

Annual General Meeting of Shareholders



Amsterdam, 23 May 2013

delta lloyd

Agenda Annual General Meeting of Shareholders

- I. Opening and announcements
- II. 2012 Annual Report
- III. 2012 Financial Statements
- IV. Granting of discharge
- V. Composition of the Supervisory Board
- VI. Change to the remuneration policy for the members of the Executive Board
- VII. Amendment to the Articles of Association
- VIII. Renewal of the authority of the Executive Board
- IX. Purchase of treasury shares
- X. Any other business and close

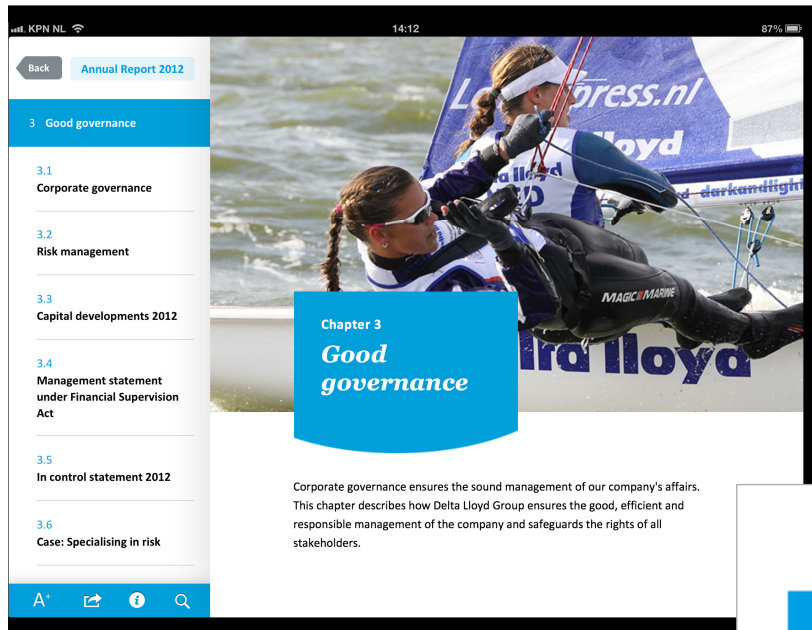
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Disclaimer

- This presentation is being supplied to you solely for your information and used at the AGM presentation held in May 2013.
- Certain statements contained in this presentation that are not historical facts are "forward-looking statements". These forward-looking statements are based on management's beliefs and projections and on information currently available to them. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond Delta Lloyd Group's control and all of which are based on management's current beliefs and expectations about future events.
- Forward-looking statements involve inherent risks and uncertainties and speak only as of the date they are made. Delta Lloyd Group undertakes no duty to and will not update any of the forward-looking statements in light of new information or future events, except to the extent required by applicable law. A number of important factors could cause actual results or outcomes to differ materially from those expressed in any forward-looking statement as a result of risks and uncertainties facing Delta Lloyd Group and its subsidiaries. Such risks, uncertainties and other important factors include, among others: (i) changes in the financial markets and general economic conditions, (ii) changes in competition from local, national and international companies, new entrants in the market and self-insurance and changes to the competitive landscape in which Delta Lloyd Group operates, (iii) the adoption of new, or changes to existing, laws and regulations such as Solvency II, (iv) catastrophes and terrorist-related events, (v) default by third parties owing money, securities or other assets on their financial obligations, (vi) equity market losses, (vii) long- and/or short-term interest rate volatility, (viii) illiquidity of certain investment assets, (ix) flaws in underwriting assumptions, pricing and/or claims reserves, (x) the termination of or changes to relationships with principal intermediaries or partnerships, (xi) the unavailability and unaffordability of reinsurance, (xii) flaws in Delta Lloyd Group's underwriting, operating controls or IT systems, or a failure to prevent fraud, (xiii) a downgrade (or potential downgrade) of Delta Lloyd Group's credit ratings, and (xiv) the outcome of pending, threatened or future litigation or investigations. Should one or more of these risks or uncertainties materialise, or should any underlying assumptions prove to be incorrect, Delta Lloyd Group's actual financial condition or results of operations could differ materially from those described in this herein as anticipated, believed, estimated or expected.
- Please refer to the Annual Report for the year ended December 31, 2012 that is published on April 4th 2013, and the Q1 2013 Interim Management Statement for a description of certain important factors, risks and uncertainties that may affect Delta Lloyd Group's businesses.
- The figures in this presentation have not been audited. They have been partly taken from the full year 2012 Annual Report of Delta Lloyd Group, the Q1 2013 Interim Management Statement and partly from internal management information reports.

II. Annual Report 2012



2012: Unlocking value despite difficult market conditions

Financial performance strongly impacted by record low interest rates

Satisfactory commercial performance; robust operational performance

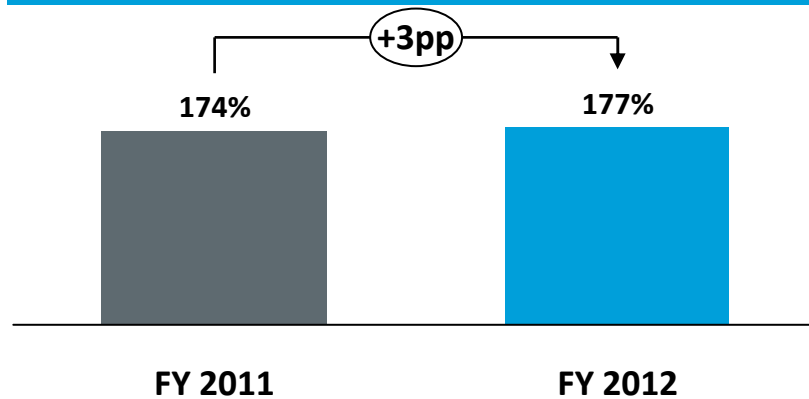
Underperforming activities in General Insurance discontinued

Solid capital position

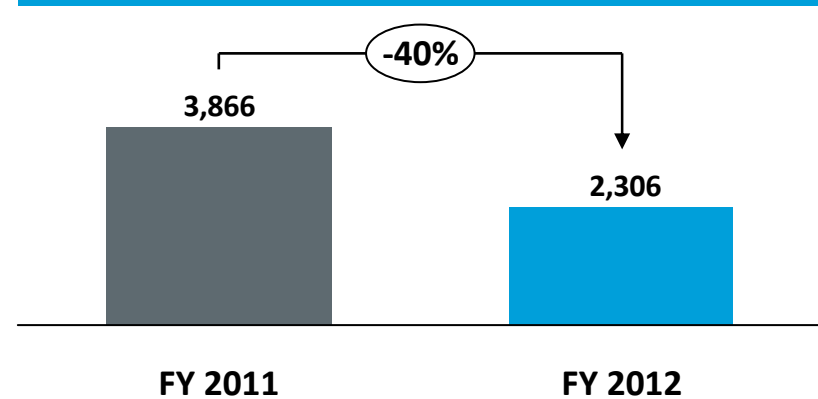
Proposed dividend of € 1.03 per ordinary share

Low interest rates impact performance indicators

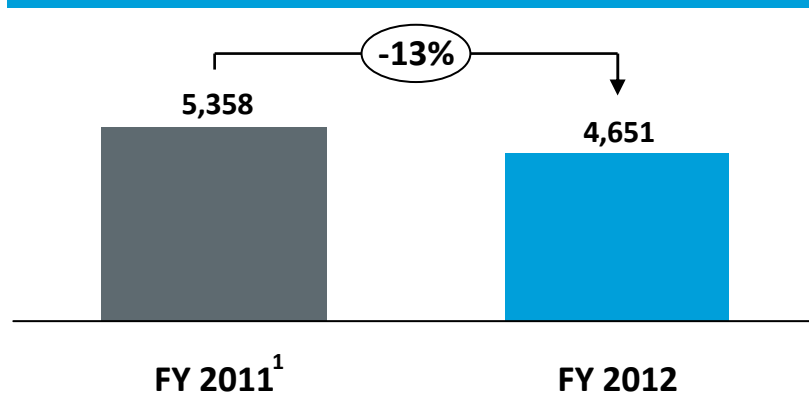
IGD Group solvency ratio



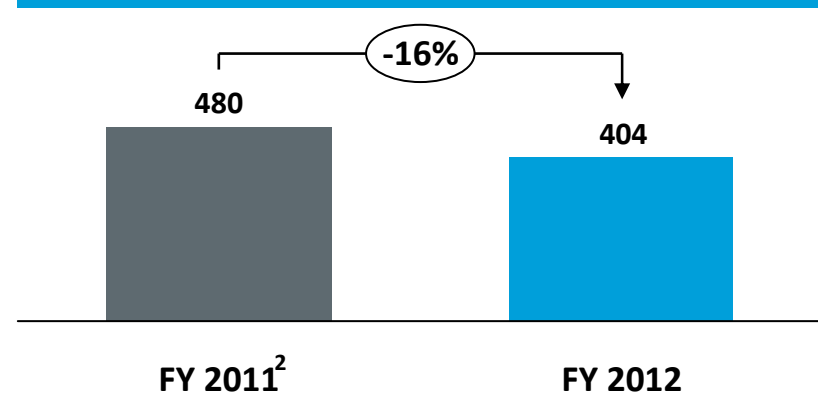
IFRS Shareholders' funds (€m)



Gross written premiums (€m)



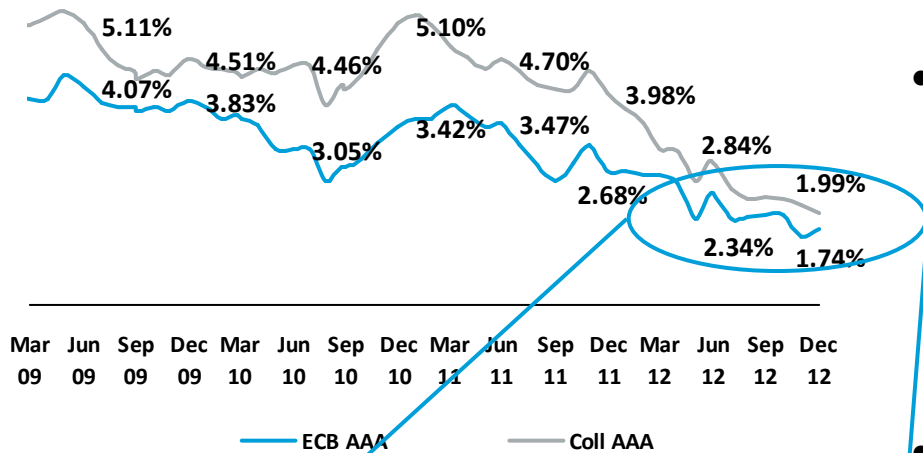
Net operational result (€m)



1. FY 2011 reported GWP: €5,529m
2. FY 2011 reported net operational result: € 438m

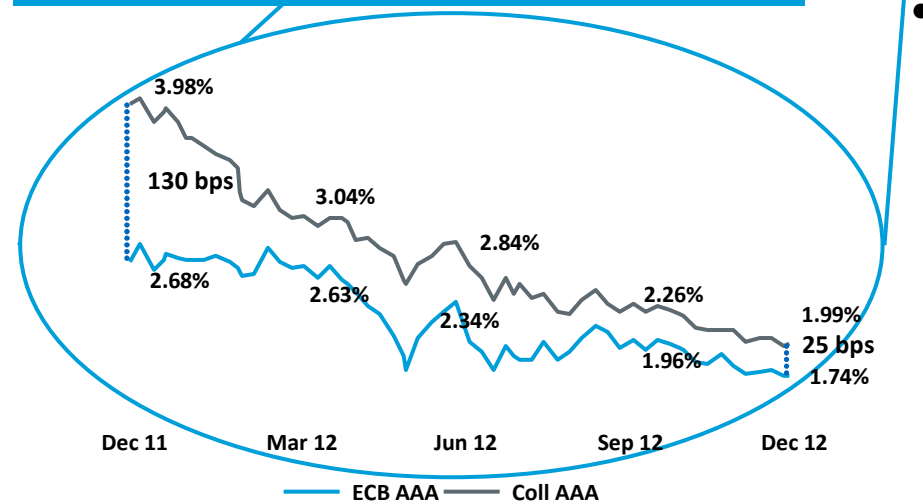
Interest rates at all-time low

Interest rate curves (10yr point)



- Sharp decline in interest rates to historic low
 - heavily impacting Delta Lloyd's marked-to-market balance sheet
 - leading to higher insurance provisions (IFRS)
- Still uncertainty on future of euro (zone)
- After an increase in January, interest rates further declined in 2013

Spread comes in by 105 bps (10yr point)



Mixed performance on business objectives

| | | FY 2012 |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Business performance | <ul style="list-style-type: none"> • Life new business value (EEV-based) • Life new business internal rate of return $\geq 9\%$ • Combined ratio of 98% or better across the cycle | € 57m 8% 97.9% ¹ |
| Cost savings | <ul style="list-style-type: none"> • Management cost base < € 820m <ul style="list-style-type: none"> — FY 2013 < € 790m² — FY 2014 < € 760m² | € 782m |
| Profitability | <ul style="list-style-type: none"> • Operational return on equity in range of 8-12% • Annual growth of net operational result $\geq 3\%$ | 10.5% (16)% |
| Capital | <ul style="list-style-type: none"> • IGD Group solvency at least 160-175% • Annual growth of dividend per ordinary share $\geq 3\%$ | 177% 0% ³ |

1. Excluding terminated and run-off activities and market interest movements

2. Cost targets exclude the effects of the acquired ABN Amro Bank SME intermediary activities (2012 € 10m, 2013 € 20m, 2014 € 15m)

3. Proposed dividend per ordinary share € 1.03 (stock dividend +4%); equal to 45% of the in 2012 realised annual net operational result after tax and minorities

Results per share

| (€ / per share ¹) | FY 2012 | FY 2011 ² | % |
|-------------------------------|-------------------|----------------------|-------|
| Net result | (8.53) | (1.08) | n/a |
| Net operational result | 2.31 | 2.84 | (19)% |
| Dividend | 1.03 ³ | 1.03 | - |
| Shareholders' funds | 13.16 | 22.88 | (42)% |
| Group European embedded value | 22.85 | 27.80 | (18)% |

1. Based on 175,227,748 ordinary shares as per FY 2012 and 168,928,697 as per FY 2011

2. FY 2011 reported figures: net result (1.85); net operational result 2.59; shareholders' funds 22.85; Group EEV 27.80

3. Dividend per ordinary share (Delta Lloyd offers a 4% premium on stock dividend)

Future Secured

Creating value for our customers, shareholders and employees

Certainty

- Most solid and trustworthy provider of financial services
- Contributing to a sustainable and certain future for all stakeholders

Distribution

- Employing distribution opportunities and knowledge to connect with customers and distribution partners
- Developing new solutions that fit customer needs

Simplicity

- Efficiency in processes, products, organisation and communication
- Most transparent products and services

Expertise

- Regarded as competent and trustworthy
- The financial service provider of (first) choice

Core Values

- Respect at the heart of how we conduct business
- Honourable
- Approachable
- Working together

Certainty: **solid capital position**

Financial strength

- IGD solvency solid at 177%, above the 160%-175% threshold
 - *IGD solvency end of March at 193%*
 - S&P Ratings: stable outlook retained
 - *'A' rating for Dutch insurance subsidiaries*
 - *new criteria to be implemented*
 - Bank BIS ratio further increased
 - Excellent access to capital markets
-

Shareholders' Funds

- Shareholders' funds decreased to € 2.3bn
- Prudent marked-to-market accounting
 - *addition of € 4.7 billion to insurance provisions (for policyholders) due to sharp decline of Collateralised AAA curve*
- Using more traditional accounting assumptions, Delta Lloyd's shareholders' funds would be 60% higher at € 3.7bn

Distribution: further leveraging on distribution strength

Commercial agility

- Life new business market leadership retained with € 401m NAPI
 - *BeFrank successful in acquiring new DC business¹*
- General Insurance premium stable at € 1.4bn
- Continued increase in 'Banksparen' balances to € 1.8bn (+46%)

Distribution strength enforced

- Acquisition SME intermediary activities from ABN AMRO
- Distribution agreement with Deutsche Bank
- Distribution agreement with CRELAN (Landbouwkrediet / Centea)
- Joint venture with Friesland Bank terminated

1. Not included in NAPI

Simplicity: efficiency in processes and organisation

Processes:
*relentlessly
bringing down
costs*

- Operational cost base at € 782m outperforms target (< € 820m)
- Further reduction of costs to € 760m YE 2014
- Ongoing simplification of processes and organisation

Organisation:
*terminating
non
performing
activities*

- Underwriting international Marine Business placed in run-off
- Gradual withdrawal from *WGA ER*¹ market: no long term profitability perspective
- Delta Lloyd Germany continued on run-off basis
- Sale of non-core Belgian general insurance portfolio to Fidea

1. *WGA ER: 'Werkhervatting Gedeeltelijk Arbeidsgeschikten - Eigen Risico' - Commercial own risk insurances for (partial) disability*

Expertise: **solid risk and return management**

Track record of taking action when needed

- Marked-to-market valuation immediately gives clear incentive to take action in volatile market environment
- Equity position hedged against Euro crisis scenario
 - *nominal amount hedged: € 3.0bn¹ (FY 2011: € 2.4bn)*
- Increased focus on non-Euro countries (e.g. Canada, Australia)
- Defensive real estate portfolio of € 2.8bn

Successfully discovering yield

- Performance of Insurance own risk asset portfolio tracks our benchmark (10.4%)
- Running yield at 3.6% well above discount rate used to value liabilities

1. € 2.6bn at the money puts and € 0.4bn short futures

Core Values: **Honourable, Approachable, Working together**

Customers

- All labels retained insurance quality mark ('Keurmerk Klantgericht Verzekeren')
- Delta Lloyd ranked as leading pension provider in IG&H annual review of Dutch market

Sustainability

- RobecoSAM's Bronze Class distinction received
- Eligible for inclusion in Dow Jones Sustainability Index
- Sustainability report assessed at the highest transparency level (A+) by the Global Reporting Initiative

Access to capital markets

Ordinary equity

- Aviva's remaining stake in Delta Lloyd fully divested through two Accelerated Book Built Offerings of secondary shares
 - *both transactions significantly oversubscribed*
 - *free float increased to 99.1%*
- Cross-listing on NYSE Euronext Brussels
 - *included in Bel20 index as from 18 March 2013*

Subordinated debt

- Successful placement of € 500m subordinated 30NC10 notes with wide group of investors by Delta Lloyd Levensverzekering NV

Securitised mortgage loans

- Strong demand from investors for securitisation of € 700m portfolio of Dutch residential mortgage loans (Arena 2012-I)

Q1 2013: Steady commercial performance with strong capital generation

Steady commercial performance in challenging markets

- Total gross written premiums declined by 7% to € 1.4 billion (Q1 2012: € 1.5 billion)
- Life gross written premiums 10% lower at € 951 million
 - *no large single premium contracts*
- General Insurance gross written premium stable at € 466 million

Stable capital development

- Stable shareholder's funds at € 2.3 billion (FY 2012: € 2.3 billion)
 - *€ 3.3 billion based on more traditional accounting principles*
 - *Group Embedded Value stable at € 4.0 billion*
- Increase in IGD group solvency to 193% (FY 2012: 177%)
 - *regulatory solvency insurance entities: 226% (FY 2012: 212%)*
 - *introduction of IAS 19R did not affect Delta Lloyd's available regulatory capital*

Long term perspective: delivering sustainable value for all stakeholders

Market leader in new business and client performance in the Netherlands

Focus on cost discipline and margin over volume

Powerful distribution model forms basis for solid autonomous growth

Excellent access to capital markets

Questions?

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Voting instruction

The chairman announces the voting:

Prior to the voting

- Insert the smartcard in the device
- with the golden chip facing you
- Your name appears in the display

During the voting

- The voting options appear on the display
- Press button 1 (in favour), 2 (against) or 3 (abstain)
- Your choice appears on the display
- Your last choice counts



III: 2012 Financial Statements

A proposal will be made to the General Meeting to adopt the financial statements of Delta Lloyd N.V. for the 2012 financial year. This includes charging the loss incurred in 2012 to the general reserve of Delta Lloyd N.V.

- *Proposal to adopt the financial statements for the 2012 financial year and the treatment of the loss (**Resolution 3a**)*

3a

Adoption of the financial statements for the 2012 financial year and the treatment of the loss

| | |
|----------|--------------------|
| For | 118.782.430 |
| Against | 291 |
| Withheld | 11.098 |



III: 2012 Financial Statements

- *Explanation of the policy on reserves and dividends of Delta Lloyd N.V.*

Delta Lloyd intends to pay an annual interim dividend and an annual final dividend on ordinary shares, in which it intends to substantiate its ambition to pay out a reliable, stable and progressive dividend.

- A payout ratio on ordinary shares of approximately 40-45% of operating profit after tax and minority interests is pursued
 - will take into consideration the anticipated profitability over its three-year management planning period
 - regulatory solvency ratio of at least 160% -175%
 - the value of the stock dividend will have approximately the same value as the cash dividend plus a premium of 4% and will be charged against the share premium reserve. The cash dividend will be charged to retained earnings

III: 2012 Financial Statements

It is proposed, on the basis of the operational result after tax and non-controlling interests, to distribute an amount of € 180.6 million as a dividend, representing € 1.03 per ordinary share. After deduction of the interim dividend of € 0.42 per ordinary share paid on 30 August 2012, the final dividend is € 0.61 per ordinary share. A shareholder can elect to have the dividend paid out either wholly in cash or wholly in shares. The stock dividend will have approximately the same value as the cash dividend plus a premium of 4%.

- Proposed ex-dividend date final dividend 2012: 27 May 2013
- Proposed ex-dividend date interim dividend 2013: 9 August 2013

- *Proposal to pay dividend (Resolution 3c)*

3c

Pay out of dividend

For **118.018.268**

Against **763.715**

Withheld **11.262**

For  99,36%

Against  0,64%

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IV: Granting of discharge from liability 2012

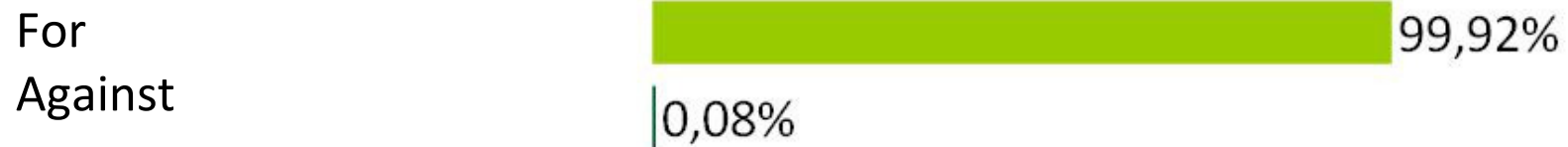
The General Meeting will be asked to grant discharge from liability, separately, to the members of the Executive Board for the performance of their duties during the financial year 2012, insofar as the performance of these duties is disclosed in the financial statements or is apparent from information otherwise communicated prior to the General Meeting.

- *Granting of discharge to the Executive Board (Resolution 4a)*

4a

Discharge to the Executive Board

| | |
|----------|--------------------|
| For | 118.687.527 |
| Against | 93.587 |
| Withheld | 12.931 |



IV: Granting of discharge from liability 2012

The General Meeting will be asked to grant discharge from liability, separately, to the members of the Supervisory Board for the performance of their duties during the financial year 2012, insofar as the performance of these duties is disclosed in the financial statements or is apparent from information otherwise communicated prior to the General Meeting.

- *Granting of discharge to the Supervisory Board (Resolution 4b)*

4b

Discharge to the Supervisory Board

| | |
|----------|--------------------|
| For | 118.686.541 |
| Against | 94.562 |
| Withheld | 12.893 |



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V: Composition of the Supervisory Board

- Ms P.G. Boumeester resigned per 1 April 2013.
- As a result of this, a vacancy has arisen on the Supervisory Board of Delta Lloyd.
- The Works Council does not have an enhanced right of recommendation for this vacancy.
- The General Meeting has the opportunity to recommend a candidate for this vacancy.

V: Composition of the Supervisory Board

- The Supervisory Board has nominated Ms Clara C.F.T. Streit for appointment as a member of the Supervisory Board. The nomination is subject to approval by the Dutch Central Bank.
- The Executive Board and the Works Council support this nomination. The Curriculum Vitae of Ms Clara C.F.T. Streit is attached in the notes to the agenda.
- *Proposal of the Supervisory Board to appoint Ms Clara C.F.T. Streit as a member of the Supervisory Board, subject to approval by the Dutch Central Bank*
(Resolution 5d)

5d

Appointment of Ms Clara C.F.T. Streit as a member of the Supervisory Board

| | |
|----------|--------------------|
| For | 118.496.863 |
| Against | 63.090 |
| Withheld | 233.417 |



V: Composition of the Supervisory Board

- Announcements of vacancies on the Supervisory Board that will arise in 2014.
- Ms S. van der Lecq and Mr R. Kottman, Mr E. Fischer, Mr J. Haars, Mr P. Hartman en Mr P. Regan will reach the end of their current four-year term of office at the end of next year's General Meeting.
- Mr R. Kottman is not eligible for reappointment. The other members of the Supervisory Board will announce in the course of this year whether they are eligible for reappointment.

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VI: Change to the remuneration policy for the members of the Executive Board

- The Supervisory Board proposes to the General Meeting a change to the remuneration policy for the members of the Executive Board.
- The change to the remuneration policy has been prompted by Delta Lloyd Group's wish to bring the amount and composition of the remuneration packages of the Executive Board further in line with the company's risk appetite and culture. Consideration has also been given to the public debate on variable remuneration and the Dutch government's intention to cap variable remuneration in the financial sector in the Netherlands to 20% of the fixed salary. Other Dutch financial institutions are making similar adjustments to their remuneration packages.

VI: Change to the remuneration policy for the members of the Executive Board

- The proposed remuneration policy is in accordance with the European Capital Requirements Directive III, which has been incorporated into the guidelines of the Committee of European Banking Supervisors and adopted by the Dutch Central Bank in the Regulation on Sound Remuneration Policies 2011 and with other applicable legislation and regulation.
- The basic principles of the present remuneration policy formulated in 2012 continue to apply in this proposal. The changes are confined to an alteration to the level and mix of elements of remuneration and the form of payment.
- *Proposal for a change to the remuneration policy for the members of the Executive Board (Resolution 6)*

6

Change to the remuneration policy for the members of the Executive Board

| | |
|----------|--------------------|
| For | 118.564.748 |
| Against | 197.160 |
| Withheld | 32.236 |



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VII: Amendment to the Articles of Association

- The Executive Board proposes to amend the Articles of Association of Delta Lloyd N.V. in connection with Aviva Plc's sale of its remaining stake in Delta Lloyd and to bring the Articles of Association in line with the legislative changes as explained in the notes to the agenda.
- The proposal to amend the Articles of Association and the relevant documents could be found on our website www.deltalloydgroep.com/en/investor-relations/shares
- *The Executive Board proposes to amend the Articles of Association of Delta Lloyd N.V., which has been approved by the Supervisory Board (**Resolution 7**)*

7

Amendment to the Articles of Association

| | |
|----------|--------------------|
| For | 118.670.859 |
| Against | 91.789 |
| Withheld | 31.145 |



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VIII: Renewal of the authority of the Executive Board

- It is proposed to renew the designation of the Executive Board as the body authorised to issue ordinary shares, including the granting of rights to subscribe for ordinary shares, for a term of eighteen months starting on the date of this General Meeting and thus ending on 23 November 2014. The power of the Executive Board will be limited in relation to the issue of ordinary shares to a maximum of:
 - 10% of the issued capital as at 23 May 2013, to be increased by
 - an additional 10% of the issued capital as at 23 May 2013, if the issue takes place in the context of a merger, acquisition or joint venture by Delta Lloyd N.V. or one of its subsidiaries.
- *Proposal to renew the designation of the Executive Board as the body authorised to issue ordinary shares (**Resolution 8a**)*

8a

Renewal of the designation of the Executive Board as the body authorised to issue ordinary shares

| | |
|----------|--------------------|
| For | 105.926.904 |
| Against | 12.855.454 |
| Withheld | 11.134 |



VIII: Renewal of the authority of the Executive Board

- It is proposed to renew the designation of the Executive Board as the body authorised to restrict or exclude the pre-emptive rights of shareholders in respect of the issue of ordinary shares referred to in 8a for a term of eighteen months starting on the date of this General Meeting and thus ending on 23 November 2014. This power is limited to the number of ordinary shares that the Executive Board is authorised to issue on the basis of the designation referred to in 8a.

- *Proposal to renew the designation of the Executive Board to restrict or exclude pre-emptive rights of shareholders based on the subscription of issuing ordinary shares as described in 8a (Resolution 8b)*

8b

Renewal of the designation of the Executive Board to restrict or exclude pre-emptive rights of shareholders based on the subscription of issuing ordinary shares

| | |
|----------|--------------------|
| For | 104.819.307 |
| Against | 13.963.390 |
| Withheld | 11.147 |



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IX: Purchase of treasury shares

- The authorisation of purchasing treasury shares:
 - is limited to 10% of the issued capital
 - for which purpose the acquisition price must be between the nominal value of an ordinary share and the quoted price of an ordinary share plus 10%
 - the quoted price is defined as the average of the closing prices of an ordinary share as reported in the official price list of NYSE Euronext Amsterdam over the five trading days prior to the acquisition date.

- *It is proposed that the Executive Board should be authorised to arrange for the company to acquire treasury shares, or depositary receipts for such shares, on a stock exchange or otherwise, for a term of 18 months commencing on the date of this meeting and thus ending on 23 November 2014 (**Resolution 9**)*

9

Authorisation of the Executive Board to arrange for the company to acquire treasury shares, or depositary receipts for such shares

| | |
|----------|--------------------|
| For | 109.379.944 |
| Against | 9.337.777 |
| Withheld | 73.832 |



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Questions?

2013 Financial Calender

| Datum | Gebeurtenis |
|------------------|-------------------------------------------|
| 27 May 2013 | Ex-dividend date final dividend 2012 |
| 7 August 2013 | Half Year 2013 Interim results |
| 9 August 2013 | Ex-dividend date Interim dividend 2013 |
| 6 November 2013 | Q3 2013 Interim Management Statement |
| 18 November 2013 | Investor Day |

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- Roeland Haanen,
Manager Investor
Relations
 - *Hans Duine, IRO*
 - *Ineke Beets, assistent*
- Contact details:
 - *+31 (0)20 594 96 93*
 - *IR@deltalloyd.nl*