

How we create value for our stakeholders

NN Group wants to be known as the '**You matter**' company. This means we want to be a company that matters in the lives of our stakeholders: our customers, employees, shareholders, business partners and society at large. We take our decisions with care and with the interests of our stakeholders in mind.

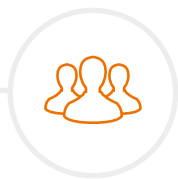
The strong foundation of our purpose, brand, values and ambition, combined with our focus on our strategic priorities enables us to create long-term value for our company and our stakeholders.

Click on the stakeholder group below to learn more about how we create long-term value for:



Customers

We offer products and services that are easy to understand and that meet customers' lifetime needs, helping them secure their financial futures.



Employees

To our employees we offer an attractive, stimulating and diverse work environment. We invest in their skills and personal development to help them grow to their full potential.



Shareholders

We offer attractive long-term returns for our investors.

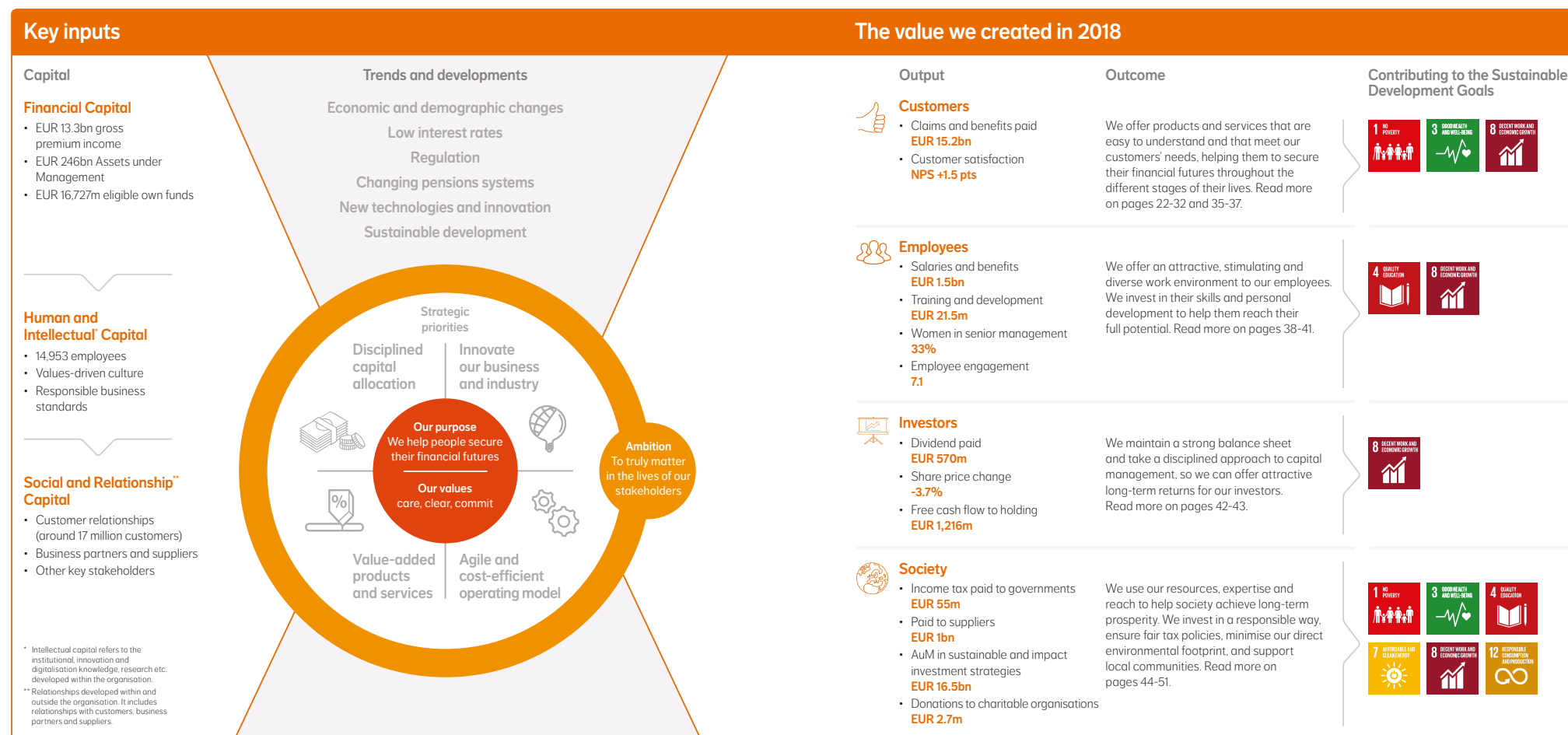


Society at large

We use our resources, expertise and reach to help societies achieve long-term prosperity. We invest in a responsible way, support local communities through donations and volunteering, and minimise our environmental footprint.

How we create and share value

See pages 4-5 of the Annual Review 2018.



How we create value for our customers



Helping people secure their financial futures

We understand that for our customers, money is usually a means to an end. By helping our customers protect what matters to them, we carry the risks they cannot bear alone so they can do the things they love most.

We offer products and services that help our customers secure their financial futures:

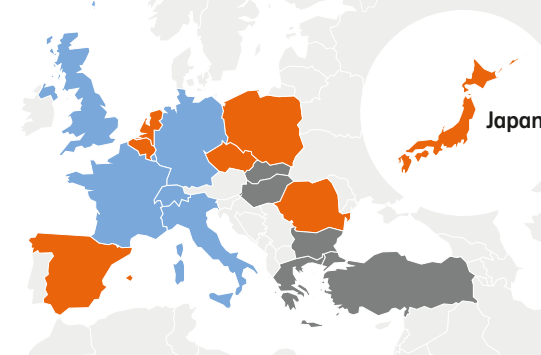
- Life insurance products to protect people against the financial risk of living a long life without sufficient means of support, or dying at an early age
- Non-life products to protect the assets that matter to our customers
- Savings and investment products to ensure their long-term income

Empowering customers to make sound financial decisions

By responsibly investing the premiums we receive from our customers, we are able to pay out claims and benefits. We aim to empower our customers with the knowledge and tools they need to make sound financial decisions. This is how we add value when it's needed most.



Countries in which we operate



■ Insurance and Asset Management ■ Insurance ■ Asset Management*

* Outside Europe and Japan, NN Investment Partners has offices in New York and Singapore.

Business examples

- 🏠 Health damage insurance for Polish children
- 🏠 NN Belgium's ambition to become the most personal insurer
- 🏠 NN Hungary's innovative insurance
- 🏠 BeFrank creates Sustainable Impact Dashboard

How we are doing

±17m

Customers

EUR 15.2bn

Claims and benefits paid

7

SparkLabs

+1.5

Net Promoter Score
(+17 in 2017)

57

'Sparks' - new innovative ideas
from our innovation labs

How we create value for our employees



Providing an attractive and open work environment

We want to be an employer of choice, where our employees can be at their best. We create a stimulating and performance-oriented environment, and focus on providing growth opportunities and a healthy work-life balance.



We are an international company with a diverse business culture that combines the talents and experiences of many individuals. Our aim is to further increase female leadership, better balance our cultural diversity, bring in more young talent, and ensure an inclusive climate with no barriers with regard to gender, religious beliefs, sexual orientation or otherwise. This is how we strive to become a magnet for talent.



Enabling people to work and thrive

As an employer, we pay salaries and benefits to our employees, providing them with the financial means to meet their needs. We also invest in training to further personal and professional development, helping our people reach their full potential. We provide a workplace in which people can work and thrive.

Business examples

-  NN Group included in Bloomberg Gender Equality Index
-  Am:web interview NN Group Management Board member Dailah Nihot

How we are doing

14,953

Employees

EUR 1.5bn

Salaries and benefits paid

33%

Senior management positions held by women (ahead of 2020 target of 30%)

46.7%

Open positions filled by internal candidates

7.1

Employee engagement (7.0 in 2017)

EUR 21.5m

Spent on training and development (21.4 in 2017)

How we create value for our shareholders



Maintaining a strong balance sheet

Shareholders and investors look for attractive long-term returns on their investment.

We raise financial capital from them to manage our businesses. In return, they receive a share of our profits, in line with our medium-term financial performance.

Offering attractive long-term returns on investment

Business ethics and transparency are crucial to earn and maintain the trust of our shareholders. We invest the financial capital we obtain from our shareholders and investors wisely and responsibly.

We maintain a strong balance sheet, so we can offer attractive returns on the money invested in our company. This is how we create value.

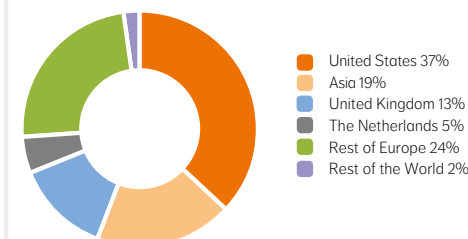
Business examples

-  NN Group announced share buyback programme
-  Expansion of the Partial Internal Model

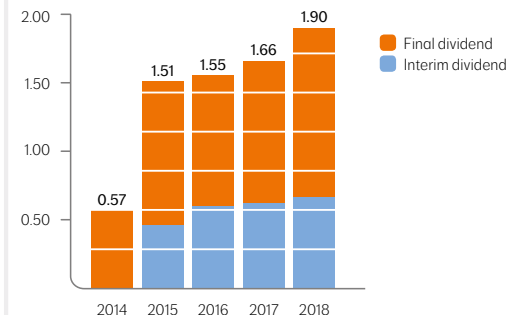


Diverse shareholder base

IHS Markit shareholder analysis at 31 January 2019 (%)



Dividend per share (EUR)



How we are doing

8.9%

Net operating
Return on Equity

EUR 570m

Dividend paid in 2018

-3.7%

Share price change

230%

Solvency II ratio

77/100

Score Dow Jones
Sustainability Index

87/100

Score Sustainalytics

How we create value for society at large



Being a good corporate citizen

We contribute to the society and communities in which we live and work. We generate economic activity by purchasing products and services from our suppliers. By paying taxes to local governments, we provide revenue for public services. We adhere to responsible business standards and aim to contribute to positive change.

Responsible investment

We integrate Environmental, Social and Governance (ESG) factors in our investment decisions. We raise ESG issues in our engagement with companies, and we exercise our voting rights to show that we as shareholders are focused on the long term. We offer a range of Socially Responsible Investment funds and tailor-made responsible investment solutions.

Community Investment

With Future Matters we aim to empower people to improve their financial wellbeing. This community investment programme promotes financial empowerment, creates financial opportunities and alleviates financial distress. To this end we support local charitable partners with the time and expertise of our colleagues, and by making financial donations.



Direct environmental footprint

We are committed to minimising our environmental footprint. We do this by efficiently using our natural resources, identifying and implementing green alternatives and compensating the remainder of our carbon footprint.

Business examples

- 🏠 NN Life Japan helps to counter lack of business successors
- 🏠 Future Matters scholarship programme
- 🏠 Improved ESG performance real estate assets
- 🏠 NN Group excludes investments in tobacco
- 🏠 NN IP host Dutch event about sustainability and innovation

How we are doing

2,118

Number of shareholder meetings voted at

521

ESG dialogues with investee companies

EUR 16.5bn

AuM in SRI funds (+53% compared to 2017)

38,536

Young people reached in 2018 (exceeding our 2020 target)

6%

Reduction in CO2 emission/FTE (1.6 tonnes, compared to 1.7 tonnes in 2017)

100%

Carbon neutral (direct operations)