

A photograph of three people riding bicycles on a city street at dusk. In the foreground, a woman with dark hair, wearing a green jacket over a striped shirt and a dark skirt, is smiling broadly. Behind her, a man in a blue denim jacket and a woman in a white top and dark skirt are also riding and smiling. The background shows trees and streetlights, creating a warm, urban atmosphere.

Simplifying and optimizing business

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Chief Operating Officer

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New York, December 6, 2018

Helping people achieve a lifetime of financial security

 TRANSAMERICA®

 AEGON

Building the foundation for accelerated growth

Modernization and simplification

- Strategic overhaul of products to deliver digitized end to end solutions in 2019
- Rationalized location footprint
- Execution of expense savings including partnership agreements

Enhancing services and execution rigor

- Accelerating growth and maximizing experiences through TCS partnership
- Utilizing technology and our digital platform to enable growth through relationships, additional sales offerings, and new solutions

Accelerating growth

- Advancing sales growth through investments and innovation to enable growth opportunities such as underwriting enhancements
- Developing core capabilities that will deepen relationships, improve retention and enable second sales

Execution of the 5 part plan

Setting the foundation for growth



Key achievements

Strategic overhaul of products:

- Product simplification review of over 100 products
- Sunset over 20 individual products to date
- Invested in developing new and enhanced offerings in all retained product lines
- Key product launches include Managed Advice®, Variable and Fixed Index Annuity, Term Life, Indexed Universal Life and Stable Value

Location strategy:

- Exited or announced to exit 5 locations
- Through monetization and consolidation, reduced overall footprint by 750,000 square feet
- Completed TCS co-location, resulting in over 2,000 physical employee moves

Expense savings:

- Transition of Life, Health and Annuity Administration to TCS
- Operational improvements through the use of new technology
- Process improvements resulted in fee reductions and other overall business improvements

Strategic overhaul of products

Simplified product set and launching end-to-end digitized product in 2019

Approach:

- Simplified duplicate products & exiting non-core channels/products – Reviewed over 100 products; sunset over 20 individual products to date
- Improved financials of key products
- Sourced additional non-core products and services from external specialists
- Updated product portfolio to adapt to needs of changing regulatory and compliance environment
- Actively developed new solutions to engage with existing customers
- Product portfolio changes consistent with enabling operating model simplification

2017

2018/2019

2019+

Outcomes:

- Began exits of non-core product lines
 - Completed initial sunsets of specific individual products not requiring replacements
 - Product lines sunset or modified include: Whole Life, Universal Life, Variable Universal Life, Indexed Universal Life, Term Life, Annuity, Health, and Long Term Care
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- Continued execution of product line exits and individual product sunsets
 - Launching modernized replacement products, including end to end digital experience and bundled offerings
 - Certain legacy product sunsets coordinated with product launches
 - Product lines with modernized replacements include: Whole Life, Term Life, Health, Variable Annuity
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- Additional modernization of products to continue relevance with consumers and meet company financial objectives
 - Modernized technology infrastructure including administration and underwriting platforms

Execution of location strategy

Positioning organization for growth



Execute

Delivering annual sustainable savings as part of the 5 Part Plan



Location Footprint

Established governance and definition for future



Improve

Improving the employee experience with a modernized environment

Actions Taken

- More than 2,000 employee moves in locations with TCS transaction
- Exited or announced to exit 5 locations
- Through monetization and consolidation reduced footprint by more than 750,000 square feet
- Investment in Transamerica Cedar Rapids, IA location



Impact

- Increased utilization and building value
- Delivered sustainable cost savings
- Evolving workspace to modernize environment
- Improved collaboration and culture across locations

Administration of life & annuity business transferred to TCS

Allows focus on key, value-added strengths



TATA
CONSULTANCY
SERVICES

- Service & administration
- Retirement plans
 - IRAs
 - Advice center
 - Mutual funds
 - SVS

- Life
- Annuity
- Supplemental health
- Voluntary benefits

- Strengths
- Underwriting
 - Product development
 - Distribution network
 - Customer relationship

- Digitization
- Process improvement
- Automation



- 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

Utilizing technology to enable growth



Workplace



Individual



Advice, guidance & experience

Experience



Making it easier for Agents and plan sponsors to transact online and providing digital insights on plan performance

Creating a digital layer on top of the new administration solution that provides greater servicing and insights for Customers and Advisors

Driving greater online customer service by better design and adoption and security controls

Digital Platform



Providing data and processes through integration points allowing connections to new partners

Connecting new administration solutions with new partner systems to enhance the Underwriting process

Connecting with the customer through a CRM platform that connects administration, data, customer insight and customer service

Servicing



Robotics implementations and greater self serve capabilities to create straight through processing efficiencies

Digitizing product configuration to increase product speed to market

Integration to providers of advice, profiling and investments to provide better holistic advice to customers and agents

Recordkeeping



Simplification through conversion from 3 to 1 recordkeeping system

Outsourced service agreement leads to conversion of 26 legacy systems onto state of the art platform (BaNCS TCS)

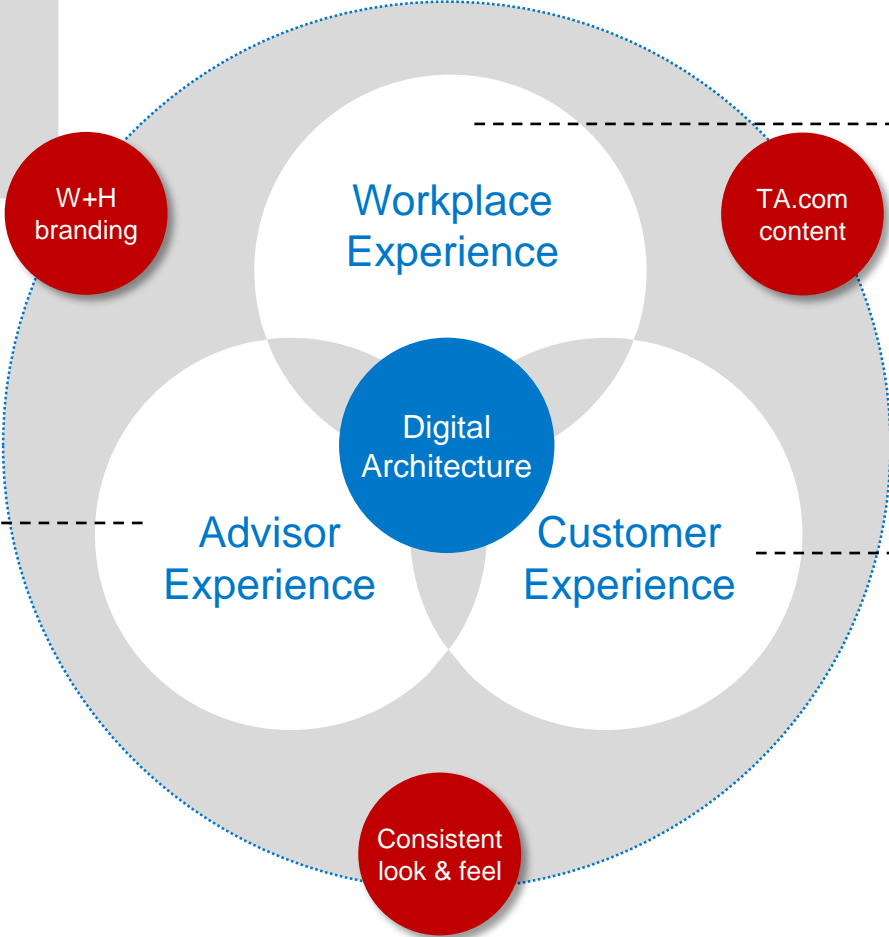
Creating a better record of the customer, through less systems, for greater front end servicing capabilities

Digital platform

Integrated experience provides holistic services, driving improved engagement

- Digital platform architecture**
- Process modeling and analytics engine
 - Data provision
 - System integration
 - Customer management (Salesforce)

Experience design

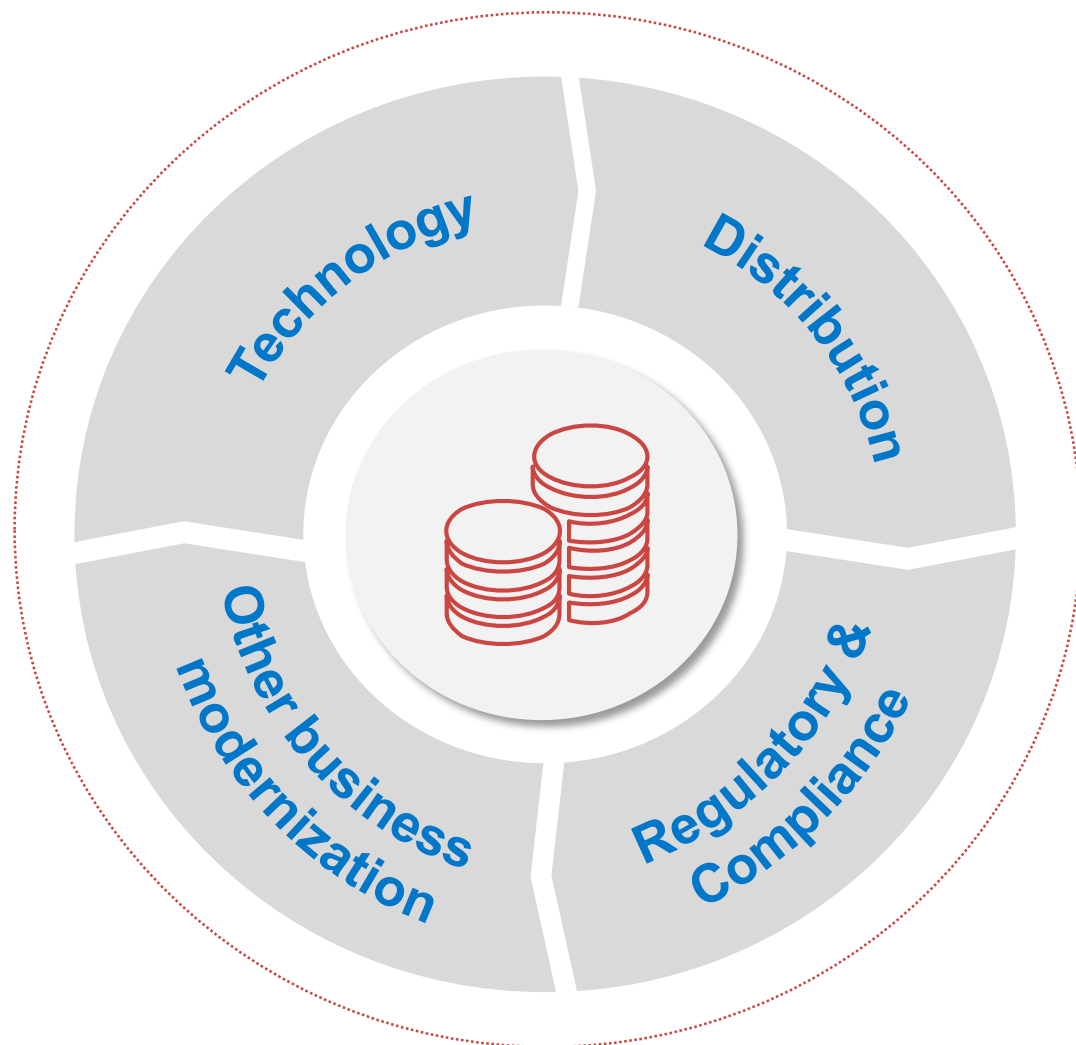


- Redesign the experience
- Security & enhancements
- Retirement Plans and Employee Benefits integration
- Integrated reporting and insights dashboard

- Advisor portal consideration
- Digital onboarding
- Application tracking
- Advisor portfolio analysis

- Enterprise secure customer interface
- Self-service transactions
- Omni-channel engagement
- Next best action: Wealth + Health & Proposition

Investing in modernization and growth

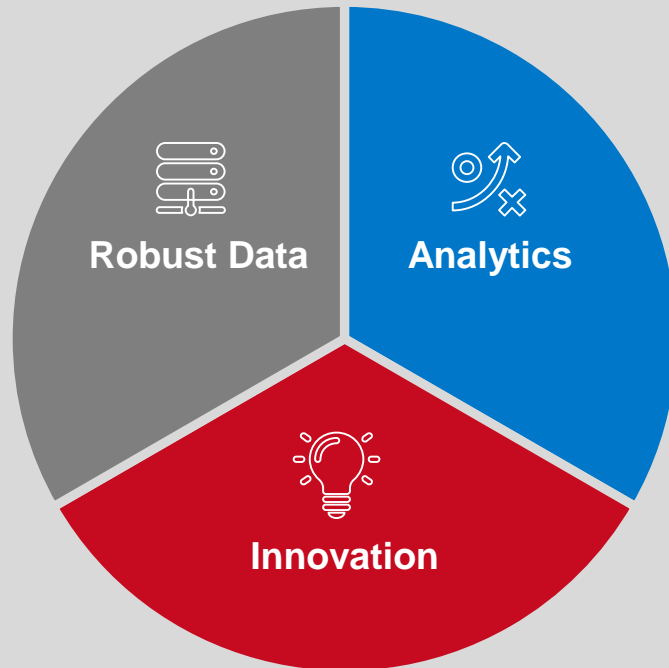


- **Technology** – new solutions and enhanced technology to improve scalability, automation, and self service capabilities
- **Distribution** – investment in headcount and marketing costs to stand out with compelling brand narrative and integrated solutions
- **Other business modernization**, includes underwriting modernization, data analytics and innovation
- **Regulatory & Compliance** – include regulations related to cybersecurity and “best interest” rule

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

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

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



Growth

Accelerated Underwriting driven by data and analytics

- Reduce throughput time
- Increase policy placement rate

Expense Management

- Lower acquisition cost
- 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

Investing in core capabilities in product offerings

Enhancing capabilities to maximize growth opportunities

Affiliated Funds and Stable Value

Maximize the opportunity from the initial sale

Increase margin with additional products

Improved retention through affiliation

Improved operational scale

Bundled Offering & Pricing

First in the market to offer bundled pricing across Voluntary Benefits and Retirement products



Managed Advice®, guidance & experience

Helping participants achieve better outcomes

A 25 year old could see **40%¹** more income in retirement

+1% Average contribution rate

89%¹ Chance a 25yr old will have greater retirement wealth



Develop longer lasting relationships



Larger share of wallet for existing customers



Enhanced customer experience



Data & analytics leveraged from consumers

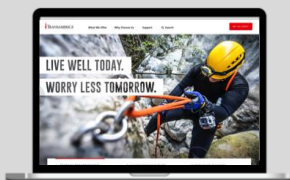
1. Source: Investment News Research, 2016 Financial Performance Study, Morningstar

Managed Advice[®]

Digital Engagement, combined with Managed Advice[®], improves sales and experience



TRANSAMERICA
MOBILE APP



ONLINE EXPERIENCE
FOR CUSTOMERS



TELEPHONY



MESSAGE BOT /
VIRTUAL ASSISTANT



MANAGED ADVICE[®]

Easy and clear digital access for the customer

Analytics driven, personalized engagement plan

Average contribution rate for
Managed Advice[®] participants = 6%

*(A full point higher than participants
with no Managed Advice[®])*

Leveraging strong operational set-up and capabilities

**Strategic overhaul
of products enables
new and second
sales**

**TCS Partnership
accelerates growth**

**Bundled offerings
improve outcomes**

**Technology
provides new
digitized services**

Strongly positioned to sustainably grow capital generation

Disclaimer

Cautionary note regarding non-IFRS 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, 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;
- 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 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 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.

