



**A top  
performance for  
ALL  
stakeholders**

We will deliver **best-in-class customer experience**

## Tracking



### Externally disclosed

- Competitive NPS

### Target by 2024

Top quartile <sup>1</sup>

---

### Internal KPIs

- Annualized retention rate
- Net Effort Score
- Episode/ touchpoint NPS

Note: 1 Top quartile NPS in ≥ 75% of markets



# We will be a **Great place to Grow**



## Tracking

### Externally disclosed

### Target by 2024

• Employee NPS	Top quartile <sup>1</sup>
• Impact24 Skills plan (New way of working DNA, digital, leadership, sustainability)	100% achieved
• Average training hours per employee	KPI, no target
• % employees participation in training	KPI, no target
• Fair & Equality Index for all HR-processes	KPI, no target
• Diversity Monitoring (M/F, Female Board members, Female senior managers)	KPI, no target

Note: 1 Weighted average eNPS based on number of employees per entity

We will be **the partner of choice** for  
current and future winners

## Tracking



### Internal KPI

- Partnership satisfaction score (per type of partnership)

We wil put **sustainability at the heart of our business** to drive growth and build a more inclusive and sustainable society



# Tracking

## Externally disclosed

## Target by 2024

• Percentage of GWP from products that stimulate the transition to a more sustainable world	25%
• Percentage of products that have been reviewed for transparency	100%
• Investments making a positive contribution to transition towards a more sustainable world	€10B
• Level of ESG-integration of our investment decisions	100%
• Carbon emissions of our investment portfolio*	Net zero by 2050 at the latest
• Carbon emissions of our operations (scope 1 & 2)	neutral
• Glass ceiling index :	via Women in Finance
• ratio % Women in senior management / total % women in company	70% ratio
• Balanced (M/F) Succession pipeline Top 800	50-50
• Gender diversity index :	via Women On Board
• Equal participation of women at decision level - optimal ratio is 1 (weighted calculation of % women at senior management level (50% weight) at board level (20% weight), at executive level (20% weight), at board committee level (10% weight)	Top quartile

\*We will make progress on and report on our performance; Target net zero by 2050, in line with European Green Deal

We will continue to deliver **sustainable  
shareholder return**

Tracking

## Financial targets by 2024

### Externally disclosed

• Solvency II ratio	175%
• Holding Free Cash Flow, cumulative amount	€1.7-2.1B
• Progressive dividend per share, cumulative amount	€1.5-1.8B
• Average EPS growth <sup>1</sup>	6-8%

#### Value metrics of Asian activities\*

\*Need to create more transparency on Asian activities, by disclosing specific KPIs (e.g. APE, VNB) as of 2022 the latest

## Operational targets by 2024

### Externally disclosed

• Non-Life combined ratio	95%
• Life Guaranteed margin	85-95 bps
• Life Unit-Linked margin	30-40 bps

### Internal KPI

Total revenue from fee-based business