Annual Report of PGGM N.V.

PGGM

2025

Message from the Executive Board

In early January 2026, we successfully transitioned five pension funds to the new pension system. A historic achievement affecting 6.0 million participants. Alongside the intensive preparations for this transition, in 2025 we reorganised our investment organisation and continued to work steadily towards providing sound and understandable pensions for the participants of our clients.

Cooperation and trust

The transition under the Future Pensions Act (Wet toekomst pensioenen, Wtp) represents the most significant change in the Dutch pensions sector in recent decades. We set an ambitious target by transitioning all pension funds for which we implement the pension scheme simultaneously. Close cooperation and a strong relationship of trust with the funds proved key to success. Thanks to mutual openness and intensive dialogue, we were able to stay on course and carry out the transition in a controlled and careful manner.

A future proof investment organisation

The new system also helped shape the 3D investment policy of our client Stichting Pensioenfonds Zorg en Welzijn (PFZW), which had already been developed well ahead of the transition. The Wtp requires greater transparency about how, where and why investments are made and which return objectives are pursued. Our investment process, in which return, risk and sustainability (3D) are considered in an integrated way at the level of the total portfolio, is aligned with this approach. In 2025 we further strengthened our data foundation and adapted our organisation and ways of working to the 3D investment policy and the requirements arising from the Wtp.

Improved client services

To make pensions more understandable and more personal for participants, we further expanded our digital reach. Timely and clear information about the transition to the new pension system and its implications helped maintain and strengthen the confidence of participants, employers and social partners.

Vital health and welfare sector

We combined our activities in the health and welfare sector in a single unit. By combining the data, knowledge and services of PGGM&CO, PFZW Datadiensten, Vernet and the Preventieplan, we can support PFZW even more effectively in helping employers strengthen vitality and reduce absence and staff turnover.

Sustainability reporting

Sustainability is an integral part of our strategic course towards 2030, and we continue to explore how it can be further embedded in our day-to-day operations. We report on our ambitions and performance in the accompanying sustainability report. Although European reporting requirements have been postponed, we continue to invest in a foundation that aligns with future requirements and already helps us provide greater transparency on where and how we create value across environmental, social and governance (ESG) dimensions.

Trust, teamwork and innovation

Through the Wtp transition, we demonstrated what we are capable of achieving together. We can be proud of that. The trust we place in one another, the teamwork across our organisation and our continued focus on innovation provide a solid foundation for successfully completing the final phase of this transition and continuing our day-to-day work with the same care and quality.

Executive Board

Edwin Velzel, Chief Executive Officer (CEO)
Willem Jan Brinkman, Chief Finance & Risk Officer (CFRO)

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1. Directors’ Report

1.1 How and for whom we create value

1.1.1 How we create value

Based on our Strategic Vision 2030 we are working towards a good pension for the participants of our clients, a vital health and welfare sector, and a liveable world. We pursue these goals through our pension services, investment management, and services for the health and welfare sector. The participants of our clients are at the centre of everything we do and can rely on us.

It is important to us that our strategy is well aligned with the needs and expectations of our key stakeholders, including our clients, their participants, employers and social partners, as well as our employees and suppliers. Therefore, we have identified relevant themes, presented them to our stakeholders and asked them how important they consider them to be. We apply the same process when determining our sustainability themes.

The themes selected jointly were subsequently incorporated into our strategic course towards 2030, as shown on the opposite page.

Confidence of participants (of our clients)

- We are committed to a good pension system and carefully implement the new pension scheme
- We are transparent about the effects and operation of the new pension scheme
- We help raise awareness of (future) finances

Pension services

A good and personal pension at appropriate cost

- We provide excellent service, balancing performance, costs, satisfaction and ease of use
- We keep pension administration future proof by serving multiple clients and achieving economies of scale

Investment management

A good pension in balance with sustainability

- We apply a new investment process in which return, risk and sustainability are assessed in an integrated way at the level of the total PFZW portfolio
- We invest part of the assets under management in themes focusing on people and health, climate and nature and biodiversity

Services for the health and welfare sector

A vital health and welfare sector

- We respond to labour market challenges in the health and welfare sector using our knowledge, data and experience
- We contribute to enhancing the vitality of employees, employers and the health and welfare sector as a whole

Operations and employees

Future proof business operations in an inspiring and inclusive working environment

- From our strong financial position, we are able to meet our obligations and make the necessary investments
- We maintain controlled and compliant operations that meet legal and regulatory requirements and create room for innovation and digitalisation
- We work towards sustainable operations with attention to integrated management, the energy transition and the reduction of CO_2
- We strengthen our future resilience through an agile organisation, a well designed organisational structure and a strong reputation
- We provide an innovative, diverse and inclusive working environment that serves the public interest and helps attract, retain and develop talent

1.1.2 Who we create value for

For Stichting Pensioenfonds Zorg en Welzijn (PFZW), Stichting Pensioenfonds voor Personeelsdiensten (StiPP), Pensioenfonds Metaal en Techniek (PMT), Stichting Bedrijfstakpensioenfonds voor het Schilders-, Afwerkings- en Glaszetbedrijf (BPF Schilders) and Bedrijfspensioenfonds Koopvaardij (Bpf Koopvaardij), we provide pension services and ensure clear communication with their employers and participants. For PFZW and StiPP, we also provide board support. In addition, for PFZW we support the social partners.

Our strategy is to provide investment management exclusively for PFZW. This has already been realised in the public markets. This is also the intended end state for the private markets. Because investments in private markets often involve long-term commitments, BPF Schilders, Stichting Pensioenfonds Smurfit Kappa Nederland (Smurfit Kappa), Stichting Pensioenfonds voor Huisartsen (SPH) and Stichting Bedrijfstakpensioenfonds voor de Particuliere Beveiliging (Particuliere Beveiliging) still participate in the Private Real Estate and Infrastructure funds, in line with previously agreed arrangements.

Using our knowledge, data and experience, we develop solutions that support our client PFZW in addressing labour market challenges in the health and welfare sector. In doing so, we also help PFZW contribute to improving the vitality of employees, employers and the health and welfare sector as a whole.

Pension services

	Number of participants
Pensioenfonds Zorg & Welzijn	**3,037,700**
StiPP pensioenfonds	**1,547,500**
PMT pensioenfonds Metaal & Techniek	**1,259,500**
BPF Schilders	**103,000**
Koopvaardij	**47,400**
Total	
Pension services	**5,995,100** participants
	14.2 billion contributions
	9.1 billion benefits paid

Investment management*

	Assets under management in public and private markets
Pensioenfonds Zorg & Welzijn	**€ 252.0** miljard
	Assets under management in private markets
BPF Schilders	**€ 0.5** miljard
sph Pensioenfonds voor Huisartsen	**€ 1.5** miljard
Pensioenfonds Particuliere Beveiliging	**€ 0.3** miljard
Total	
Investment management	**€ 254.3** billion assets under management

Services for the health and welfare sector

	Number
Employees in the health and welfare sector	**1,463,600** employees
	Number
PGGM&CO membership organisation PGGM&CO	**567,000** members

1.1.3 What value we create

Our value creation model shows how we aim to deliver financial and non-financial value for our clients, their participants, employers and social partners, our employees, the health and welfare sector, and society and the environment.

Business model

Our business model forms the core of our value creation model. It shows what we stand for and how, based on our core values of Trust, Teamwork and Innovation, we aim to make a meaningful contribution through our three value chains: pension services, investment management and services for the health and welfare sector.

From within our organisation and across these three value chains, we take an integrated approach to steering towards our strategic objectives (see our Strategic course towards 2030) and the ambitions associated with our seven sustainability themes: Climate impact and energy transition, Cost-efficient pension administration, A clear pension, Attractive employership, Vitality in the health and welfare sector, Ethical, integrity-driven and responsible business conduct, and Data security, data quality and data privacy.

Input

To ensure that our business model functions optimally, we rely on our employees and their specialist knowledge. Other elements also play an important role, such as our financial foundation, data management, and office and home-working facilities.

Trends, risks and opportunities

We take into account the influence of our environment on our value creation process by identifying relevant trends, risks and opportunities. Current examples include the impact of the new pension system and geopolitical developments.

Performance and intended value

We aim to create value for our stakeholders by addressing our strategic objectives and the ambitions associated with our sustainability themes in an integrated way. As shown in the Performance column, performance on the objectives and ambitions largely overlaps. For example, our efforts on themes such as Climate impact and energy transition, Data security, data quality and data privacy, and Ethical, integrity-driven and responsible business conduct contribute to achieving our strategic objectives. At the same time, our performance on the strategic objectives supports progress on these sustainability themes.

In our sustainability report, we provide further detail on the positive and negative impacts of our activities within these themes on the environment, people and governance (environmental, social and governance, ESG).

Contribution to the SDGs

In addition to the sustainability themes on which we focus, we also link our activities to the United Nations Sustainable Development Goals (SDGs). Through our core activities and strategic agenda, we contribute to SDG 1 (No poverty), SDG 3 (Good health and well-being) and SDG 13 (Climate action).

PGGM N.V. value creation model 2025

Input

Financial capital
- € 242.9 million equity
- € 517.9 million operating income

Intellectual capital
- Data management
- IT systems and processes
- AI
- 24/7 network
- Licences and permits from regulators and other institutions

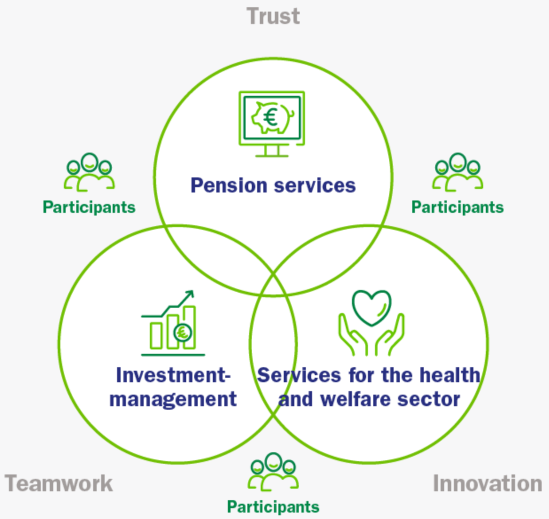
Human capital
- More than 1,900 internal employees
- More than 350 external employees
- Knowledge, experience and motivation

Social capital
- Participants' trust
- Client relationships
- Network of external suppliers

Natural and produced capital
- Electricity, water, natural gas and other energy sources
- Paper
- Office facilities

PGGM business model

Based on our joint Strategic Vision 2030 with PFZW, we work towards a good pension for the participants of our clients, a vital health and welfare sector and a liveable world.



Future proof operations within an inspiring and inclusive working environment

Trends, risks and opportunities

Growing shortages in the labour market, a new pension scheme, social developments, changing expectations and needs across different client generations, changing norms and values regarding sustainability, developments in AI, shifts in power and markets due to increasing geopolitical fragmentation, and changing competitive relationships in the pensions sector.

Performance

Confidence of participants

A clear pension | Data security, data quality and data privacy

- First letters with personal pension calculations sent to 6.0 million participants
- Receipt of the formal transition decisions from DNB for five pension funds
- Successful transition of 6.0 million participants to the new pension system under the Wtp
- Stable confidence among participants in the implementation of the PFZW pension scheme: 54% have high or very high confidence (2024: 57%)

A good and personal pension at appropriate cost

Cost efficient pension administration | A clear pension

- Maximum score of five stars for the Golden Oor award for services provided to PFZW participants
- Digital reach among PFZW participants improved by 3%
- Employers of PMT are increasingly switching to more efficient submission via the Uniform Pension Declaration (UPA)

A good pension in balance with sustainability
- Integrated investment chain across all investment management services
- Full integration of the 3D framework within the asset classes Equities and Credit
- Strengthened data foundation and increased use of data, analytics and AI in investment decisions

A vital health and welfare sector

Vitality in the health and welfare sector

- Establishment of the Vitality Health and Welfare business unit through the integration of PFZW Data Services, Vernet, PGGM&CO and Het Preventieplan
- Introduction and expansion of data driven vitality services, including new monitoring modules, strengthening of the HR data portal (client satisfaction 7.7) and growth of Het Preventieplan to 18 organisations

Future proof operations within an inspiring and inclusive working environment

Climate impact and energy transition | Ethical, integrity driven and responsible | Attractive employership | Data security, data quality and data privacy

- Introduction of the AI accelerator, accelerating adoption of AI applications
- Modernisation of data governance, data quality and reporting, including the introduction of metadata management and new data quality tooling
- Stable employee engagement score of 74%
- Further implementation of our climate reduction plans remains on track for 2030, including achieving a 55% reduction in our scope 3 emissions

Intended value

For the participants of our clients
- Confidence in pension funds and in the new pension system
- A good and personal pension
- Financial self reliance

For our clients, their employers and social partners
- Confidence in the new pension system
- Future proof pension administration
- Stable financial results and long term value for participants through the integrated consideration of return, risk and sustainability (3D), within PFZW's risk tolerance

For the health and welfare sector
- Lower workload
- Physically, mentally and financially healthier participants of our clients
- Vital employers

For our employees
- Physical, mental and financial wellbeing
- Development, job satisfaction and sustainable employability
- Social safety

For society and the environment via our operations and our value chains
- Less poverty among older people
- Contribution to a net zero world through the sustainability of our operations and our value chains

1 GEEN ARMOEDE | 3 GOEDE GEZONDHEID EN WELZIJN | 13 KLIMAATACTIE

1.2 Our achievements in 2025

1.2.1 A successful transition to the new pension system

In early January 2026, all pension funds for which we provide pension services successfully transitioned to the new pension system under the Future Pensions Act (Wtp). Together, we took a historic step towards a more personalised and future-proof pension for 6.0 million participants.

Historic achievement

This transition marks the largest transformation in the Dutch pensions sector in recent decades and required an exceptional level of expertise, execution capability, innovation and resilience from both our organisation and our clients. We set ourselves an ambitious goal by transitioning all pension funds simultaneously and implementing two different pension schemes in parallel: a solidarity-based defined contribution scheme for PFZW, Bpf Koopvaardij, PMT and BPF Schilders, and a flexible defined contribution scheme for StiPP.

Cooperation and trust

A key success factor in this process was, and continues to be, the intensive and open cooperation with the pension funds and the social partners. During the policy development phase, closely aligned choices were made regarding the design of the new pension schemes and their financial structure. This close cooperation continued throughout the adjustments to pension administration and investment management processes and systems, the implementation of the schemes and the start of operations.

Throughout the transition process, there was ongoing and intensive coordination with supervisors and other relevant stakeholders.

This resulted, among other things, in the required transition approvals from De Nederlandsche Bank for all pension funds.

Considerable attention was also devoted to communication with employers and participants. In 2025, 6.0 million participants received a letter containing their first personal pension calculation under the new system. A small group of approximately 30,000 participants, across four pension funds, could not yet be informed and will receive this information at a later stage. Letters containing the final calculations are now also being distributed and are expected to be sent before 1 June 2026. This joint approach contributed to confidence in both the transition process and its outcomes.

6.0
million participants

- Receipt of the first calculation of personal pension capital under the new pension scheme
- Transition to the new pension system based on the Future Pensions Act
- Receipt of the first benefit payment under the new pension cheme

5
clients

- Approval from De Nederlandsche Bank for the transition to the new pension system
- Successful transition to the new pension scheme

Pensioenfonds Zorg & Welzijn | StiPP pensioenfonds | PMT pensioenfonds Metaal & Techniek | BPF Schilders | Koopvaardij

Adjustments to systems and operations

The technical go-live marked the completion of an intensive IT implementation phase and the start of the final activities required to complete the transition in 2026.

As at 1 January 2026, we went live for five pension funds, four of which use our proprietary pension administration system, which has been further developed for the new system. Based on the choices made by our clients, the required Wtp functionalities were implemented. Hundreds of IT specialists were involved in the technical migration, the configuration of new core systems and the associated functional and data quality checks.

The transition to personal pension capital, age cohorts and monthly allocation of investment returns also required substantial adjustments to pension administration and investment management processes. These changes called for intensive and carefully coordinated cooperation across the chain, both internally and with external parties involved in implementation for our pension funds.

To support a successful transition, employees received extensive training in 2025 on the new schemes, processes and systems. Data quality also needed to meet high standards, and significant efforts have been made in recent years to achieve this. Although fully complete data quality cannot be guaranteed, PGGM's data foundation is robust and the overall level of data quality is very high.

The commitment, effort and cooperation of all parties involved in recent years provide confidence that the remaining activities will also be completed carefully and successfully in the period ahead.

1.2.2 Pension services

From our societal role as one of the largest pension services providers in the Netherlands, we aim to deliver high-quality pension services at appropriate cost. In addition to implementation, we provide our clients with policy advice on pension schemes, financial design and the transition to the new pension system. In doing so, we consider all relevant perspectives and support pension fund boards in making well-informed policy choices that are appropriate for their participants.

Our services are designed to enable us to respond effectively to major developments, such as the transition to the new pension system and advances in data and AI. This enables us to continue providing excellent client service at appropriate cost and to maintain and strengthen the confidence of our clients and their participants, employers and social partners.

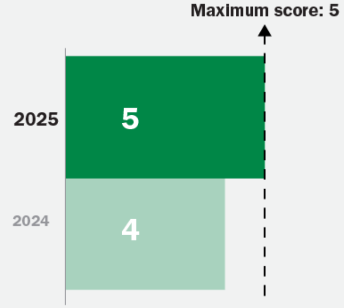
Excellent and personal client service

Improved services for the participants of our clients

In 2025, we further improved the services provided to the participants of our clients. Despite the intensive preparations for the transition to the new pension system, **participant satisfaction** among PFZW, PMT and Bpf Koopvaardij remained well above 8. During the recertification process for the **Gouden Oor award** for services provided to PFZW participants, we became the first organisation in the Netherlands to achieve the maximum score of five stars.

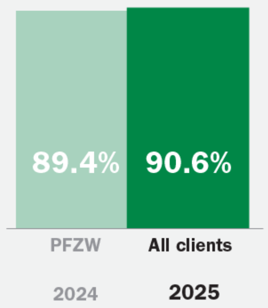
Participant satisfaction PFZW

Gouden Oor score PFZW



Digital reach

For 2025, the average across all clients



Relevant sustainability themes

Cost efficient pension administration

A clear pension

The key figures are presented in **bold** on the left-hand page and the following pages, with an explanation provided alongside the relevant figures.

We continued to focus on increasing our digital reach in order to make contact with participants easier and more efficient. From 2025 onwards, we no longer measure results only for PFZW, but for all our clients. In 2025, average **digital reach** across all clients amounted to 90.6%. An increasing number of participants now receive their correspondence digitally, in line with their preferences, and make use of video calls for personal support.

In addition, we developed digital tools, such as planners, revised texts and explanatory videos, to make complex choices, for example regarding retirement or value transfer, easier to understand and to support participants in making appropriate decisions. In doing so, we focus on providing the right information at the right time, tailored to participants' personal circumstances and stage of life.

Inclusivity remains an important priority. Vulnerable groups, such as people with limited literacy skills and participants experiencing debt problems, received additional support. We also improved our services in emotionally difficult situations, such as in the event of death, with attention to speed, care and personal support.

In the run-up to the transition, all participants were actively and repeatedly informed about the changes and guided through what they mean. Through this combination of innovation, empathy and process improvement, we provide participants with services that reflect their personal circumstances and are ready for the future.

Improved services for the employers of our clients

In 2025, we also took further steps to improve services for employers. Employers can carry out administrative tasks more easily and access information more efficiently through enhanced self-service processes.

For PFZW, the client journey 'I want to meet my financial obligations' was redesigned to be more secure and user-friendly, with improved protection against phishing, clearer information and greater insight.

In addition, an increasing number of employers are opting for direct debit arrangements. As a result, monthly invoices are processed more quickly and payments are received earlier. These improvements contribute to greater ease of use and higher satisfaction among employers.

From January 2025 onwards, employers of PMT have also been submitting their data monthly via the Uniform Pension Declaration (UPA). Thanks to thorough preparation, this process has been successful: the timeliness rate averages 97%, with peaks of up to 99%. Employers who do not submit their data on time receive active support to help them meet their obligations. This contributes to more efficient processes and fewer errors.

Services for the social partners of PFZW

Social partners play an important role in maintaining support for the new collective pension scheme. On behalf of PFZW, we provide social partners with services in the areas of pension information, engagement with their constituencies and support in relation to mandatory participation and collective labour agreement or labour market issues.

In 2025, we further strengthened our engagement with social partners on pension information, with specific attention to the new pension scheme. We did so by providing texts and presentations for use with their constituencies and by involving social partners at an early stage in communication with participants and employers.

Cost-efficient pension administration

Building on the acquisition of MN's pension administration activities in 2024, we took further steps towards cost-efficient pension administration for all our clients by sharing IT applications and, for example, by bundling procurement contracts and making broader use of robotics.

These efforts took place within the constraints of the implementation of the new pension schemes, which understandably required significant time and capacity.

In addition, we continued our improvement programme aimed at achieving structural cost savings and realising economies of scale. This programme focuses, among other things, on further standardising processes and ways of working, reducing complexity in systems and suppliers, and gradually integrating the applications acquired through the MN transaction.

In 2025, preparations were also made for the transfer of MN's advisory and actuarial activities to PGGM, which will take place in 2026. During 2025, the cost-saving ambitions were further specified and linked to a renewed organisational structure within Pension Services. This structure aligns with our ambitions towards 2030, our multi-client strategy and the needs and ambitions of our pension funds.

In addition to these organisational developments, we further deployed technology to make our services more efficient and to provide the participants of our clients with better insight into their financial situation, enabling them to make well-informed choices about their pension.

Processes were further digitalised and automated through robotics. We also make use of AI applications, such as chatbots and voicebots and digital support in client contact.

These efforts form part of the AI Accelerator, a coherent set of initiatives aimed at accelerating the adoption and application of AI within PGGM. This contributes to lower administration costs, more consistent processes and improved accessibility for the participants of our clients.

1.2.3 Investment management

Based on our joint strategy with PFZW, we aim to invest exclusively on behalf of PFZW. This has already been achieved in the public markets and is also the intended end state for the private markets. Our new investment process focuses on integrating return, risk and sustainability (3D) at the level of PFZW's total portfolio, with the aim of delivering stable financial results and long-term value for participants, taking into account PFZW's risk tolerance.

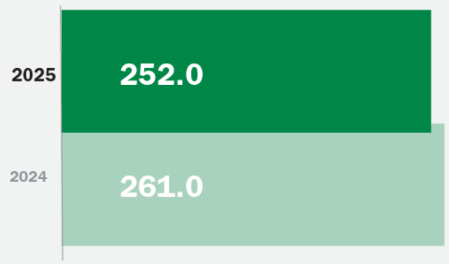
In 2025, we once again ensured controlled management of PFZW's assets and the Private Real Estate and Infrastructure private markets funds, without any significant incidents.

PFZW's **assets under management** decreased to €252 billion (2024: €261 billion). The **investment return** amounted to –3.6% in 2025 (2024: 7.7%). The **investment result** for 2025 came to €–9.3 billion (2024: €18.6 billion). Although several asset classes delivered strong results, including equities (8%) and infrastructure (7.2%), other asset classes lagged behind, including private equity (3.2%) and real estate (–3.6%).

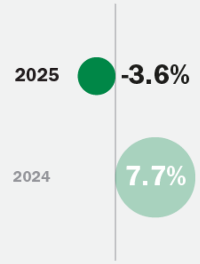
The negative return was largely related to rising interest rates and their impact on the interest rate hedge, which recorded a result of €–18.5 billion (–22.4%). At the same time, this interest rate development contributed to an increase in PFZW's funding ratio in 2025 from 109% to 126%, thereby achieving our strategic objective. Total assets under management for PFZW and the other participating pension funds amounted to €254.3 billion in 2025.

Assets under management PFZW

EUR billions

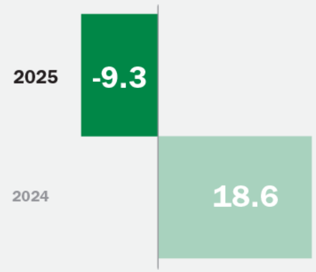


Investment return PFZW



Investment result PFZW

EUR billions



The key figures are presented in **bold** on the left-hand page and the following pages, with an explanation provided alongside the relevant figures.

Preparation for the new pension scheme

2025 was the final full year of preparation for the new pension scheme. We adapted our investment processes, systems and reporting so that pension assets can be managed and allocated within an integrated total-portfolio approach, with transparency at participant level. Within this framework, we further implemented our 3D ambition by integrating return, risk and sustainability in investment decision-making.

Strategy 2030 in practice

Our joint strategy with PFZW shapes how we invest the assets under management. This strategy is based on the conviction that long-term value for participants can only be achieved by integrating return, risk and sustainability at the level of the total portfolio and at every stage of our investment process. In doing so, we closely reflect the risk preference of PFZW participants.

The total portfolio is designed to reflect these preferences. Rather than focusing on maximising returns, it aims to deliver stable long-term performance that supports a pension with sustainable purchasing power. At the same time, the portfolio reflects the level of sustainability that participants expect to see in the management of their capital. This is at the heart of the 3D investment strategy, which balances return, risk and sustainability. The available asset classes contribute in different ways to these three dimensions and to the objectives associated with them.

In 2025, this approach became operational and we transitioned to a total-portfolio approach. A first Total Portfolio Mandate was implemented. The Equities and Credit asset classes were fully aligned with the 3D framework, while Infrastructure, Real Estate and the Protection Portfolio were prepared for transition.

The new portfolios enable us to exercise more deliberate ownership. We now have clearer insight into what we invest in, why we invest in it and how individual investments contribute to financial performance, risk management and sustainability outcomes. At the same time, thematic and impact investments continued to expand, including in the areas of climate and energy transition, health and welfare, and biodiversity and nature. Looking ahead, all investments will need to operate with a clear focus on the future.

Organisation and ways of working

To support this investment approach and meet the requirements of the Wtp, we further adapted the investment organisation. We introduced a new investment process in which all components of investment management, including advice and implementation, operate as part of a single integrated chain.

Risk considerations and implementation aspects are now incorporated earlier in both policy development and investment decision-making. Multidisciplinary collaboration across the entire investment chain has become standard practice, creating a more direct, transparent and effective link between policy and portfolio construction.

Leadership, behaviour and culture play a central role in this way of working. We introduced a new approach that strengthens ownership, accountability and professional judgement. This is particularly important in a 3D environment, where trade-offs between return, risk and sustainability are rarely straightforward.

Data, AI and analytics

Data, AI and analytics provide a key foundation for 3D investing. As sustainability data become more detailed and increasingly forward-looking, the importance of reliable, consistent and decision-useful information continues to increase.

In 2025, we further strengthened our data foundations, invested in data capabilities across the organisation and expanded the use of analytics and AI. As a result, we are increasingly able to translate data into insights that support investment decision-making.

To support this, we further developed our data platform as the central environment for sharing data across the organisation, with integrated governance of our data flows. Through our data mesh programme, we further decentralised organisational responsibilities for data, strengthening business ownership of data, improving data quality and enabling faster delivery of data-driven use cases.

In line with our AI policy, the AI models we use are recorded in a central AI register and classified according to risk. Depending on the level of risk and the expected model impact, AI systems are validated through model validation procedures. This strengthened data architecture is also essential for achieving future transparency at participant level.

Control and financial position

Investment operations remained stable and well controlled in 2025. Although financial markets were affected by geopolitical tensions and increased volatility, this did not lead to material disruptions to our risk position or control measures. We maintained controlled and effective execution of our processes.

We also adapted the control framework to reflect the new way of working, in which risk management is more firmly embedded in the first line. PGGM Investment Management remained financially sound, while we continued to invest in people, technology and data in a targeted way.

Regulation

In addition to the implementation of the Future Pensions Act (Wtp), as described on page 9, 2025 was also marked by developments in European financial regulation affecting PGGM Investment Management.

In 2025, PGGM Investment Management operated under its licence pursuant to the Alternative Investment Fund Managers Directive (AIFMD), with a so-called top-up under the Markets in Financial Instruments Directive II (MiFID II). As a result, we are required to comply with both the AIFMD and MiFID II regulatory frameworks.

Attention was also devoted to the implementation of the European Market Infrastructure Regulation III (EMIR III), the European regulation governing the infrastructure of the European financial markets. PFZW, a client of PGGM Investment Management, falls within the scope of the Active Account Requirement. As PGGM Investment Management already maintains an active clearing account with an EU CCP on behalf of PFZW, the focus is on the operational and reporting implications.

Further attention was given to the implementation of the Alternative Investment Fund Managers Directive II (AIFMD II), to changes in sustainability transparency regulation, including those related to the publication of the Omnibus package, and to expected amendments to the Sustainable Finance Disclosure Regulation (SFDR).

1.2.4 Services for the health and welfare sector

We support our client PFZW in strengthening a resilient and healthy health and welfare sector, in which professionals are able to remain vital throughout their working lives and beyond retirement. We do this by sharing data, knowledge, expertise and a relevant network, and by helping PFZW support organisations in making targeted choices in the areas of vitality, employability and sickness absence.

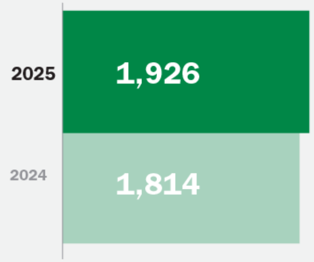
As at 1 July 2025, the Vitality Health and Welfare (VZW) business unit was established. This business unit brings together the activities of Vernet, PFZW Datadiensten, PGGM&CO and Het Preventieplan. The VZW business plan prepared in 2025 provided direction for bringing together existing activities in the areas of data, knowledge and services related to vitality, employability and sickness absence. It also formed the basis for greater coherence in the service offering and for further strengthening data-driven support for employers and social partners. In line with this business plan, efforts focused on combining quantitative insights with practical experience, including through the HR Data Portal, workshops and the Vitality Monitor.

With the appointment of the management team as at 1 September, the organisation became fully operational. Throughout the year, the focus was on bringing together the different components within VZW and on further developing data-driven solutions for the health and welfare sector.

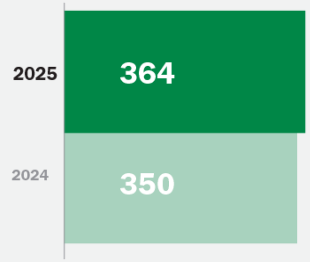
Increase in sickness absence

This focus is in line with developments in the sector, where sickness absence increased further in 2025. According to figures from Vernet, the overall sickness absence rate rose to 7.97% (2024: 7.81%).

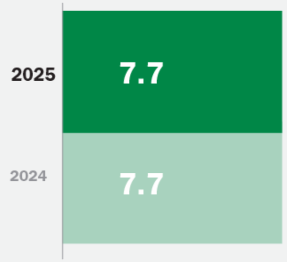
Number of PFZW Data Services subscriptions



Number of Vernet subscriptions



Client satisfaction score HR data portal



Relevant sustainability themes

Vitality in the health and welfare sector

The key figures are presented in **bold** on the left-hand page and the following pages, with an explanation provided alongside the relevant figures.

This increase was entirely attributable to a rise in long-term sickness absence. In particular, absence lasting between 92 and 365 days increased, while short-term absence remained stable.

Extended long-term absence, lasting between 366 and 730 days, also showed an upward trend. This development underlines the importance of supporting employers in promoting sustainable employability and providing targeted support to employees.

Data-driven support

We supported employers through **PFZW Data Services subscriptions** and **Vernet subscriptions** and helped them use the HR Data Portal to steer on inflow, outflow, retention and sickness absence. To deepen the use of data, we organised workshops, client meetings, webinars and masterclasses. We also introduced new modules for the Vitality Monitor and further expanded Het Preventieplan. Together with partners such as Stichting IZZ and FWG, we supported senior leaders in strengthening their policies and reducing sickness absence. We also provided data to social partners and other stakeholders, including the learning network, and prepared sector reports. Through various campaigns, including the Prinsjesdag campaign, we reached a broad audience. This campaign attracted more than 24,000 unique visitors.

Organisations report that the HR Data Portal has given them greater insight into vitality and job satisfaction. We regard the recurring use of our services, the number of subscriptions and the long-term relationships with our clients as important indicators of our impact. Initial results are positive. The **HR Data Portal** achieved a **client satisfaction score** of 7.7.

By combining data with practical experience and case-based insights, we make the impact of our approach visible both at organisational level and across the sector as a whole.

Cooperation and governance

The VZW business unit works closely with the Members' Council and the Cooperative Board of PGGM. These bodies provide legitimacy, support and ongoing alignment with the sector. PFZW and PGGM also work together to develop a learning organisation in which knowledge and experience play a central role.

Challenges and lessons learned

Over the past year, we have seen that bringing together data and expertise is essential for achieving impact. Further development of impact measurement methods is needed to enable this impact to be measured in a more structured way. In addition, operating as a single business unit requires new forms of cooperation and communication. Privacy and data protection remain important areas of attention.

Although insight into the extent to which organisations actually act on the basis of our data remains limited, we increasingly combine quantitative insights with practical experience. For example, Vernet engaged with organisations that have successfully reduced sickness absence in order to inspire other employers and demonstrate how our services have contributed to these results. These insights, together with data analyses and client feedback, are used to further develop our propositions and webinar programme.

1.2.5 Our operations

At PGGM, we invest in innovation, AI, data and analytics to create even greater value for our clients, employers and participants. We also ensure that our organisation remains dynamic and adaptable. In everything we do, we are aware of our impact on the world. For this reason, we aim to integrate sustainability into all our activities.

Financial result

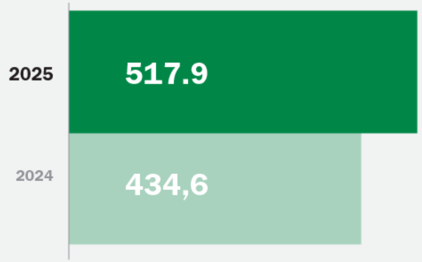
In 2025, we achieved an operating result of €5.6 million and generated €518 million in **operating income** from the services we provide to our clients (the delivery of pension and investment management services) and from our services for the health and welfare sector. **Operating expenses** amounted to €512 million and consisted mainly of personnel costs (internal and external staff), outsourced work and automation costs.

In 2025, financial income and expenses amounted to €5.6 million, resulting in a profit before tax of €11.2 million. Corporate income tax is calculated based on the statutory rate of 25.8%. The effective tax charge differs from this amount due to income that is not taxable and expenses that are not tax deductible.

After recognising the negative financial result of €1.2 million on our interest in Design Authority B.V. and the one-off disposal of this interest as part of a share exchange, profit after tax amounted to €6.9 million.

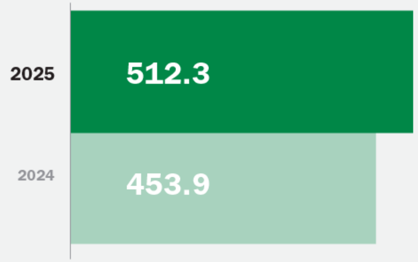
Operating income

EUR millions

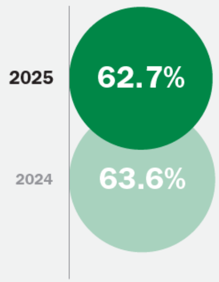


Operating expenses

EUR millions



Solvency



Relevant sustainability themes

Climate impact and energy transition

Ethical, integrity-driven and responsible business conduct

Data security, data quality and data

The key figures are presented in bold on the left-hand page and the following pages, with an explanation provided alongside the relevant figures.

Summary statement of profit and loss Financial results			
Amounts in table × €1,000,000	**2025**	**2024**	**Change**
Operating income	517.9	434.6	83.3
Operating expenses	-512.3	-453.9	-58.4
Operating result	**5.6**	**-19.3**	**24.9**
Financial income and expenses	5.6	9.2	-3.6
Result before tax	**11.2**	**-10.2**	**21.4**
Income tax	-3.1	2.2	-5.3
Result from associates	-1.2	-0.3	-0.9
Result after tax	**6.9**	**-8.3**	**15.2**

Comparison of the financial result for 2025 with 2024

Profit after tax increased by €15.2 million in 2025 to €6.9 million (2024: €–8.3 million). This increase was mainly attributable to the impairment loss of €15.9 million on buildings and land recognised in 2024, following the decision to vacate the premises in Zeist in due course.

Operating income increased by €83.3 million in 2025 to €517.9 million (2024: €434.6 million), mainly as a result of services provided to PMT and Bpf Koopvaardij, which commenced on 1 July 2024. Updated pricing agreements with existing clients also contributed to the increase in operating income. The balance of financial income and expenses decreased by €3.6 million in 2025 to €5.6 million (2024: €9.2 million), mainly due to lower interest income on cash balances and lower returns on money market funds.

Higher operating income was accompanied by higher operating expenses. In 2025, operating expenses increased by €58.4 million to €512.3 million (2024: €453.9 million). The main driver of this increase was the provision of services to PMT and Bpf Koopvaardij throughout the full year, including the employees who transferred as at 1 July 2024. Operating expenses also increased as a result of regular developments such as inflation and salary increases under the collective labour agreement.

Appropriation of the result

In line with our profit appropriation policy, it is proposed that the unappropriated result after tax of €6.9 million be added to equity. As a result, equity amounted to €241.3 million at year-end 2025 (2024: €234.5 million), thereby meeting the minimum target level of equity as defined in our equity policy.

Solvency amounted to 62.7% as at 31 December 2025 (2024: 63.6%), indicating a solid solvency position. Solvency is calculated as the ratio of equity to total assets. The slight decrease in solvency was mainly due to total assets increasing more strongly than equity, partly as a result of timing differences in cash flows and balance sheet items.

Cash balances and money market funds

We hold funds with banks and in money market funds. The value of these funds amounted to €298.0 million as at 31 December 2025 (2024: €268.4 million). The increase in cash balances was largely attributable to improved cash flow from operating activities.

Of these funds, €79.3 million was invested in two money market funds (2024: €117.9 million). These investments are disclosed in the financial statements under securities.

By holding funds in money market funds, we replace individual bank counterparty risk with exposure to a diversified investment product. We maintain more than sufficient liquidity to meet our obligations. In 2025, our liquidity position remained adequate and there was no need for additional financing.

Responding to change

The developments we face, such as technological advances and changing expectations regarding communication with the participants of our clients, require continued investment in our capacity to adapt. This enables us to respond quickly and effectively to new challenges. Our corporate culture plays an important role in this and forms the foundation of our success and our strategic course. Our core values of teamwork, trust and innovation guide how we collaborate, innovate and respond to change.

Migration to the cloud

While the implementation of the Wtp required significant attention, we continued the migration to a modern cloud-native platform without interruption. This step strengthens our digital infrastructure, enhances our organisational agility and contributes to our attractiveness as an employer

At the same time, we actively manage the risks associated with cloud adoption, including data protection and continuity of services. We expect the full transition to be completed by mid-2027. The move to the Azure Cloud enables us to respond more quickly to changes in legislation and regulation and to manage the increasing complexity of pension services more efficiently. This allows us to serve our clients in a flexible, reliable and tailored way.

AI as a core capability

To accelerate and structurally embed the use of AI within PGGM, the AI Accelerator was established.

This programme brings together existing and newly developed initiatives that contribute to improved services and more efficient processes. Its objective is to make AI a core capability of PGGM, while also working to increase transparency on and take account of the climate impact of AI applications.

In 2025, AI was applied widely in day-to-day operations, including through various AI assistants, support for client contact, the investment process and applications within IT processes.

The focus was on moving from experimentation to structural adoption and scaling, including transferring solutions to the business, strengthening AI capacity within the business units, and developing and adopting new AI capabilities. Particular attention was paid to responsible and careful use.

Data management

In 2025, we also took further steps in modernising data governance and data quality and in improving our reporting processes.

This included work on metadata management and the selection of new tooling for data quality. Combined with integration into the central data infrastructure, this enables us to further professionalise and streamline our data quality control processes.

We also made progress in applying advanced analytics techniques, such as automated detection and alerting of anomalies in data flows. This contributes to reliable information provision and better-informed decision-making.

New head office

In 2025, preparations continued for the sale of the head office building in Zeist and for the refurbishment and future relocation to De Nieuwe Tuin in Utrecht.

As a result of delays in the permitting process, the previously communicated timeline has been revised. The relocation is now expected to take place no earlier than the first quarter of 2028. Until then, we will continue to operate from our locations in Zeist and The Hague.

Legislation and regulation

In addition to the Future Pensions Act (Wtp), the following regulatory developments have a significant impact on our operations: the Corporate Sustainability Reporting Directive (CSRD), the Digital Operational Resilience Act (DORA) and the AI Act.

CSRD

In 2025, the European Commission introduced changes to the timeline and scope of the Corporate Sustainability Reporting Directive (CSRD) through the Omnibus package.

As a result, the CSRD reporting obligation does not apply to our organisation for the 2025 financial year. The first reporting requirement has been deferred to the 2027 financial year. At the same time, work is ongoing at European level on the revision and simplification of the associated reporting standards, the European Sustainability Reporting Standards (ESRS). Despite this postponement, we continued integrating the seven sustainability themes that are material to us and our stakeholders into our operations.

In 2025, we focused in particular on those elements that we expect will not change materially under the revised regulatory framework. In doing so, we took account of the draft ESRS. Several of these elements have already been included in our sustainability report.

As the CSRD has not yet been transposed into Dutch legislation, we use the published draft legislative texts as the basis for determining the scope of our reporting.

Within each material theme, we monitor indicators that provide insight into our positive impact, the prevention or mitigation of negative impacts, the management of risks and the realisation of opportunities. Further explanation is provided in the sustainability report.

DORA

As at 17 January 2025, the European Digital Operational Resilience Act (DORA) entered into force. This regulation requires financial organisations to strengthen their management of IT risks and enhance their resilience to cyber threats. DORA applies to both our organisation and our clients and sets requirements across five areas: ICT risk management, incident management, digital operational resilience testing, information sharing and third-party risk management.

We continued the implementation of DORA in 2025. In some areas we were already well prepared, while in others additional measures were required. In particular, further efforts were needed in relation to contractual arrangements with suppliers and the identification of critical processes. More specific agreements still need to be concluded with a number of suppliers.

We integrated IT controls into our IT Control Framework and incorporated specific DORA requirements into various parts of our information security policy and IT general controls. Alignment between the different policy documents is still ongoing.

DORA requires us to detect, report and handle ICT incidents in a timely manner. Together with our clients, we established arrangements for reporting incidents to the supervisory authority and aligned these procedures with existing processes.

In addition, DORA requires ICT risks to be managed across the entire value chain, including those relating to clients and suppliers. DORA addenda have been agreed with all relevant parties. Based on guidance issued by De Nederlandsche Bank (DNB), we identified which processes qualify as critical, such as pension benefit payments and contribution collection. This led to the identification of critical functions and suppliers. We also adapted our selection and monitoring framework to align with DORA requirements.

AI Act

The Artificial Intelligence Act (AI Act) entered into force in August 2024.

The AI Act establishes uniform rules for AI systems across Europe, with the aim of strengthening the internal market and supporting innovation while also providing safeguards against potential harmful effects. For organisations that develop and offer AI systems, the AI Act clarifies the requirements that such systems must meet within Europe. Organisations that deploy AI systems must be able to rely on these systems being trustworthy and of high quality under the AI Act framework.

PGGM started implementing the AI Act in 2025. This implementation will continue in 2026, including through AI literacy training for employees.

1.2.6 Our people

Our people are central to the quality and continuity of our organisation. At PGGM, we therefore aim to provide a working environment in which employees enjoy their work, can continue to develop and feel engaged. To attract and retain talent, we invest in a professional and inclusive organisation.

Diversity, equity and inclusion

Diversity, equity and inclusion (DEI) are closely embedded in our core values and organisational culture and form an integral part of the way we work. During the year, the focus was on strengthening knowledge, awareness and skills among employees, managers and directors, with the aim of fostering an inclusive working environment in which everyone feels welcome and able to be themselves.

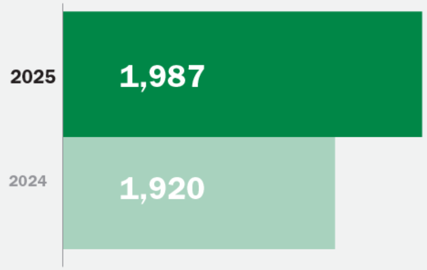
The **gender balance** within the organisation remained stable in 2025. For management positions, we apply two different measurement approaches. For the sustainability report, we follow the ESRS definition, which focuses on the **gender balance in senior management**, consisting of positions at director level or above. For further information, we refer to the sustainability report.

For internal management purposes, we monitor the **gender balance across the entire management population**, meaning all employees with a managerial role. For this purpose, we apply a broader definition of management, as this better supports the monitoring of diversity in leadership positions across the organisation.

In addition, we placed a strong focus on broader aspects of diversity and inclusion, such as inclusive leadership, inclusive recruitment and further strengthening an inclusive working culture.

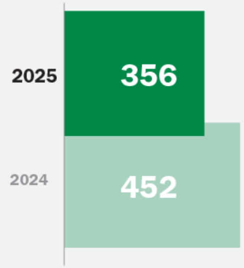
Number of internal employees

As at 31 December

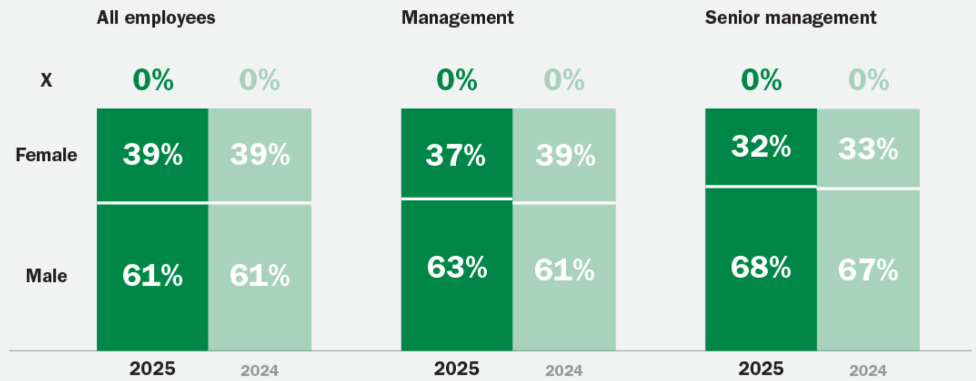


Number of external employees

As at 31 December



Gender distribution



Relevant sustainability themes

Attractive employership

The key figures are presented in **bold** on the left-hand page and the following pages, with an explanation provided alongside the relevant figures.

For all employees, we developed periodic nano-learning modules, updated the DEI calendar and organised webinars. For managers, in addition to the existing Inclusive Recruitment training, we developed and broadly rolled out an inclusive leadership training programme.

We also engaged external coaches and trainers to support specific DEI-related topics.

For managers and directors, we organised inspiration sessions on themes including Inclusive Recruitment and Building Tribes. These sessions aligned with our core values and with developments within the organisation. The increased focus on DEI also led to initiatives from employees themselves, such as the Iftar event organised in March with guest speaker Ahmed Aboutaleb.

We are increasingly integrating DEI considerations into our regular processes and ways of working.

Attracting and retaining talent

In 2025, we made further progress in attracting and retaining talent. We strengthened the organisation with more than 200 new colleagues, particularly in IT, data, client contact and advisory roles. At the same time, we promoted internal mobility, with 132 colleagues moving into new roles within the organisation. By encouraging internal progression and replacing external capacity with internal expertise wherever possible, we retain knowledge and continue to build our talent base in a sustainable way.

In 2025, the **number of internal employees** increased further, while the **number of external employees** declined. This development reflects our focus on strengthening internal capacity and promoting sustainable employability. The **average age** of employees remained stable, contributing to a well-balanced workforce composition.

2025 was not only a year of growth and strengthening. Developments both within and outside the organisation also led to critical feedback, internally and externally. We took these signals seriously, engaged actively in dialogue and, where necessary, clarified or adjusted our decisions. We consider transparency on these matters particularly important in a period of significant change.

To make the recruitment process more objective and inclusive, we began the organisation-wide rollout of the Equalture assessment. This supports us in assessing candidates based on motivation, cognitive preferences and work behaviour, independently of background or CV. In this way, we reduce bias in selection and strengthen the quality and diversity of our inflow.

Diversity and inclusion also remain important guiding principles in recruitment and selection.

Through the Make it Possible programme, we continued in 2025 to provide people with additional support needs under the Participation Act with sustainable employment opportunities within our organisation. We also focused on leveraging the strengths of five generations in the workplace. To support international collaboration, English has now become the working language within the investment management chain.

Fit for the Future

Vital employees are essential to achieving our objectives and delivering results. Our internal vitality programme, Fit for the Future, therefore supports a healthy and sustainable lifestyle. We do this by offering lectures, workshops, podcasts, sporting initiatives and inspiring content. In addition, every colleague receives an annual personal Fit for the Future budget, which they can use independently to work towards their own vitality goals.

Employee participation through the Works Council

Through the Works Council (OR), employees contribute their ideas, concerns and perspectives to important decisions on policy, organisational developments and the future of PGGM. In this way, we ensure together that our strategic direction is not only well considered, but also supported by the people who form the heart of our organisation.

At PGGM, we attach great importance to employee participation and representation. The Works Council plays an important role in this regard, representing the interests of employees in discussions with the Executive Board on matters including corporate policy, working conditions and HR-related topics.

In 2025, the Works Council consisted of thirteen members. As at 1 January 2026, it comprises twelve members, representing a broad range of roles and backgrounds across PGGM.

Employee participation is anchored in legislation through the Dutch Works Councils Act (WOR). Under this Act, PGGM is required in specific cases to request the Works Council's advice or consent. This concerns proposed decisions by the Executive Board, such as entering into strategic partnerships with external parties, changes to social policy, or significant organisational changes such as restructurings. These formal advice and consent procedures ensure that employees remain actively involved in important developments. This contributes to decision-making that is not only well substantiated, but also broadly supported within the organisation.

Once again, 2025 was characterised by change. The Works Council met every two weeks to discuss ongoing topics and prepare decisions. In total, the Works Council considered three requests for consent and eight requests for advice.

In each of these processes, the Works Council actively engages with employees, for example by gathering their views and experiences. In this way, employee input is incorporated into the final advice and decisions.

Transparency is central to this approach: all ongoing and completed requests are published on the Works Council's intranet page, enabling everyone within PGGM to follow progress and remain informed about the decisions taken.

In this way, the Works Council continues to provide a strong foundation for dialogue between employees and the Executive Board and remains an important driver of an open, engaged and forward-looking organisational culture.

1.3 How we manage our organisation

1.3.1 Corporate governance

PGGM Coöperatie

PGGM Coöperatie U.A. (PGGM Coöperatie) was established in 2007 by the social partners in the health and welfare sector. Employees and pensioners from the sector are members of the cooperative. PGGM Coöperatie is the sole shareholder of PGGM N.V. and has two governing bodies: the Members' Council and the Cooperative Board. PGGM&CO is the membership organisation of PGGM Coöperatie.

Members' council

The Members' Council is the highest governing body of PGGM Coöperatie and consists of 45 representatives of employers, employees and pensioners from the sector, as well as an independent chair. The Members' Council represents the more than 567,000 members of PGGM Coöperatie, including 353,000 active members who work or have worked in the health and welfare sector.

Cooperative Board

The Cooperative Board is responsible for the identity, mission, vision and (financial) policy frameworks of PGGM Coöperatie and is accountable to the Members' Council for these matters. The Cooperative Board consists of an independent chair and twelve representatives of the social partners that jointly established the cooperative. The Cooperative Board reports on the policy it has pursued in the annual report of PGGM Coöperatie.

PGGM N.V.

PGGM N.V. (PGGM) is the executive organisation. All shares in PGGM are held by PGGM Coöperatie. From within PGGM, we work on behalf of our clients, the pension funds, and their employers and participants.

PGGM is based in the Netherlands and operates for Dutch clients. Pension services form our core activity. PGGM also invests actively on a global basis, with a focus on return, risk and sustainability.

Supervisory Board

PGGM has a Supervisory Board consisting of six members. The Supervisory Board has two committees: the Audit, Risk and Compliance Committee (ARC) and the People and Organisation Committee (M&O Committee). The Supervisory Board supervises the functioning of PGGM's Executive Board and the general affairs of the company. In addition, during 2025 the Supervisory Board oversaw the safeguarding of the expertise and responsibilities of the Executive Committee (EC). In this context, the Supervisory Board paid particular attention to the dynamics and the relationship between the Executive Board and the EC. In 2025, in addition to the members of the Executive Board, members of the EC and other internal experts attended meetings of the Supervisory Board by invitation.

In addition to meetings of the Supervisory Board and its committees, the members of the Supervisory Board maintained regular contact throughout the year with the members of the Executive Board (and, in 2025, the other members of the EC), members of the Works Council, employees, management and stakeholders both within and outside PGGM. Finally, the Supervisory Board is directly involved in the appointment, suspension and dismissal of the members of the Executive Board.

Executive Board

PGGM's Executive Board consists of two members: the Chief Executive Officer (CEO) and the Chief Financial & Risk Officer (CFRO). They are accountable to the Supervisory Board and the shareholder.

In 2025, the Executive Board was supported by the EC.

Executive Committee

In 2025, the EC was responsible for the day-to-day management of PGGM. The EC consisted of five members, including the two members of the Executive Board. In addition, the executives responsible for the business units Pension Services (Chief Operations Officer (COO)), Investment Management (Chief Investment Management (CIM), who became CEO of PGGM Investment Management as at 25 May 2025) and Institutional Clients (Chief Institutional Business (CIB)) were members of the EC. As at 1 July 2025, the CIB stepped down as a member of the EC.

New governance model as at 1 January 2026

As at 1 January 2026, a revised governance model entered into force. Under this model, the EC was discontinued and the Executive Board became the central governing body, with integrated responsibility for the management of PGGM. The Executive Board is accountable for this to the Supervisory Board and the shareholder.

The business units are responsible for executing their mandates within the frameworks established by the Executive Board and are accountable to the Executive Board for this. Corporate Services provides supporting services from a central role. With this governance model, we aim to ensure clear allocation of supervision, governance and responsibilities.

As part of the simplification of the governance structure, the governance of PGGM Investment Management was also adjusted. As at 1 April 2026, following an amendment to the articles of association, the Supervisory Board of PGGM Investment Management was dissolved.

PGGM&CO

The membership organisation PGGM&CO supports everyone working in the sector in remaining physically, mentally and financially fit.

As a guide, PGGM&CO provides members with insights based on research to help them make choices that support their wellbeing, through information, experiences, services, products and benefits. The membership organisation also supports employers, where possible together with social partners, in helping their employees in this regard, so that they can continue to work in a balanced and enjoyable way within a healthy health and welfare sector.

As at 1 July 2025, the Vitality Health and Welfare (VZW) business unit was established. This business unit brings together the activities of PGGM&CO with those of PFZW Datadiensten, Vernet and Het Preventieplan.

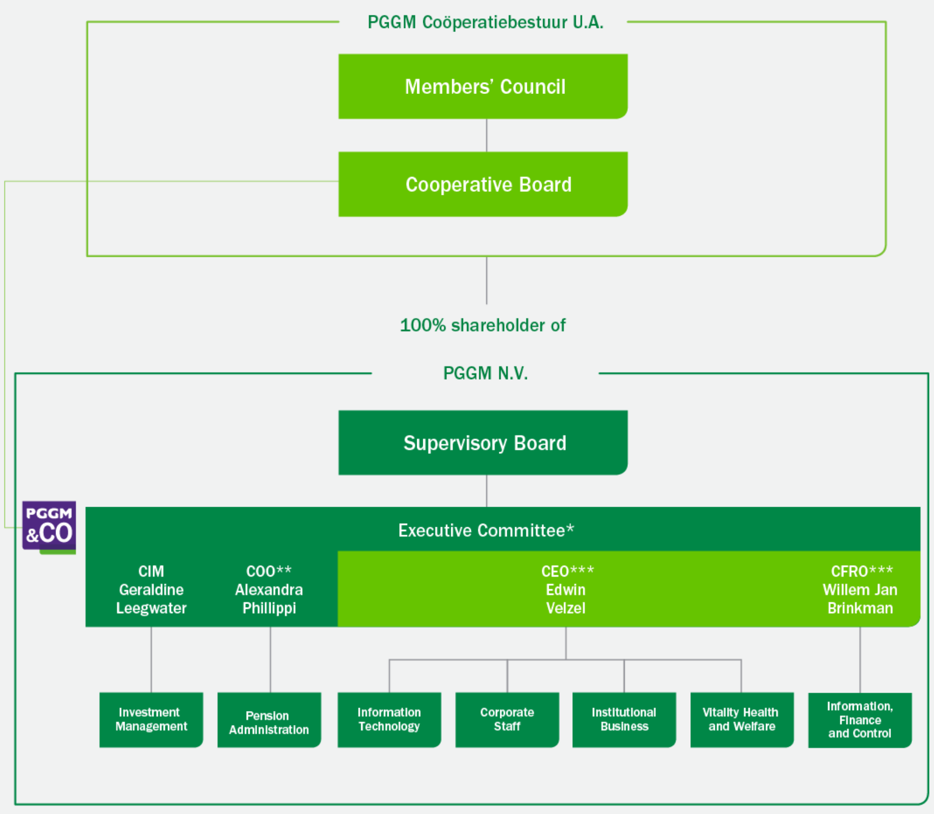
1.3.2 Organisational and group structure

PGGM is a structure regime company and the holding company of eight (in)direct subsidiaries and one minority interest as at 31 December 2025.

Together with its shareholder, PGGM Coöperatie, it forms the PGGM Group. Two of the subsidiaries hold licences issued by the Netherlands Authority for the Financial Markets (AFM). In designing the legal structure, a deliberate choice was made to house the different licences in separate legal entities.

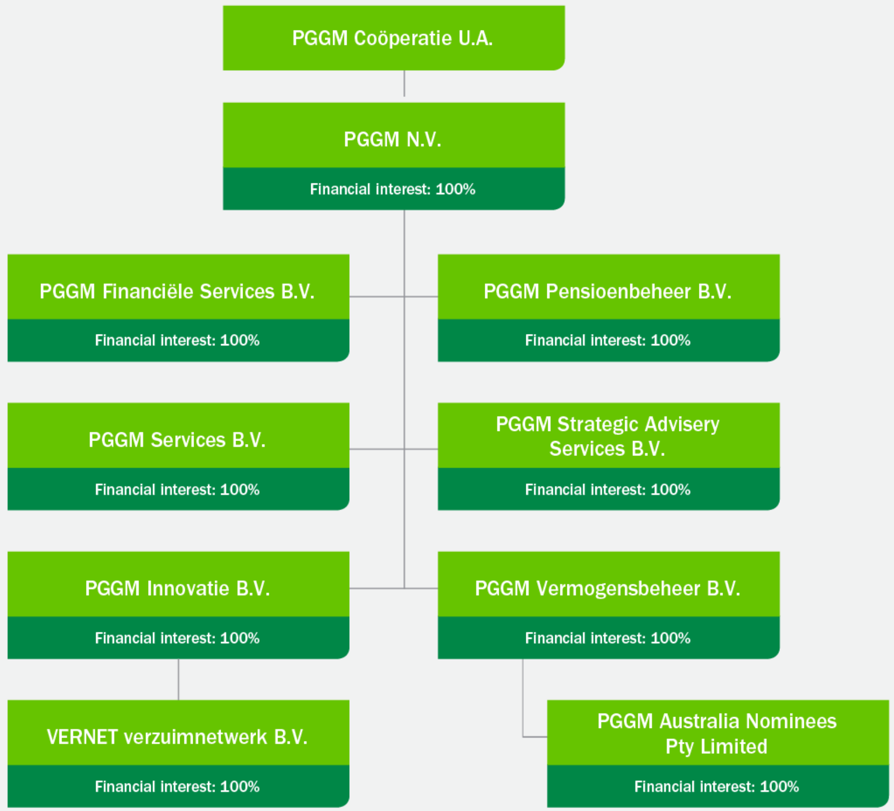
The organisational structure of PGGM and the structure of the PGGM Group as at 31 December 2025 are shown on the following page. As at 1 January 2026, the revised governance model described in section 1.3.1 entered into force.

PGGM organisational structure as at 31 December 2025



* Discontinued as at 1 January 2026, following the transition to a central governance structure consisting of the Executive Board and Business units
** Departed as at 1 May 2026
*** Executive Board

Group structure as at 31 December 2025



1.3.3 Risk management and Compliance

Effective risk management and a sound risk culture

For our operations, it is essential that external risks and consciously accepted risks are properly managed, that we act with integrity and comply with applicable laws and regulations. We report on this in a transparent and accessible manner. Effective risk management, integrity and compliance with laws and regulations are not only important for maintaining a controlled organisation, but also form the basis for the confidence of clients, supervisors and other stakeholders.

Effective risk management starts with a culture in which risks are taken consciously and carefully. This requires commitment from everyone in the organisation, from employees on the work floor through to the Executive Board and the Supervisory Board. In managing risks, we therefore focus not only on policies, procedures and technical controls, but also on culture and behaviour. A sound risk culture is a prerequisite for acting with integrity, complying with standards and ensuring effective risk management.

In 2025, PGGM introduced and applied the risk culture maturity model developed in 2024 through self-assessments conducted by management teams. The model distinguishes four themes: tone from the top, accountability and ownership, learning culture and challenge, and motivation and development. It supports dialogue on risk culture and helps set priorities across the first, second and third lines.

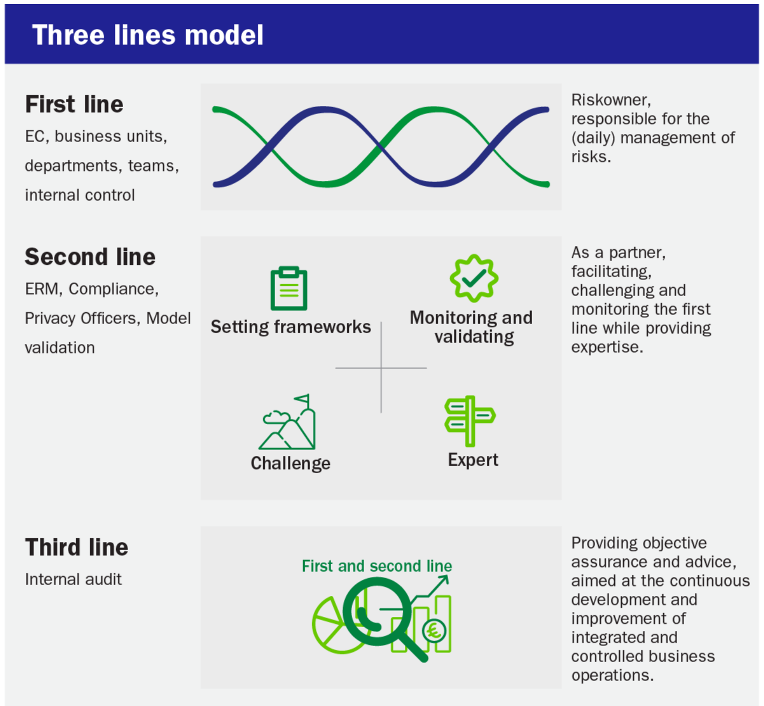
Within the ongoing risk management process, risks and mitigating measures are discussed at various levels of the organisation.

Het PGGM's risk policy

PGGM's risk policy focuses on managing uncertainty in a purposeful and structured way.

The framework applied supports the identification of risks, the determination of appropriate risk responses, the implementation of mitigating measures, the assessment of their design and operating effectiveness, and reporting on these matters. The policy is based on the internationally recognised COSO Enterprise Risk Management framework (COSO ERM 2017), supplemented in 2020 by the COSO Compliance & Ethics framework. The COSO principles are embedded in PGGM's strategy, with the organisation's mission and vision translated into strategic objectives.

The risk management process is a continuous improvement cycle that follows the PDCA approach: Plan, Do, Check, Act. Risks and control measures are evaluated periodically and adjusted where necessary. In this process, the Three Lines Model is applied, as described below.



Key features of our control framework

For accountability to our clients, various control frameworks are applied and updated annually. These include IT general controls, IT application controls and business controls that apply to processes and applications.

For IT and cybersecurity processes, we hold ISO certifications in the areas of IT service management, information security, business continuity and quality management.

To provide our clients with independent assurance on the design and operating effectiveness of control measures, we issue Standard 3402 and Standard 3000A reports for our pension services and investment management activities. These reports are provided with assurance by the external auditor.

Risk appetite and risk profile

To determine the level of risk we are prepared to accept, we use a Risk Appetite Statement (RAS). This risk appetite provides the framework for decision-making and risk steering and supports an active and conscious risk culture aimed at achieving our strategic objectives.

Given our societal responsibility, we apply a relatively low risk appetite. In certain situations, a higher risk appetite may be justified, for example where this is necessary to achieve business objectives or where the costs of control measures are disproportionate to the level of risk.

Risks are assessed in a periodic cycle that also considers new and emerging risks. For example, the challenging change portfolio and geopolitical developments are monitored, and their impact on the various risk categories is assessed.

Risk categories at cluster level and risk profile

Risk clusters and risk categories

In 2025, our classification of risk categories was revised by structuring them at cluster level. Four clusters are distinguished:

- Strategic: risks related to PGGM's ambitions and its licence to operate, comprising the categories Business, Governance, External environment, Reputation and Strategy alignment;
- Operational: risks related to internal processes, systems, people and external events, comprising the categories Change, Model, HR, Data quality, Cyber, IT run, Process run and Third parties;
- Financial: risks related to PGGM's financial position and financial control, comprising the categories Equity and Liquidity;
- Compliance: risks arising from non-compliance with applicable or changing laws and regulations, internal codes of conduct and policy frameworks, comprising the categories Integrity, Regulatory compliance and Legal and Tax.

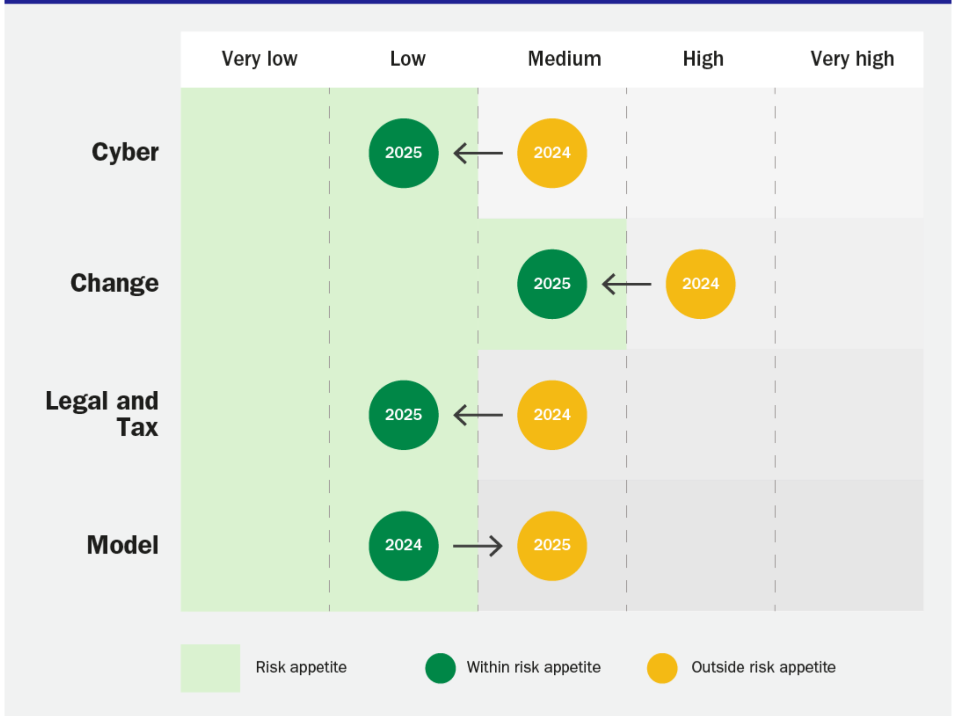
Risk profile 2025

At the end of 2025, one risk category was above the established risk appetite: Model risk, being the risk of incorrect models or the incorrect application of model outcomes, for example in reporting, advisory activities and processes. Although the other risk categories were within the established risk appetite at year-end 2025, there were moments during the year when certain categories temporarily fell outside these limits.

This was mainly due to the transition to the new pension system and the pressure this placed on the organisation. In those cases, targeted measures were taken to bring the risks within these categories back within the defined risk appetite. See the Board statement for further explanation.

The figure below shows the risk categories that were outside the established risk appetite as at year-end 2024 and 2025.

Risks outside risk appetite as at year-end 2024 and 2025



In addition to the risk categories that moved from outside to within the established risk appetite, or vice versa, we explain below the main developments, uncertainties and mitigating measures relating to several other risk categories.

Strategic risk cluster

Within the strategic cluster, Business risk is central: the risk that we are unable to adjust our strategy and/or operations in a timely manner to a changing environment.

The risk appetite for this category is moderate. We aim to respond to external developments, but not at the expense of a careful and timely transition to the new pension system under the Wtp.

Since 2021, we have been working towards this transition, with a clear focus on 2025. During 2025, we held intensive consultations with our clients and supported them in making the necessary choices and taking the required steps. By mid-2025, it was still uncertain whether the intended go-live date of 1 January 2026 would be achieved. Thanks to targeted adjustments in the second half of the year, the transition was successfully completed, bringing Business risk back within the established risk appetite by the end of 2025.

Within this cluster, External environment risk is also relevant: the risk that external developments affect our objectives. Geopolitical and national political developments in, among others, the United States, (Eastern) Europe and the Middle East pose risks to the financial markets and to the investment portfolios of our clients. These developments are continuously monitored and assessed for their potential impact. Where necessary, appropriate measures have been taken in response to scenarios that could affect our operations or the achievement of our strategy.

Operational risk cluster

Within the operational cluster, Change risk required particular attention in 2025. This is the risk that changes to services, products, processes and systems are not implemented correctly or in a timely manner.

Our risk appetite for Change risk is moderate. We aim to implement changes in a controlled way, while accepting that non-material disruptions may occur.

The implementation of the Wtp had a constraining effect on other necessary changes during 2025. The post-implementation phase of the transition to the Wtp will continue to place significant demands on the organisation's change capacity in 2026, alongside other strategic ambitions. Particular attention is therefore being given to (re)planning and phasing, maintaining oversight and monitoring the delivery of change ambitions. As at year-end 2025, the situation had become sufficiently manageable through practical agreements that were put in place, bringing Change risk back within the established risk appetite.

Model risk was the only risk category that remained above the established risk appetite at the end of 2025. This was mainly due to the adjustments required to existing models and the development of new models for the implementation of the Wtp. As a result, the (re)validation of other non-Wtp-related models was delayed. In addition, the management of AI risk, which falls within the Model category, required increasing attention. In 2025, an AI policy was implemented, including risk analyses and a central AI inventory.

Following the transition to the new pension system at the beginning of 2026, more capacity has become available for adjusting, developing and validating the remaining models. Monitoring, clear governance and strengthening AI literacy across the organisation are also expected to support the safe, ethical and responsible application of AI. We therefore expect the Model risk category to return to within the established risk appetite during 2026 and remain there.

HR risk relates to the risk that we are unable to attract and retain sufficient staff with the required quantitative and qualitative capabilities, whose behaviour and values align with our intended organisational culture. We are an organisation in transition, driven by both internal and external developments.

We aim to be a modern, client-focused, data-driven and sustainable organisation that continuously improves. We want employees to feel inspired and energised by their work. As an organisation in transition, our risk appetite for HR risk is moderate.

In 2025, workload remained high as a result of the transition to the Wtp. This pressure is expected to continue during the first half of 2026 due to the business implementation phase and related post-implementation activities. Various measures were taken to keep this risk manageable.

Within PGGM Pensioenbeheer, a programme was introduced to encourage employees to actively contribute to the strategy of PGGM Pensioenbeheer and the future of PGGM, while maintaining job satisfaction. Within PGGM Vermogensbeheer, the organisation was restructured in 2025, requiring additional attention to the guidance and support of the employees concerned.

Data quality risk and Cyber risk also continued to require close attention. The risk appetite for both categories is low. Data quality risk refers to the risk of insufficient data quality. Our operations depend heavily on data. High-quality data are essential to achieving various objectives, including making sound and well-substantiated decisions in the implementation of PFZW's 3D investment policy.

In 2025, we therefore continued to invest in further improving data management across all units, both in support of our internal processes and for our clients. These improvements contribute to careful decision-making, more efficient processes and compliance with laws and regulations.

Cyber risk relates to the risk of damage to, or loss of, information, systems and networks as a result of cyber threats. Examples include hacking, malware, phishing and other forms of cyberattacks that may affect the confidentiality, integrity and availability of digital assets.

Cyber risk remained within the established risk appetite in 2025, partly due to strengthened data backup and recovery capabilities and the validation of recovery and rebuild facilities for our infrastructure. Together with measures to ensure that critical business processes can continue during incidents, these technical and procedural improvements have strengthened our resilience to IT security incidents.

Cyber threats are expected to continue increasing worldwide in the coming years, including within the pensions sector. In addition, attackers are increasingly able to operate more quickly and effectively using AI. These developments require ongoing attention and awareness. We therefore continue to test and monitor the effectiveness of our security measures for both our organisation and our stakeholders.

Financial risk cluster

Within the financial cluster, Equity risk and Liquidity risk are central. Equity risk refers to the risk that equity falls to such a level that we no longer meet the required minimum level.

Liquidity risk refers to the risk that the liquidity position falls below the minimum level and that, under adverse scenarios, we would have insufficient resources to meet our payment obligations.

Our equity and liquid assets are of key importance for the continuity of PGGM. To safeguard continuity, we assess the financial impact of risks and determine the level of capital required. We mitigate this impact through contractual arrangements with clients, insurance coverage, and by maintaining adequate levels of equity and liquid assets.

Insurance has been arranged, up to an annual maximum, for damage to physical assets, liability risks and the consequences of cyber incidents. Different maximum coverage levels apply to PGGM Vermogensbeheer and PGGM Pensioenbeheer. Contractual arrangements with clients stipulate that any compensation payable will not exceed the amount received under these insurance policies.

For risks not covered by insurance, and for other financial risks, we maintain additional equity. The principles and bandwidths for this are set out in the equity policy.

Under its investment management licence, PGGM Vermogensbeheer is required to comply with the Dutch Central Bank's (DNB) ICARAP requirements. As part of the annual ICARAP process, we assess for each risk whether additional capital is required above the statutory minimum capital buffers. This results in a defined level of required capital that must be held as equity. In addition, the ICARAP requirements prescribe a minimum liquidity position. In 2025, both the equity and the liquidity position of PGGM Vermogensbeheer complied with these requirements.

As at 31 December 2025, PGGM's solvency ratio of 62.7% remained well above the capital requirements. In addition, we held sufficient liquid assets to absorb operational risks.

For the twelve months following the signing of this annual report, we do not expect any risks that could materially affect the continuity of our organisation. PGGM's results are only moderately sensitive to material changes in external circumstances, partly due to the long-term and contractual nature of our services provided to a limited number of large clients.

External developments, such as changes in laws and regulations, supervisory requirements, technological developments or reputational impacts, may nevertheless indirectly affect our operations and results.

Further information on financial risk management, including credit risk, interest rate risk, liquidity risk and market risk, is included in the financial statements in note 25 Risk management.

Compliance risk cluster

Within the compliance cluster, Integrity risk and Regulatory compliance risk are central. We apply a low risk appetite for both categories. Legal and Tax risk also forms part of this cluster.

Integrity risk refers to the risk that the integrity of our business model, operations, organisation, services, employees, relationships or clients is compromised. Clients and other stakeholders must be able to rely on us to act with integrity and to comply with applicable laws and regulations, including our internal standards. Through active compliance risk management, we safeguard this and maintain our professional standards.

In 2025, management and employees were advised on compliance in their day-to-day work, and awareness of integrity-related behaviour was further strengthened through communication and training. The updated regulations resulting from the integrity policy revised in 2024 entered into force at the beginning of 2025. At the time of their introduction, existing reporting channels were again actively brought to the attention of employees for reporting and raising questions about (suspected) misconduct, fraud and irregularities. As a result, employees are now better able to find their way to confidential advisers, the fraud desk and the internal and external reporting officers.

In addition, awareness of integrity-related topics was further strengthened through nanolearnings, workshops, internal campaigns and an integrity theatre programme. The rollout of this awareness programme will continue in 2026.

The Works Council and the ARC/Supervisory Board receive annual reports on the number and nature of reports submitted and on the progress of follow-up actions.

In 2025, the annual Systematic Integrity Risk Analysis (SIRA) was carried out across the entire organisation. No internal irregularities or fraud cases were identified. Suspected cases of external fraud were followed up by the fraud desk and, where relevant, reported to the police.

Regulatory compliance risk refers to the risk that new and existing legal obligations, internal codes of conduct, standards, policies, contractual arrangements and stakeholder expectations are not complied with, or not demonstrably complied with. Possible consequences include loss of the licence to operate, administrative enforcement measures, criminal enforcement and reputational damage.

In 2025, attention focused in particular on legislation relating to digital resilience (such as DORA), the AI Act and sustainability-related regulations (including SFDR and CSRD).

Regulatory compliance risk also includes the risk of non-compliance with reporting requirements and reporting standards, including financial reporting and sustainability reporting. The control of financial reporting is embedded in a system of internal control measures. Their design and operating effectiveness are monitored periodically within the first line and are included in the annual external audit.

For sustainability reporting, internal risk management and control systems are being further developed and formalised as part of the phased implementation of the CSRD requirements.

Regulatory compliance also includes compliance with the General Data Protection Regulation (GDPR). In an increasingly data-driven environment, with developments such as AI, we remain critical in our handling of personal data.

In this context, we fulfil two roles: as a service provider, we process personal data of participants on behalf of our institutional clients, who act as data controllers; and as an employer and cooperative, we act as the data controller for personal data relating to employees and members.

Given the volume and sensitivity of the personal data we process, the role of the Data Protection Officer has been structurally embedded within the organisation. This ensures effective privacy governance and provides a fixed point of contact for the Dutch Data Protection Authority.

We process personal data with due care and take appropriate technical and organisational measures. In addition, we invest in strengthening privacy awareness among employees.

As a data controller, we ensure that the rights of data subjects are respected and support our clients in doing the same. All requests from data subjects received in 2025, both by us and by our clients, were handled correctly and within the required timeframes. We also maintain procedures for registering and timely reporting personal data breaches, both for PGGM itself and on behalf of our clients. Based on analyses of data breaches, measures are taken to prevent recurrence.

Legal and Tax risk refers to the risk that new or amended laws and regulations are not implemented correctly or in a timely manner, that contracts are not drafted with sufficient care, or that reporting obligations towards the Dutch Tax Authorities, supervisors and other stakeholders are not met.

The Dutch Corporate Governance Code (March 2025) applies to listed companies. Although PGGM is not a listed company, we endorse the principles and best practice provisions of the Code and apply them voluntarily as part of good governance, insofar as they are applicable to a non-listed company. The comply or explain-document on the PGGM website explains how this is implemented. The revised form of reporting on risk management, as set out in the Corporate Governance Code, has been included in this year's annual report. See the Board statement in the following section.

1.3.4 Board statement

The Executive Board is responsible for the design and operation of PGGM's internal risk management and control systems (IR&CS). These systems are structured in accordance with the internationally recognised COSO ERM framework and are intended to manage the material strategic, operational, financial and compliance risks, as described in the section on Risk management and Compliance.

he Executive Board confirms, based on its assessment and to the best of its knowledge, that the management report provides an adequate and clear description of any deficiencies in the effectiveness of the internal risk management and control systems identified during the financial year, including their nature, impact and the remedial actions taken or planned.

The internal risk management and control systems (IR&CS) provide reasonable assurance that the financial reporting does not contain any material misstatements. In addition, the IR&CS provide limited assurance that the sustainability reporting, as included in the Sustainability Report, does not contain any material misstatements. For completeness, it should be noted that, with regard specifically to sustainability reporting, external assurance in accordance with limited-assurance requirements will be provided from the 2027 financial year onwards, in line with the sustainability legislation then entering into force, including the CSRD and the EU Taxonomy Regulation.

Based on its assessment and to the best of its knowledge, the Executive Board confirms that the IR&CS provide an appropriate level of assurance that the operational and compliance risks included in this management report are effectively managed in line with the established risk appetite.

This level of assurance is considered appropriate in view of the risk appetite, the nature and complexity of the organisation, and the inherent limitations of these systems.

By their nature, these systems cannot provide absolute assurance, among other reasons due to inherent limitations. As a result, it cannot be guaranteed that strategic, operational, compliance and reporting objectives will be fully achieved or that all misstatements, fraud or non-compliance with laws and regulations will be prevented.

During the past financial year, up to and including 31 December 2025, and based on the information available at that time, the Executive Board assessed the design and operation of the IR&CS in relation to the achievement of PGGM's objectives. Material risks were identified and evaluated for each business unit. The management of the business units reported on these risks to the Executive Board. These reports were reviewed by the Executive Board and discussed with the second-line Risk Management and Compliance function and the third-line Internal Audit function. Where necessary, improvement measures were taken or initiated. The main findings and any identified deficiencies were discussed with the ARC and the Supervisory Board.

By the operation of the IR&CS, the Executive Board means that these systems are designed and function in such a way that material risks are identified and managed to a level that is appropriate given the established risk appetite. The effectiveness of the design and operation of the IR&CS was assessed on the basis of management reports, internal and external audits, and the outcomes of periodic risk analyses.

During the financial year, it was determined that one risk category was outside the established risk appetite as at year-end 2025, as explained in the section on Risk management and Compliance.

This risk was identified in a timely manner and additional mitigating measures were implemented. Its development is being actively monitored by the Executive Board.

Based on its assessment and to the best of its knowledge, the Executive Board confirms that it is justified that the financial statements have been prepared on a going concern basis. The material risks and uncertainties included in this management report have been assessed in conjunction with the going concern assumption for a period of twelve months following the date of preparation of this report and, where relevant to this assumption, have been explained in this report.

This statement has been prepared in accordance with best practice provision 1.4.3 of the Dutch Corporate Governance Code.

Zeist, 14 April 2026

The Executive Board

Edwin Velzel Willem Jan Brinkman

1.3.5 Remuneration of the Executive Board

Remuneration policy for the Executive Board

The remuneration policy for the Executive Board was revised and adopted in 2021 and has not been amended since. We apply a remuneration policy that is aligned with our strategy, risk appetite, objectives and the cooperative nature of PGGM. In line with the Dutch Corporate Governance Code, we also take into account the sustainable long-term interests of PGGM and our clients, as well as applicable laws and regulations relating to remuneration.

Through this remuneration policy, we aim to recognise the members of the Executive Board in a manner that reflects their motivation, role and contribution. The experience and competencies of the individual board member ultimately determine the appropriate level of remuneration within the established limits, based on the substance of the role and relevant market benchmarks.

Below, we explain the remuneration of the members of the Executive Board in accordance with the provisions of Section 2:383c of the Dutch Civil Code.

Composition of the remuneration

The remuneration package of the Executive Board consists of two components. The periodic remuneration includes the gross salary, social security contributions and holiday allowance. Remuneration payable in the longer term consists of pension expenses. No remuneration is granted in the form of shares, options or other instruments.

Remuneration is adjusted annually by the same percentage and at the same time as specified in the collective labour agreement applicable to employees within the PGGM general salary scale.

As a result, the regular remuneration of the members of the Executive Board was increased by 3.0% as at 1 January 2025 and by 1.5% as at 1 July 2025. The total remuneration of the members of the Executive Board is presented in the table opposite.

Total remuneration of the members of the Executive Board

Amounts in table × € 1,000	2025			2024		
	Periodic remune-ration	Remune-ration payable in the longer term	Total	Periodic remune-ration	Remune-ration payable in the longer term	Total
Edwin Velzel	692*	25	717	606	25	631
Willem Jan Brinkman	568	25	593	548	25	573
Totaal	**1,260**	**50**	**1,310**	**1,154**	**50**	**1,204**

** This includes a one-off positive adjustment of approximately €31,000 to the gross salary of Edwin Velzel for 2024, as determined by the Supervisory Board. This increase became a structural component of his fixed salary in 2025 and has been paid monthly since then.*

Once every four years, the Supervisory Board reviews the level of remuneration against the reference market and, where appropriate, adjustments are made. The Supervisory Board is currently in the process of revising the remuneration policy for the Executive Board.

Internal pay ratio

In line with the Dutch Corporate Governance Code, we disclose the pay ratio within the organisation each year.

For 2025, the ratio between the remuneration of the highest-paid Executive Board member and the median full-time base salary (gross salary, holiday allowance and year-end allowance) of all employees was 7.4. In 2024, this ratio was 7.5. This ratio reflects our remuneration policy, under which we aim to apply responsible and balanced remuneration, taking into account our position in the labour market.

For this reason, we determine the remuneration position for different employee groups based on benchmarking against the relevant reference markets. The full remuneration report has been published on the PGGM-website.

1.3.6 Remuneration of the Supervisory Board

Below, we explain the fees of the members of the Supervisory Board in accordance with the provisions of Section 2:383c of the Dutch Civil Code. For the Supervisory Board, we apply the same market level and reference market as for the Executive Board. The fees of Supervisory Board members are based on the P25 level for supervisory directors, meaning that they are positioned around the 25th percentile of the market and therefore at the lower end of the market range.

The fees of the Chair and the members of the Supervisory Board are as follows:

Fees of the Chair and the members of the Supervisory Board

Amounts in table in euros	2025	2024
Chair of the Supervisory Board	43,838	42,244
Members of the Supervisory Board	35,752	34,452

In addition, they receive a fixed travel allowance depending on the travel distance.

Instruments
The fees of the Supervisory Board are paid in cash.

Annual adjustment of fees
The fees of all Supervisory Board members are adjusted annually by the same percentage and at the same time as specified in the collective labour agreement applicable to employees within the PGGM general salary scale. As a result, the fees of the Supervisory Board members were also increased by 3.0% as at 1 January 2025 and by 1.5% as at 1 July 2025.

The remuneration policy for the Supervisory Board is currently under review.

The full remuneration framework for the Supervisory Board has been published on the PGGM-website.

1.4 Outlook 2026

In 2026, we will continue the key strategic developments of recent years. We will complete the transition to the new pension system, further strengthen portfolio-wide steering on return, risk and sustainability, continue to improve cost-efficient execution, and further develop personalised services for participants. Below, we explain these developments in more detail.

Completion of the transition to the new pension system

In 2026, we will complete the transition to the new pension system in full. The remaining activities will be finalised with due care, and communication with participants will continue, including the distribution of the final calculation (TUPO).

The start-up of the systems following the transition was carried out in a controlled and well-managed manner. This does not alter the fact that the implementation of pension schemes under the Wtp is new and brings with it lessons to be learned. We are confident, however, that these will be addressed in a timely manner, ensuring that clients continue to experience a reliable and robust service.

By informing participants clearly and in a timely manner about the impact of the transition, we aim to maintain and further strengthen confidence in the pension system. In doing so, we place the participant perspective at the centre and our experts actively contribute to the broader societal dialogue on pensions.

A good and personalised pension

In 2026, our focus will also remain on achieving cost-saving ambitions, further standardising processes and ways of working, and realising economies of scale within a multi-client environment. The revised organisational structure supports this development.

We will also continue to develop integrated services that support participants in building financial awareness and making choices within the new pension scheme. We will further expand the possibilities for making these choices digitally. Inclusivity will remain an important focus, with particular attention to vulnerable groups.

Through this combination of innovation, empathy and process improvement, we provide participants with services that are tailored to their personal situation and ready for the future.

Portfolio-wide steering of investments

We will continue to strengthen portfolio-wide steering based on return, risk and sustainability. The 3D framework, which became operational for Equities and Credit in 2025, will be further rolled out across the remaining asset classes. In this way, we enhance the alignment between policy, portfolio and execution, and steer towards long-term value creation at the level of PFZW's total portfolio.

We will continue to focus on thematic and impact investments, with attention to climate and energy transition, health and welfare, and nature and biodiversity. In 2026, we will further expand the use of data and analytics to better underpin investment decisions and to increase transparency for participants, while maintaining a strong focus on control and financial robustness.

Health and welfare

The experiences in 2025 demonstrate that combining data, practical knowledge and expertise is essential to achieving impact. In 2026, the focus will therefore be on further developing our propositions, structurally measuring impact, and strengthening collaboration within VZW and with external partners.

At the same time, we are developing methods for the structural measurement of impact, while privacy and data protection remain key areas of focus.

New governance structure as from 1 January 2026

As at 1 January 2026, we operate under a revised governance model. This strengthens the division of roles between supervision, governance and execution, and enhances the agility and effectiveness of the organisation in a period of significant change.

Under the new model, the EC has been discontinued. The Executive Board retains overall responsibility and is accountable to the Supervisory Board. The business units are given greater autonomy and responsibility for executing their mandates within the frameworks set by the Executive Board. Corporate Services supports the business units through centrally organised services, operating on the basis of clear service agreements and defined responsibilities.

With this model, we bring decision-making closer to execution, strengthen the alignment between strategy and operations, and create scope for tailored solutions for clients, while maintaining robust supervision, governance and internal control.

Our employees

The outcomes of the employee satisfaction survey are structurally embedded in efforts to improve work processes, leadership and collaboration. To safeguard the required knowledge and capacity, we invest in targeted development programmes, traineeships and a carefully designed onboarding process. In doing so, we aim to support the quality and agility of the organisation over the longer term.

Financial outlook

In our financial multi-year forecast, we expect a positive result. We have long-term contracts with the largest pension funds, and the pricing agreements for 2026 have been established.

In 2026, we will continue to realise synergy benefits following the integration of the MN pension administration organisation in mid-2024. Due to post-implementation activities related to the Wtp and the execution of the reorganisation, we expect these benefits to become visible in phases. At the same time, in a pension landscape that is evolving under the Wtp and making schemes more uniform and comparable, we will continue to focus on cost awareness in our operations, in line with our Strategic course towards 2030.

Equity remains above the minimum target level as set out in our policy, providing capacity to absorb potential financial setbacks. Where necessary, a €150 million credit facility with PFZW is available to address temporary liquidity shortfalls. This facility has not been used in recent years, and we do not expect to draw on it in the period ahead.

Transparancy on sustainability

The European Commission is expected to adopt the final legislation for the CSRD and ESRS in 2026. This means that we will be required to comply with these new reporting requirements from the 2027 financial year onwards. The EU Taxonomy Regulation (Article 8) will also apply.

Together with the guidance on sustainability claims published by the AFM, these frameworks will form the basis for a more robust sustainability report for 2027, including an external auditor’s opinion based on a limited assurance engagement. To enable this, we will continue to work in a focused manner throughout 2026 and 2027 on the implementation of this new sustainability legislation.

2. Sustainability Report

As a pension services provider, we fulfil an important societal role in delivering a good, affordable, clear and sustainable pension for the participants of our clients, and in contributing to a more vital health and welfare sector. Through our Strategic course towards 2030, we give substance to this role by taking an integrated approach to steering towards our strategic objectives and the ambitions associated with our sustainability themes.

In this report, we provide accountability for the sustainability themes that align with our strategic objectives and with the (expected) reporting requirements arising from European sustainability legislation, including the Corporate Sustainability Reporting Directive (CSRD) and the EU Taxonomy Regulation. This legislation helps us to be transparent about where and how we create value in the areas of environment, people and governance.

Following a proposal by the European Commission for an Omnibus package aimed at reducing the complexity of existing sustainability legislation and lowering the administrative burden for companies, the reporting requirements applicable to us have been deferred by two years. As a result, we expect to be required to comply with these obligations from the 2027 financial year onwards, while the precise requirements are still being further developed at European level.

In response, we adjusted our implementation approach in 2025. We continued to invest in a foundation that will meet future requirements while remaining valuable should elements of the legislation change. In this context, we further developed our vision on sustainability governance in 2025, including a clear description of roles and responsibilities, and started integrating this into the organisation.

Where possible, we aligned this work with existing processes. We also took steps to establish a robust reporting process and to strengthen internal control over non-financial information. Our first due diligence exploration within the value chain focused on the climate plans of our largest suppliers.

In addition to these process-related steps, we made substantive progress in 2025 on our sustainability themes. The update of the 2024 double materiality assessment did not result in new material themes, but did lead to further refinement of the impacts, risks and opportunities within the existing themes.

Within these material themes, we took concrete steps in implementing our strategy. For example, we improved the measurement of and steering on our CO_2 emissions within the theme Climate impact and energy transition. Within the theme Cost-efficient pension administration, we worked on further standardisation and economies of scale within a multi-client environment. And within the theme A clear pension, we supported participants in making well-informed choices about their pension.

In the following sections, we further explain the main developments and results across all seven material themes in 2025.

2.1 General information

In this chapter, we explain the scope, status and basis of this sustainability report. We also describe how we are preparing for the CSRD and outline the main improvements compared with last year.

Scope

By the end of 2025, it became clear that PGGM N.V., as the parent company of the PGGM Group, remains within the scope of the CSRD. PGGM Pensioenbeheer B.V. and PGGM Vermogensbeheer B.V. are no longer individually subject to the CSRD. Our sustainability report has been prepared on a consolidated basis, meaning that we have combined the sustainability information of PGGM N.V. and its subsidiaries into a single report. In this way, we provide a comprehensive overview of the performance of the organisation as a whole. The consolidation scope of the sustainability report corresponds to that of the financial statements.

Status and further development

Last year's sustainability report was already aligned, where possible, with the ESRS requirements as they were expected at that time. In 2025, we again took further steps towards full compliance with these requirements. At the end of 2025, a draft version of the revised ESRS standards was published as part of the Omnibus package. These revised standards include fewer mandatory disclosure requirements and provide greater flexibility and focus on information that is material for users and stakeholders. As a result, in 2026 the emphasis will be placed more strongly on information that is relevant to our stakeholders.

Compared with the 2024 report, in 2025 we added, among other things:

- An introduction with key messages on our societal role, strategy, progress in the implementation of the CSRD and our seven material themes;
- an explicit link between the material themes, the value chain and the strategic objectives;
- further explanation of stakeholder engagement and the impact achieved;
- a standard for all steering indicators.

As the legal requirements have not yet been finalised, not all required policies have been established and some indicators are not yet measured in accordance with the ESRS definitions. Processes and internal risk management and control systems relating to sustainability reporting have been further developed and formalised, and work is ongoing to obtain the required data. This further development takes place as part of the phased implementation of the CSRD requirements and is actively monitored and adjusted where necessary in response to legislative developments.

Based on the current Omnibus proposals for the CSRD, a limited assurance opinion is expected to be provided for the first time for the 2027 financial year.

Basis for preparation

Time horizon

For forward-looking information on material impacts, risks and opportunities, we follow the guidance set out in ESRS 1, using the following time horizons:

- short term: 1 year
- medium term: between 1 and 5 years
- long term: more than 5 years

Any deviations are explained in the thematic sections 2.2.1 to 2.4.1.

Estimates and assumptions

In determining sustainability performance for each indicator, we use estimates and assumptions. For example, for CO_2 emissions and energy consumption, we combine data from different sources.

Estimates in our data collection or the models used may give rise to measurement uncertainty. Further information is provided in note 4 to this Sustainability Report, which includes a table setting out the measurement uncertainties and the level of accuracy for each indicator. Where relevant, we also indicate the measures taken to improve accuracy and reduce uncertainties.

Changes in preparation and presentation

Current and future sustainability legislation may lead to more standardised data. As a result, the data we use are expected to become increasingly reliable over time. In 2025, we further improved the way we collect and report sustainability data by automating parts of the data collection process and implementing additional internal control measures, such as checks for accuracy and completeness. However, optimising data quality also depends on third parties.

Further information is provided in note 1 to this Sustainability Report, which sets out the added, discontinued and amended indicators. Compared with 2024, we have added, modified or discontinued certain indicators to better align with the ESRS requirements and to provide a clearer view of our management of identified impacts, risks and opportunities. For a number of indicators, the methodology has also been adjusted.

Through improved data quality, greater accuracy and closer alignment with the ESRS, we aim to provide increasingly better insight into our performance.

Where relevant, comparative figures for previous reporting periods have been restated accordingly. Where it was not practicable to restate these figures, this has been explained in the thematic sections 2.2.1 to 2.4.1.

In these sections, we also describe the differences between previously reported and revised figures, as well as the reasons why the adjusted methodology provides better insight.

Incorporation by reference

Certain ESRS requirements are already addressed in other parts of the annual report, such as the description of the governance structure in accordance with the requirements of the Dutch Corporate Governance Code. The following elements of the sustainability report should therefore be read in conjunction with other sections of this annual report:

- the description of the business model: section Organisational and group structure
- the role of administrative, management and supervisory bodies (GOV-1): Corporate Governance
- Risk management: section Risk management and Compliance

2.1.1 Business model, value chain, stakeholders and sustainability

Our business model forms the starting point for the implementation of our Strategic course towards 2030. From within our value chain, we steer towards our strategic objectives and the ambitions associated with our sustainability themes in order to create value for our stakeholders. We continuously assess where sustainability can be further embedded in our day-to-day activities and decision-making.

Business model and value chain

Within the business model of the PGGM Group, we give effect to our strategic course through three value chains:

- **Pension services**: we create value for pension funds, their participants and employers by administering pension schemes. This includes, among other things, data management, premium collection, funding ratio calculations and pension communication. In doing so, we work with suppliers, including public institutions such as the Employee Insurance Agency (UWV).
- **Investment management**: we create value for PFZW and its participants by implementing PFZW's investment mandates and assignments. We do this in collaboration with suppliers and value chain partners. In addition, we manage two investment funds in which, alongside PFZW, other pension funds also participate.
- **Services for the health and welfare sector**: we create value for the health and welfare sector and for the employers and employees involved by providing products and services that contribute to vitality and sustainable employability. We do this in collaboration with strategic partners such as IZZ, the Ministry of Health, Welfare and Sport (VWS) and CNV.

In this report, we present these three value chains as a single consolidated value chain. Investments are not included in this scope. PGGM Investment Management reports on the sustainability impact of these investments in accordance with the Sustainable Finance Disclosure Regulation (SFDR). See section 2.1.3 for further information.

The interests and role of our stakeholders

Stakeholders involved in our consolidated value chain play an important role in shaping and delivering our strategic course. We distinguish three groups: upstream parties, our own organisation, and end users and beneficiaries. In addition, there is a cross-value-chain group, including advocacy organisations and supervisory authorities.

The table on the following page provides an overview of the key stakeholders, their expectations and how we engage with them. We use this input for the double materiality assessment (DMA) and its implementation. The table also shows which sustainability themes stakeholders experience actual or potential positive or negative impacts.

The tables on impacts, risks and opportunities in the thematic sections of this report (2.2.1 to 2.4.1) provide further detail on the specific types involved.

Stakeholders in the value chain				
Stakeholder group	**Description**	**Expectations**	**Interaction**	**Theme**
Cross-value-chain				
Government and supervisory authorities	National and European supervisory authorities and public bodies that monitor our activities and set the applicable frameworks	Compliance with laws and regulations, transparency on (proposed) policies and achieved results	Formal reporting and accountability, site visits, coordination and data sharing	N/A
Interest groups and strategic partners	Industry associations, civil society organisations, NGOs and advocacy groups representing sectoral and societal interests	Future-proof development of the pensions sector and workable, broadly supported policies	Memberships, working groups, consultation structures and meetings	N/A
Upstream partners				
Suppliers and strategic partners	Operational, IT and data suppliers, external managers, brokers, advisory firms and public bodies that provide products, services and data in support of our operations and service delivery	A long-term and predictable partnership and clear agreements on quality, compliance and sustainability	Contract management, performance reviews, information and system exchanges, and regular consultations	Ethical business conduct
End users and beneficiaries				
Participants and employers	Participants and employers of the pension funds that use our services	Participants: a good pension and clear, personalised pension communication Employers: a good pension and cost-efficient pension services	Pension communication via letters and telephone calls, digital channels (including email and chatbots) and portals, visits, campaigns and surveys	Cost-efficient pension services; A clear pension; Vitality in the health and welfare sector; Data quality, data security and data privacy; Ethical business conduct
Pension funds	Pension fund boards that use our services on behalf of the affiliated participants, employers and, for PFZW only, the relevant social partners	Reliable and cost-efficient pension services, excellent client service, and an investment process in which return, risk and sustainability are integrated at total portfolio level	Governance meetings, contractual agreements (SLAs), meetings	Cost-efficient pension services; A clear pension; Data quality, data security and data privacy; Ethical business conduct
Health and welfare sector	Employers and employees in the health and welfare sector, and the sector as a whole	Products and services that contribute to the vitality of employees and employers and help reduce pressure on the healthcare system	Campaigns, sector consultations and visits, digital portals, surveys and interviews	Vitality in the health and welfare sector
Nature (silent stakeholder)	Nature, indirectly represented through, among others, NGOs	Reduction of negative environmental impacts, such as CO_2 emissions, and contribution to the energy transition to mitigate climate change	Indirect interaction via NGOs, civil society organisations, consultations and publications on climate- and environment-related topics	Climate impact and energy transition
Our own organisation				
Employees	Internal and external employees of our organisation	Good employment conditions, sufficient development opportunities, and a socially safe and inclusive working environment	Performance and development reviews, collective labour agreement consultations, employee surveys, internal meetings and policy frameworks	Attractive employership; Data quality, data security and data privacy; Ethical business conduct

Sustainability in our operations

Based on our joint Strategic Vision towards 2030 with PFZW, we work towards a good, affordable, clear and sustainable pension, while contributing to a more vital health and welfare sector. Sustainability themes are fully integrated into our operations.

In this report, we provide accountability for our ambitions, policies, measures and results across the following sustainability themes:

- Climate impact and energy transition
- Cost-efficient pension services
- A clear pension
- Attractive employership
- Vitality in the health and welfare sector
- Ethical, integrity-driven and responsible business conduct
- Data quality, data security and data privacy

Through our focus on these themes, we aim to create value in the areas of environmental, social and governance (ESG). The figure opposite shows how we give effect to this for each theme.

Alignment between strategic objectives and sustainability ambitions

Our value creation model shows how we create value for different stakeholders by approaching our strategic objectives and sustainability themes in an integrated way. Each sustainability theme is linked to specific strategic values, such as the trust of participants, a vital health and welfare sector and future-proof operations.

Our efforts in areas such as climate impact and energy transition, data quality, data security and data privacy, and ethical, integrity-driven and responsible business conduct contribute to the realisation of these values.

At the same time, our performance on our strategic objectives supports progress on the sustainability themes. This highlights their strong interconnection.

Our ESG contribution by theme

Environmental

On environmental matters, we work to make our operations and the value chains in which we operate more sustainable. In doing so, we focus on reducing our CO_2 footprint and making a concrete contribution to the energy transition.

Social

In the social domain, we are committed to providing a good, personal and clear pension at appropriate cost. In addition, we offer good terms of employment and a socially safe, inclusive and inspiring working environment. We also develop products and services that contribute to the vitality of the health and welfare sector. Furthermore, in our role as a data processor, we focus on the quality, security and privacy of personal data.

Governance

In governance, we actively steer towards ethical, integrity-driven and responsible business conduct, with clear frameworks, appropriate oversight and transparent and controlled decision-making.

2.1.2 Sustainability governance

Our sustainability governance assigns a leading role to the Executive Board in shaping and delivering the sustainability strategy, and a supervisory role to the Supervisory Board. For the implementation of the CSRD, we continued to operate in 2025 with a temporary project structure.

Composition of the administrative, management and supervisory bodies

Composition of the Supervisory Board and Executive Board as at 31 December 2025

Aspect	Supervisory Board	Executive Board
Total number of members	6 (non-executive)	2 (executive)
Employee representation	In accordance with Section 2:158 of the Dutch Civil Code, the Works Council was given the opportunity to exercise its (enhanced) right of recommendation for the appointment of members of the Supervisory Board. The Works Council did not make use of this right.	In accordance with Section 30 of the Works Councils Act (WOR), the Works Council exercised its right of advice regarding the proposed (re)appointment of the members of the Executive Board. The Supervisory Board adopted these recommendations.
Gender diversity (%)	50% male, 50% female	100% male, 0% female
Percentage of independent members	100% (all non-executive)	0% (all executive)

Skills and expertise

Our organisation is structured in such a way that the management and supervisory bodies have sufficient knowledge and expertise in relation to the sustainability themes, or have ready access to it. This enables them to effectively assess the material impacts, risks and opportunities within PGGM.

Both the bodies as a whole and their individual members have access to a broad network of internal and external expertise, enabling them to continuously develop and strengthen their knowledge and skills in line with their role in directing and overseeing sustainability-related matters.

In 2025, the rules of procedure and profiles of PGGM's management and/or supervisory bodies were aligned with the CSRD. This ensures that responsibility for, and oversight of, sustainability within the organisation is explicitly assigned and supported by the necessary knowledge and expertise.

Further information on the composition and diversity of the Executive Board and the Supervisory Board of PGGM N.V. can be found in sections 5.5 Other positions held by members of the Supervisory Board and 5.6 Other positions held by members of the Executive Board.

The role of the administrative, management and supervisory bodies

Our governance model supports the integration of sustainability into our operations.

The Executive Board is responsible for setting the sustainability ambitions, determining the scope of the Sustainability Report, and approving the outcomes of the double materiality assessment (DMA) (see section Reassessment).

For each sustainability theme, the Executive Board approves the ambition, the identified impacts, risks and opportunities, as well as the related policies, measures and indicators. Ultimately, the Executive Board is responsible for the adoption of the Sustainability Report.

In 2025, these roles and responsibilities largely rested with the EC. The management teams of the business units play an active role in shaping the sustainability ambitions. As PGGM N.V. reports on a consolidated basis under the CSRD, its subsidiaries also contribute to this process.

The Supervisory Board oversees the strategic process and the broader integration of sustainability into the organisation's operations. Monitoring of the sustainability themes is assigned to the Audit, Risk and Compliance Committee (ARC). This committee prepares decision-making by the Supervisory Board and oversees sustainability-related matters within PGGM, including the setting of ambitions, the implementation of planned measures, and the integrity and quality of sustainability reporting.

The Executive Board, the Supervisory Board and the ARC are informed on a quarterly basis about progress on the sustainability ambitions. In 2025, several sustainability indicators were already included in our regular management reporting. In 2026, we will further expand this to ensure that all sustainability themes are monitored in an integrated manner.

Temporary project structure for the implementation of the CSRD

To ensure a timely and careful implementation of the CSRD, a temporary project structure was again put in place in 2025 within the existing organisational structure (see section Organisational and group structure).

The steering committee oversees progress, safeguards consistency in substantive decisions and steers the careful execution of the implementation programme.

Remuneration structure in relation to sustainability performance

Members of the Executive Board and the Supervisory Board receive fixed remuneration without variable components. This remuneration is not linked to our sustainability ambitions.

DMA and due diligence statement

Our operations have an impact on people and the environment. Through our DMA approach, we systematically identify these impacts by assessing negative effects and mitigating them where necessary. This enables us to take responsibility and implement appropriate measures.

In addition to conducting the DMA to identify material impacts, we began in 2025 to establish a due diligence process within the value chain to mitigate the identified negative impacts. In 2025, we took preparatory steps, such as requesting climate plans from our largest suppliers (see section 2.1.1 for further information). In the coming years, we will explore how to expand this approach to include social and governance aspects. As part of this, we assess where in the value chain we have an impact and which standards we can establish. Stakeholders are explicitly involved in this process. The table on the following page shows how the key elements of due diligence are currently embedded within our organisation.

Key elements of due diligence and our approach	
Key elements of due diligence	**Implementation within our organisation**
Integration of due diligence into governance, strategy and business model	The intended due diligence approach is partially embedded in existing processes. In 2026, we will further develop this embedding to integrate due diligence, where possible, into governance, strategy and steering.
Engagement with stakeholders at all key stages of due diligence	Engagement with PGGM's key stakeholders takes place across various parts of the organisation. In the 2026 DMA, additional focus will be placed on stakeholder engagement, which will subsequently serve as input for the further development of the due diligence approach.
Identification and assessment of negative impacts	As part of exploring the expansion of the due diligence approach, we use the DMA to identify where we have material negative impacts on people and the environment within the value chain.
Taking action to address negative impacts	Where we have material impacts, we develop and implement measures to reduce or prevent negative impacts (mitigation and prevention). The impact on stakeholders is subsequently monitored through indicators.
Monitoring and communicating on the effectiveness of these efforts	Monitoring and reporting on the effectiveness of measures will become part of our existing processes and form a key element in the further development of the due diligence process.

Risk management and internal controls for sustainability reporting

As part of the three-yearly full DMA, material risks are identified for each sustainability theme, including gross risk levels and mitigating measures, with the aim of keeping net risks within the established risk appetite.

From 2026 onwards, sustainability risks identified through the DMA will be incorporated into PGGM's regular risk management cycle and linked to the risk categories within the PGGM risk framework. These risks will be assigned a separate label within the risk management system, enabling them to be fully integrated into the PGGM risk profile and the associated risk reporting.

This ensures an integrated approach to the management and reporting of sustainability risks.

2.1.3 Double materiality assessment

Through the DMA, we identify and prioritise the most relevant sustainability themes for PGGM and our stakeholders. In doing so, we assess our impact on people and the environment, as well as the sustainability-related risks and opportunities that affect our organisation. We use the outcomes to keep our strategy up to date and focused.

Process and frequency

A full DMA consists of a number of defined process steps that map our impacts on people and the environment, as well as the effects of ESG aspects on PGGM, as shown in the table below.

DMA process steps

Process step	Description
1. Context setting	We map the value chain and relevant stakeholders and gather information through stakeholder input and desk research, including interviews, studies, risk analyses, sector developments, international sustainability standards and peer publications.
2. Longlist	Based on this information and our strategy, we draw up a longlist of themes. For each theme, we identify the impacts, risks and opportunities, which are validated with internal experts.
3. Scoring	We assess impacts, risks and opportunities based on likelihood, scale, severity and reversibility (scale 1–6). A consistency check ensures uniform application. Based on qualitative and quantitative analyses, we determine which themes exceed the materiality threshold.
4. Validation	The preliminary outcomes are validated with internal and external stakeholders. The final themes are approved by the Executive Board, discussed with the ARC and the Supervisory Board, and incorporated into our strategy.

We typically conduct a full DMA every three years. In the intervening years, we reassess the DMA, unless strategic developments or emerging risks warrant a full analysis. The first full DMA was carried out in 2023. Since then, the methodology has been further developed and reassessed annually. The next full DMA is scheduled for 2026. The way in which we organise and embed this process is partly integrated into existing processes such as strategy development, planning and control, risk management and reporting. This integration provides the framework within which the DMA is conducted. In 2026, we will further strengthen this integration so that the approach becomes a structural part of governance, decision-making and steering.

Stakeholder engagement

As part of a full DMA, we actively involve stakeholders in the process. They provide input for the assessment, validation and prioritisation of sustainability themes. This input is an important element in determining the material themes.

Reassessment

In 2025, the annual DMA process was initiated again with an assessment of strategic developments and emerging risks. This analysis did not lead to the need for a full DMA; a reassessment was considered sufficient. As the scope determines which parts of our organisation are included in the DMA, this was also taken into account in the reassessment.

Assessment of the scope of the Sustainability Report

We assessed the scope of our Sustainability Report against the latest version of the draft Dutch Decree implementing the Sustainability Reporting Directive. This states that the reporting obligation for an investment manager applies to the activities of the manager itself and is assessed at entity level rather than at product level.

Investments of our clients fall at product level and are therefore outside the scope of our Sustainability Report. The explanatory notes to this Dutch implementation decree have led to discussion regarding the scope of sustainability reporting, particularly in relation to the policies of the investment manager.

This interpretation is being actively monitored and discussed within the market, including through the Dutch Fund and Asset Management Association (DUFAS). Pending further clarity, we do not include the policies of the investment manager within the scope of our Sustainability Report, in line with the approach taken in the 2024 Sustainability Report. This is also supported by the fact that the CSRD will only formally apply to us from the 2027 financial year onwards. PGGM Investment Management B.V. does, however, report on its activities in disclosures under the SFDR.

Our services to the social funds Stichting Fonds Uitzendbranche (SFU) and Stichting Sociaal Fonds Huisartsenzorg (SSFH) also fall outside the scope of our sustainability reporting, as our DMA shows that these do not give rise to material impacts, risks or opportunities.

Outcome of the 2025 reassessment

The sustainability themes identified in 2023 were reassessed and updated in 2025 in terms of impacts, risks and opportunities. The reassessment confirmed that all seven themes remain material. The Executive Committee approved the outcomes of the 2025 DMA, after which they were approved by the Supervisory Board.

Reading guide

In the following pages of this Sustainability Report, we provide accountability for each material sustainability theme, including our ambitions, how we manage these and the impact achieved. For each theme, we use a range of indicators.

For indicators that are actively managed internally, a specific target or standard has been defined. This target is presented alongside the relevant indicator. Performance is measured against a baseline year, which may differ per indicator depending on the ambition and development of the topic.

This report also includes indicators for which no target or standard has yet been defined. This may be due to several reasons. Some indicators are required under the ESRS and are less suitable for target-setting or internal management, such as the number of employees covered by a collective labour agreement. In other cases, targets will be defined in 2026; this is explained for the relevant indicator. It may also concern new indicators for which insufficient historical data is available to establish an appropriate target.

On the opening pages of the thematic chapters, a selection of indicators is presented for each theme. This selection may include indicators both with and without targets and has been made, in consultation with the theme owners, based on relevance to the theme. The opening pages therefore do not provide a complete overview of all indicators reported within the theme.

The notes to this Sustainability Report are included in the appendix::

- Note 1: Overview of added, discontinued and amended indicators
- Note 2: Policy – governance and stakeholder engagement
- Note 3: Indicators – definitions and methodology
- Note 4: Estimates, assumptions and averages

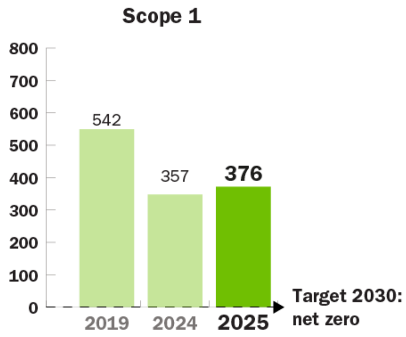
2.2 ESG: Environmental information

2.2.1

Climate impact and energy transition

CO_2 footprint scope 1

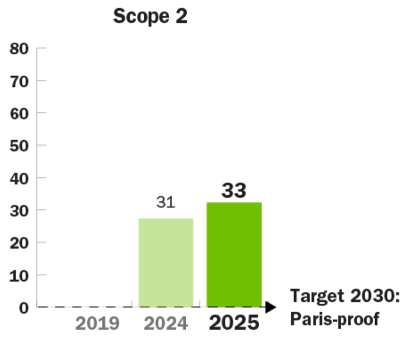
(tonnes CO_2)



Range 2025: 320-420 tonnes CO_2
Range 2026: 320-420 tonnes CO_2

CO_2 footprint scope 2

(tonnes CO_2)



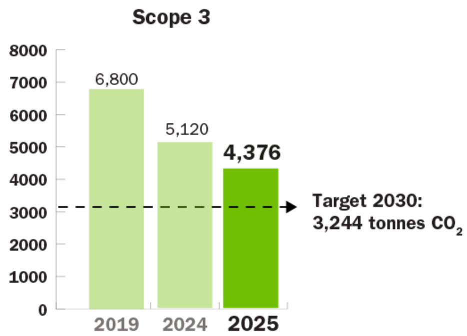
The target for 2025 and 2026 is to achieve 0 tonnes CO_2 from electricity and to remain within the range of 20–40 tonnes CO_2 for district heating.

Our business activities lead to CO_2 emissions and energy consumption and therefore have an impact on the climate and the energy transition. Within this theme, we monitor our CO_2-equivalent emissions and our energy consumption and seek to prevent or reduce them where possible.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

CO_2 footprint scope 3

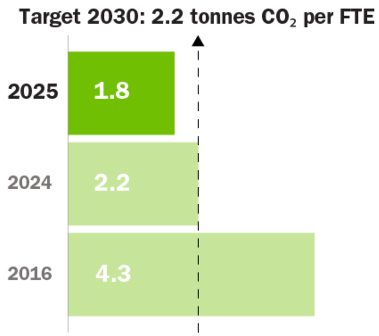
(tonnes CO_2)



Target 2025: 5,046 tonnes CO_2
Target 2026: 4,685 tonnes CO_2

Mobility emissions

(tonnes CO_2)



Target 2025: 2.9 ton CO_2 per fte
Target 2026: 2.8 ton CO_2 per fte

Our ambition

In June 2022, we set the ambition to achieve net zero emissions in our operations by 2050. To support this, we have defined interim targets in line with the Science Based Targets initiative (SBTi) and aligned with the goals of the Paris Agreement.

For 2030, we aim to achieve net zero emissions for our direct emissions (Scope 1). This means that total greenhouse gas emissions from our operations, expressed in CO_2 equivalents, will be reduced to net zero, after accounting for greenhouse gas removals. Not all emissions can (yet) be fully reduced, for example due to the absence or limited availability of sustainable alternatives or the strategic importance of certain activities for PGGM. In such cases, carbon removal may be used.

Our original ambition to also achieve net zero for Scope 2 emissions by 2030 is no longer feasible due to the mandatory connection to district heating for our future premises in Utrecht (De Nieuwe Tuin, DNT). We therefore reassessed this ambition in 2025, distinguishing between our current premises in The Hague and Zeist and our future premises in Utrecht. For our current locations, we will continue to source only renewable electricity. For DNT, we focus on minimising energy consumption to a maximum Paris-proof level, as defined by the Dutch Green Building Council (DGBC). Once the energy grid allows, we will also transition this location to fossil-free energy.

In addition, we aim to reduce our measurable Scope 3 emissions related to our own activities (see Note 3) by 55% compared with 2019, based on a linear reduction pathway. This relates to the emission sources that could be measured in 2019.

Disclaimer

PGGM's influence

Our influence on the energy transition and on reducing global emissions has its limits. In this respect, we depend on our value chain, including our suppliers. Where possible, we encourage them to adopt more sustainable business practices and, where feasible, we engage with them on their climate policies. However, this scope is not available for all services we need to procure to support our operations.

Dependencies

In developing PGGM's net zero policy, we recognise the uncertainties and dependencies related to government policy and market and technological developments in the period up to 2050. It remains uncertain to what extent suppliers and other market participants will be able to drive change. The pace at which the global transition to net zero emissions progresses is a key factor in determining the level of our climate ambitions. We therefore reassess our climate ambitions every five years.

Impacts, risks and opportunities

The table on the following page presents the results of our DMA for the theme Climate impact and energy transition.

Impacts, risks and opportunities		Type	Stakeholders
Climate mitigation			
Impact	Greenhouse gas emissions from our operations have a negative impact on the climate.	Actual and negative	Upstream parties and our own organisation
Risk	A lack of market and technological developments, limited or no availability of sustainable alternatives, limited availability or the strategic importance of emission sources, and high costs may result in our net zero CO_2 reduction targets for 2030 not being achieved.	Actual	Upstream parties and our own organisation
Climate adaptation			
Risk	The effects of climate change (such as extreme weather, flooding or heat) may, over the longer term (>5 years), lead to damage to our buildings and facilities.	Potential	Our own organisation
Energy transition			
Impact	By opting for a Paris-proof building and its associated design and use, our future premises can contribute to the energy transition in the Netherlands.	Potential and positive	Our organisation

Our approach

We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS E1: Climate impact and energy transition for the detailed disclosures. Based on the identified impacts and risks within this theme, we have determined which reporting requirements from this standard are relevant to us.

On the following pages, we show how we generate positive impact and mitigate risks and negative impacts as far as possible. We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

What we do for climate mitigation

Policy

Our net zero policy provides clear frameworks and instruments for the transition to net zero operations. We translate our net zero ambition into annual reduction targets in tonnes of CO_2 and into concrete actions. Responsibility for these actions lies with the decision-makers who have an influence on CO_2 emissions, in particular the directors of the business units. These so-called CO_2 owners develop reduction plans and ensure their implementation.

What did we do in 2025?

We developed, implemented and further refined reduction plans. In addition to ongoing actions, new measures were initiated. For our new premises, we worked closely with stakeholders to make significant progress in the design and construction of a sustainable building. In our current premises, we further improved facilities services in collaboration with partners. In 2025, emissions from the staff restaurant were included for the first time as a separate emission source, and the waste methodology was revised.

Under the new waste methodology, we now use supplier emission data validated by TNO. This provides better insight into emissions from waste and enables more targeted management. The revision shows that waste emissions were overestimated in previous years and that waste represents a relatively small source of emissions. The CO_2 emissions from waste for prior years have therefore been set to zero. This does not affect our Scope 3 ambition, as waste is not yet included within this scope. We will, however, continue to focus on improved waste separation and initiatives such as a local clean-up day to reduce litter.

Within pension communications, further digitalisation of processes and the transition to 80-gram envelopes instead of 90-gram envelopes have led to lower CO_2 emissions from paper use. In addition, corrections were made to the data reported for 2024 due to inaccurate paper data provided by a supplier. The impact of additional pension communications related to the new pension scheme is discussed later in this section.

Finally, in 2025 we initiated a pathway towards net zero procurement as part of our broader transition pathway. This involves engaging with suppliers on their CO_2 targets and reduction plans to gain better insight into emissions within our value chain.

Our absolute **CO_2 footprint** in 2025 amounted to 4,758 tonnes of CO_2, a decrease of 13.1% compared with 2024. Compared with 2019, our net zero base year, this represents a reduction of 35.2%. When considering only the same emission sources as in 2019, CO_2 emissions in 2025 amounted to 3,955 tonnes. This corresponds to a 41.8% reduction in Scope 3 emissions compared with 2019. We are therefore on track to meet our **interim Scope 3 reduction target** of 55% by 2030. The CO_2 footprint is shown on the following page.

CO_2 footprint 2025				
GHG category	**Sources**	**CO_2 footprint(tonnes) 2025**	**CO_2 footprint(tonnes) 2024**	**Change in 2025 compared with 2019*** **
	Natural gas	357	343	-34%
	Refrigerants and other	19	14	*
Total scope 1 emissions		**376**	**357**	
	Location-based elektricity (PGGM)	835	984	-39%
	Market-based elektricity (PGGM)	-	-	0%
	District heating (PGGM The Hague)	33**	31****	*
Total scope 2 emission (market-based)		**33**	**31**	
Purchased goods and services	Drinking water	2	2	-22%
Purchased goods and services	Paper	892	744	48%
Purchased goods and services	IT – – hardware, workplace environment, data centres	155	83	*
Purchased goods and services	Catering	174		
Fuel- and energy-related activities	Elektricity – market-based charging stations	-	-	
Upstream leased assets	IT hardware	75	213	*
Upstream leased assets	Leased vehicle fleet	224	315	-75%
Waste generated in operations	Waste	17	-	*
Business travel	Vliegreizen	1,998	2,678	-41%
Business travel	Sustainable aviation fuel	-443	-61****	427%
Business travel	Zakelijk KM – privéauto	123	70	224%
Employee commuting	Employee commuting (excluding leased vehicles)	1,130	1,052	-36%
Employee commuting	Public transport	29	24	-85%
Total scope 3 emissions		**4,376**	**5,120**	
Total greenhouse gas emissions				
Location-based		**5,620**	**6,492**	
Market based		**4,785**	**5,508**	

These sources were added after 2019.
*** These figures are provisional and will be finalised upon publication of the annual report.*
**** The percentage reflects the reduction in CO_2 emissions excluding emissions from PGGM The Hague and excluding sources added after 2019.*
***** Comparative figures for 2024 have been restated; final figures will be confirmed upon publication*

Despite an increase in emissions from employee commuting, driven by growth in the number of employees and a greater average commuting distance, **mobility-related emissions** in 2025 remained within our target of 2.9 tonnes of CO_2 per FTE. For mobility emissions, we use 2016 as the base year, in line with our Anders Reizen ambition. Emissions from air travel decreased by 53.1% compared with 2019, partly as a result of more stringent assessments of when travel is necessary for business purposes. 99.3% of emissions from air travel originate from the investment management value chain.

Paper-related emissions from pension communications increased in 2025 due to additional communication related to the implementation of the new pension scheme. 99.5% of emissions from paper consumption originate from the pension services value chain.

Purchase of CO_2 credits

Our priority is to reduce our CO_2 emissions. Fully reducing emissions to net zero is not currently feasible. For Scope 2 and Scope 3, this will also not be fully achieved by 2030 (see the section What are our plans for 2026 and beyond?).

Although we do not consider this to be offsetting, we have chosen to purchase CO_2 credits for the residual emissions that cannot currently be reduced. In 2025, 4,140 CO_2 credits were purchased in the fourth quarter through a Gold Standard clean cookstove project: Access to Energy for Local Development and Women's Empowerment in Cabo Delgado Province, Mozambique. The Gold Standard certification ensures that the CO_2 reductions are verifiable and contribute to sustainable development for local communities. For part of the market-based CO_2 emissions (130 tonnes of CO_2), credits were purchased directly by suppliers. We do not purchase additional credits for this portion. The purchased CO_2 credits are retired to prevent double counting.

Carbon credits*

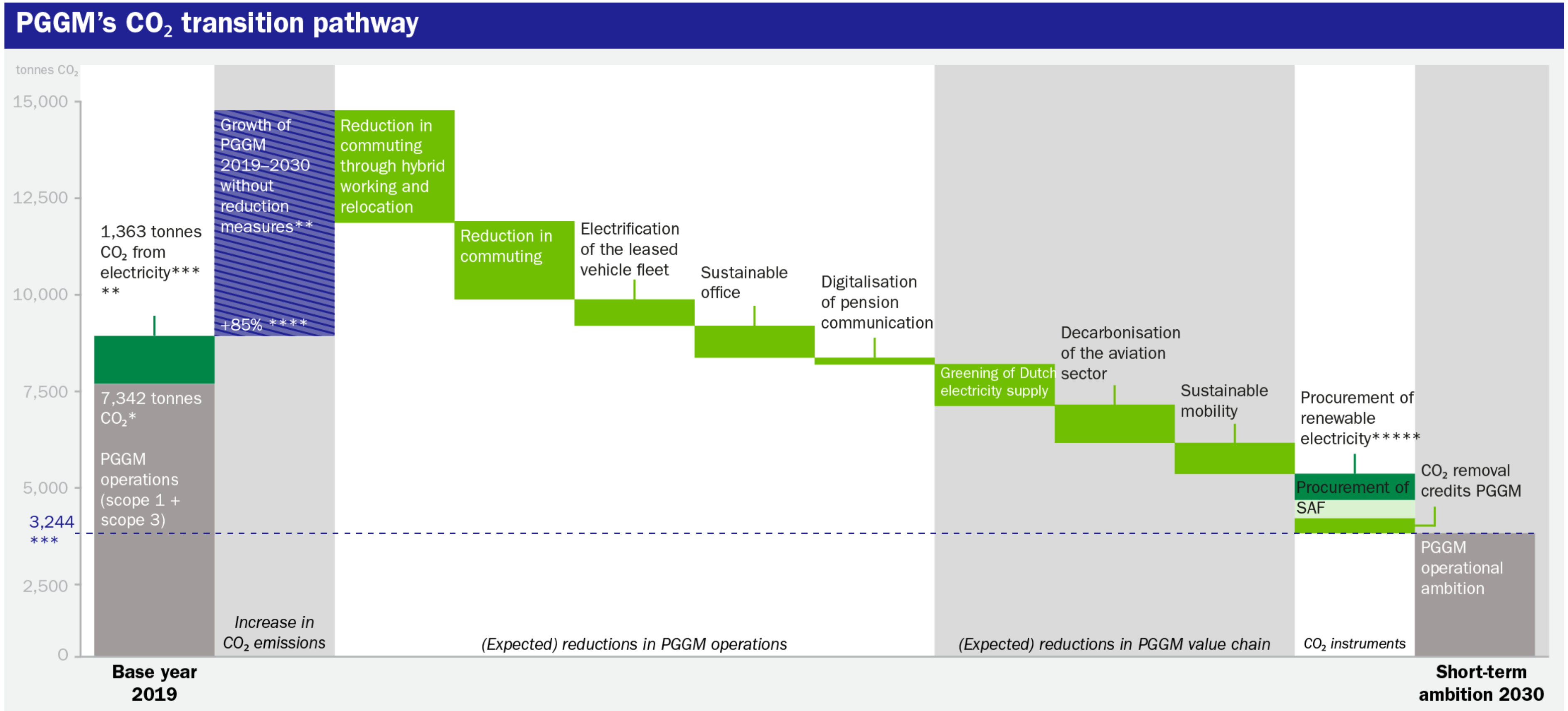
	2025	2024
Emissions in the calendar year for which carbon credits were purchased	4,140	6,146
Number of carbon credits purchased and retired annually	6,021	6,036

** These indicators are required under the ESRS E1 reporting requirements and are primarily intended to provide insight. No targets or thresholds have been defined for these indicators.*

What are our plans for 2026 and beyond?

We will continue to implement and execute the reduction plans for our own operations and across our value chains. Based on the implementation strategy developed in 2025 for emissions that are difficult to reduce, we will begin using CO_2 removal credits.We aim to reduce mobility-related emissions through the relocation to Utrecht and related policy adjustments. The new location is better accessible by public transport and will therefore contribute to further reductions. For air travel, we will continue the existing measures and further strengthen awareness around travel decisions. Together with our facilities service provider, we have developed a plan to make the staff restaurant more sustainable, with implementation starting in early 2026.

In 2026, the pathway towards net zero procurement will also be further developed and integrated. Looking ahead to 2030, our ambition is for suppliers to meet the minimum requirements within this framework. In this respect, we remain dependent on our suppliers. The full transition pathway towards 2030, shown on the following page, provides an initial indication of the relative impact per emission category and the associated reduction measures. This pathway will be further developed in the coming years, incorporating new insights.



** The emissions presented exclude PGGM The Hague and the sources IT, catering and waste. Scope 2 emissions are reported separately under 'electricity' and have been net zero since 2019.*
*** This reflects the expected growth of the organisation, based on the 2023 situation. This includes, among other factors, growth in the number of employees, the number of participants of PFZW, BPF Schilders and StiPP, the increase in assets under management, and trends in employee mobility (such as longer commuting distances). PGGM The Hague is not included.*
**** This relates to PGGM's Scope 3 target, including PGGM The Hague. Emissions from the sources IT, catering and waste are excluded, as are Scope 2 emissions from district heating (new premises) and unavoidable Scope 1 emissions.*
***** The 2030 figures are based on a model using high-level assumptions, taking 2019 as the reference point. This includes the growth described under ** and assumes that PGGM itself does not implement reduction measures and that Covid-19 has had no lasting impact on mobility. Expected reductions resulting from market developments have, however, been taken into account.*
****** Electricity is presented separately and includes only Scope 2 emissions. Reduction measures for PGGM's energy consumption have not yet been incorporated, due to the significant uncertainties surrounding the new premises.*

What we do for climate adaptation

Policy

European sustainability regulations require companies to demonstrate which measures they take to adapt to climate change. A climate adaptation policy describes how organisations prepare for impacts such as more extreme weather, heat and flooding, and how they mitigate these risks.

At PGGM, we do not currently have a climate adaptation policy for our existing premises. This is a deliberate choice, as additional analyses and measures for our current location in Zeist would have limited added value in light of the planned relocation.

What did we do in 2025?

Our current and future premises are, in principle, resilient to current weather conditions. For our existing location in Zeist, we are not taking additional measures to protect the premises against long-term climate risks. The planned relocation in the near term, combined with the municipality of Zeist's intended redevelopment plans, makes such adjustments unnecessary.

What are our plans for 2026 and beyond?

In 2026, we will explicitly incorporate climate adaptation into the development of our new premises. Climate risks form part of the BREEAM certification for the new premises.

How we contribute to the energy transition

Policy

Our policy on the energy transition is set out in the sustainable operations policy. This policy focuses on achieving the lowest possible energy consumption.

Our ambition is to achieve an energy standard of 70 kWh per square metre per year by 2030, as defined by the Dutch Green Building Council (DGBC). We apply this principle in the development of our future premises.

What did we do in 2025?

We developed reduction plans aligned with national legislation, such as the Energy Efficiency Directive. In addition, we monitored legislative developments through internal committees.

Our office holds **energy label A**, and in 2025 the building's **BREEAM** In-Use Very Good certification was successfully renewed. BREEAM is an internationally recognised certification standard that assesses the sustainability performance of buildings, including energy consumption, materials, waste, water management and health.

In addition, we use an aquifer thermal energy storage system to reduce gas consumption, partially generate electricity through solar panels, use LED lighting and purchase 100% renewable European electricity. We are also certified under ISO 9001 (quality management), which among other things relates to facilities management.

Total energy consumption increased slightly in 2025 compared with 2024 due to weather conditions, which resulted in higher heating demand. These weather effects have not been corrected for in the figures.

The table on the following page shows annual energy consumption in megawatt hours (MWh). The figures for 2025 are broken down by the Zeist and The Hague locations to ensure a like-for-like comparison with 2024, when the The Hague location was not in use for the full year.

What are our plans for 2026 and beyond?

Although the risk of stricter regulation for the current location in Zeist is limited, we expect this risk to be greater for the new leased premises in Utrecht.

In collaboration with the building owner, we are developing an energy simulation model that provides insight into the building's energy consumption and usage. This model supports steering towards an energy performance level aligned with the goals of the Paris Agreement and the standards set by the Dutch Green Building Coalition (DGBC) upon commissioning of the building.

Energy consumption and energy mix

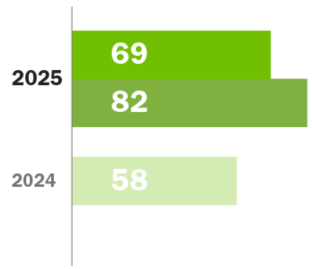
	2025		2024	
	Zeist	Den Haag	Zeist	Den Haag
Energy consumption from natural gas (MWh)	1,636	-	1,572	-
Fuel consumption from other fossil sources (MWh)	7	-	8	-
Consumption of purchased heat from fossil sources (MWh)	-	154	-	138
Total fossil energy consumption (MWh)	**1,643**	**154**	**1,580**	**138**
Share of fossil sources in total energy consumption (%)	39%	29%	39%	25%
Consumption from nuclear sources (MWh)	-	-	-	-
Share of consumption from nuclear sources (%)	0%	0%	0%	0%
Consumption of purchased heat from renewable sources (MWh)	-	79	-	81
Purchased electricity from renewable sources (MWh)	2,571	293	2,473	330
Purchased electricity from renewable sources intended for resale (MWh) (deducted from the total)	-192	-	-181	-
Consumption of self-generated renewable energy from non-fuel sources (MWh)	233	-	210	-
Total renewable energy consumption (MWh)	**2,612**	**372**	**2,502**	**411**
Share of renewable sources in total energy consumption (%)	61%	71%	61%	75%
Total energy consumption (MWh)	**4,255**	**526**	**4,082**	**549**

2.3 ESG: Social information

2.3.1 Cost-efficient pension administration

PGGM costs per participant

Euros per participant



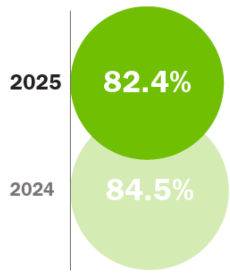
Excluding PMT and Bpf Koopvaardij

including PMT and Bpf Koopvaardij

Expectation for 2026: €82 per participant
Target: the cost per participant increases at most in line with inflation

Self-service score

Percentage of participants using digital channels (Q&A, FAQ, Dialogs)



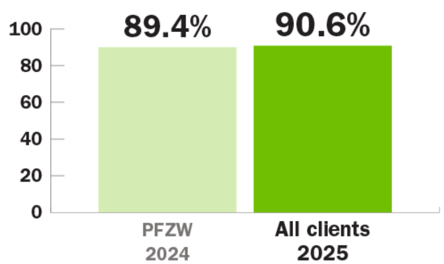
Targets for this indicator will be determined during 2026.

As a pension services provider, we have a major societal responsibility: ensuring a good and affordable pension for more than 6.0 million participants. By delivering pension services at an appropriate cost level, we contribute to a good pension for the participants of our clients.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

Digital reach

Percentage of participants using the online environment. For 2025, the average across all clients.



Targets for this indicator will be determined during 2026.

Our ambition
Our ambition is to provide pension services at a responsible cost level, aligned with the participant groups and the level of service required by our clients. We achieve this by continuously managing and, where possible, reducing costs, while constantly seeking the right balance between cost control and delivering excellent client service. We focus on lower administration costs for all our clients, in proportion to the quality of service they require. In addition, we aim for PFZW to remain among the four pension funds with the lowest administration costs within the ten largest Dutch pension funds, measured by number of participants.

Impacts, risks and opportunities
The table below presents the results of our DMA for the theme Cost-efficient pension services. This theme relates exclusively to our pension services activities and does not include the investment management value chain.

Impacts, risks and opportunities		Type	Stakeholders
Cost efficiency			
Impact	Cost-efficient pension services can contribute to higher pensions for participants.	Potential and positive	End users and beneficiaries
Risk	If cost efficiency comes under pressure because economies of scale and automation are not or only partially achieved, this may lead pension funds to switch to another pension service provider.	Potential	N.v.t.

Our approach
We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS S4: Consumers and end-users for the detailed disclosures. Based on the identified impact and risk within this theme, we have determined which reporting requirements from this standard are relevant to us.

On the following pages, we show how we create impact and mitigate the identified risk as far as possible. We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

Our approach to cost-efficient pension services
Policy
Within PGGM, we apply various policy frameworks that support our ambition to deliver pension services at a responsible cost level. These include our financial multi-year plan, our multi-year strategy and our IT plans.

What did we do in 2025?
Our ambition for PFZW to rank among the **four pension funds with the lowest administration costs** within the ten largest Dutch pension funds, measured by number of participants, was achieved in 2024. The independent figures published by De Nederlandsche Bank (DNB) for 2025 are not yet available.

As at 31 December 2025, PGGM provided pension services for a total of 6.0 million **participants**.

The table below shows the average **PGGM pension administration costs per participant** for all clients in 2025. These costs are calculated by dividing the total management fees of all clients by the total number of participants.

As PMT and Bpf Koopvaardij became clients in July 2024, the table also presents the PGGM pension administration costs per participant excluding PMT and Bpf Koopvaardij. This allows for a like-for-like comparison with 2024.

PGGM pension administration costs per participant	2024	2025	Expected for 2026
Excluding PMT en Bpf Koopvaardij	58	69	-
Including PMT and Bpf Koopvaardij	-	82	82

The PGGM pension administration costs per participant, excluding PMT and Bpf Koopvaardij, increased from €58 in 2024 to €69 in 2025. Our starting point is that the cost price per participant should not increase by more than inflation (3.3% for 2025). In 2025, the increase amounted to 19%.

These higher costs are related to the preparations for the implementation of the new pension schemes, which required substantial adjustments to pension administration processes and systems. In addition, structural investments in a future-proof IT environment and the further development towards a data-driven IT organisation resulted in higher costs for PGGM and consequently higher management fees.

Building on the acquisition of MN's pension administration activities in 2024, we took further steps towards cost-efficient pension services for all our clients.

We did so within the context of implementing the new pension scheme, which understandably required significant time and capacity.

In addition, we continued the improvement programme aimed at achieving structural cost savings and leveraging economies of scale. This includes further standardisation of processes and ways of working, reducing complexity in systems and suppliers, and the phased integration of applications acquired through the MN transaction.

The cost-saving ambitions were further specified in 2025 and linked to a renewed organisational structure within Pension Services, aligned with our ambitions towards 2030, our multi-client strategy, and the needs and ambitions of our pension funds.

Alongside these organisational developments, we further deployed technology to improve the efficiency of our services and to provide the participants of our clients with financial insights, enabling them to make well-informed pension choices. Processes were further digitised and automated, and we use AI applications such as chatbots, voicebots and digital support in client interactions.

These initiatives form part of the AI Accelerator, an integrated set of initiatives aimed at accelerating the adoption and application of AI within PGGM.

This contributes to lower administration costs, more consistent processes and improved accessibility for the participants of our clients. This contributes to lower administration costs, more consistent processes and improved accessibility for the participants of our clients. The use of digital channels is reflected in the digital reach and self-service score. PFZW's **digital reach** increased to 92.7% in 2025 (2024: 89.4%). In 2025, digital reach was also measured for our other clients; the results are included in the table on the following page.

The **self-service score** relates to PFZW and shows that, in 2025, 82.4% of participants seeking contact were assisted through digital channels (2024: 84.5%).

Digital reach		
	2025	2024
PFZW	92.7%	89.4%
PMT	86.2%	New measurement from 2025
Bpf Koopvaardij	73.0%	New measurement from 2025
BPF Schilders	78.7%	New measurement from 2025
StiPP	84.1%	New measurement from 2025

What are our plans for 2026 and beyond?

In 2026, we will focus on achieving the defined cost-saving ambitions, further standardising processes and ways of working, reducing complexity in systems and suppliers, and leveraging economies of scale within a multi-client environment. The renewed organisational structure supports this development.

Despite an expected 3% indexation of the management fee, we expect the average PGGM pension administration costs to remain stable at €82 per participant in 2026. This is because part of the additional capacity deployed in 2025 and the first half of 2026 for the implementation of the Wtp can gradually be phased out. In addition, we expect the number of participants to increase, which will have a positive effect on the average costs per participant.

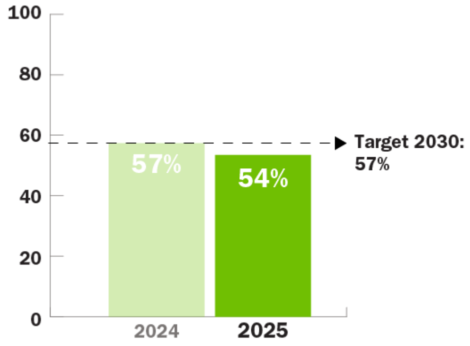
ESG: Social information

2.3.2

A clear pension

Participant confidence PFZW

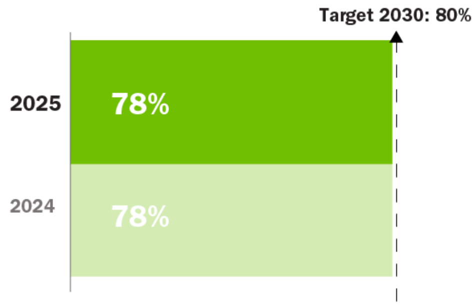
% of participants with high to very high confidence



Target 2025: 54%
Target 2026: 54%

Ease score participants PFZW

% of participants who experience a high level of ease in PFZW client journeys



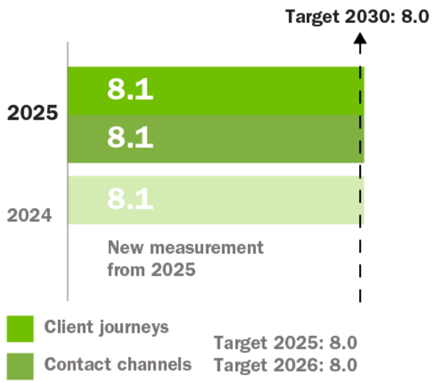
Target 2025: 80%
Target 2026: 80%

Research shows that a large number of participants have limited knowledge of their pension, while at the same time concerns exist about income after retirement or the financial position of surviving dependants in the event of death. With a clear pension, we aim to increase financial awareness among PFZW participants and enable them to make well-considered choices, helping to prevent financial stress.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

Participant satisfaction score PFZW

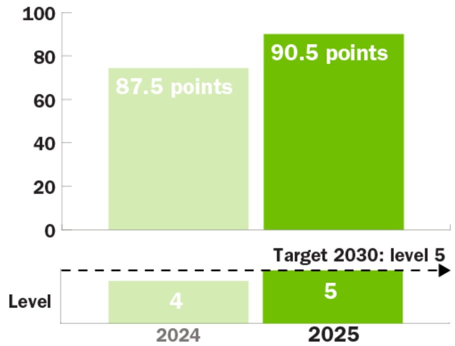
Average score for PFZW client journeys and contact channels



Target 2025: 8.0
Target 2026: 8.0

Golden Oor score

Maturity level up to a maximum level of 5



Target 2025: 5
Target 2026: 5

Our ambition

Together with our client PFZW, we aim to provide participants with insight, overview and a clear perspective for action, enabling them to gain greater control over their own pension. A clear pension contributes to trust in the pension system and the new pension scheme, and provides participants with reassurance about their financial future.

Impacts, risks and opportunities

The table below presents the results of our DMA for the theme A clear pension. In the new pension system, the clarity of the pension is linked to the personal pension capital and arises through the interaction between pension services and investment management.

The scope of this theme lies within our pension services activities and specifically focuses on the participants of PFZW, in line with the agreements made between PFZW and PGGM.

Impacts, risks and opportunities		Type	Stakeholders
Financial awareness			
Impact	Financial awareness, insight, overview and a clear perspective for action can reduce potential financial uncertainty among participants.	Actual and positive	End users and beneficiaries
Communication on the pension scheme			
Impact	Unclear communication about the new pension scheme towards participants may lead to increased financial uncertainty among those participants.	Potential and negative	End users and beneficiaries

Our approach

We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS S4: Consumers and end-users for the detailed disclosures. Based on the identified impact within this theme, we have determined which reporting requirements are relevant to us.

On the following pages, we show how we create and manage our impact. We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

Our approach to increasing financial awareness, overview and perspective for action

Policy

The Participant Client Service Policy Framework, which we developed together with PFZW, focuses on increasing the financial awareness of PFZW participants. We provide insight and overview, make choices understandable and actively support participants in making those choices. In this way, we help participants gain greater control over their pension.

What did we do in 2025?

As a pension services provider, we aim to deliver the right message to the right target group at the right moment, ensuring that participants are informed about their pension situation and the choices available to them in a timely, clear and complete manner. To give participants better insight into their pension, increase financial awareness and thereby strengthen participant trust, we focused on the further development of digital planning tools and targeted guidance in decision-making.

For example, we made the Inkomsten Later microplanner available through a one-off mailing.

Participants now also gain insight into pension accrued elsewhere through the digital integration (API) for Authorisations & Pension Statements (MPO) provided by the Dutch Pension Register Foundation (Stichting Pensioenregister). We also further expanded guidance for participants during key life events.

Through the Client Contact Centre, we devoted additional attention to vulnerable participants, such as people with low literacy levels, non-native speakers and participants facing digital, financial or mental health challenges. We collaborated with external support services, such as Geldfit and a dedicated support desk for participants with severe mental health issues. In telephone interactions, the traditional menu structure was replaced by voice technology, while maintaining personal contact with employees.

In addition, tools were made available that provide insight into the pension impact of life events, such as working more or fewer hours and taking (unpaid) leave. Alongside this, we started developing additional microplanners and the Pension Service Divorce. We also developed a vision on multilingual communication in 2025.

To monitor the effectiveness of our approach, we measure, among other things, **customer satisfaction** and the **ease score relating to participants’ customer journeys**, as well as **customer satisfaction with the contact channels**.

In 2025, participants rated their satisfaction with the support provided during their customer journey at 8.1, unchanged from 2024. This score therefore remained above our target of 8.0. The ease score came to 78%, also unchanged from 2024, and therefore remained below our target of 80%.

Customer satisfaction with the contact channels was measured for the first time in 2025. This score amounted to 8.1.

Regular customer surveys, signals from the Client Contact Centre, and discussions with participants, employers and the PFZW Board provide insight into where our services align well with participants’ needs and where further improvement is required. We use these insights to further refine the Financial Awareness concept. In 2025, this concept was further developed and validated with participants.

On behalf of PFZW, we participate in the **Gouden Oor certification programme**, in which an independent certification body assesses our client service. In 2025, we achieved the highest recognition with a five-star rating. This confirms that customer feedback is structurally used to improve services and contributes to a strong customer-focused culture within the organisation.

Participant trust in PFZW remained stable in 2025. 54% indicated that they had a high to very high level of trust in PFZW (2024: 57%), 44% were neutral or had no opinion (2024: 41%), and 2% indicated that they had no trust in PFZW (2024: 2%).

What are our plans for 2026 and beyond?

In 2026, we will further expand our services with the Insight into Adequacy service proposition. As part of this proposition, the Inkomsten Later and Uitgaven Later microplanners will be made available. These planners will be linked both to the MPO API of the Dutch Pension Register Foundation (Stichting Pensioenregister) and to the Nibud API. This will provide participants not only with insight into their pension income, but also with the ability to simulate their future expenditure.

In addition, we will make the Pension Service Divorce available in 2026. This service will enable participants to manage their pension situation in the event of divorce for the pension funds connected up to that point.

We will continue to optimise the Financial Awareness concept based on insights gained from customer research. Alongside this, we are developing a clear roadmap in which existing and new planners and calculation tools collectively contribute to a clear pension and to increasing participants’ financial awareness.

In the further development of our services, we apply the principle of Accessibility by Design. We invest in content that is accessible to everyone. All new solutions comply with the WCAG 2.1 guidelines. In addition, we carry out an annual accessibility scan and continuously optimise our content and website based on the outcomes. This contributes to broader accessibility, including for non-native speakers, people with visual impairments, dyslexia, neurodiversity and low literacy levels within our target group.

We are also exploring the opportunities offered by AI applications, such as large language models and agents, to enhance the customer experience. In doing so, we examine how we can make our content as accessible as possible, so that it is communicated correctly and clearly through external tools and AI applications, including in channels that are not under our direct control.

How we communicate clearly about the new pension scheme

Policy

The Channels and Resources Policy Framework, developed together with PFZW, focuses on clear, timely and understandable communication about, among other things, the new pension scheme.

The aim is to inform participants properly, provide them with a clear perspective for action and minimise financial uncertainty or stress as far as possible. In doing so, we pay specific attention to our duty of care in relation to guidance in decision-making, in line with statutory requirements.

What did we do in 2025?

Under the new pension scheme, pensions are more closely linked to economic developments. Clear communication about investment results has therefore become even more important. In 2025, we aligned our communication approach accordingly. We adapted existing communication channels and materials, such as the website, planners, letters and emails, and opted for clear language, less jargon and a layered structure of information, enabling participants to choose their preferred level of detail.

We also deployed various propositions and tools to provide insight into contributions, pension accrual and expected outcomes, including the Insight into Contributions and Outcomes proposition and information on the adequacy of future pension income.

In preparation for the introduction of the new pension scheme on 1 January 2026, we informed the participants of our clients personally in two stages. In July and August, they received an illustrative calculation based on a fictional participant, including an explanation of the main changes. In October and November, this was followed by an initial indicative calculation based on their personal situation. Our Client Contact Centre implemented measures in advance to remain highly accessible during these periods of significantly increased demand.

To assess and improve the effectiveness of our communication, we made extensive use of customer research, feedback from customer panels and signals from participants. Particular attention was paid to participants with low literacy levels and participants with limited digital capabilities.

We use these insights to continuously improve communication and customer journeys. In addition, we introduced a web component that enables participants to provide feedback more easily on webpages and emails.

What are our plans for 2026 and beyond?

In the coming years, we will continue developing an integrated client service approach that supports participants in building financial awareness and making choices within the new pension scheme. As part of this, we will expand the range of overviews and microplanners tailored to different life events and increase the possibilities for making choices digitally.

We will further differentiate our services by target group. Participants in the accrual phase, including deferred members, will gain insight into the factors influencing their expected pension, such as contributions, pension accrual and investment returns. For pension recipients, the focus will be on insight into annual adjustments and on clear explanations of decisions, such as the spreading of results, the role of the solidarity reserve and the effects of investing, interest rate hedging and life expectancy.

We will continue to invest in clear communication about investment results within the new pension scheme, so that participants better understand what these mean for their pension. From March 2026 onwards, participants will receive the second pension calculation under the new system, including the final figures.

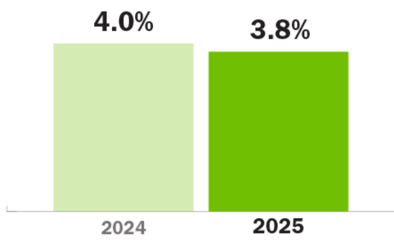
In 2026, we will also take further steps to improve the accessibility of our services. For example, we will use the Teletolk app to make telephone communication accessible and understandable for people who are deaf, hard of hearing or have speech impairments. In this way, we will continue to guide participants through the new pension scheme in a clear and careful manner.

ESG: Social information

2.3.3 Attractive employership

Sickness absence

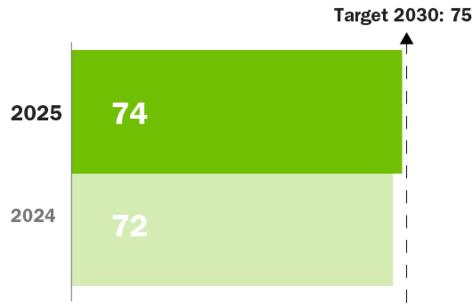
Average monthly sickness absence rate



Target 2025: 3.65%
Target 2026: 3.65%

Employee engagement

Score on a scale with a maximum of 100

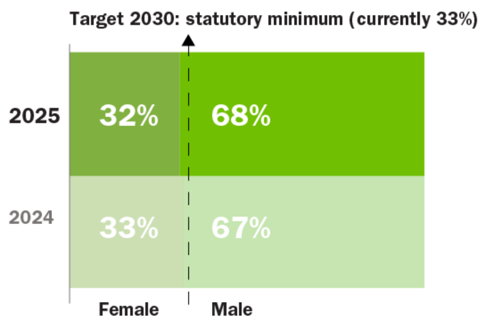


Target 2025/2026: annual improvement towards our 2030 target

Our employees make it possible to realise our strategic ambitions. In doing so, they contribute to a good and affordable pension for the participants of our clients and to the strong delivery of our societal mission. We therefore aim to be an attractive employer that retains employees and attracts new talent.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

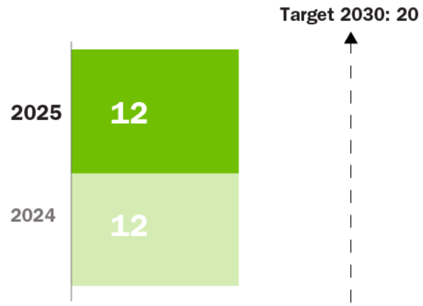
Gender distribution in senior management



Target 2025: 33%
Target 2026: 33%

Make it Possible programme

Number of employees recruited through the MIP programme



Target 2025: 20
Target 2026: 20

Our ambition

Our people are our greatest strength. We see it as our responsibility to ensure that they enjoy their work, continue to develop themselves, and feel engaged and valued. We also believe that a diverse, inclusive and equitable culture contributes to the success and growth of our organisation.

Impact, risks and opportunities

The table opposite presents the results of our DMA for the theme Attractive employment practices.

Our approach

We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS S1: Own workforce for the detailed disclosures.

Based on the identified impacts and risks within this theme, we have determined which reporting requirements from this standard are relevant to us.

On the following pages, we show how we create impact and mitigate risks as far as possible. We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

Impacts, risks and opportunities		Type	Stakeholders
Attractive working environment			
Impact	An attractive working environment has a positive impact on employees' job satisfaction and sustainable employability.	Actual and positive	Our own organisation
Diversity, equity and inclusion			
Impact	A diverse organisation with attention to inclusion and equity has a positive impact on employee motivation, performance and talent retention.	Actual and positive	Our own organisation
Risk	If we are unable to attract the right people, externally imposed or self-declared targets relating to the Dutch Diversity Quota and Targets Act (Wet ingroeiquotum en streefcijfers), the MIP programme and the CFA DEI Code may not be achieved.	Actual	N/A
Workplace safety			
Impact	A socially safe working environment and the associated organisational culture have a positive impact on employees' wellbeing, engagement and safety.	Actual and positive	Our own organisation
Risk	A socially unsafe working environment, for example due to inappropriate handling of an incident involving unacceptable behaviour, may lead to illness, reduced efficiency, absenteeism or employee turnover.	Actual	N/A

Our approach to an attractive working environment

Policy

Our remuneration policy is aimed, among other things, at creating an attractive working environment that contributes to employees' wellbeing and sustainable employability. The policy, as laid down in the collective labour agreement and employment conditions schemes, is based on transparent and fair remuneration and supports financial stability. In doing so, we take account of labour market developments and a healthy work-life balance. Personal growth and development are central, with attention to performance within the context of the role. Where necessary, collective labour agreement arrangements are further elaborated in supplementary policies and regulations.

Our Diversity, Equity and Inclusion (DEI) policy focuses on creating a diverse, inclusive and equitable working environment in which everyone can be themselves and feel valued, regardless of background, gender, ethnicity, beliefs or other personal characteristics. The policy also underlines the importance of a socially safe working environment, free from discrimination, in which respect and inclusivity are central.

Our Performance & Development framework encourages employees' personal growth and development through an ongoing dialogue between managers and employees. This contributes to an inclusive organisational culture and strengthens the sense of appreciation and engagement.

What did we do in 2025?

We implemented various initiatives aligned with what our employees consider important and aimed at supporting their sustainable employability and development. For example, we invested in leadership and development programmes such as Leading 2030, Self Aware and Destination You.

Employees also had access to our Learning and Development platform. Through the (international) traineeship programme, we attracted new talent. In this specially developed two-year programme, we train trainees to become professionals who can commit themselves to PGGM over the longer term.

By regularly asking employees for their views, we gain valuable insights that help increase job satisfaction and improve organisational performance. For this reason, we also conducted an employee satisfaction survey in 2025. Through a questionnaire, we asked employees about their experiences on themes such as engagement, employment practices and leadership. The **employee engagement score** reached 74 in 2025 (2024: 72), indicating a further improvement compared with the previous year.

We also gathered stories through culture mapping about moments when colleagues feel empowered, as well as situations that hinder this (best stories and stop stories). Input from more than 800 employees led to the introduction of three core values: trust, teamwork and innovation. These values form our moral compass and guide behaviour and decision-making. Following their launch in March 2025, teams actively started working with these values. They have also been embedded in programmes and processes such as onboarding and the Code of Conduct.

We subsequently further developed our employer value proposition (EVP) and translated this into a new employer brand: 100% PGGM. Through this campaign, we make our employer promise visible: working towards a good pension based on our core values.

The campaign focuses on specific target groups, such as international and female professionals within investment management and data and IT talent within pension services. In this way, we strengthen internal pride and our positioning in the labour market.

We also took steps in relation to employment conditions. We revised the remuneration policy to ensure continued compliance with laws and regulations. In addition, we started developing a new vision on Working at PGGM, partly in light of the future relocation to Utrecht.

The tables below provide insight into several key indicators relating to employment conditions. These indicators are required under the ESRS and no targets or thresholds have been defined for them.

Collective labour agreement coverage	2025	2024
Employees covered by a collective labour agreement	98%	98%

Family leave	2025	2024
Percentage of employees entitled to family leave	100%*	100%*
Percentage of employees taking family leave	10%	15%

* All employees are entitled to family leave, as this is laid down in Dutch legislation applicable to everyone within our organisation.

What are our plans for 2026 and beyond?

In 2026, we will use the outcomes of the employee satisfaction survey as the basis for targeted improvement actions within teams, with the aim of further increasing employee engagement. We will continue to invest in the development and professionalisation of our employees, including through development programmes, the traineeship programme and an ongoing onboarding programme for new employees and managers.

We will also continue to strengthen our employer brand by actively promoting the EVP and maintaining ongoing attention to embedding our core values in day-to-day work. In addition, we will reassess and renew our leadership programmes to ensure they continue to align with the development needs of managers and our strategic priorities.

In preparation for the relocation to Utrecht, we will continue to develop a renewed vision on working and collaboration, including a new mobility policy and an inspiring working environment aligned with our ambitions. We will also continue to update our remuneration policy and ensure its proper embedding in policy and implementation.

How we promote diversty, equity and inclusion

Policy

Through our recruitment policy and DEI policy, we work towards a diverse and qualified workforce and an inclusive working environment in which everyone can be themselves. We are committed to the Talent to the Top charter, the annual monitoring of which provides insight into diversity within our organisation.

We apply a structured and careful recruitment and selection process, in line with applicable laws and regulations such as the Dutch Diversity Quota and Targets Act (Wet ingroeiquotum en streefcijfers). For management and key positions, we actively recruit diverse talent and focus on balanced teams. We also create employment opportunities for people who are disadvantaged in the labour market.

What did we do in 2025?

We undertook various initiatives to increase inclusion and diversity within our organisation, including awareness activities and learning interventions.

Examples of these initiatives include DEI nanolearnings, unconscious bias training as part of Inclusive Leadership, and connecting initiatives such as the Iftar.

We also conducted an in-depth analysis of the gender pay gap within PGGM in 2025 and the developments therein. The **unadjusted gender pay gap**, representing the average difference in remuneration between men and women across the organisation as a whole, amounted to 18.5%, unchanged from 2024. The adjusted gender pay gap came to 0.9% (2024: 0.8%).

The **adjusted gender pay gap** corrects for factors such as role, pay scale, work experience and working hours, thereby providing insight into remuneration differences under comparable circumstances. The outcomes confirm that the remaining difference is largely related to differences in job levels and representation, and only to a very limited extent to remuneration within comparable roles.

In 2025, the **ratio between the annual remuneration of the highest-paid individual and the median annual remuneration** within PGGM amounted to 7.4 (2024: 7.5). This pay ratio reflects our remuneration policy, through which we aim to apply responsible and considered remuneration practices, taking into account our position in the labour market. For different target groups, we determine our remuneration positioning based on benchmarking against aligned reference markets.

At present, we have not defined a target for this pay ratio. Organisations apply different definitions and measurement methodologies, which limits comparability between organisations. We expect greater clarity and consistency to emerge in the coming years regarding the way in which this ratio is measured and reported. Based on these developments, we will determine whether setting a target would be appropriate and desirable.

Remuneration metrics

	2025	2024
Unadjusted gender pay gap	18.5%	18.5%
Adjusted gender pay gap	0.9%	0.8%
Ratio of highest salary to median salary	7.4	7.5

In 2025, a new remuneration policy came into effect for PGGM Investment Management, alongside a new job framework and an adjusted allowance scheme for scarce roles. The impact of these changes will be evaluated in 2026.

Within Talent Acquisition, we further professionalised the referral campaign and tailored our labour market campaigns more specifically to different target groups. This resulted in greater employee engagement and an increase in highly qualified candidates through colleagues' networks. Our internal and external communications are also available in both Dutch and English. We additionally took steps towards more inclusive vacancy texts and broader accessibility in communication.

To support more objective and expertise-based selection, we introduced the Equalture assessment. These scientifically validated, game-based assessments help us gain better insight into candidates' cognitive abilities and behavioural preferences. They also reduce unconscious bias in the selection process. This approach aligns with our broader transition towards Total Talent Management and a more inclusive, data-driven approach to recruitment.

We also continued to support inclusive recruitment through the **Make It Possible (MIP) programme**, under which we annually aim to provide at least 20 positions for people requiring additional support under the Dutch Participation Act (Participatiewet).

In 2025, 12 employees participated in this programme (2024: 12). Outside the MIP programme, **19 employees requiring additional support** were employed within the organisation (2024: 17). Together, these initiatives strengthen our position in the labour market and contribute to a recruitment process that increasingly reflects PGGM's core values: trust, teamwork and innovation.

During the year, **employee turnover** amounted to 167 internal employees (8.7% of the opening workforce for the year), and we recruited 234 employees (12.2% of the opening workforce for the year). Employee turnover was lower than in the previous year, contributing to continuity within the organisation. All 1,987 **internal employees** are based in the Netherlands (2024: 1,920). In addition, 356 **external employees** were working for the organisation at year-end 2025 (2024: 452).

Age distribution of the workforce

	2025			2024		
	<30	30-50	>50	<30	30-50	>50
Age distribution of the workforce	265	1,009	713	233	975	712
	13%	51%	36%	12%	51%	37%

PGGM's senior management consists of 41 employees: 28 men (68%) and 13 women (32%). The relative **gender balance within senior management** therefore declined slightly compared with 2024. We did not achieve the target of 33% women in senior management for 2025, but in line with the Dutch Balanced Male-Female Ratio Act (Wet evenwichtige man-vrouwverhouding), we continue to pursue our Talent to the Top ambition.

Through our DEI programme and the revised recruitment and selection process, we continue to emphasise this across the organisation. No target has been defined for the gender balance across the total number of internal employees.

Employee diversity

	2025			2024		
	Male	Female	X	Male	Female	X
Senior management	28	13	-	22	11	-
	68%	32%	0%	67%	33%	0%
Number of internal employees*	1,213	773	1	1,167	752	1
	61%	39%	0%	61%	39%	0%

** Including senior management*

What are our plans for 2026 and beyond?

In 2026, we will discuss the insights from the gender pay gap analysis with the various business units to increase awareness and determine targeted follow-up actions. In this context, we will also monitor the impact of the renewed remuneration policy for Investment Management, the new job framework and the adjusted allowance scheme for scarce roles.

We will continue to focus on inclusive recruitment and selection by continuing the MIP programme, further expanding the use of Equalture and continuing training in inclusive leadership. Within Talent Acquisition, we will further develop (international) talent pools aligned with the future skills needs of our organisation. Through the 100% PGGM labour market campaign, we will continue to make our diversity visible.

By segmenting campaigns more specifically and optimising them in a data-driven way for reach, conversion and diversity, we strengthen our position as an inclusive and attractive employer, both nationally and internationally.

Our approach to (social) safety in the workplace

Policy

Our integrated health policy focuses on all aspects of working conditions, with particular emphasis on the internal working environment and the direct impact on employees. The policy includes concrete measures to safeguard workplace safety, as well as guidelines for reporting incidents, workplace accidents and occupational illnesses. The foundation of this policy is our Code of Conduct. Together with the Social Integrity Framework, this code forms the preventive framework for social safety and integrity. In the section Ethical, integrity-driven and responsible business conduct, we further explain the Code of Conduct, the Social Integrity Framework and the Whistleblowing Framework.

What did we do in 2025?

We took important steps to further strengthen social safety and integrity. The Code of Conduct, the Social Integrity Framework and the Whistleblowing Framework were reassessed, and we launched the Speak up, Just ask environment on the internal website. In addition, integrity became a standard part of onboarding for new employees, and we introduced a new platform for nanolearnings. Finally, a dedicated integrity officer joined the compliance team. All these developments are explained further in the section Ethical, integrity-driven and responsible business conduct.

We also took steps in the area of health and sickness absence. The role of the sickness absence adviser was strengthened, including as a coach and sparring partner for managers.

We provided training on mental health-related sickness absence and improved the sickness absence dashboard. We also carried out in-depth analyses of sickness absence data.

In 2025, 27 **reports to the confidential advisers** were submitted. None of these reports resulted in a **complaint** being filed **with the Social Integrity Committee**. No complaints were submitted directly to this committee either.

Sickness absence in 2025 amounted to 3.8% (2024: 4.0%), which was above our target norm of 3.65%. Although sickness absence cannot always be prevented, we actively address this through our vitality programme, our integrated health policy and our Fit for the Future programme.

What are our plans for 2026 and beyond?

We will continue to focus on reducing sickness absence and strengthening sustainable employability. Prevention and vitality form the foundation of a healthy organisation. We support employees in staying fit, deploy targeted interventions and equip managers with a toolkit to facilitate meaningful conversations. Through a renewed sickness absence protocol, we ensure timely identification and effective reintegration.

We will also use the outcomes of the employee satisfaction survey, strengthen the Social Integrity Committee through training and case discussions, and update the Social Integrity Framework where necessary. In addition, we will draw up new role descriptions for confidential advisers.

In 2026, we will organise an integrity theatre roadshow for all business units and continue to offer the Time for Integrity workshop for teams and management. Finally, we will actively monitor the completion of nanolearnings and the follow-up actions taken by managers.

ESG: Social information

2.3.4

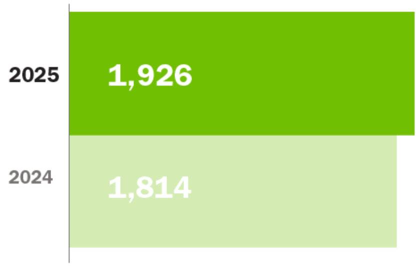
Vitality in the health and welfare sector

Number of Vitality Monitor applications purchased

Number of applications sold

Number of PFZW data services subscriptions

Number of organisations with a subscription

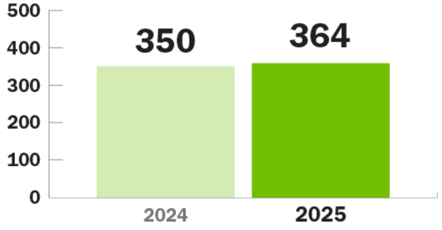


Given our origins, we are strongly connected to the health and welfare sector and feel a societal responsibility to contribute to it. We believe that vital employees are the driving force behind a healthy and affordable health and welfare sector. This means that sufficient attention must be given to both fitness and job satisfaction.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

Number of Vernet subscriptions

Number of Vernet clients



No targets have been formulated for these indicators. They are expected to be replaced by a new impact measurement method, which will be developed in 2026. For that reason, they were not actively managed over the past year.

Our ambition

The growing demand for healthcare and a shrinking labour market are placing increasing pressure on the health and welfare sector. A future-proof health and welfare system starts with vital professionals; their sustainable employability determines the resilience of the system. Together with the Cooperative Board, the Members' Council and the social partners, we support our client PFZW in contributing to the vitality of the health and welfare sector.

Impacts, risks and opportunities

The table below presents the results of our DMA for the theme Vitality in the health and welfare sector.

Impacts, risks and opportunities		Type	Stakeholders
Impact	By sharing data, knowledge, expertise and a relevant network, employers in the health and welfare sector, social partners, the Ministry of Health, Welfare and Sport (VWS) and other parties in the sector can shape their policies and approaches in a more targeted and effective way. This supports employees in adapting their behaviour.	Actual and positive	End users and beneficiaries

Our approach

We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS S4: Consumers and end-users for the detailed disclosures. Based on the identified impact, we have determined which reporting requirements from this standard are relevant to us.

On the following pages, we show how we realise this impact.

We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

Our approach to a more vital health and welfare sector

Policy

Through our joint Strategy 2030 with PFZW, we work towards a strong and healthy health and welfare sector in which professionals are able to work sustainably and remain vital until and beyond retirement. We do this by sharing data, knowledge, expertise and a relevant network, and by supporting organisations in making targeted choices relating to vitality, employability and sickness absence.

What did we do in 2025?

On 1 July 2025, the Vitality in Health and Welfare (VZW) business unit was established. This business unit brings together the strengths of PFZW Datadiensten, Vernet, PGGM&CO and the Prevention Plan. With the appointment of management on 1 September, the organisation became fully operational.

In 2025, the focus was on bringing these activities together and further developing data-driven solutions for the health and welfare sector. We supported employers through **PFZW Data Services subscriptions** and **Vernet subscriptions**, and helped them steer on inflow, outflow, retention and sickness absence through the HR data portal. We do this by making data available to organisations, interpreting the data together with the organisation and identifying which focus areas and solution directions are likely to be most effective for that organisation.

To deepen the use of data, we organised workshops, client discussions, webinars and masterclasses.

We also introduced new modules for the **Vitality Monitor** and expanded the Prevention Plan.

Together with partners such as Stichting IZZ and FWG, we supported boards and management teams in refining policies and reducing sickness absence. We also provided data to social partners and other stakeholders, including the learning network, and prepared sector reports.

Through various campaigns, including the Prinsjesdag campaign, we reached a broad audience; this campaign attracted more than twenty-four thousand unique visitors.

Organisations indicated that the HR data portal had given them greater insight into vitality and job satisfaction. We regard the recurring use of our services, the number of subscriptions and our long-term collaboration with clients as important indicators of our impact.

Number of clients and use of our products

	2025	2024
Number of Vernet subscriptions (number of clients)	364	350
Use of Vernet subscriptions (number of downloads)	352	345
Number of Data Services subscriptions (number of clients)	1,926	1,814
Use of data services subscriptions (number of logins)	1,135	1,075
Number of Vitality Monitors (number of applications sold)	6	7

Although we still have limited insight into the extent to which organisations actually act on the basis of our data, we increasingly combine quantitative insights with practical case stories. For example, Vernet spoke with organisations that have successfully reduced sickness absence in order to inspire other employers and demonstrate how our services contributed to these results.

Together with data analyses and client feedback, we use these insights to further develop our propositions, including our webinar offering.

What are our plans for 2026 and beyond?

The experiences gained in 2025 show that combining data, practical knowledge and expertise is essential to creating impact. In 2026, the focus will therefore be on further expanding our propositions, structurally measuring impact and strengthening collaboration within VZW and with external partners. In doing so, we are developing methods for structural impact measurement, while privacy and data protection remain key points of attention.

Together with PFZW, we will continue to work on innovative and data-driven solutions for vitality in the health and welfare sector. Our goal is to make a fundamental contribution to sustainable employability and reducing work disability, enabling professionals to continue working in a healthy and sustainable way until and beyond retirement.

ESG: Social information

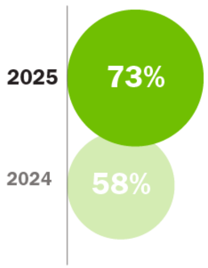
2.3.5 Data quality, data security and data privacy

On behalf of our clients, we process the personal data of more than 6.0 million participants. In addition, we serve approximately 550,000 members in the health and welfare sector, manage €253.5 billion in pension assets for pension fund participants, employ more than 1,900 employees and make use of the services of more than 350 external staff. As a result, we hold a substantial volume of confidential data.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

Completed privacy training

% of employees who completed privacy training relative to the total



Target 2025: 75%
Target 2026: 100%

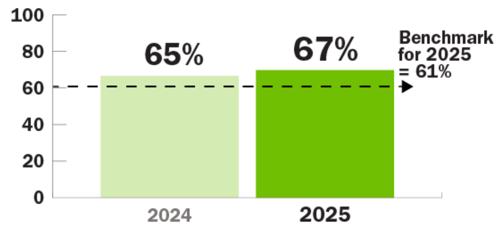
Information security certification

Information security certification, valid until 31 October

2025 ISO 27001 Information Security Management Certified

Hoxhunt security score

Score of PGGM employees compared with the benchmark (global average)



Target 2025/2026: perform better than the benchmark

Our ambition

In an era in which the criminal use of illegally obtained personal data and investment information is becoming increasingly profitable, we attach great importance to the protection and proper handling of privacy-sensitive data. We regard this data as a strategic asset. Our policies, guidelines and security measures are therefore driven not only by legislation, but above all by our own standards.

Impacts, risks and opportunities

The table opposite presents the results of our DMA for the theme Data security, data quality and data privacy.

Our approach

We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS S4: Consumers and end-users for the detailed disclosures. Based on the identified impacts and risks within this theme, we have determined which reporting requirements are relevant to us.

The impact on our employees does not fall within the scope of ESRS S4, but is considered an entity-specific impact. This means that we describe policies, targets, actions and indicators for this impact, but do not report additional thematic data points.

On the following pages, we show how we create impact and manage risks. We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

Impacts, risks and opportunities		Type	Stakeholders
Data quality			
Impact	If data quality does not sufficiently meet the requirements for the use of this data, for example due to inadequate controls or other shortcomings in control measures, participants may receive incorrect benefits or inaccurate information on which they base their decisions.	Potential and negative	End users and beneficiaries
Risk	If data quality is insufficient, participants may receive incorrect or incomplete information about their entitlements or benefits during the transition to and implementation of the new pension system.	Potential	N/A
Data security of market-sensitive information			
Risk	Weaknesses in security may lead to a successful cyberattack in which confidential (client) information is stolen, potentially resulting in privacy breaches, identity theft and disruption of communication and business processes.	Potential	N/A
Data privacy of participants and employees			
Impact	Careless handling of and insufficient protection of the personal data of employees and participants may negatively affect the privacy of those employees and participants.	Negative	Our own organisation and end users and beneficiaries
Risk	A data breach or GDPR violation at the organisation or an external party may lead to increased public and regulatory scrutiny regarding data security within the sector and/or intensified supervision of the organisation.	Potential	N/A

Our approach to high-quality data quality

Policy

Our data quality policy ensures that data is accurate, complete, timely, reliable, consistent and coherent through clear agreements between data owners and users, strict controls, continuous monitoring of data quality and an active issue management process. The objective is to minimise errors in operations and service delivery, so that the participants of our clients and other stakeholders can rely on correct information and accurate benefit payments.

Issues relating to data quality are registered and resolved in accordance with our incident management policy. We have included data quality as a separate risk within our risk policy, applying a low risk appetite. Key risk indicators (KRIs) and their associated bandwidths determine the risk assessment. In the event of deviations, the relevant business unit management takes measures to return within the established risk appetite.

For the implementation of the Wtp, the Dutch Federation of Pension Funds (Pensioenfederatie) developed the Data Quality Framework. This framework contains guidelines and responsibilities for assessing data quality prior to transferring the participants of our clients into the new pension system. As a pension services provider, we followed these guidelines. DNB subsequently assessed whether the pension funds met the Wtp requirements for the transition process.

What did we do in 2025?

Our focus was on the continuous monitoring of critical data elements relevant to the transition: the stay clean phase of the Data Quality Framework. DNB's partial assessment of data quality for the transition was completed for all pension funds.

The internally used KRIs for data quality are broader in scope than the requirements for the transition alone. With only a few exceptions, these KRIs remained within the established low-risk threshold.

In preparation for further professionalisation and increased efficiency, we explored developments in the market for supporting data quality tools. This included looking at new and additional possibilities, such as automated and AI-supported anomaly detection, monitoring of data flows and transformations, and ensuring that data remains reliable and fit for purpose, for example for data science and analytics applications.

What are our plans for 2026 and beyond?

We will strengthen our data quality management by implementing these new and additional capabilities and integrating them into our existing data infrastructure.

How we ensure the data security of market-sensitive information

Policy

To safeguard the data security of market-sensitive information, we apply an integrated information security policy. This policy is based on the international security standard ISO 27001, our internal information policy and our own security principles. The objective is to protect the availability, integrity and confidentiality of information.

We do this through a layered security approach, risk assessments and continuous monitoring.

The policy focuses, among other things, on strict access controls, clear procedures for incident handling and regular audits to identify and mitigate vulnerabilities in a timely manner.

The **ISO 27001 certificate** formed an important part of our information security assurance. However, this certification only assesses the design and existence of our Information Security Management System (ISMS), not its operational effectiveness. As our clients require assurance regarding the effectiveness of the control measures within our ISMS, the certification was discontinued as of 1 November 2025.

Assurance regarding the effectiveness of our control measures is provided through ISAE 3402 and Standard 3000A reports, which we prepare and share with clients upon request. In addition, the DNB Good Practice closely aligns with the ISO 27001 standard. The annual DNB assessment therefore provides additional assurance alongside the assurance reports.

Together, these instruments ensure that we demonstrably comply with relevant standards and client expectations in the field of information security.

What did we do in 2025?

We further strengthened our information security and cybersecurity, including by updating the security strategy based on a renewed cyber risk analysis and revising the information security policy. The effectiveness of the implemented measures was assessed through various internal and external reviews, including a self-assessment based on the DNB Good Practice and the ICT security assessment for DigiD. The outcomes of these assessments were shared with management and our clients.

From 2025 onwards, we have been operating in line with the Digital Operational Resilience Act (DORA). This new framework provides additional guidance for our information security practices.

Increasing employees' knowledge and awareness was an important control measure.

We therefore trained employees in the secure handling of information. We also deployed tools such as **Hoxhunt** to increase awareness of phishing. This resulted in a score of 67% in 2025 (2024: 65%), consistently above the benchmark of 61%.

What are our plans for 2026 and beyond?

Based on the updated security roadmap, we will implement and, where necessary, further strengthen security control measures. The roadmap is regularly reviewed on the basis of threat intelligence and updated where required, ensuring that the measures in place remain appropriate.

We will continue employee awareness activities in the field of (cyber)security in line with the awareness programme and its associated roadmap. From 2026 onwards, the Information Security e-learning module via Hoxhunt will become mandatory for all employees. We will also introduce an indicator for the percentage of completed information security training courses.

How we safeguard the data privacy of employees and participants

Policy

Our privacy policy focuses on protecting the personal data of the participants of our clients and of our current, former and prospective employees. This policy is elaborated in practical agreements and processes, such as conducting Data Protection Impact Assessments (DPIAs) and reporting and handling data breaches.

Our incident management policy focuses, among other things, on preventing, reporting and handling data breaches. The Data Protection Officer (DPO) analyses reported data breaches, identifies trends, advises on structural improvements and acts as the point of contact for both the supervisory authority and individuals with questions or complaints regarding the processing of personal data.

What did we do in 2025?

We implemented further improvements to ensure that personal data is processed in accordance with the General Data Protection Regulation (GDPR). The focus was on first-line ownership, whereby employees and teams themselves take responsibility for complying with privacy rules and resolving any bottlenecks in their day-to-day activities.

This was supported by a network of privacy contacts who were trained to carry out the annual privacy control framework and to identify and follow up on any shortcomings in a timely manner. Over the past year, we further strengthened this network by appointing and training privacy contacts within PGGM Pension Services in The Hague, including for the pension funds PMT and Bpf Koopvaardij.

In addition, a team of privacy lawyers provided legal advice to the first line, for example when carrying out Data Protection Impact Assessments (DPIAs). They were also closely involved in AI-driven innovations.

The DPO supervised the implementation of the privacy policy, provided solicited and unsolicited advice, carried out independent investigations and promoted privacy awareness throughout the organisation. This awareness was further strengthened by establishing privacy as a recurring agenda item in team meetings and management meetings and by offering various GDPR training courses.

As in 2024, we offered a **privacy e-learning** programme in 2025 consisting of short, interconnected lessons for all employees. By continuously making GDPR knowledge available, we aim to maintain lasting privacy awareness. In 2025, 73% of the lessons offered were completed. This percentage was below our ambition. No single clear cause could be identified.

However, it is suspected that the introduction of the methodology used may have caused employees to feel overwhelmed by the volume of e-learning courses. For this reason, a better planning approach has been developed for 2026, and we will take a more active approach to monitoring participation in mandatory training courses, including the privacy e-learning programme.

In the 2024 Sustainability Report, we announced our intention to develop an additional performance indicator: the percentage of data breaches reported to the supervisory authority within the statutory 72-hour period. Following careful consideration, we decided not to introduce this indicator. Reporting on data breaches is still relatively uncommon in the market, and we believe this indicator would raise more questions than it answers.

Our focus remains on complying with GDPR requirements, which have been translated into internal privacy policies. We have a well-established data breach process in place that ensures timely handling and, where necessary, notification to the supervisory authority. This process is periodically monitored and evaluated so that adjustments can be made where required.

What are our plans for 2026 and beyond?

Compliance with the privacy policy and adherence to the GDPR is an ongoing process. In the coming years, we will continue to focus on privacy awareness, first-line ownership and a well-functioning network of privacy contacts. We will also continue to closely monitor technological and societal developments, enabling us, as a privacy-conscious organisation, to adapt where these developments require us to do so.

2.4 ESG: Governance information

2.4.1

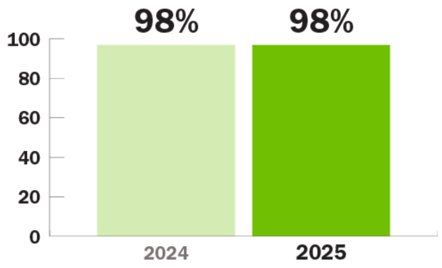
Ethical, integrity-driven and responsible business conduct

Our stakeholders may expect us to promote a culture in which ethical, integrity-driven and responsible behaviour is central, including compliance with applicable laws and regulations and internal codes of conduct. We believe this is essential to safeguarding public trust in our organisation and our services. For this reason, we have established appropriate codes of conduct and related arrangements.

All indicators are presented in **bold** on the following pages, with an explanation provided alongside the relevant figures.

Signed codes of conduct declarations

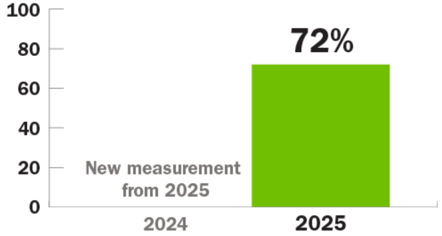
Percentage of employees who have signed the code of conduct declaration



Target 2025: 100%
Target 2026: 100%

Completed code of conduct training

Percentage of employees who successfully completed the training



Target 2025: >60%
Target 2026: >60%

Our ambition

In our role as a service provider, it is essential that our stakeholders place their trust in us. Ethical, integrity-driven and responsible business conduct therefore forms our licence to operate. We consequently pursue an active policy in this area, aiming for a high level of maturity.

Impacts, risks and opportunities

The table below presents the results of our DMA for the theme Ethical, integrity-driven and responsible business conduct.

Impacts, risks and opportunities		Type	Stakeholders
(Potential) conflicts of interest and (suspected) misconduct			
Risk	Secondary positions, gifts, invitations and other situations may lead to (the appearance of) conflicts of interest, potentially resulting in bribery, corruption and conflicts of interest involving employees.	Potential	N/A
Impact	Insufficient protection of whistleblowers reporting (suspected) misconduct may result in social, psychological or financial harm. It may also discourage others from reporting misconduct.	Negative	Suppliers, our own organisation and end users and beneficiaries

Our approach

We report on this sustainability theme in accordance with the ESRS, with a specific focus on the thematic standard ESRS G1: Business conduct for the detailed disclosures. Based on the identified impact and risk within this theme, we have determined which reporting requirements from this standard are relevant to us.

On the following pages, we show how we manage the impact and risk. We describe our approach based on policy frameworks, the actions we carried out in 2025, the indicators we use to monitor our sustainability performance, and our plans for 2026 and beyond.

How we prevent (the appearance of) conflicts of interest and protect whistleblowers reporting (suspected) misconduct

Policy

To promote ethical and integrity-driven conduct within our operations, we have established several policy documents. The Code of Conduct forms the foundation of this framework. The code emphasises the importance of due care, integrity and transparency in our interactions with clients, suppliers and colleagues. Its underlying principles help employees to act ethically in their day-to-day work.

The Code of Conduct is further elaborated in operational policies, such as the conflicts of interest policy, the inducements policy and the Secondary Positions Framework. These policies contain strict rules for reporting (potential) conflicts of interest, limiting gifts and invitations and assessing secondary positions. Together, these policies are aimed at preventing (the appearance of) conflicts of interest.

Through our anti-bribery and anti-corruption policy, we clearly set out the standards of behaviour expected from employees. This policy is aligned with our core values and with relevant laws and regulations, including the United Nations Convention against Corruption.

Employees also have access to the Whistleblowing Framework, which enables them to report misconduct through an internal reporting officer, an anonymous reporting channel or an independent external reporting officer.

Within our risk framework, we also apply policies such as the incident management policy and the risk appetite policy.

These help us to identify, report and manage incidents and risks efficiently. In this way, they contribute to ethical, integrity-driven and responsible business conduct.

What did we do in 2025?

To further support the promotion and management of integrity-driven business conduct through policy, the anti-bribery and anti-corruption policy and the fraud risk management policy were established. In addition, the revised Whistleblowing Framework and the **Code of Conduct** were formally adopted.

Each year, employees are asked to confirm that they are familiar with the Code of Conduct and that they have complied with it during the past year. For 2025, 98% of employees provided this confirmation (2024: 98%). The remaining 2% did not provide confirmation due to circumstances such as long-term illness, vitality leave or an intended departure from the organisation.

We use nanolearnings to continuously raise employees' awareness of our Code of Conduct and related frameworks. This form of learning consists of short, easily digestible modules of just a few minutes, each focused on one specific topic. In 2025, we developed various nanolearnings and shared these with employees, including modules on conflicts of interest, secondary positions, gifts and hospitality, and reporting misconduct. 72% of employees completed these **Code of Conduct training modules**.

During the Integrity Week, held from 17 to 21 November 2025, additional attention was devoted to integrity awareness. We also made integrity a standard part of the onboarding process for new employees and launched the Speak up/Just ask environment on our internal website.

This environment provides information on how to deal with (suspected) misconduct and integrity-related questions.

In September 2025, a dedicated integrity officer also joined the compliance team.

We continuously monitor whether employees act in an ethical, integrity-driven and responsible manner. Incidents, audit findings and potential misconduct, such as bribery and corruption, are collected across the organisation and discussed quarterly within the business units, the CRC (the preparatory risk committee for the EC), the EC, the ARC (the preparatory committee for the Supervisory Board) and the Supervisory Board itself.

In 2025, various additional and proactive controls were carried out to manage the risk of bribery and corruption. This enables potential risks to be identified at an earlier stage, appropriate measures to be taken and incidents to be prevented where possible. This approach is aligned with our core values and with relevant laws and regulations.

In 2025, we identified no incidents within our own operations involving our employees.

What are our plans for 2026 and beyond?

In 2026, we will monitor and report on the extent to which employees have completed the nanolearnings offered. The Time for Integrity workshop will also be offered to management teams within PGGM. This mandatory training focuses on increasing knowledge of integrity frameworks and discussing practical dilemmas.

In addition, an integrity theatre programme with mandatory participation will be organised, featuring recognisable scenarios relating to integrity issues within the different business units.

Finally, several policy documents will be revised, including the Secondary Positions Framework and the conflicts of interest policy.

3. Report of the Supervisory Board

This report describes how the Supervisory Board of PGGM N.V. (PGGM) fulfilled its supervisory, advisory and employer roles in 2025 and the matters in which the Supervisory Board was involved.

Topics discussed

For PGGM and the Supervisory Board, 2025 was characterised by the transition to the new pension system in line with the Future Pensions Act (Wet toekomst pensioenen, Wtp). The Supervisory Board looks back on a year of valuable information sessions, constructive dialogue and extensive discussions on this topic.

A second important and widely discussed transition concerned the move towards 3D investing within Investment Management. A third topic that received extensive attention was PGGM's new governance model, under which the Executive Committee (EC) was dissolved as of 1 January 2026 and the Executive Board was given a more prominent role in strategic steering. The Supervisory Board assessed the proposed governance structure and advised, among other things, on the balance between central steering and the autonomy of the business units.

Pension Services

During all meetings and additional consultations, the Supervisory Board discussed progress on the milestones related to PGGM's ambition to realise a controlled and integrity-driven transition to the new pension system for its clients as of 1 January 2026. In fulfilling its supervisory role, the Supervisory Board paid particular attention to ensuring a careful decision-making process by the Executive Board. At the end of December, the Supervisory Board approved the Executive Board's recommendation to clients to transition to the new pension system on 1 January 2026.

The Supervisory Board also discussed with the Executive Board the implications of the new pension system for PGGM's operations and possible future innovations. The organisational redesign of the pension services chain was also discussed, on which the Supervisory Board provided advice.

Investment management

The Supervisory Board discussed with the Executive Board the organisational redesign of the investment management chain within PGGM. This redesign supports the implementation of the investment policy of Stichting Pensioenfonds Zorg en Welzijn (PFZW), in which return, risk and sustainability (3D) are balanced at total portfolio level, with the aim of achieving stable financial results and long-term value for participants.

This year, developments within PGGM Investment Management that will lead to the transition towards the exclusive (single-client) servicing of PFZW were also discussed. As a consequence of the new governance model, the Supervisory Board of PGGM Investment Management was dissolved as of 1 April 2026.

Vitality in the health and welfare sector

The Supervisory Board monitored progress on PGGM's ambitions for a more vital health and welfare sector through the new Vitality in Health and Welfare business unit and assessed the proposed governance structure. The Supervisory Board observed that PGGM had deployed the knowledge, data, experience and capital jointly available to PGGM and PFZW to contribute to solutions for labour market challenges in the health and welfare sector.

Strategy 2030

At the end of 2022, PFZW and PGGM formulated a joint strategic vision towards 2030, which was updated in 2024. Based on this vision and the (sustainability-related) requirements and expectations of key stakeholders, PGGM developed its own Strategy 2030.

This strategy consists of concrete objectives relating to pension services, investment management, services for the health and welfare sector, internal operations and the working environment.

The Supervisory Board closely monitored the implementation of the strategy in 2025, with particular attention to the preparations for the transition to the new pension system.

Strategic housing

The Supervisory Board monitored the progress of the preparations for the sale of the headquarters building in Zeist and the plans for the redevelopment and future relocation to the new office location, De Nieuwe Tuin in Utrecht.

Other topics

As in previous years, the Supervisory Board discussed the annual report and approved the financial statements. The Supervisory Board also took note of the various quarterly reports (Value, Finance & Control, Risk, Compliance and Internal Audit) and audit and performance reports, including the operational risks addressed therein.

The Supervisory Board devoted attention to culture and leadership within PGGM, which contribute to a more efficient and agile organisation. The Supervisory Board noted with satisfaction that PGGM had adopted a broad approach to inclusive employment practices. Client satisfaction also remained a recurring agenda item.

In addition, the Supervisory Board discussed the impact of the transfer of the pension administration mandates of Pensioenfonds Metaal en Techniek (PMT) and Bedrijfstakpensioenfonds voor de Koopvaardij (Bpf Koopvaardij) to PGGM, which was completed in 2024.

Attention was also devoted to the preparations for the transfer of MN's advisory and actuarial activities to PGGM, which will take place in 2026.

The Supervisory Board concluded that PGGM is in control from a tax perspective and that tax risks are proactively monitored and discussed with the Dutch Tax Authorities. The Supervisory Board also discussed the tax report with the Executive Board.

The Supervisory Board took note of the results of the double materiality assessment conducted by PGGM in 2025 in the context of the expected obligations arising from the Corporate Sustainability Reporting Directive (CSRD). Supervision of compliance with these obligations has been assigned to the Audit, Risk and Compliance Committee (ARC).

Activities of the ARC and the People & Organisation Committee

The Supervisory Board established two preparatory committees from among its members: the Audit, Risk and Compliance Committee (ARC) and the People & Organisation Committee (P&O Committee). These committees advise the Supervisory Board in the performance of its duties and prepare decision-making. Where appropriate, the Supervisory Board may mandate a committee to take decisions. The regulations of both committees are available on the PGGM website.

ARC

In 2025, the ARC consisted of Doede Vierstra (Chair), Henk Broeders, Jan van Rutte (until 14 May 2025) and Daniëlle Melis (from 14 May 2025). The committee met six times during 2025. The CFRO, the directors of Internal Audit, Value, Finance & Control, Risk and Compliance, and the external auditor attended the regular meetings.

As in previous years, the ARC submitted a proposal to the Supervisory Board regarding the engagement of the external auditor for the audit of the financial statements. The ARC also discussed the external auditor's management letter.

The ARC supervised and reviewed the actions of the Executive Board with regard to the integrity and quality of the financial and sustainability reporting and the effectiveness of PGGM's internal risk management and control systems. This included supervision of and review of compliance with relevant laws and regulations and the operation of the PGGM Code of Conduct, including the insider trading framework.

The matters in which the ARC was involved during 2025 are explained below.

Financial reporting and audits

During the regular meetings, the ARC discussed the outcomes of the periodic performance reports and audit reports, including findings and observations with a material impact on the risk profile of PGGM and its affiliated entities. The ARC also discussed the financial reporting and the outcomes of internal and external audits. The ARC monitored the progress of actions taken in response to these findings and noted that more findings were resolved within the agreed timelines than in previous years.

During private sessions, the ARC assessed, among other things, the effectiveness of the internal and external audit process, the performance of the director and department of Internal Audit, and the engagement and evaluation of the external auditor.

Risk management and compliance

At every meeting, PGGM's risk profile was discussed on the basis of reports from Enterprise Risk Management and Compliance.

Both external and internal risks were addressed, including risks related to the organisational redesign and HR-related risks.

As a significant part of PGGM's services is data- and IT-driven, IT and cyber risks were regularly discussed. In 2025, several risk categories temporarily exceeded the established risk appetite. This was mainly due to the preparations for the transition to the new pension system and the pressure this placed on PGGM's regular operations. The ARC discussed the measures proposed by the Executive Board to bring these risks back within the established limits. By the end of 2025, only one risk category remained above the established risk appetite.

Given the scale and impact of the changes during 2025, the ARC emphasised the importance of assessing the available execution capacity in advance when initiating new initiatives and changes, in order to ensure that all ambitions could continue to be realised within the established risk appetite for regular operations.

Compliance with sustainability regulations

The ARC discussed the implementation of the CSRD, including the impact of the omnibus legislation and the outcomes of the double materiality assessment used to determine material sustainability-related impacts, risks and opportunities and the management thereof through policies, actions and sustainability indicators.

Statement on risk management

In 2025, PGGM decided to include the management statement as referred to in the Dutch Corporate Governance Code 2025 in the annual report.

The statement on risk management does not provide absolute assurance, but offers insight into the level of control considered appropriate in light of PGGM's strategy and risk appetite. After discussing the effectiveness of the design and operation of the internal risk management and control systems with the ARC, the Executive Board reports on this to the Supervisory Board. The statement on risk management for 2025 was discussed during the ARC meeting of 7 April 2026.

P&O-committee

In 2025, the People & Organisation Committee (P&O Committee) consisted of Françoise Dings (Chair), Han Busker and Marjanne Sint. The P&O Committee met four times during 2025. As customary, the CEO and the HR Director attended all meetings to provide further explanation on the various topics discussed.

During three of the four meetings, attention was devoted to a strategic P&O theme: the labour market, leadership, and culture and values. The P&O Committee was involved in the reappointment of CEO Edwin Velzel for a third four-year term, the appointment of Daniëlle Melis as a member of the Supervisory Board and the ARC for a four-year term, and the reappointment of Doede Vierstra for a second four-year term. The committee is pleased with their appointments and the continuation of their valuable contribution to PGGM.

The matters in which the P&O Committee was involved during 2025 are explained below.

Assessment and (re)appointment of the Executive Board and succession planning for directors

The P&O Committee advised the Supervisory Board on the annual evaluation of the performance of the Executive Board as a whole and of its individual members. The Supervisory Board assessed the performance of the Executive Board, its individual members and their cooperation, both internally and with the Supervisory Board, positively. The evaluation also addressed the size and composition of the Executive Board.

The annual discussion on succession planning for the Executive Board and the directors did not take place in 2025, but during the first meeting of 2026. While the Executive Board is responsible for succession planning for directors, the Supervisory Board oversees this process in view of PGGM's continuity. Based on the outcomes of this talent review, the quality and potential of PGGM's directors were discussed, also in the context of succession and future planning. In doing so, the P&O Committee also paid attention to the targets relating to the male-female ratio in leadership positions.

Remuneration policy and remuneration

The P&O Committee advised the Supervisory Board on the remuneration of Executive Board members and directors in control functions (Identified Staff), taking into account market competitiveness, internal consistency and the balance between performance and risk.

The P&O Committee also supervised the adjustment of the remuneration of the individual members of the management board of PGGM Investment Management B.V. In line with societal developments, it was decided to abolish the variable remuneration component.

For 2025, the Supervisory Board prepared a remuneration report providing transparent accountability for the implementation of the remuneration policy. This report was discussed by the P&O Committee at the beginning of 2026 and approved by the Supervisory Board. The Supervisory Board concluded that the remuneration policy had been implemented in accordance with policy, legislation and risk frameworks, with transparent accountability to the General Meeting of Shareholders (GMS). The 2025 remuneration report was published on the PGGM website.

Labour market, leadership and integrity

Developments in the labour market, recruitment and PGGM's labour market proposition also received significant attention during 2025. In December 2025, PGGM reached agreement with the trade unions FNV, CNV and De Unie on a new collective labour agreement for 2026 and 2027. The P&O Committee and the Supervisory Board are positive about the agreement reached and note that it enjoys broad support. Finally, the P&O Committee took note of the 2024 annual report of the confidential advisers.

The P&O Committee is responsible for preparing the annual self-assessment of the Supervisory Board. The evaluation for the year 2024 took place in the first quarter of 2025. Preparations for the 2025 evaluation have been completed; the evaluation itself has yet to take place.

Developments within the Supervisory Board

All six members of the Supervisory Board are independent, taking into account the provisions of the Dutch Corporate Governance Code.

In appointing its members, the Supervisory Board aims for a complementary composition. This is laid down in the general profile of the Supervisory Board, which incorporates all relevant aspects of diversity and inclusion.

At year-end 2025, the Supervisory Board consisted of six members, three of whom were women (50%). The target relating to gender diversity was therefore achieved.

The recruitment and selection of Supervisory Board members is based on the Supervisory Board profile, the succession plan and the Supervisory Board competency matrix. The composition of the Supervisory Board is described in this chapter and the retirement schedule can be found here.

In May 2025, in line with the retirement schedule, one resignation, one appointment and one reappointment took place.

As Jan van Rutte's second and final term ended in May 2025, a vacancy arose on the Supervisory Board. The General Meeting of Shareholders (GMS) filled this vacancy through the appointment of Daniëlle Melis as a member of the Supervisory Board with effect from 14 May 2025. The Supervisory Board thanks Jan van Rutte for his commitment and involvement over recent years and is pleased to welcome Daniëlle Melis to the Board. Doede Vierstra was reappointed for a second four-year term.

In February 2026, Doede Vierstra announced that, for personal reasons, he would step down as a member of the Supervisory Board and as Chair of the ARC with effect from the General Meeting of 13 May 2026. The Supervisory Board regrets his departure and expresses its great appreciation for his commitment during his term of office. The Supervisory Board particularly values his important contribution as Chair of the ARC, through which he played a significant role in the development and functioning of the committee.

To safeguard continuity within the Supervisory Board, given that two further vacancies will arise in 2026 in line with the retirement schedule, the desire to maintain a staggered retirement schedule and the short timelines leading up to the General Meeting, Marjanne Sint has agreed to remain in office longer as Chair of the Supervisory Board. To facilitate her reappointment, the articles of association will be amended.

In 2025, the Supervisory Board re-adopted its regulations and general profile, which can be found here. In addition, the Supervisory Board discussed the recruitment procedure for the two vacancies that will arise on the Supervisory Board in 2026. Particular attention was paid to ensuring a complementary composition of the Supervisory Board in terms of expertise and diversity.

Secondary positions and conflicts of interest

A member of the Supervisory Board may only accept a secondary position insofar as it is compatible with the role of Supervisory Board member.

A secondary position may only be accepted after approval by the Chair of the Supervisory Board, following consultation with the Chair of the Executive Board and advice from the Director of Compliance. For the Chair of the Supervisory Board, approval by the Vice-Chair is required, following consultation with the Chair of the Executive Board and advice from the Director of Compliance.

In 2025, no request to take up a secondary position was rejected. The Supervisory Board annually discusses the current secondary positions of both Supervisory Board and Executive Board members. Members of the Supervisory Board must grant prior approval for any new secondary position of an Executive Board member, which is also subject to review by the Compliance department.

In addition, prior to each Supervisory Board meeting, an assessment is made as to whether any attendee has a direct or indirect personal interest in any agenda item that conflicts with the interests of the company and its affiliated entities. No such situation arose in 2025.

An overview of the secondary positions held by Supervisory Board members can be found here.

Attendance at Supervisory Board meetings and additional sessions

In 2025, the Supervisory Board met nine times in total, six of which were regular meetings. In addition, three interim meetings took place focusing on current and urgent matters. Members of the Executive Board attended all meetings. Members of the EC participated in meetings when agenda items fell within their area of responsibility.

Outside these scheduled meetings, several additional sessions were organised, specifically aimed at deepening knowledge of the Wtp, the progress of the Wtp implementation and the decision-making process regarding a controlled transition as of 1 January 2026. During these sessions, the Supervisory Board was extensively informed and given the opportunity to fulfil its supervisory and advisory role.

There was ample opportunity to ask further questions and actively participate in discussions. The Executive Board attended every session. In addition, several meetings included extra attendees, including PGGM colleagues from the first, second and third lines, EC members and a representative of the party providing assurance to clients.

The Supervisory Board receives the minutes of the ARC and the P&O Committee and has access to the related meeting documents. During Supervisory Board meetings, the Chairs of the ARC and the P&O Committee provide an oral report-back on the matters discussed.

The Supervisory Board also receives the minutes of meetings of other bodies within PGGM, such as the Works Council, the Cooperative Board and the Supervisory Board of PGGM Investment Management B.V.

Members of the Supervisory Board who are not members of the ARC or the P&O Committee have a standing invitation to attend meetings of these committees. In 2025, in addition to the formal meetings, the CEO and the Chair of the Supervisory Board, as well as the CFRO and the Chair of the ARC, maintained regular contact regarding current matters and the preparation of meetings.

Composition of the Supervisory Board and committees, and attendance rates of the respective members at meetings

Attendance rates for meetings of the Supervisory Board, ARC and P&O Committee

	Supervisory Board	ARC	P&O-committee
Number of meetings	9	6	4
Marjanne Sint	100% (voorzitter)	N/A	100%
Henk Broeders	100% (vicevoorzitter)	100%	N/A
Han Busker	100%	N/A	75%
Françoise Dings	88,9%	N/A	100% (Chair)
Daniëlle Melis (from 14 May 2025)	100%	100%	N/A
Jan van Rutte (until 14 May 2025)	100%	100%	N/A
Doede Vierstra	100%	100% (Chair)	N/A

Performance of the Supervisory Board

The Supervisory Board believes that continuous education makes an important contribution to the functioning of the Board. This is reflected in its own education plan. In 2025, several additional sessions took place that were used to deepen knowledge of the Wtp, the progress of the Wtp implementation and a controlled transition as of 1 January 2026, including a permanent education session.

Supervisory Board members, together with board members of PGGM Coöperatie and PFZW, participate in governance modules organised by PGGM.

These modules take place four times a year and focus on current developments within the business units Pension Services, Investment Management, Vitality in Health and Welfare, and Information, Finance & Control.

In 2026, the Supervisory Board will, under external guidance, reflect on its own performance during 2025.

Relationship with stakeholders

In addition to the regular meetings, the Chair and other members of the Supervisory Board maintained regular contact with the Executive Board throughout 2025.

Members of the Supervisory Board also had contact on several occasions with the other members of the EC, members of the Works Council, employees, clients and stakeholders both within and outside PGGM. The purpose of these interactions was to maintain a good understanding of developments and sentiments within PGGM's various groups, bodies, stakeholders and clients. Strategic and operational matters were discussed during these conversations.

To maintain a good understanding of developments at PFZW, consultations took place twice in 2025 between the Chairs of the Supervisory Board and Executive Board, the Supervisory Board of PFZW, the PFZW Board, the PFZW Executive Office and the Board of PGGM Coöperatie. These meetings focused on shared current affairs, developments and strategy.

A delegation of the Supervisory Board also held stakeholder discussions with the boards of PFZW and Pensioenfonds Metaal en Techniek. In the context of the Wtp, discussions also took place with the boards of Bedrijfstakpensioenfonds Koopvaardij and Stichting Pensioenfonds voor Personeelsdiensten.

In 2025, an introductory meeting also took place with the management board and supervisory board members of pension administrator APG. During this meeting, experiences with the implementation of the Wtp and confidence in the pension system were discussed.

Relationship with the shareholder

Contact between the Supervisory Board and the shareholder, PGGM Coöperatie, mainly took place during the annual General Meeting of Shareholders. The Supervisory Board discussed developments within PGGM with (a delegation of) the shareholder's board and aligned changes in its composition and governance developments with the shareholder.

In addition, the boards of PFZW, PGGM Coöperatie and the Supervisory Board met twice in 2025 during so-called ONE agenda meetings. During the spring meeting, participants jointly reflected on the theme Informal caregiving: where the pension gap and the care gap intersect. The theme of the autumn meeting was Vitality and sense of community.

Three Supervisory Board members attended the spring meeting, while four Supervisory Board members participated in the autumn meeting.

Relationship with the Works Council

The Supervisory Board and the Works Council value good mutual relations, both formal and informal. In spring 2025, the annual three-council meeting took place between the Works Council, the Supervisory Board and the EC. During this meeting, PGGM's core values — trust, teamwork and innovation — were central themes.

In addition, a delegation of the Supervisory Board attended the annual general affairs meeting of the Works Council, and a stakeholder dialogue took place between delegations of the Works Council and the Supervisory Board.

In May 2025, the General Affairs Committee (GAC) of the Works Council and the GAC of the Cooperative Board held an introductory meeting with Daniëlle Melis in connection with her appointment as Supervisory Board member as of 14 May 2025.

Relationship with the external accountant

The Supervisory Board and the ARC experienced the cooperation with the external auditor, PricewaterhouseCoopers Accountants N.V. (PwC), as positive during 2025. The external auditor attended all ARC meetings and the Supervisory Board meeting at which the annual accounts were discussed.

The contribution made by PwC during these meetings and the sharing of findings were appreciated by both the Supervisory Board and the ARC. The Supervisory Board and the ARC discussed PwC's findings arising from the year-end audit and the management letter and requested attention for the follow-up and recording of recommendations within the internal systems.

Relationship with Internal Audit

During 2025, the Supervisory Board maintained regular contact with the internal audit function (Internal Audit). Internal Audit reports to the ARC and has direct access to this committee. The ARC and the Supervisory Board discussed the key themes arising from the audit reports and the role of Internal Audit in strategic projects. They also approved the 2025 annual audit plan.

The Supervisory Board has a positive view of Internal Audit and observed that cooperation between the department, the Director of Internal Audit and PwC functioned well during 2025. The Director of Internal Audit attended all ARC meetings.

The annual audit plan and audit reports provided the ARC and the Supervisory Board with a good understanding of the internal control of business activities and processes.

The ARC and the Supervisory Board assessed the effectiveness of the internal and external audit processes and identified areas for improvement relating to IT controls, monitoring and the assessment of external service providers. The Supervisory Board closely monitored and assessed the progress of the implementation of the new IT risk framework.

Proposal to the General Meeting of PGGM (PGGM Coöperatie)

In accordance with the provisions of PGGM's articles of association and regulations, the Supervisory Board discussed the annual accounts, approved PGGM's 2025 financial statements, including the Supervisory Board report and remuneration report contained therein, and, following advice from the ARC, resolved that the members of the Supervisory Board would co-sign the financial statements.

The Supervisory Board discussed these documents with the Executive Board, the Internal Audit department and the external auditor (PricewaterhouseCoopers Accountants N.V.), and took note of the unqualified auditor's opinion issued by PricewaterhouseCoopers Accountants N.V. in respect of PGGM's 2025 financial statements.

The Supervisory Board proposes that the General Meeting adopt PGGM's 2025 financial statements and grant discharge to the members of the Executive Board for the management conducted during the financial year. In addition, the Supervisory Board requests that the General Meeting grant discharge to the members of the Supervisory Board for the supervision exercised.

Finally

2025 was a special year, in which PGGM worked with great dedication towards the transition to the new pension system as of 1 January 2026. The Supervisory Board thanks all PGGM employees for their hard work, commitment and flexibility.

Zeist, 14 April 2026

The Supervisory Board,

Marjanne Sint, voorzitter	Françoise Dings
Henk Broeders, vicevoorzitter	Daniëlle Melis
Han Busker	Doede Vierstra

4. Financial Statements

4.1 Consolidated financial statements

Consolidated balance sheet as of 31 December 2025, before profit appropriation (amounts in thousands of euros)

Assets	Ref	31 dec 2025	31 dec 2024
Fixed assets			
Intangible fixed assets	**4.1.3**	100	174
Property, plant and equipment	**4.1.4**	36,960	38,539
Financial fixed assets	**4.1.5**	14,817	17,344
Total fixed assets		**51,877**	**56,057**
Current assets			
Receivables	**4.1.6**	35,194	44,053
Securities	**4.1.7**	79,296	117,878
Cash and cash equivalents	**4.1.8**	218,721	150,523
Total current assets		**333,211**	**312,454**
Total assets		**385,088**	**368,511**

Liabilities	Ref	31 dec 2025	31 dec 2024
Equity	**4.1.9**		
Paid-up and called capital		200	200
Share premium reserve		158,712	158,712
Other reserves		75,543	83,829
Undivided results		6,868	-8,286
Total equity		**241,323**	**234,455**
Provisions			
Provisions	**4.1.10**	24,040	29,384
Total provisions		**24,040**	**29,384**
Non-current liabilities			
Non-current liabilities	**4.1.11**	2,722	-
Total non-current liabilities		**2,722**	**-**
Current liabilities			
Current liabilities	**4.1.12**	117,003	104,672
Total current liabilities		**117,003**	**104,672**
Total liabilities		**385,088**	**368,511**

Consolidated income statement for 2025 (amounts in thousands of euros)			
	Ref	**2025**	**2024**
Management fees	**4.1.14**	515,299	432,352
Other income	**4.1.14**	2,604	2,203
Total operating income		**517,903**	**434,555**
Expenses for outsourced work and external hiring	**4.1.15**	103,339	96,939
Personnel expenses	**4.1.16**	301,100	251,491
Amortisation of intangible fixed assets and depreciation of property, plant and equipment	**4.1.17**	3,795	22,370
Automation expenses	**4.1.18**	76,716	61,624
Other operating expenses	**4.1.19**	27,314	21,483
Total operating expenses		**512,264**	**453,907**
Operating result		**5,639**	**-19,352**
Financial income	**4.1.20**	5,910	9,366
Financial expenses	**4.1.20**	-326	-186
Result before taxes		**11,223**	**-10,172**
Taxes	**4.1.21**	-3,120	2,211
Share of results of participating interests	**4.1.5**	-327	-325
Result on disposal of participating interests	**4.1.5**	-908	
Result after taxes		**6,868**	**-8,286**

Consolidated cash flow statement for 2025 (amounts in thousands of euros)			
	Ref	2025	2024
Cash flow from operating activities			
Operating result		5,639	-19,352
Adjustments for:			
Amortisation, depreciation, and impairments	**4.1.3, 4, 17**	3,795	22,370
Changes in (in)tangible fixed assets	**4.1.3, 4**	-	-
Changes in financial fixed assets	**4.1.5**	1,622	-2,681
Changes in receivables	**4.1.6**	8,553	2,115
Changes in provisions	**4.1.10**	-5,630	3,978
Changes in non-current liabilities	**4.1.11**	2,722	-
Changes in current liabilities	**4.1.12**	9,211	22,536
Cash flow from operating activities		**25,912**	**28,966**
Received interest		5,910	9,366
Paid interest		-360	-186
Cash flows from finance income and finance costs		**5,550**	**9,180**
Total cash flow from operating activities		**32,088**	**38,146**

Consolidated cash flow statement for 2025 (amounts in thousands of euros)	Ref	2025	2024
Cash flow from investment activities			
Additions and acquisitions of:			
Intangible fixed assets	**4.1.3**	-96	-
Property, plant, and equipment	**4.1.4**	-2,046	-2,056
Participating interests	**4.1.5**	-330	-400
Disposals, repayments and sales:			
Intangible fixed assets	**4.1.3**	-	-
Property, plant and equipment	**4.1.4**	-	-
Participating interests	**4.1.5**	-	-
Total cash flow from investment activities		**-2,472**	**-2,456**
Cash flow from financing activities			
Dividend paid	**4.1.9**	-	-16,000
Total cash flow from financing activities		**-**	**-16,000**
Net cashflow		**29,616**	**19,690**
Changes in cash and cash equivalents			
Cash and cash equivalents (incl. securities) at beginning of the period	**4.1.7, 8**	268,401	248,711
Cash and cash equivalents (incl. securities) at end of the period	**4.1.7, 8**	298,017	268,401
Changes in cash and cash equivalents		**29,616**	**19,690**

Notes to the statement of cash flows (2025)

The disposal of the interest in Design Authority B.V. and the simultaneous acquisition of a minority interest in Net Purpose Ltd. took place in 2025 by means of a share exchange. This non-cash investing activity is further explained in note 5, Financial fixed assets.

4.1.1 General notes

Information on PGGM N.V

PGGM N.V. (PGGM) was established on 20 July 2007 and has its registered office and principal place of business at Noordweg Noord 150 in Zeist, the Netherlands. All shares in PGGM are held by PGGM Coöperatie U.A. (PGGM Coöperatie). In accordance with Article 2 of its Articles of Association, PGGM's objectives are as follows:

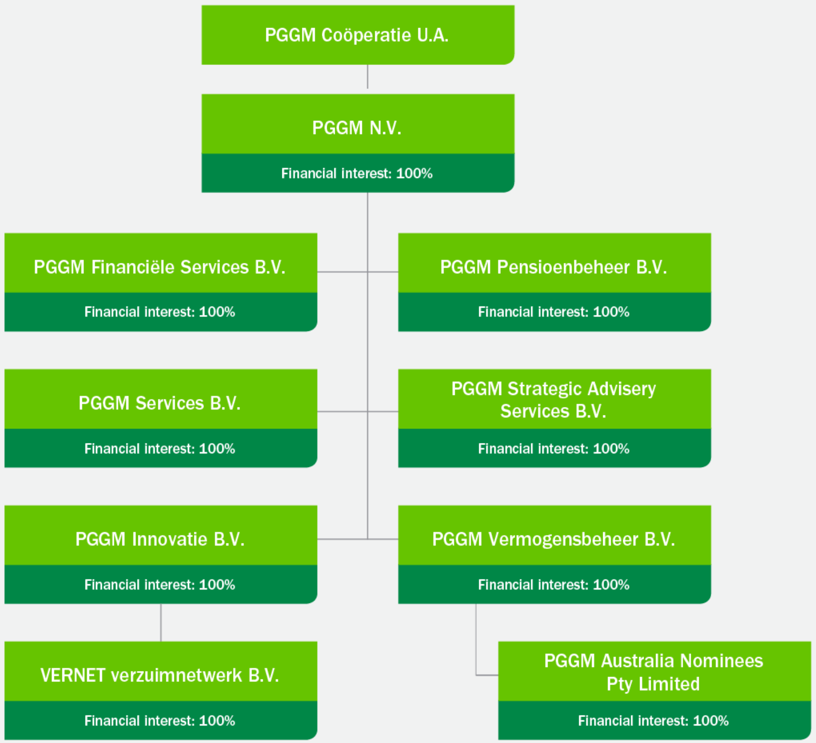
a. to perform or cause performance of (i) the administrative management of prescribed pension entitlements and pensions in payment and (ii) the implementation of prescribed pension entitlements and pensions in payment, both in the broadest sense;
b. to perform or cause performance of asset management in the broadest sense;
c. to perform work that focuses on the development, sale or implementation of additional income provisions, insofar as they are not already included in a collective pension scheme, including the related information provision, consultancy and services, all in the broadest sense, for the sector in which work is performed in relation to health, mental and social interests, including services in the form of physical, mental or social care or assistance;
d. to offer or cause the offering of services, including, but not limited to, services in respect of the collection of premiums, financial administration, board support and substantive advice to social funds that are affiliated with clients of the company;
e. to participate in, to take an interest in any other way in and to conduct the management of other business enterprises, of whatever nature, to finance other persons and to give security, give guarantees and bind itself in any other manner for debts of other persons and finally to do everything related or possibly conducive to the foregoing, in the broadest sense.

Group structure

PGGM is a holding company that has been active since 1 January 2008 through participations in the fields of administrative support, policy advisory, pension administration, and asset management. PGGM operates as a structured company and is the holding company of eight (in)direct subsidiaries and one minority interest. Together with its shareholder, PGGM Coöperatie, it forms the PGGM Group. The financial statements of PGGM are consolidated in the financial statements of PGGM Coöperatie, which has its statutory seat and offices in Zeist.

The overview on the following page shows the legal structure of PGGM Coöperatie, PGGM, and its (in)direct subsidiaries and participations. In designing the legal structure, a deliberate choice was made to assign the various licences to separate entities, in order to create maximum clarity regarding the conditions attached to those licences and the supervision thereof. PGGM Vermogensbeheer B.V. and PGGM Financiële Services B.V. hold a licence from the Netherlands Authority for the Financial Markets (AFM).

Group structure as at 31 December 2025



Article 403 Declaration

The following six (sub)subsidiaries within the PGGM Group make use of the group exemption regime under article 2:403 of the Dutch Civil Code:

- PGGM Financiële Services B.V.
- PGGM Pensioenbeheer B.V.
- PGGM Services B.V.
- PGGM Strategic Advisory Services B.V.
- PGGM Innovatie B.V.
- VERNET verzuimnetwerk B.V.

In this context, PGGM has issued a liability statement on behalf of these entities as referred to in paragraph f of article 2:403 of the Dutch Civil Code (403 declaration). As a result of the application of article 2:403 of the Dutch Civil Code, these subsidiaries are exempt from preparing and publishing a separate management report and from filing a separate set of financial statements.

PGGM Financiële Services B.V.

PGGM Financiële Services B.V. (Financiële Services) is a financial services provider offering financial products and services from strategic partners to members of PGGM Coöperatie.

AFM licence

Financiële Services holds a licence under the Dutch Financial Supervision Act (Wft) from the Dutch Authority for the Financial Markets (AFM) to advise on (Section 2:75 Wft) and mediate in (Section 2:80 Wft) current accounts, consumer credit, electronic money, mortgage loans, income protection insurance, non-life insurance (both private and commercial), savings accounts, assets and health insurance.

PGGM Pensioenbeheer B.V.

The pension administration activities are carried out by PGGM Pensioenbeheer B.V. (PGGM Pensioenbeheer), where client management and pension administration services are performed.

PGGM Services B.V.

PGGM Services B.V. (PGGM Services) focuses on offering products and services to current and former employees in the health and welfare sector, and their partners. These products and services contribute to strengthening their personal and financial wellbeing and encourage mutual connection.

PGGM Strategic Advisory Services B.V.

PGGM Strategic Advisory Services B.V. (PSAS) provides board support services (including accountability, reporting and relationship management) and advisory services to institutional clients, with a focus on investment policy, pension policy, and fiduciary, financial and actuarial advisory services.

PGGM Innovatie B.V.

PGGM Innovatie B.V. (PGGM Innovatie) focuses on innovation projects within the health and welfare sector.

An important product is the Toekomstverkenner, which enables participants and their partners to jointly collect personal financial information, such as income, mortgages and savings.

VERNET verzuimnetwerk B.V.

VERNET verzuimnetwerk B.V. (Vernet) aims to collect and make available nationwide information on absenteeism and financial risks. In addition, Vernet provides a network and platform for knowledge sharing, advice and support in the areas of absenteeism, absenteeism prevention and sustainable employability. PGGM Innovation is Vernet's sole shareholder.

PGGM Vermogensbeheer B.V.

The investment management activities are carried out by PGGM Vermogensbeheer B.V. (PGGM Vermogensbeheer). This entity provides fiduciary and asset management services to PFZW.

AFM licence

PGGM Vermogensbeheer holds an AIFM licence issued by the AFM pursuant to Section 2:67 of the Dutch Financial Supervision Act (Wft), enabling it, as from 4 April 2014, to act as manager of an investment institution within the meaning of Section 1:1 Wft. The licence is limited to offering participation rights to professional investors.

Under Section 2:67a(2) Wft, PGGM Vermogensbeheer is also permitted under the aforementioned AIFM licence to perform the following activities or provide the following services:

- managing individual portfolios;
- providing professional advice on financial instruments;
- professionally receiving and transmitting client orders relating to financial instruments.

PGGM Australia Nominees Pty Limited

PGGM Vermogensbeheer is the sole shareholder of PGGM Australia Nominees Pty Limited (PAN). The shares were acquired on 13 May 2009, as a result of which the assets, liabilities and result are fully included in these financial statements.

Participating interests over which significant influence is exercised

Design Authority B.V.

Until 27 October 2025, PGGM Vermogensbeheer held a 25% interest in Design Authority B.V.

As significant influence existed but no controlling interest, the participating interest was not consolidated and was measured at net asset value.

Participating interests over which no significant influence is exercised

Net Purpose Ltd.

As at 27 October 2025, in exchange for the sale of the shares in Design Authority B.V., PGGM Vermogensbeheer acquired a 2.8% interest in Net Purpose Ltd. PGGM Vermogensbeheer does not exercise significant influence due to the limited shareholding and the absence of policy-setting rights. Consequently, the participating interest is not consolidated and is recognised as a participating interest without significant influence.

PGGM's clients

PGGM administers the pension scheme and manages communications with employers and participants for Stichting Pensioenfonds Zorg en Welzijn (PFZW), Stichting Pensioenfonds voor Personeelsdiensten (StiPP) and Stichting Bedrijfstakpensioenfonds voor het Schilders-, Afwerkings- en Glaszetbedrijf (BPF Schilders).

PGGM manages the pension assets of PFZW and invests the collective pension assets of participants of BPF Schilders, Stichting Pensioenfonds Smurfit Kappa Nederland and part of the pension assets of Stichting Pensioenfonds voor Huisartsen (SPH) and Stichting Bedrijfstakpensioenfonds voor de Particuliere Beveiliging (Bpf Beveiliging).

Since 1 July 2024, PGGM has administered the pension schemes and managed communications with employers and participants for Pensioenfonds Metaal en Techniek (PMT) and Bedrijfstakpensioenfonds Koopvaardij (Bpf Koopvaardij), which PGGM acquired from MN Services N.V. (MN). The employees involved in pension administration and IT development for MN's pension business joined PGGM as from that date. MN manages the pension assets of PMT and Bpf Koopvaardij.

4.1.2 Accounting policies

Accounting policies for financial reporting

Reporting period

These financial statements relate to the 2025 financial year, covering the period from 1 January 2025 to 31 December 2025.

Statement of compliance and applied standards

The financial statements have been prepared in accordance with the provisions of Part 9, Book 2 of the Dutch Civil Code and the Dutch Accounting Standards (RJ), as issued by the Dutch Accounting Standards Board. References included in the balance sheet, statement of income and statement of cash flows refer to the notes relating to the respective items in the financial statements.

Simplified company statement of income

The financial information of PGGM and its subsidiaries is included in the consolidated financial statements. Accordingly, in accordance with Section 2:402 of the Dutch Civil Code, the company statement of income includes only the result from participating interests after deduction of taxes and the result of the parent company.

Going concern

The financial statements have been prepared on a going concern basis, assuming that PGGM is able, and will continue to be able, to carry out its normal business activities in the foreseeable future.

Functional and presentation currency

The financial statements are presented in euros, which is also PGGM's functional currency. All financial information in euros has been rounded to the nearest thousand, unless stated otherwise.

As a result, rounded amounts may in some cases not add up to the rounded total.

Comparison with the previous year

The accounting policies for valuation and determination of result applied are unchanged compared with the previous year.

Use of estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expenses. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised in the period in which the estimate is revised and in future periods affected by the revision.

Management estimates mainly relate to the valuation of provisions. Where changes in estimates occur, these are disclosed in the notes to the relevant financial statement items.

Where necessary to provide the insight required under Section 2:362(1) of the Dutch Civil Code, the nature of these judgements and estimates, including the related assumptions, is disclosed in the notes. No significant changes in estimates occurred during the 2025 financial year.

Accounting policies for consolidation

The consolidated financial statements include the financial information of PGGM, its group companies and other legal entities over which PGGM can exercise control or which are managed under central direction. Group companies are participating interests in which PGGM holds a majority interest or over which it can otherwise exercise a controlling influence.

In determining whether a controlling influence can be exercised, financial instruments containing potential voting rights that can be exercised directly are taken into account.

Participating interests acquired with the intention of disposal in the near future are not consolidated and are recognised as financial fixed assets. Newly acquired participating interests are included in the consolidation from the date of acquisition, when control can be exercised. Disposed participating interests remain included in the consolidation until control is lost.

Acquisition and disposal of group companies

The results and identifiable assets and liabilities of acquired companies are included in the consolidated financial statements from the acquisition date. The acquisition price comprises the agreed amount in cash or cash equivalents, increased by directly attributable costs. If the acquisition price exceeds the fair value of the identifiable assets and liabilities, the difference is recognised as goodwill under intangible fixed assets. If the acquisition price is lower than fair value, the difference is presented as negative goodwill.

Consolidation method

The consolidated financial statements are prepared using uniform accounting policies for valuation and determination of result throughout the group.

Intercompany liabilities, receivables, transactions and unrealised profits within the group are eliminated. Group companies are fully consolidated, with any non-controlling interests presented separately where applicable. The accounting policies of group companies and other legal entities included in the consolidation are adjusted where necessary to align with the accounting policies applied for consolidation purposes.

All companies included in the consolidation are under the control of PGGM. These consolidated financial statements relate to PGGM and its group companies.

Companies		
Name	**Registered office**	**Share in issued capital**
PGGM Australia Nominees Pty Limited[1]	Sydney, Australia	100%
PGGM Financiële Services B.V.	Zeist, the Netherlands	100%
PGGM Innovatie B.V.	Zeist, the Netherlands	100%
PGGM Pensioenbeheer B.V.	Zeist, the Netherlands	100%
PGGM Strategic Advisory Services B.V.	Zeist, the Netherlands	100%
PGGM Services B.V.	Zeist, the Netherlands	100%
PGGM Vermogensbeheer B.V.	Zeist, the Netherlands	100%
VERNET verzuimnetwerk B.V. [2]	Amsterdam, the Netherlands	100%

Related parties
Related parties are all legal entities over which PGGM can exercise control, joint control or significant influence, as well as legal entities that exercise control, joint control or significant influence over PGGM.

In addition, related parties include the statutory members of the Management Board, members of the Supervisory Board, other key management personnel of PGGM or PGGM Coöperatie, as well as their close family members.

Material transactions with related parties are disclosed to the extent that these have not been entered into under normal market conditions. The nature of the relationship with the related party, the extent of the transactions and any other information necessary to provide insight into PGGM's financial position are disclosed.

Recognition and measurement
Assets and liabilities are generally measured at historical cost or production cost, or at fair value. Where no specific accounting policy is stated, measurement takes place at historical cost.

An asset is recognised in the balance sheet when it is probable that the future economic benefits attributable to the asset will flow to PGGM and the value of the asset can be measured reliably.

A liability is recognised in the balance sheet when it is probable that settlement of the obligation will result in an outflow of resources and the amount can be measured reliably.

If a transaction results in all or substantially all future economic benefits and risks relating to an asset or liability being transferred to a third party, the asset or liability is no longer recognised in the balance sheet.

[1] PGGM Australia Nominees Pty Limited is a wholly owned subsidiary of PGGM Vermogensbeheer B.V.

[2] VERNET verzuimnetwerk B.V. is a wholly owned subsidiary of PGGM Innovatie B.V.

Assets and liabilities are no longer recognised in the balance sheet from the moment the conditions relating to the probability of future economic benefits and the reliable measurement of value are no longer met.

Foreign currency transactions

Transactions denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing on the transaction date upon initial recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate prevailing at the reporting date. Exchange differences arising from this translation are recognised in the statement of income.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at historical cost are translated at the exchange rate prevailing on the transaction date. Non-monetary assets and liabilities measured at fair value are translated at the exchange rate prevailing at the date the fair value is determined. Any translation differences are recognised in accordance with the accounting treatment of the change in value of the underlying asset or liability.

The assets, liabilities, income and expenses of participating interests included in the consolidation that have a functional currency different from the presentation currency are translated at the exchange rate prevailing at the reporting date.

The resulting translation differences are recognised directly in equity within the statutory translation reserve.

Fair value

Fair value is the amount for which an asset could be exchanged or a liability settled between knowledgeable, willing parties acting at arm's length.

The fair value of financial instruments recognised in the balance sheet under securities, cash and cash equivalents, current receivables and current liabilities approximates their carrying amount.

The securities mainly consist of money market funds, which are measured at fair value with changes in value recognised in the statement of income. PGGM does not use derivative financial instruments and does not apply hedge accounting.

Accounting policies for the valuation of assets and liabilities

Fixed assets

Intangible fixed assets

Intangible fixed assets are recognised in the balance sheet when it is probable that the future economic benefits attributable to the asset will flow to PGGM and the cost of the asset can be measured reliably.

Intangible fixed assets are measured at acquisition cost or production cost, less amortisation. Impairment losses are recognised where applicable, which is the case when the carrying amount of the asset (or the cash-generating unit to which it belongs) exceeds its recoverable amount.

Intangible fixed assets are initially recognised at acquisition cost. For the assessment of whether an intangible fixed asset is subject to impairment, reference is made to the section 'Impairment of fixed assets'.

Internally developed software

Costs relating to internally developed software are capitalised to the extent that they relate to commercially and technically feasible projects. Internally developed software is measured at production cost less accumulated amortisation and impairment losses. Production cost mainly comprises salary costs of the personnel involved.

The capitalised costs are amortised after completion of the development phase (when the asset is available for use) over the expected useful life, which is generally five years. Amortisation is recognised on a straight-line basis.

Research costs and other development costs are recognised in the statement of income in the period in which they are incurred. A statutory reserve is formed for the unamortised portion of the capitalised development costs.

Software

Software is measured at acquisition cost or production cost, less accumulated amortisation and any impairment losses.

These assets are amortised on a straight-line basis over the estimated useful economic life of up to five years, taking into account any contractual term. Residual value is assumed to be nil.

Goodwill

Goodwill represents the positive difference between the acquisition price and the fair value (initial measurement) of the acquired assets and liabilities at the acquisition date. Goodwill is amortised on a straight-line basis over its useful economic life, which is generally ten years.

Property, plant and equipment

Buildings and land

Buildings and land are measured at historical cost less accumulated depreciation and any impairment losses where the carrying amount exceeds the recoverable amount.

Depreciation is calculated on a straight-line basis as a percentage of acquisition cost, based on the useful economic life and taking into account the residual value of the individual assets. Where significant components of buildings can be distinguished and have different useful economic lives, these components are depreciated separately.

Land is not depreciated. Depreciation commences when an asset is available for its intended use and ceases upon disposal or derecognition.

Costs relating to major maintenance and replacement of (parts of) buildings are capitalised if these result in an extension of the useful life or future economic benefits; other maintenance and repair costs are recognised directly in the statement of income.

Plant and equipment

Operational installations are measured at acquisition cost less accumulated depreciation.

These assets are depreciated on a straight-line basis over the estimated useful economic life of five to ten years, limited by the contractual term. Residual value is nil.

Other operating assets

Other operating assets include inventory, computer hardware and artwork.

These assets are measured at acquisition cost less accumulated depreciation and any impairment losses. The assets are depreciated on a straight-line basis over the estimated useful economic life of five to ten years. Residual value is assumed to be nil. Artwork is not depreciated.

Financial fixed assets

Participating interests over which significant influence is exercised

Participating interests over which significant influence can be exercised on the business and financial policies are measured at net asset value.

In determining whether significant influence can be exercised, all relevant facts and circumstances and contractual relationships (including potential voting rights) are taken into account.

If PGGM holds more than 20% but less than 50% of the shares, it is presumed that significant influence exists. If more than 50% of the shares are held, control is generally presumed to exist, in which case consolidation takes place. The accounting policies of PGGM are applied in determining net asset value.

Results on transactions involving transfers of assets and liabilities between PGGM and its participating interests, or between participating interests themselves, are eliminated to the extent that these can be considered unrealised.

Participating interests with a negative net asset value are measured at nil. If PGGM guarantees all or part of the liabilities of the participating interest, or has a constructive obligation to provide financial support, a provision is recognised.

This provision is first deducted from receivables from the participating interest and the remaining amount is recognised under provisions.

The initial measurement of acquired participating interests is based on the fair value of the identifiable assets and liabilities at the acquisition date. For subsequent measurement, the accounting policies applied in these financial statements are used, based on the values at initial recognition.

Participating interests over which no significant influence is exercised

Participating interests over which no significant influence is exercised are measured at acquisition cost or fair value. Dividends declared by the participating interest during the reporting year are recognised in the statement of income; dividends not distributed in cash are measured at fair value at the distribution date.

In the event of impairment, the participating interest is measured at recoverable amount (fair value less costs to sell), with the impairment recognised in the statement of income.

Where it is certain that the participating interest will be disposed of in the near future and the criteria for classification as held for sale are met, measurement takes place at the lower of carrying amount and fair value less costs to sell.

Deferred tax assets

Deferred tax assets are recognised for tax loss carry-forwards and temporary differences between the valuation of assets and liabilities under tax regulations on the one hand and the accounting policies applied in these financial statements on the other. These assets are recognised to the extent that it is probable that sufficient future taxable profit will be available against which the temporary differences and tax losses can be utilised.

Deferred tax assets are calculated using the tax rates applicable at the end of the reporting year, or rates enacted for future years, and are measured at nominal value.

Impairment of fixed assets

At each reporting date, an assessment is made as to whether there are indications that tangible and intangible fixed assets may be impaired. If such indications exist, the recoverable amount of the asset is estimated. The recoverable amount is the higher of value in use and net realisable value (fair value less directly attributable selling costs). If the recoverable amount of an individual asset cannot be estimated, it is determined for the cash-generating unit to which the asset belongs.

An impairment exists when the carrying amount of the asset exceeds its recoverable amount. The impairment loss is recognised immediately as an expense in the statement of income.

At the same time, the carrying amount of the asset is reduced. Net realisable value is primarily derived from a binding sales agreement.

If no such agreement exists, net realisable value is determined based on the active market, where the prevailing bid price is generally used as market value. The costs deducted in determining net realisable value are the estimated directly attributable selling costs necessary to complete the sale.

The value in use of an asset or cash-generating unit is determined as the present value of the estimated future cash flows expected to be generated by the asset or unit. The cash flows are based on realistic and supportable projections. Present value is calculated using a discount rate reflecting current market assessments of the time value of money and the specific risks relating to the asset or unit.

An impairment loss recognised in prior periods is reversed only if there has been a change in the estimates used to determine the recoverable amount since the last recognition of the impairment loss. In such cases, the carrying amount of the asset is increased to the estimated recoverable amount, but not above the carrying amount that would have been determined (after depreciation or amortisation) had no impairment loss been recognised in prior years.

Current assets

Receivables

Receivables are initially measured at fair value.

Subsequent to initial recognition, receivables are measured at amortised cost, which generally equals nominal value less an allowance for doubtful debts.

Where collection of a receivable is deferred due to an extended payment term, fair value is determined based on the present value of the expected receipts, with effective interest income recognised in the statement of income. Allowances for doubtful debts are deducted from the carrying amount of the receivable.

Securities

The securities recognised in the balance sheet relate to investments in money market funds. These are initially recognised and subsequently measured at fair value. Fair value is determined based on the net asset value published by the fund manager, which is used for subscriptions and redemptions in the fund. Changes in value are recognised directly in the statement of income. The investments are freely available. Interest received during the year is recognised as income in the statement of income.

Cash and cash equivalents

Cash and cash equivalents consist of bank balances with a maturity of less than twelve months and are measured at nominal value.

Equity

Equity represents the balance between assets and liabilities. Equity is a residual amount for which no specific valuation rules apply, but whose carrying amount is determined indirectly through the valuation of all other balance sheet items.

PGGM maintains paid-up and called-up capital, reserves and unappropriated result. The statutory reserve is maintained for the unamortised portion of capitalised development costs relating to internally developed software.

PGGM has not issued any financial instruments that, based on their economic substance, qualify as financial liabilities. Interests held by PGGM in other entities that are not consolidated are recognised under financial fixed assets and do not form part of equity.

The unappropriated result is added to reserves during the annual General Meeting of Shareholders. Shareholders may also decide to distribute dividends.

Provisions

Provisions are recognised for legally enforceable or constructive obligations existing at the reporting date where it is probable that an outflow of resources will be required and the amount can be estimated reliably.

Provisions are determined based on the best estimate of the amount required to settle the obligations at the reporting date. They are measured at the present value of the expected expenditures, unless the time value of money is not material. Where the time value of money is not material, the provision is recognised at nominal value. The provisions are further explained below.

Reorganisation provision

A reorganisation provision is recognised if, at the reporting date, a detailed formal reorganisation plan exists and a valid expectation has been created among those affected, no later than the date on which the financial statements are prepared, that the plan will be implemented.

A valid expectation exists where implementation of the reorganisation has commenced or the main elements of the plan have been communicated to those affected.

The reorganisation provision is measured at nominal value at the reporting date, as the time value of money is not material.

Provision for long-term sickness absence

The provision for long-term sickness absence relates to an employee-related provision for the obligation to make future payments to employees who are expected to remain wholly or partially unable to work due to illness or incapacity as at the reporting date.

The provision is reassessed annually at the reporting date. It is based on the nominal value of the expected salary costs during the first two years of illness or incapacity for work (to the extent these relate to periods after the reporting date), amounting to 100% in the first year and 70% in the second year.

Deferred Variable Income (DVI) provision

PGGM maintains a provision for DVI intended to reward key employees within the Investment Management department. This form of remuneration is supplementary to the variable remuneration scheme.

The main estimates relating to the DVI provision concern the average payout percentage of targets and the estimated accretion, taking into account the probability of employees leaving employment.

The DVI provision is measured at the present value of the expected expenditures required to settle the provision, as the time value of money is material. 2024 was the final year in which this remuneration was granted to employees.

Provision for onerous contracts

PGGM assesses annually whether contracts are onerous.

An onerous contract is a contract in which the unavoidable costs of meeting the obligations exceed the economic benefits expected to be received under the contract.

The unavoidable costs are the lower of the costs of fulfilling the obligations and any compensation or penalties arising from failure to fulfil the obligations. Where it is probable that the unavoidable costs exceed the economic benefits, a provision is recognised for the amount of the negative difference.

The provision for onerous contracts is measured at nominal value at the reporting date, as the time value of money is not material.

Long-term liabilities

Long-term liabilities are initially measured at fair value. Subsequent to initial recognition, long-term liabilities are measured at amortised cost. This equals nominal value where no transaction costs are involved.

Current liabilities

Current liabilities are initially measured at fair value. Subsequent to initial recognition, current liabilities are measured at amortised cost. This equals nominal value where no transaction costs are involved.

Leases

PGGM and its subsidiaries may enter into finance lease and operating lease arrangements.

The classification of lease agreements is based on the economic substance of the transaction rather than its legal form. Classification takes place at the inception of the lease.

A lease agreement is classified as a finance lease if substantially all risks and rewards incidental to ownership of the leased asset are borne by PGGM. In that case, at the commencement of the lease, the leased asset and the corresponding lease liability are recognised in the balance sheet at the fair value of the leased asset or, if lower, the present value of the minimum lease payments. The leased asset is depreciated over its useful economic life or, if shorter, the lease term. The lease liability is reduced by lease payments made, with the interest component recognised in the statement of income.

All other lease agreements are classified as operating leases. Under operating leases, the leased asset is not recognised in the balance sheet.

Lease payments, taking into account any reimbursements received from the lessor, are recognised on a straight-line basis in the statement of income over the term of the lease agreement leasecontract.

Accounting policies for the determination of result

General

Income and expenses are attributed to the reporting period to which they relate.

Determination of result

Income is recognised in the statement of income when an increase in economic potential arises, either through an increase in the value of an asset or a decrease in the value of a liability, provided that the value can be measured reliably.

Expenses are recognised when a decrease in economic potential arises, either through a decrease in the value of an asset or an increase in a liability, provided that the value can be measured reliably.

Result is determined as the difference between income from services rendered and the costs and expenses attributable to the reporting year.

Management fees

These relate to fees received from third parties for services in the areas of board support, policy advisory, pension administration and investment management.

Revenue from the rendering of services is recognised in proportion to the services performed. The stage of completion is determined per performance obligation based on the services rendered up to the reporting date in relation to the total services and projects to be performed, net of discounts and taxes on revenue.

Revenue is recognised per performance obligation when the amount can be measured reliably and collection is probable. Revenue is measured at the transaction price: the amount PGGM expects to receive in exchange for the promised services. This amount excludes amounts collected on behalf of third parties, such as taxes on revenue.

The transaction price may consist of a fixed fee and variable consideration, such as discounts and performance bonuses. Credit risk is not taken into account in determining the transaction price. Variable consideration is included only to the extent that it is probable that it will not subsequently be reversed.

In determining the transaction price, it is assumed that the services will be delivered in accordance with the relevant agreement and that the agreement will not be cancelled, extended or otherwise modified. Estimates of variable consideration are updated at the end of each financial year.

Other income

Other operating income includes income and results that are not directly related to PGGM's core activities.

Income is attributed to the reporting period based on the terms and conditions of the relevant agreement.

Operating expenses

Costs of outsourced work and external hire

Costs of outsourced work and external hire include all external costs directly related to activities performed by third parties for the benefit of the business operations. Outsourced work relates to assignments with a fixed fee, while external hire is remunerated based on hours worked and agreed hourly rates.

Personnel expenses

Personnel expenses are recognised in the statement of income in the period in which the employee services are rendered. To the extent that remuneration has not yet been paid at the reporting date, it is recognised as a liability. If prepaid amounts exceed the remuneration due, the excess is recognised as an accrued asset.

Remuneration arrangements under which entitlements accrue, such as variable remuneration and bonus schemes, are attributed to the periods in which the related services are rendered.

A liability relating to variable remuneration is recognised where the obligation to pay existed on or before the reporting date and the amount can be estimated reliably.

A provision is recognised for obligations relating to the future continuation of remuneration payments (including severance payments) to employees who are expected to remain wholly or partially unable to work at the reporting date due to disability or incapacity for work. The provision is determined based on the best estimate of the amounts required to settle the obligation at the reporting date.

Additions to and releases from these obligations are recognised respectively as expenses or income in the statement of income. Long-term employee obligations are measured at the present value of the expected future expenditures, unless the effect of the time value of money is not material. In that case, measurement takes place at nominal value.

Severance payments

Severance payments, including statutory transition payments, are recognised as a liability and an expense when PGGM has demonstrably committed itself unconditionally to the payment of severance compensation.

Where severance payments form part of a reorganisation, they are included in the reorganisation provision.

Severance payments are measured at the best estimate of the amounts required to settle the obligation, unless the nature of the compensation requires measurement in accordance with the accounting policies applied to pension schemes.

Pension scheme

The pension scheme for PGGM employees is administered by the industry-wide pension fund PFZW. It concerns a defined benefit pension scheme based on a career average salary system with conditional indexation. The indexation of pension entitlements depends on the financial position of the pension fund. The pension scheme is accounted for using the obligation approach.

The pension premiums payable to the pension fund for the reporting year are recognised as an expense in the statement of income. To the extent that the premiums payable have not yet been paid at the reporting date, a liability is recognised.

If the premiums already paid at the reporting date exceed the premiums payable for the reporting year, an accrued asset is recognised to the extent that reimbursement from the pension fund or settlement against future premiums is expected.

PGGM has no obligation to make additional contributions to the pension fund in the event of funding shortfalls, other than the payment of future (higher) pension premiums.

Depreciation and amortisation of tangible and intangible fixed assets

Intangible and tangible fixed assets are depreciated or amortised on a straight-line basis from the moment they are brought into use over their estimated useful economic life, taking into account any residual value.

Where there is a change in the estimated useful economic life, future depreciation or amortisation is adjusted prospectively.

Gains and losses on the sale or derecognition of intangible and tangible fixed assets are recognised in the statement of income.

Automation expenses

Automation expenses include costs relating to hardware and software contracts, data providers, implementation and maintenance of software, and other IT expenses that are not capitalised.

Other operating expenses

Other operating expenses include accommodation expenses, printing and mailing costs, audit and supervisory costs, marketing expenses and other operating expenses. These expenses are attributed to the period to which they relate.

Financial income and expenses

PGGM and its subsidiaries recognise financial income and expenses in the period to which they relate.

Interest income and expenses relating to cash and cash equivalents are recognised using the effective interest method and relate, among other things, to bank balances and the interest compensation arrangement. The interest position is assessed per individual financial institution; the net position is presented as either interest income or interest expense in the statement of income. Income and expenses relating to securities, including investments in money market funds, consist of interest received and changes in value. Interest received on securities is recognised as income on a time-apportioned basis.

Changes in value of securities measured at fair value are recognised directly in the statement of income in the period in which they arise.

Exchange differences arising from the settlement or translation of monetary items are recognised in the statement of income in the period in which they arise.

No interest is charged on the current account relationship between PGGM Coöperatie, PGGM and its subsidiaries.

Taxes

PGGM forms a fiscal unity for corporate income tax purposes together with its subsidiaries and its sole shareholder, PGGM Coöperatie. Within PGGM, corporate income tax is calculated per legal entity based on the taxable result attributable to that entity. Final payment of corporate income tax to the Dutch tax authorities is made by PGGM Coöperatie.

Income tax expense is calculated on the result before tax as included in the consolidated statement of income. In doing so, account is taken of available tax loss carry-forwards from previous years (to the extent not recognised as deferred tax assets), exempt profit components and non-deductible expenses.

Temporary differences arising from differences between the commercial and fiscal valuation of assets and liabilities are recognised as deferred tax liabilities or deferred tax assets. Changes in deferred tax assets and liabilities resulting from changes in current or substantively enacted future tax rates are also taken into account. In addition, PGGM forms part of a fiscal unity for value added tax purposes.

As a result, PGGM, its subsidiaries, PGGM Coöperatie and PFZW are jointly and severally liable for the VAT liabilities of the fiscal unity as a whole. The fiscal unity is entitled to deduct input VAT; this entitlement is recognised within PGGM.

Share in result of participating interests

The share in the result of participating interests reflects PGGM's share in the results of non-consolidated participating interests over which significant influence is exercised. This result is determined based on the movement in net asset value in accordance with PGGM's accounting policies, including any impairment losses on participating interests.

Results from transactions involving transfers of assets and liabilities between PGGM and its non-consolidated participating interests, and between these participating interests themselves, are eliminated to the extent that they are considered unrealised. The results of participating interests acquired or disposed of during the financial year are included in PGGM's result from the acquisition date or up to the disposal date respectively.

Subsequent events

Events after the reporting date that provide further information about the actual situation at the reporting date and that become known up to the date on which the financial statements are prepared are reflected in the financial statements. Events that do not provide further information are not recognised. If such events are material to the understanding of the financial statements, the nature and estimated financial effects are disclosed.

Accounting policies for the cash flow statement

Cash flow statement

The cash flow statement has been prepared using the indirect method. Cash and cash equivalents in the statement of cash flows consist of cash and highly liquid financial assets with a maturity of less than twelve months. These can be converted into cash without significant restrictions and without material risk of changes in value.

Cash flows denominated in foreign currencies are translated into euros using the average exchange rates applicable during the relevant reporting period.

Receipts and payments relating to interest, dividends received and income taxes are included in cash flows from operating activities. Dividends paid are included in cash flows from financing activities. The acquisition price of acquired group companies is included in cash flows from investing activities to the extent that payment took place in cash. Cash and cash equivalents of acquired group companies are deducted from the purchase price.

4.1.3 Intangible fixed assets

Amortisation period

Software: 5 years

Impairment losses recognised in 2024

In 2024, a total impairment loss of €1,114 thousand was recognised. This related partly to the discontinuation of the internal development of software, resulting in the release of the related statutory reserve, and partly to an impairment loss on goodwill arising from the acquisition of Vernet in 2020.

Software

In 2025, a clean-up of the intangible fixed asset register was carried out, which established that certain software assets had exceeded the applied useful economic life of five years. These assets were written off in accordance with the depreciation policy.

	2025			2024
	Internally developed software	Software	Total	Total
Balance as at 1 January				
Cumulative acquisition cost	35,944	10,443	46,387	48,425
Accumulated amortisation and impairments	-35,944	-10,269	-46,213	-46,702
Carrying amount as at 1 January	**-**	**174**	**174**	**1,723**
Movements				
Investments	-	96	96	-
Disposals	-35,944	-9,329	-45,273	-2,038
Impairments	-	-	-	-1,114
Amortisation on disposals	35,944	9,329	45,273	2,038
Depreciation	-	-170	-170	-435
Balance	**-**	**-74**	**-74**	**-1,549**
Balance as at 31 December				
Cumulative acquisition cost	-	1,210	1,210	46,387
Accumulated amortisation and impairments	-	-1,110	-1,110	-46,213
Carrying amount as at 31 December	**-**	**100**	**100**	**174**

4.1.4 Property, plant and equipment

Depreciation periods
Land: no depreciation period applicable
Technical installations: 10 years
Other operating assets: 5–7 years

Shell construction: 40 years
Interior construction: 25 years
Building-related installations: 15 yearsjaar

Buildings (2025 situation):
The remaining useful economic life of the buildings is aligned with the expected date of occupation of the new premises. From the date of occupation, the carrying amount of the buildings is depreciated on a straight-line basis until the expected relocation date.

Impairment losses recognised in 2024
In 2024, an impairment loss of €15.9 million was recognised on buildings and land following the intended departure from Zeist. The recoverable amount as at 31 December 2024 was determined at €33.4 million. In 2025, no new facts or circumstances arose that would give rise to an additional impairment loss or a reversal thereof.

Other operating assets
In 2025, a clean-up of the fixed asset register was carried out, which established that certain other operating assets had exceeded the applied useful economic life. These assets were written off in accordance with the depreciation policy.

	2025				2024
	Buildings and land	Plant and equipment	Other operating assets	Total	Total
Balance as at 1 January					
Acquisition price or production cost	58,531	3,635	28,505	90,671	88,859
Accumulated depreciation and impairments	-25,119	-3,359	-23,654	-52,132	-31,555
Carrying amount as at 1 January	**33,412**	**276**	**4,851**	**38,539**	**57,304**
Movements					
Investmenst	124	-	1,922	2,046	2,056
Divestments	-	-	-17,992	-17,992	-244
Impairments	-	-	-32	-32	-15,917
Depreciation divestments	-	-	17,992	17,992	244
Depreciation	-1,750	-55	-1,788	-3,593	-4,904
Balance	**-1,626**	**-55**	**102**	**-1,579**	**-18,765**
Balance as at 31 December					
Acquisition price or production cost	58,655	3,635	12,435	74,725	90,671
Accumulated depreciation and impairments	-26,869	-3,414	-7,482	-37,765	-52,132
Carrying amount as at 1 January	**31,786**	**221**	**4,953**	**36,960**	**38,539**

4.1.5 Financial fixed assets

	2025			2024
	Participating interests	Deferred taxes	Total	Total
Balance as at 1 January	**1,022**	**16,322**	**17,344**	**14,588**
Movements				
Capital contributions	330	-	330	400
Acquisitions	132	-	132	-
Disposals	-1,040	-	-1,040	-
Share in result of participating interests	-327	-	-327	-325
Changes in value	-	-1,622	-1,622	2,681
Balance as at 31 December	**117**	**14,700**	**14,817**	**17,344**

Participating interests

In 2025, an amount of €0.3 million was invested in Design Authority B.V. (2024: €0.4 million). The company reported a net loss of €0.3 million for 2025 (2024: loss of €0.3 million).

On 27 October 2025, the interest in Design Authority B.V. was disposed of as part of a share exchange transaction. The carrying amount of the investment at the date of disposal amounted to €1.040 million. As part of this transaction, PGGM Vermogensbeheer acquired a 2.8% interest in Net Purpose Ltd., which was initially recognised at €0.1 million.

The resulting loss on disposal of €0.9 million was recognised in the statement of income under result on disposal of participating interests.

Deferred taxes

Deferred tax assets mainly relate to temporary differences between commercial and fiscal valuations of the building, the accounting treatment of goodwill and provisions. As at year-end 2025, total deferred tax assets amounted to €14.7 million (2024: €16.3 million), of which €3.0 million (2024: €1.6 million) is expected to be utilised within one year. The remaining deferred tax assets have a longer-term nature and are recognised to the extent that it is probable that future taxable profits will be sufficient for utilisation.

No deferred tax assets have been recognised for tax losses for which there is insufficient certainty regarding future taxable profits (2024: nil). Deferred tax assets have been measured using the applicable nominal tax rate. No offsetting has been applied between tax assets and tax liabilities.

4.1.6 Receivables

	31 December 2025	31 December 2024
Amounts to be invoiced	13,151	27,907
Receivables from group companies	3,170	780
Trade receivables	502	1,523
Other receivables	1,914	-
Prepayments and accrued assets	16,457	13,843
Total	**35,194**	**44,053**

The receivables have a maturity of less than one year and mainly relate to amounts to be invoiced to institutional clients and investment funds in connection with investment management activities. No interest compensation has been agreed on these receivables. Due to their short-term nature, fair value approximates carrying amount. No collateral has been provided. No allowance for doubtful debts has been recognised, as the receivables are considered fully recoverable.

Other receivables

Other receivables include a short-term loan of €1.9 million, with a remaining maturity of less than one year and an interest rate of 4.5%.

Prepayments and accrued assets

Prepayments and accrued assets mainly consist of prepaid expenses to suppliers.

4.1.7 Securities

As part of liquidity management and the diversification of banking counterparty risk, PGGM has invested part of its available funds in money market funds. These funds are traded daily and are fully available without restriction.

In accordance with PGGM's investment policy, an amount of €79.3 million (2024: €117.9 million) was invested in these money market funds in 2025. The securities are recognised under current investments and measured at fair value.

4.1.8 Cash and cash equivalents

Cash and cash equivalents consist of balances held with major Dutch banks. As at year-end 2025, cash and cash equivalents amounted to €218.7 million (2024: €150.5 million), all of which were freely available.

Together with its subsidiaries and its sole shareholder, PGGM Coöperatie, PGGM participates in a cash pooling and interest compensation arrangement with one of the major Dutch banks. By participating in this arrangement, PGGM is jointly and severally liable for all obligations arising from it.

4.1.9 Equity

The movement in group equity, including total comprehensive income (group result and income and expenses recognised directly in equity), is as follows:

Equity	2025	2024
Balance as at 1 January	**234,455**	**258,741**
Result after tax	6,868	-8,286
Income and expenses recognised directly in equity	-	-
Total comprehensive income	**6,868**	**-8,286**
Dividend distributed	-	-16,000
Total direct movements relating to shareholders	**-**	**-16,000**
Balance as at 31 December	**241,323**	**234,455**

PGGM applies a prudent capital and dividend policy aimed at safeguarding financial stability, maintaining a solid solvency position and facilitating strategic investments.

In 2025, no dividend was distributed by PGGM N.V. In 2024, a dividend distribution of €16.0 million was made by PGGM N.V. to PGGM Coöperatie U.A., in accordance with the established dividend policy.

No income or expenses were recognised directly in equity during the reporting year. In addition, there are no non-controlling interests included in consolidated equity.

Further details on equity are provided in the notes to the balance sheet of the company financial statements.

4.1.10 Provisions

	2025				2024
	Reorganisation	DVI	Other	Total	Total
Balance as at 1 January	**3,837**	**25,533**	**14**	**29,384**	**25,406**
Movements					
Additions	1,448	656	295	2,399	9,918
Utilisation	-2,742	-3,157	-	-5,899	-5,700
Release	-1,055	-1,262	-14	-2,331	-27
Unwinding of discount and change in discount rate	-	487	-	487	-213
Balance as at 31 December	**1,488**	**22,257**	**295**	**24,040**	**29,384**

Of the total provisions, €18.5 million (2024: €19.2 million) has a remaining term of more than one year. Of this amount, nil (2024: €4.2 million) has a remaining term of more than five years.

Reorganisation provision

The reorganisation provision amounted to €1.5 million as at 31 December 2025 (2024: €3.8 million). The provision mainly relates to individual arrangements, including employee departures under the Early Retirement Scheme (RVU). During the reporting year, an amount of €2.7 million was utilised from the provision for the payment of salaries and severance payments.

DVI provision

PGGM has recognised a provision for Deferred Variable Income (DVI), intended as deferred remuneration for key employees within Investment Management. 2024 was the final year in which awards were granted under this scheme.

The determination of the provision is based, among other things, on the expected payout percentage of performance targets, expected accretion and estimated employee turnover. In determining the DVI provision, a discount rate based on market interest rates for comparable maturities has been applied. The provision is subject to accretion over its term. Any changes in the discount rate or other assumptions are evaluated annually and, where necessary, result in an adjustment of the provision.

Other provisions

In previous years, the other provisions included, among other things, a provision for long-term sickness absence. This provision was updated in 2025 based on a reassessment of the expected obligations relating to employees who are wholly or partially unable to work.

The provision serves to cover future payments relating to reintegration obligations or additional compensation in accordance with the employment conditions policy.

4.1.11 Long-term liabilities

	31 December 2025	31 December 2024
Employee-related liabilities	2,722	-
Total	**2,722**	**-**

As from 1 January 2025, a new variable remuneration scheme was introduced within the PGGM Vermogensbeheer Front Office, under which part of the awarded variable remuneration is paid only after a period of three years. The portion paid immediately is recognised as a current liability at the reporting date. The deferred portion of this variable remuneration is recognised as a long-term employee-related liability.

The liability relates to the amount awarded to employees based on performance and the remuneration policy, but which will only be paid after the deferral period has expired. The liability is recognised at present value. The introduction of this scheme follows from the new group-wide remuneration policy and applies exclusively to employees covered by the new variable remuneration scheme.

4.1.12 Current liabilities

	31 December 2025	31 December 2024
Deferred income	39,383	38,569
Employee-related liabilities	16,182	9,834
Holiday allowance and accrued holiday entitlements	11,091	9,458
Taxes and social security contributions	13,334	9,401
Trade payables	5,058	16,633
Pension-related liabilities	6,375	5,984
Other current liabilities and accrued expenses	25,580	14,783
Total	**117,003**	**104,672**

All current liabilities have a maturity of less than one year. Due to the short-term nature of these obligations, fair value approximates carrying amount.

Deferred income
Deferred income relates to invoices issued to clients for services to be rendered in 2026. These amounts are recognised in revenue on a time-apportioned basis.

Employee-related liabilities
Employee-related liabilities mainly relate to provisions for variable remuneration, holiday allowance, accrued holiday entitlements and other salary-related components.

Other current liabilities and accrued expenses

Other accrued expenses mainly consist of invoices yet to be received and costs yet to be paid, including obligations relating to external suppliers and other operating expenses.

4.1.13 Off-balance sheet assets and liabilities

Sale of buildings and land

Upon the acquisition of the operating organisation in 2008, PFZW provided a capital contribution of €160 million to PGGM Coöperatie U.A. Attached to this capital contribution is the condition that, in the event of a sale of the building and land located at Noordweg-Noord 150 in Zeist, PFZW is entitled to repayment of the capital contribution up to the actual proceeds from the property, subject to a maximum of €145 million.

If a sale takes place, this will be executed through PGGM. At that moment, an obligation of PGGM to PGGM Coöperatie U.A. arises equal to the sales proceeds, within the aforementioned limit. As at the reporting date, no sale has been agreed and consequently no liability has been recognised in the balance sheet.

Claims

As at year-end 2025, PGGM had no outstanding claims.

PFZW credit facility

PGGM has a credit facility with PFZW with a maximum amount of €150 million.

Interest is payable on amounts drawn at a rate equal to EURIBOR plus a surcharge of 50 basis points. The credit facility has been available for an indefinite period since 1 January 2008 and has no repayment obligation. As in 2024, no use was made of this facility in 2025.

Cash pooling and interest compensation arrangement

Together with its subsidiaries and its sole shareholder, PGGM Coöperatie, PGGM participates in a cash pooling and interest compensation arrangement with one of the major Dutch banks. By participating in this arrangement, PGGM is jointly and severally liable for all obligations arising from it. PGGM Vermogensbeheer B.V. will withdraw from this arrangement as from 1 January 2026.

Liability within a fiscal unity

PGGM forms a fiscal unity for corporate income tax purposes together with its subsidiaries and its sole shareholder PGGM Coöperatie U.A., and is jointly and severally liable for all obligations arising from this fiscal unity. In addition, PGGM, its subsidiaries, PGGM Coöperatie U.A. and PFZW form part of a fiscal unity for value added tax purposes, as a result of which they are jointly and severally liable for any VAT liabilities of entities belonging to this fiscal unity.

Operating lease obligations

The operating lease obligations relate to long-term vehicle lease contracts for employees. The total obligation amounts to €4.1 million (2024: €3.5 million), of which €1.4 million (2024: €1.3 million) falls due within one year.

There are no obligations with a term exceeding five years. The lease obligation is determined excluding fuel advances.

Rental obligations

The rental obligation for the main location relates to office premises for which the lease agreement commences in early 2028 and runs until 2043.

The agreement has a term of 15 years and includes a break option after ten years. The total obligation amounts to €134.2 million (2024: €134.2 million). No obligations fall due within one year. An amount of €98.4 million has a remaining term of more than five years.

The obligation is based on the current nominal rental price, excluding indexation during the term of the lease.

In addition, there is a rental obligation relating to part of an office building with a total obligation of €6.6 million (2024: €9.0 million), of which €2.4 million falls due within one year. There are no obligations with a remaining term of more than five years. This agreement may be terminated earlier if the contractual break option is exercised.

Building-related contracts

Obligations relating to building maintenance and service contracts amount to €2.6 million (2024: €3.9 million). Of this amount, €1.3 million falls due within one year (2024: €1.3 million). There are no obligations with a remaining term of more than five years.

Hardware and software obligations

Obligations under agreements with suppliers for the acquisition, maintenance and support of hardware and software, including licence and service contracts, amount to €72.4 million (2024: €62.5 million). Of this amount, €45.0 million falls due within one year (2024: €41.9 million). There are no obligations with a remaining term of more than five years.

Declaration of joint and several liability

The following six (sub)subsidiaries within the PGGM Group make use of the group exemption under Section 2:403 of the Dutch Civil Code:

- PGGM Pensioenbeheer B.V.
- PGGM Strategic Advisory Services B.V.
- PGGM Financiële Services B.V.
- PGGM Services B.V.
- PGGM Innovatie B.V.
- VERNET verzuimnetwerk B.V.

In this context, PGGM has issued declarations of joint and several liability for these entities as referred to in Section 2:403(f) of the Dutch Civil Code (403 declarations).

4.1.14 Management fees and other income

Management fees	2025	2024
Investment management fees	222,384	203,654
Pension services fees	238,740	166,014
Policy advisory and board support fees	54,175	62,684
Total	**515,299**	**432,352**

The management fees relate to services in the areas of investment management, pension services and board support provided to institutional clients.

All management fees are derived from Dutch clients. In accordance with contractual agreements, these fees are indexed annually, except in years in which new service level agreements are agreed.

Investment management fees

In 2025, investment management services also included strategic and policy advisory services, resulting in additional revenue. The remaining increase is attributable to tariff adjustments and the expansion of services and pricing levels compared with 2024.

Pension services fees

The pension services fees relate to administrative and management services for pension funds. The increase in 2025 is mainly attributable to the full-year effect of services provided to PMT and Bpf Koopvaardij, which commenced on 1 July 2024.

Policy advisory and board support fees

The fees for policy advisory and board support relate to strategic advisory services, support for pension fund boards and fiduciary advisory services provided to institutional clients.

Other income		
	2025	2024
Member-related income	1,479	1,114
Other income	1,125	1,089
Total	**2,604**	**2,203**

Member-related income

This income consists of fees for marketing and communication activities relating to financial products of strategic partners, including mortgage loans and health insurance. In addition, this income includes contributions for PGGM&CO member activities, advertising income and income from discount campaigns.

Other income

Other operating income relates to services provided to employers in the healthcare sector. Through a subscription model, PGGM provides insight into absenteeism figures and relevant benchmark data. This income is separate from the primary investment management and pension administration activities.

4.1.15 Costs of outsourced work and external hire

	2025	2024
External hire	73,078	70,070
Outsourced work	29,569	26,244
Advisory costs	692	625
Total	**103,339**	**96,939**

External hire

External hire relates to the engagement of temporary staff through external parties. These costs are charged based on hours worked and an agreed hourly rate.

Outsourced work

Outsourced work relates to assignments performed by external parties for which fixed fees are paid.

4.1.16 Personnel expenses

	2025	2024
Salaries	228,122	188,514
Pension expenses	27,220	23,646
Social security charges	24,749	20,234
Other personnel expenses	21,009	19,097
Total	**301,100**	**251,491**

Personnel expenses increased due to a rise in the average number of employees, a CLA salary increase of 3% as from 1 January 2025, a CLA salary increase of 1.5% as from 1 July 2025, and periodic salary increases.

The average number of FTEs in 2025 amounted to 1,938 (2024: 1,715). The increase compared with 2024 is largely attributable to the transfer of MN's pension business to PGGM, whereby MN employees joined PGGM as from 1 July 2024. The effect of this transfer is visible for the first time throughout the full year in 2025. In 2025, no employees were employed outside the Netherlands (2024: 0). Other personnel expenses include, among other things, training costs, mobility allowances, absenteeism-related costs and other employee-related arrangements.

Employee pension scheme

The pension scheme for employees is administered by pension provider PFZW and concerns a career average salary scheme. Pension entitlements accrue based on salary and years of service, with conditional indexation. PGGM has no obligations other than the payment of the agreed pension premiums.

Remuneration of the members of the Executive Board and Supervisory Board

The total remuneration (base salary, social security charges, pension contributions and other compensation) of the members of the Executive Board is presented below:

Total remuneration of the members of the Executive Board

	2025			2024
	Short-term employee benefits	Post-employment benefits	Total	Total
E. Velzel	692*	25	717	631
W.J. Brinkman	568	25	593	573
Total	**1,260**	**50**	**1,310**	**1,204**

** This amount includes a one-off positive adjustment of approximately €31 thousand to Edwin Velzel's gross salary for 2024, as determined by the Supervisory Board.*

Short-term employee benefits comprise gross salary, social security charges and holiday allowance. Pension expenses are included under post-employment benefits.

The table below presents the remuneration of the chair and members of the Supervisory Board in euros. Members of the Supervisory Board receive a fixed travel allowance based on commuting distance.

Total remuneration of the chair and members of the Supervisory Board

Amounts in euros	2025	2024
Chair of the Supervisory Board	43,838	42,244
Member of the Supervisory Board	35,752	34,452

The remuneration of the members of the Executive Board and Supervisory Board is disclosed in accordance with Section 2:383c of the Dutch Civil Code. The following applies:

- No loans, advances or guarantees have been granted to members of the Executive Board or Supervisory Board.
- The remuneration of the members of the Executive Board and Supervisory Board is paid entirely in cash; no shares, options or other variable long-term incentives have been granted.
- For further information, reference is made to the 'Executive Board remuneration report'.

Annual adjustment of remuneration

Remuneration is adjusted annually by the same percentage and at the same time as stipulated in the collective labour agreement for employees falling under the PGGM general salary scale. Consequently, the remuneration of the members of the Executive Board increased by 3.0% as from 1 January 2025 and by 1.5% as from 1 July 2025.

4.1.17 Depreciation and amortisation of tangible and intangible fixed assets

	2025	2024
Amortisation of intangible fixed assets	170	435
Depreciation of tangible fixed assets	3,593	4,904
Impairment losses	32	17,031
Total	**3,795**	**22,370**

For further information on the impairment losses recognised in 2024, reference is made to note 4.1.3 'Intangible fixed assets' and note 4.1.4 'Property, plant and equipment' in the consolidated financial statements.

4.1.18 IT expenses

	2025	2024
Hardware and software contract costs	50,748	35,201
Data provider costs	14,547	14,730
Software implementation and maintenance costs	10,166	10,851
Other IT expenses	1,255	842
Total	**76,716**	**61,624**

IT expenses increased in 2025 compared with the previous year. This increase was mainly driven by growth in the number of FTEs, new software contracts and higher subscription prices charged by data providers.

In addition, investments were made in software solutions supporting services provided to new clients.

4.1.19 Other operating expenses

	2025	2024
Accommodation expenses	8,463	7,215
Printing and mailing costs	8,115	5,276
Audit and supervisory costs	5,760	4,070
Other expenses	4,976	4,922
Total	**27,314**	**21,483**

Printing and mailing costs

Printing and mailing costs increased as a result of the implementation of the Future Pensions Act (Wet toekomst pensioenen, Wtp).

4.1.20 Financial income and expenses

	2025	2024
Interest income	5,910	9,366
Interest expense	-286	-21
Other financial income and expenses	-40	-165
Total	**5,584**	**9,180**

Interest income

Interest income mainly relates to interest received on bank balances and short-term investments, including money market funds. The decrease compared with the previous year is attributable to the lower interest rate environment during 2025.

Interest expense

Interest expense mainly relates to costs associated with banking transactions and the effect of the unwinding of provisions. No interest expense relating to related parties was recognised.

Other financial income and expenses

Other financial income and expenses include, among other things, foreign exchange differences and other banking costs.

4.1.21 Taxes

	2025	2024
Current tax expense	1,498	470
Movement in deferred tax assets	1,622	-2,681
Total	**3,120**	**-2,211**
Statutory tax rate	25.80%	25.80%
Non-taxable income and expenses	2.00%	-47.54%
Effective tax rate	**27.80%**	**-21.74%**

The effective tax rate of 27.80% is calculated by dividing current taxes and movements in deferred taxes by the result before tax.

The effective tax rate differs by 2.00% from the applicable statutory tax rate of 25.80%, mainly as a result of:

- fiscally non-taxable income and expenses; and
- other tax adjustments resulting in differences between commercial profit and the taxable base.

The effective tax rate for 2024 amounted to -21.74% and differed by -47.54% from the statutory Dutch corporate income tax rate of 25.80%. This deviation was largely caused by the impairment loss recognised on tangible and intangible fixed assets.

4.1.22 Related party transactions

Transactions with related parties occur when a relationship exists between the company, its subsidiaries, the shareholder, members of the Executive Board and Supervisory Board, or other entities under the direct or indirect control of PGGM. All transactions with related parties are conducted on an arm's length basis and under normal market conditions.

PFZW qualifies as a related party of PGGM because PFZW administers the pension scheme for PGGM employees. This qualification follows from PFZW's role as administrator of a post-employment benefit arrangement and does not relate to control or policy-setting influence. Entities within the PFZW group also qualify as related parties.

Within PGGM, a fiscal unity for corporate income tax purposes is formed together with PGGM Coöperatie U.A. and its subsidiaries. Corporate income tax within the fiscal unity is allocated based on the share of the individual entities in the combined taxable result. As a result, PGGM is jointly and severally liable for the corporate income tax liabilities of the fiscal unity.

In addition, a fiscal unity for value added tax purposes is formed together with PGGM Coöperatie U.A. and PFZW, which likewise results in joint and several liability for the VAT liabilities of the fiscal unity as a whole.

The company also has a credit facility with PFZW. This facility amounts to a maximum of €150 million and bears interest at market terms (EURIBOR plus 50 basis points). No use was made of this facility in 2025.

For information regarding the remuneration of members of the Executive Board and Supervisory Board, reference is made to note 4.1.16 'Personnel expenses'.

4.1.23 Auditor's fees

	2025	2024
Audit of the financial statements	224	187
Other audit engagements	3,821	3,043
Assurance engagement relating to the sustainability reporting	-	-
Tax advisory services	-	-
Other non-audit services	14	131
Total	**4,059**	**3,361**

The fees stated above relate to fees charged by the entire network to which the audit firm referred to in Section 1(1) of the Dutch Audit Firms Supervision Act (Wet toezicht accountantsorganisaties) belongs. These amounts are attributable to the 2025 financial year, irrespective of whether the work was performed during that year.

The fees for the audit of the financial statements relate exclusively to PGGM and the group companies included in the consolidation.

Other audit engagements include audit-related work relating to client reporting, as well as work performed in connection with ISAE 3402 reporting.

No tax advisory services were provided by the external auditor or the network of which it forms part.

4.1.24 Subsequent events

No events occurred after the balance sheet date that had an impact on the financial position as at 31 December 2025.

4.1.25 Risk management

PGGM Risk Framework

PGGM applies the PGGM Risk Framework to identify, monitor and report risks in a structured and transparent manner. This framework is based on the internationally recognised COSO Enterprise Risk Management framework (COSO ERM 2017). In 2020, the COSO Compliance & Ethics framework was added as a guideline for identifying, assessing and managing compliance risks.

Its implementation ensures consistent, effective and efficient risk management. The risk management process is a continuous improvement process operating in accordance with the PDCA cycle: Plan, Do, Check, Act. PGGM measures and evaluates on a daily, quarterly and annual basis and adjusts the framework where necessary.

Risk management within PGGM is structured in accordance with the generally accepted three lines model. Primary responsibility for risk management lies with line management (first line).

The Risk and Compliance departments fulfil a monitoring and reporting role (second line), while Internal Audit assesses whether risk management demonstrably meets the applicable requirements (third line).

PGGM's financial risks are further elaborated below by category: solvency, market, currency, interest rate, credit and liquidity risks. In addition, we address fraud and continuity risks. The Risk and Compliance departments fulfil a monitoring and reporting role (second line), while Internal Audit assesses whether risk management demonstrably meets the applicable requirements (third line).

PGGM's financial risks are further elaborated below by category: solvency, market, currency, interest rate, credit and liquidity risks. In addition, we address fraud and continuity risks.

Solvency risk

PGGM applies a methodology in which capital adequacy is determined based on the difference between the equity of the Guideline Group and the sum of the solvency requirements for the individual group entities. Based on this methodology, PGGM more than adequately complies with the applicable statutory requirements. PGGM Vermogensbeheer is subject to a specific solvency requirement imposed by the regulator.

At group level, both available and required solvency are presented as follows:

Solvency	2025	2024
Total equity	241,323	234,455
Statutory requirement	57,474	56,130
Surplus	**183,849**	**178,325**

Market risk

The value of investments may decline as a result of changes in market factors. In 2025, €79.3 million (2024: €117.9 million) was invested in money market funds. These investments are disclosed in the financial statements under securities. Money market funds are characterised by a high degree of liquidity and a low level of risk.

Currency risk

As PGGM does not hold foreign investments and the size of its foreign participation is very limited, currency risk is minimal.

Interest rate risk

As PGGM has not issued any long-term loans and only has a very limited short-term loan outstanding, interest rate risk is negligible.

Credit risk

The risk of default remains low due to both the strong financial position of our clients and the high level of oversight by regulatory authorities. Exposure to credit risk includes financial fixed assets, receivables, securities and cash and cash equivalents. To limit credit risk relating to cash and cash equivalents, PGGM N.V. participates in a cash pooling arrangement, under which balances are held with both banks and money market funds.

In addition, we minimise credit risk through thorough operational due diligence and ongoing monitoring, both when entering into new business relationships and in relation to existing relationships.

Liquidity risk

PGGM's cash balance amounted to €218.7 million as at 31 December 2025 (2024: €150.5 million). In 2025, in line with policy, a total amount of €79.3 million (2024: €117.9 million) was invested in money market funds. Investments in money market funds are freely tradable on a daily basis. All funds held in securities are fully available.

In 2025, PGGM's liquidity position was sufficient to cover all cash outflows from operating, investing and financing activities without requiring additional financing.

Liquidity risk is therefore considered limited. Should additional financing be required, PGGM has a €150 million credit facility with PFZW to further mitigate liquidity risk. This facility was not used in 2025.

Fraud

A fraud risk management policy has been established, integrating the PGGM Risk Framework to protect us against these risks. In addition, we conduct an annual Systematic Integrity Risk Analysis (SIRA) across the organisation. Through this process, we identify and assess fraud-related risks, such as bribery and corruption.

Fraud risk may arise from the actions of both internal and external parties. To prevent fraud, we continue to raise employee awareness of fraud risks. This includes education (e-learning), signing a moral and ethical declaration, adherence to the insider trading policy and a procedure for reporting (suspected) misconduct.

All PGGM employees are required to confirm annually that they have read and understood the Code of Conduct.

Suspected misconduct, such as fraud, must be reported to the Risk and Compliance teams in accordance with the Incident Management Policy. In the event of fraud, the PGGM Compliance Director and the Risk Director are informed. If necessary, the CFRO may establish a Taskforce following a recommendation from the Fraud Management Coordinator.

This Taskforce operates independently and impartially when conducting investigations. In 2025, no cases of internal fraud were identified within PGGM.

Continuity

As part of our continuity policy, we maintain a financial buffer equivalent to one year of operating expenses, enabling operations to continue for at least one year in the event of a severe incident.

Although the likelihood of these reserves being required is low, we aim to maintain this minimum level of equity in order to comply with capital requirements.

The investment portfolios are managed on behalf of and at the risk of our clients. This means that the financial risks associated with these portfolios do not have a direct impact on the financial position of our organisation.

4.2 Company financial statements

Company balance sheet as at 31 December 2025, before appropriation of result (amounts in thousands of euros)

Assets	Ref	31 December 2025	31 December 2024	Liabilities	Ref	31 dec 2025	31 dec 2024
Fixed assets				**Equity**	**4.2.8**		
Intangible fixed assets	**4.2.2**	39	36	Paid-up and called capital		200	200
Property, plant and equipment	**4.2.3**	36,805	38,372	Share premium reserve		158,712	158,712
Financial fixed assets	**4.2.4**	114,148	139,909	Statutory reserve		-	-
				Other reserves		75,543	83,829
				Undivided results		6,868	-8,286
Total fixed assets		**150,992**	**178,317**	**Totaal equity**		**241,323**	**234,455**
Current assets				**Provisions**			
Receivables	**4.2.5**	17,801	12,152	Provisions	**4.2.9**	24,040	29,384
Securities	**4.2.6**	77,294	75,641	**Total provisions**		**24,040**	**29,384**
Cash and cash equivalents	**4.2.7**	86,983	63,435				
Total current assets		**182,078**	**151,228**	**Long-term liabilities**			
				Long-term liabilities	**4.2.10**	2,722	-
				Total Long-term liabilities		**2,722**	**-**
				Current liabilities			
				Current liabilities	**4.2.11**	64,985	65,706
				Total current liabilities		**64,985**	**65,706**
Total assets		**333,070**	**329,545**	**Total liabilities**		**333,070**	**329,545**

Company income statement for 2025 (amounts in thousands of euros)	Ref	2025	2024
Result of participating interests	**4.2.4**	5,342	-12,346
Result parent company	**4.2.14**	1,526	4,060
Result after taxes		**6,868**	**-8,286**

4.2.1 Accounting policies

Accounting policies for valuation and determination of result

The company financial statements have been prepared in accordance with the provisions of Part 9, Book 2 of the Dutch Civil Code and the authoritative pronouncements of the Dutch Accounting Standards, as issued by the Dutch Accounting Standards Board.

The accounting policies for valuation and determination of result applied in the company financial statements are consistent with those applied in the consolidated financial statements, unless stated otherwise. Investments in group companies are measured using the equity accounting method, based on net asset value. For the accounting policies relating to the valuation of assets and liabilities and the determination of result, reference is made to the notes to the consolidated balance sheet and statement of income (see Notes 4.1.1 and 4.1.2).

To the extent that items included in the company balance sheet and company statement of income are not separately explained, reference is made to the notes to the consolidated financial statements.

PGGM Coöperatie is the head of the fiscal unity for corporate income tax purposes. Corporate income tax is recognised in the company financial statements as if PGGM were an independently taxable entity. The settlement of taxes within the fiscal unity takes place through intercompany current account relationships.

Simplified company income statement

The financial information of PGGM and its subsidiaries is included in the consolidated financial statements. In accordance with Section 2:402 of the Dutch Civil Code, the company statement of income includes only the share in the result of participating interests after taxation and the other result of the parent company.

4.2.2 Intangible fixed assets

	2025 Software	2024 Software
Balance as at 1 January		
Acquisition price or production cost	4,819	4,995
Accumulated depreciation and impairments	-4,783	-4,848
Carrying amount as at 1 January	**36**	**147**
Movements		
Investments	42	-
Divestments	-4,357	-176
Impairments	-	-
Depreciation divestments	4,357	176
Depreciation	-39	-111
Balance	**3**	**-111**
Balance as at 31 December		
Acquisition price or production cost	504	4,819
Accumulated depreciation and impairments	-465	-4,783
Carrying amount as at 31 December	**39**	**36**

Amortisation period

Software: 5 years

4.2.3 Property, plant and equipment

Property, plant and equipment	2025				2024
	Buildings and land	Plant and equipment	Other operating assets	Total	Total
Balance as at 1 January					
Acquisition price or production cost	58,531	3,635	28,252	90,418	88,765
Accumulated amortisation and impairments	-25,119	-3,359	-23,568	-52,046	-31,483
Carrying amount as at 1 January	**33,412**	**276**	**4,684**	**38,372**	**57,282**
Movements					
Investments	124	-	1,911	2,035	1,895
Disposals	-	-	-17,953	-17,953	-242
Impairments	-	-	-32	-32	-15,916
Amortisation on disposals	-	-	17,953	17,953	242
Amortisation	-1,750	-55	-1,765	-3,570	-4,889
Balance	**-1,626**	**-55**	**114**	**-1,567**	**-18,910**
Balance as at 31 December					
Acquisition price or production cost	58,655	3,635	12,210	74,500	90,418
Accumulated amortisation and impairments	-26,869	-3,414	-7,412	-37,695	-52,046
Carrying amount as at 31 December	**31,786**	**221**	**4,798**	**36,805**	**38,372**

Depreciation periods
Buildings and land: no depreciation period applicable
Plant and equipment: 5–10 years
Other operating assets: 5–10 years

Buildings (2024 situation):
Shell construction: 40 years
Interior construction: 25 years
Technical installations: 15 years

Buildings (situation 2025):
The remaining useful economic life of the buildings is aligned with the expected date of occupation of the new premises. From the date of occupation, the carrying amount of the buildings is depreciated on a straight-line basis until the expected relocation date.

4.2.4 Financial fixed activa

	2025			2024
	Participating interests	Deferred taxes	Total	Total
Balance at 1 January	**123,661**	**16,248**	**139,909**	**151,538**
Movements				
Dividend distribution	-32,500	-	-32,500	-10,000
Share premium payments	3,000	-	3,000	8,000
Result of participating interests	5,342	-	5,342	-12,346
Valuation differences	-	-1,604	-1,604	2,718
Balance as at 31 December	**99,503**	**14,644**	**114,148**	**139,909**

Participating interests

The balance relates to the following participating interests of PGGM N.V.:

Companies		
Name	**Place of business**	**Share in issued capital**
PGGM Financiële Services B.V.	Zeist, the Netherlands	100%
PGGM Innovatie B.V.	Zeist, the Netherlands	100%
PGGM Pensioenbeheer B.V.	Zeist, the Netherlands	100%
PGGM Strategic Advisory Services B.V.	Zeist, the Netherlands	100%
PGGM Services B.V.	Zeist, the Netherlands	100%
PGGM Vermogensbeheer B.V.	Zeist, the Netherlands	100%

In 2025, PGGM made a share premium payment of €3 million to Financiële Services. In 2024, PGGM made a share premium payment of €6 million to PGGM Pensioenbeheer B.V. and €2 million to PGGM Services B.V. as part of PGGM's equity policy.

In addition, PGGM Vermogensbeheer B.V. paid a dividend of €32.5 million to PGGM in 2025 (2024: €10 million).

4.2.5 Receivables

	31 December 2025	31 December 2024
Receivables from group companies	7,939	4,910
Amounts to be invoiced	283	535
Trade receivables	118	958
Other receivables	1,914	-
Prepayments and accrued assets	7,547	5,749
Total	**17,801**	**12,152**

The fair value of receivables approximates their carrying amount due to the short-term nature of the receivables.

Receivables from group companies

The receivables from group companies consist of:

Receivables from group companies	31 December 2025	31 December 2024
PGGM Pensioenbeheer B.V.	3,727	3,063
PGGM Coöperatie U.A.	1,736	-
PGGM Vermogensbeheer B.V.	1,624	-
PGGM Financiële Services B.V.	429	85
PGGM Innovatie B.V.	419	152
PGGM Services B.V.	4	5
PGGM Strategic Advisory Services B.V.	-	1,554
Vernet Verzuimnetwerk B.V.	-	51
Total	**7,939**	**4,910**

4.2.6 Securities

As part of liquidity management and the diversification of banking counterparty risk, PGGM invested part of its available funds in money market funds. These funds are tradable on a daily basis and are fully available without restriction.

In accordance with PGGM's investment policy, an amount of €77.3 million (2024: €75.6 million) was invested in these money market funds in 2025. The securities are included under short-term investments and measured at fair value.

4.2.7 Cash and cash equivalents

Cash and cash equivalents consist of balances held with major Dutch banks. As at 31 December 2025, cash and cash equivalents amounted to €87.0 million (2024: €63.4 million), all of which were freely available.

Together with its subsidiaries and its sole shareholder, PGGM Coöperatie, PGGM participates in a cash pooling and interest compensation arrangement with one of the major Dutch banks. Through participation in this arrangement, PGGM is jointly and severally liable for all obligations arising from it.

4.2.8 Equity

	2025					2024
	Paid-up and called capital	Share premium reserve	Other reserve	Undistributed profit	Total	Total
Balance as at 1 January	**200**	**158,712**	**83,829**	**-8,286**	**234,455**	**258,741**
Appropriation of result	-	-	-8,286	8,286	-	-
Dividend distribution	-	-	-	-	-	-16,000
Result for the financial year	**-**	**-**	**-**	**6,868**	**6,868**	**-8,286**
Balance as at 31 December	**200**	**158,712**	**75,543**	**6,868**	**241,323**	**234,455**

Paid-up and called capital
Paid-up and called-up capital comprises the nominal value of the issued shares that have been fully paid up. As at 31 December 2025 and 31 December 2024, the authorised share capital amounted to €1.0 million and consisted of 1,000 shares with a nominal value of €1,000 per share. As at 31 December 2025 and 31 December 2024, 200 shares had been issued and fully paid up.

Shared premium reserve
The share premium reserve relates to amounts contributed by shareholders in excess of the nominal share capital upon the issue of shares. Movements in the share premium reserve arise from capital contributions above nominal value.

Other reserves
Other reserves consist of cumulative movements in equity, including retained results from previous years and movements in the statutory reserve.

These reserves are freely distributable by the company to the extent permitted by law.

Unappropriated result
The negative result for 2024 of €8,286 thousand was charged to the other reserves in 2025.

Proposal for result appropriation
At the General Meeting of Shareholders, it will be proposed to add the 2025 result before appropriation of €6,868 thousand to the other reserves (2024: a loss of €8,286 thousand).

Dividend distribution
No dividend distribution took place in 2025. In 2024, PGGM N.V. distributed a dividend of €16.0 million to its shareholder, PGGM Coöperatie U.A. This dividend was recognised in equity in 2024.

4.2.9 Provisions

For further information on the provisions, reference is made to Note 4.1.10 'Provisions' in the consolidated financial statements.

4.2.10 Long-term liabilities

For further information on the long-term liabilities, reference is made to Note 4.1.11 'Long-term liabilities' in the consolidated financial statements.

4.2.11 Current liabilities

	31 December 2025	31 December 2024
Employee-related obligations	16,184	9,834
Taxes and social security contributions	14,947	9,412
Holiday allowance and accrued holiday entitlement	11,091	9,458
Pension-related liabilities	6,375	5,984
Fees invoiced in advance	5,341	5,782
Trade payables	4,173	12,035
Payables to group companies	93	7,718
Other current liabilities and accrued liabilities	6,781	5,749
Total	**64,985**	**65,706**

Payables to group companies

No interest and/or securities apply in respect of the payables to group companies. The payables to group companies relate to:

Payables to group companies	31 December 2025	31 December 2024
PGGM Strategic Advisory Services B.V.	68	-
Vernet Verzuimnetwerk B.V.	25	-
PGGM Vermogensbeheer B.V.	-	3,996
PGGM Coöperatie U.A.	-	3,722
Total	**93**	**7,718**

4.2.12 Transactions with related parties

Transactions with related parties exist where a relationship exists between the company, its subsidiaries, the shareholder, members of the Management Board and Supervisory Board, or other entities under the direct or indirect control of PGGM. All transactions with related parties are conducted on an arm's length basis and under normal market conditions.

For information on the remuneration of members of the Management Board and Supervisory Board, reference is made to Note 4.1.16 'Personnel expenses'.

Recharges within the group

Costs are recharged by PGGM N.V. to group companies based on costs incurred.

No mark-up is applied, as these entities form part of the same fiscal unity for corporate income tax purposes. In 2025, the total amount recharged by PGGM N.V. to its group companies amounted to €97.1 million (2024: €101.5 million).

4.2.13 Off-balance sheet assets and liabilities

Liability within the fiscal unity

Together with its subsidiaries and its sole shareholder, PGGM Coöperatie U.A., PGGM forms a fiscal unity for corporate income tax and value added tax purposes.

As a result, PGGM is jointly and severally liable to the Dutch Tax Authorities for all tax liabilities of the fiscal unity, both for corporate income tax and value added tax.

Within the fiscal unity, taxes are allocated to the individual entities based on their share in the combined taxable result, as if the entities were independently taxable. The settlement of these tax obligations between the entities takes place through intercompany current account relationships.

4.2.14 Result of the parent company

	31 December 2025	31 December 2024
Other income and expenses	-94,787	-95,773
Recharged costs	97,146	101,488
Income taxes	-833	-1,655
Total	**1,526**	**4,060**

4.1.15 Subsequent events

No events occurred after the balance sheet date that have an impact on the financial position as of 31 December 2025.

Zeist, 14 April 2026

The Executive Board,

Edwin Velzel, Chair

Willem Jan Brinkman

The Supervisory Board,

Marjanne Sint, Chair

Françoise Dings

Henk Broeders, Vice-Chair

Daniëlle Melis

Han Busker

Doede Vierstra

5. Other information

Independent auditor's report

To: the general meeting and the supervisory board of PGGM N.V.

Report on the audit of the financial statements 2025

Our opinion

In our opinion, the financial statements of PGGM N.V. ('the Company') give a true and fair view of the financial position of the Company and the Group (the Company together with its subsidiaries) as at 31 December 2025, and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

What we have audited

We have audited the accompanying financial statements 2025 of PGGM N.V., Zeist. The financial statements comprise the consolidated financial statements of the Group and the company financial statements.

The financial statements comprise:

- the consolidated and company balance sheet as at 31 December 2025;
- the consolidated and company income statement for the year then ended; and
- the notes, comprising a summary of the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is Part 9 of Book 2 of the Dutch Civil Code.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of PGGM N.V. in accordance with the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

Information in support of our opinion

We designed our audit procedures with respect to fraud and going concern, and the matters resulting from that, in the context of our audit of the financial statements as a whole and in forming our opinion thereon. Therefore, we do not provide separate opinions or conclusions on information in support of our opinion, such as our findings and observations related to the audit approach to address fraud risk and going concern.

Audit approach fraud risks

We identified and assessed the risks of material misstatements in the financial statements due to fraud. During our audit we obtained an understanding of PGGM N.V. and its environment and the components of the internal control system. This included the management board's risk assessment process, the management board's process for responding to the risks of fraud and monitoring the internal control system and how the supervisory board exercised oversight, as well as the outcomes. We refer to section 4.1.25 'Risk management' of the financial statement and section 1.3.3 'Risk management and Compliance' of the annual report for management's fraud risk assessment.

We evaluated the design and implementation of relevant aspects of the internal control system with respect to the risks of material misstatements due to fraud and in particular the fraud risk assessment, as well as the code of conduct, whistleblower procedures, incident registration, the Systemic Integrity Risk Assessment and the framework of internal control relating to fraud, among other things. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness of internal controls designed to mitigate fraud risks.

We performed inquiries with a selection of members of the management board and senior management to evaluate their fraud awareness, the internal control environment in relation to fraud, the 'tone at the top' and entity-level controls.

We asked members of the management board as well as the internal audit department, representatives of the finance department and the supervisory board whether they were aware of any actual or suspected fraud. This did not result in signals of actual or suspected fraud that may lead to a material misstatement.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We identified the following fraud risks and performed the following specific procedures:

Identified fraud risks	Our audit work and observations
The risk of management override of controls The management board is in a unique position to perpetrate fraud because of the management board's ability to manipulate accounting records and prepare fraudulent financial statements	We evaluated the design and implementation of the internal control system in the processes of generating and processing journal entries, making estimates, and monitoring projects. We also paid specific attention to the access safeguards in the IT system and the possibility that this will lead to violations of the segregation of duties. We selected journal entries based on risk criteria and conducted specific audit procedures for these entries. These procedures include, amongst others, inspection of the entries to source documentation.

Identified fraud risks	Our audit work and observations
by overriding controls that otherwise appear to be operating effectively. That is why, in all our audits, we pay attention to the risk of management override of controls in: • The appropriateness of journal entries and other adjustments made in the preparation of the financial statements. • Estimates. • Significant transactions, if any, outside the normal course of business for the entity. We pay particular attention to tendencies due to possible bias of the management board.	We did not identify any significant transactions outside the normal course of business. We also performed specific audit procedures related to important estimates of the management board. Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to management override of controls.
Fraud risks in the recognition of pension administration fees As part of our risk assessment and based on the presumption that fraud risks exist in revenue recognition, we evaluated which types of revenue give rise to a risk of material misstatement due to fraud. PGGM also carries out the administration of the pension schemes and the communication with employers and participants for PMT and Bpf Koopvaardij. The fees under the administration agreements with PMT and Bpf Koopvaardij are based on actual cost settlement, which is the reason for identifying a significant fraud risk.	We evaluated the design and implementation of internal control measures in the processes relating to the determination of the pension administration fee for PMT and Bpf Koopvaardij. We inspected the underlying agreements on which the revenue is based and reconciled them to the underlying calculation file that forms the basis for the management fee actually invoiced and recognized. We established whether the amounts periodically invoiced in advance had been paid by PMT and Bpf Koopvaardij. In addition, we reconciled the final settlement for both parties to the final calculation file for the recognized management fee and the management fee amounts already invoiced in advance. We inspected the final settlement correspondence with the contractual parties and established that both parties agreed to it. Based on sample testing, we tested the cost allocation keys.

Identified fraud risks	Our audit work and observations
	Based on sample testing, we tested the calculation files underlying the invoiced and recognized revenue against underlying invoices and time registrations. Our procedures did not result in any specific indications of fraud or suspicions of fraud regarding the accuracy of the management fee.
Extensive access rights within the financial system may lead to the override of segregation of duties Functional administrators had extensive access rights within the payment process, enabling the built-in segregation of duties to be overridden. As a result, there is a risk of fraud in the payment process.	We performed the following procedures: • We evaluated the design and implementation of the internal control measures relating to the monitoring of the actual use of the extensive access rights in the payment process for functional administrators, as well as the process for managing supplier master data such as supplier names and bank account numbers; • We performed a data analysis and established that supplier master data were not modified during the financial year by an account belonging to a functional administrator; • We performed a data analysis and established that, during the financial year, no improper use of roles relating to the outgoing payment process had taken place by a functional administrator. Our audit procedures did not reveal any irregularities with respect to the identified extensive access rights in the monitoring of roles and rights in the payment process for functional administrators.

We incorporated an element of unpredictability in our audit. We reviewed lawyer’s letters and correspondence with regulators. During the audit, we remained alert to indications of fraud. Furthermore, we considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud.

Audit approach going concern

As disclosed in section 4.1.25 'Risk management' in the financial statement the management board performed its assessment of the Company’s ability to continue as a going concern for at least 12 months from the date of preparation of the financial statements and has not identified events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern (hereafter: going-concern risks).

Our procedures to evaluate the management board’s going-concern assessment included, amongst others:

- considering whether the management board’s going-concern assessment included all relevant information of which we were aware as a result of our audit by inquiring with the management board regarding the management board’s most important assumptions underlying its going-concern assessment;
- evaluating the management board’s current budget including cash flows for at least 12 months from the date of preparation of the financial statements taken into account current developments in the industry such as the clients and the contracts concluded with them and all relevant information of which we were aware as a result of our audit;
- performing inquiries of the management board as to its knowledge of going-concern risks beyond the period of the management board’s assessment.

Compliance with the requirements of the Regulatory Technical Standard of SBR, including the XBRL mark up, not audited

The audit includes the verification that the prepared financial statements comply with the legal provisions in Part 9 of Book 2 of the Dutch Civil Code. Our audit opinion is issued on the prepared financial statements and will be included in the digitally filed annual report. The compliance with all requirements of the Regulatory Technical Standard of the SBR domain Trade Register, including the applied eXtensible Business Reporting Language (XBRL) mark ups, was not subject to our audit.

Report on the other information included in the annual report

The annual report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor’s report thereon.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements; and
- contains all the information regarding the directors’ report and the other information that is required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and the understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

The management board is responsible for the preparation of the other information, including the directors' report and the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code.

Responsibilities for the financial statements and the audit

Responsibilities of the management board and the supervisory board for the financial statements

The management board is responsible for:

- the preparation and fair presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code; and for
- such internal control as the management board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the management board is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the management board should prepare the financial statements using the going-concern basis of accounting unless the management board either intends to liquidate the Company or to cease operations or has no realistic alternative but to do so. The management board should disclose in the financial statements any event and circumstances that may cast significant doubt on the Company's ability to continue as a going concern.

The supervisory board is responsible for overseeing the Company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management board.

- Concluding on the appropriateness of the management board's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Amsterdam, 14 April 2026
PricewaterhouseCoopers Accountants N.V.

This is an English translation of the original Dutch text, furnished for convenience only. In case of any conflict between the translation and the original text, the latter will prevail.

5.2 Statutory provisions relating to the appropriation of the result

Article 35 ('Profit and loss') of the articles of association is as follows:

35.1 Profit distributions shall be made only after the adoption of the financial statements showing that such distributions are permitted.

35.2 The profit shall be at the free disposal of the General Meeting.

35.3 The General Meeting is authorised, upon proposal by the Executive Board, to resolve to make distributions from reserves, without prejudice to Article 35.4.

35.4 The company may make distributions to shareholders and other persons entitled to distributable profits only insofar as the equity exceeds the issued share capital increased by the reserves required to be maintained by law.

35.5 The company may make interim distributions provided that the requirement set out in Article 35.4 is met, as evidenced by an interim statement of assets and liabilities as referred to in Section 2:105 paragraph 4 of the Dutch Civil Code.

35.6 In calculating the distribution of an amount intended for distribution on shares, shares held by the company in its own capital shall not be taken into account.

35.7 A deficit may only be offset against reserves required by law insofar as permitted by law.

5.3 General information

Contact details

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Chamber of Commerce number: 30228472

Executive Board

Edwin Velzel (Chair)
Chief Executive Officer (CEO)

Willem Jan Brinkman
Chief Financial & Risk Officer (CFRO)

Independent auditor

PricewaterhouseCoopers Accountants N.V.
Thomas R. Malthusstraat 5
1066 JR Amsterdam

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The Netherlands

Telephone +31 (0)88 792 00 20

5.4 Retirement schedule of the Supervisory Board

Statutory provision

Article 22 paragraph 1 of the articles of association of PGGM N.V. stipulates that a Supervisory Board member shall retire no later than on the day of the first General Meeting held after four years have elapsed since their most recent appointment. A retiring Supervisory Board member may be reappointed, provided that a Supervisory Board member shall retire no later than on the day of the first General Meeting held after they have served as a Supervisory Board member for eight years, whether consecutively or not. After that period, reappointment is no longer possible.

Retirement schedule of the Supervisory				
Members	**Start of first term**	**End of first term**	**Start of second term**	**End of second term**
Marjanne Sint (*Chair*)	01-04-2018	31-03-2022	01-04-2022	31-03-2026 (13-05-2026 during the General Meeting)
Henk Broeders (*Vice-Chair*)	01-11-2018	31-10-2022	01-11-2022	31-10-2026
Han Busker	01-10-2023	30-09-2027	Not yet applicable	Not yet applicable
Françoise Dings	12-05-2022	11-05-2026	Not yet applicable	Not yet applicable
Doede Vierstra	13-06-2021	12-06-2025	13-06-2025	13-05-2026
Daniëlle Melis	14-05-2025	13-05-2029	Not yet applicable	Not yet applicable
Jan van Rutte	17-05-2017	16-05-2021	17-05-2021	14-05-2025

5.5 Ancillary positions by the Supervisory Board members

Marjanne Sint (1949)
Nationality: Dutch
Gender: Female
Principal position: Director of Marjanne Sint Consultancy B.V.

Management and supervisory positions

- Chair of the Supervisory Board and member of the People & Organisation Committee of PGGM N.V.
- Chair of the Supervisory Board of Bergman Medical Care B.V. Nederland
- Chair of the Supervisory Board of Stichting Open Nederland
- Member of the Supervisory Board of WePractice B.V.

Henk Broeders (1964)
Nationality: Dutch
Gender: Male
Principal position: Owner of Broeders Board Services

Management and supervisory positions

- Member of the Supervisory Board (Vice-Chair) and member of the Audit, Risk & Compliance Committee of PGGM N.V.
- Chair of the Supervisory Board of UMC Utrecht
- Member of the Supervisory Board of Stichting Leger des Heils Jeugdbescherming & Reclassering
- Member of the Supervisory Board of Stichting Leger des Heils Welzijns- en Gezondheidszorg
- Chair of the Board of Stichting Hanarth Fonds
- Chair of the Board of Stichting steun Alzheimer centrum
- Board member of Stichting ADORE (from 26 May 2025)
- Member of the Investor Advisory Committee of Aescap

Han Busker (1960)
Nationality: Dutch
Gender: Male
Principal position: Strategic adviser at Stichting Centrum voor Arbeidsverhoudingen Overheidspersoneel (CAOP)

Management and supervisory positions

- Member of the Supervisory Board and member of the People & Organisation Committee of PGGM N.V.
- Chair of the Supervisory Board of Stichting Slingeland Ziekenhuis
- Board member of Stichting Nationaal Register Commissarissen en Toezichthouders
- Member of the Supervisory Board of Stichting Platform Talent voor Technologie

Françoise Dings (1968)
Nationality: Dutch
Gender: Female
Principal position: Chair of the Executive Board of Stichting Zorgspectrum

Management and supervisory positions

- Member of the Supervisory Board of PGGM N.V. and Chair of the People & Organisation Committee of PGGM N.V.
- Chair of the Executive Board of Stichting Zorgspectrum
- Vice-Chair of the Supervisory Board of Stichting Spaarne Gasthuis

Daniëlle Melis (1972)
Nationality: Dutch
Gender: Female
Principal position: Owner of Aequinova

Management and supervisory positions

- Member of the Supervisory Board and member of the Audit, Risk & Compliance Committee of PGGM N.V. (from 14 May 2025)
- Member of the Supervisory Board of PGGM Investment Management B.V.
- Member of the Supervisory Board of Triodos Bank N.V. (until 23 May 2025)
- Member of the Supervisory Board of Blue Sky Group Holding B.V. (until 1 March 2025)
- Board member of Stichting Algemeen Pensioenfonds Stap
- Member of the Supervisory Board of Stichting DSI
- Board member of Stichting Eumedion (until 17 March 2025)
- Board member of Stichting Hanarth Fonds (from 1 February 2025)
- Member of the Supervisory Board of Achmea Investment Management B.V. (from 1 March 2025)
- Member of the Supervisory Board of Achmea Real Estate B.V. (from 1 March 2025)
- Member of the Dutch Corporate Governance Code Monitoring Committee (from 17 March 2025)

Doede Vierstra (1958)
Nationality: Dutch
Gender: Male
Principal position: Director of Phoibos Finance BV

Management and supervisory positions

- Member of the Supervisory Board and Chair of the Audit, Risk & Compliance Committee of PGGM N.V.
- Chair of the Supervisory Board of Stedin Holding N.V.
- Board member of Stichting Nyenrode Fonds
- Board member of Stichting Nyenrode
- Member of the Supervisory Board of Stichting Nederlandse Bachvereniging

Jan van Rutte (1950)
Nationality: Dutch
Gender: Male
Principal position: Owner of Van Rutte Advisory

Management and supervisory positions

- Member of the Supervisory Board and member of the Audit, Risk & Compliance Committee of PGGM N.V. (until 14 May 2025)

5.6 Ancillary positions by the Executive Board members

Edwin Velzel (1963)
Nationality: Dutch
Gender: Male
Pricipal position: Chief Executive Officer PGGM N.V.

Management and supervisory positions

- Chair of the Executive Board of PGGM N.V.
- Chair of the Supervisory Board of PGGM Investment Management B.V. (until 1 April 2026)
- Chair of the Executive Board of Nederland Zorgt Voor Elkaar (NLZVE)
- Member of the Supervisory Board of Stichting Gelre ziekenhuizen (until 30 November 2025)
- Board member of Stichting Healthcare4Ukraine
- Member of the Supervisory Board of Stichting Radboud universitair medisch centrum (from 1 April 2025); Chair of the Supervisory Board (from 1 December 2025), including ex officio board membership of Stichting Reinier Post (from 1 April 2025)

Willem Jan Brinkman (1973)
Nationality: Dutch
Gender: Male
Principal position: Chief Financial & Risk Officer PGGM N.V.

Management and supervisory positions

- Member of the Executive Board of PGGM N.V.
- Member of the Supervisory Board of PGGM Investment Management B.V.
- Member of the Economic Board Utrecht
- Member of the Supervisory Board of Stichting Beweging 3.0 (from 3 July 2025)

Appendix to the Sustainability Report

Note 1: Overview of added, removed and revised indicators

Overview of added, removed and revised indicators		
Theme	**Description**	**Explanation**
Added indicators		
A clear pension	Customer satisfaction with PFZW contact channels	This indicator was added to the sustainability report because, together with PFZW, a target has been formulated for this indicator and it aligns well with our ambition within this theme.
Ethical, integrity-driven and responsible business conduct	Completed Code of Conduct training courses	This indicator was developed in 2025 to provide better insight into how we manage the negative impact and risk associated with this theme.
Removed indicators		
Ethical, integrity-driven and responsible business conduct	SRI score	The 2025 DMA reassessment concluded that the risk of unethical conduct by outsourced service providers is no longer material. The likelihood of a material financial impact on PGGM is considered low, and no relevant incidents have occurred in recent years. As a result, the related SRI score has been discontinued.
Revised indicators		
A cost-efficient pension administration	PGGM costs per participant	In 2024, we reported the percentage change in PGGM costs per participant. This provided limited insight into the actual year-on-year development of costs. For this reason, we present the absolute amount in euros this year, enabling developments over the coming years to be monitored more effectively. This approach also aligns with our internal steering. In 2024, the scope consisted of PFZW, StiPP and BPF Schilders, as PMT and Bpf Koopvaardij transitioned to PGGM during the year. In 2025, PMT and Bpf Koopvaardij were also included in the calculation.
A cost-efficient pension administration	Digital reach	In 2024, this indicator was included only for PFZW, as reliable data was not yet available for all clients. In 2025, this indicator can be determined reliably for all clients.
A clear pension	Participant confidence	In 2025, it was established that the 2024 calculation was not aligned with the applied methodology (unweighted average of four quarters), as the year-end figure for the fourth quarter had incorrectly been used. The comparative figures have been adjusted accordingly.
Attractive employership	Number of employees with support needs under the Dutch Participation Act	The terminology and methodology have been updated. The previous designation 'employees with a distance to the labour market' has been replaced by 'employees with support needs under the Dutch Participation Act'. This wording better aligns with the legal framework and with a more inclusive, people-centred approach. In addition, it has been clarified that registration takes place on the basis of self-reporting and a target group declaration issued by the Employee Insurance Agency (UWV).

Note 2: Policy – governance and stakeholders involved

Governance and stakeholders involved in PGGM's policies by theme				
Policy	**For whom?**	**With whom?**	**Who is responsible for implementation?**	**How do we make the policy available?**
Climate impact and energy transition				
Net zero policy	PGGM N.V., PGGM Pension Services B.V., PGGM Financial Services B.V., PGGM Investment Management B.V., PGGM Strategic Advisory Services B.V., PGGM Services B.V., PGGM Innovatie B.V., VERNET verzuimnetwerk B.V.	The policy has been aligned with the various internal subject matter experts, operational teams and management boards within PGGM. The targets are aligned with EU objectives and the SBTi, which are considered representative of external stakeholders.	Executive committee (EC)	The Corporate Sustainability department periodically monitors progress on the transition plans and informs internal stakeholders accordingly, enabling them to fulfil their responsibilities (see Chapter 3). In addition to internal reporting, external reporting also takes place. For example, PGGM publishes progress updates in its annual report and on its website, both on a voluntary basis and to comply with legal obligations. Examples include a blog on our footprint and the sustainability report included in this annual report.
Sustainable operations policy – Facility Management	All PGGM entities using the building, the surrounding grounds and the installations present.	The policy is based on PGGM's sustainability agenda. This agenda is aligned with the strategy and objectives of clients, specifically PFZW, and with the vision and challenges within the health and welfare sector. The sustainability agenda is increasingly developed in cooperation with societal partners and takes broader societal developments into account.	Manager Facility Management	The policy is available through our policy portal on the intranet.

Policy	For whom?	With whom?	Who is responsible for implementation?	How do we make the policy available?
A cost-efficient pension administration				
PFZW and PGGM Strategy 2030	PFZW participants	PFZW and PGGM's Strategy 2030 takes into account the interests of participants, employers and social partners in the health and welfare sector, with a focus on transparency, trust and customer satisfaction.	EC	The policy is made available on the intranet so that the latest version is always accessible to stakeholders responsible for implementation. The PFZW Executive Office monitors whether PGGM implements the policy framework in accordance with the agreed arrangements.
Transition policy	PFZW social partners	Social partners	Social partners and the PFZW Board	The social partners shared the transition policy with their members and, in accordance with Section 150d paragraph 3 of the Dutch Pensions Act, made it available to pension organisations such as BPP and ANBO in the context of the right to be heard. At the request of the social partners, PFZW also published the transition plan on its website for participants, former participants, former partners and pension beneficiaries.
A clear pension				
PFZW Participant Services Policy Framework	PFZW participants	In establishing the PFZW Participant Services Policy Framework, careful consideration was given to the interests of participants, employers and social partners in the health and welfare sector, with transparency, trust and customer satisfaction as key principles.	COO of PGGM Pension Services B.V.	The policy is made available on the intranet so that the latest version is always accessible to stakeholders responsible for implementation.
PFZW Channels and Resources Policy Framework	PFZW participants	Bij het vaststellen van het Beleidskader PFZW - Kanalen en Middelen is zorgvuldig rekening gehouden met de belangen van deelnemers, werkgevers en sociale partners in de sector zorg en welzijn, waarbij transparantie, vertrouwen en klanttevredenheid centraal staan. De Pensioenraad vertegenwoordigt de deelnemers als inspraakorgaan, terwijl het bestuur van PFZW de werkgevers- en werknemersorganisaties vertegenwoordigt.	COO of PGGM Pension Services B.V.	The policy is made available on the intranet so that the latest version is always accessible to stakeholders responsible for implementation. The PFZW Executive Office monitors whether PGGM implements the policy framework in accordance with the agreed arrangements.

Policy	For whom?	With whom?	Who is responsible for implementation?	How do we make the policy available?
		Customer panels are used to assess the quality of, for example, communications and end-to-end customer services. A dedicated team has been established for each customer journey, including a temporary customer journey team for the transition to the new pension system.		
Attractive employership				
PGGM collective labour agreement (CLA)	All employees employed by PGGM under an employment contract as defined in Section 7:610 of the Dutch Civil Code	In establishing the 2025 PGGM CLA, the interests of employees were safeguarded through consultation and negotiations with the trade unions CNV Vakmensen, De Unie and FNV.	HR Director	PGGM makes the CLA text available through the intranet and directly communicates any amendments through this platform. Upon joining PGGM, each employee receives a digital copy of the CLA applicable to their employment contract. Employees also receive written notifications regarding elements of the CLA, such as job grade, salary scale and monthly salary, including any amendments.
Diversity, Equity and Inclusion (DEI) policy	Entire PGGM organisation	In establishing the DEI policy, PGGM takes into account the interests of key stakeholders by striving for a diverse, inclusive and equitable working environment that reflects the wishes and needs of clients, participants and employees.	EC	PGGM's DEI policy is made available to relevant stakeholders and to those involved in its implementation through various communication channels and reporting mechanisms.
Performance & Development Framework	All employees employed by PGGM	PGGM's Performance & Development Framework takes into account the interests of various stakeholders, including employees, managers and the organisation as a whole.	Managers	The Performance & Development Framework is made accessible to employees through the HR information system, planning discussions, ongoing dialogue, training programmes, support from managers and organisation-wide communication, ensuring that employees are well informed and able to apply the framework effectively.

Policy	For whom?	With whom?	Who is responsible for implementation?	How do we make the policy available?
PGGM Vacancy Policy	All PGGM employees	In establishing PGGM's Vacancy Policy, attention was paid to the interests of key stakeholders by striving for a diverse workforce and prioritising internal candidates, such as employees at risk of redundancy and reintegration candidates. This promotes internal mobility and job security.	EC	The policy is made available to stakeholders through internal communication channels, such as the PGGM intranet. The HR Career Centre plays a key role in informing and supporting managers and employees regarding the procedures and guidelines of the policy.
PGGM Integrated Health Policy	All PGGM employees	In establishing the PGGM Integrated Health Policy, the interests of key stakeholders, such as the Works Council and employees, were carefully taken into account. The Works Council has the right of consent and is informed annually, while employees are responsible for their own safety and health, supported by confidential advisers and prevention officers.	EC	The PGGM Integrated Health Policy is made available through the PGGM intranet under the section 'Health and Vitality', where all relevant frameworks and documents can be found. In addition, managers and employees are informed and supported by HR, prevention officers and confidential advisers to ensure effective implementation of the policy.
Vitality in the health and welfare sector				
No policy has yet been established. This will be developed in 2026.				
Data quality, data security and data privacy				
Privacy policy	All PGGM employees	The key stakeholders identified in PGGM's Privacy Policy are: (i) participants of pension funds for which PGGM administers the pension scheme; (ii) PGGM's internal and external employees, including applicants, partners, children, former partners and surviving relatives of employees; and (iii) members of governance bodies, such as members of the Members' Council, the Board of PGGM Coöperatie U.A. and the Supervisory Board of PGGM N.V. These stakeholders are protected through strict compliance with the GDPR and other relevant legislation and regulations. Their interests are taken into account in the establishment and implementation of the privacy policy.	EC	PGGM's Privacy Policy is made available through the Privacy Portal on the PGGM intranet, where all internal and external employees have easy access to the policy. The portal also contains related policy elaborations, required templates, guidance, checklists, instructions and information. In addition, news updates regarding the policy are published on the intranet and displayed on television screens in PGGM's common areas.

Policy	For whom?	With whom?	Who is responsible for implementation?	How do we make the policy available?
Information Security Policy	All business domains and (licensed) PGGM entities over which PGGM N.V. exercises (indirect) control. An exception applies to PGGM&CO, which operates under its own framework.	In establishing the PGGM Information Security Policy, extensive attention is paid to the interests of key stakeholders, including regulators, clients and employees.	EC	The PGGM Information Security Policy is published on the PGGM intranet and made accessible through the Quality Management System (QMS), which contains all documents and control reports. In addition, employees receive training through mandatory Information Security e-learning courses to ensure awareness and compliance.
Data Quality Policy	Alle businessdomeinen binnen PGGM	In establishing the PGGM Data Quality Policy, attention is paid to the interests of key stakeholders. The policy is aligned with the requirements and expectations of clients and regulators. In addition, internal stakeholders, such as various business units and data owners, are involved in the development and implementation of the policy to ensure alignment with PGGM's operational needs and risks.	Data Governance Board (DGB)	The PGGM Data Quality Policy is made available to stakeholders through internal communication channels such as the intranet and newsletters, as well as through training sessions and workshops. The policy and related documentation are stored in a centrally accessible policy library so that stakeholders can consult them when needed. In addition, the Corporate Data Management (CDM) department provides support and guidance to business units and Local Data Management Offices (LDMOs) in implementing the policy.
Ethical, integrity-driven and responsible business conduct				
PGGM Code of Conduct	All employees and associated persons within the PGGM Group	In establishing the PGGM Code of Conduct, both the management and employees of PGGM, including through the Works Council, were involved.	Executive Board	The PGGM Code of Conduct is made available to internal stakeholders through publication on internal communication channels such as the intranet, newsletters and emails, and through presentations and information sessions organised by the Compliance department. In addition, training sessions and workshops are provided to inform employees and support the implementation of the policy.

Policy	For whom?	With whom?	Who is responsible for implementation?	How do we make the policy available?
Charter legal committee	Entire PGGM Group	In the development and implementation of the policy, the interests of stakeholders, such as regulators and participants (client interest), are central considerations.	Head of Corporate Legal and Tax Affairs	Internal stakeholders are involved in the development and implementation of the policy. More generally, employees have access to the policy library and, depending on the policy area, receive training.
PGGM Outsourcing Policy	Entire PGGM Group	In establishing the PGGM Outsourcing Policy, the interests of key stakeholders were taken into account. Clear agreements and consultation structures have been established to safeguard clients' interests, and a detailed governance structure has been defined to involve internal stakeholders. Employees' interests are considered in the decision-making process, particularly in outsourcing processes, in which the Works Council is involved. In addition, the policy is evaluated annually to meet the requirements of clients and regulators, ensuring that stakeholder interests continue to be safeguarded.	EC	The PGGM Outsourcing Policy is made available to stakeholders through publication, training, internal communication channels and the involvement of the Works Council, ensuring that stakeholders are well informed and able to comply with the policy. In addition, PGGM periodically reports on the management of outsourcing activities and evaluates the policy annually, with the outcomes communicated to relevant stakeholders.
PGGM Procurement Policy	Entire PGGM Group	Several specialist departments and management boards were involved in the development of the PGGM Procurement Policy to ensure that the policy complies with the requirements of regulators, clients and the market, and that the interests of all stakeholders are taken into account.	EC	The PGGM Procurement Policy is made available to stakeholders involved in its implementation through publication on the intranet.

Note 3: Indicators – definitions and methodology

Climate impact and energy transition		
Indicator	**Definition**	**Methodology**
PGGM scope 1 CO_2 emissions	The total amount of CO_2 emissions from sources owned or controlled by PGGM. Our scope 1 emissions consist of natural gas consumption for heating our building, fugitive emissions from refrigerants released through leakages or maintenance of systems such as air conditioning systems, and the combustion of diesel fuel for the power supply of our emergency generator.	Consumption data, obtained from the supplier or installer, is multiplied by an appropriate emission factor (see also Note 4 'Estimates, assumptions and averages') in accordance with the GHG Protocol. All of our scope 1 emissions are included in the calculation.
PGGM scope 2 CO_2 emissions	The indirect CO_2 emissions resulting from the generation of purchased energy. We purchase electricity and, for the The Hague location, district heating is also purchased.	Location-based emissions and market-based emissions are calculated in accordance with the GHG Protocol. Location-based emissions represent the average emissions per unit of energy in the Netherlands. Market-based emissions are based on the emission factor of the energy contractually purchased by us. For renewable electricity, this emission factor is 0 kg CO_2/kWh; therefore, consumption is multiplied by 0. All of our scope 2 emissions are included in the calculation.
PGGM scope 3 CO_2 emissions	The indirect CO_2 emissions resulting from activities in our value chain (excluding investments on behalf of clients). For us, this includes emissions generated by suppliers (such as paper and IT), service providers (such as waste management) and employee travel activities (such as business travel, including air travel, and commuting).	Based on materiality (1% of total CO_2 emissions in the reference year), influence and data availability, a selection was made of the scope 3 emissions included in the calculation. Consumption data, obtained from various sources (such as suppliers, service providers and expense claims), is multiplied by an appropriate emission factor (see also Note 4 'Estimates, assumptions and averages') in accordance with the GHG Protocol.
Number of carbon credits purchased	The total number of carbon credits purchased during the reporting year. One carbon credit represents one tonne of CO_2 generated through projects that comply with recognised standards.	For the number of carbon credits purchased, we receive certificates that can be traced to the Gold Standard Impact Registry.
Number of carbon credits retired	The total number of carbon credits retired during the reporting year. One carbon credit represents one tonne of CO_2 generated through projects that comply with recognised standards.	Purchased carbon credits are retired upon purchase so that they can no longer be traded. We receive certificates for these credits that can be traced to the Gold Standard Impact Registry.

Indicator	Definition	Methodology
Mobility emissions per FTE	Mobility-related emissions in tonnes of CO_2 per FTE.	The emission sources included in our mobility emissions are emissions from our cars (declared mileage and lease vehicles), air travel and public transport. The methodology for these emission sources is described per source in Note 4.
Energy label	The energy label of our building in Zeist indicates how energy-efficient the building is. For existing buildings, a range from G to A is used, with A representing the highest level of energy efficiency. The A label means that our building already complies with the legal requirement that will apply to office buildings from 2030 onwards.	The energy label is issued by an external party in accordance with the Dutch Energy Performance of Buildings Regulation.
BREEAM In Use-certificate	The instrument used to assess the sustainability performance of an existing building. The assessment evaluates the building, its management and its use across nine sustainability categories: management, health, energy, transport, water, materials, waste, land use and ecology, and pollution. 'Very Good' means that our building meets 55% to 70% of the applicable sustainability criteria.	The sustainability performance of the building is assessed by an external BREEAM-NL Assessor (W4Y Adviseurs B.V.) in accordance with the In-Use 2016 v1.0 scheme.
ISO 9001 certification regarding compliance with relevant national legislation (EED)	Certification that the management system for the delivery of IT services (including facility management, procurement and contract management) to PGGM's internal organisation complies with the requirements set out in ISO 9001:2015.	The certification is issued by an external party in accordance with ISO 9001:2015.

A cost-efficient pension administration		
Indicator	**Definition**	**Methodology**
PGGM administration costs per participant	The average PGGM administration costs per participant, calculated across all PGGM clients.	The total realised administration fee within the pension administration chain (in euros) for the reporting year (according to PGGM's records) is divided by the total number of participants based on the Dutch Federation of Pension Funds definition (the number of active and retired participants at year-end according to the pension fund administration).
Number of participants	The number of active participants, pension beneficiaries and dormant members across all funds serviced by PGGM at the balance sheet date.	The total number of participants is determined per fund based on the pension fund administration.
Digital reach	The percentage of participants using the online (secure) environment compared with assisted channels, including telephone, email and written correspondence.	The number of participants (per fund) using the online (secure) environment is divided by the total number of participants using both the online (secure) environment and assisted channels, including telephone, email and written correspondence. Digital reach is calculated per fund.
Self-service score	The ratio of the use of digital channels (Q&A, FAQ and Dialogs) compared with telephone and physical mail during the reporting year.	The number of digital contact moments is divided by the total number of contact moments. Scope 2025: participants of PFZW, BPF Schilders and StiPP. For PMT and Bpf Koopvaardij, the self-service score cannot yet be calculated using a comparable methodology.
PGGM top 4 pension administration organisation (PAO) costs	PGGM's position based on administration costs per PFZW participant, compared with the ten largest Dutch pension funds by number of participants. Our ambition is to rank among the top four lowest-cost providers.	For both administration costs and the number of participants, we follow the definitions used in the DNB annual reporting statements. Administration costs include the pension fund's total administrative operating expenses: the administration fee charged by us to our clients and fund-related costs, such as governance and audit costs. The number of participants includes all active, former and retired participants. These outcomes differ from the calculation of PGGM administration costs per participant, as that calculation includes only the costs within our sphere of influence. The underlying data are published annually by DNB on its website in September. In the future, we may also formulate a target for this indicator for other clients.

A clear pension		
Indicator	**Definition**	**Methodology**
PFZW participant confidence	The confidence of PFZW participants in the administration of the pension scheme, expressed as a percentage for the reporting year.	Each quarter, a representative sample (weighted by age and gender) is conducted among approximately 3,500 active participants and pension beneficiaries of PFZW. Participants in the survey can indicate the level of confidence they have in PFZW using the following response categories: very high confidence; high confidence; neither high nor low confidence; low confidence; very low confidence; and don’t know/no opinion. The percentage represents the number of participants indicating very high confidence or high confidence in PFZW relative to all survey participants. The percentage represents the unweighted average of the four quarters in the reporting year.
PFZW participant customer satisfaction score	The average satisfaction of PFZW participants with a customer journey during the reporting year, expressed as a score from 1 to 10.	The outcome of an external representative survey among 10,000 active participants and pension beneficiaries is measured after completion of a customer journey. Participants are asked to express their satisfaction as a rating score. The customer satisfaction score represents the unweighted average of the four quarters in the reporting year.
PFZW participant ease score	The average level of ease experienced by PFZW participants during a customer journey in the reporting year, expressed as a percentage.	The outcome of an external representative survey among 10,000 active participants and pension beneficiaries is measured after completion of a customer journey. Participants are asked to express the level of ease as a percentage. The percentage represents the unweighted average of the four quarters in the reporting year.
PFZW Gouden Oor score	The quality mark (external certification) for services and customer care during the reporting year, expressed as a score from 1 to 5.	The Gouden Oor is a recognition for customer sensitivity. To qualify for and retain this recognition, an organisation must demonstrate that it is able to consistently collect customer feedback, handle this feedback to the customer’s satisfaction and learn from it. The organisation receives points for meeting the criteria. Depending on the number of points achieved, the organisation may qualify for the relevant recognition level. An organisation’s recognition level is determined through an external audit by a certified certification body based on the Gouden Oor standard. The external audit takes place annually during the reporting year. In 2025, this took place in May.
Customer satisfaction with PFZW contact channels	The average satisfaction of PFZW participants with the contact channels telephone, email and live chat, expressed as a score from 1 to 10.	The outcome of an external representative survey among 9,000 active participants and pension beneficiaries is measured after completion of a customer contact interaction. Participants are asked to express their satisfaction as a rating score. The customer satisfaction score represents the unweighted average of the four quarters in the reporting year.

Attractive employership		
Indicator	**Definition**	**Methodology**
Employee engagement	Employees' assessment of the extent to which they derive inspiration and energy from their work and experience a positive connection with their working environment, measured on a scale from 1 to 5.	An annual survey is conducted among all employees who have been employed for more than thirty days, in which they assess their work and working environment through various questions on a scale from 1 to 5, where 5 represents very satisfied and 1 dissatisfied. The survey is conducted by an external research agency.
Sickness absence	The average sickness absence percentage during the reporting year.	The sickness absence percentage is determined by the number of registered sickness reports relative to the total number of internal employees. Sickness reports are registered by the manager. Employees report themselves fit for work again.
Gender balance in senior management	The gender balance within senior management at the reporting date.	Gender is registered upon commencement of employment and amended where relevant. The percentage is determined by calculating the male/female/X ratio for salary scales 20 to 23 and the EC.
Number of employees with support needs under the Dutch Participation Act	The number of employees employed by PGGM under the Dutch Participation Act at the reporting date, expressed in absolute numbers. These employees are able to work and receive support to participate in the labour market.	The registration of 'employees with support needs' takes place upon commencement of employment or when changes occur. Employees themselves are responsible for reporting their work limitation through a questionnaire upon commencement of employment and by providing a target group declaration issued by the Employee Insurance Agency (UWV). In some cases, employees are entitled to benefits under the Dutch Participation Act. The number of registered employees with a target group declaration is reported at the reporting date.
Number of internal employees	The number of internal employees at the reporting date.	Employees are registered upon commencement and termination of employment.
Employees covered by the collective labour agreement	The percentage of internal employees covered by the collective labour agreement at the reporting date.	The number of internal employees covered by the collective labour agreement is calculated relative to the total number of internal employees. EC members and directors are excluded.
Number of external employees	The number of external employees at the reporting date.	The registration of external employees is carried out by an external party.
Workforce age distribution	The age distribution of internal employees at the reporting date.	Date of birth is registered upon commencement of employment. Workforce age distribution is categorised into the groups <30, 30–50 and >50 and reported in absolute numbers.
Gender balance across all employees	The gender balance at the reporting date, expressed as a percentage of the total number of internal employees.	Gender is registered upon commencement of employment or when changes occur. The percentage is determined by calculating the male/female/X ratio relative to the total number of internal employees.

Indicator	Definition	Methodology
Family leave	The percentage of internal employees who made use of their entitlement to family leave during the reporting period.	The percentage of internal employees entitled to family leave and who actually took such leave, distinguished between men and women. Family leave includes maternity leave, parental leave and care leave.
Unadjusted gender pay gap	The gender pay gap between men and women.	Gender and salary scale are registered upon commencement of employment or when changes occur. The unadjusted gender pay gap represents the difference in salary (including both fixed and variable remuneration components) between men and women.
Adjusted gender pay gap	The gender pay gap between men and women, adjusted for differences in salary scale, expressed as a percentage at the reporting date.	Gender and salary scale are registered upon commencement of employment or when changes occur. A statistical model is used to analyse the causes of pay differences between men and women. A distinction is made between the adjusted and unadjusted gender pay gap. The adjusted gender pay gap represents the difference in salary (including both fixed and variable remuneration components) between men and women after adjustment for various variables, with salary scale being the most significant explanatory factor.
Number of registered reports submitted to confidential advisers by both internal and external employees	The total number of reports of discrimination, intimidation or other undesirable behaviour submitted by both internal and external employees during the reporting year.	Employees can confidentially contact two internal confidential advisers and one external confidential adviser to report undesirable behaviour and related concerns. These confidential advisers are responsible for reporting on the number of reports received. The number of registered reports is disclosed in absolute numbers at the reporting date.
Number of registered complaints submitted to the Social Integrity Committee	The total number of complaints relating to discrimination, intimidation or other undesirable behaviour submitted by both internal and external employees during the reporting year.	If employees experience undesirable behaviour and discussions with a manager, HR or a confidential adviser do not lead to a solution, they may follow the complaints procedure through the Social Integrity Committee. The number of complaints submitted to this committee is reported at the reporting date.
Ratio of highest salary to median salary	The percentage difference between the highest salary received and the median salary at the reporting date.	Salary (scale) information is registered upon commencement of employment or when changes occur and is processed by payroll administration. Salary changes during employment are approved by managers and processed by HR and payroll administration. The median salary is calculated by payroll administration and compared with the highest salary received during the reporting period. The percentage difference is reported for each reporting period.
Number of employees within the Make it Possible (MIP) programme	The number of employees working at PGGM within the Make it Possible (MIP) programme.	As part of the MIP programme, we actively recruit jobseekers who experience barriers to the labour market due to physical or mental disabilities. Specialist organisations are engaged for this purpose. The target group must also be registered with the Employee Insurance Agency (UWV) as entitled to benefits under the Dutch Participation Act.

Indicator	Definition	Methodology
Employee turnover	The turnover of internal employees during the reporting year.	Employee turnover (inflow and outflow) of internal employees during the reporting year is calculated.
Employees in the Netherlands	The number of internal employees working in the Netherlands at the reporting date.	The employee's place of work is registered upon commencement of employment and amended where relevant. We do not employ staff outside the Netherlands.

Vitality in the health and welfare sector

Indicator	Definition	Methodology
Number of vitality monitors purchased	The number of vitality monitors sold at the reporting date.	All applications purchased by employers up to the reporting date are aggregated.
Number of Vernet subscriptions	The number of Vernet clients at the reporting date.	All active, unique client IDs are aggregated at the reporting date.
Use of Vernet subscriptions	The number of clients that downloaded a report from Vernet during the reporting year.	All clients that downloaded a report during the reporting year, as recorded by Vernet, are aggregated.
Number of PFZW Data Services subscriptions	The number of organisations with a subscription to the PFZW HR data portal at the reporting date.	All applications purchased by employers during the reporting year, as registered in the PFZW HR data portal, are aggregated.
Use of Data Services subscriptions	The number of clients that logged into the PFZW HR data portal at least once during the reporting year.	All clients that logged into the PFZW HR data portal at least once during the reporting year, as recorded in the data portal, are aggregated.

Data quality, data security and data privacy

Indicator	Definition	Methodology
Completed privacy training courses	The percentage of completed privacy training courses relative to the invitations sent to all internal and external employees with an active account at the reporting date.	At the reporting date, the following data points are consulted to calculate the percentage of completed privacy training courses: 1) Total number of active external and internal accounts 2) Total number of privacy training invitations sent 3) Total number of completed privacy training courses

Indicator	Definition	Methodology
Hoxhunt security score	The Hoxhunt score among all internal and external employees relative to the benchmark at the reporting date, expressed as a percentage.	Hoxhunt is a tool used to train employees in recognising phishing attempts and increasing knowledge and awareness regarding the handling of (privacy-)sensitive information. All employees with an active account participate in Hoxhunt. PGGM's performance is benchmarked against the performance of all companies participating in Hoxhunt. The Hoxhunt security score is determined and reported monthly. The objective is for PGGM's score to exceed the benchmark score.

Ethical, integrity-driven and responsible business conduct		
Indicator	**Definition**	**Methodology**
Signed Code of Conduct declarations	The percentage of PGGM internal employees who have signed the Code of Conduct declaration at the reporting date.	The number of internal employees who have signed the Code of Conduct declaration, as recorded by HR in the personnel administration, is divided by the total number of internal employees. This concerns internal employees employed as at 31 December 2025.
Completed Code of Conduct training courses	The percentage of PGGM internal employees who have successfully completed training courses relating to the Code of Conduct at the reporting date.	The number of internal employees who completed training courses relating to the Code of Conduct is divided by the total number of internal employees. This concerns internal employees employed at the beginning of December.

Note 4: Estimates, assumptions and averages

In our sustainability report, we use a number of estimates, assumptions and averages in calculating our scope 1, 2 and 3 CO_2 emissions. For scope 3, a selection was made of the scope 3 emissions included in the calculation based on materiality (1% of total CO_2 emissions in the reference year) and data availability. As a result, this does not provide a complete overview of the scope 3 sources within our operations and excludes emissions arising from investments made on behalf of our clients.

The table below describes, for each indicator, the level of measurement uncertainty and the degree of accuracy. Where relevant, we indicate which measures we are taking to improve accuracy and reduce uncertainty. To determine accuracy, we use a scale from 1 to 4:

- **1 - Low accuracy**:
  The data are insufficiently reliable for both quantitative and qualitative management purposes. They do not meet PGGM standards and are therefore excluded from our CO_2 footprint.
- **2 - Limited accuracy**:
  The data provide a general indication of CO_2 emissions, are suitable for qualitative management purposes and are included in our CO_2 footprint. They are not yet suitable for quantitative management purposes. PGGM is actively working on improvements. The data provide a general indication of CO_2 emissions, are suitable for qualitative management purposes and are included in our CO_2 footprint. They are not yet suitable for quantitative management purposes. PGGM is actively working on improvements.
- **3 - Reasonable accuracy**:
  The data provide a representative view of PGGM's CO_2 emissions and can be used for both qualitative and quantitative management purposes. They are systematically collected in accordance with internal protocols.
- **4 - Very high accuracy**:
  The data are reliable and further improvements would not result in better insights or more effective management.

Estimates, assumptions and average			
Source of measurement uncertainty	**Estimates, assumptions and average**	**Degree of accuracy (1–4)**	**Measures to improve accuracy (where relevant: accuracy = 2)**
Scope 1			
Natural gas	Consumption: obtained from supplier Emission factor: www.co2emissiefactoren.nl (low-calorific gas)	4	N/A, sufficiently accurate.
Refrigerants	Consumption: obtained from installer Emission factor: www.co2emissiefactoren.nl (R143a, R410a, R407c, R32)	4	N/A, sufficiently accurate.
Emergency power supply	Consumption: obtained from installer Emission factor: www.co2emissiefactoren.nl (diesel)	4	N/A, sufficiently accurate.
Scope 2			
Purchased 'green' electricity for PGGM Zeist and The Hague	Consumption Zeist: obtained from installer Consumption The Hague: obtained from the manager of the The Hague office building, estimate based on the number of leased floors Emission factor: 100% wind energy purchased, therefore 0 kg CO_2/kWh	Zeist: 4 The Hague: 3	N/A, sufficiently accurate.
District heating for PGGM The Hague	Consumption: obtained from the manager of the The Hague office building, estimate based on the number of leased floors Emission factor: Eneco heat label	3	N/A, sufficiently accurate.
Scope 3			
Paper (Eigentijd and Goed Bezig magazines)	Consumption: obtained from supplier Emission factor: ClimatePartner	3	N/A, sufficiently accurate.
Paper (other)	Consumption: quantity of purchased paper Emission factor: DEFRA (Climate Neutral Group until and including 2021)	3	N/A, sufficiently accurate.
Air travel	Consumption: obtained from travel agent Emission factor: - DEFRA/BEIS - Radiative Forcing Index (RFI) = 1.7 - Converted to short-haul flights for domestic flights	3	N/A, sufficiently accurate.

Source of measurement uncertainty	Estimates, assumptions and average	Degree of accuracy (1–4)	Measures to improve accuracy (where relevant: accuracy = 2)
SAF procurement	Preliminary estimate provided by KLM (final figures available six months after year-end)	3	N/A, sufficiently accurate.
Lease vehicle fleet – petrol/diesel/natural gas/electric	Consumption: based on usage Emission factor: www.co2emissiefactoren.nl (petrol/diesel/natural gas/unknown electricity source)	4	N/A, sufficiently accurate.
Declared mileage	Consumption: based on expense claims Emission factor: www.co2emissiefactoren.nl (passenger car transport – fuel type unknown, weight category unknown)	3	N/A, sufficiently accurate.
Commuting (car)	Consumption: fastest route in Google Maps Emission factor: www.co2emissiefactoren.nl (passenger car transport – fuel type unknown, weight category unknown)	3	N/A, sufficiently accurate.
Commuting (train)	Assumptions: • Travel is assumed to take place by train if: – number of public transport travel days > 0 – commuting distance > 25 kilometres – no NS Business Card – no bus subscription • Public transport users are assumed to board public transport directly (no bicycle/car travel). • No use is assumed of tram/metro services (no emissions in the Netherlands).	3	N/A, sufficiently accurate.
Commuting (bus)	Consumption: fastest route in Google Maps Emission factor: www.co2emissiefactoren.nl (unknown bus type) Assumption that travel takes place by bus if: – bus subscription – number of public transport travel days > 0 – commuting distance < 25 km – no NS Business Card Assumption that public transport users board public transport directly (without using a bicycle or car). Assumption that no use is made of tram or metro services (no emissions in the Netherlands).	3	N/A, sufficiently accurate.

Source of measurement uncertainty	Estimates, assumptions and average	Degree of accuracy (1–4)	Measures to improve accuracy (where relevant: accuracy = 2)
NS Business Card	Consumption: number of kilometres received from NS Emission factor: www.co2emissiefactoren.nl (unknown train type).	3	N/A, sufficiently accurate.
Waste	Consumption: number of kilograms received from the facility services provider per waste stream Emission factor: provided by the waste processor per waste stream and externally validated by TNO	3	N/A, sufficiently accurate.
IT – hardware	Consumption and emission factor: based on a life cycle assessment (LCA) provided by the manufacturer. CO_2 emissions per type of hardware are adjusted where necessary to reflect PGGM's specific situation (for example: emissions for refurbished equipment are halved).	3	N/A, sufficiently accurate.
IT – operations (data centres)	Consumption: supplier reports Emission factor: Dutch green electricity	2	The data centres are being phased out; therefore, no improvement actions are planned.
IT – operations (Microsoft 365 and Azure)	Consumption and emission factor: CO_2 emissions are provided by Microsoft – Azure = audited – Office 365 = degree of accuracy	2	Microsoft provides us with an overall overview of emissions, but this does not contain detailed information. We are implementing a tool that will provide the necessary insights, enabling us to manage CO_2 emissions from our IT activities more effectively.
Catering	Consumption and related CO_2 emissions are provided by the facility services provider. These data are provided under a disclaimer and may be adjusted in the coming years. The emissions relate solely to purchases through the standard supply chain; catered events through subcontractors are excluded.	2	The tooling used by the facility services provider provides insight at a high level of detail and into relevant trends. However, the absolute CO_2 emissions from catering are not yet fully complete. In the coming year, we will work together with our supplier(s) to further improve this.