

Aegon Asset Management

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Analyst & Investor
Conference



Today's storyline

Achievements since 2010

- Created a successful asset manager
- Strong growth of attractive third party business

Priorities going forward

- Leverage fixed income and multi-asset capabilities and optimize product development
- Develop and launch global and regional products, utilize expertise of all investment centers
- Deepen presence in existing markets and expand geographic reach

Financial targets

- Third party AuM to increase to over 65% of total AuM by 2018
- 20% increase in underlying earnings by 2018
- Cash flows and remittances of at least EUR 100 million per year by 2018



Achievements since 2010



Overview of Aegon Asset Management

Active asset manager for different clients segments

- Institutional
- Wholesale
- Aegon

Global provider of Solutions & Strategies

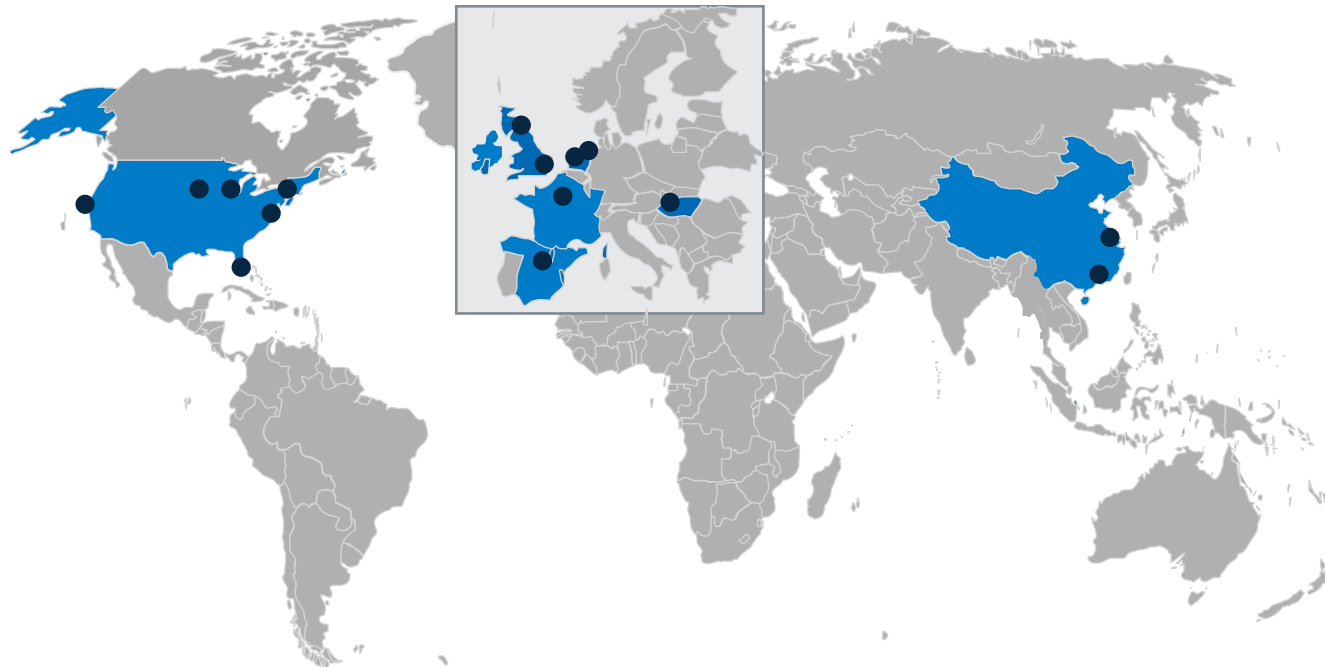
- Fixed Income
- Multi Asset
- Balance sheet solutions
- Equities
- Real Estate

Dedicated investment professionals

- >200 worldwide

Assets under management

- EUR 342 billion



USA

- Baltimore
- Cedar Rapids
- Chicago
- New York
- San Francisco
- St Petersburg

Europe

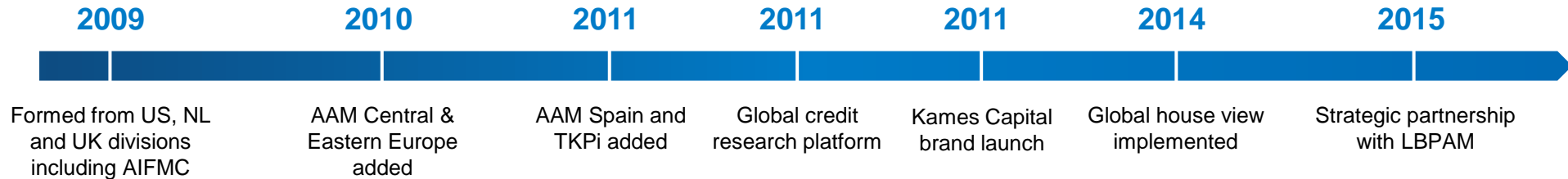
- Budapest
- Edinburgh
- Groningen
- London
- Madrid
- Paris
- The Hague

Asia


- Hong Kong
- Shanghai

Note: AuM as of 30 September 2015


Developed into successful asset manager




Acting as one




- Located in The Hague, Cedar Rapids, Baltimore, Budapest, Madrid
- AuM of EUR 190 billion
- Fixed income, mortgage loans, multi-asset, asset allocation, liability driven investment solutions




- Located in Groningen, The Netherlands
- AuM of EUR 20 billion
- Manager selection, fiduciary advice



- Located in Edinburgh and London
- AuM of EUR 76 billion
- Fixed income, equity, property, multi-asset, absolute return, ethical



- Joint Venture (49%) located in Shanghai, China
- Aegon's proportional share of AuM: EUR 13 billion
- Chinese equities, fixed income, money markets



- Strategic long-term partnership (25%); with La Banque Postale Asset Management (LPBAM) distribution via La Banque Postale (17,000 branches)
- Aegon's proportional share of AuM: EUR 44 billion (incl Fédéris Gestion d'Artifis)
- Fixed income, equity, money markets, diversified

Strategic partnerships opening up markets

- Leveraging investment capabilities and expertise through partnerships
- Entered major markets with strong local partners
- Accelerated earnings growth by adding scale and distribution power



China

At a glance

- Joint venture established in 2008
- Total AuM of ~ EUR 27 billion

AIFMC consists of three business operations

- Mutual funds (~70%)
- Separately managed accounts (~30%)
- Advisory accounts (~1%)



France

At a glance

- Strategic partnership established in 2015
- Total AuM of ~ EUR 177 billion (incl Fédéris Gestion d'Artifis)

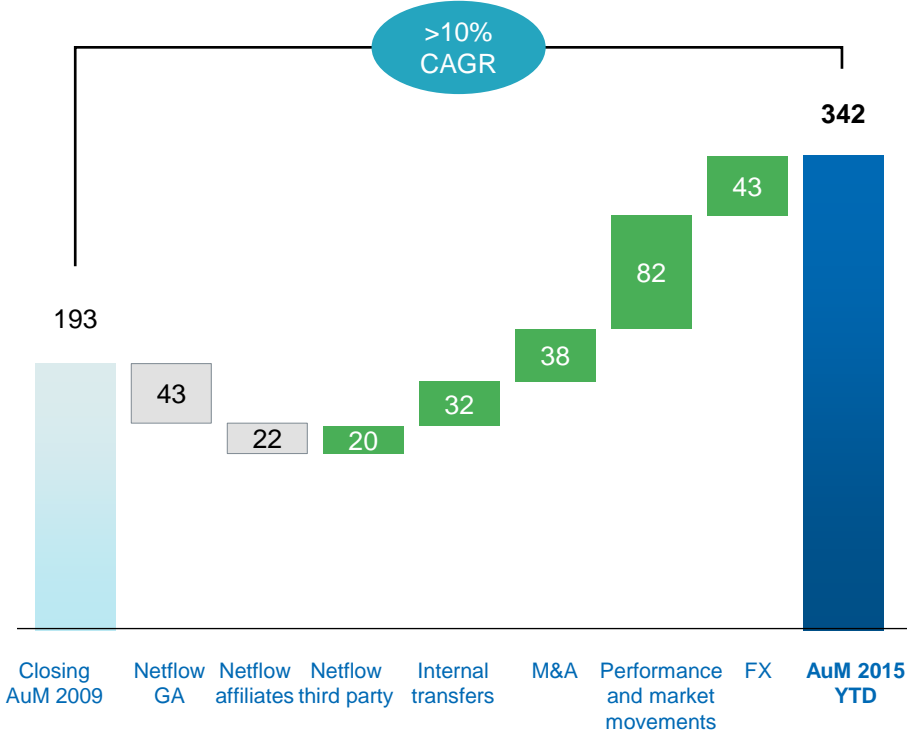
Key strategic benefits

- # 5 French asset manager
- Retail distribution through leading French bank, which has ~17,000 points of sale in France and 10.7 million active clients

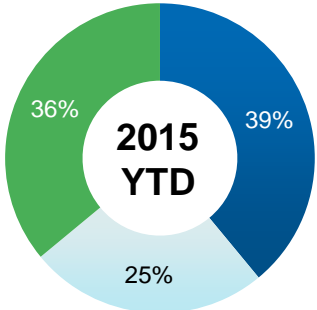
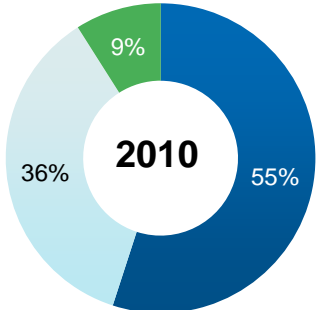
Third party business and investment outperformance drive growth

Asset flow

(in EUR billion)

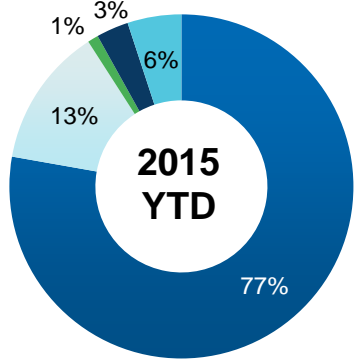
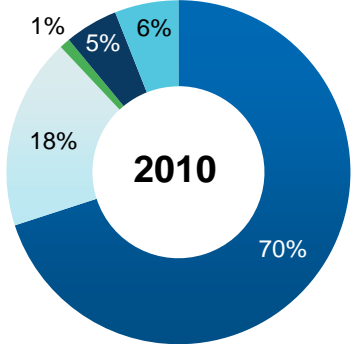


AuM split



■ General account ■ Affiliates ■ Third party

AuM split by asset class



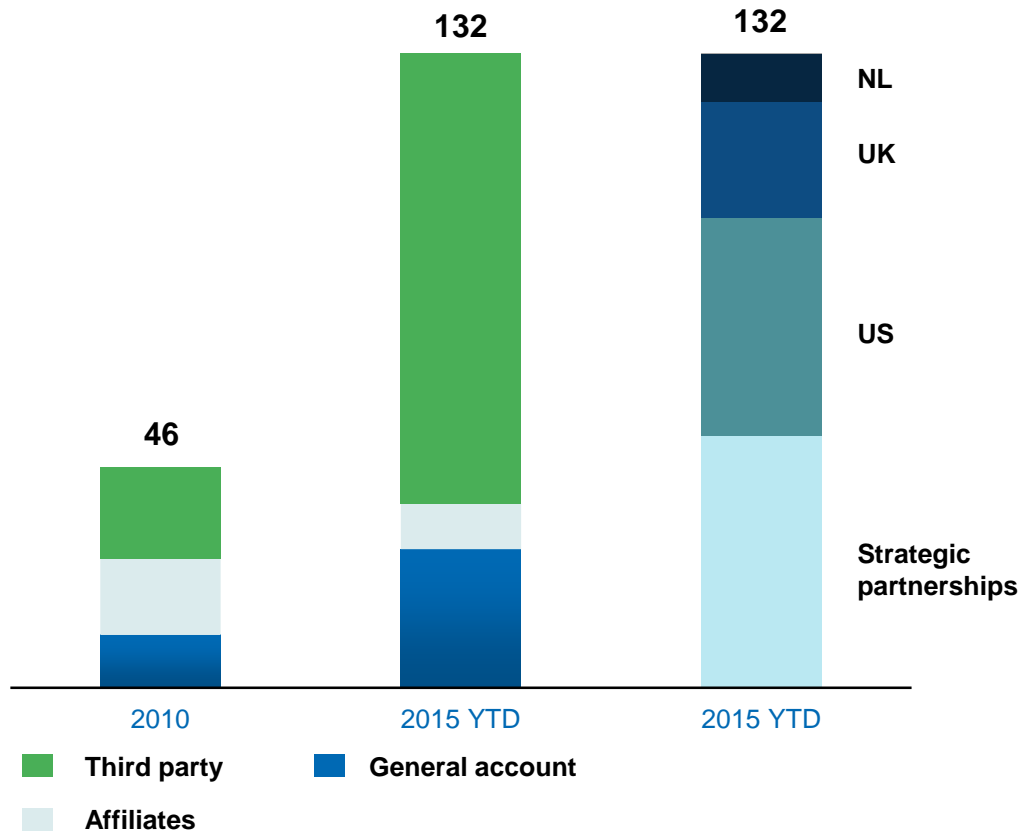
■ Fixed income ■ Real estate ■ Alternative / others
 ■ Equities ■ Mortgage loans

Note: All 2015 YTD figures in this presentation are as of September 30, 2015

Profitable third party business drives earnings growth

Earnings development by business line and by region

(in EUR million)



- Tripled third party netflows between 2012 and 2015
- Strong growth mainly driven by third party business leveraging scale and capabilities from general account and affiliates
- Third party customers base includes some of the largest financial institutions in our target markets
- Third party sales pipeline underpins our growth ambition

Serving customers with strong performing investment solutions

Relative performance vs benchmark** as of November 30, 2015 (%)

Key products / funds*	1 year	3 years	5 years
NL Dutch Mortgage Fund	6.23	-	-
NL Aegon Strategic Allocation Fund 75-25	0.63	1.18	1.09
NL Aegon European Credit Fund	0.38	0.69	0.78
NL Aegon European Bond Fund	0.77	1.20	1.09
US High Yield Fixed Income Composite	1.67	1.12	1.28
US Emerging Market Global Diversified Composite	0.82	-0.44	0.60
Kames Strategic Global Bond Fund	0.16	1.09	1.72
Kames High Yield Global Bond Fund	1.10	1.7	1.75
Kames Investment Grade Bond Fund	1.59	1.61	1.47
Kames Absolute Return Bond***	0.22	0.89	-
Kames Global Equity Income Fund	6.60	2.32	-
Kames Property Income Fund	1.42	-	-

* NL funds managed by AIM BV and US funds by AUIM, an SEC registered investment adviser

** Except for Kames Absolute Return Bond, Kames fund performance shown as net vs Lipper median

*** Objective is to generate positive absolute returns for investors over a rolling 3 year period irrespective of market conditions. Reporting benchmark being LIBOR GBP 3 Months

Significant progress has been made in changing the company

Global Distribution

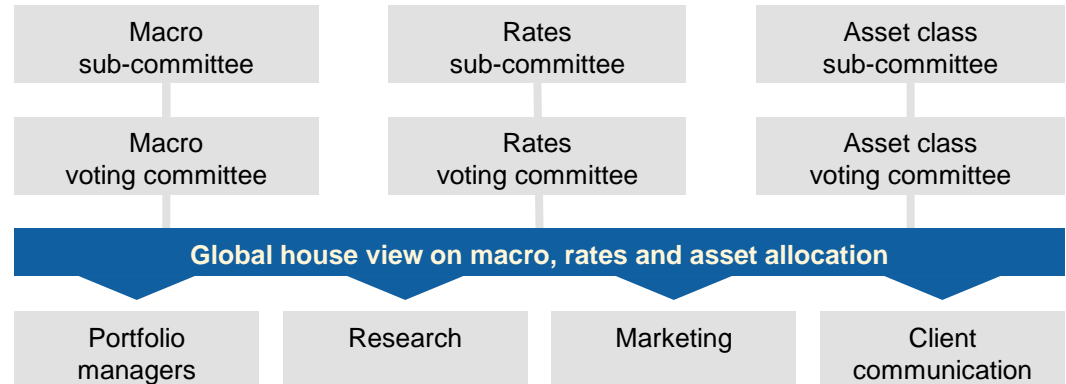
- Leveraging key capabilities and strengthened compliance functions leading to improved communication and co-operation
- Act as one asset manager across brands

Operational excellence

- Global program management office created to coordinate execution of COO strategy based on a global approach
- Global design authority and global data management established to increase efficiency and alignment

Asset Allocation and Solutions

- New integrated house view developed and implemented
- Constant development of state of the art solutions across investment centers



Continue to improve Responsible Investments (RI) approach

2011:

- Global RI policy adopted and set up RI-Committee

2015:

- New governance structure, ensuring RI is embedded in business processes and policies

2010:

- Adopted a broad RI framework and joined the global “Principles for Responsible Investment”

2014/2015:

- Policy and Framework are implemented in all material aspects

Approach going forward:

- RI team works closely with all investment centers to develop and implement RI policies
- Broad engagement on RI themes with internal and external stakeholders
- Well positioned in ESG (environmental, social and governance) integration
- Develop profitable Socially Responsible Investment (SRI) products and increasing emphasis on impact investments
- Continuing thematic approach to climate change



Priorities going forward



Markets grow but face changes

Active markets drive market growth

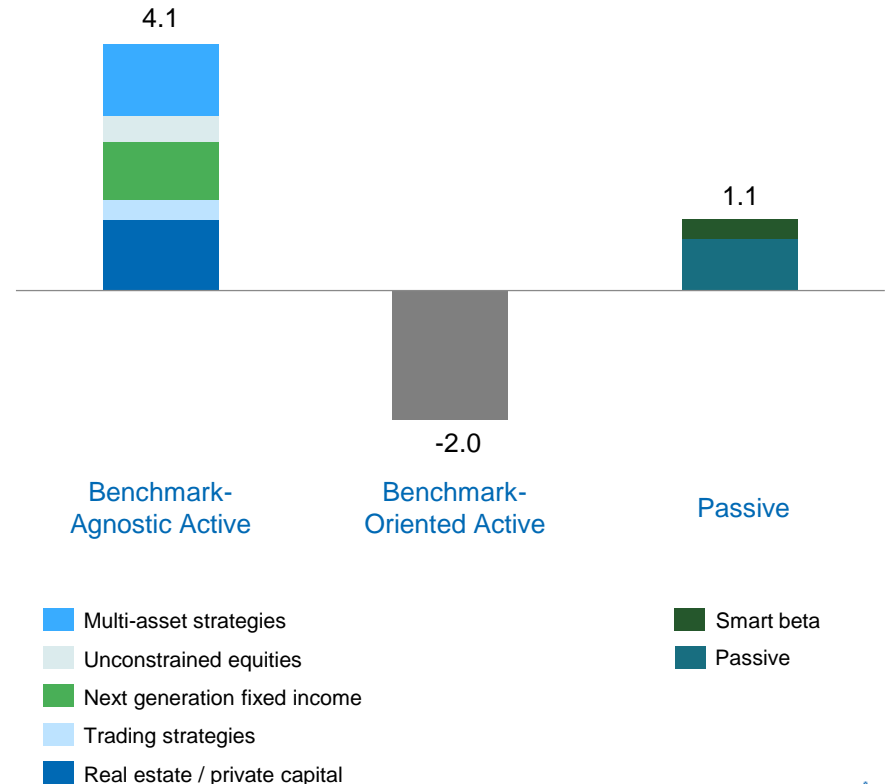
- Active solutions remain attractive:
 - Strong growth in benchmark agnostic products
 - Flows largely driven by multi asset strategies, real estate / private capital and next generation fixed income

New distribution models challenge market

- Availability of new technologies
- Digitalization of many elements in value chain

5-Year new active net new flows ex-China

(cumulative, in USD trillion, 2014-2018E)



Note: Source is Casey Quirk

Accelerate and improve execution to realize growth

- Thought leadership in asset allocation and solutions offering best breed products to our customers
- Develop and distribute global products leveraging fixed income and multi-asset capabilities



- Optimize product development across units
- Focus on technology convergence, data and centers of excellence
- Improve Cost / Income ratio



- Deepen presence in existing markets
- Expand geographic reach
- Continue to execute responsible investment approach



- Establish a high performance, value-driven culture
- Adapt to continuously changing markets
- Hire and retain world-class talent
- Optimize people development



Initiatives are well underway



- Leveraging fixed income and Multi Asset capabilities across markets
- New products developed supporting RI investment efforts
- Global investment committee and global product committee created



- Expanding reach into selected new markets
- Implement La Banque Postale partnership



- Focus on target operating model
- Enhancing data strategy
- Capacity increase in operations & IT area



- Implementing engagement strategy
- Finalizing refined recruitment strategy

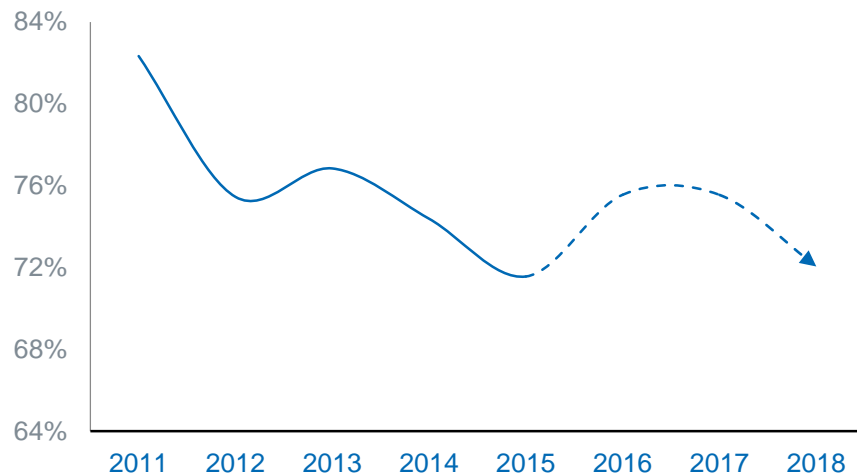


Investing for growth will lead to greater efficiency

- Cost / Income ratio expected to increase in 2016 as a result of investments for growth leading to a higher level of efficiency going forward
- Focus on higher margin third party business leads to a temporary rise in Cost / AuM ratio but creates a base for fueling earnings growth

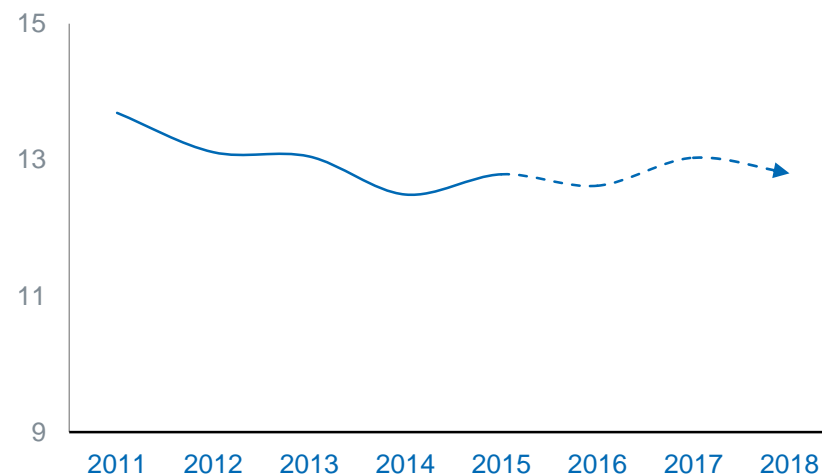
Cost / Income Ratio

(in %)



Cost / AuM Ratio

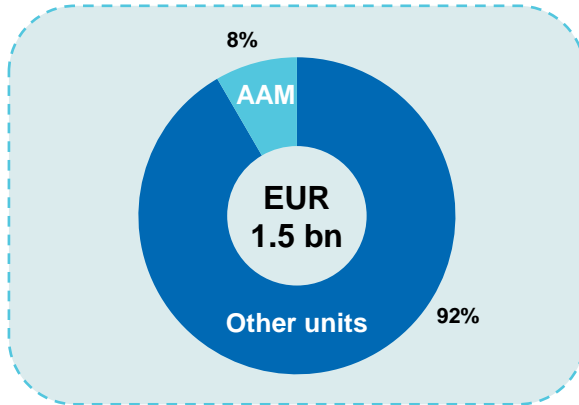
(in bps)



Asset Management adds strategic and financial benefits

Underlying earnings before tax

2015 YTD



8 % of Aegon's total underlying earnings in 2015 come from AAM, a strong increase compared with 2% in 2010

Benefits of growing Aegon Asset Management

- Conversion rate of net income to cash nearly 100%
- Very limited balance sheet risk incurred
- Revenue not as sensitive to low interest rate environment as insurance and pension business
- High return on investment
- Stable and growing cash flow generation
- Risk diversification
- Investment management fees of insurance and pension businesses kept within the Group



2018 targets



Continuing strong growth in Asset Management

Management actions

Operational excellence

- Optimize product development across units
- Focus on technology convergence, data and centers of excellence

Loyal customers

- Thought leadership in asset allocation and solutions offering best in breed products to our customers
- Develop and distribute global products leveraging fixed income and multi-asset capabilities

Optimized portfolio

- Deepen presence in existing markets
- Expand geographic reach
- Continue to execute responsible investment approach



Delivering results

- 20% increase in underlying earnings by 2018
- Third party assets under management to increase to over 65% of total AuM by 2018
- Cash flows and remittances of at least EUR 100 million by 2018

For questions please contact Investor Relations

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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 and income before tax. These non-IFRS measures are calculated by consolidating on a proportionate basis Aegon's joint ventures and associated companies. The reconciliation of these measures to the most comparable IFRS measure is provided in note 3 'Segment information' of Aegon's Condensed Consolidated Interim Financial Statements. 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.

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 GBP for the United Kingdom, because those businesses operate and are managed primarily in those currencies. 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 or the potential 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, 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 also 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;
- 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.

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.

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