

How we create value

We provide retirement services, pensions, insurance, banking and investments to around 19 million customers. By doing so, we aim to create sustainable long-term value for all our stakeholders.

Inputs

Financial capital

Including debt, equity, revenue and assets invested by clients

- shareholders' equity: **EUR 19.8bn**
- gross premium income: **EUR 14bn**

Human capital

Employees' skills, time and resources

- total number of employees: **+/- 16k**
- amount spent on training and development per employee: **EUR 1.220**
- applying our values

Intellectual capital

Internal processes, systems and controls

Manufactured capital

Company's products, offices and other physical assets

Natural capital

Use of natural resources

- total energy used: **37 GWh (of which 41% of the electricity used was renewable)**

Social and relationship capital

Relations with customers and other stakeholders

- customers: **around 19m**
- business partners and suppliers
- other key stakeholders (e.g. regulators)

What we do

We help people care for what matters most to them

We want to be an industry leader, known for our customer engagement, talented people, and contribution to society

Strategic commitments

-  **Engaged customers**
-  **Talented people**
-  **Contribution to society**
-  **Financial strength**
-  **Digital & data-driven organisation**

Income

We generate income through insurance premiums and fees paid for our products and services. We also generate returns on the investments we make.

Profit

Our profit is what remains after expenses. These include claim payouts, pension benefits, interest on customer deposits, impairments and operating costs (e.g. wages).



Employer

We want to foster an open, safe and inclusive working environment.

Business partner

We want to be a strategic and responsible business partner.

Investor

We want to deliver resilient and growing capital generation

Service provider

We want to offer our customers peace of mind.

Our activities

Life insurance

Netherlands
Europe
Japan

Non-life insurance

Netherlands
Europe

Banking

Netherlands

What we do...

- Product development and pricing**
We develop products and services to meet societal and customer needs. Our experience and strong understanding of risk means that we are able to offer attractive insurance and banking solutions at a fair price.
- Distribution**
We distribute our products through a range of channels, including directly to customers, and through banks, agents and brokers. We leverage our scale and diverse business footprint for cross-selling opportunities.
- Investments**
We invest the insurance premiums and fees that we receive. We have a well-diversified portfolio for our investments, and are guided by our Responsible Investment Framework policy.
- Claims and benefits**
We use our digital capabilities to achieve a seamless customer experience, including a simpler, more personalised claims handling process.