

Investor & analyst deep-dive webinar

25 November 2021



Introducing today's presenters

Attractive growing businesses

David Knibbe

CEO and chair of the Executive Board and Management Board of NN Group

Appointed: 2019

Experience

- Previously CEO of NN Netherlands and NN Insurance International
- Working in financial services since 1997



Driving growth in Insurance International

Fabian Rupprecht

CEO International Insurance and Member of the Management Board of NN Group

Appointed: 2018

Experience

- Previous roles as regional CFO and other leadership positions at AXA
- Working in financial services since 1994



Winning in the changing Dutch pensions market

Leon van Riet

CEO Netherlands Life & Pensions and Member of the Management Board of NN Group

Appointed: 2020

Experience

- Previously CEO of NN Non-life and held other leadership roles at Delta Lloyd
- Working in financial services since 1999



Attractive growing businesses

David Knibbe

CEO NN Group

Today's key messages

On track to achieve Group financial and non-financial targets



- Good progress towards meeting OCG¹ and FCF² targets in 2023
- Ongoing focus to reach ambitious targets for customers, employees and society

Attractive opportunities for organic growth



- Businesses well positioned to benefit from long-term market trends
- Investing in customer initiatives and capabilities

Strong outlook for long-term OCG growth



- Long-term mid single-digit annual OCG growth based on strong, organic business performance
- Active portfolio decisions supportive for OCG growth

Disciplined capital deployment remains a priority



- Free cash flow expected to grow in line with OCG resulting in sustainable and growing capital returns to shareholders

1. Operating Capital Generation (OCG)

2. Free Cash Flow (FCF)

Investor proposition: long-term growth and cash

Resilient balance sheet



Strong and growing cash flow in the Netherlands



Profitable growth in attractive markets



Our commitment

Resilient, mid single-digit annual growth of OCG over time

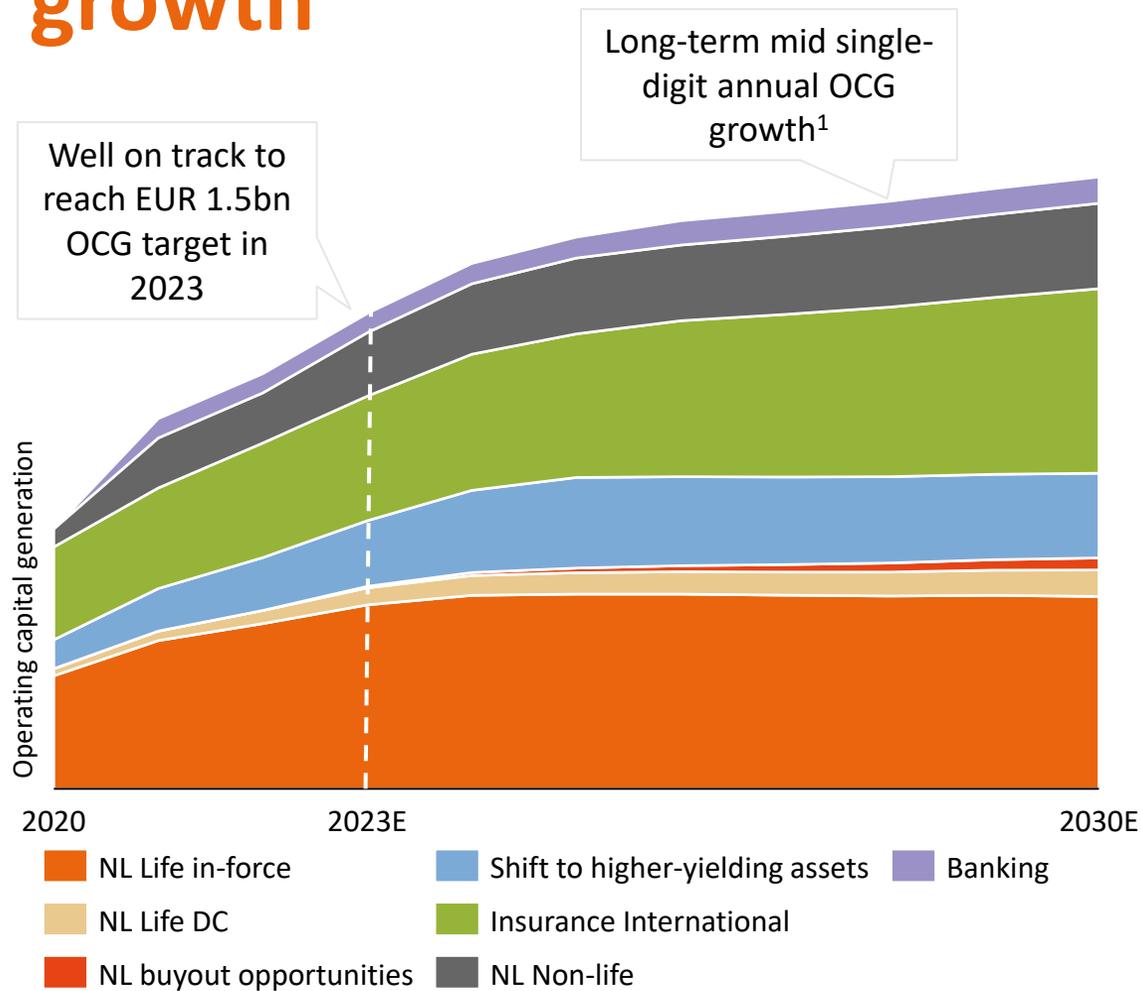
Non-financial targets

**Excellent customer experience
Engaged employees
Positive contribution to society**

Financial targets

**OCG¹: EUR 1.5bn in 2023
FCF: over time, in a range around OCG**

Organic business performance supports long-term OCG growth



Long-term OCG growth drivers

Growth expectations

- Insurance International**
- Underpenetration of insurance, GDP growth, and increasing awareness and demand for protection
 - Focus on life protection products
 - Multi-distribution platform

Mid to high single-digit

- Netherlands Life**
- Selective re-risking
 - Run off of UFR drag
 - Ongoing shift to DC
 - Opportunities from pension reform

Sustainable with potential upside

- Netherlands Non-life**
- Non-life market supported by GDP growth and selective risk-based repricing
 - Synergy benefits from Vivat integration

Mid single-digit

- Banking**
- Strong origination of high-quality Dutch mortgages
 - Innovative platforms to facilitate investment in energy-efficient homes

Opportunistic

1. Illustrative development based on current regulatory framework and excluding future M&A; Based on June 2021 markets; Segment Other and Asset Management are not included

Focus on solutions to meet the evolving needs of customers

Long-term market trends underpin growth ambitions

- Continuing GDP growth¹
- Increasing awareness of the need for protection
- Responsibility for pensions shifting to individuals
- Value creation at front-end customer engagement
- Increasing demand for sustainable solutions

Examples of growth initiatives around sustainability and customer engagement



- Sustainable mortgage offering
- Increased customer engagement through solutions-based platform



- Strong and growing player in the service provider market
- Enhancing engagement by moving closer to the customer



- Kagyo Aid, community platform for business successors in Japan
- Increasing customer interaction at the front of the value chain



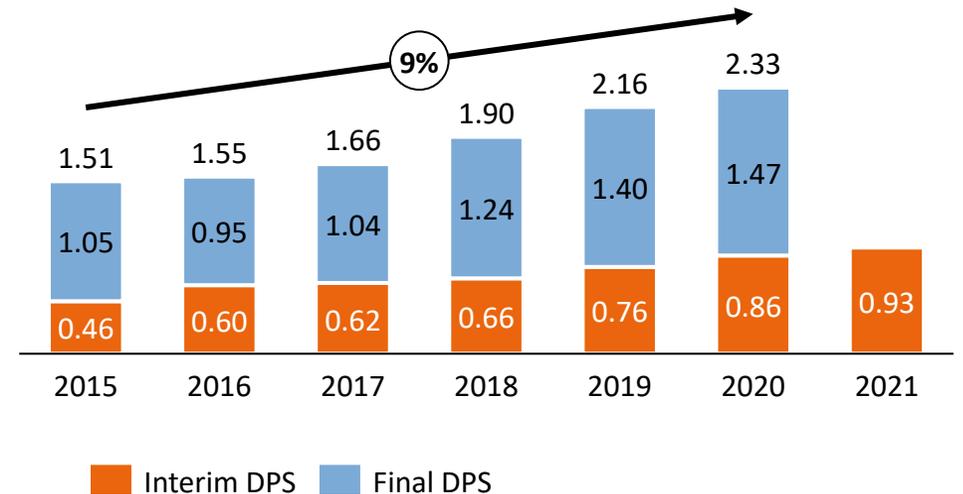
- Bike insurance product integrated at point of sale
- Scalable concept, convenience for end customer

1. ECB macroeconomic projections for euro area, September 2021: 'Economic activity is expected to grow by 5.0% in 2021 and to remain elevated at 4.6% in 2022 before moderating to 2.1% in 2023'

Long-term OCG growth translates into growing FCF and capital return to shareholders

- Long-term mid single-digit annual OCG growth based on organic business performance
- FCF expected to be in a range around OCG over time
- Disciplined capital deployment; growing FCF expected to result in sustainable and growing capital returns to shareholders
 - Progressive dividend per share – annual dividend ultimately linked to the growth of capital generation
 - Annual share buyback of at least EUR 250m
 - Additional excess capital to be returned to shareholders over time unless used for value-creating opportunities

Dividend per share (DPS) (EUR, CAGR in %)



Key takeaways

- ▶ On track to achieve Group financial and non-financial targets in 2023
- ▶ Attractive opportunities for organic growth underpinned by long-term market trends
- ▶ Strong outlook for long-term OCG growth; additional OCG uplift achieved from active portfolio management decisions
- ▶ Disciplined capital deployment; OCG growth translates into sustainable and growing capital returns to shareholders

Driving growth in Insurance International

Fabian Rupprecht

CEO International Insurance

Strong and sustainable long-term growth in Insurance International

Active in attractive growth markets



- Active in markets with mid to high single-digit growth rates, upside from increased awareness and low insurance penetration in Insurance Europe
- Strong track record of double-digit VNB¹ growth since 2015

Well-positioned to capture future growth



- Focused strategy on protection
- Diversified distribution footprint
- Leveraging our existing customer base through combination of agents and digital capabilities

Confident in long-term VNB and OCG growth outlook



- Strong VNB growth trend expected to continue
- Resulting in long-term mid to high single-digit annual OCG growth

1. Value of New Business (VNB)

1

Insurance Europe



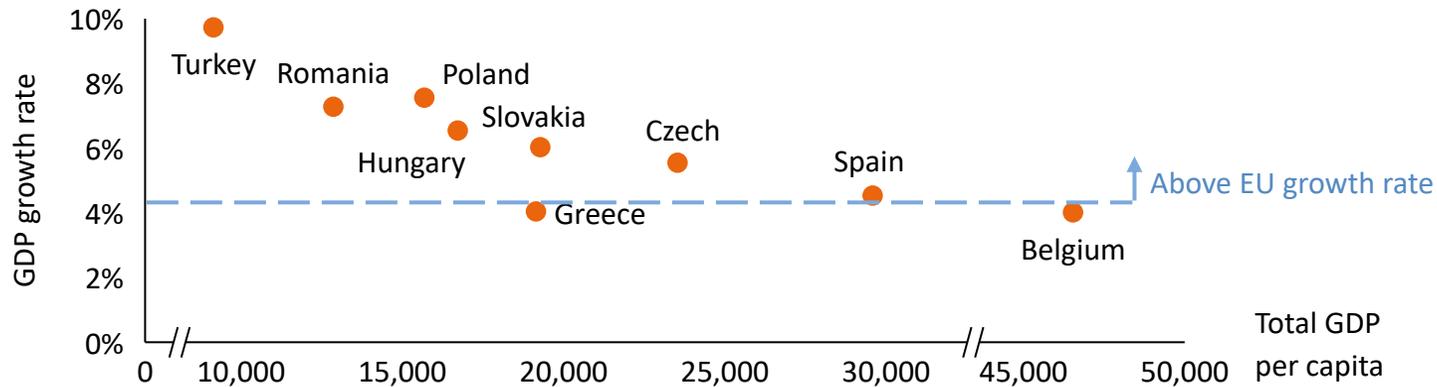
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Japan Life

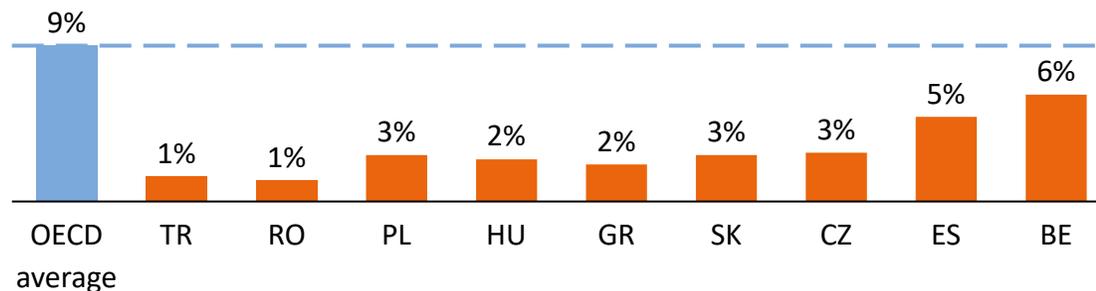


Active in attractive European markets with clear opportunities to grow

Total GDP per capita (2019, USDbn) and expected GDP growth rate (CAGR in %, 2021-2026)¹



Upside opportunity in underpenetrated markets (Insurance penetration in %, 2019)²



Attractive growth markets

- Active in markets showing strong expected GDP growth of ~6% per annum¹
 - Low but increasing GDP per capita
 - Low life insurance penetration rates in CEE (2.9% versus OECD average of 9%) with upside potential
- Covid-19 has further increased relevance of life protection and health products³
- Large customer base in pensions gives cross-sell opportunities

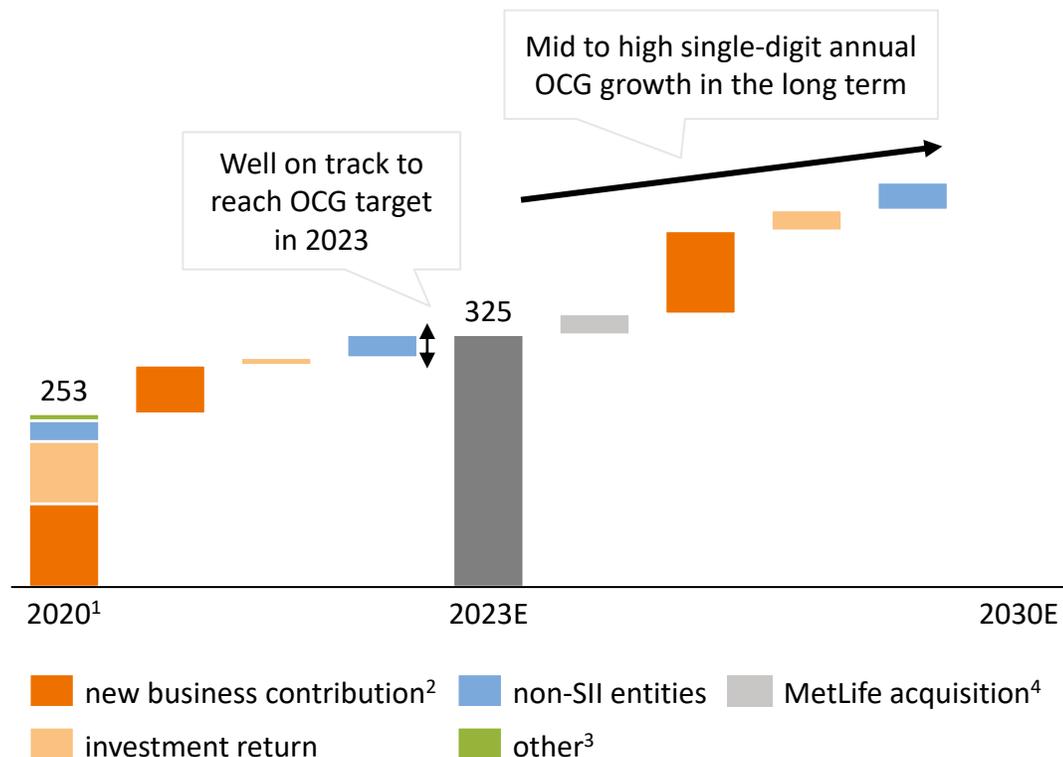
1. IMF World economic Outlook database, April 2021

2. OECD data, reflecting gross insurance premiums as % of GDP; Romania's insurance penetration data is from Insurance Europe.eu report, based on 2019 statistics. OECD average includes 38 countries from North and South America to Europe and Asia-pacific

3. World Economic Forum, Vision Towards a Responsible Future of Consumption, 2020

Strong long-term OCG growth driven by new business contribution

Expected OCG development (EURm)



Well on track to reach OCG target in 2023

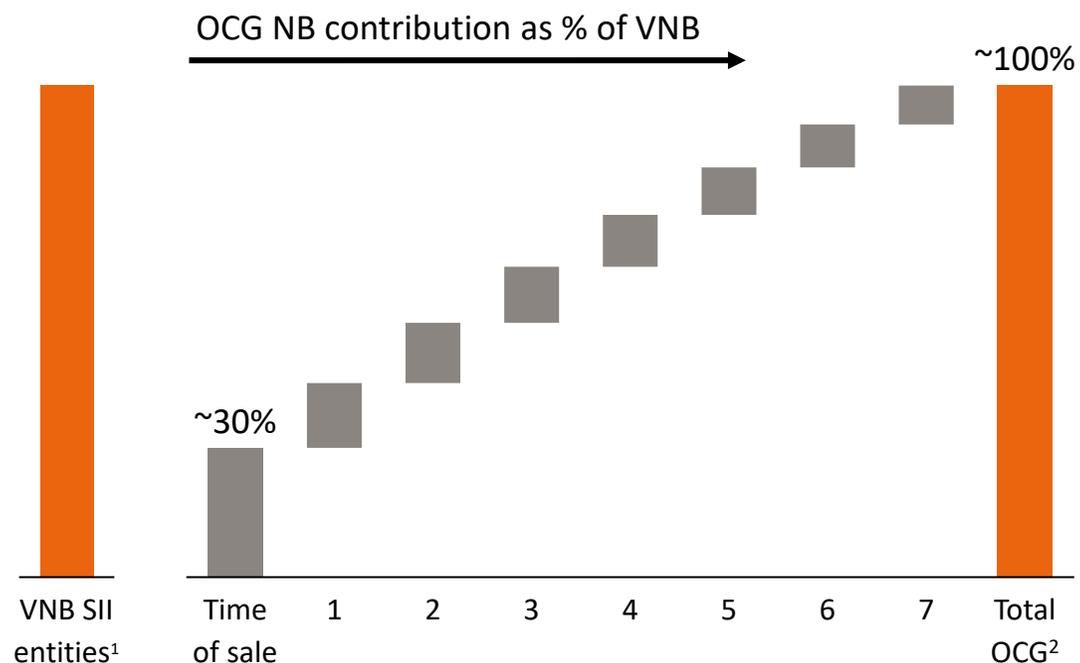
- Supported by strong business performance

Mid to high single-digit long-term annual OCG growth expected

- New business contribution expected to grow strongly, in line with VNB growth
 - New business contribution major source of OCG growth in Europe from new sales and renewal of protection products
- Modest growth of investment return driven by re-risking, mainly in Belgium
- Growth with some volatility of non-Solvency II entities from European pension funds; OCG reflects annual net profit

Relationship VNB and OCG in Europe explained

VNB of SII entities flows into OCG NB contribution over time

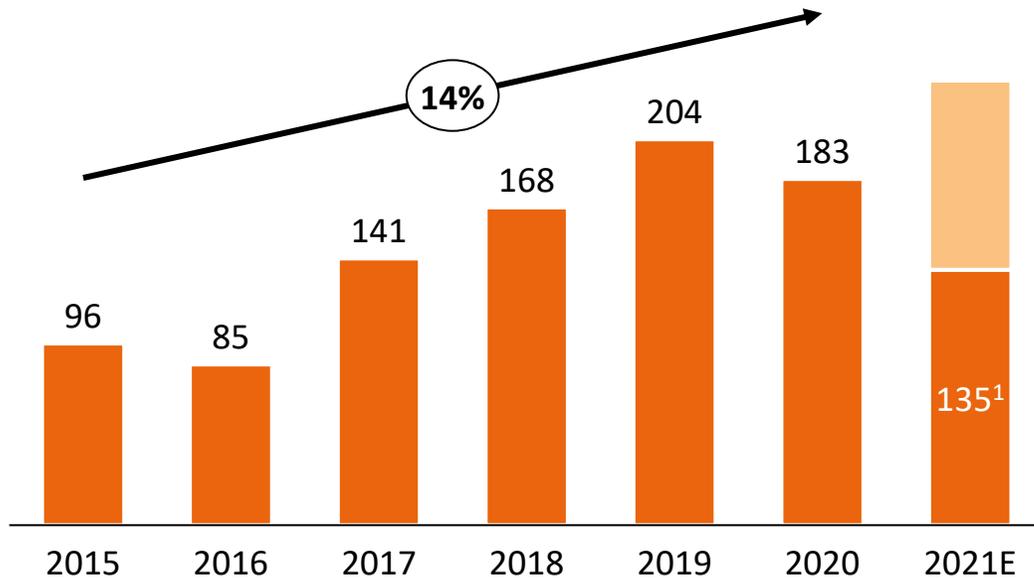


Growth of OCG new business contribution over time in line with VNB growth

- Over the contract period, the OCG NB contribution equals the VNB of Solvency II entities²
 - VNB reflects the economic value added of new business written in the current year and is therefore used as key metric to steer the business
 - Only a part is recognised as OCG at time of sale due to e.g., contract boundaries
 - The rest flows into OCG over the next years through renewals³
- Customer retention important to drive value of renewals
- Historic double-digit VNB CAGR results in growing OCG NB contribution, over time growth rates converge

We will continue to deliver strong VNB growth in the future

Double-digit VNB growth since 2015 (CAGR in %, EURm)



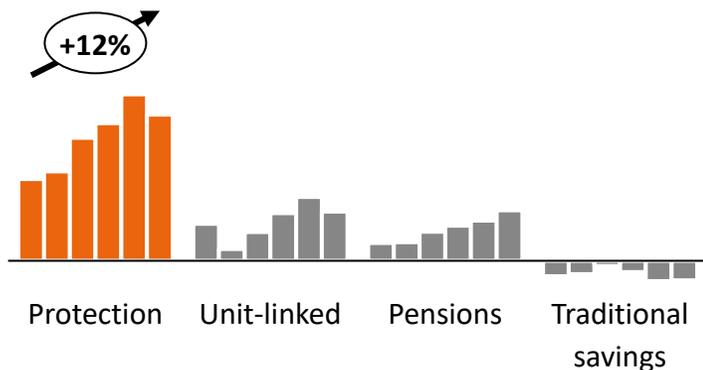
VNB growth trend expected to continue

- Above average GDP growth in our markets, bundled with upside in life insurance penetration
- Customer-focused strategy:
 - 1 Further growth in attractive protection products
 - 2 Being the preferred partner for third-party distributors
 - 3 Leveraging and growing our customer base through own channels²

Further growth in attractive protection products, building on early mover advantage

Focus on attractive protection segment

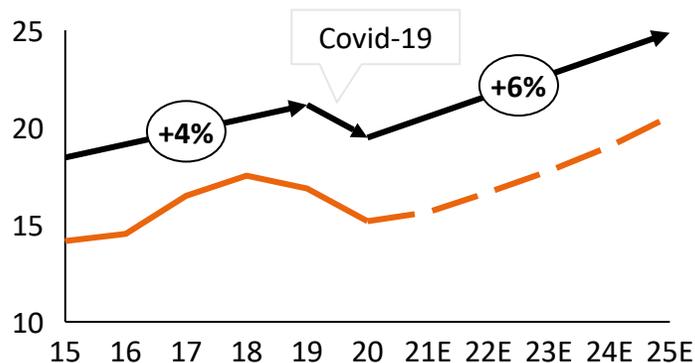
(VNB, CAGR in %, 2015-2020)



- ~2/3 VNB Insurance Europe from protection¹
- Among first foreign companies entering CEE, early mover in protection with strong market shares²; IRR >10%
- Main product offering: term life, disability, critical illness
- Selectively introducing home, health, travel

Supported by rising customer needs

(Total Life GWP in CEE³, EURbn, CAGR in %)



- Covid-19 has further increased relevance of health and protection products
- Insurance penetration expected to increase as a function of GDP growth

Taking actions to enhance future growth

- Technical capabilities to sustain high margins and customer relevancy
 - Investments in data - key value driver in pricing, underwriting and claims management
 - Expertise used across markets
 - Use lead management to optimise risk selection
- Product innovation
 - Over 20 new or upgraded protection covers launched in last 12 months across our European business
 - Cloud-based platform used to roll out products in key protection markets

1. Based on 2015-2020 average

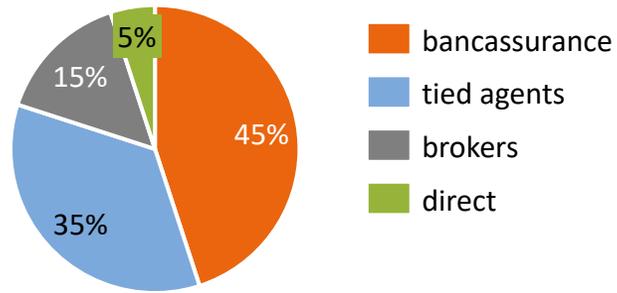
2. Internal estimates: market shares based on GWP: strong market shares in Romania (30%), Hungary (22%), Greece (16%), Belgium (15%), Slovakia (13%), Czech Republic (10%) and Poland (6%);

3. EIU/Oxford Economics, BCG Insurance Profit Pools

Being the preferred partner for third-party distributors

Diversified distribution footprint

(VNB, 2020)



- Resilience during Covid-19 lock down as lower sales in bancassurance were partly mitigated through digital tied agent sales
- Key tied agent markets: Poland, Romania, Hungary, Greece and Spain

Strong relationships with >15 bancassurance partners across Europe¹



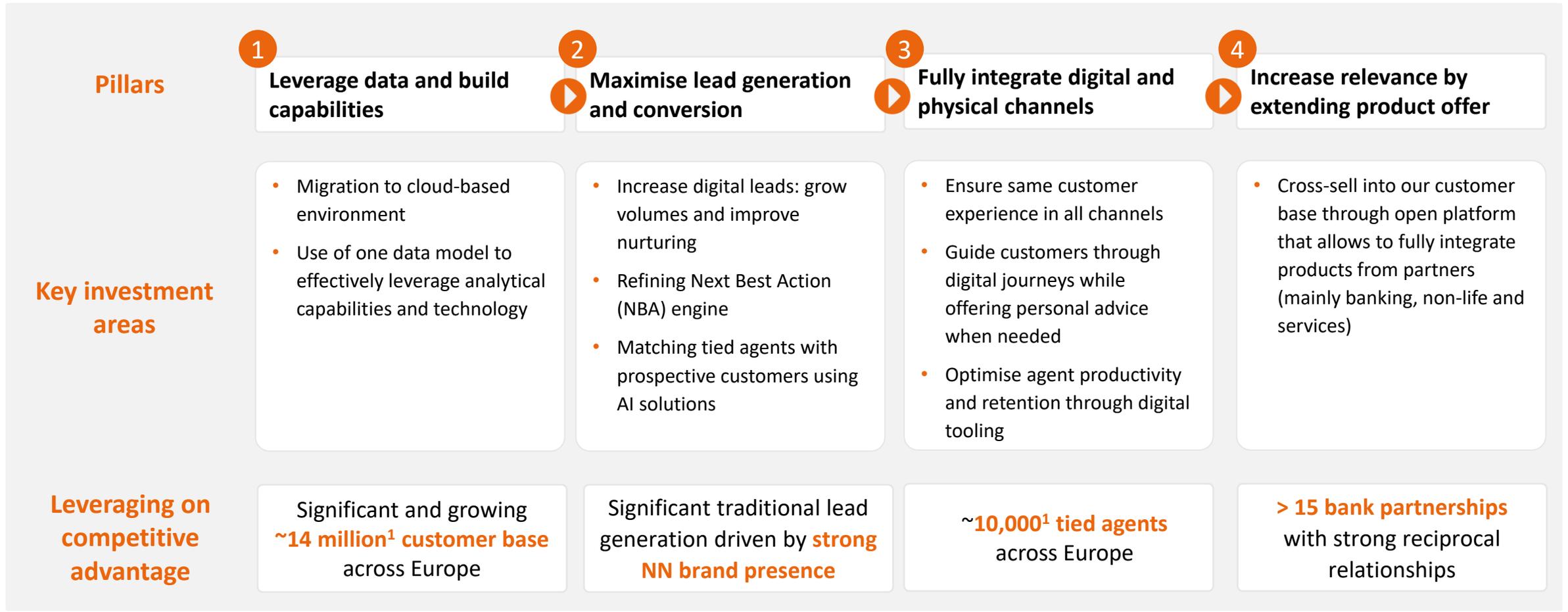
- Continue to build reciprocity via our strong tied-agent network and capacity to sell banking products like mortgages
- Further developing joint digital roadmaps with our partners

Preferred partner for brokers in selected markets

- Strong broker business, mainly in Czech Republic, Slovakia and Belgium
- In all markets, focused strategy on high value segments. For example, in Belgium we stopped traditional general accounts, and focus on unit-linked and protection products
- Brokers NPS-r is improving in all the markets where we measure it. Improvement driven by services offered to brokers and simplified customer journeys

1. Excluding MetLife

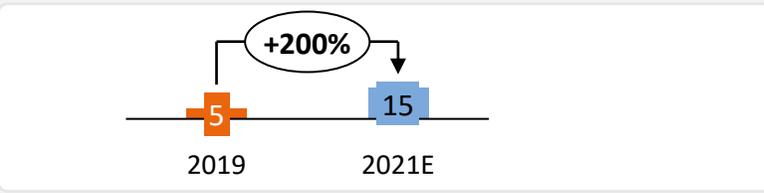
Leveraging and growing our customer base through own channels



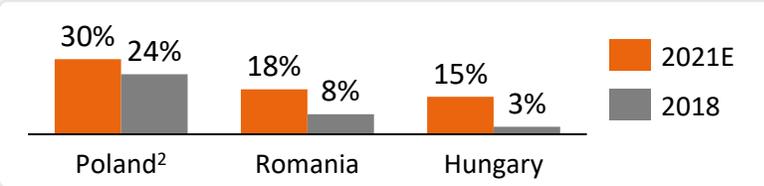
1. Pro forma including MetLife

Leveraging and growing our customer base through own channels

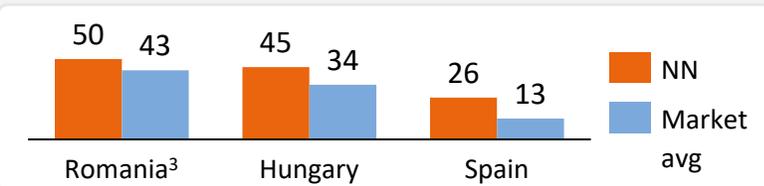
1
Increasing value of data use cases
 (VNB¹, EURm)



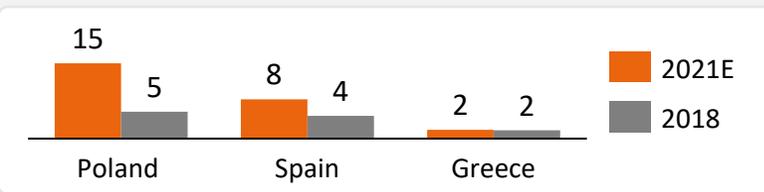
2
Growing new sales from leads
 (% of TA APE from leads)



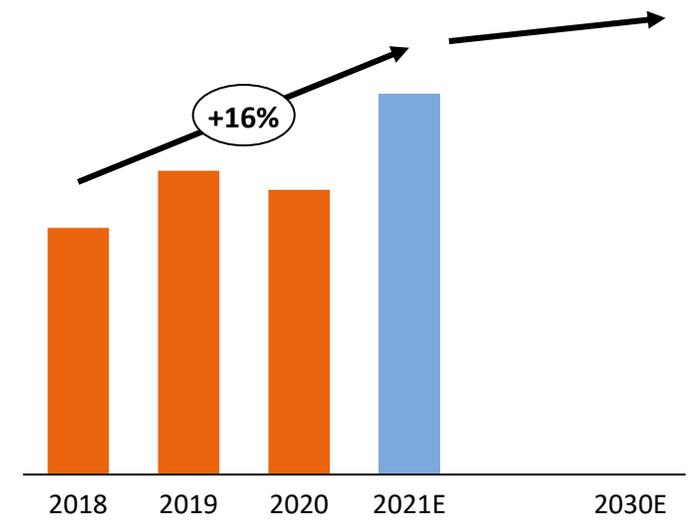
3
Improving customer satisfaction
 (NPS-r, 1H21)



4
Increasing third-party sales
 (VNB or net fee received, EURm)



Securing strong VNB per agent growth going forward (VNB per agent, CAGR in %)



1. Measured as 3-year VNB impact from data use cases
 2. For Poland, TA APE is based on the lines of businesses where we generate leads (i.e., excluding investment products, renewals in Group business and pension assets)
 3. NPS-r score for Romania reflects Romania Life entity



1

Insurance Europe



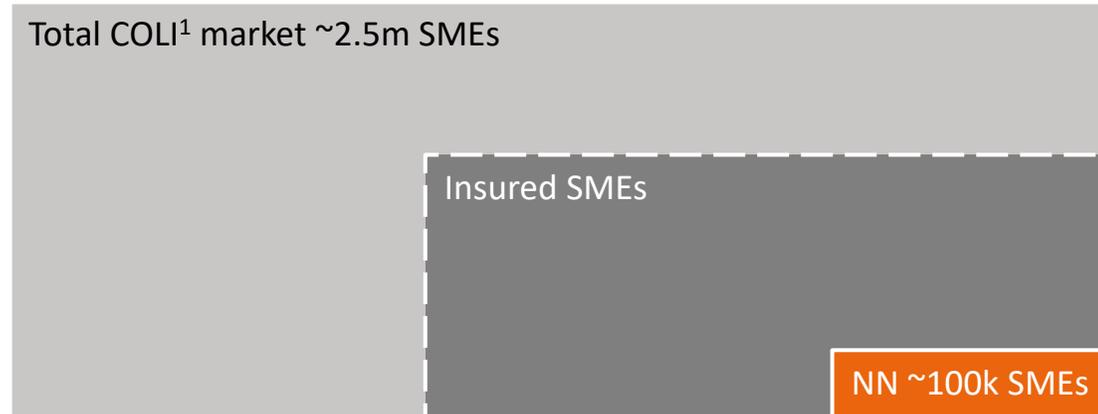
2

Japan Life



NN Life Japan active in large COLI market

Strong position in growing niche market (Number of SMEs)

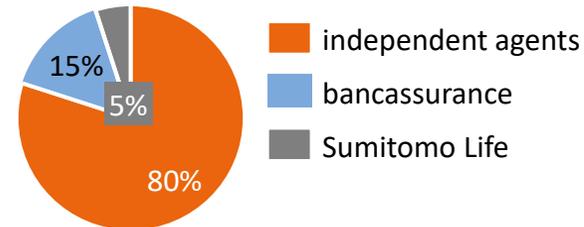


- Historic mid to high single-digit market growth rate expected to continue from lower base post tax reform at beginning of 2019
- Leading position in independent agency channel (~13% share), offering VNB growth and diversification of cash flows and risk
- Japan Life VNB is ~1/2 of total VNB Insurance International²

Serving the needs of SMEs

- Clear needs around disability and death specific to SMEs (business continuity, inheritance, family business transition) – covered by Income and Term Protection products
- Protection often combined with optimisation of cash flow through Cash Surrender Values – changes in the tax treatment of these products create volatility

Unique distribution footprint (APE, 1H21)



- Long-standing distribution relationships (>30 years) with independent agents and high-quality training programmes for distribution partners

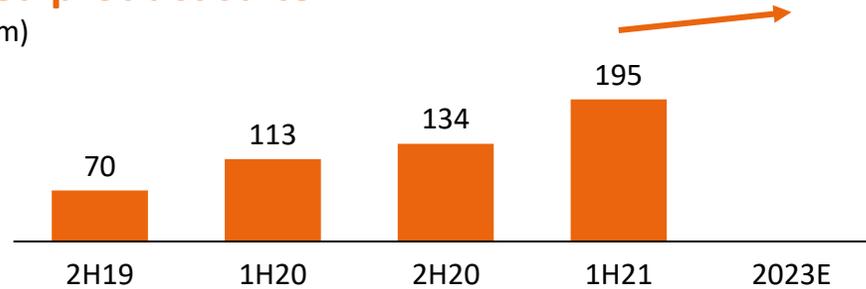
1. Corporate-owned life insurance (COLI)

2. Average since IPO in 2014

Strong recovery after tax rule change in 2019 and Covid-19

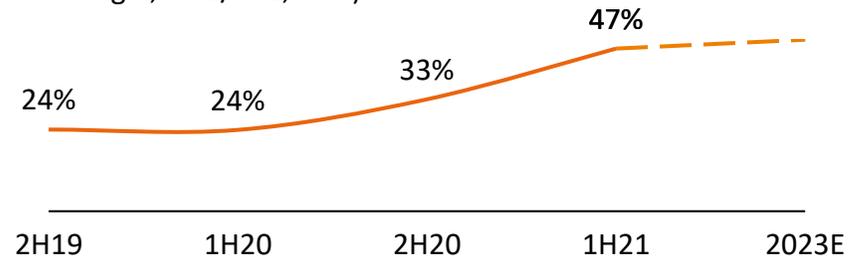
Sales volumes up from increased activity in fully renewed product suite ...

(APE, EURm)

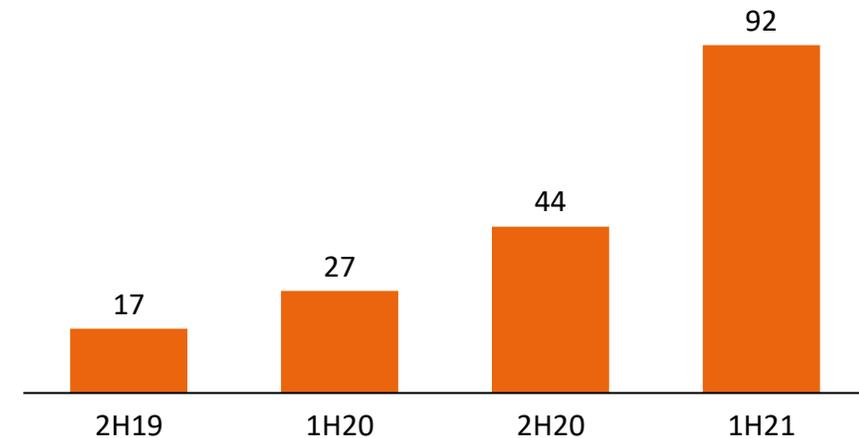


... and higher margins following less competition after tax rule change and more pricing power

(New business margin, VNB/APE, in %)



Resulting in strong VNB development (VNB, EURm)

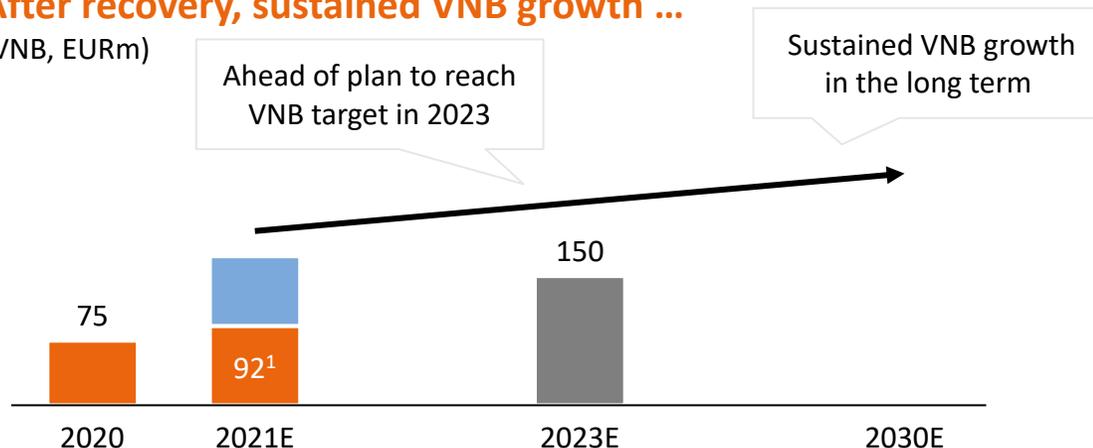


- Well ahead of plan to reach VNB target of at least EUR 150m

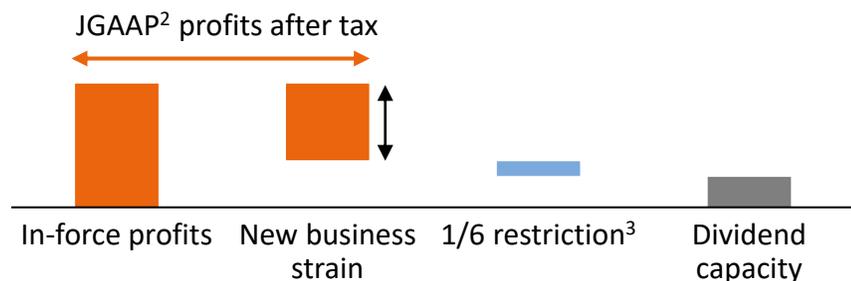
Relationship of VNB and OCG in Japan explained

After recovery, sustained VNB growth ...

(VNB, EURm)



... drives in-force profits and dividends



VNB growth translates into mid to high single-digit OCG growth over time

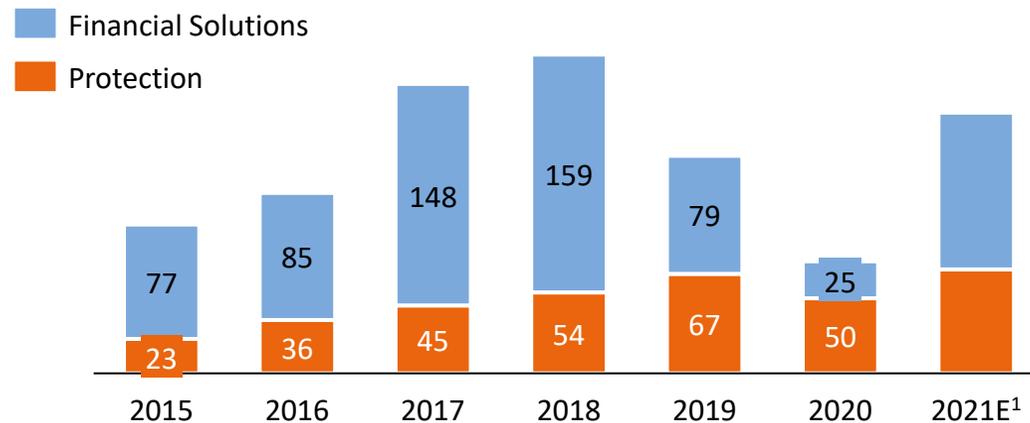
- Sales create high initial new business strain in JGAAP (no DAC) and lead to in-force profits over time (average duration ~8 years)
 - IRR on new sales of ~13%
- In times of low sales, the NB strain is low and therefore JGAAP profits are higher; and vice versa
- OCG in line with JGAAP profits after tax⁴

Dividends grow over time in line with OCG growth

- Dividend capacity driven by JGAAP profits after tax, as well as local rules (1/6th restricted)
- Strong remittances in 2021 following low sales in 2020 (EUR 146m in 2021 and EUR 119m in 2020)

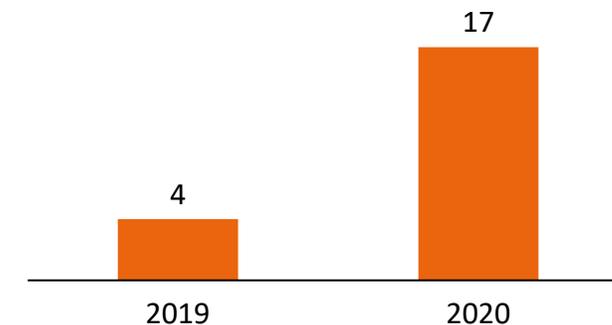
NN Japan is well positioned to capture further growth

Shifting the company towards protection (VNB, EURm)



- NN is rapidly capturing market share in attractive protection market while the market size is expanding
- Further growth to come from deeper penetration and from offering more Living Benefit products
 - Launched SME focused income protection insurance in June 2021 to meet rising customer needs

Continue agent activation with best-in-industry training and sales support (Agent NPS)



- Agent NPS increased due to focusing on agent customer journey and the end-to-end process
- Successfully trained and supported agents during pandemic, including shift to digital
- NN recognised for best sales support and best training in COLI market²
- Increasing number of SME customers, >100k for first time in history

1. VNB of EUR 92m at 1H21, of which EUR 58m from risk protection

2. NN survey with top 500 COLI producers dated November 2019

Focus on data to accelerate our SME customer base

Pillars	<p>1 Leverage data and build capabilities</p>	<p>2 Maximise SME lead generation and conversion</p>	<p>3 Making underwriting frictionless</p>	<p>4 Engagement platforms for SMEs</p>																
Key activities	<ul style="list-style-type: none"> Developing new automation and data science related knowledge and execution capabilities Investing in growing our number of engineers. From 37 in 2018 to around 100 engineers in 2021 	<ul style="list-style-type: none"> Internally developing machine learning model to predict purchasing Positions us to better execute cross/up-sell initiatives Applying the models in bank channel to create new leads 	<ul style="list-style-type: none"> Specialised knowledge on SMEs coupled with AI to support improved underwriting decisions and claim ratio management Predictive underwriting, AI/ML based risk selection and fraud detection 	<ul style="list-style-type: none"> Increasing customer interaction with own platforms, for young SME owners, widows, etc. Own platform Kagyo Aid: becoming one of the most used SMEs' platforms in Japan 																
First experiences are encouraging	<p>Increasing numbers of reskilled employees</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>5%</td> </tr> <tr> <td>2019</td> <td>-</td> </tr> <tr> <td>2020</td> <td>-</td> </tr> <tr> <td>2021E</td> <td>70%</td> </tr> </tbody> </table>	Year	Percentage	2018	5%	2019	-	2020	-	2021E	70%	<p>Cross/upsell model: strong conversion from test campaign¹</p> <p>~65% of identified high-value customers that we made an offer to agreed to purchase</p>	<p>~30% of SME underwriting decisions through AI in 3 years</p>	<p>Fast user growth of Kagyo Aid for SME children</p> <table border="1"> <thead> <tr> <th>Time</th> <th>User Count</th> </tr> </thead> <tbody> <tr> <td>May-21</td> <td>~300</td> </tr> <tr> <td>2021E</td> <td>~6,000</td> </tr> </tbody> </table>	Time	User Count	May-21	~300	2021E	~6,000
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1. Based on 2021 YTD; Machine Learning (ML) is used to identify high propensity customers for agents to cross/upsell.

Strong and sustainable long-term growth in Insurance International

Active in attractive growth markets



- Active in markets with mid to high single-digit growth rates, upside from increased awareness and low insurance penetration in Insurance Europe
- Strong track record of double-digit VNB¹ growth since 2015

Well-positioned to capture future growth



- Focused strategy on protection
- Diversified distribution footprint
- Leveraging our existing customer base through combination of agents and digital capabilities

Confident in long-term VNB and OCG growth outlook



- Strong VNB growth trend expected to continue
- Resulting in long-term mid to high single-digit annual OCG growth

1. Value of New Business (VNB)

Appendices

We are active in 9 countries in Insurance Europe

Belgium



- Life protection market share of 15%
- #5 in Life (7%); #13 in Non-life
- ~1.3m life customers

Poland¹



- Life protection market share of 6%
- #3 in Life (12%); #1 in P2 pensions (26%)¹
- ~3,050 tied agents¹
- ~6.5m customers (~4.5m pension, ~2m life and non-life)¹

Spain



- #10 in Life
- ~2,100 tied agents
- ~850,000 mainly life and non-life customers

Greece



- Life protection market share of 16%
- #1 in Life and health (31%)¹
- ~1,350 tied agents¹
- ~600,000 customers¹
- Protection growth especially via the bank channel

Romania



- Life protection market share of 30%
- #1 in Life (28%); #1 in P2 mandatory pensions (35%); #1 in P3 voluntary pensions (>50%)
- ~1,400 tied agents
- ~2.3 million customers
- Selective growth in Non-life, Protection and Health

Hungary



- Life protection market share of 22%
- #1 in Life (16%)
- ~1,150 tied agents
- ~200,000 customers
- Selective Non-life growth

Czech Republic



- Life protection market share of 10%
- #3 in Life (10%); #7 in P3 voluntary pensions (8%)
- ~400 tied agents
- ~650,000 customers
- Growth opportunities in protection

Slovakia



- Life protection market share of 13%
- #3 in Life (11%); #3 in P2 mandatory pensions (20%); #1 in P3 voluntary pensions (39%)
- ~400 tied agents
- ~750,000 customers

Turkey



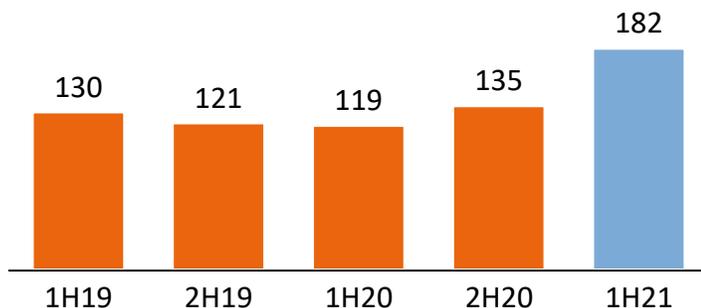
- #13 in Life; #6 in P3 voluntary pensions (4%)
- ~900,000 customers
- Building scale through protection sales

1. Pro forma including MetLife

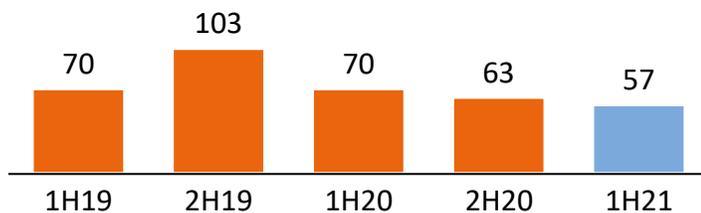
Key financial metrics

Operating Capital Generation (EURm)

Insurance Europe

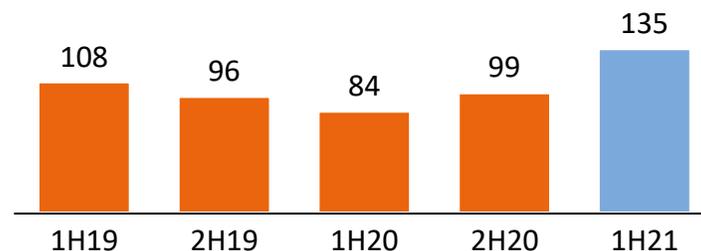


Japan Life

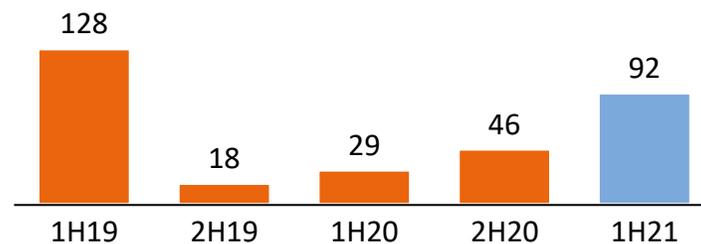


Value New Business (EURm)

Insurance Europe

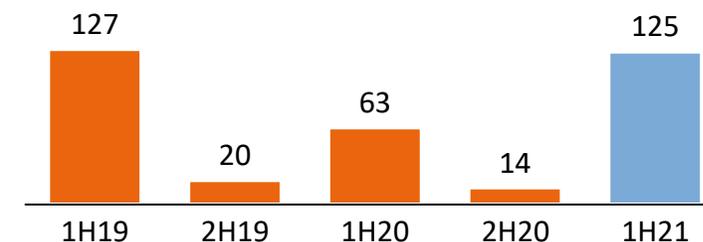


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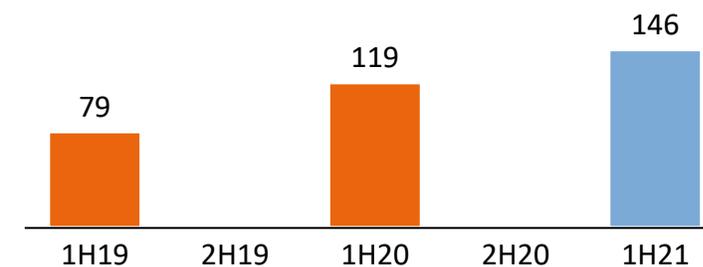


Remittances¹ (EURm)

Insurance Europe



Japan Life



1. Includes interest on subordinated loans provided by the holding company

Winning in the changing Dutch pensions market

Leon van Riet

CEO Netherlands Life & Pensions

Sustainable OCG with potential upside

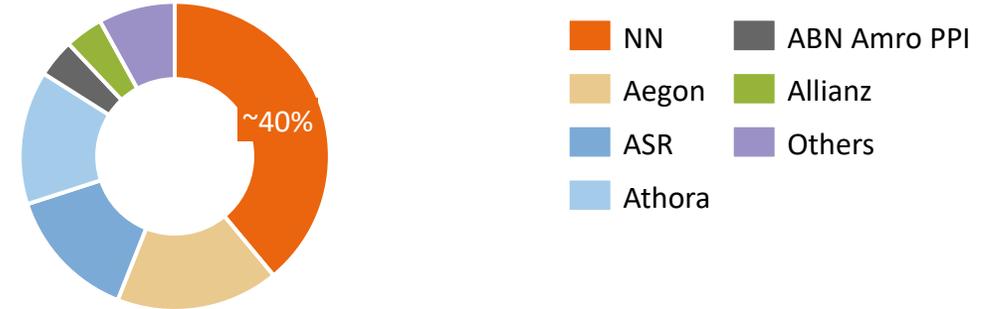
- ▶ Dutch life is an attractive market with opportunities for growth
- ▶ Long-term sustainable OCG expected from in-force portfolio and growth in defined contribution pensions (DC)
- ▶ Pole position in growing DC market: well positioned market leader, strong propositions and excellent relationships with distribution partners
- ▶ Pension reform likely to double addressable market for DC and accelerates potential for buyouts, providing further potential upside

Market leader in Dutch life

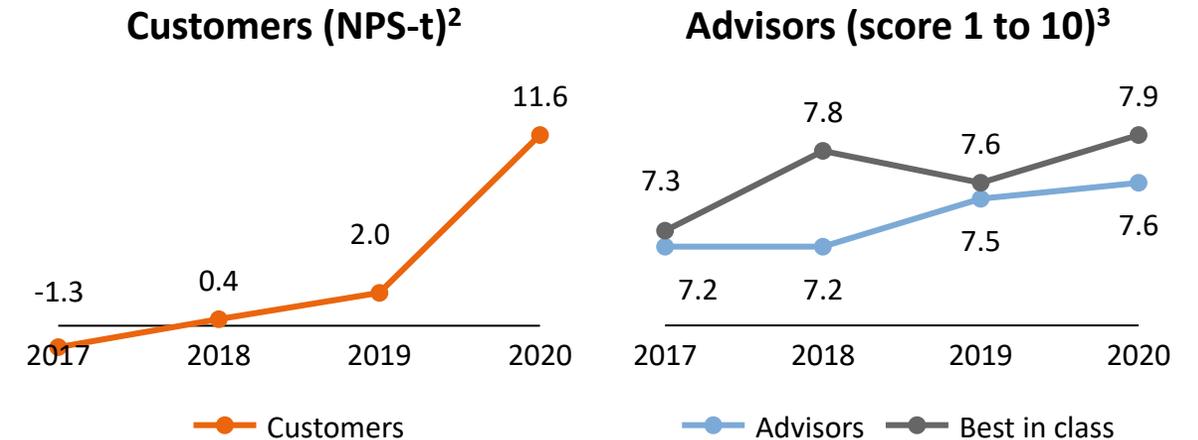
Key highlights

- Market leader in Dutch life and pensions
 - ~40% market share in group life¹
- Largest in-force customer base and broad distribution
 - Increasing customer² and advisor satisfaction
- Strong suite of innovative ESG products and services
 - Life cycle fund range with impact investing
 - Individual sustainable impact dashboards
 - CO2 neutral pension plan for corporates
- Sustainable OCG expected over the long term
 - Grow profitable DC business
 - Manage expenses down in line with portfolio development
- Capture opportunities in changing pension market

Market shares Dutch group life market¹

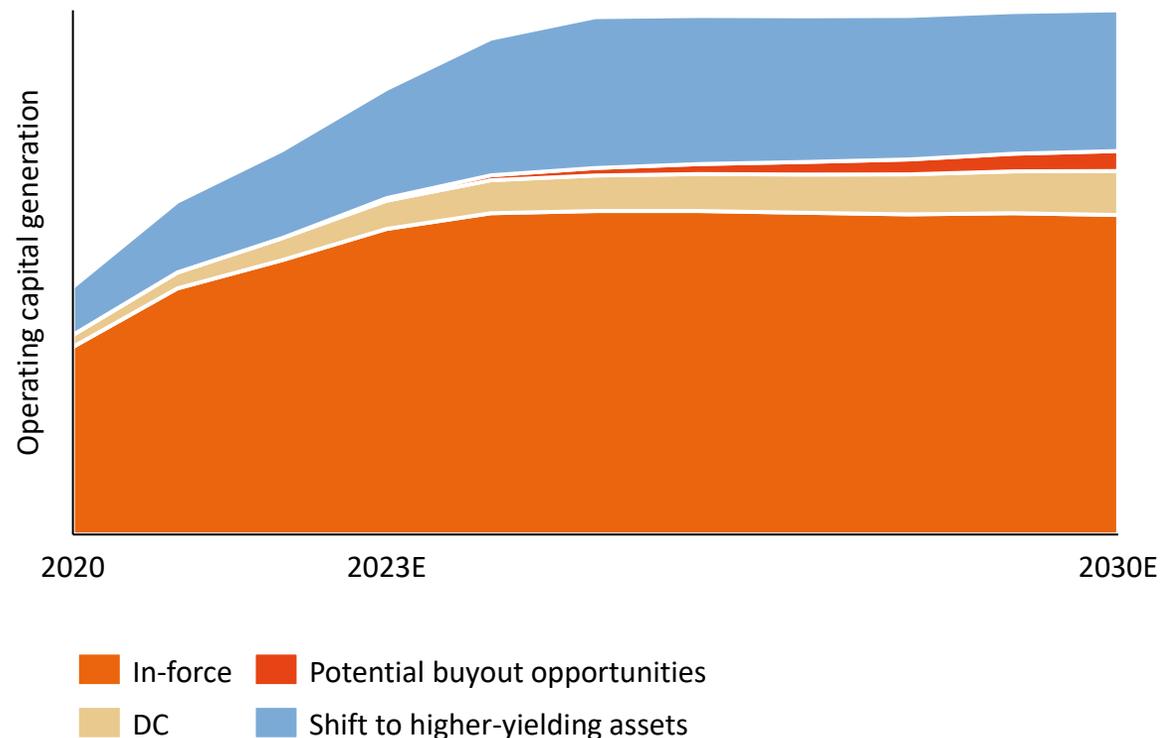


Increasing customer and advisor satisfaction scores



Dutch life is a sustainable growth market

OCG development Netherlands Life¹



Confident in reaching the 2023 OCG target

- Higher investment returns from shift to higher-yielding assets and lower UFR drag

Sustainable OCG

- Broadly stable OCG from in-force book as run-off of existing block is compensated by lower UFR drag
- Growing DC pension business expected to translate into higher OCG as DC further matures

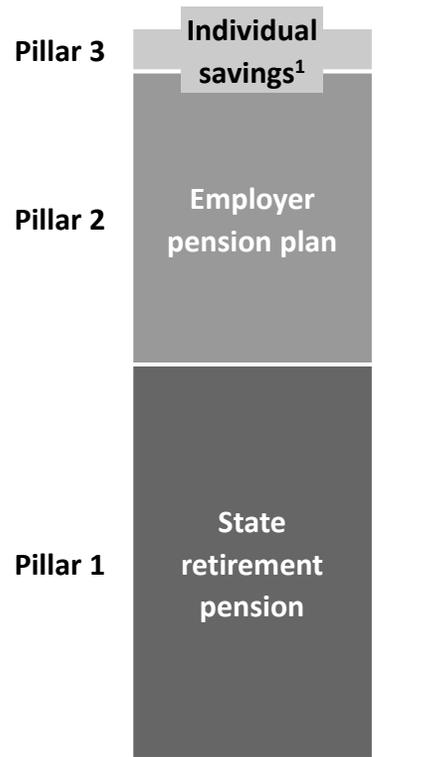
Potential upside

- Dutch pension reform may result in potential upside through further expansion of DC market and acceleration of buyout opportunities

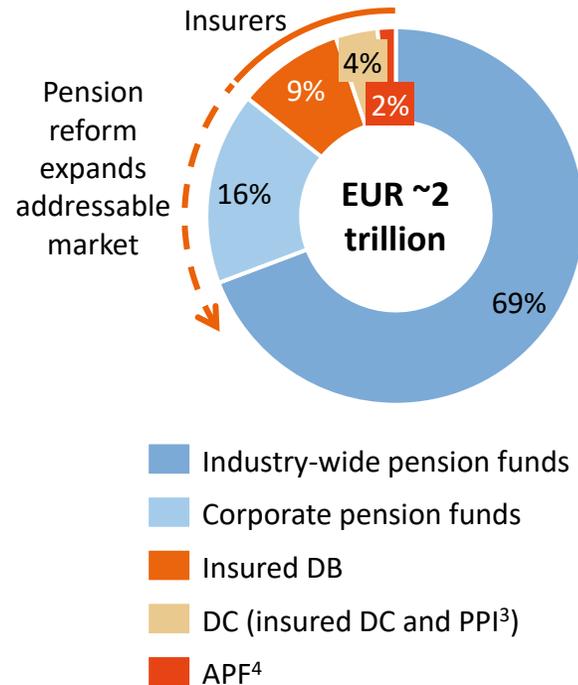
1. Illustrative development based on current regulatory framework and excluding future M&A; Based on June 2021 markets

Current Dutch pension system explained

Dutch pension system



Pillar 2 employer pension market (AuM)²



Pillar 2 pension market consists of three different segments

- **Industry-wide pension funds** have mandatory participation if employer is active in such industry (e.g., civil servants, healthcare workers)
- **Corporate pension funds** are mainly tied to larger corporates, active in several industries without mandatory participation
- **Insurers** offer four different types of pension solutions, with total AuM of ~15% of the pillar 2 pension market. NN Group has a ~40% market share
 - **Insured DB** Insured defined benefit pension plan, mainly past accruals
 - **Insured DC** DC pension plan with riders (e.g., disability)
 - **PPI³** Independent asset accumulation vehicle (DC based), insurance risk from riders is carried by external insurer
 - **APF⁴** Independent vehicle managing and administrating multiple ring-fenced pension fund contracts, which leads to economies of scale

Pillar 2 pension reform doubles addressable market with opportunities for buyouts and coming service

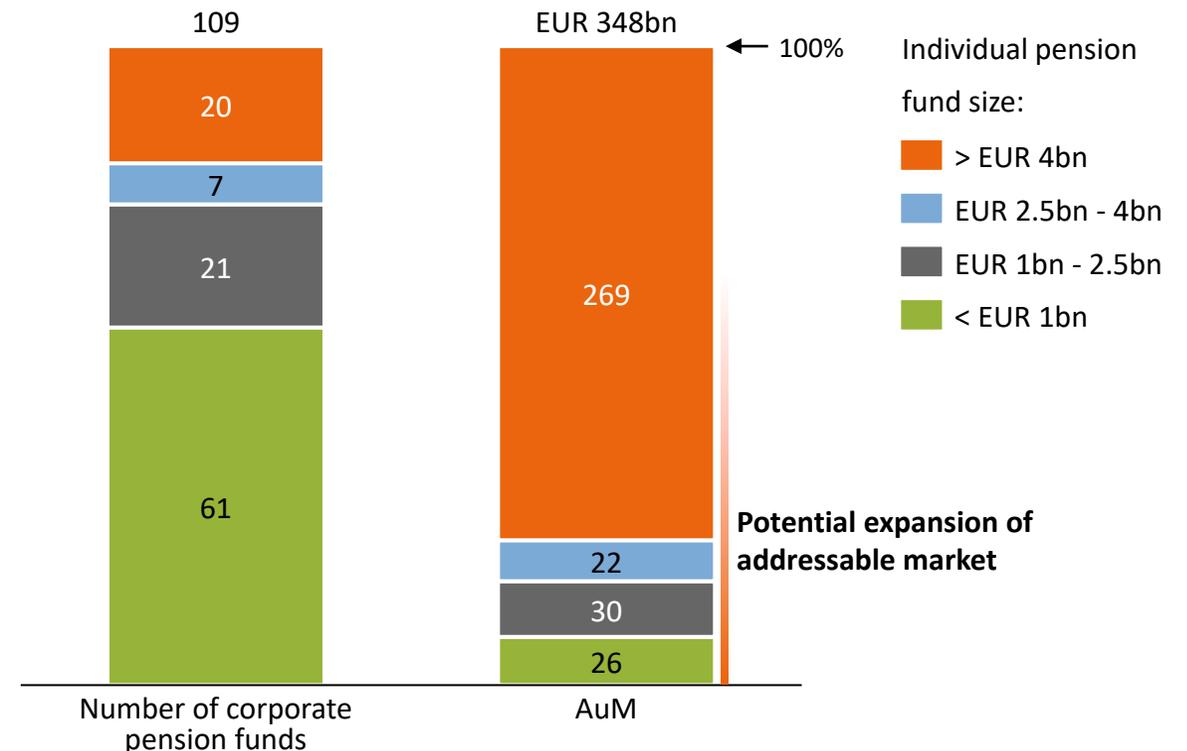
New pension agreement reached in 2020

- Final legislation expected in 2022¹, followed by a 5-year phase-in
- All corporate pension plans become DC schemes with life cycle investing
 - Corporate pension funds are expected to converge more with insurers' market, creating a level playing field with insurers
 - Accrued DB benefits will remain intact
 - Mandatory participation for industry-wide pension funds remains
- Small and medium-sized corporate pension funds expected to seek alternative solutions due to high costs and regulatory burden:
 - Pension buyouts (insurance solution for accrued benefits)
 - Coming service (insured DC or PPI)
 - APF

Track record of buyout transactions whilst maintaining financial discipline

- Disciplined on capital deployment: target IRR at least high single-digit
- Buyout market is currently picking up

Dutch pension reform expected to lead to reduction of number of corporate pension funds²



1. Expected effective date 1 January 2023

2. Source: DNB (2021)

Well positioned to benefit from changing pension landscape

One-stop shop in response to customer preferences gives flexibility for past and coming service pension solutions

		 achmea	 EGON	 α.S.I.R.	 ATHORA
Insured DB ¹					<input checked="" type="checkbox"/>
Insured DC				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PPI			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
APF		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Pension fund administration services		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

Robust position to capture opportunities in group pension market

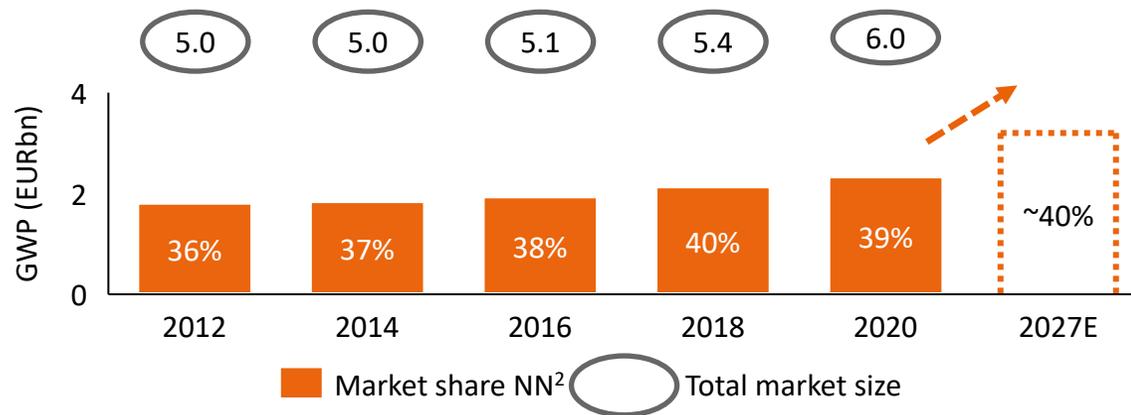
- Multiple options in an evolving market
- Track record of innovative product introductions
- Excellent relationship with distribution channels
- Strength of the NN brand and strong balance sheet
- Extensive experience in transitioning DB plans and pension funds to DC
- Market leading position allows for economies of scale benefits as well as consistently high service levels

1. Active offering to new clients

Strong offerings in growing DC market

Market leader in growing group pensions market (DC and DB)^{1,2}

(EURbn)



- Significant annual DC premium contribution increase in past years; further increase expected in the next years driven by:
 - growth of the Dutch economy
 - accelerated transition from company pension funds to DC following the new pension agreement

Winning in DC

- NN offers two DC propositions: insured DC as well as PPI
 - Targeting different market segments, but product features and benefits are similar for customers
- Offering consists of active and passive life cycle fund strategies
 - Current investment performance in first quartile
- Various ESG initiatives introduced in response to increasing demand from employers and participants
 - ESG impact investing life cycle³
 - Individual sustainable impact dashboards
 - CO2 neutral pension plan for corporates
- Future partnership with Goldman Sachs AM expected to broaden range of high-quality funds offering

1. Source: DNB (2021), CVS (2021) and company disclosures. Based on recurring premiums. Includes PPIs. APF not included.

2027 potential reflects an internal estimate.

2. 2016 and earlier years include Delta Lloyd Life and BeFrank

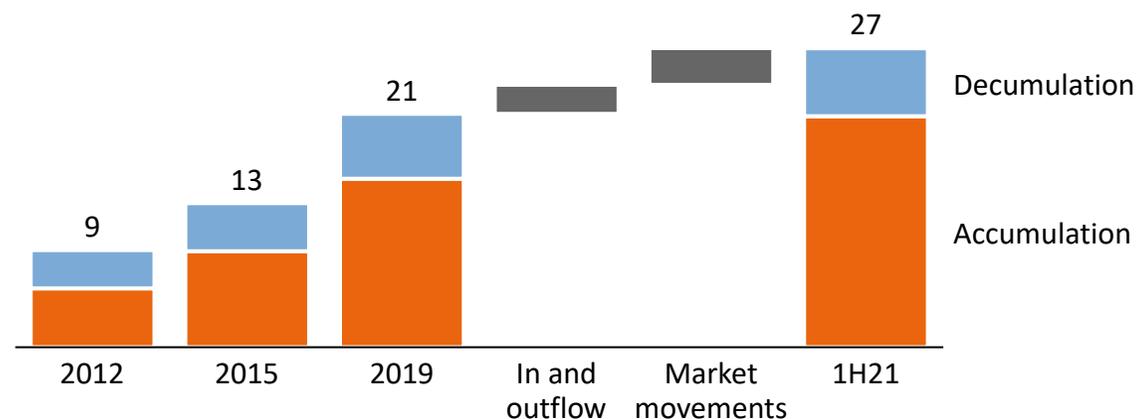
3. SFDR article 8 compliant fund range in co-production with Triodos Investment Management

Growing scale to further increase OCG contribution from DC

Scale contributes to cost efficiency in a highly price-sensitive market

- Today DC business is profitable; increasing scale as well as efficiency expected to result in further growth of OCG

NN's AuM in DC (EURbn)



- Guidance of EUR ~32bn AuM in DC expected to be achieved before 2025¹; growth of AuM expected to continue after 2025

Balanced combination of revenue sources

Source	Accumulation	Decumulation
Investment spread		<input checked="" type="checkbox"/>
Service fee fund selection	<input checked="" type="checkbox"/>	
Risk profits	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Administration fee	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Potential for additional services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Management fee NNIP	<input type="checkbox"/>	<input type="checkbox"/>

- Low single-digit margin loss of NNIP management fees
- Remaining operating margin of ~15-20 bps² over AuM expected to be achieved by FY25 and translating into OCG
 - Attractive return on capital deployed

1. Assuming normal financial market circumstances

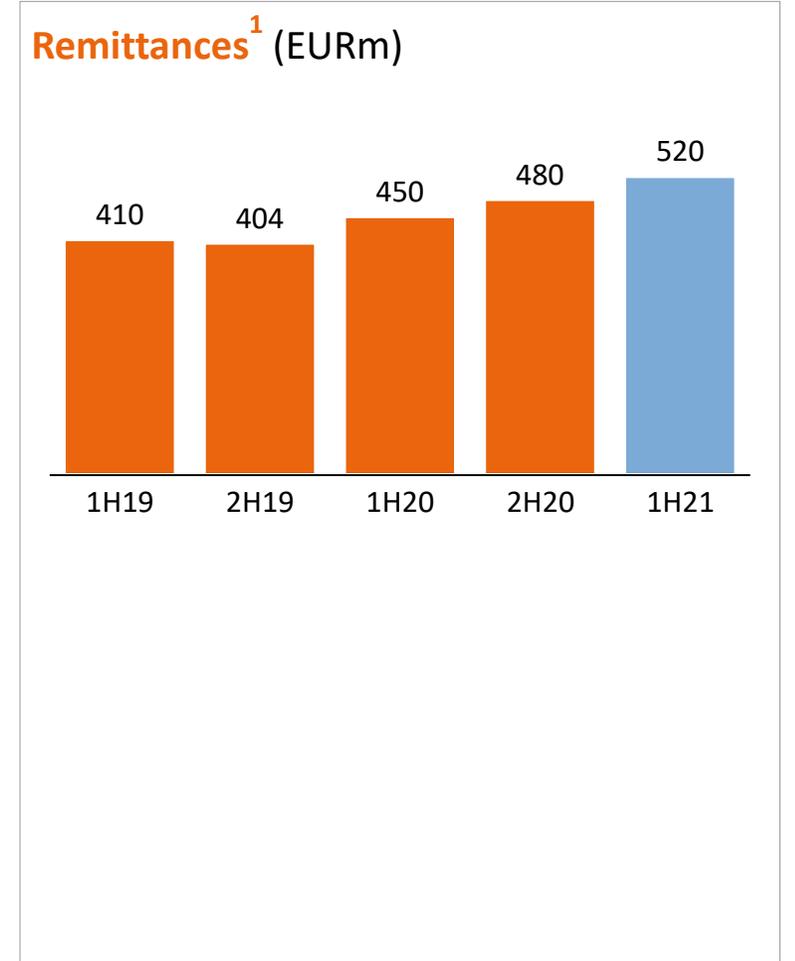
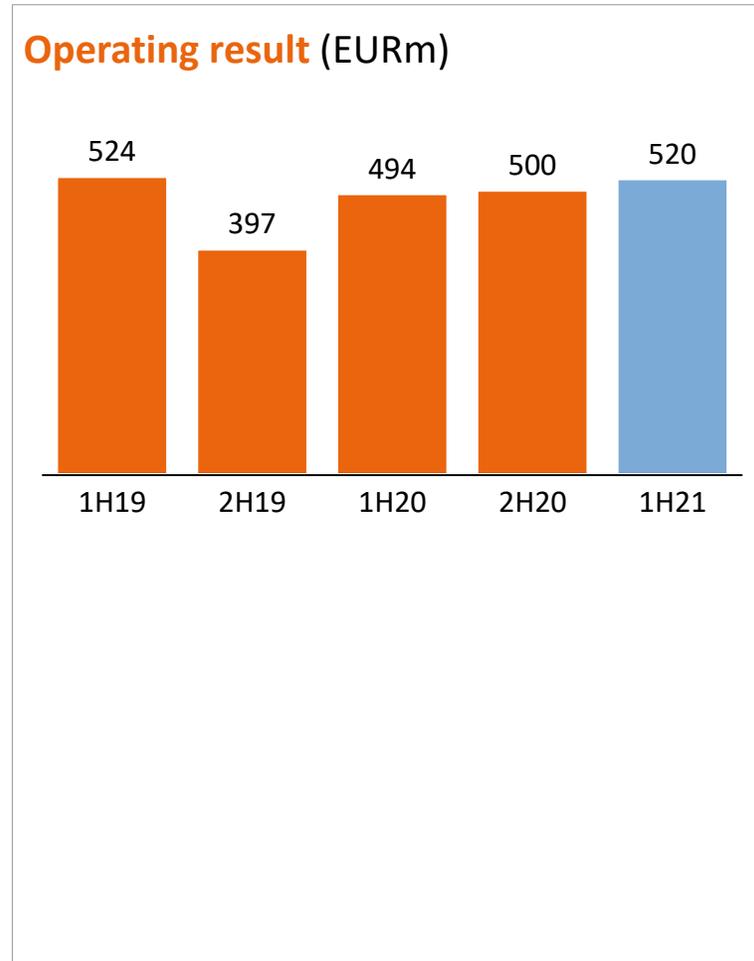
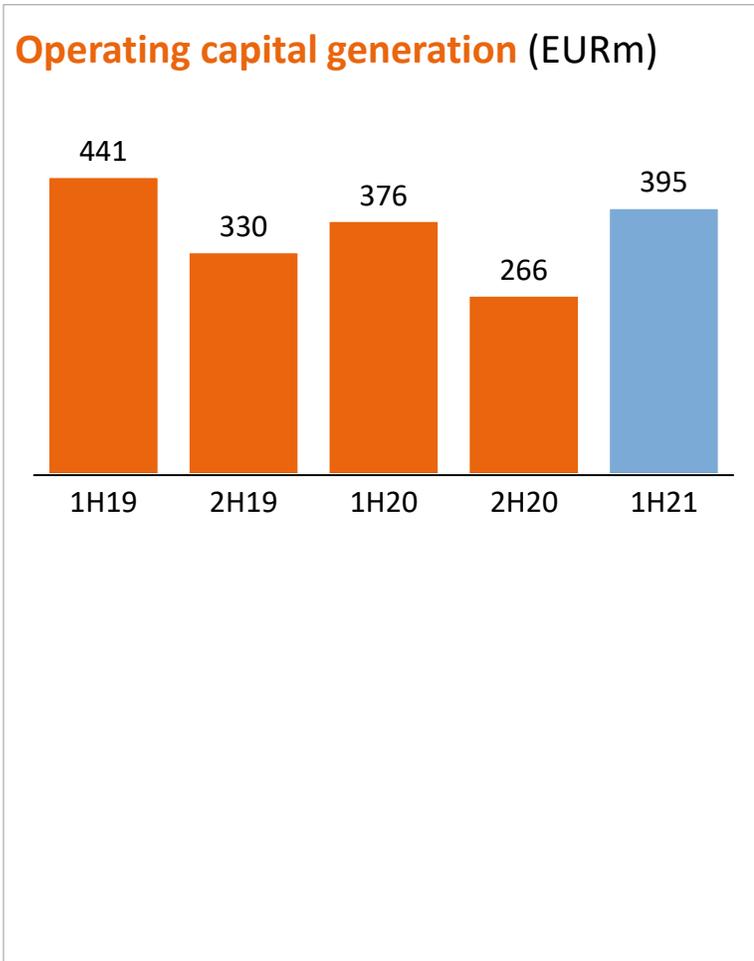
2. Excluding NNIP management fees

Key takeaways

- ▶ Dutch life is an attractive market with opportunities for growth
- ▶ Long-term sustainable OCG expected from in-force portfolio and growth in DC
- ▶ Pole position in growing DC market: well positioned market leader, strong propositions and excellent relationships with distribution partners
- ▶ Pension reform likely to double addressable market for DC and accelerates potential for buyouts, providing further potential upside

Appendix

Key financial metrics



1. Includes interest on subordinated loans provided by the holding company

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. Condensed consolidated interim financial information for the period ended 30 June 2021.

All figures in this document are unaudited. Small differences are possible in the tables 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) the effects of the Covid-19 pandemic and related response measures, including lockdowns and travel restrictions, on economic conditions in countries in which NN Group operates, on NN Group's business and operations and on NN Group's employees, customers and counterparties (3) changes in performance of financial markets, including developing markets, (4) consequences of a potential (partial) break-up of the euro or European Union countries leaving the European Union, (5) changes in the availability of, and costs associated with, sources of liquidity as well as conditions in the credit markets generally, (6) the frequency and severity of insured loss events, (7) changes affecting mortality and morbidity levels and trends, (8) changes affecting persistency levels, (9) changes affecting interest rate levels, (10) changes affecting currency exchange rates, (11) changes in investor, customer and policyholder behaviour, (12) changes in general competitive factors, (13) changes in laws and regulations and the interpretation and application thereof, (14) changes in the policies and actions of governments and/or regulatory authorities, (15) conclusions with regard to accounting assumptions and methodologies, (16) changes in ownership that could affect the future availability to NN Group of net operating loss, net capital and built-in loss carry forwards, (17) changes in credit and financial strength ratings, (18) NN Group's ability to achieve projected operational synergies, (19) catastrophes and terrorist-related events, (20) adverse developments in legal and other proceedings and (21) 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.

This document does not constitute an offer to sell, or a solicitation of an offer to buy, any securities.



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