



Investor materials

Principal Financial Group®

2026 September



A leading global financial services company

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

ABOUT PRINCIPAL FINANCIAL GROUP

Meeting the needs of our approximately **83 million customers** who rely on our expertise in retirement, insurance, and asset management

Administering **\$1.9 trillion in client assets**, including **\$808 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

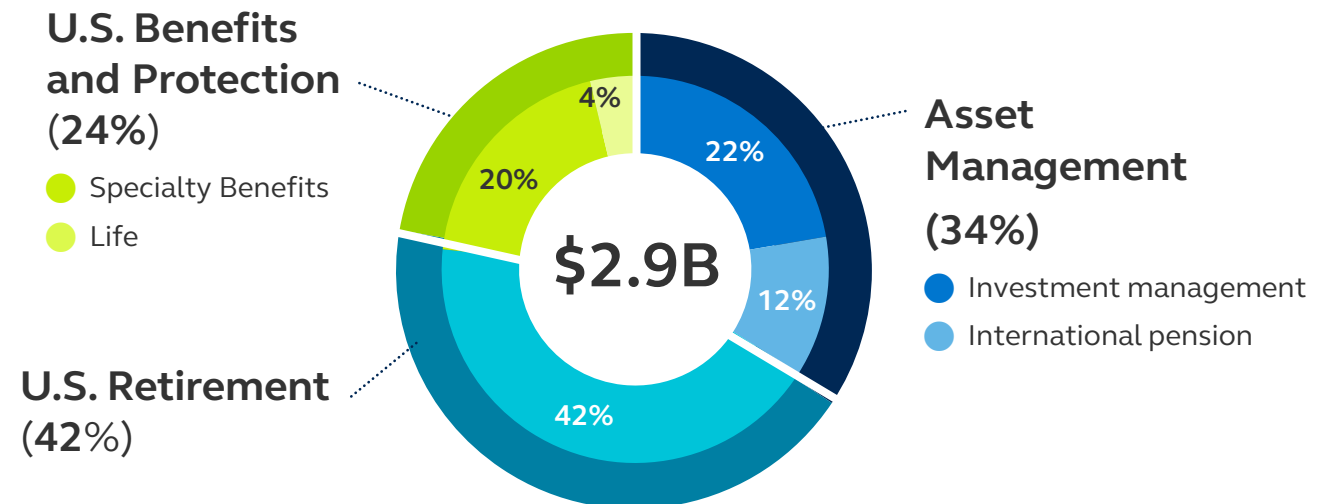
Attracting, developing, and retaining a global workforce of over **19,000 employees** located in offices across **25 nations and territories**

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



Non-GAAP pre-tax operating earnings²



Note: numbers may not add due to rounding.

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 Midsize 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

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 **\$325B** of retirement-related AUM boasting **39% in proprietary asset AUM** and robust QDIAs anchored by **\$109B 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**

Small and Midsized Business

SMB³ 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 employers⁴** and **62M employees⁴**

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

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 \$213B global platform built to deliver customized solutions across all major fixed income sectors.



Public Equities

A \$255B global platform with diversified solutions across the full range of market caps and geographies.



Real Estate & Private Markets

\$96B in private market assets, anchored by real assets.



Asset Allocation

Customized approach combining manager styles and asset classes to deliver innovative solutions, including a \$109B Target Date Suite.

- ✓ **Integrated** recordkeeping and asset management model, with **industry leading** share of AUM (39%) managed by Principal Asset Management, driving scale, alignment, and durable growth in Target Date Funds
- ✓ **\$94B 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

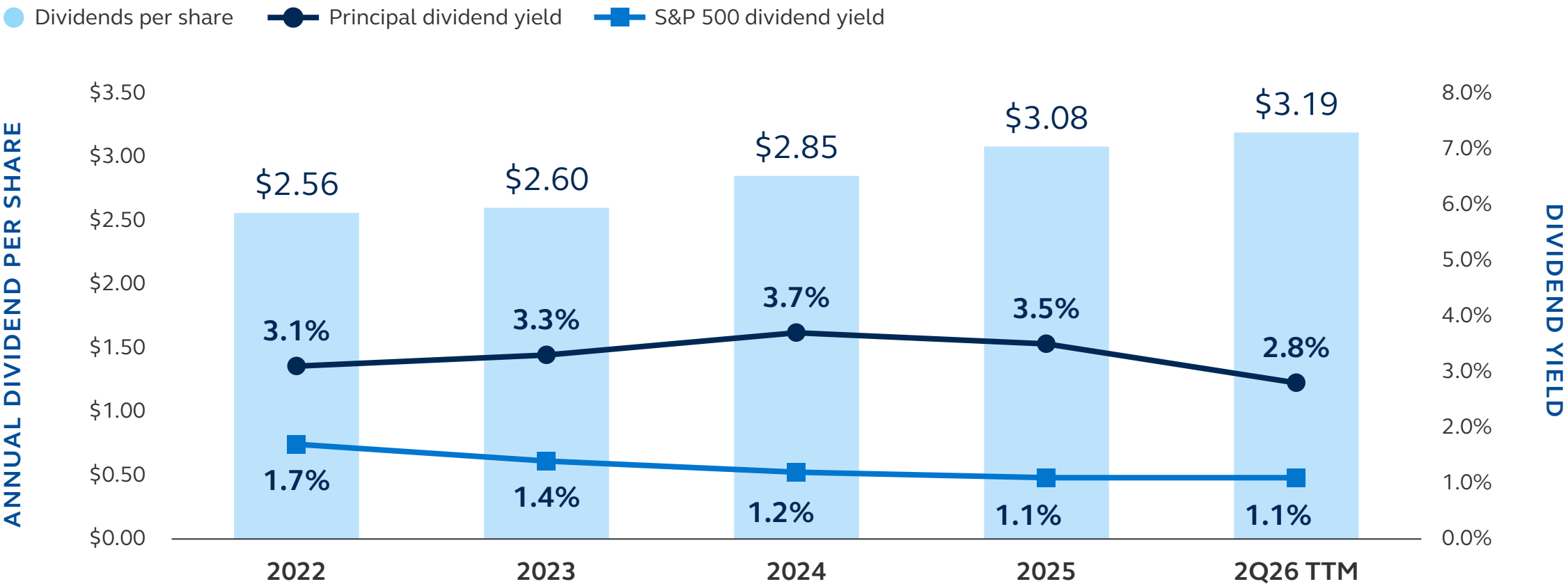
Strong financial performance and capital strength

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

1Q 2026 financial performance	Capital allocation priorities	Balance sheet strength
Earnings per share growth⁵ 13% (9-12% target) Free capital flow conversion ratio 96% (75-85% target) ROE⁶ 16% (15-17% target)	Organic growth 15-25% Dividends 40% Share repurchases 35-45% Opportunistic M&A 0-10%	Excess and available capital⁷ \$1.45B PLIC RBC ratio 400% Debt-to-capital ratio⁷ 22.1%

Growing dividend per share anchored to 40% payout ratio

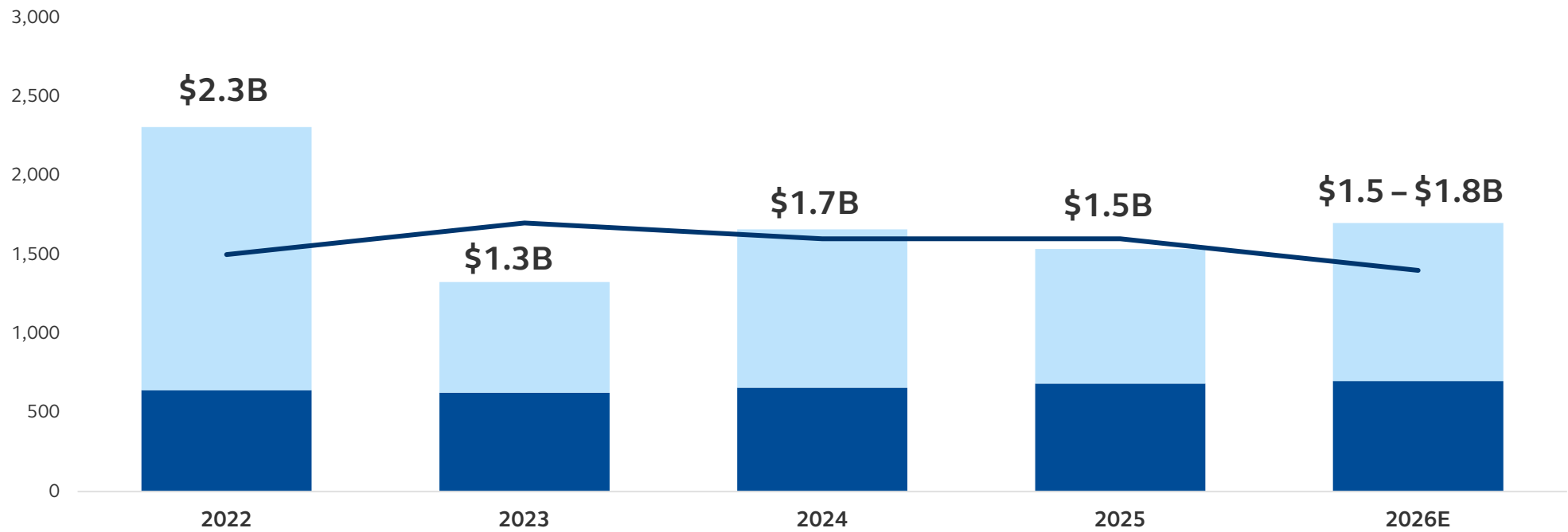
Growth in dividends will track with net income growth



Strong capital deployments and commitment to actively return excess capital

● Dividends ● Share repurchases — Excess & Available Capital

Shown in \$millions



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% Net revenue	38-41% Operating margin
U.S. Benefits and Protection	Specialty Benefits	
	5-9% Premium and fees	14-17% Operating margin
	Life Insurance	
	1-4% Premium and fees*	12-16% Operating margin
Global Asset Management	Investment Management	
	4-7% Operating revenues less pass-through expenses	35-39% Operating margin
	International Pension	
	4-7% Net revenue	46-50% 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

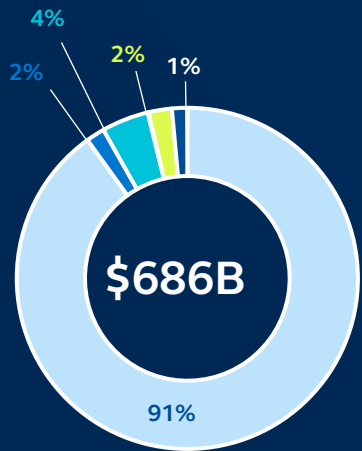
Business Unit Overview

Our businesses are market leaders...

U.S. Retirement	+	U.S. Benefits and Protection	+	Asset Management
#3 DC recordkeeping #4 Pension risk transfer #1 Defined benefit #1 Employee Stock Ownership Plan #1 Non-qualified deferred compensation		#2 Total group benefits #3 Group dental #1 Group life #3 Worksite products #1 Small-case business life insurance #2 Disability buyout #1 Corporate owned life insurance		#2 Manager of hybrid target date funds CITs Top 2 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

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
Individuals⁸

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

\$1.2 T
AUA⁸

- Across all U.S. retirement businesses

46,000
Employers⁸

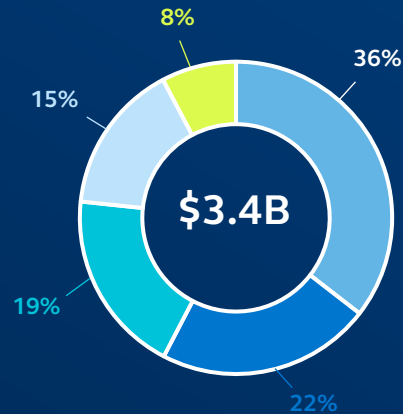
- Includes relationships in Workplace Saving and Retirement Solutions (WSRS), Pension Risk Transfer (PRT) and Principal Custody Solutions (PCS)

100,000
Relationships⁹

- Across advisor and consultant channels

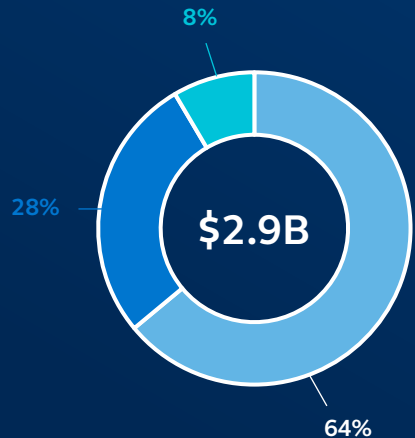
Benefits & Protection

Specialty Benefits



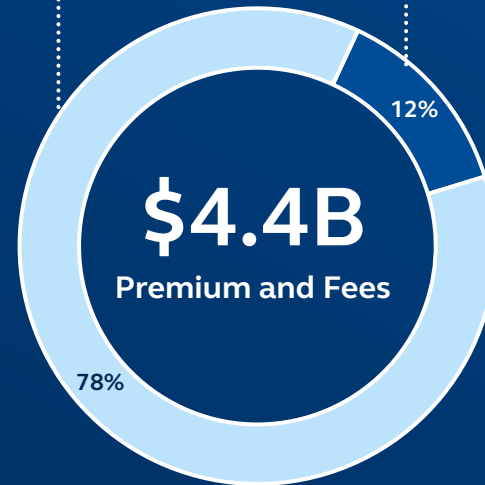
Specialty Benefits:
Premium & Fees

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



Group Benefits:
Premium by Customer
Segment

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



Total Life Insurance:
Premium & Fees

- Business Market
- Legacy Life

Business Market Life
Insurance:
New Sales Premium

- NQDC
- Business Owner Solutions

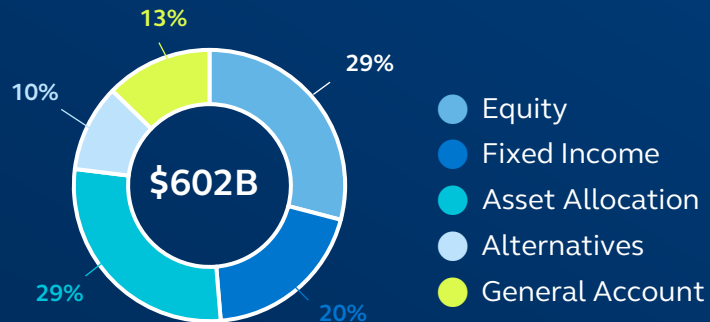
Life



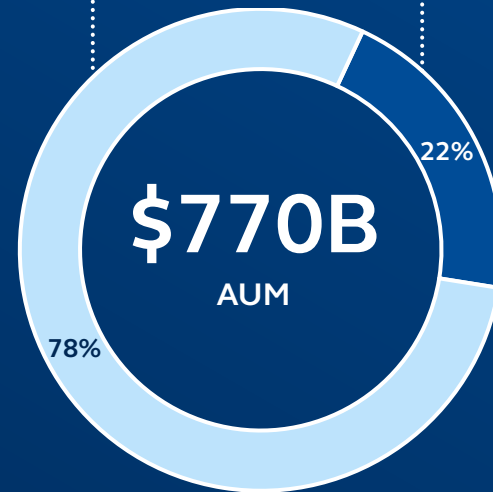
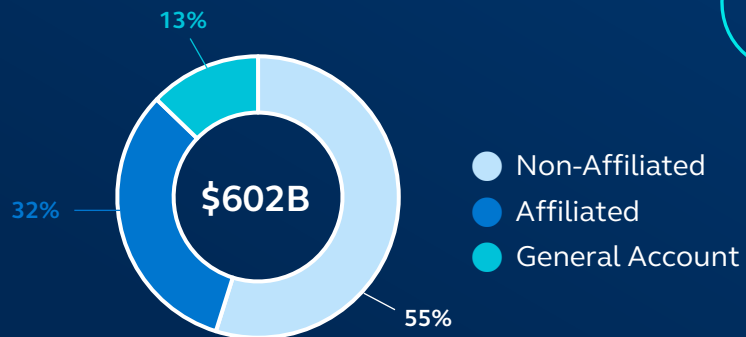
Principal Asset Management

Investment Management

IM AUM by asset class



IM AUM by source

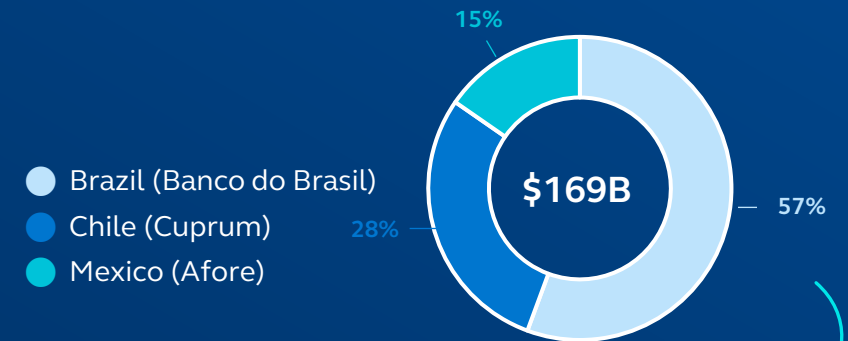


INVESTMENT MANAGEMENT FOCUS

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

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 Employee stock ownership	Based on number of plans. Source: 2025 PLANSPONSOR Defined Contribution Plan Recordkeeping Survey, June 2025
	#1 Defined benefit	Based on number of plans. Source: PLANSPONSOR Defined Benefit Administration Survey, September 2025
	#1 Non-qualified deferred compensation	Based on number of plans. Source: 2025 PLANSPONSOR Defined Contribution Plan Recordkeeping Survey, June 2025. Excludes 457 plans
	#3 DC recordkeeper	Based on the number of participants, Source: 2025 PLANSPONSOR Defined Contribution Plan Recordkeeping Survey, June 2025
	#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 2025 Report. Ratings refer to AUM in the U.S. Market. This ranking includes the Principal LifeTime Hybrid CITs
	Top 2 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, 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 Second Quarter 2025 Individual Disability Income Insurance Sales survey (September 2025)
	#1 small-case business life insurance	Based on 2024 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 2025 COLI/CSIO survey of participating carriers by IBIS Associates
	#1 Corporate owned life insurance	
	#2 Total Group Benefits	Determined by fully-insured employer groups in-force. Based on participants in LIMRA's Fourth Quarter 2024 U.S. Workplace Benefits Life Insurance, Disability Insurance, Dental and Vision Plans, and Supplemental In-force surveys, April 2025
	#3 Group Dental	
	#1 Group Life	
	#3 Worksite products	