them by informing them of their admission where possible.

## Engagement examples

Here are some examples of engagement in 2015.

### Watts Water Technologies

Included in the investment universe of ASN Milieu & Waterfonds, US company Watts Water Technologies designs, produces and sells shutoff devices for the plumbing, heating and water quality markets. Watts Water Technologies was up for review in 2015. We observed that the company had included a new line in its policy: employees' identity cards, passports and work permits may not be withheld without written permission.

Withholding official documents may facilitate forced labour. As we are against forced labour, we entered into dialogue with Watts Water Technologies. During the discussion, the company informed us that it excludes all forms of forced labour. It has never seized any official documents from its employees and never will. Watts Water Technologies changed its policy on this point. We therefore reapproved the company for ASN Milieu & Waterfonds.

### Stora Enso

ASN Duurzaam Aandelenfonds invested in Stora Enso for many years. This Finnish packaging company treated people, nature – especially forests – and the climate responsibly. But at the end of 2015 we disapproved Stora Enso, following a process of engagement: the reason is that Stora Enso is conducting tests involving genetic engineering in Brazil.

## 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 Beleggingsinstellingen Beheer B.V. (ABB).

### Voting in 2015

Number of companies where votes were cast

→ 171\*

Number of shareholders' meetings where votes were cast

190\*

Number of companies in which the ASN Investment Funds invested at year-end 2015

170



\* These figures are different because some companies held several shareholders' meetings. We also voted at meetings of companies that were no longer included in the fund portfolio at the end of the year. Also, we did not vote at meetings of companies that were not yet included in the fund portfolio at the time they held their shareholders' meetings.

### Voting examples

Here are some examples of where we voted in favour of or against a motion in 2015. This voting took place at shareholders' meetings of companies in which the ASN Investment Funds invest.

## Executive pay

At a large number of shareholders' meetings, we voted against the executive pay proposed: 89 of the board motions in Europe, 32 in America and 3 in Asia. The reason for our dissenting vote is usually that executive pay is not made contingent on the company's sustainability objectives. We believe that board members should be appraised on the basis of such objectives, which is why we voted against the executive pay at companies including Herman Miller, Ocean Power Technologies and Regeneris.

## Board diversity

Board motions on the composition of the board also receive due attention from us. If the composition of a board is one-sided, we vote against the appointment of a new member that does not add to the board's diversity. We did so 42 times in Europe, 8 times in America and 134 times in Asia.

For example, we voted against the appointment of four members of the Supervisory Board of Asics in Japan. Despite government encouragement, Asics does not have any women on its Executive Board or Supervisory Board and none of the candidates were female, either.

## Pharmaceutical companies

In the context of our engagement with the pharmaceutical industry, we voted at the shareholders' meetings of GlaxoSmithKline and AstraZeneca.

At GlaxoSmithKline, we voted against the reappointment of its external auditor, among other things. This auditor has been working for the company for no less than fifteen years, and we have doubts about its independence. We also voted against an employee share plan. We found the time frame of their performance appraisal – one year – too short, as it promotes short-term thinking among management.

At AstraZeneca, we voted against the remuneration policy partly because it is not linked to sustainability criteria. We also voted against the appointment of an auditor.

## Symantec

A private shareholder submitted a motion to the shareholders' meeting of Symantec on 3 November, asking Symantec to create an independent management body having responsibility for policies and practices in such areas as the environment and human rights. We voted in favour of this motion. Symantec is a major international company with an equally major impact on the world. We therefore find it fitting for areas of attention such as carbon footprint and human rights to be transferred to the responsibility of a separate body instead of being part of the company's governance. Unfortunately, the motion was not carried.

# Human rights

ASN Bank subscribes to the view that human rights are universal values: they apply everywhere, always and to everyone. Giving paramount importance to justice, freedom and equality, human rights serve to protect the human dignity of all. Our interpretation of 'human rights' includes every type of human rights: civil rights, political rights and economic, social and cultural rights. In our view, a liveable climate and clean environment are also conditions for a dignified life.

Human rights protect people against abuse of power by governments, which may take the form of discrimination, privacy violations and torture. Human rights also impose obligations on governments, for example the obligations to provide education and healthcare, freedom of speech and equal treatment. Human rights are laid down in international conventions.

Companies, too, have the responsibility of respecting human rights, for example by safeguarding instead of violating the rights of employees, consumers and local residents.

## Human rights policy

The foundations of our human rights policy are the 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. The Ruggie Guiding Principles have been incorporated in our human rights policy paper, which includes strict criteria for assessing companies, countries and institutions.

## Main activities in 2015

Our human rights efforts were concentrated on:

- formulating our long-term human rights goal;
- engaging with the pharmaceutical industry, including by way of attending shareholders' meetings of GlaxoSmithKline and AstraZeneca.

## Long-term human rights goal

We are looking to establish a long-term human rights goal, a goal to work on by means of our investments and loans and by cooperating with our stakeholders.

A long-term goal for human rights is vitally different from one for climate change. Climate change involves one clear goal: to stop greenhouse gas emissions. Human rights covers many different goals, ranging from combating child labour and arms to promoting freedom of the press.

## One issue

We therefore had to make a choice for our long-term human rights goal, a choice from the countless human rights issues that are all important. It was not an easy task. We were guided in our choice by the following considerations:

- The issue must be in keeping with our role as a bank, i.e. with our role as financier and investor.
- We must be able to make a real difference where this issue is concerned.
- Some initial progress has already been made on this issue. Our contribution may convert this progress into specific results.
- The issue offers financial institutions the opportunity to participate in our initiatives. By working on this issue together with others – in any event together with other financial institutions – we will be able to achieve this goal more rapidly.

- Our customers and other stakeholders find this issue important.
- It is in line with the United Nations Sustainable Development Goals.

## Living wages

Based on all of these considerations, we intend to formulate 'living wages' as a long-term human rights goal. Living wages is receiving worldwide attention. For example, it was a prominent issue at the largest ever conference on business and human rights, held in Geneva in November. The National Contact Point OECD Guidelines (Nationaal Contactpunt OESO-richtlijnen) and the UN Global Compact organised conferences on this topic as well.

Living wages enable employees and their families to meet all their basic needs, such as housing, food, healthcare and education. This is a major problem area in poorer countries, but even in richer countries many people can only dream of living wages. Living wages also help reduce child labour and inequality.

## Clothing industry

Many sectors and production chains do not pay living wages. It goes without saying that we want living wages to become the norm in each and every sector. However, it would be going a bit too far to take on such an immense task. We will therefore begin with the clothing industry: we aim to ensure that the number of employees earning living wages increases in that sector.

As the clothing industry has a large chain of suppliers in low-income countries, living wages are extremely relevant here. Our customers, too, find this an important point of attention: for example, we regularly receive questions from them about the investments made by the ASN Investment Funds in clothing company H&M.

## Impact measurement

We further explored this issue in 2015. We have not yet determined what goal to assign to it, or how we will be measuring it. With the help of external stakeholders and experts, we will work on this in 2016. There are still no methods available to measure the share of living wages in the clothing industry. That is why we have teamed up with Dr Karen Maas, Academic Director Impact Centre Erasmus. As she obtained her doctorate with a dissertation on impact measurement methods, she is helping us develop a reliable method.

## Upcoming actions

We aim to finalise this method in 2016, at which time we wish to perform a baseline measurement of clothing companies. In addition, we will consult our stakeholders on this potential long-term goal.

## United Nations Sustainable Development Goals

Our long-term human rights goal is also our translation of the United Nations Sustainable Development Goals (SDG) adopted in September 2015. ASN Bank signed the *Charter on the role of business, civil society and cross-sector partnerships in the Post-2015 Development Agenda* in 2014, thereby committing itself to the new development goals. We are putting this promise into practice with the living wages objective.

## Engagement with the pharmaceutical industry

Medicines are essential for responsible healthcare, which makes pharmaceutical companies indispensable to human health and welfare, including in the sustainable world of tomorrow. It is for this reason that the ASN Investment Funds invest in this sector.

Pharmaceutical companies have sound sustainability policies in place, but much goes wrong in the execution of those policies in practice. We consider the sector important enough to continue investing in it, but we do find it necessary to tackle misconduct. We therefore decided to initiate intensive engagement with companies operating in the pharmaceutical industry.

In 2015, we engaged with two pharmaceutical companies from our investment universe to that end: GlaxoSmithKline and AstraZeneca. In April and May we attended their shareholders' meetings, where we asked critical questions. As a follow-up, we talked to officers of these companies in October.

## Consumer protection

The key question during these discussions is always: how does the company put its policy into practice in order to prevent misconduct? The discussions focus on four areas contributing to consumer protection:

- Ethical conduct: how does the company deal with corruption and bribery? How has ethical conduct been embedded in its operations?
- Executive and sales staff remuneration: how and on which aspects are they appraised and rewarded?
- Responsible marketing: how does the company ensure that medicines are marketed for the right purposes and in an honest way?
- Safe medicines thanks to responsible test procedures, manufacturing and distribution.

## Purpose of the dialogue

We aim to shift the focus of pharmaceutical companies' behaviour more towards serving patients and consumers. In addition, we want these companies to be honest about misconduct and talk about it. We want them to make an effort to prevent misconduct and compensate victims.

## Upcoming actions

In 2015, we engaged with GlaxoSmithKline and AstraZeneca. We will add Novo Nordisk and Novartis in 2016. We will then also contact other pharmaceutical companies in our investment universe. We will evaluate our approach in 2018.

## Inspiration

We hope to inspire other financial institutions to ask pharmaceutical companies similarly critical questions. That is why ASN Bank engaged Sustainalytics to scrutinise the fifteen largest pharmaceutical companies. Its report was published at the beginning of 2016.

[Click here for more information and the Sustainalytics report](#)

## Human rights activities

What did we do in the area of human rights in 2015? Here are some highlights.

### 4th UN Forum on Business and Human Rights

ASN Bank attended the Fourth United Nations Forum – the largest ever – on Business and Human Rights in Geneva. Read more. [reference to 4th UN Forum on Business and Human Rights]

### Guest at BNR Nieuwsradio

Hansje van der Zwaan, human rights expert at ASN Bank, was a guest on the radio show Zakendoen met of BNR Nieuwsradio on 23 October, sharing her views on the role that the corporate sector can play in improving the human rights situation. [Listen to an excerpt](#).

### Nobel Prize winner Kailash Satyarthi as guest speaker

On 24 October, our annual event TomorrowToday (MorgenVandaag) took place at the Westergasfabriek in Amsterdam. The guest of honour was Nobel Prize winner Kailash Satyarthi, who spoke about his mission: freeing child slaves and working children. Over a thousand customers and other interested people attended the event. [Read more](#).

### PAX petition against nuclear weapons

We called upon our customers to sign PAX's citizens' initiative to put the ban on nuclear weapons on the political agenda in the Netherlands. On 29 September, PAX presented the forty thousand signatures required to the Dutch House of Representatives. [Read more](#).



## Human Rights Weekend

We supported the Human Rights Weekend at De Balie in Amsterdam in February. Human Rights Watch organises this weekend every year to bring human rights to the attention of a wide audience. At our invitation, 250 customers attended an exclusive showing of CITIZENFOUR, the documentary on whistleblower Edward Snowden.

## Signing against child labour

In Turkey, whole families with young children work on hazelnut plantations. Many hazelnuts are used in chocolate and chocolate spread. The chocolate produced for these products also involves child labour: over two million children work on cocoa plantations in Ivory Coast and Ghana. On the occasion of Universal Children's Day (20 November), we asked customers to urge the chocolate industry to take responsibility. More than 18,400 customers had signed by the end of 2015. [Read more.](#)

## The fair Sweater

With ASN Bank's support, Solidaridad showed that it is possible to manufacture fair trade sweaters: sweaters made of responsibly grown cotton produced in a sustainable way without child labour. The project was highlighted in the TV programme De slag om de klerewereld, presented by Teun van de Keuken and sponsored by ASN Bank. Following articles in Ideaal and on Voordewereldvanmorgen.nl, no fewer than 1,500 ASN customers ordered an item of *The fair Sweater* (Dé eerlijke Sweater). [Read more.](#)

## ASN Foundation

The ASN Foundation donated money to various human rights projects, including ActionAid's project Girls safely to school in Mozambique (*Meisjes veilig naar school in Mozambique*). 29% of girls in Mozambique have been confronted by some form of violence at school, ranging from sexual harassment to rape. It is one of the main reasons for girls not to go to school. The ASN Foundation is helping ActionAid to reduce school violence in Mozambique and encourage girls to stay in school.

## And also...

Together with Amref Flying Doctors, we enabled training for midwives – and, as a result, safer childbirth – in Uganda and Tanzania. [Read more.](#)

[We sponsored Mehmet Ülger's documentary \*Child labour and hazelnuts; 5 years on \(Kinderarbeid en hazelnoten; 5 jaar later\)\*.](#)

[We sponsored Movies that Matter, Amnesty International's annual film festival.](#)

[We asked customers to share their views on our position on privacy in connection with investments in sectors including telecoms.](#)

[We called attention to hunger and the importance of sustainable food production during the talk show ASN Live in Almere on 9 September.](#)

[We sponsored the Compliments Machine, which creates a positive school culture and helps counter bullying at Dutch primary schools.](#)

[We received another mention in the Hall of Fame of PAX's report \*Don't bank on the bomb\*.](#)

## 4th UN Forum on Business and Human Rights

From 16 to 18 November, Geneva hosted the Fourth United Nations Forum – the largest ever – on Business and Human Rights. Charlotte Scheltus, human rights expert at ASN Bank, was among the two thousand participants from all over the world.



## Ruggie Guiding Principles

The subject of debate was the question to what extent companies had implemented the Ruggie Guiding Principles. Dealing with corporate responsibility for human rights, these Guiding Principles lie at the heart of ASN Bank's human rights policy.

## Clothing industry

Special attention was given to misconduct in the clothing industry, such as child and forced labour, low wages – and, in that connection, the move of production from Asia to Africa – and unsafe working conditions. We heard from companies including H&M and Primark how they aim to tackle such misconduct. H&M has been included in the ASN Investment Universe, and customers regularly ask us questions about this. We see H&M as a clothing industry pioneer: it demonstrates how clothing companies can deal with human rights and the environment in a responsible manner.

## Social impact measurement

Another important issue was the social impact of companies and how to measure it. In other words, what is their social added value for their customers, for their own employees and those employed by companies in their supply chains, and for the communities in which they are located? At the moment, the only aspect that is measured is whether companies have human rights policies in place and whether they make any commitments.

## Human rights platforms

We define our role as driver of sustainability in part by taking part in debates, platforms and other initiatives, mostly in the areas of our three sustainability pillars. In 2015, we took part in the following human rights platforms.

### Investor statement on conflict minerals

On 13 May, 24 sustainable investment organisations urged the European Parliament (EP) to adopt stronger conflict minerals legislation. They indicated that they were disappointed by the regulation that the EP's International Trade Committee (INTA) had proposed for the upcoming vote on 20 May. The investors asked the EP to require all companies placing conflict minerals on the European market, in raw form or embedded in products, to be transparent about the source of those minerals. ASN Bank signed the statement as well. The EP has now asked for a compulsory monitoring system for the entire chain of conflict minerals.

### 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.

As Ewoud Goudswaard, our Managing Director, puts it: "In 2007 ASN Bank signed the Global Compact to express its long-standing and continuous commitment to the ten goals of this international UN initiative. That commitment continues with full intensity. This report shows how we implemented it in 2015."

### Principles for Responsible Investment (PRI)

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 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. In that context, we took part in an engagement programme about labour rights in the supply chains of food companies in 2014 and 2015. Members can also jointly submit agenda items, or shareholder resolutions, to shareholders' meetings, for example about climate change and human rights.

We published PRI reports in 2015. The purpose of the reports is to be transparent about how ESG factors are part of our operations and how they are reflected in our policy, our procedures and our arrangements with the managers working according to our sustainability policy.

# Climate change

It is by now a globally accepted truth that the emission of greenhouse gases, mainly CO<sub>2</sub> (carbon dioxide), is causing today's rapid global warming. This climate change adversely affects nature and people's well-being. Floods, long periods of drought and other extreme weather conditions can lead to regional food insecurity and the displacement of large groups of people, creating refugee flows that may jeopardise peace, public order and safety. The poorest regions of the world will be hit the hardest.

## Net carbon neutrality

It is vital that the world reach a turning point in its emissions by 2030 at the latest if we are to slow down global warming. After that, as soon as possible – but definitely no later than around 2050 – a net carbon-neutral situation must have been created, which means that no additional CO<sub>2</sub> is released into the atmosphere. That was the conclusion of *The Emissions Gap Report 2015* by the United Nations Environment Programme (UNEP).

## ASN Bank's ambition: to be carbon neutral by 2030

ASN Bank wants to take the lead by being the bank that makes a maximum contribution to reducing emissions. For this reason, we have set ourselves a long-term goal: to achieve full net carbon neutrality in all our loans and investments (banking activities) by 2030. We realise that ASN Bank's impact on climate change is limited. That is why we use our climate change goal to challenge other financial institutions to follow our example.

## Main activities in 2015

The highlight of our climate change efforts was the foundation of the Platform Carbon Accounting Financials (PCAF) on ASN Bank's initiative. Eleven Dutch financial institutions are jointly developing methods in PCAF to measure the impact that their investments and loans have on the climate.

## SNS Bank climate neutral

We are delighted that our shareholder, SNS Bank, has also decided to achieve net carbon neutrality by 2030, not just in its operations but especially also through the activities it finances. It has therefore adopted ASN Bank's methods. In addition, SNS Bank signed the Montréal Carbon Pledge and is a PCAF member.

## Long-term climate change goal

ASN Bank wants to make a maximum contribution to reducing greenhouse gas emissions. For this reason, we have made it our goal to achieve full net carbon neutrality in all our loans and investments (banking activities) by 2030. What does that mean?

## Greenhouse gases

Six greenhouse gases, including CO<sub>2</sub>, methane and nitrogen oxide, contribute to the greenhouse effect. In our view, we are co-responsible for the emission of these greenhouse gases because of the companies and projects that we finance or in which we invest. In order to express that responsibility in a single figure, we convert the emission of the various greenhouse gases into CO<sub>2</sub> equivalents based on international standards. Any reference in this text to CO<sub>2</sub> emissions or carbon emissions therefore relates to CO<sub>2</sub> equivalents.

## CO<sub>2</sub> profit equal to CO<sub>2</sub> loss

By 2030, the carbon emissions of our investments and loans must be fully offset by investments and loans that reduce or avoid carbon emissions. In other words, we will have fully achieved the goal if our CO<sub>2</sub> profit equals our CO<sub>2</sub> loss.

## Strategy

We reduce the carbon emissions of our banking activities as follows:

- We do not invest in the extraction, production and refining of fossil materials and their use to generate electricity.
- As regards the energy sector, we only finance energy obtained from renewable energy sources, such as wind and solar energy.
- We also finance energy-saving measures, low-energy buildings and energy efficiency.
- We avoid investments in energy-intensive companies, preferring companies that limit their energy consumption.

## How do we do this?

We have been calculating the carbon emissions of ASN Duurzaam Aandelenfonds ever since 2007. Now we have developed a method to calculate the carbon emissions of all our investments and loans, together with Ecofys, a reputable consultancy firm in the areas of renewable energy and climate change. Based on this method, we have calculated since 2011 to what extent we are getting closer to reaching our long-term goal. In this respect, we distinguish between ASN Bank's investments and loans and the other assets under management.

## New in 2015

- In 2015, we further improved this method and used it to calculate our climate impact in 2015. For comparison purposes, we also recalculated the 2014 figures using the improved method.
- Data quality has improved, with especially better data on carbon reduction becoming available in 2015. We always make a conservative assumption. Because of the new, specific data, renewable energy projects and green bonds have led to a higher carbon reduction than previously calculated. This has also been included in the recalculation for 2014.
- The scope of 'Other assets under management' was adjusted. In the 2014 report, this item represented the figures of all ASN Investment Funds and Energiefonds Overijssel. As from 2015, the calculation also includes the investments of ASN Asset Management.

## Achieved portion of the carbon-neutrality objective in %

### Profit and loss in kilotonnes of CO<sub>2</sub> equivalents

	ASN Bank	Other assets under management	Total
2014 Profit	168	118	286
reported Loss	484	150	634
Achieved	34.7%	78.7%	45.1%
2014 Profit	253	103	356
recalculated Loss	478	173	651
Achieved	53.0%	59.4%	54.7%
2015 Profit	331	122	453
Loss	441	199	640
Achieved	75.1%	61.2%	70.8%

## Notes

The improved data quality allows us to establish with greater certainty how close we are to achieving our ambition to be carbon neutral in 2030. As it turns out, we achieved a much greater CO<sub>2</sub> profit in 2014 than we had assumed last year. In 2015, carbon neutrality rose from 54.7% (recalculated) to 70.8%.

This increase is mainly attributable to the additional investments in green bonds and the funding of renewable energy projects. In addition, carbon emissions of home loans in ASN Bank's portfolio were reduced as we could use more up-to-date emission factors for natural gas and electricity in our calculations.

## Improved calculation of CO<sub>2</sub> profit and loss

We continuously improve the methods we use to prepare the CO<sub>2</sub> profit and loss account and the quality of the data we use during preparation. This resulted in adjustments to the methods as well as the data in the course of 2015.

### Government bonds

We further fine-tuned the method used to calculate the carbon footprint of government bonds. Previously, we only included our share in Scope 1 and Scope 2 emissions, i.e. direct and indirect greenhouse gas emissions by national governments' own activities.

The fine-tuned method adds Scope 3 emissions of government bonds, measuring the greenhouse gas emissions in the supply chain, for example when a government commissions the construction of roads or bridges. In this respect, we apply the 'follow the money' principle to get a more realistic and specific picture of the emissions caused by government bonds.

### Data quality

When preparing the CO<sub>2</sub> profit and loss account, we work on the basis of assumptions and of data supplied by companies and institutions. This is why the outcome of the calculations is not guaranteed. However, data quality is improving all the time and we monitor this quality continuously while also fine-tuning the methods we use. In this way, we enhance the reliability of the CO<sub>2</sub> profit and loss account.

In recent years, we were already able to make a good estimate of the CO<sub>2</sub> profit and loss of all the loans and investments stated in our balance sheet. For example, we could calculate the CO<sub>2</sub> profit and loss account for 2014 based on sector averages and specific corporate data.

In 2015, data quality improved further for a large portion of the loans and investments. A growing number of companies and sectors are reporting their carbon footprint, making more reliable data available for a portion of the loans and investments included in the bank balance sheet. We were able to use data per company instead of a sector average, especially as far as CO<sub>2</sub> profits are concerned.

## Climate change activities

In 2015, we worked hard on our climate change ambition, the foundation of the Platform Carbon Accounting Financials and the preparations for the climate change conference in Paris. Below is a selection of our other climate change activities.

### Banking and Insurance Strategy Platform

On 4 and 5 November, the Banking and Insurance Strategy Platform (Strategieplatform Banken en Verzekeraars) was held. At the event Ewoud Goudswaard, Managing Director of ASN Bank, talked about the climate and the crucial role that banks play in tackling the climate change issue. He discussed how ASN Bank is on track towards full carbon neutrality in 2030 and called upon the financial sector to take responsibility for the climate and to endorse the Montréal Pledge. He stressed the importance of including the greenhouse gas emissions of investments and loans in the talks to be held at the Paris climate change conference in December.

[Read Ewoud Goudswaard's speech on climate solidarity here.](#)

### Energy Saving Loan options expanded

Making homes energy efficient greatly reduces energy consumption. Homeowners may take insulation measures and install efficient heating and power systems. In order to help private homeowners fund such measures, the government introduced the Energy Saving Loan.

Since the summer, this loan is also available to homeowners' associations and a higher percentage of the loan may now be used for solar panels. We brought the loan to people's attention on our website and in our customer magazine *Ideaal*.

Energy Saving Loans are provided from the € 300 million National Energy Saving Fund (Nationaal Energiebespaarfonds). This amount was raised by Rabobank, ASN Bank and the State.

### **Contribution to Vlieland's sustainability ambition**

Together with the other Wadden Islands, Vlieland has set the sustainability bar high: their ambition is to be energy neutral by 2020. A major step for Vlieland was the extensive sustainability measures added to sports centre Flidunen. The renovated sports centre was officially reopened on Friday 17 April. Through Urgenda, ASN Bank contributed to the purchase of solar panels for Flidunen.

### **284 solar panels on Amstelveen College**

In May, 284 solar panels were installed on the roof of the brand new building of Amstelveen College, which will provide the secondary school of close to 1,600 students with electricity. One hundred panels were financed by means of crowdfunding via ZonnepanelenDelen. ASN Bank provided a € 75,000 loan for the other panels. This was the first finance agreement that ZonnepanelenDelen had ever concluded with a bank.

### **ASN Foundation**

The ASN Foundation donated money to various climate change projects, including the project Sustainable farming in the Sahel (*Duurzame landbouw in de Sahel*) of Stichting Aman-Iman (water is life) in Inadougoum, Niger. Climate change is hitting this country hard and regularly causes major droughts. The project provides sufficient irrigation water in Inadougoum, enabling farmers to farm all year round. The project's objectives include better and more frequent harvests, more crop diversity and more fertile land, leading to healthier food for the population and a reduction of cattle deaths.

## **Platform Carbon Accounting Financials**

ASN Bank initiated the foundation of the Platform Carbon Accounting Financials (PCAF). Eleven Dutch financial institutions joined. They will jointly continue the development of the methods used to measure the impact that their investments and loans have on the climate. The platform members are: ABN AMRO, ACTIAM, APG, ASN Bank, FMO, MN Services, PGGM, SNS Bank, Stichting Pensioenfonds Metaal en Techniek (PMT), Stichting Pensioenfonds van de Metalektro (PME) and Triodos Bank.

### **Dutch Carbon Pledge**

Piet Sprengers, Head of the Sustainability & Research Department of ASN Bank and PCAF Chairman, made this announcement on 28 November by presenting the Dutch Carbon Pledge to State Secretary Sharon Dijksma for Infrastructure and the Environment on behalf of the financial institutions involved. The Pledge was presented on the 'Climate Train' on its way to the Paris climate change conference.





### Paris climate change conference

The Paris climate change conference was the highlight of 2015 as regards climate change. ASN Bank was represented in Paris by Ewoud Goudswaard, Managing Director, Piet Sprengers, Head of Sustainability & Research, and his colleague, climate expert Jeroen Loots. They highlighted the importance of ambitious climate change targets for financial institutions.

Piet Sprengers, for example, talked with CEOs and experts of Dutch financial institutions at a meeting in the Netherlands Climate Pavilion on 4 December. The meeting was organised by PCAF.

### Starting shot

Piet Sprengers and Jeroen Loots were positive about the outcome of the Paris Agreement, emphasising that it is a start, but a hopeful one.

“It is mainly a starting shot,” says Piet Sprengers. “Now we will really begin to take measures. And rapid action is vital if we are to make it to the finish line on time. After all, even all the commitments made by countries to reduce greenhouse gas emissions combined will still result in a rise in temperatures by about 2.5 degrees. Emissions must go down dramatically as early as from 2020 onwards in order to get even close to 1.5 degrees. In short, there is work to be done!”

## Climate change platforms

We define our role as driver of sustainability in part by taking part in debates, platforms and other initiatives, mostly in the areas of our three sustainability pillars. In 2015, we initiated the foundation of the Platform Carbon Accounting Financials (PCAF). In addition, we took part in the following climate change platforms.

### Montréal Carbon Pledge

ASN Bank signed the Montréal Carbon Pledge, committing itself to annually measuring and disclosing the carbon footprint of its investment and lending portfolios.

The Montréal Carbon Pledge was launched on 25 September 2014 on the initiative of the Principles for Responsible Investment (PRI) and the United Nations Environment Programme Finance Initiative (UNEP FI). By now, over 120 investment institutions holding more than 10 trillion US dollars in assets under management signed the Montréal Carbon Pledge, formalising their binding commitment to achieving the targets of the Portfolio Decarbonization Coalition. This Coalition encourages investment institutions to measure, publish and reduce the carbon footprint of their portfolios.



### **Climate Coalition**

In 2014 ASN Bank joined Nederlandse Klimaatcoalitie (the Dutch Climate Coalition), an initiative of MVO Nederland, Klimaatverbond Nederland and Stichting Natuur & Milieu, in collaboration with the Ministry of Infrastructure and the Environment. The companies, governments, public institutions and NGOs in the coalition take initiatives to help build a carbon-neutral society.

### **Banking Technical Working Group of the Portfolio Carbon Initiative**

An initiative of UNEP FI, the Greenhouse Gas Protocol, the World Resources Institute and the 2 Degrees Investing Initiative, the Portfolio Carbon Initiative is currently exploring the options of international climate performance metrics for banking portfolios. The members of UNEP FI are invited to contribute to this analysis via the Banking Technical Working Group. ASN Bank takes part in this Working Group, sharing its objective and climate change ambition, its experiences and its methods. In this way, we contribute to the development of a Greenhouse Gas Protocol Scope 3 category 15 – i.e. a protocol to measure greenhouse gas emissions of investments in the broadest sense of the word – for the financial sector, specifically for banks.



# Biodiversity

Biodiversity means "... the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems." This is the definition given in the Convention on Biological Diversity(CBD). Together with 186 other countries, the Netherlands signed this Convention in [Rio de Janeiro](#) in 1992.

## Biodiversity is essential

Ecosystems provide many things that are essential to our lives, such as clean water, food, a living environment, fuel, building materials, medicines, oxygen, nutrients, water purification, protection against erosion, sun and harmful radiation, pollination and recreation.

The world is suffering a global loss of biodiversity, with two hundred to two thousand species disappearing every year, mainly at the hands of man. The main cause is agriculture, followed at a distance by climate change, forestry, ecosystem fragmentation, infrastructure and water pollution.

## Main activities in 2015

We endorse the CBD's vision: "By 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people."

Taking responsibility for biodiversity, we are working to formulate a long-term biodiversity goal. In 2015, we made great strides in the development of the methods and strategy to be used for this goal.

## Long-term biodiversity goal

Aiming to serve as an example to other financial institutions, our long-term biodiversity goal should ensure that our loans and investments have maximum positive impact on biodiversity. We have teamed up with other organisations to work towards this goal.

Our long-term biodiversity goal had not yet been formulated in 2015. As with human rights, it proved to be a more difficult task than expected, mainly because of the wide gap that exists between biodiversity science and banking practice. Still, we did take steps in the development of a method.

## How do we do this?

The first step is to develop a baseline measurement of our impact on biodiversity. The measurement unit is the number of hectares with a healthy biodiversity, but we are not sure whether that is the best way. In order to investigate this, we performed an initial test measurement in November, which led to various adjustments to the method.

By way of a test, we measured the impact of our investments and loans in six sectors having a major impact on biodiversity: government bonds, renewable energy projects, paper and pulp companies, clothing companies, food companies and mortgages (i.e. homes with mortgages financed by ASN Bank). We use data from a public database for these measurements.

In respect of this long-term goal as well, our hope is that other financial institutions will follow our example. We will therefore make our methods available to everyone.

## Strategy

Once the method is clear and usable and we have formulated our long-term goal, we can determine our strategy. Our strategy will be aimed at reducing and offsetting the loss of biodiversity caused by our investments and loans.

Such loss may be reduced by:

- excluding activities having a major adverse impact on biodiversity;
- engaging with companies that we want to invest in or that we finance and that operate in sectors having a significant impact on biodiversity.

Such loss may be offset by, for example:

- funding and investing in biodiversity promoting activities, for example water board projects, activities by the National Green Fund (Nationaal Groenfonds) and bonds issued to finance biodiversity projects, such as those issued by NRW Bank.

## Stakeholders

We work together with various organisations in this process. The main ones are CREM, a sustainable development agency, and PRé, which develops eco-indicators.

## Biodiversity activities

What else did we do in 2015 to promote biodiversity?

### Tree planting days in the Forest of Ideals

We thanked everyone who had been our customer for 25 years or more with a gift matching our common ideals: a tree in the Forest of Ideals (Bos van Idealen) in the Bentwoud forest, in the Green Heart of Holland. On Friday 20 November and Friday 4 December, a few hundred customers planted their 'own' trees: spindle, common dogwood, wild cherry, currant and European white elm make up a diverse forest. In the years ahead, everyone who has been an ASN customer for 25 years will receive a tree in the Forest of Ideals.

### Savings campaign for bees

Bees are of vital importance to our food supply. As a variety of phenomena are creating a dire situation for bees, we helped them by linking our savings campaign to a donation to the Bee Foundation (Bijensichting) from mid-May to the end of July. Over one hundred thousand ASN savings customers made the campaign a great success: the foundation received over € 50,000 to help the bees in the Netherlands.

In addition, the campaign created a major 'buzz' on social media and raised attention to bees. On Facebook, we gave away more than one thousand 'bee seed' packets – they were all gone in a matter of hours. We made a video that received more than 23,000 views. There were more than 26,000 interactions (likes, retweets, comments, shares, etc.).

### Against oil and gas drilling

Oil and gas drilling poses major threats to biodiversity, especially in vulnerable areas. Also, it is better for the climate if oil and gas stay in the ground. In May, we therefore joined the global protest against Shell's drilling in the Arctic. We asked our website readers to sign the Greenpeace petition. We also expressed our support of Wadden Sea conservation and, therefore, our opposition to gas drilling in this area of natural beauty.

### Plastic Whale

On Wednesday 11 March, the Plastic Whale sponsored and financed by ASN Bank was introduced during the Hiswa in Amsterdam. Made of recycled plastic bottles, this sloop is used to remove plastic from the Amsterdam canals.



### For the World of Today

The volunteer work performed by ASN Bank employees under the banner of For the World of Today (Voor de Wereld van Vandaag, VDWVV) was all about biodiversity in 2015.

### ASN Foundation



The ASN Foundation donated money to various biodiversity projects, including the project Sea turtle protection in Suriname (*Bescherming zeeschildpadden in Suriname*) of Stichting Duurzame Ontwikkeling Nederland Suriname. In Suriname's Matapica Wetlands, turtle eggs were being stolen from the beach on a large scale for many years. In March 2015, a pilot project was launched deploying volunteers to protect the sea turtles in this vulnerable area. In addition, it was made clear to the local community that egg theft and consumption do not pay.

### Sustainable office building

At the beginning of 2014, the office was assigned the ISO-14001 environmental certificate. This certification was maintained following an audit in 2015.

## Biodiversity platforms

We define our role as driver of sustainability in part by taking part in debates, platforms and other initiatives, mostly in the areas of our three sustainability pillars. In 2015, we took part in the following biodiversity platforms.

## **Community of Practice Financial Institutions and Natural Capital**

In 2014, the Community of Practice Financial Institutions and Natural Capital (CoP FiNC) started. A CoP is an instrument enabling people to learn from each other's practices. Various financial institutions are represented in CoP FiNC, including banks, insurers, a pension fund, private equity parties and a crowdfunder. The process is supported and facilitated by the government. The fourteen participants explore new ways to embed natural capital more firmly in their decision-making models and in their customer propositions.

## **Community of Practice Business & Biodiversity**

In the Community of Practice Business & Biodiversity (Community of Practice Bedrijven & Biodiversiteit, CoP B&B), businesses share their knowledge and experience regarding the (economic) valuation of biodiversity and ecosystems in their day-to-day operations. The participants learn from each other's practical experience in a fixed, closed group in order to reinforce green growth in the Netherlands.

## **Natural Capital Declaration**

The Natural Capital Declaration (NCD) is a financial sector initiative to assign financial value to nature, enabling its integration into business operations. The NCD was co-founded by the UNEP Finance Initiative, a partnership between financial institutions and the United Nations Environment Programme.

## **Equator Principles**

ASN Bank adheres to the Equator Principles, a framework guiding financial institutions in establishing, assessing and managing the environmental risks of projects.

# Office

We are improving the direct sustainability performance of our office in all sorts of ways. We limit the carbon emissions of our operations to the greatest extent possible and offset the emissions we are responsible for.

## Sustainable office building

ASN Bank is located in a sustainably renovated office building. Its energy is in part provided by the solar energy system installed on the roof. At the end of 2014, we started using a thermal storage system. Because of the reduction in energy consumption this is producing, we will have our EPBD energy label reassessed in 2016.

The office building has a greywater sanitary system, and the company restaurant uses sustainable products.

At the beginning of 2014, the office was assigned the ISO-14001 environmental certificate. This certification was maintained following an audit in 2015.

## Main environmental impact

The main environmental impact of our office is created by the carbon emissions of our (office) activities and paper consumption.

	2015	2014	2013	2012	2011
CO2 emissions: tonnes per FTE* (Scopes 1 and 2)	1.14	1.15	1.58	1.38	1.61
Electricity: kWh per FTE	2,285	2,235	2,705	3,139	2,284
Gas equivalents: m <sup>3</sup> per square metre	6	7	11	14	13
Paper consumption per client account in kilograms	0.29	0.31	0.37	0.28	0.33
Water consumption: m <sup>3</sup> per FTE	5.4	8.8	6.3	6.3	7.8

\* FTE stands for Full-Time Equivalent, i.e. a full-time employee

## Greenhouse gas emissions

We distinguish three types of greenhouse gas emission:

- Scope 1 emissions: direct greenhouse gas emissions by our own activities.
- Scope 2 emissions: indirect greenhouse gas emissions resulting from our own activities, such as the generation of electricity we use.
- Scope 3 emissions: the emissions of greenhouse gases in the supply chain, such as the paper we use, the loans we provide and the investments we make.

In part thanks to carbon emission offsetting, ASN Bank's office is carbon neutral for Scope 1 and Scope 2; our office activities are carbon neutral for part of Scope 3.

## Reduction of net emissions

Our office activities lead to carbon emissions as we use fossil fuels for transporting employees and use gas through district heating. We are reducing the net emission levels of greenhouse gases in various ways.

Firstly, all our electricity is generated in sustainable ways: we have solar panels on the roof and our energy supplier uses only renewable sources for its electricity production.



Secondly, we aim to reduce our energy consumption, both in the office and in the transport of employees. In order to reduce the average carbon emissions of the company cars used by our employees, we annually tighten their emission requirements. In 2015, the requirement was 115 grams per kilometre for all new leases. Our restrained use of airlines also translates into low carbon emissions per FTE.

### Increase in office carbon emissions

The office's absolute CO<sub>2</sub> emissions (Scopes 1 and 2) increased from 153 to 160 tonnes of CO<sub>2</sub> in 2015. This increase can be attributed to the growth of our employee base; per employee, CO<sub>2</sub> emissions dropped limitedly. Our heating energy consumption dropped thanks to the thermal storage system, among other measures.

### Compensation: Trees for All

We offset our remaining carbon emissions by supporting projects with a broader object than climate protection. Since 2013, we have done this via the Trees for All project in Bolivia.

### Five-year summary of office consumption

ASN Bank moved into a sustainably renovated office building with EPBD energy label A in March 2012. EPBD is the European Energy Performance of Buildings Directive.

	2015	2014	2013	2012 <sup>6</sup>	2011
<b>CO<sub>2</sub> emissions 1: tonnes</b>					
CO <sub>2</sub> emissions (Scopes 1 and 2)	160	153	183	138	140
CO <sub>2</sub> emissions (Scopes 1 and 2): tonnes per FTE 2	1.14	1.15	1.58	1.38	1.61
CO <sub>2</sub> emissions (Scope 3) <sup>3</sup>	158	160	-	-	-
<b>Energy consumption</b>					
Electricity: kWh <sup>4</sup>	320,705	296,999	314,723	314,696	198,126
Electricity: kWh <sup>4</sup> per FTE <sup>2</sup>	2,285	2,235	2,705	3,139	2,284
Gas <sup>5</sup> : m <sup>3</sup>	18,141	21,867	33,903	34,709	27,053
Gas <sup>5</sup> : m <sup>3</sup> per m <sup>2</sup>	6	7	11	14	13
<b>Paper consumption in kilograms</b>					
Total paper consumption	238,254	244,032	288,276	215,721	249,766
Paper consumption per client account	0.29	0.31	0.37	0.28	0.33
<b>Water consumption</b>					
Water: m <sup>3</sup>	754	1,166	786	642	677
Water: m <sup>3</sup> per FTE <sup>2</sup>	5.4	8.8	6.3	6.3	7.8
<b>Waste</b>					
Paper waste: tonnes	12.2	13.6	12.8	19.3	13.0

1 This figure comprises all transport (commuting and business mileage, including car, train, bus and air mileage) and heating of ASN Bank.

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

3 This figure comprises the CO<sub>2</sub> emissions related to the paper consumption, waste and water consumption. We have been calculating this figure since 2014. The figure for 2014 was adjusted in 2015. An explanation is given below.

4 Electricity consumption is expressed in kWh (kilowatt hours). 1 kWh equals 0.0036 gigajoules.

5 The building uses district heating, which is expressed in gigajoules. These gigajoules have been converted into m<sup>3</sup> of gas according to the power company's statement: 1 gigajoule is 25.85 m<sup>3</sup> of gas.

6 Electricity consumption in 2012 included the electricity used during the renovation period and, consequently, reflects the energy consumption in our old and new buildings jointly. Excluding the energy consumption of the renovation, these figures are as follows: kWh of electricity: 273,581; kWh per FTE: 2,694; m<sup>3</sup> of gas: 27,945; m<sup>3</sup> of gas per m<sup>2</sup>: 11.

## Recalculation of Scope 3 emissions

For 2014, we reported 195 tonnes of Scope 3 emissions. We recalculated this figure based on the following data:

- The CO<sub>2</sub> emissions of our waste were based on the average emissions of waste processing companies. The new figure has been calculated based on actual emissions of the waste processing company we use, resulting in a reduction of 22.4 tonnes.
- Some of our paper waste was counted twice in 2014, specifically the paper used for the bank statements, resulting in a reduction of 12 tonnes.
- ASN Bank purchases its water from Dunea. We now use Dunea's CO<sub>2</sub> emission factor in the recalculation of the CO<sub>2</sub> emissions caused by water supply. As Dunea uses only green energy sources, it emits less CO<sub>2</sub> than the average water company, resulting in a reduction of 0.4 tonnes.

## Paper

Our strategy is to continually reduce paper consumption in part by further developing as an Internet bank, so that customers require fewer paper bank statements. However, if customers explicitly request information in writing, we are happy to comply.

We encourage customers – in our customer magazine *Ideaal*, for example – to bank by laptop, tablet or mobile telephone. They themselves can reduce the number of bank statements they receive.

*Ideaal* represents a major share of our paper consumption. Since early 2012, we offer an online version of *Ideaal* in order to further reduce paper consumption together with our customers. Almost everyone subscribing to the online version cancels the printed version. At year-end 2015, *Ideaal* Online had over 18,000 subscribers (customers and other interested parties). In 2016, we continued the development of *Ideaal* Online in order to encourage many more readers to switch from the printed copy to the online version.

ASN Bank's report for 2015 is the first to be published exclusively online. Readers who prefer to read a hard copy version of the report may print it.



## Trees for All

The east side of the Andes has witnessed major deforestation in the past thirty years as a result of rapid population growth. Thanks to Trees for All, farmers are using the land in a better way and also receive income from forestry. This will put an end to deforestation and enable partial reforestation.

Trees for All aims for the local population in Bolivia to plant new forest. The farmers involved use it as productive forest. Improved agricultural and livestock farming practices under the trees (including fruit trees) allow the farmers to increase their income and protect and connect natural forests.

With this project, ASN Bank offset 318 tonnes of CO<sub>2</sub> for heating and transport in 2015, as well as the carbon emissions related to the office's paper consumption, waste and water consumption.

The project is CarbonFix Standard certified.





# Stakeholders

ASN Bank cannot achieve its sustainability mission on its own: it needs other organisations and people. Together, we are building a just, sustainable society; we motivate, inspire and help each other.

We distinguish the following stakeholders:

- Customers
- SNS Bank
- ASN Bank employees
- Partnering NGOs
- Experts and expert organisations
- Companies, industries, projects
- Advisory Council
- Supervisory Board
- Government

## Stakeholder influence

Consultation with stakeholders plays a central role in developing and implementing our policy and our activities. We have active discussions with individuals and organisations involved in subjects that are covered by our sustainability policy. This is another way for us to perform our role as driver of sustainability.

## Appeal to stakeholders

In 2015, ASN Bank was – for the first time – included in Incompany 500's survey of the reputation of organisations and their appeal to various stakeholders. We ranked sixteenth in the reputation top 100. "An impressive feat," according to Incompany 500.

# Customers

The 629,000 retail customers and corporate clients of ASN Bank are our most important stakeholders. They make our existence possible and they enable us to contribute to a more sustainable society.

We distinguish between retail customers and corporate clients, whom we offer various services:

- retail: payments, savings, investments, asset management;
- self-employed persons: payments, savings, investments, asset management;
- institutions, associations and companies:  
savings, investments, asset management;  
green loans and business loans for sustainability projects.

## Honest, understandable and open

As a financial services provider, ASN Bank wants to do its part in achieving a sustainable society. Integrity, transparency, expertise and reliability are therefore paramount in our customer interaction. We offer easy-to-understand banking products and good service, and communicate clearly about this.



## Customer satisfaction

Many customers feel connected to our bank. We appreciate their input regarding our mission, our sustainability policy and our services. We regularly receive suggestions and comments through our Customer Service Department and social media in particular. We take these suggestions and comments into consideration when drawing up our sustainability policy and giving shape to our banking services.

### Customer satisfaction

One of our strategic objectives is to have 1 million satisfied customers in 2025. This is a reason for us to put our customers' interests first in our services, focusing on people instead of processes. We listen to our customers, take their complaints seriously and admit mistakes.

Customers rated us 8.1 out of 10 at the end of 2015; our goal is to receive at least 8 points.

## Survey by the Dutch Consumers' Association

In the spring, the Dutch Consumers' Association surveyed customers' views on their bank. In this survey, ASN Bank was assigned 8.6 points out of 10. All customers surveyed rated us sufficient or higher. [Read more](#).

## Net Promoter Score

The Net Promoter Score (NPS) reflects the degree of customer willingness to recommend a particular service provider or supplier. To calculate this score, customers are asked: "What is the likelihood, on a scale from 0 to 10, that you will recommend this company to family, friends or colleagues?" Then, the number of customers giving 0 to 6 is deducted from the number of customers giving 9 or 10. This means that the NPS can be either positive or negative.

Customer satisfaction increased significantly. ASN Bank achieved an NPS of +19 at the end of 2015, up from +12 the year before. Our target for 2015 was an NPS of +20.

## Improvement process

In order to meet our customers' needs even more, we started a programme to improve our services. For example, we improved the procedure for surviving dependants of deceased customers, added features to the ASN Mobile Banking app and improved the customer registration process. With effect from 1 January 2016, the opening hours of the ASN Customer Service Department have been expanded. We will continue our work on this improvement process in 2016.

## Service and services

ASN Bank is an online bank: we have no offices to provide customer service. That is why the quality of our Customer Service Department and online services are vital to customer satisfaction.

## ASN Customer Service Department

Our customers can take their questions and comments to the staff of the ASN Customer Service Department. In 2015, they dealt with over 291,000 incoming phone calls through the free service number, 92,000 e-mails and 8,000 letters.

A large part of customers' questions concerned their accounts, for example relating to online banking, transfer orders, contra account changes and activating the ASN Wereldpas. The ASN Customer Service Department helped over 7,000 people transfer their current account to ASN Bank.

We reduced the waiting times for customers calling us to an average of less than one minute in the course of the year.

## Webcare

In just a few years' time, webcare has developed into a key way to communicate with customers. We actively monitor message traffic on Facebook and Twitter, answering questions there about our services and products and about the bank in general. This service is correlated with our active social media presence.

## Online and mobile banking

The number of customers using the ASN Mobile Banking app grew strongly to 41% of account holders. It is *the* banking method for younger generations, but mobile banking also appeals to many older customers. We continued improving the app, for example by enhancing it with the option of making iDEAL payments.

We were unable to execute our plan to make the app's cash book feature available for online banking as well in 2015. Other customer questions had more priority, such as the demand for iDEAL payments via the app. However, we did introduce the option of creating money boxes in online banking. The online cash book will follow in 2016.

## Website

Key in our customer services and communications, the website [asnbank.nl](http://asnbank.nl) underwent a facelift starting from 29 October. We divided the website into a retail customer section and a corporate client section, necessitated by the introduction of the ASN Betalen Zelfstandigen account for self-employed persons. We also organised the website, especially the home page, in a clearer way.

## Disruptions and availability

The number of payment system disruptions was lower in 2015 than in previous years, but the disruptions were more severe. They lasted for longer periods of time and occurred mainly in the payment system. The availability of ASN Online Banking was never lower than the 99.0% target in any month.

## Customer communications

ASN Bank customers generally feel very much involved in the subjects we find important, such as climate change, biodiversity and human rights. Aside from them, concerned non-customers also respond to our blogs, posts and social media messages. A dialogue with these people gives us valuable insights and an opportunity to perform our role as driver of sustainability.

## Meetings

We set great store by personal communication, two-way inspiration and engagement, which is why we regularly organise meetings to meet our customers. In 2015, we invited nearly 96,000 customers to twelve meetings. Over 3,000 invitees accepted our invitation.

## Social media

Social media such as Facebook, Twitter and LinkedIn are playing an increasingly prominent role in our communications. We initiate discussions and campaigns on social media. We post positive news items about the sustainable society, ASN Bank or projects of our partnering NGOs almost on a daily basis. In this way, we offer people a perspective for action, triggering a lot of positive reactions.

Together with 1,200 people, we sowed 120,000 flowers for bees. The game Light gives life (*Licht laat leven*), which tells the story of women giving birth in Africa, was played more than 10,000 times. Another successful campaign was Humans of ASN.

Campaigns not initiated by us may also have a great impact. In the case of the spring campaign #ikstapovervanbank (*#Iswitchbanks*), this impact was positive, with over 1,400 messages from ambassadors.

The number of messages about ASN Bank was up 30%, rising from 43,000 to 56,000. 48% more messages required a response from the webcare team as customers asked questions or made comments. At the end of 2015, we had over 12,000 followers on Twitter (year-end 2014: over 10,000). We ended the year with over 45,000 Facebook fans (year-end 2014: 37,000). Our online platform For the World of Tomorrow (Voor de Wereld van Morgen) had over 60,000 members, 10,000 followers on Twitter and 26,000 fans on Facebook at the end of 2015.

## Sustainability issues

'Sustainability' is a broad and abstract concept. Since 2010, we have made this concept more tangible for our current and prospective customers by focusing on sustainability issues in our communications: fair trade, anti-child labour, renewable energy and anti-arms. In 2015, we introduced care & welfare as our fifth sustainability issue.

## Customer magazine and newsletter

Our customer magazine *Ideaal* was issued five times in hard copy and online. The online version is also available to anyone who is interested. Our goal is to further develop the online version and reduce the number of subscriptions to the printed version.

In the autumn, we started issuing a monthly e-mail newsletter to highlight our services and campaigns as well as social initiatives and opportunities for customers to take action for a more sustainable world.

## Annual and other reports

The report of ASN Bank and the annual reports of the ASN Investment Funds and the ASN Foundation are used to inform customers and stakeholders about our policies and activities.

## Meetings in 2015

We enjoy talking with customers, as it creates mutual inspiration and insights. That is why we organised meetings for customers and others who were interested, both in and outside the Randstad conurbation. Our objective is for customers to give the meetings at least 8 points out of 10.

### TomorrowToday

We organised TomorrowToday (MorgenVandaag) for the second time. Around 1,300 customers and other interested people gathered in the Westergasfabriek in Amsterdam for an afternoon of lectures, debates and conversations. The afternoon kicked off with an interview with our guest of honour, Nobel Prize winner Kailash Satyarthi, after which visitors could choose from a selection of workshops, lectures and interviews. The subjects were varied, but shared a common theme: how can we work today on the sustainable world of tomorrow?

On social media (#morgenvandaag), we are fuelling a positive flow of messages around the events to create an online audience and, with it, inform a larger target group about ASN Bank and its themes. This was again very successful in 2015. During TomorrowToday, the hashtag #morgenvandaag was in Twitter's top 5 of trending topics for a major part of the afternoon. Those present rated the day 8.2 points out of 10.

### Shareholders' meetings

Around nine hundred investment customers attended the shareholders' meeting and meetings of unitholders of the ASN Investment Funds on Thursday 30 April. The key subject of debate was the successful investment campaign of ASN Bank in collaboration with Amref Flying Doctors and WakaWaka.

### ASN Live

Three meetings were held under the title ASN Live, each having their own theme relevant to a sustainable future:

- Groningen (3 March): the power of local initiative; appreciation: 7.9.
- Eindhoven (19 May): sustainable design; appreciation: 8.4.
- Almere (9 September): sustainable food production; appreciation: 8.1.

### Tree planting day in the Forest of Ideals

We thanked everyone who had been our customer for 25 years or more with a gift matching our common ideals: a tree in the Forest of Ideals (Bos van Idealen).

# SNS Bank

ASN Bank is part of SNS Bank N.V. (SNS Bank), its sole shareholder.

## SNS Bank's future

In 2015, the disentanglement of the SNS REAAL holding company was completed. Its insurance activities were sold to Chinese company Anbang Insurance Group in July. SNS Bank was transferred from SNS REAAL to NLF, which holds the shares in SNS Bank N.V. on behalf of the Dutch State. As a result, SNS Bank started operating as a stand-alone company.

## Manifesto

Five SNS brands work together under the flag of SNS Bank: ASN Bank, BLG Wonen, RegioBank, SNS and ZwitserlevenBank. They share the same principles and common values. Their essence is: 'people to people' – banking with a human touch. The brands have laid this down in their Manifesto. Please refer to the 2015 Annual Report of SNS Bank for more information about SNS Bank's principles and strategy.

## Collaboration with SNS Bank

The SNS Bank brands work in close collaboration, using the same IT infrastructure and corresponding security. They also work together with central IT experts and with staff departments such as Legal Affairs and Tax Affairs to cut costs.

As ASN Bank operates within SNS Bank's risk management organisation, it is assured of its continuous compliance with regulatory authorities' ever more stringent requirements while keeping its own organisation relatively small and transparent.

[Read SNS Bank's 2015 Annual Report](#)

## Sustainability at SNS Bank

Together, the five SNS Bank brands choose to build a future based on the principle of 'sustainability'. To SNS Bank, sustainability means that it does what is right, now and for future generations, such as sustainable investment and finance, monitoring the customer's interests and encouraging sustainable housing. According to the Fair Bank Guide, SNS Bank is well on its way.

All five SNS Bank brands define sustainability in their own way, inspiring each other and working together to make the world more sustainable. Here are a few examples:

- ASN Bank's climate change goal – to achieve net carbon neutrality by 2030 – has inspired SNS Bank. SNS Bank has now also set itself the climate change goal to have a carbon-neutral balance sheet in 2030.
- SNS contributes to the financial resilience of its customers.
- RegioBank focuses on the quality of life in small communities and opens counters in countryside villages.

## Home loans

A key issue is the increased sustainability of the home loan portfolio of the collaborating banks. This portfolio represents SNS Bank's largest impact on the climate. As ASN Bank invests in this portfolio, it is of major concern to us to make it as sustainable as possible.

SNS Bank helps customers to make their homes more sustainable and to reduce energy consumption. It aims to contribute to such improvements by advising customers and making energy-saving measures financially possible.

## Manifesto

SNS Bank uses the Manifesto as a beacon guiding our thoughts and actions. Defining our mission of banking with a human touch, the Manifesto lies at the heart of our key task and our vision. What form should banking take in today's world and what role can SNS Bank play in that regard?

### The Manifesto reads as follows

"A society that allows people to live confidently and full of optimism and to do the things that benefit the next generation – that is the kind of society we wish to build. It is our *raison d'être*: to help every single individual – in a personal way – to be financially resilient, each in his own way.

Accordingly, reaching back to our social roots, we are taking our responsibility to shape the banking trade based on what people really need. It means that our financial services are about benefit rather than return – about value rather than money. It particularly means that we are sincere in putting our customers' interests first in order to safeguard fundamental things in life such as housing, education and a buffer for unexpected expenses, now and in the future.

We also understand that the Netherlands today is very diverse and that every individual wants to be 'financially resilient' in his own way. That is why SNS Bank is a diverse family of brands: ASN Bank, BLG Wonen, SNS, RegioBank and ZwitserlevenBank. Together, yet each in our own way, we choose to build a future based on the principle of sustainability. We choose to offer people insight, clarity and prospects in finance, to make 'good housing' accessible and to reinstate sincere personal contact as the cornerstone of banking. We are continuously inspired to work closely with our customers and develop simple services that bring back the human dimension in finance. Every single day, all of our staff are fully committed to the task of making the Netherlands financially resilient and doing this in a personal way. All those people together are building a society in which people can live with confidence and optimism."



# Partnering NGOs

In order to achieve our mission, we cooperate with partnering NGOs as much as possible. We make a positive contribution to each other's objectives and thus enhance our effectiveness. Our partners are primarily NGOs.

## Sustainability issues

'Sustainability' is a fairly abstract concept. In order to make this concept more tangible and specific for current and prospective customers, we focus on five sustainability issues in our communications on sustainability. We have been focusing on four of those issues since 2010: fair trade, anti-child labour, renewable energy and anti-arms. Surveys have revealed that our customers find these issues to be of greatest relevance to their savings.

### New sustainability issue 'care & welfare'

We launched 'care & welfare' as our fifth sustainability issue. Our reason for doing so is that we believe that the sustainable society of the future is also a social, caring society, as represented by this new issue.

This issue is also fitting for ASN Bank from a historical perspective. We started out in 1960 from the notion of solidarity. As a workers' bank, we empathised with oppressed people all around the globe. Then – as today – we strived for a just world. Those people-oriented roots make 'care & welfare' a logical issue for us.

### Theme partners

An important way in which we implement these five issues is by supporting projects of our theme partners. On behalf of customers with an ASN Ideaalsparen account or an ASN Credit Card, we support projects of:

- |                     |  |
|---------------------|--|
| • fair trade        | Solidaridad and Oxfam Novib  |
| • anti-child labour | Plan Nederland and Cordaid   |
| • renewable energy  | Natuur & Milieu and Urgenda  |
| • anti-arms         | Amnesty International and War Child  |
| • care & welfare    | National Foundation for the Elderly (Nationaal Ouderenfonds) and Royal Dutch Guide Dog Foundation (KNGF Geleidehonden) |

## New theme partners

In the context of our new sustainability issue care & welfare, we teamed up with two new NGOs in 2015: the National Foundation for the Elderly (Nationaal Ouderenfonds) and the Royal Dutch Guide Dog Foundation (KNGF Geleidehonden).

### National Foundation for the Elderly



The National Foundation for the Elderly promotes the interests of vulnerable elderly people in the Netherlands. Key is the fight against loneliness. In this spirit, the Foundation organises fun outings for the elderly, in return for a small contribution towards the costs. Elderly living below the poverty line – 230,000 in the Netherlands – who cannot afford this contribution may turn to the Supplementation Fund (Suppletiefonds). This Fund is supported by

ASN Bank. We also support the Elderly Ombudsman (Ouderenombudsman), which helps elderly people with questions about such issues as care and welfare, financial matters, housing and safety.

## Royal Dutch Guide Dog Foundation



We support the KNGF Campus project, the knowledge and innovation centre of the Royal Dutch Guide Dog Foundation in the area of dog and handicap. The organisation explores how specially trained dogs can help in new ways. For example, KNGF Campus checks together with the VU University Medical Center whether dogs can trace intestinal cancer at an early stage and whether dogs

with special skills could improve the quality of life of relatively young people (aged 40 to 65) with dementia.

## Other partners

In addition to the ten theme partners, ASN Bank worked together with the following partnering NGOs.

### Product partners

On behalf of ASN Jeugdsparen account holders, we donate money to two partners for children's projects: Cordaid and Nationaal Fonds Kinderhulp.

Two partners are linked to customers' interest donations via ASN Depositsparen: Cordaid Microkrediet and Waddenvereniging. These savings products cannot be opened at this moment.

ASN-Novib Microkredietfonds avails itself of the microcredit expertise of Oxfam Novib.

### Marketing partners

For specific campaigns, we work together with a range of partners. In 2015, we teamed up with:

- investment campaign: Amref Flying Doctors and WakaWaka.
- savings campaign: the Bee Foundation (Bijenstichting)

On behalf of FNV trade union members opening an account via FNV Voordeel, we donate € 10 to FNV Mondiaal for a programme against child labour.

### Partners in occasional campaigns

In the fight against child labour, we worked together with documentary makers Mehmet Ülger and Astrid van Unen. We sponsored their documentary about child labour in hazelnut picking in Turkey. We supported author and photographer Peter de Ruiter and his website against child labour.

# Society

Broadly promoting our mission, we aim to spur others to dedicate themselves to a just, sustainable world. We want to work together with others as much as possible – especially with other financial institutions – in achieving our long-term goals in the areas of climate change, human rights and biodiversity. However, we have an additional method to work on sustainability: support to and sponsoring of green and social initiatives.

In the context of our sustainability pillars – human rights, climate change and biodiversity – we took part in various meetings, consultations and conferences. We also participated in debates on subjects that are close to our hearts, for example at our yearly event TomorrowToday, ASN Live and the film showing for customers during Movies that Matter.

The starting point in those debates is that we wish to offer our discussion partners a perspective for action. Together with them, we want to build the just, sustainable society.

## Contributions to sustainability initiatives

We achieve our mission – creating a more sustainable society – not only as a bank, but also by supporting sustainability initiatives, projects and organisations. We provide this support in various ways: through our online platform For the World of Tomorrow, through sponsorship and by means of the ASN Foundation's donations.

### For the World of Tomorrow

Our online platform For the World of Tomorrow (Voor de Wereld van Morgen, VDWVM) renewed its website, placing even more emphasis on projects and inspiration. With VDWVM, we focus on sustainable start-ups: people who take action to contribute to solving a social problem in the Netherlands or abroad. The community helps them to develop initiatives and execute ideas, share information and meet new people. At year-end 2015, For the World of Tomorrow had more than 60,000 members (year-end 2014: 55,000).

We offer inspiration by means of our blogs on all sorts of initiatives that contribute to a more sustainable world, which often provide a perspective for action. We support the blogs with social media publicity.

### New: VDWVM Crowdfunding

On 15 December, we launched VDWVM Crowdfunding. VDWVM Crowdfunding offers project owners the option of obtaining funding, an additional level of support and commitment – on top of the online community's support. In doing so, VDWVM Crowdfunding helps to achieve the objectives of both the bank and the platform.

VDWVM Crowdfunding is a partnership between For the World of Tomorrow and crowdfunding platform Oneplanetcrowd. For the World of Tomorrow provides the platform, and the experts of Oneplanetcrowd assess the plans and select the participating projects. The participating project owners receive personal coaching.



## ASN Bank World Award

For the World of Tomorrow organised the ASN Bank World Award for the eighth time. There were 240 entries. From the one hundred best entries, the jury selected ten projects on each issue that went through to the next round. These initiators received coaching and workshops to further develop their plans. The jury chose the winners after a round of voting.

## 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.

## ASN Foundation

Through the ASN Foundation, ASN Bank makes donations to projects and organisations that contribute to our mission. We support projects across the globe. The organisation requesting the donation must be based in the Netherlands.

ASN Bank donated € 300,000 to the ASN Foundation, which used the money to support 76 projects for a total amount of € 315,933. The donations ranged from € 500 to € 20,000. Large donations were made to parties including Stichting Diaconaal Centrum Pauluskerk in Rotterdam, Stichting Werkwijs in Amsterdam-Zuidoost, Stichting Terre des Hommes Nederland, Natuur- en Milieufederatie Zuid-Holland and Stichting Landelijke India Werkgroep.

## Winners of the 2015 ASN Bank World Award

On 19 November, the 2015 ASN Bank World Award was presented in Utrecht on a sensational evening. The winners received an amount of € 5,000 to € 10,000 and support to successfully continue the development of their projects.

The winners of the ASN Bank World Award 2015:

### Issue: Care and welfare

Legbank brings comfortable prosthetic sockets to vulnerable people in low-income countries who are missing a lower leg. Legbank's new technology makes it easier *and* more affordable to make prostheses.

### Issue: Safety and social cohesion

Tra-Digitale Hybride is a construction system using new technology to create safe homes in slums that are built by residents themselves.

### Issue: Fair trade, fashion and food

Spireaux grows fresh spirulina – a tremendously healthy and sustainable source of food – in innovative photobioreactors.

### Issue: Children's rights and education

In the loop is a game that makes it fun and exciting to understand our complex ecosystems, calling attention to the importance of a circular economy.

### Issue: Renewable energy, nature and the environment

Sustainer Homes recycles sea containers into the world's first entirely self-sufficient, sustainable, mobile container homes. The containers do not need a grid connection, which makes them easy to move.

### Public award

E-trailer provides electric drive for caravans, allowing them to be drawn by any kind of car, including modern energy-efficient cars.



## Sponsorship

The projects and initiatives sponsored by ASN Bank included the following.

### Strawberry Earth Academy

Starting in February, design pioneers including fashion designers worked in teams, assisted by coaches, on a plan to integrate sustainability into their work. They presented their end result at the Strawberry Fair on 10 October.



## WASTED

North Amsterdam was the scene of a special experiment in 2015: local residents collected plastic waste and took it to a laboratory to jointly create objects that they were missing in the neighbourhood, such as benches and flower pots. In July, a festival took place where everyone met. A publication will be made about this experiment that will be distributed across the globe and that is likely to generate a great deal of publicity.

## Naturalis After Dark Festival

On 25 September, Naturalis opened its doors for a sustainability programme lasting the whole evening. It was an event with lectures, debates, music and surprising meetings where biodiversity, art and science converged.

## Wildlife Film Festival

Especially for animal lovers, we sponsored the new Wildlife Film Festival in Rotterdam: a weekend in September full of films and debates about nature. It was the first festival with this theme in the Netherlands and it was a great success.

## Beautiful Holland

As we want to create awareness of the natural beauty around us, we sponsored Beautiful Holland, an exhibition at the Gemeentemuseum Den Haag featuring over one hundred magnificent Hague School paintings. The exhibition was shown from 4 April to 30 August. ASN Bank customers could visit at a discount.

## ASN Foundation

Here are some examples of donations made by the ASN Foundation in 2015.

### Stichting TitanE

TitanE has been helping to fight poverty in the Moluccas since 1969. Since 2010, TitanE has been dedicating itself to social entrepreneurship: local residents are increasing their income and creating employment in a sustainable way. TitanE makes this possible by educating nutmeg farmers about sustainable agriculture, for example, and by helping them obtain the Global Organic standard certification for sustainability.

### Stichting Liliane Fonds

The Liliane Foundation received a contribution for its partner organisation Arche Nongr'massem in Ouagadougou (Burkina Faso). Twenty-eight intellectually disabled youngsters work in this self-sufficiency project, acquiring social skills and learning activities that will help them to make a living. The contribution went towards the expansion of the project's vegetable garden and pig farm.

### Natuur- en Milieufederatie Zuid-Holland

Natuur- en Milieufederatie Zuid-Holland (NMZH) is one of the nature organisations dedicating its efforts to protecting the coastal area of South West Netherlands. As the unique, unspoilt coast was at risk of disappearing due to the uncontrolled growth of building initiatives, the organisation set up the public campaign Protect the coast (*Bescherm de kust*). They called upon those who cared to register as a 'baywatcher'. Thousands of people came forward. In part because of this campaign, the government withdrew its decision to let local authorities decide how to use the dune and coastal area.

### Stichting ZieZo

With the project *Heroes, Victims & Villains*, Stichting ZieZo aims to adjust the way in which people with disabilities are represented in order to reinforce their emancipation and participation. According to the foundation, there are not enough realistic role models of people with disabilities. In 2015 it developed a plan, mainly targeting youngsters and the media, to bring this issue to the attention of a wide audience. The plan will be executed in 2016 and 2017.

## List of donations and sponsorship

ASN Bank contributed to NGOs with the following donations, contributions and sponsorship:

<i>Organisation</i>	<i>Amount</i>	<i>Details</i>
Ten theme partners	1,500,000	On behalf of customers with an ASN Ideaalsparen account
Ten theme partners	154,438	Donation of the Interchange fees that ASN Bank receives from credit card organisation ICS for payments made with the ASN Credit Card
Cordaid Kinderstem, Cordaid Memisa and Nationaal Fonds Kinderhulp	362,292	On behalf of customers with an ASN Jeugdsparen account
Cordaid Microkrediet, Vastenaktie and Waddenvereniging	156,119	Interest of customers holding an ASN Vrouwenspaardeposito or an ASN Waddendeposito. The organisations jointly received € 10,500 extra as compensation for the termination of the interest donation arrangement
Amref Flying Doctors	52,500	Contribution to the training of 33 midwives in Uganda and Tanzania in combination with an investment campaign
Bijenstichting	53,155	Contribution to the foundation's work in combination with a savings campaign
ASN Foundation	300,000	76 donations in 2015
ASN Bank World Award	45,000	Divided among five winners
Trees for All	67,500	Nationaal bossenfonds; planting of three hectares of woodland
U-producties and Persmuseum	6,324	Sponsoring of the documentary 'Child labour and hazelnuts; 5 years on' ('Kinderarbeid en hazelnoten; 5 jaar later') and the website against child labour (kinderarbeid.nl)
Stichting de Goodclub (formerly Waarde)	10,000	On the occasion of ASN Bank's 55th anniversary, all customers received 10 Goodcoins to spend in the Goodclub webshop
Gemeentemuseum Den Haag	62,050	Sponsoring of the exhibition 'Beautiful Holland'
Miscellaneous donations	315,112	52 beneficiaries
<b>Total</b>	<b>3,084,490</b>	



# Staff

At year-end 2015, ASN Bank employed 156 permanent staff. Together, we are committed to providing good service to our customers based on our common ideal to achieve a sustainable, liveable world.

Each in their own area of expertise, the ASN Bank employees are actively working to create a sustainable society. They execute ASN Bank's sustainability mission and spread this mission among customers and other stakeholders. This makes them important ambassadors of ASN Bank and the ideals we jointly stand for.

Our mission is also reflected in the way management and staff treat each other. At the basis lie mutual concern, open dialogue and interaction, both vertically and horizontally in the organisation. We create a positive environment in which people are given development opportunities and responsibilities.

Where possible, we also encourage staff to make a contribution to a sustainable society by doing voluntary work, for example.

## Bankers' Oath

On 1 April, the Act on the 'Bankers' Oath' took effect, obliging all current and new, internal and external bank staff to take the Bankers' Oath.

The Management Board of ASN Bank had taken the Bankers' Oath before that time. In the second quarter, all other staff of the bank took the oath. They swore or promised, among other things, that they will execute their duties responsibly, ethically and with care and will comply with the laws, regulations, codes of conduct and rules of conduct applicable.

In addition, they declared that they will comply with the rules of conduct of the Dutch Banking Association (Nederlandse Vereniging van Banken, NVB) for the banking sector. These rules are enforced through disciplinary action by the Foundation for Banking Ethics Enforcement and the Banking Disciplinary Committee pursuant to the Disciplinary Rules for the Banking Industry.

## Management Board of ASN Bank

### Ewoud Goudswaard

Ewoud Goudswaard (1958) has been ASN Bank's Managing Director since 2001. He is responsible for investments, lending and controlling & compliance.

Ewoud Goudswaard started his career at NMB Bank, later ING Bank, in credit risk management for (large) corporate clients. He held management positions in Haarlemmermeer, Amsterdam and Rotterdam starting in 1989 and became Chairman of the Management Board of the Midden-Holland district in 1997.

Ewoud is a member of the Supervisory Board of Triple Jump B.V., the project advisor of ASN-Novib Microkredietfonds. He is also 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 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 and sustainability policy and research.

Jeroen Jansen started his banking career at Triodos Bank. He joined Hollandse Koopmansbank (currently ACTIAM) 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 Director of ASN Bank since 2015 and is responsible for operational matters, including the ASN Customer Service Department, customer and account management, development and services. In this position, she creates the conditions for professional services to customers.

Joyce 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, Joyce 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.

## Composition of personnel

The number of permanent employees increased by 12 to 156. The number of FTEs increased to 144.7.

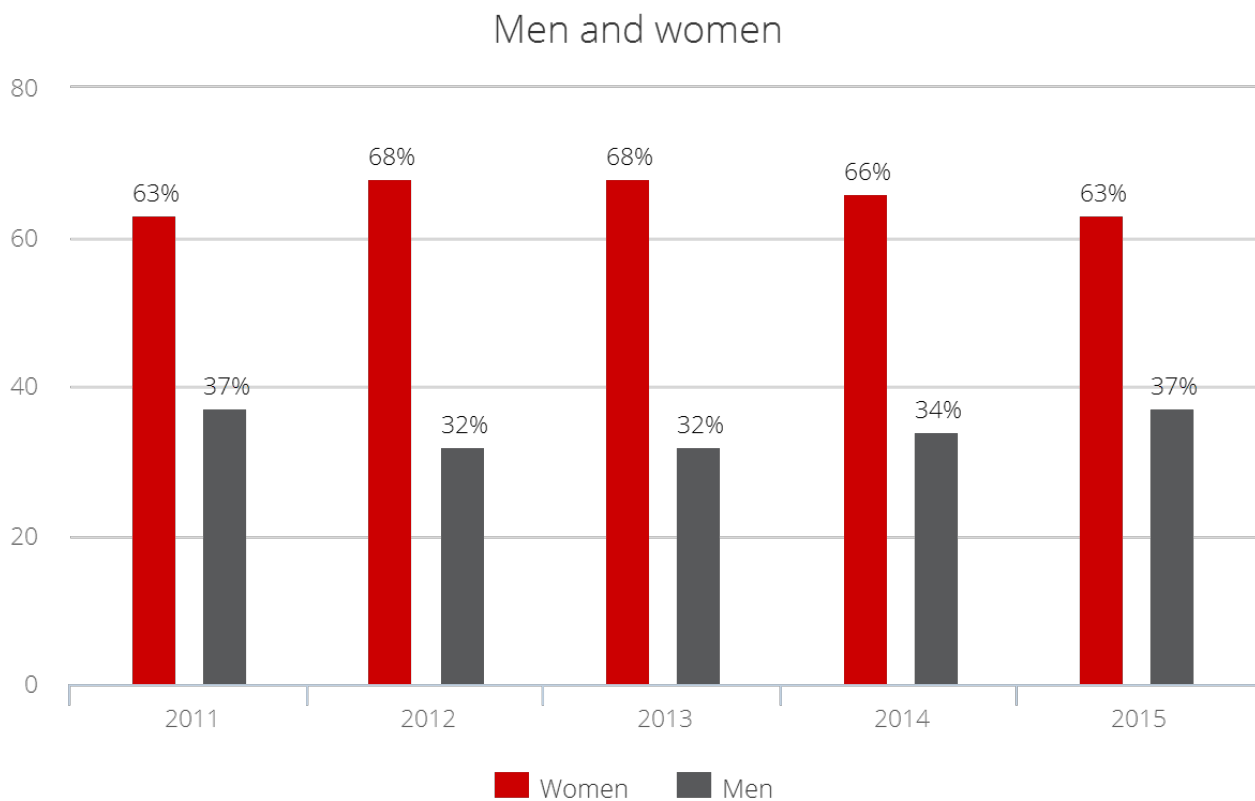
Absenteeism was 3.1%. Absenteeism meetings and, where necessary, proper support from the occupational physician take centre stage in our sick leave policy.

	2015	2014	2013	2012	2011
Absenteeism (in %)	3.1%	2.7%	3.9%	2.6%	3.2%
Workplace health and safety costs (in euros)	41,035	39,520	33,262	24,273	25,530
Training costs (in euros)	197,314	140,801	104,981	79,256	68,208

	2015	2014	2013	2012	2011
New staff	21	15	25	14	22
Leavers	9	8	2	7	6
Employees as at 31 December	156	144	137	114	107
Number of FTEs* as at 31 December	144.7	133.3	125.4	102.3	96.0
Part-time staff (in %)	34.6%	31.9%	33.6%	38.6%	39.3%

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



## Human resources policy and remuneration policy

The human resources policy is based on professional labour relations, i.e. on principles of mutual responsibility, equality and due care. This is expressed, for example, in the performance and competency assessment cycle. This cycle is based on the objectives pursued by the employee concerned, with additional focus on the development of competencies in view of the employee's current position and ambitions.

We find it important to be accessible to people who have difficulty finding work due to disabilities or long-term unemployment. In practice, however, it is difficult for a small, specialised organisation like ours to achieve proportionate participation of work-disabled persons.

### Employee satisfaction

The level of employee satisfaction pursued by the ASN Bank Management Board is at least 8 out of 10. It measures employee satisfaction on the basis of SNS Bank's annual survey. Employee satisfaction was 7.8, as in 2014. The results were discussed in the teams. The management team will implement the improvements in 2016 in collaboration with employees.

### Remuneration policy

ASN Bank's remuneration policy is grafted onto that of SNS Bank. The SNS Bank Collective Labour Agreement, which contains good primary and secondary benefits that comply with the market standard, also applies to our bank.

The highest gross salary at ASN Bank is 6.0 times higher than the lowest gross salary (2014: 5.9 times).

## Employee commitment

Employee commitment at ASN Bank is high: its employees scored 8.4 out of 10 on commitment in the employee satisfaction survey. Employees share their knowledge and experience with each other and inspire each other, which promotes the common ASN Bank culture.

## Meetings

Knowledge and experience were shared, for example, in the form of six lunch sessions where diverse subjects were discussed, ranging from 'working out at work' to presentations by partnering NGOs including Amref Flying Doctors, Oxfam Novib's Behind the Brands and the National Foundation for the Elderly (Nationaal Ouderenfonds).

## Interactive customer satisfaction sessions

Our employees are an important source of information about customers. With this in mind, we organised two interactive customer satisfaction sessions for employees to share their thoughts on what we could develop further in order to achieve our long-term goal of 1 million satisfied customers. The ideas were both about sustainability and about services and products. The Management Board informed staff of the results and selected a number of ideas to flesh out.

## Representation

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

## For the World of Today

ASN Bank employees perform voluntary work by the name For the World of Today (Voor de Wereld van Vandaag, VDWWV) in The Hague and its environs. In 2015, we collaborated with the Surfrider Foundation.



## Money Week

In the week of 9-13 March, the fifth national Money Week (Week van het geld) took place. During this week, employees at financial institutions and government institutions teach primary school students aged 10 to 12 how to handle money. On behalf of ASN Bank, six employees provided guest lessons at three schools.

## Cycle to Work Week

In the context of the Cycle to Work Week (Fiets-naar-je-werk-week) in May, 31 co-workers cycled almost 1,500 kilometres to and from work, raising a fine sum of money for Natuur & Milieu and Nationaal Fonds Kinderhulp.

## For the World of Today

ASN Bank employees perform voluntary work by the name For the World of Today (Voor de Wereld van Vandaag, VDWVV) in The Hague and its environs. In 2015, the focus of this volunteer work was on biodiversity.

VDWVV teamed up with the Surfrider Foundation, which tackles sea and beach pollution. On four afternoons spread throughout the year, ASN Bank employees cleaned a stretch of beach at the Zandmotor near Monster and took stock of the waste.

The Surfrider Foundation charts pollution on the basis of this data, which the foundation may use to counter the pollution of beaches and sea water caused by littering. In this way, ASN Bank employees made a local contribution to the preservation of a clean sea and the prevention of even more 'plastic soup'.



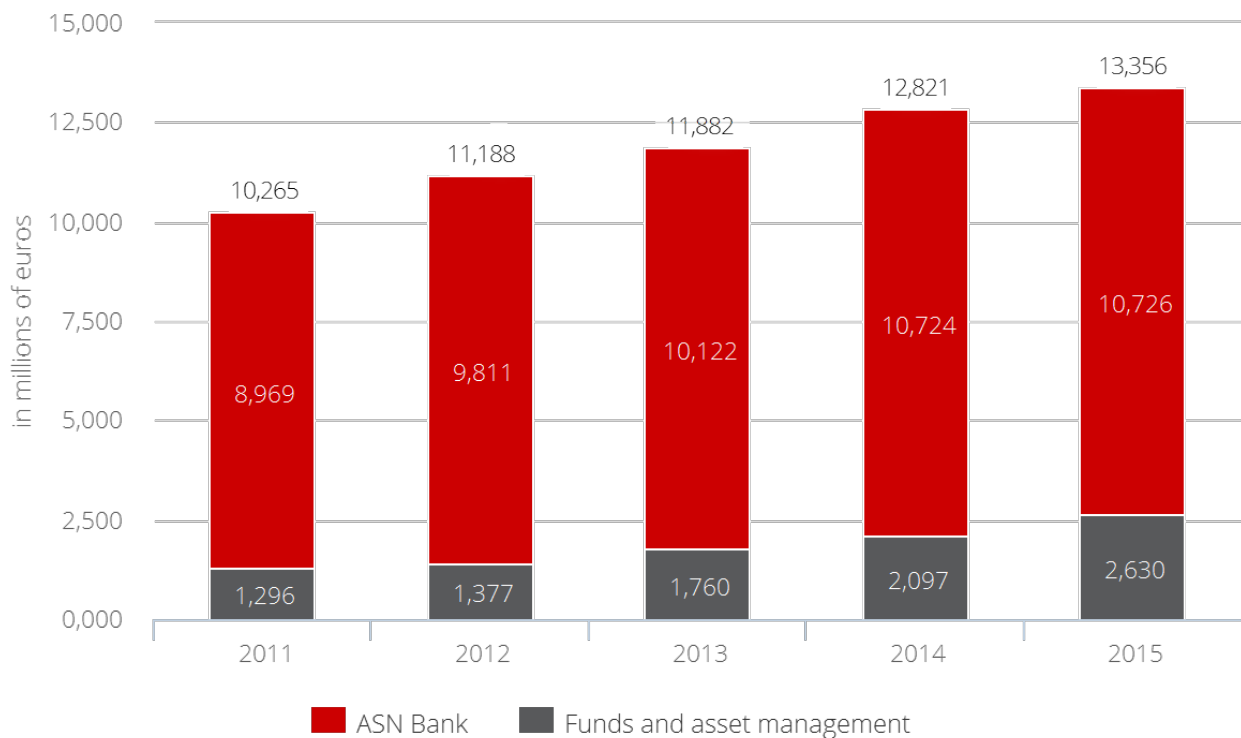
# Raising capital

The net customer base increased by 25,414, rising from 603,496 to 628,910 at year-end 2015.



Total assets under management at ASN Bank and the ASN Investment Funds grew by € 536 million. The small drop in savings was offset by an increase in the capital invested, caused in part by savings customers moving to investment. As a result, the share of investment money in total assets under management increased.

## Assets under management



### Sustainable savings and investments market share

The 2015 figures on the Dutch sustainable savings and investment markets were not yet known at the time this report was written. In 2014, the total retail market for sustainable savings and investment products rose by 17.3% to € 29 billion, with sustainable investment representing € 13 billion.

In 2014, our share in the total sustainable market stood at:

- savings: 65% (2013: 63.5%)
- investment funds: 25% (2013: 26.7%)

These figures were provided by the Dutch Association of Investors for Sustainable Development (Vereniging van Beleggers voor Duurzame Ontwikkeling, VBDO).

### Payments

The growth of our customer base is mainly attributable to the greater-than-expected inflow of customers opening a current account: 34,258. Over two thirds of them were not yet customers of ASN Bank. A share of 70% of all current account customers have taken out additional products, usually a savings account.

### Campaigns

The influx was related to two successful campaigns backed up by us with TV ads, radio commercials and social media campaigns. During our campaign in January and February, we offered the ASN Bank Account and ASN Credit Card free of charge for one year while also highlighting the convenience of our switching service. The number of customers availing themselves of this service grew sharply. Starting from November, we offered the ASN Bank Account and ASN Credit Card free of charge for a period of six months. The latter campaign was backed up on social media by the campaign Humans of ASN.



## Warm welcome

We improved the customer registration process by streamlining the process and rewriting the letters and e-mails. To give new current account customers a warm welcome, we made two short introduction videos. Customer satisfaction with the account opening process clearly improved following the introduction of these changes.

## ASN Betalen Zelfstandigen

On 30 September, we introduced the ASN Betalen Zelfstandigen account, a current account for self-employed persons and freelancers with no staff. At the end of the year, one thousand of these accounts had been opened. ASN Bank's other services – savings, investments and asset management – were already available to corporate clients.

Along with the introduction of ASN Betalen Zelfstandigen, the website asnbank.nl was divided into a retail customer section and a corporate client section.

## ASN Credit Card

The ASN Credit Card is a Visa Card administered by credit card expert ICS. More than 32,000 cards had been issued at the end of 2015.

As with ASN Ideaalsparen, ASN Credit Card holders have a choice of supporting the [sustainability issues](#) that ASN Bank is aiming to advance. A small percentage of each payment made with the card is donated to the themed projects of our partnering NGOs. This amount is deducted from ASN Bank's revenue; customers do not have to pay anything extra. This brought in € 154,438 for the relevant projects for the full year 2015.

## Humans of ASN

The Facebook campaign Humans of ASN kicked off on 1 November. The campaign was inspired by Humans of New York, an initiative to give the city of New York a face.

With Humans of ASN, we provided customers with a stage for their stories – and ASN Bank with a face – on our Facebook page. Customers, partnering NGOs and one employee told their stories in text and video with the aim of inspiring prospects and customers. The campaign supported the current account campaign that ran simultaneously with the campaign, and with success.

In total, the videos received over 1 million views – 3,200 hours in total – and we reached 2.5 million unique persons.

## Savings

The total balance of retail savings account holders at ASN Bank rose by 2.1% from € 9.7 billion to € 9.9 billion.

	2015	2014	2013	2012	2011
Savings market share	2,9%	2,9%	2,8%	2,8%	2,7%

## Low interest rates

The low interest rates were a frequently recurring topic of discussion at the ASN Customer Service Department and on social media. In the December issue of *Ideaal*, Ewoud Goudswaard explained the reasons for the low interest rates on savings to customers as follows.

## ASN Ideaalsparen

The successful bee savings campaign resulted in a significant increase in the number of ASN Ideaalsparen accounts. In 2015 we added a fifth sustainability issue – care & welfare – to the four issues we supported on behalf of customers with an ASN Ideaalsparen account.

## ASN Jeugdsparen

Over three thousand ASN Jeugdsparen accounts were opened. Deposits grew by 12.9% to € 293 million.

Using ASN Jeugdsparen, our customers invest in the future of their children and grandchildren and the future of many children who are less fortunate, as we annually donate an amount to Cordaid and Nationaal Fonds Kinderhulp on behalf of customers with an ASN Jeugdsparen account. The donation in 2015 totalled € 362,292. Since the start of ASN Jeugdsparen in 2002, we have donated more than € 2.8 million for vulnerable children in this way.

## Reasons for low savings interest rates

In the December issue of *Ideaal*, Ewoud Goudswaard explained the reasons for the low interest rates on savings to customers as follows:

“We invest our savings customers’ money in such a way that it contributes to the sustainable world of tomorrow, for example in the areas of housing, care, water management, green and government bonds and renewable energy. Global interest rates are extremely low at this moment and there are many parties in Europe who are looking to finance sustainability projects. That is fine. However, with such a huge supply of money, sustainability projects can also apply for cheap loans.

Our margins are very small as a result, i.e. there is only a slight difference between the interest we receive from projects and the interest we pay on customer savings. We still need that margin to remain healthy as a bank. I cannot rule out the possibility that the interest on savings will drop further if the situation does not change. I sympathise with our customers, but on the other hand we use their money for good causes.”

## Investments

The ASN Investment Funds achieved strong growth, with assets increasing by € 453 million (23.3%) to € 2.4 billion (year-end 2014: € 2.0 billion). The number of customers with an investment account rose by 7,871 to 61,359, underpinned by our successful investment campaign with Amref Flying Doctors.

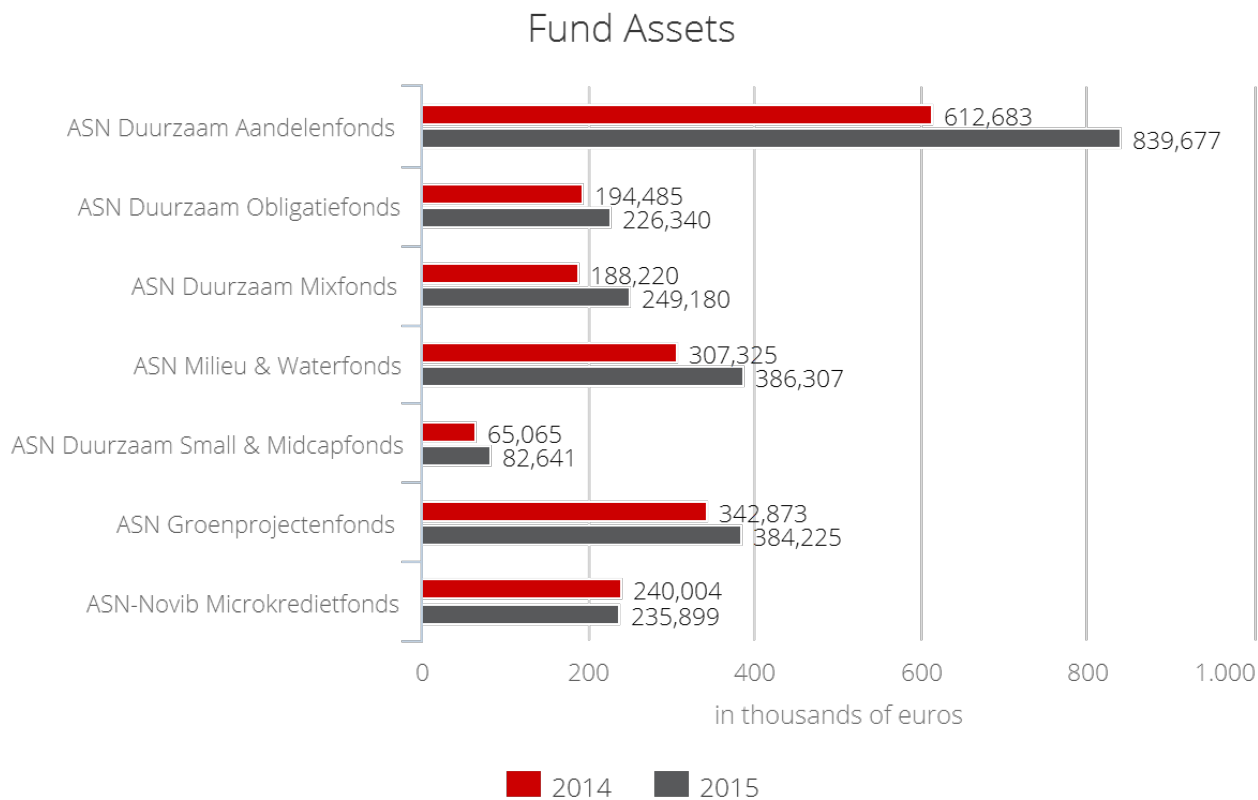
### Growth of ASN Investment Funds

Both the inflow of new money (€ 276 million) and rising share prices (€ 177 million) were responsible for the funds’ growth. The inflow was in part fuelled by historically low interest rates on savings, a successful investment campaign, strong investment performance and the recognisable sustainability profile of the funds.

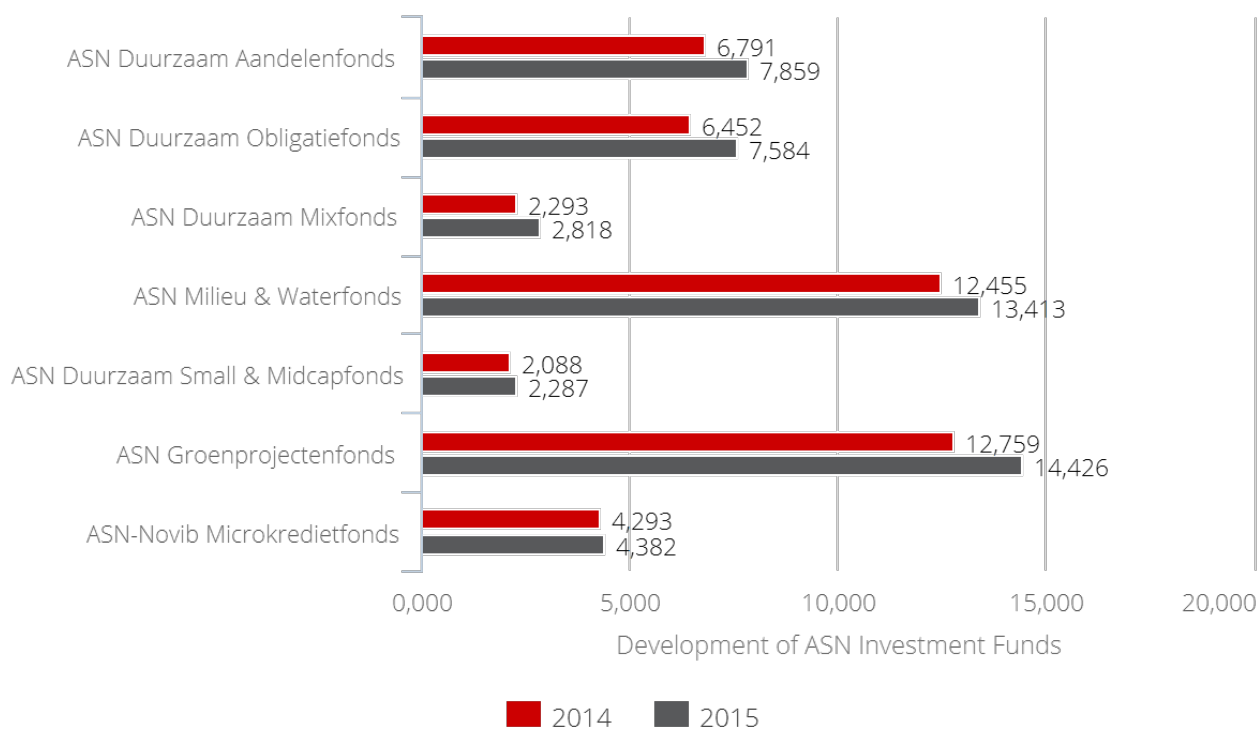
The demand for sustainable investment funds is on the rise. The Dutch Association of Investors for Sustainable Development observed that the market share of sustainable funds was around 14% at year-end 2014, up from 10% the year before. The figures for 2015 will be known at the end of 2016.

The inflow of new money came from customers of both ASN Bank and of other banks offering the ASN Investment Funds.

## Development of ASN Investment Funds



## Development of ASN Investment Funds



## Insight into costs

With effect from 2015, Dutch banks give investors insight into the total costs they pay for investment services. ASN Bank is no exception. Investors can turn to our website for examples of the costs calculated for various portfolio examples. Customers received an overview of total costs for the first time for 2015, in addition to the usual annual financial statement.

## Fund developments

### ASN Duurzaam Aandelenfonds awards

ASN Duurzaam Aandelenfonds was awarded the Groene Stier ('Green Bull'), the award for the most sustainable investment fund in the Netherlands. The jury made special mention of its distinctive sustainability strategy, sound performance and low costs.

In April and October, consultancy firm AF Advisors called ASN Duurzaam Aandelenfonds the best global investor equity fund. Every quarter, AF Advisors assesses aspects including the returns, costs and strategic importance of funds for their fund house.

### ASN Duurzaam Mixfonds award

In March, ASN Duurzaam Mixfonds won a vwd Cash Fund Award, taking first prize in the group of funds 'Mixed Global Currency Balanced'.

### ASN Groenprojectenfonds: preparations for listing

We prepared the listing of ASN Groenprojectenfonds on Euronext, which took place on 27 January 2016. As a result, this fund is now also available to people who do not have an investment account with ASN Bank. The listing did not have any consequences for ASN Bank customers who already invested in the fund.

### ASN Groenprojectenfonds temporarily closed

ASN Groenprojectenfonds is the only ASN Investment Fund that is tax efficient for investors. At the end of 2015, the fund again experienced an unexpectedly large inflow of money. Because of this new inflow, total assets invested in certified green projects threatened to be reduced to less than 70%. If the percentage of investments in designated green projects dips below the 70% threshold, the fund might lose its qualification as a green institution. If this qualification were to lapse, private investors would also lose the corresponding tax benefits. For these reasons, we temporarily closed the fund to new unitholder purchases on 3 December 2015. Unitholders could still sell their units. On 13 January 2016, the fund reopened for purchasing.

### ASN-Novib Microkredietfonds: listing

On 15 October, ASN-Novib Microkredietfonds was listed on Euronext Amsterdam, making the fund available to investors without an ASN Bank investment account as well. We expect that the larger cash inflow will enable the fund to provide more new loans to microfinance institutions (MFIs), allowing the MFIs to meet their customers' growing demand for microcredit. New money also gives the fund the opportunity to work together with more MFIs in areas where microcredit is crucial in the fight against poverty.

## Investment campaign for Amref Flying Doctors

In the spring, we launched an investment campaign in collaboration with Amref Flying Doctors and WakaWaka. The goal was to make childbirth safer in Uganda and Tanzania by donating money to Amref's midwife training.

The work of midwives is essential to reduce the maternal and child mortality rates during childbirth. The numbers are high: in sub-Saharan Africa, more than 160,000 women die during pregnancy or childbirth every year.

## Donations

We made a donation to Amref for every customer investing at least € 2,000 in the ASN Investment Funds, funding the training of 33 midwives, who will each assist in around one hundred births per year.

WakaWaka also participated in the campaign. With an additional donation of ASN Bank, each midwife received a WakaWaka Power as a gift. This solar powered lamp/charger provides midwives with extra light during childbirth – light that is much safer than the traditional kerosene lamps – and ensures that they can be contacted by mobile telephone.

## Light gives life

With the social media game *Light gives life (Licht laat leven)*, we highlighted the importance of midwives in Uganda and Tanzania. The game could be played in a Facebook app and on a dedicated website.

## Ugandan midwife opens stock exchange trading

Trained by Amref Flying Doctors, Ugandan midwife Esther Madudu came to the Netherlands to highlight the importance of skilled midwives in Africa. In the context of our investment campaign, she opened trading on the Amsterdam stock exchange with a gong beat on 21 April.



## Results of the ASN Investment Funds

Returns per year as at 31 December 2015	1 year	3 years	5 years
ASN Duurzaam Aandelenfonds	20.45%	22.74%	14.41%
Benchmark: 65% MSCI Europe, 25% MSCI US and 10% MSCI Japan	10.40%	14.76%	10.61%

Returns per year as at 31 December 2015	1 year	3 years	5 years
ASN Duurzaam Obligatiefonds	0.30%	4.24%	4.49%
Benchmark: iBoxx € Sovereign	1.64%	5.50%	6.15%

<i>Returns per year as at 31 December 2015</i>	<i>1 year</i>	<i>3 years</i>	<i>5 years</i>
ASN Duurzaam Mixfonds	9.70%	12.67%	9.22%
Benchmark: 55% iBoxx € Sovereign; 29.25% MSCI Europe, 11.25% MSCI US and 4.5% MSCI Japan	5.79%	9.72%	8.30%
<i>Returns per year as at 31 December 2015</i>	<i>1 year</i>	<i>3 years</i>	<i>5 years</i>
ASN Milieu & Waterfonds	18.73%	18.28%	10.40%
Benchmark: MSCI World SmallMid Cap (EUR)	10.98%	17.66%	12.17%
<i>Returns per year as at 31 December 2015</i>	<i>1 year</i>	<i>3 years</i>	<i>5 years</i>
ASN Duurzaam Small & Midcapfonds	18.65%	19.23%	6.96%
Benchmark: MSCI World SmallMid Cap (EUR)	24.25%	20.79%	11.45%
<i>Returns per year as at 31 December 2015</i>	<i>1 year</i>	<i>3 years</i>	<i>5 years</i>
ASN Groenprojectenfonds	0.04%	1.51%	2.15%
<i>Returns per year as at 31 December 2015</i>	<i>1 year</i>	<i>3 years</i>	<i>5 years</i>
ASN-Novib Microkredietfonds	1.35%	3.56%	4.20%

The results of ASN Groenprojectenfonds and ASN-Novib Microkredietfonds are not compared with a benchmark.

## Asset management

ASN Asset Management is intended for private individuals, foundations, associations and social institutions that do not want to manage their investment portfolios themselves. The services are aimed at customers with investable assets of at least € 250,000. ASN Asset Management invests these assets on the basis of ASN Bank's sustainability policy.

2015 was a good year for ASN Asset Management. Its customer base grew satisfactorily. Assets under management grew by over 50%. Even though it had been a turbulent investment year with great peaks and troughs in share prices, the investment results were to our satisfaction.

### 25 years of sustainable asset management

Three investment experts with a heart for sustainability founded NBC Vermogensbeheer in 1990. In 2010, this sustainable investment pioneer was acquired by ASN Bank and changed into ASN Asset Management, which celebrated its 25th anniversary in 2015.





# Loans and investments

One important way to implement our sustainability mission is through our loans and investments. ASN Bank invests customers' savings, while the ASN Investment Funds invest customers' investment money.

## Savings

We invest savings on the basis of two key principles:

- We invest our customers' money according to our sustainability criteria.
- We comply with the requirements set by regulatory bodies, such as the Dutch Central Bank. The requirements they impose regarding our capital largely determine how we can invest our money.

We invest our customers' savings in categories including bonds and private loans to governments (countries, provinces and municipalities), home loans, water boards, 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.

## ASN Investment Funds

The assets of the seven sustainable ASN Investment Funds, managed by ACTIAM N.V. (ACTIAM) as AIF manager, are regarded as part of ASN Bank's assets under management. In other words, ACTIAM is authorised as referred to in the AIFM Directive (Alternative Investment Fund Managers Directive), a European Directive laying down rules for investment fund managers. ACTIAM executes the portfolio and risk management of the ASN Investment Funds.

ASN Beleggingsinstellingen Beheer B.V. (ABB) adopts the policies of the ASN Investment Funds and monitors the management of the funds. These policies also include the sustainability guidelines and criteria.

## ASN Asset Management

ASN Asset Management invests customers' capital according to ASN Bank's sustainability guidelines and criteria.

# ASN Bank's loans and investments

ASN Bank's loans and investments can be divided into the following two categories:

- Loans and advances to customers, including business loans and private loans. It also comprises the item 'financial institutions', which includes a private loan extended to Woonhuishypotheek B.V. to fund residential mortgages.
- Investments, including the investments in primarily government bonds and in green and social bonds.

Loans and investments increased by € 31 million, from € 10,868 million to € 10,899 million.

<i>(In millions of euros)</i>	12/31/2015	12/31/2014
Loans and advances to customers	6,280	6,414
Investments	4,619	4,454
<b>Total loans and investments</b>	<b>10,899</b>	<b>10,868</b>

## Loans and advances to customers

### Breakdown by counterparty

<i>In millions of euros</i>	2015	2014
Financial institutions	4,508	4,509
Local governments	402	444
Health and welfare services	316	357
Residential construction	441	470
Water extraction and management	274	290
Energy	268	250
Retail customers	32	36
Education, culture and leisure	9	15
Other	30	43
<b>Total loans and advances to customers</b>	<b>6,280</b>	<b>6,414</b>

## Investments

### Breakdown by counterparty

<i>In millions of euros</i>	2015	2014
Government bonds	3,582	3,650
Financial institutions	393	385
Local governments	271	190
Rail transport	198	203
Energy	175	26
<b>Total investments</b>	<b>4,619</b>	<b>4,454</b>

## Loans and advances to customers

Business loans consist primarily of project loans of at least € 1 million. In our business lending activities, we focus on the following industries:

- renewable energy (wind energy, solar energy, decentralised energy supplies);
- housing, including social housing;
- social property;
- care and welfare.

ASN Bank provides business loans to sustainability projects without a green certificate. Projects with a certificate issued in the framework of the Green Project Regulations (Regeling groenprojecten) are eligible for a green loan of ASN Groenprojectenfonds. If desired, we combine a green loan provided by ASN Groenprojectenfonds with an ASN Bank loan.

ASN Bank signed loan agreements representing € 67 million in total. In all, investments in business loans dropped by € 10 million to € 338 million. In addition, we have agreed to arrange loans of over € 60 million.

By means of private loans, we finance companies and institutions in categories including water management, housing corporations and local governments. A total sum of € 117 million was repaid on the private loan portfolio. We did not provide any new private loans.

## Investments

We invest in types of financing that keep financial risks controllable and that are in line with our sustainability criteria, for example in bonds issued by governments that meet our sustainability criteria. Relatively new investment categories are the green bonds and social bonds.

In 2015, we added more than € 238.5 million in bonds and acquired a stake in FMO totalling over € 5 million from RegioBank.

## Loans and investments at year-end 2015

### Breakdown by funded activity

<i>In thousands of euros</i>	<i>Loans and advances to customers</i>	<i>Investments</i>	<i>Total</i>
Government bonds	-	3,581,642	3,581,642
Home loans	4,532,238	-	4,532,238
Local governments	396,757	255,370	652,127
Residential construction	441,607	-	441,607
Health and welfare services	330,858	-	330,858
Water extraction and management	280,251	-	280,251
Renewable energy	273,954	408,130	682,084
Rail transport	-	198,271	198,271
Development assistance	-	5,449	5,449
Education, culture and leisure	11,340	-	11,340
Other	12,681	169,973	182,654
<b>Total loans and advances to customers</b>	<b>6,279,686</b>	<b>4,618,835</b>	<b>10,898,521</b>

### Breakdown by debtor

<i>Debtor</i>	<i>Amounts</i>
<b>Government bonds</b>	<b>3,581,642</b>
Germany	1,245,082
The Netherlands	1,030,467
France	560,956
Belgium	490,505
Austria	233,991
Sweden	20,641
<b>Home loans and other loans and advances to customers</b>	<b>4,532,238</b>
Woonhuishypotheek B.V.	4,500,000
Various retail customers	32,238
<b>Local governments</b>	<b>652,127</b>
UNEDIC (France)	108,633
Caisse d'Amortissement de la Dette Sociale (France)	103,114
Gemeente Enschede	45,000
Gemeente Venlo	39,991
Gemeente 's-Hertogenbosch	30,000
Gemeente Nieuwegein	26,000
Gemeente Middelburg	25,746
Gemeente Zwolle	25,500

Gemeente Rotterdam	25,000
BNG SRI Bonds	21,890
BNG Bonds	21,733
Gemeente Apeldoorn	20,000
Gemeente Hengelo	12,000
Gemeente Kaag & Braassem	10,000
Gemeente Zevenaar	10,000
Gemeente Kampen	9,333
Gemeente Pijnacker	9,000
Gemeente Weststellingwerf	7,000
Gemeente Boxmeer	6,800
Gemeente Haaksbergen	6,000
Gemeente Maassluis	6,000
Gemeente Montfoort	6,000
Gemeente Schijndel	6,000
Gemeente Heusden	5,833
Gemeente Leiden	5,500
Gemeente Gorinchem	5,000
Gemeente Leeuwarden	5,000
Gemeente Papendrecht	5,000
Gemeente Vlissingen	5,000
Gemeente Sluis	4,800
Gemeente De Ronde Venen	4,800
Gemeente Oldenzaal	4,667
Gemeente Bunschoten	4,080
Gemeente Oosterhout	4,000
Gemeente Nijkerk	3,400
Gemeente Elburg	3,200
Gemeente Krimpen	3,000
Gemeente Culemborg	3,000
Gemeente Veldhoven	2,857
Gemeente Hoogezand	1,400
Gemeente Renkum	850
<b>Renewable energy</b>	<b>682,084</b>
<b>Wind energy</b>	<b>155,369</b>
Belwind N.V.	50,000
Northwind N.V.	26,219
Westermeerwind B.V.	25,953
Global Tech I Offshore Wind GmbH	24,799
C-Power N.V.	18,003
SFE-Parc Eolien de Leffincourt	8,224
Trianel Windkraftwerk Borkum GmbH & Co. KG	1,417
Vaanster XIV B.V. 'Terras aan de Maas'	693
Vaanster Services B.V. 'Green Packages'	61
<b>Solar energy</b>	<b>97,654</b>
Centrale Photovoltaïque de Toul-Rosières 2	20,560
Lavansol II SAS	13,583
Centrale Photovoltaïque du Gabardan 2	13,427
Newsolar SAS	10,857
Belfuture 2 CVBA	8,074
Lavansol M7 SAS	7,342
SECP Olmo SAS	6,543
FPV Pascialone SAS	6,469
NPG Willebroek N.V.	5,832
FPV Santa Lucia SAS	4,967
<b>Other renewable energy</b>	<b>429,061</b>

European Investment Bank Climate Awareness Bond	149,627
FMO Sustainability Bond	107,764
NRW Bank Green Bond	82,442
IDF	59,148
Energiefonds Overijssel I B.V.	12,000
Unica Financial Services B.V.	6,257
Dif Infrastructure Fund	4,832
Dif Renewable Energy Fund	2,412
Eteck B.V.	2,142
Impax New Energy Investors II	1,904
BTES Art Court B.V.	533
<b>Residential construction</b>	<b>441,607</b>
Woonstichting SSW	45,919
Stichting Duwo	25,000
Stichting Ymere	25,000
Stichting Eigen Bouw	24,817
Woningcorporatie R&B Wonen	20,000
Woningstichting Rochdale	20,000
Woningcorporatie Eigen Haard	15,410
Stichting de Woonmensen	15,000
Stichting Area Wonen	13,775
Stichting Woonbeheer Betuwe	13,000
Stichting Woongroep Holland	13,000
Woonstichting Domesta	11,374
Woningbouwvereniging Bergopwaarts	11,300
Stichting Waterweg Wonen	11,000
Woningcorporatie Acantus Groep	10,168
Stichting Portaal	10,000
Stichting Woonbedrijf SWS	10,000
Woningbouwvereniging St. Laurentius	10,000
Woningstichting Servatius	10,000
Woningstichting Leusden	9,600
Stichting de Alliantie	8,951
Stichting Woonstede	8,500
Stichting Trivire	8,182
Bouwvereniging Onze Woning	8,000
Woningstichting Goede Stede	7,535
Woningstichting SWZ	7,500
Woonstichting Triada	7,500
Stichting Woondiensten Enkhuizen	7,480
Stichting de Leeuw van Putten	6,265
Stichting Woonvisie	5,279
Stichting Steelande Wonen	5,000
Stichting Weller Wonen	5,000
Woningstichting Weststellingwerf	5,000
Woonstichting Groninger Huis	5,000
Stichting Beheer Gebouw Drie-X-Factoren	4,640
Woningstichting Omnivera	4,400
Mijande Wonen	4,250
Woonstichting Vaals	4,000
Stichting Woonzorg West Zeeuws-Vlaanderen	3,200
Stichting Dutch International Guarantees for Housing (DIGH)	955
Nieuw Hengelman OG	300
Stichting Habion	207
Stichting SCC de Leghe Polder	100
<b>Health and welfare services</b>	<b>330,858</b>



Ziekenhuis Maastricht	36,048
Universitair Medisch Centrum Groningen	28,280
Stichting Zorggroep Noord- en Midden Limburg	16,939
Academisch Medisch Centrum Amsterdam	15,000
Stichting Volkaert SBO	13,925
GGZ Noord-midden Limburg	12,000
Stichting Arduin	11,260
Stichting Antonius Ziekenhuis	10,468
Stichting Sint Elisabeth Ziekenhuis	9,750
GGZ Breburg	9,547
Stichting ZorgSaam Zeeuws-Vlaanderen	9,000
Stichting Dimence, formerly Adhesie GGZ Midden-Overijssel	8,800
Stichting Ziekenhuis Bethesda	8,341
Stichting Magenta Zorg	8,148
Stichting Zorg en Verpleging Goeree Overflakkee	8,000
Christelijke Zorgcombinatie Zwolle	7,200
Stichting Dimence	7,200
Ziekenhuis Ikazia	7,150
VieCuri Medisch Centrum	7,000
Stichting Parnassia Bavo Groep	6,967
Stichting Zeevesta	6,600
Stichting Argos Zorggroep	6,400
Catharina Ziekenhuis	6,000
Stichting Antoni van Leeuwenhoek Ziekenhuis	5,833
Kempen Zorgcentrum	5,275
Stichting de Blink	5,040
Stichting Franciscus Gasthuis	5,000
Haga Ziekenhuis Den Haag	4,639
Stichting Tragel	4,575
Stichting Dr. Bernhard Verbeet Instituut	3,954
Maastricht Clinic	3,750
Stichting Revalidatie-Centrum 'De Hoogstraat'	3,687
Stichting Amphia	3,500
RW OG BV	3,071
Stichting Saxenburgh Groep	2,749
Stichting Eindhoven Beheer	2,122
Stichting Verbeeten fonds	2,000
Stichting Woon- en Leefcentra Lichamelijk Gehandicapten West-Brabant	1,612
Stichting Zorgpalet	1,477
Stichting De Vlasborch	1,388
Stichting Reinaerde	1,380
Stichting de Stroom	1,361
Promens Care	1,333
Stichting Interakt	1,116
GGZ Oost-Brabant	1,000
Stichting Woon & Zorgcentrum 'Herfston'	922
Stichting Odion	838
Stichting Zorgverlening 's Heeren Loo	555
Stichting Rode Kruis Ziekenhuis	500
Radar	423
Koetsveld	403
Stichting Heliomare	370
Adhesie	294
Stichting Blixembosch	221
De Driestroom	216
Stichting Aveleijn/SDT	166

Stichting Wende	65
<b>Water extraction and management</b>	<b>280,251</b>
Waterschap Rivierenland	30,000
Waterschap Scheldestromen	30,000
Waterschap Breda	20,400
Waterschap Rijn en IJssel	20,000
Waterschap Hollandse Delta	19,500
Waterschap AA & Maas	15,000
Waterschap de Dommel	15,000
Wetterskip Fryslân	15,000
Waterschap Schieland en Krim	14,800
Hoogheemraadschap Amstel, Gooi en Vecht	14,000
Hoogheemraadschap Rijnland	12,000
Waterschap Brabantse Delta	12,000
Hoogheemraadschap Holland Noorderkwartier	11,700
Waterschap Reest en Wieden	9,000
Waterschap Limburg	8,250
Waterschap Roer en Overmaas	7,200
Waterschap Zuiderzeeland	7,000
Waterschap Noorderzijlvest	6,000
Waterschap Regge en Dinkel	5,000
Waterschap Veluwe	3,000
Hoogheemraadschap de Stichtse Rijnlanden	2,000
Noord Kwartier	2,000
D.A.G. Friesland	762
Drenthe Watermaatschappij	228
Waterleiding Maatschappij Limburg	171
PT Air Manado	131
Vitens	109
<b>Rail transport</b>	<b>198,271</b>
OeBB Infrastruktur Bau AG	106,106
Eurofirma	60,472
SNCF	31,693
Development assistance	5,449
FMO shares	5,362
Oikocredit International	60
Oikocredit Nederland	27
<b>Education, culture and leisure</b>	<b>11,340</b>
Nationaal Groenfonds	3,278
Erasmus Academie	3,150
Stichting kinderopvang 2Samen	1,529
Stichting Texels Museum	1,426
Bibliotheek Vlissingen	1,402
Universiteit Twente	555
<b>Other</b>	<b>182,654</b>
Council of Europe Development Bank	108,931
Nederlandse Waterschapsbank N.V.	35,625
Tennet	25,416
CAI Westland	8,429
Boei B.V.	2,300
Eteck B.V.	483
Stichting Watertoren Buitenlust	320
Monumentenfonds Brabant N.V.	256
Stichting Aktie en Informatiecentrum Lelystad	154
Wereldwinkels	152
Stichting Ideële winkel	138

Woonvereniging Regina	130
VOF Yuan	128
Plastic Whale B.V.	76
Algemeen Verbond van Volkstuinders Verenigingen in Nederland	60
Smit Hergebruik B.V.	56
ASN Duurzaam Mixpool (certificate)	-
ASN Duurzaam Small & Midcappool (certificate)	-
ASN Milieupool (certificate)	-
<b>Total</b>	<b>10,898,521</b>

## Some new loans

In the category 'Other', we provided two new loans:

### BOEI B.V.

We financed the acquisition and restoration of the western hall of the historic Enka factory on Dr. Hartogsweg in Ede. This hall will be given a new purpose: bicycle manufacturer Accell Nederland, manufacturer of brands including Batavus and Sparta, will house its experience centre De Fietser in the listed building. This centre will comprise, among other features, an indoor test track, a themed square and shops of various bicycle brands.

### Plastic Whale

In 2011 Marius Smit, initiator of Plastic Whale, started implementing his idea to make the Amsterdam canals cleaner while also drawing the public's attention to the garbage patch, the global environmental problem. The events, organised under the name Old Amsterdam Plastic Fishing (*Oud Amsterdamsch Plasticvisschen*), have by now become a well-known phenomenon. In March 2014, Stichting Plastic Whale could commission the construction of its own boat, a sloop (partly) made of the plastic dredged up. ASN Bank provided the funding for the first Plastic Whale and two more sloops.



## 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).

In 2015, we did not provide any loans subject to the Equator Principles.

## Renewable energy

We primarily finance large projects with loans of at least € 1 million in the wind energy, solar energy and decentralised energy supplies sectors.

### The market in 2015

We were confronted with difficult market conditions. The margin – the difference between the interest we pay to savings customers and the interest we receive on loans – shrank considerably for various reasons:

- Global interest rates dropped further.
- Competition among banks was fierce: there were many candidates for the financing of sustainability projects that are also financially feasible. Large banks often have the advantage on this point.
- There were only a few projects applying for a loan.
- Various large projects in the portfolio needed to have their loans refinanced. As a result of low interest rates, project owners could stipulate much lower rates.

On top of that, an increasing number of large parties are operating in the international market for renewable energy projects. As they can provide a larger share of a loan, a small party such as ASN Bank receives fewer requests, despite its good reputation in this market.

We aim to work together with developers of renewable energy projects at an earlier stage in 2016 in order to get involved in projects at an earlier stage. There are many project proposals in the pipeline.

### New loans



#### Belwind

Right at the end of the year, we were hugely successful: we obtained a considerable increase of the loan to the offshore wind farm Belwind. Located on the Bligh Bank in the Belgian part of the North Sea, the wind farm comprises 55 Vestas V90-3MW wind turbines with a total capacity of 165 megawatts.

#### Vaanster VIII B.V.

ASN Bank and ASN Groenprojectenfonds jointly provided a loan to Vaanster VIII for a thermal storage system in the Palace Hotel in Amsterdam.

## Care

We consider good healthcare to be an essential element of a just society. It is a key human right. 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 healthcare institutions is such that they contribute to good healthcare, now and in the future.

We have been providing private loans to the healthcare sector for many years. Since 2014, we also provide funding to this sector. As in the renewable energy sector, in the healthcare sector we were confronted with the fact that our financing rate can never be as low as that of larger parties.

In 2015, we explored and charted the market, which culminated in a policy framework and marketing plan for funding this sector. Our goal is to provide more funding to the sector in 2016 as a result.

## Housing

Private home loans are our largest loan and investment category. By means of a private loan to Woonhuishypotheek B.V., we finance home loans that meet our sustainability criteria. These include home loans provided by SNS Bank's affiliated brands: RegioBank, SNS and BLG Wonen. With this financing, we ensure that people can buy a home of their own – as with financing in the social housing sector.

### Climate impact

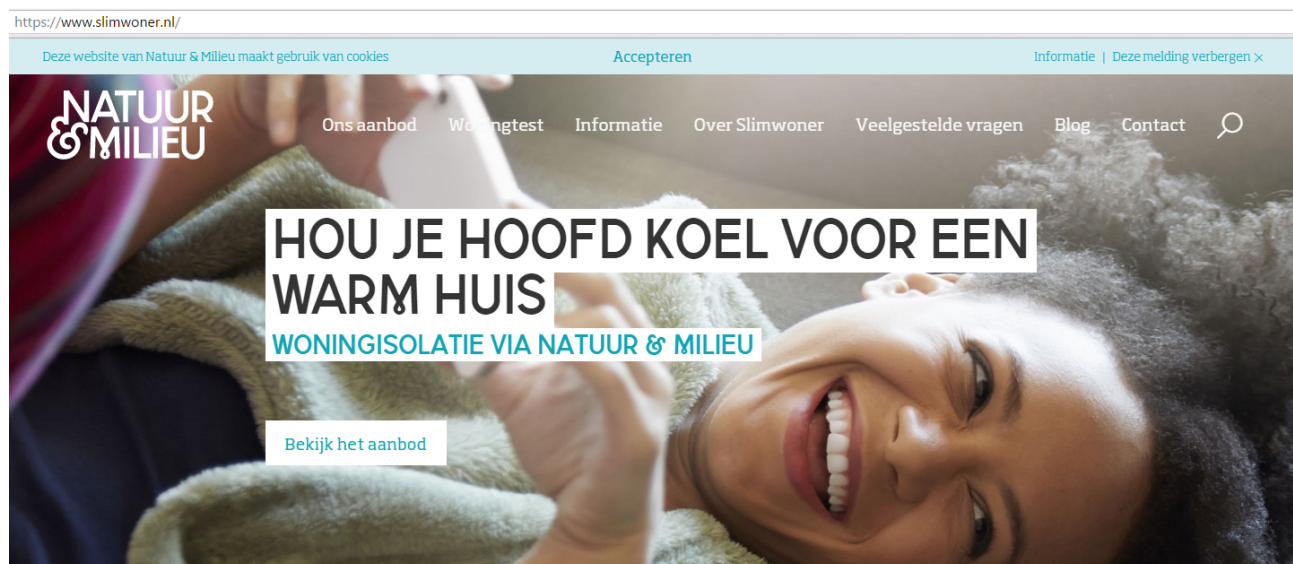
Around 10 percent of total CO<sub>2</sub> emissions in the Netherlands are caused by home heating. Aware of the impact that homes have on the climate, SNS Bank wants to contribute to making the housing market more sustainable. The addition of sustainability measures will allow more homes to move from the low energy labels E, F and G to label A or B, for example. The bank aims to work on this by advising customers and making energy-saving measures financially possible.

### Energy Saving Loan

ASN Bank has committed itself to funding the Energy Saving Loan (Energiebespaarlening) of the National Energy Saving Fund (Nationaal Energiebespaarfonds). This loan enables homeowners to finance energy-saving measures inside and outside their homes. They repay the loan in seven to fifteen years by monthly instalments. More homeowners availed themselves of this loan in 2015. In addition, the loan is now also available to homeowners' associations.

### Loans to housing corporations

We provide funding and private loans to housing corporations. These 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 financing by ASN Bank. We assess every individual housing corporation on compliance with our sustainability criteria.



### New loans

#### De Lèghe Polder

We financed the renovation and sustainability measures of Dorpshuis De Lèghe Polder in Beuningen, in the Province of Gelderland.



### Nieuw Hengelman OG B.V.

We financed the construction and renovation of the buildings 't Hengelman, 'n Esch, De Moat and 't Veld of residential care centre 't Hengelman in De Lutte (Province of Overijssel).

## Governments

The Dutch Central Bank requires all banks to maintain part of their assets in readily marketable investments such as government bonds.

### Government bonds

Government bonds are loans extended to countries' governments. Governments provide basic facilities such as housing, education and healthcare and rules to protect nature, for example – matters that are important now and in the sustainable world of tomorrow. We only invest in the government bonds of countries that meet our sustainability criteria.

### Selection based on sustainability criteria

As we do not wish to run any currency risk on our government bond investments, only government bonds denominated in euros qualify 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. We assess the sustainability performance of the countries that meet our absolute criteria on the basis of fifteen relative indicators.

This selection resulted in eighteen approved countries. As at 31 December, we held government bonds from six countries: Belgium, Germany, France, the Netherlands, Austria and Sweden.

### Developments in government bonds

The government bond portfolio declined by over € 68 million. The stakes in the Netherlands (- € 123 million) and France (- € 25 million) decreased, whereas the stakes in Belgium (+ € 42 million), Germany (+ € 20 million) and Austria (+ € 17 million) increased. The increases and decreases are the result of purchases and sales of government bonds as well as revaluations.

### Local and regional governments

Local and regional governments, such as municipalities and provinces, 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 Government Bonds policy paper, the local governments have also automatically been approved. In this category, we provide loans to 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 some 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.

## Green bonds and social bonds

'Green bonds' allow us to invest in fixed-income securities in the fields of renewable energy, energy reduction and biodiversity. This fairly new category is a welcome addition to the bank's balance sheet. These bonds contribute considerably to achieving our climate change objective of being fully carbon neutral by 2030.

Another bond category are the social bonds, which are used to finance projects having a social impact, such as microfinance and social housing. They match our sustainability policy perfectly.



ASN Bank's portfolio contained the following green, sustainability and social bonds.

## **FMO**

Entrepreneurial Development Bank FMO (Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden) is one of Europe's largest bilateral development banks for the private sector. FMO focuses on three sectors having a major impact on a country's development: financial institutions, energy and agriculture. ASN Bank has been investing in an FMO sustainability bond since 2013.

We purchased a new sustainability bond for € 72 million, which FMO will use to finance mostly renewable energy and microfinance. A € 50 million FMO bond expired; it was repaid in the regular way. At year-end, we also purchased shares in FMO totalling over € 5 million (7,023 shares). On balance, our investments in FMO increased by € 26 million, including the rise in market value of these investments.

## **BNG Bank**

BNG Bank is the bank of and for local authorities and public sector institutions. The bank helps to keep the cost of social facilities low for citizens. BNG regularly issues green bonds. We financed a green bond of BNG for € 22 million, which is used to finance the most sustainable municipalities.

## **Île-de-France**

The Île-de-France region issued a green sustainability bond for the third time. We had already invested in such a bond in 2014. The new bond has the same features: the money is invested in, for example, renewable energy, energy efficiency, nature, social housing and microcredit for sustainable, innovative entrepreneurs in the SME sector. For this reason, the bond matches our sustainability policy for climate change, biodiversity and human rights.

## **NRW Bank**

NRW Bank is a development bank of the German state North Rhine-Westphalia. NRW Bank uses the green bonds to finance environmentally friendly water and energy projects, such as the restoration of the natural course of the Emscher, once the most polluted tributary of the Rhine.

## **EIB**

Owned by the 28 European Member States, the European Investment Bank (EIB) finances projects that tackle climate change, such as projects in the areas of wind, tidal and solar energy and energy efficiency.

# ASN Investment Funds

The ASN Investment Funds invest in companies, countries and projects that are part of the ASN Investment Universe. The Management Board of ASN Beleggingsinstellingen Beheer B.V. (ABB) decides on this universe based on the sustainability criteria used by the ASN Selection Committee.

ABB decided to make two major changes to the funds' sustainability policies.

## Regional policy of ASN Duurzaam Aandelenfonds adjusted

Effective 1 April, ABB adjusted the regional allocation of ASN Duurzaam Aandelenfonds. The regional allocation was: Europe 55%, United States 30%, Japan 10% and rest of the world 5%. However, a growing number of companies in the regions United States and rest of the world were disapproved for the ASN Investment Universe in recent years. In Europe, on the other hand, there are plenty of approved companies available. For this reason, a new regional allocation was introduced: Europe 65%, United States 25%, Japan 10% and rest of the world 0%. The regional allocation of the equity portfolio in ASN Duurzaam Mixfonds was adjusted accordingly.

## Distinction between small and large companies

Until 2015, ABB distinguished between companies admitted provisionally and those admitted permanently to the universe for ASN Duurzaam Small & Midcapfonds. Companies were admitted 'provisionally' as long as they did not have any formal sustainability policies in place. However, developing such policies takes a relatively large toll on the financial resources of small companies, which is why they often refrain from doing so. As a result, we were forced to exclude these small companies, although they were good universe candidates in every other respect.

Starting in 2015, we therefore give small companies more room to develop and improve their sustainability policies in due course. The distinction between 'provisional admission' and 'permanent admission' lapsed as a result. Of course, we also assess small companies in terms of misconduct and activities that are excluded. This policy change applies to all equity funds.

## Working visit for ASN-Novib Microkredietfonds

Diane Griffioen, Director of the ASN Investment Funds, paid a working visit to Uganda and Tanzania. The purpose of her visit was to talk with the microfinance institutions in which ASN-Novib Microkredietfonds invests and with customers of those institutions: small business owners receiving microcredit. She also kept a blog of her journey on For the World of Tomorrow (Voor de Wereld van Morgen).



## Investment focus

Below, we describe how the investments made by the ASN Investment Funds contribute to a sustainable society.

### ASN Duurzaam Aandelenfonds

ASN Duurzaam Aandelenfonds invests in equities of around 120, primarily listed, companies across the globe. ABB selects companies that meet the sustainability criteria *and* have sound financial prospects. Its policy's main focus is on rising equity prices. The manager is also guided by companies' climate change performance: it determines the size of its stake in companies in part on the basis of their CO<sub>2</sub> emissions.

### ASN Duurzaam Obligatiefonds

ASN Duurzaam Obligatiefonds invests in euro bonds issued by governments that meet the sustainability criteria of the ASN Investment Funds. The fund is unique as governments are assessed on two aspects:

- their social and environmental performance, such as the amount of protected natural areas, carbon emissions per capita and the country's income inequality;
- a fundamental financial criterion: their repayment capacity; this is the ratio between a country's tax revenues and interest payment commitments.

### ASN Duurzaam Mixfonds

The portfolio of ASN Duurzaam Mixfonds consists of equities from the ASN Duurzaam Aandelenfonds universe and bonds from ASN Duurzaam Obligatiefonds, which meet the sustainability criteria of the ASN Investment Funds. The spread between the two investment categories is, in principle, 55% bonds and 45% equities. The manager may deviate from this to a limited extent according to current market conditions.

### ASN Milieu & Waterfonds

ASN Milieu & Waterfonds is a sector fund investing worldwide in around sixty equities of listed companies that primarily offer technologically advanced solutions to environmental problems. The fund invests in companies operating in the water, waste and renewable energy sectors. Examples include companies that produce solar cells and LED lights, purify water, make buildings more energy efficient and produce renewable energy.

## ASN Duurzaam Small & Midcapfonds

ASN Duurzaam Small & Midcapfonds invests in around thirty small and medium-sized European companies. The activities of these companies meet ASN Bank's sustainability criteria and no serious misconduct at their operations or suppliers is known. However, the small companies do not always have sufficient policy – if at all – on subjects that are key in sustainable operations. We urge them to develop such policy.

## 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). In this way, the fund makes a significant contribution to our climate change objective.

## ASN-Novib Microkredietfonds

In developing countries, regular banks generally make hardly any funds available to finance small-scale projects in the informal sector. ASN-Novib Microkredietfonds lends monies to, or participates in, microfinance institutions (MFIs), allowing the MFIs to provide loans to small and medium-sized local businesses. This way, the fund helps people in developing countries to make a living. Special attention is devoted to the social aspects of the loans that the fund provides.

## New loans of ASN Groenprojectenfonds

2015 was an excellent year for ASN Groenprojectenfonds, which provided more new loans than ever, totalling € 75 million. Below are the main ones.



### Kreekraksluis

The fund financed the acquisition of sixteen turbines with a total capacity of 40 megawatts in wind farm Kreekraksluis in the Province of Zeeland. They were purchased by private equity firms TINC (listed on Euronext Brussels) and DG Infra Yield, both initiatives of infrastructure expert TDP. The funding amount was € 47.3 million, largely made available by ASN Groenprojectenfonds and a small portion of it provided by ASN Bank. It was the largest loan ever made by the fund. After the funding transaction had been concluded, a portion of the loan was sold to another green fund.

### WP Coevorden B.V.

The fund financed the construction and operation of a wind turbine for Windpark Coevorden, Coevorderkanaal 11 in Coevorden.

### Zonnedak Amstelveencollege BV

The fund financed the solar energy project Zonnedak Amstelveencollege at Sportlaan 27 in Amstelveen. 284 solar panels with a capacity of 72 kilowatts peak were installed on the roof of the school.

### Stichting Groen West

The fund financed the sustainable renovation of 72 apartments on Kerspelstraat and environs in Mijdrecht, Province of Zuid-Holland.

### Wagendorp C.V.

The fund financed the construction and operation of three Vestas V112 3.3-megawatt wind turbines in Wieringerwerf, Province of Noord-Holland.

### **JICA-Wind B.V.**

The fund financed the construction and operation of a Vestas V112 3.3-megawatt wind turbine for the Windturbine Wagendorp project, on Oostermiddenmeerweg in Wieringerwerf, Province of Noord-Holland.

### **Vaanster VIII B.V.**

ASN Groenprojectenfonds and ASN Bank jointly provided a loan to Vaanster VIII for a thermal storage system in the Palace Hotel in Amsterdam. ASN Groenprojectenfonds also provided funding to Vaanster VIII B.V. for a thermal storage system in W Amsterdam, the hotel housed in the former building of KAS Bank in Amsterdam.

## **New investments of ASN-Novib Microkredietfonds**

The following three microfinance institutions (MFIs) were newly added to the portfolio of ASN-Novib Microkredietfonds in 2015.

### **Annapurna, India**

Annapurna Microfinance Pvt Ltd. is an MFI in East India, in the state of Odisha and the neighbouring state of Chhattisgarh, which are among the poorest areas of the country. Annapurna was founded by the NGO People's Forum in 2006. Nearly all customers are women living in the countryside. They have virtually no access to the services of regular banks, so they are in dire need of microcredit.

Annapurna has close to 125,000 customers, united in 'self-help groups'. Annapurna helps the groups work together and solve problems. Through People's Forum, Annapurna is also active in the development of women and children, old-age care, mental healthcare for women, the management of natural resources and emergency aid and reconstruction.

### **COAC San José, Ecuador**

A cooperative MFI, Cooperativa de Ahorro y Credito San José LTDA was founded in 1964. The purpose of San José is to improve the economic situation and the lives of its customers by offering custom-made financial services, specifically microcredit and savings accounts. Approximately seventy percent of its customers live in the countryside. Half of the loans are provided to small business owners. In addition, San José provides loans for consumer items.

Although San José does not have any policy in place for equal treatment of men and women, it is working on this in practice. Women are well represented on its board, among employees and among customers (46 percent). The last group reflects San José's focus on the countryside: there, it is usually the men who take out the loan, with women ensuring that the repayments are made on time.

### **Alter Modus, Montenegro**

The main MFI of Balkan country Montenegro, Alter Modus was founded in 1997 to help underprivileged groups gain economic independence and actively participate in society. Alter Modus has been providing microcredit since 1999, but as these activities grew too fast, Alter Modus ran into difficulties.

In 2014, it revised its strategy, starting a lending programme for small and micro businesses active in agriculture, livestock farming, trade, services, fisheries and production. Alter Modus saw its portfolio grow as a result, now boasting nearly thirteen thousand customers.

## **Energiefonds Overijssel**

ASN Bank manages Energiefonds Overijssel, representing € 200 million, together with Royal HaskoningDHV and Start Green Venture Capital. Energiefonds Overijssel finances companies, housing corporations and projects that save energy or generate energy from renewable sources, such as the production of pyrolysis oil, solar energy, wood heat, green gas and LED lighting. In this way, the fund contributes to employment, business acumen, innovation and the Province of Overijssel's ambition of 20% new energy in 2023.



## Developments in 2015

Energiefonds Overijssel made solar energy projects possible for all sorts of people and sectors in 2015, from farmers to homeowners and from housing corporation tenants to entrepreneurs.

We entered into discussions with the Province of Overijssel and four municipalities about developing a standard for public-private partnerships. The joint design of a Public Energy Service Company (P-ESCo) will make it easier for municipalities to make social property more sustainable on a large scale. The P-ESCo relieves municipalities by arranging for both funding and sustainability measures, creating substantial energy savings as a result.

We also investigated the biogas chain. Many business opportunities can be found there, but demand does not yet sufficiently match supply.

These activities, as well as the additional efforts made in the area of acquisition, are expected to produce results in 2016.

In 2015, the fund was turned into a revolving fund of up to € 200 million, meaning that the assets returning to the fund will be reinvested up to this amount. In this way, the fund contributes to a sustainable supply of energy in the longer term.

## Loans and investments in 2015

Energiefonds Overijssel's portfolio grew by € 24 million to € 111 million. As Energiefonds Overijssel is always funding parts of projects, the total impact of its loans is bigger, specifically € 258 million.

The fund acquired five participating interests and arranged five loans. The majority of new loans concerned solar projects of private individuals and agricultural and industrial companies. A portion of the fund intended for housing corporations was closed at € 80 million.

Here are some examples of new loans and investments:

### Sun Looking for Farmer Overijssel

Farmers often have large surface areas suitable for generating solar power, but encounter a high threshold when purchasing solar panels. Sun Looking for Farmer Overijssel (Zon Zoekt Boer Overijssel) wants to lower this threshold by offering solar panels to entrepreneurs. The solar panels are installed through a hire purchase agreement with Triple Groen Overijssel. The farmers repay the solar panels within ten years, after which they will benefit from their own power generation.

On Thursday 26 November, Sun Looking for Farmer Overijssel was officially opened as 1,148 solar panels on the roof of organic pig farm 't Condé in Heino were put into use.

### Polman Stadium

Football club Heracles in Almelo replaced the lights in the Polman Stadium with high-quality LED lights. Thanks to the energy this will save, Heracles will recover the costs of € 90,000 in four years' time. It was an investment made by Holland Eco Finance, which was partly financed by Energiefonds Overijssel.

### OrangeGas

OrangeGas is building ten new green gas petrol stations in Overijssel, doubling the number of green gas filling points in Overijssel. Green gas is made of biogas, which is obtained from such substances as green waste and sewage water. On 19 February 2015, the first petrol station was opened in Kampen.



# Financial highlights

## Income statement

<i>In thousands of euros</i>	2015	2014
Income	151,626	154,041
Expenses	57,843	68,590
<b>Result before taxation</b>	<b>93,783</b>	<b>85,451</b>
Taxation	23,011	26,869
<b>Net result for the period</b>	<b>70,772</b>	<b>58,582</b>
Minority interests	-	-
<b>Net result attributable to shareholders</b>	<b>70,772</b>	<b>58,582</b>

## Assets under management

<i>In thousands of euros</i>	2015	2014
ASN Bank	10,726,225	10,724,535
Funds and asset management	2,630,129	2,096,656
<b>Total assets under management</b>	<b>13,356,354</b>	<b>12,821,191</b>

## Loans and investments

<i>In thousands of euros</i>	2015	2014
Loans and advances to customers	6,279,686	6,413,991
Investments	4,618,835	4,453,749
<b>Total loans and investments</b>	<b>10,898,521</b>	<b>10,867,740</b>

Movements in loans and advances to customers are as follows:

<i>In thousands of euros</i>	2015	2014
Balance as at 1 January	6,413,991	6,594,030
Advances	72,181	34,184
Disposals/redemptions	-204,164	-210,655
Amortisation	-2,286	-3,050
Other movements	-36	-518
<b>Balance as at 31 December</b>	<b>6,279,686</b>	<b>6,413,991</b>

## Movements in investments

<i>In thousands of euros</i>	2015	2014
Balance as at 1 January	4,453,749	3,705,135
Investments	1,387,759	1,917,212
Disposals	-1,220,138	-1,481,350
Revaluations	-23,340	324,879
Impairment charges	-155	-665
Amortisation	28,588	-9,860
Other movements	-7,628	-1,602
<b>Balance as at 31 December</b>	<b>4,618,835</b>	<b>4,453,749</b>

## Savings

<i>In thousands of euros</i>	2015	2014
Due on demand	9,550,669	9,305,907
Other	365,726	402,584
<b>Total</b>	<b>9,916,395</b>	<b>9,708,491</b>

## Other amounts due to customers

<i>In thousands of euros</i>	2015	2014
Non-current debt	-	50
Demand deposits	719,591	932,572
Mortgage deposits	3,917	11,795
Savings deposits	7,286	6,777
<b>Total</b>	<b>730,794</b>	<b>951,194</b>

## Notes to the financial highlights

Despite lower income and higher operating expenses the 2015 net result rose by € 12.2 million to € 70.8 million, due to the one-off resolution levy of € 20.9 million in 2014.

### Income

Total income was down € 2.4 million as lower market rates reduced total interest-related income by € 5.2 million. This decline was partly offset by the € 3.2 million increase in net commission income, which was up as the assets under management of the funds and asset management grew by € 533 million, both because of substantial inflow and because of rising share prices.

### Expenses

Total expenses were down € 10.7 million, primarily because of a € 20.9 million resolution levy in 2014 in connection with SNS REAAL's nationalisation. Other operating expenses, including the € 1.7 million increase in prudential costs resulting from the National Resolution Fund, were up € 7.5 million. The remaining increase is mainly attributable to the reinforcement of the finance and risk organisation, which was necessary to guarantee continued compliance with the more stringent requirements of regulatory bodies. Other costs also rose as a result of the disentanglement of SNS REAAL.

Impairment charges increased because of a revaluation of property in own use.

### Balance sheet

Total loans and investments rose limitedly to € 10,898.5 million. Although more loans were provided than in 2014, total loans and advances to customers were lower because of redemptions.

Total savings and other amounts due to customers remained at the same level as in 2014. The volume of corporate clients' savings declined, mainly due to the bank limiting the maximum interest-earning balance for corporate clients, which led corporate clients with high balances to deposit part of their savings elsewhere. The volume of retail customers' savings increased despite the low interest rate that ASN Bank was able to pay in 2015.

## Income statement

<i>In thousands of euros</i>	2015	2014
<b>Income</b>		
Net interest income	132,130	137,348
Net commission income	19,158	15,946
Share in the result of associates	165	-
Investment income	239	403
Exceptional income	-66	344
<b>Total income</b>	<b>151,626</b>	<b>154,041</b>
<b>Expenses</b>		
Staff costs	13,920	13,106
Depreciation of property and equipment	524	528
Other operating expenses	40,245	32,774
Impairment charge	3,154	1,266
Other expenses	-	20,916
<b>Total expenses</b>	<b>57,843</b>	<b>68,590</b>
Result before taxation	93,783	85,451
Taxation	23,011	26,869
Net result for the period	70,772	58,582
Minority interests	-	-
<b>Net result attributable to shareholders</b>	<b>70,772</b>	<b>58,582</b>

# Risk management

ASN Bank's activities involve risks. ASN Bank recognises these risks, which are controlled by the risk management organisation of SNS Bank.

## Governance

ASN Bank is an integral part of SNS Bank's risk management organisation. SNS Bank's risk management organisation is organised on the basis of the three lines of defence model.

ASN Bank received what is known as a 'waiver' from the Dutch Central Bank on the basis of Article 7 CRR, giving it an exemption from application of certain prudential requirements at the solo level (exemption from independent obligation to report on solvency requirements, stress tests, etc.). In addition, it has a waiver for solo application of the liquidity requirements (Article 8 CRR).

Please refer to the annual report of SNS Bank for a complete description of risk management, liquidity and capital management. This chapter contains a concise summary of a few relevant topics.

## Risk governance – Three lines of defence

Risk governance is based on the three lines of defence model. In this model, ASN Bank is responsible for the risk control of its own processes. It is supported by the second line, which provides frameworks, issues advice to ASN Bank and monitors whether ASN Bank operates within these frameworks. The third line is the audit function, which determines whether interaction between the first and second lines functions properly.

### First line – ASN Bank

ASN Bank is responsible for structuring and executing its own processes, for the risks it is taking and for the ensuing results. This is done within the parameters of the risk management policy and the risk appetite agreed.

### Second line – Risk Management / Compliance

Risk Management and Compliance determine, each for their own focus area, the boundaries for the first line by developing the details of policy frameworks and concrete policy. In addition, the second line supports, advises, coordinates and monitors whether management is taking its responsibilities, and reports on this.

ASN Bank closely collaborates with the second line and has its own local compliance officer, for example, who reports to the Compliance Director of SNS Bank. In addition, ASN Bank's first-line credit analysts work closely with the second-line risk managers appointed specifically for ASN Bank but hierarchically coming under the Chief Risk Officer (CRO) of SNS Bank.

### Third line – Internal Audit

Internal Audit periodically reviews the organisation and functioning of the first and second lines. Internal Audit also evaluates the effectiveness of governance, risk management and control processes and presents an independent opinion in this regard to the Management Boards of ASN Bank N.V. and SNS Bank N.V.

## Risk committees

ASN Bank's risk management is supported by a structure of risk committees. As ASN Bank is under consolidated supervision at SNS Bank, the risk committees have been set up centrally:

- SNS Bank's Board of Directors is the highest reporting body in respect of risk management. It defines the desired risk profile for financial and non-financial risks and determines the risk appetite, risk policy frameworks and risk management framework for SNS Bank and all legal entities that come under the bank.
- The purpose of the Bank PARC (Product Approval and Review Committee) is to approve and periodically evaluate the products that we offer to our customers. In this process, the PARC also assesses whether the products are in compliance with the Manifesto.
- The Bank NFRC (Non-Financial Risk Committee) is responsible for controlling the risk frameworks and risk appetite for non-financial risks.
- The Bank ALCO (Asset & Liability Committee) identifies, monitors and manages ALM risks with a view to controlled long-term value growth of SNS Bank's consolidated balance sheet.
- The Bank CC (Credit Committee) is responsible for controlling credit risks.
- The Bank MPC (Management Pricing Committee) aims for a sustainably profitable portfolio by weighing volume, risk and return within the frameworks of external regulations and risk policy. The MPC also assesses whether the Manifesto is being complied with.
- The Bank MGC (Model Governance Committee) monitors the quality and uniformity of all financial risk and valuation models.
- The Financial Committee (FINCO) is responsible for controlling the financial and consolidation processes, management information and internal and external reporting. The FINCO is also charged with the management of cost/benefit, treasury and tax matters. The FINCO occupies a special position in the risk committee structure. The FINCO does not bear direct risk management responsibility but its mandate is strongly connected with financial risk control.

The Managing Director of ASN Bank, Ewoud Goudswaard, is a member of the Bank ALCO and the Bank CC.

In addition to the risk committee structure, a Regulatory Board is in place, whose purpose it is to identify new laws and regulations and to ensure their correct implementation. An Information Board was also set up, which adopts data management policies and monitors their implementation.

The Regulatory Board and the Information Board reside under the responsibility of a member of the Board of Directors. These bodies are composed of representatives from the Risk domain, the Finance domain and – on the Information Board – the IT Department.

At ASN Bank, the ASN Credit Committee is responsible (within the mandate given by the Bank CC) for taking decisions aimed at controlling credit risks (including: debtor risk, counterparty risk, transfer risk and concentration risk). The ASN Credit Committee works closely with, and is supervised by, the Bank CC.

The ASN Investment Committee monitors the development of ASN Bank's balance sheet and advises the Bank ALCO on transactions with the aim of achieving controlled value growth of a sustainable ASN Bank balance sheet. Its scope is ASN Bank, excluding the ASN Investment Funds.

## Risk classification

This page provides an overview of the various risks that have been identified and brought together in a risk classification. The structure of the risk classification forms the framework for the risk control and risk appetite organisation. Each type of risk is further detailed in underlying sub-risks and in measures. The risk classification is evaluated every year to determine whether all relevant risks have been identified and specified in the risk profile.



The table below lists the definitions used for these types of risk:

<i>Type of risk</i>	<i>Definition</i>
Strategic risk	Strategic risk is the risk that strategic objectives are not achieved due to lack of response or inadequate or late response to changes in the environment and the business climate.
Capitalisation risk	Capitalisation risk is the risk that the capital position is insufficient to serve as a buffer for unexpected losses that may arise if one or more risks to which the company is exposed manifest themselves.
Liquidity risk	Liquidity risk is the risk that there are insufficient liquid assets available in the short term to meet financial obligations, whether under normal circumstances or in times of stress. In addition, liquidity risk is understood to mean the likelihood that the balance sheet structure will develop in such a way that the company is excessively exposed to disruptions in its funding sources.
Credit risk	Credit risk is the risk that a borrower/counterparty does not meet a financial or other contractual obligation.
Market risk	Market risk is the risk that equity, the result or continuity is threatened by movements in the level and/or volatility of market prices to which the company is exposed.
Operational risk	Operational risk is the risk of direct or indirect losses resulting from inadequate or deficient internal processes and systems, from inadequate human behaviour or human error, or from external events (such as fraud and crime risks manifesting themselves).
Reporting risk	Reporting risk is the risk that the company provides its internal and external stakeholders and the regulatory authorities with unreliable information.
Compliance risk	Compliance risk is the risk that the company's integrity is harmed by actions (or omissions) that are contrary to its internal (core) values, social standards and value-related or behavioural laws and regulations or requirements to be observed by the company when providing its financial services or translating these into internal rules.
Legal risk	Legal risk is the risk that the company is held liable for current and future losses.
Reputation risk	Reputation risk is the risk that objectives are not achieved or cannot be achieved because insufficient account is taken of the picture and opinion that external parties (including customers, counterparties, shareholders and regulatory bodies) have of the company.

Please refer to the annual report of SNS Bank for a description of how the risk appetite is prepared and how it influences our decisions.



# Corporate Governance

Regulating relations between directors, supervisory board members and shareholders, corporate governance deals with the proper governance of listed companies and supervision of this governance.

The government has drafted laws for good and fair corporate governance. There is also a code of conduct – the Corporate Governance Code – which describes corporate governance as the system of relations between the management board, the supervisory board and the shareholders (i.e. the general meeting of shareholders).

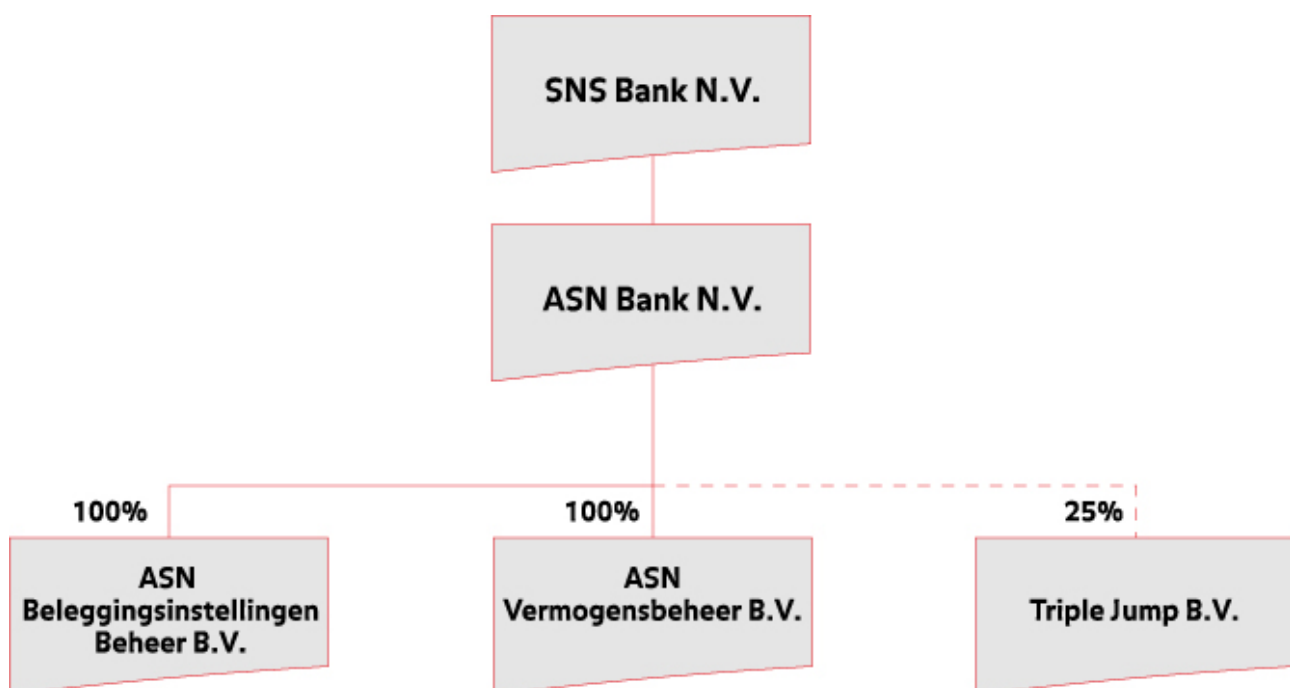
ASN Bank has one shareholder: SNS Bank. Although this is not a listed company, it has committed itself to the Dutch Corporate Governance Code.

The following web pages give more details of the aspects of good corporate governance that are applicable to ASN Bank:

- the capital structure of which the bank forms part;
- the components of the 'Future-Oriented Banking' package, with which banks wish to shape an ethical, customer-oriented and sustainable sector; the package consists of the Banking Code, the Social Charter and the Rules of Conduct connected to the Bankers' Oath;
- the Dutch Corporate Governance Code;
- the role of the ASN Bank Advisory Council;
- the remuneration report containing information on the remuneration of Management Board members.

## Capital structure

ASN Bank N.V. (ASN Bank) is an independent legal entity. All ASN Bank shares are held by SNS Bank N.V. (SNS Bank). The simplified legal structure was as follows on 31 December 2015:



ASN Beleggingsinstellingen Beheer B.V. (ABB) is the Management Board of ASN Beleggingsfondsen N.V. and the manager of ASN Groenprojectenfonds and ASN-Novib Microkredietfonds. ABB manages ASN Venture Capital Fonds N.V.

ASN Vermogensbeheer B.V. provides asset management services to ASN Bank customers.

ASN Bank holds 25% of the shares of Triple Jump B.V., which is responsible for the loans and investments of ASN-Novib Microkredietfonds in its capacity as project manager. Oxfam Novib, NOTS Foundation and management are the other shareholders. The participating interest in Triple Jump B.V. is not included in the consolidation.

## Banking Code, Rules of Conduct and Bankers' Oath

### Future-Oriented Banking

The functioning of banks is an important point of discussion in society. That is why the Dutch Banking Association (NVB) has drawn up the Banking Code: to safeguard good governance at every bank. The Banking Code was updated effective 1 January 2015 and now – together with the Social Charter and the Rules of Conduct associated with the Bankers' Oath – constitutes the 'Future-Oriented Banking' package.

### Social Charter

The Social Charter describes the (desired) social position and the shared values of the banking industry. ASN Bank aims to contribute to restoring trust in the Dutch financial services sector by implementing SNS Bank's Manifesto and strategy and thereby improve the functioning of the financial services sector.

### Banking Code

The Dutch Banking Association (NVB) introduced the Banking Code in 2010 for banks to commit themselves to carefully treating their customers and securing a balanced assessment of their various stakeholders' interests, and to reporting on those issues. The Banking Code has played an important role since its introduction, encouraging banks to put their customers' interests first more emphatically and to reinforce their governance and risk management in order to safeguard good governance. The Banking Code applies to all banks with a banking licence that have their seat in the Netherlands, which means that the Banking Code applies to SNS Bank N.V., RegioBank N.V. as well as ASN Bank N.V. The Banking Code offers banks forming part of a group the option to apply parts of the Banking Code at the level of the entity that is heading the relevant group. SNS Bank avails itself of this option.

SNS Bank applies the Banking Code and has incorporated all principles included in the Code in the organisation. This Directors' Report describes how we do this. However, reports in the annual report about compliance with the Code give a snapshot. The SNS Bank website extensively reports on the manner in which the Banking Code is applied and how SNS Bank puts the Banking Code into practice. Please refer to the website for up-to-date and comprehensive reporting on the Banking Code. Our compliance with a few major points is explained below.

### Controlled and ethical business conduct

SNS Bank focuses on the interests of customers and the society we live in, which enables us to provide banking products and services based on what people actually need. Sustainability and corporate social responsibility are our top priorities. SNS Bank places the emphasis on benefit rather than return. SNS Bank's risk policy is strongly connected with the Manifesto's core values, affecting SNS Bank's governance structure and moderate risk profile. We believe it is of paramount importance that all employees share SNS Bank's mission, vision and core values and that they act accordingly. That is why the 'Common Sense, Clear Conscience' code (the Code of Conduct) takes centre stage at SNS Bank.

The induction programme for new employees (OPEN) devotes a lot of attention to all (self-)regulation applicable to SNS Bank. For example, the programme addresses not only the Manifesto and the Code of Conduct but also the Bankers' Oath and disciplinary rules on banking. Formal regulations are another point of focus. This entails that all employees, including those who have no direct customer contact, receive training to update their knowledge of the Financial Supervision Act (Wft). Further, an overview of laws and regulations relevant to SNS Bank is drafted and circulated within SNS Bank twice a year.

High data quality, robust IT infrastructure and data protection are points of concern at the bank. These topics are part of our strategy for a reason: SNS Bank is aware of the importance of IT and actively seeks to improve the quality and protection of data and IT systems. SNS Bank appointed a Chief Data Officer (CDO) in February 2016, who will be charged with the coordination of data quality, privacy, and the data and data privacy policy.

### The Supervisory Board

In performing its duties, the Supervisory Board aims to achieve a careful, balanced and comprehensive assessment of the interests of all stakeholders. Communication between the Supervisory Board and the Board of Directors is effective. SNS Bank's Supervisory Board has a Risk Committee as well as an Audit Committee, whose members form part of the Supervisory Board. The members were appointed following a consideration of their individual competencies and experience, and of the composition of the Supervisory Board and its committees.

### The Board of Directors

The Board of Directors bears collective responsibility for the Bank's risk policy and warrants adequate risk management. One member of the Board of Directors has been appointed to the position of Chief Risk Officer (CRO), creating short lines of communication between the Board of Directors and the risk management function. The CRO is responsible for SNS Bank's risk management. The risk policy distinguishes financial and non-financial risks. Examples of financial risks are credit risks and liquidity risks. Non-financial risks include reputation risks and strategic risks. The risk management system safeguards proper checks & balances. In this context, a new strategic programme has also been developed, known as the Integrated Control Framework (ICF).

The Board of Directors is to set an example for all SNS Bank staff. Both jointly and individually, the members of the Board of Directors are aware that their actions are playing an important role in SNS Bank's culture and employee conduct.

### Audit

The Audit Department is positioned independently and periodically tests the implementation, design and operating effectiveness of SNS Bank's processes. The Audit department also evaluates the effectiveness of governance, risk management and internal control processes. The Director of the Audit Department reports directly to the SNS Bank CEO and gives an independent view on the various processes. The Audit Director also has a direct reporting line to the Chairman of the Supervisory Board's Audit Committee.

### Rules of Conduct and Bankers' Oath

In 2014, preparations got underway to have all colleagues take the Bankers' Oath in 2015. Taking the Bankers' Oath is part of the Manifesto programme. Before taking the oath, all employees watched an informational video in which their colleagues had participated. The video was used by managers and staff to discuss dilemmas and each person's individual responsibility. The employees then took the oath before the ASN Bank Management Board at special meetings held in the first half of 2015.

### Dutch Corporate Governance Code

The Dutch Corporate Governance Code (the Code) is a code of conduct for listed companies. The Code contains principles and best practice provisions that regulate relations between the Board of Directors, the Supervisory Board and the (general meeting of) shareholders. Key elements of the Corporate Governance Code are good corporate governance; transparency in financial reporting; complete, timely and accurate accountability to the Supervisory Board; and strengthened shareholder influence and protection.

In 2003, the Code was adopted by the then Tabaksblat Committee. The Frijns Committee's update of the Code took effect in 2009. A proposal for further revision of the Code was published on 11 February 2016. SNS Bank will closely monitor this proposal and will apply the revised version of the Code once it has been adopted.

The principles and best practice provisions included in the Code are widely supported, general views on good corporate governance. The principles are further developed in specific best practice provisions, which create standards for the conduct of directors, supervisory board members and shareholders with the aim of achieving careful processes between the Board of Directors, the Supervisory Board and the (general meeting of) shareholders and enabling a correct weighing of interests.

The Code is divided into the following five chapters:

1. compliance with and enforcement of the Code;
2. the management board;
3. the supervisory board;
4. the shareholders and the general meeting of shareholders;
5. the audit of the financial reporting and the position of the internal audit function and the external auditor.

Although its shares are not listed on any stock exchange, SNS Bank has voluntarily applied the Code since the date of its transfer (1 October 2015). In that respect, SNS Bank focuses mainly on compliance with the Code's principles and best practice provisions pertaining to its Board of Directors, Supervisory Board and internal and external audits. Given its corporate structure with NLFI as (ultimately) the sole shareholder and since SNS Bank is not listed on any stock exchange, a number of the Code's components do not apply to SNS Bank or do not apply in full.

Best practice provisions IV.1.3, IV.1.7, IV.2.1 up to and including 2.8, IV.3.1, IV.3.8, IV.3.11 and IV.3.13 pertain to listed companies having several shareholders or holders of depositary receipts. As NLFI is ultimately the sole shareholder, these provisions do not apply to SNS Bank's situation.

Principle III.8 and best practice provisions III.8.1 up to and including III.8.4 focus on a one-tier board, i.e. a board comprising both executive and non-executive directors. SNS Bank has a two-tier board consisting of the Board of Directors and the Supervisory Board, which is why SNS Bank does not apply this principle and these provisions.

Reports in the annual report about compliance with the Code give a snapshot and are limited by definition. Please refer to the SNS Bank website for an up-to-date and more detailed description of the way in which the Code is applied at SNS Bank and which exceptions there are.

## ASN Bank Advisory Council

ASN Bank has an Advisory Council that provides advice to its Management Board on policy in relation to the bank's mission and the investment criteria derived from this mission. The Council provides solicited and unsolicited advice, and solely in the interests of ASN Bank and its customers. The name of the Council is 'raad van advies ASN Bank'.

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.

## Remuneration report

The remuneration report deals with the remuneration, remuneration policy and developments in the remuneration policy of the ASN Bank Management Board in 2015. The members of ASN Bank's Supervisory Board perform their duties by virtue of their position at SNS Bank. They do not receive a separate fee for these duties; therefore, they are not included in this remuneration report.

The remuneration policy of the ASN Bank Management Board is in line with SNS Bank's remuneration policy. The remuneration is composed of a fixed annual income, a pension scheme, a variable remuneration scheme and other remuneration components.

## Remuneration of the ASN Bank Management Board

<i>In thousands of euros</i>	<i>Fixed salary</i>		<i>Pension</i>		<i>Variable remuneration</i>		<i>Total</i>	
	<i>2015</i>	<i>2014</i>	<i>2015</i>	<i>2014</i>	<i>2015</i>	<i>2014</i>	<i>2015</i>	<i>2014</i>
Ewoud Goudswaard	232	198	18	33	0	0	250	231
Jeroen Jansen	192	164	18	27	0	0	210	191
Joyce van der Est	160	132	18	22	0	0	178	154
<b>Total</b>	<b>584</b>	<b>494</b>	<b>54</b>	<b>82</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>576</b>

### Fixed annual income

The fixed annual income of the ASN Bank Management Board members consists of twelve monthly salaries, holiday allowance, a thirteenth month's salary and a contribution to health insurance premiums. The table presents the fixed annual income, including social security charges and contribution to health insurance.

Pension accrual for pensionable income in excess of € 100,000 ceased on 1 January 2015. The employer's portion of the pension premium above € 100,000 was added to the fixed annual income in 2015. Please refer to the 'Pension' section for more details.

### Pension

The Management Board participates in the same pension scheme as all other SNS Bank employees. This scheme is laid down in SNS Bank's Collective Labour Agreement. Thus, the Management Board also pays 4.5% member's contribution on the pension basis as set out in the Collective Labour Agreement. Pensions are not granted on a discretionary basis.

Pension accrual for pensionable income in excess of € 100,000 ceased with effect from 1 January 2015 by virtue of legislation. To everyone to whom this applies the employer's portion of the premium in excess of € 100,000, which was previously paid to the pension fund, will now be paid in the form of a gross supplement of 16.35%. This change does not affect the costs. The arrangement for this fixed supplement will be evaluated after three years.

The other adjustment in the fiscal pension accrual framework (known as the Witteveen framework 2015), i.e. the reduction in the accrual rate, is not compensated.

### Variable remuneration

No variable remuneration is paid to members of the ASN Bank Management Board. This means that no variable remuneration has been, or will be, granted to the ASN Bank Management Board for 2015 (as was also the case for 2012, 2013 and 2014). No variable remuneration components relating to previous years are yet to be distributed.

### Other remuneration components

For business travel (including commuting), the Management Board members are allocated a company car, for which they pay a personal contribution. The other fringe benefits are in line with the sector and the conditions that apply to the majority of the employees.

# Supervision

Two corporate bodies supervise ASN Bank's activities: the Advisory Council and the Supervisory Board.

## Advisory Council

The Advisory Council provides solicited and unsolicited advice to the ASN Bank Management Board on policy in relation to ASN Bank's mission and the investment criteria derived from this mission. The Council critically monitors – from the perspective of the bank's customers – whether ASN Bank is living up to its sustainability promise and is presenting itself in a manner that is in keeping with this promise.

## Supervisory Board

The Supervisory Board supervises the ASN Bank Management Board, focusing on aspects including the following:

- the achievement of ASN Bank's objectives, including the question whether it is acting according to its mission and sustainability principles;
- the strategy and the risks (including reputation risk) of the activities;
- risk management and policy;
- reporting and reports;
- compliance with laws and regulations;
- the integrity of business operations;
- the relationship with the shareholder(s);
- the relevant social aspects of business.

## Joint consultation

The two corporate bodies meet at least once a year to discuss ASN Bank's sustainability policy and strategy.

## Report of the Advisory Council

ASN Bank's Advisory Council comprises representatives from a wide range of social backgrounds. Created in 1993, the Council acts as ASN Bank's advisory body.

The Management Board and the Advisory Council regularly consult openly about the bank's sustainability course, activities and results, which are critically monitored by the Council. They met four times in 2015. No meeting with ASN Bank's Supervisory Board was held due to various changes in the Supervisory Board's composition.

Some of the topics discussed during the Advisory Council meetings were the following.

## Progress in long-term objectives

In addition to the periodic attention given to the execution of the annual operational plan, the Council discussed the progress made in the long-term objectives: growth of assets under management (investments and savings), customer satisfaction and increased impact on sustainable development. Each of these issues requires undivided attention.

In the Council's view, attention must also be given to new forms of payment and mortgage lending offered by parties other than banks.

## SNS Bank

The Council discussed the developments at SNS Bank, in so far as relevant to ASN Bank, on several occasions. The Council is pleased with SNS Bank's Manifesto, which brings ASN Bank's and SNS Bank's policies closer together. In addition, the proposed sale of SNS Bank was a recurring subject of discussion; retaining ASN Bank's identity is paramount.



## Animal welfare

The Council issued a positive recommendation on the animal welfare policy, the product of extensive preparations and drafting. The Council commented that some room for genetic engineering should be allowed, albeit only in highly exceptional cases, and that attention should be given to the trade in endangered animal species.

## Healthcare sector

The Council also issued a positive recommendation on the expansion of investments in the healthcare sector. Close attention to the developments in that complex sector and cautious investment choices are desirable. The opportunities in preventive care should be explored further.

## Investment funds

The Council discussed a proposal on the distribution of the ASN Investment Funds. The considerations made are clear. The Council advised that separate attention could be given to institutional investors.

## Mortgages and housing

Following a thorough search, a few proposals on mortgages and housing were on the table. The Council is delighted that this subject – a core activity in which ASN Bank's assets are invested – is linked more firmly to the bank's environmental and social objectives. More specific details will become available in 2016, something the Council is greatly looking forward to. In this connection, the functioning of the National Energy Saving Fund also requires attention.

## Human rights

The Management Board presented a memorandum to the Council concerning the long-term objectives for the human rights pillar. Positive about this memorandum, the Council recommended that more attention be given to the options for clearly communicating the issue. It also advised concentrating the broad scope on points where ASN Bank's position and role may enable the bank to exert influence and bring about improvement effects.

## Composition and powers of the Advisory Council

The updated version of the Advisory Council's regulations and the accompanying profile of the Council were formally adopted in early 2015.

The Council's membership was as follows in 2015:

- Jan van der Kolk, Chairman
- Maarten van Huijstee
- Hans Kamps
- Willemijn Verloop

At the end of 2015 the Council started looking for two new candidates: one to succeed Hans Kamps, who left the Council as his second and final term of office ended, and one to reinforce the Council.

The Council believes that ASN Bank acted in line with its sustainability mission in 2015. The Council would like to express its appreciation for the manner in which the bank's Management Board and staff performed their duties in 2015.

The Hague, [date] 2016

On behalf of the Advisory Council,  
Jan van der Kolk, Chairman

## Members of the Advisory Council

### 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 areas of sustainability strategy and reporting, management systems and sustainable investing by financial institutions. He executed numerous innovative environmental and energy projects for various government authorities. He holds several other positions, including Chairman of the jury for the Verantwoord Ketenbeheer Award of the Vereniging van Beleggers in Duurzame Ondernemingen (VBDO), member of the Advisory Board of FORM International, member of the Advisory Council of Holland Quaestor, Board member of Stichting Mores and member of the Environment & Natural Areas Advisory Committee for Soest.

### Hans Kamps

Hans Kamps (1952) is a Director of B&A Groep. His other positions focus on – but are not limited to – youth, the labour market and business acumen. He is the Chairman of the Supervisory Board of ONVZ Zorgverzekeringen and a member of the Advisory Council or Supervisory Council of companies including KPC Groep and Staatsloterij. Hans Kamps resigned from the Advisory Council at the end of 2015.

### Willemijn Verloop

Willemijn Verloop (1970) started her career at The European Action Council for Peace in the Balkans. In 1994 she founded War Child, which she managed until 2010. In 2012 she set up Social Enterprise NL, a Dutch platform for social entrepreneurs. In 2013 she also initiated Social Impact Ventures NL, a hands-on investment & venture assistance organisation for social enterprises. In 2014, Willemijn Verloop was Vice-Chairman of the Supervisory Council of War Child, Board member of the Achmea Foundation and supervisor of Stadsschouwburg Amsterdam. She also served as a member on the Advisory Councils of Circle Economy, Max Foundation and Curatorium Leergang Sociaal Ondernemer ACE (University of Amsterdam & VU University Amsterdam).

### Maarten van Huijstee

Maarten van Huijstee (1977) is always busy linking his passion for art and culture to people and brands. He started his marketing career with Unilever in South Africa. Then he worked for Heineken, where he developed strategic and creative concepts. In 2005 he founded ON, an agency developing creative content and sending this through its own network of high-end catering establishments. This evolved into Ottonico in 2008, an independent advertising agency acquired by TAXI in 2009. Maarten continued to work there as a Creative Director.

Maarten is also one of the owners of The Playing Circle, a series of inspiring meeting locations, and co-founder of Return to Sender, a fair trade brand that creates markets for special products made in the world's poorest regions. He uses Delight Agency, incorporated in early 2012, to develop ideas, strategies and campaigns – as much as possible – for brands that change the world for the better. Based on the same belief he founded Delight Yoga, a yoga and meditation school that has several studios in Amsterdam.

## Report of the Supervisory Board

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

### Preliminary advice

We are presenting you with the company's financial statements for the 2015 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 € 70.8 million generated in 2015 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.

## Introduction

We fully endorse the sustainability mission and the ensuing policy of ASN Bank N.V. (ASN Bank). Consequently, we feel closely connected to ASN Bank's commercial, financial and sustainable development.

The ASN Bank Supervisory Board and Management Board met four times in 2015. On those occasions, we discussed the financial and commercial reports, which give us clear insight into how ASN Bank is managed, how it achieves its results, the resources it deploys to that end, and how risks are controlled. As described in the chapter 'Risk management', it is important to note here that ASN Bank is under consolidated supervision at SNS Bank and that ASN Bank is an integral part of SNS Bank's risk management organisation.

Some of the other topics discussed in the course of 2015 were the following.

## ASN Bank Report 2014

We adopted the 2014 ASN Bank Report and approved the corresponding press release, which was issued on 22 April 2015.

## Operational Plans for 2015 and 2016-2018

ASN Bank lays down both its banking objectives and its sustainability objectives in Operational Plans (OPs). Throughout 2015, the Supervisory Board regularly spoke at length with the Management Board about the progress being made with the 2015 OP. Our conclusion was that ASN Bank was successfully achieving its ambitions. It expanded its product range and improved its services in 2015. We observed that the bank is keeping a sound balance between, on the one hand, achieving its banking objectives and, on the other, performing activities for its sustainability mission.

We also discussed the 2016-2018 OP with the Management Board, which builds on the 2015 OP. Its title is: *Sustainable banking that meets the customer needs of today and contributes to the world of tomorrow* – a title that gives a good indication of the bank's focus. We approved this plan and the course it charts for ASN Bank.

## ACTIAM

On 26 July 2015, the sale of VIVAT N.V. – of which ACTIAM N.V. (ACTIAM) is a part – to Anbang Group Holdings Co. Ltd. was completed. Anbang Group Holdings Co. Ltd. is a wholly-owned subsidiary of Anbang Insurance Group Co. Ltd. (Anbang), a leading Chinese insurance company. In light of this new ownership structure, we talked with the Management Board about the various cooperative arrangements between ASN Bank, ASN Beleggingsinstellingen Beheer B.V. and ACTIAM. The main topic of discussion was how the new structure will affect services and future collaboration.

## ASN Bank partnerships

We were interested to hear of the collaboration between ASN Bank and its various partners – NGOs that, in their respective fields, contribute to a just, sustainable and liveable world. This collaboration is important to expand ASN Bank's sustainable impact. It is how the bank implements its sustainability mission and objectives. In addition, the various partnerships contribute to the bank's learning ability. We discussed the importance of properly managing expectations on the use of banking products and services, monitoring time lines and enabling further commercial cooperation when collaborating with partners in the area of marketing.

## New composition of the Supervisory Board and changes to regulations

On 1 January 2015, Alexander Baas, Dick Okhuijsen and Martijn Wissels joined the Supervisory Board of ASN Bank. Upon SNS Bank's transfer to the Dutch State effective 30 September 2015, the composition of the Supervisory Board changed again. The following individuals were members of the Supervisory Board in 2015:

- Maurice Oostendorp, Chairman since 7 December
- Rob Langezaal, Chairman from 1 October until 7 December
- Dick Okhuijsen, Chairman until 1 October
- Alexander Baas
- Annemiek van Melick
- Martijn Wissels

The regulations of ASN Bank's Supervisory Board and Management Board were amended in connection with the transfer of SNS Bank to NLF.

## Shareholders' meeting of the ASN Investment Funds

Some Supervisory Board members attended the shareholders' meeting of the ASN Investment Funds, which took place on 30 April 2015. The investors present were given information on the objectives and results of investment in the ASN Investment Funds. We appreciated the high turnout: over nine hundred investing ASN Bank customers attended the meeting. This turnout is testimony to the investors' great commitment to the bank and the sustainable funds – a commitment that was also reflected in the many critical questions and the lively conversations we had with some investors afterwards.

## Bank balance sheet and risk management

A sustainable balance sheet hinges on the existence of a clear approach for the loan and investment portfolio, including assumptions on possible returns and risks and proper control mechanisms in that respect. The Supervisory Board supervised the further optimisation of these sustainability objectives and the corresponding controlled growth of corporate loans and investments.

We had a constructive discussion with the Management Board about ASN Bank's plans to provide financing to the healthcare sector. ASN Bank has traditionally provided private loans to healthcare institutions. However, this sector is new to the bank as far as funding is concerned. Well-considered decisions were made regarding the conditions under which and the rate at which corporate loans and investments can be provided in the healthcare sector. Current market conditions are a challenging factor in our efforts to strike the right balance between sustainability objectives, risks and returns.

## NPS

Much attention was given to the development of the Net Promoter Score (NPS) in 2015. It was nice to see that ASN Bank achieved a positive NPS of 19. During the year, the Management Board had a survey conducted into the underlying motives of the NPS, which resulted in recommendations to increase the number of promoters. The Supervisory Board and the Management Board believe that the ambition to achieve an even higher NPS is fitting for an organisation such as ASN Bank. A good NPS greatly contributes to achieving ASN Bank's long-term objective to grow to '1 million satisfied customers'.

## Conclusion

We would like to thank ASN Bank's customers and other stakeholders for their confidence. We also express our thanks for the efforts and dedication shown by the employees and the Management Board. We have every confidence that ASN Bank, demonstrating commitment, will successfully achieve its mission of being a sustainable bank in 2016 as well.

The Hague, 31 March 2016

On behalf of the Supervisory Board

Maurice Oostendorp, Chairman

## Members of the Supervisory Board

### Maurice Oostendorp

Maurice Oostendorp (1956) has been the Chief Executive Officer of SNS Bank N.V. and a member of its Board of Directors under the Articles of Association since 17 August 2015. Until 1 October 2015, he also served as Chief Financial and Risk Officer on the Executive Board of SNS REAAL. Maurice Oostendorp also serves as a member on the Supervisory Boards of SRH N.V., ASN Bank N.V., RegioBank N.V. and SNS Securities N.V. Before joining SNS REAAL, Maurice Oostendorp held various positions at Coöperatie VGZ and ABN AMRO, including those of Chief Financial Officer and member of the Executive Board at Coöperatie VGZ and Director General of Group Finance at ABN AMRO. In addition to his work at SNS Bank, he is a member of the Supervisory Board of Nederlandse Waterschapsbank N.V., member of the Supervisory Board and Chairman of the Audit Committee of Propertize N.V. and member of the Advisory Board at Women in Financial Services (WIFS).

### Alexander Baas

Alexander Baas (1966) is the Chief Operations Officer of SNS Bank N.V. He has been a member of the Board of Directors of SNS Bank N.V. under the Articles of Association since 1 July 2014. His focus areas are the service centres for payment services, savings, mortgages, investments and SMEs. He is also responsible for IT & Change and Facility Management. He was appointed CIO of SNS Bank in 2005, having previously held various IT positions at SNS Bank and at an engineering firm. In addition to his work at SNS Bank, he serves as a member on the Supervisory Boards of ASN Bank N.V. and RegioBank N.V., as a member of the board of Betaalvereniging Nederland and as Chairman of the Advisory Council of Stichting HBO-I.

### Rob Langezaal

Rob Langezaal (1958) is the Chief Commercial Officer of SNS Bank N.V. He has been a member of the Board of Directors of SNS Bank N.V. under the Articles of Association since 1 July 2014. He is responsible for the retail activities of ASN Bank, BLG Wonen, RegioBank, SNS and ZwitserlevenBank. He joined the Board of Directors of SNS Bank in 2007. As director he was responsible for the marketing, sales and product management portfolios. Langezaal also serves as a member on the Supervisory Board of ASN Bank N.V. and as Chairman on the Supervisory Boards of RegioBank N.V. and SNS Beleggingsfondsen N.V. Before joining SNS Bank in 2007, he worked at KPN. In addition to his work at SNS Bank, he is a member of the Consumer Matters Committee of the Dutch Banking Association (NVB) and board member/Treasurer of Stichting Weet Wat Je Besteedt (in the process of being wound up since 1 October 2015).

### Annemiek van Melick

Annemiek van Melick (1976) is the Chief Financial Officer of SNS Bank N.V. She was appointed to the Board of Directors of SNS Bank N.V. under the Articles of Association on 1 July 2014. Annemiek van Melick joined SNS REAAL in 2008 as Director of Corporate Strategy and Mergers & Acquisitions of SNS REAAL and was subsequently appointed Chief Financial & Risk Officer of SNS Bank in 2012. Previously employed by Goldman Sachs in London, Van Melick has extensive experience in the financial services sector. She also serves as a member on the Supervisory Boards of ASN Bank N.V., RegioBank N.V. and SNS Securities N.V. In addition to her work at SNS Bank, she is a member of the Supervisory Council of Radio Netherlands Worldwide.

## Martijn Wissels

Martijn Wissels (1958) has been the Chief Risk Officer and a member of the Board of Directors of SNS Bank N.V. under the Articles of Association since 1 July 2014. He was appointed Director of Group Risk Management of SNS REAAL in November 2013. Wissels previously worked for Achmea in the position of CFRO of Achmea Bank. He was also Director of Credit and Market Risk at Fortis Bank Nederland and worked for Fortis and MeesPierson in Singapore and New York. In addition to his work at SNS Bank, he serves as a member on the Supervisory Boards of ASN Bank N.V. and RegioBank N.V. and as a member on the Programme Advisory Council of the Nyenrode Supervisory Board Member Cycle.

## Independent auditor's assurance report

To the readers of the 'Report 2015' of ASN Bank

### What is our conclusion?

We have reviewed the information as indicated in the section 'Accountability' (hereafter: the sustainability information) of ASN Bank N.V. (further 'ASN Bank').

Based on our review, nothing has come to our attention to indicate that the sustainability information included in the Report is not presented, in all material respects, in accordance with the relevant GRI G4 guidelines and the internally developed criteria as described in the section 'Climate'.

### What did we report on the consistency?

We report, to the extent we can assess, that the information on sustainability in the rest of the Report of ASN Bank is consistent with sustainability information in the Report.

### What was the basis for our conclusion?

We conducted our engagement in accordance with the Dutch Standard 3810N: "Assurance engagements relating to sustainability reports". We do not provide any assurance on the achievability of the objectives, targets and expectations of ASN Bank.

Our responsibilities under Standard 3810N and procedures performed have been further specified in the paragraph titled "*Our responsibility for the review of the Report*".

We are independent of ASN Bank N.V. in accordance with the Regulation regarding the independence of auditors in case of assurance engagements ('Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO)) and other relevant independence requirements in the Netherlands. Furthermore we have complied with the Regulation code of conduct and professional practice for auditors ('Verordening gedrags- en beroepsregels accountants' (VGBA)).

We believe that the review evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### What are the responsibilities of management of the ASN Bank?

Management is responsible for the preparation of the sustainability information in accordance with the GRI G4 guidelines as described 'Accountability' and the internally developed criteria as described in the section "Climate". It is important to view the sustainability information in the context of these criteria. As part of this, Management is responsible for such internal control as it determines is necessary to enable the preparation of the Report that is free from material misstatement, whether due to fraud or error.

### Our responsibility for the review of the Report?

Our objective is to plan and perform the review assignment in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.



We apply the Further Regulations for Audit Firms Regarding Assurance Engagements ('Nadere voorschriften accountantskantoren ter zake van assurance opdrachten') and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our engagement has been performed with a limited level of assurance. Procedures performed in a limited assurance engagement are aimed at determining the plausibility of information and therefore vary in nature and timing from - and are less extensive than - a reasonable assurance engagement.

The procedures selected depend on our understanding of the sustainability information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. The following procedures were performed:

- A risk analysis, including a media search, to identify relevant issues for ASN Bank in the reporting period;
- Reviewing the suitability and application of the internal reporting criteria used in the preparation of the sustainability information and accompanying notes;
- Evaluating the design and implementation of the reporting processes and the controls regarding the qualitative and quantitative information in the sustainability information;
- Interviewing the management and relevant staff responsible for the sustainability strategy and sustainability information;
- Evaluating internal and external documentation, based on sampling, to determine whether the information in the sustainability information is supported by sufficient evidence.
- During our review we have discussed the necessary changes in the sustainability information with ASN Bank. We have determined that all the changes were processed in the final version of the Report.

Amsterdam, 11 april 2016

KPMG Sustainability,  
Part of KPMG Advisory N.V.

dr. G.H. Klüth RA

# Report

ASN Bank wants to be transparent about its objectives, methods and performance. This report plays an important role in that regard.

## What will you read in this report?

In this report, you will read how we implement our sustainability policy in our banking services and products, our operations and our engagement with diverse parties on matters of sustainability.

We also render account of our financial results. These results are also incorporated in the consolidated financial statements of SNS Bank.

## Who is this report for?

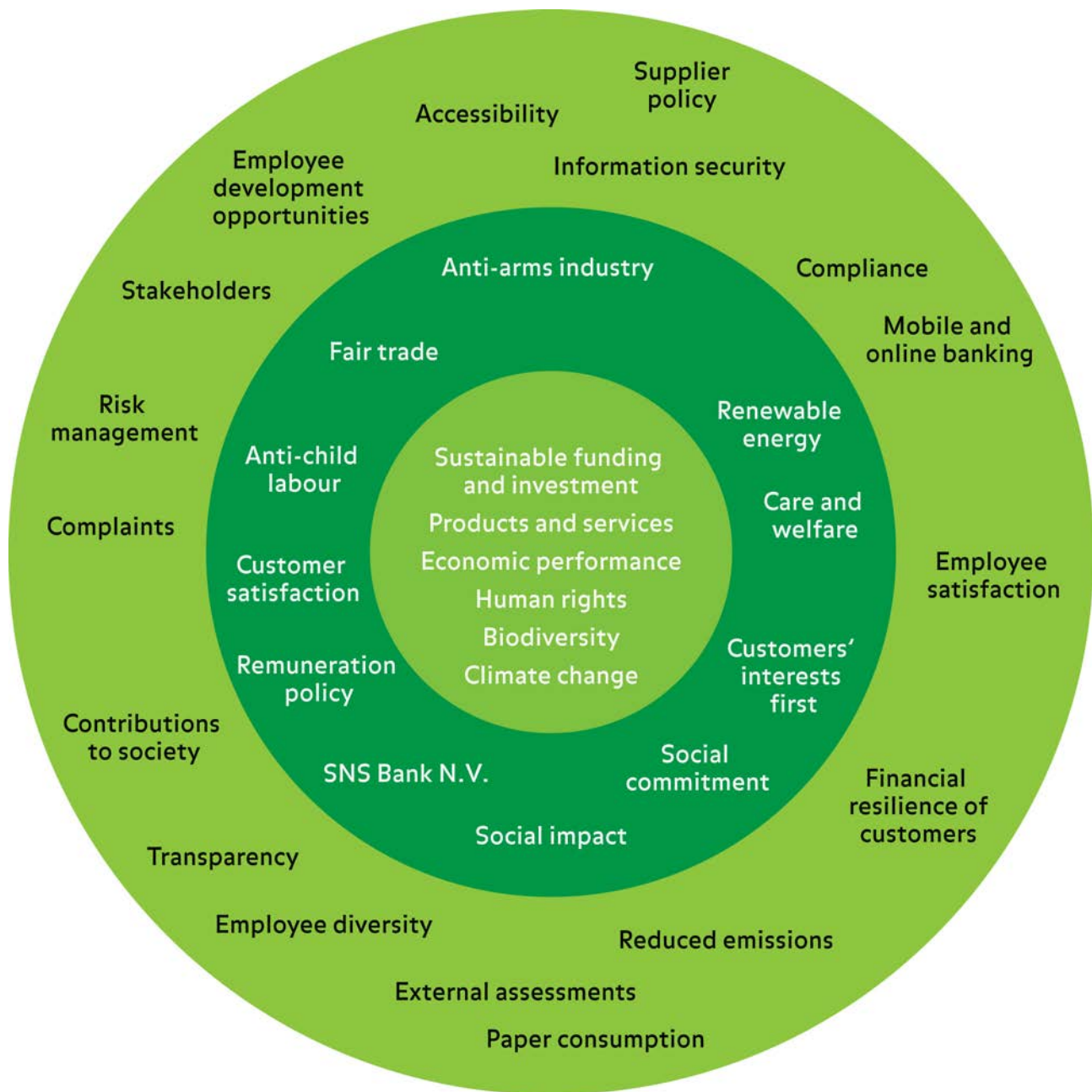
This report is intended for our customers, staff and other stakeholders we work with, for example our associates, partnering NGOs, regulators, shareholder and all other individuals and organisations interested in ASN Bank's performance in 2015 and its plans for the future.

## How did we choose the contents of this report?

The choice of contents for this report is based on:

- the numerous questions we receive from our customers;
- the knowledge and experience of staff – those working at commercial departments as well as our staff at the Sustainability & Research Department – who are in contact with customers and other stakeholders; this enables them to make a sound estimate of what kind of information is needed;
- various surveys we conducted during the year regarding our services and customer needs;
- our own insights and the need to communicate about certain topics.

The results of all this are shown here.



## GRI

ASN Bank reports in accordance with the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) at the core level. These guidelines are commonly used sustainability reporting principles. Their purpose is to promote transparency and to make results clear and comparable.

## Assurance Report

This is a sustainability report, supplemented with relevant financial information. We asked KPMG Sustainability to review the information about our sustainability performance included in this report. The following sections of the report were subject to review:

- Bank with an ideal
- Sustainability
- Sustainability instruments
- Human rights
- Climate change
- Biodiversity
- Office

- Stakeholders
- Customers
- SNS Bank
- Partnering NGOs
- Society
- Staff

## Report

You will find the scope of the engagement and the conclusions in the independent Assurance Report. Please refer to the SNS Bank Annual Report 2015 for the audited financial statements.

In case of differences in interpretation between the English and Dutch versions of the ASN Bank Report 2015, the Dutch version shall prevail.

