

NN statement of Living our Values



Care



Clear



Commit

Our history dates back to 1845. Since then, our company has merged, grown and changed, but the core of who we are has remained the same. At NN, we want to help people secure their financial futures.

To fulfil this purpose, we base our work on three core values: care, clear, commit. These values express what we hold dear, what we believe in and what we aim for. They guide, unite and inspire us. And they are brought to life through our day-to-day work.

Living our values enables us to carefully consider the interests of all of our stakeholders. These are our customers, who are the starting point of everything we do. Our colleagues, who realise the goals we envisage together. Our shareholders, who invest in our company. Our societies, in which we work and live. Our business relations and suppliers who we partner with. And regulators, with whom we engage in a constructive dialogue.

Our values are not voluntary suggestions; they are non-negotiable. Every NN employee will be responsible and accountable for living up to them. They force us to constantly ask ourselves if what we do is legal, ethical, and respectful of our customers and all other stakeholders.

This statement is a testimony to what matters most to us. It enables us to make decisions that will stand the test of time. And it is the yardstick by which others may measure us.

Management Board
NN Group, October 2014



Care

This means we

Empower people to be their best

That is why at NN, we

- See our customers as the starting point of everything we do
- Work hard to meet and exceed our customers' expectations
- Provide our customers with the knowledge and confidence they need to make sound financial decisions
- Give our employees the opportunity to develop themselves, and provide them with an inspiring and healthy work environment
- Stand by our customers, and our colleagues, in their moments of truth

Respect each other and the world we live in

That is why at NN, we

- Treat others the way we want to be treated
- Appreciate our colleagues, who are the ones that make it happen
- Believe that working together leads to better results
- Respect human rights, advocate equal opportunities and encourage diversity of thinking
- Avoid or responsibly manage any negative impact our business activities may have on people or the environment, and seek positive change in society



Clear

This means we

Communicate proactively and honestly

That is why at NN, we

- Say what we mean and mean what we say
- Offer our customers trustworthy advice
- Use understandable language that addresses the heart of the matter
- Carefully explain the conditions, risks, returns and costs of our products and services
- Report timely and accurately on our financial and non-financial performance

Are accessible and open

That is why at NN, we

- Are there where our customers want us to be
- Are easy to approach, attentive and responsive
- Listen with genuine interest and empathy
- Engage in a candid dialogue and welcome feedback
- Strive to minimise complexity



Commit

This means we

Act with integrity

That is why at NN, we

- Take responsibility for our actions and deliver on our promises
- Comply with all applicable laws, regulations and internal policies and guidelines
- Use our knowledge responsibly and keep confidential what is entrusted to us
- Prevent or responsibly manage possible conflicts of interest
- Only do business with responsible, reputable and lawful parties

Do business with the future in mind

That is why at NN, we

- Value long-term objectives over short-term gains
- Anticipate our customers' changing needs in each phase of their lives
- Carefully balance the interests of our stakeholders
- Challenge the status quo to create value that lasts
- Champion initiatives that create better lives for generations to come

About Living our values

Why our values matter

Our business centres around people and trust. Being entrusted with other people's financial matters is a responsibility we take very seriously. Only by acting with professionalism, as well as behaving with integrity and skill, can we build and maintain the confidence of our stakeholders: customers, employees, shareholders, business partners and society at large – all of whom are essential to the success of our company.

Our values, which we published under the title the NN statement of Living our Values, set the standard for conduct, provide a compass for decision making and help safeguard our company's reputation. The values are meant to instil a sense of pride and a desire in each of us at NN to be the best we can be. After all, we care about the financial results we achieve, but we care just as much about how we achieve them.

To whom our values apply

Every NN employee, including those of subsidiaries and anyone representing NN in any capacity, is required to act in accordance with both the letter and the intent of the NN statement of Living our Values.

Further guidance

Next to the values, NN has a number of global and local policies, statements and codes of conducts in place that provide more detailed guidelines for specific behavior. However, it is not possible for any statement or policy to cover every eventuality or challenge we may face in our daily work. Common sense and honesty often point out the right direction. If employees need further clarification, assistance in dealing with 'grey areas', or when they are concerned whether or not our values are being met, they should consult their manager or compliance officer. Any violation of the NN statement of Living our Values may also be reported confidentially and, if preferred anonymously through our Whistleblower procedure.

How we monitor

We monitor compliance and familiarity with the NN statement of Living our Values, and facilitate compliant behaviour by providing communication, education and training. Each of our values is equally important, regardless of the order in which we describe them. We will review this statement regularly, and revise it if necessary, to continue to ensure its relevance in the course of time.

Accessibility

At NN, we believe that all of our stakeholders are entitled to know about the values that guide us. This Statement is therefore available to the public and can be accessed via our website at nn-group.com. Although this Statement does not create liabilities to third parties, we do encourage any stakeholder who has a question about how we live up to our values to contact us via livingourvalues@nn-group.com.