Sustainable long-term value creation for our stakeholders

NN Group N.V.

6 August 2026

NN

Sustainable long-term value creation for our stakeholders

Our purpose

We help people care for what matters most to them

Our ambition

We want to be an industry leader, known for our customer engagement, talented people, and contribution to society

Our values

Care

Clear

Commit

Our brand promise

You matter

Our strategic commitments

Engaged customers
We deliver an outstanding customer and distributor experience, and develop and provide attractive products and services.

Talented people
We foster a values-based culture and empower our colleagues to be their best.

Contribution to society
We contribute to the well-being of people and the planet.

Financial strength
We are financially strong and seek solid long-term returns for shareholders.

Digital & data-driven Organisation
We use technology and data responsibly to transform our business and drive operational excellence.

An industry leader, known for customer engagement, talented people and contribution to society

NN Group aims to make a real difference by supporting our 18 million **customers** and contributing to the transition to a **sustainable economy**

We are committed to creating long-term value for people and the planet

We believe that this approach enables us to deliver solid long-term returns for **shareholders**

Addressing sustainability matters throughout our organisation and **governance** structure is key to achieving our objectives and delivering on our commitments

Providing relevant **products and services** to support **customers** through the challenges of today and tomorrow

Contributing to the transition to a sustainable economy by **investing our assets responsibly**

Inclusive and open working environment for >16,000 **employees**

Contributing to the **communities** in which we live and operate

Maintaining a strong balance sheet

Embedding sustainability matters in the organisation

Related SDGs

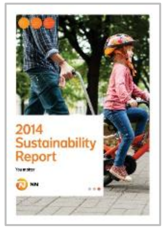
NN

Our sustainability journey

2014

Responsible Investment Framework Policy published; environment and human-rights guidance followed (2016–2017)

IPO on Euronext Amsterdam; first **Sustainability Report** issued



2015

2016

2017

Joined **IIGCC**; contributed to Net-Zero Investment Framework development

2018

2019

Signed financial sector commitment to **Dutch Climate Agreement**[1]

2020

Launched ambition to transition our proprietary investment portfolio to **net zero GHG emissions by 2050**

2021

Joined **Net-Zero Insurance Alliance**; succeeded to FIT membership[1] in 2024

Interim reference objectives announced for proprietary investments, as well as targets to reduce own operational carbon footprint

2022

Climate Action Plan published

2023

First **Active Ownership Report** published

2024

Launch of NN Disaster Relief Fund and Group wide programme “Mental Health for the next generation”

Responsible Investment Underwriting (RIU) Framework Policy published

2025

First **Sustainability Statement** published

Climate Action Plan updated

2026

Active Ownership Report updated

1. *More information about our memberships and endorsements can be found on our website.*

Proud to engage customers, attract talented people and make a positive contribution to society

Engaged customers

Above market average NPS-r[1] by 2028

On track
Above market average

On track
Top 3

Top 3 in market
Broker satisfaction score (ITV[2]) by 2028

Talented people

Above benchmark
Employee engagement score[3] by 2028

On track
Above benchmark

On track
43% women
57% men

Gender diversity in senior management positions[4] of **≥ 40%** women and men by 2028

Contribution to society

Reduce GHG[5] emissions portfolio by **45%** by 2030

On track
56%
Corporate investments[6]

On track
EUR 14.3bn

Investments in climate solutions[7] of **EUR 13bn** by 2030

Supporting the well-being of **2.5m people**[8] by 2028

On track
1.66m people

[1] Net Promoter Score (NPS-r) is measured for the business lines in the Netherlands and for the 9 International business units based on a four-quarter rolling average; The target score is related to the market average; [2] 'Intermediair tevredenheidsscore' from IG&H, comparison with providers that operate in two or more of our main business lines to exclude monoliners and specialised providers; [3] The metric indicates how likely it is that someone will recommend NN as an employer; [4] Includes the Management Board and managerial positions in the two levels below; [5] GHG = Greenhouse Gas; [6] 2025 figure; Reductions compared with portfolio financed emissions in tCo2 per EUR million invested at year-end 2021, reflecting underlying emissions of 2019; [7] The amount invested in climate solutions for the proprietary portfolio reflects the nominal value of green bonds and debt investments in certified green buildings and renewable energy, and the market value for direct and equity investments in certified green buildings, renewable energy and other investments; [8] Contributions to communities by supporting financial, physical and/or mental well-being, cumulative starting 2022.

Our performance is recognised in indices and ratings

CDP	FTSE4Good	ISS ESG	MSCI	Morningstar Sustainalytics	VBDO	World Benchmarking Alliance
A- (range A to D-)	**Included** (score 4.0 out of 5)	**C** (prime)	**AAA** (range AAA to CCC)	**16.2** (low risk)	**#2 (RI[1])** (out of 21) **#5 (Tax[2])** (out of 116)	**Social #132** (out of 2000)

More information about ESG indices and ratings can be found on our website.

1. VBDO Benchmark on Responsible Investment by Dutch Insurance Companies 2025; 2. VBDO Tax Transparency Benchmark 2025 among 51 Dutch and 65 EU stock-listed companies.

We contribute to the well-being of people and the planet

1. Our Climate Action Plan, Ambition and Own Operational Footprint
2. Responsible Investment and Biodiversity

Climate Action Plan

Climate Action Plan[1] (CAP)

- The Climate Action Plan underscores NN's commitment to incorporating climate action within our business
- It reviews past efforts, outlines future steps, and reaffirms our net zero ambition

Taking action to achieve our climate goals

- NN is committed to supporting the transition to a low-carbon economy and helping our customers build resilience to the effects of climate change
- We aim to achieve net zero across our business activities by 2050[2], and our own operations by 2040

Elements of our approach

- Being an active owner of our investments (engagement, voting), investing in climate solutions, applying restriction/phase-out policies
- Developing products and services that help clients build resilience to the impacts of climate change
- Improve office energy efficiency, choosing for more sustainable travel options
- Engaging with our suppliers to encourage them to reduce their GHG emissions

NN

1. First Climate Action Plan published in December 2022; latest update published in April 2025 on our website; 2. Covers our proprietary investment portfolio and insurance underwriting activities.

Aim to achieve net zero GHG[1] emissions across our business

	Ambition	Actions	Interim targets and reference objectives[2] 2030
Proprietary investment portfolio	Transition proprietary investment portfolio to net zero by 2050	• Reduce financed GHG emissions in residential mortgage portfolio	by 34%[3]
		• Reduce financed GHG emissions in corporate investments portfolio	by 45%
		• Reduce financed GHG emissions in direct real estate portfolio	by 34%
		• Phase out thermal coal-related investments	close to zero[4]
		• Grow investments in climate-solution investments	EUR 13bn
Products & services	Transition insurance underwriting portfolio to net zero by 2050	• Reduce insurance-associated GHG emissions in NL non-life commercial lines	by 26%[5]
		• Participate in industry net zero alliances (e.g. FIT, PCAF) to develop methodologies for GHG measurement and target-setting	
		• Engagement activities in value chain and provide insurance for climate solutions	
		• Develop products and services that help clients build resilience to impacts of climate change and other environmental challenges	
Own operations	Reduce GHG emissions from own operations[6] to net zero by 2040	• Reduce GHG emissions across our own operations	by 70%
		• Improve office energy efficiency, use more renewable electricity, move to 100% electric NL car fleet, and promote hybrid working	

1. GHG = greenhouse gas; 2. Baseline date: 2021 (based on underlying emissions from 2019) or as mentioned; For more details on targets, reference objectives and ambitions, please refer to NN Group's Climate Action Plan, published on our website; 3. Reduction in carbon emission intensity (kgCO2/m2) associated with residential mortgages originated and/or serviced by NN Bank compared with year-end 2021; 4. 'Close to zero' defined as 0-5%; 5. Reduction of insurance-associated emissions (IAE) of the NL Non-life commercial lines portfolio compared with 2022; 6. Office buildings, energy consumption, lease cars and business air travel.

NN

Reducing GHG emissions across our own operations

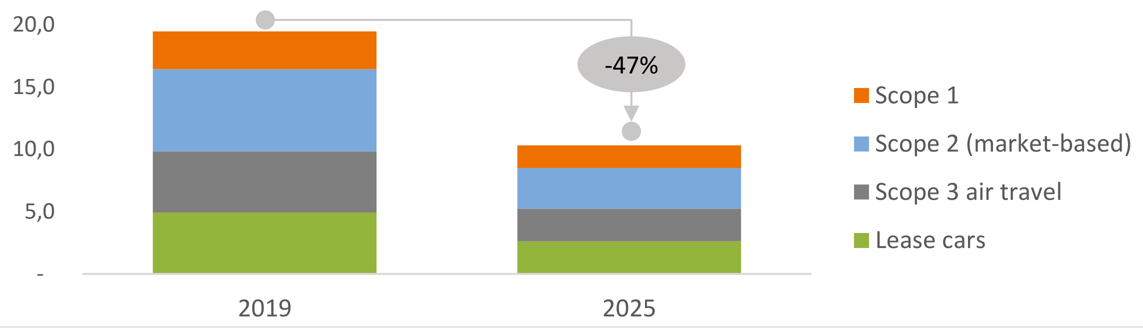
Decarbonisation targets and reduction progress

- Ambition to reach net zero across our own operations by 2040

- Interim GHG emissions reduction targets: 35% in 2025 and 70% in 2030
  - Covers Scope 1, 2 + Scope 3 GHG emissions from air travel and lease car emissions

- Reduction of 47% in 2025 compared to 2019 levels, covering:
  - Scope 1: mainly resulting from the use of gas in our office buildings
  - Scope 2 (market-based): purchased electricity and district heating
  - Scope 3: business air travel
  - Lease car emissions

Operational GHG emissions progress (ktCO2e)



Decarbonisation levers

Phase out fossil fuels in our operations by **electrifying heating and cooling**

Reduce energy consumption by implementing **energy efficiency improvements**

Transition our offices away from fossil fuels to **renewable sources of electricity**

Limit business travel through our hybrid way of working and by encouraging climate-conscious travel decisions

Transition to a fully **electric lease car fleet** in the Netherlands. Transition to hybrid and electric in international branches

We contribute to the well-being of people and the planet

1 Our Climate Action Plan, Ambition and Own Operational Footprint

2 Responsible Investment and Biodiversity

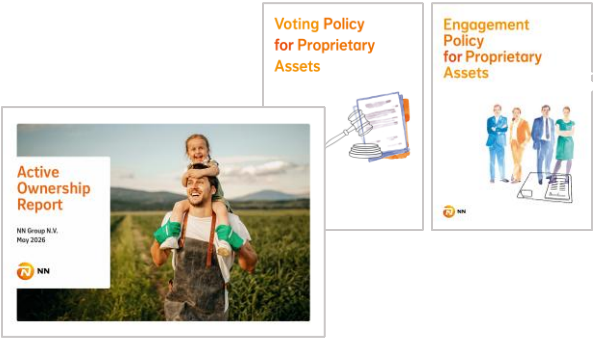
Actively engaging to achieve positive change

Responsible Investment Framework Policy

- The Responsible Investment Framework Policy sets out the principles and minimum requirements that guide NN Group's approach to responsible investment
- Preference for inclusion backed by engagement over exclusion
- NN Group is a signatory to the Principles for Responsible Investment[1]

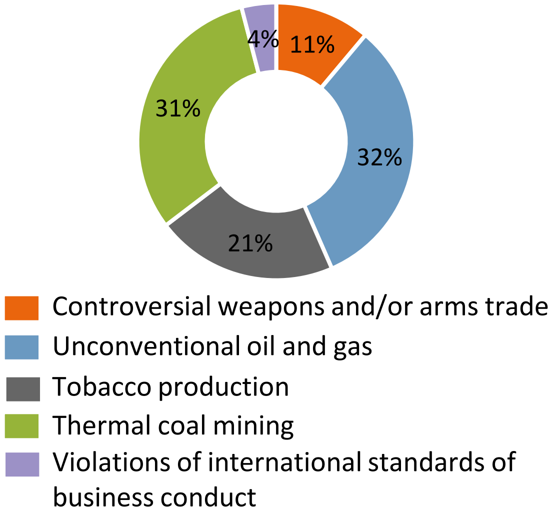
Active Ownership

- Direct and collaborative engagement undertaken by NN Group, external asset managers and service providers
- NN Group's Active Ownership Report provides an overview of our stewardship approach and activities for proprietary investments



Restriction: a measure of last resort

- NN Group's norms-based RI criteria: a reflection of relevant laws, internationally recognised standards and our values
- Breakdown of restrictions by theme[2]:



1. More information about our memberships and endorsements can be found on our website here; 2. Based on NN's Exclusion list published on our website (update June 2026). NN Group's Internal Restricted List is broader (for example, it includes private companies, and broader restrictions for Proprietary Assets such nuclear weapons and unconventional oil and gas)

Our approach to transitioning our proprietary investment portfolio to net zero GHG emissions by 2050

Decarbonisation of proprietary investment portfolio

- Asset class-specific Paris-alignment strategies across corporate investments[1] , sovereign bonds, residential mortgages, non-listed real estate and other private market assets
- Active engagement with investee companies to support net zero progress
- Preference for new investments in companies that are better positioned for the low-carbon transition
- Investment restrictions and selective divestment applied where engagement and escalation are ineffective
- 2030 phase-out strategy for investments in companies with thermal coal exposure and comprehensive oil and gas policy in place

Increasing investments in climate solutions

- Investments in renewable energy, energy-efficient real estate, green bonds and transition-related infrastructure
- Partnerships with specialist managers including CVC DIF, Rivage Investment, CBRE Investment Management and Macquarie Asset Management to provide financing for energy transition, climate adaptation and sustainable real estate initiatives
- Focus on opportunities that support decarbonisation, climate resilience and the broader transition to a low-carbon economy

Underlining our (inter)national commitments and endorsements[2]

IIGCC Institutional Investors Group on Climate Change · PCAF Partnership for Carbon Accounting Financials · Energy Efficient Mortgages Netherlands · World Economic Forum · CDP Driving Sustainable Economies · Klimaatakkoord

1. Corporate investments comprise listed equities and predominantly corporate fixed income; 2. More information about our memberships and endorsements can be found on our website.

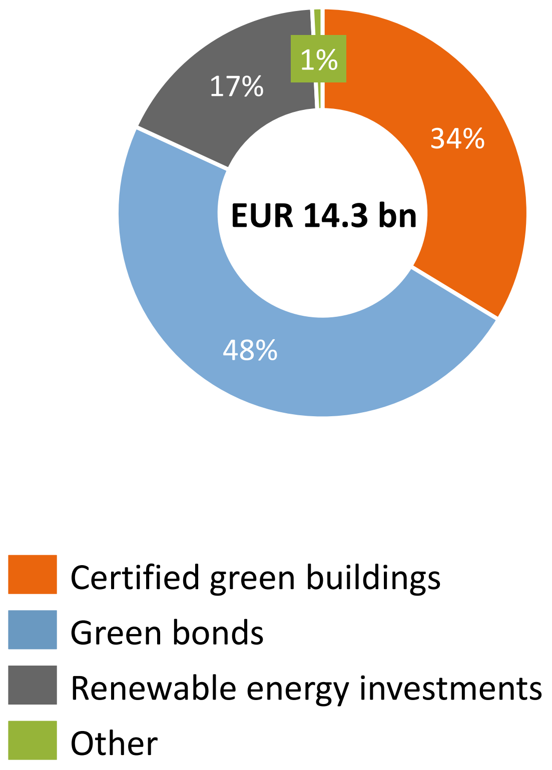
Net zero strategy for proprietary asset portfolio

Reference objectives per asset class

- **Corporate investments[1]:** decarbonisation reference objective: 45% GHG reduction by 2030 (vs. 2021)
- **Residential mortgages:** decarbonisation reference objective of 34% reduction in GHG emission intensity by 2030 from 2021 levels to 18.0 kg CO_2/m^2 (for mortgages originated and/or serviced by NN Bank)
- **(Non listed) real estate:** decarbonisation reference objective of 10.9 kg CO_2e/m^2 by 2030 for the direct portfolio, aligned with the CRREM 1.5°C pathway
  - Indirect portfolio: by 2030, aim for most funds (>75% of Gross Asset Value) committed to net zero by 2040 or sooner (Scope 1–2), remainder by 2050 or sooner
- **Sovereign bonds:** no target currently set due to data limitations and the constraints of a buy and hold, liability driven strategy
  - Monitor progress using the new Paris-alignment assessment framework and identify opportunities to increase green bond exposure
  - Collaborate with external asset managers to engage sovereign issuers on climate policies and ambitions.
- **Climate solutions:** climate solutions investment target of EUR 13bn by 2030

Investments in climate solutions[2]

(30 June 2026)



1. The corporate investment portfolio includes listed equities and predominantly corporate fixed income (i.e., corporate bonds and loans); 2. The amount invested in climate solutions reflects the nominal value for green bonds and debt investment in certified green buildings and renewable energy, and the market value for equity investment in certified green buildings and renewable energy, and other investments.

Steps in biodiversity – from investments to underwriting

Biodiversity approach for our proprietary investment portfolio

- NN Group committed to the Finance for Biodiversity Pledge[1] in 2022
- We participate in collaborative engagement initiatives, including Nature Action 100 and the Ceres Valuing Water Finance Initiative
- In 2025, we expanded our nature stewardship activities, including engagement on deforestation-related risks

2030 ambitions for our proprietary corporate investments

- Set time-bound ambitions in 2025 related to land-use change:
  - Increase the share of issuers in our portfolio with strong Deforestation and Conversion Free commitments for high-risk commodities by 10% by 2030
  - Engage with banks to strengthen their policies in this area

Biodiversity in underwriting and products & services

- Nature is one of the topics covered in the implementation of the Responsible Insurance Underwriting (RIU) Framework Policy
- We expanded our home insurance underwriting criteria to include bio-based homes, supporting the adoption of building materials with environmental benefits

1. More information about our memberships can be found on our website.

We contribute to the well-being of people and the planet

1 **Customers**
Providing relevant products and services to support customers through the challenges of today and tomorrow

2 **Talented People**

3 **Community Investment**

Access to products and services that help customers address societal challenges

Environmental

- **Sending claims to our sustainable repair network**: Directs all retail claims to repairers within our sustainable repair network by default, while offering the network as an option across our other portfolios
- **Electrification & energy transition:** Provide insurance coverage and risk advice to support the energy transition, industry growth and investments
  - **Lithium-ion batteries:** Conduct extensive fire research to better assess associated risks and prevent and insure against them
  - **Energy storage systems:** Offer insurance coverage and risk advise on location, fire-resistant measures and set-up of systems
  - **Energy hubs:** Offer business liability insurance for energy hubs on business parks

Social

- **Lower barriers to healthcare:** Improve access through partnerships like SkinVision app which allows customers to check skin spots for free
- **Reducing the health gap:** Provide additional coverage in insurance policies, e.g. OHRA Gezond offers a health module including mindfulness, informal care and budget coaching to all customers
- **Insuring (previously) uninsured groups:** Insurance is now available in the Netherlands for sex workers who were previously not insurable
- **Insuring serious illnesses abroad:** In Poland, Romania and Hungary, coverage for treatments abroad allows customers to choose the best available treatment option, outside of their home country

Providing an excellent customer experience

Customer needs shape the customer experience

- Our customers are the starting point of everything we do
- Meet real needs throughout customers' lives
- Offer guidance and planning tools to improve customer knowledge
- Aim to support our customers with products and services that help them deal with expected and unforeseen changes at key moments in their lives

Innovating our business while adding value for our customers

- Use digital capabilities and strong distribution footprint to enhance customer experience
- Be where customers want us: digital channels, brokers and/or tied agent networks in Europe
- Strengthen current partnerships and platforms and establish new ones

Data privacy and protection

- Data Protection Officers at HQ and BUs monitor GDPR[1] compliance
- Procedures in place for customer GDPR-rights requests
- GDPR and AI Act awareness training for all employees, combined with AI Literacy programme
- NN AI Policy updated for ethical and trustworthy AI, NN AI Policy updated for first applicable obligations European AI Act
- AI systems/models categorised and assessed at BU level; high-risk systems validated at Group level
- Prepare for upcoming AI Act obligations through central registration and workflow management

1. GDPR = General Data Protection Regulation

We contribute to the well-being of people and the planet

1 Customers

2 **Talented People**
Fostering an inclusive and inspiring culture that supports continuous learning and collaboration in which employees can thrive

3 Community Investment

NN

Attracting, developing and retaining engaged employees

Employee value proposition

- We care for what matters most. Guided by our values—care, clear, commit—we drive positive change through innovation, inclusion, and well-being
- We foster a values-based culture and support people to develop their talents in an inspiring and healthy work environment
- As a supporter of change, NN empowers people to contribute to a more inclusive, sustainable and resilient future

Diversity, Equity, and Inclusion

- Raised awareness on DEI through Women's History Month, a generational diversity event, and Pride Month initiatives
- Co-hosted InsurTalent session on ethical AI, bias and responsible use
- Expanding data insights to understand DEI sentiment and diversity beyond gender
- Measured our colleagues' sense of safety, belonging and equality (June inclusion score of 8.4 on a scale 1-10)

Optimising employee engagement

- An engagement score of 8.0 which is above benchmark in this years' survey round
- Enhanced employee listening strategy through annual engagement and adding Pulse surveys in 2026
- Continuously follow-up and monitor at Business Unit and organisational level to improve our efforts

16188
Employees[1]

43% women
57% men
Gender diversity (in senior management)[2]
Target: ≥ 40% women and ≥ 40% men by 2028

8.0
Engagement score[3]
Target: above benchmark by 2028[4]

1. Total number of employees (headcount permanent, fixed term, non-guaranteed and excluding interns on 1 January 2026); 2. Includes Management Board and managerial positions in the two levels below; 3. 81% participation rate; 4. The target score is related to the benchmark. From this year on, we will use the Peakon Overall True benchmark, which is more representative than the previous Finance benchmark. From 2026 onwards, the aim is to meet or exceed the benchmark, with the ambition to surpass the benchmark by 2028.

NN

We contribute to the well-being of people and the planet

1 Customers

2 Talented People

3 **Community Investment**

Being a good corporate citizen and contributing to the communities in which we live and operate

NN

Positive impact in our communities

Target: Support the financial, physical and/or mental well-being of **2.5 million people** by 2028[1]

Philosophy: By staying close to who we are, what we value and by focusing on themes aligned with our business, we can increase the **positive impact on people in the communities in which we operate**

Core themes:

- **Financial well-being:** promoting financial empowerment and creating economic opportunities
- **Physical and mental well-being:** access to (quality) care, as well as stimulating social connectedness

Primary target group: underserved or socially excluded people

Approach: globally consistent and locally relevant

Progress

On target and ambitions

1.66M

People supported[2]

>EUR 7m

Contributed to our communities 1H2026[3]

>25,500

Volunteer hours 1H2026

1. NN's Impact Framework discloses on more information how we steer and measure impact
2. Accumulative since 2022
3. Contribution to our communities in 2025, including cash donations, hours of volunteering and in-kind giving (both monetised), and management costs, in line with B4SI standard

Governance

1. **Governance**
   Sustainability is embedded throughout the organisation and governance structure
2. **Responsible Tax**

Sustainability is embedded in our governance

Strategy setting

Supervisory Board
Supervises the strategy pursued by the Executive Board.

Executive Board
Is responsible for the formulation and execution of the company's strategy, which includes our net-zero ambition.

Management Board
Is responsible for the company's day-to-day management and overall strategic direction. This includes the setting and achievement of the company's objectives and any sustainability matter it deems relevant. The Management Board is responsible for risk taking and management.

Strategy execution and monitoring

Group Sustainability Council
Assists Management Board on sustainability matters by:
- Facilitating strategy implementation and monitoring execution and performance, including steering regulatory implementation.
- Discussing and consulting on material changes and developments.
- Chaired by Head of Sustainability and Social Impact, members include: heads of staff and business unit managers; Chief People, Communications and Sustainability Officer (CPCSO) has a standing invitation.

Responsible Investment Committee
- Advises Management Board on RI strategy and material policy updates, including net-zero investment ambition.
- Decides on responsible investment (RI) standards, non-material policy updates and investment restrictions.
- Chaired by CIO, members include: CPCSO, Chief Risk Officer (CRO), RI Team, Investment Risk Management (IRO); Finance, Compliance and Legal have a standing invitation.

Responsible Insurance Underwriting (RIU) Committee
- Advises Management Board on RIU strategy, including net-zero insurance underwriting ambition.
- Chaired by Head of Sustainability and Social Impact[1], members include: representatives of Netherlands Life, Netherlands Non-life, NN Re, Insurance Europe and Risk Management; Compliance and Legal have a standing invitation.

Asset and Liability Committee
- Oversees the activities and market risks related to investments and the matching of assets and liabilities, including sustainability risks.

Pricing and underwriting
Pricing and underwriting, including sustainability aspects, are either a responsibility of the local management board, or a dedicated Product Risk Committee (PRC).

Operational implementation

Centre of Expertise Group Climate Risk Assessment
Develops necessary methodology for measuring climate risk and ensures delivery of regulatory requirements related to climate change.

Centre of Expertise Group functions and Business Units
Develops and implements sustainability policies and standards and embeds them in day-to-day operations.

Cross-functional working groups
Ensure there is internal alignment and oversight on specific topics (e.g. net-zero strategy, biodiversity).

Controversy and Engagement Council
- Monitors and oversees engagement activities and advises the RI Committee on potential restrictions.
- Chaired by the RI team, members include: representatives of NN Group's Investment Office and Sustainability and Social Impact Team.

Sustainability Reporting Committee
- Oversees the implementation of NN Group's sustainability-related reporting, disclosures and publication requirements, with a view to ensuring regulatory compliance and alignment across the various regulatory frameworks, strategic objectives and external commitments.
- Chaired by Head of Sustainability and Social Impact, members include: representatives of Risk Management, Finance, NN Group's Investment Office; Compliance and Legal have a standing invitation.

Local governance
Local steering bodies are set up by each business unit as appropriate to ensure integration into the business.

Second Line of Defence

Enterprise Risk Management (ERM), Investment Risk Management (IRM)
Integrate sustainability in risk framework and policies, risk management and reporting, and help mitigate strategic, financial and non-financial risks.

Compliance and Legal
Review, challenge and support management in setting and realising its sustainability strategy and targets, as well as identifying and assessing sustainability risks.

[1] Until 1 December 2025, the Responsible Insurance Underwriting Committee was chaired by CEO NN Re.

Strong corporate governance framework

Supervisory Board

David Cole (NL/US)
Chair

Pauline van der Meer Mohr (NL)[1]
Vice Chair

Inga Beale (UK)

Irine Gaasbeek (NL)

Rob Lelieveld (NL)[1]

Cecilia Reyes (PH/CH)

Koos Timmermans (NL)

NN Group has a two-tier board structure

Supervisory Board
Responsible for supervising the management performed by the Executive Board and the general course of affairs of NN Group and its businesses, and assists the Executive Board with advice

Executive Board
Entrusted with the management, strategy and operations of NN Group under the supervision of the Supervisory Board

Management Board
Entrusted with the day-to-day management of NN Group and the overall strategic direction of the company

- In board compositions we strive for diversity in the dimensions of gender, age, nationality, race, ethnicity, country of origin, abilities, neurodiversity, sexual orientation, educational background, languages spoken, and belief systems. In addition, there has to be a balance in the affinity with the nature and culture of the business.

1. Works Council nominee

Experienced and diverse Management Board

Management Board

David Knibbe (NL)
Chief Executive Officer[1]

Annemiek van Melick (NL)
Chief Financial Officer[1]

Wilbert Ouburg (NL)
Chief Risk Officer

Frank Eijsink (NL)
CEO International Insurance

Janet Stuijt (NL)
General Counsel

Leon van Riet (NL)
CEO Netherlands Life & Pensions

Tjeerd Bosklopper (NL)
CEO Netherlands Non-life, Banking & Technology

Dailah Nihot (NL)
Chief People, Communications, and Sustainability Officer

- Strong Management Board with the required skills and experience
- Average experience in the financial sector of over 20 years
- Diverse representation is promoted in our boards:
  - Supervisory Board: 57% female, 43% male
  - Executive Board: 50% female, 50% male
  - Management Board: 38% female, 62% male
  - 20% of Supervisory and Management Board members of non-Dutch nationality
- Executive variable remuneration linked to NN Group's medium-term strategic priorities and based on both financial and non-financial performance

1. Also member of the Executive Board

ESG is integrated into executive remuneration

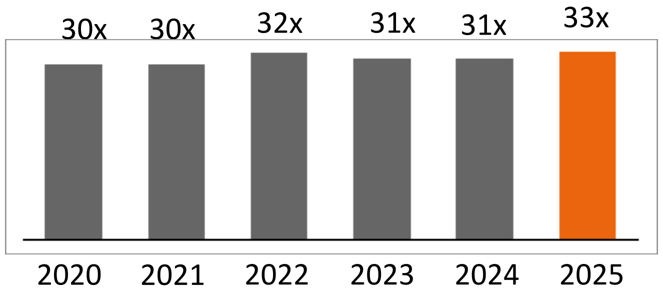
Remuneration principles

- Supporting sustainable long-term value creation by using performance objectives that focus on the financial, as well as strategic company targets linked to customers, employees, shareholders, business partners and society at large
- Supporting prudent risk management
- Ensuring a long-term focus for our Management Board by paying part of the base salary and variable remuneration in shares and a deferral of 60% of the variable remuneration.
- Stakeholder alignment is ensured through an annual stakeholder reach-out[1]
- NN Group's pay is analysed annually with a focus on gender equality

ESG is integrated in objective setting

- Annual target setting for senior leaders evolves around our 5 strategic commitments
- The weighting of financial/strategic non-financial performance measures in 2025 were:
  - CEO: 40%/60%
  - CFO: 25%/75%
- Outcomes of the 2025 performance objectives have been included in the 2025 annual report
- For 2026, the alignment between the performance objectives and the overall long-term strategy has been maintained. The weighting of the sustainability-related objectives have remained similar. The outcomes of the commitments will be reported in the 2026 annual report.

Committed to closely monitor the development of NN's CEO pay ratio (average)



- Pay ratio[2] is taken into account in EB remuneration, along with other factors such as the external market perspective and various stakeholder interests

1. The annual stakeholder reach-out is performed by the Chair of the Supervisory Board's Nomination, Remuneration and Governance Committee
2. The pay ratio compares the total CEO compensation and the remuneration of all staff ('pay ratio') aligned with the pay ratio calculation method as prescribed in the Dutch Corporate Governance Code. The pay ratio calculation excludes external staff costs and includes all variable remuneration related to the performance year

Governance

1 Governance

2 **Responsible Tax**
We are committed to being a responsible taxpayer

Strong commitment to responsible tax behaviour

Positive contributor to society

- Acting according to the letter and the spirit of the law and regulations of the countries in which we operate
- No engagement in artificial arrangements that do not respect business reality or offer undue tax advantages
- No use of low-tax rate jurisdictions, no-tax jurisdictions or so-called non-cooperative jurisdictions, unless there is substance and the profits are generated by local economic activities

Transparency and governance

- Transparent about tax approach and tax positions
- Annual Total Tax Contribution publication compliant with GRI 207; 2025 report includes Pillar II tax positions
- Open, constructive relationships with tax authorities
- Supporting effective tax systems via constructive engagement with governments, business and civil society
- Endorsing VNO-NCW Tax Governance Code

Our commitment has been consistently recognised

VBDO

#5

VBDO Tax Transparency Awards 2025[1]

NN

1. NN Group has been consistently recognised for its commitment to tax transparency, receiving the #1 VBDO (Dutch Association of Investors for Sustainable Development) Tax Transparency Award among Dutch listed companies from 2019 to 2022, ranked #2 in 2023, and ranked #1 again in 2024 among 51 Dutch and 65 EU stock-listed companies. More information about ESG indices and ratings can be found on our website.

More information

More information

Sustainability at NN Group

- Taking climate action: link
- Responsible investment: link
- Our approach to tax: link
- Sustainable business operations: link
- Sustainability governance, stakeholders, memberships and endorsements: link
- Sustainability ratings: link
- Positive change in communities: link
- Diversity, equity and inclusion: link

Download the annual report and financial disclosures

- Annual reports: link
- Financial disclosures: link

Memberships and endorsements[1]

IIGCC Institutional Investors Group on Climate Change

PCAF Partnership for Carbon Accounting Financials

PRI Principles for Responsible Investment

Klimaat-akkoord

FIT Forum for Insurance Transition to Net Zero

Finance for Biodiversity Pledge

PSI

Climate Action 100+ Global Investors Driving Business Transition

UN Global Compact

UNEP Finance Initiative

1. More information about our memberships and endorsements can be found on our website.

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. 2025 Annual Accounts, unless indicated otherwise in the notes included in the Condensed consolidated interim financial information for the period ended 30 June 2026.

All figures in this document are unaudited. Small differences are possible in the tables due to rounding. Some statements are not facts relating to past events, including, without limitation, statements about 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) changes in performance of financial markets, including developing markets, (3 consequences of a potential (partial) break-up of the European Union (EU), of EU member countries leaving the Union, and/or the (partial) cessation of the euro as a currency (4) changes in the availability of, and costs associated with, sources of liquidity as well as conditions in the credit markets generally, (5) the frequency and severity of insured loss events, (6) changes affecting mortality and morbidity levels and trends, (7) changes affecting persistency levels, (8) changes affecting interest rate levels, (9) changes affecting currency exchange rates, (10) changes in investor, customer and policyholder behaviour, (11) changes in general competitive factors, (12) changes in laws and regulations and in their interpretation and application, (13) changes in the policies and actions of governments and/or regulatory authorities, (14) conclusions with regard to accounting assumptions and methodologies, (15) changes in ownership that could affect the future availability of net operating loss, net capital and built-in loss carry forwards for NN Group, (16) changes in credit and financial strength ratings, (17) NN Group’s ability to achieve projected operational synergies, (18) catastrophes and terrorist-related events, (19) operational and IT risks, such as system disruptions or failures, breaches of security, cyber-attacks, human error, changes in operational practices or inadequate controls also in respect of third parties with which we do business, (20) risks and challenges related to cybercrime including the effects of cyber-attacks and changes in legislation and regulation related to cybersecurity and data privacy, (21) business, operational, regulatory, reputation and other risks and challenges associated with Sustainability Matters (please see the link to our sustainability matters definition https://www.nn-group.com/sustainability-society/policies-reports-memberships.htm) (22) the inability to retain key personnel, (23) adverse developments in legal and other proceedings and (24) 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. 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.

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