



An introduction to our company



Our company



What we do

Aegon is an international financial services group with roots dating back almost 180 years. Our strategy is focused on becoming a leading US life insurance, annuity and retirement group with international insurance and asset management subsidiaries. We offer our 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.



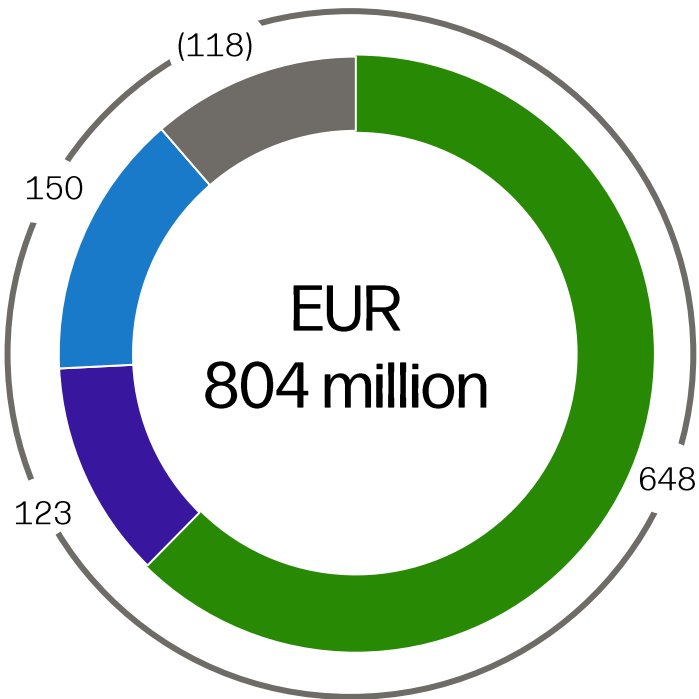
EUR 681 billion of revenue-generating investments
(1H 2026)



~ 12,100 employees
(1H 2026)

Aegon UK is accounted for as Held for Sale business in 1H 2026.

Operating results 1H 2026



- Americas
- International
- Asset Management
- Holding

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 2025 Capital Markets Day, 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



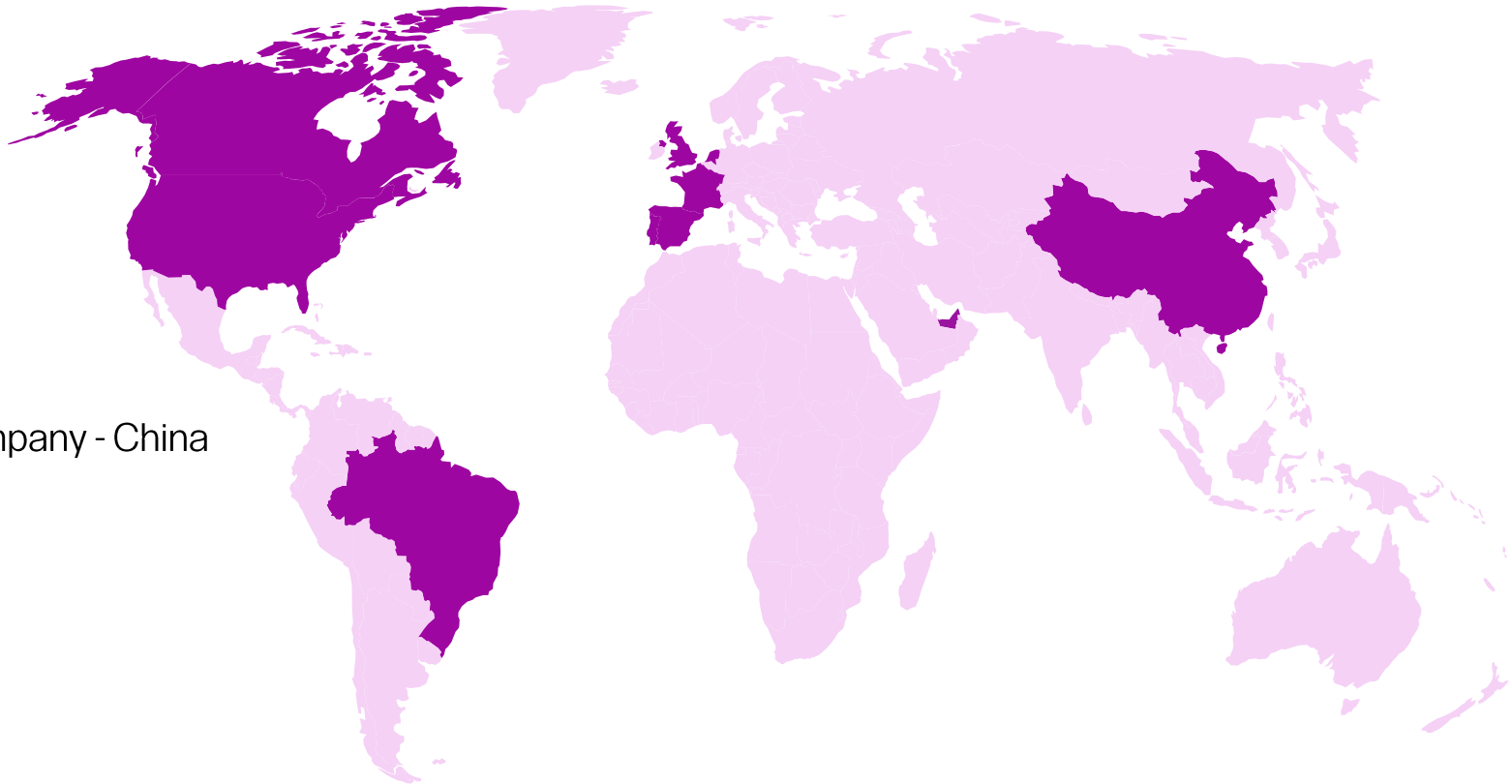
Partnerships

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



Shareholding

- a.s.r. - The Netherlands



Aegon UK is accounted for as Held for Sale business in 1H 2026.

Transamerica



Our largest business, Transamerica, serves millions of customers throughout the US with life insurance, retirement, and investment solutions. The business accounts for around 70% of our operations.

At our 2025 Capital Markets Day, 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 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.

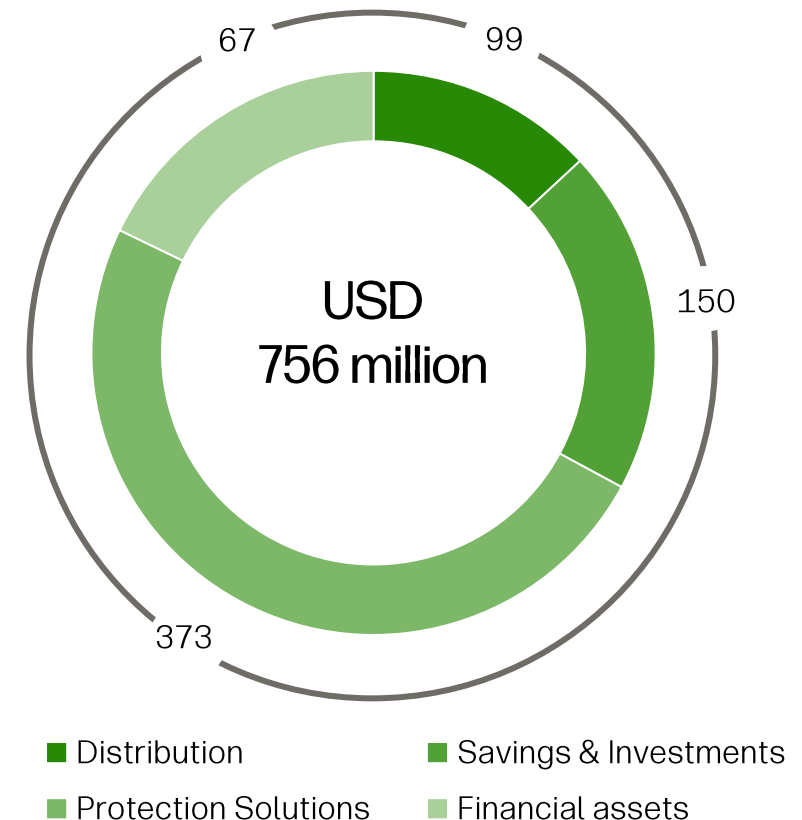


10.2 million customers
(1H 2026)



~ 7,400 employees
(1H 2026)

Operating result 1H 2026



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 2025 Capital Markets Day, 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.

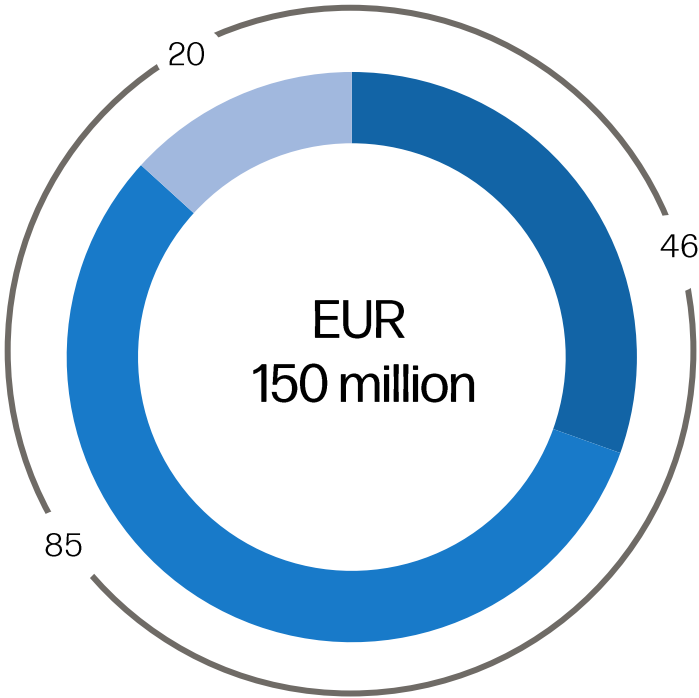


EUR 390 billion assets under management
(1H 2026)



~ 1,400 employees
(1H 2026)

Operating result 1H 2026



- Global Platforms
- Strategic Partnerships
- Transamerica Asset Management



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.

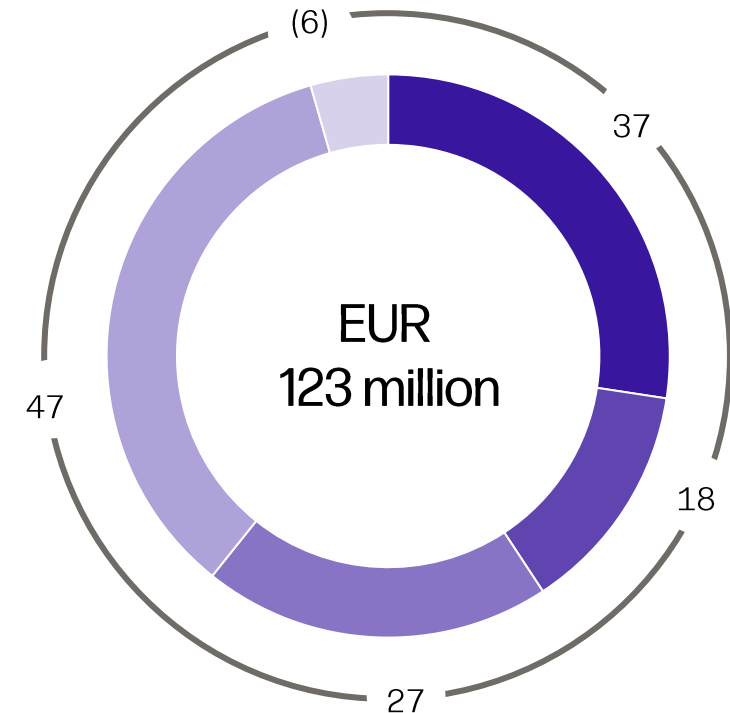


12.6 million customers
(1H 2026)



~ 3,000 employees
(1H 2026)

Operating result 1H 2026



■ Brazil
■ Transamerica Life Bermuda
■ Others
■ China
■ Spain & Portugal

Aegon UK



In the context of Aegon's stronger focus on the US, Aegon announced on April 15, 2026, [sale of Aegon UK to standard Life](#) for a total consideration of GBP 2.0 billion, in a transaction that will create the UK's largest retirement savings and income provider. Aegon expects to complete this transaction around the end of 2026, subject to customary conditions, including regulatory approvals.



3.8 million customers
(2H 2025)



~ 2,800 employees
(2H 2025)

Aegon UK is accounted for as Held for Sale business in 1H 2026.

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 596 million*

Interest payments
to bondholders

 EUR 242 million*

Financial
strength rating

 A+ by S&P Global**

MSCI ESG rating

 AAA



*2025

**A+ for Aegon USA. For more information, please visit our corporate website.

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.

2025 new customers

 7.1 million

2025 total retirement outflows*

 EUR 31.5 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.

2025 female representation

51%
of total workforce

39%
among senior management

2025 employee survey results (score out of 100)

 76
Engagement
(vs 79 in 2024)

 79
Inclusion
(vs 80 in 2024)

 82
Diversity
(vs 82 in 2024)

 62
Leadership
(vs 66 in 2024)



Sustainability

At Aegon, we see sustainability as an important part of how we help people live their best lives today and in the future.

We understand that environmental and social challenges don't just affect the world around us; they also impact our business. At the same time, the choices we make as an organization can influence society and the environment. That's why we take a thoughtful and responsible approach to managing our impact, while also identifying where we can contribute positively.



Find out more on [Aegon.com](https://www.aegon.com)



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



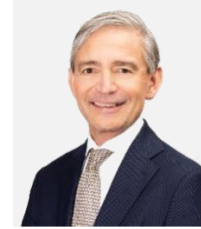
Astrid Jäkel
Chief Risk Officer



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



Jennifer Palmieri
Chief Human Resources
Officer



Debbie Waters
Chief Technology
Officer





Thank you





Live your
best life

