

Looking ahead to the future

This impact report is an opportunity to look back at 2025, a year of steady progress on our sustainability ambitions fully aligned with our long-term strategy. That same commitment guides us as we look ahead.

Because our ambition goes beyond protecting our customers. As an insurer, investor, employer and responsible company, **we want to play an active part in building a more sustainable society**. That's why we will keep raising the bar and embedding sustainability even deeper into our activities.

Doing more – and, above all, doing it better. For people, and for the planet.



As an insurer

Our insurance products are our core business. In the years ahead, AG will continue to make its products and services more sustainable, always with customer satisfaction front of mind. In 2025, **36% of our premium income** came from products that help customers move towards a more sustainable and inclusive future. This percentage naturally fluctuates from year to year, depending on sales results.

Extreme weather was once again a defining challenge in 2025. Floods, storms and drought not only cause increasing material damage, they also deeply affect the people behind the losses. The current **legal framework for natural disaster coverage** has not kept pace with these developments. That's why AG, together with the wider insurance sector, is actively engaging with policymakers to safeguard long-term insurability. We are advocating for clear, futureproof solutions and a fair distribution of costs, so that our customers can continue to rely on our protection when the unexpected strikes.

As an investor

With EUR 74 billion in assets under management, AG continues to use its position as Belgium's largest institutional investor to accelerate positive change. In the years ahead, we will keep using our portfolio as a lever to encourage companies to deepen their sustainability efforts. At the same time, we will also continue **directing investments towards projects that have a clear societal or environmental benefit**, such as renewable energy infrastructure, water treatment solutions and affordable housing. Through these investments, we aim to contribute to an economy that creates value for everyone.



We expect the **carbon intensity of our portfolio** to continue declining in the coming years. That outlook depends on two factors: companies successfully delivering on their 2030 climate targets, and the overall stability of our portfolio. We track this evolution closely. Through in-depth analysis and scenario modelling, we identify the sectors facing the biggest challenges. This enables us to adjust our approach where needed and engage proactively with companies – so that together, we stay on track to reach the 2030 goals.

As an employer

We remain committed to one ambition: making AG a Great Place to Grow for All. A workplace where everyone feels welcome, has equal opportunities and can truly shine. Achieving this requires ongoing investment in talent, in leadership and in the **#WeAreAG culture** that brings us together.

Through **Learn2Grow**, we are building a company where learning is part of everyday life. We design integrated learning paths that help colleagues grow their competences and shape their careers sustainably. People managers play a key role in this by guiding, coaching and making learning a shared responsibility across the organisation.



Because they are the catalysts of a Great Place to Grow for All, we continue to invest heavily in leadership support, development and connection. Throughout the year, we organise dedicated sessions where managers come together to exchange, recharge and discover new insights, all with one goal: helping them better support their teams.

Diversity, equity and inclusion remain essential to who we are. Through the **Allies Squad**, a group of committed colleagues from across the company, we raise awareness, encourage honest dialogue and launch initiatives that strengthen inclusion and connection within AG.

And through our Reinvent Workplace programme, we have rolled out **new workplace concepts** across our offices in recent years. These modern spaces are designed for collaboration, creativity and interaction – giving colleagues the right environment to grow, connect and do their best work.

As a responsible company

At AG, we want to conduct our business with respect for people, the planet and society. That's why we work every day to increase our positive impact and shrink the footprint we leave behind.

We are actively reducing our own CO₂ emissions. With Reinvent Workplace (the renovation and modernisation of our offices), we expect a 60% drop in energy use by the end of 2026 compared with 2022. Our mobility is evolving too: by 2030, we aim to run a **fully electric company car fleet**, supported by the 162 charging stations already installed in our car parks.



Since 2025, we have also chosen to invest in local nature projects that truly benefit biodiversity and climate resilience, from planting school forests to restoring fragile nature areas. These projects don't count as official CO₂ offsets, but what matters to us is the **tangible difference** they make.

Sustainability is just as much about people as it is about the environment. In 2026, we celebrate 30 years of AG Solidarity. For three decades, we have supported around 60 organisations every year that help vulnerable young people and fight poverty. We will also continue our Solidarity Day, a meaningful and uplifting moment for children and young people who need it most.