



Translating growth opportunities into valuable businesses

Alex Wynaendts
CEO

December 12, 2019

Helping people achieve a lifetime of financial security



Clear portfolio structure to execute our strategy

Growth businesses drive increased capital generation

Strategic categories

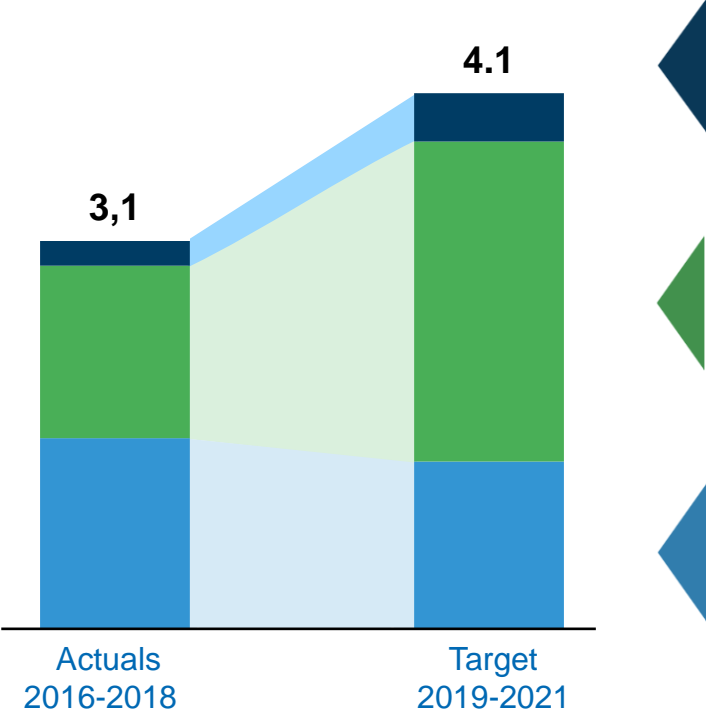
Normalized capital generation¹ (in EUR billion, cumulative for 3 years)

Management actions

Scale-up for Future

Drive for Growth

Manage for Value



- Invest in modern platforms, technology, and capabilities
- Strict criteria for new business investments
- Capital generative; reinvested partly in new business
- Deepen customer relationship, increase efficiency
- Continue expense savings
- Consider options to accelerate capital generation

1. Capital generation excluding market impact and one-time items after holding funding & operation expenses; holding and other units incorporated but not shown

Translating growth opportunities into valuable businesses

Total UEBT: EUR 299m

Underlying earnings before tax
1H19 annualized

MONGERAL 

knab[®]

 AEGON

Asia¹

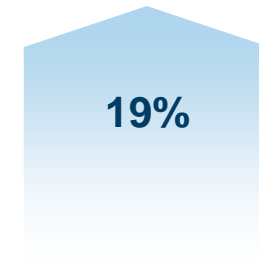
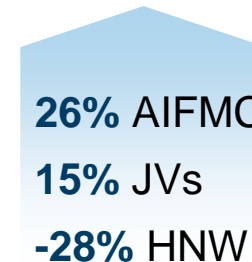
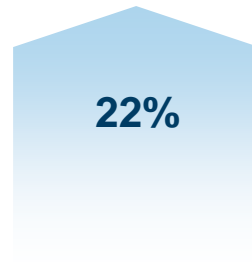
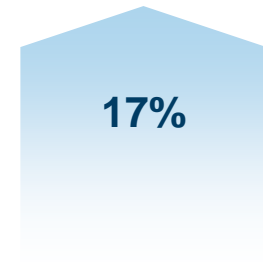
 Santander
Liber  bank

Joint ventures in Spain & Portugal²

■ Scale-up for the Future
■ Drive for growth



Sales CAGR³
2017-1H19



1. Consists of High Net Worth businesses, insurance joint ventures in China and India (combined as JVs for sales CAGR), and the asset management joint venture AIFMC in China

2. Excludes expenses for services shared with own channels in Spain

3. Based on i) gross deposits for asset management and banking businesses, ii) sum of Life APE, and new premiums (A&H and P&C) for insurance businesses, iii) local currency for Mongeral Aegon

Mongeral Aegon: pioneer in the Brazilian insurance market

- Mongeral joined the Aegon Group in 2009 and the joint venture (50%) became known as **Mongeral Aegon**
- Focusing on providing **life insurance and pension solutions** to individuals and corporates. Also providing asset management services to third parties
- Serving more than **3 million** customers in total
- Distribution is primarily through more than **4,000** brokers; **top 3 position** among insurers not owned by a bank¹
- Bancassurance partnership with Bancoob, on exclusive basis since 2017. Access to more than **4.3 million potential customers**
- State of the art **operational infrastructure**, able to **support the planned growth**
- Innovating (e.g. **WinSocial**) and providing leading research via widely referenced **Longevity Institute**

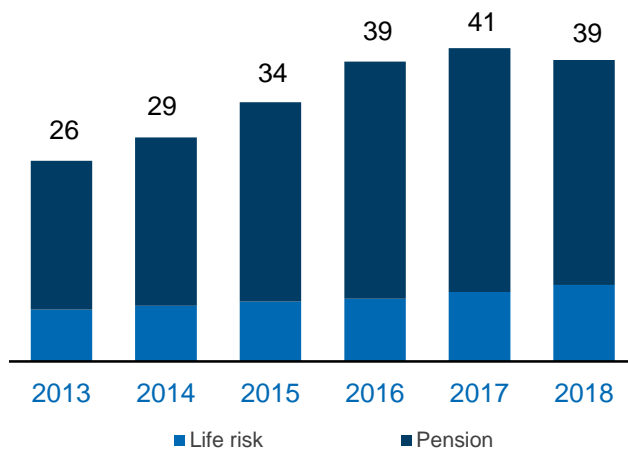
1. From now on the term 'independent insurers' is used for insurers not owned by a bank

Securing market leadership position by capturing emerging trends and growth opportunities

Growth drivers for Mongeral Aegon

Brazilian insurance market growing rapidly

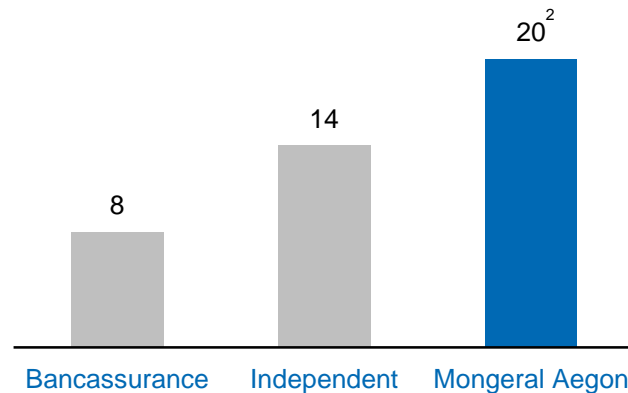
Total life risk and pension premiums Brazil
(in USD billion¹)



Broad and relevant proposition - aided by Bancoob partnership

Independent insurers outpacing bancassurance channel

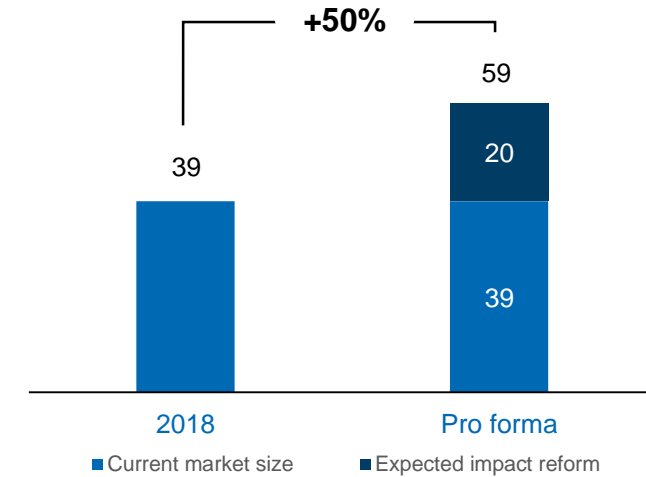
CAGR 2013-2018 by distribution channel
(in %; life risk plus pension premiums)



Well positioned to keep growing exponentially

Pension reform provides major opportunities for private players

Expected premium growth as a result of pension reform³
(in USD billion, total life risk and pension premiums)



Able to reap benefits because of tailored and proven solutions

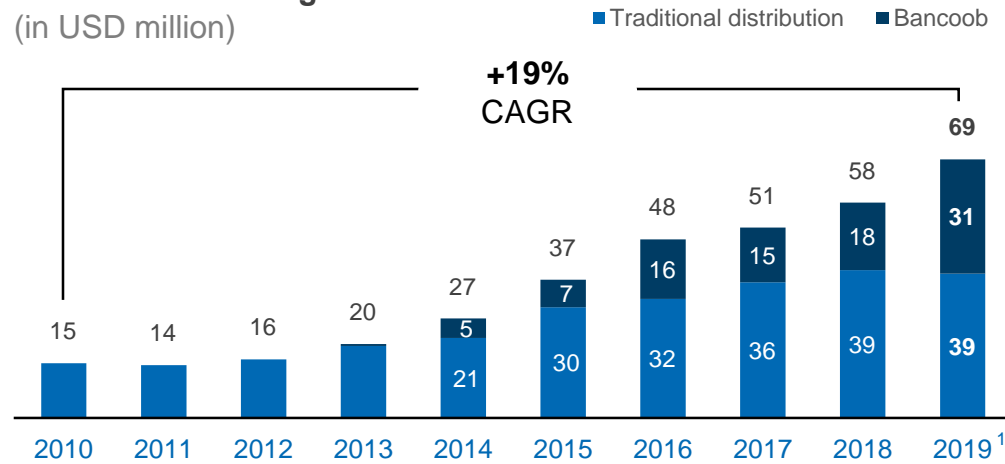
1. Using constant currency per 1H19

2. For the independent insurance part, i.e. excluding bancassurance partnership with Bancoob

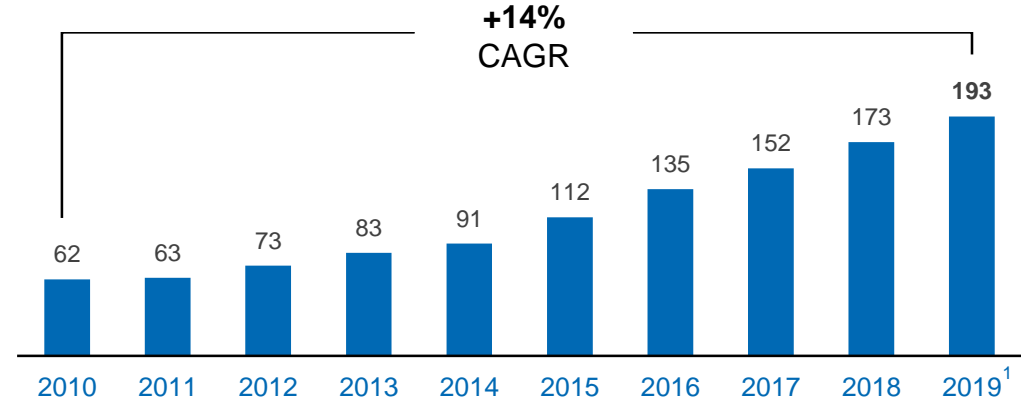
3. Source: Brazilian government. Expected savings by Brazilian government over next decade of approximately USD 200 billion, or USD 20 million on average per year. Graph assumes that this will be captured by private players

Sales growth fuels increasing earnings

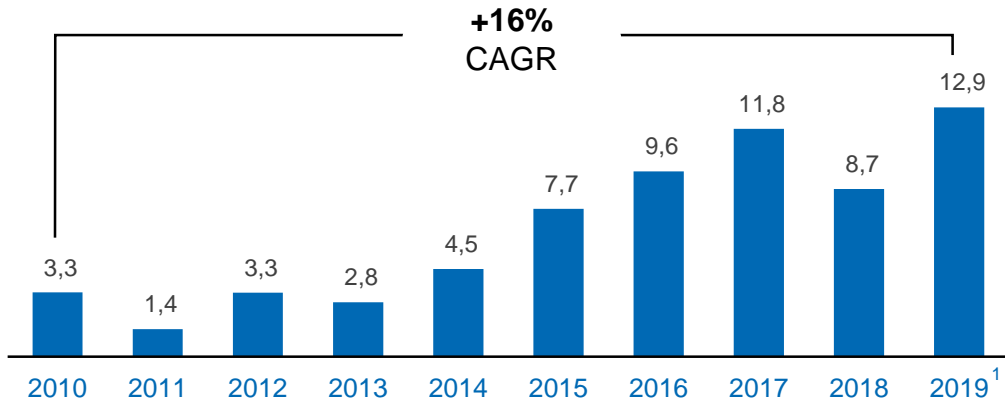
New life sales – Aegon’s JV share
(in USD million)



Premium income – Aegon’s JV share
(in USD million)



Underlying earnings before tax – Aegon’s JV share
(in USD million)



- New life sales demonstrate strong growth and clearly show the success of the partnership with Bancob
- Underlying earnings show solid trajectory and are expected to increase further driven by economies of scale and capturing market opportunities

Note: all numbers based on Aegon’s share in the joint venture and at constant currency based on average 1H19 exchange rate
1. 1H 2019 annualized

Translating growth opportunities into valuable businesses

**Strong
foundation**



**Growth
opportunities**



Value creation

The background of the slide is a photograph of a group of people in a modern office setting. They are seated around a wooden table, engaged in a meeting. The room has large windows looking out at a city at night, with blurred lights visible. The overall atmosphere is professional and collaborative.

Thank you

For questions please contact
Investor Relations
+31 70 344 8305
ir@aegon.com

P.O. Box 85
2501 CB The Hague
The Netherlands

Helping people achieve a lifetime of financial security

Disclaimer

Cautionary note regarding non-IFRS-EU measures

This document includes the following non-IFRS-EU financial measures: underlying earnings before tax, income tax, income before tax, market consistent value of new business and return on equity. These non-IFRS-EU measures are calculated by consolidating on a proportionate basis Aegon's joint ventures and associated companies. The reconciliation of these measures, except for market consistent value of new business, to the most comparable IFRS-EU measure is provided in note 3 'Segment information' of Aegon's Condensed Consolidated Interim Financial Statements. Market consistent value of new business is not based on IFRS-EU, which are used to report Aegon's primary financial statements and should not be viewed as a substitute for IFRS-EU financial measures. Aegon may define and calculate market consistent value of new business differently than other companies. Return on equity is a ratio using a non-IFRS-EU measure and is calculated by dividing the net underlying earnings after cost of leverage by the average shareholders' equity adjusted for the revaluation reserve. Aegon believes that these non-IFRS-EU measures, together with the IFRS-EU information, provide meaningful supplemental information about the underlying operating results of Aegon's business including insight into the financial measures that senior management uses in managing the business.

Local currencies and constant currency exchange rates

This document contains certain information about Aegon's results, financial condition and revenue generating investments presented in USD for the Americas and Asia, and in GBP for the United Kingdom, because those businesses operate and are managed primarily in those currencies. Certain comparative information presented on a constant currency basis eliminates the effects of changes in currency exchange rates. None of this information is a substitute for or superior to financial information about Aegon presented in EUR, which is the currency of Aegon's primary financial statements.

Forward-looking statements

The statements contained in this document that are not historical facts are forward-looking statements as defined in the US Private Securities Litigation Reform Act of 1995. The following are words that identify such forward-looking statements: aim, believe, estimate, target, intend, may, expect, anticipate, predict, project, counting on, plan, continue, want, forecast, goal, should, would, could, is confident, will, and similar expressions as they relate to Aegon. These statements are not guarantees of future performance and involve risks, uncertainties and assumptions that are difficult to predict. Aegon undertakes no obligation to publicly update or revise any forward-looking statements. Readers are cautioned not to place undue reliance on these forward-looking statements, which merely reflect company expectations at the time of writing. Actual results may differ materially from expectations conveyed in forward-looking statements due to changes caused by various risks and uncertainties. Such risks and uncertainties include but are not limited to the following:

- Changes in general economic and/or governmental conditions, particularly in the United States, the Netherlands and the United Kingdom;
- Changes in the performance of financial markets, including emerging markets, such as with regard to:
 - The frequency and severity of defaults by issuers in Aegon's fixed income investment portfolios;
 - The effects of corporate bankruptcies and/or accounting restatements on the financial markets and the resulting decline in the value of equity and debt securities Aegon holds; and
 - The effects of declining creditworthiness of certain public sector securities and the resulting decline in the value of government exposure that Aegon holds;
- Changes in the performance of Aegon's investment portfolio and decline in ratings of Aegon's counterparties;
- Lowering of one or more of Aegon's debt ratings issued by recognized rating organizations and the adverse impact such action may have on Aegon's ability to raise capital and on its liquidity and financial condition;
- Lowering of one or more of insurer financial strength ratings of Aegon's insurance subsidiaries and the adverse impact such action may have on the written premium, policy retention, profitability and liquidity of its insurance subsidiaries;
- The effect of the European Union's Solvency II requirements and other regulations in other jurisdictions affecting the capital Aegon is required to maintain;
- Changes affecting interest rate levels and continuing low or rapidly changing interest rate levels;
- Changes affecting currency exchange rates, in particular the EUR/USD and EUR/GBP exchange rates;
- Changes in the availability of, and costs associated with, liquidity sources such as bank and capital markets funding, as well as conditions in the credit markets in general such as changes in borrower and counterparty creditworthiness;
- Increasing levels of competition in the United States, the Netherlands, the United Kingdom and emerging markets;
- Catastrophic events, either manmade or by nature, including by way of example acts of God, acts of terrorism, acts of war and pandemics, could result in material losses and significantly interrupt Aegon's business;
- The frequency and severity of insured loss events;
- Changes affecting longevity, mortality, morbidity, persistence and other factors that may impact the profitability of Aegon's insurance products;
- Aegon's projected results are highly sensitive to complex mathematical models of financial markets, mortality, longevity, and other dynamic systems subject to shocks and unpredictable volatility. Should assumptions to these models later prove incorrect, or should errors in those models escape the controls in place to detect them, future performance will vary from projected results;
- Reinsurers to whom Aegon has ceded significant underwriting risks may fail to meet their obligations;
- Changes in customer behavior and public opinion in general related to, among other things, the type of products Aegon sells, including legal, regulatory or commercial necessity to meet changing customer expectations;
- Customer responsiveness to both new products and distribution channels;
- As Aegon's operations support complex transactions and are highly dependent on the proper functioning of information technology, operational risks such as system disruptions or failures, security or data privacy breaches, cyberattacks, human error, failure to safeguard personally identifiable information, changes in operational practices or inadequate controls including with respect to third parties with which we do business may disrupt Aegon's business, damage its reputation and adversely affect its results of operations, financial condition and cash flows;
- The impact of acquisitions and divestitures, restructurings, product withdrawals and other unusual items, including Aegon's ability to integrate acquisitions and to obtain the anticipated results and synergies from acquisitions;
- Aegon's failure to achieve anticipated levels of earnings or operational efficiencies as well as other cost saving and excess cash and leverage ratio management initiatives;
- Changes in the policies of central banks and/or governments;
- Litigation or regulatory action that could require Aegon to pay significant damages or change the way Aegon does business;
- Competitive, legal, regulatory, or tax changes that affect profitability, the distribution cost of or demand for Aegon's products;
- Consequences of an actual or potential break-up of the European monetary union in whole or in part, or the anticipated exit of the United Kingdom from the European Union and potential consequences if other European Union countries leave the European Union;
- Changes in laws and regulations, particularly those affecting Aegon's operations' ability to hire and retain key personnel, taxation of Aegon companies, the products Aegon sells, and the attractiveness of certain products to its consumers;
- Regulatory changes relating to the pensions, investment, and insurance industries in the jurisdictions in which Aegon operates;
- Standard setting initiatives of supranational standard setting bodies such as the Financial Stability Board and the International Association of Insurance Supervisors or changes to such standards that may have an impact on regional (such as EU), national or US federal or state level financial regulation or the application thereof to Aegon, including the designation of Aegon by the Financial Stability Board as a Global Systemically Important Insurer (G-SII); and
- Changes in accounting regulations and policies or a change by Aegon in applying such regulations and policies, voluntarily or otherwise, which may affect Aegon's reported results, shareholders' equity or regulatory capital adequacy levels.

Further details of potential risks and uncertainties affecting Aegon are described in its filings with the Netherlands Authority for the Financial Markets and the US Securities and Exchange Commission, including the Annual Report. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, Aegon expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in Aegon's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.