



Welcome

Annual General Meeting of Shareholders

Bermuda, June 10, 2026



Disclaimer

Important Information for Investors and Securityholders

This communication is not intended to and does not constitute an offer to sell, buy or exchange or the solicitation of an offer to sell, buy or exchange any securities or the solicitation of any vote or approval in any jurisdiction, nor shall there be any sale, purchase, or exchange of securities or solicitation of any vote or approval in any jurisdiction in contravention of applicable law. In connection with the proposed corporate reorganization that includes, among other things, the domestication and continuation of Aegon as a Delaware corporation (the “Redomiciliation”), Aegon will file a registration statement on a Form F-4, which includes a U.S. Shareholder Circular (the “Proxy Statement/Prospectus”), with the U.S. Securities and Exchange Commission (the “SEC”). Aegon plans to mail the definitive Proxy Statement/Prospectus to its shareholders in connection with the proposed Redomiciliation ahead of calling an extraordinary general meeting of shareholders contemplated in Q4 2026. INVESTORS AND SECURITYHOLDERS OF AEGON ARE URGED TO READ THE PROXY STATEMENT/PROSPECTUS AND ALL OTHER RELEVANT DOCUMENTS FILED OR TO BE FILED WITH THE SEC CAREFULLY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT AEGON, ITS PROPOSED REDOMICILIATION AND RELATED MATTERS. Investors and securityholders will be able to obtain free copies of the definitive Proxy Statement/Prospectus (when available) and other documents filed with the SEC by Aegon through the website maintained by the SEC at www.sec.gov (<https://www.sec.gov/>). In addition, investors and securityholders will be able to obtain free copies of the documents filed with the SEC on Aegon’s website at www.aegon.com/redomiciliation (<https://www.aegon.com/redomiciliation>) or by contacting Aegon’s Investor Relations, World Trade Center, Schiphol Boulevard 223, 1118 BH Schiphol, The Netherlands, Tel: + 3120-259-2500. E-mail: ir@aegon.com

Participants in the Solicitation

Aegon, its directors and executive officers and other members of management and employees may be deemed to be participants in the solicitation of proxies from Aegon’s securityholders in respect of the proposed transactions under the rules of the SEC. Information regarding the persons who may, under the rules of the SEC, be deemed participants in the solicitation of Aegon’s securityholders in connection with the proposed Redomiciliation, including a description of their respective direct or indirect interests, by security holdings or otherwise, is included in the Proxy Statement/Prospectus described above. Additional information regarding Aegon’s directors and executive officers regarding the interests of such potential participants is also included in Aegon’s 20-F, which was filed with the SEC on March 30, 2026. This document is available free of charge as described from the SEC’s website at www.sec.gov.

Forward-looking statements

This communication contains certain forward-looking statements with respect to the financial condition, results of operations and business of Aegon, and certain of its plans and objectives with respect to these items, and in particular with respect to the change of legal domicile. By their nature, forward-looking statements involve risk and uncertainty, because they relate to future events and circumstances, and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by forward-looking statements, including, without limitation, (i) the proposed Redomiciliation may not be completed in a timely manner or at all; (ii) the failure to realize the anticipated benefits of the proposed Redomiciliation; (iii) the possibility that any or all of the various conditions to the consummation of the proposed Redomiciliation may not be satisfied or waived; (iv) the effect of the pendency of the proposed Redomiciliation on our ability to retain and hire key personnel, or its operating results and business generally and (v) the effects of the proposed Redomiciliation on trading, liquidity and the price of Aegon’s securities and other important factors described in the section titled “Risk Factors” in Aegon’s 2025 Annual Report on Form 20-F for more details. Aegon disclaims any obligation to update or revise any forward-looking statements contained in these documents, other than to the extent required by applicable law.



David Herzog

Chair of the Board of Directors

Agenda item 1

Opening

Agenda item 2

Annual Report and Annual Accounts 2025

Agenda items
2.1 and 2.2

Business Overview 2025,
update on the
redomiciliation process, and
presentation of the Annual
Accounts 2025



Lard Friese
CEO

Welcome



Transforming Aegon



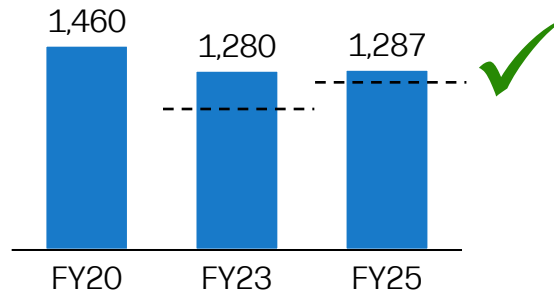
- Solid 2025 results demonstrate strength of strategy and ability to deliver on ambitions
- Delivered or exceeded financial targets set at CMD 2023
- Continued to return capital to shareholders through dividends and share buybacks
- Unlocking next chapter in Aegon's transformation: to become a leading U.S. life insurance and retirement group

Delivering on commitments

Financial targets for 2025

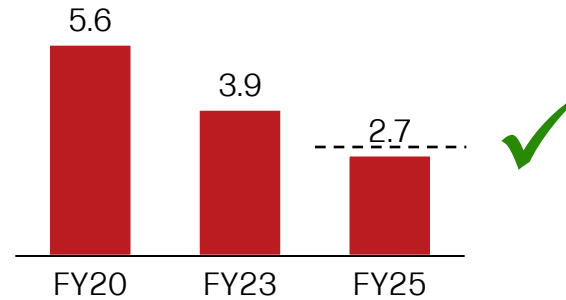
(in EUR million)

Operating capital generation¹



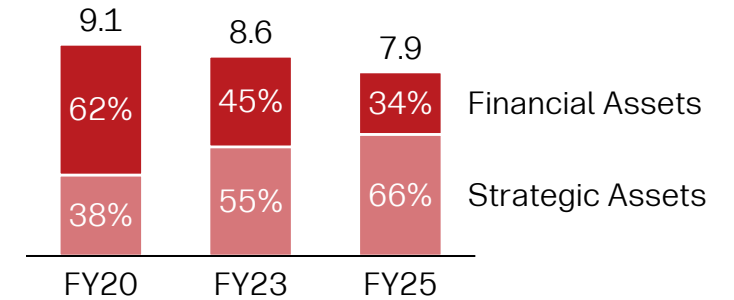
US Financial Assets capital employed

(in USD billion)



US capital employed

(in USD billion)

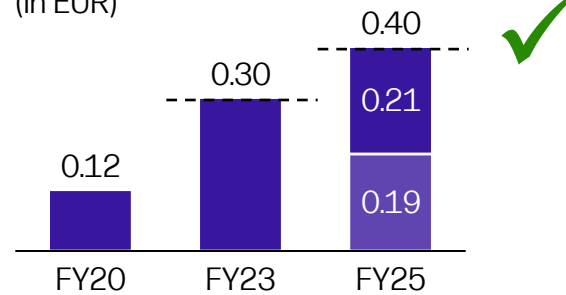


Free cash flow

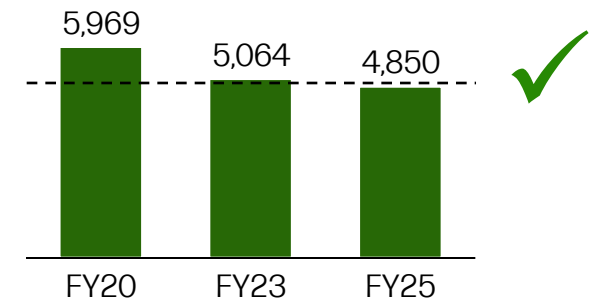


Dividend per share

(in EUR)



Gross financial leverage



----- Target from 2023 CMD

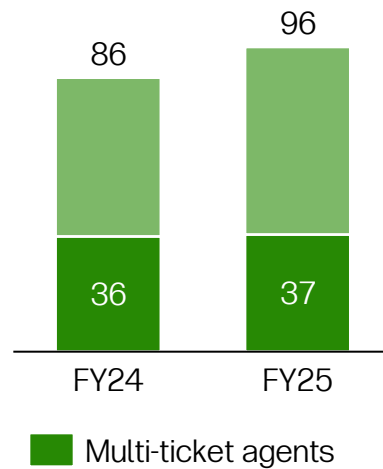
Strong commercial momentum at Transamerica

Americas

Distribution

WFG licensed agents

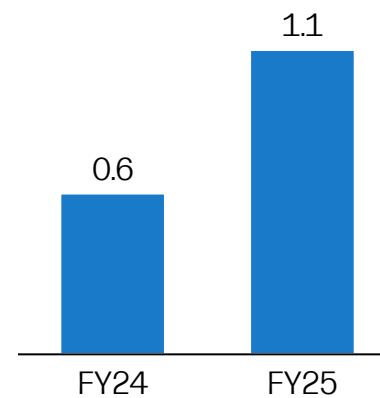
(number in thousand)



Savings & Investments

Net deposits mid-sized plans

(in USD billion)



Protection Solutions

New individual life sales

(in USD million)

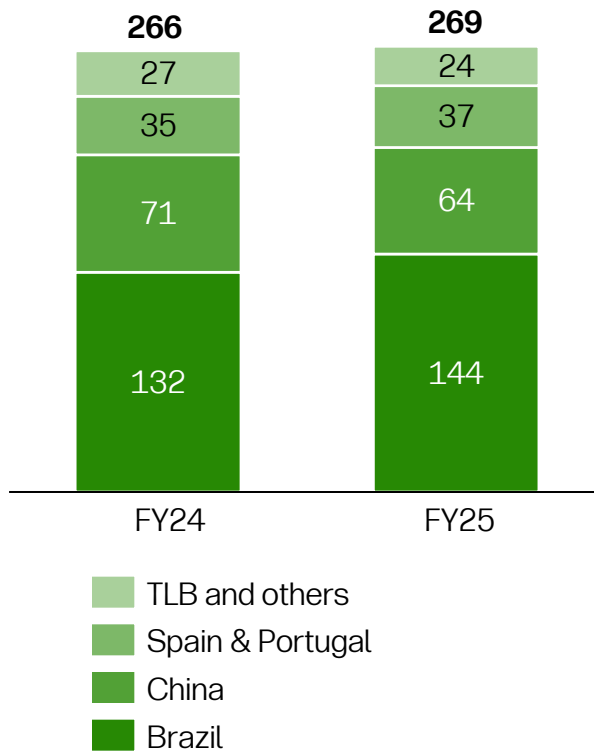


Commercial momentum in other units

International

New life sales

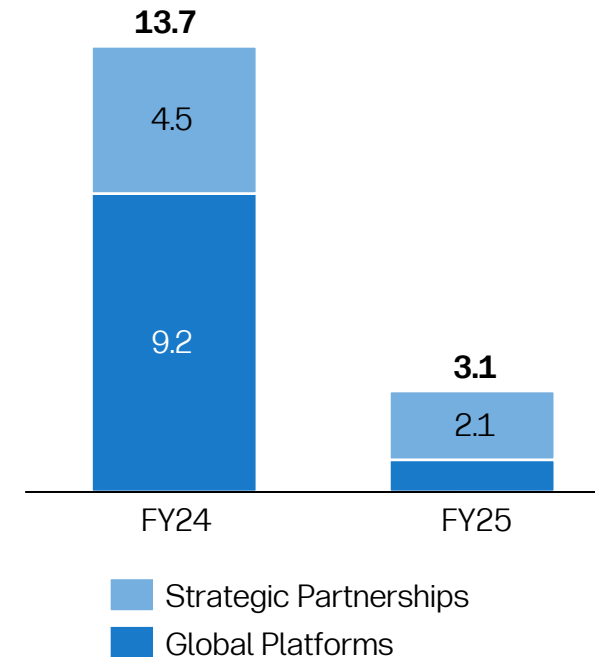
(in EUR million)



Asset Management

Third-party net deposits

(in EUR billion)



Our purpose guided our actions



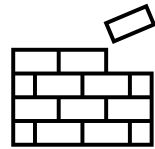
- Supporting customers in making confident financial choices
- More focused and data-driven approach to sustainability
- External recognition for sustainability approach

Our transformation journey since 2020

Our vision:
Leader in
investment,
protection,
and
retirement
solutions



Increasing focus



Building foundations



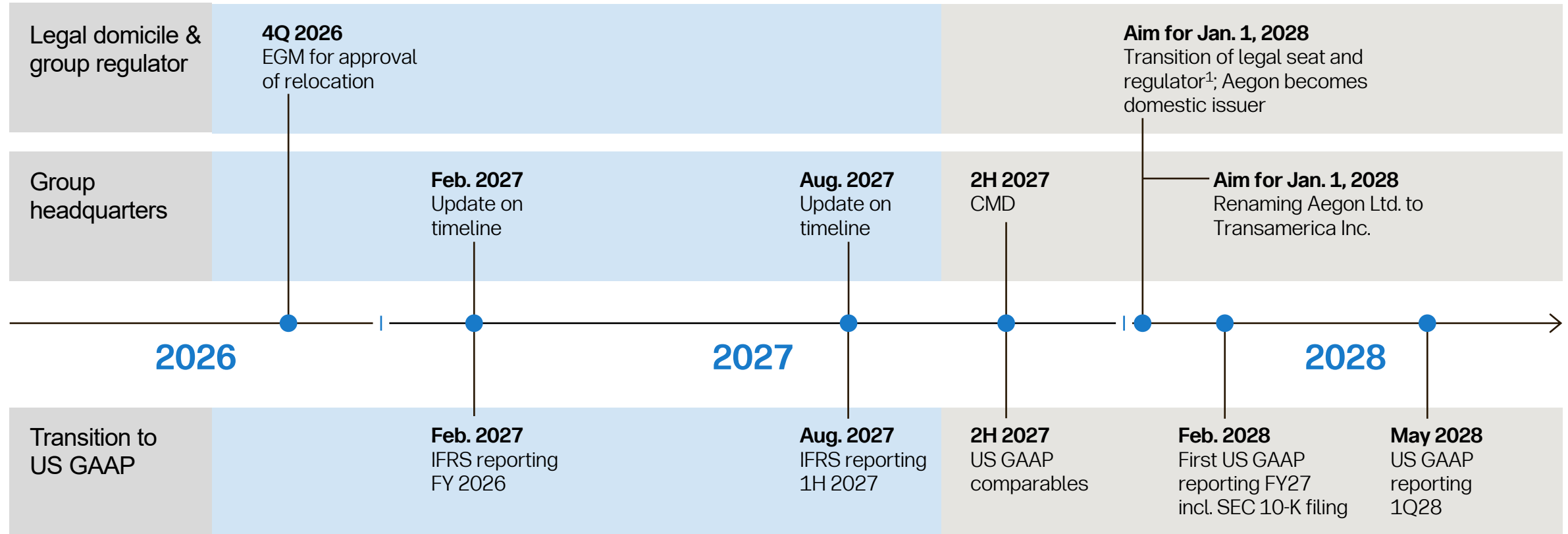
Implementing strategy

The Next Frontier: to become a leading US life insurance and retirement group

Relocating to the US

- Focusing on the large and growing US market for life, protection and retirement solutions
- Building a bigger, broader, and more profitable US life insurance and retirement industry leader
- After the relocation, Aegon Ltd. will continue its journey under the Transamerica brand
- Aegon's main shareholder, Vereniging Aegon, considers the decision to relocate to the US an important and positive step for Aegon and supports the new governance proposal for Aegon

Timeline to complete the relocation



If needed, potential deferral of these milestones

Concluding remarks

- Continued strong progress on Aegon's transformation
- Continued to deliver or outperform on our financial commitments
- Ready for the next frontier
- Extraordinary General Meeting (EGM) in fourth quarter of 2026



Thank you

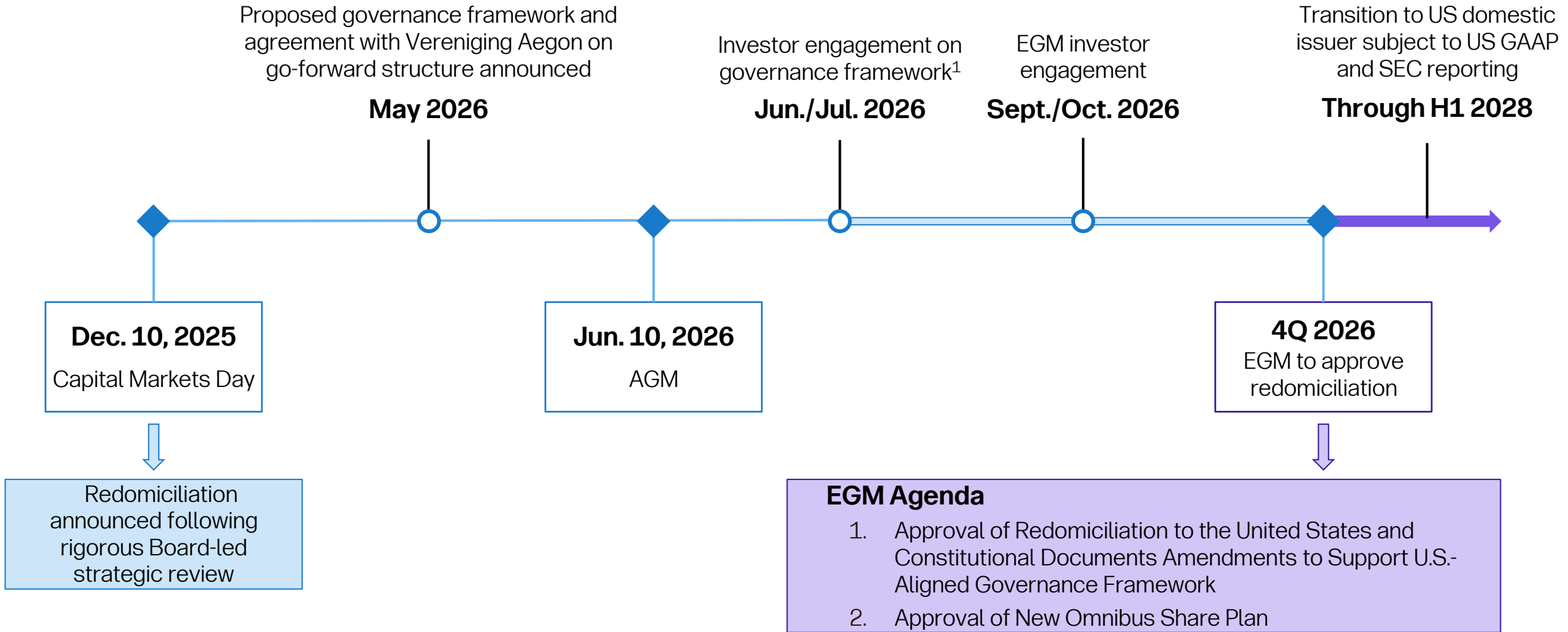


Extraordinary General Meeting of Shareholders

Timeline and agenda items

Path to the EGM redomiciliation vote – indicative timeline

Multiple opportunities for engagement leading to the EGM

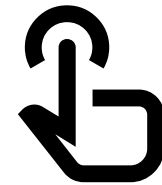


Agenda items
2.1 and 2.2

Business Overview 2025,
update on the
redomiciliation process, and
presentation of the Annual
Accounts 2025

Agenda item 2.3

Remuneration Report 2025



Advisory vote



Mark Ellman

Chair of the Compensation & Human Resource
Committee

2025 Remuneration Report

Report content as published in the 2025 Integrated Annual Report

- Business and remuneration highlights
- Remuneration at Aegon in general
- Remuneration Report regarding the Non-Executive Directors
- Remuneration Report regarding the Executive Director

2025 Non-Executive Director remuneration

In EUR thousand		Retainer cash ¹	Retainer shares	Benefits ²	Total 2025	Total 2024
David Herzog	As of June 12, 2025 Chair as of November 13, 2025	81	28		109	
William Connelly	Until November 12, 2025	325	108		433	500
Mark Ellman		130	30		160	153
Corien Wortmann		130	30		160	160
Lori Fouché	As of June 12, 2025	60	15		75	
Dona Young	Until June 12, 2025	75	15		90	240
Jay Ralph	As of June 12, 2025	60	15		75	
Caroline Ramsay		140	30	22	192	189
Thomas Wellauer		125	30	17	172	162
Jack McGarry		140	30		170	170
Karen Fawcett		125	30		155	155
Albert Benchimol		123	30		153	75
Total		1,514	397	39	1,943	1,804

¹ Fees for Board membership and membership of the Board's Committees combined.

² These include Employer Social Security premiums where applicable.

CEO remuneration

Allocated remuneration in 2025 ¹

In EUR thousand	Salary	STI ²	Pension	Benefits	Total 2025	Total 2024
	1,365	1,869	205	103	3,542	3,385

2025 Short-Term Incentive outcome

Performance metrics	Weight	Target	Result	Score
Operating Capital Generation	45%	1,187	1,287	142%
Commercial metric	40%	100%	132%	132%
ESG metric	15%	100%	See below	133%
Employee Engagement	10%	76%	76%	100%
Weighted Average Carbon Intensity	5%	-51%	-54%	200%
Short-Term Incentive Outcome				137%

¹ Excluding the open cycle Long-Term Incentive 2025-2027.

² Awarded in relation to 2025 plan year.

CEO remuneration

continued

2026 Compensation package

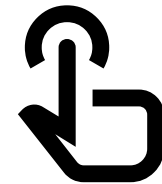
In EUR thousand	Salary	Pension	Target STI	Target LTI	Target Total Compensation
	1,474	221 15%	1,472 100%	3,685 250%	6,854

Open cycle Long-Term Incentive Plans

LTI cycle	At target grant (# of shares)	Value at grant date (in EUR thousand)	Vesting Year	Holding period
2024-2026	453,962	2,389	2027	2 years
2025-2027	413,923	2,389	2028	2 years
2026-2028	557,488	3,685	2029	2 years

Agenda item 2.3

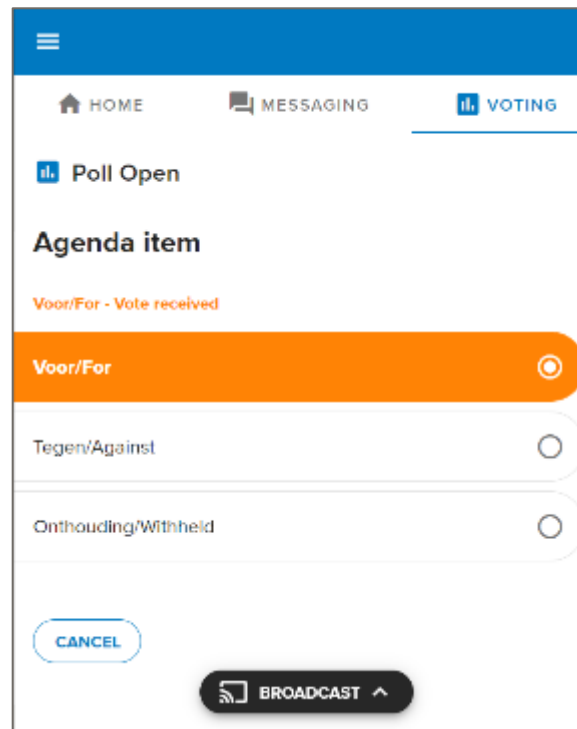
Remuneration Report 2025



Advisory vote

How to vote

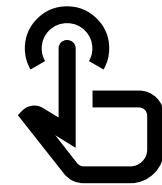
- Please submit your vote by clicking on “for”, “against”, or “withheld”
- You can change your vote until the voting is closed
- A vote confirmation will be displayed



← Click here to vote

Agenda item 2.4

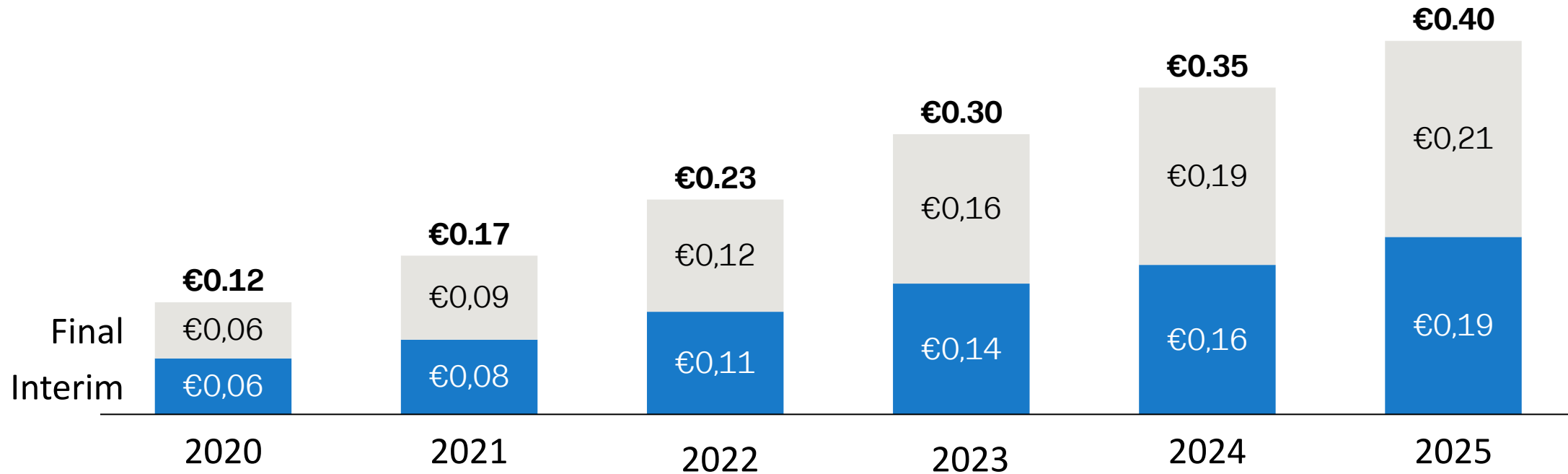
Approval of the final dividend 2025



Voting item

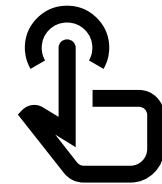
Dividend

- It is proposed that the final dividend for 2025 will amount to EUR 0.21 per common share and EUR 0.00525 per common share B
- If approved, and in combination with the interim dividend paid over the first half of 2025, Aegon's total dividend over 2025 will amount to EUR 0.40 per common share and EUR 0.01 per common share B
- Aegon's dividends are paid in cash



Agenda item 3.1

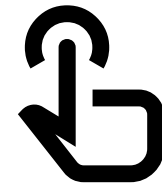
Proposal to appoint
EY as independent auditor
for the 2027 financial year



Voting item

Agenda item 4

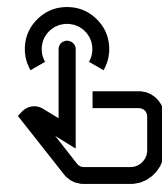
Composition of the Board of Directors of Aegon



Voting item

Agenda item 4.1

Approval of alteration of
bye-law 21.2 and extension of
Mr. Lard Friese's term as
Executive Director (CEO) of
the Board of Directors until the
end of the AGM in 2030



Voting item

Mr. Lard Friese

- Age: 63
- Nationality: Dutch
- Main occupation: CEO and Chairman of the Executive Committee of Aegon Ltd.
- Shares in Aegon: 401,874

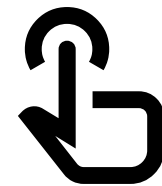
Memberships of other Boards:

- Chairman of the Board of Directors of the Geneva Association
- Member of the Supervisory Board of Pon Holdings B.V. (non-listed)



Agenda item 4.2

Election of Ms. Leni Boeren
as member of the Board of
Directors until the end of the
AGM in 2030



Voting item

Ms. Leni Boeren

- Age: 62
- Nationality: Dutch
- Main occupation: Non-Executive Director
- Shares in Aegon: none

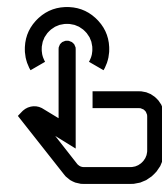
Memberships of other Boards:

- Non-Executive member of the Board of Directors of Air France-KLM (listed)
- Member of the Supervisory Board of NIBC Bank
- Vice-Chair of the Supervisory Board of Mollie
- Chair of the Supervisory Board of Ohpen



Agenda item 4

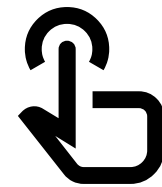
Composition of the Board of Directors of Aegon



Voting item

Agenda item 5

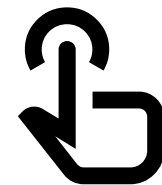
Exclusion of pre-emptive rights and acquisition of shares



Voting item

Agenda item 5.1

Authorization of the Board of Directors to restrict or exclude pre-emptive rights in connection with an issuance of common shares of less than 10% of the Company's issued share capital



Voting item

Agenda item 5.2

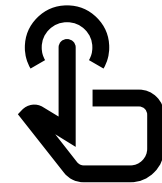
Authorization of the Board of Directors to restrict or exclude pre-emptive rights in connection with a rights issue in excess of 10% of the Company's issued share capital



Voting item

Agenda item 5.3

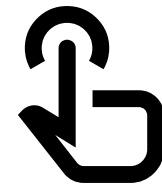
Authorization of the Board of Directors to acquire shares in the Company



Voting item

Agenda item 5

Exclusion of pre-emptive rights and acquisition of shares



Voting item



Voting results

Agenda item 6

Any Other Business

Agenda item 7

Closing



Thank you





End of Aegon's 2026 Annual General Meeting of Shareholders

