

a.s.r. investor presentation

September 2014

a.s.r. highlights

1. Composite insurer, 4th in the Dutch market, leadership especially in profitable disability segment
2. Although owned by the Dutch state, a.s.r. never received any form of state aid
3. Solidly on track to return to the private market
4. Continued strong financial performance with further improvements in H1 2014
(H1 2014: ROE > 11%; combined ratio all businesses <100%; Solvency I ratio at 284%)
5. Planning for capital optimization transaction

Table of contents

Introduction to a.s.r.	4
Appendices	19
<i>A1: Latest financial results</i>	
<i>A2: a.s.r. investment case – further information</i>	
<i>A3: Investment portfolio</i>	
<i>A4: Management & Supervisory Board</i>	

Section 1

Introduction to a.s.r.

a.s.r.'s profile – a diversified business model

Description

- a.s.r. is a generalist insurance company with a long history and has the number 4 position in the Dutch market. As a purely Dutch player, a.s.r. is represented in all major insurance segments for retail and SME/self-employed
- The history of a.s.r. dates back to 1720. The current company was created after merger of 'ASR Groep' and 'Fortis Amev' in 2000. Until 2008, a.s.r. was part of the Fortis concern, after which the Ministry of Finance acquired all Dutch entities of Fortis Holding including a.s.r. No state aid or capital support has been received by a.s.r.
- Over the years, a.s.r. has added several brands to its portfolio, e.g. Europeesche Verzekeringen (1920), De Amersfoortse (1938), Ardanta (1965), Falcon Leven (1981) and Ditzo (2007)
- a.s.r. has a balanced and diversified revenue stream arising from non-life and life business
 - Non-life business (59% GWP¹): property & casualty, disability, health insurance
 - Life business (41% GWP): life individual, funeral, bank, pensions
- a.s.r. is headquartered in Utrecht, the Netherlands and it has c. 3,600 employees

Key financials² (€m)

	2011	2012	2013	H1 2013	H1 2014
Gross written premium	4,437	4,290	3,923	2,345	2,250
Operating expenses	(621)	(587)	(548)	(276)	(267)
Net profit	212	255 *	281	110	161
RoE	9%	14.1%*	10.6%	8.8%	12.3%
Solvency I	230%	293% ³	268%	283%	284%

* Reported for 2012, before change in accounting policies under IAS19R

Key brands

Core brands

- a.s.r.: premium retail brand
- De Amersfoortse: premium SME brand
- Ditzo: challenger online-market



Source: Company data

Notes:

1. Ratio includes health; excluding health, the Non-life/Life ratio would be 52/48%
2. As reported by the company
3. Solvency includes UFR (Ultimate Forward Rate), which has been applied since 2012, as prescribed by the regulator (DNB)"

Management and company structure

Management Board



J.P.M. (Jos) Baeten (1958)

CEO

Responsibilities: Human resources, Marketing, Integrity, Audit, Legal, Communication and Business Support



K.T.V. (Karin) Bergstein (1967)

Board member

Responsibilities: Individual Life, P&C, Europeesche, Funeral (Ardanta), Bank, Intermediary Distribution & Sales



H.C. (Chris) Figee (1972)

CFO

Responsibilities: Finance, Accounting, Reporting & Control, Financial Markets, Risk Management

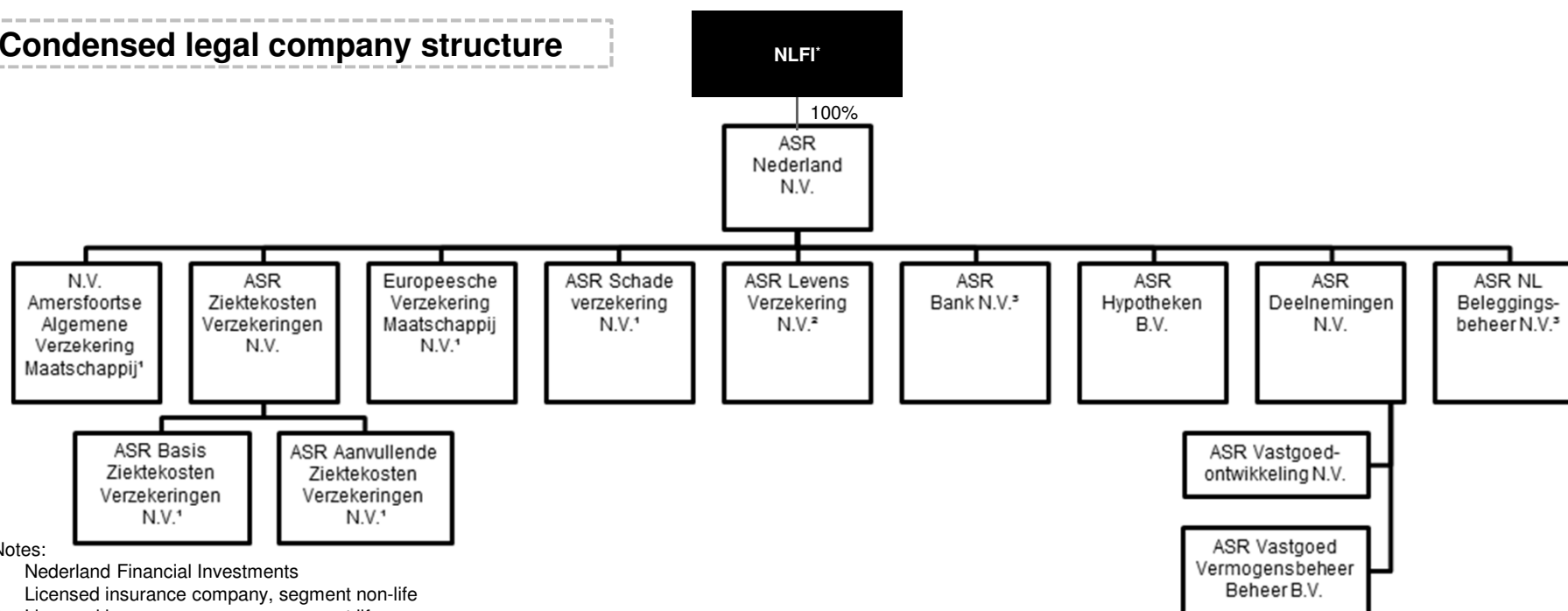


M.H. (Michel) Verwoest (1968)

Board member

Responsibilities: Pensions, Disability, Health, Real Estate, ITC

Condensed legal company structure

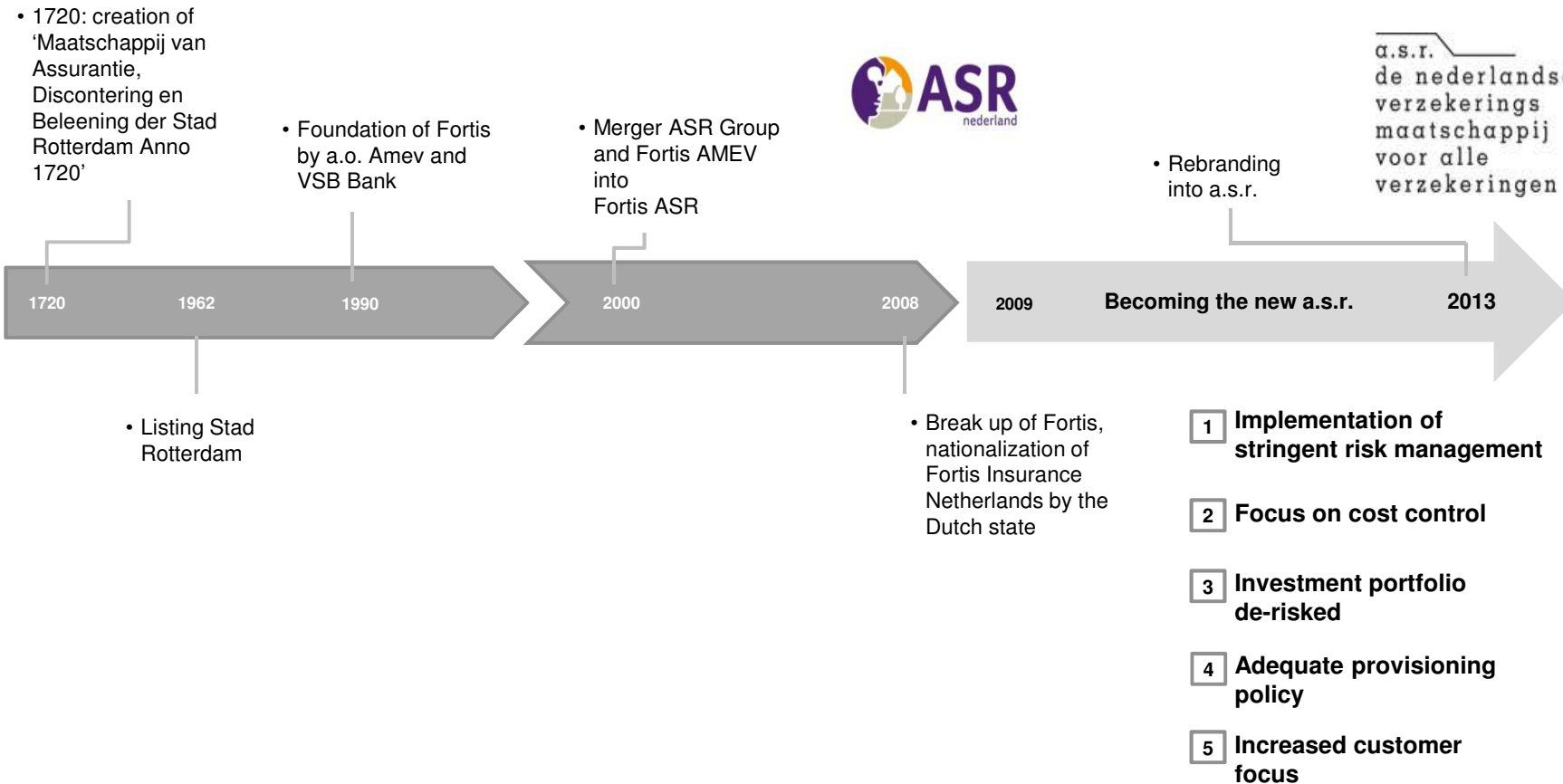


Notes:

- * Nederland Financial Investments
- 1 Licensed insurance company, segment non-life
- 2 Licensed insurance company, segment life
- 3 Licensed bank/investment institution, segment other

a.s.r. story

a.s.r.
de nederlandse
verzekerings
maatschappij
voor alle
verzekeringen

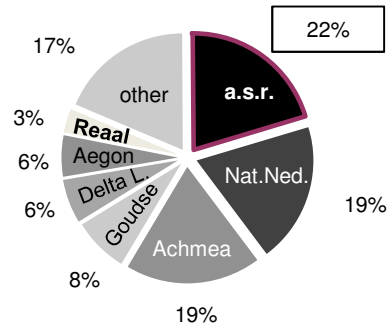


100% ownership by Dutch Government, but no state aid received
a.s.r. is on track for its forthcoming privatisation

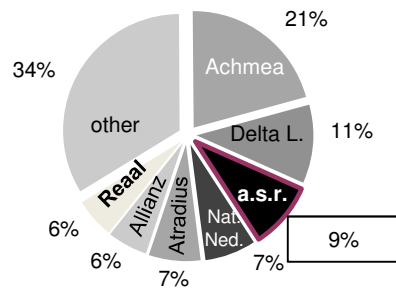
a.s.r. is a composite insurer with a strong position in the Dutch market

Market shares 2012 | **a.s.r. has well diversified insurance business**

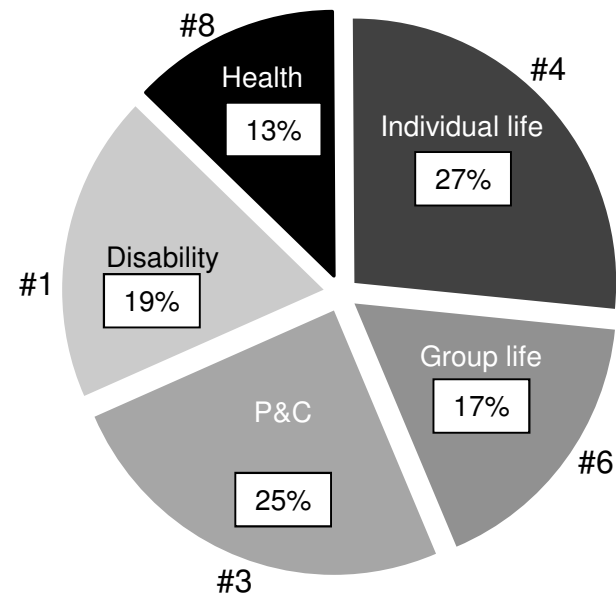
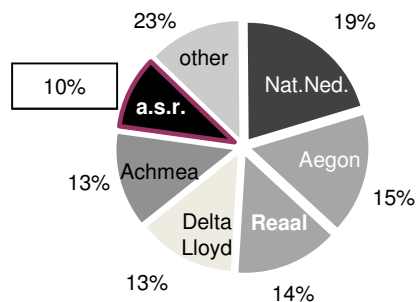
Disability



P&C



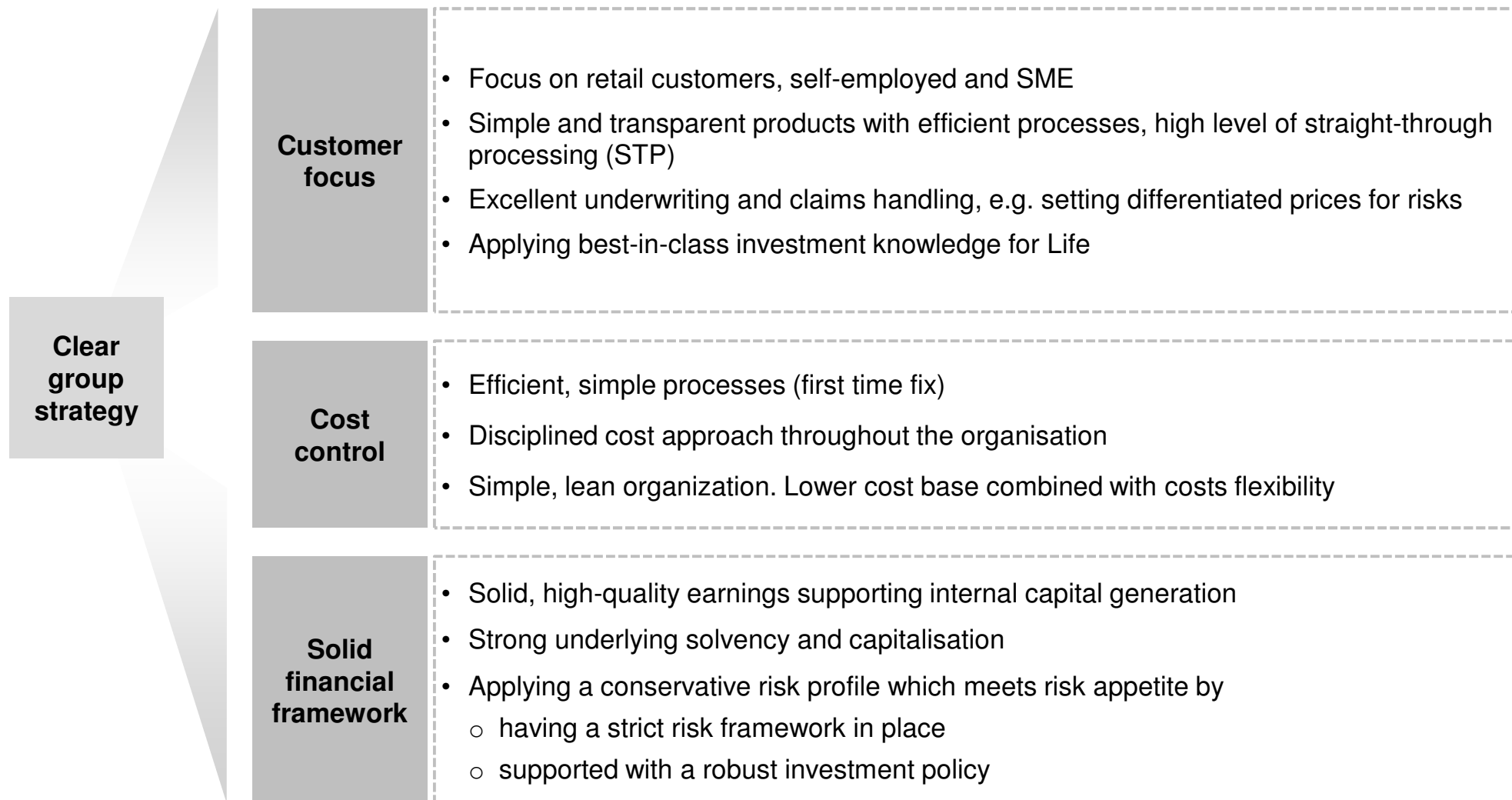
Life



Source: a.s.r. analysis based on DNB filings
shows the market position for each branche

Clear group strategy supporting financial stability

a.s.r.'s strategy focuses on customer value creation, cost control and a solid financial framework, creating a compelling investment case



Notes:

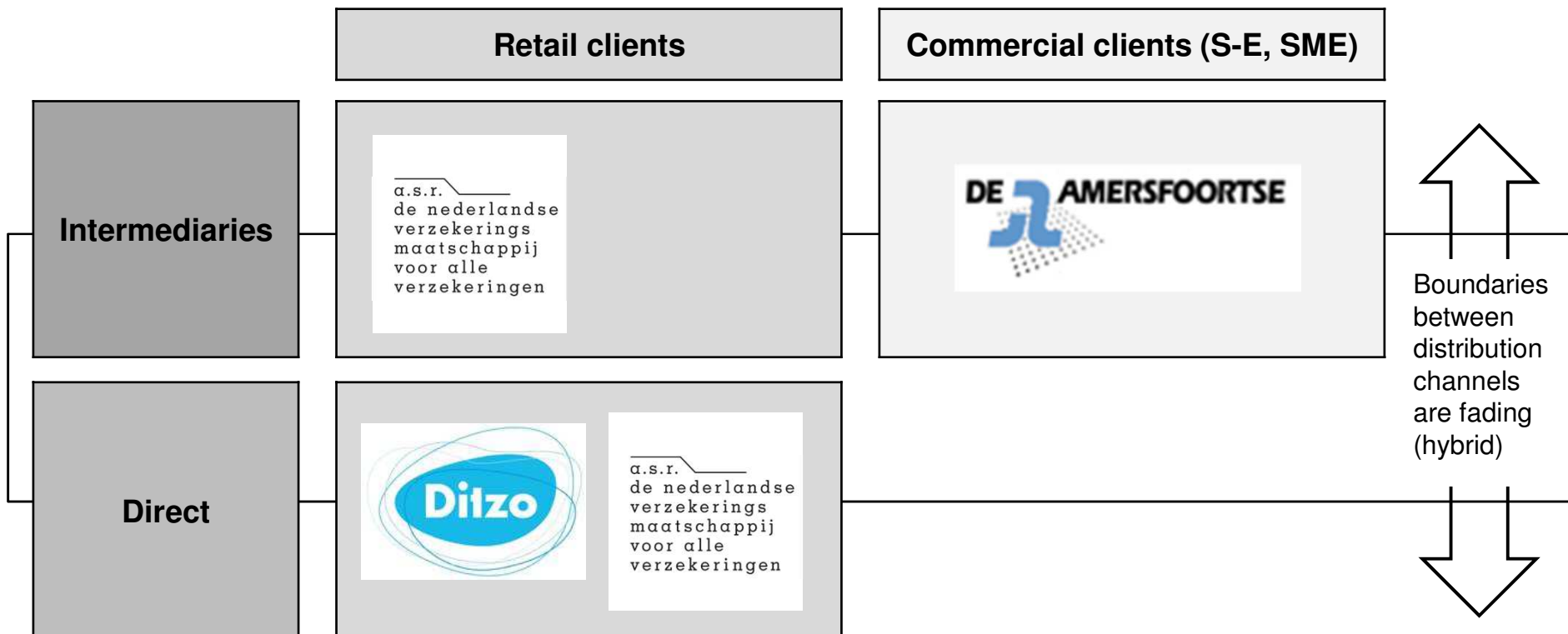
1

For operating companies (a.s.r.life and a.s.r. non-life)

Diversified, multichannel approach to distribution, underpinned by well-known brand names

Overall distribution strategy and brands

- a.s.r. has a strong position in the Dutch market and an extensive distribution platform based on its broker channel
- In the SME segment distribution mainly takes place via brokers, which allows a.s.r. to benefit from its strong position in the broker channel
- In the retail segment, the client's preference shows a shift to hybrid distribution (i.e. direct channel next to the broker channel)
 - In response to this hybrid distribution preference, a.s.r. has successfully positioned Ditzo

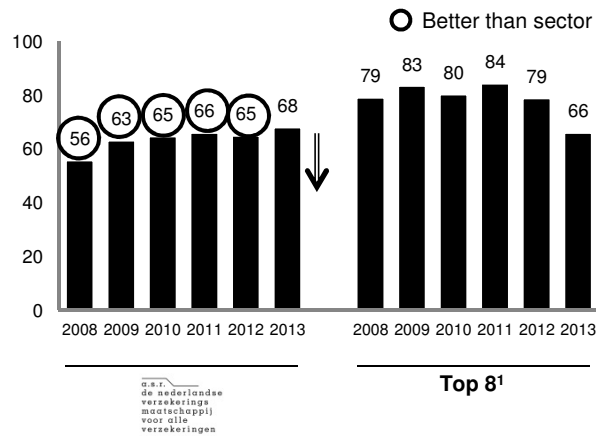


- a.s.r. Label for retail clients, distributed mainly via intermediaries
- De Amersfoortse Will transform from an income protection insurer to an insurer for commercial clients
- Ditzo On-line provider of P&C and health insurance for more price conscious clients
- Europeesche Verzekeringen Insurer for travel and leisure insurance

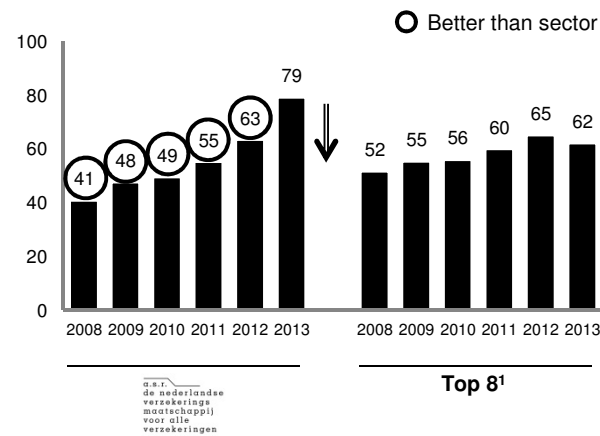
Sophisticated underwriter with better-than-market underwriting results ...

Non-life gross claims ratios²: a.s.r. is better than market average in most segments

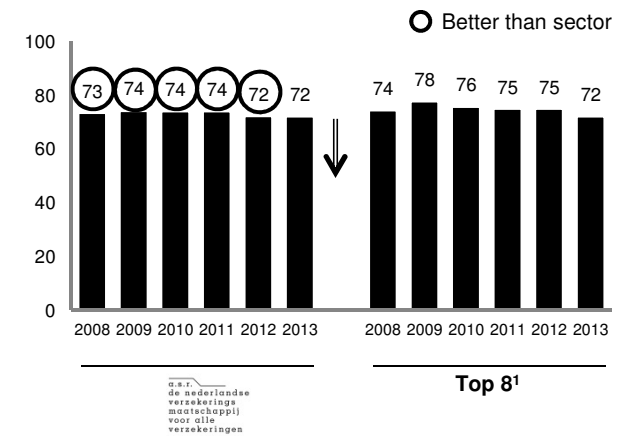
Total



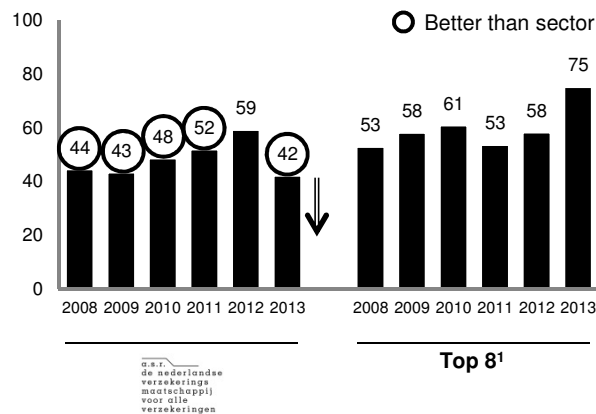
Disability



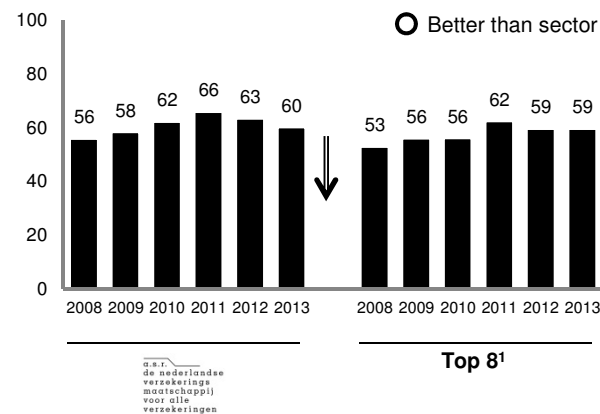
Motor



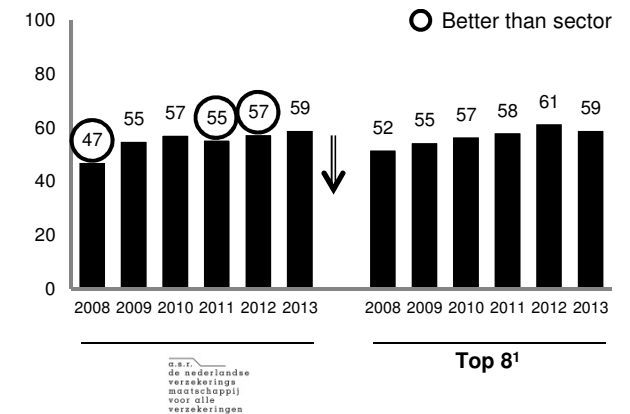
Transport



Fire



Other



↓
Source: DNB data 2013

Notes: 1 Average top 8 excl. Basic & Supp. (Achmea, a.s.r., ING, Delta Lloyd, SNS Reaal, Allianz, Aegon, Uvit)
2 Gross claims/GWP

... as further evidenced by H1 2014 figures

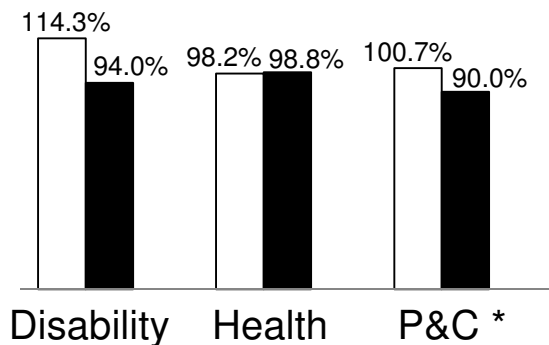
Non-life

Combined ratio's below 100% for all businesses

Life

New production improved while efficiency further improves

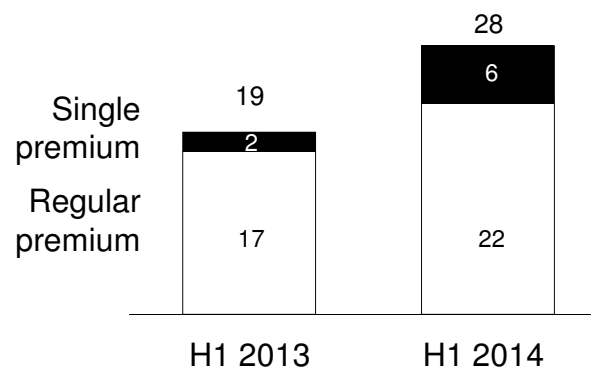
Combined ratio main businesses (%)



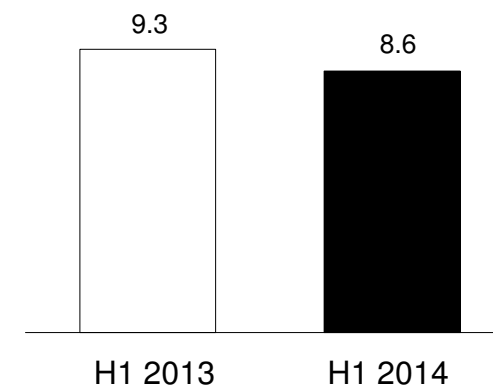
□ June 2013 ■ June 2014

* Including Travel & Leisure insurance

New production (€m APE)



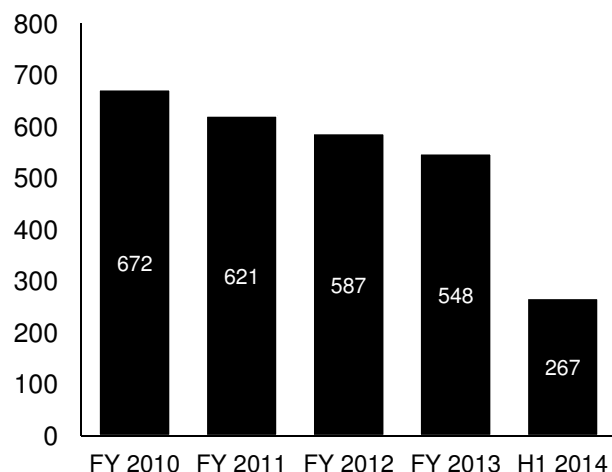
Cost ratio (% APE)



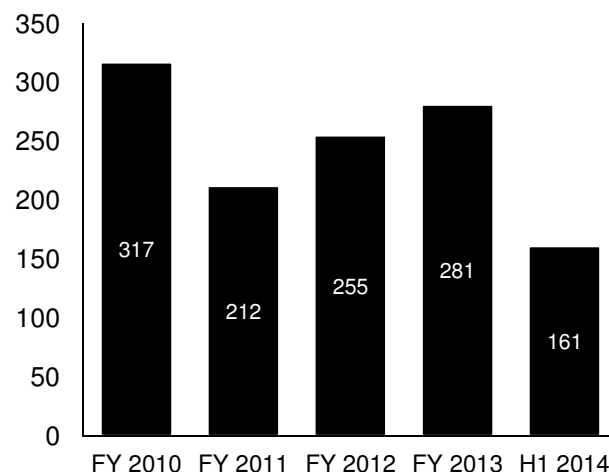
- Insurance performance indicators moving in the right direction due to value over volume strategy

Leading to continued strong financial performance ...

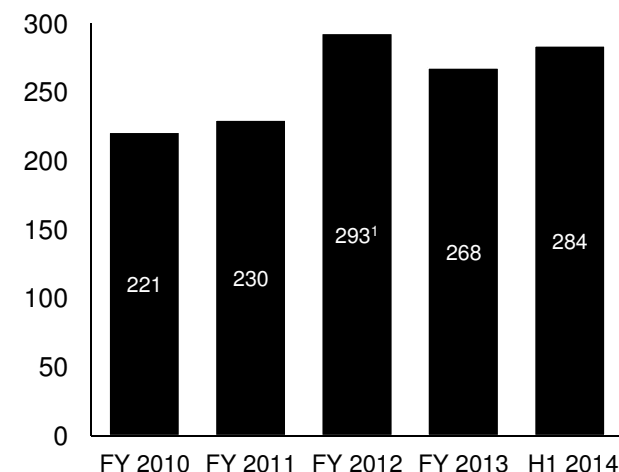
Cost reduction – operating expenses (€ mln)



Profitability – net results (€ mln)



Solvency (%)



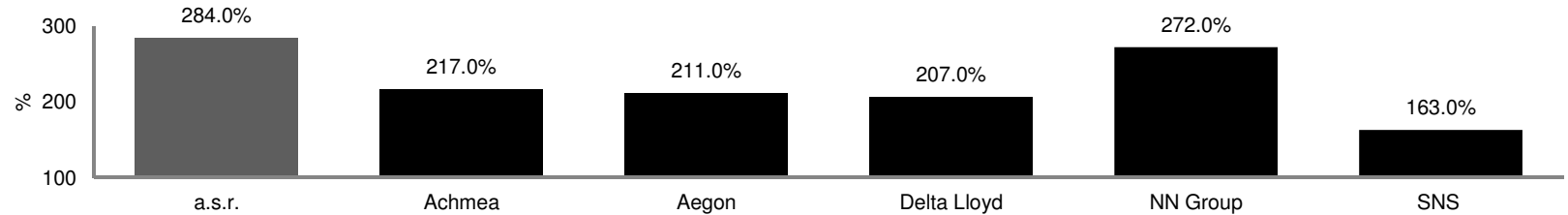
1 Since 2012 including UFR

Outlook

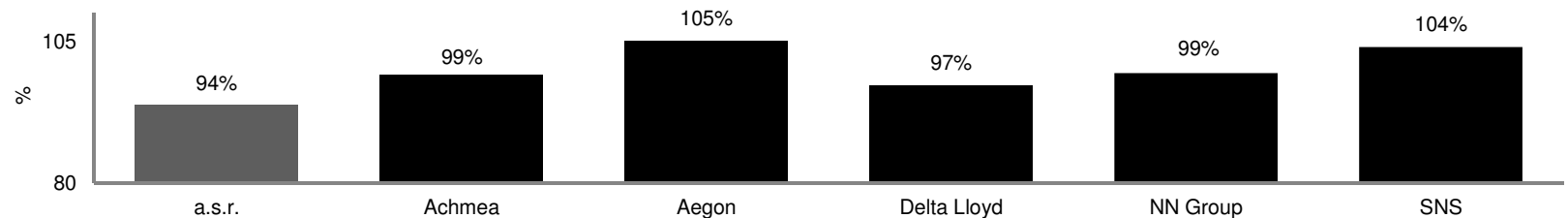
- Ongoing focus on cost reduction and a disciplined approach towards costs
- Continued robust underwriting performance
- In terms of overall revenues, a.s.r. expects its topline to stabilise at approx. €4bn, driven by diversification
- Firm strategic commitment to maintaining strong solvency ratio on solvency I and economic capital basis
- Target underlying rating within "A" category

... also when compared to Dutch peers

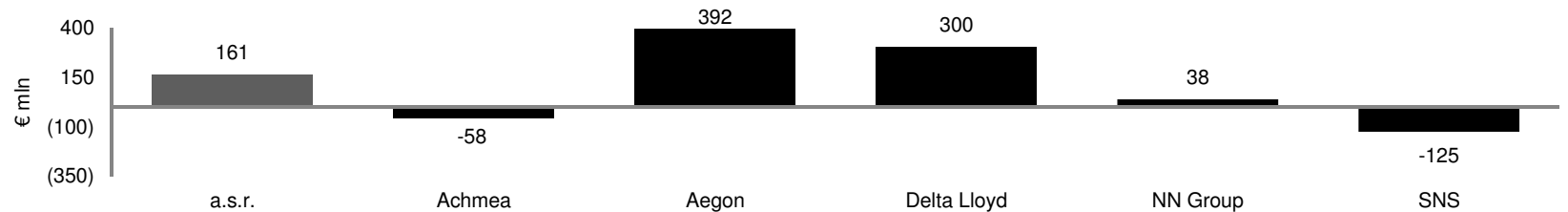
Solvency I
(30 June 2014)



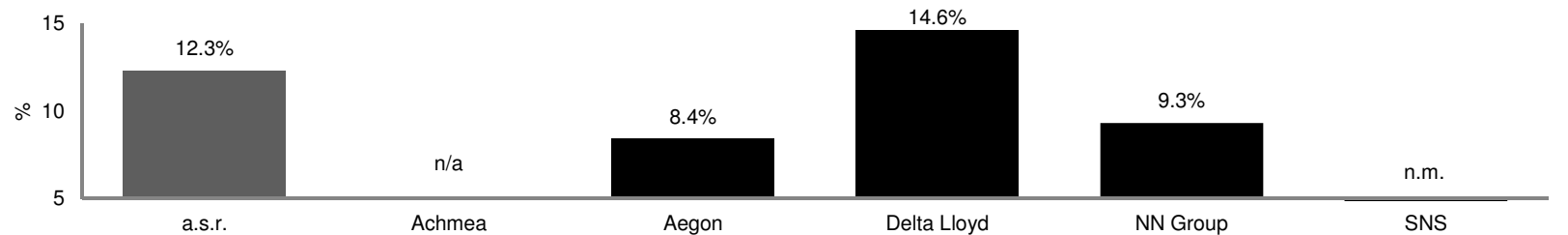
Combined Ratio
(H1 2014)



Net profit
(H1 2014)

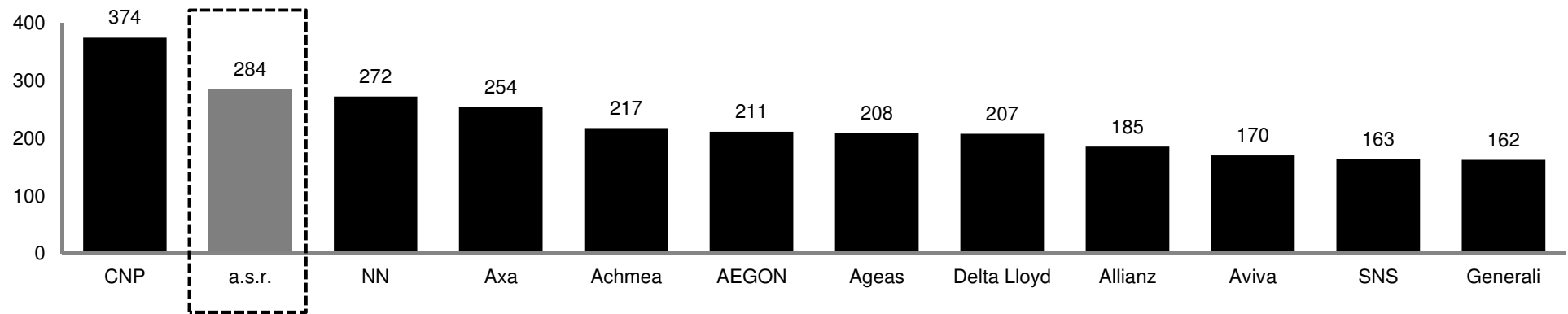


RoE
(H1 2014)

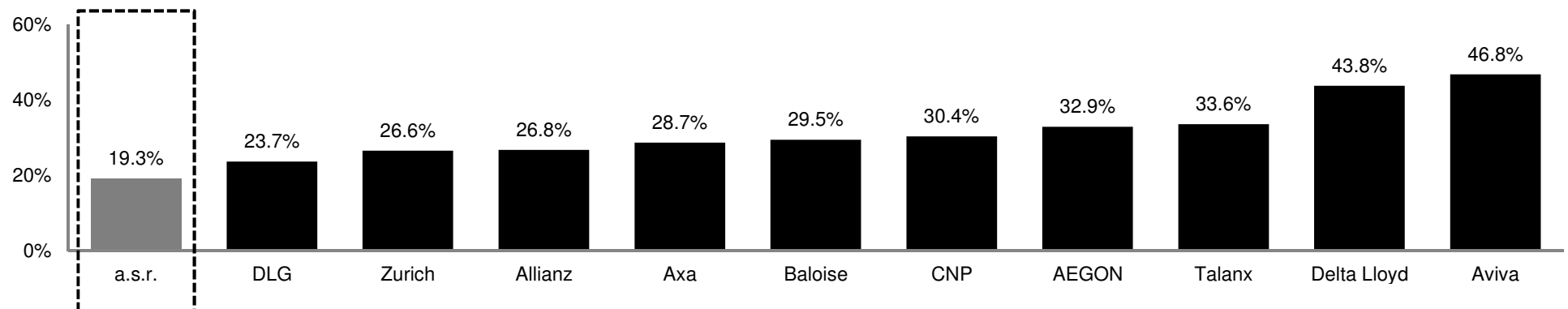


Robust balance sheet – also in broader European perspective

IGD/Solvency 1 ratio benchmarking (%) - group level¹



Leverage benchmarking (%) - group level²



Source: Company information (latest disclosure), Broker and credit reports

Notes:

1 ING, Aviva, Achmea, DLL and AEGON report IGD solvency ratios. The remainder of the peer group report Solvency I ratios

2 Gearing (D/D+E): assumes total gross debt, treating hybrids as 100% debt. Based on ASR advisory calculations

Diversified investment portfolio

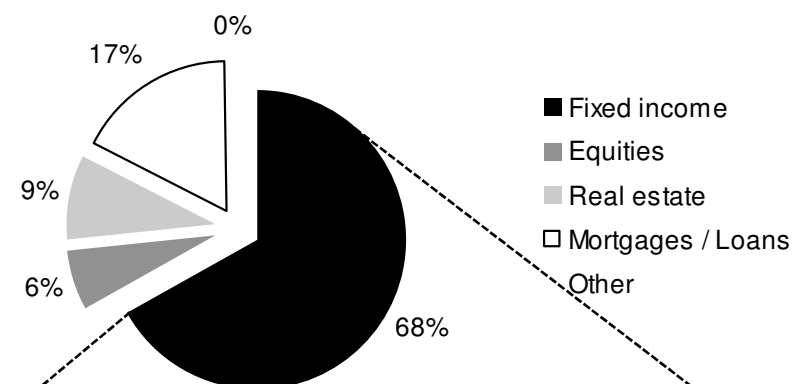
Optimizing risk profile within investment framework

Assets (€ billion, fair value) *	June 2014	Dec. 2013
Fixed income	20.9	18.8
Equities	2.0	2.1
Real estate	2.8	2.7
Mortgages / other loans	5.4	4.9
Other **	0.1	0.1
Total investments	31.2	28.6
Investments on behalf of policyholders	8.1	8.0
Other assets	7.2	6.8
Total assets a.s.r.	46.5	43.4
Adjustment fair value versus book value (real estate & loans)	-1.0	-1.0
Total balance sheet a.s.r.	45.5	42.4

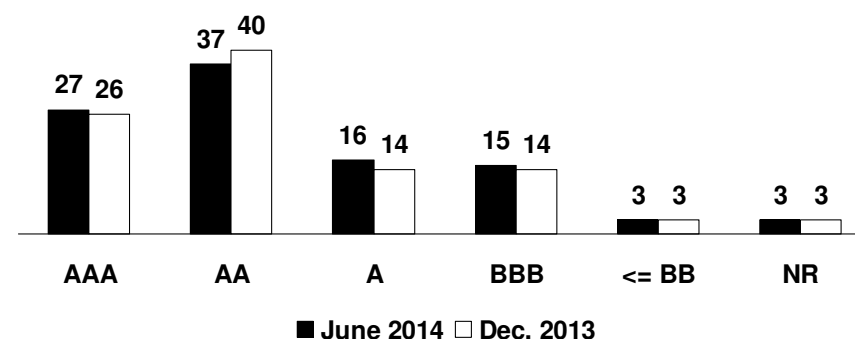
* Rounding differences appear

** 'Other' mainly represents equity associates

Composition investment portfolio June 2014



Rating diversification fixed income portfolio (excl. derivatives)



Strong and Stable Credit Ratings

Entity	Grade	Outlook
ASR Levensverzekering N.V.	A	Stable
ASR Schadeverzekering N.V.	A	Stable
ASR Nederland N.V. (holdco)	BBB+	Stable

Business Risk Profile: Strong

- “
- Strong competitive position owing to the group's diverse position in the Dutch life and non-life markets.
 - Low industry and country risk given the weight of Dutch non-life sales and a.s.r.'s shrinking life portfolio.
- ”

S&P
15-Aug-14

Financial Risk Profile: Strong

- “
- Very strong capital and earnings. Capital is in the 'A' range at present. However, we believe capital and earnings will improve to the 'AA' range by 2016.
 - We also anticipate that quality of capital will improve over time, with total adjusted capital continuing to rely mainly on shareholders' equity.
- ”

S&P
15-Aug-14

Other Factors

- “
- We believe a.s.r. possesses exceptional liquidity owing to the strength of its available liquid resources.
- ”

S&P
15-Aug-14

Capital considerations

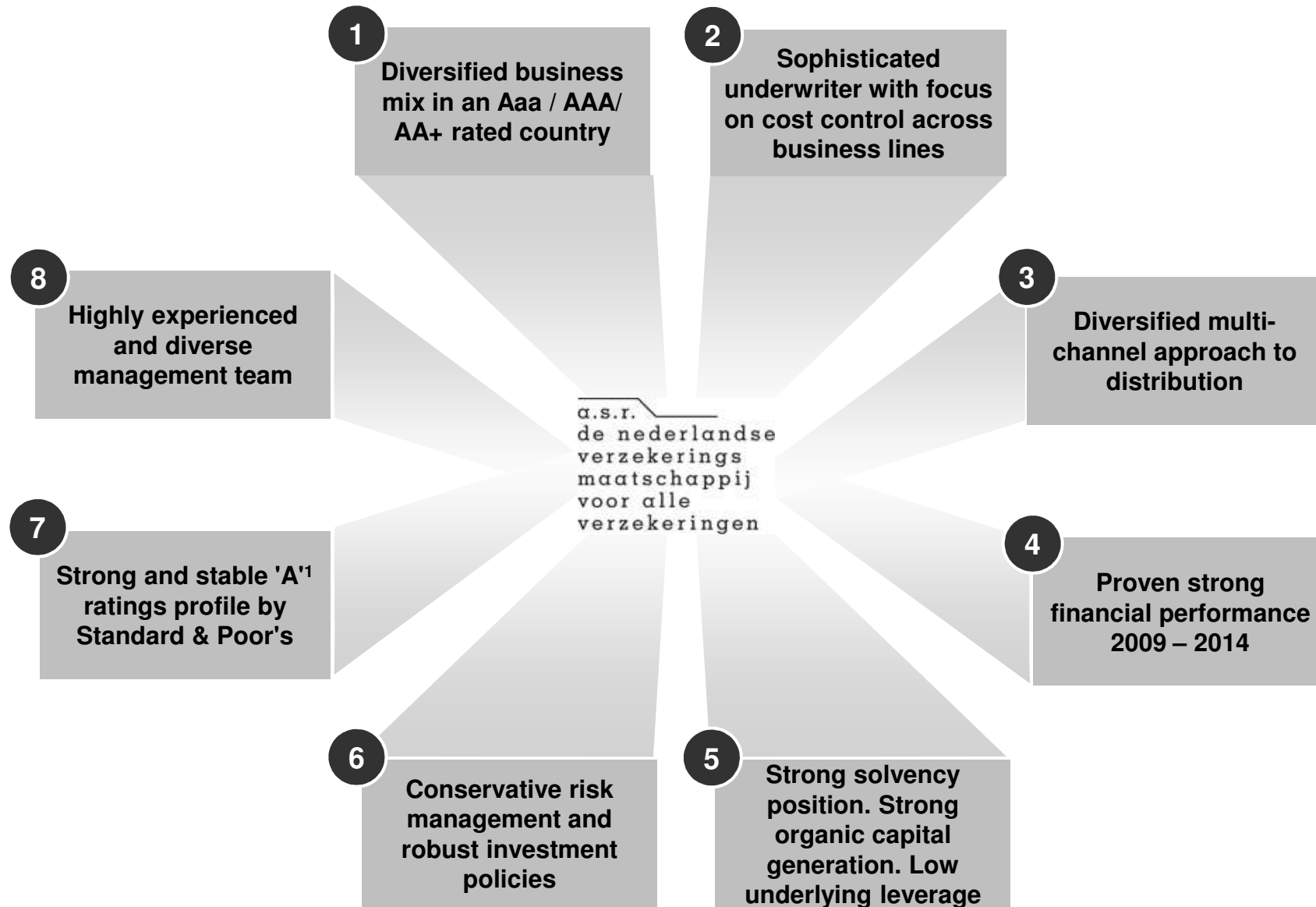
1. Will a.s.r. increasingly realize capital gains in run up to privatization?

- Earnings profile shifting from investment returns to underwriting result, in line with strategy. Increase H1 2014 vs H1 2013 already majority driven by further increased underwriting profits
- Potential from 'unrealised' capital gains exist, but a.s.r. does not deliberately realize capital gains. In H1 2014 capital gains were primarily the by-product of investment portfolio re-allocations and in H1 the bulk of capital gains were reversals of impairments taken in previous years

2. Will a.s.r. be tempted to use its robust capital position to aggressively pursue acquisitions?

- a.s.r. has a strong capital position, yet acknowledges that capital and resilience needs to be measured from several perspectives (Solvency I, Solvency II, S&P capital model, TSC). a.s.r. will continue to delivery solid organic free capital generation
- a.s.r. views consolidation in the Dutch market seems as unavoidable, however:
 - a.s.r. is committed to a strict and prudent risk appetite and maintains capital buffers above minimum levels
 - a.s.r. is committed to maintain single A rating

Summary of key investment highlights



Appendices

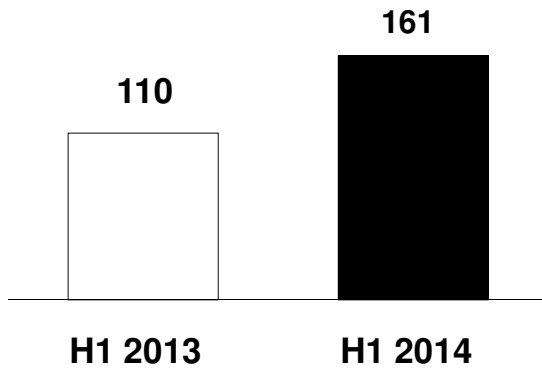
A1: Latest financial results

Key messages from H1 2014 results announcement

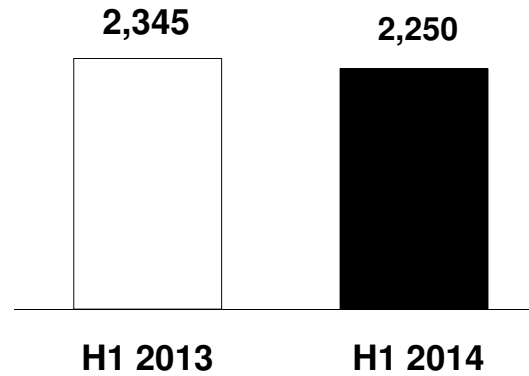
- Net result at € 161 million from € 110 million at 30 June 2013
 - Excluding additional WGA-ER expense of €39 million in H1 2013, net result was up 8% from €149 million to €161 million
- DNB solvency remains robust at 284% (31 December 2013: 268%)
- Gross written premiums Non-life business stable at €1,415 million (H1 2013: €1,410 million); down to €916 million in Life business in line with the market (H1 2013: €1,013 million)
- Significant improvement in Non-life combined ratios. Combined ratios are well below 100% across Non-life businesses
- Decrease in operating expenses for the sixth consecutive year; down 3% to € 267 million, with continuing investments in new initiatives
- a.s.r. is on track for forthcoming privatization

Key financials

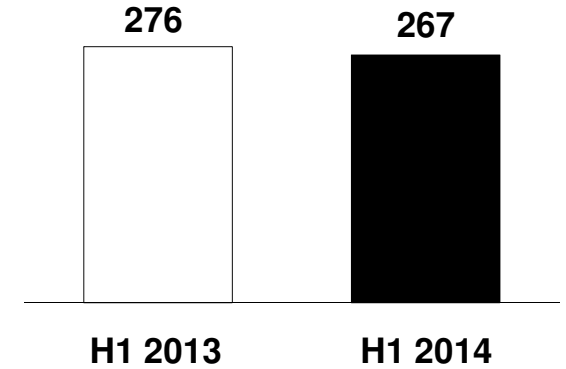
Net result (€m)



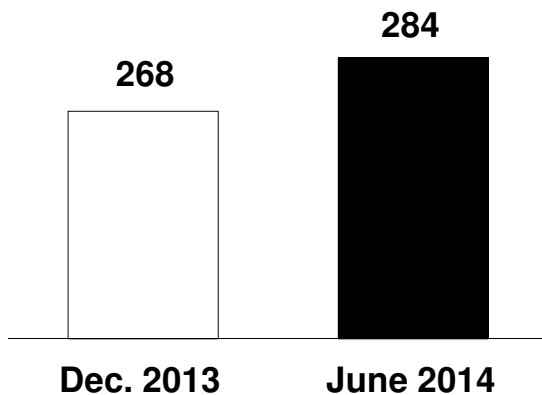
Gross written premiums (€m)



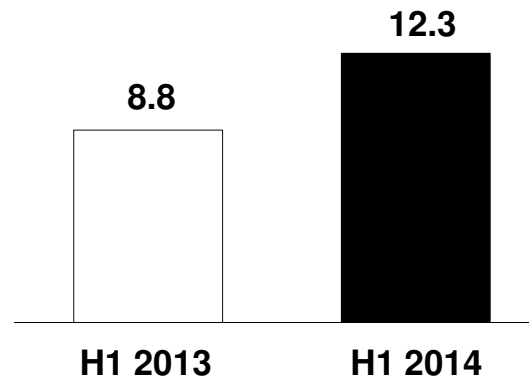
Operating expenses (€m)



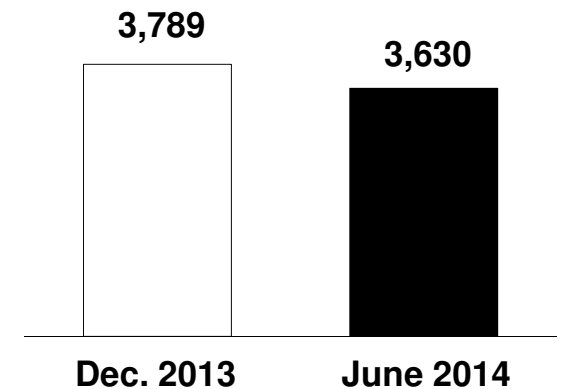
DNB-solvency ratio (%)



RoE (%)



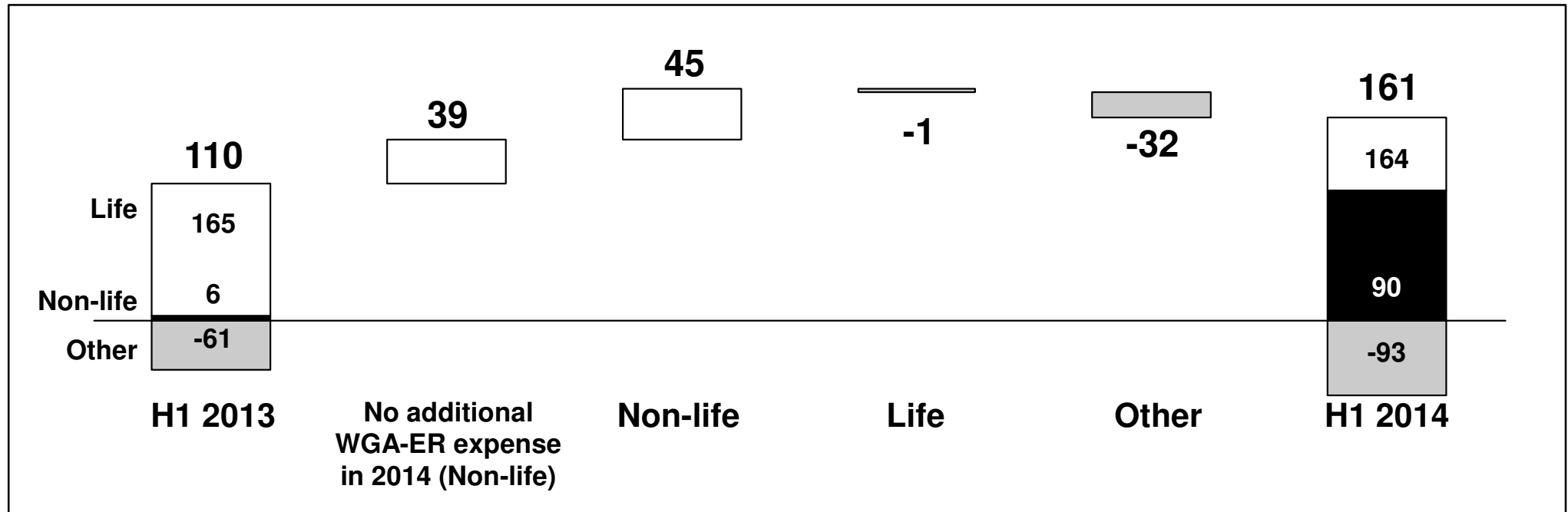
Internal work force (FTE)



Net result improved to € 161 million

Contribution mainly from underwriting performance improvement

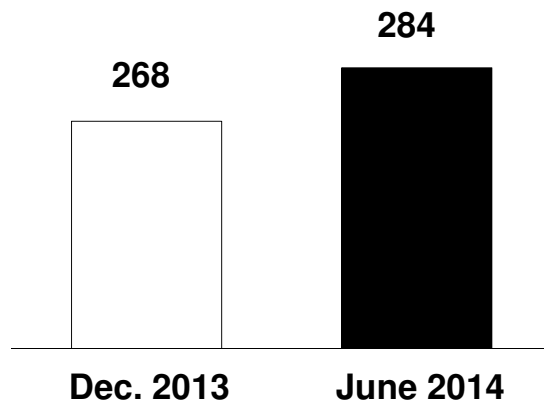
(€ million)



- **Segment Non-life:** net result strongly up thanks to better claims prevention and handling and lower operating costs, besides an additional expense for WGA-ER of € 39 million in 2013. The combined ratio improved from 104.0% (excluding additional expense WGA-ER: 99.3%) to 93.7%. Combined ratio is below 100% across the Non-life businesses
- **Segment Life:** net result stable. Cost savings and higher investment income (e.g. positive impairment reversals) offset incidental insurance expenses
- **Segment Other:** net result affected by costs associated for a.s.r.'s privatisation, higher provisions, investments in new initiatives and further scaling back the risks in the property development portfolio

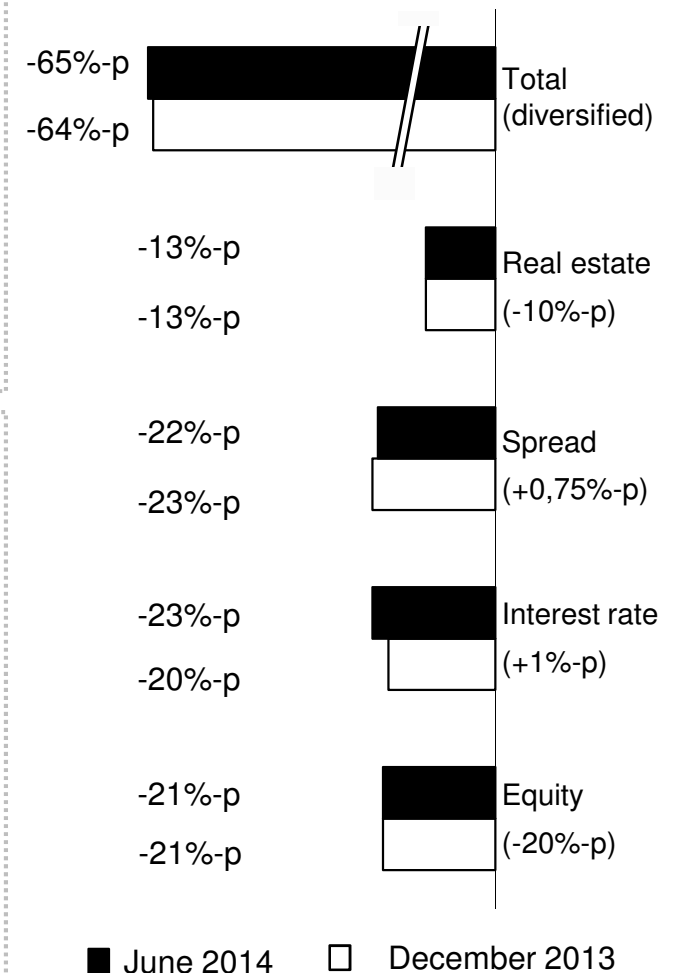
Solvency remains strong

DNB solvency ratio

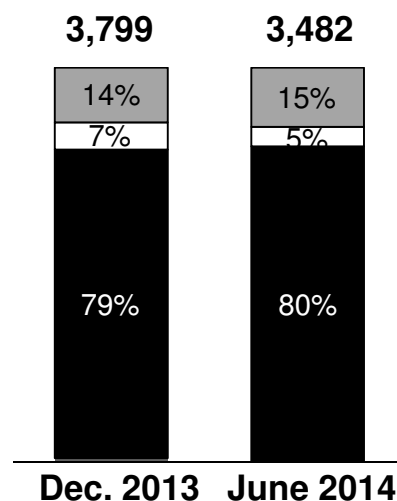


- Improvement in DNB solvency ratio to 284% thanks mainly to a fall in interest rates
- Sensitivities of DNB solvency remained stable
- a.s.r. robustly capitalized based on other solvency requirements (TSC, SII, Ecap)

Sensitivities



Total equity



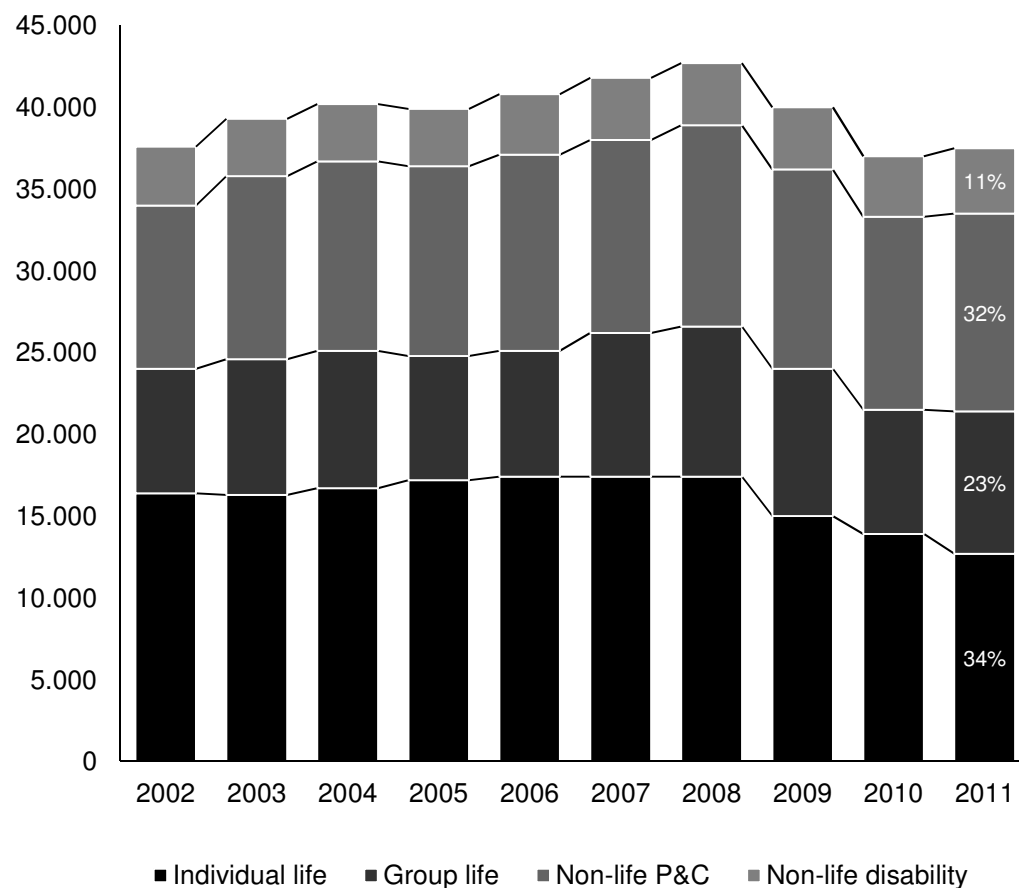
- Capitalization of high quality
- Organic capital growth rate of 1.5 – 2.0 percent per month during H1 2014
- Continued robust total equity
- In 2014, total equity was affected by a lower discount rate for the valuation of the IAS 19 pension liability (€ -462 million)
- Hybrid Tier 1 capital stable at € 515 million
- Total equity includes € 782 million in unrealized gains and losses for real estate (2013: € 784 million)

■ Hybrid capital ■ Shareholder's equity
□ Net profit

A2: a.s.r. investment case – further information

Mature Dutch insurance market is focused on cost control and innovation

Premium volume Dutch insurance market (€ mln)



Comments

Annual growth premium volume 2002-2011

- Disability : + 1.3%
- P&C : + 1.9%
- Group life : + 1.3%
- Individual life : - 2.7%

Overall growth perspectives

- Disability/health: aging population leads to increase of healthcare expenses
- P&C: growth with inflation
- Group life: increased market share for insurers; more potential if interest rate increase, as Defined Benefit schemes will become more attractive
- Individual life: due to long duration policies AuM will slowly decrease coming years, new sales perspective for all biometric risks

Conclusion

- Market growth will be limited going forward
- Insurers will focus on operational efficiency, cost control and innovation
- a.s.r. strategy to focus on 'value over volume'

Well known brands and a diversified distribution network

Key brands



- a.s.r. is the label for private individuals operating in Life and non-life insurance policies, mortgages and savings and investment products are primarily sold through the intermediary channel
- The a.s.r. label also includes insurance for corporate clients



- De Amersfoortse is developing as the number one insurance label for business owner
- Pension insurance was added to the portfolio of income protection and health insurance in 2013



- Ditzo is the online provider of non-life and health insurance policies for people who like to manage their insurance themselves



- Europeesche Verzekeringen specializes in travel and leisure insurance. Its product offering ranges from multi-trip travel insurance and classic car insurance to hobby and wedding insurance



- Ardanta is a specialist in funeral insurance

Distribution channel

- a.s.r. uses a hybrid distribution model, which has been designed to allow customers to manage their insurance themselves and solicit advice when they need it

- De Amersfoortse is transforming from an income protection insurer to the insurance company for business owners in the Netherlands
- De Amersfoortse's products and services are sold exclusively through intermediaries

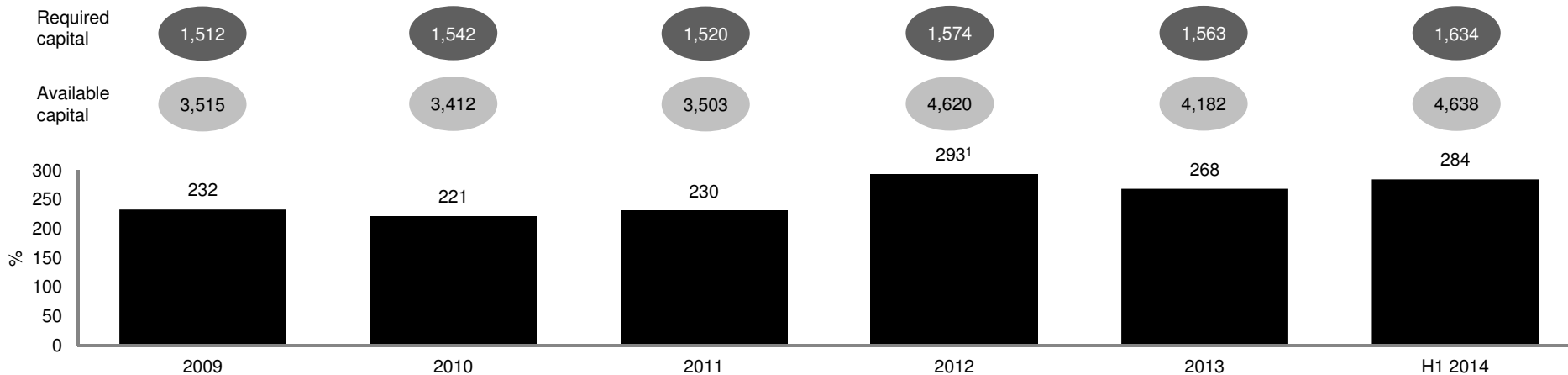
- A direct service offering. Customers can take out household contents insurance, third-party liability insurance, residential premises insurance, travel and motor vehicle insurance, and health insurance online

- Europeesche Verzekeringen sells insurance policies through the intermediary channel and through specialist partners to offer tailor-made policies to its customers

- Ardanta collaborates mainly with independent intermediaries, however products are sold in partnership with undertakers as well

Strong solvency position

Regulatory solvency ratio



Solvency

- a.s.r. has adopted a market value based risk framework
- An economic capital model (ECAP) has been developed based on Solvency II principles with some company-specific characteristics
 - a.s.r. consistently meets/exceeds its ECAP requirements
- Organisation/internal processes meet Solvency II requirements
- For regulatory purposes, a.s.r. complies with Solvency I. Solvency is being monitored by a.s.r. on an after-stress basis
- In 2013, a.s.r. participated in the TSC review (theoretical solvability criterion) by DNB. a.s.r.'s TSC ratio is well above 100%
- a.s.r.'s solvency II ratio is well-above its target
- Organic capital growth rate of 1.5 – 2.0 percent per month during H1 2014

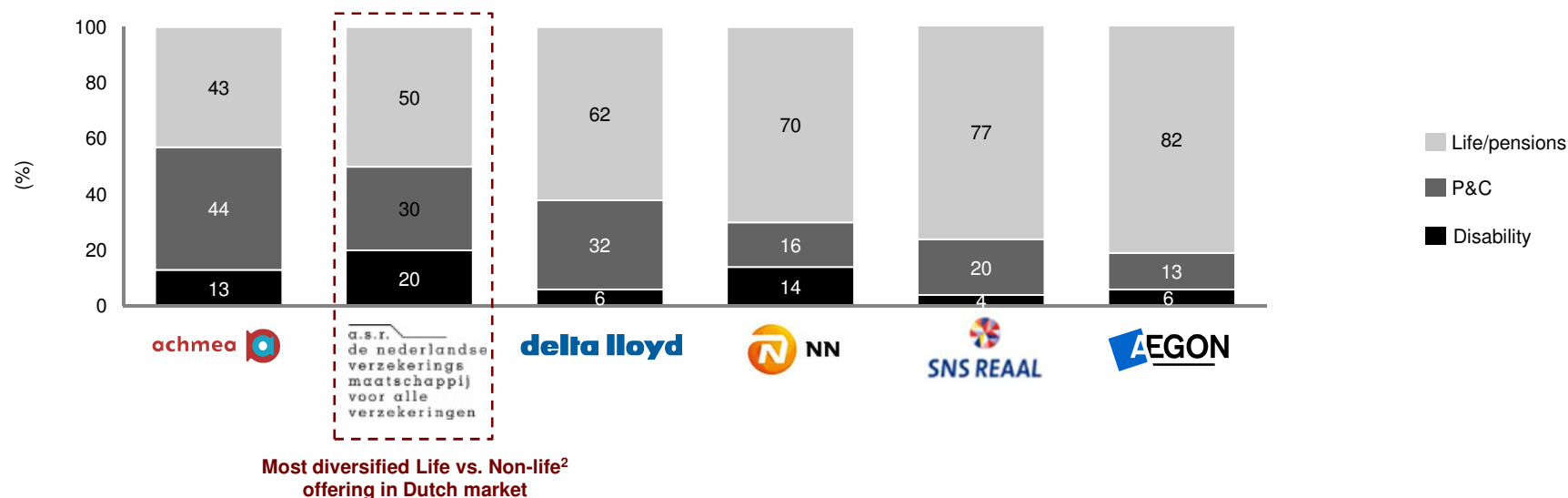
Source: Company data
1 Solvency includes UFR (Ultimate Forward Rate), which has been applied since 2012, as prescribed by the regulator (DNB)

Managing risk and capital

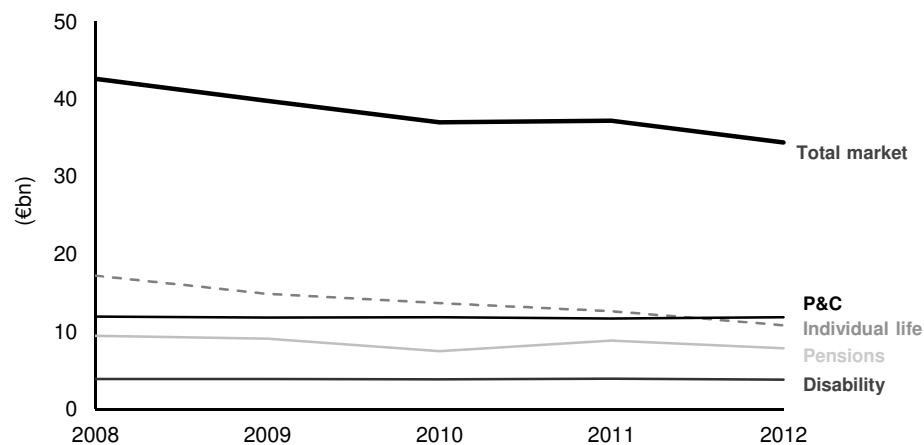
- a.s.r. has a strict capital allocation policy
- The budget for market risks is being allocated based on the ECAP model
- Given the level of available capital, the risk budgets for the various risk categories are allocated (dynamic asset allocation policy)
- As part of a.s.r.'s risk management process, frequent monitoring of various metrics takes place and measures are taken if necessary
- As a result of a.s.r.'s disciplined risk management approach, the Solvency I ratio of a.s.r. is one of the highest in the Dutch market
- Furthermore, a.s.r. has a conservative leverage policy
- The relatively solid capital position allows a.s.r. to take slightly higher market risks than other insurers in the Dutch market

Composite insurer with strong market positions in an AA+ country

Diversified product mix—GWP split¹

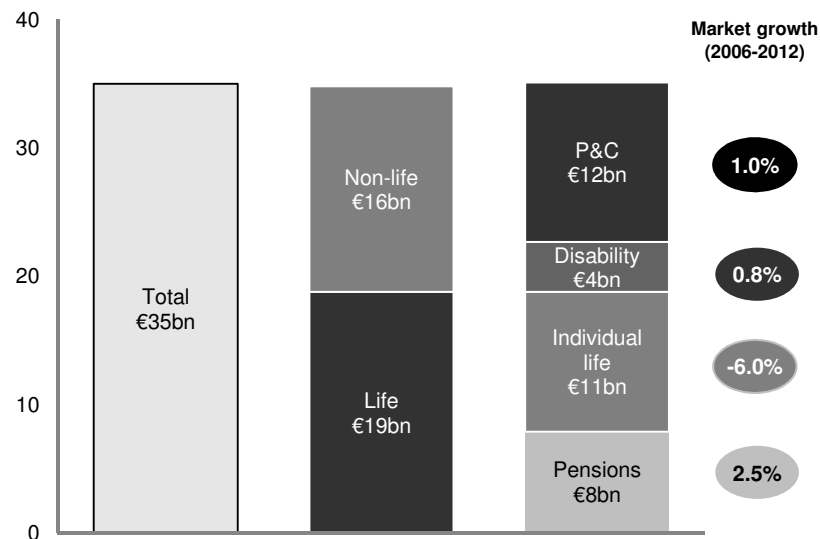


Mature market overall³



Notes:
1. DNB data 2012, company data 2012. Excluding Basic & Supplementary Health
2. Disability included in Non-life
3. Excluding health

Market breakdown³ (2012)



Composite insurer with strong market positions in an AA+ country

Strong position in most attractive segments

	Topline a.s.r. €m (2013)	Market share and position a.s.r. ¹ (2012)	Market growth (2006-2012)	Key strengths
Disability +	770	21.7% / #1	0.8%	Benchmark for Dutch market: market leader, integrated business propositions at lowest cost
Health +	579	1.4% / #8	4.5%	Excellent growth opportunities, strong online proposition (Ditzo), cross-sell opportunity with Disability and P&C
P&C (including Europeesche) +	1,043	9.1% / #3	1.0%	Low cost, strong broker relationships, STP with brokers, launch of Ditzo for direct selling, Europeesche market leader in travel insurance
Individual life +	982	10.9% / #4	-6.0%	Excellent, long-term broker relationships, complete product portfolio, attractive position in funeral insurance market
Pensions +	684	9.3% / #6	2.5%	Market approach with simple Defined Contribution, Defined Benefit and PPI propositions (low cost, own investment funds)
Eliminations =	(135)			
Total market²	3,923	11.2% / #4	2.0%	

- Diversified and balanced business mix
- Strong market positions
- Adaptive to changing market circumstances

Source: Company data 2013; DNB data 2012

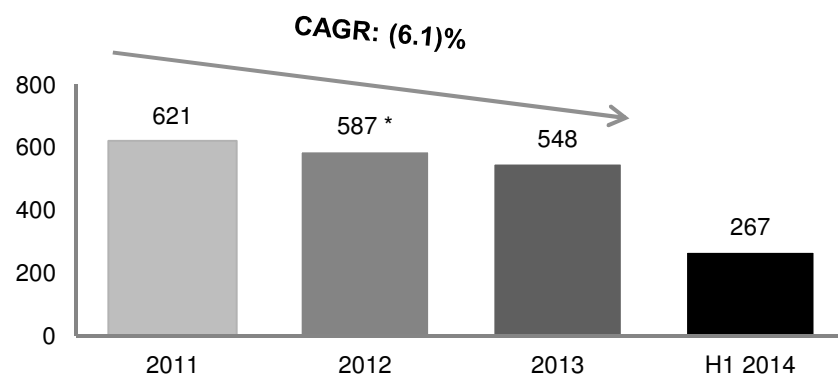
Note:

1 Based on GWP

2 Pure health players excluded in ranking

Strong and proven cost control across business lines with scope for further efficiencies

Operating expenses (€m)

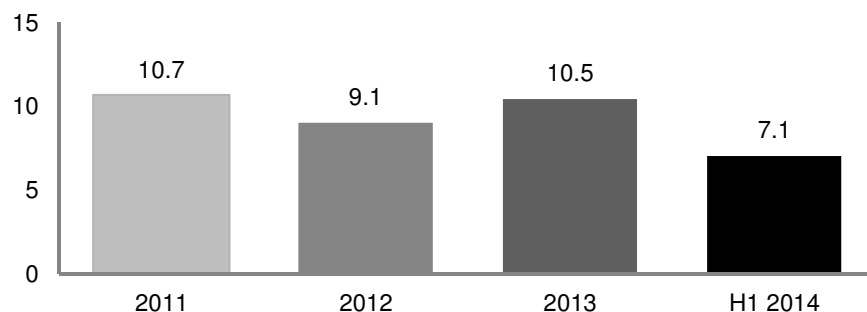


* Reported for 2012, before change in accounting policies under IAS19R

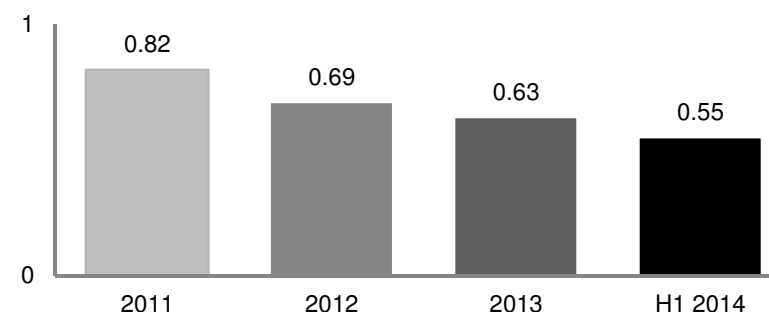
Comments

- a.s.r. is a flexible, agile organisation and has a disciplined way of implementing strategy while adapting to the fast changing environment
- It simplifies products and implements processes with high degree of Straight Through Processing (STP)/first time fix
- The organisation is moving towards a less complex and more effective IT landscape with a lower and flexible cost level, using standard market solutions
- a.s.r. has taken important steps to reduce costs through several initiatives
- a.s.r. further decrease of its cost base during 2014-2016, via e.g. further variabilisation of costs and operational excellence

Operating expenses/GWP ratio non-life (%)



Operating expenses/technical reserves ratio (%)



Source: Company data

Demonstrated risk management skills and robust investment policy

Provisioning policy

- Over the last years, provisioning has been sufficient, both under IFRS LAT and DNB TRT
- Provisioning policy is such that reserves are adequate under Solvency II
- Best estimate valuations under IFRS LAT and Solvency II are in line
- In contrast to some peers, impact of longevity is fully recognized. There is a natural hedge of mortality and longevity risks. Latest mortality tables used as standard policy
- LAT surplus available in both non-life and life reserves
- Risk margins are based on a cost of capital approach, without applying haircuts
- a.s.r. uses relatively conservative cost of capital rates between 4% (Life and Health STL) and 6% (P&C)

Diversification

- a.s.r. is active in all major insurance segments in the Dutch market: Property & casualty, Travel, Disability, Health, Individual life, Bank and Pensions
- Its well-diversified portfolio creates diversification benefits between and within the different business lines and, as a result, a balanced exposure to the different Dutch insurance sub-markets. Examples of diversification benefits
 - Cross sell opportunities between business lines
 - Diversification of biometric risks due to a natural hedge between mortality (e.g. funeral) and longevity (e.g. pensions) risks

Non-life

- The prudency level that a.s.r. applies when calculating the non-life reserves is above the average of the Dutch market
- a.s.r. applies the prudency level at the level of "risk groups". When these risk groups are aggregated to a consolidated a.s.r. level, prudency will increase, especially versus some of its peers

Robust investment policy & integrated asset manager

a.s.r. asset management

- Managing the asset portfolio of total balance sheet of €42 billion as of end 2013
- Internal low cost asset management company with dedicated fund management range (cost < 7 basispoints of AuM)

Investment framework

- Dynamic risk budgeting and asset allocation strategy
- Liability based investment policy; close cooperation with Financial Risk Management and business lines
- Focus on core areas of expertise with strong track records; outsource other activities to external asset managers
- Principles of Social Responsible Investing fully integrated in investment process; a.s.r. rated #1 by 'fair insurance guide'

Added value for a.s.r.

- Complete asset manager, including portfolio management, back office, accounting & reporting services
- Sustainable contribution to a.s.r. P&L

A3: Investment portfolio

Higher value fixed income portfolio as a result of lower interest rate environment

Key highlights

- Government portfolio made up mainly of Dutch and German government bonds
- Financials portfolio is well diversified across countries, issuers and level of subordination
- Increase in value of fixed-income portfolio due to lower interest rates and a decrease in credit spread
- Switch in H1 2014 from Dutch government bonds and equities to French government bonds and selective reinvestments in peripheral countries
- Selective decrease of investments in (subordinated) financials are offset by higher revaluations
- Growth in derivatives portfolio, used for hedging interest rate risk, due to lower interest rates

Governments (€m)	June 2014	Dec. 2013	Delta
Netherlands	3,694	4,154	-11%
Germany	3,179	2,955	8%
Austria	601	554	9%
Belgium	711	657	8%
Supranationals	429	367	17%
France	569	224	154%
Periphery	563	36	n/a
Other	645	691	-7%
Total	10,391	9,638	8%

Fixed income (€m)	June 2014	Dec. 2013	Delta
Government	10,391	9,638	8%
Financials	4,675	4,608	1%
Structured	608	600	1%
Corporate	3,672	3,434	7%
Derivatives	1,566	511	n/a
Total	20,912	18,791	11%

Financials (€m)	June 2014	Dec. 2013	Delta
Senior	1,485	1,548	-4%
Tier 2	1,382	1,211	14%
Tier 1	710	911	-22%
Covered	937	810	16%
Other *	161	128	26%
Total	4,675	4,608	1%

* Includes preferred securities

Controlled growth of the mortgage portfolio and small reduction of equity exposure

Key highlights

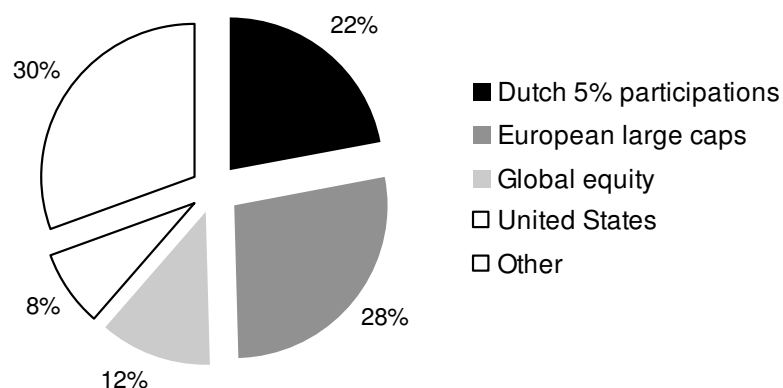
Mortgages

- Increase in mortgages in accordance with investment policy
- Sales of new mortgages mainly in government guaranteed (NHG) segment
- 89% of mortgage portfolio is either a NHG-guaranteed mortgages or has LtFV below 100%

Equities

- Decrease in equity exposure as a result of divestment, partly compensated by revaluation
- Downside risk protected through put option structure

Composition equity portfolio June 2014



Mortgages (€m, book value) *	June 2014	Dec. 2013	Delta
LtFV < 75 %	909	862	5%
LtFV < 100 %	562	601	-6%
LtFV < 125 %	490	463	6%
LtFV > 125 %	62	52	19%
NHG	3,195	2,798	14%
Total	5,218	4,776	9%

* Loan to Foreclosure Value at originated value, no index applied

Equities (€m)	June 2014	Dec. 2013	Delta
Equities	1,740	1,700	2%
Private equities	88	103	-15%
Hedge funds	1	2	-50%
Other funds	160	245	-35%
Derivatives	3	9	-67%
Total	1,992	2,059	-3%

Diversified real estate portfolio remains of high quality

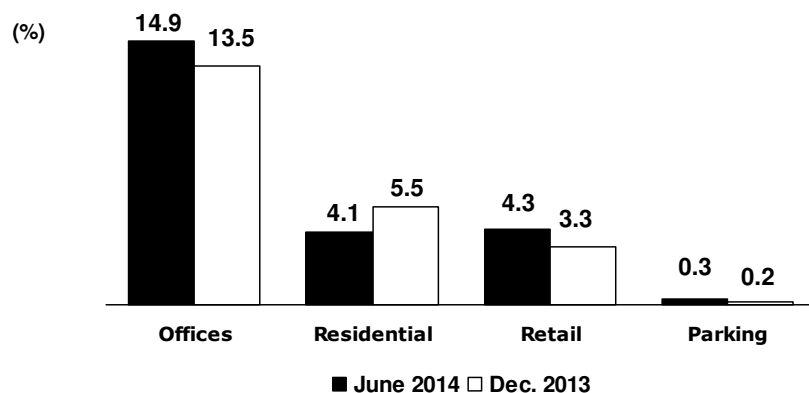
Key highlights

- Quality of real estate portfolio stable in difficult market circumstances
- Sales achieved mainly in the residential portfolio
- Increase in real estate primarily due to 'low cost renovation' of a.s.r.'s own headquarters ('Archimedeslaan 10')
- Moderate increase in vacancy rates in offices and retail. Decrease in vacancy rates of residential as a result of sales
- New high quality investor attracted in H1 2014 for Dutch Prime Retail Fund

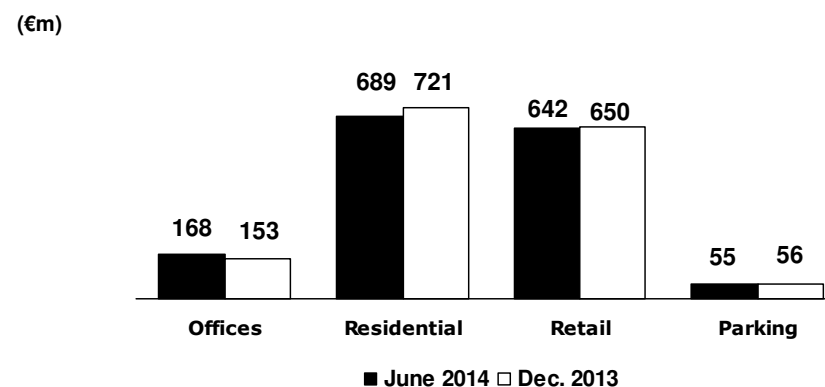
Real estate (€m)	June 2014	Dec. 2013	Delta
Offices	168	153	10%
Residential	689	721	-4%
Retail *	642	650	-1%
Parking	55	56	-2%
Projects	121	103	17%
Total real estate (excl. rural & own use)	1,675	1,683	0%
Rural	982	970	1%
Total real estate (excl. own use)	2,657	2,653	0%
Offices own use	119	94	27%
Total real estate	2,776	2,747	1%

* Including own interest in Dutch Prime Retail Fund

Real estate vacancy rates



Real estate exposure



A4: Management & Supervisory Board

Management and Supervisory Boards

Management Board



J.P.M. (Jos) Baeten (1958)

CEO

Responsibilities: Human resources, Marketing, Integrity, Audit, Legal, Communication and Business Support



H.C. (Chris) Figee (1972)

CFO

Responsibilities: Finance, Accounting, Reporting & Control, Financial Markets, Risk Management



K.T.V. (Karin) Bergstein (1967)

Board member

Responsibilities: Individual Life, P&C, Europeesche, Funeral (Ardanta), Bank, Intermediary Distribution & Sales



M.H. (Michel) Verwoest (1968)

Board member

Responsibilities: Pensions, Disability, Health, Real Estate, ITC

Supervisory Board



Dr. C. (Kick) van der Pol (1949)

Chairman

Chairman of the a.s.r. Nederland Supervisory Board and member of Selection, Nomination and Remuneration Committee



Drs. M.A. (Margot) Scheltema (1954)

Board member

Member of the Audit & Risk Committee within the Supervisory Board



Drs. C.H. (Cor) van den Bos (1952)

Board member

Chairman of the Audit & Risk Committee within the Supervisory Board



Ir A.P. (Annet) Aris (1958)

Board member

Chairman of the Selection, Nomination and Remuneration Committee within the Supervisory Board

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