# Accelerating growth At the inflection point

### **Mark Mullin**

CEO, Aegon Americas

Helping people achieve a lifetime of financial security

New York, December 6, 2018





# Strongly positioned to accelerate growth

Strong progress on targets

Modernization and simplification

> Accelerating growth

- Successful execution on 5 part plan has accelerated progress toward achieving 2018 targets
- Delivered on 9% Return on Capital target two quarters early
- Exceeded on capital targets, whilst making strong progress toward expense targets
- TCS partnership to improve competitive position, while improving customer experience
- Utilize data to improve decision-making, and employ analytics to simplify processes and improve efficiency
- Continued legal entity and product simplification into 2019 and beyond
- Wealth + Health: Compelling brand narrative, to create a differentiated experience
- Workplace Solutions: Integrated strategy to achieve mass customer acquisition
- Individual Solutions: Improve competitiveness of annuities and life insurance, leveraging both owned distribution and brokerage
- Advice, guidance & experience: Providing advice to prepare customers for retirement



# Looking back

### Executed 5 part plan to improve financial performance Introduced in 2016 to accelerate delivery of 2018 targets

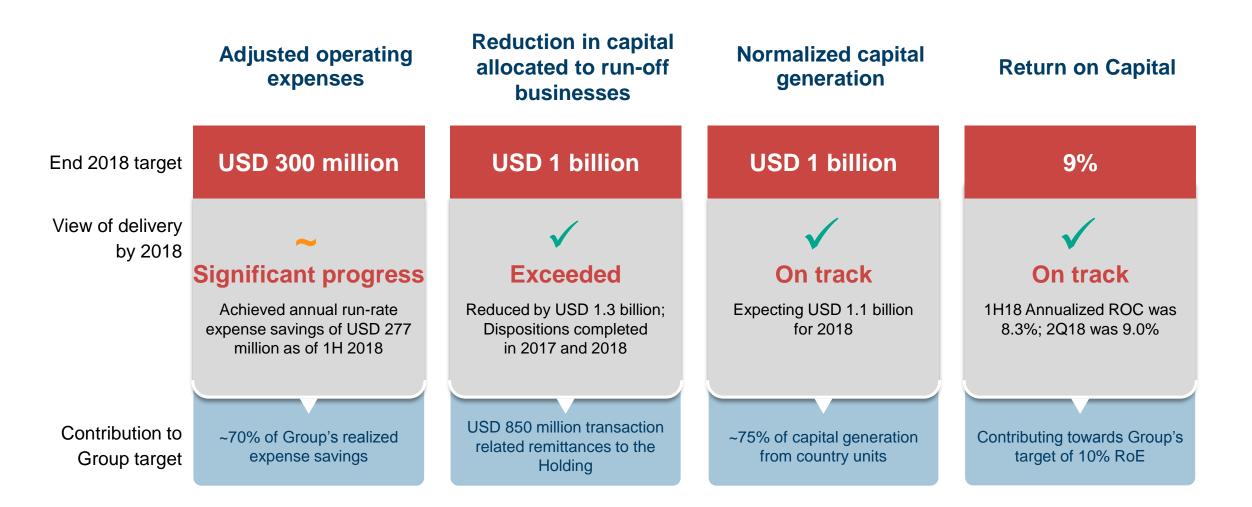


### **Key achievements**

- USD 1.1 billion LTC rate increase program<sup>1</sup> and, in addition, Universal Life rate increases
- 2. USD 400 million capital generation from exiting Affinity, Travel, Stop Loss and Medicare Supplement Part D
- 3. Exceeded target to reduce capital allocated to Run-off businesses by USD 1 billion driven by several divestments
- 4. Defined core and strategic locations which led to decision to exit or announcement to exit five locations
- 5. Strong progress on USD 300 million expense savings target through 'One Transamerica' reorganization and TCS partnership

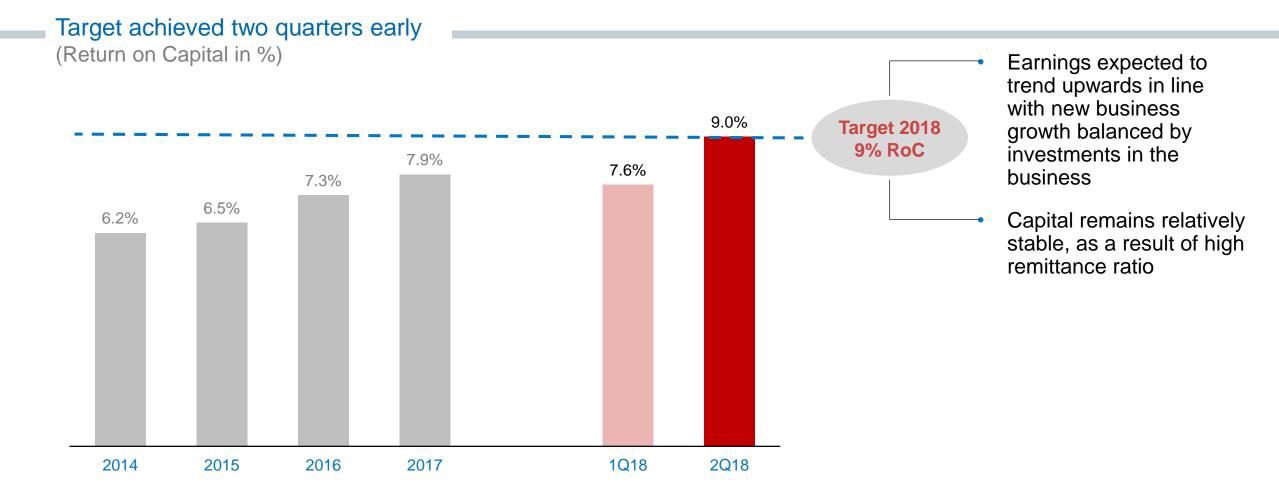


## Strong progress on 2018 US financial targets





# Successful execution drives sequential RoC improvement



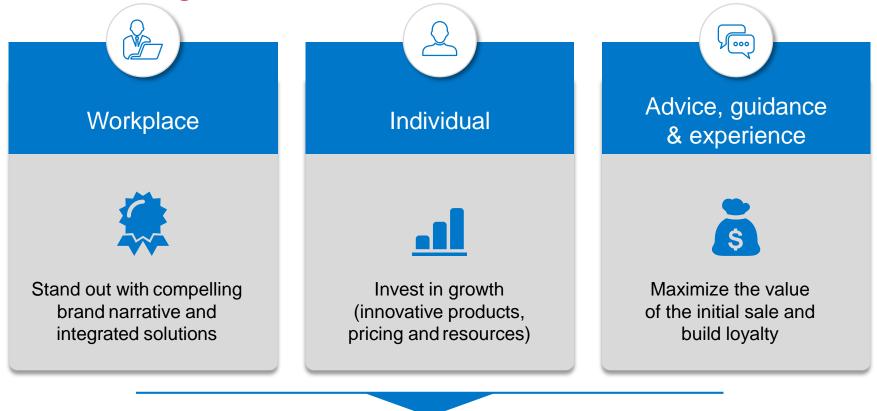


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# Accelerating growth

## Now is the time to invest in modernization and growth

We help people save, invest, protect and retire and we will be relevant throughout the lives of our customers and their advisors



Investments in growth expected to drive USD ~100 million increase in 2019 expenses



## Market drivers lead to changes across value chain

### Regulation

NNN

Ongoing development of new standard of care and greater fee transparency

Changes at the NAIC will move the industry toward a more economic model

### Technology

Investment in technology to enhance scale and optimize processes is required for competitive edge

Cybercrime costs on the rise

Use of data analytics can replace onerous underwriting

Improve customer and advisor experience

### Market dynamics

Strong economy benefiting new retirement plan formation and increasing deferrals

Continued pressure on fee rates; margin compression

Rising interest rates improve product economics

Consolidation in the market

### Customer demand

Employers increasingly concerned with employee wellness -- financial and physical

> Demand for personalized offerings, pricing and recommendations

Demand for enhanced buying experience and shorter application cycle

Increasing need for guaranteed income as more people move toward retirement



# Industry drivers require bold, decisive moves to separate Transamerica from peers

Multi-faceted modernization initiatives to position for growth



### Administration of life & annuity business transferred to TCS Allows focus on key, value-added strengths

	TRANSAMERICA	TATA CONSULTANCY SERVICES
Service & administration	<ul> <li>Retirement plans</li> <li>IRAs</li> <li>Advice center</li> <li>Mutual funds</li> <li>SVS</li> </ul>	<ul> <li>Life</li> <li>Annuity</li> <li>Supplemental health</li> <li>Voluntary benefit</li> </ul>
Strengths	<ul> <li>Underwriting</li> <li>Product development</li> <li>Distribution network</li> <li>Customer</li> </ul>	<ul> <li>Digitization</li> <li>Process improvement</li> <li>Automation</li> </ul>

relationship

- State-of-the-art administration systems are foundational to Transamerica's digital strategy; partnering with TCS allows Transamerica to replace legacy administration systems, while positioning for how business will be done in the future and reducing expenses
- Largest regulated TPA and transformation transaction in the US insurance industry to date
  - >10 million policies to be serviced & administered by TCS and new business going forward
  - ~2,000 employees transferred to TCS on April 16, 2018
- USD 70 million of annual expense savings initially, growing to USD 100 million over time
- USD 280 million of transition and conversion charges, of which USD 150 million in 2018e



### TCS Partnership: Strategic decision to enable growth Platform accelerates growth opportunities

### Faster product development

- Simplified product set up
- Reduced integration with internal and external systems, expediting delivery
- Enhanced control in overall implementation

Improves speed to market & flexibility in different economic environments

### Enhance customer experience

- Enable straight through processing and self service
- Consistent omni-channel customer, agent and employer experiences
- Adaptable to changes in customer, agent and market demand

Increases digital engagement

# Improves technology capabilities

- Simplified technical architecture
- Leverage secure, well-controlled cloud based infrastructure
- Enhanced cyber and information security control environment
- Stronger performance, more nimble and scalable operating model

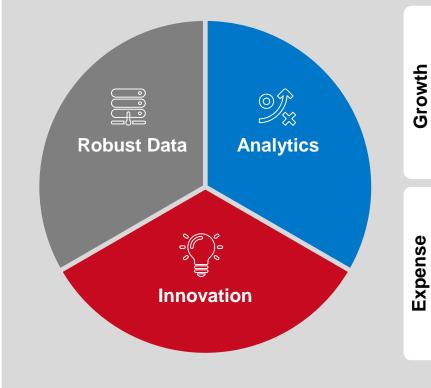
Provides modern and secure infrastructure

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# Investing in data, innovation and analytics to propel growth, optimize practices

Designing the future: Far-reaching initiatives to modernize products, processes and customer engagement



Accelerated underwriting driven by data and analytics

- Reduce throughput time •
- Increase policy placement rate
- Lower acquisition cost
- management Optimizing processes and workflows using analytics

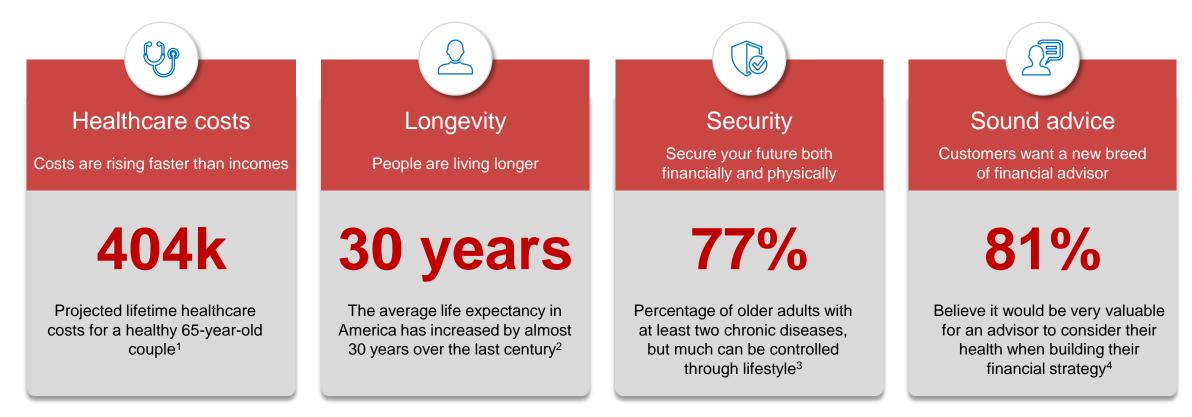
- Developing predictive models for distribution
- Underwriting modernization
- Testing non-medical data sources to support data driven e-underwriting
- Merging internal & external data sources to develop targeted sales leads
- Discovering analytics uses and educating business owners on the opportunity

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## Wealth + Health: The link is undeniable

### Leading the industry with competitively-distinctive brand narrative



- 1. "Retirement Health Care Costs Data Report", Healthview Services, 2017
- 2. Gerontological Society of America, "Optimizing Health in Aging Societies," 2015
- 3. National Council on Aging, Centers for Disease Control and Prevention and American Heart Association
- 4. Luntz Global Partners/Transamerica, Wealth and Health Survey 2016



Wealth + Health: Transamerica is changing the conversations advisors are having with their clients

### **Creates a differentiated experience for both customers and advisors**



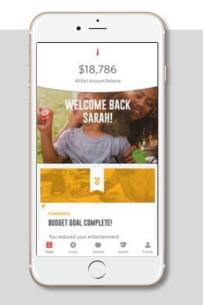
Thought Leadership e.g. MIT Agelab - '8000 Days' digital experience

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Industry Leading Content Advisor-focused, valuable content and tools



Advertising Campaigns Creating an emotional connection with Wealth + Health



Digital Ecosystem Transamerica customer experience app

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Workplace Solutions: Leveraging leading positions to optimize competitive advantages

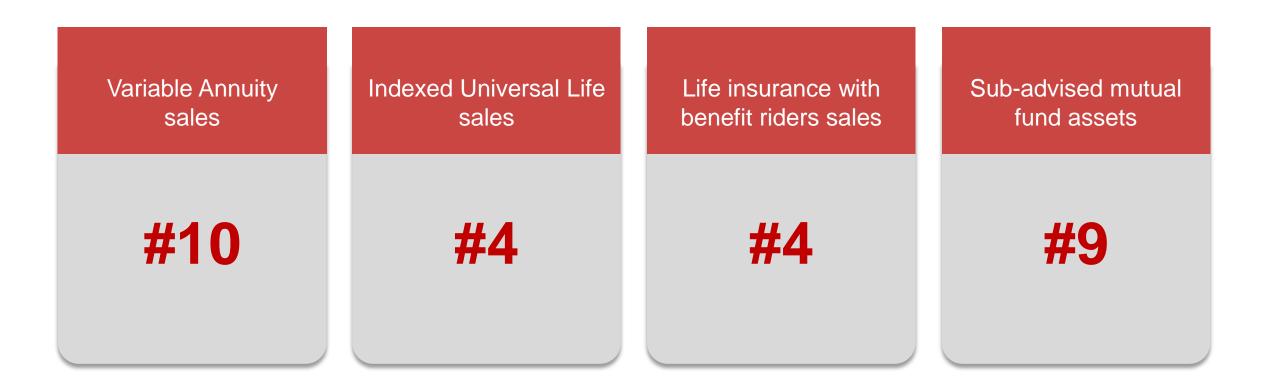
#### **One Transamerica facilitates integrated Workplace strategy**

	Pension Plan sold	y Benefits at the sales	Notional
#7	#8 #'	10 #2	#3

Source: Plansponsor, LIMRA, Valerian Capital Group and internal analysis. Rank for Defined Contribution (DC) plan administration, Voluntary Benefits (VB) and Multi-life Long Term Care (LTC) is as of full year 2017. Rank for Defined Benefit (DB) plan administration is as of end of year 2016. Rank for Synthetic GICs is as of June 30, 2018



# Individual Solutions: Well positioned in key products that meet customer needs





## Broad initiatives to accelerate growth

	Goals	Levers	Current position (1H2018)
Individual	Improve competitive position	<ul> <li>Accelerate VA sales via product enhancements &amp; new launches</li> <li>Launch new IUL rider in WFG &amp; brokerage to propel sales</li> <li>Reprice term life to improve competitiveness</li> </ul>	<ul> <li>#10 VA<sup>5</sup> new business market rank</li> <li>#4 IUL<sup>6,7</sup> new business market rank</li> <li>#10 Term life<sup>7</sup> new business market rank</li> </ul>
	Integrate offerings and maximize revenues	<ul> <li>Growth in revenue-enhancing services on retirement plans</li> <li>Roll-out innovative bundled product proposition in all states</li> <li>Drive inclusion of Managed Advice® in new DC plan sales</li> </ul>	USD 11.5 bn assets in revenue enhancing services <sup>1</sup> 43 states approved bundled pricing <sup>2</sup> 100% large market plans <sup>3</sup> (roll-out to middle market in 2019)
Workplace	Grow assets and improve retention	<ul> <li>Reverse Retirement Plans negative net flows</li> <li>Drive penetration of Managed Advice® within in-force DC plans</li> </ul>	USD 6.5 bn negative net flows 6.6% DCMA large plan participant utilization (roll-out to middle market in 2019)
Advice, guidance & experience	Strengthen customer relationships	<ul> <li>Increase customers receiving advice (all types, across products)</li> <li>Grow IRA<sup>4</sup> assets through rollovers &amp; aggregating ext. accounts</li> <li>Cultivate individual relationships for life-long engagement</li> </ul>	>3.8 mln customers 35% 5-year asset CAGR 27 Relational Net Promoter Score





## Accelerating growth – at the inflection point



### Strongly positioned to sustainably grow capital generation



# Breakout meeting

Mark Mullin Chief Executive Officer

Dave Paulsen Chief Distribution Officer Frank Sottosanti Chief Marketing Officer

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Helping people achieve a lifetime of financial security

### Transamerica's distribution model

All sales channels work together for workplace and individual markets

	Wholesale (B2B2C)	Retail (B2C)	Direct (D2TC <sup>1</sup> )
Professional buyer (institutions)	Broker, Wholesaler, Institutional TRANSAMERICA <sup>®</sup> Institutional – Consultants, proprietary product partnerships & discretionary platforms	Tied, Captive, Closely affiliated	Direct to consumer
Workplace	Wholesale – Independent planners, banks & wirehouses, consultants & advisors		TRANSAMERICA® Advice Center – existing worksite customers
Individual	TRANSAMERICA® <b>Brokerage</b> – non-registered products	Closely affiliated, independent agents	
1. Direct to Transameri	ica's Customers	Career & closely affiliated producers	

### **Broad & diverse distribution**

- 500+ sales professionals
- 350 distribution partners
- 40,000 third party advisor relationships
- >50,000 World Financial Group (WFG) life agents
- >1,700 closely affiliated and career agents



### Driving brand to demand

### Quarterly campaigns built upon the momentum of the Introduction launch



Q1 2018 Introduction Wealth + Health



Q2 2018 Longevity Savings + Fitness



Q3 2018 Security Protection + Prevention



Q4 2018 Freedom Debt + Stress

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### Leveraging Wealth + Health across channels

#### Focused line of business campaigns and media built on the momentum of our Wealth + Health brand



#### Our breadth of product offerings enables us to bring a compelling all in one solution to the workplace market.



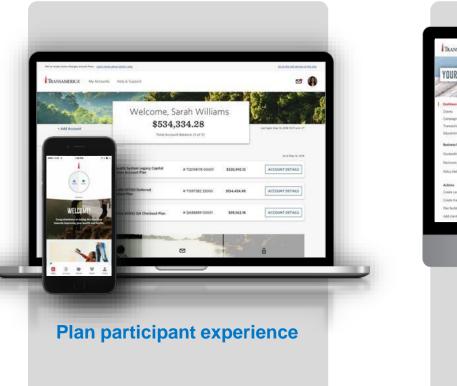


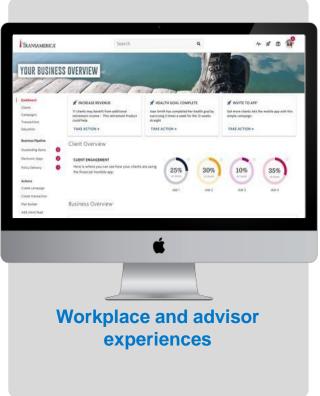
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# Bringing digital platforms to life

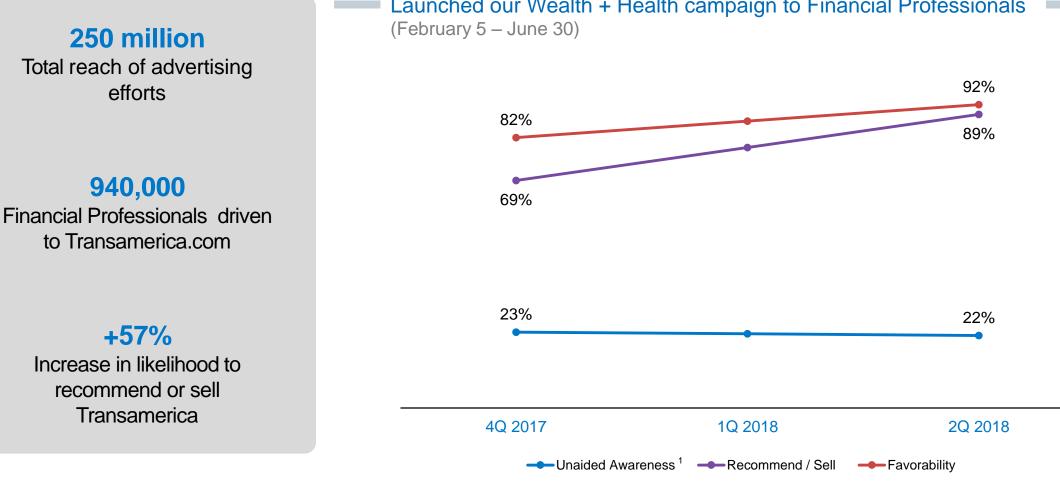






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### Key metrics: producers



Launched our Wealth + Health campaign to Financial Professionals

to Transamerica.com

+57%

recommend or sell Transamerica

1. Unaided Brand Awareness, not tied to any specific campaign or advertisement

AEGON

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# Appendix

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

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

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#### **Mark Mullin**

#### **Chief Executive Officer**

Mark Mullin has spent more than 25 years with Aegon in various investment and business management positions in both the United States and Europe. Mr. Mullin has served as President and CEO of one of Aegon's US subsidiaries, Diversified Investment Advisors, and as head of the Company's annuity and mutual fund businesses. He was named President of Aegon Americas in 2009, and became President and CEO of Aegon Americas and a member of the Management Board in 2010.



#### Michiel van Katwijk

#### **Chief Financial Officer**

Michiel van Katwijk has been Executive-Vice President and Chief Financial Officer of Aegon Americas since 2012. He started his career with AEGON in 1991 and has been in various financial positions closely involved with AEGON's capital markets activities. In 1999, he was appointed Group Treasurer and from 2003 to 2005 he oversaw the development of AEGON's Group Risk Department. Before relocating to the United States to take up his current role, he was Head of the Corporate Financial Center, which included responsibility for actuarial, accounting and reporting, as well as treasury and capital management, tax, and investor relations. He holds an MBA from the University of Rochester, New York.



#### **Blake Bostwick**

#### **Chief Operating Officer**

Blake Bostwick brings a diverse background and unique perspective to his role as Executive Vice President, Chief Operating Officer. Blake is responsible for Operations, Technology, Product, Advice Center, Customer Experience, Information Security and Analytics and Innovation at Transamerica. Blake has fostered an analytic-driven approach to delivering Transamerica's products and services to its customers and financial professionals. This creates an environment of innovative thinking and execution, which is focused on delivering relevant and needed solutions to customers in the ways that they want. Among his many roles within the company, Blake has served as Chief Communications Officer, Chief Marketing Officer, and Chief Operating Officer of Transamerica's annuity, mutual fund, and retirement business. Blake earned his bachelor's degree in finance from the University of Wisconsin-Milwaukee.





#### Joe Boan

#### Executive Director of Workplace and Individual Markets

Joe Boan is the Executive Director of Workplace and Individual Markets. Since joining Transamerica in 2005, Joe has been focused on creating an exceptional experience for all financial professionals in each of the channels that Transamerica serves. He is directly responsible for the sales and distribution of annuity, investments, retirement plans and employee benefits through third party distributors, and is a driving force in the marketing campaigns that support these product sales. Joe earned a Bachelor's degree, Master of Business Administration and is a Chartered Retirement Planning Counselor.



#### Phil Eckman

#### Head of Customer Experience and Advice

Phil Eckman is the Head of Customer Experience & Advice. Since joining Transamerica in 1996, Phil has led various sales, service, and customer experience teams and initiatives. He currently is directly responsible for the Transamerica Advice Center, Customer Care Center, and Customer Experience & Insights teams. Phil earned his Bachelor's Degree in Accounting from Gustavus Adolphus College and his Juris Doctorate from William Mitchell College of Law.



#### Eoin Elliffe

#### Head of ALM & Hedging

Eoin Elliffe is Head of ALM & Trading at Transamerica, where he leads ALM & trading activities for 20+ insurance businesses across life, health, global annuities, pension and retirement plan units. Before joining Transamerica, Eoin led the Equity Risk Management department and hedge programs at Lincoln Financial Group. He previously worked in the Banking and Hedge Fund industries in various trading and analytical roles. Eoin has a Ph.D. in Astrophysics from the University of Glasgow and is currently pursuing an MBA at Wharton.





#### **Nik Godon**

#### **Chief Actuary**

Nik Godon has been Chief Actuary of Transamerica since 2017. His current responsibilities include valuation, projections, financial reporting, pricing, experience studies and inforce management of all of Transamerica's business across all reporting bases. Nik started his career with Transamerica in 1998 in the Individual division life pricing and product development team. Since then Nik has held various actuarial positions including Pacific Rim Actuary, Corporate Actuary, Chief Actuary for Transamerica Business Services and Head of Life Valuation. Nik currently holds the actuarial designations of Fellow of the Society of Actuaries, Fellow of the Canadian Institute of Actuaries and Member of the American Academy of Actuaries. Nik also has an MBA from the University of Iowa.



#### **David Montgomery**

#### Head of Individual Operations

David Montgomery brings a wealth of experience in his role overseeing Individual Operations at Transamerica, which includes the administration of retained Individual Life, Health and Annuity operations, as well as the management of our relationships with vendors and TPAs. With experience at Aegon UK, David brings knowledge in vendor management along with executing on organizational transformations in the Financial Services industry. David earned his Bachelor's degree with honors in Business IT & Marketing from the University of Paisley (Scotland, UK).



#### **Dave Paulsen**

#### Chief Distribution Officer

Dave Paulsen joined Transamerica in 2007 and has more than 27 years of financial service experience. As Chief Distribution Officer, Dave has been a driving force behind innovative solution design, brand and marketing strategies, and sales leadership of Transamerica's US product lines. He oversees the leadership of our wholesale, institutional and retail distribution models, for registered and non-registered products and services within these channels. Dave received a Bachelor's degree in Management and Marketing from the University of Nebraska and Master of Business Administration from Drake University.





#### **Scott Ramey**

#### Head of Workplace Solutions

Scott Ramey joined Transamerica in 2006 bringing more than 23 years of legal and financial services industry experience. As head of Workplace Solutions, Scott is responsible for Transamerica's retirement plan services and the voluntary benefits operations. His diverse background includes wholesaling, divisional sales management, and sales consulting. Prior to Scott's role in Workplace Solutions, Scott played an integral role as Executive Director of Institutional Markets. He expanded Transamerica's variable annuity business relationships, leading to consistent year over year growth. Scott earned his Bachelor's degree from John Carroll University.



#### Frank Sottosanti

#### Chief Marketing Officer

Frank Sottosanti joined Transamerica in 2017 as Chief Marketing Officer, bringing 20 years of sales and marketing leadership experience across a range of industries, including financial services, insurance, consumer packaged goods, and entertainment. He drives the development and execution of Transamerica's brand, distribution channel support and overall marketing strategy. Frank received a Bachelor of Science Business Administration in Management degree from Bucknell University and a Master of Business Administration from New York University Stern School of Business.



### Disclaimer

#### Cautionary note regarding non-IFRS measures

This document includes the following non-IFRS-EU financial measures; underlying earnings before tax, income 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, the revaluation reserve and the reserves related to defined benefit plans. 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;
- Consequences of an actual or potential break-up of the European monetary union in whole or in part:
- Consequences of the anticipated exit of the United Kingdom from the European Union and potential consequences of other European Union countries leaving 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 or both;
- 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; 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, shareholders' equity or regulatory capital adequacy levels;
- Accon'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 syneroies 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 cash and leverage ratio management initiatives
- This document contains information that qualifies, or may qualify, as inside information within the meaning of Article 7(1) of the EU Market Abuse Regulation (596/2014). Further details of potential risks and uncertainties affecting Aegon are described

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