

## Consolidated balance sheet

As at 31 December

Amounts in millions of euros, unless stated otherwise	notes	2016	2015
<b>Assets</b>			
Cash and cash equivalents	2	8,634	7,436
Financial assets at fair value through profit or loss:	3		
– trading assets			
– investments for risk of policyholders		30,711	35,154
– non-trading derivatives		4,421	4,656
– designated as at fair value through profit or loss		873	443
Available-for-sale investments	4	79,767	74,393
Loans	5	33,920	31,013
Reinsurance contracts	17	231	236
Associates and joint ventures	6	2,698	2,197
Real estate investments	7	2,028	1,564
Property and equipment	8	86	86
Intangible assets	9	342	351
Deferred acquisition costs	10	1,636	1,531
Assets held for sale	11	6	
Other assets	12	3,152	3,092
<b>Total assets</b>		<b>168,505</b>	<b>162,152</b>
<b>Equity</b>			
Shareholders' equity (parent)		22,706	20,469
Minority interests		12	9
Undated subordinated notes		986	986
<b>Total equity</b>	13	<b>23,704</b>	<b>21,464</b>
<b>Liabilities</b>			
Subordinated debt	14	2,288	2,290
Debt securities issued	15	598	597
Other borrowed funds	16	7,646	6,785
Insurance and investment contracts	17	115,699	115,984
Customer deposits and other funds on deposit	18	10,224	8,034
Financial liabilities at fair value through profit or loss:	19		
– non-trading derivatives		2,008	1,701
Liabilities held for sale	11	2	
Other liabilities	20	6,336	5,297
<b>Total liabilities</b>		<b>144,801</b>	<b>140,688</b>
<b>Total equity and liabilities</b>		<b>168,505</b>	<b>162,152</b>

References related to the notes starting on page 39 of the Financial Report. These form an integral part of the Consolidated annual accounts.

## Facts and figures

Continued

About NN  
Marketplace and trends  
Business model and value creation  
Our strategy  
Governance  
Facts and figures

### Consolidated profit and loss account For the year ended 31 December

	notes	2016	2015
<b>Continuing operations</b>			
Gross premium income	21	9,424	9,205
Investment income	22	4,123	4,058
Result on disposals of group companies		-114	14
– fee and commission expenses		936	1,015
– gross fee and commission income		-340	-371
Net fee and commission income:	23	596	644
Valuation results on non-trading derivatives	24	-55	-313
Foreign currency results and net trading income	25	-90	120
Share of result from associates and joint ventures	6	377	221
Other income		60	46
<b>Total income</b>		<b>14,321</b>	<b>13,995</b>
– gross underwriting expenditure		11,590	10,843
– investment result for risk of policyholders		-1,156	-1,099
– reinsurance recoveries		-116	-81
Underwriting expenditure:	26	10,318	9,663
Intangible amortisation and other impairments	27	19	9
Staff expenses	28	1,174	1,172
Interest expenses	29	598	614
Other operating expenses	30	749	776
<b>Total expenses</b>		<b>12,858</b>	<b>12,234</b>
<b>Result before tax</b>		<b>1,463</b>	<b>1,761</b>
Taxation	35	273	166
<b>Net result</b>		<b>1,190</b>	<b>1,595</b>

## Facts and figures

# Key financial and non-financial indicators

About NN  
Marketplace and trends  
Business model and value creation  
Our strategy  
Governance  
Facts and figures

### Financial indicators (in EUR million)

	2016	2015	Change	2014
Operating result ongoing business	1,227	1,435	-14.5%	1,086
Net result	1,189	1,565	-24.0%	588
Net Operating ROE	8.1%	10.8%		8.6%
Solvency II ratio	241%	239%		
Value of new business	214	202	6.4%	178
Assets under Management (end of period, in EUR billion)	195	187	4.2%	195
Dividend proposal (per ordinary share, in EUR)	1.55	1.51		0.57
NN Group share price (COB 31 December 2016, in EUR)	32.20	32.55		24.85

### Key non-financial indicators

	2016	2015	Change	2014
Customer satisfaction and loyalty				
– Insurance business units using NPS	100%	100%		85%
– Insurance business units scoring on/above level previous year	95%	n.a.		n.a.
– Insurance business units scoring on/above market average	n.a.	95%		70%
Countries/business units offering tools improving financial decision-making (#)	13	13	0%	13
Assets under Management in SRI funds or mandates (end of period – in EUR million)	5,062	4,509	12.3%	4,052
– as part of the total Assets under Management	2.6%	2.4%		2.2%
Employee engagement score	71%	73%		66%
– Participation in the engagement survey	86%	84%		62%
Total donations to charitable organisations (x EUR 1,000) <sup>1</sup>	1,500	1,500	0%	1,100

<sup>1</sup> Includes cash donations to charitable causes, corporate foundations and partnerships.

### Sustainability ratings

	2016	2015	Change	2014
Sustainalytics (position/# insurance companies)	13/151 (Outperformer)	13/149 (Outperformer)		11/93 (Outperformer)
Oekom	C (Prime)	C (Prime)		n.a.
Carbon Disclosure Project	B	95C		n.a.
Dow Jones Sustainability Index (out of 100)	77	68		n.a.
FTSE4Good	Included	Included		n.a.
Dutch Transparency Benchmark (out of 200)	176	157		n.a.

## Facts and figures

Key financial and non-financial indicators continued

About NN  
Marketplace and trends  
Business model and value creation  
Our strategy  
Governance  
Facts and figures

### Customer-related indicators (in EUR million)

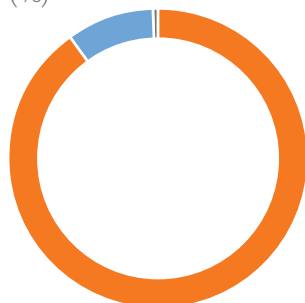
	2016	2015	Change	2014
Total claims and benefits paid	11,681	14,225	-17.9%	11,982
New sales life insurance (APE)	1,386	1,295	7.0%	1,315
Gross premium income	9,424	9,205	2.4%	9,340

### Responsible investment indicators (in EUR million)

	2016	2015	Change	2014
<b>Assets under Management in SRI funds and mandates (end of period)</b>	5,062	4,509	12.3%	4,052
– as part of total Assets under Management NN Investment Partners	2.6%	2.4%		2.2%
<b>Funds</b>				
– NN Duurzaam Aandelen Fonds	679	682	-0.4%	539
– NN (L) European Sustainable Equity Fund	91	148	-38.5%	128
– NN (L) Global Sustainable Equity Fund	673	544	23.7%	268
– NN Global Sustainable Opportunities Fund	265			
– NN (L) Euro Sustainable Credit (excluding Financials)	587	471	24.6%	457
– NN (L) Euro Sustainable Credit (including Financials)	96	85	12.9%	31
– NN (L) Euro Green Bond Fund	61			
– NN (L) Patrimonial Balanced European Sustainable	102			
Subtotal	2,554	1,930	32.3%	1,423
<b>Mandates</b>				
– Sustainable Fixed Income Mandates	1,038	1,548	-32.9%	1,706
– European Sustainable Equity Mandates	349	333	4.8%	286
– Global Sustainable Equity Mandates	1,121	699	60.4%	637
Subtotal	2,508	2,580	-2.8%	2,629
<b>Total</b>	5,062	4,509	12.3%	4,052
Shareholders meetings where we voted (#)	1,437	2,013	-28.6%	1,699
– as % of total votable meetings	94%	96%		93%
Agenda items on which we voted (#)	18,335	26,580	-31.0%	20,005
Countries where we voted (#)	51	52	-1.9%	53

### How we voted on agenda items (%)

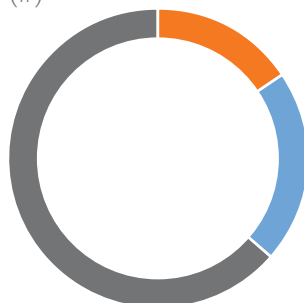
(%)



For	90.1
Against	9.6
Abstain	0.3

### Shareholder resolutions on which we voted by topic (#)

(#)



Environmental	54
Social	73
Governance	220

## Facts and figures

Key financial and non-financial indicators continued

About NN
Marketplace and trends
Business model and value creation
Our strategy
Governance
<b>Facts and figures</b>

### Human capital indicators

	2016	2015	Change	2014
<b>Workforce (end of year)</b>				
Total full-time equivalents (FTEs)	11,545	11,643	-0.8%	11,890
Total number of employees (headcount)	11,995	12,105	-0.9%	12,420
- Netherlands Life	2,162	2,183	-1.0%	2,222
- Netherlands Non-life	935	901	3.8%	918
- Insurance Europe	4,254	4,228	0.6%	4,242
- Japan	775	697	11.2%	706
- Asset Management	1,098	1,191	-7.8%	1,188
- Other	2,771	2,905	-4.6%	3,144
Part-time employees	15.8%	16.1%		17.2%
Temporary employees	5.9%	5.8%		5.2%
Male/female ratio (%)	52/48	53/47		54/46
Male/female managers (%)	66/34	66/34		65/35
Male/female ratio Top 50 (%)	80/20	82/18		80/20
<b>Wellbeing and engagement</b>				
Sick leave <sup>1</sup>	2.4%	2.8%		2.6%
Engagement score	71%	73%		66%
Participation in engagement survey	86%	84%		62%
<b>Employee participation</b>				
Employees covered by collective labour agreement (CLA)	70.1%	70.9%		71.1%
<b>Complaints</b>				
Grievances on labour practices (#) <sup>2</sup>	12	5	140%	7
<b>Talent development</b>				
Total spending on training and development (in EUR million)	13.7	13.0	5.4%	13.6
Spending/average FTE	1,111	1,094	1.6%	1,047
Employees with completed standard performance process (2015/2016)	98.4%	87%		90%
<b>Employee turnover rate</b>				
Voluntary employee turnover rate	10.2%	10.4%		7.55%
% of open positions filled by internal candidates	5.8%	5.2%		43.2%
<b>Employee compensation</b>				
Total employee wages and benefits (in EUR million)	1,160	1,159	0.1%	1,100

<sup>1</sup> Dutch business units only; this counts for more than 50% of the total organisation

<sup>2</sup> Five grievances in 2016 refer to the same subject

## Facts and figures

Key financial and non-financial indicators continued

About NN
Marketplace and trends
Business model and value creation
Our strategy
Governance
<b>Facts and figures</b>

### Community investment indicators

	2016	2015	Change	2014
Total donations to charitable organisations (x EUR 1,000) <sup>1</sup>	1,500	1,500	0%	1,072
Of which donations from corporate foundations (country/name)				
The Netherlands/Together for Society	182	293	-37.9%	264
Hungary/NN Foundation for Children's Health	9	33	-72.7%	26
Romania/Foundation for Life	29	137	-78.8%	142
Total hours of volunteering work (in Future Matters focus areas)	5,685	5,593	1.6%	3,034
Total number of young people reached through NN Future Matters programme <sup>2</sup>	27,529	9,069	203.6%	

1 Includes cash donations to charitable causes, corporate foundations and partnerships.

2 Numbers reached include partnership with Junior Achievement, main Dutch programmes and for 2016 also the impact numbers of the Future Matters anniversary donations.

### Environmental indicators

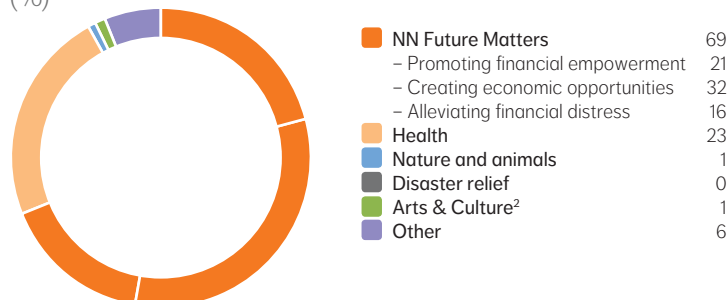
	2016	2016/CO <sub>2</sub>	2015	2015/CO <sub>2</sub>	Change	2014	2014/CO <sub>2</sub>
Total CO <sub>2</sub> emissions (kilotonne)	22	22	27	27	-17.5%	25	25
CO <sub>2</sub> emissions/FTE (kilotonne)	1.9		2.3			2.1	
Business travel – air travel (km x 1 million)	24	4	25	6	-0.5%	23	4
Business travel – car travel (km x 1 million) <sup>1</sup>	45	9	45	8	1.4%	46	9
Total energy consumption (MWH x 1,000)	37	9	55	12	-33.0%	65	12
Electricity	12	6	12	6	-4.7%	11	6
Renewable electricity	10		19		-49.3%	24	
Natural gas	11	2	13	3	-16.6%	18	4
District heating <sup>2</sup>	5	1	11	3	-56.0%	12	2
Total paper use (kg)	830,409		872,996		-4.9%	803,444	
– Sustainable paper (i.e FSC) (kg)	693,580		730,277		-5.0%	527,624	
Total waste (kg)	471,162		573,875		-17.9%	906,965	
– Recycled waste (kg)	215,325		152,053		41.6%	131,691	
Water use (liter)	97,875		n.a.			n.a.	

1 The comparative figures for 2015 and 2014 have been restated according to new data

2 Decrease in 2016 mainly caused by a reduction of office space in The Netherlands

### Charitable donations by theme<sup>1</sup>

(%)



1 Includes cash donations to charitable causes, corporate foundations and partnerships.

2 Cultural partnerships and sponsorships are not included. Refer to [www.nn-group.com](http://www.nn-group.com) for more information on how we support arts and culture.