

# Sustainable long-term value creation for all our stakeholders

**NN Group N.V.**  
08 August 2025



# Sustainable long-term value creation for all our stakeholders

## Our purpose

**We help people care for what matters most to them**

## Our ambition

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

## Our values



Care



Clear



Commit



## Our brand promise

**You matter**



## Our strategic commitments



### Engaged customers

We deliver an outstanding customer and distributor experience, and develop and provide attractive products and services.



### Talented people

We foster a values-based culture and empower our colleagues to be their best.



### Contribution to society

We contribute to the well-being of people and the planet.



### Financial strength

We are financially strong and seek solid long-term returns for shareholders.



### Digital & data-driven Organisation

We use technology and data responsibly to transform our business and drive operational excellence.

# An industry leader, known for customer engagement, talented people and contribution to society

NN Group can make a real difference by supporting our 19 million **customers** and contributing to the transition to a **sustainable economy**

We are committed to creating long-term value for people and the planet

We believe that this approach enables us to deliver solid long-term returns for **shareholders**

Addressing sustainability matters throughout the organisation and **governance** structure is key to achieving our objectives and deliver on our commitments

Providing relevant **products and services** to support **customers** through the challenges of today and tomorrow

Contributing to the transition to a sustainable economy by **investing our assets responsibly**

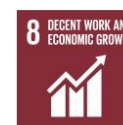
Inclusive and open working environment for 16,000 **employees**

Contributing to the **communities** in which we live and operate

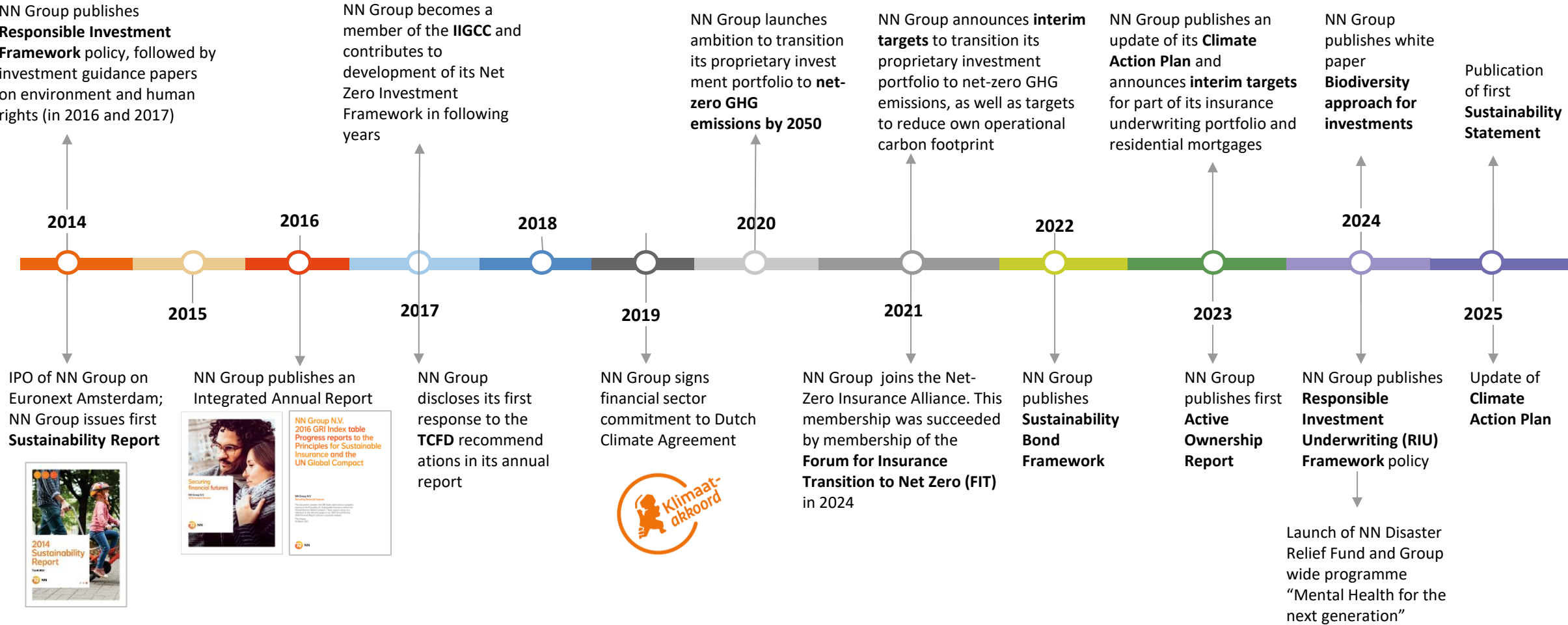
Maintaining a strong balance sheet

Embedding ESG in the organisation

## Connected SDGs

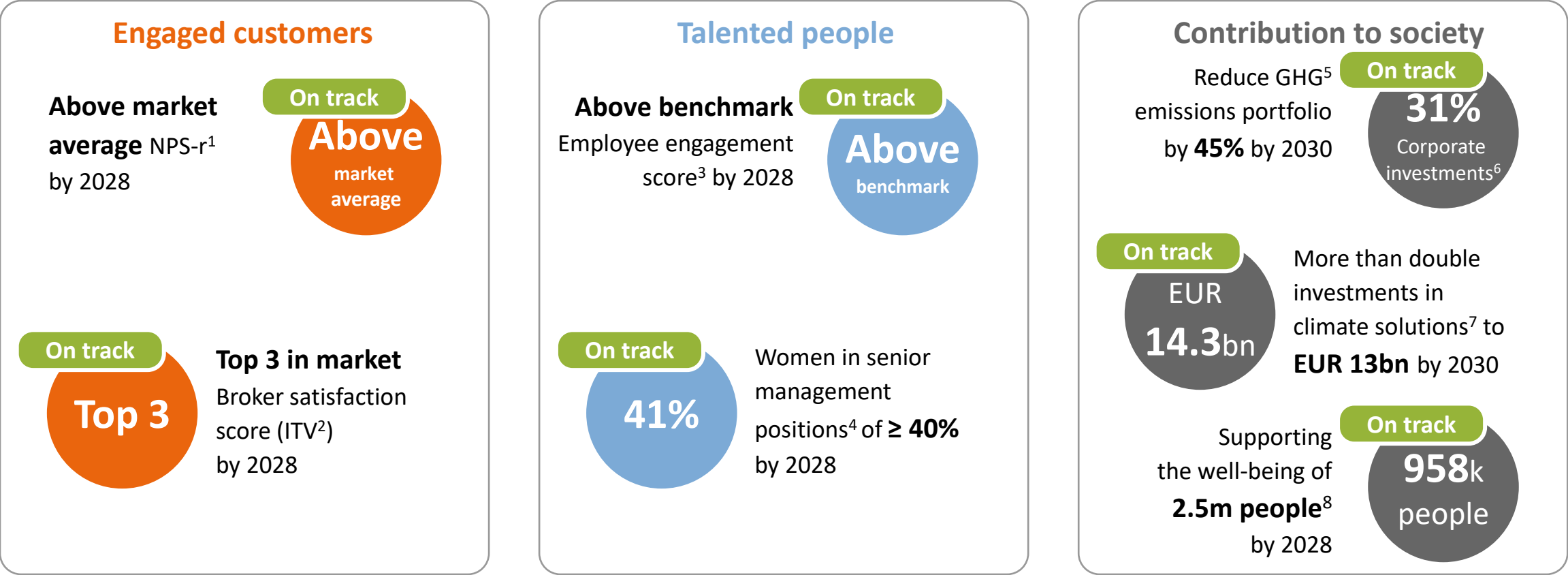


# Our sustainability journey













# Proud to engage customers, attract talented people and make a positive contribution to society...



<sup>1</sup> Net Promoter Score (NPS-r) is measured for the business lines in the Netherlands and for the 9 International business units based on a four-quarter rolling average; The target score is related to the market average; <sup>2</sup> 'Intermediar tevredenheidsscore' from IG&H, comparison with providers that operate in two or more of our main business lines to exclude monoliners and specialised providers; <sup>3</sup> The metric indicates how likely it is that someone will recommend NN as an employer; <sup>4</sup> Includes the Management Board and managerial positions in the two levels below; <sup>5</sup> GHG = Greenhouse Gas; <sup>6</sup> 2024 figure; Reductions compared with portfolio financed emissions in tCo2 per EUR million invested at year-end 2021, reflecting underlying emissions of 2019; <sup>7</sup> The amount invested in climate solutions for the proprietary portfolio reflects the nominal value of green bonds and debt investments in certified green buildings and renewable energy, and the market value for direct and equity investments in certified green buildings, renewable energy and other investments; <sup>8</sup> Contributions to communities by supporting financial, physical and/or mental well-being, cumulative starting 2022.

# Our performance is recognised in indices and ratings

 FTSE4Good		 DRIVING SUSTAINABLE ECONOMIES					
<b>Included</b> (score 4 out of 5)	<b>14.3</b> (low risk)	<b>C</b> (range A to D-)	<b>AA</b> (range AAA to CCC)	<b>#6</b> <b>(P&amp;C insurance)</b> (out of 29)	<b>C</b> (prime)	<b>#2 (RI<sup>1</sup>)</b> (out of 20)  <b>#1 (Tax<sup>2</sup>)</b> (out of 116)	<b>#35</b> (out of 400+)  <b>#8 (Insurance)</b> (out of 71)

# We contribute to the well-being of people and the planet

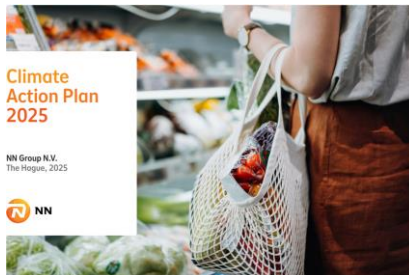
① Our Climate Action Plan, Ambition and Own operational footprint

② Responsible Investment and Biodiversity

# Climate Action Plan

## Climate Action Plan<sup>1</sup> (CAP)

- The Climate Action Plan underscores NN's commitment to incorporating climate action within our business
- It reviews past efforts, outlines future steps, and reaffirms our net-zero ambition
- The 2025 CAP update reiterates previously set targets, ambitions and reference objectives, while also providing updates and additions to our approach



## Taking action to achieve our climate goals

- NN is committed to science-based principles to support a low-carbon future that also meets the needs of generations to come
- We aim to become a net-zero company by 2050 for our business activities, and net zero for our own operations by 2040
- We want to play our part in a transition that considers climate change mitigation and adaptation, and also takes related topics such as biodiversity and just transition into account

## Elements of our approach

- Using engagement, capital allocation to climate solutions, and phase out and/or restriction policies
- Developing and offering products and services that address the environmental challenges that our customers face
- Effectively managing our direct environmental footprint by reducing our use of natural resources, seeking green alternatives and offsetting the remainder of our GHG emissions
- Additionally, we have started engaging with suppliers related to our own operations, with a view to reducing their carbon footprint



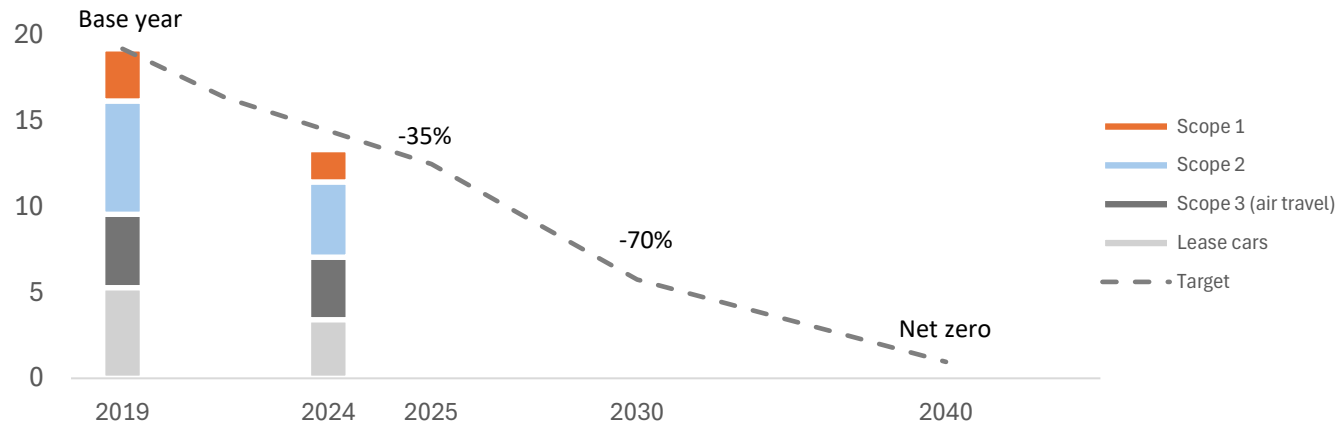
# Ambition to achieve net-zero emissions across the business

	Ambition	Actions	Interim targets and reference objectives <sup>2</sup>	
			2025	2030
Proprietary investment portfolio	Transition proprietary investment portfolio to net-zero GHG <sup>1</sup> emissions by 2050	• Reduce carbon emissions for Dutch residential mortgages		by ~34% <sup>3</sup>
		• Reduce GHG emissions of corporate investment portfolio	by 25%	by 45%
		• Phase out of thermal-coal-exposed companies		close to zero <sup>4</sup>
		• Grow our investments in climate solutions such as renewable infrastructure, green bonds and energy efficient real estate		EUR 13bn
		• Reduce GHG intensity of our direct real estate portfolio		To 10.9 kg CO2e per square meter
Products & services	Transition the insurance underwriting portfolio to net-zero GHG emissions by 2050	• Member of international alliances and networks on net zero, to accelerate developing metrics and prepare target setting (e.g. FIT, PCAF)		
		• Reduce carbon emissions for Netherlands Non-life's commercial lines		by 26% <sup>5</sup>
		• Step-up engagement activities in value chain and increase insuring climate solutions		
		• Develop relevant products and services, such as sustainable pension solutions and sustainable living solutions		
Own operational footprint	Reduce GHG emissions of own business operations <sup>6</sup> to net zero by 2040	• Improve energy efficiency in buildings and use of renewable electricity; achieve 100% electric car fleet in the Netherlands; encourage hybrid way of working to limit need for business travel and commuting	by 35%	by 70%
		• Compensate remainder of emissions via voluntary carbon credits		

# Reducing our own operational footprint

## Operational GHG emissions progress

(GHG, in kilotonnes)



- GHG emissions reduction targets to reduce own operational footprint: 35% in 2025, 70% in 2030 and net zero<sup>1</sup> in 2040 across our Scope 1 and 2, scope 3 air travel and lease car emissions.
- NN Group realised a reduction of 31% in 2024 compared to 2019 levels:
  - Scope 1: emissions mainly resulting from the use of our office building
  - Scope 2 (market-based): purchased electricity and district heating
  - Scope 3: air travel
  - Lease car emissions



**Lease car fleet** in the Netherlands to be fossil free in 2025



Continue to increase the use of **energy efficient technologies** and procure a higher fraction of renewable electricity



**Limit our business travel** through our hybrid way of working and the use of video conferencing



Create **local action plans** in the international Business Units to continue the transition to net-zero



**Offset our Scope 1, 2 and Scope 3 (air travel) emissions** by purchasing voluntary carbon credits

# We contribute to the well-being of people and the planet

① Our Climate Action Plan, Ambition and Own operational footprint

② Responsible Investment and Biodiversity

# Actively engaging to achieve positive change

## Responsible Investment Framework Policy

- Policy sets out approach to integrating ESG factors in the investment process and active ownership practices
- Preference for inclusion backed by engagement to exclusion
- NN works with external asset managers to ensure adherence to the RI policy and strategies, and to track progress through regular reporting
- NN Group is a signatory to the Principles for Responsible Investment

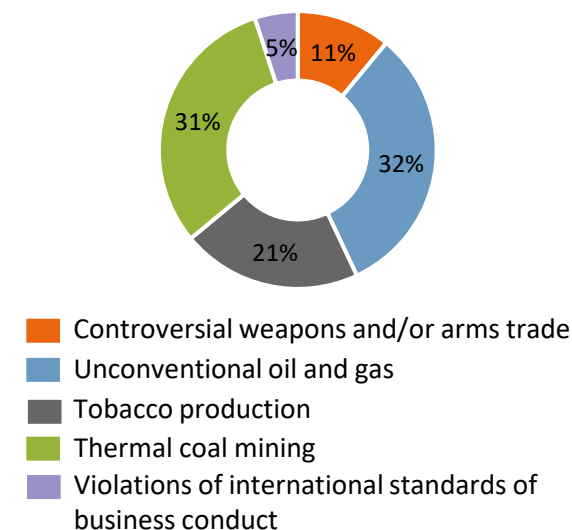
## Active Ownership

- Direct or collaborative engagement by NN Group, external asset managers or service providers
- NN Group's Active Ownership report provides an overview of our policies and activities related to Active Ownership



## Restriction: a measure of last resort

- NN Group's norms-based RI criteria: a reflection of relevant laws, internationally recognised standards and our organisation's values
- Number of restrictions by theme<sup>1</sup>:



# Our approach to transitioning our proprietary investment portfolio to net-zero GHG emissions by 2050

## Decarbonisation of investment portfolio

- Paris alignment strategies for sovereign bonds, corporate investments<sup>1</sup>, residential mortgages and real estate
- Encourage sustainability progress through active dialogue
- Preference to allocate new investments to better climate performers, based on potential to align to net zero by 2050
- Exclusions related to unconventional oil and gas and thermal coal mining
- Phase-out of thermal coal for proprietary exposed investments by 2030
- Comprehensive oil and gas policy in place

## Increasing investments in climate solutions

- Dutch Climate Action Fund launched in partnership with DIF Capital Partners; investing in projects that support the Dutch energy transition (initial commitment of EUR 125m)
- Sustainable infrastructure debt fund launched together with Rivage Investment; EUR 300m commitment to fund European projects
- Partnership with Macquarie Asset Management with the aim of financing a portfolio of assets focused on climate change mitigation and adaptation, the transition to a circular economy and the broader energy transition. NN Group has committed EUR 350 million to the strategy, which will pursue debt investments across a wide range of sectors

## Underlining our (inter)national commitments and endorsements



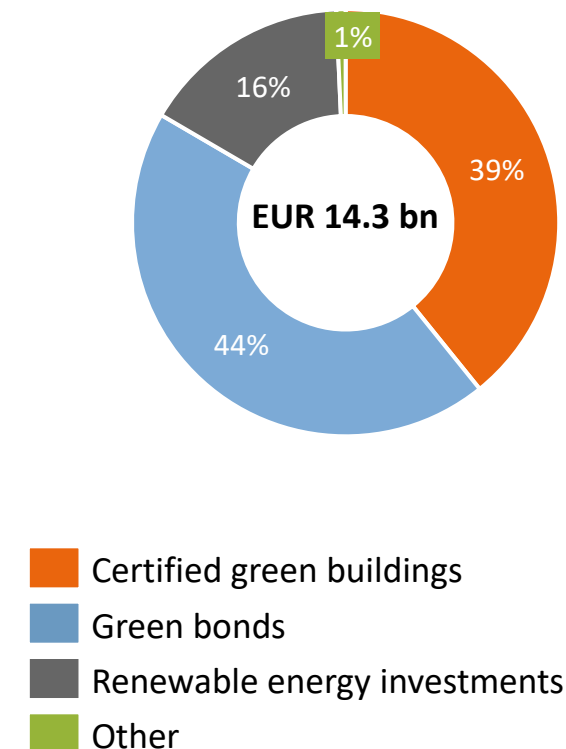
# Net-zero strategy for proprietary asset portfolio

## Targets and reference objectives per asset class

- **Government bonds:** improve weighted average Climate Score annually
- **Corporate investments<sup>1</sup>** reference objective: reduce GHG emissions by 25% by 2025 and 45% by 2030
  - Target to grow our investments in climate solutions to reach EUR 13bn by 2030
  - Encourage carbon neutrality through active engagement with invested businesses
  - Invest in transition leaders towards net-zero by 2050, selecting companies that are better positioned to transition to a low-carbon economy
  - Exclusion as last resort: monitor progress closely, divest if this is insufficient over time
- **Residential mortgages** reference objective: reduce GHG emission intensity for mortgages originated by NN Bank by 34% by 2030 from 2021 level, to 18 kg CO<sub>2</sub>/m<sup>2</sup>
- **(Non-listed) real estate:**
  - Decarbonisation reference objective of 10.9 kg CO<sub>2</sub>e/m<sup>2</sup> for the direct portfolio. This goal aligns with the 1.5°C pathway suggested by the CRREM<sup>3</sup> model
  - By 2030, aim to have most of the funds (>75% based on Gross Asset Value (GAV)) committed to achieving net-zero GHG emissions by 2040 or sooner (Scope 1 and 2), and the remainder by 2050 or sooner
  - Commit most real estate funds to net-zero operational emissions by 2040 or earlier

## Investments in climate solutions<sup>2</sup>

(30 June 2025)





# Steps in biodiversity – from investments to underwriting

## Biodiversity approach for our proprietary investments

- NN Group committed to the Finance for Biodiversity Pledge (FfB) in 2022 and collaborated in a FfB working group to develop the FfB target-setting framework
- Joined Nature Action 100, a global investor-led engagement initiative focused on supporting greater corporate ambition and action to reverse nature and biodiversity loss
- NN Group published a white paper in 2024 on biodiversity including an impact and dependency assessment
- In 2024 NN Group has set initiation targets to increase understanding of the importance of and exposure to, nature-related impacts, dependencies, risks, and opportunities
- In 2025 NN Group will set targets for our propriety investment portfolio

## Underwriting, Products & Services

- The environment is one of the topics in the implementation of the Responsible Insurance Underwriting (RIU) policy framework
- In assessing products and services with sustainable components, products that contribute to the environment are considered
- We have expanded our home insurance underwriting criteria to include biobased homes, thereby promoting biobased construction because of its environmental benefits

## Biodiversity risk pilot & e-learning

- Exploration of an assessment approach on biodiversity related adverse impacts and risks in two sectors within the investment and underwriting portfolio
- Tested the approach in case-studies to experiment with the application of biodiversity risk in practice
- Launched a biodiversity e-learning available to all NN employees

# We contribute to the well-being of people and the planet

## ① Customers

Providing relevant products and services to support customers through the challenges of today and tomorrow

## ② Talented People

## ③ Community Investment

# Access to products and services that help customers address societal challenges

## Environmental

- **Woonnu sustainability check:** Platform integrated into the mortgage-advice software and helps advisors incorporate sustainability in their advice, for example making homes more energy-efficient
- **BeFrank:** Offers the option to invest in the Sustainable Lifecycle
- **NN climate acceptance team:** Investigates and inspects new risks that are not typically covered by our standard insurance policies, and, where feasible, arranges insurance for these risks
- **Sustainable repair network:** Makes sustainable repair the default for retail labels and offers the choice for other portfolios
  - **Intermediary home insurance product** has 6 out of 8 features to support clients in the transition to sustainable living and will be introduced within the authorised agent distribution channel
  - **Damage business claims portal** includes sustainable repair
- **Pay-how-you-drive/pay-as-you-drive solution:** Incentivises customers to adopt more sustainable driving behaviours and reduce mileage

## Social

- **Lower barriers to healthcare:** Improve access through partnerships like SkinVision app which allows customers to check skin spots for free
- **Reducing the health gap:** Provide additional coverage in insurance policies, e.g. OHRA Gezond offers a health module including mindfulness, informal care and budget coaching to all customers
- **Improve financial health:** Supporting employees, e.g. Pensioen Hulp, a free service, helps people aged 50+ prepare for retirement
- **Inform on pensions:** APK Gesprekken, advisors meet with customers at 3 moments to explain pension expectations and personal choices
- **Engaging with customers:** Engage (preventatively) with customers facing payment difficulties, e.g. Schuldhulp dienstverlening
- **Insuring (previously) uninsured groups:** Insurance is now available in the Netherlands for sex workers who were previously not insurable
- **Insuring serious illnesses abroad:** In Poland, Romania and Hungary, coverage for treatments abroad allows customers to choose the best available treatment option, regardless of their location

# Providing an excellent customer experience

## Customer needs shape the customer experience

- Our customers are the starting point of everything we do
- Meeting real needs through each phase of customers' lives
- Offering guidance and planning tools to increase knowledge of matters relevant to our customers
- We aim to support our customers with products and services that help them deal with expected and unforeseen changes at key moments in their lives

## Innovating our business while adding value for our customers

- We use our digital capabilities and leverage our strong distribution footprint to further enhance our customer experience
- Being where our customers want us to be, offering a choice of digital channels, brokers and/or a tied agent network in Europe
- Strengthening existing partnerships and platforms and establishing new ones

## Data privacy and protection

- Designated Data Protection Officers at HQ and BUs monitor compliance with GDPR<sup>1</sup>
- Adequate procedures in place to handle customer requests for GDPR rights
- GDPR and AI Act awareness training for all NN employees combined with AI Literacy programme
- NN AI Framework in place for development and use of ethical and trustworthy AI
- NN's AI systems/models categorized and assessed on BU level and validated at Group level before use
- NN AI Framework updated for first applicable obligations European AI Act
- Anticipate upcoming applicable obligations AI Act and establish efficient AI governance

# We contribute to the well-being of people and the planet

① Customers

② **Talented People**

Fostering an inclusive and inspiring culture that supports continuous learning and collaboration in which employees can thrive

③ Community Investment

# Attracting, developing and retaining engaged employees

## Employee value proposition

- We care for what matters most. Guided by our values—care, clear, commit—we drive positive change through innovation, inclusion, and well-being
- We foster a values-based culture and support people to develop their talents in an inspiring and healthy work environment
- As a supporter of change, NN empowers people to contribute to a more inclusive, sustainable and resilient future
- Our Employee Value Proposition is built on four drivers: Master your skills, Move forward together, Make your work matter and Shape the future

## Diversity, Equity, and Inclusion

- Promoting diversity in all forms, as set out in the NN Diversity, Equity, & Inclusion Policy
- Expanding leadership group for gender target
- Investing in an inclusive employee journey and gender diversity in leadership
- Repositioning of ERGs<sup>4</sup>; gender, LGBTQIA+, generations, cultural & neuro diversity
- Providing equal opportunities & inclusive work
- Leveraging data insights to understand diversity and gender and equal pay gaps
- Measuring our colleague's sense of belonging (June inclusion score of 8.3 on a scale 1-10)

## Optimising employee engagement

- Engagement is essential for long-term business performance, employee retention and satisfaction
- Measurement through bi-annual global employee engagement survey
- Developing a new employee listening strategy with pulse surveys for specific themes and segments, to improve feedback quality and receive more frequent feedback
- Follow-up and monitor at BU and organisational level to continually improve our efforts



**16,523**  
Employees<sup>1</sup>

NN Group  
Best company for gender  
equality in the Netherlands

**41%**

Women in senior  
management positions<sup>2</sup>  
**Target:** ≥ 40% by 2028

**7.9**

Engagement score<sup>3</sup>  
**Target:** above benchmark by 2028<sup>4</sup>



# We contribute to the well-being of people and the planet

① Customers

② Talented People

③ **Community Investment**

Being a good corporate citizen and contributing to the communities in which we live and operate

# Positive impact in our communities

**Target:** Support the financial, physical and/or mental well-being of **1 million people** by 2025 and **2.5 million people** by 2028<sup>1</sup>

**Philosophy:** By staying close to who we are, what we value and by focusing on themes aligned with our business, we can increase the **positive impact on people in the communities in which we operate**

**Core themes:**

- **Financial well-being:** promoting financial empowerment and creating economic opportunities
- **Physical and mental well-being:** access to (quality of) health, as well as stimulating social connectedness

**Primary target group:** underserved or socially excluded people

**Approach:** globally consistent and locally relevant

## Progress

On target and ambitions

**958K**

People supported<sup>1</sup>

**>EUR 6.1m**

Contributed to our communities 1H2025<sup>2</sup>

**> 22,700**

Volunteer hours 1H2025



# Governance

## ① Governance

Sustainability is embedded throughout the organisation and governance structure

## ② Responsible Tax

# Sustainability is embedded in our governance



# Strong corporate governance framework

## NN Group has a two-tier board structure

### Supervisory Board



**David Cole (NL/US)**  
Chair



**Pauline van der Meer Mohr (NL)<sup>1</sup>**  
Vice Chair



**Inga Beale (UK)**



**Robert Jenkins (US)**



**Rob Lelieveld (NL)<sup>1</sup>**



**Cecilia Reyes (PH/CH)**



**Koos Timmermans (NL)**

### Supervisory Board

Responsible for supervising the management performed by the Executive Board and the general course of affairs of NN Group and its businesses, and assists the Executive Board with advice

### Executive Board

Entrusted with the management, strategy and operations of NN Group under the supervision of the Supervisory Board

### Management Board

Entrusted with the day-to-day management of NN Group and the overall strategic direction of the company

- In board compositions we strive for diversity in the dimensions of age, nationality, race, ethnicity, country of origin, abilities, neurodiversity, sexual orientation, educational background, languages spoken, and belief systems. In addition, there has to be a balance in the affinity with the nature and culture of the business.

# Experienced and diverse Management Board

## Management Board



**David Knibbe (NL)**  
Chief Executive Officer<sup>1</sup>



**Annemiek van Melick (NL)**  
Chief Financial Officer<sup>1</sup>



**Wilbert Ouburg (NL)**  
Chief Risk Officer



**Frank Eijnsink (NL)**  
CEO International Insurance



**Janet Stuijt (NL)**  
General Counsel



**Leon van Riet (NL)**  
CEO Netherlands Life & Pensions



**Tjeerd Bosklopper (NL)**  
CEO Netherlands Non-life, Banking & Technology



**Dailah Nihot (NL)**  
Chief People, Communications, and Sustainability Officer

- Strong Management Board with the required skills and experiences
- Average experience in the financial sector of over 20 years
- Diverse representation is promoted in our Boards:
  - Supervisory Board: 43% female, 57% male
  - Executive Board: 50% female, 50% male
  - Management Board: 38% female, 62% male
  - 27% of Supervisory and Management Board members with non-Dutch nationality
- Executive variable remuneration linked to NN Group's medium-term strategic priorities and based on both financial and non-financial performance



# ESG is integrated into remuneration

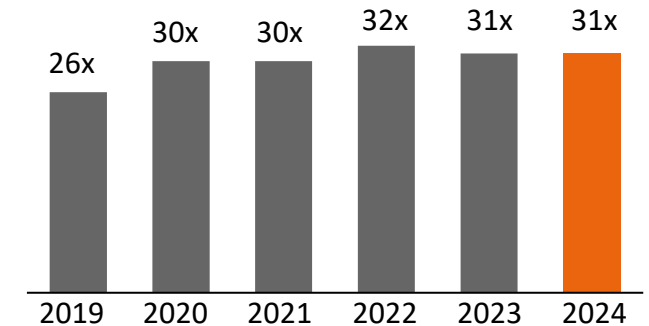
## Remuneration principles

- Supporting sustainable long-term value creation by using performance objectives that are embedded in the long-term strategy of NN Group and linked to customers, employees, shareholders, business partners and society at large
- Ensuring prudent risk management is in place
- Ensuring a long-term focus for our board members:
  - 20% of base salary delivered in NN Group shares, with a minimum retention period of 5 years
  - Variable remuneration is capped at 20% based on Dutch law; at least 50% is delivered in shares with a minimum retention period of 5 years
  - 60% of the variable remuneration is deferred
- Stakeholder alignment is ensured through an annual stakeholder reach-out<sup>1</sup>
- NN Group's pay is analysed annually with a focus on gender equality

## ESG is integrated in objective setting

- Annual target setting for senior leaders evolves around our 5 strategic commitments
- The weighting of financial/strategic non-financial performance measures in 2024 were:
  - CEO: 40%/60%
  - CFO: 25%/75%
- Outcomes of the 2024 performance objectives have been included in the 2024 annual report
- For 2025, the alignment between the performance objectives and the overall company strategy has been maintained when determining the performance objectives. There are no substantial changes in the characteristics of the objectives in comparison with previous years, which means we retain the longer-term targets. The weighting structure as well as the coverage of sustainability-related objectives have remained similar. The commitments will be reported in the course of 2025.

## Committed to closely monitor the development of NN's CEO pay ratio



- Pay ratio<sup>2</sup> is taken into account in EB remuneration, along with other factors such as the external market perspective and various stakeholder interests

# Governance

① Governance

② **Responsible Tax**

We are committed to being  
a responsible taxpayer

# Strong commitment to responsible tax behaviour

## Positive contributor to society

- Acting according to the letter and the spirit of the law and regulations of the countries in which we operate
- No engagement in artificial arrangements that do not respect business reality or offer undue tax advantages
- No use of low-tax rate jurisdictions, no-tax jurisdictions or so-called non-cooperative jurisdictions, unless there is substance, and the profits are generated by local economic activities

## Transparency and governance

- Transparent about our approach to tax and tax positions.
- Total tax contribution published annually, compliant with GRI 207. Our 2024 Total Tax Contribution report includes Pillar II tax positions, demonstrating our ambition.<sup>1</sup>
- Open and constructive relationships with tax authorities wherever we operate
- Supporting effective tax systems and legislation through constructive engagement with governments, business and civil society
- Endorsing the VNO-NCW Tax Governance Code

## Our commitment has been consistently recognised



**#1**

VBDO Tax Transparency Awards 2024<sup>2</sup>

**More information**

# More information

## Sustainability at NN Group

- Taking climate action: [link](#)
- Responsible investment: [link](#)
- Our approach to tax: [link](#)
- Sustainable business operations: [link](#)
- Sustainability governance, stakeholders, memberships and endorsements: [link](#)
- Sustainability ratings: [link](#)
- Positive change in communities: [link](#)
- Diversity, equity and inclusion: [link](#)

## Download the annual report and financial disclosures

- Annual reports: [link](#)
- Financial disclosures: [link](#)

## Memberships and endorsements



# Important legal information

NN Group's Consolidated Annual Accounts are prepared in accordance with International Financial Reporting Standards as adopted by the European Union ("IFRS-EU") and with Part 9 of Book 2 of the Dutch Civil Code. In preparing the financial information in this document, the same accounting principles are applied as in the NN Group N.V. 2024 Annual Accounts, unless indicated otherwise in the notes included in the Condensed consolidated financial information for the period ended 30 June 2025.

All figures in this document are unaudited. Small differences in the tables are possible due to rounding. Certain of the statements contained herein are not historical facts, including, without limitation, certain statements made of future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Actual results, performance or events may differ materially from those in such statements due to, without limitation: (1) changes in general economic conditions, in particular economic conditions in NN Group's core markets, (2) changes in performance of financial markets, including developing markets, (3) consequences of a potential (partial) break-up of the euro or European Union countries leaving the European Union, (4) changes in the availability of, and costs associated with, sources of liquidity as well as conditions in the credit markets generally, (5) the frequency and severity of insured loss events, (6) changes affecting mortality and morbidity levels and trends, (7) changes affecting persistency levels, (8) changes affecting interest rate levels, (9) changes affecting currency exchange rates, (10) changes in investor, customer and policyholder behaviour, (11) changes in general competitive factors, (12) changes in laws and regulations and the interpretation and application thereof, (13) changes in the policies and actions of governments and/or regulatory authorities, (14) conclusions with regard to accounting assumptions and methodologies, (15) changes in ownership that could affect the future availability to NN Group of net operating loss, net capital and built-in loss carry forwards, (16) changes in credit and financial strength ratings, (17) NN Group's ability to achieve projected operational synergies, (18) catastrophes and terrorist-related events, (19) operational and IT risks, such as system disruptions or failures, breaches of security, cyber-attacks, human error, changes in operational practices or inadequate controls including in respect of third parties with which we do business, (20) risks and challenges related to cybercrime including the effects of cyberattacks and changes in legislation and regulation related to cybersecurity and data privacy, (21) business, operational, regulatory, reputation and other risks and challenges in connection with Sustainability Matters (please see our sustainability matters definition at [www.nn-group.com](http://www.nn-group.com)), (22) the inability to retain key personnel, (23) adverse developments in legal and other proceedings and (24) the other risks and uncertainties contained in recent public disclosures made by NN Group.

Any forward-looking statements made by or on behalf of NN Group speak only as of the date they are made, and, NN Group assumes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information or for any other reason.

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**NN**