

NN statement of Living our Values



Care

We empower people to be their best

That is why at NN, we:

- Work hard to meet and exceed our customers' expectations
- Give our employees the opportunity to develop themselves in an inspiring and healthy work environment
- Stand by people in their moments of truth

We respect each other and the world we live in

That is why at NN, we:

- Believe that working together and diversity of thinking leads to better results
- Respect human rights, promote equal opportunities and increase inclusiveness
- Avoid or responsibly manage any negative impact our business activities may have on people or the environment, and seek positive change in society



Clear

We communicate proactively and honestly

That is why at NN, we:

- Offer our customers trustworthy advice
- Use understandable language
- Engage in a candid dialogue and welcome feedback

We are accessible and open

That is why at NN, we:

- Are easy to approach, attentive and responsive
- Listen with genuine interest, empathy and an open mind
- Strive to minimise complexity



Commit

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
- Only do business with responsible, reputable and lawful parties

We do business with the future in mind

That is why at NN, we:

- value long-term objectives over short-term gains
- Carefully balance the interests of our stakeholders
- Challenge the status quo and drive change to make a difference

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At NN, we help people care for what matters most to them

To fulfil this purpose, we base our work on three 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.

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

At NN, we are all responsible and accountable for living up to our values. They set the standard for conduct, provide a compass for decision-making and help us create long-term value. They inspire us to constantly ask ourselves if what we do is right, for our customers and other stakeholders.

Management Board
NN Group, June 2020

About 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, regulators, and society at large – all of whom are essential to the success of our company.

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 conduct in place that provide more detailed guidelines for specific behaviour. 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.

For support in dealing with an urgent or sensitive choice, even a dilemma, or for any question or comment relating to our values, they can contact the Values & Code Desk of NN Group, or the Values & Code Desk in their business. 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. We review this statement regularly, and revise it if necessary, to ensure its continued relevance over the course of time.

Questions

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.