



An introduction to the company



Our company



What we do

As an international financial services group, Aegon unites a diverse range of businesses that, together, help millions of people around the world live their best lives by offering a broad mix of investment, protection, and retirement solutions.



History

Our story began in the mid-1800s. Right from the start, Aegon's predecessors in the Netherlands and the US were community focused businesses that were driven by a similar purpose to ours today.

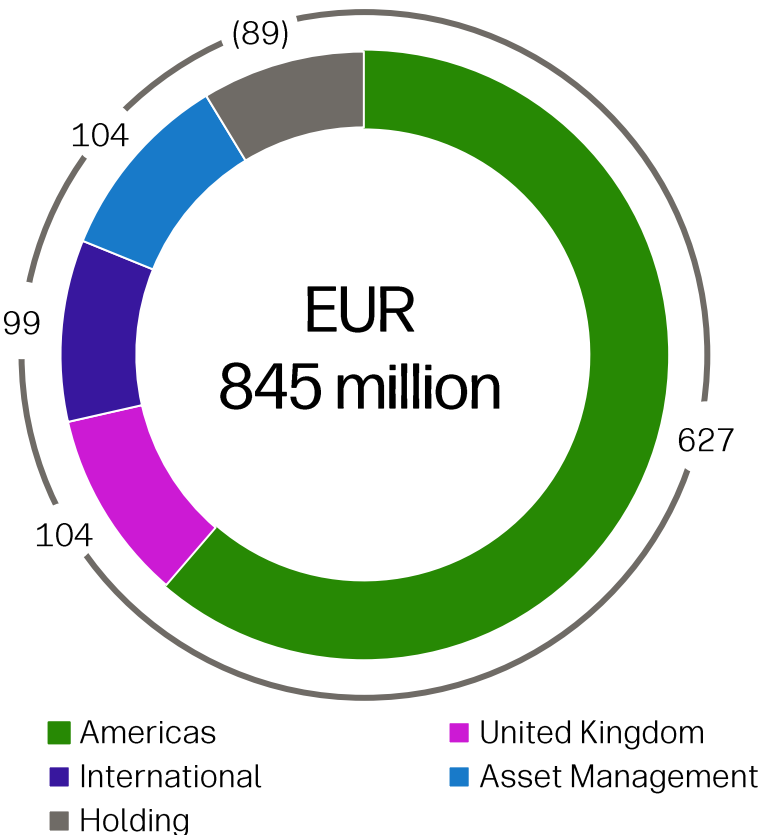


EUR 857 billion of revenue-generating investments
(1H 2025)



15,519 employees
(1H 2025)

Operating results 1H 2025



Our purpose and strategy

- Our purpose is *Helping people live their best lives*.
- Longevity, aging, and changing life patterns are an opportunity for everyone.
- We help people build the financial foundations to explore the possibilities and challenges of a long and varied life.
- Our strategy is to create long-term value for our shareholders and other stakeholders through fully owned businesses, partnerships, and strategic shareholdings.
- We combine our deep industry expertise with a disciplined approach to managing our companies to strengthen their performance.
- We empower strong local management teams to build leading businesses that provide world-class investment, protection, and retirement solutions, tailored to their customers' needs.



Our portfolio of businesses



Fully owned businesses

- Transamerica - US
- World Financial Group - US and Canada
- Aegon - UK, Spain
- Aegon Asset Management - Global
- Transamerica Life Bermuda - Singapore, Hong Kong, Bermuda



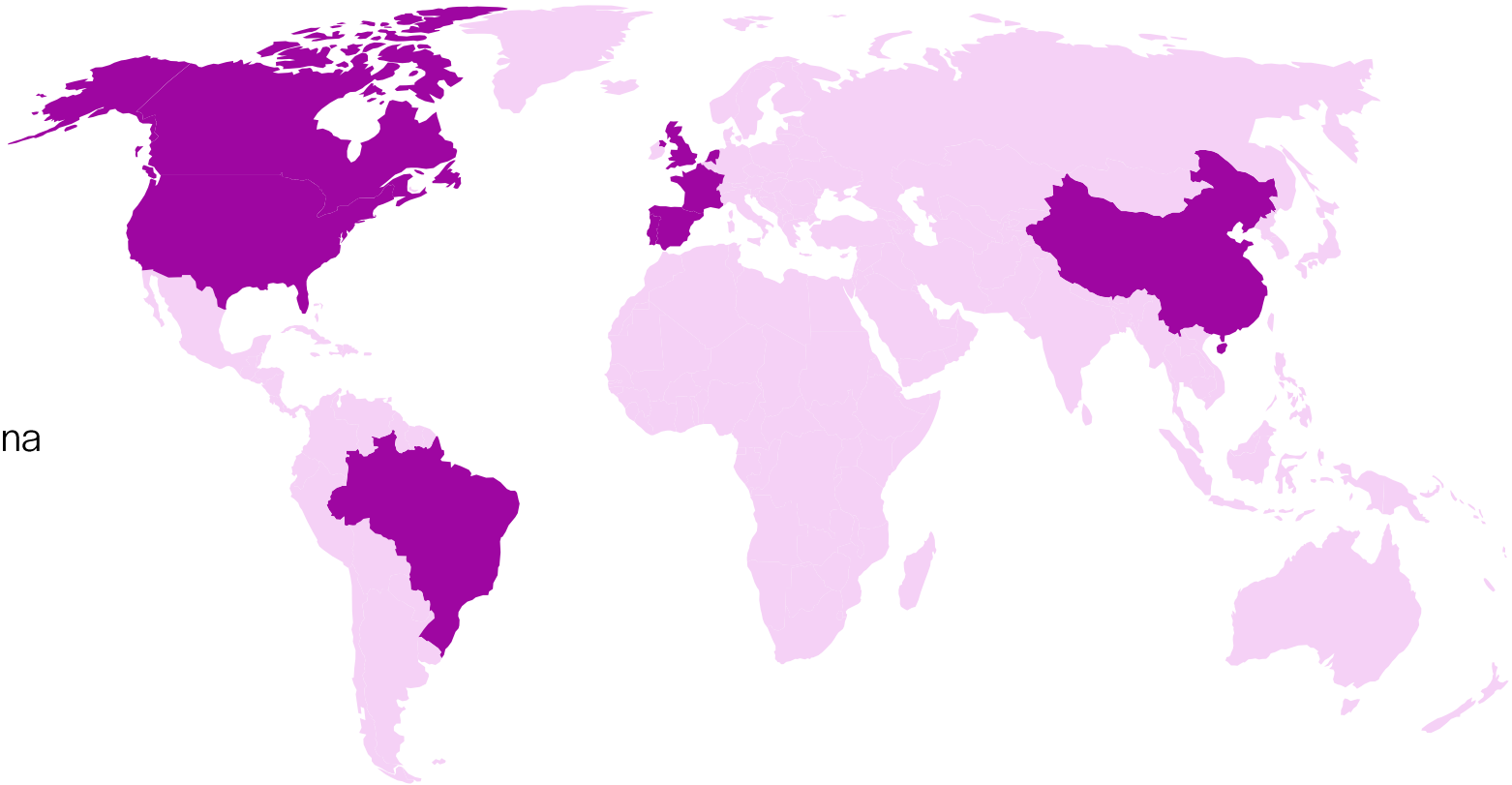
Partnerships

- Aegon THTF - China
- Aegon Industrial Fund Management - China
- MAG - Brazil
- LBP AM - France
- Santander - Spain & Portugal



Strategic shareholding

- a.s.r. - The Netherlands



Transamerica



What we do

Aegon's US subsidiary, Transamerica, provides a broad range of life insurance and investment products, individual and group retirement plans, as well as asset management services.



Transamerica's most important distribution channel is World Financial Group (WFG), a wholly owned insurance agency. WFG distributes Transamerica products, as well as those of other insurers.



10.2 million customers
(1H 2025)



~ 7,000 employees
(1H 2025)

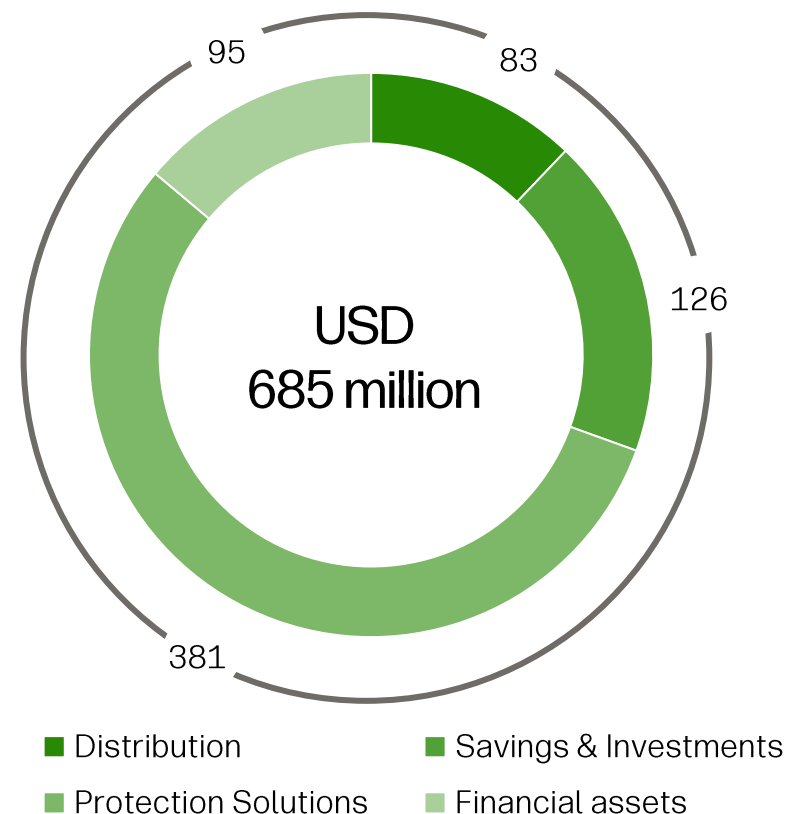


~ 90,000 WFG agents
(1H 2025)

Operating results 1H 2025



Transamerica



Aegon UK



What we do

In the United Kingdom, Aegon provides solutions for retirement, workplace savings, investing, and protection. Aegon holds leading positions in the retirement and savings markets in both the workplace and retail segments.



Locations

Edinburgh, London, Peterborough and Witham

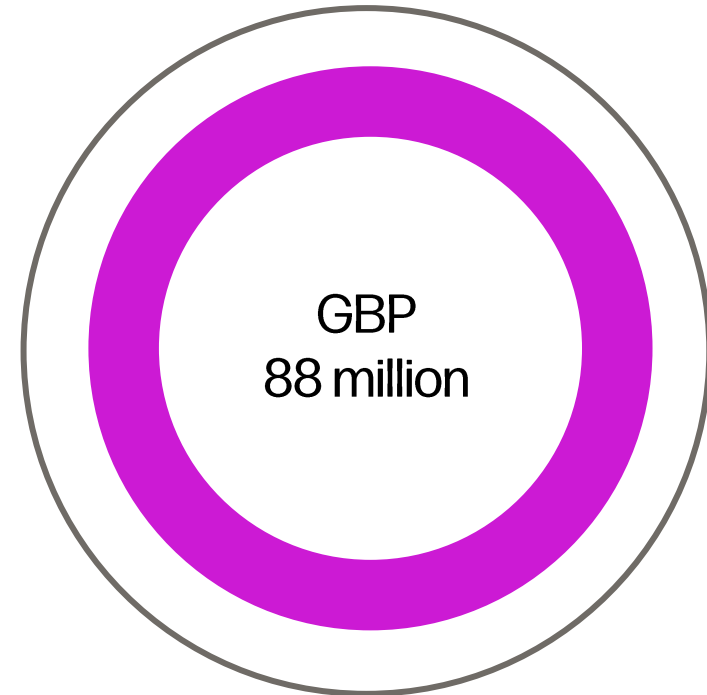


3.7 million customers*
(1H 2025)



~ 2,800 employees
(1H 2025)

Operating results 1H 2025



Aegon Asset Management



What we do

Aegon Asset Management is an active global investment business that manages and advises on assets for a global client base.



Geographical footprint

Offices in the United States, the Netherlands, the United Kingdom, China, France, Germany, Hungary, and Spain.



Distribution

Sales and distribution channels in the Americas, Europe, and Asia include affiliated companies, direct to institutional clients, independent investment advisors, investment consultants, joint ventures, and third-party investment platforms.

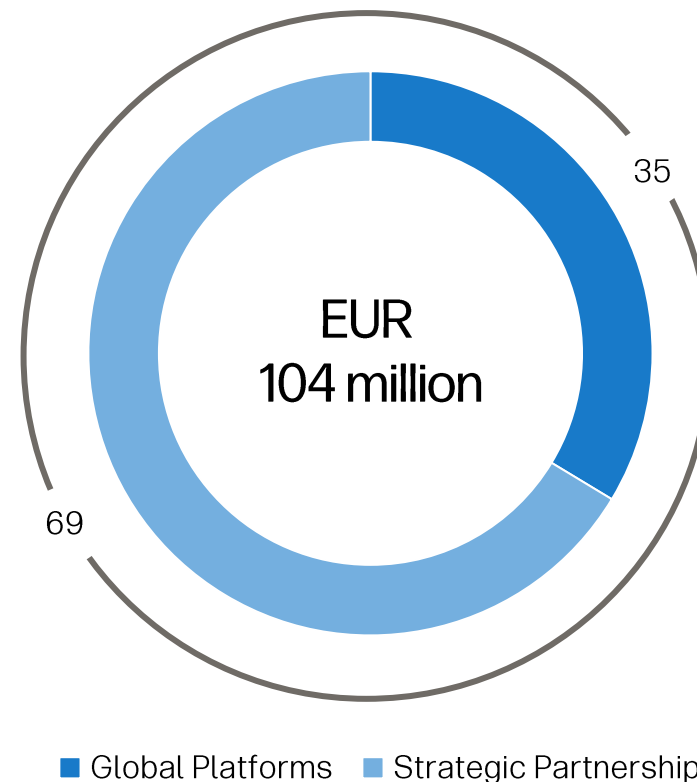


EUR 321 billion assets under management
(1H 2025)



~ 1,400 employees
(1H 2025)

Operating results 1H 2025



Our other subsidiaries and partnerships



What we do

The main business lines of these businesses are life insurance, savings, pensions, general insurance and accident & health.



Geographical footprint

These businesses include Aegon's businesses in Spain & Portugal, which include a partnership with Santander, MAG (Brazil), Aegon THTF (China), Transamerica Life Bermuda (Singapore, Hong Kong and Bermuda).

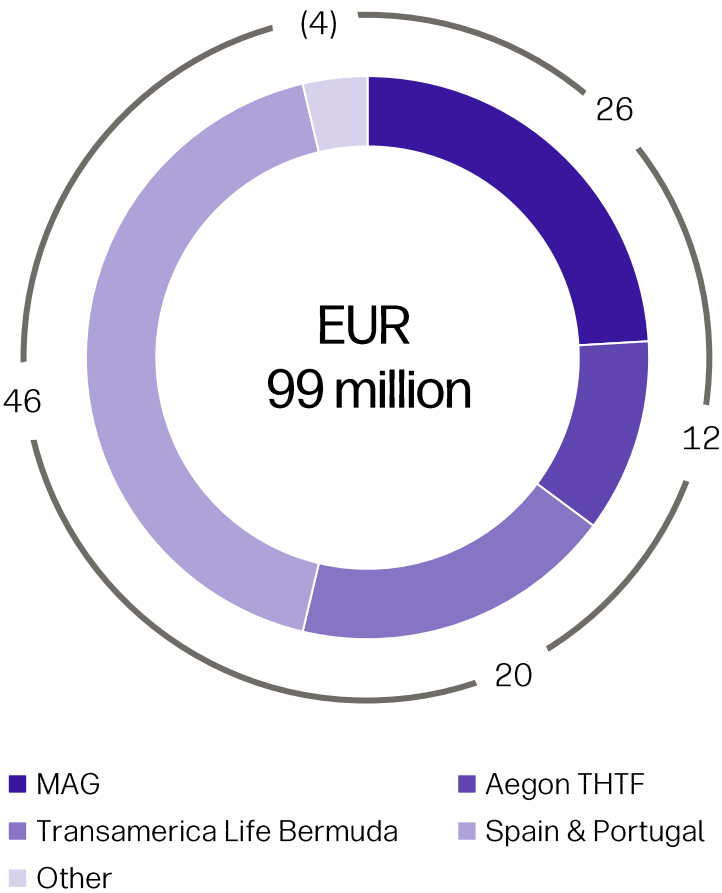


10.2 million customers
(1H 2025)



~ 3,200 employees
(1H 2025)

Operating results 1H 2025



Strategic shareholding



Creating a leading Dutch insurer

In July 2023, Aegon completed the combination of its Dutch pension, life and non-life insurance, banking, and mortgage origination activities with a.s.r., creating a leading Dutch insurance company. As part of the transaction, Aegon received EUR 2.2 billion in cash proceeds and a 29.99% strategic shareholding in a.s.r. On September 03, 2025, Aegon announced the successful sale of 12.5 million a.s.r. shares through an accelerated bookbuild process to qualified institutional investors. Following completion of the transaction, Aegon's shareholding in a.s.r. reduced from 29.96% to approximately 24% of a.s.r.'s share capital.



Compelling strategic and financial rationale

The combination is creating substantial synergies and benefits for customers, business partners, employees, and shareholders.



Attractive long-term asset management partnership

Aegon has an exclusive long-term partnership with a.s.r. to manage the illiquid investments that are part of the general account of the combined businesses. It continues to be the asset manager for the investments of Aegon Capital's PPI proposition and has taken over the management of a.s.r.'s mortgage funds.



Our investors

We seek to provide a consistent and attractive return on investment to our investors, who include both shareholders and bondholders.

We create long-term value for our investors through fully owned businesses, partnerships, and a strategic shareholding.

Dividends paid
to shareholders

 EUR 521 billion*

Interest payments
to bondholders

 EUR 246 million*

Financial
strength rating

 A+ by S&P Global**

Sustainalytics
ESG risk rating

 15.3 low risk



Our customers

Driven by our purpose of *Helping people live their best lives*, we aim to support people in building the financial foundations to explore the possibilities and challenges of a long and varied life.

Our businesses offer their customers a broad mix of investment, protection, and retirement solutions, supported by smooth and efficient customer experiences.

These products and services enable people to proactively improve their financial wellbeing and stay flexible and focused during times of change.

2024 new customers

 4.1 million

2024 total retirement outflows*

 EUR 47 billion

*Retirement Outflows are payments made to retirees who hold their retirement savings in a previous employer's retirement plan that is administered by Aegon's US business, Transamerica.



Our employees

- Employees are a key part of our success.
- We aim to maintain high levels of employee engagement and wellbeing.
- Employee engagement and wellbeing are assessed through regular employee surveys.
- We foster a supportive and inclusive work environment.

2024 female representation

51%

of total workforce

39%

among senior management

2024 employee survey results (score out of 100)



79

Engagement
(vs 77 in 2023)



80

Inclusion
(vs 79 in 2023)



82

Diversity
(vs 79 in 2023)



66

Leadership
(vs 66 in 2023)



Sustainability approach

Our approach to sustainability is key to *Helping people live their best lives* and to help protect the future for all of us.

Aegon has a unique opportunity, and responsibility, to be part of global efforts to help create a more sustainable and equitable world.

Our approach to sustainability focusses on two key areas:

- **Climate change** – Where we seek to support the transition to a climate-resilient economy and a net-zero world.
- **Inclusion & Diversity** - We want everyone to feel that they can bring their authentic self to work without fear of judgment or discrimination.



Find out more about our approach and commitments



Help for our communities

In line with our purpose of *Helping live their best lives*, Aegon strives to use its size and influence for the greater good. As part of our purpose, every year:

- Aegon invests around ten million euro in community projects; and
- Our colleagues volunteer tens of thousands of hours of their time for good causes.

We work to enhance inclusion by empowering people financially and socially in our communities. We do this by working with local partners to:

- Enhance peoples' opportunities and capabilities.
- Broaden peoples' social networks, interactions and aspirations.
- Provide people with access to essential services.
- Enable people to be more adaptable in their future.
- Build financial awareness, knowledge and skills.
- Provide people tools to become more financially resilient.

Find out more about our Community Investment Framework →

Our leadership



Lard Frieze
CEO



Duncan Russell
CFO



Michele Bareggi
Chief Strategy,
Transformation
and Growth Officer



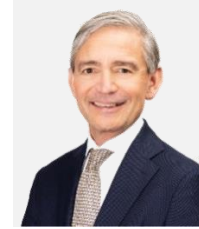
Astrid Jäkel
Chief Risk Officer



Will Fuller
President & CEO
Transamerica



Mike Holliday-Williams
CEO Aegon UK



Marco Keim
CEO International



Shawn Johnson
CEO Aegon Asset
Management



Onno van Klinken
General Counsel



Elisabetta Caldera
Chief Human Resources
Officer



Debbie Waters
Chief Technology
Officer





Thank you





Live your
life best

