



An introduction to our company



live
your
best
life

Our company



What we do

Aegon is an international financial services group with roots dating back almost 180 years. Our strategy is focused on building leading businesses that offer their customers investment, protection, and retirement solutions, always with a clear purpose: *Helping people live their best lives.*



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.

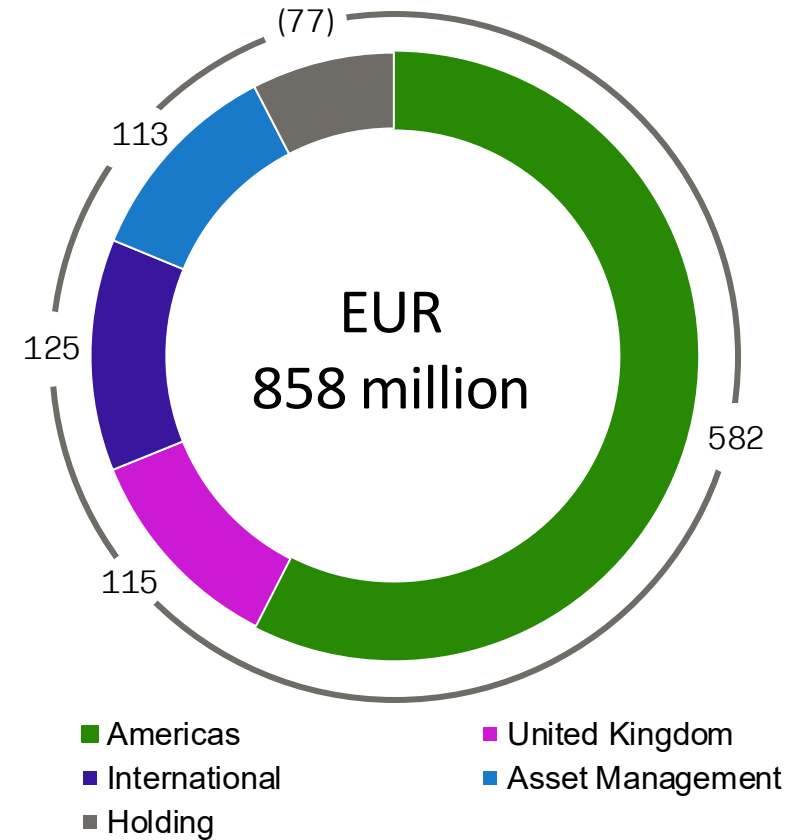


EUR 891 billion of revenue-generating investments
(2H 2025)



~ 15,300 employees
(2H 2025)

Operating results 2H 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.
- At our Capital Markets Day 2025, we announced our ambition to become a leading US life insurance, annuity, and retirement group with international insurance and asset management subsidiaries.
- Our future is in the US, the world's largest and most dynamic insurance market, where we are positioning ourselves to capture significant growth opportunities in life, protection, and retirement solutions.
- To enable this ambition, we are relocating our head office and legal seat to the US. Following the completion of the relocation, the holding company, Aegon Ltd., will be renamed Transamerica Inc.



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, Dubai



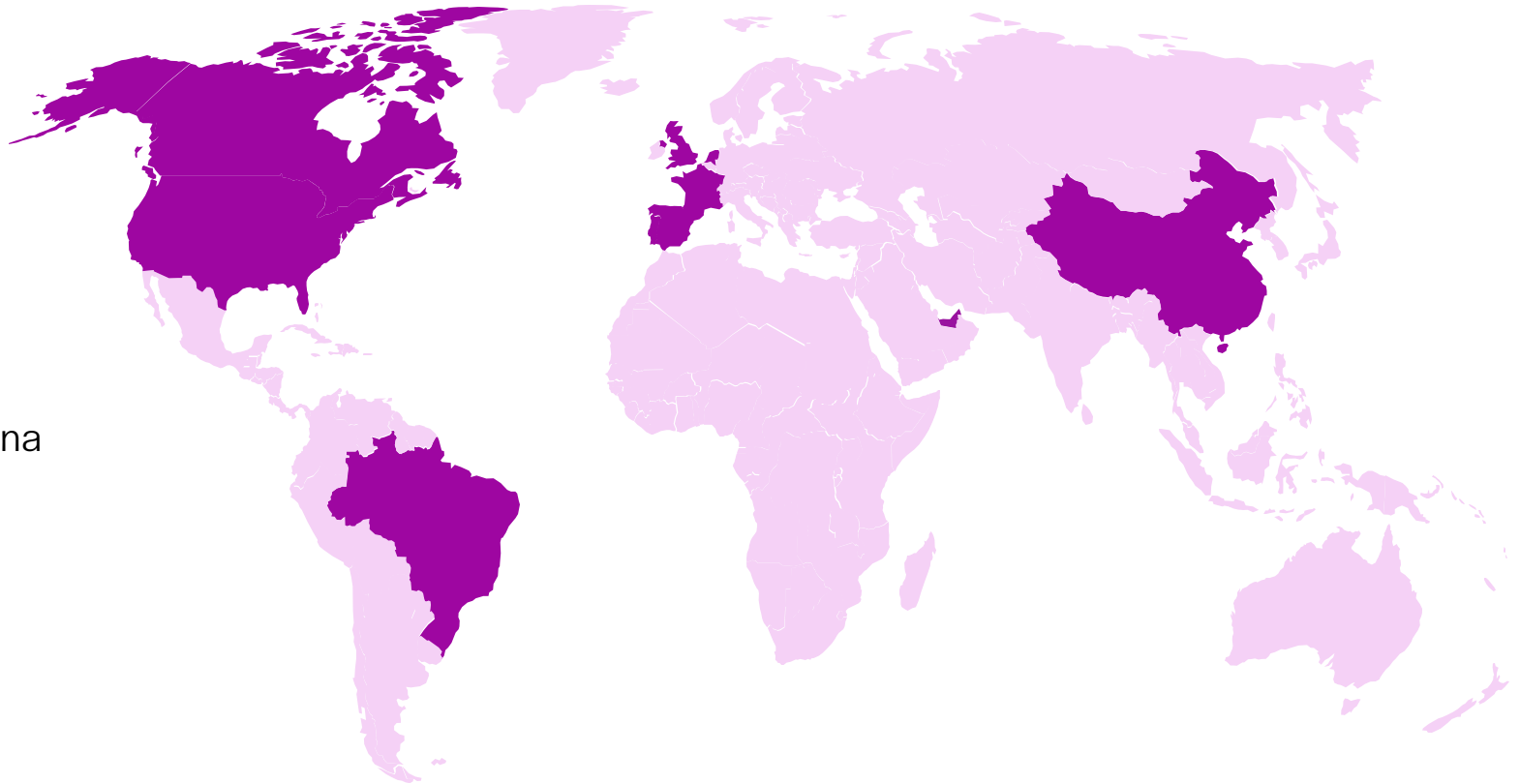
Partnerships

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



Shareholding

- a.s.r. - The Netherlands



Transamerica



Our largest business, Transamerica, is a leading provider of life insurance, retirement, and investment solutions in the US. The business accounts for around 70% of our operations.

At our Capital Markets Day 2025, we announced our plans to further accelerate Transamerica's growth to capture the significant growth opportunities in the US.

As an iconic American brand with unique customer access, Transamerica is strongly positioned to serve average middle-income and mass-affluent American families, and small and medium-sized companies. These groups, which we refer to as "Main Street America", represent a vast underserved segment of the US marketplace.

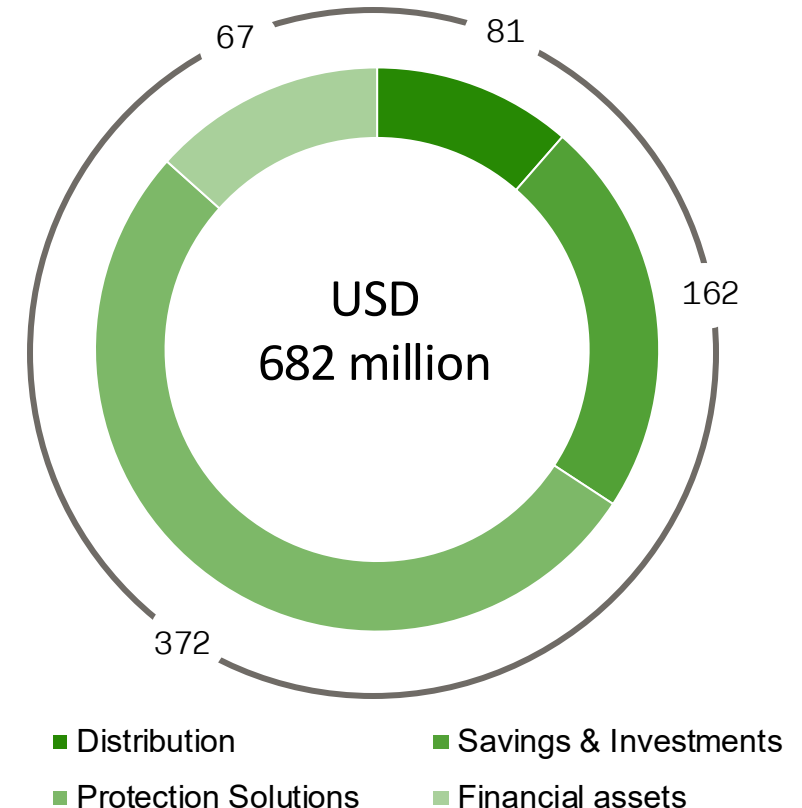


10.2 million customers
(2H 2025)



~ 6,800 employees
(2H 2025)

Operating result 2H 2025



Aegon Asset Management



Our global asset management business services a client base consisting of pension plans, public funds, insurance companies (including Aegon’s subsidiaries and partnerships), banks, wealth managers, family offices, and foundations.

The business consists of four global investment platforms, where it has deep asset-class expertise: Fixed Income, Real Assets, Equities, and Multi-Asset & Solutions.

At our Capital Markets Day 2025, we announced our plans to accelerate Aegon Asset Management’s growth by increasing its third-party assets, improving efficiency, further developing its strategic partnerships, and continuing to support Transamerica’s growth strategy.

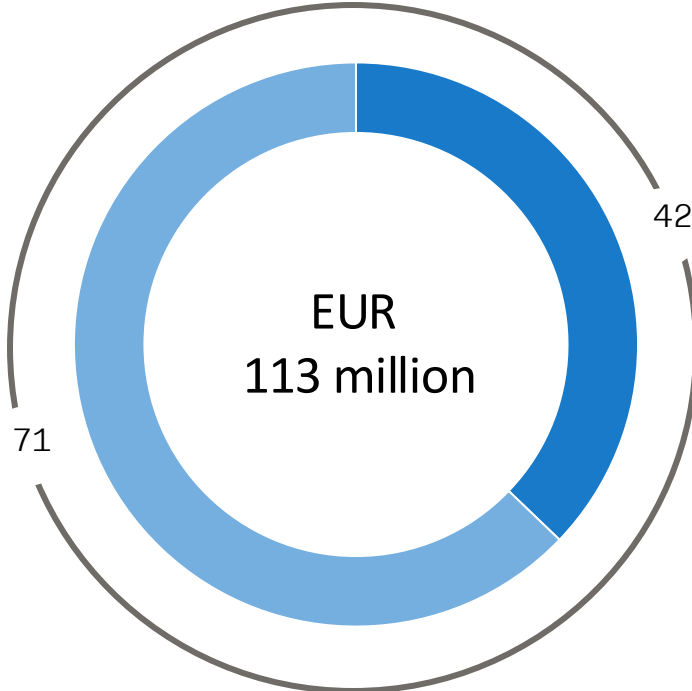


EUR 325 billion assets under management
(2H 2025)



1,350 employees
(2H 2025)

Operating result 2H 2025



■ Global Platforms ■ Strategic Partnerships

International



Our International portfolio includes businesses in Spain & Portugal, Brazil, and China, as well as a life insurer focused on high-net worth clients, Transamerica Life Bermuda.

These businesses, which primarily operate through partnerships, upstream remittances and contribute to the Group's operating results, building their growth on product innovation, customer service, and expanding distribution.

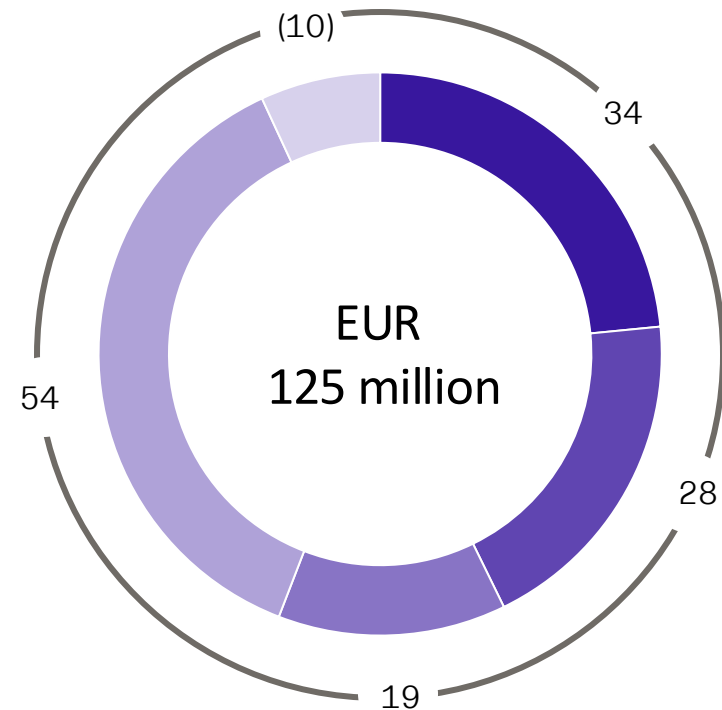


10.2 million customers
(2H 2025)



~ 3,200 employees
(2H 2025)

Operating result 2H 2025



- Brazil
- Transamerica Life Bermuda
- Other
- Aegon THTF
- Spain & Portugal

Aegon UK



In the UK, our strategy to transform Aegon UK into a leading digital savings and retirement platform continues to make good progress.

In the context of our stronger focus on the US, In April 2026, we [announced](#) that Aegon had reached an agreement to sell Aegon UK to Standard Life Plc for a total consideration of GBP 2.0 billion. The transaction is expected to close around the end of 2026, subject to customary conditions, including regulatory approvals.



3.8 million customers
(2H 2025)



~ 2,800 employees
(2H 2025)

Operating result 2H 2025



a.s.r. 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 million*

Interest payments
to bondholders

 EUR 246 million*

Financial
strength rating

 A+ by S&P Global**

MSCI ESG rating

 AAA



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



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:

- **The environment** - Where we seek to support the transition to a climate-resilient economy and a net-zero world.
- **People** - Our focus on people centers around making finance more accessible for our customers and creating an inclusive working environment for our colleagues.



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 Friese
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



Holly Waters
Chief Human Resources
Officer



Debbie Waters
Chief Technology
Officer



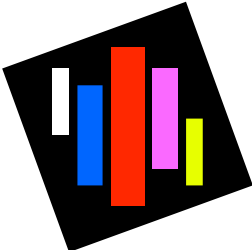


Thank you





live your
best life



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