AragonRe

PRIVATE CAPITAL & BUSINESS DEVELOPMENT

Experience, renewed.

AragonRe brings private capital and practical business development to the companies that support insurance. Our model combines majority ownership with active governance, management development and technology integration. We preserve valuable knowledge and relationships, renew commercial focus and help experienced teams perform with greater purpose.

COMPANY PROFILE

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Private capital with an operating purpose

AragonRe refers to ARAGONRE LTD INCORPORATED, incorporated in Puerto Rico.

AragonRe is a private investor and business development partner focused on the companies that serve the insurance sector. We bring an owner's commitment to the development of each business, combining capital with the management attention needed to put it to productive use.

Our ambition is to build businesses known for capable management, dependable service and disciplined performance. Capital, governance and technology all serve that purpose.

Our approach begins with understanding where value already exists. Specialist knowledge, established customer relationships and experienced teams can provide a strong foundation for growth. We work with leadership to identify that foundation, understand the constraints on performance and establish a practical development plan.

The experience behind AragonRe includes redirecting businesses, renewing team motivation and restoring financial focus while preserving valuable knowledge and relationships. That experience informs a measured approach to change, with attention to the people who must deliver it and the financial results that make it sustainable.

PRIVATE CAPITAL

MAJORITY OWNERSHIP

PRACTICAL BUSINESS DEVELOPMENT



We preserve valuable capability and give it renewed commercial purpose.

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PEOPLE AND COMMERCIAL RENEWAL

Make experience more productive

An established sales force represents a substantial investment in knowledge, relationships and trust. Its value develops through years of understanding customers, learning a market and exercising judgment. AragonRe starts by recognizing that value and identifying how it can contribute more effectively to the next stage of the business.

We help management renew commercial direction, make priorities clear and equip teams to work with greater purpose. Practical coaching, relevant information and well-designed incentives support that change. Better systems should give people more time for meaningful customer conversations, consistent follow-up and the work that calls for their expertise.

Technology can make accumulated knowledge easier to share and use. Customer information becomes more accessible; managers gain a clearer view of activity; experienced colleagues can pass on what they know. The result we work towards is a team whose contribution is easier to see, support and develop.

Preserving capability means giving it a productive future. We refocus experience around the needs of customers today and the commercial performance required to sustain the business.

Capital that strengthens the business

DIRECT PRIVATE INVESTMENT / MAJORITY OWNERSHIP

AragonRe's investment model centres on direct private capital and majority ownership. This provides a basis for clear decision-making, sustained management involvement and accountability for the development of the business. Investment is connected to a defined purpose and a practical understanding of how value will be created.

We examine the quality of revenue, the cost of delivering service, working-capital needs and the resources required for improvement. These considerations shape priorities for investment and help management connect day-to-day decisions with cash generation and long-term business value.

Our model includes the development and oversight of group financing and bond programmes. The remit covers financing plans, programme governance, monitoring the allocation of funds and reporting on commitments. It includes coordination with the professionals appointed to the relevant financing arrangements.

A clear view of capital and obligations allows development plans to remain grounded in the financial capacity of the business. We seek to support growth at a pace the organization can manage, with responsibility for the use of capital visible throughout.

Investment is accompanied by active responsibility for the business.

GOVERNANCE AND MANAGEMENT

Clear direction at every level



Good governance should help a business make sound decisions and carry them through. AragonRe works to establish clear responsibilities, useful management information and a regular discipline of review. Leaders need to know what they are accountable for, what is expected and when an issue requires attention.

Financial oversight is part of that operating discipline. We focus on information that explains performance: the economics of services, the conversion of revenue into cash and the demands that growth places on people and resources. Reporting should help management act with greater confidence and identify problems early.

Management development gives people the capability to meet those responsibilities. We help leaders clarify priorities, improve delegation and strengthen the routines through which teams communicate and deliver. Coaching and practical support connect development to the actual work of the business.

Change becomes more durable when people understand its purpose and can see progress. Clear expectations and regular feedback help renew motivation while maintaining accountability for service quality and commercial results.

RESPONSIBILITY / INFORMATION / ACCOUNTABILITY

Technology that works for people

AragonRe approaches technology through the work it needs to improve. We look at where information is difficult to obtain, where effort is repeated and where customers or colleagues experience avoidable delay. Those observations help define useful changes and the systems required to support them.

Customer management tools, workflow automation, management reporting and appropriate AI applications can support better service and more informed decisions. Their value depends on how well they fit the business, the reliability of the information they use and the confidence of the people expected to use them.

We connect implementation with training, clear ownership and review of how the tools perform in practice. Adoption is part of the investment: a system becomes useful when it is understood, trusted and incorporated into everyday work. Appropriate access controls, data handling and human review remain part of that design.

Our aim is to make specialist knowledge easier to apply, management information more useful and experienced teams more effective. Technology should make the business's strengths easier to put to work.



The value of technology is measured in the work it helps people do.

Strengthening the services behind insurance

Our investment focus includes customer service and distribution support, insurance administration technology, workflow and reporting services, risk information, and specialist business infrastructure. We look for businesses whose knowledge, systems or relationships make other parts of the insurance sector work better.

We are interested in businesses with valuable knowledge or relationships, a clear role in their market and management willing to engage in purposeful development. The opportunity should be understandable: what customers value, where performance can improve and how the business can earn a sustainable return from the services it provides.

Our work begins with a commercial and operational review, followed by agreed priorities and a development plan. Responsibilities, resources and measures of progress are established together. Improvements are then introduced in a sequence that the business can absorb, with regular review of service and financial performance.

01 **Understand the business**

02 **Agree priorities**

03 **Develop capability**

04 **Review performance**

Our scope centres on investment, governance, management development, technology integration and business support; regulated activities remain with appropriately authorized operating entities.

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OUR PURPOSE

Build on what matters

AragonRe exists to make valuable businesses stronger. We bring capital and active ownership to an approach that respects experience, renews commercial purpose and gives people the support to perform well.

We aim to set a high standard for the services that support insurance: capable management, sound financial discipline and technology used with care. Our ambition is best-in-class service, built through practical improvement and accountable leadership.

We welcome conversations with business owners considering their next stage, private investment partners and specialists who share our approach. The starting point is a clear understanding of the business, the value already within it and the future we can build together.

Experience, renewed.

Images are illustrative and do not depict AragonRe offices or personnel.

