

How we performed

Financial highlights

Operating result ongoing business

EUR 1,626m ▲
(2017: EUR 1,586m)

How we performed

The increase reflects improved results, expense reductions, and the inclusion of Delta Lloyd (from 2Q17), partly offset by a lower benefit from non-recurring items. Our annual earnings growth target: 5-7%.

Expense reduction

EUR 289m ▲
(Target: EUR 400m by 2020)

How we performed

Total expenses reductions at the units in scope of the integration of EUR 289 million compared with the 2016 administrative expense base. Well on track to reaching the target: EUR 400 million by end of 2020.

Free cash flow to the holding

EUR 1,216m ▲
(2017: EUR 881m)

How we performed

Free cash flow to the holding of EUR 1.2 billion, mainly reflecting EUR 1.6 billion of dividends received from subsidiaries, partly offset by holding and funding costs.

NN IP Assets under Management

EUR 246bn =
(2017: EUR 246bn)

How we performed

Total Assets under Management of NN Investment Partners stable at EUR 246 billion compared with year-end 2017.

Solvency II ratio

230% ▲
(2017: 199%)

How we performed

The Solvency II ratio increased from 199% (year-end 2017) to 230% (year-end 2018), driven by operating capital generation and positive market variances, partly offset by capital flows to shareholders.

Value of new business

EUR 391m ▲
(2017: EUR 345m)

How we performed

The value of new business (VNB) in 2018 amounted to EUR 391 million, up 13.4% compared with 2017, driven by an improved product mix at Insurance Europe and Japan Life.

Non-financial objectives

Net Promoter Score

+1.5 points ▲
(2017: +17 points)

Where we stand

We aim to increase our NPS scores every year. In 2018, 5 of our 12 insurance business units maintained or improved their relational NPS scores compared with 2017. Other units saw their scores decrease, which has our full attention.

Women in senior management positions

33% ▲
(2017: 32%)

Where we stand

We exceeded our target to have 30% women in senior management positions by 2020. We will continue to strengthen our efforts in this area.

Assets under Management in sustainable and impact strategies

EUR 16.5bn ▲
(2017: EUR 10.9bn)

Where we stand

We aim to increase our AuM in sustainable and impact strategies every year. In 2018, these assets represented 6.7% of total AuM, while at the same time showing again an increase of 53% compared with 2017.

Young people reached through NN Future Matters programme

38,536 ▲
(2017: 37,208)

Where we stand

Since the start of our programme in 2014, we have reached 112,937 young people, exceeding our 2020 target to positively impact the futures of 100,000 young people. We aim to continue to grow this number.

Employee engagement

7.1 ▲
(2017: 7.0)

Where we stand

We aim to increase our employee engagement every year. In 2018, engagement showed a slight increase compared with 2017.

Direct environmental footprint (CO₂ emissions per FTE)

-6% ▼
(2017: -10.5%)

Where we stand

Our target is to reduce the CO₂ emissions of our direct operations by 3% per year. In 2018, our CO₂ emissions (scope 1 and 2) per FTE showed a decrease of 6%. We aim to further decrease our CO₂ emissions every year.