

Leveraging product & distribution strengths

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Helping people achieve a lifetime of financial security



Today's storyline

Actively manage in-force books

- Product and distribution initiatives support acceleration of 5 part plan
- Product assessment process overhauled, aligning product capital allocation with strategy
- In-force blocks actively managed to improve profitability
- Strategic decision to withdraw from existing Affinity, Direct TV and Direct Mail channels

Customer centric products and distribution

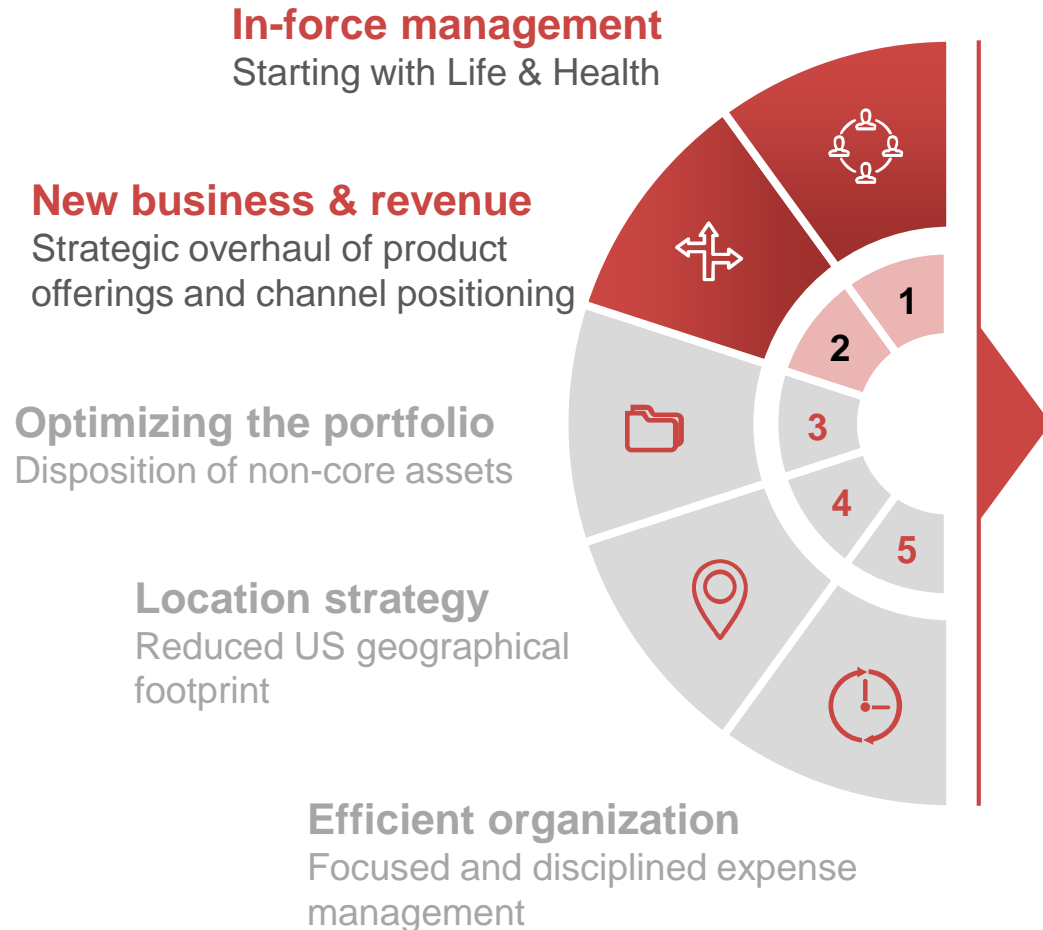
- Product simplification facilitates organizational transformation and speed to market
- Aligned distribution strategy allows consistency in approach while leveraging strong relationships
- Omni-channel distribution footprint engages customers as they choose

Strategically positioning for growth

- Integrated worksite strategy leverages market leading capabilities
- Reaching fast growing portions of middle market via World Financial Group
- Managed Advice within Retirement Plans improves revenue and deepens customer relationship

Clear 5 part plan to improve performance

Focusing activity to deliver committed targets



Strategically positioning for growth

- Improving returns on the in-force
 - Manage underperforming block in LTC and Life
- Institutionalizing new product assessment approach
 - Align product design with key stakeholder needs for solution selling and lifecycle customer value strategy
- Product simplification
 - Transform products and infrastructure to lower costs to issue and manage products
- Distribution simplification
 - Align under One Transamerica to increase distribution leverage and improve consistency

Simplified model under One Transamerica

Product and distribution integrated around the customer



Disciplined product management

Strategic overhaul of product lines

Reduces cost base and shortens time to market

Efficient and simplified product

Places customer at the center

Institutionalizing portfolio lens

Expands focus on metrics beyond pricing to include customer and market elements

Establish strategic partnerships

Leverages best-of-breed partners



Strong sales management

Solution driven processes

*Relationship & product expertise –
“what it means to the customer”*

Driving deeper penetration

*Targeted sales plans to increase share of
key advisers’ business*

Cross-adviser referrals

Delivering One Transamerica to the market

Informed by adviser analytics

Identifying efficiencies and opportunities

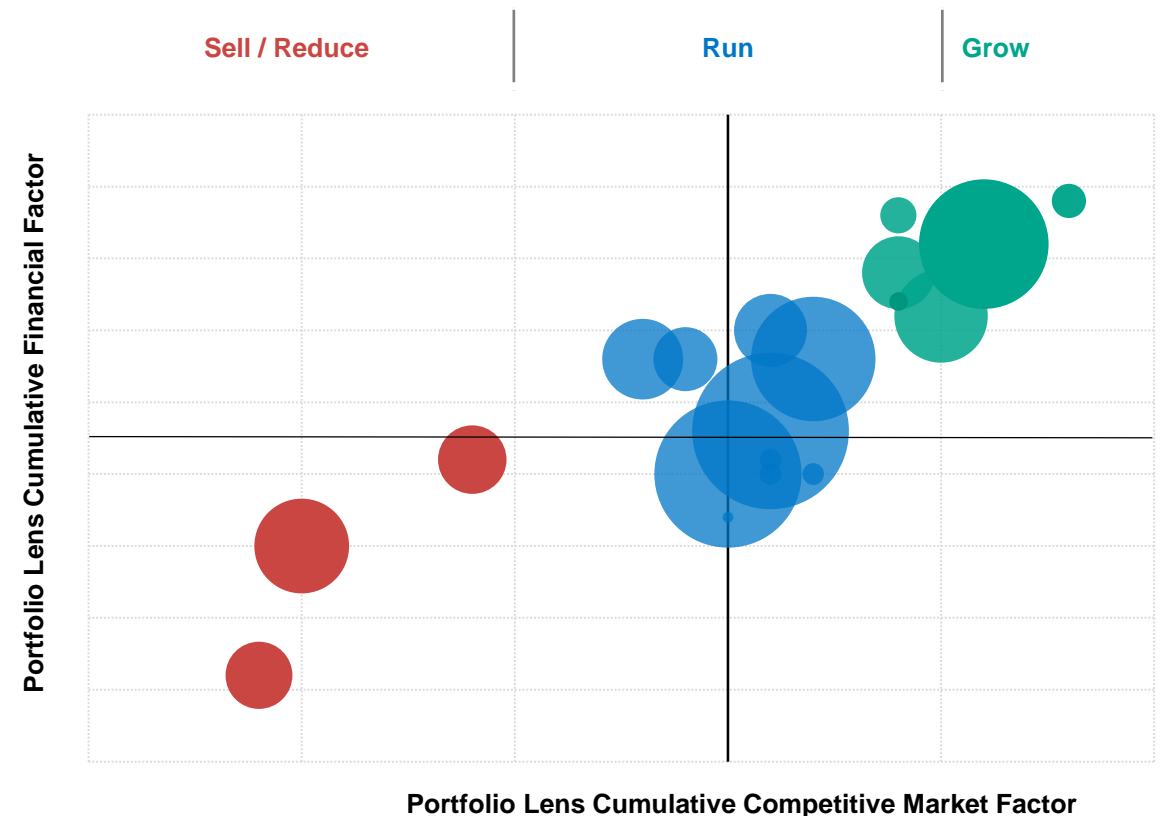
Disciplined approach to allocating capital

Portfolio lens approach

- The Portfolio Lens is a multi-factor approach to assess products which recognizes the wide range of stakeholder concerns that Transamerica must satisfy today
 - Financial Factors
 - Competitive Market Factors
 - Regulatory Factors
 - Customer Centricity
- Scale breakpoints have been used to allocate resources, but are not fixed and static; they depend on cost of capital and other uses for it
 - Very attractive and should be a target for investment (grow)
 - Normal functioning business (run)
 - Is or should be reduced or sold (sell / reduce)

Products assessed using portfolio lens

(Sized by Risk-Based Capital)



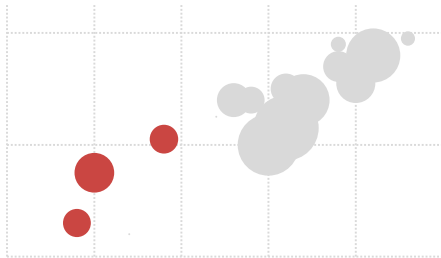
* Includes businesses that are being de-emphasized. Note: Size of bubble represents RBC capital excluding unallocated surplus

Make decisions – institutionalize change

Use of portfolio lens

Sell / Reduce*

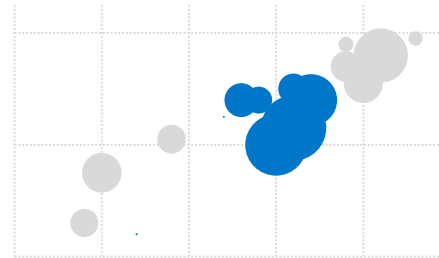
Focusing on releasing capital while managing risks to reduce volatility



- Payout Annuities
- BOLI / COLI
- Institutional Spread
- Life Reinsurance
- Affinity, Direct TV/Mail
- Closed Block Variable Annuities
- Fixed Annuities

Run

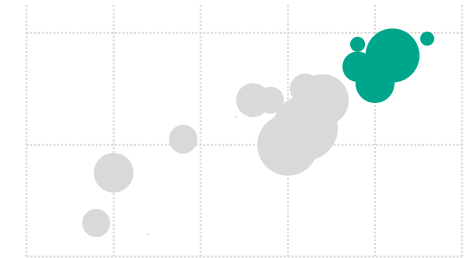
Improving returns and capital efficiency with selected new products



- Stable Value Solutions
- Supplemental Medical
- Term Life
- Variable Annuities
- Whole Life

Grow

Actively invest in growth via digital integration and distribution capability



- Defined Contribution
- Employee Benefits
- Indexed Universal Life
- Individual Retirement Account
- Long Term Care / Riders
- Mutual Funds

* Includes businesses that are being de-emphasized. Note: Size of bubble represents RBC capital excluding unallocated surplus

Improving returns

Disciplined, balanced management of in-force blocks



- Retirement Plans
 - Managed Advice provides a customized retirement readiness model for participants, and increases plan revenue; focus is on seamless employer experience (EX) to accelerate adoption



- Life
 - Increasing monthly deduction rates on certain universal life insurance blocks to levels that remain below maximum rate guarantees
 - Premium income will go up with a small positive impact on quarterly earnings run rate



- Long Term Care
 - Rate increases filed or being filed in over 20 states representing 70% of long term care business
 - Working diligently in those states with the most exposure

Evolving distribution landscape

Offers compelling growth opportunities

Potential for changes to distribution landscape

Consumer

- Advice need
- Preferences



Regulation

- Consumer Protection
- Department of Labor (DOL)



Technology

- Robo-adviser
- Rise of platforms



Environmental impact expected 2017-19

- Strong need for advice driven by demographics
- Simple product opportunities online, particularly to employees via worksite
- 80% of top 10 VA distributors will utilize the BIC*
- Fee-based annuities are a significant opportunity
- VAs likely to grow post 2018 as an important source of guaranteed income during retirement
- No immediate impact on distribution
- Longer term opportunities via worksite with robo-advised/guidance

Transamerica growth opportunities

Grow share

- Independent advice remains the prominent channel

Invest for future

- Emerging opportunity with employees via worksite

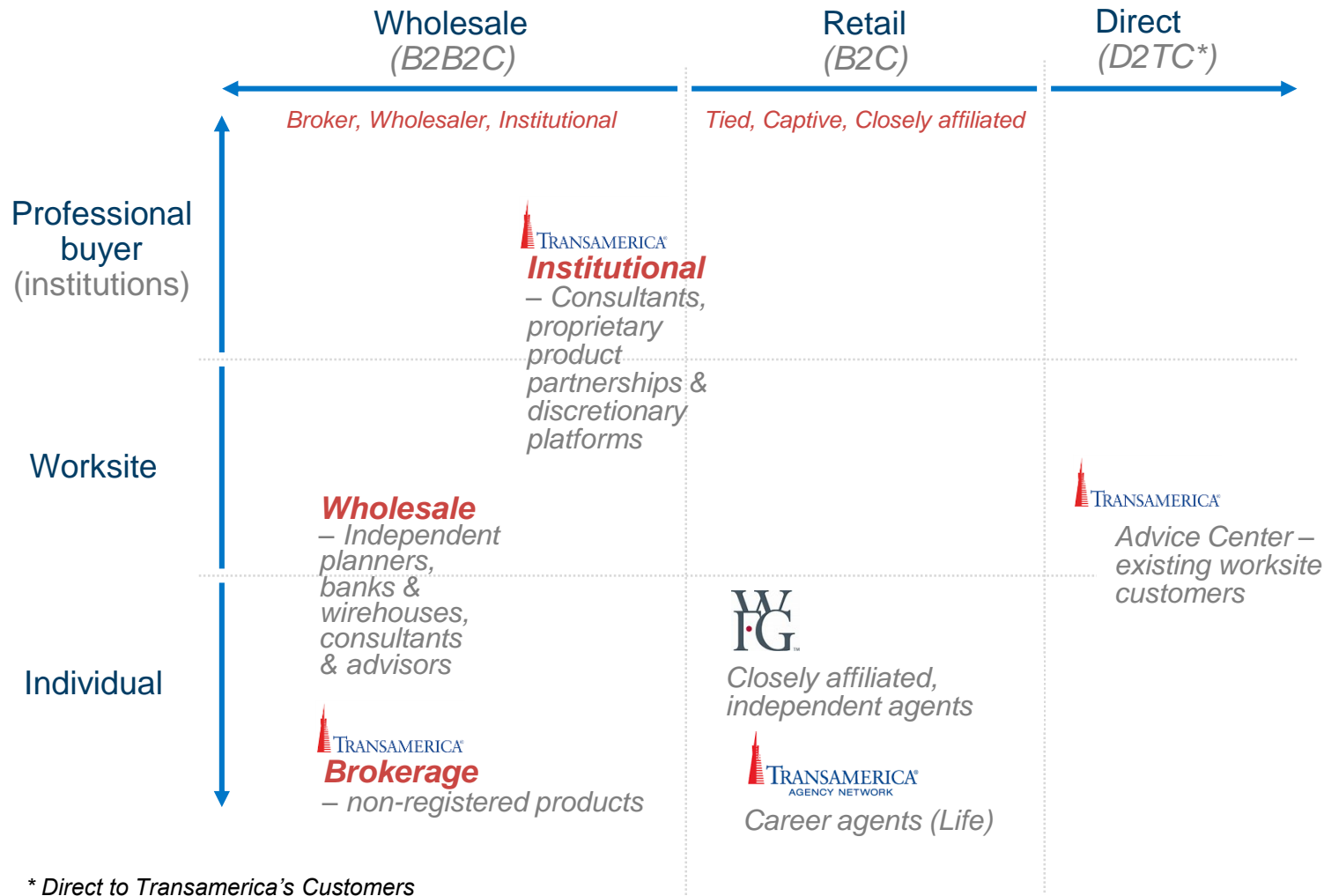
Exit non-aligned channel

- Affinity & Direct Mail/TV

* BIC – Best Interest Contract exemption

Consistent & simplified channel strategy

Aligns broad distribution footprint with customer needs



Broad & diverse distribution

- One Transamerica - all sales channels together for individual and worksite markets
- >700 sales professionals
- 350 distribution partners
- 40,000 third party advisor relationships
- >55,000 WFG life agents
- 1,700 career agents

* Direct to Transamerica's Customers

Exiting channels not strategically aligned

Closing existing Affinity, Direct TV and Direct Mail channels



History (15 years)

- Direct mail and telemarketing with large retailers / financial institutions
- Primarily health, protection & travel products (short duration contracts)
- Complex, varied relationships
- Majority is no longer actively sold



Strategic Analysis

- Strong regulatory and political headwinds
- High operational risks which are not rewarded
- Not strategically aligned with ambitions
- Low margin new business (high sales)
- Transfer worksite products to Transamerica Employee Benefits



Financial Impact

Capital	▲	Release of USD 100 million over next 3 years
Sales	▼	USD ~250m pa
Underlying earnings	▼	USD ~25m pa

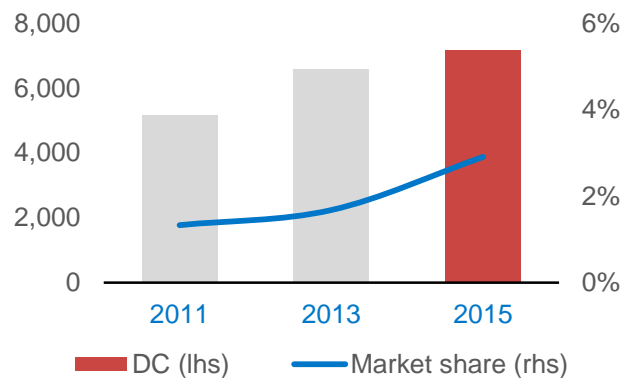
Significant growth opportunities

Competitive advantages at the worksite

Wealth

Defined Contributions (DC)¹

USD 7 trillion market
(Assets USD billion, % of assets)

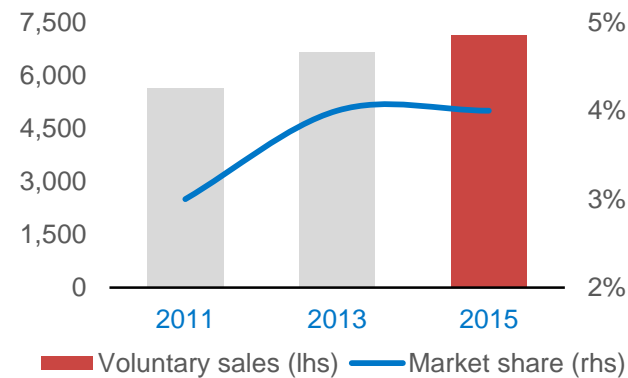


- Transamerica has grown DC assets at ~4 times the rate of the industry (2011-15)
- Ranked 4th for DC participants (2015)
- Strong competitive position in all sized plans post Mercer acquisition

Health

Employee Benefits²

USD 7 billion market
(Sales USD million, % of sales)

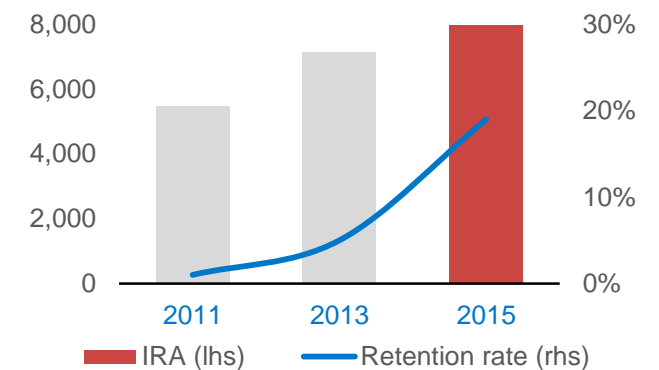


- Fastest-growing top 10 company over 3 years with double the market growth
- Ranked 6th for Voluntary Benefits (Q2 16)
- Broad portfolio of market leading supplemental life health products

Advice

Individual Retirement Accounts³

USD 8 trillion market
(Assets USD billion, % of rollovers)



- Rapid growth since 2012
- Increased retention rate to 19% (target 20%)
- Advice Center capability for participants of employer sponsored plans

Source: 1) Chatham Partners 2) LIMRA 3) SPARK

Integrated worksite participant offering

Engaging with participants to drive value with leading-edge, digital technology



Integrated worksite strategy

Sourcing the best products & using advice to guide participants



Compelling digital proposition

- Leveraging our strong presence in Record Keeping, Life & Health to deliver a strong competitive offer
- Adding carefully selected partners where required to create a holistic employer offering
- Utilizing our existing advice capability with new robo-advice to get closer to participants needs
 - Opportunities to up & cross-sell
 - Managed Advice for asset allocation services

* Enterprise Marketing & Analytics Platform – incorporating internal and external data sources to drive insight on customer value & journeys

Personalized advice solution

Managed Advice® improves revenue and expands relationship with customers

Managed Advice® is a DOL-ready participant-level service designed to help customers manage their defined contribution account to achieve retirement readiness



Expands relationship with customer

- Digital experience that will allow mobile-first technology with automated account aggregation
- Enables full lifecycle planning with relationship that goes beyond plan assets
- Provides one-on-one advice through Transamerica Advice Center



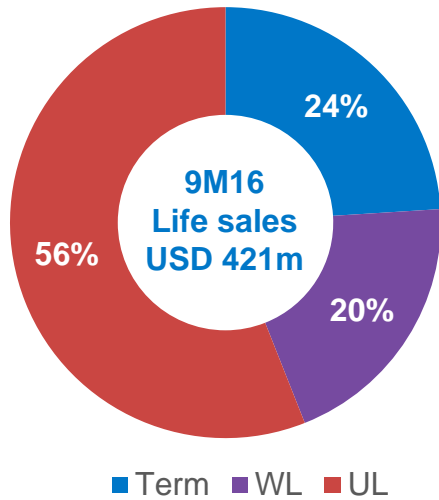
Improves plan revenue

- Increasing profitability and customer retention through long term affiliation with Transamerica
- Fully scalable business model supports plan customer acquisition and engagement
- Supports DOL rule readiness with a robust, expandable advice model

Growth opportunities in Life

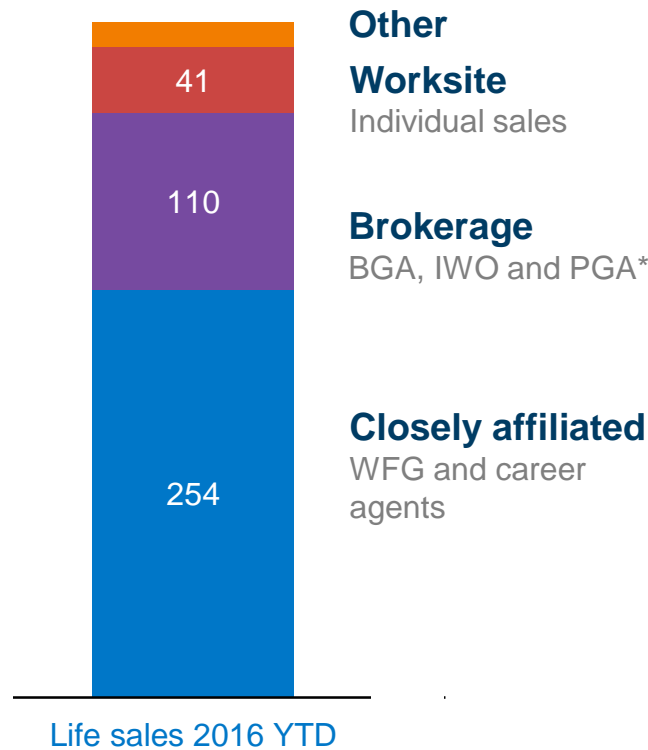
Significant potential to provide Life products to middle America

Broad range of customer solutions



- Updating term products for Principles Based Reserving
- Re-pricing other life products to improve profitability

Leveraging diverse distribution (USD million)

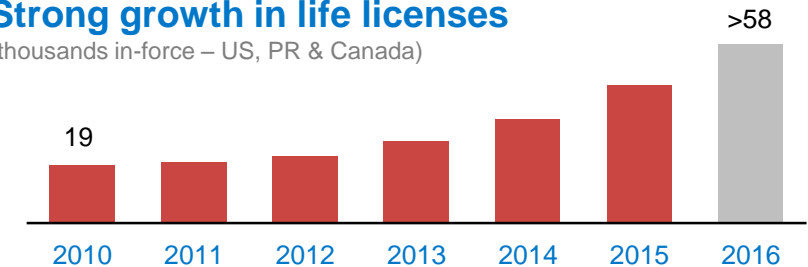


Strong growth via World Financial Group (WFG)

- Independent advisory business - Multi-product and multi-provider covering life & securities
- Provides Transamerica with a route to Middle America market and access to advisory profits
- Dominant channel for Transamerica's Indexed Universal Life (IUL) sales (~11% of industry volume)
- Expanding into Fixed Index Annuity (FIA) with a subset of registered advisors

Strong growth in life licenses

(thousands in-force – US, PR & Canada)



* Brokerage General Agency, Independent Wholesale Organizations and Producing General Agency.

* Note: Life sales excludes Latin America

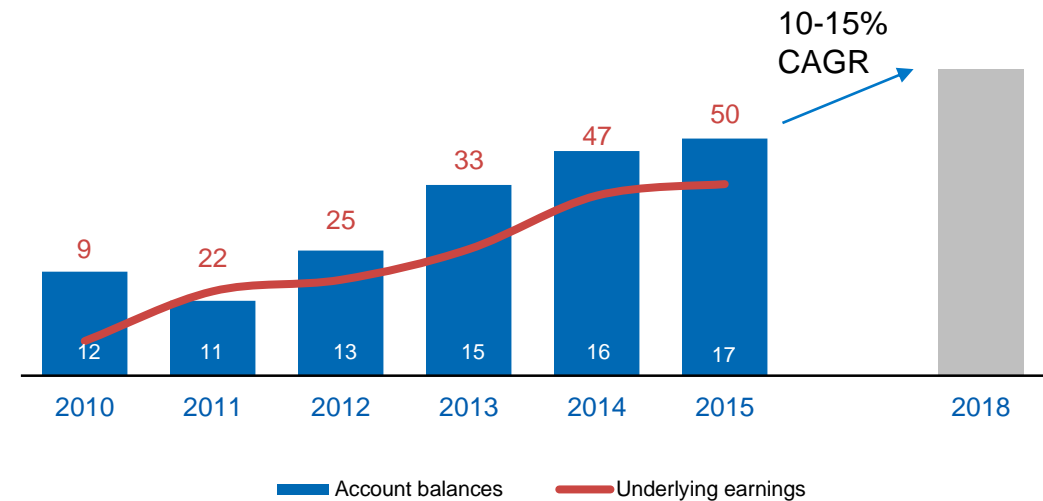
Upside potential in Mutual Funds

Focusing on new distribution outlets

- Offering best in breed sub-advised mutual funds
 - 53%¹ of funds offered by Transamerica are rated 4-star or 5-star vs. industry average of 33%
- Tripled the number of funds available since 2010
- Strong existing relationships in the wholesale channel through Independent Financial Planners
- Focusing future distribution activity through the institutional research and advisory platforms where Transamerica is positioned well for performance and value for money

Transamerica mutual fund account balances & earnings

(USD billion – account balances, USD million – earnings)



Source: 1) Based on ratings of I-share funds as of October 31, 2016

Strong foundation to deliver

Leveraging product and distribution strengths

**Actively manage
in-force books** + **Customer
centric products
& distribution** + **Strategically
positioning for
growth**

Delivering improved returns

Appendix

Underlying earnings 2017 model guidance

General account



No changes for life, health and fixed annuities

- Life – 4.5% premium factor + 0.22% general account reserve factor + 0.6% separate account reserve factor
- Health – 8.7% premium factor + 0.22% general account reserve factor
- Fixed Annuities – ROA remains at 90 bps



Sensitivity guidance on Life / Health earnings

- Life – mortality actual versus expected: 10% of the time we expect quarterly claims to miss our expectations by more than +/- USD 50 million
- Health – LTC rate increase: 10% variance on rate increases versus expected results in +/- USD 110 million impact to underlying earnings

Underlying earnings 2017 model guidance

Fee businesses



Mix of business changes

- Variable Annuities – ROA updated to 60 bps
- Retirement Plans – updated to USD 60 per participant
- Mutual Funds – ROA remains 30 bps
- Stable Value Solutions – updated to 17 bps of revenue-generating investments

Thank you!

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Disclaimer

Cautionary note regarding non-IFRS measures

- This document includes the following non-IFRS financial measures: underlying earnings before tax, income tax, income before tax, market consistent value of new business and return on equity. These non-IFRS 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 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, which are used to report Aegon's primary financial statements and should not be viewed as a substitute for IFRS 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 measure and is calculated by dividing the net underlying earnings after cost of leverage by the average shareholders' equity, the revaluation reserve and the reserves related to defined benefit plans. Aegon believes that these non-IFRS measures, together with the IFRS information, provide meaningful 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, 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 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 private sector securities and the resulting decline in the value of sovereign exposure that Aegon holds;
 - Changes in the performance of Aegon's investment portfolio and decline in ratings of Aegon's counterparties;
 - Consequences of a potential (partial) break-up of the euro;
 - Consequences of the anticipated exit of the United Kingdom from the European Union;
 - 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;
 - Reinsurers to whom Aegon has ceded significant underwriting risks may fail to meet their obligations;
 - 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;
 - 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).
 - 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;
 - Acts of God, acts of terrorism, acts of war and pandemics;
 - Changes in the policies of central banks and/or governments;
 - 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 premium writings, 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;
 - Litigation or regulatory action that could require Aegon to pay significant damages or change the way Aegon does business;
 - As Aegon's operations support complex transactions and are highly dependent on the proper functioning of information technology, a computer system failure or security breach may disrupt Aegon's business, damage its reputation and adversely affect its results of operations, financial condition and cash flows;
 - Customer responsiveness to both new products and distribution channels;
 - Competitive, legal, regulatory, or tax changes that affect profitability, the distribution cost of or demand for Aegon's products;
 - 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 and shareholders' equity;
 - 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;
 - 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;
 - Catastrophic events, either manmade or by nature, could result in material losses and significantly interrupt Aegon's business; and
 - Aegon's failure to achieve anticipated levels of earnings or operational efficiencies as well as other cost saving and excess capital and leverage ratio management initiatives.
- This press release contains information that qualifies, or may qualify, as inside information within the meaning of Article 7(1) of the EU Market Abuse Regulation

- 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.
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