

SNS Bank NV
Croeselaan 1
Postbus 8444
3503 RK Utrecht

NL Financial Investments
For the attention of the Board
Lange Houtstraat 26
2511 CW The Hague

27 June 2016

Our reference 2016/0027/JvR/MO/az

Re Your advice with regard to the future options for SNS Bank NV

Dear members of the Board,

It is with interest and satisfaction that we noted your advice on the future options for SNS Bank NV (hereinafter: SNS Bank) to the Minister of Finance. We would like to express our appreciation for your cooperation. We experienced the intensive dialogue between us on the future of SNS Bank as constructive. Moreover, we would like to express our gratitude for the opportunity you have given us to respond to your advice.

We are positive about the advice delivered by you and would like to outline our vision on banking in more detail. Our vision meets a social need and is the starting point for SNS Bank's strategic plan.

Vision on banking

Society is appealing to banks to take their responsibility. A bank should be subservient to its customers and take responsibility towards society with fewer risks for savers and taxpayers. Customers want their banks to provide them with simple, basic financial products that are fairly priced, and to contribute to the real economy. Finally, a bank should be healthy without having a bonus culture and contribute to a stable Dutch financial sector.

A nationally representative survey carried out by Motivaction for SNS Bank in February 2016 shows that the majority of Dutch people supports the idea of a social bank. Two-thirds of the Dutch population find such a bank appealing.

A large number of Dutch consumers has a need for a bank that speaks the language of its customers and takes a constructive approach to customers. There is also a need for a helpful local bank and there is a growing number of people who would like to bank with a sustainable bank.

The history of SNS Bank as a Dutch retail bank goes back nearly 200 years. SNS Bank originates from local and social savings banks for the common good and trade union savings banks that were close to customers and, therefore, at the heart of society. The nationalisation of SNS REAAL in 2013 was

SNS BANK N.V.

followed by the split-off of Propertize BV, the sale of VIVAT Verzekeringen NV and the spin-off of SNS Bank. SNS Bank is now back to basics again: a simple bank for all Dutch citizens. We are grateful to society for enabling us to look towards the future and give substance to our vision of the future, which is responsive to the wishes of our customers, society, our employees and our shareholder.

Strategic Plan 2020 SNS Bank

Mission and ambition

SNS Bank's mission is geared to the public appeal to give meaning to subservient banking: 'banking with a human touch'. To live up to our mission, SNS Bank has formulated an ambition, based on the principle of shared value. Shared value is directed towards both social and economic, financial and non-financial aspects; which go hand in hand. SNS Bank's ambition is to optimise this shared value by delivering benefits for customers, taking responsibility for society, providing meaning for employees and achieving returns for the shareholder(s).

Profile

SNS Bank offers retail services and products to private individuals, self-employed persons and SMEs in the Netherlands. To fulfil the needs of customers, SNS Bank carries multiple brands: ASN Bank (which also offers sustainable loans and investments), BLG Wonen, RegioBank and SNS. All brands have a distinctive profile that meet the different customer needs for simple financial products. These products particularly respond to the needs of customers to have a safe digital wallet (payment products), build up and soundly manage financial buffers (savings products) and make their housing wishes come true (mortgages). Through its brands, SNS Bank also offers insurance, investment and lending services. A single back office, a powerful IT organisation and a central staff organisation allow SNS Bank to operate effectively and efficiently.

Through this profile, SNS Bank wants to bring about a turnaround of the predominantly product-driven banking model to a model organised around customers' needs: payments are not just about vying for the customer's favour, but about the need for a safe digital wallet; savings are not just about retail funding, but about reliably managing financial buffers; mortgages are not just assets in which to invest, but are about making housing wishes come true.

Pillars

To fulfil its ambition, SNS Bank will focus on maximum strengthening of its social identity. Starting from customer needs, SNS Bank will tighten its brand positioning and continue to develop customer propositions.

SNS Bank will further simplify and enhance the efficiency of its business operations. Measures leading to simplification and digitalisation of processes and products will make services to customers simpler, cheaper and more transparent and will allow SNS Bank to achieve a future-proof and low cost level.

To keep pace with technological developments, SNS Bank will continue to develop towards an agile organisation that innovates as a smart adopter. SNS Bank will follow innovations in the area of core banking functions and will innovate quickly and with focus to constantly improve customer service in a way that suits customers' needs and expectations. In this respect, SNS Bank has opted for an open innovation process with multi-disciplinary external cooperation and partnering.

Execution of these combined pillars help ensure that SNS Bank will achieve its ambition.

SNS BANK N.V.

In conclusion

We are pleased with your advice to the Minister of Finance in which you clearly indicate that you see a future for the social course our bank wants to pursue. We will use the next few years to further develop this course. We agree to your point of view that SNS Bank needs time to successfully execute its strategy, excellent business operations being essential in this respect. Ongoing strategic improvement programmes will provide the necessary precondition. Despite SNS Bank's solid liquidity and capital position, we also understand the advice to take the time due to uncertainty about future regulations.

We would like to emphasise that we will make every effort to successfully execute our strategy in order to fulfil our 'banking with a human touch' mission.

Yours sincerely,

On behalf of the Supervisory Board and Board of Directors of SNS Bank NV



Jan van Rutte



Maurice Oostendorp