

You matter

We believe that people want to live life to the fullest. We empower them to do just that – through all stages of their lives – by providing sound financial products and services, and by being a trusted advisor. We are steadfast in our commitment to help people care for what matters most to them.

What matters to you, matters to us.

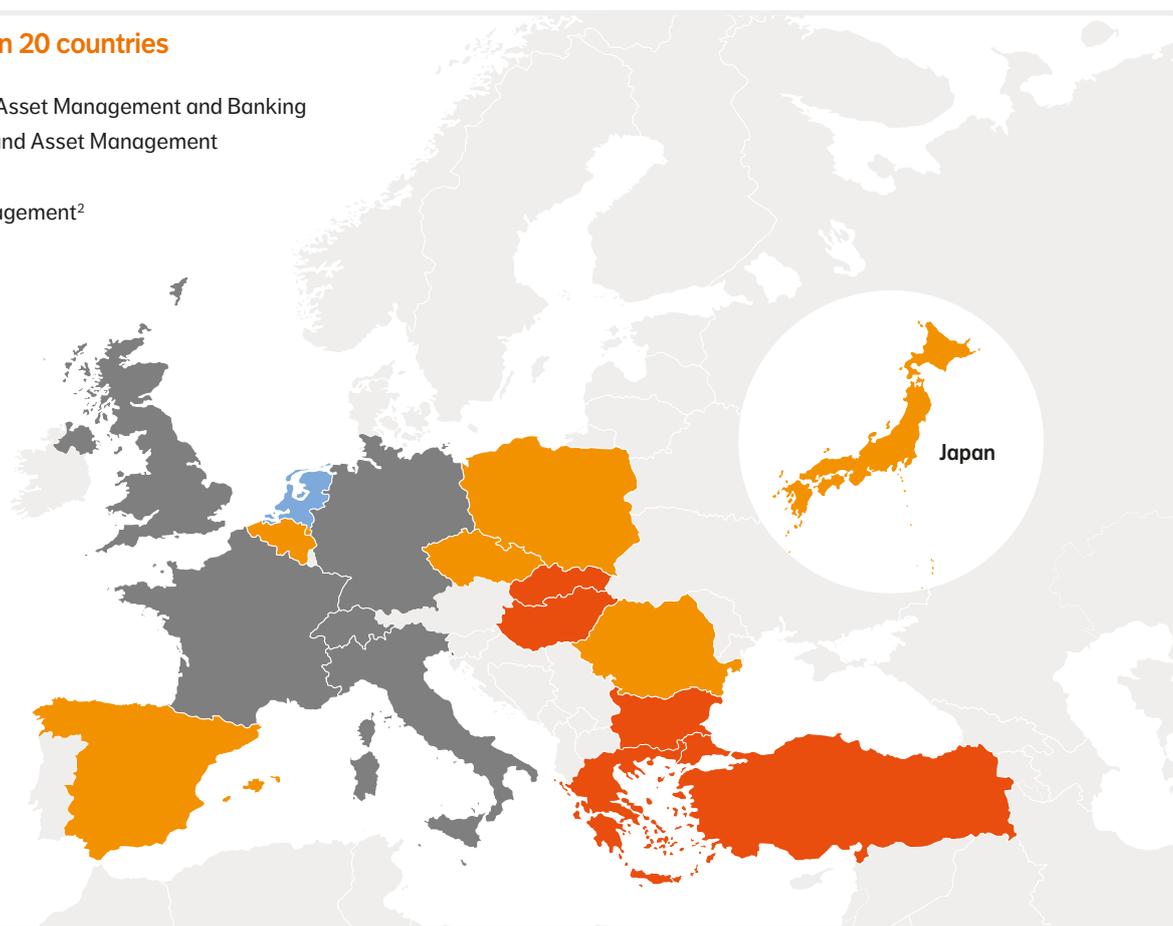
About NN – Who we are

Who we are

Founded in 1845, NN Group is a financial services company, active in several European countries and Japan. For more than 175 years, our company has merged, grown and changed, but the core of who we are has remained the same. At NN we are committed to creating long-term value for all our stakeholders.

We operate in 20 countries

- Insurance, Asset Management and Banking
- Insurance and Asset Management
- Insurance¹
- Asset Management²



¹ On 11 February 2021, NN Group reached an agreement with KBC to sell its Bulgarian operations; the transaction is expected to close in the course of 2021.

² Outside Europe and Japan, NN Investment Partners has offices in Montevideo, New York and Singapore.

Our values



15,118
Employees



18m
Customers



1845
Year NN founded



Care



Clear



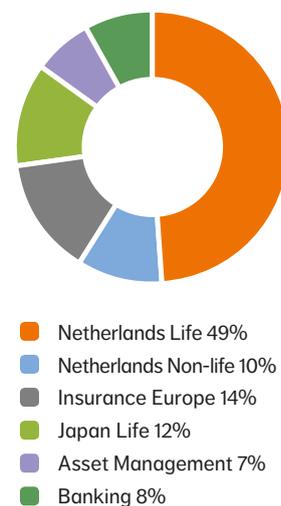
Commit

About NN – Who we are continued

Diverse portfolio of businesses

<p>Netherlands Life</p> <p>#1 position in group pensions</p> <p>40% market share in group pensions</p> <p>21% market share in individual life</p>	<p>Netherlands Non-life</p> <p>#1 position in disability and accident</p> <p>32% market share in disability and accident</p> <p>25% market share in property and casualty, #2 position</p>	<p>Insurance Europe</p> <p>top 3 life and pensions player in CEE</p> <p>#2 life insurer in Greece</p> <p>>20% market share in Poland and Romania</p>	<p>Japan Life</p> <p>COLI leading player</p> <p>~10% market share</p>	<p>Asset Management</p> <p>A+ score by Principles for Responsible Investment</p> <p>EUR 300bn Assets under Management</p>	<p>Banking</p> <p>5th retail bank in the Netherlands</p> <p>EUR 8.2bn mortgage origination</p>
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NN Group operating result before tax (EUR 1,889m)¹



¹ Percentages based on total operating result excluding the segment Other (EUR -151m) for 2020.

Our main brands



Our products and services

Life insurance

- Group income
- Group pensions
- Individual pensions
- Japan: Corporate Life (COLI)

Non-life

- Employee benefits
- Fire insurance
- Health insurance
- Individual disability
- Liability insurance
- Motor insurance
- Property and casualty
- Transport insurance

Banking

- Consumer lending, savings and investment products
- Mortgage origination and servicing for NN Group companies and third parties
- Open banking payment services

Asset Management

- Alternative credit
- Automated investing strategies
- Multi-asset and fixed income solutions
- Specialised equity
- Specialised fixed income

Ratings

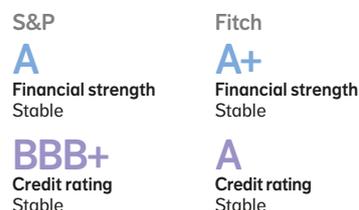
Included in sustainability indices



Recognised by ESG ratings



Credit ratings



About NN – CEO viewpoint

CEO viewpoint 2020



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The well-being and safety of our people, customers and society remains our priority, through this challenging period and thereafter

David Knibbe
Chief Executive Officer

Can you summarise 2020 in three words?

People, future, world. The year 2020 was dominated by Covid-19, which continues to have a profound impact on millions of people and their livelihoods. Around the world, the virus has changed the way we live, work, travel, communicate, consume, and interact with each other. We all had to adapt to the new situation overnight, which has altered the experience of being an employee, a customer, or a citizen. This has also made us think about the future differently, as it accelerated the pace of change and clearly showed the fast and transformative impact of technology. It also emphasised the need to connect and care for others. In this sense, it was a year that brought new learnings, but also complex dilemmas of polarisation, economic security, health care, racial and gender inequality, and environmental protection. One of the most enduring insights will be how interconnected today's world is. What happens anywhere, affects all of us everywhere, and often in a matter of hours.

For NN, how do you look back on 2020?

2020 was a year we will not easily forget. Also at NN, colleagues have been working from home since mid-March. Even though it has been challenging, our people have quickly adapted to the new circumstances, and continued to care for each other, our customers, and our communities. We were

impressed by, and grateful for, this resilience, and it meant that we could continue our business without interruption, with employee engagement going up and customer satisfaction remaining broadly stable. We have supported our customers with concrete and immediate solutions, and we have continued to support our partners in society. A highlight was also the completion of the acquisition of VIVAT Non-life, which makes us the leading player in the Dutch Non-life insurance market. Our overall financial and business performance remained strong, with a relatively limited negative impact of Covid-19 on our operating result. Furthermore, in 2020, we developed our company's new strategy, taking onboard the input of many different stakeholder groups. In April, we updated the composition of our Management Board, welcoming two new members, Bernhard Kaufmann and Leon van Riet. All this enabled us to make a promising start with the implementation of our strategy.

What were the main drivers behind the company's performance?

In the Netherlands, our Life & Pensions business posted strong results on the back of the accelerated shift to higher-yielding assets. We completed an attractive longevity transaction to transfer the full longevity risk associated with in total EUR 13.5 billion of pension liabilities in the

Netherlands, which creates optionality to further optimise our capital structure. NN Bank, the fifth largest retail bank in the Netherlands, continued to show growth, and originated new mortgages for a total amount of EUR 8.2 billion. In the Dutch Non-life business we saw an increase in disability and events-related claims, but the overall combined ratio held up well, at a level of 95.3%. NN IP managed to increase its total Assets under Management to EUR 300 billion, with a net inflow of third-party assets of EUR 13.6 billion. And, at Insurance Europe, we saw continued commercial momentum, helped by our strong tied agent force, and sales were up in the second half of the year. In Japan, we managed to recover our performance in the course of the year, from the impact of tax reforms in the beginning of 2020. All in all, a solid foundation for delivering on both our financial and non-financial targets.

What are your priorities for customers?

We want to create long-term value for all our stakeholders through realising our purpose: we help people care for what matters most to them. It is our ambition to be an industry leader known for our customer engagement, our talented people, and our contribution to society. To achieve this, we need to evolve our current skills, and develop new capabilities in order to meet the changing customer demands and to stay competitive.

About NN – CEO viewpoint continued

The power of technologies such as artificial intelligence and data analytics enable us to adjust our business models, improve customer experience, and become more efficient. A good example is HCS (Human Capital Services) in the Netherlands, that develops new services and platforms to support both employees and employers of SME companies in their mental and physical well-being and in increasing employee engagement and productivity. Also, to better serve a specific group of customers, we introduced a flexible, transparent and guaranteed protection product targeting the self-employed, which allows them to pay only for the coverage they need. We will continue to invest in these kinds of propositions.

What are your priorities for employees?

We offer our employees an environment in which they can be who they are, invest in their personal and professional growth, and develop a strong adaptability to change. In 2020, this need for flexibility already proved to be a reality, as working from home became the new normal, replacing daily commutes, moving meetings online, and offering flexible working hours. These changes turned out to have limited impact on productivity, and our colleagues indicate to be pleased with more optionality in managing their work-life balance. However, it has also become clear that the social interaction the office provides is missed, specifically when it comes to creativity, specific team projects, and people's general well-being. We will therefore continue to invest in supporting our colleagues to stay physically and mentally fit.

Also, in 2020, across the globe, there has been a lot of attention to increased inequality, both social and economic. For NN these are important themes, and we shared our plans for a more inclusive workforce, customer experience, and community support in NN's diversity and inclusion statement. We also again looked at the equal pay ratio in our company, and took next steps in supporting our LGBTI+ community.

And your priorities for shareholders?

We are focused on maintaining a strong balance sheet and generating resilient and growing cash flows, by using our financial strength, scale and international footprint. We demonstrated that we can withstand the low interest rate environment, are well positioned to navigate market volatility, and have profitable growth opportunities in attractive markets. This underscores our commitment of growing operating capital generation over time, and thus delivering attractive and growing capital returns to our shareholders. The operating capital generation in 2020 was impacted by the exceptional market circumstances and low interest rates, as well as the suspension of bank dividends. On the other hand, our accelerated shift to higher-yielding assets provided some offset in the form of higher investment margins. All in all, we are well on track to deliver attractive and growing capital returns to our shareholders.

How did you progress on your social and environmental agenda?

With the aim to contribute to the well-being of people and planet, we support the transition to a sustainable economy by engaging with hundreds of investee companies, and voting for change at more than 3,000 shareholder meetings. Through these actions, we also give substance to our ambition to transition our proprietary investment portfolio to net-zero carbon emissions by 2050, in line with the Paris Agreement. Together with around 40 financial institutions, NN Investment Partners signed the Finance for Biodiversity Pledge calling on global leaders to act, and committing ourselves to protect and restore biodiversity through our finance activities and investments. We are pleased to have received external recognition for our ESG performance by being included in the Dow Jones Sustainability Indices, and by our improved CDP climate change disclosure A- rating. Our commitment to being a responsible taxpayer is demonstrated by our high ranking in the Dutch tax transparency benchmark, for the second year in a row.

Furthermore, we support our communities through various initiatives. For example, in the Czech Republic, employees supported single parent families and people in senior care homes. In the Netherlands, colleagues were trained as home administration volunteers, and are now able to help family members and friends when they face difficult financial circumstances.

What are your plans for 2021?

For 175 years, our values and purpose have underpinned what we do, and these will continue to shape our view of the culture we want to be known for, as we adapt NN to changing customer expectations in an evolving economic, political and digital landscape. There are many uncertainties in today's world, but by keeping a sharp focus on executing on our strategic direction, and by maintaining discipline on the things within our control, we will continue to go the extra mile for our customers.

In our new strategic framework we set clear priorities and ambitions, showing we are committed to sustainable value creation. The well-being and safety of our people and customers will remain to be our priority, and we will continue to support them through this challenging period. Especially now, we believe the financial sector has an important role to play in society, and we look forward to creating long-term value for all those we work with and for – our people, customers, investors, business partners, and the communities we serve – in 2021 and beyond.