

Keylane Life & Pension update

Leon de Looff

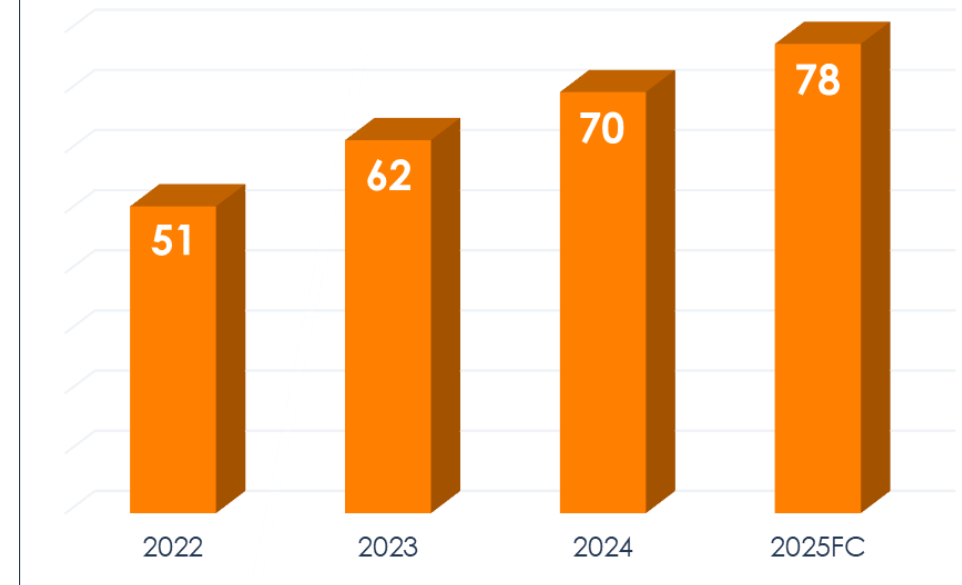
October 2, 2025



Continued Growth & Significant Platform Investments

- **Steady growth** of ~15% year-on-year since 2022, with healthy profit margins
- **500 Life & Pension professionals**, 400 in NL/DK, 100 in India
- Serving **60+ customers**, ranging from 5.000 to several million participants
- Over **10m EUR invested** in our L&P platforms in 2024, another 10+m EUR in 2025
- Large **eco-system** of partners
- **On track** in Dutch pension reform **WTP**, customers live on FPR and SPR
- Expanding in **Nordics, Belgium, UK**

Keylane L&P growth since 2022
EUR mln revenue



Expanding & Strengthening the Leadership Team

Supervisory Board



Marco Limena
Chair Supervisory board

Formerly Microsoft (VP Hosting & Cloud), Board International, HP



Fabio de Ferrari
Member Supervisory Board (per Dec 1)

Formerly Allianz (a.o. COO Germany), REVO insurance, HP

Keylane Leadership Team



John Reynders
CEO

Formerly Microsoft, Visma & Your.Cloud



Philipp E. Lederer
CFO

Formerly Morgan Stanley, HSBC, CFO at various tech companies



Leon de Looff
MD Life & Pension

Responsible for the L&P customers and products



Lukas van Grunsven
MD Property & Casualty

Responsible for the P&C customers and products



Nelson Petracek
CTO

Responsible for Product mgmt, Engineering, Cloud
Formerly Tibco, Informatica

Future-ready SaaS Platforms

Delivering value, cutting costs and building resilience

- Converging front end portals and tools into flexible and configurable process support for advisors, employers and participants
- End-to-end platforms for all L&P processes and types/sizes of customers. Long-term viable investment and roadmap strategy

Keylane Frontend Solutions

Benefit-Plaza

Plexus Digital
Engagement

Obex

Keylane Policy Administration Platforms

Plexus

Lifetime

LeanApps Life

Maia

WTP Transition in the Dutch Market

All platforms ready for implementation at existing and new customers



Platforms ready and organisation scalable to take on additional funds. Several Plan B discussions ongoing.

	In production	In progress
Life & Pension Insurers	   	
Pension Funds & TPA's	 	   

Internationalisation: Solutions that scale globally



Norway

- First major customer (top 5 player) confirmed
- More developments expected in the market



Belgium

- Several conversations and PoC's especially regarding modern collective products



UK

- First analyses and conversations

Strategic Priorities to Stay Future Ready

Driving resilient SaaS solutions and customer value



Boosting AI

Enabling our customers, augmenting our products and optimising our own processes



Multi-Cloud Strategy

Choice of Private and Public cloud hosting, evolution of platforms



International Expansion

Organic and M&A
New country layers



Adaptability

Front-ends, UX, configurability and workflows



Questions?