An introduction to Aegon

Helping people achieve a lifetime of financial security
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An overview of who we are

Earnings
(Underlying earnings before tax, full year 2018)

- Americans: 37%
- Europe: 54%
- Aegon Asset Management: 7%
- Asia: 2%

€2.1 billion

What we do
Life insurance, pensions & asset management for approximately 29 million customers

History
Our roots date back to the first half of the 19th century

Investments
Revenue-generating investments €804 billion (December 31, 2018)

Deposits
Net deposits €(4.7) billion (Full year 2018)

Employees
Over 26,000 employees (December 31, 2018)

Paid out
in claims and benefits €48 billion (Full year 2017)
Customers at the heart of everything we do

For almost 200 years

<1900
Aegon’s roots date back to the first half of the 19th century

1983: Joining forces
Merger of Dutch insurers Ago and Ennia; Aegon established

>1983
International expansion to over 20 markets in the Americas, Europe and Asia

Recent history
Executing our customer-centric strategy to help people achieve a lifetime of financial security
To help people achieve a lifetime of financial security

From working life….through guidance and advice…to trusted provider of retail solutions

**Working life**
We protect customers’ lives, property and other assets, and help them manage their education and pension pots.

**Saving & investment**
As their working lives progress, we manage customers’ assets and provide advice on savings and investments.

**At & after retirement**
We provide our customers with a stable income in retirement, helping to meet costs of care and securing their families’ future.
Our operating environment

Key trends are shaping our industry

Shift away from guaranteed life products
- Low interest rates combined with changing demographics
- New prudential regulation and increased capital requirements
- Rising demand for transparent products

Focus on individual responsibility
- Reduced social benefits and fiscal incentives
- Increased awareness to save for retirement
- Workplace channel increasingly important
- Changing customer behavior in researching and purchasing products
- New technology creates increased transparency
- More effective and efficient ways to advise and serve mass affluent customers

Increased importance digital channels
Our purpose, vision and culture

To continue for the next 200 years and beyond

**Purpose**
We exist to help people achieve a lifetime of financial security

**Vision**
We believe that secure futures require smart financial planning, a healthy lifestyle and relevant solutions at every stage of our lives, a thoughtful approach to secure retirement and healthy aging in our society and a lasting contribution to a healthy environment

**Culture**
We believe that we are future fit: we act as one, are accountable, agile and customer centric
Aegon’s business model

Putting the customer at the heart of everything we do

Product & services
We begin with the customer – we assess the customer’s needs, price risk and develop products and service that fit with those needs. Our products and services are then branded and marketed.

Distribution
Some of our products and services are sold directly to customers. We sell most, however, via intermediaries, including brokers, agents, banks and financial advisors.

Asset management
In exchange, customers pay fees or regular premiums. On pensions, savings and investments, customers make deposits. We invest the money we receive and, over time, work to increase its value.

Claims & benefits
From the returns we make, we pay customers claims and benefits, and make profits for our shareholders. Customers also make regular withdrawals from pensions and savings products.
Committed to financial education

Conduct research, educate the public and lead a global dialogue on retirement security

Established research centers for longevity and retirement in the Netherlands, the US and Brazil

Publication of original research regarding: retirement, longevity, population aging, healthcare coverage and health & wellness

Building relationships with respected partners in the field of longevity, retirement and health

The Centers for longevity and retirement are a collaboration of experts from Aegon’s businesses in Europe, the Americas and Asia
Creating value
For all our stakeholders

Every company must create long-term value for society and its stakeholders. Aegon creates value in several ways: as a provider of financial services, a responsible employer and business partner, through its returns to shareholders, its tax payments, its support for local communities and through the money invested.

Our stakeholders are:
• Customers
• Employees
• Investors
• Wider community
• Business partners
How we create and share value...

Our resources of capital*

- Financial capital
- Human & intellectual capital
- Social & relationship capital

Economic value generated
2017

€48 billion paid out to customers in claims, benefits and plan withdrawals

€721 million paid out to investors in dividend and interest payments

€14 million spent on training and career development programs

€8.9 million invested in local communities

* This chart is based on the International Integrated Reporting Council’s (IIRC) six capitals. For the purpose of Aegon’s value chain, the capitals have been chosen that are most relevant to Aegon’s business. More information can be found in Aegon’s 2017 Review.
How we share value with our customers

• By serving customers throughout their lives
• By providing optimal products and services
• By being easily accessible online
• By developing innovative new platforms
• By offering efficient, frictionless customer service

Serving individual and group customers globally

29 million

Paid out in policyholder claims and benefits in 2017

€48 billion

Of our businesses rank in the top 50% for customer loyalty in their respective markets versus 12% in 2015

61%
How we share value with our employees

- By providing worthwhile employment and a safe, productive workplace
- By attracting people with digital and marketing skills
- By encouraging new ways of working
- By embracing diversity

Over 26,000 employees at the end of 2018

Total employment costs in 2017:
- Salaries: €2.23 billion
- Benefits: €0.76 billion

53% of women in the Aegon workforce
How we share value with our investors

- By growing our business, generating capital and paying out dividends to our shareholders
- By our dedication to meet our long-term commitments to shareholders by delivering sustainable financial results and maintaining a strong and stable balance sheet
- Through shareholder engagement

78% of Aegon’s shares are held by institutional investors

AA- financial strength rating by S&P Global

2 listings – Euronext Amsterdam & New York stock exchange
How we share value with wider society

• By playing an active role in the communities in which we operate
  - Providing support through community investments to vulnerable people

• By encouraging our employees to add value via volunteer work

• By our sport sponsorships
  - We are promoting a healthy lifestyle

21,156 hours of paid time-off in 2017 for employees to work with local communities

€8.1 billion of impact investments by the end of 2017 in e.g. affordable housing and renewable energy

€8.9 million invested in 2017 in local communities, mostly in health, welfare and literacy
How we share value with our business partners

- Helping our business partners to grow alongside us
- Through our joint ventures and strategic partners
- Through our investments in start-ups
- By regularly assessing our suppliers against minimum social and environmental standards

**Omni-channel** approach towards our customers

**~$140 million** Invested in start-ups and new technologies, with 16 separate investments by the end of 2017

**€1.4 billion** Spent on goods and services in 2017

Omni-channel

Spent on goods and services in 2017
One of the world’s leading financial services companies
Operations across Americas, Europe and Asia

In more than 20 countries

This map does not provide an exhaustive list of Aegon’s operations and subsidiaries. For more information, please see our 2017 Annual Report.
Our brand portfolio

Two master brands
Our global reporting structure

**Americas**

- **United States**
  - Life
  - Accident & health
  - Retirement plans
  - Mutual funds
  - Variable annuities
  - Fixed annuities
  - Stable Value Solutions

- **Latin America**
  - Strategic partnerships (Brazil, Mexico)

**Europe**

- **The Netherlands**
  - Life
  - Non-life
  - Banking
  - Service business

- **United Kingdom**
  - Existing Business
  - Digital Solutions

- **Central & Eastern Europe**
  - Life
  - Pensions
  - Non-life

- **Spain & Portugal**
  - Life
  - Non-life

**Asia**

- In Hong Kong and Singapore: high net worth businesses
- Aegon Insights
- Strategic partnerships (China, India & Japan)

**Aegon Asset Management**

- Americas
- Europe
- Rest of the world
- Strategic partnerships (China, France)
The Americas at a glance

A few key indicators

Underlying earnings before tax
By line of business – full year 2018

- Life: $263 billion
- Accident & health: $259 billion
- Retirement plans: $469 billion
- Mutual funds: $195 billion
- Variable annuities: $45 billion
- Fixed annuities: $114 billion
- Stable Value Solutions: $93 billion
- Latin America: $1 billion

$1.4 billion

Revenue-generating investments
December 31, 2018

- Latin America: $424 billion
The Americas at a glance

Transamerica is Aegon’s master brand in the US

Primary sponsor of US professional golfer:

Zach Johnson

Operations in the United States, Brazil & Mexico

Over 8,800 employees (December 31, 2018)

In the US, among the top 10 largest providers of variable annuities, universal life and term life

Diverse & targeted distribution to better align with its 12.9 million customers in the US (December 31, 2018)
Europe at a glance

A few key indicators

Underlying earnings before tax
By line of business – full year 2018

€839 million

- The Netherlands: 72
- United Kingdom: 128
- CEE: 615
- Spain & Portugal: 24

Revenue-generating investments
December 31, 2018

€276 billion
Europe at a glance

One of the leading brands in the Dutch financial sector

Primary sponsor of:

Dutch Rowing Association

Headquarter in The Hague, offices in Leeuwarden and Groningen

Over 3,500 employees (December 31, 2018)

In the Netherlands, Aegon is the #2 provider of group pensions and the #5 in individual life

Using a variety of distribution channels to help customers access products and services as best suits their needs
Europe at a glance

Aegon UK enables customers to create the tomorrow they want

Various partnerships with organizations that make a social impact, such as:

- Breakfast Club & Prince’s Trust

Aegon UK’s main offices are in Edinburgh and London

Over 3,100 employees (December 31, 2018)

In the UK, Aegon focuses on retirement, workplace savings and protection

Leading position for award-winning retirement platform with GBP 128 billion in assets under administration (December 31, 2018)
Europe at a glance

Growth potential in Central & Eastern Europe

Aegon Hungary is springboard for further expansion in Central & Eastern Europe

- Present in Hungary, Poland, Romania & Turkey
- Over 2,300 employees (December 31, 2018)
- #1 in household insurance in Hungary
- Successful Aegon Direct portal for non-life in Hungary
Europe at a glance
Spain & Portugal – key markets with strong partnerships

Aegon’s history in Spain goes back to
1980

Distribution through strong partnerships with banks: Banco Santander & Liberbank

Over 500 employees (December 31, 2018)

In Spain, Aegon has established a reputation as a preferred provider of protection products

Online distribution is increasingly important in order to connect with customers in Spain & Portugal
Asia at a glance

A few key indicators

Underlying earnings before tax
By line of business – full year 2018

-15
9
71

$65 million

Revenue-generating investments
December 31, 2018

$9.9 billion

- High net worth businesses
- Aegon Insights
- Strategic partnerships
Asia at a glance

A key long-term growth market for Aegon

Aegon’s regional office in Hong Kong oversees and supports operations throughout the region

Active with TLB, Aegon Insights, and joint ventures in China, India, Japan

Over 1,500 employees (December 31, 2018; excluding agents)

Leading position in India with online insurance

Aegon’s digital business GoBear, Asia’s only impartial metasearch engine for financial products, is one of Asia’s fastest-growing fintech startups with over 15 million users

operations throughout the region
Aegon Asset Management at a glance

A few key indicators

**Underlying earnings before tax**
By line of business – full year 2018

- **Americas**: 69
- **Europe**: 62
- **Rest of World**: 31
- **Strategic partnerships**: -10

**€151 million**

**Assets under management**
December 31, 2018

**€316 billion**
Aegon Asset Management at a glance

A global investment manager for institutional, wholesale & retail clients

Aegon Asset Management’s specialist teams provide high-quality investment solutions across asset classes.

- Businesses and partnerships in the Americas, the Netherlands, UK, France, Central & Eastern Europe and Asia
- A robust investment performance track record underlined by numerous industry awards, including various Morningstar awards.
- Almost 1,500 employees (December 31, 2018)
- Global platform of solutions & strategies, including fixed income, equities, real estate and multi asset solutions.
Aegon’s Management Board

Alex Wynaeendts
CEO

Matt Rider
CFO

Allegra van Hövell-Patrizi
CRO

Mark Mullin
CEO Americas

Marco Keim
CEO Continental Europe

Adrian Grace
CEO UK

Sarah Russell
CEO Asset Management

Mark Bloom
CTO

Onno van Klinken
General Counsel

Carla Mahieu
Global Head HR

Note: Executive Board consists of CEO and CFO