

# DR HANS WIJERS

## Major Career Roles

**Supervisory Board Chair**, ING Group NV
**CEO and Executive Director**, Akzo Nobel NV
**Supervisory Board Chair**, Heineken NV
**Deputy Chair**, Royal Dutch Shell plc
**Independent Non-Executive Director**, GSK plc
**Chair**, AFC Ajax NV

## Other Career Highlights

**Senior Partner and Chair**, Boston Consulting Group (Dutch office)
**Supervisory Board member**, Hal Holding NV
**Temasek European Advisory Panel member**, Temasek Holdings (Private) Ltd

Hans Wijers was CEO and Chair of Akzo Nobel N.V. (2003 to 2012), where he led the company's transformation in materials and coatings, executed high-impact acquisitions and divestments – including the Organon spin-off – and sharpened its industrial competitiveness. Hans is currently Chair of SEO Economisch Onderzoek and HAL Holding N.V., and serves on the Board of HAL Trust N.V.

Previously, he was a member of Temasek's European Advisory Panel, where he helped shape long-term investment strategy, family enterprise governance, and capital deployment across international markets. He also served as Chair of the ING Group Supervisory Board from 2018 to 2023, having joined the Board in 2017. During his tenure, he guided one of Europe's largest financial institutions through a period of strategic renewal, regulatory change, and increased focus on ESG.

Earlier, he served as Minister of Economic Affairs for the Netherlands (1994–1998), introducing landmark competition policy and navigating complex industrial restructuring.

Hans began his career in academia before becoming Senior Partner and Managing Director at Boston Consulting Group Netherlands. He has since held senior board roles across sectors, including Vice-Chair of Royal Dutch Shell, Chair of Heineken N.V., and Non-Executive Director at GSK – positioning him at the intersection of industry, strategy, and public policy.

He brings deep cross-sector expertise in:

• Financial sector & regulatory governance – supervising global banking and insurance through change and compliance.

• Industrial portfolio strategy & corporate transformation – driving M&A, spin-offs, and operational renewal in chemicals and coatings.

• Public policy & market design – shaping competitive frameworks and resolving state–industry challenges.

• Family & investment board stewardship – advising on governance and long-term capital structures at HAL and Temasek.

Hans holds an MA in Economics from the University of Groningen and a PhD in Industrial Economics from Erasmus University. Known for blending policy fluency with strategic depth and industrial pragmatism, he is a sought-after mentor for leaders navigating regulatory complexity, portfolio transformation, and multi-stakeholder board environments.