Principal®

Investor materials

Principal Financial Group®

2026 October

A leading global financial services company

Leader in **workplace retirement and benefits**, with a special focus on **small and midsized businesses**, with **integrated** capabilities in the **U.S. and select international markets**.

ABOUT PRINCIPAL FINANCIAL GROUP

Meeting the needs of our approximately **84 million customers** who rely on our expertise in retirement, insurance, and asset management

Administering **$1.8 trillion in client assets**, including **$785 billion in assets under management**, reflecting our global investment capabilities and scale

Celebrating **15 years** as one of the **World's Most Ethical Companies**[1]

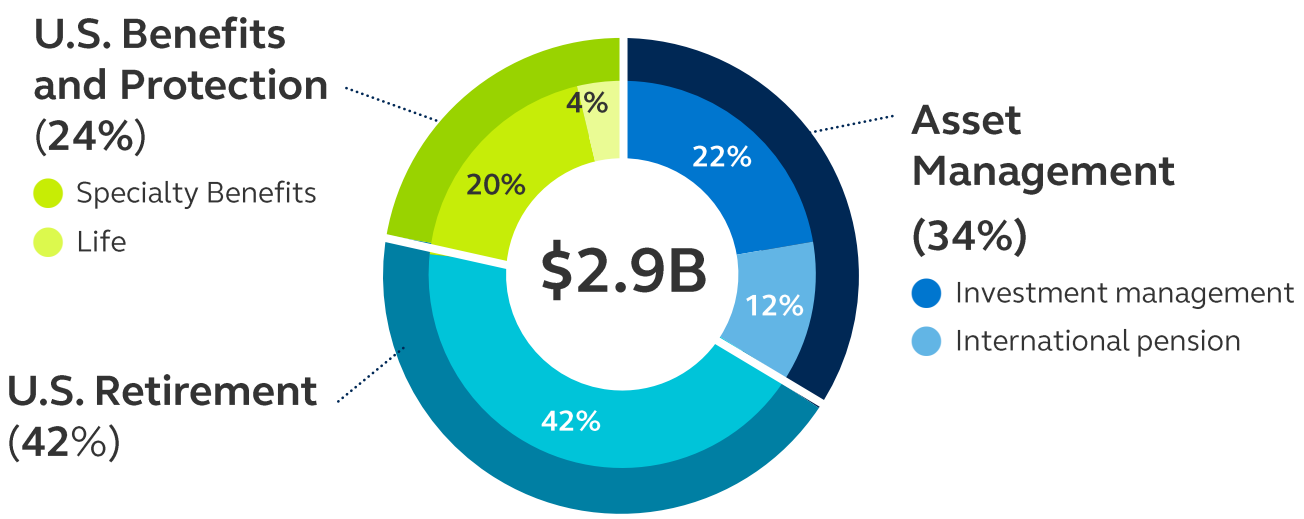
Attracting, developing, and retaining a global workforce of over **19,000 employees** located in offices across **27 nations and territories**

Founded in **1879** and a member of the **Fortune 500®**, we deliver value for our shareholders, who have placed their trust in us (**Nasdaq listed, "PFG"**)

Where we compete

U.S. Retirement + **U.S. Benefits and Protection** + **Asset Management**

Non-GAAP pre-tax operating earnings[2]



As of September 30, 2026 unless otherwise stated. See Appendix for footnotes.

Strategic priorities

Focused on three attractive profit pools where growth is stronger, returns are higher, and our business model creates differentiated advantages

Retirement Ecosystem

A fully integrated platform that connects recordkeeping, investments, advice, and income to support participants across the retirement life cycle

Small and Midsized Businesses

Market leading SMB franchise serving employers, employees, and business owners across retirement, benefits, and business-owner solutions

Global Asset Management

Diversified global asset manager with public and private market solutions for retirement, institutional, and wealth clients, supported by privileged retirement platform access, general account, and international partnerships

Our leadership across these opportunities works together to create distinctive advantages, expand growth opportunities, and deliver more consistent results over time

Principal®

Retirement Ecosystem

U.S. Retirement is the single biggest profit pool in global financial services today

$110B annual profit pool, the largest and fastest growing in financial services

Demographic tailwinds are pushing economies to adopt employer-based savings globally

Convergence of **retirement, benefits, and wealth**

Through a **uniquely integrated ecosystem**, Principal is recognized as a strong leader in Retirement in the U.S.



- ✓ Serving **14M individuals** and **46,000 employers** across the U.S.
- ✓ Managing over **$340B** of retirement-related AUM boasting **38% in proprietary asset AUM** and robust QDIAs anchored by **$115B target date franchise**
- ✓ Robust DCIO business with **$27B of DCIO AUM**
- ✓ Providing **Total Retirement Solutions** to meet the unique needs of our customers
- ✓ Leveraging our expertise to serve clients across all market segments with a focus on **SMBs**

As of September 30, 2026 unless otherwise stated. See Appendix for footnotes.

Principal®

Small and Midsized Business

SMB[3] is one of the most attractive opportunities in financial services today

$90B high-growth, high-margin annual profit, larger than all other segments combined (large, mega)

A large, underserved market spanning **6.4M employers**[4] and **62M employees**[4]

Outsized growth driven by **increased adoption and coverage expansion**

Regulatory tailwinds **accelerating** plan formation and participation

Principal is recognized as an **undisputed leader** in SMB Retirement and Benefits in the United States



- Nearly **180k** SMB employer relationships across Retirement and Benefits, with customer base of SMBs averaging **30+ years** in business and maintaining a **10-year tenure** with Principal
- Leadership in **core SMB segments** with long-tenured, high-value customer relationships, including **80% of SMB customers holding at least two Principal products**
- Complementary retirement, benefits, and business owner solutions **meet needs** across employees, owners, and the business
- **Deep distribution strength** through advisors, brokers, and third-party administrators with privileged SMB access

** Figures above exclude the 3Q 2026 acquisition of Beam Benefits.

As of September 30, 2026 unless otherwise stated. See Appendix for footnotes.

Global Asset Management

Growing demand for multi-asset and private market solutions

$250B revenue pool

U.S. represents **largest share of profits** while Asia represents largest share of growth

DB, DC and Insurance account for more than 80% of net flows, where we are differentiated

Wealth represents most of the remaining flows where we are differentiated on mass and mass affluent segments seeking retirement security

Fixed Income

A $212B global platform built to deliver customized solutions across all major fixed income sectors.

Public Equities

A $260B global platform with diversified solutions across the full range of market caps and geographies.

Real Estate & Private Markets

$98B in private market assets, anchored by real assets.

Asset Allocation

Customized approach combining manager styles and asset classes to deliver innovative solutions, including a $115B Target Date Suite.

- ✓ **Integrated** recordkeeping and asset management model, with **industry leading** share of AUM (38%) managed by Principal Asset Management, driving scale, alignment, and durable growth in Target Date Funds
- ✓ **$92B general account** provides meaningful seeding capacity across private markets—reinforcing our top-10 global real estate platform and expanding our capabilities in infrastructure and private credit
- ✓ **Pension platforms and joint ventures** with leading banks^ in the highest growth markets
- ✓ Ability to wrap solutions for pension funds and insurance companies with our **depth of expertise** in asset liability management and liability-driven investing

^ Banco Do Brasil, China Construction Bank, CIMB Group

As of September 30, 2026 unless otherwise stated.

Principal®

Strong financial performance and capital strength

Our exceptional performance is powered by a differentiated business model that integrates capabilities across businesses to deliver financial security in the workplace to customers.

3Q 2026 TTM financial performance

Earnings per share growth[5]
12%
(9-12% target)

Free capital flow conversion ratio
77%
(75-85% target)

ROE[6]
16.6%
(15-17% target)

Capital allocation priorities

Organic growth
15-25%

Dividends
40%

Share repurchases
35-45%

Opportunistic M&A
0-10%

Balance sheet strength

Excess and available capital[7]
$1.5B

Estimated PLIC RBC ratio
380%

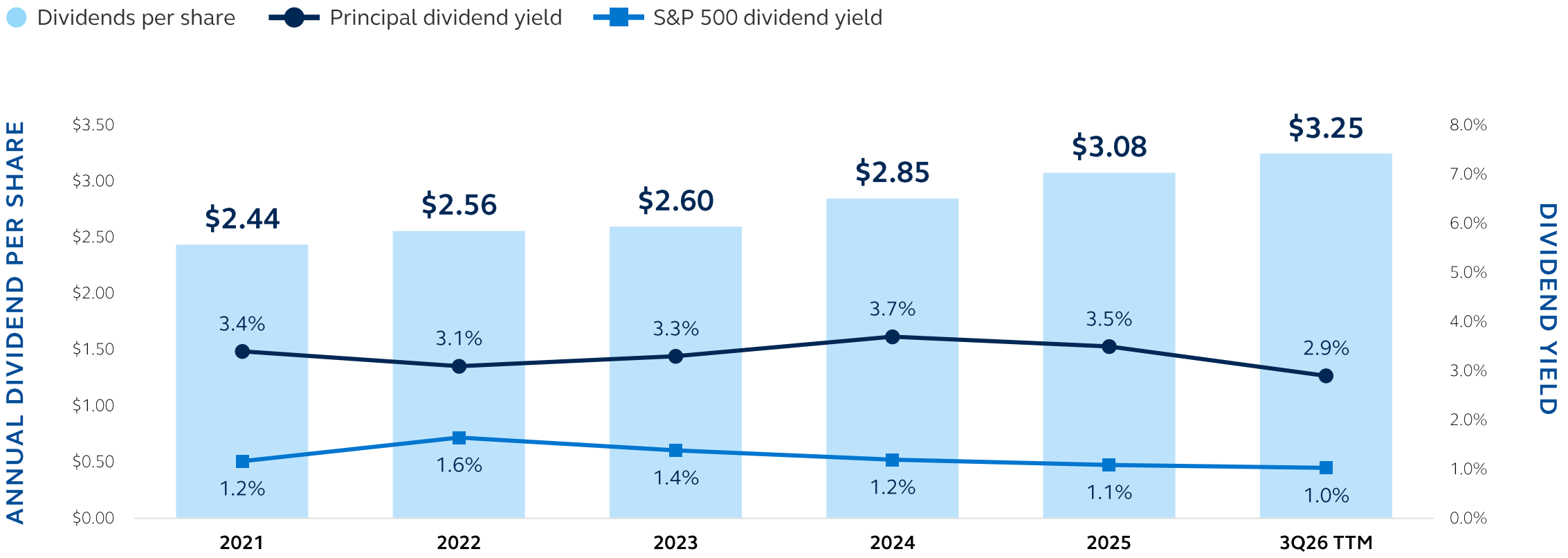
Debt-to-capital ratio[7]
24.7%

As of September 30, 2026 unless otherwise stated.

Principal®

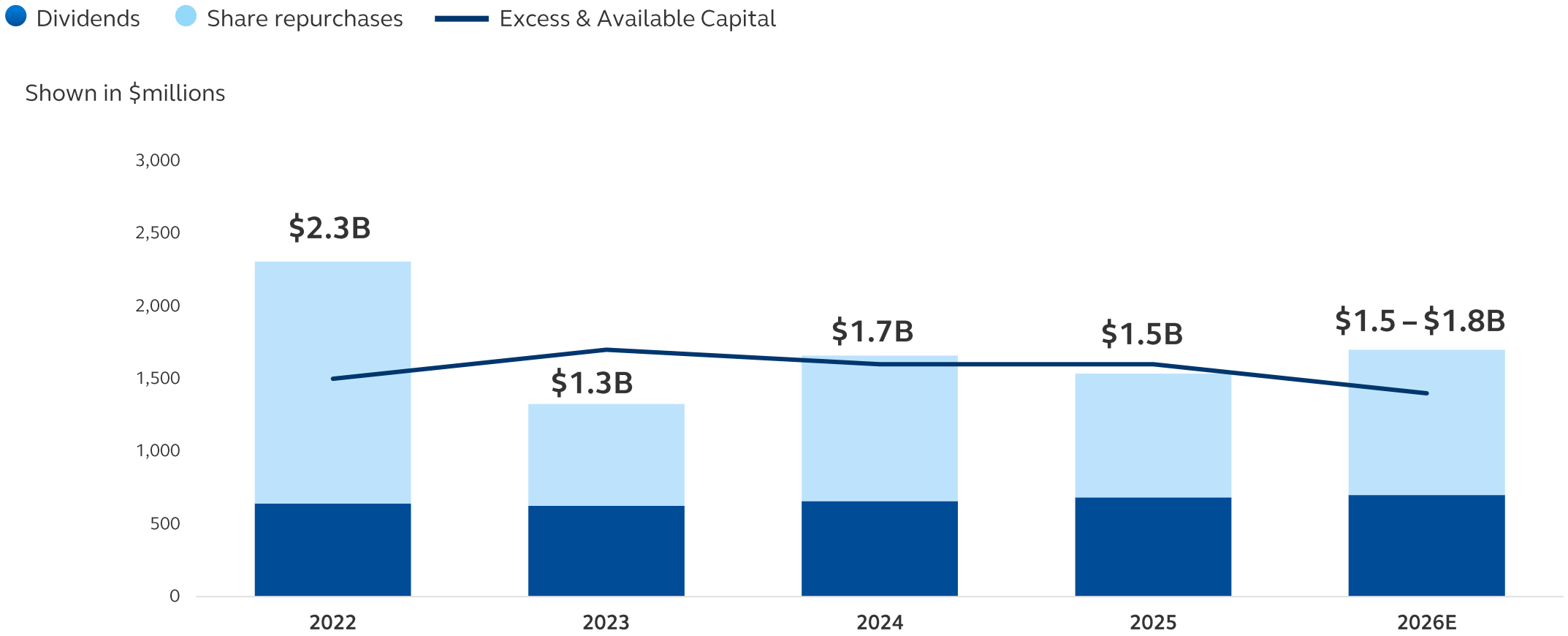
Growing dividend per share anchored to 40% payout ratio

Growth in dividends will track with net income growth



Principal®

Strong capital deployments and commitment to actively return excess capital



Principal®

2026 Outlook

Guidance ranges on an excluding significant variances basis

Total company financial targets

9-12%
Annual EPS growth

75-85%
Free capital flow conversion

15-17%
ROE

U.S. Retirement

2-5%	38-41%
Net revenue	Operating margin

U.S. Benefits and Protection

Specialty Benefits

5-9%	14-17%	60-64%
Premium and fees	Operating margin	Incurred loss ratio

Life Insurance

1-4%	12-16%
Premium and fees*	Operating margin

Global Asset Management

Investment Management

4-7%	35-39%
Operating revenues less pass-through expenses	Operating margin

International Pension

4-7%	46-50%
Net revenue	Operating margin

Corporate

$(375)M-$(425)M
Pre-tax operating losses

*Growth rate represents medium-term outlook (2026 - 2028); 2026 growth rate = (2%) to (4%) due to movement of subsidiary supporting enterprise distribution

Principal®

Business Unit Overview

Principal®

Our businesses are market leaders...

U.S. Retirement

- #3 DC recordkeeping
- #4 Pension risk transfer
- #1 Defined benefit
- #1 ESOP/KSOP service provider
- #1 Non-qualified deferred compensation

U.S. Benefits and Protection

- #2 Total group benefits
- #3 Group dental
- #1 Group life
- #3 Worksite products
- #2 Small-case business life insurance
- #2 Disability buyout
- #1 Corporate owned life insurance

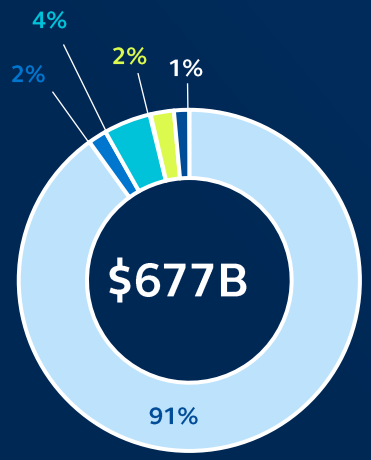
Asset Management

- #2 Manager of hybrid target date funds CITs
- Top 3 Provider of U.S. hybrid target date funds
- Top 10 Manager of U.S. target date portfolios
- Top 10 Global real estate manager
- #1 Brazil voluntary pension
- #2 Chile voluntary pension
- #7 Mexico mandatory pension

See appendix for sources of rankings.

Retirement & Income Solutions

We are a top tier retirement provider that drives enterprise value



Retirement and Income Solutions: Account Value

- Workplace savings and retirement solutions
- Individual Annuities
- Pension risk transfer
- Investment Only
- Bank and trust

PROVIDING EXPERTISE ACROSS ALL MARKETS WITH A FOCUS ON SMBs

Workplace retirement solutions drives revenue throughout the organization

Supporting an array of client needs through our Total Retirement Solutions

Our U.S. retirement footprint

14 M
Individuals

- Includes individuals are eligible plan participants of our worksite retirement plans, PRT individuals, variable annuities and bank customers

$1.2 T
AUA[8]

- Across all U.S. retirement businesses

46,000
Employers

- Includes relationships in Workplace Saving and Retirement Solutions (WSRS), Pension Risk Transfer (PRT) and Principal Custody Solutions (PCS)

100,000
Relationships[9]

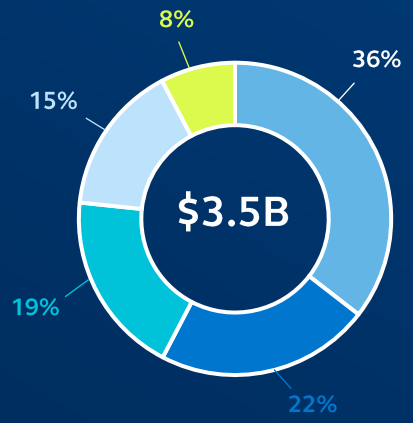
- Across advisor and consultant channels

As of September 30, 2026 unless otherwise stated.

Principal®

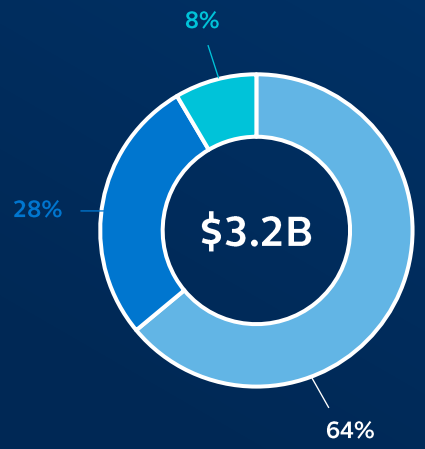
Benefits & Protection

Specialty Benefits



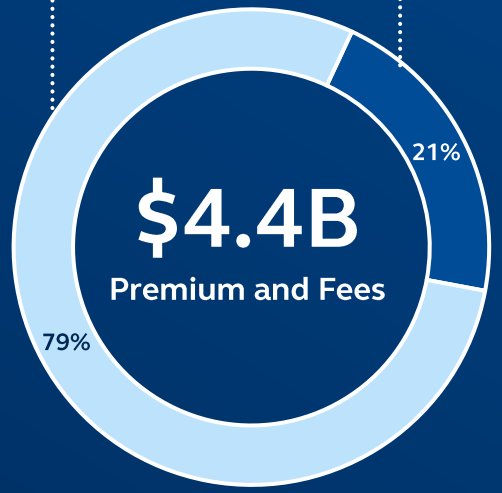
Specialty Benefits:
Premium & Fees

- Dental
- Group Disability
- Group Life
- Individual Disability
- Supplemental Health



Group Benefits:
Premium by Customer Segment

- 2 – 99 employees
- 100 – 499 employees
- 500+ employees



Life

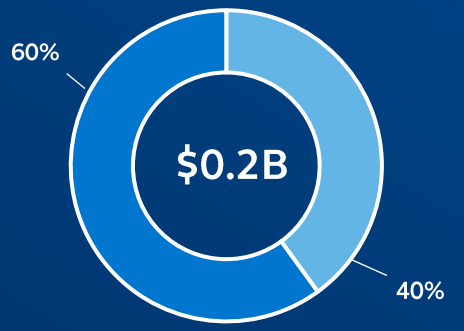
Total Life Insurance:
Premium & Fees

- Business Market
- Legacy Life



Business Market Life Insurance:
New Sales Premium

- NQDC
- Business Owner Solutions



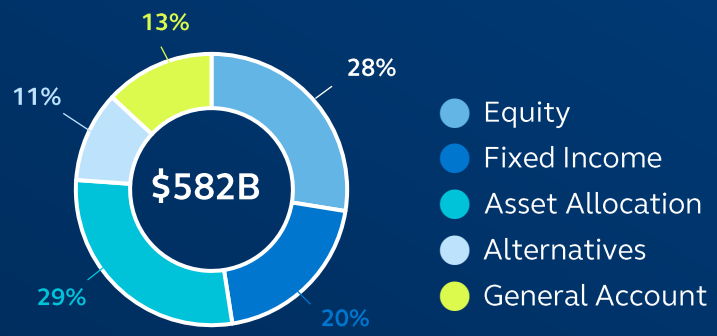
As of September 30, 2026 unless otherwise stated.

Principal®

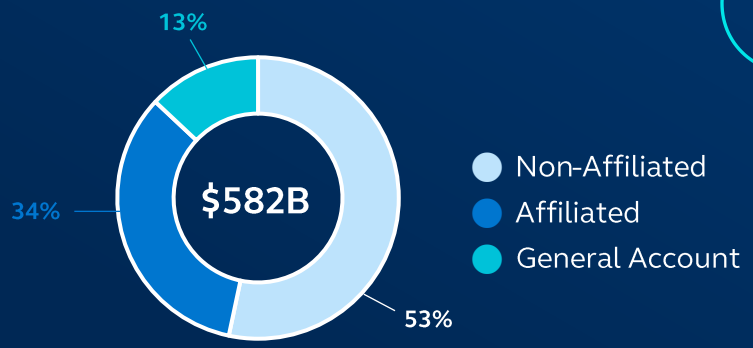
Principal Asset Management

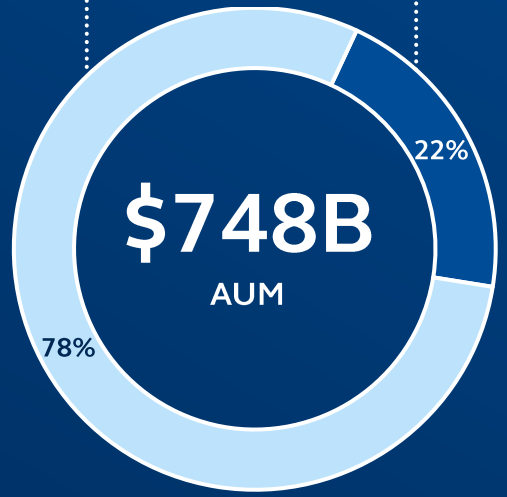
Investment Management

IM AUM by asset class



IM AUM by source



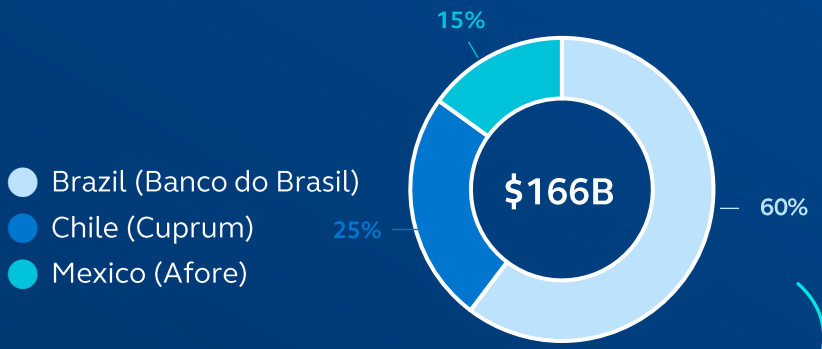


INVESTMENT MANAGEMENT FOCUS

A global leader in asset management focused on securing lasting advantages for clients over generations and market cycles

International Pension

International Pension AUM by Country



INTERNATIONAL PENSION FOCUS

Serving retirement and investors' long-term savings needs through pension accumulation products and income annuities

 As of September 30, 2026 unless otherwise stated.

Footnotes

1	2026 World's Most Ethical Companies® by Ethisphere
2	Non-GAAP pre-tax operating earnings trailing twelve months; excluding Corporate segment and impacts from actuarial assumption review
3	SMB defined as Benefits and Protection customers with 1,000 lives or less; Retirement customers with plan asset size less than $200 million
4	SBA 2025 Small Business Profile
5	This is a non-GAAP measure, excludes significant variances
6	Non-GAAP return on equity, excluding cumulative change in fair value of funds withheld embedded derivative and AOCI, other than foreign currency translation adjustment. Excludes significant variances
7	This is a non-GAAP financial measure. Debt to capital ratio excludes cumulative change in fair value of funds withheld embedded derivative and AOCI
8	As of March 31, 2026
9	As of December 31, 2025

Sources of Rankings

Business	Market Position	Source
U.S. Retirement	#1 ESOP/KSOP service provider	Based on number of plans. Source: 2026 PLANSPONSOR Defined Contribution Plan Recordkeeping Survey, June 2026
	#1 Defined benefit	Based on number of plans. Source: 2026 PLANSPONSOR Defined Benefit Administration Survey, October 2026
	#1 Non-qualified deferred compensation	Based on number of plans (excluding 457 plans). Source: 2026 PLANSPONSOR Defined Contribution Plan Recordkeeping Survey, July 2026.
	#3 DC recordkeeper	Based on the number of participants Source: 2026 PLANSPONSOR Defined Contribution Plan Recordkeeping Survey, July 2026
	#4 Pension risk transfer provider	Based on Q4 2025 PRT total assets, LIMRA, U.S. Group Annuity Risk Transfer Survey as of Q4 2025
Asset Management	#2 Manager of hybrid target date funds CITs	Based on the Sway Research 2026 Report: The State of the Target Date Market: Year-End 2025. Ratings refer to AUM in the U.S. Market.
	Top 3 provider of U.S. hybrid target date portfolios	
	Top 10 manager of U.S. target date portfolios	
	Top 10 Global real estate manager	"The Largest Real Estate Investment Managers," Pensions & Investments, June 2025
	#1 Brazil voluntary pension	Fenaprevi - Sept. 2025
	#2 Chile voluntary pension	CMF and SP – Sept. 2025
	#7 Mexico mandatory pension	Consar – Sept. 2025
Benefits & Protection	#2 Disability buyout	Based on participants in the LIMRA 4th Quarter 2025 Individual Disability Income Insurance Sales survey (February 2026)
	#2 small-case business life insurance	Based on 2025 corporate-sponsored individually owned (CSIO) life insurance case count and corporate-owned life insurance (COLI) case count for case size up to $5 million of total premium per case in the 2026 COLI/CSIO survey of participating carriers by IBIS Associates (June 2026)
	#1 Corporate owned life insurance	
	#2 Total Group Benefits (dental, vision, life, disability, accident, critical illness, hospital indemnity)	Determined by fully-insured employer groups in-force. Based on participants in LIMRA's Fourth Quarter 2025 U.S. Workplace Benefits Life Insurance, Disability Insurance, Dental and Vision Plans, and Supplemental In-force surveys, April 2026
	#3 Group Dental	
	#1 Group Life	
	#3 Worksite products (accident, critical illness, hospital indemnity)	

Principal®