Sustainability at Achmea

Zeist, August 2026

Advancing our sustainability ambitions

Empowering impact for a resilient future
At Achmea, sustainability is not a separate ambition it is part of who we are. For more than two centuries, Achmea has built on its cooperative heritage to help people build resilience and confidence in the future. Today, as environmental and social challenges, artificial intelligence and geopolitical uncertainty reshape our world, that role is more relevant than ever.

Through our purpose Sustainable Living, Together, we work to create lasting value for customers, society and our business. Whether through insurance, pensions, banking or investments, we aim to support financial security, healthier lives and a more sustainable economy and society.

As integral part of Achmea's Next Level strategy, we are turning ambition into action. Amongst others, our net zero targets, investments in prevention and the allocation of capital to impact investments reflect our commitment to delivering measurable progress. This commitment is reflected in the recognition by independent rating agencies, including an MSCI AAA rating and EcoVadis Platinum rating.

Our sustainability strategy is delivered through three strategic pillars and measurable KPIs. This presentation highlights our ESG performance and showcases selected examples of the impact we created in the first half of the year. Building on the progress made, we look ahead with confidence and remain committed to delivering on our sustainability ambitions.

Reading guide:

- *Ambitions and performance*
- *ESG ratings and the integration of sustainability in our governance*
- *Spotlights: Selected inspirational examples of the last six months*

Bianca Tetteroo
CEO Achmea

Achmea Next Level, a clear and ambitious path towards 2030

We build upon our purpose …

- Building on current strategy and capabilities
- Optimising OneAchmea
- Finalising ongoing major transformations
- Next step in ESG, leadership and performance management

… and make four key strategic choices …

1. Customer excellence for Next Level distribution
2. Launching ElevAition as a catalyst for change and growth
3. International growth towards strong European player
4. Implementing the joint venture with Sixth Street

… to strengthen market leadership and accelerate growth …

Strengthened market leadership

- Health
- Non-life

Ambitious growth targets

- Pension & Life
- Retirement Services
- European direct digital P&C business

… and create sustainable value for all our stakeholders

Customers and society

- Tangible and visible impact
- Ambitious target for impact investing
- Aim to achieve net zero across operations, investment portfolio and insurance portfolio

Employees

- World-class workplace with trendsetting working conditions

Company and investors

- Operational result ≥ €1.0 billion[1] by 2030
- OFCG ≥ €750 million[1] by 2030
- Robust capital position and strong credit ratings

[1] Target includes Sixth Street's minority stake in Achmea Pension & Life

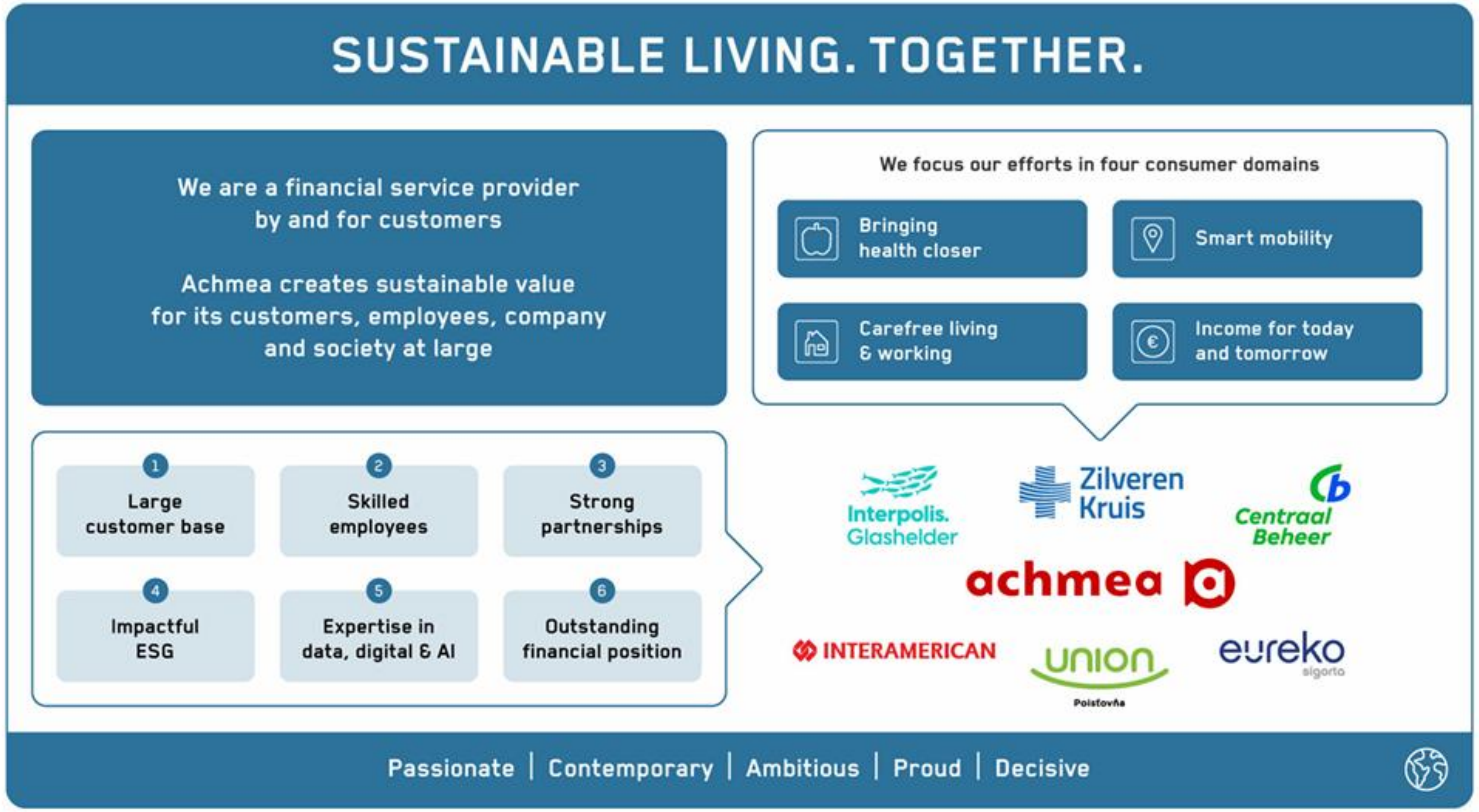
Sustainability embedded in our purpose

Sustainable Living, Together

Achmea stands for Sustainable Living, Together.
An inclusive society in which everyone participates and can live happily and healthily side by side in a way that can endure for many years to come.

In collaboration with our customers, partners, and business relations, we want to contribute to solving societal issues relating to health, living & working, mobility, and income. That is our mission.

In doing so, we aim to create sustainable value for our customers, our employees, our company, and society as a whole.



Our sustainability ambitions, turning purpose into impact

As a service provider, insurer and investor, we are inherently focused on building financial resilience, supporting health, and promoting social well-being. These priorities are deeply rooted in our daily activities.

At the same time, we recognise that long-term well-being also relies on a healthy environment. Supporting the transition to a sustainable future is therefore part of how we secure lasting stability.

Strong governance underpins all of this, serving as our licence to operate and a key enabler of sustainable success.

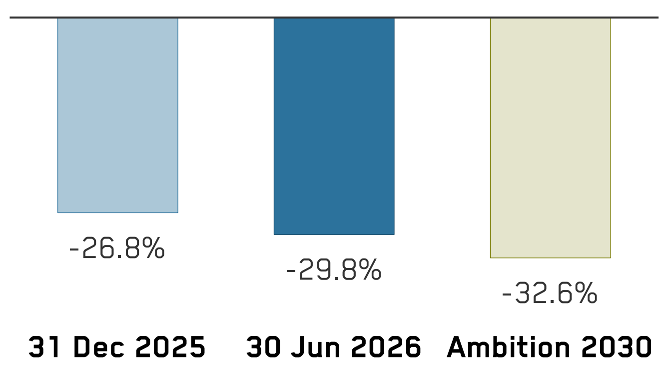
Accelerating net zero and supporting nature resilience	Promoting health and social well-being	Enabling financial resilience
We drive the net zero and nature-positive transition through investments and insurance solutions that support climate change mitigation, adaptation, and nature restoration.	We bring health closer, not only through accessible healthcare and encouraging healthier lifestyles, but also by embedding health, social well-being, and inclusion into the way we work, invest, and engage with employees, clients, and society as a whole.	We enable financial resilience by facilitating responsible financial decisions and providing solutions for financial challenges, thereby safeguarding the current and future income of our employees, clients, and society at large.

Corporate governance is the foundation of sustainable success

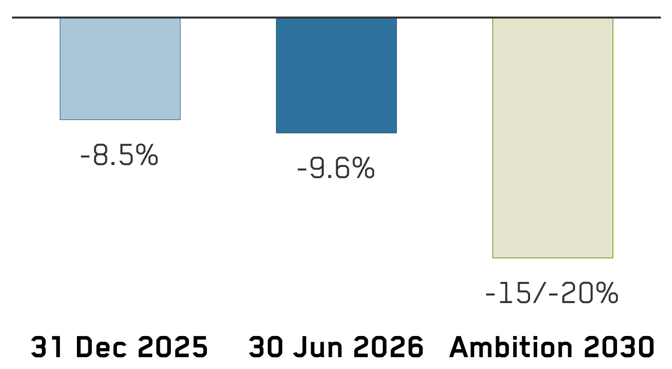
Well on track towards our 2030 ESG ambitions

- Financed emissions corporate securities decreased, mainly driven by the sales of relatively high-emitting equity holdings
- Average insurance-related emissions per vehicle decreased, reflecting the ongoing shift towards lower-emission vehicles in our portfolio
- Impact investments increased to 12.5% (€ 5.2 billion) of the own risk portfolio, in line with our ambition of 15% in 2030
- Investment property emissions intensity decreased slightly, only reflecting portfolio composition changes, as emissions data is updated annually
- The share of women in management was 43.4%, having improved compared to last year, partly due to a change in scope
- rNPS for the consumer market remained roughly stable. Customers remain highly satisfied

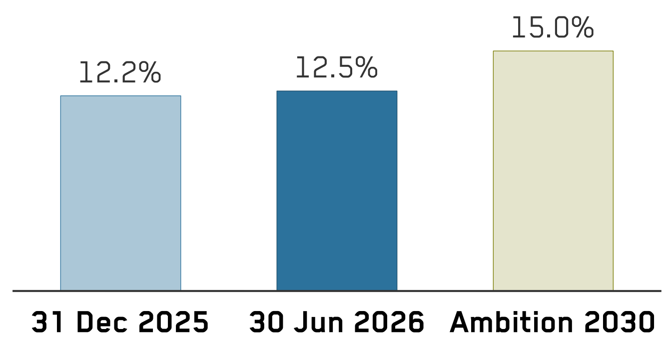
Financed emissions corporate securities portfolio (own risk)
% reduction compared to 2023
(in ton CO_2e / mln €)



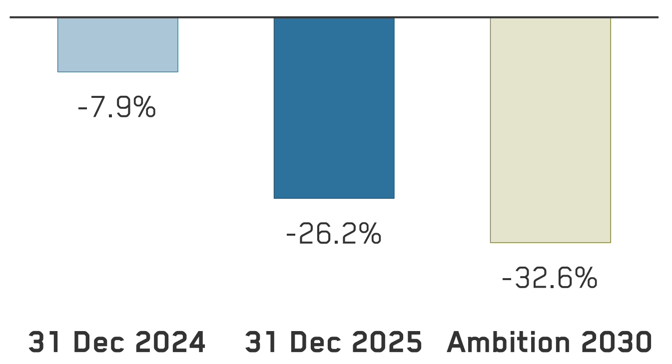
Insurance-associated emissions of the personal motor line
% reduction compared to 2021
(in g CO2 / km)



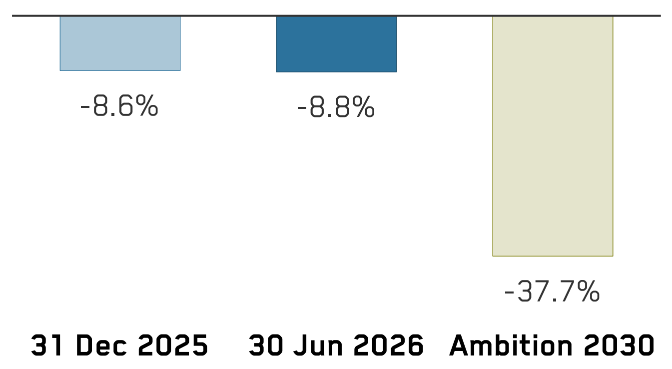
Impact investments
own risk portfolio (in %)



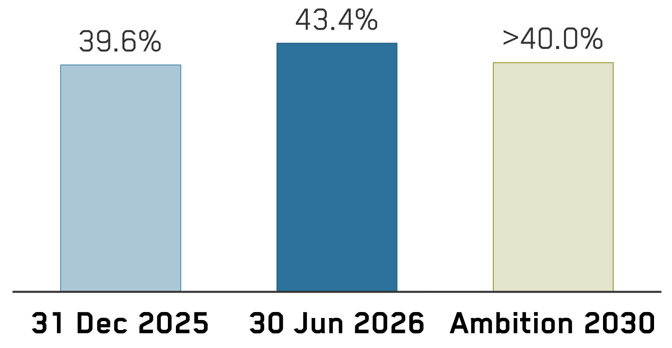
Financed emissions in mortgage portfolio[1]
% reduction compared to 2022
(in kg CO_2 / m^2)



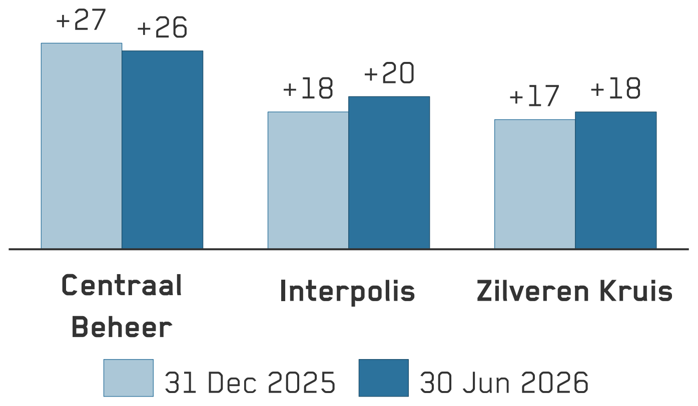
Financed emissions investment property (own risk)
% reduction compared to 2023
(in kg CO_2 / m^2)



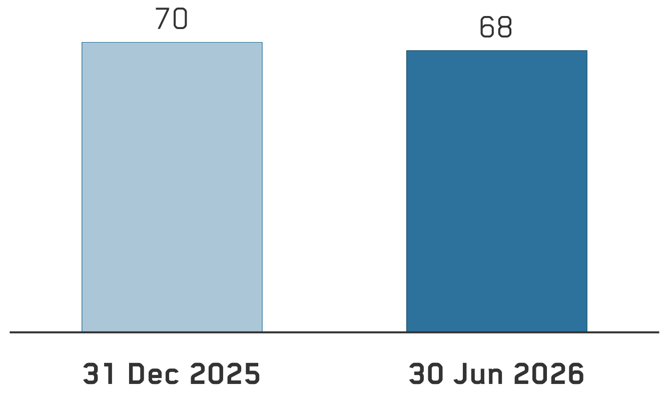
Women in management[2]
share women (in %)



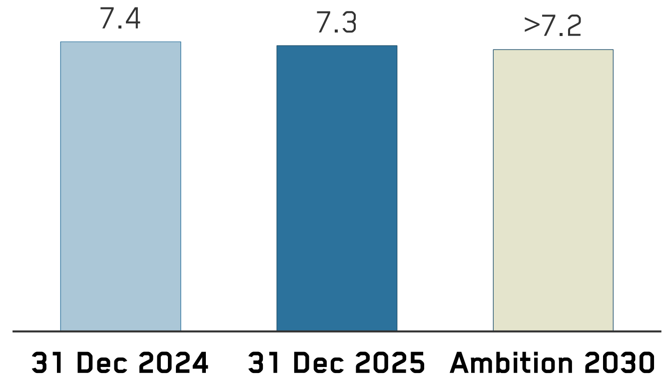
Relational NPS – consumer market
2026 ambition ≥ market average



Reputational score
overall score Achmea brand



MBO score Vitality[1]
average per employee



[1] This data is renewed annually.
[2] As of 2026, the scope for this figure includes our international and other entities.

Strong ESG ratings confirming our leadership and long-term commitment to sustainability

AAA
On a CCC to AAA scale

AAA in 2025

MSCI

Negligible Risk
#2 out of 305 insurers

#16 out of 302 insurers in 2024

SUSTAINALYTICS

C+ (prime)
On D- to A+ scale

C (prime) in 2024

ISS ESG

A-
On D- to A scale

C in 2024

CDP

Platinum
Top 1%
across all sectors

Silver in 2025 (top 15%)

ecovadis

5 stars
For 3 Achmea Real Estate funds and our AP&L portfolio funds

3 ARE in-house funds in 2024

GRESB

#6
Dutch Responsible Investment Benchmark out of 21 insurers

#3 in 2023 out of 20 insurers

VBDO

#1
Out of 16
Dutch Insurers

#3 out of 16 in 2022

Eerlijke Verzekeringswijzer

Note: The time between updates of the ratings and benchmarks shown may vary. The overview compares the most recent result with the previous result.

Embedding sustainability in governance

Sustainability is embedded in Achmea's governance through several governance bodies. To safeguard alignment across ambition, policy and implementation, a functional reporting line from the sustainability department to the business units has been established as per January 2026. In addition, our Sustainability Committee has been set up under the Executive Board. This strengthens the integrated steering of sustainability. The Sustainability Committee supports the Executive Board by advising on, monitoring and evaluating Achmea's sustainability strategy and objectives.

Sustainability is embedded in performance management and remuneration, with ESG objectives, including climate, social impact and diversity, forming part of Executive Board assessments and, where relevant, individual and team goals.

Sustainability risks are managed through existing risk governance, policies and reporting processes.

Supervisory Board

Advises and oversees the governance where long-term value creation and sustainability play an important role.

Executive Board

Responsible for strategy where long-term value creation and sustainability are integral components.

Sustainability Committee

Mandated by the Executive Board to ensure strong alignment on cross-divisional sustainability topics and to advise the Executive Board on the development of our ESG strategy, policies and related plans.

Sustainability department

Responsible for shaping Achmea's sustainability strategy and policies and supporting business units in implementing the strategy and policies.

Business units

Responsible for the implementation of the sustainability strategy and policies.

Accelerating climate action

We remain on track to achieve our interim CO_2 reduction targets on our path to net zero across both our investment and insurance portfolios. Our ambition to accelerate the transition to net zero is advanced by supporting renewable energy projects and the sustainability transition of residential buildings.

Spotlight – Circular solar carport at Achmea Apeldoorn Campus; accelerating the energy transition

In 2026, we started the development of a large circular solar carport at our Apeldoorn campus, demonstrating how innovation, circularity and collaboration can accelerate the energy transition.

The project combines more than 5,000 fully recyclable solar panels, sustainably sourced timber, recycled steel, battery storage, EV charging infrastructure and a local microgrid, generating approximately 2.4 GWh of renewable electricity annually. By maximising the on-site use of clean energy, the project supports Achmea's ambition to achieve climate-neutral and energy-neutral own operations while helping to reduce grid congestion.

Through a shared charging hub, Achmea also works with 2 logistics partners to support the electrification of transport and make efficient use of locally generated renewable power. In addition, the project incorporates biodiversity measures and low-emission construction practices, creating measurable environmental impact while showcasing how circular design and strategic partnerships can contribute to a more sustainable and resilient future.

Spotlight – Supporting homeowners' associations to accelerate residential sustainability

Since 2023, Centraal Beheer has been supporting homeowners' associations (VvEs) in making their buildings more sustainable. Following a number of strategic choices, the initiative evolved into a scalable approach, with municipalities emerging as a key driver of growth. We have expanded our service offering to further lower barriers for VvEs to start their sustainability journey. Achmea supports homeowners' associations through energy scans, tailored energy advice and long-term maintenance plans, providing insight into sustainability measures, costs, decision-making and future-proof maintenance planning.

The approach is delivering tangible results. In 2026, 65 VvEs have already been encouraged to take concrete sustainability measures, putting the programme well on track to reach its target of engaging 100 VvEs by year-end. Since its launch, 85 VvEs have been supported, while customers continue to value the service highly, awarding it an average rating of 8.2 out of 10. Through collaboration and accessible solutions, Centraal Beheer is helping accelerate the sustainability transition of residential buildings and supporting more sustainable communities.

Strengthening nature resilience

To advance our nature resilience ambition, we further integrated biodiversity into our real estate strategy and conduct ecosystem service assessments across our residential mortgage portfolio. Our aim is strengthening our resilience approach and improving our understanding of nature-related risks and opportunities at asset level.

Spotlight – Integrating biodiversity into real estate investment; from risk mitigation to value creation

In 2026, Achmea Real Estate successfully scaled up our initiative to integrate biodiversity into both existing and new-build real estate projects, alongside the testing of monitoring methods. We collaborated closely with ecological consultancy firms and leading knowledge and educational institutions.

We have already embedded biodiversity into ten pilot projects. Our objective is to develop a well-substantiated approach by 2028 that is suitable for broad application across our portfolios.

A leading example is the redevelopment of the former Zilveren Kruis site in Noordwijk, where biodiversity is embedded as a core design principle. Located near Natura 2000 areas, the project enhances ecological quality through native planting and habitat creation, supported by long-term monitoring and maintenance. This approach reduces climate-related risks and strengthens the long-term value.

Spotlight – Measuring ecosystem services across our residential mortgage portfolio

In 2026, we operationalised a new methodology to measure biodiversity at plot level across our residential mortgage portfolio, using satellite data to quantify ecosystem services such as water retention, cooling, air filtration and pollinator habitat.

This approach provides new insight into how biodiversity capacity interacts with climate exposure at asset level, revealing where low ecosystem service delivery coincides with higher risks such as flooding and heat stress.

Going forward, this enables enhanced risk assessment by combining climate exposure with ecosystem service capacity and targeted engagement on properties where small interventions may deliver outsized impact.

Scaling impact investments

Impact investing is a powerful lever to advance both our environmental and social ambitions. At the end of the first half of 2026, impact investments accounted for 12.5% of our own-risk portfolio (totalling € 5.2 billion), demonstrating our ability to allocate capital towards measurable environmental and societal outcomes.

We define impact investing as follows:
Aims to achieve a positive, measurable social and/or environmental impact in addition to generating a financial return. It has three essential components:

1. Intentionality, meaning that achieving a positive impact is a predefined goal;
2. Measurability, which is important to demonstrate the realised impact and to prevent greenwashing or impact washing; and
3. A financial return that is in line with the market

Spotlight – Green bond RTE (Réseau de Transport d'Électricité) supporting the energy transition

In the first half of 2026, Achmea increased its exposure to corporate green bonds by almost € 600 million. One example of a green bond project is the RTE green bond.

RTE uses green bonds to finance projects that expand and modernise France's electricity grid. By the end of 2023, € 1.014 billion had been allocated to green projects such as offshore wind connections and cross-border interconnectors. Key examples include the Dunkirk offshore wind farm connection and the Celtic Interconnector between France and Ireland, both of which help integrate renewable energy, strengthen energy security, and support a more sustainable power system.

Spotlight – Achmea Dutch Residential Impact Fund driving sustainable housing impact

Achmea Real Estate's Dutch Residential Impact Fund (ADRIF) acquires older rental homes with an energy label D or worse and aims to improve sustainability. The target is to grow the fund to € 1 billion by 2030. Achmea has committed € 50 million to support this growth.

In 2026, ADRIF made its first acquisition of 128 apartments in Bilthoven, with the goal of significantly improving sustainability and housing quality.

The 1976-built homes, mostly with energy label D, will be upgraded first to A/A+ and ultimately to Paris Proof through insulation, solar panels, and system upgrades, reducing energy use and emissions. Tenants are expected to benefit from higher comfort and lower energy bills, with total housing costs remaining stable or slightly decreasing despite modest rent adjustments, strengthening the investment's social and environmental impact case.

Improving health and social well-being

Our ambition to promote health and social well-being is advanced through targeted engagement initiatives that empower people to take proactive steps towards better mental health.

Spotlight – "Invisible injury" programme promoting youth mental well-being

In 2026, the next phase of our "Invisible injury" programme was officially launched, marking a significant step-up in impact and visibility.

This joint initiative by Zilveren Kruis, the KNVB and MIND Us brings together healthcare, sports and societal expertise to address youth mental health.

Through practical tools such as a mental support toolbox for coaches and players, the programme enables clubs to actively engage with mental well-being on and off the pitch. By leveraging the strong community dynamics of football, it drives behavioural change at scale and contributes to early support and prevention, fully aligned with Zilveren Kruis' broader ambition to shift toward proactive health and resilience.

Promoting health*

Impact figures Zilveren Kruis

100+

Football clubs actively joined the "Invisible injury" project

1800

Persons went offline as part of our Digital Detox initiative within our social media reduction campaign

5m

People protected by health insurance

1.9m

Fewer waiting days were realised through waiting list mediation, enabling insured clients to access care more quickly.

521,728

Employees were supported in improving their health through collaboration with employers.

* All figures refer to FY2025. Data is updated on an annual basis.

Enabling financial resilience

Our ambition is to strengthen financial resilience, contributing to a more resilient society and sustainable long-term value creation. In 2026, we advanced this ambition by making our social impact measurable, enabling us to demonstrate tangible outcomes and make more evidence-based decisions on where we can create the greatest societal and business value.

More information on how we measure our social impact can be found in our whitepaper

Advancing financial resilience through data-driven impact (IRO pathway methodology)

In 2026, Achmea further strengthened its approach to measuring and managing social impact by enhancing its impact measurement methodology and publishing the white paper Social Sustainability: From Impact to Value. The paper demonstrates how Achmea makes social impact more transparent and measurable, using financial resilience as a practical example.

In collaboration with PwC, Achmea developed and implemented the IRO Pathway methodology, providing a structured way to assess how social initiatives contribute to outcomes for people and society, while also creating business value. By linking societal impact to risks, opportunities and value creation, the methodology supports more informed strategic decision-making and capital allocation.

The financial resilience case study illustrates the approach in practice, showing how outcomes can be measured across the impact pathway. This enables Achmea to evaluate the effectiveness of its initiatives, scale those with the greatest impact, and report progress transparently.

Outcome IRO pathway Financial education

Partnership with Stichting LEF

Together with Stichting LEF, Achmea provides financial literacy lessons at vocational (MBO) schools in the Netherlands. Employees from across our financial businesses volunteer as guest teachers, sharing their knowledge and practical experience with students. Through this partnership, we contribute to our social responsibility by strengthening young people's financial resilience and helping them make informed financial decisions.

€ 203k

Expected healthcare cost savings for society through financial education per year (2,400 students)

2,400

Students in vocational (MBO) education reached through guest lectures

482

Students with an expected reduction of financial stress through financial education.

€ 435

Expected improved financial household management per student based on benefits and allowances

Investor relations
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Thank you

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This Presentation contains climate-related objectives, such as emission reduction targets and statements about Achmea’s climate intentions. These are based on the available data, standards, methods, and views at the time of publication.

Achmea uses the GHG Protocol to calculate greenhouse gas emissions. These emissions are converted into CO_2 equivalents. Throughout this document, any reference to CO_2 should be understood as CO_2 equivalents.

Internal and external developments may influence Achmea’s ability to achieve its climate ambitions. New climate insights, legislation, and technological advancements continuously emerge. The data, standards, and methods used to determine climate ambitions—including CO_2 measurement and reduction targets—are evolving. The availability and quality of data remain a challenge, but improvements are expected in the coming years. Consequently, Achmea may need to adjust its climate ambitions and plans accordingly, with updates provided annually.

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- Availability and quality of reliable data, such as greenhouse gas emissions or climate-related customer data.
- Evolving market practices, ESG standards, and competition rules.
- Operational, regulatory, reputational, and transition risks related to ESG matters.
- Uncertainties in (emission) calculation methods and models (e.g., PCAF, SBTi, CRREM).
- New or revised scientific insights regarding climate change.

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